



University of Toronto

OFFICE OF THE VICE-PRESIDENT AND PROVOST

Appendix 'C' of Report 132
of the Academic Board

TO: Planning and Budget Committee

SPONSOR: Vivek Goel, Vice-President and Provost

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DATE: November 30, 2004 for December 7th, 2004.

AGENDA ITEM: 4

ITEM IDENTIFICATION:

The University of Toronto Capital Plan.

JURISDICTIONAL INFORMATION:

Under the *Policy on Capital Planning and Capital Projects* (June 28, 2001), the Planning & Budget Committee reviews the Capital Plan of the University of Toronto for recommendation to the Academic Board.

Specifically, the *Policy on Capital Planning and Capital Projects* outlines the following in Section 1.B:

“The Governing Council shall adopt, from time to time, Capital Plans. The Capital Plans, which are the outcome of the University’s academic planning process, set out the major Capital Projects¹ 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.”

¹ Capital Project: A capital project is (a) new building, (b) building alterations, (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.

PREVIOUS ACTION TAKEN:

On February 14, 2002, the Governing Council approved the report entitled “December 2001 – Capital Plan for Buildings and Projects in Excess of \$2 million.”

Revised capital projects lists have been regularly presented to the Planning & Budget Committee and the Business Board.

From 1999 to the present time the Governing Council of the University of Toronto has approved the construction of 42 new projects estimated at \$847 million. Of this total expenditure, \$503 million will be required to be borrowed. This increases the total borrowing of the University to approximately \$658 million. The recommended maximum of funds to be borrowed by the University, as approved by Business Board in June, 2004 given the current assets, is \$770 million. The remaining borrowing capacity is therefore \$112 million.

HIGHLIGHTS:

The University of Toronto Capital Plan [November 8, 2004 – December 31, 2010] is divided into five sections.

Section 1 provides background and detailed information about the currently approved and implemented plan which has extended from 1999 to the present time. Table 1 lists all projects broken down into four areas (academic projects, infrastructure projects, residences & colleges, and student activities).

Section 2 outlines the *Criteria for the Selection of Capital Projects*. These criteria are intended to provide the basis upon which decisions are made to place a capital project on the Capital Projects List and within a specific category (current approved Capital Plan, Short-Term Capital Plan, Long Term Capital Plan). These criteria will also be used to determine the movement of a capital project from one category to another on the Capital Projects List.

Section 3 illustrates the parameters that are relevant to the decision making process. These include site capacity and costs, infrastructure/deferred maintenance, opportunities, and debt capacity.

Section 4 outlines the Capital Projects List, including the Current Capital Plan projects, the Short-Term Capital Plan projects, and the Long-Term Capital Plan projects. The projects in the Long-Term Capital Plan category are ones that are highly rated projects (based on the aforementioned criteria) but that will require identification of full funding prior to the formal approval and commencement of the project.

To assist in the understanding of which projects are included in the various planned stages of the Capital Plan, colour coding (for colour copies) as well as border coding (for black and white copies) have been used in Section 4 and 5 of *The Capital Plan of the University of Toronto*.

The colour coding and border coding used are as follows:

For the **current, approved Capital Plan** the colour code is Gold and the border code is a single, solid line.



For the **Short-Term Capital Plan [November 8, 2004 to December 31, 2010]** the colour code is Claret and the border code is a double line.



For the **Long-Term Capital Plan beyond 2010**, the colour code is Blue and the border code is a broken line.



Section 5 identifies, by sector, the Short Term Capital Plan projects [Claret] and Long Term Capital Plan projects [Blue] that are planned and which have been assessed in the context of the criteria provided in Section 2.

Approval is being sought for the *Criteria for the Selection of Capital Projects* as outlined in Section 2. The reporting requirements and approval process as outlined in Section 3 of the “*Policy on Capital Planning and Capital Projects* (June 28, 2001), will continue to be used.

The development of the Short-Term Capital Plan projects list and the Long-Term Capital Plan projects list requires that careful consideration be given to the identification of all projects that could be undertaken and that the academic priority of each project be carefully assessed and interpreted in light of finite resources. In short, difficult choices will be required to be made and each project must be evaluated with respect to the approved criteria.

FINANCIAL AND/OR PLANNING IMPLICATIONS:

The projects identified within the Short-Term Capital Plan [November 8, 2004 to December 31, 2010] are projects that are anticipated to be initiated within that time frame, i.e. 2004 to 2010 and could be allocated a specific level of borrowing from the available borrowing capacity of the University. This allocation of borrowing capacity in support of a particular project cannot be extended indefinitely; if the full cost of the project is not realized within a defined period of time, the allocation of the borrowed funds could be shifted to another project.

It should also be noted that the intent is not to rapidly exhaust whatever borrowing capacity is available to the University; rather, the approach is to carefully assess the merit, consistent with the established criteria, of each project to be undertaken in the short term and to seek the necessary external support for the project to be realized. This will require that a set of projects are identified, but reviewed regularly to assess the changing status of the resources available.

RECOMMENDATIONS:

That the Planning and Budget Committee recommend to the Academic Board,

1. THAT the University of Toronto *Criteria for the Selection of Capital Projects* as defined in Section 2 of the attached Capital Plan be approved, superceding the Report entitled *December 2001 – Capital Plan for Buildings and Projects in Excess of \$2 million* approved by the Governing Council on February 14, 2002.
2. THAT an updated Capital Projects List as described in Section 4 of the attached Capital Plan be tabled at the appropriate Governing Council Board or Committee meeting at which approval is sought, pursuant to the *Policy on Capital Planning and Capital Projects*, for a capital project.

