University of Toronto TORONTO ONTARIO M5S 1A1

OFFICE OF THE VICE-PRESIDENT AND PROVOST

POLICY ON CAPITAL PLANNING AND CAPITAL PROJECTS

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GLOSSARY OF TERMS

Planning and Budget Committee	*Recommends to Academic Board approval in principle of projects (i.e. site, space plan, overall cost estimate and sources of funds) as defined in the Project Planning Report*
Business Board	*Approves the establishment of appropriations for individual projects and authorizes their execution within the approximate costs. This can coincide with the endorsement of the Project Planning Report when partial funds are recommended to retain consultants, or approval of the financial package identified within the Project Implementation Report*
Capital Plan	*The outcome of the academic planning process specifying a number of Capital Projects to be developed in a defined time frame*
Capital Project	*A new building, major alterations to an existing building, or a campus open space project*
Design Review Committee	*The advisory body which assesses the external design features and public areas of new Capital Projects and their suitable integration into the functioning campus*
Infrastructure Renewal Plan	*A comprehensive plan detailing the renewal of campus infrastructure and building systems*
Project Committee	*The committee which brings together the user interests, the facilities planning personnel and the project management elements for the duration of the development of a Capital Project*
Project Planning Report	*The report of the Project Committee addressing the user needs, which is considered by the Planning & Budget Committee as the first step in governance approval prior to the commencement of the detailed design of the Capital Project*
Project Implementation Report	*The report detailing all aspects of a Capital Project which is to be approved by the Business Board prior to full implementation*
Project Status Report	*The report on the progress of each project at timely intervals to keep members of the Business Board informed*
Project Conclusion Report	*The report prepared on completion of the project to provide feedback on the procedures and the costs, and reviewed by the PVP Campus Planning and Projects*
PVP, Campus Planning & Projects	*A senior group comprising the President, Provost, Vice-Presidents, Vice-Provosts [Budget & Planning and Space & Facilities Planning] and AVP Operations & Services.*
Master Plan	*A comprehensive outline of all elements, present and future (open spaces, roads, buildings) that are to be constructed on the campus*
University Affairs Board	*Considers policy of a non-academic nature concerning the university community and for monitoring matters within its area of responsibility. Its responsibility includes campus & student services such as residences, athletics & recreation and parking. The UAB advises Governing Council on implications of capital projects in areas of its responsibility*

PREAMBLE

The continuing development of a modern university campus is no easy challenge. For the University of Toronto, which possesses an extraordinary variety of architectural styles, this challenge is certainly amplified and requires careful attention.

A campus expresses (architecturally) something about the quality of its academic life, as well as its role as a citizen of the community in which it is located. The campus also represents many different things to various groups of people who live, learn, teach or visit there. It plays the role of home, museum, place of employment, social center, park, arena for dissent, and forum for the search for truth. All these functions must be designed not only for today but also for the future [Richard Dober, Campus Architecture, New York: McGraw-Hill, 1996].

Given the interest of prospective faculty and student recruits in working, studying, and dreaming in an inspiring and creative physical environment, the University's commitment to inspirational design must be consistent with (and indeed, a core component of) its highest academic aspirations. It is essential that the University of Toronto, as Canada's leading research intensive university, and as an institution firmly determined to stand among the top publicly funded research intensive universities in the world, integrates this commitment to excellence into each and every dimension of planning and design related activities. The standards for design excellence should be no less exacting than those that are set in the academic sphere; as campus design has a profound impact on the character and quality of human interactions within the university community.

For the St. George Campus of the University of Toronto the challenge is to effectively integrate the new with the existing structures to achieve an interconnectivity with intelligent green landscaping, to be cognizant of the cultural landscape that exists and to ensure that new landmark buildings incorporate quality designs and materials that systematically will serve to strengthen and enrich this campus interconnectivity. For the newer University of Toronto at Mississauga and Scarborough campuses the challenges and opportunities are distinctly different, appropriately; environments consistent with the highest academic aspirations must be created.

At the University of Toronto the intent is to lead as well as listen when moving forward, ever mindful of the magnitude of the challenge. Within this framework, the President's authority to plan and implement capital projects shall be exercised in consultation with the project committees and advisory committees established through this Policy and, as individual projects require, other advisory bodies. The President's authority may be delegated, in whole or part, to other senior administrative officers of the University as conveyed in this Policy.

The University's development of its physical assets should be guided by a best practices approach to physical planning, design and construction. Accordingly, this Policy enunciates the norms for carrying out such an approach, specifies the framework within which individual projects can evolve, and establishes the approval and reporting requirements.

This Policy must be viewed as a *living document* to be updated at regular intervals to change and or refine procedures as appropriate. A companion document entitled *Details on Implementation Guidelines of Policy on Capital Planning and Capital Projects* will also be prepared to provide the necessary detail on implementation specifics. This Policy supercedes the *Steps in the Approval of Capital Projects* (June, 1989), *Steps in the Execution of Capital Projects* (June, 1989), the Physical Planning and Design Advisory Committee *Terms of Reference* (April, 1997), the *General Principles to Guide the Development of University Property* (April, 1983) and the *University of Toronto Campus Master Plan: Planning Principles for the St. George Campus* (June, 1990).

1. GENERAL PLANNING MATTERS

The planning approach is to invest in the development of comprehensive Master Plans for each campus and to systematically establish Capital Plans with specific Capital Projects that can be adequately supported by the appropriate Infrastructure Renewal Plans.

A. MASTER PLANS. The Governing Council shall adopt, from time to time, Master Plans for the University's St. George, Mississauga and Scarborough campuses as well as the Sunnybrook campus, Joker's Hill and other properties as required. Master Plans may designate certain sites as priority locations for specific University units, activities or projects; such plans normally address the *type* and *quality* of the public spaces on each campus and parameters for individual buildings. Master Plans should normally be reviewed every five years.

