

CAMPUS PLANNING AND DEVELOPMENT COMMITTEE  
REPORT TO SENATE  
November 26, 2009

Since its last report to Senate (October 23, 2008), members of the Campus Planning and Development Committee (CPDC) have met five times (December 5, 2008, March 6, 2009, May 1, 2009, August 5, 2009 and October 2, 2009). Noted below is a description of the capital projects that were considered by CPDC (including appointment of architects, allocation of funds, approval of design and awarding of tender). This report also describes other projects, studies and initiatives currently being undertaken by the University. These matters were presented to and discussed by CPDC.

**Part 1. Major New Capital Construction and Major Renovations (Completed and /or In Progress/Planning Stage)**

**Richardson Hall Renovation**

**Project Costs:** \$12.25 million

**Architect:** GRC Architects/Gansen Lindsay Design Consultants Inc.

**General Contractor:** T. A. Andre and Sons

**Project Description:** Renovated facilities to address major building deficiencies including the need to make the building fully accessible. The exterior masonry was re-pointed and repaired. This project provides accommodations for the senior administrative management team of the University; providing offices for the Principal, Vice-Principals, University Secretariat, Institutional Planning, Internal Audit and Research Services, the Associate Vice-Principal (Finance) and the associated staff within the Financial Analysis and Budgeting group.

**Status:** Complete December 2008.

**Artificial Field/Parking Structure**

**Project Costs:** \$34.7 million

**Architect:** CS&P Architects

**General Contractor:** Pomerleau Inc.

**Project Description:** The project addressed the need for an artificial field on the main campus and replacement of parking being lost as the campus has developed over the years. A new 580 vehicle permit parking structure was developed under the former Mackintosh-Corry parking lot with a new artificial field over the structure.

**Status:** Complete May 2009

**Etherington Hall**

**Project Costs:** \$1.1 million

**Architect:** Shoalts & Zaback Architects

**General Contractor:** Cupido Construction

**Project Manager:** Andrew Silverthorne

**Project Description:** Redevelopment of the first floor of Etherington Hall was undertaken by the Department of Medicine with endorsement of the Faculty of Health Sciences. Antiquated research laboratories on the first floor have been poorly utilized for many years. Redevelopment of this space was essential in order to provide facilities for undergraduate teaching in the School of Medicine and offices for clinical faculty. Several teaching rooms were constructed and the office space designed to facilitate consolidation of several clinical subspecialties, including support staff and clinical research assistants. As part of this renovation, the exterior windows on the first floor were replaced with vinyl windows replicating the original profile.

**Status:** Complete August 2009

**Queen's Centre Project**

**Phase 1 Cost:** \$169 million (excluding the underground parking, \$11.840 million)

**Architect:** Bregman + Hamann Architects, Sasaki Associates Inc. and Shoalts & Zaback

**General Contractor:** PCL

**Project Description:** New School of Kinesiology and Health Education, 1 varsity and 2 practice gyms, locker room, fitness area, pool, dance and combative rooms, squash and racquetball courts.

**Status:** Phase 1 started in August 2006. The initial value engineering exercise found a savings of approximately \$25M. Queen's converted to a stipulated bid and design build option for the School of Kinesiology and Health Studies. Final inspections have begun and will continue through occupancy. Scheduling for coordination of commissioning, move dates and occupancy have been established and are underway. The varsity and practice gymnasiums, athletics administration, locker rooms, pool, food court, common ground, AMS and clubs area is scheduled to be occupied late fall 2009. The School of Kinesiology and Health Studies is scheduled to be open January 2010.

Phase 2 and 3 planning started spring of 2008 and is currently on hold.

#### **Isabel Bader Centre for the Performing Arts**

**Project Costs:** \$63 million (land purchase \$1,787,000)

**Architects:** Snohetta and ema

**General Contractor:** TBA

**Project Description:** This project will provide learning, performing and associated space primarily for the departments of Art, Drama, Music and Film and Media. Secondary users of the performance venues would be the Performing Arts Office and other Queen's groups and Kingston arts organizations.