THE UNIVERSITY OF TORONTO CAPITAL PLAN
[November 8th, 2004 to December 31st, 2010]

1. Background

The University has from 1999 to the present time approved the construction of 42 new projects valued at \$847 million. These projects allowed the institution to grow, to meet the needs of the double cohort, for teaching and for student activities, and to meet the demands for additional space for research.

During this time, the University has added 165,000 gross square metres of space for academic purposes, 2,679 residence spaces, parking for 1420 cars and has spent \$52 million on infrastructure and \$38 million on student activity space. In spite of this enormous growth, the University remains below the Council of Ontario University standards for space on all three campuses.

This magnitude of capital construction has been realized because of successful fundraising in several areas. Our campaign has generated gifts which have been directed to new buildings and major renovations. Some projects were financed with generous capital grants from the provincial and federal governments, however, \$503 million has been financed by the University, increasing the capital debt of the University to \$658 million.

TABLE 1: CAPITAL PLAN JANUARY 1999 - NOVEMBER 1st, 2004

Listing of all projects into four areas for comparison.

ACADEMIC PROJECTS		INFRASTRUCTURE PROJECTS	
ARC	20.26	South East Infrastructure	3.77
Management Bldg	15.43	Parking & Roadway	10.11
CABB	3.39	CCIT	
Science Lab Phase 1	4.30	Parking	12.89
Arts & Admin Bldg	20.38	UTM Alumni Gates	2.50
CCIT	34.67	BCIT	
Academic Learning Centre	34.00	Parking	13.10
500 University Property	15.80	King's College Road	5.30
500 University	11.12	SCS	7.10
Leslie Dan Pharmacy	75.00	Early Learning Centre	4.30
Terrence Donnelly CCBR	96.60		59.07
155 College Street	1.30		
BCIT	111.87	RESIDENCES & COLLEGES	
Plant Research	6.07	[ALL CAMPUSES]	
Sidney Smith Infil	2.87	Woodsworth Residence	32.00
Lash Miller Labs u/g	5.60	New	
Sidney Smith Patio	3.72	College	26.76
Morrison Pavilion	15.19	University College Residence	28.00
Rotman 4th & 5th floors	4.32	UTSC Residence Phase 4	16.26
Economics Building	7.82	UTM Residence Phase 7	15.32
Library Storage	6.00	UTM Residence Phase 8	26.22
Board of Education Property	17.00	89 Chestnut	74.00
Medical Arts	14.26		218.56
Woodsworth Basement	3.70		
	530.67	STUDENT ACTIVITIES	
		UTM Wellness Centre	24.50
		UTSC Student Centre	13.92
			38.42

NOTES for TABLE 1

Summary of the cost of the current Capital Plan. The value of borrowing that is required and the observation that the level of borrowing is almost equally divided between the direct Academic Projects and the Residences & Ancillaries.

Capital Plan Value	\$847	million
Borrowing Required	\$503	million
<i>Details of Borrowing of \$503 million</i>		
For Residences & Ancillaries	\$251	million
All other borrowing	\$252	million

Prior to 1999, the University's share of capital funding from the Province was generally predictable, permitting capital projects to be fully planned and funded prior to construction. As funding parameters changed with new provincial and federal government initiatives, project funding became more competitive relying on a variety of sources to make up the budget of institutional projects. This competitive environment with external eligibility criteria has required regular review of academic priorities.

At the beginning of the construction program, the University had only about \$60 million in debt. At the end of April 2004, this had increased to \$415 million. The University is also committed to using up to \$200 million of internal funds to finance long term projects, and has approval to issue another debenture for \$150 million. This will bring the total debt to \$770 million, once all funds are fully drawn. An extreme restriction of 40% of capital has been established as the outside limit for debt at the present time, ultimately constraining the University to \$787 million.

Debt totaling \$658 million has already been allocated to approved projects— only \$112 million of the \$770 million approved, remains unallocated. Clearly it is critical that borrowing room be allocated very carefully.

A variety of factors will have an impact on the University's capital position over the next decades, and hence the ability to issue more debt. These include investment performance, fundraising results, and the management of revenues, expenses and deficits. The results of the Rae review could have a significant impact, if operating grants are increased and funds are provided for capital construction and deferred maintenance.

The purpose of this plan is to define the process by which future capital projects will be evaluated and to provide the proposed allocation of the remaining \$112 million of borrowing capacity. The plan also identifies a process for selecting capital priorities for central support independent of borrowing room assigned. It focuses on the period ending in 2010, which coincides with the current budget cycle.

2. Criteria for the Selection of Capital Projects

Traditional analytical techniques for capital budgets rely on measures of financial feasibility and return on resources to determine whether projects should proceed. In the University environment, such techniques work only for projects to be funded by their own revenue streams. They can not be applied to academic buildings. The challenge then, is to devise a methodology which allows academic priority a large voice in determining which projects go forward, but without neglecting issues of financial prudence.

A proposed capital project must advance the University's academic mission to be one of the top public research universities in the world, with undergraduate, graduate and professional programs of excellent quality. It must specifically contribute to the achievement of academic priorities articulated in academic plans through the long-range planning process. Nine key decision criteria are presented below. All projects whether in the short term category or the long term category should address the first six criteria. The remaining three criteria become increasingly significant as the project advances from the long term to the short term list for presentation to governance.

a. **Mission Objectives:**

How will the capital project advance the University's long-term academic goals consistent with *Stepping Up* (the academic plan) and priorities of the faculty, department or unit?

Is the capital project integral to the University's articulated priorities and the mission of the University?

b. **Policy Objectives & Legislative Requirements:**

Does the capital project conform to stated policy objectives of the University? For example, the commitment to the residence experience, the first year guarantee or indeed the need for infrastructure to support the academic mission. Legislative requirements also impact all capital projects with respect to a range of accessibility issues.

c. Provincial Space Standards:

How will the space available to the unit and to the University compare with Council of Ontario University space standards as a consequence of construction.

d. Strengthening Scholarship:

How will the capital project further research or undergraduate and graduate teaching program goals?

