UNIVERSITY OF TORONTO

OFFICE OF THE GOVERNING COUNCIL

FOR RECOMMENDATION **PUBLIC** **OPEN SESSION**

TO: University Affairs Board

SPONSOR: Professor Scott Mabury, Vice-President, Operations and Real Estate Partnerships
CONTACT INFO: 416-978-2031, scott.mabury@utoronto.ca

PRESENTER: See above.
CONTACT INFO:

DATE: October 16, 2025 for October 23, 2025

AGENDA ITEM: 6

ITEM IDENTIFICATION:

Capital Project: Report of the Project Planning Committee for the MacMillan Theatre Remediation – Project Scope and Sources of Funding

JURISDICTION INFORMATION:

Pursuant to section 5.7 of the Terms of Reference of the University Affairs Board, "…the Board considers capital projects on the St. George campus within its areas of responsibility, advises Governing Council on their implications, and concurs with the recommendations for approval of the Academic Board."

The "Policy on Capital Planning and Capital Projects" provides that capital projects with costs between $10 million and $50 million (Approval Level 2) on the St. George campus, will first be considered by the Planning & Budget Committee, which shall recommend approval to Academic Board. Such projects will be confirmed by the Executive Committee of the Governing Council on the recommendation of the Academic Board [Section 3(b)(ii)(1)(a)]. The Policy further states that "any financing will be approved by the Business Board". [Section 3(c)].

GOVERNANCE PATH:

A. Project Planning Report, Total Project Cost, and Sources of Funding

1. Planning & Budget Committee [for recommendation] (September 18, 2025)
2. Academic Board [for approval] (October 9, 2025)
3. **University Affairs Board [for concurrence with the prospective recommendation of the Academic Board] (October 23, 2025)**
4. Executive Committee [for confirmation] (October 27, 2025)

B. Execution of the Project:

1. Business Board [for approval] (September 25, 2025)

PREVIOUS ACTION TAKEN:

No previous action in governance.

HIGHLIGHTS:

Previous Administrative Actions

The Terms of Reference (TOR) for the MacMillan Theatre Remediation project was approved as an in-between meeting circulation on July 5, 2025 to the Capital Project and Space Allocation (CaPS) Executive Committee. A Project Planning Committee (PPC) was formally struck after receiving this approval. This TOR approval was necessary to graduate the project from a Level 1 project to a Level 2 project due to increases in project scope and costs.

Previously, the project received two CaPS (non-executive level) approvals for consulting fees when it was considered a Level 1 project. The first approval was received at the October 11, 2024 CaPS meeting to conduct a feasibility study to focus on re-opening the facility since its closure in December 2023. The second approval was received April 11, 2025 for a fee increase to fund full design and consulting services following the completion of the feasibility study.

At the August 14, 2025, Capital Project and Space Allocation (CaPS) Executive Committee meeting, the project was brought forward, and a request for an increase in consultant fees was approved to allow the project to proceed with design activities.

On September 10, 2025, the project was presented at the Provosts Advisory Group (PAG) meeting, where it received endorsement to proceed.

Project Plan

The MacMillan Theatre, located within the Edward Johnson Building at 80 Queen’s Park Crescent, is a vital cultural and academic asset to both the University of Toronto and the broader arts community. As one of the few performance venues in Toronto equipped to accommodate full-scale opera productions—including a fly tower and other professional-grade features—it plays a central role in the city’s music and performing arts landscape. Named in recognition of the MacMillan family's longstanding support for the arts and music education in Canada, the 815-seat theatre reflects a legacy of excellence and access to high-caliber performance space within a public institution. It serves as a cornerstone for the Faculty of Music, a global leader in music creation, education, and research, whose alumni—such as Owen Pallett and Emily D’Angelo—have earned international acclaim.

Since its closure in December 2023 for long-overdue remediation, the MacMillan Theatre's importance has become even more apparent, reinforcing the urgency of its renewal to ensure it continues to serve future generations of students, performers, and audiences.

This project began with a feasibility study led by the consultant team CS&P to review back-of-house (BOH) improvements or improvements “behind the curtain”. This team was engaged at the end of 2024 to map out a series of recommendations to re-open the facility and address health and safety concerns at the MacMillan Theatre. Upon receiving the final feasibility report at the end of February 2025, it was decided to proceed with the detailed design with the same consultant team for the BOH scope. Notable BOH scope includes:

- Replacement of rigging equipment and fire curtain;
- The addition of guards, fall arrest equipment, safety equipment, and fireproofing;
- Lighting and electrical upgrades; and,
- Demolition and abatement as required.

During the design of the BOH scope, another opportunity was identified to add instructional capabilities to the theatre to allow it to function as a 600+ seat lecture theatre to improve overall use of the space while addressing the increasing demand for large instructional spaces across the St. George campus. The MacMillan Theatre’s existing layout, acoustics, and sightlines make it an ideal candidate for instructional use. Converting MacMillan into a hybrid lecture-performance venue increases the University’s ability to better leverage other spaces in the northeast quadrant of campus by adding a larger lecture hall to the inventory and supports the needs of academic units to increase course capacity to address growing enrolments.

Front-of-house (FOH) improvements includes scope “in front of the curtain” and will make upgrades to allow the theatre to function as an instructional space as well. Notable FOH scope includes:

- Replacement of seats which will incorporate foldable tablet arms with no impact to current seat spacing. Seat replacement will exclude the balcony;
- Accessibility will be improved by providing 14 barrier-free spaces for wheelchairs in the front row and back row of the theatre space;
- Updating AV elements in support of instructional lectures including a new teaching podium and projection screens;
- Replacement of existing light fixtures;
- Reinstatement of HVAC to the orchestra stage area; and,
- Demolition and abatement as required.

From a sustainability perspective, given the nature of the project (improvements to equipment / seating etc. with no major alterations to existing M&E systems, building services, or building envelope) it was determined with the Sustainability Office (SO) that an Energy Charter would not be required for the project. However, a series of opportunities were identified:

- The SO is assisting in finding a solution to divert the theatre seats from landfills through deconstruction and recycling.
- To optimize HVAC performance and improve energy efficiency, it is recommended to integrate BAS controls with the existing AHU to enable ventilation rates to modulate based on real-time occupancy. This is a future consideration when HVAC systems are being reviewed.
- Similarly, general lighting replacement can consider UofT’s LED standards and include appropriate zoning for energy efficiency and operational flexibility.

The MacMillan Theatre Remediation project aims to have the facility operational by summer 2026 to allow for a fall 2026 opening, although this is subject to confirmation by the contractor undertaking the work.

Schedule
The proposed schedule for the project is as follows:

• CaPS approval for Feasibility Consulting Fees	October 11, 2024
• CaPS approval for Design Consulting Fees	April 11, 2025
• Terms of Reference presented to CaPS Executive	July 5, 2025
• Building Permit Application	July / August 2025
• CaPS Executive (Cycle 1) for Consultant Fees Increase and Final Project Planning Report	August 14, 2025
• Construction Tender	October / Nov. 2025
• Final Governance Approval	October 27, 2025
• General Contractor Award	November 2025
• Construction (duration TBC by contractor)	December 2025 to June 2026
• Ready for Takeover	July 1, 2026

FINANCIAL 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 the University Affairs Board concurs with the recommendation of the Academic Board

THAT the project scope of the MacMillan Theatre Remediation project as identified in the "Report of the Project Planning Committee for the MacMillan Theatre Remediation", dated July 30, 2025 be approved in principle; and,

THAT the project totaling approximately 1,200 gross square metres (gsm), and 440 net assignable square metres (nasm) theatre space (main level), be approved in principle, to be funded by Provostial Funds.

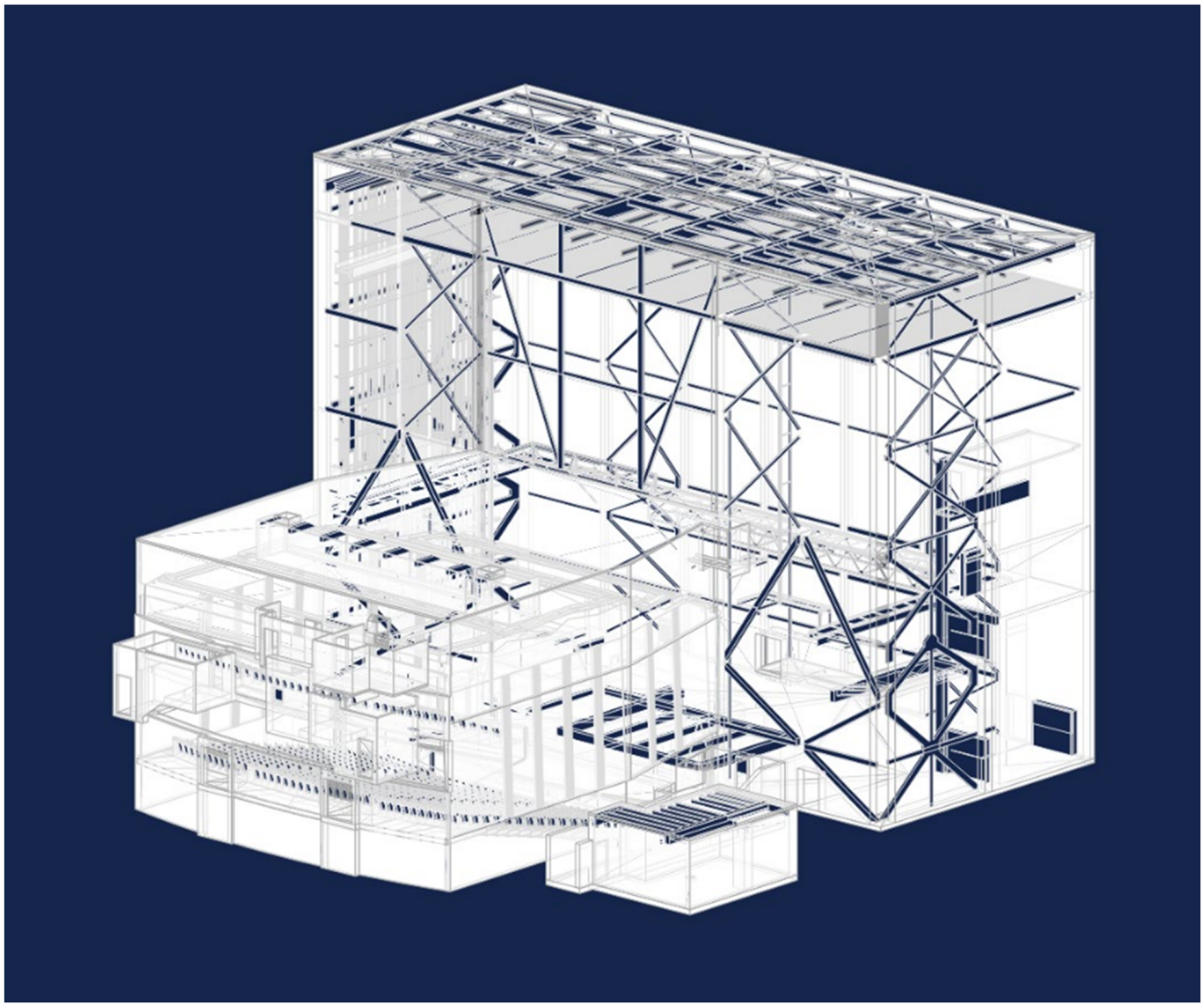
DOCUMENTATION PROVIDED:

