Mount Royal University
Lincoln Park
Campus Master Plan

July, 2016

ACKNOWLEDGMENTS

This Campus Master Plan was developed by an inter-disciplinary consultant team led by DIALOG (Campus planning, urban design, public engagement) that included Watt Consulting (transportation engineering), Altus Group (costing), and RPG (master programming). The Process was iterative and collaborative with the University and all key stakeholders including the numerous staff, students, and faculty who attended events and workshops in the preparation of the Mount Royal University Campus Master Plan.

We would like to thank the following key stakeholders who participated throughout the course of the project:

- Mount Royal University:
    - Student Learning Services
    - Accessibility Services
    - Diversity and Human Rights
    - Faculty, Multiple Departments
    - Physical Resources and Engineering Services
    - Housekeeping, Grounds-keeping, and Maintenance
    - Business and Retail Services
    - Hospitality Services
    - The Bookstore
    - Student Affairs and Campus Life
    - International Education
    - Community and Health Studies
    - The Library
    - Information Technology Services
    - Enrollment Services
    - The Inniskim Centre
- City of Calgary:
    - Planning Department
    - Transportation Planning
- Atco Corporate Campus
- Westmount Corporate Campus
- Canada Lands Company (Currie Barracks)

To everyone involved: Thank you!

LETTER FROM THE PRESIDENT

The past two years were extremely exciting as construction on the east side of our campus saw the opening of the Taylor Centre for the Performing Arts in 2015 and will see completion of the Riddell Library and Learning Centre in 2017. As these projects are finished, so too are the undertakings outlined in our 2009 Campus Master Plan.

Looking forward, not only is our neighbourhood being redeveloped with a growing number of retail and residential homes, but our Strategic Plan to 2025 foresees a significant increase in the number students and programs offered. As well, we are drawing more community members to our campus to take non-credit courses, use our recreation facility, rent our conference spaces and enjoy concerts.

It is critical that we continue to build for the future, ensuring our Lincoln Park campus evolves into a community that is vibrant throughout the day and at all times of the year. Our campus must offer the full range of amenities, services, spaces, opportunities and experiences expected of a growing post-secondary institution.

This Campus Master Plan translates this desire into a shared vision, strategy, set of principles and concept. The process to arrive here included significant engagement and collaboration with students, employees, alumni, community members, local businesses, City of Calgary staff and surrounding developers.

I would like to thank all the participants in this process. We look forward to continuing to work alongside you to transform this document into reality, so Mount Royal is a destination that delivers an exceptional experience to all campus users.

Sincerely,

David Docherty, PhD

CONTENTS

FOREWORD

This Campus Master Plan lays out a long-term Vision for the physical growth and enhancement of Mount Royal University's Lincoln Park Campus. It represents the collaboration and consensus of multiple and diverse stakeholder groups, including staff, students, faculty and alumni of the University, as well as a broad spectrum of external stakeholders including City of Calgary staff, neighbours, and community leaders.

Over the course of the project, and particularly through the engagement process, a clear Vision, Guiding Principles, Design Frameworks, and an Implementation and Phasing Strategy were established to direct the future of the Lincoln Park Campus (the Campus) over a 20-30 year development horizon. The Plan envisions the Campus evolving into a complete community that is vibrant throughout the day and at all times of the year. The Plan offers a diversity of amenities, services, and experiences to both the Campus and neighbouring community, and to the City of Calgary, with new academic and mixed-use buildings, vibrant and functional open spaces, pedestrian oriented streets, and new trails and pathways.

Initiated in 2015, Mount Royal University (MRU, also the University) retained a consultant team of DIALOG, D.A. Watt Consulting, Altus Group, and RPG, to prepare the Campus Master Plan (the Plan) as an update to the previous 2009 Campus Master Plan. The process unfolded over a 12 month period.

This Plan provides a structure for the future development of built form, open spaces, and movement networks on the Campus and ingrains sustainability, resilience, and the indigenization of the Campus as core threads throughout. The Plan is to be utilized in conjunction with MRU's strategic planning and policy framework, which includes the Strategic Plan, the Aboriginal Strategic Plan, the Comprehensive Institutional Plan, and the Transportation Master Plan, and should be referenced when considering new investments and projects on Campus.

What is a Master Plan?

A Campus Master Plan articulates a shared Vision for the University and defines a strategy and set of principles that guides: the development of new built form; the laying out of streets and supporting infrastructure; the integration of mobility networks; and, the creation, enhancement of new open spaces.

How should I use this Plan?

This Plan provides a long-term decision-making framework to guide decisions about developing and investing in the Lincoln Park Campus. It also provides a common frame of reference for anyone with a stake in MRU to understand its planned evolution, including students, alumni, private sector partners, staff, and faculty. The Plan should be referenced by MRU staff, and its Planning and Development Committee, when conceptualizing new buildings and construction projects, as well as during schematic design, detailed design, tendering, and construction phases.

Document Structure

This Plan is structured around a set of frameworks, which address built form, open space, movement, sustainability, and programming that will steer the evolution of the Campus over the long-term. Specific projects and recommendations for future investment in the short, mid, and long term are identified in the Phasing and Implementation Strategy.

The document comprises 5 chapters:

- **Chapter 1** outlines the project background, objectives, and process, and provides an overview of the engagement process.

- **Chapter 2** summarizes the key drivers, or design considerations, that have informed this Plan, including an understanding of the Campus' history and evolution, an analysis of its existing conditions and opportunities, and early priorities and design ideas that emerged as outcomes of the engagement process.

- **Chapters 3 + 4** are the Plan Frameworks and policies that form the core of the Campus Master Plan. Chapter 3 includes the Plan Vision, Principles, "Big Moves", and Concept for the Campus' evolution. Chapter 4 outlines the Plan Frameworks that provide policy recommendations specific to implementation of the Campus' built form, open spaces, movement, and sustainability and resilience.

- **Chapter 5** provides an Phasing and Implementation Strategy for initiatives in the near, medium, and long term. It also includes recommendations on further studies, and parameters for administering the Plan.

Figure 1. Reference Plan, MRU 2015

PART A: BACKGROUND

MRU Campus, 2013

1.0 // INTRODUCTION

1.1 THE NEED FOR A CAMPUS MASTER PLAN

Since the 2009 Plan, several projects have been completed on the Campus and MRU's strategic priorities and objectives have evolved accordingly. This process was needed to review recent developments and to re-engage with stakeholders in a conversation about the future of the Campus. This Plan is both an evolution and a departure from the 2009 Plan. It advances many of the high-level objectives and principles in the 2009 Plan, while defining a new long-term Vision for the Campus' full build-out.

A Long-term Comprehensive Vision
This Plan lays out a comprehensive decision-making framework to guide the development and improvement of the Campus over time. It is intended to maximize the value of investments, and to enhance their overall contribution to the Campus experience and its built environment. This is a shift away from an incremental, building-by-building, development approach towards a coordinated long-term and comprehensive approach.

This Plan presents an updated decision-making framework that integrates recent developments with projects anticipated in the near term, and maximizes future opportunities to improve the Campus.

A Growing Campus
MRU's facilities have been growing in recent years in response to this programming and enrollment growth. Recent major construction projects since 2009 have included (see figure 1, pg. v):

- The Riddell Library and Learning Centre (2017), 165,000 ft2

- The Taylor Centre for the Performing Arts and The Bella Concert Hall (2015), 94, 537 ft2

- The Roderick Mah Centre for Continuous Learning (2011)

- The Science and Technology Building Expansion (2011)

In terms of transportation infrastructure the University has also completed:

- A public transit hub on the west side of Campus (2013)

- A 1,200 stall structured parking garage (2011)

This Plan was required to take stock of these changes and integrate them within a comprehensive framework for the future development of the Campus.

1.2 MASTER PLAN OBJECTIVES

The following are key objectives for this Plan that evolved over the course of this process.

- Provide a feasible and flexible physical framework to accommodate growth over the next 10 to 30 years through recommendations for the placement of new buildings and facilities and their relation to Campus open spaces.

- Identify opportunities for high-quality open spaces and a safe, functional, and attractive pedestrian network that links all Campus facilities and the broader community.

- Guide the design of new buildings and significant additions/renovations/re-purposing such that aspects of Campus development/redevelopment contribute to a high-quality Campus setting that provides user-friendly spaces that can be enjoyed year round.

- Assess traffic and pedestrian flows due to future development to facilitate the safe and efficient movement of people and vehicles around the Campus.

1.3 A COLLABORATIVE PROCESS

This Plan was developed with regular and detailed input from a wide variety of stakeholders. The project was structured around engagement events that advanced the analysis, planning, and conceptual design laid out in this Plan in an iterative and collaborative process.

Some of the stakeholders consulted during this process include, but are not limited to: students and student council representatives, MRU administrative staff, MRU faculty and department heads, members of the surrounding community, representatives from Canada Lands, and Atco and City of Calgary Staff, including representatives from the Transportation and Planning Departments.

The following provides an overview of the engagement process.

Steering Committee Workshop, May 13, 2015
The process was started with an initial workshop with the Steering Committee that focused on establishing a guiding Vision for the Campus, and the objectives for the Plan. Participants during the workshop also took part in a preliminary design charette to identify priority projects and opportunities.

Stakeholder Interviews, May 13 -14, 2015
Interviews were held with internal and external stakeholders over the course of two days. These provided an opportunity for participants to provide their input on important considerations for the Plan from their perspectives. Interviewees included representatives from:

- Student Learning Services
- Accessibility Services
- Diversity and Human Rights
- Faculty, Multiple Departments

Steering Committee Workshop

- Physical Resources and Engineering Services
- Housekeeping, Grounds-keeping, and Maintenance
- Business and Retail Services
- Hospitality Services
- The Bookstore
- Student Affairs and Campus Life
- International Education
- Community and Health Studies
- The Library
- Information Technology Services
- Enrollment Services
- The Iniskim Centre

Stakeholder Workshop #1 (top)
Preliminary Concept Plan (bottom)

Stakeholder Workshop & Open House #1
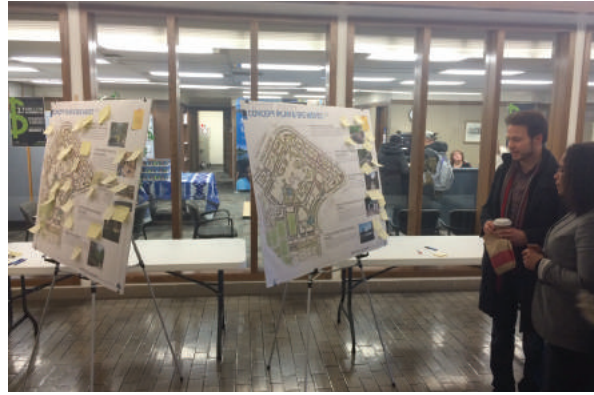**June 25th, 2015**
A Vision and set of Guiding Principles were established to inform the development of the Plan and priority projects to improve the Campus were identified. Over 45 participants attended the Workshop, and over 100 attended the Open House. A key outcome of these events was the creation of a preliminary draft Concept Plan drafted during the latter half of the Open House. This provided an opportunity for stakeholders to provide input on its development.

September Steering Committee Workshop (top)
Revised Concept Plan (bottom)

Open House #2 (top)
Draft Concept Plan(bottom)

Steering Committee Workshop, September 30, 2015

The draft Concept Plan was refined throughout Phase 2, with different development scenarios and options tested. A refined version of the Plan was presented to the Steering Committee for further discussion and refinement during the Workshop. Some key outcomes included establishing a series of Big Moves to guide the development of the draft Master Plan and its frameworks.

Stakeholder Workshop & Open House #2, November 25, 2015

The Draft Master Plan and Plan Frameworks were presented at the Steering Committee Workshop. The discussion during the workshop included advanced thinking around developing a phasing strategy for the Plan. The Plan Frameworks–Built Form, Open Space, and Movement–provided detail around the various layers of the Plan. Participants affirmed the Concept Plan's design direction and Frameworks and identified areas where additional design detail or thinking was needed. These outcomes informed the phasing and implementation strategy reflected in this document.

Steering Committee Presentation, April 28, 2016

The Draft Campus Master Plan report was presented to the Steering Committee for their review and input. Several different aspects of the Plan were discussed during the presentation, including, but not limited to: the need for and use of street connections to adjacent neighbourhoods; the vertical configuration of mixed-use development; different approaches to sustainability and resilience, including various options for sustainable energy use and generation; and, details for the phasing and implementation strategy. Comments from the Steering Committee on these aspects were used to prepare a final draft of the Campus Master Plan Report for approval by the Board of Governors.

MRU's original Campus building

MRU's original library shortly after it was completed

1.4 CAMPUS HISTORY

The University is situated in an ancient and storied place within the hereditary lands of the Niitsitapi (Blackfoot), Iyarhe Nakoda, Tsuu T'ina and Metis Nations. It is a land steeped in ceremony and history that, until recently, was used and occupied exclusively by peoples indigenous to this place.

MRU was first granted a charter in 1910 as a college offering secondary schooling in various fields of study. In 1931 it became a junior college affiliated with the University of Alberta and began offering first-year university transfer courses. On August 30, 1966, the provincial government passed the Mount Royal College Act, making the school a public college.

MRU's Campus was originally located in downtown Calgary. When its capacity for enrollment and programming was exhausted in 1964, the campaign for a larger Campus began. A site was identified on the outskirts of Calgary on lands that had formerly been used as an air force base during World War 2. The University moved to this location in 1972, founding the Lincoln Park Campus.

MRU has undertaken two major expansion projects since it moved to the Lincoln Park Campus. The first, in the mid-1980s, increased the size of the original 1972 facility by 30% with the addition of several wings. The expansion of the early 2000s included construction of two new academic buildings, a triple gymnasium complex, a Centre for Continuous Learning, and a 594 bed student residence.

Figure 2: Built Form & Campus Evolution

LEGEND
- 1970 -1979
- 1980 - 1989
- 1990 - 1999
- 2000 - 2009
- 2010 - Present Day

1.5 EXISTING CONDITIONS & OPPORTUNITIES

This section outlines the analysis of the Campus' existing conditions and some of the opportunities identified during the review. This analysis informed the development of the Vision, Principles, and emerging Big Moves, feeding into the Draft Concept Plan.
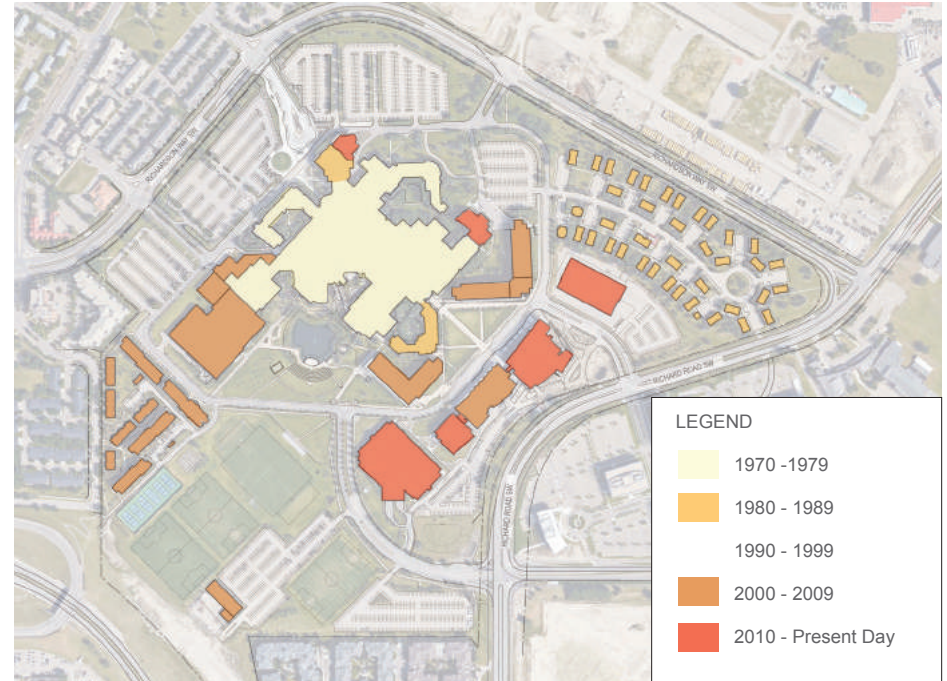
1.5.1 BUILT FORM

The Campus originally consisted of the Main Building, which was completed in 1972. Over the years, as enrollment and programming has grown, MRU expanded its facilities with a series of incremental builds involving additions to the original Main Building and several stand-alone structures. The result is a relatively compact pattern of development, but a general lack of exterior permeability in the Campus structure. The northeast residences present an inefficient use of Campus lands.

- **Opportunity:** Implement a more logical grid pattern of development with stand-alone buildings to facilitate better exterior connectivity. Redevelop the northeast residences and consolidate residence spaces elsewhere on Campus in a higher density building typology.
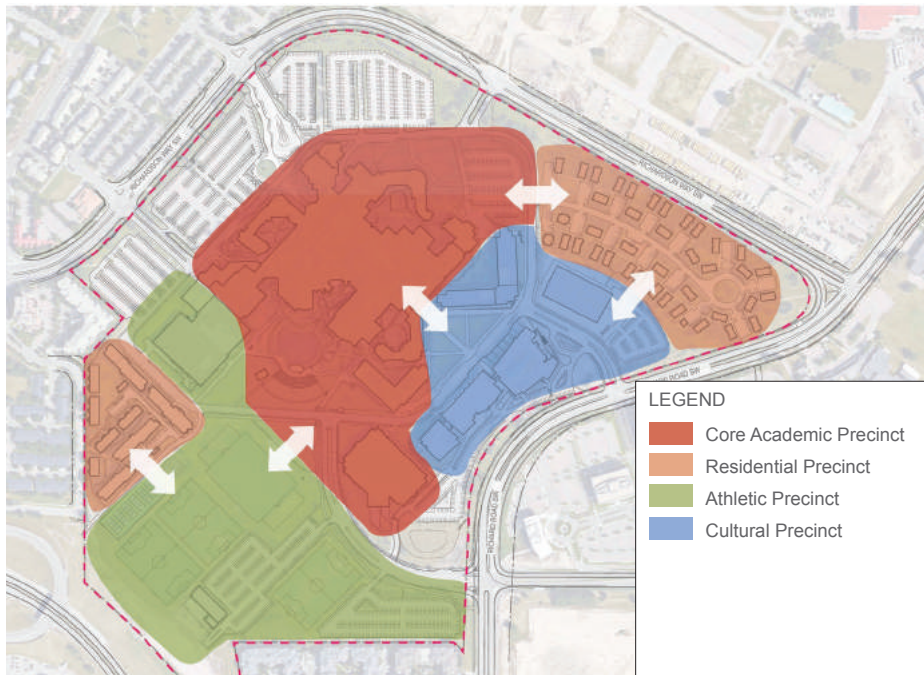
Figure 3: Emerging Precincts

LEGEND
- Core Academic Precinct
- Residential Precinct
- Athletic Precinct
- Cultural Precinct

Figure 4: Community Interface

LEGEND
- Campus Core
- South Fields
- Edge Landscape Buffer
- Residential Neighbourhoods
- Business Parks & Institutional
- Inward Focused Campus
- Existing Connection Points

1.5.2   EMERGING PRECINCTS

The structure of the Campus reflects four emerging precincts, which include: the Core Academic precinct as the Campus centre; the Athletic precinct defining the southwest Campus; the Cultural precinct defining the east Campus; and the residences that define the Campus' east and west edges. These emerging precincts are generally characterized by an emerging pattern of land uses and character.

- **Opportunity:** Utilize emerging precincts to guide the structure of the Master Plan, and build upon and reinforce their character.
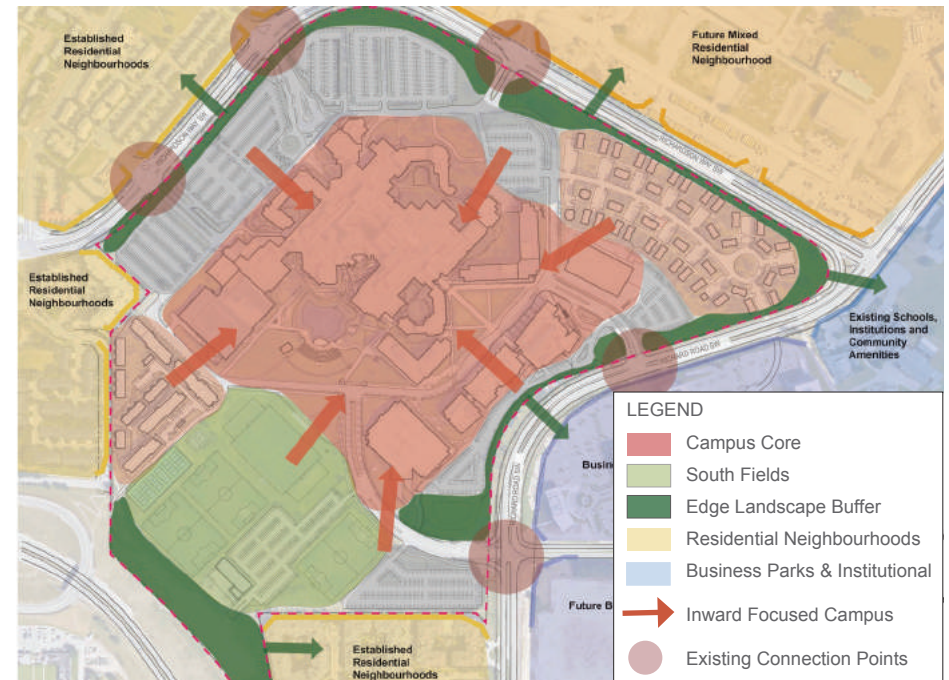
1.5.2   COMMUNITY INTERFACE

When the Campus was originally developed it was at the outskirts of Calgary. With minimal development around it, the Campus became an insular and inward oriented environment, almost by default. It currently is characterized by surface parking lots at the Campus perimeter and a perimeter buffer landscape adjacent to the street. These conditions create an insular and cloistered environment, physically separating the Campus from its surroundings, including neighbourhoods such as Currie Barracks.

- **Opportunity:** Integrate the Campus physically with surrounding communities through connections, such as roads and pathways, and by creating active faces that better relate to surrounding neighbourhoods. Integrate the Campus socially by creating opportunities through programming of spaces and creating new amenities for the wider community to visit and enjoy the Campus.
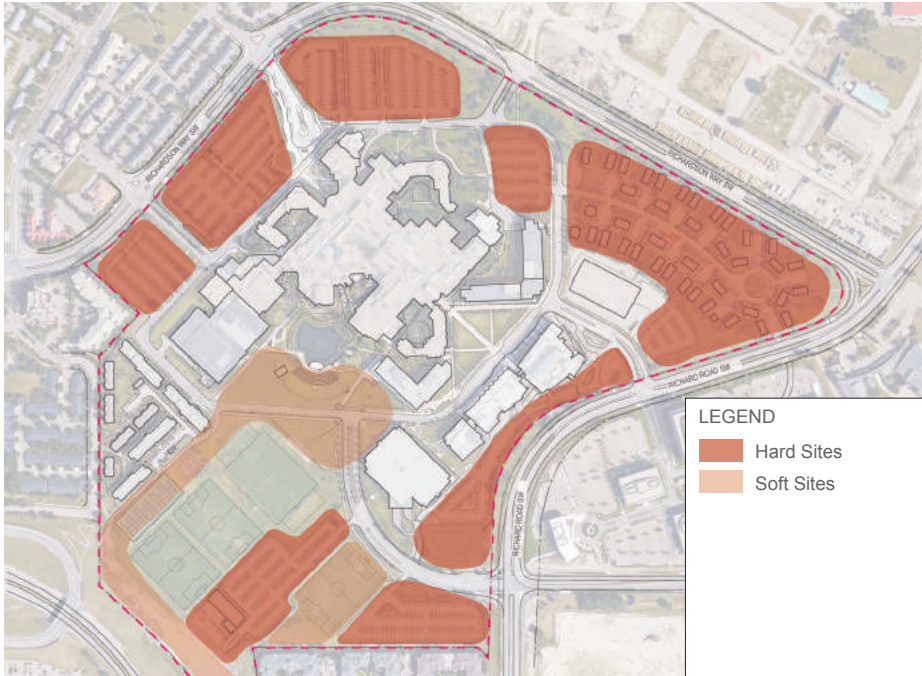
Figure 5: Development Opportunities

LEGEND
Hard Sites
Soft Sites

Figure 6: Pedestrian Circulation

LEGEND

Primary Internal Pedestrian Corridor (Main Street)

Internal Connections from Main Street

External Pedestrian Paths

1.5.4   DEVELOPMENT OPPORTUNITIES

The outer edge of the Campus is defined by surface parking lots, an aged residential area, and large ill-defined open spaces.

