



Queen's University

Campus Master Plan

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Acknowledgment of Territory

Queen's University is situated on traditional Anishinaabe and Haudenosaunee Territory. To acknowledge this traditional territory is to recognize its longer history, one predating the establishment of the earliest European colonies. It is also to acknowledge this territory's significance for the Indigenous peoples who lived, and continue to live, upon it – people whose practices and spiritualities were tied to the land and continue to develop in relationship to the territory and its other inhabitants today. The Kingston Indigenous community continues to reflect the area's Anishinabek and Haudenosaunee roots. There is also a significant Métis community and there are First Peoples from other Nations across Turtle Island present here today.

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Queen's University

Campus Master Plan





Executive Summary

The Campus Master Plan is a framework for change that will guide how Queen's University physically evolves over the next 10 to 15 years. The Campus Master Plan does not pre-suppose growth; rather it illustrates how Queen's lands can evolve in a coordinated manner, resulting from strategic planning decisions.

The Campus Master Plan is organized in nine chapters, and two parts. The first part provides a vision and master plans for both campuses, while part two provides specific design guidance to each precinct.

Part I

Chapter 1: Introduction

The Study Process

The Queen's Campus Master Plan study process was conducted over a 15-month period, with completion in spring of 2014. The Campus Master Plan study process was managed by a project team overseen by the Deputy Provost, consisting of University representatives from Physical Plant Services, Campus Planning, and Communications.

The University retained a team of experienced consultants, led by Urban Strategies Inc., with a range of skills and expertise to assist the University in the project. Regular meetings with the Campus Master Planning Advisory Committee (consisting of representation from faculty, staff, students, community and alumni) ensured that the Plan evolved in alignment with broader University objectives and responded to the needs of all users of the Queen's campus.

A comprehensive consultation program, consisting of community events and multiple opportunities for dialogue online, was developed to ensure the Plan was developed in a collaborative manner with Queen's faculty and staff, students, Kingston residents, City staff and officials, and other interested parties.

The Study Scope and Why A Plan Was Needed

The Campus Master Plan focuses on the University's Main Campus and West Campus, where the majority of Queen's day-to-day activities currently take place and are expected to in the future. The vision and recommendations contained in the plan are meant to ensure that the University physically evolves in response to contemporary learning, research, and social needs and that its campus continues to be an exceptional place for students, faculty, staff and Kingston neighbours. In this time of limited resources, future investments must be carefully considered to ensure the greatest return on investment while simultaneously addressing contemporary needs and ensuring flexibility for the future.

Determining Capacity and Promoting Renewal

An overview of current campus conditions is provided, as well as the steps taken to identify Main Campus' and West Campus' current development capacity, including land utilization, building condition, and historic significance. Potential development sites consist of vacant and underutilized sites, or buildings with a critical backlog of deferred maintenance that are not historically significant. Although there is room for incremental change on Main Campus, there are very few sites that are the right size and shape to accommodate modern University development in an efficient way.

West Campus contains more substantial opportunities for development than Main Campus. There are more underutilized and vacant sites with opportunities for development while the north end would be maintained to accommodate sports fields, facilities, and parking. Due to capacity constraints on Main Campus, West Campus will play an increasingly important role in the Queen's University experience.



The Plan promotes renewal by aligning required investment with desired campus building objectives.

Chapter 2: Existing Campus Conditions and Needs

Evolving Space Needs

Regardless of future enrolment, rapidly evolving pedagogy has created a need for Queen's to assess current space requirements. A space analysis was conducted to assess existing and required facilities to support research, teaching, and campus life. A summary of this analysis is presented.

The findings indicate Queen's does not have a deficit of space overall, but rather, it requires more of certain types of spaces and less of others. The renewal and retrofitting of existing spaces will be required to meet pedagogical and technological evolution.

Queen's has done a relatively good job of maintaining an appropriate amount of facilities in relation to its enrolment. Regardless, the University currently lacks sufficient instructional and research laboratory space, classroom facilities, and study space, as well as social spaces that support Queen's role as a predominantly residential campus.

