FOR INFORMATION **PUBLIC** ***OPEN* SESSION**

TO: Planning and Budget Committee

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DATE: January 21, 2014 for February 26, 2014

AGENDA ITEM: 7

ITEM IDENTIFICATION:

Annual Report of the Executive Committee of the Capital Project and Space Allocation Committee (CaPS)

JURISDICTIONAL INFORMATION:

Under Section 3.3 of the Terms of Reference of the Capital Projects and Space Allocation Committee (CaPS), the CaPS Executive Committee is responsible for "… reporting annually, for information, to the Planning and Budget Committee of the Academic Board on approved capital projects less than $3M".

Also under Section 3.3 of the Terms of Reference the CaPS Executive Committee is receives, reviews and approves the Membership and Terms of Reference for Project Planning Committees for all projects expected to have a Total Project Cost of $3 million or more. Terms of Reference for new Project Planning Committees, following review by the CaPS Executive Committee, the Vice President and Provost and the Vice President University Operations, will be submitted to the Office of the Governing Council for information.

GOVERNANCE PATH:

1. **Planning and Budget [for information] (February 26, 2014)**

PREVIOUS ACTION TAKEN:

In June 2012, Governing Council approved a revised *Policy on Capital Planning and Capital Projects*. The revised *Policy* established a new committee, CaPS, Capital Projects and Space

Allocation Committee and an Executive Committee. With the new *Policy*, CaPS is to review and approve capital projects with a projected total project cost greater than $100,000 and under $3,000,000. Its Executive Committee will review and recommend projects over $3,000,000 to the Vice President and Provost and the Vice President, University Operations to be submitted to the Boards and Committees of Governing Council for consideration. The Terms of Reference for the two Committees are attached.

HIGHLIGHTS:

CaPS Ex

Since the creation of the CaPS Executive Committee it has reviewed and recommended thirteen Project Planning Reports to the Vice President and Provost and the Vice President, University Operations. These reports were subsequently submitted to the boards and committees of Governing Council.

- Faculty of Law Expansion
- Jackman Institute for Child Study
- UTM Chemistry Teaching Laboratory Renovation
- UTM Physics Teaching Laboratory Renovation
- Relocation of the Faculty of Architecture, Landscape and Design to 1 Spadina Crescent, Phase 1
- UTL Downsview Library Storage Expansion
- UTSC Environmental Science and Chemistry Building
- Ramsay Wright Undergraduate Teaching Labs
- Relocation of the Department of Nutritional Sciences to TMDT
- Student Commons
- UTM Undergraduate Biology Teaching Labs
- UTM Biology Greenhouse
- Centre for Engineering Innovation and Entrepreneurship

Consulting fees (<$3 million) for five of the above projects were approved to enable preliminary feasibility and design work to begin.

Terms of Reference for six new project planning committees, yet to be submitted for governance approval, were also approved: Site 12 Academic Tower, UTM North Building Phase 2, UTSC Recreation Wing Renovation and Expansion, Lash Miller Expansion, the Landmark Committee and Hart House Green Infrastructure Renewal Project. These terms of reference are living documents and are at times adjusted where minor modifications are required.

CaPS

During the reporting period extending from January 1, 2013 to December 31, 2013, a total of 68 projects were formally approved by CaPS within the $100,000 to $3 million range.

- $7,175,640 was approved (by CaPS Exec) for consulting fees to determine the feasibility and early designs of major capital projects, prior to their submission for consideration by the boards and committees of Governing Council

- 23 of the project submissions were for a change in scope to a previously approved CaPS project
- 45 were new project submissions

The table below summarizes all projects reviewed by CaPS within the 8 university sectors.

Caps Approvals January to December 2013			
Sector	# of Approvals	$100k to $2.99m	Consulting Fees for Projects Greater than $3M
UTM	1	$0	$412,000
Health Sciences	11	$1,181,761	$0
Arts and Science	8	$4,843,509	$1,181,134
Engineering	13	$2,743,658	$2,949,950
Other Faculties	9	$3,075,676	$2,494,117
Campus	26	$6,919,351	$138,439
Residences	0	$0	$0
Total	68	$18,763,955	$7,175,640

Projects under $3,000,000 at UTM and UTSC are no longer reviewed by CaPS but are reviewed by local space committees on those campuses. During the time period UTM approved projects with a total value of $5,220,217 and UTSC approved projects with a total value of $3,721,566.

FINANCIAL IMPLICATIONS:

For information

RECOMMENDATION:

For Information

DOCUMENTATION PROVIDED:

Terms of Reference for CaPS and CaPS Exec

CAPITAL PROJECTS AND SPACE ALLOCATION COMMITTEE (CaPS)

THE EXECUTIVE COMMITTEE OF CaPS (CaPS Exec)
TERMS OF REFERENCE
As of September 2013

1. MEMBERSHIP

1.1 Composition

The Capital Projects and Space Allocation Committee (CaPS) and its Executive Committee (CaPS Exec) provide a two tier review process for proposed capital projects valued at $100,000 to $3 million and those $3 million and above.

