

Clause No. 1 in Report No. 1 of the Executive Director, Corporate and Strategic Planning was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on September 11, 2014.

1

**YORK UNIVERSITY NEW CAMPUS SUPPORT
MEMORANDUM OF UNDERSTANDING**

1. RECOMMENDATIONS

It is recommended that:

1. Council authorize the Chairman and Chief Administrative Officer to execute a Memorandum of Understanding with York University regarding support for a proposal submission to the Province for a new university campus in the City of Markham based on the following principles:
 - a. Construction of a major York University campus with a focus on professional programs in downtown Markham to commence by 2018.
 - b. Financial support from the Region for a successful proposal to a maximum value of \$25 million in a form, or forms, to be determined in consultation with the Commissioner of Finance.
2. The Chief Administrative Officer report back on the status of the York University Markham campus proposal to Regional Council at the appropriate time in early 2015 based on progress of the Provincial approval process.

2. PURPOSE

This report seeks Council's authorization for the Chairman and CAO to execute a Memorandum of Understanding (MOU) with York University that establishes the value and terms of the support York Region will provide towards a new university campus. The MOU is required as part of York University's proposed submission to the Provincial Call for Proposals for University Expansions due by September 26, 2014.

3. BACKGROUND

The Council approved Economic Development Action Plan identifies the goal of attracting post-secondary investment as a priority

The Regional Municipality of York's *Economic Development Action Plan*, approved by Council in 2012, identified the goal of developing a greater post-secondary and research presence as a major new priority that would be transformational. To achieve this goal, the Plan recommended undertaking a targeted campaign to attract a major post-secondary campus. The rationale is that post-secondary institutions, particularly those with research facilities, are key economic drivers and lead to increased knowledge-based investment, job growth and quality of life.

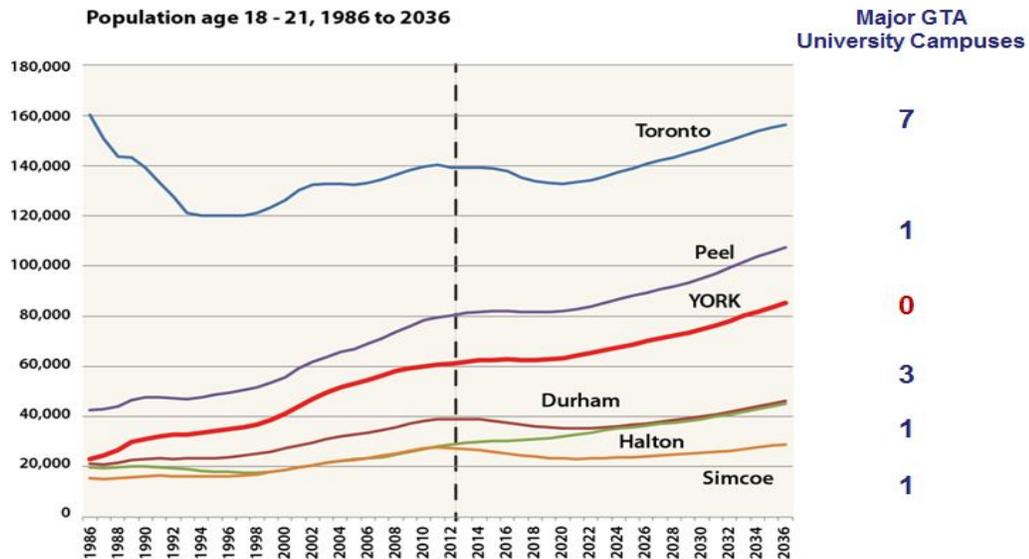
York Region has been identified as a prime location for post-secondary investment

In the spring of 2013, Regional staff with assistance from David Trick and Associates, a consultant with expertise in the field, undertook a Post-Secondary Investment Attraction Study. The work examined the potential for post-secondary investment and how such an asset could be aligned to meet both community and business needs. Local municipal partners and a variety of stakeholders were actively engaged in the study process.

The study found that York Region is under represented with university campuses relative to other regions in the GTA, as illustrated in Figure 1.

Figure 1

University-Aged Population Growth vs Number of University Campuses by GTA Region



Source: Post-Secondary Investment Strategy for The Regional Municipality of York, David Trick & Associates

York Region is the only municipality in North America with a population over 1 million and no university campus. The strategy concluded that York Region is a strong candidate location for a new post-secondary investment to address the unserved demand for a growing and changing student population in support of the Provincial Growth Plan and provincially identified needs.

The work also identified significant direct and indirect economic, social and community benefits that can accrue to locations that host these kinds of facilities. Benefits identified include stimulation of development, knowledge generation, workforce development, productivity and earning premiums, community learning, shared facility use and community branding. The strategy examined various post-secondary models and found that a comprehensive research campus customized to meet York Region’s business and community needs would provide the broadest range of benefits.

The Province initiated a formal process, released criteria and set September 26, 2014 as a deadline for new university campus expansion submissions

In September 2013, the Province identified post-secondary expansion as a priority in their Economic Outlook and Fiscal Review. They subsequently released the Major Capacity Expansion Policy Framework in December 2013, which identified a focus on providing additional university undergraduate capacity in high growth locations in the province. In

March of 2014, the Province released the Major Capacity Expansion Call for Proposals for new university campuses or expansions, and provided a range of evaluation criteria to be met (see *Attachment 1*).

Post-secondary institutions interested in expanding were asked to submit a Notice of Intent by June 27, 2014, with a full proposal submission by September 26, 2014. No time frame has been announced by the Province for making a final decision on selection of successful proposals.

York University had previously signalled a plan to develop a new campus in York Region

As part of each post-secondary institution's previous reporting to the Province on future expansion plans, York University identified its desire to create a new campus within York Region to deliver programs in collaboration with Seneca College. The proposed campus was identified as involving professional programs, and would expand student choice, advance credit transfer among colleges and universities, and address the priorities of the Ministry of Training, Colleges and Universities (MTCU) and the Region. This set the stage for the development of a formal submission under the March 2014 Provincial Call for Proposals.

York University approached the Region for support in advancing the process

In a letter to Chairman Fisch, dated March 11, 2014, the president of York University stated that the University planned to submit a proposal for a "York in York" campus to the Province. The letter advised that the University wished to work closely with Regional Council to determine the location for a successful submission to the Provincial government, inclusive of a financial partnership with local partners.

York University provided local municipalities with a document entitled 'York U in York Region – Vision and Principles Brief for Municipalities' dated March 2014 (see *Attachment 2*) that described York University's vision for the York Region campus and provided the principles and criteria to be used to evaluate submissions.

York University engaged municipalities on potential sites

Interested host municipalities within York Region were asked to undertake interviews and presentations in April 2014 and demonstrate how their proposed sites met York University's vision and evaluation criteria for the new campus. Municipalities were asked to consider a contribution in any or all of four ways: cash, land, access to community facilities, and private sector arrangements. York University heard five proposals from six municipalities in the Region, and undertook a review process to identify their preferred campus location.

York University submitted a Notice of Intent to make a submission under the Ministry's Major Expansion Call for Proposals

On June 23, 2014, York University announced the selection of the City of Markham as the preferred location in its bid to build a new university campus in York Region. On June 26, 2014, York University submitted a Notice of Intent to the Province for the Markham site (see *Attachment 3*).

York Region and City of Markham staff have been working with York University to develop a proposal for a new university campus in Markham

Over the last number of weeks, Regional and City of Markham staff have been working closely with the York University team to become familiar with the key components of the proposal. Also during this time, negotiations have commenced regarding the municipal financial contributions to be included in York University's proposal to the Province by September 26, 2014, subject to City and Regional Council approvals.

4. ANALYSIS AND OPTIONS

The York University proposal is for a new campus that will serve community needs and generate significant economic benefit in the Region

The York University Campus proposal, which is referred to as "York in York in Markham Centre", is to be located in downtown Markham adjacent to the Markham Pan Am Centre and will be a major third campus for the university. The Markham Pan Am Centre will be the venue for various events in the 2015 Pan Am Games, including water polo and table tennis.

The York University campus proposal is a major investment of a type and scale that would lead to the kind of economic and community benefits contemplated in the Region's Post-Secondary Investment Attraction Study. The new campus will be comprised of teaching, laboratory and administrative/student services space that will house a significant student population and offer a range of professional programs.

Many residents in the Region have made York University their university of choice, with 11% of all York Region university students between the ages of 18 and 24 attending there. In addition, 53 out of every 1,000 York Region residents are York University graduates, and the Region is already home to over 1,800 York University staff and faculty members. Creating a York University campus within the Region will improve resident student access and increase the community connections.

The new campus will offer professional programs linked to knowledge-based business clusters and stimulate growth

York University has done extensive research to identify professional programs to deliver at the new campus that are in demand in the marketplace and will link into the business community in the Region. The proposal includes a program delivery partnership with Seneca College. The goal is to develop a campus relevant to current and future demographic trends and community needs.

The specific programs areas being proposed align well with the Region's key growth sectors and in fields that demonstrate strong hiring trends. The programs are designed to maximize the positive long term impact the university will have on the regional economy. The campus will be located in the heart of this region's knowledge-based clusters and growing industries that are creating jobs. Businesses will benefit from access to students obtaining real-life learning experiences in the workplace and laboratory, including placements with employers, research opportunities that connect students with both faculty and innovative organizations, and opportunities for business incubation and entrepreneurship. Numerous letters of support from the business community have been received and will accompany the proposal submission to the Province.

The York University proposal will leverage existing and planned infrastructure and facility investments

The campus will be integrated into the urban environment emerging in downtown Markham, leveraging infrastructure and facilities already invested by the City, the Region and the Province. The site lies in the heart of a designated Urban Growth Centre and an Anchor Hub of the "Big Move" transportation plan and leverages significant existing and planned infrastructure investments in roads, water/wastewater and particularly transit. There is direct access to multiple transit services including the Viva Bus Rapid Transit, York Region Transit, the Unionville GO train station and GO bus services, and the campus will act as a significant transit traffic generator. The proposed campus will also leverage existing facilities and uses in the vicinity such as the Markham Pan Am Centre through shared use agreements, reducing the costs of the overall campus development and maximizing the utility of those existing facilities investments.

The proposal is the subject of a province-wide competitive process, and therefore York University has indicated that further details of the proposal will emerge over time as the proposal call process proceeds.

The "York in York in Markham Centre" campus addresses the Provincial evaluation criteria under the Major Capacity Expansion Call for Proposals

The "York in York in Markham Centre" proposal meets or exceeds the eligibility requirements as set out by the Province in the Major Capacity Expansion Call for Proposals as follows:

- Within five years of opening, York University aims to have 5,000 students in York Region and in 20 years, the campus is planned to grow to 10,000-20,000 students
- The campus will add new facilities representing hundreds of thousands of square feet of space, many times more than the 70,000-square-foot minimum requirement
- The campus will offer a broad range of professional programs primarily at the undergraduate level that align with business and workforce needs
- The campus will offer a full suite of auxiliary services, either directly or through innovative arrangements with the municipality and private partners
- The campus will significantly improve access to post-secondary education in one of Ontario's fastest-growing major urban areas

There is strong competition amongst universities across Ontario and particularly in the GTA for this round of Provincial funding

The York University Notice of Intent for the new Markham campus is one of 26 Notices of Intent filed in June by post-secondary institutions in the Province (see *Attachment 4*). A large number of the Notices are for major campus developments and expansions within the Greater Toronto Area, providing the Province a wide range of options for satisfying undergraduate demand in the short and long term. A number of the proposals associated with the Notices of Intent have been under development for many years and have well established visibility and support within the host communities, including committed municipal financial contributions.

Previous and proposed host municipal investments in major university expansions range from \$10 million to \$50 million

Research of publicly available information indicates that host municipal investments made historically and in the current group of competing major university proposals range between \$10 million and \$50 million. Examples of some major municipal investments in existing and proposed post-secondary expansions are listed in *Table 1*.

