



Space Allocation Committee

Meeting Minutes

September 10 - 2010

In Attendance:

Dave Button – Vice President – Administration
Rod Kelln – Vice President – Research
George Maslany – Vice President - Academic
Lynn Wells – Associate Vice-President (Academic)
Nelson Wagner - Associate Vice-President (Facilities Management)
Neil Paskewitz – Director – Planning, Design & Construction

Meeting Agenda:

- A. Facilities Update
- B. Review updates/requests received from University Leadership Team

Notes:

- New/updated items are highlighted in **bold**.
- To view an Annex referenced in earlier updates, refer to the Space Allocation Committee Meeting Minutes provided for that date.

A. Facilities Update

1. Campus Master Plan:

- 1.1 September 10, 2010 Update: Public consultations, stakeholder meetings are complete. Vision and Principles have been established for Campus Master Plan. Working Committee has finalized the concept plan and confirmed opportunities and constraints based on utilities and transportation infrastructure. The preferred scenario was presented to UET on July 6th, and the Board of Governors, Finance and Facilities on July 19th. Final draft was presented at Advisory Committee on September 9, and will be presented to UET on September 13, and the Board of Governors Finance and Facilities on Sunday, September**

26. A Public Forum will be held on October 7. Final plan to be presented to Board of Governors December 7th, with general distribution to follow.

2. College Avenue Campus Redevelopment Strategy:

2.1 September 10 ,2010 Update: Draft Redevelopment plan was presented to UET on June 24th. Board Package with options and recommendation was presented at the July 19, 2010 Finance and Facilities Board Meeting. The Board has approved that the College Campus Redevelopment be ranked as the top Major Capital priority. Current activities in progress include research on fundraising feasibility, and development of the preliminary design concepts.

3. Fitup of RIC Second Floor Space

3.1 September 17, 2009 update: Development of this space on hold.

January 18, 2010 Update: Gary Boire has requested discussion of allocation/use of this space. – This item parked until next meeting.

June 21, 2010 – To provide temporary use of this area, and to accommodate class scheduling during the renovation of the Education Auditorium, this will be fit-up into two classrooms of capacity 48 and 52 seats. Fit-up to be complete September, 2010. This item to be closed.

September 10, 2010 Update: Nursing Planning Study has identified this space as solution to requirement for Microbiology Teaching Labs. FM is recommending allocation of this space to enable the incremental requirements of Nursing for Fall 2012.

September 10, 2010 – SAC has reviewed this recommendation and has placed the allocation of this space on hold, pending the review of alternate locations for a Microbiology Lab. Preliminary findings of the Campus Space Study have indicated there could be underutilized Instructional Labs that could provide an alternate resource. Reference 5.1.2.

4. Facilities Management Planning – Client Service Strategy

4.1 With the re-organization of the Planning, Design and Construction Department complete, Facilities Management is implementing an enhanced Client Service Strategy. This initiative will provide dedicated planning support to each faculty and department, including integrated planning of growth strategies, consolidation, adjacencies, and support for annual budget preparation.

5. Space Study Overview

5.1 As part of the Campus Master Plan, a study of campus space utilization was completed by the resource planning group. While the study recommended that FM acquire more detail, the general findings of the study are:

5.1.1 Utilization of classrooms is consistent with University of Regina utilization standards for time and station use. There is opportunity to save a modest amount of space by more closely matching classroom sizes with section sizes. A

greater opportunity exists to increase the utilization standard from 30 hours per week to 40 hours, and providing a better match of classroom size and section size;

- 5.1.2 Instructional lab utilization appears to be quite low, when compared to industry standards. In fact there is over 40% more space allocated to instructional labs than standards would generate. A more detailed study should be conducted to identify possible space savings. Information was not available at the time of the study to conduct a detailed analysis;
- 5.1.3 Research laboratories, overall are sized consistent with industry space standards. Discrepancies exist between the disciplines, with some areas provided with space well in excess of industry standards and others with no space at all;
- 5.1.4 Office space was analyzed both for faculty and administrative disciplines and services and included a review using the University's office standards as well as a comparison with industry standards. Overall space provided for faculty is slightly below industry standards, and is marked by some inequities in distribution; space provided for administrative functions is slightly above industry standards, and also has some inequities;
- 5.1.5 Library and informal student study space is about half of what the University of Regina and COU standards indicate. Student study space, both within and outside the library, is the area that requires the most growth.

