

# CAMPUS MASTER PLAN

Abridged

Toronto  
Metropolitan  
University

2020–2030



► Toronto is in the Dish With One Spoon Territory. The Dish With One Spoon is a treaty between the Anishinaabe, Mississaugas, and Haudenosaunee that bound them to share the territory and protect the land. Subsequent Indigenous Nations and peoples, Europeans and all newcomers have been invited into this treaty in the spirit of peace, friendship and respect.

– Toronto Metropolitan University Land Acknowledgement

Artist Scott Benesiinaabandan, *newlandia: debaabaminaagwad*. Installation at Lake Devo, 2018.

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# BUILDING ON SUCCESS

## 2008 Campus Master Plan and achievements of the last decade

The 2008 Plan established three goals to shape the evolution of the campus: urban intensification, pedestrianization and design excellence. The Plan guided significant achievements over the ensuing decade, adding over 800,000 square feet (SF) to the campus through iconic new builds, extensive renovations to historic landmark buildings, acquisitions of the largest tracts of undeveloped land in the precinct and long-term partnerships to create research space.

Additional initiatives, such as the Public Realm Plan and the Campus Core Revitalization, have further realized the goals of the 2008 Plan. Some of these achievements are highlighted below.



Pedestrianization of Gould Street and Campus Core Revitalization



Sheldon & Tracy Levy Student Learning Centre (SLC)



School of Image Arts/TMU Image Centre (IMA/RIC)



Mattamy Athletic Centre (MAC)



Centre for Urban Innovation (CUI)



Daphne Cockwell Health Sciences Complex (DCC)

PHOTO CREDIT: TONI HARKENSCHIED.



# MESSAGE FROM THE PRESIDENT

“Toronto Metropolitan University (TMU) is creating a bright and bold future for students of all generations in the heart of one of the most vibrant, diverse and exciting cities in the world. TMU is relatively young, but we take a long view. This Campus Master Plan puts forward an ambitious concept that will take more than a decade to fully realize and it will require support from all our partners to achieve. It also sets out to deliver an unprecedented and deeply relevant addition of green space in an intensely urban setting – something we believe acknowledges and gives back to the changing downtown community to which we intrinsically belong.

This Campus Master Plan provides a series of short-, medium- and long-term initiatives. With every opportunity, we intend to move in this direction with a collaboratively developed set of goals and principles that are rooted in our values. These will be drawn upon as we continue to build safe, resilient, inclusive and sustainable communities one block, one neighbourhood and one city at a time.

I look forward to seeing this vision materialize as we embark on this next phase of our journey.”

**Mohamed Lachemi, PhD**  
President and Vice-Chancellor  
Toronto Metropolitan University

# MESSAGE FROM THE VICE-PRESIDENT OF ADMINISTRATION AND OPERATIONS



I am excited to bring forward this long-range, large-scale vision for the future of our campus. This plan is distinctly Toronto Metropolitan University in its determination to boldly grow in the heart of downtown Toronto.

Our consultations told us to embrace our landlocked setting and remain intrinsically integrated with the surrounding community. The plan sets forward a framework to create dynamic, vibrant and high-quality academic and social spaces that celebrate the neighbourhood character, promote our inclusive values and embrace reconciliation with Indigenous Peoples.

The plan looks to thoughtfully approach physical constraints over time by providing quality space for students, faculty, staff and collaborators to engage in scholarly, research and creative activities.

It leads with improvements to accessibility and sustainability as we plan and design new classrooms, labs and student space. It also seeks to create a special pride of place in the heart of the city and provides guidance for supporting an animated, healthy community whose positive impact resonates beyond the downtown core.

As a TMU alumna, I have been privileged to see TMU’s tremendous growth over the past 10 years and to contribute to its future as we look to its needs and impact to 2030 and beyond.

I would like to add my sincere thanks to the students, faculty, staff, neighbours, city staff and partners who contributed their time and ideas to help develop this Plan. In particular, I would like to thank Molly Anthony, who led the project team over a 16-month period and whose expertise, collaboration, boldness and love for TMU was evident throughout.

**Deborah Brown**  
Vice-President,  
Administration and Operations  
Toronto Metropolitan University



# INTRODUCTION

## PURPOSE

In 2019, Toronto Metropolitan University initiated a process to prepare the university for future growth over the next decade and beyond. Informed by TMU’s mission, a comprehensive consultation process and a study of the university’s physical form, history, context and demographics, the Campus Master Plan (the “Plan”) provides guidance and recommendations for the next phase of campus development.



Students from the Department of Architectural Science participated in a 3D campus modelling workshop.

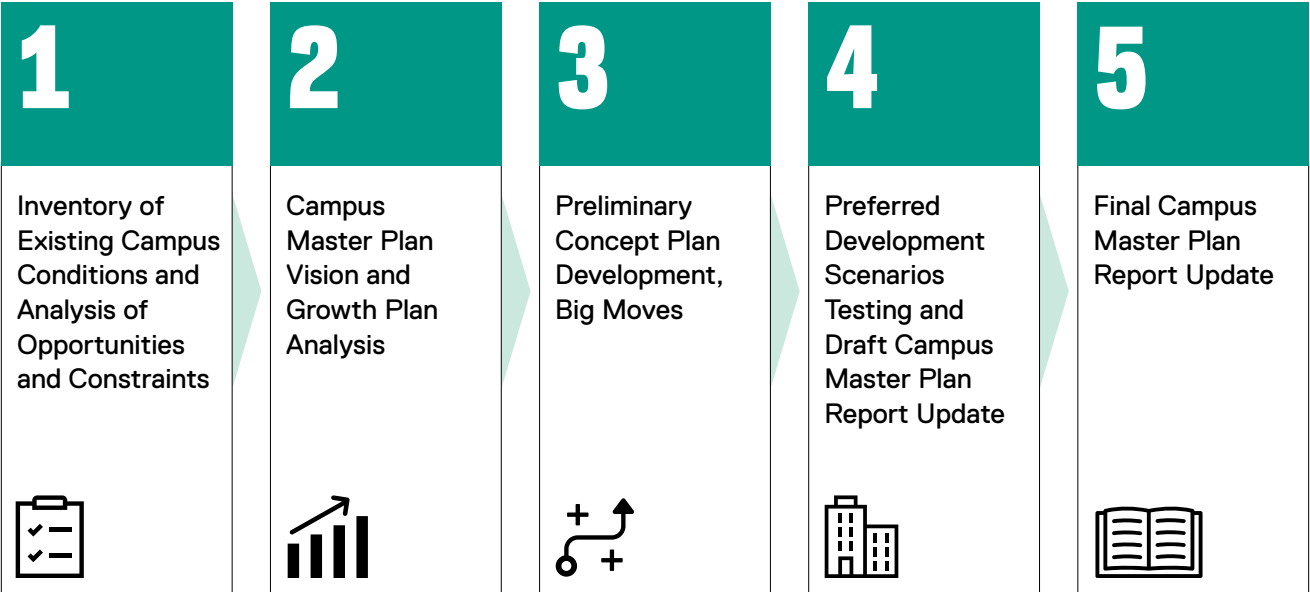


Open house event in the Sheldon & Tracy Levy Student Learning Centre.



## PROCESS

This Plan is the result of an iterative and collaborative process held over five stages. During each stage in the development of the Plan, new ideas and analysis, research, designs and concepts developed by the master planning team were brought forward for review by stakeholders. Their feedback further informed the evolution of the Plan, which was brought back to stakeholders in subsequent stages for additional refinement. The result is a Plan developed through a shared effort, reflecting contributions from a diverse range of voices and perspectives.





# BACKGROUND

## TMU CONTEXT

At the time of this report, TMU is the most applied-to university in Ontario relative to available space. Despite rapid physical growth, nearly 45,000 TMU students still have one of the lowest average allocated learning space of all Ontario universities (Council of Ontario Universities [COU], 2016-17), a uniquely urban challenge in a landlocked campus.

TMU remains deeply intertwined with the city, generating over \$1.6 billion in annual economic activity, creating thousands of jobs through incubated start-ups, drawing hundreds of thousands of visitors to programmed events. The university gives back as it builds by transforming neighbourhood buildings and public realm areas into parks, community athletic facilities and gathering spaces for study and celebration.

TMU continues to add new residence beds where possible, but nearly 80 per cent of students still use public transit to get to campus.



# SURROUNDING CONTEXT

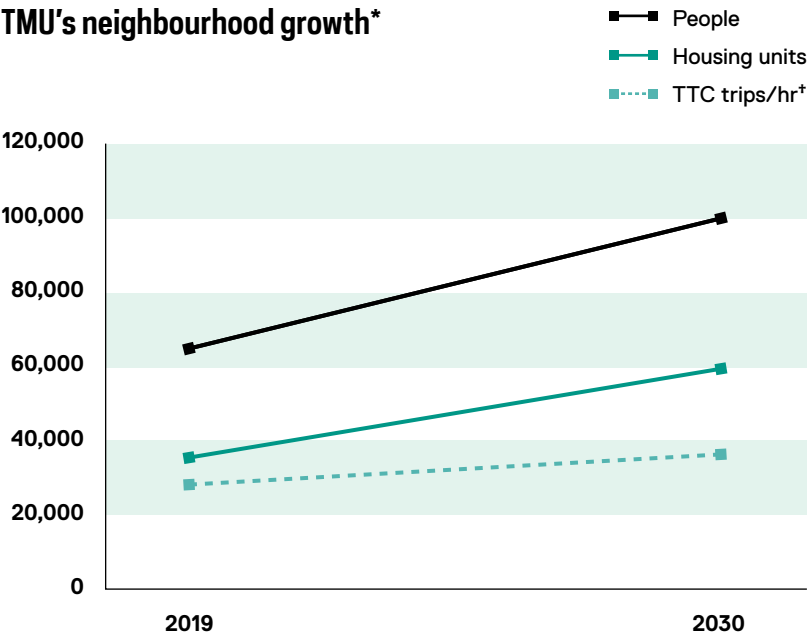
The area surrounding TMU has witnessed intense growth and change over the last decade. New development has provided homes, offices, retail and services to thousands of new residents and businesses. This has had a significant impact on the TMU community with increased pressure on more shared infrastructure and amenities. The campus is at the centre of a progressively denser environment, as the intensification of the city continues to expand up Yonge Street and east along Dundas and Gerrard Streets. While TMU has started to deliver taller projects, overall it is an outlier of low- to mid-rise buildings surrounded by towers.

