



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Planning and Budget Committee

SPONSOR: Scott Mabury, Vice President, University Operations

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PRESENTER: Christine Burke, Director, Campus and Facilities Planning

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DATE: February 13, 2015 for March 4, 2015

AGENDA ITEM: 5

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 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] (March 4, 2015)**

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 Executive Committee

During the year the CaPS Executive Committee reviewed and recommended nine (9) 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.

- UTL Downsview Library Storage Expansion
- UTSC Recreation Wing (Highland Hall)
- Faculty of Architecture, Landscape and Design, 1 Spadina Crescent, Phase 2
- Faculty of Medicine, Tanz CRND relocation to Krembil
- Faculty of Arts and Science, Ramsay Wright Teaching Laboratories
- UTM North Building, Phase B
- Translational Biology Engineering (TBEL), MaRS Phase 2
- UTL Robarts Commons
- UTM New Parking Deck 2

Terms of Reference for eight (8) new project planning committees, yet to be submitted to the boards and committees of Governing Council, were also approved. These terms of reference are living documents and are at times adjusted where minor modifications are required:

- Faculty of Medicine, FitzGerald Building Revitalization
- Ancillary Services, New Graduate Residence on Harbord Street
- UTSC New Student Residence
- UTSC New Parking Structure
- 90 Queen's Park
- Ancillary Services, Spadina Sussex Student Residence
- UTM, New Parking Deck 2
- University College Revitalization

In addition, the Project Planning Report of The Landmark Committee was approved at CaPS Executive Committee and brought forward to the boards and committees of Governing Council for information and feedback. Consulting fees (<\$3 million) for eight (8) of the above projects were approved to enable preliminary feasibility and design work to begin. A total of \$14,221,784 was approved 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.

CaPS

During the reporting period extending from January 1, 2014 to December 31, 2014, a total of 75 projects were formally approved by CaPS within the \$100,000 to \$3 million range. Twenty (20) of the project submissions were for a change in scope to a previously approved CaPS project and fifty-five (55) were new project submissions.

Summary

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

CaPS and CaPS Executive Approvals January to December 2014				
Sector	CaPS Approvals	CaPS Executive Approvals	\$100k to \$2.99M	Consulting Fees for Projects Greater than \$3M
UTSC	n/a	1	\$0	\$2,931,695
UTM	n/a	1	\$0	\$636,108
Health Sciences	18	0	\$4,374,184	\$0
Arts and Science	14	1	\$4,152,474	\$1,818,866
Engineering	7	1	\$1,687,067	\$400,000
Other Faculties	12	0	\$3,206,787	\$0
Campus	23	3	\$9,250,110	\$7,975,115
Residences	1	1	\$2,750,000	\$460,000
Total	75	8	\$25,420,622	\$14,221,784

Projects under \$3,000,000 at UTM and UTSC are not 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 \$9,315,213 and UTSC approved projects with a total value of \$5,476,258.

FINANCIAL IMPLICATIONS:

For information

RECOMMENDATION:

For Information

DOCUMENTATION PROVIDED:

- *Terms of Reference for CaPS and CaPS Executive Committee*
- *Terms of Reference for new Project Planning Committees during the reporting period extending from January 1, 2014 to December 31, 2014*

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.

Governing Council Approval Track

	CaPS	CaPS Exec	Planning & Budget	Academic Board	University Affairs Board	Business Board	Governing Council
Projects < \$3M	Approval*						
Projects \$3M-\$10M	For information only	Review and Recommend to VP and VP/Provost	Consider and Recommend to Academic Board**	On Consent Agenda, Approve Subject to Confirmation by the Executive Committee	On Consent Agenda, Concur with Recommendation of Academic Board***	In Camera Consider and Approve for Execution, Approve if financing required	Confirmation by Executive Committee
Projects >\$10M	For information only	Review and Recommend to VP and VP/Provost	Consider and Recommend to Academic Board**	Consider and Recommend to GC	Consider and Concur with Recommendation of Academic Board***	In Camera Consider And Approve for Execution, Approve if financing required	Consider and Approve

*Committees at UTSC and UTM are responsible for campus specific approvals under \$3M

**Campus Affairs and Campus Councils at UTSC and UTM are responsible for considering and recommending campus specific projects, \$3M and over, to Academic Board

***Capital Projects within its area of responsibility

Consider = On the main meeting agenda for full detailed discussion

Consent = Agenda items are given individual consideration only if a member so requests

**Terms of Reference
Project Planning Committee for the
FitzGerald Building Revitalization**

BACKGROUND:

The FitzGerald building located on the St. George Campus south-east quadrant at 150 College Street was built in 1927 with subsequent additions. The building is historically designated and has active education (Academic and Campus events classrooms), wet and dry research (Department of Nutritional Sciences (DNS), Faculty of Medicine (FoM); and Faculty of Dentistry) and administration. The primary occupant is the Faculty of Medicine utilizing space on all floors, with Dentistry occupying most of the 2nd floor.

