Annual Report 2024-25

Operations & Real Estate Partnerships

Scott Mabury
Vice-President, OREP

UNIVERSITY OF TORONTO

Land Acknowledgement

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years, it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

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OREP's Response to Institutional Priorities & Objectives

VPOREP Mission

The VPOREP portfolio is committed to making operations: smarter, better, faster, and cheaper by:

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- providing services efficiently and effectively, freeing up resources to fulfill the university's mission
- driving change by improving operational efficiency, freeing up resources for the classroom
- anticipating institutional challenges/risks and work collaboratively with colleagues to address and mitigate these risks,
- increasing revenue sources to reduce reliance on student enrolment;
- collaborating with shared service colleagues to improve the performance and effectiveness of "institutional services" for the broader academy.

The VPOREP portfolio is ever mindful of our responsibilities to the University's mission, priorities and objectives, and the Annual Report highlights the portfolio's activities in pursuit of these goals, including:

Institutional Priority: Embrace Our Place

Housing
Spaces & Experiences Build More Housing strategy, developed and implemented to increase housing supply for faculty, staff and students; Indigenous placemaking: University Planning is leveraging our location on all three campuses;

Advancing Sustainability
Facilities and Services has led the charge, assuring U of T of its ranking as the world's most sustainable university for the second consecutive year by the QS World University Rankings: Sustainability 2025, achieved in part through its commission of Canada's largest urban geoexchange system and set to continue through its investment in the new Deferred Maintenance program, accelerating projects over the next three years.

Institutional Priority: Reinventing Undergraduate & Graduate Education

Student Success
Facilities & Services created opportunities for student experiences, learning, and research: while a new AVP + Vice-Provost Digital Strategies role was created to better integrate and modernize student data within the new Academic and Student applications ecosystem.

Optimizing Financial Resources to Support the Educational and Research Mission
Planning & Budget led the development of the University's 2025-2026 budget and long-range plan, balancing constraints and revenues with inflationary pressures on expenses while continuing to support academic and shared service divisions on budget and planning related issues within a more constrained fiscal environment

Advancing AI
While Digital Strategies convened a Task Force on Artificial Intelligence, ITS contributed to the early process for assessing, planning and operationalizing safe and effective AI solutions for faculty, students and staff, and Planning & Budget participated in the initiative to inform future Institutional Data Strategy priorities

Spaces & Experiences (S&E)

Anne Macdonald, AVP, S&E
Sonya Donovan, Managing Director,
Real Estate Partnerships

Institutional Priority:
Embrace Our Place

U OF T SPACES & EXPERIENCES

Operational Update:

Since the portfolio's launch in 2020, S&E has:

- Grown top line revenue of the portfolio by 45% since the end of the pandemic, with an operating cost escalation through the same period of only 22%
- Developed an integrated budget, strategic plan, brand positioning and marketing platform, and published 5 annual reports
- Opened the Schwartz Reisman Innovation Campus (West), bringing the vision of an "innovation ecosystem" to life, and supported the transition of the building to profitability after debt service.
- Led the acquisitions of Knox College, Campus One, College Street properties and the CAMH transaction on Ursula Franklin.
- Strengthened the Real Estate team, adding critical expertise and processes around project development, investments and financial approaches to the holistic cycle of buying, building and operating businesses. Investment plans in support of investment and development objectives receive increased scrutiny in this new structure, and in depth reviews of past projects inform new processes and better align with the double bottom line strategy.
- Progressed the strategy to try to diminish the University's off campus leasing footprint through the repatriation of space back to campus and / or into buildings that are owned by the University. The goal is to significantly lower the University's annual $40M+ liability currently associated with paying rent for off-campus space.

In 2024-25, the portfolio further strengthened its platform by adding an ***Executive Director of Operations***, who has been charged with developing a residential/commercial property services strategy to leverage economies of scale, build a capable and resilient team and ensure consistent approaches across the portfolio. S&E has also added an ***Executive Director of Student Housing and Residence Life***, who reports jointly to S&E and Office of the Vice-Provost Students, and who works in tandem with the Provostial Advisor on Residences.

This year also saw the development of residential design standards, and the iteration of the sustainability standards in their application to residential development to ensure that the institution's goals in this initiative are balanced with its deep need for a large volume of housing to support its core mission. Both initiatives came out of the in-depth audit work performed by the team on past Four Corners projects and provide important variances to institutional standards that will help support housing affordability for new assets.
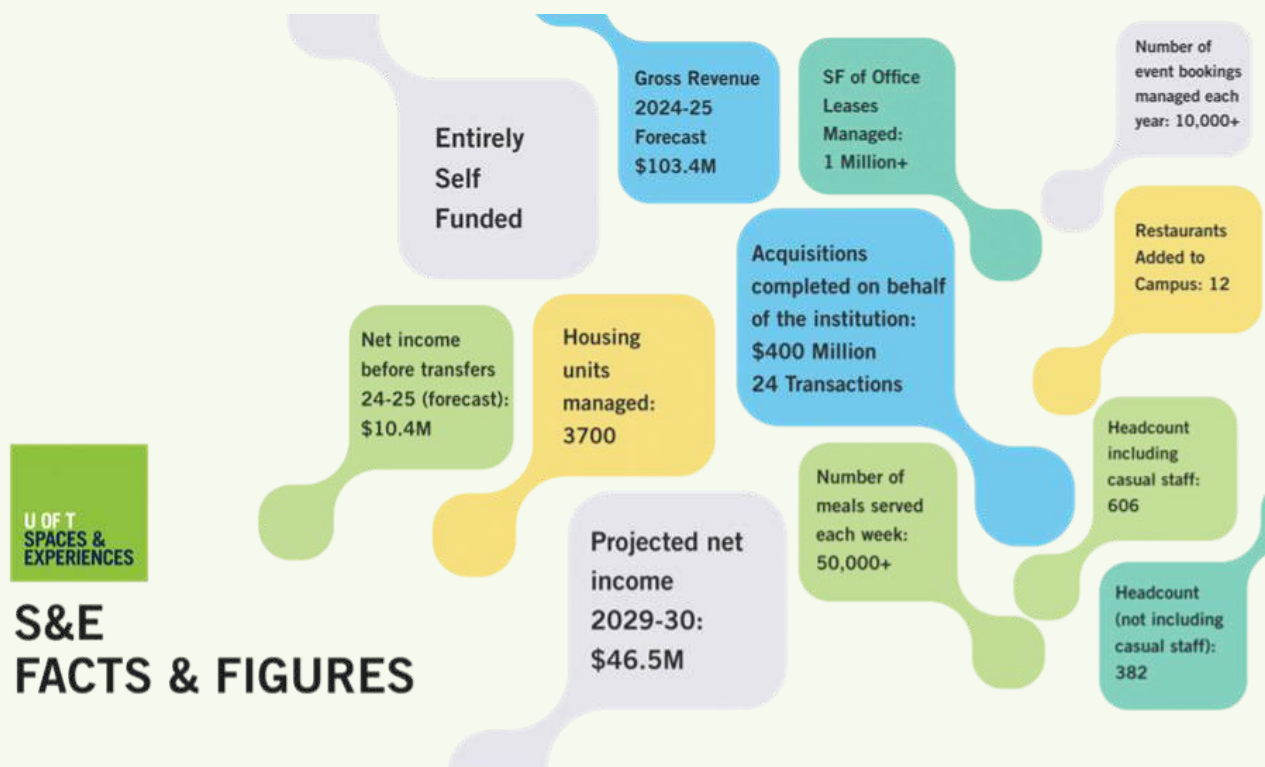
Additional Strategic Objectives completed in 2024-25