An overview is provided regarding the nature of new spaces. New spaces should respond to existing learning trends, but also be flexible enough to anticipate further changes, new technologies, and the uncertain needs of future Queen's staff and students. New spaces should prioritize flexibility, mixed and overlapping uses, multiple loci of activity, and the convergence of functions and services.

Chapter 3: Campus Vision

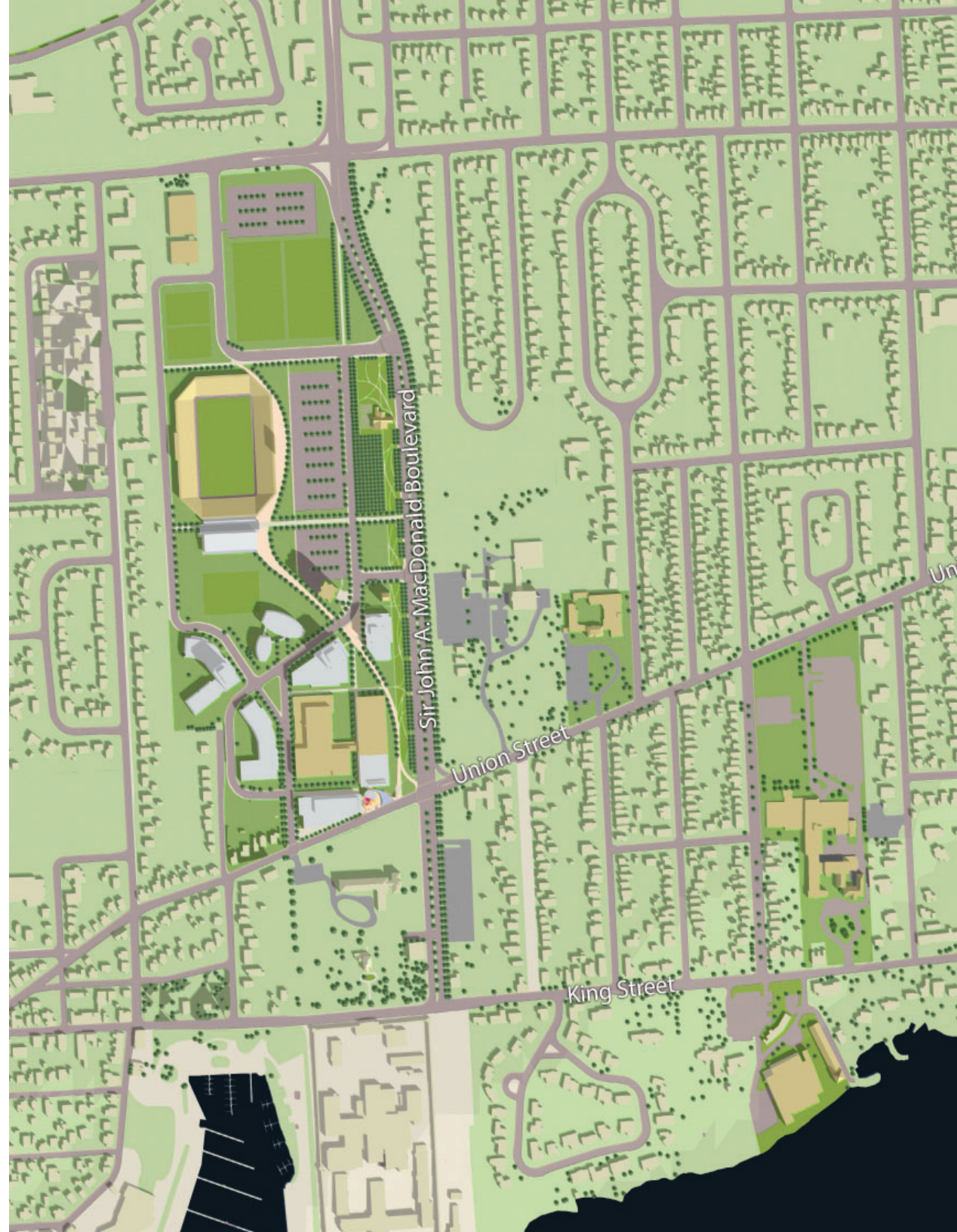
Queen's University is an institution with a rich legacy, reflected in its traditions, setting and historic campus places. It is also a forward looking institution that promotes an exceptional teaching and learning experience balanced with research and the advancement of our collective knowledge.