There have not been any significant upgrades to the building infrastructure in many years and the wet research space in particular has deteriorated and poses significant challenges in a variety of ways. To ascertain the extent of the infrastructure upgrades and changes necessary to support CL2 wet research laboratories, the Faculty of Medicine commissioned two studies, one specifically on the building infrastructure and the other to look architecturally at what renovations are possible to achieve contemporary open CL2 wet research laboratories in the building. Both studies included quantity surveying of the costs of the necessary work.

Both reports indicated significant challenges and costs to continue to use the building for wet-laboratory research. The overall scope of work would require relocating occupants in order to completely reduce the building to a shell, rebuild the newly configured building and then move the occupants back. The FoM has insufficient swing space available for this purpose. The architectural planning report recommended this building not be used at all for wet laboratory research due to the significant renovation cost and concluded that the renovations would reduce the available assignable space.

The Faculty of Medicine in keeping with that recommendation is proceeding with relocating the wet research laboratories of Nutritional Sciences out of the FitzGerald building and into the Naylor Building, and proposing to renovate the vacated space for less infrastructure intense uses. These include the Centre for Childhood Nutrition, Health and Development on the ground floor (basement level at grade, with College Street access) and the Fraser Mustard Institute of Human Development on vacated floors.

As some infrastructure upgrades are none the less required, and the Faculty of Medicine is not the only occupant, this project seeks to include other occupants in discussions around the future uses of the overall building.

This project is planned to be presented by the Faculty of Medicine to the Provost for Canada Builds infrastructure funding.

PROPOSED COMMITTEES:

Executive Committee:

Alison Buchan, Vice Dean, Research and International Relations, Faculty of Medicine
Dennis Cvitkovitch, Associate Dean in Research, Faculty of Dentistry

Mary Choi, Assistant Dean, Administration, Faculty of Dentistry
Karen Mundy, Associate Dean, Research, International & Innovation, OISE
Steve Bailey, Director, Academic and Campus Events
Ron Swail, Assistant Vice President, Facilities and Services
Bruce Dodds, Director, Utilities and Building Operations
Ray Cheung, Director, Property Management
Christine Burke, Director, Campus and Facilities Planning
Jennifer Adams, Senior Planner, Campus and Facilities Planning
Andrea Ling, Planner, Campus and Facilities Planning
George Phelps, Director, Project Development
Adrienne De Francesco, Director, Project Management
Heather Taylor, Director, Facilities Management & Space Planning, Faculty of Medicine
Tina Harvey-Kane (Secretary), Facilities Planner, Faculty of Medicine

Centre For Childhood Nutrition, Health and Development, Department of Nutritional Sciences (DNS), Faculty of Medicine Working Group:

Mary L'Abbe, Chair, Department of Nutritional Sciences (DNS)
Harvey Anderson, Professor, DNS, Faculty of Medicine
Valerie Tarasuk, Professor, DNS, Faculty of Medicine
Ahmed El-Sohemy, Associate Professor, DNS, Faculty of Medicine
Tony Hanley, Associate Professor, DNS, Faculty of Medicine
Richard Bazinet, Assistant Professor, DNS, Faculty of Medicine
Slavica Jovanovic, Business Officer, DNS, Faculty of Medicine
Students to be determined.

Fraser Mustard Institute for Human Development (FMIHD), OISE Working Group:

Stephen Lye, Executive Director, FMIHD
Stephen Matthews, Director of Research, FMIHD; Chair, Department of Physiology
Elizabeth Broccoli, Manager, Facilities and Services, OISE
Wing Ng, Faculty Comptroller, OISE
Students to be determined.

TERMS OF REFERENCE:

Working Groups:

1. Each working group to report on the detailed space program and floor plan to accommodate the academic, research and administrative activities of each.
2. Demonstrate that the proposed space program will take into account the Council of Ontario Universities' and the University's own Space Standards.
3. Plan to realize maximum flexibility of space to permit future reallocation as programmatic needs change.
4. Determine a total project cost (TPC) estimate for the project, including costs of implementation in phases if required, and costs associated with secondary effects.

5. Identify all sources of funding for the capital project and report on any changes to operating costs once the project is complete.

Executive Committee:

1. Determine the secondary effects of the projects outlined by the working groups.
2. Determine the appropriate minimum full-building upgrades required and the staging and secondary effects of same.
3. Recommend an overall building space plan that accommodates all users during the various construction phases to achieve the working group renovations and the necessary building infrastructure upgrades.
4. Determine a total project cost (TPC) estimate for the building infrastructure improvements including implementation in phases if required, and costs associated with secondary effects.
5. Identify all sources of funding for the capital project and report on any changes to operating costs.

Both Groups:

Report by November 28th, 2014.

**Terms of Reference
Project Planning Committee for the
New Graduate Residence on Harbord Street**

BACKGROUND:

There is a significant demand for all types of student housing at the University of Toronto with an estimate of 2,000 new beds needed by 2020. Graduate demand alone is more than double the current number of available spaces, and the ratio of graduate to undergraduate students is expected to rise. The new Residence is to be planned for graduate students and second-entry student accommodation and is envisioned as an operational extension of Graduate House. As such, the project will likely increase St. George campus' residential capacity by approximately 180 beds.

