



Board of Trustees

Capital Infrastructure Committee

Cycle 1 - Wednesday, September 27, 2023

Start Time: 10:30 a.m.

Participation via TEAMS

[Click here to join the meeting](#)

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[\(888\) 862-4985, 366675409#](tel:(888)862-4985,366675409#) Canada (Toll-free)

Phone Conference ID: 366 675 409#

Agenda

#	Item	By	Start Time	Length	Action
1.	Call to Order and Land Acknowledgement	RW	10:30	2	
2.	Declaration of Conflict of Interest	RW	10:32	1	
3.	Approval of Agenda (including consent items)	RW	10:33	1	Approval
4.	Business Arising from the Minutes	RW	10:34	1	Information
<u>KEY ITEMS</u>					
5.	<u>2023-24 Capital Infrastructure Committee Work Plan</u> (including the 2023-24 Committee Objectives) (including appendices 1-2)	RW/SJ	10:35	10	<u>DECISION</u>
6.	<u>T1 Financial Update on Capital and Related Project Plan</u> (including appendix 1)	JT/SJ/ GA	10:45	10	Information
7.	<u>Major Capital Projects Update - Facilities Management</u>	SJ/EW /SS/JG	10:55	10	Information
8.	<u>ITS Major Projects and Information Security Update</u> (including appendices 1-2*)	JG/GA	11:05	10	Information
KEY ITEMS (IN CAMERA)					
9.	Litigation Update (IN CAMERA) (including appendix 1)	CC	11:15	10	Information
CONSENT ITEMS (IN CAMERA)					
10.	IN CAMERA Record of Proceedings - Meeting #5 (2022-23) held on June 28, 2023 - (IN CAMERA)	RW	11:25	5 minutes (if needed)	Approval

#	Item	By	Start Time	Length	Action
<u>CONSENT ITEMS</u>					
11.	<u>Minutes of Previous Meeting - Meeting #5 (2022-23) held on June 28, 2023</u>	RW			Approval
12.	Metrics	SJ			Information
	- <u>Facilities Management</u>				
	- <u>Information Technology Services</u>	GA			
13.	Other Business	RW	11:30	5	
14.	ADJOURNMENT	RW	11:35		

Agenda Legend

RW	Rob Welch	JG	Jennifer Guarasci
SJ	Scott Johnstone	JT	Josh Tonnos
LW	Lynn Wells	EW	Ed Wall
CC	Chabriol Colebatch	GA	Gemma Ahn
		SS	Susan Strban



Board of Trustees

Report to the Capital Infrastructure Committee

DECISION ITEM

TOPIC: 2023-24 Capital Infrastructure Committee Work Plan

September 27, 2023

Scott Johnstone, Associate Vice-President, Infrastructure and Operations

MOTION

THAT the Capital Infrastructure Committee approve the 2023-24 Committee Work Plan as outlined in Appendix 1.

EXECUTIVE SUMMARY

1. Rationale

- The Board Bylaw (section 7.3.3) requires that each Committee of the Board have an annual work plan which must be reported to the Board at its inaugural meeting each year.
- The attached work plan was developed by the Committee Chair, the President and Vice-Chancellor and Vice-Presidents along with the University Secretary.
- The work plan reflects the Committee's responsibilities in its Charter (attached as appendix 2), the strategic priorities of the University, the feedback provided from the annual board assessment and ongoing actions from the previous year.

2. Key Background

- **The mandate of the Capital Infrastructure Committee is to oversee the University's** institutional plans, budgets, and strategic priorities related to its lands, buildings, and physical and information technology infrastructure. This mandate includes **oversight of the University's and use, development and capital planning documents**, such as the Campus Master Plan, as well as oversight of major capital projects, sustainability, deferred maintenance, and major agreements related to lands, buildings and infrastructure.
- Each Committee Chair has recently been requested by the Chair of the Board to develop key objectives for their committee for the 2023-24 year. The Chair of the Capital Infrastructure Committee has set the following key objectives:
 1. Ensure that the Vision, Mission, Guiding Values and Strategic Priorities as stated in the Brock University Institutional Plan 2018-25 are reflected in our capital and maintenance spending, and decision-making.
 2. Provide oversight to the completion, on-time and on-budget, of major

capital projects presently in progress, while reviewing how capital is spent to ensure consistency with the Campus Master Plan.

3. Provide necessary allocation of resources for IT services for leading edge technology and IT security and cyber-security to the Brock community.
4. **Monitor the status of the interim location of Brock's Burlington campus,** and the progress towards the ultimate relocation of the Burlington campus to the former Robert Bateman school site.
5. **Review Management's progress towards addressing facility needs for the Yousef Haj-Ahmad Department of Engineering.**
6. **Review and monitor management's progress on the University's Land Use Master Plan plus Phase 2 of its Space Plan.**
7. Monitor the status of deferred maintenance and unfunded liabilities **surrounding Brock's capital and infrastructure assets, and management's efforts towards addressing these issues.**
8. Monitor **Brock's sustainability efforts and initiatives in the construction, maintenance and stewardship of Brock's capital and infrastructure assets.**

3. Implications

- Approval of the Committee work plan will provide administration with a guide regarding what reports to bring forward to the Committee and when; however, the work plan is flexible and amendable. Items may be added or deleted by the Committee lead in consultation with the Committee Chair as required.

4. Next Steps

- Following approval by the Committee, the work plan will be presented to the Board of Trustees at the September 28, 2023 meeting for its information.

5. Background Materials

Appendix 1 - 2023-24 Capital Infrastructure Committee Work Plan (2 pages)

Appendix 2 - Capital Infrastructure Committee Charter (3 pages)

