

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 23 OF THE CAMPUS AFFAIRS COMMITTEE

March 22, 2017

To the University of Toronto Scarborough Campus Council, University of Toronto Scarborough

Your Committee reports that it met on Wednesday, March 22, 2017 at 4:10 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Mr. Larry Whatmore, Chair
Dr. Brian Harrington, Vice-Chair
Professor Bruce Kidd, Vice-President and Principal, UTSC
Mr. Andrew Arifuzzaman, Chief Administrative Officer, UTSC
Mr. Desmond Pouyat, Dean of Student Affairs
Ms Janet Blakely
Mr. Keith Chen
Mr. Rahul Gupta
Mr. Mohsin Jeelani
Ms Tanya Mars *
Dr. Mandy Meriano
Ms Nikita Roy
Ms Amina Shabeen
Ms Kirsta Stapelfeldt
Dr. Andrew Tam
Dr. Helen Wu

Non-voting Assessors:

Ms Liza Arnason
Ms Helen Morissette

Secretariat:

Ms Kathy Fellowes
Ms Rena Prashad

Regrets:

Ms Sarah Balkhi
Dr. Jonathan S. Cant
Professor Nick Cheng
Professor William Gough
Ms Mariam Issa
Professor Elaine Khoo
Professor Paul Kingston
Professor Alice Maurice
Ms Bobbi McFarlane
Mr. George Quan Fun
Mr. Mark Rowswell

* Telephone participants

In Attendance:

Professor Maydianne Andrade, Vice-Dean Faculty Affairs and Equity
Professor Andrea Charise, Department of Anthropology
Ms Annette Knott, Academic Programs Officer
Mr. Jeff Lennon, Senior Manager, Academic Planning & Analysis
Professor Scott Mabury, Vice-President, University Operations
Professor Mark Schmuckler, Vice-Dean, Undergraduate
Professor Mary Silcox, Vice-Dean, Graduate
Professor Holly Wardlow, Department of Anthropology

1. Chair's Remarks

The Chair welcomed members and guests to the meeting and introduced the members who participated in the meeting by teleconference.

He indicated that two presenters were delayed in arriving to the meeting, and made a motion to change the order of the agenda. Members were in agreement and the motion was carried.

He reported that in addition to his *Ex-Officio* role on the University Affairs Board, this year he served on the Service Ancillaries Review Group (SARG), which was an advisory body to the University administration on Service Ancillary operating plans. On March 6th the University Affairs Board held a meeting, which included a discussion on the St. George campus Service Ancillaries. The UTSC Service Ancillaries report was received for information. He commented on the status of the St. George Ancillaries, particularly residence housing, transportation services, and Hart House, and remarked that UTSC was in a favourable position with its Ancillary operations. He urged the Ancillaries to continue allocating reserve funds for the likelihood of capital expenditures in the future.

2. Extra-Departmental Unit B (EDU: B), Interdisciplinary Centre for Health and Society (ICHS)

The Chair invited Professor Mary Silcox, Vice-Dean, Graduate, to present the proposal for the Interdisciplinary Centre for Health and Society.

Professor Silcox shared a presentation¹ that included information on the types of Extra-Departmental Units (EDU) at the University and the proposal for the EDU: B Interdisciplinary Centre for Health and Society (ICHS). The presentation included the following highlights:

- At the University, EDU's were governed under [*the Guidelines for Administrative Functions and Protocols for Extra-Departmental Units*](#), which offer a framework for the establishment and operation of EDU's;
- Four types of EDU's currently exist at the University:
 - EDU: A- Unit where faculty held major appointments (i.e. >51 percent) and could offer degree programs (e.g. Centre for French and Linguistics);
 - EDU: B- Units where faculty did not hold primary appointments (i.e. <49 percent), but could offer degree programs (e.g. Centre for Critical Development Studies);
 - EDU: C- Multi-department research clusters, which could not make or hold budgetary appointments, but could offer specialized courses and graduate collaborative specializations (e.g. Culinaria); and
 - EDU: D- Research clusters often within a single department that could offer courses (e.g. Centre for Ethnography)

¹ Presentation- Extra-Departmental Unit B (EDU: B), Interdisciplinary Centre for Health and Society (ICHS)

- The Governing Council approved EDU: A's and B's, UTSC Campus Council approved EDU: C's and departments approved EDU: D's.
- The external review of the Health Studies program, which was completed in 2016, recommended that the Health Studies program become an independent unit;
- In 2016-17, there were 733 students with a declared major in Health Studies and enrolment of 1500 full course equivalents (FCE); and
- Of the eight faculty members associated with the proposed Centre, six were Assistant Professors who would hold a majority appointment in another Department.

A member commented on the long term goals of the ICHS, and Professor Silcox explained that the ICSH planned to progress into an EDU: A or Department when the Centre had reached a more balanced faculty complement.

In response to a comment regarding a faculty member's cross appointment with the Centre and another Department, Professor Maydianne Andrade, Vice-Dean, Faculty Affairs and Equity, explained that conversations and discussions were held to determine the most appropriate Department for the faculty members in the ICHS to hold their majority appointment.

On motion duly made, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

THAT, the creation of the Interdisciplinary Centre for Health and Society as an Extra-Departmental Unit B (EDU:B) as described in the proposal recommended by the Vice-Principal Academic and Dean, Professor William Gough, dated March 1, 2017, be approved effective July 1, 2017.

