CAMPUS MASTER PLAN

Toronto Metropolitan University

2020–2030

Message from the President

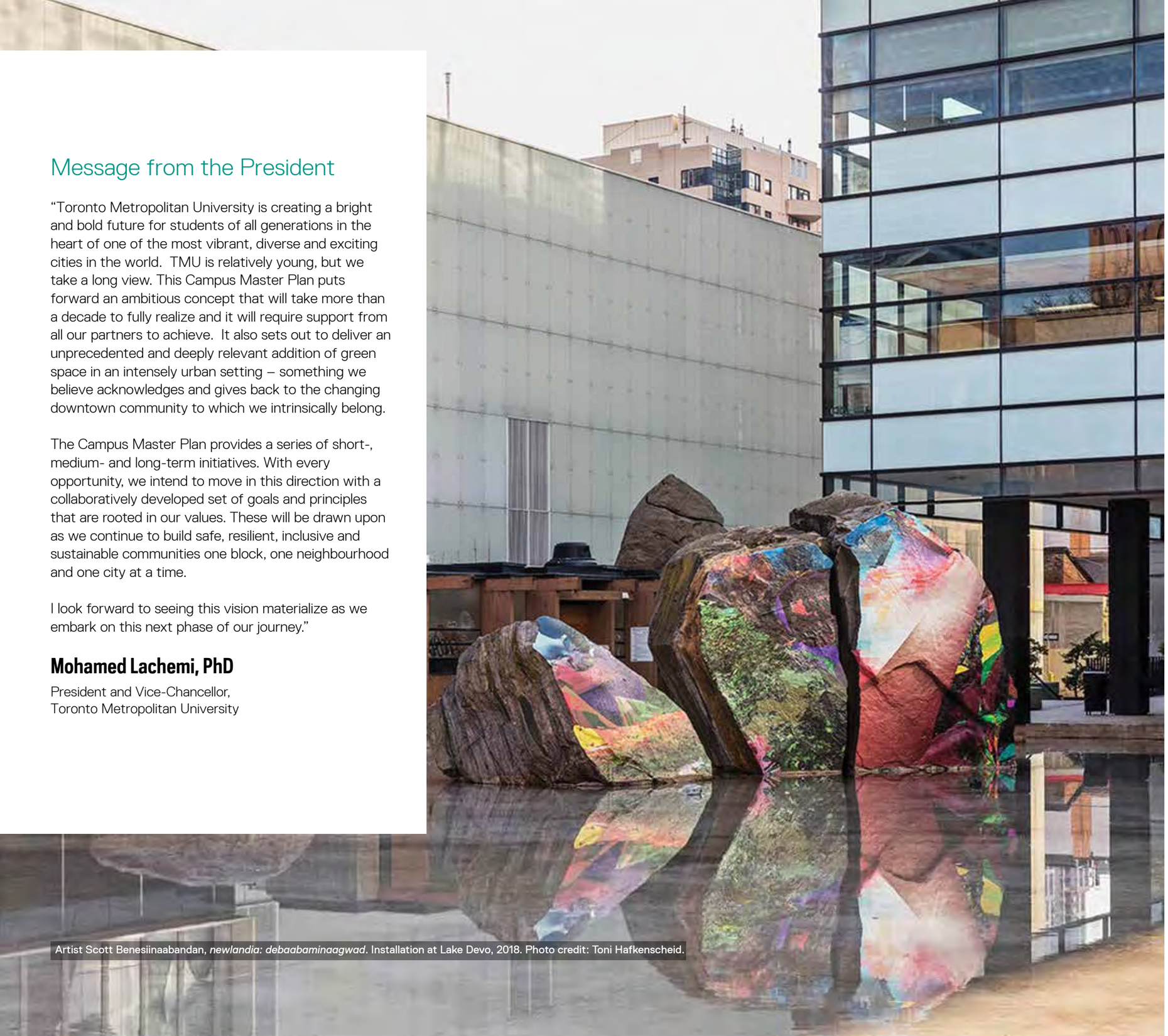
“Toronto Metropolitan University is creating a bright and bold future for students of all generations in the heart of one of the most vibrant, diverse and exciting cities in the world. TMU is relatively young, but we take a long view. This Campus Master Plan puts forward an ambitious concept that will 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.

The 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



Artist Scott Benesiinaabandan, *newlandia: debaabaminaagwad*. Installation at Lake Devo, 2018. Photo credit: Toni Hafkenscheid.

TMU LAND ACKNOWLEDGEMENT

“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.”

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 TMU 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.

This Campus Master 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 activity. 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, it has been a privilege 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

Acknowledgements

Steering Committee
Deborah Brown
(Chair and Executive Co-Sponsor)
Tony Conte
Glenn Craney
Jason De Luca
Jennifer Grass
Darrick Heyd
Glenda Mallon
Joanne McKee
Jen McMillen
Ian Mishkel (Executive Co-Sponsor)
Denise O'Neil Green
Carol Shepstone

Project Team
Molly Anthony
Marc Cinq-Mars
Nic de Salaberry
Mark Dettweiler
Janet Hercz
Jenny Nguyen
Fatima Yazdani

Master Planning Team
Khatereh Baharikhoob (DIALOG)
Michel de Jocas (ECS)
Rowan Faludi (urbanMetrics)
Antonio Gomez-Palacio (DIALOG)
Alex Kolsteren (DIALOG)
Michael Linton (Crozier)
Geoff Schwartz (urbanMetrics)
Gail Shillingford (DIALOG)
Ashish Shukla (Crozier)

Faculty and Student Expert Advisory Group
David Amborski
Luisa Gonzalez
Mark Gorgolewski
Murtaza Haider
Michael Mazurkiewicz
Pamela Robinson

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Additional thanks to Hariri Pontarini Architects for their contributions.

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Chapter 1.0

INTRODUCTION

TMU's 2020 Campus Master Plan provides a bold vision, goals and principles, a concept plan and a set of recommendations to shape the future growth of the campus.

Toronto Metropolitan University convocation.

PURPOSE

In 2019, TMU 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.

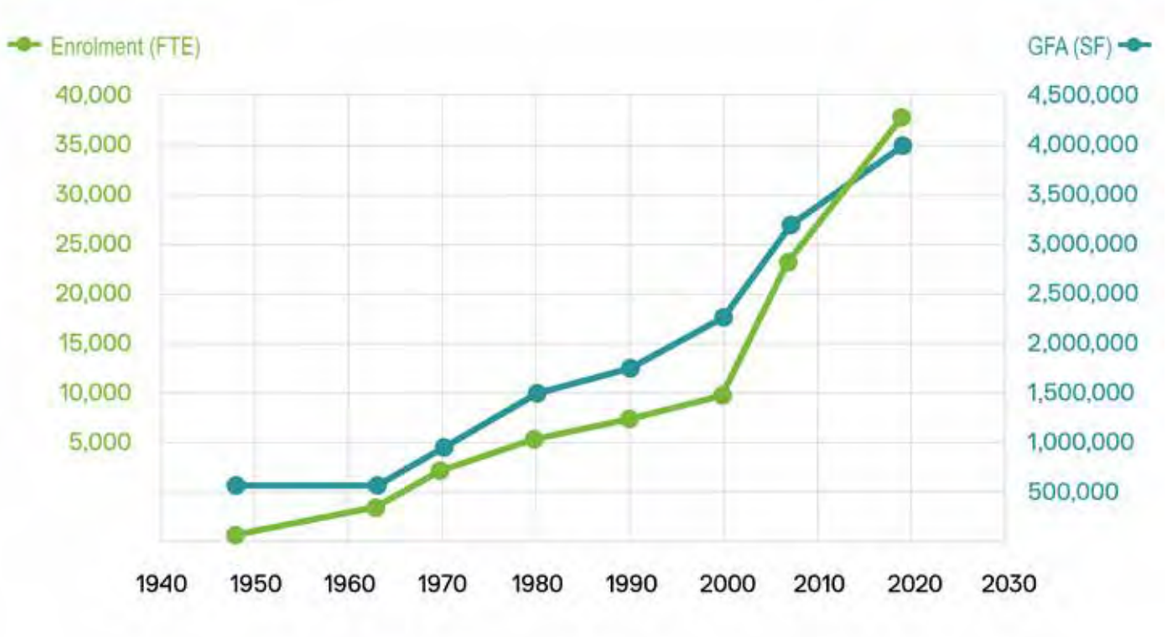
The Plan sets the stage for the next phase of campus development over the coming decade and beyond.

Skating on Lake Devo. The rink is owned by TMU, but has operated as a city park since 1978.

Overview

This Campus Master Plan builds on the 2008 plan, which provided a fundamental set of goals and principles to direct the growth of the campus. Since 2008, most of the identified demonstration projects have been completed, marking TMU firmly on the map in the heart of downtown Toronto. Since 2008, the number of students enrolled at TMU has grown by nearly 50 per cent. TMU has added over 800,000 square feet (SF) of gross floor area (GFA) to its portfolio, establishing itself as a committed city and community builder with exciting new capital builds and complex, adaptive renovations of historical buildings. However, the allocation of space per full-time equivalent (FTE) student remains one of the lowest among all Ontario universities. There has been unprecedented development activity in the area, with dozens of tall tower proposals adding additional pressure to a landlocked campus.

This Plan acknowledges these transformations and brings forward a refreshed set of goals and principles to shape the future evolution of the university's campus. These refreshed goals and principles were developed with feedback from the extended community and are shaped through lenses of equity and inclusion, as well as TMU's commitment to truth and reconciliation. See Appendix A for the evolution of these goals from the 2008 plan.



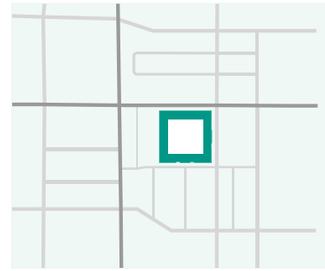
Student enrolment growth and campus growth over the decades.

How TMU has grown over the years

1950

1960

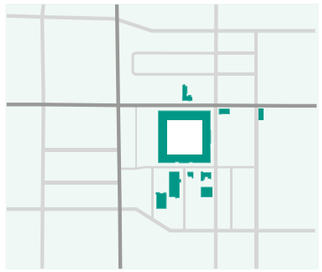
1948 Enrolment: 600 FTE
GFA: 564,000 SF



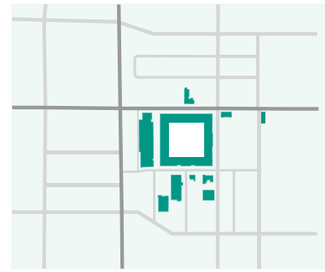
1963 Enrolment: 2,900 FTE
GFA: 564,000 SF

1970

1980



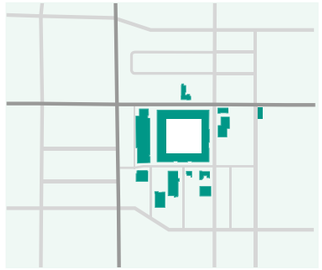
1970 Enrolment: 6,300 FTE
GFA: 941,000 SF



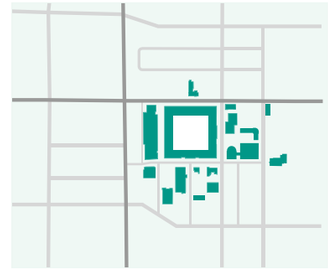
1980 Enrolment: 9,200 FTE
GFA: 1,488,000 SF

1990

2000



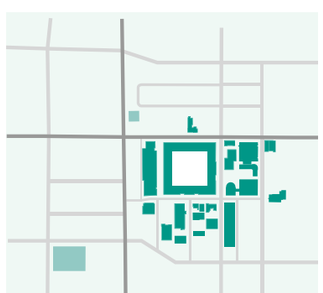
1990 Enrolment: 11,000 FTE
GFA: 1,746,000 SF



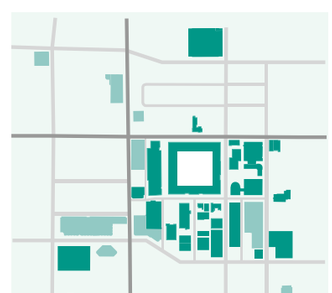
2000 Enrolment: 13,000 FTE
GFA: 2,273,000 SF

2010

2020



2007 Enrolment: 25,000 FTE
GFA: 3,200,000 SF



2019 Enrolment: 38,000 FTE
GFA: 4,000,000 SF

Objectives

The objective of this Campus Master Plan is to guide growth and placemaking and act as a catalyst for physical change. In addition, the Plan aims to:

- Ensure that campus space planning, design and delivery is rooted in enhancing the commitment to the whole student experience, that it supports high-quality programs and scholarly, research and creative activities and that it is inclusive, accessible and community focused.
- Analyze TMU's space requirements based on enrolment thresholds and determine how much growth the campus has capacity to absorb within existing lands.
- Analyze deferred maintenance needs in older buildings to determine opportunities for renovations or redevelopment in TMU-owned sites.
- Incorporate space requirements and identified site opportunities, providing a strategic framework as to how and where TMU will grow in the next decade.
- Engage leadership in consolidating priorities and creating a vision of the future TMU campus.
- Engage alumni, partners, neighbours, donors, the City of Toronto, governments and their funding agencies to support TMU's growth and the enhancement of Toronto's downtown core.

The Plan only provides a set of recommendations for physical changes on campus. Within these new or refreshed spaces, direction for program delivery, research priorities and enrolment are all guided by the university's other strategic plans.

Alignment with Other University Plans

While the Campus Master Plan provides a framework for the physical evolution of the university, it is in service of the Academic Plan and related plans, including the Strategic Research Plan, TMU 2030 Plan and Internationalization Strategy. All of these plans align with the Strategic Vision for TMU. The Plan is also in service of the recommendations in the university's Truth and Reconciliation Community Consultation Summary Report.

The Campus Master Plan also complements and aligns with other planning and development initiatives, such as the Campus Public Realm Plan, the TMU Bike Plan and the Library Master Plan.

TMU has developed a number of strategic plans to guide the university's future growth.

25 ENGAGEMENT EVENTS

Workshops, walkshops, pop-up events, open houses, charrettes and surveys.

MORE THAN 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, 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, neighbours, resident associations and business groups.

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

PROCESS

Development of the Plan

This Plan is the result of an iterative and collaborative process held over five stages, involving input from more than 1,500 voices from across the TMU community, as well as from external stakeholders, who were regularly called upon to review and provide guidance on emerging directions.

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 wide range of diverse voices and perspectives.

The Project Process and Engagement


Stakeholder interview session at the SCC.


Pop-up event #1 at the SCC.


Stakeholder workshop #2 at the ILC.


Open house at the SLC.


Open house at the SLC.

1

Inventory of Existing Campus Conditions and Analysis of Opportunities and Constraints

2

Campus Master Plan Vision and Growth Plan Analysis

3

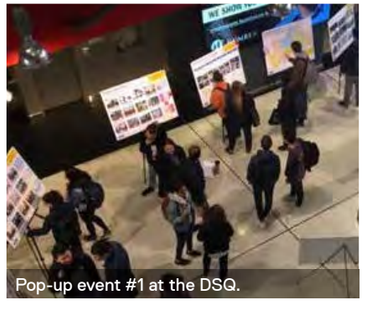
Preliminary Concept Plan Development, Big Moves

4

Preferred Development Scenarios Testing and Draft Campus Master Plan Report Update

5

Final Campus Master Plan Report Update


Pop-up event #1 at the DSQ.


Stakeholder workshop #1 at the Bond Hotel.


Pop-up event #2 at the SLC.


Student-only workshop at the ARC.


Steering Committee workshop in JOR.

Chapter 2.0

BACKGROUND

The area around the university is growing rapidly, with more than 50 office and condo towers planned within a 15-minute walk of the campus by 2030*. This development can offer a range of opportunities, including new university partnerships, housing options and amenities.

*2019 urbanMetrics study commissioned for this report.

An evening gathering by Lake Devo.

An aerial view of Kerr Hall, facing southwest.

The Andrew and Valerie Pringle Environmental Green Roof sits atop the George Vari Engineering and Computing Centre.

BUILDING ON SUCCESS

Achievements of the 2008 Campus Master Plan

The 2008 plan established three goals to shape the evolution of the campus: urban intensification, pedestrianization and design excellence. The 2008 plan guided significant achievements over the ensuing decade, adding 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 Campus Public Realm Plan and the Campus Core Revitalization project, have further realized the goals of the 2008 plan. Some of these achievements are highlighted on the following pages.

Gould Street and Campus Core Revitalization

- Pilot project starting in 2010 closed Gould Street to cars from O'Keefe Lane to Bond Street to create a pedestrian-only zone.
- Closure was made permanent in 2012 and the space is now a signature feature of the campus and hosts events and festivals.
- In 2020, the Campus Core Revitalization (CCR) streetscape project completed the transformation of the street into a dedicated pedestrian space with new paving, seating, plantings and lighting.
- The CCR project also updated the streetscape along Nelson Mandela Walk to provide increased natural vegetation and a modern, more accessible space.

School of Image Arts/Image Centre (IMA/IMC)

- Completed in 2012, the project entailed the complex renovation of the Image Arts Building, updating the former brewery with the addition of the Image Centre, a public photography museum and research facility now recognized around the world.
- The renovation by Diamond Schmitt Architects also improved lab and classroom spaces, modernized the offices and added a ground-level cafe.
- The incorporation of a glazing-clad exterior and multi-panelled LED lighting system illuminates the building's facade at night, bringing increased vibrancy to the pedestrianized zone of Gould Street.

Mattamy Athletic Centre (MAC)

- Located in the historic Maple Leaf Gardens, the athletic centre opened in 2012 as a world-class public and community amenity.
- Intensive renovation transformed the space, including raising up the ice rink three floors.
- It also included construction of a multi-purpose court for basketball and volleyball, multiple studios and a high-performance gym.
- The mixed-use project is the result of a partnership with Loblaw to build and operate the building and includes retail spaces at grade and on the second level.

Sheldon & Tracy Levy Student Learning Centre (SLC)

- Completed in 2015, this iconic building serves as a symbolic "front door" to TMU's campus and is a landmark presence for the university on Yonge Street.
- The building provides a unique destination for TMU students, who largely commute to the campus, to meet between classes.
- The award-winning design includes social gathering areas and collaborative meeting spaces with views of the city.
- Food services and an entrance to the School of Performance's studios are accessible at grade.

Centre for Urban Innovation (CUI)

- Opened in 2018, the renovation of the historical Ontario College of Pharmacy reimagined the aging building.
- TMU added three- and five-story additions, with more than 60,000 SF of new, purpose-built space for wet and dry lab research, fabrication, incubation and commercialization.
- State-of-the-art energy and water use systems in the building create opportunities for study by resident researchers.
- Collaborative spaces also promote research relating to alternative energy, food production, data analytics and smart urban infrastructure.

Daphne Cockwell Health Sciences Complex (DCC)

- Opened in 2019, the project transformed a surface parking lot into a 29-storey, mixed-use, LEED Gold complex.
- The DCC building uses chilled beam technology, radiant heating and grey water systems to reduce its environmental impact. It adds close to 200,000 SF of academic, classroom and program space, as well as housing for 332 students.
- The complex also provides amenities, including secure bike storage and an eighth-floor green roof to be used for educational and research purposes.

202 Jarvis St. and 136 Dundas St. E. (Illustrative Rendering)

- In 2013, TMU acquired the 1.38-acre parking lot located at the intersection of Jarvis Street and Dundas Street East, together with 136 Dundas St. E., a smaller 0.19-acre parcel of undeveloped land on the west side of Mutual Street.
- These properties were purchased from the province with the intent to develop for university use.
- Image to the right: artist's concept rendering of 202 Jarvis St., courtesy of Snøhetta and Zeidler.

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

Facade of the Mattamy Athletic Centre.

CITY POLICY CONTEXT

Plans and By-laws

The City of Toronto has a range of policy documents and regulations that shape development and growth, including the TMU campus.

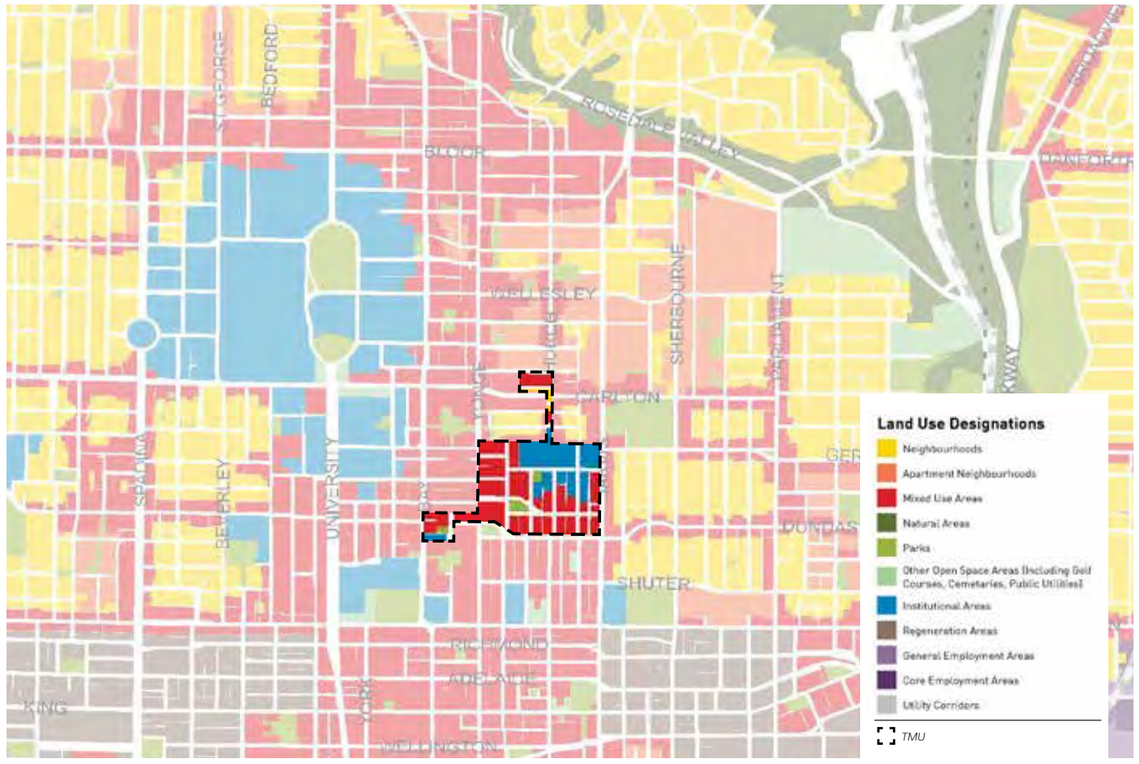
The overall policy direction of the City of Toronto's Official Plan and other regulations support TMU's growth and development objectives. This includes compact development and intensification, with flexibility to incorporate a mix of university institutional and residence uses, as well as other commercial uses and amenities.

Official Plan

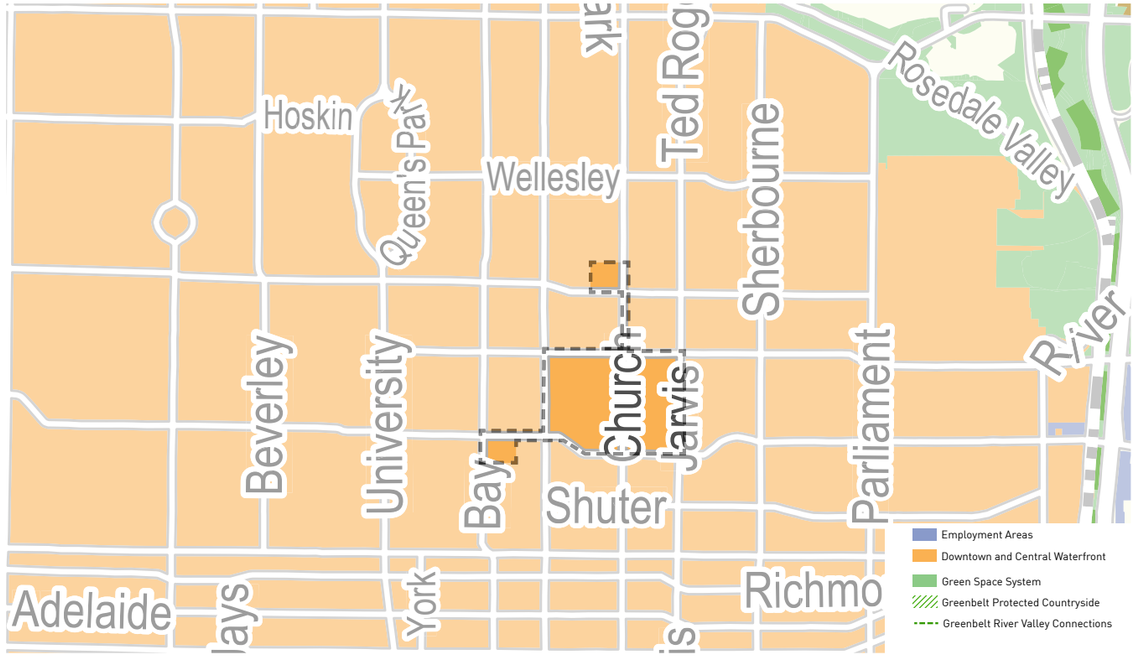
The City of Toronto's Official Plan (OP) provides high-level guidance to shape development and growth. The OP's policies for the campus recognize that it is part of the rapidly developing and changing downtown area.
The OP designates older parts of the campus for institutional uses, reflecting their long-term use as an academic institution. Other parts of the campus, generally those areas which have become part of the university over the last 20 years, such as the Sheldon & Tracy Levy Student Learning Centre, are designated as mixed-use while Devonian Square (also known as Lake Devo) is recognized as university open space.

Key Policy Direction from the OP Applicable to the Campus Includes:

- Support for the campus area as an appropriate location for intensification and growth.
- Direction for the creation of more compact forms of development, supporting a mix of uses.
- Establishing a built form that fits with the existing and/or planned context, with consideration for impacts from such elements as shadows, wind and privacy.
- Creation of a vibrant and animated public realm, with access to open space.
- Support for increased active transportation and public transit usage.
- Provision of community facilities and amenities to create complete communities.



Extract from Map 18 of the City of Toronto's Official Plan: Land Use.



Extract from Map 2 of the City of Toronto's Official Plan: Urban Structure.

Downtown Plan

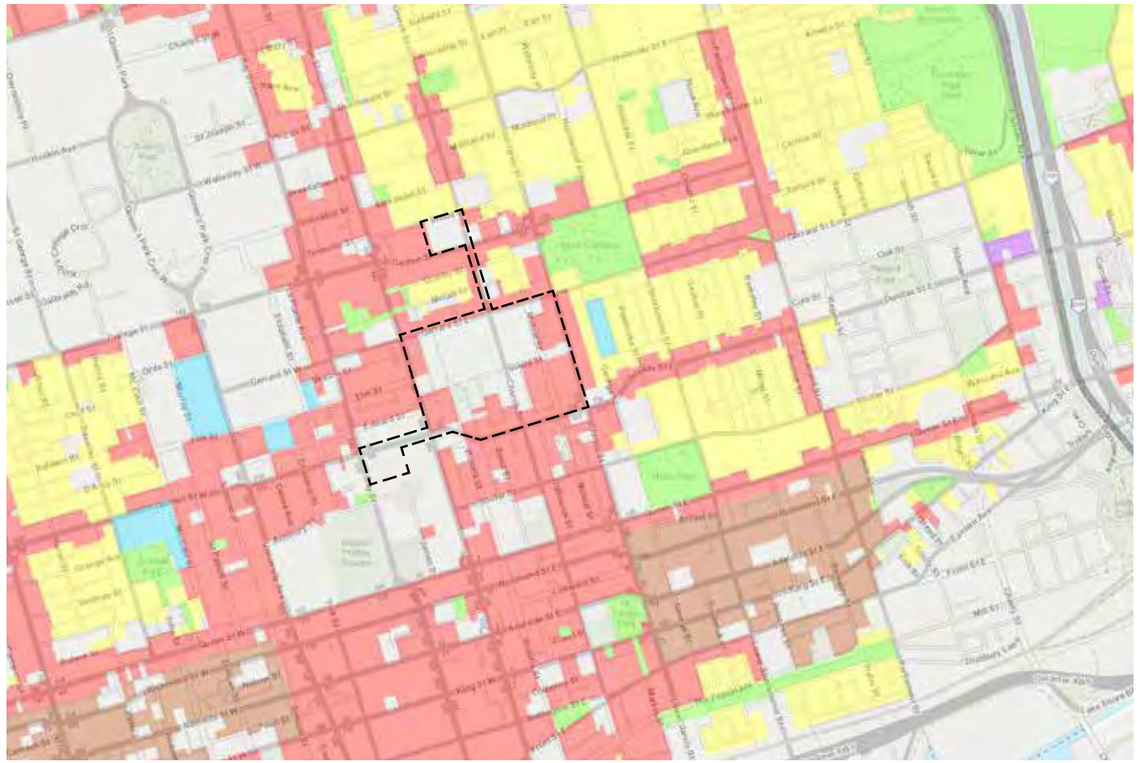
The City of Toronto's Downtown Plan (2019) supports the expansion of the university and encourages institutional uses within mixed-use developments, including student residences. The Downtown Plan also defines the campus as a Park District and provides policy direction for the area to evolve with a cohesive public realm, providing access to a wide range of experiences and programs that support community and civic life.

Zoning By-law

Zoning for the campus is primarily covered under two by-laws: City of Toronto Zoning By-law 569-2013 and the Former City of Toronto Zoning By-law 438-86. Under these by-laws, the majority of the campus is land designated as a mixed-use Q district while a minority of the campus lands are designated as Commercial Residential (CR), which is also a mixed-use designation. These categories permit a wide range of uses, including post-secondary educational, institutional, open space, commercial and residential uses.

Zoning by-laws also provide development standards applicable to the campus properties, such as maximum height, density, setbacks, landscaped areas and parking requirements.

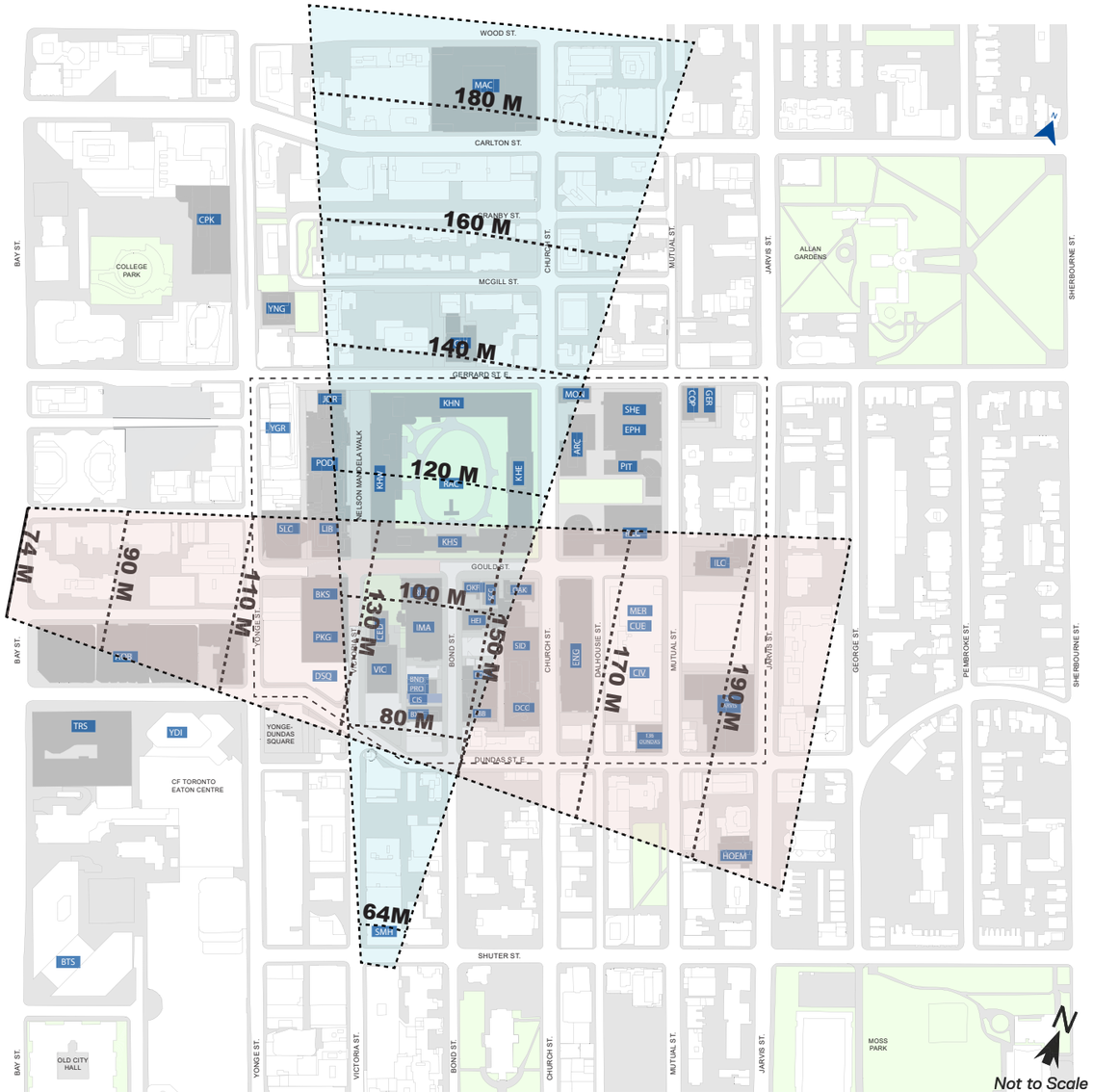
As of 2019, many of the existing zoning by-laws applicable to the campus predate the OP, Downtown Plan and the significant recent growth and intensification of the neighbourhood and may not reflect Toronto's current policy direction and intent for the development of the campus area. Accordingly, there may be opportunities for future campus development to respond to this changing context with additional height and density above that permitted under the existing zoning by-laws, where it can be supported by the City of Toronto and the wider community, where there is available infrastructure and services and if it can adequately address municipal long-term planning and development direction, regulations and requirements.



Extract from the City Zoning By-law. Within the campus boundaries, red represents the CR zone and grey represents the Q zone.

Helicopter Flight Path

An important regulation affecting campus development is the protection of helicopter flight paths associated with nearby St. Michael's Hospital and the Hospital for Sick Children. The regulation limits building and crane heights under the flight paths to allow for the safe use of the air space for helicopters, restricting the campus core from ultra-tall future development.



Flight paths over the campus and associated building height limits.

TMU subleases theatres at 10 Dundas East for classes. Photo credit: Alireza Khoddam, Unsplash.

An aerial view of Kerr Hall, facing west.

EXISTING CONDITIONS AND OPPORTUNITIES

City-University Interface

Embedded within the downtown core of Toronto, the campus is deeply integrated with the surrounding context. The adjoining areas contain a diversity of uses, building forms, patterns of connectivity, public realm spaces and distinctive character.

Understanding these surrounding conditions helps to inform decisions for growth opportunities at the campus's edges; enhance the identity and presence of the university; inform shared synergies with other land uses, such as parks and commercial amenities; dictate and align connections and linkages; and support stronger physical integration with the neighbourhoods.

Within a 15-minute walk of TMU:

2019
63,000
people

2030
100,000
people

2019
35,000
housing units

2030
60,000
housing units

2019
28,000
TTC trips per hour
at the intersection of Yonge and Dundas Streets

2031
36,000
TTC trips per hour
at the intersection of Yonge and Dundas Streets

Sources
Housing and population: 2019 urbanMetrics study commissioned for this report; transit figures: TTC.

Surrounding Context

The area surrounding TMU has witnessed intense growth over the last decade, with new development providing homes, offices, services and amenities to thousands of new residents. Increasingly, TMU finds itself at the centre of a progressively denser environment, as the intensification of the City of Toronto continues to expand up Yonge Street and eastward along Dundas Street East and Gerrard Street East.

While the campus has started to deliver taller projects, such as the Daphne Cockwell Health Sciences Complex, overall it is an outlier of low- to mid-rise buildings surrounded by high-rises. A key opportunity for the campus is for future development to respond to surrounding vertical growth, with compact, high-rise design, incorporating a mix of uses and supporting a vibrant and dynamic urban university. The campus can also respond to the residential environment with new academic buildings, residences and spaces that complement the neighbourhood.

DEVELOPMENT AROUND TMU AS OF 2020

- EXISTING BUILDINGS
- TMU BUILDINGS
- EXISTING OPEN SPACES
- APPROVED/UNDER CONSTRUCTION DEVELOPMENTS
- DEVELOPMENT APPLICATIONS UNDER REVIEW

TMU's presence around Yonge and Dundas Streets as of April 2020 (university-occupied spaces in orange).

North Area

- Granby Street and McGill Street low-rise residential area.
- Considerable new density through intensification along Yonge Street and Church Street.
- Mixed-use character with active street frontages.

East Area

- The city transitions to a more residential context, with a mix of mid- to high-rise apartment buildings.
- Location of important social services.
- Key open space destination at Allan Gardens.
- Commercial character along Dundas Street East.

South Area

- Less visual presence of the university along Dundas Street East.
- Mix of commercial buildings, storefronts, cafes and residential spaces.
- Farther south, more office-commercial buildings appear as part of a transition toward the downtown core and central business district.
- Key destinations in the area include St. Michael's Hospital and Moss Park.

