

The slide features a decorative arrangement of red squares. A small square is in the top left. A larger square is positioned below it, containing the text. To the right of this square, there is another square, and below that, a fourth square. A fifth square is located further to the right and slightly higher than the fourth one.

Queen's University

Campus Master Plan • Part 1



The Campus Master Plan for Queen's University is a framework for change that will guide how the University physically evolves over the next 10 to 15 years within the context of a 50-year vision.

The Campus Master Plan focuses on the University's Main Campus and West Campus but also includes recommendations pertaining to other University land holdings such as the Donald Gordon Conference Centre and the Isabel Bader Centre for the Performing Arts. The University's relationship to its physical context — the places, streets and infrastructure that are shared with its neighbours — is also addressed.

The vision and recommendations contained in this Plan will ensure that as the University physically evolves in response to contemporary learning, research, and social needs, its campus continues to be an exceptional place for students, faculty, staff and their neighbours.



Introduction

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1.1 Study Process

The Queen's Campus Master Plan study process was conducted over a 15-month period, with completion in spring of 2014.

Regular meetings with the Campus Master Planning Advisory Committee (CMPAC) ensured that the Plan evolved in alignment with broader University objectives and responded to the needs of all users of the Queen's campus.

A comprehensive consultation program was developed to ensure the Plan was developed collectively with Queen's faculty and staff, students, Kingston residents, City staff and officials, and other interested parties. The consultation program consisted of numerous in-person and online engagement opportunities.

The in-person consultation program included three open houses, a public lecture, a series of stakeholder interviews, and a visioning workshop with invited Queen's and City of Kingston representatives.

The online engagement program provided an additional forum for community input. The University hosted a central website with access to study information and materials, while the Consultant Team managed a blog, Twitter account and Facebook page to share information, gather input, and host an ongoing dialogue about the physical campus and Queen's life.

Project Team

The Campus Master Plan study process was managed by a project team overseen by the Deputy Provost, consisting of University representatives from Physical Plant Services, Campus Planning, and Communications. The following is the membership of the project team:

- **Laeque Daneshmend**, Deputy Provost
- **Tony Gkotsis**, M PL., '14
- **Yvonne Holland**, Campus Planning
- **Donna Janiec**, Associate Vice-Principal (Finance)
- **Charles Sumblar**, Senior Associate to the Provost

- **Craig Leroux**, Senior Communications Officer, University Communications
- **John Witjes**, Physical Plant Services
- **Robin Moon**, Group Manager, Electronic Communications, University Marketing
- **Julie Gutelius Clarke**, Business Officer/ Executive Assistant, Office of the Provost/ Planning and Budget

The University retained a team of experienced consultants with a range of skills and expertise to assist in the project. The team was led by Urban Strategies, providing expertise in planning, urban, and landscape design, Rickes Associates providing expertise in space programming, Betty Dion Enterprises for accessibility, Willowbank for built heritage, and Stantec for transportation, utilities, and environmental sustainability.

Campus Master Planning Advisory Committee

The process has been guided by the Campus Master Planning Advisory Committee (CMPAC), with representation from faculty, staff, students, community and alumni. The CMPAC was established by the Principal to provide ongoing oversight of the development of, and adherence



Each consultation event provided an opportunity at different stages in the process for the Queen's and Kingston communities to meet the project team and provide input into the development of the Campus Master Plan

to, campus planning policy and consisted of the following members:

- Toby Abramsky
- Aaron Ball
- Eril Berkok
- Yvonne Cooper
- Laeeque Daneshmend
- Leslie Dal Cin
- John Fisher
- Bruce Griffiths
- David Gordon
- Yvonne Holland
- Craig Leroux
- Sue Lounsbury
- Robin Moon
- Keith Pilkey
- Mary Purcell
- Martha Whitehead
- John Witjes

Other committees were regularly consulted throughout the project process, including:

- Board of Trustees
- Senate
- Vice-Principals Operations Committee
- Queen's University Planning Committee



1.2 Coordination with Existing University Policy and Other Projects

The Campus Master Plan is aligned with existing University policy, and has been coordinated with ongoing current planning initiatives. A full listing of studies that have informed the creation of this Plan are listed in the appendix.