- The **commercial property management team** transitioned to S&E from F&S in March 2025. Along with this move, S&E has laid the groundwork for self-managing Level 1 capital projects. This organizational change recognizes the unique requirements of residential and commercial assets and is intended to create an opportunity to build an integrated and cost-effective properties team for the portfolio.
- A full **strategic review of Food Services** was undertaken this year and a new vision for the Food, Catering and Events group was launched. Several initiatives to improve the bottom line in the department were in progress prior to the finalization of the new strategy (new meal plan, re-launch of an improved catering offering, reopening of the Chestnut conference centre, review of cost-recovery activities in Campus Events), and as a result, the department will generate positive cash flow in fiscal 2026 and thereafter. In combination with a new inspiring vision, the department is on solid footing and in an excellent position to grow revenues sustainably.
- Developed and socialized **project-specific financial targets** that will be used within the 4C strategy to select and prioritize between projects and opportunities for value creation.

S&E Facts & Figures

U OF T SPACES & EXPERIENCES

S&E FACTS & FIGURES

Entirely Self Funded

Gross Revenue 2024-25 Forecast $103.4M

SF of Office Leases Managed: 1 Million+

Number of event bookings managed each year: 10,000+

Acquisitions completed on behalf of the institution: $400 Million 24 Transactions

Restaurants Added to Campus: 12

Net income before transfers 24-25 (forecast): $10.4M

Housing units managed: 3700

Projected net income 2029-30: $46.5M

Number of meals served each week: 50,000+

Headcount including casual staff: 606

Headcount (not including casual staff): 382

Focus on Housing:

An Urgent and Strategic Need of the Institution

The Executive Director of Student Housing and Residence Life led a project to develop a robust assessment of student residence demand, which ultimately determined that a realistic and desirable growth target would be 2700 – 4700 beds over the next decade. In the ED's inaugural year, she also launched the SHREC and SHRAC committees, creating an important advisory structure for her complex portfolio. These have also been effective fora for socializing the demand studies and will be critical in the development of a shared vision for Housing on the St. George campus.

This information was used by the Real Estate team to build out a comprehensive housing development strategy to address the University's need for additional beds: the **Build More Housing** initiative was officially launched in December 2024. The initiative was born out of the desire to take a more strategic and cost-effective approach to the University's 5,000+ bed demand. The initiative will focus on utilizing a similar structure as the CampusOne acquisition where the University participates in a lesser equity capacity (<50%) while retaining rights over the beds and student-facing operations.

This two-pronged initiative combines both an off-campus strategy to try to expand the University's land footprint through partnerships on developer owned land, and an on-campus initiative to secure partnerships on University-owned land. The first phase of the initiative received over 30 bids with five sites shortlisted to proceed to the second phase.

Oak House residence, the first new residence on the St. George campus in over two decades, and the first on this campus to be co-owned with a development partner, is set to welcome its first residents in August 2025. Significant effort has been expended by the S&E team this year to finalize operating plans and rates and begin marketing the residence. The Oak House budget and initial rates were presented to Business Board in April 2025.

In anticipation of the Oak House launch, the Student Residence teams restructured their operations to a more centralized model, allocating more staff responsibilities across the residence portfolio. This more cost-effective approach will also benefit existing residences and allows for the addition of specialists to strengthen programming, revenue generation and operations.

Photos: Oak House residence

Information Technology Services (ITS)

Donna Kidwell, CIO

Institutional Objective:
Advancing AI

Stewardship of Strategic Planning

The refreshed **IT@UofT Strategic Plan for 2025-2027** was a key accomplishment this past year and set a vision for developing and deploying IT infrastructure and services across the tri-campus, building on the original 2019-2024 strategy and incorporating updated goals from extensive community consultations. The prioritized objectives based on feedback from our key stakeholders, along with direction from the new **Associate Vice-President and Vice-Provost, Digital Strategies**, will guide the ITS priorities for the next three years.

Information Security

Implementation of a **multi-year information security plan** continued with significant progress in the last year:

- Embarked on a **multi-year identity management transformation** to modernize infrastructure and business processes, addressing technology debt and ensuring that ITS is agile and responsive to future needs for identities across campus. A three-year agreement establishes a foundation for Identity Governance and Administration, supporting identity lifecycle management, strengthening cybersecurity, enabling "just-in-time" access to services and applications, and empowering divisions to manage access based on roles.
- **Expanded security awareness training** across academic and administrative employees to better protect the University of Toronto against common cyber threats, including phishing and fraud. This initiative has reached over **20,000 staff and faculty**, significantly reducing the impact of phishing attacks and contributing to a **95% reduction in account compromises** to strengthen the university's overall cybersecurity posture.
- **Improved incident management processes and enhanced cyber threat monitoring against critical assets.** By migrating to a cloud-based Security Information and Event Management platform and implementing Dark Web Monitoring with Canadian Shared Security Operations Centre (CanSSOC), ITS enabled real-time threat detection across multiple sources and proactively addressed potential data breaches, mitigating risks from stolen information.
- **Reconciled UTmail+/Microsoft 365 Accounts**, reducing both security risks and storage cost. Approximately 120,000 unauthorized email accounts were eliminated and 180,000 alumni accounts were moved to a separate tenant. New automated business processes were implemented to enforce the removal of unauthorized accounts, streamlining UTmail+ administration and better positioning the university for upcoming storage limitations announced by Microsoft.

