



**University of Toronto Mississauga Campus Council  
CAMPUS AFFAIRS COMMITTEE  
Monday, September 9, 2013 at 4:10 p.m.  
Council Chamber, Room 3130, William G. Davis Building**

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**AGENDA**

- 1. Chair's Remarks**
  - 2. Orientation**
  - 3. Calendar of Business, 2013-14\*** (For information)
  - 4. Revision to the *Policy on Capital Planning and Capital Projects\**** (For information)
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**CONSENT AGENDA\*\***

- 5. Date of Next Meeting** – Monday, November 11, 2013, 4:10 p.m.
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**6. Other Business**

+ Confidential documentation included for members only

\* Documentation included

\*\* Documentation for consent item included. This item will be given individual consideration by the Campus Affairs Committee only if a members so requests. Members with questions or who would like a consent item to be discussed by the Campus Affairs Committee are invited to notify the Committee Secretary Mariam Ali at least 24 hours in advance of the meeting by telephone at 905-569-4358 or by email at [mariam.ali@utoronto.ca](mailto:mariam.ali@utoronto.ca)



## Campus Council and Standing Committees Orientation

UTM Campus Affairs Committee: Monday, September 9, 2013

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### AGENDA

1. Chair's remarks and introductions [Chair]
  - Overview of the history of the Campus Council and the Standing Committees: Why we evolved to the new system of governance
  - Responsibilities of members (decision-making in the best interests of the institution)
  - Role of governance vs. administration
  - There has been a change in governance, but not in the administrative processes that bring business before governance
2. Mandate and Terms of Reference [Chair]
  - Clarify key elements of the terms of reference
  - Flow of business to other governance bodies, including governance approval path of major items
3. Overview of the Campus [Senior Assessors]
  - Highlights of campus
  - Organizational structure
4. Senior Assessors and their Portfolios [Senior Assessors]
  - Provide very brief summary of the scope and function of portfolios
  - Summaries of priorities for the 2013-14 governance year in reference to the Calendar of business
5. Conducting Business [Chair]
  - Council/Committee context in relation to Governing Council.
  - Agenda planning
  - Meeting conduct and participation
  - How to read cover sheets and their value to members
  - Value and purpose of consent agendas and the Calendar of Business (COB)
  - The rules of order and how they enable full, fair, and respectful debate

Reception to Follow

**UTM Campus Council and Standing Committees Consolidated Calendar of Business 2013-14**

**Acronyms List**

OCC: Office of the Campus Council

VDG: Vice-Dean, Graduate

VPA/Dean: Vice-Principal, Academic and Dean

VP&P: Vice-President and Principal

DSA: Dean, Student Affairs

RGASC: Robert Gillespie Academic Skills Centre

VPR: Vice-Principal, Research

AB: Academic Board

GC/EX: Governing Council/Executive Committee

**UTM Campus Council and Standing Committees  
Consolidated Calendar of Business 2013-14**

Item	Originating Portfolio	Campus Affairs Committee	Action	Academic Affairs Committee	Action	Agenda Committee	Campus Council	Action
<b>UTM Cycle 1 (GC Cycle 2)</b>								
<i>Member Orientation</i>		Sept. 9		Sept. 11			Sept. 30	Info.
Calendar of Business	OCC	Sept. 9		Sept. 11			Sept. 30	Info.
Master of Biotechnology new course, renaming course and change in admission requirements	V DG			Sept. 11	Approval			
Institute of Communication Culture and Information Technology (ICCI) name change	VPA/Dean			Sept. 11	Recomm. To AB			
Establishment of the Academic Appeals Subcommittee of the AAC	Chair, AAC			Sept. 11	Approval			
Presentation from student governments: UTM Student Union (UTMSU) & UTM Association of Graduate Students (UTMAGS)	VP&P report						Sept. 30	Info.
<b>UTM Cycle 2 (GC Cycle 3)</b>								
Institute for Management in Innovation (IMI) Certificate in Professional Development - Business Practices for PhD Graduate students	VPA/Dean			Nov. 13	Approval			
Undergraduate Curriculum changes (minor)	VPA/Dean			Nov. 13	Approval			
Engineering Minor (FASE@UTM)	VPA/Dean			Nov. 13	Approval			
Budget Report, 2014-15	CAO	Nov. 11	Recomm. To CC			Nov. 26	Dec. 9	Approval/GC EX confirmation
EDU: C - Centre for Professional Accountancy (CPAS) Institute for Management in Innovation (IMI)	VPA/Dean	Nov. 11	Recomm. To CC	Nov. 13	Recomm. To CC	Nov. 26	Dec. 9	Approval/GC EX confirmation

