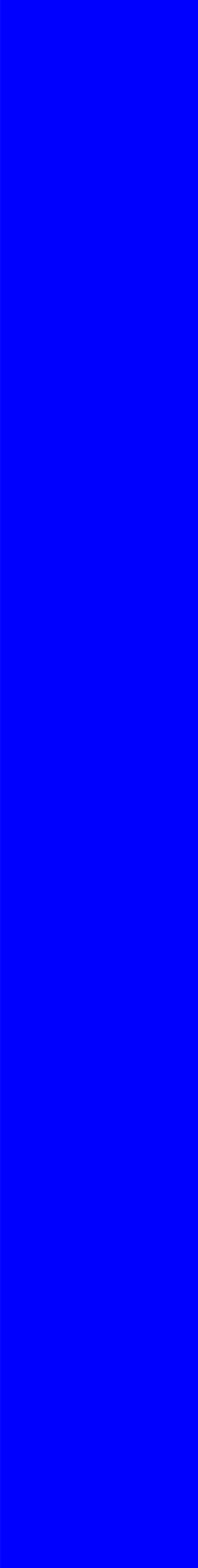


Annual Report

**Administration
and Human Resources**

1999

UNIVERSITY OF TORONTO



INTRODUCTION

This is the fourth annual report of the Administration and Human Resources portfolio which embraces all of the university's central non-academic activities outside Finance. The purpose of the report is to provide a stewardship and accountability report to the University's governors, to the University community and to anyone who might have an interest in how public money is spent on these central non-academic departments of the University. While most of the data are for 1998/99, the report attempts to provide some historical data that allows the reader some perspective on the current year's activities and spending.

The first section of the report displays the Human Resources profile of the University based on the September, 1999, payroll. Where possible, these data are compared with data from September 1998, and from March, 1991. The inescapable conclusion that emerges from these tables is that the seven years of restructuring cuts and job losses that saw a 19% reduction in all categories combined of the University's full-time staff have ended. For the first time in almost a decade, the number of full-time staff has begun to increase.

The other sections of the report follow a familiar format. The report begins with an overview of the Human Resources department, directed by Brian Marshall. The department had a difficult, but successful, year with the consequences of the unionization of administrative staff by the United Steelworkers of America and the absorption of Payroll into the department providing two of the most notable challenges. This section of the report also contains some hard data on utilization of the LTD plan, the incidence of grievances among unionised staff and on training.

There then follow the reports of Jan Nolan, the Family Care Advisor, David Gorman, Director of Environmental Health and Safety, Graham Kemp, Director of Administrative Management Systems and of Janice Oliver, Assistant Vice-President, responsible for Operations and Services. A careful reader of Jan Nolan's report should applaud the way her office is responding to the huge increase in the number of faculty hires anticipated in the next five years by focusing of services designed to attract and retain new young faculty. David Gorman's department implemented a Health and Safety Management system, achieved significant savings in the waste management program and introduced a laser safety program. Graham Kemp's report makes it clear that the University has clearly achieved its goal of introducing integrated, Y2K-compliant information systems that provide unprecedented access to various kinds of data pertaining to development, human resources, research and student and financial records and that will facilitate significant administrative efficiencies in the future. As Janice Oliver's section of the report makes clear, Operations and

Services has continued to absorb budget reductions while servicing an expanding physical plant.

Following the successful review of the Human Resources Department in 1997, I appointed committees to review both the Health and Safety Department and the Operations and Services Department in 1998. The first committee, chaired by Professor Jim Smith of the Department of Chemical Engineering issued its final report in December, 1999, while the second, chaired by Professor Ron Venter issued its report the previous June. The report of the Venter Committee and the administrative response is available on the web at www.utoronto.ca/hrhome (online publications). The Smith Committee report will be available soon.



Michael Finlayson

January, 2000.

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On the cover:
Architectural proposal for the Munk Centre for International Studies

UNIVERSITY OF TORONTO EMPLOYEE PROFILE

The purpose of this series of reports is to provide an accurate profile of the University's employees on the payroll in September, 1999, and to provide comparative data that displays data one year and 8^{1/2} years before. The latter comparator was chosen because I believe that the University's data for 1990/91 is reliable, comes from the first year of the Prichard administration and it pre-



cedes the seven lean years of the Social Contract and the Common Sense Revolution. In an institution as large and as complex as the University of Toronto, however, comparability is hard to achieve. Contrary to popular myths about universities, this University is a constantly evolving institution. Since 1991, for instance, the University of Toronto has absorbed the former Ontario Institute for Stud-

ies in Education, the U of T Press has become an incorporated ancillary and its formerly non-unionised administrative staff became unionised in 1998. Each of these changes makes precise comparisons between 1991 and 1999 difficult, but still possible.

Students of these data will quickly recognise that they embrace very different categories of employees. Tenure/tenure-stream faculty are those academic staff with both teaching and research responsibilities in all non-clinical faculties and departments of the university with the exception of a handful of clinicians in Medicine. Clinical faculty are full-time faculty in Medicine with teaching and research responsibilities in that Faculty who simultaneously hold appointments in a teaching hospital and see patients. There are four ranks of tenure/tenure stream faculty, ranging from the most senior professors to the most junior, conditional assistant professors. There are two other kinds of academic staff, contractually-limited professors who may not be hired for more than five years, and a group of teaching-only academic staff, tutors and senior tutors, now known as lecturers and senior lecturers.

Until the current year, the University used to distinguish between unionised administrative staff, who were to be found mainly in the trades, in care-taking and in the library, and the majority of non-unionised administrative, clerical and technical staff. With the unionisation of most of this latter group, we have to abandon the old taxonomy while still trying to achieve comparability.

With all of those qualifications, what do these data mean? First, they show that between 1991 and 1998, while the student body remained fairly stable, the number of faculty and staff declined steadily. The most severe decline was

experienced by the old unionised staff, 29%, but even among the tenure/tenure-stream faculty, the decline was 10%. Secondly, the data show that in the last year decline has been reversed amongst almost all categories of full-time staff and the total of all staff has increased by 3%. Thirdly, the most significant increase in the past year has been experienced by administrative staff, most of whom are now represented by the Steelworkers.

**Full-Time Faculty and Staff
All Sources of Funding**

Year				% change	% change
	Mar-91	Sep-98	Sep-99	1991:1998	1998:1999
Tenure/Tenure Stream	1,874	1,682	1,710	-10	+2
Clinical	n/a	575	582		+1
CLTA/Other	855	200	201		+1
Total Clinical and CLTA/Other	855	775	783	-9	+1
Other Academics	250	198	227	-21	+15
Total All Academic Staff	2,979	2,655	2,720	-11	+2
Librarians	146	122	129	-16	+6
Research Associates	187	109	109	-42	+0
Non-Unionized Administrative Staff by Source of Funding:					
Operating Budget	2,969	2,475	613	-17	
Ancillary	47	38	8	-19	
Grant	479	230	15	-52	
Total	3,495	2,743	636	-22	
USWA Administrative Staff by Source of Funding:					
Operating Budget			2,010		
Ancillary			36		
Grant			204		
Total			2,250		
<i>Combined: USWA and Non-Unionized Administrative Staff:</i>					
Operating Budget	2,969	2,475	2,623	-17	+6
Ancillary	47	38	44	-19	+16
Grant	479	230	219	-52	-5
Total	3,495	2,743	2,886	-22	+5
Other (non USWA) Unionized Staff	1,186	844	855	-29	+1
Total Unionized Staff	1,186	844	3,105		
TOTAL FULL-TIME STAFF MEMBERS	7,993	6,473	6,699	-19	+3

Note: 1991 figures include OISE/UT, and exclude U.of T. Press.
1998 figures show USWA as Non-Unionized Administrative Staff.
Other Academics include all Instructors, all Lecturers and all Tutors.

**Part-Time Faculty and Staff
All Sources of Funding**

Year				% change	% change
	Mar-91	Sep-98	Sep-99	1991:1998	1998:1999
Tenure/Tenure Stream	2	19	7		
Clinical	n/a	140	135		- 4
CLTA/Other	n/a	89	98		+10
Total Clinical and CLTA/Other	n/a	229	233		+2
Other Academics	n/a	37	38		+3
Total All Academic Staff	n/a	285	278		- 2
Librarians	19	19	19	+0	+0
Research Associates	39	10	11	-74	+10
Non-Unionized Administrative Staff by Source of Funding:					
Operating Budget	233	213	22	- 9	
Ancillary	3	2	0	-33	
Grant	80	35	1	-56	
Total	316	250	23	-21	
USWA Administrative Staff by Source of Funding:					
Operating Budget			188		
Ancillary			1		
Grant			23		
Total			212		
<i>Combined: USWA and Non-Unionized Administrative Staff:</i>					
Operating Budget	233	213	210	- 9	- 1
Ancillary	3	2	1	-33	-50
Grant	80	35	24	-56	-31
Total	316	250	235	-21	- 6
Other Unionized Staff	63	42	50	-33	+19
Total Unionized Staff	63	42	262		
TOTAL PART-TIME STAFF MEMBERS	n/a	606	593		- 2

Note: 1991 figures include OISE/UT, and exclude U.of T. Press.
1998 figures show USWA as Non-Unionized Administrative Staff.
Other Academics include all Instructors, all Lecturers and all Tutors.
Appointments less than 25% excluded.

Year	Mar-91	Sep-98	Sep-99	% change
	1998:1999			
Teaching Assistants (No. of Appointments)	2,518	2,461	2,619	+6
Graduate Assistants (No. of Appointments) (OISE/UT)	n/a	192	192	0
TOTAL EMPLOYEES AT THE UNIVERSITY				
	n/a	9,732	10,103	+3.8
	1990/91	1998/99	1999/00	
Undergraduate Students (Full and Part-Time)	44,623	43,100	44,221	
Graduate Students (Full and Part-Time)	9,811	9,700	9,926	
FTE (All Students)	42,550	43,363	44,479	
Note: 1999/00 student enrollment figures are preliminary.				

SALARY AND AGE PROFILE
FULL-TIME STAFF
ALL SOURCES OF FUNDING

	Mar-91		Sep-99	
	Age	Salary	Age	Salary
TENURE/TENURE STREAM FACULTY:				
Professor	54	\$91,000	54	\$110,000
Associate Professor	48	\$71,700	48	\$87,400
Assistant Professor	37	\$54,700	37	\$69,500
All	50	\$80,700	50	\$96,300
ADMINISTRATIVE STAFF:				
Non-Unionized			45	\$58,600
USWA			43	\$43,200
All	41	\$37,400	43	\$46,000
NOTES:				
"Salary" represents average annualized regular salary for paid staff.				
Administrative staff excludes SMG, PVP				

FULL-TIME TENURE/TENURE STREAM STAFF

DISTRIBUTION BY RANK
ALL SOURCES OF FUNDING

FULL-TIME

Faculty Rank	Mar-91	Sep-98	Sep-99
Professor	1038	886	892
Associate Professor	628	538	534
Assistant Professor	208	254	280
Assistant Professor (Cond)	n/a	4	4
TOTAL	1874	1682	1710

Note: in 1998 Assistant Professors (Cond) were Lecturers

**TUTORS, SENIOR TUTORS, INSTRUCTORS
SEPTEMBER 1999(1991)**

DISTRIBUTION BY RANK AND PORTION OF TIME
ALL SOURCES OF FUNDING

	FULL-TIME	PART-TIME	TOTAL
LECTURERS/INSTRUCTORS	60(53)	16(25)	76(78)
TUTORS	28(65)	16(25)	44(90)
SENIOR TUTORS	139(132)	6(15)	145(147)
TOTAL	227(250)	38(65)	265(315)

Excludes all status-only appointments.
Appointment less than 25% excluded

UNIONIZED STAFF
AS AT SEPTEMBER 1999(1991)
 DISTRIBUTION BY PORTION OF TIME
 ALL SOURCES OF FUNDING

	FULL-TIME	PART-TIME	TOTAL
Service Workers	477(688)	13(18)	490(582)
Research Associates and Officers (OISE/UT)	17(48)	12(0)	29(35)
Operating Engineers	68(76)		68(67)
Trades and Services	59(78)		59(60)
Police	39(51)		39(47)
Library	195(245)	25(45)	220(237)
USWA	2250(0)	212(0)	2462(0)
TOTAL	3105(1186)	262(63)	3367(1249)

NOTE:
 Trades and Services includes Machinists, Carpenters, Electrical Workers,
 Sheet Metal Workers, Plumbers, Pipefitters, Painters and Stage Hands.

