

Appendices



Summary of Consultation

Over the last six months, an extensive amount of information has been gathered from the campus community and key stakeholders. The following section summarizes feedback received through a variety of avenues at various stages of the process:

1. One-on-one interviews
2. Faculty and Staff questionnaires on space resources, campus facilities and amenities
3. Visioning Workshop and questionnaire
4. Open House 1 questionnaire
5. Feedback received through the website.

For the sake of clarity, all comments received have been organized by theme, starting with a problem statement and leading to reactions to specific proposals.

General Problem Statement and Objectives

Over the course of the process, a variety of issues have been raised by members of the UNB Community. These concerns are outlined in the proceeding pages. The main issues are:

- Space shortages in all areas – including classrooms, laboratories, offices and storage.
- A severe deficiency in communal space and a resulting deficit in campus activities and campus life.
- An outdoor environment that fails to capitalize on the Campus' extraordinary setting.

In response to these issues, the three broad functions have been defined for the Campus Plan.

First, it must make recommendations for a more efficient and rational use of campus facilities, including policies governing the allocation of space on a long-term and short-term basis.

Second, the Plan must provide directions for improvements to the physical realm, including the outdoor spaces on campus and communal spaces both indoors and outdoors. Its goal should be the creation of a vibrant campus community where students, staff and faculty feel compelled to stay on campus beyond regular hours.

Third, the plan must provide a long-term vision to allow UNB Saint John to grow in a logical fashion, while creating a compelling environment conducive to learning, teaching and research.

Campus Districts and Campus Growth

- The proposed long-range concept is too ambitious. Implementation considerations must be kept in mind and the proposed plan must be realistic. In addition, expansion may come at the expense of programming and quality of space. In response, an additional campus plan concept has been refined to illustrate a near-term vision for the Campus, a 10 to 15-year plan reflecting the projected enrolment of 5,000 students.
- The proposed location for a University Village as presented in the visioning workshop is too remote from the core campus. If seniors' housing is planned, an area closer to the hospital is more appropriate. As a result, the Village was relocated to the hill to the northeast of the Campus. It is likely that the area would only be developed in the long term due to site constraints and the desire to maintain a strong natural backdrop to the Campus. Also, the site is considered for a Research Park - as an option to the University Village.
- The Allied Health Research Area, originally to be located on the hill to the northeast of the core campus, has been relocated closer to the Hospital as a result of feedback received. The Hospital Interface Area is an appropriate location for decked parking due to its vicinity to the core campus and the Hospital. Some proposed elements of the University Village – accommodation for graduate students, interns and visitors to the hospital, retail and services – could be located in this area as well.

- Academic uses should first expand in close proximity to existing buildings around the Quad by adding new buildings and expanding existing structures. New buildings should connect to the tunnel system.
- Athletic uses should remain concentrated around the existing facility. If new fields are created, they should be close to the existing field and a type of “outpost” facility should be created to serve the fields. The response to additional fields was not unanimously positive.

Space Utilization and Allocation

- Every department is short of space – office, laboratory, storage, meeting, etc. It is generally felt that space shortages are already preventing the university from fulfilling its mission.
- The schedule is not conducive to efficiency. For example, many classrooms are available later in the afternoon, on Thursdays and Fridays.
- Booking ad-hoc space is very cumbersome for users as the management of space is currently decentralized. The booking processes are also very burdensome for the staff assigned to this task. The lack of easily accessible common space results in a very large number of formal requests for meeting space – usually classrooms. Booking should be centralized.
- A strong space allocation system for short-term and long-term uses is needed that is fair, transparent and delivers results. Currently, space allocation appears as a “black box” with no clear rules.

Buildings

- Through its buildings and landscape, the University projects a poor image to visitors and makes fundraising for new buildings challenging. Increased maintenance and renovations should take priority over expansion. Clear responsibility for the appearance of the Campus should be assigned.
- In addition to accumulated deferred maintenance, users complained about air quality and temperature in older buildings.
- There is very strong support for the University Commons on campus and for it to become a Signature Building.
- New buildings should carve into the natural setting and take advantage of the views.
- The quad should be framed by a new building at the south end.
- New buildings should also be connected through the tunnel system. High quality architectural design and the use of durable materials in future buildings and renovations was seen as key to the Campus' future image.
- Accessibility is a problem on campus and should be addressed. The movement of heavy equipment is also difficult.
- As new buildings are built, there is an opportunity to group departments more logically and to eliminate temporary buildings.