Table 1
 Existing & Proposed Municipal Contributions to Major University Expansions

University	Municipality	Total Municipal Contribution*
Waterloo	City of Waterloo & Region of Waterloo	\$13.4 million
McMaster	City of Burlington & Halton Region	\$10 million
UOIT	City of Oshawa & Durham Region	\$17.5 million

Lakehead	City of Orillia & Simcoe County	\$13.5 million
Windsor	City of Windsor	\$10 million
Wilfred Laurier (proposed)	Town of Milton	\$50 million
Laurentian (proposed)	City of Barrie	\$14 million

*Note: Municipal contributions may include cash, land or a combination of both.

The Province is requiring substantial support from host communities as a component of university campus expansion proposals

The Province's evaluation criteria for capacity expansion proposals include a criterion entitled, "*Evidence of substantial support from host community, including financial contributions and land ownership*" to meet the priority objective of ensuring proposals are affordable to students and the Province.

Given the Provincial requirement, the City of Markham and York Region are being asked by York University to support the "York in York in Markham Centre" proposal directly through financial support. In addition to the existing and planned infrastructure investments made by the Province, York Region and City of Markham in this location, Regional Council is being asked by the University to provide direct financial and other support in the following ways:

- A cash grant
- Waiving of any Regional fees related to the development
- Infrastructure investments within the Region's jurisdiction that may be required to directly support the development of the new campus
- Consideration of the University's transit needs with respect to Regional transit routing and service between the York University Keele campus and the new Markham campus

Economic impact studies demonstrate substantial economic impacts being generated by university campuses

According to the work undertaken by David Trick on the Region's behalf, the economic, community and social benefits derived from post-secondary investments are substantial in the short and long term. For example, studies show that newer institutions generating economic benefits include the McMaster DeGroote School of Business in Hamilton at \$42.3 million annually, and the University of Ontario Institute of Technology in Durham Region at \$227-272 million annually. Major established research universities such as the University of Toronto, University of Waterloo, University of Ottawa and Queens University have each been identified as contributing in excess of \$1 billion annually into the local, regional, and provincial economies.

An investment by York Region of \$25 million is commensurate with other municipal contributions and the economic benefits to be derived

To position York University's proposal in the best possible way to secure a positive response from the Province, it is critical that York Region makes a formal, substantial commitment to the proposal. It is recommended that a total financial contribution of up to \$25 million be provided by York Region, subject to approval of York University's proposal by the Province. This support will be identified in the proposal being submitted by the University to the Province. The form of this financial support would be determined in consultation with the Commissioner of Finance.

City of Markham Council will be considering their contribution at their September 10, 2014 meeting and Regional staff will update Regional Council on their decision.

A Memorandum of Understanding between York Region and York University is necessary to formally establish the level of support and terms

Legal representatives from the Region and the University are jointly preparing a Memorandum of Understanding that establishes the terms under which the Region's contribution will be made. The MOU will serve as the basis for a formal funding agreement should the York University proposal be accepted and funded by the Province.

The MOU will establish a time period in which the Region's financial commitment to the proposal will be valid and will outline key milestones (such as commencement of the project) that need to be achieved in order to secure the Region's contribution. It will be important in York University's bid for the Region to demonstrate to the Province its strong commitment to the project.

The timing of approvals by the Province is currently unknown and this will be a major construction project that will take a number of years to design and build once approval is granted. A construction start of 2018 is recommended as the major milestone for the commitment should the Province proceed with the expansion program.

The intent is to complete the MOU prior to September 26, 2014 to allow the document to be included in the proposal submitted to the Province. In order to achieve this deadline, this report seeks authorization for the Chairman and Chief Administrative Officer to execute the MOU with the President of York University.

Link to key Council-approved plans

York Region has a number of Council-approved strategic documents that provide clear direction regarding economic development both in the longer term and within the current term of Council. *Vision 2051*, the *Regional Official Plan* and the *2011 and 2015 Strategic Plan*, all highlight the importance of post-secondary education and research and its essential role in facilitating economic growth.

5. FINANCIAL IMPLICATIONS

The financial contribution being recommended to support the York in York proposal has a total value of up to \$25 million. Should the proposal be accepted by the Province, the Commissioner of Finance will be making recommendations on the funding sources and on how this amount may be financed over an extended period of time. The specific terms around the funding will be incorporated within a formal agreement with the University. The timing of the payment of the Region's contribution will be triggered by the execution of construction contracts for the campus development.

6. LOCAL MUNICIPAL IMPACT

All nine local municipalities have been engaged throughout the development of the post-secondary investment attraction work undertaken by the Region and the University site-selection process. The entire Region will benefit from the development of a university campus as a knowledge generator, community builder and location to serve students.

7. CONCLUSION

York University is seeking York Region and the City of Markham's financial support for the development of a major new university campus in Downtown Markham. The proposal is to be submitted to the Province under the Major Capacity Expansion Call for Proposals released in March of 2014, and is due to the Province by September 26, 2014.

York University is proposing a significant campus in downtown Markham to house at a minimum 5,000 students in the first five years, offering a range of professional programs in partnership with Seneca College. The University's goal is to develop a campus relevant to current and future demographic trends and community needs. The proposed campus will link students to advanced learning and help obtain real-life learning experiences in the workplace and laboratory, including placements with employers, research opportunities that connect students with both faculty and innovative organizations, and opportunities for business incubation and entrepreneurship.

The proposal meets or exceeds the eligibility requirements as set out by the Province in the Major Capacity Expansion Call for Proposals. The proposed campus would serve as a major transformational investment in the community that meets the goal of the Region as identified in the Council approved Economic Development Action Plan with respect to attracting post-secondary investments.

Significant host municipality financial contributions are required by the Province to meet eligibility requirements to make proposals affordable to students and the Province. There is strong competition particularly in the GTA from numerous jurisdictions and

institutions for available funding from the Province. A financial contribution from the Region for the new university campus of up to \$25 million is proposed. This contribution will help achieve Council's goal to attract a post-secondary investment that will generate significant economic, social and community benefit for the entire Region. The form of such contribution is to be determined in consultation with the Commissioner of Finance. Authorization is also being sought for the Chairman and Chief Administrative Officer to execute the Memorandum of Understanding with York University.

For more information on this report, please contact Doug Lindeblom, Director, Economic Strategy at (905) 830-4444 Ext. 71503.

The Senior Management Group has reviewed this report.

Attachments (4)

**MAJOR
CAPACITY
EXPANSION
CALL FOR
PROPOSALS**

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GUIDELINES

March 2014

Ministry of Training, Colleges and Universities

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Contents

1. Background	5
2. Timelines for Submitting a Proposal	5
3. Notice of Intent	5
4. Eligible Applicants	6
5. Eligible Projects	6
6. Major Capacity Expansion General Evaluation Criteria	7
7. Weighting	8
8. Assessment and Ranking	9
9. Communications Protocol	13
10. Role of Infrastructure Ontario and Alternative Financing and Procurement	13
11. The Selection Process and Funding	14
12. Components of the Submission	14
13. Links to Related Documents and Resources	16
14. Disclosure of Information	16
15. Call for Proposals Timeline	16

1. Background

The ministry released its Major Capacity Expansion Policy Framework on December 20, 2013. A commitment was made to issue a Call for Proposals in early 2014.

This Call for Proposals represents the beginning of a process that will lead to the selection of successful proposals which, collectively, will meet provincial goals for postsecondary education in Ontario – increased capacity at the undergraduate degree level; greater affordability for students, institutions, and the province; improved institutional differentiation; and regional economic benefits. This process will be guided by principles of fairness, competitiveness, and transparency and by a commitment to serve the public interest.

This long-term initiative will help ensure that our postsecondary education system will have the right spaces in the right places for Ontario students.

2. Timelines for Submitting a Proposal

The closing date for submission of a Notice of Intent is June 27, 2014.

The closing date for submission of the full proposal is September 26, 2014.

Submissions must be received by the ministry on or before these dates.

3. Notice of Intent

The Notice of Intent is a one-page overview of the proposed project. Proposals will not be considered unless a Notice of Intent is received by the deadline of June 27, 2014. To ensure transparency and competitiveness, every Notice of Intent submitted to the ministry will be posted on the [Postsecondary Education Partners' Gateway](#) website within 30 days of the submission date.

4. Eligible Applicants

In view of the focus on undergraduate degree capacity, it is expected that submissions will be led by universities, but college-university partnership models are encouraged.

All proposals must demonstrate need (i.e., expansion should be located in areas that are currently underserved by postsecondary education and/or that are expected to experience significant future growth in enrolment demand).

5. Eligible Projects

Recognizing the wide range and variety of potential expansion opportunities, the ministry continues to avoid setting rigid parameters to define major capacity expansion. However, as stated in the *Major Capacity Expansion Policy Framework*, initiatives characterized by the following scale-related features are most likely to be subject to this approval and selection process:

- accommodates enrolment growth of more than 1,000 full-time students in the short term, with the potential to accommodate longer-term growth of 5,000 to 10,000 over the next twenty years (i.e., long-term enrolment comparable to enrolment at substantial existing college or university campuses)
- adds new facilities (either owned or secured through long-term lease) larger than 70,000 square feet (roughly 6,500 square metres), designated primarily for academic purposes
- offers a broad range of programs, with substantial new or expanded ancillary services (or, shows clear potential for future growth in program offerings and student and ancillary services)
- significantly improves local student access to postsecondary education in the short term (and has the potential to continue to do so in the longer term), particularly in geographic locations that may be experiencing or are expected to develop capacity gaps at the undergraduate degree level

6. Major Capacity Expansion General Evaluation Criteria

The following general evaluation criteria were included in the *Major Capacity Expansion Policy Framework*. These criteria will be used to assess proposals. Institutions should demonstrate the alignment of their proposed projects with the criteria and may do so in any format suitable to them.

Priority Objectives	General Criteria
Strategic management of long-term enrolment growth and accessibility	<ul style="list-style-type: none"> • Significant expansion of local postsecondary education opportunities for students in underserved areas with growing demand, based on long-term demographic trends • Alignment with provincial priorities, including Growth Plan priorities and economic development initiatives • Clear potential to add substantial new capacity and support future enrolment growth in the postsecondary education sector
Differentiation, sustainability, and accountability	<ul style="list-style-type: none"> • Alignment with the institution's Strategic Mandate Agreement (SMA) and goals and priorities of the Differentiation Policy Framework • Impact on nearby institutions • Effective and sustainable governance model, including consideration of the impact of distance from the expansion location for administration and academic experience • Focus on undergraduate programs • Range of programs offered locally and avoidance of unwarranted duplication of existing programming
Economic impact	<ul style="list-style-type: none"> • Tangible regional economic benefits, combined with potential for province-wide benefit, based on labour force skills and economic growth • Demonstrated local economic benefits, and linkages with local industries • Demonstrated Value for Money, including Alternative Financing and Procurement (AFP) options, where appropriate, and limits on provincial contributions
Quality, innovation, and competitiveness	<ul style="list-style-type: none"> • Institutional partnership options, including university-college collaboration • Innovative service delivery • Postsecondary education quality and student experience (including student and ancillary services)

(continued)

Priority Objectives	General Criteria
Affordability for students and the province	<ul style="list-style-type: none"> • Evidence of substantial support from host community, including financial contributions and land ownership • Economies of scale • Linkages with local transportation for commuting students • Potential for leveraging private sector resources • Evidence of consideration of alternatives to expansion proposal, based on existing capacity and potential partnerships • Proven financial health of institution, with asset management plan in place • Demonstrated labour market demand

7. Weighting

The evaluation criteria for the assessment of institutional proposals will be weighted as follows:

Category	Weight
Section A. Meeting Demand <ul style="list-style-type: none"> • Strategic management of long-term enrolment growth and accessibility 	30%
Section B. Demonstrated Affordability <ul style="list-style-type: none"> • Affordability for students and the province 	40%
Section C. Academic and Economic Considerations <ul style="list-style-type: none"> • Differentiation, sustainability, and accountability • Economic impact • Quality, innovation, and competitiveness (including institutional partnership options) 	30%

8. Assessment and Ranking

Funding will be awarded on a competitive basis, and proposals will be evaluated for suitability using defined criteria. Institutions should use both qualitative and quantitative analysis to demonstrate the alignment of their proposals with the general evaluation criteria.

