

**FOR RECOMMENDATION**

**CONFIDENTIAL**

***IN CAMERA***

**TO:** Business Board

**SPONSORS:** Professor Scott Mabury, Vice President, University Operations

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**PRESENTER:** See above

**CONTACT INFO:**

**DATE:** January 12, 2017 for January 23, 2017

**AGENDA ITEM:** 17(a)

**ITEM IDENTIFICATION:**

Capital Project: University College Revitalization (Revised Phase 1) and Croft Chapter House (Phase 2)  
– **Revised Total Project Cost and Financing Requirement**

**JURISDICTIONAL INFORMATION:**

Under the *Policy on Capital Planning and Capital Projects*:

“...proposals for capital projects exceeding \$10 million must be considered by the appropriate Boards and Committees of the Governing Council on the joint recommendations of the Vice-President and Provost and the Vice-President, University Operations. Normally, they will require approval of the Governing Council. Execution of such projects is approved by the Business Board”;

“...for projects requiring Level 3 approval, any budget increase exceeding the lesser of 10% or \$3M of the original total project cost, and where funds are available, must be approved by the Business Board”;

*“If a project will require financing as part of the funding, the project proposal must be considered by the Business Board.”*

**GOVERNANCE PATH:**

**A. Project Planning Report – Project Planning Report, Budget and Source of Funds**

1. Planning and Budget [for recommendation] (January 11, 2017)
2. **Business Board [financing, for recommendation] (January 23, 2017)**
3. Academic Board [for recommendation] (January 26, 2017)
4. Executive Committee [for endorsement and forwarding] (February 6, 2017)
5. Governing Council [for approval] (February 15, 2017)

**B. Execution of the Project**

1. Business Board [for approval] (January 23, 2017)

**PREVIOUS ACTION TAKEN:**

On May 11, 2015, the Project Planning Report for the University College Revitalization dated March 10, 2015 outlining the proposed revitalization plan for University College focusing on re-establishing the Library within the East and West Hall and improving accessibility with a project scope totaling 712 net assignable square metres (nasm) (950 gross square metres (gsm)) were confirmed by the Executive Committee, to be funded as follows:

Boundless Capital Campaign Funds	\$ 2,500,000
Capital Campaign Funds (Arts and Science & University College)	\$ 2,225,000
Provost's Central Funds	\$ 2,000,000
University College Operating Funds	\$ 1,200,000
<u>Faculty of Arts and Science Capital Funds</u>	<u>\$ 1,000,000</u>
Total	\$ 8,925,000

On October 29, 2015, the Report of the Project Planning Committee for the University College Revitalization (Revised Phase 1) and Croft Chapter House (Phase 2) dated September 8, 2015 was approved by Governing Council, to be funded as follows:

Capital Campaign Funds	\$ 6,200,000
Provost's Central Funds	\$ 2,000,000
University College Operating Funds	\$ 1,200,000
<u>Faculty of Arts and Science Capital Funds</u>	<u>\$ 1,000,000</u>
Total	\$10,400,000

The combined Project scope of Phases 1 and 2 included the design and renovation of approximately 985 net assignable square metres (nasm) (1,266 gross square metres (gsm)). The additional scope focused on the creation of a conference centre at Croft Chapter House and its environs.

On April 14, 2016, the CaPS Executive Committee approved in principle additional project scope including: a) Renovation and restoration of two classrooms (originally included as part of Phase 4 of the Taylor Hazell Report); b) Upgrade to a full service elevator from a proposed limited-use, limited-access lift (LULA); c) Construction of the Third Floor Café; and, d) Design resolution of Secondary Effects related to these changes in project scope, as well as, consultant fees associated with the additional project scope.

**HIGHLIGHTS:**

Approval is currently being sought to include the design and implementation of additional scope totaling 408 net assignable square metres (nasm) (551 gross square metres (gsm)). The combined Project scope

of Phases 1 and 2, and additional project scope totals 1,393 net assignable square metres (nasm) (1,817 gross square metres (gsm)).

