

Andrew Hutson
Mary-Louise Huppatz

Wardle Architects



Building a Successful Business Case

for procurement of a new University building



*this will be an exciting project,
if a challenge to finance ...*

email from the Vice-Chancellor,
June 30 2005



definition: business case(s)

a justification for a proposed project or undertaking on the basis of its expected commercial benefit (Oxford Dictionary)

- to secure place on the Capital Works list
- to get University approval to apply for federal funding
- to garner support from University Executive to build full Business Case
- to secure institutional funding and project go-ahead

Faculty of Architecture, Building and Planning

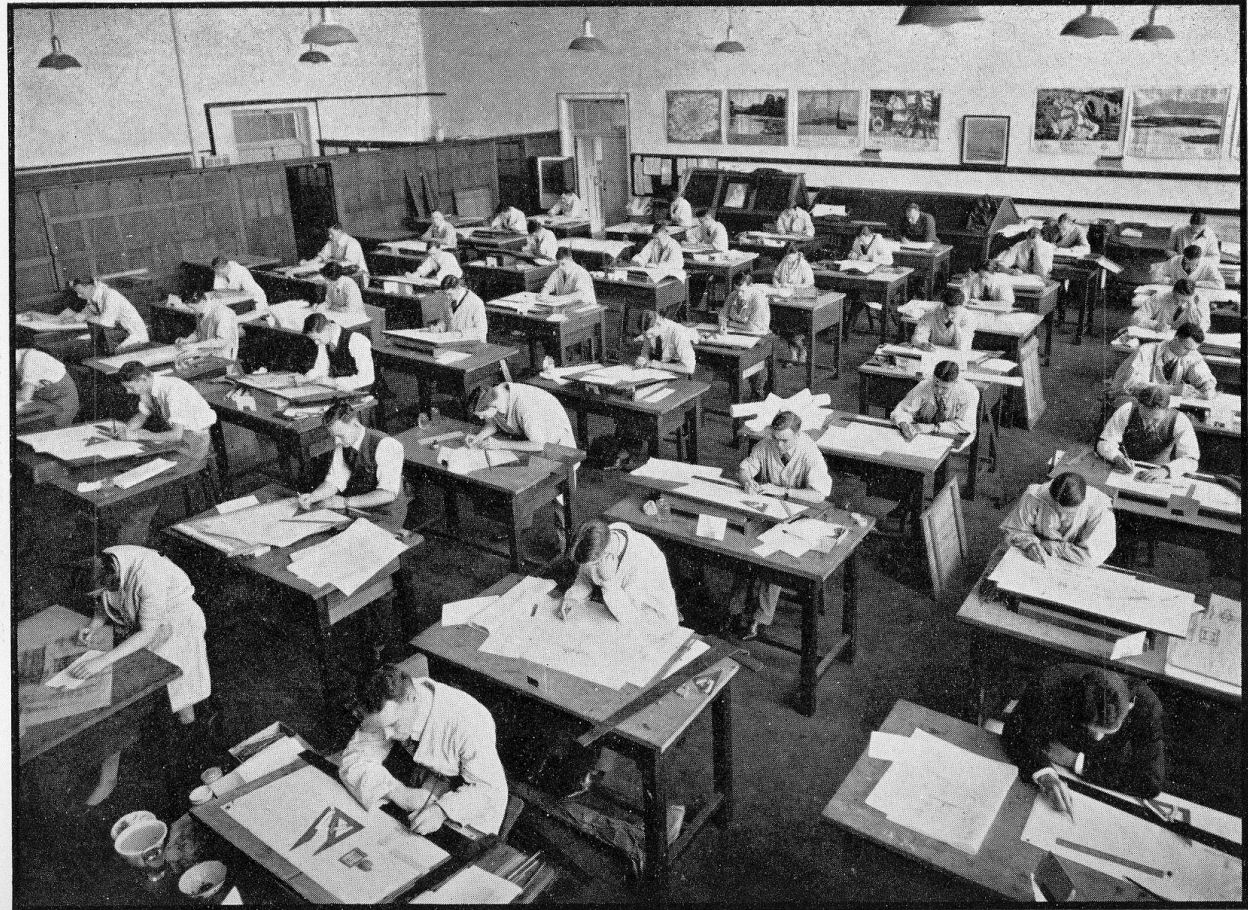
- small in stature, big on delivery
- Melbourne School of Design
- Bachelor of Environments
- across three sites
 - Architecture Building (1965)
 - Old Commerce Building (1938)
 - Baldwin Spencer Building (1880)



