



UTSC Campus Council

**Wednesday, February 4, 2015
4:00 p.m.-6:00 p.m.**

**UTSC Council Chamber, Arts and Administration Building, Room AA160
1265 Military Trail**

AGENDA

- 1. Chair's Remarks**
- 2. Report of the Vice-President & Principal**
 - a. Student Presentation: Graduate Association for Professional Skills (GAPS)**
- 3. Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall* * (for recommendation)**

Be It Recommended to the Business Board,

1. THAT the Report of the Project Planning Committee for The Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough, dated November 20, 2014, be approved in principle, contingent on award of the Ontario Major Capacity Expansion Program (as cash); and,
2. THAT the project scope totalling 4,237 new NASM (8,178 GSM) of new construction and 2,223 NASM (4,291 GSM) of renovation of the R-Wing at UTSC, to be funded by UTSC Operating Funds, Capital Campaign, Provost

* Documentation Attached

** Documentation for consent included. This item will be given consideration by the committee only if a member so requests. Members with questions or who would like a consent item discussed by the Committee are invited to notify the Secretary, Ms Amorell Saunders N'Daw at least 24 hours in advance of the meeting by telephone at 416-287-5639 or email at saunders@utsc.utoronto.ca

*** Documentation to follow

+ Confidential documentation for members only attached

UTSC Campus Council- Wednesday, February 4, 2015

Central Funds, and award of the Ontario Major Capacity Expansion Program (as cash), be approved in principle.

CONSENT AGENDA**

- 4. Report of the Previous Meeting: Report Number 8 – Wednesday, December 3, 2014 (for approval)***
 - 5. Business Arising from the Minutes of the Previous Meeting**
 - 6. Reports for Information**
 - a) **Report Number 8 of the Agenda Committee** (Tuesday, November 25, 2014)*
 - b) **Report Number 8 of the Academic Affairs Committee** (Monday, November 10, 2014)*
 - c) **Report Number 8 of the Campus Affairs Committee** (Tuesday, November 11, 2014)*
 - 7. Date of the Next Meeting – Tuesday, March 3, 2015, 4:00 p.m.**
-

- 8. Other Business**
 - 9. Question Period**
-

IN CAMERA SESSION

- 10. Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall* + (for recommendation)**

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*** Documentation to follow

+ Confidential documentation for members only attached



FOR RECOMMENDATION

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Ms Sue Graham-Nutter, Chair, UTSC Campus Affairs Committee

CONTACT INFO: 416 407-4007, sue.grahamnutter@rogers.com

PRESENTER: Andrew Arifuzzaman, Chief Administrative Officer

CONTACT INFO: 416-287-7108, arifuzzaman@utsc.utoronto.ca

DATE: Wednesday, February 4, 2015

AGENDA ITEM: 3

ITEM IDENTIFICATION:

Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall*.

JURISDICTIONAL INFORMATION:

Section 5.6.2 of the Campus Affairs Committee Terms of Reference states that the Committee “considers reports of project planning committees and recommends to the UTSC Campus 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*.”

The *Policy on Capital Planning and Capital Projects* provides that capital projects with a project budget over \$10 million (Approval Level 3), at UTSC will be considered by the UTSC Campus Affairs Committee and the UTSC Campus Council, before being recommended to the Academic Board for consideration. Such proposals 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. Normally they will require approval of Governing Council.

The Business Board is responsible for approving the establishment of appropriations for individual projects and authorizing their execution within the approved costs. If a project will require financing as part of the funding, the project proposal must be considered by Business Board.

UTSC Campus Council– Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new Highland Hall.

GOVERNANCE PATH:

A. Project Planning Report: Site and Space Plan

1. UTSC Campus Affairs Committee [for recommendation] (January 12, 2015)
2. **UTSC Campus Council [for recommendation] (February 4, 2015)**
3. Business Board [(financing, if required) for recommendation] (March 2, 2015)
4. Academic Board [for recommendation] (March 19, 2015)
5. Executive Committee [for endorsement and forwarding] (March 24, 2015)
6. Governing Council [for approval] (April 1, 2015)

B. Execution of the Project:

1. Business Board [for approval] (March 2, 2015)

PREVIOUS ACTION TAKEN:

At its meeting on January 12, 2015, the UTSC Campus Affairs Committee, considered and recommended this proposal to the UTSC Campus Council consideration.

HIGHLIGHTS:

Highland Hall will become an important academic and administrative anchor for the south part of the campus. Incorporating a full renovation to the existing R-Wing and a new addition above it, the facility will house lecture theatres, student event space, study space, student services and faculty offices.

The University of Toronto Scarborough experienced unprecedented growth in student enrolment over the past 11 years and continues to grow at a steady pace to meet the demand for post-secondary education in Ontario. This growth has placed tremendous strain on the campus, faculty, staff, and available infrastructure. Current growth targets would see an additional 2,099 new undergraduate students and double the number of graduate students over the next four years. Benchmark analysis, using the Council of Ontario Universities guidelines suggest that even with the addition of the new Environmental Sciences and Chemistry Building, additional facilities are required.

In July 2014, the new Toronto Pan Am Sport Centre, at the Morningside Road and Military Trail intersection on the northern extent of the UTSC campus was completed and now accommodates the athletic and recreation functions of the R-Wing, leaving the existing building vacant. The ability to renovate and construct new space at the R-Wing will relieve severe space pressures on the South Campus. The conversion of this facility will add approximately 4,237 new NASMs (8,178 GSM) through the construction of an office mid-rise structure and renovate approximately 2223 NASM (4,291 GSM) in the existing R-Wing, for a total of 6,460 NASM or 12,469 GSM. The project completion date is expected in 2016/17. An additional 500 NASMs (950 GSM) in the existing R-Wing basement will be left as shell space at this time, to be renovated in the future.

UTSC Campus Council– Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new Highland Hall.

A Project Planning Committee, which included faculty, staff, undergraduate and graduate students, was struck in 2013, and met through the summer and Fall of that year.

Site

The Recreation Wing at UTSC, known as the ‘R-Wing’ was constructed in 1972 to provide much-needed athletic space for UTSC students and houses a gymnasium, exercise and activity studios, squash courts and change rooms.

The building forms part of the streetscape that faces Military Trail, and despite its prominence, the R-Wing has not served well as a public face to the campus. Constructed out of cast-in-place concrete, with few openings or articulation, the R-Wing is overdue for an exterior overhaul, as well as interior renovation. With the completion of the East Arrival Court in 2012, and the walkway to the Student Centre/Bladen Wing in 2013, student traffic has increased on all sides of the building. The R-Wing has the potential to become an important urban design component of the south campus, knitting these various passages together.

In 2011, UTSC completed a master planning process, which lays out a vision for the future of the campus with a specific emphasis on the development of the north campus. However, the south campus, where the R-Wing site is located, is expected to be refined in the coming years, with infill sites, new open space and better connections to the ravine. The Military Trail landscape in particular, is to be enhanced and connected to both sides of the campus as a pedestrian spine. The Master Plan notes the importance of a comprehensive pedestrian network, with important pathways to be treated as gateways to the campus itself. Sites such as the R-Wing are both highly public and highly trafficked, and are called out to serve as focal points for public art and other landscape investments

A draft project planning report was completed in January 2014, which was presented to the CaPS Executive Committee at the January 23, 2014 meeting. At that time approval was granted to move forward with architectural and engineer planning to ensure accurate costing was in place for both the new build and renovations elements of this project. Initially the project was shown as two phases going through the design process but significant premium and disruptions that were identified by phasing. The CaPS Committee approved funding for consultants to be engaged, in order to have a tender ready documents prepared in response to the MTCU funding call.

The consultant RFP process was initiated in March 2014, followed by interviews with six short-listed architectural firms. Perkins + Will were awarded the project at the end of May 2014. Over the summer, Perkins + Will led an intensive schematic design process, with weekly meetings with UTSC staff, faculty and project management. The design has been reviewed twice by the University’s Design Review Committee and has been well received by the UTSC user groups. The costing has been refined through new estimates, with input and analysis from the team within the University planning, design and construction department.

UTSC Campus Council– Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new Highland Hall.

Space Plan

The future occupants of Highland Hall will include five Social Sciences departments and since moving into the MW building as a single department, Social Science has departmentalized, into five separate departments, with the possibility of further departmentalization. For the past three years, the Social Science departments have been housed in the MW building, after the prior occupant, the Department of Management, relocated to the new Instructional Centre. At the time, the MW building had enough space to accommodate the Social Sciences departments, but did not have room to accommodate growth. The MW building was purpose built for the Department of Management, which functions very differently from the Social Science departments. There is insufficient office space for the faculty and staff of the Social Sciences departments and no additional space for increasing the size of the Anthropology teaching lab, adding new research labs and group work space, or providing adequate office space for graduate students, post-doctoral fellows or visiting fellows. The Social Science departments remain closely interconnected; intellectually, many of their programs and research activities involve faculty across the departments, and administratively, they share an excellent cadre of administrative staff. A Social Science building that houses all five academic units will not only provide an external profile for Social Sciences at UTSC, but more importantly will provide an environment that supports the development of unique scholarly life for each department while at the same time facilitating a vibrant interconnectedness.

In Highland Hall, the distinct spaces associated with the academic home of the Social Science departments are planned for the upper levels, while teaching, assembly, student service and study spaces will occupy the floors at or near ground level. One lecture theatre and two case-style classrooms will provide much needed classroom space, while a variety of student study spaces will allow for both private and group study.

Faculty and staff will have individual offices while graduate students, teaching assistants, sessionals, and post-doctoral fellows will be accommodated in larger shared spaces. Also shared on each floor of the mid-rise expansion will be a series of support spaces such as meeting rooms, seminar room, photocopy room and kitchen.

The UTSC Commons, located within existing space on the ground and lower levels, is conceived as a multi-level, multi-use space that will include study space, lounge space, a CTL (Centre for Teaching and Learning), teaching lab, and an express beverage outlet. Direct connections will be available to the Arts & Administration Building, the Student Centre, and the Bladen Wing. The learning spaces will enrich the student experience by promoting a variety of interactions. Some interactions will be related to students and their course work, but others may involve extracurricular activities, socializing and study-break-time in a pleasant atmosphere that is safe and comfortable with food and beverage options. The majority of the space will flow freely over three levels, and contain a mixture of hard and soft seating to accommodate, individual, two by two, and multi student work spaces. While use of personal computers needs to be accommodated with wireless access and adequate electrical outlets, the space will not contain a large bank of common use computers. The Commons will also include a help desk where students can speak with a variety of academic experts to assist them with their research, writing, and technical skills, and café and lounge space for casual peer interactions. The UTSC Commons will provide a greatly needed increase in enhanced study spaces for students.

UTSC Campus Council– Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new Highland Hall.

One tiered classroom, at approximately 236 seats and two case-style classrooms at approximately 42 seats each, will be constructed. The classrooms will have continuous tables with as many outlets as can be accommodated.

The Office of the Registrar will move to the ground floor of the new building. Its expanded size will allow more staff to help students, reducing wait times and provide a sit down waiting area for students that is conveniently located near the Learning Commons.

Highland Hall Estimated Overall Renovated and New Space (nasms)

<u>Type of Room</u>	<u>NASM</u>
Classrooms	
236 seats	402
2 x 42 seats	226
Subtotal: Classrooms	628
Academic and admin departments + Support Spaces	3,407
Exam Centre, events	1,450
The HUB	164
Learning Commons, CTL, Student Study Space	699
Express beverage outlet	41
Departmental Student Association Offices	72
Total New and Renovated Space	6,461

Below outlines key scheduling dates for the project.

Milestones/Deliverables	Target Date
UTSC Campus Affairs	January 12, 2015
UTSC Campus Council	February 4, 2015
Governing Council	April 1, 2015
Construction start	August 2015
Substantial completion	July 2017
Occupancy	August 2017

FINANCIAL IMPLICATIONS:

Discussion of overall costs and sources of funds can be found in the *in camera* document for this project.

UTSC Campus Council– Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new Highland Hall.

RECOMMENDATION:

Be It Recommended to the Business Board,

1. THAT the Report of the Project Planning Committee for The Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough, dated November 20, 2014, be approved in principle, contingent on award of the Ontario Major Capacity Expansion Program (as cash); and,
2. THAT the project scope totalling 4,237 new NASM (8,178 GSM) of new construction and 2,223 NASM (4,291 GSM) of renovation of the R-Wing at UTSC, to be funded by UTSC Operating Funds, Capital Campaign, Provost Central Funds, and award of the Ontario Major Capacity Expansion Program (as cash), be approved in principle.

DOCUMENTATION PROVIDED:

- Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough dated November 20, 2014

November 20, 2014

**Report of the Project Planning Committee
Recreation Wing (R-Wing) Renovation and Expansion
“Highland Hall”
University of Toronto Scarborough**

UTSC - Office of Business, Operations and Strategic Affairs

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I. Executive Summary

Since 2000, UTSC has experienced an unprecedented surge in enrolment that has transformed and expanded the campus to over 11,930 students. UTSC's growth targets would see an additional 2,099 new undergraduate students join the campus over the next five years. UTSC is also planning to double the number of graduate students conducting the majority of their research here.

In 2012, Scarborough Campus Students' Union voted in favour of a financial levy to support the construction of a new athletic facility, known as the Toronto Pan Am Sports Centre (TPASC), at Morningside and Military Trail intersection, at the northern extent of the UTSC campus. The Centre is now complete, and in July 2014, the existing Athletic functions moved over to the new facility, leaving the existing building vacated and ready for renovation. The ability to renovate and construct new space at the R-Wing will relieve severe space pressures on the South Campus.

A Project Planning Committee was struck in 2013 to examine the renovation of the existing Recreation Wing upon the relocation of its activities to TPASC. A draft report was completed in January 2014, which was presented to CaPS Executive Committee at the January 23, 2014 meeting. The report detailed a phased approach to the project, primarily for cost reasons. The renovation and re-cladding of the gymnasium was planned for a later phase, and costed separately.

It was noted at the CaPS Executive meeting that proceeding with a schematic design phase may lead to a more refined costing, given the complexities of the project. The Committee approved funding for consultants to be engaged in order to have a tender prepared in September, with submission of the Project Planning Report to the governance cycle delayed until fall 2014.

A RFP process was initiated in March 2014, followed by interviews with six short-listed architectural firms. Perkins + Will were awarded the project at the end of May 2014. Over the summer, Perkins + Will led an intensive schematic design process, with weekly meetings with UTSC staff, faculty and project management. The design has been reviewed twice by the University's Design Review Committee and has been well-received by the UTSC user groups. The costing has been refined through new estimates, with input and analysis from Project Development.

Situated between the Student Centre and new East Arrival Court, the R-Wing - re-named Highland Hall - will re-populate a neglected corner of the campus and create a new point of arrivals and departures. The existing building will be re-clad in a variety of modern materials, with new openings to encourage connection and access along a main artery for the south campus. Surrounded by exterior pathways, the building will encourage and improve pedestrian travel on all sides, while facilitating connections between Military Trail, the East Arrival Court and the rest of campus.

A Project Planning Committee was struck in 2013, and met through the summer and fall of that year. Undergraduate and graduate students were represented on the Committee. Through various planning exercises, it was determined that the Social Science departments were excellent candidates for relocation to the new mid-rise office structure. For the past three years, the Social Science departments have been housed in the MW building, a building that was purpose built for the department of Management. Since moving in the MW building as a single department, Social Science has departmentalized in five separate departments, with further possible departmentalization. This current location does not allow for expansion. Additional space for teaching and research labs is also needed.

The project will construct a mid-rise academic office structure - which will include Student Services, the Registrar and recruitment area on the ground floor, and will renovate the existing interior spaces to house a lecture theatre, two classrooms, the Learning Commons, the Hub, student study space and an Exam Centre (previously the gymnasium). The existing building will be re-clad, the entrance from the transit loop will be enhanced, along with other exterior areas, including landscape and walkways. A portion of the existing basement will be shelled, with potential future use as library storage. The costs for all elements of the project, are included in the Total Project Cost in Appendix 5.

The conversion of this facility will add approximately 4,237 new NASMs (8,178 GSM) through the construction of an office mid-rise structure and renovate approximately 2,223 NASMs (4,291 GSM) in the existing R-Wing, for a total of 6,461 NASMs or 12,469 GSM. The project completion date is expected in 2016/17. An additional 500 NASMs (950 GSM) in the existing R-Wing basement will be left as shell space at this time, to be renovated in the future.

The total annual costs for this facility are estimated at \$945,000, related to utilities, building and maintenance costs. The funding sources for the project are UTSC Operating Funds, Capital Campaign, Provost Central Funds, and award of the Ontario Major Capacity Expansion Program (as cash).