Existing University Policy

Academic Plan and Strategic Research Plan

Together, the Queen's Academic Plan (approved by Senate in fall of 2011) and the Queen's Strategic Research Plan (approved by Senate in the spring of 2018) provide a blueprint to ensure Queen's remains a balanced academy that offers an outstanding undergraduate experience enriched by high-quality graduate and professional programs within a research-intensive environment. The content of the Campus Master Plan has been developed to ensure the University's physical environment evolves in a way that support the principles and content of both these documents.

Comprehensive Strategic Framework for Accessibility and Queen's Accessibility Guidelines

The Comprehensive Strategic Framework for Accessibility enables the development and implementation of annual Accessibility Plans. The Queen's Accessibility Guidelines, published in 1997, provide guidance to the design of new

facilities. The Campus Master Plan supports all new development and complies with the University's priorities and guidelines as identified in all documents. It is encouraged that the accessibility guidelines be updated to comply with current provincial standards as outlined in the Accessibility for Ontarians with Disabilities Act, 2005.

Sustainability Initiatives

Queen's has pursued a number of initiatives to target, plan and implement measures to decrease annual energy consumption and Green-House Gas (GHG) emissions. This has included small scale upgrades, retrofits and large scale studies to improve central systems serving both Main Campus and West Campus.

Sustainability Mission

To ensure the long term well-being of the Queen's University campus and community by creating a culture of sustainability that guides everyday activities to encourage conservation, innovation, and effective use of resources in facilities and operations, education and research, engagement and outreach.

Climate Action Plan

The Climate Action Plan identifies benchmarks, milestones and timelines to gradually reduce GHG emissions and energy consumption.

Queen's University has committed to the plan for all existing facilities, proposed redevelopment and expansion.

A baseline was established for the University based on the GHG inventory in 2008 from which to measure future emission reductions.

Between 2008 and 2010, Queen's has implemented measures which reduced GHG emissions by approximately 20%.

The targets set by the University are as follows:

- 35% reduction by 2020
- 70% reduction by 2030
- 100% reduction/climate neutrality by 2040

Sustainability Strategic Framework

The Sustainability Strategic Framework sets out a system in the pursuit of sustainability and performance upgrades.

The framework establishes the following and is designed to bring together all interested parties within the greater University community:

- An organizational structure
- A project exploration process
- Guiding principles

Other Projects

Active development projects, including two new residences buildings on Main Campus and plans for a new stadium and sports facilities on West Campus, have been integrated into the Campus Master Plan, while other planning documents and guidelines were considered in order to ensure complementary recommendations and directions. The following is a summary of other major University planning documents which have guided the development of this Plan.

Library and Archives Master Plan

The Queen's Library and Archives Master Plan (LAMP) began in May of 2012 and was approved by the Board of Trustees in December, 2013.

The LAMP will guide the development of Queen's Library and Archives facilities over the next 20 years, in the context of the University's strategic framework. The Campus Master Plan project team and consultants have worked closely with the LAMP team and consultants to ensure consistency and complementary policies in both plans. The Campus Master Plan incorporates LAMP initiatives such as the re-imagining of the Union Street and University Avenue as "Library Square" as well as the Library Information Network at Queen's (LINQ) concept.



Library and Archives Master Plan

1.3 The Study Area Today

Situated on the traditional lands of the Haudenosaunee and Anishnaabek, the primary focus of the Campus Master Plan is Main Campus and West Campus, the University's two largest land holdings. These are where the majority of day-to-day activities take place today and are expected to in the future. The Plan also considers the physical relationships with other Queen's land holdings including the Donald Gordon Conference Centre and the Isabel Bader Centre for the Performing Arts. Each campus is a distinct place and contains its own strengths, opportunities, and challenges.

Today, the Main Campus is highly valued by students while West Campus is seen as a distant location, isolated from Queen's life.