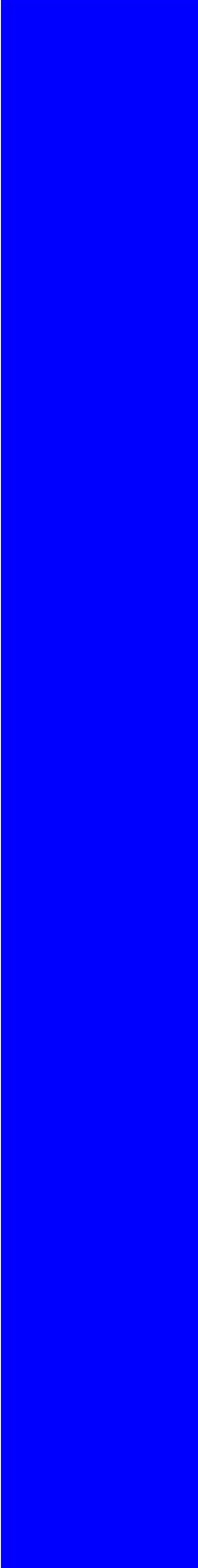
TEACHING ASSISTANTS (UNIONIZED)

	Apr-99	Mar-92
Number of appointments	2619	2518
Number of hours per month	59,912	55,196
Average hours worked per month	23	22

NOTE:
 September data is less reliable because of the large hiring effort.

GRADUATE ASSISTANTS (OISE/UT)

	Sep-99	Sep-97
Number of appointments	192	192



HUMAN RESOURCES

- BRIAN MARSHALL, DIRECTOR

STATEMENT OF PURPOSE

The Human Resources Department supports the University's mission of teaching and research by promoting best HR practices that foster a productive, fair and equitable work environment that will attract and retain excellent faculty and staff and enable them to develop to their full potential. We provide support to management in the administration of collective agreements with trade unions representing University staff and negotiate collective agreements that preserve the University's ability to manage its business plans, while recognizing the rights and dignity of its unionized employees.

MAJOR RESPONSIBILITIES

- Provide support to HR decentralized offices through the provision of information, advice and functional expertise.
- Promote effective management practices by providing professional expertise to the planning and execution of training and development programs for academic and administrative managers.
- Provide career counselling and training to administrative staff.
- Develop, negotiate and implement effective administrative staff policies with direction from the Human Resources Management Board.
- Negotiate collective agreements that support and respond to the needs of the University, consistent with the University's rights and obligations as an employer under the Ontario Labour Relations Act.
- Provide advice and guidance to supervisors and managers on collective agreement administration.
- Equip managers with the skills to manage staff effectively in a unionized environment through training programs and to ensure they have access to up-to-date information about all employment related legislation.
- Manage the adjudication process of rights disputes involving unionized staff on behalf of the University.
- Provide Benefits and Payroll services to employees and provide advice and support to the Human Resources offices and departments.

BUDGETED STAFF COMPLEMENT (CENTRAL HUMAN RESOURCES)

Human Resources Department			
Budgeted Staff Complement			
1990/91		1998/99	
Section	FTE	Section	FTE
Compensation/Info. Support Services	21	**Benefits, Pensions and Payroll	10
Personnel Services	8	Central Administration HR Services	5
Staff Planning & Development	8	Staff Development	5
Personnel Support	3	Human Resources Administration	3
* Labour Relations	6	Labour Relations/Compensation	8
		Computing and Publications	1
Total	46	Total	32

* Labour Relations was not part of the Human Resources Department in 1990/91
 ** Payroll became part of the Human Resources Department in October of 1998

1998/99 ACCOMPLISHMENTS

Much of the Department's resources over the past year have been devoted to three general issues; responding to the certification of the administrative staff by the United Steelworkers of America, the integration and stabilization of the HRIS system and the continued development and rollout of staff development and training programs.

In October of 1998 Human Resources assumed responsibility for Payroll. This transfer of responsibility was precipitated by the integration of payroll and HR data which, under HRIS, required us to bring together in one place the expertise needed to address issues of employee pay and employment data. The transfer of Payroll responsibility brought with it a significantly reduced FTE complement based on the belief that decentralization of data entry to the divisions would require few central resources.

The certification of the USWA brought with it the requirement to work with a mediator/arbitrator appointed by the Ministry of Labour to determine the definition of the two bargaining units and to resolve disputes regarding positions challenged by the University as managerial/confidential exclusions. Once this process was completed, with close to 600 excluded positions identified, the department began to prepare for collective bargaining with the USWA.

At the beginning of 1998-99 Labour Relations existed as a distinct department with responsibilities directed exclusively towards the unionized sector of the University. By the conclusion of this year, Labour Relations was merged with the Human Resources Department, its offices and staff physically moved into

shared space with Human Resources, and its activities partially integrated into the overall Human Resources.

Other structural changes included the successful outsourcing of pension administration, turning over the maintenance and record keeping of all pensioners to the University of Toronto Pension Services and the integration of Disability Claims and Accommodations Services functions related to sick leave and long term disability back into the Human Resources Department.

On the Staff Development front we consulted with Principals, Deans and Directors on their priorities with respect to staff training and conducted training needs assessments with all divisions in partnership with local HR offices. As a result a number of new programs were introduced last year:

- Advancing into Management Program (AIM) for new managers and those aspiring to leadership positions and the Coaching for Development Program for new managers. Twenty-eight graduated from the program and thirty-seven attended different program modules.
- New programs to meet the needs of technical staff, specifically Corel Draw, AutoCAD, NT Server, HTML and Network Administration.
- Sessions on Managing in a Unionized Environment for exempt staff who manage staff represented by the United Steelworkers of America.
- Designed and developed a curriculum for today's Business Officers.
- Consolidated within the Staff Development Centre, career services for staff in transition as a result of organizational change.

MAJOR OBJECTIVES 1999/2000

- Develop a collective agreement with USWA that best supports the University's academic mission i.e., that reconciles the University's need to hire and retain excellent staff with the union's desire to protect the jobs of staff with greatest length of service.
- Make widely available a management training program that will enable academic and administrative managers to exercise their responsibilities in a unionized environment with the least disruption.
- Renew collective agreements with 14 unions whose agreements expire or have expired in 1999.
- Develop policies for exempt staff based on advice from the Human Resources Management Board.
- Introduce an Employee and Family Assistance Plan.
- Expand and strengthen communications with the broader University community through the development and maintenance of a new and improved HR website.
- Support the upgrades to HRIS through testing of configuration and developing revised specifications as required.
- Develop and implement a revised payroll statement that will improve the

- effective communication of pay information for all employees.
- Introduce an inquiry tracking system to ensure the effective and timely handling of all payroll and benefit inquiries.

**PERFORMANCE MEASURES: TRAINING,
RETURN TO WORK PROGRAM AND GRIEVANCES**

1993 - 1999 Staff Development Training Activity Report

With the establishment of a central training fund in 1994-95 and the advent of the new Administrative Management System (AMS) in 1995, training activity expanded considerably and has remained fairly constant over the last five years. The high level of participation in computer skills courses in 1994-95 can be attributed to the requirement for staff to learn Windows and Office applications as preparation for the introduction of AMS. AMS training activity peaked in 1995-96 and 1997-98 with the introduction of the new Financial Information System (FIS) and the new Human Resources Information System (HRIS) respectively. In 1998-99 the new Records of Student Information System (ROSI) was rolled out to divisions. There has been a renewed emphasis on Leadership training with the introduction of the Leadership Advancement Program (LEAP) in 1997-98 and in 1998-99 the addition of the Advancing into Management Program (AIM) for new managers. In 1998-99 the United Steelworkers became the official representative of approximately 2400 administrative and technical staff. Information and training sessions were held to assist managers in the transition to a predominantly unionized culture. Training for technical staff has been introduced over the last three years in the areas of molecular biology, design technology and HTML.

TYPE OF TRAINING PROGRAM	PARTICIPANT DAYS (training days X participants)					
	93-94	94-95	95-96	96-97	97-98	98-99
Administrative Skills		1186	632	632	697	537
Leadership		570	471	123	569	1190
Career & Life Planning		382	341	769	838	427
Technical		0	0	148	46	105
Computer Skills		2499	1477	1625	1665	1604
Staff Development Sub Total	1982	4637	2921	3297	3815	3863
Administrative Management Systems		2995	4215	1804	3540	1536
Student Information System						2103
Environmental Health & Safety	474	249	876	270	238	166
TOTALS	2456	7881	8012	5371	7593	7668

Note: Figures for each year include only staff who completed courses.

Average Days of Training and Development per Employee:
University of Toronto

1996-97	1997-98	1998-99
1.7	2.3	2.3

Number of Courses Offered in the Staff Development Course Guide

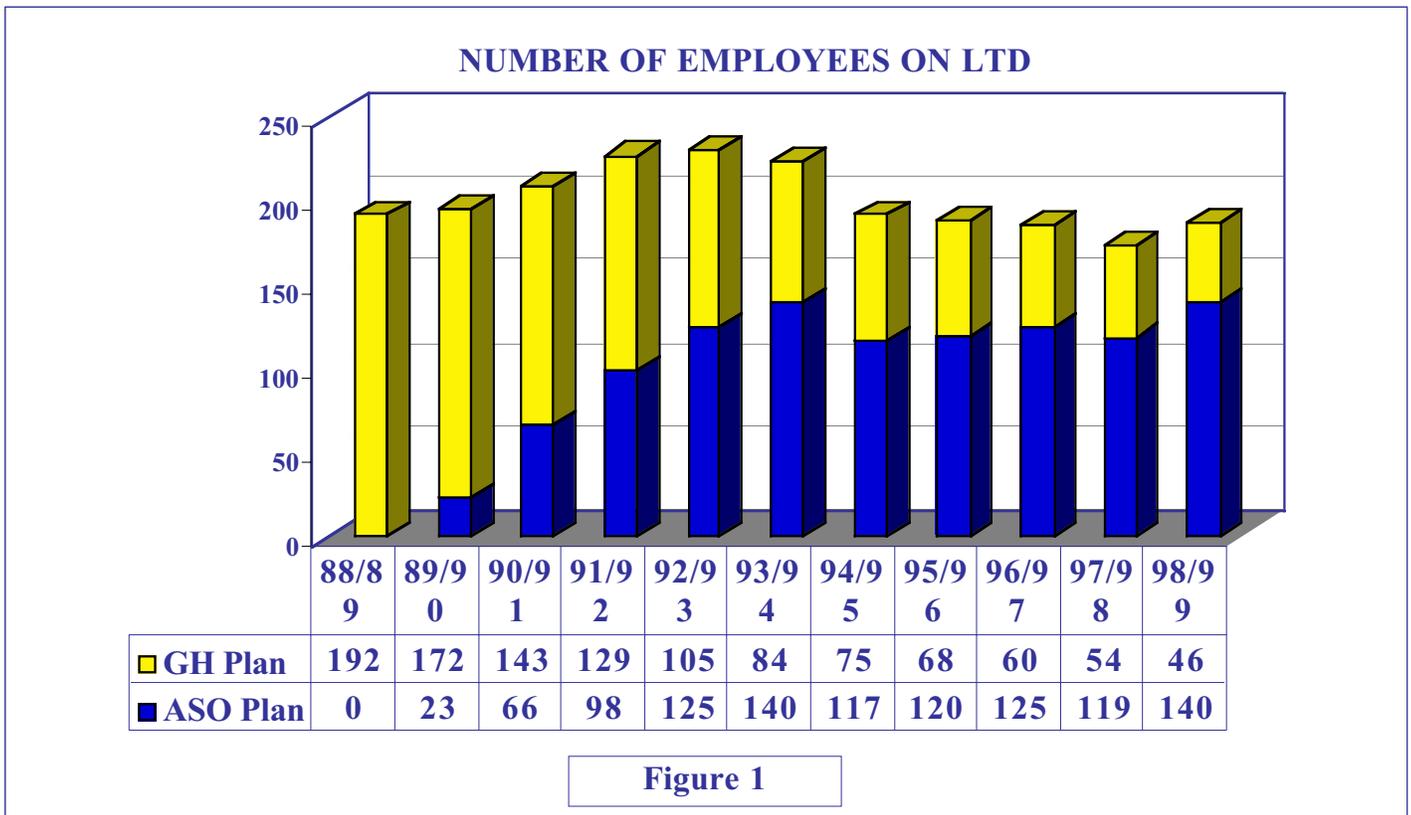
1991-92 – 44
1997-98 – 119
1998-99 – 126

Course offerings increased by 186% from 1991-92 to 1998-99.