2023-24 CAPITAL INFRASTRUCTURE COMMITTEE WORK PLAN									Academic & student experience	Research	Community engagement	Inclusivity, accessibility, reconciliation and decolonization	General institutional advancement	Financial sustainability
TITLE	LEAD	CYCLE	ACTION (Info, Rec or Dec)	TYPE (Key, Consent)	ATTENDING	BRIEF SUMMARY	OUTCOME SOUGHT	NOTES						
FORESIGHT (based on people strategy (i.e. where are we headed, what is on the horizon))														
Utilities Portfolio Update	J. Guarasci S. Johnstone	2	Info	Consent	M. Quintana	Provide an update on the performance and strategies for natural gas, electricity, water and carbon.	Report on results, present strategies to contain operational costs, identify upcoming risks and opportunities.							X
Brock Land Use Master Plan	J. Guarasci S. Johnstone	2	Info	Key IC					X					X
Campus Space Plan - Final Report	J. Guarasci S. Johnstone	3	Info	Key		To provide the Committee with updates on the University's plan for land usage, consistent with the Committee Charter and reporting requirements.	For information and feedback.	also to FPI	X				X	
2023-24 BUFP Audited Financial Statements	L. Wells / J. Tonnos	1												X
Sustainability Update	J. Guarasci S. Johnstone	5	Info	Key	M. Quintana	Update on current initiatives and results achieved on sustainability and environmental topics.	Increase awareness of sustainability and climate change as an opportunity for Brock to differentiate and attract/retain talent.			X				X
OVERSIGHT (current topic; reviewing topic to make things look good)														
2022-23 Capital Infrastructure Committee Work Plan	Chair S. Johnstone	1	Dec	Key		Inventory of reports to brought to the Committee over the next cycle.	To assist CIC in meeting their Charter obligations.			X				X
2024-25 Capital Plan	J. Guarasci S. Johnstone	2	Dec	Key		To provide Committee members with the final 2024/25 Capital Plan for approval for the period. These projects	Approval of the following years Capital Plan within the fiscal framework.	also to FPI		X				X
Metrics	J. Guarasci S. Johnstone	1, 2, 3, 5	Info	Consent		An update on the activities in FM and ITS.	Provide the Committee with information on the summary of activities in FM and ITS.				X			
T1/T2/T3 Financial Update on Capital and Related Projects	L. Wells/J. Guarasci S. Johnstone J. Tonnos E. Wall G. Ahn	1, 3, 5	Info	Key	S. Strban	To provide the Committee with updates of the active Capital and Related Projects, consistent with the Committee Charter and reporting requirements. The number of projects, area and the remaining dollars to spend.	For information and feedback.		X		X			X
Major Capital Projects Update - FM	J. Guarasci S. Johnstone	1, 2, 3, 5	Info	Key	S. Strban	General reporting on schedule and budget for all current major capital projects.	Update provided for information only.		X	X	X			X



Board of Trustees

Board Committee Charter	CAPITAL INFRASTRUCTURE COMMITTEE
Approved by the Board of Trustees	December 12, 2013
Amendments approved by the Board of Trustees	April 10, 2014; June 23, 2016; June 21, 2018; June 27, 2019; October 1, 2020

1.	Mandate
	<p>The mandate of the Capital Infrastructure Committee ("Committee") is to assist the Board in supporting the responsible stewardship, development and management of the University's lands, buildings and physical and information technology (IT) infrastructure and the alignment of capital infrastructure with the University's strategic priorities. In fulfilling this mandate, the Committee shall provide oversight and guidance regarding:</p> <ul style="list-style-type: none"> a. institutional plans, budgets and strategies related to the capital assets and information technology infrastructure of the University; and b. major capital and information technology projects.
2.	Composition
	<p>The Capital Infrastructure Committee is appointed annually and consists of the following:</p> <ul style="list-style-type: none"> a. the Chair of the Board, the Chair-Elect (or, when there is no Chair-Elect, the Vice-Chair), and the President, ex officio; b. a minimum of five additional community Trustees one of whom shall serve as Chair; c. one faculty Trustee; d. one student Trustee; e. one staff Trustee.
3.	Responsibilities
	<p>In fulfilling its mandate, the Capital Infrastructure Committee shall have the following responsibilities:</p>

3.1.	<p><i>Planning and Development</i></p> <ul style="list-style-type: none"> a. review and make recommendations to the Board regarding the University's land use, development and capital planning documents, including but not limited to the Campus Master Plan; b. review major development initiatives on University owned properties; c. review advice received from Senate as to what buildings and other facilities are required to meet the needs of the University in accordance with subsection 13 (l) of the Brock University Act; d. review reports and information regarding space utilization and management to support and inform efficient use of University space; e. review funding for planning and development to satisfy itself that adequate ongoing operational funding is captured in initial building costs, debt financing and ongoing operational budgets and provide input to the Financial Planning and Investment Committee as appropriate;
3.2.	<p><i>Contracts for lands, buildings and infrastructure</i></p> <ul style="list-style-type: none"> a. review and make recommendations to the Board regarding any agreements or documents, including memorandums of understanding or agreement and letters of intent, that commit the University to spending more than \$1,000,000 in relation to the University's lands, buildings and infrastructure; b. review and make recommendations to the Board regarding any leases and licenses that are above the thresholds for approval of the President and Vice-Presidents in the Delegation of Authority Policy; c. review and make recommendations to the Board regarding the acquisition or disposal of land or buildings;
3.3.	<p><i>Major Capital Projects</i></p> <ul style="list-style-type: none"> a. review proposals and make recommendations to the Board regarding individual Major Capital Projects (those projects having a total project budget exceeding \$1,000,000 in value); b. review and make recommendations to the Board on the award of tenders and contracts for the supply of capital goods and services that are valued at \$1,000,000 or greater; c. reviewing funding for Major Capital Projects to satisfy itself that the initial and on-going operating costs associated with Major Capital Projects have been identified and provided for by management and provide input to the Financial Planning and Investment Committee as appropriate; d. review project management and delivery to satisfy itself that project-related risks (including any delays, financial claims and legal risks) are appropriately mitigated and addressed;
3.4.	<p><i>Information Technology</i></p> <ul style="list-style-type: none"> a. review the University's information technology infrastructure and make recommendations to the Board as appropriate.
3.5.	<p><i>Deferred Maintenance</i></p> <ul style="list-style-type: none"> a. review reports and information related to facilities condition audits and capital renewal needs; b. reviewing funding for deferred maintenance projects to satisfy itself that management has a multi-year funding plan to allow for appropriate levels of

	funding within the University's operating budget and capital budgets to reduce the University's deferred maintenance backlog and provide input to the Financial Planning and Investment Committee as appropriate.
3.6.	<p><i>Accessibility</i></p> <p>a. review reports and information related to maintaining and enhancing the accessibility of the University's physical and information technology infrastructure and its compliance with accessibility legislation and regulations, including the Accessibility for Ontarians with Disabilities Act;</p>
3.7.	<p><i>Sustainability and Sustainable Facility Operations</i></p> <p>a. review sustainability-related policies, plans and activities of the University to satisfy itself that the University has appropriate measures in place to support sustainability;</p>
3.8.	<p><i>Policies</i></p> <p>The Committee shall review and make recommendations to the Board regarding the approval, amendment or repeal of any University policy relating to its mandate.</p>
3.9.	<p><i>Risk Management</i></p> <p>The Committee shall gain reasonable assurance that risks related to its mandate are being effectively managed and controlled by reviewing the University's strategies, policies and plans for addressing such risks.</p>
3.10.	<p><i>Performance Indicators and Measurement</i></p> <p>a. regularly receive and review key performance indicators related to its mandate.</p>
3.11.	<p><i>Other Responsibilities</i></p> <p>a. request reports from management on any matters that, in the Committee's discretion, fall within the Committee's duties.</p> <p>b. consider and provide guidance regarding any other matter referred to the Committee by the Board, Executive Committee or President.</p>
4.	Meetings
	<p>a. Meetings of the Capital Infrastructure Committee are open to members of the public, with the exception of <i>in camera</i> sessions. Admission will be on a first-come, first-admitted basis subject to the limitations of available space. Refer to the Framework for Open Meetings.</p> <p>b. Committee meetings shall normally be held four times a year, at the call of the Chair.</p> <p>c. Meetings are held in accordance with the Board and Board Committee Meeting Procedures.</p>

Report to the Capital Infrastructure Committee

INFORMATION ITEM

TOPIC: T1 Financial Update on Capital and Related Project Plan

September 27, 2023

Josh Tonnos, Chief Financial Officer & Associate Vice-President, Financial Services

Scott Johnstone, Senior Associate Vice-President, Infrastructure and Operations

Gemma Ahn, Associate Vice-President & Head of Information Technology Services

EXECUTIVE SUMMARY

1. Purpose of the Report

- Provide the Capital Infrastructure Committee with the trimester one update of the Capital and Related Projects, consistent with the Committee Charter and reporting requirements.