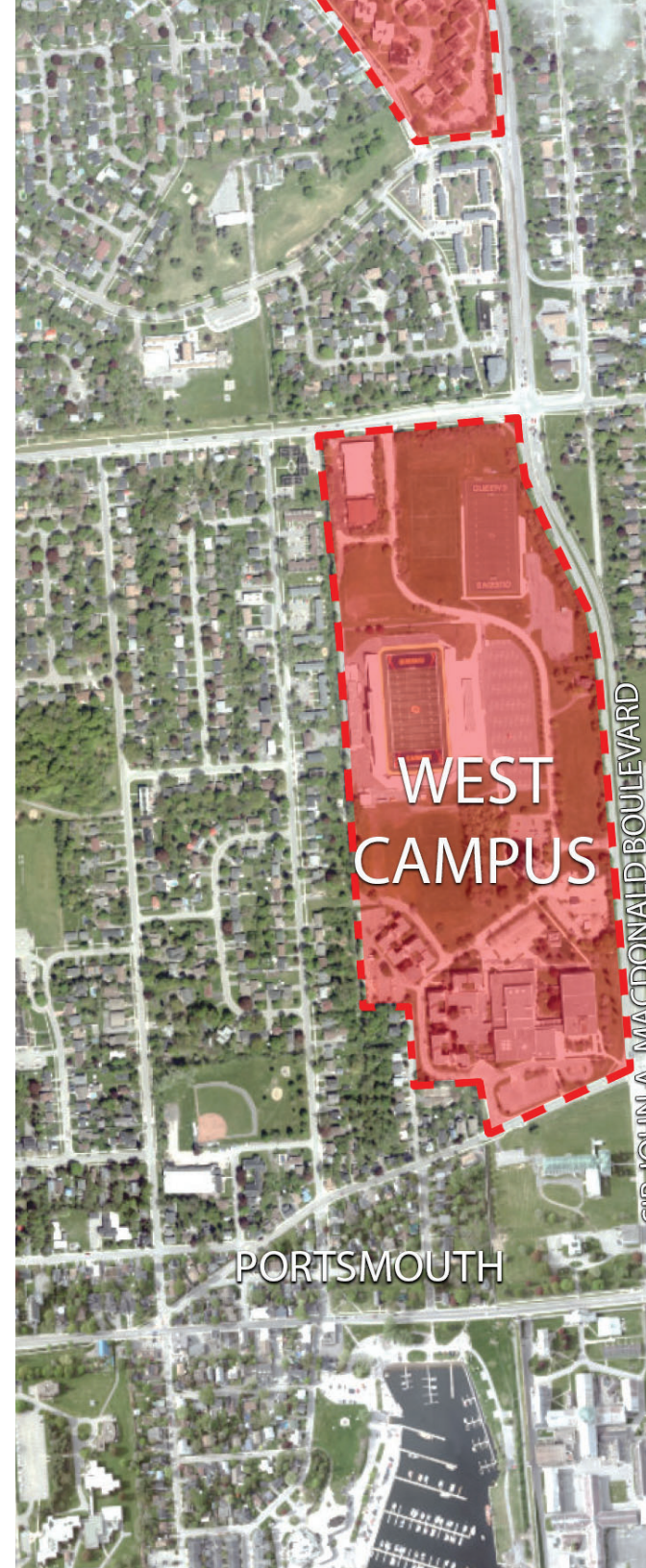
With an array of gathering places, great proximity to Downtown Kingston and Williamsville, and historic buildings, Main Campus already has many assets. However, change here will be challenging as there are very few remaining development sites.

West Campus is farther removed from the core of the City, and lacks many of the same social infrastructure and gathering spaces as Main Campus. However, it is located in proximity to Portsmouth Village and, has a large amount of

land available for development. With the recent redevelopment of Richardson Stadium site and the installation of the multi-purpose sports field at its northern portion, change on West Campus has already begun. Changes nearby on non-University land holdings, such as the decommissioning of the Kingston Penitentiary for Men and the anticipated redevelopment of the former Prison for Women site, provide significant opportunities for change for this area of Kingston.

With each campus providing a different set of challenges, a different approach was required to envision the future of each setting.

► Figure 1-1
The Study Area





WILLIAMSVILLE

JOHNSON STREET

SUNNYSIDE

UNION STREET

ALWINGTON

KING STREET

UNIVERSITY AVENUE

MAIN CAMPUS

DIVISION STREET

PRINCESS STREET

DOWNTOWN
KINGSTON

SYDENHAM
WARD

BARRIE STREET

WEST STREET

LAKE ONTARIO

1.4 Why a Plan was Needed

With the rise of new technologies, increasing global competitiveness, and changing pedagogical models, this is a time of dramatic change and opportunity at Queen's. It is also a time of limited resources. Balancing these opportunities and constraints, the University must carefully assess its goals and objectives for the future of its campus. Future investments must be carefully considered to ensure the greatest return on investment while simultaneously addressing contemporary needs and ensuring flexibility for the future.