LONG TERM DISABILITY AND ACCOMMODATION/RETURN TO WORK

Figure 1 – Number of Employees on Long Term Disability

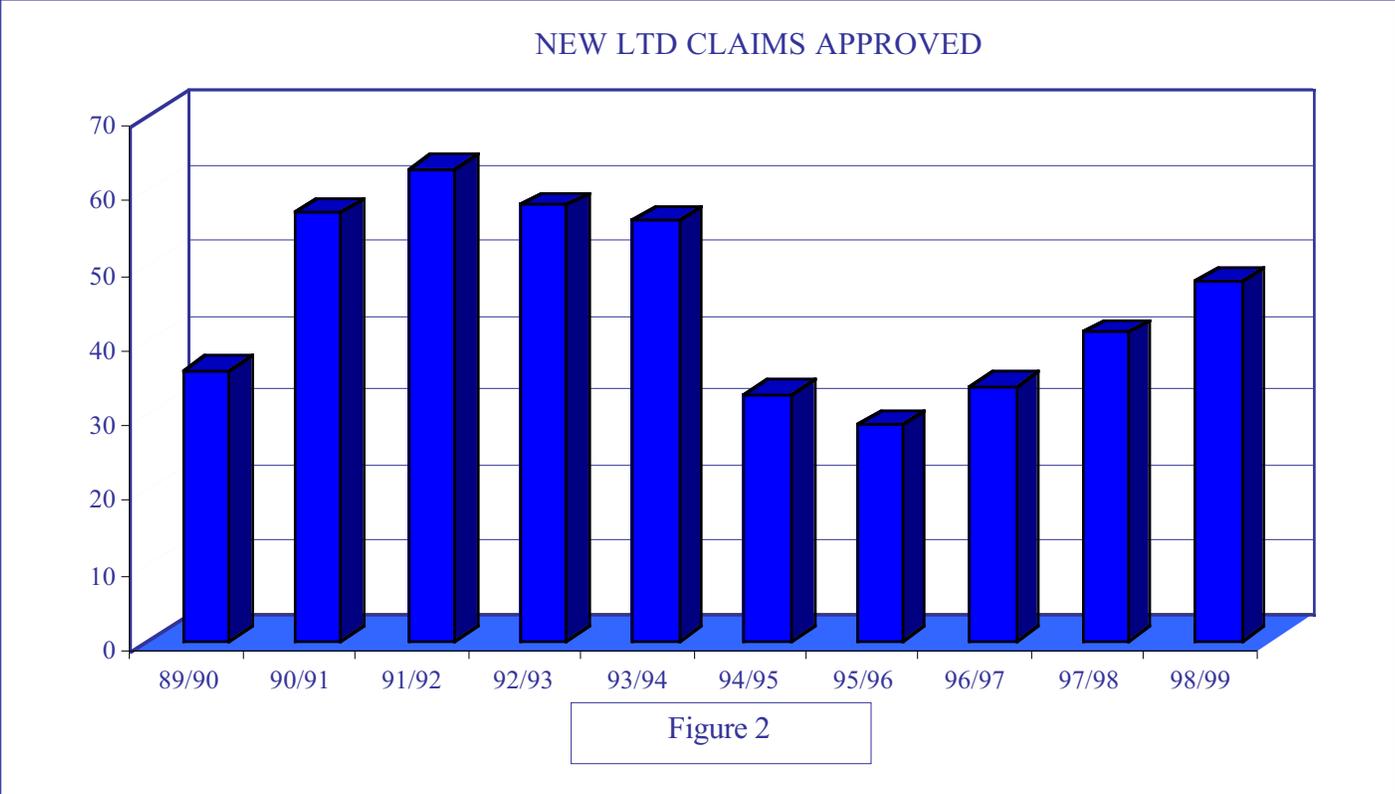
Figure 1 shows the number of staff on LTD for each of the last ten years. The GH or fully insured plan, was discontinued in 1989 and all subsequent cases appear on the ASO (administrative services only) self-insured plan. Numbers on the GH plan decrease as staff reach retirement age or die. Numbers on the ASO plan have increased from last year (from 119 to 140), but are still significantly less than expected based on the experience with the former GH plan,



where the number of employees on LTD was around 200. The efforts of the Disability Claims and Accommodation Services (DCAS) section at early intervention in sick leave cases and provision of modified work or accommodation enable staff to return to work earlier, where previously many staff ended up on LTD.

Figure 2 – New LTD Claims Approved

Figure 2 shows the numbers of new LTD claims approved in each of the last ten years. The number has increased slightly from the previous years, but is still significantly below the numbers prior to 1994/95.



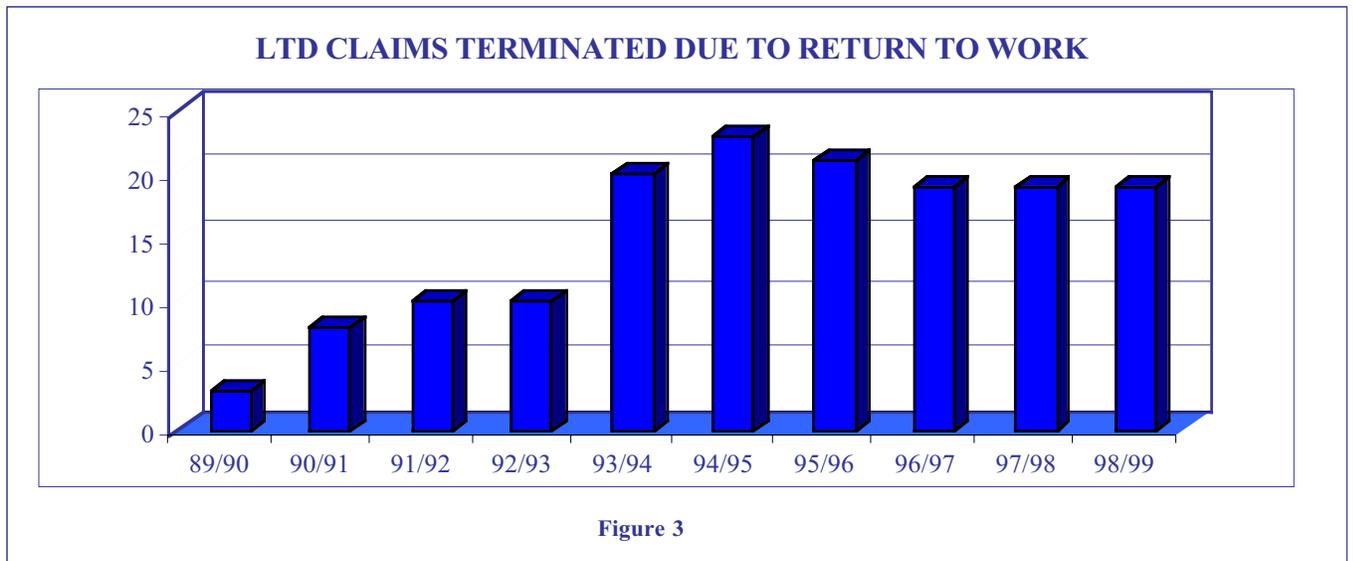


Figure 3 – LTD Claims Terminated by Return to Work

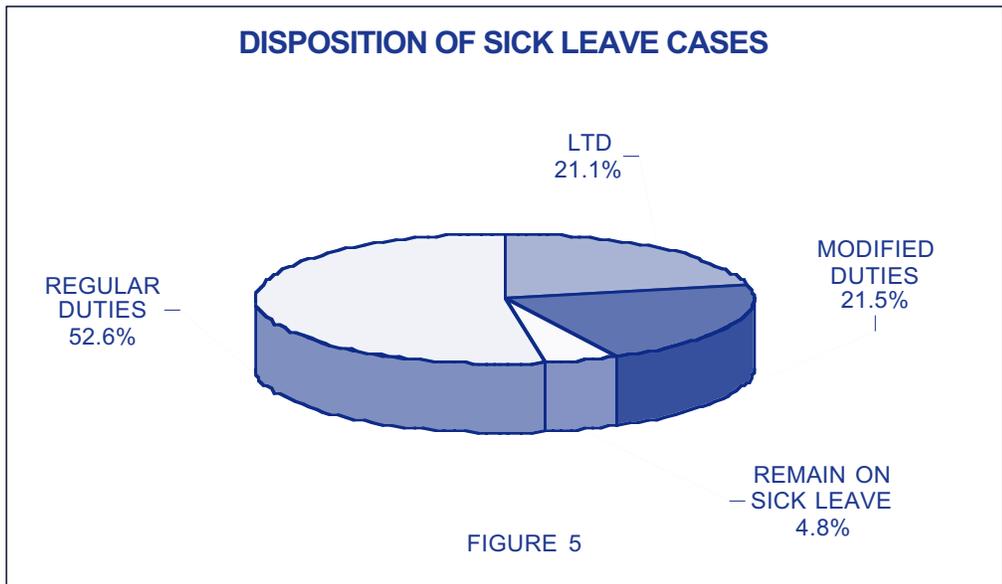
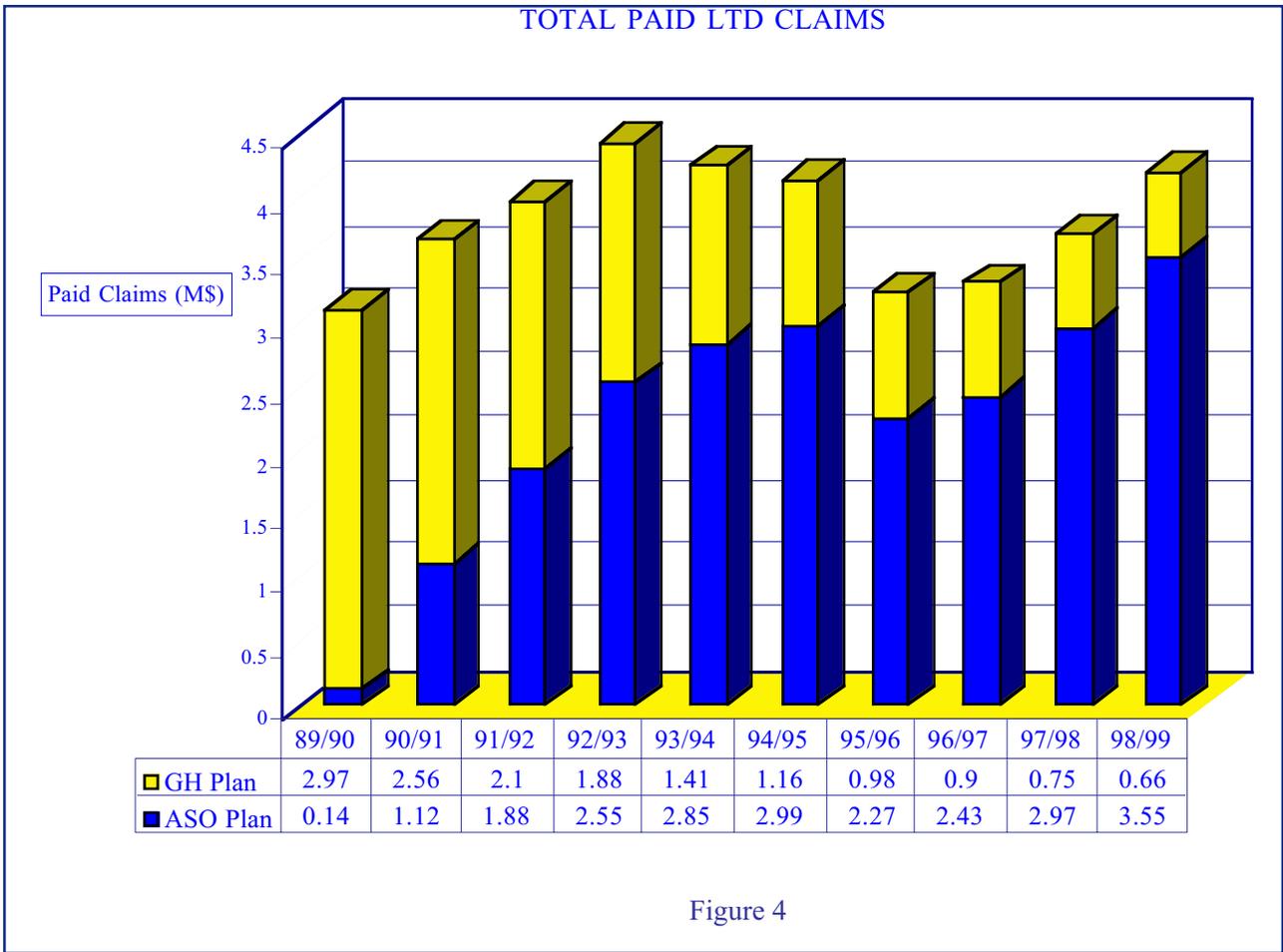
Figure 3 shows the number of claims terminated due to return to work. To a large extent this is a measure of the effectiveness of the early intervention and modified work and accommodation programs.