3. The University's Budget Incorporating UTSC's Budget Envelope

The Chair introduced and invited Professor Scott Mabury, Vice-President, University Operations and Mr. Jeff Lennon, Senior Manager, Academic Planning and Analysis, to present the University's Budget Incorporating UTSC's Budget Envelope.

The presentation² addressed the following themes: Strategic Mandate Agreement, 2017-18 Operating Budget, Students and Teaching, Faculty, Staff, and University-wide Costs (UWC), Funding Sources, Student Aid, University Fund (UF), Opportunities and Risks. The highlights included the following points:

- **Strategic Mandate Agreement (SMA)** - The [SMAs](#) were bi-lateral agreements between the province of Ontario and 45 publically assisted colleges and universities. The SMAs were part of the implementation strategy for Ontario's differentiation policy, and SMA1 was due to expire at the end of 2016-17. The University of Toronto would be negotiating

² Presentation- The University's Budget Incorporating UTSC's Budget Envelope

its SMA2 with the Province in 2017. The SMA2 agreements would be an evolution of the first agreements and would introduce funding formula redesign in a revenue neutral state. Differentiation policies would become operational in SMA3 and begin in 2020.

- **2017-18 Operating Budget-** The balanced institutional operating budget for the University in 2017-18 was \$2.47B with \$273M allocated to UTSC. 61 percent of revenues were generated from student fees and 62 percent of expenses were allocated to compensation costs. In a steady state environment, (i.e. no growth in enrolment or faculty and staff hiring) the University had a structural deficit of 0.6 percent based on expenses increasing at a faster pace than revenues³.
- **Students and Teaching-** The total institutional undergraduate enrolment for 2016-17 was 61,262 and 10,747 at UTSC. Entering averages for direct entry undergraduate programs continued to increase. In 2016, at an institutional level, there were 14,467 international undergraduate students, of which, 2,395 were UTSC students (i.e. 18.2 percent of UTSC's undergraduate enrolment). The majority of international students were from China, and there was an institutional commitment to diversify international student recruitment. The [Lester B. Pearson International Scholarships](#) were designed to attract international students to study at the University. In 2016-17 there were 287 full-time equivalent (FTE) graduate students at UTSC.
- **Faculty, Staff, and University-wide Costs-** The 2017-18 estimated compensation budget was \$1.54B. Preliminary projections for faculty and administrative staff hiring would continue to increase up to 2021-22. University-wide costs for 2017-18 were \$552M, which included: portfolio operations, non-discretionary funds, and pension special payments. Pension special payments of \$107M would be made in 2017-18 with an incremental increase of \$5M each year up to 2021-22.
- **Funding Sources-** At UTSC the sources of revenue (i.e. \$288M) were generated from student fees (69 percent), provincial operating grant (25 percent), and other sources of revenue (6 percent).
- **Student Aid-** In 2015-16 \$193M was spent on student aid expenses (i.e. UTAPS, bursaries, graduate fellowships, merit awards etc.). In addition, \$65.8M was spent on the student access guarantee, of which, \$30.2M was spent beyond what was required of the University. Changes were being developed for the Ontario Student Assistance Program (OSAP) to reduce complexities, increase transparency, and more timely decisions.
- **University Fund-** In 2017-18 the Vice-President and Provost allocated \$18M for advancing University priorities, which included: undergraduate and international experience, diversity and Truth and Reconciliation Commission (TRC) related supports, cities initiatives, and structural budget and infrastructure.

³ Based on a five year historical average.

- **Opportunities and Risks-** In the 2017-18 operating budget opportunities to leverage the University's location still existed and were a continuing priority of President Meric Gertler. Throughout SMA2, more graduate enrolment was possible due to the University's strong research focus and international rankings, and the value of the Canadian dollar had made the University more attractive to international students. Challenges were present in the structural deficit, pension solvency, funding for graduate student growth, and the Canadian dollar posed a challenge for the procurement of goods and services.

In response to a question regarding the Lester B. Pearson Scholarships, Professor Mabury remarked that consideration would be given to the distribution of scholars strategically across the University's divisions.

A member commented on the compensation expense figures in the structural budget deficit and, Professor Mabury confirmed that the compensation expenses were reflective of existing faculty and staff.

A member asked why other sources of revenue in the operating budget were only 12 percent. Professor Mabury remarked that it was an ongoing challenge in Ontario Universities centred on the need for higher government funding for research overhead.

A member asked what data source was used to obtain trends in the 18-20 year-old population in Ontario. Mr. Lennon reported that the data was generated by the Ontario Ministry of Finance, which was included in a report published by the Higher Education Quality Council of Ontario (HEQCO).

4. Capital Project: Report of the Project Planning Committee for a New Student Residence at the University of Toronto Scarborough

The Chair invited Mr. Andrew Arifuzzaman, Chief Administrative Officer, to present the Report of the Project Planning Committee for a New Student Residence at the University of Toronto Scarborough to the Committee. Mr. Arifuzzaman's presentation⁴ included the following highlights:

- The new residence was expected to be a 10 storey building with 750 beds for primarily first year undergraduate students;
- Amenities in the new residence included: suites for residence advisors, coordinators, and visiting scholars, laundry and kitchen spaces, academic and administrative offices, social event space, and a dining hall;
- The proposed site for the new residence was the east portion of Parking Lot F, as well as lands east of the parking lot;
- The SCION Group was commissioned in October 2016 to offer advice on delivering meaningful residence experiences to students' in their pursuit of academic success; They provided advice on room configuration and ratios, space requirements, floor plans, and rental rates;

⁴ Presentation- Capital Project: Report of the Project Planning Committee for a New Student Residence at the University of Toronto Scarborough

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- Plans were being developed to incorporate UTSC ancillary operations in the form of retail space (i.e. greengrocer), summer conference space, and eateries;
- Sustainable construction methods would include a Passive House energy efficiency system for heating and cooling, which would reduce energy consumption by 80-90 percent as well as the carbon footprint for the campus; and
- Completion of construction was planned for March 2020, with design and construction beginning in Fall 2017.