B. Updates from ULT

Academic:

1. Arts

- 1.1 Thomas Hadjistavropoulos – October 29, 2009 - Requesting space for motion lab – current space in Classroom does not fit testing equipment.
June 21, 2010 – no solution in place at this time.

- 1.2 Heather Hadjistavropoulos – Space Request January 14 – 2010.

June 21, 2010 – Space for this request has not been identified. Heather has commenced fund raising for development of Psychology Teaching Lab.

June 21, 2010 – Space Allocation Committee has stated that fund-raising activities must be placed on hold until space has been allocated for this purpose. This is similar to the process for CFI grants, where space must be committed by the University prior to proceeding with an application.

September 10, 2011 Update: Options have been identified, but there is no recommendation at this time. Proposal to be developed and with approval of the Arts Space Committee and Dean, a recommendation will be tabled at the December SAC meeting.

2. Business Administration

3. Centre for Continuing Education

3.1 September 10, 2010: New space requested for Bombardier instructor. Solution has been presented to ESL through lease of workstation space from Springboard.

4. Centre for Teaching and Learning

4.1 June 21, 2010 – There is a current project exploring the consolidation of CAT and DLD (currently on College Ave Campus). Space implications not known. Request will be re-submitted based on outcome of consolidation study.

5. Education

6. Engineering

6.1 Yassar Morgan – Request for approximately 30 x 30 foot space to accommodate the Project: Dimensional Sub-centimeter positioning - short range wireless to accurately locate vehicles to improve safety, save fuel, etc. He will use a roller coaster with mini-vehicle running at high speeds. Possibilities: CAC, TDF.

June 21, 2010 – The space recommended for this purpose is temporary occupancy of the College Building tower CB501. Note that this is a temporary allocation, with the duration of occupancy determined by the redevelopment process for the College Building. Based on this space allocation, the CFI funding application has been submitted. CFI funding has been approved. Matching funds from Province to be confirmed.

September 10, 2010 – Expected funding approval December/January.

6.2 June 21, 2010 – Engineering Labs on 3rd Floor of Education Building will be vacated and this space is presently unallocated. Labs would be suitable for redevelopment into offices or classrooms. Funding is presently not available for decommissioning of the existing labs and renovation of this space.

September 10, 2010 – There is a potential project for development of vacant labs on ED 3rd floor to accommodate requirement for small classrooms. Reference Campus Space Study 5.1.1. Proposal to be further developed for future SAC meeting. Space will be identified as Unassigned and this item will be closed.

6.3 **September 10, 2010 – Engineering has given up 3 rooms (formerly occupied by Dena) in TDF – Dena McMartin has vacated 825 sq.ft. that requires clean up. Would like to keep room TD109. TD103, and TD105 are presently available for space request. This item closed.**

7. Fine Arts

8. Institut francais

9. Johnson-Shoyama Graduate School of Public Policy

10. Kinesiology & Health Studies

- 10.1 June 21, 2010 – Proposed rehabilitation centre for individuals with spinal cord injuries, called the First Steps Wellness Centre (FSWC). Request is for 1,500 SF of lab space plus an office. KH&S and their partner is proposing that the space be made available at no cost in return for opportunities for student learning and applications, research opportunities, use of specialized equipment and other partnerships. Space requested is CK210.

June 21, 2010 – Space Allocation Committee has requested further information on business plan prior to commitment of University space.

September 10, 2010 Update: Alternate location off campus has been established for FSWC. Space request is withdrawn. This item closed.

11. Library

12. Nursing

- 12.1 March 24, 2009 - Space Request - Temporary Allocation (duration 1 year): Katherine Bergman and staff to occupy AH429, 430.

September 17, 2009 update: AH426 was allocated to URSIAST Faculty of Nursing (secretarially July, 2009).

January 18, 2010 Update: It is expected that by July an office will be required for the Dean of Nursing. It is assumed that this need will be filled by the office currently used by Sheila Dresen. Additional office space will be required for Faculty for January 2011. Quantity to be confirmed.