Specific Uses

- The size of classrooms is not adapted to the needs of their users and the equipment they contain is inadequate or in poor physical condition. There is also a lack of alternative layouts, such as case study rooms and breakout rooms. Additional smart classrooms should be introduced.
- The current labs are generally inadequate in layout, number, size and availability. Inadequate labs make it

difficult to attract high-quality faculty such as Canada Research Chairs – that should be attracted to UNBSJ because of its excellent reputation.

- The shortage of offices is preventing the hiring of new faculty. The quality of many offices also leaves much to be desired. A response has been the conversion of rooms not intended for offices, including staircase landings, hallways, communal space and classrooms. Ventilation systems are often not designed for new layouts.
- Storage needs are urgent and must be addressed immediately. Marine biology is considered one of the most renowned programs at UNBSJ and requires significant equipment, including boats.
- There is a general shortage of conference and meeting rooms for students, staff and faculty.
- The Library has run out of space for collections. Some are stored off-site and are not accessible. It is acknowledged that the proposed University Commons has the potential to address all the issues surrounding the Library.
- Significant interest was expressed in the use of videoconferencing and tighter collaboration with UNBF.
- *Please refer to the section on Campus Life for a discussion of communal space.*

Circulation and Access

- Special attention should be devoted to gateways beyond the Alumni Gates.
- An extra access road would address congestion and safety issues. The proposed new access road to Kennebecasis Drive was especially popular.
- Walking on the ring road is dangerous due to the absence of sidewalks. Paths and walkways should be sheltered from winter winds and lit for safety. Please refer to the section on off-campus considerations for a discussion of vehicular and pedestrian approaches to the Campus.
- *Please refer to the section on off-campus considerations for a discussion on signage to the Campus.*

Parking

- There is a perceived shortage of parking on campus.
- The appearance of parking lots is also a concern, particularly their significant presence upon arrival on campus.
- Moving parking to the periphery would require some convincing and educating, but was seen as a very logical move as long as some parking capacity is retained on campus and pathways leading to parking lots are lit and sheltered.

Open Space

- A substantial portion of the campus lands should be protected from development, especially its southwestern portion. Protected areas should still be accessible through trails, where appropriate.
- Despite recent improvements, campus grounds, instead of being the object of piecemeal interventions, are in need of a concerted landscape plan, including amenities to enjoy the outdoors and an improved pedestrian realm.

- There should be a balance between formal, geometric patterns in paths and plantings, and naturalized design. A strong network of open space with connections to the natural environment was deemed important.
- Paths are not always laid out rationally and desire lines (paths created over time by users across lawns) demonstrate that.
- The quality, consistency and availability of signage should be improved.

Campus Life and Ambiance

- There is a significant shortage of non-academic space, both quiet study space and informal space for socializing. The shortage of other types of space is greatly impacting communal space, which is perceived as a non-priority; communal space has been converted to offices and study space is often reserved for functions.
- Food quality and variety should be improved, as well as the availability of food services on week-ends, holidays and during study breaks. It is especially a concern for international students, who form close to 30 percent of the student body.
- There is a strong desire for more amenities to emerge on campus, allowing users to stay beyond core hours and providing a destination for members of the Community. The following opportunities were mentioned:
 - Better use in the summer months.
 - More activities: e.g. fields for informal games.
 - More on-campus events of entertainment and cultural nature.
 - Small retail and services for the university community.
 - Medical services.
 - Dedicated performance and conference space for large groups on campus.
 - A daycare facility.