In response to a series of questions regarding the Passive House energy efficiency system, Mr. Andrew Arifuzzaman provided the following responses and comments:

- In the Greater Toronto Area (GTA) Passive House was being used in residential development;
- Specialized skills would be required by trade workers to ensure the Passive House system was completed to industry standards. There were plans to partner with the [Hammer Heads Program](#) and other trades to build a training hub for Passive House in the GTA;
- The use of passive house would not affect the aesthetics of the building. However, the size of windows and glass would vary depending on the orientation of the building; and
- On completion of the project, certification in passive house would be presented to UTSC.

A member asked what type of storefront would be incorporated into the building, and Mr. Arifuzzaman remarked that the space would likely be leased to a greengrocer/pharmacy retailer through a procurement process.

A member commented on storage requirements and the acoustics in the design of the building, and Mr. Arifuzzaman remarked that both storage requirements and acoustics were incorporated into the design features of the building.

In response to a question regarding the Academy Condos located at Morningside Avenue and Ellesmere Road, Mr. Arifuzzaman confirmed that UTSC was not involved in the project and that UTSC was not concerned about competition for occupancy. He reiterated that the new student residence would be attractive to first year students due to the residence and student life programming features.

In response to a question regarding Phase 1 residence housing, Mr. Arifuzzaman explained that once the mortgages were paid they'd be converted into other uses (i.e. family or graduate housing).

In response to a question regarding the proposed site for the new residence, Mr. Arifuzzaman confirmed that the proposed site was not a historical site.

On motion duly made, seconded, and carried,

YOUR COMMITTEE RECOMMENDS,

1. THAT the Project Planning Committee Report for the University of Toronto Scarborough New Student Residence, dated February 21, 2016, be approved in principle; and
2. THAT the project scope of 14,321 net assignable square metres (nasm) (25,061 gross square metres (gsm)), consisting of 750 residence beds, a dining hall, amenity space, and retail space be approved in principle - with partial funding to be provided through an investor equity contribution, and with construction financing to be provided by the University of Toronto.

5. Assessors' Report

There were no Assessors' Reports.

6. Report of the Previous Meeting: Report 22 –Tuesday, February 7, 2017

The report of the previous meeting was approved.

7. Business Arising from the Report of the Previous Meeting

There was no business arising from the report of the previous meeting.

8. Date of the Next Meeting –Wednesday, April 26, 2017 at 4:10 p.m.

The Chair reminded members that the next scheduled meeting of the Committee would be held on Wednesday, April 26, 2017 at 4:10 p.m.

9. Other Business

No other business was raised.

IN CAMERA

The Council moved in camera.

10. Capital Project: Report of the Project Planning Committee for a New Student Residence at the University of Toronto Scarborough – Total Project Costs and Sources of Funding +

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On motion duly moved, seconded, and carried,

Be It Recommended,

THAT the recommendation regarding the total project cost and sources of funding for the New Student Residence at the University of Toronto Scarborough outlined in the documentation from Mr. Andrew Arifuzzaman, Chief Administrative Officer, dated March 22, 2017, be approved.

The Council returned to open session.

The meeting adjourned at 6:19 p.m.

Secretary

Chair



Health studies

Health Studies (to be renamed **Interdisciplinary Centre for Health and Society**)

-external review recommended moving from Department of Anthropology to become an independent unit

-moving forward today with an **EDU:B** proposal



What are EDUs?

Extra-departmental Unit

Policy: Guidelines for Administrative Functions and Protocols of Extra-Departmental Units

Four types of Extra-Departmental Units (EDUs):

A, B, C, D



Some background: EDU:A,Bs

EDU:A -- may hold primary academic appointments (i.e., 51%+), offers degree programs
e.g., Centre for French and Linguistics (CFL)

EDU:B -- may not hold primary academic appointments (all faculty 49% or less), offers degree programs
e.g., Centre for Critical Development Studies (CCDS)



Some background: EDU:C,Ds

EDU:C -- multi-department research clusters, may not make or hold budgetary appointments, may offer courses and graduate collaborative specializations
e.g., Culinaría

EDU:D -- research clusters, often in a single department, may offer courses
e.g., Centre for Ethnography



Approval Process

EDU:**As, Bs** – must be approved at the Campus
Affair Committee. It then goes to Campus
Council, Academic Board, Executive Committee
and Governing Council.