A key opportunity for future campus development is to respond to surrounding vertical growth with dense, high-rise design, incorporating a mix of uses and supporting a vibrant and dynamic urban university.



The intersection at Yonge and Dundas Streets is one of the busiest in the country.

## TMU's neighbourhood growth\*



**\* Sources**  
Housing and population: 2019 urbanMetrics study commissioned for this report;  
transit figures: TTC.  
\* TTC trips per hour at the intersection of Yonge and Dundas Streets.

## Development around TMU as of 2020

- Existing buildings
- TMU buildings
- Existing open spaces
- Approved/under construction developments
- Development applications under review





# ENGAGEMENT



## Stage 1: January – March 2019

- Stakeholder Interviews
- TMU 2030 Road Show
- Campus Walkshop
- Indigenous Placemaking Workshop
- Board of Governors Presentation
- Steering Committee Presentation

## Stage 2: May – July 2019

- Public Pop-up Event #1
- Stakeholder Workshop #1
- Alumni Pop-up Event
- Steering Committee Charrette
- Expert Advisory Group Session

## Stage 3: August – October 2019

- Accessibility Tour
- Pop-up Event #2
- Stakeholder Workshop #2
- Online Survey #1
- Steering Committee/ Expert Advisory Group Working Session #2
- Student Workshop

## Stage 4: November 2019 – January 2020

- Open House
- Online Survey #2
- Steering Committee/Expert Advisory Group Working Session #3
- Department of Architectural Science Collaborative Week Event

## Stage 5: February – April 2020

- Researchers Complete Studies
- Expert Advisory Group Session
- Executive Group Presentation
- Report Complete

# MAJOR THEMES

The university set out to explore the following themes throughout the course of consultations to inform the vision, goals, principles and recommendations for the concept plan:

- Campus experience
- Quality of space (classroom, teaching, research, library and support spaces)
- Partnerships and city building
- Campus branding
- Centre of gravity
- Community inclusion
- Indigenous placemaking
- Sustainability
- Accessibility
- Community and personal safety
- Health and wellbeing

Feedback on these themes, and related recommendations, are captured in the 2020 TMU Campus Master Plan report.

**1,500+** participants  
**100+** community consultations

The Plan is based on input from stakeholder interviews and meetings with TMU students, faculty, staff, alumni and donors, and members of the university’s Indigenous community, TMU Senate and TMU Board of Governors. Additional feedback was provided by staff members from the City of Toronto and the Downtown Yonge Business Improvement Area, as well as developers and local community groups, resident associations and business groups.

Students completing an online survey about the concept plan at the open house.

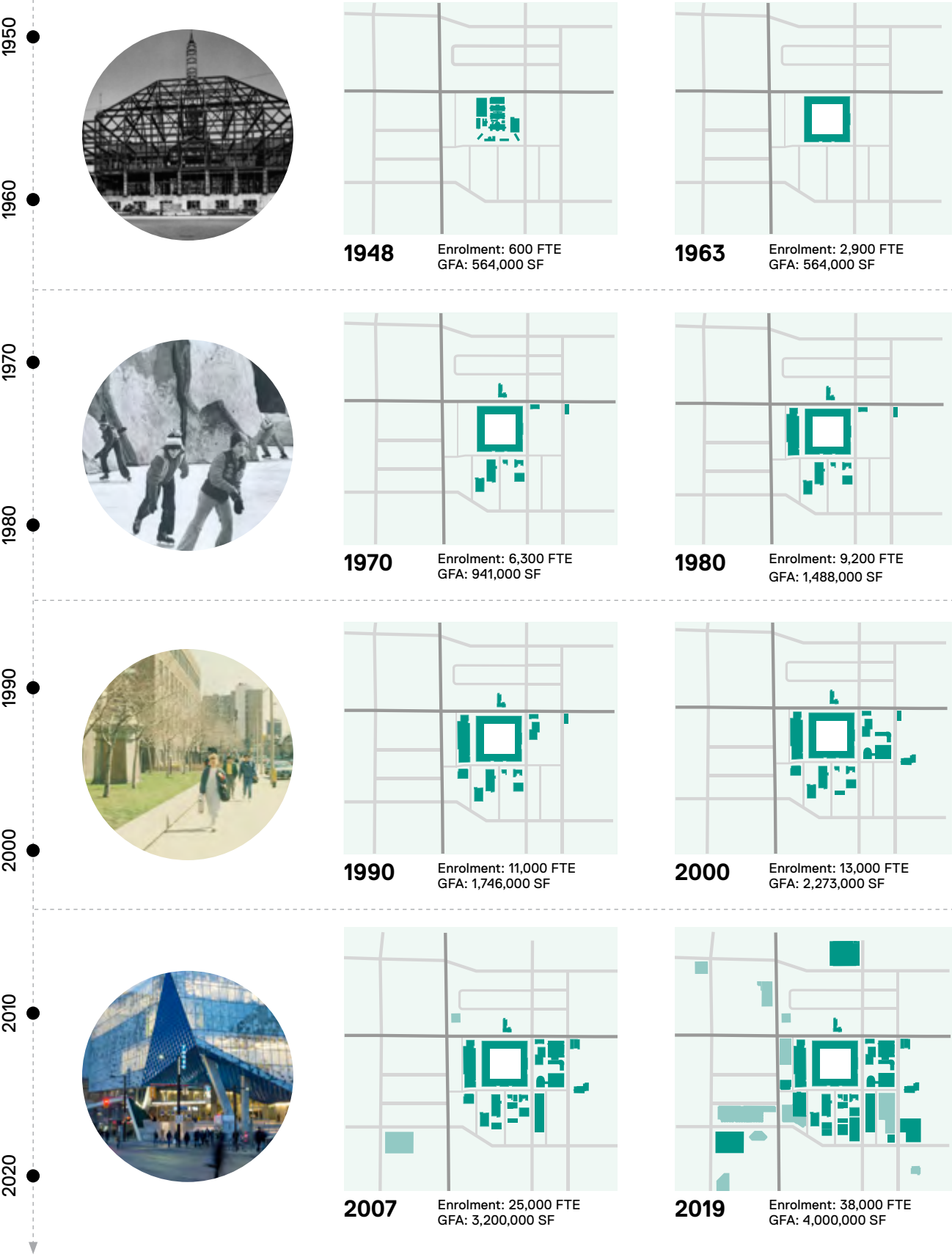


# GROWTH ANALYSIS



Orientation Week activities.

## How TMU has grown over the years

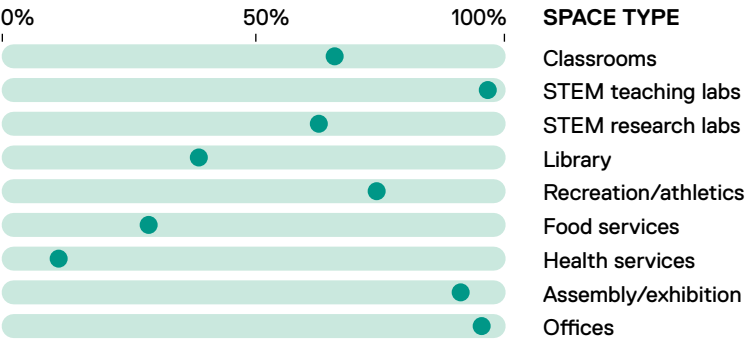




# FUTURE GROWTH

The growth analysis examined current and estimated future physical space requirements. As a first step, the existing space inventory was analysed to compare TMU’s average space allocation, based on Council of Ontario Universities (COU) data, with that of peer institutions. Based on that comparison, future area requirements for classrooms, research space, library, offices, social and support spaces, amenities and other university functions were projected at different enrolment thresholds. The resulting assessment quantifies a significant, order-of-magnitude need for physical growth to minimize a current space deficit, and to accomodate increased enrolment.

TMU's space inventory deficiencies, as a % of peer averages



Future Space Needs at Various Enrolment Milestones

	FTE/Headcount	Space Inventory (GFA)	New space needed at current average (GFA)	New space needed at peer average (GFA)	Total needed (GFA)
Current state (2020)	38,450/45,000	4.0M SF		+1.2M SF	4.0 – 5.2M SF
If all currently planned projects proceed*	38,450/45,000	4.6M SF		+0.6M SF	4.0 – 5.2M SF
If enrolment increases	42,000/50,000	4.6M SF		+1.1M SF	4.6 – 5.7M SF
Additional long-term growth	51,300/60,000	4.6M SF	+0.5M SF	+2.5M SF	5.1 – 7.1M SF

\*Includes 202 Jarvis St., 111 Bond St. (BON), 55 Dundas St. W. (TRS) expansion, plus three floors at 363 Yonge St. (YGR).



Studying at the Sheldon & Tracy Levy Student Learning Centre.



# OPPORTUNITY SITES

Historically, the university has increased its land holdings and expanded the campus through acquisition of properties or through partnerships in shared buildings, while also being complemented by leased space. Consultations confirmed a desire for the campus to primarily remain compact, but due to significant intensification over the last decade and rising real-estate values, opportunities for future property acquisitions in the vicinity have become increasingly competitive and prohibitive. The university must balance these opportunities with available capital to address deferred maintenance and improvements in existing buildings.

TMU’s 2017 VFA facility condition report and the 2018 asset management plan were reviewed to determine opportunity sites on campus. Vacant sites and other properties requiring a significant investment to update aging systems are outlined in pink. Many of TMU’s owned sites provide opportunities for increased density and improved fit-to-function. Many of the sites also have adjacencies to other buildings that together present larger opportunities. While some of these sites may be opportunities for comprehensive redevelopment, given the long-range timelines for redevelopment and a focus on sustainable practice, many of these may be candidates for internal renovations to refresh and improve the existing space.