Figure 4 – Total Paid LTD Claims

Total dollars paid on LTD claims increased to 3.5 million. This reflects the increase in number of employees on LTD, and the impact of providing cost of living adjustments to those employees on LTD. These adjustments are tied to the prior year’s salary adjustments within the University. The total dollars paid are still below the amount paid out in 1992/93.

Figure 5 – Disposition of Sick Leave Cases

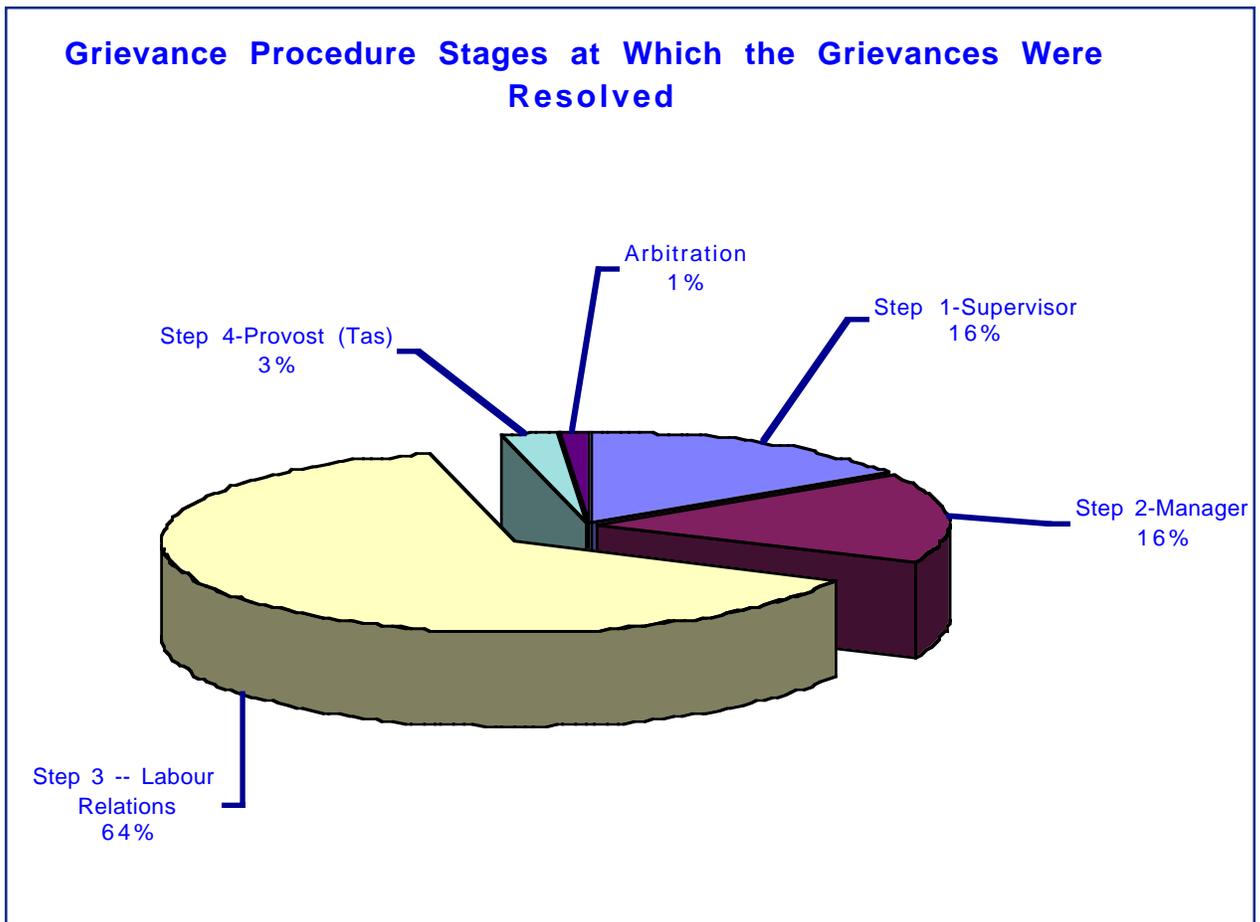
Figure 5 details the disposition of cases on sick leave dealt with by DCAS. Of the 229 cases of individuals on short term sick leave referred to DCAS between October 1st 1998 and September 30th 1999, a total of 170 or 74% returned to either regular duties or modified work. The remainder either stayed on sick leave, or progressed to LTD. “Modified Duties” includes one case where an individual returned to permanent modified work, the remainder being temporary modified work.



ACCOMMODATION OF PERSONS WITH DISABILITIES

A total of 90 cases were referred to DCAS for some type of accommodation. Medical reports from the treating physician were requested and reviewed to determine if any accommodations were required. These recommendations enabled employees to remain on the job or be provided with suitable modified work. 54 ergonomic assessments and 1 physical demands analyses were also performed to facilitate this process. These assessments provided written recommendations to the departments for standard ergonomic equipment needs, while 6 cases required specialized equipment eligible for funding through the Central Employment Accommodation Fund. The Fund provided resources for funding of specialized computer equipment, low vision computer software, text-to-speech software and transportation.

GRIEVANCES



Number of Grievances Filed by Various Unions
at the University of Toronto

UNION	NUMBER OF GRIEVANCES	
	1997/98	1998/99
USWA	0	4
Research Officers	0	2
Carpenters	6	2
CUPE, Local 3902	2	7
CUPE, Local 3907	6	1
CUPE, Local 1230-f/t	1	4
CUPE, Local 1230-p/t	4	6
CUPE, Local 3261-f/t	19	20
CUPE, Local 3261-p/t	6	14
Electricians	7	8
Machinists	0	1
Operating Engineers	5	6
Painters	0	0
Plumbers	6	3
Sheet Metal Workers	1	0
Campus Police	18	4
Total	81	82

DECENTRALIZED HUMAN RESOURCE OFFICES

The front-line service delivery of Human Resource functions is provided by ten decentralized HR offices. Each office provides a core group of HR services for administrative staff, for example, job evaluation, interpretation of policies and related employment legislation, recruitment, facilitating organizational reviews and advising on performance management. All offices conduct new employee orientation and benefits documentation.

Several of the offices provide advice and support to academic administrators in academic human resource policy and procedures, including recruitment and appointments, the processing of tenure and promotion files, research and study leaves, salary administration and benefits. The majority of offices are involved in labour relations services and activities, for example, involvement in grievances and collective agreement negotiations.

In 1998/99, with the roll-out of HRIS, the HR offices focused their energies on implementation, support and training in conjunction with the new system, as well as the implementation of new procedures following the decentralization of many HR processes.

Each office reports administratively to a division head with a functional reporting to the Director of HR, with the exception of the Central Administration

HR Services office which reports administratively and functionally to the Director of HR.

The following is a brief profile of the HR offices:

*Faculty of Arts & Science, Sydney Smith Hall
Paul McCann, Manager (+3.6 FTE)*

*Central Administration HR Services, 214 College Street
Susan Ashmore, Manager (+4 FTE)*

Clients include: Governing Council, Offices and Portfolios of the President, Vice-Presidents and Chief Financial Officer, Office of the Ombudsperson, Internal Audit, Central Administrative and Academic Computing, SCS, Innis, New, University & Woodsworth Colleges, TYP, Student Affairs and Services

*Faculty of Dentistry, 124 Edward Street
Alison Mahoney, Co-ordinator (+1 FTE)*

*University of Toronto at Mississauga (Erindale College)
Lynda Collins, Manager (+ 4 FTE)*

*Library, 130 St. George St.
Veronica Chase, Acting Manager (+2 FTE)*

*Faculty of Medicine, Medical Sciences Building
Laura McConkey, Manager (+4 FTE)*

*OISE-UT - Professional Faculties North, 252 Bloor St. W.
Susan Snellings, Manager (+4 FTE)*

Clients include: OISE-UT, SGS (and affiliated Centres & Institutes), Faculties of Law, Management, Social Work, Music and Information Studies

*Operations & Services, 215 Huron Street
Helen Thibodeau, Manager (replacing Laura Fitzsimmons while on leave) (+5 FTE)*

Clients include: Facilities & Services, Space Management, Ancillary Services, Real Estate Unit

*Professional Faculties South, 170 College Street
T.B.A., Manager (+1 FTE)*

Clients include: Faculties of Engineering, Nursing, Architecture, Physical Education & Health, Pharmacy, Forestry

*University of Toronto at Scarborough
Rosie Parnass, Manager (+ 4 FTE)*

FAMILY CARE OFFICE

Major Responsibilities

The mission of the Family Care Office is to further the University of Toronto's commitment to providing a supportive environment that is sensitive to the family care needs of its students, staff and faculty, thus facilitating the pursuit of excellence by its members. The Office provides information, guidance and referral services on child care, elder care, parenting, maternity/parental/adoption leave and other family issues. It conducts a wide range of related educational programming and training. The Family Care Advisor also provides advice and guidance directly to departments and administrators.

The Family Care Office was created in December 1993. It is funded jointly by the University's operating budget (through the Office of the Vice-President Administration and Human Resources) and by students (through the Student Services fee). This report reflects activities related to the Human Resources portfolio only.

Major Accomplishments 1998/99

Faculty Renewal

- developed materials widely used by chairs and deans to assist in the recruitment and integration of faculty including a recruitment kit and a listing of key programs and services for new faculty.
- met with prospective and newly-appointed faculty to promote the quality of life in Toronto and at the University; assisted faculty and their families in relocating to Toronto.
- worked with staff in Treasury, Purchasing and Travel to improve access to banking, housing loans, moving and other services.
- implemented a spousal employment program for non-academic spouses of faculty members.
- co-sponsored the third annual symposium for women faculty, attended by sixty women.