**Status:** A public meeting was held March 2009 for information and input from the University and Kingston community. Siting, massing and façade were approved in May 2009. May 2009 the Federal and Provincial governments made a joint funding announcement that each government is contributing up to \$15 million towards the project. A ground breaking ceremony took place on October 1, 2009.

The architects and consultants are proceeding with design development and construction drawing. An Official Plan amendment and rezoning application have been submitted to the City along with the required public meeting that took place on September 17, 2009. The site plan application has been submitted to the City for their review, comments and approval. The hazardous material report has been completed and the demolition permits for the Frontenac Mental Health Service building, the interiors of both the Stella Buck and stable have been submitted. Site service requirements are being finalized for installation fall 2009.

#### **Goodes Hall Expansion**

**Planning Costs:** \$40 million

**Architect:** Ventin Group Architects

**General Contractor:** TBA

**Project Description:** The physical expansion (10,684SM) will provide the necessary space for Queen's School of Business program to expand enabling the School to help fulfill Ontario's critical demand for business education.

**Status:** The Ventin Group Architects and design team have completed the 95% design for review and comments after changes to the design resulting from the deletion of the server room as part of the project. The cost consultant has updated their 95% design construction costing. The site plan and rezoning applications have been completed and submitted to the City Planning department for their final review and comments. Approval to proceed further is subject to funding approval by the Finance Committee and Board of Trustees.

#### **New Medical School Building**

**Project Costs:** \$71.8 million (land/building acquisition: initial settlement of \$1.79 million, February 2009; final payment will be determined by the Provincial expropriation process)

**Architect:** Diamond + Schmitt/Shoalts & Zaback Architects

**Construction Manager:** M. Sullivan & Son Limited

**Project Description:** To provide a new medical student teaching building on the parking lot adjacent to Abramsky Hall on Arch Street. The new building will provide administration space, student teaching and simulation laboratories and a student lounge.

**Status:** The project has been approved. A joint Federal and Provincial government funding announcement was made in May with each government contributing \$29 million towards the project. Additional funds will be covered by fundraising, of which \$14 million has already been raised.

**Gordon-Brockington Hall**

**Planning Costs:** \$50,000

**Architect:** Shoalts & Zaback/Gansen Lindsay

**Contractor:** TBA

**Project Description:** To refurbish student rooms and demolish and rebuild washroom facilities. An overall rejuvenation of the facility to reflect the ever-changing roles residences play in the university experience are to be incorporated into the design. This includes upgrades to social spaces, improvement to outdoor spaces where appropriate, while providing full integration and participation in campus life for persons with disabilities. The redevelopment seeks to include life spaces that extend classroom lessons into the living areas through opportunities of reflection, interaction, and application.

**Status:** The Charge to the Architect has been approved and Shoalts & Zaback Architects/Gansen Lindsay have been approved as the design team.

**Part 2: Planning Studies, Reports and Other Items Submitted to the CPDC for Approval and/or Information:****Kingston Hall Walkway**

**Costs:** \$700,000

**Architect:** du Toit Allsopp Hillier Architects

**General Contractor:** T.A. Andre and Sons

**Project Description:** To redevelop the pedestrian walkways and lighting in front of Kingston Hall that connects University Avenue to the area in front of Summerhill and add benches and bicycle racks. Enhanced vehicular approach apron and turning circle at Theological Hall.

**Status:** Complete December 2008.

**40 Sir J. A. Macdonald Boulevard**

**Planning Costs:** \$3,277,018 (land purchase, \$2,977,018, planning costs \$300,000)

**Architect:** CS&P Limited, Architects

**Project Description:** The property at 40 Sir John A. Macdonald Boulevard closed on March 28, 2008. Canada Lands Company did the final work, of leveling the site and general clean up spring 2008. Exterior security lighting has been installed. Landscaping is per the Agreement between Queen's University and Canada Lands Company.

**Status:** Landscaping completed spring 2009.

**Chown Hall**

The original wood/steel window frames (1958) were replaced summer 2009, as part of the Residence deferred maintenance program. The new aluminum window frames match the style, pattern and colour of the existing frames. The frames are double glazed thermal units. Complete August 2009.