The opportunity sites include:

1. **Kerr Hall (KHN, KHE, KHS, KHW)**  
Kerr Hall North, 43 Gerrard Street East  
Kerr Hall East, 340 Church Street  
Kerr Hall South, 50 Gould Street  
Kerr Hall West, 379 Victoria Street

2. **Jorgenson Hall, Podium Building, Library Building (JOR, POD, LIB)**  
350-380 Victoria Street

3. **Victoria Building (VIC)**  
285 Victoria Street

4. **Parking Garage (PKG)**  
300 Victoria Street

5. **Civil Engineering Building (MON)**  
341 Church Street

6. **Architecture Building (ARC)**  
325 Church Street

7. **112-114 Bond Street (PRO, BND)**

8. **104 Bond Street (BXD)**

9. **O’Keefe House (OKF)**  
137 Bond Street

10. **136 Dundas Street East**

11. **International Living/ Learning Centre (ILC)**  
133 Mutual Street

12. **101-111 Gerrard Street East (COP, GER)**
- The map displays the TMU campus layout with various buildings labeled by acronym (e.g., KHN, KHE, KHS, KHW, JOR, POD, LIB, VIC, PKG, MON, ARC, GER, COP, ILC, etc.). Twelve opportunity sites are highlighted with numbered circles (1-12) and colored outlines. The legend indicates that dark teal represents TMU-owned property, light teal represents TMU leased/strata buildings, yellow outlines represent opportunity sites, red outlines represent the best opportunity for residential or academic use, and blue outlines represent the best opportunity for mixed-use. A north arrow and 'Not to Scale' note are also present.
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- Campus Master Plan – Abridged 17



# VISION, GOALS AND PRINCIPLES

Students walking east on Gould Street.

## GOAL 1: AN URBAN CAMPUS

Bordered by the busiest intersection and tallest buildings in the country, single- and multi-family residential neighbourhoods, city parks, world-class retail and small independent businesses, leading hospitals, theatres, restaurants and public transit, the TMU campus is uniquely positioned in the surrounding urban context.

### Principles

- Embrace the downtown location and synergies with the community
- Provide high-quality urban design to strengthen the university-city interface
- Recognize interdependence of the development and the surrounding urban environment; optimize site potential, maximize benefits and minimize negative impacts
- Develop partnerships with corporate, non-profit and municipal partners to provide spaces, services, facilities and amenities
- Support active transportation and transit
- Design for compact and vertically integrated growth
- Create campus “magnets” to support academic functions

### ➤ The Campus Master Plan Vision

The Toronto Metropolitan University campus is a welcoming, exciting, diverse and urban destination in the heart of the City of Toronto.

The campus defies typical convention and is deeply integrated within the downtown fabric: we pedestrianize public streets, our green spaces are parks for the community around us. The city and our neighbours are partners. As a future-facing city builder, TMU gives back as the campus evolves by creating dynamic, vibrant, high-quality, sustainable and accessible spaces that celebrate the neighbourhood character, promote our inclusive values and embrace reconciliation with Indigenous Peoples.

TMU is a convener, with spaces that bring people together to spark the advancement of scholarly, research and creative activity in an environment that fosters personal and community wellbeing.



# GOAL 2: A WELCOMING CAMPUS

TMU’s campus environment should respond to the diversity of its community and create a destination that is inviting, open and accessible to all.

**Principles**

- Design through collaboration and engagement with the community
- Embrace reconciliation with Indigenous Peoples past, present and future
- Lead with accessibility in design
- Balance openness with safety
- Support and foster social inclusion
- Create spaces to serve the equity, diversity and inclusion of the community
- Enhance the land and green spaces



Students learning a dance in the Kerr Hall Quad during the international students’ welcome event.



Balzac’s Coffee Roasters cafe on Gould Street.



Pride celebrations on Church Street.

# GOAL 3: A VIBRANT AND ANIMATED CAMPUS

The kinetic energy of the downtown core is embedded in the TMU campus and the university experience should be enhanced through design that prioritizes gathering in beautiful and safe spaces.

**Principles**

- Provide visible transparency and porosity into and out of buildings to engage with the community at street level
- Create community social spaces at grade that promote activity 24/7/365
- Introduce Indigenous placemaking elements
- Support a pedestrian-friendly campus in all seasons
- Provide accessible and open spaces to enable a broad range of users and activities
- Champion placemaking opportunities in public spaces that reflect TMU’s values of equity, diversity and inclusion
- Enhance laneways as pedestrian-oriented parts of the public realm
- Create safe spaces of long-term value for current and future occupants

# GOAL 4: A CAMPUS WITH A STRONG SENSE OF IDENTITY

Buildings, open spaces and streets within TMU’s campus core should support a sense of place and create a unique, easily accessible and cherished environment and destination, while enhancing the degree of connectedness with the city.

**Principles**

- Create places that signal entrance and arrival in the campus core
- Enhance a sense of place with unified, recognizable and high-quality design elements
- Provide intuitive wayfinding and clear signage promoting the TMU brand
- Acknowledge and celebrate Indigenous knowledge and history practices through design
- Incorporate signature landmarks and distinctive design (e.g. buildings, art and open spaces)
- Use environmentally preferable and durable materials
- Create integrated neighbourhoods and character areas across the campus





Research lab at the MaRS Discovery District.

## GOAL 5: A PLACE OF SCHOLARLY, RESEARCH AND CREATIVE ACTIVITY

The campus should champion TMU's mission and mandate, as well as its values, achievements and aspirations.

### Principles

- Create an inspiring environment for learning and teaching
- Design the campus as a "living lab;" incorporate and learn from natural systems
- Create spaces supporting Indigenous, interdisciplinary, scholarly, research, creative community collaborations, cultural, and social practices
- Showcase TMU students' work
- Provide spaces that support innovation in pedagogy and foster excellence in research
- Seek constant improvement of the campus by sharing knowledge
- Create flexible spaces to allow future adaptability and shifts in use
- Position the campus for future technological change

## GOAL 6: A QUALITY ENVIRONMENT

Buildings and spaces used by the TMU community should demonstrate design excellence and be well-maintained.

### Principles

- Foster consistent experience and conditions across campus spaces
- Invest in existing buildings and spaces
- Provide quality, technologically connected spaces for learning, teaching and research
- Design spaces to optimize access to natural light and green spaces
- Champion sustainable design and practices
- Minimize consumption of carbon-based energy and non-renewable energy sources
- Protect and conserve water
- Design for full life cycle and optimize operational and maintenance practices



Study area in the Sheldon & Tracy Levy Student Learning Centre.



Students relaxing in the Kerr Hall Quad.

## GOAL 7: PLACE OF HEALTH AND WELLBEING

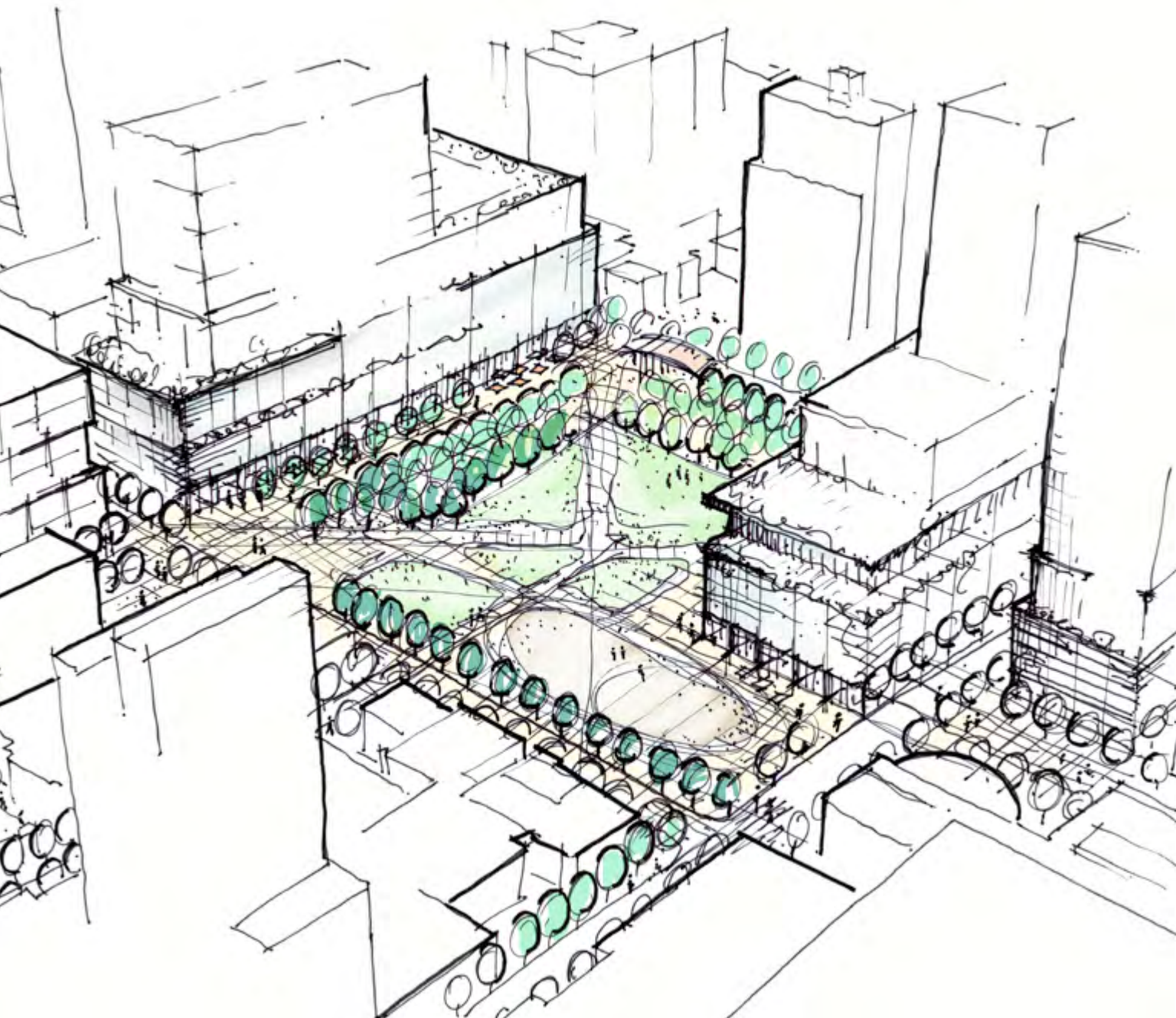
The TMU campus should positively contribute to the social, economic and environmental wellbeing of the university community.