Off-Campus Considerations

Beyond the Campus Plan exercise, the following issues should be addressed collaboratively by the parties identified below:

1. Bus service was perceived to be adequate during the week, but crowded in the mornings. In the evenings and on week-ends, it was felt that the frequency of service was too low.
2. Signage to UNBSJ on highways in the Saint John area does not reflect the prominent role of the University in the economic, cultural and social spheres of the Region. The resolution of this item may require the attention of the City, the Province, the University and possibly Enterprise Saint John.
3. Opportunities exist for gateway treatments on the road approaching the Hospital and the University. This should be discussed between the University, the Hospital and the City.

4. Traffic lights or other traffic control mechanisms should be installed at the intersection of Tucker Park Road and Sandy Point Road. This item can be addressed by the City of Saint John, the University and the Hospital.
5. A large number of students arrive on foot from the growing residential community on University Avenue. No sidewalks are provided on the west side of University Avenue, forcing pedestrians to walk on the east side of the road or walk on the shoulder. This item requires attention from the City. Furthermore, there is no established path on hospital property to the campus. As a result, students walk on a service road to a loading area, walk up a steep hill in the grass or snow before walking through a busy parking lot, over concrete barriers, finally leading to a path taking them to the campus. This last item needs attention from the University, the Hospital and the City of Saint John.

Summary of the Soft Analysis of Space Needs

Department/Use	Deficiency/Need/Concern
Deferred Maintenance	\$13 million (2003 estimate - Assistant VP (Financial & Administrative Services))
General	<p>Sharing of offices is an issue</p> <p>Conversion of classrooms and teaching labs to research labs and offices</p> <p>Growth in need for research space as number of graduate students grows</p> <p>Smart classrooms are desired</p> <p>Additional large classrooms</p>
Physical Sciences	<p>Offices for 6 faculty and 12 graduate students</p> <p>1,000 sq.ft of research labs</p> <p>500 sq.ft of teaching lab</p> <p>Library space to support new programs</p> <p>Improved access to classrooms in same building as labs for prelab sessions; need access to equipment like periodic table and easy access</p> <p>Chemistry teaching lab space – although utilization is currently uneven and could be improved through scheduling changes</p> <p>Additional office, classroom and lab space to offer a forensic and medical chemistry programme.</p> <p>Physics teaching lab space – current shortages are resulting in small caps (4 students in one course). New space required to expand offering.</p> <p>Physics research space. New space needed to attract new faculty.</p> <p>Storage for physics – some equipment stored in hallway</p> <p>Geology: a second geology lab/classroom, second office plus space for grad student, a "wet-noisy" research lab (250-300sf), day lab (150-200 sf), storage space (150-200 sf) to address current needs and expansion (addition of faculty, grad students and offering of minor programme). Current office shared with lab also used by other disciplines.</p> <p>Smart classroom in Sciences area</p>
Registrar's Office	<p>Communal space</p> <p>Offices needed for growth. Only current needs are addressed.</p> <p>Additional conference rooms.</p> <p>Uneven jurisdiction over classrooms leads to inefficiencies.</p> <p>Storage for records.</p> <p>Offices or meeting rooms for faculty-student meetings (now classrooms used for this purpose).</p> <p>Classroom 12 in Annex B is unusable because of its state of disrepair. Room for 30 students.</p>
Applied Sciences and Engineering	<p>Large classrooms needed.</p> <p>Current space constraints limit expansion and the hiring of faculty.</p> <p>Need offices for faculty and graduate students.</p> <p>Additional laboratory space needed.</p> <p>New space needed to capitalize on potential collaboration in area of Health Sciences and Environment, e.g. AHSC, NBCC, NBM, etc.</p> <p>Enrolment growth projected: from 700 to 1,200 UG and 40 to 80 Grad.</p>
Health Sciences	<p>Nursing classes attended by BHS students are offered in classrooms that are too small (50).</p> <p>Growth in program will require larger classrooms and extra lab space – or the scheduling of labs in evenings and week-ends.</p> <p>Need for 3 offices in the next 5 years.</p> <p>Shortage of conference rooms.</p> <p>Study space for potential graduate students.</p> <p>Common space.</p> <p>Enrolment likely to double from 28 to 56 by 2010, plus 10 grad students.</p> <p>Access to videoconferencing facilities for course delivery in Moncton.</p>
Nursing	<p>Need access to a large classroom (50-70) and also access to smart classroom.</p> <p>Need seminar rooms for small groups.</p> <p>Student communal space.</p> <p>Storage space.</p>

Turn the lobby of KC Irving into communal space, i.e. move the sculpture.
Government may mandate UNBSJ to take in 100 nursing students a year from 40 now. Only capacity for 60. All space needs would increase proportionately.