Located within the Huron-Sussex Neighborhood, identified by the City as an Area of Special Identity, the site was the subject of the Huron Sussex Neighborhood Planning Study completed in Spring 2014. The Study was undertaken by the University in partnership with the Huron Sussex Residents Association and with input from the local councillor. The Huron Sussex area provides housing accommodation to staff, faculty and students along with other homeowners and tenants. A key objective of the Planning Study was to 'identify opportunities for addressing residential needs of the University and the community' and the site on Harbord was identified as an opportunity for mid-rise development and to add density at the edge of the Huron Sussex area, while preserving the residential 'houseform' character of the core areas of the neighborhood. The Harbord Street site was also determined by all stakeholders to be an appropriate location for redevelopment to begin.

As an extension to Graduate House, the creation of one community is a key objective. This may be achieved through programming to some degree, and supported by the encouragement to use shared amenity and communal space within both buildings. Group study rooms, for example, would provide a new amenity not currently available at Graduate House.

PROPOSED MEMBERSHIP:

Anne MacDonald (Co-Chair)	Director, Ancillary Services
Christine Burke (Co-Chair)	Director, Campus and Facilities Planning
Jason MacIntyre	Dean of Residence, Graduate House
Jaco Lokker	Director, Food Services
Natasha Jamal	Graduate Student
Francesca Dobbin	Director, Family Programs & Services
Don MacMillan	<i>Director, Student Services, School of Graduate Studies</i>
Ron Swail	AVP, Facilities and Services
George Phelps	Director, Project Development
Andrea Ling	Campus and Facilities Planning

TERMS OF REFERENCE:

1. Make recommendations about the type and form of accommodation for the proposed residence, to be located at 40-56 Harbord Street. Ensure that the type of residence proposed is suitable for the site, and will optimize the number of student places available in the facility.
2. Develop a detailed Space Program for the proposed residence, and identify how it is related to graduate enrolment and projected housing demand.
3. Identify the services and amenities that will be required by the residence and identify the cost of those services and amenities.
4. Identify the amount of space which can be made available for additional ancillary use. Identify the costs separately for any additional services and amenities proposed beyond those typically provided within a residence structure.
5. Determine a functional layout of the space required within the proposed building envelope.
6. Identify campus-wide planning issues with reference to the design guidelines included in the St. George Campus Master Plan and the Huron Sussex Neighborhood Planning Study.
7. Address landscaping requirements on the site as well as those of the adjacent proposed "Living Lane".
8. Determine a total project cost (TPC) estimate for the capital project, including costs associated with secondary effects and infrastructure (potentially community energy).
9. Identify all equipment and moveable furnishings necessary to the project and their related costs.
10. Identify a funding plan for capital and operating costs.
11. Report by October 15, 2014.

**Terms of Reference
Project Planning Committee for the
New Student Residence
at the University of Toronto Scarborough (UTSC)**

BACKGROUND:

While the University of Toronto Scarborough has benefited from strong growth, it has exceeded its physical capacity based on existing facilities. Student Housing and Residence Life currently has an inventory of 765 beds. The Department operates year round, housing both first year and upper year undergraduate students primarily and a small number of graduate students. Just under 6% of all students (765) live in Residence at the University of Toronto Scarborough compared to 13.6% at the University of Toronto Mississauga and 12.7% at the University of Toronto St. George.

Further complicating the residence challenge for UTSC is international student recruitment success and now UTSC has close to 20% of it's students coming from abroad.

A new residence for the campus is necessary to expand and diversify its housing inventory to meet the current demand from undergraduate students and the increased need arising from the projected growth in both domestic and international enrolment.

The development of a new residence will ultimately replace some of the aging housing stock, create innovative living-learning opportunities, attract students and increase the profile of UTSC and enhance the campus experience. The new residence will also assist in alleviating any perceived pressures in the local community regarding the expansion of off campus housing issues.

Elements of the new residence are to include dorm style beds, the co-location of four student services, a dining hall, conference space and other mixed-use spaces.

The proposed project completion date is 2016-17.

PROPOSED MEMBERSHIP:

Andrew Arifuzzaman, Chief Administrative Officer, UTSC (Co-Chair)

Desmond Pouyat, Dean of Student Affairs, UTSC (Co-Chair)

Academic Representative, UTSC (TBA)

Michelle Verbrugghe, Director, Student Housing and Residence Life

Jennifer Bramer, Director, Academic Advising and Career Centre (AA&C)

Tina Doyle, Director, Accessibility Services

Laura Boyko, Director, Health and Wellness Centre

Liza Arnason, International Student Centre (ISC), Dept. of Student Life

Scott McRoberts, Director, Athletics and Recreation

Helen Morissette, Director, Financial Services

Joyce Hahn, Senior Financial Officer, Capital & Business Operation

Fran Wdowczyk, Director, Business Development

Brent Duguid, Director of Partnerships and Legal Counsel

Jim Derenzis, Director, Facilities Management

Student representative, Residence Council or Residence Representative, (TBA) UTSC