### Principles

- Consider human wellbeing, the viability of natural systems and their interdependence in design decisions
- Support diverse and affordable residential options
- Provide access to services and amenities to meet the daily needs of the university community: the ability to practice faith without barriers; affordable food, water and child care; medical attention; and athletics.
- Foster social wellbeing with places to support gathering, contemplation and mental health
- Support cultural wellbeing with spaces to meet a diversity of needs
- Support environmental wellbeing with spaces that promote ecological health



# CONCEPT PLAN AND FRAMEWORKS



Bryant Park in Manhattan, N.Y. Photo credit: @lightsensitivity.

## CONCEPT PLAN

The Concept Plan presents a demonstration of the potential evolution for the Toronto Metropolitan University campus over the coming decades. Informed by the vision, goals, and principles, the future campus is intended to provide hundreds of thousands of square feet for new classrooms as well as teaching, research and other student support spaces.

## FRAMEWORKS

The Plan frameworks provide recommendations that guide the comprehensive development of built form (buildings), open space and movement systems across the campus.

These recommendations provide guidance for the development of a high-quality, world-class physical campus experience. It will also guide the long-term implementation of the Plan in keeping with the vision, goals, and principles.

The Plan strives to create an accessible, sustainable, safe and inclusive campus for all that goes beyond minimum code requirements.



# CONCEPT FEATURES

## 1. A Jewel at the City Scale

At the heart of the campus, a new, large community park provides a signature landmark green space for the university, bolstering TMU’s identity and creating a truly transformational space for the TMU community, as well as the city. The park is seamlessly connected to the newly enhanced Gould Street to the south and is open to Gerrard Street to the north, engaging the neighbourhood. The park is linked to green pedestrian streets and paths, which provide connections across campus and to new destinations. World-class academic buildings frame and animate the park, with active student-centred uses and amenities, supporting multi-purpose uses and a vibrant public realm and destination.

## 2. Spaces for Scholarly, Research and Creative Endeavours to Flourish

New/reimagined, modern, connected and distinctive buildings showcase design excellence and dedication to research and academics, with a diversity of study spaces for groups or individuals, flexible spaces for scholarly collaboration, socialization and study, and world-class facilities encouraging interdisciplinary synergies.

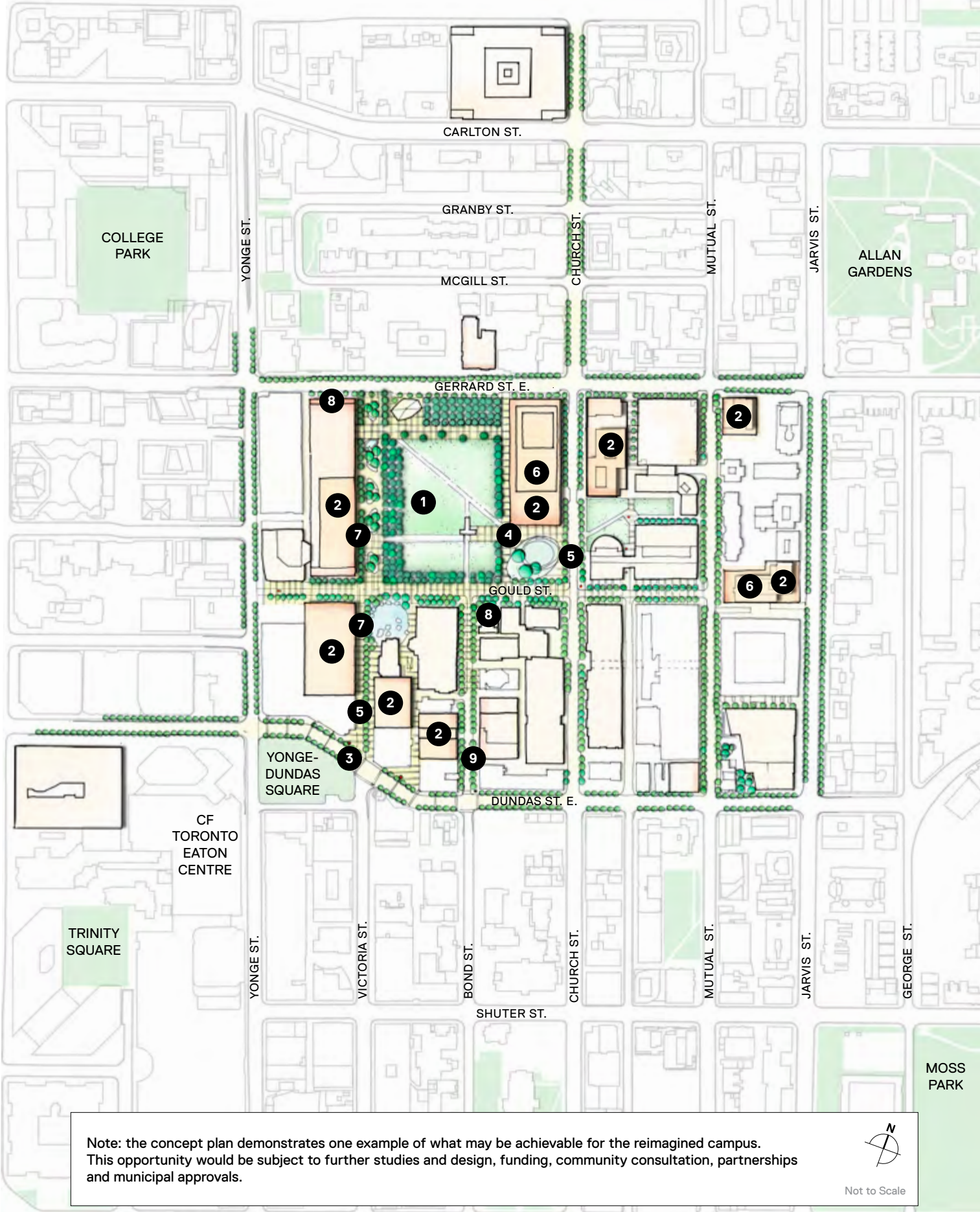
## 3. Welcoming Entrances on Dundas Street

The intersections of Dundas and Victoria Streets and Dundas and Bond Streets create inviting and pedestrian-friendly entrances into the campus. Building on the Public Realm Plan, and by extending the unified design elements established in the Campus Core Revitalization, Victoria Street is further enhanced to connect with and embrace Dundas Street and Yonge-Dundas Square.

The entrance extends to a newly revitalized and pedestrian-oriented Bond Street. Narrower streets and slower traffic, a lower intensity of development preserving a view to the park, tree-lined sidewalks, public art, clear signage and wayfinding and other elements convey a strong sense of place and TMU identity. A reimagined landmark Victoria Building provides a flexible and connected academic environment, and a space open to the street, with transparent and active frontage to bring vibrancy and animation to the street.

## 4. A Green Campus

Compact, energy-efficient buildings, expanded green space, generous tree canopy, low-impact development landscaping, prioritizing of active transportation and transit, green roofs, urban agriculture and more support a sustainable future campus.



Note: the concept plan demonstrates one example of what may be achievable for the reimagined campus. This opportunity would be subject to further studies and design, funding, community consultation, partnerships and municipal approvals.





5. A Seamless Public Realm

As the binding fabric of the campus, a highly connected, seamless public realm brings people from one side of the campus to the other through attractive, inviting, pedestrian-friendly open spaces. The public realm also extends throughout the campus, enveloping streets, pathways, the park and plazas, and leads up to building entrances. Moving through the space, users are treated to moments of delight and whimsy from public art, views and playful open-space design rooted in a green setting.

6. The Urban Setting

Compact new development leverages the dynamic character of downtown. This creates opportunities to foster the vertical campus and incorporate a range of functions into taller buildings, promoting synergies and engagement among uses, and creating energetic magnets of activity.

7. Beautiful Pedestrian Streets

To support a pedestrian experience within TMU’s distinctly urban setting, streets are designed to enable walking and accessible movement at a human pace. The environment also includes unified design elements, generous trees and landscaping, lighting, furnishings and public art.

➤ Embracing Indigenous Design Principles

Increased open space, more trees and greenery, biodiversity, open, inclusive and accessible design, promotion of a sense of belonging and sustainable spaces reflect an interrelatedness between land and people and seek to foster a “sense of place” rooted in the natural environment and community. Public art and wayfinding can relay Indigenous history, contributing to a visible celebration of Indigenous Peoples past, present and future.

While not shown in specific locations on the concept map, embracing Indigenous design is an overarching embedded intent, like improving safety, accessibility and sustainability all over campus, with every new change.

8. Amenities and Services for All Your Needs

New and refreshed buildings and spaces along Gerrard Street and elsewhere across the campus provide services and amenities to meet the day-to-day needs of the TMU community.

This includes opportunities for spaces for socialization and relaxation and to support life on campus, as well as student gathering and event spaces, and other services to support the university and community.

9. Connected to the City

The campus is highly connected, emphasizing active ways of moving, barrier-free mobility and links to transit. Wider sidewalks provide faster pedestrian connections. New and enhanced cycling bike lanes, shared streets across the campus and secure storage lockers promote riding. Laneway safety is improved with lighting and signage. TTC connections are improved with enhanced signage and wayfinding, and the potential for an additional subway access point at Gould Street.

PHOTOGRAPH BY MARY CRANDALL



Artist Lori Blondeau, *Asiniy Iskwew*. Installation at Lake Devo, 2017.