B. CAPITAL PLANS. The Governing Council shall adopt, from time to time, Capital Plans. These Capital Plans, which are the outcome of the University's academic planning process, set out the major Capital Projects[1] to which the University has assigned priority for a specified period of time.[2] Such plans are normally adopted for multi-year periods and are updated, as required, to reflect progress made and new or altered priorities. Capital Plans include all capital projects (above a specified cost), which are expected to be in planning and or implementation stage during the period of the Capital Plan. A Capital Plan provides provisional estimates of overall costs and sources of funds.

C. INFRASTRUCTURE RENEWAL PLANS. The Governing Council shall adopt, from time to time, Infrastructure Renewal Plans for the renewal costs of building systems and other infrastructure. Each year, a number of projects will be undertaken that are identified within the Infrastructure Renewal Plan. Such plans express the University's priorities for a multi-year period and are updated, at appropriate intervals, to reflect the progress made and new or altered priorities.

In addition to these more routine projects on maintenance and infrastructure requirements, which are integral to the Infrastructure Renewal Plans, the Governing Council shall adopt, as the need arises, special projects which address extraordinary and or urgent needs to support the infrastructure of the University. Such plans will normally include major and or innovative types of utility infrastructure, and will normally include a business case for the repayment of the required investment.

2. PLANNING PRINCIPLES

Master Plans, Capital Plans, as well as Infrastructure Renewal Plans should be developed and implemented in the context of principles that express the University's commitment to the orderly and responsible development and use of its assets. Such principles extend to the development of individual projects that are integral to the academic mission of the University, and which should provide examples of high quality design that incorporate the appropriate functionality and environmental responsibility. Furthermore, each individual project should be satisfactorily integrated into the comprehensive Master Plan of the University. The Planning Principles, as set

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[1] ***Capital Project:*** A capital project is (a) a new building, (b) building alterations, or (c) infrastructure investment that involves more than system improvements, e.g. space reorganization, expansion or conversion to new uses. Significant open space projects are also Capital Projects.

[2] Priority represents an ordering among needs. Needs may be established in a variety of ways: through an approved divisional plan linking the quality and effectiveness of academic programs to space requirements, through an external assessment of academic programs, through the introduction of a new or expanded program or service, through an assessment of space using provincial or institutional standards, or through the availability of a fixed sum of money for a project congruent with the University's plans.

out in Appendix A, constitute the enduring interests of the University, and are to be taken into account in all detailed planning.

Operating within the framework of the Master Plans as outlined, it will be necessary at various times to strike Working Groups with the specific objective to explore the independent needs and interactions between faculties, divisions and units in advance of establishing Project Committees for new Capital Projects. Working Groups will be established by the Provost (or designate) in consultation with the divisions [Faculties, Colleges etc.] and will report to the Provost (or designate). The results of these Working Groups will serve to more sharply define the terms of reference that are formally established with the formation of the Project Committee for each new Capital Project. Working Groups will also be struck, as needed, to identify the collective space requirements in support of academic programs of Faculties. The use of Working Groups is intended to facilitate the planning process and provides the opportunity for divisions to investigate greater integration and the sharing of facilities with academic collaborators across the University.

Residences and all other major user facilities of a non-academic nature including students services, athletics and recreation, child-care, multi-faith facilities, parking etc., will conform to the identical procedural requirements outlined below for Capital Projects that are initiated in support of the academic program requirements of the University. The essential differences being the governance approval process that requires approval by the University Affairs Board [UAB], and the particular financial arrangements to address the building costs, i.e. a long-term mortgage normally carried by the College in the case of new residential construction.

3. OVERVIEW OF THE PROCESS

A brief summary of the process is provided to clarify the elements of the Policy on Capital Planning and Capital Projects which are outlined in sections 4 and 5. This is illustrated in Figure 1 where both the sequence of reporting requirements and the approval processes within the university governance structure are identified.

Project Committees are established to oversee the full life cycle of a Capital Project or Infrastructural Renewal Project starting from a definition of the user needs to the completion of the physical structure. At a point in time of the life of the Project Committee a Project Planning Report is produced which clearly outlines the user needs, the choice of site, the first comprehensive cost estimate of the project and sources of funding. This document is to be approved by the Planning and Budget Committee, Academic Board and finally Governing Council. Once approved by Governing Council, the Business Board would normally approve partial funding to fully develop the architectural design elements to advance the project towards full implementation. The selection of consultants [architect, landscape architect, planners, other] is the responsibility of the Vice-President Business. All capital projects in excess of the $2 million limit will require a selection process. Projects less than $2 million in value may be undertaken internally unless specialized services are required. Throughout this continuing process, independent advice on the design elements of the project and its integration into the campus environment is sought from the Design Review Committee. Finally, the Project Implementation Report is assembled by the Project Committee for approval by the Business Board, to permit the project to proceed at the tendered price.

In the event that the costs have increased from the approved/ tendered price to beyond the lesser of $2,000,000 or 10% of the project cost, the project is required to be resubmitted for Business Board approval and, with respect to sources of funding, Governing Council approval through the Planning and Budget Committee and the Academic Board. Irrespective of cost issues, a re-submission to Governing Council is required to secure approval when significant changes to a space program have been introduced.

