



Memorandum

Office of the Associate VP (University Services)
1010 Sherbrooke Street West, Room 1126
Montreal, Quebec, H3A 2R7
Tel: 514-398-2926 | Fax: 514-398-5191

TO: Senate

FROM: Professor Jim Nicell, Associate Vice-Principal (University Services)

SUBJECT: Annual Report of the Senate Committee on Physical Development

DATE: 14 November 2012

DOCUMENT #: D12-20

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE: The 2011-2012 annual report of the Senate Committee on Physical Development, a Senate standing committee, is presented for information.

BACKGROUND & RATIONALE: The Senate Committee on Physical Development (SCPD) has been active since 1971. It operates with a membership and terms of reference that were approved by Senate in May 2009.

A report on the activities of the committee over the course of 2011-12 is attached (Appendix A). Also attached are the 2011-12 list of members (Appendix B) and the terms of reference of the Committee (Appendix C).

Five meetings are scheduled during 2012-2013. Priorities for the coming year continue to include focused presentations and discussions to seek the input of SCPD members on specific themes related to the physical development of the campus in service of academic priorities. Confirmed themes include: Vision 2020 and the relationship between infrastructure and curriculum/teaching, based on recent the experience of recent changes Chemistry.

MOTION OR RESOLUTION FOR APPROVAL: N/A

PRIOR CONSULTATION: Members of the Senate Committee on Physical Development

NEXT STEPS: N/A

- APPENDICES:**
- Appendix A: SCPD Annual Report 2011-2012
 - Appendix B: SCPD Membership 2011-2012
 - Appendix C: SCPD Terms of Reference

Senate Committee on Physical Development Annual Report 2011-2012

ACTIVITIES DURING THE 2011-2012 ACADEMIC YEAR

The Committee held five (5) meetings during the 2011-2012 session. This document summarizes the physical development and environment related activities of McGill University for this period as discussed at meetings of the Senate Committee on Physical Development (SCPD). The membership and terms of reference of SCPD are attached.

MAJOR PROJECTS (Construction/Renovation)

Various projects discussed over the course of 2011-12 include:

- **MNI Expansion** – Construction of the new wing is substantially complete (\$37.1 M). The second phase is being planned in support of research and clinical activities. This \$18.8 M project involves the outfitting of the remaining interior spaces. The project is awaiting Ministry approval and a grant application has been submitted.
- **McLennan/Redpath Terrace** – Phase 1 of the terrace restoration project (McTavish entrance) was completed in fall 2011. Phase 2 (McLennan entrance) will begin in mid-June 2012, with Phase 3 (Redpath entrance) planned for summer 2013.
- **Knowledge Infrastructure Projects** – All three of the federally funded projects (Macdonald Engineering, McIntyre Medial and Mass Chemistry) are fully completed. An unexpected additional \$7 M cost was incurred primarily for asbestos abatement and other site conditions in the Maass Building. A new integrated teaching lab installation (\$6.48 M) will be undertaken in the Maass Building, building on the infrastructure upgrades completed through the KIP initiative. That work is to be completed by August 2012.
- **Wilson Hall** – A \$35M capital grant was confirmed by the Quebec government for a complete redevelopment of Wilson Hall. Due to the size of the budget, this project must be administered through Infrastructure Quebec. The construction phase of this work is estimated to take 2 years to complete. The occupants will have to vacate the building temporarily during the reconstruction.
- **410 Sherbrooke** – The conversion of this former hotel to a student residence experienced several increases in scope and budget in order to address conditions found in the building. As a result the project was delayed with the revised schedule calling for the building to be ready for occupancy by students in time for the fall 2012 term. This project is self-funded using revenues obtained from the use of the facility, including student rent, summer business and events.
- **Strathcona Anatomy & Dentistry Building** – A \$6.1 M renovation project to implement life safety improvements required a significant budget increase (to \$15 M) to deal with found conditions associated with improperly done renovations over the last century and to remediate asbestos found in ceiling cavities. The work is scheduled to be completed by January 2013.
- **Macdonald Campus Water Tower** – Domestic water is now supplied to the Macdonald Campus and John Abbot College through the municipal water supply, so the old water tower is no longer required to serve its original function as a water reservoir. Due to the expense associated with maintaining the tower both in the short and long term, it was decided that it should be demolished. The tower has since been removed and work is in progress to explore ideas for its commemoration
- **Life Sciences Complex** – It was recently confirmed that this complex, completed in 2008, has qualified for a “LEED “Gold” rating; the first in Quebec for a laboratory building. It has been reported

that, in general, the estimated cost premium of approximately 3% for LEED buildings is fully recoverable through operating cost savings over time.

