



UNIVERSITY OF TORONTO

Office of the Vice-Provost, Space & Facilities Planning

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May 28th, 2002.

MEMORANDUM

To: Planning and Budget Committee
From: Ron Venter, Vice-Provost, Space and Facilities Planning
Re: Project Planning Report for the School of Continuing Studies.

Item Identification

Project Planning Report for the School of Continuing Studies, 158 St. George Street

Sponsor

Ron Venter, Vice-Provost, Space and Facilities Planning

Jurisdictional Information

The Committee considers reports of the Project Committee and recommends to the Academic Board approval in principle of projects.

Highlights

The School of Continuing Studies (SCS) is located at 158 St. George Street, just south of Bloor Street, symbolically at the gateway to the University of Toronto.

Operating on an open-admission basis, SCS offers more than 500 courses in business and professional studies, media and new technology, international languages and translation, writing, literature and philosophy, and English as a second language. In 2001/2002 SCS enrolment was about 16,000 students. Its annual student enrolment is second only to that of the Faculty of Arts and Science at the University.

The physical facilities at 158 St. George Street do not reflect the School's role as a bridge between the town and gown and the plan as proposed in this Project Planning Report will create a new facility in the existing location by creative renovations and a small addition to the building. The physical image of SCS will be transformed and a new presence and visibility created on St. George Street for these functions.

In practical terms, the new first and second floor of 158 St. George Street will become a public space. A café, tiered presentation centre (suitable for lectures, seminars and meetings) and study lounge will comprise the entrance level. The second floor will provide a boardroom, and smaller meeting and consultation rooms. These will be used primarily by SCS staff and instructors but would be available to the SCS community. The third and fourth floors, as well as a portion of the basement level, will consist of the staff of the School, and the computer servers. The entire building at 158 St. George Street is planned to be extensively renovated. With the renovation, all items of deferred maintenance currently valued at \$425,000 will be eliminated.

The re-purposing of 158 St. George will have two dramatic effects. Students and instructors will have a *place* for themselves on campus, a greater connectivity to the University and the School. Concurrently, students, staff and instructors will have a greater connectivity to each other, as they will have opportunities to interact as never before.

The School is a self-supporting unit of the University of Toronto, receiving no assistance from the University and none from the government. As such, the School pays for the use of classrooms, instructors' stipends, and its operating expenses and will continue to operate in this mode.

The Total Project Cost (TPC) estimate attached as Appendix A for 1,646 gross square metres [gsm] of renovation and 102 gsm of new construction and includes allowances for escalation to a tender in May 2003. The total project cost estimate is \$7,100,000. Due to the extensive nature of the renovations, the facilities at 158 St. George Street must be fully vacated during construction. The total project cost estimate includes \$563,000 for the rental costs of temporary facilities for one year as well as the two moves associated with the relocation.

The cash-flow plan allows for completion as late as May 2004, however, it seems feasible to plan for a Christmas 2003 occupancy given the following milestone dates:

Approval through governance	June 2002
Tender for construction	March 2003
SCS relocates and construction starts	Early May 2003
Completion and occupancy	December 2003

User: Mary Cone Barrie
Planner: Elizabeth Sisam, and
Implementer: Julian Binks

This Working Executive will expand to include the Project Manager, once appointed. The role of the Working Executive is to ensure the successful completion of the project and to ensure that the user needs and concepts introduced into the Project Planning Report are addressed throughout the process of consultant selection, design and implementation which are carried out under the direction of the Chief Capital Projects Officer. The architectural firm of Moriyama & Teshima will be appointed once Governing Council of the project is forthcoming.

Resource Implications

The total project cost, including new construction of 102 gsm, and renovation of 1,646 gsm, are expected to cost \$7,100,000 when tendered in May 2003.

The current utilities costs for 158 St. George Street were \$45,200 for the period 2000/2001. Notwithstanding the small amount of new construction planned for the facility, it is expected that the cost of utilities will remain the same [or marginally increased] when the building opens because the existing windows are being replaced.

Funding Sources

The School of Continuing Studies has established a Fund Raising Committee with the support and commitment of the Vice-President and Chief Advancement Officer of the University of Toronto. Therefore, once the approval of this project in principle has been secured, SCS will immediately launch a fund raising drive in the summer of 2002. To accelerate this project, the School of Continuing Studies is providing for an annual allocation of \$500,000 within its Operating Budget, derived from revenues, to be directed toward the cost of the project in support of the concurrent fund raising campaign. While there is no direct funding from the University of Toronto in support of this project, bridge financing for the project, which could approximate some \$4.5 million, will be considered with full repayment of capital and interest charges. The

precise details will be analysed and approved by the Vice-President Business when firm cost estimates have been received.

Recommendations

That the Planning and Budget Committee recommend to the Academic Board:

1. THAT the project planning report for the School of Continuing Studies be approved in principle.
2. THAT the project scope of 102 gsm of new space and 1,646 gsm renovated space be approved at an estimated total project cost of \$7,100,000 (May 2003), with funding as follows:
 - (i) External funding raised by the School of Continuing Studies and,
 - (ii) Funding to be derived from income generated within the School of Continuing Studies.
3. THAT the University of Toronto will make available the appropriate bridge financing for this project which could approximate a \$4.5 million loan to be fully recovered (capital and interest) over a 17 year period.

School of Continuing Studies

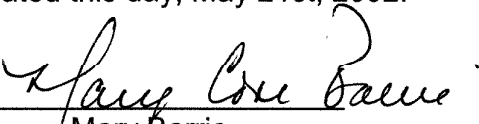
Project Planning Report

May 28, 2002




We the undersigned, members of the School of Continuing Studies Project Planning Committee, approve the following Report for presentation to the University of Toronto Planning & Budget Committee.

