



<b>TO:</b>	Senate
<b>FROM:</b>	Jim Nicell, Associate Vice-Principal (University Services) Chair, Senate Committee on Physical Development (SCPD)
<b>SUBJECT:</b>	Senate Committee on Physical Development - Annual Report 2007-2008 and Plans & Priorities 2008-2009
<b>DATE:</b>	October 3, 2008
<b>DOCUMENT #:</b>	D08-17
<b>FOR:</b>	<input type="checkbox"/> <b>DECISION</b> <input type="checkbox"/> <b>DISCUSSION</b> <input checked="" type="checkbox"/> <b>INFORMATION</b>
<b>BACKGROUND:</b>	The annual report of the Senate Committee on Physical Development, a Senate standing committee, is presented for information. Five meetings are scheduled during 2008-2009.
<b>PLANS &amp; PRIORITIES:</b>	The Committee has been active since 1971 and within a wider context of Senate reform, is currently in a period of transition as to its mandate and terms of reference. This reform process began during the 2007-2008 session and will continue so as to redefine the role of the committee and its composition.

Priorities for the 2008/09 year include:

1. Revise and update the terms of reference of the Committee:

The Committee sees its new role as to be charged with advising on the nature of physical development as it reflects the academic priorities and needs of the University. Specific areas of responsibility would include:

- a. To advise on the extent to which major physical development projects on campus reflect the academic priorities and strategic goals of the University and are consistent with the Planning and Design Principles of the University's Physical Master Plan.
- b. To consider possible modifications to the Master Planning principles over time
- c. To appoint subcommittees and workgroups that may assist the Committee in carrying out its mandate, and to dissolve them as necessary
- d. To monitor trends in the use for academic purposes of

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facilities not located on the main campuses, to receive reports on these facilities and to advise Senate and the Associate Vice-Principal (University Services) on such matters.

- e. To report on the committee's deliberations and to submit the appropriate recommendations, on behalf of Senate, to the Board of Governors.
2. Redefine the size and structure of the Committee based on the revised terms of reference. A maximum membership of 15 persons is anticipated with resource persons invited, as required.
  3. Redefine the structure of individual meetings in order to encourage more discussion around specific themes important to physical development and academic priorities. Examples of themes include enhancement of accessibility, the evolving nature of libraries, innovative classroom and laboratory design, deferred maintenance priorities, campus sustainability, among others.
  4. Participate in discussions to redefine the relationship between SCPD and the Building and Property Committee.
  5. Redefine the context for the work presently being undertaken by its standing sub-committees. Several of these subcommittees manage important roles in the planning and development of the University. Although their context, relationship and mandates will be examined and, where necessary, revised, the following Subcommittees will continue to operate during the transition period. These include:
    - a. Visual Arts Subcommittee - The subcommittee will continue its role of managing the University's art collection, including commissioning of portraits and managing the art installation process in new buildings.
    - b. Architectural Advisory Subcommittee - The subcommittee will continue to meet as required to advise on matters of architectural importance centered around new buildings and major renovation projects.
    - c. Gardens and Grounds Subcommittee - The subcommittee will continue to advise on matters affecting the campus grounds. Its annual walk-around identifies priority areas for improvement.
    - d. Sub-Committee on Environment - The subcommittee will continue its active role in pursuing projects to reduce McGill's environmental impacts. Numerous initiatives are either underway or in the planning stages.

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**APPENDICES:**

Senate Committee on Physical Development Annual Report 2007-2008

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## ACTIVITIES DURING THE 2007-2008 ACADEMIC YEAR

This document summarizes the physical development and environment related activities of McGill University for the 2007/2008 session as discussed at meetings of the Senate Committee on Physical Development. These include receipt of reports on activities currently underway affecting the physical development of the campuses:

### COMPLETED PROJECTS (Construction/Renovation/Acquisition):

- **Life Sciences Complex** - At 198,000 gross sq. ft. (115,000 net sq. ft.) at a cost of \$73.2 million, this is the largest project in McGill's history and was successfully completed over the course of the summer of 2008 and is now fully occupied.
- **New Property Acquisitions:**
  - Diocesan College – The University acquired the Diocesan College Property at 3473-79 University Street from the Montreal Diocesan Theological College. A portion of the property will be rented back to the vendors. The building will otherwise be converted for use as student residences.

