

TO: Planning and Budget Committee

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DATE: April 29th for May 7th, 2009

AGENDA ITEM: 10

ITEM IDENTIFICATION:

Project Planning Report for the School of Global Affairs

JURISDICTIONAL INFORMATION:

Under the Policy on Capital Planning and Capital Projects, the Planning & Budget Committee reviews Project Planning Reports prepared for a capital project and recommends to the Academic Board approval in principle of the project.

BACKGROUND

In the fall of 2007, the University of Toronto formed a Committee broadly representing the University's academic community with interests in public policy and international relations to review the status of the Munk Centre. The Committee's mandate was to consider: the status of the Munk Centre as an extra-departmental unit, in light of its breadth of activities and the number of cross-appointed faculty; the status of the collaborative MA program in International Relations; the appropriate continuing relationship between the Centre and other faculties and centres and the appropriate governance structure for the Munk Centre.

The Committee commented that since its foundation in 2000 the Munk Centre for International Studies, located in renovated space in the former residences of Devonshire House, has become Canada's foremost centre for teaching and research on international relations. The Centre is widely known for academic excellence, providing a home for a range of academic programs, both undergraduate and graduate, as well as for strong research centres and institutes.

This academic review of the Centre in 2007 contained an enthusiastic endorsement for the creation of a School of Global Affairs, to expand graduate programs, faculty, administrative support, and physical space.

Through cross-appointments, the Munk Centre for International Studies enjoys strong and productive links to the following University partners: humanities and social sciences departments, across all three campuses; The Joseph L. Rotman School of Management; School of Public Policy and Governance; Faculty of Law; Faculty of Medicine, including the Department of Health Policy, Management and Evaluation; and the Ontario Institute for Studies in Education.

Institutions that share the closest affinity by virtue of their international research, teaching interests, will co-locate in the University's northeast sector of the St. George Campus, the University's School of Public Policy and Governance, the Executive Development Programs of the Rotman School of Management, and the independent Canadian International Council.

The co-location of these institutions will benefit the School of Global Affairs through the synergy of the traffic they will each generate, by their complementary but distinct missions and research programs, and by the intellectual exchange and collaboration that such synergies will stimulate.

A project planning committee for the northeast sector of the campus has reviewed the potential for development of a significant facility on 100 Devonshire Place (Site 12) of the St. George Campus. The recommendations of the committee addressed development permissions and allowed for the construction of a facility large enough to accommodate the School for International Studies program and several of the partner programs that were identified.

In its March 25, 2008, budget announcement, the government of Ontario pledged to "lever other funds in order to create a new Munk School of International Studies at the University of Toronto." An important raison d'etre of the School, from the government's perspective, is to help "Ontario compete and win in the new global economy."

In May 2008 a project planning committee for the School of Global Affairs was struck to define the requirements of the facilities to accommodate the academic program.

HIGHLIGHTS

While the undergraduate academic programs that are hosted by the Munk Centre remain unchanged, the School of Global Affairs is the designated graduate unit for the new Masters in Global Affairs (MGA; pending approval by OCGS), the collaborative masters program in International Relations, and the collaborative PhD program in Dynamics of Global Change. These graduate programs will form the cornerstone of the School's new programs.

Funding for the School is based on the existing financial commitments to the Munk Centre. The School will be actively involved with outreach programs and additional sources of funding will be identified to assist with these initiatives. The site selected to accommodate this program is advantageously located within close proximity to the Joseph L. Rotman School of Management, the existing Munk Centre for International Studies, the Faculty of Law, and Ontario Institute for Studies in Education.

The renovated space at 315 Bloor Street West, the first phase of this initiative, will provide expansion for the programs and a home for the Canadian International Council.

The space requirements for the School of Global Affairs are additional to the programs currently accommodated at the Munk Centre for International Studies at 1 Devonshire Place, and activities located at 45 Willcocks Street.

The occupants of Phase 1 will come from a combination of programs. The School will hold faculty appointments jointly with its cognate departments operating as multidisciplinary entity. The activities will include: research, collaborative work, meetings, conferences and program administration. Teaching will be accommodated within the University's classroom inventory outside of 315 Bloor Street West.

Renovations to 315 Bloor Street West will provide approximately 890 net assignable square metres (1,685 gross square metres) of renewed facilities looking after deferred maintenance and add approximately 400 gross square metres, including an elevator, adding accessibility to the building.

Phase II of the program will be accommodated within the comprehensive redevelopment of site 12 (100 Devonshire Place).

FINANCIAL AND PLANNING IMPLICATIONS

FUNDING SOURCES

The provincial government identified \$25 million funding for the School of Global Affairs in the 2008 Provincial Budget. Full funding for this project is in place. No additional funding is required.

SCHEDULE

The consultant team will be selected by the end of June, 2009, in anticipation of construction commencing by December, 2009. The project schedule allows for completion by summer, 2011.

RECOMMENDATIONS

It is recommended that the Planning and Budget Committee recommend to the Academic Board:

1. THAT the Project Planning Report for the School of Global Affairs be approved in principle.
2. THAT the project scope for Phase I renovations to 315 Bloor Street West, comprising an addition of approximately 400 gsm, and renovations to approximately 890 nasm or 1,685 gsm be approved at a total cost of \$13.6 million.

**PROJECT PLANNING REPORT
FOR THE SCHOOL OF GLOBAL AFFAIRS**

Campus and Facilities Planning
May 7, 2009

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EXECUTIVE SUMMARY

In the fall of 2007, the University of Toronto formed a Committee broadly representing the University's academic community with interests in public policy and international relations to review the status of the Munk Centre. The Committee's mandate was to consider: the status of the Munk Centre as an extra-departmental unit, in light of its breadth of activities and the number of cross-appointed faculty; the status of the collaborative MA program in Global Affairs; the appropriate continuing relationship between the Centre and other faculties and centres and the appropriate governance structure for the Munk Centre.

This academic review of the Centre in 2007 contained an enthusiastic endorsement for the creation of a School of Global Affairs at the Munk Centre, to expand graduate programs, faculty, administrative support, and physical space, including study space for graduate students.

In its March 25, 2008, budget announcement, the government of Ontario pledged to "lever other funds in order to create a new Munk School of International Studies at the University of Toronto." An important *raison d'être* of the School, from the government's perspective, is to help "Ontario compete and win in the new global economy."

The establishment of the School of Global Affairs, now approved by Governing Council, will enable the Munk Centre and its constituent Centres and programs to attain world-class stature for its academic programs and research. The Munk Centre and constituent Centres would become a part of the School and would assist in reducing the level of confusion in the present situation, in which a Centre houses a number of other Centres and Institutes.

The space requirements for the School of Global Affairs are additional to the programs currently accommodated at the Munk Centre for International Studies at 1 Devonshire Place, and activities located at 45 Willcocks Street.