EDU:**Cs** must be approved at the divisional level
(Campus Affairs Committee and Campus
Council)

EDU:**Ds** are approved at the departmental level



Budget 2017

University of Toronto Scarborough
Campus Affairs Committee

March 22, 2017



Agenda

1) Context	4) Funding Sources
2) Students & Teaching	5) Student Aid
3) Faculty, Staff, UWC	6) UF
7) Opportunities & Risks	



Strategic Mandate Agreements

- Basis for Ontario's differentiation policy

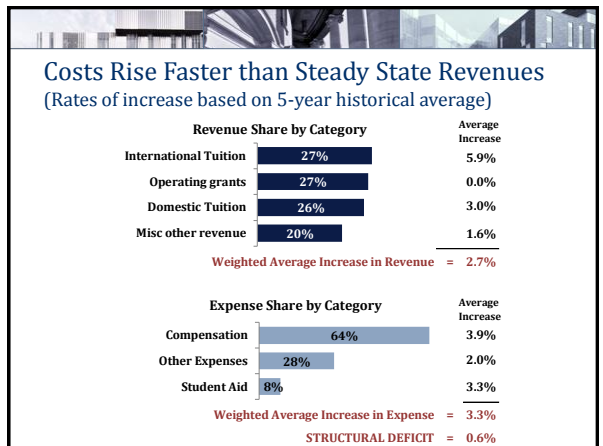
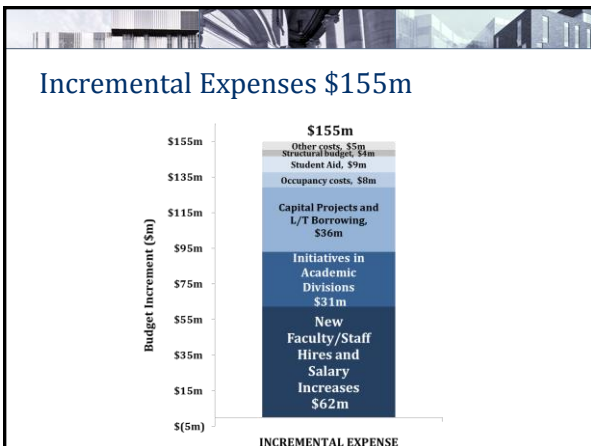
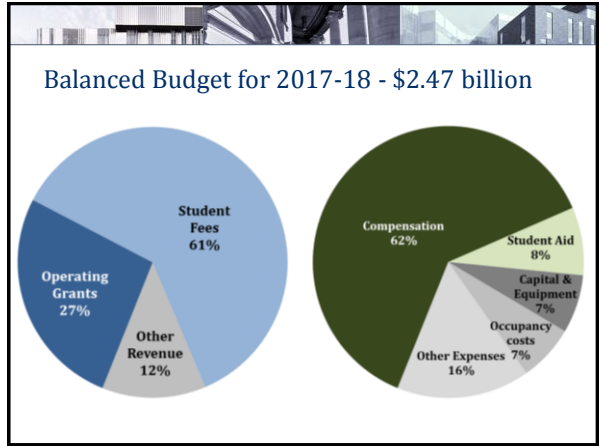
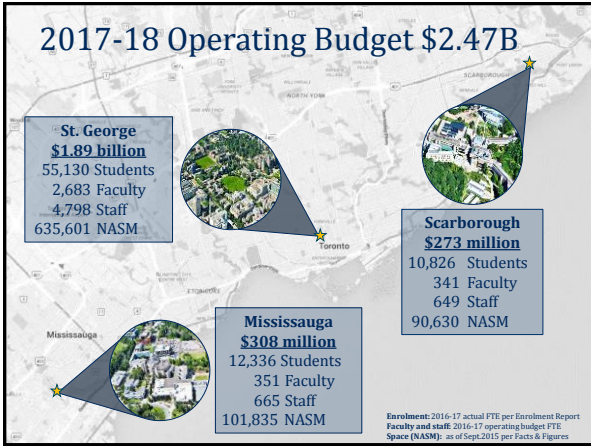
2014	2017	2020	2023
SMA1 (14-17) <ul style="list-style-type: none"> UofT's distinct role in Ontario Graduate spaces Conversion of teacher ed. 	SMA2 (17-20) <ul style="list-style-type: none"> Negotiations spring 2017 Funding formula redesign Revenue neutral 	SMA3 (20-23) <ul style="list-style-type: none"> Operationalize differentiation metrics 	

Provincial Funding Formula Review (anticipated funding envelopes)

Core Operating Grant (Enrolment Based)	Differentiation Envelope (linked to SMA metrics)	Special Purpose Grants
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Revenue neutral change through SMA2 with negotiated growth targets.

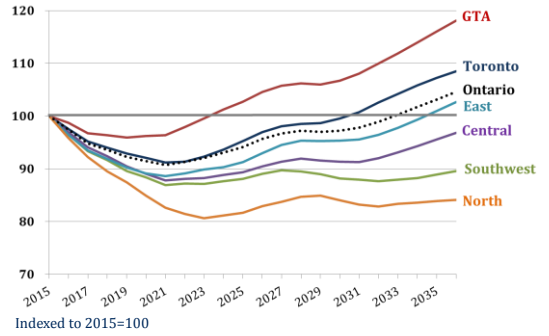
Potential for funding changes to the Differentiation Envelope in SMA3.