Education and Training

- created a training program for front-line staff to enhance their knowledge and use of on and off campus referral resources for students in need or in crisis. This program was offered three times in order to accommodate the more than 100 staff who wished to attend. Based on subsequent referrals, I believe this program has had a positive impact on students and the staff who work with them.
- sponsored and co-sponsored 32 workshops attended by over 600 people; added new programs including an eight week support group for those who care for family members or friends with Alzheimer Disease, “Family Law Issues for Same Sex Couples” and “Having Kids: Issues for Lesbians and Gay Men”. Other workshops included “Birthing Alternatives: The Role of the Midwife”, “Balancing Work and Home”, “Working with Your Child’s School”, “Maternity Leave Planning”, “Choosing Child Care”, sessions on caring for the elderly and our annual “What to do with the Kids this Summer” open house.

Human Resources Issues

- developed new maternity, parental and adoption leave packages for distribution to University employees; provided advice to individuals and departments on these leaves.
- reviewed maternity, parental and adoption leave policies and procedures and made recommendations for revisions to reflect current practices.
- compiled research on Employee Assistance Plan structures at major American universities and on parental leave provisions at public and private sector employers.

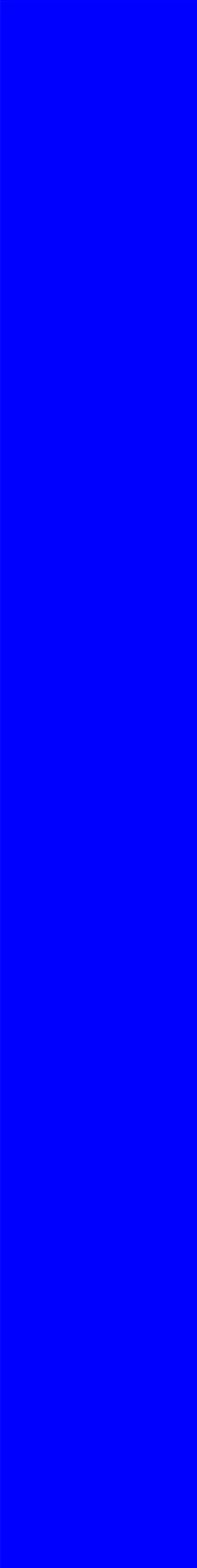
Information, Guidance and Referral Statistics May 1, 1998 -April 30, 1999

Undergraduates (part-time)	41	Faculty	221
Undergraduates (full-time)	98	Staff	190
Graduate students	137	Departments	28
Post doctoral fellows	24	Other	63
Total 1998/99:	802 cases		

Major Objectives 1999/2000

Faculty Recruitment

- Create a new Faculty Relocation and Support Program (FRSP) to be operated from within the Family Care Office; expand outreach to deans and chairs in order to ascertain which services offered by the FRSP have been most valuable in their recruitment efforts, to promote the services of the FRSP and to collaborate on the development of new services and programs that will support the recruitment, relocation and retention of new faculty.

- 
- Coordinate assistance to new faculty with the decentralized human resources offices.

Education and Training

- Continue to develop education and training programs to meet the needs of the University community including parent and elder care support groups and new workshops such as “Family Cooking on a Student Budget” and “A Parent’s Guide to the Internet”; work with Staff Development and Training personnel to devise and promote a module of workshops for front-line staff who work with students.

Direct Service to the University Community

- Make recommendations to the University administration regarding policies, procedures and programs supportive of a “family friendly” working and learning environment such as flexible work arrangements, maternity/parental/adoption leave and part-time appointments.
- Continue to work towards improvements in services and access to facilities for University families, including the reconfiguration of child care services on the St. George campus.
- Further enhance use of electronic media to communicate with staff, students and faculty; increase the number of web-based resources produced by the Office.
- Continue the Family Care Office’s commitment to lesbian and gay family issues.
- Adapt the functions of the Office to the higher level of walk-in traffic experienced in our new location in the Koffler Student Centre; create new office procedures, protocols and methods of record-keeping to enable the Office to cope with the volume of cases.

ADMINISTRATIVE MANAGEMENT SYSTEMS

Statement of Purpose

To provide administrative computer systems to all divisional and central University of Toronto administrators in managing their business affairs in a cost effective and timely manner.

Major Responsibilities

The Department of Administrative Management Systems' support includes, but is not limited to, the following systems by the way of implementation services and on-going support:

- Financial Information Systems (FIS)
- Human Resources Information Systems (HRIS)
- Research Information Systems (RIS)
- Donation Information Systems (DIS)
- Sales and Distribution Systems (SD)
- Plant Maintenance (PM)

Support of systems includes:

- Providing support and analysis of business practices and system functionality;
- Analyzing business requirements and developing solutions;
- Designing and developing software and appropriate technical documentation;
- Managing databases for legacy and AMS systems;
- Establishing and monitoring production schedules;
- Maintaining Call Support and Tracking Systems.

AMS Organization

AMS is made up of three distinct groups; Client Services, Technical Services and Development Services, and works closely with Computer Network Services (CNS) and the Financial Advisory Services Team (FAST Team).

There is a total of 38 staff in AMS, 33 of them are funded from the AMS Budget, 5 are RIS/DIS funded. AMS staff has a wide range of responsibilities. The prime responsibility is the support and maintenance of the packaged software as delivered from SAPAG. The staff is made up of Application Programmers/ Analysts, Information Technology Specialists, Business Analysts, Database Administrators as well as Security Administrators and Administrative Support staff.

BUDGETED STAFF COMPLEMENT

1999-2000

Application Programmers/Analysts	5
Information Technology Specialists	20
Database Administrators	2
Security Administrators	2
Business Analysts	3
Administrative Staff	2
Managers	4
Totals	38

1998/99 ACCOMPLISHMENTS

Providing access through web-based applications

AMS has begun the process of providing access to information through web-based applications. This has been done primarily with the use of COGNOS, a reporting and data analysis tool which is able to provide much of its capability through the web. The first applications to use COGNOS are as follows:

- The White Paper on Academic Planning; this was done in co-operation with the Planning and Budget office and provided information to Academic Administrators in order for them to prepare their plans through to the Year 2004. The Planning and Budget office did much of the design work in the presentation of the data and AMS provided the information in the form of downloads from various sources as well as the tools that will be used by individual departments for the reporting and analysis of the information.
- The Campaign Cube; using the COGNOS tools, information from DIS is presented to users to enable reporting and analysis information by amounts donated in priority areas, matching and non-matching, and within type and region and within specific time frames. This cube is in production and is evolving as new user requirements come forward. The cube allows users to generate reports quickly and expresses different views of the data to meet the current reporting requirement.
- Research Information Cube; this cube has been developed to provide reporting and analysis on research grant information which includes information on individual grants by award type, department, year and sponsor.

As with the campaign cube, the RIR cube adapts to new user requirements and provides different views of the data, as required.

The design work on the development of the HRIS Data Warehouse is complete. Construction of the warehouse and the extraction of data from the production system have also been completed and user access has been given on a limited basis.

Systems Intregation - AMS/ROSI

The Administrative Management Systems Department in cooperation with Student Information Systems and SAGA Software Inc. began a development project to integrate ROSI and AMS data. This project started in the summer of 1999 and was completed in September. It allows information to be passed between both systems in a seamless manner and without intervention of the users. Student information is entered in AMS and is validated on ROSI. Similarly, personnel numbers entered in ROSI are validated on AMS.

This has proven that integration between the two systems is possible and provides better quality data in both systems as well as more comprehensive reporting on cross application data.

Upgrade to SAP R/3 Version 4.5B

SAP delivered to the University a new version of software in May of 1999. The upgrade of the SAP software was necessary to maintain the University's maintenance agreement with SAP and is a prerequisite to the Grant Year-End and Funds-Position Management projects. The Upgrade took approximately 4 months of planning and testing and was implemented in the production environment on September 7th, 1999. This version provides greater reporting capabilities, particularly with the HRIS module

Plant Maintenance

AMS implemented the Service Management Project (Plant Maintenance) which adapted the Service Management module to handle plant maintenance functions that reside in a separate inventory/work request/billing system. The implementation of this module also replaces the last of the major non-compliant Year 2000 legacy systems.

MAJOR OBJECTIVES 1999/2000

“USING WHAT WE’VE GOT”

In purchasing SAP R/3 system, the University purchased powerful software with functionality far and above what was available in the legacy systems,

which it replaced. This goes well beyond the data entry functions; it provides the ability to change the way business is conducted. The University will need to leverage its investment in technology to be able to drive out the benefits as provided and promised, as well as to be more cost effective and efficient.

In the coming year, AMS will focus its energies on “Using what we’ve got”. To do this the newly formed Client Services Section will be devoting most of their time and effort on working with users in the various divisions to understand their business and how SAP may be used more effectively. The Client Services section will provide:

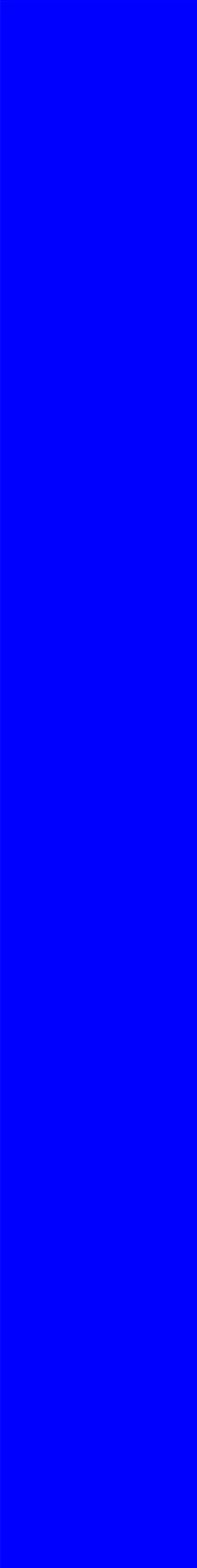
- Higher levels of support to the user community. This will be done by using a new call tracking system, improved documentation using the Intranet, and improved education and training with respect to HRIS module and more coordination of training efforts between all AMS modules.
- Divisional site visits to understand and observe how the business process works within departments to better recommend how the software can be used more effectively.
- Continue to develop the data warehouse to provide more capability for reporting and analysis to academic administrators and business officers.
- Focus groups to develop common business solutions across departments and divisions.

To complement the work to be done with the user community AMS will still continue to develop the functionality within SAP to match the user needs and to present the users with new and better ways to make use of the systems.

Electronic Commerce – Electronic Catalogue

Electronic Commerce offers the University of Toronto many benefits by opening, to the whole Institution, the benefits of using a single electronic catalogue for the purchase of goods and services. It will make the buying process much simpler and faster for the entire customer base. Moving to network based systems for ordering, invoicing and customer support, reduces the paperwork involved in many traditional type transactions. This will enable purchasing staff to focus more on customer needs, customer satisfaction, and presenting new solutions.

With SAP R/3 version 4.5B, the University is well placed to take advantage of electronic commerce, the Internet, and all the benefits provided by the combination of these technologies.



ENVIRONMENTAL HEALTH AND SAFETY

DAVID GORMAN - DIRECTOR

Statement of Purpose

To enhance teaching and research at the University by fostering a healthy and safe work and study environment and by promoting employee health and well being.

Major Responsibilities

- Development of health and safety policies, programs and procedures
- Health and safety training and provision of information and advice
- Monitoring of health and safety performance through inspections and audits
- Management of hazardous materials (chemical, radioactive, biological)
- Workers' Compensation claims management.

Major Accomplishments in 1998/1999

- The Health and Safety Management System was implemented and coordinators appointed in departments and faculties where they were required.
- Major improvements were made to the radioactive and chemical waste management programs to reduce the volumes of wastes sent for disposal with a resultant cost savings of \$ 60,000 annually.
- A laser safety program was introduced and training provided to an initial 87 staff and students.
- Staff participated in an external review of the Office.