Space for graduate students.

Expects a need to double current space to 20 offices, classrooms, seminar rooms, teaching labs, storage.

Offices for visiting researchers.

Need for a health clinic: 2 examining rooms, 2 offices, a reception area, a storage room, bathrooms.

International Liaison Office	Relocation to a more central location from Annex A, or at least improved signage. Presence uptown. Access to videoconferencing facilities. Ultimately, an "international centre" as a one-stop-shop for anything international, in a welcoming area of the campus.
Arts	Missing two offices in or near Hazen Hall. Classrooms in Hazen Hall need modernization and repair. Detailed list of deficiencies has been prepared. Psychology lab space required – both research and teaching. Communal space – none at the present time. Event space – lecture theatre must be used for classes in priority. Programme growth will lead to need for offices. Location of BA student advisor in Annex is an issue. Additional offices needed for external collaborations. Growth anticipated in Education, Centre for Learning Disabilities Studies, urban Studies, Information and Communication Studies, International Studies and Psychology. Some new space required. Anticipated growth: from 906 students to 1,200-1,500 in 2010. But recent growth has been much faster, from 717 in 2001 to 906 in 2003. Would like space on third floor (math and computer science) to be reallocated to Arts, to bring Arts under one roof and accommodate growth. Could use access to videoconferencing.
Graduate Students	Shortage of offices and storage. Number expected to grow from 130 to over 200 by 2010. Need office/desk space for about 60 more students. Need research labs. Need common space – study rooms, space for socializing.
E-Commerce Centre	Reports that the NRC, which shares Beaverbrook House, is experiencing space shortages. Centre might run out of space or cease operations (programs under review).
Psychology	Need offices and lab space for anticipated 5 faculty members over the next 5 years. Need access to smart classrooms.
Biology	More large classrooms. More flexibility for free time in teaching labs (i.e. less back-to-back usage). Grad students should be located next to supervisor. Need new offices and research lab space. Better access to classrooms for regular and ad-hoc bookings. Access to smart classrooms. Storage space. More centralization of offices. Growth will trigger demand for space in all areas. Growth projection: 10% increase in grad students by next year and 50% by 2010. Uncertain for UG – but opportunity exists to grow Marine Biology and Environmental Biology. Space should probably increase by 25 percent for offices, labs, storage. Opportunities to work more strategically with UNBF, e.g. videoconferencing. Space for the Canadian Rivers Institute in close proximity. Aquarium on the waterfront.
Associate VP	Classrooms should be used from 8am to 10pm, 5 days a week. Open concept offices.

Better clustering of functions.
Eliminate the annexes.

Mathematical Sciences

Clustering of offices (now in 3 buildings)
Three new offices for potential three new faculty members.
Additional space needed if Financial Mathematics program is approved.
Additional office space for graduate students (1-2).
The department is affected by growth in other departments (e.g. engineering, sciences, business).
Interest in videoconferencing for graduate course instruction.
All classrooms should be smart classrooms.

Computer Sciences and Applied Stats

Need for offices for graduate students. Also, doubling of enrolment from 5-8 to 10-15 anticipated. Would need additional office space and lab space.
Need for large classrooms, especially smart classrooms.
Offices should be clustered in one area.
Additional office space to develop statistical consulting services.
Need office for faculty member in Biostatistics.
Opportunity for program in Health Information (within 2-3 years) and joint program with Arts – would require office.
Projected growth from 160 UG in 2004 to 200 in 2010, from 8 to 15 grad students.
So: need for office to accommodate 8-10 graduate students, 2 faculty offices, new small research lab and teaching lab for 20-25 students.
Interested in videoconferencing for graduate course instruction.