Student representative, general representative (TBA), UTSC

Jeevan Kempson, Assistant Chief Administrative Officer, UTSC
Therese Ludlow, Operations Manager, UTSC
Jeff Miller, Mechanical Engineer, Facilities Management, UTSC
Hovan Stepanian, Project Manager, Facilities Management, UTSC
George Phelps, Director, Project Development, U of T
Christine Burke, Director, Campus & Facilities Planning, U of T
Andrea Ling, Planner, Campus & Facilities Planning, U of T

TERMS OF REFERENCE:

1. Review demand for residence spaces, with reference to enrollment targets and enrollment growth at University of Toronto Scarborough and recommend the number of spaces to be planned for the new residence.
2. Identify the preferred type of accommodation and form of the residence, including provisions for particular user groups.
3. Identify the space program as it is related to the existing and approved strategic plan, academic plan, service and Administrative plans at UTSC, taking into account the impact of approved and proposed program that are reflected in increasing faculty, student and staff complement. Space program to realize maximum flexibility in use of space to support future changes and development to plans.
4. Make recommendations for a detailed space program and functional layout for the New Student Residence Building, including the co-location of four student services, food services/dining hall and other mixed-use spaces at the University of Toronto Scarborough.
5. Demonstrate that the proposed space program will be consistent with the Council of Ontario Universities' and the University's own space standards.
6. Identify all deferred maintenance and items of infrastructure renewal for the buildings that are to be renovated.
7. 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, disruption of parking, pedestrian movement and other developments
8. Recommend a preferred site for the new residence and identify site plan implications, including parking, safety, accessibility and design guidelines.
9. 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.
10. Identify equipment and moveable furnishings necessary to the project and their estimated cost.
11. Identify all data, networking and communication requirements and their related costs.
12. Identify all security, occupational health and safety and accessibility requirements and their related costs.
13. Identify all costs associated with transition during construction and secondary effects resulting from the realization of this project.
14. 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.
15. Identify all sources of funding for capital and operating costs.
16. Complete report by January 12, 2015.

**Terms of Reference
Project Planning Committee for a
New Parking Structure
at the University of Toronto Scarborough (UTSC)**

BACKGROUND:

UTSC has reached its capacity in terms of parking space inventory that satisfies the existing institutional city zoning-parking standard. Currently, the University is looking to modify the vehicular parking standards for the campus by amending the zoning by-law to provide some temporary relief and allow further construction and build out of the Master plan. However, as planned new buildings are constructed additional parking will continue to be necessary through a more compact and efficient land use manner. The intention is to construct a multi-level parking garage to provide the needed additional parking so to alleviate parking space pressures.

Elements of the new parking structure are to be determined but will include space for parking, administrative offices and retail space. Design features and the location of the structure will also need to be considered. Those attending the TPASC facility, as well as those attending UTSC and Centennial College will use the garage therefore should be considered during the planning stages. This structure can be used for permit holders, students, employees and visitors.

The proposed completion date for the parking structure is 2016.

PROPOSED MEMBERSHIP:

Andrew Arifuzzaman, Chief Administrative Officer, UTSC (Co-Chair)
Gary Pitcher, Director, Campus Safety, and Security, UTSC (Co-Chair)
Sandi Richens, Campus Safety and Security, UTSC
Carvill Lo, Campus Safety and Security, UTSC
Tina Doyle, Director, Accessibility Services, UTSC
Student representative, TBA, UTSC
Therese Ludlow, Operations Manager, UTSC
Brent Duguid, Director of Partnerships and Legal Counsel
Jim Derenzis, Director, Facilities Management, UTSC
Jeff Miller, Mechanical Engineer, Facilities Management, UTSC
Hovan Stepanian, Project Manager, Facilities Management, UTSC
George Phelps, Director, Project Development, U of T
Christine Burke, Director, Campus & Facilities Planning, U of T.
Lisa Neidrauer, Senior Planner, Campus & Facilities Planning, U of T
Alex MacIssac, Parking Services, U of T (suggestion)

TERMS OF REFERENCE:

1. Make recommendations for a detailed parking program and functional layout for the
2. new parking structure along with a detailed space program for any other mixed-use space at the University of Toronto Scarborough.

3. Identify all co-effects, including space reallocations from the existing site, traffic impact, impact on the delivery of academic programs during construction and the possible required relocation as required to implement the plan.
4. Identify user groups of the parking structure building
5. 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.
6. Identify the ideal design and location for the parking structure.
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 and maintenance 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. Identify all necessary planning approvals, required to construct the parking structure.
14. Complete project planning report by November 17, 2014.

