

**FOR APPROVAL**

**PUBLIC**

**OPEN SESSION**

**TO:** Academic Board

**SPONSORS:** Scott Mabury, Vice-President Operations and Real Estate Partnerships  
416-978-2031, scott.mabury@utoronto.ca

**PRESENTER:** See Sponsor

**DATE:** April 20, 2022 for April 27, 2022

**AGENDA ITEM:** 5

**ITEM IDENTIFICATION:**

Capital Project: *Report of the Project Planning Committee for Health & Wellness Centre Renovation & Expansion at the Koffler Student Services Centre – Project Scope and Sources of Funding*

**JURISDICTIONAL INFORMATION:**

Pursuant to section 5.1 of the Academic Board’s Terms of Reference, the Board considers reports of project planning committees (i.e. space plan, site, overall cost and sources of funds) with a capital cost as specified in the *Policy on Capital Planning and Capital Projects*.

Under the *Policy on Capital Planning and Capital Projects*, “...Level 2 Capital Projects [over \$10 million and up to \$50 million] on the St. George campus are initially considered by the Planning & Budget Committee and by the respective Campus Affairs Committees and Campus Councils in the case of projects on the UTM [University of Toronto Mississauga] and UTSC [University of Toronto Scarborough] campuses. If considered appropriate, these bodies will recommend approval to the Academic Board. Such projects will be confirmed by the Executive Committee of the Governing Council on the recommendation of the Academic Board.”

**GOVERNANCE PATH:**

**A. Project Planning Report**

1. Planning & Budget [for recommendation] (April 13, 2022)
2. University Affairs Board [for concurrence with the recommendation of the Academic Board] (April 20, 2022)
3. **Academic Board [for approval] (April 27, 2022)**
4. Executive Committee [for confirmation] (May 10, 2022)

**B. Execution of the Project:**

1. Business Board [for approval] (April 26, 2022)

**PREVIOUS ACTION TAKEN:**

Approval of the Terms of Reference and Consultant fees for the Koffler Health & Wellness Centre (HWC) was approved by the Vice-President, Operations and Real Estate Partnerships under the *Policy on Capital Planning & Capital Projects* to procure consultants at the January 31, 2020 Capital Project and Space Allocation (CaPS Executive) Committee meeting. Consultant fees were required in the planning phase for UPDC Project Management and Design & Engineering as well as to hire an External Functional Programming Consultant to provide a Functional Program for the Health & Wellness Centre Renovation and Expansion. Fees were also approved to allow service orders and air audits to proceed if required, to better understand feasibility and help determine where the proposed renovation of the HWC would best be located within the Koffler Student Services Centre, 214 College Street.

On April 8, 2020 the CaPS Executive Committee approved the Interim Project Planning report in principle.

**HIGHLIGHTS:**

The purpose of the Health & Wellness Centre (HWC) Renovation and Expansion project is to expand, modernize and integrate health services at the University of Toronto. Located on the St. George Campus within the Koffler Student Services Centre (Koffler) at 214 College Street, the HWC is comprised of four departments: Mental Health, Primary Care, Health Promotion Programs and Administration. Though the model of patient care at HWC is an inter-disciplinary shared care approach involving a spectrum of services that provide comprehensive ‘whole’ patient treatment, the departments are currently physically scattered on three different levels of the Koffler building. This project will provide cohesive space for the departments with ‘one door’ access to student support and care. The value of the project to expand the HWC footprint within the Koffler Student Services Centre, will not only help meet the growing student enrolment and the increasing demand for services, but help cement Koffler as a central stop for student services housing: the U of T Bookstore, TCard, Academic Success, Student Success Center, Family Care, Student Life, Housing and the Health & Wellness Centre. Co-locating health services at Koffler with other student focused services benefits increased access of services to students.

The project is a direct response to the recommendations provided by University of Toronto’s Presidential and Provostial Task Force on Student Mental Health, released January 15, 2020. The HWC renovation and expansion will foster an accessible holistic patient-centred approach and is envisioned to be the University’s first step to establish a best practices model for post-secondary institutions nationwide, becoming a centre for health promotion, health education, health service delivery, innovation, research, knowledge translation and exchange, and ultimately a model for a healthy campus. Koffler Health and Wellness Centre is the largest of the three main health centres at U of T offering students a wide range of services and programs. It is accessible to all full-time and part-time University of Toronto undergraduate and graduate students on all campuses. Since 1984, medical services and mental health services for students have been located within the Koffler Student Services Centre. Co-locating in the building with other student focused services helps to increase access to students.

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Report of the Project Planning Committee for Health & Wellness Centre Renovation and Expansion  
at the Koffler Student Services Centre*

However, poor visibility, challenging wayfinding and space limitations are major concerns. Current space constraints, as well as the lack of a cohesive physical presence, have limited the HWC's ability to respond to an increasing demand for student appointments. This increase in demand for mental health services at post-secondary institutions is in line with trends on campuses across the country. The University's Presidential and Provostial Task Force on Student Mental Health recognized the need for improved wayfinding to make the HWC easier to locate as well as the need for an inviting and visually appealing space that reduces stigma and makes students feel welcomed. In addition, it identified that the current health promotion and mental health services were lacking in both space and privacy. The vision for the new space as identified by the Project Planning Committee is to:

1. Review spatial and programmatic opportunities to support and enhance student experience through health promotion, wellness, and community;
2. Configure space relationships that are legible and consolidated as possible with "One Door" for easy wayfinding;
3. Modernize the facility as much as possible, while optimizing resources for future flexibility; and
4. Propose a space program and functional plan that supports the HWC's inter-professional practice to provide the full spectrum treatment model, facilitate communication amongst care providers, and fosters team building, patient care and consultation.

The project will increase access to therapeutic space and improve quality by adhering to best practices. The guiding principles informing the design include the need for 'one front door' and improved, intuitive wayfinding. There will be preferred co-location for improved accessibility. The new space is designed in such a way to promote mindfulness, wellness and calm through consideration of finishes, natural elements, and daylight. In addition, a balance will exist between openness and privacy, where safety, security and privacy concerns are well considered.

At the time of the Interim Project Planning Report, a space program developed by the functional programming consultants, Resource Planning Group (RPG), was proposed. It was unknown, at that time, where within Koffler the project would be located. Design & Engineering's (D&E) design explorations and analysis followed the space program exercise and reconciled the program with the existing building footprint based on the vision for the new space. Though the resulting space program is 379 nasms less than RPG's proposed space program, due to constraints of the existing building, the overall project area is larger than RPG's proposed area (3,857 gsm compared to 2,305 gsm). The increased non-assignable space accounts for improved accessibility and the desire for two-door Counselling Rooms to either a public or staff-only corridor for improved privacy and security. The new space program is 822 nasms larger than the existing HWC at Koffler, an increase of 180%. Overall, the Health and Wellness Centre Renovation and Expansion is approximately three times as large as the existing HWC's footprint within Koffler.

The new space will be accommodated within the Koffler Student Services Centre. The third floor was identified as optimal space to bring together both Primary Care and Mental Health services together within the same floorplate. To serve this need for co-location, a new two-storey addition will be added to infill the existing L-shaped configuration of the 1930 Koffler addition. The new infill volume will add 456 gsm to the third floor and 408 gsm of shell space to the second floor. The ground floor will maintain a presence for a welcoming reception area and space for Health Promotions Programs. The second floor will house administrative offices and three multi-purpose rooms. A new elevator, with audible voice

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annunciator and sized to accommodate a stretcher, is strategically located with ground floor doors opening into the HWC reception and St. George Street lobby, to bridge the differing floor levels between the 1909 and 1930 buildings offering a major upgrade in accessibility to Koffler. The project will also improve accessibility at the St. George Street entrance with a new wide, gently sloped ramp to the north, a generous landing surrounded by stairs to the east and south, and a small canopy over the door. All floors of the project incorporate spaces for smudging.

The project addresses increased care requirements, additional staffing, addition of group day programs, and growth of student primary care and mental health services. The space program assumes a projected ten-year planning horizon of growth requirements and workload projections and reflects future operational efficiencies through technological enhancements. Incorporated into the design, is a new negative pressure room for Primary Care, a Quiet Room within Mental Health, and multi-use rooms for Health Promotion Programs for wellness programming that accommodates peer support activities, training and group sessions as recommended by the Presidential and Provostial Task Force on Student Mental Health. Shared team space fostering inter-disciplinary collaboration is included alongside supportive spaces for staff. Flexibility is accounted for in a standardization of room layout and sizes as well as workstations and equipment that allow for flexible reconfiguration. Safety and security recommendations include staff access only corridors for campus safety, and accessibility for stretcher and ambulance accommodations. The design goes beyond building code requirements to create a space that is truly welcoming to all by adhering to inclusive design principles.

Initial project planning consultations included focus group sessions with students as well as additional focus groups with staff concerning Inter-Professional Practice, Safety and Security, and Accessibility and Sexual Gender and Diversity. Since the Interim Project Planning Report, there was a student consultation session regarding the Health Promotions space as well as several Indigenous focused consultations regarding the existing mural. An accessibility consultation with students with lived experience is currently being planned in March 2022.

A space program totaling 1,847 nasm is proposed, with 3,398 gsm renovated space, 456 gsm third floor new addition, and 408 gsm second floor new addition shell space. The proposed space program includes the following types of spaces:

Welcome Area

- Information & Overflow Waiting
- Reception/Registration
- Main Waiting Area
- Sub-Waiting Areas:
  - Primary Care Sub-Waiting
  - Mental Health Sub-Waiting

Health Promotion Programs

- Small Group Multi-Purpose Rooms
- Medium Group Multi-Purpose Room
- Large Group Multi-Purpose Room
- Kitchen/Dietary Group Education
- Work Rooms

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Primary Care

- Exam Rooms
- Nurse Rooms
- Isolation Room
- Minor Procedure Room
- Work Areas

Mental Health

- Quiet/Safe Room
- Drop-In Counselling Rooms
- Counselling Rooms
- Complex Care Rooms

Administrative Services

- Open Office Areas
- Shared & Private Admin Offices

Shared Support

- Call Room
- Interview Room
- Small, Med & Large Multi-Purpose/Meeting Rooms
- Staff Lounge
- Staff Lunch/Meeting Room

**Schedule**

The proposed schedule for the project is as follows:

Jan 31, 2020 (Cycle 4)	CaPS Executive – submit Terms of Reference and request for Consultant Services
Apr 8, 2020 (Cycle 6A)	CaPS Executive – request for approval of project in principal
Mid-Apr to Dec 2020	Schematic Design
March 4, 2022 (Cycle 5)	CaPS Executive – request for Full Project approval
Jan 2021 to June 2022	Design Drawing / Construction Drawings
July 2022	Tender & Award
August 2022	700 Bay Lease Commences
Sept 2022 to Dec 2024	Construction (assumes 28 months)
July 2023	CDPTS at Laidlaw Anticipated Project Completion
Dec 2024	Construction Contingency
Jan 2025	Occupancy

This schedule assumes all municipal approvals may be achieved within the timelines.

**FINANCIAL AND PLANNING IMPLICATIONS:**

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

**RECOMMENDATIONS:**

Be It Resolved:

THAT subject to confirmation by the Executive Committee,

THAT the project scope of the Health & Wellness Centre Renovation and Expansion at the Koffler Student Services Centre, as identified in the *Report of the Project Planning Committee for University of Toronto Health and Wellness Centre Renovation and Expansion at the Koffler Student Services Centre*, dated February 14, 2022, be approved in principle; and,

THAT the project totaling 1,847 nasm is proposed, with 3,398 gsm renovated space, 456 gsm third floor new addition, and 408 gsm second floor new addition shell space, be approved in principle, to be funded by Donations Received, Deferred Maintenance (towards roof replacement), and Future Major Capital Project Reserves.

**DOCUMENTATION PROVIDED:**

- *Report of the Project Planning Committee for University of Toronto Health and Wellness Centre Renovation and Expansion at the Koffler Student Services Centre*, dated February 14, 2022

Report of the Project Planning Committee for  
**University of Toronto**  
**Health and Wellness Centre Renovation and Expansion**  
**at the Koffler Student Services Centre**

February 14, 2022

## I. Executive Summary

The purpose of the Health & Wellness Centre (HWC) Renovation and Expansion project is to expand, modernize and integrate health services at the University of Toronto. Located on the St. George Campus within the Koffler Student Services Centre (Koffler) at 214 College Street, the HWC is comprised of four departments: Mental Health, Primary Care, Health Promotion Programs and Administration. Though the model of patient care at HWC is an inter-disciplinary shared care approach involving a spectrum of services that provide comprehensive ‘whole’ patient treatment, the departments are currently physically scattered on three different levels of the Koffler building. This project will provide cohesive space for the departments with ‘one door’ access to student support and care. The value of the project to expand the HWC footprint within the Koffler Student Services Centre, will not only help meet the growing student enrolment and the increasing demand for services, but help cement Koffler as a central stop for student services housing: the U of T Bookstore, TCard, Academic Success, Student Success Center, Family Care, Student Life, Housing and the Health & Wellness Centre. Co-locating health services at Koffler with other student focused services benefits increased access of services to students.