Students and Teaching



Trend in 18-20 year-old Ontario population



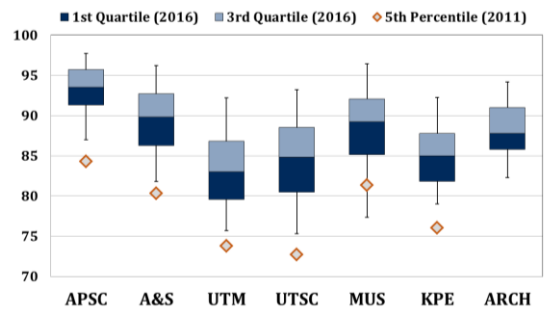
Undergraduate enrolment results 2016-17

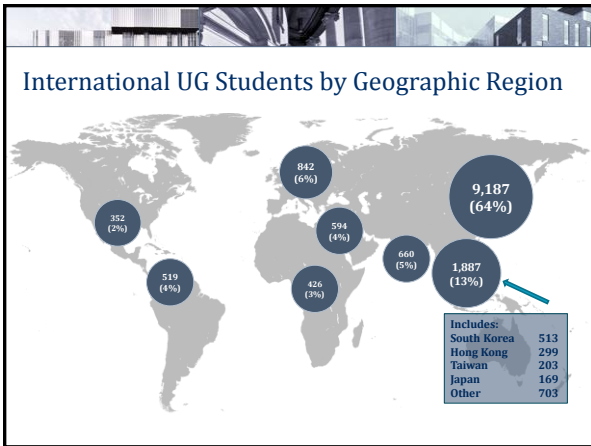
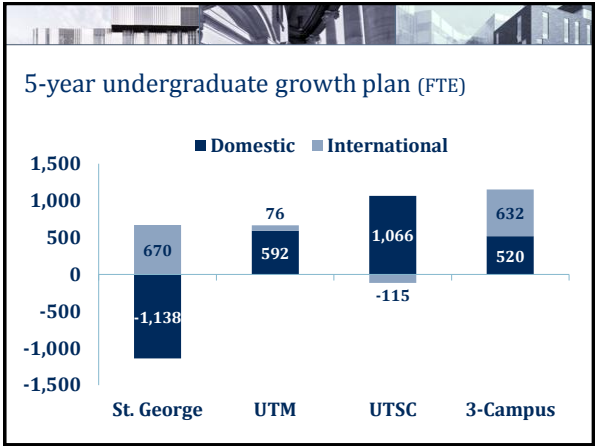
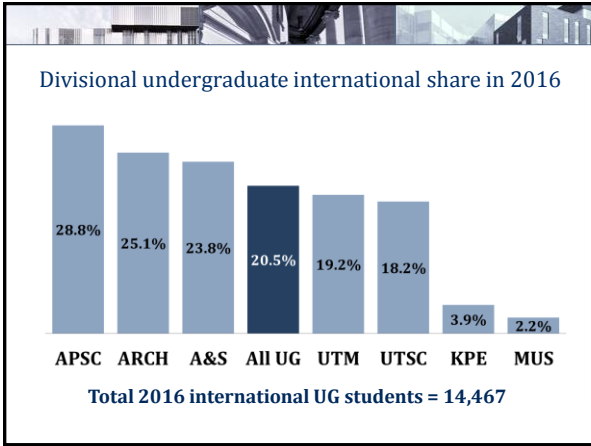
Total FTE	2015 Actual	2016 Actual	2016 Variance to Plan
St George	39,011	38,600	(68)
UTM	11,405	11,915	11
UTSC	10,486	10,747	(95)
TOTAL	60,902	61,262	(152)



Distribution of 2016 Entering Averages

(excluding top and bottom 5%, with 2011 Fifth Percentile for Comparison)

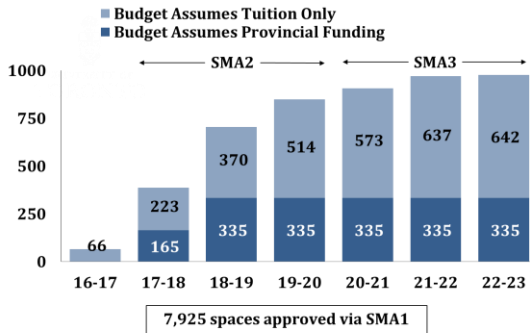




2016-17 UTSC Undergraduate Enrolment

Area of Study	2016-17 FTE	% Int'l
Arts & Humanities	1,746	18%
Social Sciences	3,331	14%
Management	1,392	34%
Life Sciences	1,314	5%
Other Sciences	2,965	22%
TOTAL	10,747	19%

Masters – Planned Growth over SMA1 (Fall Eligible FTE)



2016-17 UTSC Graduate Enrolment

Program Type	2016-17 FTE	Projected 2021-22
Prof Masters (Env Sci; Acct & Fin)	79	195
DS Masters UTSC (Psych & Behavioural Sci)	10	30
DS Masters tri-campus *	36	n/a
PhD UTSC (Psych & Env Sci)	64	69
PhD tri-campus *	98	n/a
TOTAL	287	

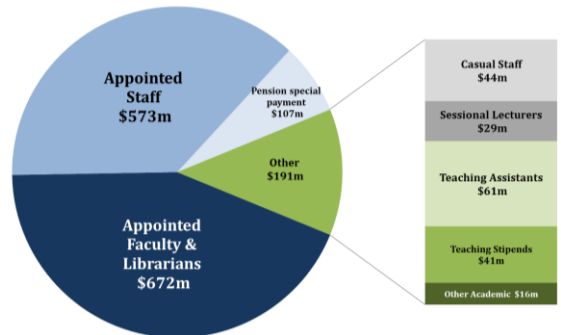
* As per self-declared code in student system

18

Faculty, Staff and University-wide Costs



2017-18 Compensation Budget \$1.54B (Est.)



