

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

REPORT NUMBER 172 OF THE PLANNING AND BUDGET COMMITTEE

May 11, 2016

To the Academic Board,
University of Toronto

Your Committee reports that it held a meeting on May 11, 2016, at 4:10 p.m. in the Council Chamber, Simcoe Hall, at which the following were present:

Professor Steven J. Thorpe (In the Chair)
Professor Ron Levi (Vice-Chair)
Professor Cheryl Regehr, Vice-President and
Provost

Professor Scott Mabury, Vice-President,
University Operations
Professor Cristina H. Amon
Professor Maria Cristina Cuervo
Ms Sally Garner, Executive Director, Planning
and Budget
Professor Linda M. Kohn
Professor Tiff Macklem
Professor Elizabeth Smyth
Mr. Bruce Winter
Professor Ning Yan

Secretariat:

Mr. Anwar Kazimi, Secretary, Planning
and Budget Committee

Regrets:

Professor Suzanne C. Akbari
Professor Heather S. Boon
Professor Carol C. Chin
Mr. P.C. Choo
Ms. Linda Si Je Gao
Ms Sandra Hudson
Professor Stephen Julian
Professor Ernst Lam
Mr. John Paul Morgan
Mr. Riaz Sayani-Mulji

Non-voting-Assessors:

Ms. Christine Burke, Director Campus and
Facilities Planning
Mr. Paul Donoghue, Chief Administrative
Officer, University of Toronto Mississauga
Mr. Gilbert Delgado, Chief of University,
Planning, Design and Construction

In Attendance:

Ms Lucy Chung, Chief Administrative Office, Faculty of Arts and Science
Ms Jennifer Francisco, Coordinator, Academic Change, Office of the Vice-Provost, Academic
Programs
Mr. Peter Hurley, Chief Administrative Office, Department of Physics, Faculty of Arts and
Science
Professor Rauna Kuokkanen, Department of Political Science and Aboriginal Studies
Program, Faculty of Arts and Science
Ms Helen Lasthiotakis, Executive Director, Office of the Vice-President, Research &
Innovation
Professor John Magee, Vice-Dean, Faculty and Academic Life, Faculty of Arts and Science
Dr. Daniella Mallinick, Director, Academic Programs, Planning and Quality Assurance, Office
of the Vice-Provost, Academic Programs

Ms Jennifer Murrain, Centre for Aboriginal Initiatives, Faculty of Arts and Science
Ms Teresa Nicoletti, Administrative Coordinator, Faculty of Arts and Science
Professor Jay Pratt, Vice-Dean Research and Infrastructure, Faculty of Arts and Science
Professor Anna Shternshis, Al and Malka Green Associate Professor of Yiddish and Diaspora Studies, Faculty of Arts and Science
Ms Archana Sridhar, Assistant Provost
Professor Sabine Stanley, Associate Chair, Undergraduate, Department of Physics, Faculty of Arts and Science
Ms Galina Vaisman, Anne Tanenbaum Centre for Jewish Studies, Faculty of Arts and Science

ITEMS 2 TO 5 ARE RECOMMENDED TO THE ACADEMIC BOARD. ALL OTHER ITEMS ARE REPORTED FOR INFORMATION; ITEMS 11 AND 12 WERE CONSIDERED *IN CAMERA*.

OPEN SESSION

The Chair welcomed members and guests to the final meeting of the 2015-16 governance year. He proposed that the presentation that was to have accompanied the Annual Report of the Design Review, under item 6, be deferred to the Committee's next meeting in the fall of 2016. The Chair said that this would allow the Committee adequate time to focus on the University's Proposal for the Strategic Investment Fund (SIF).

1. Senior Assessor's Report

The Chair noted that Professor Regehr had agreed to defer her report to the meeting of the Academic Board on May 30, 2016.

2. Faculty of Arts and Science: Proposal to Establish the Centre for Aboriginal Initiatives (Extra-Departmental Unit C (EDU: C)) as an EDU: B; and to Rename the Centre for Aboriginal Initiatives as the Centre for Indigenous Studies

Ms Garner presented the highlights of the proposal to establish the Centre for Aboriginal Initiatives (Extra-Departmental Unit C (EDU: C)) as an EDU: B, and to rename the Centre for Aboriginal Initiatives as the Centre for Indigenous Studies.