Administrative systems

Operational efficiency and user satisfaction has been advanced through the modernization of core administrative systems, streamlining employee functions and supporting research projects:

- Supported the evolving governance, strategy, and a roadmap of the new Institutional Academic & Student Applications (IASA) formally known as the Next Generation Student Information Services and Systems (NGSIS). Throughout the year, ITS-EASI supported the Provost and Vice-Provost offices, including the new Associate Vice-President and Vice-Provost, Digital Strategies, with in-depth analysis and planning, supporting the formation of the new IASA program and interim program governance structure. This ongoing support is crucial for academic program administration.
- **Implemented UTime, a modern and efficient timekeeping application to replace Kronos.** Now in pilot, this solution will serve 6,000 employees and managers across more than 29 faculties, divisions, and departments providing efficiencies for payroll administrators, managers, and staff, including automated processes and enhanced data security features.
- **Initiated second phase of the SAP HR Employee Central Modernization Project**, laying the foundation for more efficient and effective business processes and providing better data for decision-making. This included the delivery of conceptual technical architecture and designs for the new solution. The "hire to retire" solution implementation is targeted to start in the fall of 2025.
- In collaboration with Financial Services, **Advanced the SAP Concur project to modernize the manual U of T Expense Reimbursement** Direct Deposit (ERDD) system. This solution simplifies expense claims by allowing receipt submissions via handheld devices, initiating a digital workflow for approval and reimbursement, leading to substantial efficiencies savings through process improvement. Phase 1 was successfully implemented in early March 2025, with two more phases of roll out to follow in 2025-26.

Enhancing efficiency through best practice, standards and guidelines

- **Enhanced IT service management** through launch of a pilot focused on IT service catalogues, IT service management and relationship management. This will provide better front-line support through improved integration of tri-campus service desks and better alignment and adoption of central services by single department faculties, resulting in enhanced resiliency,

and drive efficiencies to respond to unmet demands.
  - **Updated incident management best practices** for staff using ServiceNow as well as the development of customized operations dashboards providing full visibility to ITS' incident tickets.
  - **Revised ITS Major Incident Response Protocol** to facilitate a coordinated and efficient ITS-wide response to critical outages.
  - Consulted with ITS service owners to ensure ITS content in the **UniversITy Service Catalogue (USC) is up-to-date** and supports ease of use.
- **Implemented new ITS-wide IT Change Management process** designed to streamline and improve the quality of IT changes and provide a high level to transparency to the IT@UofT community for the upcoming IT changes.

Process Management Improvements

In addition to the work above that was anticipated for this year, ITS made significant process management improvements, cultivating a more efficient workforce, and ultimately delivering an improved user experience. Building on work undertaken by the enterprise infrastructure team, and with support from the tri-campus community, the organization continues to strive towards operational excellence and enhanced client satisfaction.

- **Teams Chat Deletion policy** for the entire U of T community went into effect on October 1, 2024. The 30-day deletion policy minimizes the risk of sensitive information exposure and encourages proper communication data management. This policy also helps manage storage capacity and reduce associated costs.
- **Enterprise TA Administrative Management System** was developed through close collaboration with Single Department Faculties, based on ITS-EASI analysis of existing manual processes and tools for hiring and managing thousands of Teaching Assistants (TAs) each term. The system will enable efficient end-to-end digitization of administration of TA processes and ensure privacy and security of data. It launched in April 2025, starting with 8 Faculties and UTM campus divisions.
- **Microcredentials DataMart** was implemented and integrated with the School of Continuing Studies platform to digitally consume all microcredential course data for analytics and reporting.
- **Transfer Credit Equivalency Application** was launched to enable administrators from seven divisions to manage transfer credit equivalencies, increasing data accuracy and reliability by over 60% and reducing maintenance effort by over 30%. Over the past year, over 37,500 equivalencies were available through the public portal, accessed by 26,150 students.
- **Curriculum Management** application was implemented

in early 2024-25 with the School of Graduate Studies to manage workflows and maintain records for 1,070 graduate programs and 6,651 courses, reducing overall time by over 50%.

- **Curriculum Publisher** was released in mid-2024-25 to support the School of Graduate Studies calendar production, integrating program and course data to increase publishing efficiency by over 75% and ensure higher accuracy.
- **Transfer Credit Batch Load** has introduced functionality to replace manual processes for bulk update information for over 15,000 advanced standing courses and subjects annually, significantly reducing staff time.
- **OUAC Enhancements** were completed to support management of 75,000 annual undergraduate applications, improving data retention and handling of duplicate record errors, reducing failed jobs and manual intervention.
- Conducted **Ethics Systems Modernization** consultations, vendor analysis and performed technical reviews to initiate Request for Procurement (RFP) process to replace end-of-life ethics applications, ensuring systems provide the functionality users require amid a shifting regulatory environment.
- **Supported VPRI** in the implementation of a centralized third-party software system for monitoring equipment/ assets, training, biosafety, radiation and medical clearance.
- **Student Scholarship Fee Deferral** enhancement was implemented, allowing over 2,000 students to digitally manage fee deferrals via ACORN, eliminating the need for manual processing by administrative staff.

Professional Development Initiatives

Several new initiatives have been introduced to facilitate access to professional learning opportunities for IT professionals at the university.

- **Formed Professional Development Advisory Group to coordinate learning initiatives** within ITS as well as for the broader IT@UofT community.
- **Hosted regular community events**, including monthly webinars on topics related to GenAI, Information Security, and Change Management.
- **Information seminar offered for IT managers** from across all three campuses to explore opportunities for staff development and leveraging of University of Toronto's professional learning resources and programs.
- **Introduced new Orientation and Buddy-Mentor programs** to provide support and community connection for new ITS staff

Artificial Intelligence

Digital Strategies and ITS

Focus on AI:
Toward an AI-Ready Institution

An Associate Vice-President and Vice-Provost, Digital Strategies (DS) was appointed in November 2024 **to lead and support AI at U of T**, to provide leadership in information technology, focusing on enterprise-level services and systems, with a particular emphasis on information technology related to the academic mission of the University, and to convene the Task Force on Artificial Intelligence. The Task Force has involved numerous stakeholder consultations, and the work of 6 working groups will form the basis for the Task Force report and recommendations, which will be completed later this spring. In collaboration with the Chief Information Officer (CIO) strategic planning efforts have been undertaken, in close consultation with Deans, Vice-Presidents, Vice-Provosts and other academic administrators.

Strategic planning efforts have been undertaken, in collaboration with the Chief Information Officer (CIO) and in close consultation with Deans, Vice-Presidents, Vice-Provosts and other academic administrators.

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- **Launched our institutional AI web presence** to bring attention to the AI work at U of T: ai.utoronto.ca in collaboration with the Vice-Provost's team and VP Communications to assure alignment of information architecture and content.
- **Initiated Virtual AI Tutors initiative with Microsoft Copilot Studio for courses** fall 2024 and winter 2025 with pilot project introducing for functional chatbot agents in the Quercus environment and providing analytical dashboards that support evaluation of pedagogical impact and insights on usage patterns.
- **Tested and assessed Cogniti, an additional course AI agent platform** developed at the University of Sydney as a promising alternative option due to its compatibility with Azure.
- **Implemented faculty support programming for use of Generative AI** in teaching and learning at U of T, integrating initiatives related to tool deployment, dissemination of support resources and ongoing faculty development programming. Deliverables included a web resource portal for training and support resources for MS Copilot chat tool for U of T faculty and staff and design and delivery of 74 faculty development workshops to 983 participants across all three campuses.
- **Piloted use of a suite of advanced AI-powered assistants** to support access to EIS services knowledge base and FAQs across various workspaces.
- **Participated in the institutional AI Task Force** and co-chaired Technology, Data Governance and Digital Trust AI Working Group. Co-led the development of university AI readiness recommendations report for the Technology, Data Governance and Digital Transformation.

