

Life Cycle of Capital Projects

Presentation

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*“When we mean to build,
We first survey the plot, then draw the model;
And when we see the figure of the house,
Then must we rate the cost of the erection,
Which if we find outweighs ability,
What do we then but draw anew the model.
In fewer offices, or at least desist to build at all?”*

-William Shakespeare, Henry IV, Part II
(Lord Bardolph to Hastings)

Capital Projects Gross Sq.M.

	St. George	UTM	UTSC	Total
Completed Since 2000	187,000	84,000	56,000	327,000
Under Construction	28,500	15,000	12,000	55,500
Approved or In Design	28,100	20,500	9,000	57,600
Total Existing	1,176,000	185,500	130,000	1,491,500

Life Cycle

- **Pre-Design Planning**
 - Conception
 - Planning
 - Costing and Budgets And Funding
 - Review and Approvals
- **The Design Process**
 - Design Team Selected
 - Schematic Design, Design Development, Construction Documents
 - Design Review
- **Construction Administration**
 - Construction
 - Commissioning
- **Occupancy**
 - Move in and operate
 - Close Out

Identifying Drivers & Priorities

- **Academic**
 - Growth
 - Obsolescence
- **Opportunity**
 - Donor
 - Government
- **Prioritization**
 - Dean & Provost
 - Academic Budget Review



*The Academic
Plan
tells you what
to build.*

*The
Master Plan
tells you where
to build it.*

*The Strategic
Plan
tells you when
to build it.*

Criteria for assessing plans

- **Consistent with University Mission**
- **Consistent with unit Academic Plan or in support of University Plans**
- **Consistent with Commitments or Policies of the University – first year guarantee, enrolment growth**
- **Business case of options**
- **Need for immediate attention**
- **Measure of external (CFI, donors) or internal university financial support**
- **Addresses the inadequacies and or quality of space**
- **Ability of unit/ancillary to service the mortgage**
- **Likely approval at the Academic & Business Boards**

Project Planning

- **Project Planning Committee**
- **Academic Plan**
- **Growth/Change**
- **Utilization Analysis**
- **Detailed Space Program**
- **Site Considerations**
- **Building Considerations**
- **University Design Standards**
- **Master Plan and Planning Principles**
- **Final Report**

Budgets and Funding

- **Costing of Space Program and Room Specifications**
- **Estimating Operating Costs for the new facility**
- **Determining Borrowing Capacity**
- **Identifying Advancement potential**
- **Skin in the Game**