- *Report of the Project Planning Committee for the MacMillan Theatre Remediation*, dated July 30, 2025
- *Presentation: MacMillan Theatre Remediation*

Report of the Project Planning Committee for

University of Toronto

P051-24-110
MacMillan Theatre Remediation



July 30, 2025

I. Executive Summary

The MacMillan Theatre, located within the Edward Johnson Building at 80 Queen's Park Crescent, is a vital cultural and academic asset to both the University of Toronto and the broader arts community. As one of the few performance venues in Toronto equipped to accommodate full-scale opera productions—including a fly tower and other professional-grade features—it plays a central role in the city's music and performing arts landscape. Named in recognition of the MacMillan family's longstanding support for the arts and music education in Canada, the 815-seat theatre reflects a legacy of excellence and access to high-caliber performance space within a public institution. It serves as a cornerstone for the Faculty of Music, a global leader in music creation, education, and research, whose alumni—such as Owen Pallett and Emily D'Angelo—have earned international acclaim.

Since its closure in December 2023 for long-overdue remediation, the MacMillan Theatre's importance has become even more apparent, reinforcing the urgency of its renewal to ensure it continues to serve future generations of students, performers, and audiences.

Having undergone no major renovations since its opening in 1964, the space and performance-related technology have significantly deteriorated. The Faculty of Music engaged CS&P Architects at the end of 2024 as design consultant to lead a project to upgrade the theatre space and supporting infrastructure with a focus on the area behind the stage curtain, or back of house (BOH).

Concurrently, the University is exploring the opportunity to add instructional capabilities to the theatre to allow it to function as a 600+ seat lecture theatre to address the increasing demand for large instructional spaces across the UTSG campus. This would include a front of house (FOH) scope for the theatre that would, at a minimum, involve replacing all the main floor theatre-style seats (excluding the balcony) and updating AV elements, in alignment with U of T's Classroom applicable design standards and Facility Accessibility Design Standards. The MacMillan Theatre's existing layout, acoustics, and sightlines make it an ideal candidate for instructional use. Converting MacMillan into a hybrid lecture-performance venue increases the University's ability to better leverage other spaces in the northeast quadrant of campus by adding a larger lecture hall to the inventory and supports the needs of academic units to increase course capacity to address growing enrolments.

The estimated total floor area of the MacMillan Theatre project is approx. 1,200 square meters (gsm) and approx. 440 nasm of theatre space (main level). The Edward Johnson Building has a gross area of 14,099 square meters and a net assignable area of 7,966 square meters.

As noted earlier, the theatre is facing aging infrastructure issues overall. The current goal is to upgrade the theatre with a strong emphasis on occupant health and life safety, position the MacMillan Theatre for a return to full operation, and adapt it for multi-purpose use as a lecture theatre. Due to the scope of this project and associated preliminary costing and Total Project Cost (TPC), the project is classified as a level 2 project (>$10M and <$50M total TPC).

It is worth noting that the historical designation process of the Edward Johnson Building (80 Queen's Park Crescent) is currently underway with the City of Toronto. While the Notice of Intention to Designate does not presently include the MacMillan Theatre as a heritage attribute, the designation includes the theatre within the background statement and the lobby space as a defined heritage attribute. As the process has not yet been finalized, there is a potential risk of additional attributes being included by the Ontario Heritage Trust and the City of Toronto in the final designation.

Since the addition of the FOH component to the project, Novita Techne, theatre and AV multimedia consultant, joined forces with the CS&P Architects team to support the adaptation of the MacMillan Theatre into a lecture theatre. The combined BOH and FOH project reached the 90% construction document phase in mid-July 2025, with the Class A cost estimate expected by the end of July. The project will submit for full governance approval on August 14, 2025 (Cycle 1), and the tender and construction period is targeting completion by the second quarter of 2026.

To meet the targeted completion timeline, certain long-lead items—such as seating and rigging—may need to be pre-tendered. A consultation with the internal procurement team is underway to clarify the approach and streamline the process.

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II. Project Background

a) Membership

Ryan McClelland	Interim Dean and Professor of Music Theory, Faculty of Music
Jamie Rodriguez	Director, Facilities and Performance Spaces, Faculty of Music
Cristina Huerta Marin	Chief Administrative Officer, Faculty of Music
Angelique Saweczko	University Registrar
Joyce Hahn	CAO, Division of the Vice-President & Provost
Natalie Wallace	Manager, Classroom Planning and Technology Services
Mauricio Gonzalez	Project Manager, UPDC
David Sasaki	Managing Director, University Planning, UPDC
Adam Trotter	Associate Director, University Planning, UPDC
Afsaneh Tafazzoli	Planner, University Planning, UPDC
Flavio Bertolo	Director, Infrastructure Project Delivery, Utilities and Building Operations
Ali Alnaggar	Energy Manager, Facilities & Services – Sustainability Office
Vlad Kouptchinski	Manager, Network Design & Implementation
Jeffrey McFadden	Associate Dean Performance & Public Events, Faculty of Music
Jacob Burtenshaw	Graduate Student Representative, Faculty of Music
Alex Hagyard	Undergrad Student Representative, A&S, Department of Economics

b) Terms of Reference

The Project Planning Committee will:

1. Confirm the vision statement of the project.
2. Define the scope for both FOH improvements and BOH improvements to enhance the function of the existing performance space as well as add the functionality of a lecture theatre.
3. View scope improvements from a holistic lens and confirm that proposed BOH and FOH improvements complement each other and will not diminish the function of either the performance facility or the proposed classroom facility.
4. Determine timeline and scope options for re-opening the facility.
5. Gather available background data on the existing facility and identify information gaps related to utilities or other building systems that may be impacted as a part of this work.
6. Track project risks and mitigation measures.
7. Review any municipal approvals requirements, including heritage (if required).
8. Identify accessibility requirements and review EDI considerations for the space.
9. Identify any sustainability features for the project with the Sustainability Office, if applicable.
10. Identify all data, A/V, networking and communication requirements and their related costs.
11. Develop an understanding of anticipated operational costs for this multi-purpose space and its maintenance and associated costs.
12. Determine secondary effects of the project and related costs.
13. Discuss a suitable construction delivery model for the project scope and associated timeline.
14. Determine a total project cost estimate (TPC) for the capital project, including costs of implementation in phases if required.

15. Identify all sources of funding for the project.
16. Author a Final Project Planning Report by Cycle 1 of the 2025/2026 academic year, August 14, 2025.

c) Background Information

The MacMillan Theatre is an 815-seat opera hall located within the Edward Johnson Building. Originally constructed in 1960-1961 and designed by Gordon S. Adamson Associates Architects, with the theatre completed in 1964, exemplifying a Modernist/Brutalist architectural design.

The theatre was purpose-built and has long served as a key performance venue for both the Faculty of Music and the broader Toronto arts community. With its professional-grade infrastructure, it is uniquely equipped to support full-scale opera and orchestral productions. Recognizing its architectural and cultural significance, a process was initiated to historically designate 80 Queen's Park under a heritage easement agreement in September 2020.

Since its opening, the theatre has never undergone a major renovation and was closed in December 2023 to undergo long-overdue remediation. The objective of the back-of-house (BOH) project is to bring the areas behind the curtain up to current Ontario Building Code standards with a strong emphasis on occupant health and life safety, position the MacMillan Theatre for a return to full operation.

In October 2024 the consultant team led by CS&P Architects was hired to conduct a feasibility study (focused on BOH) to determine a path forward to reopen the theatre. This primarily included scope needed to support the Performance Systems Design and also addressed ancillary supporting space for the building to address current building code, health and safety, and industry standards. The study concluded in February 2025 and transitioned into the design phase shortly thereafter (retaining CS&P as the prime consultant).

