



ISSUE 02

Living Campus

Townsville Space Rationalisation Plan

This newsletter is part of an Estate Directorate Communication Strategy to disseminate Townsville Space Rationalisation Plan (TSR Plan) information to James Cook University staff and students. To support this communication, Estate Directorate will also be providing information sessions within the local Divisions and Directorates, and scheduling open forum discussions at both the Townsville Campus and Cairns Campus.

TSR Plan Objectives

TSR Plan is a complex undertaking for JCU, and has a number of aspirational goals to achieve during the 7-year roll out.

1. Create a more vibrant campus heart by drawing the community together & making activity visible;
2. Improve accessibility of spaces across the campus to ensure people with disabilities or injuries are not prevented from participation in University life by the facilities;
3. Co-locate associated activities to improve collaboration amongst students, academic staff and professional staff and cross-fertilisation of ideas between disciplines;
4. Create modern learning & teaching spaces to support the University's pedagogical objectives, improve student experience and encourage students to attend campus activities;
5. Create modern, flexible and designed-for-purpose office and amenity spaces to support the needs of academic and professional staff as the University evolves and grows;
6. Reduce operating cost to University and allow more funds to be directed to quality teaching, learning and research activities; and
7. Condense the area of the University to be more manageable to operate and maintain to a high standard that will encourage staff, student and community attendance on the campus.

User involvement

For each project in TSR Plan, Estate Directorate will allocate a Project Manager who will help coordinate specific Project Control Group (PCG), a User Group and/or Technical User Group, engage a consultant for the design component and manage the delivery the finished project. The PCGs will consist of stakeholder representation and assist in guiding the project's particular objectives. User groups will be asked to support the executive decision making cycle by providing detailed advice and technical recommendations to enable the project's delivery is effective.

TSR Planning Considerations and Expectations

Strategically, TSR shifts the centre of the campus from the Ken Back Chancellery car park to the front entrance of The Science Place. At the end of the 7-year roll out, 1200 staff and students will have been relocated from the periphery to the heart of the campus. New and refurbished spaces will bring activity to the grounds and make those engagement activities more visible.

The physical changes in building styles and design will become a catalyst of change for JCU and directly enhance the vibrancy of the campus. Opportunities for casual interactions between industry, students, and academics, professional, technical and administrative staff will be enhanced. Staff, Academics and Disciplines across the University will be physically closer together offering greater opportunity for engagement and collaboration. Within the condensed campus area, layout designs will deliberately offer students interaction with staff as they navigate through student spaces to access their offices and shared amenity areas.

Greater transparency and visibility for activity on the campus will convey to visitors that the University is a place where problems are being solved; students enjoy being at their campus; and staff and students are comfortable in their University environment.

As well as offering new teaching spaces to match new pedagogy, academic staff will work from appropriate office spaces that promote their profiles amongst the broader community, and support greater student interaction opportunities. With architecturally designed workstations, and floor plans to suit current workflow needs, JCU Staff will be able to collaborate and engage more freely amongst their peers and students. Having greater proximity to the new teaching spaces, and spending your working day in a new or refurbished space will greatly promote the staff working environments. TSR, and the TIC, will deliver the future 'built' environment for the Townsville Campus to move forward across industry and the region as a great knowledge hub.

Over the next 7 years, TSR plus TIC and other recent projects such as The Science Place will deliver over 75% of modernised learning and teaching spaces on the Townsville campus. This is a unique opportunity to align the campus learning and teaching spaces with the contemporary pedagogies required by the University.



Inaugural Project – 300 Buildings Series Refurbishment

The first major project is the refurbishment of the 300-303 buildings with the co-location of Creative Arts & New Media and the Australian Aboriginal & Torres Strait Islander Centre (AATSIC).

In June 2017, Jane Foster (Project Manager Estate Directorate) organised the first Project Control Group and User Group meetings to start the process. Jane introduced the successful consultant team, Richard Kirk Architecture and local firm, Outcrop Architecture and began working straight away on collaborating and designing the new spaces. This particular architecture consultancy team brings extensive expertise in designing modern education facilities for tertiary institutions, and a strong history designing Creative Arts precincts and Australian Aboriginal and Torres Strait Islander facilities. Their combined knowledge and leadership will facilitate the successful co-location of the Creative Arts & New Media and AATSIC cohorts. The design process for the new facility is currently underway and closing in quickly to the final approval phase. There is a possibility the team may need to start some preliminary construction August 2017 with the final construction period expected for completion by Study Period 1 2018. Being the first project of the 7-year TSR, there will be much excitement and anticipation waiting to see the final product from the Project Control Group.

Next 12 Months

To be ready on time and start the engagement process early, the following projects will start to gain momentum. Assigned project managers will initiate the preliminary scoping events and make contact with the next line of stakeholders. The next 12 months of projects preparing to start soon are in the table below.