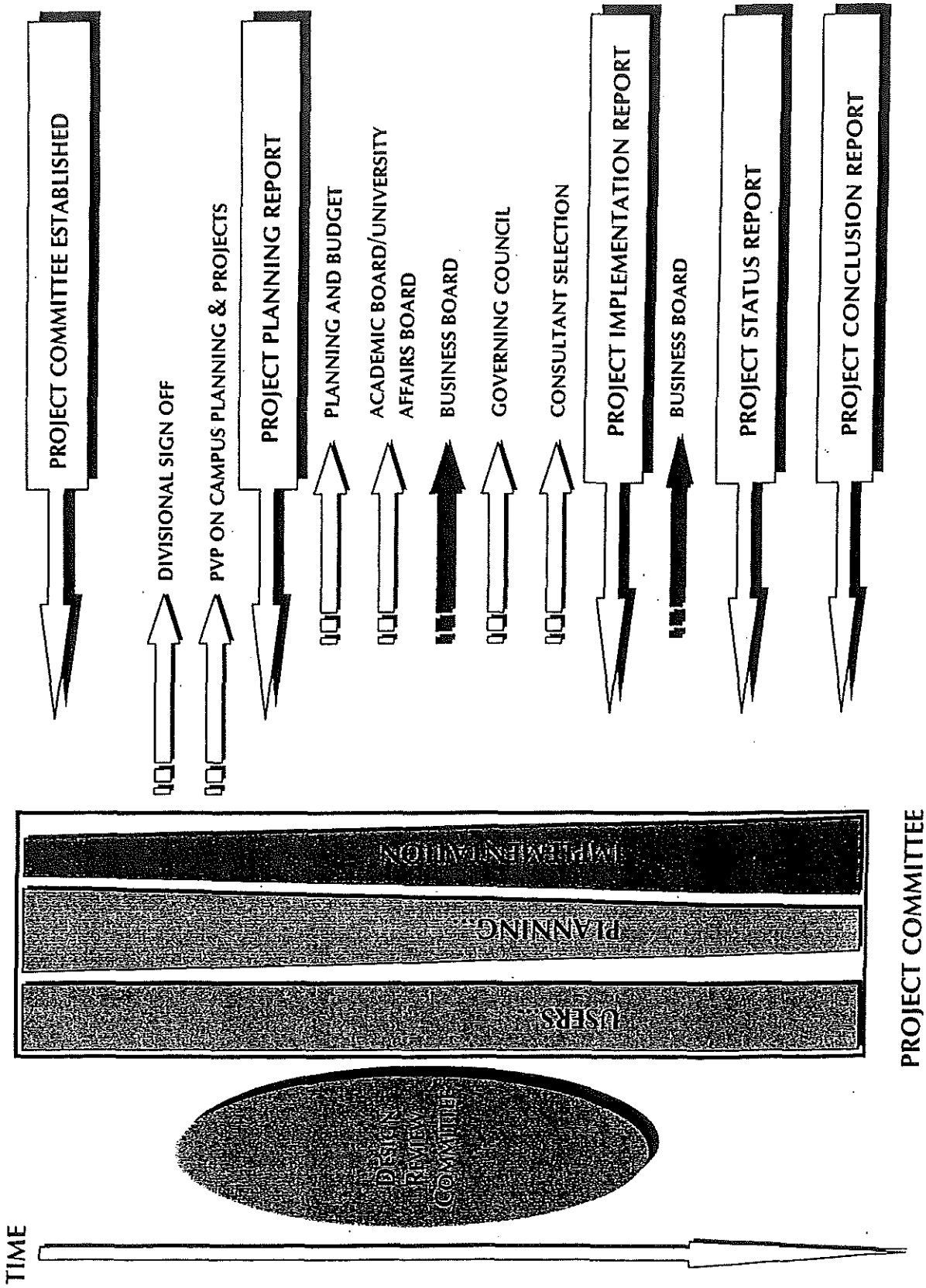

FIGURE 1: PROJECT PLANNING

4. INDIVIDUAL PROJECTS: AUTHORITY TO PLAN AND IMPLEMENT

Individual Projects can originate through Capital Plans, Infrastructure Renewal Plans, or as a result of a new initiative brought forward with the approval of the ***PVP on Campus Planning and Projects***[3].

A. CAPITAL PROJECTS. The authority to plan and implement all Capital Projects is delegated to the President or designate, subject to:

A.1 Governing Council[4] approval of ***Project Planning Reports***[5] for individual ***Capital Projects*** with a projected cost of greater than $2 million.[6]

A.1.1 All major ***Project Planning Reports*** are to be reviewed prior to the approval of the Planning and Budget Committee by the ***PVP on Campus Planning and Projects***. Major projects will be presented in detail to the PVP on Campus Planning & Projects by the Vice-Provost [Space & Facilities Planning] and the AVP Operations & Services.

A.1.2 All completed ***Capital Projects*** between $50,000 and $2M shall be reported annually to Governing Council through the Planning and Budget Committee. Projects less than $2 million in value will require project planning reports as defined by the Accommodations and Facilities Directorate.

A.2 For each project identified by an approved ***Project Planning Report***, Business Board approval of the companion ***Project Implementation Report***[7] is required before implementation (subject to Section 5.G.2 below).

A.3 The President's establishment of administrative mechanisms dealing with the exercise of this authority, including means for:

A.3.1 Ensuring that the interests of the University and of individual project users are taken into account in all projects.
A.3.2 Tracking of the developing project with respect to the general principles set out in Appendix A and specific parameters approved for the individual project.
A.3.3 Resolving in a timely fashion any discrepancies that arise between the project as planned and the project as proposed for implementation.
A.3.4 Reporting on significant developments in the evolution of projects. Such mechanisms should ensure review by the PVP on Campus Planning and Projects of key issues that significantly affect the University's ability to plan or implement

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[3] ***PVP on Campus Planning and Projects :*** A senior group comprising the President, Provost, Vice-Presidents, Vice-Provosts [Budget & Planning and Space & Facilities Planning] and AVP Operations & Services, identified as the PVP on Campus Planning and Projects.