June 21, 2010 Update - FM was asked by the Southern Saskatchewan Academic Health Sciences Network to provide a space analysis for programming requirements at the U of R campus, SIAST Wascana and SIAST Kelsey, and U of S medical program in Regina. Phase 1 macro assessment was completed May 28th and identified some gaps needing further study. Phase 2 micro assessment will be completed by June 25th for presentation on June 28, 2010. Joint submission by U of R, U of S, SIAST, and Regina Qu'Appelle Health Region possible for Fall submission for consideration in the 2011-12 budget process.

Regina: Immediate need for 2 offices at U of R for the dean will be accommodated in LB by Dean of Science. This is a temporary loan of space and does not address the long term requirements.

Saskatoon: The allocation of the Saskatoon IP space (see Section A.8.2, page 3) to Social Work means that the Faculty of Nursing requirements in Saskatoon will have to be met in a different fashion. FM will continue to work with the Nursing Faculty to find the space needed in Saskatoon. SIAST is now the most likely long term home for our Nursing Faculty in Saskatoon. SIAST cannot meet this need in the short and long term without additional infrastructure being built and a project funded. Our Facility Planning Study will include this gap and challenge. If we need to lease space in the short term, there is funding requested in our operations forecast requesting lease and fit up costs.

September 10, 2010 Update – Phase 2 Draft report submitted to RSSAHS Advisory Committee outlining short and long term space needs.

In brief – Critical Path:

- **Hiring of Dean, faculty and administrative support staff. Required to develop curriculum and admit students (350 starting Sept 2010 for 2011 fall term).**
- **Funding and construction of microbiology lab space for Sept 2012 startup.**

September 10, 2010 - Nursing program requires this space to be fit-up as microbiology labs for September 2012. Funding request will be submitted to ministry of AEEI by Regina/South Saskatchewan Academic Health Sciences Advisory Committee. Also see A.3.

13. Science

13.1 June 11, 2009 Space Request - For RIC 5th floor space for Peter Leavitt – EQAL2 Lab – require 4,370 SF. CFI funding for this project will be confirmed by June 22, 2009.

September 17, 2009 Update: CFI funding has been approved for this project. Space planning has been initiated with Leavitt, FM and P3 Architecture. Proposed space plan is included in:

Annex A: RIC Level 5 Preliminary Floor Plan – Option 1

Annex B: RIC Level 5 Preliminary Floor Plan – Option 2

Peter Leavitt to present at SAC meeting on proposed space development.

September 17, 2009 SAC Response: After Leavitt provided overview of EQAL2 planned activities and research, RIC 5th Floor Space was allocated to Science/EQAL2 as per Annex B: RIC Level 5 Preliminary Floor Plan – Option 2. Leavitt to work with Project Team to finalize design requirements. Leavitt to also prepare a business plan for the operation of EQAL2 Lab and in particular the additional space that will be created to add value and attract other researchers.

September 10, 2010: Business Plan attached as Annex C.

September 10, 2010 SAC Response: To clarify the space allocation to EQAL2, the space identified in Annex A: RIC Level 5 Preliminary Floor Plan – Option 1 will be allocated to Faculty of Science. Additional space developed for EQAL2 (shown in Annex B: RIC Level 5 Preliminary Floor Plan – Option 2) to be permanently allocated to the VP Research. SAC direction is that decisions concerning allocation of the flexible research space will be made in conjunction with the Scientific Management Team (SMT) and VP Research. This item closed.

13.2 **September 10, 2010 – Science working with department of Geology on relocation from CW to LB. This impacts temporary assigned space in CK level 2 for grad students.**

Recommending an extension to December 31, 2010.

September 10, 2010 SAC Response: Approved.

14. Social Work

15. Student Affairs

16. UR International

16.1 January 7, 2010 Request from Sarah Goddard for single office for APT7 that will report to Livia Castellanos.

June 21, 2010 – no solution.

September 10, 2010 Update: Met with Sarah and Livia on Sept 2. Requires renovations to accommodate 3-4 persons. UR International will set-up meeting to confirm.