Business

Shortage of offices, classrooms, smart classrooms, communal space, meeting rooms, case rooms.
Layout could be improved to increase efficiency.
Storage space.
Space for research assistants.
Space for graduate students as their numbers grow.
Projected enrolment: from 800 to 1,000 in 2005 and 1,500-1,600 in 2010
Interest in videoconferencing.
More generalized wireless access.
Would like to take over Oland Hall or move downtown.

Social Science

Clustered offices (currently Annex is used).
Meeting spaces for faculty.
Communal space, event space, meeting rooms – currently off-campus spaces are used.
Additional offices for 2 tenure-track positions about to be filled.
Education needs to expand to 5 positions.
Growth to 120 UG, 30 Grad (PT).
Need: 3 offices for education, 8 for Social Sciences Department, 5 classrooms with flexible seating, 5 med-large lecture theatres, storage, library space.
Interest in videoconferencing.

Information Services and Library

Inadequacies well documented in Steen Knorr Architects 2001 document. Space needed for seating, collections, workstations, instruction and other functions. Barrier-free access.
Office space for Integrated Technology Services. Need 2-3 offices now, more to accommodate growth.
Storage space.
Meeting room.
Communal space.
Workshop space.
Clustering of ISS desired (now split in Ward Chipman and Hazen Hall). University Commons?
If videoconferencing is expanded, need space for support staff.

Engineering

Need office space for grad students, researchers and part-time faculty (2 offices totalling 250sf for researchers, 5 offices for faculty, 3 for staff, one large room for grad students – 400-500sf).
Need three additional teaching labs (2 to 3, 400-500sf each) and a research lab (700-800sf).
Space in general is inadequate for current needs, let alone expansion.

Study room needed.
 Workshop should be more accessible (in annex now).
 Collaboration with NBCC should be encouraged.
 Plans for a new 4-year UG programme. Growth from 125 UG to 250-300 in 2010.
 Interest in videoconferencing
 Access to smart classrooms. All classrooms should be equipped with multi-media projectors. Projectors are inadequate in KCIH 106 and 1.

Saint John College

Additional classrooms available in 5-hour blocks.
 1-2 large classrooms (60 students).
 Some office space needs.
 Hope to have another SJC building within 5 years. Projected growth from 200 to 500 by 2010.
 Need storage space.

Athletics

VIP space for tournaments.
 Bigger table tennis room.
 Expanded fitness area.
 Climbing wall in gym.
 Changing clubhouse in Canada Games Complex.
 Artificial turf and new lights on field. Opportunity to attract members of the community – could use facility 14 hours a day and host 3,000 spectator events.
 Interest in videoconferencing for coaching clinics.
 Ultimately, expansion of athletics centre desired.
 Maintain and publicize walking trails.
 Outdoor area for volleyball and tennis.

Humanities and Languages

More seminar space (15-25 students)
 Office space (1/3 more)
 Double the classroom space.
 Communal space.
 Performance space.
 Common areas.
 Growth: 10% per year.

History and Politics

Clustered offices – annex is used for an office now.
 Offices for part-time and sessional faculty members.
 Common space.
 Classrooms between 20 and 100 students.
 Quality of offices and classrooms is very poor.
 Need for 4 additional offices (3 + replacement of annex office)
 Need for a meeting room.
 Projected enrolment in 2005: 1,040. By 2010: 1,800 assuming no new faculty, 2,500 with 3 new faculty.
 Space for research projects, study rooms.

Student Life and Support Services

Need space with high visibility. Need in addition of current space 1-2 offices and small storage area.

Advancement, Communications and Recognition

Need more offices.
 Need storage space.
 Space must be configured better with windows.
 Need clustering – currently split over several buildings.
 Need a meeting room.
 Need additional offices to support campus growth (e.g. recruiters).
 Need space in conspicuous place to welcome visitors.
 Interest in videoconferencing.
 Anticipates need of 1,800 sf of space (office: 1,240, storage: 260, common/support: 300)

Bookstore

Bookstore faces significant space constraints (see 1998 review).