[4] Governing Council Board and Committee terms of reference will stipulate the level of Governing Council approval required and the approval routes. All Master Plans, Capital Plans and Capital Projects and Infrastructure Renewal Plans and Infrastructure Renewal Projects requiring individual approval are submitted to the Academic Board through the Planning and Budget Committee before proceeding to Governing Council.

[5] ***Project Planning Report:*** Defined in section 5.B

[6] Capital Projects, with a total cost between $50,000 and $2 million, shall be approved through the Accommodations and Facilities Directorate. Projects costing less than $50,000, in total, and funded by a unit may be implemented by a Property Manager and reported to AFD. The reporting of small projects, less than $3,000, should be pooled and identified as Small Projects with the total cost provided.

[7] ***Project Implementation Report:*** Defined in section 5.C

current or future projects or that may significantly affect relations among divisions or with the community at large.

B. INFRASTRUCTURE RENEWAL PROJECTS. Each year, a listing of all Infrastructure Renewal Projects requiring attention shall be forwarded through the Planning & Budget Committee and Academic Board to Governing Council for information.

All funded Infrastructure Renewal Projects, approved by the Accommodations and Facilities Directorate between $50,000 and $2 million shall be reported annually through Planning and Budget and to Governing Council. Projects less than $2 million in value will require project planning reports as defined by the Accommodations and Facilities Directorate.

For Infrastructure Renewal Projects with a projected cost greater than $2 million, Governing Council approval of a Project Planning Report, consistent with the approval process for Capital Projects, is required. Similarly, Business Board approval is required to proceed with the implementation of the project. For Infrastructure Renewal Projects the Project Planning Report and the Project Implementation Report will be substantially reduced from that required for Capital Projects, see Appendices B and D.

5. INDIVIDUAL PROJECTS: PLANNING AND IMPLEMENTATION REQUIREMENTS

A. PROJECT COMMITTEE. For each project significant enough to require individual Governing Council approval, the Provost shall establish a Project Committee. The Project Committee, which is advisory to the President, shall be formed at the outset of project planning and continue to exist until the completion of the project. Functional continuity of the project development is essential and important throughout the life of the project so that the Project Committee will contain a *core membership* representative of the interests of the project users, the staff responsible for space and facilities planning, and the staff responsible for liaison with design consultants and contractors. The membership of the Project Committee must comprise the senior representative(s) of the user(s), normally the Dean(s), Chair(s) or equivalent (or delegates) with recognition of multi-unit participation, i.e. Faculty and or Department, the University officer responsible for campus and space planning (or delegate) and the University officer responsible for project implementation (or delegate). A representative from each of these constituencies will constitute a working executive committee; the chair of the Project Committee[8] will be identified from within the executive committee and the chair may be changed during the life of the project.

The membership of the Project Committee will be assembled by the Provost (or delegate) with input from the Dean(s), Principal(s) of the relevant academic divisions and or sectors that the project addresses. All Project Committees will include faculty, staff and student representation.

In cases of large, complex or sensitive projects additional core members may be designated by the President, including a Project Coordinator, whose role will be to ensure that the project moves forward and that the differing responsibilities of core members of the group are harmonized. Each core member may propose additional members of the Project Committee, either for the duration of the project or for specific stages of its work. The total membership of the Project Committee, its

[8] The Project Committee may have different chairs at different stages in a project. For example, in the planning phase the chair may be the dean or other senior representative of the users, with a senior administrative officer becoming chair during the implementation phase. The administrative responsibilities and accountabilities of the University officer responsible for campus and space planning and the University officer responsible for project implementation would continue to be performed by those individuals, irrespective of who chairs the Project Committee.

terms of reference and the designation of its chair are subject to the President's approval and shall be reported for information to the Planning and Budget Committee.

B. PROJECT PLANNING REPORT. Project Planning Reports are prepared for all individual Capital Projects and Infrastructure Renewal Projects for which Project Committees are established.

The Project Planning Report typically will address the types of matters listed in Appendix B hereto and all other matters which require administrative attention or Governing Council approval prior to a project moving into an implementation phase. The Project Planning Report constitutes, in the first instance, advice to the President, who is responsible for conveying it to the appropriate bodies of Governing Council together with a report on any modifications made to the Report and on the project's conformity with the University's overall physical planning interests as expressed by the principles set out in Appendix A. Furthermore, some concise reference to the quality standards anticipated for the particular project with respect to existing and or equivalent facilities should be included in the Report, to facilitate and clarify the objectives of the Project, e.g. exceptionally durable materials, architecturally significant exterior components, unique landscaping elements, etc. may be required in certain projects and this should be identified for costing purposes.

The Project Planning Report must include provisional estimates[9] of the cost of the project, the potential sources of revenue, cost escalation, the details of a projected cash flow analysis with respect to both revenues and expenditures, and the operating costs.

The Project Planning Report and its administrative memorandum of transmittal[10], as approved by Governing Council, constitute the parameters within which further planning and implementation of the project shall take place.

It is important that the documents approved in connection with the Project Planning Report specify all desired functional requirements and/or special facilities consistent with the academic priorities and requirements. Such provisions should not normally be introduced after the Project Planning Report has received formal approval. Significant changes to the approved Report or to other key elements of the project (site, space program, overall project cost, and sources of funding) will be returned to the Governing Council for further consideration if such changes are beyond the authority of the President to approve, see G3 below.

Since the estimated costs of the complete project are identified in the Project Planning Report, the initial acceptance and approval of the project by Governing Council and the Business Board should include a specific recommendation for initial funding to commence the architectural and related design work necessary to advance the project. The magnitude of the funding requested will depend on the scope of the project. Approval for the full funding of the project requires a Project Implementation Report which will normally only be secured once the detailed contractual documents have been completed and tenders have been received for consideration. On occasion, as a result of schedules, Business Board approval of the Project Implementation Report will be sought without the receipt of tenders. In such cases, approval will be given on the condition that tenders come in as projected.