West Area

- Transitions to the animation and intensity of urban life along Yonge Street.
- Significant recent developments, including the 80-storey Aura tower, the Peter Gilgan Centre for Research and Learning at SickKids and Ryerson's Sheldon & Tracy Levy Student Learning Centre.
- Thousands of new residents over the past decade, contributing to a growing local community and increasingly vertical neighbourhood.

Opportunities North:

- An enhanced connection could be made along Church Street up to the Mattamy Athletic Centre.
- Greater permeability, animation and transparency should be considered along Gerrard Street.

Opportunities East:

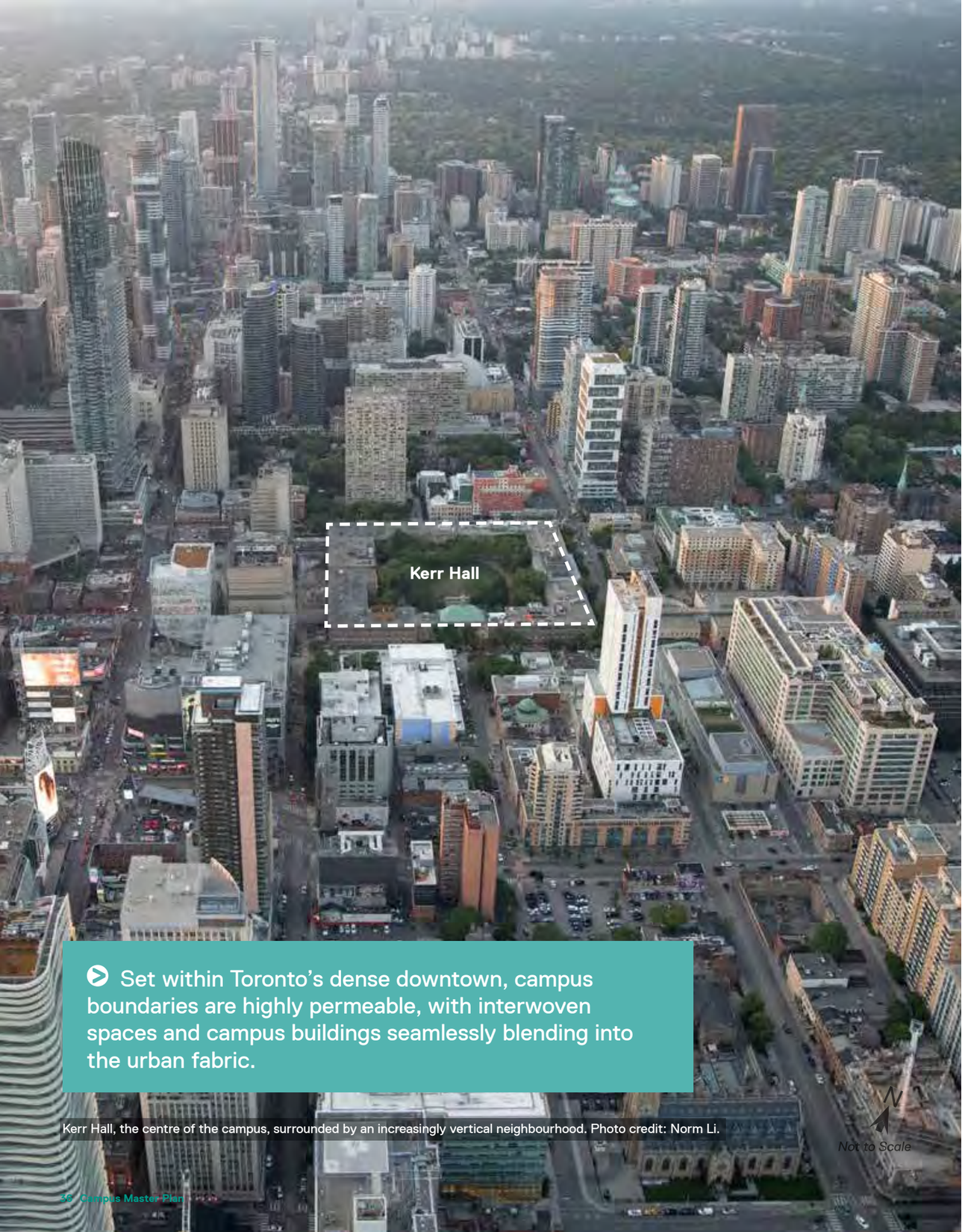
- A stronger TMU visual presence could be established, incorporating wayfinding, signage and lighting.
- New academic buildings and residences could respond to the surrounding residential environment.
- A special focus on Indigenous design elements, knowledge and history could be incorporated in the design of spaces and buildings.

Opportunities South:

- An increased presence on Dundas Street East could be fostered through streetscaping, lighting, wayfinding or new university buildings.
- TMU could work with the City of Toronto to create a better physical connection between Yonge-Dundas Square and Victoria Street.

Opportunities West:

- Amplify street-level presence on Dundas Street West with enhanced wayfinding, streetscaping and public realm elements to extend connections to the Ted Rogers School of Management.
- Align with City of Toronto initiatives to enhance the pedestrian environment on Yonge Street.



Set within Toronto's dense downtown, campus boundaries are highly permeable, with interwoven spaces and campus buildings seamlessly blending into the urban fabric.

Kerr Hall, the centre of the campus, surrounded by an increasingly vertical neighbourhood. Photo credit: Norm Li.

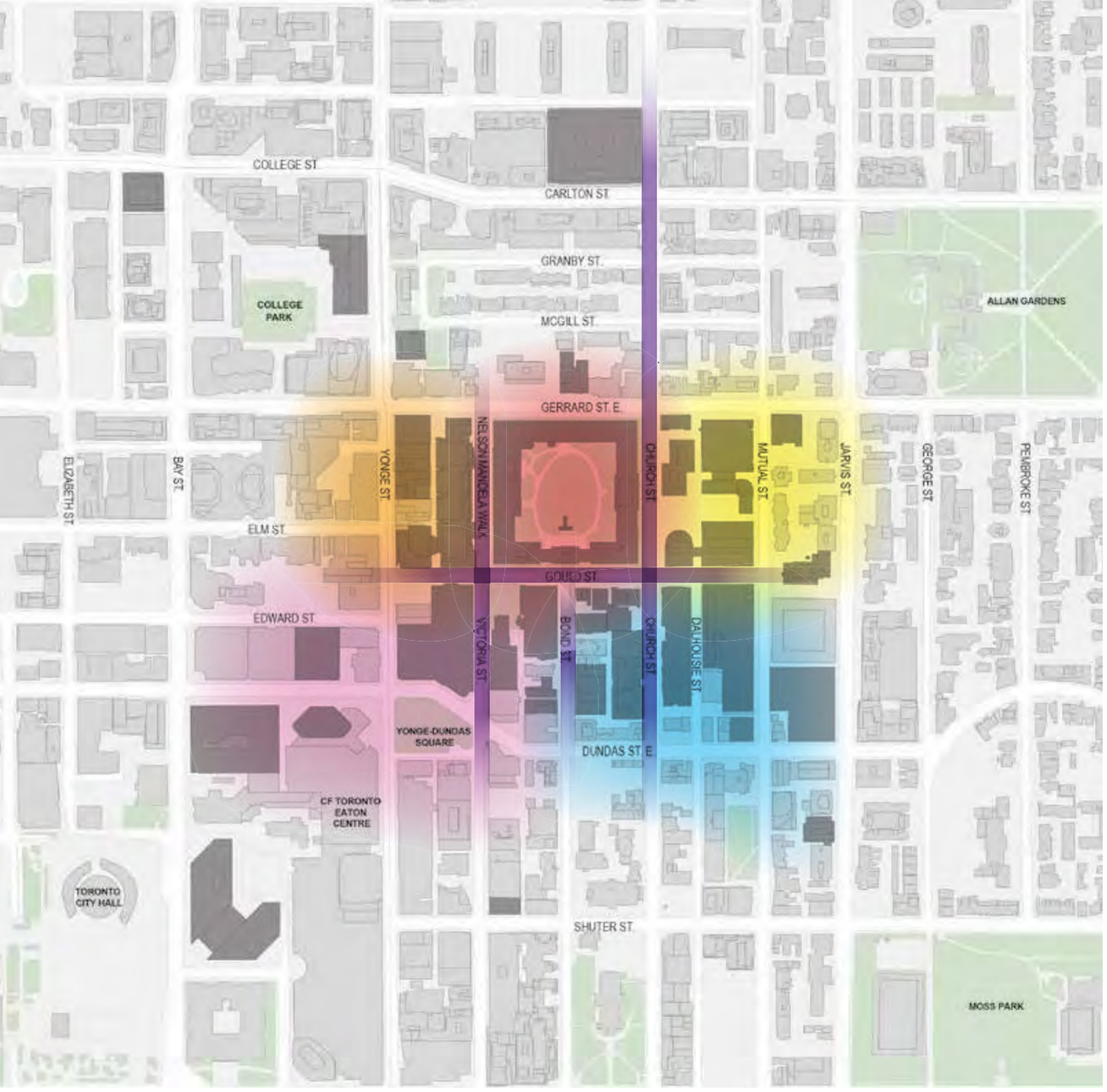
Students walk east along Gould Street.

EXISTING LAND USE AND BUILT FORM

Set within Toronto's dense downtown, the campus blends into the urban fabric with highly permeable and interwoven spaces. TMU has a wide variety of small- and large-scale buildings ranging from brick, heritage-protected residences to large, newly constructed facilities sheathed in glazing.

TMU buildings are regularly intermixed with others, sometimes sharing space within the same building with other users, such as the Ted Rogers School of Management, Mattamy Athletic Centre or the 10 Dundas East complex. Through avoidance of a traditional and historicist building design, TMU has created a thoroughly urban and dynamic campus architecture.

The following describes the campus form and opportunities to support continued progressive change and evolution.



TMU BUILDINGS THE
CAMPUS HEART
NORTHWEST AREA
NORTHEAST AREA
SOUTHWEST AREA
SOUTHEAST AREA
AXIAL SPINES

Not to Scale

Existing Campus Structure

There are a series of important axial relationships through the core campus in which the built form, open spaces and circulation are oriented around. Most of these axial relationships are defined by the internal and external streets, which dictate building orientation and placement, building height and massing, open space character and alignment, the location of campus signature entrances and organizing wayfinding and key circulation routes.

The campus has grown outward in response to these axial relationships to form five campus areas, approximately defined as the Northwest campus, Northeast campus, Southeast campus, Southwest campus and the campus heart.

The five areas are all connected by Gould Street, which functions as the main east-west axis through the campus. Kerr Hall, the Quad and Lake Devo are the heart of the campus, all connected by Victoria Street/Nelson Mandela Walk running north-south. Church Street, another important north-south spine, delineates and bridges east and west campus areas and connects the Mattamy Athletic Centre to the north. Bond Street is significant as it defines an intimate heritage character area and link into the campus, with a direct link into the heart of the campus.

Opportunities:

- Axial spines could be strengthened with new and enhanced building frontages and significant open spaces.
- The termini to each of the axial spines could be better established with strong signature campus entrances, open views into each of the areas and landmark buildings.
- Axial spines could be strengthened as the primary wayfinding and defining elements of the campus.

Building Condition and Usage

A 2017 facility condition analysis report found that TMU's newer or recently renovated buildings, such as the Sheldon & Tracy Levy Student Learning Centre and the Image Arts Building, are in a good state of repair with comparatively low maintenance costs. The report identified many older structures, such as Kerr Hall, that have large ongoing costs to maintain continued operations.

A 2018 asset management plan identified an increasing backlog of deferred maintenance, which is projected to more than double by 2029. As a result, there is an inequality in the condition, function, suitability and character of spaces across the campus, with some university groups located in modern, technologically connected and high-quality spaces while others experience spaces that are functionally deficient.

Opportunities:

- Redevelopment could be prioritized in existing buildings that have high ongoing maintenance costs and poor fit-to-function in order to address space inequalities and add density to the campus.
- The operation and quality of newer buildings could be proactively maintained to prolong functional life.

Campus Architecture and Heritage

The university's growth over the decades has created a wide range of building forms across the campus, and despite some iconic elements, there is no signature TMU building style. The result is a strong diversity of design, with buildings visually and physically blending into the urban fabric, making identifying TMU buildings and circulation within them more dependent on other elements, such as signage and wayfinding.

A portion of the university's older stock is comprised of brutalist-style buildings that have limited access and visibility at the ground level. Sidewalk planters provide seating, but obscure at-grade activities, particularly around Kerr Hall.

However, in the last decade TMU has notably taken on large-scale heritage development projects, such as the Mattamy Athletic Centre and the Centre for Urban Innovation, which respect and preserve the architectural and cultural history of the original buildings. A map of all listed and designated heritage properties is in Appendix B.

Opportunities:

- Design excellence could promote a TMU architectural identity.
- Buildings could be renovated or rebuilt with transparency and interactive uses at the ground floor, supporting street-level activity and animation.
- Cherished historical buildings or features could be conserved through retention or creation of respectful relationships to new builds.
- Strive for welcoming design in buildings to promote inclusiveness.
- Through consultation with the TMU Indigenous community, explore ways to incorporate Indigenous design into specific projects.

TMU's Centre for Urban Innovation combines heritage architecture with modern spaces.

A bas-relief sculpture at Kerr Hall.

An aerial view of the Urban Farm.

A quiet moment in the Kerr Hall Quad.

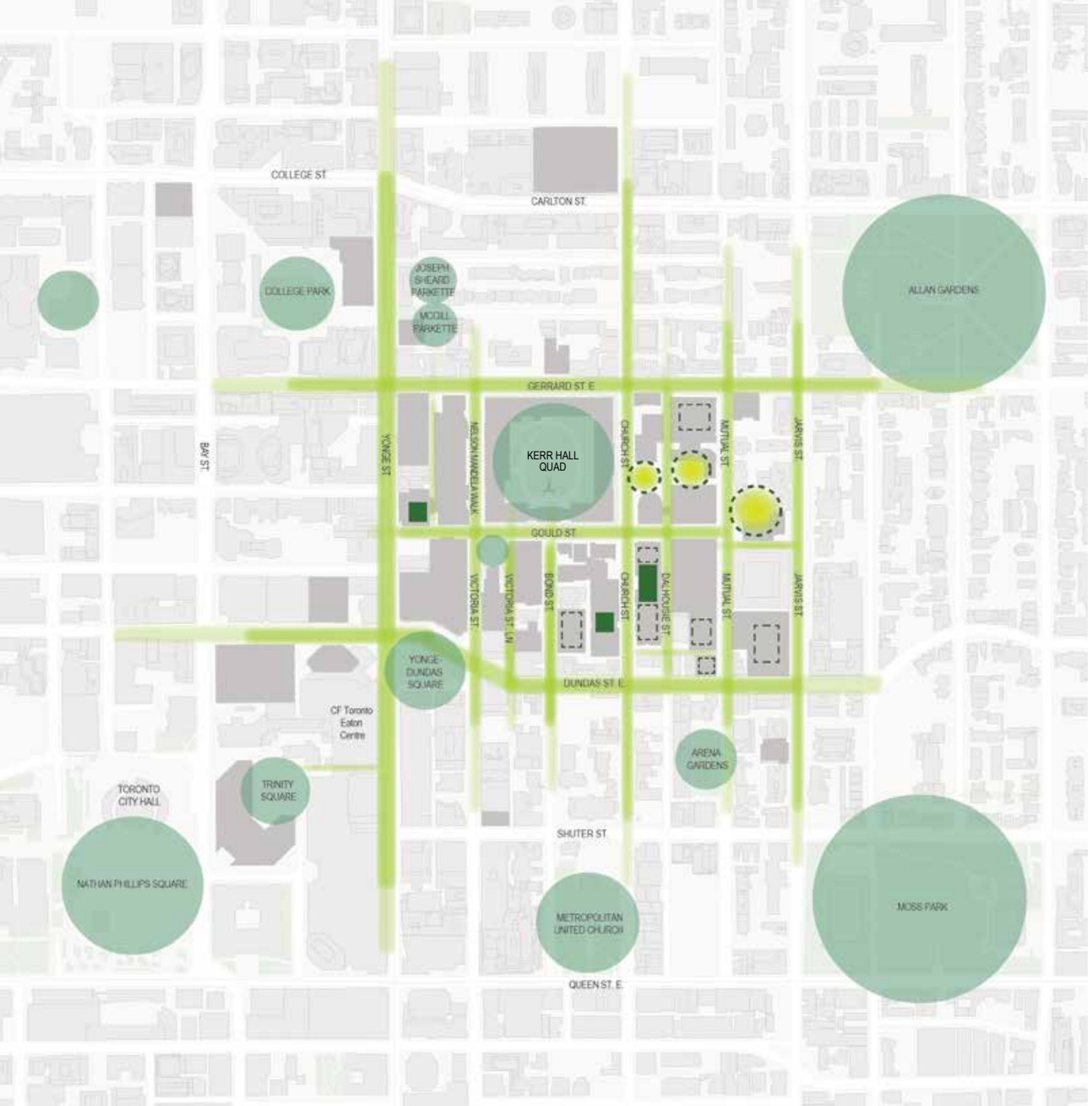
EXISTING OPEN SPACE AND PUBLIC REALM

Open spaces are the publicly accessible parks, plazas, streets and other green areas across the campus. They provide a range of activities to support the wellbeing of the university community, with places for rest, recreation, socialization and pedagogical functions.

Open spaces play a critical role in the campus experience and provide a key amenity in supporting the physical, social and mental health of the TMU community. As defining components of the public realm, open spaces also contribute to a sense of place for the campus and they build TMU's identity. The desire for access to quality open spaces was voiced during consultations as a high priority for the TMU community and was also identified as a significant element in Indigenous design.

While a large component of the open space on campus is owned by TMU (e.g. Lake Devo, and the two Quads), a significant portion includes publicly owned streets and laneways (e.g., Gould Street and Nelson Mandela Walk). These open spaces are shared and enjoyed equally by the public and TMU community and it's important to promote good design, function and connectivity among these areas.

This section provides a review of existing open spaces across the campus, their current condition and future opportunities.



EXISTING OPEN SPACES
EXISTING GREEN ROOFS
NEW/ENHANCED OPEN SPACE OPPORTUNITY
NEW/ENHANCED STREETSCAPING OPPORTUNITY
NEW GREEN/BROWN ROOF OPPORTUNITY

Not to Scale

Existing Open-Space Structure

Open spaces on the campus are organized around a number of sites – Kerr Hall Quad, Pitman Quad and Devonian Square – linked together by streets, paths, laneways and building connections.

Substantial population growth of the surrounding neighbourhood and TMU's increasing enrolment have placed greater maintenance and operational demands on the campus open spaces. In addition, the permeability of the campus means that TMU's open spaces function as neighbourhood destinations.

The provision of new open spaces downtown has not kept up with City of Toronto averages. The 2017 Parkland Strategy found that downtown areas*, including TMU, have about 40 SF of parkland per resident, compared to the city-wide average of approximately 300 SF. The dense urban form of the area means there are few opportunities to create significant new open spaces.

*See City of Toronto's Downtown Plan for boundaries.

Opportunities:

- TMU's existing and new open spaces could be connected to the City of Toronto's open spaces to create a larger network.
- Unified public realm design elements and signature open spaces could enhance TMU's identity and branding.
- Municipal and private partnerships could provide the means to share improvements and maintenance costs of the open spaces.
- TMU could work with the City of Toronto to extend programming to adjacent public spaces and create improved linkages that would benefit the surrounding community.
- Open spaces could incorporate elements of Indigenous design or dedicated areas for ceremony and celebration.
- Student-facing functions and university destination hubs could be located at grade to animate open space.
- Open spaces could be designed to offer year-round programming and activities.

Existing Campus Entrances

Across the campus, a few significant entrances provide moments of arrival, visually signalling to users that they have entered a distinct space defined by TMU's identity. Significant entrances include key intersections, building access points and open spaces.

Some entrances, such as at the Sheldon & Tracy Levy Student Learning Centre, are strongly legible, with lighting, signage, enhanced streetscaping and signature architecture to provide distinction and identity. Others, such as the intersection of Victoria and Dundas Streets, have less visual indication and wayfinding to define them as access points to the campus.

Opportunities:

- Existing entrances could be enhanced with signage, lighting and streetscaping to provide a stronger campus identity.
- New entrances could be established to bolster the presence and identity of the university within the public realm.

Surrounding Open-Space Context

Beyond the immediate campus area, there are a number of public parks and open spaces. These spaces serve a range of uses to meet the needs of residents and visitors, including sports fields, tennis courts, off-leash dog areas, ice rinks, playgrounds, community gardens and spaces for socialization, contemplation and general access to the outdoors.

Opportunities:

- Strengthened wayfinding and connections to these spaces from the TMU Quads and Squares could complement and/or supplement spaces on campus and contribute to a broader open-space network accessible to the university community.

Intersection at Yonge and Gould Streets.

Nathan Phillips Square. Photo credit: Sunyu Kim.

A view of Yonge Street, facing north.

EXISTING TRANSPORTATION AND CIRCULATION

TMU is well-connected to a wide range of transportation systems and options, including public transit, walking and cycling connections.

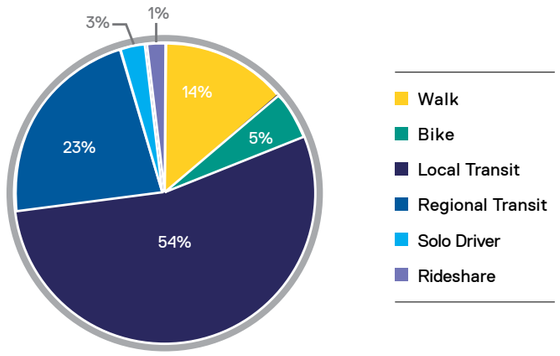
The compact urban environment provides for a pedestrian-friendly place, with most university destinations, facilities and amenities, such as grocery stores, cafes, restaurants, retail, recreation and athletics, student residences, medical offices and social services, accessible within a 10-minute walk of the campus.

Through the design of streets, pedestrian networks, cycling infrastructure and integration with transit, the future campus can continue to support and foster greater opportunities and enhanced experiences for more sustainable and accessible transportation modes. This can take the form of encouraging the use of public transit, walking and cycling over automobile travel, as well as planned universal design infrastructure features to facilitate the use of mobility devices and visual or audio cues to support a wide range of users.

Modal Split and Trip Origin

According to a 2015 StudentMoveTO Survey, 23 per cent of TMU students travel to campus via regional transit (GO train), 54 per cent via local transit, 14 per cent walk and 5 per cent bike. Only 3 per cent drive via single-occupancy vehicle trips and 1 per cent use rideshare services.

A 2015 TMU survey found similar usage among university staff and faculty, with 58 per cent taking transit, 13 per cent biking, 12 per cent walking, 9 per cent driving alone and 5 per cent using a rideshare service. Both surveys found that travel by car represents a minority of the travel mode share.



Opportunities:

- Given the low amount of vehicle trips, the required number of parking spaces in new developments could be reduced, saving costs and providing opportunities for other uses, such as additional bike parking, centralized services and touchdown space for commuters, or program use.
- Rideshare and TTC Wheel-Trans locations could be included in new development and public realm projects.

Transit Network

The campus is well-connected to both surface TTC transit routes (bus, streetcar) and higher-order rapid transit, through the Yonge-University Subway Line (Line 1).

Since 2001, Toronto's growth and limited new capacity has placed increased pressure on transit servicing the campus. Subway Line 1 from Finch to Union Station is the busiest section of any transit line on the TTC network, carrying 450,000 customer trips per day. Ridership on this portion of the line has grown by more than 20 per cent since 2001, with 28,000 to 30,000 users per hour during peak periods as of 2018, leading to near or exceeding capacity for a 90-minute period during the morning rush hour. Subway overcapacity has led to delays and difficulties for users accessing the campus.

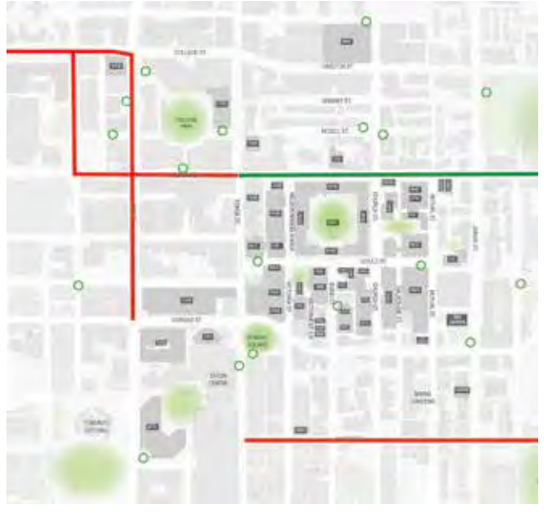
Improvements to address capacity and improve efficiency of operations, including system upgrades such as automatic train control, are currently being implemented. A subway relief line (the Ontario Line) which will divert southbound users from Line 1 and alleviate overcapacity, is in the planning and design phase, with a projected opening date as early as 2027.

Opportunities:

- Adding entrance and exit capacity at the Dundas TTC station could benefit the majority of travellers to campus.

Streetcar at Dundas station. Photo credit: Fairlyoddparents1234.


EXISTING STREETCAR ROUTES
EXISTING BUS ROUTES
EXISTING SUBWAY LINE


EXISTING BIKE-SHARE LOCATIONS
EXISTING BICYCLE LANES
EXISTING CYCLE TRACKS

Cycling Network

Cycling connections are provided primarily via shared road routes. There is only one dedicated cycling lane connection along Gerrard Street. Approximately 1,900 bicycle spaces (owned by TMU, the City of Toronto and the private sector) are located within the core campus area. As of 2019, Bike Share Toronto has six bike-share service stations across the core campus area.

Opportunities:

- Improving design for bike parking at multiple entrances across campus could promote sustainability and wellbeing through increased active travel.
- Provide access to bike parking at grade, which could increase safety and overall use.
- Whenever possible, additional bicycle parking could be provided in weather-protected areas.
- Bicycle parking in leased spaces could be requested to support additional use.

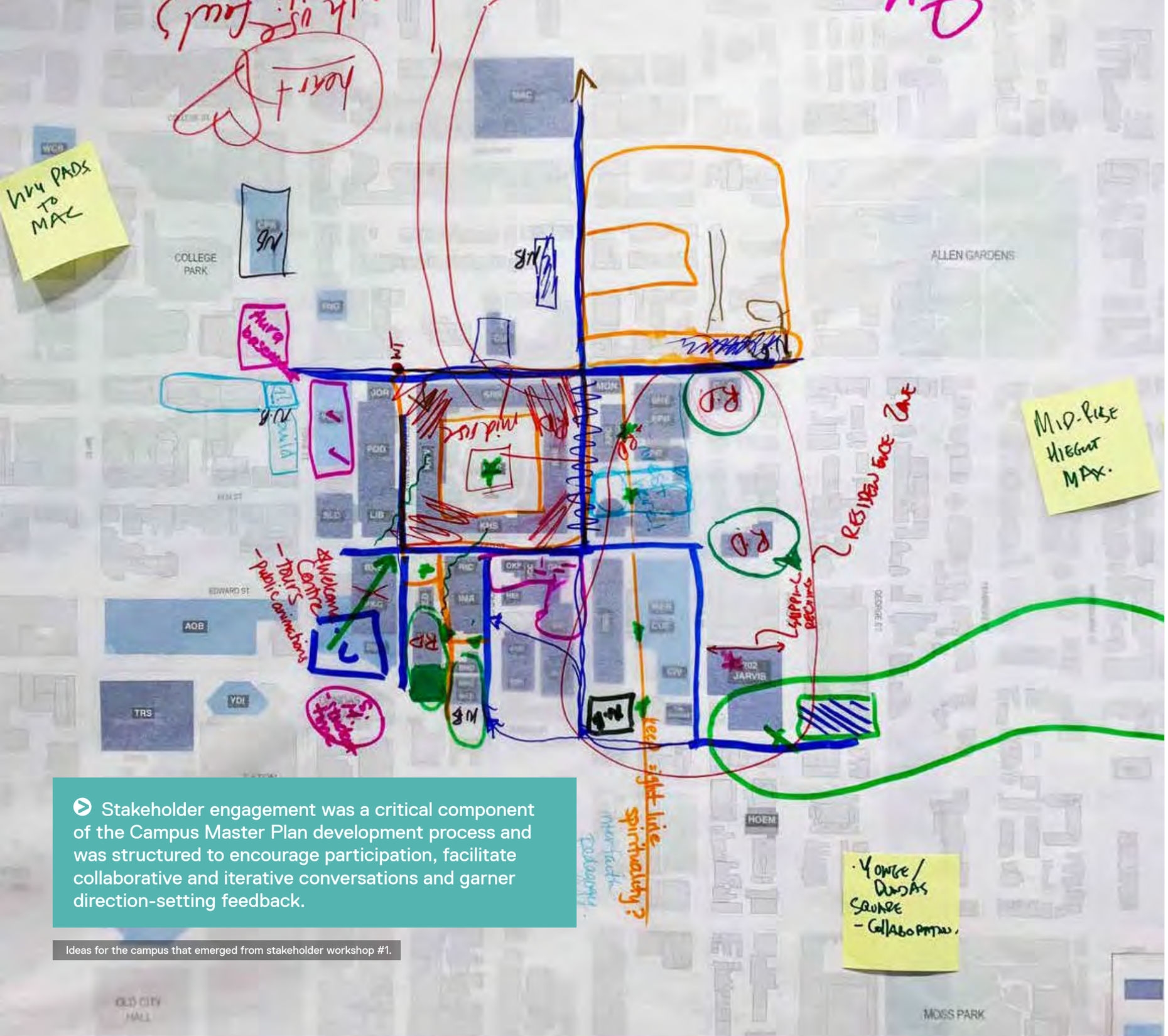

Bike path through Allan Gardens. Photo credit: Clifton Li.

Chapter 3.0

ENGAGEMENT

This Plan is the result of an extensive engagement process involving a wide and diverse range of stakeholders. This section provides an overview of the consultations that took place, the feedback that was received and the major themes that emerged.

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



Ideas for the campus that emerged from stakeholder workshop #1.

OVERVIEW

This chapter summarizes the outcomes of an extensive consultation process that was undertaken during the course of the Plan's development. Stakeholder engagement was a critical component of the process and was structured to encourage participation, facilitate collaborative and iterative conversations and to garner direction-setting feedback.

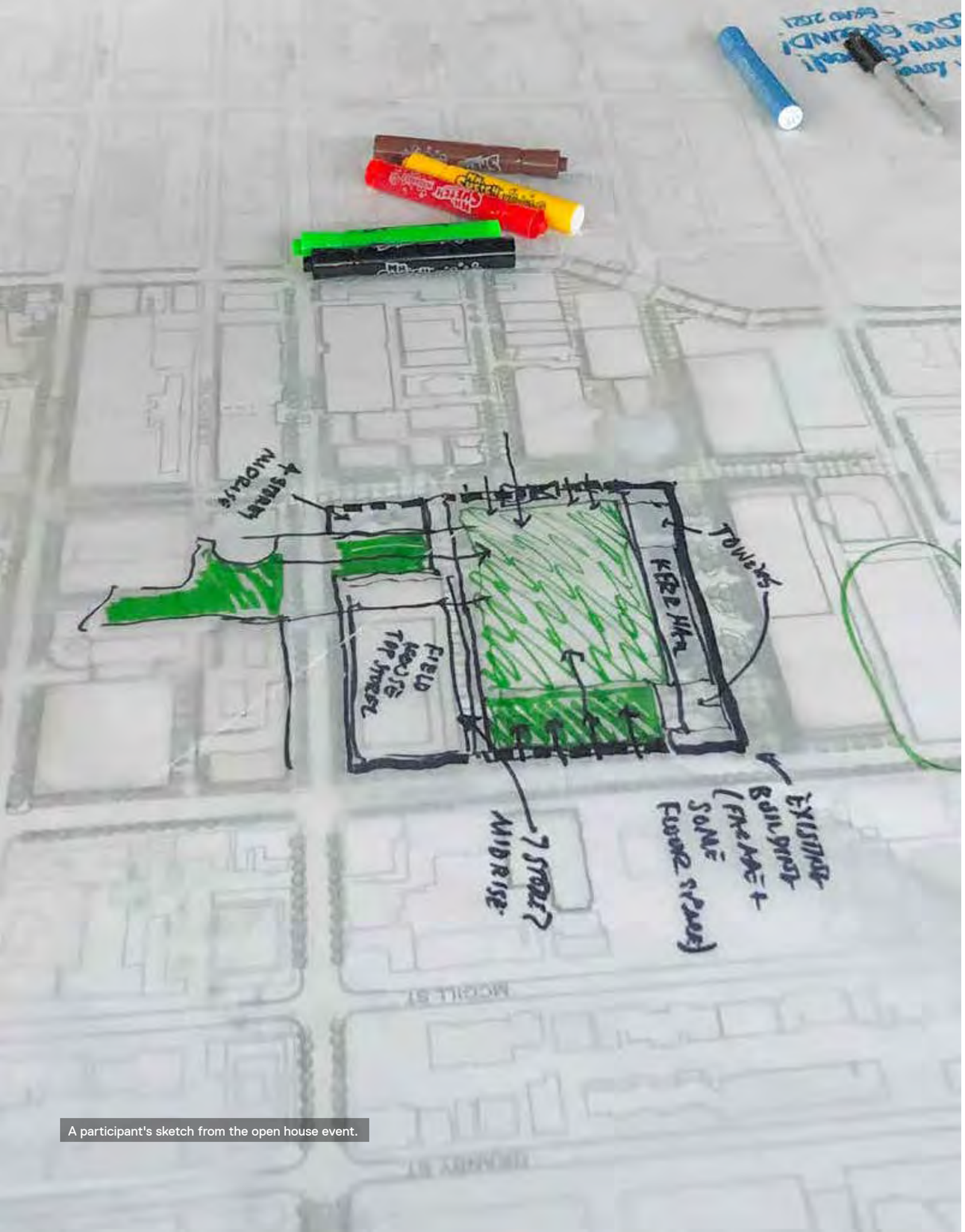
Over the course of the process, more than 1,500 participants lent their voices to the development of the Plan. Student contributions included:

- Representation on the Expert Advisory Group, providing shadow studies and a fresh perspective.
- Creative and thoughtful 3D modelling during workshops and feedback during pop-up events.
- Concept development of public realm interventions created by more than 430 students in the Department of Architectural Science for a collaborative week exercise, based on the Campus Master Plan goals and principles.
- A Faculty of Communications and Design study on participatory planning.
- A campus-wide mobility pattern study that validated the high utilization of campus facilities and particularly study spaces by the TMU community, and underlined the importance and heavy use of direct and sheltered routes across campus. Refer to Appendix G for a summary of this study.

The Engagement-Feedback Loop

The feedback from each engagement touch point was summarized and brought forward for review and distillation, and together with application of best practices and design expertise, informed each step of the design process. This resulted in a Plan that is based on consensus and is reflective of a common vision.

The following provides a chronology of the engagement events and highlights common themes in the feedback.



A participant's sketch from the open house event.