II. Project Background

a) Membership

Andrew Arifuzzaman, Chief Administrative Officer, UTSC (Co-Chair)
Andre Sorensen, Chair Dept. of Human Geography, UTSC (Co-Chair)
Malcolm Campbell, VP Research, UTSC
Michael Lambek, Chair, Anthropology
Larry Sawchuk, Dept. of Anthropology
Patricia Landolt, Chair, Sociology
Grace Skogstad, Chair, Political Science, UTSC
Paul Kingston, Director, CCDS, UTSC
Clare Hasenkampf, Director, Centre for Teaching and Learning, UTSC
Janice Patterson, Acting Director, Centre for Teaching and Learning
Curtis Cole, Registrar and Director of Enrolment Management, Registrar's Office, UTSC
Geoff Gibson, Graduate Student Representative, UTSC
Merlandy Joseph, Undergraduate Student Representative, UTSC
Desmond Pouyat, Dean of Student Affairs, UTSC
Jeevan Kempson, Assistant Chief Administrative Officer, UTSC
Therese Ludlow, Operations Manager, UTSC
Jim Derenzis, Director Facilities Management, UTSC
Jeff Miller, Mechanical Engineer, Facilities Management, UTSC
Deepal Patel, Engineering Coordinator, UTSC
Hovan Stepanian, Project Manager, Facilities Management, UTSC
Ryan D'Souza, Project Manager (DCM) Facilities Management, UTSC
Ryan Tomlinson, Project Coordinator, Facilities Management, UTSC
George Phelps, Director, Project Development, U of T
Michael Somers, Project Manager, University Planning, Design and Construction, U of T
Christine Burke, Director, Campus & Facilities Planning, U of T
Lisa Neidrauer, Senior Planner, Campus & Facilities Planning, U of T

b) Terms of Reference

1. Make recommendations for a detailed space program and functional layout for the Renovation of the R-Wing Building at the University of Toronto Scarborough.
2. Identify the space program as it is related to the existing and approved academic plan at UTSC, taking into account the impact of approved and proposed program that are reflected in increasing faculty, student and staff complement. Plan to realize maximum flexibility of space to permit future allocation, as program needs change.
3. Demonstrate that the proposed space program will be consistent with the Council of Ontario Universities' and the University's own space standards.
4. Identify all deferred maintenance and items of infrastructure renewal for the buildings that are to be renovated.
5. Identify all co-effects, including space reallocations from the existing site, impact on the delivery of academic programs during construction and the possible relocation as required to implement the plan of existing units.

6. Address campus-wide planning directives as set out in the campus master plan, open space plan, urban design criteria, and site conditions that respond to the broader University community.
7. Identify equipment and moveable furnishings necessary to the project and their estimated cost.
8. Identify all data, networking and communication requirements and their related costs.
9. Identify all security, occupational health and safety and accessibility requirements and their related costs.
10. Identify all costs associated with transition during construction and secondary effects resulting from the realization of this project.
11. Determine a total project cost estimate (TPC) for the capital project including costs of implementation in phases if required, and also identify all resource costs to the University.
12. Identify all sources of funding for capital and operating costs.
13. Complete report by November 17, 2014.

c) Background Information

As the student population continues to expand to meet system demands, the University of Toronto Scarborough (UTSC) requires additional facilities to accommodate both students and faculty. Since 2000, UTSC has experienced an unprecedented surge in enrolment that has transformed and expanded the campus to over 11,930 undergraduate and graduate students. UTSC's growth targets would see an additional 2,099 new undergraduate students join the campus by 2018-19. UTSC is also planning to increase the number of graduate students conducting the majority of their research at UTSC by over 50%.

UTSC plans to grow by:

- building on existing strengths in research and scholarship;
- maintaining its focus on enriching experiential learning opportunities;
- developing highly relevant academic programs at the undergraduate and graduate level.

A series of projects will be undertaken over the near and medium terms that will address both core academic activities as well as campus infrastructure requirements. These projects would occur within the next five years to include both renovations and new infrastructure. Together these academic buildings and campus support facilities will create a quality University of Toronto campus experience. The following projects are in the planning phase that spans from 2013 to 2018:

- Environmental Science & Chemistry Building
- Recreation Wing (R-Wing) Renovation-re-named Highland Hall
- Science Wing Renovations
- New Parking Structure
- New Student Residence
- Pedestrian Bridge connecting North and South campus
- Hotel and Conference Centre
- Deferred Maintenance

From this list of projects, the construction phase of the Environmental Science and Chemistry Building is currently underway. This facility will become the scientific anchor for the North Campus development and will be home to the department of Physical and Environmental Sciences (DPES). The building is set to be complete in July 2015. With this project now underway, the focus is now on renovating the Recreation wing which will relieve severe space pressures on the South Campus.

The Recreation Wing at UTSC, known as the ‘R-Wing’ was constructed in 1972 to provide much-needed athletic space for UTSC students. The building currently contains 5,016 NASMs or 7,175 GSM. Its primary function was an athletic facility with a gymnasium, exercise and activity studios, squash courts and change rooms, and administrative offices.

The building forms part of the streetscape that faces Military Trail, and despite its prominence, the R-Wing has not served well as a public face to the campus. Constructed out of cast-in-place concrete, with few openings or articulation, the R-Wing is overdue for an exterior overhaul, as well as interior renovation. With the completion of the East Arrival Court in 2012, and the rampway to the Student Centre/Bladen Wing in 2013, student traffic has increased on all sides of the building. The R-Wing has the potential to become an important urban design component of the south campus, knitting these various passages together.

In 2012, Scarborough Campus Students’ Union voted in favour of a financial levy to support the construction of a new athletic facility, known as the Toronto Pan Am Sports Centre, at Morningside and Military Trail intersection, at the northern extent of the UTSC campus. When the Centre was completed in July 2014, existing Athletic functions moved over to the new facility, leaving the existing building vacated and ready for renovation. The ability to renovate and construct new space at the R-Wing will relieve severe space pressures on the South Campus.

For the past three years, the Social Science departments have been housed in the MW building, after the prior occupant, the Department of Management, relocated to the new Instructional Centre. At the time, the MW building had enough space to accommodate the Social Sciences departments, but did not have room to accommodate growth. The MW building was purpose built for the Department of Management, which functions very differently from the Social Science departments. Since moving into the MW building as a single department, Social Science has departmentalized, into five separate departments, with the possibility of further departmentalization. There is also insufficient office space since the building currently has 64 offices for faculty and staff while the Social Sciences departments require almost 100 offices.

There is no additional space anywhere in the MW building for increasing the size of the Anthropology teaching lab, adding new research labs, and group work space, or providing adequate office space for graduate students, post-doctoral fellows or visiting fellows. For these reasons, the Social Sciences are excellent candidates for relocation to an expansion space, namely the new mid-rise tower of the renovated R-Wing.

The Social Sciences have also increased overall growth in teaching, as shown in the table below which summarizes Social Sciences undergraduate full course equivalent enrolments over the past several years.

Table 1. Social Sciences Fall FCE (Full Course Equivalent) Enrolments by Department

	2010	2011	2012	2013
Anthropology	1,298	1,418	1,552	1,422
Critical Development Studies	319	307	256	267
Human Geography	642	539	583	649
Political Science	883	827	779	932
Sociology	1,015	967	976	991
Total	4,156	4,057	4,145	4,260

A number of other Academic Support Services will also be located in the newly renovated building, such as the Office of the Registrar and Recruitment, an exam centre, one large lecture theatre, two smaller 42 seat classrooms and a Learning Commons/student study area.

The office of the registrar has outgrown its current space in the Arts & Administration Building, and cannot accommodate the growing number of students who need to access the office. Long lines, stretching the length of the building are a normal condition at present. UTSC needs to take advantage whenever possible to add to the classroom and study space inventory as student growth needs to be accompanied by growth in teaching and study spaces. The R-Wing renovation offers an excellent opportunity for academic support spaces to keep pace with our growing numbers of students.

A Project Planning Committee was struck in 2013 to examine the renovation of the existing Recreation Wing upon the relocation of its activities to TPASC. A draft report was completed in January 2014, which was presented to CaPS Executive Committee at the January 23, 2014 meeting. The report detailed a phased approach to the project, primarily for cost reasons. The renovation and re-cladding of the gymnasium was planned for a later phase, and costed separately.

It was noted at the CaPS Executive meeting that proceeding with a schematic design phase may lead to a more refined costing, given the complexities of the project. The Committee approved funding for consultants to be engaged in order to have a tender prepared in September, with submission of the Project Planning Report to the governance cycle delayed until this fall.

A RFP process was initiated in March 2014, followed by interviews with six short-listed architectural firms. Perkins + Will were awarded the project at the end of May 2014. Over the summer, Perkins + Will have led an intensive schematic design process, with weekly meetings with UTSC staff, faculty and project management. The design has been reviewed twice by the University’s Design Review Committee and has been well-received by the UTSC user groups. The costing has been refined through new estimates, with input and analysis from Project Development.

The conversion of this facility will add approximately 4,237 new NASMs (8,178 GSM) through the construction of an office mid-rise structure and renovate approximately 2,223 NASMs (4,291GSM) the existing R-Wing, for a total of 6,461 NASMs or 12,469 GSM. The project completion date is expected to be in late 2016-early 2017. An additional 500 NASMs (950 GSM) in the existing R-Wing basement will be renovated at another date that will be left as shell space at this time.

d) Statement of Academic Plan – Social Science Departments

The University of Toronto Scarborough experienced tremendous growth in student enrolment in the early years of this century as a result of the double cohort, and has continued to grow at a more gradual but steady pace in the ensuing years. This growth has placed tremendous strain on the campus faculty, staff, and available infrastructure. The Social Science departments were among those departments that took on a disproportionate number of these additional students. In the last few years, we have been able to address much of our infrastructure needs, including significant augmentation of our faculty and administrative staff complement. Another significant step forward was the departmentalization of the Department of Social Sciences into five independent academic units – the Departments of Anthropology, Human Geography, Political Science, and Sociology; and the Centre for Critical Development Studies (CCDS). The move to smaller focused departments based on greater disciplinary coherence was consistent with the trend on the UTSC campus more generally.

Departmentalization has provided colleagues with greater autonomy and accountability. It also has promoted group cohesion and faculty morale at the most relevant level of academic community, which is proving to be a boon for research connections, curriculum renewal, and the student experience. Having coherent disciplinary departments that are all relatively small and agile promotes innovation in a way that eluded the omnibus departments. Departments have greater flexibility when reviewing, improving, and augmenting their programs and curricula. As well, the departments have found new opportunities to design and pursue their own academic and intellectual visions for the future, tailoring their programs and other academic initiatives to better fit the research and teaching strengths of the disciplinary members. Notwithstanding their new autonomy, the Social Science departments remain closely interconnected; intellectually, many of their programs and research activities involve faculty across the departments, and administratively, they share an excellent cadre of administrative staff. A Social Science building that houses all five academic units will not only provide an external profile for Social Sciences at UTSC, but more importantly also will provide an environment that supports the development of unique scholarly life for each department while at the same time facilitating a vibrant interconnectedness.

The Department of Anthropology offers programs in two of the core fields of the discipline: Sociocultural Anthropology (BA degree) and Evolutionary Anthropology (BSc degree). The program in sociocultural anthropology examines the range of human ways of life across the globe as well as the forces and consequences of rapid social change in the present. The program in evolutionary anthropology charts the biological emergence of the human species and its relation to non-human primates and other species. It also examines how human bodies have adapted to different environments and the ways in which social and biological factors intersect in the prevalence of diseases and in rates of reproduction and death. The Department of Anthropology also is home to two Health Studies programs. The first program focuses on population health and leads to a B.Sc. It examines how biological and genetic factors determine health, as well as how environmental factors directly and indirectly influence the well-being of individuals from a micro-level (household) perspective to a macro-level (global) perspective. The second program focuses on health policy and leads to a B.A. degree. It provides an appreciation for how cultural factors (e.g., tradition, customs, ritual) can mediate human behavior and thus impact health outcomes, Canadian health care policy

and its relation to other governmental models, and how social, economic, and political structures shape existing policies for current and future health care needs.

The Centre for Critical Developmental Studies provides a scholarly critique of international development efforts while preparing students to be critical members of the profession. The CCDS is particularly interested in examining the difficult nexus between development practice and development research. The flagship undergraduate program within the CCDS is the International Development Studies (IDS) co-op program. The program is interdisciplinary by design, combining core international development courses in the social sciences and sciences with a variety of professional skill development courses in such areas as project management, research design and methodology, researcher-practitioner engagement, and ethics and development.

The Department of Human Geography offers programs in Human Geography and City Studies. As a social science, Human Geography is concerned with the spatial patterns and impacts of human activity and the character of regions and places. Human Geography is well placed to explore the complex relationships between society and the natural environment as well as the social and economic problems of human land use and settlement. City Studies is a multidisciplinary program that introduces students to concepts and skills to understand and tackle problems of an increasingly urban world. The Department also recently put forth a minor program in Geographic Information Science (GIS). The goal of this program is to provide training in the theory and practice of geographic information science for spatial analysis, spatial data management, and cartographic representation. Programs such as GIS are becoming increasingly widespread (and of critical importance) in Geography and City Planning programs, and can fruitfully be combined with programs in Critical Development Studies, Sociology, Anthropology, Environmental Studies, and Environmental Science.

The Department of Political Science offers programs in Political Science and Public Policy. The programs give students the knowledge and tools they need to understand the critical political issues that affect all our lives, whether it is globalization, corruption and violence, international conflict and cooperation, democracy and authoritarianism, ethnic and religious conflicts, ancient and modern philosophy, or domestic or global public policy.

The Department of Sociology offers programs in Sociology that explore every element of our complex social world, from race and gender relations to love and divorce, from access to good jobs and the right to citizenship to crime and deviance, from the politics of climate change and natural disasters to globalization and transnationalism and more. Students are challenged to look outside themselves, and are given the tools they need to better understand their world and the forces that shape their lives so they can address a host of social issues critically and constructively.

The Social Science departments currently teach more than 8,300 students and have close to 3,200 students enrolled in their programs.

Undergraduate Enrolment Growth

UTSC's 2013-14 undergraduate enrolment is 11,701 headcount students, or 9,680 fall/winter FTEs. The current plan is for a 19% increase in undergraduate fall/winter FTE enrolment by 2018-19 over 2013-14 levels to 11,539 FTEs. These enrolment projections are summarized below in Figure 1.

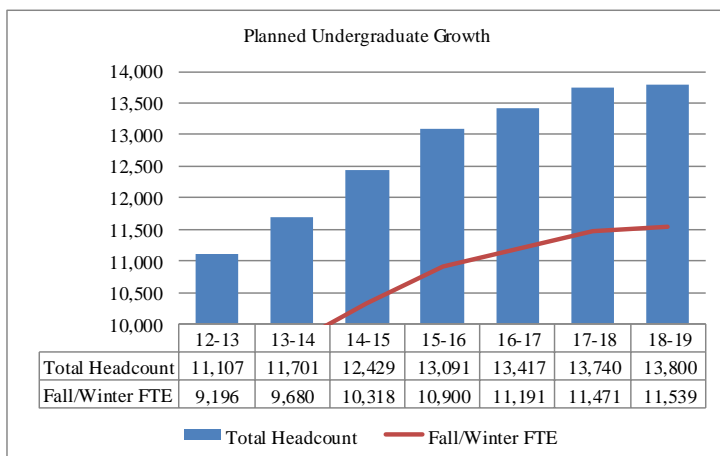


Figure 1: Planned Undergraduate Growth

Total undergraduate 3-term FTEs

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Total 3-Term FTE	10,521	11,047	11,822	12,497	12,871	13,190	13,303

Graduate Student Growth

In 2013-14, there were 229 resident graduate students or 216.4 FTEs in UTSC administered and St. George administered programs. By 2018-19, these numbers are planned to grow to 387 students or 393.9 FTEs. This represents a 73% growth in FTE graduate enrolment. These graduate enrolment projections are summarized in Figure 2 below.