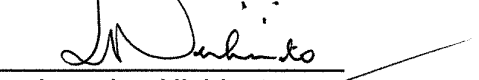
Dated this day, May 21st, 2002:



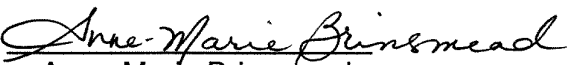
Mary Barrie



John Rawle



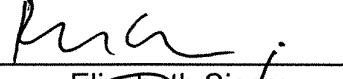
Lorraine Nishisato



Anne-Marie Brinsmead



Brian Martin



Elizabeth Sisam



Julian Binks



Brian O'Riordan



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School of Continuing Studies Report of the Project Planning Committee

I. Committee Membership

Dr. Mary Cone Barrie, SCS, (Chair)
Dr. Anne-Marie Brinsmead, Senior Program Coordinator, SCS
Mr. Brian Martin, SDO, SCS
Mrs. Lorraine Nishisato, Asst. Director & Registrar, SCS
Mr. John Rawle, Asst. Director & Chief Financial Officer, SCS
Mr. Brian O'Riordan, UofT Alumnus, Co-Chair of SCS Campaign Cabinet
Mrs. Elizabeth Sisam, Director, Campus and Facilities Planning
Mr. Julian Binks, Manager, Project Planning

II. Terms of Reference

1. Make recommendations for a detailed space program and functional layout for the renovation of 158 St. George Street.
2. Identify the project as it relates to the existing and planned academic and staff complement plans.
3. The project should take into account the Council of Ontario Universities Building Blocks Space Formula and the University of Toronto Space Standards.
4. Identify the equipment and moveable furnishings necessary for the building and its services.
5. Identify all requirements for voice and data communications and the associated costs.
6. Provide a total project cost that identifies all resource implications, including a capital cost estimate.
7. Identify the funding sources for the project.
8. Report to be prepared by March, 2002, for submission to Planning and Budget Committee.

III. Background Information

The School of Continuing Studies (SCS) is located at 158 St. George Street, just south of Bloor Street, symbolically at the gateway to the University of Toronto.

For more than 100 years SCS has acted as the community's point of access to the University. Operating on an open-admission basis, SCS offers more than 500 courses in business and professional studies, media and new technology, international languages and translation, writing, literature and philosophy, and English as a second language. In 2001/2002 SCS enrolment was about 16,000 students. Its annual student enrolment is second only to that of the Faculty of Arts and science at the University.

Over the years, a great number of people in Toronto have attended the School of Continuing Studies. The School is the largest provider of university level, non-credit programming in the GTA -- it serves almost twice as many non-credit students as Ryerson and York Universities combined. Over the past decade, more than 130,000 students have registered for SCS courses..

The physical facilities at 158 St. George Street do not reflect the School's role as a bridge between the town and gown. The building conveys the sense that SCS is an inactive division as there is no indication of activity or even a visible entrance to the passer-by.

The plan as proposed in this Project Planning Report will create a new facility in the existing location by creative renovations and a small addition to the building.

The physical image of SCS will be transformed and a new presence and visibility created on St. George Street for these functions. The report that follows describes the space program and the activities of SCS that will be accommodated in its new facilities.

The School is a self-supporting unit of the University of Toronto, receiving no assistance from the University and none from the government. As such, the School pays for the use of classrooms, instructors' stipends, and its operating expenses.

IV. Academic Program

The School of Continuing Studies had an enrolment of 16000 in 2001/02. Of this number, approximately 4,000 students had enrolled in courses previously and were repeat customers. As well, over 3,000 enrolments were in English as a Second Language. Attractive, timely course offerings, quick and reliable customer service and top-notch instruction are necessary for SCS to have satisfied students and critical for its success. This is clearly articulated in its mission statement:

"Our purpose is to forge lifelong relationships with our alumni and community and international students by providing the highest quality of continuing education while extending through our programs, the knowledge the University of Toronto produces."

The School of Continuing Studies is immersed in the demands of the new market.

In 1999/2000, about 1,750 businesses sent staff and managers to SCS, among them, Bank of Montreal, CIBC, Bell Canada, Nortel, Royal Sun Alliance, Sears Canada, MDS Inc., Royal Bank, Deloitte&Touche, the Co-operators and the Toronto Stock Exchange.

Of all students registered between May 1 and November 30, 1999, 61% selected a business or career related course. SCS has partnerships with 22 national professional associates and institutes. In September, 2001, SCS introduced its first Certified Financial Analyst course, one of the first Canadian schools to do so.

Similarly, the SCS program in English as a Second Language is recognized around the world for its innovative teaching techniques and high standard of instruction. The program is achieving its highest registration levels in its 35 year history.

The School has provided distance education using various technologies for 50 years. There is an ongoing research and development component of the School's work that is critical to the development of technology-assisted education.

The School's web site is an important marketing and communications vehicle, with on average, over 50% of students registering on-line.

V. Space Program

Students at the School of Continuing Studies are taught in classrooms all across the campus that are rented through the Office of Space Management. This is an important part of their educational experience as they are integrated with the campus community. While responsive to fluctuating requirements of high demand courses, the difficulty with this

arrangement is that unlike other students at the University the SCS students have no place to meet after class to continue discussions.

The Space Program which is therefore proposed will create meeting rooms and other space to permit students to accommodate the after-class discussions critical to their program. Classroom activity will continue to occur in other University classrooms rented for this purpose.

Space at 158 St. George Street will accommodate staff, meeting rooms, a cafe, critical to the centre of activity and provide support space for the departmental records. The proposed space program is identified in Table 1 which follows.