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- Staff Lunch/Meeting Room



Koffler Student Services Centre, St. George Street Entrance



Health & Wellness Centre, Ground Floor Reception



Health & Wellness Centre, Sectional View at Third Floor Counselling Rooms



Koffler Student Services Centre, View at St. George Street Entrance looking south

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## **I. Project Background**

### **a) Membership**

Catherine Gagne, Sr. Strategist, Student Mental Health Initiatives, Division of the Vice-President and Provost (Chair)

Cheryl Gibbs, Assistant Director, Vice-Provost, Students

Janine Robb, Executive Director, Koffler Health and Wellness Centre

Sandra Yuen, Director, Professional Practice & Quality Assurance, Koffler Health and Wellness Centre

Sandy Chang, Assistant Director, Administrative & Clinic Operations, Koffler Health and Wellness Centre

Christie Collins-Williams, Assistant Director, Health Promotion & Strategic Projects, Koffler Health and Wellness Centre

Stephen Verderber, Professor, Director of the Centre for Design + Health Innovation, John H. Daniels Faculty of Architecture, Landscape and Design/Dalla Lana School of Public Health

Ron Saporta, Chief Operating Officer, Property Services & Sustainability, Facilities & Services (F&S)

Sarah Hopewell, Director, Design and Engineering (D&E), UPDC

Eric Boelling, Architect, Design and Engineering (D&E), UPDC

Melissa Lao, Project Manager, Project Management, UPDC

Evelyn Casquenette, Senior Planner, University Planning (UP), UPDC

Cara Kedzior, Planner, UP, UPDC

#### Inter-professional Practice Focus Group:

David Lowe, Physician-in-Chief, Koffler Health and Wellness Centre

Pamela Simmons, Clinical Team Lead, Registered Nurse (RN), Koffler Health and Wellness Centre

Penny Miller-McAndrews, Registered Nurse (RN), Koffler Health and Wellness Centre

Andrea Levinson, Psychiatrist-in-Chief, Koffler Health and Wellness Centre

Christina Tsavdaridis, Administrative Supervisor, Koffler Health and Wellness Centre

Cathy Guest, Medical Administrator, Koffler Health and Wellness Centre

#### Student Focus Group:

Karthik Ganesan, Student/client of Koffler H&W, University of Toronto

Sina Fahimi Hanzaei, Student/client of Koffler H&W, University of Toronto

Jennifer Hoang, Student/client of Koffler H&W, University of Toronto

Arjun Kaul, Student/client of Koffler H&W, University of Toronto

Aleksandra Uzelac, Student/client of Koffler H&W, University of Toronto

#### Facilities & Services Focus Group:

Jelena Vulovic-Basic, Senior Manager, Building Mechanical Services, Facilities & Services

Paul Alves, Associate Director, Utilities and Building Operations, Facilities & Services

Paul Leitch, Director of Sustainability Operations & Services, Facilities & Services

Keelan Robinson, Manager, Elevator Operations & Maintenance, F&S

Nicole Wilkinson, Property Manager, Property Management F&S

Barry Espin, Senior Property Manager, Property Management F&S

#### Safety & Security Focus Group:

Laura Bradbury, Director, The Office of Safety and High Risk/Community Safety

Ted Fritz, Assistant Director, Sexual Violence Investigations, The Office of Safety and High Risk/Community Safety

Michael Munroe, Director, Campus Safety

Ryan Dow, Staff Sergeant, Community Resource Unit, Campus Safety  
Barry Espin, Senior Property Manager

Accessibility and Sexual Gender and Diversity Focus Group:

Ben Poynton, AODA Officer U of T

Michael Nicholson, Director, Accessibility Services U of T

David Pereria, Director, Sexual and Gender Diversity Office U of T

## **b) Terms of Reference**

The Project Planning Committee (PPC) will:

1. Review existing space needs of the Koffler Health & Wellness Centre (H&W) and identify all existing space utilized by H&W. On-location (embedded) spaces will be noted and mapped on the St George campus and not analyzed as these spaces are not part of the H&W space inventory.
2. Make recommendations for a detailed space program and functional layout for the Koffler H&W. Identify the space program relating to the detailed function program report, by External Health Care Consultant.
3. Provide a detailed Functional Program Report by External Health Care Consultant, Functional Programmer, to make recommendations that:
  - a. Increases efficiency and flexibility;
  - b. Establishes optimal operations and workflow;
  - c. Maximizes clinic profile and promotes ease of access for students;
  - d. Enhances and promotes collaboration among service providers;
  - e. Optimizes the use of resources such as staff, equipment and space;
  - f. Reviews current and projected workload and staffing;
  - g. Provides evidence-based best practices to support recommendations for operational improvement opportunities or challenge users as required to support renovation planning;
  - h. Captures detailed facility planning assumptions and right size space types to CSA standards; and
  - i. Refines and validates the type, size and relationship of spaces necessary to meet capacity requirements for the project – space program and functional plan.
4. Demonstrate that the proposed space program will be consistent with the Council of Ontario Universities (COU) space standards and the University of Toronto space standards.
5. Based on the recommendations of the Mental Task Force Report, Process Redesign Review and the Functional Program Report review the following:
  - a. Review ways the H&W can be consolidated into one space with one front door
  - b. Identify opportunities where the Koffler H&W's inter-professional model of care can be met or better supported. In addition, make recommendations for space that promotes an inter-professional collaborative environment and a sense of community for students and staff.
  - c. Review opportunities to enhance student experience while also being mindful of operations and efficiencies
  - d. Identify opportunities for improved wayfinding.
  - e. Review spaces that promote flexibility, like Common Rooms or shared support spaces (i.e. Meeting or Group Rooms) and identify room requirements.



6. Identify potential expansion space options for the Koffler H&W.
7. Identify a phasing plan for the project, if required.
8. Identify all secondary effects, including but not limited to: impact on H&W services; swing space, construction staging; impact on adjacent or other non-Koffler HWC occupants, loading/servicing/access and any other requirements resulting from the realization of this project.
9. Review the capacity of existing conditions, services and infrastructure at the Koffler Wellness Centre and determine the extent of upgrades, or new systems as required. Identify related costs to integrate, repair or replace.
10. Identify equipment and movable furnishings necessary to the project and their estimated cost.
11. Identify all data, networking and communication requirements and their related costs.
12. Identify all security, occupational health and safety requirements and their related costs.
13. Identify all accessibility, AODA, Design of Public Spaces Standard requirements and their related costs.
14. Identify all best practices in relation to both accessible and sexual and gender diversity accommodation for gender neutral washrooms.
15. Identify specific sustainability goals and energy efficiency goals for this project.  
Recommendations for goals that meet operational aspirations should also be cost effective and incorporate proven best practices.
16. Identify the existing indigenous artwork in the H&W centre and explore the potential for the indigenous artwork to be incorporated sensitively into the renovated H&W project;
17. Determine a total project cost estimate [TPC] for the capital cost including costs of implementation in phases if required, and also identifying any projected increase to operating costs.
18. Identify all sources of funding for capital and operating costs.
19. Interim Project Planning Report by April 2020, Cycle 6A
20. TPC and Final Project Planning Report by August 2020, Cycle 1

## Background Information

The increase in demand for mental health services at post-secondary institutions is in line with trends on campuses across the country. Two out of three post-secondary students in Canada say stress negatively affects their studies. Half are using campus mental health services with 10% being seen in crisis or urgent situations<sup>1</sup>. Post-secondary education can be exciting and transformative, but it can also be challenging. On any given day, most college and university students are juggling academic, financial, and personal demands. An increasing number of students are experiencing mental health problems. In fact, more than 75% of first-time mental health diagnoses occur between the ages of 16 and 24<sup>2</sup>. Over the past several years, the increase in mental health issues among students has put increasing pressure on post-secondary institutions to move beyond their academic counselling role to provide ongoing mental health treatment<sup>3</sup>.

In 2014, U of T developed a framework under leadership of the Provost on a socio-ecological approach, whereby everybody within the community has a responsibility to be mindful of other individuals' mental health<sup>4</sup>. Part of the Student Mental Health Framework is to provide a wide range of mental health services and programs, like campus health centres. U of T's has three campus health centres: Health & Counselling Centre at UTM, the Health and Wellness Centre at UTSC and the Health and Wellness Centre (HWC) at St George Campus.

In March 2019, University of Toronto's President Meric Gertler announced a four-point plan to address student mental health on campus. The first action was to convene a Presidential and Provostial Task Force on Student Mental Health to build upon the progress underway on the priorities identified in the Student Mental Health Framework and review the university's mental health supports and services through an extensive consultation plan. This task force launched in July 2019 with an Outreach & Engagement Plan<sup>5</sup>. Through the consultation, students affirmed that mental health services and programs are highly valued, highlighting the importance of receiving the most appropriate help through the most appropriate services at the most appropriate time.

The U of T Presidential & Provostial Task Force on Student Mental Health Final Report & Recommendations, was released January 15, 2020 along with an administrative response. In regard to the physical space at each campus health centre, including the HWC, recommendation 13 included, "*Increase access to function and therapeutic space for health promotion, mental health services and spaces for mental health programming.*" It was noted that physical space was impacting service expansion, for additional treatment rooms or office space. The quality of the current physical spaces was noted as busy, crowded and lacking privacy. In addition, the health clinics found difficult to find or navigate, and lack comfortable furniture, adequate wayfinding and lighting, and greenery. Specific recommendations included:

- *Space for mental health services and programming should be private, confidential, regenerative (with access to lights, windows, natural elements) and generally more visually appealing;*
- *Privacy should be balanced with easy to find, inviting spaces that reduce stigma and make students feel welcomed;*

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<sup>1</sup> <https://www.mentalhealthcommission.ca/English/catalyst-march-2019-getting-mental-health-standard-post-secondary-campuses>

<sup>2</sup> <https://www.mentalhealthcommission.ca/English/studentstandard>

<sup>3</sup> <https://ontariosuniversities.ca/wp-content/uploads/2017/11/In-It-Together-PSE-Mental-Health-Action-Plan.pdf>

<sup>4</sup> For more information, refer to the Student Mental Health Framework <http://mentalhealth.utoronto.ca/>

<sup>5</sup> <https://www.provost.utoronto.ca/committees/task-force-on-student-mental-health/summary-of-themes/>

- *The clinics should be more visible and easier to locate; and*
- *Need...for additional space for mental health and wellness programming (e.g. peer support activities, training and group sessions).*

St George campus's HWC is the largest of the three main health centres offering students a wide range of services and programs and is accessible to U of T students on all campuses<sup>6</sup>. The HWC offers provides general health and mental health programs and services, including Tobacco Cessation, Food & Nutrition, Sexual & Reproductive Health services, Tuberculosis skin testing, counselling and psychotherapy services, group therapy, and psychiatric services. The HWC's model-of-care provides an inter-disciplinary shared care approach involving a spectrum of services provided by health educators, social workers, psychologists, psychiatrists, nurses and family doctors, who provide comprehensive care to support the patient as a "whole" throughout their journey in treatment. This model of care has been in place since 2015, but in the past, HWC operated as separate, distinct clinics: Counselling and Psychological Services (CAPS)<sup>7</sup> and Health Services. Since 2015, the HWC practices a "one door" approach to patient intake and comprises of the following departments Primary Care, Mental Health, Health Promotion Programs (HPP) and Administration. However, HWC remains only partially integrated as each department is physically separated on floors 1-3. Refer to Timeline below for more information.

### **Timeline of Koffler Health & Wellness Centre:**

1957 – Health Services was on St George Street in former Forestry Building.

1959 –Health Services moved to a building north of Sidney Smith between Engineering and Chemistry Building

1964 – Health Services moved to Huron Street with women's and men's division

1984 – Infill addition and renovation to former Carnegie (Toronto Reference) Library, 1906

- Separate health clinics across St. George relocated to 214 College Street on different floors:
  - Health Services on 2<sup>nd</sup> floor;
  - Counselling and Learning Skills Services (CALSS) on 1<sup>st</sup> floor; and
  - Psychiatric Services (PS) on 1<sup>st</sup> floor adjacent to CALSS.
- The infill addition/renovation that co-located these clinics cemented Koffler as a central service hub for students: bookstore, housing, jobs, Mental Health, General Health. Hence, the building was named the Koffler Student Services Centre.

1987 - Health Promotions Programs (HPP) is created

2009 - Counselling and Learning Skills Services (CALSS) + Psychiatric Services (PS) clinics are integrated to become Counselling and Psychological Services (CAPS)

- Health Services continues to operate as a separate clinic on the 2<sup>nd</sup> floor

2015 – CAPS and Health Services are structurally integrated to become the Health & Wellness Centre (HWC) and practices a "one door" approach to students offering inter-professional practice (IPP) model-of-care. Note: partial integration only due to physical separation of services across the building.

- IPP is an inter-disciplinary shared care approach involving a spectrum of services/care provided by health educators, social workers, psychologists, psychiatrists, nurses and family doctors who provide comprehensive services to support the patient as a "whole" throughout their journey in treatment
- HWC becomes the largest of the tri-campus health centres

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<sup>6</sup> Refer to PPR, section "Occupant Profile", "Students", for more information

<sup>7</sup> Prior to 2009, Counselling and Psychological Services (CAPS) used to be Counselling and Learning Skills Services (CALSS) and Psychiatric Services (PS), first phase of integration prior to the second phase of integration in 2015

Since 1984, medical services and mental health services for students have been located centrally at the Koffler Student Services Centre (Koffler) at 214 College Street. Akin to the building's name, Koffler becomes a central stop for student services housing: the U of T Bookstore, TCard, Academic Success, Student Success Center, Family Services, Student Life and Housing. Co-locating health services at Koffler with other student focused services benefits increased access of services to students. Despite partial co-location, the challenges were: poor visibility, challenging wayfinding and space limitations. HWC will modernize and redevelop to allow for service expansion. Due to the increasing trend of students experiencing mental health problems, the proposed HWC will re-tool to address the spatial and operational challenges to keep up with the increased demand of student appointments as well as other issues like accessibility, visibility and wayfinding. Some of the existing challenges are noted below and are addressed by the proposed new renovation and expansion.

### Partial Integration and No Singular Front Door

Though Koffler is the HWC's home, it is located across three levels and two wings (additions) of the building due in part to the pre-amalgamation location of the former Counselling & Learning Skills Service, Psychiatric Services, and Health Services. The location of these services relative to the existing building's configuration creates accessibility and wayfinding challenges for students and limits integration of the HWC's collaborative student-centred care service delivery model. Though the centre embraces the 'one door' approach, the day-in-the life experience and circulation of the student could involve going through multiple entrances and areas that are not visibly connected to one another or physically aligned to the same level/floor, creating unclear care pathways for students and potentially shortening appointment time. Similarly, for HWC operations to run efficiently, having the spaces unconsolidated means splitting services, i.e. billing, medical record, across different floors or areas. For example, currently on the 2<sup>nd</sup> floor there are two Group Rooms which are highly utilized by students and staff and support an array of activities that support mindfulness classes, wellness workshops, team training and case conferences. These public rooms are difficult to find as the location of these Group Rooms are segregated and not physically connected to either the entrance of Primary Care (main entrance) or entrance of Mental Health. Due to the lack of connectedness and lack of a cohesive physical presence, it is desired that the spaces of the HWC are more accessible and visible to improve way finding.

