



University of Toronto TORONTO ONTARIO M5S 1A1

OFFICE OF THE VICE-PROVOST, SPACE AND FACILITIES PLANNING

TO: Planning and Budget Committee

SPONSOR: Ron Venter, Vice-Provost, Space and Facilities Planning

CONTACT INFO: 416-978-5515; ron.venter@utoronto.ca

DATE: March 12th, 2003 for March 26th, 2003

AGENDA ITEM: #7.1

ITEM IDENTIFICATION:

Project Committee for the Planning of the first Off-Campus Residence currently identified as 89 Chestnut Street, and formerly known as the Colony Hotel.

JURISDICTIONAL INFORMATION:

Under the Policy on Capital Planning and Capital Projects, section 5.A, the membership and terms of reference of Project Committees shall be reported to the Planning and Budget Committee.

OTHER ACTION TAKEN:

None.

HIGHLIGHTS:

The University of Toronto, in collaboration with the Federated Universities, has developed a proud tradition of the *residence experience* within our on-campus college environment. In recent years, commencing in 1996, all first year students entering the University of Toronto were offered a residence guarantee. The guarantee, while an attractive recruiting tool, has placed considerable pressure on the availability of residence beds. The percentage of first year students within any of the residences has increased and now hovers at around 50- 60% of the total student body; some argue that this percentage of first year residents is too high and will subsequently minimize the value of the residence experience since many students wishing to continue in residence in their upper years are declined admission to accommodate the first year guarantee.

At the present time and certainly for the foreseeable future, given the tremendous increase in student enrolment, there will be a shortage of student residence accommodation on the St. George campus for undergraduates, graduates and family housing. The current shortage of residence beds is approximately 1,000. The obvious solution is to build new residences, but such decisions have to be considered in the light of a very limited number of building sites, the current high cost of building university residences and the speed of designing and constructing these facilities ready for occupancy.

An alternate approach is to grow the off-campus residence experience. In recent years as a result of high residence demand induced by the first year guarantee, the University has been obligated to lease residence space at the Primrose Hotel and the Delta Chelsea, where in 2002/03 the

student population at these locations rose to 490 students. The financial impacts of these alternatives are substantial and require the University of Toronto to provide an annual subsidy of \$3.7+ million. The above facilities are not deemed desirable over the longer term and are not financially sustainable.

The University therefore requires an immediate cost effective solution. An opportunity has presented itself to acquire the Toronto Colony Hotel to address these pressing problems.

In February 2003, the Business Board and the Governing Council of the University of Toronto approved the purchase of the Colony Hotel located at 89 Chestnut Street, immediately north of the City Hall in downtown Toronto.

Brief details on the Property: The Toronto Colony Hotel is a fifteen minute walk to Simcoe Hall and is close to a number of amenities, including Nathan Phillips Square, Allen Gardens, College Park, Eaton Centre, Pantages Theatre, Elgin and Wintergarden Theatres, Chinatown, and the numerous shops and services situated along Yonge Street. The Hotel is also close to the multi-million dollar Yonge Street Regeneration Project between Queen and Dundas streets, which is designed to establish the area as Toronto's leading shopping, dining and entertainment district. The property represents a unique opportunity for The University of Toronto and has recently undergone a refurbishment program, which has resulted in all aspects of the guest rooms and public areas being renovated, including lobby and reception area, ballroom, corridors and elevators

Highlights of this property include:

- Built in 1972
- 721 rooms including 18 suites
- 27,000 square feet of meeting rooms and conference/function space
- 326 parking spaces on 5 underground levels
- Total gross floor area of 496,000 square feet plus 177,000 square feet in the parking garage
- Land area of 41,000 square feet
- Located directly north of Toronto City Hall
- Restaurant and retail stores at grade
- Prime downtown location close to St. Patrick's subway station
- Located immediately north of the Toronto City Hall, which is connected to Toronto's underground *PATH* pedestrian system
- Excellent complement of facilities

89 Chestnut Street will become the second comprehensive off- campus residence to accommodate students attending the University of Toronto. (The first is the Family Housing at 30/35 Charles St.) The residence experience at 89 Chestnut Street will be different from that currently provided at any number of the College Residences on Campus. The intent however is to provide all students at 89 Chestnut with a quality residence experience in the best traditions of residence life at the University of Toronto. Professional Faculties and other entities on campus will be invited by the Vice-Provost, Students to participate in the development of the residence operational procedures. It is noted that the Faculty of Dentistry, in addition to the Faculties of Applied Science and Engineering, Music and Physical Health & Education has an interest to accommodate their students at 89 Chestnut Street.