# EMERGING CAMPUS NEIGHBOURHOODS

These neighbourhoods provide a collection of interconnected destinations that builds campus placemaking and identity. Each neighbourhood is defined by buildings and open spaces focused around a “hub,” a central gathering space. The hubs are supported by a series of “magnets,” which are amenities, functions and facilities that support the neighbourhood. Collectively, these magnets generate animation and activity that define the character and identity of each campus neighbourhood. The Plan identifies new hubs such as the park and new magnets which could be a reimaged theatre, a wellness centre and internal gathering spaces. These neighbourhoods are envisioned to have the following features, destinations and characteristics:

## Northwest Neighbourhood

- The large, open, accessible and green community park that serves as the main campus destination and the hub of the neighbourhood
- Key academic and social magnets with a range of facilities that have student-facing and central support services
- Public realm linkage north to the Mattamy Athletic Centre up Church Street
- Nelson Mandela Walk, a green link with views across campus
- Entrances on Yonge and Gerrard Streets

## Northeast Neighbourhood

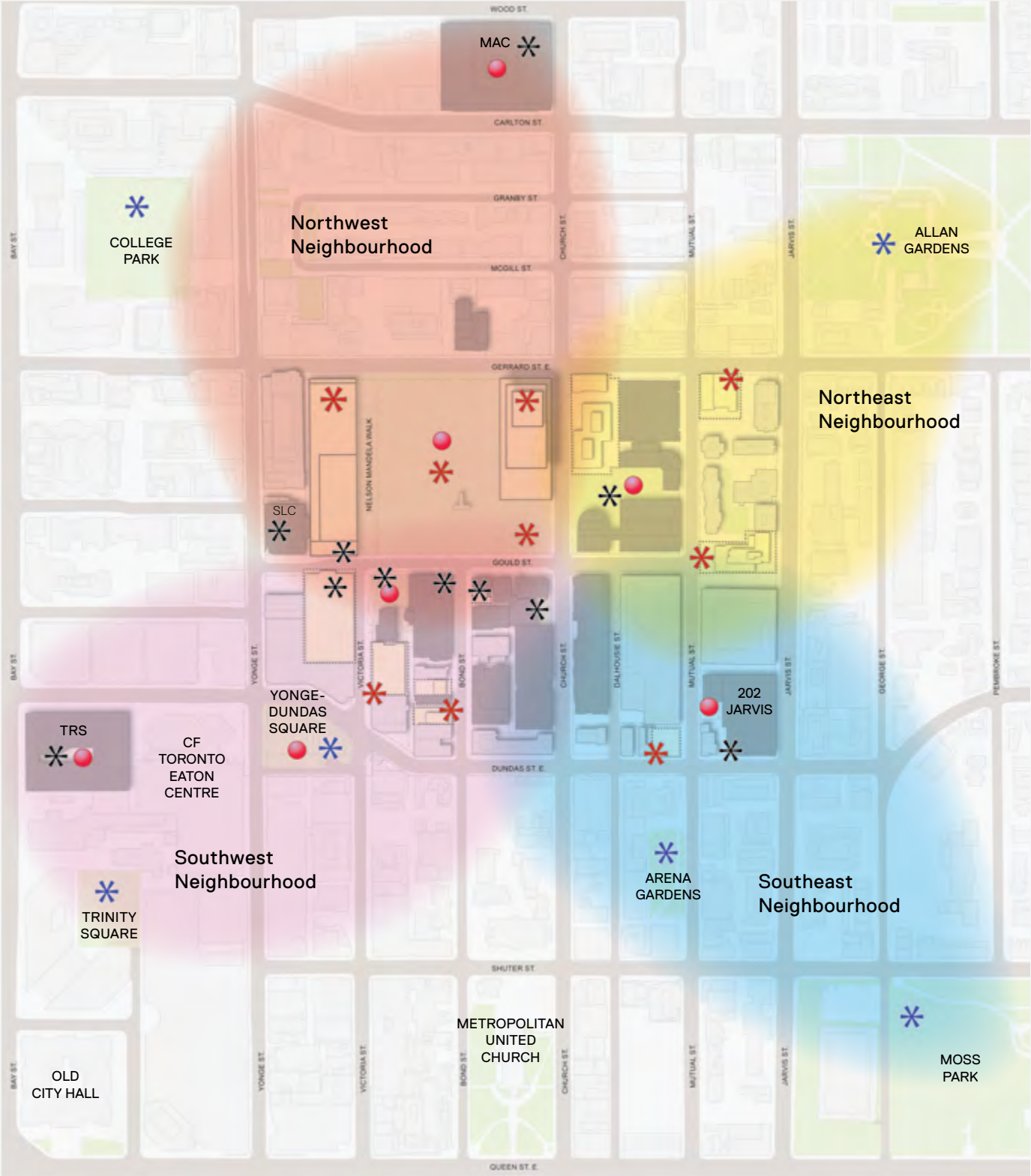
- New street frontages with animated uses that connect the campus to the community
- Entrances at Gerrard and Church Streets
- Open space linkages from the central park that extend the public realm
- Refreshed Pitman Quad
- Green mid-block linkages
- Public realm connections to Allan Gardens
- An enhanced and additional presence and link to the community east of Jarvis Street
- More pedestrian-friendly Church Street, with enhanced streetscape, wider sidewalks and pedestrian-safety features

## Southeast Neighbourhood

- Reimagined International Living/Learning Centre
- Transition toward a more residential character
- New parkette spaces as part of the development of the 202 Jarvis Street site and areas for rest and respite along streets with seating and amenities

## Southwest Neighbourhood

- Lake Devo
- Gould Street pedestrian spine
- Yonge-Dundas Square
- Dundas Street public realm linkages to the Ted Rogers School of Management and Trinity Square
- A more intimate, highly pedestrian street character along Bond Street
- Entrances to the campus from Dundas Street East
- Laneways enhanced with lighting, signage and public realm features
- Reimagined Parking Garage and Victoria Building
- Animated street frontages along Victoria Street
- Tree-lined streets, low-volume and slow traffic speeds and TMU’s unified streetscape elements



- Hubs
- Existing City Magnets
- Existing TMU Magnets
- Proposed TMU Magnets



Not to Scale





The Daphne Cockwell Health Sciences Complex.

## Conceptual land-use stratification throughout buildings



\*Note: the graphic provides examples of use distribution in a building. The exact location of uses will depend on the site.

## BUILT-FORM FRAMEWORK

The built-form framework provides a structure for new building development on campus over the next decade and beyond.

The framework provides recommendations for campus structure, land use, height and massing, animation and transparency, building orientation, frontages, entrances and linkages, landmarks, views, heritage, barrier-free design, sustainability, Indigenous placemaking, safety, winter design, servicing and loading and architectural design.

The intent is to achieve a comfortable, human-scale and pedestrian-oriented environment that offers a range of uses to serve the university community. The framework is intended to inform the construction of buildings in selected locations to add a significant amount of space for new classrooms, teaching and research spaces, reimagine the library and to add more space for athletics and wellbeing in the heart of the campus.