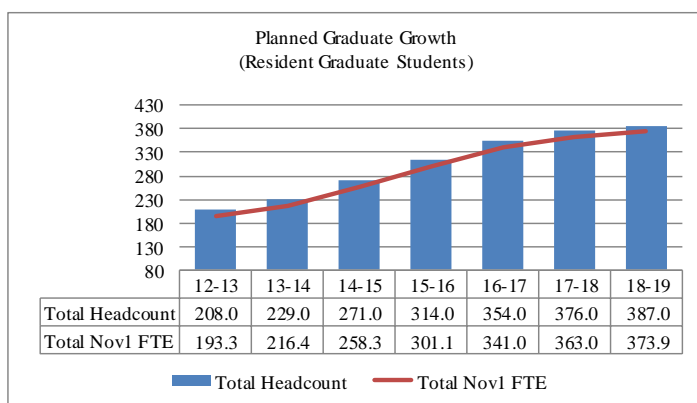


Figure 2: Planned Graduate Growth

e) Space Requirements

Existing Space

Table 2. R-Wing NASM, Before and After Renovation by COU Space Category

	R-Wing Before Renovation Total NASM	R-Wing Space Plan Draft (pre-Architect) Total NASM	R-Wing Space Plan Actual (User group with P +W Consultations) Total NASM
Classrooms		619	628
Teaching Labs		137	143
Research Labs		125	128
Academic Dept Space		1,969	1,990
Athletic Activity Areas	3,242	-	-
Athletic Service Space	1,055	-	-
Central Admin Office Support + Central Administrative Offices (incl. International Centre)	264	882	884
Food Facilities Services (incl. Express Outlet)	96	40	41
General Lounge Space	255	-	-
Commons + Study Space + Hub + CTL	-	850	863
Student Services (incl. Gymnasium)	-	1,602	1,450
Other Space (incl. Plant Maint; Std. Off & support space; DSA NASM; but excl. SCAA & food serv) - Now incorporated into Space Plan	106	372	334
Total R-Wing NASM	5,017	6,596	6,461

Below is a summary of the departments that will go into Highland Hall (renovated R-Wing + new)

Table 3. Space Program for Occupants of Renovated R-Wing (Dept Spaces : Current and New Build)

	# of Rooms	Total NASM	Existing NASM
Anthropology	21	410	470
Health Studies	10	123	incl. with ANT
Sociology	13	160	234
Human Geography	19	305	219
Political Science	19	232	229
CCDS	10	141	155
Social Sciences Admin	10	121	incl. above
Academic departments support spaces	43	768	incl. above
Subtotal:	145	2,261	
International Student Centre	8	104	62
Registrar (entire dept)	46	780	582
Gymnasium - exam and events	1	1,450	1602
Classrooms	2	628	new addition
CTL Facilitated Study Group	1	109	18
UTSC Commons - Help Centre	1	20	new addition
UTSC Commons - study / lounge space		570	new addition
The HUB (student experiential learning centre)	5	164	265
Express beverage outlet	1	41	new addition
Departmental Student Association Offices	6	72	
<i>Other Space (previously incl. food serv, plant maint, SCAA) - Now incorporated into Space Plan</i>		262	
Total NASM, New and Renovated Space	216	6,461	3,570

Occupant Profile

A profile of departments to occupy Highland Hall is shown in the table below:

Table 4. Profile of candidates to occupy Highland Hall (former R-Wing)

	Academic			Non-Academic		
	Budgeted 2013-14 FTEs	Planned FTE Growth	Total Planned FTE After Growth	Budgeted 2013-14 FTEs	Planned FTE Growth	Total Planned FTE After Growth
Academic Departments:						
Anthropology	15.2	2.0	17.2			
Health Studies	5.0	4.5	9.5			
Sociology	12.0	1.0	13.0			
Human Geography	15.5	2.0	17.5			
Political Science	16.8	2.0	18.8			
Critical Development Studies	4.4	2.0	6.4			
Admin staff				8.0	2.0	10.0
Non-Academic Departments:						
Registrar (incl GreenPath)				36.6	14.4	51.0
International Student Centre				5.0	2.0	7.0
The HUB				0.6	0.0	0.6
Total	68.8	13.5	82.3	50.2	18.4	68.6

- Academic departments
 Anthropology, Health Studies, Sociology, Human Geography, Political Science, and CCDS - The Social Sciences Building currently occupies 1,307 NASMs in the MW Building, and is unable to accommodate current space needs or future growth. The Occupant Profile in the Table 4 shows planned complement growth in the Social Sciences of 13.5 FTE in the coming years.
- Non-academic departments
Registrar and Recruitment – The Office of the Registrar currently occupies 582 NASMs in the Arts & Administration Building. The office is struggling with lack of space and long student line-ups. The Registrar is expected to grow by 14.4 FTE in the coming years.

UTSC Commons-The UTSC Commons is conceived as a multi-use space that will include study space, lounge space, a CTL teaching lab, The Hub, and an express beverage outlet.

The International Student Centre

Space Benchmarks

Using the COU (Council of Ontario Universities) space guidelines for UTSC, in 2010-11, the campus was at 79% of the generated amount of space but by 2013-14 had slipped down to 71% of the guidelines. With the addition of the ESCB building and our prorated share of the PanAm Sports Centre, UTSC’s space index is projected to rise to 85% by 2015-16 but then projected to decline to 75% by 2018-19. The reason for the decline is that there is no significant planned growth in new infrastructure beyond 2015-16 while students, faculty and staff complement will continue to increase beyond 2015-16. This will increase space pressures. These data are summarized in Figure 5.

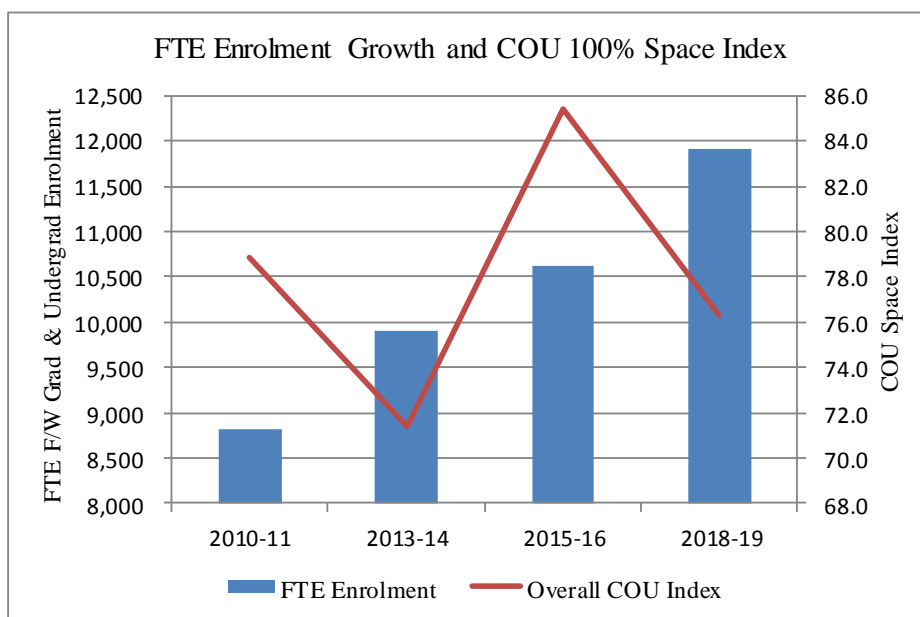


Figure 3. FTE Enrolment Growth and COU Space Index

The planned R-Wing and S-Wing renovations will alleviate space pressures for classroom and study space over 2013-14 levels but the COU index for these space categories is projected to decline from 2015-16 to 2018-19.

	COU Index Classroom Space	COU Index Study Space
2013-14	60.0	60.9
2015-16	69.2	71.5
2018-19	61.7	63.7

UTSC is planning to add 628 classroom NASMs within the R-Wing renovation and 1,073 classroom NASMs within the DPES vacated space in the S-Wing in order to accommodate the planned 19% increase in undergraduate students over 2013-14. The addition of 570 NASMs for study space will help to alleviate the pressure for study space by approximately 2,099 additional undergraduate students over the five year plan.

Summary of Space requirements

The summary space program, incorporating both new construction and renovated areas is as follows:

Highland Hall Estimated Overall Renovated and New Space (nasms)

<u>Type of Room</u>	<u>NASM</u>
Classrooms	
236 seat	402
2 X 42 seat	226
Subtotal: Classrooms	628
Academic and admin departments + Support Spaces	3,407
Exam Centre, events	1,450
The HUB	164
Learning Commons, CTL, Student Study Space	699
Express beverage outlet	41
Departmental Student Association Offices	72
Total New and Renovated Space	6,461

The table below shows total space by COU category and COU space generated index, for current space, estimated space by 2015-16 after the ESCB building, UTSC pro-rated share of the Toronto PanAm Sports Centre, and R and S Wing renovations, and space by 2018-19.

Overall Campus Space, Before and After Renovation and Growth

	2013-14		2015-16		2018-19	
	(Incl IC) Total NASM	COU Index	(Incl ESCB, R,S Wings & PanAm) Total NASM	COU Index	No Further Growth in Total NASM	COU Index
Classrooms	7,300	60%	9,034	69%	9,034	62%
Teaching Labs	4,828	86%	5,300	89%	5,300	80%
Research Labs	6,684	75%	8,949	78%	8,949	66%
Academic Dept Space	9,805	99%	13,245	122%	13,245	109%
Central Admin Space	4,912	82%	5,341	85%	5,341	80%
Library and Study Space	5,928	62%	6,868	68%	6,868	62%
Subtotal, Academic & Support Space	39,458	76%	48,738	84%	48,738	75%
Recreation & Athletics	4,398	49%	10,389	109%	10,389	97%
Student & Central Services	11,092	70%	13,089	76%	13,089	68%
Subtotal, Other Space	15,491	62%	23,477	88%	23,477	78%
UTSC Total Assignable Space	54,948	71%	72,215	85%	72,215	76%

Notes:

1. Portables (870 existing nasms plus 253 new nasms for Jan. 2014 new Social Sciences portables) will be dismantled in 2016.
2. ESCB building (completion 2015): space program is based on 5,058 nasms.
3. UTSC share of PanAm Sports Centre is 50% of the 20,777 nasms facility.
4. Central Admin includes office and support space for all departments outside of academic units, IITS, and Student Affairs.
5. Student and Central Services include Student Affairs, student societies & offices, common and assembly space, IITS, food services, and Physical Plant.

III. Project Description

a) Vision Statement

Highland Hall will become an important academic and administrative anchor for the South Campus. Incorporating a full renovation of the existing R-Wing and a new addition above it, the facility will house lecture theatres, student event space, study space, student services and faculty offices.

Situated between the Student Centre and new East Arrival Court, the building will re-populate a neglected corner of the campus and create a new point of arrivals and departures. A portion of the existing building will be re-clad in a variety of modern materials, with new openings to encourage connection and access along a main artery for the south campus. Surrounded by exterior pathways, the building will encourage and improve pedestrian travel on all sides, while facilitating connections between Military Trail, the East Arrival Court and the rest of campus.

The distinct spaces associated with the academic home of the Social Science departments are planned for the upper levels, while teaching, assembly and study spaces will occupy the floors at or near ground level. Faculty spaces should allow interaction between colleagues and their students in 1:1 and small group settings. One lecture theatre and two smaller classrooms will provide much needed classroom space, while a variety of student study spaces will allow for both private and group study. Renovation of the existing gymnasium will result in a flexible space accommodating both exams and student events. The student and visitor-focused spaces (Registrar and Recruitment, Commons) must put a premium on providing an easily navigable, flow through space that is comfortable and attractive and conducive to interpersonal interactions. Ample gathering space and crush space should be provided to ensure the building's interior becomes an open, inviting addition to the UTSC south campus.

Our goals are to create a building with comfortable, inviting, and sufficient space for the various departments in the social sciences to engage in their academic activities of conducting research, writing, preparing lectures, consulting with students and with one another, and holding seminars. These spaces should be set up with full technological support; sufficient light, air, privacy, and noise insulation; and adequate common rooms for social interaction and discussion among faculty and between faculty and students. There must be private offices for each faculty member, sufficient room for growth, and adequate office space for sessional instructors, TAs, graduate students, postdoctoral fellows, and visiting researchers.

b) Space Program and Functional Plan

Space Program

Division Index	Department	Space Description	Number of Spaces	Subtotal Net Area (nasms)
1.1	Health Studies			123.15
1.1	Health Studies	Faculty Office	10	123.15
1.2	Anthropology			409.54
1.2	Anthropology	Chair Office	1	16.22
1.2	Anthropology	Faculty Office	17	206.08
1.2	Anthropology	Ethnography Research Lab	1	44.28
1.2	Anthropology	Undergraduate Teaching Lab	1	128.46
1.2	Anthropology	Undergraduate Teaching Lab Storage	1	14.50
1.3	Sociology			160.42
1.3	Sociology	Chair Office	1	16.38
1.3	Sociology	Faculty Office	12	144.04
2.0	Human Geography			305.22
2.0	Human Geography	Chair Office	1	16.11
2.0	Human Geography	Faculty Office	17	204.98

2.0	Human Geography	GIS (Dry Computer Lab)	1	84.13
2.1	Political Science			232.33
2.1	Political Science	Chair Office	1	16.38
2.1	Political Science	Faculty Office	18	215.95
2.2	Centre for Critical Development Studies			141.10
2.2	Centre for Critical Development Studies	Faculty Office	7	85.84
2.2	Centre for Critical Development Studies	Project Office (Bioline, Scholarly Publishing)	1	22.89
2.2	Centre for Critical Development Studies	Academic Director's Office	1	16.73
2.2	Centre for Critical Development Studies	Co-op Coordinator	1	15.64
2.3	Shared Spaces b/w 1.2, 1.3, 2.0, 2.1, 2.2			197.01
2.3	Shared Spaces b/w 1.2, 1.3, 2.0, 2.1, 2.3	Staff Office	12	121.31
2.3	Shared Spaces b/w 1.2, 1.3, 2.0, 2.1, 2.4	Secure Exam Storage	1	22.29
		Librarian	1	12
		Business Officer	1	12.19
		Unassigned faculty office	2	23.22
		Print Station	1	6
3.0	Registrar's Office			368.51
3.0	Registrar's Office	Registrar Office	1	18.71
3.0	Registrar's Office	Business Office	1	11.94
3.0	Registrar's Office	Manager/Director	2	28.32

3.0	Registrar's Office	Reception/Waiting Area	1	30.27
3.0	Registrar's Office	Registrar Frontline/Multi-Station Admin	1	40.03
3.0	Registrar's Office	Convocation/Student Records Desk	1	19.25
3.0	Registrar's Office	General Workroom	1	13.90
3.0	Registrar's Office	General Student/Casual Room	1	13.90
3.0	Registrar's Office	Petitions Office	1	16.05
3.1	Registrar's Office	Systems and Scheduling Multi-office	1	27.84
3.1	Registrar's Office	Staff Office	7	57.46
3.1	Registrar's Office	Secure Exam Storage	1	23.19
3.1	Registrar's Office	Photocopy, Supply and Mail Room	0	0.00
3.1	Registrar's Office	Office Storage Room	0	0.00
3.1	Registrar's Office	Kitchenette	1	10.49
3.1	Registrar's Office	Mail Room	1	20.85
3.1	Registrar's Office	Meeting Room	1	36.31
3.2	Admissions/Recruitment			407.61
3.2	Admissions/Recruitment	Manager/Director Office	2	29.05
3.2	Admissions/Recruitment	Staff Office	8	66.03
3.2	Admissions/Recruitment	Part-Time Staff Shared Office	0	0.00
3.2	Admissions/Recruitment	Multi-station Office	1	60.27
3.2	Admissions/Recruitment	General Workroom	0	0.00
3.2	Admissions/Recruitment	Storage	1	29.32
3.2	Admissions/Recruitment	Greenpath Shared Office	1	26.36
3.2	Admissions/Recruitment	Greenpath Staff Office	1	11.10

3.2	Admissions/Recruitment	Reception/Front Line	1	26.82
3.2	Admissions/Recruitment	Reception Lounge/Waiting Area	1	25.22
3.2	Admissions/Recruitment	Greenpath Business Officer	1	12.24
3.2	Admissions/Recruitment	Recruitment Director Office	1	17.82
3.2	Admissions/Recruitment	Small Meeting Room	1	15.92
3.2	Admissions/Recruitment	Recruitment Presentation Room	1	51.46
3.2	Admissions/Recruitment	Greenpath Staff Workroom	1	36.00
3.3	Financial Aid			49.57
3.3	Financial Aid	Staff Office	6	49.57
4.0	Centre for Teaching and Learning Services			108.60
4.0	Centre for Teaching and Learning Services	Active Learning Space in Study Space	1	108.60
5.0	International Student Centre			126.32
5.0	International Student Centre	Staff Office	7	83.58
5.0	International Student Centre	International Storage Room	1	8.17
5.0	International Student Centre	International Reception	1	14.29
5.0	International Student Centre	Group Advising Room	1	20.28
6.0	The HUB			164.45
6.0	The HUB	Director Office	1	14.00
6.0	The HUB	Staff Workstations	2	16.34
6.0	The HUB	Boardroom	1	29.93

6.0	The HUB	Student Workstations	1	104.18
7.0	Classrooms			628.01
7.0	Classrooms	236 Seat Classroom	1	402.34
7.0	Classrooms	42 Seat Classroom	2	225.67
8.0	Shared Support Spaces			745.91
8.0	Shared Support Spaces	Small Meeting Room (10-12 seat)	4	86.62
8.0	Shared Support Spaces	Large Meeting Room (25-30 seat) / Seminar	4	161.83
8.0	Shared Support Spaces	Lounge/Common Room	4	85.12
8.0	Shared Support Spaces	Office Storage	0	
8.0	Shared Support Spaces	Photocopy and Mail Room	2	37.37
8.0	Shared Support Spaces	Kitchenette	4	40.29
8.0	Shared Support Spaces	Visiting Faculty	5	60.73
8.0	Shared Support Spaces	Sessional Office	5	100.72
8.0	Shared Support Spaces	TA Office	8	76.49
8.0	Shared Support Spaces	Graduate and Post-Doc Office	6	96.74
9.0	Other Spaces			2292.87
9.0	Other Spaces	Commons - Student Study/Lounge Space	8	570.00
9.0	Other Spaces	Gymnasium	1	1450.15
9.0	Other Spaces	Storages for Exam Centre	4	131.74
9.0	Other Spaces	Invigilator Area for Exam Centre	1	8
9.0	Other Spaces	Express Coffee Outlet	1	40.68

9.0	Other Spaces	Commons Help Centre	1	20.05
9.0	Other Spaces	Departmental Student Association Offices	6	72.25
TOTALS				6460.62

Academic Department Space

Social Sciences departments will occupy the second through fifth floors of the new mid-rise structure. The spaces will be designed in such a way that the departments can function individually while also integrating shared functions and support spaces as well as cross interests. Faculty and staff will have discrete offices while graduate students, teaching assistants, sessionals, and post-doctoral fellows will be accommodated in larger shared spaces. Also shared for each floor of the mid-rise expansion will be a series of support spaces such as meeting rooms, seminar room, photocopy room and kitchen. The academic department located on the second floor will be sharing this space with the International Student Centre, which will have seven offices and one group advising room.

