

YORK UNIVERSITY DEVELOPMENT CORPORATION

York Addresses Space Shortage

On July 1, 1985, the York University Development Corporation was officially incorporated. This independent corporation was formed, resulting from a report prepared by Dr. Philip A. Lapp (member of the Board of Governors), entitled "Physical Planning Requirements of York University." The Development Corporation was created by authority of the Board of Governors, in order to take a positive step forward in York's evolution — a way for York to start helping itself in coping with chronic underfunding and an acute space shortage. The objectives of the corporation are broad — taking advantage of York's substantial and valuable land assets to try to achieve a harmonious mix of practical financial gain, space expansion, campus enhancement and academic program development.

The legacy of underfunding of post-secondary institutions in Ontario is well documented. York has taken a bold first step to help itself, following closely indeed, the University motto "The Way Must be Tried."

Regular reports on the activities of the corporation help to keep the community informed. Many things have happened that are indeed laying a strong foundation for the future of the corporation and its role in helping York achieve its many goals.

Dr. Philip A. Lapp is President and Chief Executive Officer of the corporation. Dr. Lapp is a prominent member of the business community and a valued and active member of York's Board of Governors. His

time is split one half on the corporation and the other half on his own consulting company, Philip A. Lapp Limited.

Mr. Greg Spearn is Vice President of the corporation on a full-time basis. Mr. Spearn was recruited for this position from the development industry. He brings his private sector expertise to York to help with the substantial task ahead.

York University Development Corporation has an impressive, dedicated group of twelve individuals forming its Board of Directors. The members of the Board cover a broad spectrum of talent in assuring the best possible chance for success of the corporation.

• **Harry W. Arthurs** — President, York University;

• **R. Bruce Bryden** — Chair of the Board of Governors, York University;

• **Chris Costello** — External Relations Department, York University; Former Student representative on the Board of Governors;

• **Allen E. Diamond** — Founder and member of the Board of Cadillac Fairview; President, Whitecastle Investments; Member of the Board of Governors, York University;

• **William A. Dimma** — Deputy Chairman, Royal LePage; Member of the Board of Governors, York University;

• **Michael D. Goldrick** — Faculty of Arts and Environmental Studies, York University, Former Toronto City Alderman;

• **Philip A. Lapp** — Chair, Member of the Board of Governors, York University;

• **Thomas H. Leith** — Atkinson College, York University;

• **Leonard G. Lumbers** — Chair, Property and Building Committee, Member of the Board of Governors, York University; Noranda Mines Ltd.,

• **Charles J. Magwood** — President, Ontario Stadium Corporation; Member of the Board of Governors, York University;

• **Shirley McDonald** — Administrative Officer, Office of the Dean, Faculty of Arts, York University;

• **James McKay** — Chair, Advisory Council to the Development Corporation; Faculty of Fine Arts, York University;

• **Malcolm Ransom** — Secretary to the corporation and York University.

From the beginning, advice and cooperation has been the spirit of the Development Corporation. Under the chairmanship of James McKay, the 32 member Advisory Council to York University Development Corporation has been very active in the evolution and ongoing operation of the corporation. This council has very broad representation across the university community.

Finally, the best possible team of consultants has been assembled to help prepare a new Concept Plan for the campus, and Development Strategy to help begin to make it a reality. Some objectives of the corporation's work are to make the new plan realistic, achievable and dynamic in its ability to change over a very long time frame. Following is a list of team members.

• **The IBI Group** — lead planning consultant with Philip Beinhaker, Managing Director of the firm leading the group; and with Larry Sherman, Senior Partner, working hard on the internal consultative process at York.

• **Raymond Moriyama**, renowned architect and planner, will provide critical design input for the group in the evolution of the plan.

• **N. Barry Lyon Associates** will provide market research expertise to help position York in the larger market context.

• **David Greenspan**, legal council, acknowledged expert in municipal planning law, is providing specific legal consultation with respect to North York planning, zoning and institutional policies affecting our work.

The important message is commitment. The University and the corporation are committed to success in their work, as evidenced by the substantial and talented group assembled.

PLEASE NOTE:

Phyllis Meredith, Secretary to the Advisory Council can provide you with a complete list of members and their affiliations. For more information contact:

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Campus Development: Your Views Are Needed

One of the first tasks of the York University Development Corporation is to update the Campus Master Plan. Consultants have been hired, and an Advisory Council of 32 members has been established to represent the various University interest groups of students, faculty and staff.

The objective is to create a new Campus Concept Plan. This will not be a plan to determine the academic development of York but rather a plan that will guide the quantity and quality of physical development meant to accommodate York's academic policies and priorities as they evolve over time.