### PROJECTS CURRENTLY UNDERWAY (Construction/Renovation):

- **Brain Imaging Centre (Montreal Neurological Institute)** - This project, based on a CFI award and with a total budget of approximately \$29 million, is a 71,000 gross sq. ft. expansion to include an animal care facility and space for Multiple Sclerosis research. The excavation phase was tendered as a separate lot and is now complete. As a result of the transition to a new project management and design team, delivery of the final project is now anticipated for the spring of 2010.
- **Arts/Law/Education Project** - A large multi-Faculty multi-year project was developed following the acquisition of new space at 3465 Durocher and redistribution of existing space. The first move of (administrative) units into 3465 Durocher was completed in March 2007. Work for the Faculty of Arts was completed. Work for the Faculty of Law is now underway, to be followed by work for the Faculty of Education. Finally, a renovation of the ground floor of the McLennan Library Building will allow for the creation of an undergraduate enrolment services centre. The former apartment building at 3610 McTavish was also recently renovated for reuse by academic and administrative units as part of this space redistribution project.

### PROJECTS IN THE PLANNING STAGE:

- **Molson Stadium – Phase 2** - This project involves the addition of 5,000 seats, new boxes, a new screen, and a new entrance on the east side. It has been approved by the City of Montreal and is currently waiting for funding confirmation from the Federal-Provincial governments. The total project budget is \$29.4 million and is to be funded by various government sources and the

Alouettes. There is to be no financial commitment from McGill. The project is to be delivered for the 2010 football season.

- **McConnell-Ferrier Tunnel Project** - This major project involves the replacement of the underground service tunnel running between the McConnell Engineering Building and the Ferrier Building. Excavation and construction of the lower portion of the tunnel began after the May-June 2008 convocation period and continued throughout the summer and into October. Work on the upper section of the tunnel and landscaping of the square is to begin in spring 2009 after the scheduled end of the winter semester. The project should be complete before September 2009.
- **Macdonald Campus - Bridge over Highway 20** - The University was advised that the bridge spanning Autoroute 20 within the Macdonald Campus will need to be decommissioned and destroyed sometime in 2010. As there are implications to McGill, John Abbot College and the local community, the University is currently exploring options with the City governments and the Quebec Ministry of Transportation.
- **McGill University Health Centre (M.U.H.C.) Project** – There was no official reporting made on progress of the MUHC Glen/Mountain Campus project. Public presentation of an expansion project for the MGH (Mountain campus) site was made public during the session.

## McGILL PHYSICAL MASTER PLAN

The “Planning and Design Principles of the Physical Master Plan” document was approved by the Board of Governors on April 7, 2008. Stakeholders will be identified and an education process will be undertaken within the university community as well as with external consultants to ensure that these principles are respected when undertaking physical development projects. The document has been translated into French and will be presented to the community in fall 2008. The Planning and Design Principles Document was distributed and discussed by SCPD members prior to its adoption.