**West Campus Fields Project**

**Architects:** HOK Architects

**Project Description:** To revise the master plan to incorporate the stadium and arena complexes at the west campus.

**Status:** The project working group met once over the summer to review and further adjust (downwards) the overall space program. The phasing and preliminary costing of the project are also being reviewed and adjusted.

**Residence Redevelopment Project**

The Residence Redevelopment Project began with the renovation of McNeill House in the summer of 2007. Gordon-Brockington Hall will be the second building to be renovated. A review of new trends in residence programming suggests a move toward value-added opportunities such as living-learning centers and residential colleges. Queen's has an opportunity to become a leader in residential living by incorporating unique design elements including academic sustainability, aesthetic sensibility, diversity and to provide a multi-constituent use.

Residences are currently exploring how to decrease the staging period while balancing fiscal responsibility and concerns over fee increases.

### **Applied Science Building**

The Faculty of Applied Science is proposing to build at the site of the Dupuis Hall parking lot. A visioning session was held on July 15<sup>th</sup> with HDR/Mill & Ross Architects facilitating. The new building is integral to implementing the Faculty's vision. The building will have space for Mechanical Engineering and possibly Civil Engineering. Research space will be composed of interdisciplinary research clusters, optimization of technical support and research infrastructure, with no departmental barriers and intermingling of graduates, undergraduates and faculty.

### **Emergency Management Communications**

The Principal and Vice-Principal's Committee has approved funding for an alert and notification device as part of the emergency management communication system for the campus. QUFA, QUSA, CUPE, AMS, SGPS and other groups on campus all support the system. The real-time notification system will disseminate clear information before, during and after an emergency situation. The external public address/siren system will be mounted on 3 buildings on main campus and at McArthur Hall and will not be visible to pedestrians. The system will be operational fall 2009.

### **Energy Management Initiatives**

The fall 2008 Residence Energy Challenge resulted with 2.8% less electrical use by students than consumed 2007 and that translated into \$3,800 in savings for energy-conserving building work.

As always in the winter PPS closely manages HVAC systems and ensure that building ventilation is operated during occupied hours only. A hot perimeter system is used for overnight heating.

Four sustainable and energy-efficient projects underway promise significant savings and greater user satisfaction: 1) LED lights in Campus Bookstore, 2) reducing energy consumption of vending machines, 3) solar hot water at the Advanced Research Innovation Park (ARIP) and 4) lighting retrofits at ARIP.

### **Sustainability**

The Queen's Sustainability Office (QSO) is working to support the goal of making Kingston Canada's most sustainable city. The office is updating recycling and waste disposal procedures, develop tracking and reporting systems, rewriting the waste information web space, monitoring the organics program, and assisting the development of an online furniture exchange.

The QSO hired consultants (Delphi Group) to collect baseline data (2008/2009) on our Green House Gas (GHG) scope 1 and 2 emissions (scope 1 includes direct source emissions owned/controlled by institutions and miscellaneous leaks; while scope 2 includes indirect emissions from the generation of purchased utilities). Initial results suggest that Queen's consumption is comparable to the Ontario universities that share similar data. Additional analysis is underway.

Information on streamlining waste was available during residence move-in weekend (September 5-6) and an information booth promoting how students get involved with sustainability was part of the sidewalk sale. Additionally, the QSO supported the efforts of the AMS Sustainability office and the Orientation Round Table Committee to give an alternate to disposable water bottles by sponsoring free reusable water bottles for frosh and supplying outdoor water stations.

The Queen's Sustainability Advisory Committee (QSAC) has been created to bring together students (4), faculty (2), staff (6) and interested community stake holders to recommend programs and/or policies related to sustainable practices at Queen's. The Committee is responsible to further the campus sustainability agenda by advising on strategies and position; suggesting achievable goals and measurable targets with recommended timeframes; reviewing projects and initiatives, and reports to the just-being-established Principal's Sustainability Working Group. The working group will be lead by VP Operations and Finance and VP Academic. This would be a high-level committee with authority to act on recommendations and

projects brought forward by QSAC and to allocate resources. The group would present to PVPs to inform of emerging issues and garner consensus for Queen's position and initiatives on sustainability.