Funding Model

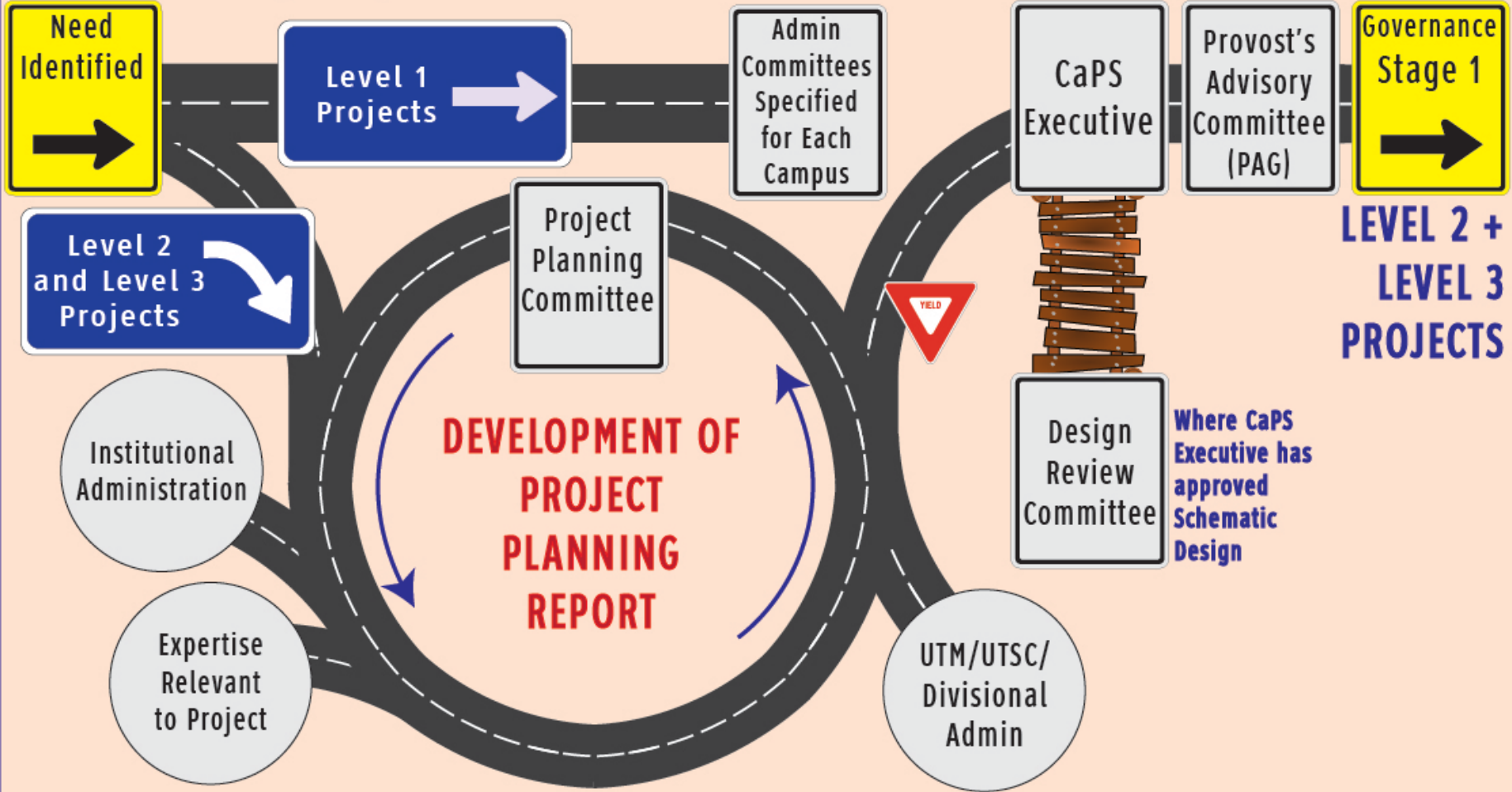
- Faculty of Law



▫ Capital Campaign pledges (Jan 2013)	\$33.1M
▫ Borrowing	3.5M
▫ Provost Central Funds	6.0M
▫ Graduate Expansion Funds	4.5M
▫ Faculty of Law	4.0M
▫ <u>Capital Campaign (outstanding)</u>	<u>2.9M</u>
▫ Total	\$ 54.0M

ADMINISTRATION: PRE-GOVERNANCE STAGE

ALL ST. GEORGE, UTM, & UTSC PROJECTS



GOVERNANCE: STAGE 1 (Project Report Entry to Governance)

