

UNIVERSITY OF TORONTO  
THE GOVERNING COUNCIL  
**REPORT NUMBER 184 OF THE  
PLANNING AND BUDGET COMMITTEE**  
**Thursday, January 10, 2019**

To the Governing Council,  
University of Toronto

Your Board reports that it met on Thursday, January 10, 2019 at 4:10 p.m. in the Council Chamber, Simcoe Hall with the following members present:

**PRESENT:**

David Dubins, Chair  
Cara Krmpotich, Vice-Chair  
Cheryl Regehr, Vice-President and Provost  
Scott Mabury, Vice-President, University Operations  
Trevor Rodgers, Assistant Vice-President, Planning & Budget  
Cristina H. Amon  
Andrea Chiappetta  
Joseph R. Desloges  
Gary D. Goldberg  
Ira Jacobs  
Ron Levi  
Maureen MacDonald  
Mary Pugh  
Bogdan Stovba

**SECRETARIAT:**

Joan Griffin, Secretary, Planning and Budget Committee

**REGRETS:**

Ernest W.N. Lam  
Adalsteinn (Steini) I. D. Brown  
Litos (Hanze) Li  
Ben Liu  
David Palmer, Vice-President, Advancement

**NON-VOTING ASSESSORS:**

Gilbert Delgado, Chief of University, Planning, Design & Construction  
Saher Fazilat, Chief Administrative Officer, UTM

**IN ATTENDANCE:**

Tad Brown, Counsel, Business Affairs and Advancement  
Elizabeth Cragg, Director, Office of the Vice-President University Operations  
Justine Garrett, Coordinator, Academic Planning and Reviews, Office of the Vice-  
Provost, Academic Programs  
Daniella Mallinick, Director, Academic Programs, Planning & Quality Assurance, Office of  
the Vice-Provost, Academic Programs  
Archana Sridhar, Assistant Provost, Office of the Vice-President and Provost  
Trevor Young, Dean, Faculty of Medicine and Vice-Provost, Relations with Health Care  
Institutions

**ITEMS 3, 7 and 11 ARE REPORTED FOR APPROVAL AND ALL OTHER ITEMS ARE FOR  
INFORMATION**

**1. Chair's Remarks**

The Chair welcomed members and guests to the meeting. He encouraged active and engaged participation in the discussions and reminded members there would be three items for approval, including an *in camera* item.

**2. Academic Plan: Faculty of Medicine**

The [Academic Plan for the Faculty of Medicine](#) was received for information. Professor Regehr and Professor Trevor Young, Dean of the Faculty of Medicine spoke about the plan. Professor Young gave a [brief presentation](#) that highlighted the year-long engagement process undertaken to draft the plan, the development of the guiding vision, and the identification of three strategic “domains of focus” for the Faculty: Ecosystem of Collaboration; Ground-breaking Imagination; and Excellence through Equity; as well as two “enablers”: Support Health and Wellbeing in Everything We Do, and Infrastructure, Policies and Technology that Compel Collaboration and Support Sustainability. He stated that approximately 400 staff, students, faculty, hospital partners, and community members (including patients) engaged with the consultation process and the feedback was used to create seven key goals.

Members congratulated Dean Young on the consultation work undertaken, the plan’s focus on interdisciplinarity, and the commitment to excellence. Dean Young also stated that working groups would develop implementation plans.

**3. Capital Project: Report of the Project Planning Committee for FitzGerald Building Revitalization**

Professor Scott Mabury, Vice-President, University Operations and Mr. Gilbert Delgado, Chief, University Planning Design and Construction presented highlights of the [Project Planning Committee's Report for the Revitalization of the FitzGerald Building](#). Professor Mabury noted that, over time, the wet-lab spaces of the FitzGerald Building had become prohibitively expensive to renovate, and that through the Strategic Infrastructure Program (SIF), other buildings in the Faculty of Medicine and Faculty of Dentistry had been renovated to provide modernized labs space and the FitzGerald Building vacated.

Mr. Delgado reported that the Revitalization Project would allow for the re-purposing and revitalization of the current heritage laboratory building into mixed-use shared services (administration) facilities for central administrative groups including: Division of Advancement, Advancement Communication Marketing; Internal Audit; Human Resources & Equity; Office of the President, Finance Division; University of Toronto Communications; Ancillary Services; Parking & Transportation; and Planning & Budget. It was further explained, that the administrative space would be a model of mixed-use space at the University and would accommodate approximately 300 people once completed.

In response to a member's question, Professor Mabury explained that the architecture and design firm hired to advise on the project was an international leader in rethinking spaces and that fact-finding had been undertaken with institutions that had proceeded in a similar manner.

