





Implementation

8

The Campus Master Plan is just the first step in realizing the evolution of the Queen's campus. This chapter provides direction for the near-term, demonstrating how projects and initiatives may be achieved to support campus planning goals.

This chapter also provides guidance to the procedure and processes to implementing change. Part 2 of the Campus Master Plan provides further implementation direction for specific development projects precinct by precinct.

► Figure 8-1
Long-term vision for
Queen's Campus Lands





Buildings in white illustrate potential new buildings, while existing buildings and buildings under construction are illustrated in yellow.

8.1 Coordinated Landscape and Infrastructure Projects

This Plan has identified a number of project and initiatives that contribute to the evolution of the campus. These projects may be implemented by Queen's in the upcoming years. The projects and initiatives include landscape improvements, and initiatives that will enhance campus movement and sustainability. A full list of Key University Projects - priority open space and movement improvements - has been compiled and illustrated in Figure 8-2. A description and illustration of key projects that may be implemented within a 15-year planning horizon are identified in Section 8.2. The remaining recommended University Projects can be implemented over time as opportunities arise and in conjunction with adjacent development.

Landscape Projects:

Main Campus Walks, Streets and Plazas

- L1** Chown Hall Walk
- L2** Fleming Walk
- L3** University Avenue Streetscape Improvements
- L4** Fifth Field Company Lane Streetscape
- L5** Union Street Streetscape Improvements
- L6** Library Square
- L7** Arts Square
- L8** McLaughlin Square

West Campus Walks, Streets and Plazas

- L9** West Campus Green
- L10** West Campus Walk
- L11** Ceremonial Trail
- L12** Athlete's Plaza
- L13** Mascot Plaza
- L14** West Campus Square

Main Campus Gateways

- G1** University Avenue / Earl Street Gateway
- G2** Division Street / Earl Street Gateway
- G3** Union Street / Barrie Street Gateway
- G4** King Street / Albert Street Gateway
- G5** Union Street / Albert Street Gateway

West Campus Gateways

- G6** Sir John A. Macdonald Blvd. / Johnston Street Gateway
- G7** Sir John A. Macdonald Blvd. / Coach's Lane Gateway
- G8** Sir John A. Macdonald Blvd. / Union Street Gateway
- G9** deleted
- G10** Union Street / West Campus Blvd. Gateway

Movement Projects:

Campus-Wide

- M1** University Shuttle

Main Campus

- M2** Union / University Intersection Improvements
- M3** Union / Division Intersection Improvements
- M4** King / Albert Intersection Improvements
- M5** University Avenue Pedestrian Crossings Improvements

West Campus

- M6** Extension and Realignment of West Campus Blvd.
- M7** Coach's Lane / Sir John A. Macdonald Blvd. Intersection
- M8** Water Tower Lane / Sir John A. Macdonald Blvd. Intersection Improvements



▲ Figure 8-2
Key University Projects

8.2 Near Term Plan

The 50 year vision illustrated in Chapter 3, and elaborated upon in Chapters 4 to 6, sets out a full range of development opportunities for the University to consider over the long term. The Near Term Plan (Figure 8-3) illustrates one potential evolution of the campus in the interim that aligns near term needs, opportunities, and current initiatives.

Areas envisioned for change in the near term are in colour, while parts of campus untouched remain in grey.

Although there are many ways the future may unfold, the Near Term Plan provides an opportunity to review the implications of near term decisions and frame discussion regarding the location and extent of investment and infrastructure required to support this evolution.

The Near Term Plan reflects a number of principles and objectives for campus change, utilizing a selection of the projects identified in this plan.

The Near Term Plan reflects:

- A general order of magnitude of development that may be expected reflecting current initiatives, modest growth relative to historic trends, and the potential for shared projects and market related development.
- The careful positioning of development on Main Campus, balanced with increased investment on West Campus.
- The renewal and/or redevelopment of buildings with the most pressing deferred maintenance needs, including Kathleen Ryan Hall, Jeffery Hall, Harrison-LeCaine Hall, and the former Prison for Women building.

► Figure 8-3
Near Term Plan





Buildings in white illustrate potential new buildings, while existing buildings and buildings under construction are illustrated in yellow.