UTSC Commons

The Commons is conceived as a multi-use space that will include study space, lounge space, a CTL teaching lab, help desk and an express beverage outlet. The learning spaces will enrich the student experience by promoting a variety of types of interactions. Some interactions will be related to students and their course work, but others may involve extracurricular activities, socializing and study-break time in a pleasant atmosphere one that is safe and provides food and nourishment options. The majority of the space will flow freely over three levels, and contain a mixture of hard and soft seating to accommodate a variety of types of work, solo study, two by two, and 4-6 students interacting. While use of personal computers needs to be accommodated with wireless access and adequate electrical outlets, the space will not contain a large bank of common use computers. The Commons will also include a help desk where students can speak with a variety of academic experts to assist their research, writing, and technical skills, and café and lounge space for casual peer interactions. The UTSC Commons will provide a greatly needed increase in enhanced study spaces for students. Access to the Bladen Wing will be provided directly from the Commons.

In addition to the free flowing space, the Commons will contain the following distinct spaces:

- 1) A 48 seat facilitated study room that is acoustically insulated from the other space, designed to optimize small (4-6 students) group active learning that is not computer-based, but with one computer and AV set up for the entire room. When not in use for scheduled programming, students may use this area for study space. The room should appear welcoming and available from the more open spaces of the Commons.

2) Express beverage outlet

3) Help station with room for 3-4 work stations (one wheel chair accessible), each equipped with a computer and some storage space. This might also be a good location for a pay printer, hole punch, stapler etc. While it is expected that writing, IITS and library expertise would be regularly present at the Help station, other experts might also be present, such as academic advising. There may also be scheduled presence of media experts (e.g. website construction, applications, photography, videography, Excel, Powerpoint, etc.). The Centre for Teaching and Learning, with its Writing, Language Development and Math and Statistics Centres is a major source of academic support for students. While it will not move into the newly renovated facilities it will provide services at the help centre within the Commons, organize and schedule the facilitated study groups that occur within the Commons. Increased space for CTL's activities will occur as a secondary effect of the new build as CTL will be able to expand its student's offerings with offices acquired as Social sciences vacate the MW building.

Classrooms

One tiered classroom, at approximately 236 seats will be constructed within the space currently used for squash courts. The classroom will have continuous tables with as many outlets as can be accommodated. A middle aisle is preferable and will be accommodated if possible. In addition, two case-style, 42-seat classrooms will also be constructed at the basement level.

Office of the Registrar and Recruitment

The office of the Registrar has outgrown its current space in the Arts & Administration Building, and cannot accommodate the growing number of students who need to access the office. Long lines, stretching the length of the building are a normal condition at present. The Registrar and Recruitment area will move into the ground floor of the new mid-rise structure. Its expanded size will allow for increased assistance to students, reduced wait times and will provide a seating area for students that is conveniently located near the Learning Commons.

Exam Centre

The current gymnasium will be re-purposed to be a dedicated Exam Centre that will better serve the examination and testing needs of the campus, particularly as it grows. Final examinations and mid-term tests for a student body of some 11,700 students are currently scheduled throughout the campus in available classrooms and in the gym when Recreation and Athletics can make it available. This severely taxes available space and time and regularly results in multiple room sittings of the same exam. A proper exam/test centre, much like as exists on the St. George campus, with contiguous service facilities for invigilation, photocopying and secure storage for exam materials, will permit much more efficient and pedagogically sound scheduling of tests and final exams for a student body projected to reach 14,000 by 2018.

While the re-purposed space will be primarily utilized for exams and tests it should also be easily adaptable for flat-space special events, such as awards ceremonies, career fairs, conference plenary sessions or dinners and artistic performances that can be scheduled out of peak testing periods.

Non-Assignable Spaces

The non-assignable spaces include corridors, stairwells and mechanical spaces. The architect will receive further details from Facilities Management and other relevant departments at UTSC; room data sheets have been prepared for all spaces. Some specific requirements that have to be met in non-assignable spaces are the following:

- Lobby
- FM Storage Room
- Caretaking Store Room
- Crush Space/Circulation Space
- Janitor's Closets

Renovated Areas and New Construction

The Recreation Wing construction/renovation project is targeted to be complete by late 2016/early 2017, and will focus primarily on providing office space, classrooms and programmable space.

The conversion of this facility will add approximately 4,237 new NASMs (8,178 GSM) through the construction of an office mid-rise structure, and renovate approximately 2,223 NASMs (4,291GSM) the existing R-Wing, for a total of 6,461 NASMs or 12,469 GSM.

Floor Plans:

Full floor plans have been provided in Appendix 1.

Functional Plan

Basement

- UTSC Common
 - Student study space
 - CTL-Facilitated Study Teaching Lab
 - Express Beverage Outlet
 - Help Desk (IT/Library)
- 2 x 42 Seat Classrooms
- Lecture Theatre

Ground Floor

Registrar and Recruitment and Financial Aid offices

- Atrium
- Exam Centre
- Portion of UTSC Commons

2nd Floor

International Student Centre

The Hub

DSA and TA offices
Social Sciences Academic and Admin Departments
Support Space

3rd floor
Social Sciences Academic Departments
DSA and TA offices
Support Space

4th Floor
Social Sciences Academic Departments
DSA and TA offices
Support Space

5th Floors
Social Sciences Academic Departments
DSA and TA offices
Support Space

Renderings of Exterior Building of the New Highland Hall:



View from Military Trail (North West Corner)

West Entrance





South West Corner

East Entrance Facing Transit Loop
(South East Corner)



c) **Building Considerations**

The new mid-rise office structure is planned to be five storeys in height, and will include a basement. It is conceived as a single block with primary entrances located on the east and west sides. Local materials should be used where possible, for both interior and exterior elements. High quality, durable finishes are required to match surrounding landscape and buildings. As such, exterior finishes are to contain a combination of glazing/curtain wall and solid panels.

- Basement Level

The Existing Basement Level of the R-Wing is comprised of three parts: squash courts; dance studio; and fitness centre equipped with change rooms, washrooms and shower rooms.

The squash courts and dance studio areas contain double height volumes, with one storey below and one storey above grade. The squash courts will be demolished in full, while the dance studio space will be renovated. The proposed tiered classroom will be located in the area previously housing the squash courts. Two smaller classrooms will be designed within the existing weight room space. There will be dedicated crush space with the inclusion of a central stair up to the lobby, and two elevators. Much of the remaining existing basement level space will be shelled, and may accommodate library stack storage in the future. In

addition to the reorganized space, interior finishes are as described in the attached Room Data Sheets.

The lowest level of a multi-level Student Commons will also be located in the basement, with direct access to the Bladen tunnel. Large male and female washrooms will be created. In addition to the reorganized space, interior finishes are as described in the attached Room Data Sheets.

- Ground Floor Level

Two primary entrances are to be constructed at the ground level, on the east and west elevations. These entrances will lead directly into an atrium space, with access to elevators and a central stair, leading both to the offices on upper floors, and down to the lower level classrooms and student areas. Registrarial and student services will be accessed directly at the ground floor level.

The remaining existing floor area that is not the gymnasium will function as the Student Commons, with direct access from the west entrance.

The existing gymnasium will undergo cosmetic changes, as the volume of space will remain as-is. These alterations consist of new paint and new floor resurfacing. Additional interior finishes are as described in the attached Room Data Sheets. This area in its entirety is described as Interior Renovation.

- Second Floor (existing renovated)

The remaining existing floor area at this level will retain some of its existing functions, such as the existing elevator, stair and secondary entrance. However the majority of this space will be dedicated to proposed Hub space. This will include the removal of metal stud partitions and reorganizing the space to accommodate one single department's use that has a blend of open concept and walled offices. A new entrance off grade will be created within the existing opening in the exterior wall. In addition to the reorganized space, interior finishes are as described in the attached Room Data Sheets.

- Second – Fifth Floor Level (New Construction)

As previously mentioned, the R-Wing Renovation Project allows for the inclusion of five levels of new office construction. The new office addition will be framed with heavy structural steel.

Second Floor framing will consist of clear span steel framing with supplementary infill framing complete with precast core slab concrete decking.

Levels 3 through 5 will consist of a similar steel framed floor plate with the exception of dividing the span of the 'main' beam carrying the supplementary framing with an intermediate column. Such loads will then be transferred to the mid-point of the 'main' clear span beam.

The proposed office build will be separated from the gymnasium north wall by newly created circulation/atrium space. This void is to be framed with a roof consisting of sloped glazing units in aluminum frames with the intention of allowing natural light into all levels on the south side of the new office build.

Levels 2 through 5 will consist primarily of office space including meeting rooms, kitchenettes, and a small amount of teaching space, general circulation, washrooms, electrical rooms and janitorial spaces. Additional interior finishes and space programming is as described in the attached Room Data Sheets.

The cladding of the proposed office build will be a cost effective ratio established through the cost estimating procedure of both curtain wall, spandrel panels, sealed units, while the larger sum of vertical surface area being dedicated to glazing whether it be part of the curtain wall assembly or punched openings in a masonry rain screen cladding. Roofing membrane is to be of the inverted type. Consideration is to be given for allowing for 20% of the new roof surface to be dedicated to extensive green roof techniques as per municipal zoning bylaws.

Building characteristics and massing

The building is anticipated to be 5 levels above grade and 1 level below. The floor to floor heights will be minimum 4m. In general, teaching and student spaces will be located on the lower levels of the building while the upper levels will house faculty and administrative functions.

Material selection

The building will be designed to match surrounding landscape and buildings. As such, exterior finishes are to contain a combination of concrete, curtain wall, and masonry units/panels.

Key building components and systems

Mechanical/ Electrical and Data

Central Heating and Cooling Plant

The building is connected to the south campus central utilities plant. It is expected that the cooling and heating loads of the new addition, (300 tons of cooling and 3 Million BTU of heating) can be supported from the existing central utilities plant.

Modifications to how the central heating and cooling utilities are delivered to the new addition can create significant opportunities to optimize utility savings in the building.

The building should be designed to allow low temperature heating and other modern best practice technologies in building services design.

The building should be designed to accommodate future development in the central plant including a geothermal heat pump and other initiatives.

Power

Normal power will be supported by the new central switchboard electrical room installed in the R-Wing. Likely however work and modifications to the room and equipment will be required to accommodate electrical distribution system. However, upgrades in the stringency of the delivery of standby power will drive the need to increase the emergency/standby power to the facility, namely:

- Life safety and fire protection (fire pump in light of the tower, elevator)
- Emergency lighting requirements
- Elevators (in particular with the new tower)
- Information Technology and Record keeping for business continuity

An estimated amount of emergency power required for the build will be 150 – 300 KW and will move beyond the capacity of the Bladen wing generator which serves the area.

Further modifications to the connection of the standby power into the new electrical room in the basement level of the Recreation Wing will be required.

The standby power requirements however could be seen as an opportunity to improve the delivery of standby power to campus at large and create a centralized standby power plant which can be shared and prioritized as necessary.

Heating Ventilation and Air Conditioning

As a basis for preliminary costing, the building should be well-zoned for air handling to allow for system scheduling such that the office tower, classrooms, exam centre and other support areas all can be zoned separately. This will allow for the building to function efficiently as occupancy can be scheduled and the air handling systems can shut off in unoccupied hours.

The building should use modern air handling technology and design as described below:

- Variable air Volume with enthalpy wheels and CO2 Controls in the lecture halls
- VAV with CO2 in the offices and general areas
- The existing air handling system for the gymnasium and the student study space (formerly the gymnasium and key area) will be re-purposed with only minor modifications

Fire Protection

Fire service will likely require a separate feed from Military Trail as the area is currently not sprinklered.

Accessibility

The building will be accessible throughout and meet all University standards. Fully accessible washrooms will be provided throughout. Entrances will be designed for universal access rather than employing specialized ramps. At minimum, one of the elevators will be required to accommodate scooters.

Personal safety and security

Personal safety must be taken into consideration in the design of the building. The building will connect to the security system backbone which will run to security closets on each floor. From here, security connections will be extended to high security areas, in particular the lecture theatre, departmental offices and suites. Included as part of the central security system, will be the installation of a public address system that will be connected to the campus public address system (currently in process of installation) and CCTV cameras will monitor entry points to the building, lecture theatres, and other security demanding areas as identified. Card access is to be provided for all perimeter exterior doors, lecture theatres, office areas, elevator(s), and staircases.

The building will be sprinklered and have a standpipe system to meet the building code for its occupancy.

Servicing (including garbage and recycling, deliveries)

Each floor of the building will contain at least one janitor's closet. The closet on the ground floor must be a minimum of 2.5m wide by 6m long, (to permit storage of maids carts, floor scrubber machine and vacuums), and include a slop sink, one dedicated electrical outlet for recharging equipment, and storage shelves.

The other closets may be sized at a minimum of 1.5m x 3m and include a slop sink, storage shelves, and an electrical outlet.

Servicing/Deliveries will be via the existing loading dock at the adjacent Science Wing.

Elevators

There are to be two elevators planned for the building. The elevators are to be machine roomless type elevator sized practically to meet the loading and occupancy.

Acoustics

The design should ensure that any noise emissions from the Facility impacting nearby receptors falls within the acceptable sound level limits defined by the Ministry of Environment (MOE) in publications NPC-205 or NPC-232.

Noise mitigation designs should also be considered for off-property points of reception which are not defined as such in MOE Publication NPC-205/232. It is preferred if an effort is made to prevent the noise impact of the site to these points to be above a reasonably expected noise environment.

Signage and donor recognition

All signage is to abide by UTSC Signage and Graphics Standard dated September 28, 2011. The ground floor public areas should accommodate the display of public art, material relating to faculty and student work. At minimum, the space should be able to accommodate the length and width of glass vitrine cases. The exact sizing will be determined during the design phase.

Computing

This building will be fully connected to the campus fibre network from the neighboring Bladen Wing.

Detailed data drop requirements have been identified in the room data sheets and may require further development during design.

In consultation with IITS, appropriate locations for wireless transmitters will be identified and transmitters installed to provide the widest possible coverage.

Redundancy should be allowed in the size of the conduits to permit for additional future cabling.

Sustainability Design and Energy Conservation

Large volumes of outdoor air for ventilation are a major component of building energy consumption and a main energy conservation opportunity. In our case, the large volumes of air will be required in the exam centre and in the student study space.

Elements such as LED lighting, both internal and external, Low Temperature Heating and heat recovery for building reheating and the other options identified in the central utilities plant could enhance this as well. A view to the envelope overall would improve the energy consumption.

Also water conservation opportunities should be explored in this project. Large volumes of water could be used in the central washrooms in the gathering areas such as the exam center and student study spaces.

d) Site Considerations

The R-Wing is located on a prominent South Campus site, between the Student Centre and the newly constructed East Arrival Court, and forms part of the Military Trail frontage to the campus. Significant pedestrian travel occurs on all sides of the building, with stepped and ramped connections up to the Bladen Wing, Arts and Administration Building and the Science and Humanities buildings beyond. The East Arrival Court functions as the main bus drop-off for campus, thus the R-Wing is often the first building students encounter upon arrival to campus.

Key Considerations:

1. Building height is limited to a 5-storey structure (plus penthouse)
2. The site will take advantage of its prominent siting to provide an animated, well-designed public face to the campus and a welcoming entrance to those entering it, by foot, bicycle, bus or car.

3. 97 additional parking spaces will be needed with the by-law as it currently stands. Re-zoning process is underway to reduce the parking requirement for the campus properties.
4. Increased bicycle parking will be required and access to showers for cyclists will need to be considered.



Figure 5. Recreation Building on South Campus Site Location

Zoning

The UTSC campus is part of the Highland Creek Community Secondary Plan. The site for the Recreation Wing is zoned Institutional, with a permitted building height of five storeys.

The City's review municipal process typically takes between 6 and 9 months. University of Toronto Scarborough is currently working with the City's planning staff to allow for construction of the facility to begin on a sequential permitting basis in a time frame earlier than what would normally occur.

Master Plan

In 2011, UTSC completed a master planning process, which lays out a vision for the future of the campus with a specific emphasis on the development of the north campus. However, the south campus, where the R-Wing site is located, is expected to be refined in the coming years, with infill sites, new open space and better connections to the ravine. The Military Trail landscape in particular, is to be enhanced and connected to both sides of the campus as a pedestrian spine. The Master Plan notes the importance of a comprehensive pedestrian network, with important pathways to be treated as gateways to the campus itself. Sites such as the R-Wing are both highly public and highly trafficked, and are called out to serve as focal points for public art and other landscape investments.

Site boundaries, conditions and constraints

The site is bounded by an internal vehicular road running parallel to Military Trail to the east, the newly constructed East Arrival Court to the south, a newly constructed pedestrian ramp to the west and a forecourt and stairway to the north. Pedestrian traffic is significant on all four sides of the sites. The Student Centre is located on the opposite side of the forecourt, and entry to the Bladen Wing, upper level Student Centre and the Arts & Administration Building is facilitated from the upper plaza, reached via the pedestrian ramp and forecourt stair.

Beyond the building walls, the site is mostly hardscape, lacking articulation and amenities such as benches, site specific lighting, and plantings. The existing R-Wing building lacks canopies or other protective measures, and has few openings at ground level.

