



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Planning and Budget Committee

SPONSOR: Scott Mabury, Vice President, Operations and Real Estate Partnerships

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PRESENTER: Same as above

CONTACT INFO:

DATE: April 27, 2022 for May 4, 2022

AGENDA ITEM: 7

ITEM IDENTIFICATION:

Annual Report of the Executive Committee of the Capital Project and Space Allocation Committee (CaPS)

JURISDICTIONAL INFORMATION:

Under Section 3.3 of the Terms of Reference of the Capital Projects and Space Allocation Committee (CaPS), the CaPS Executive Committee is responsible for "... reporting annually, for information, to the Planning and Budget Committee of the Academic Board on approved capital projects less than \$10M".

Also under Section 3.3 of the Terms of Reference the CaPS Executive Committee receives, reviews and approves the Membership and Terms of Reference for Project Planning Committees for all projects expected to have a Total Project Cost of \$10 million or more. Terms of Reference for new Project Planning Committees, following review by the CaPS Executive Committee, the Vice President and Provost and the Vice President University Operations, will be submitted to the Office of the Governing Council for information.

GOVERNANCE PATH:

1. Planning and Budget [for information] (May 4, 2022)

PREVIOUS ACTION TAKEN:

In June 2012, Governing Council approved a revised *Policy on Capital Planning and Capital Projects*. The revised *Policy* established a new committee, CaPS, Capital Projects and Space Allocation Committee and an Executive Committee. With the new *Policy*, CaPS is to review and approve capital projects with a projected total project cost greater than \$100,000 and under \$3,000,000. Its Executive Committee will review and recommend projects over \$3,000,000 to the Vice President and Provost and the Vice President, University Operations to be submitted to the Boards and Committees of Governing Council for consideration. The Terms of Reference for the two Committees are attached.

In June 28, 2017, Governing Council approved revised *Policy on Capital Planning and Capital Projects*. With the new *Policy*, CaPS is to review and approve capital projects with a projected total project cost greater than \$100,000 and under \$5,000,000. Its Executive Committee will review and recommend projects over \$5,000,000. The appropriate Boards and Committees of Governing Council must consider the proposals on the joint recommendation of the Vice President and Provost and the Vice President, University Operations. The Terms of Reference for the two Committees are attached.

In October 28, 2021 Governing Council approved revised *Policy on Capital Planning and Capital Projects*. With the new *Policy*, CaPS is to review and approve capital projects with a projected total project cost greater than \$100,000 and under \$10,000,000. Its Executive Committee will review and recommend projects over \$10,000,000. The appropriate Boards and Committees of Governing Council must consider the proposals on the joint recommendation of the Vice President and Provost and the Vice President, University Operations. The Terms of Reference for the two Committees are attached.

HIGHLIGHTS:

CaPS Executive Committee

During the reporting period extending from January 1, 2021 to December 31, 2021, the CaPS Executive Committee reviewed and recommended six (6) Project Planning Reports to the Vice President and Provost and the Vice President, Operations and Real Estate Partnerships. These reports were subsequently submitted to the boards and committees of the Governing Council:

- Wallberg Building Sustainability Lab
- Experiential Learning Hub at 203 College
- UTM Student Services Hub
- UTM Campus Master Plan
- UTSC Retail and Parking Commons
- Landscape of Landmark Quality Increase in Total Project Cost

In addition, the CaPS Executive Committee reviewed and recommended to the Vice President and Provost and the Vice President, Operations and Real Estate Partnerships the following sixteen (16) project approvals in order to move forward with retaining consultant services:

- Lash Miller Building Expansion
- OISE Roof Community Garden & Indigenous Education Network Social, Cultural Practice Space
- Rotman Commerce
- University of Toronto Libraries Expansion at the Downsview Campus
- St George Campus Utilities Master Plan
- Faculty of Dentistry Clinic 2 and Pre-Clinic Simulation Lab 4
- UTM F2 Building
- Sidney Smith Hall Redevelopment
- Centre for Drama, Theatre & Performance Studies in UC Laidlaw Wing
- Emerging and Pandemic Infections Facility
- Temerty Faculty of Medicine Signage Strategy
- Temerty Faculty of Medicine Division of Teaching Labs Staging Proposal
- Faculty of Pharmacy Master Plan
- Galbraith Structural Testing Facility
- James & Louise Temerty Building IPD Coach

Consulting fees for sixteen (16) projects brought to the CaPS Executive Committee were approved to enable preliminary feasibility and design work to begin. A total expenditure up to \$35,755,454 was approved for consulting fees to determine the feasibility and early designs of major capital projects, prior to their submission for consideration by the boards and committees of Governing Council.