Does the capital project serve to strengthen or broaden inter-disciplinarity?

Will the capital project strengthen the academic and architectural interconnectivity of existing buildings in a way that is consistent with the campus master plan and serve as a magnet for recruitment of students and faculty?

e. Providing Academic Leadership:

What are the consequences for research programs, teaching programs, and/or the student experience of not undertaking the project and indeed of undertaking it?

What are the alternative courses of action?

Does this capital project offer the opportunity to propel and or maintain the field it will serve into the top ranks internationally? If so, what is the useful life of the project in maintaining this status for the unit?

f. Student Experience:

Does the proposed capital project incorporate elements that will create an enriched student experience within and without [outside] the classroom?

Will the project create opportunities for accessibility for under-represented groups e.g. through the programs it will support?

g. Economic Consistency:

What are the external revenue sources or other drivers to support both the capital project and the ongoing research and teaching activity projected to take place within the completed project?

How does the proposed capital project incorporate flexibility with regard to the unit's planned academic and student complement?

Does it allow for opportunities for growth?

h. Resources:

Is the project both a demonstrated academic priority and "fiscally feasible".

Are the financing and operating costs in place, with a viable business plan, for ensuring the revenues to meet the costs of financing and operating? What external resources are available? Can they be reliably tapped and accumulated to support the project.

What are the options?

i. Deferred Maintenance:

How will the capital project address deferred maintenance of the University buildings and what is the degree of cost benefit energy conservation that could be realized with the capital project?

3. Parameters

Site capacity and Costs

In 1997, the University received City approval for rezoning of the St. George Campus creating 23 specific development sites. Of these, eight major sites have been redeveloped, with some presently under construction. Most remaining sites are difficult to build on, some being land locked or with other site constraints. Similarly, both UTM and UTSC have approved master plans identifying areas for development. In addition, capital construction on the University campuses has increased costs due to an active construction market in the GTA.

Development must also recognize historic buildings on the campus, an important part of the public cultural heritage of the City and ensure that these resources are maintained. Similarly, the approval of the Open Space Master Plan for the St. George Campus, and the Master plans for the UTM and UTSC campus acknowledge the importance of the physical environment at the University.

Infrastructure/ Deferred Maintenance

The University has approximately \$310 million in deferred maintenance related repairs required to its building stock. As capital projects are undertaken, related items of deferred maintenance are addressed. In addition, areas of the St. George Campus, and the UTM and UTSC campuses do not have sufficient capacity for all of the utilities required to service all new construction and renovations planned.

Opportunities

The capital plan must be flexible to respond to opportunities as they arise. These opportunities may include the acquisition of buildings in the University precinct or to be able to direct funding to capital grant programs that align with the priorities of the academic mission.

Debt Capacity

The maximum amount of funding that can be borrowed by the University [Business Board, June 2004] is \$770 million. Available funding within the approval is \$112 million.

The University has established three debentures to finance the debt. The magnitude of each of these is \$160 million, \$200 million and \$150 million respectively, for a total of \$510 million. In addition, a further \$200 million can be borrowed against the EFIP accounts with the remaining \$55-60 million being available through more conventional mortgage arrangements. Clearly there is minimal flexibility requiring that only the highest priority projects be supported by the \$112 million pool, until such time as the University [supported by the markets] might wish to increase its debt to be carried by the University as a consequence of the expanded assets. This is unlikely to be realized prior to 2010.

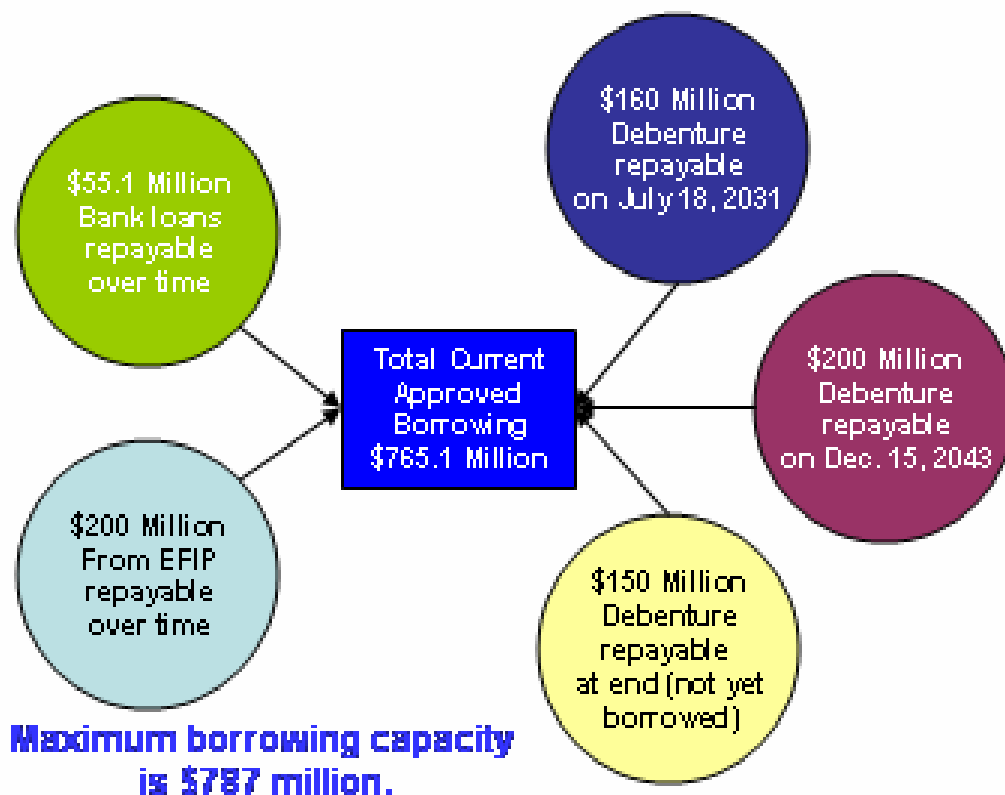


Figure 1

Internal and External Borrowing Principal Outstanding, Year Ended April 30 (m illions of dollars)