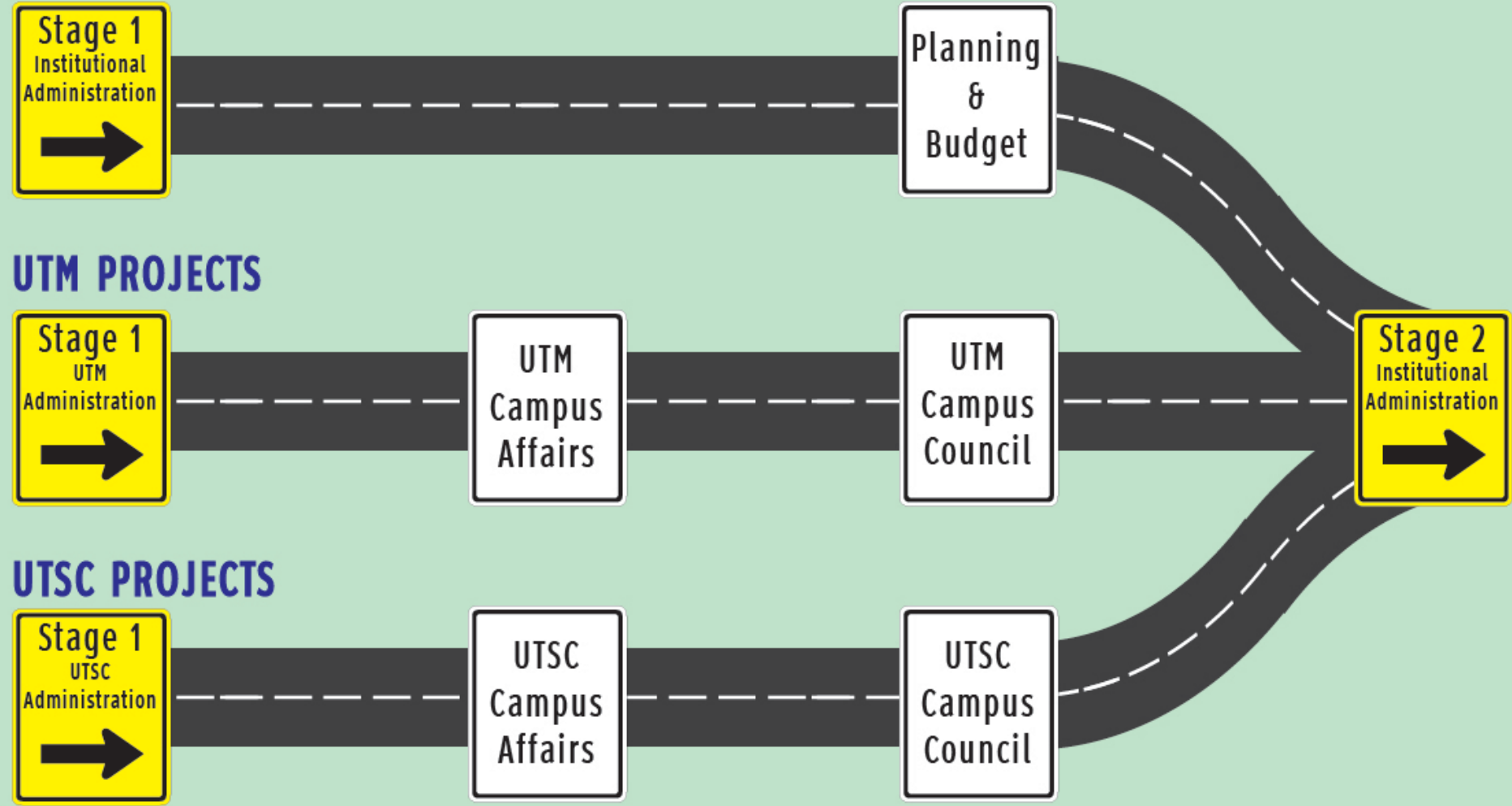
ST. GEORGE PROJECTS



UTM PROJECTS

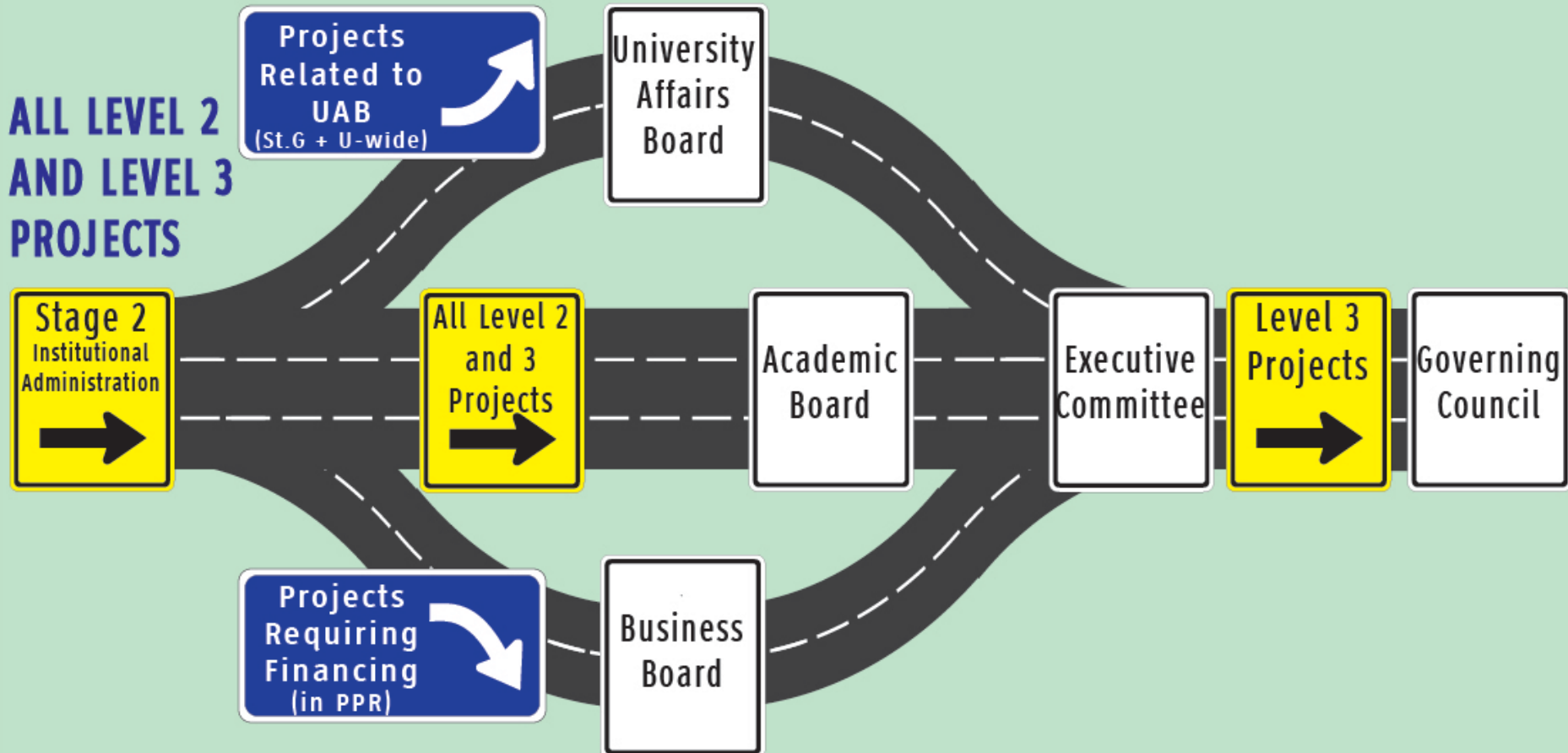


UTSC PROJECTS



GOVERNANCE: STAGE 2 (Project Report Governance Approval)

ALL LEVEL 2
AND LEVEL 3
PROJECTS



GOVERNANCE: STAGE 3 (Project Execution Approval)

**ALL LEVEL 2
AND LEVEL 3
PROJECTS**



May occur in same cycle as Project Report approval or in a subsequent cycle

Projects -> Design Review

- **CaPS (St. George only) – projects <\$3M**
 - In house Design and Engineering or external consultant
 - Design Review Committee - where impact on public space and/or on heritage features
- **CaPS Exec – projects >\$3M, approves expenditures <\$3M**
 - May be early Architect Selection as well as feasibility studies
 - Design Review Committee during Schematic Design
- **Governing Council Boards & Committees – projects > \$3 M**
 - Architect Selection
 - Design Review Committee during Schematic Design and During Design Development

History of the DRC

- **1995 - Campus Master Plan Review Group**
- **1997 - Physical Planning and Design Advisory Committee**
- **2001 – Design Review Committee**
 - **Terms of Reference approved with Policy on Capital Planning and Capital Projects**
 - **Policy updated May 2012 and Oct 2013**

Terms of Reference

- Review & make recommendations on conceptual design for building and landscape projects
- Advise on campus master plans, general principles of planning and design.
- Have representation on the Architect Selection Committees
- Be available for consultation
- Report to the Governing Council on its activities

Role of the Design Review Committee

- highlight key design issues for the University
- share expertise with staff and colleagues
- encourage others to act on their advice by clearly articulating strengths, weaknesses, and needed revisions to, designs and plans proposed for the University
- comments and recommendations of the Design Review Committee are to be given utmost consideration and should be incorporated where possible into projects.