To add needed classroom inventory, it was also proposed to adapt the theatre into a lecture-style instructional space given the theatre's seating capacity, layout, sightlines and acoustics. This large instructional space would provide much needed lecture capacity in the North-East Quadrant of the St. George Campus. The proposed scope is to incorporate lecture capabilities in the main floor front-of-house (FOH) theater space while preserving the MacMillan's use as a premier performance venue. This scope was also added to the design effort led by CS&P.

Since late 2024, the project's core team — including the UPDC Project Management team, CS&P Architects and their sub-consultants, and Faculty of Music stakeholders — has held biweekly meetings. These meetings have facilitated ongoing dialogue, ensuring alignment with institutional commitments and strategic goals. In early 2025, with the addition of the lecture theatre function, the project team expanded to include representatives from University Planning (UP), Learning Space Management (LSM), the Division of the Vice-President & Provost (DVPP), and the University Registrar. Weekly meetings have since been held to support the accelerated schedule required to deliver both the back-of-house and front-of-house components by the original completion date.

d) Existing Space

The existing Edward Johnson Building is composed of the following spaces:

Room Category	Room Sub-Category	Category/Sub-Category Description	Total Count	Total Net Area
1.0		**Classrooms**	**13**	**308.45**
	1.2	Non-Tiered Classrooms	13	308.45
2.0		**Laboratory - Undergraduate**	**139**	**2,767.07**
	2.1	Scheduled Class Lab	54	1,370.54
	2.2	Unscheduled Class Lab	57	752.45
	2.3	Undergraduate Lab Support Space	28	644.08
3.0		**Research Laboratory Space**	**40**	**209.01**
	3.1	Research Lab Space	34	147.08
	3.2	Research Lab Support Space	6	61.93
4.0		**Academic Dept Offices and Related Space**	**94**	**1,139.54**
	4.1	Academic Offices	43	626.88
	4.3	Graduate Student Office	2	34.14
	4.4	Departmental Support Staff Office	23	358.03
	4.5	Office Support Space	26	120.49
5.0		**Library And Study Facilities**	**24**	**1,501.43**
	5.1	Library Collection Space	5	796.16
	5.2	Library Office Space	4	206.32
	5.3	Library Support Space	9	159.22
	5.4	Study Space Under Library Jurisdiction	6	339.73
7.0		**Food Facilities**	**1**	**19.15**
	7.1	Food Facilities	1	19.15
9.0		**Plant Maintenance**	**1**	**9.13**
	9.1	Plant Maintenance	1	9.13
11.0		**Non-Library Study Space**	**2**	**215.61**
	11.2	Informal Study Space	2	215.61
14.0		**Common Use and Student Activity**	**2**	**23.40**
	14.1	Student Office and Support Space	2	23.40
15,0		**Assembly And Exhibition Facilities**	**50**	**1,774.09**
	15.1	Assembly Facilities	50	1,774.09
16.0		**Non-Assignable**	**225**	**4,142.02**
	16.2	Other Non Assignable Area	224	4,002.12
	16.3	Inactive Unassignable	1	139.90
Total			**591**	**12,108.90**

As the project is exclusively related to the MacMillan Theatre within the Edward Johnson Building (EJB), space use analysis will be solely related to the theatre space. See figure 1 for the EJB site plan and MacMillan Theatre location.

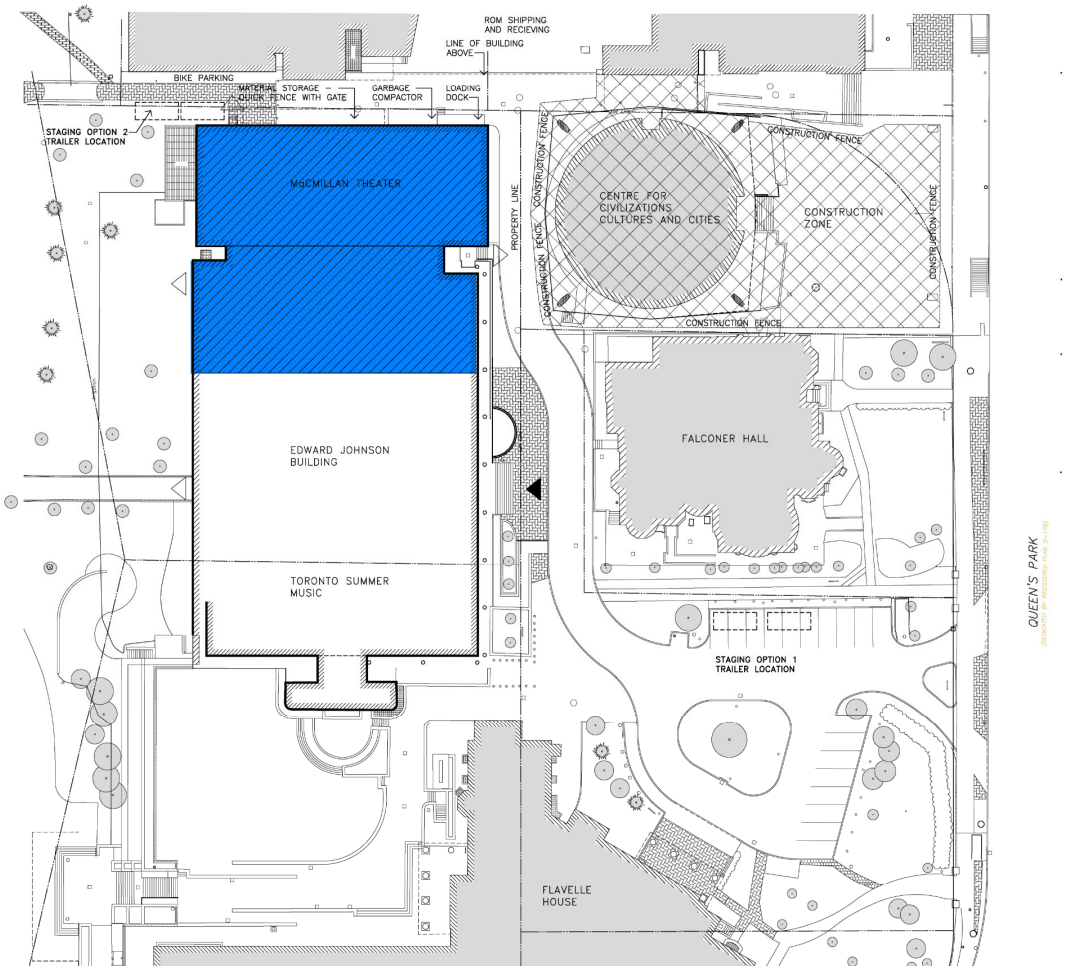


Figure 1: Project site plan + MacMillan Location

The current COU space categorization for MacMillan Theatre reflects its dual function, with 62% allocated to Category 2.1 (Scheduled Class Labs), supporting practical instructional activities such as music rehearsals, and 38% to Category 15.1 (Assembly Facilities), aligning with its use for performances and events. The Mezzanine seating is currently classified as Inactive – Unassignable Space.

MacMillan Theatre Main Level (Room 137A)

COU Cat./Sub-Cat.	Cat./Sub-Cat. Description	Capacity	Nasm	% of Total
2.1	Scheduled Class Lab	244.34	272.46	62
15.1	Assembly Facilities	398.66	166.99	38
Total		**643**	**439.45**	

MacMillan Theater Mezzanine Level (Room 244)

COU Cat./Sub-Cat.	Cat./Sub-Cat. Description	Capacity	Nasm	% of Total
16.3	Inactive - Unassignable	172	139.90	
Total		**172**	**139.90**	

If the Mezzanine Level was to be activated and assigned to Cat. 15.1 (Assembly – assuming use for performances only) the total existing space use would be as follows:

MacMillan Theater Total (Main + Mezzanine)

COU Cat./Sub-Cat.	Cat./Sub-Cat. Description	Capacity	Nasm	% of Total
2.1	Scheduled Class Lab	244.34	166.99	29
15.1	Assembly Facilities – Main + Mezzanine	570.66	412.36	71
Total		**815**	**579.35**	**100**

III. Project Description

a) Vision Statement

To revitalize the MacMillan Theatre while reopening it as a dual-purpose, performance venue that supports both the performing arts and high-enrolment academic instruction, while advancing U of T's commitment to excellence, innovation, and pedagogy.

b) Statement of Academic Plan

Remediating the back-of-house and professional-grade infrastructure of MacMillan Theatre to serve not only as a performance venue for the Faculty of Music and the broader Toronto community, but also as a teaching and rehearsal space for instrumental and vocal events, will enable the Faculty of Music to support both educational and performance activities in alignment with their academic needs and programmatic requirements.

This project also builds on the Faculty of Music's commitment to removing barriers and providing equitable opportunities for all community members to participate and thrive while maximizing creative potential. A venue such as this also leverages the Faculty's desire to develop both local and global relationships.

Converting MacMillan into a hybrid lecture-performance venue will increase the University's instructional capacity by adding a larger lecture hall, within the North-East quadrant of the St. George Campus. This has the potential to enhancing the use of other spaces within the quadrant as well as relieve pressure on large instructional spaces in other quadrants of the campus, supporting academic units meeting the demands of growing enrolments.

UofT commissioned an overview of instructional space use on the St. George Campus and in 2023 an Instructional Space Study was completed by Educational Services Corp. The report identified the following:

Within the East quadrant (including Edward Johnson Building) there are currently no central instructional spaces with the facilities either under Federated College or Divisional Control and no classrooms larger than 500 seats.