Stage 1 (Jan – Mar 2019)

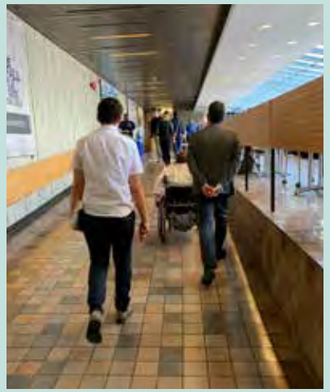
- Stakeholder Interviews
- TMU 2030 Road Show
- Campus Walkshop
- Indigenous Placemaking Workshop
- Board of Governors Presentation
- Steering Committee Presentation

Stage 2 (May – Jul 2019)

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

Stage 3 (Aug – Oct 2019)

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

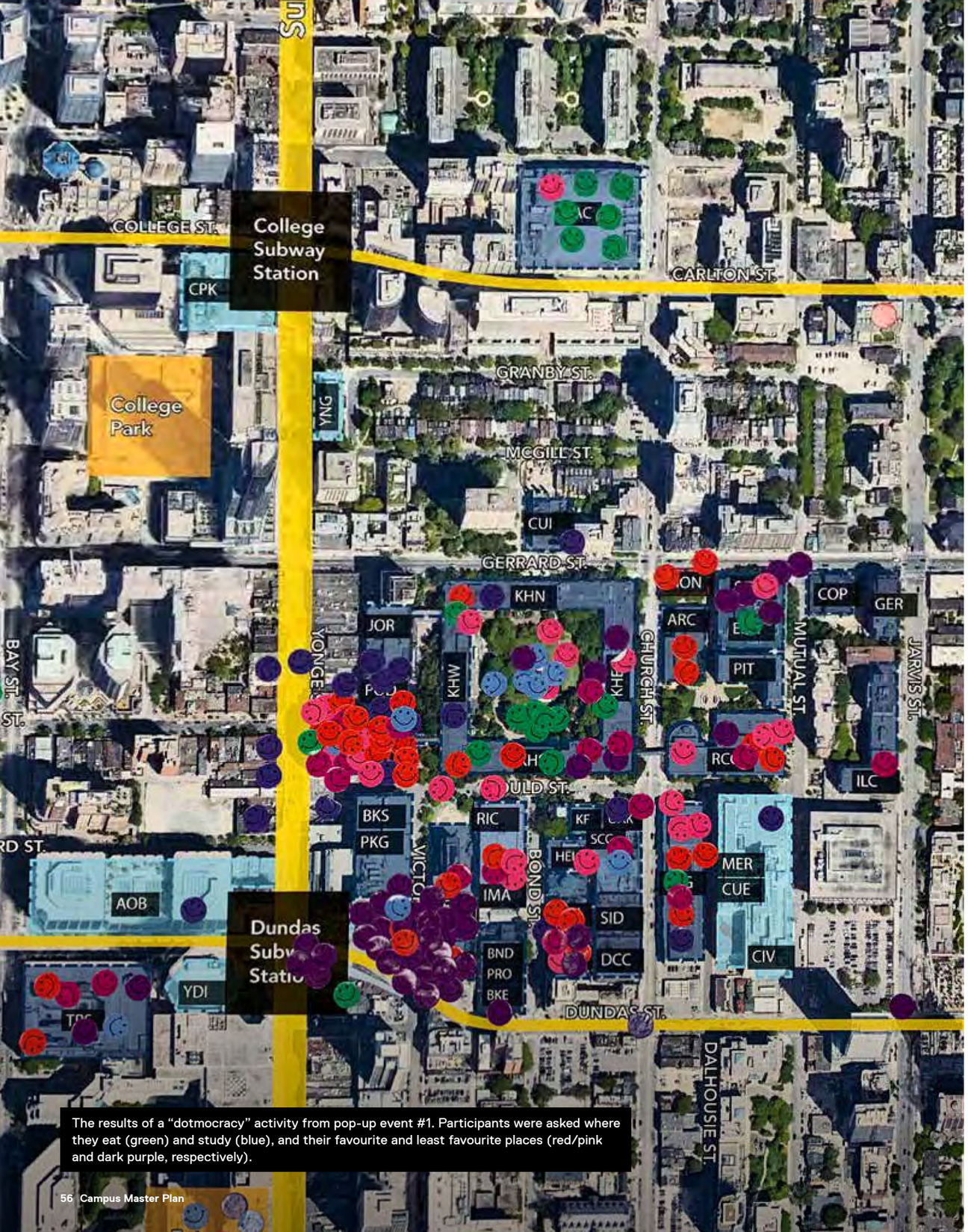


Stage 4 (Nov 2019 – Jan 2020)

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

Stage 5 (Feb – Apr 2020)

- Researchers Complete Studies
- Expert Advisory Group Session
- Executive Group Presentation
- Board of Governors Presentation
- Report Complete



The results of a "dotmocracy" activity from pop-up event #1. Participants were asked where they eat (green) and study (blue), and their favourite and least favourite places (red/pink and dark purple, respectively).

FEEDBACK SUMMARY

The themes presented here reflect key highlights of stakeholder feedback gathered throughout the development of the Plan. The feedback is not a verbatim recording of comments, but is intended to capture the major issues, reoccurring ideas and opportunities and collective aspirations for the campus expressed by participants.

The following provided key guidance to inform the crafting of a vision for the campus, as well as the development of the goals, principles and recommendations in the Campus Master Plan. A more detailed summary can be found in Appendix C.

Campus Experience and Quality of Space

- Create a safe, active, vibrant, high-quality, welcoming, clean and 24/7/365 campus.
- Remain compact, a solution for growth is to go vertical.
- Create a sense of "home" for commuters.
- More natural light.
- Student-facing support services need to be visible and accessible.
- More affordable housing on campus for students.
- Need to plan for space to be ready for growth.
- More free or low-cost event space on campus.
- Create simple, informal areas for all students to hang out, sit and plug in.
- Create flexible, innovative, high-performance research space.
- Classrooms need technology that works, appropriate lighting and updated furniture.

Partnerships and City Building

- Need to increase connection with the community through the campus.
- Consider multi-use developments to generate revenue.
- Need fields for intramural activities.
- Yonge-Dundas Square and other city parks are an opportunity for co-programming.
- Work with the City of Toronto to ease transit issues, especially for commuters.
- Look for space opportunities that connect industry and community with students.
- Open the library to the community as a resource and service facility.
- Need clearer ownership of space for maintenance and safety.
- Use residences to generate revenue in summer months.
- Art, art, art!

Campus Branding

- TMU needs to build its reputation for not only education but also placemaking.
- Improve physical and digital wayfinding.
- Space for growth in research will help Ryerson's reputation.
- Augment and renovate older areas.
- Create districts on campus to make wayfinding easy.
- Campus needs a "WOW" factor, a distinct sense of place within the city.
- Position the library as a "local community library".
- Appropriate space for SRC is essential.
- Library location should be visible.
- Acknowledge heritage.
- More spaces like proposed science galleries to showcase learning and activities.

Centre of Gravity

- Student-facing support services need to be centrally located, on the ground and intentionally inclusive in focusing on diversity.
- Locate housing on periphery of campus.
- Some functions like offices do not need to be central.
- Provide space opportunities to cluster programs and projects.
- Connections and anchoring can occur outside the core campus.
- The Library should remain central, visible as a student support service.

Community Inclusion

- Need to improve the feel of the campus - more "colour", more inviting.
- Balance gentrification with beautification and modernization.
- Retain distinct character of the area – intimate and with retail diversity.
- Increase pedestrian zones and the pedestrian experience on campus.
- Remove barriers, and invite and celebrate diversity (there are 146 countries represented at TMU).
- Need more social and eating places.
- Become more cycling friendly with parking, secure storage, showers.
- Welcome the public on campus – important connection to community.
- Create multi-faith space.
- Need places that create a sense of community (e.g., designated event and outreach space, a welcome centre, student support and club space, a multipurpose facility for events and education sessions, etc.).

Sustainability

- Employ sustainable systems and lead by example.
- Develop campus resilience.
- Explore alternative energy for carbon neutrality.
- Plan for urban sustainability and adaptation to climate change.
- Add more greenroofs, gardens and farms on top of new and existing buildings.
- Farmers' market is a great addition.
- Protect the green space on the Quads and add more green space.
- Operate the campus as a "living lab" for data, research and application of new and sustainable technologies.

Indigenization

- Create capacity to practice spirituality without barriers.
- Create ceremonial space for wellbeing and gatherings.
- Need space for teachings that ensures comfort for grandmothers, grandfathers and families.
- Create quality, inclusive Indigenous space supported by appropriate technology and infrastructure that embeds Indigenous participation and perspectives within TMU's teaching, learning, research and community-building spaces.
- Use existing infrastructure to showcase traditional and contemporary Indigenous art.
- Need space for inclusive and quiet reflection and meditation.
- Consider exploring the concept of the Eastern Door and a connection to the Faculty of Community Services on campus, with further consultation.
- Create and use gardens for traditional food and sacred medicines.

Accessibility

- Employ research and consultation-based design when building new spaces to allow for a space to be truly accessible.
- Need higher capacity subway exits and more of them.
- Better indoor connectivity and weather-protected passages are needed for pedestrians with or without assistive devices.
- TTC Wheel-Trans drop offs need careful consideration.
- Make it easier to navigate the campus in all conditions and seasons by locating wayfinding at intuitive locations and pushing digital wayfinding to devices.

Community and Personal Safety

- TMU is losing its sense of safety and comfort.
- Some buildings feel unsafe – consider lighting and views when designing new spaces.
- Balance safety with openness.
- Work with the City of Toronto to come to a consensus on patrols.
- Improve open public spaces so they are not dark and empty.
- Need to keep the campus well-lit at night, weekdays and weekends.
- Being downtown gives our students, faculty and staff more awareness of complex urban conditions than other campuses.
- Need to encourage pedestrian-friendly activities in open spaces.
- Parking on campus can be improved.

Health and Wellbeing

- Create a student-centered wellness centre where everyone is welcome.
- Balance growth with protecting our sunlight and air quality.
- Mental and physical health and wellbeing are important so it would be good to expand recreational facilities.
- More green space to encourage students to take breaks, meditate, play sports, study and get OUTSIDE.
- More dedicated wellbeing and lounge spaces for resting, interacting and networking.
- Spaces between buildings can be paths for access to green areas.
- More trees, more grass and less planters.
- Create more green space – indoors and outdoors – that can be used all year.
- Reimagine both Quads and connect green spaces.

Chapter 4.0

GROWTH ANALYSIS

A TMU research lab in the MaRS Discovery District.

The growth analysis examines future physical space requirements and options to meet growth needs, and identifies opportunity sites that have potential for intensification and additional density.

OBJECTIVES

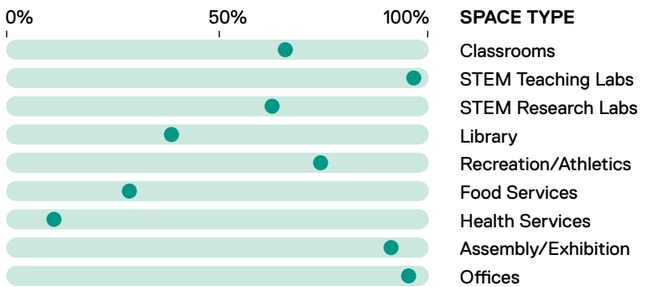
The growth analysis examines the physical space requirements at different enrolment milestones, based on existing space averages at a selected set of peer institutions: York University (Keele campus), the Universities of Waterloo and Windsor, Carleton University and Brock University. All of these institutions are generally located in an urban centre, and are not home to a medical school. The space data was collected from the Council of Ontario Universities (COU) 2016-17 Triennial Inventory of Physical Facilities report.

FUTURE NEEDS

Based on current density, future projected enrolment growth over the next decade and beyond cannot be accommodated within existing buildings and will require the creation of new facilities to meet the need for classrooms, research space, library, offices, social and support spaces, amenities and other university functions.
To assess the scale of TMU's future space needs, the existing space inventory and current utilization was analyzed, providing a current condition baseline.
The deficient areas are shown in the adjacent chart. Then, the future space needs to meet enrolment were estimated, based on both TMU's historical average for space allocation per FTE student and the ratios for peer institutions.

Given TMU's distinctly urban location, surrounding amenities, operational considerations and the historical nature of the COU data, the estimate remains high level, providing only indicative information. It is intended to describe an order of magnitude characterization of the inventory differences between TMU and this peer set a) in the current state, b) considering the projects in the planning stage at the time of the report and c) in the future at different enrolment levels, assuming peers continue to add the same amount of space proportionate to their enrolment growth. The recommendations are intended to contextualize TMU's space needs for the large scale, long-term redevelopment opportunities identified in the next section.

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



Academic Space

Classrooms

Classroom space is substantially deficient – TMU has approximately 65 per cent of its peers' inventory, on average. The addition of new buildings in the planning phase will add over 100,000 SF of classroom space, however paired with enrolment growth, the fact that a significant portion of TMU's classrooms are located in leased space and considering all classrooms have a very high scheduled utilization rate (particularly in larger classrooms), a need emerges for increased capacity and redundancy in a critical operational function. Concerns with quality and flexibility were frequently raised in consultations, as teaching and learning strategies have evolved and will continue to evolve. TMU is developing classroom standards to more specifically shape improvements and design for new classroom spaces.

Opportunities:

- Additional classrooms should be considered on the lower levels of all larger opportunity sites, in accordance with the developed classroom standards, to ensure a distributed model that grows with the campus and enrolment.

Teaching Labs (STEM)

TMU has approximately 95 per cent of the teaching lab space compared to peer averages and the gap will be effectively closed if all projects in the planning pipeline move ahead. Feedback from consultations identified studio space as a distinct priority, as well as having appropriate, flexible teaching space ready to support future growth and program delivery changes.

Opportunities:

- Additional teaching lab space should be planned for in the core campus area.
- Where possible, deliver teaching spaces that are flexible and scalable for changing uses.

Research Labs (STEM)

TMU has just over 60 per cent of the research lab space compared to peer averages. This gap will be significantly lessened if all projects in the planning pipeline move ahead. Feedback from consultations identified having collaborative research space ready for quick occupancy to support successful grants and for future expansion.

Opportunities:

- To accomodate grant opportunities and future growth, TMU should proactively plan for additional research lab space.
- Where space can be shared, consider additional research partnering opportunities with hospitals or organizations in the area – alternatively, create hubs of activity near an existing node outside of the core campus area.

Centre for Urban Energy research lab.

Library

TMU's Library space is deficient, with only 40 per cent of the same area compared to peer institutions. The TMU Library & Archives is located at the heart of campus and serves as an academic gateway for the university community and the public. It is not surprising that consultation revealed a need for significantly more library space – the kind that is required by, and purposely designed for, a comprehensive research institution.

The university's Strategic Research Plan also underlines the Toronto Metropolitan University Library & Archives as an essential resource for learning, research, study and collaboration. Specific comments from the consultations focused on the quality of existing space and the desire for more bookable group space and quiet, individual study space. It was noted that the current facilities are generally open to and used by the public and are a highly desirable location for student learning and study. Consultation feedback also indicated that the Library was significantly oversubscribed (high utilization was also validated in the mobility pattern study), particularly at exam times, and that overall the space is challenging to navigate. Feedback on related experiential learning spaces is also relevant for library space needs.

Opportunities (from Library Master Plan):

- The Library should continue to be located in a prominent location at the heart of campus.
- Focus on bold design that embraces and reflects appropriate Indigenous placemaking and design principles and includes nature, natural elements and green spaces as part of the learning environment.
- Ground presence should be a priority with visible, accessible, convenient and welcoming access.
- Spaces must be developed that are innovative and technologically rich to support learning and SRC activities.
- TMU should create flexible spaces that enable a multiplicity of uses over time and encourage gathering and collaboration.

The TMU Library & Archives.

Support-Function Space

Recreation and Athletics

TMU has approximately 70 per cent of the indoor recreation and athletic space of its peers, and as noted in the COU definitions, recreation and athletic space can vary widely across institutions. Feedback from consultations highlighted this type of space as an important component of student health and wellbeing. Specifically, comments focused on the quality of existing space, the desire for more space that supports intramural sports and the desire for more private workout space. Both indoor and outdoor facilities were identified as priorities.

Opportunities:

- Improvements should be made to the existing spaces and additional indoor recreation and active wellbeing space should be planned to accommodate enrolment growth.
- Partnering opportunities with neighbourhood parks and schools for outdoor fields and clubhouses should be explored.
- If feasible, opportunities for outdoor activities via rooftop playing/activity surfaces should be explored, as well as creating connections to nature via indoor activity spaces that provide views of outdoor green space.

The Mattamy Athletic Centre.

Food Services

Compared to its peers, TMU has 33 per cent of the food-services space per student. Although this appears to be the one of largest deficits, it must be examined in the context of university's location at Yonge and Dundas Streets and the existing neighbourhood amenities. A 2017 food services master plan study inventoried over 275 food service providers within a five-minute walk of the campus. Within a 10-minute walking radius of the heart of the campus, there are several grocery stores, food courts, small-scale independent eateries and larger chain restaurants. The scale and number of the surrounding providers is a unique characteristic of the TMU campus area that must be considered when comparing to peer space averages. Also, TMU's function as a commuter school influences the specific main product offerings, customer experience and service styles preferred by students, faculty and staff. Consultation feedback pointed out a need for more inexpensive and healthy food options as a priority.

Opportunities:

- Where possible, food preparation and community eating areas should be included in each campus "neighbourhood" when renovating or redeveloping space.
- Food service areas should be added in or around any new student residence.
- Continue to promote farmers' markets and urban farming on campus – at grade, on roofs or by going vertical.

Pitman Dining Hall.

Health Services

At only nine per cent of the peer averages, this category of space is the largest discrepancy compared to peers. It is defined by COU as facilities that provide health services primarily to the general university population. It should be noted, however, that there are three hospitals in the immediate vicinity of the campus, as well as a number of medical and dental clinics open to the public, which may supplement a small amount of on-campus services to an extent. Consultation feedback highlighted that space was desired not only to 'fix' something, but to promote wellbeing as a student priority.

Opportunities:

- Redevelopment of small, underutilized sites should be considered to increase space for health services. Alternatively, space dedicated to this function could be incorporated into a larger project.
- Given their important role in supporting students, health services should be located near the heart of the campus.

Assembly and Exhibition

TMU has more than 90 per cent of the peer average amount of space for assembly and exhibition space, but there was consistent feedback from the consultations that more large- and small-scale space would be utilized well and that existing space like the TMU Theatre could be reimagined and function differently. Examples included large conference and networking events that could be hosted by or attracted to TMU if the capacity existed. (Currently, TMU turns away booking inquiries, or books with external venues at a premium cost.) TMU's high utilization rates in all its spaces also creates a need for these venues – when facilities are taken off-line due to planned or unplanned repairs, there is currently no swing space available, except in hotels and other event rental spaces. A desire also emerged for affordable, designated event spaces for public outreach and engagement around TMU's SRC activity, as well as to host and promote initiatives to further social justice, human rights and community inclusion. The need for additional space for this use was relayed in many forms: as an event space for town halls; as meeting space for small community- and peer-support groups; as a welcome centre to showcase TMU's work; and as designated conference space with enough capacity to host the internal and external community.

Opportunities:

- Additional event space could be considered on lower levels of large opportunity sites.
- Partnership opportunities could be explored with community organizations to provide or build additional meeting and event space.
- Multi-purpose assembly and exhibition space could be created that could also be used for other academic functions, where possible.

Office Space

Offices

TMU's office space requirement is based on the current target standard, which is 90 per cent of the overall COU system average for all universities. Consultation feedback generally pointed to lack of ready space for growth, and more specifically needing space for research offices, graduate students' offices and appropriate meeting rooms for presentations and students' dissertation defense. This is consistent with the data that suggests a currently existing shortage of space for graduate students' use and an overall shortage of academic and administrative office space that can accomodate growth.

Opportunities:

- The upper levels of large opportunity sites should include additional office space, thus ensuring a distributed model that adds capacity as the campus evolves.
- TMU should consider locating and building meeting rooms and lounges that can be shared across the university community.

FUTURE SPACE NEEDS AT VARIOUS ENROLMENT MILESTONES

The table below expresses a bottom-line range of space needs at different enrolment milestones. This assumes all projects in the planning phase have proceeded in parallel with enrolment growth up to 42,000 FTE students and it also assumes that the leased portfolio stays intact. The enrolment milestones and peer averages are not time-bound targets, but they indicate a significant, order-of-magnitude need for physical expansion to minimize a current space deficit (relative to peers) and to accommodate additional enrolment growth.

	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).

HOUSING

The TMU Board of Governors passed a resolution to add 2,000 new residence beds to the university's portfolio. Since then, TMU has added 925 beds through a public-private partnership (PPP) and development on the university's own lands. A large student residence tower is currently in the planning phase for 202 Jarvis St., as TMU continues to increase the number of beds available to students in an increasingly tight housing market, and provide student residence-life services that support academic success.

Over the last decade, rising housing costs have become a significant issue for the university community. The StudentMoveTO Survey (2016) across four downtown institutions found that 24 per cent of students rated housing costs as the most important factor when deciding where to live and that one-third of all respondents travel more than two hours each day to attend classes. Based on feedback from the Plan consultations, finding affordable housing in the campus area remains a challenge for students and the TMU community. A 2019 urbanMetrics study commissioned for this report found that there are nearly three times the number of condo apartment units in the TMU housing precinct than there are purpose-built rentals and the rent for condo units is on average 45 per cent higher than rental apartment units. According to an annual rental market survey completed in 2019 by the Canada Mortgage Housing Corp., rental housing in the downtown core is nearly 30 per cent more expensive than the rest of the Greater Toronto Area, with rents continuing to accelerate and vacancy rates remaining low.

This precinct area currently contains approximately 35,000 residential units with more than 24,000 additional units proposed or under construction at the time of this report (urbanMetrics, 2019). However, while this potential and significant intensification of the area provides additional stock, the majority are proposed condominium units. Affordability may continue to be a challenge in any new development if land and construction costs continue to rise along the same trajectory as the past decade.

GROWTH OPTIONS

Historically, TMU 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. However, due to significant intensification over the last decade and rising real-estate values, opportunities for future property acquisitions in the campus 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.

To meet growth needs, TMU has few options to secure new space. These options respond to a range of needs, contexts and potential resources, such as partnerships, funding opportunities and market conditions. During the development of the Plan, a range of growth strategies was reviewed. A key theme was for growth to remain compact and focused around the existing core campus. The following examines strategies to add capacity while striving to retain the proximity of buildings and a compact relationship.

The Ted Rogers School of Management at Bay and Dundas Streets.

New Property Acquisitions

While the Campus Master Plan considers only properties already owned by the university, TMU should continue to pursue new acquisitions when opportunities arise. When a property is not feasible or desirable for TMU to acquire on its own, a strata purchase from a future partner may be a preferred alternative.

This arrangement would enable a new owner to work closely with TMU on massing variations and TMU to address existing space constraints by acquiring podium space for academic use. It is critical to establish the minimum requirements of the space needs – such as ceiling heights, column distances, operational procedures, etc. – in detail at the outset.

Redevelopment and Renovation

Existing TMU-owned buildings present the most significant opportunities to create new space through intensification and renewal. As building systems approach the end of their functional life cycle due to maintenance, repair/replacement needs and changing usage patterns, there is an opportunity to reimagine areas of the campus for the future.

Redevelopment allows TMU to capture additional density within existing properties, supporting growth. There is also the opportunity to replace existing buildings with modern, technologically connected spaces, with the flexibility to accommodate future SRC functions.

Not all properties may be candidates for redevelopment. Many spaces may continue to function and meet the needs of users with significant renewal or modernization of the heating, ventilation and air conditioning system, elevators, updated technology, other infrastructure systems and reconfiguration to more efficiently and effectively accommodate programming.

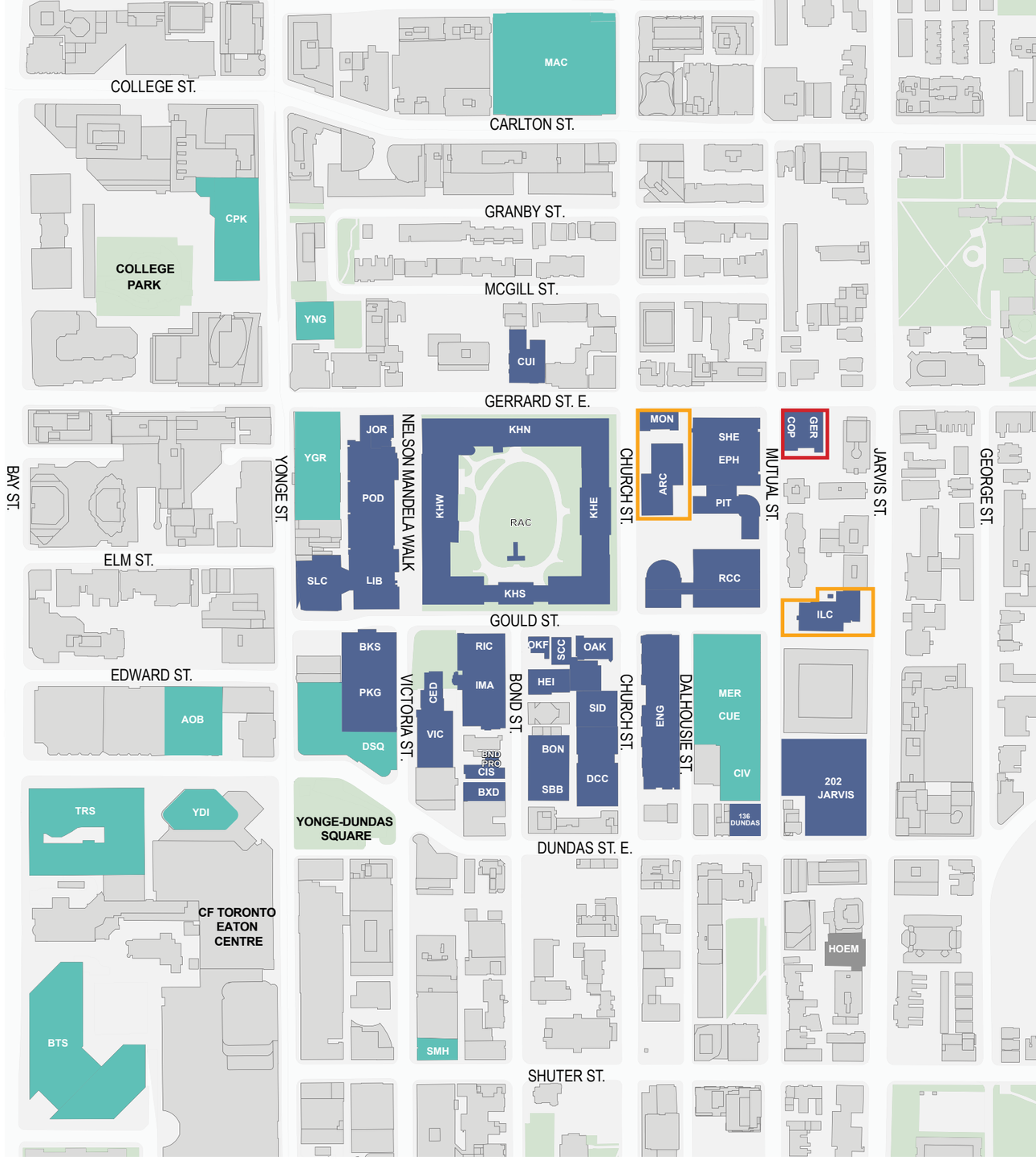
Renovations and adaptive reuse can also divert waste from landfill. This approach preserves embodied carbon in existing materials, provides refreshed spaces for quicker use than demolition and redevelopment and may be a preferred option, in some cases, subject to the condition and capacity of the existing buildings for gentle intensification.

With either redevelopment or renovation, TMU can plan for long term transformation and change across the core campus and be nimble and ready to support new requirements on campus when funding becomes available. In addition to continuing to plan a pipeline of capital projects to add space, TMU will need to be responsive to short-term space needs and provide decanting and swing space as needed while the longer-term initiatives are underway.

Leases

Leased spaces provide opportunistic options to expand campus space, ideal for a shorter-term, immediate requirement compared to the time and capital investment required for acquisitions, redevelopment or major renovations in existing buildings. However, leases may be geographically isolated and disconnected from the core campus, may have limitations for use and may have uncertain security over the long term if there are no options for renewal. Also, rising rent costs and market availability for new options present a need for a case-by-case analysis for future requirements.

Over the long term, it is recommended to consolidate leased spaces and locate student-facing, extended-hour and special event functions in TMU-owned buildings. However, it is recognized that leases may continue to play an important role, particularly in response to time-sensitive program opportunities or funding sources.



Student Residences

Opportunities for residences are closely informed by site size and location. Larger sites (~25,000 SF or larger) may provide options for mixed use, with the integration of residences in towers above academic podiums. Stand-alone residences are also options on smaller properties where the site area may not be significantly larger than the maximum ~8,000 SF residential floor plate and if academic space can be accommodated on other sites.

The locations on the map on the previous page show potential sites on TMU lands where the size of the property and opportunity for height creates conditions that could support new residences. Using existing owned lands can also contribute to affordability by avoiding rising land purchase costs. Considering options such as nano suites and larger-scale developments can capture economies of scale. Opportunities within the housing precinct could be considered for student residences either through acquisition of new lands, development of existing sites or through partnerships. These opportunities are subject to meeting TMU's guidelines that promote a consistent student experience and preserve capital for building or refreshing academic space.

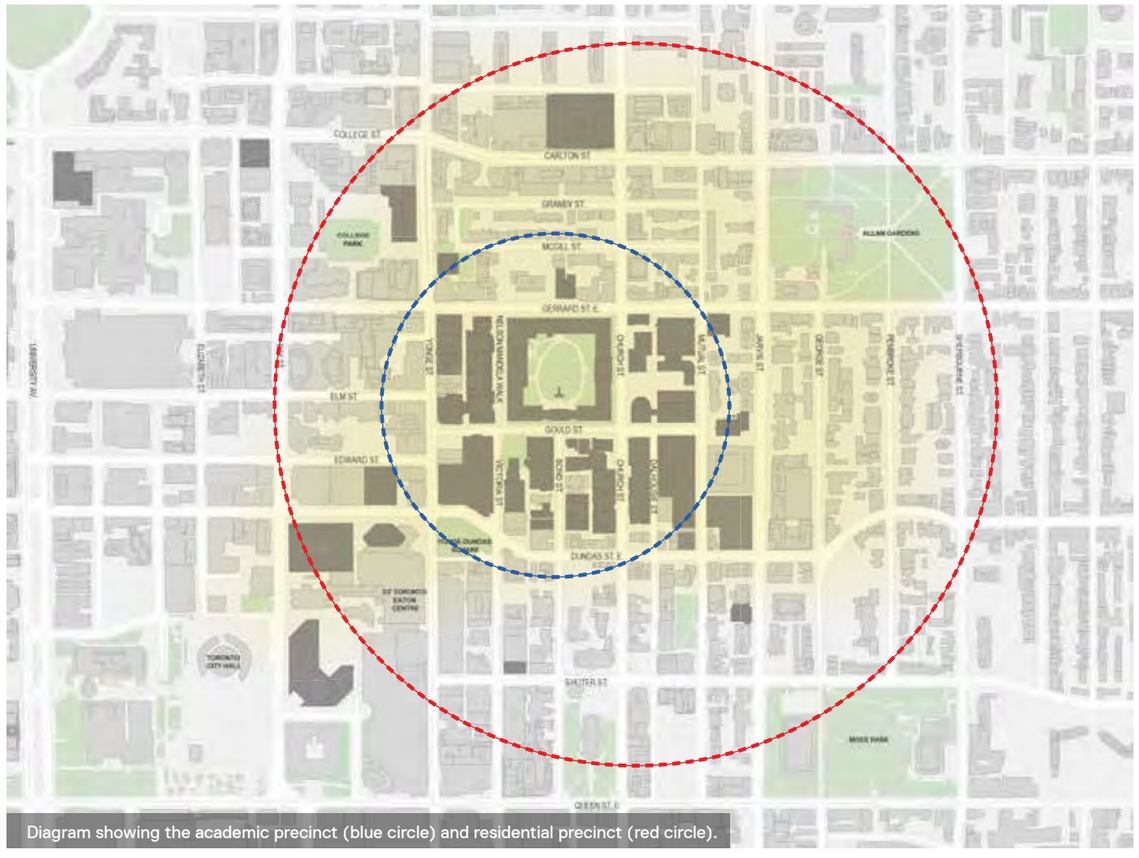


Diagram showing the academic precinct (blue circle) and residential precinct (red circle).

Nodes

If timing, term and adjacent synergies present an opportunity that supports the Campus Master Plan goals and principles, but space cannot be located within the core area, node spaces can provide an option for growth. Nodes can be designed to meet the needs of a local community, and if developed with some scale, can still achieve their own sense of place and identity irrespective of their proximity or distance from campus. Node spaces should remain firmly recognizable as part of TMU and aligned with the university's mission and values, including ensuring that the standard of design and operations are consistent across different facilities, regardless of location. The design and development of nodes should be informed by the location, type of space and use and will be determined by the objectives and opportunities that a given node offers.

Research lab at the MaRS Discovery District.

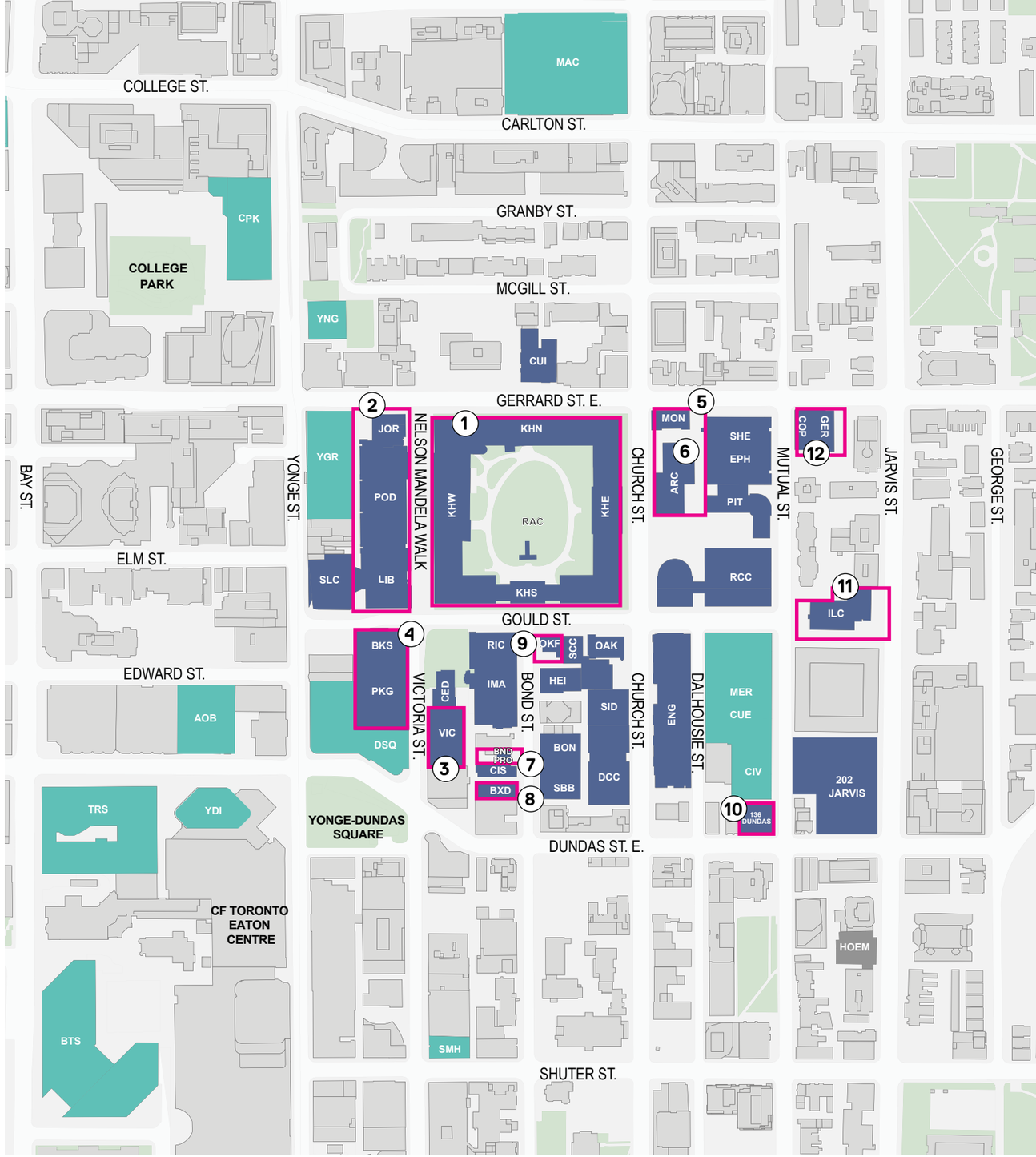
OPPORTUNITY SITES

TMU's 2017 VFA facility condition assessment report and 2018 asset management plan were reviewed to determine opportunity renovation or redevelopment sites on campus. Vacant sites and properties requiring a significant investment to update aging systems are outlined in pink on the map to the right.

A substantial proportion of TMU's owned sites require deferred maintenance investment and may also provide opportunities for increased density and improved fit-to-function. The International Living/Learning Centre and Parking Garage present interesting opportunities to add academic space if it is feasible to change their current ancillary functions. Many of the sites have adjacencies to other buildings that together present larger opportunities. While some of these sites may be best optimized through comprehensive redevelopment, given the long-range timelines for implementation and a focus on sustainable practices, many of these may be candidates for internal renovations to 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)**



TMU-OWNED PROPERTY
TMU LEASED/STRATA BUILDINGS
OPPORTUNITY SITES

Not to Scale

Chapter 5.0

VISION, GOALS AND PRINCIPLES

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

The Campus Master Plan vision describes the aspirational future state of TMU's physical campus while the goals and principles set direction for the implementation of the Plan.

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 and 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.

Lake Devo and Gould Street.

GOALS AND PRINCIPLES

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, galleries, 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 Mattamy Athletic Centre.

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.

Pride flag-raising ceremony.

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 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.

Outdoor movie screening on Gould Street.

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.

Balzac's Coffee Roasters cafe on Gould Street.

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.

Research lab at the MaRS Discovery District.

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.

Goal 7: A 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: spaces for practicing faith without barriers; affordable food, water and childcare; 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.

Students relaxing in the Kerr Hall Quad.