Administration:

- 17. Facilities Management
- 18. Financial Services
- 19. Human Resources
- 20. Information Services
- 21. Resource Planning
- 22. Enterprise Risk Management

Research:

- 23. Graduate Studies and Research
- 24. Office of Energy and Environment
- 25. Research Services
- 26. University/Industry Liaison
- 27. Canadian Plains Research Centre
- 28. Centre canadien de recherche sur les francophonies en milieu minoritaire
- 29. Centre for Studies on Energy and Environment
- 30. Centre for Sustainable Communities
- 31. Centre on Aging and Health
- 32. Humanities Research Institute
- 33. Indigenous Peoples Health Research Centre
- 34. Prairie Particle Physics Institute
- 35. Saskatchewan Population and Health Evaluation Research Unit

Other:

- 36. External Relations
- 37. Presidents Office
 - 37.1 **September 10, 2010 New space request for high school liaison – Presented the 2R option of leasing space from SpringBoard. Presidents Office will proceed with temporary space for the consultant in the Resource Planning office.**
- 38. CUPE 2419

39. URFA

- 39.1 **September 10, 2010: URFA requesting additional space for additional office. FM exploring alternatives with URFA.**

40. URSU

- 40.1 Due to costs associated with the fit-up of the space, and availability of an alternate location (former Travel Cuts), URSU may pass on the allocation of RI118. Centre would still 'owe' space to URSU based on previous agreement. A possible alternate use for this prime, store-front space (688 sq.ft.) is to revert to the master program for the RIC/LBA, and utilize this space for a 30 seat seminar room showcasing classroom technology, including a smart board and video conferencing. Space would be assigned to and managed by the Registrar's Office. Space will be withheld from list of Available Space pending confirmation from URSU.

June 11, 2009 update:

- URSU not developing space but would prefer to retain the allocation of this space (quasi-ownership) and 'lease' space for 5-10 year term.
- Recommend developing this space as seminar room. Cost for fitup will be carried by base RIC project (\$100,000). Minimum 5 year term, review with URSU every 5 years.

September 17, 2009 update: Development of RI118 on hold.

January 18, 2010 update: Nelson Wagner has approached URSU to explore opportunity to trade RIC Main Floor RI118 (URSU allocation) for investment in Multi Purpose Room Renovation.

June 21, 2010 Update – Nelson sent an e-mail to URSU and met with them to see if they would consider releasing this space. No response to date.

41. University Club

External Partners:

42.0 **Campion College**

- 42.1 September 3, 2009 Space Request: IMPACT Lab (Riegel, Robinson, Petty, Benedicenti) planning to submit a CFI application. Space requirement is approx. 400 SF. What is implication of space allocation for Campion CFI project?

September 17, 2009 SAC Response: Further work on this required. ORS to identify need, type and functional use of space and what the research relationship with and support from Campion will be.

January 18, 2010 Update: ORS has forwarded an overview of the IMPACT Lab – full report is included as Appendix B. The infrastructure proposed in this application will support two key components of research designed to understand the relationship of cognition to poetics and

aesthetics, and to rapidly developing ubiquitous computing technology. The first component is to establish an advanced technology lab to facilitate data collection in our primary domains. The second is to strengthen links with the well-established \$28 million dollar CFI funded Visual Simulation lab (VSIM) at Carleton University in order to transfer high technology knowledge from VSIM to the University of Regina and to foster innovative collaborative interdisciplinary research between the two institutions.

The preferred location of the lab is on the main campus, however a location in a vacant portion of the College Avenue Campus could be considered as an interim solution and to enable submission of the CFI request by the February 15 deadline.

FM will continue to pursue suitable locations on the main campus.

June 21, 2010 Update: For the purpose of the CFI application, space was committed to this research project in the basement level of the College Avenue Campus. Ideal location remains on the main campus, and will be explored upon approval of funding.

September 10, 2010 Update: CFI funding has been approved. Matching provincial funding expected to be approved December 2010.

- 42.2 Campion has also expressed interest in taking ownership of corridor office space. Presently there are no alternatives for the space shuffle that would enable this.

43. Innovation Place

44. National Research Council

45. Canadian Police Research Centre

46. First Nations University

47. U of S College of Nursing

- 47.1 June 11, 2009 Update/Information Item - Four offices have been leased to U of S College of Nursing. Previous SAC decision allocated two seats in CK210, with the remaining offices CK164.20, and CK164.21 being loaned from CK. This has been modified - rather than CK210 space, two offices have been borrowed from FGSR.