## OTHER INITIATIVES

- **Master Plan Principles: Five year Implementation Plan** - A five year Implementation Plan is now under development. Work will continue over the summer and the document should be coming to SCPD during the 2008-09 session for comments.
- **Plan Quinquennial 2008-2012 submission** - A proposal was submitted to MELS in January 2008. The three priority project requests included in the submission were as follows:
  - Ferrier-McConnell - Service tunnel replacement
  - Lyman Duff Building - Major renovation
  - New Bio-Engineering Building
- **FAMIS Project** - McGill purchased a commercial information management system which will replace four existing pieces of software (SPACE - Space Management; CARS - Capital projects reporting); PMD - Project Management); and MAXIMO - Work Order Management) that do not communicate and in some cases are obsolete. The new system will bring all of the information in these systems together and will also communicate with Banner. Implementation is to be undertaken over two years, based on the following schedule: March 2009 – Space, visual maps and capital projects; March 2010 Maintenance management, Facilities support. Following this, other modules may be implemented including inventory control, real estate management, etc.
- **Deferred Maintenance Priorities** - A new internal group has been assembled to prioritize for a proposed annual deferred maintenance budget expenditure. A series of parameters must be developed, as in many cases, the repair costs may exceed the replacement value of the building. A government lobby effort is currently underway to secure funding. The largest project currently being undertaken within this program is the replacement of the Ferrier-McConnell underground service tunnel described above. An external project management company, reporting to Facilities Development, has been engaged to manage and coordinate the major projects. The process to

prioritize \$38 million of project from the larger global list was completed. Health and safety issues were given a priority and these projects are to be undertaken immediately. Funding for deferred maintenance projects comes from various sources including loans and MELS.

- **City of Montreal Planning Issues:**

- **Northeast Access** - An interim solution was worked out with the City to permit limited east access to McGill for up to two years until the MNI and Molson Stadium expansion projects are completed. Following this, all vehicles will be required to enter and exit via University Street. Regular meetings are held with the City to develop a workable long term plan that is safe and secure. A separate study of University Street is to be undertaken by the City with McGill and the MUHC. The débarcadère on Pine Avenue is now completed and McGill must educate users on its proper use. The fence along the median at Pine Avenue has been erected to safeguard pedestrians.
- **Bicycle Path – Update** - There have been serious problem with thru bike traffic going against the flow of vehicular traffic due to the City's bike path ending at the Milton Gates and tending to cause cyclists to use the campus as a shortcut. While the City acknowledges the problems that this creates for McGill, they also have not committed to any specific long-term solution. The University is pressing the City to consider a north/south connector to the Maisonneuve bike path either using University Street or Aylmer Street. It was noted that the bike traffic level is also increased from last year due to the establishment of the Parc-Hutchison bike path which also feeds into Milton.
- **Mount Royal – McGill Brief** - McGill recently submitted a brief to the City of Montreal in response to the «Plan de protection et de mise en valeur du Mont-Royal » and the «Modification du document complémentaire au plan d'urbanisme».
- **Transportation Plan – McGill Brief** - A brief was prepared by McGill to be submitted to the City as part of the process to approve the new Transportation Plan. McGill had also participated at the early stages of this project. Within the brief, the University supports a number of the initiatives proposed by the City. On the issue of bike paths, while the University supports the initiative of creating a comprehensive network, the brief highlighted the university's dissatisfaction with the current City bike path situation as it affects McGill's lower campus.

- **Committee composition/structure and terms of reference** - The SCPD was created in 1971 at the time of the University's first master plan. Originally chaired by a vice-principal and also including other senior executives, it was charged with the task of administering the university's physical development and moving the master plan forward. This role has since evolved and its role has become more advisory in nature. It has, however, continued to be closely allied with the University's physical planning function.

A working group from within the Committee has charged with the task of revisiting the terms of reference of SCPD and report back with recommendations. The Master Plan Principles, in support of the White paper, are viewed as a framework for SCPD in defining its mandate. Issues being considered include who the Committee advises, whether the Committee should include members of the Building and Property Committee (BPC) of the Board of Governors and whether there could be special meetings of Senate dealing with SCPD-related subjects. SCPD is somewhat of an anomaly since Senate's role is focused on academic priorities and many of the issues involving physical property and resources are under the jurisdiction of the Board of Governors via the Building an Property Committee.

It was recognized that SCPD subcommittees (Architectural Advisory, Gardens and Grounds, Environment, etc.) currently manage a significant amount of development-related activities within the university and that SCPD is rarely if ever asked to approve the work of its subcommittees. The role of the subcommittees may be critical in the implementation of the Master Plan principles.