Chapter 6.0

CONCEPT PLAN AND FRAMEWORKS

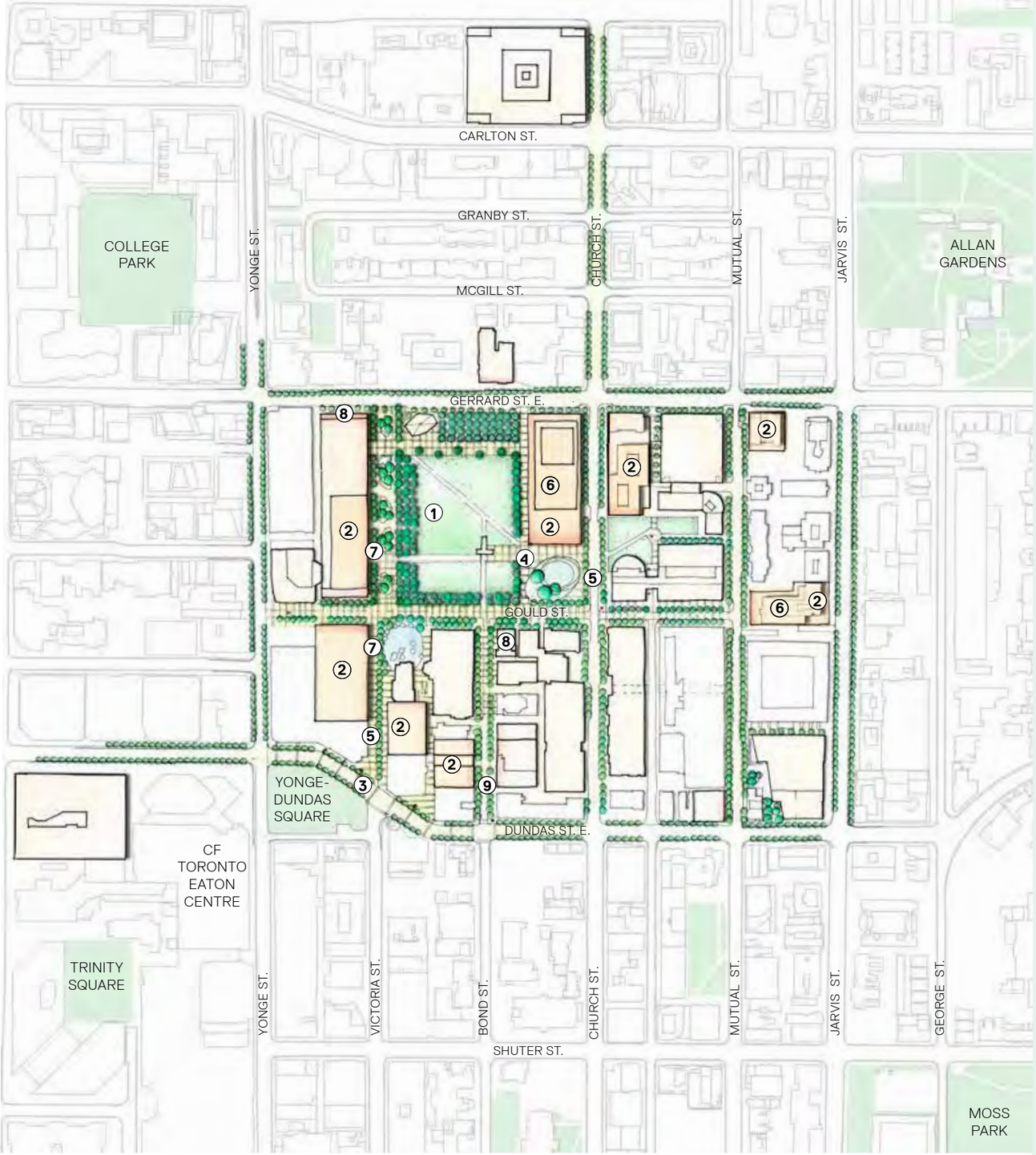
The concept plan demonstrates the potential evolution of TMU's campus over the coming decades.

Public space installation in Chattanooga, Tenn. Photo credit: Garey Gomez. Design by SPORTS Collaborative.

CONCEPT PLAN

The concept plan demonstrates the potential evolution of TMU's campus over the coming decades. Informed by the Campus Master Plan 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. This would be delivered in a connected, vibrant and active place of health, sustainability, wellbeing, inclusivity and pedagogy, supporting a world-class educational experience in the heart of downtown Toronto.

The future campus aims to provide more space for new classrooms and teaching, research and study areas, and to transform the Kerr Hall Quad into a welcoming convening place for the university and community.



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.

Not to Scale

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

Reimagined, modern, connected and distinctive buildings showcase design 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 laboratory 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 Campus Public Realm Plan, and by extending the unified design elements established in the CCR project, 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 entrance. 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.

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 amoung 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.

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 a diversity of **spaces for socialization and relaxation** and to support life on campus, as well as spaces that can provide 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 bike lanes, shared streets across the campus and secure storage 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.

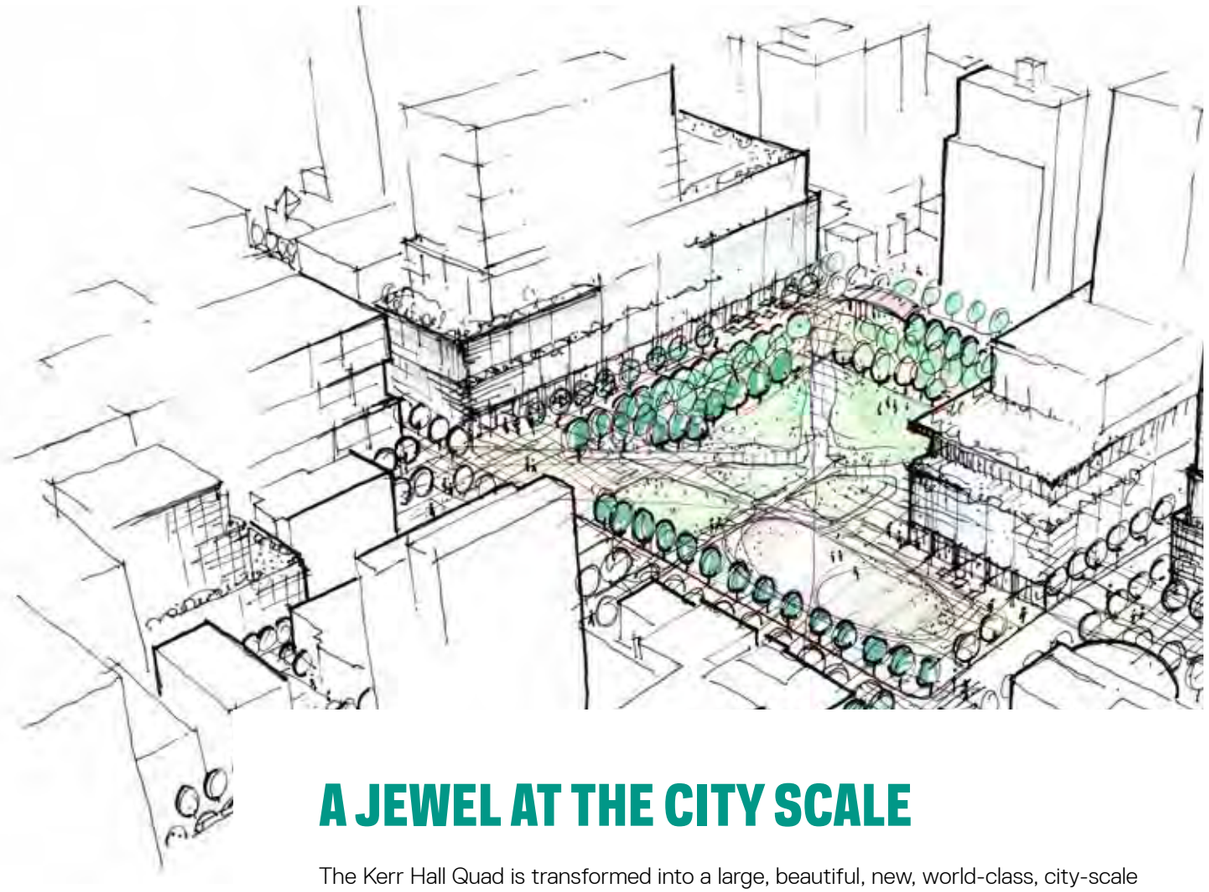
Embracing Indigenous Design Principles

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 plan map, embracing Indigenous design is an overarching embedded intent, like improving safety, accessibility and sustainability all over campus, with every new change.

Artist Lori Blondeau, *Asiniy Iskwew*. Installation at Lake Devo, 2017. Photo credit: Mary Crandall.

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



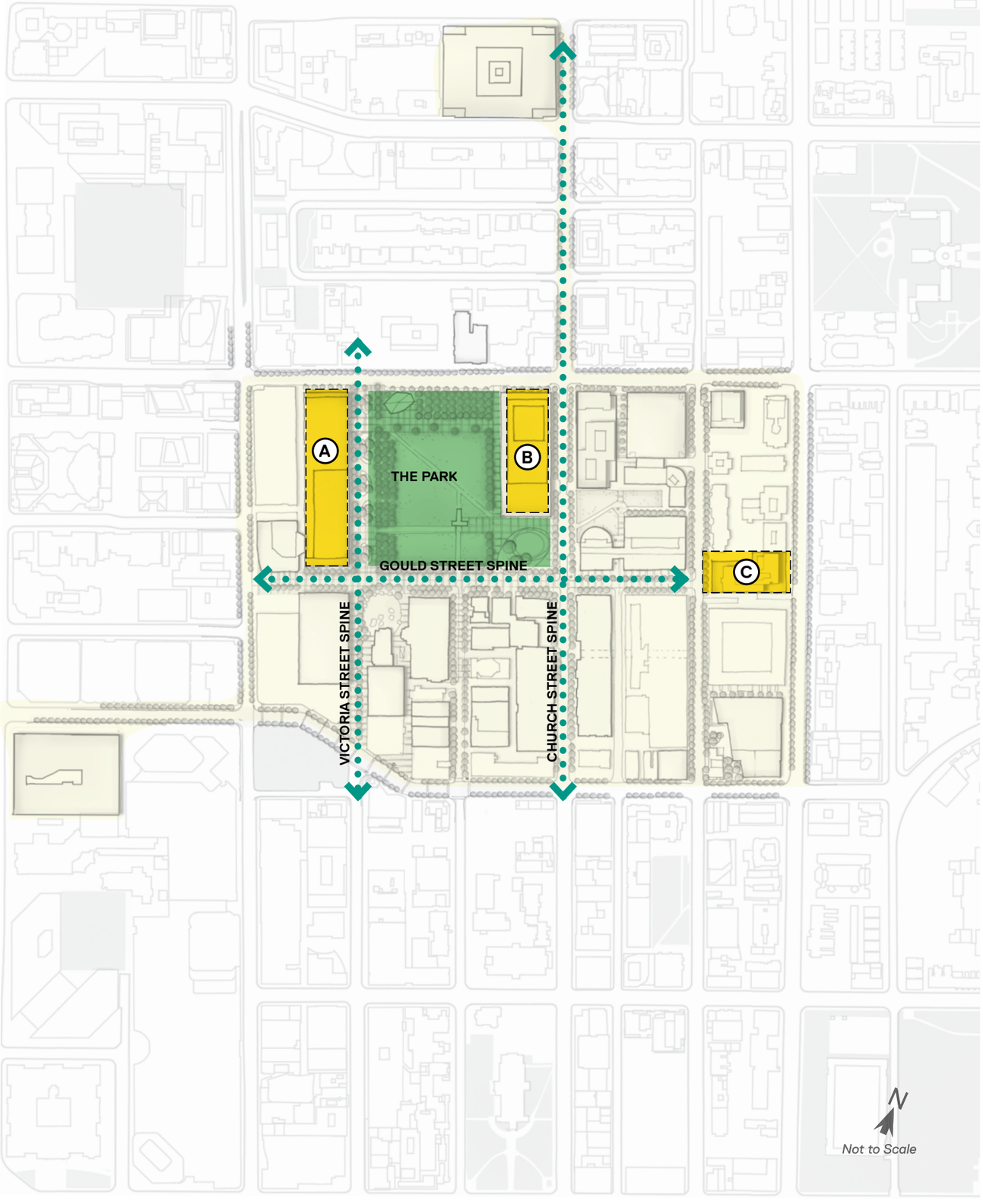
The sketch above demonstrates one example of what may be achievable for the reimagined Kerr Hall Quad. This opportunity would be subject to further studies and design, funding, community consultation, partnerships and municipal approvals, among other considerations.

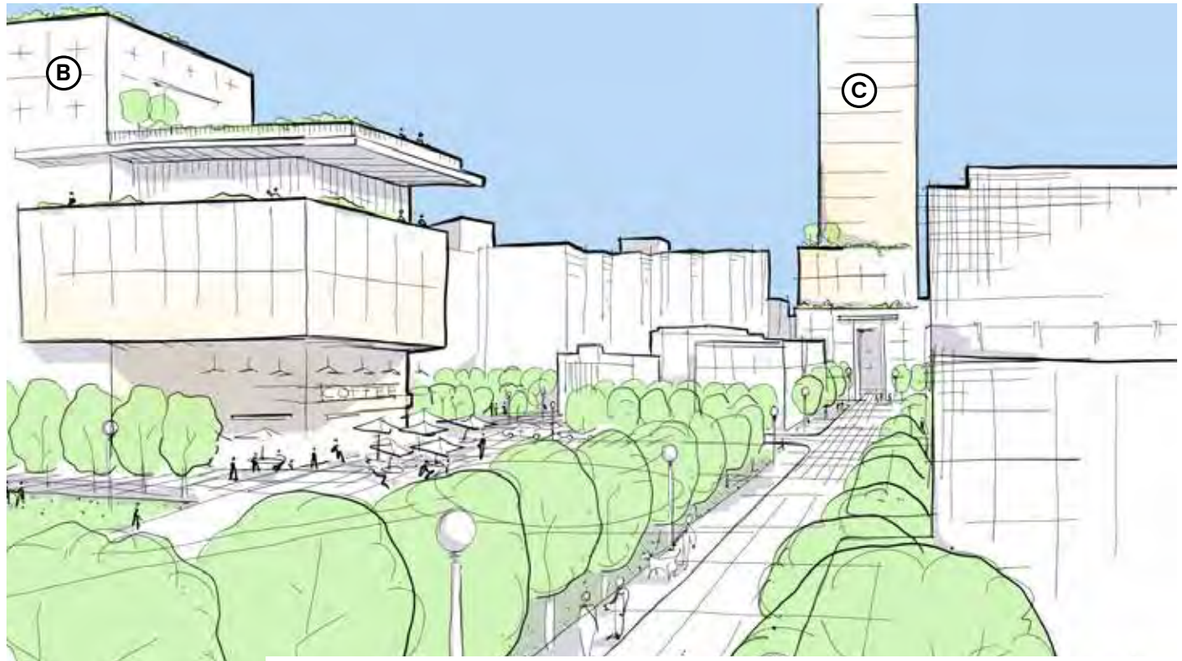
A JEWEL AT THE CITY SCALE

The Kerr Hall Quad is transformed into a large, beautiful, new, world-class, city-scale park. It represents a bold move for the university and could be a legacy for city and community building. The new park would be one of the most significant new downtown green spaces in a generation, creating a true landmark for the campus and destination for downtown and the city beyond.

As you approach the campus along Gerrard Street, or make your way up Victoria Street, new landmark entrance buildings would give way to the large, five-acre Park, providing dramatic views into the heart of the campus. The new, open-space "jewel" would provide an accessible green oasis within the city – a place for TMU programming, informal social gathering, a place for relaxation and a place to escape into the outdoors. The Park is connected at the south end to Gould Street, a vibrant and busy central spine of the university, with green and inviting pedestrian connections to the rest of the campus and beyond.

Framing the Park to the east and west are the two landmark, world-class complexes forming the academic core of the campus. These buildings would create a hub of activity in the Park, with community-oriented and central student-facing functions at grade, bringing 24/7/365 life to the campus.





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

CAMPUS STRUCTURE

The TMU campus is a highly urban campus, tightly interwoven with the fabric of the core of the city. As a central organizing element, the campus spines are reinforced and enhanced as the connective tissue and key corridors of the campus. Gould Street, Nelson Mandela Walk/Victoria Street and Church Street form the main spines that define the block structure of the campus. These green, highly pedestrian corridors are anchored by entrances that symbolically and visually signal arrival to the campus and provide compelling views that convey a sense of place and orientation within the city. At key junctures, distinctive buildings and open spaces create landmarks that define TMU's physical identity.

The spines connect a range of buildings and open spaces, which provide key destinations for campus life and give shape to neighbourhoods – hubs of activity concentrated around academic functions and programs, facilities and social gathering spaces, each served by a range of amenities to meet the needs of the community.

At the centre of the campus, the Park is flanked by two landmark complexes– shown as "A" and "B"– that define the vibrant, animated heart of the campus. At the east end of Gould Street, a new landmark building bookends this main spine - noted as "C".

The university's presence is primarily concentrated within Yonge, Gerrard, Jarvis and Dundas Streets. Two notable extensions to this core are north along Church Street to the Mattamy Athletic Centre and west along Dundas Street to the Ted Rogers School of Management.

Each neighbourhood is defined by buildings and open spaces focused around a central gathering area or “hub.” The hubs feature “magnets,” which are amenities, functions and facilities that support the neighbourhoods.

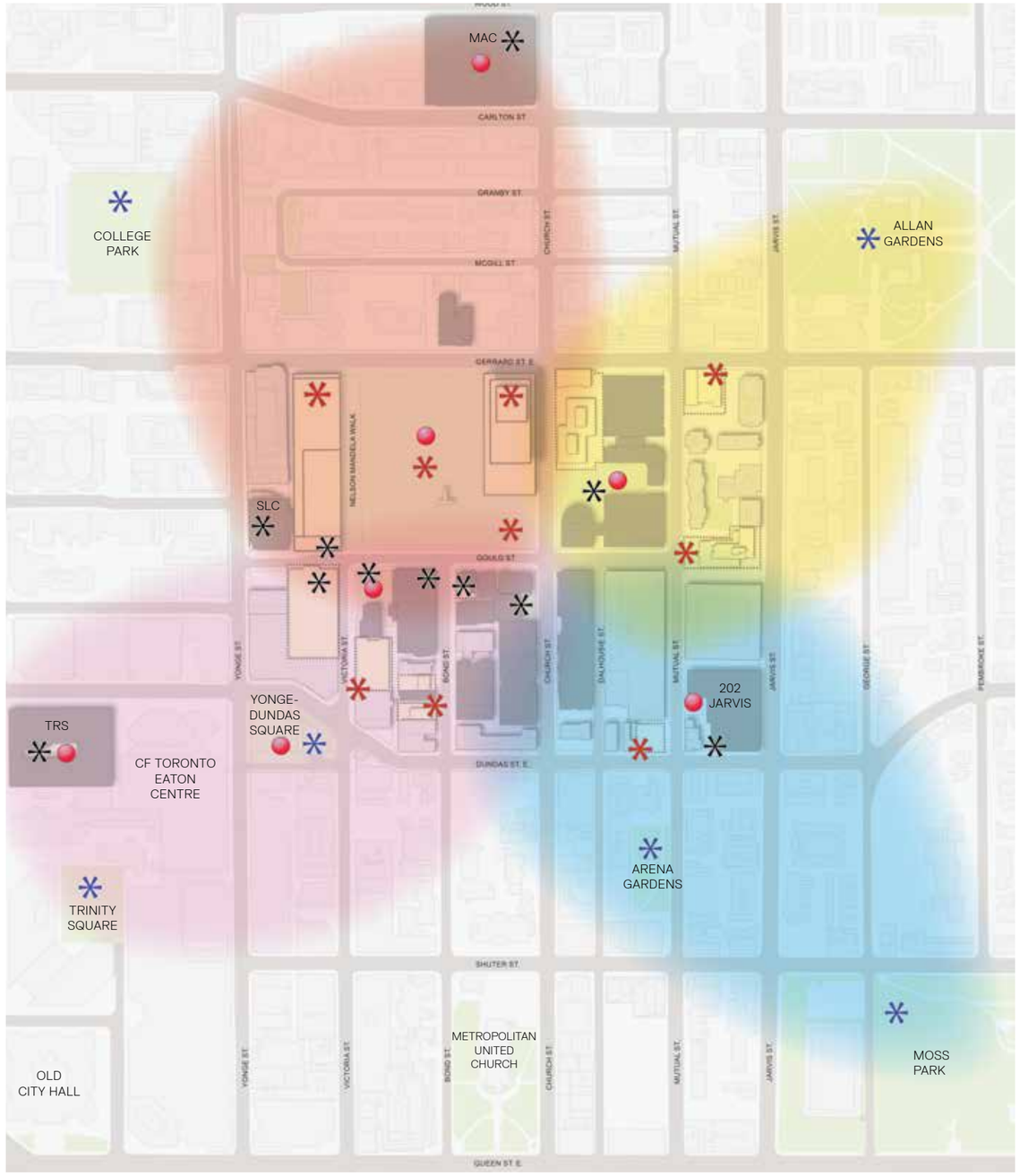
Yoga session in the Kerr Hall Quad.

Studying at the Sheldon & Tracy Levy Student Learning Centre.

EMERGING CAMPUS NEIGHBOURHOODS

The neighbourhoods provide a collection of interconnected destinations that build campus placemaking and identity. Each neighbourhood is defined by buildings and open spaces focused around a central “hub” or 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, which could also include a reimagined theatre, a wellness centre and internal gathering spaces.



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

Not to Scale

Northwest Neighbourhood is defined by:

- 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 is defined by:

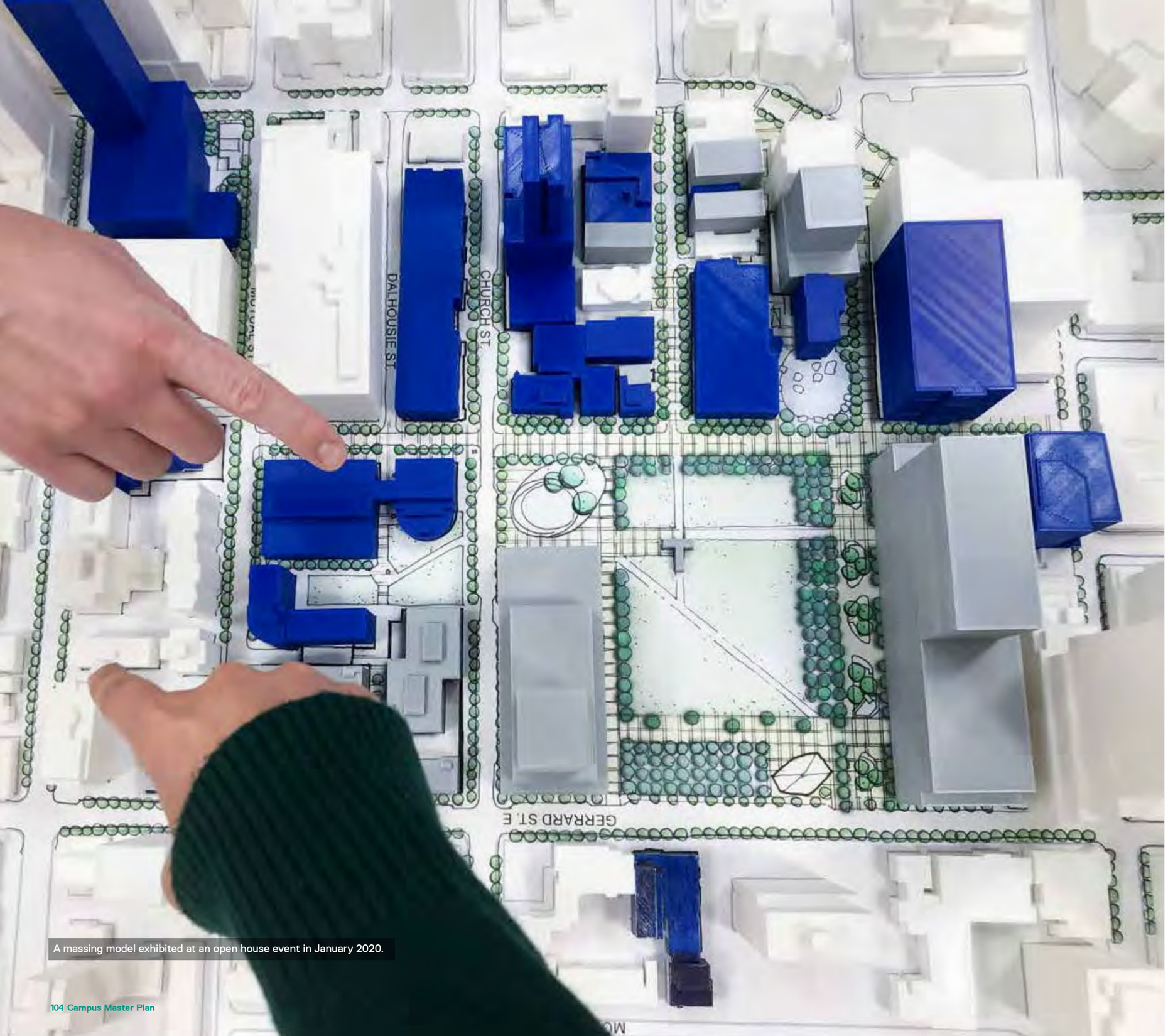
- New street frontages with animated uses that connect the campus to the community.
- Entrances at Gerrard and Church Streets.
- Open space linkages from the central park that extend the public realm.
- Refreshed Pitman Quad.
- Green mid-block linkages.
- Public realm connections to Allan Gardens.
- 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 is defined by:

- Reimagined ILC.
- Transition toward a more residential character.
- New parkette spaces as part of the development of the 202 Jarvis St. site and areas for rest and respite along streets with seating and amenities.

Southwest Neighbourhood is defined by:

- 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.



A massing model exhibited at an open house event in January 2020.

THE PLAN FRAMEWORKS

The Plan frameworks summarize the 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 – one that goes beyond minimum code requirements.

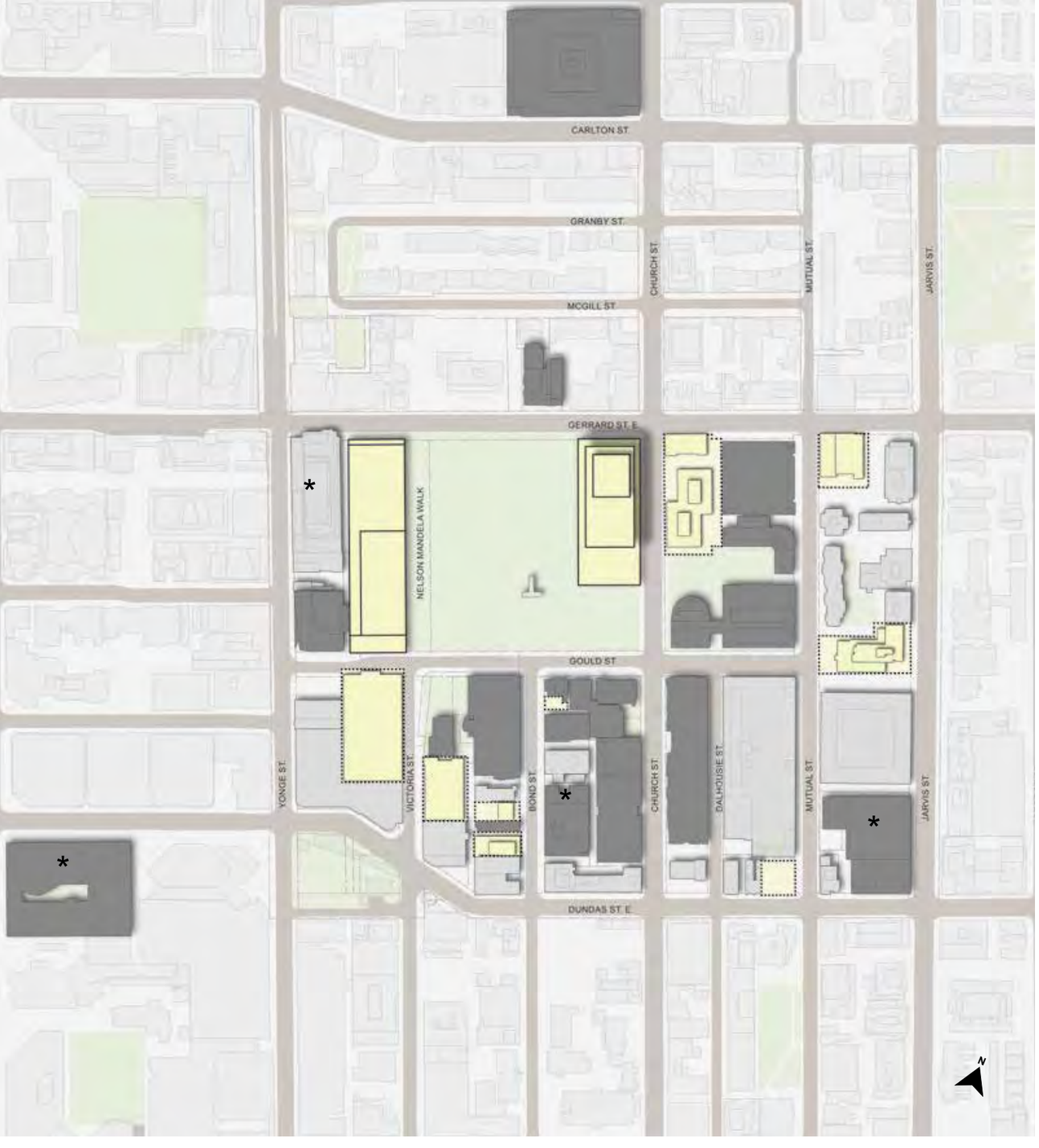
The Daphne Cockwell Health Sciences Complex.

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

The intent of the built-form framework is to shape a comfortable, human-scale and pedestrian-oriented environment that offers a range of uses to serve the university community.



Context Buildings

TMU Buildings

* Sites in Planning Phase

Development Opportunity Site - Example

Development Opportunity Site

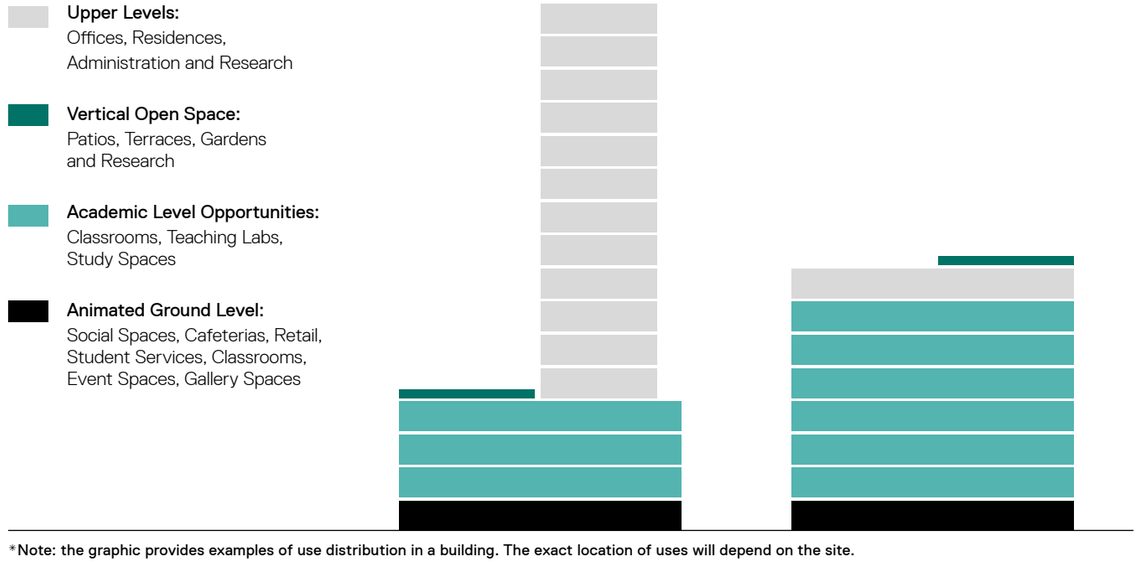
Built-Form Structure and Use

The built-form structure and use must respond to TMU's academic and research spatial needs, as well as provide high-quality space for other functions to promote a socially and culturally rich, well-rounded campus. As the campus grows vertically, land-use stratification is important and the location of use, as illustrated below, is critical to achieving efficient and cost-effective use of space, to manage circulation, to provide access to classrooms and other uses and to deliver a quality teaching, learning and social environment.

Recommendations:

- Dense and vertical building massing that must be innovative, cost-effective and efficient in response to limited space.
- In larger buildings, create a variety of internal open spaces, such as social gathering and study areas, balanced with cost efficient maintenance of multi-storey atria.
- Stratify uses in tall buildings to optimize floor plate design and efficiency and to reduce vertical circulatory conveyance system requirements.
- Provide services and amenities throughout tall buildings to support use stratification and to further reduce vertical circulation requirements.
- Design buildings to be flexible and future-proofed: provide circulatory conveyance systems and building amenities with more than required capacity to support intensification of use.

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.

Height and Massing

The height and massing of buildings must be carefully considered and situated to respect other campus buildings, open spaces, streets, heritage buildings and the adjacent neighbourhood context.

Recommendations:

- Height and massing should respectfully respond to the pedestrian experience.
- Consider building podiums for any tall buildings to create a human-scale environment at grade.
- Consider building design elements, such as architectural fenestration, undulations in building facades, building stepbacks and a change in materials as appropriate, to break-up building mass and to create interesting building form while maximizing efficient interior layouts and cost-effective construction.

The Daphne Cockwell Health Sciences Complex.

Ground Level Animation and Transparency

Transparency describes the ability to see into and out of buildings through glass windows and doors. Building transparency in a campus context is important, especially at the ground levels, because it helps to create a safe environment, allowing visibility indoors and outdoors.

Recommendations:

- Design spaces at grade that are highly transparent, well-lit, animated and visible from the outdoor public realm.
- Allow for smooth and accessible pedestrian passage and flow in, through and out of buildings.
- Provide welcoming uses and spaces at grade to support animation and vibrancy, such as space for social gathering, gallleries, events, conferences and other amenity uses.
- Create spaces, visible from the street, that demonstrate SRC, showcasing TMU's achievements and activities.

Ground-level animation and transparency diagram.

Building Orientation and Frontages

The orientation and frontages of buildings are essential to creating a comfortable, safe, pedestrian-friendly and human-scale environment, supporting and enhancing public realm space.

Recommendations:

- Orient buildings to front onto and frame street edges, open spaces and pedestrian pathways, with generous entrances and windows to provide transparency from interior to exterior.
- Where large blank walls are unavoidable, create canvases for public art, such as murals.
- Distinct architectural features and interventions, such as enhanced architectural details at building corners, are encouraged for buildings at entrance locations or fronting onto open spaces.
- Orient buildings to maximize natural indoor light.
- Maintain and enhance existing prominent view corridors or establish new ones.

Primary Frontage

Secondary Frontage

Building Entrances, Mid-block Connections and Interior Linkages

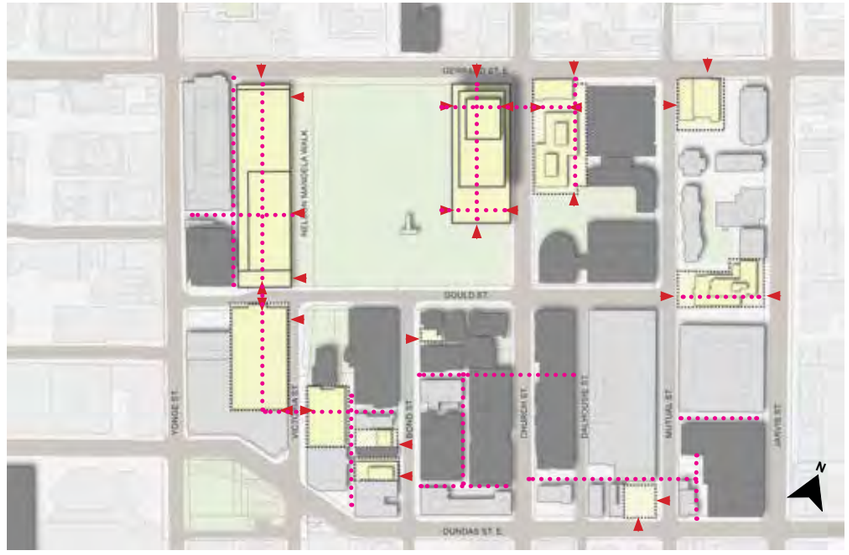
The location of building entrances should be carefully considered to promote a sense of activity, animation and vibrancy within the public realm, as well as safety and accessibility. Regular linkages and connections foster a highly permeable campus and promote a comfortable and safe walking experience in all seasons.

Recommendations:

- Provide multiple building entrances to address primary building access points from streets, pedestrian corridors and open spaces.
- Create highly identifiable building entrances, with transparent facades, signage, lighting, a welcoming design and architectural character.
- Provide barrier-free entrances that are directly accessible from sidewalks and paths and that are aligned with adjacent building entrances to create short and direct distances between buildings.
- Create interior connections within buildings to allow for direct and through connections to increase campus permeability and accessibility.
- Exterior mid-block connections, including laneways and service corridors, should be designed as part of a high-quality public realm, with paving, lighting, plantings and furnishings, if appropriate.