September 17, 2009 Update: A lease agreement has been signed which includes CK144, CK146, CK164.20, and CK164.21 for the period July 1, 2009 to June 30, 2010. This item will be closed.

December 18, 2009 Update: On January 12, 2010, U of S requested extension of this lease by 1 year. Availability of this space (by CK and FGSR) has not yet been confirmed.

June 21, 2010 – UPDATE. U of S faculty will be vacating space leased from SIAST Wascana as early as 2012. They are exploring options including space at FNUUniv as well as a stand- alone building to accommodate these faculty and their College of Medicine requirements in Regina. The outcome of the Facility Planning Study being done for the South Saskatchewan Academic Health Sciences Network will help guide and/or direct the solution.

48. IPAC

48.1 September 10, 2010: IPAC has requested addition and consolidation of space. FM meeting with IPAC to begin planning.

Next Space Allocation Meeting: 2:00 p.m., November 8, 2010

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Architecture

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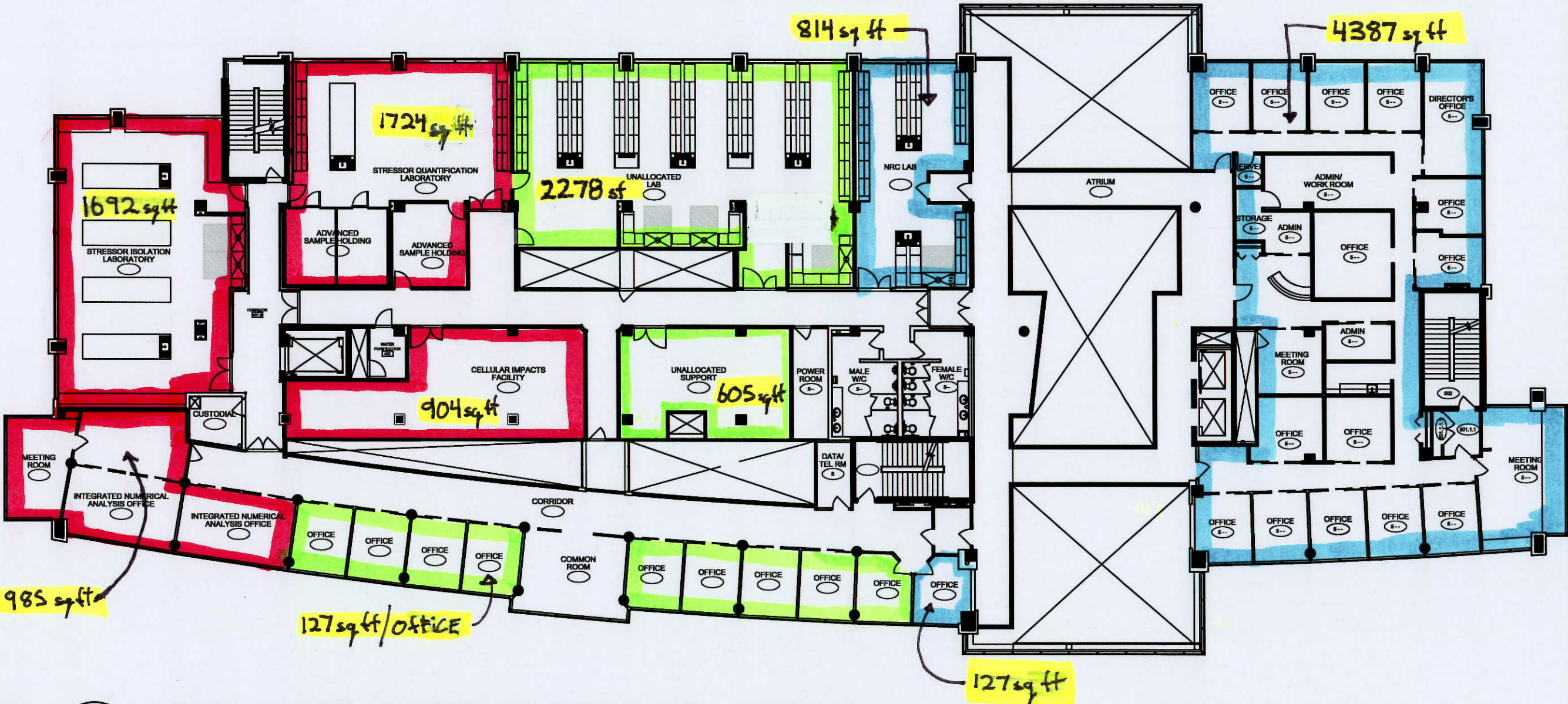
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PROJECT
UNIVERSITY OF REGINA
R.I.C BUILDING
LEVEL 5 FIT-UP