Other projects the office has worked on include:

- had an information table at the Healthy U Fair on October 23<sup>rd</sup>
- participated in role in SEE Green (social, environmental and economic) conference with the City of Kingston and locale private interests on October 30 and 31, 2008.
- recorded the energy consumed by vending machines and potential savings on March 30<sup>th</sup>
- student e-waste collection on April 1, 8, and 9<sup>th</sup>
- Earth Day events and tree planting
- open meeting on campus with student government, staff, faculty, and other interested parties, mid-May Earth Day events and tree planting
- the Sustainability Office held a ½-day retreat, in the spring, to develop a detailed roadmap for Queen's to promote a long-lasting culture of sustainability in all who come in contact with the campus (physically, intellectually, electronically, distance, publication, virtually, etc.).
- participated in the Ontario Green Initiatives Survey
- participated in the Sustainable Endowments Institute Campus Sustainability Report Card. Our rating improved from a C to a B- and we expect our 2009 rating to be higher again

### **Campus Plan**

Previous Queen's campus plans have been contracted out with contributions from the Campus Development Review Committee and the department of Campus Planning and Development. The same external firm prepared the plans from 1994 and 2002, with the update following closely to the original format, principles and strategies.

This revision will rethink the strategies that have been in place for a long time (from 1994 or before). In the next three to five years, Queen's can rethink how best to provide physical accommodation (outdoor and interior) for learning, instructing, and research. The recommended changes in the campus plan will reflect the much discussed curriculum reform, settings to support innovative learning strategies, sustainable processes and infrastructure, as well as opportunities for collaboration with our stakeholders (from neighbours, the City of Kingston, and businesses to donors, alumni and our current students, faculty, staff and contractors).

An internal group met in February and reached agreement on the campus plan approach, objective and desired outcome for both the process and the readability of the plan. Meetings have been held with some shareholders who represent varied perspectives on the campus. Based on these discussions, a standard set of questions will be given to a wider group.

September 2009, Principal Woolf has asked the University to prepare an academic plan. The Campus Plan will be driven by and have a good connection with the Academic Plan.

### **Accessibility Committee**

The Government of Ontario is committed to achieving accessibility for all Ontarians by 2025 under the Accessibility for Ontarians with Disabilities Act (AODA). Ontario universities have demonstrated a strong commitment to working with the Ontario government on realizing this important goal in a practical and realistic manner that takes account of the situation of universities. The Council of Ontario Universities (COU) follows the developments closely and recently asked for comments on the draft from the Housing Task Force that is part of the Accessible Built Environment Standards Development Committee. The recommendations have significant planning, human resource and financial implications for universities in Ontario.

Queen's Accessibility Committee and Campus Planning & Development are working with the consulting firm of SPH Planning & Consulting Ltd. to conduct a physical survey of the campus grounds and building

interiors. The work is to support the University's objective of being accessible for people with disabilities in a manner that respects their dignity, and allows for full integration and participation on campus. Disabilities include mobility and physical dexterity, visual (blindness, low vision, including the use of service animals), aural (deaf, deafened and hard of hearing), and learning as it applies to way finding and ability to engage in educational sessions.

Campus Planning is working with the consultant to set agreed-to criteria that will identify various physical accessibility requirements (and cross-disability) as required by the Ontario Building Code, application of the Ontario Human Rights code, and regulations emerging from the AODA. The document will describe current conditions. From this document, the Accessibility Committee can make recommendations for the prioritization of projects with target dates for removal of the identified physical barriers; and suggest processes to prevent new barriers.

#### **Outdoor Art Advisory Committee (formerly Site Art Advisory Committee)**

The committee reviewed and rewrote the Site Art Policy. The rewritten Outdoor Art on Campus, Policy and Procedures reflects the concepts from the previous policy (May 2005). This rewrite expands and clarifies on roles, responsibility, and accountabilities and incorporates all the suggestions and feedback given over the rounds of review by the committee members.

