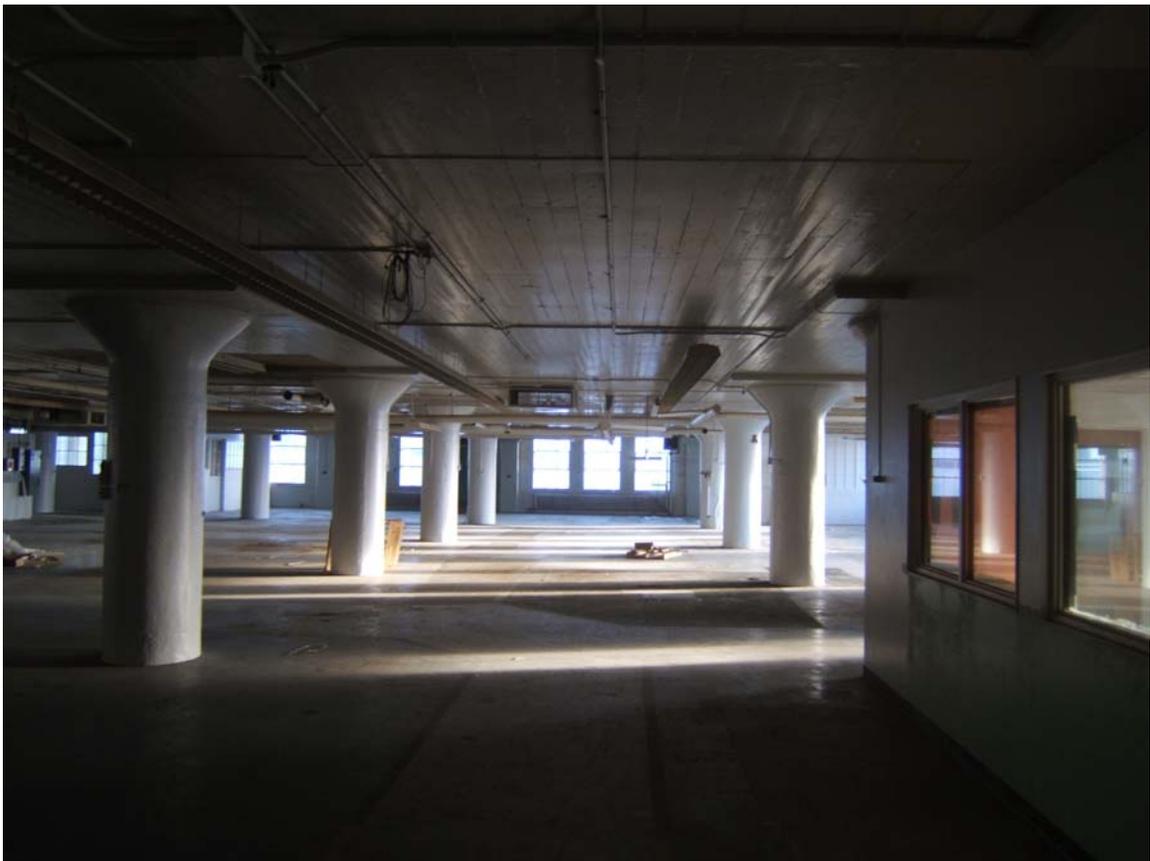


**REPORT OF THE PROJECT PLANNING COMMITTEE
FOR THE RELOCATION OF
CAPITAL PROJECTS AND FACILITIES AND SERVICES
TO 255 McCAUL STREET**



May 3, 2007

EXECUTIVE SUMMARY

Capital Projects and Facilities and Services are presently located on several floors in 215 Huron Street, a building constructed in two phases, in 1952 and in 1961, to accommodate university administrative functions. The two top floors of this building have been allocated to the Faculty of Arts and Science for its Department of Philosophy. With the construction of the Fields Building and the Bahen Centre, activities in this area of the campus have increasingly shifted from administrative to academic functions.