**UTM Campus Council and Standing Committees  
Consolidated Calendar of Business 2013-14**

Item	Originating Portfolio	Campus Affairs Committee	Action	Academic Affairs Committee	Action	Agenda Committee	Campus Council	Action
<b>UTM Cycle 2 (GC Cycle 3) cont.</b>								
Chemical Physical Sciences/Geography Association of Professional Geoscientists of Ontario (APGO) Certification: merger of two programs	VPA/Dean			Nov. 13	Approval			
Capital Project: Project Planning Report	CAO	Nov. 11	Recomm. To CC			Nov. 26	Dec. 9	Recomm. To AB
Strategic Topic CAC: Student Services Plaza	CAO	Nov. 11	Info.				Dec. 9	Info.
Strategic Topic CC: Capital Planning Report	CAO						Dec. 9	Info.
Strategic Topic AAC: Office of the Registrar Initiatives	Registrar		Info.	Nov. 13	For Info.			
VP&P Report	VP&P						Dec. 9	Info.
<b>UTM Cycle 3 (GC Cycle 4)</b>								
New courses: Master of Science in Sustainability and Management (MScSM)	V DG			Jan. 9	Approval			
New courses: Masters of Management and Professional Accounting (MMPA)	V DG			Jan. 9	Approval			
Course Modification: Master of Biotechnology (Mbiotech)	V DG			Jan. 9	Approval			
New Courses: Institute for Management in Innovation (IMI)	V DG			Jan. 9	Approval			
Ancillary Operating Plan, 2014-15	CAO	Jan. 8	Recomm. to CC			Jan. 23	Feb. 6	Approval/GC EX confirmation
Capital Project: North Building Phase 2 Project Planning Report	CAO	Jan. 8	Recomm. to CC			Jan. 23	Feb. 6	Recomm. To AB
Logic Major program closure (Philosophy)	VPA/Dean			Jan. 9	Recomm. To AP&P			

**UTM Campus Council and Standing Committees  
Consolidated Calendar of Business 2013-14**

Item	Originating Portfolio	Campus Affairs Committee	Action	Academic Affairs Committee	Action	Agenda Committee	Campus Council	Action
<b>UTM Cycle 4 (GC Cycle 5)</b>								
Strategic Topic CC: Advancement / fundraising priorities	Exec.Dir. Advancement			Jan. 9	Info.		Feb. 6	Info.
Strategic Topic CAC: Student Life Portfolio	DSA	Jan. 8	Info.					
Strategic Topic AAC: International Students	VPA/Dean + Registrar			Jan. 9	Info.			
Appointments – UTM Nominating Committee (additional members to Agenda Committee)	Chair					Feb. 20	Mar. 5	Approval
Operating Plans - Student Affairs and Services / Compulsory non-academic incidental fees	DSA	Feb. 10	Recomm. to CC			Feb. 20	Mar. 5	Approval/GC EX confirmation
Student Societies: Requests for Fee Increases	DSA	Feb. 10	Recomm. to CC			Feb. 20	Mar. 5	Approval/GC EX confirmation
Capital Project: Project Planning Report	CAO	Feb. 10	Recomm. to CC			Feb. 20	Mar. 5	Recomm. To AB
New Program: Philosophy Minor	VPA/Dean			Feb. 12	Approval			
New Program: Latin American and Caribbean Studies Minor	VPA/Dean			Feb. 12	Approval			
Strategic Topic AAC: the Robert Gillespie Academic Skills Centre	Director RGASC			Feb. 12	Info.			
Strategic Topic CAC: Co-curricular Record	DSA	Feb. 10	Info.					
Strategic Topic CC: Presentation from the Vice-Principal Research	VPR						Mar. 5	Info.
<b>UTM Cycle 5 (GC Cycle 6)</b>								
New Minor in Visual Culture (Visual Studies)	VPA/Dean			Mar. 26	Approval			