- **Opportunity:** Redevelop surface parking lots and low density Campus residences in a compact and contiguous fashion. These areas provide the greatest opportunity to reposition and realign the structure of the Campus, physically, socially, and optimize the use of existing buildings with renovations or additions. There is an opportunity to use the Campus' lands more efficiently by re-aligning some roads and open spaces.
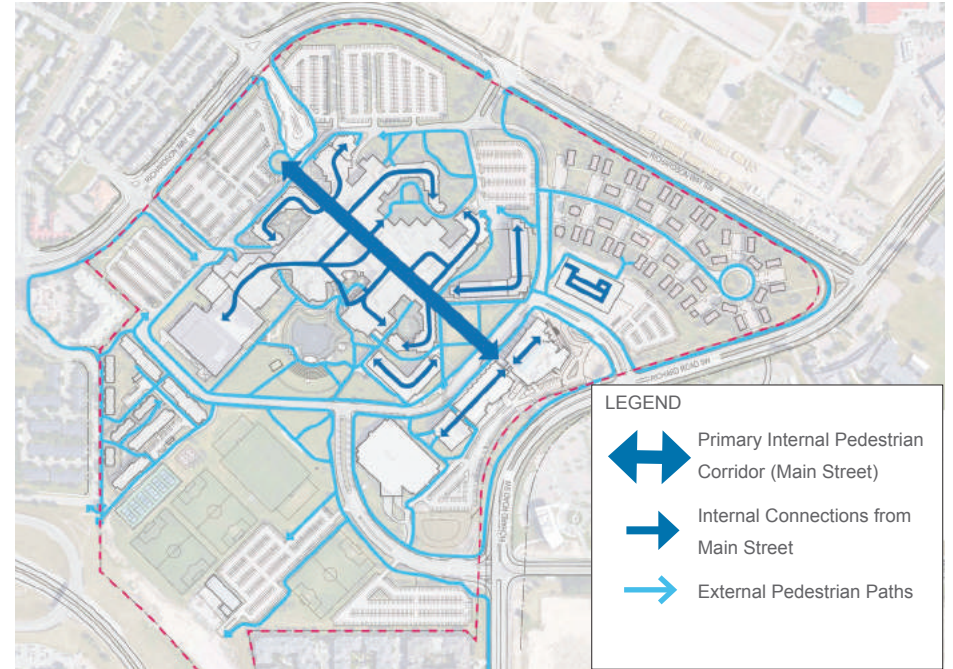
1.5.5   PEDESTRIAN CIRCULATION

The Campus has an extensive network of interior and exterior pedestrian paths. Given the current configuration and design, interior paths tend to be more heavily utilized while exterior paths are less utilized, particularly during winter months. There are significant connectivity issues owing to locked doors between interior corridors and courtyards and exterior open spaces, as well as the placement of some buildings. The pedestrian system can seem uninviting, contributing to its under-utilization.

- **Opportunity:** Improve the use of exterior paths through environmental design and by strategically adding new buildings and destinations that draw people in and animate pathways. Unlock doors to building courtyards. Some areas of the Campus are more auto-oriented and can be uncomfortable for pedestrians, in these cases urban design and road dieting will help create more pedestrian-friendly environments.
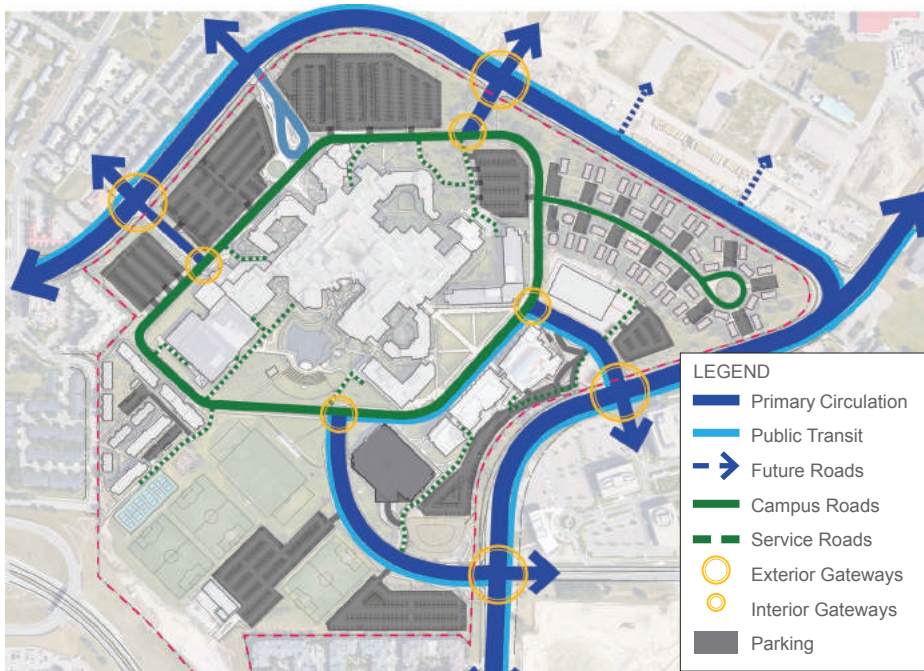
Figure 7: Vehicular Circulation

Figure 8: Open Space Typologies

1.5.6   VEHICULAR CIRCULATION

Vehicular circulation on Campus is generally organized around a perimeter road network (Richardson Way and Richard Road) and an inner road (the Ring Road or Mount Royal Circle SW). The Campus is treated as a shortcut by some drivers along the south end of the Campus. The existing character of the roads is uninviting to pedestrians and cyclists and there are circulation conflicts between different modes of travel. Several roads within the Campus are more conducive to driving than walking or cycling.

- **Opportunity:** Redefine the character of all Campus roads as pedestrian-friendly places and destinations. Traffic calming measures on these roads may assist in mitigating cut-through traffic. In terms of connectivity, the Campus can be better integrated with surrounding communities, in particular Currie Barracks, by establishing new road connections to the development.

1.5.7   OPEN SPACE TYPOLOGIES

The Campus currently has access to a variety of open spaces, but several of these lack an identity or unifying design. Others can appear as unsafe due to inadequate lighting, and a lack adjacent activity and visual connections between indoor and outdoor spaces. Furthermore, locked doors between these spaces create a sense of isolation and create a physical barrier in some instances. Some of these spaces could be better utilized and enjoyed, particularly during winter months.

- **Opportunity:** Improve access to existing open spaces and create active frontages to all open spaces. Some typologies, such as Open Courtyards, Entry Forecourts, and the Buffer/Edge Landscape, would benefit from enhanced plantings and furnishing to create comfortable and purposeful spaces that can be used year-round. There is also an opportunity to design and program certain open spaces to give them a unifying identity and make them an inviting destination in their own right.
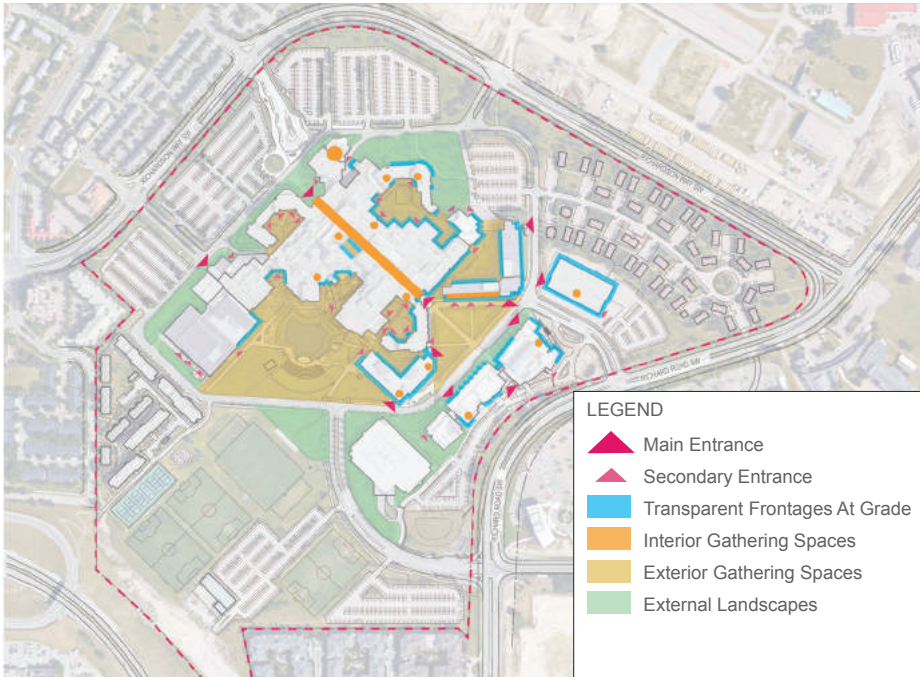
Figure 9: Building Frontages & Gathering Spaces

1.5.8   BUILDING FRONTAGES & GATHERING SPACES

In general, the MRU Campus buildings have a high level of transparency to the open spaces, but these frontages may not be programmed with an active use, or the relationship between indoor and outdoor space may not be optimized. Often there is either a lack connection points between indoor and outdoor spaces, or these doors are locked.

- **Opportunity:** Make transparent frontages more accessible for Campus users, with informal gathering spaces, seating, and study spaces. In some cases renovations to existing buildings may be used to create additional active frontages. Importantly, all transparent frontages to open spaces should also have one or more points of access to these spaces, to further improve animation of these spaces and the physical connection between indoors and outdoors.

1.6   EXISTING CONDITIONS – MAIN BUILDING

Since MRU's Main Building was completed and occupied in 1972 it has been at the centre of the University's programming, evolving over the years with retrofits and program adjustments. An analysis was completed of the existing uses and vacancies of the Main Building, including its circulation patterns, to inform the development of this Plan and its recommendations.
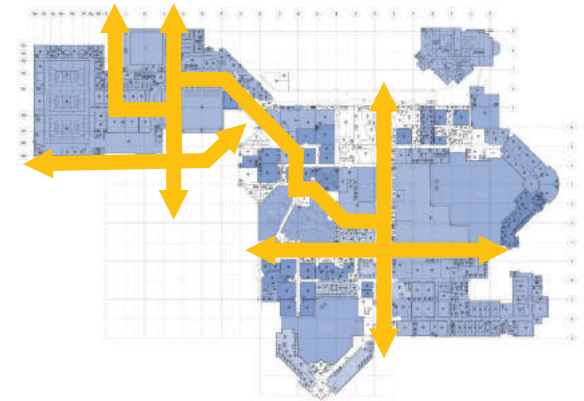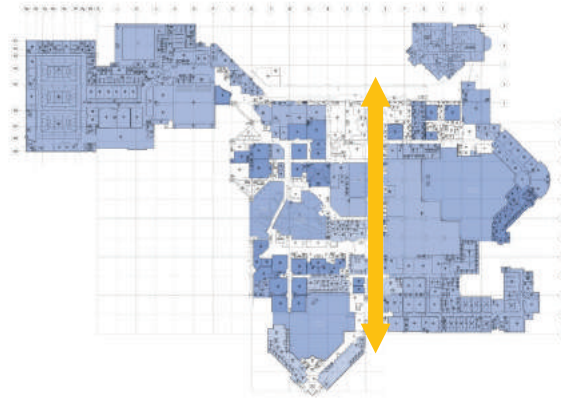
Improve Main Street

Main Street is a key pedestrian movement corridor through the Main Building and a significant aspect of the Campus' character. Currently it is a space that people use to move between different areas of the Campus and the Main Building and it is not a destination in its own right.

- **Opportunity:** Improve Main Street by creating new social gathering areas, improved furnishings and updated finishes (flooring, wall covering, etc.)

Expand the Circulation

Circulation in the Main Building is strongly characterized by movement along Main Street, with some secondary circulation along corridors that run down wings of the building, but a general lack of north-south movement through the Main Building. Because the Main Building is so large it can limit pedestrian connectivity between different areas of the Campus.

- **Opportunity:** Create a new connection that crosses Main Street to facilitate better connectivity between the south part of the Campus, in particular its open spaces, and the north part of the Campus. In doing so the Cross Connection should receive enhanced finishes and furnishings in line with the design approach to improving Main Street.

- **Opportunity:** Create new connections through the Main Building and other areas of the Campus. In particular through the Recreation Building to adjacent open spaces, including the Pond, and west of the Campus, as well as through the Cross Connection perpendicular to Main Street.
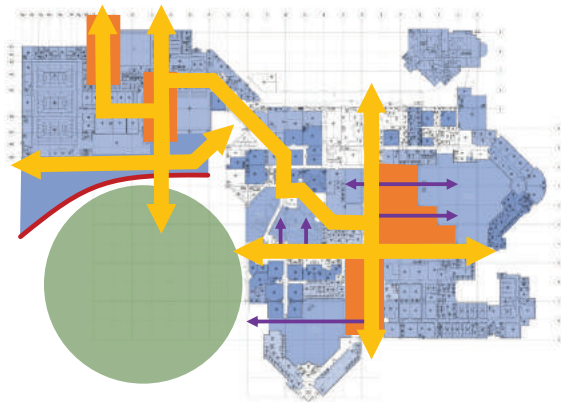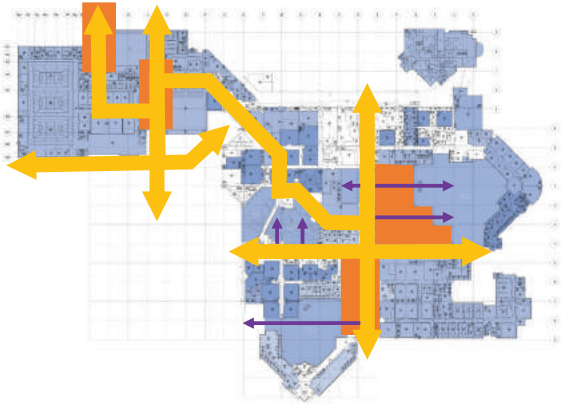
Create New Social Spaces

There are sizable vacancies within the Main Building's former library and conservatory spaces owing to the development of the Riddell Library and Learning Centre and the Taylor Centre for the Performing Arts and The Bella Concert Hall. There are also under-utilized spaces around internal corridors and their intersections.

- **Opportunity:** Re-purpose the vacated library space to create a new Student Centre and to integrate with the east-west Main Street Cross Connection. There is an opportunity to further animate interior and outdoor spaces with the re-design and renovation of these spaces, and also to highlight architectural elements of the Main Building.

- **Opportunity:** Utilize the vacated conservatory space to accommodate revised programming for the Main Building.

- **Opportunity:** Create new gathering spaces at the intersection of major corridors, in particular those passing through the Recreation Building.

Framing the Pond & Engaging Outdoor Spaces

There are several courtyards framed by the Main Building that serve as visual anchors and an important element of the Main Building's character and experience, as well as purposeful Open Spaces in their own right. Several of these courtyards have doors to the Main Building that have been locked. In other areas, bookshelves or other barriers have been placed along transparent frontages between these spaces and the Main Building. The Recreation Building currently presents a generally blank facade to the Pond, with no entrances.

- **Opportunity:** There is a strong opportunity to improve the relationship between internal social gathering spaces and exterior courtyards and open spaces, by unlocking existing doors, and introducing new doors in some cases. Visual barriers should also be removed along windows to these spaces, and flexible gathering spaces should be introduced along existing transparent frontages.

- **Opportunity:** There is also an opportunity to frame the Pond and to create an active and transparent frontage to it at the edge of the Recreation Building.

Figure 13: MRU Campus and surrounding context

Single Family
Residential

Currie Barracks

Single Family
Residential

Institutional Uses

Multi-Family
Residential

MRU Campus

Westmount Corpo-
rate Campus

Grey Eagle Resort
and Casino

ATCO Corporate
Campus

Single Family
Residential

Commercial Devel-
opment

2.0 // DRIVERS FOR CHANGE

2.1 CREATING A COMPLETE COMMUNITY

As MRU has transitioned from a College to a University, the expectations for the Campus have grown as well. During early conversations, stakeholders expressed a clear desire for a more "complete" Campus that offers the full range of amenities, services, and experiences to contribute to a lively and animated environment at all hours of the day. Currently the activity and sense of vibrancy on Campus diminishes after 6:00 pm and on the weekends. There is a clear opportunity to nurture the sense of vibrancy and community the Campus enjoys during weekdays, and extend it into weekends and evenings.

2.2 PREPARING FOR FUTURE GROWTH

MRU has made growing enrollment a key strategic objective, while still focusing on undergraduate programs. In order to accommodate this growth, some expansion of the University's facilities will be required; and not only to create additional programming space and residences, but also to provide new amenities, services, and gathering spaces that enhance the Campus environment. There is a need to define the strategy for managing and growing physical resources to accommodate growth.

2.3 AN EVOLVING URBAN CONTEXT

When MRU moved from downtown to the Lincoln Park Campus in 1972, the Campus was on the outskirts of Calgary and nestled within a generally rural and emerging suburban context. Today the city has grown around and enveloped the Campus (see figure 13). Although the Campus is firmly within the city, its environs continue to evolve. Major commercial developments include Westmount Corporate Campus (six class A office buildings completed in 2011) and the Atco Office Park (in the planning stages). The Grey Eagle Casino has also been completed to the southwest and has a hotel as well as a casino and entertainment facilities.

Currie Barracks Concept Plan

Lincoln Park Campus and surrounding context, early 1980s

One development that will have a dramatic effect on the character of the area is Currie Barracks, a mixed-use development planned to the northeast of the Campus adjacent to Richardson Way. Since the project was first approved in 2006, the plans for Currie Barracks have expanded. The development now aims to deliver approximately 5,200 residential units in a variety of housing types, approximately 245,000 ft² of retail development in a mixed-use format, approximately 750,000 ft² of commercial office space, and 23.89 acres of open space.

This Plan takes into account these recent developments, and identifies opportunities to leverage potential synergies within the Campus' evolving urban context, and to better integrate the Campus, physically and socially, with surrounding communities.

2.4   PLANNING FOR RESILIENCE

In the context of this Plan, improving the resilience and sustainability of the Campus refers to environmental, social and economic variables, to which the recommendations of this Plan adopt a multi-faceted approach. Some important opportunities include:

- Environmental: Mitigating carbon production through transportation systems, building layout and design and Campus structure; and, improving resiliency to extreme weather events.

- Social: Creating a well-rounded environment on Campus that supports the 24/7 needs of its population, with expanded services and amenities, while creating additional opportunities for the surrounding community to participate in Campus life and take advantage of what it has to offer.

- Economic: Positioning MRU to make better use of its resources in the short and long-term and to diversify its revenue streams through partnership opportunities that enable development of surplus Campus funds.

2.5   SUPPORTING INDIGENOUS CULTURE & IDENTITY

Today MRU has made a renewed commitment to fostering a welcoming and respectful environment for Indigenous peoples that supports their post-secondary education. Its Aboriginal Strategic Plan (2015) has outlined 5 broad goals, which are supplemented with detailed strategies:

- Indigenizing Mount Royal University
- Culturally Respectful Indigenous Research
- Bridge-building with Indigenous education stakeholders
- Support for Indigenous Learners
- Respectful and inclusive curricula and pedagogies

This Plan recognizes and supports these goals. Although many of the strategies which advance these goals deal with curricula-related initiatives that are outside of the purview of this Plan, efforts are made to support the creation of spaces and environments that are inclusive and welcoming, and which engender a respect for Indigenous culture.

PART B:
THE PLAN

Campus Master Plan Vision

The Lincoln Park Campus will be vibrant, active, and animated. A destination that delivers an exceptional experience to all Campus users, one defined by an intimacy of scale, place, and community. It will be an inclusive space, supporting Indigenous culture and traditions, and welcoming the broader community to enjoy the Campus' lands, services, and amenities.

Campus Master Plan Principles

Foster Wellbeing
The Campus should support the physical, mental, social, and economic health of its users, the broader community, and the environment they inhabit.

Be Inclusive
The Campus should be accessible and welcoming to all.

Support Indigenization
The legacy of Treaty 7, and the Indigenous peoples whose land MRU is built on, should be recognized, valued, and honoured throughout Campus.

Open to the Community
The Campus should engage with and welcome the surrounding communities through physical connections, programming, and by consolidating a hub of services and amenities.


Animated and Walkable
The Campus should encourage continuous activity and use throughout the day, and during all weeks and months of the year. Pedestrian comfort and safety should be prioritized.

A Place for Gathering
The Campus should offer opportunities for people to gather and socialize, formally and informally, indoors and outdoors, in small and large numbers.
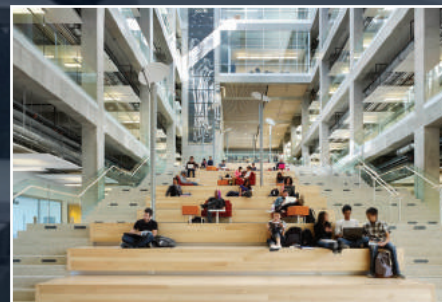
A Campus of Choice
The Campus should continue to attract outstanding students, staff, and faculty with new and enhanced spaces, services, and amenities to create a great and well-rounded environment.

Resilient and Sustainable
The Campus should be developed with a comprehensive approach to sustainability – environmental, social, and economic – that increases its resiliency and ability to manage change (climactic, demographic, technological, and others).
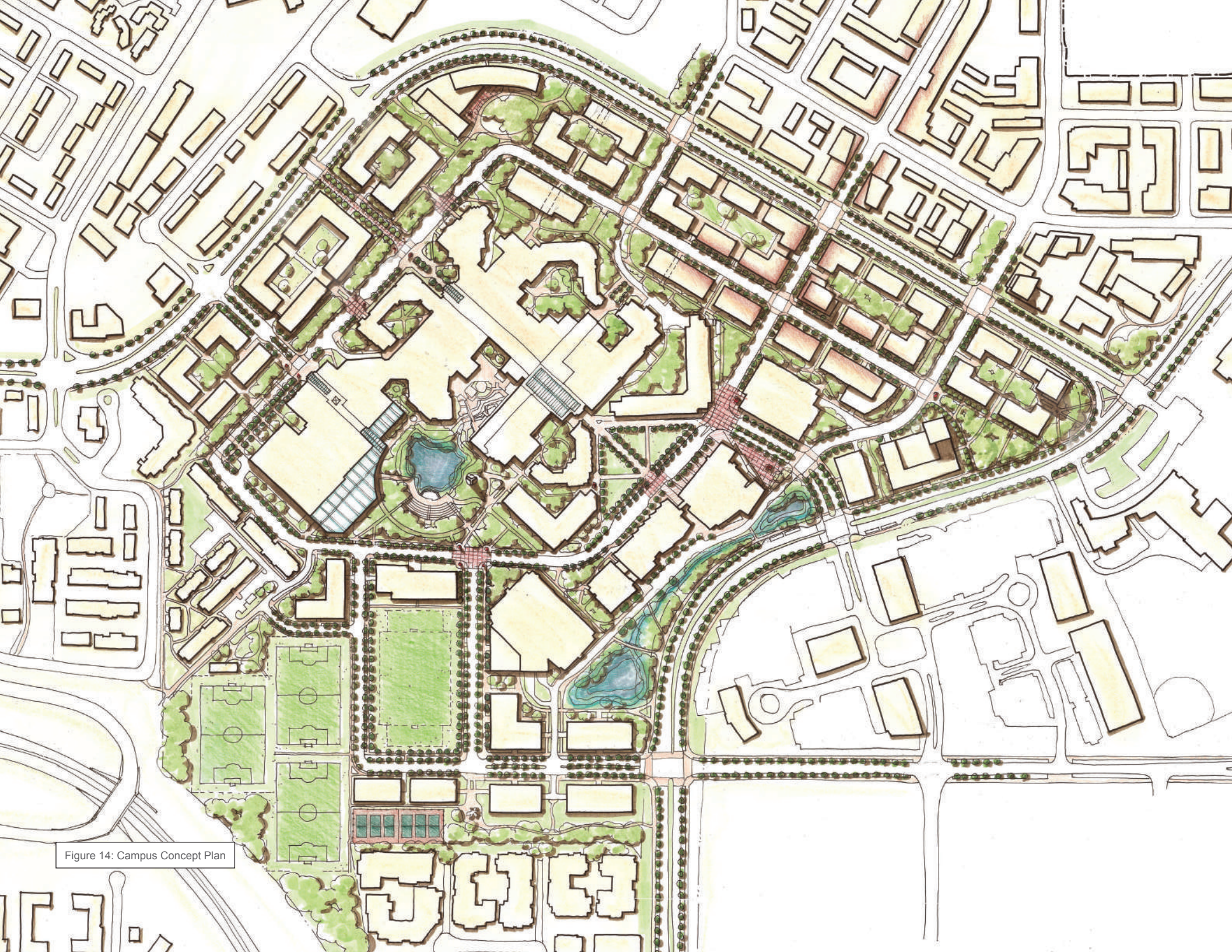
Figure 14: Campus Concept Plan

3.0 // THE PLAN

3.1   THE MASTER PLAN

The Plan was developed in an iterative fashion over the course of the project and in close collaboration with stakeholders. It reflects the Vision and Principles and is based on the following planning and design objectives:

- Creating a high-quality public realm with purposeful open spaces and an attractive, comfortable, and welcoming pedestrian environment.

- Supporting a balanced and complete movement network with a focus on active and multi-modal transportation.

- Creating a complete Campus community that offers a range of services and amenities to meet the day-to-day needs of users and to sustain an active Campus throughout the day and evening and at all times of the year.

- Physically integrating the Campus with the surrounding community with additional streets and interconnected paths, sidewalks, and roads, and by creating active and animated building frontages at the edge of Campus with frontages to surrounding neighbourhoods.

- Providing additional opportunities to welcome people from the surrounding community onto Campus, through the programming of open spaces and use of buildings.

- Creating a flexible framework for development that supports a coordinated approach to planning and designing new buildings and open spaces.

- Identifying opportunities to develop new buildings and existing buildings in order to create functional and memorable spaces that meet the needs of MRU's growing community.

The Plan is defined by 11 Big Moves that encapsulate strategic design initiatives for the Campus. The Big Moves include initiatives that address different aspects of the Campus' built form, open spaces, and movement and which support the Vision, Principles, and Plan Frameworks. They were developed based on conversations with students, staff, and faculty on their objectives for the Campus, and were informed by the existing conditions and opportunities analysis. They are described in section 3.3.

The Plan is further supported by Plan Frameworks that articulate detailed objectives and policies for the Campus' built form, open spaces, and movement network. The Frameworks are layers that constitute the overall Plan and are intended to work in an integrated fashion with supportive policies. They are described in detail in section 4.0.

