

**UNIVERSITY OF TORONTO**

**THE GOVERNING COUNCIL**

**REPORT NUMBER 154 OF THE PLANNING AND BUDGET COMMITTEE**

**April 17, 2013**

To the Academic Board,  
University of Toronto

Your Committee reports that it held a meeting on April 17, 2013 at 4:10 p.m. in the Council Chamber, at which the following were present:

Professor Avrum I. Gotlieb (In the Chair)  
Professor Elizabeth Cowper (Vice-Chair)  
Professor Cheryl Misak, Vice-President and  
Provost  
Professor Scott Mabury, Vice-President,  
University Operations  
Professor Donald C. Ainsle  
Professor Christopher J. Damaren  
Mr. Peng Fu  
Ms Sally Garner, Executive Director, Planning  
and Budget  
Professor Bart Harvey  
Mr. Peter A. Hurley  
Professor Jim Yuan Lai  
Professor John Magee  
Professor Henry Mann  
Dr. Don McLean  
Professor Amy Mullin  
Mr. Layton Reynolds  
Professor Locke Rowe

**Non-voting Assessors:**

Mr. Andrew Arifuzzaman, Chief  
Administrative Officer, University of  
Toronto Scarborough  
Mr. Paul Donoghue, Chief Administrative  
Officer, University of Toronto Mississauga  
Ms Gail Milgrom, Director, Campus and  
Facilities Planning

**Secretariat:**

Mr. Louis Charpentier, Secretary of the  
Governing Council  
Mr. Anwar Kazimi, Secretary, Planning and  
Budget Committee

**Regrets:**

Ms Ellen Chen  
Professor Meric Gertler  
Ms Claire M. C. Kennedy  
Professor Douglas McDougall  
Ms Nana Zhou

**In Attendance:**

Dr. Sarita Verma, member of the Governing Council, Deputy Dean and Associate Vice-Provost,  
Health Professions Education, Faculty of Medicine  
Mr. Larry Alford, Chief Librarian (*present for item 12*)  
Mr. Alfred Cheng, Chief Administrative Officer, University of Toronto Libraries (*present for item 12*)  
Professor Bernie Kraatz, Chair, Department of Physical and Environmental Sciences, University of  
Toronto Scarborough (UTSC) (*present for item 13*)  
Professor Richard Sommer, Dean, John H. Daniels of Faculty of Architecture, Landscape and Design  
(*present for item 11*)  
Ms Archana Sridhar, Assistant Provost

ITEMS 3 TO 6 AND 11 TO 13 ARE RECOMMENDED TO THE ACADEMIC BOARD FOR  
APPROVAL. ALL OTHER ITEMS ARE REPORTED FOR INFORMATION.

ITEMS 11 TO 13 WERE CONSIDERED *IN CAMERA*.

## OPEN SESSION

### 1. Chair's Remarks

The Chair welcomed members to the meeting.

### 2. Senior Assessor's Report

#### Tuition Framework

Professor Misak discussed the impact of the provincial government's recent decision to revise the provincial tuition framework. The revised framework placed a three per cent cap on average annual tuition fee increases (as opposed to the previous five per cent), with varying caps among programs across the University. The administration had assessed the impact of this policy division-by-division. The University's budget model had given the administration the tools to make timely assessments and adjustments to its budget. Professor Mabury noted that the estimated average tuition increase across all programs would be 2.94 per cent for 2013-2014.

Professor Misak said that the impact for 2013-2014 would be addressed by using reserve funds and adjusting expenses divisionally, allocating some central funds, and applying other strategies that were being discussed with Deans. She noted, however, that the cap placed on the average tuition fee increases would have a serious compounding effect. Professor Mabury explained that a reduction in the revenue base of \$6.4 million in 2013-2014 could grow to as much as \$55.7 million in 2017-2018, within an accumulated reduction of \$143.7 million in revenue during that five-year period from 2013 to 2018.

Professor Misak noted that the University, through its progressive financial aid policies, exceeds the government's mandated expectations for student financial aid. The University had utilized the revenues from tuition fee increases and other sources to provide significant bursaries and financial aid to students most in need of such assistance. In contrast, the provincial government, through the cap on tuition fee increases and the broad-based Ontario Tuition Grant, had chosen to implement regressive policies, effectively providing financial assistance even to students who could afford to pay full tuition.

#### Graduate Unit

Professor Misak said that in an extension of the tri-campus graduate model, University of Toronto Scarborough (UTSC) and the Ontario Institute for Studies in Education (OISE) had worked collaboratively to extend the scope of the existing MA and PhD programs in Counselling Psychology that previously had been offered by OISE only. On March 19, 2013, the Graduate Education Council, for administrative purposes, had approved the establishment of a graduate entity at UTSC – the Graduate Department of Psychological Clinical Science. This entity would be the base for a new field in Counselling Psychology within the existing MA and PhD in Clinical and Counselling Psychology programs.