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

Guiding Principles

The planning principles, developed based on consultation throughout the process, define the assumptions and philosophies driving the vision and recommendations of the Campus Master Plan. They also provide a means of evaluating future updates and possible amendments.

1. Support Queen's academic mission
2. Enhance the campus experience
3. Promote good facilities management
4. Foster a more sustainable campus
5. Integrate the campus with its settings
6. Create a campus that supports health and wellness





The long-term vision illustrates the full-range of development and open space opportunities described in this plan. Buildings in white illustrate potential new buildings, while existing buildings and those under construction are illustrated in yellow.



The Plan promotes synergies between Main Campus and West Campus.

The Vision for Main Campus

To students, staff, faculty and alumni alike, Main Campus will continue to be understood as the symbolic heart of the University's identity. The physical aspects of this "traditional campus" – iconic architecture and picturesque open spaces situated on a compact, walkable street and pathway pattern – will be maintained, however uses will evolve.

The Vision for West Campus

West Campus has long been perceived as isolated from the majority of campus life and disconnected from the central part of Kingston. While some growth and change of past years has sought to remedy this sense of isolation, there is still a long way to go. The West Campus of the future will see a number of new uses and destinations, better services, new public spaces and an improved mobility system.

Chapter 4: Campus at the City Scale

There is a need for co-ordinated planning to ensure mutual benefit between the City of Kingston and Queen's. Building on existing University and City initiatives, the recommendations put forward in Chapter 4 are intended to complement the vision and policies prepared by City staff and the Kingston community who have been consulted throughout the study process.

The Plan provides guidance regarding the evolution of both the City and campus in a co-ordinated way.

City Initiatives

City plans, studies and capital projects help the University understand the City's goals and intent for various areas around campus. This section identifies places where change should or should not occur, informing the University's decisions regarding off-campus uses such as residences. It also identifies City initiatives which provide opportunities for coordinated improvement.

Movement between Campuses and Parking Strategy

As more development occurs on West Campus, the University will require an expanded transportation system to carry the Queen's community between campuses.

A campus circulator is proposed which would be open to all Queen's students, staff and faculty. Planned as a continuous loop, bringing rapid transit service to Union Street, the circulator should provide regular service between campuses and stop at high traffic areas, such as surface parking lots on West Campus and the proposed West Campus Square.

Cycling Network

A key component of the University's broader objectives to create a sustainable campus is developing a safe, inviting, and convenient active transportation network.

The Cycling Network plan (Figure 4-3, Page 49) - consisting of existing and proposed routes and trails - ensures Queen's cyclists are supported by infrastructure and facilities that prioritizes cycling equally to the pedestrian and private vehicle.

Housing

The University supports the preservation and restoration of stable residential neighbourhoods and promotes housing that is of the appropriate form and in the appropriate location.

This section indicates different places on and near the campuses that are considered appropriate for different types of housing. These types of housing are:

- **Campus Residences**, multi-unit buildings owned and maintained by the University.
- **Main Street Revitalization**, store-top, mid-rise apartments located along Princess Street.
- **Neighbourhood Infill**, low-rise buildings complementary to surrounding housing character.

City Streets

In addition to carrying people and traffic, streets are places and destinations in themselves. Each street type's function and character informs the number of traffic lanes, width of sidewalks and plantings, design character, and the scale of adjacent buildings. Each major University street is described and given a cross-section that provides design direction to implement its use and character:

- As the primary connector of West Campus and Main Campus, rights of way for all modes of transportation on Union Street will be enhanced through pedestrian, cycling, and transit infrastructure improvements.
- University Avenue will continue its role as Queen's ceremonial avenue. Small-scale design enhancements will seek to reduce traffic speed, improve appearance, and allow for safer crossings.