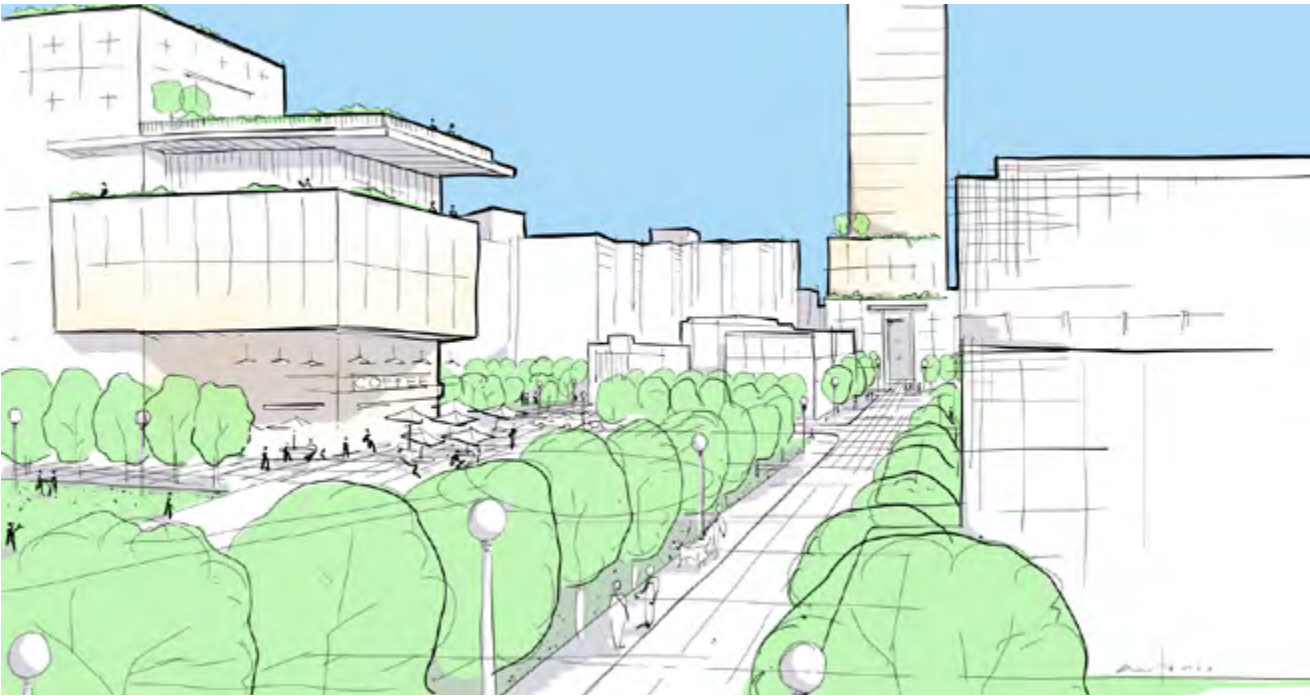


# OPEN-SPACE FRAMEWORK

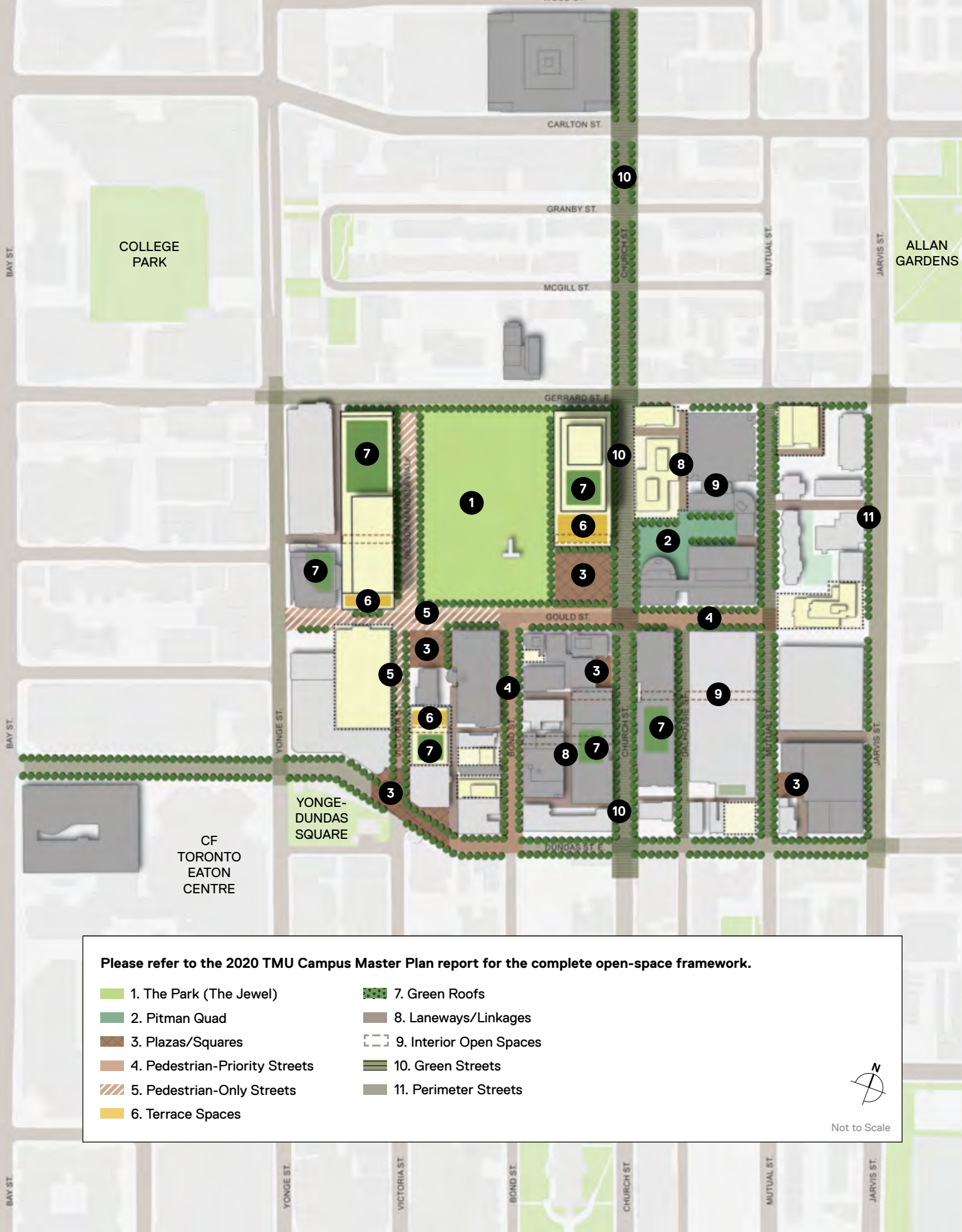
The open-space framework supports creating a well-connected network of open spaces on the campus that can be linked to adjacent public spaces and benefit the surrounding community. These spaces support the TMU community with places for leisure, recreation, social gathering, ceremonies, education, research, contemplation and access to the outdoors. The framework addresses streetscapes, quads, plazas, courtyards, laneways and linkages. The framework also explores the relationship of these paths to improved existing buildings and future facilities, and new circulation opportunities. The framework includes recommendations for view corridors, lighting, wayfinding, crime prevention through environmental design, sustainability, barrier-free design, campus entrances, Indigenous placemaking, winter design and programming.

## Public Realm Plan

The Campus Master Plan supports the implementation of the 2017 public realm plan and its streetscape design recommendations. The Plan identifies opportunities to build on and enhance the initiatives identified in the public realm plan in the context of new buildings and open space opportunities brought forward in the vision for future growth. The Plan addresses new building and open-space interfaces with the streets and provides recommendations for refinement of the streetscape initiatives, accordingly. Examples include the integration of Gould Street as it relates to and interfaces with a new central park or its expansion east in relation to a new signature building at its terminus.



Conceptual east-facing view across Gould Street illustrating a possible new signature building at the current location of the International Living/Learning Centre (ILC).



Please refer to the 2020 TMU Campus Master Plan report for the complete open-space framework.

1. The Park (The Jewel)	7. Green Roofs
2. Pitman Quad	8. Laneways/Linkages
3. Plazas/Squares	9. Interior Open Spaces
4. Pedestrian-Priority Streets	10. Green Streets
5. Pedestrian-Only Streets	11. Perimeter Streets
6. Terrace Spaces	

Not to Scale



# MOVEMENT FRAMEWORK

As a compact urban place, transportation across the campus is defined by an emphasis on active modes. Recommendations for campus movement encourage enhancing and improving pedestrian and cycling infrastructure, with safe, convenient and accessible facilities. Improved connections to transit are also supported. Vehicular access and parking continue to play important functions, particularly for accessibility, as well as for servicing and loading.

While this Plan recommends several enhancements to transportation systems, TMU is connected by public streets, and improvements will need to be co-ordinated with the City of Toronto. In addition, measures to introduce new transit services and facilities, bike lanes and other physical modifications affecting city transportation will be subject to municipal processes, direction, timing and funding. TMU can, however, position itself as a champion for these initiatives and advocate support for implementation of projects with stakeholders and decision-makers.

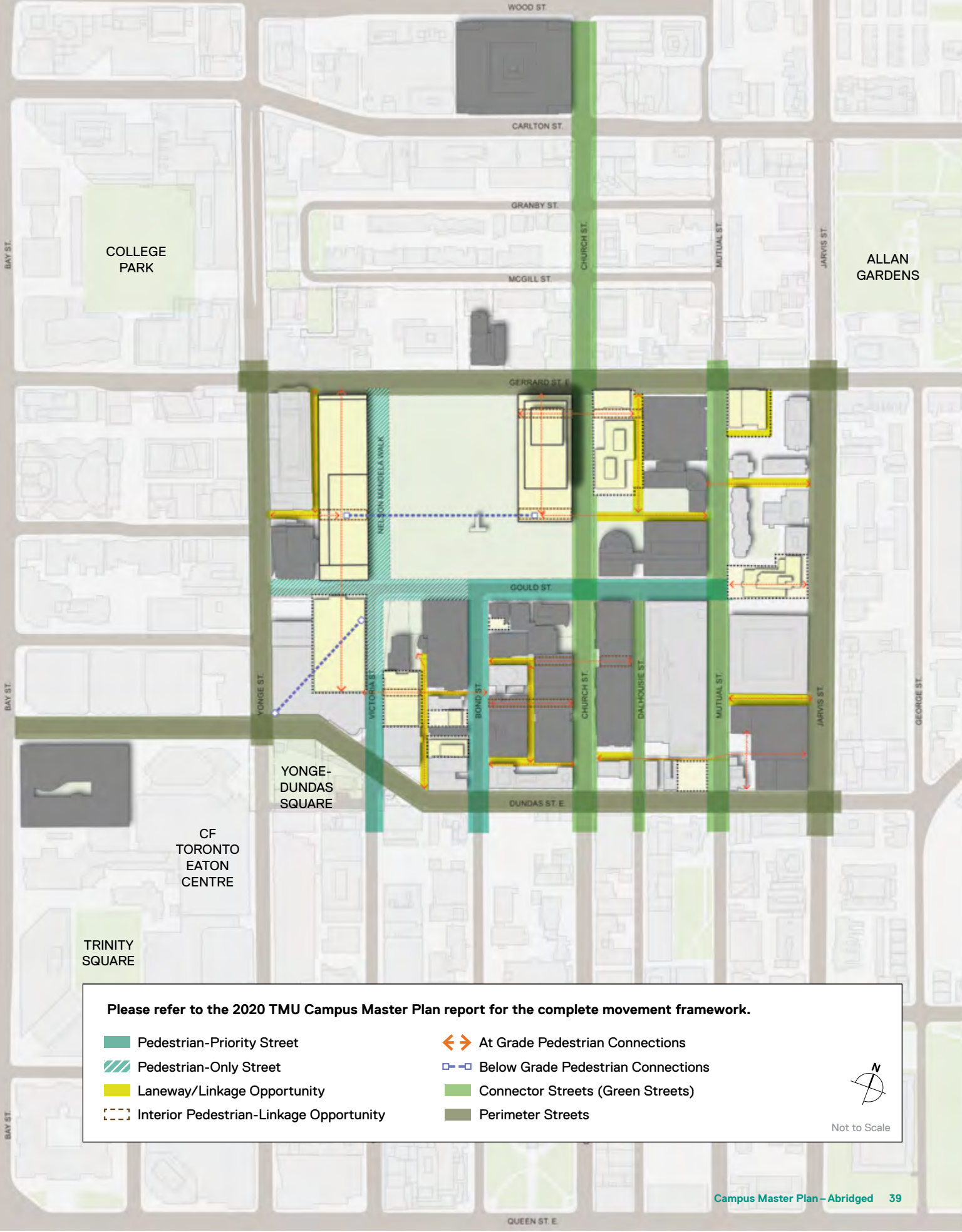
The movement framework provides recommendations on the future character of streets across the campus and strategies for pedestrian, cycling, transit and vehicular circulation, alternative mobility, barrier-free movement, safety, sustainability, parking and winter design.

## Street Hierarchy

Streets across the campus are structured to support a hierarchy of movement. Busier, higher-volume and multi-modal streets along the campus edges provide access and connections from across the city. In contrast, local streets, with slower-moving traffic, are more pedestrian in character and provide a greater sense of shared space among users. In addition, laneways provide another layer of connectivity, serving campus operations and services, such as loading, while also providing pedestrian connections.