The site selected to accommodate this program, 315 Bloor Street West within the Northeast sector, is advantageously located within close proximity to the Joseph L. Rotman School of Management, the existing Munk Centre for International Studies, the Faculty of Law, and the Ontario Institute for Studies in Education at UofT.

As the first phase of development on Site 12, the existing buildings at the corner of Bloor and Devonshire (315 Bloor Street West) will be fully renovated and receive a small addition. Currently the buildings house the University's Registrar and Admissions and Awards departments, however, the University's recent acquisition of the property at 172 St. George Street, immediately north of the Jackman Humanities Building, has allowed these departments to relocate by November 2009.

The renovated building must serve as a gateway to the School in its presence within the 315 Bloor Street building and the within the new development, which will be constructed to the south as a later phase. This renovated heritage structure must also serve as an appropriate interface between the public and the School.

It is anticipated that the occupants of Phase 1 of the development will come from a combination of programs within the School of Global Affairs at the Munk Centre including the newly approved Master of Global Affairs program and the collaborative PhD program in the Dynamics of Global Change. The Canadian International Council will also be accommodated on site.

The School will hold faculty appointments jointly with its cognate departments and will operate as a multidisciplinary entity. The activities on site will primarily involve research, collaborative work, meetings, conferences and program administration. While the 3 program directors, 24 associated and visiting faculty, 5 administrative staff and 28 graduate students generate approximately 700 nasm of area via COU formulas, it is anticipated that the breadth of School activities and occupants will require close to 890 nasm.

Funding for the School will be based on the existing financial commitments to the Munk Centre. The School will be actively involved in outreach programs and additional sources of funding will be identified. The University will assist the Faculty of Arts and Science in identifying the space needed for the expansion of its programs. This expansion will be taken to include the new collaborative PhD program in the Dynamics of Global Change, the Master of Global Affairs program as well as the provision of a home for the Canadian International Council.

Renovations to 315 Bloor Street West will provide approximately 890 net assignable square metres (1,685 gross square metres) of renewed facilities, looking after deferred maintenance, and add approximately 400 gross square metres, including an elevator, adding accessibility to the building. The total estimated cost for the project is \$13,600,000.

Phase II of the program will be accommodated within the comprehensive redevelopment of site 12 (100 Devonshire Place).

I. MEMBERSHIP

Janice Stein, Professor and Director, School of Global Affairs
Margaret McKone, Executive Director, Munk Centre for International Studies
Robert Austin, Project Coordinator and Lecturer, Centre for European, Russian and Eurasian Studies
David Cameron, Professor and Chair, Department of Political Science
William Wong, Undergraduate Student, Department of Political Science
Patricia Mangeol, Graduate Student, Master of Arts in International Relations (MAIR) Program
Adrienne DeFrancesco, Assistant Dean Planning, Faculty of Arts and Science
Elizabeth Sisam, Assistant Vice-President, Campus and Facilities Planning
Julian Binks, Director Planning & Estimating, Capital Projects, Real Estate Operations
Ron Swail, AVP, Facilities and Services

II. TERMS OF REFERENCE

1. Identify the requirements for additional academic space necessary to accommodate the proposed School of Global Affairs at the Munk Centre.
2. Demonstrate that the proposed space program will be consistent with the Council of Ontario Universities' space standards and best practice guidelines for clinical space necessary for the program.
3. Identify all secondary effects (including site remediation if hazardous materials are present) and including space reallocations at 100 Devonshire Place (Site 12) within the existing building (315 Bloor Street West), the impact on the delivery of academic programs in adjacent buildings during construction, and the relocation of existing units affected by the construction.
4. Address campus-wide planning directives as set out in the project planning report for the northeast sector of the campus, open space plan, urban design criteria, and site conditions that respond to the broader University community.
5. Identify equipment and moveable furnishings necessary to the project and their estimated cost.
6. Identify all data and communications requirements and their related costs.
7. Identify all security, occupational health and safety, and accessibility requirements and their related costs.
8. Determine a total project cost for the capital project, including all aspects identified above.
9. Identify a funding plan for capital and operating costs.

III. BACKGROUND INFORMATION

Creation of the School of Global Affairs

In the fall of 2007, the University of Toronto formed a Committee broadly representing the University's academic community with interests in public policy and international relations to review the status of the Munk Centre. The Committee's mandate was to consider: the status of the Munk Centre as an extra-departmental unit, in light of its breadth of activities and the number of cross-appointed faculty; the status of the collaborative MA program in Global Affairs; the appropriate continuing relationship between the Centre and other faculties and centres and the appropriate governance structure for the Munk Centre.

The Committee commented that since its foundation in 2000 the Munk Centre for International Studies, located in renovated space in the former residences of Devonshire House, has become Canada's foremost centre for teaching and research on international relations. The Centre is widely known for academic excellence, providing a home for a range of academic programs, both undergraduate and graduate, as well as for strong research centres and institutes.

This academic review of the Centre in 2007 contained an enthusiastic endorsement for the creation of a School of Global Affairs at the Munk Centre, to expand graduate programs, faculty, administrative support, and physical space.

Through cross-appointments, the Munk Centre for International Studies enjoys strong and productive links to the following University partners: Departments within the Faculty of Arts and Science across all three campuses; The Joseph L. Rotman School of Management; School of Public Policy and Governance; Faculty of Law; Faculty of Medicine, including the Department Health Policy, Management and Evaluation; and the Ontario Institute for Studies in Education at U of T.

Institutions that share the closest affinity by virtue of their international research and teaching interests will be co-located in the University's northeast sector, St. George Campus: the School of Public Policy and Governance, the Joseph L. Rotman School of Management, and the independent Canadian International Council.

The co-location of these institutions will benefit the School of Global Affairs at the Munk Centre through the synergy of the traffic that each will generate, by their complementary but distinct missions and research programs, and by the intellectual exchange and collaboration that such synergies will stimulate.

A project planning committee for the northeast sector of the campus, bounded by St. George Street, Devonshire Place, Hoskin Avenue and Bloor Street, reviewed the potential for development of a large facility at 100 Devonshire Place (Site 12).

The recommendations of the committee were important, addressing planning principles that will contribute to the character of the sector when fully developing this block. The first project in this area, the Rotman School expansion, is now underway. In June 2007,

interim reports were approved for the Varsity Centre for High Performance Sport and the Student Commons for their inclusion on Site 12.

The recommendations of the committee addressed development permissions and allowed for the construction of a facility large enough to accommodate the School for International Studies program and several of the partner programs that were identified.

In May 2008 a project planning committee for the School of Global Affairs was struck to define the requirements of the facilities to accommodate the academic program.

IV. STATEMENT OF ACADEMIC & ADMINISTRATIVE PLAN

Academic Mission

The establishment of the School of Global Affairs will enable the Munk Centre and its constituent Centres and programs to attain world-class stature for its academic programs and research. The Munk Centre and constituent Centres would become a part of the School and would assist in reducing the level of confusion in the present situation, in which a Centre houses a number of other Centres and Institutes.

