

**UNIVERSITY OF TORONTO
THE GOVERNING COUNCIL
REPORT NUMBER 125 OF THE PLANNING AND BUDGET COMMITTEE
May 14, 2008**

To the Academic Board,
University of Toronto

Your Committee reports that it held a meeting on Wednesday, May 14, 2008 at 4:10 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Professor Avrum Gotlieb (Chair)
Professor Vivek Goel, Vice-President and
Provost
Ms Catherine J. Riggall, Vice-President,
Business Affairs
Professor Safwat Zaky, Vice-Provost, Planning
and Budget
Professor Meric Gertler
Professor Gregory Jump
Professor David Mock

Mr. Tim Reid
Mr. Stephen Smith

Non-voting Assessors:

Ms Elizabeth Sisam, Assistant Vice-President,
Campus and Facilities Planning
Professor R. Paul Young, Vice-President,
Research

Regrets:

Ms Diana A. R. Alli
Mr. Ryan Matthew Campbell
Professor John Coleman
Professor David Cook
Mr. Ken Davy
Professor Miriam Diamond
Mr. Arya Ghadimi

Professor Ellen Hodnett
Professor Glen Jones
Professor Brenda McCabe
Ms Carole Moore
Dr. Wendy Rotenberg
Professor Andrea Sass-Kortsak

Secretariat:

Mr. Matthew Lafond, Secretary

In Attendance:

Mr. Bruce Dodds, Director of Utilities, Facilities and Services Department
Professor Paul Gooch, President, Victoria University
Professor Peter H. Pauly, Vice-Dean, Research and Academic Resources, Rotman School of
Management.
University Professor Emeritus Peter Russell, Honorary President, Retired Academics and
Librarians of the University of Toronto (RALUT)
Professor Janice Stein, Director, Munk Centre for International Studies
Mr. Ron Swail, Assistant Vice-President, Facilities and Services
Mr. Joe Weinberg, Chief Administrative Officer, OISE/UT

ITEMS 4, 6, 7, 8 AND 9 ARE RECOMMENDED TO THE ACADEMIC BOARD FOR APPROVAL. ITEM 5 CONTAINS A CONCURRENCE WITH A RECOMMENDATION OF THE COMMITTEE ON ACADEMIC POLICY AND PROGRAMS.

ALL OTHER ITEMS ARE REPORTED FOR INFORMATION.

1. Report of the Previous Meeting (April 2, 2008)

Report Number 124 of the meeting of April 2, 2008 was approved.

2. Business Arising from the Report of the Previous Meeting

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

3. Senior Assessor's Report

Professor Goel advised that the creation of the new School of Public Health had been formally announced, including a generous \$20 million gift by Paul and Alessandra Dalla Lana. In honour of the gift – the largest to public health in Canadian history – the school would be named the Dalla Lana School of Public Health. Dr. Jack Mandel had been appointed as the founding director. Professor Goel noted that the movement of the proposal to create the School through governance had raised the profile of the School with the benefactor.

4. Federation Framework Agreement with the Federated Universities

Professor Goel explained that the relationships between the University of Toronto and the Federated Universities (Victoria University, University of Trinity College, and the University of St. Michael's College) were set out in the April 1974 *Memorandum of Understanding*, which was reviewed and renewed several times leading up to the current *Memorandum of Agreement between the University of Toronto and the Federated Universities* (MOA), approved by the Governing Council on December 17, 1998. The 1998 MOA continued the relationship and its underlying principles, and extended their scope to include similar relationships with other Faculties and Schools of the University. The MOA has come to include sections that relate to the nature and role of the St. George Arts and Science Colleges, including provisions that apply in whole or in part to both the Federated and Constituent Colleges.

A review team had been struck with a mandate to review the operations of the MOA, to make recommendations on appropriate amendments, and to changes in its implementation. The review team invited submissions for comments from the wider University community.

