



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



Campus Vision

3

3.1 Planning Principles

The planning principles define the assumptions and philosophies driving the vision and recommendations of the Campus Master Plan. They also provide a means of evaluating future Campus Master Plan updates and possible amendments.

Planning Principle 1

Support Queen's academic mission

Queen's delivers an exceptional student experience, attracts and cultivates excellence and leadership, and pushes the boundaries of knowledge through research. The Campus Master Plan helps Queen's be the university for the future with people who will solve the world's most significant and urgent challenges.

- 1.1 Align campus planning with the University's teaching and research mission
- 1.2 Align campus improvements and development with the University's Strategic Goals, Vision, Mission, Values, and Plans.
- 1.3 Respond to evolving pedagogy, research, teaching and learning needs by providing state-of-the-art facilities, technological support, and ancillary amenities
- 1.4 Create inclusive, open, adaptable learning environments that promote collaboration and innovation

Planning Principle 2

Enhance the campus experience

The Queen's campus, with its iconic limestone buildings and inviting green spaces, is a vital part of our heritage and identity. The Campus Master Plan will preserve this remarkable legacy while enhancing the livability of our campus locations.

- 2.1 Protect Queen's architectural and historic legacy, and its cultural landscape, while enhancing areas in need of improvement
- 2.2 Ensure the campus is accessible, adhering to existing campus policy and guidelines regarding universal design
- 2.3 Enhance campus safety through design
- 2.4 Support Queen's role as a residential university by offering a range of housing options, social spaces and services for students, staff, faculty and the community
- 2.5 Improve the quality of the West Campus experience
- 2.6 Queen's is one campus with several locations; improve connections between those locations to enhance continuity and facilitate movement
- 2.7 Tell the rich stories of Queen's, Kingston and Indigenous Peoples, their histories, perspectives and contemporary issues, through public art and design.
- 2.8 Promote Indigenous initiatives in the campus built environment, including Indigenous-marked spaces to hold ceremonies and events

Planning Principle 3

Promote good facilities management

Buildings and landscapes endure for decades, even centuries. The Campus Master Plan encourages careful stewardship and smart investment to meet the University's current and future needs.

- 3.1 Act as stewards of our land and consider the best use of that land over time
- 3.2 Ensure flexibility to respond to changing projections for growth
- 3.3 Assess sites for potential renewal in the context of a full range of issues and objectives, including building maintenance and site capacity
- 3.4 Identify opportunities to leverage equity in property and lands
- 3.5 Ensure higher energy performance standards and technologies are integrated with improvement projects

Planning Principle 4

Foster a more sustainable campus

Sustainability is an important value for Queen's. The Campus Master Plan aims to lessen the University's impact on the environment through good planning, stewardship and development practices.

- 4.1 Promote green building technologies in new and renewed development
- 4.2 Improve active transportation infrastructure, including cycling routes and pedestrian pathways
- 4.3 Invest in buildings and landscapes of enduring quality
- 4.4 Direct new development to sites already accessible to services, facilities, and infrastructure systems
- 4.5 Diversify and integrate campus uses to create complete campus communities
- 4.6 Encourage public transit by working with Kingston Transit and ensuring transit waiting areas are safe and comfortable environments
- 4.7 Integrate traditional Indigenous plants across campus

Planning Principle 5

Integrate the campus with its settings

Queen's is fortunate to be situated in Kingston, on the traditional lands of the Anishinaabe and Haudenosaunee, and in proximity to historic neighbourhoods, waterways, and numerous parks. The Campus Master Plan aims to enhance Queen's connection with its surroundings in ways that are sensitive to the uniqueness of our location.

- 5.1 Enhance connections to Lake Ontario through new pathways and careful placement of new buildings
- 5.2 Ensure new development transitions sensitively to adjacent residential neighbourhoods and parks
- 5.3 Seek partnerships and city-building opportunities with the City of Kingston
- 5.4 Partner with the City to create a diversity of housing opportunities that minimize strain on stable residential neighbourhoods
- 5.5 Explore opportunities to integrate non-university uses on West Campus
- 5.6 Continue to co-ordinate infrastructure projects with the City and Kingston General Hospital.
- 5.7 Continue to develop and strengthen relationships with Indigenous communities.

Planning Principle 6

Create a campus that supports health and wellness

Our physical campus and the location of services and amenities can play an important role in promoting the health and wellness of our students, staff and faculty. The Campus Master Plan envisions a campus which is conducive to physical and mental wellbeing.

- 6.1 Create a diversity of open spaces, including Indigenous spaces, that offer places to rest, play, and learn
- 6.2 Ensure convenient access to healthy food across campus
- 6.3 Integrate physical and mental health services across campus
- 6.4 Enhance infrastructure and services to promote active transportation such as walking and biking
- 6.5 Develop a health and wellness focus on West Campus

3.2 The Long-term Vision for Queen's Campus Lands

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 a transformative learning experience balanced with and enhanced by excellence in research and the advancement of our collective knowledge.