In April 2002, the University of Toronto purchased the Board of Education properties at 155 College Street. One of the buildings acquired, 255/257 McCaul Street, is a three storey structure designed as a warehouse. A recent proposal to convert the lower, ground and second floors of the building to a St. George Campus Examination Centre was approved by Planning and Budget in March 2007 and is expected to be completed for January 2008. The third floor of 255/257 McCaul Street, not yet allocated, presents an opportunity to relocate Capital Projects and Facilities and Services from 215 Huron Street.

The relocation of Capital Projects and Facilities and Services to 255/257 McCaul Street provides a number of benefits to the University:

- It would release space in an academic sector of the campus allowing for the expansion of those activities. As most of the 7th, 6th, and 5th floors of 215 Huron will be vacated there would now be the opportunity to undergo a planning exercise to rationalize the allocations of various academic departments in the vicinity and to expand into 215 Huron Street. There is an added benefit of the potential for linking the 6th floor level of the Bahen Centre to the 7th floor of 215 Huron by the construction of a bridge. Administrative units in approximately 300 sqm, remaining on the 6th and 7th floors of 215, may need to be relocated as part of a future project.
- The relocation would provide a new home for the two administrative groups that would significantly enhance their ability to serve the university community. By locating these departments in an efficient, contiguous, open-plan office facility, on one floor, the flow of information required to coordinate the complex management of the university's physical resources would be improved.
- As well, populating the building with a daily occupancy of approximately 100 staff members will provide an indirect oversight of the St. George Campus Examination Centre.

The Departments of Capital Projects and Facilities and Services are committed to using this project as a campus model for a sustainable renovation and have identified basic Leadership in Energy and Environmental Design (LEED™) principles as design and implementation goals. In addition, the departments will be occupying less space at 255 McCaul Street than they currently do at 215 Huron but will be accommodating additional staff. This will be achieved by using space more efficiently.

Relocation of Capital Projects and Facilities & Services to 255/257 McCaul Street

This Project Committee Report recommends a program of 1,200 nasm to be accommodated on the third floor of 255/257 McCaul Street having a gross area of approximately 2,200 sq.m. and an Archive Storage Room be created on the ground floor with a nasm/gross area of approximately 93/167 sq.m.

It is anticipated that the annual facilities operating and maintenance cost for 255/57 McCaul Street will be approximately \$433,000 and the annual utilities cost will be approximately \$277,000. The prorated share for the Departments of Capital Projects and Facilities and Services is estimated to be in the order of \$200,000. If the building is re-constructed such that it could be eligible for LEED certification, the utilities costs could be decreased even farther, perhaps by 20%, reducing the annual costs to \$180,000.

The Total Project Cost is estimated to be \$6.0 million and is to include the fit up of the space for the departments as well as a share of general building improvement costs.

Occupancy is anticipated for April 2008. The scheduling of construction and fit out will be mindful of the operation of the Central Examination Centre so as to minimize or eliminate any impact on the function of that facility.

The project will be funded through University borrowing.

I. MEMBERSHIP

Ron Swail, AVP Facilities & Services (Chair)
Nick Zouravlioff, Acting Chief Capital Projects Officer
Kim McKenzie, Furniture Coordinator, Capital Projects
Julian Binks, Manager, Project Planning, Capital Projects
Gail Milgrom, Managing Director, Campus and Facilities Planning
Shirley Roll, Director, Facilities Management & Space Planning, Faculty of Medicine
Chris Caners, Sustainability Office
Andréa Armborst, Student Representative, VP, Internal & Services, University of Toronto Students' Union

II. TERMS OF REFERENCE

1. Make recommendations for a detailed space program indicating how space and facilities for Facilities and Services and Capital Projects should be organized in renovated space at 255/257 McCaul Street, identifying portions of these departments that will remain in their existing location.
2. Demonstrate that the proposed space programs will take in account the council of Ontario Universities and the University's own space standards.
3. Identify facilities that will be vacated by the proposed relocation and that can be reassigned for other university activities.
4. Identify all equipment and furnishings that will be required for the project.
5. Identify requirements for networking and other electronic and data communications.
6. Provide a total project cost estimate identifying all resource implications including a projected increase to the annual operating cost for the university.
7. Identify all sources of proposed funding for this project.
8. Report by May 2007.