Professor Magee, Vice-Dean, Faculty and Academic Life, Faculty of Arts and Science, noted that the proposal had been subject to extensive consultation within the Faculty of Arts and Science. The Centre currently held academic and research activities that were more appropriately aligned with EDU: B status as outlined in the *Guidelines for Extra-Departmental Units* (2015).

Members noted that under the *Guidelines*, EDU: Bs could not hold primary academic appointments, i.e., EDU: Bs could only make minority budgetary teaching appointments of 49% or less. Members asked what would happen in instances where a full appointment was held at the existing EDU.

Professor Regehr said that there remained an over-arching recognition of the uniqueness of academic units across the University. Existing full-time appointments would continue on to the new EDU: B - any future appointments at the EDU: B could fall under the new *Guidelines*.

2. Faculty of Arts and Science: Proposal to Establish the Centre for Aboriginal Initiatives (Extra-Departmental Unit C (EDU: C)) as an EDU: B; and to Rename the Centre for Aboriginal Initiatives as the Centre for Indigenous Studies (continued)

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the proposal to establish the Centre for Aboriginal Initiatives (Extra-Departmental Unit C (EDU: C)) as an EDU: B, be approved effective July 1, 2016; and
2. THAT that proposal to rename the Centre for Aboriginal Initiatives as the Centre for Indigenous Studies, be approved effective July 1, 2016.

3. Faculty of Arts and Science: Proposal to establish the Anne Tanenbaum Centre for Jewish Studies (Extra-Departmental Unit C (EDU:C)) as an EDU: B

Ms Garner presented the highlights of the proposal to establish the Anne Tanenbaum Centre for Jewish Studies (Extra-Departmental Unit C (EDU: C)) as an EDU: B.

Professor Magee noted that the proposal had been subject to extensive consultation within the Faculty of Arts and Science. The Centre currently held academic and research activities that were more appropriately aligned with EDU: B status as outlined in the *Guidelines for Extra-Departmental Units* (2015).

There were no questions from the members.

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDS

THAT the proposal to establish the Anne Tanenbaum Centre for Jewish Studies (Extra-Departmental Unit C (EDU: C)) as an EDU:B be approved effective July 1, 2016.

4. Capital Project: Report of the Project Planning Committee for the University of Toronto McLennan Physical Laboratories Renovation – Undergraduate Year 1 Laboratories

Ms Burke provided the highlight of the Report of the Project Planning Committee for the University of Toronto McLennan Physical Laboratories Renovation – Undergraduate Year 1 Laboratories.

Professor Stanley, Associate Chair, Undergraduate, Department of Physics, Faculty of Arts and Science commented that that the department remained motivated by the pedagogical research on student success and student experience. The much-needed renovations would allow for hands-on laboratory experience for students; and substantially increase the capacity of the department to increase enrolment in the much-in-demand breath requirement courses.

4. Capital Project: Report of the Project Planning Committee for the University of Toronto McLennan Physical Laboratories Renovation – Undergraduate Year 1 Laboratories (continued)

Professor Mabury clarified that this particular project fell outside the scope of the SIF because these laboratories had been coded as teaching laboratories; whereas SIF was targeted towards laboratory infrastructure formally coded for research. Based on timelines for the completion of similar projects in the past, Professor Mabury expressed his confidence that the renovations would be completed within the estimated timeframe for this project.

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Report of the Project Planning Committee for the University of Toronto McLennan Physical Laboratories Renovation – Undergraduate Labs Year 1, dated April 7, 2016, be approved in principle, and,
2. THAT the project scope of the McLennan Physics Laboratories Renovation – Undergraduate Labs Year 1 totalling 713 net assignable square metres (nasm) be approved in principle, to be funded by operating funds from the following: Faculty of Arts & Science Operating Funds, Department of Physics Operating Funds, and Faculty of Applied Science & Engineering Operating Funds.

5. University of Toronto Proposal for the Strategic Investment Fund (SIF)

Professor Mabury said that SIF was a time-limited federal program that would provide up to \$2 billion to accelerate strategic construction, repair and maintenance activities at universities and colleges across Canada. Projects eligible under the SIF were those that supported the enhancement, expansion, new construction and repair of infrastructure assets at post-secondary institutions. Projects were expected to be substantially completed by April 30, 2018, and were required to correspond to at least one of the following three program categories:

- Improve the scale of quality of facilities for research and innovation, including commercialization spaces used by industry;
- Improve the scale or quality of facilities for specialized training at universities and colleges focused on industry needs;
- Improve the environmental sustainability of research and innovation related infrastructure at post-secondary institutions and training infrastructure.