To address these concerns, the design features a welcome area with reception on the ground floor with an elevator to upper floor programming accessible both from the welcome area and the St. George Street lobby. The proposed new construction infill addition expands the third-floor area to accommodate both the Primary Care and Mental Health services on a singular floor.

### Inability to Grow

Since clinic consolidation in 2015, overall appointments/intakes have increased approximately 121% (refer to Table 1.1a). In particular, the demand for mental health counselling appointments has increased 135% from 2013-14 to 2018-19 across all three University of Toronto campuses. On the St. George campus, from 2013-14 until 2018-19 the number of students registered with Accessibility Services with a mental health disability has more than doubled<sup>8</sup>. Though the demand for student appointments has increased, the size of the HWC has not increased since amalgamation in 2015. Due to physical limitations, the HWC cannot expand more. There have been phased renovations since 2015: on ground floor in Jan 2020, partial renovation of Mental Health's front door, waiting room and reception, and on

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<sup>8</sup> <https://www.president.utoronto.ca/a-letter-from-president-gertler-on-student-mental-health-at-u-of-t>

2<sup>nd</sup> floor in 2018, renovations entailed: a second waiting room, two (2) more Mental Health Counselling Rooms, and Treatment Rooms for quick appointments.

On the operational side, HWC's operating hours have been modified to respond to changing student appointments needs. The hours of the centre are Monday to Friday 9am to 5pm. To accommodate more appointments, the centre has extended its services in the evening Tuesday to Thursday from 5-7pm. The “Evening Clinic” offers both Primary Care and Mental Health services. The “Day Clinic” operates within Primary Care to accommodate same-day appointments scheduled that morning from Monday-Friday 12-5pm. “Same Day Counselling” was added in September 2019 in the Primary Care clinic to increase Mental Health appointments on Tuesday and Thursday afternoons. Increased clinic hours and partial integration of mental health operations within the Primary Care clinic has allowed for increased student appointments as well as partial integration and consolidation of operations.

HWC practice model has been creative in fostering greater communication and collaboration to provide enhanced student-centered collaborative care. For example, some mental health staff have been positioned within the primary care space, a shared care program exists, inter-disciplinary teams meet monthly for case consultations, and inter-disciplinary teams that focus on specific health issues have been created (e.g. trans health care). Despite this, there are limited opportunities for the entire clinical team or all staff to be able to come together to communicate for business or clinically relevant meetings (e.g., HWC has had to hold smaller meetings in duplication). In addition to an inter-professional staffing model, lack of space provides limitations to increase learners at HWC, particularly in psychiatry and social work training.

The HWC Renovation and Expansion project will increase the HWC’s existing footprint by almost three times it’s current size. The project will add 822 nasms over the current HWC nasms. For a detailed breakdown of nasm, refer to the Space Program section of this document.

### Opportunities

Partial functional integration has created opportunities for student-centered collaborative care. However there still exists limitations with respect to inter-professional practice care model and operational inefficiencies. Since HWC departments are split across three floors, this limits fully integrative services and operations as well as team cohesion. For example, potential growth and consolidation of shared services like Reception and convenient co-location of shared spaces like Waiting Areas, Group Rooms and Meeting Rooms, Staff Work Areas and Storage Rooms could be utilized in a more flexible way to help improve circulation for students and staff. An additional challenge is bridging Health Promotion Programs (HPP) activities with the clinical activities of the department. The overall effect is that HWC lacks a cohesive physical presence within Koffler and contributes to inefficiencies.

Due to current space constraints and lack of a cohesive physical presence, the Health and Wellness Centre’s ability to respond to an increasing demand for student appointments is limited, prohibiting: an expansion of services, flexibility to adapt to future change, and operational efficiencies. In order to identify the unique operational needs of the clinic and define the services, scope, functions and space requirements for planning and subsequent design phases, a Functional Programming Consultant was procured December 2019. The Functional Programming Consultant, the Resource Planning Group (RPG), submitted the *Koffler Health and Wellness Functional Program* as part Project Planning Report (PPR), to inform and guide requirements throughout the Project Planning Phase and design in the following Implementation Phase. Previous approval of Consultant Services was submitted to CaPS Executive January 31, 2020 to include Design & Engineering (D&E) and subconsultants RPG.

The project scope as detailed in this PPR will outline the following HWC renovation and expansion vision and goals:

1. Review spatial and programmatic opportunities to support and enhance student experience through health promotion, wellness, and community;
2. Configure space relationships that are legible and consolidated as possible with “One Door” for easy wayfinding;
3. Modernize the facility as much as possible, while optimizing resources for future flexibility; and
4. Propose a space program and functional plan that supports the HWC’s inter-professional practice to provide the full spectrum treatment model, facilitate communication amongst care providers, and fosters team building, patient care and consultation.

This Project Planning Report is focused on the renovation and modernization of the HWC at the Koffler Student Services Centre. The *Koffler Health and Wellness Centre Functional Report* by RPG, anticipated a new HWC footprint of approximately 2,282 NASM or 2,852 net sm/30,701 net sf including internal circulation. At the time of RPG’s proposed space program, it was unknown where within the Koffler building the HWC would be located. Design & Engineering took the proposed space program and reconciled it with the limitations of the existing building, ultimately proposing Primary Care and Mental Health occupy the entire third floor area with a new addition. The construction documents developed by Design & Engineering outline a footprint of approximately 1,847 NASM or 3,854 gsm. A detailed analysis of the proposed area by floor is found in the “Space Program” section of this report.

The proposed HWC renovation will foster a holistic approach to student support and care and will be the first step to establish a best practices model for post-secondary institutions nationwide and become a centre for health promotion, health education, health service delivery, innovation, research, knowledge translation and exchange, to ultimately become a model for a healthy campus.

### c) Existing Space

#### Existing space

**Table 1.0 – Existing Koffler Health & Wellness Centre space at the Koffler Student Services Centre, by floor**

<b>Koffler Health &amp; Wellness Centre</b>	<b>nasm* Nov 2019</b>	<b>Net sm (sf)** Nov 2019</b>	<b>Services/Department</b>
1 <sup>st</sup> Floor (ground)	403.28	511.00sm (5,500.36sf)	Mental Health, HPP
Upper Mezzanine (UM)	18.32	39.3sm (423.02sf)	HPP, Caged storage for paper patient records and general storage
2 <sup>nd</sup> Floor (includes Mezzanine Level)	576.98	682.99sm (7,351.64sf)	Primary Care, Mental Health Storage, Group Rooms, HPP
3 <sup>rd</sup> Floor	54.26	54.26sm (584.05sf)	Administration and HPP
<b>Total</b>	<b>1,052.84</b>	<b>1,287.55sm (13,859.07sf)</b>	

The Mental Health Clinic is located on ground floor, south wing, in the original 1906 building. Two full-time counselling rooms are located on 2<sup>nd</sup> floor within Primary Care in the north wing, and two Group Rooms are in the south wing. Health Promotion Programs and Administration are spread out between ground floor to 3<sup>rd</sup> floor. All of Primary Care is located on 2<sup>nd</sup> floor, north wing, in the 1984 addition. Note: the 2<sup>nd</sup> and 3<sup>rd</sup> floors between the 1906 building and the 1984 addition buildings are not at the same level. For example, the Medical Clinic on end floor (north wing) is approximately 2.6m higher from the Group Rooms on 2<sup>nd</sup> floor (south wing)—creating accessibility issues.

\*NASM definition - The amount of area or net assignable square metre (NASM) is the amount of area, which can be used by the occupants of the building. NASM is the sum of all areas on all floors of a building assigned to, or available for assignment to, an occupant, including every type of space functionally usable by an occupant (except Custodial, Circulation and Mechanical area).

\*\*Net area is approximate and includes internal circulation and non-assignable space like washrooms, janitor closets, electrical and IT closets. Net area excludes building mechanical rooms and exterior walls.

In September 2011, on-location (embedded) counsellors were added at designated locations around the St. George campus as a student service to increase access to HWC's Mental Health services and Health Promotion Programs. Please refer to the Appendix for table and map describing these services. This Project Planning Report focuses on the spaces only within the Koffler Student Services Centre. A description of on location spaces is provided in order to clarify the relationship of staff who are ultimately tied back to the HWC.

Each existing embedded location or site provides counselling only for those students registered in that particular faculty, department or college. In the 2019-2020 academic year, these services were provided by 17 social workers as well as Master of Social Work (MSW) students. The existing rooms are primarily office spaces which are used on a hoteling basis at the indicated times for the purpose of on-location counselling. Part-time spaces are shared with other staff at the host faculty or department. These spaces are not considered permanent, and changes occur depending on host faculty's space needs.

Health Promotion Programs staff team at Koffler spend significant time at a variety of unassigned locations across the campus. Refer to the HWC Organizational Description in the Occupant Profile below for further clarification of the activities and services provided.

### Utilization

The HWC prioritizes using all existing offices and treatment rooms to capacity, meaning five days per week. Due to the nature of these programs, this is a fluid process. Mental Health employs psychiatrists who are independent contractors. Room utilization involves scheduling their work hours to fit the unused spaces which may or may not fit with available clinician's contract hours which has an impact on expanding psychiatric care. Also, there can be occasions where embedded on-location counsellors might be pulled into HWC depending on a variety of circumstances.

Similarly, Primary Care room assignments fluctuate to accommodate changing staff rotations and programmatic needs. Bookings are posted weekly in a room assignment chart organized and maintained by the Clinical Team Lead. All rooms are divided into am and pm (half and full day) shifts including evening clinics and assigned to staff by name or position. Clinicians are assigned a given room but most nurses float between treatment rooms. This system of room bookings allows for adaptable space accommodation in morning and afternoon shifts to ensure all rooms are filled to maximum capacity



## Occupant profile

The two HWC occupants are staff and students (undergraduate and graduate)—profiles are below.

### Students:

The HWC provides services to U of T tri-campus full-time and part-time undergraduate and graduate students, Toronto School of Theology undergraduate students at Emmanuel College in the conjoint full-time basic degree undergraduate program, and School of Continuing Studies students in the English Language program. Services are not available to post-doctorate fellows, spouses or common-law partners of a student, or children.

HWC as a whole reports that 34.8% of students seen in the 2018 fiscal year were graduate students and 30.3% seen were international students. Tables 1.1-1.7 were provided by HWC to the Functional Programming Consultant for their analysis of historical intakes and visits.

**Table 1.1: Total Number of Visits**

<b>Year</b>	<b>HWC</b>	<b>PC</b>	<b>PC-MH*</b>	<b>MH</b>
2009-10	50,744	29,782		20,962
2010-11	49,010	31,368		17,642
2011-12	50,609	34,378		16,231
2012-13	53,779	35,050	3,057	18,729
2013-14	55,744	36,538		19,206
2014-15	56,184	35,329		20,855
2015-16	57,553	35,925		21,628
2016-17	59,889	36,160		23,729
2017-18	58,973	35,831		23,142
2018-19	69,830	44,549	7,558	25,281

\* PC-MH = Primary Care Mental Health appointment

**Table 1.2: Number of Visits - Unique Students**

<b>Year</b>	<b>HWC</b>	<b>PC</b>	<b>PC-MH</b>	<b>MH</b>
2009-10	13,758	11,503		3,873
2010-11	13,473	11,362		3,858
2011-12	14,254	12,245		3,790
2012-13	14,726	12,912	1,321	4,149
2013-14	14,973	13,047		4,148
2014-15	14,726	12,641		4,188
2015-16	14,000	12,619	2,509	3,677
2016-17	14,067	12,658		3,902
2017-18	14,064	12,218		4,130
2018-19	14,045	12,223	2,782	5,441

**Table 1.3: International Students**

<b>Year</b>	<b>% Graduates</b>	<b>% Students</b>	<b># Visits</b>	<b>% HW Visits</b>
2009-10	31.9	15.7	7,675	15.12
2010-11	26.6	17.4	8,067	16.46
2011-12	29.6	10.8	8,290	16.38
2012-13	30.7	19.4	9,940	18.48
2013-14	30.1	12.5	10,400	18.66
2014-15	30.5	22.5	11,886	21.16
2015-16	34.2	24.7	12,314	21.40
2016-17	34.5	23.4	13,282	22.18
2017-18	34.7	28.8	13,672	23.18
2018-19	34.8	30.3	19,564	26.88

Notes:

- HW = Health & Wellness; PC = Primary Care providers (includes mental health appointments); PC-MH = primary care mental health appointments; MH = Mental Health providers
- 2009: Counselling & Learning Skills (CALSS) + Psychiatric Services integrated to become Counselling & Psychological Services (CAPS).
- 2012: OHIP delisted annual physicals and replaced with periodic health examinations. Coverage for pap smears reduced to every 3 years.
- September 2015: CAPS + Health Services integration to become Health & Wellness Centre (HWC). Primary care begins to provide mental health intakes (i.e., family physicians, nurses, and mental health clinicians all provide intakes). Intentional efforts to provide collaborative care by primary care and mental health clinicians.
- 2017: Increase on-location counsellors; initial roll-out in November 2017; full complement hired by September 2012. In 2019-20, HWC's on-location counselors cover 24 locations, with 2 sites having 2 counsellors and 3 sites having social work placement students (i.e., 29 sites in total). Program started in 2011 with 5 sites.
- 2018: OHIP+ initiated. In 2019 OHIP+ did not cover individuals with private health insurance plans.
- % International = % of total HWC unique students with UHIP coverage.
- % Graduate = % of total HWC unique students who are enrolled with School of Graduate Studies.
- Primary care: a student may see a physician (bill accounts) and nurse (area accounts) on the same day and is counted as one visit.