Priorities need to be developed for the Committee and, based on this, a model for a rejuvenated SCPD is being proposed. It could be a Committee model, or also a hybrid task force model. SCPD could sponsor one meeting of Senate to highlight issue specific to its mandate. An important role played by SCPD is the dissemination of information and its annual report records the university's physical development record.

The balance between SCPD and BPC needs to be considered, particularly since Board Committees typically do not have the time allocation for major discussions on academic issues as they relate to the physical developments.

- **Campus Tours** - The Committee undertook several tours of new or renovated facilities during the session. These included:
  - Faculty of Arts – New Classroom installations (Ferrier/Arts/Leacock)
  - Humanities and Social Sciences Library – Cyberthèque

## SUBCOMMITTEE REPORTS

- **Visual Arts Subcommittee Projects** – The Hepworth sculpture that was located in the area now under excavation for the Ferrier-McConnell service tunnel was temporarily relocated to the Musée des beaux arts in the Max Stern sculpture garden. The Subcommittee is also revisiting a valuation of the visual arts collection and a survey of the major pieces in the collection will be made for curatorial and insurance purposes. A bronze monument has been installed at Macdonald Campus beside the library. The second art installation for the new Life Sciences Complex is now complete.
- **Gardens & Grounds Subcommittee Projects** – Reconstruction of the area surrounding the tunnel replacement will be a major preoccupation. It should address a number of circulation and safety concerns within the lower campus. The Santropol Roulant project has expanded and an extension of the Campus Crops student garden initiative at 3534 University was approved. A Farmer's Market is also being planned for August/September 2008. The tree tag installation was completed in time for a tree tour that took place during Homecoming. Additional bike racks were also installed throughout the campus. Traffic and directional signage as well as information placards were installed in the lower campus to improve safety resulting from the added bike traffic. Special recognition was given to the work of Eric Champagne in diversifying plantings on campus. A walkaround took place over the summer that focused on the arts/Leacock yard and the Stewart Biology terrace. A request was received from the Senate Committee on Women to consider a walkaround focused on updating campus security, night route, etc. This is to be coordinated through the office of the Dean of Students
- **Architectural Advisory Subcommittee** – The Subcommittee has focused on heritage buildings as a large amount of deferred maintenance work is currently underway and city regulations on building materials are becoming increasingly strict. A revised 'terms of reference' document is also being developed which proposes a possible merging of the Subcommittee with the Gardens and Grounds subcommittee.
- **Macdonald Subcommittee on Physical Facilities** – An agreement for a bike path along Chemin Saint Marie has been approved with the Town of Sainte Anne-de-Bellevue. This project will include fencing which will protect the McGill property. The elevator project in the Centennial Centre is approved and will be moving forward. In order to respond to accreditation requirements, the Dietetics and Human Nutrition Food labs will also be relocated and upgraded. McGill is also working with the Town to deal with erosion along the lakeshore frontage. Recent projects include: Completion of landscaping around the Barton-Macdonald Stewart link; completion of a new pesticide storage building and completion of a fire truck lane at the Macdonald Campus farm.
- **Subcommittee on the Environment** - The Subcommittee's annual report is available on the ReThink website. Highlights of recent activities of the Subcommittee on the Environment include:
  - Green Buildings Task Force – Report is complete. A workgroup has been set up to integrate green building practices into renovation and construction;
  - CREPUQ indicators – Project was adopted;
  - Pledges (ReThink / Défi climat) – SCPD members are urged to participate;
  - A Farmer's Market planned for fall 2008 on the downtown campus;