SECTION A. MEETING DEMAND (30%)

Proposals should demonstrate alignment with some or all of the following criteria.

Priority Objective 1: Strategic management of long-term enrolment growth and accessibility	
General Evaluation Criteria	Possible Alignment Measures
<ol style="list-style-type: none"> 1. Significant expansion of local postsecondary education opportunities for students in underserved areas with growing demand, based on long-term demographic trends 2. Alignment with provincial priorities, including Growth Plan priorities and economic development initiatives 3. Clear potential to add substantial new capacity and support future enrolment growth in the postsecondary education sector 	<ul style="list-style-type: none"> • Demographic growth projections for location • Existing enrolment capacity at institutions in the proximity of the proposed expansion • Estimated enrolment capacity of the expansion, and projected net increase in undergraduate enrolment • Number of students from the area of the intended expansion who are currently attending the institution(s)
Possible Information to Build Evidence Base	
<ul style="list-style-type: none"> • Institution's long-term enrolment master plan • Joint campus master plan for partnerships (if applicable) • Long-term enrolment viability study • Completed enrolment table in the proposal template, stating all assumptions • Community profile demonstrating future demand in the area • Documented support from and alignment with plans of any associated agencies, municipalities, or other entities • Consideration of relevant provincial population and employment projections • Consideration of key provincial policy directions relating to the location of public institutions and their associated economic impacts (e.g., ability to contribute to urban revitalization efforts) • Evidence of program demand (e.g., number of applications) 	

SECTION B. DEMONSTRATED AFFORDABILITY (40%)

Proposals should demonstrate alignment with some or all of the following criteria.

Priority Objective 2: Affordability for students and the province	
General Evaluation Criteria	Possible Alignment Measures
<ol style="list-style-type: none"> 1. Evidence of substantial support from host community, including financial contributions and land ownership 2. Economies of scale 3. Linkages with local transportation for commuting students 4. Potential for leveraging private sector resources 5. Evidence of consideration of alternatives to expansion proposal, based on existing capacity and potential partnerships 6. Proven financial health of institution, with asset management plan in place 7. Demonstrated labour market demand 	<ul style="list-style-type: none"> • Total cost of project, and expected provincial contribution • Cost-benefit analysis of expanding an existing asset or building at a new location (or a combination thereof) • Distance from current campuses • Current asset management plan, including effects of expansion on Facilities Condition Index • Public transit capacity to the institution and between campuses • Debt/asset ratio of institution(s) • Energy sources and efficiency initiatives (including proposed LEED certification) • Long-term financial viability • Existing student employment KPIs
Possible Information to Build Evidence Base	
<ul style="list-style-type: none"> • Detailed project costing information, including projected cash flow requirements and net impact on operating cost • Business case demonstrating need for expansion (existing campus only), including a service gap analysis • Letters of support from potential partners, indicating details of financial and/or in-kind contributions (e.g., land ownership) • Local transportation plan(s) showing current and planned public access to site (short- and long-term) • Independent verification of total expansion project cost • Financial health analysis, including recent financial statements • Documentation of preliminary environmental assessment • Control and ownership of buildings and equipment (partnerships only) • Long-term forecast of incremental operating expenses and revenues (grants, third party revenues) as a result of the proposed project 	

SECTION C. ACADEMIC AND ECONOMIC CONSIDERATIONS (30%)

Proposals should demonstrate alignment with some or all of the following criteria.

Priority Objective 3: Differentiation, sustainability, and accountability	
General Evaluation Criteria	Possible Alignment Measures
<ol style="list-style-type: none"> 1. Alignment with the institution’s Strategic Mandate Agreement (SMA) and goals and priorities of the Differentiation Policy Framework 2. Impact on nearby institutions 3. Effective and sustainable governance model, including consideration of the impact of distance from the expansion location for administration and academic experience 4. Focus on undergraduate programs 5. Range of programs offered locally and avoidance of unwarranted duplication of existing programming 	<ul style="list-style-type: none"> • Assessment of alignment with SMA • Proposed programs, their alignment with the institution’s strengths, and an overview of similar existing programs offered by institutions near the expansion • Ranking of institution(s) on applications by students from the proposed area
Possible Information to Build Evidence Base	
<ul style="list-style-type: none"> • Finalized SMA • Program information (initial and planned) • Overview of proposed institutional governance model • Consultation overview, including results of discussions with affected institutions and letters of support (if applicable) 	

Priority Objective 4: Economic impact

General Evaluation Criteria	Possible Alignment Measures
<ol style="list-style-type: none"> 1. Tangible regional economic benefits, combined with potential for province-wide benefit, based on labour force skills and economic growth 2. Demonstrated local economic benefits, and linkages with local industries 3. Demonstrated Value for Money, including Alternative Financing and Procurement (AFP) options, where appropriate, and limits on provincial contributions 	<ul style="list-style-type: none"> • Local economic benefits • Alignment of programs with regional and Ontario labour market needs • Expected financing cost (if any) • Jobs created (short-term associated with building period, and ongoing) • Ongoing jobs created at expansion • Value for Money analysis related to proposed procurement model
<h4>Possible Information to Build Evidence Base</h4>	
<ul style="list-style-type: none"> • An economic impact study or value planning study to demonstrate the project’s potential to provide direct economic benefits for the surrounding area (e.g., by helping to revitalize the community, unlock local development potential, build the tax base, and leverage existing infrastructure and investments) 	

Priority Objective 5: Quality, innovation, and competitiveness

General Evaluation Criteria	Possible Alignment Measures
<ol style="list-style-type: none"> 1. Institutional partnership options, including university-college collaboration 2. Innovative service delivery 3. Postsecondary education quality and student experience (including student and ancillary services) 	<ul style="list-style-type: none"> • Institutional track record with partnerships • Assessment of proposed academic plan and service delivery • Range of planned student and ancillary services compared with services at existing campuses (short- and long-term) • Existing student experience (KPIs, student outcomes)
<h4>Possible Information to Build Evidence Base</h4>	
<ul style="list-style-type: none"> • Institution’s Strategic Plan • Business case in support of proposed academic plan, including partnerships, with relevant: <ul style="list-style-type: none"> » information about curriculum/pedagogy » financial information » interjurisdictional case studies and examples • Impact analysis with respect to academic and administrative quality and quality of experience • Overview of new program accreditation required, if applicable 	

9. Communications Protocol

Proposal submissions must be received at MCEsubmissions@ontario.ca by September 26, 2014. Late submissions will not be accepted.

Specific questions submitted to the ministry as part of the process will be answered and will be made available to all participants.

To ensure a fair and transparent process, the ministry will not provide any advisory services to institutions on an individual basis.

10. Role of Infrastructure Ontario and Alternative Financing and Procurement

Infrastructure Ontario is a Crown agency of the Government of Ontario. It is focused on modernizing and financing the renewal of public infrastructure, maximizing the value of public real estate, and managing government facilities. It also provides expertise in project delivery, lending, real estate management, and asset planning. Infrastructure Ontario now has a greater role in procuring infrastructure as well, engaging in both traditional forms of procurement and alternative financing and procurement (AFP), when appropriate.

As indicated in the Ministry of Infrastructure's *Building Together Plan*, and in the provincial government's planning and budgeting process, recommendations will be made on the procurement method and delivery of all college infrastructure projects valued at more than \$50 million. In addition, universities with successful projects and associated provincial grants in excess of \$100 million will be required to consult with Infrastructure Ontario. The \$100 million threshold may be lowered in future years.

The criteria for assessing these projects could include scope, complexity, and value-for-money assessment, with input from the ministry and Infrastructure Ontario.

11. The Selection Process and Funding

The ministry will oversee the process leading to the selection of successful applications. A multi-ministry panel will review the applications and make recommendations to Cabinet through the Ministry of Training, Colleges and Universities. Cabinet will make the final decision about successful projects and/or future courses of action.

Funding for successful projects will be provided subsequently. The number of projects selected for support, as well as the level and timing of funding, will be determined by the provincial government and will reflect a range of considerations, including the fiscal environment.

12. Components of the Submission

The following components of the submission are to be provided to the ministry by the dates indicated. In addition to what is required below, institutions may submit their proposals in any format that they believe best demonstrates the strengths of their proposed project, with due attention to the relevance and conciseness of information supplied. (Note that institutions may be asked to revise and re-submit their proposals if excessive amounts of information are provided.)

All submissions must be preceded by:

- **A Notice of Intent**, to be received by the ministry no later than June 27, 2014

The Notices of Intent will give the ministry an early overview of interest in Major Capacity Expansion.

The components of the proposal submission, to be received by the ministry no later than September 26, 2014, are as follows:

- **A completed checklist**

A checklist is included in the Call for Proposals package. The checklist must be completed and included in the submission. (The checklist is reproduced from Appendix A of the *Major Capacity Expansion Policy Framework*, page 12.)

- **A completed capital template**

Please refer to the template included in the Call for Proposals package. The template requests detailed information on enrolment projections and funding sources. This information **must** be provided using the template, but it may also be presented in a different format in the context of the overall presentation.

- **Supplementary information**

Institutions are welcome to submit supplementary information to support their proposal. Supplementary information may include a business case, environmental impact studies, and any other information or documentation that substantiates the proposal. As noted earlier, conciseness and relevance of information are valued.

Please also include evidence of support for your proposal (including documentation of land ownership or leasing contracts, documentation of municipal or other funding, and letters of support).

In the case of a joint university-college submission, approval under s.28 of the Financial Administration Act is required for financing if the debt is related to Colleges or if there is a contingent liability.

13. Links to Related Documents and Resources

[Major Capacity Expansion Policy Framework](#)

[Differentiation Policy Framework](#)

[Places to Grow](#)

[Building Together](#)

14. Disclosure of Information

The Freedom of Information and Protection of Privacy Act (FIPPA) applies to information in the custody or under the control of the ministry. Institutions should identify whether any information in their proposals is submitted in confidence within the meaning of s. 17 of FIPPA. The proposals may be shared with a multi-ministry panel or other advisers that the ministry retains to assist with the assessment of the proposals.

15. Call for Proposals Timeline

Date	Deliverable
March 27, 2014	Release of Call for Proposals
June 27, 2014	Notice of Intent
September 26, 2014	Close of Call for Proposals

Contact Information

Ministry staff may need to contact institutions to clarify details or request additional information. Please provide complete and current contact information in your submission.