**UTM Campus Council and Standing Committees  
Consolidated Calendar of Business 2013-14**

Item	Originating Portfolio	Campus Affairs Committee	Action	Academic Affairs Committee	Action	Agenda Committee	Campus Council	Action
<b>UTM Cycle 5 (GC Cycle 6) cont.</b>								
Combined ICCIT/Faculty of Information (FOI) Joint Bachelors and Masters of Information	VPA/Dean			Mar. 26	Approval			
Annual Reports: Research, Appeals, Committee On Standing, Academic Discipline, Library	VPR; VPA/Dean/Library/Go v./Reg. Office			Mar. 26	Info.			
Capital Project: Student Centre Redevelopment Project Planning Report	CAO	Mar. 24	Recomm. to CC			Apr.10	Apr. 23	Recomm. To AB
Capital Project: Phase 2 Davis Building Redevelopment Project Planning Report	CAO	Mar. 24	Recomm. to CC			Apr.10	Apr. 23	Recomm. To AB
Strategic Topic CC and CAC: University's operating budget, highlighting UTM's budget	VP Univ. Operations	Mar. 24	Info.				Apr. 23	Info.
Strategic Topic AAC: Reviews of Academic Programs and/or Units	VPA/Dean			Mar. 26	Info.	Apr.10	Apr. 23	Info.
<b>UTM Cycle 6A</b>								
Management: Merger of two programs	VPA/Dean			Apr. 30	Approval			
Institute of Communication, Culture, Information and Technology (ICCIT) Transcript notation	VPA/Dean			Apr. 30	Approval			
Capital Project: Project Planning Report	CAO	April. 28	Recomm. To CC			May. 15	May. 29	Recomm. To AB
Annual Reports: Administration/Assessors TBA	CAO	April. 28	Info.					
Appointments - 2014-15 UTM CC and Standing Committee membership	Chair					May. 15	May. 29	Approval
Strategic Topic CAC: Campus Master Plan		April. 28	Info.					
Strategic Topic AAC: Presentation from the Office of the Vice-Principal Academic & Dean	VPA/Dean			30-Apr	Info.			

**UTM Campus Council and Standing Committees  
Consolidated Calendar of Business 2013-14**

Item	Originating Portfolio	Campus Affairs Committee	Action	Academic Affairs Committee	Action	Agenda Committee	Campus Council	Action
<b>UTM Cycle 6B</b>								
Strategic Topic CC: Presentation from the Office of the Vice-Principal Academic & Dean	VPA/Dean						May. 29	Info.
Appointments: 2014-15 UTM UTM Agenda Committee Membership						June. 10	June. 19	Approval
Summer Executive Authority						June. 10	June. 19	Approval





UNIVERSITY OF  
TORONTO

OFFICE OF THE GOVERNING COUNCIL

**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

TO: UTM Campus Affairs Committee

SPONSOR: Prof. Scott Mabury, Vice-President, University Operations  
CONTACT INFO: [scott.mabury@utoronto.ca](mailto:scott.mabury@utoronto.ca), 416-978-2031

PRESENTER: Louis Charpentier, Secretary, Governing Council  
CONTACT INFO: [l.charpentier@utoronto.ca](mailto:l.charpentier@utoronto.ca), 416 978-2118

DATE: September 3, 2013

AGENDA ITEM: **4**

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**ITEM IDENTIFICATION:**

Revisions to the University of Toronto *Policy on Capital Planning and Capital Projects*.