Since its foundation in 2000 the Munk Centre for International Studies at Trinity College, located in renovated space in the former residences of Devonshire House, has become Canada's foremost centre for teaching and research on international relations and global affairs. The Centre is now widely known for academic excellence, providing a home for a range of academic programs, both undergraduate and graduate, as well as for strong research centres and institutes. The proposed School of Global Affairs would be well-poised, in coordination with the Munk Centre and its constituent Centres and academic programs, to move beyond its present excellence towards an academic program of world-class stature, attracting the very finest students.

The establishment of the School of Global Affairs was approved by Governing Council as an Extra-Departmental Unit B (EDU:B), allowing the School to make minority faculty appointments. The Munk Centre and its constituent Centres also became part of the School.

The status of EDU:B allowed the School to hold a minority share of a faculty member's time, devoted to the teaching programs of the School and to the mentoring of graduate and undergraduate students. The addition of dedicated faculty has made a significant difference to the quality of the student experience both at the undergraduate and the graduate levels. Students at the School are exposed to the best of cross-disciplinary thinking and teaching. Students in the new collaborative PhD program in the Dynamics of Global Change are drawn from five faculties, housed together in the School for a year, and encouraged to be leaders in multidisciplinary thinking.

The Munk Centre has launched a new collaborative doctoral program in the Dynamics of Global Change, which is both multi-disciplinary and interdivisional, representing a collaboration among the Faculties of Law, Medicine, Education, Management, and Arts and Science. Faculty and students are drawn from all five divisions and focus on a

common set of problems. This program provides a rigorous and intensely challenging multidisciplinary environment.

The School's Academic Programs

While most of the academic programs which are housed in the present Munk Centre will remain unchanged by the incorporation into the proposed School, two graduate programs are within the responsibility of the School itself. The newly approved Master of Global Affairs program and the collaborative PhD program in the Dynamics of Global Change, now approved by the Ontario Council on Graduate Studies, are each cornerstones of the School's programs. Both the undergraduate and graduate programs offered by the constituent units of the Munk Centre are strongly multidisciplinary, and it will be important for the continued success of these programs that any changes or expansion to these programs preserve this aspect of their character.

Administrative Structure

The School has been established with its own budget and has the authority to administer research grants and academic programs, as well as to provide a home for such research projects as may be considered appropriate. The Director of the School reports administratively to the Dean of the Faculty of Arts and Science and academically to a Director's Council. This Council oversees all critical academic decisions, including major program changes.

Resources

Funding for the School is based on the existing financial commitments to the Munk Centre. The School will be actively involved in outreach programs and additional sources of funding will be identified. The University will assist the Faculty of Arts and Science in identifying the space needed for the expansion of its programs.

V. SPACE REQUIREMENTS

Overview of Existing Space

The space needs generated by the formation of the School of Global Affairs as an EDU:B will be in addition to the programs currently accommodated at the Munk Centre for International Studies site at 1 Devonshire Place and activities accommodated at 45 Willcocks Street. This planning report does not therefore consider the existing space at the Munk Centre as part of its space needs analysis.

As the first phase of development on Site 12, the existing buildings at the corner of Bloor and Devonshire, 315 Bloor Street West, have been identified for use by the School of Global Affairs at the Munk Centre. Currently the buildings house the University's Registrar and Admissions and Awards departments, however, the University's recent acquisition of the property at 172 St. George Street has allowed these departments to relocate by November 2009.



Building soon after completion (1908)

The main building at 315 Bloor Street West, originally named the Toronto Observatory, was designed by Burke and Horwood Architects and constructed in 1907. The building was originally a meteorological observation centre and operated as such well into the latter half of the 20th century, when it was then converted for office use. It was added to the City of Toronto's Heritage Properties Inventory in 1973.

The existing main building has accommodated approximately 960 net assignable square metres in its current configuration of offices and related support space. The total gross area is approximately 1,640 square metres (including basement and mechanical spaces).



Building as seen from Bloor Street today (2009)

While the existing building is a substantial size, the original structure, designed as it was for a meteorological centre, does not immediately lend itself to the most efficient division of spaces such as those required by the School of Global Affairs. Extensive renovations are required to provide a usable configuration of spaces, to look after items of deferred maintenance and to bring the building's services up to today's standards.

The existing small, single-storey outbuilding, currently home to the Registrar's office, was originally the Chronometer and Transit House and was constructed soon after the Observatory. The building is approximately 40 nasm (49 gsm) and has been in use for

office activities. This small building could also be converted into student study space, meeting or support space for the School.



Registrar's office/Transit House, located on the west side of main building (2009)

The 100 Devonshire property (Site 12) will be developed at a later date as part of a larger-scale, multi-use project including the Centre for High Performance Sport, the Student Commons, Rotman Executive Education, and significant additional space for the School of Global Affairs. This later phase is currently in the planning stage.

Please refer to the Existing Space Inventory in Appendix 1 for a more detailed space summary.

Occupant Profile

It is anticipated that the occupants of Phase I of the Bloor/Devonshire site development (Site 12) will come from a combination of programs within the School of Global Affairs at the Munk Centre including the Master of Global Affairs (MGA) program and the collaborative PhD program in the Dynamics of Global Change. The Canadian International Council will also be accommodated in these facilities.

The School will hold faculty appointments jointly with its cognate departments and will operate as a multidisciplinary entity. The activities will primarily involve research, collaborative work, meetings, conferences and program administration.

Teaching space will not be part of the School's activities at the Bloor/Devonshire site as this will be accommodated by the University's wider network of classroom spaces.

A summary of the School of Global Affairs at the Munk Centre's projected academic and related staff complement totals for the site is as follows:

Faculty, Staff and Student Complement Totals

Position	Director	Faculty	Visiting Faculty	Admin.	PhD. Students	MGA Students
FTE	3	20	4	5	8	20

Please refer to the Space Utilization and Requirement Analysis – Proposed Space Program in Appendix 2 for occupant information.

Nominal Space Requirements

Applying the general Council of Ontario Universities (COU) formulas to the appropriate categories and input measures (using the Occupant Profile above) generates the following space requirements:

TOTAL COU GENERATED SPACE		NASM Generated
Category of Space		
Faculty Offices & PdF offices		365.3
Non-Academic Staff Offices		65
Graduate Student Spaces		128
Departmental Support Space		139.6
TOTALS		697.9

The area proposed as the nominal space program is 888.6 nasm, resulting from support spaces, such as the boardroom and library, that will also serve the School of Global Affairs' occupants who are planned to be part of the Site 12 future development. Some of the increase is also due to the configuration of the existing spaces, which are larger than the COU space factors.

Please refer to Appendix 2 - Space Utilization and Requirement Analysis for more detailed analysis.