Table 1

School of Continuing Studies Space Program	NASM Nominal
Director	15
Staff offices 31 FTE @ 10 nasm	310
Mail Room	20
Photocopy	5
Office files 2 @ 5 nasm; one for each of 3rd & 4th floor	10
Consulting workspace 1 @ 5 nasm	5
Tiered Classroom capacity: 50 (with tablet arm chairs)	65
Flat Floor Classroom capacity: 35 (with tablet arm chairs)	50
Study Space capacity: 30	50
Board Room capacity: 20	75
Meeting Room capacity: 20	40
Meeting Room 2 @ 10 seat capacity: 50 nasm	50
Cafe capacity: 50	75
General Storage	20
Computer Storage, Server Room	40
Reception & Information	15
Total NASM	845

VI. Functional Plan

Since moving into 158 St. George Street, the School of Continuing Studies has utilized this building exclusively as an administrative centre. With the renovation of 158 St. George, that reality will dramatically change as five floors of administration become three floors devoted to the everyday operation of the School and two floors become a campus home for our student community. The intention of the Campaign for 158 St. George is to create an educational and cultural centre for the adult learner at the University of Toronto.

The goal of the Campaign and its subsequent renovation can be summed up in three words: accessibility, interactivity and community. A revitalized 158 St. George, gives students, staff and instructors the opportunity to meet, converse, interact in ways previously unavailable to them on campus.

The blueprint for this need has been shown by the effort and ingenuity of some of the School's instructors. Students of online courses have organized social events to enable "face-to-face" chats with their electronic colleagues. Instructors (recognizing the premium on space at U of T) have planned after-class sessions at local pubs and coffee houses. These informal gatherings offer a continuation of the vibrant discussion from the class setting. In recognizing the importance of community beyond the classroom, we also see the importance of that sense of

community, that feeling of being part of a greater whole – a member of the University of Toronto community. It is important that we give students the opportunity to cultivate that feeling of inclusion.

In practical terms, the new first and second floor of 158 St. George Street will become a public space. A café, tiered presentation centre (suitable for lectures, seminars and meetings), and study lounge will comprise the entrance level. A concierge will offer information, welcome and initial security. The second floor will provide a board room, and smaller meeting and consultation rooms. These will be used primarily by SCS staff and instructors but would be available to the SCS community. The third and fourth floors, as well as a portion of the basement level, will consist of the staff of the School, and the computer servers.

The repurposing of 158 St. George will have two dramatic effects. Students and instructors will have a “place” for themselves on campus, will have a greater connectivity to the University and the School. Concurrently, students, staff and instructors will have a greater connectivity to each other, as they will have opportunities to interact as never before.

VII. Environmental Impact

The existing facilities accommodate low service office activities. Renovation will not alter this pattern. No environmental concerns are foreseen as a result of this work.

VIII. Special Considerations

Accessibility and Personal Safety

The School of Continuing Studies services students of all ages. As such, any renovations to the building must take into account the needs of the people who will make use of the facility. As much as possible, the renovated SCS building should be barrier-free. The key accessibility and personal safety elements of renovations to 158 St. George Street include the following:

- the current elevator will be replaced by one large enough to allow wheelchair access;
- landscaping at the front of the building (graded walkway) will allow sidewalk access for wheelchairs;
- new signage will provide better traffic flow throughout the building as approximately 100 - 150 people are anticipated each day;
- a concierge inside the main entrance to the building will provide security and should prove to be a visual deterrent to security issues.

Access to the upper floors will be regulated by the elevator – the only method of reaching the upper floors without correct keys. Included in the redesign is allowance for a security system and possible card-access to the building during off hours.

Campus Planning Issues

While 158 St. George Street was the home of SCS during the 1994-97 discussions with City Planning staff on zoning matters, it was not anticipated that expansion on the site would occur. Even with the very modest expansion to the east, it is expected that a Committee of Adjustment variance will be required.

The site is presently zoned for institutional use, permitting density to 2 times coverage with height not to exceed 12 metres.

St. George Street has recently been improved. The renovations to 158 St. George Street which will include a small addition to the east (street side of the property), and exterior improvements with an accessibility ramp from the St. George Street sidewalk must be planned recognizing the material palette of this recent work, and landscaping should also respond to the overall plan.

IX. Resource Implications

Operating Costs

The operating costs for 158 St. George Street, \$45,200 in 2001-2002, may remain at this level because of the energy savings related to the replacement of the windows.

Other Related Costs

Building Assessment

The building at 158 St. George Street is planned to be extensively renovated. With the renovation, all items of deferred maintenance currently valued at \$425,000 will be eliminated. The existing windows will be replaced with new double-glazed units, and the elevator scheduled to be refurbished will be replaced with a new larger elevator appropriately sized for wheelchair access and will serve all floors. All interior finishes, partitions, ceilings, and mechanical and electrical services will be replaced.

The estimate includes a number of structural modifications to permit double height spaces and a small tiered classroom. There will be a small addition to the east side of the ground floor to accommodate a cafe/lounge and new entrance. The project cost estimate allows for new HVAC system, plumbing, sprinkler and electrical services, floor, wall finishes, partitions and ceilings. The ground floor will have high quality finishes of a similar palette to those at Woodsworth College.

The site work will include a new front entrance walkway, landscaping and ramp, walkways and plantings at the north and south side. The fence along the north side will also be replaced and repositioned to the property line.

The construction cost estimate was prepared by A W Hooker & Associates. The Total Project Cost (TPC) estimate attached as Appendix A for 1,646 gross square metres of renovation and 102 gross square metres of renovation includes allowances for escalation to a tender in May 2003. The TPC also includes an allowance to move the School to alternate accommodation for a period of one year maximum, while construction takes place. The total project cost estimate is \$7,100,000.

Donor Recognition

Modest funding has been included in the total project cost estimate to ensure that appropriate donor recognition is provided. The architect will incorporate this aspect of signage in the concept design to ensure full integration of details.