The three-phase process to establish the new campus concept plan is under way:

• **PHASE 1** (September through November) — the planners are seeking the views of individuals and key groups throughout the University, while carrying

out initial technical fact finding and analysis. This broad-based consultation process in Phase 1 is meant: (a) to provide a base of information with which interested members of the York community may usefully participate; (b) to provide the opportunity for all interested individuals to express their general views and concerns regarding the development of the campus; and (c) to solicit, in particular, the views of key individuals throughout the University who in some way are responsible for academic and physical planning.

• **PHASE 2** (November through February) — the planners will take account of the views expressed in Phase 1 in formulating a series of alternative concept plans meant to describe various generic approaches to future development of the campus; these alternatives will be the subject of review by the University com-

munity with the intent of determining areas of consensus which can be accommodated in the final plan as well as differences which will require resolution.

• **PHASE 3** (February through March) — the planners will then take into account the Phase 2 input in formulating a final concept plan and implementation strategies which will be recommended to the York University Development Corporation after final review by the Advisory Council.

To solicit views throughout York in Phase 1 the Advisory Council is hosting a number of activities:

• A general questionnaire will be available through the campus newspapers to provide an opportunity for all members of the York community to express their concerns and contribute ideas, starting with the next issues of the *Gazette* and *Excalibur*.

• A more focused survey will be

directed to key people throughout the University who represent various interest groups and organizations, and who have some planning responsibility within York, e.g., members of the Senate, faculty, senior administrators, student leaders, staff association leaders, etc.

• Open meetings will be held to encourage dialogue and debate: October 27 at 12 p.m. and 1 p.m. for the non-teaching staff in the Senate Chambers; and October 30 and 31 at 3 p.m. for faculty members in Moot Court.

• Student organization officials will meet with the planners and Advisory Council representatives in October to establish a schedule for open student meetings.

Before responding you may wish to know more about the space problem and the opportunities for finding solutions that will guide York's development into the 1990s and beyond.

York Requires More Space

Current Space Deficiencies

The original 1963 York Master Plan from which the campus was built envisioned a university for 15,000 students using about seven million gross square feet of space. Today, the campus accommodates in excess of 30,000 students in approximately four million gross square feet of space (including college residences); more than twice as many students in far less space than originally planned for! Compared with the other eight large universities in Ontario, York has the least total space per student.

Our planners estimate a total space deficiency to serve today's enrolment in the order of 500,000 net assignable square feet of space including classrooms, labs, offices, and student and faculty services. Five-hundred thousand square feet of new space would be the equivalent of seven buildings the size of our new Lumbers Building. In addition, there is also an immediate estimated demand for campus housing for 1,000 more students.

Campus Environment

Not only do we need to invest in more academic and support space for our students and staff, we also need to invest in improving the quality of our campus streets, parks and playing fields, and covered pedestrian connections between buildings and at bus stops, and renovations and repairs to existing buildings.

Limits to Growth

We are not satisfied with solving only today's problems. York, in continuing to pursue excellence, aspires to expand or enhance the range of departments and of degree programs offered. In addition, York wants to encourage growth into new professional and service fields both in the arts and the sciences. York would also benefit from strengthened ties with research and development activities in both the public and private sectors to ensure continued relevancy in the marketplace of ideas, products and services to society.

Scarce Capital Dollars

The new buildings and other campus improvements York envisions will cost in the order of \$60 million just to meet current needs. Additional millions are required in the long term in order to fulfill our many future aspirations. The University should not delay in getting on with meeting its needs. Yet its traditional funding source,

the provincial government, has constantly reduced capital commitments for higher education and, in the recent past, York has received proportionately less than any other major Ontario universities due, in part, to enrolment growth in the late '70s and '80s. This situation is not expected to change in any significant way for some time.

York's Land Resource is the Opportunity

The Board of Governors has turned to York's own land resource as part of a strategy for helping ourselves through campus development. It will be:

• compatible with academic objectives, and

• profitable, so that the University can reinvest in building its needed space and campus improvements.

York's land resource may be summarized as follows:

• The University lands at the York campus total approximately 600 acres.

• The existing campus of four million gross square feet is spread over 37 buildings, scattered generally within the ring road, and occupies approximately 100 acres of buildings plus 200 acres of open spaces and parking lots. This amounts to one half of the total land between Steeles, Keele and the Black Creek, and the hydro corridor to the south.

• If, for example, the additional academic buildings York requires (approximately 650,000 gross sq. ft.) were built within the existing campus area of a