YorkU in York Region

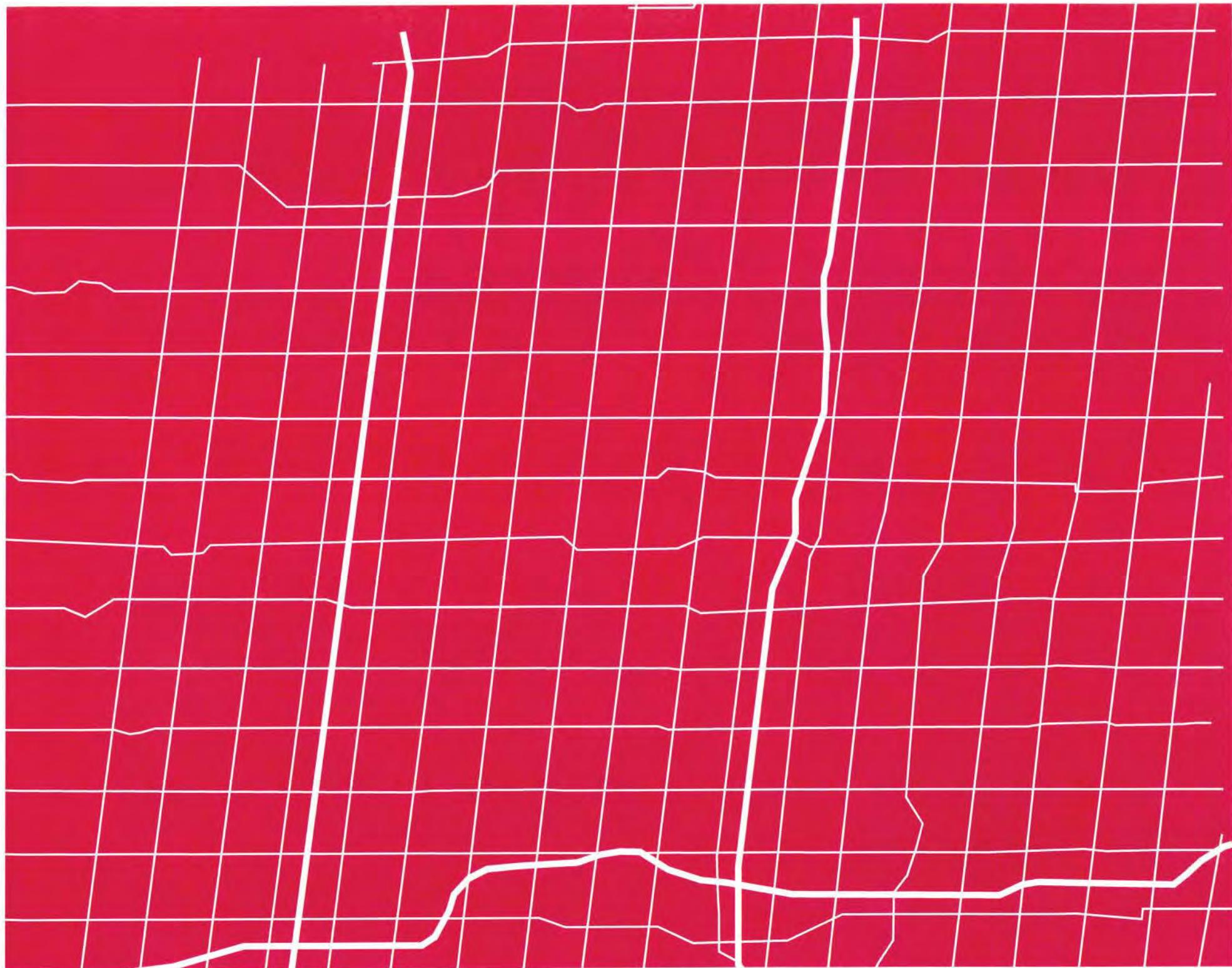
Vision and Principles Brief for Municipalities

March 2014

YorkU in York Region

Vision and Principles Brief for Municipalities
March 2014

“the world at home”



**THE
WORLD,
*AT HOME***

Contact Information and Questions of Clarification

Should your municipality decide to continue in this process, please provide the name of your primary contact and their details to Chris Wong, Director, Transportation and Master Planning, York University Development Corporation, at crwong@yorku.ca

Should you have any questions in preparing your presentation for April 17, we are happy to entertain them up to the end of business on April 15, 2014. Please email your questions to Chris Wong. We will share the questions and our answers with all participating municipalities.

This document can also be downloaded from www.yudc.ca.

In response to the Ministry of Training, Colleges and University's process, York University is seeking municipal partner(s) and site(s) to establish a new university presence in York Region. York University will welcome Seneca College on its new site as an academic partner in joint and collaborative degree programs as well as shared student services. YorkU is seeking one candidate municipality and site to create a primary campus and are also interested in identifying other candidate sites for a future expansion in York Region.

The purpose of this Briefing Book is to describe York University's vision for its primary York Region campus. It also provides municipalities with the principles and criteria used to evaluate submissions. Regional Chair Bill Fisch has invited interested municipalities to make a presentation to the York in York Steering Committee on April 17, 2014. Through application of a fair and transparent process, subsequent and more detailed conversations may be required with some municipalities.

Based on the results of the fair and transparent site selection process, YorkU will identify one municipality with whom to develop a submission to the Province of Ontario in response to their Request for Proposals. YorkU, entirely at its discretion, may identify additional sites and municipalities in York Region as candidates for future expansion. The submission to the Province's RFP will be developed by YorkU, the selected municipality and site landowner(s).

For greater clarity, the selection of a site and municipality as either a primary or future expansion candidate will not create any legal partnership or other relationship between YorkU and the respective sites and municipalities. Any such partnership or relationship can only be created through negotiations subsequent to this selection process.

YorkU's Commitment to York Region

Letter sent from President Shoukri to York Region, March 11, 2014

Re: Establishing a Campus of York University in the Region of York

On behalf of York University, I am writing to advise the York Regional Council that the University intends to respond to the Major Capacity Expansion Policy Framework document released by the Ministry of Training, Colleges and Universities in December 2013. As you are aware, that document was issued in preparation for a RFP that will solicit submissions from post-secondary institutions which are interested in establishing new campus locations in the province. Our submission will confirm York's desire to locate a new university campus within York Region, and as such I am asking that Regional Council be advised of this intention.

Central to the programs to be offered in the new campus is a collaborative initiative with Seneca College. This initiative will involve joint professional programs in areas that support the social and economic development in York Region.

York University is in many ways, already 'York Region's University', having a strong presence that is evident across the region. Nearly 50,000 York alumni live in York Region, which is a testament to the Region's ability to offer the quality of life and access to careers which they seek after graduation. Conversely, a third of York University's workforce, nearly 1900 staff and faculty, reside in York Region. York University has also emerged as an obvious first choice for York Region's youth choosing to pursue post-secondary education. One third of all York Region applicants end up enrolling at York University, which has the highest applicant conversion rate experienced across the GTA. It is remarkable that eight percent of all York Region's youth, between the ages of 15 and 25, are currently enrolled at York University. Our partner, Seneca College, has similar relationships and extensive levels of engagements with the York Region. Clearly, York University is already your university!

Given this strong affinity between us, it is easy to see why York University is pursuing this exciting opportunity to create a new 'York in York' campus. A key element of a bid submission to the Province will be confirmation of both a campus location, and that the local municipality is a willing partner in the initiative. To date, York has been approached by, and we have met with representatives of various York Region municipalities. As well, the Province has made it clear that a successful proposal must strongly align with and support all high level growth management and regional transportation plans. It is also important, and our intention, to demonstrate how a 'York in York' proposal satisfies the various strategic documents approved by Regional Council.

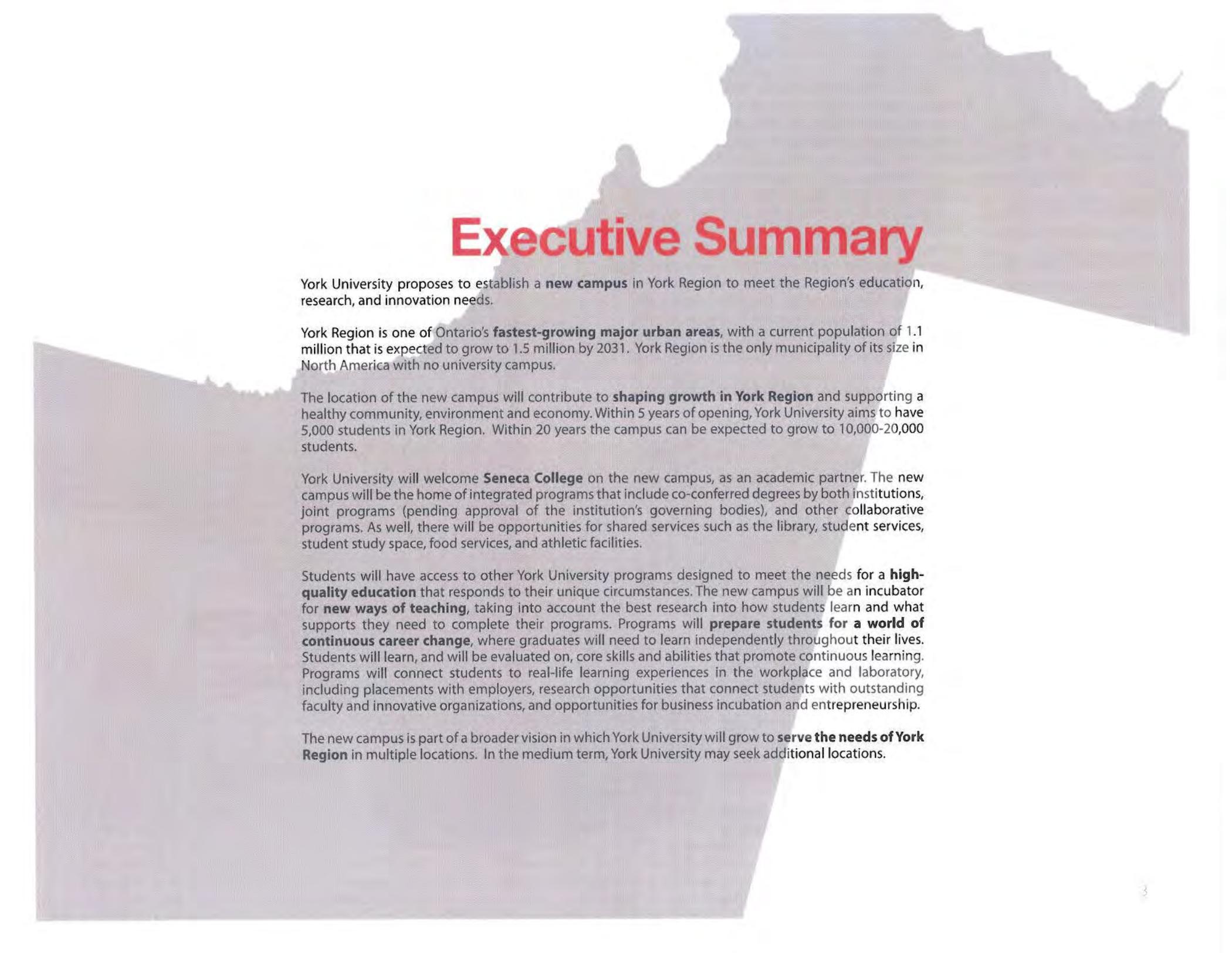
To assist York University with the task of preparing the strongest possible submission to the Province, we have retained a team of internationally recognized university campus and land use planners, urban designers, and transportation planners that is guiding us in the creation of the next generation of campus development for York Region. Based on their review of Regional documents from Vision 2051 to the Economic Development Action Plan, as well as local municipal documents, there is clear strategic policy direction, and action plans in place, that demonstrate the strong desire for a university to be located in York Region. This work also indicates there are a number of candidate locations for a 'York in York' campus in York Region. We want to work closely with Council in determining the optimal location for a successful submission to government, inclusive of an optimal financial participation model with our locational partners. The attached page sets out ten principles that have been guiding the development of our proposal for the new campus that address MTCU, York University and regional priorities.

As the next step in our process, we propose to invite each of York Region's municipalities to consider whether they have a site(s) that strongly aligns with our guiding principles and with the Province's high-level objectives for growth management and transportation. Municipalities that wish to propose a site will be invited to meet with the University to demonstrate how our vision and principles for a 'York in York' campus would be achieved at their proposed site. An evaluation of these submissions would enable York University to assess the merits of each candidate, and to ensure that the strongest location and partner municipality is confirmed, and included in our final bid submission to the Province. We expect to complete this consultation over the next 60 days.

In closing, let me say that York University has the genesis of what is an innovative approach to delivering post-secondary education for the 21st century, both from a pedagogical and physical perspective. It is our intention that this new campus will be an incubator for new ideas in terms of how we use the campus, extend our outreach and level of engagement in building community, expand our leadership in credit transfer pathways with the college sector, and advance technology enhanced learning and experiential education opportunities for our students. We are excited at the opportunity of pursuing this opportunity in collaboration with the Region of York, and our member municipalities. For us, the potential for a new York University campus in York Region is one further significant development in our overall York Region strategy to forge connections between the University, Seneca College and all the municipalities. I would be pleased to appear before Regional Council to elaborate on this initiative, and we look forward to working closely with you in the coming weeks.