1.1.1 Capital Projects and Space Allocation Committee (and comparable committees on the UTM and UTSC campuses)

As delegated by the Vice President University Operations:

On the St. George Campus -
Projects with a value **of between $100,000 and $3 million** and all other applications that fall under the responsibility of the Capital Projects and Space Allocation Committee approval may be given, following review, by a committee with the following membership:

Director, Campus and Facilities Planning (Chair), or as designated by the Vice President, University Operations)
Director, Project Management
Associate Director, Project Management
Director, Design and Engineering
Director, Project Development
Director Utilities, Facilities and Services
Director Property Management, Facilities and Services
Director Environmental Health and Safety
Manager Ancillary and Capital Accounting
Senior Manager, Budget Administration and Institutional Planning, Planning and Budget Office
Director, Ancillary Services
Director Office of Space Management
Director Enterprise Infrastructure Solutions, Information & Technology Services
Director Institutional Initiatives, Research Services
Chief Administrative Officer, OISE/UT
Director Planning and Infrastructure, Faculty of Arts and Science
Director Facilities Management and Space Planning, Faculty of Medicine
Director Planning and Infrastructure, Faculty of Applied Science & Engineering
Chief Administrative Officer, Faculty of Kinesiology and Physical Education
Manager, Capital Projects, Rotman School of Management
Executive Secretary: Business Officer, Campus and Facilities Planning

As required a representative from an unrepresented Faculty with a CaPS application

On the UTM and UTSC campuses -
Authority to approve projects with a value less than $3 million **on the UTM and UTSC campuses** is delegated to the UTM Space Planning and Management Committee and the UTSC Campus Design and Development Committee as appointed by the Principal and Vice-President of the respective campus.
All projects at UTM and UTSC which fall within this category are to be reported annually, in June, to CaPS for information.

1.1.2 Executive Committee of the Capital Projects and Space Allocation Committee

The Executive committee of CaPS will provide advice in the form of written reports on all Level 2 capital projects, those with a value of between $3 million and $10 million and all Level 3 projects, those with a value over $10 million to the Vice President and Provost and the Vice President, University Operations. The Planning and Budget Committee will consider projects at the St. George campus and the respective Campus Affairs Committees and Campus Councils will consider projects at University of Toronto Mississauga and University of Toronto Scarborough and recommend them to the Academic Board for consideration.

The Executive Committee of CaPS will have a membership composed of the institutional offices responsible for the financing, planning, implementation and maintenance of facilities, as well as, the appropriate academic and divisional representation.

Assistant Vice President, University Planning, Design and Construction (Chair),
(or as designated by the Vice President, University Operations)
Vice-Provost, Academic Programs
Assistant Vice President, Facilities and Services
Director, Campus and Facilities Planning
Director, Project Management
Director, Project Development
Executive Director, Planning and Budget
Chief Financial Officer
Executive Secretary: Business Officer, Campus and Facilities Planning

Dean of Faculty, or designate, as required
Principal, UTM, or designate, as required
Principal, UTSC, or designate as required

2. QUORUM

50% or more of the members of each group.

3. AREAS OF RESPONSIBILITY

3.1 Vice President University Operations

The VP University Operations (or designate) recommends to the appropriate Boards and Committees of Governing Council for consideration and approval:

- Campus Master Plans

- Policy governing the approval of capital plans and projects
- Capital priorities
- Capital projects over $3 million (with the Vice President and Provost)
- Capital projects under $10 million that require borrowing
- Major reallocations of facilities or the purchase or sale of campus properties

3.2 Capital Projects and Space Allocation Committee (CaPS)

On the St. George Campus, the Capital Projects and Space Allocation Committee is the monitoring, review and approval mechanism for all capital and infrastructure renewal projects, including computing network infrastructure costing between $100,000 and $3 million. CaPS is further responsible to review and assess all applications for space allocations, reorganization or change of use.

Terms of Reference for CaPS:

a) Reviews and approves all new construction, alteration and renovation projects costing between $100,000 and $3 million on the St. George campus.

b) Reviews and approves all space allocations and changes of use. When space is to be released, the faculty is responsible to ensure it is unoccupied and empty of furniture and equipment. When appropriate, an Environmental Health and Safety assessment should be submitted to CaPS.

c) Reviews proposals or requests to alter campus open spaces.

d) Reviews policy, proposals and priorities for allocation and management of space on the St. George campus and reports through CaPS Executive to the Vice-President, University Operations and the Vice President and Provost.

e) Reviews priorities for the annual allocation of provincial Facilities Renewal Funds (FRP) and other comparable funds provided by the Ministry of Training, Colleges and Universities and other ministries, federal and provincial, for projects costing less than $3 million.

f) Receives current and upcoming planned deferred maintenance projects for information and feedback from the Committee on an annual basis. These projects are funded through the UofT operating budget.

g) Establishes criteria and sets priorities for design under the jurisdiction of the AVP University Planning, Design and Construction.

h) Reviews proposals for signage on University buildings and property at the St. George campus.

i) Reviews policies and rate schedules for the commercial and other third party use of University space and facilities on the St. George Campus.

j) Reviews proposals, procedures, and systems for maintaining space inventories.

k) Reviews policies for filming on University premises.

l) Review proposals for changes to services provided by internal groups including by Project Management, Design and Engineering and Property Management.

m) Receives for information only, Project Planning Reports for projects with a total project cost over $3 million. CaPS may provide comments to the Executive Committee.

CaPS meets on a monthly basis from September to June and can approve projects with summer executive authority.

CaPS submits an annual report for information to the Executive Committee of CaPS summarizing all approved capital projects and infrastructure renewal projects, with a value less than $3 million, undertaken on all three campuses of the University of Toronto.

3.3 Executive Committee - CaPS

The Executive Committee is responsible for:

a) Receiving, reviewing and approving the Membership and Terms of Reference for Project Planning Committees for all projects expected to have a Total Project Cost of $3 million or more. Terms of Reference for new Project Planning Committees, following review by the CaPS, the Vice President and Provost and the Vice President University Operations, will be submitted to the Office of the Governing Council for information and posted on its website

b) Reviewing all capital projects with an estimated TPC of $3 million and above providing a written report with recommendations to the Vice President and Provost and Vice President University Operations. On the joint recommendation of the Vice President and Provost and the Vice President, University Operations:

- Capital projects over $3 million and up to $10 million will be considered by the Planning and Budget Committee or the relevant committees at UTM and UTSC. It is expected that such projects will be confirmed by the Executive Committee of the Governing Council.