The main differences are:

- changed reference from "site art" to "outdoor art" to ensure understanding of what is covered in the policy
- states that the Outdoor Art committee is the only body that can accept a work on behalf of the University
- states that Queen's has full and sole ownership of works
- the full process is described, from receipt of inquiries and setting donor expectations through agreement to acquire, install, manage, and if needed, remove the work
- standard design (material, font, and layout) and content of plaque to label outdoor art
- list of endowed funds established exclusively for outdoor art (attachment to policy)
- list of suggested locations for outdoor art on Queen's extended campus (attachment to policy)

#### **Signage Policy**

Queen's University Board of Trustees last approved the Signage Policy in 1994. Since then there have been significant changes needed for code requirement, environmental health and safety, accessibility, and general way finding. Queen's Visual Identity Standards was adopted in 2000 and the signage policy needs to conform and stay current with changes made by Marketing and Communications.

The need to update the policy was recognized in 2004 when a working group was appointed to review the policy and recommend changes. The group presented recommendations in 2005 and revisions in 2006 but these were not implemented or adopted as a revised standard.

Prompted by the signage needs for the Queen's Centre and the first occurrence of dual branding (Queen's and Athletics), the signage policy is being revisited. The purpose of the signage policy is to provide a comprehensive and consistent system of permanent exterior and interior signage for the campus which complements the outdoor furnishings, lighting fixtures, and indoor design schemes. As such, the approach to this revision is, where feasible, stay close to the current specifications while meeting new regulations and requirements. That way the existing and new signs will appear as a consistent system of campus-wide signage.

Main differences in proposed revision:

- in the Queen's Center green rather than red is used to identify emergency response and egress
- a suite of signs for environmental health and safety is being standardized and includes new sign types required by regulations, such as the Smoke-Free Ontario Act
- signage complies with the Accessibility for Ontarians with Disabilities Act and follows recommendations from the CNIB for vision-impaired users (font, Braille, tactile)

- specifications will be given for campus directory at lobbies, interior signs for student residence rooms and stairways, information signs at classrooms, and other cues for way finding
- conditions for illuminating exterior signs or special lighting for individual or temporary displays will be specified
- the University will request proposals to supply signage in a timely and reliable manner and at a fair market price
- flexibility, ease and economy of update, repair and replacement (in cases of damage, theft, or changes in regulatory requirements, building name, function or occupancy) is being considered, such as using computer desktop generated inserts vs. special orders from the print shop
- content, media, and management of displays of educational, awareness and campus life information may be coordinated with Queen's Department of Marketing and Communications regarding the Digital Information Network (DIN) electronic signs

#### **Queen's/City of Kingston Joint Housing Committee**

This committee undertook to review student housing issues generally, and in particular licensing options for residential rental properties. The committee reported its findings and recommendations to Kingston City Council on March 24, 2009.

The report noted that Queen's is committed to ensure that there is an adequate supply of safe, healthy, affordable and accessible accommodations for students. Ninety-four percent of Queen's full-time students live in university-owned residences, in units operated by Queen's Apartment and Housing, or in privately owned housing. Over two-thirds of this housing is within one kilometer of the main campus. It was recommended that Queen's continue to see that student housing needs are met through an appropriate balance between the on campus and community rental units, and that programs such as the accommodation listing service and the contract with participating landlords be supported.

The Alma Mater Society was encouraged to continue to play a key role in advocating for the housing needs of students, and to educate them regarding their rights and responsibilities as residents of Kingston, and the resources available to them through enforcement of City by-laws.

The City was encouraged to continue with its proactive approach to enforcement of property standards and noise by-laws.

Support was also given to a proposed Public Nuisance by law, new Urban Design Guidelines and regulation of the number of bedrooms in rental properties through zoning by-laws.

Considerable attention was given to whether licensing of residential rental properties could address some of the long-standing issues in neighbourhoods with many student residents. Experience with licensing to date in Oshawa and Thorold (first municipalities to pass a rental licensing by-law, in May and October 2008, respectively) has been fraught with problems, negative press, and a possibility of a Human Rights challenge as the by-law seems to unfairly target students. While access to the interior of residential units for municipal inspection would be gained, there is no conclusive evidence that residential licensing will improve the quality and supply of units. The committee recommended that licensing not be pursued at this time. The City of London very recently adopted a proposal to proceed with licensing on city wide basis, but deferred action until a legal opinion could be obtained on the implementation of the licensing by-law. The situation will continue to be closely monitored.