VI. PROJECT DESCRIPTION

VISION STATEMENT

In its March 25, 2008, budget announcement, the government of Ontario pledged \$25 million to "lever other funds in order to create a new Munk School of International Studies at the University of Toronto." An important raison d'être of the School, from the government's perspective, is to help "Ontario compete and win in the new global economy."

In the announcement from the Ministry of Training, Colleges and Universities, the government stated that the School will:

- bring together the Munk Centre for International Studies and the independent Canadian International Council, and
- forge strong ties with the School of Public Policy and Governance and the Rotman School of Management.

The School is responsible for two graduate programs: the Master's in Global Affairs which will admit its first students for the 2010–11 academic year, and the collaborative PhD program in the Dynamics of Global Change. The establishment of the School as an extra-departmental unit on the EDU B level allows the School to hold minority faculty appointments jointly with its cognate departments. That share will be devoted to all the teaching programs of the School (not just the MGA and DGC) and to the mentoring of graduate and undergraduate students.

The School is established with its own budget and the authority to administer research grants and academic programs, and will provide a home for such research projects as may be considered appropriate. The Director of the School reports administratively to the Dean of the Faculty of Arts and Science and academically to a Director's Council. This Council oversees all critical academic decisions, including major program changes.

The Council will be chaired by the Director of the School and include in its membership the directors of all the constituent academic programs: the Provost of Trinity College (or delegate), at least two representatives from cognate departments and related programs and schools, and representatives of graduate and undergraduate students.

SPACE PROGRAM & FUNCTIONAL PLAN

Programming

The renovated building must serve as a gateway to the School of Global Affairs at the Munk Centre in its presence within the 315 Bloor Street building and the new development to the south, which will be constructed as a later phase. This renovated heritage structure must also be an interface between the public and the School.

The functional plan allows for a future connection through the building to the new development planned immediately to the south, which is the next phase of development on Site 12.

The public elements of the program should, wherever possible, be grouped on the ground floor. These elements include: the reception area, library, meeting rooms, and boardroom. The program directors and associated administrative staff should, if possible, also be located on the ground floor.

The bulk of the assignable space required is for the provision of faculty and program director offices, administrative office space and graduate student space. The faculty and directors' offices require windows providing direct natural light. Direct natural light should be provided wherever feasible however provision of indirect natural light for all other office and work spaces is sufficient.

Masters and PhD students should be in working proximity to each other, preferably on the same floor. Lockers should be provided in the central corridor of this floor for graduate student to store personal items. While functional plans show space for 20 graduate student workstations, it is anticipated that an open-concept work space would be able to accommodate the program's 40 MGA students via shared workspace arrangements.

The existing building site at 315 Bloor is within advantageous proximity to the Joseph L. Rotman School of Management on St. George Street and the existing Munk Centre for International Studies at 1 Devonshire Place. Where possible, the building's design should encourage and facilitate the multi-disciplinary nature of the School of Global Affairs at the Munk Centre.

A detailed space program (to be read in conjunction with the functional plans) is listed as follows:

	Quantity	Room Size	NASM	
		(Average)		
School of Global Affairs Space Program				
Faculty Office Space				
Department Chair / Director	3	17.6	52.8	
Faculty (w/ windows)	10	12.4	124.0	
Faculty (w/ windows in Transit House)	3	13.9	41.7	
Faculty (w/ skylight)	9	15.3	137.7	
Faculty (w/ indirect natural light)	2	10.8	21.6	
			377.8	
Administration Office Space				
Staff (private office w/ windows)	4	11.5	46.0	
Staff (open reception workstation)	1	12.0	12.0	
			58.0	
Graduate Student Space*				
Doctoral Student (open workstation)	15	4.5	67.5	
Graduate Student (open workstation)	13	4.9	63.7	
			131.2	
Total Office Space			567.0	
SUPPORT SPACE				
Board Room (40 person capacity)	1	68.6	68.6	
Meeting Room (10-15 person capacity)	2	27.6	55.2	
Library (25 person capacity)	1	67.6	67.6	
Student Lounge / Study (w/ mezzanine)	1	46.1	46.1	
Reception / Waiting	1	21.8	21.8	
Kitchen	1	20.9	20.9	
Mail Room / Photocopy	1	16.2	16.2	
Support / Storage / Photocopy	2	12.6	25.2	
Total Support Space			321.6	
Total Space			888.6	
* Shared space with indirect natural light				

Service Space

There is a requirement for the provision of custodial space and storage in the building. The central corridors are generally wide enough (over 8 ft.) that storage could be accommodated within new cabinetry in the corridors. The main custodial service space should be located on the basement level as the building will be served by an elevator.

Where feasible, existing technical service spaces should be retrofitted and continue to be used for network and telephone hub accommodation.

There are currently loading doors at the basement level on the south and west sides of the building that may continue to be used as such however this function must be reconfigured once later phases of construction on Site 12 occur.

Usable Configuration

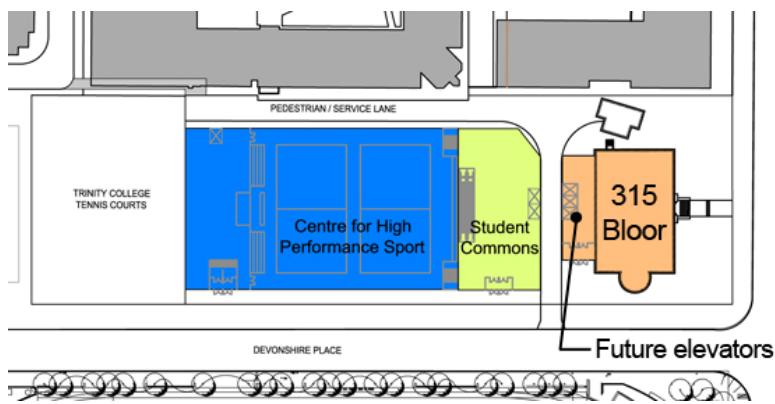
In general, the proposed program is an appropriate fit for the space provided that the necessary renovations are carried out. In particular, the provision of natural light to the third floor offices is an important alteration. The relatively deep building floor plate (from exterior windows to interior central corridor) will result in accommodating private faculty offices that will lead to some net to gross area inefficiencies. With a total gross area of 1,684.3 m² and a proposed space program of 888.6 NASM, the gross to net ratio will be approximately 1.9.

Elevator

A key part of the connection of the School of Global Affairs space in a renovated 315 Bloor building and the second phase expansion will be the building lobby and elevator area. School space in the newly constructed facilities will likely be located over several floors in the tower component to the south. The current project at 315 Bloor will include the first phase of a multi-floor elevator, provision for circulation to a future elevator lobby, as well as a connecting addition on the south side of the existing 315 Bloor building. The allowance must include circulation space through the existing building to the addition and later Site 12 development.

Another important aspect of a new elevator will be in making the 315 Bloor building accessible and barrier-free. The new elevator must be able to open on two sides in order to negotiate the grade change between the exterior grade and the first floor, a difference in elevation of over 6 feet.