- A conference on climate change is scheduled at McGill (May 6<sup>th</sup> to 8<sup>th</sup>);
  - Environmental management system – The University is working with a system developed by CREPUQ. Data for McGill will be submitted by April 2008;
  - City of Montreal – Sustainability plan to examine ‘heat islands’;
  - The 7th annual Rethink conference “See Change” took place on March 28<sup>th</sup>;
  - A proposal to plant a commemorative tree to recognize Professor Mirza’s long standing commitment to the environment and as chair of the SCE.
  - A brief was prepared for a public consultation on Sustainable Development Strategy;
  - A series of exterior recycling stations as well as a number of interior glass/plastic recycling bins have been installed though out the campus, to include an audit of current building practices;
  - A new sustainability officer has been hired;
  - The Subcommittee has been working with the Student Society on Frosh, Residence outreach and other student festivals.
- **Gault Nature Reserve** – An annual report of activities was presented. Highlights include: A significant numbers of classes use the Reserve; numerous research projects, peer published papers, theses and publications involve or were based on work completed at the Reserve. Next year is the 50<sup>th</sup> anniversary of the Gault bequest as well as the 30<sup>th</sup> anniversary of the Reserve having received its UNESCO designation.
  - **McGill Libraries Report** - Major projects currently underway within the Libraries include: The new Cyberthèque facility in the Redpath Library Building (completed for January 2008); Renovation of the Education Library (completed); Renovation of the Schulich Library of Science and Engineering (completed); Collection repatriation from the Currie Gym and integration of the Biology collection from Blacker-Wood into Life Sciences (to be completed by summer 2008); and a multi-phase refurbishment of the Howard Ross Library of Management (ongoing).
  - **Accessibility Report** – An accessibility study for the main campus was completed. A committee is to be set up which will coordinate with the Macdonald Accessibility report and meet with stakeholders to establish priorities. Funding and cost estimates have yet to be established as was done for the Macdonald Campus report.

## SCPD MEETING DATES 2007-2008:

September 20, 2007

November 22, 2007

January 31, 2008

March 13, 2008

May 1, 2008

## SCPD MEMBERSHIP FOR 2007-2008:

Jim Nicell	Chair (Delegate), Associate Vice-Principal (University Services)
Morton J. Mendelson	Deputy Provost, Student Life and Learning
TBA	Vice-Principal (Development, Alumni and University Relations)
Chandra Madramootoo	Associate Vice-Principal (Macdonald Campus)
Diane Koen	Treholme Director of Libraries delegate
TBA	Executive Director, Facilities Management and Development
Charles Adler	Director, Office of Planning and Institutional Analysis
Martin Lechowicz	Director, Gault Nature Reserve
Joan Wolforth	Director, Office for Students with Disabilities
Drew Love	Director, Department of Athletics
David Covo	Chair, Visual Arts Subcommittee; Chair, Architectural Advisory Subcommittee; Chair, Gardens and Grounds Subcommittee
Alan Watson	Chair, Macdonald Subcommittee on Physical Facilities
Saeed Mirza (2009)	Chair, Subcommittee on the Environment, MAUT representative
Shari Baum (2008)	Communication Sciences and Disorders – Academic representative
Martin Grant (2008)	Dean, Faculty of Science – Academic representative
Donald McLean (2008)	Dean, Schulich School of Music – Academic representative
Suzelle Barrington (2009)	Bio-Resource Engineering – Academic representative
Christophe Pierre (2009)	Dean, Faculty of Engineering – Academic representative
Christopher Ragan (2009)	Department of Economics - Academic representative
Christopher Manfredi (2010)	Dean, Faculty of Arts – Academic representative
Laurie Snider (2010)	Physical and Occupational Therapy - Academic representative
Jonathan Rousham (2009)	Faculty of Engineering – Administrative and Support Staff representative
Bruce St. Louis	Alumni Association representative
Daniel Lalonde	Alumni Association representative
Doug McDougall	Alumni Association representative
Jan Hanna	Students' Society of McGill University representative
Jess Van der Vooren	Students' Society of McGill University representative
Marie-Anne Hardy	Macdonald Campus Students' Society representative
Chris McQuinn	Post Graduate Students' Society representative
Brian Karasick	Secretary of the Committee
 <i><u>Resource persons:</u></i>	
TBA	Director, Facilities Development
Marc Dozois	Director, Building Services and Grounds
Brian Karasick	Physical Planner, Office of Planning and Institutional Analysis
Wayne Wood	Manager, Environmental Health and Safety Office
Radu Juster	Planner/Architect – Office of Planning and Institutional Analysis
Kathleen Ng	Environmental Officer, Environmental Health and Safety Office