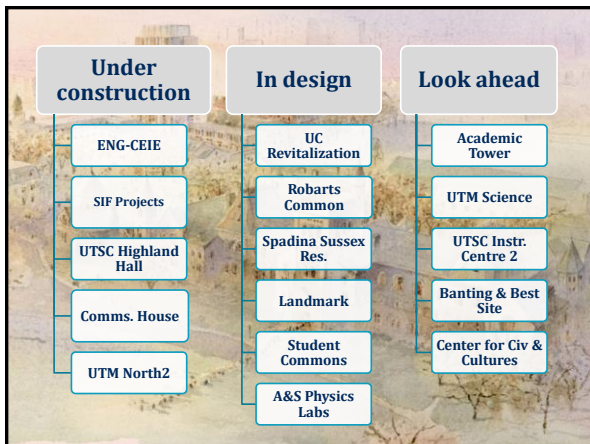
2016-17 Budget \$1.48B + Budget Increase \$62M

Preliminary Faculty and Staff Hiring Plans at UTSC

	Faculty & Librarians	Staff
2016-17	365	523
2017-18	+11	+11
2018-19	+13	+10
2019-20	+11	+10
2020-21	+10	+10
2021-22	+8	+10

Pension special payments and other related costs

	Incremental Annual \$m	Total Annual \$m
2016-17	5	102
2017-18	5	107
2018-19	5	112
2019-20	Placeholders	117
2020-21		122
2021-22		127
		5



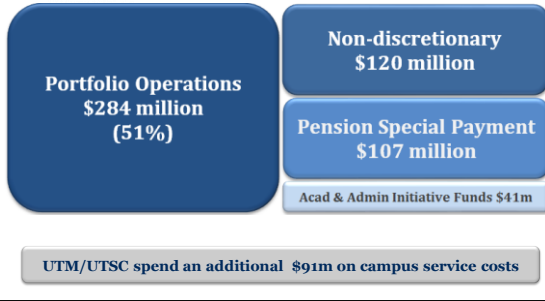
Operating budget support of capital projects (\$m)

	14-15	15-16	16-17 est.	17-18 est.
Payments on loans & mortgages	\$32	\$33	\$35	\$37
Transfer from operating to capital	\$128	\$24	\$67	\$101
Total	\$160	\$57	\$102	\$138

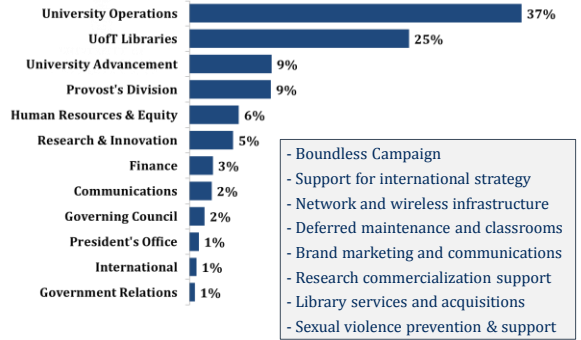
A guiding principle is that capital projects in academic divisions should include funding from long term debt of no more than 20%.

What makes up university-wide costs?

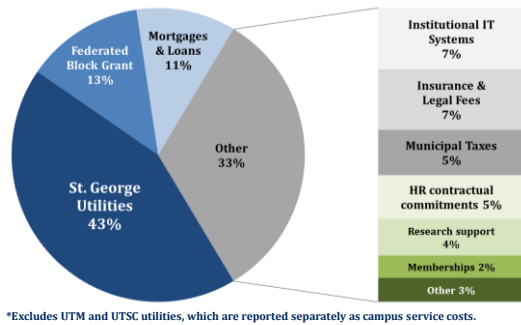
2017-18 University Wide Costs: \$552 million



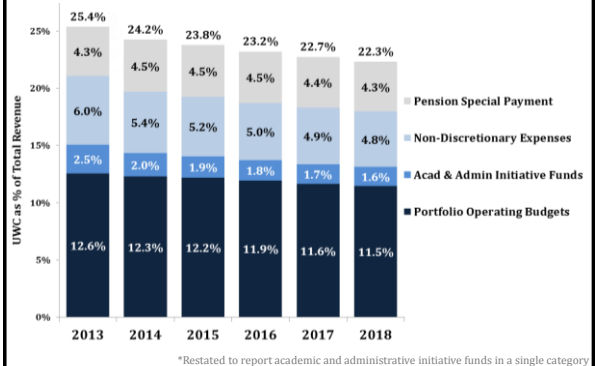
Shared Service Portfolio Operations (\$284m)



Non-discretionary Expenses (\$120m)



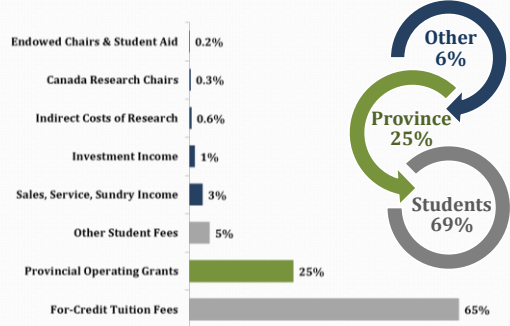
University-wide costs as % of Revenue



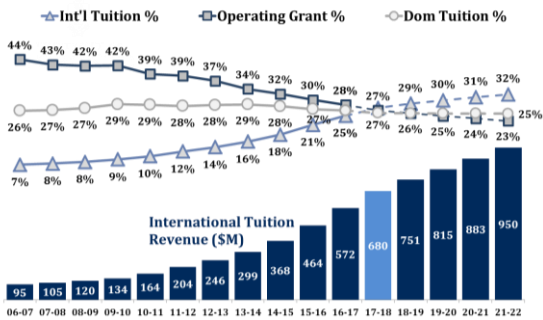
Funding Sources



UTSC 2017-18 sources of revenue (\$288m)