Entrance from Devonshire Place to the elevator lobby creating the accessible entrance must be designed to be a significant entry to the building and future expansion.



Site 12 diagram

Please refer to Appendix 3, Functional Plans for more detailed functional floorplans and site phasing information.

Renovations to Existing Space

The general renovation strategy for the 315 Bloor Street building is to remove all existing non-original finishes (dropped ceilings, floor coverings, etc.) and demolish all non-load bearing interior partitions in order to strip the building back to its original structure. The current building systems will be fully replaced.

Major structural renovations should be kept to a minimum while creating a new interior throughout. There are exceptions to the minimal structure strategy, primarily at the Library and Boardroom sliding doors as well as the provision of new doors to the central corridor (all floors) which will require creating new openings in structural bearing walls. Structural investigation will be necessary to determine the extent of feasible bearing wall removal, particularly to accommodate the proposed boardroom/library configuration. There is also a requirement for natural light in work areas and offices which will necessitate the provision of new skylights or dormers in the existing roof. The introduction of skylights will involve partial re-roofing and structural support as part of its scope.

The entire building interior is expected to require renovation. At minimum, areas of 'light renovation' would require new floor covering, new paint, touch-ups and making-good of finishes, and possibly data and electrical upgrades. 'Medium renovation' would involve demolition of existing non-load bearing partitions, new ceiling finishes, new light fixtures, in addition to the work listed previously. 'Heavier renovation' would be more substantial partition demolition, new partitions, structural alterations and building envelope alterations and upgrades.

General Scope	Approx. area of work	Percentage of building area
Minor renovation	168.4 m ²	10 %
Medium renovation	926.4 m ²	55 %
Significant renovation	589.5 m ²	35 %

V. BUILDING CONSIDERATIONS

Standards of Construction

As the School of Global Affairs establishes itself as an internationally distinguished school, it is appropriate to expect that its physical presence be equally distinguished. The existing heritage building provides an excellent departure point for a signature renovation project that can be seen as the first phase of the development of Site 12 and its gateway from Bloor Street. A peer building in this case would be the Munk Centre for International Studies at 1 Devonshire Place.

This project should seek LEED Silver certification. Beyond the University's environmental responsibilities, design mandate and long term operational benefits, the later phases of Site 12 are planned to be LEED certified new constructions. The Bloor Corridor Visioning study also advocates Sustainability as one of its key principles along the length of the district.

The design and construction of the renovation must allow for a future connection to the later phases of Site 12 development. Please see Appendix 4, Site Information for further detail.

Key Building Components and Systems

Having neither elevator nor ramp, the existing main building is currently inaccessible to those with physical mobility difficulties.

Servicing for the building including waste pick-up, recycling and deliveries is currently handled from the basement level on the building's south end via a vehicle entrance directly from Devonshire Place. A reconfigured servicing arrangement will be considered as part of the later phase development of Site 12.

New interior and exterior signage consistent with University standards will be required to denote the new home of the School of Global Affairs at the Munk Centre.

Barrier-Free Accessibility

The School of Global Affairs should provide barrier-free accessibility to its facilities. It is recognized that providing barrier-free travel throughout the existing heritage-listed building will be a challenge that the renovations must address. The main component of the amelioration strategy will be the provision of a new elevator (see Space Program & Functional Plan for more information). The elevator must be configured to allow entry from the exterior grade.

The renovations must also provide for doorways, corridors and washrooms of the requisite barrier-free dimensions.

Facility Condition Assessment

A complete renovation will address all deferred maintenance issues and provide new building systems. There are some asbestos-containing materials that must be removed, ideally prior to general demolition. A detailed summary of the building's condition prepared by Facilities & Services is available on request.

VI. SITE CONSIDERATIONS

Campus Planning Issues

Plans & Zoning

The buildings at 315 Bloor are located with the campus' northeast sector, an area that has received special campus planning consideration in recent years.

In 1997, the City of Toronto approved a Secondary Plan, for the University of Toronto Area. That plan identified 26 development sites in the Area, almost all University of Toronto properties. Since that time, many of the sites have been developed for academic purposes.

In the Plan, the City recognized that accommodation must be made to address evolving academic needs and 'that the University of Toronto Area institutions are important as both resources and key players in a changing and increasingly information based economy.'

The Plan also recognized that the area is unique, having notable characteristics distinguishing it from the rest of the City, including significant groupings of heritage buildings within an open space network.

Site 12

Immediately to the south of 315 Bloor is Site 12, one of the development sites in the Secondary Plan. This site has an approved development envelope of approximately 16,170 gsm with a building height of 28m. Currently the University is considering alternate envelope models that would be larger in order to accommodate additional expansion.

The renovation of 315 Bloor must allow for a future physical connection to the Site 12 development.

Northeast Sector Key Planning Principles

The project planning committee of the Northeast Sector of the St. George Campus identified the following planning principles for this area. These principles are in close alignment with those set out in the Bloor Corridor Visioning Study, a City led initiative.

Massing

Situated along a busy commercial thoroughfare, within the city's institutional precinct, and encompassing a series of cultural heritage landscapes, the northeast sector includes a diverse range of urban conditions. Expansion in the northeast sector must avoid disparities in massing at neighbourhood edges. The form and scale of future expansion should define and develop appropriate relationships to surrounding landscape.

Sustainable Environment

Comprehensive planning for sustainability measures should be implemented. New development should incorporate the latest technological advancements in building and landscape design to help create a positive environmental impact. The physical composition of the northeast sector, and the campus as a whole, should encourage the

use of pedestrian and transit-oriented modes of travel. New buildings should achieve LEED status or equal.

Public Realm

The northeast sector should support and encourage a vibrant public realm. Additional open space opportunities should be identified, particularly at junctions with adjacent University neighbourhoods. A comprehensive open space system should be considered in order to link and integrate built and landscape features, and enhance pedestrian north-south, east-west, cross-campus connections.

Land Uses

The University envisions its properties remaining primarily institutional in use in this sector. Additional uses that contribute to the public realm should be considered on the ground floor level where appropriate.

Accessibility

The university's buildings and landscapes must accommodate a diverse population in an open and inclusive campus. Built form development should adhere to the principles of universal design, which generally means the "design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design".

Heritage Preservation

University of Toronto seeks to protect and maintain its heritage properties and landscapes. The listed and designated properties within the northeast sector should not be considered in isolation, but as character-defining elements within the overall precinct. Development should respect the contextual value of these heritage elements, while recognizing the dynamic nature of the sector's urban setting.

Balanced Intensification

The University should strive to accommodate its needs and redevelopment must enhance, not overwhelm, existing university environs.