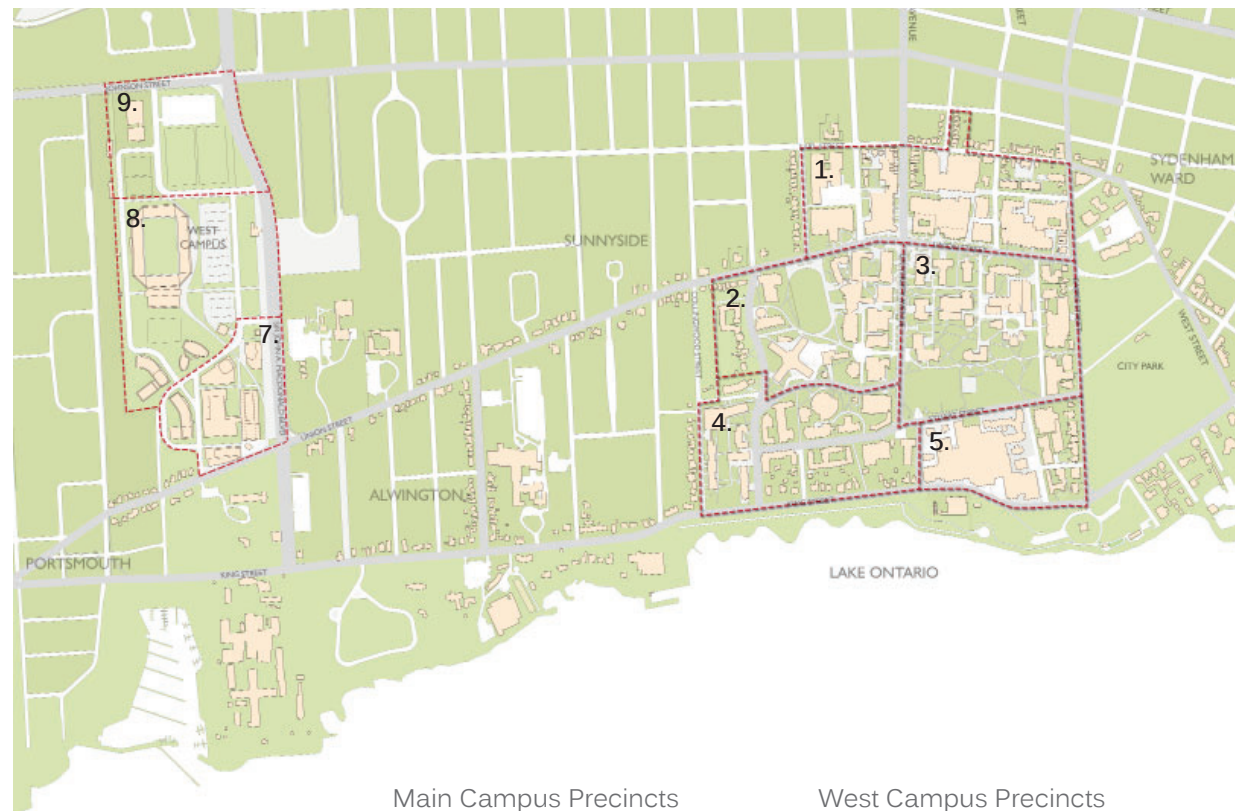
- Modernized teaching and research facilities achieved through new development and building renovations.
- Improved pedestrian and cycling infrastructure realized through partnerships with the City of Kingston.
- Preservation of historically significant buildings and landscapes.
- New upper year housing on Main or West Campus.
- The creation of a mixed-use community “node” on West Campus that includes market housing, academic and teaching space, commercial space, clinics and other student and resident amenities.
- Renewed Library services consistent with direction of the LAMP.
- Additional parking lots on West Campus and an improved University Shuttle service between campuses.
- The creation of a renewed and expanded “athletics campus” consisting of existing plans from the Athletic and Recreation department.

8.3 Precinct Plans

Part 2 of this Plan, Precinct Plans, is an integral part of the Campus Master Plan that serves as an implementation manual for Part 1 of the plan. It provides design direction for new development and Campus Master Plan Projects to ensure they are implemented within the larger campus planning framework. Part 2 is intended to assist project managers, decision makers and other members of the University community to make decisions around development, project implementation and other initiatives.

The precinct plans divide Main and West Campus into seven precincts in order to provide specific place-based development direction and establish specific development parameters for each development site. They consolidate the opportunities and requirements for campus evolution, providing a convenient and simplified framework in which to plan and evaluate campus projects within the comprehensive guidelines of the Campus Master Plan.