Major Objectives for 1999/2000

- Respond to and implement the recommendations of the EHS review.
- Formulate an action plan to deal with the high frequency of lost time accidents among maintenance and caretaking staff.
- Begin to audit the implementation of the Health and Safety Management System within the divisions.

Staff Profile

Total base budget staff consists of 18 full-time appointed staff supplemented by a part-time nurse in the Occupational Health program and a contract physician consultant.

Subprogram	Responsibilities	# Staff
Occupational Hygiene & Safety	<ul style="list-style-type: none"> •Chemical agents •Physical agents (noise, lasers, heat) •Asbestos •Ergonomics •General safety 	3
Biosafety	<ul style="list-style-type: none"> •Biological agents 	1
Radiation Protection	<ul style="list-style-type: none"> •Ionizing radiation •Non-ionizing radiation 	4
Occupational Health	<ul style="list-style-type: none"> •Infectious diseases •Immunization •Health promotion 	1.7
Environmental Protection	<ul style="list-style-type: none"> •Management of chemical and radioactive wastes 	5
WSIB Claims Management	<ul style="list-style-type: none"> •Administration of WSIB claims 	
Administration	<ul style="list-style-type: none"> •Facilitate return to work •Clerical and administrative support to other sections 	1
		3

Training and Information

Employers are required by the Occupational Health and Safety Act to provide appropriate training, instruction and information to workers to enable them to perform their tasks safely. The following major training courses were given in the period October 1998 to September 1999.

Course	# Trained
Workplace Hazardous Materials Information System (hazards and safe use of chemicals)	218
Office Ergonomics	87
Laser Safety	87
Workplace-Specific Certification Training for Certified Members of Health & Safety Committees	86
Radiation Safety	231
Other Courses (noise, respiratory protection, lifting devices, responsibilities of supervisors)	27
Total Trained	736

The major vehicle for dissemination of information is the EHS website at www.utoronto.ca/safety.

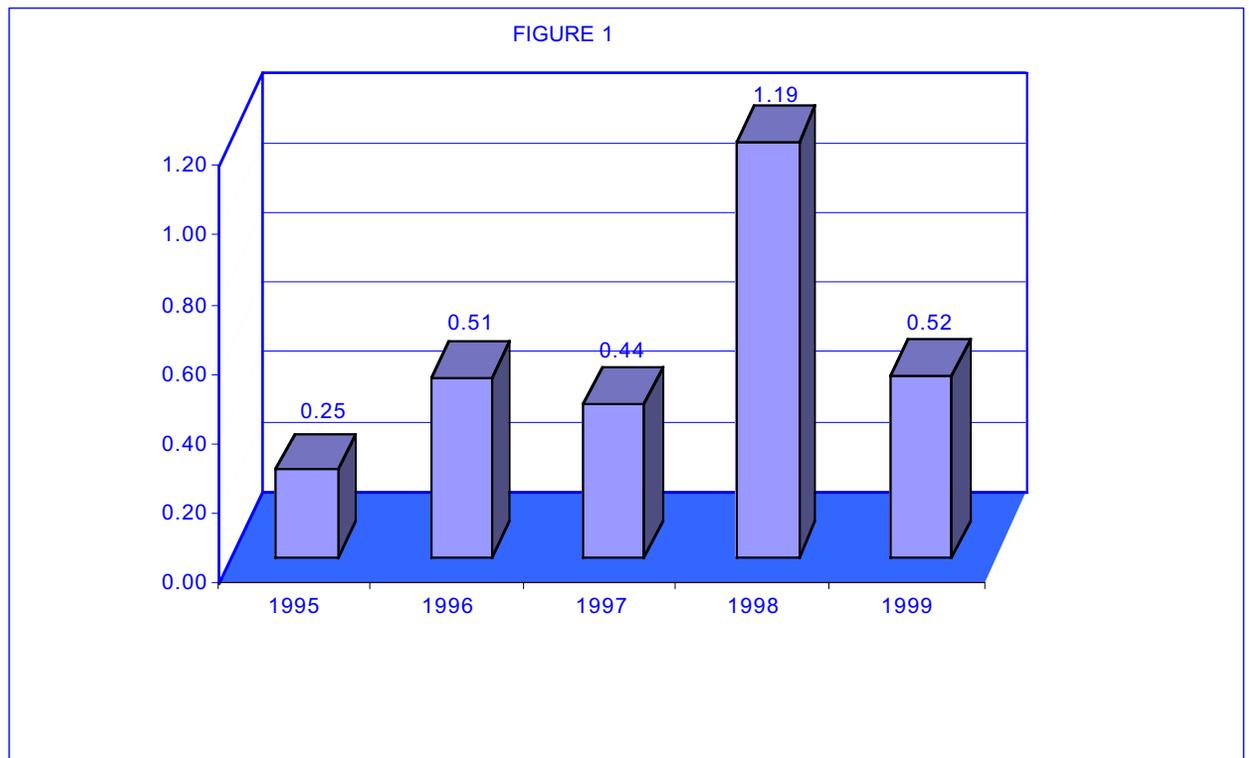
WORKPLACE ACCIDENTS AND INJURIES

Benchmark Performance Index

The best benchmark available for comparing our accident rates and costs to other employers is the NEER (New Experimental Experience Rating) index produced by the Workplace Safety and Insurance Board (WSIB). This compares our accident costs with other employers in our WSIB rate group which is comprised of all Ontario universities, museums, and archives. The index relates our actual costs to the “expected” costs. A value of 1 indicates average or “expected” performance; an index less than 1 indicates better than average performance; and an index greater than 1 indicates poorer than average performance. An index less than 1 generates a rebate on our assessment from the WSIB and an index greater than 1 generates a surcharge.

Neer Performance Index as of June 30, 1999

Figure 1 shows our performance index since its inception in 1995. With the exception of calendar year 1998, our performance has been about twice as good as the average of our rate group and we have accumulated rebates of approximately \$1.5 million on an annual assessment of \$2 million. The year 1998 saw a number of high cost accidents and will result in a surcharge of



about \$380,000 payable in December 1999. At the present time it appears that we will be in a rebate position again in December 2000.

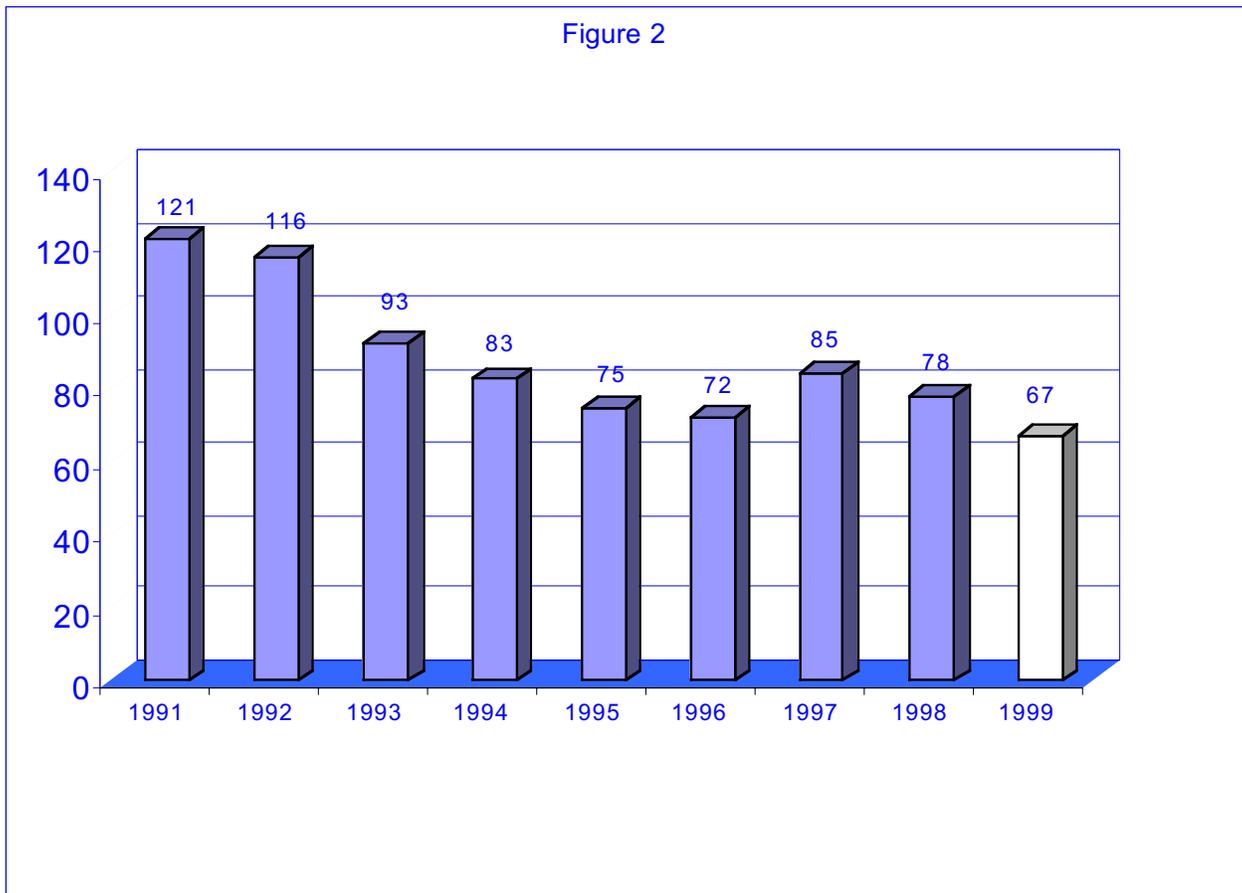
Number of Lost Time Accidents

Figure 2 shows the number of lost time accidents from calendar years 1991 through 1999. The 1999 data are preliminary and are obtained by extrapolating the data from January 1 to September 30 to the end of the year.

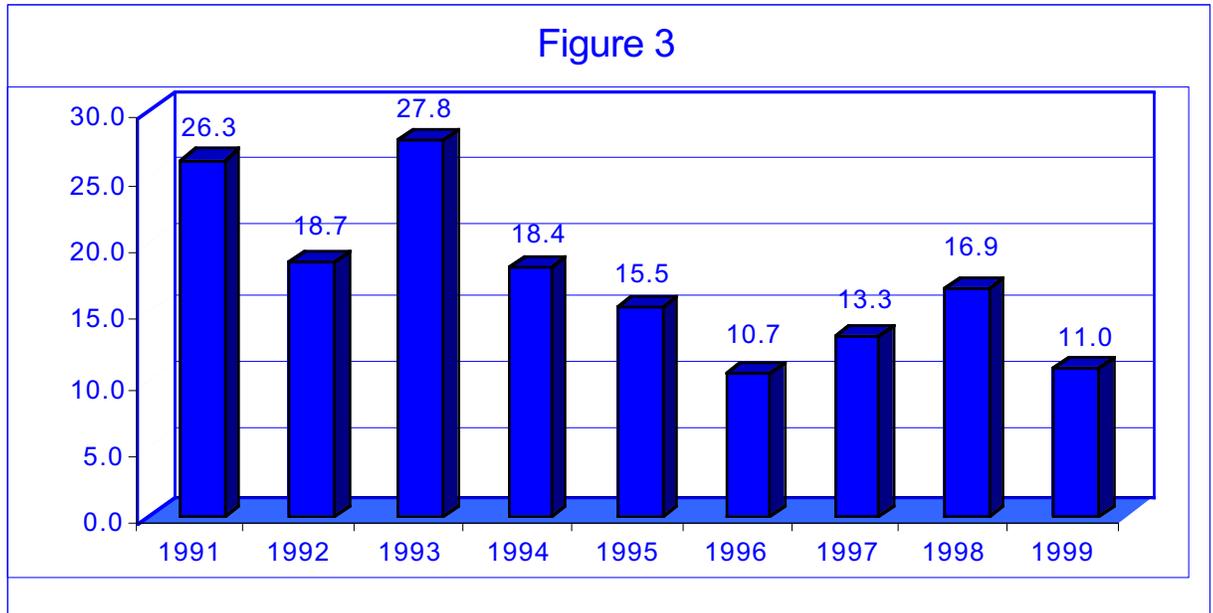
The total number of lost time accidents has remained relatively constant at between 70 and 85 for the last six years. Most of the lost time accidents (70%) occur among the caretaking, grounds and trades staff of Facilities and Services.