Moving and Staging

Due to the extensive nature of the renovations, the facilities at 158 St. George Street must be fully vacated. The total project cost estimate includes \$563,000, assuming the rental costs of temporary facilities for one year and two moves associated with the relocation.

X. Funding Sources and Cash Flow Analysis

The estimated total project cost of \$7.1 m will be financed over 17 years with a loan to bridge finance the construction from the University of Toronto. Funds surplus to the operating budget will be directed to pay down this loan, along with the proceeds of the SCS capital fundraising campaign. To date, \$230,000 has been raised by corporate donations, and has been directed towards program publicity and the endowment of a literary prize. With approval of the Project Planning Report, a capital campaign will be initiated. The Campaign Cabinet is identified in Appendix E.

Pro forma operating plans for 10 years (2001/2 to 2010/11), the plan for the Capital Fundraising Campaign and schedule of Capital Fundraising are included in Appendix D.

XI. Schedule

The cashflow plan allows for completion as late as May 2004, however, it seems feasible to plan for a Christmas 2003 occupancy given the following milestone dates:

Approval through governance	June 2002
Tender for construction	March 2003
SCS relocates and construction starts	Early May 2003
Completion and occupancy	December 2003

XII. Recommendations

The Project Planning Committee enthusiastically supports the renovations outlined in this report and the opportunities which will be made available to the School of Continuing Studies with its newly refurbished facilities.

It is recommended that:

1. The Project Planning Report for the School of Continuing Studies be approved in principle.
2. The project scope of 102 gsm of new space and 1,646 gsm of renovated space at an estimated total project cost of \$7,100,000 (May 2003), be approved, with funding as follows:
 - (i) external funding raised by the School of Continuing Studies, and
 - (ii) funding to be derived from income generated within the School of Continuing Studies.
3. The University of Toronto make available the appropriate bridge financing for this project which would approximate a \$4.5 million loan to be fully recovered (capital and interest) over a 17 year period.

Appendix A: Table 1: Total Project Cost Estimate

1

Project Title: SCS

TABLE 1: Total Project Cost Estimate

Items	Project Planning Report		
Construction Cost Note A	3,819,000		
inflation allowance to April 2003			
Project Contingency	397,000		
Applicable GST	101,000		
Total Construction Costs, incl taxes	\$4,470,000	\$0	\$0
Site Services, new	inc		
Infrastructure Upgrades in Sector	na		
Secondary Effects	na		
Demolition	inc		
Landscaping Note B	175,000		
Permits & Insurance	17,000		
Professional Fees	967,000		
Computer Wiring & Telephone Terminations	43,000		
Moving & Staging Note C	563,000		
Furnishings & Equipment	717,000		
Miscellaneous Costs [signage,security..]	36,000		
Donor Recognition	5,000		
Finance Costs cashflow see	107,000		
Project Cost Escalation [to 04/03]	inc		
Total Project Cost Estimate GST included	\$7,100,000	\$0	\$0

prepared 21 May 2002

A as per AW Hooker costestimate dated May 10 2002, less \$110,000 sitework moved to "Landscape".
 B as per Hooker plus add for fence, upgrades.
 C allows 1 yr rental + 2 moves

Appendix B: SCS Cash Flow

SCS, cashflow estimate.

Approval in Jun 2002, tendered in March 2003.

Cash flow by quarter

Quarter	feb-apr 2002	may-jul 2002	aug-oct 2002	nov-jan 2002-3	feb-apr 2003	may-jul 2003	aug-oct 2003	nov-jan 2003-4	feb-apr 2004	may-jul 2004	aug-oct 2004	nov-jan 2004-5	feb-apr 2005	may-jul 2005	totals
Approval															
Design															
Construction															

Funding:																
1 before & during proj.	85	0	0	0	1,120	0	0	0	1,973	0	0	0	0	0	3,178	
2 LT Finance					0				0	3,922	0	0	0	0	3,922	
subtotal	85	0	0	0	1,120	0	0	0	1,973	3,922	0	0	0	0	7,100	
Expenditure:																
proff fees & permits.	0	242	242	259	259	60	60	60	61	0	0	0	0	0	984	
construction	0	0	1,117	1,117	1,117	1,117	1,117	1,117	1,119	0	0	0	0	0	4,470	
furn, equip, misc, land.					0	188	88	88	1,175	0	0	0	0	0	1,539	
subtotal	0	242	-242	-242	861	-1,365	-1,265	-1,265	-382	3,922	0	0	0	0	6,993	
net cash flow	85	-242	-242	-242	861	-1,365	-1,265	-1,265	-382	3,922	0	0	0	0		
open bal	0	85	-157	-403	-403	458	-910	-2,194	-3,494	-3,922	0	0	0	0		
change	85	-242	-242	-242	861	-1365	-1,265	-1,265	-382	3,922	0	0	0	0		
3 int exp @	0	0	-3	-3	0	-3	-19	-35	-46	0	0	0	0	0		
close bal	85	-157	-403	-403	458	-910	-2,194	-3,494	-3,922	0	0	0	0	0	(107) est. project intr. expense.	
															1.54%	

Notes:

- 1 shows assumed funds in during project.
- 2 shows balance of funding required at completion of project.
- 3 expect to pay money market rate plus 0.25% for short term financing.