Warm regards

Mamdouh Shoukri



Executive Summary

York University proposes to establish a **new campus** in York Region to meet the Region's education, research, and innovation needs.

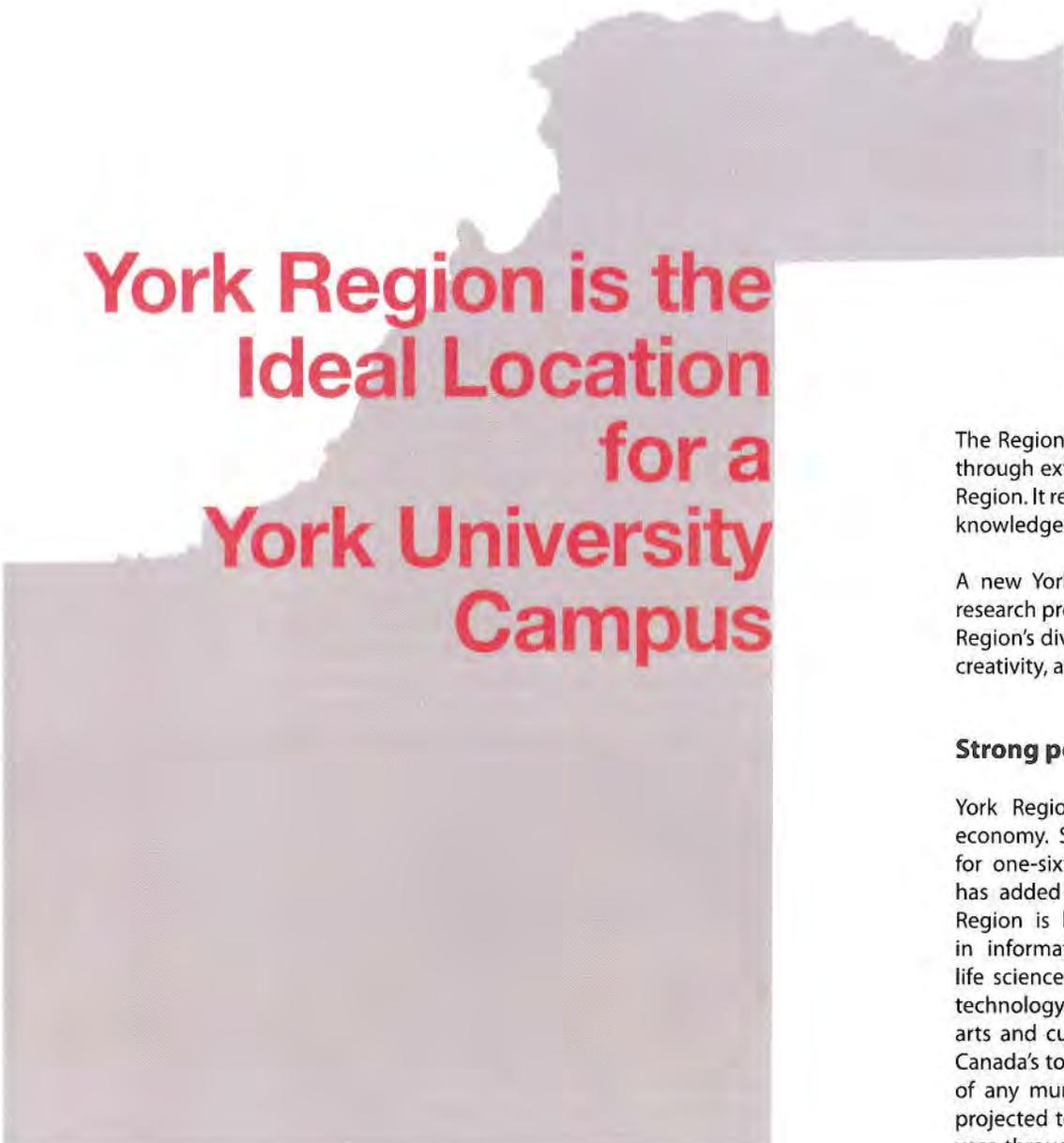
York Region is one of Ontario's **fastest-growing major urban areas**, with a current population of 1.1 million that is expected to grow to 1.5 million by 2031. York Region is the only municipality of its size in North America with no university campus.

The location of the new campus will contribute to **shaping growth in York Region** and supporting a healthy community, environment and economy. Within 5 years of opening, York University aims to have 5,000 students in York Region. Within 20 years the campus can be expected to grow to 10,000-20,000 students.

York University will welcome **Seneca College** on the new campus, as an academic partner. The new campus will be the home of integrated programs that include co-conferred degrees by both institutions, joint programs (pending approval of the institution's governing bodies), and other collaborative programs. As well, there will be opportunities for shared services such as the library, student services, student study space, food services, and athletic facilities.

Students will have access to other York University programs designed to meet the needs for a **high-quality education** that responds to their unique circumstances. The new campus will be an incubator for **new ways of teaching**, taking into account the best research into how students learn and what supports they need to complete their programs. Programs will **prepare students for a world of continuous career change**, where graduates will need to learn independently throughout their lives. Students will learn, and will be evaluated on, core skills and abilities that promote continuous learning. Programs will connect students to real-life learning experiences in the workplace and laboratory, including placements with employers, research opportunities that connect students with outstanding faculty and innovative organizations, and opportunities for business incubation and entrepreneurship.

The new campus is part of a broader vision in which York University will grow to **serve the needs of York Region** in multiple locations. In the medium term, York University may seek additional locations.



York Region is the Ideal Location for a York University Campus

A university campus is York Region's top economic priority

Developing a greater postsecondary education and research presence is York Region's top economic priority. The Region's **Economic Development Action Plan** (2013) names postsecondary education as the biggest economic issue:

"Many connections between academic institutions, businesses and government exist within the Region, but the lack of a major research intensive post-secondary institution or research institute and the talent and infrastructure they attract leaves the Region vulnerable to falling behind other regions in knowledge-based growth."

The Region's Vision 2051 long-term planning document (2011), which was developed through extensive public consultation, calls for the development of a university in the Region. It recognizes a university as an essential part of a strategy for fostering a resilient knowledge-based economy focused on creativity and innovation.

A new York University campus will deliver a strong postsecondary academic and research presence within York Region. It will generate a highly skilled work force for the Region's diversified economy and will promote York Region as a centre for knowledge, creativity, and entrepreneurship.

Strong population and job growth

York Region is at the centre of Ontario's new economy. Since 2007, York Region has accounted for one-sixth of Ontario's population growth and has added more than 40,000 net new jobs. York Region is home to significant economic clusters in information and communications technology, life sciences, business and financial services, clean technology, agri-business, food processing, tourism, arts and culture. It is the headquarters for four of Canada's top ten corporate R&D investors, the most of any municipality in the country. The Region is projected to create an average of 19,000 jobs each year through 2030. Employers will be looking for talented students who can learn through co-op placements, internships and, after graduation, full-time employment related to their studies.

York Region
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municipality in
North America
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1 million people
and no university
campus within its
borders.

York Region needs to expand its capacity to serve this large and growing population. York Region is the only municipality in North America with more than 1 million people and no university campus within its borders.

York University's new campus in York Region will provide significant additional capacity to accommodate students in one of the fastest-growing areas of the Province.

Meeting the demand for advanced education

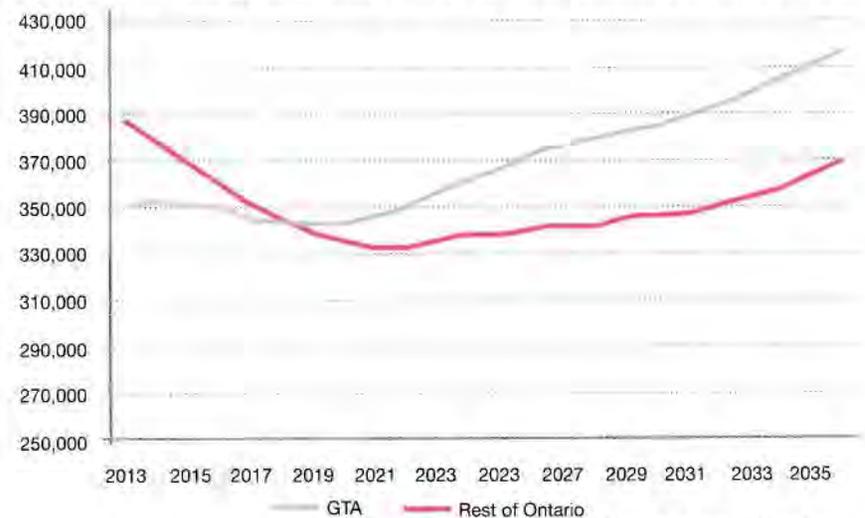
The number of students wanting to attend university in the Greater Toronto Area (GTA) is projected to continue to rise. This increase exceeds what current university campuses can accommodate. New investments will be needed in the GTA if Ontario is to make room for all of the qualified students who want to attend.

Based on reasonable assumptions, the number of students seeking baccalaureate degrees in the GTA is expected to grow by 30,000-51,000 between 2009 and 2025. Almost half of university-bound students from GTA secondary schools attend a university outside the GTA. If students' geographic preferences were to shift slightly – for example, if more students were to choose to save money by living at home while attending university – the increase in university demand in the GTA could be 51,000-74,000 students.

The increase in enrolments in the GTA is being fueled by a growing population and higher participation rates. A larger share of secondary school students are choosing to attend university, for several reasons:

- **Secondary school graduation rates have risen**, so more students are meeting the basic entry requirement. 83 per cent of Ontario's secondary school students graduate within 5 years, compared with 68 per cent in 2003-04;
- Students know that they will have **better economic opportunities if they attend university or college** than if they do not. Among young people age 25-29, the Ontario unemployment rate in 2012 was 6.2 per cent for university graduates, 6.5 per cent for college graduates, and 10.2 per cent for high school graduates with no further education; and,
- A large share of the GTA population is foreign-born. Statistics Canada has found that **children with at least one parent born in China or India are more than twice as likely to attend and complete university** as children with two Canadian-born parents. 45 percent of York Region residents were born outside Canada.

Population growth of 18-21 year-olds in the GTA out paces the rest of Ontario.



Source: Ontario Ministry of Finance, spring 2013 projections

York University is York Region's University

York University and York Region have grown up together. Today they lie at the heart of the 4th largest metropolitan area in Canada and the United States, at the centre of an economic engine that is crucial to Ontario's future.

33%

of all York Region applicants to York University enroll as students. York University's conversion rate of applicants to enrolled students is higher for York Region applicants than it is for students from the City of Toronto, Peel Region, Durham Region, and Halton Region.

53 out of every 1000

adults living in York Region are York University graduates.

1,890

York University staff and faculty members live in York Region.

There are

48,421

York University graduates living in York Region

11%

of all York Region residents ages 18-24 are York University students.

York Region is unique in having strong population growth and very limited postsecondary capacity:

- York Region has a **large and growing population of young people ages 18-21**. There were 61,000 people in this age group in 2013, with projected growth to 80,000 in 2036. The projected growth is larger than in any other region in Ontario.
- Parents' education is the largest single factor in determining whether a child will attend college or university. York Region has a **highly-educated adult population**, with 67 per cent of adults age 25-64 having completed a college or university credential.
- York Region's workforce includes skills that are critical to Ontario's economic future. 53 per cent of **York Region's postsecondary graduates majored in Engineering, Information and Computer Sciences, or Business Administration**.
- The share of **young people who want to attend university is higher in York Region than anywhere else in the province**. 59.7 per cent of York Region's 18-year-olds enrolled at an Ontario university in Fall 2012 – the highest percentage of any region in Ontario.