**Terms of Reference
Project Planning Committee for
90 Queen's Park**

BACKGROUND:

The University, in its purchase of the former Planetarium building at 90 Queen's Park in 2008 from the Royal Ontario Museum (ROM), envisioned the site for institutional uses that support the University's mission and academic needs while also recognizing the important role partnerships with third party institutions of a related educational or cultural nature could play in its future development, consistent with the cultural character of the precinct and the site itself. This site carries as-of-right permission to build to 23m or approximately 6 institutional floors, however, more recent planning considerations for the site indicate that additional height and capacity should be possible at this key location. The 2011 St. George Campus Master Plan proposes a more robust development of the site that would encompass part of the adjacent Falconer Hall and allow up to 20 stories of institutional use on site. With views to the Ontario Legislature protected by a recent Official Plan Amendment, and this site located within its viewshed, a building of 13 floors is considered to be more reasonable. Within this context, the University has carefully considered the site for development. A recent partnering opportunity that will locate a Jewish Museum on the site brings funds that will assist in achieving full development potential and will include complementary University uses.

A Project Planning Committee is required to carefully consider recommendations for the development of a mixed-use building on this site to accommodate the specific needs of a Jewish Museum along with complementary institutional program elements including those for the Faculty of Music and the Faculty of Arts and Science. Space will also be required to accommodate the Faculty of Law program displaced by development within the footprint of Falconer Hall and potentially for the ROM as part of a standing agreement with the University.

The ambition of this project is to co-locate programs in proximity to other academic units and cultural entities that are natural and longstanding collaborators, and whose research and academic foci overlap and are complementary. The physical integration of complementary programs on one site is planned to foster intellectual integration and social cohesion, to energize new research, promote innovation in interdisciplinary curriculum, build sustainable and relevant programs, significantly enhance the undergraduate and graduate student experience, and spark meaningful public outreach and public education activities.

PROPOSED MEMBERSHIP:

Scott Mabury, Vice-President, University Operations (Chair)
Paul Handley, CAO, Faculty of Law
Don McLean, Dean, Faculty of Music
Kevin Howey, Assistant Dean Operations, Faculty of Music
Jay Pratt, Vice-Dean of Research & Infrastructure, Faculty of Arts & Science
Kim McLean, CAO, Faculty of Arts & Science
Lucy Chung, Director, Infrastructure Planning, Faculty of Arts and Science
Timothy Harrison, Chair, Near & Middle Eastern Studies
Nicholas Terpstra, Chair, Department of History

Jeffrey Kopstein, Director, Centre for Jewish Studies
Walid Saleh, Director, Institute of Islamic Studies
Isadore Sharp, Canadian Jewish Museum
TBD, Undergraduate Student 1
TBD, Undergraduate Student 2
Darren Joblonkay, PhD student Near & Middle Eastern Studies
TBD, Graduate student 2
Ron Swail, Assistant Vice-President, Facilities and Services
Bruce Dodds, Director, Utilities and Building Operations
George Phelps, Director, Project Development
Steve Bailey, Director, Academic and Campus Events
Christine Burke, Director, Campus and Facilities Planning
Jennifer Adams Peffer, Senior Planner, Campus and Facilities Planning

Added members:

Interim Dean Jutta Brunnee, Faculty of Law
Michael Reid, Department of Astronomy and Astrophysics

TERMS OF REFERENCE:

1. Make recommendations for a detailed space program and functional layout for a new building at 90 Queen's Park.
2. Identify the space program for University uses as it is related to the existing and approved academic plan(s) for the Faculties of Arts & Science, Music and Law taking into account the impact of approved and proposed programs that are reflected in increasing faculty, student and staff complement.
3. Identify the space program for non-University uses, the Jewish Museum and the Royal Ontario Museum space programs to conform to agreements with the University, including space related to access and servicing.
4. Plan to permit maximum flexibility of space to permit future allocation as program needs change.
5. Demonstrate that the proposed space program will be consistent with the Council of Ontario Universities and the University of Toronto space standards.
6. Identify all secondary effects, including staging of existing site occupants and impact on the delivery of academic programs during construction.
7. 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 such as protection of view corridors and heritage considerations.
8. Identify equipment and moveable furnishings necessary to the project and their estimated cost.
9. Identify all data, networking and communication requirements and their related costs.
10. Identify all security, occupational health and safety and accessibility requirements and their related costs.
11. Identify a communications strategy for the project.
12. Identify all costs associated with transition during construction and secondary effects resulting from the realization of this project.

13. Determine a total project cost estimate [TPC] for the capital cost including costs of implementation in phases if required, and also identifying all resource costs, including a projected increase to the annual operating cost.
14. Identify all sources of funding for capital and operating costs.
15. Report by November, 2014

**Terms of Reference
Project Planning Committee for a
New Parking Deck 2
at the University of Toronto Mississauga (UTM)**

BACKGROUND:

On February 5, 2010, Governing Council approved the construction of a single-level parking deck that was built over an existing surface lot at the south end of the campus. That proposal was the result of a detailed examination of student enrolment growth and the demand for, and utilization of, on-campus parking. In addition to the increasing unmet demand for parking associated with growth, the need for the parking deck was exacerbated by the construction of the Instructional Centre and the loss of 450 spaces given up for the building site.