The changing revenue landscape (excludes divisional income)



Provincial Tuition fee framework extended 2017-18 and 2018-19

(Domestic overall cap = 3%)	Incoming Students	Continuing Students
	Domestic General UG	3%
Domestic Prof and Graduate *	5%	5%

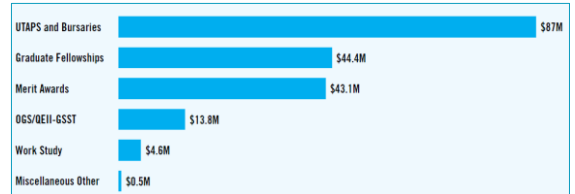
* Domestic tuition fee for doctoral stream will decrease by \$70

Student Aid



STUDENT AID EXPENSES

\$193 million in 2015-16

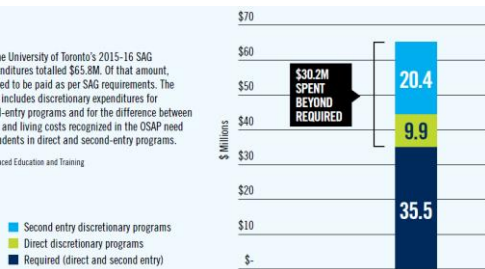


STUDENT ACCESS GUARANTEE

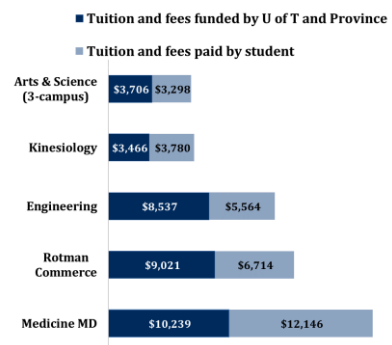
\$65.8 million in 2015-16


The chart shows the University of Toronto's 2015-16 SAG expenditures. Expenditures totalled \$65.8M. Of that amount, \$35.5M was required to be paid as per SAG requirements. The remaining \$30.3M includes discretionary expenditures for students in second-entry programs and for the difference between actual living costs and living costs recognized in the OSAP need assessment for students in direct and second-entry programs.

Source: Ministry of Advanced Education and Training




Net tuition for UG students receiving OSAP 2014-15





Changes to Ontario Financial Aid

- Redesign of financial aid system (OSAP) will be good for students:
 - reduced complexity,
 - increased transparency
 - earlier decisions on available financial aid
- 2017-18→ consolidation of many provincial aid programs into one
- 2018-19→introduction of net-tuition billing for students in “direct-entry” programs



University Fund



2017-18 UF \$18m: Advancing our Priorities

Undergraduate & International Experience TOTAL: \$3.8 million	Diversity and TRC-Related Supports TOTAL: \$4.95 million
Int'l Recruitment & Student Mobility (Support Staff) \$1.5m base Wellness Counsellors \$1.3m base Undergraduate Research, WIL, Experiential Learning, Career Development \$1m OTO/year for 3 years	TRC Response-Related Faculty and Staff Hires \$2.5m base TYP Director \$200k base Indigenous Space Matching \$1.5m OTO Expansion of Academic Diversity Hires Program \$750k OTO/year for 3 years

2017-18 UF \$18m: Advancing our Priorities

Cities Initiatives TOTAL: \$2.5 million	Structural Budget & Infrastructure TOTAL: \$7.1 million
Support for cities research initiatives \$1.5m base St. George performance space renewal \$1m OTO	Structural budget reserve \$3.5m base ARCnet \$1.6m base Capital matching \$2.0m OTO

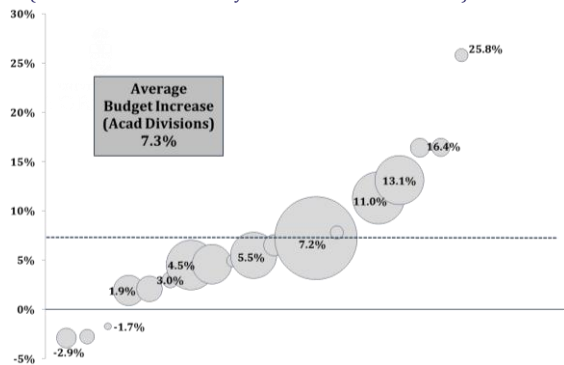
2017-18 UF Allocations to UTSC



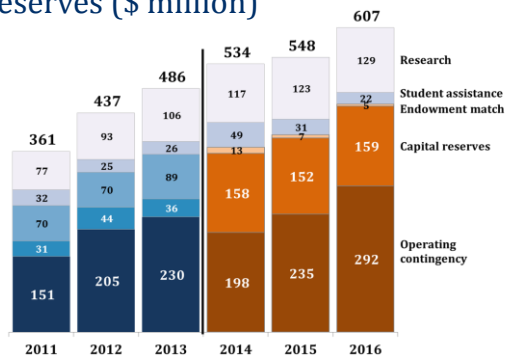
Budget Summary - Opportunities and Risks