The Report of the review team had recommended that the MOA be split into three separate component documents reflecting the different purposes it served: A federation agreement with each Federated University; a statement on the role, rights and responsibilities of the Colleges; and operating agreements with each Federated University with regard to services, accountability reporting and funding. A key objective was to develop a method for predictably allocating resources. The current method of allocating "block grant" funding was labour intensive and was subject to annual fluctuations. The proposed model would provide a more meaningful link to the services provided, and was more consistent with the University's new budget model. The result would be a more stable and predictable grant value.

The net result would be increases of approximately \$1.45 million to total funding over a three year period, to be funded by the Faculty of Arts and Science and University-wide cost bins, in recognition of the fact that many activities benefited the broader University. The increases

4. Federation Framework Agreement with the Federated Universities (cont'd)

reflected the true costs of space, enhancements for administration and information technology, and support for student experience. In return, the Federated Universities had committed to working with the University to develop improved accountability metrics.

The proposed *Federation Framework Agreement* was being brought forward for approval as a template to supersede the current MOA. The *Statement on the Roles of the Constituent and Federated Colleges* and the templates for *Funding for the Federated Universities Operating Agreement* were presented for information. The term of the agreement had been set for ten years, and would be automatically renewed unless either party served notice of intention not to renew three years prior to the renewal date. The Agreement had been approved by all three Federated University Boards.

A member asked whether under the new budget model and the proposed funding agreement, there would be a clearer picture of total revenue used for furthering the specific objectives of the University, for example, student experience. Professor Goel replied that the University of Toronto would be in a better position to work with the Federated Universities to develop metrics which would convey this information.

A member noted that the University of Toronto could learn from the experience of the Colleges on issues such as special considerations in admission, and wondered whether the Agreement would accommodate this sharing of information. Professor Goel responded that the University had had a great deal of discussion on issues such as admissions and recruitment, and was continuing to do so. The proposed Agreement reflected that the University would continue to collaborate on admissions processes with the Colleges.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the template for the Federation Framework Agreement between the University of Toronto and the Federated Universities, a copy of which is attached hereto as Appendix "A", be approved, effective July 1, 2008; and
2. THAT the agreements signed under the provisions of this resolution be filed with the Secretary of the Governing Council.

5. Toronto School of Theology: Master of Sacred Music (M.S.M.) Conjoint Degree

Professor Zaky reported that the proposed M.S.M. degree would be offered conjointly by Victoria University with the University of Toronto under the terms of the 2004 *Memorandum of Agreement* between the Toronto School of Theology (TST), its member institutions, and the University of Toronto. The degree was a second-entry undergraduate program, and the admission requirements were a Bachelor's degree and musical experience. The name of the degree was standard nomenclature for a professional degree of this nature.

The program would provide post-baccalaureate-level training in the art of leading sacred music. It comprised twenty half-credit courses. All courses in the program were already approved and offered by regular faculty members in Emmanuel College, TST, and the performance and music education divisions of the Faculty of Music. Resource requirements, therefore, were minimal, and were solely the responsibility of Victoria University, which had committed to providing them as required. The program was projected to enroll up to ten students per year, for a steady-state of twenty students in the program at any time.

5. Toronto School of Theology: Master of Sacred Music (M.S.M.) Conjoint Degree
(cont'd)

The Chair invited Professor Paul Gooch to comment. He added that this was a wonderful opportunity for both Victoria University and the University of Toronto, as this would be the first degree of its kind in Canada.

On motion duly moved, seconded, and carried

YOUR COMMITTEE CONCURS

With the recommendation of the Committee on Academic Policy and Programs

THAT the Master of Sacred Music (M.S.M.) degree offered by Victoria University have conjoint status with the University of Toronto, effective September 1, 2008.

Documentation is attached hereto as Appendix "B".