3 Rings of Community
The Plan advances the goal of creating a more complete community, while integrating the Campus with surrounding neighbourhoods and the city. It does so at 3 broad levels:

- Campus - The Plan outlines a number of initiatives that will create a more complete community on Campus, and support an active environment throughout the day and evening. This includes improving open spaces by programming and enhancing their design; providing new amenities and creating more options for housing; and, supporting a highly walkable and active environment.

- Surrounding Community - The Plan outlines initiatives to improve the Campus, and make it a more prominent destination for surrounding neighbourhoods. This will complement and enhance the quality of life in south west Calgary; animate the Campus with more visitors; and, integrate the Campus physically and socially with surrounding areas.

- Broader City - The Plan leverages the Campus' existing assets and recent developments in surrounding neighbourhoods to position it as a destination that will appeal to the entire city.

The Master Plan is a Long-Range Plan
It is important to understand that development opportunities on the Campus are to be realized over a 20-30 year period. There are, however, several projects envisioned for the near term that represent Phase 1 of development. These are described in greater detail in section 5, Phasing and Implementation.

3.2 THE MASTER PLAN CONCEPT

The Campus is envisioned to be a welcoming, inclusive, and complete community; a magnet and hub for activity in South Calgary. It is well connected to neighbouring residential communities, such as Currie Barracks, Rutland Park, Glamorgan, and others, through multiple road and path connections, and through stronger social connections created by inviting the community onto Campus to use its recreation facilities, and enjoy its parks and open spaces.

The Campus will have a distinct green character conveyed by tree-lined streets, landscaped plazas, building courtyards, and more natural open spaces such as the Pond. The green character of the Campus will help to create a beautiful and comfortable public realm where people can engage in physical activity, or linger and enjoy.

The Campus will have high-quality architecture and urban design that reinforces its quality of place and character. New buildings will frame and define open spaces and create a positive relationship to the public realm. Buildings and open spaces will create new destinations and hubs of activity, helping to animate the Campus with a vibrant and accessible public realm for both the Campus and broader community.

3.2.1 CAMPUS PRECINCTS

The Plan supports the creation of six Precincts that are defined by distinct clusters of uses, patterns of activity, and relationships to surrounding neighbourhoods and adjacent uses. The Precincts have unique but complementary characteristics that work together to create a diverse Campus community.

Core Campus Precinct
The Core Campus Precinct is the academic heart of the Campus. It contains the majority of future programming space, major social spaces for students, staff, and faculty,
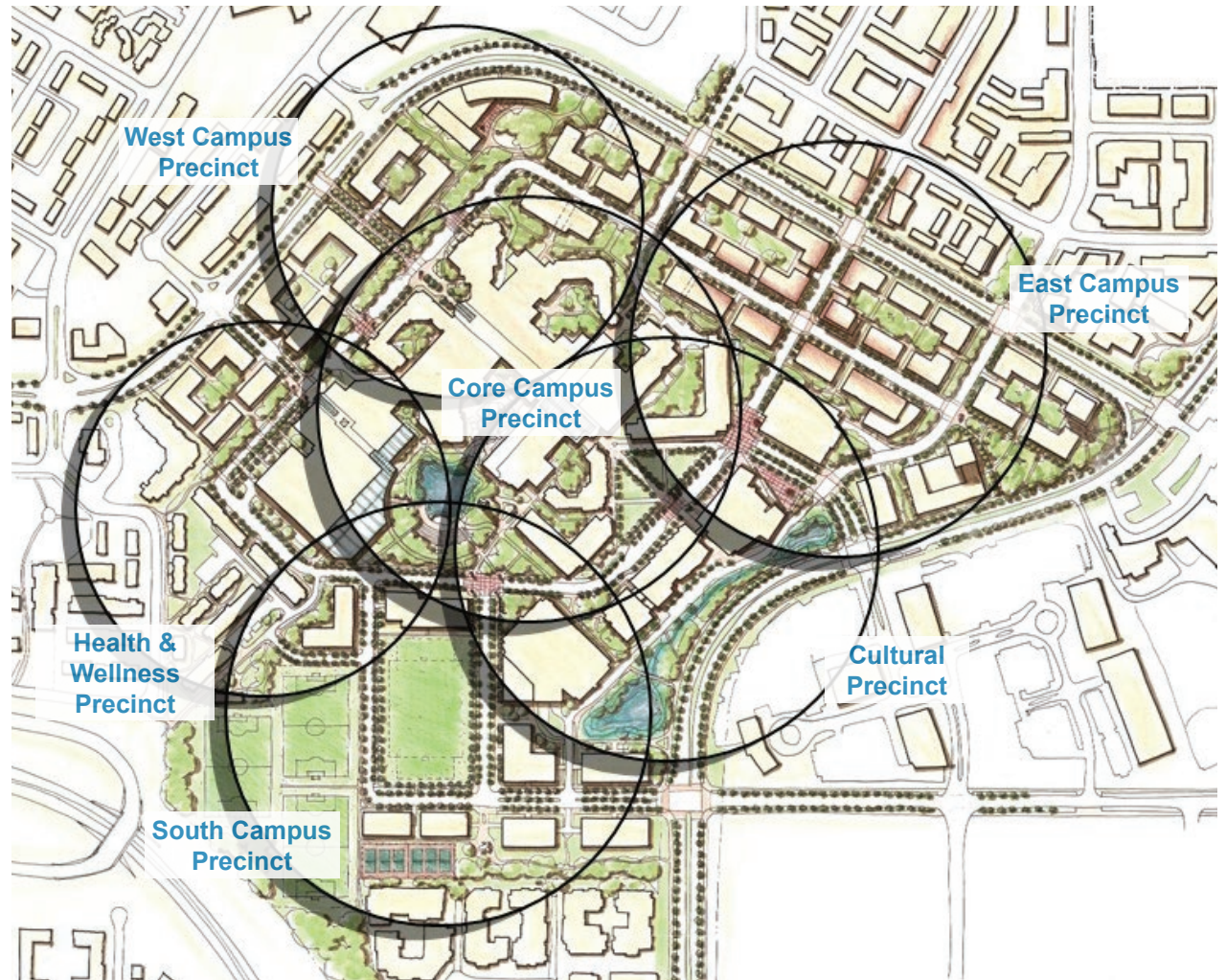

Figure 15: Campus Precincts

and many of the existing open spaces, including its courtyards and the Pond.

Some of its key new social spaces include a central gathering space and student centre located in the heart of the Main Building along a revitalized Main Street. These spaces are open and bright, creating new social hubs for the Campus. They are further animated by the east-west Cross Connection that runs perpendicular to Main Street, and serves a similar organizing function as a major circulatory route between the South Campus and Health

and Wellness Precinct and areas to the north, including the Mixed-use Precinct.

The addition to the Recreation Facility becomes a new space for social gathering and animates the Pond. It is defined by a high degree of transparency to create a strong visual relationship with the Pond. The addition frames and defines the pond, and creates a sense of enclosure for people using that space. The Pond landscape is enhanced to become an urban forest and refuge for the Campus. It has strong connections to adjacent building

courtyards and the Main Building through the East-West Cross Connection.

Cultural Precinct

The Cultural Precinct is represented by academic and cultural activities, and serves as one of the gateways to the Campus. This Precinct makes the Campus unique as a cultural destination for the city.

The Cultural Precinct draws the wider community onto the Campus, while also serving the Campus community, with unique uses such as the Riddell Library and Learning Centre, the Taylor Centre for the Performing Arts, the Bella Concert Hall, and the Roderick Mah Centre for Continuous Learning.

The entry drive leading up to Mount Royal Circle SW (Ring Road) has enhanced landscaping and plantings and leads into a distinct pedestrian-oriented plaza framed by the conservatory and library and quad. It is a celebration of the Campus character and spaces, and creates a distinct and welcoming experience for people arriving to the Campus. A new bus stop servicing bus rapid transit is located near the entrance to the Campus.

The east face of the precinct provides a green frontage to the adjacent neighbourhoods and enhanced stormwater management features, thereby creating a more positive and welcoming face to surrounding areas.

Mixed-use Precinct

The Mixed-use Precinct will be a new hub of activity on the Campus, leveraging synergies with the emerging Currie Barracks neighbourhood.

It includes additional street connections to the emerging neighbourhood of Currie Barracks, helping to integrate the Campus with the wider community. Its buildings have active frontages that relate to the street and adjacent neighbourhoods such as Currie Barracks. This animates the street and strengthens the connection between the Campus and adjacent neighbourhoods.

The Mixed-use Precinct integrates academic, residential, and commercial uses to creates a complete community environment that benefits the Campus and adjacent neighbourhoods. New services and amenities in its retail node will provide day-to-day needs and create a vibrant environment throughout the day and evening. Residential uses cater to the market but also diversify the supply of housing and housing options on Campus, with housing for families and mature students.

New buildings are organized on a block pattern that is flexible to support a variety of building typologies (academic, residential, and commercial) and permeable to facilitate pedestrian movement and enliven the public realm. Buildings frame new courtyards that serve as a local open space amenity and mid-block connections.

West Campus Precinct

The West Campus Precinct integrates the Campus with the surrounding community through street and trail connections, and by creating an active University presence at the edge of the Campus. New buildings will engage surrounding areas by adding frontages to Richardson Way SW.

The Precinct is envisioned to provide for the academic and residential needs related to the core function of the University. It provides the opportunity to expand the Core Campus uses with additional classroom space and offices, student residences and amenities.

The Precinct is defined by a large green corridor that runs through the West Campus, and is a major connector and open space amenity.

Health and Wellness Precinct

The Health and Wellness Precinct realizes synergies between the Campus Residences and adjacent recreational uses to create a healthy and active living environment.

The Precinct includes student residences that provide additional options for communal living, individual units, and family-oriented student residences. Consolidating student residences in this area allows for new support services such as a cafeteria offering meal plans and daycare services to students with children. The Precinct

may also include an additional mix of uses, services, and amenities to meet student needs.

South Campus Precinct

The South Campus Precinct creates a new hub of activity at the south end of the Campus with the quad as a central community gathering space. The quad is surrounded by a mix of academic, office, lab, and research related uses. The mix of uses animates a distinct sense of place to the South Campus. It also leverages synergies between the University's core academic functions, adjacent potential research opportunities, and neighbouring office parks and corporate campuses.

The South Campus Precinct acts as one of the major gateways onto the Campus and holds opportunities for high-quality architecture, public art, and landscaping to create a welcoming environment for people arriving. Re-aligned roads in the Precinct help to define a pedestrian-friendly environment with tree-lined streets and reduced traffic velocity.

New development supports athletic fields and uses through complementary uses, such as change rooms, gyms, and other training facilities.

3.3   THE BIG MOVES

The Big Moves are strategic design initiatives that have informed the Master Plan Concept and that implement the Plan's Vision and Principles.
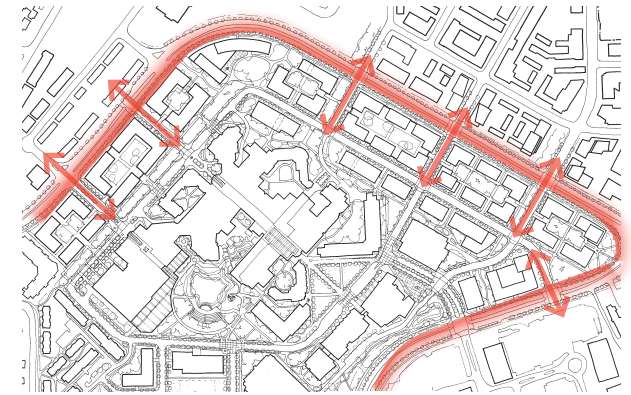
(A.) Define a Clear Sense of Entry to the Campus – Significant entry points to Campus are designed to serve as gateways, which the Plan structures into a hierarchy of prominence. These gateways serve as a key element of people's experience of the Campus by defining the Campus character and points of entry. Gateway elements include signage and wayfinding and more subtle elements such as distinct architecture, streetscaping, and landscaping.

(B.) Improve Interface Between the Campus & Adjacent Communities – Multiple elements of the Plan aim to create an overall improved physical and visual interface with the community. This includes locating new connections and buildings at the Campus perimeter that relate to the surrounding community with active frontages and high-quality design, and also parks and green open spaces–areas that beautify the Campus perimeter and contribute to a positive aesthetic for the wider community.
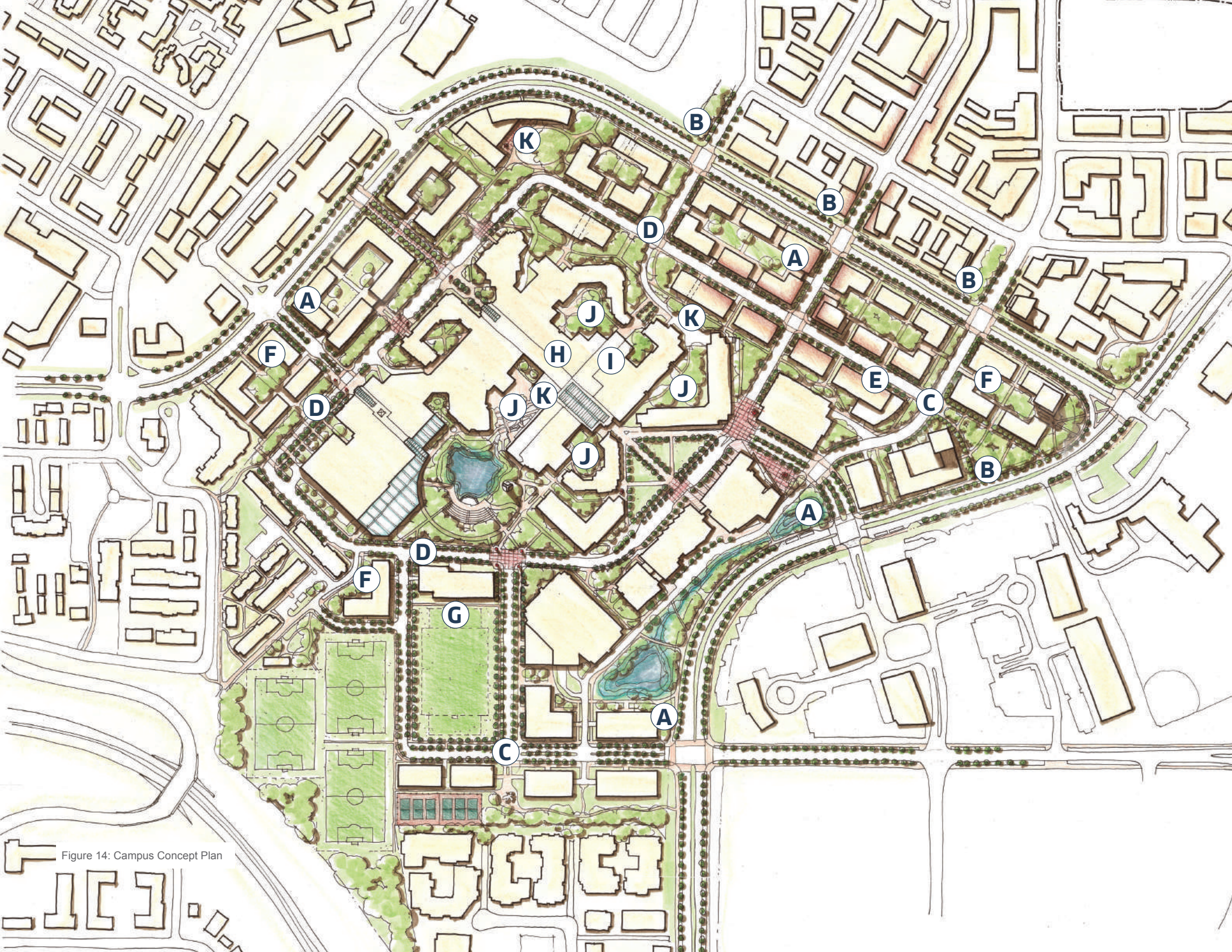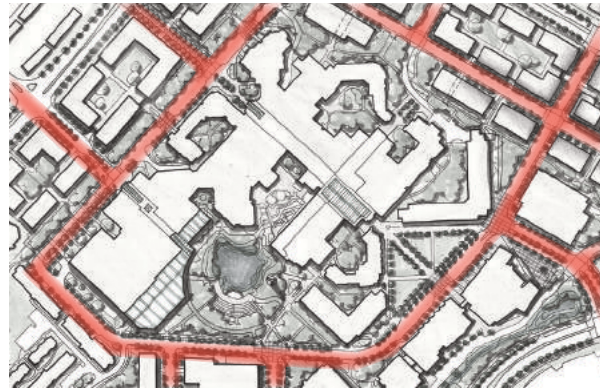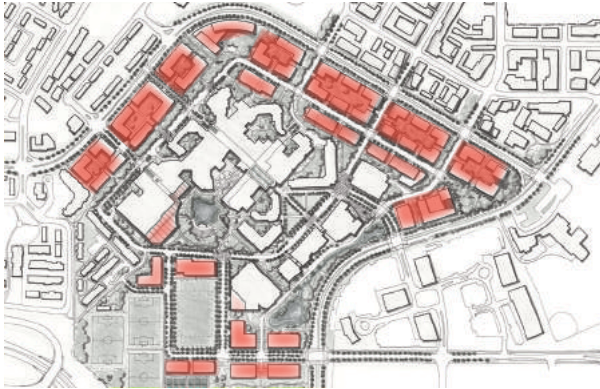
Figure 14: Campus Concept Plan

C **Support a Compact, Walkable, Campus Structure** – The Plan implements a compact and efficient pattern of development with a highly walkable Campus structure, and a fine-grain network of streets, pathways, buildings, and open spaces. The Campus structure optimizes the efficient use of space, supports active transportation modes, and creates a lively public realm.

D **Redefine Streets as Places** – The Plan re-imagines and redefines Campus streets, both new and existing, as places that have their own character and unique quality of place, places that support the overall character and well-being of the Campus as well as movement within it. This is achieved by defining a hierarchy and function for streets within the Campus and re-designing their streetscape to create welcoming, pedestrian-friendly areas.


E **Re-develop the East Residences** – The Ring Road is re-aligned to create a more logical block structure, enhance overall connectivity, and create better frontages within the Campus and to the surrounding community. This re-alignment also enables the re-development of the East Residences, by creating an orderly and flexible block pattern and optimizing their development potential. The re-development of the East Residences is an important opportunity to potentially generate revenue for the University. The Plan allows for the flexible evolution and development of this area, while identifying a strong potential for mixed-use development related to cultural and community-oriented uses on Campus (such as the Riddell Library and Learning Centre and the Taylor Centre for the Performing Arts and The Bella Concert Hall) and potentially integrating academic uses as well, which may include instructional space, faculty offices, administrative space, and or study space.
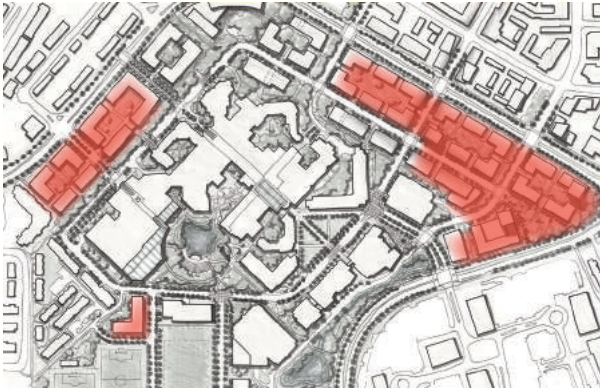
F **Expand Housing Options** – New housing options are created on Campus in order to be inclusive of a diverse population with varied needs. Consolidating residences toward the southwest of Campus allows for the provision of services like a dedicated cafeteria that requires a larger population to operate efficiently. New family residences and a supporting daycare are also co-located with other residences, while new residential development provides additional options.
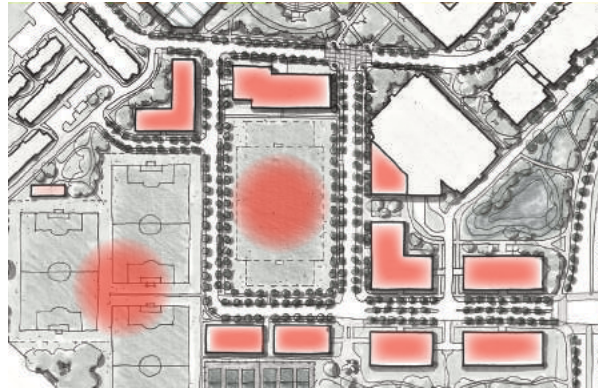
G **Create a Distinct place at the South Campus** – A new and distinct place is created at the south end of Campus that blends recreational, residential, academic and office uses in one area. These complementary uses bring an active and dynamic element to Campus, and round out the overall land use structure.
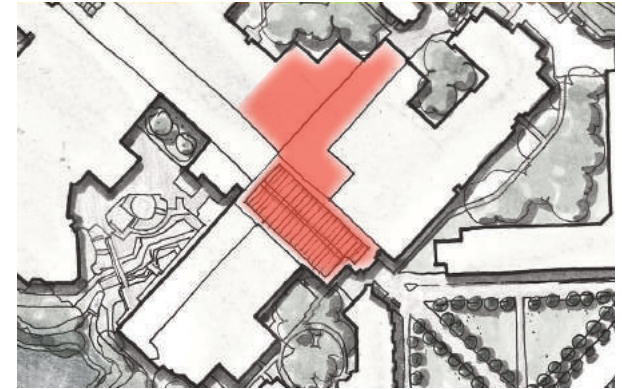
H **Create a Central Gathering Space and Student Centre** – A key element of the Plan is to create a new character-defining Central Gathering Space and Student Centre that work together to create a central heart for social activity on Campus. It is envisioned that the Student Centre and Central Gathering Space will be flexible and adaptable spaces that invite use by students, staff, faculty, and visitors for multiple purposes. Retrofits to Main Street and the structure of the Main Building will beautify and modernize the character of this area, and include creating a large atrium that extends from the existing east atrium to the entrance to the library with light wells that penetrate to the bottom-most level. These improvements (new gathering areas, the Student Centre, and atrium) will be designed to integrate with a new circulation route that crosses Main Street, passes through the library and exits near the north courtyard.
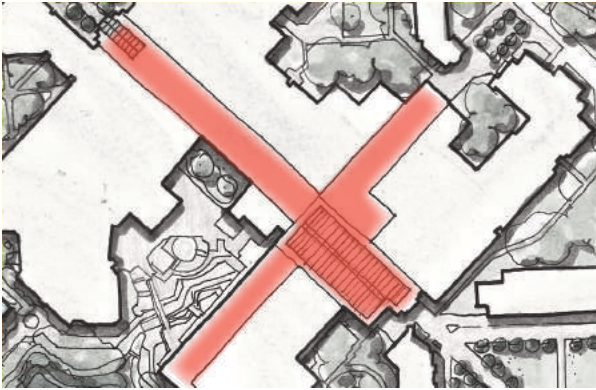
I **Improve Main Street and Create a Cross Main Street Connection** – This new connection is designed to improve Campus-wide circulation in particular to future developments at the north end of Campus and Currie Barracks. It leverages an existing partial connection off Main Street, and makes a natural extension through the former library space with new entrances at its north and south termini.

J **Animate and Enhance Existing Open Spaces** – Existing open spaces assets are protected, enhanced, and leveraged to create unique amenities for Campus users as well as the wider community. The Plan outlines a re-integration of these spaces with the Campus built form through access points and environmental design.

K **Provide Spaces to support Indigenous Culture** – A key objective of this Plan is to create a supportive and welcoming environment for all, in particular MRU's Indigenous students, staff, and faculty. This objective is not achieved by designating one area of the Campus, one specific building or room, as a ceremonial space or as a space for Indigenous culture, although that may be appropriate in some cases. The drive to support Indigenous culture and learners is an approach to planning, programming, and designing the entire Campus. This approach must be broadly supplied to be successful. Some considerations include: where sweats and smudges can be held, and are there spaces to host elders or other special meetings and events.

4.0 // PLAN FRAMEWORKS

The Plan Frameworks constitute the various layers of the Master Plan. They guide decision-making around the design of improvements to the Campus, including informing the objectives related to future projects. The Plan Frameworks address: built form, open spaces, movement, and sustainability and resilience.

Built Form Framework
The Built Form Framework addresses various components of buildings on the Campus, including:
• Location of new buildings
• Structure and flexibility of blocks
• Land uses
• Building heights and massing
• Building design (orientation, frontages, entrances, and materials)
• Renovations and expansions to existing buildings
• Relationship of buildings to streets and open spaces

Open Space Framework
The Open Space Framework addresses all aspects of open spaces and social gathering spaces on the Campus, including:
• Different open space typologies and their functions
• Interior social gathering spaces
• Open space design
• Winter design strategies
• Sustainable parking lots
• Lighting
• Parking lots
• Public art

Movement Framework
The Movement Framework deals with all components of the movement network on the Campus, including:
• Campus gateways
• Street hierarchy
• Pedestrian movement
• Cycling movement
• Public transit
• Transportation demand management
• Parking

Sustainability and Resilience Framework
Opportunities to improve the sustainability and resilience of the Campus have been considered and addressed throughout the Plan its design initiatives and policies. The Framework addresses several of the key additional strategies and opportunities to make the Campus more sustainable and resilient, including:
• Water management an conservation
• Energy efficiency and conservation
• Landscape and plantings
• Social considerations
• Economic considerations

4.1   BUILT FORM FRAMEWORK

The Built Form Framework identifies the location of new development, as well as design parameters for buildings that establish and reinforce a coherent visual character, and a harmonious and appealing Campus environment. New building sites are positioned strategically to frame new streets, quads, and open spaces, and to optimize the land use and development potential of the Campus. In all instances, the careful consideration of the orientation, massing, heights, and frontages of new buildings is critical to ensure the creation of places that are safe, attractive, and comfortable for a range of uses.