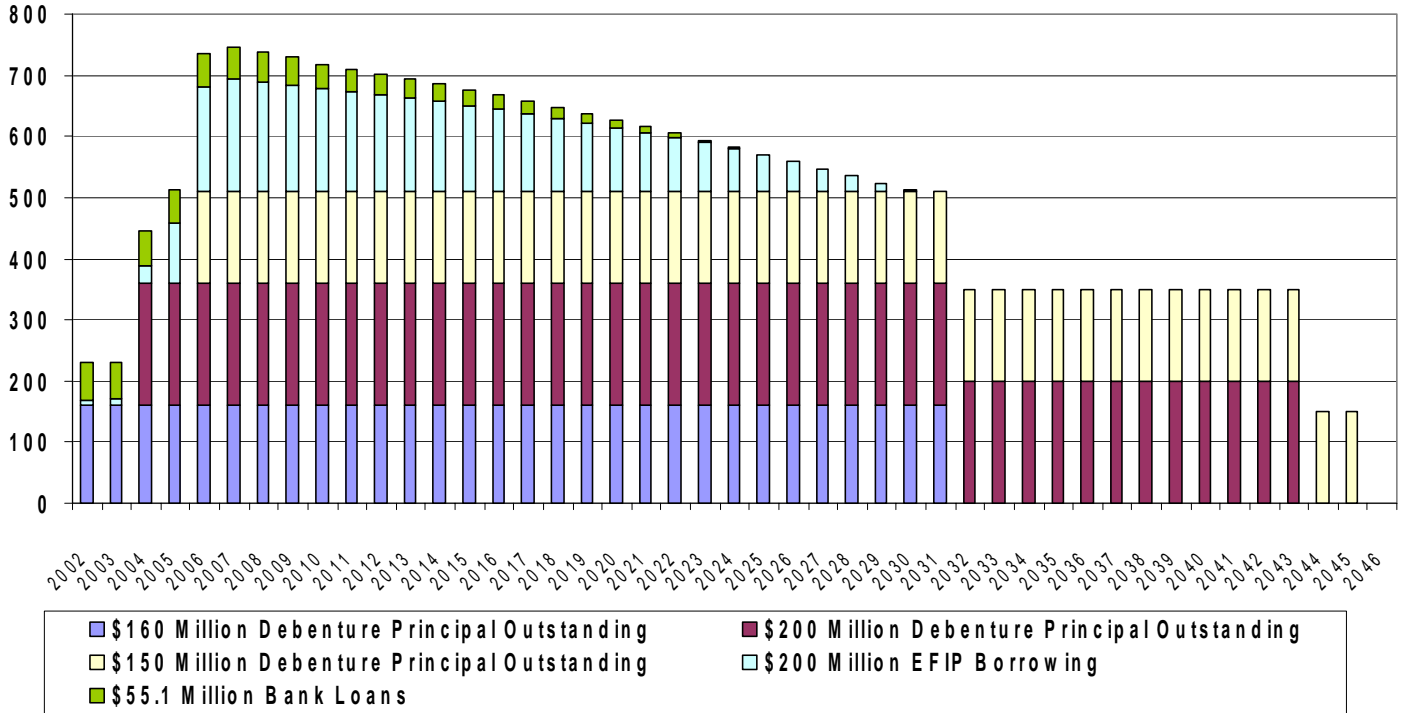


Figure 2

4. Capital Projects

Table 2 (pp. 7 – 8) provides a detailed breakdown by sector of all projects undertaken within the Capital Plan. We present the Current Capital Plan projects list, which has extended from 1999 to November 8th, 2004, representing projects approved by Governance. The Table lists each project and the cost of that project. (This information correlates with the Capital Project Data Sheets presented to Business Board at the Meeting of November 8th, 2004.) The table also presents briefly the proposed Short-Term and Long-Term Capital Plan project lists.

All capital projects fall within the following four categories:

- a. Current Capital Plan**
Approved with committed funding. (Full governance approvals, in the final planning/Implementation stages)
- b. Short Term Capital Plan**
Identified priorities with no committed funding. (Project reports are complete, budgets are finalized, awaiting funding sources)
- c. Long Term Capital Plan**
Identified projects (Central agreement to proceed with preliminary planning, no funding).
- d. All other projects**
No approval and no funding commitments. *No listing provided.*

All projects included in the Current Capital Plan have been approved and a significant proportion of these projects are complete or nearing completion. Most will be completed no later than September 2006. For reference, the Capital Plan information tabled at Business Board on November 8th is included in the documentation as Appendix A.

Table 3 (p. 9), shows the total estimated cost and proposed borrowing allocation of each capital project.