The total funding from federal sources would cover up to half (50%) of the project's eligible costs.

5. University of Toronto Proposal for the Strategic Investment Fund (SIF) (continued)

Professor Mabury informed the Committee that at its meeting on May 9, 2016 the Executive Committee had approved, in principle, submission of two projects by the University of Toronto to the Federal Government's Post-Secondary Institutions Strategic Innovation Fund (SIF) - the Lab Innovation for Toronto (LIFT) Project, and the Partnerships in Innovation and Entrepreneurship (PIE) Complex (Phase 1A). He added that the Chair of the Governing Council had signed a letter that formed part of the University's submission to the Government of Canada formally confirming that governance approval had been received; and that the University of Toronto would proceed with completion of these projects pending confirmation of funding support from the Federal and Provincial Governments.

a) Lab Innovation for Toronto (LIFT) Project – St. George Campus: Project Approval and Funding Sources

Professor Mabury said that LIFT prioritized several projects of the highest need and potential impact against the University's ability to complete the work by April 2018. LIFT comprised a package of 16 individual projects (subcomponents) across 9 Faculties as one submission. The laboratories that would be rejuvenated by the LIFT were on average 50 years old and compromised of approximately 54,300 NASMs of grossly unproductive space that poorly served the needs of modern research and collaboration; and which fell short of modern energy efficiency standards. The project would result in 546 fully renovated labs, which would provide state-of-the-art research facilities to an estimated 1,100 researchers and 5,500 students. In the immediate term, LIFT would generate significant direct economic activity and job creation in the GTA. The project was expected to produce ongoing savings of at least \$3 million in utility expenses and reduce the University's environmental footprint by a minimum of 5,400 tonnes of emitted carbon dioxide.

Discussion

- A member enquired on the impact of LIFT on the University's deferred maintenance.

Professor Mabury said that it was expected that deferred maintenance would be addressed by a "goodly amount" – the specific amount would be difficult to determine since the Facilities Condition Index only provided the cost of returning the building to its original functional performance while the goal in LIFT, for some buildings, was to fundamentally alter how they operated.

- Members asked whether the University would be able to adhere to the stipulated timing of the project; whether there were any concerns about the completion of the projects; and the impact on the ongoing capital projects on campus.

Professor Mabury replied that the "can do" positive approach from the nine divisions involved in the LIFT proposal had given him confidence that the projects would be completed within the required timelines. The University had routinely completed similar individual projects on time. The University would continue to build on its experience in engaging contractors and architects who would be expected to perform on time and on budget. The underlying goal would be to extract the biggest impact per dollar spent. The divisions had expressed their confidence in mitigating secondary effects of the projects. Professor Emeritus Ron Venter had been engaged to provide guidance and coordination, as required, to divisions less experienced with such projects.

5. University of Toronto Proposal for the Strategic Investment Fund (SIF) (continued)

a) Lab Innovation for Toronto (LIFT) Project – St. George Campus: Project Approval and Funding Sources (continued)

Professor Mabury said that even though there remained a potential risk of inflated costs on the tenders put out for the projects, the University was well-positioned to engage project managers to purposefully move forward with projects before other institutions. The University would be strategic with its choice of projects – the proposed renovations are the Ramsay Wright building and the Lash Miller buildings were expected to extend the usage of those sites by at least thirty more years.

- A member noted that the projects focused on science-based research and innovation projects. How would these impact much-needed resources for the social sciences and humanities?

Professor Mabury said noted that LIFT had been submitted as a single project to draw the maximum impact and to extract external funding to complete much-needed repairs to the infrastructure. LIFT could allow divisional leaders to potentially relocate resources to address project and needs that fell outside the scope of SIF.