To date, the Kingston Landlord's Association is against licensing; the Kingston Rental Owners Property Association has stated they do not support licensing.

Queen's will likely continue its "wait and see" approach – continue to support efforts to improve current services for students in partnership with the City, increase efforts on property inspections and by-law enforcement and improve tenant/landlord education and communications.

Three incidental observations by the committee are worthy of comment. A recent survey of undergraduate students found a high degree of satisfaction with their accommodations. The current supply of student housing is adequate to meet student needs. The committee found "no direct observable connection" between the quality of student housing and student behaviour.

The City Council received the report and will deal with it later this year.

#### **City of Kingston and Queen's University Working Group on Urban Planning and Official Plans**

Both the City and Queen's are currently working on their respective plans (the Official Plan for the City of Kingston and the Campus Plan for Queen's) and intend to finalize them in 2009. This working group meets six (6) times a year to investigate and collaborate on strategies to deal with urban planning issues of mutual interest to the City and University. This ongoing communication is intended to avoid duplication of effort and increase the likelihood that initiatives desired by one or both institutions are compatible with the short- and long-term intentions of the other. Beyond a courtesy communication, it is intended that the developments by the City and the University will be mutually supportive of and beneficial to their respective organizations and the shared objectives for global needs such as land use planning, energy-conservation, sustainability, accessibility, and fiscal responsibility.

#### **Ministry of Training Colleges and Universities (MTCU)**

Deferred maintenance work continues on campus via provincial funding allocations from the Campus Renewal Program (CRP), University Campus Renewal Fund (UCRF), Botterell Hall Fund, and the annual Facilities Renewal Fund (FRP). Several exterior and building envelope projects have had funding allocated to them and are scheduled for the spring of 2010. Included in the listing of projects are Botterell Hall window replacements and precast panel cleaning, various stone re-pointing projects including repairs to Douglas Library, Grant Hall and Kingston Hall, several window replacement projects including Dunning Hall front stairwell, Robert Sutherland Hall stairwell, and roofing of Kingston, Humphrey and Walter Light Hall. In addition money has been allocated for various sidewalk repairs and hard surface improvements and exterior painting projects.

#### **Advanced Research Innovation Park (ARIP) Phase 1**

A recent fit-up / renovation of space to accommodate the Chamber of Commerce and Kedco Group at ARIP was completed in July.

HOK Architects are designing for Green Chemistry Commercialization Centre (GCCC) to fit-out / accommodate administration space, scientist workstations, science laboratory workspace, shared laboratory equipment and scale up laboratory, as part of its overall functional space program for this research project, which has received CFI funding.

#### **Advanced Research Innovation Park (ARIP) Phase 2**

In June 2008 Queen's officially opened the Advanced Research Innovation Park – a development intended to incubate small – to medium-size research and development firms, focused primarily in bio-economy and environmental technology. The 20 hectares (49 acres) site is in the south-east corner of what was previously part of the Alcan District (179 hectares, 442 acres). The area is bounded by John Counter Boulevard, Leroy Grant Drive, Princess Street and Sir John A. Macdonald Boulevard on the north, east, south and west respectively.

PPS has been involved from the purchase negotiations through to the planning of the phases. Phase 1 involves securing tenants in 83,500 ft<sup>2</sup> (7,760 m<sup>2</sup>) in the existing Novelis building. Phase 2 is building on the brown field land.

PPS and Campus Planning have been working with the ARIP team to advise on the development potential for this site and to give the vision of this development a physical form. In September 2008 a 1-day visioning session brought together public and private professionals with experience in development and specifically in such R&D initiatives. Since then two products have been prepared:



1. Description of the obstacles and opportunities for this type of development given the specifics of this site and available infrastructure – from below the ground up (soil conditions, prevailing climate, current load and capacity for expansion, etc.).
2. Using the information from above, concept drawings were prepared of possible site layouts that worked to the strengths of the site and met the vision of the ARIP. Conceptual sketches offer a possible look and feel of how the site might be arranged, the types of energy-effective and innovative construction that can be used so the site is a demonstration of sustainable development.

Currently the office is exploring including specific research facilities (linked with CFI grants) in the development and the optimal zoning for the site, given the range of needs for potential tenants.