Relationship of new construction to adjacent buildings, structures, open spaces

Highland Hall should be designed to enhance its surroundings, with a principal entrance on the urban façade along Military Trail. The building will function as the de-facto arrival and departure point via the East Arrival Court. The design should recognize the need for interior and exterior campus connections, and provide those where possible.

Landscape and open space requirements

Landscaping will continue the streetscape pattern developed by the Student Centre and East Arrival Court. The existing service road running parallel to Military Trail, along the front of the campus, will be terminated at Highland Hall. Pedestrian access will continue through a new landscaped forecourt of Highland Hall, to the East Arrival Court beyond. A new, terraced, landscaped route will replace the stairs leading up to the Bladen courtyard, on the west side of the building. This will feature trees and benches.

Site access

The site is situated on Military Trail east of the Student Centre and west of the East Arrival Court. The campus drop-off loop circulates along the North side of the building while a pedestrian ramp on the South side links the East Arrival Court and upper plaza between the Student Centre, R-Wing, and Bladen Wing. Vehicular access to the site is best served from the drop-off loop driveway on the North side of the building.

Way finding

Interior signage and way finding to abide by the University of Toronto Scarborough Signage Standard. Exterior way finding should match what exists on the South Campus.

Soil conditions

Soil conditions are assumed to be identical to the neighboring East Arrival Court, which consisted mainly of sand fill. No known building restrictions have been noted.

Demolition of existing structures

Demolition of the squash courts, including foundations, will be required. Significant interior demolition will also occur.

Site servicing: existing

Existing stormwater runoff is collected in a 8” storm sewer line that makes its way through campus and eventually discharges in Highland Creek. Storm water management and runoff will also be reviewed as part of the Site Plan Application. Stormwater management must comply with the City of Toronto’s Green Standard.

Environmental issues, regional conservation, Ministry of the Environment

The site will require input from TRCA in the Site Plan Approval process to confirm setback from “top of bank”.

Hazardous waste disposal

It is expected that no hazardous wastes exist within the footprint of the building.

e) Campus Infrastructure Considerations

Utilities (electrical, water, gas, steam lines)

As discussed above the main electrical service will be extended from the existing Recreation Wing electrical room as well as emergency power from the central utilities plant.

Similarly as described in more detail previously, heating (steam) and chilled water will be extended from the central utilities plant as well as domestic hot and cold water services.

Sewer and storm water management

It is expected that existing sewer and storm water services will be utilized.

Communications (phone/data)

The campus is transitioning from Bell Centrex telephone system to a new Unified Communication (UC) platform which is currently in the implementation stage.

UC integrates voice communications, video conferencing, instant messaging and data services. It also provides unified messaging through voicemail-to-email integration. The feature-rich system will enable new ways of communication and collaboration on campus.

This new system will be installed in the newly renovated R-Wing.

Roads and pedestrian pathways

The existing service road running parallel to Military Trail, along the front of the campus, will be terminated at Highland Hall. Service vehicles will have full access to the loading and receiving areas, but will exit the campus directly in front of the area, rather than continue towards the east. Pedestrian access will continue through the landscaped forecourt of Highland Hall, to the East Arrival Court beyond.

Bicycle parking

Existing bicycle parking spots on the North side of the R-Wing will be maintained. New bicycle parking will be provided as per the requirements set out in Toronto's Green Standard.

Servicing and fire access

The current servicing and fire access for the building via the main drop-off loop will be maintained through construction.

Impact on other projects in sector

There are no impacts on other projects in this sector.

f) Co-Effects

Vacated Space

As all of these units decant from the MW building, this building will be repurposed to accommodate other functions. A key advantage to this strategy is that the building is less than 10 years old and is easily adaptable to accommodate new functions without significant investment in capital infrastructure. We hope to develop a comprehensive plan for these areas.

With the relocation of the office of the Registrar, the vacated space in the AA building could become a new home for Development and Alumni Relations, currently located in the IC. The remainder of the space could be used for UTSC governance as well as the Accessibility office. The vacated Accessibility space could become the new home of DCM which is currently housed in the portables that will be dismantled in 2015. The space in the Instructional Centre, vacated by DARO, could become expansion space for Co-op.

Parking

UTSC is currently engaged in a re-zoning process to enact a "new" parking by-law standard of 1.75 parking spots per 100 sq. m. This process is expected to be complete in the coming months and will ensure that no further parking is required as a result of this project.

Staging

All exams currently held in the gymnasium will need to be accommodated elsewhere for the duration of construction.

g) Schedule

Below outlines key scheduling dates for the project. Though a completion date of July 2017 is outlined below, it would be ideal for the completion date to be closer to early spring 2017.

Milestones/Deliverables	Target Date
UTSC Campus Affairs	January 12, 2015
UTSC Campus Council	February 4, 2015
Governing Council	April 1, 2015
Construction start	August 2015
Substantial completion	July 2017
Occupancy	August 2017

IV. Resource Implications

a) Total Project Cost Estimate

The total estimated project cost for the project includes estimates or allowances for the following:

- construction costs (assuming design/build procurement to aid in compressed schedule and budget control)
- contingencies
- taxes
- site service relocates including water, sanitary, storm and natural gas, electrical connections
- landscaping
- permits and insurance
- professional fees, architect, engineer (assumed within Design Build proposal), misc consultants (ie. AV etc.), project management.
- computer and telephone terminations
- moving
- furniture and fixed equipment
- miscellaneous costs [signage, security, other]
- commissioning
- escalation
- project financing costs, see cash flow

b) Operating Costs

The total annual costs for this facility are estimated at \$945,000, related to utilities, building and maintenance costs.

c) Funding Sources

The funding sources for the project are UTSC Operating Funds, Capital Campaign, Provost Central Funds, and award of the Ontario Major Capacity Expansion Program (as cash). Additional financial costs will also need to be considered in regard to the co-effects that will be generated:

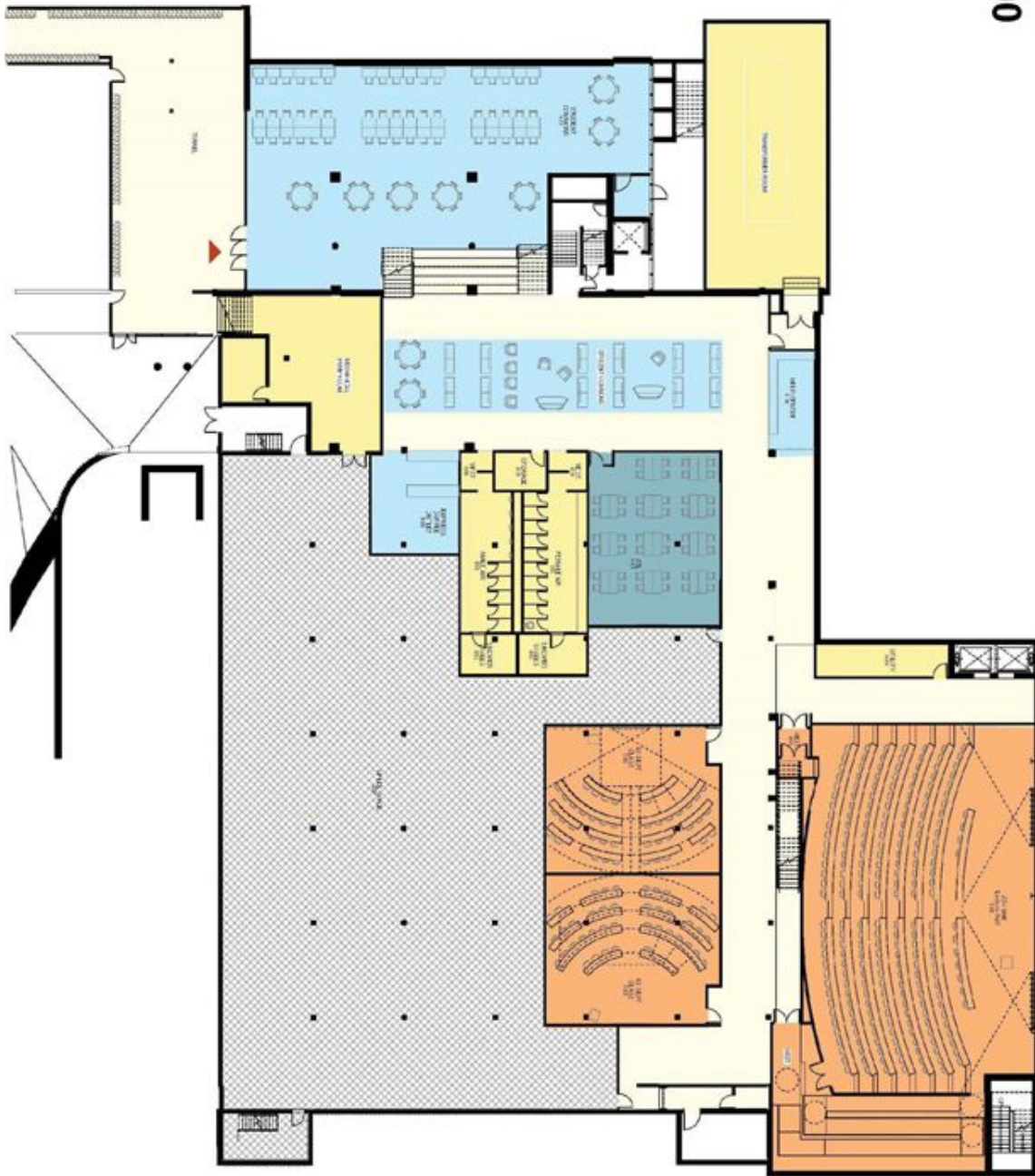
- The portables will need to be removed and the S-Wing field will need to be fixed
- Areas vacated by departments moving into the new building will need to be renovated

APPENDICES:

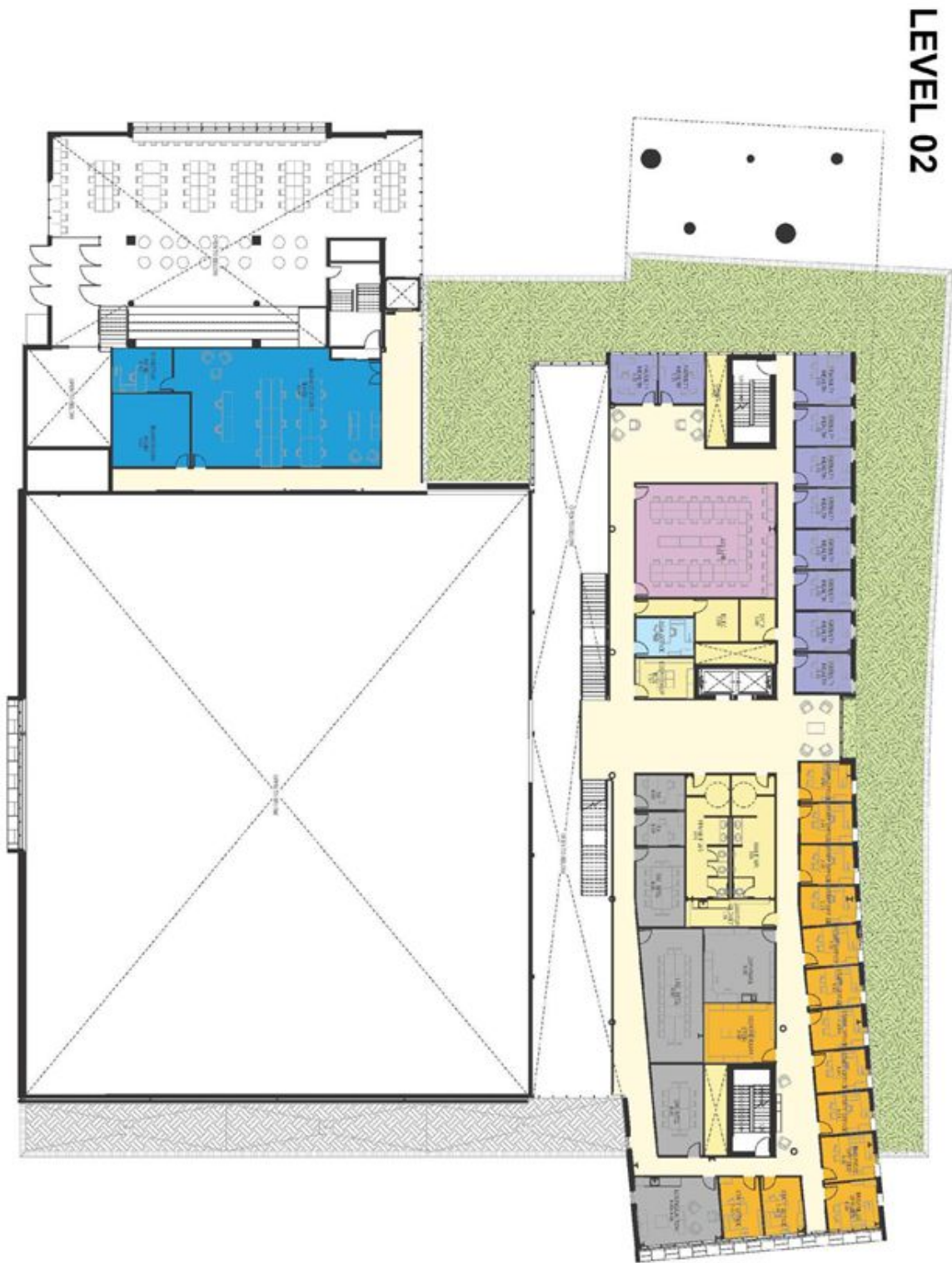
1. Floor Plans and Exterior Views
2. Existing Space Inventory
3. Space Utilization and Requirement Analysis
4. Room Specification Sheets (on request)
5. Total Project Cost Estimate (on request to limited distribution)