III. BACKGROUND INFORMATION

The Capital Projects group provides a range of services across all the campuses of the University which include capital project planning, design and engineering services, and project management. Over the past 10 years this group has been responsible for the implementation of over \$1 billion in capital projects for the University. Over the course of a typical year, the Project Management group will manage 40 projects and the Design and Engineering group will provide architectural services for 20 projects.

Facilities and Services (F&S) is a large diverse service department for the St. George campus whose mission is to facilitate excellence in teaching and research by providing a safe, clean, comfortable, and sustainable environment for the University community. A secondary responsibility is the long term maintenance and stewardship of the St. George

campus buildings and grounds. F&S has an annual budget of approximately \$100 million. The department comprises over 600 employees and has responsibility for the following functional areas:

- Central utility operations, procurement & maintenance
- Building operations
- Building maintenance (Fabric)
- Project management services for projects of a few hundred thousand or less
- Police services
- Fire prevention
- Elevator services
- Caretaking
- Grounds maintenance
- Snow and Garbage removal
- Recycling
- Mail services
- Moving services
- Trades services
- Telecom

IV. SPACE PROGRAM

A. Overview of Existing Space

Table 1
Existing Space Inventory (March 2007)

Department	Current Location	Nasm
Capital Projects		
Project Management & Administration	7th floor 215 Huron	284
	Storage, Bahen garage	44
Design and Engineering	5th floor 215 Huron	363
	Storage, basement 215	43
		734
Facilities and Services		
Administration	6th floor 215 Huron	173
Utilities	5th floor 215 Huron	208
	Basement, 215 Huron	35
Buildings and Grounds	6th floor 215 Huron	19
Property Management	6th floor 215 Huron	191
Telecommunications Administration	3rd floor 215 Huron	73
Real Estate	Medical Arts 2nd floor	87
		825
Total		1,559

B. Nominal Space Requirements

To determine the space allocation required for the departments of Capital Projects and Facilities and Services, a space utilization analysis using the Council of Ontario Universities space standards and the internal university guidelines, was prepared. The analysis was based on the following profile of the departments which include existing and planned staff complements and activities, as well as the identification of the requirement for temporary work stations. Of the 99 FTE identified below, 8 are for positions not currently accommodated at 215 Huron Street – 1 existing Real Estate position presently accommodated in the Medical Arts Building (including 2 vacant positions) 5 new positions, yet to be filled.

Table 2
Departmental Profiles

	FTE Appointed Staff to Be Accommodated at 255 McCaul Street	# Casual Work Stations	Total Stations Required
Capital Projects			
Project Management and Administration	21	2	23
Design and Engineering	20	2	22
Subtotal	41	4	45
Facilities and Services			
Administration	2		2
Financial Services	13		13
Human Resources	4	1	5
Property Management	16		16
Utilities and Building Operations	13	2	15
Real Estate	3		3
Buildings and Grounds	1		1
Telecommunications	6		6
Subtotal	58	3	61
Total	99	7	106

The Council of Ontario Universities space standards generate 13 nasm per full time equivalent appointed non-academic staff member as well as a 25% additional allocation for office support facilities, such as storage rooms, office machine space, temporary workstations, and conference rooms. It is expected that this allocation will be distributed across larger offices with internal meeting spaces for senior level staff (~18 nasm), closed private offices (~12 nasm), open workstations (~10 nasm) and temporary/student workstations (~6.5 nasm). For Capital Projects and Facilities and Services, the COU space standard would generate a total of 1,609 net assignable square meters (99*13+25%).

The space available on the third floor of the warehouse at 255 McCaul Street is approximately 2,200 gross square meters. Capital Projects has recommended that a gross to nasm ratio of 1.7 to 1.8 be used to estimate the amount of assignable space which would be realized to meet the space program requirements. This would result in approximately 1,300 to 1,200 nasm, below the allocation generated by the COU space standard. Efficient use of space and choice of furnishings and equipment allows for the reduced space assignment. An alternate site, elsewhere in the building, is to be identified for a 93 nasm archive/storage facility.