6. Capital Project: Project Planning Report – Interdisciplinary Design Studios and Graduate Student Expansion within the Department of Civil Engineering and the Lassonde Institute

Ms Sisam explained that the Mining Building was one of the original buildings of the University of Toronto's Faculty of Applied Science and Engineering, and celebrated its 100th anniversary in 2005. It currently hosted the undergraduate Lassonde Mineral Engineering Program and the Lassonde Institute for graduate research in Engineering Geoscience, as well as the Department of Mechanical and Industrial Engineering and the Institute for Biomaterial and Biomedical Engineering.

The attic of the Mining Building, which was currently unusable space, had been identified as a potential location for the Faculty's proposed Interdisciplinary Design Studios within the Department of Civil Engineering, the Lassonde Mineral Engineering Program, and the Lassonde Institute. The design studios would address the pressing need for additional facilities in support of undergraduate and graduate expansion, and enhance the student experience. Recent accreditation visits and an External Review supported the need for greater space. The renovation of the attic would not only accommodate the design studios, but would also provide additional space for graduate student offices, a seminar room, and administrative space. Ms Sisam noted that the renovation would create space for approximately one hundred students.

The principles of environmental sustainability would form an integral part of the design and implementation of the renovation. Furthermore, accessibility would be improved by the creation of an interior elevator shaft which would have no impact on the exterior appearance of the building. Temporary relocation of several occupants would be of significant benefit as the spaces affected would receive new lighting and sprinkler systems, and would be cleared of existing asbestos.

As the Mining Building was currently a designated building in the Inventory of Heritage Properties, any changes to the exterior of the structure would be reviewed by the Heritage Preservation Services of the City of Toronto. A heritage consultant had been hired as part of the feasibility study to ensure that any changes would be handled with sensitivity. It was likely that the City would require a heritage easement agreement.

The estimated total cost of the attic renovation, elevator installation, and all association work was \$10.065 million. Additional high priority restoration and maintenance of the building, to be

6. Capital Project: Project Planning Report – Interdisciplinary Design Studios and Graduate Student Expansion within the Department of Civil Engineering and the Lassonde Institute (cont'd)

completed in conjunction with the attic work and the installation of the glazing, was estimated to cost \$2.085 million. The total estimated project cost, therefore, was \$12.150 million. A commitment of \$4 million had been secured, and discussions for additional funding from private sources were ongoing. Funding arrangements would be finalized before seeking Business Board approval for implementation.

Invited to comment, Professor Young indicated that the Lassonde Institute was an interdisciplinary graduate research institute, bringing together disciplines such as geology, physics, and engineering. The new space created by the proposal would provide a focal point for the Institute.

A member commented that although the proposal seemed less cost-effective than other recent projects, the cost could be justified given the nature of the Mining Building and the extensive private funding of the project.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Project Planning Report for the Civil Engineering Interdisciplinary Design Studios, a copy of which is attached hereto as Appendix “C”, be approved in principle; and
2. THAT the project scope, comprising renovations to approximately 632 net assignable square metres and 1,129 gross square metres with a project cost of \$10,065,000, and high priority repairs to the exterior of the Mining Building, estimated to cost approximately \$2,085,000, for a total project cost of up to \$12,150,000, be approved.

7. Capital Project: Project Planning Report – Northeast Sector of the St. George Campus

The Chair welcomed Professor Janice Stein, Director, Munk Centre for International Studies, and Professor Peter H. Pauly, Vice-Dean, Research and Academic Resources, Rotman School of Management, to the meeting.

Ms Sisam gave a PowerPoint presentation, attached hereto as Appendix “G”. She noted that in 1997, the City of Toronto approved a Secondary Plan for the University of Toronto area, identifying 26 development sites, most of which were University properties. Since that time, many of the sites had been developed for academic purposes. The northeast sector of the St. George campus is the area bound by St. George Street to the west, Devonshire Place to the east, Hoskin Avenue to the south, and Bloor Street to the north. The remaining development sites in this sector were Sites 11, 12, and 24 (Site 24 being Trinity University land). Expansion of Sites 11 and 12 were already in the early stages (including the Rotman expansion, the Varsity Centre, and the Student Commons).

