



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Planning and Budget Committee

SPONSOR: Scott Mabury, Vice President, Operations and Real Estate Partnerships

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DATE: April 29, 2019 for May 09, 2019

AGENDA ITEM: 7

ITEM IDENTIFICATION:

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

JURISDICTIONAL INFORMATION:

Under Section 3.3 of the Terms of Reference of the Capital Projects and Space Allocation Committee (CaPS), the CaPS Executive Committee is responsible for "... reporting annually, for information, to the Planning and Budget Committee of the Academic Board on approved capital projects less than \$5M".

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 \$5 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] (May 9, 2019)**

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.

In June 28, 2017, Governing Council approved 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 \$5,000,000. Its Executive Committee will review and recommend projects over \$5,000,000. The appropriate Boards and Committees of Governing Council must consider the proposals on the joint recommendation of the Vice President and Provost and the Vice President, University Operations. The Terms of Reference for the two Committees are attached.

HIGHLIGHTS:

CaPS Executive Committee

During the year, the CaPS Executive Committee reviewed and recommended two (2) Project Planning Reports to the Vice President and Provost and the Vice President, Operations and Real Estate Partnerships. These reports were subsequently submitted to the boards and committees of the Governing Council:

- ACE Transforming the Instructional Landscape
- FitzGerald Building Revitalization

In addition, the CaPS Executive Committee reviewed and recommended to the Vice President and Provost and the Vice President, Operations and Real Estate Partnerships the following five (5) project approvals:

- Trinity College New Residence & Academic Building
- UofT Four Corners Strategy
- Retail Feasibility Study and Renovation of 730 Yonge Street
- Victoria University – Northrop Frye Hall
- Front Campus Geothermal Project

Terms of Reference for three (3) 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:

- Hart House Infrastructure Renewal

- Sidney Smith Hall - Site 6
- UTM New Building – Arts Culture and Technology

Consulting fees (under \$5,000,000) for twelve (12) projects brought to the CaPS Executive Committee were approved to enable preliminary feasibility and design work to begin. A total expenditure up to \$24,333,696 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, 2018 to December 31, 2018, one hundred & sixteen (116) projects were formally approved by CaPS within the \$100,000 to \$5 million range. Thirty (30) of the project submissions were for a change in scope to a previously approved CaPS project and eighty-six (86) were new project submissions.

Summary

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

CaPS and CaPS Executive Approvals January 1 - December 31, 2018				
Sector	CaPS Approvals	\$100K to \$4.99M	CaPS Executive Approvals	Consulting Fees for Projects Greater than \$5M
UTSC	n/a	n/a	1	\$4,054,193
UTM	n/a	n/a	n/a	n/a
Health Sciences	20	\$7,712,639	n/a	n/a
Arts and Science	27	\$22,222,457	1	\$2,886,735
Engineering	11	\$2,445,070	1	\$816,632
Other Faculties	13	\$7,848,528	n/a	n/a
Campus Residences	36	\$13,230,898	8	\$15,126,136
	9	\$2,948,409	1	\$1,450,000
Total	116	\$56,408,001	12	\$24,333,696

Projects under \$5,000,000 at UTM and UTSC are reviewed by local space committees on those campuses. During the time period of January 1 – December 31, 2018, SPMC (UTM) approved projects with a total value of \$35,229,730 and CDD (UTSC) approved projects with a total value of \$10,477,233.

FINANCIAL IMPLICATIONS:

For information

RECOMMENDATION:

For Information

DOCUMENTATION PROVIDED:

Terms of Reference for CaPS Executive Committee



CAPITAL PROJECTS AND SPACE ALLOCATION COMMITTEE (CaPS)

THE EXECUTIVE COMMITTEE OF CaPS (CaPS Exec) TERMS OF REFERENCE As of June 2017

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 \$5 million and those \$5 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 \$5 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

Chief Administrative Officer, School of Continuing Studies

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
Manager, Capital Projects and Planning, UofT Libraries
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 \$5 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 \$5 million and \$20 million and all Level 3 projects, those with a value over \$20 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.