C. Space Programme

Capital Projects

Capital Projects consists of two groups currently split between the 5th and 7th floors of 215 Huron Street: Project Management and Design & Engineering.

- Project Management is located on the 7th floor and comprises 20 full time staff with an AVP position to be filled in the near future. The space program proposed includes two spare cubicles to allow for the hotelling of offsite Project Managers and to allow for the accommodation of summer students.
- Design and Engineering is located on the 5th floor and consists of 20 full time staff - to include architects, engineers and drafting personnel. There is also a large print facility to support the group's need for the scanning and printing of drawings. The space program proposed includes two spare workstations to allow for the housing of temporary staff.

Facilities and Services

The Office of the Assistant Vice President, Facilities and Services manages Utilities, Buildings and Grounds, Property Management, F&S Financial Services, HR Services, Telecommunications, Real Estate, and the UofT Police. The UofT Police will remain in their current location at 21 Sussex Avenue and is not included in the proposed space program.

- The office of the AVP and the Administrative Assistant is located on the 6th floor.
- Utilities and Building Operations comprising a Director and 13 staff are located on the 5th floor and one staff member is in the basement of the Trades area. This is essentially the management group for the department. Field operating staff will remain where they are, dispersed throughout the campus.
- The Buildings and Grounds Director resides on the 6th floor and manages Trades, Caretaking, Grounds and Fire Prevention.
- Property Management has a Manager and 14 staff located on the 6th floor.
- Financial Services, which services F&S operations, has a Director and 13 staff located on the 6th floor.

Human Resources, which provides services to Capital projects and F&S, has a Manager and 2 staff.

Relocation of Capital Projects and Facilities & Services to 255/257 McCaul Street

- Telecommunications services are located on the 3rd. floor with a Director and 5 staff
- Real Estate department currently has 1 full time staff located on the 2nd floor of the Medical Arts Building.

Table 3
PROPOSED SPACE PROGRAMME
Capital Projects & Facilities & Services

#		Nasm Per	Total Nasm
Capital Projects			
Project Management			
1	AVP Office	19	19
2	Director Office	17	34
2	Manager Office	11	22
8	Project Manager Cubicle	7	56
4	Coordinator cubicle	7	28
1	Senior Administration	7	7
2	Administration Cubicle	7	14
1	Capital accounting/SAP	7	7
1	Accounting files	9	9
2	Spare Workstation	7	14
1	Dedicated filing	15	15
Subtotal Project Management			225
Design & Engineering			
1	Manager Office	11	11
1	Senior Architect Office	9	9
2	Sr Engineer/Spec writer off	9	18
11	Eng staff/CAD cubicle	7	77
3	Constr Insp cubicle	7	21
1	Admin cubicle	7	7
1	Print shop/staff	37	37
2	Spare Workstations	7	14
1	Dedicated filing	9	9
Subtotal Design & Engineering			203
Shared Resources for CP & F&S			
3	Copier/printer/fax areas	7	21
6	Casual meeting tables for 4	8	48
1	Reception/waiting	14	14
1	Conference room 1	37	37
1	Conference room 2	17	17
1	Conference room 3	17	17
1	Shared storage/archive*	93	93
1	Kitchen/staff lounge	37	37

Table 3 continued
PROPOSED SPACE PROGRAMME

Relocation of Capital Projects and Facilities & Services to 255/257 McCaul Street

Capital Projects & Facilities & Services

#		Nasm Per	Total Nasm
2	Coffee stations	1	2
	Subtotal shared resources		286

Facilities & Services

F&S Administration

1	AVP office	19	19
1	Assistant	7	7

Financial services

1	Director office	17	17
5	Manager Office	11	55
7	Cubicle	7	49
1	Dedicated filing/storage	9	9

HR

1	Mgr Office	11	11
3	Staff off	9	27
1	Cubicle spare	7	7
1	Dedicated filing/storage	9	9

Subtotal F&S Admin 210

Property Management

1	Mgr Office	11	11
13	PM Cubicle	7	91
2	Admin	7	14
1	Dedicated filing	9	9

Subtotal Property Management 125

Utilities

1	Director office	17	17
1	Admin cubicle	7	7
5	Mgr Office	11	55
6	Cubicle	7	42
3	Spare Workstation	7	21
1	Dedicated filing	9	9