Proposed Building Entrances

Mid-Block Pedestrian Connections and Interior Linkages

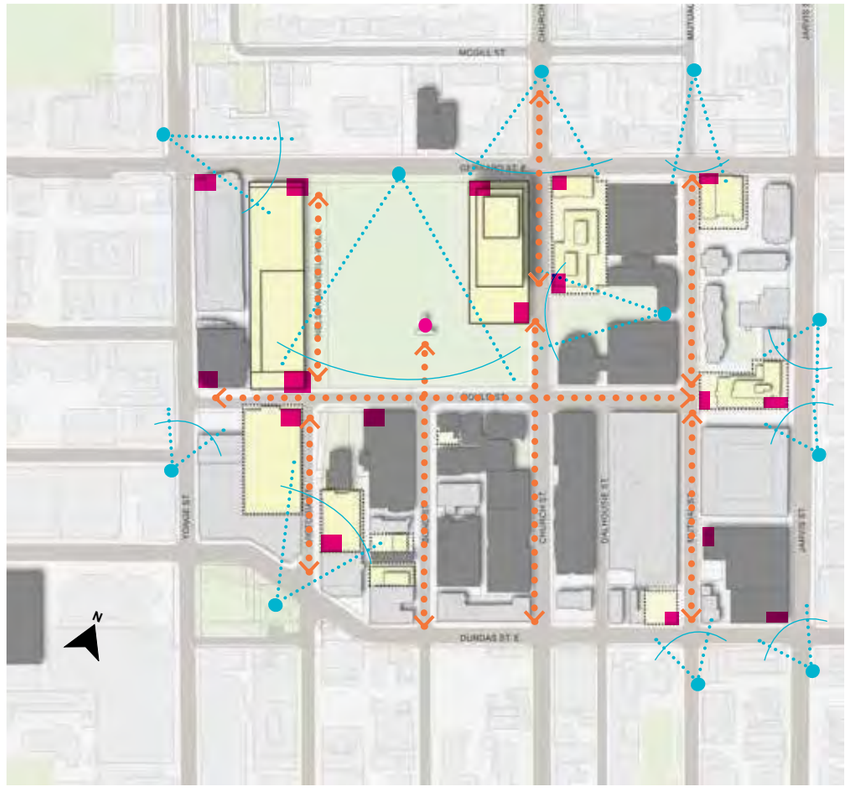


Landmarks and Views

Defined views and view corridors, integration of landmark building structures, landscaping and art assist in campus wayfinding and building identity for the university.

Recommendations:

- Locate landmark buildings with distinctive architecture at the terminus of view corridors, strengthen existing view corridors to aid in wayfinding and promote the presence and identity of the university, particularly at key campus entrances.
- Frame view corridors with public art, enhanced streetscaping and unified public realm design elements.
- Avoid obstructing view corridors with buildings or other structures, such as elevated pedestrian crossings or arches.



Building Landmark Opportunities

Key View Corridors

Key Views

Heritage

Built heritage across the campus represents significant past architectural styles and reflects historical periods and notable events. These are recognized as important cultural and historical moments for the community.

Recommendations:

- Conserve historical buildings through adaptive reuse or sensitive retention and integration of valued historical components into new or renovated buildings.
- In new development sites, establish respectful transitions and relationships to historical buildings to support their recognition and retain visibility to them from the street.

Oakham House.

Barrier-Free Design

Creating a highly accessible campus is critical to creating an inviting and welcoming campus for all. A key component in achieving this is the design of buildings that enable barrier-free access.

Recommendations:

- Design buildings holistically – strive to go beyond code requirements and be intrinsically welcoming so that accessibility and barrier-free features are not "add-ons".
- Level building entrances to be flush with adjacent streets and avoid stairs or ramps for access.
- Provide visible and intuitive elevator access from entrances, lobbies and other floors.
- Provide sufficient elevators to account for a high volume and frequency of users, at various heights.
- Locate barrier-free washrooms and other convenience amenities in close proximity to TTC Wheel-Trans pick-up/drop-off locations.
- Refer to the TMU accessibility standards (in development) at the outset and throughout planning and design.

The entrance to the Centre for Urban Innovation.

Sustainability

Energy used to power, heat and cool buildings accounts for a significant portion of global carbon emissions. Reducing building energy consumption can contribute to the creation of a green and sustainable campus.

Recommendations:

- Design buildings to meet TMU's sustainability objectives.
- Install energy- and resource-efficient systems, materials, equipment and fixtures when retrofitting.
- Employ full life-cycle costing in capital planning, including the consideration of carbon emissions, demolition waste and materials reuse in evaluating redevelopment or renovation options.
- Explore expansion of centralized, district-energy style heating and cooling systems for new buildings.
- Explore passive design techniques in all new buildings and retrofits.
- Promote unoccupied green roofs where rooftop alternative energy generation, or other occupied uses, are not feasible or viable.

The green roof atop the Sheldon & Tracy Levy Student Learning Centre.

Indigenous Placemaking

Recognizing the imperative of embracing reconciliation, the physical campus can integrate Indigenous principles in design to promote a sense of place, openness and inclusiveness.

Recommendations:

- Explore opportunities to create dedicated indoor Indigenous spaces.
- Building on the 2020-2025 Academic Plan's recommendation to transform university space to reflect and expand the Indigenous community's presence, consider ways to incorporate architectural design features, supportive infrastructure, amenities and place naming in buildings that celebrates Indigenous cultures and educates about history.
- As recommended in the Truth and Reconciliation Community Consultation Summary Report, continue to increase Indigenous visibility on campus by adding visual representations of the Canadian Indigenous community, such as Indigenous art, posters and messaging that conveys a welcoming, inclusive and knowledgeable environment for all students.

TMU Pow Wow.

Safety

A range of building design techniques relying on passive and unobtrusive measures can be employed to improve a sense of security.

Recommendations:

- Interior and exterior transparency, especially at grade, through lighting and defined building access points and routes.
- Design for clear sightlines and avoid unobservable areas within the building's internal circulation routes (stairwells, hallways, entrances and exits).
- Avoid designing spaces that could create constrained pedestrian movements or entrapment.
- Create spaces that promote 24/7/365 programming to generate activity at all times of the day.
- Where structural or mechanical systems prevent the use of windows, consider the use of spandrel glass to create the impression of transparency and visibility.

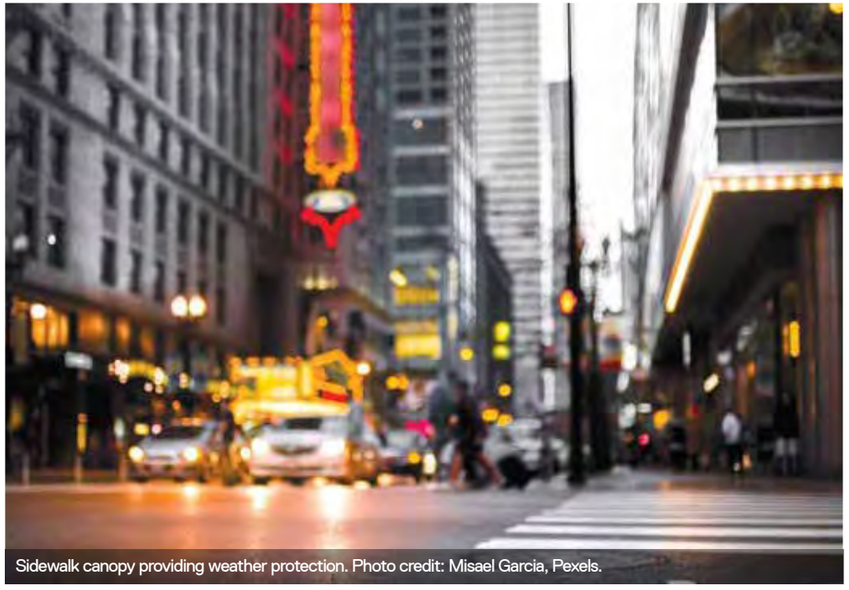
Balzac's Coffee Roasters cafe and the School of Image Arts in the winter.

Winter Design

Like many universities across Canada, the TMU campus is active and busy during the colder months of the year. As such, building design must consider creating comfortable environments to mitigate the weather. A 2020 mobility pattern study demonstrated that the heaviest-used routes on campus were through buildings that provided weather-protected passage.

Recommendations:

- Locate and mass buildings to allow for adequate sunlight penetration to open spaces, including streets, courtyards, plazas, quads, parks and pathway linkages.
- Design roofs to shed snow and ice away from entrances and walkways.
- Create interior pathways and connections through buildings that can provide relief from the wind and also provide multiple route options.
- Consider the location and orientation of buildings to create pedestrian shelters from the wind.
- Provide canopies, arcades and awnings against building edges to provide shelter for pedestrians.
- Design buildings with breaks along frontages to provide shelter from the wind.
- Plan for multiple snow storage areas to allow for quicker melt.
- Use durable materials that can withstand freeze-thaw cycles.



Sidewalk canopy providing weather protection. Photo credit: Misael Garcia, Pexels.

Servicing and Loading

The compact scale of the campus and the priority for a pedestrian-oriented environment requires a considered strategy for the loading and servicing of buildings to limit disruptions to the public realm and minimize servicing and loading activity.

Recommendations:

- Design service areas and entrances to be integrated as part of the public realm.
- Integrate garbage, loading, servicing and utility functions within the interior of a building, if feasible, or from side streets and rear lanes.
- Where there are no rear lanes or side streets, minimize and consolidate parking and servicing access points as part of building facades, so as not to unnecessarily disrupt or obstruct pedestrian circulation.
- Screen loading areas from the street and public areas.
- To accommodate future loading and delivery needs, consolidate functions to a centralized loading facility.
- Building-by-building loading facilities should be avoided, however continued use of specialized loading facilities across the campus may be maintained and enhanced.

Laneway in Ackery's Alley, Vancouver, B.C. Photo credit: More Awesome Now. Design by HCMA Architecture + Design, Bonnie Retief and Femi Coppi.

Distinctive architectural design and high-quality materials can convey TMU's identity and foster a strong sense of place.

The Image Centre features an interactive light installation.

Architectural Design Excellence

The design and materiality of campus buildings should be of a high quality and build TMU's identity as a beautiful, attractive and distinct environment.

Recommendations:

- Design all buildings to deliver inspirational, highly functional and vibrant spaces without sacrificing cost-effective construction, sustainable practices or intuitive management of the space.
- Employ innovative approaches to get the most from scarce resources. For example, work effectively with private- and public-sector partners to create high-quality environments that integrate and layer educational spaces within a dynamic, mixed-use urban setting.
- Consistently apply key defining components of distinctive TMU architecture to promote an institutional identity while also respecting the neighbourhood character and history.

Architectural detail on the Sheldon & Tracy Levy Student Learning Centre.

Orientation Week in the Kerr Hall Quad.

OPEN-SPACE FRAMEWORK

The open-space framework supports creating a well-connected network of open spaces in 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 includes recommendations for view corridors, lighting, wayfinding, Crime Prevention Through Environmental Design (CPTED), sustainability, barrier-free design, campus entrances, Indigenous placemaking and winter design and programming.

The open-space framework supports creating a well-connected public realm network across the campus that can be linked to adjacent open areas and also benefit the surrounding community.

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


The Farmers' Market on Gould Street.

Open Spaces

The open-space framework addresses the entirety of the campus's public realm, including 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.

Campus Public Realm Plan

The Campus Master Plan supports the continued implementation of the 2017 Campus Public Realm Plan and its streetscape design recommendations. The Campus Master Plan identifies opportunities to build on and enhance the initiatives identified in the Campus 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.

The Park (The Jewel)

The Park provides a large, iconic green space at the heart of the campus and downtown Toronto, and could be a defining landmark and destination for both.

Recommendations:

- Design the park to be a high-quality and distinct destination for the TMU community and a space that is also open to the surrounding neighbourhoods and the city.
- The landscape design should maintain the characteristic sense of intimacy existing in the current Kerr Hall Quad.
- Provide a prominent and distinct landscape along Gerrard Street East to define and contain the north edge of the park, such as a row of trees, but allow for clear views, sightlines, permeability and unobstructed access points into the park.
- Design landscape elements, such as trees and water features, to mitigate noise from the city streets.
- Integrate Nelson Mandela Walk as a distinct space and pedestrian promenade within the park, maintaining the north-south alignment and linear alignment of trees and incorporating or reimagining key design elements, such as the historical water feature.
- Integrate Gould Street at the south end of the park as a continuation of the park design and circulation, allowing for an open and unobstructed relationship to the park's edge.
- Create flexible spaces that allow for a variety of academic and community uses in all seasons, a mix of 24/7/365 programming that addresses the university's needs for formal and informal event, exhibition, gathering and activity space, and permanent and temporary public art.
- Provide opportunities to incorporate sustainable, Indigenous and pedagogical initiatives, such as outdoor teaching, learning, research and study.
- Ensure that circulation within the park is accessible, and to avoid signage clutter, use intuitive wayfinding.

Outdoor movie screening in Vancouver, B.C. Photo credit: Yaletown Business Improvement Association, Flickr.

Pitman Quad

As one of the key open spaces, Pitman Quad is reimagined with a refreshed design and provides a hub for the northeast neighbourhood.

Recommendations:

- Redesign the Pitman Quad as a usable and significant green space for the eastern side of the campus.
- Establish new physical and visual linkages to the central park space to maintain direct connectivity between the central and easterly open spaces and campus neighbourhoods.
- Frame and define the open space with new frontages that provide transparency and access to the Quad.
- Design the Quad space to support a variety of passive uses and activities, as well as opportunities for permanent or temporary art, SRC activity demonstrations and Indigenous initiatives.
- Include shade and shelter in the landscape design for the space.

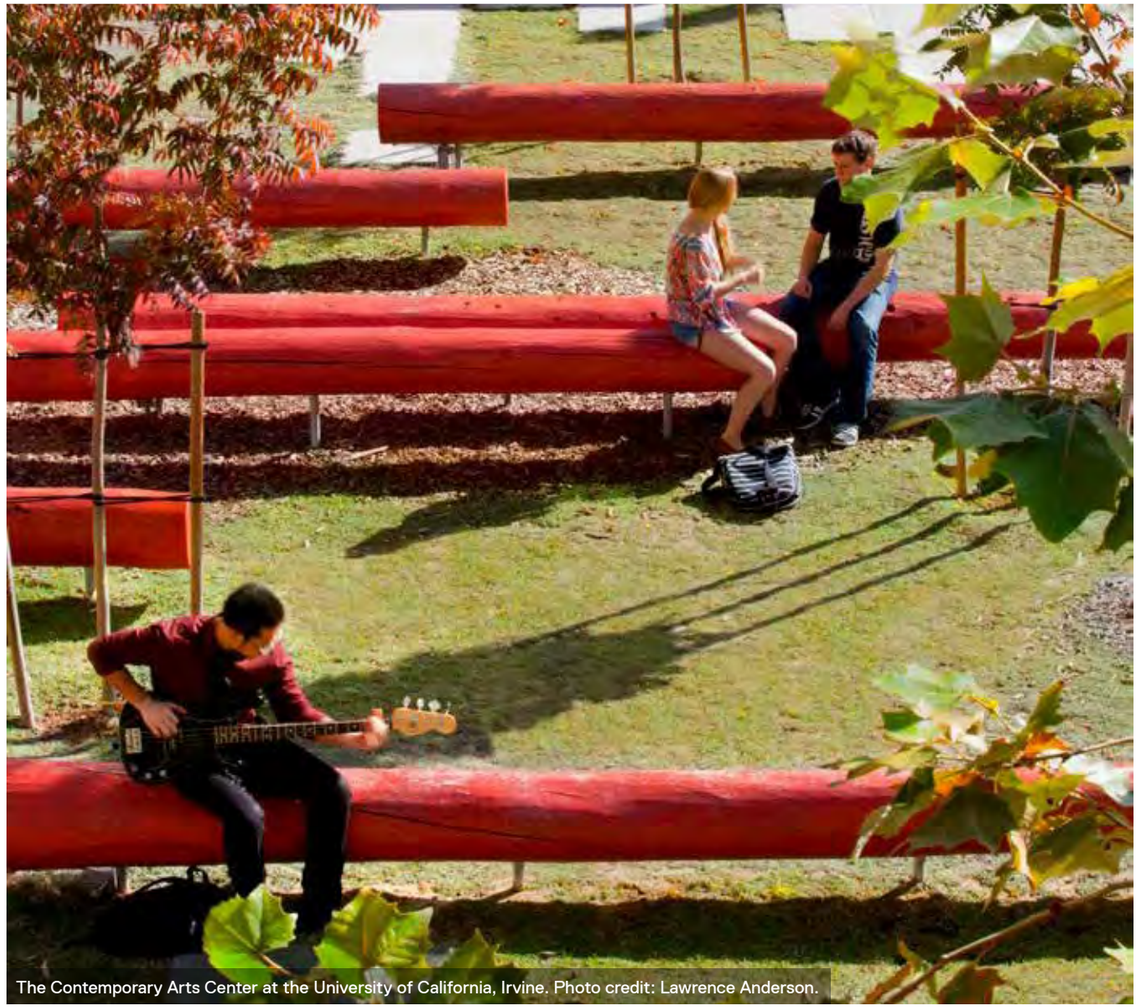
Village of Yorkville Park, Toronto. Photo credit: Jeff Hitchcock, Flickr.

Corner Plaza

A new plaza is identified at the Northwest intersection of Gould and Church Streets to complement Lake Devo as a series of urban spaces along the campus's main east-west spine.

Recommendations:

- Provide increased space for social gathering, market events, celebrations, performances, art and displays.
- Employ hardscaping and allow for flexibility in use.
- Design as a continuation of the larger park space.



The Contemporary Arts Center at the University of California, Irvine. Photo credit: Lawrence Anderson.

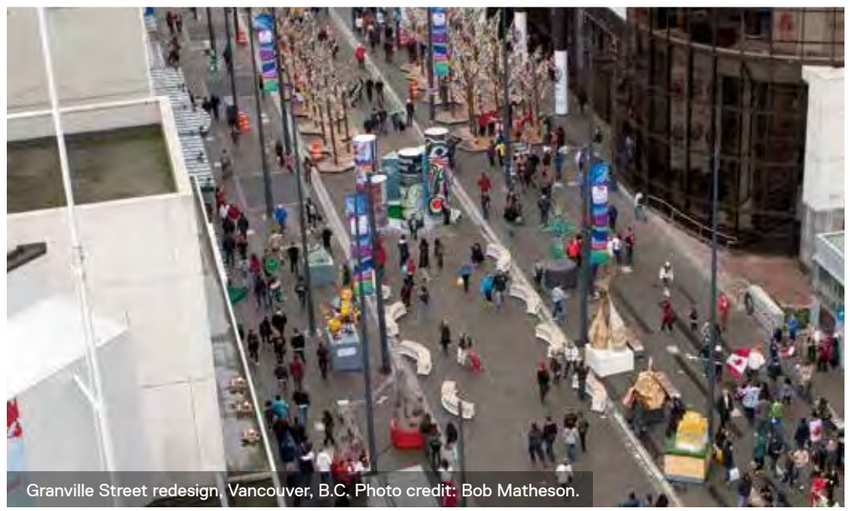
Campus Streets as Public Space

Campus streets, including laneways, function as part of the open-space framework. There are four distinct street typologies that contribute to the campus open spaces:

- Pedestrian-only streets, such as Gould Street (O'Keefe Lane to Bond Street), Nelson Mandela Walk and north Victoria Street.
- Pedestrian-priority streets, such as the eastern portion of Gould Street, Bond Street, south Victoria Street and Dalhousie Street.
- Green streets, such as Church Street and Mutual Street.
- Laneways, such as Victoria Street Lane, O'Keefe Lane and Bond Street Lane.

Recommendations:

- Prioritize pedestrian movement over vehicular movement.
- Pedestrian-only and pedestrian-priority streets should be treated like other open spaces on campus, allowing for social gathering, events, open-space programs and activities and public art.
- Lanes can be used as venues for public art displays if they don't disrupt internal campus operations.
- Design green streets to have signature lighting, planting and street furniture that supports pedestrian traffic.
- Promote a sense of arrival and pride of place through high-quality design.
- Where feasible, streetscape spaces should be defined by generous sidewalks, enhanced furnishings, paving, landscaping and pedestrian-scale lighting as per the Campus Public Realm Plan.



Granville Street redesign, Vancouver, B.C. Photo credit: Bob Matheson.

Occupied Roofs and Terraces

Occupied roofs and terraces are opportunities to increase the amount of open space on campus and leverage vertical spaces. These spaces provide areas for access to the outdoors, social gathering and relaxation, as well as opportunities for sustainability initiatives, such as vegetated roofs, research and urban agriculture.

Recommendations:

- Design for safety and servicing depending on the planned use and considering appropriate access control, enclosures and supporting infrastructure systems.
- Design and furnish terraces to accommodate a variety of outdoor uses and programs, such as exercise, quiet repose or classes.
- Address weather protection (e.g. allowing for tents, awnings or enclosures, as well as provision of utilities) for extending use in all seasons.
- Design green roofs to accommodate sustainability initiatives, vertical urban farming, medicine gardens and teaching and research opportunities.

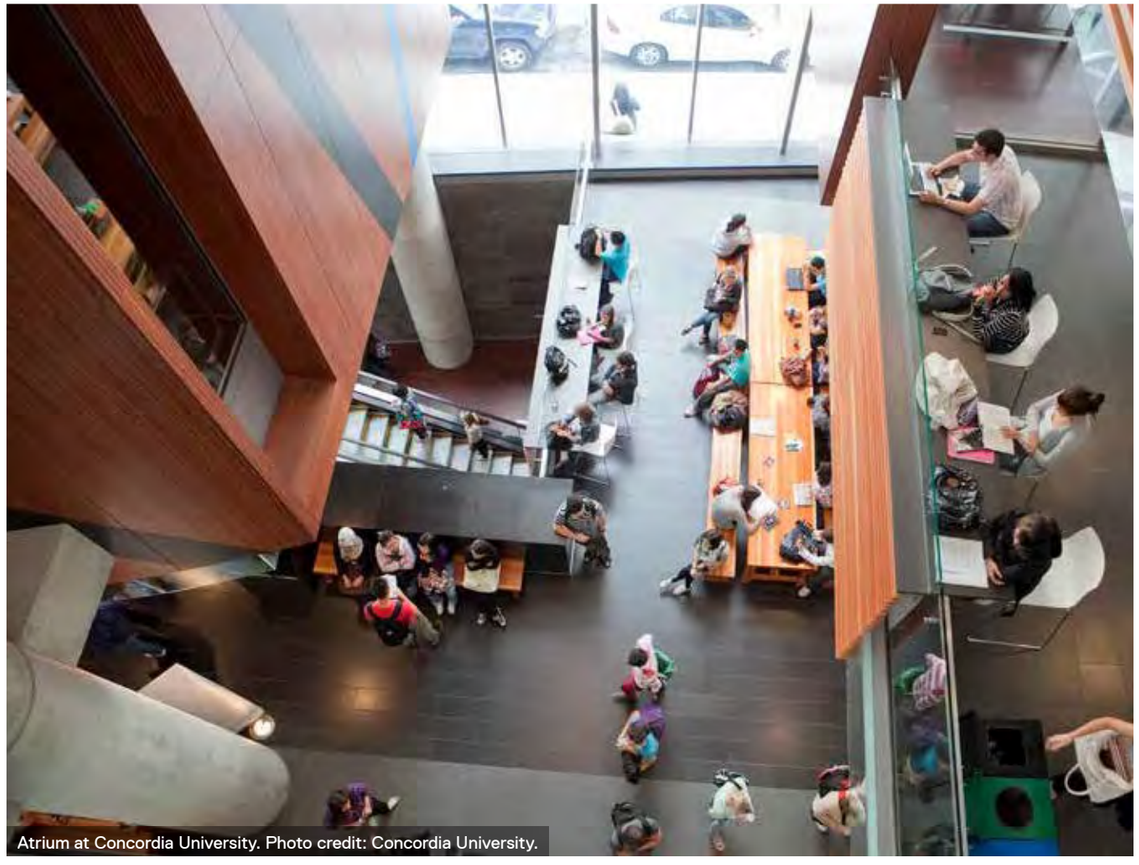
Toronto City Hall green roof. Photo credit: Tabercil, Flickr.

Interior Open Spaces

These are spaces internal to buildings such as atriums, large hallways, lobbies, social space, study space and lounges. They increase the open-space network by providing sheltered space for year-round use, which is especially important for a winter campus.

Recommendations:

- Provide a high degree of transparency allowing for maximum sunlight, increased visibility and visual connections to outside spaces.
- Design to accommodate areas for gathering, studying, events and other campus activity, with flexible seating and writing surfaces, a generous number of outlets, good lighting and connectivity options.
- Spaces should incorporate greenery, such as living walls or planters, wherever possible, providing a visual and sensory connection to nature.



Atrium at Concordia University. Photo credit: Concordia University.

Public Art

Permanent or temporary public art provides an opportunity for TMU to express its values through creativity, thus attracting a broad, diverse and engaged community to campus. Public art can improve the cohesiveness of the buildings and landscape and ensure the campus reflects the quality and stature of a world-class university.

Recommendations:

- Works should be carefully chosen to enhance social interaction and discussion in public places and express the presence of a diverse and changing society and its relationship to the world.
- Works should display a high level of artistic quality and craftsmanship that supports and enhances the academic and creative activities of the university.
- The program should both showcase student talent and bring leading Canadian and international artists to engage with our campus and communities.
- Seek partnerships and donors to support temporary and permanent installations.
- Refer to the Campus Public Realm Plan for additional strategies around key locations for public art.

Canoe Landing Park, Toronto. Photo credit: Chris Tyler, Flickr.

View Corridors

Open-space view corridors create visual connections within the public realm and enhance wayfinding. They are intended to preserve and enhance visual connections to key building landmarks and open spaces, such as the Sheldon & Tracy Levy Student Learning Centre or the new park.

Recommendations:

- View corridors should be free of visual obstructions.
- View corridors should be supported by the orientation and placement of buildings and landscaping, such as a line of trees.
- View corridors can be terminated by elements, such as art, landscaping or buildings, or remain open to connect places and spaces.

Sightlines in the University of Washington Quad. Photo credit: Joe Mabel, Flickr.

Lighting

Lighting can be used to build a sense of campus identity and aid in wayfinding with consistent lighting patterns and unified design of poles and fixtures that are unique to the campus. Lighting can also support greater safety by improving visibility.

Recommendations:

- Refer to the guiding principles and strategies set out in the Campus Public Realm Plan for improving campus lighting in open spaces.
- Refer to additional lighting strategies in Appendix D.

Contemporary lighting in the public realm. Photo credit: HessAmerica.

Wayfinding and Signage

Wayfinding and signage can enhance TMU's identity and sense of place. They assist with visual orientation and connections to various parts of the campus. Wayfinding promotes a sense of safety and comfort when familiar elements and places can be identified and can inform users of their surroundings and proximity to their destinations.

Recommendations:

- Use signage to augment intuitive wayfinding design, to build identity and a sense of place, to facilitate universal accessibility, to define campus neighbourhoods, to identify heritage assets to tell the story of place throughout the campus.
- Design to be as intuitive as possible so that signage does not dominate or clutter the campus environment.
- Create an intuitive wayfinding approach through the orientation, form and placement of notably distinct spaces, buildings and art.
- Consider additional building, street and informational signage as needed to support easy navigation and orientation between buildings and open spaces and to highlight special places, such as campus entrances, building entrances, major gathering plazas and ceremonial gardens.
- Present all signs and maps in an accessible form and maps should be linked to the campus website.
- Use large, clear building facades for branding signage and art.
- Refer to the Campus Public Realm Plan in Appendix F for further guidance.

New York University signage. Photo credit: ©Handelman, courtesy of NYU Photo Bureau.

Crime Prevention Through Environmental Design (CPTED)

CPTED employs a variety of design strategies to enhance safety in the physical environment and can include both landscape and building design.

Recommendations:

- Design open spaces to allow for a high degree of physical and visual permeability, transparency and accessibility.
- Illuminate streets and paths with both pedestrian and building lighting.
- Use lighting to clearly delineate access points and define pedestrian routes.
- Connectivity between spaces should allow for ease of circulation without constraint.
- Design open spaces and maintain landscaping to allow for clear sightlines into and through spaces.
- Avoid the use of hard physical barriers, such as gates and fences.

A well-lit plaza at the Calgary Zoo's North Gate. Photo credit: Tom Arban.

Sustainability

The Plan's open-space framework supports a more sustainable and green campus in an urban context. Open spaces also provide the opportunity to introduce sustainable design and to make sustainability visible in a learning environment.

Recommendations:

- Employ low-impact development techniques to manage stormwater on site, such as water gardens and bio-swales.
- Use permeable surfaces to reduce surface run-off and maximize natural filtration.
- Increase tree canopy on campus to provide natural shading and cooling of buildings and open spaces during warmer months.
- In addition to the landscaping strategies identified in the Campus Public Realm Plan, use adaptive and local plant species in landscaping and xeriscaping, where appropriate.
- All lighting should be dark-sky compliant, where possible.

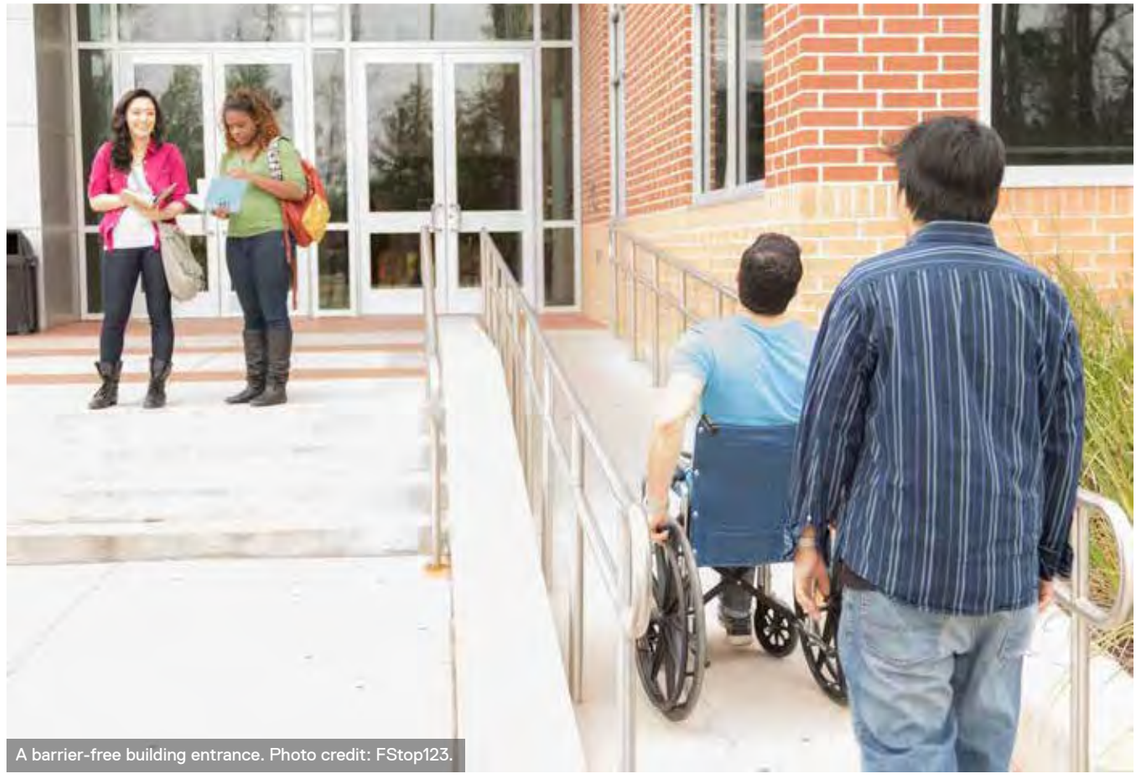
The Andrew and Valerie Pringle Environmental Green Roof is atop the George Vari Engineering and Computing Centre.

Barrier-Free Design

Fostering a welcoming and accessible campus includes creating open spaces enjoyable for all. The design of open spaces should employ barrier-free design strategies to support all users.

Recommendations:

- Integrate barrier-free access into paths and at connection points. Locate ramps, railings and other accessibility elements in central open-space entrance and access locations.
- Provide barrier-free path surfaces through open spaces to permit full access and enjoyment by all.
- Include intuitive wayfinding and avoid meandering or indirect routes along paths.
- Avoid creating new grade changes requiring stairs and curbs to navigate.
- Design street furniture to maximize use by all ages and abilities.
- Refer to the Campus Public Realm Plan for additional strategies to improve campus accessibility.
- Refer to the TMU accessibility standards (in development) at the outset and throughout planning and design.



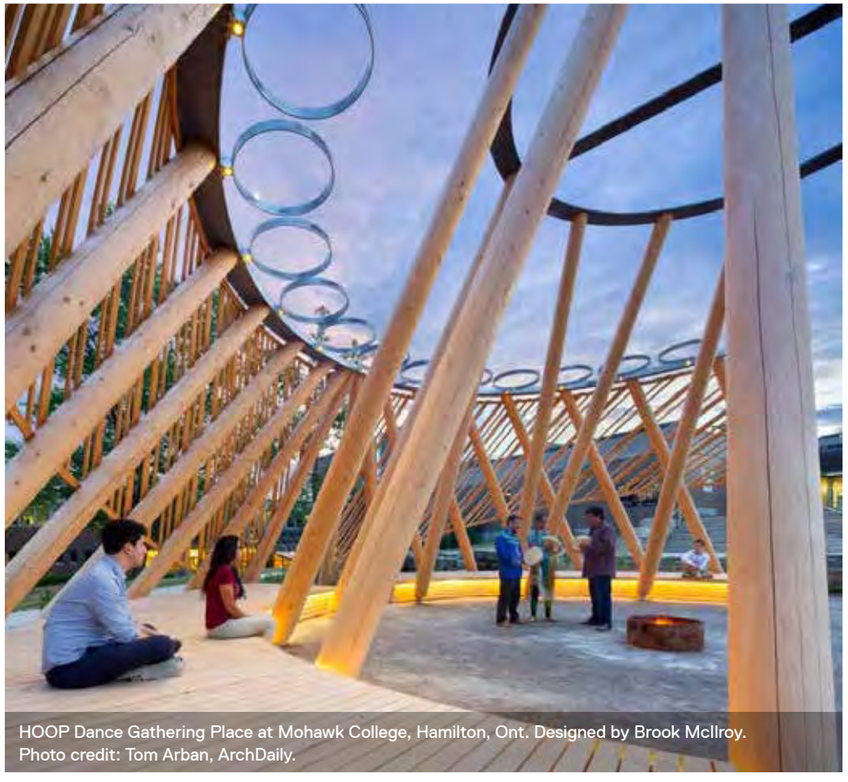
A barrier-free building entrance. Photo credit: FStop123.

Indigenous Placemaking

Indigenous culture and history should be made visible through the design and programming of open spaces.

Recommendations:

- Incorporate a particular focus on Indigenous placemaking elements at significant entrance points on and throughout the campus, e.g. incorporating Indigenous naming or historical narratives into wayfinding signage, where appropriate.
- Create open spaces that respect and enhance the land by increasing tree plantings, traditional food-producing spaces, incorporation of sustainable design, water features and other elements that promote a closer connection with the land.
- Create outdoor spaces that support opportunities to teach and learn about plant systems, animal habitats, food production and medicine.
- Explore options to create designated Indigenous open spaces through landscape design that provide amenities for ceremony, cultural events and activities.



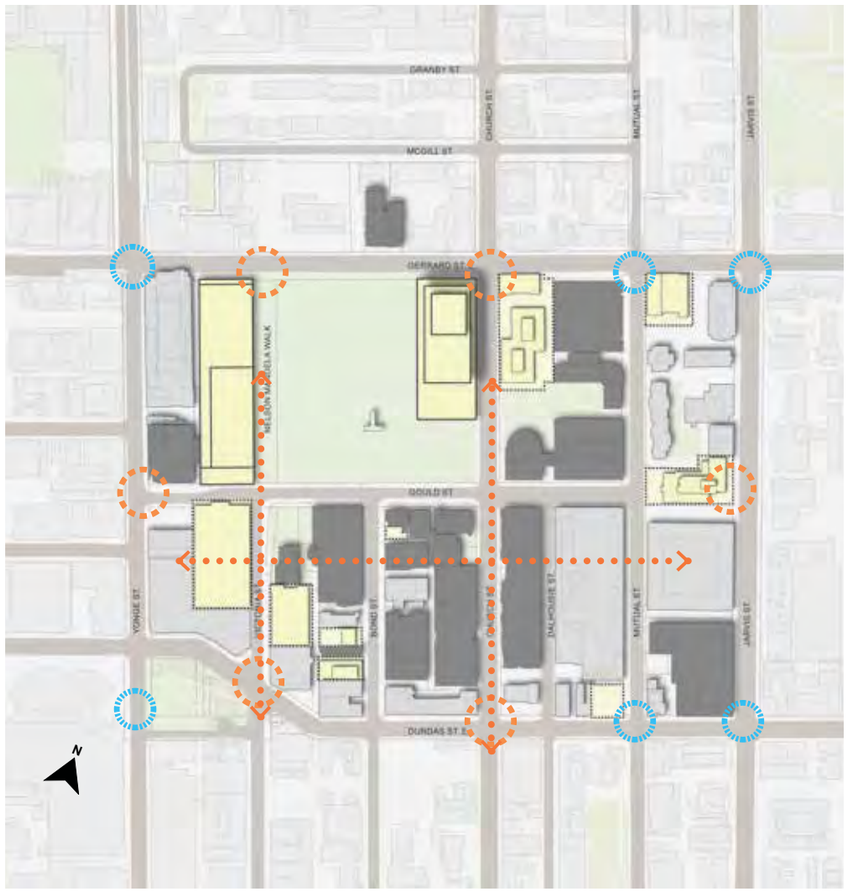
HOOP Dance Gathering Place at Mohawk College, Hamilton, Ont. Designed by Brook McIlroy. Photo credit: Tom Arban, ArchDaily.

Campus Entrances

Entrances are spaces that convey a sense of welcome, arrival and place. The primary entrances are related to the campus's axial spines and connect the campus internally and to the surrounding community. Secondary entrances provide additional access at less-travelled intersections and support a permeable campus structure.