Severity of Lost Time Accidents

The lost time accident severity, measured as the average number of days lost per accident is shown in Figure 3. With the exception of 1998, which saw a number of more serious accidents, the severity remains at about 12 lost days per accident, which is down considerably from the period 1991-1993. This reduction in severity is primarily attributable to the workplace accommodation



and modified work programs introduced around 1994. For 1999, 14% of the accidents (7 accidents) resulted in 55% of the days lost (321 days). Again, the vast majority of the accidents occur among the staff of physical plant services.

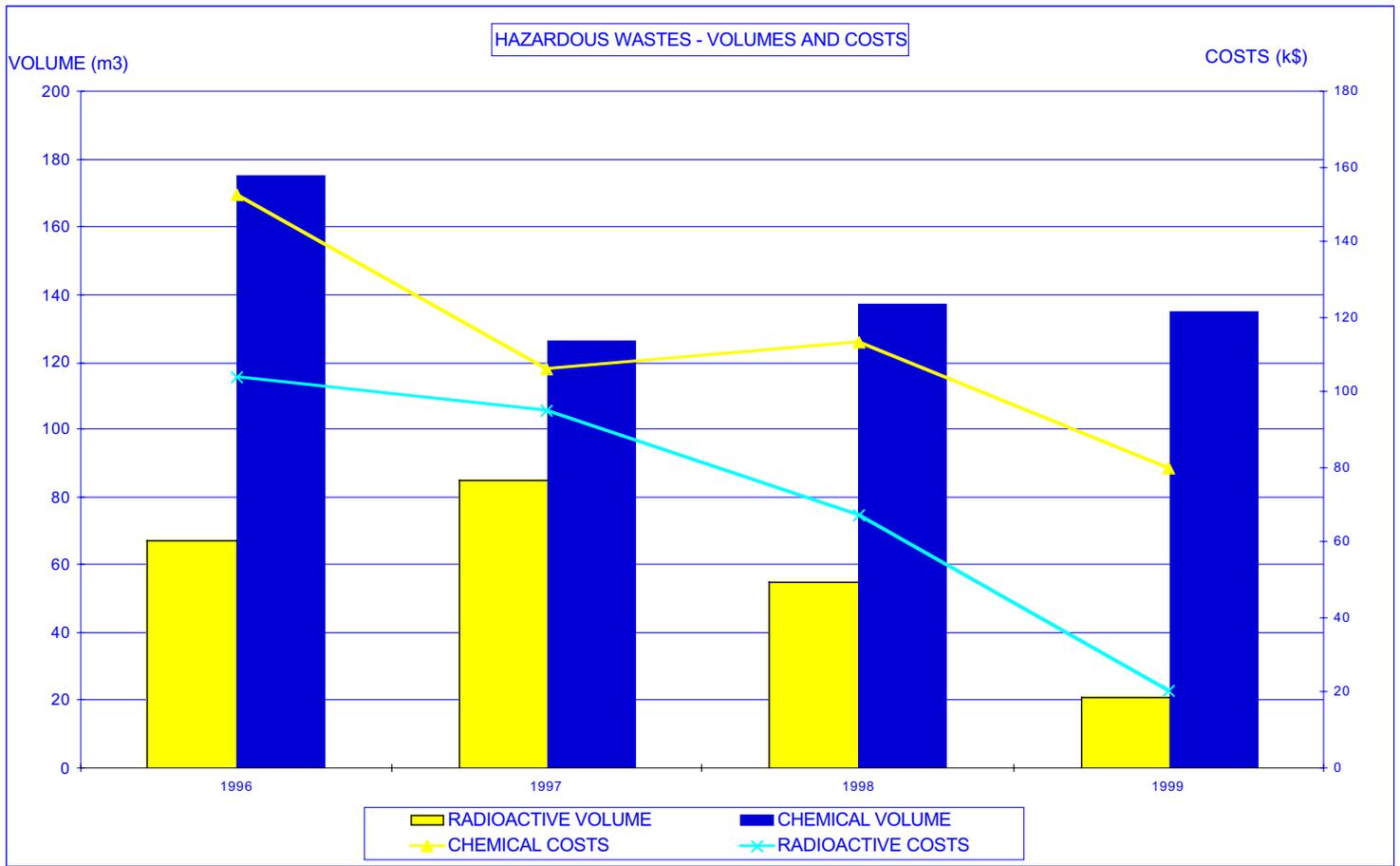


HAZARDOUS WASTE MANAGEMENT

Efforts continued in 1999 to reduce the costs associated with disposal of chemical and radioactive wastes. Changes to the packaging methods for chemical wastes reduced costs by about \$25,000 from 1998 to 1999; instituting a holding facility to allow radioactive wastes to decay reduced disposal volumes and associated costs by about \$ 35,000.

Figure 4 shows the trends in volumes and costs over the past 4 years. The data is by calendar year and so the values for 1999 are estimated costs to year-end.

Figure 4



OPERATIONS AND SERVICES (ST. GEORGE CAMPUS)

**JANICE OLIVER —
ASSISTANT VICE-PRESIDENT
FACILITIES AND SERVICES**

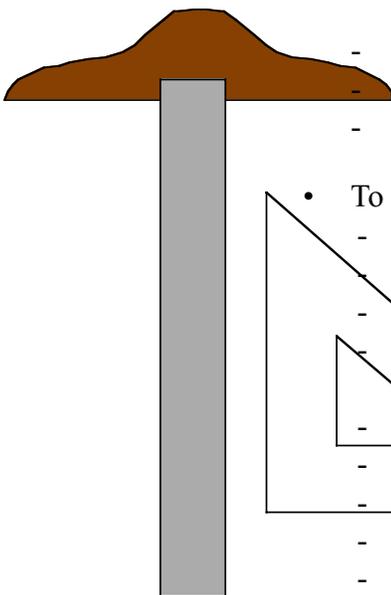
STATEMENT OF PURPOSE:

To serve effectively the needs of the University Community for the construction, operation, maintenance and protection of campus facilities and services.

FACILITIES AND SERVICES - MAJOR RESPONSIBILITIES

- To provide effective and efficient
 - property management services for the maintenance of buildings and facilities
 - caretaking and custodial services
 - waste management services
 - landscaping and snow removal services
 - fire prevention services
 - skilled trades services for the maintenance of buildings
 - production and/or distribution of all utility services (heating/cooling, electricity, water, sewers, compressed air, gas, chilled water, steam and purified water)
 - distribution of inter-departmental and Canada Post mail around the campus
 - estimating, design and engineering services for renovations and alterations
 - project management services for capital projects
 - moving and delivery services
 - emergency response services

- To plan, evaluate and administer
 - building and system repairs, modifications and upgrades
 - energy conservation measures and the Environmental Protection Policy
 - the design and construction of capital projects on all three campuses
 - the design and construction of renovation and alteration projects on the St. George campus
 - the University's design standards
 - electricity supply contracts
 - conformance to code requirements
 - gas contracts (all three campuses)
 - steam purchase and sales contracts



- To provide effective parking services to the University's customers while continuing to produce significant financial support to the University's operating budget
- To work in a partnership with the community on all three campuses to develop programs and conduct activities to promote safety and security on the campuses.

FACILITIES AND SERVICES

MAJOR ACCOMPLISHMENTS 1998-1999

- Management of Capital Projects:

- Graduate/Second Entry Residence & Garage	\$25.2 million
- Munk Centre for International Studies	\$20.0 million
- Lash Miller Chemical Laboratories Expansion	\$14.6 million
- Erindale Phase 6 Residences	\$ 9.3 million
- Erindale Student Centre	\$ 6.3 million
- Heat Recovery System - Central Steam Plant	\$ 5.4 million
- Information Commons, Phase 2	\$ 2.7 million
- University Art Centre, Phase 2	\$ 1.5 million
- Gerstein Science Information Centre, Master Pl.	\$.7 million
- Selected Architects and started Design:

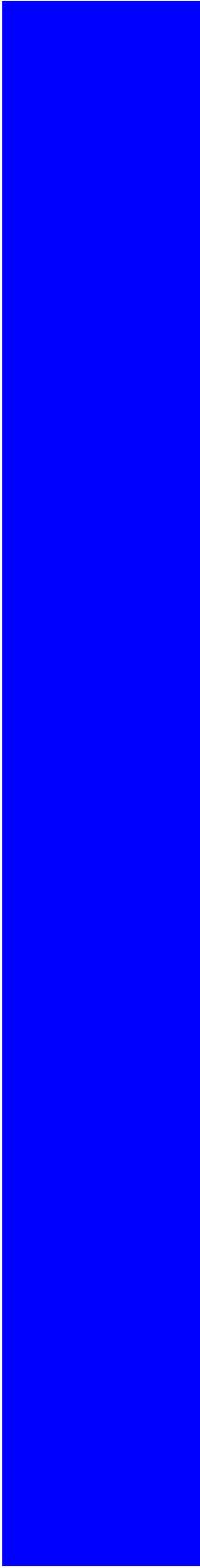
- Centre for Information Technology including underground Parking Garage	\$98.5 million
- Department of Sociology Renovation	\$ 3.5 million
- **Project management of the Open Space Plan**
- Technical studies, planning, concept plans, costing and evaluation of numerous capital projects associated with the Canadian Foundation for Innovation, the Advanced Research Development Fund, various departmental projects, Varsity Stadium and housing initiatives

Utilities/Energy Management

- Preparation of strategic plans to expand the campus electrical, heating and cooling infrastructure to allow implementation of the Campus Master Plan, as well as to provide back-up power during prolonged emergency situations
- Created inventory of equipment that supports the supply of heat, cooling, electricity, ventilation and fire protection for Y2K-readiness, replaced those parts of the system that were not Y2K-ready and prepared plans to deal with protection of the



- highest risk plant and animal facilities
- Moved the Central Control and Monitoring System (the system which controls the environment in over 70% of University buildings) from an obsolete computer platform to a new Y2K-ready one, using in-house staff at a fraction of the cost of outsourcing this work.
- **Parking**
 - Developed plans for the new CIT Garage
 - Coordinated benchmarking for Ontario universities
 - Contributed \$1.9 million to the operating budget
- **Campus Police and Personal Safety**
 - Concluded safety audits at OISE/UT, Earth Sciences and Warren Stevens
 - Coordinated 13 Self-Defense/Protective Skills courses
 - Facilitated 6 Non-Violent Crisis Intervention courses
 - Co-hosted the 40th Annual International Association of Campus Law Enforcement Conferences in Toronto
 - Issued daily incident report to over 220 departments
 - Participated in the investigation and arrest of three suspects resulting in a 48% decrease in break and enter
- **Administration and Mail Services**
 - Implemented the SAP Service Management Module
 - Provided leadership in the implementation of the SAP Payroll system for unionized employees
 - Regular testing indicates next day mail delivery success rate at 86%
- **Grounds**
 - Maintained accessibility to entire campus during heaviest snowfall in decades
 - Rejuvenated back campus, against all odds, from winter snow dumping and salt damage, meeting DAR's fall activity requirements
 - Met watering and maintenance challenges created by excessively hot and dry summer conditions
- **Caretaking Services**
 - Maintained service and quality assurance levels with workforce reduced from 257 to 236, through attrition and voluntary retirement
 - Ratio of supervisors to FTEs increased from 22:1 to 24:1 without compromising efficiency
 - Attained major savings in paper consumption with installation of up-to-date paper dispensing equipment
 - Staff development training, particularly in computer applications