The South Quadrant, which includes proximity to the Faculty of Engineering, and Art & Science facilities vs. the East Quadrant, contains one classroom with 468 seats MCEIE Lau Auditorium - MY150) and another with 508 seats (Convocation Hall - CH). The MY150 classroom has a utilization rate of 93-100% during the teaching day, while Convocation Hall has a utilization rate of 58-78% during. Providing a centrally controlled 600+ classroom in the east district with proximity to the north district will allow for further capacity of large classrooms – predominantly Arts & Science and OISE – and alleviate demand for the existing large classrooms in the South Quadrant, freeing up instructional scheduling for FASE and other departments more closely situated within the South of campus.

c) Occupant profile

Theatre

The MacMillan Theatre will continue to serve the Faculty of Music as its primary user for performing arts, encompassing teaching, rehearsal, and performance activities. Occasionally, the space will be used for research activities.

The theatre can continue to be rented out to the external community during academic downtime, such as the summer months, as a source of revenue generation.

Lecture Space

There is a shortage of large-capacity teaching spaces on campus, especially during prime times (Monday–Thursday). Current average utilization of classrooms is at 90–92%, exceeding the COU recommended 75%. The campus has only four rooms that seat over 500 (e.g., Convocation Hall, OISE, Med Sci, MacLeod Auditorium). The adaptation of MacMillan Theatre as a lecture theatre will help relieve pressure on existing large teaching spaces and improves student scheduling and timetable quality.

In its new capacity as a lecture theatre, the space is envisioned as a shared academic venue primarily serving faculties such as Music, OISE, KPE, Arts & Science, and other nearby colleges whose programs require large-capacity rooms. Proximity of the MacMillan Theatre to the Museum Subway station will provide the School of Continuing Studies with additional venue options, should larger occupancy be required.

While faculties like Engineering will not be direct users due to the theatre's location, they will nonetheless benefit indirectly by freeing up their preferred spaces elsewhere on campus. Room allocation will be managed equitably through scheduling software that considers factors such as proximity to departments, seat utilization, room features, and departmental preferences to optimize usage.

Although no priority booking will be assigned, scheduling will naturally favor courses that best fit the space and location. The theatre is expected to see its highest academic/lecture use from Monday to Friday between 9 AM and 1 PM, with afternoons, evenings, and weekends primarily reserved for the Faculty of Music's performances and rehearsal setups.

With the addition of chairs with tablet arms, this also allows the lecture theatre to potentially be used to host testing during exam periods. The arrangement of tablet arms should comply with U of T classroom standards, including, but not limited to, providing 15% left-handed chairs.

d) Space Requirements, Program and Functional Plan

COU Requirements

The current COU space categorization for MacMillan Theatre reflects its dual function, with 62% allocated to Category 2.1 (Scheduled Teaching Laboratories), supporting practical instructional activities such as music rehearsals, and 38% to Category 15.1 (Assembly Facilities), aligning with its use for performances and events.

With the introduction of lecture delivery, the space will also fall under Category 1.1 (Tiered Classroom), which represents traditional lecture theatre use. As the theatre evolves into a multi-purpose venue, a revised prorated distribution will be considered to accurately reflect this blended functionality—balancing its roles in practical instructional use, performance and rehearsal needs, and lecture-based teaching. Therefore, reclassifying the COU category should be considered to include classroom facility, tiered classroom, (Lecture Theatre/Auditorium) to account for the 9am to 1pm usage of the space for institutional instructional needs. Additionally, updating the ownership of the space in ACHIBUS is required to include the Division of the Vice-President & Provost - University Registrar's Office which is accountable for all centrally allocated space.

This updated categorization will be key to aligning the space with COU reporting standards and ensuring appropriate utilization across academic and practical programming.

Space Program & Functional Plan

No changes to the existing space program are proposed, except for adding a lecture theatre use (COU cat. 1.1) to the MacMillan Theatre, in addition to its existing assembly (COU 15.1) and teaching lab (COU 2.1) space types. The renovation scope of the project will focus on improvements within the existing BOH space behind the curtain and on the main level of the theatre (FOH).

COU Cat./Sub-Cat.	Program	Capacity	Nasm	Notes
1.1/2.1/15.1	Tiered Lecture Theatre Seating/Performance Seating Main Level	612 + 14 (accessible)	439.45	Lecture, Class Lab, Performance Use
15.1	Performance Seating, Mezzanine Audience	172	139.90	Performance Use
2.1/15.1	Main Stage (BOH)	Included above	Included above	Class Lab, Performance Use
1.1/2.1/15.1	Orchestra Stage	Included above	Included above	Lecture, Class Lab, Performance Use
2.2/15.1	Orchestra Pit	70	90	Class Lab & Performance Use

See figure 2 for the building section of MacMillan BOH and FOH spaces:

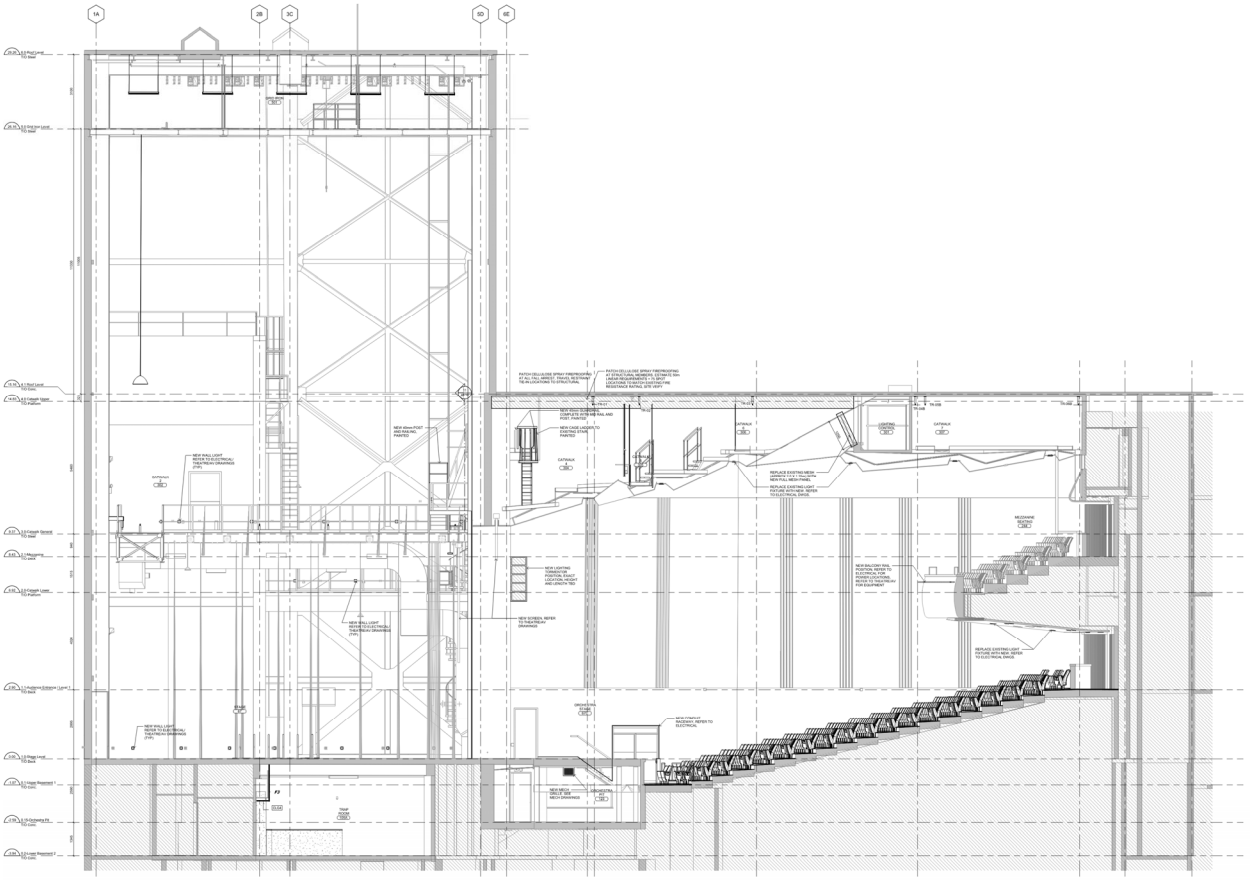


Figure 2

Please refer to the Appendix for the Architectural Building Permit drawings which include the main scope of the project. A summary of project scope is provided below.

BOH Scope Summary

- Replacement of rigging equipment and fire curtain;
- The addition of guards, fall arrest equipment, safety equipment, and fireproofing;
- Lighting and electrical upgrades;
- Demolition and abatement as required.

FOH Scope Summary

- Replacement of seats which will incorporate foldable tablet arms with no impact to current seat spacing. Seat replacement will exclude the balcony;
- Accessibility will be improved by providing barrier free space for wheelchairs in the front row and back row of the theatre space, as well as automatic door openers;
- Updating AV elements in support of instructional lectures including a new teaching podium and projection screens;
- Replacement of existing light fixtures;
- Reinstatement of HVAC to the orchestra stage area;
- Demolition and abatement as required.

e) Building Considerations

Standards of construction

The MacMillan Lecture Theatre falls under the Classroom Type D2 for AV specifications, as well as the latest U of T Classroom Design Criteria.

The MacMillan Theatre Remediation project was designed and specified to remain under Part 11 of the OBC which provides leeway when conforming to the requirements of the OBC.

If needed, also refer to the F&S Design Standards:
https://www.fs.utoronto.ca/projects/design-standards-and-project-forms/

Building characteristics and massing

Existing to remain as is – no changes to exterior proposed.

Circulation and Wayfinding

Existing to remain as is.

Elevators

Not in scope.