**JURISDICTIONAL INFORMATION:**

Section 5.1 of the Terms of Reference for the Campus Affairs Committee lists capital plans, projects and space as areas within the Committee's responsibility, to be considered by the Committee itself. Section 5.6.2 of the Terms of Reference for the Campus Affairs Committee also states "The Committee considers reports of project planning committees and recommends to the UTM Council 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*." As part of its overall responsibility, the Committee is asked to consider policy related to capital plans and projects.

**GOVERNANCE PATH:**

**Campus Affairs Committee (September 9, 2013)** → Planning and Budget Committee (September 16, 2013) → Academic Board (October 3, 2013) → Executive Committee (October 23, 2013) → Governing Council (October 30, 2013)

**PREVIOUS ACTION TAKEN:**

In May 2012, the Governing Council approved revisions to *the Policy on Capital Planning and Capital Projects* arising from recommendations of the Task Force on Governance (2010). The revisions involved: streamlining consideration of capital planning and capital projects; increasing minimum thresholds for consideration by various bodies; the separation of policy and procedure; and strengthening the coordination and integration of project review between and among central

and divisional offices (Capital Project and Space Allocation Committee). There were also minor revisions to remove references to committees and university departments that no longer existed.

In June 2012, the Governing Council approved a new governance structure for the University of Toronto Mississauga (UTM). As of July 1, 2013, a UTM Campus Council has replaced the existing UTM Erindale College Council (ECC).

## HIGHLIGHTS

With the establishment of the UTM Campus Council and its standing committees, a revision to the *Policy on Capital Planning and Capital Projects* is required to reflect provisions in the terms of reference for the respective Campus Affairs Committee and the Campus Council regarding consideration of capital projects. Specifically, for capital projects with a project budget over \$3 million and up to \$10 million (Approval Level 2), projects at UTM will be considered by the respective Campus Affairs Committee rather than by the Planning and Budget Committee. Following detailed scrutiny by the respective Campus Affairs Committee and the Campus Council, the projects will proceed to the Academic Board for its recommendation. Such projects will continue to be placed on the Board's consent agenda and be confirmed by the Executive Committee of the Governing Council.

Projects requiring Approval Level 3 would follow the same path as Approval Level 2 and then proceed to Governing Council as required. Note, no changes are proposed for capital projects with a project budget with a value less than \$3 million (Approval Level 1). Authority to approve projects with a value less than \$3 million on the UTM campus is delegated to the UTM Space Planning and Management Committee established by the UTM Vice-President & Principal. The administration, through the Capital Project and Space Allocation Committee (CaPS) and an Executive Committee will continue to have oversight of **all** project proposals with a projected total project cost greater than \$100,000. A minor revision has been made to the *Policy* to allow for minor expenses incurred by the administration while considering the feasibility of a capital project, prior to its review through CaPS and its Executive Committee.

Some text in the *Policy* text has been rearranged to highlight that if a project will require financing as part of the funding, the project proposal must be considered by the Business Board.

Revisions to the *Policy on Capital Planning and Capital Projects* are being considered at the University's Planning & Budget Committee. If approved, the revised policy will take effect October 31, 2013.

## FINANCIAL IMPLICATIONS:

There are no implications for the UTM Operating Budget.

**RECOMMENDATION:** For Information.

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## DOCUMENTATION PROVIDED:

Proposed revised *Policy on Capital Planning and Capital Projects*.