Digital Strategies

Susan McCahan, Associate Vice-President and Vice-Provost, Digital Strategies + Vice-Provost, Innovations in Undergraduate Education - dual report

Institutional Objective:
Student Success

Internal and Cross-Portfolio Coordination

- Began **building relationships critical to strategic success and operational excellence**. Implemented standing meetings with the CIO and leads of Information Security (the acting CISO), Institutional Research and Data Governance (IRDG), and Institutional Strategic Initiatives (ISI). This includes collaboration on
  - IT and information security work related to identity management transformation
  - Data architecture modernization objectives identified IRDG for institutional analytic data, and the modernization of the data architecture for operating data systems (e.g., ROSI)
  - Research computing; currently learning about the work done by AVP&VP, SI, the Centre for Research Innovation and Support (CRIS), and the Digital Research Infrastructure group.
- Began to establish an **inventory of institutional academic and student applications**. This will include additional applications used by the Provost's Division, mapped to business capabilities using initial data collected by the Provost's Division. This inventory is also the starting point for coordination and management of information security, in alignment with the IT and Info Security objectives.
- **Establishing greater IT collaboration within the Provost's Division**. As part of the funding process for technology projects within the Provost's Division this year, we are establishing a Provost's Division technology community of practice that will begin meeting in late April. It will focus on creating stronger shared awareness of the capabilities of existing applications (to make use of the assets we already have), best practices for IT program management, and to build trust that can underpin a more collaborative approach to maintaining and enhancing our Institutional Academic and Student Applications ecosystem. Example: Greater awareness of Symplicity has already created an opportunity to efficiently fund a project to support case management for students in crisis, which is aligned with Student Success objectives.

Interim Institutional Academic & Student Applications (IASA) Advisory Group

- **Planning and Development Process for IASA, and specifically ROSI, modernization:** Prototype an approach to (1) assessing the current state and (2) developing requirements and a plan to enhance/retire/replace applications (including the modernization of ROSI) that support business capabilities in the academic and student domain. The interim advisory group's outcomes will lead to a roadmap for the academic and student applications ecosystem planning, management, and enhancement. This will allow us to make informed and sustainable decisions about how to support key business capabilities going forward, including supporting student success objectives such as ensuring access and retention, and accelerating processes for curricular innovation, program development, and student services. The operating data and business intelligence data platforms that are foundational to all applications in the ecosystem will support the University's leadership objectives, including the aspirations expressed in the AI Task Force recommendations. Example: it is currently taking 6 weeks to bring a new division onto the Student Advising System (SAS, which is a Salesforce instance), but 6 months to complete the data integration with ROSI for each division. A modern architecture for student data will allow for flexible API access removing data integration as the rate limiting step.
- **Decision-making and Advisory Structures:** Confirm an approach to decision-making and advisory structures for the academic and student applications ecosystem (IASA), which includes ROSI.
- **Application Inventory:** Advise on the requirements of an inventory of applications mapped to business capabilities in the teaching and learning domain, using the Higher Education Reference Model (HERM).

Appreciation Tour

- With the CIO, launched an **appreciation tour** to understand the current state and begin to develop a future vision of the intersection of academic objectives and digital technologies in institutional offices and academic divisions. Goal: to establish baseline relationships and inform future steps, including an institutional Digital Master Plan.
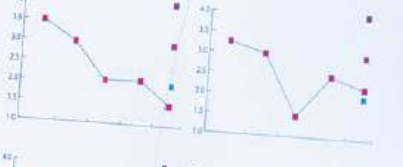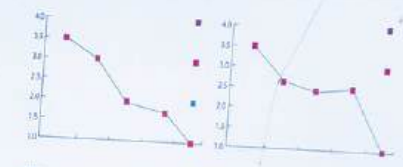
Facilities and Services

Ron Saporta, COO

24,765
PluggedIn e-newsletter opens

50,000+
Calls answered by Campus Safety operators and call centre staff

1,000+
Design documents reviewed through IPI's new portal

248
Client capital projects completed

73,264
Service orders technically completed

$2.3M
Savings in utilities cost from Leap program investments

Communications

- Over **650K impressions across F&S social media accounts**
- Continued to grow our social media presence across two Instagram accounts (@uoftfacilities and @sustainableuoft)
  - Our Instagram content reached 292.6K accounts, garnered over half a million views, and grew our following by over 1.8K individuals

Buildings, Grounds & Trades

- Environmental Protection Services **inspected over 200 labs and affiliated spaces** in the Medical Science Building to ensure hazard removal in advance of the Lighting Retrofit portion of Project Leap.
- Successfully **completed bargaining for 6 of 7 collective agreements without disruption**.

Property Management

- Completed **248 client capital projects** with value ranging from $11,000- $2.7M.
- Coordinated **32 insurance claims in response to fires and floods** from equipment failures, each ranging in value from $5000-$500,000.
- Created **28 vendor of record agreements** across flooring, painting, mechanical and hazardous abatement.

Infrastructure Planning & Implementation

- Processed **1,000+ design documents, 55+ shop drawings, and 12 variance requests** across 33 projects, using new SharePoint-based interim document portal.
- **Released eight design standards**, reinforcing the University's baseline requirements for bid and construction documents submitted for new construction projects on the St. George campus.

Buildings, Grounds & Trades

- 870,000 gigajoules of steam and heating water energy were delivered with a **99.97% reliability**
- 47,232 MWh of self-generated electricity with a **98.4% reliability**

Strategic Plan

In October 2024, following months-long, in-depth staff and stakeholder consultations, F&S launched the **new 2030 strategic plan** (fs.utoronto.ca/about/reports/strategic-priorities/) at an all-staff town hall, attended by over 150 team members. The plan provides a roadmap for how F&S will drive change over the next five years. A reporting framework has been established to track our work against five strategic pillars.