- **Residences** - A significant number of deferred maintenance projects totaling \$40 M are underway or planned within the McGill Residences. Initial projects include windows for Douglas Hall and HVAC systems for Molson, McConnell and Gardner Hall. All of these projects are to be financed through residence revenues.
- **Peel Row Houses-Stairs** – A proposal for the simultaneous replacement of multiple stairs was submitted to the City of Montreal and is awaiting approval.

PROJECTS IN THE PLANNING STAGE

- **Deferred Maintenance** – A list of priority projects has been developed for execution over the coming 3 years. The estimated value of the work is approximately \$300 M. A similar amount of work is expected to follow in the subsequent 3 years. Projects are prioritized based on health and safety concerns and support of teaching and research. McGill will be financing this priority work by borrowing against future capital funds while we continue to make the case to the government for special funding. McGill is currently working with other universities through CREPUQ to carry out a study of deferred maintenance in our institutions in order to make the case for additional support to MELS.
- **Lyman Duff/MNI** – Reconstruction of the underground service tunnel is planned. A major waterworks upgrade is also planned by the City of Montreal in this area.
- **McTavish Street** – Consultants have been engaged to prepare a permanent plan for lower McTavish Street, to be undertaken after the City replaces underground infrastructure.
- **Campus Entrances** - Consultants have been engaged to prepare a permanent plan for configuring the main McGill entrances (Roddick, McTavish, Milton), with the Milton entrance as a priority.
- **Royal Victoria Hospital** – Discussions continue between McGill, the MUHC and the Quebec Government about future University use of the complex.
- **2012 Class Action Gift**: A greenhouse project is planned.
- **Plan quinquennial d'investissements (2011-2016)** - A five year capital plan was prepared and submitted to MELS in September 2011. Eight priorities were identified in McGill's submission, including: Dental Clinic Relocation; Lyman Duff Building Redevelopment; Royal Victoria Hospital – Planning; Accessibility Projects - Redpath Museum, Stewart Biology Building; Information Technology Infrastructure – Including Data Centre, phone system, etc.; Wilson Hall Redevelopment; Desautels Faculty of Management Expansion; and a New Bio-Engineering Building on the Powell Site. Funding was subsequently received for Wilson Hall.

SUBCOMMITTEE ACTIVITY

Within its terms of reference, the Committee may create or dissolve sub-committees as required.

- The Architectural Advisory Sub-Committee is currently active and is chaired by Professor David Covo of the School of Architecture. Membership includes both McGill staff and outside professionals. The sub-committee meets monthly to review McGill projects. It is presently in the process of revising its terms of reference.
- The Gardens and Grounds Sub-committee has been reconstituted and is chaired by Brian Karasick of Campus and Space Planning. The committee functions with a new formal 'Terms of Reference' and committee membership to improve its effectiveness. The intent was to keep the sub-committee to a reasonable size but bring in other expertise as required. The sub-committee works to ensure that all undertakings on the campus grounds are consistent with the Master Plan principles. Upcoming priorities to include: prioritization of exterior commemoration projects; development of a policy for how to accept and manage future requests; cataloguing of exterior event locations and consideration of proposals for other new sites; conduct of an inventory of exterior elements (summer 2012).