The additional project scope includes the following:

- a) Renovation and restoration of two classrooms (UC179 & UC179A);
- b) Upgrade to a full service elevator from a proposed limited-use, limited-access lift (LULA);
- c) Construction of the Third Floor Café and lounge between the East and West Halls;
- d) Design resolution of Secondary Effects related to these changes in project scope.

## **FINANCIAL IMPLICATIONS:**

### **a) Total Project Cost**

The total estimated project cost for the Project, Revised Phase 1 and Phase 2 Croft Chapter House of the University College Revitalization, including Additional Project Scope as outlined, is \$15.125 million. This represents a project budget increase of \$4.725 million, or a 45.4% increase, to the confirmed budget at \$10.4 million.

At the April 14, 2016 CaPS Executive meeting, an expenditure of up to \$200,000 in consulting fees included in the Total Project Cost, was approved to move forward with the design development of the additional project scope.

The project cost increase is allocated to the additional scope as follows:

Renovation and restoration of two classrooms	\$ 1,123,000
Upgrade to a full service elevator	\$ 585,000
Construction of the Third Floor Café and lounge	\$ 684,000
Design resolution of additional Secondary Effects	\$ 533,000
Deferred Maintenance Upgrades	\$ 915,000
<u>Other variances related to additional project scope</u>	<u>\$ 885,000</u>
<b>Total Project Cost increase</b>	<b>\$ 4,725,000</b>

### **b) Funding Sources**

The funding sources for the confirmed University College Revitalization (Revised Phase 1) and Croft Chapter House (Phase 2) Project of \$10.4 million (August 19, 2015) included:

Capital Campaign Funds	\$6,200,000
Provost's Central Funds	\$2,000,000
University College (Operating Funds)	\$1,200,000
Faculty of Arts and Science (Capital Funds)*	\$1,000,000
<b>Total</b>	<b>\$10,400,000</b>

*Capital Project: University College Revitalization (Revised Phase 1) and Croft Chapter House (Phase 2) - Revised Total Project Costs & Financing*

The project budget increase of \$4.725 million, or a 45.4% increase, for a Total Project Cost of \$15.125 million is to be funded by as follows:

UC Boundless Capital Campaign**	\$5,655,000
Provost's Central Funds	\$2,000,000
University College (Operating Funds)	\$1,327,000
Faculty of Arts and Science (Capital Funds)*	\$3,090,000
University College Literary & Athletic Society Special Project Levy ^	\$2,138,000
Facilities & Services Funds	\$ 915,000
<b>Total</b>	<b>\$15,125,000</b>

*\*Note: \$1.0 million of the Faculty of Arts and Science contribution was contingent on project feasibility to relocate the School of Public Policy and Governance and the Mowat Centre in the Laidlaw Wing. Should the SPPG project prove not to be viable, the funding commitment from the Faculty stands in place for another use of the Laidlaw Wing to be agreed upon with University College. An RFP for architectural design services was issued in early November, 2016.*

*\*\*Note: The UC Boundless Capital Campaign Fund has reduced from \$6.2 million (in the previous approval) to \$5.655 million. UC Operating Funds would cover any shortfall of this fundraising target.*

*^Note: The University College Literary & Athletic Society Special Project Levy is to be collected over twenty years and will therefore require borrowing.*

**RECOMMENDATION:**

Be It Recommended to the Governing Council

THAT the University College Revitalization (Revised Phase 1) and Croft Chapter House (Phase 2) Project with a revised space program totaling 1,393 net assignable square metres (1,817 gross square metres), be approved in principle with a revised total project cost of \$15,125,000, including a maximum amount of long term financing not to exceed \$2,138,000.

**DOCUMENTATION PROVIDED:**

- University College Revitalization (Revised Phase 1) and Croft Chapter House (Phase 2): Additional Project Scope, dated November 11, 2016



November 11, 2016

**University College Revitalization (Revised Phase 1) and Croft Chapter House  
(Phase 2): Additional Project Scope**

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On October 29, 2015, the Report of the Project Planning Committee for the University College Revitalization (Revised Phase 1) and Croft Chapter House (Phase 2) dated September 8, 2015 was approved by Governing Council. The combined Project scope of Phases 1 and 2 included the design and renovation of approximately 985 net assignable square metres (nasm) or 1,266 gross square metres (gsm) as follows:

**Phase 1 – Re-establish the Library within East and West Hall & Improve Accessibility**

*Design Only*

- Design for a café and lounge space on the Third Floor of University College’s central tower, with links to the relocated library in East and West Halls. Implementation not included.