Timeline and Phases



Background



Current Accommodation

- bursting at the seams
- poor condition
- end of life cycle



Phase 1: Groundwork

*Emergence of proposal
for a new building and
seeking of University support*



- first explorations – site, \$, comparators
- support from new Vice-Chancellor
- developing argument for new accommodation
- cost estimate and Faculty contribution

Phase 2: Building the Foundations

*Preliminary Capital Bid and priority
on Capital Works list*

- key staff – framework project planning
- central to annual business plan
- philanthropy
- aspirational brief
- audit of current facilities
- Capital Works Bid



Phase 3: Design Phase

*Architectural Design Competition
and Government funding*



Sauerbruch Hutton with NH

McBride Charles Ryan

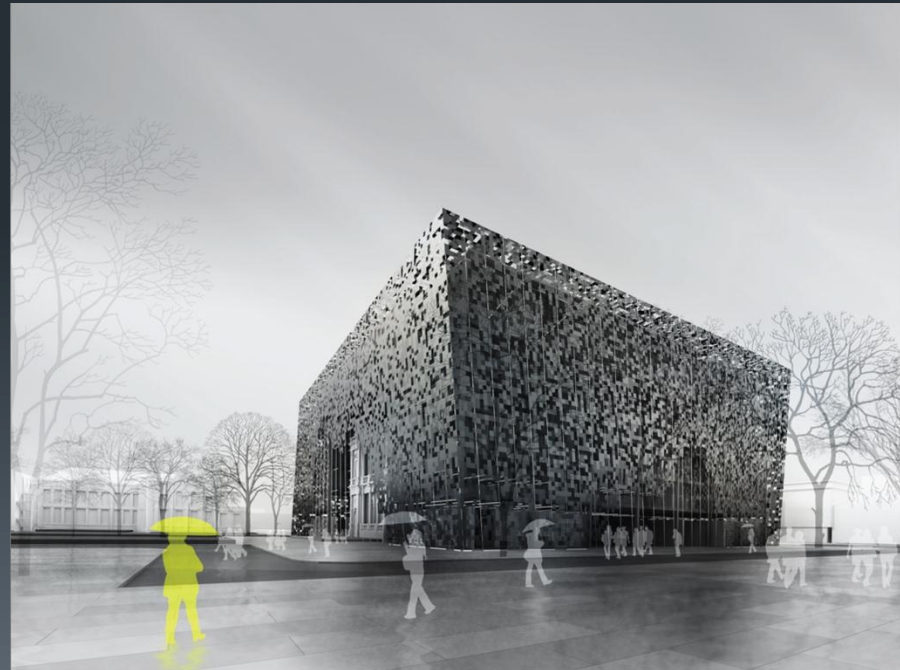


Diller Scofidio and Renfro with BVN



Koning Eizenberg with William J Mitchell and Gehry Technologies

Denton Corker Marshall




ABP Winning Submission



John Wardle Architects - Office dA (NADAAA)