**Table 1.4: Mental Health Number of Visits**

	<b>2014- 15</b>	<b>2015- 16</b>	<b>2016- 17</b>	<b>2017- 18</b>	<b>2018- 19</b>
<u>Psychology/Social</u>					
<u>Work</u>	10,804	12,148	11,571	12,259	14,405
Individual	7,898	7,769	5,632	6,210	6,898
Embedded	1,735	2,705	3,475	4,668	6,248
Group	356	556	1,431	1,093	688
Workshops	815	1,118	1,033	288	571
Complex Care	666	1,060	602	666	661
<u>Psychiatry</u>	9,510	9,587	11,494	10,433	10,039

ER Screens	66	173	143	135	119
ER Psychiatry	39	88	84	109	131
Form 1s	n/a	n/a	n/a	60	47

Notes:

- Individual = Individual psychotherapy by psychology and social work
- Embedded = Individual counselling by social work (separate from individual)
- Group = total number of participants
- Workshops = total number of participants
- Complex Care = mental health clinician (RN) and client care coordinator (social worker)

**Table 1.5: Mental Health Duration of Visit**

Year	Units (1=30")				
	1 30"	2 60"	3 90"	4 120"	5+ 180"+
2014-15	4,671	14,308	1,371	443	61
2015-16	4,043	15,404	1,474	663	43
2016-17	4,351	16,325	1,241	1,554	75
2017-18	7,887	14,098	657	324	2
2018-19	8,889	15,772	613	6	1

Notes:

- “ = minutes
- 30" appointments are typically used for mental health intakes.
- 90"-120" appointments are typically used for group therapy sessions.

**Table 1.6: Primary Care Number of Visits**

	2014- 15	2015- 16	2016- 17	2017- 18	2018- 19
Family Physicians	36,695	33,753	36,670	32,014	32,619
Nurses	3,774	4,172	8,367	6,470	15,292
Colposcopy	276	230	256	180	155
Dietitians	n/a	n/a	n/a	159	514

Notes:

- Family physician visits include residents (based on bill accounts).
- Nursing visits are based on area (vs billing) accounts; coding of visits changed each year.
- A family physician and nurse may have seen the same student on the same day but are counted separately in this table.

**Table 1.7: Primary Care Services and Procedures**

	2014-15	2015-16	2016-17	2017-18	2018-19
Colposcopy	276	230	256	180	155
Flu					80
Injections					4,105
HPV Injections					4,253
Immunization					1,361
IUD					399
TB Test					860
TB Read					628
Travel Med					301

Notes:

- Immunizations based on number of immunization forms completed.

Staff**Staff FTE** = Full Time Equivalent.

The Council of Ontario Universities definition of FTE includes all filled established positions with appointments of at least three month's duration who receive remuneration via the university from all salary funding sources. The following is a summary of existing and proposed FTE needs at HWC. The proposed space program assumes that growth of staff is proportional to growth in user visits for a 10-year horizon based on current FTE.

**Table 1.8 - Staff by Department (Nov 2019)**

Relevant COU Category	Staff by Department	Existing 2019-2020 Staff FTE	Number of Staff (Head-count)	Immediate Needs FTE	2028-2029 Projected Growth FTE (%)*
13.0	<b>Health Promotion Programs:</b>	<b>5.5</b>	<b>6</b>	<b>8.5</b>	<b>10.1 (18%)</b>
	Health Promotion & Strategic Projects Assistant Director	1	1	1	
	Health Education Coordinators	3	3	6	
	Health Education Program Assistant	0.5	1	0.5	
	Health Communications & Knowledge Translation Coordinator	1	1	1	
13.0	<b>Primary Care:</b>	<b>16.4</b>	<b>32</b>	<b>23.4</b>	<b>29.6 (26%)</b>
	Physician-in-Chief	0.8	1	0.8	
	Family Physicians	7.2	20	10.2	
	Complex Care Clinician			1	
	Consultant	0.2	1	0.2	

	Clinical Team Lead	1	1	1	
	Nurses	6	6	8	
	Nurse (Academic Year)	1	1	1	
	Dieticians	0.2	2	1.2	
<b>13.0</b>	<b>Mental Health:</b>	<b>34</b>	<b>42</b>	<b>42</b>	<b>52.7 (26%)</b>
	Psychiatrist-in-Chief	1	1	1	
	Psychiatrists	6	11	9	
	Mental Health Clinician	1	1	1	
	Client Care Coordinator	1	1	1	
	Mental Health Nurse	1	1	1	
	Director, Professional Practice & QA	1	1	1	
	Psychologists	7.7	8	12.7**	
	Social Workers	1.4	2	1.4	
	Social Workers Located Off-Site (Academic Year)	12.7	14	12.7	
	Program Evaluation & Quality Improvement Coordinator	1	1	1	
	Research Assistant	0.2	1	0.2	
<b>13.0</b>	<b>Administration &amp; Operations:</b>	<b>16.2</b>	<b>17</b>	<b>20.2</b>	<b>24.7 (22%)</b>
	Health & Wellness Executive Director	1	1	1	
	Admin Assist to Executive Director	1	1	1	
	Assistant Director	1	1	1	
	Administrative Supervisor	1	1	1	
	Medical Records Clerk	1	1	1	
	Billing Clerk			1	
	Medical Administrators	10.2	11	13.2	
	Medical Clerk	1	1	1	
	<b>TOTAL STAFF</b>	<b>71.1</b>	<b>96</b>	<b>93.1</b>	<b>117.1 (22%)</b>

\*Projected growth as per Functional Programming Report

\*\*5 more Psychologists are needed to compensate for workload changes. The international standard for workplace wellbeing is 5 direct clinical hours per day with the remaining time left for clinical-administrative duties. Current mental health staff at Koffler are working at a rate of 6 clinical hours per day.

**Table 1.9: Staff Groups: Casual, Term and Work Study (Nov 2019)**

<b>Relevant COU Category</b>	<b>Casuals by Department</b>	<b>Number of Casuals (Headcount)</b>
13.0	<b>Health Promotion Programs:</b>	<b>18</b>
	Training Coordinator (Casual)	1
	Part-Time Work-Study Students (Academic Year)	15
	Part-Time Work-Study Students (Summer)	2
13.0	<b>Primary Care:</b>	<b>3+</b>
	Residents (changes monthly)	variable
	Nurse - Casuals	3
	Student Nurses (changes semester)	variable
13.0	<b>Mental Health:</b>	<b>11</b>
	Residents	5
	Fellow	1
	Psychology Residents (Annual)	2
	MSW Practicum Students Located Off-Site (Academic Year)	3
13.0	<b>Administration &amp; Operations:</b>	<b>3</b>
	Medical Administrators Casual	2
	Medical Record (Special Project) Casual	1
	<b>TOTAL</b>	<b>35+</b>

Table 1.9 Definitions per University of Toronto Human Resources & Equity:

Casual Employee: Employee hired for a specific term and considered as non-appointed staff (not eligible for benefits coverage).

Term Employee: Employee hired for an initial appointment of at least six (6) months in length and have a predetermined end date.

Work Study: On-campus paid student positions offered through the U of T Work Study Program.

Annual Year: Full calendar year January 1 to December 31

Academic Year: Taken here to mean Fall and Winter semesters, September to April, start and end dates vary year to year. See academic calendar.

Summer: May to August, start and end dates vary year to year. See academic calendar.

## **HWC Organizational Description** (refer to Appendix for Organizational Chart)

### Administration

- Role: shared non-clinical staffing support for all HWC clinicians and services, for example reception for clinics and on-location services, medical records, and billing for clinicians.
- Staff: Majority of Administrators are 100% FTE.
- Existing Location: Medical Administrators are embedded within Primary Care and Mental Health.

### Health Promotion Programs (HPP)

- Role: Collaborate with faculty, staff, and student leaders to provide knowledge and tools that support student wellbeing through their core work.
- Functions:
  - Delivering workshops and training (high frequency);
  - Engage students as agents in their own health and the health of their communities;
  - Optimize the impact and outcomes of student-driven wellness initiatives;
  - Participating in committees, working groups and community of practices;
  - Meeting with campus stakeholders and partners;
  - Conducting mental health consults in response to training/support/resource requests;
  - Collaborate with clinicians and clinical staff to contribute to the development of student-centered services and offerings;
- Staff: HPP positions are mix of 100% FTE, casuals and work study students.
- Existing Location: The majority of staff in Health Promotions Programs work both locally at HWC on ground to 3<sup>rd</sup> floor and work remotely on St George campus (70:30 ratio). Currently the work study students work out of the HWC but work inside Koffler.

### Mental Health

- Role: provide mental health services including psychotherapy, pharmacotherapy, group therapy, psychoeducational workshops, same-day counselling, on-location counselling and other services (e.g., training/supervision, program development).
- Staff: The majority of psychiatrists work 2-4 days a week. Note that psychiatrists are independent contractors, and their number of hours are based on scheduling/availability in order to achieve high utilization of all the offices.
- Existing Location: Most staff work within the Mental Health Clinic on ground floor and some Group Rooms and counselling rooms are on 2<sup>nd</sup> floor
- However, there are approximately 17 Social Workers and MSW practicum students who work on-location (embedded) at 16 locations across the St George campus. These remote staff have a temporary office/room and no local hoteling for these staff at HWC are required. There are some occasions where the embedded counsellors might be pulled into HWC to work depending on the circumstances.

### Primary Care

- Role: to provides general health services, allergy care, disability documentation, flu clinic referrals, immunization services, mental health care, sexual and reproductive health counselling and education, Tuberculosis (TB) testing, specialist referrals, tobacco cessation, Travel immunizations and education as well as food & nutrition

- The majority of nurses are 100% FTE. With the exception of the physician-in-chief, all family physicians are independent contractors who are compensated by the Ministry of Health, i.e. OHIP, or other private insurance providers, i.e. UHIP for international students. Family physicians work from half a day to 4 days a week depending on their availability and the demand for the service.
- Existing Location: All Primary Care is on 2<sup>nd</sup> floor

## II. Project Description

### a) Vision Statement

Current space constraints, as well as the lack of a cohesive physical presence within the existing HWC limits the ability to respond to an increasing demand for student appointments, prohibits an expansion of programs and services and contributes to operational inefficiencies, poor wayfinding and prohibit flexibility to adapt to future change. The project will result in an expanded and enhanced space with a welcoming and easily identifiable entrance for all students seeking care. The proposed HWC renovation will foster a holistic approach to student support and care and would be the first step to establish a best practices model for post-secondary institutions nationwide and become a centre for health promotion, health education, health service delivery, innovation, research, knowledge translation and exchange, to ultimately become a model for a healthy campus.

The Koffler Health & Wellness Centre vision and goals are noted below. Identified under each objective are the ways in which the design achieves the identified vision and goals of the project:

#### 1. Review spatial and programmatic opportunities to support and enhance student experience through health promotion, wellness and community.

University of Toronto students experience every level of the university as contributing to their wellbeing. The renovation of the HWC addresses the needs of U of T students through supporting ways to improve student access to services and experience to build community and enhance student wellbeing.

- Design of space promotes mindfulness, wellness and calm through consideration of finishes, natural elements, and daylight;
  - Improves daylighting and artificial lighting throughout;
  - 41 new skylights will be added to the third floor;
  - Allows for low-level or dimmable lighting in therapy treatment rooms;
  - Strategically incorporates views to nature where possible;
  - Terrariums are included adjacent to Mental Health lounge spaces;
  - Creates spaces that are bright, welcoming, and student centred, as well as healthy employee workspaces informed by best practices in creating healthy, safe and sustainable spaces;
  - “Quiet Rooms” are included for students experiencing high levels of distress and requiring a private space to self-regulate. These rooms also serve as a transition space for students who are being transferred to a hospital emergency department under the Mental Health Act
  - Creates opportunities for “Share Circles” and “Chill Spaces” within the HWC or within Koffler, like nutrition workshops that promote healthy eating and generally decrease stigma;



- Balance of openness and privacy, where safety, security and privacy concerns are well considered;
  - Improves acoustics and privacy, especially for areas that require confidentiality (not limited to: Reception, Waiting area, Counselling rooms, and Exam rooms)
    - Preference to have smaller waiting areas or sub-waiting rather than one large open waiting area
    - Privacy is an issue in clinics due to lack of space for confidential intake and triaging<sup>9</sup>
  - Provides a private exit from the building for students being transferred by Campus Safety to a hospital emergency department under the Mental Health Act or when a student is experiencing a medical emergency and Ambulance Services are required
    - Staff Access corridors provide a second exit to counseling rooms.
    - Note challenge: existing vehicular access to the centre is on St. George Street.
  - Configuration of safety and security with respect to all spaces has been integrated with departmental and university safety protocols and equipped with appropriate tools (i.e. panic buttons, emergency alerts, convex mirrors, emergency phones, etc.)
    - For more detail, refer to section on Personal safety and security, under Building Considerations
- improved accessibility:
  - Will include collaboration with those who have lived experience to inform approach to best practices.
    - Consultation with U of T’s AODA Office, Accessibility Services and Sexual Gender and Diversity Office have occurred in Planning phase and will continue in the Implementation phase.
    - Consultation with various groups noted above will help identify any gaps in accessibility barriers
  - Meets applicable codes and standards, including the Design of Public Spaces Standard due to service counter and cue line
  - For more detail, refer to section on Accessibility, under Building Considerations

**2. Configure space relationships that are legible and consolidated as possible with “One Door” for easy wayfinding;**

The renovation and expansion of the HWC consolidates and integrates operations of all four departments as much as possible. Consolidation and integration will strengthen coordination and collaboration from a service delivery, programming and operational perspective by reducing physical and professional barriers. In addition, integration allows for a holistic student-centred model, facilitating connectedness, creating a physical presence, improving accessibility, way finding, and providing clear access and care pathways for students to truly become a “one door” approach to care.