4.1.1   BLOCK STRUCTURE

The Plan is structured around creating a highly efficient and compact grid that supports a walkable Campus structure with a high degree of connectivity. The street grid creates multiple opportunities for connection and movement across the Campus. And building sites are positioned to allow for maximum permeability through blocks by pedestrians.

- The creation and alignment of new streets should follow the design indicated by the Plan.

- New streets and the re-aligned Ring Road should be designed to implement the block structure demonstrated in the Plan.

- New blocks should allow for the flexible development of different building typologies.

- New blocks and their adjoining streets should facilitate the development of new buildings that have frontages to all adjacent streets and open spaces.

- All new buildings will have internal courtyards that are connected to the broader public realm via linkages and connections between buildings and a generally permeable block structure.
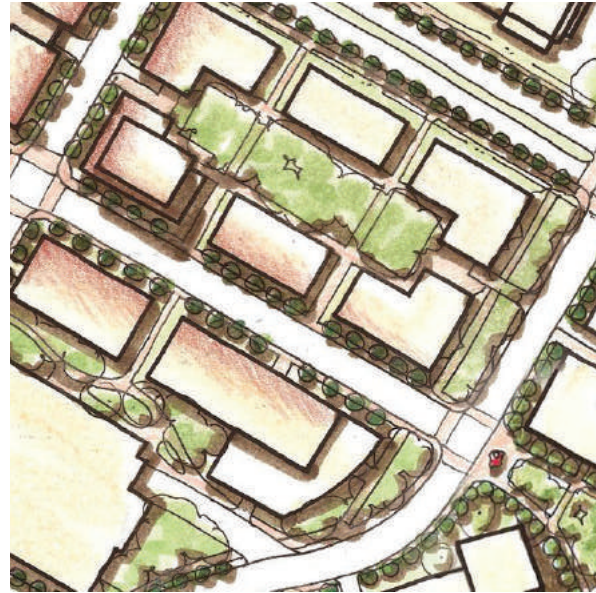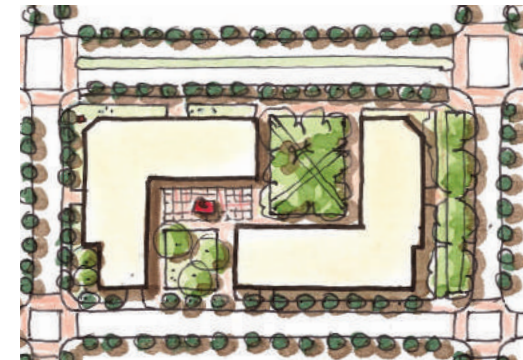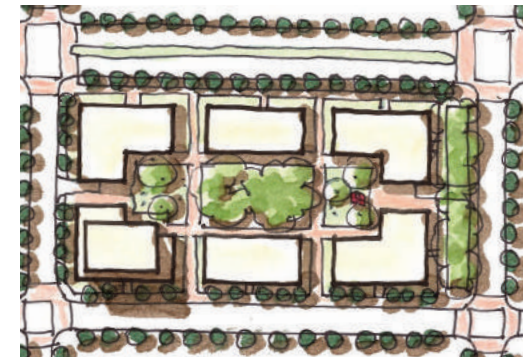

Figure 16: General block configuration to maximize permeability

- The flexibility of the block network is intended as a future-proofing strategy and to accommodate different configuration of building typologies and building sites that allow MRU to respond to new opportunities as they arise.
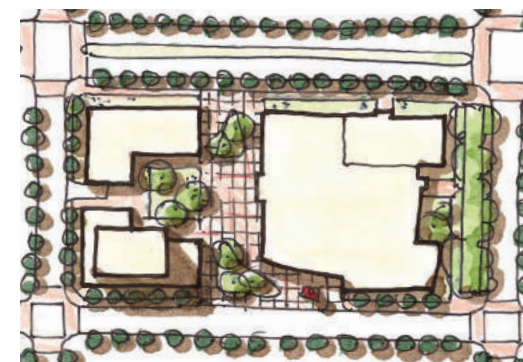
Academic Typology

Residential Typology

Academic & Residential Typology

4.1.2 NEW BUILDINGS

The Plan outlines new blocks and development sites that are designed to be flexible and able to accommodate different building typologies (see figure 17). In planning new projects it is important that buildings are oriented to optimize pedestrian connections, frame new, purposeful, open spaces, and create frontages to streets.

- New buildings should be oriented to create frontages to all streets, including Richardson Way, to define new, purposeful open spaces, and enhance the public realm.

- Development sites should be contiguous with existing Campus development to facilitate an orderly and compact Campus structure.

- Building footprints should be designed to integrate with future developments in order to create mid-block connections and promote strong pedestrian connectivity.

- Development sites should preserve and frame key view corridors and create new view termini and landmarks where appropriate.

- With the exception of the Recreation Building expansion and the addition to the parkade, significant new development should be free standing and not an extension or addition of existing structures. This will improve the legibility of the Campus structure, aid in basic wayfinding, and facilitate pedestrian connectivity.
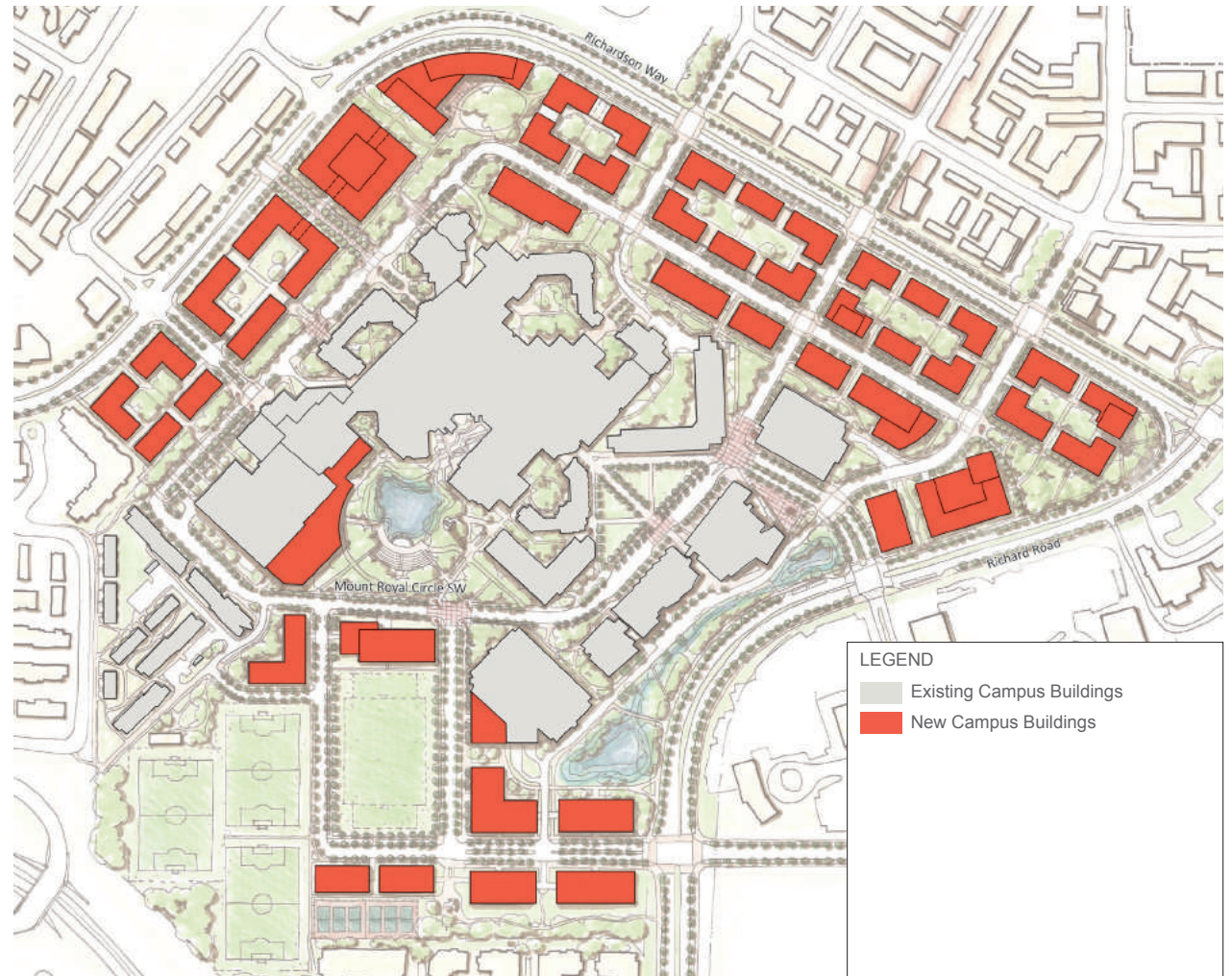

LEGEND

- Existing Campus Buildings
- New Campus Buildings

Figure 17: New Campus Buildings

4.1.3 PROPOSED LAND USES

The Plan supports Campus precincts by defining a pattern of complementary land uses. This land use plan is designed to be flexible and allow a mix of uses within each precinct. This flexibility will enable MRU to respond to new opportunities and needs as they emerge.

• The Academic Development designation may include core University facilities (instructional, student services, study space, administrative).

• The Campus Residences designation can include a mix of uses, including some commercial or academic development.

• The Mixed-use Development designation can include academic uses, retail, office, residential, and administrative uses in a vertically integrated development structure.

• Campus residences are consolidated together to create a threshold population required to justify certain services, such as a dedicated cafeteria and meal program.

• The Transition Mixed-use designation can include academic, office, residential or, hotel, with less emphasis on commercial retail uses. A corner coffee shop may be appropriate, but not a continuous retail frontage.

• The Commercial Office designation can include office uses, research institutes and labs, and light manufacturing and makers spaces.

• Campus residences should include a variety of typologies to meet student needs, such as townhouses, stacked townhouses, and multi-unit buildings, and incorporate features that cater to first-year students, sophomores, mature students, families, and Indigenous students. Housing typologies should be higher density typologies to make efficient use of land.

Figure 18: Proposed land uses

LEGEND
- Existing Academic Buildings
- Existing Residential Buildings
- Mixed-use Development
- Transition Mixed-use
- Academic Development
- Commercial Office
- Campus Residences
- Commercial Retail Frontage
- Retail Node

• Buildings in the Retail Node should include continuous retail at grade, with multiple entrances, and retail size formats, to create an animated and active public realm. Retail and commercial uses should wrap around certain building frontages and clustered together (see figure 18), with special treatment given to corner conditions.

• New development in the South Campus should include sports and recreation facilities and ancillary and supporting uses for the recreational fields (washrooms, clubhouse, change rooms), as appropriate.
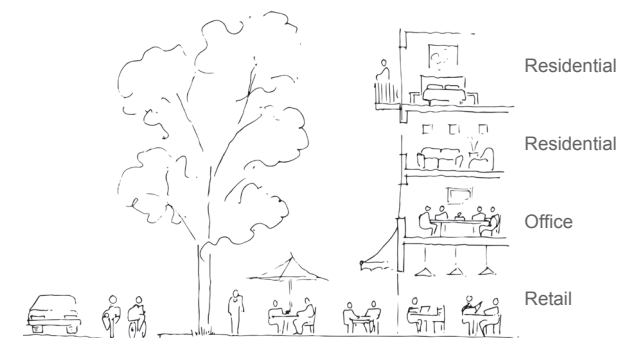

Residential
Residential
Office
Retail

Figure 19: Vertical mixed-use structure

4.1.4   BUILDING HEIGHTS AND MASSING

The height of buildings can determine the functional performance and viability of buildings, and make a significant impact on the Campus' character. The range of building heights put forward in this Plan is a recommended range, there may be opportunities to go higher in some locations, such as the north easr corner across from Currie Barracks.

The massing of buildings should be designed to create a comfortable and inviting public realm that mitigates wind tunnels and maximizes sunlight penetration to open spaces.

- New academic buildings should maintain a height of 4 storeys, which optimizes efficiency for academic and institutional buildings.

- Where new buildings in the Mixed-use Precinct are taller than 4 storeys, any portion of the building mass above the fourth storey should step back to create a building podium.

- Any buildings taller than 3-4 storeys should provide a transition in heights to existing and anticipated adjacent development.

- Opportunities to add floors to existing buildings may be explored on a case-by-case basis.

- New buildings should be designed to function as a gateway feature in areas defined as gateways. This may include additional building height massed towards a corner site.

- The massing of new buildings should be configured to allow for maximum sunlight penetration to Campus open spaces, in particular quads, courtyards, and plazas.

- The massing of new buildings should be designed to create a comfortable and human scale public realm.
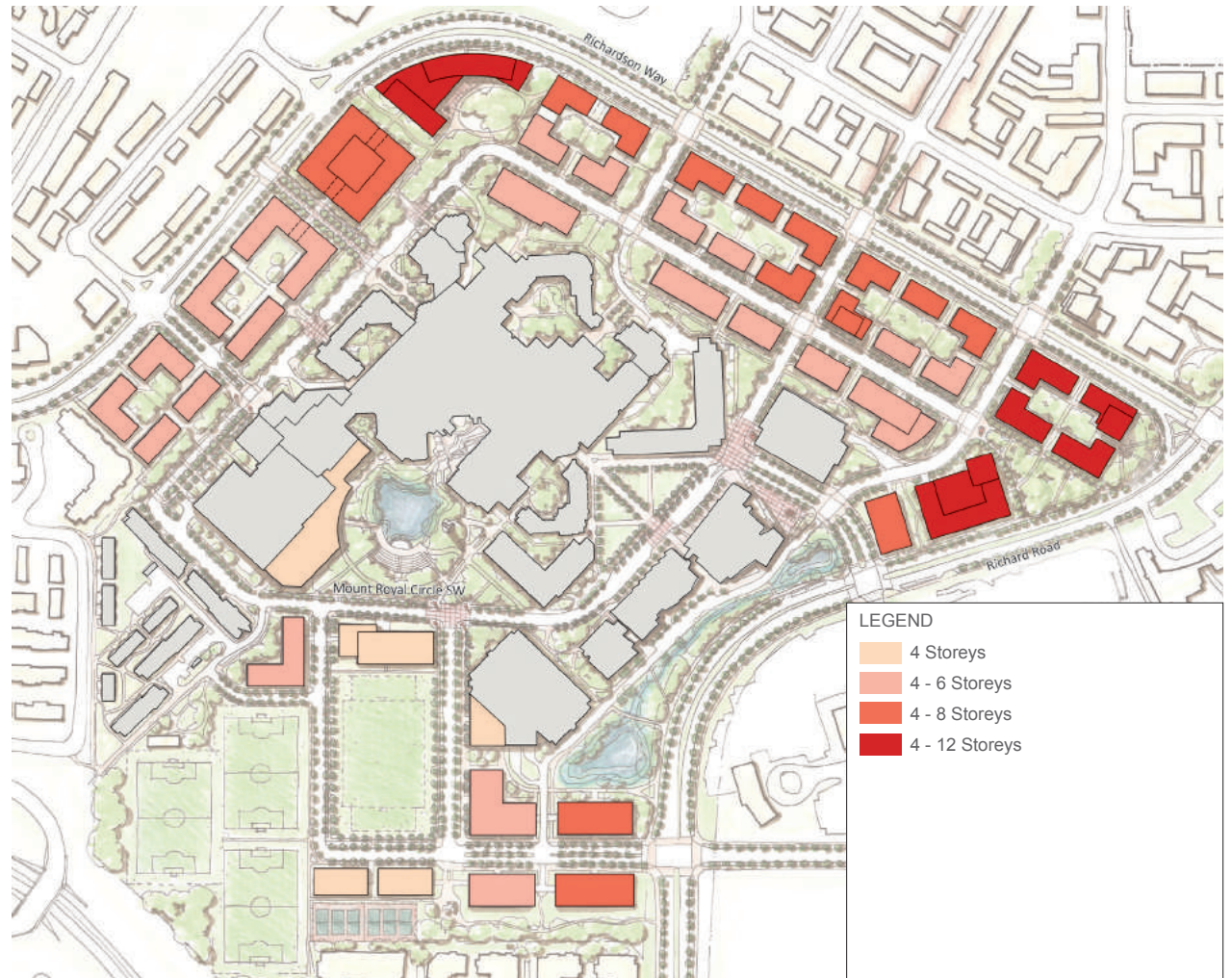

Figure 20: Building heights plan

Buildings should be massed to mitigate the impact of wind and shadows on adjacent public spaces.

- The height and massing of new buildings should be configured to comfortably frame new and existing open spaces, as well as sidewalks and paths.

Precedent: Active and transparent frontages to open spaces

Precedent: Buildings frame open spaces and create a pedestrian-oriented environment

Precedent: High-quality building materials

4.1.5   BUILDING DESIGN

4.1.5.1   Building Orientation & Placement

The placement of buildings is a key component of their design and can have a significant impact on the public realm. The placement and orientation of buildings must consider opportunities to frame, define, and enhance the public realm, and to enhance the overall connectivity of the Campus.

- Buildings should be placed to frame and define new and existing open spaces, and to create a comfortable and inviting experience within adjacent open spaces and the public realm in general.

- New buildings developed on new blocks around the Campus perimeter should create internal courtyards that are connected with the public realm through linkages between buildings. The design and configuration of building footprints should consider the objective of defining these spaces and linkages to them.

- Mid-block connections and linkages on each block should align with other nearby linkages on the same block and adjacent blocks.

- Building footprints should be configured to create mid-block connections and enhance the connectivity of the public realm.

- All new buildings should have active frontages to adjacent streets and open spaces.

4.1.5.1   Frontages

Building frontages define streets, sidewalks, paths, and open spaces, and play a critical role in supporting a welcoming and safe environment for pedestrians. Frontages define the relationship between built form and public realm and will be designed to create a pedestrian-oriented environment. An important objective with all building frontages is to create visual connectivity between indoor and outdoor spaces.

- Building frontages should be designed to create an inviting and comfortable environment for pedestrians, to frame streets and open spaces, and to enhance the public realm by creating visual and physical connections between indoor and outdoor spaces.

- Buildings must have frontages to all adjacent streets. Buildings and building frontages along Richardson

Way should be designed in anticipation of that street becoming a more pedestrian-oriented street and less of arterial type road.

- Buildings should have transparent frontages at grade that include active uses (such as indoor seating and study areas) along building frontages to engage the outdoor public realm and improve Campus security.

- Building frontages should not include blank walls toward open spaces or pedestrian circulation routes.

- Buildings should be of a high-quality design and incorporate durable, high-quality materials that relate to existing the natural and built context.

4.1.4.2   Entrances

Building entrances serve as key points of connection between indoor and outdoor spaces, and hence are a critical component of creating a lively and animated public realm. Access to entrances must be legible and clear.

- Building entrances should be located at grade and designed to be accessible for people with reduced mobility.
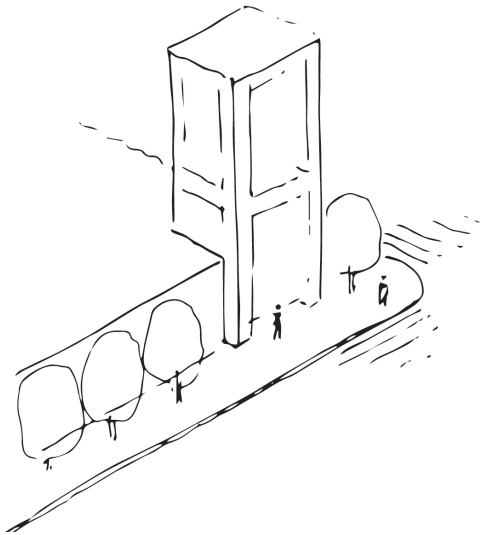
Figure 22: Example of gateway treatment through building height

Precedent: Service areas with enhanced paving and screening

- Building entrances should be legible as entrances and should be located in a manner that facilitates pedestrian movement, particularly between indoor and outdoor spaces.

- Buildings should be designed with multiple entrances, and as many as is practical, in order to create an active relationship between built form and outdoor open spaces.

4.1.4.3 Building Materials

The Campus should demonstrate high-quality design as an element of its overall character. The selection of building materials will help support this quality and character of place.

- Buildings should be designed with a visually coherent palette of building materials and colours.

- Building materials should be high-quality and durable.

- The selection of building materials should be informed by the set of materials and colour used on Campus in general, as well as by nearby existing buildings in the same precinct that the new building is located in. Effort should be made to create a harmonious, but not homogeneous, aesthetic within precincts.

- Buildings should be constructed with local and/or sustainable materials whenever possible, such as, Forest Stewardship Council certified wood products.

4.1.4.4 Gateway Buildings

Gateway buildings function as wayfinding elements and assist in orienting people within the Campus, while also conveying a distinct sense of place. They should delineate a transition between environments: off-Campus and on-Campus, and Campus perimeter and Campus interior.

- Gateway buildings should receive an enhanced level of architectural design and treatment.

- Gateway buildings should incorporate unique features to define a gateway experience, such as: architecture, distinct corner treatments, and distinct building massing.

4.1.4.6 Loading and Servicing

Loading and servicing areas should be incorporated into the design of a building, preferably below ground, where possible. Buildings should not be designed with a "back" condition that is dedicated to loading and servicing, all frontages and side of a building should relate to the public realm. Loading and servicing areas should have a safe interface with the public realm, and support a safe and pedestrian-friendly environment.

- Servicing should be located away from high-traffic areas, particularly areas with a high volume of pedestrian traffic.

- Although located away from high-volume pedestrian networks, loading and servicing areas should be designed for a comfortable and safe integration with sidewalks, paths, and roads.

- Loading and servicing areas, including waste receptacles should be integrated within a building and below grade wherever possible.

- Design service areas with higher quality materials in order to make a positive contribution to the Campus environment.

4.1.5 MAIN BUILDING

The Main Building plays a central role in daily life on the Campus. It is a key activity hub, a defining element of the Campus' character, and a focal point for people's experience of the Campus. As the Main Building has been renovated and expanded over time, the positive relationship between its internal spaces and external open spaces has been eroded. Consequently, there are multiple opportunities to improve the relationship between indoors and outdoor spaces and also to create new social gathering spaces.

The improvements to the Main Building outlined in this section will add character-defining elements to the Campus; enrich student's learning and social experiences; and, create an environment that staff and faculty can feel proud of. Part of the approach to undertaking these improvements will be to look at indoor and outdoor spaces comprehensively and improve open spaces with each main building improvement on an ongoing basis.

These improvements should also be designed in accordance with the policies of the Open Space Framework.
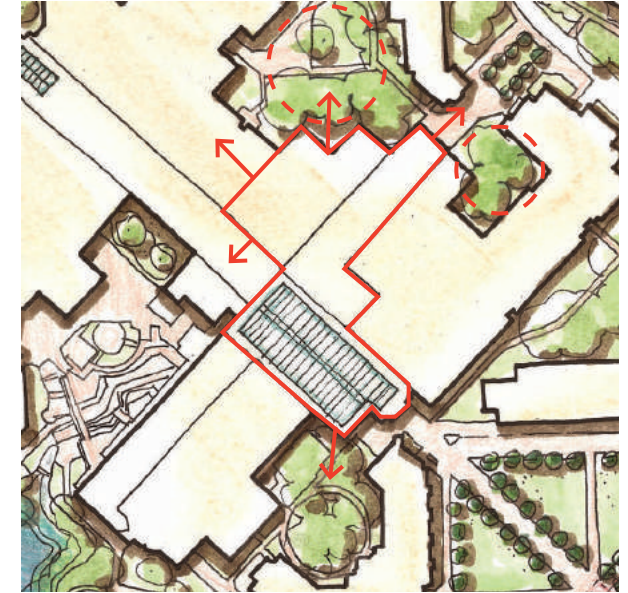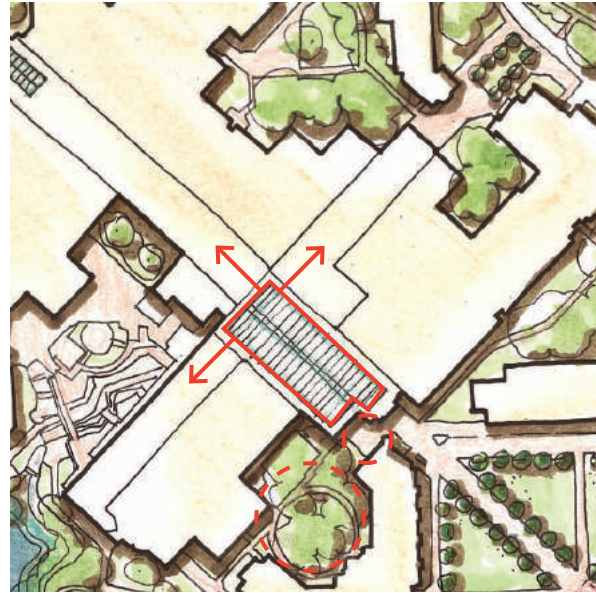

Extended Atrium to Daylight Main Street – In order to create a more welcoming Main Street environment, a new atrium is created to extend from the east entrance to the new central gathering space. The following policies should inform its design:

- This atrium should be designed in coordination with the Central Gathering Space and Student Centre to beautify and enhance those spaces.

- Additional light wells should be created along the course of the Atrium allowing light to penetrate to the bottom level of Main Street.

- The atrium should be designed as an internal gateway feature that complements the Central Gathering Space and creates a distinct sense of arrival.

- Disconnect Main Building from Kerby Hall.