Institutional Objective:
Advancing Sustainability

- Named the world's **most sustainable university** for the second consecutive year by the QS World University Rankings: Sustainability 2025 (topuniversities.com/sustainability-rankings).
- Commissioned **Canada's largest urban geoexchange system** and unveiled a learning display showcasing the inner workings of the system. Staff developed teaching guides and transformed the mechanical room for the system into a real-life classroom; have welcomed over 500 visitors through the site since it opened.
- Successfully advocated, and secured approval for a **$300M injection into the Deferred Maintenance program**, accelerating projects over the next three years. This investment will significantly help the University manage a growing $1.2B deferred maintenance backlog.
- Secured representation on the **TRBOT (Toronto Region Board of Trade) Climate and Energy Transition Council**, with COO, Ron Saporta, as council member alongside executive leaders across industries.
- Completed the procurement process for an energy partner to complete **deep energy retrofits that also address deferred maintenance on five of our buildings**: the Faculty of Dentistry, the Rehabilitation Sciences Building, the Health Sciences Building, 263 McCaul, and the Exam Centre. These retrofits will cut GHG emissions for these buildings by 80%.
- Collaborated with U of T faculty and Jule Power, a company started by a U of T alumnus, to develop and unveil **the world's first battery-powered electric vehicle fast charger in the Landmark Garage**.
- Launched the **Air Travel Emissions Mitigation Initiative (ATEMI) project**, this year focused on the decarbonization of personal inhalers. Developed by members of Temerty Faculty of Medicine, the project facilitates a shift from propellant-based, carbon-intensive inhalers to dry powder inhalers. The potential impact, if expanded, is a reduction in GHG emissions of about 3,000 metric tonnes per year.
- **Caretaking adopted eco-friendly (EcoLogo, Eco-Sealed) and biodegradable cleaning products** to reduce environmental impact while maintaining high standards. Also exploring transitioning from paper towel to energy-efficient V-Blade hand dryers as part of our commitment to greener practices.
- In the first two months of operating the Free Store, **successfully diverted 1282 kg of materials away from landfill**
- Through **new partnership with Bike Share Toronto** had ~500 people purchase memberships with the U of T discount in the first month
- Through the **sustainable student program**, certified 150 students, 55 offices, 8 labs, and 81 events.

Institutional Objective:
Student Success

Institutional Priority:
Embrace Our Place

Creating opportunities for student experiences, learning, and research:

- 40 student experiences across 22 teams between April 2024-March 2025.
  - 4 PEY placements (professional experience year for engineering students) across 4 F&S teams.
  - 10 current and new/recent graduate work placements OREP professional experience program (OREP PEP)
  - 26 work study student placements
- 20 Sustainability student volunteers to support events, informational booths, the Free Store, and waste sorting.
- 7 research initiatives/partnerships in progress.
- 3 grants pending with a total potential value of $6.75 million.
- Several projects from undergraduate and graduate Campus as a Living Lab and practicum courses, including: Sustainable move-out practices; Bahen Courtyard redesign; Indoor growing systems; Flooding and impervious surfaces; Greenhouse gas emissions of food served on campus; Comparative Life Cycle Assessment (LCA) tool; Delivered over 20 presentations in classes, case competitions and workshops.

Fostering experiences of belonging for students and employees by improving access to the University's spaces.

- Completed analysis towards implementation of **ASHRAE Standard 241** (aimed at reducing impact of infectious aerosols), with data collection and review supported by PEY student, including ventilation surveys and air handling units and classrooms. Ensuring that U of T continues to lead higher education institutions in ensuring healthy work and learning spaces in preparation for any future outbreaks of airborne viruses.
- Enhanced communication and transparency program for **Deferred Maintenance** at F&S, including the launch of the annual plan and a new web page (fs.utoronto.ca/projects/deferred-maintenance) featuring an FAQ and a searchable database of building audit dates and resulting scores.
- Repaired all damage to **Landmark** following the 2024 encampments, restoring the space to its original state.
- Successfully transferred the management of **33 Ursula Franklin**, and both management and ownership of **175 College St.**, from CAMH (Centre for Addiction and Mental Health) to F&S. Both buildings successfully came under F&S management this year and plans are underway to renovate.
- Successfully coordinated 10+ **power shutdowns** of varying scales, from individual circuit isolations to large high-voltage switchgear shutdowns, ensuring minimal disruptions and adherence to safety protocols.
- Develop **new design standards**, including resilient flooring; geotechnical and environmental; building enclosure commissioning; geothermal commissioning; and elevator commissioning.
- Completed over **15 AODA design reviews** and consultations as part of major projects or renovations.

Service Provision & Operational Excellence

- The **Remote Operations Control Centre (ROCC)** was established this year to be a centralized resource for managing equipment issues across campus, including heating and cooling, proactively identifying the issues, reducing time to problem resolution, and improving customer satisfaction.
- The **new client service portal** completed all user engagement sessions and design. Development has already begun on the application and following thorough testing and training, version 1.0 is expected to be released summer 2025.
- Launched the **Caretaking Quality Assurance Program**, focused on performance outcomes and management of caretaking services to improve overall customer satisfaction, reduce complaints, and improve caretaking compliance with quality standards.
- Environmental Protection Services (EPS) Initiated the **installation of a chemical waste pail washer**, allowing them to reuse a portion of the supplies given to labs to package their chemical waste, leading to less plastic ending up in landfills and decreasing departmental supply costs.
- Implementation of the new process for **Indigenous smudging ceremonies**, which significantly reduces barriers and delays to request approval.
- Launched **Continuous Improvement at Facilities & Services program**, building capacity within teams through Lean Six Sigma training and instilling a culture of operational excellence and improvement throughout F&S.
- **Several operational dashboards**, including overdue service orders, have been designed and implemented to support accountability and reporting across F&S.
- Enhanced **Project LEAP**'s document management by reviewing 340+ documents across 8 work packages, integrating a Power BI dashboard and SharePoint site for real-time tracking and historical access, achieving 95% on-time reviews within 17 business days, and efficiently tracking the remaining 5% of delays due to coordination and site constraints.

Realizing our team's potential

- **Reduced the turnover** within our central steam plant & building engineer workforce by 50% compared to the previous year. This represents a stabilization of this critical workforce who directly ensure delivery of utilities and respond to our campus stakeholders.
- Launched the new **"F&S Insider"**, a quarterly newsletter for F&S staff, received by over 600 people, sharing learning opportunities and celebrating individual and team successes.
- Leveraged new F&S newsletter to promote **True Blue recognitions** and feature team members each issue.
- Campus Safety team members Steve Moore, Mike Munroe, and Albert Hastings were awarded the **King Charles III Coronation Medal** from the Government of Canada for extraordinary dedication to the University Community.
- Dr. Peter Shipley, Assistant Director of Operations Campus Safety was one of only two Canadians invited to attend and contribute to the development of a pilot course conducted by Rutgers University, Miller Center on Policing and Community Resilience. The inaugural course called **"Navigating Through Campus Conflict: National Leadership Training to Prevent Hate Crime, Violence and Intimidation,"** is a two-day pilot program aimed at equipping campus law enforcement, security, and administrative officials with the tools to address today's increasingly complex challenges.