TABLE 2: THE CAPITAL PLAN

Current		Short Term		Long Term	
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TOTAL COST OF THE APPROVED CAPITAL PLAN = 846.98M

Sector 1: UTSC	
ARC	20.26
Management Bldg	15.43
Residence Phase 4	16.26
Parking & Roadway	10.37
Student Centre	13.92
Science Lab Phase 1	4.30
Arts & Admin Bldg	20.38
	<hr/>
	100.92

Sector 2: UTM	
CABB	3.39
Residence Phase 7	15.32
CCIT	34.67
CCIT Parking	12.89
UTM Alumni Gates	2.50
Wellness Centre	24.50
Academic Learning	34.00
Residence Phase 8	26.22
	<hr/>
	153.49

Food Services
Science Building
Infrastructure

Infrastructure
Adjustment to Residence Cost
Science Laboratories

Residence Phase 5

South Building Renovations
Alumni Gates/ Collegeway & Springbank

Sector 3: Health Sciences	
500 University	11.12
Leslie Dan Pharmacy	75.00
Terrence Donnelly CCBR	96.60
155 College Street	1.30
	<hr/>
	184.02

Sector 4: Arts & Science	
Plant Research	6.07
Sidney Smith Infil	2.87
Lash Miller Labs u/g	5.60
Sidney Smith Patio	3.72
Economics Bldg	7.82
BCIT 40%, see Sector 5	44.748
	<hr/>
	70.83

155 College Street Renovation
Leslie. L. Dan Pharmacy Building

Centre: Bio.Timing & Cognition
Dept. of Anthropology:Hughes Bldg
Dept. of Mathematics to BCIT
Ramsay Wright Infrastructure
Medical Arts Building, Basic Reno

I Spadina Crescent
Economics Building Phase II

Sector 5: Applied Sci. & Eng.	
BCIT 60%, see Sector 4	67.122
	<hr/>
	67.122

Sector 6: ALL other Faculties	
Morrison Pavilion	15.19
Woodsworth Basement	3.70
Rotman 4th & 5th floors	4.32
Library Storage	6.00
	<hr/>
	29.21

OISE: Facilities at 252 Bloor Str.

FALD Reno
Rotman Building
Gerstein II: Sci & Info Centre
Faculty of Law
Faculty of Music

FALD Reno
Rotman Building
Gerstein II: Sci & Info Centre
Faculty of Law
Faculty of Music

Sector 7: St. George Campus	
Early Learning Centre	4.30
BCIT Parking	13.10
King's College Road	5.30
South East Infrastructure	3.77
Medical Arts Purchase	14.26
500 University Avenue Purchas	15.80
Board of Education Purchase	17.00
School of Continuing Studies	7.10
	<u>80.63</u>

Sector 8: St. George Coll. & Res.	
Woodsworth Residence	32.00
New College Residence	26.76
University College Residence	28.00
89 Chestnut	74.00
	<u>160.76</u>

Infrastructure
Multi-Faith Centre
Varsity Stadium [Track & Field]

King's College Ph. II & Con Hall
WareHouse & Interim Exam Centre
Canadiana Building
McMurrich Building
Hart House: G. Hall/Theatre/Access
Varsity Arena / Jokers Hill
UT Art Centre
Philosophers Walk
Student Centre Node

Innis Reno: Town Hall/Cine Studies
New College: Student Centre

TABLE 3: CAPITAL PLAN: SHORTER TERM, 8th Nov., 2004 to Dec. 31st, 2010 with the

CAPITAL PLAN SHORTER TERM from Nov. 8th, 2004 to Dec. 31st, 2010		
ALLOCATION OF FUNDS TO BE BORROWED \$113.34 M		
Sector 1: UTSC	est. cost	borrowed?
Food Services	3.065	0.00
Science Building	40.00	20.00
Infrastructure [\$5M of \$17M completed]	17.00	3.00
Total	60.07	23.00
Sector 2: UTM	est. cost	borrowed?
Infrastructure	17.00	3.00
Residence Phase 8 [Adjustment on 2004-05]	0.50	0.50
Total	17.50	3.50
Sector 3: Health Sciences	est. cost	borrowed?
155 College Street	24.14	22.84
[Current Plan approved \$1.3M]		
Leslie Dan	75.00	10.00
[Current Plan approved \$75M, \$10 M short term only]		
Total	24.14	32.84
Sector 4: Arts & Science	est. cost	borrowed?
Centre: Biological Timing & Cognition	13.00	0.00
Dept. Anthropology to Hughes Building	10.00	6.00
Dept. Mathematics to BCIT	5.50	0.00
Ramsay Wright Bldg.	10.00	3.00
Medical Arts Bldg.	24.00	6.00
Total	62.50	15.00
Sector 5: Applied Science & Engineering.	est. cost	borrowed?
		0.00
Total		0.00
Sector 6:	est. cost	borrowed?
All other Faculties		
OISE: Facilities 252 Bloor Str. [renovation range up to \$18 M, in phases]	18.00	6.00
Total	18.00	6.00
Sector 7:	est. cost	borrowed?
St George Campus Infrastructure		16.00
Multi-Faith Centre	3.00	3.00
Varsity Stadium [Track & Field]	36.00	14.00
Total	39.00	33.00
Phase 8: Colleges & Residences	est. cost	borrowed?
		0.00
Total		0.00

Notes:

Estimated Cost of all projects within the Short Term from Nov 8th, 2004 to 2010	\$221.21 M
Estimate of funds available from other sources [CFI, through AFD projects, A&S]	\$23.60 M
Sector 1 : Infrastructure; \$5.1 already allocated from other sources	
Sector 4: Biological Timing & Cognition, \$13.0M from CFI/ OIT/ other.	
Sector 4: Mathematics Phase I; \$5.5M from Arts & Science	
Estimated Borrowing directed towards the Short Term Projects	\$113.34 M
Estimated Borrowing, excluding the short term mortgages [Pharmacy]	\$103.34 M
Funds available within the defined maximum approved	\$112.00 M
Funds available within the defined maximum approved, with the short term mortgages excluded [only short	\$120.00 M

5. Background Information for all Projects within the Short-Term Capital Plan and the Long-Term Capital Plan.

This section identifies, by sector, the Short Term Capital Plan projects [Claret] and Long Term Capital Plan projects [Blue] that are planned and which have been assessed in the context of the criteria provided in Section 2.