Recommendations:

- Provide a greater level of design detail and enhancement that results in intuitive wayfinding and circulation.
- Create a stronger visual TMU presence at key entrances to the campus through distinct architecture, unique streetscape design, enhanced signage and lighting and public art.
- Use campus entrances as the opportunity to build campus identity with design elements that are unique to TMU.



Primary Campus Entrances

Secondary Campus Entrances

Winter Design and Programming

Through design and programming, the use of open spaces can be extended year-round.

Recommendations:

- Plant trees to mitigate the wind-tunnel effect from tall buildings.
- Orient and design open spaces to maximize sun exposure year-round.
- In addition to the Lake Devo rink, consider the creation of skate trails and open-space design to support winter sports and celebrations in larger public spaces, such as the new park or Pitman Quad.
- Create year-round patios and gathering areas that are comfortable throughout the seasons.
- Use durable wood as material for comfortable seating in the winter and plan for other street furnishings that support year-round use.
- Create or designate space, such as the new plaza to program ongoing winter activities that engage the community, including festivals and winter design competitions.

The Winter Village at Bryant Park in Manhattan, N.Y. Photo credit: Rhododendrites.

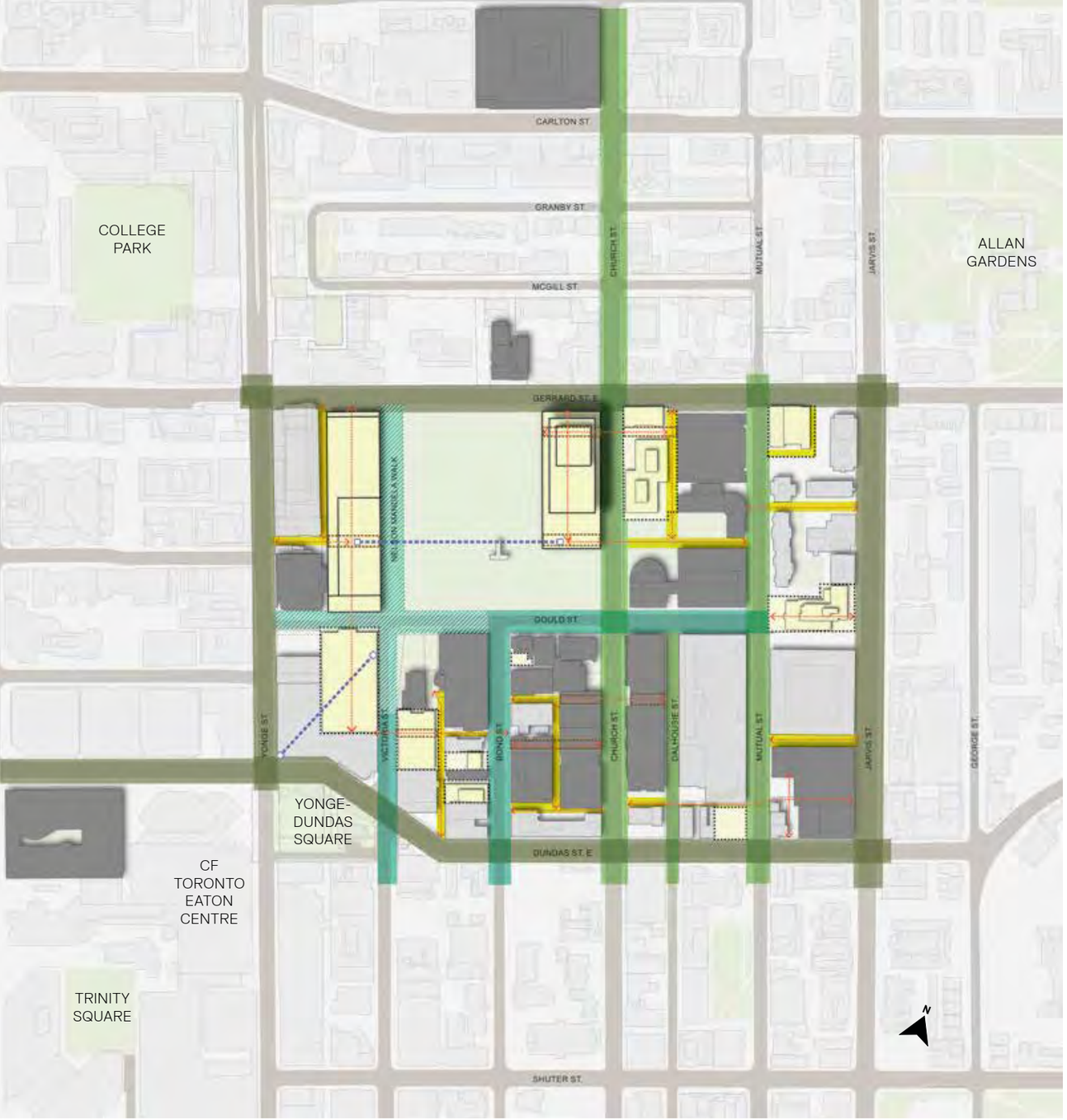
Pedestrian movement at the intersection of Yonge and Dundas Streets. Photo credit: Sam Javanrouh.

MOVEMENT FRAMEWORK

As a compact urban place, transportation across the campus is defined by multi-modal movement, with 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 encourages enhancing and improving pedestrian and cycling infrastructure, with safe, convenient and accessible facilities.



- Pedestrian-Priority Street
- Pedestrian-Only Street
- Laneway/Linkage Opportunity
- Interior Pedestrian-Linkage Opportunity
- At Grade Pedestrian Connections
- Below Grade Pedestrian Connections
- Connector Streets (Green Streets)
- Perimeter Streets

A view of Gould Street, facing west.

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 occasional pedestrian connections.

Perimeter Streets

Perimeter streets define the edges of the core campus and serve as multi-modal connections to the campus. As connectors to the broader city, these streets display a character associated with their role and function within the wider transportation network while also contributing to TMU's public realm.

These include:
- Yonge Street
- Gerrard Street East
- Jarvis Street
- Dundas Street

Connector Streets (Green Streets)

These are multi-modal streets that run through the campus and connect to destinations beyond. Connector streets play two roles – they bring people to the campus and serve as key parts of the public realm.

These include:
- Church Street
- Mutual Street

A green street in Vancouver, B.C. Photo credit: Kristopher Grunert.

Pedestrian-Priority Streets

While slower vehicular traffic is encouraged everywhere across the campus, these are slower streets with narrower roadways and enhanced streetscapes, visibly signalling to users that pedestrians have priority.

These include:
- Bond Street
- Victoria Street (south of Gould Street)
- Gould Street (east of Bond Street)
- Dalhousie Street

Pedestrian-Only Streets

These streets support a high volume of foot traffic and allow only pedestrian circulation, emergency vehicles and operations and maintenance service vehicles. Although they serve as pedestrian movement corridors, they are open spaces that are accessible to the public and function similarly to other open spaces.

These include:
- Gould Street (O'Keefe Lane to Bond Street)
- Nelson Mandela Walk (Victoria Street north of Gould Street)

A pedestrianized rue Sainte-Catherine in Montreal, Que. Photo credit: Photos - FERA.

Laneways

These are shared movement corridors between pedestrians and vehicles, with slow-moving traffic. As vehicular routes, laneways are intended to provide access for servicing and loading functions. They also are important pedestrian circulation routes and their design should respond to both uses as shared space.

These include:

- Victoria Street Lane
- O'Keefe Lane
- Bond Street Lane

Laneway connection, Angel Place and Ash Street in Sydney, Australia. Photo credit: Setimmp.

The 16th Street Mall in Denver, Colo. Photo credit: Michael Rosebrock, Shutterstock.

Street Cross-Section

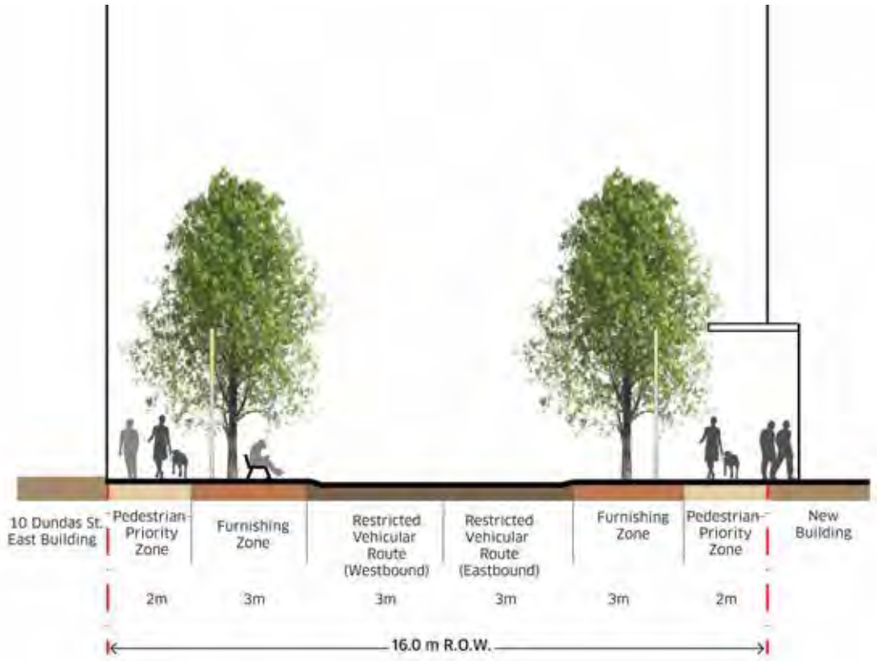
The following cross-sections convey the envisioned future character and configuration of key campus streets, as well as their interface with adjoining buildings and open spaces. Most of the streetscape design recommendations of the Campus Public Realm Plan have been brought forward in this section and are augmented by design recommendations that respond to new open-space adjacencies.

These cross-sections conceptually demonstrate potential right-of-way (ROW) elements and their typical requirements. Further study, stakeholder consultation and municipal approval will be required, with opportunities for implementation via public realm projects and major roadworks.

Victoria Street

As the main entrance to the campus, Victoria Street would expand the Campus Core Revitalization project streetscape improvements, transforming the street into a highly pedestrianized space, with expanded sidewalks, rolled curbs, public art and unified streetscape design elements. This full transformation would hinge on an adaptive reuse of the current parking garage or rerouted vehicular traffic flow.

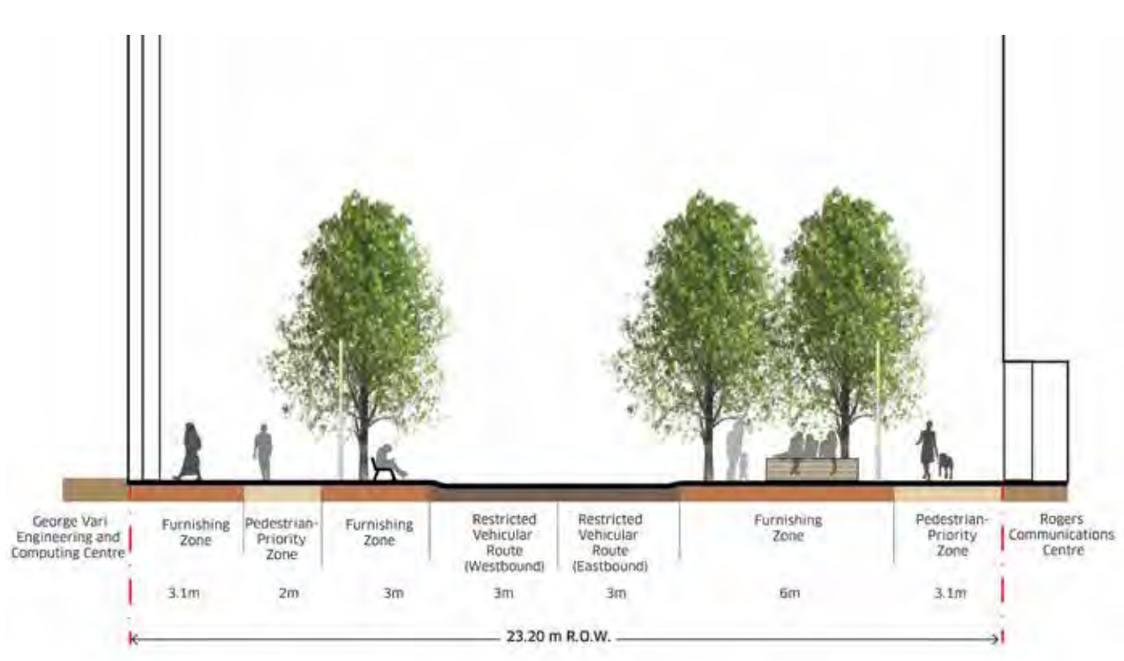
Recommended Cross-Section:



Gould Street – Bond to Mutual Streets

The unified streetscape elements installed in the west end of Gould Street could be extended east, with wider sidewalks and a narrowed road to encourage slower traffic and a more pedestrian character. Rows of trees form an alley along Gould Street, leading to the terminus of Bond Street at Mutual Street, where a forecourt space could provide an anchor for this prominent campus axis.

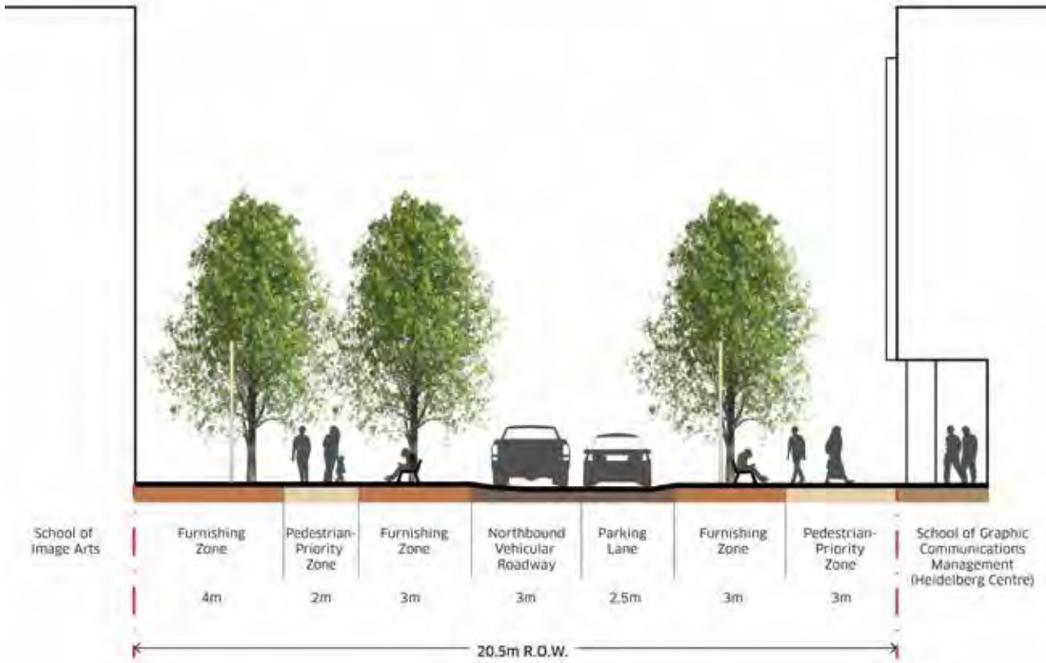
Recommended Cross-Section:



Bond Street North

Bond Street's historical intimate scale is defined with a relatively low-rise building form, a mix of unique architectural building frontages and setbacks and several older buildings. Bond Street could be transformed as a pedestrian-oriented street, with a narrowed roadway, reduced vehicular movement and a unified enhanced streetscape design.

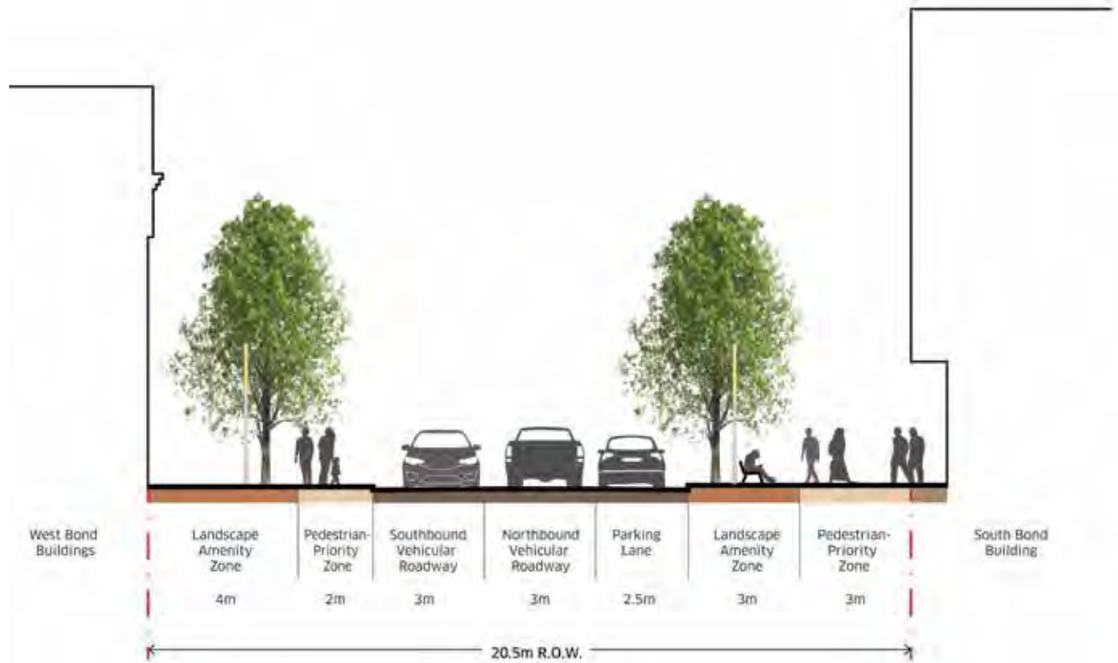
Recommended Cross-Section:



Bond Street South

South of the School of Image Arts, the intimate pedestrian character of the street could be retained, but the roadway could be widened to allow southbound vehicle circulation and an exit from Victoria Street Lane.

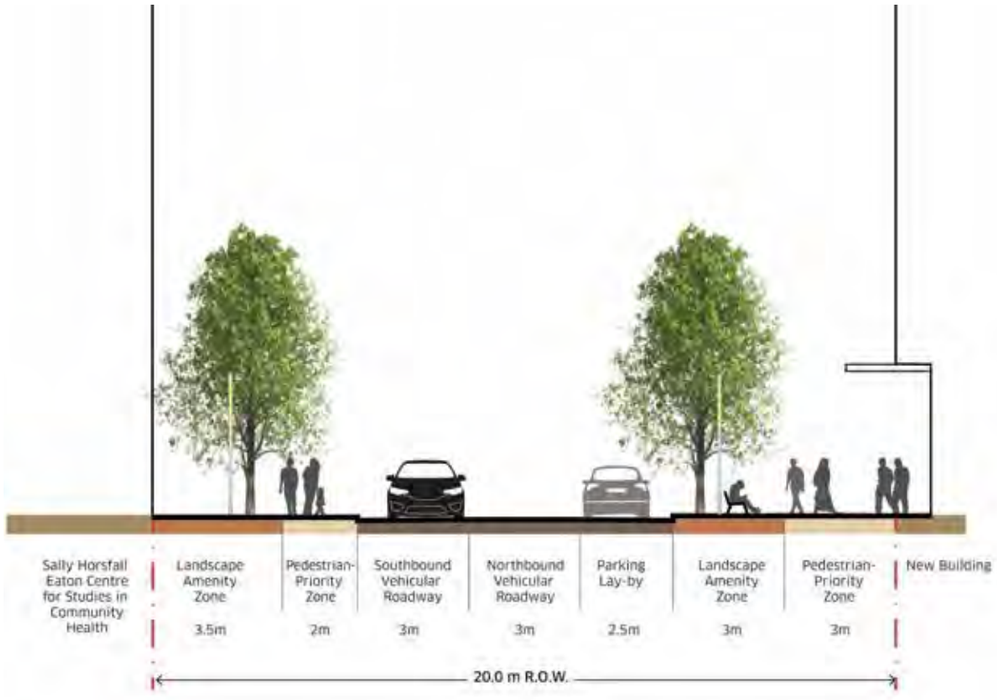
Recommended Cross-Section:



Mutual Street

Mutual Street is quieter in character, typical of a more residential street. It could be defined with wider sidewalks, curb bump-outs to narrow pedestrian crossing distances, on-street parking and a unified streetscape design to support a highly pedestrian street.

Recommended Cross-Section:



Gerrard Street East

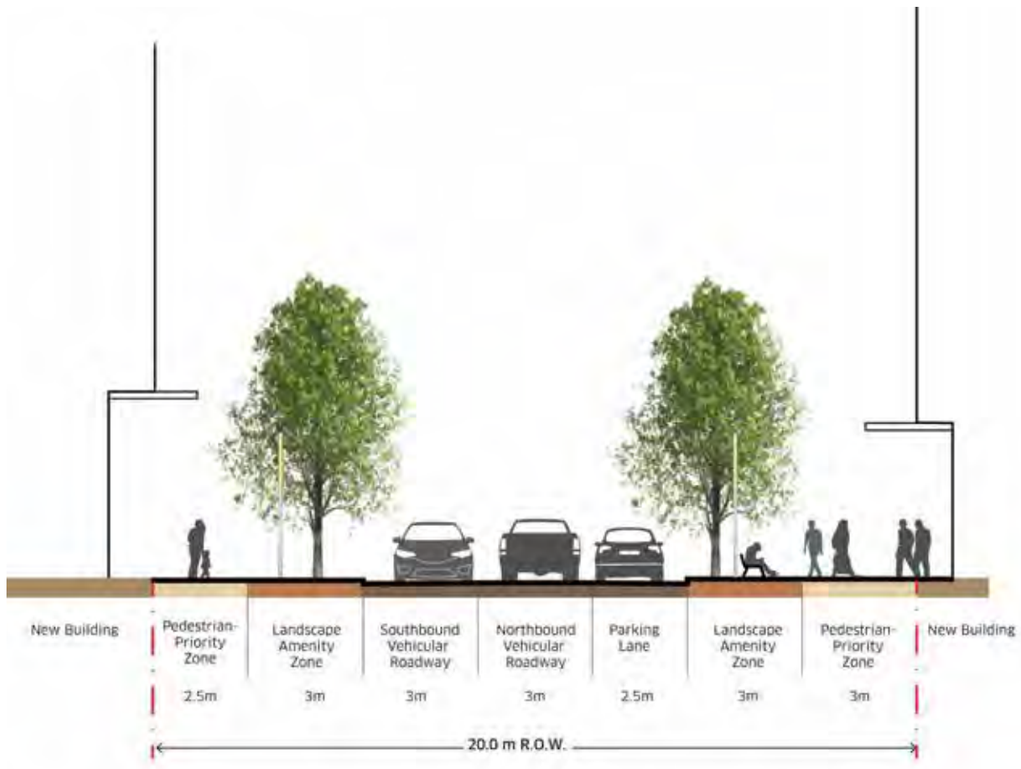
The character of Gerrard Street East could be transformed with an animated and permeable street edge to the university. Transparency to internal TMU spaces, recognizable entrances and distinctive building design could strengthen the university's identity along this corridor. The function of the street to accommodate different types of movements coud be reinforced and Ryerson's presence would be enhanced through the introduction of unified streetscape design elements.

Recommended Cross-Section:

Church Street

Church Street functions as a significant downtown movement corridor. It is envisioned to continue to function as a vehicle and TTC route (bus and streetcar bypass). It could be redesigned to be more pedestrian friendly, with shortened crosswalks, enhanced streetscape and cycling facilities.

Recommended Cross-Section:



Jarvis Street

Along this eastern campus edge, Jarvis Street is a significant corridor for vehicular traffic. In addition, this street could become a more significant north-south spine with the revitalization of the International Living/Learning Centre (240 Jarvis Street/133 Mutual Street) and 202 Jarvis Street. The new developments would allow for an increased level of connectivity, animation, wayfinding and identity along Jarvis Street.

Yonge Street

The yongeTOmorrow study envisions a transformed Yonge Street as a highly pedestrianized corridor, with minimal vehicular traffic during the day. Wide pedestrian zones, furnishings, trees and other elements may create a distinct and iconic central city street and added public realm space for the campus. Enhanced wayfinding would increase connectivity to the campus.

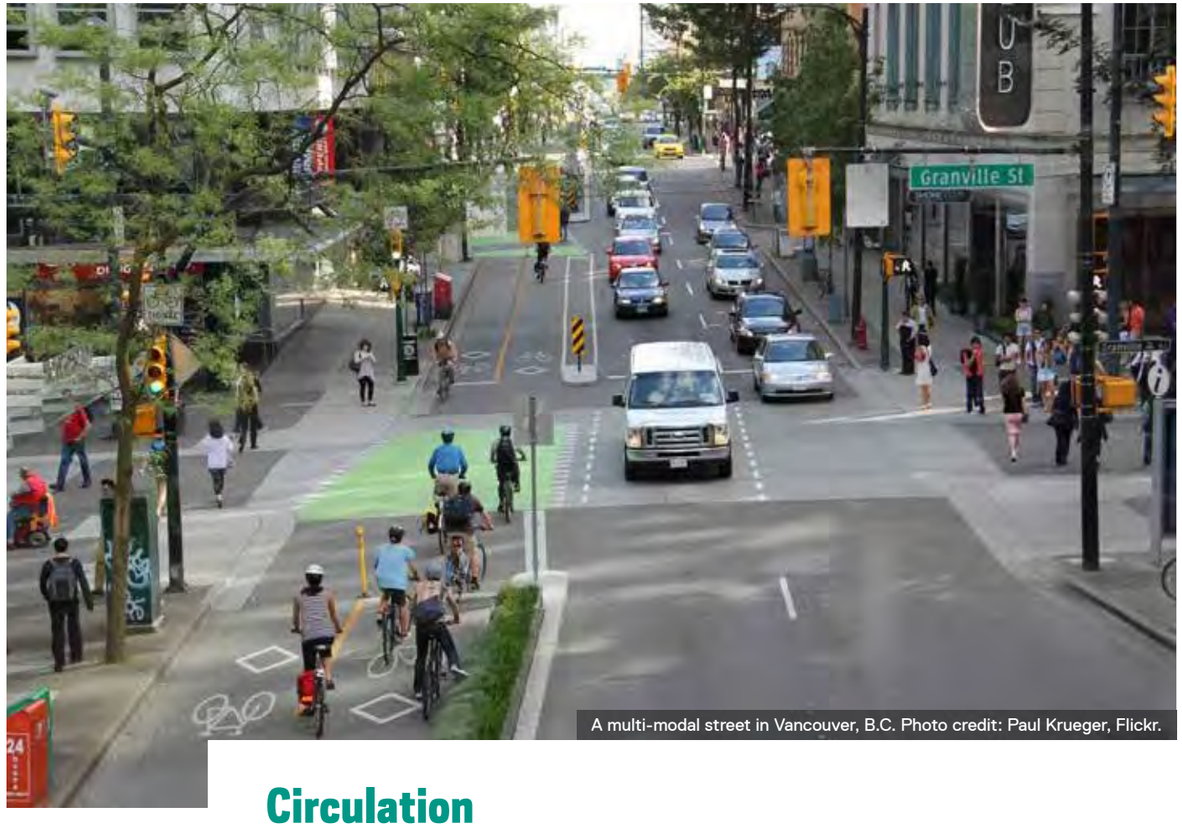
Dalhousie Street

Dalhousie Street could function more as a lane than a street and would be another pedestrian passageway through the campus. The character of the street could be redefined with enhanced streetscape materials, lighting and landscaping.

Laneways

Laneways throughout the campus could be improved with signage, enhanced paving materials, lighting and art, such as murals, to create safe and attractive linkages through the campus.

Students walking east on Gould Street.



A multi-modal street in Vancouver, B.C. Photo credit: Paul Krueger, Flickr.

Circulation

Circulation systems across the campus are envisioned to be integrated and connected, accommodating multiple ways to move through the campus. The Campus Master Plan supports a variety of transportation forms, but prioritizes pedestrian activity and accessibility above all.

> The Plan's recommendations complement the City of Toronto's initiatives to create more pedestrian-friendly spaces in the area around the campus. For example, the City of Toronto is looking at ways to improve pedestrian movement along Yonge Street, including widening sidewalks, reducing vehicle lanes and encouraging active travel.

Pedestrian Circulation

Pedestrian circulation should reflect and accommodate the active street life of the surrounding downtown context, with streets and open spaces safely providing a continuous flow of pedestrians.

Recommendations:

- Work with the City of Toronto to reduce road widths across the campus to accommodate increased public realm space for wider sidewalks, furnishings and plantings to enhance pedestrian circulation and amenities.
- Collaborate with map service providers to provide internal mapping within the campus core.
- Refer to the Campus Public Realm Plan for additional conceptual streetscape designs.

Parklet TO, designed by TMU Architectural Science students for the City of Toronto. Photo credit: Zeenah Mohammed Ali.

Cycling Circulation

This Plan supports the recommendations of the TMU Bike Plan (Appendix E). In addition, the following recommendations are provided to enhance a cycling network and amenities.

Recommendations:

- Locate bicycle parking away from pedestrian circulation paths and within clear sightlines.
- Plan for additional and appropriate bike parking in each neighbourhood to support intensification.
- Collaborate with Bike Share Toronto on location and quantity of future docking stations around campus.
- Consider opportunities to support year-round cycling by adding sheltered parking on campus; parking structures can double as opportunities for public art and placemaking initiatives.

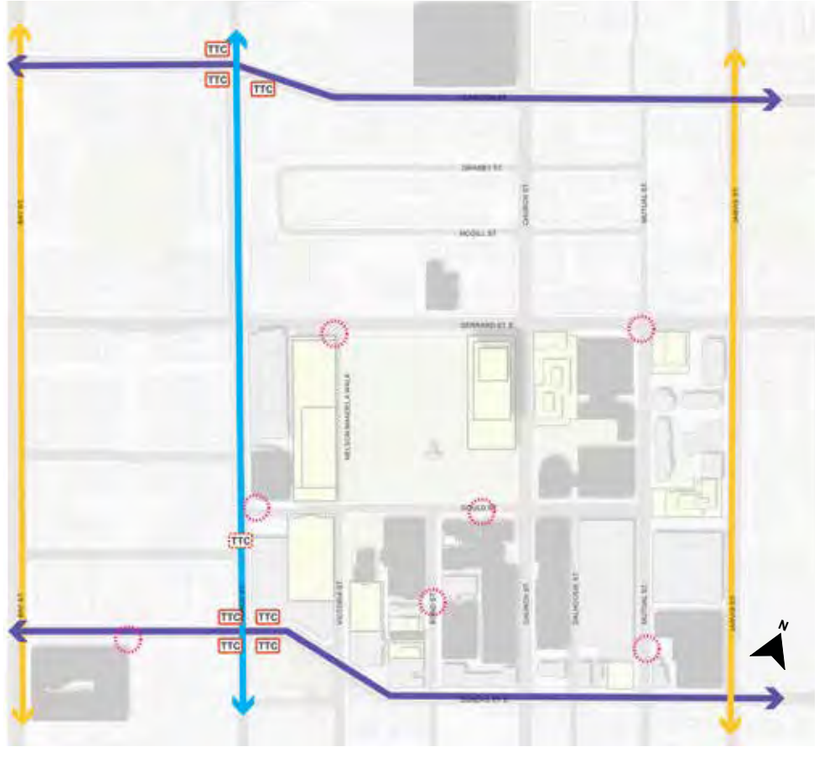
Cyclist on Church Street.

Transit Circulation

The campus is serviced by the TTC network of subways, streetcars and buses. However, there are opportunities to work with the TTC to improve transit connectivity to the campus.

Recommendations:

- Provide enhanced wayfinding signage at key intersections and destinations to direct users to subway entrances and surface route stops.
- Incorporate additional subway access points into the campus along Gould and Victoria Streets, if feasible, as part of any redevelopment plans for the Parking Garage (PKG) or Campus Store (BKS).
- Consider provision of transit information screens in public/amenity areas to show key GO bus/train and TTC schedules.
- Engage with the City of Toronto to advocate for improvements to transit services, such as frequency and capacity of streetcar lines and the subway.



Existing Streetcar Route

Existing Bus Route

Existing Subway Line

Existing Subway Station

Proposed Exit from the North Platform

Example of Proposed TTC Wheel-Trans Designated Drop-off/Pick-up Stop

Vehicular Circulation

While not a main mode of transportation for the majority of the TMU community, vehicle circulation supports needed services and access, such as operations and maintenance, servicing, loading, barrier-free access, emergency vehicles, pick-up/drop-off and other immediate access.

Recommendations:

- Through engagement with the City of Toronto and the community, consider options to adopt vehicle restrictions and create new pedestrian-only areas or extend existing ones.
- Study local and area transportation patterns and volumes to analyze options for full street closure, restrictions for certain times of day or for special events or only permitting necessary vehicles (e.g. emergency, maintenance and operations).
- Designate pick-up/drop-off locations proximate to specific campus services to support requirements, such as child care.
- Where possible, designate and consolidate pick-up/drop-off locations in common with other rideshare, TTC Wheel-Trans and alternative mobility locations to promote stretches of roadway that can be pedestrianized.

A pedestrian-friendly, multi-modal street in Toronto. Photo credit: ©Queen's Printer for Ontario, 2020.

Alternative Modes of Transportation

To respond to emerging transportation technologies, a number of proactive strategies can be employed to address alternative forms of movement on campus.

Recommendations:

E-Scooters (two-wheeled, standup electric scooters)

- E-Scooters should only be permitted where bicycles are also permitted.
- Avoid sidewalk clutter by designating parking areas off pedestrian paths, or adjacent to or integrated with regular bike parking.
- Co-ordinate with the City of Toronto to develop etiquette and enforcement programs.
- As e-scooters are an emerging technology, periodically review activity across campus and assess options for revised management strategies, if needed.

Car-for-Hire (ride-hailing, taxi)

- Designate pick-up/drop-off locations to mitigate blocked bike and vehicle lanes.
- Collaborate with ride hailing service providers to designate locations within apps.
- Enhance signage on campus maps and at pick-up/drop-off areas.

Existing Car-Share Locations (Enterprise CarShare/Zipcar)

Example of Proposed Car-for-Hire Drop-off/ Pick-up Locations

Barrier-Free Movement

The campus can be a welcoming and accessible place for all users by integrating barrier-free design across university spaces.

Recommendations:

- Establish accessible parking spaces and TTC Wheel-Trans locations in proximity to key campus functions and building entrances.
- Waiting vestibules should be provided next to TTC Wheel-Trans locations, if feasible
- Create primary, accessible and direct circulation paths across campus and between buildings.
- Snow storage space should permit regular and quick clearing of primary circulation paths; consider a dedicated space away from main circulation routes or open spaces.
- In addition to the paving strategies in the Campus Public Realm Plan, use city-standard and larger pavers for improved mobility and streamlined maintenance.
- Minimize grade changes on paths and sidewalks to support ease of accessible movement.
- Where steep grade changes and ramps are unavoidable, provide tactile indicator strips or equivalent anti-slip surfaces.
- Employ tactile, visual and audio cues at intersections and transition areas.

Safety

Highly walkable and bikeable streets with wider sidewalks and dedicated cycling infrastructure promotes street-level activity and fosters a comfortable, safe environment for pedestrians.

Recommendations:

- In addition to the design recommendations for streets, advocate and work with the City of Toronto to collaboratively implement Vision Zero Road Safety Plan initiatives and other road safety measures, such as reduced vehicle speeds, lane turn restrictions and additional pedestrian crossings.

Sustainability

Sustainable design practices can be integrated into circulation systems, particularly through the design of stormwater systems for streets and pedestrian routes.

Recommendations:

- Work closely with the City of Toronto and other organizations to co-ordinate installing improvements in the right-of-way to avoid demolition duplication or material waste.
- Promote travel modes that have lower carbon emissions.

Parking

The current trend for downtown development is to limit the creation of excessive new parking spaces. This is in support of City of Toronto policies that advocate for greater walking, cycling and transit use and for reduced, single-occupant vehicle trips, which increase congestion and emissions. TMU can build on this trend through reduced parking in future developments.

Recommendations:

- Minimize creation of new parking spaces and replacement of existing spaces.
- Determine necessary minimum and maximum parking requirements per the existing TMU parking by-law, which may require parking spaces above what is required for current and future needs.
- Review parking utilization regularly and consider conversion of underutilized parking spaces for other uses.