SHEET TITLE
LEVEL 5 FLOOR PLAN

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DRAWN BY:	
CHECKED:	
APPROVED:	
OWNER:	
SCALE:	
DATE:	SEPTEMBER 14, 2009
FILE NO.:	DRAWING NO.:
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LEVEL 5: PRELIMINARY FLOOR PLAN - OPTION 1
SCALE-1:250

- = EQUAL II - 5305 sq ft (INCLUDING OFFICES)
- = UNALLOCATED - 3428 sq ft (INCLUDING OFFICES)
- = N.R.C. - 5328 sq ft (INCLUDING OFFICES)

TOTAL FLOOR AREA (EXCLUDING
ATRIUM): 19,895 sq. ft



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SEALS

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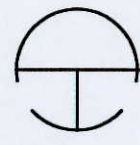
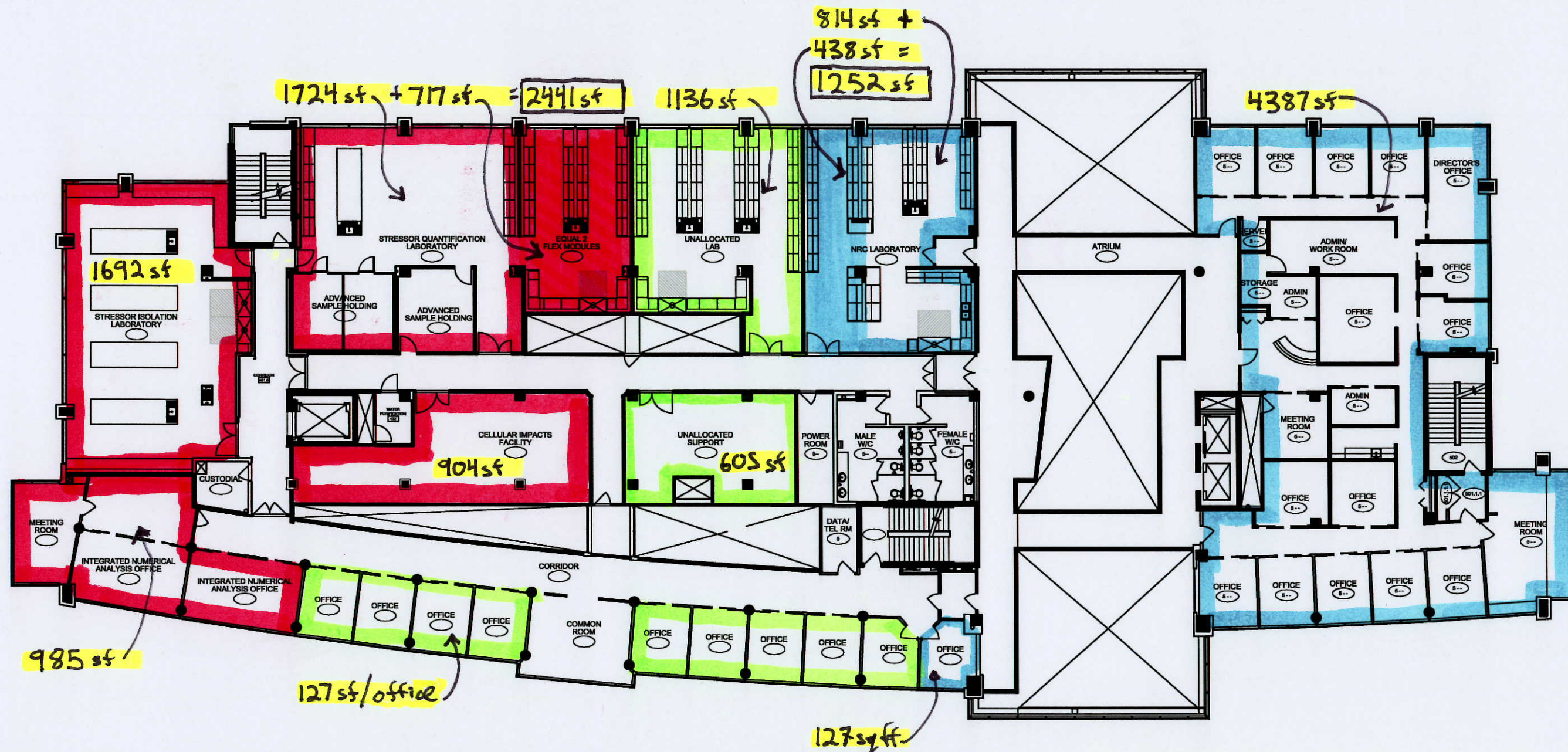
PROJECT