Subtotal Utilities 151

Real Estate

1	Director office	17	17
1	Manager office	11	11
1	Analyst cubicle	7	7
1	Dedicated filing	18	18

Grounds

1	Director	17	17
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Table 3 continued
PROPOSED SPACE PROGRAMME

Relocation of Capital Projects and Facilities & Services to 255/257 McCaul Street

Capital Projects & Facilities & Services

#		Nasm Per	Total Nasm
Telecommunications			
1	Director Office	17	17
4	Cubicle	7	28
Subtotal other F&S			115
Grand Total Net assignable			1,322
*less archive on other floor			-93
Total on 3rd floor, 255 McCaul			1,229

A separate secure space (93 nasm) for the archives is to be located in less desirable space on the ground floor of the building.

In addition to the assignable spaces in the program the following non-assignable areas are required: 1 server room, 2 washrooms, 1 janitorial space, 2 elevators, 3 stairs (2 new, 1 existing), general circulation areas, 1 electrical closet, 1 telephone/data closet and 1 mechanical equipment room. These areas are to be provided within a gross up of 1.7 to 1.8.

V. VISION AND FUNCTIONAL PLAN

A. Design Principles

There are two key design principles for the new offices of Capital Projects and Facilities and Services – the requirement for an open flow of air, light and communication and the use of this renovation as a model for sustainable renovation.

The proposed space programme is to provide an efficient, modern, open office plan that will facilitate improved communications between the various Capital Projects and Facilities and Services groups. There is to be a single reception desk (versus the 6 currently at 215 Huron) and all visitors, deliveries, pickups and tender closings will be controlled through this entry to the floor. Functions such as a kitchen, a staff room, coffee stations, conference rooms, and fax/printer/photocopy stations are to be shared. Generally, partitioning is expected to be low (4' 6" or 1,400mm) to enhance the feeling of openness and maintain an access to light. Where full height partitioned offices and meeting rooms are required, they are to be inboard of the perimeter with use of partially glazed partitions to provide natural light.

The second design principle is that of sustainability and is addressed in some detail in Section VI - Environmental Impact - of this report.

This is a major renovation and change in use; all building code issues will be addressed:

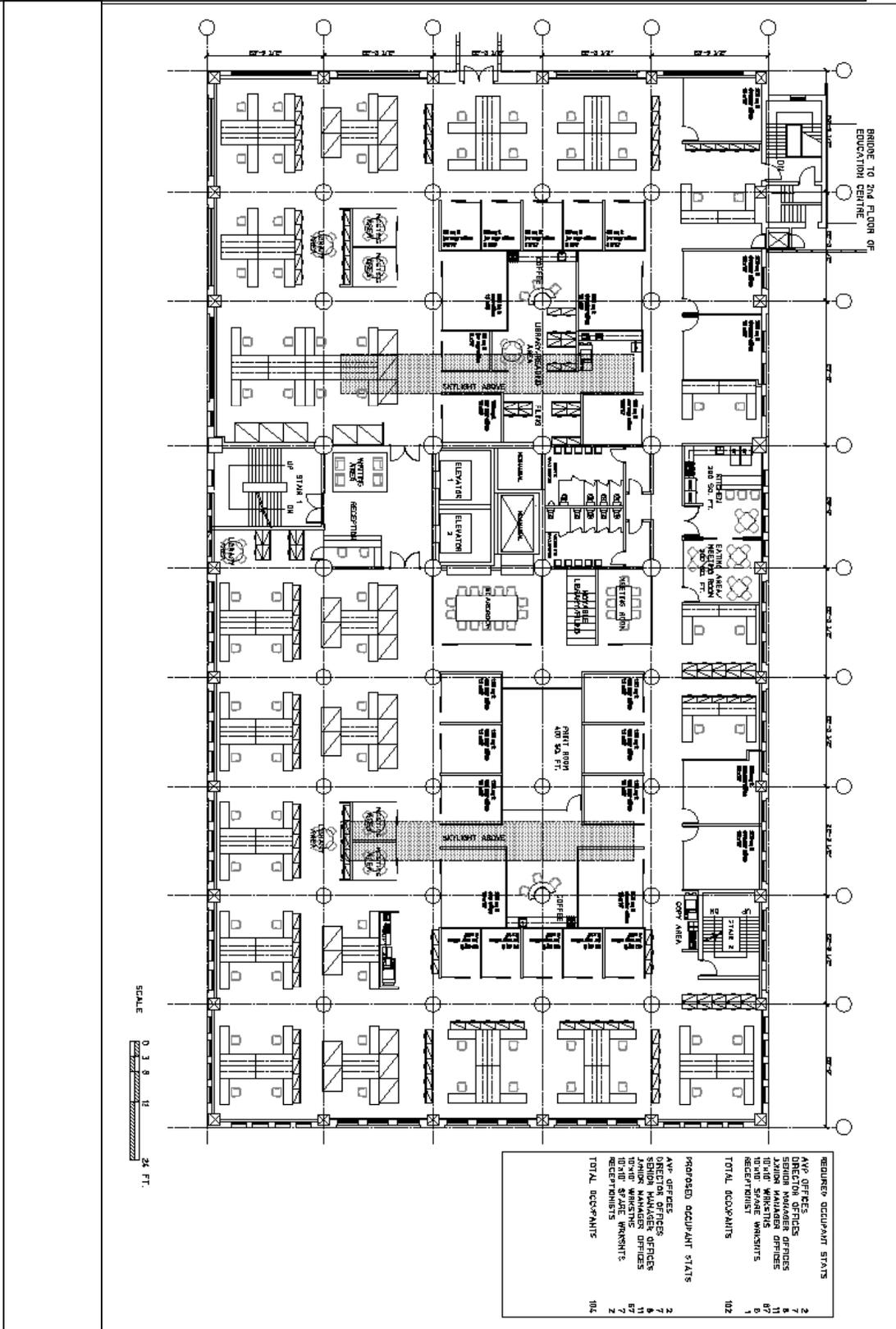
Relocation of Capital Projects and Facilities & Services to 255/257 McCaul Street

- Exiting will be revised with new exit stairs.
- Emergency and exit lighting will be replaced.
- Fire alarm system will be replaced.
- Accessibility will be provided to the floor with the new elevators.
- The floor will be fully sprinklered.

The proposed renovations will address the majority of the deferred maintenance issues for 255/257 McCaul including new windows, new data connections, new HVAC and new washrooms.

As the intention is to provide a facility where the total space provided falls below the standard used by the Council of Ontario Universities, a functional layout was prepared to confirm that the space programme could fit on the floor. This preliminary plan is presented on the following page and demonstrates that all positions can be appropriately accommodated within the floor area available.

B. Potential Functional Layout for 255 McCaul Street 3rd floor



VI. ENVIRONMENTAL IMPACT

The departments of Capital Projects and Facilities and Services support the University of Toronto’s commitment to the development and maintenance of environmental strategies aimed at enhancing university property, as well as the global environment. This commitment is set out in the university’s Environmental Protection Policy <http://www.utoronto.ca/govcncl/pap/policies/enviro.html> (1994).

The renovation of the building at 255/257 McCaul Street has presented an exciting opportunity to put this commitment into practice and the principles of environmental sustainability is to form an integral part of the design and implementation of this renovation. The total project cost estimate allows for environmentally sustainable choices in construction methods, materials, furniture and furnishings.

The chosen design team is to be cognizant of the University’s commitment to buildings that are environmentally sustainable. In particular, innovative and alternative choices, should be considered when decisions are made about designs, processes and products that influence resource use (e.g., energy, water, materials) and other environmental impacts (e.g., indoor air quality, lighting, waste management). The Committee encourages the design team to measure the environmental impact of these choices, and to recognize that impacts in one area must be assessed relative to other areas, so that the “system” as a whole can be effective.