Though the campus has and will continue to evolve, Queen's University will always be a place recognized by returning alumni. The essential qualities of its identity will endure, yet many facilities and places will have been renewed to reflect contemporary teaching and learning objectives. The physical and programmatic relationships between Queen's various campus locations and facilities will be strengthened. The University will have evolved in step with its neighbouring communities, preserving historic assets, respecting physical relationships and supporting community life.

As Main Campus becomes more built out, West Campus will play an increasingly significant role in the life of the University. Main and West campuses will complement each other. Each

will have a unique role and identity, but the quality of experience, although not the same, will be equivalent.

Growth will have occurred where required, but the majority of change will be a result of renewal. The changes illustrated in Figure 3-1 represents the full range of opportunities that Queen's may consider - demonstrating how building, open space and infrastructure projects can be realized in a holistic manner. Over the coming decade, Queen's will be able to prioritize these projects and initiatives, selecting which are to be implemented with confidence that the physical implications of these projects has been fully explored and documented within the Campus Master Plan.

► Figure 3-1
Long-term Vision for
Queen's Campus Lands





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.

3.2.1 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.

Services and programming will be dispersed across the campus reflecting the growing diversity of the Queen's community and an increasingly integrated and collaborative style of learning and research. This evolution will be reflected in an increase of multi-disciplinary and flexible spaces.

With a limited amount of space left on Main Campus, new facilities and uses will be of the highest and best use for their location, and will mostly be in the form of facility upgrades and building expansions that respect the existing character of campus, alongside modest amounts of new development.

The Main Campus will be better integrated within its setting with campus landscapes and streets seamlessly transitioning to the surrounding communities and open spaces. The pedestrian and cycling environments will be improved and better balanced with local and city vehicular movement patterns. A University shuttle will connect Main Campus to West Campus, the Isabel Bader Centre for the Performing Arts and the Donald Gordon Conference Facility, improving access to both facilities and parking.



► Figure 3-2
Main Campus Vision



3.2.2 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.

West Campus will have a new and unique character, distinct from Main Campus. It will be a 24 hour mixed-use campus, supporting a full range of activities including teaching, research, and housing. West Campus will become a hub of activity that embraces the community around it, and provides amenities and activities to support Portsmouth and other nearby communities. It will continue to be a place for large scale, space intensive uses such as athletic fields and parking, as well as a location for administrative offices and service functions that do not require placement on Main Campus.

With its existing sports fields and potential for other public spaces to promote healthy living, it will have a focus as a health and wellness campus, potentially hosting clinics and other health related facilities. It may also be the place for innovation facilities that partner with the private sector or that serve the broader Kingston community.



► Figure 3-3
West Campus Vision



Yonge Street

Union Street



3.2.3 Sustainability Vision

Reflecting this Plan's guiding principle to foster a more sustainable campus, the Campus Master Plan aims to lessen the University's impact on the environment through sound planning, stewardship of valued natural resources, and green development practices. An holistic approach to sustainability means ensuring sustainable principles are considered in every aspect of campus development.

Accordingly, recommendations to reduce impacts on the environment and promote resilient campus-building have been integrated into every chapter of this Plan:

Section 1.2, Coordination with Existing University Policy and Other Projects, provides an overview of existing University policies and documents that have been considered in the development of this plan.

Section 2.3, Evolving Space Needs, provides a summary of the type of flexible spaces that new facilities should include to ensure new development does not become obsolete.

Chapter 4, the Campus at the City Scale, provides co-ordinated movement networks that promote safe, comfortable and attractive environments to ensure walking, cycling and public transit are desirable movement choices for the Queen's community. It also directs housing to areas on or close to campus so students and staff can live in a pedestrian-oriented environment close to amenities, reducing dependency on the private automobile.

Chapters 5 and 6, The Main Campus and West Campus Master Plans, implement sustainable development at a more local scale. The movement networks introduced in Chapter 4 are supported by recommendations to ensure balanced transportation infrastructure and facilities that support all modes of travel, with a priority on pedestrian and cyclist safety. Sections 5.4 and 6.4, Open Space Network, seek to enhance the existing open space network through the addition of new open spaces as well as design enhancements that benefit the environment, such as the addition of native species to support bio-diversity and healthy ecosystems, plants of value to Indigenous traditions and medicine and the creation of Indigenous gardens, material treatments that reduce or filter storm-water runoff, and an increased tree canopy that contributes to reducing the heat island effect. Sections 5.6 and 6.6, Utilities, recommend small scale upgrades, retrofits and new systems that will decrease annual energy consumption and Green-House Gas emissions

Chapter 7, Building Design Guidelines, provide performance standards for new development that promote green building, as well as ways new development should be massed and oriented in a way that enhances the pedestrian experience.



3.2.4 Accessibility Vision

Queen's University is committed to building a campus community that is inclusive for all individuals, and ensuring that its services and spaces are accessible for persons with disabilities to achieve success in their academic and employment endeavors.

This policy is reflected in the Campus Master Plan planning principles. Specific reference to improving accessibility in both existing and proposed environments is made in the General Landscape Guidelines (**Section 5.4**) and Building Design Guidelines (**Section 7.1**).

In the future, all new development and campus improvements will comply with the Queen's Accessibility Guidelines, and the University will continue to take steps to improve accessibility in existing facilities.