- Capital projects over $3 million and up to $10 million of any value requiring financing as part of the funding, must be considered by the Business Board for approval of their execution.

- Capital projects $10 million and above must be considered by the appropriate Boards and Committees. Normally, they will require approval of the Governing Council. Execution of such projects is approved by the Business Board.

c) Reviewing Interim Reports of Project Planning Committees with an expected total project cost $3 million and greater to ensure integration with overall institutional priorities and that capital plans of divisions are thoroughly vetted.

d) Upon review of an Interim Project Planning Report, approving applications with a TPC below $3 million for expenditures such as feasibility studies or consultants related to projects with an anticipated overall value of $3 million and over prior to their submission to Governance for final project approval.

e) Reporting annually, for information, to the Planning and Budget Committee of the Academic Board on approved capital projects less than $3 million.

The Executive Committee meets monthly or as required.

3.4 Planning and Budget, Academic Board and Business Board

The Planning and Budget Committee considers reports of project planning committees and recommends to the Academic Board approval in principle of projects (i.e. site, space plan, overall cost and sources of funds) with a capital cost as specified in the Policy on Capital Planning and Capital Projects. [The Business Board is responsible for approving the establishment of appropriations for individual projects and authorizing their execution within the approved costs.] The level of approval required is dependent on the cost of the project. Significant changes to a space program/approved project require the same level of approval as the original proposal.

Terms of Reference for a Project Planning Committee Academic Tower, Site 12, Devonshire Road

Site 12 is located on the west side of Devonshire Place, south of the Munk School of Global Affairs at 315 Bloor Street West. Identified as a development site in the 1997 University of Toronto Secondary Plan, the southern portion of the site is currently under construction, and will house the Goldring Centre for High Performance Sport. The 2011 University of Toronto masterplan anticipates a second phase of development on the northern portion of the site that will have connections to both the Goldring Centre for High Performance Sport and the Munk School of Global Affairs which sits north of the Site. A building envelope of 35m x 20m, rising to 73m high has been identified with approximately 14 assignable floors. The northern edge of the tower will sit 5m south of the rear edge of the original building at 315 Bloor Street.

At the same time that the Goldring Centre is being constructed, the foundations for this future academic tower are being provided, as well as an at-grade loading facility that will service the Academic Tower, the Goldring Centre and adjacent buildings. Both the Centre and the loading facility are expected to be completed in late 2014.The consultants for the Goldring Centre for High Performance Sport have completed preliminary work for the second-phase tower component, and have made structural assumptions that will guide the design. These assumptions have been incorporated into the foundation work that is currently underway.

Numerous faculties and departments residing in this sector of the campus have expressed space needs that could be accommodated in the academic tower. It is expected that the Munk School of Global Affairs, the Rotman Executive program, the undergraduate Rotman Commerce program (a joint Rotman / Faculty of Arts and Science program), the Department of Criminology and the Faculty of Kinesiology & Physical Education will jointly explore a space program for the tower. Compatible uses will be examined and shared facilities will be proposed where possible.

Current zoning permissions allow for a height of 28m, thus rezoning is required in order to achieve a full build out. The Office of Campus & Facilities Planning is currently engaged in a revised Secondary Plan and rezoning process to secure these additional permissions.

Proposed Committee Membership:

Robert Baker, (Co-Chair) Professor, Vice-Dean Research and Infrastructure, Faculty of Arts and Science
Peter Pauly,(Co-Chair) Professor and Vice-Dean. Academic, Rotman School of Management
Margaret McKone, Executive Director, Munk School of Global Affairs
Rosanne Lopers-Sweetman, Chief Administrative Officer, Faculty of Kinesiology & Physical Education
Mary-Ellen Yeomans, Assistant Dean, Rotman School of Management
Michele Milan, Managing Director Rotman Executive Programs
Cynthia Bishop, Director - Student Life, Career Services and Alumni, (Rotman Commerce)
TBA, Criminology
Julie Finkle, Rotman School of Management
Kim McLean, Chief Administrative Officer, Faculty of Arts and Science
Lucy Chung, Director Infrastructure Planning, Faculty of Arts & Science
Andy MacDonald, Director of Facilities, Faculty of Kinesiology & Physical Education
Gail Milgrom, Director, Campus & Facilities Planning

George Phelps, Director, Project Development
Ron Swail, Assistant Vice President, Facilities & Services
Lisa Neidrauer, Planner, Campus & Facilities Planning
Steve Bailey, Director, Office of Space Management

Terms of Reference:

1. Prepare a detailed space program and functional plan that will accommodate the Rotman Executive program, and portions of the Munk School of Global Affairs, Rotman Commerce, Faculty of Kinesiology & Physical Education, and Criminology, in a new facility located on the northern portion of development site 12, on Devonshire Place.
2. Demonstrate that the proposed space program is consistent with the Council of Ontario Universities' (COU) space standards and University of Toronto space standards.
3. Determine a functional layout of the space required.
4. Determine the secondary effects of the project and the impact on the delivery of academic programs and activities in the sector during construction.
5. Identify all equipment and moveable furnishings necessary to the project and their related costs.
6. Identify all data and communications requirements and their related costs.
7. Identify a signage strategy for the new building.
8. Determine a total project cost (TPC) estimate for the capital project, including costs associated with secondary effects and infrastructure.
9. Identify all sources of funding for the capital project and any increased operating costs once the project is complete.
10. Report by May 1, 2013

Terms of Reference
Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough (UTSC)

While the University of Toronto Scarborough has benefited from strong growth, it has exceeded its physical capacity based on existing facilities. The total space inventory is currently at 75% of the space standards as referenced by Council of Ontario Universities (COU). As a result, the student experience is compromised with overcrowded classrooms, limited study space and a need for more office space for growing faculty and staff.