University Planning, Design & Construction

Dave Lehto, Chief

Institutional Priority:
Embrace Our Place

Office of the Chief

- **Transitioned the Capital Projects team** from a multi-billion-dollar Design bubble to a Construction bubble through training and continuous improvement.
- Grew the UPDC team with **minimal staff turnover.**
- Onboarded the new **Capital Projects Executive Director,** to enhance and improve the delivery of our capital project portfolio.
- **Strategized, managed/oversaw, and negotiated all Contractor and Architect claims** to avoid or mitigate fiscal liabilities
- Imparted **claims negotiation lessons learned** into ongoing and future projects.
- Led the development of the Real Estate (RE) **Residential Design & Sustainability Standards** reducing millions in costs that were impacting RE's proforma.
- Chaired the **integration of UPDC/Real Estate roles,** responsibilities, processes, and project deliverables to improve speed of delivery.
- As part of UPDC's "Project Management is Risk Management" culture, developing a **Planning, Design & Construction Risk Register** template.
- Implemented a rigorous **Due Diligence Investigation process** to reduce found condition change orders and delay claims during construction.
- Mandated **Building Information Model (BIM)** and **Clash Detection** on all Level 2/3 and D&E-led projects to reduce the impact of design coordination and errors.
- Directed D&E to offer **Clash Detection and Design Peer Reviews** on Level 2/3 projects as a separate value add service offering.

Project Management (Executive Directors: Brian Szuberwood, Nagib Wassef, Sevag Kupelian)

- Managing **127 active projects** in design or construction.
- Obtained **Occupancy on 6 major project**s: UTSC Sam Ibrahim Building (IC2), UTM Science Building, Student Services Hub at UTM, Landscape of Landmark, Fitzgerald, Dentistry Clinic 2.
- Completed the **Project Management Information System (PMIS) RFSQ** and successfully closed the RFP with the 4 shortlisted software providers.
- Updated the **Stipulated Sum (CCDC-2) Supplementary General Conditions** with lessons learned.
- Finalized the **Front End (Division 1 Specification)** for all projects.
- Awarded the **Design Peer Reviewer** contract to Enform to perform design scope gap and quality reviews.
- Initiated **Weekly Flash Reports** for Level 1 projects.
- Recruited a **new SPM, PM1 and CT** to support projects in construction.

Design & Engineering (D&E) (Sarah Hopewell, Director)

- Implemented a **Quality Improvement Plan**.
- Completing all new projects in the 3D **Building Information Model REVIT** (Revise Instantly) to elevate D&E's service offering.
- Developed **REVIT Templates** to efficiently implement BIM on projects.
- Trained the D&E team on **BIM Clash Detection** to reduce design coordination errors on projects and provide a service that is not performed by external architects on Level 1 projects.
- Developed Navisworks **BIM Clash Detection Workflows** to be applied to D&E projects and as a new service offering for Level 2/3 projects to reduce construction change orders.
- Prepared **Design Peer Review Checklists** in preparation as a backup to U of T's only Design Peer Review consultant, Enform.
- Performed U of T's first **Design Peer Review & Clash Detection** of Enform's Construction Documents for the $35M Koffler Health & Wellness Center to eliminate or minimize scope gaps and design coordination errors.
- Developed a **Change Oreder (CO) Template** to streamline review of markups on COs and ensure GCs do not 'double dip' or create errors on markups. Trained the D&E team on **3D Site Documentation Hardware & Software** to enhance site investigation and site documentation during construction.
- Developed **"How Tos" for Enscape** (3D rendering software) integration into Revit/BIM workflow including realistic materials, lighting effects, and reflective surfaces to improve design concept communication to clients.
- Developed **Workflow Checklists** for the Design and CA phases to improve project quality including a SOV Checklist and Fume Hood Checklist.
- Undertook the McMurrich **Future Workplace** feasibility study to gain awareness of the future direction of the hybrid workplace and its potential application for U of T.
- Recruited Advanced Manufacturing Enterprise (**AME staff**) to further service Level 1 projects.
- Developed a **Time Tracking System** for logging staff project hours and effort.

Project Development & Controls (Costas Catsaros, Executive Director)

- Recruited a **Manager of Project Scheduling** to analyze contractor baseline schedules, delay claims, establish appropriate schedules at project outset, and to train the PM team how to implement Schedule Control processes.
- Developed a **Cost Book** database with costing input from 30 Level 2 and 33 Level 3 projects.
- Completed **97 Construction or Construction-related procurements**.
- Completed **30 Professional Services procurements**.
- Initiated **Procurement Process Improvements** (e.g. GC Prequalification revamp, Furniture RFP revamp).
- Continued to build in-house **Integrated Project Delivery (IPD) expertise**.

University Planning (UP)

Christine Burke, AVP

Institutional Priority:
Embrace Our Place

Master Planning / Planning Policy / General Planning

- Awaiting City planning re-engagement on **U of T St. George Campus Secondary Plan (SP) site-specific block guidelines** file, towards Council endorsement; delay due to City competing priorities. UTSC continues to work towards its Secondary Plan adoption at City Council (TBC), supported by UP as required. Ongoing monitoring of properties identified as having **potential heritage value** identified through SP process on a case by case/project basis.
- Launched **2040 Campus Plan**, a new long-term campus planning process to help guide how the St. George campus evolves over the next 15 years: established and kicked off a Project Steering Committee September 2024; successfully onboarded Gehl for a campus Public Space Public Life Study and Bousfields/ICE as public and indigenous engagement consultants. Launched public website, visioning workshops, online survey and Spring PSPL study with significant student volunteer interest. Onboarding of Public Realm Plan Consultant team, targeted Spring 2025. PD&C support on 2 procurements.
- Significant efforts made towards a plan to implement **University Park Phase 1** in partnership with the City. Project funding, political support and a new donation to Queen's Park revitalization (March 2025) changed trajectory. Recalibrating to ensure successful future University Park phase and good alignment with complementary design & programming of Queen's Park (U of T leased lands).
- Supported S&E/RE on **Build More Housing** - identification/evaluation of potential 4C sites on STG campus, planning review/site development studies
- Ongoing **monitoring**/**advising** on impact of development proposals on U of T long term development interests.
- Coordinating new process for capital project implementation post **Bill 185 legislative change:** established Steering Committee, initiated discussions with City towards interim process for development review (ongoing) with goal to take advantage of Bill 185 exemptions through accelerated project delivery timelines.