Bloor Corridor Visioning Study

The goal of the Bloor Corridor Visioning Study was to create a development strategy that would protect stable residential neighbourhoods adjacent to Bloor Street and to also accommodate planned intensification identified in the Toronto Official Plan. The main thrust of the study includes: the protection of the low rise neighbourhoods enhancing the pedestrianization of the corridor, and recommending that development will lead to a sustainable district.

The study area includes many significant civic and institutional destinations: the University of Toronto (including 315 Bloor Street), Royal Ontario Museum, Royal Conservatory of Music, Bata Shoe Museum, and the Miles Nadal Jewish Community Centre. This area is very well served by public transit.

Consideration of "Areas of Interest" have also been discussed and reviewed. Except for the University of Toronto properties, all surrounding areas are low rise residential neighbourhoods.

The City of Toronto Design Criteria for the Review of Tall Building Proposals 2006 set out guidelines to ensure that tall buildings do not adversely affect public space, the local environment, heritage buildings, and address concerns such as privacy, light, safety, and ensure consideration of sustainable building practices. These are all supportable objectives that University development addresses with its capital projects.

Heritage Issues

As noted, the main building, originally called the Toronto Observatory, and the accompanying Transit House, are listed on the City of Toronto's inventory of heritage properties.

Toronto Heritage Preservation Services encourages the preservation of a property's heritage character and acknowledges the need to keep the building efficient and viable.

In order to make the use of the 315 Bloor Street building viable for its intended program, some alterations will be required to the exterior, primarily the addition of skylights or possibly dormers. It is anticipated that a sensitive and considered design of the skylight or dormer elements would be a permissible renovation, particularly in contrast to the earlier loss of the meteorological dome.

Please see Appendix 4, Site Information for more details.

VII. CAMPUS INFRASTRUCTURE CONSIDERATIONS

Data / IT

An existing network infrastructure is in place but its capacity must be verified to ensure that it will be sufficient to accommodate the proposed program.

Electrical Power

The building is fed with power from the Woodsworth Residence. The electrical equipment from the incoming feeder up to the cable feeding the main breaker (including the transformer) dates from 2006. The distribution and lighting panels and wiring are older but are in normal working condition. There is no need to replace these panels immediately.

In the future, depending on how 315 Bloor is physically connected to the other buildings on Site #12, 315 Bloor may need to be sub-fed from Site#12 by Toronto Hydro.

Storm Water Management

The City of Toronto advocates the adoption of its Wet Weather Flow Management Plan wherever possible in developed areas. The disconnection of the rain water leaders from the storm drainage line should be considered. It may be feasible to store water on-site for irrigation and grounds maintenance purposes, particularly as part of a LEED design strategy.

VIII. SECONDARY EFFECTS

The secondary effects of having to relocate the occupants of 315 Bloor Street, the University Registrar, Admissions & Awards, et. al, have been precluded by an earlier project dedicated to the move of these departments to a new facility at 172 St. George Street. 315 Bloor Street will be vacant by mid-November 2009 and available to begin work.

IX. SCHEDULE

- Planning and Budget approval May 7th 2009
- Business Board Approval June 18th 2009
- Architect appointed by end June 2009
- Construction manager appointed by end June 2009
- Construction start December 2009
- Occupancy Summer 2011

X. RESOURCE IMPLICATIONS

TOTAL PROJECT COST ESTIMATE

The total estimated project cost for the School of Global Affairs at the Munk Centre (renovation of 1,685 gross square metres or 890 nasm, addition of 400 gsm) is \$13,600,000 with construction beginning December 2009 which includes estimates or allowances for the following:

- Design renovation and new construction assuming a construction management approach.
- Allowance for exterior restoration, new windows.
- Construction and project contingencies
- Presently applicable taxes – not including any potential impact of the implementation of HST in mid 2010.
- Site servicing (assumes existing are adequate)
- Permits and insurance
- Professional fees, architect, engineer, misc consultants (ie. LEED etc.), project management.
- Commissioning
- Financing costs assumed to be zero

Further assumptions within the total estimated cost for the project of \$13,600,000, to be identified separately, are as follow: landscaping, loose furniture, computer equipment , audiovisual equipment, signage and wayfinding, and donor recognition ceremonies.

OPERATING COSTS

The 2008 operating costs of 315 Bloor Street West are calculated at \$ 105/nasm. The renovated building will have much higher environmental control than currently exists, therefore the operating costs will increase to approximately \$ 112/nasm.

FUNDING SOURCES AND CASH FLOW ANALYSIS

The provincial government identified \$25 million funding for the School of Global Affairs at the Munk Centre in the 2008 Provincial Budget. Full funding for this project is in place. No additional funding is required.

XI. RECOMMENDATIONS

It is recommended that the Planning and Budget committee recommend to the Academic Board:

1. That the Project Planning Report for the School of Global Affairs at the Munk Centre be approved in principle.
2. That the project scope for Phase 1, renovations to 315 Bloor Street West, comprising an addition of approximately 400 gross square metres (gsm), and renovation of approximately 890 net assignable square metres or 1,685 gross square metres, be approved at a total cost of \$ 13.6 million.