*Design & Implementation*

- Creation of the new Library reading room and support spaces to be located in the West Hall and adjacent central tower rooms;
- Creation of the new Library collections room and mezzanine to be located in the East Hall;
- Installation of a limited use/limited application elevator (LULA) in the central tower of the College’s front (southern) wing, and additional accessible upgrades to improve access to the building;
- Addition of and upgrade to air-conditioning and ventilation to service the East and West Halls, including infrastructure for future service to additional areas of the College.

**Phase 2 – Create Croft Chapter House Conference Centre and associated rooms**

In January, 2016, Kohn Shnier Architects and ERA Architects were retained as consultants for Phases 1 & 2 of the University College Revitalization. The Project is currently at the end of the Design Development stage. At the April 14, 2016 meeting of the CaPS Executive Committee, the request to include additional scope and consultant fees associated with these scope changes were approved.

The following changes to the project scope approved in principle included:

- a) Renovation and restoration of two classrooms (originally included as part of Phase 4 of the Taylor Hazell Report);**



- b) Upgrade to a full service elevator from a proposed limited-use, limited-access lift (LULA);**
- c) Construction of the Third Floor Café; and,**
- d) Design resolution of Secondary Effects related to these changes in project scope.**

*Details of the proposed changes are as follows:*

- a) Renovation and restoration of two classrooms:** UC179 & UC179A, a 108 seat tiered lecture hall and its support space, and UC A101, a 66 seat flat floor classroom (+200 nasm combined) (248 gsm)

Concurrent to the planning of the revitalization project is the proposal to move the School of Public Policy & Governance (SPPG) into the Laidlaw Wing at University College that will be vacated as a result of relocating the Library into the renovated East (Collections) and West (Reading Room) Halls.

The move would consolidate SPPG facilities (with classrooms currently housed in the 3rd floor of the Laidlaw Wing as well as in the Canadiana Building) and allow the School to make use of the historic and common UC spaces for events and programming. In order to accommodate the School's program, access to two of UC's main classrooms is required; UC179 and A101 have been identified as suitable due to their proximity and size.

The two classrooms identified will remain under Academic & Campus Events (ACE) but will require renovation and upgrades in order to meet SPPG's needs; they are also in the vicinity of the Croft Chapter House and there has been a desire to include them as part of the resources of the future Conference Centre. They also require renovation to fulfill the heritage and accessibility goals that UC has mandated for its spaces. UC and its affiliated Programs, Centres, and Schools will continue to have priority access to these rooms.

These classrooms do not constitute all of the heritage classrooms highlighted in Phase 4 of the original Strategic Planning Analysis report as rooms in need of upgrades, and it is anticipated that the remainder of the classrooms would be renovated at a later date.

#### *Additional Details*

- UC Room 179, is a 129 nasm tiered lecture hall that currently seats 108 people in rows. An existing 9 nasm AV booth (room 179A) is inside of the lecture hall and will be removed as part of the renovation, allowing for more seating;
- UC Room A101, is a 71 nasm flat floor classroom for lectures, tutorials and seminars that currently seats 66 people in individual desks;
- Restoration of the interiors of these classrooms including woodwork, plaster ceilings, windows, doors, fireplace, and finishes, to be more in line with its heritage appearance;



- Updated lighting, HVAC, communications, and audio-visual technology befitting of a modern learning environment;
- Inclusion of flexible but historically appropriate furniture that can be reconfigured in room to accommodate flexible teaching styles;
- Creation of barrier free entry points into the classrooms and integration into the new accessibility strategy of UC; and,
- Deferred maintenance addressed in the related areas of the College affected by the work.

b) **Upgrade to a full service elevator from the initially proposed limited use / limited access lift** adjacent to the northwest corner of the central tower (net change -7 gsm)

In addition, Kohn Shnier and ERA Architects have developed an accessibility plan that now includes a full service elevator with elevator tower exterior to the original building. This new location and the use of a full service elevator instead of a lift that would have required manned operation has numerous advantages, however it differs from the scheme outlined in the original planning document. The re-location of this elevator tower from the northeast corner of the UC central tower as initially proposed in the first Planning report to the northwest corner has also created a series of secondary effects that have construction and cost implications (see item **d. Secondary Effects**).