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**May 9, 2012**

**PROPOSED REVISED POLICY ON CAPITAL  
PLANNING & CAPITAL PROJECTS**

## **POLICY ON CAPITAL PLANNING AND CAPITAL PROJECTS**

### **INTRODUCTION**

#### **1. GENERAL PLANNING MATTERS**

- A. MASTER PLANS.**
- B. CAPITAL PRIORITIES**
- C. INFRASTRUCTURE RENEWAL PLANS**

#### **2. PLANNING PRINCIPLES**

#### **3. OVERVIEW OF THE PROCESS**

- A. PLANNING**
- B. APPROVALS**
- C. IMPLEMENTATION**
- D. COMPLETION**

### **WEB LINKS:**

- CAMPUS PLANNING PRINCIPLES  
<http://www.campusplanning.utoronto.ca/planning-resources/campus-planning-principles>
- CAMPUS MASTER PLANS  
<http://www.campusplanning.utoronto.ca/campus-master-plans>
- DESIGN STANDARDS  
<http://www.fs.utoronto.ca/aboutus/design.htm>
- TYPICAL PROJECT PLANNING REPORT OUTLINE  
<http://www.campusplanning.utoronto.ca/reviews-approvals/project-planning-committees>
- DESIGN REVIEW COMMITTEE  
<http://www.campusplanning.utoronto.ca/reviews-approvals/design-review-committee-drc>
- CAPITAL PROJECTS AND SPACE ALLOCATION COMMITTEE AND EXECUTIVE COMMITTEE  
<http://www.campusplanning.utoronto.ca/reviews-approvals/about-afd>

## **POLICY ON CAPITAL PLANNING AND CAPITAL PROJECTS**

### **INTRODUCTION**

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

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

For the St. George Campus of the University of Toronto the challenge is to integrate new structures with the existing structures to achieve coherent design with intelligent green landscaping, to be cognizant of the cultural landscape that exists and to ensure that new landmark buildings incorporate quality designs, energy savings and sustainability features, and materials that systematically will serve to strengthen and enrich the campus, located in the heart of Canada's largest city.

The challenges and opportunities for the University of Toronto Mississauga and Scarborough campuses are distinct from those on the St. George campus. Both are located in park like settings with large conservation areas surrounding the core academic spaces. Their neighbourhoods are fast encroaching, but still held at arm's length from the core of the campus by virtue of the protected green space. Environments consistent with the highest academic aspirations, unique in character and reflective of the surrounding areas must be created.

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

This *Policy* replaces the *Policy on Capital Planning and Capital Projects* approved by the Governing Council in June 2001.

## **1. GENERAL PLANNING MATTERS**

General authority for capital planning and construction is delegated to the President, who in turn delegates it to the appropriate senior officers of the University.

The planning approach begins with the development of comprehensive Master Plans for each campus followed by the systemic establishment of Capital Priorities with specific Capital Projects that can be adequately supported by the appropriate Infrastructure Renewal Plans.

### **A. CAMPUS MASTER PLANS**

The Governing Council shall adopt, from time to time, Campus Master Plans for the University's St. George, Mississauga and Scarborough campuses, as well as for other University-owned properties as required. Master Plans provide a careful evaluation and review of each campus as a whole. Such Plans address the type and quality of the public space on each campus and identify potential uses and parameters for future development following the stated Planning Principles and in support of the University's academic objectives. Master Plans should normally be reviewed every ten years. (weblink)

### **B. CAPITAL PRIORITIES**

The Administration will maintain a list of Capital Priorities. These Capital Priorities, which are the outcome of the University's academic planning processes, set out the major Capital Projects to which the University has assigned priority for a specified period of time. Such priorities are normally adopted for multi-year periods and are updated, as required, to reflect progress made and new or altered priorities. Capital Priorities include all capital projects (above a specified cost), for all campuses, which are expected to be in planning and or implementation stage during the defined planning period.