- Improve open spaces and courtyard.

Central Gathering Space & Student Centre – A new Student Centre and Central Gathering Space is planned to make use of the former library and to include additional space around Main Street. The following policies should inform their design:

- Although these are two distinct areas and uses, they should be designed to relate to each other and achieve synergies between the two spaces.

- Both spaces should be designed to be adaptable and flexible, and supportive of a variety of uses.

- The Central Gathering Space should incorporate a unique design element to define and help animate the space, such as interactive seating.

- The Central Gathering Space should be designed to accommodate certain special events as an element of its overall flexibility and adaptability.

- The Central Gathering Space and Student Centre should be designed as multi-functional spaces with flexible seating.

- Plug-ins for laptops and other personal computing devices should be provided; charging stations for cell phones should be considered as well.
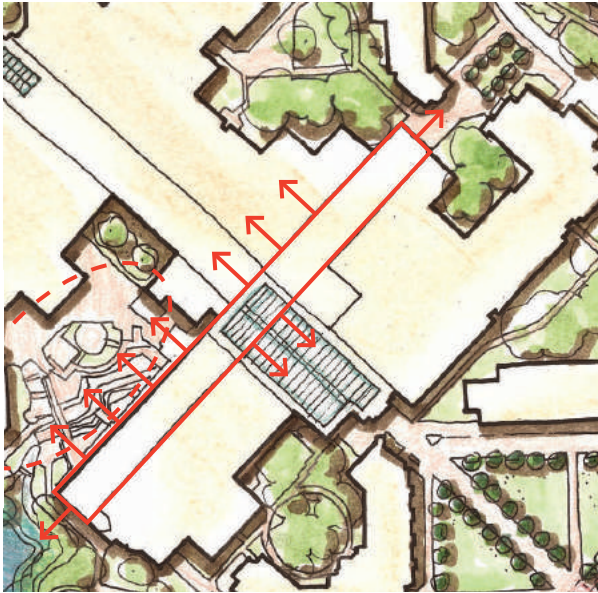
East-West Main Street Cross Connection - This new internal corridor will be a major part of the pedestrian circulation network and connect with and animate the Central Gathering Space and Student Centre. The following policies should inform its design:

• The design of the Cross Connection should be connected to future improvements to Main Street, both visually, in terms of furnishing and finishes, and programmatically in terms of uses.

• The Cross Connection should be designed with flexible gathering spaces along its edge, in particular where there is a frontage to an outdoor open space.

• Improve open spaces.
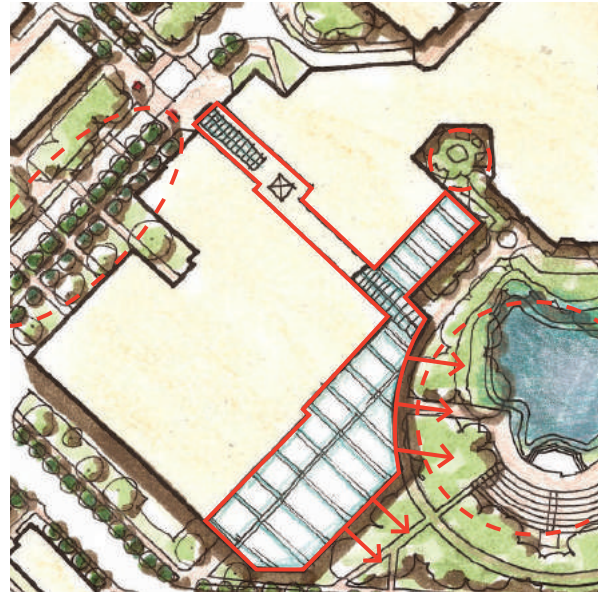
Recreation Building Addition – A new addition to the existing Recreation Building will frame and animate the Pond landscape and create additional gathering spaces, collaborative meeting rooms, work areas, and potential recreational uses as well. The following policies should inform its design:

• The addition should be designed to create a high degree of physical and visual connectivity with the adjacent Pond landscape, helping to animate that space and support its use as a distinct amenity.

• The addition should be designed to complement the Pond landscape and not overwhelm it.

• The building should be designed to accommodate a wide variety of uses and all Campus users. It should not be a dedicated to one program, faculty, or function.

• The addition should also implement a clear connection from the Pond landscape at grade to the west entrance of the Recreation Building. This will facilitate an additional connection between student residences, the West Campus Precinct, and the Pond Landscape.

• Improve open spaces.
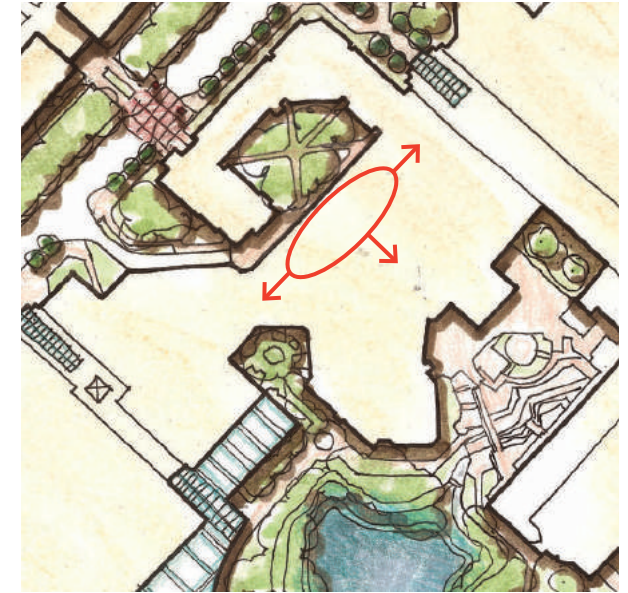
Re-purposing Conservatory Space – The vacated conservatory space in the Main Building will be re-purposed to respond to programming and operational needs. The following policies should inform its design:

• The program and design for the vacated conservatory should be considered as part of bigger moves to create a Central Gathering Space and Student Centre.

• The design of renovations should consider opportunities to connect to Main Street and other major internal circulation routes, as well as opportunities to expand internal social gathering spaces.

4.2   OPEN SPACE FRAMEWORK

The Plan conserves and enhances the considerable and unique open space assets on Campus. New open spaces include additional plazas, parkettes, and internal courtyards that are framed by new development in the West Campus, Cultural, and Mixed-use Precincts, as well as a new quad and flexible recreational field in the South Campus Precinct. Major green corridors and linkages are created throughout the Campus. The Open Space Framework also provides direction on the design, enhancement, and use of new and existing internal social gathering spaces, in particular within the Main Building.

4.2.1   OPEN SPACE TYPOLOGIES

4.2.1.1   Quads

Quads are an important component of the Campus, and a formal component of its open space structure. They are large, open, and flexible spaces that serve as major gathering points and hubs of activity suited for both active and passive recreational uses.

• The design of quads, including their plantings and furnishings, should support active and passive uses. They should be able to serve as large event and gathering spaces, such as for concerts or welcome week activities. There should be places to sit and gather, and also to play; where you can play catch for example.

• The quad in the South Campus should accommodate recreational activities and games. Sufficient space is provided for organized sports (25m x 33.5m, plus buffer space), but it should also function as a general gathering spaces and a heart for the South Campus Precinct.

• The quad in the South Campus may also be designed to accommodate major Campus gatherings, such as concerts or welcome week events.
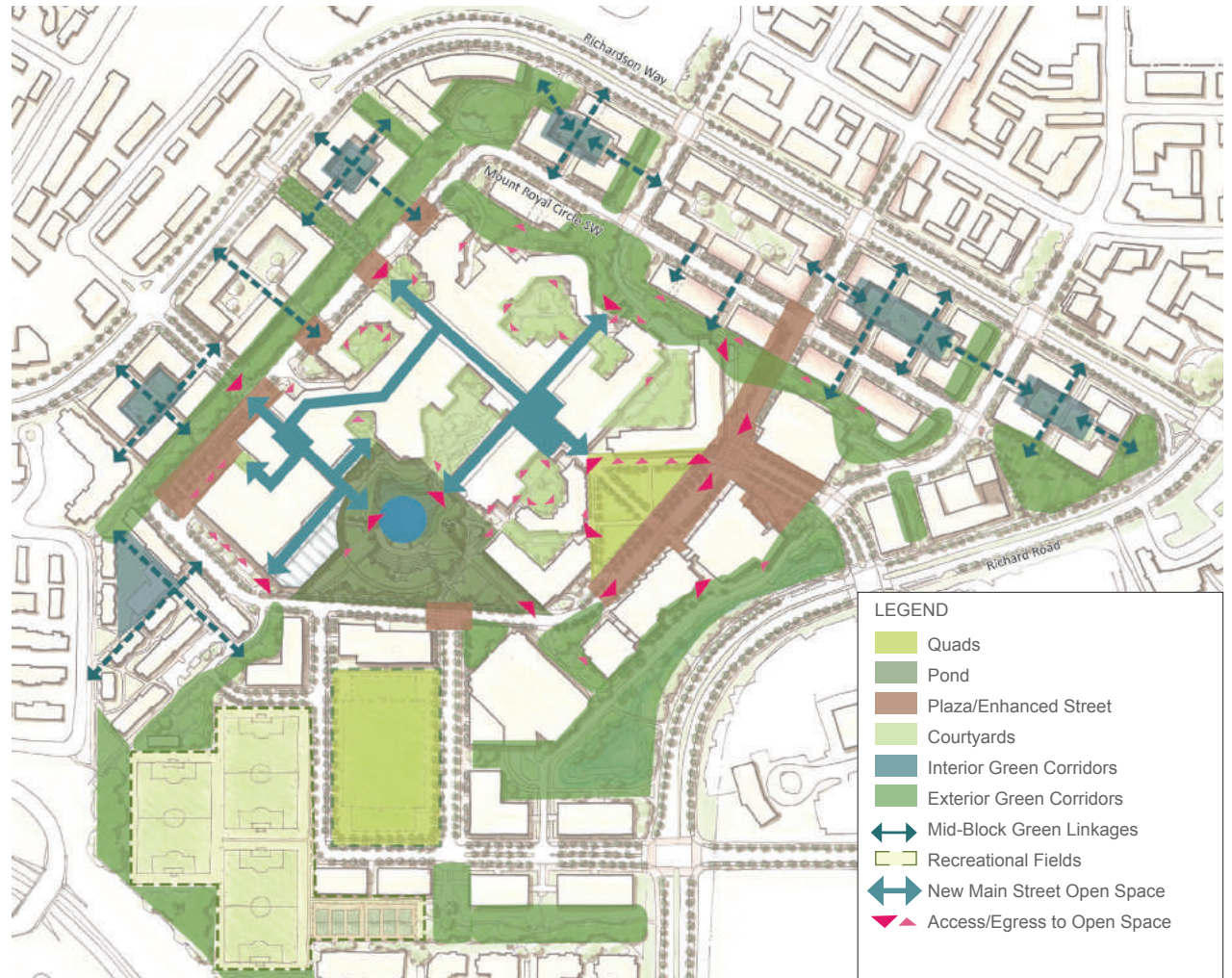
Figure 23: Open space typologies

4.2.1.2   Courtyards

The courtyards are unique spaces that primarily support more passive recreational uses. They generally convey a sense of tranquility, peace, and quiet, although, each has a unique character that is communicated through landscaping, furnishings, public art, and the design of surrounding buildings.

• Plantings and furnishings for courtyards should be designed to create unique and comfortable spaces for people to gather and linger.

• Courtyards must be made accessible 24/7, with consideration given to design elements that will create a safe and welcoming environment.

• Plantings, furnishings, lighting, and landscaping details may vary between courtyards but should be consistent within a given courtyard to create a coherent design.

• Internal gathering spaces within a building should be designed and programmed to engage and animate adjacent courtyards.

Precedent: Campus quad can accommodate different uses

Precedent: Plazas and enhanced streets are animated spaces framed with active uses

Precedent: Plaza with enhanced paving treatment

- Existing and new doors to courtyards should be unllocked and maintained as functional entryways and exits.
- Courtyards should be framed with transparent frontages and active internal uses that are designed to create a visual connection between indoor and outdoor spaces. Steps should be taken to remove internal visual barriers (book shelves, storage units) and unlocking doors to the courtyards.

4.2.1.3 The Pond

The Pond landscape is a more naturalized area of the Campus and has the character of an urban forest, a refuge from densely developed and more urban areas of the Campus. The Pond landscape should function as a multi-purpose space; it is a place to go for a peaceful walk, gather with friends, or read a book.

- Plantings, furnishings, lighting, and paths around the Pond should support its use and character.
- The Pond landscape should be enhanced with landscaping features to support its use as a central gathering space. The design of enhancements should leverage existing landscape features, such as the amphitheatre seating.

4.2.1.4 Plazas and Enhanced Streets

Plazas and enhanced streets are reflective of a more urban landscape than other areas of the open space network. The objective of plazas and enhanced streets is to create clear pedestrian priority areas. They are intended to serve as highly animated spaces that facilitate the movement of a large number of people while providing opportunities for people to gather and linger. Enhanced streets include intensified landscaping and planting treatments that integrate with landscaping around plazas to distinguish them from other streets.

- Plazas and enhanced streets should receive a higher level of paving, landscaping, and lighting treatment to demarcate them as pedestrian priority areas.
- The design of streetscaping in plazas and enhanced streets should facilitate pedestrian movement, and act as general traffic calming elements. Traffic calming elements through these areas could include:
  - The use of smooth paving surfaces, or roll curbs, with bollards should be considered where appropriate.
  - Raising certain portions of the road to the sidewalk level may be considered in conjunction with a unique paving treatment in high-volume pedestrian areas.

- A new pedestrian plaza is proposed for the west end of Campus near the Recreation Building. This is to serve as a traffic-calming element, in conjunction with road dieting elsewhere, and to mitigate against traffic cutting through the Campus. Some design elements of this plaza should include enhanced paving treatments, plantings, landscaping, and seating. As well, open spaces on both sides of the street should be extended and integrated with enhanced landscaping treatment.

4.2.1.5 Green Corridors

Green corridors are major green linkages that often include multi-use paths within the Campus and facilitate connections to the city's wider trail network. They are intended to support active recreational movement, but also day-to-day travel to and within the Campus. They add to a forested and green setting for the Campus.

- Green corridors should receive enhanced plantings and landscaping treatment to create a lush and pleasant environment.
- The green corridor running through the West Campus precinct is an extra wide greenway that functions as a park where people can gather. It is a significant multi-

Precedent: Green corridor and pedestrian linkage

Precedent: Multi-use recreational field framed by development

Precedent: Active uses and gathering spaces lining corridor

purpose recreational amenity and trail for the new neighbourhood.

- Paving and surface treatments along pathways should be durable and suitable for use by multiple travel modes: walking, bicycling, skateboarding, roller-blading, wheelchairs, and mobility assistance devices.

- Landscaping treatments around the intersection of paths and trails, and around corners, should allow for clear sight lines to oncoming traffic and enable safe crossing.

4.2.1.6   Recreation Fields

The recreation fields are re-configured along a north-south orientation to optimize the use of land on Campus and to support the development of the South Campus Precinct. There is an opportunity to use space surrounding the fields as outdoor laboratories for experiments and studies by students and faculty.

- The design of the fields should be flexible enough to accommodate winter use and enclosure, such as with a bubble during the winter months.

- Some or all of the recreation fields may be covered in artificial turf so they can be used during longer periods

of the season. The South Campus Quad should remain as a grass field however, so that it can be used for spontaneous recreation and for events.

4.2.1.7   Main Street & Internal Social Gathering Spaces

Main Street is an important internal gathering space for the MRU community. It is a focal point of life on the Campus and plays an important role. Likewise, there is no denying the importance of internal gathering spaces to the MRU community from a social and recreational perspective.

- Main street should be enhanced with updated furnishings, and finishes, in order to make it an attractive and welcoming destination.

- A new central gathering space is envisioned around the intersection of Main Street and the new east-west connection that will integrate with the new Student Centre, re-purposing the vacated library space and creating a new hub for the Campus.

- Main Street and its new east-west connection should be designed comprehensively to create a visual and programmatic relationship between the two spaces.

- Interior social gathering spaces should be designed as

flexible, adaptable, and comfortable spaces that can easily accommodate groups of different sizes using them in different ways.

- All internal gathering spaces should be designed with the objective of improving the experience of the Campus by creating beautiful and functional areas that can be used to study, meet friends or colleagues, relax, or people watch.

- Wherever possible, internal gathering spaces should be adjacent to a transparent frontage looking onto a courtyard or outdoor open space, or adjacent to a major circulation route such as Main Street or its cross connection.

4.2.2   OPEN SPACE DESIGN

4.2.2.1   Streetscapes

Streets are an integral component of the public realm and overall environment on the Campus. They are connective spaces that link destinations, but are also destinations and gathering spaces that allow for spontaneous interaction and help to define how people experience the Campus.

Precedent: Enhanced landscaping on streetscapes

Precedent: Self-sustaining plantings with minimal need for irrigation

Precedent: Using plantings for environmental protection

- Streets should be designed as integral to the overall network of open spaces and as a connective fabric that links spaces and places across the Campus.
- All streets should be designed to function as pedestrian-priority zones.
- Streetscaping treatments should clearly indicate the intersection of streets, sidewalks, and paths as pedestrian-priority areas. This may be accomplished through surface treatments on paving and sidewalks, alternate paving materials, and lighting.
- All streets on Campus should be planted with trees on either side of the street in either a boulevard condition (for most streets), as part of a building setback, or integrated with paved areas and sidewalks through tree grates.
- Streetscapes should support a range of users, prioritizing the needs and safety of pedestrians and active modes of transportation, and incorporating transit and vehicle circulation where appropriate.

4.2.2.2 Landscaping
Landscaping should be used to create a consistent aesthetic for the Campus, to define its overall character

as well as the character of its constituent precincts.

- To encourage a sustainable approach to landscaping on Campus, indigenous trees and plantings should be used, appropriate to southwestern Alberta and suitable to its climate.
- Landscaping should be designed, and plantings selected, to minimize or eliminate requirements for irrigation.
- Within the existing quad and courtyards, the preferred approach to landscaping should be to conserve existing plantings and landscape features and enhance the character of these areas.

4.2.2.3 Winter Design Strategies and Environmental Protection
A majority of the academic year coincides with the winter months in Calgary, which tends to drive people indoors. With some targeted design strategies, however, the Campus community can embrace winter and use its open spaces throughout the year.

- Streets, sidewalks, and plazas or hard surface spaces should be designed for efficient snow clearance in winter.

- Open spaces, in particular those with seating areas or where people are expected to gather and linger, should maximize their southern exposure to take advantage of sunlight. The massing and design of surrounding structures should maximize sunlight penetration to these spaces.
- Open spaces, designed for gathering should include mitigation measures from wind, snow, and rain that are integrated with existing landscape elements (lighting, seating, public art, etc.). Open spaces should be comfortable and flexible spaces that can be used in all conditions, and in all seasons.
- Trees can provide wind breaks and points of interest in winter months.
- Any protective measures, such as wind barriers or covered areas, in open spaces should be integrated with other landscape and building features such as seating and plantings to minimize clutter and create a harmonious aesthetic.
- In some areas snow can be piled to create a wind barrier and create more comfortable spaces for walking and gathering.

Precedent: Lighting pedestrian paths

Precedent: Planting to reduce visual impact of surface parking lots

Precedent: Public art to define gateways and enhance the public realm

- The use of colour should be considered strategically as an element of building design, landscaping, streetscaping, and wayfinding, in order to enliven the Campus during winter months. Certain colours can create a striking contrast with a winter landscape (yellow, light orange, ochre, reds or browns).

4.2.2.4 Lighting
Lighting provides an opportunity to support and define the Campus character and should be designed, implemented, and maintained as part of the Campus landscape.

- Campus streets and open spaces should be well-lit to create a sense of safety and security, especially in winter, when daylight hours are short.

- Lighting design should provide adequate illumination while minimizing light pollution.

- Energy efficient lights should be installed throughout Campus to minimize energy usage.

- The lighting design of open spaces should reflect their use and character, and can be designed to create distinct places. Some trails and pathways may have ground level lighting, for example, or lighting may be integrated as part of interactive public art installations.

4.2.2.5 Sustainable Parking Lots
In the long-term implementation of the Plan, large surface parking lots are phased out and replaced with structured parking or below-grade parking underneath buildings.

- Small pocket parking lots are allowed adjacent to some buildings for accessibility reasons. These spaces should be designed to minimize visual impact on the public realm through their landscaping, plantings, and surface treatment.

- To maximize safety, parking lots should be well lit, and any landscaping should allow for clear sight-lines into, and from within parking lots. Parking lots should be designed with consideration for Crime Prevention Through Environmental Design Principles (CPTED).

4.2.2.6 Public Art
Public art can assist with orientation and wayfinding, enliven spaces, add visual interest, and contribute to the unique identify of the Campus.

- Public art as a wayfinding or gateway feature should generally be located in higher traffic areas and prominent locations. This includes at primary and secondary gateways as identified in figure 24.

- Public art should also be included in courtyards as a unique feature of the space. Existing public art should be conserved. New public art should not detract from the experience of existing installations.

- Where possible, public art should be interactive and may even provide a usable function, such as seating, to support activities and animation in the public realm.

- The selection of public art should be appropriate to the architecture of surrounding buildings and be in keeping with the character of the precinct in which it is located.

4.3 MOVEMENT FRAMEWORK

The Movement Framework provides supports the evolution of the Campus as a more accessible, and pedestrian and bicycle-friendly place. The Framework is designed to increase connectivity with surrounding neighbourhoods and communities. It defines a clear hierarchy and function for streets that aligns with these objectives. It manages traffic flow through the Campus, mitigates cut-through traffic, and creates a pedestrian-friendly environment.

Improving Connectivity

The Plan maintains existing road connections to surrounding communities and creates new connections to promote the physical integration of the Campus with neighbouring communities. These new connections are aligned with new roads and intersections planned for Currie Barracks. Internal circulation and connectivity is improved by a robust network of paths and pedestrian circulation routes which facilitate easy access to all areas of Campus.
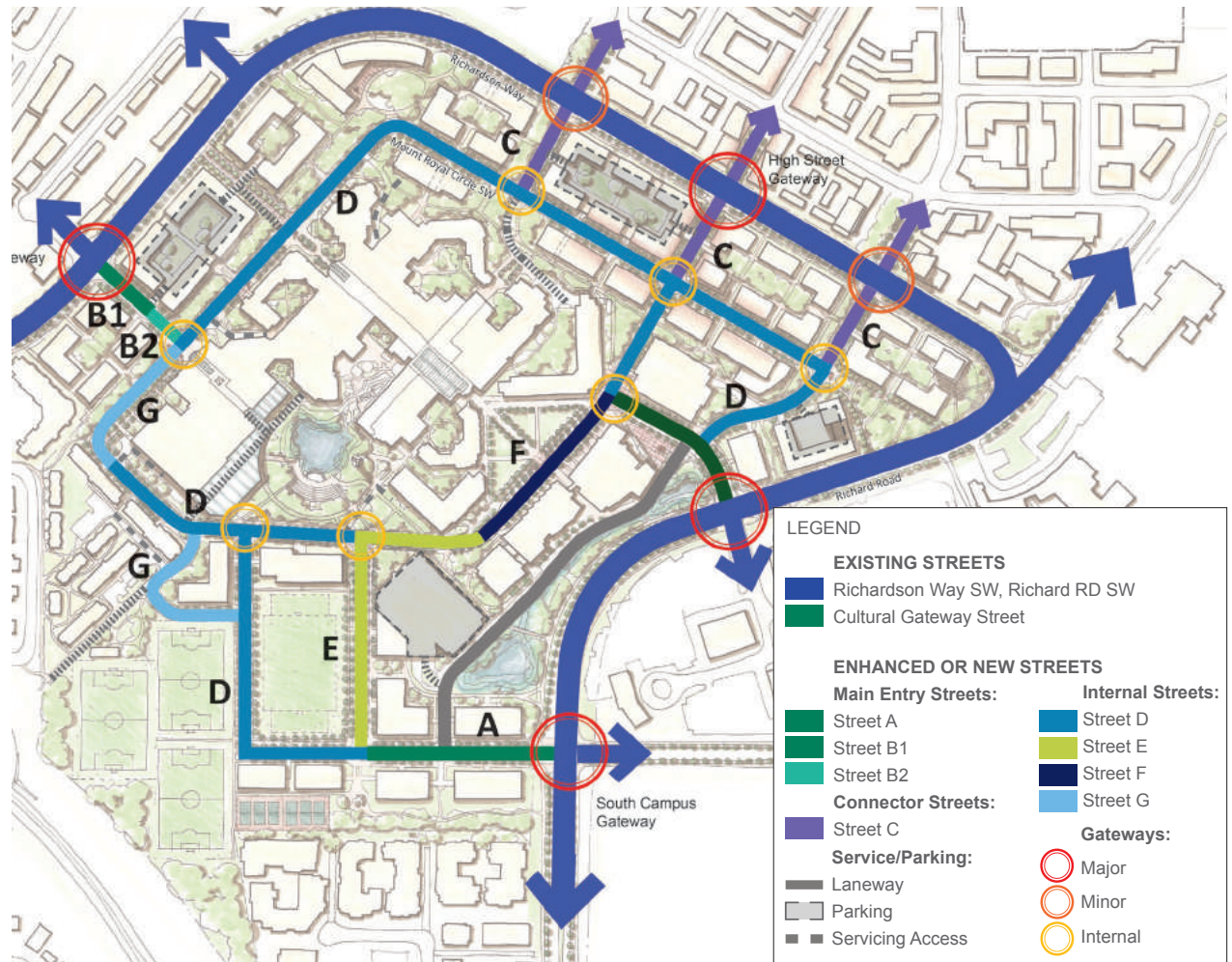

Figure 24: Movement framework and street hierarchy

4.3.1 STREET HIERARCHY

The street hierarchy helps to structure traffic flow through Campus and supports the objective of creating a walkable and pedestrian-friendly environment. The following street sections provide additional detail on this hierarchy, including specific design moves and configuration of elements in the public realm. Elements of the pedestrian-friendly streetscape design include: reducing travel lanes and lane widths; providing enhanced landscaping and paving materials; providing on-street and layby parking;

and, introducing multiple pedestrian crossings at regular intervals. New road alignments in the south of the Campus introduce a more circuitous traffic flow, and posted limits reduce travel speeds.