All projects are colour coded and border coded for identification.

Short-Term Capital Plan [November 8, 2004 to December 31, 2010]

Colour & Border coded

Long-Term Capital Plan

Colour & Border coded

All projects that are part of the new capital plan commencing November 8th, 2004 are listed below. The projects coded in Claret are in the Short Term Plan and may receive a share of the limited borrowing available and the proposed allocation is indicated for each project and highlighted with the Claret code as new borrowing or additional borrowing. The Long Term Plan identified in blue cannot anticipate to be allocated any of the limited borrowing funds available at this time; these projects will only be advanced once the adequate funding is in place, most likely derived from external sources.

The total amount of borrowed funds for all projects is	\$113,340,000
The maximum amount of borrowed funds available	\$112,000,000

SECTOR 1: University of Toronto at Scarborough

1.1	Food Services at UTSC	Nov-04	Sep-05
	Need to expand the food services available at UTSC. Will require additional expansion in the future. Tabled at Planning & Budget on November 8th, 2004.		
	All funds for the project already included in the borrowing to November 8th, 2004		
	Cost: \$3.065 million	No borrowing	0
1.2	Science Building.	Apr-05	Sep-08
	IF UTSC is to develop it requires additional science facilities to address undergraduate and research needs. Highest priority for UTSC. Science Labs, Phase 1 were completed in September, 2004 at a cost of \$4.3 million. Estimated cost has yet to be confirmed at \$40 million. Requires aggressive CFI applications to be successful. Borrowing allocation of \$20 million under consideration.		
	Cost: \$40.000 million	New borrowing	\$20,000,000
1.3	Infrastructure	Jun-03	Sep-10
	Utilities infrastructure at UTSC requires support. Four AFD projects [Phases 1A, 1B, 2A and 2B totaling some \$5 million were initiated in 2003/04. More phases of the total project to follow. The total cost is estimated at \$17million.		
	Cost: \$17.000 million	New borrowing	\$3,000,000
1.4	Residence Phase 5		
	UTSC has a shortage of residence accommodation for undergraduate students and no housing for graduate students. 10% of the undergraduate student body is in residence; this is low as compared to the 17% on the St. George campus. Residence for 400 beds estimated at \$27 million. Could proceed with 200 bed residence at lower cost. UTSC priority is for the Science Building.		
	Cost: \$27.000 million	New funds required	0

SECTOR 2: University of Toronto at Mississauga

2.1	Phase 8 Residence	May-04	Apr-07
<p>This residence has been approved. It will require an additional \$500,000 of borrowing. It is a 400 bed residence which is needed for student recruitment at UTM</p> <p>Cost: \$26.225 million approved in Current Capital Plan</p>			
			Additional borrowing \$500,000
2.2	Infrastructure	Jun-03	Sep-10
<p>Utilities infrastructure at UTM requires support.</p> <p>Cost: \$10.000 million estimate</p>			
			New borrowing \$3,000,000
2.3	South Building Renovations	Jun-06	
<p>With the completion of the Academic Learning Centre in June 2006, the South Building should be renovated to address the global space needs of the UTM Campus [offices, student space, classrooms, laboratories etc.]</p> <p>Cost: \$12.000 million</p>			
			new funds required 0
2.4	Alumni Gates/ Collegeway & Springbank	asap	
<p>This project addresses the Alumni Gates, the new Collegeway access into the campus and the restoration of the Springbank site into a Welcome Centre. \$3,000,000 has already been allocated to this project in the Current Capital Plan. Additional funds required of \$1,000,000.</p> <p>Cost: \$4.000 million</p>			
			new funds required 0
2.5	Science Laboratories	Jun-06	
<p>Additional science laboratories are required to support growing academic programs at UTM. Plan for modular additions costing units of \$5 million each.</p> <p>Cost: \$10.000 million</p>			
			new funds required 0

SECTOR 3: Health Sciences

3,1	155 College Street	May-04	Jul-05
<p>155 College Street is required to be renovated to accommodate the Faculty of Nursing and two major Departments within the Faculty of Medicine. Nursing will vacate the Nursing Building at 50 St. George Street. Medicine will vacate the McMurrich Building. \$1.3 million has already been allocated to the project within the current capital plan. The balance of \$22.84 million needs to be borrowed.</p> <p>Cost: \$24.140 million</p>			
			Additional borrowing \$22,840,000
3.2	Leslie L. Dan Pharmacy Bldg	Aug-05	Aug-05
<p>Contributions in support of this building will not have been received by August 2005 so that a short term loan will be required to bridge the construction costs until the committed funds are received. The amount is estimated at \$10 million and is consistent with the \$8 million short term loan for the CCBR.</p> <p>Cost: \$10.000 million short term mortgage</p>			
			Additional borrowing \$10,000,000

SECTOR 4 Faculty of Arts & Science

Within the Faculty of Arts and Science the key drivers are i) to reduce the serious overcrowding within Sidney Smith Hall and to work to consolidate the scattered pieces of Departments into preferably one or two locations. This can be achieved by the relocation of the Departments of Mathematics and Statistics from Sidney Smith Hall to the BCIT, 215 Huron Street and the Fields Institute [if possible]. Thereafter the Department of Anthropology should be relocated to the Hughes Building, once this facility is vacated by the Faculty of Pharmacy. The third relocation from Sidney Smith Hall would be the Department of Fine Art to 1 Spadina Crescent. The second major shuffle is to relocate and consolidate the Departments of English and Philosophy into the Medical Arts Building. These proposed changes have already been initiated and represent a long term plan which is schematically illustrated in Figure 1.