Below are identified spatial and programmatic opportunities the project has achieved:

- Consolidates and organizes the HWC to have one-front door;
- The new exterior ramp entrance and stair improves accessibility and wayfinding.
- Employs intuitive wayfinding and branding throughout;

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<sup>9</sup> Note: the HWC is bound by the Provincial Personal Health Information Protection Act (PHIPA) and professional standards and ethics

- Thoughtfully considers Reception and Waiting areas as to coordinate the student experience with operational workflows;
- Positions Health Promotions Programs (HPP) or a portion of it at or near the front entrance as part of the interface of the HWC.
  - Provides a Welcome Hub that:
    - greets visitors and announces the centre;
    - communicates the HWC’s services and provide education and promote excellence in health and wellbeing;
    - evokes a ‘community of care’ environment;
    - as a “Greeter” that greets students and answers student questions
- Increases number and size of Group Rooms for enhanced health and wellness, and positions one Group Room to have a more public interface with the Koffler Student Services Centre;
  - Co-locates Group Rooms so that at least two could be divided by an acoustic divisible partition to allow for larger wellness activities;

### **3. Modernize the facility as much as possible, while optimizing resources for future flexibility; and**

With the expansion, the added footprint can address right-sizing of clinic services, address future growth for a 10-year horizon, including increasing need for student appointments.

Below are identified spatial and programmatic opportunities the project has achieved:

- All Exam Rooms are to CSA standard;
- Exam rooms are standardized to optimize space and flow;
- Incorporates QI/LEAN healthcare principles into the whole HWC operational flow;
  - the application of “lean” ideas in healthcare facilities to minimize waste in every process, procedure, and task through an ongoing system of improvement.
- Provides more open workspaces with workstations for staff to support inter-professional staff to work together in one area to improve collaboration and communication, while also providing hoteling station for staff who do not need a dedicated workstation;
- Integrates clinical spaces where medical and mental health care services are physically located in one space to improve collaboration but also allow for flexibility;
- Consolidates and co-locates shared services like Waiting Areas and Group Therapy Rooms, to be utilized in a more flexible way to help HWC to increase services and enhance collaboration;
- Improves organization and co-location of storage space including having designated places for clean Central Supply Room and Soiled Utility Room;
- Adds 1 Isolation or Negative Pressure Room
- Although not specifically part of the physical renovation of HWC, a technology plan to review the existing technology software and infrastructure is included to support the modernization of the facility. Some technology ideas for consideration are:
  - Intake app, where students when they arrive “check in” and the app lets them know approximately how many minutes their appointment begins to allow the student to wait in other areas of the building or get a coffee/tea/snack;
  - Patient Record software and access throughout the facility

**4. Propose a space program and functional plan that supports the HWC's inter-professional practice to provide the full spectrum treatment model, facilitate communication amongst care provider, and fosters team building, patient care and consultation.**

The renovation and expansion of the HWC strives to consolidate and integrate operations of all four departments as much as possible. Consolidation and integration will strengthen coordination and collaboration from a service delivery, programming and operational perspective by reducing physical and professional barriers

Below are identified spatial and programmatic opportunities the project has achieved:

- Improves grouping of spaces to facilitate Inter-Professional teamwork:
  - Shared staff areas for Mental Health and Primary Care allow for improved coordination of care and collaboration;
  - Complex Care Team (CCT) team is co-located in Mental Health and also close to Administration;
  - Administration is distributed throughout the levels to support the services on each floor;
  - An HPP Workroom and Work Area allows the whole team to work together.
- One central staff lounge where all staff use for breaks, also doubles up for team meetings
- Adds more flexible meeting areas for staff
  - Spaces to facilitate inter-professional practice meetings for case consultation meetings.
  - Add small, medium and large Group Rooms of different sizes to accommodate not only HPP programs but also double up as meeting rooms for inter-professional staff and teams
    - Two (2) large Group Rooms to be connected by an acoustic divisible partition so that whole HWC team can meet in one space.
- Adds more learner spaces to increase learners;
  - More space for training and program development to allow for capacity and growth in service provision with no cost or restrictions in program development.
  - Each department of the HWC has residents, learners and or work study students
  - Residents and learners have easy access to supervisors for 'quick questions' and therefore, clinical supervisors are located in close proximity to exam rooms; and
  - clinical teaching settings provide education for other undergraduate and graduate experiences for nurse practitioners, nursing, social work, dietetic, and pharmacy.

**b) Statement of Operational Plan**

The operational vision of the Centre is one that supports a model of coordinated care with the full integration of medical, mental health, health promotion and administrative services and functions. The University's current Process Redesign initiative will consider changes to the service delivery model. However, it is not anticipated that the implementation of these recommendations will materially affect the proposed space program for the HWC at Koffler.

## c) Space Requirements, Program and Functional Plan

### Space Requirements

The space analysis for the Koffler Health & Wellness Centre was generated using the most recently published Council of Ontario Universities (COU) Building Blocks space formula, 2019-2020. The COU space formula are used to generate benchmark requirement to determine space requirements, based on Full Time Equivalent (FTE) and space factors (NASM) defined for each space type. Input measures, defined by COU are used by all Ontario postsecondary institutions for this purpose.

The Health & Wellness Centre is COU Category 13.0 Health Service Facilities. This category is defined as: A room or group of rooms intended to supply health services primarily to the general university population, and rooms directly serving these physical and wellness services facilities. It includes infirmaries, first aid rooms, physiotherapy rooms, doctors' offices/examining rooms, wellness centres, their support areas, offices and related areas within health service facilities, and first-aid rooms located elsewhere and used for the general university.

The existing space is compared to COU requirements by comparing Student FTE counts. A student FTE of 65,533.591 is based on the 2019-2020 enrollment for the St. George campus. The COU space factor for Category 13.0 is .03-.05. The following chart shows the projected NASMs generated by these inputs:

**Table 2.1 – COU Category 13.1 by Campus**

U of T Campus	2019-2020 Enrollment	U of T Campus NASM	COU Space Factor 0.03	COU Generated	I/G %	With proposed New HWC NASM	P/G %	COU Space Factor 0.05	COU Generated	I/G %	P/G %
St George	65,533.591	1,909.19	0.03	1,966.01	97%	2,703.25	137%	0.05	3,276.68	58%	82%
UTM	11,368.724	422.27	0.03	341.06	124%			0.05	568.44	74%	
UTSC	10,032.801	266.98	0.03	300.98	89%			0.05	501.64	53%	
<b>Total</b>	<b>86,935.116</b>	<b>2,598.44</b>	<b>0.03</b>	<b>2,608.05</b>	<b>100%</b>			<b>0.05</b>	<b>4,346.76</b>	<b>60%</b>	

As a whole, existing Health Service Facilities space at U of T St. George Campus generate 97% COU using the lower space factor of 0.03. When using the higher space factor of 0.05, the existing “I” St. George Campus generates 58% COU. The proposed “P” over COU generated ratio, improves the existing space, as the proposed space program is between 82% of COU (with higher 0.05 space factor) and 137% more than COU (with lower 0.03 space factor).

To calculate the proposed St. George campus COU, the proposed space of 1,846.9 nasms for the HWC program was added to the existing Category 13 space elsewhere on campus (856.35 nasms) to total 2,703.25 nasms.

The average Ontario University Health Services Facilities COU for Category 13 space is 0.5% as per the 2019-2020 COU Survey. The existing St. George campus Category 13 space is currently 0.3%, UTSC is 0.4% and UTM is 0.6%. When the HWC Renovation and Expansion project is added to the St. George total the new COU increases to 0.46%, similar to the provincial COU average.

**Table 2.2 –Category 13 space at St George Campus by Division, Department**

<b>Division</b>	<b>Department</b>	<b>Building(s)</b>	<b>Existing NASM</b>	<b>Existing % of Total</b>	<b>Proposed NASM</b>	<b>Proposed % of Total</b>	<b>Comments</b>
Campus and Student Services – St George	Health & Wellness Centre	Koffler Student Services Centre	1,052.84	55.1%	1,846.9	68.3%	General Health and Mental Health services
	Kinesiology & Phys Ed-Co-Curricular	Goldring Centre for High Performance Sport, Warren Stevens Building	589.48	30.9%		21.8%	Physical Therapy services
Medicine – Administration Sector	Dean’s Office Medicine	Medical Sciences Building, Rehabilitation Sciences Building	20.49	1.1%		0.8%	First Aid Room
Ontario Institute for Studies in Education (OISE)	OISE-Operations	OISE	9.66	.5%		0.4%	First Aid Room
	OISE-Psychoeducational Clinic	OISE	236.72	12.4%		8.7%	Psychoeducational Services
<b>Grand Total</b>			<b>1,909.19</b>	<b>100%</b>	<b>2,703.25</b>	<b>100%</b>	

## Space Program

The space program developed by taking an initial proposed program developed in consultation with Resource Program Group (RPG) and working within the constraints of the Koffler Student Services Centre footprint. A primary goal for accommodating the program was the co-location of Primary Care and Mental Health on a single floor, in close proximity to allow for improved functionality, improved student experience, and enabling an interdisciplinary shared-care approach. With an emphasis on co-locating the Mental Health and Primary Care spaces to enact the HWC's inter-disciplinary shared care approach, the third floor with a new addition was identified. Whereas RPG identified 43 counseling rooms and 2 drop-in counseling rooms, the program on the third floor includes 35 standard counseling rooms, three complex care rooms and one doctor room for a total of 39 counseling rooms plus the additional two drop-in counseling rooms. The layout of the counseling rooms includes additional staff access corridor. More than half of the rooms will have two doors which enables a back exit circulation path for Campus Safety if needed. For the Primary Care program RPG indicated 3 exam pods, 20 standard smaller exam rooms (9.3 nasm), 2 larger exam rooms and 2 isolation rooms. In further conversation with the client, the exam pods were determined not to suit the needs of HWC operations, and a preference was placed on providing standard sized rooms with similar layouts to achieve uniformity for flexibility in use as one doctor utilizes several rooms at a time. Indicated in the third-floor plans and listed below is the accommodation of 18 standard sized exam rooms (11.5 nasm), 2 nurse exam rooms, and 1 larger isolation/exam room. The sizing of both the typical counseling room and exam room was presented to the client with a 1:1 mock-up of the space including the furniture layout.

The proposed area of the HWC Renovation & Expansion indicated in the table below is approximately three times the size of the existing HWC footprint within Koffler. As well, it is an additional 1,549 gsm larger than the size indicated in RPG's proposed program.

**Table 2.3 – Proposed HWC Renovation & Expansion Areas**

	<b>Renovated Area gsm</b>	<b>New Addition Area gsm</b>	<b>Total Area gsm</b>	<b>Total nasm</b>
Third Floor	2,212 gsm	456 gsm	2,668 gsm	1,232.5 nasm
Second Floor	539 gsm	(408 gsm shell only)	539 gsm	275.3 nasm
Ground Floor	647 gsm		647 gsm	339.1 nasm
<b>Total Area</b>	<b>3,398 gsm</b>	<b>456 gsm</b>	<b>3,854 gsm</b>	<b>1,846.9 nasm</b>

The proposed space program for the HWC Renovation & Expansion indicated in the table below is 822 nasms larger than the existing HWC at Koffler, an increase of 180%. However, it is only 83% of the proposed nasm presented by RPG, or -379 nasms. At the time of RPG's space program it was unknown where in the Koffler building the new HWC would be located. The discrepancy in the RPG proposed and Design & Engineering (D&E) achieved nasm reflects the constraint of consolidating Primary Care and Mental Health on a single floor within the existing building footprint. As well, a larger gross to nasm space factor is indicated by D&E which in part reflects the incorporation of improved accessibility and a two-door corridor exit for the counselling rooms.

**Table 2.4. Detailed Space Program List**

<b>COU Cat</b>	<b>Department</b>	<b>Room Type</b>	<b>Room Count</b>	<b>Total Nasm</b>
<b>13</b>	<b>Welcome Area</b>	Waiting Area	1	43.5
		Reception	1	36.2
		Storage	1	5.3
<b>Total</b>			<b>3</b>	<b>84.9</b>
	<b>Health Promotion &amp; Wellness Edu.</b>	Kitchen/Lounge	1	17.5
		Multi-Purpose Room	1	49.0
		Admin Office, shared	1	85.1
		Admin Office, Private	1	13.8
<b>Total</b>			<b>4</b>	<b>165.4</b>
	<b>Mental Health</b>	Counselling Rooms	35	364.6
		Drop In	2	21.8
		Complex Care	3	34.0
		Doctor Office	1	16.5
		Quiet/Safe Room	1	9.3
		Office	2	29.5
		Work Booth	1	7.1
		Meeting Room	1	22.4
		Lounge	1	4.8
		Locker	1	13.5
		Copy	2	16.6
<b>Total</b>			<b>50</b>	<b>540</b>
	<b>Primary Care</b>	Exam Rooms	18	206.2
		Isolation/Exam	1	12.7
		Nurses Room	2	20.0
		Minor Proc./Col Rm.	1	17.1
		Meeting Room	1	19.6
		Med	1	11.3
		Scale	2	10.1
		WR/Samples	1	9.2
		Autoclave/ Soiled	1	11.1
		Waiting Area	2	13.4
		Admin Office, Private	3	39.2
		Storage	2	18.2
		Work Booth	1	8.3
		Copy	1	2.8
<b>Total</b>			<b>37</b>	<b>399.3</b>
	<b>Admin</b>	Admin Office, shared	4	79.9
		Admin Office	2	16.7
<b>Total</b>			<b>6</b>	<b>96.6</b>