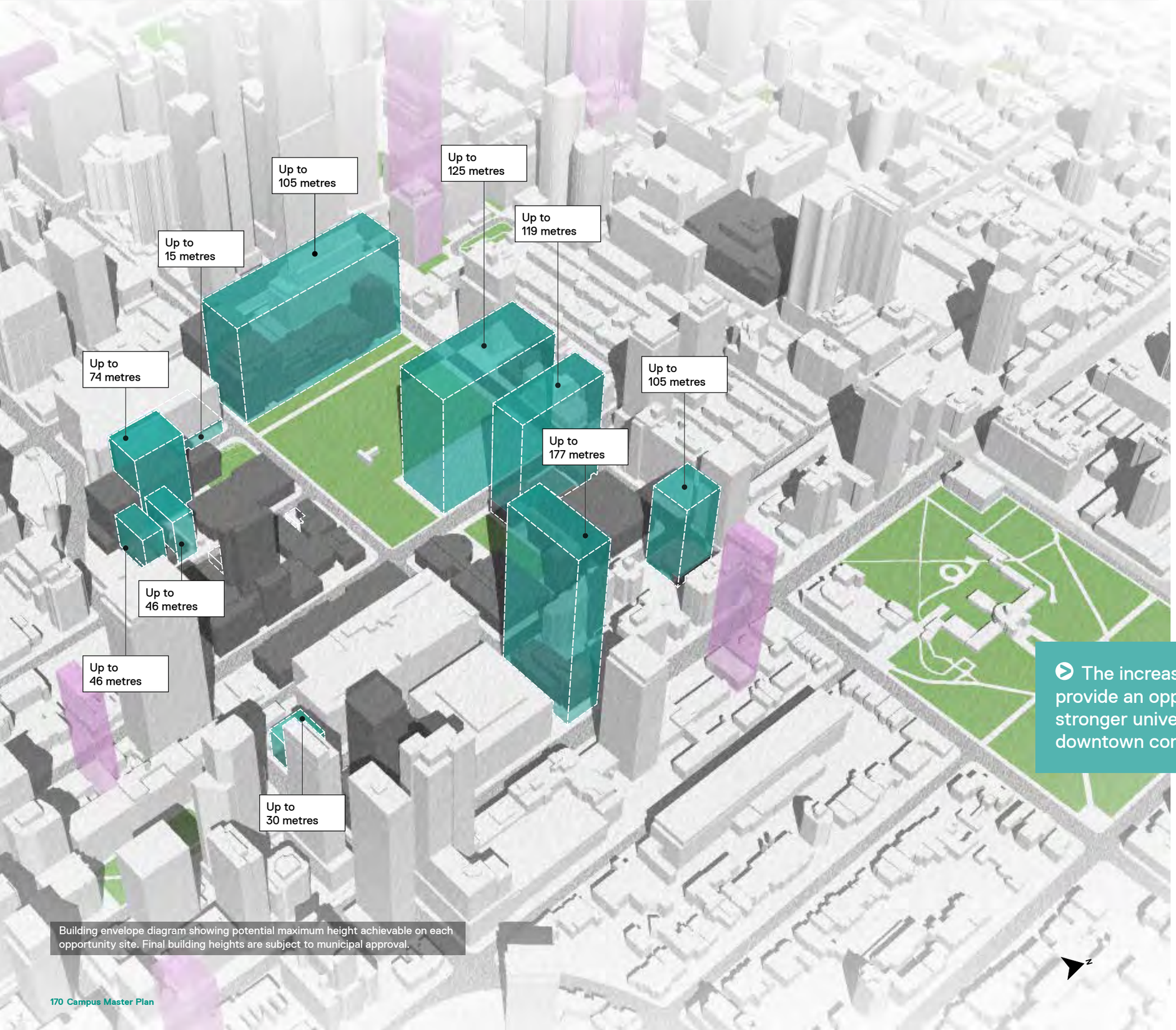
Winter Design

The design and function of the circulation network should consider winter use to create a safe and comfortable pedestrian experience throughout the year.

Recommendations:

- Sidewalks, pedestrian paths and bike lanes should be designed to allow regular snow clearing and storage with ease by providing unobstructed clearways (e.g. no light poles, utility boxes) and incorporating verges and dedicated snow storage areas.
- Consider paving materials that can withstand the use of salt, sand and gravel, as well as freeze-thaw cycles.
- Employ paving materials that are slip-proof and provide tactile indicator strips on all curb ramps.
- If pavers are used, choose a form that minimizes damage to snow removal equipment.
- Highly visible and distinctive surface markings and signage should be used at road crossings.
- Consider curb bump-outs at intersections and crossings where on-street parking is provided to minimize pedestrian crossing distance.

Walkways at TMU are cleared with a brine solution, as part of a pilot program to reduce road salt.



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

The adjacent diagram shows maximum building envelopes, bound only by site area and flight path height restrictions that the university is limited to work within to support future growth through added density.

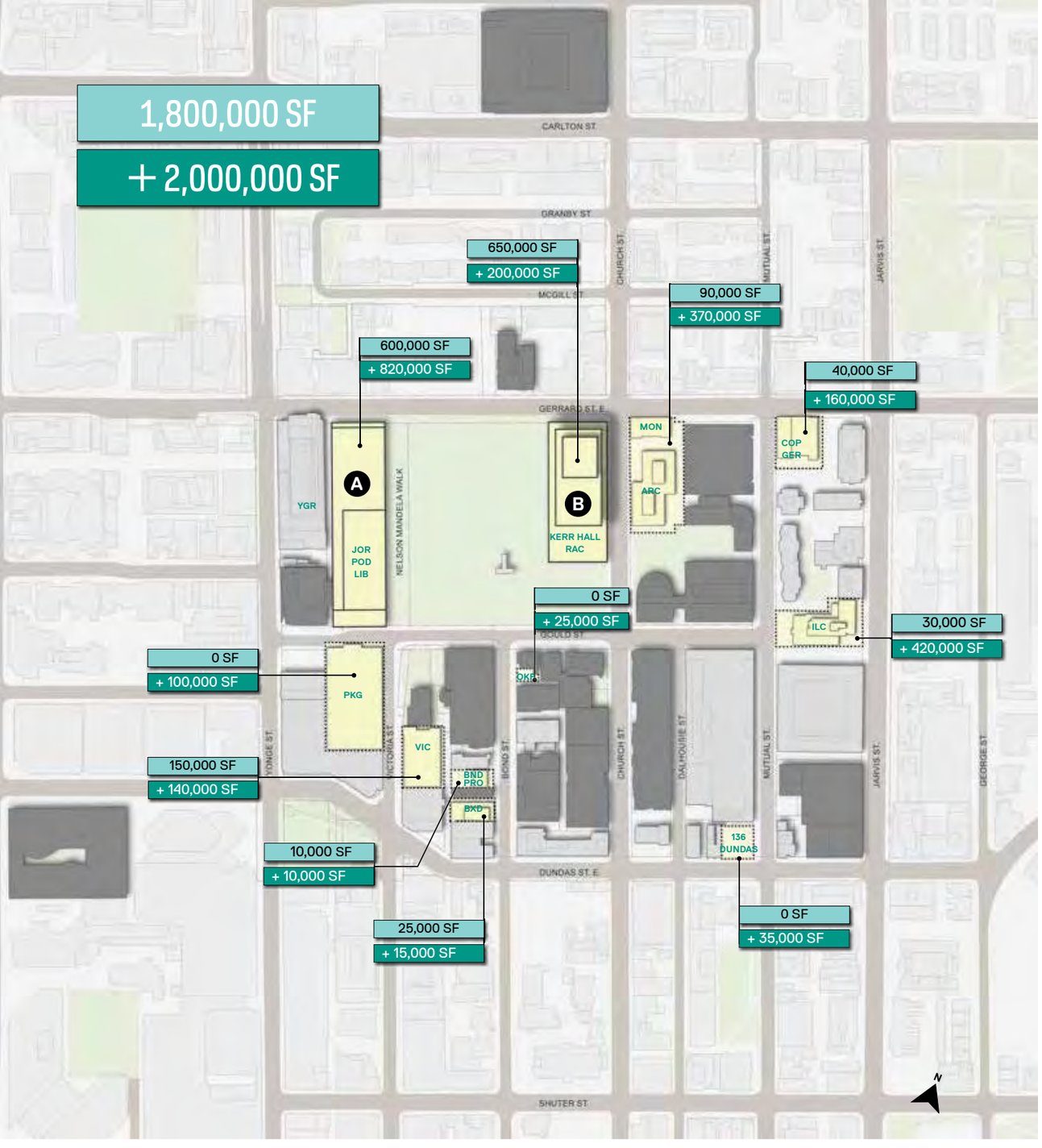
The Campus Master Plan and its implementation must remain flexible, allowing for responsiveness to phasing requirements, growth pressures, funding, market and partnership opportunities, a changing neighbourhood context and application of planning policies and urban design guidelines at the time of project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

- TMU buildings (as of April 2020)
- Development applications under review
- Maximum building envelopes*

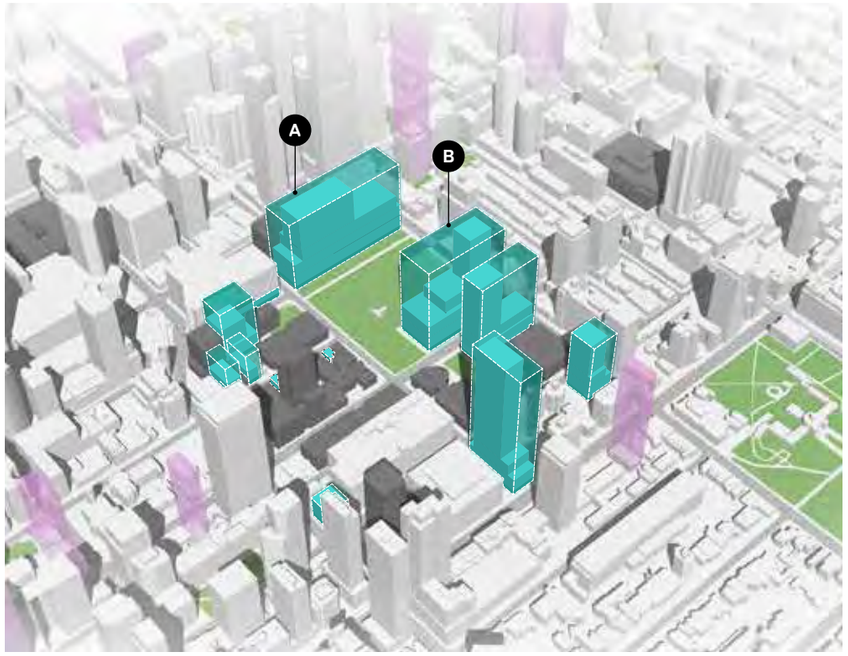
** Note: this diagram does not take into account grading, mechanical heights or any other architectural considerations, planning policies and urban design best practice guidelines. Maximum heights shown here are solely bound by site area and flight path height restrictions. A 10-metre tower crane height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



Existing gross floor area (occupied, excluding parking and residences)

Potential net new gross floor area

Example Massing Scenario



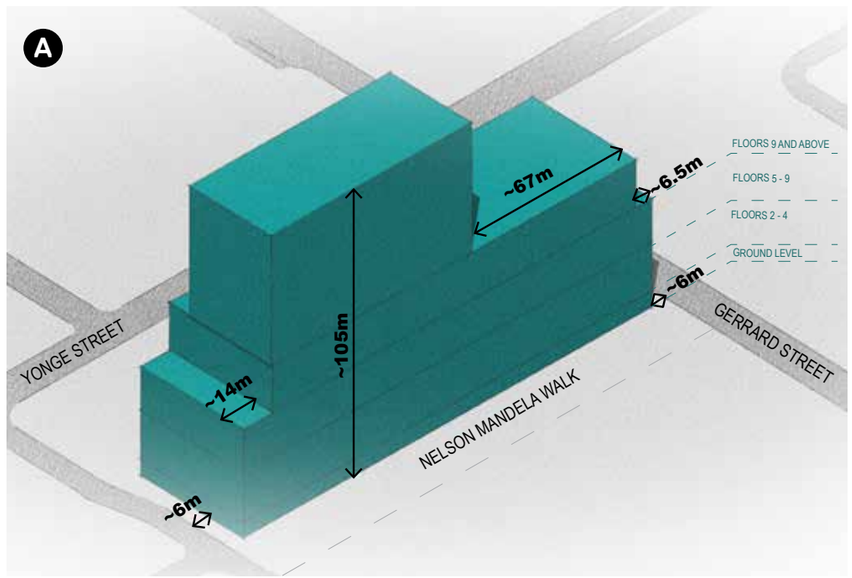
For each opportunity site, achievable new density, height and potential built form were analyzed. This massing demonstrates a significant intensification while taking into consideration respectful relationships to adjacent areas and their established character, as well as shadow impacts and height transitions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

“Site A” Example Scenario: New West Park Building



Area and Height Calculation

Estimated Net New GFA: ~ 820,000 SF
Height: up to 105 m

Built-Form and Public Realm Opportunities

Massing, setbacks and stepbacks:

- Opportunity for a human-scaled development with a strong relationship to adjacent streets and the surrounding community.
- Stepbacks to shape the building and mitigate shadow impacts.
- Opportunities for green roofs and terraces.
- Setbacks on the north and south sides provide for wider streetscapes with trees and other public realm enhancements along Gerrard and Gould Streets.

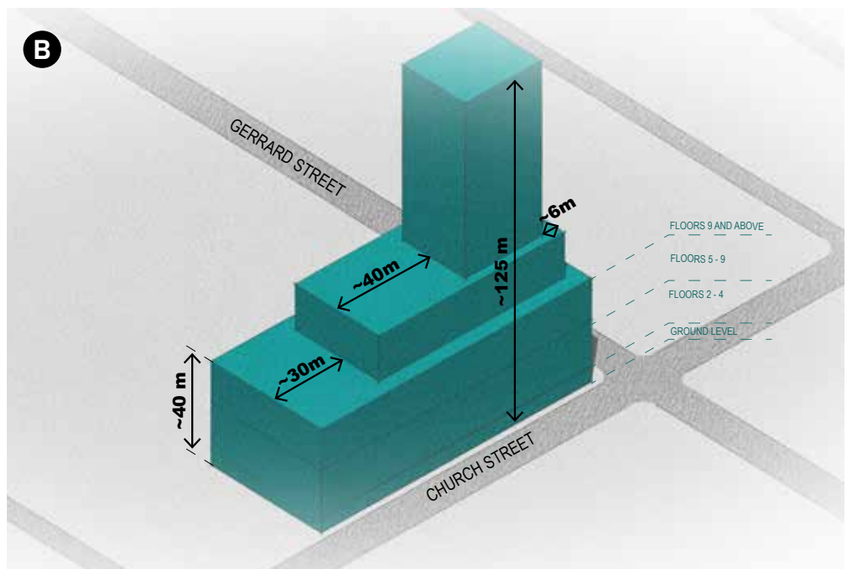
Frontage:

- Opportunity for frontages and entrances on Gerrard and Gould Streets.

Animation and public realm:

- Opportunity for a transparent ground level that animates the park and fronting streets.
- Space at grade for cafes, food options, galleries, event space, social space and university-wide, student-facing functions.

“Site B” Example Scenario: New East Park Building



Area and Height Calculation

Estimated Net New GFA: ~ 170,000 SF
Height: up to 125 m

Built-Form and Public Realm Opportunities

Massing, setbacks and stepbacks:

- Opportunity to create a pedestrian-oriented scale of development at the corner of Church and Gerrard Streets.
- A tower, along with the proposed stepbacks, could create an optimal relationship with the surrounding neighbourhoods.

Frontage:

- Opportunity for primary frontages both on Gerrard and Church Streets.

Animation and public realm:

- Opportunity for a transparent and permeable ground level that animates both the park and the fronting streets.
- The corner at the intersection can also provide a highly recognizable entrance, through distinctive architecture, public art and an enhanced public realm.
- Space at grade for cafes, galleries, event space, social space and university-wide, student-facing functions.

Chapter 7.0

IMPLEMENTATION

These short-, medium- and long-term phasing and implementation strategies provide guidance for the roll out of the Plan and provide direction for its governance and administration.

View from the Sheldon & Tracy Levy Student Learning Centre.

OVERVIEW

The following section identifies drivers that will ultimately determine phasing and outlines a short-, medium- and long-term strategy for implementating the Campus Master Plan. Also, there are recommendations about the approval and governance of the Plan, including an overview of next steps to kick-start future change.

The Plan highlights a range of priorities, but it is also positioned to accommodate specific opportunities and needs as they emerge.

The Mattamy Athletic Centre during construction.

A FLEXIBLE DOCUMENT

The Campus Master Plan is intended to be a flexible document, structured to provide TMU with 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.

While certain aspects of the Plan may evolve and change over time, such as the specific location or form of future buildings, some aspects, including the vision, goals and principles, should only evolve through a comprehensive review and update of the Plan. This would be supported by robust consultation 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.

The lobby of the Sheldon & Tracy Levy Student Learning Centre.

PHASING

The Plan identifies flexible opportunities for campus change in the near and distant future, 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.
- Facilitiate phasing to limit disruption to campus operations.
- Create neighbourhoods.
- Align with the Campus Master Plan vision, goals and principles.

Comprehensive Implementation

The Plan identifies a range of development opportunities, which should be addressed holistically with public realm, open-space and movement improvements. For each new planned building or major renovation, there should be a plan for the development of the adjacent public realm, along with corresponding circulation, as these are key opportunities to collectively strengthen a sense of campus identity and create an inclusive and welcoming sense of place.

Accordingly, the phasing strategy identifies built-form, open-space and movement initiatives at each stage of implementation in order to support the realization of the large-scale Plan in a comprehensive manner.

Phasing Strategy

The following provides an example of a phased implementation of the Campus Master Plan that considers the above drivers. Prior to implementation, there are a series of next steps required to determine program, suitability and details of each initiative, but there are certain factors that can be taken into account in advance.

For example, due to TMU's high utilization rate and current capacity in existing spaces, vacant or underutilized sites for academic programs could be prioritized as a way of making space available relatively quickly, without needing to first build or fit-out decant space. Many of TMU's opportunity sites are governed by co-ownership agreements and almost all of those sites would require rezoning to add contemplated density. These factors impact implementation timing for large rebuilding projects and the phasing strategy set out below.

Early Catalysts for Change

There are more immediate initiatives that are relatively low cost, have fewer barriers to activate and can serve as early catalysts for change across the campus. These also are opportunities that can be independent of large and capital-intensive development projects and can occur at the outset of the Plan's implementation. Some of these opportunities, such as public art installations or signage and wayfinding, already exist or are underway and can be expanded upon to further build momentum and energy around the process of campus transformation. These include public realm interventions that would increase the visibility, permeability and accessibility of the campus; make the campus feel more safe, pedestrian-friendly and accessible; and encourage an increase in the use of the open spaces. Initiatives include:

- Designating Indigenous-specific space
- Implementing the lighting strategy for new and replaced street lighting
- Laneway enhancements
- Improved landscaping
- Adding public art
- Improved signage and wayfinding
- Additional indoor bike storage
- Encouraging students and faculties to engage and demonstrate movement toward the Plan's vision, goals and principles (e.g. promoting student displays, concept development and execution of short-term, public-space animations and developing design thinking interventions).

Short-Term Initiatives

Short-term initiatives include sites that have a relatively shorter timeline for redevelopment or are required to support future phases as enabling works. Short-term initiatives may include implementing some projects identified as planning-phase sites, as these are at a more advanced level of concept development. Open-space and movement initiatives include expanding the streetscape design of the central pedestrian spine along Gould Street and refreshing the design of Pitman Quad – two early and significant public realm gestures that prominently showcase the transformative intent of the Plan's vision and goals.

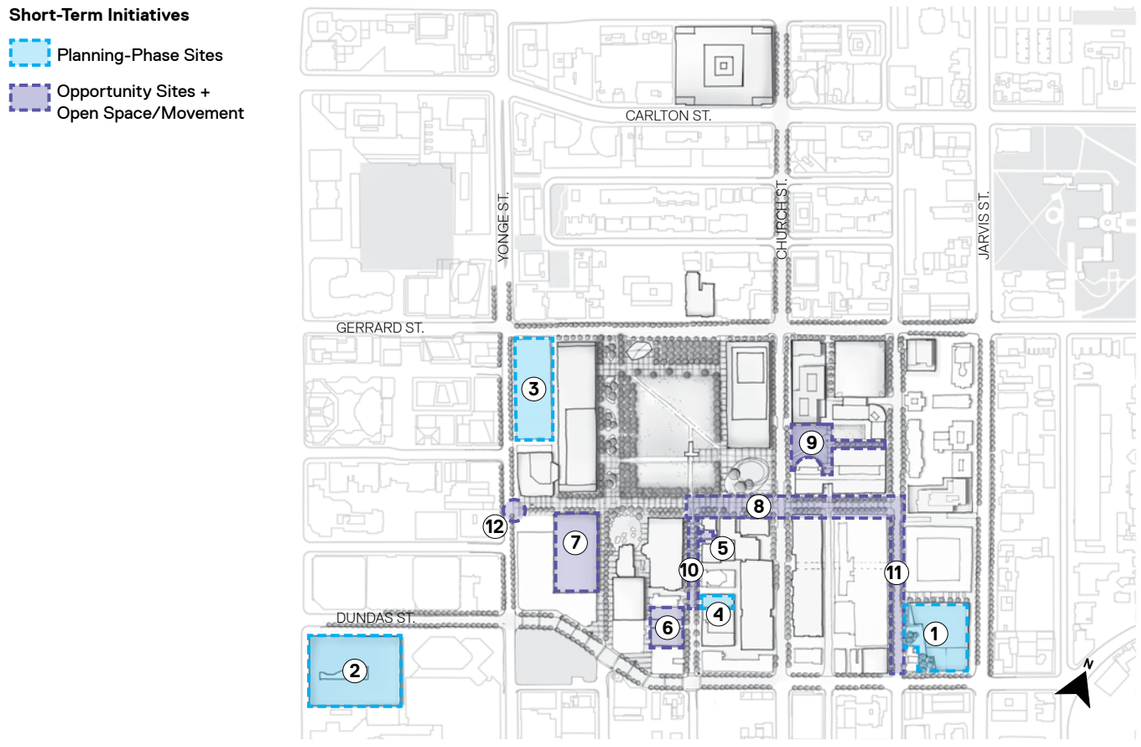
BUILT FORM:

Planning-Phase Sites
1. 202 Jarvis Street
2. 55 Dundas Street West (TRS)
3. 363 Yonge Street (YGR)
4. 111 Bond Street (BON)

Opportunity Sites
5. 137 Bond Street (OKF) – addition to the existing building
6. 104, 112-114 Bond Street (BXD, PRO, BND)
7. 300 Victoria Street/17 Gould Street (PKG/BKS)

OPEN SPACE/MOVEMENT:

8. Gould Street streetscape extension
9. Pitman Quad refresh
10. Bond Street improvements
11. Mutual Street enhancements
12. New TTC connection



Medium-Term Initiatives

While some of these opportunities may be realized independently of other works, others require enabling projects identified under the short-term scenarios to create decanting space and minimize disruption and movement of programs. Medium-term projects expand on the build-out of the Plan and begin to undertake substantial transformations of several prominent campus areas. The medium-term initiatives also enhance the campus neighbourhoods by creating a number of new key destination spaces and streetscapes to solidify TMU's presence across the campus.

BUILT FORM:
1. 240 Jarvis Street/133 Mutual Street (ILC)
2. 101-111 Gerrard Street East (COP/GER)
3. 285 Victoria Street (VIC)
4. 136 Dundas Street East
5. 55 Dundas Street West (TRS)

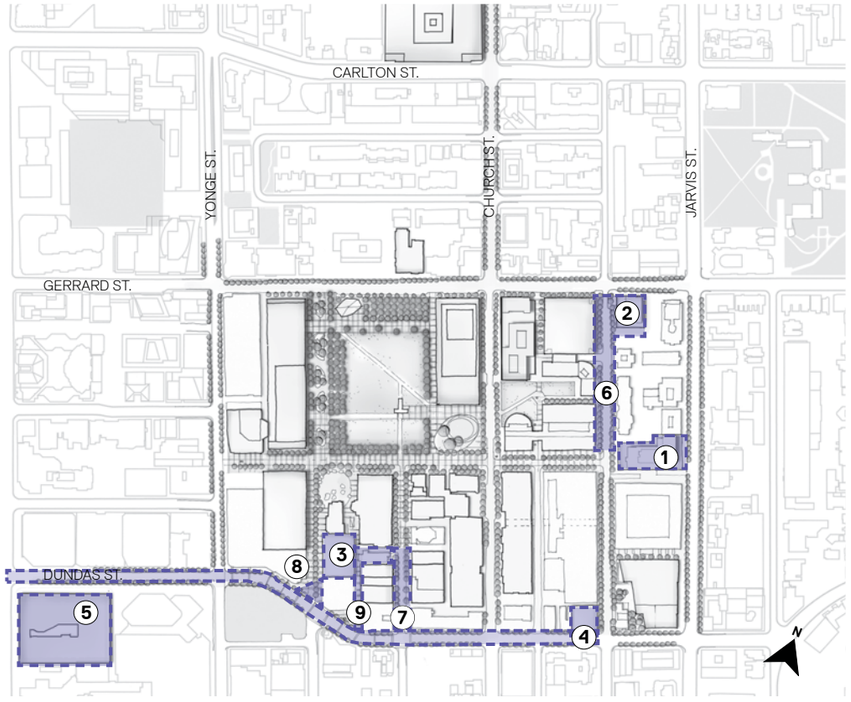
OPEN SPACE/MOVEMENT:
6. Mutual Street enhancements
7. Bond Street streetscaping extension
8. Victoria Street entrance and extension along Dundas Street
9. Victoria Street laneway enhancements

Long-Term Initiatives

All of the long-term projects will require short- and medium-term enabling works to be completed prior to their undertaking, however, these initiatives present some of the most transformative projects in supporting the realization of the Plan vision and goals, including the creation of significant, new open spaces and adding considerable floor space for growth. These projects also firmly root the image of the TMU campus as a green, sustainable, contemporary, inviting and inclusive university space.

BUILT FORM:
1. 340 Church Street – new east park building
2. 350-380 Victoria Street – new west park building
3. 325-341 Church Street (ARC/MON)

OPEN SPACE/MOVEMENT:
4. The community park
5. New corner plaza
6. Church Street streetscape

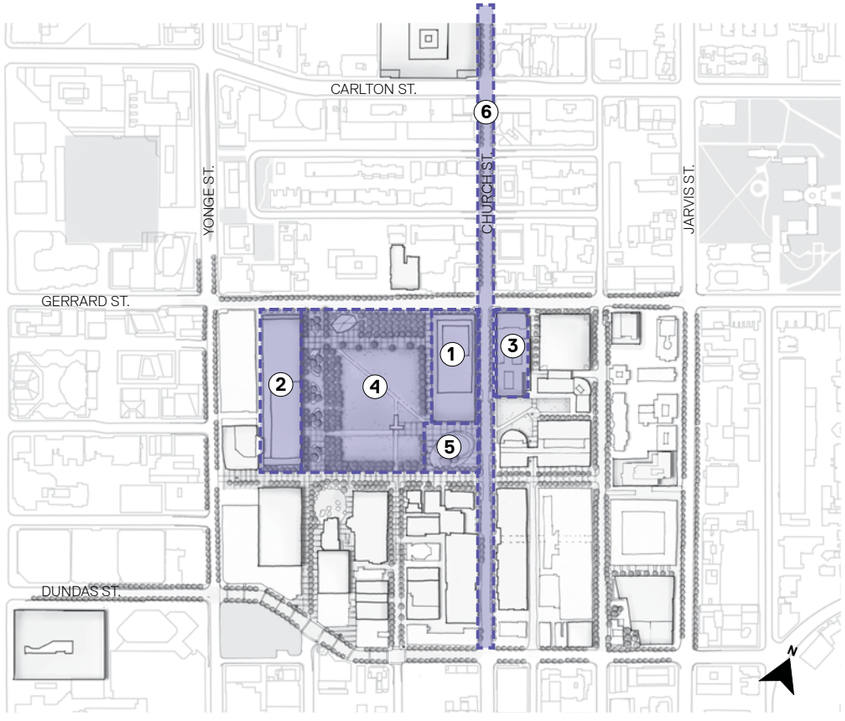


Medium-Term Initiatives

Opportunity Sites + Open Space/Movement

Long -Term Initiatives

Opportunity Sites + Open Space/Movement



Plan Governance

The Campus Master Plan is intended to be a flexible set of guidelines to shape the direction for physical transformation of the campus over the coming decades. While short-, medium- and long-term opportunities have been set out in this section, they must remain responsive and flexible to the prevailing economics and planning policies at the time of implementation.

The Campus Master Plan is in service of the university's strategic plans. It is anticipated that as these plans are renewed, aspects of the Campus Master Plan should also adapt and evolve together with future detailed planning, including:

- Specific use of individual buildings (i.e. residential, academic or mixed use).
- Building massing within identified maximum GFA envelopes.
- Programming of open spaces.

Aspects that should remain intact from this Plan until its eventual renewal are:

- The vision, goals and principles.
- The recommendations provided through the built-form, open-space and movement frameworks.

Artist Pam Lostracco, *Student Hallway Mural*. Permanent installation at the Ted Rogers School of Management.

Approval of the Plan

Ultimate authority over the Plan and its implementation will rest with the TMU Board of Governors, which has decision-making authority over major capital projects.

Recommendations:

- The Campus Master Plan executive summary report is approved by the TMU Board of Governors.

Application of the Plan

The Plan will be used by TMU to guide and inform the physical growth and development of the campus.

Recommendations:

- An abridged version of this Plan should be posted on the university's website.
- As development projects arise, they should be reviewed comprehensively in the context of the Plan.
- An implementation committee should be established to evaluate new opportunities. The committee should include members from Financial Services and the Offices of the Vice-President, Administration and Operations; Vice-President, Equity, Community and Inclusion; Vice-President, Research and Innovation; Vice-President, University Advancement and Alumni Relations; Vice-Provost, Students; Vice-Provost, University Planning; and others.
- The committee should meet on an annual basis, or as needed.

Gathering in the Kerr Hall Quad.

Updating the Plan

While the Plan is positioned as a flexible framework for decision-making, it is recognized that, over time, updates and amendments to the Plan may be required.

Recommendations:

- This can occur either through a general review and updating process or through a Plan amendment process.
- A Plan amendment process would take place in the extraordinary event of a funding opportunity that changes the direction of the compact growth recommended in this Campus Master Plan, but facilitates the implementation of the vision and goals.
- A general review and update process for the entire plan would take place in response to changing needs and the campus environment every 10 years. This process would reaffirm that the vision, goals, principles, frameworks and opportunity sites are still appropriate priorities for the university.
- Either an amendment or general update would require approval of the TMU Board of Governors, and a broad and transparent consultation process with key stakeholders from the TMU community and the City of Toronto.

Orientation Week activities.

Next Steps

In addition to the above recommendations, there are a number of further recommended strategies to advance the Plan. Primarily, these include continuation of a collaborative and inclusive process throughout implementation, with regular points of engagement and consultation with stakeholders.

Recommendations:

- Report back to students and TMU community upon approval of a new capital project on how that project will move TMU towards this Plan's vision and goals.
- Ensure continual project pipeline development aligns with TMU's capital debt model, while remaining nimble for new funding opportunities.
- Continue to liaise with City of Toronto planning staff and developers on a regular basis regarding the advancement of the Plan.
- Engage in regular conversations with the Indigenous community at TMU about the evolution of the Plan and how enhancement of Indigenous placemaking on campus should occur.
- Undertake appropriate engagement and consultation with the broader TMU community and the public, in further planning and design development.
- Produce an annual sustainability report, highlighting changes in operations or new builds that link back to the sustainability priorities of the Plan.
- Undertake development of building standards, accessibility standards and specifications for public realm unified design (lighting, landscaping, street furniture) to ensure consistent quality of space is provided throughout implementation.
- Develop a student residence strategy, a real estate strategy and a comprehensive wayfinding strategy including a signage plan.
- Complete a campus-wide heritage assessment.
- Commence feasibility studies for short-term and medium-term initiatives.

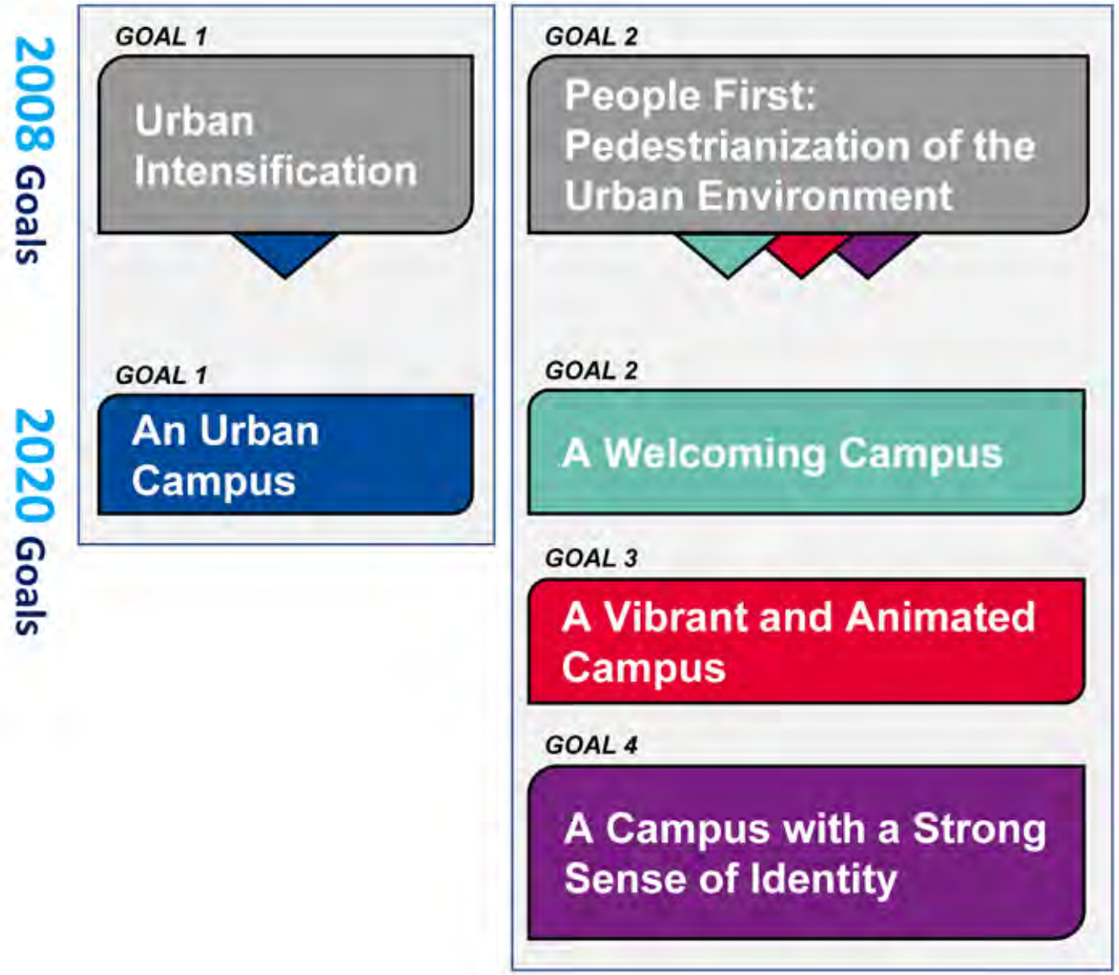
Orientation Week activities.

TMU's campus in downtown Toronto. Highlighted areas indicate university buildings. Photo credit: Norm Li.

APPENDIX A

Evolution of Campus Master Plan Goals

REFRESHED GOALS



Notes from stakeholder workshop #1.

APPENDIX B

Heritage Properties

HERITAGE DESIGNATIONS

NOTES:

Heritage status is assigned to the property, not individual buildings.

MON, ARC, SHE, EPH, PIT and RCC sit on one property, therefore the heritage designation relating to the MON building is indicated on all buildings on the property.

KHW, KHS, KHN, KHE and JOR, at the time of designation, sat on one property, therefore the heritage designation for the Normal School facade is indicated on all buildings on the property.

Designated - Gives Toronto city council the legal authority to refuse any application that would adversely affect the property's heritage attributes.

Listed - The City of Toronto has merely adopted a recommendation that the property be included on the heritage inventory list. Property owners must give the city 60 days notice of their intention to demolish or make alterations to the building to allow the city to designate the structure, if they wish.

COLLEGE ST.

CARLTON ST.

GERRARD ST. E.

GOULD ST.

DUNDAS ST. E.

ELM ST.

EDWARD ST.

BAY ST.

YONGE ST.

NELSON MANDELA WALK

VICTORIA ST.

VICTORIA ST. LN

BOND ST.

CHURCH ST.

DALHOUSIE ST.

MUTUAL ST.

JARVIS ST.

GEORGE ST.

PEMBROKE ST.

COLLEGE PARK

ALLAN GARDENS

YONGE-DUNDAS SQUARE

CF TORONTO EATON CENTRE

202 JARVIS

136 DUNDAS

MAC

WCB

CPK

YNG

CUI

JOR

YGR

POD

SLC

LIB

KHN

KHW

KHE

KHS

RAC

MON

ARC

SHE

EPH

PIT

RCC

COP

GER

ILC

BKS

PKG

DSQ

CED

VIC

RIC

IMA

BND

PRO

BKE

OKF

SCC

OAK

HEI

BON

SBB

SID

DCC

ENG

MER

CUE

CIV

HOEM

AOB

TRS

YDI

TMU-OWNED PROPERTY

HERITAGE-DESIGNATED PROPERTY

HERITAGE-LISTED PROPERTY

SCALE 1:1,500

N

APPENDIX C

Engagement Event Highlights

The following pages describe key engagement events, participants and outcomes from the development process.

Campus Tours

Campus Walkshop - April 4, 2019

- The campus walkshop was an opportunity for a small group of staff, faculty and students to pass on important information about what works and what does not work to DIALOG during a walk-through of the campus, discussing the opportunities and constraints of the buildings, the shared streets and the city around us. DIALOG documented what was heard and observed conditions of the campus to identify opportunities and constraints on campus.