The precinct development guidelines consist of two major components: a development



▲ Figure 8-4

Precinct Boundaries

Main Campus Precincts

1. North of Union Precinct
2. Tindall Precinct
3. Queen's Quadrangle Precinct
4. Stuart Precinct
5. Healthcare Precinct

West Campus Precincts

6. Deleted
7. West Campus Square Precinct
8. Athlete's Village Precinct
9. Johnson Street Precinct

Precinct
Name

Key Map

Precinct Perspective

Precinct Development Guidelines

- Precinct Perspective

Existing Aerial
Proposed Plan

Development-
Matrix

- Development Framework Map

Figure 9-12
Precinct 3 Proposed and Existing Conditions

Figure 9-13
Main Campus Precinct 3

Figure 9-13 is a detailed site plan of the Main Campus Precinct 3. It shows a large area with various buildings, parking lots, and green spaces. The plan is color-coded to represent different development types. A legend on the right side of the plan lists the following categories:

- Development Type
- Key Building Heritage
- Existing Parking
- Building Orientation
- Concessions at Place
- Loading and Service Drive
- Parking, Servicing and Loading Zone
- Driveway/Underground/Parking
- Surface Parking
- Intersection
- Intersection Improvement
- Curb-Road
- Intersection/Access
- Gateway
- Site Boundary
- Private Driveway
- Utilities/Storm
- Utilities/Drain
- Utilities/Other
- Utilities/Other/Proposed

The plan also shows various landmarks and facilities, including the Main Campus Library, Main Campus Student Center, Main Campus Parking, Main Campus Green Space, Main Campus Building 3A, Main Campus Building 3B, Main Campus Building 3C, Main Campus Building 38, Main Campus Building 39, Main Campus Building 40, Main Campus Building 41, Main Campus Building 42, Main Campus Building 43, Main Campus Building 44, Main Campus Building 45, Main Campus Building 46, Main Campus Building 47, Main Campus Building 48, Main Campus Building 49, Main Campus Building 50, Main Campus Building 51, Main Campus Building 52, Main Campus Building 53, Main Campus Building 54, Main Campus Building 55, Main Campus Building 56, Main Campus Building 57, Main Campus Building 58, Main Campus Building 59, Main Campus Building 60, Main Campus Building 61, Main Campus Building 62, Main Campus Building 63, Main Campus Building 64, Main Campus Building 65, Main Campus Building 66, Main Campus Building 67, Main Campus Building 68, Main Campus Building 69, Main Campus Building 70, Main Campus Building 71, Main Campus Building 72, Main Campus Building 73, Main Campus Building 74, Main Campus Building 75, Main Campus Building 76, Main Campus Building 77, Main Campus Building 78, Main Campus Building 79, Main Campus Building 80, Main Campus Building 81, Main Campus Building 82, Main Campus Building 83, Main Campus Building 84, Main Campus Building 85, Main Campus Building 86, Main Campus Building 87, Main Campus Building 88, Main Campus Building 89, Main Campus Building 90, Main Campus Building 91, Main Campus Building 92, Main Campus Building 93, Main Campus Building 94, Main Campus Building 95, Main Campus Building 96, Main Campus Building 97, Main Campus Building 98, Main Campus Building 99, Main Campus Building 100.

◀ Figure 8-5

Structure and Content of Precinct Plans

framework map and a corresponding development matrix. The precinct plan framework map locates development and renewal parcels within the context of the Campus Master Plan. It identifies development sites, site planning considerations for each development site, major open space initiatives, and movement infrastructure and initiatives.

The development matrix complements the precinct plan framework drawing, providing a comprehensive table of development parameters and other considerations for each development and renewal site. Parameters include minimum and maximum lot coverages, building heights and gross floor areas. Permitted land uses are also indicated, with required land uses shown in bold. Enabling projects are those projects and initiatives that must be completed before development takes place, such as replacement or removal of current uses that occupy the site. Coordinated projects are larger projects and initiatives that should be considered and addressed in the design of the

site. These may include landscape projects or coordinated streetscape initiatives that should be reflected in the new development. Figure 8-5 illustrates structure and content for Precinct 6.

The precinct plans should be referred and adhered to during all pre-construction phases of project planning, including site selection, programming, schematic and detailed design. Proposals that depart significantly from the precinct plans should be subject to a review process where they must demonstrate that they achieve the principles, objectives and general intent of the Campus Master Plan.

Where large parcels are to be developed in phases, a phasing and development plan should be created for the entire parcel in conjunction with detailed site planning for the proposed development. This will ensure coordination of pedestrian and vehicular circulation and address impacts to the larger open space and movement networks.