In cases where the total project budget is less than $5 million and when time is of the essence, final approval may be sought from the Business Board based on the Project Planning Report.

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[9] Detailed external estimates are required, see Appendix B

[10] The administrative memorandum of transmittal for a Project Planning Report will not necessarily carry with it a commitment to undertake the project, or to assign any particular priority to it. Such commitments and priorities are normally expressed through Capital Plans. The memorandum of transmittal must however address the project site, space program, total cost and sources of funding.

At this point, selection of the consultant [architect, landscape architect, planners, other] will commence and the executive of the Project Committee will formalize the content of the proposal call.

Projects can also be approved in principle by Governing Council, but will normally require that the complete funding envelope of the revenues be defined, or supported through the University budget, prior to seeking approval from the Business Board.

C. PROJECT IMPLEMENTATION REPORT. Project Implementation Reports are required for all individual Capital Projects and Infrastructural Renewal Projects to proceed to the implementation stage.

The responsible administrative officer prepares a Project Implementation Report for review by Business Board and requests the Board's authorization to proceed with construction. This occurs when the design has proceeded to a point where a project can be tendered and a total project cost fixed after consultation with the Project Committee and the Design Review Committee. The Project Implementation Report shall include comments on any changes in essential elements previously approved in the Project Planning Report, on conformity with the overall planning principles in Appendix A, any variances with advice rendered by the Design Review Committee, any other approvals that remain, the proposed total project cost, the sources of revenue funding, the timing of projected expenditures, the projected cash flow and the required financing and escalation costs. A representative template of the Project Implementation Report is listed in Appendix D. In considering approval of the project for implementation, the Business Board will assess the extent to which the project is within its approved parameters, its cost effectiveness, the extent to which full funding is committed or obtainable, and whether there are any significant outstanding and unresolved issues with respect to the project.

D. PROJECT STATUS REPORT. Project Status Reports will be provided to PVP on Campus Planning & Projects and Business Board at the appropriate milestones of all Capital Projects, and Infrastructure Renewal Projects.

E. PROJECT CONCLUSION REPORT. At the completion of a Capital Project or Infrastructure Renewal Project a Project Conclusion Report is required. The purpose of the report is to bring closure to the project and to provide useful feedback on all procedures as well as the cost of the project. All Project Conclusion Reports are to be reviewed by *PVP on Campus Planning and Projects.* A summary of Project Conclusion Reports will be provided annually to Governing Council for information.

F. DESIGN REVIEW COMMITTEE. The terms of reference of the Design Review Committee (DRC) are attached hereto as Appendix C. It is in the University's interest that each project significant enough to require individual Governing Council approval, and which has an exterior design component or public area, be reviewed from a design perspective by a committee established for this purpose. In making this provision, the University seeks to obtain a level of advice commensurate with its desire to build in ways which provide outstanding examples of the work which the design profession can contribute to a university environment.

G. PROJECT IMPLEMENTATION. Project implementation is the responsibility of an officer designated by the President, subject to the parameters established through the approval of the Project Planning Report and in consultation with the Project Committee, the Design Review Committee, and other relevant bodies. The following additional provisions apply:

G.1 PROJECT CONSULTANTS. Project consultants can be retained under each of the following scenarios:

Planners, architects, landscape architects and other consultants may be retained, and site preparation work authorized for any project approved as part of a Capital Plan. The cost of this activity is to be included as part of the project cost. Such consultants may also be retained for projects not approved as part of a Capital Plan, but only with the approval of the Vice-President, Business or designate or the Vice-President & Provost or designate, irrespective of the source of funds, and with funding only up to $250,000, from a source of guaranteed funding. Greater expenditures for such projects require the approval of the Business Board.

For projects with approved Project Planning Reports, authority to appoint architects and other consultants is delegated to the Vice-President, Business or designate, acting after receiving advice from the Design Review Committee and the Project Committee. In the case of projects not requiring Project Planning Reports, authority to appoint architects and other consultants is delegated to the Vice-President, Business or designate, subject to confirmation of project funding.

G.2 BUSINESS BOARD. Except as outlined in G.1 above, no contract for the implementation of a project, for which a Project Planning Report is required, may be signed before approval of the project by the Business Board. This approval of the Business Board normally will be given on the basis of a Project Implementation Report, outlined in C above. The Business Board can recommend an expenditure of partial funding to hire the appropriate consultants and architects to advance the project to the implementation stage. Final approval of the project by the Business Board will normally only be given when the Project Implementation Report is available and the tendered prices are known. Occasionally, situations will develop where the tender process are not immediately available; approval can then be sought on the condition that tenders come in as projected.

Repeat requests for partial funding can be made to the Business Board and must be accompanied with a detailed report of all expenditures authorized by previous allocations to advance the project to the implementation stage.

If, when the Project Implementation Report is submitted to the Business Board for approval, the cost exceeds that identified in G.3, see below, then the project is required to be approved by Governing Council.

G.3 PROJECT COST INCREASES. Increases in the cost of projects with approved Project Planning Reports may be authorized by the President, up to a total of the lesser of $2,000,000 or 10% of the total project cost. In the event that the costs have increased from the approved/ tendered price to beyond the lesser of $2,000,000 or 10% of the project cost, the project is required to be resubmitted for Business Board approval and, with respect to sources of funding, Governing Council approval through the Planning and Budget Committee and the Academic Board. Irrespective of cost issues, a re-submission to Governing Council is required to secure approval when significant changes to a space program has been introduced.