4.3.1.1 Street Type A (Southeast Entrance)

This street serves as the southeast entrance to Campus, it accommodates higher traffic volumes associated with arrival. It includes four lanes of traffic coming into Campus with two multi-use paths on either side of the street for off-street cycling. It integrates with narrower roads on Campus once the majority of car traffic has parked at the Campus perimeter. This wider right-of-way is also necessary for the utility line and easement running below it.

This street includes:

• A 17.1m roadway, which includes four 3.3m travel lanes, and a 3m planted median

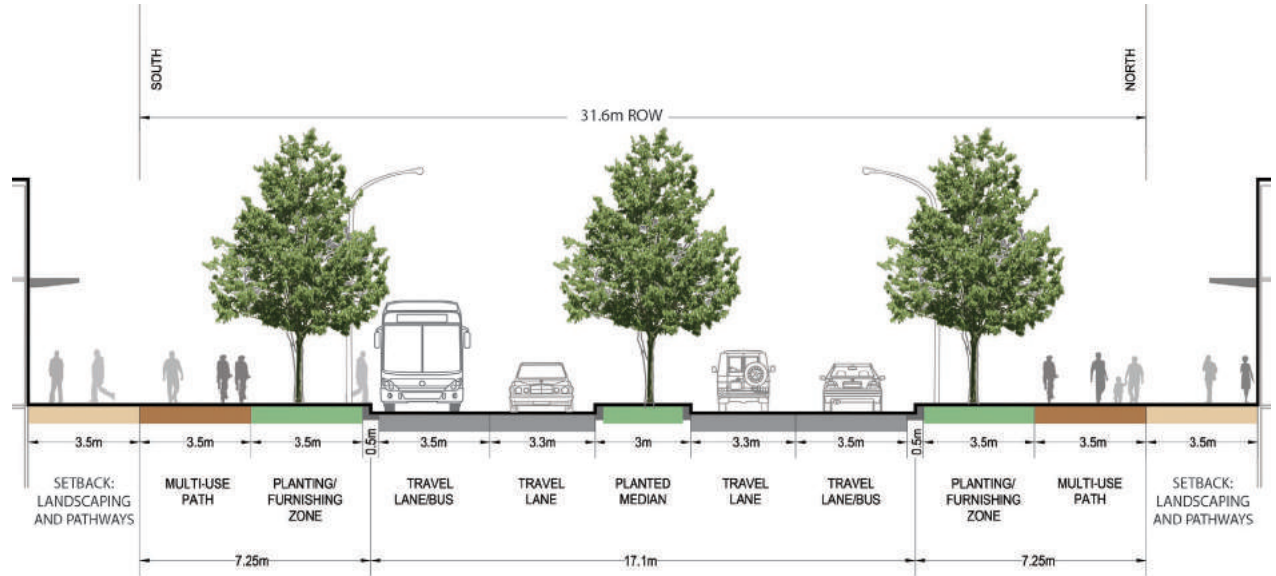• Two large 3.5m planting and furnishing zones, and two wide 3.5m multi-use paths

Figure 25: Street Type A (Southeast Entrance)

4.3.1.2 Street Type B1 (Southwest Entrance - Wide)

This street is the west entrance to the University. It has four lanes of traffic to accommodate increased traffic volume at the edge of the Campus. It also has an off-street bike path on one side of the street so that cyclists can make a smooth and safe transition to Campus. There are sidewalks on either side of the street.

This street includes:

• A 16.4m roadway, which includes four 3.3m travel lanes, and a 2.7m planted median

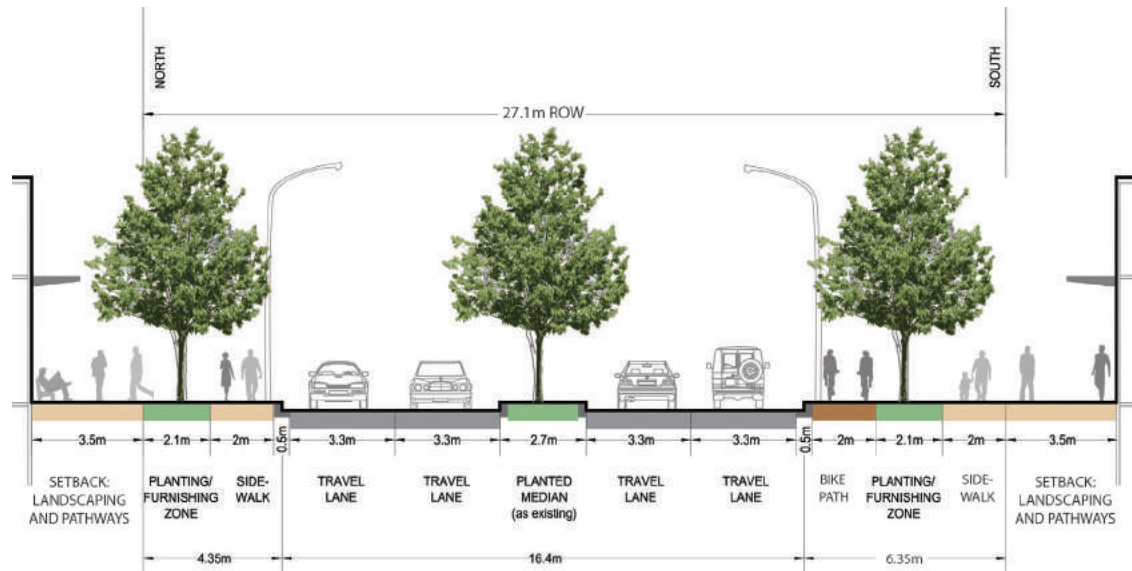• Two 2.0m sidewalks, two 2.1m planting and furnishing zones, and a 2.0m bike path

Figure 26: Street Type B1 (Southwest Entrance - Wide)

4.3.1.3 Street Type B2 (Southwest Entrance - Narrow)

This is second segment of the west entrance to the University, which has been narrowed to stymie cut-through traffic and to transition motorists to Campus streets.

This street includes:

- A 9.8m roadway, which includes two 3.3m travel lanes, and a 1.0m painted median

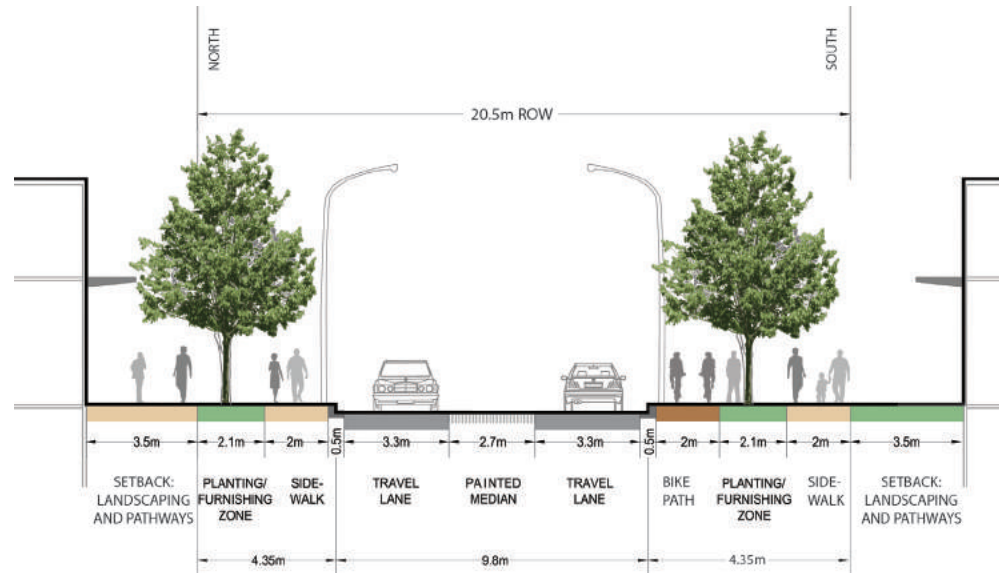- Two 2.0m sidewalks, two 2.9m planting and furnishing zones, and a 2.0m path

Figure 27: Street Type B2 (Southwest Entrance - Narrow)

4.3.1.4 Street Type C (Connector Streets)

This street complements the overall street hierarchy by creating a smooth and safe entry condition to the Campus for streets that will handle less traffic volume. These streets integrate with surrounding cycling infrastructure by including an off-street multi-use path. This street also includes on-street parking, which acts as a traffic-calming feature and buffer between pedestrians and traffic.

The street includes the following:

- An 11.3m roadway, which includes two 3.3m travel lanes in either direction, and two 2.1m on-street parking laybys

- 2.0m sidewalks on either side of the street flanked by 2.1m planting zones

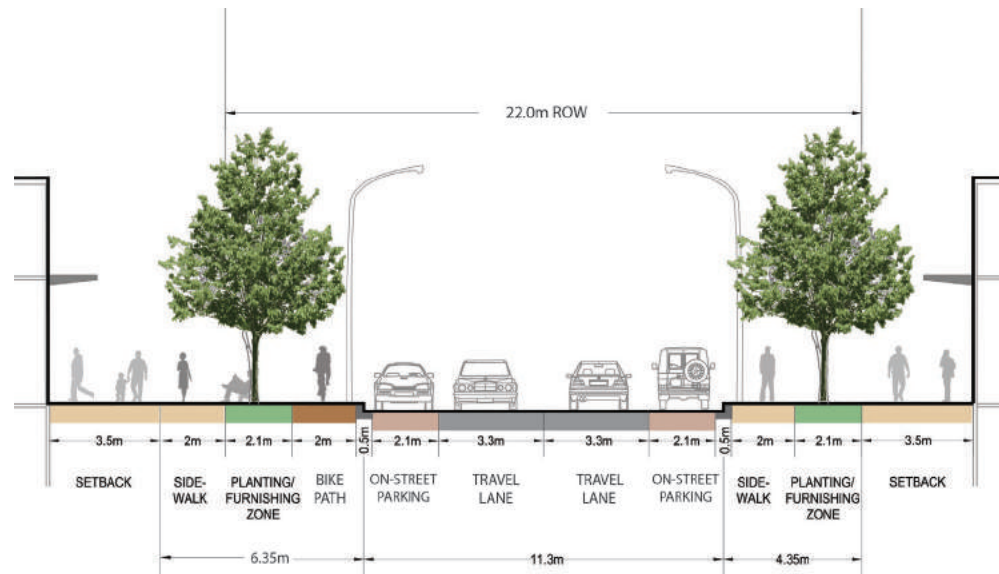- A 2.0m off-street bike path on one side of the street for cyclists entering the Campus

Figure 28: Street Type C (Connector Streets)

4.3.1.5 Street Type D (Internal Campus Street - Typical)

This is a typical street on Campus and representative of the predominant street condition. It includes two lanes of travel with on-street cycling. Sharrows demarcate the shared condition and reduced traffic speeds create an accessible and safe street. On-street parking adds an additional traffic calming feature and creates a buffer between pedestrians and traffic. Bump-outs around intersections shorten crossing distances for pedestrians and demarcate the parking layby.

The street includes the following:

- An 11.3m roadway, which includes two 3.3m travel shared bike and vehicular lanes in either direction, and two 2.1m on-street parking laybys
- 2.0m sidewalks on either side of the street flanked by 2.1m planting zones
- Curb extensions (bump-outs) around intersections that demarcate parking laybys and make intersections safer for pedestrians by bringing them out past parking lanes and making them more visible to drivers.
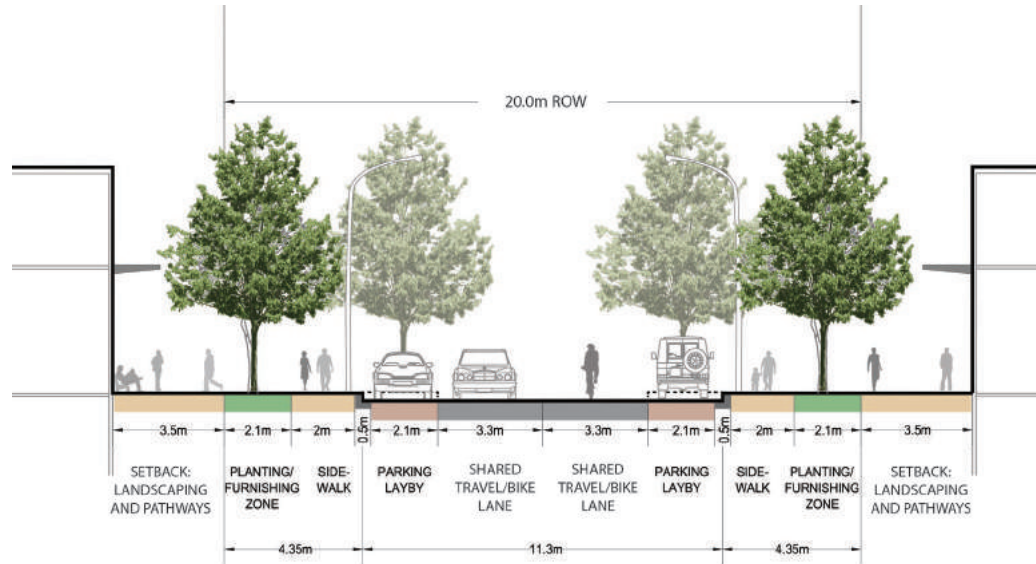

Figure 29: Street Type D (Internal Campus Street - Typical)

4.3.1.6 Street Type E (South Campus Transit Street)

This street facilitates bus travel through the Campus and connects with the bus layby area. It has slightly larger travel lanes, and on-street parking in parking laybys. Cyclists are accommodated off-street on a multi-use path that is shared with pedestrians on one side of the street. The street runs parallel to the South Campus quad and open space.

The street includes the following:

- An 11.7m roadway, which includes two 3.5m travel lanes for vehicles and buses, and two 2.1m on-street parking laybys
- A 2.0m sidewalk for pedestrians adjacent to the south quad
- A 3.5m multi-use path for off-street cycling integrated with pedestrian traffic
- Generous planting and furnishing zones of 3.5m and 4.6m
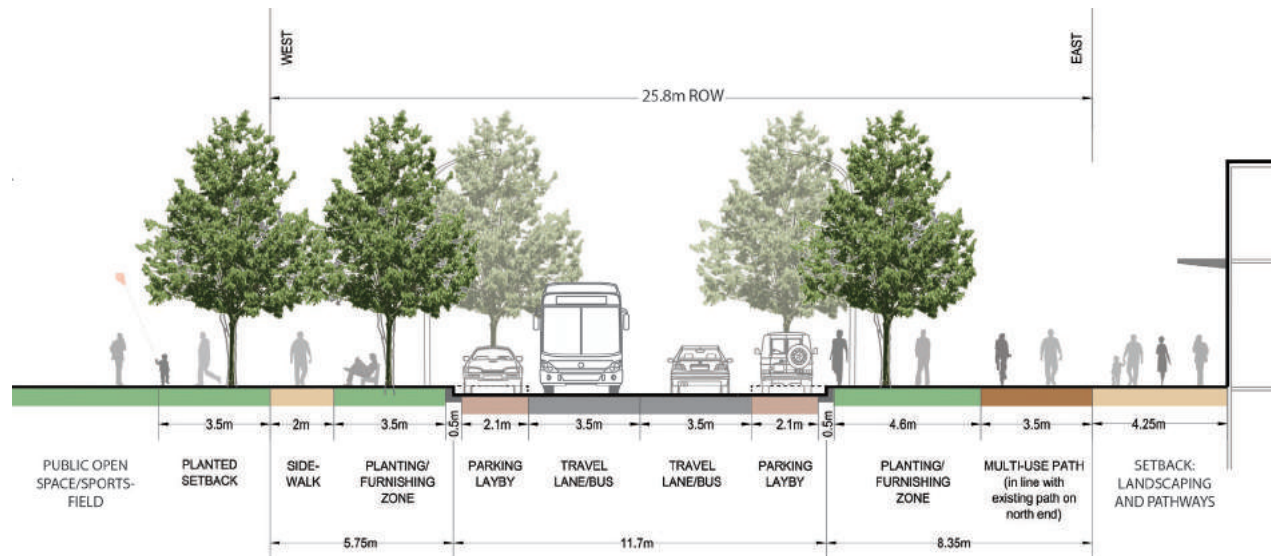- Curb extensions (bump-outs) around intersections for parking laybys

Figure 30: Street Type E (South Campus Transit Street)

4.3.1.7 Street Type F (Bus Layby Area/Mount Royal Plaza Street)

This street creates a drop-off area for local bus routes that service the Campus. It has two travel lanes, with on-street cycling, and two laybys for bus drop-off and short-term parking. An expanded plaza of 10.0m is created adjacent to the existing Campus quad and open space. This plaza has enhanced plantings along its length with integrated seating, and drop-off and pick-up areas.

This Street includes:

- A 13.3m roadway, with includes two 3.3m travel lanes, and two 3.25m parking/bus laybys
- Integrated sidewalk/furnishing zones that vary width over their length
- A 10.0m expanded pedestrian plaza with enhanced plantings and furnishing
- Curb extensions (bump-outs) around intersections and pedestrian crossings that demarcate parking laybys and improve crossing conditions for pedestrians
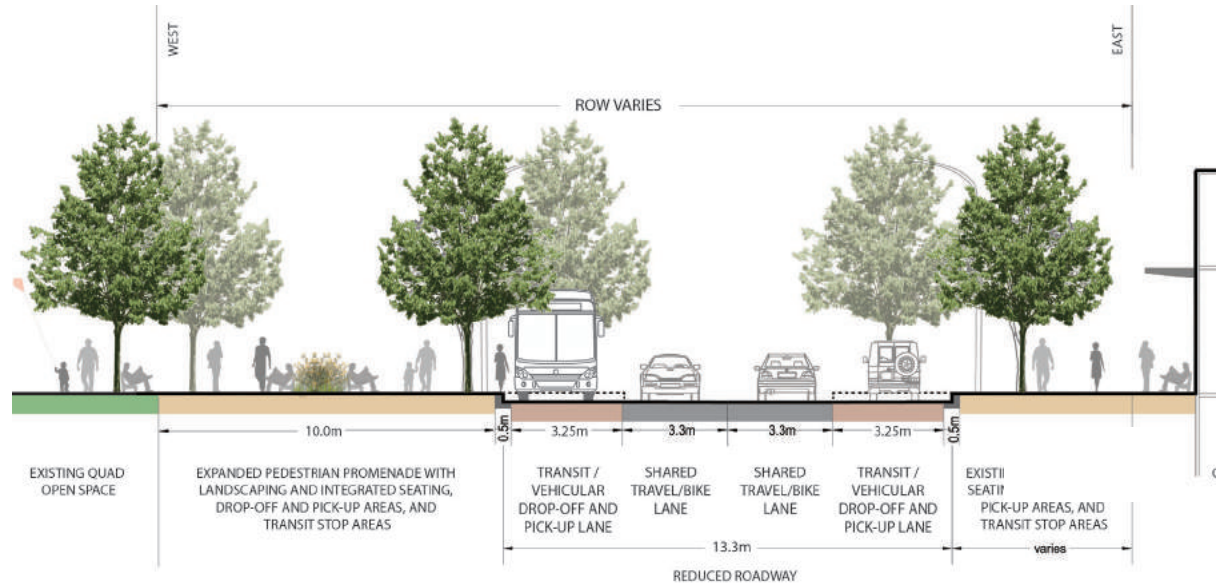
Figure 31: Street Type F (Bus Layby Area/Mount Royal Plaza Street)

4.3.1.8 Street Type G (Two-lane Street)

This street accommodates a reduced volume of traffic and contributes a compact character to the Campus. It has a narrow roadway, with no parking laybys, and accommodates on-street cycling. Sidewalks on either side of the street are flanked with planting and furnishing zones for street trees and other landscape treatments. Some streets that are classified as 'Type E' can also accommodate enhanced landscaping and design treatments as identified in the Open Space Framework. A key example is the west pedestrian plaza, which is classified as Type E. It is intended to include additional seating areas, plantings, and paving treatments to create a clear pedestrian-priority plaza.

This street includes:

- A 7.1m roadway, which includes two 3.3m travel lanes
- 2.0m sidewalks on either side of the street, and 2.1m planting and furnishing zones
- Flexibility to accommodate different landscaping and pedestrian-oriented improvements

Figure 32: Street Type G (Two-lane Street)

4.3.2 PEDESTRIAN AND CYCLING CIRCULATION

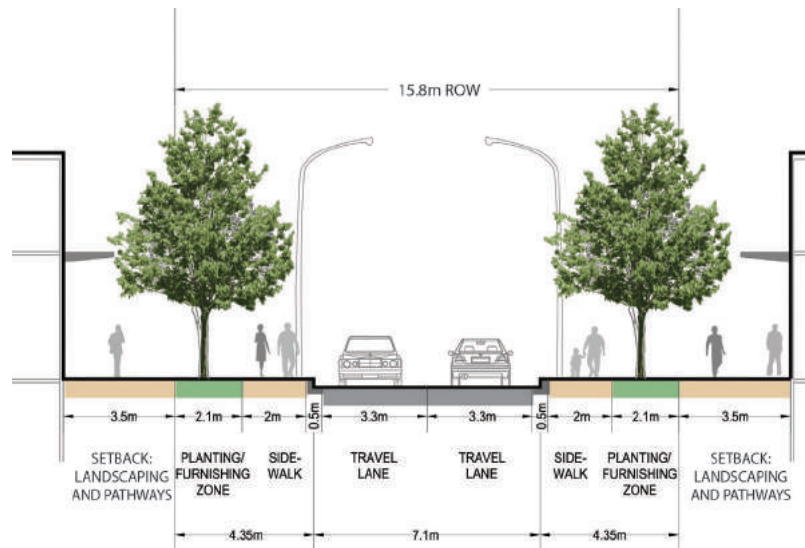### Pedestrians: Supporting a Walkable Campus

All areas of the Campus are pedestrian-priority areas, designed to create a comfortable and inviting environment for people to walk. The pedestrian movement network links all open spaces, buildings, and facilities across Campus with sidewalks, paths, and internal connections. The existing Campus condition generally supports strong pedestrian connectivity, but steps should be taken to improve the walking environment.

- Sidewalk maintenance and improvements should be coordinated with landscaping improvements to accommodate trees on all streets.

- Sidewalk widths throughout the Campus should be generous. In some areas it may be appropriate to widen sidewalks that are less than 1.5 wide to remove potential obstructions and mitigate mobility conflicts.

- The following standards should be considered when replacing sidewalks or creating new sidewalks or multi-use paths:

    - 1.8m allows two pedestrians to pass in opposite directions

    - 2.0m allows a wheelchair user to pass a pedestrian coming the opposite way

    - 2.4m allows two wheelchair users to pass in opposite directions

    - 3.5m allows cyclists to pass in opposing directions and to pass pedestrians

- Significant new development on Campus such as in the West Campus, South Campus, and Mixed-use Precincts should provide a minimum of 2.0m wide sidewalks.