The Campus Master Plan has been initiated in order to:

Ensure capacity for growth



With Main Campus nearing capacity, there is a need to identify the location of additional capacity across Queen's multiple land holdings. This Plan provides a base understanding of the type of development appropriate for each site as well as other considerations regarding form and character.

Define priorities for renewal



The renewal of the Queen's campus, in the form of repairs, redesign, new buildings, or retrofits, must be carefully considered to ensure deferred maintenance is addressed. Based on a comprehensive analysis of facility assessments, this Plan will help the University prioritize and coordinate investment in both the short and long term.

Protect heritage resources



The Queen's campus contains many highly valued historic buildings and landscapes dating back to 1834. This historic fabric is one of the most memorable aspects of the Queen's experience and must be protected. This Plan identifies places that require preservation or special consideration, and provides recommendations as to how to renew facilities in a cost effective manner that does not compromise the qualities that make these places special.

Align development with landscape and infrastructure investment



Incorporating landscape projects into development plans ensures a cost-effective way to improve the campus' public realm and operating systems. This Plan identifies public realm, streetscape, public art, and other infrastructure improvements alongside recommendations for new facilities and renewal projects.

Continue to build a remarkable campus



Like master plans before, this Plan will continue to protect what is loved about the Queen's campus, while ensuring new facilities contribute to the University's local, national, and global competitiveness. This will be achieved through design guidelines and policies ensuring the highest quality design of buildings and public spaces.

1.5 How to Read this Document

Part 1

Part 1 provides a vision for Main Campus, West Campus and the City lands between. This includes recommendations for the different systems that make up the overall physical campus structure, such as open space and movement networks, as well as guidance regarding the location and characteristic of new development.

Chapters 1 and 2:

Introduction and Existing Campus Conditions and Needs



Chapter 1 outlines the process involved in creating this Campus Master Plan update. Chapter 2 documents the historic evolution of Queen's campus planning, provides an overview of the existing physical condition, capacity and quality analysis, and a summary of anticipated space needs and trends informing the Plan.

Chapter 3:

Campus Vision



This chapter outlines a high level direction for the evolution of Queen's physical setting, described through guiding principles and images. The physical vision informs the detailed framework recommendations provided in the Main and West Campus Master Plans.

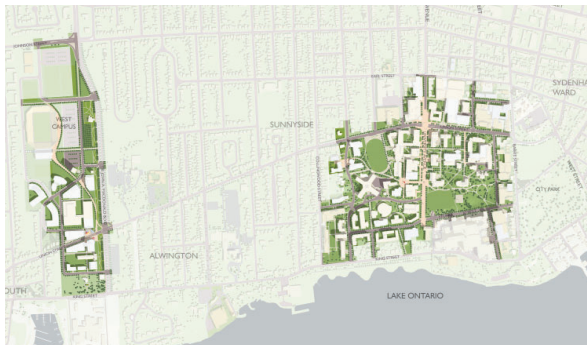
Chapter 4:

The Campus at the City Scale



This chapter provides a framework for campus systems and networks – such as movement, parking and street character – at the city scale. It also provides guidance regarding the physical aspects of the University that have impact on surrounding neighbourhoods and the city-at-large, such as housing.

Chapters 5 and 6:
**The Main and West Campus
Master Plans**



The Main and West Campus Master Plans provide direction regarding all the change that will occur on each campus. Each chapter is divided by the different systems that make up the overall physical structure of each campus, including land use patterns, heritage, development sites, and movement.

Chapter 7 and 8:
**Building Design Guidelines
and Implementation**



Chapter 7 provides general building design guidelines and Chapter 8 describes how the Campus Master Plan should be used and maintained by Queen's.

Part 2

Part 2 serves as an implementation manual for the plan, providing specific design direction for University projects.

Chapter 9:
Precinct Plans



The precinct plans provide a convenient and simplified framework in which to plan and evaluate campus projects within the comprehensive guidelines of the Master Plan. While illustrating the inter-related nature of the campus environment, they consolidate the opportunities and requirements for campus evolution for each renewal and development site on a place-by-place basis.