EDUCATION INVESTMENT FUND





*We knew that we would never get a
building if we didn't step up to do it*

Professor Thomas Kvan
July 24, 2013

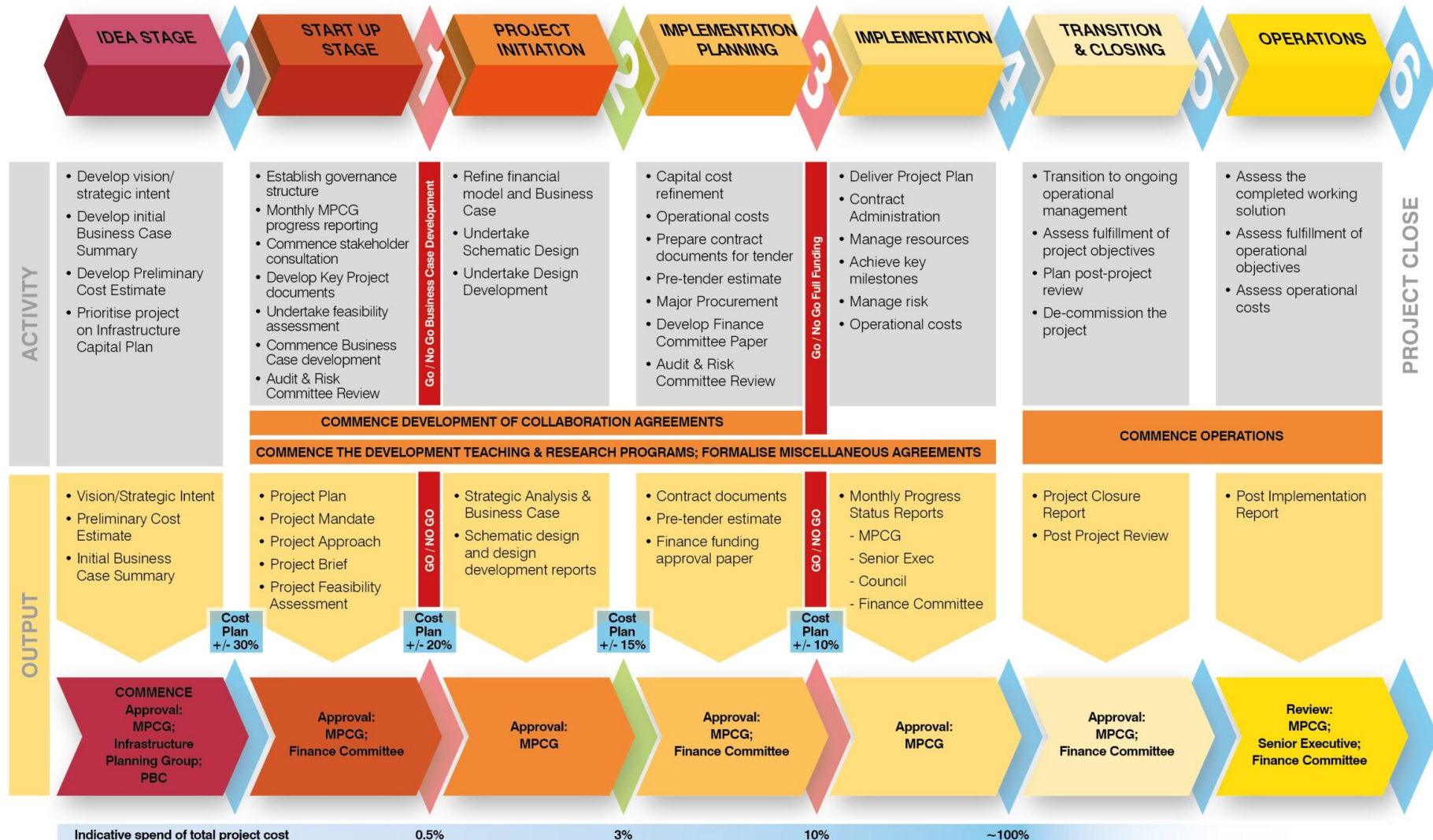
Phase 4: Major Projects Phase

*New requirements for the
justification and ultimate approval
for new projects under new system*



- tightening governance and operational processes
- financial viability
- establishment of Major Projects Group and Infrastructure Planning Group