- Multi-use paths should be a minimum of 3.5m wide.
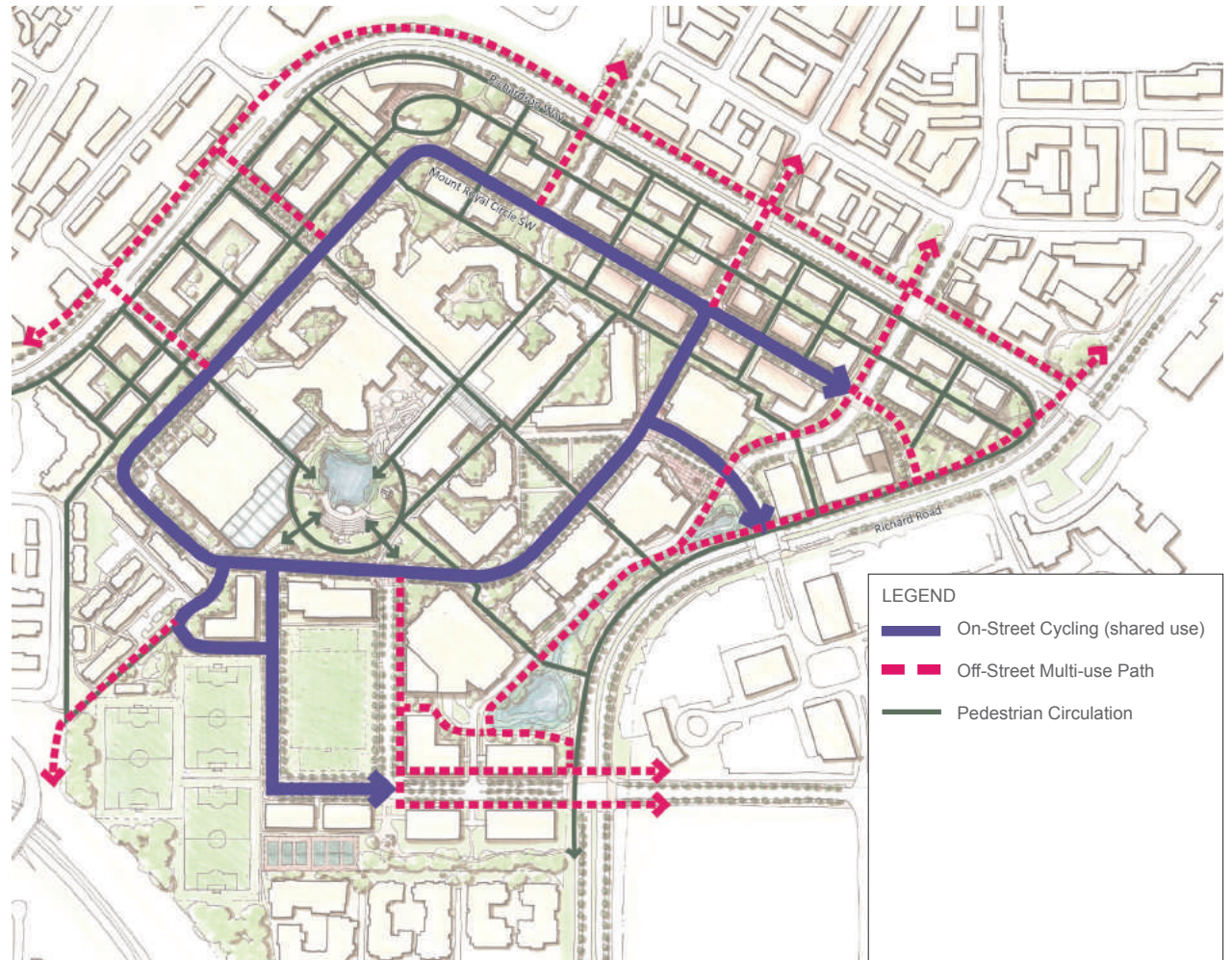
Figure 33: Pedestrian and Cycling Circulation

- Sidewalks and multi-use paths should be kept accessible year-round, and free of curbs, or light standards in the path of travel. Where bollards are necessary, they should be spaced wide enough for wheelchairs and strollers to pass comfortably through.

Cycling

Bicycle travel is an important means of travel to, from, and within Campus. As the city matures and grows around the Campus, increased bicycle use may become an important means of travel and a recreational opportunity. The Plan integrates the Campus into a wider cycling network through new connections and multi-use paths and creates a bicycle-friendly destination in southwest Calgary.

- Sharrows should be added to all streets where bicycles are intended to share the road with vehicles.

- Multi-use paths should be implemented at the Campus perimeter to integrate with the wider cycling network in Calgary. Alignment and location for multi-use trails have been identified in figure 33.

Precedent: Delineating pedestrian and multi-use paths at intersections

Precedent: Pavement markings to show shared road condition

Precedent: Off-street multi-use paths

- Bike racks should continue to be provided at building entrances and other convenient locations, and they should continue to be covered to provide protection from precipitation. In some cases racks may be positioned under the overhanging roofs of new buildings.

- Bicycle lockers should continue to be provided in close proximity to building entrances. This may include facilities within a building or outside.

- Facilities to support bicycle commuters, such as showers and change rooms, should continue to be provided. Depending on demand, these facilities may be consolidated in centralized locations/building(s) and made available to cyclists and active commuters.

- Bicycle parking should be easily accessible via paved surfaces and oriented to allow maximum utilization.

- Bikes that appear to be abandoned should be tagged with warning notices and removed if they remain past the stipulated time-frame.

- Bicycle parking should be kept clear of debris, snow/ ice, water, and vegetation.

- Bicycle parking should be illuminated at night, and have clear sight lines to major circulation routes and buildings.

Precedent: Covered bike rack

4.3.3 TRANSIT

Over the long-term, the Movement Framework integrates public transit as part of the regular street functionality at the Campus perimeter. This frees up space for what is envisioned as the highest and best use of Campus lands in the future, specifically, additional buildings and open spaces. Transit access on Campus is retained for local bus routes following the existing points of access and egress. In the near-term the west transit hub will remain, although over the long-term it is envisioned to be redeveloped.

The majority of bus traffic is routed around the Campus perimeter with opportunities for several stops. Existing transit laybys and drop-off points adjacent to the conservatory are preserved. A planned Bus Rapid Transit (BRT) connection to Currie Barracks and downtown is accommodated at the Campus edge with BRT drop-off facilities planned by Calgary Transit around the east entrance to Campus. All key Campus buildings are within a 5 minute walk of at least one, and often more than one, transit stop

- Design sidewalks and multi-use paths to integrate with transit stops, allowing sufficient room for loading, unloading, and circulation, while maintaining the efficient design of streets. Transit stops should be linked to the Campus by sidewalks or multi-use paths.

- Design transit stops and facilities for year-round passenger comfort, and locate them in close proximity to key Campus destinations.

- Landscape and furnish transit stops with sufficient planting and shelter to provide protection from the elements and a sense of safety and security for transit users.

- Information on routes and route timing should be provided in an updated digital format in key gathering points and social areas of the Campus, such as around the Student Centre and Main Street. This can help
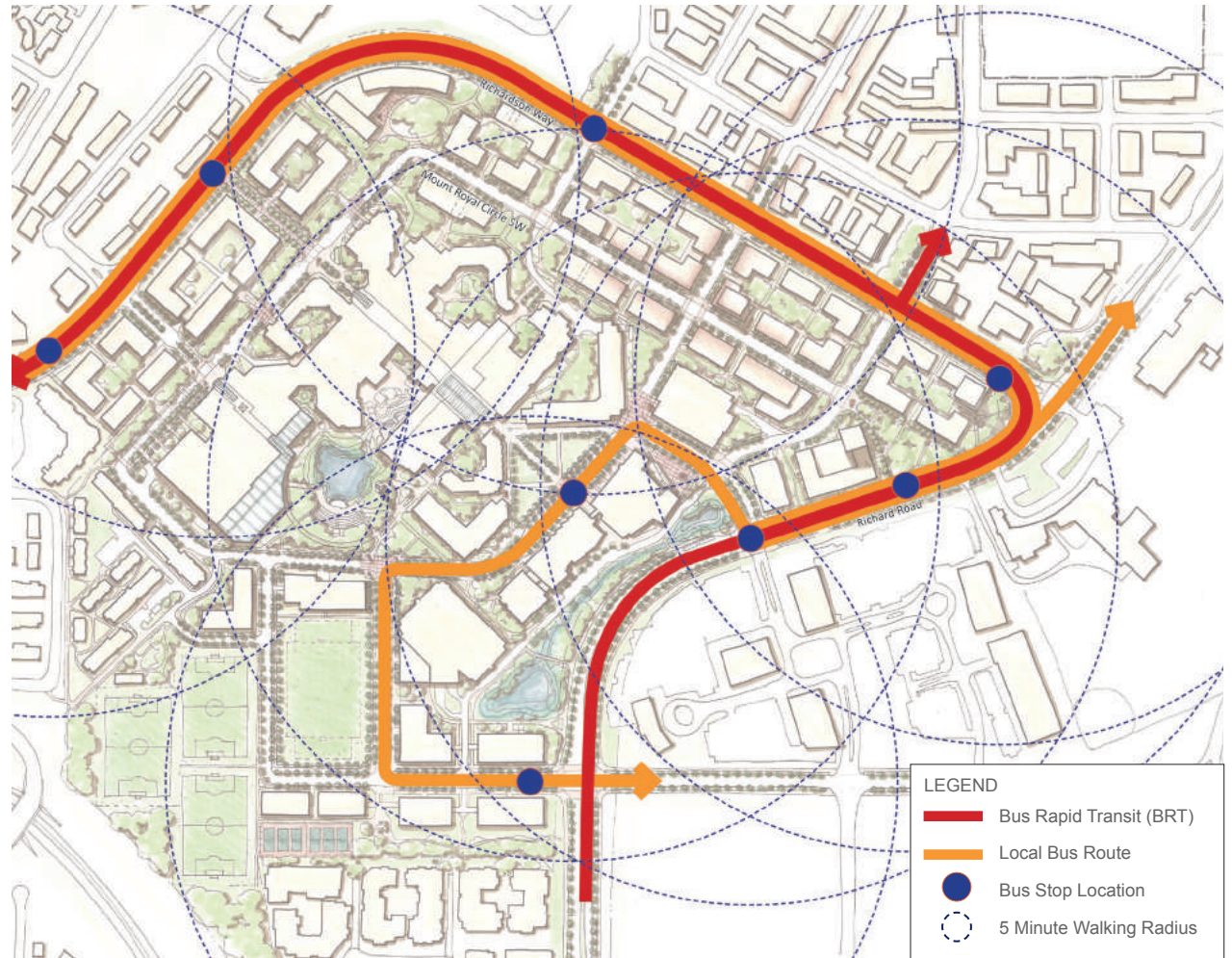

Figure 34: Transit Circulation

transit users seek shelter during bad weather and estimate travel time to bus stops.

- Coordinate the provision of bike storage facilities such as racks and lockers with the location of transit stops, anticipating that some transit users may use a bicycle for a portion of their journey.

Precedent: Enhanced transit infrastructure

Precedent: Cycling infrastructure - lockers and repair centres

Precedent: BRT infrastructure

4.3.4 TRANSPORTATION DEMAND MANAGEMENT

Transportation Demand Management (TDM) is defined as a series of measures and strategies to decrease vehicular use and increase the proportion of trips made by transit, walking, and cycling. The Plan proposes the following TDM strategies to reduce car dependency and shift the modal split:

• Redesigned streets that support an integrated bicycle network.

• Connections to wider bicycle networks through off-street paths.

• A transit network that includes local and BRT transit routes with frequent service and convenient stops that are within a 5 minute walk of all major buildings.

• Compact and walkable development with a complete range of services to create a complete community on Campus.

• An extensive and well-connected network of pathways and trails.

• Promoting car-pooling opportunities, leveraging internal resources and message boards, and the University's website.

• Creating additional student residences of varying typologies to meet different needs.

• Providing opportunities for people to "live where they work" with the addition of new market residential development.

• Continuing to carefully manage parking supply and pricing.

Building a Walkable Community

The benefits of walkability in communities include higher market appeal, improved physical and mental health, and increased community-scale economic viability. A primary goal of the Movement Framework is to support the Plan's Vision for a pedestrian-oriented Campus. The Plan prioritizes walking first and recognizes single occupancy vehicles as the least sustainable mode of transportation.

The Plan creates a pedestrian-friendly and walkable environment through a number of measures. The Built Form Framework encourages building locations that allow for a high degree of connectivity, with mid-block connections and multiple entrances aligning with internal building corridors. The Open Space Framework identifies opportunities to create outdoor destinations and to shield walking routes through environmental design. The Movement Framework defines a hierarchy for streets and aims to reduce the velocity of traffic to create a comfortable, safe, and pleasant experience for pedestrians. The street sections (section 4.3.1) identify further opportunities to configure plantings, on-street parking, sidewalks, and furnishings to create a great environment for pedestrians.

Shifting the Modal Split

A modal split is the percentage of travelers using a particular type of transportation. With the City's initiatives to increase transit within the area, and the Master Plan's compact and walkable design, the Campus is well-situated to reduce its reliance on the car and promote non-auto mobile trips.

4.3.5 PARKING

Parking demand is managed on Campus by controlling the supply and availability of parking spaces, and encouraging the growth of alternative and active transportation modes such as walking, cycling, and public transit. MRU is currently engaged in ongoing parking analysis and Transportation Demand Management (TDM) efforts and should continue to do so into the future. This will be an important factor in realizing the full build-out and development potential of the Campus.

Surface Lots:
- Surface parking lots will be phased out in the long-term implementation of the Plan as the Campus develops.

- In the near term, the visual impact of surface parking lots should be mitigated through landscaping, plantings, and surface treatment.

- To maximize safety, and to reduce property crime, parking lots should be well lit, and landscaping should allow for sight-lines into and from within parking lots.

- Parking lots should be integrated with pedestrian circulation networks, and circulation within parking lots should accommodate sidewalks for pedestrians.

Structured Parking Facilities:
- New parking structures should incorporate active uses at their edge, especially at grade, in order to create an animated public realm. Parking structures should be wrapped in different uses on upper floors such as academic, administrative, and residential.

- New buildings should include sufficient parking below ground to accommodate, at minimum, their immediate parking demand.

- Parking structures should be designed to relate to surrounding buildings in terms of their scale, height, and massing.
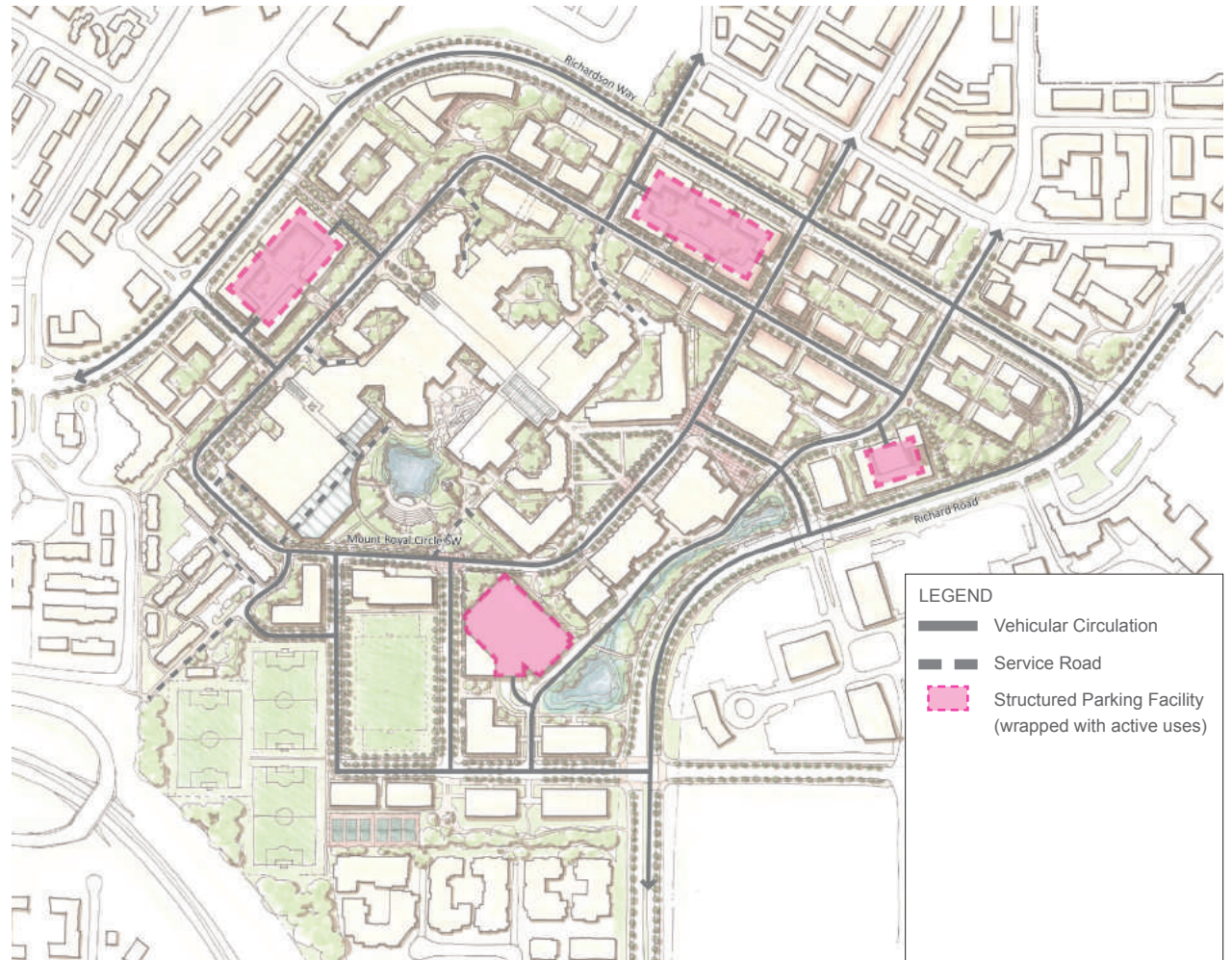
Figure 35: Structured Parking Facilities

LEGEND

Vehicular Circulation

Service Road

Structured Parking Facility (wrapped with active uses)

- Clad parking structures with high-quality materials consistent with other buildings.

- Integrate the parking structure facade into the design of the streetscape through articulation, fenestration, high quality materials, and the provision of active uses.

- Locate vehicular access to structured parking facilities to minimize impact on primary streetscapes and pedestrians.

- Structured parking facilities should be accessed primarily via perimeter Campus roads, and support the overall movement framework by reducing the volume of traffic on internal Campus streets.

- Structured parking facilities have been sited and located to afford convenient access to all parts of the Campus within a 5 minute walk (see figure 36).

Precedent: Structured parking lots with active uses at grade

Figure 36: Structured parking facility access and walking distance

4.3   GATEWAYS

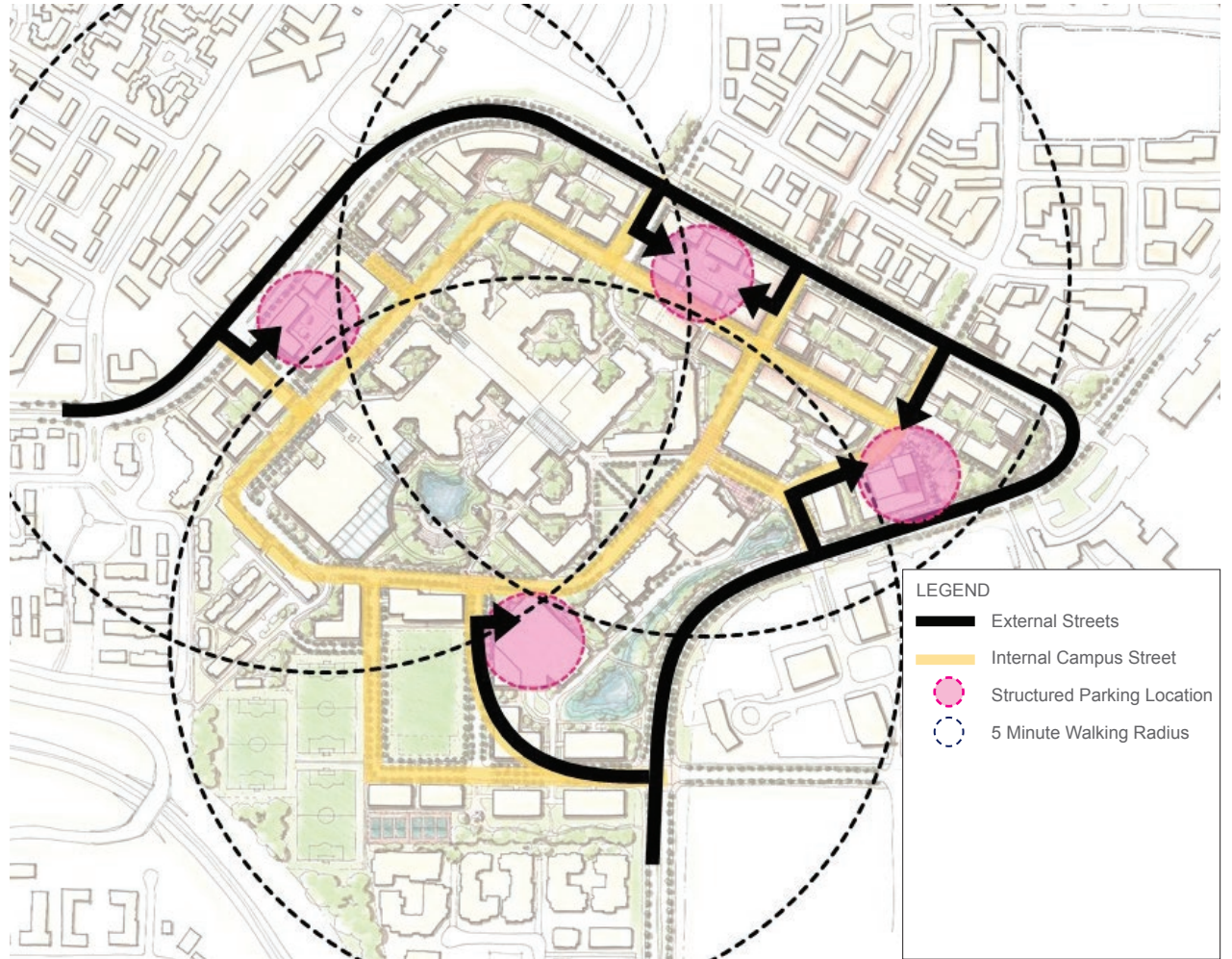Gateways play an important role by marking entry to the Campus, and work in concert with other elements of the Campus design to create a unique sense of place and assist wayfinding. There are three types of gateways for the Campus: major, minor, and internal. Major gateways accommodate the majority of traffic to and from the Campus. The effect of major gateways is reinforced through public art, landmark architecture and gateway buildings, and enhanced landscaping treatment. There are also minor gateways to the Campus that handle less traffic volume. Within the Campus are internal gateways that facilitate movement on internal Campus streets and serve as entry points to different Campus areas.

- Major gateways should be designed to facilitate the greatest amount of movement according to the street hierarchy (section 4.3.1).

- Major gateways may receive the greatest amount of design attention in terms of features such as public art, signage, and other wayfinding elements.

- Internal or minor gateways may receive a scaled down level of design attention, but should still include a basic set of elements to facilitate movement, orientation, and navigation.

4.4 SUSTAINABILITY & RESILIENCE FRAMEWORK

Through effective planning and design of Campus buildings and infrastructure, MRU can mitigate negative impacts on the environment and develop more resilient buildings and infrastructure to withstand extreme climate events. A number of these design objectives and initiatives have been described throughout this document. The Sustainability Framework complements the sustainable design initiatives and objectives of this Plan with a series of over-arching guidelines aimed at reducing water and energy consumption and developing enhanced infrastructure and building systems.

4.4.1 SUSTAINABILITY AND RESILIENCE POLICIES

4.4.1.1 Overall Approach

- The University should prepare a comprehensive Sustainability Plan to guide all aspects of green Campus planning, construction and building operations. The plan should comply with, and where possible, exceed the requirements of applicable legislation such as Calgary's Green Building Policy.

- The University can potentially make a great impact at a district level in their approach to sustainability. Detailed plans for the redevelopment of the northeast of the Campus should consider targeting a LEED ND designation for the precinct, and potentially the Campus as a whole. At the very least, the LEED ND criteria can be used to inform strategic moves around sustainable development.

4.4.1.2 Environmental

Water:
- Buildings should be designed to reduce water consumption (potable water demand) and should be

Precedent: Bioswales and rain gardens to capture and filter run-off and irrigate Campus plantings

designed to collect, use, and then restore needed water.

- New buildings should be designed to reduce stormwater impacts, and could incorporate, or contribute to, rainwater capture and re-use systems.

- The Campus should further incorporate stormwater management strategies, including increased permeable surfaces, and collection, filtering, and reuse techniques.

- Introduce stormwater management strategies for all Campus roads and parking lots, including increased permeable surfaces, and collection, filtering and reuse techniques.

Energy:
New Buildings on Campus are currently targeting LEED Gold as the energy sustainability standard. It should be noted that version 4 of LEED is due for release, and with it, the performance standards and requirements have increased and become more challenging.

- Design new buildings for efficiency and resiliency, and where feasible, to generate their own clean energy.

- Design new buildings to achieve sustainability performance targets, such as LEED Gold or higher, as

feasible.

- Consider options for sustainable energy generation at a district and building level in order to improve the sustainability and resilience of the Campus. Various options include:

  - Co-generation, or combined heat and power generation.

  - Tri-generation, which combines heating, power, and cooling systems into an integrated system, maximizing efficiency.

  - District energy, which could use neighbourhood scale high-efficiency (HE) boilers and distributed steam options. This would likely need to be coordinated with Currie Barracks to be viable.

  - Micro-generation, which is regulated by the Alberta Utilities Commission and allows for the local generation of power and for the generator to receive credit for any excess power that is sent into the electricity grid.

  - Renewable energy systems, including photo-voltaic panels, solar hot water, and wind.

- Third-party sustainable energy purchase from a renewable energy producer such as Bullfrog.

- Consider completing life cycle assessments as part of a building's sustainability analysis and modeling.

- Target initiatives, policies, and programs that achieve multiple goals. For instance, by targeting energy reduction targets that also reduce building and infrastructure operating costs.

- Orient new buildings to optimize solar gain.

Landscape:

- Use species native to southern Alberta for landscaping, streetscaping, and plantings in public spaces.

- Continue to increase the overall tree canopy to reduce the urban heat island effect.

- Promote innovative landscape planning and maintenance, for instance through specification of low maintenance street plantings, and/or species that absorb stormwater runoff.

4.4.1.3   Social

- Structure new amenities and services to create a complete community that will meet a variety of Campus users' daily needs and reduce car dependency.

- Support efforts to reduce single occupancy vehicle use. Walking, cycling, transit use and car-pooling can help promote an active and healthy social network.

4.4.1.4   Economic

- Forge new partnerships to develop surplus lands and create additional revenue and financial security for the University.

- Mixed-use development with retail, office, and other uses, should generate revenue for the University.

PART C:
IMPLEMENTATION

5.0 // IMPLEMENTATION

5.1 A LIVING DOCUMENT

The Campus Master Plan is intended to be a living document, written and structured to provide the University with a flexible decision-making framework to accommodate specific opportunities and needs as they emerge.

It is anticipated that some aspects of the Plan will evolve and change over time. Some aspects of the Plan that may evolve include the specific use, height, and architecture of individual buildings. As the Plan evolves it is critical that the Campus community and stakeholders continue to be involved in conversations about the Plan and its initiatives. This continuing engagement is an important aspect of the Plan's successful evolution over time.