CaPS

During the reporting period extending from January 1, 2021 to December 31, 2021, seventy nine projects were formally approved by CaPS within the \$100,000 to \$10 million range. Twenty seven (27) of the project submissions were for a change in scope/increase to a previously approved CaPS project and sixty-two (52) were new project submissions.

Summary

The table below summarizes all projects reviewed by CaPS and CaPS Executive within the eight university sectors.

CaPS and CaPS Executive Approvals January 1 - December 31, 2021*				
Sector	CaPS Approvals	\$100K to \$9.99M	CaPS Executive Approvals	Consulting Fees for Projects Greater than \$10M
UTSC	n/a	n/a	0	\$ 0
UTM	n/a	n/a	1	\$4,996,025
Health Sciences	7	\$1,938,588	4	\$13,092,417

Arts and Science	23	\$10,775,680	4	\$6,876,898
Engineering	11	\$6,905,122	1	\$894,068
Other Faculties	17	\$8,310,510	4	\$6,549,913
Campus Residences	18	\$11,943,227	2	\$3,346,133
	3	\$1,836,670	0	\$0
Total	79	\$41,709,797	16	\$35,755,454

Projects under \$10,000,000 at UTM and UTSC are reviewed by local space committees on those campuses. During the time period of January 1 – December 31, 2021, SPMC (UTM) approved projects with a total value of \$12,284,710 and CDD (UTSC) approved projects with a total value of \$6,783,206.

** In October 28, 2021 Governing Council approved a revised Policy on Capital Planning and Capital Projects. With the new Policy, CaPS review and approval of capital projects was revised to a projected total project cost greater than \$100,000 and under \$5,000,000 to **under \$10,000,000**. Its Executive Committee review and recommendation of capital projects was revised to a project total project cost from over \$5,000,000 to **greater than \$10,000,000**.*

FINANCIAL IMPLICATIONS:

For information

RECOMMENDATION:

For Information

DOCUMENTATION PROVIDED:

Terms of Reference for CaPS Executive Committee dated October 2021

**CAPITAL PROJECTS AND SPACE ALLOCATION COMMITTEE
(CaPS)**

**THE EXECUTIVE COMMITTEE OF CaPS (CaPS
Exec) TERMS OF REFERENCE
As of October, 28 2021**

1. MEMBERSHIP

1.1 Composition

The Capital Projects and Space Allocation Committee (CaPS) and its Executive Committee (CaPS Exec) provide a two tier review process for proposed capital projects valued at \$100,000 and up to \$10 million, and those valued at \$10 million and above.

1.1.1 Capital Projects and Space Allocation Committee (and comparable committees on the UTM and UTSC campuses)

As delegated by the Vice President Operations and Real Estate Partnerships:

On the St. George Campus -

Projects with a value of **between \$100,000 and up to \$10 million** and all other applications that fall under the responsibility of the Capital Projects and Space Allocation Committee approval may be given, following review, by a committee with the following membership:

Chief, University Planning, Design and Construction, or as designated by the Vice President, Operations and Real Estate Partnerships
Managing Director, University Planning
Director, Project Management
Associate Director, Project Management
Director, Design and Engineering
Director, Project Development
Director, Utilities, Facilities and Services
Director, Property Management, Facilities and Services
Director, Environmental Health and Safety
Manager, Capital Accounting
Manager, Budget Administration and Institutional Planning, Planning and Budget Office
Assistant Vice-President, Ancillary Services
Director, Learning and Space Management
Director, Enterprise Infrastructure Solutions, Information & Technology Services
Divisional Chief Administrative Officers or delegates (normally three)
Divisional Planning staff (normally five)
Director, Institutional Initiatives, Research Services
Executive Secretary: Business Officer, University Planning

As required a representative from an unrepresented Faculty with a CaPS application will attend to present to the CaPS Committee.