G.4 CHANGES IN SCOPE. Irrespective of cost issues, a re-submission to Governing Council is required to secure approval when significant changes to a space program has been introduced.

APPENDIX A: CAMPUS PLANNING PRINCIPLES

To ensure excellence in campus planning and design, directives that guide the University towards a systematic and comprehensive approach for evaluating design alternatives for buildings and grounds are necessary.

The general planning principles relating to campus planning, building design, site planning and landscaped open space to assist the University in various development proposals are loosely categorized below. This listing incorporates the principles established in 1990 which were based on the principles approved in 1975 and 1983 and do address accessibility, safety and environmental issues. In addition it is important to refer to all Master Plans for each campus to specifically delineate those issues that are campus specific, notably parking etc.

A. Campus Planning

A1. It should be recognized that the University is set within an established urban environment and that campus development must fall within the parameters of the existing context and the planning of the Cities of Toronto and Mississauga and the broader GTA.
A2. The development capacity of University of Toronto property should be fully realized, while respecting the integrity of the campus to support the University's academic endeavours.
A3. The use of transit should be encouraged while co-operating with the Cities of Toronto and Mississauga in new endeavours to examine and rationalize parking.
A4. The architectural and visual coherence of the campus should be sustained and enhanced by campus development.
A5. Structures and outdoor spaces of historical, architectural, or environmental significance should be preserved.
A6. The University's heritage and tradition should be enhanced and emphasized.
A7. Unified academic communities should be planned with a fundamental framework of social and environmental amenities (e.g. child care, food services, recycling facilities etc.).
A8. The expansion of campus-wide service networks, such as utilities and communications, should be integral to campus planning.
A9. The University campus and global environment as set out in the Environmental Protection Policy should be maintained and enhanced.

B. Site Planning

B1. Structures, open space, and areas of historic significance should be preserved and enhanced and an appropriate integration of new development, renovations, or additions must be ensured.
B2. A system of continuous pedestrian routes throughout the campus should be established which provide safe and convenient access to all University facilities, including convenient access for the physically disabled.
B3. The grouping of buildings with related use and technical support facilities should be encouraged.
B4. Aesthetic aspects of public areas should be enhanced.
B5. Personal safety considerations must be paramount in building and landscape design.

C. Landscaped Outdoor Open Space

C1. Designated funding for landscape improvements are required to be included within the total building project budgets in accordance with the University's budget guidelines.

C2. Priority should be given to landscape improvements on the St. George Campus identified in the open space master plan "Investing in the Landscape" and on the Mississauga and Scarborough Campuses identified in their respective master plans.
C3. Existing University open space, gardens and treed areas of significance should be respected and enhanced when planning new development, renovations and additions to adjacent buildings.
C4. Optimal microclimatic conditions should be promoted through site and building design. Specifically, design must take into account that peak use of the campus occurs in fall and winter.
C5. Streetscapes should be identifiable through distinctive paving, lighting, signage, and outdoor furnishings.

D. Property and Land Use

D1. The use of physical resources of all kinds should aim to promote the University's academic goals. All University lands should be regarded as resources to serve the University's overall mission.
D2. No buildings or campus areas should be irrevocably assigned to or controlled by a particular division or department.
D3. Capital improvements and the use of existing space should be coordinated to ensure the most effective use of all resources. The secondary ramifications of every major capital project should be identified as part of the planning for the project.
D4. Building renovation and adaptation should be given equal consideration with building replacement in order to maximize use of the existing space inventory and to preserve sites for development.
D5. Where possible and desirable, the University should plan multiple use facilities.
D6. The periphery of the campus should be planned in a consultative fashion so as to reflect the plans of both adjacent communities and the University.
D7. Faculties and departments that have close functional or disciplinary relationships should be grouped whenever possible.
D8. The University should vacate leased space funded by the operating budget whenever cost effective alternatives are presented to do so.
D9. Surface parking should be replaced wherever possible by parking structures.
D10. The university should retain oversight of design when leasing land to a third party.

E. Considerations for Building Design

E1. All buildings should be identifiable as University facilities and contribute to the quality and coherence of the campus.
E2. On the perimeter of the campus, the buildings should convey the identity of the University as well as ensuring appropriate integration with the adjacent communities.
E3. Each building project should be developed as part of an integrated whole, consisting of built space, open space, and functional inter-relationships.
E4. The gross area of each building should be minimized to reduce capital and operating costs while fulfilling program requirements according to a system of objective space standards.
E5. Building design should make efficient use of each building site taking into account the limited availability of undeveloped campus lands.
E6. Building design should take into account impact on micro-climatic conditions.
E7. Facilities that do not require surface locations should be built below grade when possible.
E8. Infill should be considered to capitalize on unused space or where it can preserve and reinforce the historical, aesthetic, or functional attributes of existing buildings.
E9. Accessibility for the disabled must be taken into account in building design.
E10. Building design should provide flexibility to facilitate changes in use and improvements in technical support facilities.
E11. All building projects should take into account the principles described above in order to improve adjacent existing facilities whenever possible.

E12. When making decisions about designs, processes and products that influence resource use and other environmental impact, alternative methods that result in good environmental practices should be considered.
E13. All buildings are to be designed according to principles of green building in order to minimize energy and materials demand, and to minimize interior pollution.