Vice President, University Operations (Chair)
Chief, University Planning, Design and Construction
Vice-Provost, Academic Programs
Assistant Vice President, Facilities and Services
Director, Campus and Facilities Planning
Director, Project Development
Director, Project Management
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 \$5 million (with the Vice President and Provost)
- Capital projects under \$20 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 \$5 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 \$5 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 \$5 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 \$5 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 \$5 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 \$5 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 \$5 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 \$5 million and up to \$20 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 \$5 million and up to \$20 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 \$20 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 \$5 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 \$5 million for expenditures such as feasibility studies or consultants related to projects with an anticipated overall value of \$5 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 \$5 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 < \$5M	Approval*						
Projects \$5M-\$20M	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 >\$20M	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
<p>*Committees at UTSC and UTM are responsible for campus specific approvals under \$5M **Campus Affairs and Campus Councils at UTSC and UTM are responsible for considering and recommending campus specific projects, \$5M 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</p>							



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

Presentation to Planning and Budget Committee

May 09, 2019



Introduction

Governing Council Approval Track

Summary of Project Approvals: January – December 2018

CaPS Executive Committee

Highlighted Projects

CaPS Committee

Highlighted Projects

	CaPS	CaPS Exec	Planning & Budget	Academic Board	University Affairs Board	Business Board	Governing Council
Projects < \$5M	Approval*						
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*Committees at UTSC and UTM are responsible for campus specific approvals under \$5M

**Campus Affairs and Campus Councils at UTSC and UTM are responsible for considering and recommending campus specific projects, \$5M and over, to Academic Board

***Capital Projects within its area of responsibility

Consider = On the main meeting agenda for full detailed discussion

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CaPS and CaPS Executive Approvals January to December 2018

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Total	116	\$56,408,001	12	\$24,333,696