## TERM OF REFERENCE OF THE COMMITTEE

1. To prepare, for the general approval of Senate, and in collaboration with the Planning and Priorities Subcommittee of the Academic Policy and Planning Committee of Senate, a Master Physical Development Plan for the University's campus in Montreal and for the Macdonald Campus; to report from time to time on the desirable modifications and development of these Master Plans.
2. To consider the acquisition, use, and development of all University properties or trusts as they relate to the academic needs of the University, in consultation with the Building and Property Committee of the Board of Governors, and to make recommendations thereon to Senate, as need may arise.
3. To receive from faculties and departments proposals for new buildings or major building renovations of a project cost exceeding \$500,000 and to develop and maintain a priority listing of construction projects and major renovations.
4. To appoint subcommittees and workgroups that may assist the Committee in carrying out its mandate, and dissolve them as necessary; to establish their terms of reference and memberships, to ensure that these subcommittees and workgroups report to the SCPD on a regular basis, and to consider their reports and recommendations on such matters as:
  - architectural matters,
  - physical accessibility,
  - the University's art collection,
  - development plans for the campus open space areas,
  - physical facilities on the Macdonald Campus, and
  - the naming of buildings and facilities.
5. To receive the annual report of the Director of the Gault Estate from the Dean of Science; to receive an annual report from the University Planning Office regarding the allocation of University space; to receive a list of University properties as referred to in clause 2 above.
6. To report to Senate yearly and at such times as may be deemed appropriate, and thereafter within the terms of the Master Plan as approved by Senate, to report and submit the appropriate recommendations on behalf of Senate to the Board of Governors.
7. To conduct its activities in a manner complementary to those of other University planning bodies, principally, the Building and Property Committee of the Board of Governors and the Academic Policy and Planning Committee of Senate.

## COMPOSITION OF THE COMMITTEE

The Vice-Principal (Administration and Finance), Chair  
The Deputy Provost, Student Life and Learning  
The Associate Vice-Principal (Development, Alumni and University Relations)  
The Associate Vice-Principal (Macdonald Campus)  
The Treholme Director of Libraries or delegate  
The Director of University Planning Office  
The Executive Director of Facilities Management and Development  
The Director of the Office for Students with Disabilities  
One representative of administrative and support staff (3 year appointment)  
The Director of the Gault Nature Reserve  
The Director of Athletics or Delegate  
The Chairs of Subcommittees  
One representative of MAUT (3 year appointment)  
Eight representatives of academic faculties (3 year appointment)  
Three representatives from the Alumni Association (3 year appointments)  
Two undergraduate student representatives (1 year appointments)  
One graduate student representative (1 year appointment)  
One student representative from Macdonald Campus (1 year appointment)

### Resource persons:

Director, Facilities Development  
Director, Building Services and Grounds  
Physical Planner, Office of Planning and Institutional Analysis  
Manager, Environmental Health and Safety Office

### Senate Sources

Senate Minute 90, March 21, 1973  
Senate Minute 49, November 27, 1974  
Amendments: Senate Minute 14, September 30, 1992  
Senate Minute 30, November 4, 1992  
Senate Minute 21, October 12, 1994  
Senate Minute 118, May 3, 1995  
Senate Minute 120, May 15, 1996  
Senate Minute 9, October 9, 1996  
Senate Minute 10, November 5, 1997  
Senate Minute 7, May 20, 1998  
Senate Minute 6, March 8, 2000  
Senate Minute 8, May 10, 2000  
Senate Minute 6, May 24, 2001