*Additional Details*

- The originally proposed location in the Taylor Hazell Report was determined infeasible for several reasons: the egress stair would need to be completely demolished and re-built in a new configuration in order to accommodate any elevator (LULA or full service); this would pose an immediate problem in terms of providing egress and keeping the building operable during the construction stage; the required re-building of the stair would result in a rebuilding of the roof profile at both the second and third floors, and finally, fitting in the LULA alone with the re-built stair would be an extremely tight fit. The area affected by the LULA lift and the egress stair is approximately 146 gsm (no assignable area is affected), which will be deducted from the program area.
- The new elevator in its proposed location provides access to all floors, within the existing footprint of the building, and has limited physical impact to heritage elements. In the heritage consultant's estimation, it is also the best location for the elevator from a heritage approval process. It should be noted that there is also some historical precedent for a tower at this location – a structurally independent steam plant tower was located very close to the proposed location of the new elevator. The approximate area for the elevator scope of work is 139 gsm.
- The new proposed elevator location would also require the conversion of existing Rooms 80, 172, 272, 377 & 376A and renovating them to circulation space or other non-assignable space items (see item **d. Secondary Effects**).



c) **Implementation and construction of the Third Floor Café** and lounge between the East and West Halls (+98 nasm) (131 gsm)

The University College Literary & Athletic Society will be contributing additional funding for co-curricular space, namely the Third Floor Café and the lounge space between the East and West Hall, as a result of a successful special project levy referendum.

d) **Design resolution of Secondary Effects to these changes in project scope** (+110nasm) (179 gsm). Secondary Effects resulting from the new proposed location of the elevator include providing access routes, accessibility, as well as the removal of rooms, as follows:

- The relocation and renovation of a Janitor's office & lunchroom from UC 80 to UC F001 (18.3 nasm)
- The renovation of UC 375 as a Faculty office from UC 272 (18.6 nasm)
- The relocation of the mail room UC 172 to the existing CAO office UC 158 (17.4 nasm) and the subsequent relocation of the CAO's office to UC 171 / 171A, with a new connection through to UC 173 (19.3 nasm).
- The conversion of UC 371 & UC 373 to the Librarian's office (22.8 nasm)
- The conversion of UC 377 to a universal washroom (13.6 nasm)