UTSC*: \$10,477,233 | UTM**: \$35,229,730



CaPS Executive Committee

>\$5M

Highlighted Projects



1. Hart House Infrastructure Renewal
2. Sidney Smith Hall - Site 6
3. UTM New Building – Arts Culture and Technology



1. Hart House Infrastructure Renewal
2. Sidney Smith Hall - Site 6
3. UTM New Building – Arts Culture and Technology



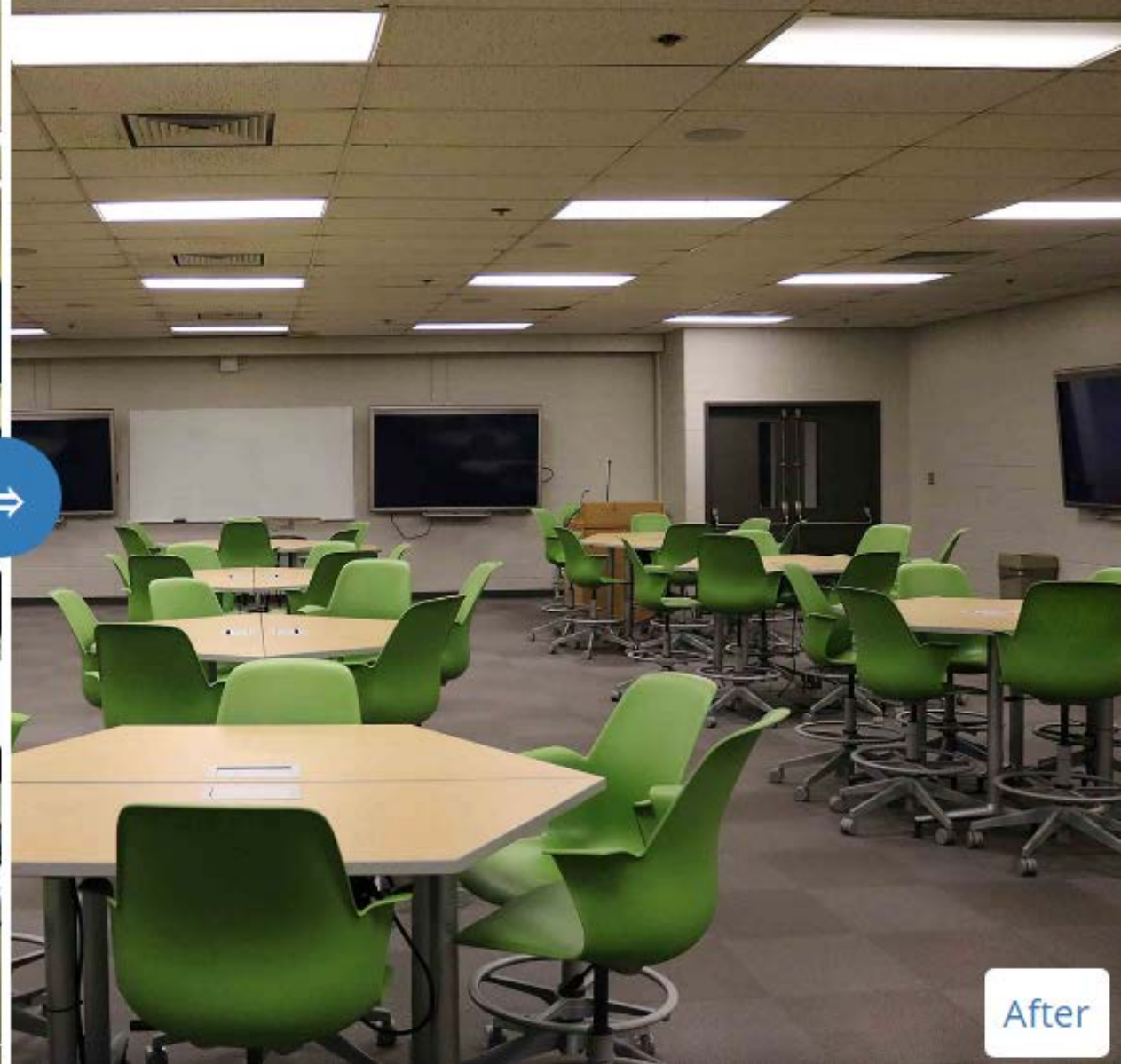
Project Planning Report Outline

- I. Executive Summary
- II. Project Background
 - a) Membership
 - b) Terms of Reference
 - c) Background Information
 - d) Existing Space & Occupant Profile
- III. Project Description
 - a) Vision Statement
 - b) Statement of Academic Plan
 - c) Space Requirements, Program & Functional Plan
 - d) Building Considerations
 - Standards of construction
 - Building characteristics and massing
 - Elevators
 - Accessibility
 - Personal safety and security
 - Signage, donor recognition
 - Non-assignable space
 - Mechanical/ Electrical and Data
 - Environmental Health and Safety
- III. Project Description (cont.)
 - e) Site Considerations
 - Site context
 - Master Plan
 - Zoning regulations
 - Environmental issues, regional conservation, Ministry of the Environment
 - Landscape and open space requirements
 - Site access
 - Heritage status
 - Soil conditions
 - Site servicing; existing and proposed
 - Hazardous waste disposal
 - f) Campus Infrastructure
 - Utilities
 - Sewer and storm water management
 - Bicycle parking
 - g) Secondary Effects
 - h) Schedule
- IV. Resource Implications
 - a) Total Project Cost Estimate
 - b) Operating Costs
 - c) Other Related Costs
 - d) Funding Sources
 - e) Ancillary Projects and Joint Venture Partnerships require Business Plans and Operating Agreements





Before



After



Pilot Project

23 Classrooms | 9 Buildings



HS 100



HS 108



HS 610



LM 158



MP 118



OI 2211



OI 3310



OI 3312



OI 4414



OI 4416



OI 5260



OI 5290



RW 140



RW 142



RW 143



SS 2125



UC 152



WI 523



WI 524



WI 2006



Summer 2017

9 Classrooms | 2 Buildings



BL 113



BL 305



BL 306



BL 312



BL 327



HS 618



HS 696



HS 715



UNIVERSITY OF TORONTO

PROJECT PLANNING REPORTS

ACE Transforming the Instructional Landscape



UNIVERSITY OF
TORONTO

PROJECT PLANNING REPORTS
FitzGerald Building Revitalization



Other projects approved by CaPS Exec:

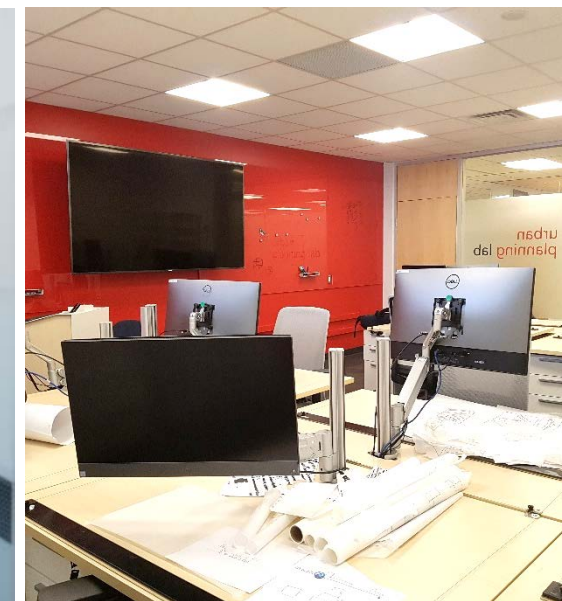
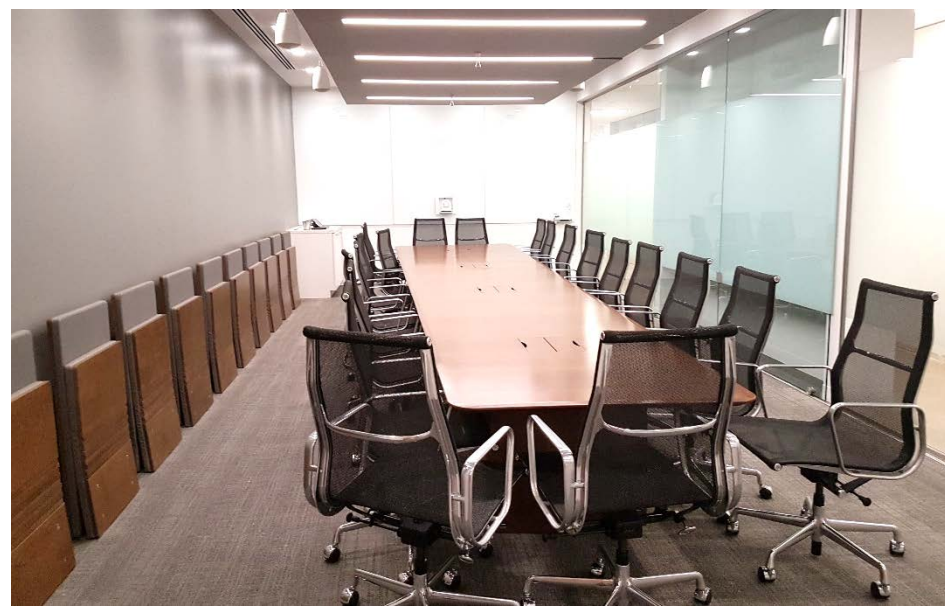
- Trinity College New Residence & Academic Building
- UofT Four Corners Strategy
- Retail Feasibility Study and Renovation of 730 Yonge Street
- Victoria University – Northrop Frye Hall
- Front Campus Geothermal Project



CaPS Committee
<\$3-5M
Highlighted Projects















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FACULTY CLUB
DINING ROOM RENOVATION
TPC \$224,858