Sustainable Design and Energy Conservation

This sustainability section has two main parts. The first part below provides general guidance and context for the importance of sustainability at the University of Toronto. The second part (found at the end of this section) provides project specific guidance for the MacMillan Theatre Remediation project developed with the Sustainability Office.

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_2 by 2030, targeting a better than net-zero climate positive) 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 Performance 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 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 building programming. The targets become more stringent over time as cost-effective technologies and delivery methods improve in conjunction with regulatory compliance changes.

Energy

The following Certifications and regulations will be mandatory for all New Construction and Renovation projects: LEED™ Silver minimum (non-certified); and the Minimum required Toronto Green Standard Tier. The minimum requirements for these certifications and regulations are not to supersede the energy, utilities and water efficiency performance targets of this standard. The consultant is required to provide a memo demonstrating LEED™ Silver minimum (non-certified) shadowing and Toronto Green Standard response. This memo is to be developed in consultation with University of Toronto Facilities and Services and is to include at standard LEED™ checklist identifying all achievable and potential credits.

Other Considerations

Project Planning, Implementation and Consultant teams are encouraged to address the embodied energy, embodied carbon and other emissions associated with building materials. Reporting of 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 is to be reviewed in consultation with University of Toronto Facilities and Services on a project-by-project basis.

The University of Toronto Sustainability Standards

The University of Toronto Environmental Standard [University of Toronto Design Standards: Part One / Environment / Environment (draft revision)] was developed in 2011 and revised in 2018. A new and expanded University of Toronto Sustainable Building Design Standard is currently under development and targeted for release in 2026. The new sustainability standard uses several external standards as a baseline from which to take a leadership position in holistic sustainable building design. The Project Planning Committee and consultants are encouraged to consult with the University of Toronto Facilities and Services Sustainability Office to ensure that longer term project planning is anticipatory and inclusive of the new sustainable building design standard requirements, Tri-Campus Energy Modelling and Utility Performance Standard requirements, and Toronto Green Standard requirements.

The new sustainable design standard will supersede the requirement for LEED™ Silver minimum (non-certified) described above.

Sustainable strategies to be considered during the design phase to achieve the energy charter targets may include:

- Energy efficiency
    - DLC-rated LED lighting with central lighting controls and advanced control strategies including daylight harvesting, occupancy sensing, scheduling, zoning, high-end trim.
    - Energy Star appliances, office equipment, electronics, and commercial food service equipment
    - Building automation systems integrated into the University's EMRS
    - Demand control ventilation based on CO_2 or contaminant sensors in lab spaces
    - Occupancy sensors controlling HVAC and lighting

- Zoned HVAC control where possible

- Materials selection considerations
  - Durable, local materials with renewable and/or recycled content
  - Low-embodied carbon building materials
  - Provision of recycling depots for source-separation of waste throughout the building to meet the needs of the University's recycling and waste reduction programs and vehicular access to these sites
  - life cycle analysis (LCA) and embodied carbon reporting

Other considerations

- Indoor Environment (i.e. Air, Lighting, Acoustics)
- Equity, Diversity & Inclusion (i.e. safe spaces, inclusive design)
- Health & Well-Being

UofT Climate Positive Campus

https://climatepositive.utoronto.ca/

Sustainability Opportunities for the MacMillan Theatre Remediation Project

The MacMillan Theatre Remediation project proposes no major modifications to the existing M&E systems, building servicing, or building envelope. Hence, through consultation with the Sustainability Office, it was determined that an Energy Charter would not be required for the project. Any changes to project scope should be reviewed with Sustainability Office as appropriate.

Based on the proposed scope for the MacMillan Theatre Remediation project, there may be opportunities to enhance the building's sustainability performance . The Sustainability Office has put forward some recommendations that could be integrated into the project, pending further assessment of cost and schedule implications:

1. Deconstruction and Recycling of 600 Seats

   The project scope includes the replacement of seating in the theatre and the Sustainability Office is assisting in finding a solution to divert those seats from landfill through deconstruction and recycling.

2. Integration of Building Automation System (BAS) Controls with the HVAC System

   The MacMillan Theatre is currently served by a single, original air handling unit (AHU). With the addition of a lecture theatre use to the existing assembly and teaching lab functions, occupancy levels in the space will vary throughout the day and academic year. To optimize HVAC performance and improve energy efficiency, it is recommended to integrate BAS controls with the existing AHU to enable ventilation rates to modulate based on real-time occupancy. This can be achieved by installing CO_2 sensors or people counting sensors within the theatre, which would feed data to the BAS. This demand-control ventilation strategy aligns HVAC operation with actual usage patterns, reducing energy consumption while maintaining ventilation requirements and occupant comfort. This opportunity is a recommendation to be included in any future upgrades to the AHU serving the theatre.

3. Lighting selection and density

Due to the assembly use of the MacMillan Theatre, specialized performance lighting is required for the stage and surrounding areas. However, the general lighting replacements above the main-level audience seating can be specified in accordance with U of T's LED standards and include appropriate zoning for energy efficiency and operational flexibility.

Accessibility

The University is committed to equitable access to all building facilities by the whole campus community. New buildings and renovations will incorporate equity, diversity and inclusion as well as the principles of universal design that will allow users with diverse abilities to access and use facilities with dignity.

Projects will meet the design requirements of the University of Toronto Facilities Accessibility Design Standards (FADS) and barrier-free design requirements of various codes and standards, such as the Ontario Human Rights Code (OHRC), Ontario Building Code (OBC), Accessibility for Ontarians with Disabilities Act (AODA), O.Reg. 191/11 Integrated Accessibility Standard Regulation (IASR) and the Design of Public Spaces Standard under the AODA and CSA B651 “Accessible design for the built environment”.

The MacMillan Theatre Remediation project was designed and specified to remain under Part 11 of the OBC, but opportunities should be explored, where feasible, to incorporate improvements to the facility and removing barriers where possible.

This project proposes to provide barrier free space for wheelchairs in the front row and back row of the theatre space. Automatic door openers are also being added as part of the project.

For additional information and policies review the University of Toronto’s AODA Office website: https://people.utoronto.ca/inclusion/accessibility/

https://teaching.utoronto.ca/resources/universal-design-for-learning/

https://people.utoronto.ca/inclusion/edi-at-u-of-t/

Facilities & Services in review with University stakeholders has developed a standard to provide guidance for the accessible design of campus facilities. Design standards apply to new construction, renovation, renewal, and maintenance projects.

Facility Accessibility Design Standard (June 2023)

Personal Safety and Security

One of the primary considerations for the project are improvements to the Performance Systems Design and how to address current building code requirements, health and safety considerations, as well as

industry standards. Additional safety measures such as guardrails and fall arrest systems are being implemented as a part of the project.

Signage, donor recognition

Not anticipated at this time.

Mechanical

The mechanical scope includes targeted HVAC modifications at the Stage and Catwalk levels to support theatre upgrades and code compliance. All work will comply with U of T standards, ensuring system integration, structural safety, and minimal disruption to ongoing operations. There is no proposed increase to occupancy counts.

Stage Level :

- Removal and capping of a 750x350 mm supply duct to accommodate the new catwalk.

Catwalk Levels :

- Reconfiguration and extension of 175x300 mm exhaust ductwork to reconnect with existing capped ducts.
- Removal and replacement of two 275x400 mm exhaust grilles.
- Installation of a new 150x150 mm grille with a balancing damper preset to 38 L/s.

Excluded/Deferred Items:

- Mechanical systems & acoustical testing.

Electrical

Electrical scope includes:

- New electrical panel (H3) to be installed in the main electrical room.
- Surface-mounted conduit from Panel H3 to the east wall base, connecting to stair riser junction boxes.
- Raceway wiring to power each row of seats, with plug-in outlets at each seat leg.
- New integrated aisle lighting.
- Accessible door openers activated by pedestal-mounted push buttons.
- Lighting upgrades, including pot lights and step lights. It was noted by the Faculty of Music that the majority of lighting fixtures in the theatre were changed to LEDs during a 2017 renovation with only a few incandescent fixtures remaining.
- Electrical raceway rough-ins for new seat power connections (low-wall level), including relocation of existing conduits and junction boxes.

Data

WiFi upgrades are included in scope to address data needs during teaching activities. Data outlets will also be added for AV as well as data runs to the teaching station. UPDC to engage further with ITS to understand if other improvements can be made for the primary users of the space (Faculty of Music / LSM) and to determine if there are any additional IT requirements for the Building Automation Systems.

Building Code, Fire Protection, and Life Safety Systems

Fire Protection Scope

- Maintain all existing fire separations; no alterations are proposed under the current scope.
- The fire curtain (1-hour fire-resistance rating) separating the Front-of-House (FOH) and Back-of-House (BOH) will be removed and replaced per the existing design, including a smoke seal at the top.
- Sprinkler work is included.

Back-of-House (BOH) Scope

Lower Basement:

- Fire separation improvements at Storage Room 105A.

Stage Level:

- Half-net installation over the orchestra pit when lowered.
- Security fencing and three sliding doors at the rigging wall.
- New guardrails at Stair A.
- Hinged safety doors at north and east spiral stairs.
- Portable barriers between the stage and orchestra pit.
- Escorted stage access via freight elevator (manual overhead door operation required).

Catwalk – Lower Level:

- Removal of counterweight rigging system.

Catwalk – General Level:

- New fall arrest systems (for both BOH & FOH).
- New spiral stair connecting general to upper catwalk.
- Guardrail mesh replacement and safety upgrades at east and west catwalks.
- Safety doors at spiral stair locations.
- Travel restraint system for existing ladder.

Catwalk – Upper Level:

- Custom floor hatch for ladder access.
- New loading shelf and railing.
- Landing for the new spiral stair.