UNIVERSITY OF REGINA
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LEVEL 5 FIT-UP

SHEET TITLE

LEVEL 5 FLOOR PLAN

DESIGN BY:	
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LEVEL 5: PRELIMINARY FLOOR PLAN - OPTION 2

SCALE-1:250



EQUAL II - 6022 sq ft (INCLG OFFICES)



UNALLOCATED - 2884 sq ft (INCLG OFFICES)



N.R.C. - 5766 sq ft (INCLG OFFICES)

TOTAL FLOOR AREA (EXCLG ATRIUM):
19,895 sf

Management Plans

The management plans provide for the optimal implementation, operation, and functionality of the infrastructure. The infrastructure requested will be managed effectively and efficiently, in keeping with the size and degree of complexity of the project.

Using a maximum of 7,600 characters, address EACH of the following (*N.B. failure to do so will weaken the application*):

1. Describe the management structure to oversee the implementation, operation, functionality and sustainability of the infrastructure.
2. Explain how the institution will address issues of access and utilization, taking into account scientific and user priorities.
3. If applicable, describe any changes or modifications to existing plans as a result of the infrastructure being requested and the integration or linkage with existing infrastructure.

☐ Describe your approach to project management. The issue of sustainability must be addressed here by justifying a model for effective implementation, on-going management, operation and maintenance of the infrastructure that is realistic for the scope of your project. (1/8 page)

☐ Tailor the generic suggested text below to meet the needs of your project. Use this section to detail not only the management plan for the infrastructure but also the strength of the management team and its role in developing the research program, the infrastructure, and the team over the long term. (1 3/4 pages)

EQAL2 will be managed at 5 levels including Corporate Governance, Research, Knowledge Translation and Partnership, Implementation, and Operations. The overall objective is to provide rational, inclusive, balanced, and focused decision-making that maximizes transformative science, growth and sustainability, efficient operation, public accountability, multi-disciplinary participation, superior training of HQP and effective communications.

Corporate Governance – EQAL2’s Scientific Advisory Board (SAB) will be composed of the Director of EQAL2 (Leavitt), the UR VP Research (Gauthier), a representative of Saskatchewan (SK) Ministry of the Environment (Phillips), two of Canada’s leading environmental scientists (NSERC Herzberg award winner J.P. Smol [Queen’s U.] and Royal Society member R. Hecky [U. Minnesota]), and researchers or members from three partner organizations (e.g., Environment Canada [EC], U. New Brunswick, U. SK). UR Dean of Graduate Studies and Research, Director of UR University-Industry Liaison Office, and Director of Office of International Cooperation and Development will sit as ex-officio members to facilitate HQP training and technology transfer. Board members external to Regina will sit for a single term of 3 years, to assure a diverse, evolving, and self-rejuvenating decision-making process, whereas other positions will renew as per their normal appointments (3-5 yr). The SAB will meet twice per year to evaluate scientific performance (milestones, membership), approve budgets, resolve conflicts, and facilitate outreach to public, NGO, and scientific organizations. Initial Board members

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Annex C: EQAL 2 Management Plan

have up to a 25-yr history of collaboration (Leavitt, Smol, Hecky), thereby assuring effective management during the critical commissioning of the EQAL2 program.