2. Key Background

- Currently there are 129 open projects: 73 in Facilities Management (FM), 15 in Residence and Ancillary, and 41 in Information Technology Services (ITS).
Appendix 1 - Figure 1 illustrates the activity with respect to the number of projects.
- A breakdown of the Facilities Management, Residence and Ancillary, and Information Technology Services projects by category identifies a total of \$35.1 million dollars remaining to spend.
 - The FM project funds remaining to spend is \$20 million, which includes the Goodman School of Business MCA Renovations (\$1.3 million), District Energy System Electrification (\$6.3 million), and 3401 Schmon Parkway (\$1.8 million fit up funds available from the external financing obtained to purchase the property).
 - The Residence and Ancillary funds remaining to spend is \$6.4 million, which includes the Village Interior Renewal (\$2.4 million).
 - The ITS project funds remaining to spend is \$8.7 million, which includes the Student Information System (\$1.5 million) and the Learning Management System (\$0.3 million).
 - **Appendix 1 - Figure 2** illustrates the activity with respect to the type and dollar amount of projects by FM, Residence and Ancillary, and ITS.
- Of note, the FY 2023/24 Facility Renewal Program funding from the Ministry has been reduced by \$274,000 (i.e. \$3.579M received vs \$3.853M budgeted). As a result, projects will be identified and deferred to account for this shortfall.

3. Next Steps

- As this report serves as an update on project activity, the next steps will be the finalization of the FY 2024/25 Capital Plan to be presented to the Board of Trustees in Cycle 2.

4. Background Materials

- Appendix 1 - T1 Financial Update on Capital and Related Projects Plan (1 page)

Figure 1: Status of Capital Projects as of August 31, 2023

	Facilities Management	Residence and Ancillary Services	Information Technology Services
Total projects opened April 30, 2023	74	13	41
Projects opened to August 31, 2023	1	2	0
Projects closed/completed to August 31, 2023	2	0	0
Total projects open to August 31, 2023	73	15	41

Figure 2: Capital and Related Project Summary (By Category) (000's)

Project	Revenue / Funding	Spending to August 31, 2023	Remaining to Spend
Facilities Management			
AODA* Projects	470	69	401
Above surface/sub surface utilities, drainage, roads, parking lots, sidewalks	1,778	787	991
Adaptations/renovations and major renewal projects	1,508	1,260	248
Audits and studies	780	327	453
Buildings	11,619	5,359	6,260
Energy conservation and demand management	9,130	1,947	7,183
Major capital projects	8,105	6,281	1,824
Vehicles and wheeled equipment	1,142	618	524
FM - surplus/deficit	2,100	-	2,100
Total Facilities Management	36,631	16,646	19,985
Ancillary Services			
Above surface/sub surface utilities, drainage, roads, parking lots, sidewalks	613	223	390
Adaptations/renovations and major renewal projects	551	-	551
Audits and studies	-	-	-
Buildings	7,205	2,238	4,967
Res - surplus/deficit	558	-	558
Total Ancillary Projects	8,927	2,461	6,466
Information Technology Services			
Enterprise software projects	13,896	9,963	3,933
Hardware evergreening projects	2,563	447	2,116
Hardware growth projects	868	130	738
IT infrastructure projects	1,883	56	1,827
IT - surplus/deficit	52	-	52
Total Information Technology Services	19,262	10,596	8,666
Total Capital and Related Projects	64,820	29,703	35,117

*AODA -Accessibility for Ontarians with Disabilities

Report to the Capital Infrastructure Committee

INFORMATION ITEM

TOPIC: Major Capital Projects Update - Facilities Management

September 27, 2023

Scott Johnstone, Associate Vice-President, Infrastructure and Operations
Edward Wall, Associate Vice-President, Ancillary Services
Susan Strban, Interim Director, Capital Planning and Project Management
Jennifer Guarasci, Vice-President, Administration (Interim)

EXECUTIVE SUMMARY

1. Purpose of the Report

- The purpose of this report is to provide Committee members with an overview of key Facilities Management and Ancillary Services projects aligned with the University's strategic priority of ***offering a transformational and accessible academic and university experience***.
- These projects, as well as others that FM is working on, all continue to enhance and strengthen the University's environment and help facilitate the University's mission of leadership, innovation and excellence in learning, teaching, research, scholarship, and creativity across disciplines.

2. Key Background

- There are currently four active major capital projects underway:
 - Major renovations on the ground floor at the Goodman School of Business, with a proposed link between Mackenzie Chown building A (MCA) and the Goodman School of Business (GSB).
 - Major renovations to Village Residence, court 12, that include upgrades to the interior finishes with new flooring, millwork, plumbing, light fixtures and painting throughout.
 - Major renovations to Village Residence, courts 7 and 8, that replicate the interior upgrades at courts 9 and 12.
 - Major upgrades to the District Energy System (DES), including a new boiler, heat pump, piping retrofits and overall optimization of control sequences to reduce Brock's carbon emissions by up to 67% and save \$5M in carbon costs by 2030.

Projects	Budget
Goodman School of Business Renovation, MCA	\$ 3,000,000
Village Residence Interior & Exterior Renewal	\$ 1,830,000
Village Residence Renewal Court 7 and 8	\$ 2,700,000
District Energy System Electrification	\$ 6,500,000

- Project details follow in Appendices 1 to 4
- Market conditions continue to have a significant impact on Brock projects, including those identified above.

3. Next Steps

- Continue to manage the construction process and to identify and mitigate any potential risks where possible to maintain project budget and schedule.

4. Background Materials

Appendix 1 - Goodman School of Business, MCA Renovation (1 page)

Appendix 2 - Village Residence Interior and Exterior Renewal (1 page)

Appendix 3 - Village Residence Renewal Court 7 and 8 (1 page)

Appendix 4 - District Energy System Electrification (1 page)

Appendix 1 – Goodman School of Business Renovation – MCA

September 27, 2023

Project Status Update

Project Description:

The major renovation and proposed link between Level 2 in the Mackenzie Chown building A (MCA) and the Goodman School of Business (GSB) includes approximately 5,000 SF (465 m2) of renovation to MCA level 200, and 300 SF (28 m2) of addition, creating an exciting new link between the two buildings. The goal of the project is to better serve the growing student population, with student-focused space that offers support for undergraduate, international, and professional development programs.