As noted in the original parking deck report, it was expected that the 287 spaces in the parking deck would: “deal with peak-hour demands well beyond 2013/14”. The most recent analysis of demand, space availability and the fact (unknown in 2010) that Lot #1 will be taken out of service sometime in early to mid-2015 for the North 2 capital project, all point to the conclusion that the second parking deck will be needed sooner than anticipated.

In keeping with the original plan, a second parking deck would be located adjacent to the current deck and would be built over existing surface parking. Operationally, that means the deck would need to be completed over the summer of 2015 so that the existing surface lot can be taken out of service during construction and then be available in September 2015.

Approval is therefore requested to establish a Project Planning Committee with the Terms of Reference as attached. Proposed membership of the Committee is also attached and reflects the existing UTM Parking & Transportation Committee with additional members.

PROPOSED MEMBERSHIP:

Scott Prosser, Faculty (Co-chair)
Paul Donoghue, CAO (Co-chair)
Stacey Lynn Paiva, Graduate Student (UTMAGS)
Amir Moazzami, Part-time Student (UTMSU)
Ebi Agbeyegbe, VP External Student (UTMSU)
Christine Capewell, Director Business Services
Sonia Borg, Assistant Director Business Services
Rob Messacar, Manager Campus Police
Paul Goldsmith, Director, Facilities Management & Planning
Mark Overton, Dean Student Affairs
Art Birkenbergs, Parking Services Staff
Christine Burke, Director, Campus and Facilities Planning
Adrienne De Francesco, Director, Project Management
George Phelps, Director, Project Development

TERMS OF REFERENCE:

1. Complete the analysis of on-campus parking demand and supply, both current and future projections.
2. Review alternatives to on-campus parking and/or alternatives to meeting those on-campus parking needs through the construction of a second parking deck.
3. Subject to 1 and 2 above, develop a conceptual plan for a second parking deck with a capacity of about 287 spaces.
4. Ensure consistency with the approved UTM Campus Master Plan with regard to site selection for such a project.
5. Identify any secondary effects of such a project, and identify strategies to ameliorate such effects and all costs associated.
6. Identify all operational considerations associated with a second parking deck on the UTM campus.
7. Identify all security, occupational health and safety and accessibility and maintenance requirements and their related costs.
8. Outline a preliminary schedule for project completion.
9. Determine a total project cost estimate (TPC) for the project.
10. Identify all sources of funding for capital and operating costs.
11. Identify all necessary planning approvals, required to construct the parking structure.
12. Complete project planning report by November 14, 2014

**Terms of Reference
Project Planning Committee for
University College Revitalization**

BACKGROUND:

University College, the founding College of the University of Toronto, was established in 1853 to offer a non-sectarian education to the young men of what was then Canada West (women were not admitted until 1884).

The main College building was constructed in 1856-59 in the forests to the north of the young city of Toronto, the population of which was fewer than 40,000. The architects were Frederick Cumberland and William Storm. Since that time, it has been rebuilt after a devastating fire in 1890; the Laidlaw wing, now housing the University of Toronto Art Centre, the UC Library, and classrooms for the School for Public Policy and Governance, has been added to its north side in 1964, thus creating a proper quad within the building's four wings; and a major renovation in the 1970s restored its structural integrity. It was named a national historic site in 1968.

Concomitantly, University College added four other buildings: the University College Union, a grand house on St. George St., built in 1885 and acquired by the University in 1916 as the Women's Union, now housing the UC Dean of Student's residence, the Centre for Drama, Theatre, and Performance Studies, and the UC Commuter Student Centre; Whitney Hall in 1931 (historically the women's residence, now co-educational); Sir Daniel Wilson Hall in 1954 (historically the men's residence, now co-educational); and Morrison Hall in 2005 (UC's third co-educational residence).

University College is now a campus within the University of Toronto's larger St. George campus of almost 60,000 students; and the University itself has three campuses across a vibrant, multicultural urban region of more than six million people.

There are currently 4400 University College students, each of whom is enrolled in a program in the Faculty of Arts and Science (FAS). More than 70 faculty are affiliated with the College, primarily from various units within FAS, but also from the Faculties of Law, Architecture, Kinesiology and Physical Education, and OISE. More than 50 UC faculty have offices in the main College building. It also houses 25 staff members and is the main site of activity for the University College Literary and Athletic Society ("the Lit"), the UC student government, which has offices in the College's H-wing, alongside the Junior Common Room.

The College also sponsors three interdisciplinary programs (Canadian Studies, Health Studies, and Cognitive Science) and is affiliated with the Centre for Drama, Theatre, and Performance Studies, and the Mark S. Bonham Centre for Sexual Diversity Studies. UC One, the foundation-year program for first-year Arts and Science students, was launched in 2011.

In 2012, after wide consultation, University College Council approved the following vision statement: We aim to be "a welcoming community built on a long history of non-sectarian education and research that challenges undergraduate students to excel intellectually and prepares them to engage in the wider world."