York Region enjoys a high level of post-secondary attainment today, but this level cannot be taken for granted. The current attainment level reflects large numbers of people who were educated in other cities and other countries. Building on this advantage requires ensuring that the higher education system grows to meet rising demand.

York Region employers can provide professional experiences for students

York Region is creating jobs – an average of 19,000 jobs each year through 2030. This means York Region has a unique potential for university programs that provide real-world professional experiences with employers in some of Ontario's most important industries.

Students are increasingly looking to universities to build work opportunities into their programs. Because of the diversity and depth of the industrial base and the knowledge-intensive clusters, businesses in York Region are able to provide workplace-based learning that links students to growing industries.

York Region's knowledge- based clusters & growing industries

York Region is home to a number of fast growing clusters. Clusters are drivers of economic growth and technological innovation and make a major contribution to increasing the knowledge base of the economy—encouraging networking, innovation and facilitating the incubation of new businesses.

York Region's major industries are linked to larger clusters of competitors, suppliers and customers that extend across Ontario. Regardless of where a student will locate after graduation, Ontario will benefit from graduates who are well-prepared in industries that are important for the provincial economy.

1 Information and Communications Technology (ICT)
This cluster is one of the largest in Ontario and Canada, employing nearly 37,000 people in over 3,600 businesses in York Region. York Region is home to IBM's largest software development lab globally outside the U.S. Three of Canada's top 10 ICT corporate research and development spenders are headquartered in York Region.

Global ICT leaders located in York Region include **IBM, Huawei, Alcatel Lucent, AMD, Apple, Avaya, Oracle, Qualcomm, Flextronics, McAfee, CGI, TE, Compuware, CompuGen, Open Text, CA Technologies, Lexmark, Redline Communications, Toshiba** and **Aastra Technologies**.

2 Life Sciences & Healthcare Technologies
York Region's life science's sector accounted for approximately 22 per cent of total life sciences employment in Ontario. In 2011, there were 9,000 life sciences employees in over 300 businesses. Sixteen of the top 25 global medical device companies operate in York Region.

A key strength of this sector is that it is strategically located in the GTA which is North America's third largest bio-medical cluster. The cluster is supported by a significant healthcare research and service delivery network that includes Ontario's largest Local Health Integration Network (LHIN). York Region is home to three world-class hospitals providing clinical opportunities with specialty areas including cardiac, cancer, arthritis, pediatrics and chronic disease. The Regional hospitals work in tandem with business to support innovative healthcare delivery solutions.

Global industry leaders in the cluster include **Teva, J&J, Apotex, Smiths, Drager, PerkinElmer, Alexion, Abbott, Olympus Medical, Nightingale Informatix** and **Cerner Canada**.

3 Advanced Manufacturing
The cluster includes over 4,070 manufacturers and 76,000 manufacturing employees and is Ontario's 2nd largest manufacturing cluster by number of companies. It covers industries ranging from Electronics Contract Manufacturing, major Pharmaceutical manufacturing operations, one of Canada's largest clusters of Building Products Manufacturers, and a large cluster of Food Processing companies.

This cluster also includes auto parts giant Magna International and major operations of leading plastics and metal auto parts manufacturer such as **TSTech, Multimatic, Showa, UTIL, Autolive Electronics, International Automotive Components** and **Novo Plastics**.

4 Clean Tech

The region has a green business cluster of over 400 companies and service providers. This includes Canada's 2nd largest solar PV industry cluster with over 100 firms, Canada's largest cluster of green building products and technologies, and leading firms in the Water & Wastewater Technology cluster.

5 Finance, Insurance & Real Estate

York Region is the 2nd largest Finance and Insurance Services cluster after the City of Toronto with nearly 1,600 firms.

Overall Finance, Insurance and Real Estate employment has increased by 37 per cent over 2006 levels, with growth in 5 of 6 industry groups. The largest growth was in the Real Estate industry group, followed by Securities, Commodity Contracts and Other Financial Investment and the Insurance Carrier industry group.

York Region is home to a number of important companies such as **American Express, Bank of China, Allstate Insurance, TDWaterhouse, State Farm Insurance, Ceridian, RBC, HSBC** and **Scotiabank**.

6 Building and Construction

York Region has Ontario's 2nd largest Building and Construction market after Toronto. The Region has the 3rd largest residential construction volume after Vancouver and Toronto. There are more than 10,000 companies and trades contractors and nearly 30,000 people employed in this cluster.

Some of Canada's leading construction engineering and development groups are located in the Region such as **Brookfield Homes, Condrain, Greenpark, Smart Centres, Miller Group, Toromont, Liberty Development, Century Grove, MMM** and **Aecon**.

Some examples of York University's current partnerships in York Region:

Research

- York University has over 30 active research collaborations in York Region
- Centre for Innovation in Information Visualization and Data Driven Design – a York University-led research hub in information and scientific visualization that involves IBM Canada and other York Region partners
- Research projects at Markham-Stouffville hospital
- Research on new urban environments in Markham and Frankfurt carried out by Profs. Roger Kiel and Ute Lehrer
- Research on youth homelessness in York Region carried out by Prof. Steve Gaetz with funding from SSHRC
- PowerStream's \$930,000 gift to York University's Faculty of Environmental Studies to support the PowerStream Chair in Sustainable Energy Economics and create scholarships

Innovation

- Markham Convergence Centre/Innovation York- brings together government and business into an innovation hub to support creation of technology-oriented businesses
- VentureLab – a non-profit innovation centre to support entrepreneurship and commercialization – York University and Seneca College serve on the Board of Directors
- CommunityBUILD Mash-Up – a partnership of United Way York Region, York University and ventureLAB to hold a competition searching for social entrepreneurs tackling two York Region challenges: food insecurity and youth unemployment
- TechConnex (York Technology Alliance) – network to support technology-based business – York University serves on the Board of Directors
- Southlake Regional Health Centre, Newmarket

Human Services

- York University serves on the Human Services Planning Board of York Region
- York University/York Region Mental Health Collaborative was co-founded by Profs. Alice Pitt and Lesley Beagrie
- York Region Immigrant Services Web-Resources Project -- supporting international students living in York Region
- York Region District School Board – collaboration to develop academic supports and pathways for adult day school students in York Region

21st Century Vision for York University in York Region

York University's new campus will be a model for how students should learn in the 21st century, encouraging students to engage in their own learning.

1

Using technology in every program to improve student learning

The new campus will be an incubator for new ways of teaching, taking into account the best research about how students learn and what supports they need to complete their programs. New technologies make it possible to use data to personalize the learning process for each student, based on constant evaluation of each student's progress. The curriculum can be adapted to each student's needs – providing additional support for topics that a student finds challenging, while allowing the student to move more quickly through material that he or she readily understands. Each student's learning will be continuously evaluated, so programs can be adapted based on real data about how well a student is learning. Many programs will offer blended instruction, combining classroom instruction and online instruction in ways that help students learn better. These approaches have the potential to improve completion rates and ensure that every student masters the required learning outcomes before graduating.

The new campus
will model the
best uses of
e-learning to
engage students.

The new campus will model the best uses of e-learning to engage students. Technology will be used to support students' interactions with content, learning activities and with other people. New curricula will support blended learning, where lecture-style information is delivered online so that classroom instruction can focus on discussion and active learning. Students will also have options to take some of their courses fully online.

The York Region Broadband Strategy for improving connectivity in the region, developed in partnership with York Region's nine local municipal partners and major telecommunications companies, will provide solid infrastructure for the expanded use of technology at the new campus.

2**Experiential education in every program**

Every program at the new campus will give students opportunities for experiential education. Students will be able to apply theory to a concrete experience in a manner that advances the learning objectives of a course or program. These learning experiences may occur either within a classroom or within the community and serve as a means by which students can reflect upon their learning and acquire a deeper understanding of their subject matter.

Programs will connect students to real-life learning experiences in the community, workplace and laboratory, including:

- Placements with employers, including businesses, social agencies and public services;
- Research opportunities that connect students with outstanding faculty and innovative organizations in the business sector and public sector; and,
- Opportunities for business incubation and entrepreneurship.

With its extensive and growing network of public and private employers, York Region can support the community-based and workplace-based experiences that students value as part of their learning.

Core competencies that prepare students for a world of constant change

Programs at the new campus will prepare students for a world in which careers are continuously changing and graduates will need to learn independently throughout their lives. Every program will incorporate, and will evaluate students on, core skills and abilities that promote continuous learning, including:

- Communications skills;
- Working in teams;
- Data literacy and quantitative skills;
- Information literacy and research skills; and,
- Values and ethics.

3**Flexible programs that meet students' needs**

- The new campus will offer flexible programs that respond to students' unique circumstances. Options at the new campus will include:
- Direct entrance from secondary school;
- Transfer from the first two years of a Seneca College program into the upper years of a York University program, and facilitating opportunities for YorkU students to attain Graduate Certificates at Seneca;
- Transfer from other Ontario colleges into York University programs – York University accepts more college transfer students than any other Ontario university; and
- Transfer from programs at the new campus into programs at York's other campuses (and vice versa)

These arrangements will mean more flexibility, greater likelihood of completing a degree, and less risk of losing credits or repeating learning that the student has already mastered.

4**Professional programs aimed at what York Region needs**

York University's new campus will offer a broad range of professionally-relevant programs that align with York Region's highly diversified economy.

York University's programs will serve learners of all ages. Working professionals will have access to professional development and continuing education and new Canadians with credentials from abroad will have access to bridging programs that prepare them to work in Canada in their profession.

5

Expanding York University's collaboration with Seneca College

York University will welcome Seneca College on York University's campus in York Region, with its own academic building and opportunities for sharing services that benefit students.

Seneca and York University have proven themselves to be effective collaborators in providing higher education to Ontario students. The relationship was deepened and expanded with the opening of the Seneca@York building on York University's Keele campus in 1998 and the Technology Enhanced Learning building in 2003. More than 5,400 Seneca students now make their home on York University's Keele campus – the largest college presence on any university campus in Ontario. As well, Seneca's King Campus at Dufferin Street and 15th Sideroad is the home of the first two years of the collaborative York University nursing degree program. And Seneca and York University share space at the Yorkgate Campus at Jane and Finch, providing programs at outreach to the community.

The new York University campus is an opportunity to build on a partnership that sees the highest number of transfer students between any two postsecondary institutions in Ontario. York University is expanding its collaboration with Seneca College to offer an expanded range of integrated programs that include co-conferred degrees by both institutions, joint programs combining a Seneca College diploma and a York University degree, and other collaborative programs. These include programs in technology, environmental studies, digital media, human services, and education.

principles & evaluation criteria

These Evaluation Criteria, aligned with the Principles for York in York Region, will be used to assess municipal bid submissions for partnership.