8.4 Campus Planning Process, Monitoring and Update

This section describes how the Campus Master Plan should be used and maintained by Queen's University to guide decisions about campus development, landscape creation and management, and infrastructure improvements. This includes both recommendations for how the Plan can be integrated into the Capital Approvals Process, as well as how it can be monitored and amended to ensure it remains relevant and responds to emerging University needs. Broadening and maintaining awareness of the Plan and monitoring its effectiveness will ensure it remains an essential tool for shaping the future campus. The review structures and process described in this section may also evolve over time; however the objective of clearly articulating University priorities and demonstrating how emerging projects support these priorities will remain paramount.

8.4.1 Campus Master Plan Amendments and Updates

This Plan is the overarching policy document of the University, with respect to campus development, landscape creation and management, and infrastructure improvements. However it should be maintained as a living document, adapting to emerging and changing needs and institutional directions. Amendments and updates to this Plan may be considered, and should be explicitly adopted when such changes would be beneficial to the University and are consistent with the established planning principles.

Both major and minor amendments to this Plan will be reviewed by the Campus Master Planning Advisory Committee (CMPAC) for comment. Major amendments should be approved by the Senior Leadership Team (SLT) and reported to the Capital Assets and Finance Committee. Minor amendments are to be approved by the Senior Leadership Team (SLT) of the University. Minor amendments are considered those that are contained in Part 2 of the Campus Master Plan, which is intended to be updated and revised as necessary, within

the broader framework established in Part 1.

The University will monitor the success of the Campus Master Plan through an assessment of its effectiveness in the planning process as well as its relevance and responsiveness to evolving University priorities. The Chair of the CMPAC should be responsible for overseeing this monitoring. Such regular and ongoing reviews of the Campus Master Plan will provide a frequent record of evaluation, serving as useful input into a future plan update.

The University will also continue its pattern of comprehensively reviewing and updating the Plan on a 10-year cycle. Depending on the outcome of plan monitoring, the University may consider a minor update to the plan on a 5-year cycle.

8.4.2 Integrating the Campus Master Plan into the Queen's Major Capital Project Approvals Process

The Campus Master Plan should be referred to at the outset of all development planning and design processes, and returned to at each milestone, so that it can effectively influence project formulation, site selection, design development, design review, and project approval. In amending established processes to incorporate the Campus Master Plan, policies should be adopted that make it easier to comply with the Campus Master Plan rather than to diverge from it. Project proponents should follow a transparent process that demonstrates how their project conforms to the Campus Master Plan, or thoroughly justifies any variation from it. Significant variances from the Campus Master Plan should require the approval of the SLT after initial review by CMPAC and potentially up to and including the Capital Assets and Finance Committee and Board of Trustees.

Project planning processes should both inform and seek input from relevant stakeholders, both on and off campus, at appropriate decision points. Where proposed building projects trigger an Enabling or Coordinated Project, corresponding planning processes for these, also informed

by the Campus Master Plan, will need to be initiated.

The Campus Master Plan should be integrated into the Major Capital Project approvals process and projects should be reviewed by the Campus Master Planning Advisory Committee (CMPAC) at major milestones, including all siting and massing, site plans and landscapes. Accordance or variance with the Campus Master Plan, along with CMPAC consultation, will be included in major capital project business cases.

8.4.3 Funding Models

The Campus Master Plan identifies a number of University Projects (also referred to as Enabling or Coordinated Projects) that, either because of their nature or their scale, do not have existing champions or funding sources. With limited funding opportunities, the University should explore alternative funding models for both development and open space projects.

Queen's already uses fees from the provision of parking to build reserves that fund future related infrastructure improvements. This model should also be explored to fund landscape projects or infrastructure and utilities. One option may be to levy building projects to create funds for capital replacements through a standard percentage of a project budget. This reserve fund could be for critical infrastructure replacement, for "soft" infrastructure projects (such as the open space projects in this plan), or for both. Were the University to implement such a reserve fund, it should be accompanied by a capital reserve plan which identifies and prioritizes capital

projects and repairs, identifying the amount of funds to be collected each year (which would then inform the levy percentage amount).

Another possible tool for funding is partnerships with the private sector, which is increasingly being used by other Ontario and Canadian Universities. The University may consider establishing an arms-length development corporation, run by a professionals with expertise in real estate and development. The corporation's mandate would be to manage Queen's land assets, as well as to explore opportunities for appropriate partnership opportunities with private developers to partially or fully fund new university facilities (at appropriate places on campus) to assist the funding of university projects. Residential projects, beyond first year residences, may be an example of such a project, however each project needs to be examined on a case-by-case basis.