Impact: Students, faculty, staff, and the Brock community. This project highlights the benefit of using the Revenue and Expense Allocation Model to support space usage decision making. The Faculty of Humanities (FOH) occupied MCA and identified an opportunity to release this space and downsize their space needs by a net 265 square meters which translates into \$100K in space cost savings for FOH. GSB in return, gains needed space including 12 offices, a reception area and a collaborative multipurpose area.

Status/Issues:

Construction is nearing completion.

Upcoming Milestones:

Construction scheduled to be completed at the end of the summer.

Schedule

	Original	Current
Architect -complete tender drawings and specifications	October 2021	November 2021
Retain General Contractor	January 2022	December 2022
Construction Commencement	February 2022	January 2023
Substantial Performance and Occupancy	September 2022	September 2023

Budget

Budget	\$3,000,000	
Actuals	\$1,067,590	
Commitments	\$1,397,740	
Forecasted Future Spend	\$334,669	
Total Projected Cost (estimate)	\$2,800,000	
Variance to Revised Budget	\$200,000	6.7%

Note: Project funding is from the "Goodman Trust Fund and the Dean's Discretionary Fund".

Project Team

Facilities Management	John Rizzo, Senior Project Manager
Research	Barry Wright, Dean, Goodman School of Business
Architect	McCallum Sather
General Contractor	Niacon Construction

Appendix 2 - Village Residence Interior and Exterior Renewal

September 27, 2023

Project Status Update

Project Description:
 The building renovations will include upgrades to the interior and exterior finishes to Village Residence, Courts 9 and 12. The interior finishes upgrade will include new flooring, removal of popcorn ceiling in selected areas, repairing of gypsum wall board, new millwork in kitchen (cabinetry) and bathrooms (vanities) and replacement of plumbing fixtures - sinks, toilets, removal and replacement of light fixtures, receptacles, switches and plates; painting throughout including exterior doors; and installation of window treatments (blinds). The goal of the project is to enhance the student experience with upgraded space and accommodations.

Phase 1: Court 9
 Phase 2: Court 12

Impact: Students, faculty, staff, and the Brock community.

Status/Issues:
 Phase 1: Court 9 completed
 Phase 2: Court 12 construction nearing completion.

Upcoming Milestones:
 Phase 2: Court 12 construction scheduled to be completed at the end of August.

Schedule

	Original	Current
Retain Architect - Phase 2	September 2022	September 2022
Retain General Contractor	October 2022	November 2022
Construction Commencement	October 2022	December 2022
Occupancy	December 2022	August 2023

Budget

Budget	\$1,830,000	
Actuals	\$1,730,796	
Commitments	\$86,747	
Forecasted Future Spend	\$12,457	
Total Projected Cost (estimate)	\$1,830,000	
Variance to Revised Budget	\$0	0.0%

Project Team

Facilities Management	John Rizzo, Senior Project Manager
Ancillary Services	Cindy Chernish, Director, Residences
Architect	Quartek Group Inc
General Contractor	Phase 1: Stolk Construction Phase 2: Stolk Construction

Appendix 3 – Village Residence Renewal Courts 7 and 8

September 27, 2023

Project Status Update

<p>Project Description: The building renovations will include upgrades to the interior and exterior finishes to Village Residence, Courts 7 and 8. The interior finishes upgrade will include, new flooring, removal of popcorn ceiling in selected areas, repairing of gypsum wall board, new millwork in kitchen (cabinetry) and bathrooms (vanities) and replacement of plumbing fixtures - sinks, toilets, removal and replacement of light fixtures, receptacles, switches and plates; painting throughout including exterior doors; and installation of window treatments (blinds). The goal of the project is to enhance the student experience with upgraded space and accommodations.</p> <p>Impact: Students, faculty, staff, and the Brock community.</p> <p>Status/Issues: Construction underway in courts 7 and 8.</p> <p>Upcoming Milestones: Completion of both courts at the end of August.</p>
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Schedule

	Original	Current
Retain Architect	March 2023	March 2023
Retain General Contractor	May 2023	May 2023
Construction Commencement	May 2023	May 2023
Occupancy	August 2023	August 2023

Budget

Budget	\$2,700,000	
Actuals	\$267,185	
Commitments	\$1,722,942	
Forecasted Future Spend	\$709,874	
Total Projected Cost (estimate)	\$2,700,000	
Variance to Revised Budget	\$0	0.0%

Project Team

Facilities Management	John Rizzo, Senior Project Manager
Ancillary Services	Cindy Chernish, Director, Residences
Architect	Quartek Group Inc.
General Contractor	Niacon Construction

Appendix 4 – District Energy System Electrification

September 27, 2023

Project Status Update

Project Description:

The District Energy System (DES) Electrification includes installing an electric boiler at Welch Hall, installing a heat pump in CAIRNS, recovering heat waste from CAIRNS' steam boiler for mechanical equipment, piping retrofits at Schmon Tower, Decew Residence, Welch Hall, Thistle Complex and Student Centre to supply the DES, and the optimization of control sequences DES and satellite generation assets. The goal of the project is to reduce Brock's carbon emissions by up to 67% thus reducing future costs of carbon by more than \$5M by 2030.

Impact: Students, faculty, staff, and the Brock community.

Status/Issues:

Engineer has been retained.

Upcoming Milestones:

Completion of schematic design.

Schedule

	Original	Current
Engineer	March 2023	March 2023
Retain Contractor(s)	March 2024	March 2024
Construction Commencement	April 2024	April 2024
Substantial Performance	March 2025	March 2025

Budget

Budget	\$6,500,000	
Actuals	\$153,553	
Commitments	\$558,662	
Forecasted Future Spend	\$5,787,785	
Total Projected Cost (estimate)	\$6,500,000	
Variance to Budget	\$0	0.0%

Note: Project funding is from current and future years capital (\$3.6M) and a grant from the Ministry of Environment (\$2.9M).

Project Team

Facilities Management Engineer General Contractor(s)	Drew Cullen, Manager, District Energy Equinox Strategies Inc. TBD
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Board of Trustees

Report to the Capital Infrastructure Committee

INFORMATION ITEM

TOPIC: ITS Major Projects &

Information Security Update

Security September 27, 2023

Gemma Ahn, Associate Vice-President, Information Technology Services

Jennifer Guarasci, Vice-President, Administration (Interim)

EXECUTIVE SUMMARY

1. Purpose of the Report

- Consistent with section 3.4 of the Capital Infrastructure Committee's Mandate to "review the University's information technology infrastructure and make recommendations to the Board as appropriate," the purpose of this report is to provide an overview of key IT major projects that support both the University's strategic priorities as well as manage and address IT risk, information and cyber security.

2. Key Background

With the strong support and commitment of Brock University's Board, Executive and senior leadership to building a culture of cyber resiliency and delivery excellence, ITS has made significant progress in building and maturing both information and cyber security as well as project management practices.