When the Toronto Pan Am Sports Centre is completed in July 2014, existing Athletic staff will move to the new facility, leaving the existing R-Wing building vacated and available for renovation. A renovation and expansion of this facility would relieve the severe space pressures being experienced on the South Campus. The plan is to renovate approximately 86% of the existing R-Wing space (~ 4,300 nasm of its 5,000 nasm) and expand the building by approximately 2,000 nasm with new construction. UTSC has targeted a planned completion date for the renovation and construction of late 2015/early 2016.

Elements of the R-Wing are to include; the housing of both academic and non-academic departments, several tiered classroom and new study spaces. In addition, the gymnasium is to be renovated for use as programmable multipurpose space to accommodate events, exams and study space.

MEMBERSHIP:
Andrew Arifuzzaman, Chief Administrative Officer, UTSC (Co-Chair)
Malcolm Campbell, VP Research, UTSC (Co-Chair)
Andre Sorensen, Chair Dept of Human Geography, UTSC
Bill Seager (Acting Chair) Philosophy, UTSC
Grace Skogstad, Chair, Political Science, UTSC
Paul Kingston, Director, CCDS, UTSC
Clare Hasenkampf, Director, Centre for Teaching and Learning, UTSC
Curtis Cole, Registrar and Director of Enrolment Management, Registrar's Office, UTSC
Student representative, TBA, UTSC
Desmond Pouyat, Dean of Student Affairs, UTSC
Shelley Romoff, Director, Communications, UTSC
Amorell Saunders, Director, Governance, UTSC
Jeevan Kempson, Assistant Chief Administrative Officer, UTSC
Therese Ludlow, Operations Manager, UTSC
Jim Derenzis, Director Facilities Management, UTSC
Jeff Miller, Mechanical Engineer, Facilities Management, UTSC
Hovan Stepanian, Project Manager, Facilities Management, UTSC
Ryan D'Souza, Project Manager (DCM) Facilities Management, UTSC
Ryan Tomlinson, Project Coordinator, Facilities Management, UTSC
George Phelps, Director, Project Development, U of T
Gail Milgrom, Director, Campus & Facilities Planning, U of T.
Lisa Neidrauer, Planner, Campus & Facilities Planning, U of T

TERMS OF REFERENCE:

1. Make recommendations for a detailed space program and functional layout for the Renovation of the R-Wing Building at the University of Toronto Scarborough.
2. Identify the space program as it is related to the existing and approved academic plan at UTSC, taking into account the impact of approved and proposed program that are reflected in increasing faculty, student and staff complement. Plan to realize maximum flexibility of space to permit future allocation, as program needs change.
3. Demonstrate that the proposed space program will be consistent with the Council of Ontario Universities' and the University's own space standards.
4. Identify all deferred maintenance and items of infrastructure renewal for the buildings that are to be renovated.
5. Identify all co-effects, including space reallocations from the existing site, impact on the delivery of academic programs during construction and the possible required relocation as required to implement the plan of existing units.
6. Address campus-wide planning directives as set out in the campus master plan, open space plan, urban design criteria, and site conditions that respond to the broader University community.
7. Identify equipment and moveable furnishings necessary to the project and their estimated cost.
8. Identify all data, networking and communication requirements and their related costs.
9. Identify all security, occupational health and safety and accessibility requirements and their related costs.
10. Identify all costs associated with transition during construction and secondary effects resulting from the realization of this project.
11. Determine a total project cost estimate (TPC) for the capital project including costs of implementation in phases if required, and also identify all resource costs to the University.
12. Identify all sources of funding for capital and operating costs.
13. Complete report by October 15, 2013 or date to be determined.

Lash Miller Building Expansion Project
Terms of Reference
November 21, 2013

The Department of Chemistry is an internationally recognized one with an outstanding group of faculty, students and PDFs. These numbers and the overall research productivity have increased considerably over the last decade. There is a pressing need for new research space to accommodate the continuing growth in the number of researchers in the department, and their increased and evolving research infrastructure needs. Research labs that support the development of sustainable chemistry and innovation are therefore much needed in the Department of Chemistry. Increased laboratory space in support of this research work, including a high density of fume hoods and other specialized infrastructure are necessary to meet this objective that is not available in the existing building. These facilities will greatly enhance the Department's ability to retain and attract world-class faculty and students, as well as provide opportunities for increased commercialization and entrepreneurship activities. In addition, the existing teaching classrooms available within the Department are in need of renovation and redesign for them to meet modern standards.

A preliminary feasibility study commissioned by the Department of Chemistry was completed in May 2012. The following were identified as some of the key issues related to the goals and aspirations of the department and the possible addition to the building:

- The new addition should be a “showcase” for the chemistry department.
- Develop a “presence” for chemistry at this key intersection on campus.
- The new addition should be of sound environmental design.
- Employ sustainable initiatives that enhance the performance of the new addition and offset the energy consumption of the existing complex – right size the systems related to air exchange rates.
- Leverage existing MEP systems into the new addition.
- Provide a didactic experience related to building performance – the building should be a communication tool and provide for a learning experience to the students – a “dashboard” for feedback to the users.
- Consider life cycle costs and a long-term energy management program.
- Enhance the streetscape and support future pedestrian precinct initiatives – frame the existing plaza space and building entrance.
- Enhance the existing lecture halls and other existing program space as a campus wide amenity.
- Enhance the Student Experience.

The final study included some relative background information, site context, a summary of the three options considered by the project team, a description of the preferred option (briefly: renovation of existing spaces and addition of 2 Floors to the Lash-Miller teaching wing), a summary of the master plan goals and the program goals and a brief description of the design features. Also included was a brief code assessment as well as technical briefs for the structural, mechanical, plumbing and electrical disciplines and a preliminary cost estimate (total approximately: $28 million). Finally, the study included schematic diagrams (plans, sections and elevations as well as a rendering of the proposed addition).