4.1	Centre for Biological Timing and Cognition	Nov-04	Jun-07
	Successful CFI application for \$25 million secured for this project. The construction part of the project is estimated to cost \$13 million. Arts & Science has contributed \$2.44 million to the project to be built atop the Ramsay Wright site. No new borrowing required for this project.		
	Cost: \$13.000	No borrowing required 0	

4.2	Department of Mathematics, Phase I	Nov-04	Aug-05
	It is important to relocate the Department of Mathematics out of Sidney Smith Hall; the facility is overcrowded. OCGS has commented on the lack of space in support of Mathematics. Math is also scattered across six sites on campus. Plan is to relocate Math to the BCIT precinct, specifically the 6th floor, and closer to the Fields Institute and Computer Science. Phase I is to outfit the 6th floor of the BCIT to accommodate Math. The additional space required for Math will be to use the upper floors of 215 Huron Street [presently used by the Department of Philosophy]. The BCIT is to be linked to 215 Huron Street. It is expected that the Department of Statistics will also be relocated to this precinct. The ultimate objective is to relocate Mathematics & Statistics to the BCIT precinct [Fields, 215 Huron Street] and out of Sidney Smith Hall. The Faculty of Arts & Science will finance this project with no borrowing required.		
	Cost: \$5.680 million	No borrowing required 0	

4.3	Medical Arts Building Renovation	Jan-05	2010
	Medical Arts Building is to be used to consolidate and house the departments of English and Philosophy. The renovation will be minimal with a borrowing allocation of \$6,000,000. One to two floors at Medical Arts will also be assigned to administration activities to be able to vacate some of the University administrative activities relocated from the upper floors of 215 Huron Street. The cost of the preferred renovation of the Medical Arts Building is some \$24 million plus i) the cost of buying out the clients whose leases extend beyond 2006, ii) The loss in revenues from a partially occupied building, since the building will have to be totally emptied in advance of a major renovation. Should the University allocate \$6 million to a basic renovation, or delay to a future time for the more complete renovation?		
	Cost: Define cost at \$6.0 million	New borrowing 6,000,000	

4.4	Dept. of Anthropology	Sep-05	Sep-07
	Plan is to relocate Anthropology from Sidney Smith Hall to the Hughes Building, presently the home of the Faculty of Pharmacy. The match of the existing facilities within the Hughes Building is appropriate for Anthropology. Space vacated by Anthropology within Sidney Smith Hall would also facilitate the relocation of Psychology from 1 Spadina Crescent. Allocation of \$6,000,000 of the available borrowing to be directed to this project.		
	Cost: Defined at \$6.0 million	New borrowing \$6,000,000	

4.5 Ramsay Wright Bldg Infrastructure. Dec-04 asap

There is an urgent need to address the removal of mold caused by two leaky glycol cooling systems within the Ramsay Wright Building. New Conviron rooms are to be installed; air quality to be addressed. There is some \$800,000 from a successful CFI application plus \$700,000 from Enrolment Growth Funds to assist in this upgrade which could run as high as \$10 million. The work will be undertaken in phases since it cannot be delayed. The first phase will cost below \$2 million and will be approved by AFD.

Cost: Estimated at \$10 million

New borrowing, new funds	\$3,000,000
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4.6 1 Spadina Crescent asap

1 Spadina Crescent is to be restored. Much of the more recent add-ons are to be removed to reduce the amount of heritage nasms requiring restoration. The cost of this project is in the neighbourhood of \$30 million. 1 Spadina Crescent is in the process of being cleared out over time [piece-meal approach] to accommodate more of the Department of Fine Arts. Presently there are 21 different occupants in the building; some are now being relocated to clear space for Fine Art.

Cost: Estimated at \$36 million

New funds required	0
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4.7 Economics Bldg Phase II asap

Economics Building Phase II, to be located adjacent to Phase I on St. George Street, will only be initiated when all funds are derived from external sources.

New funds required	0
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SECTOR 5: Applied Science and Engineering

No major capital projects planned

SECTOR 6: All Other Faculties

6.1 OISE. Facilities at 252 Bloor Street West Nov-05 asap

252 Bloor Street West, the home of OISE is in a poor state of disrepair. Elevators, ventilation, cooling and space usage are all critical issues that need to be addressed and rectified to improve the functionality and working conditions within the building. Some borrowing in the amount of \$6 million could be allocated to this project, but additional and planned OISE contributions and fund-raising will be required.

Cost : Could be \$18.000 million

New borrowing	\$6,000,000
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6.2 Faculty of Architecture & Landscape Design Sep-99 asap

On-going multi phased project. Overall cost was estimated at \$13 million. Some \$4 million of renovation has been completed.

Cost : \$9.000 million

New funds required	0
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6.3 Rotman School of Management. New Building Sep-05 2010

The Rotman School of Management could potentially expand south [vacant lot]. Management space plan is yet to be developed; the site must be built to its maximum density as there are but a few sites remaining on the St. George Campus that can be developed.

Cost: \$50 million plus

New funds required	0
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6.4 Faculty of Law asap

There is a possibility for a joint development of the ROM Planetarium site such that the space needs of the Faculties of Law and Music could be simultaneously addressed. There are numerous issues that include the total architecture of the site, heritage aspects of the Falconer Hall, service access, Philosopher's Walk etc. In addition to this possibility, the other option is to bypass the ROM development and to seek alternate solutions. All solutions are complex, but need to be fully investigated.