Ms Sisam indicated that guidelines for appropriate development of University sites must be established – some areas were capable of more dense development, and therefore, increased density permissions would be sought. Planning for balanced development would enable the

7. Capital Project: Project Planning Report – Northeast Sector of the St. George Campus (cont'd)

University to achieve its goal for necessary physical expansion in order to fulfill its academic mission.

Recent redevelopment in this area led the City of Toronto to initiate a Visioning Study for the Bloor Corridor in July, 2005. The goal of the Study was to create a development strategy that would protect stable residential neighbourhoods and to accommodate planned intensification identified in the Toronto Official Plan. In 2000, the University engaged consultants to develop an overall site plan and guidelines to direct future development for the University's Bloor/Devonshire precinct. The study addressed issues of precinct connection and enhanced pedestrianization. Ms Sisam pointed out that in recent years, the University had won approximately 38 awards in architecture and design, due in part to its very careful consideration of campus planning.

The current building envelopes in the area were approved in 1997. The Bloor Corridor study recommended a range of 70-80 metres for building height along Bloor Street. The Project Planning Committee discussed these recommendations to determine how to adjust Site 12 to accommodate current plans, and recommended a height of 80 metres at Site 12. Ms Sisam noted that Trinity University had expressed their concern that development in the area should be lower; Professor Goel noted that the Provost of Trinity was a member of the Project Planning Committee. The Committee further recommended a comprehensive development of the area, including, among other issues, enhanced pedestrian routes, consideration of heritage preservation, and the use of principles of universal design to ensure accessibility.

Ms Sisam advised that applications for municipal approvals would be submitted as plans were developed. The Committee was being asked to recommend the Project Planning Report for approval in principle.

A member commented that the University should seek municipal approval for increased density along Bloor Street given recent developments in the area by private developers.

A member inquired how potential development plans for the Royal Ontario Museum (ROM) affected the proposal. Professor Goel replied that the ROM precinct was separate from the planning site under consideration. He noted that the ROM currently had an arrangement with a developer who was investigating the feasibility of further development on ROM property. Consistent with its long-stated position the University wished to engage in an overall precinct plan. Discussions in this line had taken place between the University and the developer. He noted that the University had a principled perspective on potential development on that site, with particular attention to the currently zoned use and level of intensification for the entire precinct.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

THAT the Project Planning Report for the Northeast Sector of the St. George Campus, a copy of which is attached hereto as Appendix "D", be approved in principle.

8. Capital Project: Project Planning Report – Southeast Campus Electrical Plan

The Chair welcomed Mr. Bruce Dodds, Director of Utilities, Facilities and Services Department, to the meeting.

Ms Sisam reported that in some parts of the campus, where infrastructure was nearing the end of its service life and feeder loops were at capacity, renovations which included the addition of large research equipment would require that significant changes be made to the electrical distribution system before laboratory projects could proceed. A Committee was struck to predict future growth and new research initiatives within the next five years so that necessary modifications to the electrical infrastructure could be planned in advance. Ms Sisam noted that the southeast precinct of the campus required early remedial action; the first priority being the Wallberg Building. Failure to deal with the electrical capacity shortage would mean that some research may have to be scheduled, curtailed, or relocated to another building.

The Wallberg Building was fed from Loop #1, which also served several other buildings. Loads on the Loop had grown to the extent that the ability to feed buildings around the Loop in either direction had been compromised. New research initiatives in the Faculty of Applied Science and Engineering would increase the electrical load of the Wallberg and Pratt Buildings by 465 kVA within five years; the total required capacity would be approximately 1,878 kVA. The Project Planning Committee recommended obtaining 2,500 kVA to provide room for growth. The total project cost estimate, including necessary infrastructure upgrades and site restoration, was \$3 million, which would be funded under the Capital Renewal Program 2007/08.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Project Planning Report for the Southeast Campus Electrical Plan, a copy of which is attached hereto as Appendix "E", be approved in principle; and
2. THAT the project scope as described, with a capital cost of \$3 million, be approved, with funding to be provided from the Capital Renewal Program 2007/08.