Membership

- *The Chair of the Committee will be appointed by the President and will have appropriate knowledge of design principles and practices as acquired through a significant body of professional design practice. The Assistant Vice-President University Planning Design and Construction (AVP, UPDC) will serve as Co-Chair.*
- *Appointed Members:*
 - **Four members**
 - appointed by the President
 - with professional expertise (degrees) in architecture, landscape architecture, urban design, and city planning
 - two should from the external community
 - knowledge of sustainable building and design and heritage buildings encouraged
 - **Two members from the Governing Council, its Boards or the wider University community**
 - appointed by the President after consultation with the Chairs of the Academic and Business Boards
 - particular relevant interest or experience
 - at least one of the two members shall be from among the alumni or Lieutenant Governor in Council (LGIC) estates.

Membership cont.

- *Ex Officio:*
 - The Dean of the Daniels Faculty of Architecture, Landscape, and Design (or designate)
 - Director, Campus Facilities and Planning (Executive Secretary)
 - Vice-President, University Operations (or designate)
 - Assistant Vice President, UPDC (Co-chair)
 - The Director of Project Development, UPDC
 - The Director of Project Management, UPDC
- *Ex Officio for UTSC and UTM projects:*
 - The Vice-President and Principal of University of Toronto Mississauga (or designate)
 - The Vice-President and Principal of University of Toronto Scarborough (or designate)

What else is different

- \$2 million threshold changed to **\$3 million** to match new Policy
- on a regular schedule the DRC should seek input from SVP and TVP
- **projects of lesser value, significant exterior design component or impact on public, open spaces or historical buildings.**
- projects being procured through a **Design Build** process are to have an initial review by the Design Review Committee immediately after selection of the Design Build team.
- text has been added to the document to better reflect the mandate of the Design Review Committee as an **advisory body**.
- a Procedures section has been added to provide clarity to the operation of the Committee and is intended to be a living part of the document and allow for updates and modifications where necessary.

Interested Parties

- **Project Planning Committee**
 - **Client – Faculty, Division, Department**
 - **University Operations**
- **Design Review Committee**
- **University of Toronto Neighbourhood Liaison Committee (St. George)**
- **Ward Councillor**
- **Community Meetings**
- **City Planning and all Municipal Authorities**
- **Committee of Adjustment**
- **Community Council, City Council**

Design Presentations Centre for Engineering Innovation & Entrepreneurship

- Regular presentations to the Project Planning Committee
- June 2013 – UofT Neighbourhood Liaison Committee
- June 12th – City Planning
- July 9th – City Heritage
- September 18 - **1st. Presentation to DRC**
- September 25th – Ward Councillor
- September 30 - UofT Neighbourhood Liaison Committee
- October 10th – **meeting with DRC subgroup**
- November 4th. – Circulation of revised elevations
- November 12th - UofT Neighbourhood Liaison Committee
- November 14th – **2nd. Presentation to DRC**
- February 26th. 2014 – City Planning
- April 28th – **3rd. Presentation to DRC**
- June 18th – **4th Presentation to DRC**
- June 25th –Community Consultation meeting re Rezoning

Centre for Engineering Innovation & Entrepreneurship



Before



After

Approved, Consultant Selected, In Design



Centre for Engineering Innovation & Entrepreneurship



Jackman Institute of Child Study

Under Construction



One Spadina - Daniels Faculty of Architecture,
Landscape & Design



Toronto Pan Am Sports Centre - UTSC



Environmental Science & Chemistry Building UTSC



Kaneff Centre Expansion - UTM

Under Construction



Pam Am Field Hockey – Back Campus



Faculty of Law Expansion



Goldring Centre for High Performance Sport



North Building Phase 1 - UTM

Key Issues For the Future

- **Heritage**
- **Sustainability**
- **Deferred Maintenance**
- **Adaptive Renewal**
- **Campus Edges and Neighbours**
- **Growth and Change**
- **Improved Space Utilization and Efficiency**
- **Funding**