The following table, prepared by the Project Planning Committee, summarizes the sustainability practices to which consideration should be given:

Table 4
Best Practices in Sustainability Listing

Item Description	Sustainability Principle	Comment
Reduce Footprint	Reduce footprint	Will occupy 4% less gross area at the warehouse than at 215 Huron but accommodate 10% more staff (99 vs 91 FTE). This will be achieved through the use of more efficient office standards.
Leed Office design criteria		closed offices in core, low panels on workstations all offices to be demountable so they are an asset for 25 yrs vs. use of drywall which becomes a liability
Lighting controller, task lighting, skylight	Maximize day lighting	lights use 20-25% of typical office energy - reducing lighting is one of the most cost effective ways to save operating costs
Occupancy sensors	Reduce	reduce electrical costs for kitchen, meeting rooms, washrooms, library, stairwells
Estimate occupancy costs for the next 25 yrs	Life cycle costing of components	emphasize the true cost of ownership vs. construction cost
High efficiency, tinted windows south/west exp.	Reduce solar load	beyond reducing a/c costs, can reduce the need for window covering on all windows.

Table 4 - continued
Best Practices in Sustainability Listing

Relocation of Capital Projects and Facilities & Services to 255/257 McCaul Street

Item Description	Sustainability Principle	Comment
Interior Insulation	Reduce heat required	Consider insulation on the interior walls and roof area
Building Controls	Minimize waste	Reduce heating and cooling needs
Water saving fixtures	Reduce resources	toilets, urinals, faucets low flow components
Water reuse	Reuse	trap rain water and reuse for toilets, irrigation etc.
Recycled paint	Reuse	save \$ and the environment
Green Carpet	Recycle	carpet to be 100% recyclable
Glow in the dark exit lights	Reduce	eliminate electricity for exit lights
Reuse private office furniture	Reuse	reuse all private office furniture and much of the storage cabinets
Reuse furniture not needed	Reuse	available for reuse by other university users
Hotel Offices for transient staffing	Reduce	for students and casual staff
Bike rack	Reduce	encourage use of bikes
Preferred parking for car poolers	Reduce	save energy broader sense

VII. SPECIAL CONSIDERATIONS

A. Accessibility

255 McCaul Street, currently a warehouse, is to undergo extensive renovations to accommodate the St. George Examination Facility and the Capital Projects and Facilities and Services departments. A new entrance will be created directly at sidewalk level on McCaul St and will lead to a new passenger elevator. New washrooms will be constructed. All work undertaken will at the least meet the current university standards for accessibility. This project will pay for a share of these common facilities.

B. Campus Planning

The renovation of 255/257 McCaul Street is consistent with the University's plans for use of property south of College Street. North of the building is 155 College Street, which recently opened as the University's new Health Sciences Building. To the east is 263 McCaul which was recently renovated to accommodate Family and Community Medicine, and Health and Well-being Programs and Services. The new Terrence Donnelly Centre for Cellular and Biomolecular Research (Donnelly CCBR) and Pharmacy buildings have recently opened on the north side of College Street. This, and other planned campus expansion will make the McCaul/College area a hub of activity. 255/257 McCaul Street will have convenient access to transit, both streetcar, subway and have available parking as well as a WheelTrans drop-off bay.

Relocation of Capital Projects and Facilities & Services to 255/257 McCaul Street

255/257 McCaul Street was commissioned as a Supply Building and designed by C. E. Dyson, Superintendent of Buildings for the Toronto Board of Education. The building exterior displays architectural detailing associated with Art Deco styling. The interior of the building is very plain, characterized by a grid of large concrete columns; with interesting architectural details located in the three office suites on the first floor. The building carries a Q zoning and thus presents no planning issues. It is a listed building and any changes to the exterior of the structure will be reviewed by the city's Heritage department. In recognition of this the windows will be replaced with complementary units and changes to the new front entrance, the current service door and new emergency exit doors at south and west will be sensitively handled. These elements are included in the planned St. George Examination Centre project for the lower floors of the building.

C. Computing and Communications

This building is already served by the campus backbone system. It is intended to relocate the department's servers into a central room in 255 McCaul.