- Building on the City's plans for streetscape improvements north of Johnson Street, Sir John A. Macdonald Boulevard will be a grand, green street extending from Highway 401 to the waterfront, featuring new landscaping and design details.
- King Street connects some of Kingston's most historic places as well as Main Campus to the Isabel Bader Centre for the Performing Arts. To complement its role as a cultural landscape, it will be designed with a higher level of detail and amenity than most streets.

Chapter 5: Main Campus Master Plan

Main Campus' historic buildings, open spaces, and gathering spots are fundamental to the image of Queen's and highly valued by students, staff, faculty, and alumni alike. Even though the campus is much loved, changes on Main Campus will be necessary to ensure the University provides the appropriate facilities and social spaces for a contemporary and sustainable campus. Change will occur mostly in the form of renewal to existing facilities, with the objective of bringing older buildings into contemporary conditions, all while protecting and enhancing the existing campus image and experience. Modest amounts of new development will also occur in the Campus' few remaining underutilized development sites. Where this occurs, it is important that new buildings respond to the existing context through sensitive design. The Main Campus Master Plan provides direction regarding change through a series of plans for the different systems and networks that make up the campus.

Land Use and Social Infrastructure

Rather than provide a prescriptive land use structure on Main Campus, this section provides recommendations to locate uses and facilities on campus that support an interdisciplinary learning environment. The objective is to identify the pattern of "social infrastructure", the key places of gathering and learning at Queen's. This is consistent with the directions of the Library and Archives Master Plan, which seeks to increase the number of individual and collaborative learning and study spaces to better support scholarship and research.

The land use and infrastructure plan identifies those places on campus that are currently lacking social infrastructure, and recommends such spaces be located there. It also identifies the places where these concentrations exist and aligns them with broader public realm improvements providing formal spaces for social life to occur.

Renewal and Development Sites

With few vacant parcels remaining on Main Campus, there are limited major development





opportunities. As a result, the focus for change on Main Campus in the near term will be the renewal of existing facilities to better align existing spaces to meet the needs of current and future users. The Main Campus Renewal and Development Sites (Figure 5-4, Page 73) identifies sites on campus appropriate for change either in the form of new construction or redevelopment sites. It also provides guidance regarding design considerations that will be addressed through new development. These include key building frontages, historic buildings (or portions of buildings) to be protected, view terminus, and required courtyards.

Heritage

The historic nature of Main Campus is one of its most defining qualities. Each building on campus was evaluated based on individual architectural significance, as well as its contribution to Kingston's historic landscape. The Main Campus Heritage Plan (Figure 5-3, Page 69) provides two considerations for Main Campus' buildings that are historically significant. The first category, "Historic," illustrates buildings with either an individual

historic significance, or that strongly contribute to a historic landscape, such as the houses on Barrie Street opposite City Park. These buildings should be retained, but under appropriate circumstances, may be incorporated into new development.

The second category, "Redevelopment Permitted," illustrates older buildings that may be either retained or demolished, but where replacement development must respect the existing housing form of the street.

Open Space Network

The historic core of Main Campus is defined by its rich network of highly valued open spaces. These places support the image of Queen's and are also important places to gather and form community. Main Campus' Open Space Network (Figure 5-5, Page 76) consists of four landscape types that reflect the general role, function and hierarchy of places within the larger network. Each category consists of existing places. In addition, a number of new open spaces are proposed for each category.

- Picturesque landscapes are expansive open spaces, designed to convey an idyllic natural setting.
- Formal linear landscapes – containing streets and walks – are linear open spaces designed to move people through the campus and provide views to landmarks and other campus-defining elements.
- Plazas, courtyards, and small greens provide casual settings for day-to-day campus activity. They are places for more passive uses such as meeting friends, studying, or taking a break between classes.
- Gateways are the places within the larger open space network that mark the transition from the City to the campus.