GERSTEIN SCIENCE INFORMATION CENTRE IN THE SIGMUND SAMUEL LIBRARY
STUDY SPACE RENOVATION
TPC \$749,152



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STARBUCKS COFFEE





SIR DANIEL WILSON RESIDENCE
ROOF REPLACEMENT
TPC \$485,400



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GALBRAITH BUILDING
WEST SIDE LANDSCAPING
TPC \$985,033



UNIVERSITY OF
TORONTO

MYHAL CENTRE
VISUALIZATION FACILITY
TPC \$553,973

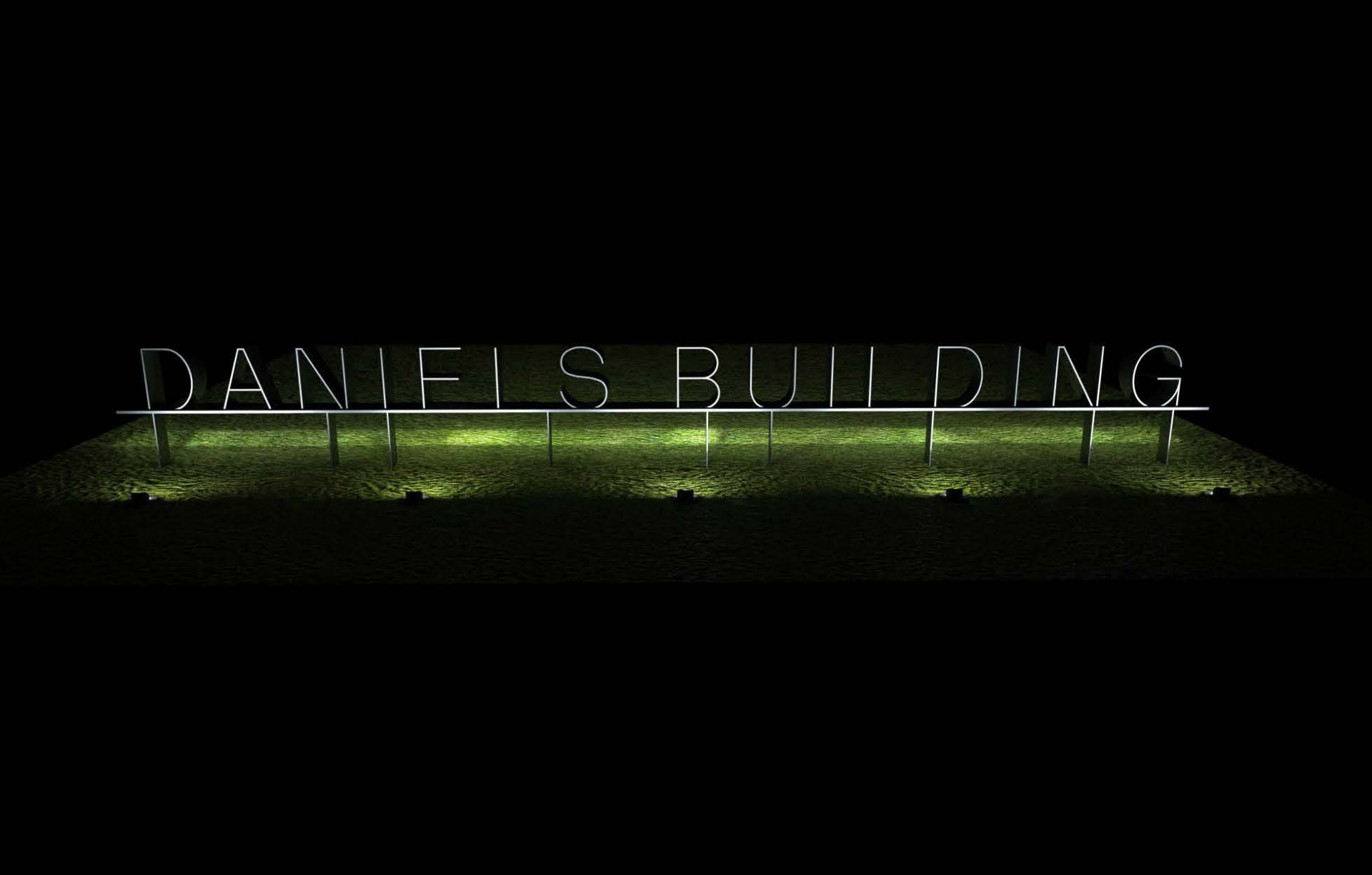
Registrar & Academic Services





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TORONTO

SOCIAL WORK
1st & 2nd FLOOR RENOVATION
TPC \$1,063,174



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DANIELS BUILDING
EXTERIOR SIGNAGE
TPC \$243,978