On the UTM and UTSC campuses -

Authority to approve projects with a value less than \$10 million **on the UTM and UTSC campuses** is delegated to the UTM Space Planning and Management Committee and the UTSC Campus Design and Development Committee as appointed by the Principal and Vice-President of the respective campus. All projects at UTM and UTSC which fall within this category are to be reported annually, in June, to CaPS for information.

1.1.2 Executive Committee of the Capital Projects and Space Allocation Committee

The Executive committee of CaPS will provide advice in the form of written reports on all Level 2 capital projects, those with a cost of between \$10 million and \$50 million and all Level 3 projects, those with a cost in excess of \$50 million to the Vice President and Provost and the Vice President, Operations and Real Estate Partnerships. The Planning and Budget Committee will consider projects at the St. George campus and the respective Campus Affairs Committees and Campus Councils will consider projects at University of Toronto Mississauga and University of Toronto Scarborough and recommend them to the Academic Board for consideration.

The Executive Committee of CaPS will have a membership composed of the institutional offices responsible for the financing, planning, implementation and maintenance of facilities, as well as, the appropriate academic and divisional representation, as follows:

Vice President, Operations and Real Estate Partnerships (Chair)
Chief, University Planning, Design and
Construction Vice-Provost, Academic Programs
Chief Operations Officer, Facilities and Services
Assistant Vice-President, University Planning
Director, Project Development
Executive Director, Capital Projects
Assistant Vice-President, Planning and
Budget
Chief Financial Officer
Executive Secretary: Business Officer, University Planning

Project proponents will represent their projects in seeking approvals from the CaPS Executive Committee.

2. QUORUM

50% or more of the members of each group.

3. AREAS OF RESPONSIBILITY

3.1 Vice President Operations and Real Estate Partnerships

The Vice President Operations and Real Estate Partnerships (or designate) recommends to the appropriate Boards and Committees of Governing Council for consideration and approval:

- Campus Master Plans
- Policy governing the approval of capital plans and projects
- Capital priorities
- All capital projects over \$10 million (with the Vice President and Provost), as well as projects under \$10 million where borrowing is required
- Major reallocations of facilities or the purchase or sale of campus properties

3.2 Capital Projects and Space Allocation Committee (CaPS)

On the St. George Campus, the Capital Projects and Space Allocation Committee is the monitoring, review and approval mechanism for all capital and infrastructure renewal projects, including computing network infrastructure costing between \$100,000 and up to \$10 million. CaPS is further responsible to review and assess all applications for space allocations, reorganization or change of use.

Terms of Reference for CaPS:

- a) Reviews and approves all new construction, alteration and renovation projects costing between \$100,000 and up to \$10 million on the St. George campus.
- b) Reviews and approves all space allocations and changes of use. When space is to be released, the faculty is responsible to ensure it is unoccupied and empty of furniture and equipment. When appropriate, an Environmental Health and Safety assessment should be submitted to CaPS.
- c) Reviews proposals or requests to alter campus open spaces.
- d) Reviews policy, proposals and priorities for allocation and management of space on the St. George campus and reports through CaPS Executive to the Vice-President, Operations and Real Estate Partnerships and the Vice President and Provost.
- e) Reviews priorities for the annual allocation of provincial Facilities Renewal Funds (FRP) and other comparable funds provided by the Ministry of Colleges and Universities and other ministries, federal and provincial, for projects costing less than \$10 million.
- f) Receives current and upcoming planned deferred maintenance projects for information and feedback from the Committee on an annual basis. These projects are funded through the UofT operating budget.
- g) Establishes criteria and sets priorities for design under the jurisdiction of the AVP University Planning, Design and Construction.
- h) Reviews proposals for signage on University buildings and property at the St. George campus.
- i) Reviews policies and rate schedules for the commercial and other third party use of University space and facilities on the St. George Campus.

- j) Reviews proposals, procedures, and systems for maintaining space inventories.
- k) Reviews policies for filming on University premises.
- l) Review proposals for changes to services provided by internal groups including by Project Management, Design and Engineering and Property Management.
- m) Receives for information only, Project Planning Reports for projects with a total project cost over \$10 million. CaPS may provide comments to the Executive Committee.

CaPS meets on a monthly basis from September to June and can approve projects with summer executive authority.

CaPS submits an annual report for information to the Executive Committee of CaPS summarizing all approved capital projects and infrastructure renewal projects, with a value less than \$10 million, undertaken on all three campuses of the University of Toronto.