9. Capital Project: Interim Project Planning Report – Institute of Child Study Expansion

The Chair welcomed Mr. Joe Weinberg, Chief Administrative Office, OISE/UT, to the meeting.

Ms Sisam advised the Committee that the Institute of Child Study (ICS) was established in 1925 and was a unique part of the Ontario Institute for Studies in Education. ICS moved to its current location at 45 Walmer Road in 1953. In 2000, the property at 56 Spadina Road, immediately east and backing onto 45 Walmer Road, was purchased in order to begin an expansion of the Institute's facilities.

In 2002, a Project Planning Report and ICS Capital Campaign mandate was approved by the Governing Council. Although the addition of 56 Spadina provided additional space, planned expansion of the Institute's graduate program, research initiatives, and desire to provide additional spaces in the Laboratory School associated with the ICS required additional site capacity. In January 2008, the adjacent property at 58 Spadina Road was purchased. With this additional acquisition, a properly sized expansion had become possible.

9. Capital Project: Interim Project Planning Report – Institute of Child Study Expansion (cont'd)

Ms Sisam noted that the Laboratory School at the ICS currently enrolled approximately 200 elementary school students, but that there was a waiting list of approximately 1,000 applicants. The School was currently under-housed from the perspective of the *Day Nurseries Act* and the Ministry of Education guidelines for elementary school classrooms. Both OCGS and Ontario College of Teachers reviews had suggested that Laboratory School space be improved.

An interim space program of 3,177 net assignable square metres (nasms) was proposed to accommodate planned expansion and exemplary practices in teaching and research. Further investigation into other possible initiatives was ongoing. Further site review was necessary to determine the ability of the site to accommodate the program as proposed; therefore, the space program would continue to be refined by the Project Planning Committee and would be brought forward at a future date in the final Project Planning Report. It was noted that each of 45 Walmer Road, and 56-58 Spadina Road would require re-zoning in order to permit additional construction on-site.

Ms Sisam reported that the estimated total project cost for the project would be in the range of \$21-24 million, assuming a current tender. Future tenders should be adjusted at the rate of 8% increase per annum. The earliest feasible tender date would appear to be in late 2009. Further refinement to the estimated total project cost would be completed in the next phase of planning. To date, \$2.5 million had been raised by the ICS Capital Campaign. All funds for new construction and renovations would be raised from external sources.

Mr. Weinberg added that the ICS and OISE were anxious to proceed with the project, in order to consider specific space allocations which would maximize the value of the site, and to improve fundraising potential.

A member inquired about the availability of government funding for the project. Professor Goel replied that ICS would explore all possible avenues for funding from external sources, including the possibility of provincial government funding from relevant Ministries, but noted that the University could not direct any of the government funding that it received towards post-secondary education towards this project.

On motion duly moved, seconded, and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Interim Project Planning Report for the Institute of Child Study Expansion, a copy of which is attached hereto as Appendix "F", be approved in principle;
2. THAT the project scope, totaling 3,177 net assignable square metres (nasm), including 1,800 nasm of new construction, at 45 Walmer Road and on the combined sites of 56-58 Spadina Road, be approved;
3. THAT consultants be hired to prepare schematic design drawings, to investigate and make recommendations regarding development of the site, and to investigate maximum development potential on the combined 56-58 Spadina Road site; and
4. THAT approval to proceed with schematic drawings and detailed site investigations, at a maximum cost of \$225,000, be funded from the Institute of Child Studies capital fund.

10. Capital Project: Project Planning Report – Senior Scholar Centre

The Chair welcomed University Professor Emeritus Peter Russell, Honorary President of the Retired Academics and Librarians of the University of Toronto, to the meeting.