Gridiron Level:

- Two new openings with guardrails.
- Extension of the new spiral stair to access this level.

Environmental Health and Safety

The Office of Environmental Health and Safety (EHS) at the University of Toronto plays an important role in developing requirements for capital projects. They are consulted to ensure that these projects promote an environmentally responsible, safe, and healthy work, research, and study environment for all employees, students, and visitors across the tri-campuses. Their involvement helps to identify potential hazards and implement strategies to mitigate risks, fostering a safe and sustainable community. Their

group is primarily concerned with 1) Research Safety and Compliance (RSC) (laboratory safety) and 2) occupational health & safety (OHS). Consulting with EHS is advised to discuss specific project requirements as needed.

As a part of the MacMillian remediation work, abatement and asbestos work is anticipated as per the Designated Substance Survey Report. It was identified by the Faculty of Music that asbestos in the ceiling was previously abated, and it was noted that the fire curtain has asbestos.

Upgrades and the extension of the balcony-level railing (in the theatre) will also take place to support both classroom and performance functions. As noted in previous sections, additional safety measures (fall arrest systems etc.) are included in project scope to improve safety in the back-of-house area of the project.

Audio Visual Requirements

Audio-visual systems will be installed to support lectures and will include communication infrastructure. These systems will be developed through consultation with LSM and ITS.

Interior Finishes

Improvements to interior finishes include:

- Replacement of orchestra-level seating with tablet arms and electrical tie-ins (like-for-like size, compliant with OBC row spacing and accessibility standards).
- New flooring at the orchestra level.

Acoustics

Acoustics currently not in scope, however, it was flagged that aging mechanical systems should be checked for potential acoustical impacts – especially during performances.

Designated Substances

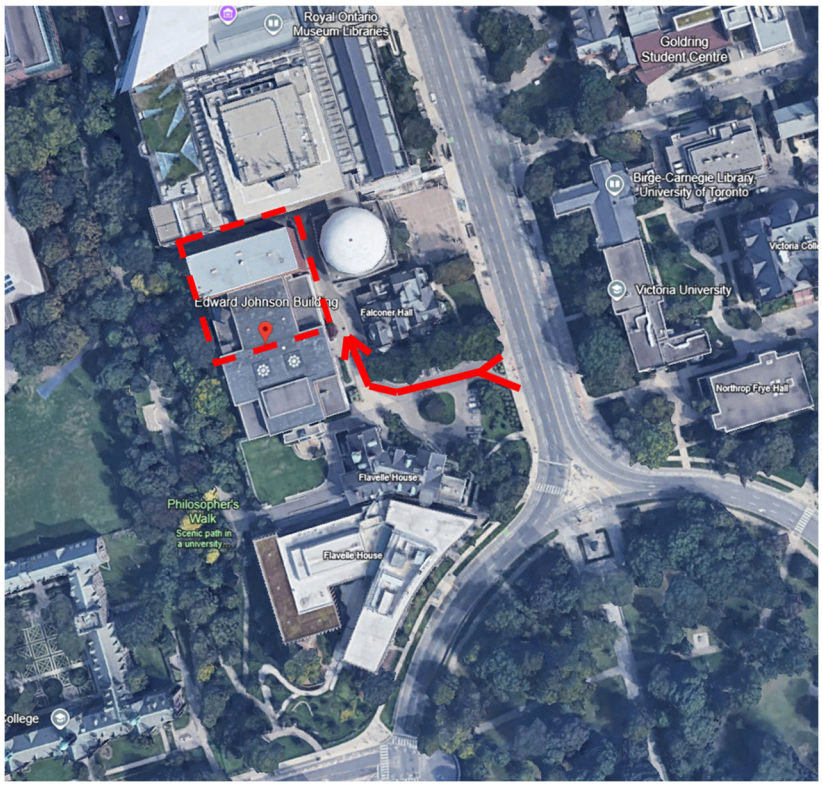
Please refer to the Environmental Health and Safety section above.

f) Site Considerations

Site Context

The MacMillan Theater is located at the north end of the Edward Johnson Building located at 80 Queen's Park Crescent West. The West elevation of the theatre's BOH fly tower fronts onto Philosopher's Walk. To the immediate east is the planetarium and Falconer Hall. To the south of the Edward Johnson Building is the Philosopher's stage and Flavelle House, and to the north is the Royal Ontario Museum. Access to the Mac Millan Theater is via Queen's Park just south of Falconer Hall with the main building

entrance located at the east side of the building. Loading facilities are located at the north end of the building via a laneway shared with the ROM.



Heritage Status

The historical designation process of the Edward Johnson Building (80 Queen's Park Crescent) is currently underway with the City of Toronto. While the Notice of Intention to Designate does not presently include the MacMillan Theatre as a heritage attribute, the designation includes the theatre within the background statement and the lobby space as a defined heritage attribute. As the process has not yet been finalized, there is a potential risk of additional attributes being included by the Ontario Heritage Trust and the City of Toronto in the final designation.

The current scope of work for the MacMillan Theatre project does not impact any currently identified heritage attributes and will be confirmed through discussion with City Heritage.

Municipal Approvals

A building permit submission as well as a potential heritage review are anticipated for the project.

Site Servicing

No major site servicing scope is currently proposed for the project. Please see the Utilities section below for additional information.

Existing Donor Elements

There are currently no existing donor elements in the theatre that have been identified by the Faculty of Music.

Early Works / Site Preparation

Early investigations are suggested to ensure that the replacement and powering of theatre chairs to accommodate classroom use are possible within the Part 11 application of the Ontario Building Code. Other suggested early investigations include:

- Hazardous Materials Assessment, Testing and Reporting
- Hazardous Materials Abatement
- Structural Assessment

Early procurement of long lead-time items is suggested to expedite the construction schedule. These items include:

- Removal of Existing Fire Curtain/Rigging
- Procurement of new Fire Curtain
- Procurement of new rigging equipment
- Procurement of Theater/Classroom Chairs

Construction Logistics Considerations

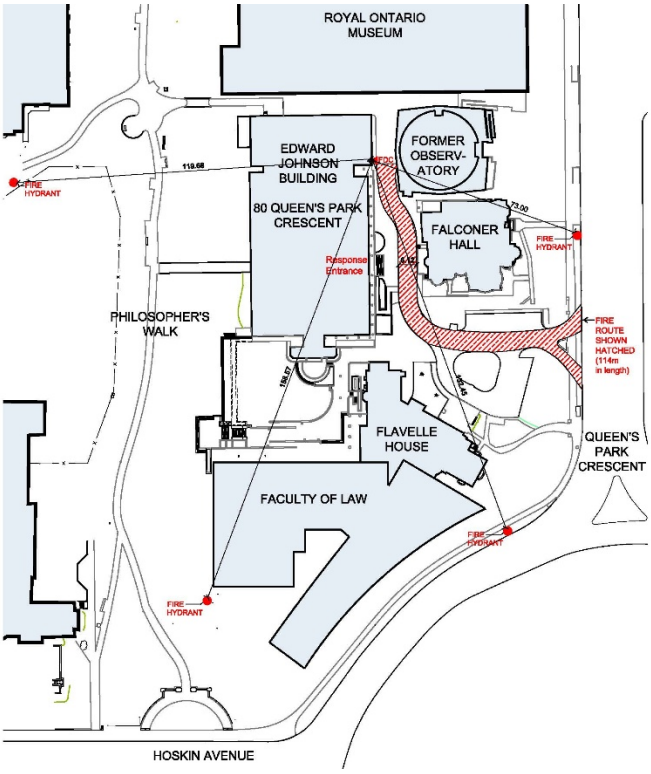
During the construction, staging should be carefully coordinated with the planned demolition of the adjacent Planetarium Building should the project schedules align. Access to the site from Queen's Park Avenue will require coordination with the Toronto Transit Commission, the City of Toronto and potentially with UofT's 90 Queen's Park capital project which includes the proposed demolition of the McLaughlin Planetarium. On-going roadworks along the west, southbound lanes of University Avenue / Queen's Park Avenue / Queen's Park Crescent West will need to be navigated for site access and lay-down space as required.

Access coordination with the Royal Ontario Museum at the northern edge of the Edward Johnson Building may be required.

Access via/to the existing fire route from Queen's Park Avenue, south of Falconer Hall (85 Queen's Park) to the North-East corner of the Edward Johnson Building, the main response entrance on the east side of the EJB will be required to be maintained for the duration of the work.

Access from and laydown space within Philosopher's Walk to the west will likely not be possible due to the proximity of mature trees, uneven grading and lack of vehicular access/roadway.

Fire Route



A second project that will require coordination is the replacement of the fire pump located in EJB which may have generator repercussions.

g) Campus Infrastructure Considerations

Utilities

Existing sub-surface utility locates are to be performed prior to any excavation. Locates of existing internal building servicing are to be requested from UofT Facilities and Services and from the Edward Johnson Building Property Manager by the Project Design team to ensure coordination with all proposed alterations.

h) Other Projects to Consider

Please refer to the Construction Logistics Considerations section above.

i) Secondary Effects

Secondary effects include noise and vibration impacting adjacent spaces which include: Walter Hall (Rehearsal Hall), Classrooms, Laboratory Spaces, Individual Practice Rooms, the Music Library and other study spaces and Faculty and Administrative Staff Offices, all contained within the Edward Johnson Building.

j) Project Delivery and Phasing

The project will be delivered via Stipulate Sum construction contract in a single phase.

k) Schedule

P051-24-110 - MacMillan Theater Remediation July 25, 2025
***DRAFT* Proposed Project Schedule**

Activity	Duration	Dates
• Consultant Engagement	1 day	**December 2, 2024**
• Feasibility Study	2 months	**January – February 2025**
• Schematic Design Phase	2 months	**March – April 2025**
• Design Development Phase	2 months	**April – May 2025**
• Permit Application	2 months	**July – August 2025**
• Construction Documents Phase	2 months	**June – July 2025**
• Costing and Review Period	1 month	**July 2025**
• Designated Substances Survey Report	1 month	**July 2025**
• Theatre Rigging and Seating Package	1 month	**August 2025**
• CAPS Exec Approval (Cycle 1)	1 day	**August 14, 2025**
• Theatre Rigging and Seating Tenders	2 months	**August – September 2025**
• Construction Tender (CCDC	2 months	**October – November 2025**
• Rigging and Seating Shop Drawings	2 months	**October – November 2025**
• Governing Council Approval	1 day	**November 6, 2025**
• General Contractor Award	2 weeks	**November 2025**
• Construction (duration tbc by contractor)	7 months	**December2025 – June 2026**
• Ready-for-Takeover	1 day	**July 1, 2026**

l) Funding Sources

This project will be funded by Provostial Funds.