Project Management Framework for Major Projects



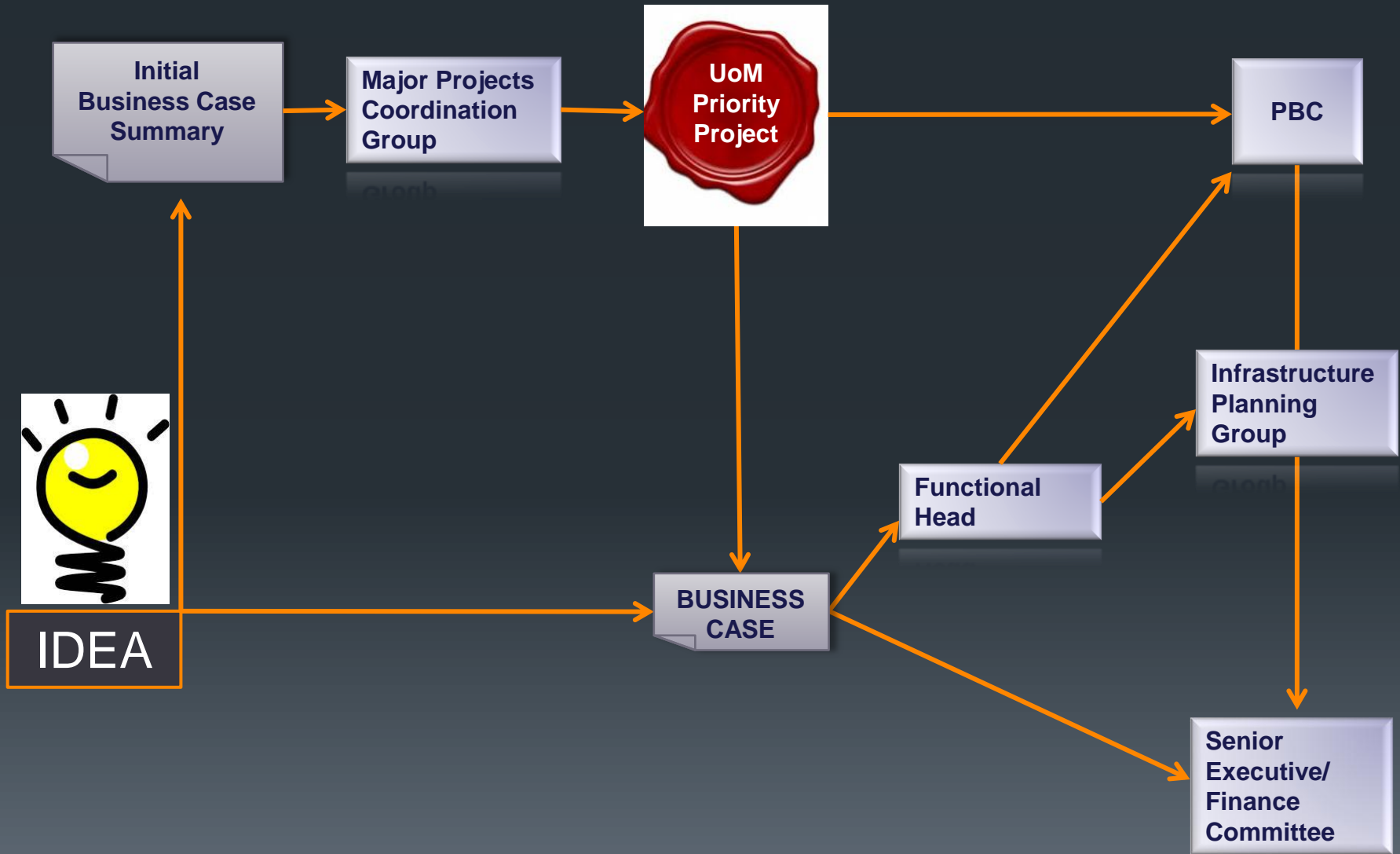
Phase 5: Approval Phase



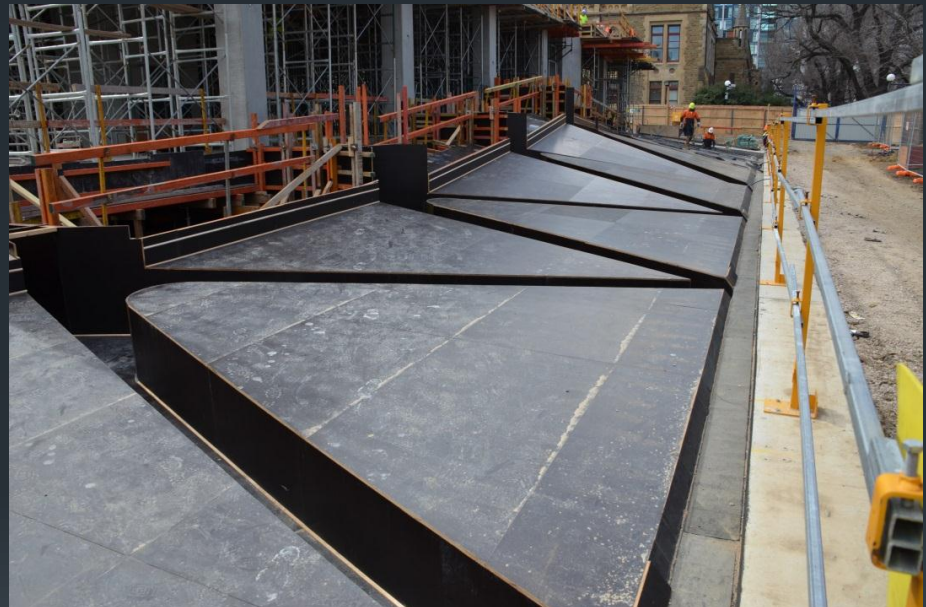
Building of final business case, approvals and caveats