Key areas of focus this reporting period include:

1) Major Projects

- New technology gating process to include cyber security requirements and industry standard vendor assessment and evaluation processes.
- Building and maturing the Project Management Office – skills gap analysis & resource planning
- Architecture review of new implementation
- Initiative project implementation & planning

2) Cyber Security Summary & NIST Action Plan Update

- **NIST action plan update**

- Strategic 3rd party vendor engagements and partnerships
- 3) NACD Cyber Security as a Strategic Risk
- **Focusing on delivering 3 primary goals:**
 - Enable goals for student, faculty & staff through technology.
 - Reduce cyber risk.
 - Build cyber resiliency.

A detailed summary is provided in the appendices (**Appendix 1 – ITS Project Dashboard Update and Appendix 2 – ITS Information Security Update*.**)

3. Next Steps

- ITS Major Project Reporting at cycle 2 (December 2023)

4. Background

Appendix 1 - Project Dashboard Update (5 Pages)

Appendix 2 - ITS Information Security Update* (8 Pages)

* Appendix 2 available on the Committee SharePoint site in accordance with the Article 6.4.2 of Board of Trustees Bylaw regarding in camera matters.

Appendix 1: ITS Project Dashboard Update

Capital Infrastructure Committee
September 27, 2023

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01. Major Capital Projects Summary

02. Project Reporting Dashboard

Major Project Summary

ITS continues to move forward on priority initiatives that protect and de-risk University operations and assets in addition to supporting the implementation of tools and processes (technology) that enable Brock's overall strategic plan.

Significant progress to advance and build the Project Management Practice at Brock continues. Key areas include:

- ✓ Establishment of New Technology Gating – focused on ensuring initiatives and resources are prioritized on initiatives that protect and de-risk operations, enabling teaching and learning and increasing the overall experience of students, faculty and staff
- ✓ Aligning the gating process to industry standard assessment tools (HEVAT) to ensure vendor/vendor solutions and proposal meet industry standards for cyber and information security and privacy
- ✓ Building a culture of cyber resiliency
- ✓ Building a culture of delivery excellence

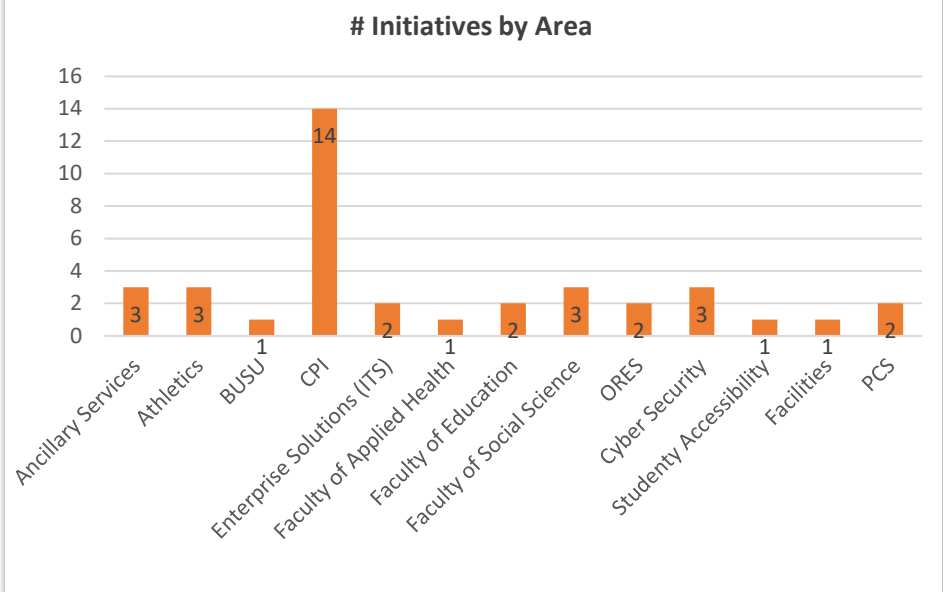
Other top priority areas of focus (in progress) in support of long-term sustainability and maturity:

- ✓ Increase the overall delivery team through identifying, creating and hiring key roles and advanced training and certification for team members
- ✓ Increase focus on industry best practices in building delivery frameworks & overall project delivery reporting and metrics
- ✓ Review of the project portfolio management tool (PPM) for project reporting and monitoring





Summary Dashboard

New Technology Gating		Progress	
Gated	38	4	New Technology requests have been implemented
Green Light	31	27	Implementation in progress
			<ul style="list-style-type: none"> Met gating requirements/standards including: <ul style="list-style-type: none"> ✓ Cyber Security ✓ Architecture Standards




Gating Activity by Area



Project Reporting Dashboard

PID	Initiative	Description	Status	Update	Upcoming Milestones
1	Replacement for Audience View (University Tickets)	<p>Earlier this year we had a 3rd party security breach with our events and ticketing solution provider, Audience View – University Tickets. While the breach has been remediated by Audience View, ITS and the Brock users of University Tickets are evaluating other options to replace the current events management platform and improve the overall end-to-end operational process of events management across faculty areas. (Reduce manual processes such as payment allocation, charge backs, reconciliation, etc. across staff and faculty.)</p> <p>Implementation TBD</p>		<p>Several areas have been onboarded onto the Vivune platform, however, there has been a significant change in the Vivenu ticket sales processing solution that may render the solution not feasible.</p> <ul style="list-style-type: none"> ITS in discussions with Vivenu CFO and leadership to discuss next steps 	<ul style="list-style-type: none"> Product review and re-evaluation.
2	PCI- DSS Compliance Initiative	<p>Review, document and gap analysis of all payment transaction terminals managed directly by Brock for PCI DSS compliance.</p>		<ul style="list-style-type: none"> ✓ Project resources allocation ✓ Identification of scope of payment terminals ➤ Technical review in partnership with terminal owner ➤ Gap analysis 	<ul style="list-style-type: none"> Gap assessment PCI QSA (Qualified Security Assessor) contract
3	Student Information System (SIS) Replacement	<p>This initiative is a multi-year program which covers the full scope delivery of an SIS replacement of BrockDB, an in-house SIS. The new SIS enables current and future need including:</p> <ul style="list-style-type: none"> -New features that support new offers for students -Enhanced user-friendly and technical flexibility to deploy changes -Enhanced and modern security capabilities -Enhanced features and data analytics -Mitigation of technical support (knowledge of legacy application) -Optimization of processes <p>Target Implementation: 2024-2025</p>		<ul style="list-style-type: none"> ✓ Current state functional analysis in progress ✓ Job description and posting for role of SIS Program Director has been created, posting is active ✓ Roadmap of other systems to support SIS implementation in progress (IAM) ➤ HL product discovery planning in progress. WDS client experience “Show case” scheduled late October 	<ul style="list-style-type: none"> Planning governance, scope analysis and resourcing
4	Academic Program Calendar (APC)/PCS	<p>Concerns related to the modernization and stability of the current APC was brought forward to Senate 707. The current APC is an in-house developed application and resides on an unsupported server. Modernization is required to ensure ongoing business continuity and stability for faculty, students and staff.</p> <p>Target Implementation: Dec 2023</p>		<ul style="list-style-type: none"> ➤ Training and implementation in progress ➤ Data mapping and migration in progress 	<ul style="list-style-type: none"> Data validation Process testing