Ms Sisam explained that the Agreement between the Governing Council of the University of Toronto and the University of Toronto Faculty Association on Retirement Matters had been approved by the Governing Council on April 13, 2005. The Statement of Commitment pursuant to that Agreement included a commitment to establish Senior Scholars/Retiree Centres on all three campuses, subject to the identification of appropriate space, resources for development and operation, and the approval of the Governing Council. The Centres would develop and administer a range of programs and facilities to support retired Faculty Members and Librarians in continuing their intellectual activities and to retain their connection to the University.

The Project Planning Report identified a total of 115 nasms that would be assigned to the St. George campus Centre at 256 McCaul Street. Accountability would be through the Office of the Vice-President and Provost; a Board of Management had also been recommended. An interim review would be conducted after three years, with regular reviews to follow every five years.

The total occupancy costs within the renovated space were estimated to be \$36,000 per annum. The renovation of the space was estimated to cost approximately \$415,000, with funding to be provided by the University.

Ms Sisam indicated that work on the project would begin immediately, and that planning for Centres at the Mississauga and Scarborough campuses would be beginning shortly.

Professor Russell added that this was an important development – the Centre would be a way for faculty and librarians to keep a working link with the University after retirement. He added that it would be the first of its kind in Canada.

Professor Goel thanked Professor Russell for his work on the project spanning over a decade; his participation was instrumental in helping the University achieve agreement with the Faculty Association. He added that he was very pleased with the progress made, and indicated that the Centre would be a further acknowledgement of the significant contribution that retirees continued to make to the University.

Because approval would be obtained through the Accommodations and Facilities Directorate, in accordance with the *Policy on Capital Planning and Capital Projects* for projects under \$2 million, the Report was presented to the Committee for information only.

11. Capital Project: Project Planning Committee – Membership and Terms of Reference

Members received for information the Membership and Terms of Reference for the following Project Planning Committees:

- a) Woodsworth College Expansion
- b) The School of International Studies
- c) University of Toronto at Mississauga – Student Centre
- d) Student and Registrarial Services

11. Capital Project: Project Planning Committee – Membership and Terms of Reference (cont'd)

A member inquired about the possibility of inviting external members to participate in Project Planning Committees; for example, Governors or community members. Ms Sisam replied that a broad range of individuals were invited to participate in the planning process and that expert advice was sought as appropriate. A member added that this was especially the case with the Design Review Committee, which included a representative of the City, external architects, and Governors.

12. Report on Projects Submitted for the Ministry Capital Renewal Grant 2007/08

Members received for information the Report on Projects Submitted for the Ministry Capital Renewal Grant, 2007-08. A member inquired whether the distribution of funds was based on top priority projects and deferred maintenance requirements. Ms Sisam explained that some projects also included a renewal component; opportunities to link renewal with academic priorities were pursued where possible. Professor Goel added that where appropriate, deferred maintenance was included as a component of project proposals.

13. Date of the Next Meeting

The Chair advised members that this was the final meeting of the Planning and Budget Committee for the current governance year. Meeting dates for Boards and Committees, starting in September, would be confirmed shortly.

14. Other Business**(a) Thanks**

The Chair expressed his thanks for the hard work of all members of the Committee – and particularly to the assessors, members of the Agenda Planning Group, and Vice-Chair Miriam Diamond. He expressed his special thanks and well-wishes to Professor Vivek Goel, who was attending his last meeting of the Committee as its Senior Assessor. The Chair noted that the work of the Committee was crucial to the governance of the University, and that all members should take pride in their diligence and commitment over the past year.

Professor Goel took this opportunity to also thank the Chair, his colleagues, staff of the Office of the Governing Council, and Committee members, for their dedication and hard work.

(b) Committee Membership for 2008-09

The Chair noted that Governing Council members of the Committee for 2008-09 would be considered for approval by the Governing Council at its May 21, 2008 meeting. Non-Governing Council membership would be considered by the Academic Board at its meeting on June 3, 2008. All members of the Committee for 2008-09 would receive information about the Committee, including a meeting schedule, during the summer.

The meeting adjourned at approximately 5:45 p.m.

Secretary
May 28, 2008

Chair