- The Visual Arts Sub-committee has recently been rejuvenated with some of the responsibility taken up by the Provost's Office.
- The Sub-committee on Environment (SCE) has existed for over 10 years and was established the following approval of the environmental policy at McGill. The sub-committee has acted as a bridge between stakeholders from across the university and has provided an important forum for dialogue. However, the situation has changed substantially since the time the committee was established and most importantly, since the Office of Sustainability was created in 2009. In recognition of the growing number of sustainability initiatives across McGill and the need for their coordination, a Sustainability Coordinating Group was created in 2010 with representation of students and staff. Also, in early 2010, the Sustainability Projects Fund (SPF) was implemented which provides financial support for groups to allow them to bring sustainability initiatives to fruition. Beyond this, a forum is still required that expands the conversation and increases the level of participation in sustainability related issues. This is currently being accomplished through annual events held each fall (e.g., Rethink Conference) and through the creation of regularly-scheduled events called "SustainabilityXchange". The Vision2020 process is also acting as a major vehicle for engaging the community in sustainability planning and engagement. Following analysis and identification of priorities, planning objectives and goals will be prepared. Further exploration of new methods of consultation will continue.

OTHER INITIATIVES

- **SCPD Annual Report 2010-2011** – The report was presented to Senate in October, 2011
- **Teaching and Learning Services Work Group** – The annual report 2010-2011 was presented, where it was noted that the priority for next year will be the Cyber Med project in McIntyre. A major project is also being proposed for the Faculty of Management.
- **City of Montreal's Sustainability Plan initiatives** - The City's Sustainability Development Plan initiative began in 2005 with a time frame of 5 years. The current iteration is 2010-2015. As in the past, McGill has been asked to partner on individual actions (at least 5) with annual reporting on progress. The plan is to maintain the same 5 orientations as for the 2005 plan.
- **Gault Nature Reserve – Report on Research Building** - A technical evaluation report on the Gault Research building was recently received in which it was concluded the building is no longer in a suitable condition for use. A plan for its sequential renovation was developed and estimated at \$1.5 M. An overall business plan is under development to pay for the required renovations. A grant application is also being submitted that will support some renovations to the building.

The typical format of meetings involves a focus on specific themes of interest to the Committee where the input of members was sought. Tours of related or new facilities also took place following several of the sessions. Themes and presentations covered over the past year are summarized below:

- **"The Macdonald Campus Master Plan Workgroup" led by Dean C. Madramootoo, Faculty of Agricultural and Environmental Sciences).**

Highlights included:

- The campus was founded in 1906 by Sir William Macdonald and includes 650 hectares. A 17 ha section of the original campus is now property of John Abbot College (JAC), which is housed within former Macdonald College buildings
- Projected growth: By 2015, it is expected that there could be 2,200 students.
- Strategic Positioning of the Campus – Bioscience with a focus on food sciences and environmental sciences.
- Recent projects: Recently completed Library and learning centre (\$5.7 M) revolutionized the campus; Recently completed Food and nutrition lab (\$4,25 M); Improved research facilities for

- animal science; Active learning laboratory classroom; Undergraduate active learning labs (Macdonald Stewart Basement); Improved graduate student spaces and laboratories (hotelling).
- Master Plan-Long term goals: Reinforce identity; support resources; exemplify sound environmental practices; address vehicular and circulation issues; plan for staged future development; improved facilities in support of academic programs and research centres.
- Master Plan-Medium term Goals: Development of enhanced research facilities (e.g., through CFI funding); government labs (hosting); address student life and learning shortfalls (incl. food services, athletics, student services, advising/internships and student spaces)
- Proposals coming from Macdonald Campus Master Plan Workgroup included:
 - New Student Life and Learning Centre (9,000 m²) which would free up space in the Centennial Centre
 - Closure of east road to vehicular circulation in order to achieve a safer and improved environment
 - Potential increase in residence capacity which would free up space in Laird Hall
 - Possible creation of document storage facilities and data centre
- **“The Relationship between the City of Montreal and McGill affecting Campus Development”, co-presented by Hoda Tébéchrani, Manager, Municipal and Community Relations (Office of Public Affairs) and Chuck Adler, Director, Campus and Space planning.**

Highlights included:

- Overview of the role of the various McGill players and their relationships with the City of Montreal, the City of Montreal’s administrative structure – including the Executive Committee, City Council, Borough Council and Agglomeration Council. The Agglomeration Council includes the demerged cities on the island.
- Overview of the Borough Boundaries (Ville Marie and Plateau Mont Royal) with approximately 90% of the campus within Ville Marie and 10% of the campus within Plateau Mont Royal.
- Overview of the Arrondissement’s political structures and key government personnel. Exceptionally, the mayor of Montreal also becomes mayor of the Arrondissement Ville Marie.
- Overview of the delegation of responsibilities between the Central City and the Boroughs, with examples of projects managed by the Central City.
- Overview of the Arrondissement historique et naturel de Mont Royal (AHNMR) which includes land within 4 boroughs and the City of Westmont. Almost 95% of the McGill campus is within this district and examples of future projects within the AHNMR, including the Rutherford Reservoir sports field and potential development of the Powell Building site.
- Overview of the regulations and special by-law governing the development of the McGill campus as well as the project approvals process within the City.
- Examples of recent projects by McGill and others within the AHNMR illustrating the process including: Montreal Neurological Institute expansion project, Montreal General Hospital expansion, Condo project proposed on the site of the Redpath mansion and Molson Stadium Expansion.
- As examples, an overview of the range of authorities and agencies involved in any interventions affecting University Street and how the City was implicated in the McTavish Street initiative.
- **“Exploring our aboriginal roots and community as reflected through the physical nature of our campus”. Led by Professor Jane Everett, Kakwiranoron Cook and Paige Isaac representing the Aboriginal Affairs Work Group.**

Highlights included:

- The Aboriginal Affairs workgroup was set up in 2005 following recommendations of the Principal's task force on Diversity. It was mandated to review services and programs supporting the McGill Aboriginal community.
- First People's House was an initiative undertaken with support from this group.
- Outreach is also a major focus for the group. Initiatives supported include: Continuing Studies programs, a summer camp and the annual Pow Wow.
- The current priority for the Workgroup is to set up a permanent outdoor installation to strengthen the aboriginal roots of McGill. Ideas include:
 - Relocation of the rock/plaque commemorating the village of Hochelaga to a more prominent location, similar to the Inukshuk which is visible on Sherbrooke Street outside of the McCord Museum.
 - Install a native statue (Concordia – Loyola Campus) or a series of commemorative plaques (University of Sydney)
 - Creation of an Aboriginal garden on campus as a place of reflection

- **“An Examination of Commuting Patterns to McGill University - Results of the 2011 McGill Transportation Survey” presented by Kevin Manaugh (PhD student) and Cynthia Jaques (Master's student)**

Highlights included:

- The project was funded by the Sustainability Projects Fund. The survey was web based and undertaken during April/May 2011. 4,700 surveys were completed.
- Mode split results:
 - Car - 16% vs. 55% for City of Montreal
 - Transit - 55% vs. 43% for City of Montreal
 - Active (bike or walk) - 29% vs. 9% for City of Montreal
- Recommendations were made resulting from both survey findings and comments received from respondents. Subjects included the McGill-Macdonald shuttle service, cycling and cycling paths which target both McGill and the City, as well as STM bus services and routes.
- The report was sent to the STM and other transportation agencies as recommendations coming from the study included proposed changes to bus routes and fare structures.
- Information as well as survey data from the study is being used for follow up in student projects. The study has also been cited in a number of peer review publications.

- **Outcomes of a “Strategic Summit on Student Spaces” that was sponsored by the SSMU and held on February 3, 2012, co-presented by Maggie Knight and Carol Fraser.**

Highlights included:

- The presentation was divided into sections including: What is student space; activity and social spaces, academic space; and outdoor space. Comments (positive and negative) were presented with a summary of suggestions for improvement for each section. General conclusions were presented at the end.
- Recommendations:

- Active/Social space – Improve the booking process; improve communications between McGill and student societies regarding alcohol permits; improve transparency related to room use costs; use empty or unused classrooms as study space.
- Academic Space - Add more electrical outlets and clocks in classrooms; train professors in proper use of technology; improve after-hours access to computer labs; improve library security; use the SSMU basement for engineering design teams; renovate McLennan 3rd floor.
- Outdoor Space – Strategy for winter use of outdoor space and activities; outdoor gazebo with heat lamps and acoustic jam space; expand Edible Campus; expand student garden projects; plant more fruit trees; add steps to lower field from McLennan/Redpath terrace; restrain use of leaf blowers; consider constructing an ‘adult’ playground.
- General - Consider similar events to the Summit (annually or for special subject themes) as a means to improve dialogue; need an understandable decision making process; use the Vision 2020 model for generating ideas; harness student enthusiasm; acknowledge (student) concerns; make student associations part of events bookings process; improve communications.