- comprehensive and intricate submission
- multi-dimensional - not just “current facilities failing”
 - to achieve strategic direction and positioning
 - ensure financial capacity
 - maintain growth
 - realise additional revenue streams
 - deliver a University building
 - leadership in environmental design and sustainable practice
 - enduring lifespan

Conclusions



Project Status



Project Status

The screenshot shows a web browser window displaying the University of Melbourne's website for the ABP new building project. The browser's address bar shows the URL <http://www.abp.unimelb.edu.au/blog-tags/abp-new-building>. The page features a blue header with the University of Melbourne logo and the text "Faculty of Architecture, Building and Planning ABP new building". Below the header, there are two main article sections. The first section, dated August 13, is titled "ABP site hoarding innovation" and is submitted by Anne Thompson, Property & Campus Services. It describes specially designed graphic panels installed on the blue hoarding surrounding the ABP new building site, which display images of the new building corresponding to the completed elevations. The second section, dated July 15, is titled "Video Update: On Site with Nader Tehrani and John Wardle" and is submitted by Andrew Middleton, Advancement Manager. It discusses the joint architects of the new ABP building, Nader Tehrani and John Wardle, and their first steps onto the construction site. The page also includes a sidebar on the right with links to "About Us", "Research & Innovation", "Student Information", "Community", "Staff Homepage", and "News & Events". At the bottom of the sidebar, there are buttons for "Melbourne School of Design Graduate Degrees", "Bachelor of Environments Undergraduate Degrees", "ABP Intranet Staff Homepage", and "Media Release".

University Home

Give Current Students Staff Alumni Library Search

Browse the University **STUDY RESEARCH ENGAGE CONTACT & MAPS**

THE UNIVERSITY OF MELBOURNE

Faculty of Architecture, Building and Planning
ABP new building

Aug 13 **ABP site hoarding innovation**
Submitted by: *Anne Thompson, Property & Campus Services*

Specially designed graphic panels have been installed on the blue hoarding surrounding the ABP new building site. These panels display images of the new building, corresponding in location to the completed elevations. In an Australian first, we are utilising a technology called Augmented Reality to bring these concept images and panels to dynamic and immersive virtual life.

[Read more](#)

Jul 15 **Video Update: On Site with Nader Tehrani and John Wardle**
Submitted by: *Andrew Middleton, Advancement Manager*

In May 2013, the joint architects of the new ABP building, Nader Tehrani and John Wardle, took their first steps onto the construction site. In this video, Nader and John discuss how their design for the new building preserves the historic Joseph Reed façade, the challenges of constructing a new building on the University's Parkville Campus, and how the architectural design of the new ABP building will help transform it into a site of open knowledge exchange and world-class research.

Watch the first film in a planned series of video updates. New instalments in this series will be made available at crucial stages of the building's construction.

About Us
Research & Innovation
Student Information
Community
Staff Homepage
News & Events

Melbourne School of Design
Graduate Degrees

Bachelor of Environments
Undergraduate Degrees

ABP Intranet
Staff Homepage

Media Release

<http://www.abp.unimelb.edu.au/blog-tags/abp-new-building>



Learnings

- **don't start with the solution** – explore core planning issues that need to be addressed. Is a building the solution?
- **not just about failing facilities** – build a multi-faceted case
- **model data** – rigorous financial projections
- **find champions**
- **visualise** - start with a concept design
- **scan the institutional horizon** – what else is pending, where are the gaps



Learnings

- **explore funding options** – blended funding
- **find a catalyst** – inject funds to move up priority list
- demonstrate that you can **afford to run** a new facility
- **refine, refine, refine message** – test and rework
- **be business case ready** – able to be nimble when opportunity arises

Thank you