At the same time, the College's leadership team, in partnership with the Office of Campus and Facilities Planning, and the Office of Infrastructure Planning in the Faculty of Arts and Science, started reviewing the spaces within the main University College building in light of the vision being articulated by Council.

It became clear that the building was no longer effectively serving the needs of 21st-century students. In particular, architecturally significant spaces were being undervalued or underused (East and West Halls, Croft Chapter House); others were not living up to their potential (the UC Library, the UC Quad); and still others were tired or uninspiring in their designs and required updated infrastructure (many of the classrooms). In addition, the College, as one of the oldest buildings on campus, poses serious challenges for students, faculty, staff, and alumni who cannot easily navigate stairs.

In the spring of 2012, University College contracted Taylor Hazell Architects to review the main College building, with special attention to ensuring that it: best served its undergraduate students; embodied the University's mission as a leading international public teaching and research institution; highlighted its significant architectural heritage; and increased accessibility for disabled students.

Taylor Hazell submitted their "Strategic Planning Analysis" in October 2012. Among their recommendations were to:

1. Return the University College library to its historic home at the front of the College, with the collections located in East Hall and a reading room located in West Hall;
2. Create a lounge space on the third floor of the central University College tower, with links to the relocated library at East and West Hall;
3. Establish a conference facility at Croft Chapter House and its environs;
4. Update the University College quad to increase its curricular and co-curricular usage;
5. Install an elevator in the central tower of the College's front (southern) wing, with new ramp access inserted in the southeast corner of the Sir Daniel Wilson Quadrangle.
6. Refurbish University College classrooms to better reflect the historic role of the College.

The Taylor Hazell recommendations have generated enormous enthusiasm among the University College and wider communities and have become the focus of the University College Boundless campaign.

PROPOSED MEMBERSHIP:

Donald Ainslie, Principal, University College (Chair)

Melinda Scott, Dean of Students, University College

Yvonne MacNeil, Chief Administrative Officer, University College

Emily Gilbert, Associate Professor, Department of Geography and University College

Lorne Tepperman, Professor, Department of Sociology

Margaret Fulford, Librarian, University College

Lucy Chung, Director of Infrastructure Planning, Faculty of Arts and Science

Jay Pratt, Vice-Dean, Research and Infrastructure, Faculty of Arts and Science

Advancement, TBA

Stan Szwagiel, Manager, Grounds Services

Dave Aqualina, Property Manager

Bruce Dodds, Director, Utilities and Building Operations, Facilities and Services

Student (Lit) TBA

Student (Lit) TBA

Student (CASA, Cog Sci student union) TBA

Steve Bailey, Director, Academic and Campus Events (ACE)

George Phelps, Director, Project Development, University Planning, Design, and Construction

Jennifer Adams-Peffer, Campus and Facilities Planning

TERMS OF REFERENCE:

The Project Planning Committee for the University College Revitalization will:

1. Review the Taylor Hazell “Strategic Planning Analysis”
2. Make recommendations concerning:
 - a. The proposed move of the University College library to the front of the building and linked to a third floor lounge space;
 - i. The appropriate redevelopment strategy for the vacated second floor of the Laidlaw wing should the library be relocated;
 - b. The proposed accessibility strategy including the approach to wayfinding and lighting;
 - c. The proposed conference centre in Croft Chapter House;
 - d. The proposed revitalization of the University College Quad;
 - e. The proposed restoration and updating of University College classrooms.
3. Provide a detailed space and functional plan to accommodate University College activities in the areas to be renovated.
4. Demonstrate that the proposed space program is consistent with the Council of Ontario Universities (COU) space standards and the 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.
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. Develop a phasing strategy for the different recommended projects, with “Total Project Costs” (TPCs) determined for each, including costs associated with secondary effects and sequencing of construction.
10. Identify sources of funding for the different phases and any reduced/increased operating costs once the project is complete.
11. Consult widely.
12. Prepare a Project Planning Report to be submitted through University governance in spring 2015.

**Terms of Reference
Project Planning Committee for
Spadina & Sussex Student Residence**

BACKGROUND:

The Spadina & Sussex student residence will house first year and upper year undergraduate students, and graduate students in a mix of dorm rooms and apartment suites, as well as several faculty members and their families in at-grade townhomes. A global living-learning community is imagined for this residence, which would offer students opportunities for cross-cultural exchange programs, language practice, community service and exploration of international issues. A faculty-in-residence program is also planned to enhance the experience of students outside the classroom. Student support services offered in the building will include programs for Canadian students seeking experience abroad, as well as for international students learning about Canadian culture.

The project will house a minimum of 450 students, split between a mix of 65-70% dorm style rooms and 30-35% apartment suites, with no more than 70% of the students housed in dorm rooms (*see Appendix 2*). Each residence floor would house a mixture of undergraduate and graduate students. Dorm rooms are to be private, with a semi-private washroom shared between 2 rooms. Apartment suites would be 4 bedrooms with 2 bathrooms suites. The building will have a ground level retail component and a Food Services Dining Hall, both open to the general public. The residence is also planned with the potential of 1 to 2 floors of rentable office space, as well as a parking component for retail customers and office tenants.