prepared jb 22 May 2002

Appendix C: Furniture and Equipment Schedule

SCS furniture & equipment schedule

		Furniture			Equipment		
room	item	units	allow	extrn	units	allow	extrn
director office	allow	1	8000	8,000	0	0	0
admin office	allow	12	4000	48,000	0	0	0
accounts office	allow	1	6000	6,000	0	0	0
open plan office	allow	16	5000	80,000	0	0	0
staff mail room	allow	1	1000	1,000	0	0	0
photocopy room	allow	1	1000	1,000	0	0	0
file storage	fc	10	600	6,000	0	0	0
consulting room	table	1	500	500	0	0	0
	chr	3	150	450	0	0	0
lecture room	sw chrs	50	450	22,500	0	0	0
	av allow	0	0	0	1	100000	100,000
study room	table lrg	1	10000	10,000	0	0	0
	table	6	2000	12,000	0	0	0
	chr	22	250	5,500	0	0	0
	armchr	8	2000	16,000	0	0	0
board room	table	1	10000	10,000	0	0	0
	chr	20	450	9,000	0	0	0
	credenza	1	3000	3,000			
	av allow	0	0	0	1	20000	20,000
meeting room	table	6	2500	15,000	0	0	0
	chr	20	450	9,000	0	0	0
	av allow	0	0	0	1	20000	20,000
small meeting rooms	table	6	2500	15,000		0	0
	chr	20	450	9,000		0	0
	av allow		0	0	2	20000	40,000
café/lounge	table	10	450	4,500		0	0
	chr	25	250	6,250		0	0
	armchr	10	2500	25,000		0	0
	couch	5	3500	17,500		0	0
	misc	1	5000	5,000		0	0
storage	allow	1	10000	10,000		0	0
server room	allow	1	4000	4,000		0	0
comp storage	shelves	2	500	1,000		0	0
	cabt	4	600	2,400		0	0
comp stor B	shelves	3	500	1,500		0	0
	cabt	6	600	3,600		0	0
reception	sw chrs	2	450	900		0	0
	display case	2	2000	4,000		0	0
	total			372,600			180,000
	contingency		5.00%	18,630		10.00%	18,000
	escalate to mid 2005		10.00%	40,336		10.00%	20,414
	PST GST		10.31%	44,494		10.31%	22,518
	total			476,060			240,932

prepared

27-May-02

jcb

Appendix D: SCS Operating Plan / SCS Fundraising Plan

SCHOOL OF CONTINUING STUDIES
Schedule of Capital Fundraising to April 30, 2005

	<u>by April 30, 2002</u>	<u>by April 30, 2003</u>	<u>by April 30, 2004</u>	<u>by April 30, 2005</u>	<u>TOTALS</u>
Inflows					
Foundations	\$0	\$0	\$125,000	\$375,000	\$500,000
Corporations	\$85,000	\$325,000	\$720,000	\$320,000	\$1,450,000
Instructors	\$0	\$15,000	\$25,000	\$10,000	\$50,000
Internatnl English as a Second Lang.	\$0	\$300,000	\$300,000	\$400,000	\$1,000,000
Individual Donations	\$0	\$180,000	\$200,000	\$250,000	\$630,000
Student Contributions	\$0	\$100,000 ²	\$227,903	\$227,903	\$555,806
Government	\$0	\$200,000	\$500,000	\$0	\$700,000
	<u>\$85,000</u>	<u>\$1,120,000</u>	<u>\$1,972,903</u>	<u>\$1,207,903</u>	<u>\$4,385,806</u>
Sub-total					
School of Continuing Studies		4,560,819 ¹			\$4,560,819
	<u>\$85,000</u>	<u>\$5,680,819</u>	<u>\$1,972,903</u>	<u>\$1,207,903</u>	<u>\$8,946,625</u>
Outflows					
TOTAL	\$73,898	\$159,400	\$159,400	\$159,400	\$552,098
TOTAL NET	<u>\$11,102</u>	<u>\$5,521,419</u>	<u>\$1,813,503</u>	<u>\$1,048,503</u>	<u>\$8,394,527</u>
Cumulative total	\$11,102	\$5,532,521	\$7,346,024	\$8,394,527	

¹ 17 year loan from the U of T @8%
Payment amount: \$500,000 per year.

² Contributions begin January 1, 2003

SCHOOL OF CONTINUING STUDIES

Capital Campaign Fundraising
for the 5 Years 2001/2 to 2005/6

	2001/2	Increase to next year	2002/3	Increase to next year	2003/4	Increase to next year	2004/5	Increase to next year	2005/6
Registrations	15,892	-7%	14,751	3%	15,194	0%	15,194	0%	15,194
Student contribution @ \$15	0		100,000		227,903		227,903		0
Bank loan			4,560,819 ¹		0		0		0
Other	85,000 ²		1,020,000		1,745,000		980,000		159,400
Inflows	<u>85,000</u>		<u>5,680,819³</u>		<u>1,972,903³</u>		<u>1,207,903³</u>		<u>159,400</u>
Outflows	<u>73,898</u>		<u>159,400</u>		<u>159,400</u>		<u>159,400</u>		<u>159,400</u>
Net inflow	<u>11,102</u>		<u>5,521,419</u>		<u>1,813,503</u>		<u>1,048,503</u>		<u>0</u>
Cumulative campaign funds	11,102		5,532,521		7,346,024		8,394,527		

Notes ¹ 17 year loan from the U of T @8%

² BMO \$75,000, Random House \$10,000

³ Per detailed sheet

SCHOOL OF CONTINUING STUDIES CAPITAL CAMPAIGN: Critical Path (February 2002 - August 2004)