3.3 Executive Committee - CaPS

The Executive Committee is responsible for:

- a) Receiving, reviewing and approving the Membership and Terms of Reference for Project Planning Committees for all projects expected to have a Total Project Cost of \$10 million or more.
- b) Reviewing all capital projects with an estimated Total Project Cost (TPC) of \$10 million and above providing a written report with recommendations to the Vice President and Provost and Vice President Operations and Real Estate Partnerships. On the joint recommendation of the Vice President and Provost and the Vice President, Operations and Real Estate Partnerships:
 - Capital projects over \$10 million and up to \$50 million will be considered by the Planning and Budget Committee or the relevant committees at UTM and UTSC. It is expected that such projects will be confirmed by the Executive Committee of the Governing Council.
 - Capital projects of any value requiring financing as part of the funding, must be considered by the Business Board for approval of their execution.
 - Capital projects \$50 million and above must be considered by the appropriate Boards and Committees. Normally, they will require approval of the Governing Council. Execution of such projects is approved by the Business Board.

- c) Reviewing Interim Reports of Project Planning Committees with an expected total project cost \$10 million and greater to ensure integration with overall institutional priorities and that capital plans of divisions are thoroughly vetted.
- d) As per Capital Planning and Capital Projects Policy dated October 28, 2021, under 2.c. Project Approvals, ‘...costs may be incurred by the Administration prior to seeking Capital Project approval for the purposes of preliminary schematic and/or design development, preparation of tender materials, or in preparatory work to prepare a governance package. Pre-approval costs are typically within 5-10% of the anticipated Total Project Costs.’
- e) Approval of cumulative project budget increases up to 10% of the original Total Project Cost, to a maximum of \$30 million, are within the authority of the Vice-President, Operations and Real Estate Partnerships, and do not require further review by CaPS Executive.
- f) For cumulative budget increases over 10% of the original Total Project Cost or over \$30 million, to a maximum of \$50 million, a meeting will be held of the Chairs and Vice-Chairs of the applicable governance bodies (Committees, Campus Councils, Boards) that recommended the Capital Project for approval following review and recommendation by CaPS Executive. This *ad hoc* body has authority to determine whether the revised Total Project Cost should be brought back through the full governance path for approval or to approve the project budget increase. The decision of this *ad hoc* body will be reported for information to the next meeting of the Executive Committee of the Governing Council.
- g) Reporting annually, for information, to the Planning and Budget Committee of the Academic Board on approved capital projects less than \$10 million.

The Executive Committee meets monthly or as required.

3.4 Planning and Budget, Academic Board and Business Board

The Planning and Budget Committee considers reports of project planning committees and recommends to the Academic Board approval in principle of projects (i.e. site, space plan, overall cost and sources of funds) with a capital cost as specified in the Policy on Capital Planning and Capital Projects. The Business Board is responsible for approving the establishment of appropriations for individual projects and authorizing their execution within the approved costs. The level of approval required is dependent on the cost of the project. Significant changes to a space program/approved project require the same level of approval as the original proposal.

Governing Council Approval Track

	CaPS	CaPS Exec	Planning & Budget	Academic Board	University Affairs Board	Business Board	Governing Council
Projects < \$10M	Approval*						
Projects \$10M-\$50M	For information only	Review and Recommend to VP and VP/Provost	Consider and Recommend to Academic Board**	On Consent Agenda, Approve Subject to Confirmation by the Executive Committee	On Consent Agenda, Concur with Recommendation of Academic Board ***	In Camera Consider and Approve for Execution, Approve if financing required	Confirmation by Executive Committee
Projects >\$50M	For information only	Review and Recommend to VP and VP/Provost	Consider and Recommend to Academic Board **	Consider and Recommend to GC	Consider and Concur with Recommendation of Academic Board ***	In Camera Consider And Approve for Execution, Approve if financing required	Consider and Approve
<p>*Committees at UTSC and UTM are responsible for campus specific approvals under \$10M **Campus Affairs and Campus Councils at UTSC and UTM are responsible for considering and recommending campus specific projects, \$10M and over, to Academic Board ***Capital Projects within its area of responsibility Consider = On the main meeting agenda for full detailed discussion Consent = Agenda items are given individual consideration only if a member so requests</p>							