As per national standards, twice to three times the space would be needed to support the current enrolment.

Housing and Food Services Current space is too small. An additional 250 sf is required. Could be located in new residence or pavilion (cancelled in planning of new residence).

Conferences Space for conferences, to take advantage of accommodations.

Financial and Administrative Services
No room for expansion but current space is adequate.

Physical Plant
Need more storage space.
Physical Plant dept. should be more centrally located.

Example of Storage Policy

1. **Responsibility:**

A single department is responsible for the storage of goods, for example Facilities. The responsible department should adopt internal targets and procedures for all items it is responsible for. One of the objectives should be to always store goods in the least expensive space available, while safeguarding access when necessary.

2. **Process:**

Any department that wishes to store goods outside of its own facilities must present a request to do so, including Classification and Special Requests.

3. **Requirements:**

Each item to be retained or sold is to be labelled with a date, originating department, contact name and request number. Boxes must also include a list of general contents.

4. **Classification:**

The request will include the Storage Category:

- a) ***Dispose***
To be disposed of. Disposal fees may be applied.
- b) ***Sell***
Items to be sold. The Facilities department may refuse to store items deemed unfit for sale. At least a portion of the revenue should accrue to the selling department to encourage the timely disposal of assets. The disposal of assets above \$1,000 is subject to administrative approval.
- c) ***Retain***
Items to be retained for a maximum of one year, after which the request must be renewed, and may be subject to storage fees. If the storage request is not renewed after one month, implicit permission is given to Facilities and Purchasing to proceed with the disposition of the assets.

5. **Special Requests:**

The Request should include direction for the following, in order to best match the type of storage space to the item being stored:

- a) Frequency and timing of access:
 - Items that do not require frequent access may be stored off-site.
- b) Security:
 - Level of security needed, tied to the value or attractiveness of the goods to be stored.
- c) Special Handling
 - Fragile
 - Requires a climate-controlled environment, specifying required temperature and/or humidity levels.

Space Management Policies

A Space Administrator

A single point of contact for UNBSJ should be in charge of space allocation at a detailed level for some types of space and as blocks of space over a period of time for others. This individual would be informed of all space allocation changes. Ultimately, this person is provided with adequate tools to assess space utilization and make necessary adjustments on an ongoing basis. This individual would use the scheduling system to map all facilities and activities, including administrative, teaching and research uses. The system would be used to attempt the optimization of resource matching and would produce reports on utilization. The same system could be used for booking facilities on an ad-hoc basis.

New budgetary tools to improve the accountability, transparency, efficiency and fairness of space allocation

UNBSJ, in collaboration with UNBF, should pursue the adoption of budgetary tools to allocate space resources.

The following criteria are designed to guide the development of space allocation protocol:

- a. The mechanism retained must succeed in making the departments aware of the cost to the university of providing space and making decisions that result in more efficient use of space.
- b. The protocol must be fair.
- c. The information on which to base decisions must be accurate and the process used to gather it transparent.
- d. New space management must not negatively impact operations and the quality of student, staff and faculty life.
- e. Departments must have the ability to make decisions about space management, e.g. releasing or acquiring space.
- f. If new charges for the use of space are introduced, funds must be made available to pay for them.
- g. The cost of managing the program, gathering data and making decisions should not exceed the efficiency gains.
- h. The university must acknowledge that underused space may remain so because of location, equipment, age, etc. There may be costs attached to conversion. Different departments may value each type of space differently.
- i. The long-term benefit to UNBSJ must be a guiding principle in space management.

The following four broad options all encompass the above guidelines, but have distinct advantages and drawbacks:

1. Gather information on space usage, compare the space used by each department with standards and publicize the results. Each department that deviates from the norms substantially must justify why this is so.
 - a. The advantage of this method is applicability, since no change to the budgeting and accounting systems are required.
 - b. This system allows for flexible, amicable resolution.
 - c. However, this option may not be as effective as others in effecting behavioural changes.
2. Each department receives an allocation of space based on faculty, staff and enrolment numbers.
 - a. Caution must be exercised not to force each unique department into a “one-size-fits-all” solution.