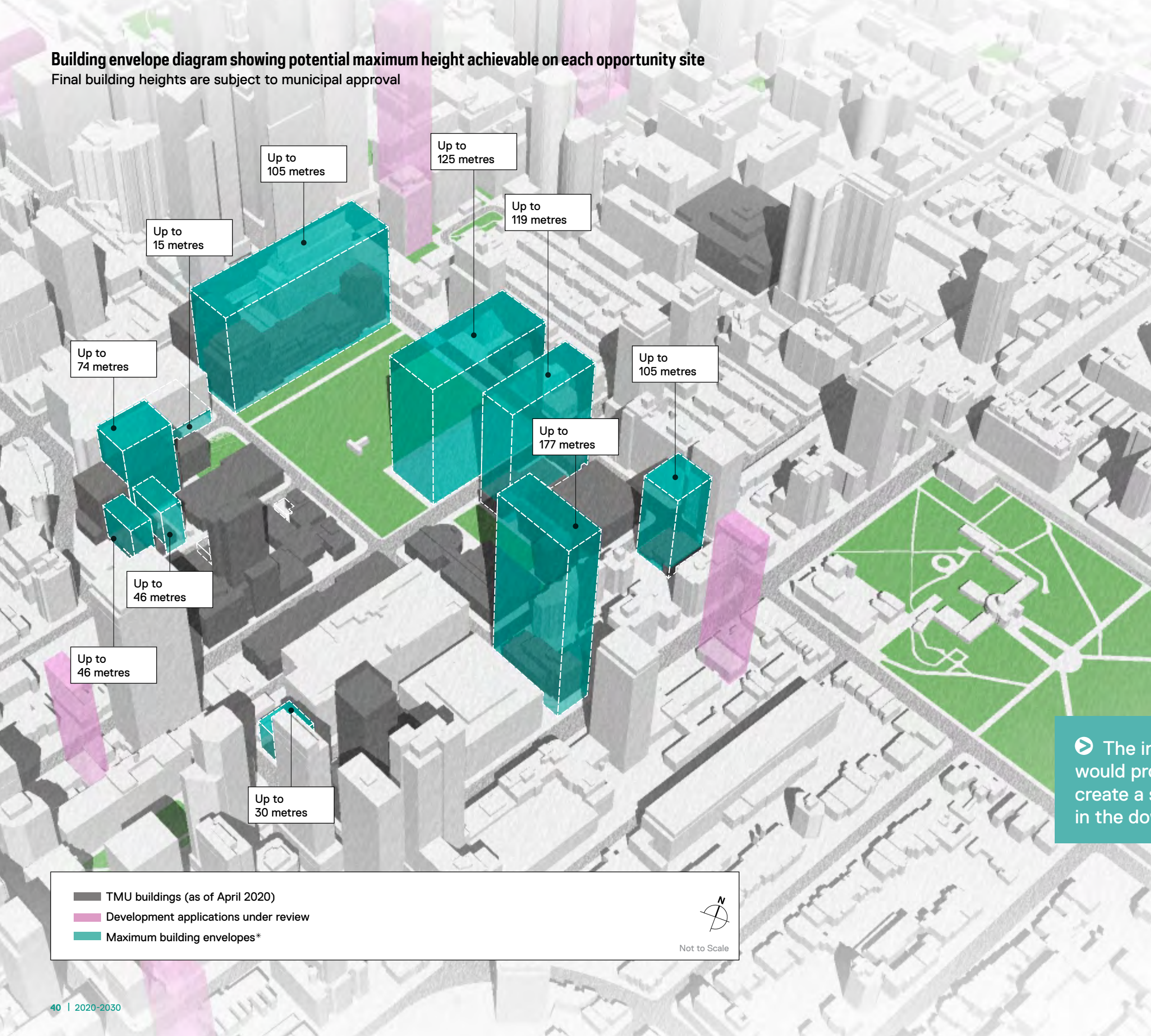
Pedestrian movement at the intersection of Yonge and Dundas Streets. Photo credit: Sam Javanrouh.





## Building envelope diagram showing potential maximum height achievable on each opportunity site

Final building heights are subject to municipal approval



## OPPORTUNITY SITES

Opportunity sites have the potential to increase the capacity of the campus through redevelopment, renovation and additions to existing university buildings.

The adjacent diagram shows maximum building envelopes, that the university is limited to work within to support future growth through added density.

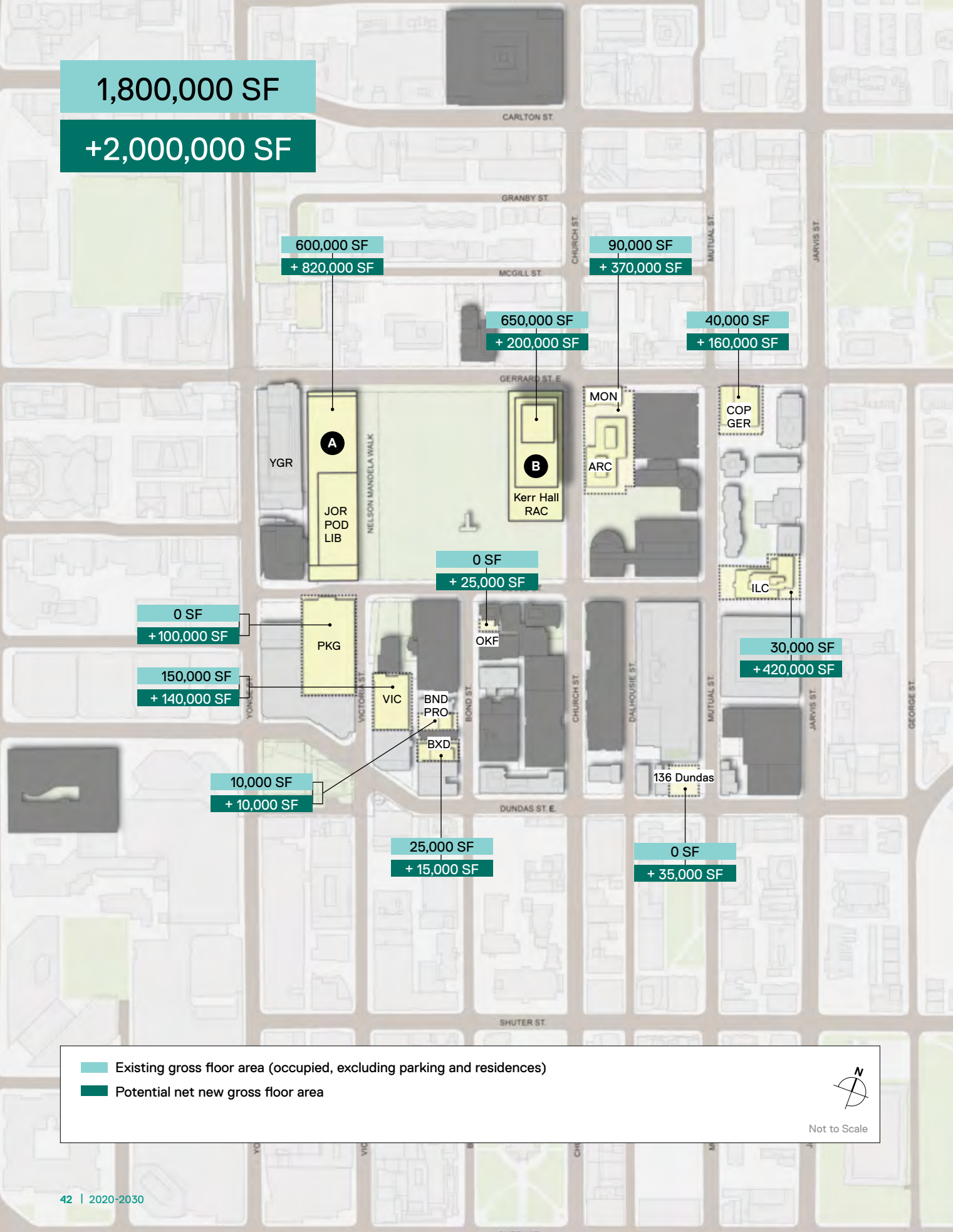
The Plan and its implementation must remain flexible, allowing for responsiveness to phasing requirements, growth pressures, funding, market and partnership opportunities, a changing neighbourhood context and application of planning policies and urban design guidelines at the time of project development.

The massing expressed in the concept plan on the following pages is one demonstration of how the recommendations can address the Plan's vision, goals and principles.

➤ The increased height and density of these sites would provide an opportunity to address growth and create a stronger university presence and identity in the downtown core.

\*Note: this diagram does not take into account grading, mechanical heights or any other architectural considerations, planning policies and urban design best practice guidelines. Maximum heights shown here are solely bound by site area and flight path height restrictions. A 10-metre tower crane height has been assumed for the purpose of this study.