APPENDIX B: TYPICAL PROJECT PLANNING REPORT OUTLINE

I. Membership

II. Terms of Reference

III. Background Information
- history
- previous approvals/reference documents

IV. Statement of Academic Plan

V. Space Program
- overview of existing space
- nominal space allocation required by academic plan or other initiatives
- summary of space utilization analyses
- tabular listing of renovated and new space
- special facilities

VI. Functional Plan
- description of relationships between activities
- functional space allocation diagram

VII. Environmental Impact
- energy/water use
- open space
- materials

VIII. Special Considerations
- standards of construction and quality
- landscape requirements
- accessibility and personal safety
- computing and communications
- environmental issues
- hazardous waste disposal
- campus planning issues

IX. Resource Implications
- site service relocates
- infrastructure upgrades in the sector
- construction costs
- other costs [secondary effects, construction contingency, demolition]
- permits and insurance
- professional fees
- landscaping
- computer and telephone terminations
- furniture and equipment
- miscellaneous costs [signage, security, other]
- donor recognition
- moving and staging
- commissioning
- financing costs
- total project cost estimate

X. Operating Costs

X1. Other Related Costs

XII. Funding Sources and Cash Flow Analysis

XIII. Schedule

XIV. Recommendations

APPENDICES:

1. Space Inventory
2. Utilization Analyses
3. Equipment/Furnishings
4. Computing
5. Project Cost Estimates, see Table 1.
6. Room Specification Sheets

Notes:

#1 This template is specific to Capital Projects. Items IV and V and elements of item IX are not directly applicable to Infrastructure Renewal Projects and should be identified as N/A.

#2 A detailed Construction Cost Estimate, Table 2, for all projects will be systematically updated during the initial design cycle through to completion of all Capital Projects. This will be maintained for internal use by the office of Space and Facilities Planning [Vice-Provost, Space & Facilities Planning] and Facilities and Services [Assistant V-P, Operations & Services] and available to the PVP Campus and Facilities Planning.

TABLE 1: Total Project Cost Estimates

Column 1 will be completed with the Project Planning Report. Columns 1-5 will be included in the Project Implementation Report.

Items	**Project Planning Report**	**Concept Design**	**Design Devel't**	**Drawings @ 90%**	**Tender**	**Project 100% complete**
Construction Cost [from Table 2]						
Construction Contingency						
Total Construction Costs, plus taxes						
Site service relocates						
Infrastructure upgrades in sector						
Secondary Effects						
Demolition						
Landscaping						
Permits & Insurance						
Professional Fees						
Computer wiring & Telephone Terminations						
Moving & Staging						
Furnishings &Equipment						
Miscellaneous Costs [signage, security..]						
Commissioning						
Donor recognition						
Finance Costs						
Total Project Cost Estimate. GST included						

TABLE 2: Construction Cost Estimate.
A Construction Cost Estimate will be systematically updated for all projects during the initial design cycle through to completion of all Capital Projects. These data are provided by the Quantity Surveyors. Table 2 will be maintained for internal use by the office of Space and Facilities Planning [Vice-Provost, Space & Facilities Planning] and Facilities and Services [Assistant V-P, Facilities & Services] and available to the PVP Campus and Facilities Planning in the review of Capital Projects.

Items	Project Planning Report	Concept Design	Design Devel't	Drawings @ 90%	Tender	Project 100% complete
A. EXTERIORS						
A1 SUBSTRUCTURE A11 Foundation A12 Basement Excavation						
A2 STRUCTURE A21 Lowest Floor Constr. A22 Upper Floor Constr. A23 Roof Construction						
A3 EXTERIOR ENCLOSURE A31 Walls Below Grade A32 Walls Above Grade A33 Windows & Entrance A34 Roof Covering A35 Projections						
B. INTERIORS						
B1 PARTITIONS & DOORS B11 Partitions B12 Doors						
B2 FINISHES B21 Floor Finishes B22 Ceiling Finishes B23 Wall Finishes						
B3 FITTING & EQUIPMENT B31 Fitting & Fixtures B32 Equipment B33 Conveying Systems						
C. SERVICES						
C1 MECHANICAL C11 Plumbing & Drainage C12 Fire Protection C13 HVAC C14 Controls						
C2 ELECTRICAL C21 Services & Distribution C22 Lighting, Devices, Heating C23 Systems & Ancillaries						
NET BUILDING COST [Excluding site]						

Table 2 continued on next page

Items	Project Planning Report	Concept Design	Design Devel't	Drawings @ 90%	Tender	Project 100% complete
NET BUILDING COSTS [Excluding site]						
D. SITE & ANCILLARY WORK						
D1 SITE WORK D11 Site Development D12 Mechanical Site Services D13 Electrical Site Services						
D2 ANCILLARY WORK D21 Demolition D22 Alterations						
NET BUILDING COSTS [Including site]						
Z. GENERAL REQUIREMENT & ALLOWANCES						
Z1 GENERAL REQ-MENTS Z11 General Requirements Z12 Fee						
Z2 ALLOWANCES Z21 Design Allowance Z22 Escalation Allowance						
TOTAL CONSTRUCTION ESTIMATE [Inc. Allowances]						
Gross Floor Area, GFA						

APPENDIX C: DESIGN REVIEW COMMITTEE

C.1 TERMS OF REFERENCE

The Design Review Committee (DRC) advises the President or delegate on the development of campus built form environments, in order to enable the President to implement the University's commitment to a level of excellence in this area comparable to that established for its academic activities. The Committee uses high standards in discharging its duties with respect to architect selection, design review and the interplay of design issues with other planning concerns. The Committee primarily focuses on Capital Projects sufficiently large to require approval by Governing Council on the basis of Project Planning Reports[11]. All projects are assessed with respect to approved Master Plans, which will also be reviewed from time to time by the DRC.

The Committee's mandate includes:

C.1.1. Advice on campus master plans, on the University's general principles and on physical planning and building design.

C.1.2. Recommendations to the President and Vice-President, Business Affairs on the appointment of architects and landscape architects for all projects within its terms of reference with an exterior design component and public spaces and for all renovations or alterations to historically designated or listed buildings.[12] Projects having significant landscape components will require the appointment of a landscape architect as part of the design team.