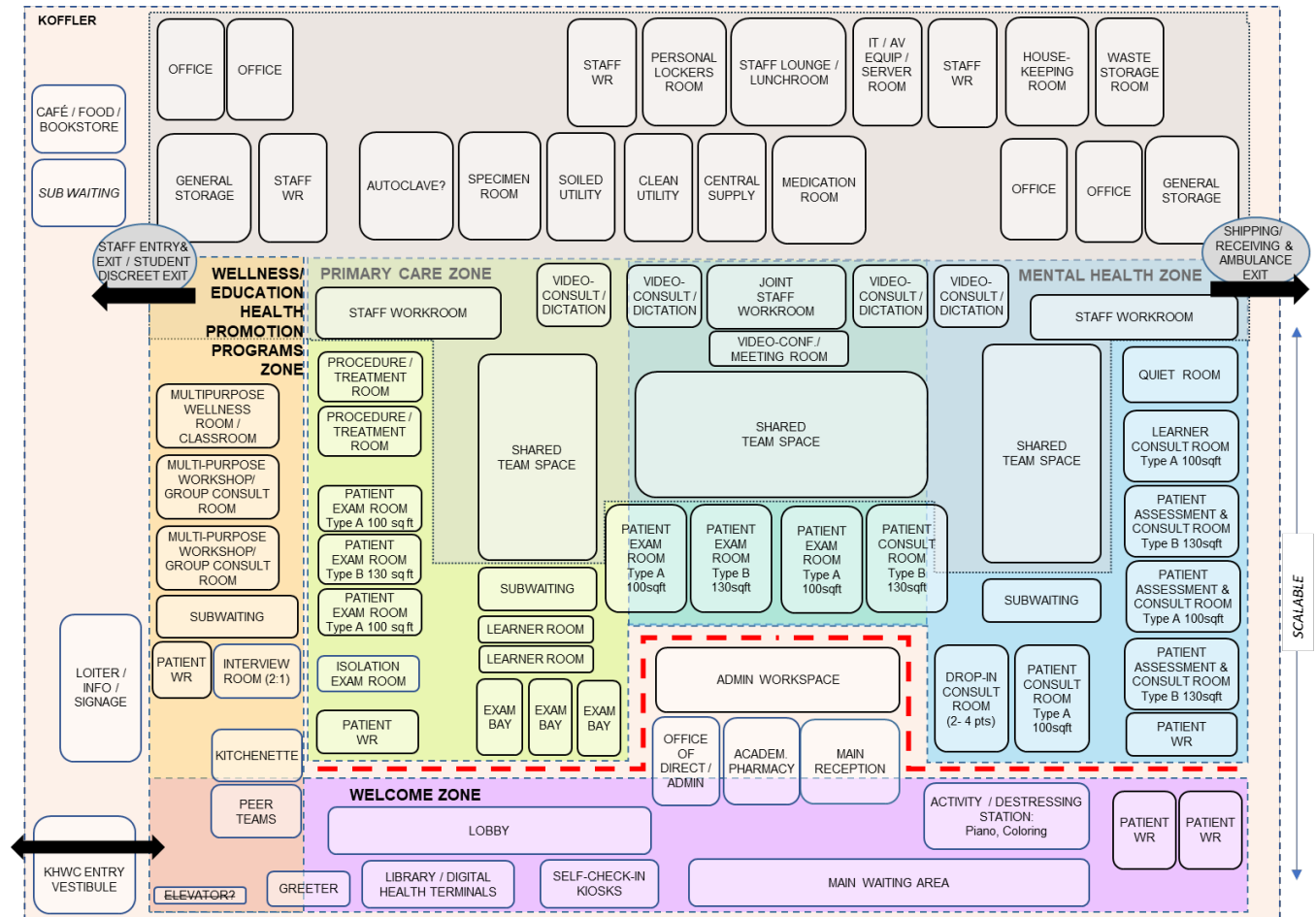
<b>Shared Support</b>	Meeting Room	1	59.6
	Multi-Purpose Room	5	253.9
	Interview Room	1	14.0
	Call Room	1	32.0
	Waiting Area	2	45.4
	Reception	1	31.9
	Admin Office, shared	1	36.6
	Storage	1	6.7
	Lounge	4	80.5
<b>Total</b>		<b>17</b>	<b>560.6</b>
<b>Grand Total</b>		<b>117</b>	<b>1,846.9</b>



## Functional Plan

The functional plan describes how a facility will work functionally and outlines what will be implemented programmatically. Relationships are explained diagrammatically but are not drawn to scale and numbers of units are not reflected. The following functional plan diagram was provided by the Functional Programming Consultant prior to design. It conceives of all programming contained on one floor.

**Figure 1: Koffler HWC Space and Adjacency Schematic, by Resource Planning Group**



There are six designated components for the HWC:

1. Welcome Area
2. Health Promotion Programs & Wellness Education
3. Mental Health Services
4. Primary Care Services
5. Administrative Services
6. Shared Support

Key relationships defined in the functional plan are incorporated into D&E's floor plans below. This includes a ground floor welcome area with reception near the building entrance. Health Promotions kitchen and interview rooms are directly off the welcome area to foster student facing programming, while offices are further back of house. The second floor accommodates the large flexible use multi-purpose rooms with administrative offices again kept to the south end of the building in a supportive relationship to primary programming. Finally, the third floor is maximized to provide the spaces for Primary Care and Mental Health and the shared spaces that enhance the interdisciplinary approach to patient care.

Figure 2: Ground Floor Plan – Health Promotion Programs

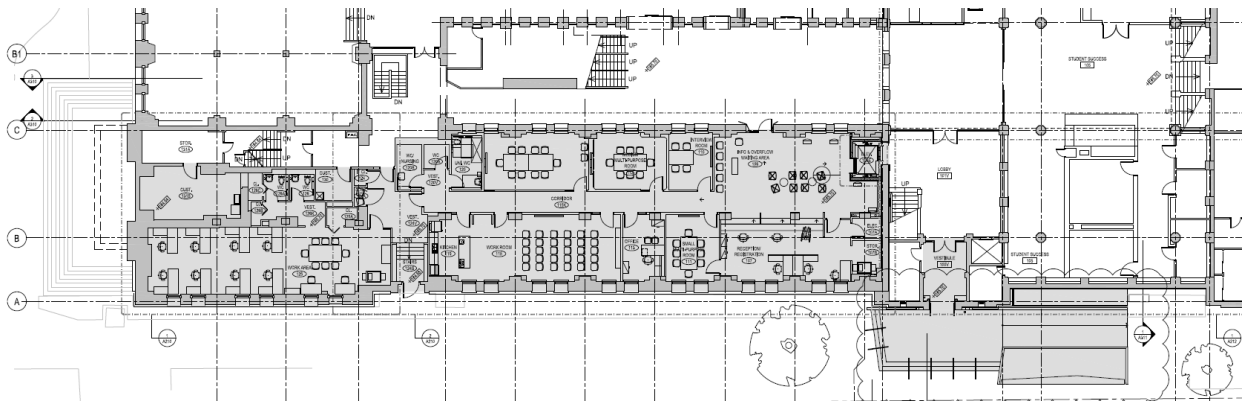


Figure 3: Second Floor Plan – Health Promotion Programs

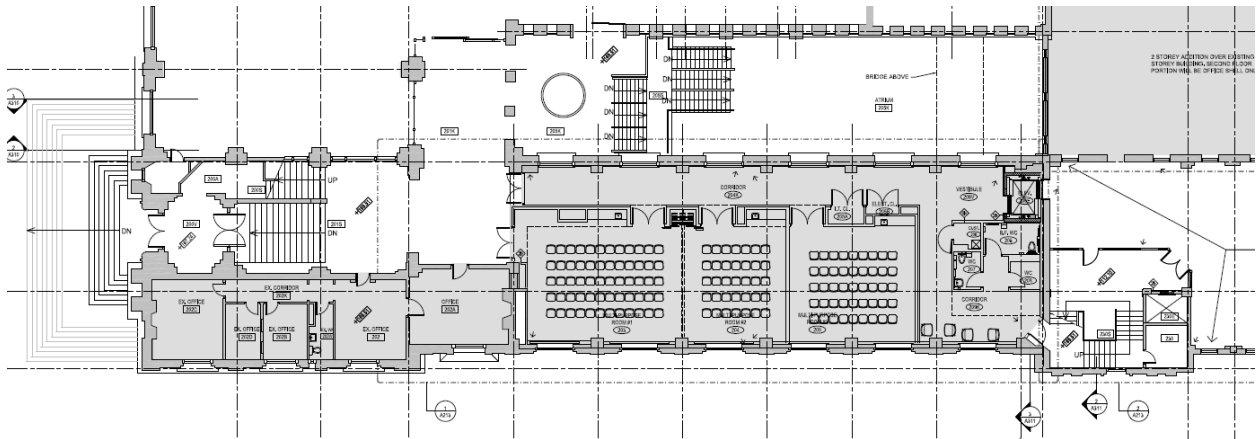
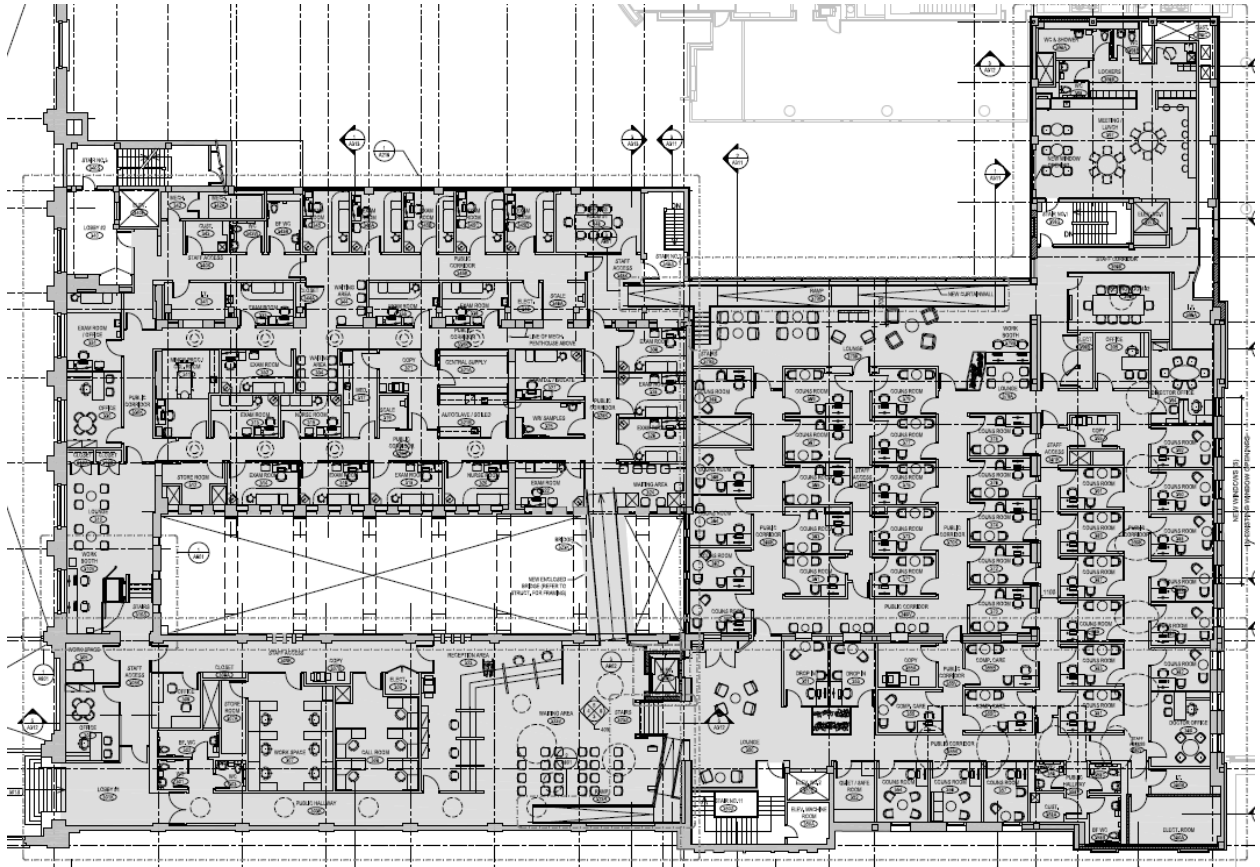


Figure 4: Third Floor Plan – Primary Care and Mental Health



## **Building Considerations**

### Standards of construction

As this is a renovation, the standards of construction apply mostly to the interior. Finishes should be durable and of mid-range quality. In addition, they must comply with standards consistent for healthcare facilities under the Ontario Building Code Group D Occupancy classification. In particular, materials and finishes must be easily cleaned and disinfected and have the ability to reduce risk and prevent the transmission of diseases. Safety and infection control measures are balanced with the introduction of natural materials which have also been proven to have antimicrobial properties.

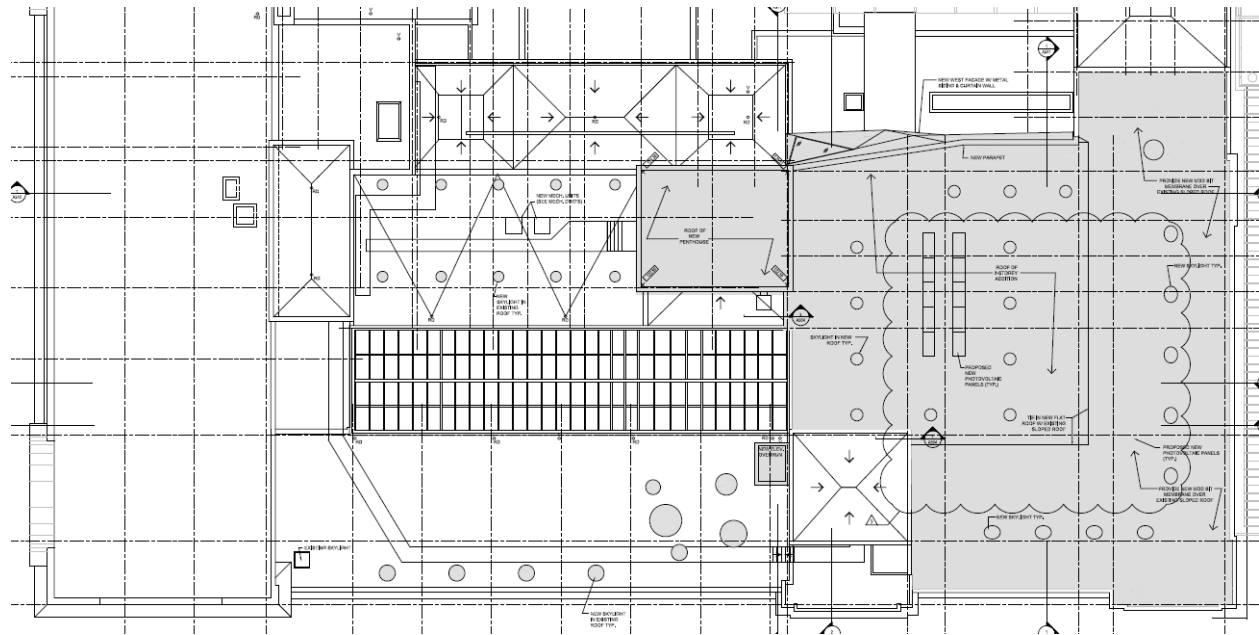
Healthcare interiors have evolved from cold, sterile places to places that are warm and inviting with space that makes patients feel cared for and welcome. This project requests colour and texture combinations and floor finishes that are appealing to a broad range of student users. Finishes and natural elements should be introduced and selected for their ability to promote mindfulness, wellness and calm.