Major Capital Projects in Pre-Planning/Planning Phases

- Initiated **St George Campus Indigenous Hub** Planning phase and project planning committee, with news release announcing project targeting Spring 2025; progressing to early demolition of 160 & 162 St George and land consolidation. Moved through Planning phase for **UTM Campus Heart and Indigenous Build** project, with procurement of consultants to launch design in Spring 2025. Accelerated concept design and planning for **90 Queen's Park** towards launch into schematic design Spring 2025. Advanced **33 Ursula Franklin** (CAMH lands) planning/implementation for temporary university uses.
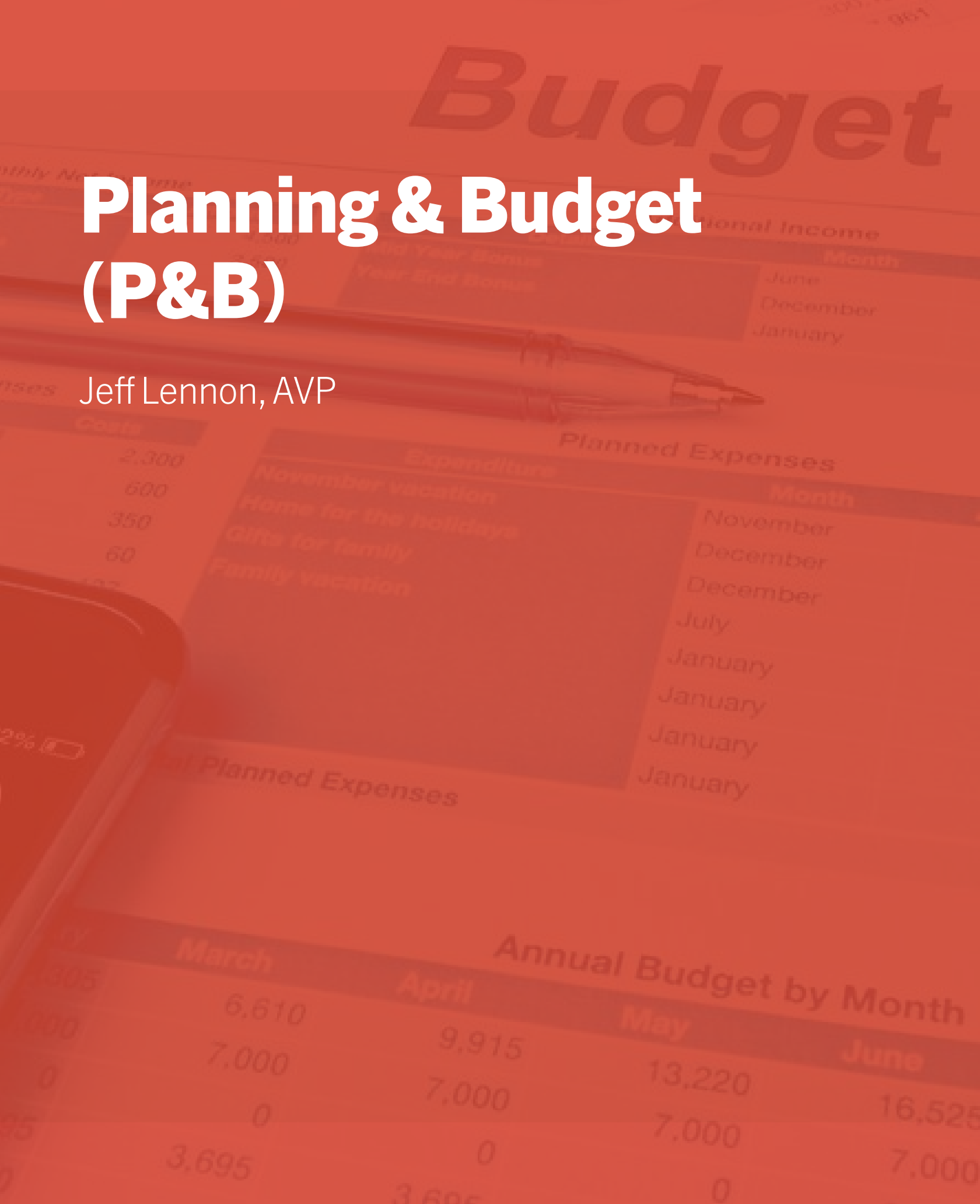
Leadership in Space Planning and Future Capital Planning Initiatives

- **Future of WorkSpace Tri-Campus Group** - Initiated in 2021-22 with a mandate to share lessons learned, ongoing challenges and opportunities regarding hybrid working best practices, space efficiencies & engagement in the workplace. Project planning of future projects continues to consider the hybrid working environment, and space planning implications & efficiencies. UP accepted COU invitation to participate in a Pilot to inform recent Space Standards Review
- **Advance long range faculty master plans/master programming on St George Campus** - Initiated **Faculty of Medicine's Facilities Master Plan**, focused on space analysis/utilization, strategic asset management across the portfolio, and scenario planning to support holistic infrastructure upgrades, and potential user assignment in the Temerty Building; Targeting Fall 2025 completion. **Finalizing Faculty of Engineering's Facilities Master Plan** Spring 2025. Initiated the **MacLennan Building Infrastructure Renewal Master Plan** to consider improved alignment with strategic priorities of the Faculty of Arts & Science; moving to consultant procurement Spring 2025.

Planning & Budget (P&B)

Jeff Lennon, AVP

Institutional Objective:

Optimizing Financial Resources to Support the Educational and Research Mission

- Delivered a core set of reporting products that support **performance management** and **accountability functions** of the University (e.g. rankings, SMA, Performance Indicators, Facts & Figures)
- Developed and maintained **institutional data marts** for operation and strategic decision-making.
- Completed the migration of **institutional data marts (P&B, PSEC, VPRI)** from on-premise DB2 to **Azure Cloud**
- Continued to expand **metadata management practices** (e.g. business glossary, report catalogue) and develop training to support adoption of **data management guidelines**.
- Delivered annual **Data Asset Inventory** program, in collaboration with Information Security, to support units' inventory of sensitive data; included release of Data Classification guidance for administrative data
- Delivered the **Data Summit 2024** to bring together the University's community of institutional researchers (approx. 200 attendees).
- Participated on the **AI Task Force** Working Group for Data Governance, Technology and Digital Trust to inform future IDS priorities

Budget Planning and Support

- **Prepared a balanced budget plan for 2025-26** that reflects continued constraints on revenues and inflationary pressures on expenses.
- **Supported academic and shared service divisions** on budget and planning related issues as they navigate a more constrained fiscal environment.
- Supported the development and implementation of the Provost's priority to increase the **base funding commitment to doctoral students to $40k** as of 2025-26.
- Supported the finalization of a renewed **operating agreement with the Federated Colleges** that included significant changes to the funding model.
- **Led the University's engagement with MCU on SMA4** and associated STEM enrolment growth proposal.
- Continued to work with SGS and SEM on **a review of graduate fee billing processes** including deep-dive analyses of two divisions for potential future pilots.
- Supported the work of the University's Provostial Advisor on Residences including enhancing **forecasting of residence space needs**.