Movement

With campuses designed as pedestrian environments, and to ensure Queen's promotes sustainable, active transportation choices, it is important that the Queen's movement network maintains its functionality while prioritizing pedestrian safety and comfort.

The Pedestrian Network (Fig 5-55, Page 117) seeks to holistically integrate car and pedestrian networks to create a safer and more continuous experience for the pedestrian. This can be achieved by extending the fine-grained pedestrian network to the campus edges, identifying priority areas for pedestrian improvements, and enhancing streets and paths.

The Street Network (Figure 5-56, Page 119) considers the street and pedestrian network in conjunction, and addresses points - through recommendations for intersection and crosswalk improvements - where the street network disrupts the continuity of the pedestrian network and poses safety issues to pedestrians.

The Cycling Network (Figure 5-57, Page 122) provides greater detail to the Cycling Routes illustrated in Chapter 4, illustrating a number of new routes and trails, and identifies key routes for enhanced bicycle parking.

The Servicing Strategy (Figure 5-58, Page 125) retains some existing service routes, but also

proposes the re-alignment of some, including Fifth Field Company Lane. Unlike personal vehicles, servicing vehicles need routes that carry vehicles further into the core of campus, to deliver goods and products to individual facilities. The placement of some service routes are intentionally located to minimize disruptions with pedestrians, but where they intersect, the design of servicing functions needs to be thoughtfully considered and designed, so as not to disrupt the image and the quality of the campus setting.

Utilities

This section identifies existing systems and proposed solutions for main utilities (water, gas, sanitary and storm), electrical power distribution, and heating and cooling. New development will influence and require upgrades to the existing utilities which support Main Campus. In addition to the base utilities, and understanding Queen's strong commitment to sustainability, there is also an opportunity to implement further upgrades to increase energy efficiency.



The Plan will co-ordinate investment in buildings, facilities, infrastructure and landscapes on both Main Campus and West Campus.

Chapter 6: West Campus Master Plan

The West Campus Vision imagines a modern and attractive campus that pays tribute to a varied and rich history. The vision balances learning, working, living and recreation needs by creating a diverse network of flexible, comfortable, and inviting spaces with different characters and functions. Whereas the Main Campus Master Plan emphasizes the renewal of the much-loved historic campus, the West Campus Plan provides the basis for a long-term framework for creating brand new places that borrows elements from what people love about Main Campus (such as social spaces, beautiful squares and plazas), but that recreates them in a contemporary, context-specific manner.

Land Use and Social Infrastructure

On West Campus, different types of uses and services including academic buildings, administrative offices, clinics, sports and recreation facilities, and outdoor spaces will intermingle to provide amenity and vitality at all times of day, ultimately creating a more complete campus community than what currently exists. The West Campus Social Infrastructure Plan (Figure 6-2, Page 147) identifies four different land use “clusters” which establish a pattern where certain uses are best suited. The different clusters include the Mixed-Use Student Life Cluster, Residential Cluster Academic Core, and Athletics Cluster.

Heritage

West Campus contains a modest number of historically significant buildings, including the former Prison for Women site and the Water Tower, originally part of the Kingston Penitentiary Farm. As with Main Campus, these historic buildings will be protected due to their significance, with the former Prison for Women site an opportunity to be a legacy project for Queen’s that will result in a distinctly memorable place.





Yonge Street

Renewal and Development Sites

West Campus contains a number of potential development sites for new, larger scale uses. The development sites are positioned around the future expanded mobility network. The West Campus Renewal and Development Sites Plan (Figure 6-4, Page 151) identifies sites appropriate for redevelopment, as well as development considerations to ensure development contributes to the West Campus vision's design objectives.

Open Space Network

The original agrarian and penitentiary operations that once characterized the West Campus are gone. What remains are the remnants of a rich and varied past and large open spaces full of potential. The West Campus Open Space Network Plan (Figure 6-5, Page 153) proposes a variety of spaces that greatly improve West Campus' sense of place and provide new opportunities for the Queen's and Kingston communities to enjoy. Of particular significance is Sir John A. Macdonald Green, a large scale

linear park adjacent to Sir John A. Macdonald Boulevard consisting of many distinct character areas. In addition to this major project, the plan identifies new Formal Linear Landscapes in the form of walks and streets; Plazas, Courtyards, and Greens; and Gateways.