Proposed Committee Membership:

Jay Pratt, (Committee Chair) Professor, Vice-Dean Research and Infrastructure, Faculty of Arts and Science
Robert Batey, Professor, Chair, Department of Chemistry
Gilbert Walker, Professor, Associate Chair Graduate Studies, Department of Chemistry
David Stone, Senior Lecturer, Department of Chemistry
Mike Dymarski, CAO, Department of Chemistry
Appana Lok, undergraduate student, Department of Chemistry
Melanie Mastronardi, graduate student, Department of Chemistry
Kim McLean, Chief Administrative Officer, Faculty of Arts and Science
Lucy Chung, Director of Infrastructure Planning, Faculty of Arts and Science
Steven Hermans, Social Science and Humanities Research Manager, Faculty of Arts and Science
Dan Derkash, ITT, Faculty of Arts and Science
Steve Bailey, Director, Office of Space Management
Marc Drouin, Director, Environmental Health and Safety
George Phelps, Director, Project Development, Real Estate Operations
Bruce Dodds, Director of Utilities and Building Operations, Facilities and Services
Gail Milgrom, Director, Campus and Facilities Planning
Alan Webb, Planner, Campus and Facilities Planning (Secretary)

Terms of Reference:

1. Make recommendations for a detailed space program and functional plan that will accommodate new research labs, teaching space and renovations to existing classrooms in an expansion of the existing Lash Miller Building.
2. Identify the space program as it is related to the Faculty's existing and approved academic plan; taking into account the impact of approved and proposed program enhancements that are reflected in increasing faculty, student and staff complement.
3. Demonstrate that the proposed space program is consistent with the Council of Ontario Universities (COU) space standards and University of Toronto space standards.
4. Determine a functional layout of the space required.
5. Determine the secondary effects of the project and the impact on the delivery of academic programs and activities in the sector during construction.
6. Identify all equipment and moveable furnishings necessary to the project and their related costs.
7. Identify all data and communications requirements and their related costs.
8. Identify all security, occupational health and safety and accessibility requirements and their related costs.
9. Articulate the role of this expansion in this key location for the Faculty of Arts & Science.
10. Determine a total project cost (TPC) estimate for the capital project, including costs associated with secondary effects, infrastructure and projected increase to the annual operating cost.
11. Identify all sources of funding for the capital project and any increased operating costs once the project is complete.
12. Report by XXXX.

Hart House Green Heritage Infrastructure Renewal
Terms of Reference
November 21, 2013

Ever since it opened in 1919, Hart House has been a vibrant centre of intellectual, cultural, social and recreational life, offering exemplary interdisciplinary opportunities for co-curricular learning, cultural production and leadership development. Hart House brings all U of T estates—students, faculty, staff and alumni—from all three campuses together in fellowship, exploration and dialogue. It combines an athletic centre with a theatre, art gallery, library, music room, debates room, chapel and many other facilities.

Hart House is committed to continuing this contribution through the 21st century. Its *Vision*, approved unanimously by the Board of Stewards on October 14, 2010, states:

Hart House is a living laboratory of social, artistic, cultural and recreational experiences where all voices, rhythms and traditions converge. As the vibrant home for the education of mind, body and spirit envisioned by its founders, Hart House encourages and supports activities that provide spaces for awakening the capacity for self-knowledge and self-expression.

A triumph of neo-Gothic architecture, adorned with an exceptional collection of Canadian art and sculpture, Hart House is one of the most cherished ceremonial and social spaces in the University of Toronto. President David Naylor calls it 'the living room of the University'. Honorary degrees, scholarships and major research awards are presented in Hart House and conferences, lectures, graduation and retirement receptions, weddings and memorials regularly held.

Conceived and originally funded by Vincent Massey, the building began construction in 1911. It was completed in 1919 and opened on November 11, 1919, named after Massey's grandfather, Hart Massey, the founder of the Massey agricultural implement manufacturing company. In 1923, a clock tower was attached to the west side of the building as a memorial to the students, faculty and graduates of the University who gave their lives in World War One. It was designated a 'heritage' building in 1926.

Renovations and improvements have occurred over time, including a complete redesign of the locker room in 1992 and the installation of an elevator in 2006. There is a full-time craftsman on staff to ensure that repairs and improvements to the building are ongoing. Yet despite repeated repairs, some parts of the infrastructure and fabric of the building are coming to an end of their useful lives. Furthermore, the building is not environmentally sustainable and can no longer accommodate all the activities that students and members of the University community would like to conduct there.

Today, a major infrastructural renewal is necessary to ensure that Hart House can carry out its vital mission in the 21st century, to 'green' its operations and to meet the needs of a much larger, more diverse student body. The infrastructural renewal should honour yesterday, service today and plan for tomorrow. As much as possible, it should exhibit the very best techology and design, in keeping with the aspiration of the University of Toronto to be one of the world's best research and teaching universities, and the historic place of Hart House on the St. George campus.

In 2012-2013, as a first step in the renewal process, Baird Samson Neuert (BSN) was hired as a result of a national competition to conduct a study of the challenges and possibilities and to suggest a strategy for upgrading and greening the infrastructure of Hart House, while preserving the architectural heritage of the building. The BSN study was presented to the House on August 23, 2103.

It is the task of the Project Planning Committee to review the Baird Samson Neuert study, consider other options and consult with the various Hart House and University communities for the purpose of preparing a formal recommendation for a capital project to move ahead.