### **C. INFRASTRUCTURE RENEWAL**

The Administration shall establish within the annual budget framework, an allocation for infrastructure renewal and maintenance and deferred maintenance for each campus. Such work will be managed to maximize the effective expenditure of the available funding, leveraging other capital projects where possible. Much of the renewal and maintenance work is non-discretionary and is required to comply with legislation or regulations or to ensure safety of building occupants. Governance approvals are normally not required for individual projects, beyond the approval of the annual funding amount.

In addition to these more routine projects for maintenance and infrastructure upgrading, which are integral to Infrastructure Renewal, individual infrastructure projects above \$3 million dollars will require approval through the capital project approval process described in Section 3B below. The preparation of the capital approval request for such infrastructure projects will be the responsibility of the designated Facilities and Services Group on each campus and will be in a format established by the administration from time to time.

## **2. PLANNING PRINCIPLES**

Campus Master Plans and Capital Project Plans should be developed and implemented in the context of principles that express the University's commitment to the orderly and responsible development and use of its assets. Such principles extend to the development of individual projects that are integral to the academic mission of the University, and which should provide examples of high quality design that incorporate the appropriate functionality and environmental responsibility.

Furthermore, individual projects should be satisfactorily integrated into the comprehensive Campus Master Plans of the University. The Planning Principles, which are established from time to time by the Administration (weblink), constitute the enduring interests of the University and are to be taken into account in all detailed planning.

### **3. OVERVIEW OF THE PROCESS**

#### **A. PROJECT PLANNING**

- **PROJECT COMMITTEE.** A Project Committee shall be formed at the outset of project planning and will include representatives of the project's users, the staff responsible for campus and facilities planning, the staff responsible for project execution and the staff responsible for building operations. The project committee will continue to exist until the completion of a project.
- The membership of the Project Committee will be assembled by the Vice-President and Provost (or designate) with input from the Dean(s), Principal(s) of the relevant academic divisions and or sectors for whom the project is undertaken. All Project Committees will include faculty, staff and student representation and may include the Dean/Principal or designate.
- The Vice-President and Provost (or designate) will designate a representative from each of these constituencies to serve on a working project executive committee (PEC).
- The Vice-President and Provost (or designate) will appoint the Chair of the Project Committee from among the members of the project executive committee.
- A detailed Project Planning Report or equivalent capital request (see below) is required for all projects where the budget is anticipated to be greater than \$3 million.
- An abridged Project Planning Report, addressing appropriate issues, will be required for projects where the budget is anticipated to be \$3 million or less and where the services of an architect will be required.
- **PROJECT PLANNING REPORTS** (weblink), are prepared for all individual Capital Projects for which Project Committees are established.
- The Project Planning Report typically will specify all desired functional requirements and/or special facilities consistent with the academic priorities and requirements and will address:
  - the program to be accommodated in the space;
  - the project's conformity with the University's overall physical planning principles;
  - reference to the quality standards anticipated for the particular project;
  - the special needs of the Project, e.g. exceptionally durable materials, architecturally significant exterior components, unique landscaping elements, etc. which should be identified for costing purposes.

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- The Project Planning Report must include:
  - provisional estimates of the cost of the project (the project budget),
  - cost escalation,
  - the potential sources of funding,
  - the details of a projected cash flow analysis with respect to both revenues and expenditures,
  - the operating costs and sources of revenue to cover the operating costs, and
  - other key elements of the project including site and space.

## B. PROJECT APPROVALS

The administration will establish a **Capital Project and Space Allocation Committee (CaPS) and an Executive Committee** to review all project proposals with a projected total project cost greater than \$100,000 ~~before any expense is incurred~~ (weblink). The CaPS and its Executive Committee membership is intended, collectively, to have expertise in capital planning, construction, design, property and utilities management, finance and budget. To that end, it will include senior staff from the institutional offices responsible for the financing, planning, implementation and maintenance of facilities, as well as, the appropriate academic and divisional representation. The Vice President and Provost and the Vice President, University Operations will receive advice on Level 2 and Level 3 capital projects from the Executive Committee of CaPS.