1 Being the anchor of a vibrant new urban centre.

criteria

- The site is located in a Centre as identified in Provincial, Regional or municipal planning documents
- The Centre has an approved planning framework that calls for uses complementary to a university
- The Centre already has such uses established and buildings in place
- The Centre has development planned for the near term (within the next 5 years) that will include a mix of uses

2 Being easily accessible to GTHA residents by multi-modal transit.

criteria

- The site has convenient access to existing transit – GO, LRT, BRT
- The site has convenient access to the planned transit network
- The site is located on defined pedestrian and cycling trails which connect to surrounding communities
- The site has easy access to 400 series highways
- The site has easy access to major arterial roads
- The site is connected by transit to other York University campuses

3 Supporting *The Big Move* through adherence to principles of transit oriented development.

criteria

- The site is located in a Mobility Hub
- York U development will complement and be compatible with other development planned in the Centre to be transit supportive
- Planning framework requires an attractive, intensive concentration of employment, living, shopping and/or enjoyment to an area near a major transit station
- The site location maximizes use of transit infrastructure currently being constructed

4 Being a catalyst for private sector development.

criteria

- The site is well located to leverage private sector investment to provide for the needs of staff, students and faculty – housing, retail, employment for students etc.
- The site is well located to meet the economic development objectives of the Region and Municipality

5 Strong government and local business support.

criteria

- Partnership opportunities with the Region
- Partnership opportunities with transportation agencies
- Partnership opportunities with the Municipality
- Demonstrated support of the local community
- Partnership opportunities with the private sector

6 Capitalizing on access to the latest technology-enhanced learning.

criteria

- Telecommunications infrastructure in place

7 Being a model of smart growth and sustainability.

criteria

- Range of sustainability measures to be implemented in Centre
- Measures of smart growth to be implemented in the Centre
- District energy planned for the area
- Innovative storm water management planned for the area

8 Using public infrastructure efficiently.

criteria

- All municipal infrastructure is in place – sanitary, water, hydro.
- Public open space is located close to the site offering an opportunity for York U to use the space
- Public facilities – such as library, community centre, sports facilities, recreation facilities – located close to the site enabling York U shared use of those facilities

9 Defining an identity through its physical presence in the urban centre.

criteria

- The site has a prominent location in the Centre
- The site is located close to special attributes such as public facilities, open space and natural features

10 Delivering professionally oriented programs to support the needs of York Region.

criteria

- Proximity to partners for co-op, placements, internships and jobs
- The site is located to allow for spinoffs for knowledge based economy
- Demonstrated support from local businesses and service providers



A Vision for York University's New Campus - Smart Footprint

The university campus is changing

Universities around the world are taking a new approach to campus design that prioritizes integration, creating a shared campus and urban environment that supports studying, working, living, socializing and shopping for students, faculty, staff and the community, creating an accessible and lively campus. Best practices include moving from stable to mobile, from formal to informal, and from single-use to multi-use environments.

Urban campuses enable universities to foster strong relationships with the local community, including ties to industry and support for initiatives of the government, region, province, and local community. These community connections contribute to a richer academic experience for students, align faculty research with the needs of the community, and contribute to a healthier urban environment.

Universities are partnering with the private sector to provide high-quality urban experiences, consistent with student preferences that blur the edge between the traditional campus and an urban environment. This results in mixed-use environments that are part academic and part commercial.

Anchored in core academic facilities

Core academic facilities will include mid-sized and smaller classrooms, meeting rooms, offices, landing pads for staff based at York University's other campuses, laboratories, and studios. These spaces will anchor the academic functions of the campus.

Locating these core facilities within a flagship mixed-use building can reduce capital and operating costs and can deliver a more pleasant and interesting environment with greater amenities for faculty, staff and the community. Precedents in downtown Toronto include York University's Schulich School of Business Nadal Management Centre, which provides executive education as part of an office tower, and Ryerson University's Ted Rogers School of Business, which is located above retail stores. Simon Fraser University's downtown Vancouver campus is also an excellent precedent in mixed-use academic development. Additional examples are summarized on pages 18-21.

Moving from stable to mobile, from formal to informal, and from single-use to multi-use environments.

Integrated academic and administrative facilities

Learning environments are becoming more focused on creating great student experiences. Learning and working environments will balance various campus and urban experiences to encourage knowledge sharing, community building, innovation and job creation.

The new campus will seek to use large lecture halls, amphitheatres, theatres, and other facilities suitable for seating a large number of people, owned by partners in lieu of building its own wherever possible.

New approaches to student housing

Student housing will be developed in a variety of innovative ways to reduce the University's land requirements, financial costs and administration. These may include:

- Accessing the local residential market;
- Purpose-built student housing, that is built on private land and professionally operated by a student-focussed company; and,
- Leasing university-owned land to a third-party developer to design, build, finance and maintain student housing.

Accessibility of the campus

The campus's location will ensure that it is accessible by multiple forms of transportation, including transit, cycling and walking. The campus will have a high level of transit service that connects to major nodes.

The campus will accommodate parking by exploring innovative models that may include:

- Integrating parking facilities into larger developments;
- Sharing common parking facilities with the private sector with a different peak usage pattern from university operations; and,
- Third-party management of parking.

Providing amenities and services

The campus will form part of a vibrant city that offers students, faculty, staff, and the local community greater access to services and amenities, such as recreational facilities, places to eat, shop, relax and work and study in collaborative settings.

There are many precedents for partnering with the private sector to improve students' experience, including opening student meal cards to private food services and outsourcing bookstore operations.

Excerpt from the Major Capacity Expansion Call for Proposals, Guidelines, March 2014, Ministry of Training, Colleges and Universities.

Eligible Projects

Recognizing the wide range and variety of potential expansion opportunities, the ministry continues to avoid setting rigid parameters to define major capacity expansion. However, as stated in the Major Capacity Expansion Policy Framework, initiatives characterized by the following scale-related features are most likely to be subject to this approval and selection process:

- accommodates enrolment growth of more than 1,000 full-time students in the short term, with the potential to accommodate longer-term growth of 5,000 to 10,000 over the next twenty years (i.e., long-term enrolment comparable to enrolment at substantial existing college or university campuses)
- adds new facilities (either owned or secured through long-term lease) larger than 70,000 square feet (roughly 6,500 square metres), designated primarily for academic purposes
- offers a broad range of programs, with substantial new or expanded ancillary services (or, shows clear potential for future growth in program offerings and student and ancillary services)
- significantly improves local student access to postsecondary education in the short term (and has the potential to continue to do so in the longer term), particularly in geographic locations that may be experiencing or are expected to develop capacity gaps at the undergraduate degree level



York University's new Campus will be a Catalyst for an Urban Centre

The new York University campus will be a catalyst for the growth of a new urban centre in York Region. Integrating the campus within an urban centre will provide a new and exciting destination and supply a population base that will add to its vibrancy and activity. The new campus will be compact, providing a mix of uses and density that is encouraged in Ontario's *Provincial Policy Statement* (2014) and the *Places to Grow Growth Plan for the Greater Golden Horseshoe* (2006). This development approach will take advantage of existing and planned municipal services and Ontario's investments in public transit under *The Big Move* transportation plan for the Greater Toronto and Hamilton Area (2008).

The new campus will lie in the heart of a dense, urban community that is home to a broad mix of uses, buildings, and pedestrian spaces. High quality design of buildings, parks and open spaces will create a strong urban character. Pedestrian spaces will be activated by adjacent ground-floor uses that will include shops, services, restaurants, and cafes. The new campus will be developed responsibly to protect, conserve and enhance valuable natural resources and contribute to a sustainable, healthy community. The campus will support a strong and prosperous economy in York Region by attracting a range of complementary and enterprising services and businesses and a highly skilled work force, and will make full use of current and planned infrastructure investments in York Region and across Ontario.

York University's new campus will be at the heart of an urban centre. Students will benefit from teaching, learning, innovation and research that connect them to real-world issues in the surrounding city and region. This urban campus will make York University a significant partner in the economic development of a city and region that are integral to Ontario's future economic strength.

Urban campuses enable universities to foster strong relationships with the community, including ties to industry, government, not-for-profit organizations and the local residential community. These community connections, which can take many forms, contribute to a richer academic experience for students, align faculty research with the needs of the community, present opportunities for partnership with industry, and contribute to a healthier urban environment. The partnerships will create jobs, support entrepreneurship and attract and retain highly-skilled knowledge workers.

A Site that supports Ontario's Provincial Policy Statement

Ontario's latest update to the Planning Act (2014) has identified once again that transportation systems are key factors to building strong healthy communities. The Statement emphasizes that efficient use shall be made of existing and planned infrastructure, such as those being proposed through *The Big Move*. The new campus in York Region will support existing transit infrastructure in the area (GO Bus and Rail Network, vivaNext Highway 7 Rapidway, etc.) and enhance the future network of rapidways (Highway 407 Transitway, GO Rail service improvements, VivaNext Rapidway expansion). It will be a true inter-regional attraction that supports the long-term purpose of these transit corridors and enhances the overall health of the region. The new Statement also recognizes that institutional uses are important elements of communities.

A location that aligns with the *Places to Grow*

Ontario's *Places to Grow* encourages mixed-use intensification within built-up areas, particularly in proximity to transit:

"To ensure the development of healthy, safe and balanced communities, choices about where and how growth occurs in the GGH need to be carefully made. Better use of land and infrastructure can be made by directing growth to existing urban areas. This Plan envisages increasing intensification of the existing built-up area, with a focus on urban growth centres, intensification corridors, major transit station areas, brownfield sites and greyfields. Concentrating new development in these areas also provides a focus for transit and infrastructure investments to support future growth.

The revitalization of urban growth centres is particularly important, not only because they can accommodate additional people and jobs, but because they will increasingly be regional focal points. They are meeting places, locations for cultural facilities, public institutions, major services and transit hubs."

The Growth Plan advocates building "complete communities," that are well-designed, support multi-modal transportation, accommodate people at all stages of life, and provide a healthy mix of housing, a good range of jobs, and convenient access to stores and services to meet daily needs.

A location that supports *The Big Move*

The ideal campus location will offer numerous and viable active transportation options for travelling from different areas in York Region. Locating the campus in or close to a Mobility Hub supports *The Big Move* vision of a system of connected Mobility Hubs that supports higher density development by connecting regional rapid transit services. The Mobility Hub will be a model of an attractive, intensive concentration of employment, education, living, shopping and leisure activities around a major transit station.

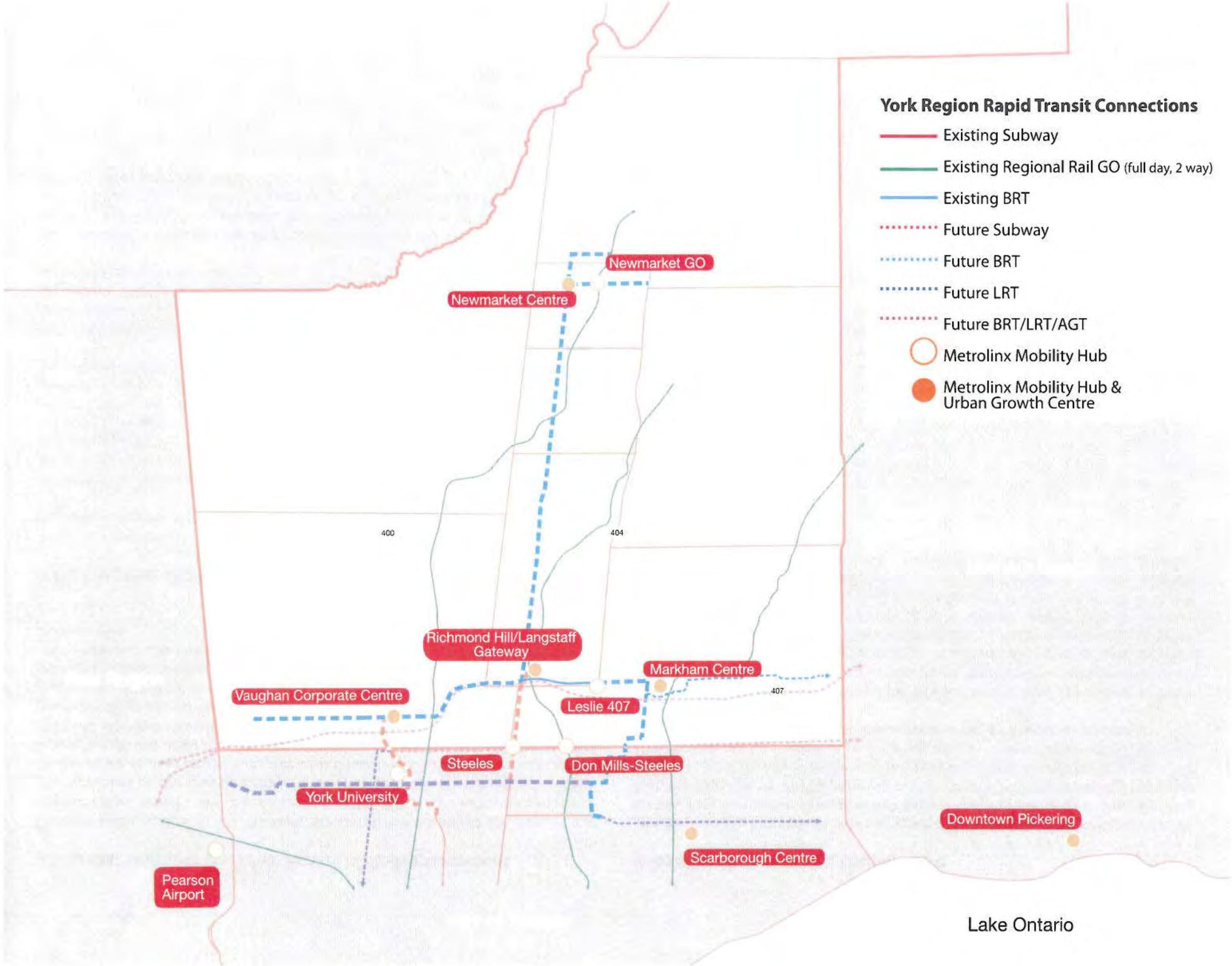
Students from across York Region and the GTA will benefit from a new campus that is well connected with transportation and transit links to the GTHA. Student mobility is a major factor in selecting the campus location. A student's day often involves attending class, going to a part-time job to finance their education, meeting family commitments, and engaging in recreational activities – often in different neighbourhoods or cities. To meet these commitments, students rely on fast and efficient public transit that is integrated across municipal boundaries. Locating the campus at a transit hub will benefit students and contribute to a more sustainable community by reducing vehicular dependence and traffic congestion.