### **Deferred Maintenance Upgrades**

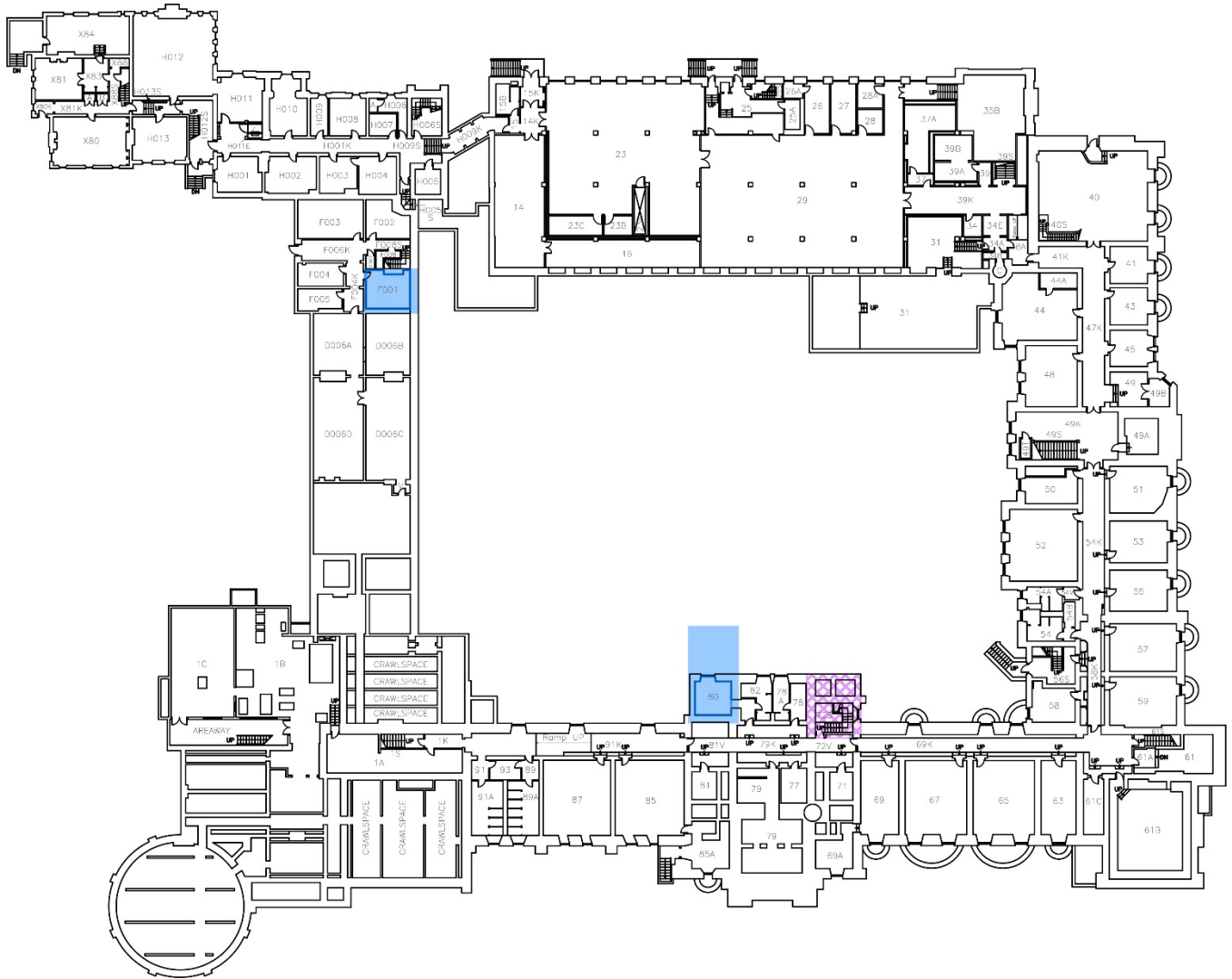
The proposed capital project presents an opportunity to address critical deferred maintenance issues as part of the renovation work. Further detailed inspections related to the design process revealed two areas in particular which are recommended by Facilities & Services for upgrade, the electrical panel and emergency generator. The existing Medium Voltage (MV) electrical switchgear and Low Voltage (LV) switchboard are over 35 years old and are recommended for replacement. The existing diesel generator faces compliancy issues and should be upgraded to current standards.

### **Summary**

The net additional area of the project scope identified above totals 408 net assignable square metres (nasm) and approximately 551 gross square metres (gsm). The combined Project scope of Phases 1 and 2, and additional project scope totals 1,393 net assignable square metres (nasm) (1,817 gross square metres (gsm)). Refer to drawings below for outline of scope areas.