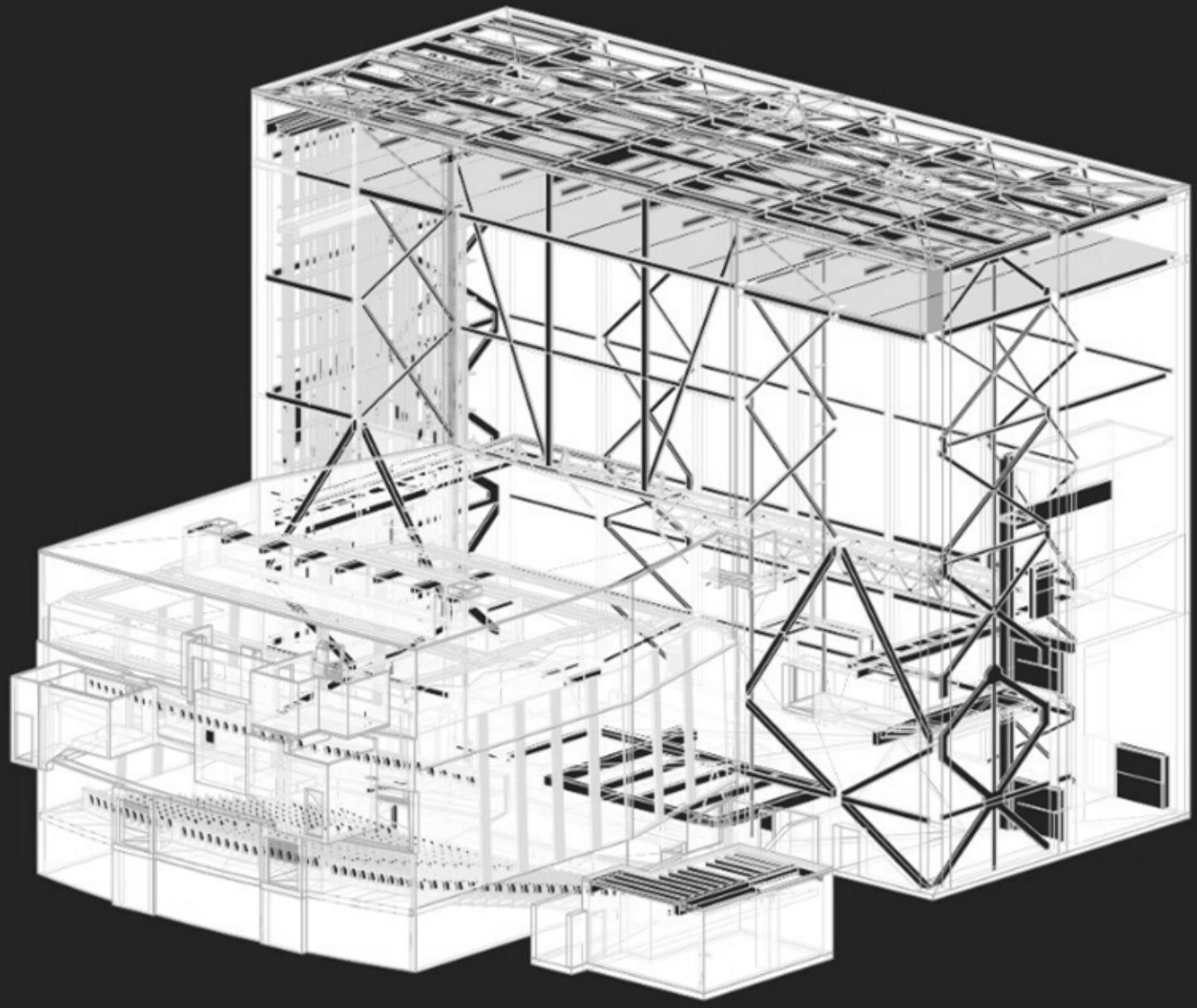
APPENDICES

1. Existing space inventory and existing building plans
2. Feasibility Study prepared by CS&P Architects February 2025
3. Permit set drawings prepared by CS&P Architects and sub-consultants