Students from
across York
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GTHA will benefit
from a new
campus that is
well connected.

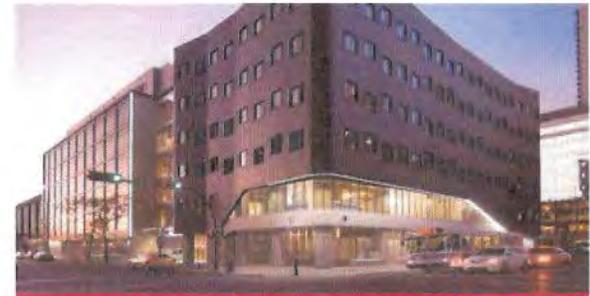
York Region is a centralized location with access to multiple existing and proposed transit lines, enabling passengers to easily connect major nodes throughout the GTHA. A new York University campus in York Region would seamlessly integrate into the proposed transit network being built by Metrolinx and the Government of Ontario. A campus in York Region will provide students the mobility they need, while simultaneously supporting the desired economic development and growth along these transit corridors.

York Region Rapid Transit Connections

- Existing Subway
- Existing Regional Rail GO (full day, 2 way)
- Existing BRT
- ⋯ Future Subway
- ⋯ Future BRT
- ⋯ Future LRT
- ⋯ Future BRT/LRT/AGT
- Metrolinx Mobility Hub
- Metrolinx Mobility Hub & Urban Growth Centre



Trends in Urban Campus Development



The **University of Calgary** Downtown Campus opened in the fall of 2010 as part of the University's ongoing efforts to enhance access to postsecondary education and encourage community engagement with the University. The campus is funded in part by the Province of Alberta, which provides \$5 million annually for operational costs.



In 1998 **Wilfrid Laurier University** approached the City of Brantford to partner in establishing a satellite campus in the downtown. The campus opened with 40 students in 1999 and has since grown substantially, reaching over 2000 students in 2008. The Master Plan for the Brantford Campus forecasts 15,000 students. The campus includes facilities spread over 21 buildings in downtown Brantford



UBC Robson Square in downtown Vancouver boasts that 45,000 people attend its educational programs, meetings, receptions and performances each year. The satellite campus was developed in the heart of downtown Vancouver, in an already established complex designed by Arthur Erickson—one of Canada's most renowned architects.



South Campus Gateway is a \$150M four-block mixed-use urban village developed by **Ohio State University** in partnership with the City of Columbus. It offers over 30 retail shops, university office space, a multiplex cinema and nearly 200 rental apartments. This project is part of a decade-long initiative between the University and the City,



Brock University is opening a new campus in downtown St. Catharines. Currently in the planning and design stages, the University hopes to strengthen connections between the University and the local community through the development of a downtown presence.



The **University of Windsor** is relocating its School of Social Work to the former Windsor Star building in downtown Windsor. The University's Visual Arts and Music departments will also be relocated to the former Amouries building downtown.



The **University of Waterloo's** health sciences campus, anchored by the school of pharmacy, opened in 2008 in downtown Kitchener. It helped to create "a knowledge powerhouse," according to the downtown Kitchener Business Improvement Area.



Wayne State University (WSU) began a revitalization project in downtown Detroit in 2004. The master plan for the neighbourhood includes coffee shops, a fitness center, a library, and two dorms. The development is coordinated with a complex that houses the University's welcome center, admissions offices, and a park.



The **Stata Centre at MIT** opened in 2004 as an academic complex in Cambridge, Massachusetts. The goal of the Centre is to encourage collaboration amongst University departments and external research partners.

Trends in Innovative Academic Buildings



Simon Fraser University moved its School for the Contemporary Arts from the main Burnaby campus to the former Woodward's department store in Vancouver's Downtown Eastside in 2010. The School is part of a \$200-million redevelopment scheme for the downtown area that was supported by the City of Vancouver and led by Westbank Projects and Peterson Investment Group. The redevelopment also includes residential condominiums, social housing units, government offices, daycare, and retail and commercial spaces with amenities such as a grocery store, pharmacy, and bank. The 125,000 sq ft facility housing the School for the Contemporary Arts includes theatres, lecture halls, a cinema, labs, and administrative offices.



Ryerson University's Ted Rogers School of Management, located in downtown Toronto, was completed in 2006. The academic facility sits on top of a large-format retail development which houses Canadian Tire, Future Shop and a number of other shops and services.

Ryerson University also partnered with AMC Entertainment Inc. to share their Dundas Square theatre facilities. Ryerson University lectures are held in the theatre space in the mornings when movie theatres are normally empty—an innovative cost- and space-saving alternative to building new lecture hall facilities.



The **University of Alberta's Enterprise Square** opened in 2008 in the historic former Hudson's Bay building in downtown Edmonton. The project was developed as a solution to the shortage of research and commercialization facilities on the main campus. The University partnered with the municipal, provincial, and federal governments to purchase the Hudson's Bay building in 2005.

600 people work in Enterprise Square – 300 employed by the University and 300 employed by other tenants, including TEC Edmonton, CityTV, The Art Gallery of Alberta, and restaurants. Enterprise Square is linked to the other University of Alberta campuses by convenient light rail transit.



Johns Hopkins University's Charles Village Project is a multiple-building, mixed-use project containing residential and retail space. Upon the 2006 completion of the project, Johns Hopkins University opened one of its two buildings with condominiums and retail.



Parson's new University Centre in Manhattan is described as a "striking embodiment of The New School's mission of challenging the status quo, proving a focal point for our downtown New York City campus". The new building accommodates state-of-the-art classrooms, a library-research centre, an auditorium, a cafeteria, an event cafe, and a 600 bed student residence. The building includes retail space on the ground floor to be leased to private operators.





June 26, 2014

Deborah Newman
Deputy Minister
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Dear Ms. Newman:

I am attaching York University's Notice of Intent to make a submission under the Ministry's Major Capital Expansion Call for Proposals.

York University looks forward to providing a full proposal to you by September 26.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "M. Shoukri".

Mamdouh Shoukri, C.M., O.Ont., Ph.D, P.Eng
President and Vice-Chancellor

Encl.

Cc: David Agnew, President, Seneca College
Bill Fisch, Chair and CEO, The Regional Municipality of York
Frank Scarpitti, Mayor, City of Markham



NOTICE OF INTENT: MAJOR CAPITAL EXPANSION CALL FOR PROPOSALS YORK UNIVERSITY

The proposed new York University campus will be located in York Region, in Markham Centre, adjacent to the Markham Pan Am Centre.

York University will welcome Seneca College on the new campus as an academic partner. The University has been working closely with the City of Markham to make this site available, with the strong support of the Regional Municipality of York.

Students will benefit from Ontario's infrastructure investments at the site, which lies in the heart of a designated Urban Growth Centre and is an Anchor Hub of the "Big Move" transportation plan.

York Region is one of Ontario's fastest-growing major urban areas, with a current population of more than 1.1 million that is expected to grow to 1.5 million by 2031. York Region is the only municipality of its size in North America with no university campus.

Students at the new campus will have access to a broad range of professionally-relevant York University degree programs. York Region is home to knowledge-based clusters and growing industries that are creating jobs. Students will have real-life learning experiences in the workplace and laboratory, including placements with employers, research opportunities that connect students with outstanding faculty and innovative organizations, and opportunities for business incubation and entrepreneurship.

York University will build on its collaboration with Seneca College to offer an expanded range of integrated programs that include joint programs combining a Seneca College diploma and a York University degree, and other collaborative programs. Students will benefit from York University's longstanding partnership with Seneca that sees the highest number of transfer students between any two postsecondary institutions in Ontario.

York University's proposal will meet or exceed all of the Ministry's eligibility requirements:

- Within 5 years of opening, York University aims to have 5,000 students in York Region. Within 20 years the campus can be expected to grow to 10,000-20,000 students.
- The campus will add new facilities that are well above the 70,000-square-foot minimum requirement.
- The campus will offer a broad range of professional programs, primarily at the undergraduate level.
- The campus will offer a full suite of auxiliary services, either directly or through innovative arrangements with the municipality and private partners.
- The campus will significantly improve access to postsecondary education in one of Ontario's fastest-growing major urban areas.

Notices of Intent

 E-MAIL  PRINT

The 26 Notices of Intent posted below were received from proponents planning to submit a proposal for a major capacity expansion. The Notices were not prepared by the Ontario government and are published in the language in which they were received. Portions of these documents may have been re-created to ensure compliance with the Accessibility for Ontarians with Disabilities Act, 2005. French or English translations of the notices are available on request. If you would like a translation, please send your request to MCEsubmissions@ontario.ca.

- [Carleton University](#) (PDF, 169 KB)
- [Centennial College of Applied Arts and Technology, Alastair Summerlee and Maureen Mancuso](#) (PDF, 505 KB)
- [Collège Boréal](#) (PDF, 196 KB)
- [Collège Boréal et La Cité collégiale](#) (PDF, 66 KB)
- [City of Niagara Falls](#) (PDF, 3.89 MB)
- [Conestoga College Institute of Technology and Advanced Learning](#) (PDF, 277 KB)
- [Georgian College of Applied Arts and Technology and Lakehead University](#) (PDF, 77 KB)
- [OCAD University](#) (PDF, 60 KB)
- [OCAD University and George Brown College of Applied Arts and Technology](#) (PDF, 210 KB)
- [Laurentian University – Sudbury](#) (PDF, 107 KB)
- [Laurentian University – Barrie](#) (PDF, 116 KB)
- [McMaster University](#) (PDF, 214 KB)
- [Ryerson University](#) (PDF, 241 KB)
- [St. Clair College of Applied Arts and Technology](#) (PDF, 61 KB)
- [University of Guelph and Humber College Institute of Technology & Advanced Learning](#) (PDF, 137 KB)
- [University of Ontario Institute of Technology, Durham College of Applied Arts and Technology and Trent University](#) (PDF, 276 KB)
- [University of Ottawa](#) (PDF, 90 KB)
- [University of Toronto – Scarborough](#) (PDF, 124 KB)
- [University of Toronto – Mississauga](#) (PDF, 110 KB)
- [University of Waterloo](#) (PDF, 551 KB)
- [University of Waterloo](#) (PDF, 564 KB)
- [University of Windsor](#) (PDF, 165 KB)
- [Western University](#) (PDF, 114 KB)
- [Wilfrid Laurier University](#) (PDF, 234 KB)
- [York University and Seneca College of Applied Arts and Technology](#) (PDF, 180 KB)
- [York University – Keele and Glendon campuses](#) (PDF, 236 KB)