# University College Basement Floor Plan



Additional Change in Scope: Full Service Elevator, related secondary effects

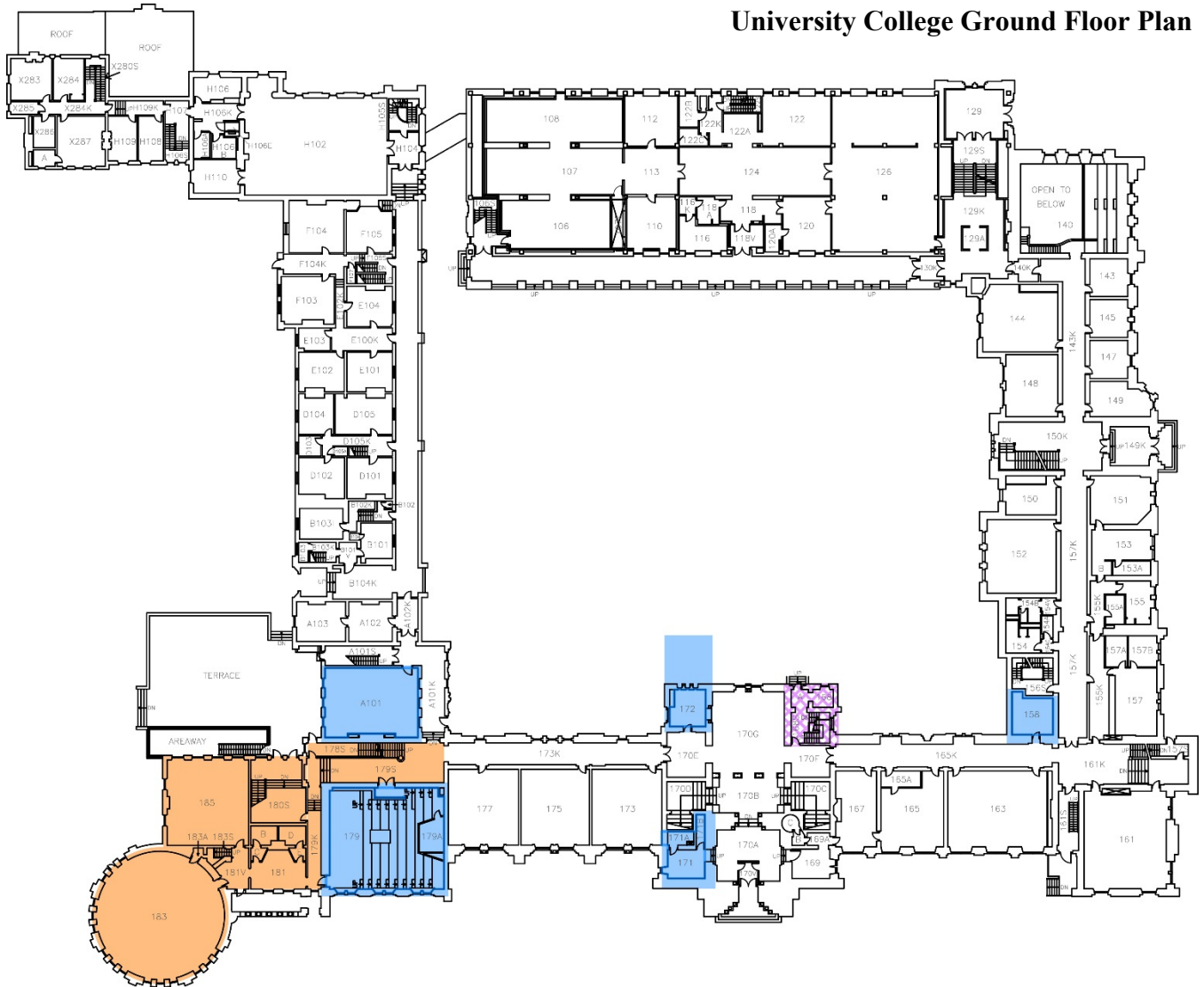


Reduction in Scope: Proposed LULA lift location from original study; remove from scope of work