Project Reporting Dashboard

PID	Initiative	Description	Status	Update	Upcoming Milestones
5	Unified Communication and Telephony Replacement	<p>Refresh of Brock's current telephony system. Project targets include:</p> <ul style="list-style-type: none"> Replacement of all end-of-life hardware & software Enablement of Voice-over-IP (VoIP) where possible Reduction of all hardware by 50% <p>*It was reported previously the RFP solution costs were estimated above budget and the solution proposed was similar in technical landscape to the current solution.</p> <p>Significant cost and contract analysis is in progress to consolidate existing services and contracts and implement a unified communication and telephony replacement. With the consolidation of several contracts:</p> <ul style="list-style-type: none"> Current estimate of saving \$500k/5 yrs Estimated net cost for new UC solution \$125k/5 yrs <p>Target Implementation: May 2024</p>		<ul style="list-style-type: none"> ✓ Cost benefit analysis in progress ✓ Increased cybersecurity, uptime availability, and maintenance ✓ Cost saving analysis in progress → focus on the consolidation of enterprise tools and contracts 	<ul style="list-style-type: none"> • <i>Confirm cost benefit analysis</i> • <i>Action plan to not renew on consolidated contracts</i> • Board approval, if required
6	Data Centre Modernization	<ul style="list-style-type: none"> Phase 1 & 2 of Data Centre Modernization Project is to enable an "as close as possible" secondary site in case the primary data center cannot function. Secondary site will be co-located with Niagara Region <p>Target Implementation(s):</p> <ul style="list-style-type: none"> December for tentative implementation (NR fiber) May 2024 (Brock owned fiber) → Part of strategic plan to extend fibre to Schmon Pkwy and other areas 		<ul style="list-style-type: none"> • NR contract is in review • The analysis to implement (cabling) from Brock has been completed and a proposed path has been but forward to the Region. • Gathering cost information for cabling work (implementation) 	<ul style="list-style-type: none"> ✓ Brock contract review finalization ✓ NR legal review in progress • Cabling installation solution provider in progress
7	Asset Management, Security and Device Hardening	<p>This initiative is the implementation of Microsoft InTune to increase overall security posture and improve the management of assets (lifecycle, configuration & controls).</p> <p>Target Implementation: May 2023</p>		<ul style="list-style-type: none"> ✓ Environmental set-up and configuration ✓ Identification of test group/test group devices, operating systems within ITS (mirror Brock's current user and devices) • Proof of Concept feasibility analysis and testing in progress 	<ul style="list-style-type: none"> • Change management plan and overall rollout



Board of Trustees

(Circulated prior to approval)

Brock University
Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada

MINUTES OF MEETING #4 - CYCLE 5 (2022-2023)

CAPITAL INFRASTRUCTURE COMMITTEE

WEDNESDAY, JUNE 28, 2023, 11:30 AM

REMOTE PARTICIPATION VIA MICROSOFT TEAMS

MEMBERS

PRESENT: Rob Welch (Committee Chair), Brian Lang (Committee Vice-Chair), Réjeanne Aimey, Mark Arthur, Anteneh Ayanso, Greg Berti, Mary De Sousa, Kristian Knibutat, Matthew Melnyk, Greg Plata, Lesley Rigg, Rakha Zabin

RESOURCE

PERSONNEL: Vice-Presidents: Jennifer Guarasci, Tim Kenyon, Lynn Wells
Associate Vice-President: Scott Johnstone
Secretariat: Simon Burke, Stacey Duncan, Margaret Thompson

ALSO

PRESENT: Invited staff members during specific agenda items and other members of the Brock community

1. Call to Order

The Committee Chair welcomed members, staff, and guests, called the meeting to order, and provided a land acknowledgement. Trustee Arthur recognized the upcoming retirement of Dr. Greg Finn and thanked him for his 38 years of service to Brock University.

2. Declaration of Conflict of Interest

There were no conflicts of interest declared to any matter on the Agenda.

3. Approval of the Agenda

The Committee Chair referred members to the Agenda and confirmed that there were no items to be lifted from the consent portion.

On a motion by Trustee Knibutat, seconded by Trustee Lang and carried, it was

RESOLVED that the Agenda, including consent items, be approved.

4. Business Arising from the Minutes - None

5. Review of 2022-23 Committee Workplan Status

[An Information Item *TOPIC: Review of 2022-23 CIC Workplan Status* dated June 28, 2023 had been posted with the meeting materials together with Appendix 1 - Committee Charter and Appendix 2 - Committee 2022-23 Workplan.]

The Committee reviewed the Report provided to assist members in the end of year review of the 2022-23 Workplan.

6. T3 Financial Update on Capital and Related Project Plan
[An Information Item *TOPIC: T3 Financial Update on Capital and Related Project Plan* dated June 28, 2023 had been posted with meeting materials together with Appendix 1 - T3 Financial Update on the Capital and Related Project Plan.]

The Committee reviewed the Report that provided the T3 financial update on the capital and related project plan.

7. Major Capital Projects Update - Facilities Management
[An Information Item *TOPIC: Major Capital Projects Update - Facilities Management* dated June 28, 2023 had been posted with the meeting materials together with the following Appendices: 1 - Goodman School of Business, MCA Renovation, 2 - Village Residence Interior & Exterior Renewal, 3 - Village Residence Renewal Court 7 and 8, and 4 - District Energy System Electrification.]

The Committee reviewed the Report that provided an overview of key Facilities **Management and Ancillary Services projects aligned with the University's strategic** priority of offering a transformational and accessible academic and university experience. The Associate Vice-President, Infrastructure and Operations highlighted several areas for the information of the Committee and responded to questions raised regarding post-mortem project reporting.

8. Facilities Management FCI / Deferred Maintenance Update
[An Information Item *TOPIC: Facilities Management FCI / Deferred Maintenance Update* dated June 28, 2023 had been posted with the meeting materials together with Appendix 1 - Deferred Maintenance Trend.]

The Committee reviewed the Report that provided an **annual update on Brock's** Facility Condition Index (FCI) and Deferred Maintenance (DM) data. During discussion, members provided feedback and received clarification from the Associate Vice-President, Infrastructure & Operations on matters related to financial/other consequences of deferred maintenance backlog, potential next steps, additional details that may be useful to include in future reports, and sector-wide trends.

9. Sustainability Update - New Carbon Reduction Plan
[An Information Item *TOPIC: Sustainability Update - New Carbon Reduction Plan* dated June 28, 2023 had been posted with the meeting materials together with Appendix 1 - **Brock's Carbon Reduction Plan (info-graphic)** and Appendix 2 - Brock Sustainability Articles.]