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the Lab Innovation for Toronto (LIFT) Project submitted to the Federal Government's Strategic Investment Fund (SIF) is a priority for the University of Toronto and the institution will provide all required administrative support for the completion of the project by April 30, 2018.
2. THAT the Lab Innovation for Toronto (LIFT) Project – St. George Campus Components, totaling approximately 54,300 NASM (net assignable square metres), to be funded from the following sources:

Strategic Investment Fund

Faculty of Arts & Science

Dalla Lana School of Public Health

Daniels Faculty of Architecture, Landscape, and Design

Faculty of Dentistry

Faculty of Applied Science & Engineering

Faculty of Medicine

Faculty of Music

be approved.

5. University of Toronto Proposal for the Strategic Investment Fund (SIF) (continued)**b) University of Toronto Partnerships in Innovation and Entrepreneurship Complex – Approval and Funding Sources**

Professor Mabury said that the Partnerships in Innovation and Entrepreneurship (PIE) Complex would consist of the foundation floors of the first phase of a three phase project on Site 14 (Banting and Best building) for Innovation and Entrepreneurship Complex. When fully built out the project would consist of approximately 80,000 gross square metres of innovation and entrepreneurship, commercialization, research wet and dry labs, student spinout companies, joint venture efforts, and the like. The initial base-tower Phase 1A would provide lab and office space for student-led spin-off companies (20-25), one or more of U of T's Campus-Led Accelerators (Impact Centre, UTEST), the RBC funded OnRamp student entrepreneurship space, labs for centres of commercialization (CCAB, Techna), the commercialization arm of the U of T's Innovations and Partnerships Office, office space for innovation partners such as Mitacs Ontario, and space for delivery of Entrepreneurship 101.

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDS

1. THAT the UofT Partnerships in Innovation and Entrepreneurship Complex project submitted to the Federal Government's Strategic Investment Fund is a priority for the University of Toronto, and the institution is willing to provide all required administrative support for the completion of the project by April 30, 2018.
2. THAT the UofT Partnerships in Innovation and Entrepreneurship Complex project totalling approximately 5,780 NASM (net assignable square metres), to be funded from the following sources:
 - Strategic Investment Fund
 - University of Toronto

be approved.

5. Design Review Committee: Annual Report 2015

Members received the 2015 Annual Report of the Design Review Committee for information.

6. Report of the Previous Meeting (March 2, 2016)

Report Number 171 (March 2, 2016) was approved.

7. Business Arising from the Report of the Previous Meeting

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

8. Date of Next Meeting – Fall 2016

The Chair reminded members that this was the final meeting of the Planning and Budget Committee for the current governance year. Meeting dates for 2016-2017 had been posted on the Governing Council website.

9. Other business

The Chair asked members to complete an online evaluation form that was to be made available to them during the meeting. The feedback would be useful in planning for the 2016-17 governance year.

IN CAMERA SESSION

10. Capital Project: Report of the Project Planning Committee for the University of Toronto McLennan Physical Laboratories Renovation – Undergraduate Labs Year 1 – Total Project Cost and Sources of Funding

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDS

THAT the report of the Project Planning Committee, as outlined in the April 14, 2016 memorandum by Professor Scott Mabury, Vice-President University Operations, be approved.

11. University of Toronto Proposal for the Strategic Investment Fund

a) Lab Innovation for Toronto (LIFT) Project – St. George Campus – Total Project Cost

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDS

THAT the recommendations regarding the LIFT Project , as outlined in the May 11, 2016 memorandum by Professor Scott Mabury, Vice-President University Operations, be approved.

b) UofT Partnerships in Innovation and Entrepreneurship Complex – Total Project Cost

On motion duly moved, seconded and carried

YOUR COMMITTEE RECOMMENDS

THAT the recommendations regarding the UofT Partnerships in Innovation and Entrepreneurship Complex , as outlined in the May 11, 2016 memorandum by Professor Scott Mabury, Vice-President University Operations, be approved.

Closing Remarks

The Chair thanked all members of the Committee for their contribution over the past year, especially the assessors and members of the Agenda Planning Group. He noted that the work of the Committee was crucial to the governance of the University, and members' efforts were much appreciated by the Governing Council.

The Chair noted that Governing Council membership for the 2016-17 had been approved by the Governing Council at its meeting on April 7, 2016. Non-Governing Council membership would be considered by the Academic Board at its meeting on May 30, 2016. All members of the Committee for 2015-16 would receive information about the Committee for the coming year over the summer. The Chair wished members a safe and restful summer.

The meeting adjourned at 6:10 p.m.

Secretary

Chair

May 18, 2016