### Building characteristics and massing

Within the existing Koffler building, space has been identified for the HWC on the first, second and third floors. As well, in order to accommodate the program and especially to ensure Primary Care and Mental Health are consolidated together on the third floor, a two-storey addition will be added to the building atop the one storey portion where Student Success is now located. Existing column and shear wall reinforcement has been identified. Particular attention has been given to the detailed columns on the ground floor which are to be reinforced and made to look like the existing. The new addition, contributing 864gsm, will not be visible from St. George or College Street. It is primarily viewed from the Bahen Centre.

To introduce natural light into the deep floor plate and ensure indirect light is filtered especially into the counseling rooms, just under 41 new skylights will be added. The project will include roof replacement to the L-shaped north and east portions of the 1930 addition to the building.

Figure : Roof Plan



## Elevators

There are four (4) existing elevators serving the building and two (2) existing platform/stair lifts. None of the existing elevators can service all the floors equally due to the different floor heights. Also, none of the existing elevators have capacity to transport a patient stretcher.

A new elevator will be installed between the 1906 original south building and the 1930 north addition opening onto both the St. George entrance lobby and HWC information/reception area on the ground floor. This elevator accesses all floor levels using both front and rear doors to bridge floor level differences while also providing important redundancy to the main existing elevator in the building which is nearing the end of its life cycle.

The new elevator is sized to accommodate a stretcher, ensuring access to EMS. It will be equipped with AODA features including an audible voice annunciator and highly visible buttons for the visually impaired. Security features include FOB access enabling restricted access as necessary, cameras, anti-vandal buttons and fixtures, and the consideration of mirrors and a 'lock down' key switch at the ground floor.

As well, a new stair lift will be installed on the third floor to accommodate the height difference between the east and west portions of the buildings (Stair 310S).

## Sustainability design and energy conservation

An integrative approach to the renewable energy guidelines outlined in the University's Tri-Campus Energy Modelling & Utility Performances Standard below has been established for the Health and Wellness Centre project. The project will coordinate with a photovoltaic panel installation planned at the neighboring Bahen Centre for Information Technology (BCIT) rooftop as well as a future plan for a larger

photovoltaic array at the Koffler building. Instead of a smaller renewables component based solely on the HWC project scope, this approach will enable the rollout of a much larger comprehensive installation. In coordination with Facilities & Services, the HWC project is providing the consultant design package outlining interconnection requirements, system size and design approach which will then be used to implement the future Koffler photovoltaic array.

The University of Toronto is committed to reducing its scope 1 and 2 greenhouse gas (GHG) emissions by at least 37% below its 1990 level of 116,959 tonnes eCO<sub>2</sub> by 2030, targeting a net-zero GHG institution by 2050. To accomplish this, the University has retired the previous Energy Performance and Modelling Standard (April 1, 2019) and introduced this now-governing Tri-Campus Energy Modelling & Utility Performances Standard. (refer to links listed at the end of this section) This new standard provides project-specific energy and water efficiency targets, used to calculate energy and GHG project budgets, and necessary to achieve the 2030 goal, while also introducing a streamlined modelling and documentation submission approach.

This standard is meant to inspire innovative designs based on absolute energy and GHG targets that are used to calculate energy and GHG performance budgets according to when the building is going to be constructed and the program use. The targets become more stringent over time as cost-effective technologies and delivery methods improve in conjunction with compliance paths with authority approvals.

The tool used to define the targets and budgets is called the “Charter” and completed by U of T staff before the call for design tenders is issued. The energy and GHG performance targets for new construction are defined for the year that occupancy is scheduled in the project planning reports. The approved energy modelling procedures will be used to calculate the energy and GHG performance for the designs and compared to the Charter targets throughout the design stages.

These Standards and resulting models are not post-occupancy energy or GHG predictions – they are to be used as a comparative tool for building baseline and performance evaluation. Post-occupancy evaluation will be completed (12 – 14 months post-occupancy) by the U of T facilities staff and compared to the final performance model results.

All applicable Codes, Guidelines or Standards referenced in the standard are to be applicable to the current regulations within the project timeframe defined in the Charter. Estimates of the impact of any foreseeable future standards, codes and guidelines may be required and shall be presented to the U of T Implementation Team for consideration. In all cases, higher performance targets shall be the preferred targets.

### Utility Performance Requirements for New Construction Projects

#### Energy

New construction projects must meet the project-specific energy performance targets established in the Project Charter. Refer to the Appendix for the most recent New Construction and Renovation charters completed for the Design Development phase. The requirements are calculated using the Charter’s

archetype targets and project information, including: planned building space use, year of occupancy, presence of a connection to the U of T district steam or low temperature heating, and district chilled water energy systems. For buildings with mixed uses, the targets are area-weighted using the Project Charter to determine a set of performance targets that are representative of the building programming.

The renovation of existing buildings plays a critical part in U of T's plan to achieve the established 2030 GHG emission reduction target. UofT's Standard also identifies utility performance requirements and targets for renovation projects of varying scopes and complexities through a prescriptive pathway for minor renovations and performance pathway for major renovation projects.

The Project Consultant Team must complete and submit to UofT an energy simulation, key performance indicators (TEUI, TEDI, GHGI) with associated documentation at each stage of the design process to demonstrate ongoing compliance with these performance targets. At the completion of the commissioning, the energy model simulation must be updated to reflect the as-constructed building characteristics. This will form the basis of the project's baseline performance.

The targets will be revisited and adjusted regularly to ensure U of T remains in a leadership position. The progression of targets depends on numerous factors, many of which are outside U of T's direct control (e.g., the rate at which new technologies come to market). However, projects should anticipate the adjustments to the targets for 2022-2026 and 2026-2030 for all the key performance indicators included in the standard to account for increased capabilities of designers, technologies and the industry practices to meet net zero targets by 2030 in many jurisdictions, including the City of Toronto.

Beyond energy, additional performance levels include:

- 50% reduction in indoor water use over the LEED™ version 4 baseline;
- 60% reduction in outdoor water use over the LEED™ version 4 baseline; and
- Complete whole-building air tightness testing following the U of T Utilities & Building Operations Commissioning Process for Overall Building Commissioning (refer to links listed at the end of this section), and the US Army Corps of Engineers Air Leakage Test Protocol for Building Envelopes and submit air leakage testing report.

The above targets are combined with project-specific information to establish unique energy and water efficiency targets for every building based on floor area and different space use types. The project-specific goals are established as part of the Project Planning Report (PPR) using the separately enclosed Project Charter. The Project Charter outlines key project information, performance targets, and serves as a reference point throughout the project to ensure the performance goals are clearly understood by all involved parties and ultimately achieved.

To further ensure projects are developing in accordance with these performance requirements, documentation must be completed by the Project Consultant Team and/or the U of T Implementation Committee at each project stage. For each documentation item, the expectations and responsible parties are outlined in the Standard.

In addition to the energy performance, utilities performance and water efficiency targets mandated by the University through this standard other regulatory authorities and certification process will be included within the planning, design and implementation of all projects. The intent of these additional regulatory processes is to ensure that the high-performance building required by the energy and water performance targets of this standard is part of a holistic approach to sustainable building practice. The following

Certifications and regulations will be mandatory for all New Construction and Renovation projects: LEED™ Silver minimum (non-certified); Minimum required Toronto Green Standard Tier; WELL™ Building Standard (non-certified). The minimum requirements for these certifications and regulations are not to supersede the energy, utilities and water efficiency performance targets of this standard. The decision to pursue full certification or a higher levels of LEED™, TGS and WELL™ certification will be at the discretion of the Project Planning Committee in consultation with University of Toronto Facilities and Services.

Project Planning, Implementation and Consultant teams are to address the embodied energy, embodied carbon and other GHG emissions associated with building materials. Building and Renovation projects will be required to report the embodied emissions of the building's structural and envelope materials using life-cycle assessment (LCA) software in compliance with the Canadian Green Building Council's recommended methodology. (CAGBC Zero Carbon Building Standard, May 2017: Pg. 7) The University of Toronto Facilities and Services will provide utility costs to the consultant team for the purposes of life cycle costing.

UofT Tri-Campus Energy Modelling & Utility Performance Standard:

[https://www.fs.utoronto.ca/wp-content/uploads/2020/08/U-of-T\\_Energy-Performance-and-Modelling-Standards\\_July1\\_2020\\_vs842020\\_w\\_CHARTER.pdf](https://www.fs.utoronto.ca/wp-content/uploads/2020/08/U-of-T_Energy-Performance-and-Modelling-Standards_July1_2020_vs842020_w_CHARTER.pdf)

UofT Overall Building Commissioning Standard:

<https://www.fs.utoronto.ca/wp-content/uploads/standards/commissioning/BuildingCommissioningProcess.pdf>

### Accessibility

A substantial contribution of this project towards accessibility is the new entrance on St. George Street which accommodates a wide, gently sloped ramp north as well as improved operability at the door and an enlarged landing. The addition of a new elevator with access both from the St. George Street lobby as well as the HWC Reception will connect the entire Koffler building providing an important bridge between floor level changes of the original 1909 building to the south and 1930 addition to the north. For specific accessibility components within the elevator, refer to the previous Building Components: Elevators section of this document. The third floor will bridge level changes between the east and west sides of the atrium with both a ramp and a new stair lift.

Accessible barrier-free washrooms are introduced on each floor of the project which includes the ground, second and third floors of the Koffler building. One Universal washroom will include an adult change room while another generously sized family washroom will include space for nursing.

Within the third-floor programming, the Isolation/Exam room in Primary Care is oversized to accommodate enhanced mobility access. As well, larger sized counseling rooms have been identified to accommodate this accessibility need.

New or redeveloped exterior, and some interior (i.e. service counters, fixed queuing guides, and waiting areas), public space, must comply with Part IV.1, Design of Public Spaces Standards (Accessibility Standards for the Built Environment, Integrated Accessibility Standards of the Integrated Accessibility Standards, O.Reg. 191/11, <http://aoda.hrandequity.utoronto.ca/buildings/>).



The project design allows all occupants of the Health & Wellness Centre at Koffler to readily enter the space without hindrances or encumbrances. An important project consideration is allowing everyone is to access the services provided with dignity, independence, and equal opportunity. This includes, but is not limited to, barrier free access to seating areas, self-service kiosks, service counters, entries, washrooms, water/bottle-filling stations, etc. Wherever possible, the new space adheres to Inclusive Design principles. Single user washrooms are preferred to accommodate all users. Gender neutral signage will be incorporated with consultation from U of T's Sexual & Gender Diversity Office.

U of T's Accessibility Services is providing a user group of students with lived experience who will be consulted to provide feedback on the design drawings. This meeting is in the process of being scheduled and is anticipated to take place in March 2022. In addition, a consultation with U of T's Anti-Racism and Cultural Diversity Office (ARCDO) is recommended before project occupancy.

For additional information contact the University of Toronto's AODA Office, Accessibility Services, and Sexual & Gender Diversity Office:

<http://aoda.hrandequity.utoronto.ca/>  
<http://www.studentlife.utoronto.ca/as>  
<https://sgdo.utoronto.ca/>

### Personal safety and security

All spaces must meet University standards for safety and security. As this building is to be accessed by staff as well as students, a strategy for ensuring the safety and security of all building users during all hours of use must be considered in the design.

Campus Safety has a constant working relationship with HWC. The project will have a discreet exit to be used by campus police transport. More than half of the counseling rooms have two exit doors for improved confidentiality and sensitivity. A quiet room acts as a safe space for students in distress. The placement of furniture and related receptacles considers the relationship between the staff and client with staff having priority access to an exit door and ability to view both computer screen and client at the same time. Two of the three Complex Care Team rooms have two door access, with a secondary staff access hallway for arrival of campus police. A more detailed security plan will be developed in Construction Documentation.

### Signage, donor recognition

This project will provide all the necessary signage (both interior and exterior) associated with the renovation of the Health & Wellness Centre at Koffler. The exterior signage scope is minimal; the existing signage on the St. George Street door will be replaced with the new entrance door provided as part of the entranceway accessibility improvements. The UofT building signage will also be updated to the new standard consistent with the Landmark Project.

Interior signage includes not only those signs mandated by the Ontario Building Code, but also function identifications, room names, and interior wayfinding. Wayfinding is incorporated into the project for its ability to empower student users especially in the Mental Health spaces. Users should be able to orient themselves within the space and find their way back to where they came from as needed. Directional signage will indicate the 'front door' of the Health and Wellness Centre. Donor signage is included as part of the interior signage.

To address the broad diversity of people who will use the facilities, the signage system will be designed to assist individuals with accessibility needs in identifying spaces. Braille and tactile signage are included in the consultant's design package.