The Committee reviewed the Report that provided an annual update on sustainability activities and accomplishments across campus and information on **Brock's new climate** action targets for the 2023 Carbon Reduction Plan.

10. Information Technology Systems Major Projects Update
[An Information Item *TOPIC: ITS Major Projects Update* dated June 28, 2023 had been posted with the meeting materials together with Appendix 1 - ITS Project Dashboard Update.]

The Committee reviewed the Report presented by the Associate Vice-President, Information Technology Services which provided an overview of key ITS major projects that support both the **University's strategic priorities** as well as manages and addresses IT Risk Management, Information and Cyber Security.

The Committee Chair noted that a motion was required to move *in camera* for consideration of the following confidential items:

11. Update on Engineering Space and Business Case - *In camera*
12. Canada Games Park Lease for Brock Functional Inclusive Training Centre - *In camera*
13. Information Security Update - *In camera*

On a motion by Trustee Arthur, seconded by Trustee Knibutat and carried, the Committee moved *in camera* at 12:53 p.m. Only members of the Committee and those invited staff remained for the closed session.

[During closed session, the Committee reviewed confidential Reports and passed confidential motions for the consideration of the Board.]

The Committee resumed open session at 1:43 p.m.

14. Confidential Record of Proceedings of the Previous Meetings - *In camera*
[The *in camera* Record of Proceedings of the previous meetings had been posted with the meeting materials.]

The confidential Record of Proceedings from the previous meeting held on March 1, 2023 and from a Joint Meeting held on May 4, 2023 had been approved by consent.

15. Minutes of Previous Meeting
[The Minutes of the previous meetings had been posted with the meeting materials.]

The Minutes of the previous meeting held on March 1, 2023 and of a Joint Meeting held on May 4, 2023 had been approved by consent.

16. Metrics - Facilities Management
[An Information Item *TOPIC: Metrics - Facilities Management* dated June 28, 2023 had been posted with the meeting materials.]

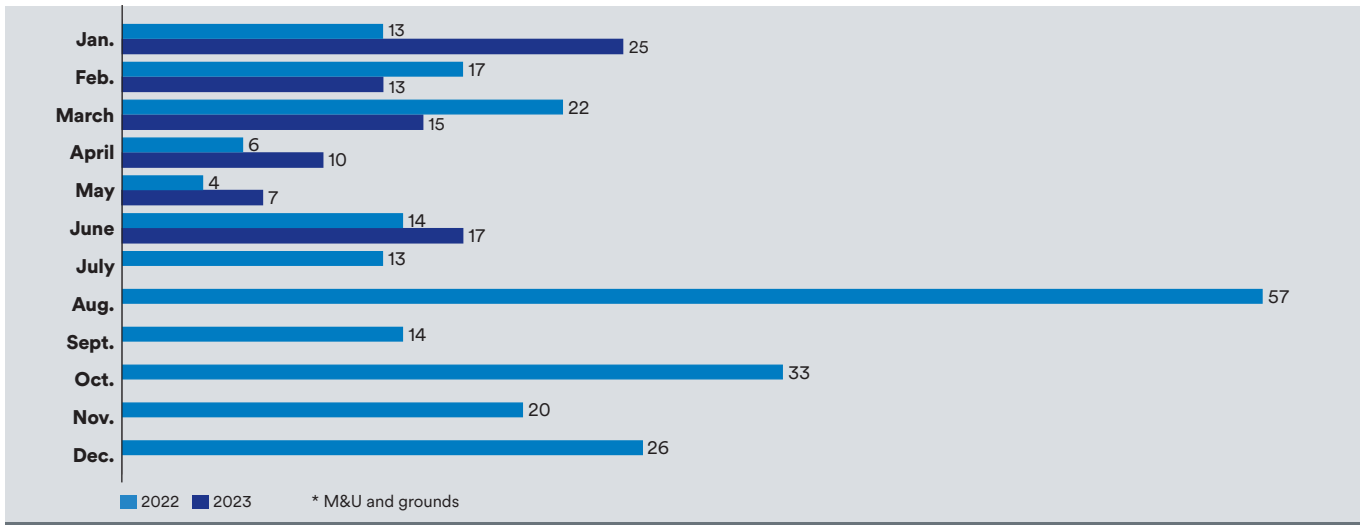
The Report was received by consent.

17. Other Business - None

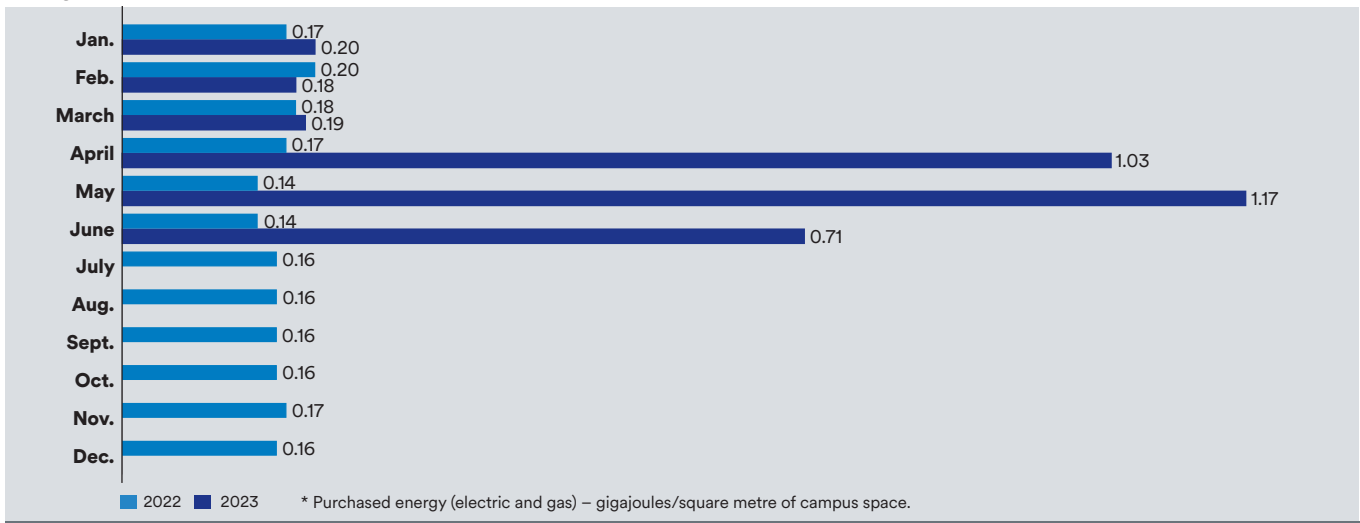
18. Adjournment - The meeting adjourned at 1:44 p.m.