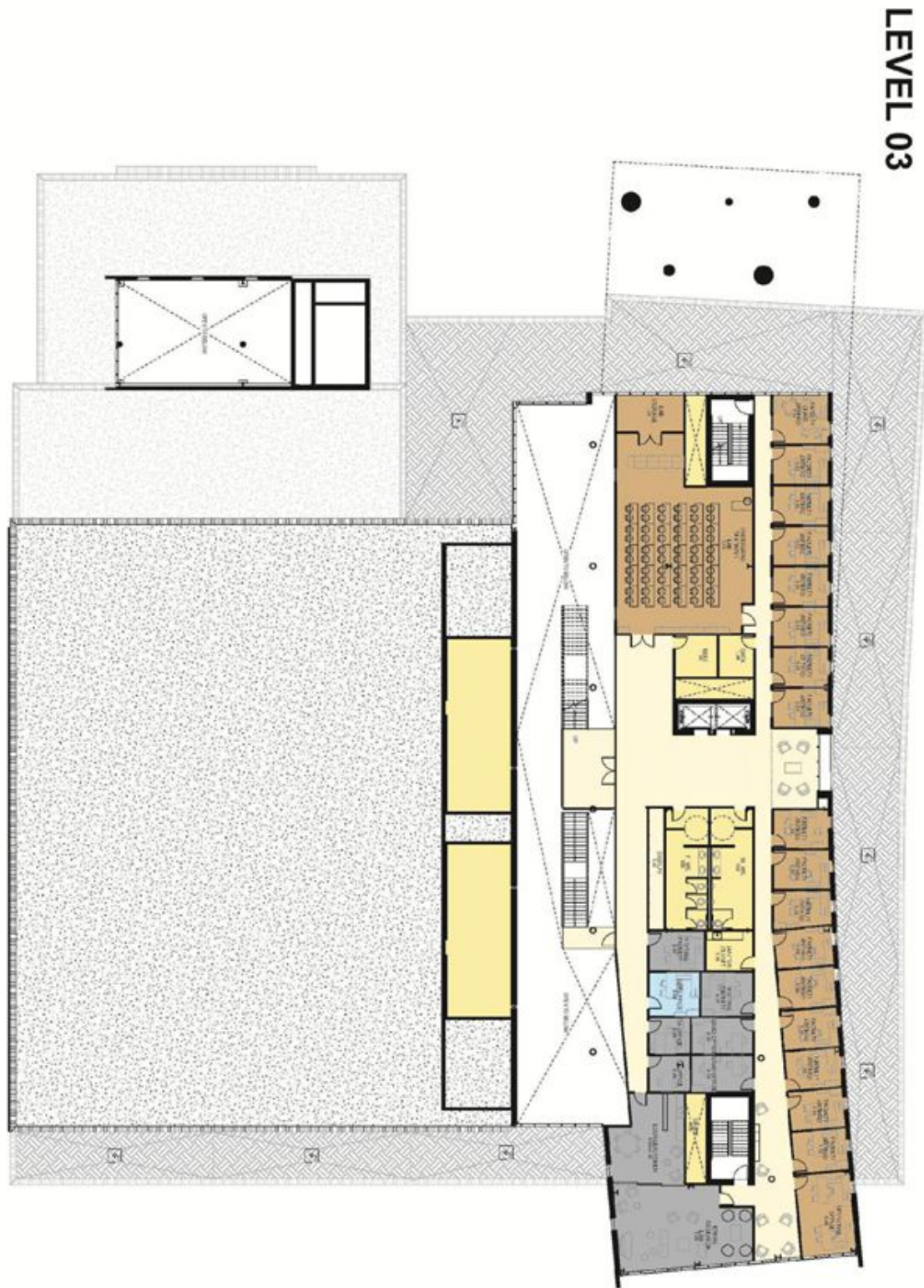
APPENDIX 1

LEVEL 00

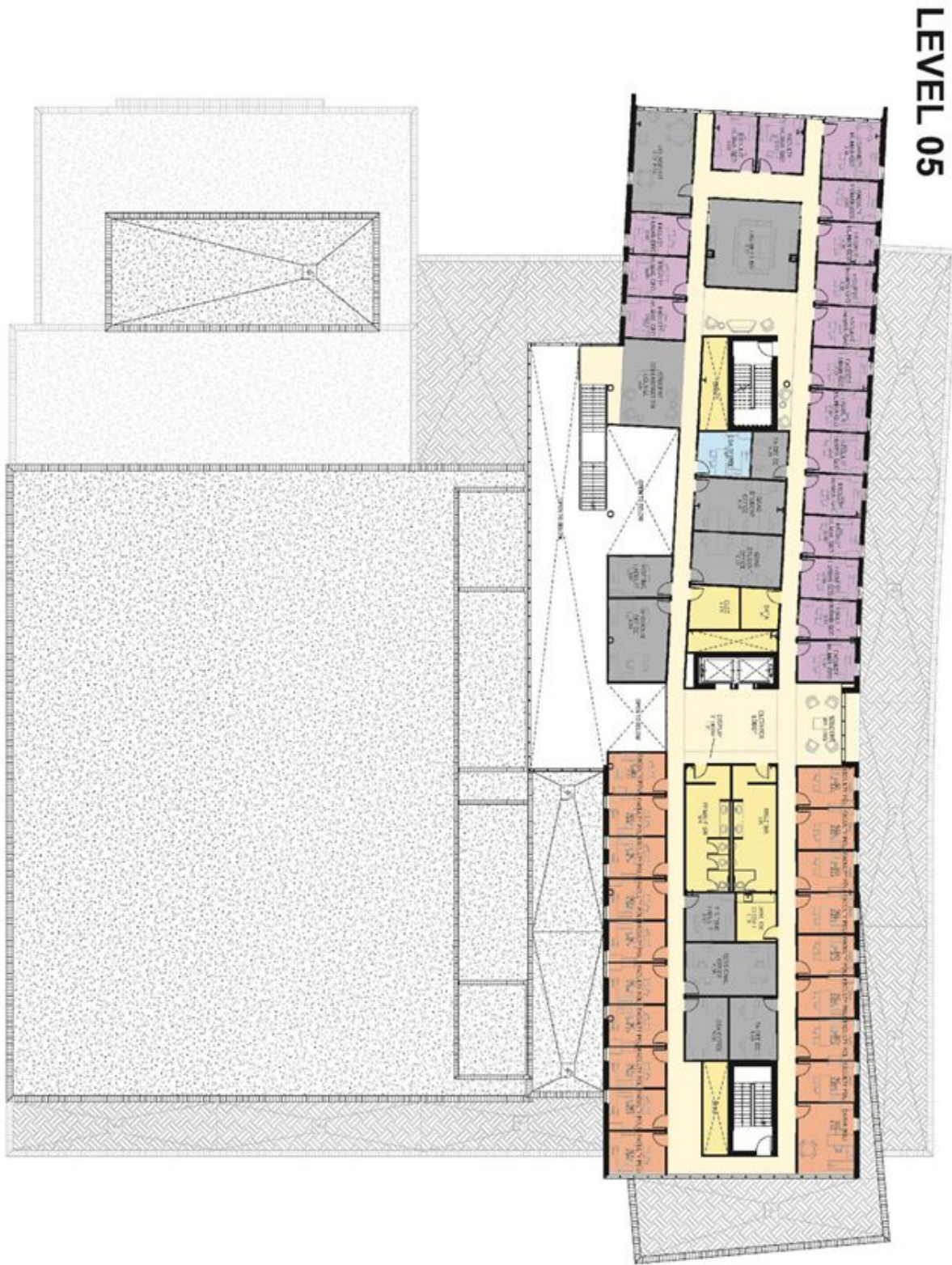












LEVEL 05



Section through Atrium



Section through Student Commons



West Elevation



South Elevation

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 8 OF THE CAMPUS COUNCIL

December 3, 2014

Professor William A. Gough, Chair
Mr. Mark Krembil, Vice-Chair
Professor Bruce Kidd, Interim Vice-
President and Principal
Mr. Preet Banerjee
Mr. Harvey Botting
Mr. Asher Chohan
Mr. Ommer Chohan
Professor Suzanne Erb
Ms Kathy Fellowes
Mr. Mark Frimpong
Ms Sue Graham-Nutter
Mr. John Kapageridis
Dr. Elaine Khoo
Ms Marilyn Kwan
Ms Nancy Lee
Ms Permjit (Pam) Mann
Mr. Hussain Masoom
Mr. George Quan Fun

Ms Susan Murray
Dr. Christopher Ollson
Mr. David Shim
Professor Andre Simpson
Ms Elaine Thompson
Mr. Andrew Arifuzzaman, Chief
Administrative Officer
Professor Rick Halpern, Dean and Vice-
Principal (Academic)

Secretariat:

Mr. Lee Hamilton
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:

Dr. Brian Harrington
Mr. Moataz S. Mohamed

In attendance:

Ms Lynn Tucker, Associate Chair, Curriculum, Department of Arts, Culture & Media
Mr. Stanley Chan, Student Presenter, Department of Arts, Culture & Media
Ms Denais Peluch, Student Presenter, Department of Arts, Culture & Media
Ms Liza Arnason, Director, Student Life
Ms Jennifer Bramer, Director, Academic Advising and Career Centre
Ms Helen Morissette, Director, Financial Services
Ms Michelle Verbrughe, Director, Student Housing & Residence Life

1. Chair's Remarks

The Chair welcomed members and guests to the meeting and introduced the members participating in

Minutes of the Meeting of the Campus Council of December 3, 2014

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the meeting by teleconference and videoconference. He reported that the Committee to Review the UTM and UTSC Campus Councils (CRCC) had completed its work, and that the final report would be presented to the Governing Council at its December 11th meeting, and to the UTSC Campus Council and its Standing Committees in subsequent meetings. He concluded his remarks by highlighting business items that the Campus Council would be considering in the New Year, which included the following: 2015-16 Ancillary Operating Plans, Highland Hall capital project, parking structure capital project, a new student residence capital project, and appointments to the Campus Council and its Standing Committees.

2. Report of the Interim Vice-President & Principal

The Chair invited Professor Bruce Kidd, Interim Vice-President & Principal to present his report. Professor Kidd introduced Ms Lynn Tucker, Associate Chair, Curriculum, in the Department of Arts, Culture & Media (ACM) to provide the Council with an overview of Arts and Culture at UTSC.

a. Student Presentation: Arts & Culture at UTSC

Ms Tucker's presentation focused on ARTSIDEOUT and the Arts, Culture and Media AMC Student Association (ARTSA). She invited Ms Denais Peluch and Mr. Stanley Chan to provide a brief overview of each initiative. Ms Peluch reported that ARTSIDEOUT began as a trial event in 2008 to showcase what one could expect to see in AMC on a regular basis. She said that ARTSIDEOUT was an event that many alumni and community residents participated in. The challenges reported were mainly related to resources in terms of student and faculty volunteers needed to help make the event successful, and insufficient financial support. Mr. Chan reported that ARTSA was the official Department Student Association (DSA) within AMC that aimed to promote the creative and artistic vision of students. He remarked that ARTSA was trying to connect with alumni graduates from the Department, including organizing networking events. Collaborative initiatives with the Arts Management Student Association (AMSA) were also underway.

In response to a question from a member, Ms Tucker reported that the next large concert performance from AMC would take place in March 2015.

A member commented on exploring the option of recruiting alumni volunteers to assist with ARTSIDEOUT, and Ms Tucker reported that alumni members may not always be well-suited to assist with ARTSIDEOUT due to the heavy internal logistics and planning.

A member raised a question concerning space on campus for AMC, and Professor Kidd reported that there was insufficient space on campus, in general, and that given the community need facilities for the performing arts were being considered in the planning for future capital expansion. Such facilities would serve both the campus and nearby community.

The Chair thanked Ms Tucker, Ms Peluch and Mr. Chan for their presentation. He also expressed appreciation to the guests from AMC who provided the Council with beautiful musical arrangements prior to the Meeting.

Minutes of the Meeting of the Campus Council of December 3, 2014

Returning to his report, Professor Kidd addressed how UTSC had already been working to accomplish President Meric Gertler's three Presidential priorities that were the focus of the President's installation address in November 2013. Professor Kidd's highlight included the following:

- *Leverage our urban location more fully, for the mutual benefit of university and city.*
Professor Kidd remarked that many courses taught at UTSC were specific to the Scarborough experience, and that many faculty were deeply engaged with local urban issues in the Scarborough community
- *Strengthen and deepen key international partnerships: well-defined strategic focus.*
Professor Kidd reported that seventeen percent of students enrolled at UTSC were international students and that the Office of the Dean and Vice-Principal (Academic) was working on projects in Asia to strengthen existing relationships and establish new ones.
- *Re-imagine and re-invent undergraduate education.*
Professor Kidd commented on the emphasis UTSC placed on experiential learning in the form of co-op placements, and research opportunities at local organizations.

Lastly, Professor Kidd commented on the success of the UTSC 50th Anniversary events and the positive impact it had on increasing the profile of UTSC in Scarborough and the Greater Toronto Area (GTA). He concluded his report by announcing the winners of the UTSC 50th Anniversary Legacy Fund, which included the following programs, services and physical additions to UTSC: Urquhart Memorial Pollinator Initiative, Interpretive Walk in the UTSC Ravine Lands, Entrepreneur Expo, Revive the UTSC telescope, UTSC International Health Film, Studies and Expo, UTSC50 Lab Coats, Rock Wall and The Scarborough Oral History Project

A member raised a question regarding the number of International Teaching Staff at UTSC, and Professor Rick Halpern, Dean and Vice-Principal (Academic) reported that over the past four to five years, thirty Teaching Staff searches had been completed and that two thirds had resulted in international hires.

A member inquired as to how Campus Council Members could help tell the UTSC story and Professor Kidd remarked that members should use every occasion to tell other individuals about the wonderful things happening at UTSC.

3. UTSC Proposed Operating Budget: Themes and Priorities

The Chair introduced and invited Mr. Andrew Arifuzzaman, Chief Administrative Officer, to present the UTSC Proposed Operating Budget: Themes and Priorities to the Committee for information and feedback. Mr. Arifuzzaman requested that the Chair recognize Professor Halpern who would be presenting with him. The presentation highlights were as follows:

- **Academic Initiatives:**

Information regarding the interface with other Divisions and undergraduate/graduate initiatives were highlighted. Prof. Halpern provided information on Combined Programs, jointly run graduate programs with other professional and graduate only university divisions, and interdivisional teaching. New and proposed undergraduate and graduate programs were also mentioned (e.g., Masters in Behavioural Science and Management Research, Major in Journalism and Minor in Urban Public Policy and Governance).

- **Growth: Operational and Financial Context**

- a. *System and Regional Factors*

The Ontario undergraduate full-time demand scenario projection showed a trend of growth leading into 2030. Between the years 2013-2036, the Greater Toronto Area (GTA) would have close to 50,000 individuals between the ages of 18-20 years old. The eastern part of the GTA was of particular interest to UTSC for the purpose of recruitment. Strategies on getting students to UTSC remained a top priority (i.e., transportation).

- b. *UTSC Investment and Growth*

Over the next two decades, enrollment at UTSC was expected to reach nearly 17,000 students. Building up the physical environment, academic programming, and human resources infrastructure would be key areas of focus.

- c. *Stabilizing Factors*

Ongoing planning, forecasting and analysis had led to improvements in entrance averages, student to faculty ratios, and the percentage of gross academic budget supported by the University Fund at UTSC. Looking ahead, continued work would still be required to address needs for student, faculty and research space on campus.

- d. *Growth to Date*

Campus growth would have a significant impact on the current budget. Ninety-six percent of all revenues were generated from tuition fees and government grants. It was reported that contingency funds could be allocated

Minutes of the Meeting of the Campus Council of December 3, 2014

when variances in enrollment targets occurred.

e. Financial Risk Mitigation

Deferral of expenses and unallocated resources could help mitigate some financial risk. There would also be opportunities to explore new ways of generating revenue.

The Chair invited Ms Sue Graham-Nutter, Chair of the UTSC Campus Affairs Committee, to provide highlights from the discussion that took place at the November 11th UTSC Campus Affairs Committee meeting.

A member asked for enrollment figures regarding the number of college students who transferred to UTSC, and Professor Halpern reported that the numbers were modest and that college transfer students did not strongly affect enrollment targets.

A member asked what recruitment strategies were in place to attract potential students to UTSC given the unique program offerings. Professor Halpern explained that the general strategy was to rely on the current catchment area (e.g. Scarborough, Durham region and to some extent York region). In addition, he reported that the new Viewbook (i.e. a resource guide that contained information regarding programs, student life and admissions) would incorporate the “pathways” branding and marketing tools to underscore that UTSC was the campus that offered a variety of unique programs and courses.

In response to a question from a member regarding interdivisional teaching, Professor Halpern reported that to qualify to teach interdivisional courses, teaching staff must be permanent tenure stream, and that class sizes could not exceed fifty-nine students or a cost sharing mechanism would need to be established between the two divisions.

A member commented on the large number of stops the 198 Toronto Transit Commission (TTC) bus made before arriving at the Kennedy Station in Scarborough, and Mr. Arifuzzaman reported that he would investigate whether reducing the number of stops was an option.

A member asked whether there was sufficient support and resources for new international students enrolled at UTSC, and Mr. Desmond Pouyat, Dean of Student Affairs, explained that in addition to the well-established English Language Development program there was orientation and counselling programs offered to new international students to help them adjust to UTSC and Canadian culture.

In response to a question from a member regarding the different categories of Teaching Staff at UTSC, Professor Halpern reported that when the campus’ infrastructure and space challenges were adequately addressed the approach to hiring permanent full-time tenure stream and teaching staff would be revisited.

The Chair thanked Mr. Arifuzzaman and Professor Halpern for their presentation to the Council.

Minutes of the Meeting of the Campus Council of December 3, 2014

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CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 4) be approved.

4. Report of the Previous Meeting: Report Number 7 – Wednesday, October 15, 2014

5. Business Arising from the Minutes of the Previous Meeting

6. Reports for Information

- a) **Report Number 7 of the Agenda Committee** (Tuesday, September 30, 2014)
- b) **Report Number 7 of the Academic Affairs Committee** (Tuesday, September 9, 2014)
- c) **Report Number 7 of the Campus Affairs Committee** (Tuesday, September 16, 2014)

7. Date of the Next Meeting – Wednesday, February 4, 2015, 4:00 p.m.

The Chair reminded members that the next scheduled meeting of the Council was on Wednesday, February 4, 2015 at 4:00 p.m.

8. Other Business

The Chair reported that a call for nominations would be made on Tuesday, January 6, 2015 for Administrative Staff, Teaching Staff and Student positions on the UTSC Campus Council or one of its Standing Committees for the 2015-16 governance year. He noted that a call for applications for Community Members would take place early in the Spring.

9. Question Period

There were no questions.

Minutes of the Meeting of the Campus Council of December 3, 2014

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The meeting adjourned at 6:10 p.m.

Secretary

Chair

Report Number 8 of the UTSC Agenda Committee- November 25, 2014

UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 8 OF THE AGENDA COMMITTEE

November 25, 2014

To the Campus Council
University of Toronto Scarborough.

Your Committee reports that it held a meeting on Tuesday, November 25, 2014 at 4:00 p.m. in the University of Toronto Scarborough, Arts and Administration Building, Council Chamber, Room AA160.

Present: Professor William A. Gough (Chair)
Ms Kathy Fellowes
Ms Sue Graham-Nutter
Dr. Elaine Khoo
Professor Bruce Kidd
Ms Nancy Lee
Ms Permjit (Pam) Mann

Regrets: Mr. Mark Krembil (Vice-Chair)
Mr. Hussain Masoom

In attendance: Mr. Andrew Arifuzzaman, Chief Administrative Officer

Secretariat: Mr. Lee Hamilton
Ms Amorell Saunders N'Daw
Ms Rena Parsan

The meeting was held in closed session.

1. Chair's Remarks

The Chair welcomed members to the meeting. He thanked Mr. Mark Krembil, Vice-Chair, UTSC Campus Council, for Chairing the September 30th Agenda Committee meeting, and Ms Sue Graham-Nutter, Chair of the UTSC Campus Affairs Committee, for Chairing the October 15th UTSC Campus Council meeting in his absence. He reported that the Committee to Review

Report Number 8 of the UTSC Agenda Committee- November 25, 2014

the UTM and UTSC Campus Councils (CRCC) was presenting its report and recommendations to the Governing Council on December 11th. He added that the report would be presented to the UTSC Campus Council and its Committees for information in a subsequent cycle of business.

2. Agenda for the Meeting of the University of Toronto Scarborough Campus Council, Wednesday, December 3, 2014

The Committee discussed and approved the agenda for the UTSC Campus Council meeting on Wednesday, December 3, 2014, as presented.