TASK	2002			2003			2004													
	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	
SDO to identify major prospects in House list (21,000) and report at the May Campaign Cabinet Meeting re: clearance for the top 25-50 individuals.																				
SDO reports on progress of IESL, Massey events, top prospects and foundations, Champions and Naming Opportunities at May Campaign Cabinet Meeting.																				
SDO identifies and gains clearance for top 5 Foundations and reports at May Campaign Cabinet Meeting.																				
Director's Office drafts Cash Flow Analysis to determine Campaign targets & SDO writes assumptions to support Cash Flow Analysis related to each funding source/bucket.																				
SCS Project Planning Committee gathers all necessary data for Report.																				
SDO forwards data to Facilities and Services.																				
F & S drafts Report for P & B submission.																				
SDO writes appendix as per Brian O'Flaherty outline & reviews with Cabinet Co-Chairs and forwards to F & S.																				
Campaign Co-Chairs and Chris Blegy vet PPC report and make recommendations.																				
Report is finalized by SDO and forwarded to Secretary of P & B in advance of P & B April 1st Meeting.																				
SDO arranges Report as Agenda Item for April 1st P & B Meeting.																				
SDO meets with Juliette Powell to date and strategize "small" media-friends launch at Massey College in May.																				
SDO continues to plan and date instructor/internal and external stakeholder events (Instructor Networks are missed).																				
Graphic layout of Campaign materials to be carried out by Reactor.																				
First e-Newsletter "Champions" distributed by April 1st.																				
Subsequent to each Massey Event, up-dated editions of Champions written (and or above) by SDO & distributed within one month of event.																				
SDO & DO & DC meet with IESL to plan a strategy for roll-out of Sub-Campaign.																				
SDO brings preliminary roll-out plan with action steps to first IESL meeting.																				
SDO collaborates with Central to create building naming opportunities - break out of Rooms and Coats.																				
SDO initiates leadership gifts solicitation (\$1M).																				
SDO recommends to DO final strategy, action steps and budget/communications for IESL Campaign (\$3M).																				
SDO strategizes Public Campaign Launch, communications required and tenders to Creative Agency for creative awards June 1st 2002.																				
SDO launches Public Campaign Roll-out with vetting by DC for October 2002.																				
DC & SDO launch Campaign links on SCS website.																				
DC & SDO update Campaign video.																				
SDO begins major gifts solicitation (\$25K+).																				
DC reviews Cases & edits before end of May 2002.																				
SDO approaches key SCS suppliers for contributions.																				
DC to work on Campaign communications (ongoing) - profiles of students, instructors, volunteers, staff; Campaign articles in University publications.																				
SDO builds in and extends prospect identification with Community student base (Second tranche of 25-50 individuals identified by SDO and cleared for early September meeting of Campaign Cabinet).																				
SDO initiates Stewardship programming (ongoing).																				
SCS launches public campaign.																				
Public campaign continues with series of public events.																				
SDO works on special gifts solicitation (w/75% of goal in hand).																				
DO initiates detailed architectural drawings.																				
SCS staff vacates 156 St. Georges, construction begins.																				
CAMPAIN COMPLETION																				
Campaign Clean-up																				
Stewardship Program																				
Pledge fulfillment (coordinated through Central)																				

SCS Initiative
 Central Initiative
 Joint SCS/Central
 Future initiatives (beyond August 2004)

DO - Director's Office (MCB, John Rawls, Terri O'Connor, Audrey Dennis)
 MCB - Mary Cons Berris, Director of School
 DC - Director of Communications, Karina Dahlin
 SDO - Senior Development Officer, Brian J. Martin (includes Campaign volunteers)
 JSD - Dr. Jan S. Dellandrea, VP & Chief Advancement Officer
 Central - Development & University Advancement, 21 & 27 King's College Circle

SCHOOL OF CONTINUING STUDIES
PROFORMA OPERATING RESULTS
for the 10 Years 2001/2 to 2010/11

	2001/2	Increase to next year	2002/3	Increase to next year	2003/4	Increase to next year	2004/5	Increase to next year	2005/6	Increase to next year	5 years to 2010/11 ^e
Operations:											
Operating revenue	12,406,568	-3%	11,966,656	5%	12,585,884	5%	13,215,176	5%	13,875,937	5%	14,569,734
Operating expense	10,208,013	-2%	10,014,659	5%	10,515,392	5%	11,041,162	5%	11,593,220	5%	12,172,881
Net Operating revenue	2,198,553	-10%	1,971,897	5%	2,070,492	5%	2,174,016	5%	2,282,717	5%	2,396,853
Assessment & depreciation	692,327	13%	783,752	5%	822,940	5%	864,087	5%	907,291	5%	952,855
U of T loan repayment	384,078 ³	-67%	120,700 ⁵	0%	120,700	-67%	40,233 ⁷	-100%	0	0	0
Net revenue before reserves	1,142,148	-7%	1,067,445	6%	1,126,852	13%	1,269,697	8%	1,375,426	5%	1,444,198
Transfer to operating reserve	1,142,148	-69%	357,852	40%	500,000	20%	600,000	-100%	0	0	0
Interest on operating reserve @ 5.0%	0		57,107		75,000		100,000		130,000		130,000
Net revenue before campaign	0		766,700	-8%	701,852	10%	769,697	96%	1,505,426	5%	1,574,198
Campaign loan repayment	0		500,000		500,000		500,000		500,000		500,000 ¹¹
Net revenue	0		266,700	-24%	201,852 ⁹	34%	269,697 ⁹	273%	1,005,426 ⁹	7%	1,074,198 ⁹
Operating reserve - ending balance	1,142,148		1,500,000		2,000,000		2,600,000		2,600,000		2,600,000
Registrations	15,892	-7%	14,751	3%	15,194	0%	15,194	0%	15,194	0%	15,194

Capital Campaign funding:

Student contribution @ \$15	0		100,000 ⁴		227,903		227,903		0		0
Bank loan	0		4,560,819 ⁶		0		0		0		0
Other	85,000		1,020,000		1,745,000		980,000		159,400		159,404
Inflows	85,000		5,660,819 ¹⁰		1,972,903 ¹⁰		1,207,903 ¹⁰		159,400		159,404
Outflows	73,868		159,400		159,400		159,400		159,400		159,404
Net inflow	11,102		5,521,419		1,813,503		1,048,503		0		0
Cumulative campaign funds	11,102		5,552,521		7,346,024		8,394,527				