- b. How is the allocation determined in the first place?
 - c. How are exceptions handled?
3. Each department is charged a fixed rent for the use of space.
- a. This system may result in the actual liberation of underused space if the resources thus freed up can be entirely or partially used for other purposes.
 - b. How much should be budgeted for rent?
 - c. What is included in the rent?
 - d. The quality and usability of space varies greatly.
4. Each department is charged rent, the level of which depends on the quality and usability of the space.
- a. This option is fairer than using a fixed rent, but is more subjective and thus more complex and expensive to administer.
 - b. How is the quality of the space determined and who makes this decision?

The selection of an alternative space allocation procedure will necessitate a thorough review of budgeting and accounting practices at UNB. An option can only be chosen after substantial consultation with department heads and extensive research based on precedents in other institutions. A transitional period may be envisaged, where Option 1 is tested for a period (information only), followed by another option run in "virtual mode" where changes are only communicated for information purposes, before proceeding to the actual implementation of a new procedure for space allocation.

A Set of New Space Allocation Policies

The following policies were adapted from the Dalhousie University policies, which have served the university well and are simple, yet complete.

All space is owned by the University

Although space is allocated to the faculties, departments and specific users, all space is owned by UNB. With this ownership, the Institution has the responsibility to keep this space in good order in terms of maintenance, services, cleaning, etc., and to provide the appropriate amount and type of space to approved University activities.

A Space Committee is responsible for space allocation

A permanent space committee must be established at the level of the university with a strong and well-defined mandate. The activities of the committee must be transparent to the entire university community and its mandate respected by all. The role of the space committee is to make high-level space allocation decisions and to delegate day-to-day allocation tasks to a centrally located space administrator.

The University has the responsibility to allocate space

Space is allocated to specific users for certain periods of time and all allocation information is provided to the Administration. For example, classrooms are allocated for hour-long slots whereas, at the other extreme, offices and research space are allocated for longer periods of time. This longest period should not exceed five years, and all space use should be reviewed periodically, and space assignment reconfirmed accordingly.

Space must be allocated equitably among users

For all users and all categories of space, space standards will be used to assess space needs. These space standards may be adjusted in accordance with the total amount of space available. In this way, an overall space shortage or surplus can be handled fairly. In many cases existing uses and space assignments may not meet the standards and subsequently will not face an unfair imposition of these standards. However, any reallocation, renovation, or provision of new building space shall conform to the university space standards as closely as possible.

Users shall be provided with suitable space and adequate furniture in the appropriate location

Space provided to every use shall be suitable in terms of size, quality, and location, and uses of a similar nature or uses which are functionally related may require proximity. Efforts are made to relocate space used by departments to create contiguous clusters of space. Adequate furnishings and furniture must also be provided by the University.

Space is used effectively

Each space allocated to a department or a user shall be used efficiently in terms of utilization of space over time. A space which is used infrequently may require introduction of a similar and compatible approved University use to increase its utilization to a level which is consistent with standards of utilization across the University. If a specific space is underutilized, there will be an opportunity for peer review in consultation with the Space Committee or its mandated representative. Final arbitration will rest at the vice-president level in inter-departmental disputes.

Space and functions are shared

To avoid duplication of space, equipment, and staff services, and to avoid unnecessary costs, as much space as possible should be shared by the departments. This applies especially to machine shops, electronics shops, audio-visual areas, storage areas, etc. If there is more than one user, procedures should be developed for priorities of services if this is necessary. Opportunities to share space with neighbouring organizations, e.g. the Atlantic Health Sciences Corporation, will be evaluated on a periodic basis.

Access to space is defined

Three categories of access are required. These are: general access, limited access, and restricted areas. General access space, including classrooms, lounges and other general University facilities are shared by all departments, students, and staff. Limited access space, which includes undergraduate laboratories, meeting rooms, study spaces, etc., can be made available to users on a limited basis. Restricted access space, which comprises research laboratories, offices, and specialized support areas is only available to certain individuals or to particular groups. When allocations are made, space can be designated "limited" or "restricted" access.