3. Date of the Next Meeting- Wednesday, January 21, 2015 at 4:00 p.m.-5:00 p.m.

The Chair reminded members that the next scheduled meeting of the UTSC Agenda Committee was on Wednesday, January 21, 2015 at 4:00 p.m. in room AA160 of the Arts and Administration building.

4. Report of the Previous Meeting- Report Number 7- September 30, 2014

Report Number 7 (September 30, 2014) was approved.

5. Other Business

In response to a question from a member, the Chair explained that meeting reports required approval at the Committee level before being presented for information to the UTSC Campus Council, which explained why reports coming forward did not represent the most recent Committee deliberations.

The meeting adjourned at 4:55 p.m.

Secretary

Chair

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 8 OF THE ACADEMIC AFFAIRS COMMITTEE

November 10, 2014

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

Your Committee reports that it met on Monday, November 10, 2014 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Kathy Fellowes (Chair)
Dr. Christopher Ollson (Vice Chair)
Professor Bruce Kidd, Interim Vice-
President and Principal
Professor Mark Schmuckler, Acting Vice-
Principal and Dean (Academic)
Professor Malcolm Campbell, Vice
Principal Research
Ms Maryam Ali
Dr. Johann Bayer
Dr. Corinne Beauquis
Professor William R. Bowen
Professor Nick Cheng
Dr. Curtis Cole
Professor George S. Cree
Professor David J. Fleet
Professor William A. Gough
Professor John A. Hannigan
Professor Matthew J. Hoffmann
Mr. Jerry Yu Jien
Professor Madhavi Kale
Ms Whitney Kemble
Dr. Sarah D. King
Professor Heinz-Bernhard Kraatz
Ms Nancy Lee
Mr. Andrew Leung
Professor Nathan R. Lovejoy
Professor Andrew C. Mason
Professor John Robert Miron
Ms Susan Murray
Ms Victoria Owen

Mr. George Quan Fun
Dr. Jayeeta Sharma
Ms Lynn Tucker
Mr. Selim Younes
Professor David Zweig

Non-Voting Assessors:

Ms Annette Knott
Mr. Desmond Pouyat

Secretariat:

Mr. Lee Hamilton
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:

Mr. Syed W. Ahmed
Professor Christine Bolus-Reichert
Professor Neal Dolan
Professor Suzanne Erb
Professor Rick Halpern
Professor Clare Hasenkampf
Professor Benj Hellie
Mr. John Kapageridis
Ms Noor Khan
Dr. Elaine Khoo
Professor Philip Kremer
Professor Michael J. Lambek
Professor Patricia Landolt
Dr. Karen Lyda McCrindle
Mr. Moataz S. Mohamed
Professor Matthias Niemeier

REPORT NUMBER 8 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- November 10, 2014

Page 2 of 4

Ms Charmaine Louise C. Ramirez
Professor Mary T. Silcox
Professor Grace Skogstad

Professor Andre Sorensen
Ms Tisha Tan
Mr. Lukas Zibaitis

In attendance:

Professor Ryan Isakson, Assistant Professor, Centre for Critical Development
Studies Ms Fiorella Shields, Director, Student Services, Registrar's Office

1. Chair's Remarks

The Chair welcomed members to the meeting and reported that it was the last meeting before the holiday break. She welcomed Professor Matthew Hoffmann and Ms Susan Murray who participated in the meeting by teleconference.

2. Assessors' Reports

The Chair reported that Professor William A. Gough, Vice-Dean, Graduate Education and Program Development and Professor Mark Schmukler, Vice-Dean, Undergraduate were representing the Dean's Office in the absence of Professor Rick Halpern, Dean and Vice-Principal (Academic) who was traveling on university business.

3. Strategic Topic: The Status of Graduate Studies at UTSC

The Chair introduced and invited Professor Gough to present the strategic topic.

The presentation addressed¹ the following main points:

- Locally managed graduate studies had been on the campus since 2006 with the launch of the Masters of Environmental Sciences, which had originally been under the 'graduate umbrella' of the then Centre for Environment on the St. George campus. In 2010, a PhD in Environmental Sciences was established locally; at this time the graduate department of Physical and Environmental Sciences formed and both programs were now administered locally.
- In 2013, the Masters and PhD in Clinical and Counselling Psychology was launched at UTSC in conjunction with the Ontario Institute for Studies in Education (OISE);
- Several new proposals were moving through consultations and the governance process. These included the Research Master's program in Behavioural Science and Management Research, and the Graduate Diploma/Masters in Accounting;
- Professor Gough provided an overview of Combined Programs as a pathway into professional faculties, and the benefits to recruitment and the overall student experience; Combined Program have been approved linking UTSC's Environmental

¹ Strategic Topic Presentation: The Status of Graduate Studies at UTSC

REPORT NUMBER 8 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- November 10, 2014

Page 3 of 4

Science programs and the Faculty of Applied Science and Engineering's Master of Engineering, and UTSC's Mental Health Specialist and the Factor Inwentash Faculty of Social Work's Masters of Social Work. Initiatives were being pursued in the following areas: UTSC Health Studies and Masters in Rehabilitation Science, UTSC programs in French, Mathematics, Chemistry and Physics and Masters of Teaching.

A member commented on the fact that Combined Programs were being linked to professional Faculties and asked whether a Combined Program could be established with the Faculty of Arts and Science (FAS). Professor Gough reported he was not aware of any such initiatives.

A member commented on the level of interest in Combined Programs, and Professor Gough reported that there was strong interest in Combined Programs from University leadership.

4. 2014-15 Out-of-Cycle Curriculum Changes-New Courses: Graduate Department of Physical and Environmental Sciences & Department of Anthropology (Health Studies)

The Chair invited Professor Gough and Professor Schmuckler to present the curriculum changes in the Graduate Department of Physical and Environmental Sciences (DPES) and the Department of Anthropology (Health Studies).

Professor Gough reported that a new course in Environmental Change and Human Health was being proposed in the DPES out-of-cycle to be taught in the Winter 2015 semester. He commented that there was no other similar course in DPES or at the University of Toronto, and that the course filled a specific academic gap in the curriculum.

Professor Schmucker reported that a new course in Special Topics in Health in the Department of Anthropology (Health Studies) was being proposed out-of-cycle to be taught in the Winter 2015 semester. He commented that the course would be an advanced seminar to provide students with an opportunity to examine selected topics in-depth, and that the proposed topic for the winter semester was Health and Homelessness taught by Dr. Naheed Dosani, Palliative Medicine Fellow in the Department of Family and Community Health, Division of Palliative Care on the St. George campus.

No questions were raised.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the new course in the Graduate Department of Physical and Environmental Sciences, as described in the package dated October 17, 2014 and recommended by the Acting Dean and Vice-Principal (Academic), Professor Mark Schmuckler, be approved effective immediately for the academic year 2014-15; and

REPORT NUMBER 8 OF THE UTSC ACADEMIC AFFAIRS COMMITTEE- November 10, 2014

Page 4 of 4

THAT the new course in the Department of Anthropology (Health Studies), as described in the package dated October 17, 2014 and recommended by the Acting Dean and Vice-Principal (Academic), Professor Mark Schmuckler, be approved effective immediately for the academic year 2014-15.

CONSENT AGENDA**

5. Report of the Previous Meeting: Report 7 – Tuesday, September 9, 2014

6. Business Arising from the Report of the Previous Meeting

7. Date of the Next Meeting –Thursday, January 8, 2015, 4:00 p.m. - 6:00 p.m.

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 5) be approved.

The Chair reminded members that the next scheduled meeting of the Committee was on Thursday, January 8, 2015 at 4:00 p.m.

8. Other Business

There were no other items of business.

The meeting adjourned at 5:05 p.m.

Secretary

Chair



UTSC Graduate Education: An Update

William A. Gough

Vice-Dean Graduate Education

November 10, 2014

Outline

- Graduate Programs
 - Where we have come from
 - Where we are going to
- Combined Programs
 - Where we have come from
 - Where we are going to

Outline

- Graduate Programs
 - Where we have come from
 - Where we are going to
- Combined Programs
 - Where we have come from
 - Where we are going to

Where we have come from

- 1964
 - Scarborough College created
 - Part of FAS as a constituent college (like New College)
 - UTM created in 1965
- 1964 – 1993
 - UTSC and UTM research faculty in some disciplines (largely the laboratory Sciences) set up labs at UTSC and UTM
 - Graduate student presence on campus in these labs, often served as TAs – graduate programs all based at STG



More History

- 1993
 - Environmental Science group formed from faculty in Physical Geography and Geology and two new hires (Fulthorpe, Gough)
 - New group created new undergraduate programs in Environmental Science
 - Proposed Master of Environmental Science
 - First graduate program proposed not based/administered from an academic unit on the STG campus



And more

- Notion not well received
- UTSC Environmental Scientists wander for 13 years in the administrative/governance wilderness searching for the Promised Land
- 2006
 - Master of Environmental Science is launched with 16 students in the first class
 - Program part of the Centre for Environment based on the STG campus

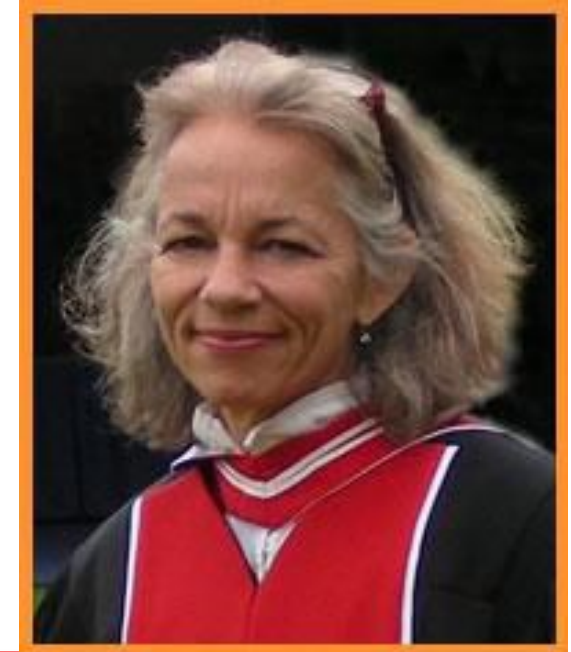


Environmental Science

- 2006 Master of Environmental Science
 - 16 students in first class
 - Program in Centre for Environment (STG)
 - All courses offered at UTSC
- 2010 PhD in Environment Science
 - 2 year development period
 - Substantial resistance overcome
 - 6 students enrolled in Sept 2010
- DPES becomes a graduate unit in 2010
 - Master's program patriated to UTSC

Current State

- 90 students per year in Master's program
 - Three fields of study
 - Biophysical Interactions in Terrestrial and Aquatic Systems
 - Conservation and Biodiversity
 - Climate Change Impact Assessment
- 45 doctoral students
 - 5 cohorts
 - 1st graduate in 2013
 - Another before end of December
 - 3+ in 2015



Clinical Psychology

- In late 2000s, UTSC Department of Psychology propose a PhD in Clinical Psychology
 - Direct competition encountered with OISE's Counseling Psychology and FAS Department of Psychology
 - 3+ years of negotiating ensued



Clinical Psychology

- 2013
 - New field in Master and PhD Programs in Clinical and Counseling Psychology called “Clinical Psychology” launched at UTSC
 - OISE and UTSC fields, although part of the same program, are fiscally independent
 - Program is “owned” by both OISE and UTSC
 - Why?
 - Duplication not permitted
 - CPA and CPO issues



Clinical Psychology

- 2013
 - 5 students admitted in Master's program (two years)
- 2014
 - 5 more students added for 10 Master's students
- 2015
 - 5 students will be admitted in PhD (likely flow through)
- Exceptional students with high rate of external funding (8 of 10)



Outline

- Graduate Programs
 - Where we have come from
 - Where we are going to
- Combined Programs
 - Where we have come from
 - Where we are going to

New proposals

- Management
 - Research Master's program
 - Master of Behavioural Science and Management Research
 - Professional Graduate Program
 - Master and/or Graduate Diploma in Accounting
- Proposals well developed and moving through consultation/governance process



Nascent Ideas

- **Social Science**
 - Human Geography
 - Critical Development Studies
 - Others may emerge from planning process
- **Biological Sciences**
 - Participates in Environmental Science programs
 - New ideas in embryonic form
- **Advanced Care Paramedic**
 - Currently – Joint Program with Centennial for Primary Care Paramedics
 - Need for Advanced Care Paramedic
 - Proposal for this to be a graduate diploma offered through UTSC – some hurdles to overcome
- **Others?**

Outline

- Graduate Programs
 - Where we have come from
 - Where we are going to
- Combined Programs
 - Where we have come from
 - Where we are going to

What is a Combined Program

- Combined Degree Program
 - Existed as grad/grad or 2nd entry/grad combinations for some time
- Undergrad / grad
 - New concept at U of T
 - First proposed by UTSC
 - Linking Environmental Science Specialist and Master of Engineering
 - Initially rebuffed (“no appetite at U of T”)
 - Vice-Provost Cheryl Regehr (now Provost) liked the idea



Combined Programs

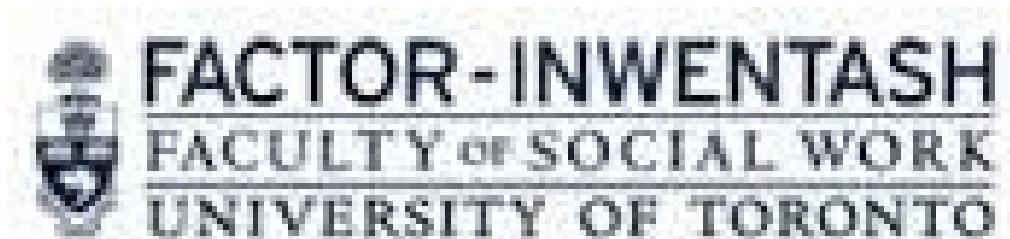
- Why?
- Four local graduate programs
 - Always in niche areas
- U of T has 18 faculties
 - 3 Arts and Science faculties (FAS, UTM, UTSC)
 - 15 “professional” faculties
- Combined Programs provide pathways to these professional offerings
 - Enhanced experience for our best students
 - Attractive for recruitment purposes

UTSC Combined Programs

- Environmental Science and Engineering
 - 3rd year students apply to enter combined program
 - Conditional offer to grad program made in 3rd year
 - 4th year – 2 undergrad engineering courses and 2 graduate courses – grad courses count toward both degrees
 - 5th year – reduced load Master's year
- Approved in 2013
 - 3 students in program this year

UTSC Combined Programs

- UTSC Mental Health Specialist and Master of Social Work
 - Students apply in 3rd year, conditional offer
 - 4th year, research course, co-supervised by faculty member for FIFSW and UTSC Psychology faculty member
 - 4th year course – Social Determinants of Mental Health offered by FIFSW through interdivisional teaching for CP students (Williams)



Outline

- Graduate Programs
 - Where we have come from
 - Where we are going to
- Combined Programs
 - Where we have come from
 - Where we are going to

New Initiatives

- UTSC Health Studies and Master in Rehabilitation Science
 - Working on funding details (MRehabSci is a research program)
- UTSC programs in French, Mathematics, Chemistry and Physics and Master of Teaching
 - Replacement for CTEP program
- Others?



UNIVERSITY OF TORONTO
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FOR STUDIES IN EDUCATION



Questions?

William A. Gough

Vice-Dean Graduate Education

November 10, 2014

UNIVERSITY OF TORONTO
UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL
REPORT NUMBER 8 OF THE CAMPUS AFFAIRS COMMITTEE

November 11, 2014

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

Your Committee reports that it met on Tuesday, November 11, 2014 at 4:00 p.m. in the Council Chamber, Arts and Administration Building, with the following members present:

Present:

Ms Sue Graham-Nutter, Chair
Mr. Hussain Masoom, Vice-Chair
Professor Bruce Kidd, Interim Vice
President & Principal
Mr. Andrew Arifuzzaman, Chief
Administrative Officer
Professor William Gough, Acting
Dean and Vice-Principal
(Academic)
Mr. Desmond Pouyat, Dean of
Student Affairs
Ms Erin Bradford
Ms Kathy Fellowes
Dr. Brian Harrington
Mr. Kamal Hassan
Ms Hannah Yukari Hori
Professor Ken W.F. Howard
Ms Jessica Paulina Kirk
Ms Permjit (Pam) Mann
Mr. Mark Henry Rowswell
Ms Tammy Tennisco
Dr. Erin L. Webster

Mr. Larry Whatmore
Dr. Helen Wu

Non-Voting Assessors:

Ms Helen Morissette

Secretariat:

Mr. Louis Charpentier
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:

Dr. Jonathan S. Cant
Dr. Tarun Dewan
Ms Teresa Gomes
Professor Rick Halpern
Professor Ping-Chun Hsiung
Professor Sohee Kang
Ms Lydia V.E. Lampers-Wallner
Mr. Russell Polecina
Ms Charmaine Louise C. Ramirez
Ms Kirsta Stapelfeldt

In attendance:

Ms Liza Arnason, Director, Student Life
Ms Jennifer Brammer, Director, Academic Advising and Career Centre
Dr. Curtis Cole, Registrar and Assistant Dean (Enrollment Services), Registrar's Office

REPORT NUMBER 8 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- November 11, 2014

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Mr. Scott McRoberts, Director, Athletics and Recreation
 Ms Michelle Verbrugge, Director, Student Housing & Residence Life

1. Chair's Remarks

The Chair welcomed members to the meeting and reported that it was the last meeting before the holiday break. She welcomed Mr. Mark Roswell who participated in the meeting by teleconference. The Chair reported that she had to leave the meeting early at which point the Vice-Chair, Mr. Hussain Masoom, would continue to Chair the meeting.