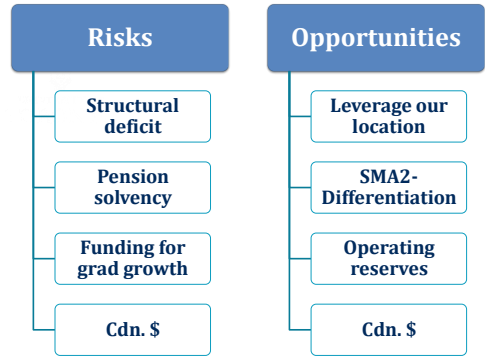
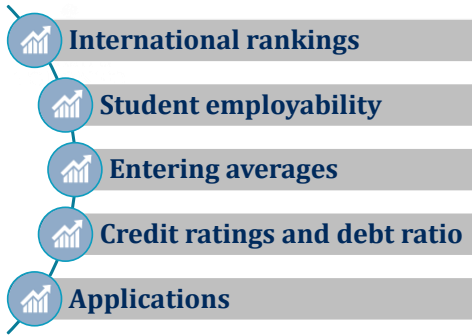
Variation in Growth of Divisional Expense Budgets (i.e. Revenue less University-wide Costs and Student Aid)



Reserves (\$ million)



Key metrics are strong



UTSC Student Residence

**UTSC Campus Affairs Committee
March 22nd, 2017**

Key Objectives of this Project

- 1) Provide appropriate **1st year student experience**
- 2) Meet some of the **existing and future residence demand** for the University
- 3) Address the significant and **growing concerns of neighbours** and political leaders
- 4) High **quality and innovative sustainable design** - Design Review Committee consultation for design excellence
- 5) Optimize **amenity and activity space** for long-term student value (new and unique academic learning communities)
- 6) **Optimize the business case (create value)** for the University in the commercial partnership
- 7) Optimize the University's **control of student life and asset**
- 8) Leverage our ability to **influence residence demand**

The Project

UTSC has exhausted its physical capacity to satisfy residence demand based on existing facilities (currently 765 beds), and plans to build a new student residence to be located on its Scarborough Campus.

750 beds	<ul style="list-style-type: none"> • The Residence is expected to include approximately 750 beds and to primarily house first year undergraduate students.
Key components of the Residence	<ul style="list-style-type: none"> • Student housing* • Other facilities** including: <ul style="list-style-type: none"> - suites for residence advisors, residence life coordinators and visiting scholars - lounges, laundry and kitchen - academic spaces, administration and services offices - a student life resource centre - social events space - dining hall. • The Residence may also include space for ancillary retail use.
Additional scope	<ul style="list-style-type: none"> • The University is considering including a new multi-level parking structure (approximately 500 spaces) and a cogeneration plant within the scope of the Project.

* Student housing will consist of single and double occupancy bedrooms with a combination of private, semi-private and shared washrooms. Approximately 50 of the bedrooms will be accessible. Based on the preliminary program, space requirements for student housing are estimated at approximately 5,000 Net Assignable Square Metres.

** Space requirements for all other facilities (as set out above) are estimated at approximately 4,000 NASM.

Housing Market Study Report

SCION Group: October 2016

Reviewed:

- Room configuration and ratios
- Overall space requirements
- Floor layouts
- Rental rates
- Current market conditions, trends and design

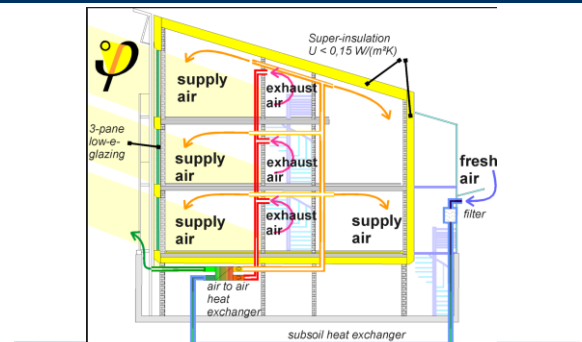
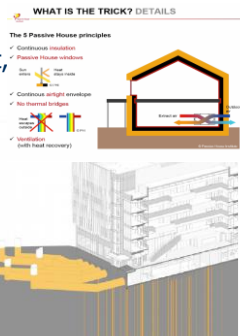
- A first year student residence that will give UTSC the ability to offer an enhanced community identity in the student residence experience



Ancillary:

- Office space— Student Life
- Retail space— Small greengrocer/pharmacy type operator
- Dining facilities— For Res and UTSC Community
- Summer Conference – hotel-like style

- Concepts
- Implications for Project cost, operating budget
- Examples:
 - Earth tubes
 - Geothermal system
 - Passive House
 - LEED standards

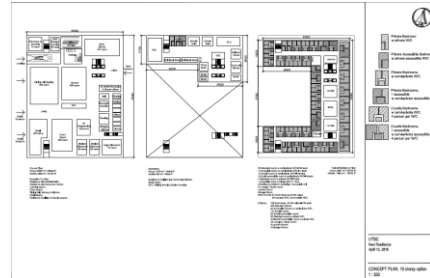


Site and Zoning Considerations



UNIVERSITY OF TORONTO SCARBOROUGH
1265 Military Trail, Toronto, Ontario M1C 1A4

Concept Plan-10 Storeys



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Project Timeline

- Development of PDC Documents - Ongoing
- Issuance of RFQ –Spring 2017
- Issuance of D-B RFP- Summer 2017
- Close RFP early- Fall 2017
- Design and Construction –Fall 2017-spring 2020
- Occupancy March 2020

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Questions

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