**Senate Committee on Physical Development
MEMBERSHIP FOR 2011-2012**

- The Associate Vice-Principal (University Services) – Professor Jim Nicell (Chair)
- The Provost or delegate – Professor Jan Jorgensen (Delegate)
- The Associate Vice-Principal (Macdonald Campus) – Professor Chandra Madramootoo
- The Director of the Gault Nature Reserve – Professor Gregor Fussmann
- The Trenholme Director of Libraries or delegate – Ms. Diane Koen (Delegate)

Eight representatives of Senate approved by Senate on the recommendation of Senate Nominating Committee (3-year renewable terms):

- Professor Alan Watson, Department of Plant Science - Senate Representative (2014) Chair, *Macdonald Subcommittee on Physical Facilities*.
- Professor Marianna Newkirk, Faculty of Medicine - Senate Representative (2012).
- Professor Jane Everett, Dean of Students - Senate Representative (2012).
- Jonathan Rousham, Maintenance Manager, McGill Residences - Senate Representative (2013).
- Professor George Haller, Chair, Department of Mechanical Engineering - Senate Representative (2012).
- Professor Bruce Lennox, Chair, Department of Chemistry - Senate Representative (2012).
- Jana Luker, Executive Director, Student Services - Senate Representative (2013).
- Professor Christopher Manfredi, Dean, Faculty of Arts - Senate Representative (2012).

Four student representatives:

- Undergraduate: Maggie Knight, Students' Society of McGill University Representative.
- Undergraduate: Tom Acker, Students' Society of McGill University Representative
- Graduate: Ben Harack, Post Graduate Students' Society Representative
- Macdonald Campus: André Mayrand, Macdonald Campus Students' Society Representative

Secretary: Mr. Brian Karasick (Office of Campus and Space Planning)

Resource persons:

- Professor David Covo, School of Architecture
Chair, *Visual Arts Subcommittee*;
Chair, *Architectural Advisory Subcommittee*;
Chair, *Gardens and Grounds Subcommittee*.
- Charles Adler - Director, Office of Campus and Space Planning

Senate Committee on Physical Development
TERMS OF REFERENCE OF THE COMMITTEE
As approved by Senate in May 2009

The Committee on Physical Development is a Standing Committee of Senate charged with advising on the nature of physical development as it reflects the academic priorities and needs of the University.

Specific Areas of Responsibility

The Committee shall:

1. Advise Senate on the extent to which major physical development projects on campus reflect the academic plans and priorities of the University as expressed in the principles defining the University's Master Plan. These nine principles are:
 - a. facilitate a dynamic intellectual community
 - b. achieve strategic growth
 - c. reinforce campus identities
 - d. support excellence in research, teaching and learning
 - e. invest in priority service areas
 - f. conserve and build upon strengths of historic buildings and landscapes
 - g. provide appropriate facilities and infrastructure
 - h. improve campus accessibility
 - i. Develop and maintain the campus open spaces for maximum benefit.
2. Consider possible modifications to the Master Planning principles over time.
3. Appoint subcommittees and workgroups that may assist the Committee in carrying out its mandate, and to dissolve them as necessary.
4. Monitor trends in the use, for academic purposes, of facilities, including those 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.
5. Report on the Committee's deliberations and to submit the appropriate recommendations, on behalf of Senate, to the Board of Governors Building and Property Committee.
6. The Committee shall meet at least four times per year and report annually to Senate.

Composition

- The Associate Vice-Principal (University Services) – Chair
- The Provost or delegate
- The Associate Vice-Principal (Macdonald Campus)
- The Director of the Gault Nature Reserve
- The Trenholme Director of Libraries or delegate
- Eight representatives of Senate, approved by Senate on the recommendation of Senate Nominating Committee
- Two undergraduate students
- One graduate student
- One student representative of Macdonald Campus