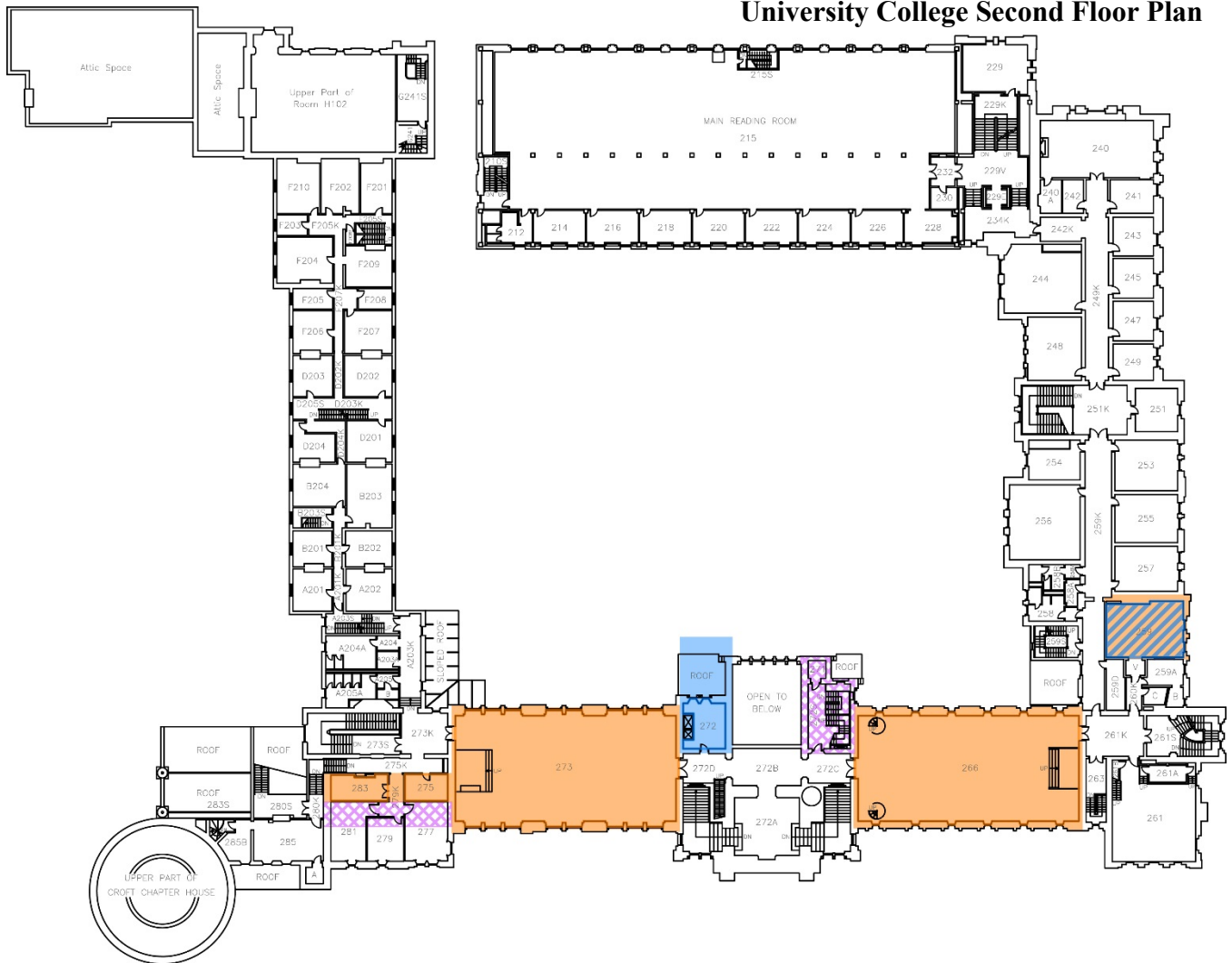
## Change in Scope

- New full service elevator in area of Room 80 (existing Janitor lounge)
- New relocated Janitor's lounge in F001
- Removal of LULA area from scope