Appendix 1 – Existing Space Inventory

Flr	Room #	Department	Category	Pro.	Pro.	Room Use Description	Stns	Area
				Type	%			
B	2	Admiss. & Awards	10.2			Mail Room/Copy/Storage	0	31.05
B	2 B	Admiss. & Awards	10.2			Storage Room	0	7.99
B	4	Admiss. & Awards	10.1			Financial Aid Office Multi	5	31.36
B	5	Admiss. & Awards	10.1			Supp Admin Office Multi	4	29.41
B	6	Admiss. & Awards	10.1			Manager's Office	1	17.4
B	7 A	Admiss. & Awards	10.2 Space	100		Publications Storage	0	38.1
B	7	Admiss. & Awards	10.1			Mail Processing Office Multi	4	28.58
B	8	Admiss. & Awards	10.2 Space	50		Office Storage	0	14.59
B	8 A	Admiss. & Awards	10.2			Office Storage	0	10.4
B	8	Admiss. & Awards	10.1 Space	50		Supp Admin Office Multi	2	14.59
1	103	Admiss. & Awards	10.1 Space	25		Supp Admin Office Multi	3	16.51
1	103	Admiss. & Awards	10.2 Space	30		Reception	3	19.81
1	103	Admiss. & Awards	10.2			Waiting Area	0	29.71
1	104	Admiss. & Awards	10.1			Director's Office	1	12.68
1	104 A	Admiss. & Awards	10.1			Asst Director's Office	1	12.68
1	105	Admiss. & Awards	10.2 Space	30		Reception/Waiting	1	10.98
1	105 C	Admiss. & Awards	10.1			Supp Admin Office Single	1	5.48
1	105 A	Admiss. & Awards	10.1			Manager's Office	1	12.54
1	105 B	Admiss. & Awards	10.1			Manager's Office	1	8.72
1	105	Admiss. & Awards	10.1 Space	70		Supp Admin Office Multi	3	25.63
1	107 A	Admiss. & Awards	10.1			Supp Admin Office Single	1	10.02
1	107 B	Admiss. & Awards	10.1			Supp Admin Office Multi	4	14.36
1	107 C	Admiss. & Awards	10.1			Supp Admin Office Single	1	9.86
1	110 A	Admiss. & Awards	10.2			Interview Area	0	20.12
1	110	Admiss. & Awards	10.2 Space	50		Waiting Area	0	14.79
1	110 B	Admiss. & Awards	10.2			Meeting Room	0	12.24
1	110	Admiss. & Awards	10.2 Space	50		Resource Room	0	14.79
2	202	Admiss. & Awards	10.1			Supp Admin Office Multi	5	32.51
2	202 B	Admiss. & Awards	10.1			Professional Off Single	1	11.31
2	205	Admiss. & Awards	10.1 Space	100		Supp Admin Office Multi	9	63.41
2	206	Admiss. & Awards	10.2			Resource Room	1	12.58
2	206 A	Admiss. & Awards	10.2			Meeting Room	1	13.69
2	207	Admiss. & Awards	10.1			Supp Admin Office Multi	10	68.25
2	208	Admiss. & Awards	10.2			Office Storage	0	27.96
2	209	Admiss. & Awards	10.1 Space	100		Supp Admin Office Multi	7	40.66
2	210 A	Admiss. & Awards	10.1			Manager's Office	1	15.31
2	210	Admiss. & Awards	10.1			Supp Admin Office Single	1	10.68
3	306	Admiss. & Awards	10.1			Supp Admin Office Multi	6	45.9
3	307	Admiss. & Awards	10.1			Supp Admin Office Multi	2	13.69
3	307 A	Admiss. & Awards	10.1			Supp Admin Office Single	1	13.32
3	307 B	Admiss. & Awards	10.2			Office Storage	0	71.67
3	308	Admiss. & Awards	10.2			Office Storage	0	4.06
3	309	Admiss. & Awards	10.1			Director's Office	1	53.11
Out 1	101	Admiss. & Awards	10.1			Registrar	1	13.2
Out 1	102	Admiss. & Awards	10.1			Registrar	1	12.48
Out 1	103	Admiss. & Awards	10.1			Registrar	1	14.43
								Total NASM 1012.61

Fir	Room #	Department	Category	Pro.	Pro.	Room Use Description	Stns	Area
				Type	%			
B	1 A	Non Assignable	16.2			Public Toilet-Men	4	5.5
B	1 B	Non Assignable	16.2			Public Toilet-Women	4	10.66
B	1 K	Non Assignable	16.2			Corridor	0	37.36
B	1 C	Non Assignable	16.2			Telecommunications Room	0	7.87
B	1 V	Non Assignable	16.2			Corridor	0	5.18
B	1 S	Non Assignable	16.2			Stairs	0	11
B	2 C	Non Assignable	16.2			Generator Etc	0	2.31
B	2 S	Non Assignable	16.2			Stairs	0	1.68
B	3	Non Assignable	16.2			Air Conditioning Etc	0	10.18
B	5 A	Non Assignable	16.2			Mechanical Room	0	1.08
B	7 B	Non Assignable	16.2			Elevator	0	0.99
B	9	Non Assignable	16.2			Heating Plant	0	57.29
B	9 B	Non Assignable	16.2			Generator Etc	0	9.64
1	101 K	Non Assignable	16.2			Corridor	0	17.02
1	101 V	Non Assignable	16.2			Corridor	0	6.66
1	103 C	Non Assignable	16.2			Elevator	0	0.99
1	104 V	Non Assignable	16.2			Corridor	0	2.11
1	106 B	Non Assignable	16.2			Public Toilet-Men	4	5.74
1	106 K	Non Assignable	16.2			Corridor	0	45.66
1	106 S	Non Assignable	16.2			Stairs	0	27.2
1	106 C	Non Assignable	16.2			Public Toilet-Women	4	11.64
1	107	Non Assignable	16.2			Corridor	0	7.91
1	108	Non Assignable	16.2			Maintenance Storeroom	0	7.1
2	201 A	Non Assignable	16.2			Public Toilet-Women	4	12.22
2	201 K	Non Assignable	16.2			Corridor	0	55.6
2	201 V	Non Assignable	16.2			Corridor	0	2.42
2	201 S	Non Assignable	16.2			Stairs	0	23.48
2	201 B	Non Assignable	16.2			Generator Etc	0	3.6
2	207 A	Non Assignable	16.2			Elevator	0	0.99
2	208 S	Non Assignable	16.2			Stairs	0	1.35
M02	220	Non Assignable	16.3			Former Storage (Blocked Off)	0	27.96
M02	220 S	Non Assignable	16.2			Stairs	0	1.35
3	301 S	Non Assignable	16.2			Stairs	0	25.16
3	301 K	Non Assignable	16.2			Corridor	0	54.81
3	302	Non Assignable	16.2			Public Toilet-Women	2	2
3	302 K	Non Assignable	16.2			Corridor	0	3.22
3	303	Non Assignable	16.2			Maintenance Storeroom	0	10.71
3	303 A	Non Assignable	16.2			Non/Un Assignable Area	0	3.63
3	304 A	Non Assignable	16.2			Non/Un Assignable Area	0	4.92
3	304	Non Assignable	16.2			Air Conditioning Etc	0	29.15
3	304 B	Non Assignable	16.2			Non/Un Assignable Area	0	7.92
3	306 A	Non Assignable	16.2			Non/Un Assignable Area	0	7.92
3	306 B	Non Assignable	16.2			Non/Un Assignable Area	0	10.44
3	308 S	Non Assignable	16.2			Stairs	0	5.1
3	309 A	Non Assignable	16.2			Non/Un Assignable Area	0	5.64
3	309 B	Non Assignable	16.2			Non/Un Assignable Area	0	4.8
3	309 C	Non Assignable	16.2			Non/Un Assignable Area	0	6
4	400 S	Non Assignable	16.2			Stairs	0	4.42
4	401	Non Assignable	16.2			Non/Un Assignable Area	1	27.5
4	401 S	Non Assignable	16.2			Stairs	0	1.68
5	501	Non Assignable	16.2			Non/Un Assignable Area	0	27.5
5	501 S	Non Assignable	16.2			Stairs	0	1.68
Out 1	101 K	Non Assignable	16.2			Corridor		5.72
Total Non-Assignable Area							671.66	
Total Net Building Area								
1,684.27								

Appendix 2 – Space Utilization and Requirement Analysis

COU Generated Space :