- Notes
- Actual results for 2001/2002, net of fundraising
 - Budget 2002/3, net of fundraising
 - OISE loan \$120,700, final payment on U of T debt \$243,378
 - Student contributions start January 1, 2003
 - OISE loan \$120,700
 - 17 year loan from the U of T @ 8%
 - Final payment on OISE loan
 - Assumes constant dollars, no growth
 - Cushion. May be used to pay down loan
 - Per Schedule @ May 15, 2002
 - Leaves 8 years to be repaid

Reconciliation with SCS summary

Net Revenue (above)	2002/3	266,700
Add back Fundraising in Summary:		
Inflows	105,000	
Outflows	-189,400	
Net Fundraising included	-84,400	
Transfer to operating reserve:		
per SCS Summary	-408,896	
Above	357,852	

- Included in the \$1,020,000 (above).
\$105,000 was included in the Summary before firm numbers had been decided, to ensure Fundraising was considered.

**The Volunteer Campaign Cabinet
School of Continuing Studies
University of Toronto**

The School of Continuing Studies is the University's unique academic division that specializes in providing opportunities for lifelong learning and continuing professional development to the public at large without granting degree credit and through a policy of open admission. In 1998-1999, the School of Continuing Studies became active in fundraising. The Division was a late entry into the overall Campaign for the University of Toronto because the essential outreach aspect of the School's 120 year mission did not readily fit within the framework of the larger Campaign and its drive for funding of new professorial chair appointments.

When the School entered the Campaign it identified two fundraising goals:

1. to deliver continuing education courses for later life learners (55 years and older) and courses offered during the day;
2. to create a literary prize for students in the School's Creative Writing Program.

Mr. Corey Jack, Head of the Institute for Learning, Bank of Montreal and Mr. Brian O'Riordan, Vice-President, G.P. Murray Research Limited accepted the University's invitation to act as the School's Volunteer Campaign Cabinet.

In the first eighteen months of active fundraising, two splendid gifts were received. The Bank of Montreal contributed a gift-in-kind with a value of \$200,000 to be used over a three-year period (with 2002-2003 being the final year) to help the School publicize its new Daytime Program of over 100 courses offered on the St. George Campus and also at new satellite locations in Oakville and in Markham.

Random House of Canada gave the School \$30,000 to endow an annual literary prize for our students in the Creative Writing Program.

With these achievements in fundraising, the School in consultation with the Provost, the Vice-President, Advancement, and its own Volunteer Campaign Cabinet made the decision in March of 2000 to change the scale and direction of its fundraising efforts for renovations of 158 St. George Street (the School's present administrative centre). The newly renovated facility will become the centre for adult learners on the St. George Campus.

2001 brought several changes designed to enhance the School's internal resources and campaign effectiveness. In May, a revised Case Statement was approved by the Provost and the University's central Campaign Cabinet. This gave endorsement to the refocusing of the School's fundraising efforts on the renovation of the administrative centre. The School's Volunteer Cabinet shortly thereafter underwent significant growth and change, with the addition of five new volunteers (see attached biographical summaries). The new Cabinet has met three times, and is actively preparing for a tentatively scheduled public launch of the campaign this fall. Finally, in response to the anticipated increase in campaign activity, the part-time Senior Development Officer position was upgraded to full-time status.

This capital campaign represents a significant opportunity to reach the School's stakeholders as never before. The process of researching and cultivating such a diverse group of users committed in varying degrees to the School, will enable SCS to enhance not just our campaign outreach, but every aspect of the relationship that the School of Continuing Studies has with its clients.

**University of Toronto
School of Continuing Studies
Campaign Cabinet Biographies**

Chris Begy

Chris goes from strength to strength at the Bank of Montreal. Since 1992, he has been a senior executive and was recently named Senior Vice-President & Chief Auditor for all divisions at the bank. Chris brings to the Campaign an analytical mind, enthusiastic nature and willingness to take on any role – including video spokesperson. He is an experienced fundraiser, having been a team leader for BMO's employee campaign to raise funds for the Bank of Montreal National Scholarship at University of Toronto.

Valerie Brown

To find a lifetime contributor to the Toronto arts and health-care community, look no further than Valerie Brown. As Vice-President, Speech Foundation of Ontario/Toronto Children's Centre, Valerie was responsible for a successful \$1 million campaign. Valerie has managed the National Ballet of Canada's 40th Anniversary Gala and organized Sunnybrook Hospital's first Gala Ball. Her 20+ years of active planning and development with the Brazilian Ball has resulted in countless benefits to the Wellesley, Sick Kids and Doctor's Hospitals as well as St. Joseph's Health Care Centre. Valerie has generated a vast array of contacts in her lifetime of private and public service.

Corey Jack (Co-Chair)

Corey had the distinction of being responsible for the design of a new organizational learning strategy for Bank of Montreal, culminating in the decision to build the \$50MM Institute for Learning in 1994. Corey continues as the Executive Head of the Institute serving the Bank's 34,000 employees. An educator by profession, his work has enabled BMO to be in the vanguard of corporate leadership and training. Along with Brian O'Riordan, Corey has served as Co-Chair of the School's Campaign since SCS became a part of the \$1 billion University of Toronto Campaign.

Brian O'Riordan (Co-Chair)

As Vice-President of one of Ontario's leading government relations' companies, Brian is the government insider, with experience as both a civil servant and political assistant. He has access to key people at Queen's Park who know him to be reliable and trustworthy. Brian has been instrumental in bringing the School into the overall University of Toronto campaign. As Co-Chair of the SCS Campaign, Brian has the experience to help carry through the ambitious plans for the School.