The University of Toronto currently owns 54 Sussex Avenue and 702-706 Spadina Avenue, as well as lands west of Sussex Mews, including the Robert Street Playing Fields, an existing tennis court and hockey rink. The site is bordered by the Harbord Village Heritage Conservation District to its west and north, and as such, needs to consider the scale and quality of heritage buildings that surround the site while balancing the University's programmatic needs and design goals. The corner parcels, 698 & 700 Spadina Avenue, are controlled by The Daniels Corporation ("Daniels"), one of Canada's foremost residential building developers (*see Appendix 3*).

The University has been in discussions with Daniels with respect to potentially entering into a partnership agreement to build the student residence on University and Daniels combined lands. With the University as majority owner, the partnership would nominally involve a Co-Tenancy structure for the financing, development, construction, and operation of the project. Partnership challenges include agreement on an optimal number of beds and on business terms such that it is both operationally feasible for Ancillary Services to run the residence and a reasonable investment for Daniels.

PROPOSED MEMBERSHIP:

The 'Project Development Committee' includes representatives from University Operations, the Daniels Corporation (assuming partnership) and the consulting team. This Committee will be struck immediately and will be responsible for monitoring the expedited re-zoning application to the City on lands owned and/or controlled by the Applicant.

Project Development Committee Membership

Anne Macdonald, Director, Ancillary Services
Malcolm Lawrie, Assistant Vice President, University Planning, Design & Construction
Christine Burke, Director, Campus and Facilities Planning
Andrea Ling, Planner, Campus and Facilities Planning
George Phelps, Director, Project Development
Adrienne de Francesco, Director, Project Management
Don Schmitt, Diamond & Schmitt Architects
Ana Maria Llanos, Diamond & Schmitt Architects
TBD, Sub-consultant representatives
TBD, Martin Blake, Vice President, The Daniels Corporation (assumes partnership)
TBD, Remo Agostino, Vice President, Development, The Daniels Corporation (assumes partnership)
TBD, Adam Molson, Manager, Project Implementation, The Daniels Corporation (assumes partnership)

The second Project Planning Committee will be comprised of University participants, and will be assembled early 2015 at the beginning of schematic design development. The Committee is asked to prepare a report which will act as the final design brief to inform the planning of the new Student Residence. The new mixed-use project will have a student residence component, retail component, may include an office component, and parking component, all of which fall under the Planning Committee's scope of work.

University of Toronto Project Planning Committee Membership

Anne Macdonald, Director, Ancillary Services
Malcolm Lawrie, Assistant Vice President, University Planning, Design & Construction
Christine Burke, Director, Campus and Facilities Planning
Andrea Ling, Planner, Campus and Facilities Planning
Ron Swail, Assistant Vice-President, Facilities and Services
George Phelps, Director, Project Development
Adrienne de Francesco, Director, Project Management
David Kim, Dean of Residence, Chestnut Residence
Jaco Lokker, Director, Food Services
Jason Macintyre, Dean of Residence, Graduate House
Gloria Cuneo, Director, Faculty, Residential & Student Family Housing
Liza Nassim, Dean of Students, Woodsworth College
TBD, Graduate student
TBD, Undergraduate student
TBD, Faculty member

The Report of the Project Planning Committee will be considered by Governing Council, through the normal university administrative process, for governance approval and, subject to that approval, will be implemented pending funding. All recommendations from the Committee should be mindful of the needs of the University, concerns of the surrounding community, requirements of the city, as well as the financial viability of the residence, should it be developed in partnership with Daniels.

TERMS OF REFERENCE:

1. Make recommendations about the type and form of accommodation the proposed Spadina & Sussex residence should take. Ensure that the type of residence is suitable for the site and addresses the neighbourhood around it, as well as optimizes the number of students housed in the facility.
2. Develop a detailed Space Program for the proposed residence, and identify how it relates to student enrolment and projected housing demand.
3. Identify the services and amenities that will be required by the residence and identify the cost of those services and amenities.
4. Identify the amount of space available for ancillary use. Identify the costs separately for any additional services and amenities proposed beyond those typically provided within a residence structure.
5. Identify the amount of space available for commercial and retail use. Identify the costs separately for any additional services and amenities proposed beyond those typically provided within a residence structure.
6. Determine a functional layout of space required within the proposed building envelope.
7. Provide recommendations for building massing in consultation with concerned community groups.
8. Provide planning recommendations with reference to campus and municipal planning issues and concerns from the Harbord Village Residents Association.
9. Address additional landscaping requirements, as required, for University of Toronto land adjacent to residence site.
10. Determine how residence, ancillary services, and commercial services will operate; consider in relation to partnership agreement (TBD).
11. Determine a total project cost (TPC) estimate for the capital project, including costs associated with secondary effects and infrastructure.
12. Identify all equipment and moveable furnishings necessary and their related costs.
13. Identify a funding plan for capital and operating costs; consider in relation to partnership agreement (TBD).
14. Report by February 2015.