PROJECT	PROJECT START	CONSTRUCTION START	FINISH
BUILDINGS 300, 301, 303 & 303 REFURBISHMENT	MAY 2017	AUGUST 2017	JANUARY 2018
BUILDING 28 REFURBISHMENT	JULY 2017	OCTOBER 2017	JUNE 2018
DEMOLISH BUILDING 006, 007, 021	JULY 2017		DECEMBER 2017
BUILDING 005	JULY 2017		DECEMBER 2017
DEMOLISH BUILDINGS 030 & 033	OCTOBER 2017	MARCH 2018	JUNE 2018
DECANT 258 - WESTERN CAMPUS	OCTOBER 2017		JUNE 2018
BUILDING 027	MARCH 2018	NOVEMBER 2018	SEPTEMBER 2019

7-Year Plan

The final list of TSR Plan projects, including expected completion dates, are in the table below. The entire program is working towards completion by 2023.

PROJECT	PURPOSE	YEAR
BUILDINGS 300, 301, 303 & 303 REFURBISHMENT	Refurbish space to accommodate Creative Arts & New Media and the Australian Aboriginal & Torres Strait Islander Centre	2017
BUILDING 28 REFURBISHMENT & DEMOLISH 021, 006 & 007	Refurbishment of the building as a decant space for subsequent TSR projects. Demolish obsolete buildings.	2017
BUILDING 005	Creation of enclosed and secure storage space under the Building 005 lecture theatre.	2017
DEMOLISH BUILDINGS 030 & 033	Demolish dilapidated and obsolete buildings to support the Master Plan, reduce the GFA and reduce operational costs.	2018
BUILDING 027	Refurbish building to accommodate CBLG, ICT and create modern learning & teaching spaces.	2018
BUILDING 001	Refurbish building to accommodate Chancellery, Executive, Professional Services and GSE in modern workspaces.	2019
DEMOLISH BUILDINGS 002, 003, 008, 009 & 010	Demolish dilapidated and obsolete buildings to support the Master Plan, reduce the GFA and reduce operational costs.	2020
BUILDINGS 025, 041 & 043	Partial refurbishment of each of the buildings to support the consolidation of Divisional and College staff in modern office space and provide contemporary learning & teaching spaces.	2020
DEMOLISH BUILDING 012	Demolish dilapidated and obsolete buildings to support the Master Plan, reduce the GFA and reduce operational costs.	2021
BUILDING 029 & ESTATE INFRASTRUCTURE	Refurbishment of Building 029 to accommodate Estate with a consolidated campus footprint and adjacent construction of supporting infrastructure. Supports the campus Master Plan and reduction of GFA to reduce operational costs.	2021
BUILDING 004	Refurbish building 004 to accommodate contemporary learning and teaching space, facilities for the storage and interaction with the Material Culture Collections and modern office facilities for College staff and students.	2022
DEMOLISH WESTERN CAMPUS	Demolish dilapidated and obsolete buildings to support the Master Plan, reduce the GFA and reduce operational costs.	2023
DEMOLISH ESTATE	Demolish existing dilapidated and obsolete Estate buildings to support the Master Plan, reduce the GFA and reduce operational costs.	2023
BUILDINGS 145 & 110	Minor refurbishment to support the decanting and demolition of MARF buildings 067 and 068.	2023
DEMOLISH BUILDINGS 67 & 68	Demolish dilapidated and obsolete buildings to support the Master Plan, reduce the GFA and reduce operational costs.	2023
DEMOLISH BUILDINGS 014, 015, 016, 017 & 034	Demolish dilapidated and obsolete buildings to support the Master Plan, reduce the GFA and reduce operational costs.	2023

TSR Plan Outcomes

By 2023, TSR Plan (including the TIC) will have successfully reshaped the Townsville Campus into the size and composition below. The diagram cleverly demonstrates the size of the campus area currently used by JCU inside the orange coloured circle, and the smaller footprint we will have once TSR is finished inside the blue coloured circle.

Total Area Refurbished	18,964m ²
Total Area New	10,000m ²
Total Area Demolished	57,495m ² (GFA 35,400m ² ; Mothballed 22,095m ²)
Net GFA Reduction	25,400m ²
Total Cost	TSR \$66.5M; TIC \$87.6M
Program Duration	7 years
Staff in New Office Space	712
Total New/Refurbished Learning & Teaching Spaces	2,700m ² (TRS 1,400m ² ; TIC 1,300m ²)
Net L&T and Research Space Reduction	3,800m ²
Staff Growth Capacity	+200 Seats (plus building 028)
Campus Area	Condensed and Revitalised

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JCU Townsville Campus

LEGEND

- Demolish
- Major Refurbishment
- Partial Refurbishment
- New Building