Facilities Management scorecard

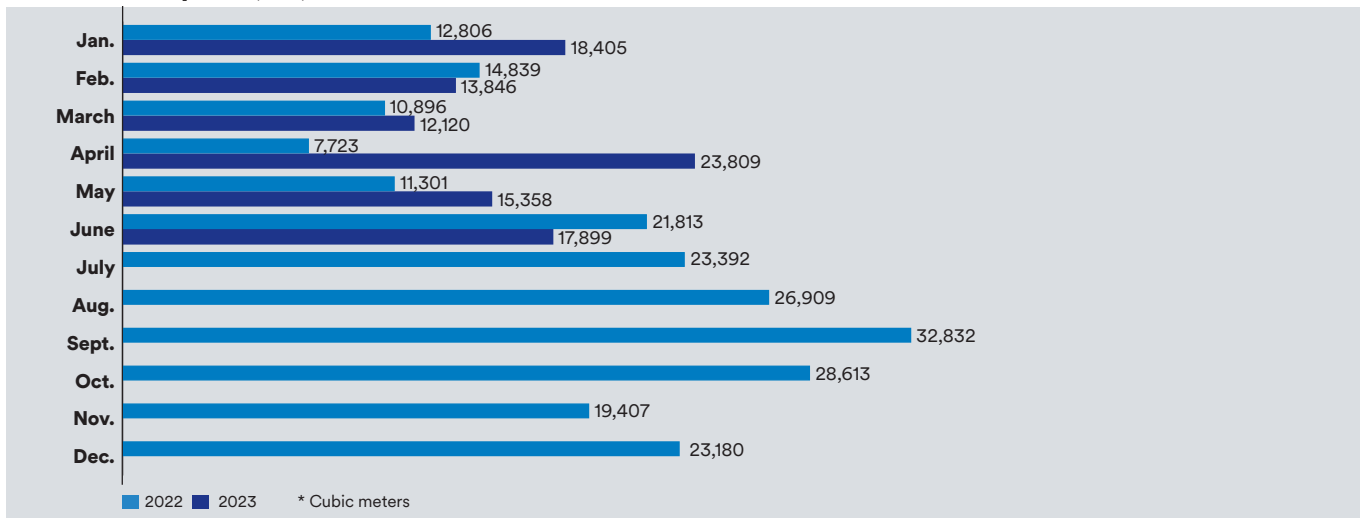
Number of emergency/after hour call-ins*



Energy intensity (GJ/M2)*

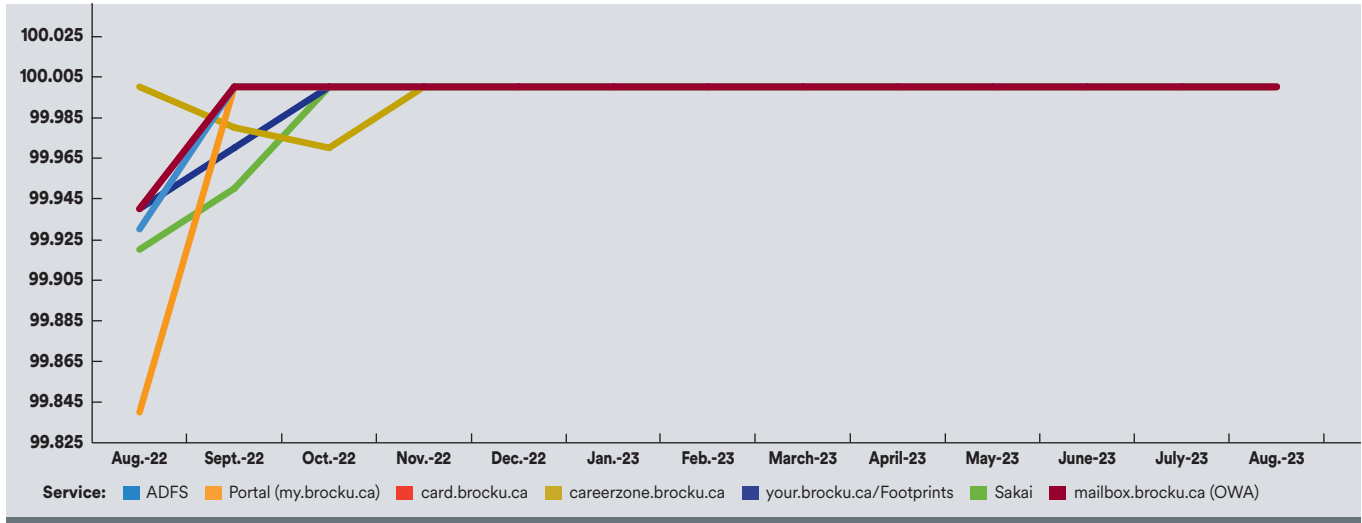


Water consumption (M3)*

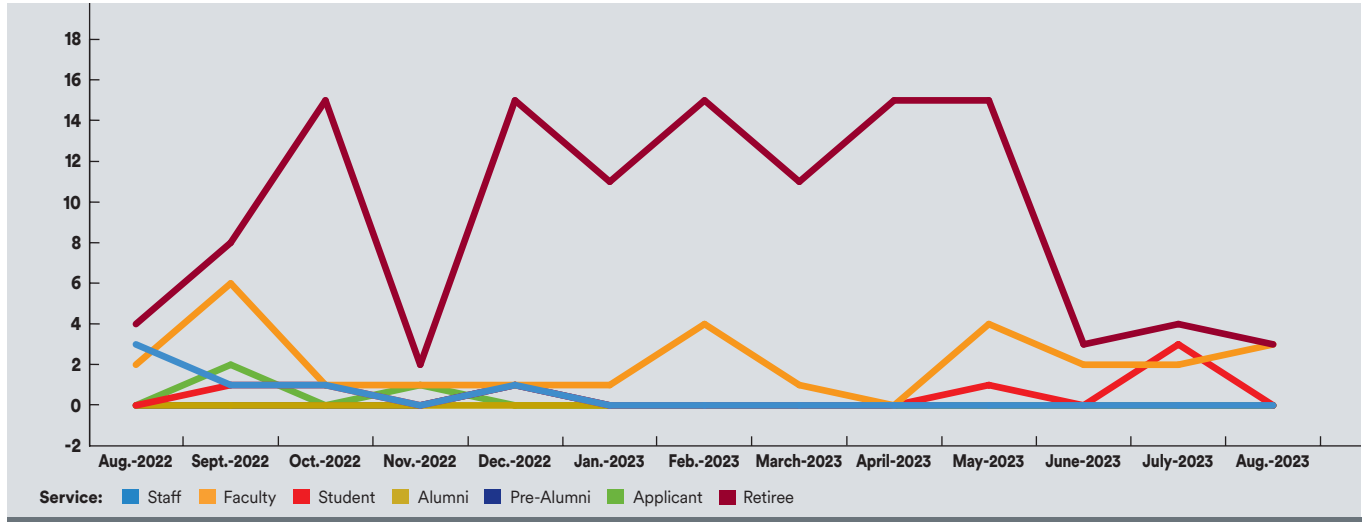


Information Technology Services scorecard

Web application availability (August 2022 to August 2023)



Compromised accounts (August 2022 to August 2023)



Firewall threats by month (August 2022 to August 2023)