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDS

THAT the *Project Planning Committee Report for FitzGerald Building Revitalization*, dated November 23, 2018, be approved in principle; and,

THAT the project totaling 4,900 net assignable square metres (nasm) (10,092 gross square metres (gsm)), be approved in principle, to be funded by Central Funds and Financing.

**4. Real Estate Framework: The University of Toronto's Four Corners Strategy**

The Committee received a presentation on the *University's Four Corners Real Estate Strategy* from Vice-President Scott Mabury for information. The *Framework* had been approved by [Business Board](#) at its meeting on November 26, 2018.

Professor Mabury provided a high level summary of the *Strategy* document and the philosophy behind the development of the *Framework* including the consultation pathways, processes and considerations undertaken in its preparation. He noted that the fundamental objectives of the *Strategy* would be: to provide quality amenity spaces, such as housing, retail, commercial offices, and innovation space; to support the academic mission of the University; to improve the quality of life for the University population; and to generate financial returns that ultimately would match the University's annual endowment payout. Professor Mabury noted that as individual projects are identified, extensive consultation and communication would occur.

## 5. Assessors' Reports

The Committee received information reports from Professor Regehr and Professor Mabury.

Professor Regehr provided an update on government relations that highlighted:

1. **Provincial Funding:** The Provincial Government's Economic Outlook and Fiscal Review laid the ground work for the upcoming Provincial Budget (Spring Economic Statement) but provided little specific information on cuts within the sector, nor when the budget would be tabled. The Spring Economic Statement is anticipated to include a reduction in funding to the University and potential changes to OSAP.
2. **Freedom of Speech:** The Provincial Government required that institutions had a *Freedom of Speech Policy* in place for January 1, 2019. The University of Toronto approved its current [policy](#) in 1992 and posted the policy and other related policies and statements on its [Freespeech.utoronto.ca](http://Freespeech.utoronto.ca) website launched in the Spring of 2018. The University believes that its existing policies are in compliance with the government directives. Nevertheless, the Provost noted that the University would continue to monitor the landscape on this topic.
3. **International:** The University had engaged in discussions with the Federal Government and U15 partners on current events with China and the impact that this might have on research, teaching and student mobility.

In response to members' questions, Professor Regehr noted that the University did not anticipate major systemic changes by the Provincial Government at this juncture but did anticipate budget cuts.

Professor Mabury provided an update on the progress of the *Greenhouse Gas Retrofit Program* (GGRP). He shared that despite the challenge in finding work crews, many projects were underway and expected to be completed by the March 1, 2019 Provincial deadline. He further noted that Federal Government money for carbon footprint offset

programs may be available and that the University continued to be an advocate in this arena and would seek to participate in any programs.

#### **OPEN SESSION CONSENT AGENDA**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED THAT

the consent agenda be adopted.

**6. Annual Report: Approved Endowed and Limited Term Chairs, Professorships, Distinguished Scholars and Program Initiatives, 2017-2018.**

**7. Report of the Previous Meeting: Report Number 183 – September 18, 2018**

Report Number 184, from the meeting of November 1, 2018 was approved.

**8. Business Arising from the Report of the Previous Meeting**

There was no business arising from the report of the previous meeting.

**9. Date of the Next Meeting – Wednesday, February 27, 2019, 4:10 – 6:10 p.m.**

The Chair reminded members that the next meeting would be held on Wednesday, February 27, 2019 at 4:10 p.m.

#### **END OF CONSENT AGENDA**

**10. Other Business**

The Provost responded to a member's question regarding the use of budget funding for Endowed and Limited Term Chairs. She explained that there were mechanisms available to use operative reserves as matching funds for philanthropic donation, and that were resources available to attract and retain outstanding scholars at the University of Toronto, such as the Distinguished Professors Award, and invited the member to engage in conversations off-line regarding the issue.

#### **THE BOARD MOVED *IN CAMERA*.**

**11. Capital Project: Report of the Project Planning Committee for FitzGerald Building Revitalization – Total Project Cost and Sources of Funding.**

On motion duly moved, seconded, and carried

**YOUR COMMITTEE RECOMMENDS**

THAT the Vice-President, University Operations' recommendation as outlined in the memorandum dated January 10, 2019, be approved.

The Vice-President, University Operation introduced the item and invited questions. He did not provide additional an presentation citing the earlier conversation. In response to a member's question, Professor Mabury indicated that the financing component of the project currently exceeded typical practice but that it was envisioned that before the project completed the governance process, an internal financing option, through a newly created fund would exist and provide for the necessary funding and borrowing to remain within traditional thresholds.

**The Committee returned to Open Session.**

The Chair thanked members for their attendance and participation in the Board meeting.

**The meeting adjourned at 6:10 p.m.**

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Secretary

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Chair

January 10, 2019