- **Waste Management**

- Increased waste diversion rate to 68.7%
- Over 1500 items of surplus furniture diverted through Swap Shop
- Publication of Reduce, Reuse, Recycle brochure and 4R's newsletter

- **Campus Services**

- Provided competitive customer services for 1500 office and furniture moves, miscellaneous pick-up and deliveries

- **Trade Services**

- Implementation of SAP Plant Maintenance Module
- Initiation of apprenticeship program for machinists
- Developed program to try to attract female tradespersons

- **Fire Prevention Services**

- Initiated smoke verification features in student residences
- Successfully obtained compliance equivalences from Ontario Fire marshal re retrofit legislation for use of Class I flammables in basement laboratories. (Capital avoidance of approximately \$30 million)

- **Environmental**

- Development of test program for biodiesel fuel
- Development of an Environmental Design Standard

• **Workforce Profile**

	<u>1999/00</u>	<u>1990/91</u>
Maintenance & Operating Buildings		
- Caretaking	236	332
- Utilities	82	97
- Other	116	139
	434	568
Grounds & Waste Management	38	38
Campus Service		
- Fire	3	4
- Mail	7	9
- Police	31	39
- Move/Set-Up	8	9
	49	61
Administration	14	22
TOTAL	525	689

% Reduction - 23.8%

• **Space Managed**

	<u>1999/00</u>	<u>1990/91</u>
St. George Campus Space Inventory (gross square feet)	10.0 mil	8.9 mil

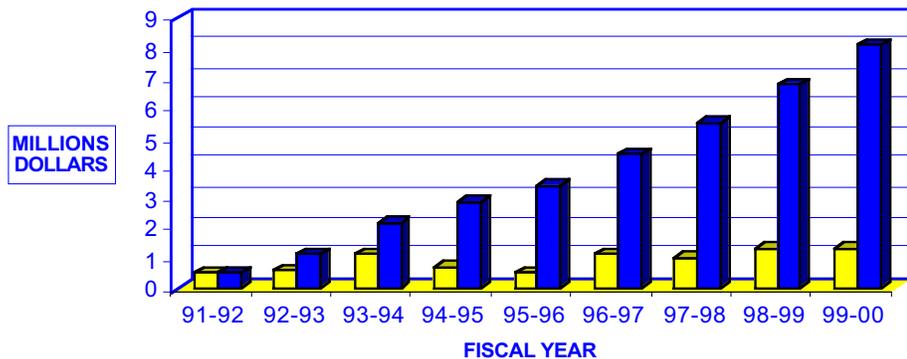
% Growth - 12.4%

• **Budget Statistics**

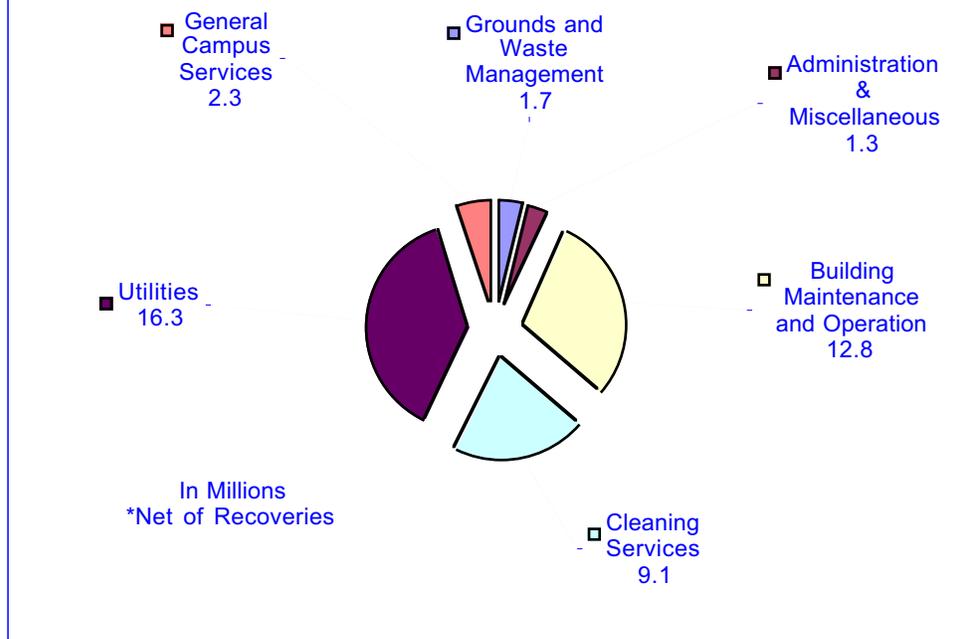
1999/00	
Net Operating Budget	\$27.2 million
Utilities	\$16.3 million
	\$43.5 million

% University Budget	F&S	4.2%	6.0%
	Utilities	2.5%	2.5%

F&S BASE BUDGET REDUCTIONS



1999-00 *Net Facilities and Services Budget
University of Toronto St. George Campus



ANCILLARY SERVICES

MAJOR RESPONSIBILITIES

- To provide effective and efficient:
 - Management of the St. George campus food services contracts
 - Administration of the University's liquor licence for the St. George campus
 - Education on alcohol service
 - Financial and facilities management for the Graduate Residence and Law Houses
 - Marketing and coordination of Conference Services for UofT academic and administrative departments
- Statistics
 - Food:
 - 6 caterers contracted to provide food services
 - 21 retail locations
 - 54 vending machines
 - \$7.6 million annual revenue
 - Residence: \$1.2 million annual revenue
 - Conference Services: \$.4 million revenue
 - Beverage Services: \$.2 million revenue

MAJOR ACCOMPLISHMENTS

- Food
 - Opened 3 new locations (Gerstein Science Information Centre, Nona Macdonald Visitors' Centre, International Student Centre)
 - Renovation of Robarts Library location
- Residences
 - Continued to operate with 99% occupancy
- Conference Services
 - Coordinated 8 academic conferences
- Beverage Services
 - Provided service for 412 events
 - Provided alcohol server training to 286 individuals

OFFICE OF SPACE MANAGEMENT

STATEMENT OF PURPOSE

The Office of Space Management is responsible for the management of all University of Toronto owned, St. George Campus, centrally available classrooms. As well, it manages film locations in University owned property on the St. George Campus.

MAJOR RESPONSIBILITIES

- Maintenance and enhancement of:
 - the room reservation system
 - the classroom audio-visual equipment system
 - the space inventory system
 - the building wheelchair accessibility system
- Management of the distributed RRS (Room Reservation System)
- Administration of many of the academic classroom bookings and all non-academic room bookings, including intra-institution advice notices and billings
- Administration of all Audiovisual equipment orders and billings for classrooms
- Management of all commercial filming and wedding photography locations
- Management of Hart House Theatre

• Gross Revenues		
- Classroom Rentals		\$367,000
- Convocation Hall		\$100,000
- Hart House Theatre		\$145,000
- Commercial filming site fees		\$300,000
- Wedding photo site fees		<u>\$ 30,000</u>
	Total	\$942,000

MAJOR ACCOMPLISHMENTS

- Federated Universities all using RRS.
- Integration with RRS and ROSI (Repository of Student Information) complete and operational.
- Classroom attributes, furniture layouts, photographs, scheduled usage all available on Office of Space Management web page.
- Accounts receivable automated within Office of Space Management and fully integrated with the Financial Information System.
- Classroom and Audiovisual equipment requests moved to web to generate received date requests.

REAL ESTATE DIVISION

STATEMENT OF PURPOSE

To make the most effective use of land to maximize the value and financial return on the University's real estate assets in a manner that is consistent with the University's academic objectives.

MAJOR RESPONSIBILITIES

- Develop policies for the strategic use of University property
- Execute real estate transactions involving the purchase, sale, lease, development or other disposition of University property
- Manage the University's real estate holdings, including: representing the University at zoning tribunals such as the Committee of Adjustment and Ontario Municipal Board; negotiating assessments, rights-of-way, and other instruments affecting property rights; manage rental property
- Advise the University's senior offices with respect to zoning and other legislative issues affecting capital assets generally, and real estate in particular, and act as a resource for University divisions with respect to real estate issues.

MAJOR ACCOMPLISHMENTS

Accomplishments during the year included:

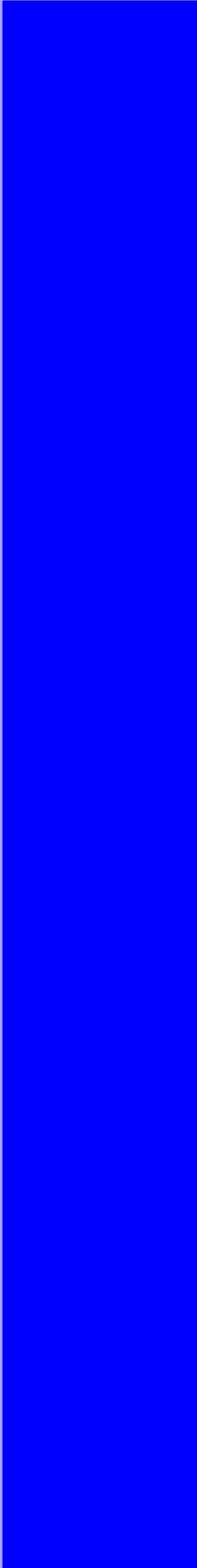
Development - A developer was selected for redevelopment of Varsity Stadium and an agreement was reached to ground lease the property for a large, 700,000 + square foot, multi-purpose project.

Faculty Housing - Additional properties were renovated and added to the faculty housing inventory, increasing the number of housing units provided to visitors and new faculty (through a previously incorporated Faculty Housing Co-operative) to 45. A report on the Faculty Housing Program follows.

FACULTY HOUSING PROGRAM

The University is building a stock of housing for new and visiting faculty, and currently has converted for this purpose a total of 45 housing units ranging in size from one to four bedrooms. The housing stock converted for this use to date is comprised of turn-of-the-century houses in the northwest quadrant of the St. George campus.

To facilitate this program the University of Toronto Faculty Housing



Cooperative Inc. was incorporated three years ago. This corporate vehicle was required as a counterweight to rent control and tenancy legislation, so that the full capital and operating cost of the program could be recovered, and so that the housing meant for newly appointed faculty could be restricted accordingly. A set of checks and balances have been devised by means of corporate bylaws and lease terms to ensure that the properties remain in university control and the Cooperative remains focussed on its founding objectives. (The same concern does not apply to housing for visitors, whose length of stay in the city is defined by employment elsewhere).

Monthly charges for unfurnished units for new faculty range between \$1,000 and \$1,500. Monthly rates for visiting faculty in furnished accommodations range between \$1,300 and \$2,150, depending on size of unit and length of stay. The program is operating with a modest surplus, with current year projected revenues of \$625,000, expenses of \$577,000, and net income of \$48,000 from the program overall.

Demand for the housing substantially exceeds supply, and plans for hiring new tenured/tenure-stream faculty over the next several years will exacerbate this situation. The challenge is to secure additional housing stock for this purpose despite the presence of provincial legislation which enshrines existing residential tenancies.

The objective over the next 12 to 24 months will be to sharply increase the faculty housing stock by:

1. Continuing to convert existing housing from tenanted to faculty use whenever the opportunity permits.
2. Pursuing the conversion for faculty housing of 21 Sussex Avenue, a former apartment building which is currently used for academic offices.
3. Canvassing the periphery of the St. George campus for suitable housing opportunities, and purchasing property if economically viable.

Real Estate Division - Financial Results

Property Rentals / Property Management

I. Operating Activity 1998-1999

Gross Revenue:	\$
Residential Rentals	693,272
Faculty Housing	494,967
Institutional	719,248
Commercial	223,251
Divisional Rentals	51,557
Total Revenue	2,182,295
Expenses:	
Operating Expenses	1,364,030
Net Income	818,265

II. Commercial Office Leasing

Supported by Central University Funds	986,896
Supported by Divisional Funds	302,216
	1,289,112