Juliette Powell

Born in New York, raised in Montreal, Juliette is the new face of media today. She is an anchor and reporter for MoneyFlow, a daily show on financial news and matters seen on the CityTV/CP24 stations in Toronto. Juliette has promoted breast cancer research, the fight against racism, and "stay-in-school" programs. Her company, Powell Entertainment International Inc. has produced educational videos, French language programming and product launch events.

Norman Williams

Before finally settling down to a well-deserved retirement, Norman was at times a Canadian diplomat, company president, professional association Chair and volunteer fundraiser. Norman has somehow managed to squeeze a lifetime and a half of public and private service into the last 40 years. Most recently, Norman served at Borden & Elliot, Barristers and Solicitors, where he oversaw the entire firm as Chief Operating Officer. Norman returns to U of T having worked previously in the University of Toronto's Development office.

Clayton Young

For the past 13 years, Clayton has been working as an instructor in the International ESL Program at the School of Continuing Studies. During this time, he has gained experience in all areas of ESL instruction. In addition to teaching, Clayton is involved with teacher training and curriculum development. His latest assignment is in the Academic Preparation stream. Clayton possesses strong public speaking and interpersonal skills, which led him to a marketing involvement with an international offshore hedge fund in 1998 that raised more than US\$100 million over an eight-month period. He is still involved with fund marketing and administrative duties on a daily basis.

Appendix F: University of Toronto Environmental Protection Policy

PREAMBLE

The University of Toronto is committed to being a positive and creative force in the protection and enhancement of the local and global environment, through its teaching, research and administrative operations. Recognising that some of its activities, because of their scale and scope, have significant effects on the environment, the University as an institution, and all members of the university community, have the responsibility to society to act in ways consistent with the following principles and objectives:

FUNDAMENTAL PRINCIPLES

- Minimisation of negative impacts on the environment
- Conservation and wise use of natural resources
- Respect for biodiversity

SPECIFIC OBJECTIVES

In adopting these fundamental principles, the University will be guided by ethical attitudes towards natural spaces, and will take all reasonable steps to meet the following objectives:

- Minimise energy use, through efficient management and practice
- Minimise water use, through efficient management and practice
- Minimise waste generation through reduction, reuse and recycling
- Minimise polluting effluent and emissions into air, land and water
- Minimise noise and odour pollution
- Minimise and where possible eliminate use of chemicals, including outdoor salt, pesticides herbicides and cleaning agents
- Include biodiversity and environmental concerns in planning and landscape decisions
- Meet and where possible exceed environmental standards, regulations and guidelines

IMPLEMENTATION

To implement this Environmental Protection Policy:

- An Environmental Protection Advisory Committee (EPAC) will be established consisting of administrative staff, academic staff and student groups, to be chaired by a member of the University's academic staff. The Committee will provide advice to the Assistant Vice-President, Operations and Services, on programs to meet the environmental protection objectives. Membership of the committee will be made known to the community to ensure that new and existing initiatives are brought forward for consideration. The meetings of EPAC will be open.
- Facilities and Services, through the Waste Management Department will facilitate the development, implementation and evaluation of environmental protection programs, and will liaise with the EPAC and all three campuses on the programs.
- In this role Facilities and Services will:
 - Regularly review university policies to ensure consistency with this policy;
 - Carry out appropriate environmental audits and pilot projects;
 - Undertake education and training programs to inform the University Community about this and how its members, both personally and collectively, can best meet the objectives set forth in it;
 - Inform all contractors, service operations and users of University facilities that they must comply with the requirements of the policy;
 - Annually issue a report concerning the University's impact on the environment, summarising initiatives undertaken and identifying matters which require particular attention.

Approved by Business Board of the Governing Council on March 7, 1994.

Environmental Checklist for Users Committees (5/99)

1. General planning principles: Consideration of alternatives, Life cycle approach
2. Minimize Energy Use
 - a) Thermal Energy: Heating, Cooling
 - b) Lighting/Use of Natural Light
 - c) Ventilation/Windows
 - d) Machinery/Equipment
 - e) Orientation of Building - effect on building energy needs
 - f) Roof Design
3. Minimize Water Use (Maximize Reuse)
 - a) Flushing
 - b) Washing - hands and body
 - c) Building Cleaning
 - d) Drinking
 - e) Experimental/Labs
 - f) Equipment Cooling
 - g) Outdoor Vegetation - choice and watering (see #4)
4. Utilization and Diversion of Rainwater
 - a) Use of Roof Water
 - b) Porous Pavements
5. Waste Management (offices, classrooms, food outlets, outdoors, construction/demolition)
 - a) Reduction
 - b) Reuse
 - c) Recycling
 - d) Treatment and Disposal - possible on campus
6. Effluent and Emissions (reduce, reuse, recycle, dispose)
 - a) Indoor (Air Toxicity, Noise, Odours, Ventilation)
 - b) Outdoor Air - laboratory emissions
 - c) Water - Hazardous Wastes
 - d) Land
7. Reduce Harmful Chemicals
 - a) Outdoor Salts
 - b) Pesticides/Herbicides
 - c) Cleaning Agents
8. Outdoor Environment
 - a) Encourage Biodiversity (encourage and protection of species)
 - b) Landscaping/Shading - effect on building energy needs in summer and winter
 - c) Use of outdoor space (e.g. rest areas, roof gardens)
9. Monitoring and Metering of Use of Resources and Wastes
 - a) Water
 - b) Electricity
 - c) Heat
 - d) Wastes
10. Visibility of Environmental Concerns
 - a) Pilot Projects
 - b) Posters/Displays
11. Material Choice (Use of endangered/exotic materials, off-gassing)
 - a) Building Fabric
 - b) Fixtures and Furnishings

**Appendix G: Room Data Sheets
(available upon request)**