### All projects requiring short and long term financing

If a project will require financing as part of the funding, the project proposal must be considered by the Business Board.

#### **Project Budget \$3 million or less: (Approval Level 1)**

- Authority to approve projects on the St. George campus, with a value less than \$3 million and for all other applications that fall under the responsibility of the CaPS Committee is delegated to the CaPS Committee established by the Vice-President University Operations
- Authority to approve projects with a value less than \$3 million on the UTM and UTSC campuses is delegated to the UTM Space Planning and Management Committee and the UTSC Campus Design and Development Committee established by the Principal and Vice-President of the respective campus.

#### **Project Budget over \$3 million and up to \$10 million (Approval level 2)**

- Capital projects over \$3 million and up to \$10 million will be considered by the Planning and Budget Committee for projects at the St. George campus and by the respective Campus Affairs Committees and Campus Councils for projects at University of Toronto Mississauga and University of Toronto Scarborough –and recommended to the Academic Board for consideration. –It is expected that such projects will be placed on the Board’s consent agenda and be confirmed by the Executive Committee of the Governing Council. Execution of such projects is approved by the Business Board.~~If a project will require financing as part of the funding, the project proposal must be considered by the Business Board.~~

#### **Project Budget over \$10 million ~~and all projects requiring short and long term financing~~ (Approval level 3)**



- Proposals for capital projects exceeding \$10 ~~million must~~million must be considered by the appropriate Boards and Committees of Governing Council on the joint recommendation of 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. Normally, they will require approval of the Governing Council. Execution of such projects is approved by the Business Board.

### **Project Budget Increases**

- For projects requiring Level 3 approval, any budget increase exceeding the lesser of 10% or \$3M of the original total project cost, and where funds are available, must be approved by the Business Board.
- Project budget increases required for projects receiving Level 1 and 2 approval must be approved by the same authority providing the original authorization. In a case where a budget increase pushes the project into the next approval level, and funds are available, the spending increase must be approved by the authority of that higher level.

### **Changes in Scope**

- Irrespective of cost issues, a re-submission to the appropriate approval level is required where significant changes to a space program have been introduced.

## **C. PROJECT IMPLEMENTATION**

The President will delegate responsibility for project implementation to the Vice President, University Operations or the Vice President UTM or UTSC (for Level 1 projects) as appropriate subject to the parameters established through the approval of the Project Planning Report and in consultation with the Project Committee, the Design Review Committee, (weblink) and other relevant bodies established from time to time.

The President is authorized to ensure that appropriate project management procedures are established to ensure proper implementation of approved capital projects. Such procedures must:

- Ensure that the interests of the University and of individual project users are taken into account in all projects.
- Ensure that design standards appropriate to the University are established, reviewed and updated regularly and provided to each Project Committee and to all architects and consultants engaged for any project.
- Ensure that each project which has an exterior design component or public area is reviewed from a design perspective by a committee established for this purpose (the Design Review Committee, weblink). In making this provision, the University seeks to obtain a level of advice commensurate with its desire to build in ways which provide outstanding examples of the work which the design profession can contribute to a university environment.
- Ensure that, in general, projects are completed on time and on budget.
- Ensure that any discrepancies that arise between the project as planned and the project as implementation progresses are resolved in a timely fashion.
- Ensure that procedures for the selection of architects, engineers, other professional services firms and contractors are established and that they comply with the University's procurement policy and with applicable legislation.
- Ensure that all regulatory requirements are met.
- Ensure that any project that is likely to exceed the approved budget has the increase approved by the appropriate level.

- Ensure that project status reports for all projects over \$3 million are provided on a timely basis to project committees, to funding agencies and to the Business Board.

**D. PROJECT COMPLETION**

At the completion of a Capital Project, a Project Completion Report is required and submitted to the Business Board. The purpose of the report is to confirm that financial closure of the project has occurred and to identify any budget and schedule variances, positive or negative. (weblink).