Proposed Committee Membership:

Professor Bruce Kidd, Warden of Hart House (Chair)
Jennifer Adams Peffer, Planner, Campus and Facilities Planning
Professor Cristina Amon, Dean, Faculty of Applied Sciences and Engineering
Mr. Dermot Brennan, Manager, Facilities, Hart House
Ms. Jingwei Chen, Secretary, Literary and Library Committee, Hart House Board of Stewards
Ms. Anita Comella, Assistant Dean, Sport and Physical Activity, Faculty of Kinesiology and Physical Education and Hart House Board of Stewards
Mr. Ken Davies, Hart House Board of Stewards
Ms Adrienne De Francisco, Director, Project Management
Mr. Matt Dreger, Hart House Board of Stewards
Ms. Lucy Fromowitz, Assistant Vice Provost, Student Life and Hart House Board of Stewards
Ms. Gail Milgrom, Director, Campus and Facilities Planning
Ms. Rita O'Brien, Chief Administrative Officer, Hart House
Mr. David Palmer, Vice President, Advancement
Mr. George Phelps, Director, Project Planning
Professor Yves Roberge, Principal, New College
Dr. Jonathan Steels, Chair of the Board of Stewards, Hart House
Mr. Ron Swail, Assistant Vice President, Campus and Facilities Services
Ms Susanne Waldorf, Hart House Board of Stewards.

Terms of Reference:
The Project Planning Committee for Hart House Green Heritage Infrastructural Renewal will:

- Review the *Final Report* of the Baird Samson Neuert Hart House Green Heritage Infrastructural Renewal Study and other relevant documents
- Consider other options and possibilities for the green heritage infrastructural renewal of Hart House
- Consult widely, and
- Prepare a Project Planning Report for submission to the Hart House Board of Stewards and Governing Council.

The Project Planning Report will:

1. Determine the preferred strategy, including the technologies to be employed and the materials to be used, for upgrading and greening the infrastructure. The report will recommend the extent to which Hart House is to be air conditioned.
2. Determine that the proposed infrastructural renewal strategy will bring about environmental benefits and cost savings, and that the overall renovation will be consistent with the Hart House heritage designation under the Ontario Heritage Act.
3. Provide a detailed space and functional plan to accommodate Hart House activities in the areas to be renovated. The space plan should be based upon an assessment of the projected activities and staffing of the House, and as much as possible, increase accessibility and washrooms.

4. Demonstrate that the proposed space program is consistent with the Council of Ontario Universities' (COU) space standards and University of Toronto space standards.
5. Determine the secondary effects of the project and the impact on the delivery and staffing of programs and activities during construction and propose an appropriate construction schedule.
6. Identify all equipment and moveable furnishings necessary to the project and their related costs.
7. Identify all data and communications requirements and their related costs.
8. Identify a communications strategy for the project.
9. Determine a total project cost (TPC) estimate for the capital project, including costs associated with secondary effects and sequencing the construction.
10. Identify all sources of funding for the capital project and any reduced/ increased operating costs once the project is complete.
11. Address other issues and opportunities as identified by the Committee and make appropriate recommendations.

A Landscape of Landmark Quality:
Front Campus, Hart House Circle, Sir Daniel Wilson Quadrangle and Back Campus/Tower Road*
Project Planning Committee

Terms of Reference

***Back Campus/Tower Road refers to the Working Group for the Revitalization of Tower Road, Hoskin Avenue and Erindale Walk, Terms of Reference, Appendix A)*

October, 2013

Membership

Donald Ainslie, Principal, University College (Co-Chair)
Scott Mabury, Vice-President University Operations (Co-Chair)
Bruce Kidd, Warden, Hart House
Suzanne Akbari, Faculty Member
J. Dorcas Gordon, Principal, Knox College or designate
Sandra Langlands, Acting Director, Science Libraries, UTL
Rob Wright, Professor, Daniel's Faculty of Architecture, Landscape and Design
Anita Comella, Assistant Dean, Faculty of Kinesiology and Physical Education
David Platt, Representative, Soldier's Tower
George Sumner, Principal, Wycliffe College
Barbara Fischer, University of Toronto Public Art Committee
Natalie Elisha, Undergraduate student representative from Hart House
Sarah Qidwai, Undergraduate student representative from University College
Chirag Variawa, Graduate student representative
Munib Sajjad, President, UTSU
David Palmer, Vice President, Division of University Advancement
David Newman, Interim Director, Office of the Vice Provost, Students and First Entry Divisions
TBA, Alumni Association
Anna Luengo, College Administrator, Massey College,
Michael J.H. Ratcliffe, Provost, Trinity College
Heather Taylor, Director, Facilities Management and Space Planning, Faculty of Medicine
Archana Sridhar, Assistant Provost
Ron Swail, Assistant Vice-President, Facilities and Services
Anne Macdonald, Director, Ancillary Services
Steve Bailey, Director, Office of Space Management
George Phelps, Director, Project Development
Gail Milgrom, Director, Campus and Facilities Planning
Stan Szwagiel, Manager, Grounds Services, Facilities and Services
Jennifer Adams Peffer, Senior Planner, Campus and Facilities Planning
Lisa Neidrauer, Senior Planner, Campus and Facilities Planning

Introduction

The historic core of the University of Toronto Campus is centred on four distinct and interrelated open spaces: Front Campus including King's College Circle, Hart House Circle, Sir Daniel Wilson Quadrangle and the Back Campus. Framed by heritage buildings, monuments and pathways, these spaces comprise the heart of the campus and provide important spaces of connection, gathering, ceremony, and allow for a variety of active (playing fields, campus-wide events, convocation processions) and passive uses.