Transformation Project

The plan is to transform the existing facility into a residence, but to also maintain various elements of a conference centre activity, and the opportunity to convert the residence rooms into good value hotel accommodations during the summer months when these rooms will be available.

This project is therefore unique in numerous aspects; four teams have been identified, as recorded below, to focus on the various aspects of this integrated project. The four teams address the

Transition Team, the Operations Team, the Construction Team and the Residence Life Team. Each of these teams will advance the project under the direction of Catherine Riggall, Assistant V-P Facilities & Services who will also Chair the Project Committee to oversee the entire project and prepare the appropriate Project Planning Reports that will be required to be presented to Planning & Budget and University Affairs Board. The four teams are tabulated below.

Transition Team	Construction Team
Co-Chairs: Catherine Riggall & John Bisanti	Chair: John Bisanti
Don Beaton Anne McDonald Jane Stirling Rosie Parness Steve Moate Laura Myers Helen Thibodeau	Jennifer Adams Dan Hutt Steve Arnold Graham Kemp Debbie Stewart Eugene Sicunas
Operations Team:	Residence Life Team
Chair: Anne McDonald	Chair: David Farrar
Don Beaton Chris Sparks Sheila Brown Pierre Piche Lou Ranalli	Jennifer Adams David Clanfield Susan Addario Marilyn Van Norman Pearl Karamalis Miranda Cheng TBA: Faculty Representatives

Each of these teams, will be expanded as appropriate by the Chair to ensure the appropriate expertise is available during this planning and transition phase of the project.

PROPOSED PROJECT COMMITTEE MEMBERSHIP:

This Project Committee will be chaired by Catherine Riggall, Assistant V-P, Facilities & Services. All members of the Transition, Construction, Operations and Residence Life Teams will constitute the Project Committee Membership. In addition, the Vice-Provost Students will invite two student representatives to serve on the Project Committee.

TERMS OF REFERENCE:

The project Committee will work to define the structure of the residence and formulate all procedures with respect to the operation of the residence as well as related policies to ensure that all residents will reside in a safe environment that will reflect the best traditions of University of Toronto residence life. The broad terms of reference for the Project Committee are identified below. The Project Planning Report when completed will require approval by the Planning & Budget Committee and the University Affairs Board.

1. To clearly define and report on the proposed Management Structure of 89 Chestnut with respect to the provision of all services and maintenance of the facility as well as the interface of this Management Structure with the operation of the Residence.
2. To define the structure and responsibilities of the Residence House Committee, the major participant Faculties, Unit[s] and or College[s] and the composition of the student body.
3. To define all facilities within the Residence that will be available to the residents, Don suites, common rooms, study space, dining rooms, laundry facilities, prayer space, music rooms, security etc.

4. Develop proposed layouts of the residence floors as well as define the planned usage of space on all floors that will be used to support the residence function, i.e. indoor pool etc.
5. Identify all meal plan services for students as well as all other commercial activities that could be accommodated within 89 Chestnut.
6. Identify all safety and security issues of the residence operation and recommend on procedures.
7. Clarify the separation and/ or mutual use of conference facilities [on a bookable basis].
8. Identify the promotion strategy to commence a positive marketing of the residence.
9. Clarify and report on the proposed use of 89 Chestnut in the summer as a residence hotel operation.
10. Develop, as appropriate for this particular arrangement, the financial models that will clarify the extent of funds required for conversion, the operating costs, the revenues for the residence consistent with best financial practices. Identify all sources of funds required for the start-up year and the subsequent year as required.
11. Develop a detailed implementation schedule that will enable the residence to be in operation for September, 2003. Identify all furniture requirements as well as those renovations that are required prior to occupation of the residence. Prepare the capital budget for these items. [Total Project Cost, TPC].
12. Create a long term plan for future renovations and maintenance.
13. Establish the new ancillary and develop the operating budget for this ancillary for 2003/04.
14. Report April, 2003, or as soon as possible thereafter. Since the residence is to be operational for September 1st, 2003; it may be necessary to file an interim report for submission to Planning and Budget Committee and the University Affairs Board.

FINANCIAL IMPLICATIONS:

None.

RECOMMENDATION:

For information only.