D. Security Issues

Main entrances will be placed on the University's central security system. After hours the 3rd floor will be locked off at the lobby doors with one openable with a card access system. During office hours the floor will be open to the lobby, but entrance monitored by the staff member on the reception desk.

The existing western bridge to 155 College may be closed as it serves no function for users of either building. The existing NE exit stair with its bridge connections to 155 College and the Administration building will continue to be a functional exit stair for 255 McCaul, but access between buildings may be limited as needs dictate by setting of the exit door hardware.

E. Secondary Effects

Capital Projects and Facilities and Planning will vacate 1,430 nasm in 215 Huron Street as well as 130 nasm in other locations. These spaces will become available for reallocation to other University users.

**Table 5:
Vacated/Occupied Space at 215 by Floor**

Floor	Nasm Vacated	Floor Nasm Still Occupied
Basement	78 (43 of which is archive storage)	1,285
3 rd floor	73	437
5 th floor	536	0
6 th floor	457	63
7 th floor	284	235
	1,429	
Bahen storage	44	
Medical Arts	87	
Total	1,560	

VIII. RESOURCE IMPLICATIONS

A. Capital Costs

The total project cost for the relocation of the Capital Projects and Facilities & Services departments has been estimated to be \$6.0 million. Further details are shown in Table 1 Appendix B.

B. Annual Facilities Operating Costs

It is anticipated that the annual facilities operating and maintenance cost for 255/57 McCaul Street will be approximately \$433,000 and the annual utilities cost will be approximately \$277,000. The prorated share for the Departments of Capital Projects and Facilities and Services is estimated to be in the order of \$200,000. If the building is re-constructed such that it could be eligible for LEED certification, the utilities costs could be decreased even farther, perhaps by 20%, reducing the annual costs to \$180,000.

IX. FUNDING SOURCES AND CASH FLOW ANALYSIS

All funding will be obtained through University borrowing with carrying costs being recovered as part of the departments' annual overhead.

X. SCHEDULE

Approval through P&B	May 15 2007
Approval through BB	June 21 st 2007
Design	July – October 2007
Construction/fit out	November 2007 – March 2008
Move in	April 2008

The scheduling of construction and fit out will be mindful of the operation of the Central Examination Centre so as to minimize or eliminate any impact on the functions of that facility.

XI. RECOMMENDATIONS

- 1 The Project Committee recommends that the 3rd floor of 255/257 McCaul St be assigned to the Capital Projects Department and portions of the Facilities & Services Department.
- 2 That the renovation of the third floor of 255/257 McCaul, 2,200 gross square meters, and an Archive storage room on the first floor, 167 gross square meters, with a Total Project Cost of \$6.0 million be approved.

APPENDICES:

A. ROOM SPECIFICATION SHEETS

To be provided on request

B. CAPITAL COST ESTIMATE/ TOTAL PROJECT COST

Project Title: Capital Projects & Facilities & Services - Relocation to 255/257 McCaul

	3rd floor fitup and share of general upgrades	notes
GSM	2,200	
NASM	1,200	
Items		
Construction amount, 3rd floor	3,450,000	per JCB with unit rates per AWH.
general upgrade share	200,000	share of general building upgrades
Demolition/HazMat allowance	100,000	hazmat and reuse premium
Construction Contingency	533,193	
Applicable GST	84,807	
Total, including GST	\$4,368,000	
Hydro/City charges	0	
Secondary projects	0	
Landscaping	0	
Permits & Insurance	15,000	
Professional Fees	620,000	Architect, misc, CM, PM.
Computing Infrastructure	60,000	
Telephone set & install	30,000	
Audio/Visual	0	
Moving	50,000	
Staging	0	
Furnishings: Department	550,000	allowance for systems furnishings.
Furnishings: Classrooms	0	
Equipment	0	
Security & access systems	5,000	
Signage: Interior & Exterior	2,000	
Signage: Donor Recognition	0	
Groundbreaking & Building opening	0	
Miscellaneous	10,000	
Project Contingency	172,353	
Finance Costs	117,647	allowance
Total Project Cost Estimate incl GST	\$6,000,000	

prepared 16th April 2007 jcb