The University of Toronto St. George Campus Open Space Master Plan (1999) entitled '*Investing in the Landscape*' recognized each of these spaces as significant in the overall campus landscape and, using them as "demonstration" sites, made recommendations for their enhancement. These plans and recommendations were conceptual in nature, and were meant as *"first steps to illustrate the potential of the campus open spaces to achieve the vision and Primary Objectives outlined in the Plan,"* and to some extent, were intended to provide potential donors with examples of the difference their gifts could make to the campus. While these plans were conceptual, many of the primary goals remain relevant today including the following:

- To revitalize the historic centre of the University
- To create a significant and special space in front of Convocation Hall
- To reconnect the historic campus open spaces
- To improve connections to Back Campus, St. George Street, College Street and Hart House Green

Following the conclusion of the Open Space Master Plan, *The Users' Committee for the Demonstration Project of King's College Circle Precinct* (2000) was struck, resulting in a two-part design plan for the Front Campus area and the implementation of King's College Circle Precinct. Phase 1 included the addition of a new gateway at College Street and significant upgrades to King's College Road, and pedestrian connections between Front Campus and St. George Street. Although schematic plans were prepared for a reconfigured King's College Circle and Convocation Plaza, these plans were not achievable within the funding available at that time.

Most recently, the 2011 St. George Campus Master Plan has reiterated the importance of moving forward with improvements to the historic campus and its open spaces. Quoting from 'Investing in the Landscape', the Master Plan notes the continued relevance of the Primary Objectives such as the following relevant to this project:

1. Working toward: "… the common goal of achieving the highest quality design for the campus open spaces."
2. The establishment of "…a Pedestrian Priority Zone… which places a high priority on the quality of the pedestrian environment on campus. This zone should include the reduction of surface parking in the primary open spaces of the campus."
3. An increased "investment in open space improvements… (over time) to achieve a consistent palette of material use on campus and promote long-term life-cycle design and construction methods."

Site Description

The Front Campus is located at the heart of the University of Toronto St. George Campus. With large mature trees on its east and west sides, it has acted as a forecourt to the iconic University College since the building's construction in 1859, and remains the campus's most visible and prominent green space.

The front campus hosts numerous events including the ceremonial march of graduating students each spring, convocation and spring reunion amenities provided in temporary tented space on the lawn, as well as other cultural events and installations. The lawn area also accommodates playing fields for use by the University community. The Front Campus is zoned University Open Space (UOS), which does not permit development.

Ringing the front campus is King's College Circle, a vehicular one-way road with parking on both sides and a pedestrian sidewalk around the exterior perimeter. At intersections with King's College Road, Galbraith Road and Hart House Circle, pedestrian and vehicular routes and crossings are particularly poorly integrated.

Also ringing the front campus are significant buildings, including the heritage-listed University College, Gerstein Science Information Library, Convocation Hall and Simcoe Hall, and the heritage-designated Knox College. Each of these buildings has its primary entrance fronting onto King's College Road. In particular, the views of University College from the south are essential to the identity of the University of Toronto and to the City of Toronto more broadly, and must be preserved without interruption.

Previous studies of the campus have proposed options to remove the parking and redesign King's College Road and the paved area adjacent to Convocation Hall.

Hart House Circle is located immediately south of Hart House and Soldier's Tower, east of University College and north of Gerstein Library. This Circle is an important open space incorporating meandering pedestrian pathways and large mature trees. The Louis B. Stewart Observatory, the current home of Students' Union, is a listed heritage building located within the Circle. Sculptural art and other memorial elements have been placed within the open space as well. Hart House Circle is zoned University Open Space (UOS).

Surrounding the Circle is a one-way vehicular road with parking located on both sides. The shuttle bus stop for transportation linking the St. George campus with the UTM campus is located at the north end of the Circle in front of Hart House.

Access to Hart House Circle and King's College Circle from the east is via an underpass from Wellesley Street.

Sir Daniel Wilson Quadrangle is bounded by Sir Daniel Wilson Residence to the west and University College to the east. This open space is zoned University Open Space (UOS) permitting no development of these lands. The quadrangle provides pedestrian passage between and among the surrounding buildings and provides transitional green space between the Front and Back campuses.

Sir Daniel Wilson Quadrangle is not directly accessible by vehicle, and as such provides a pedestrian oriented place of connection and repose with several benches located within its boundaries. Green lawns and pedestrian pathways are defined in part, here, by iron fences and coniferous hedges.

The sites edging on the Back Campus, including the Tower Road area is currently being explored by a Working Group for the Revitalization of Tower Road, Hoskin Avenue and Erindale Walk (See Appendix A for Terms of Reference and Membership, struck March 2013).

The Working Group Terms of Reference describes the area as such:

"The Back Campus and its surroundings comprise a significant feature of the University's campus. As part of the original campus layout, the area is framed by noteworthy heritage buildings, monuments, and commemorative pathways. It is the nexus of well-traveled pedestrian routes from other areas of campus.

"In the summer of 2013, construction began on the University's Back Campus Playing Fields in preparation for the 2015 Pan-Am Games. The installation of Pan-Am Games field hockey pitches on the Back Campus will result in a modified landscape, primarily consisting of level artificial turf fields, with defined fields of play. Fencing requirements for the fields of play will include the installation of permanent fencing on the northern, eastern and western edges of the field. New east-west pathways will also be installed at the northern and southern extents of the field and will provide primary access to the fields.

"The Pan-Am fields present an opportunity to revitalize the areas surrounding the playing fields, in particular, Tower Road, Hoskin Avenue, Erindale Walk and the pathways along the western edge and the southern edge. It is anticipated that this additional work will take place immediately after the Games, conditional on funding.

"Tower Road currently provides service access to University College, some service access to Hart House, access for parking behind Wycliffe College, daily parking spaces along the western length of the road and pedestrian access to Hart House, University College, the Back Campus and the University to the south. The accessible entrance points into Wycliffe College, Hart House, and University College are located here, via Hoskin Avenue, as is the wheelchair accessible parking for the buildings. Tower Road also provides essential access for large-scale trucks for shipments of artwork/crates, as well as pickup of large-scale gallery installation materials/exhibition waste (i.e.: waste management bins). The multi-purpose nature of this space has created some accessibility and safety issues, and overall, Tower Road lacks a cohesive urban design strategy.