### Governance Pathways for Capital Projects and Infrastructure Renewal Projects

The Chair drew the members' attention to the *Governance Pathways for Capital Projects and Infrastructure Renewal Projects* document that had been provided for information as context for consideration of the capital projects on the agenda. He noted:

- The document highlighted the need for consideration of capital and infrastructural renewal projects by the Governing Council and its Boards and Committees in a manner that enhanced the University's ability and its ongoing efforts to (a.) allocate its resources prudently and effectively, (b.) maximize opportunities for cost containment, and (c.) ensure the value and integrity of the public procurement process.
- The discussion of the site, space plan and sources of funds for the projects would continue to take place in the open session of the meetings of the appropriate governance body. A full discussion would be followed by a motion to approve the project in principle, subject to the *in camera* consideration of funding.
- The overall cost of the project, as well as the delineation of amounts derived from the various sources of funds, would be considered in the *in camera* session of the same meeting. A full discussion would be followed by a motion to approve the total project cost and the sources of funding for the project.
- The complete documentation would be made publicly available on the Governing Council website at a later date once the bids for the projects were received and finalized, and the Office of the Governing Council notified. This information would also be available when approval was sought from the Business Board for the execution of the project.
- Any feedback received on this new procedure from the Committee, the Academic Board, Business Board, and the Governing Council, during the current governance cycle, would inform any refinements to the procedures for future capital and infrastructure renewal projects that were to be brought forward for governance consideration.

### **3. Renewal and Proposed Revisions of Hospital – University Community Affiliation Template Agreements**

Professor Misak invited Dr. Sarita Verma to comment on the renewal and proposed revisions of hospital-University community affiliation template agreements, noting the importance of these sites for student placements in the health sciences. Dr. Verma highlighted the revisions to the existing University-wide affiliation agreements that had resulted from extensive consultation with the partners over a twelve-month period. The agreements were the continuation of long-standing partnerships between the University and the hospitals in the Greater Toronto area and associate hospitals. The new Toronto Academic Health Sciences Network (TAHSN) Associate Member agreement was a hybrid of the 2013 revised community affiliation template agreement and the 2011 full affiliation template agreement. The main initiator for this new agreement is the Mississauga Medical Academy (MAM) at UTM. A member welcomed the new agreement with associate members including MAM.

### 3. **Renewal and Proposed Revisions of Hospital – University Community Affiliation Template Agreements (cont'd)**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS

- (a) THAT the revised template agreement for community affiliation agreements, the revised template agreement for non-hospital clinical site agreements, and the new template agreement for Toronto Academic Health Science Network (TAHSN) Associate Member affiliation agreements between the University and the relevant sites be approved, effective immediately;
- (b) THAT the President, or designate, be authorized to sign such agreements on behalf of the Governing Council, provided that the agreements conform to the approved template agreement; and
- (c) THAT the agreements signed under the provisions of this resolution be filed with the Secretary of Governing Council.

Documentation is attached as [Appendix “A”](#).

### 4. **Capital Project: Report of the Project Planning Committee for the Relocation of the John H. Daniels Faculty of Architecture, Landscape and Design to One Spadina Crescent**

Ms Milgrom presented the highlights of the report of the Project Planning Committee for the relocation of the John H. Daniels Faculty of Architecture, Landscape and Design (FALD) to One Spadina Crescent.

Invited to comment, Dean Richard Sommer informed the Committee that the FALD had been in discussion about the project for more than a decade. A formal agreement for the transfer of the site had been reached about a year ago. Based on extensive studies, the FALD would attempt to present a new concept for the site with an eye on the future role of the building as a gateway to the University.

In the discussion, the following matters were highlighted:

- Dean Sommer said that long-term plans for the site include the removal of the peripheral fence and traffic calming measures (as highlighted on page 34 of the report) with no right turn at Russell Street off Spadina Crescent; and infrastructural changes, including the development of a pedestrian plaza to make the site more accessible.
- The FALD's current space was not adequate for its needs. The chief drivers for the project included the growth in undergraduate students following the repatriation of the Visual Studies program to the FALD from the Faculty of Arts and Science, the PhD program expansion, and the projected overall growth in graduate students.
- When the new building is completed, there would be sharing of facilities between the facilities between the Faculty and the Visual Studies Program, now located in the newly renovated space in the Borden Building.
- Professor Misak acknowledged that the project would accentuate the University's continuing need for more student residence spaces as there would be more student enrolment at the FALD.
- Professor Mabury added that the proposed project had been well received by the neighbourhood associations.

**4. Capital Project: Report of the Project Planning Committee for the Relocation of the John H. Daniels Faculty of Architecture, Landscape and Design to One Spadina Crescent (cont'd)**

On motion duly moved, seconded, and carried,

**YOUR COMMITTEE RECOMMENDS**

1. THAT the Project Planning Committee Report for the Relocation of the John H. Daniels Faculty of Architecture, Landscape and Design to One Spadina Crescent, dated March 29, 2013, attached herewith as [Appendix "B"](#), be approved in principle.
  2. THAT the project scope totalling 4,600 gross square metres (approximately 2,100 nasm), be approved in principle for the First Phase, to be funded by the Capital Campaign, Provost Central Funds, Graduate Expansion Funds, Deferred Maintenance Funds and Borrowing.
- 5. Capital Project: Report of the Project Planning Committee for the University of Toronto Libraries High-Density Library Storage Facility Expansion at the Downsview Campus**

Ms Milgrom highlighted the report of the Project Planning Committee for the University of Toronto Libraries High-Density Library Storage Facility Expansion at the Downsview Campus.