Movement

While the movement network today on West Campus is sufficient to serve the limited places that exist today, as it develops further, it will be imperative that the street and pathway network is expanded to create more movement options for pedestrians and cyclists, and ensure good vehicular flow.

The West Campus Pedestrian Network plan (Figure 6-29, Page 175) provides an expanded pedestrian network on West Campus that will consist of a number of new walks weaving between new campus buildings as well as the addition of sidewalks to existing campus streets. Together, the pedestrian network will provide a fine-grained network of paths similar in scale as Main Campus forming a safe and

thorough system for getting around campus. An expanded West Campus Street Network (see Figure 6-30, Page 177) will support the new places and destinations on West Campus and provide more movement options through West Campus. A number of expansions and realignments to the street network, including a number of new access roads connecting to Sir John A. Macdonald Boulevard and an extension of West Campus Way south of Union Street, will be realized over time as West Campus evolves. As with Main Campus, streets on West Campus are also part of the open space and pedestrian networks, and should incorporate safe and attractive design consisting of continuous sidewalks and accommodating different modes of travel.

The infrastructure and facilities for cyclists on West Campus will be extensive and well-considered. The West Campus Cycling Network (Figure 6-31, Page 179) consists of the existing on-street cycling route on Union Street, a proposed cycling trail that will be incorporated

into the design of the Sir John A. Macdonald Green and streetscape enhancements to existing streets that indicate the right-of-ways for cyclists through various forms, whether it be painted lanes or sharrows.

A comprehensive West Campus Servicing plan (see Figure 6-32, Page 181) ensures the future functionality of West Campus, while maintaining a safe pedestrian environment. As with Main Campus, the design of servicing functions needs to be thoughtfully considered and designed, so as not to disrupt the image and the quality of the campus setting.

Utilities

The Utilities Plan identifies existing systems and proposed solutions for Main Utilities (Water, Gas, Sanitary and Storm), Electrical Power Distribution, and Heating and Cooling. A Geothermal System is also proposed as a satellite system to that on Main Campus.

Chapter 7: Building Design Guidelines

The building design guidelines provide widely applicable built form direction to ensure campus developments are built to an appropriate standard that enhances the public realm and pedestrian movement patterns. The guidelines provide direction regarding:

- Architectural Expression
- Building Orientation and Massing
- Building Facades and Materials
- Building Interiors
- Sustainability
- Servicing and Utilities
- Parking

Chapter 8: Implementation

The Campus Master Plan identifies a long-term framework for growth that can slowly be achieved over many decades. This framework will be reinforced and achieved through countless decisions that impact campus-building, ranging from small-scale planting improvements to site selection for large development projects. As the campus evolves and grows, elements of this Plan will slowly be implemented to meet the ongoing needs of the University.

Within the context of the 50-year vision presented in the Vision chapter of this document, the Near Term Plan illustrates one potential evolution of the campus to reflect near term needs, opportunities and current initiatives.

While the Campus Master Plan is the official policy of the University, it will be a living document, adapting to emerging needs and institutional direction.

Part 2

Chapter 9: Precinct Plans

Part 2 of the Plan provides further implementation direction for specific development projects and initiatives. It is an integral part of the Plan, serving as a detailed implementation manual for Part 1. Part 2 provides design direction for new development and initiatives to ensure they are implemented within the larger campus planning framework and is intended to assist project managers and decision makers with decision-making around the growth and evolution of campus.

The Precinct Plan divides the campus into precincts in order to consolidate the opportunities and requirements for campus evolution on a place-by-place basis. The precinct plans essentially establish the rules for development and identify the enabling and coordinated projects that must be considered in new building and renewal projects.



Part 2 provides detailed input to potential projects, informing decision-making.