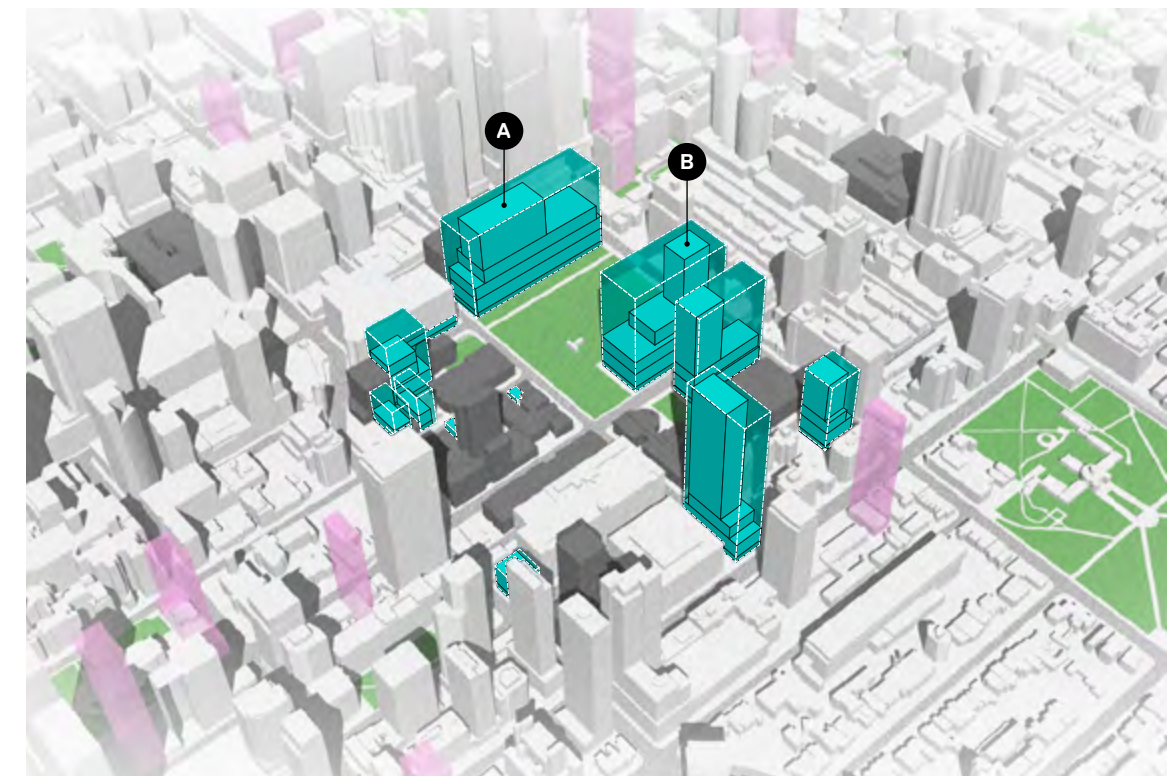
## EXAMPLE MASSING SCENARIO

For each opportunity site, achievable new density, height and potential built form were analyzed. This massing demonstrates a significant intensification while taking into consideration respectful relationships to adjacent areas and their established character, as well as shadow impacts and height transitions to adjoining open spaces and low-rise areas.

This is one example of how more than two million SF of net new area for classrooms, teaching spaces, research labs and other academic spaces could be added to existing lands. By expanding vertically and stratifying functions, TMU would significantly improve the amount of academic space provided per FTE student while also adding a signature green space for multi-purpose use.

Implementation of any project will be contingent on a feasibility analysis, program identification, funding, community consultations, design development and municipal approvals. Projects may also be larger, smaller or massed differently within the identified maximum building envelopes, subject to further study. In some cases, adaptive reuse may deliver more immediate and long-term benefits than a full rebuild.

Specific locations and type of functions within these spaces are not identified in this Plan and must be determined at a later stage, subject to the development of more detailed space and program requirements. Once determined, these detailed requirements shape the design and final massing as well.





# IMPLEMENTATION

## A FLEXIBLE DOCUMENT

The Campus Master Plan is intended to be a flexible document, structured to provide an adaptive decision-making framework to shape future growth. The Plan recognizes a range of priorities, but it is also positioned to accommodate specific opportunities and needs as they emerge and provide guidance on their implementation.

The Campus Master Plan is in service of the Academic Plan and other strategic plans. It is anticipated that as these plans are renewed over time, certain aspects of the Plan may evolve and change, such as the use or form of future buildings or programming of open spaces. Other aspects, including the vision, goals, principles and Framework recommendations, should only evolve through a comprehensive review and update of the Plan, supported by robust consultation and engagement and development through a collaborative process.

As the Plan rolls out, it is recommended that the TMU community and stakeholders continue to be involved in conversations about the Plan and its initiatives. Regular engagement is an important aspect of the Plan's successful implementation over time, promoting continued buy-in and generating advocates for subsequent initiatives.

## PLAN GOVERNANCE

Approved by the TMU Board of Governors, the Campus Master Plan is intended to be a set of guidelines to shape the direction for physical transformation of the campus over the coming decades.

An implementation committee should be established to comprehensively review new projects as they arise, in the context of the Plan and its vision, goals, principles and framework recommendations.



# PHASING

The Plan identifies flexible opportunities for campus change over the short-, medium- and long-term, however these are not time bound and may shift in response to evolving priorities, funding, partnerships and research opportunities. Implementation planning should be continual and take into consideration a wide range of decision drivers, prioritizing initiatives that:

- Positively transform and improve student and campus experience.
- Support TMU’s strategic vision and plans.
- Respond to funding and partnership opportunities.
- Address aging infrastructure through “enabling moves”.
- Make efficient use of resources and minimize waste.
- Facilitate phasing to limit disruption to campus operations.
- Create neighbourhoods.
- Align with the Campus Master Plan’s vision, goals and principles.

## Short-Term Initiatives

Short-term initiatives include sites with fewer constraints to implementation or that serve as enabling works for future phases. Short-term projects may include initiatives that are already at a planning phase as of 2020. The planning phase projects represent sites which, at the time of this report, are at a more advanced level of concept development.

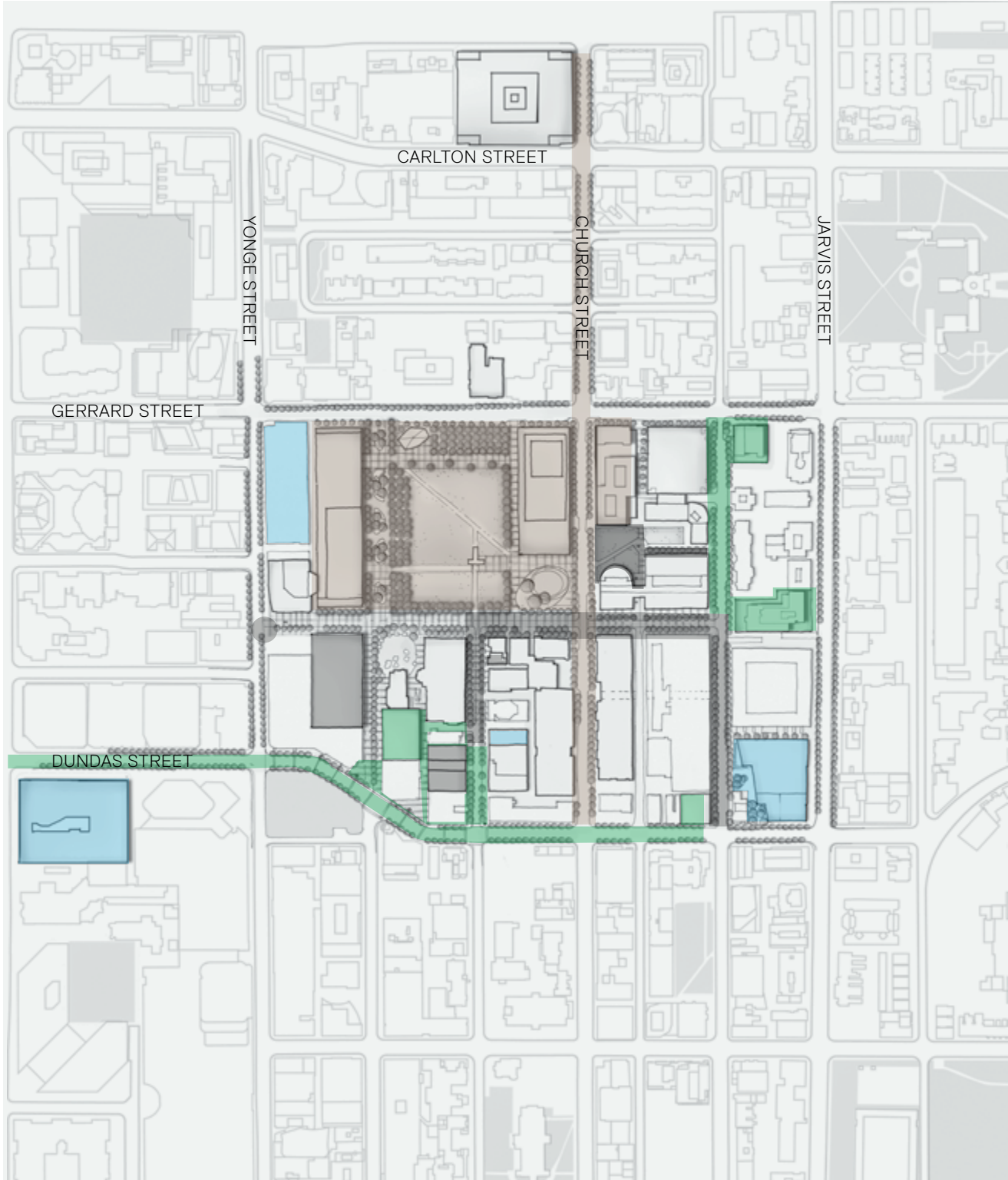
## Medium-Term Initiatives

Medium-Term projects begin to undertake substantial transformations of prominent campus areas. The medium-term initiatives also enhance the campus neighbourhoods by creating a number of new key destination spaces along with streetscapes to solidify and enhance TMU’s presence.

## Long-Term Initiatives

These initiatives will require short- and medium-term enabling works to be completed prior to their undertaking, but some of the most transformative projects in supporting the realization of the Plan’s vision, goals and principles. This includes the creation of significant new open spaces and adding considerable building area for growth.

- Planning-Phase Sites
- Short-Term Initiatives
- Medium-Term Initiatives
- Long-Term Initiatives





# ACKNOWLEDGEMENTS

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Special thanks to the TMU Board of Governors and to more than 1,500 contributing students, faculty and staff, including: Bilal Farooq, Arash Kalatian and Omair Ahmad for undertaking a mobility pattern study; Joshua Cave for providing campus data; Frauke Zeller, Ali Mazalek, Gabby Resch and Meredith Burling for research and feedback on engagement outcomes and course integration; Arthur Wrigglesworth and the entire student body in the Department of Architectural Science for creating visual representations of the plan’s goals and principles; Jeremie Caribou for leading the Indigenous place-making workshop; the TMU Transportation Advisory Panel, the Indigenous Space Sub-Working Group and the Space Planning Working Group for their input throughout the process; and particularly Fatima Yazdani who co-ordinated the project from start to finish.

Additional thanks to Hariri Pontarini Architects for their contributions.



PHOTOGRAPH BY ALYSSA FAORO