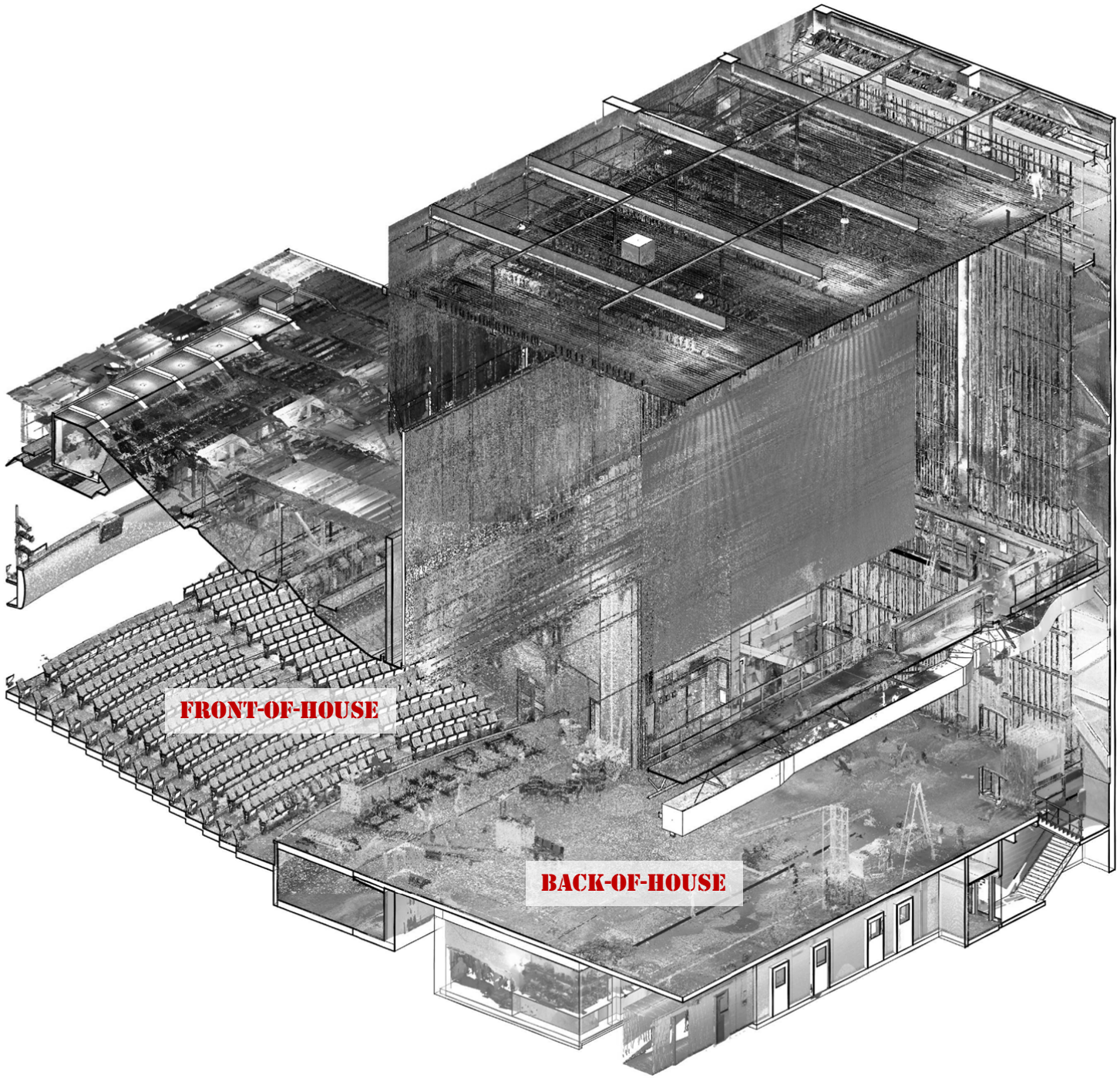
CYCLE 1 2025-26

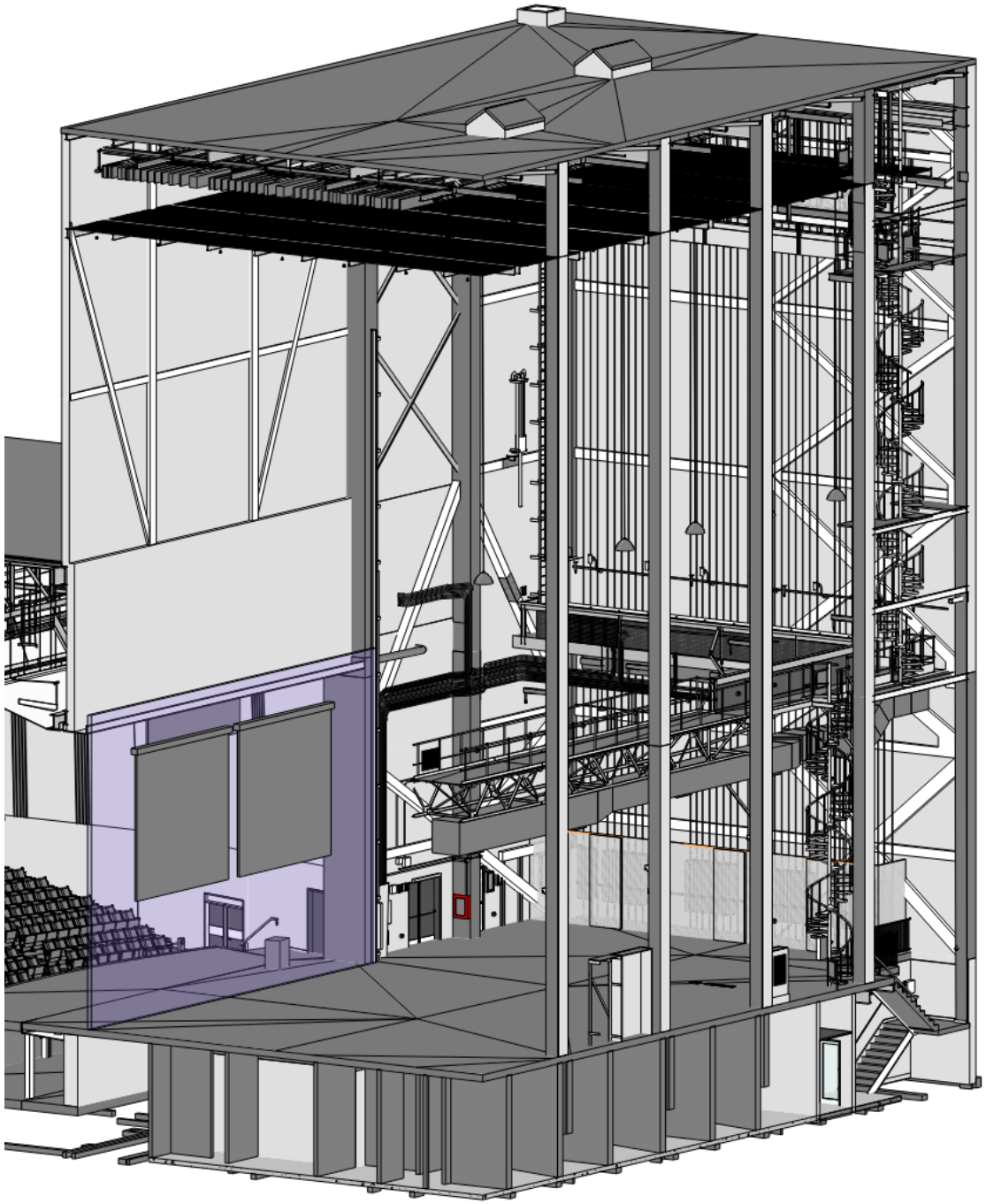
University of Toronto St George

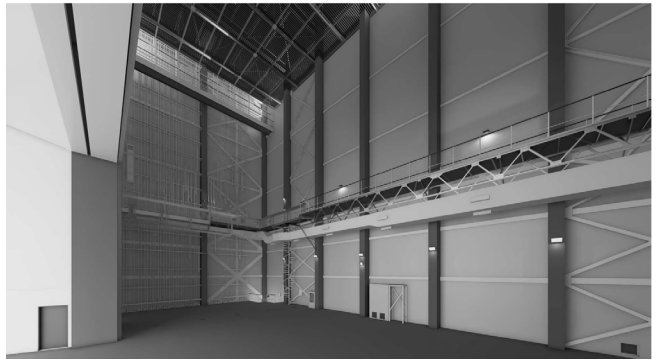
P051-24-110
MacMillan Theatre Remediation

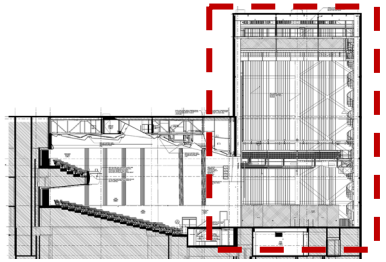



MACMILLAN
THEATRE
UNIVERSITY OF TORONTO
FACULTY OF MUSIC
REMEDIATION

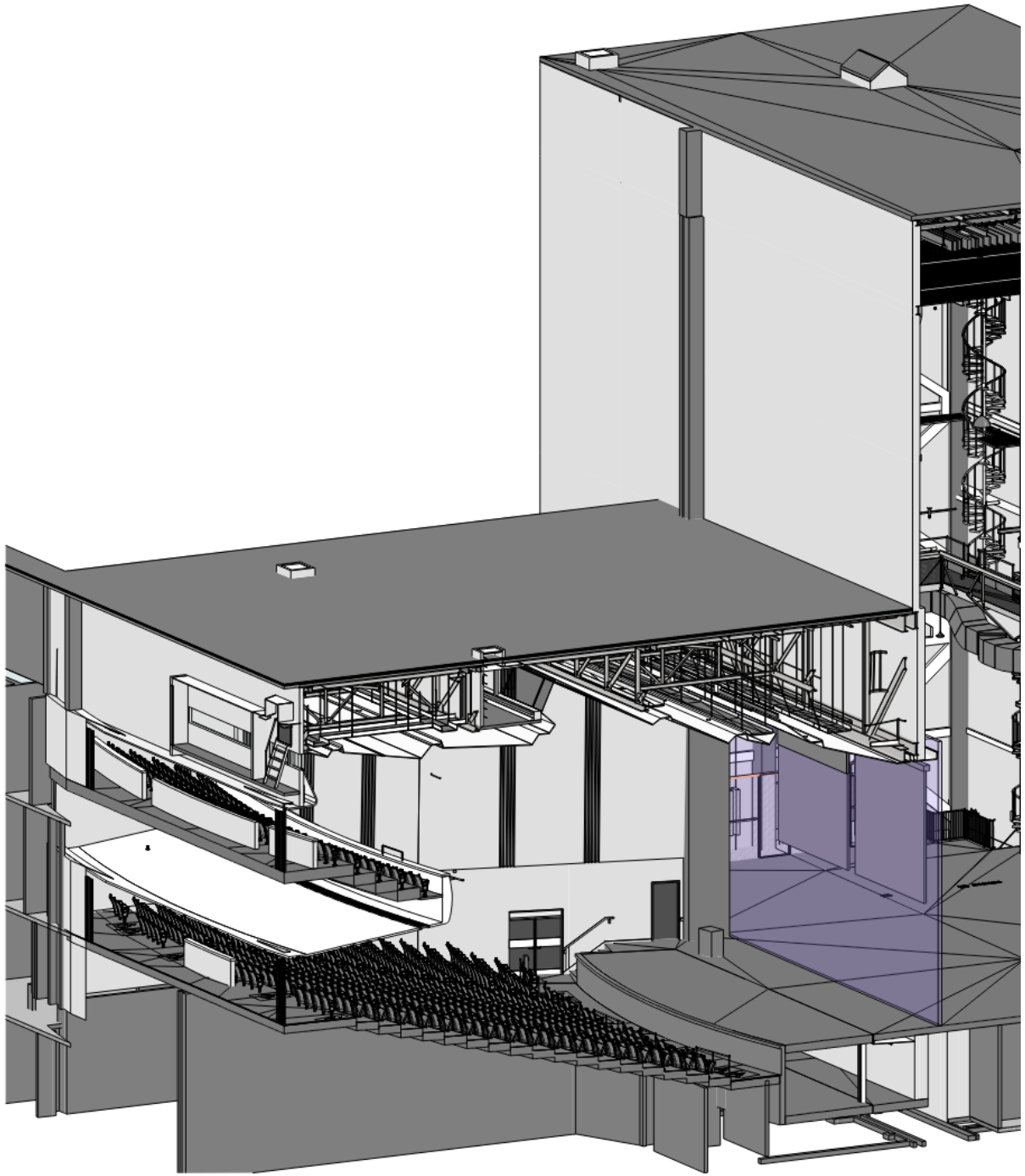

FRONT-OF-HOUSE
BACK-OF-HOUSE

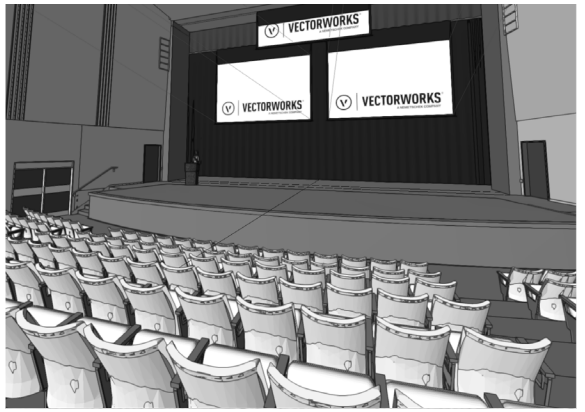


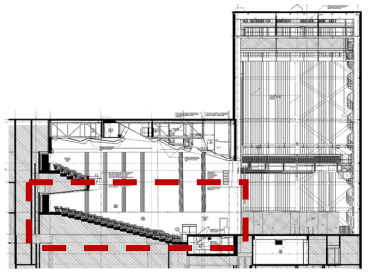




BACK-OF-HOUSE







FRONT-OF-HOUSE