Reporting & Analytics

- Collaborated with the Provost's portfolio to deliver **student survey data management and analysis**.
- Redesigned the **data.utoronto.ca website** to improve usability and navigation for visitors to the sites

OREP Finance

Helen Bao, EFO

Institutional Objective:

Optimizing Financial Resources to Support the Educational and Research Mission

OREP Finance Hub Launch and Implementation

- December 2024: launched OREP Financial Strategy and Services Department (the Hub)
  - reorganized and consolidated existing finance teams across OREP departments to achieve operational efficiency and excellence, introducing a new operating model and organizational structure to enhance efficiency, strengthen financial control, enable better decision-making, and support scalability.
  - As part of the staff transition plan, cross-campus office space was consolidated and staff was moved from multiple locations to Simcoe Hall over two days.
- As part of the Hub creation and implementation, business requirements were assessed and a multi-phase strategy for AP automation solution development was formulated, aiming to support Hub and OREP departmental operations and enhance operational efficiency.

Capital Planning & Strategic Support

- Worked with UPDC and the VP OREP to revise the PM fee framework and collection schedule to align funding with the resources required for project delivery.
- Managed the OREP multi-year capital project plan forecast and led the long-range capital cash flow forecast with the support of UPDC and Real Estate.
- Provided ongoing and enhanced support for major capital projects' funding strategy and financial management by closely collaborating with stakeholders across the institution, such as Academic Wood Tower, Temerty project, etc.

Business Improvement and Collaboration

- Worked with capital accounting to develop a comprehensive program for accounting and reporting on Deferred Maintenance and capital projects.
- Collaborated with central procurement to provide procurement advice and established 40 Vendors of Record to support operations across six different functional areas.
- Piloted and tested new vendor management and account setup workflows, identified bottlenecks, and provided feedback for improvements.
- Supported the development and implementation of Financial Modernization initiatives
- Enhanced accounting support for Real Estate to meet property-related reporting requirements.
- Provided financial reports and analysis to support ad hoc business requests, e.g. encampment costs estimate, qualifying expenditure reports for the VPRI office to obtain the Federal Research Security grant funding, etc.
- Supported ITS to complete the S4 Hana upgrade — testing on SAP applications

OREP HR

Lori-Anne Hill, Director

Institutional Objective:

Encouraging Collaboration, Belonging and Inclusion to Enable Staff to Thrive

Collective Bargaining

OREP HR plays a **key role on the bargaining teams**. In 2024-2025, there were several collective agreements negotiated for many of the trades and units highly represented by OREP employees including: OPSEU (Campus Safety); IBEW Electricians; IBEW Machinists; IBEW Locksmiths; UA46 Plumbers; Sheetmetal Workers; USW Residences Dons and RAs. Continued to bargain with Carpenters Local 27 with a focus on negotiation in the areas of construction and external contracts.

OREP PEP

Building on the VPOREP's vision, a project team continued to build the **OREP PEP program**. The Professional Experience Program is designed to provide undergraduate and recent graduates with the opportunity to gain work experience in their field of study. The team revised all marketing materials and provided additional tools to welcome new talent throughout the portfolio. OREP had **52 OREP PEP hires** already in 2024-25 with 19 pending hires for a total of **71 PEPs this year**.

Vacation Management Plans

With a **goal of mitigating OREP's annual vacation liability**, HR leads the collection of vacation management plans for those with high accruals. By scheduling time away from the workplace and setting target balances, conversations are actively taking place to create a culture of wellness and rest.

Promote a positive impact in the recruitment process

As stewards of the university brand, OREP HR is **continuously identifying potential gaps and improving processes**. Recruitment efforts included training, onboarding, inclusive employer guides, training on equity, diversity and inclusivity considerations and proactively planning for future staffing needs.

Promote excellence and innovation

Continued to provide **best-in-class human resource services** and delivered on new projects and initiatives this year including (but not limited to) a successful wellness month and the reorganization of the Finance "Hub".

Office of the VPOREP

Elizabeth Cragg, Director

Institutional Objective:

Empower and Enable Staff to Continuously Improve the Service Experience at U of T

UniForum Data Collection

Off cycle data collection year (launching fifth data collection in spring 2025) Have met with divisions across the tri-campus — in some cases with multiple teams (strategy, finance, IT, student life) to complete **deep dives of the data in support of possible operational efficiency initiatives**.

Operational Excellence Initiative (OpEx)

Soft launched OpEx with the inaugural meeting of the OpEx Advisory Committee in March 2024. Established as an advisory to envision opportunities to empower and enable our staff to continuously improve the service experience at U of T. Throughout 2024-25 the team (comprised of off cycle UniForum staff) has collaborated with several divisions on who are ready for change, supporting them and their transformation projects with UniForum data deep dives.

Risk Report 2025

In November 2024, following consultation with Audit and Executive Committee leadership, invited key risk-engaged representatives from all institutional portfolios to join a new **Risk Reporting Working Group**. Through regular meetings and informed by inter- and intra-portfolio discussions throughout the process, a foundational document was produced, providing a summary of all High, Major and Moderate residual risks. It is intended that the Working Group will continue to meet throughout the year, updating risks as needed, and producing a similar annual risk report to be presented to both Audit and Executive Committees.

Administrative Leadership Forum

Have continued to facilitate these **middle table meetings with divisional CAOs** to gather support for our initiatives, including OREP DAC requests, as well as provide updates on OREP initiatives and programs. Presentations by the President, Provost, the CFO and Chief Legal Counsel joined those by OREP leadership: AVP Planning & Budget provided insight in to the budget and planning for 2024-25, COO spoke to Project LEAP and Project RISE (Deferred Maintenance), AVP Spaces & experiences and Managing Director, Real Estate updated on the Housing Strategy and CIO and acting CISO provided an ITS and Info Security update to the group.

Business Continuity

The **shared services Business Continuity Working Group** continues to meet semi-annually and hosted our annual, moderated Tabletop exercise in the summer, using an IT outage as the crisis. Have continued to encourage and support divisional CAOs with their creation/updating of their unit/divisional BCPs and have added a "Your BCP in 5 Steps" tab to the BCP website to provide additional resources. Have been consulted by several universities including McGill, UBC, TMU and York on our BCP process.

OREP Awards & Annual Thank You BBQ

The **success of the OREP awards has not abated** in the 9 years since its inception: in 2024, we awarded 11 Impact Individual, 9 Impact Teams, and 12 Service Excellence Awards in front of 600+ of our OREP team members at the annual BBQ on August 20. Since the program launched in 2015, 688 awards have been presented — and hundreds more have been nominated!