Signage complies with University of Toronto specifications and standards. Temporary signage for directions to secondary spaces while under construction will also be provided

### Non-assignable space

Included in the building project are non-assignable elements that are not specifically described in the Space Program but are part of the architect's responsibility for design. Non-assignable space in the project includes:

- Corridors, stairs, ramps, and public circulation space
  - The exterior ramp to the entrance along St George
  - Interior ramps connecting Koffler building floors that are not on the same elevation
- Washrooms
  - All washrooms for students to be All Gender
  - All staff washrooms to be fobbed. One staff washroom includes a shower
  - If cleaning of washrooms will be contracted by building caretaking, then the F&S Caretaking Manager must sign-off on the washroom plans
  - One washroom for Family/Nursing
  - One Universal washroom with adult change table
- Electrical Room and Closets
- IT Closet
- Custodial Closets
- Elevators – refer to section on Elevators, under Building Considerations

A unique space included in the project is the incorporation of terrariums within the Mental Health space positioned adjacent to lounges. The terrariums provide visual access to nature and are intended to positively contribute to student wellbeing. The plantings will be enclosed in glass to address allergy concerns raised when the incorporation of green walls was first presented during schematic design.

### Mechanical/ Electrical and Data

#### Mechanical

#### Heating, Ventilation and Air Conditioning (HVAC)

Chilled water for the facility is generated by the liquid-to-liquid plate and frame heat exchanger. The chillers located at BCIT building provides the primary chilled water to the heat exchanger located at mechanical room B8 of Koffler building and the generated secondary chilled water is pumped to cooling coils of all air handling units. The primary chilled water pumps (located at BCIT chiller room) circulates chilled water between the BCIT chillers and heat exchanger and the secondary chilled water circulating pumps (located at mechanical room B8) circulates the generated secondary chilled water between the heat exchanger and cooling coils of all air handling units.

Heating system for the facility includes steam to hot water shell and tube heat exchangers located at basement mechanical room that generates heating hot water for building heating. Steam supplied to the heat exchanger comes from the central heating plant. Heat distribution system includes the two main hot water heating circulating pumps.

HVAC distributions for the building comprise of seven (7) variable air volume central air handling units (located at mechanical penthouses and lower floor mechanical rooms) with cooling and heating coils and associated return fans. Some of the units are constant volume and some are variable air volume.

There are also two roof top units (RTU) added sometime in the past 15-20 years to serve suite 307 and 310 respectively. There are no records capturing this renovation / addition of those RTUs.

HVAC distribution includes a two-pipe system of heating hot water, with perimeter units.

The building HVAC equipment is regulated by the antiquated pneumatic HVAC control system with limited remote monitoring capabilities, connected to obsolete CCMS (central control management system).

There are numerous maintenance issues with the existing HVAC system and associated controls.

This renovation project will need to include for complete refurbishing of the existing AHUs serving area of renovation, replacement of the terminal devices (VAV boxes, valves) and adding new DDC BAS system following U of T BAS standard.

An air audit was performed to ensure existing conditions and baseline established and help information for new design basis and inform phasing plans.

It should be planned for the possibility of performing the hydronic audit on the chilled water and heating water as well to ensure existing conditions are understood and baseline is established.

### Plumbing

The building includes an average sanitary waste system of cast iron/PVC piping, with gravity discharge to the municipal system. Rainwater drainage includes interior piping, roof drains and 4 to 8-inch discharge piping by gravity flow to a municipal main.

The building domestic cold water distribution system operates on city water pressure, includes approximately three-inch main line, water meter, backflow preventer, domestic hot and cold water supply with rough ins included.

The domestic hot water is provided by combination of commercial and residential-grade electric water heater/storage tanks located at various mechanical rooms of the facility.

### Fire Protection

The entire building is served by a light hazard wet fire sprinkler system and wet standpipe system feeding standard fire hose cabinets. Handheld type dry chemical fire extinguishers are located throughout the building.

## Electrical

The Koffler building is sub-fed from the main substation in BCIT, by two 800-amp 600-volt feeders. The substation in Koffler is serviceable and has adequate capacity for the proposed project requirements. The local panels on the floors are of various vintages and most are at end of serviceable life, and the original manufacturers are no longer in business. The existing panels should be removed, and new distribution designed and installed to accommodate the proposed project. The distribution for the renovated space should include dedicated service from the main switchboard, and new panels to service the renovated floors.

Refer to the latest U of T electrical design standards, and incorporate the required sub-metering, design, and equipment as per the standards. Provide sub-metering to segregate lighting, plug loads, and mechanical systems.

The new lighting shall be LED technology. The lighting control shall incorporate all the requirements for dimming, zone control, daylight harvesting, and scheduling. The local lighting control with Digitally Addressable Drivers shall be capable of future integration with either a Lutron or Encillium control system. The LED drivers in designated areas shall be dual LED strip colour adjustable from 2500K to 5000K.

## Data

The information technology needs of the HWC are currently supported by Student Life. Assessment and design of the connectivity and other technological requirements for the proposed project will need additional expertise, to be obtained in consultation with the CIO.

## Designated Substances

The University of Toronto will investigate and identify designated substances and other site-specific hazardous materials present within the project area as per appropriate regulations and the Ontario Occupational Health and Safety Act.

## Indigenous Elements: Art and Smudging

The existing Group Room 204M contains an indigenous art mural on its east wall which will be impacted by the renovation. The mural was coordinated circa 1995 by Maria Hupfield as part of the 7<sup>th</sup> Generation Image Makers. The Indigenous artist is Robert Solomon. The work is not registered in the University of Toronto's Art Museum collection. In consultation with 7<sup>th</sup> Generation Image Makers, The University of Toronto Art Centre, and Indigenous Initiatives, it was determined that the mural will be digitally photographed and reproduced within the new project. Locations under consideration for the reproduced work include the north wall of ground floor Multi-Purpose Room 112 and/or the east glass wall of the third floor Lounge, room 350.

The project provides space for smudging on each floor of the building. Spaces able to facilitate smudging are: Multi-Purpose Room 112, Multi-Purpose Rooms 203 and 204, and Counseling Rooms 361 and 368. These spaces utilize the building's supply air but are equipped with a separate exhaust system. A button in each of these rooms will activate the specialized exhaust fan for a pre-set period of time. The sprinkler heads located within the smudging rooms are heat sensitive.

## **d) Site Considerations**

### Site context

Located within the Koffler Student Services Centre at 214 College Street, the Health and Wellness Centre resides within the southwest quadrant of the University of Toronto's St. George campus within the Secondary Plan boundary. Koffler is bound by St. George Street directly east, College Street directly south, and attached to the Bahen Centre for Information Technology, 40 St George Street, to the north and northwest of the building, occupying a tight urban footprint.

### Landscape

The project will enhance the existing St. George Street entrance to the Koffler Student Services Centre to improve accessibility and create a welcoming presence. A 9 ft wide ramp with a gentle slope of approximately 2% is featured to the north of the entrance and surrounded by planters on either side. The gentle slope encourages its use as an access way for all pedestrians, not only those with mobility impairments. The new landing is enlarged to accommodate heavy traffic flow with stairs wrapping east to St. George and south to College St. A small new canopy is located over the door. One existing tree to the north will be relocated within the new planter. Eight existing bicycle rings will be relocated further south to accommodate an additional planter.

### Site access

The closest exterior entrance to the HWC is accessed from St. George Street. The front doors to the Mental Health and Primary Care spaces are accessed from inside the Koffler Student Services Centre's atrium. The St George Street entrance is also the current location for emergency services. Loading and servicing occurs through the shared BCIT and Koffler loading dock below grade.

The proposed design will allow for stretcher access by ambulance services.

### Heritage status

214-220 College Street is designated under the Ontario Heritage Act, 1974, S.O Chapter 122 as a property of architectural value or interest through City of Toronto November 26, 1975 through by-law 509-75. Schedule 'B' – Reasons for the designation of the Carnegie Library building at No. 214-220- College Street states,

*The Carnegie Library building, 214-220 College Street at St. George Street (SW); 1906-1907 by Wickson & Gregg, and A. H. Chapman; 1926 Addition by Wickson & Gregg, and A. H. Chapman; 1930 Addition by Wickson & Gregg, and A. H. Chapman and Oxley, is designated to be of architectural value as an outstanding example of the Beaux Arts style of classicism, both externally and internally, in the main reading room. The building also has contextual importance as a continuation of the line of University buildings westward along College, as a corner element at St. George Street and College Street, and for its relation to the street with a maximum amount of open green space.*

In 1985, 214-220 College was renovated, infilled (atrium), and restored by Howard D. Chapman, Howard V. Walker and Associated Architects.

A Heritage Impact Assessment (HIA) report was produced for Site Plan Control application due to Heritage status. However, Heritage Preservation Services has confirmed that Heritage Planning does not require to amend the designation by-law at this time. This means a Heritage Staff report to Toronto Preservation Board related to the designation is no longer contemplated, and that there is no other Heritage reporting requirement for this application, other than the project addressing Heritage Planning comments and getting administrative approval.

Due to the Koffler Student Services Centre's connection to the Bahen Centre for Information Technology building on the ground floor, and the Statement of Approval/Undertaking agreement with the City of Toronto for 40 St George Street, the application will require Site Plan Amendment through the Site Plan Control process. Committee of Adjustment (COA) may be required as the two-storey addition triggers a minor variance due to combined density of Bahen and Koffler more than 2x the lot.

#### **e) Campus Infrastructure Considerations**

##### Utilities (electrical capacity, water, gas, steam lines)

Refer to Mechanical/Electrical and Data section above under Building considerations.

#### **f) Secondary Effects**

##### Health & Wellness Centre Staging

To facilitate construction within the Koffler building and maintain clinical operations, the Health & Wellness Centre will relocate to staged space off-campus. Leased space at 700 Bay Street will accommodate Administrative and Health Promotions occupants on the third floor, Mental Health services on the 12<sup>th</sup> floor and a fit out for Primary Care services on the 14<sup>th</sup> floor.

##### Directly Impacted Occupants

The Health & Wellness Centre will renovate and occupy existing space on the second and third floors with the follow existing occupants impacted:

- Centre for Theatre and Performance Studies (CDTPS) occupying 739.67 nasms of the Koffler third floor will be staged in on-campus space when construction at Koffler begins until such time as the Laidlaw Wing renovation on the second and third floors of University College is completed to house CDTPS thereafter. The CDTPS at Laidlaw Wing project is currently beginning the design development phase of implementation.
- People Strategy, Equity & Culture Central Administration occupying 219.32 nasms of the Koffler third floor will move to off campus leased space co-located with Labour Relations currently at 215 Huron.
- Student Life Communications (150.09 nasms), Student Experience (98.44 nasms), Office CAO (275.64 nasms) and Student Crisis (95.74 nasms) will move together to off-campus leased space for the duration of construction or until such time as permanent space is made available.

### Indirectly Impacted Occupants

During design development, a construction logistics consultant manager was engaged to inform the effects of construction methods and timing on building occupancy. The consultant concluded that during the first three months of construction building access will be restricted due to the set up of equipment and ground floor structural work to sheer walls and column reinforcement. During this time, only the Bookstore is anticipated to accommodate visitors. Furthermore, the consultant recommended that all groups except the bookstore vacate the building for the first year of construction due to the extent of structural work overhead.

Student Life groups occupying the ground floor of Koffler including Career Exploration, Student Success, Housing, T-Card, and IT are planning to lease space off-campus for one year to minimize disruption to student services. This space is planned to be adjacent to the Student Life directly impacted groups (see section above).

### Vacated Space

Second floor space in Koffler currently occupied by Primary Care will be vacated when it moves to the new third floor space. As well, a 408 gsm addition will be added to the second floor, for a total of 1,221gsm. The Health & Wellness Centre project includes for demolition of the existing second floor space as well as providing the new addition as shell space. The fit-out of the second floor vacated space will be a separate project. A review of occupant groups with synergies to the services and programs at the Koffler Student Services Centre is underway.

### **g) Schedule**

The overall project schedule is as follows:

Jan 31, 2020 (Cycle 4)	CaPS Executive – submit Terms of Reference and request for Consultant Services
Apr 8, 2020 (Cycle 6A)	CaPS Executive – request for approval of project in principal
Mid-Apr to Dec 2020	Schematic Design
March 4, 2022 (Cycle 5)	CaPS Executive – request for Full Project approval
Jan 2021 to June 2022	Design Drawing / Construction Drawings
July 2022	Tender & Award
August 2022	700 Bay Lease Commences
Sept 2022 to Dec 2024	Construction (assumes 28 months)
July 2023	CDPTS at Laidlaw Anticipated Project Completion
Dec 2024	Construction Contingency
Jan 2025	Occupancy

This schedule assumes all municipal approvals may be achieved within the timelines.

## **I. Resource Implications**

### **a) Total Project Cost Estimate**

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

1. construction costs
2. contingencies
3. taxes
4. designated substances
5. infrastructure upgrades in the sector (specify)
6. secondary effects
7. demolition
8. landscaping
9. permits and insurance
10. Professional fees, architect, engineer, misc consultants (i.e. LEED etc.), project management, and construction logistics
11. computer and telephone terminations
12. moving and staging
13. furniture and equipment
14. miscellaneous costs [signage, security, other]
15. commissioning
16. escalation (included in Class B estimate)
17. medical equipment
18. Audio Visual equipment

### **b) Operating Costs**

Operating costs for the Koffler Building #143 are assigned per gsm. Operating costs developed per gsm are comprised of campus operating expenses, caretaking expenses and utilities expenses. For the next fiscal year the projected cost is \$156/gsm. Escalation is assumed to be 3% per annum. The Health and Wellness Centre is part of the University's Shared Services and as such, operating expenses for the space will continue to be funded through the occupancy cost bin. The unit rate per gsm does not change due to the proposed renovations. It will be consistent with the current gsm rate, which is developed through the university budget model.

### **c) Funding Sources**

The project will be funded by a combination of Donations Received, Deferred Maintenance (towards roof replacement), and Future Major Capital Projects Reserves.



## **APPENDICES:**

1. Existing Space Inventory (available upon request)
2. On –Location (embedded) Counselling Map
3. Koffler Health & Wellness Centre Functional Program by Resource Planning Group (RPG), March 31, 2020 (available upon request)
4. Project Charter Utilities Report
5. Floor Plans
6. Views