2. Assessors' Reports

There were no reports from the Assessors.

3. UTSC Proposed Operating Budget: Themes and Priorities

The Chair introduced and invited Mr. Andrew Arifuzzaman, Chief Administrative Officer to present the UTSC Proposed Operating Budget: Themes and Priorities to the Committee for information and feedback. Mr. Arifuzzaman requested that the Chair recognize Professor William A. Gough, Vice-Dean, Graduate Education and Program Development who would be presenting with him. The presentation¹ highlights were as follows:

- **Academic Initiatives:**
 Information regarding the interface with other divisions and undergraduate/graduate initiatives was highlighted. Prof. Gough provided information on Combined Programs, jointly run graduate programs, and interdivisional teaching. New and proposed undergraduate and graduate programs were also mentioned.
- **Growth: Operational and Financial Context**
 - a. *System and Regional Factors*
 The Ontario undergraduate full-time demand scenario projection showed a trend of growth leading into 2030. Between the years of 2013-2036, the Greater Toronto Area (GTA) would have close to 50,000 individuals between the ages of 18-20 years old. The eastern part of the GTA was of particular interest to UTSC for the purpose of recruitment. Strategies on getting and attracting students to UTSC remained a top priority (i.e. transportation).
 - b. *UTSC Investment and Growth*
 Over the next two decades, enrollment at UTSC was expected to reach nearly 17,000 students. Building up the physical environment, academic programming, and human resources infrastructure would be key areas of focus.
 - c. *Stabilizing Factors*
 Ongoing planning and foresight had led to improvements in entrance

¹ Presentation-UTSC Proposed Operating Budget: Themes and Priorities

REPORT NUMBER 8 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- November 11, 2014

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averages, student to faculty ratios and the percentage of academic gross budget supported by the University Fund at UTSC. Looking ahead continued work was still required to address needs for student, faculty and research space on campus.

d. Growth to Date

Campus growth would have a significant impact on the current budget. Ninety-six percent of all revenues were generated from tuition fees and government grant. It was reported that contingency funds could be allocated when the enrolment numbers were not realized leading to budgetary challenges.

e. Financial Risk Mitigation

Deferral of expenses and unallocated resources could help mitigate some financial risk. Additional funding sources such as parking, food services were being explored.

A member asked a question about how new programs were established, and how underperforming programs were managed. Professor Mark Schmuckler, Vice-Dean, Undergraduate, reported that when a new course was developed, there must be an apparent need from students, a social impact, and adequate financial and human resources. He also commented on the vigorous administrative and governance approval processes for new programs. With respect to underperforming programs, Professor Schmuckler reported that these decisions were not made in haste by the Dean's Office, but rather that one option was to suspend enrollment if a particular program did not appear to be doing well. He added that any such decisions were made in consultation with the Department the program was housed in.

A member raised a question regarding how the potential sustainability of a program was determined, and Professor Gough reported that the first step could be to introduce a Minor in a program to determine if there was interest from students. Professor Schmuckler added that new programs were not developed solely around the interest of faculty members.

In response to a comment from a member, Mr. Arifuzzaman reported that campus ancillary services (e.g. food services and parking) were one example of how revenues could be generated on campus.

The Chair commented on the full-time equivalent (FTE) variance deficit experienced between 2012 and 2014 when enrollment targets were not met as is the case this year and Mr. Arifuzzaman explained that the variance deficit was managed through contingency funds, but that the challenge was to hinder the trend from developing because the impact was carried through the four year period of the cohort.

A member asked whether it was a challenge to recruit students from Durham region due to the presence of the University of Ontario Institute of Technology (UOIT). Dr. Curtis

REPORT NUMBER 8 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- November 11, 2014

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Cole, Registrar and Assistant Dean (Enrollment Services) reported that UOIT was not a director competitor because UTSC and UOIT did not offer similar programs. In response to a question regarding financial support for students, Mr. Arifuzzaman reported that UTSC students in financial need paid only approximately 46 percent of their tuition. He added that in 2012-13, the university's student assistance program funded \$164M, which included funding to UTSC students.

A member commented on transportation issues at UTSC and Mr. Arifuzzaman reported that the Executive team had been lobbying local politicians to reassert the need for better transportation to the campus. Mr. Arifuzzaman also reported that UTSC would not incur the direct cost of improving transportation to the campus.

4. Strategic Topic: A New Home for Athletics and Recreation

Mr. Masoom assumed the role of Chair for the duration of the Committee meeting. He introduced and invited Mr. Desmond Pouyat, Dean of Student Affairs to present the strategic topic. Mr. Pouyat requested that the Chair recognize Mr. Scott McRoberts, Director, Athletics and Recreation, who made the presentation.

The presentation² addressed the following main points:

- The transition timeline for the Department of Athletics and Recreation to the Toronto Pan-Am Sports Centre (TPASC), and the general sequence of events leading to the Pan-Am games between August 2014 and September 2015;
- Examples of marketing strategies (e.g., emails and information sessions) were used to build awareness regarding the move to TPASC targeted at students, staff, faculty and community members;
- Facts and figures regarding the metrics of the facility, staffing, and programming;
- Information on the current perception of TPASC, and opportunities for engagement and communication to improve challenges.

A member raised a question regarding the current cost for students to use the facility, and Mr. McRoberts indicated that the cost was part of a student's incidental fees. He also reported that there was an alumni rate.

In response to a question regarding risk, Mr. Arifuzzaman reported that TPASC Incorporated assumed all risk associated with the facility, and that once the Pan-Am Games began in 2015, liability would be transferred to 2015 Pam-Am and Parapan- Am Games. Mr. McRoberts added that the Department of Athletics and Recreation had a non-voting role on the Joint Health and Safety Committee with TPASC, and to date had not experienced any unusual health and safety situations.

² Strategic Topic Presentation: A New Home for Athletics and Recreation

REPORT NUMBER 8 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- November 11, 2014

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In response to a question regarding communication with the St. George campus, Mr. McRoberts reported that the Department of Athletics and Recreation had four students working on communication and outreach daily as part of work study opportunities and part-time employment.

A member commented on the number of staff and faculty using TPASC, and Mr. McRoberts reported that the membership for staff and faculty had dropped approximately 20% since vacating the previous facility on the main campus, but that conversations were taking place with Human Resources to develop a subsidy to encourage faculty and staff to join TPASC when it reopened in September.

A question was raised regarding transportation to TPASC for students with accessibility issues. Mr. McRoberts acknowledged that it was an area of concern, and that it would be addressed as the Department worked through various challenges. He added that transportation to TPASC for students, faculty and staff without accessibility issues was unlikely.

The Chair thanked Mr. McRoberts for his presentation to the Committee.

CONSENT AGENDA

- 5. Report of the Previous Meeting: Report 7 – September 16, 2014**
- 6. Business Arising from the Report of the Previous Meeting**
- 7. Date of the Next Meeting – Monday, January 12, 2015, 4:00 p.m. - 6:00 p.m.**

On motion duly made, seconded and carried,

YOUR COMMITTEE APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 5) be approved.

The Chair reminded members that the next scheduled meeting of the Committee was on Monday, January 12, 2015 at 4:00 p.m.

REPORT NUMBER 8 OF THE UTSC CAMPUS AFFAIRS COMMITTEE- November 11, 2014

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8. Other Business

There were no other items of business.

The meeting adjourned at 6:15 p.m.

Secretary

Chair




Department of Athletics and Recreation

Presentation to Campus Affairs Committee
November 11th, 2014



Transition Timeline

(Fall 2014)

- August 18 - Athletics and Recreation began move to TPASC
- August 18-29 - close operations at old facility
- September 2 - TPASC open for tours
- September 8 - TPASC open for programming and recreational use, with the exception of Aquatics
- September 15 - Aquatics open at TPASC
- November 10- Rock Climbing Wall open for programming
- January - March 2015-Test Events
- May 15 to early September 2015-Pan Am Games, exclusive use



2



Transition Timeline

General Overview:

Fall 2013/Winter 2014 - awareness building, student consultations, and engagement opportunities

Spring/Summer 2014 - marketing regarding upcoming move, building excitement, preparing to close operations in old facility, outreach, running summer Programming, *shift in staff priorities and duties*

Late Summer/Early Fall 2014 - Closing operations & setting up at TPASC, working out operations at TPASC, focusing on marketing and outreach/sign up staff



3



Transition Timeline


(Fall 2013/Winter 2014)

Student consultations and awareness building:

- **“Our House” campaign**
- Consultation with student groups
- Policy/program review through the Athletics Advisory Committee (AAC) budget through CSS
- Open House in February 2014 - consulted and discussed with students to see what programming they wanted (e.g. rock climbing, aquatics)
- Lifeguard Certification Course (to ensure student employment opportunities at TPASC)
- Outreach table-weekly



4




Transition Timeline

(Summer/Fall 2014)

Marketing Campaign - to ensure that the UTSC community was informed and engaged about the upcoming transition

- Phases of print marketing - We are Moving, We have moved
- New Tagline - **“You belong here. Be fit, be active, be you.”**
- New Key Messaging- e.g. **“It doesn’t matter if you’re a beginner or a high performance athlete, everyone belongs at the Toronto Pan Am Sports Centre”**
- **More emphasis on the word “Recreation”**
- Coffee sleeves and food boxes
- Communication to Staff and Faculty



5



Transition Timeline

(Summer/Fall 2014)

Physical campaign:

- Facility Tours - tours of the facility for a range of audiences by trained student ambassadors and Department staff
- Outreach tables (on campus and at TPASC) - information, schedules, FAQ, SWAG etc.
- Athletics and Recreation Kiosk - processed registrations for instructional classes, student levy credits, etc.



6

UTSC

Facilities

TPASC


- 365,000 sq. ft. of athletic and recreational space, 2 Olympic-sized 50 metre 10 lane swimming pools, dive tank, indoor track, 4 court multi-purpose field house, cardio and strength training theatres, 3 fitness studios, rock climbing wall

Valley

- 8 brand new world class acrylic tennis courts (Summer 2015)
- 2 FIFA size multi-sport fields
- Premium Baseball Facility

Adjacent to TPASC

- New multi-sport playing fields (Summer 2015)



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UTSC

Metrics

Employment/Leadership Opportunities

- **Full time staff** - 8 FT employees, 1 contract,
- **Program staff** - 114 students, 61 non-students (almost half of which are alumni), compared to 80 student positions in 2013
 - New and growing positions include: Field house and aquatics monitors, aquatics instructors, fitness instructors, student fitness consultations, outreach ambassadors, marketing and communications support, and registered program instructors
- **Part time TPASC staff that are students** - 55 students (TPASC has approximately 120 part time staff so almost half of those are UTSC students)



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UTSC

Metrics

Students, Faculty and Staff at TPASC by numbers

- From August 25th - 29th we had over 250 faculty and staff attend a registered guided tour of TPASC
- From September 2nd - 5th over 1,350 students, faculty and staff attend a guided tour of TPASC
- Day 1 -872 students entered the building

Accurate Numbers are difficult to quantify right now




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UTSC

Programming - Instructional, Interhouse and Intramural

- Instructional classes are down by 15%
 - Registration, front desk, more opportunity across the spectrum, archery
- Interhouse participation is up by 30%
 - However defaults at all time high
- Intramural participation remains strong



**We are consistent if not greater in numbers across the board*



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UTSC

Fun An Field House Weekly Schedule Summer (13 weeks)

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UTSC

Perceptions and Engagement

Student, Faculty and Staff perspectives:

On one hand:

- Individuals are excited and enthusiastic, love the space and all of the new programming and experiential learning opportunities
- Emphasis on recreation, and the connection between physical, mental and social wellbeing

On the other hand:

- **Some feel like TPASC is not 'UTSC'**
- TPASC is a large and intimidating space
- TPASC is far - distance from main campus
- **TPASC is only for 'Athletes'** - varsity & high performance



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UTSC

Strategic Opportunities

- Programming-diverse, times, various entry points
- Greater peer training opportunities
- A way to leverage the growth of the campus and attract and retain prospective students to attend UTSC
- Greater interest in our department and collaborations
- Athletic Alumni Chapter
- Expanded club structure
- Research and Academic programming
- Expanding imbedded programming-residence, @ TPASC, Study Hall
- City Building
- Volunteerism
- Special Events-Blues Game, Flourish,




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UTSC

Challenges

- Space and time in the new facility - shared schedule of space in TPASC
- Test events and summer programming
- Summer 2015 Pan Am Games, impact on programming
- Student use of TPASC and Club Access
- Customer Service
- Deficiencies and technical issues
- Communication between the partners and our users
- Cricket and Archery and other displaced programs
- Building a Culture and Identity
- Finding the Balance
- Serving Neighborhood Improvement Areas



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UTSC

Looking Forward

- Scheduling now for 2015/16
- Debrief in January with all parties
- Increase operating sub committees
- Increase outdoor recreation opportunities
- Greater student leadership opportunities
- Growth in all areas of academic opportunities, research and collaborative opportunities



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FOR RECOMMENDATION

CONFIDENTIAL

IN CAMERA SESSION

TO: UTSC Campus Council

SPONSOR: Ms Sue Graham-Nutter, Chair, UTSC Campus Affairs Committee

CONTACT INFO: 416 407-4007, sue.grahamnutter@rogers.com

PRESENTER: Andrew Arifuzzaman, Chief Administrative Officer

CONTACT INFO: 416-287-7108, arifuzzaman@utsc.utoronto.ca

DATE: Wednesday, February 4, 2015

AGENDA ITEM: 9

ITEM IDENTIFICATION:

Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new *Highland Hall*.

JURISDICTIONAL INFORMATION:

Section 5.6.2 of the Campus Affairs Committee Terms of Reference states that the Committee “considers reports of project planning committees and recommends to the UTSC Campus 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*.”

The *Policy on Capital Planning and Capital Projects* provides that capital projects with a project budget of over \$10 million (Approval Level 3), at UTSC will be considered by the UTSC Campus Affairs Committee and the UTSC Campus Council before being recommended to the Academic Board for consideration. Such proposals 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. Normally they will require approval of Governing Council.

The Business Board is responsible for approving the establishment of appropriations for individual projects and authorizing their execution within the approved costs.

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

GOVERNANCE PATH:

A. Project Planning Report: Site and Space Plan

1. UTSC Campus Affairs Committee [for recommendation] (January 12, 2015)
2. **UTSC Campus Council [for recommendation] (February 4, 2015)**
3. Business Board [(financing, if required) for recommendation] (March 2, 2015)
4. Academic Board [for recommendation] (March 19, 2015)
5. Executive Committee [for endorsement and forwarding] (March 24, 2015)
6. Governing Council [for approval] (April 1, 2015)

B. Execution of the Project:

1. Business Board [for approval] (March 2, 2015)

PREVIOUS ACTION TAKEN:

At its meeting on January 12, 2015, the UTSC Campus Affairs Committee, considered and recommended this proposal to the UTSC Campus Council consideration.

HIGHLIGHTS:

Discussion of the space plan and site can be found in the open session document for this project “Capital Project: The Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough – the new Highland Hall”, item 4 for this meeting.

FINANCIAL IMPLICATIONS:

a) Total Project Cost Estimate

The total estimated project cost for the renovation and expansion of the R-Wing is \$48,514,000. At the January 23, 2014 CaPs Executive meeting, the expenditure of \$2,931,695 in consulting fees, included in the Total Project Cost, was approved.

b) Funding Sources

The funding sources for the project are UTSC Operating Funds \$7.7 million, a target of \$5 million in Capital Campaign funds, \$5 million of Provost Central Funds to match donations, and provincial support of \$30.8 million the Ontario Major Capacity Expansion Program, for a project total of: \$48.514 million.

In the absence of provincial support this project would be delayed until such a time that alternative funding sources are identified. The project would not be tendered until funding sources have been solidified.

c) Co-Effects

Additional costs will be associated with the co-effects of the project:

- Removal of the portables on the S-Wing field and rehabilitation of the field
- Renovation of facilities vacated by the departments and units relocated to the new Highland Hall

The project costs for these co-effects are not included in the scope of the R-Wing renovation and expansion and will be funded from other UTSC sources.

d) Operating Costs

The annual utilities, building and maintenance costs of the new Highland Hall are estimated to be \$945,000 and will be incorporated into the UTSC operating budget.

RECOMMENDATION:

Be It Recommended to the Business Board,

THAT the project for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough, as outlined in the Project Planning Report dated November 20, 2014 be approved in principle with a total project cost of \$48,514,000, contingent on the award of the Ontario Major Capacity Expansion Program as cash, to be funded as follows:

UTSC Operating Funds	\$ 7,714,000
Capital Campaign (targeted amount)	\$ 5,000,000
Provost Central Funds	\$ 5,000,000
Ontario Major Capacity Expansion Program	\$ 30,800,000
<hr/>	
Total	\$ 48, 514,000

DOCUMENTATION PROVIDED:

- Report of the Project Planning Committee for the Renovation and Expansion of the Recreation Wing (R-Wing) at the University of Toronto Scarborough dated November 20, 2014