C.1.3. Review and make recommendations on conceptual and detailed design for building and landscape projects.[13] Matters under review should include the extent to which overall campus planning and design objectives are met, design excellence is achieved and environmental and heritage issues are addressed. The Committee focuses primarily on the overall integrity of the basic design, rather than on design details.[14]

C.1.4. Being available for consultation, on an as needed basis, by administrative officers responsible for campus planning and design.

C.1.5. Reporting to the Governing Council on its activities, on a basis to be established by the Executive Committee of Governing Council.

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[11] Currently, this is for projects with total cost of $2 million or more.

[12] The University's normal approach to design of major capital projects is to choose consultants, who will then work with users and others to develop a building design. It may be advisable on occasion to choose consultants [architects] for a specific project on the basis of design competitions, instead of via selection process. Such competitions are established prior to the process leading up to the completion of a Project Planning Report and only after consultation with the DRC.

[13] Such reviews are normally required at the following stages: (a) prior to finalization of schematic plans, in order to ensure timely and effective oversight of the basic approach being taken to individual projects, (b) at the conclusion of design development, prior to permission being sought, normally through the Business Board, to proceed to project implementation, and (c) at any other time during project development when, at the request of a core member of the Project Committee, the Co-Chairs of DRC consider it advisable to review the fundamental design aspects of a project. Such a review, for example, could arise from concerns that the balance being struck between project design and project cost will lead to a disregard for overarching design values.

[14] The reviews are intended to be sufficiently rigorous that the President can be advised on the overall conformity of the proposal to the high standards expected of it, both with respect to design and in terms of its integration with other elements of the University's built form environment. It is the President's responsibility to resolve problems arising from different or conflicting advice given, e.g. by a Project Committee and DRC.

C.2 COMPOSITION

The Design Review Committee will comprise a total of nine members plus four formally appointed *ex officio* members. The membership of the Committee represents a coalition of design expertise, university governance, campus planners/ operations and services, and representation of the three campuses. Additional members will be co-opted, as needed, to further strengthen the particular campus representation when campus specific Capital Projects are tabled for review.

The Committee will have two Co-Chairs. One will be the Vice-President and Provost (or designate). The second Co-Chair will be appointed annually from among the non *ex officio* members by the President. Any member of the Committee may be appointed by the Co-Chairs to chair a panel as this need arises.

The Executive Secretary to the Co-Chairs of the DRC will be the Director, Campus Facilities and Planning.

Four persons appointed by the President because of their expertise and qualifications in design and related fields, at least two of whom shall be from outside the University.

Three members from the Governing Council, its Boards or the wider University community, with particular recognition of multi-campus participation, to be appointed by the President after consultation with the Chairs of the Academic and Business Boards. At least one of the three members shall be a current or former member of the Business Board.

Vice-President, Business Affairs (or designate), *ex officio*
The Dean of the Faculty of Architecture, Landscape, and Design (or designate), *ex officio*
The Principal of University of Toronto at Mississauga (or designate), *ex officio*
The Principal of University of Toronto at Scarborough (or designate), *ex officio*

Other members, can be co-opted by the DRC for individual projects or purposes as required to enhance the review process. Specifically, members should be added to ensure adequate representation from each campus when projects to be undertaken on that campus are reviewed, and to include the Chair of the relevant Project Committee and other Project Committee members, as appropriate, when individual projects are discussed.

Assessors (non-voting) appointed by the President as needed.

The Committee's members, other than the *ex officio* members or their designates, will normally be expected to serve for terms of up to three years, renewable up to a total of six years consecutive service. Appointments should be staggered to ensure continuity.

C.3 METHOD OF OPERATION

The Design Review Committee will normally meet on a monthly basis. To accommodate campus specific reviews of capital plans, meetings will be held on that particular campus which corresponds to the agenda items under review. This will also allow the DRC to be fully informed of the site specific conditions as these relate to the project. An important role of the *ex officio* members, particularly for the UTM and UTSc representatives is to assist in the coordination of the DRC meetings held at the Scarborough and Mississauga campuses and ensure the appropriate campus representation at these meetings.

The Committee will discharge its functions, at the discretion of its Co-Chairs, either in full committee or in panels, subject to the following:

C.3.1. The discharge of functions C.1.1 and C.1.5 [see terms of reference] above require consultation with the full Committee.

C.3.2. The Architect Selection Panel must include the Chair (or designate) of the relevant Project Committee(s), two members of the Design Review Committee (or designates), an architect recommended by the Dean of Architecture, Landscap,e and Design, the Principal of UTM or the Principal at UTSc, (depending on the site of the capital project), and the Vice-President, Business Affairs (or designate). The Vice-President, Business Affairs (or designate) will chair the Architect Selection Panel. Once a short list of architects has been identified, three additional representatives from the campus associated with the capital project will be invited to join the panel to recommend on the final architect selection.

C.3.3 Non-members of the DRC with particular design expertise may also be added to panels for specific projects.

C.3.4 At regular meetings of the DRC to assess the architectural design of a particular project, normal practice will require a brief presentation on the relevant background context of the project under review prior to the presentation by the architect.

APPENDIX D: TYPICAL IMPLEMENTATION REPORT OUTLINE

I. Executive Summary

II. Terms of Reference

III. Project Overview
- Relevant Elements of the Project Committee Report
- Changes from the Project Committee Report

IV. Project Summary
- Build and Site Overview
- Design Review Committee Input

V. Resources Implications
- Construction Cost Estimate [Update on the Project Planning Report]
- Project Cost Estimate [Update of the Project Planning Report]
- Schedule to Completion
- Funding Sources and Cash Flow Analysis

VI. Table of Project Cost Estimates through the Development Cycle of the Project

VII. Recommendations

May 25, 2001