Research Management – The Scientific Management Team (SMT) will be composed of the Director (Leavitt), Associate Director (AD)(initially Wissel), and 2 external members organizations (Maranger [U. Montreal], Schindler [U. Washington]) and will be responsible for the overall coordination and strategic direction of EQAL2, while theme leaders (Huang, Pennock, Freywald, Yost, Somers, Schindler) will facilitate scientific achievement within each theme. The SMT will meet biannually, report annually to the SAB, and direct strategic planning to ensure integration of the research themes, facilitate globally-transformative science, develop new research programs, commercialize scientific products (with UR Liaison Office), and generate new funding resources. For example, the SMT will be responsible for development of a Research Network proposal to NSERC in partnership with all PIs and the Prairie Farm Rehabilitation Administration, EC, Health Canada, and Agriculture and Agri-Food Canada. Additionally, the Director Leavitt and theme leader Huang will take advantage of their substantial international experience to develop a new Special Opportunities proposal to NSERC to globalize the EQAL2 scientific program, particularly in China. SMT members will also disseminate the integrated research outcomes to all key international research societies. Theme leaders will oversee integration among projects and themes, while keeping abreast of the latest international developments in their fields, and recruitment of promising young scientists and students. Together the SMT and SAB will formulate revenue generation policy via industrial contracts (after year 5) and user fees (all years).

Knowledge Translation and Partnership Management - Management of partnerships and knowledge translation will be expedited by the SAB and SMT in conjunction with UR offices of University-Industry Liaison and International Cooperation and Development through annual joint meetings. Prior to commissioning EQAL2 infrastructure, all member organizations will sign a MOU outlining responsibilities and rights of each participant, as has been used successfully by Director Leavitt in previous international collaborations. Translation of scientific insights into regional and national policy will be initiated through the SAB members, including the SK Ministry of the Environment, and EC. Because UR and member universities all have offices which specialize in technology transfer and commercialization, the SAB and SMT will focus mainly on harmonizing established protocols among partners. As leaders of national societies, all PIs will be responsible for promoting scientific and technological products through their organizations via dedicated workshops, special symposia, sponsored conferences, participation in international working groups (e.g., National Center for Ecological Analysis and Synthesis), and other pro-active executive actions.

Implementation Management - As with the previous CFI-funded infrastructure, EQAL2 will be commissioned under the direction of the Director (Leavitt), AD (Wissel), UR Facilities Management, and a Senior Research Officer at UR Research Services (Schmidt). This group will meet quarterly and report annually to the SMT. Equipment purchases will be negotiated to include factory training for the AD and a PhD-level Instrument Specialist (IS; to be appointed). Implementation funding will be provided by

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Annex C: EQAL 2 Management Plan

the CFI's IOF program, independent infrastructure requests as described above, and from contracts executed through EQAL, which will operate in parallel for select commercial analyses (stable isotopes, fossil pigments) during the first 5 years. Discretionary funding generated through EQAL will enable the AD and PI to attend specialist technical conferences to advance EQAL2 capabilities. After 5 years, all remaining EQAL infrastructure will be integrated into EQAL2 to centralize revenue-generating contracts.

Operations Management - The Daily Management Team (DMT) is composed of the Director, AD and IS, and follows the decade-long practice established with the original CFI-funded EQAL program. Individual management decisions will be based on a network hierarchy, with ultimate responsibility resting with the Director, who is in turn accountable to the SAB. Director Leavitt and AD Wissel have 5 years of experience using this model and are well adapted to share responsibilities, including administration of multi-disciplinary research, infrastructure access and utilization, all aspects of financial control, and annual reporting. Decisions concerning allocation of flexible research space (see floor plan in Budget Justification) will be made in conjunction with the SMT and UR Facilities Management. As part of the DMT and SMT, the Director and AD are also responsible for establishing a business plan for financing infrastructure maintenance, analytical schedules, and logistics. These activities are consistent with the AD's APT-8 appointment, a position which requires independent research, training, and revenue generation, and which has provided EQAL with a revenue surplus of >100% of annual operating costs during the past 5 years. The IS will also be an APT-8 to diversify grant acquisition and research leadership. These positions are unique in Canada, are modeled on international hard-money Research Professorships, and provide unparalleled ability to maintain and upgrade EQAL2 infrastructure as needed. The DMT will also be responsible for organizing virtual and in situ 'townhall meetings' to facilitate communications among all EQAL2 users.