"Two important cultural institutions have their entrances off Tower Road--the Justina M. Barnicke Gallery and the University of Toronto Art Centre—as does the Hart House Fitness Centre and the Soldier's Tower Memorial Room. As well, Tower Road ends at the archway of Soldiers' Tower which is the primary pedestrian and bicycle access portal to the Front Campus. Soldier's Tower, a visual link between both campuses and provides the axial terminus for Tower Road, requires enhancement.

"To the north, Hoskin Avenue is marked by a wrought iron fence that runs from Whitney Hall to Tower Road, and currently marks the extent of the Back Campus natural turf field. The municipal sidewalk lies

immediately to the north. The Pan-Am project will delineate the new fields with a fence positioned to the south of the current one, rendering the original wrought iron fence redundant, and creating an awkward double-fence condition. Concurrently on the southern extent of the fields, a new fence will be erected, leaving Erindale Walk unconnected to the new development.

"The Pan-Am project provides an impetus to revisit, consider and implement the goals identified in the 1999 open space master plan. New directions may also be considered, in light of the design changes on the adjacent fields."

Project Planning Committee for the North Building Reconstruction Phase 2
Terms of Reference

BACKGROUND:

UTM continues to plan for and realize significant enrollment growth. Actual undergraduate enrollment in 2012 reached 10,059 and a further 3.6% is expected in 2013 (representing 35% of all expected undergraduate enrollment growth at the university). UTM's academic plan calls for undergraduate enrolment growth to average about 4.7% per year over the next five years.

A key element supporting that growth is an integrated, multi-year capital plan, designed to provide the additional facilities needed to accelerate progress in a number of priority areas, especially faculty recruitment. With more than 2.5 million square feet of built space on the campus and a number of recently completed capital projects, faculty recruitment is being constrained by a lack of office and research space. Those pressures will be somewhat ameliorated in mid-2014 with the completion of two projects now underway. Phase 1 of the North Building Reconstruction will provide expanded office and research space for the departments of Psychology and Mathematical and Computational Sciences (as well as replacement rehearsal space for Theater and Drama, additional study space and food services). The UTM Innovation Complex will more than double the size of the existing Kaneff Centre. It will provide critically-needed growth capacity for the departments of Management and Economics, a number of professional graduate programs, be a focus for UTM's Institute for Management and Innovation (IMI), include expanded teaching space, a renewed Financial Learning Centre and allow for the relocation of the Office of the Registrar.

These initiatives will allow the departments noted above to "catch-up" to the demands of past increases in enrolment growth and accommodate growth in specific areas. They will also free up space in the Davis Building which will support growth in other high-demand programs and allow for further renovation of heavily serviced areas to support expanded 'wet' research.

Significant additional space will be required if UTM is to deliver on its enrolment growth projections and commitments. Phase 2 of the North Building reconstruction is necessary to accommodate growth of a number of academic departments, allow further consolidation and possible relocation of some academic departments and enhance teaching and student spaces.

By focusing on Phase 2, UTM is supporting an important direction that came out of the update to the campus Master Plan, a conscious shift toward development/redevelopment of the northern part of the campus. The project will also accelerate the replacement of the remaining portion of a 40-year old "temporary" building that is in very poor condition, is expensive and inefficient to operate and does not warrant significant investments of scarce resources to upgrade.

MEMBERSHIP
Paul Donoghue (Co-Chair) CAO, University of Toronto Mississauga (UTM)
Gail Milgrom (Co-Chair) Director, Campus and Facilities Planning
Mark Overton, Dean of Student Affairs (UTM)
Diane Crocker, Registrar and Director of Enrolment (UTM)
Shyon Baumann, Chair of the Department of Sociology (UTM)

Michael Lettieri Chair of the Department of Language Studies (UTM)
Holger Syme, Associate Professor and Chair of the Department of English and Drama (UTM)
Sergio Tanenbaum, Chair of the Department of Philosophy (UTM)
Shafique Virani, Chair of the Department of Historical Studies (UTM)
Paull Goldsmith, Director of Facilities Management & Planning (UTM)
Mr. Bill McFadden, Director of Hospitality & Retail Operations, UTM
Anil Vyas, Director of Technology Resource Centre (UTM)
Stepanka Elias, Assistant Director Planning Design and Construction (UTM)
William Yasui, Senior Facilities Planner, Facilities Management & Planning
Sarah Hinves, Campus and Facilities Planning
George Phelps, Director, Project Development
UTM Graduate Student (TBD)
UTM Undergraduate Student (TBD)

TERMS OF REFERENCE

1. Develop a detailed Space Program for the proposed North Building reconstruction – Phase 2.
2. Identify the space program as it is related to UTM's existing and approved academic plan; taking into account the impact of approved and proposed program enhancements that are reflected in increased faculty, student, and staff complement.
3. Demonstrate that the proposed Space Programs are consistent with the Council of Ontario Universities' and University of Toronto space standards.
4. Identify site plan implications, with reference to the design guidelines and other issues included in the UTM Campus Master Plan and to the North Building Phase 1.
5. Determine a functional layout of the space required within the proposed building envelope.
6. Determine any secondary effects to the building project and related resource implications of these effects.
7. Identify all equipment and moveable furnishings necessary to the project and their related costs.
8. Determine a total project cost (TPC) estimate for the capital project, including costs associated with secondary effects and infrastructure.
9. Identify all sources of funding for the capital project and any increased operating costs once the project is complete.
10. Report by end of December, 2013.