ALTERNATE ACADEMIC STAFF OFFICES METHOD				
University	FTE	Head-count	COU Space Factor	NASM Generated
Program Directors		3	18	54
Full Time Academic Appointments		0	13	0
Academic Appointments 50% or >		24	13	312
Academic Appointments <50%		0	13	0
15% of current and approved FTE Faculty		4.1	13	53.3
Pdf, current and approved, 2 to an office		0	13	0
UTM and UTSC, one office each campus - or need*		0	13	0
Emeriti, 2 or 3 to an office - or need*		0	13	0
Stipend teaching, 2 active to an office or less*		0	13	0
		31.1		365.3
NON-ACADEMIC STAFF OFFICES				
<i>Input Measure = # FTE Non-Academic Staff</i>				
	FTE		COU Space Factor	NASM Generated
# Appointed FTE Non-Acad Staff – Admin current		0	13	0
# Appointed FTE Non-Acad Staff – Admin growth		5	13	65
# Appointed FTE Non-Acad Staff – Research current		0	13	0
# Appointed FTE Non-Acad Staff – Research growth		0	13	0
# Appointed FTE Non-Acad Staff – Technical current		0	CFP	0
# Appointed FTE Non-Acad Staff – Technical growth		0	CFP	0
Total		0		65
GRADUATE STUDENT WORK SPACE				
<i>Input Measure # FTE Graduate Students</i>				
	FTE		COU Space Factor	NASM Generated
# FTE Grad Students current, year		0	4	0
# FTE PhD Students		8	6	48
# FTE (Funded Cohort & Total) Grad Students St. George		0	4	0
#FTE Grad Students growth		20	4	80
Totals		28		128

DEPARTMENTAL SUPPORT SPACE*Input Measure = NASM generated for offices*

	COU Space Factor	NASM Generated
Nasm generated (academic, non-academic, all FTE)	558.3	25% 139.6

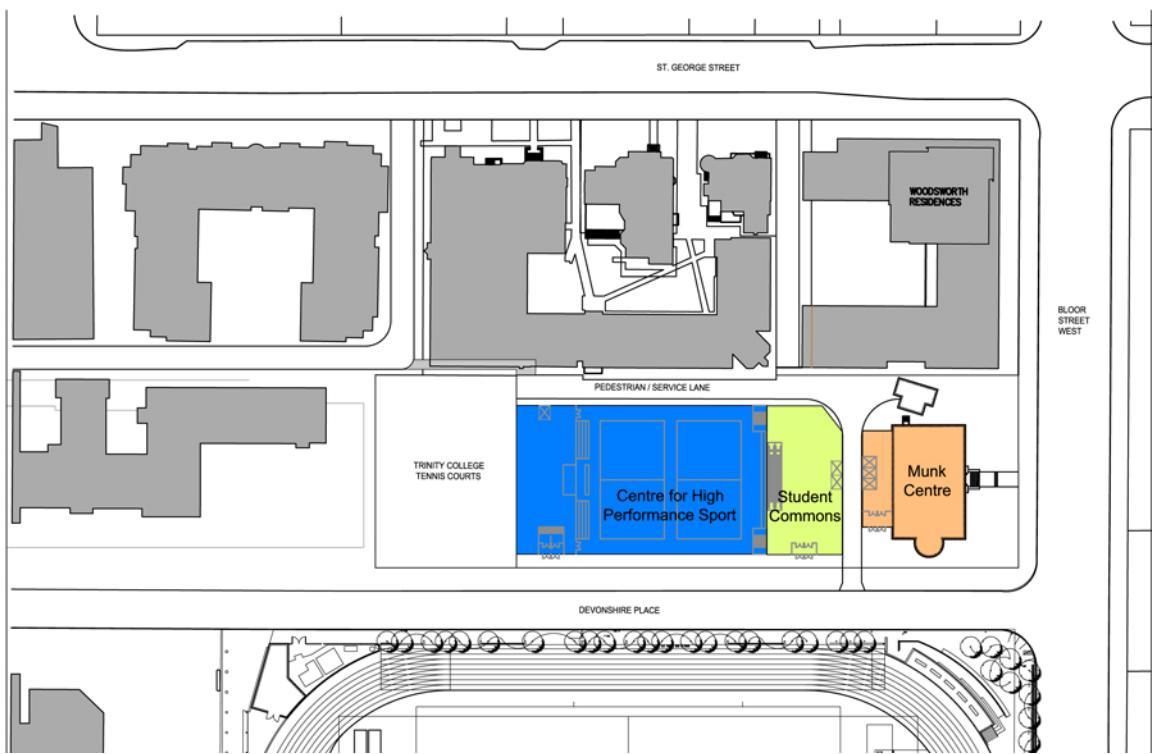
TOTAL COU GENERATED SPACE

Category of Space	NASM Generated
Faculty Offices & PdF offices	365.3
Non-Academic Staff Offices	65
Graduate Student Spaces	128
Departmental Support Space	139.6
TOTALS	697.9

Staff Profile by Office		
	Quantity	Position
Faculty Office Space		
Director	1	Director, SGA at Munk Centre
Director	1	CIC Director
Director	1	Director, MGA Program
	3	
Faculty (w/ windows)	1	Director, DGC PhD Program
Faculty (w/ windows)	1	new faculty appointment
Faculty (w/ windows)	1	new faculty appointment
Faculty (w/ windows)	1	new faculty appointment
Faculty (w/ windows)	1	new faculty appointment
Faculty (w/ windows)	1	faculty
Faculty (w/ windows)	1	faculty
Faculty (w/ windows)	1	faculty
Faculty (w/ windows)	1	faculty
Faculty (w/ windows)	1	faculty
	10	
Faculty (w/ windows in Transit House)	1	faculty
Faculty (w/ windows in Transit House)	1	visiting faculty
Faculty (w/ windows in Transit House)	1	visiting faculty
	3	
Faculty (w/ skylight)	1	CIC
Faculty (w/ skylight)	1	CIC
Faculty (w/ skylight)	1	CIC
Faculty (w/ skylight)	1	CIC
Faculty (w/ skylight)	1	CIC
Faculty (w/ skylight)	1	CIC
Faculty (w/ skylight)	1	CIC
Faculty (w/ skylight)	1	CIC
Faculty (w/ skylight)	1	CIC
	9	
Faculty (w/ indirect natural light)	1	visiting faculty
Faculty (w/ indirect natural light)	1	visiting faculty
	2	
Total Director/Faculty	27	
Administration Office Space		
Staff (private office w/ windows)	1	MGA - Internship
Staff (private office w/ windows)	1	MGA - Program Admin
Staff (private office w/ windows)	1	IT Administrator
Staff (private office w/ windows)	1	Admin Support - CIC Director
Staff (open reception workstation)	1	Receptionist
	5	
Graduate Student Space*		
DGC Student (open workstation)	8	
MGA Student (open workstation)	20	
	28	

Appendix 3 – Functional Plans

Appendix 4 – Site Information



Site plan with preliminary proposed ground floor plan of Site 12 development.

Appendix 5 – Room Specification Sheets (available on request)

Appendix 6 – Total Project Cost Estimate (available on request)

Appendix 7 – Facility Condition Assessment (available on request)