Invited to comment, Mr. Larry Alford, Chief Librarian, noted that the University of Toronto's library collections are a national and provincial treasure. He said that the Downsview Storage Facility currently housed important research collections. More critically, the cost of storing this material at the Downsview Facility was much lower compared to storage at the downtown St. George campus. Despite the large amount of digital storage of the libraries' collections, there was a need for more physical storage space as the University continued to acquire additional print material. Since the opening of the library storage facility at the Downsview campus in 2005 and the transfer of material there, over 1,300 study seats had been added to Robarts Library. The University was engaged in ongoing negotiations with other institutions for joint use of the storage facility.

In response to questions from members, Mr. Alford said the frequency of demand and usage were the triggers that determined the storage of the material at the Downsview campus. Professor Misak commented on the highly efficient procedure of requesting books from the storage facility. The University's libraries would be able to cope with the increase in the print collection until the proposed expansion of the facility was completed.

With regard to negotiations with other institutions, Professor Mabury said that potential partnership agreements would address upfront capital costs and ongoing expenses. The University had a wide variety of sharing agreements in place with other institutions in the GTA, where the University levied a charge that allowed students and faculty from those other institutions to use the University's library facilities. Irrespective of any agreements with other institutions, the University would continue to have sole ownership of its material.

**5. Capital Project: Report of the Project Planning Committee for the University of Toronto Libraries High-Density Library Storage Facility Expansion at the Downsview Campus (cont'd)**

On motion duly moved, seconded, and carried,

**YOUR COMMITTEE RECOMMENDS**

1. THAT the Project Planning Report for the UTL Expansion to Library Storage at the Downsview Campus, dated April 3, 2013, attached herewith as [Appendix "C"](#), be approved in principle; and
2. THAT the project scope to expand the existing high density library storage facility by two bays, or approximately 1,670 gross square meters (1,288 nasm) be approved in principle, with funding by an allocation from the University's operating budget.

**6. Capital Project: Report of the Project Planning Committee for the Environmental Science and Chemistry Building at University of Toronto Scarborough**

Ms Milgrom presented the highlights of the report of the Project Planning Committee for the Environmental Science and Chemistry Building at University of Toronto Scarborough.

Invited to comment, Professor Bernie Kraatz informed the Committee that the proposed new building would address the urgent teaching and research space needs of the department. The additional space would also align with an overall projected growth in the faculty complement at the department. The new building would also allow the departments to store more laboratory equipment on location. Professor Mabury added that more efficient usage was envisaged for the teaching laboratories in the new building.

Mr. Arifuzzaman added that the new building will help to connect the north and south parts of the campus. On the question of bicycle space, Mr. Arifuzzaman said that the bicycle storage space requirements at UTSC differed from those at the St. George campus. Bicycle space earmarked at the adjoining Aquatic Centre could also be potentially used by visitors to the new building.

On motion duly moved, seconded, and carried,

**YOUR COMMITTEE RECOMMENDS**

1. THAT the Project Planning Report for the Environmental Science and Chemistry Building, dated March 29, 2013, attached herewith as [Appendix "D"](#), be approved in principle; and
2. THAT the project scope totaling 5,058 nasm (10,116 gross square meters) to be funded by UTSC Operating Funds, Capital Campaign, Graduate Expansion Funds and Borrowing, be approved in principle.

**CONSENT AGENDA**

On motion duly moved, seconded, and carried,

It was Resolved

THAT the consent agenda be adopted and that the items on it be approved.

**7. [Report of the Previous Meeting \(January 16, 2013\)](#)**

Report Number 153 (February 27, 2013) 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 Next Meeting**

The Chair reminded members that the next meeting of the Committee was scheduled to be held at 4:10 p.m. on Wednesday, April 17, 2013, in the Council Chamber, Simcoe Hall.

**10. Other Business**

There were no items of other business

***IN CAMERA SESSION***

**11. Capital Project: Report of the Project Planning Committee for the Relocation of the John H. Daniels Faculty of Architecture, Landscape and Design to One Spadina Crescent**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS

THAT the Director, Campus and Facilities Planning's recommendation, as outlined in the memoranda dated April 4, 2013, be approved.

**12. Capital Project: Report of the Project Planning Committee for the University of Toronto Libraries High-Density Library Storage Facility Expansion at the Downsview Campus**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS

THAT the Director, Campus and Facilities Planning's recommendation, as outlined in the memoranda dated April 4, 2013, be approved.

**13. Capital Project: Report of the Project Planning Committee for the Environmental Science and Chemistry Building at University of Toronto Scarborough**

On motion duly moved, seconded, and carried,

YOUR COMMITTEE RECOMMENDS

THAT the Director, Campus and Facilities Planning's recommendation, as outlined in the memoranda dated April 4, 2013, be approved.

The meeting adjourned at 5:40 p.m

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Secretary

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Chair

April 22, 2013