# University College Ground Floor Plan



## University College Second Floor Plan



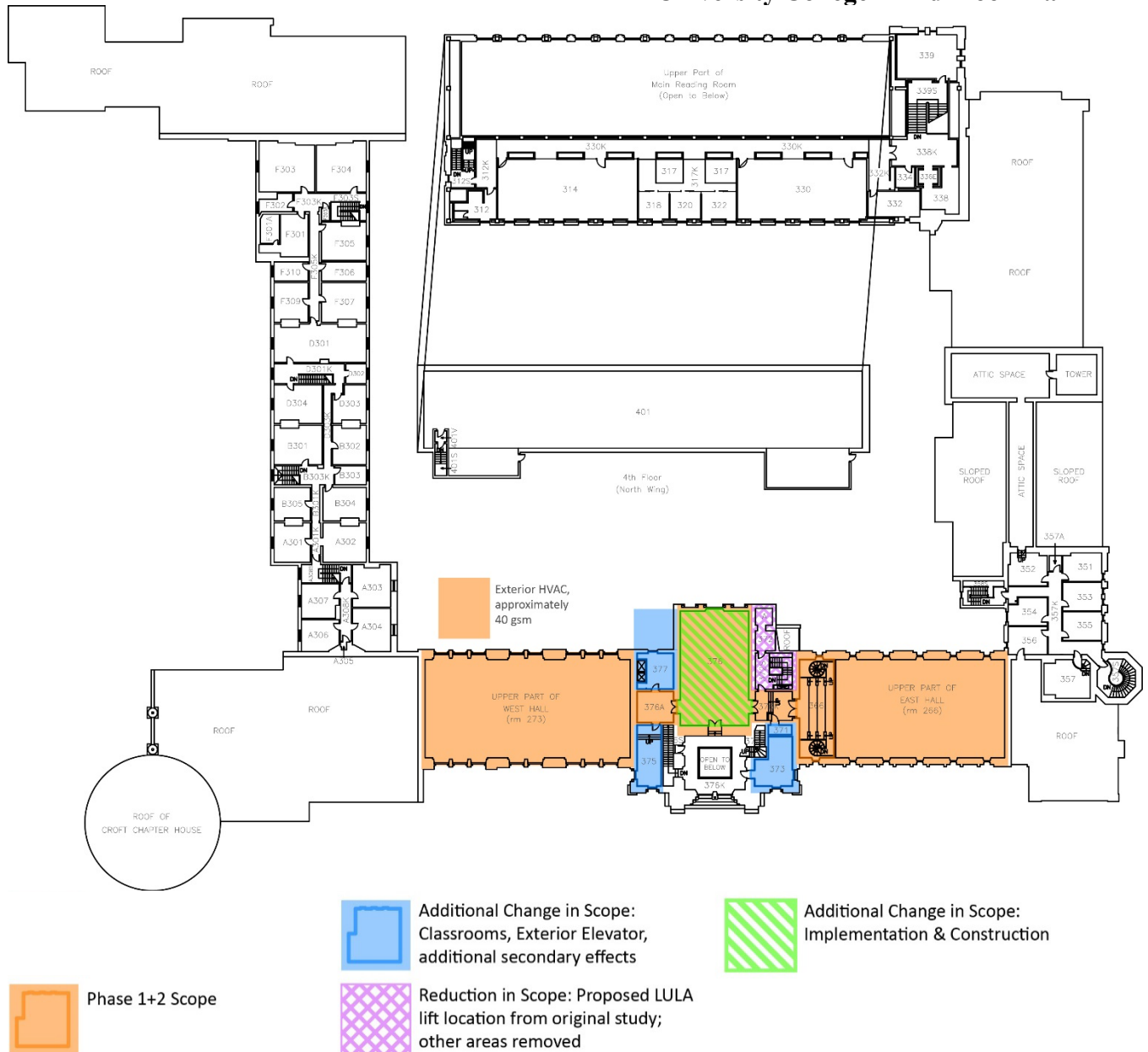
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|  | Additional Change in Scope:<br>Additional design fee |  | Additional Change in Scope:<br>Classrooms, Exterior Elevator,<br>additional secondary effects  |
|  | Phase 1+2 Scope                                      |  | Reduction in Scope: Proposed LULA<br>lift location from original study;<br>other areas removed |

- East and West Halls and support spaces (Phase 1, already approved)
- Writing Centre UC 259 (Phase 2, already approved)

### Change in Scope

- New full service elevator (exterior), and secondary effects including UC 272
- Removal of LULA area from scope
- Removal of unneeded support space for libraries

## University College Third Floor Plan



- East Hall Mezzanine, West Hall, and support spaces (Phase 1, already approved)
- Exterior HVAC work (Phase 1, already approved)
- Design of Third Floor Café (Phase 1, already approved)

### Change in Scope

- Librarian Office UC 371 & 373
- New full service elevator (exterior), and secondary effects including UC 377 & 375
- Implementation and construction of Third Floor Café
- Removal of LULA area from scope