Other aspects should not evolve, or deviate, from this Plan, the block structure and alignment of streets, for example, are designed to provide the most efficient use of the Campus lands, and to support the Plan's Vision.

Continued engagement and collaboration will help ensure the Plan's Vision, Principles, and implementation continues to meet MRU's mission and values, as well as the needs and priorities of students, staff, faculty, and visitors of the Campus over time. The Plan therefore, will continue to evolve, like the Campus, while remaining true to its Vision, Principles, and Plan Frameworks.

5.2 ADMINISTERING AND MONITORING THE PLAN

This Plan plays an important role in shaping the evolution of the Campus. Along with MRU's Strategic Plan, it serves as a long term decision-making framework to guide the physical evolution of the Campus.

As such, this Plan should figure prominently in the University's planning processes. It should be referred to throughout all development planning and design processes so that it can effectively influence the each project's design in a comprehensive manner. All decisions regarding the physical form and ongoing management of the Campus should be consistent with the Plan and make reference to it. It should also be widely distributed amongst members of the Board of Governors, staff, faculty, students, and members of the broader MRU community.

Monitoring the Plan

Procedures should be established for the regular monitoring and review of the Plan, a process that may be handled by the University's Planning and Development Committee. This should include a process for annual reporting on the Plan's progress that tracks metrics and indicators to measure success. Because the Master Plan is part of a broader planning and policy framework, the metrics for determining success should be aligned with other University policies, including the Strategic Plan, and sustainability plans.

A comprehensive review of the Plan should be completed every 10 years.

Amending the Plan

If, and when, amendments of substance to the Campus Master Plan are required, these should be undertaken in a manner that recognizes the imperative of engaging the broader MRU community—students, staff, and faculty. Revisions to the Plan should be approved by the Board of Governors, and by any other regulatory bodies, as required.

5.3   DEVELOPMENT PHASING

5.3.1   EARLY PRIORITY INITIATIVES

The Plan shows the maximum long-term build-out of the Campus, and improves buildings and open spaces in an ongoing and simultaneous approach, in keeping with the Vision and Guiding Principles. The early elements of the Plan may be implemented over the near-term and should be prioritized according to the University's strategic objectives and needs. These early works will assist in generating positive momentum for the Plan. Development should continue in a compact manner, building out adjacent blocks and creating new interior and adjacent open spaces.

The following priority projects are considered part of the first phase of development. Their components, recommendations, and policies have been described in detail in the Plan Frameworks (section 4.0), aspects of their timing and phasing are described below to support a logical implementation of this Plan. Where appropriate, any "quick-wins" or low-cost interventions have been identified in this section, particularly related to traffic-calming.

Main Building Renovations & Enhancements
The following initiatives should be designed and planned with an integrated approach in order to leverage opportunities and synergies between each intervention. Although these projects may have their own phasing, and may not be undertaken simultaneously, adopting a coordinated approach to their design will maximize their contribution to the Campus.

- **Re-purposing vacant space, creating a Student Centre** - An early priority for MRU is the need to re-purpose vacant space in the Main Building around the former library and conservatory. There is an opportunity to use the library space to create a Student Centre and
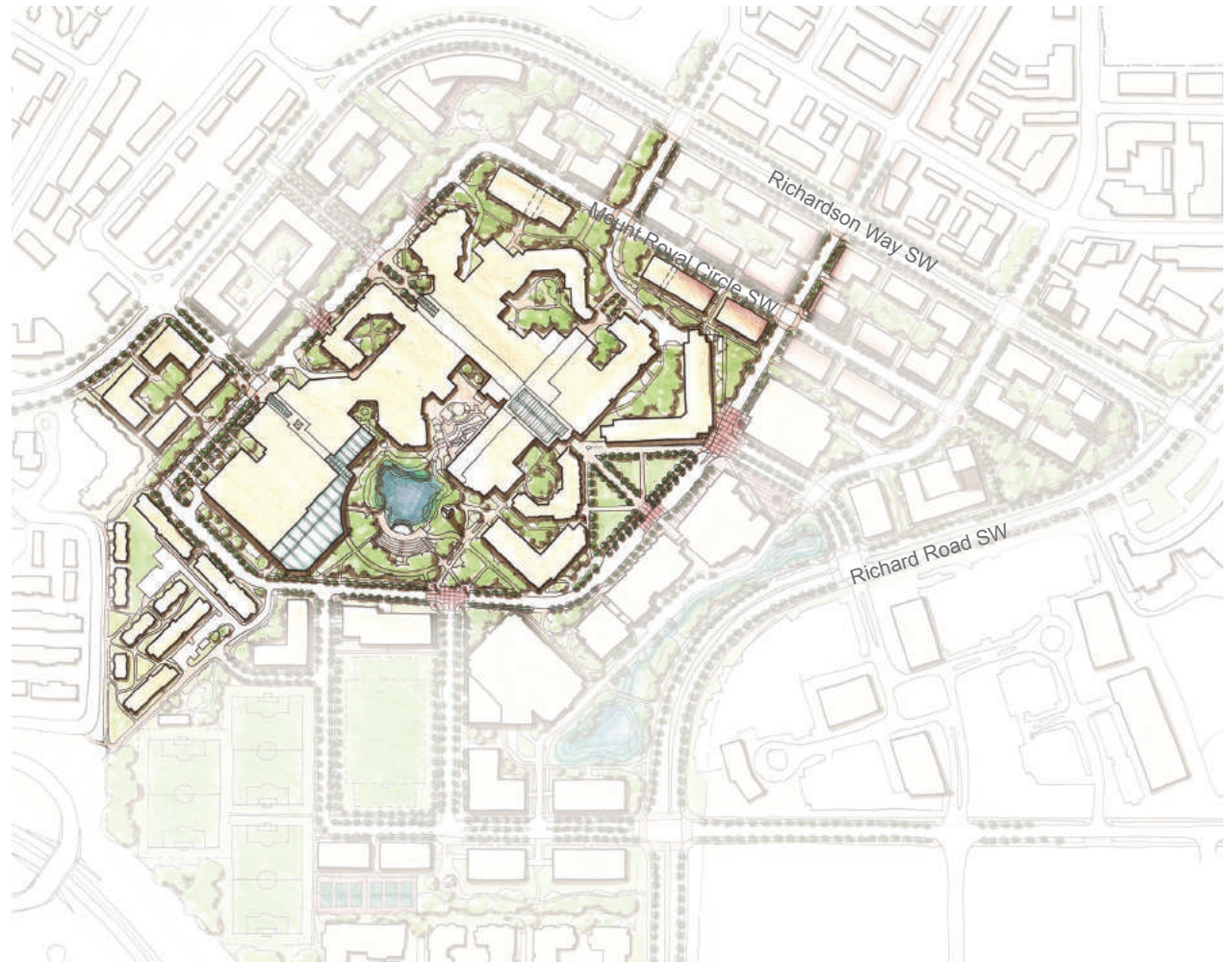

Figure 37: Early priority initiatives

leverage its unique architecture and design to create a beautiful multi-purpose space for the Campus.

- **Developing a Central Gathering Space** - A new Central Gathering Space will be designed at the intersection of Main Street and its cross connection. This will serve as a new activity hub on Campus and will be integrated with the Student Centre as a mutually supportive use.

- **Creating a Cross Main Street Connection** - A new internal connection will be established perpendicular to and intersecting with Main Street. It will continue

through the former library space and new Student Centre and create two new primary entrances and exits at its termini.

- **Daylighting Main Street, creating and extended atrium** - An atrium will be created as an extension of the existing east atrium, with the purpose of daylighting Main Street.

- **Courtyards** - A quick-win for the University will be to ensure that all courtyards framed by the Main Building are made accessible. Doors should be unlocked, and

any visual barriers should be removed. Additional tables and chairs should be provided where needed.

Framing the Pond, Creating new Student Space

This addition will also frame and enclose the Pond landscape, and through its design help to animate and activate that space.

- **Recreation Facility Addition** - There is an opportunity to create additional student space on Campus by developing an addition to the Recreation facility. The timing of this addition will depend on space needs, but it should not be driven by, or dedicated to, one program. It should include a diverse set of uses and be accessible for multiple users.

- **Enhancing the Pond Landscape** - The pond landscape can be enhanced with additional plantings and seating to provide outdoor space for passive recreation, and for people to work and gather. This may include some improvements and renovations to the courtyard off the Pond framed by the Main Building. A quick-win for enhancing the Pond is to provide additional tables, chairs, and benches as an interim improvement.

Landscaping

There are several opportunities across the Campus to improve its landscaping and the use and functionality of open spaces.

- **Programming open spaces** - The existing open spaces and courtyards on Campus should be programmed and utilized. This can be addressed through a master landscape plan or open space programming plan.

- **Tree planting and landscaping** - Open spaces on Campus should be improved with additional trees, shrubs, and other plants in an ongoing manner as buildings and facilities are developed or renovated. Opportunities for targeted landscape improvement should be identified and completed.

Enabling Redevelopment of East Residences

Re-developing the East Residences is an opportunity for the University to optimize the use of their land, and to potentially generate additional revenue. While new development in this area will unfold on a parallel time line (potentially in the near or medium term) steps can be taken early on to facilitate the redevelopment of this area of the Campus.

- **Residential Expansion** - The University anticipates growing its enrollment including some growth among students wishing to live on Campus. New residences will need to be developed to accommodate this demand, and compensate for beds lost once the East Residences are decommissioned. They should be completed before the East Residences are decommissioned.

- **Developing a new road connection into Campus** - This is a new connection between Richardson Way and Mount Royal Circle SW. It aligns with the planned street network for Currie Barracks and with the street that serves as a central commercial street for Currie Barracks. It should be timed and planned to include the decommissioning of the northeast residences and the re-alignment of the Ring Road.

- **Re-aligning the Ring Road** - Re-aligning the ring road at its north end will create additional development blocks parallel to Richardson Way. This re-alignment should be timed and planned in coordination with the development of a new road connection into Campus.

Traffic Calming Initiatives & Transportation Demand Management

MRU currently experiences some cut-through traffic that detracts from people's experience of the Campus. The following initiatives may be undertaken to address traffic calming and transportation demand management in conjunction with the policies outlined in section 4.3.

- **Road narrowing on west gateway** - The western entrance to Campus will be reconfigured to include just two lanes of traffic as it approaches Mount Royal Circle SW. There will be entrances to structured parking off this road in the future, so the road narrowing should occur past a logical point for those entrances. As a low-cost interim measure, the road can be narrowed with temporary barriers before curb re-alignment at a later stage.

- **Road narrowing around bus lay-by on Mount Royal Circle SW** - The width of lanes and laybys around the bus layby area will be narrowed to slow down traffic and create a more comfortable and safe environment for pedestrians. Additional space in this area will be utilized to create an enhanced pedestrian plaza adjacent to the half quad.

- **Additional on-street parking** - On-street parking should be provided along Mount Royal Circle as an additional traffic-calming initiative.

- **Enhanced pedestrian crossings** - Enhanced pedestrian crossings should be created around all intersections and plazas. A quick, and low-cost approach, is to re-paint crosswalks with highly visible markings, and install higher quality paving materials in subsequent phases.

- **Creating pedestrian-priority plazas** - A pedestrian-priority plaza between the Recreation Facility and new student residences will aid in traffic calming, while creating a memorable open space for the Campus. The plaza may include simple interventions in the near term, including additional plantings, move-able seating and tables, and painted pedestrian crossings. These interventions can later be enhanced with improved furnishings, plantings, and paving treatments in later phases.

- **On-going TDM strategies** - The University already undertakes some TDM strategies and should continue to do so while exploring opportunities to be more aggressive with these strategies:

  - Managing parking demand through pricing and parking passes.

  - Providing cycling infrastructure, including sheltered bike parking and shower and change room facilities for cyclists.

  - Providing covered bike lockers.

5.3.2 MID-TERM AND PARTNERSHIP OPPORTUNITIES

This refers to areas of the Plan that may be implemented in partnership with private entities, and are revenue generating opportunities for the University. They primarily include mixed-use and market residential development, but could also include academic space as the University requires. These developments may be implemented at their own pace, as opportunities arise. They are not necessarily coupled with a specific time frame.

Key Projects and Initiatives

- **Market Development** - New market residential and mixed-use development is envisioned for the northeast. This can be leveraged to provide service and retail amenities and synergistic activities (e.g. a research institute) for the University as well as revenue generation.

- **Academic Expansion** - If required, the University may wish to develop portions of a parcel as a combination of residential and academic development, or include academic or administrative uses within a new building.

- **New Connection to Currie Barracks** - A new connection to Currie Barracks will be implemented to align with its road network.

- **Additional Bus Facilities** - A Bus Rapid Transit stop should be provided for on the east side of Campus.
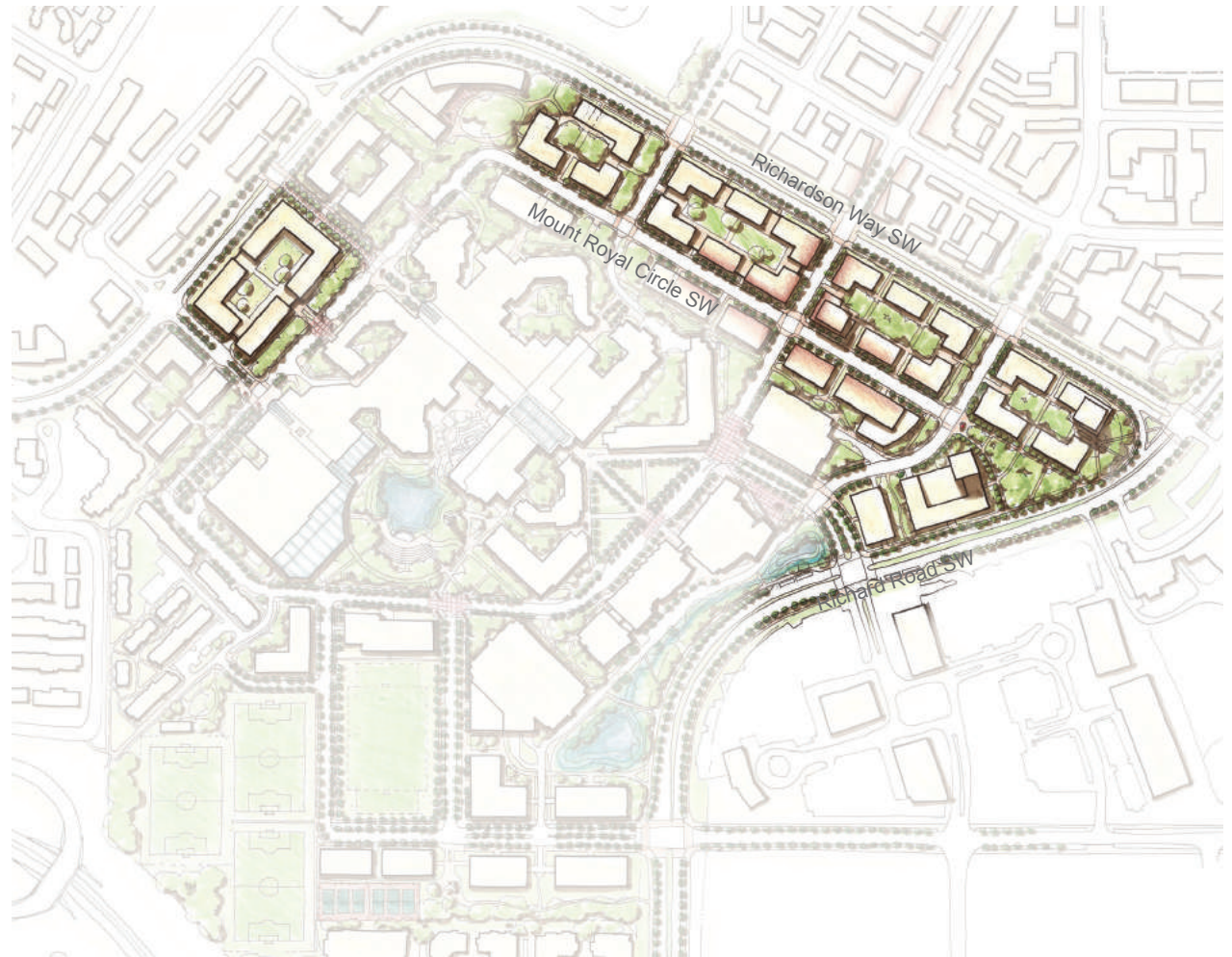

Figure 38: Mid-term and partnership opportunities

5.3.3 LONG-TERM LAND BANKS

These areas give the University a long-term expansion and revenue generating option. A flexible mix of uses is envisioned for these areas, which can be adapted to meet the University's needs. A highlight of this phase is creating a distinct place within the South Campus Precinct, anchored around the ongoing athletic and recreational activity in the area.

Key Projects and Initiatives

- **Academic/Flex Expansion** - An additional development parcel is reserved at the north end of the Campus for future build, which could accommodate a variety of different uses. It is envisioned as a landmark structure that embraces the unique curvature of the site.

- **Recreation Field (Re)Alignment** - The recreation fields can be re-aligned in the long-term to allow for additional expansion, once other sites have been developed. These may be enclosed with a bubble to allow for year-round use.

- **Developing Southern Campus Lands** - The South Campus Precinct can be redeveloped after the recreation fields are re-aligned, and a new road constructed to define these blocks. These parcels may accommodate new uses such as office development.
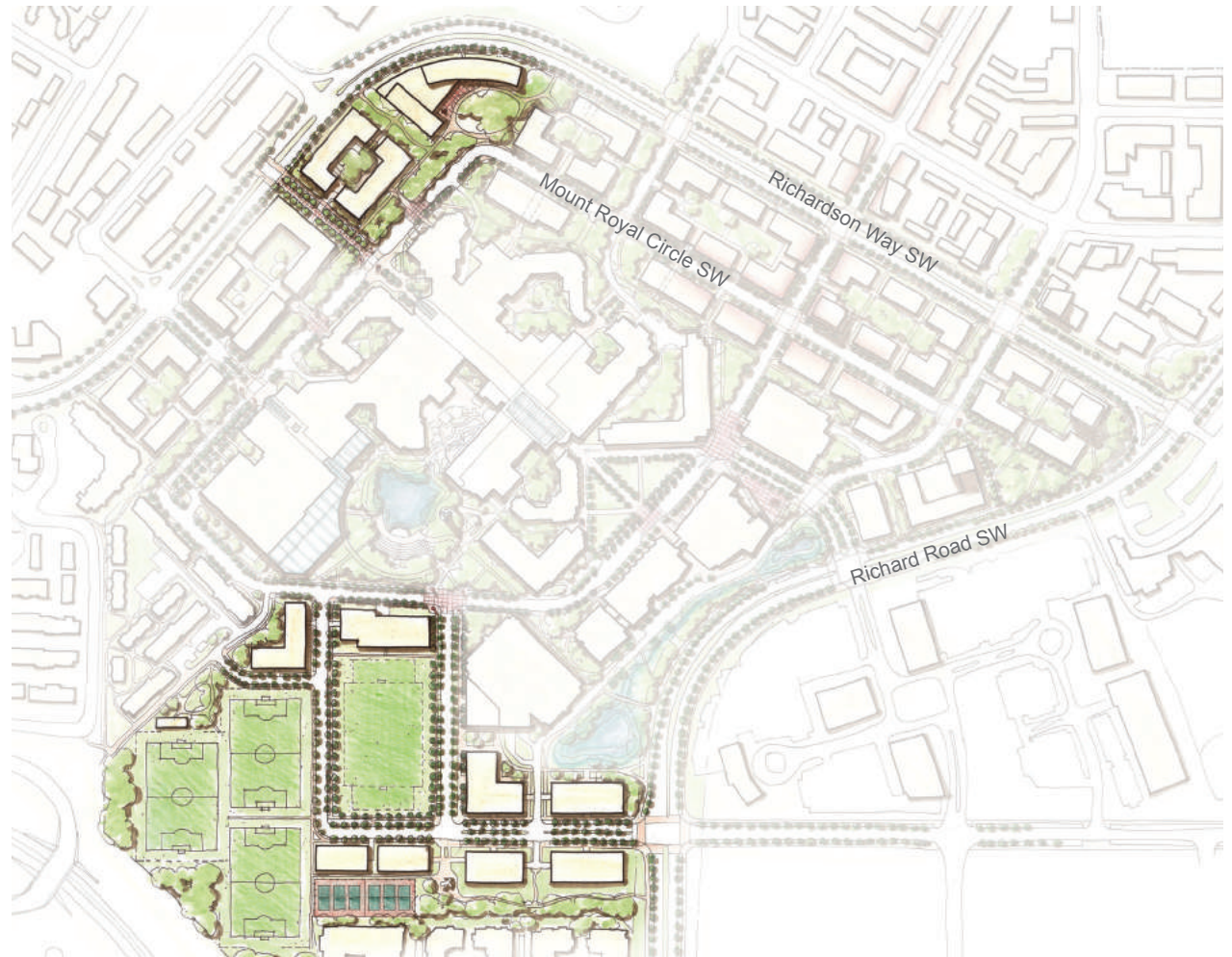

Figure 39: Long-term land banks

5.4   SUPPORTING STUDIES

As part of the project process, a number of background reports and studies were commissioned to inform and support the Plan, and are presented as separate documents. Their analysis and conclusions have, where relevant, informed the Plan's policies and objectives.

5.4.1   TRANSPORTATION BACKGROUND REPORT

The Transportation Background Report, prepared by Watt Consulting, studies the technical components of the Campus transportation system, including:
• Mode share,and potential to reduce car use
• Vehicle circulation and street hierarchy
• Traffic volumes
• Parking supply, use, and occupancy
• Transit ridership and service levels
• Cycling facilities and routes
• Pedestrian circulation
• Carpooling

The report's analysis and conclusions have informed the Movement Framework and policies of this Plan, and helped to validate some of the Plan's key recommendations. The report includes projections for future parking demand based on historical demands for parking and the projected population growth of the University. There are strong opportunities to reduce this relative demand per FLE as additional housing is added to the Campus, and in surrounding neighbourhoods with the development of Currie Barracks. This Plan accommodates parking demand in a way that supports a pedestrian-friendly and walkable environment. This includes providing structured parking beneath new buildings and in targeted locations at the Campus perimeter.

5.4.2   FUNCTIONAL DESIGN ESTIMATE

The Functional Design Estimate, prepared by Altus Group, provides a high-level cost estimate for the early phase initiatives recommended in this Plan. The report is intended to provide a realistic budget estimate of construction costs based on the best information available and the expertise of the report's authors.

5.4.3   CAMPUS MASTER PROGRAM

The Campus Master Program, prepared by Resource Planning Group, analyzes the supply of internal building spaces on Campus and the anticipated space needs for each program, faculty, and department. The report draws on information from stakeholder interviews, as well as enrollment statistics, and existing space and allocation plans. Its conclusions reflect the University's target to grow to 13,000 full time equivalent students, and projects the anticipated growth and space needs across each program.

5.5   ADDITIONAL STUDIES

There are several reports and studies that should be completed to implement the Plan's recommendations:

• Interior Space Master Plan - The main building and interior space master plan should be updated to align with the Campus Master Plan.

• Open Space Master Plan - A open space master plan should be completed for the Campus. This will guide the detailed programming, use, and design of open spaces on the Campus.

• Highest and Best Use Study - If the University chooses to develop its surplus land, a study should be completed to determine the highest and best use for the lands. This should be coordinated with a market feasibility analysis and detailed land use plan.

• Market Feasibility Analysis - A study should be completed analyzing the market absorption of potential uses on Campus (retail, residential, and office).

• Detailed Land Use Plan - A detailed Land Use Plan should be completed for the University's surplus lands that may be sold or leased for redevelopment.

• Architectural Guidelines - Architectural guidelines should be created to give detailed guidance for the design of new development in terms of its materiality, building form, massing, and relationship to the public realm.

• Parking Phasing Strategy - A study should be completed to consider the phasing strategy for parking as surface parking is redeveloped and replaced with below-grade and structured parking.

• Campus Sustainability Plan - An over-arching plan should be prepared to promote sustainable and resilient practices in the planning, design, construction, and maintenance of Campus buildings and open spaces.

5.6   STRATEGIC PARTNERSHIPS & PLAN IMPLEMENTATION

It is anticipated that certain components of this Plan may be implemented in partnership with private entities. These may range from partnerships with private businesses to provide support type services for the University (food service, retail operations, housing), to partnerships to develop land and new buildings (comprising potential market-oriented uses).

For the purposes of developing its surplus land, the University should consider different development strategies including administering the development of surplus land through an arms-length development trust that is accountable to the Board of Governors. The full range of development strategies should be closely investigated and considered with advice from qualified professionals. Any development of surplus land will be subject to the Vision, Principles, and policies of this Plan.

This Plan was developed for and is under the sole jurisdiction of MRU through its governance and administrative structure. If the University wishes to develop its surplus land then a highest and best use study, detailed land use plan, market feasability analysis, and architectural guidelines should be created to guide development.

5.7   PLAN GOVERNANCE

The Plan will be used by MRU as part of its strategic planning framework to plan and implement different projects in order to enhance and grow the Campus. An office dedicated to implementing the Plan should be created that consists of members from the Planning and Development Committee as well as members from the Board of Governors.

Ultimate authority over the Plan and its implementation will rest with the Board of Governors who have decision-making authority over major capital projects. Any revisions to the Plan must be undertaken in a transparent and collaborative process that involves the broader MRU community, and are subject to the approval of the Board of Governors.

This page left intentionally blank.