Cost: \$40-50million for Law

New funds required	0
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6.5	Faculty of Music	asap	
	See above for the Faculty of Law. It is also necessary to address the internal reorganization and renovation of parts of the Johnson Building.		
	Cost: \$30.000 million		New funds required 0
6.6	Library: Gerstein II: Science & Info Centre	asap	
	Important second phase of the new Morrison Pavilion.		
	Cost: To be defined		New funds required 0

SECTOR 7: St George Campus

7.1	Infrastructure	asap	
	Some \$16 million is being allocated to infrastructure on the St. George Campus. These funds may have to be directed to the infrastructure upgrades required at 155 College Street [estimated at \$4 million], the replacement of the electrical substation at Varsity and the north-east sector [estimated at \$10 million] and improvements at the McMurrich Building to allow these projects to proceed.		
	Cost:		New borrowing \$16,000,000

7.2	Multi-faith Centre	Jun-05	Jun-06
	The proposed Multi-faith Centre is to be located on the two upper floors of the Koffler Pharmacy Management Building. The Koffler Building only becomes available in July 2005 once the Faculty of Pharmacy has relocated to the new Leslie L. Dan Faculty of Pharmacy Building on College Street.		
	Cost: \$3 million estimate		New borrowing \$3,000,000

7.3	Varsity Stadium	Feb-05	asap
	A plan, procedure and schedule is underway to establish options for a track and field on the Varsity site, plus 5000 spectator seats, plus change-rooms as can be provided on the site. In addition, the interface with the Varsity Arena will be explored to define the space requirements and the phased scope of work. The initial funding will be provided by the University with the commitment that these funds should be matched by students and or alumni such that the full project could be completed in a defined time frame.		
	Cost: \$45 million estimate		New borrowing \$14,000,000

7.4	Kings College Precinct Phase II	asap	
	King's College Road Precinct is now completed. It is necessary to define what comprises Phases 2 and 3. Phase 2 will address the piazza outside Convocation Hall, a refurbishing of Convocation Hall to commemorate the first 100 years. Other elements of the plan will address how costs can be reduced by leaving the circle as an irregular circle, saving trees on the circle, parking status on the circle, traffic flow around the circle, the entrance to Simcoe Hall and accessibility into Convocation Hall.		
	Cost: \$5.000 million estimate		New funds required 0

7.5	Warehouse and Interim Examination Centre	asap	
	Given the limited funds available to the University to address the renovation of this building, it is proposed to convert the Warehouse at 255 College Street into an interim University Storage Facility with the two lower floors being converted into an Examination Centre. At present, the Faculties of Arts & Science, Engineering, the Library and Pharmacy are all using the ware-housing facility. Music will follow suit.		
	Cost: \$2.800 million		New funds required 0

7.6	Canadiana Building	Sep-05	
	This building, with high ceilings and large rooms, could accommodate the beginnings of a School of Public Policy and the Community Outreach Centre. Complete planning required plus the funds to proceed.		
	Cost: \$8.000 million		New funds required 0

7.7	McMurrich Building With the relocation of the two Departments of the Faculty of Medicine that now occupy the McMurrich Building to 155 College Street, this facility could be reconfigured to house many of the employees in a crowded Simcoe Hall environment. The proximity to Simcoe Hall is convenient and warrants serious consideration given the unsatisfactory crowding that now exists.	Mar-05	
	Cost: To be defined		New funds required 0
7.8	Hart House: Great Hall, Theatre/ Accessibility On-going. Progress has been made and more is required to complete the upgrade.	asap	
	Cost: To be defined		New funds required 0
7.9	Varsity Arena The development of Varsity Arena is intimately tied to the establishment of the track and field at Varsity. The planning for Varsity will address the Arena and costing for the package will be determined that will allow for a phased approach to complete Varsity [track & field] followed by the Varsity Arena.	asap	
	Cost: To be defined.		New funds required 0
7.10	Student Centre; Additional Nodes Consistent with the objectives of Stepping-up. Possible location could be site 12 on Devonshire Road. Site 12 could also be used to address a student centre node plus a component of the support facilities for athletics that could not be accommodated on the Varsity site. Once the track and field are positioned on the Varsity site there is very little space available for other construction requirements. To advance the Varsity project may require the partial use of site 12 with a sizeable component of space being available for a Student Centre and a Community Outreach Centre. The possibility for students to financially support this undertaking will be investigated. There is good reason to try to avoid locating any of the athletic facilities on site 12; not to do so keeps site 12 fully open to other possibilities.	asap	
	Cost: To be defined		New funds required 0
7.11	University of Toronto Art Centre The Art Centre has served the University very well. It is timely to begin to develop new plans for potential fund-raising opportunities in support of the arts and the academic programs at the University.	asap	
	Cost: to be defined, excess of \$50 million		New funds required 0
7.12	Philosophers Walk Upgrade With the recent developments at the RCM and the ROM, both have impacted the north end of Philosophers Walk. The Walk needs to be upgraded and external consultants have been hired. It is proposed to secure funds, with the support of the City, from condominium developments at Bedford at Bloor and other developments, possibly the ROM Planetarium site as well.	Jun-05	asap
	Cost: to be defined, estimated at \$1.5 million		New funds required 0
7.13	Jokers Hill Conversion of the Jokers Hill estate into the Jokers Hill Scientific Reserve.		
	Cost: not clearly established		New funds required 0
SECTOR 8: St. George Residences		asap	
8.1	Innis College Renovation On-going. Excellent project that will address accessibility and strengthen academic programs at Innis College. Some funds available within Innis.		
	Cost: Phased project, \$5 - 9.0 million		New funds required 0
8.2	New College Student Center Early conceptual stage. On-going.	asap	
	Cost: to be defined.		New funds required 0