- Walkshop participants included two faculty members and a few graduate students from the School of Urban and Regional Planning, as well as representatives from TMU's Facilities Management and Development, Community Safety and Security, Housing and Residence Life and Accessibility.

- **Key outcomes: expressed appreciation for the university's location in a highly urban location; recognized the need to consider relationships and interfaces between the campus and borader community; and acknowledged potential partnership opportunities.**

Accessibility Tour - September 19, 2019

- The accessibility tour, guided by the Accessibility Co-ordinator, provided DIALOG with a better picture of the complexity in navigating the campus buildings and paths. It also allowed DIALOG to better understand the importance of ensuring our vision and goals promote accessibility in design that goes beyond code requirements.

- **Key outcomes: recognition that fostering a seamless and accessible experience requires going beyond minimum requirements; and acknowledgement that accessibility should be embedded holistically in design and planning.**

Stakeholder Interviews and Workshops

Stakeholder Interviews - March-May 2019

- One-hour sessions where participants shared their thoughts and ideas on the future of the campus and the challenges and opportunities they saw in the current context.
- Held with a broad range of internal and external key stakeholders, including the TMU Senate, faculties, and academic research and administration groups.
- **Key outcomes: received significant feedback on wanting to improve existing spaces in older buildings; identified safety concerns; and acknowledged the challenges in crossing the campus in 10 minutes.**

Stakeholder Workshop #1 - July 18, 2019

- Designed to bring all TMU stakeholders together to review the draft goals and principles, develop an emerging vision and explore potential growth scenarios for future buildings, open spaces and movement across campus.
- **Key outcomes: confirmed the need to stay compact; revised and validated the goals and principles; and identified initial opportunity sites, based on building conditions.**

Stakeholder Workshop #2 - September 24, 2019

- Designed to engage community stakeholders in working through a draft concept plan, considering the potential growth sites identified at the first workshop.
- The participants developed their plan for the campus through physical manipulation of building massing, open spaces and streets on 3D models.
- **Key outcomes: identified commonalities around specific locations with potential for intensification; acknowledged the need to balance new buildings with open space; and emphasized the importance of connectivity among buildings. In order to intensify the north end of the campus, most concepts featured partial or whole removal of the south, west and east segments of Kerr Hall.**

Stakeholders consider potential growth strategies during a workshop held in September 2019.

Public consultation board from a pop-up event in April 2019.

Pop-Up Events

Public Pop-Up Event #1 - April 10, 2019

- Hosted in two locations to inform students, faculty, staff and the community of the project process and objectives and to garner feedback on key themes.
- **Key outcomes: identified priorities for the CMP to address, including quality of space, amenities, sustainability, inclusivity, safety, well-being and access to open space.**

Alumni Weekend - May 4-6, 2019

- A shorter version of the public pop-up event #1 to incoporate feedback from Alumni on the future of the campus during the early stages of the process.
- **Key outcomes: received feedback that promoted revitalizing existing spaces while keeping the "heart" of the campus alive.**

Public Pop-Up Event #2 - September 13, 2019

- The second pop-up event was designed to engage the TMU community and public to continue informing them on the process, outcomes and work completed to date. Specifically, feedback was requested on the draft vision, goals and principles.
- During and following the event, an online survey was launched to continue acquiring and incorporating feedback on the updated vision, goals and principles.
- **Key outcomes: acheived a 78 per cent approval rate on the draft vision, goals and principles and support for the emerging big moves – staying compact and intensifying existing sites, enhancing the pedestrian experience and improving open spaces and the public realm.**

Collaboration with the DAS

Architecture Workshop - October 24, 2019

- Designed for the Department of Architectural Science (DAS) to incorporate the perspectives of student subject matter experts regarding the future of the campus and to identify issues and opportunities to inform the Plan. The students also manipulated 3D campus models to physically mock up examples of campus growth capacity while considering density, flight path height restrictions, shadow impact and open spaces, etc.

- **Key outcomes: confirmation of the emerging concept direction – compact and vertical growth, renewed validation for an opportunity site at the eastern terminus of Gould Street and open space in the Kerr Hall Quad.**

Architecture Collaborative Week Exercise - January 9, 2020

- Faculty member Arthur Wrigglesworth incorporated aspects of the Plan into the DAS Collaborative Week exercise. More than 430 students from DAS, split among teams, demonstrated the Plan's potential to transform the campus by deploying at least three of the Plan's themes and principles in their design investigations of interim public spaces on campus. The concepts were then judged by a panel of experts, including members of DIALOG.

- **Key outcomes: generation of creative public realm transformations through identity and branding installations across campus; and enhanced at-grade and above-grade linkages, and open-space activations with art, plantings and street furniture.**

Indigenous Placemaking Workshop

Workshop - April 10, 2019

- The objective of the Indigenous placemaking workshop was to help identify and develop specific design principles for Toronto Metropolitan University.
- Participants included Indigenous community members from TMU.

- **Key outcomes: conveyance of the importance of Indigenous art installations, and the need for multifuctional green/open spaces and ceremonial space. There was also a common expression that existing infrastructure could be used (walls, lights, wayfinding) to convey and make visible Indigenous history and truths.**

Open House

Open House - January 21, 2020

- This was the last public event in the Plan development process. The main goal was to present the concept plan developed through previous consultations, which showed where future new and reimagined buildings could be, as well as open spaces and connections that could be established across the campus. An online survey was launched following the event to inform the next iteration of the Plan before it was finalized.

- **Key outcomes: overall positive support for a bold and exciting concept. Participants' feedback emphasized the importance of careful planning and implementation and that any new design should retain the character of the Kerr Hall Quad.**

TMU hosted an open house at the Sheldon & Tracy Levy Student Learning Centre in January 2020.

Collaboration with FCAD

Engagement Study

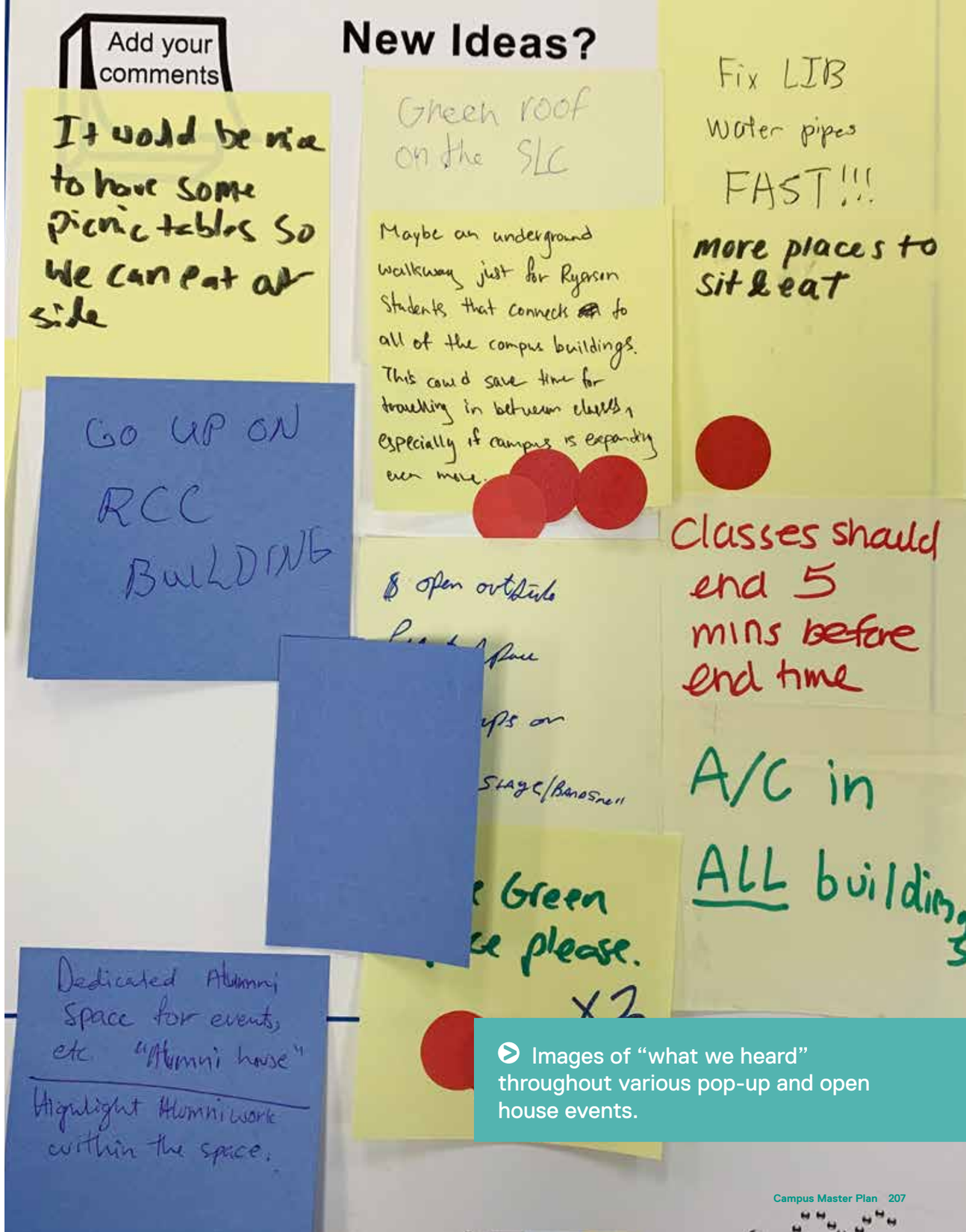
- An engagement research study was led by Faculty of Communication and Design (FCAD) professional communication professor Dr. Frauke Zeller to understand how extended campus communities engaged in the different public participation channels and the nature of the overall participatory planning processes. Participatory campus/urban planning follows the
idea of letting relevant stakeholders – students, professors, staff, business owners, city planners and residents – participate in the planning and shaping of urban campus environments.
- The research for this project used the Campus Master Plan update process as a case study. A student researcher attended public events and interviewed the project team. The research team provided written documention of the public events and processes.

- **Key outcomes: a summary of the Campus Master Plan engagement events and notes on the effectiveness of the participatory tools that were used (visuals, 3D models, facilitators, etc.). Recommendations from the study included suggested methods to engage more students.**

Interactive Table Design

- A small team of students with RTA School of Media professor Alexandra (Ali) Mazalek worked on a program for an interactive table design to be used for participatory planning in the Plan's consultation process.
- The study made use of a 3D virtual environment and interactive tabletop that her
team had already developed. The tabletop surface displayed a top-down map view of the campus space being redesigned while the vertical screen displayed a perspective view of the same space
- User design intended for interactions with the system through multi-touch interactions on the tabletop display as well as through the manipulation (placement, movement and rotation) of tagged physical objects that were tracked by the table.

- **Key outcomes for the table exercise, once scheduled, will include application of select Campus Master Plan recommendations to a physical, interactive mechanism to gather feedback for the development of the tool.**



Images of "what we heard" throughout various pop-up and open house events.

Reoccurring Themes from Stakeholder Feedback

	Built Form	Open Spaces	Movement	Classroom	Research	Library
Campus Experience / Quality of Space	+Build a 24/7/365 campus: exciting, safe, welcoming, clean; +Older buildings need reinvestment to attract students, employers, partners - protect reputation; +Need decant space and time to repair older systems; +Land acquisition challenges, can't keep relying on leased space as a solution for growth - go vertical! + Use existing buildings and underutilized space in buildings.	+Need to design with a life-cycle cost in mind, something can be beautiful without being expensive to maintain; +Create moments of delight, surprise, celebrating kinetic/frantic urban energy all around us; +	+Pivot from commuter mentality, TMU needs to create a sense of "home" for commuters; +Please don't eliminate parking entirely: coming from work, home, after business hours - limited parking is a concern.	+Need to prioritize classrooms to facilitate different teaching and learning styles; +Classrooms need technology that works, appropriate lighting, updated furniture; +Classrooms should be no more than a 10-minute walking distance from the heart of campus.	+Create flexible, innovative, high-performance research space to echo the workplace and train students for the future; +Invest in digital infrastructure, fabrication workshops, student design centres to support SRC success.	+Student-facing support services need to be visible/ accessible - ground floor/central; +Create spaces that inspire creation of new knowledge, digital/ media literacy; +Need space that supports human interactions, much more than books, providing access to knowledge; +More natural light; +Support a great student experience: collaboration spaces, group-work rooms, digital interactive space; multi-faith space, teaching/ event space; +More bookable study space.
Partnerships / City Building	+Need to connect with the community more through the campus - e.g. outreach and education centres; +Consider multiuse developments to generate revenue; +ART ART ART! This brings a sense of community.	+Need clearer ownership of space (between TMU, city) for maintenance and safety; +Yonge-Dundas Square is an opportunity for co-programming, so are other city parks.	+As we're growing within the city, work with the city to ease transit issues for TMU commuters; +Rename the Dundas subway station to TMU Station.		+Look for space opportunities that connect industry and community with students - exemplified by St. Michael's Hospital (iBest).	+Library is a community service facility - open to the community as a resource; +Positioned to be a "local library" not just academic given growth in the area.
Community Inclusion	+Need to improve "feel" of the campus, more colour, many spaces don't feel friendly or inviting; +Balance gentrification with beautification, modernization - retain distinct area character (e.g. small-scale retail, diverse food options etc.).	+Increase pedestrian zones on campus; +Improve pedestrian experience on campus; +Want to live in harmony with the people around us, welcoming to diverse people, removing barriers, celebrating diversity;	+Parking/bike infrastructure and access is important; +Become more cycling-friendly, need: secure/ interior spaces to park, shower; +Cyclists want to share the road with pedestrians not dismount, design paths so that cyclists slow down and wayfinding needed to support sharing the road.			+Important connection to community: public is welcome in the space (also students and faculty from other universities).
Centre of Gravity	+Student-facing support services need to be visible and accessible - ground floor or central, consider international and graduate students as well; +Provide space opportunities to cluster programs and projects, get out of silos.				Connections and anchoring can occur ouside the core campus (e.g. Regent Park, Brampton) - where it doesn't fit into the footprint and in response to funding.	+Should remain in central, visible location as it is a student support service.

	Study and Quiet Space	Recreation and Athletics	Food Services	Assembly/ Exhibition	Offices	Housing
Campus Experience / Quality of Space	+Simple, informal areas for all students to hang out, sit, plug in and congolomerate, e.g benches in hallways, adjacent study spaces to classrooms would increase class attendance and feels less like a commuter school; +More SLC spaces.	+Quad is a great space for quiet hang out, protected from the city, but not used properly, could it be covered for all season use.	'+More hub spaces on campus, communal eating areas, food prep areas; +Need more affordable food options.	+More free or low-cost event space on campus.	+Need space ready for growth and new hires; +More swing space; +More meeting spaces/ flexible spaces needed for students' dissertation defence, external and internal meetings; +Student spaces to reflect workspaces of the future; +Quiet discreet spaces for info sessions, affordable spaces that welcome employers, community members.	+Need more affordable housing on campus for students; +Provide space ffor international and graduate students, and visitors who arrive with families (i.e. provide temporary space until a permanent solution can be found); +TMU commuter rooms are good, but there aren't enough of them. Need more commuter rooms.
Partnerships / City Building		+Potential to connect different TMU groups to each other and optimize city assets and TMU programming - need fields for intramural activities, more than just varsity sports, which are only 6-8 weeks of the year.				+Opportunity to generate revenue through housing in summer months while student presence is low.
Community Inclusion	+Multi-faith places are a need; +More spaces for graduate/ international/mature students.		+We need more social and eating places such as Balzac's Coffee Roasters cafe, within campus boundaries.	+No spaces available that showcase TMU's own culture; +Need event and outreach space, a welcome centre space, student support and club space - something to create a sense of community, TMU's unique identity, showcase TMU history and work.		
Centre of Gravity					+Do not need to be central, especially back-of-house administrative offices.	+Should be on the periphery of campus.

	Built Form	Open Spaces	Movement	Research	Library
Health/ Wellbeing	+Create a wellness centre where everyone is welcome, not just for people with a "problem"; +Need space for a student-centred approach to wellbeing, to provide a range of support services; +Consider spaces for students to sleep on campus, nap zones for late-night work.	+Balance growth with protecting sunlight, air quality; +Reimagine the Quads, create more connected green spaces (Allan Gardens, rooftop gardens, Quads); +Spaces in between buildings can be paths - maximize access to green areas, connect TMU to the city; +Create more usable open spaces in all weather; +More trees, more grass, less planters.			
Campus Branding	+Many TMU-owned buildings are not even on the campus map, how will people know about the services or offices in those space (no exposure); +TMU needs to build its reputation for not just education, but also placemaking.	+Improve physical and digital wayfinding;+Augment and renovate older areas; +Acknowledge heritage, embodied energy in the existing spaces; +Create distinguished features on campus to create an identity; +More spaces like proposed science galleries to showcase learning and activities; +Create districts on campus; +Campus needs a "WOW" factor, a distinct sense of place within the city.		+Space for growth in research will help TMU's reputation; +Appropriate space for SRC is essential.	+Not operating as it should, library location should be visible, connecting students and faculty across campus to support SRC activities- great signage could help.
Accessibility	+Employ research- and consultation-based design when building new spaces to allow for a space to be truly accessible.	+Digital wayfinding pushed to devices and traditional wayfinding located in place can help improve navigating the campus during inclement weather, construction, shutdowns, events and emergencies.	+Better indoor connectivity and weather-protected passage needed for pedestrians with or without assistive devices; +Need higher-capacity subway exits and more of them, TTC is overcapacity; +TTC Wheel-Trans drop-offs need consideration: snow clearance, sidewalk space, visibility from inside buildings, accessible washrooms nearby.		'+Entrance not accessible, building is challenging to navigate, multiple systems need upgrading
Sustainability	+Employ sustainable systems - lead by example, develop resilience; +Explore alternative energy for carbon neutrality; +Plan for urban sustainability and adaptation to climate change.	+Add more green roofs/gardens/farms on top of new and existing buildings; +Farmers' market is a great addition to TMU; +Protect the green space on the quad, add more green space.		+Operate the campus as a "living lab" for data, research, application of new and sustainable technologies; +Lead by example.	

	Study and Quiet Space	Recreation and Athletics	Offices
Health / Wellbeing	+ Add water features, seating, place to study OUTSIDE; +Include spaces outdoors that are covered to allow students to sit outside even when raining.	+Mental and physical health and wellbeing are so important - expanded recreational facilities would be a perk; +More green space/outdoor seating to encourage students to take breaks, practice mediation, play sports, soak up sun.	+Students, faculty and staff need more lounge space, and dedicated space for their well-being and for interacting and networking.

	Built Form	Open Spaces	Housing
Indigenization	+Provide the capacity in buildings to practice spirituality without barriers - create space to drum, sing, dance; +Create ceremonial space for well-being, meditation; +Need space for teachings that ensures comfort for grandmothers, grandfathers, families; +Create inclusive Indigenous space in existing or new buildings, supported by interactive technology.	+Indigenize street names, buildings, welcome signs - incorporate teachings and different languages in signage/ wayfinding; +Use existing infrastructure to showcase contemporary Indigenous art in a substantial /meaningful way; '+Need space for community, inclusive and quiet spaces for reflection; +Consider exploring the concept of the eastern door and a connection to the Faculty of Community Services on campus, with further consultation; +Create and use community gardens for traditional food (e.g. three sisters) and sacred medicines to relieve food insecurity.	+Consider what offerings are available to Indigenous students to improve access to housing.

	Built Form	Open Spaces	Movement
Community and Personal Safety	+TMU is losing its sense of feeling safe and comfortable in our own spaces over time; +Some buildings feel unsafe - consider lighting and views when designing new spaces.	+Work with City of Toronto on a patrolling consensus, more campus security is needed; +Balance safety with openness; +Improve open-public spaces so they are not dark/empty; +Keep the campus well-lit at night; +Being downtown gives our students, faculty and staff more awareness of complex urban conditions than other campuses; +Encourage pedestrian-friendly activities in open spaces.	+Parking on campus can be improved.

APPENDIX D

Lighting Strategies

The 24-Hour Campus

Since the 2008 Campus Master Plan, TMU has experienced a marked extension in the campus hours of operation. A growing percentage of the TMU community's social and institutional life now takes place in the hours before and after sunlight – during "nighttime." The establishment of evening classes, increase in campus residences and expansion of leisure activities have transformed TMU into a 24-hour campus. Moreover, due to TMU's geolocation, the campus relies heavily on electric exterior lighting during traditional commute times in the winter months when the sun rises as late as 08:00 and sets as early as 16:30 pm. It is imperative that TMU take a holistic approach toward creating a vibrant urban campus that enables social activity, stimulates learning and feels safe at all times of the day.

Dawn	Morning Rush Hour	Classes Running
04:30 - 08:30	06:00 - 10:00	08:00 - 21:00
Dusk	**Afternoon Rush Hour**	**RAC Schedule**
16:00 - 20:00	16:00 - 20:00	06:30 - 22:30
Cultural Events	**Night Operations**	**Library/SLC Schedule**
19:00 - 24:00	18:00 - 06:00	07:00 - 01:00

PUBLIC REALM LIGHTING

These strategies have been closely informed by the City of Toronto's lighting standards, the guiding principles set out in the 2020 Campus Master Plan and the 2017 Campus Public Realm Plan. The following pages identify the importance of lighting in the public realm, why TMU needs a comprehensive lighting strategy and a list of best practices.

Prioritize Pedestrian Experience

Prioritize the experience of the pedestrian. Create a clear commitment to the quality of lighting that works in tandem with the surrounding environment to support a legible and comfortable nighttime experience for all users of the campus.

Improve Efficiency and Sustainability of Campus Lighting

Light levels should be increased, but energy consumption should not be increased. Technology available today allows TMU to achieve more light with reduced energy consumption and a notable increase in light efficiency. Another key element to consider is optimization and functional intelligence (smart lights) that will allow TMU to control and manage the installations based on external or prescribed criteria, the latter determined by the characteristics specific to different city uses.

Facilitate Movement and Access

Use light to enhance nighttime navigation and accessibility across the campus. Properly designed lighting can effectively and artfully guide users throughout the campus. Lighting can be an effective tool for increasing both the perceived safety (how people feel) and true safety (actual crime numbers). Lighting interventions and CPTED standards should be introduced and addressed at the design and planning stage for any new projects.

Principles of Design

Highlight Gateways and Connections
The lighting strategy should be intentional by highlighting paths and moments, such as key campus entrances and building entries. Optimize light to illuminate and prioritize connections and landing places and avoid flooding large hardscaped areas, lawns or groves.

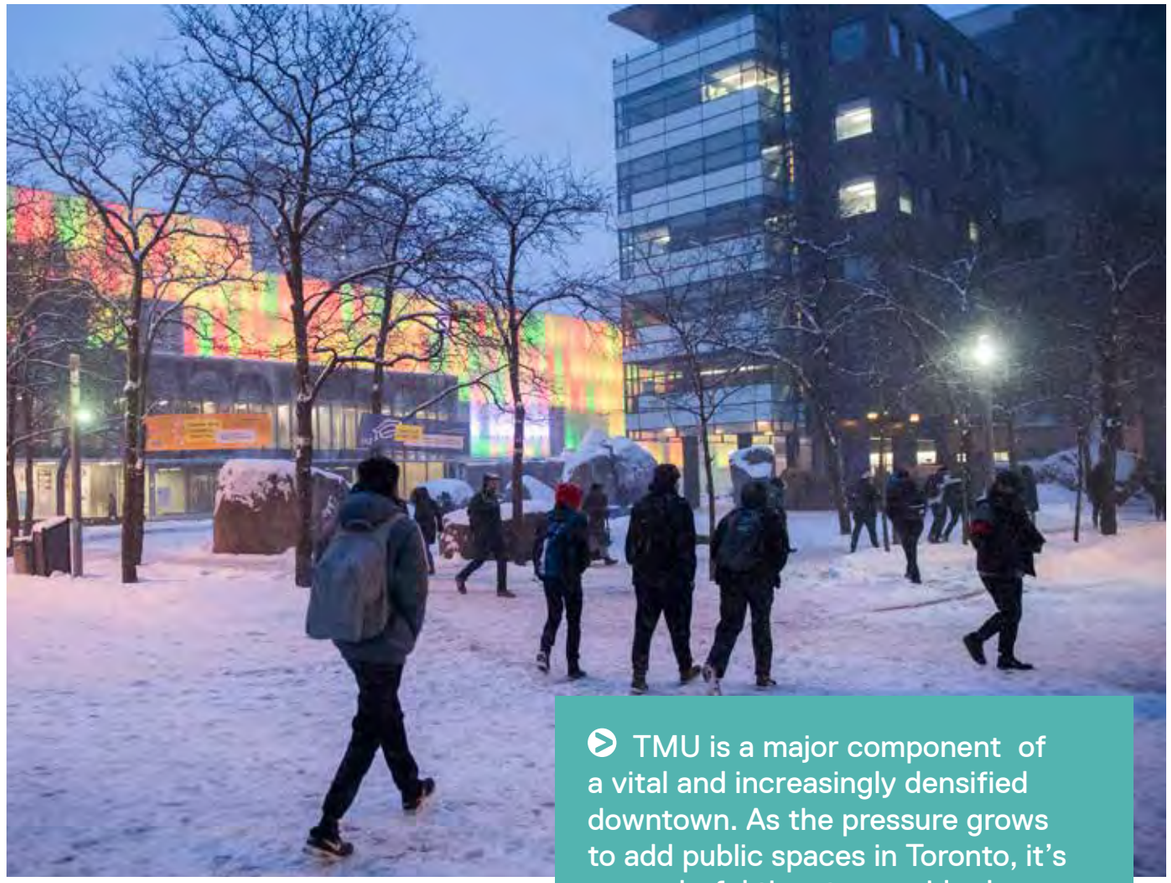
Consistent and Signature Design
An overarching pedestrian-scale language for campus lighting should be established to create a consistent and legible nighttime campus along key internal routes: Gould, Victoria, and Bond Streets, Church Street up to the Mattamy Athletic Centre, Mutual Street and in the laneways to support a wide range of uses.

Ease of Maintenance
Measures should be adopted to minimize the frequency, complexity and cost of fixture maintenance. Fixtures should be long-lasting and have accessible controls, and it should be easy to procure replacement parts locally.

Appropriate Scale
Lighting should respond to the primary users of the space, both in scale and intensity. A pedestrian-focused lighting system should focus on creating a warm, human-scaled environment. Design solutions, including proper pedestrian pole placement and mounting height, can simultaneously support efficiency goals and enhance the visual experience.

Design for an Improved Pedestrian Experience
Designs should target a comfortable experience based on conditional site factors, such as landscape surfaces, vegetation and observed uses. Lighting should strive to work in tandem with site materials to best support a coherent and comfortable nighttime experience. Lighting fixtures and lenses should minimize glare by diffusing light and creating a more uniform light distribution along the primary corridors. TMU's architectural form and public art should also be complemented through the use of light.

Minimize Light Pollution
TMU's 24-hour campus context encompasses an array of buildings that are occupied during all hours. Fixtures should be properly shielded to minimize light pollution by eliminating wasted light and reducing glare. Fixture design should be aligned with the CIty of Toronto's lighting standards, be dark-sky compliant and be controlled to minimize light when it is unnecessary or when a a space is not being used.



TMU is a major component of a vital and increasingly densified downtown. As the pressure grows to add public spaces in Toronto, it's a wonderful time to consider how to make better use of the existing public realm.

Sense of Comfort
A sense of safety and security in the nighttime campus should be a priority for TMU. Rather than increasing illuminance levels (lumens), a hierarchy of lighting can enhance a sense of comfort by increasing perceived brightness without increasing lumen output. A better-quality light with a higher colour rendering index, in combination with a focus on vertical illumination, can work to create environments that feel natural and welcoming.

Plan for Future-Proofing
Light fixtures should be installed with capabilities that allow for technological advances in network controls and that can accommodate LED luminaries when the technology advances to an acceptable level for the City of Toronto.

APPLYING CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

The central concepts of Crime Prevention Through Environmental Design (CPTED) include the following:

- Create clear sightlines for potential observers in critical areas.
- Avoid overly bright security lighting.
- Use shielded or cut-off luminaires to control glare.
- Place lighting along pathways and other pedestrian-use areas at proper heights.
- Only light areas where needed.

Photo credit: Mobin Amanzai, Unsplash.

How Lighting Affects Safety and Security

Designed and implemented correctly, lighting can be an effective crime-reducing tactic. When designing lighting for safety and security, the objective is to create an atmosphere where illicit activity is discouraged and easily observed. A well-known theory developed by Jane Jacobs explains that the more people in an area, the safer that area becomes as all the users' eyes provide informal surveillance for the area, contributing to an atmosphere of safety.

Well-designed public lighting creates an inviting nighttime environment where people will want to stay and socialize, increasing both the perception of safety and, as the City of Toronto has found, a reduction in instances of crime.

It is important to note that poorly designed security lighting will have the opposite effect. The glare of an unshielded lamp blinds an observer and affects dark adaptation, making it difficult to see into shadows. Spaces that feel discomforting disincentivize people from socializing in the area, thus removing the important "eyes on the street."

Based on City of Toronto lighting standards, which suggest creating a welcoming environment, TMU should adopt a warm light colour temperature between 2,700 - 3,000 Kelvin.

EXAMPLE OF EFFECTIVE LIGHTING

The City of Toronto's ***Best Practices for Effective Lighting*** describes three effective fixture styles for exterior lighting that minimize glare and light pollution while reducing energy output and saving money. In each example, light is directed down through lens positioning and hood/reflector attachments, shielding the light from direct view. Light travelling on a horizontal plane, the main producer of glare and light pollution, is drastically reduced.

Dark-sky friendly wall light

Yard light with reflector

Area floodlight with hood

EXISTING TMU PLANS

Campus Public Realm Plan (2017)

The 2017 campus public realm plan outlines design and environment goals for TMU's public realm. The plan emphasizes defining the campus with signature public realm elements and unique furnishings, enhancing the pedestrian zones and laneways, reinforcing and creating new public art and pedestrian axes and developing a consistent approach to lighting. Phase one is currently underway as major pedestrian improvements are already being implemented along Gould Street and Nelson Mandela Walk. The TMU lighting plan is intended to be a reference for future public realm projects.

Illustrations by Monika Hoxha from *Best Practices for Effective Lighting*.

APPENDIX E

TMU Bike Plan

CYCLING IS AN IMPORTANT PART OF TMU'S TRANSPORTATION MIX

Photo credit: Duo Chen, Unsplash.

Photo credit: ©Igor Stevanovic, Dreamstime.com.

A Plan to Support and Expand Cycling Infrastructure

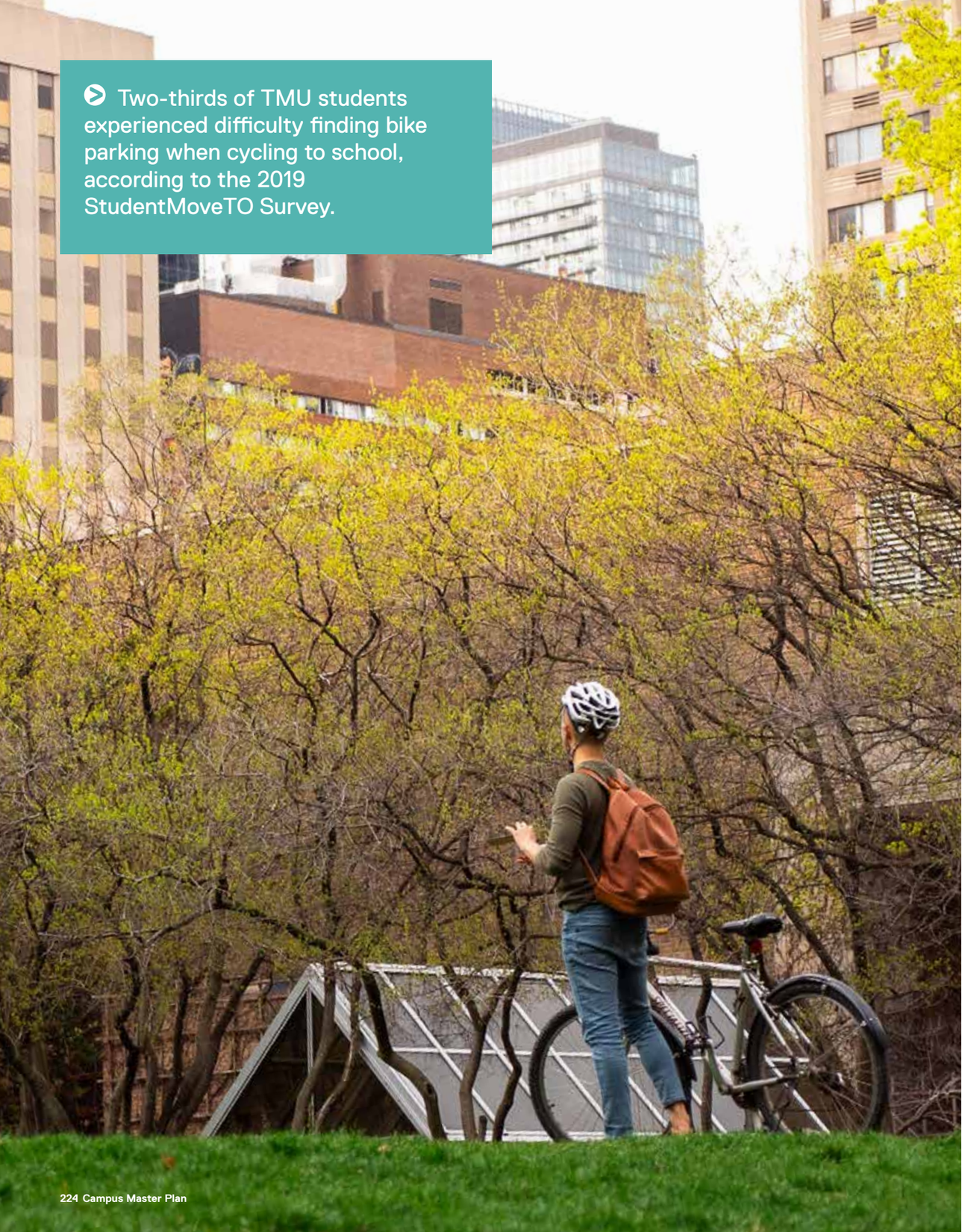
As an intensely urban campus, TMU enjoys diverse transportation options, including access to cycling infrastructure. Few community members drive to campus; many opt to use public transit, or to walk or bike. In the foreseeable future, it is the active transportation (walking and biking) options that are most likely to grow given the limited capacity for public or private vehicles on the already congested roads.

The potential for growth in cycling, paired with TMU and the City of Toronto's intent to improve active transportation participation for wellness and sustainability, prompts a review of what TMU could do to encourage bicycle use and integrate riders' needs into long-range plans for the campus.

Cycling is an important part of TMU's transportation mix. At TMU, cyclists represent a greater modal share than drivers, yet the installation or improvement of necessary cycling infrastructure has not kept up with growth in demand or the potential for futre expansion. Cycling infrastructure's small geographic footprint, high-innovation ceiling and relatively inexpensive capital costs allow for expansion within a brief time period.

Improved cycling infrastructure is critical for supporting and promoting cycling as a viable form of transportation to and throughout campus. With a campus that is already space-deficient, and a student population that continues to grow, TMU needs to further expand its efforts to promote cycling as the fastest and most affordable transportation method.

This plan seeks to set out goals that address the challenges associated with cycling and supporting cycling as a desirable and sustainable mode of transportation that supports health and wellness throughout the city.



Two-thirds of TMU students experienced difficulty finding bike parking when cycling to school, according to the 2019 StudentMoveTO Survey.

TMU CYCLING DATA

The following tables explore a number of ratios to illustrate how cyclists are accommodated on campus. Each table is broken down by style of bicycle parking and the approximate owners of that spot.

Ownership is determined by the location of a parking space or rack. For example, if a rack is located within close proximity to a TMU building entrance, it is recorded as “TMU-owned,” regardless if the rack is on land owned by the City of Toronto.

Original parking counts were conducted in 2016 and updated in 2020. Each style of parking was then calculated again using current and projected student populations (Tables A and B) and current and projected GFA (Table C).

Table A. Students/Available Parking Space

Bicycle Parking Ownership	Number of Parking Spots	Current	Projected	
		For 45,000 students	For 50,000 Students	For 60,000 Students
City-Owned (Short-term)	589	76.4 students per spot	85 students per spot	102 students per spot
TMU (Long-term)	205	220 students per spot	244 students per spot	293 students per spot
TMU (Short-term)	406	111 students per spot	123 students per spot	148 students per spot
Combined	**1,200**	**38 students per spot**	**42 students per spot**	**50 students per spot**

Table B. Available Parking Spaces/Student

Bicycle Parking Ownership	Number of Parking Spots	Current	Projected	
		For 45,000 students	For 50,000 Students	For 60,000 Students
City-Owned (Short-term)	589	0.13 spots per student	0.12 spots per student	0.01 spots per student
TMU (Long-term)	205	0.005 spots per student	0.004 spots per student	0.003 spots per student
TMU (Short-term)	406	0.009 spots per student	0.008 spots per student	0.007 spots per student
Combined	**1,200**	**0.026 spots per student**	**0.024 spots per student**	**0.02 spots per student**

Tables A and B explore the relationship between available bicycle parking spaces and TMU's current and projected student population. At TMU's current capacity, there is one spot for every 38 students (0.026 spots per student), which can reach capacity with a consistent ridership level of three per cent of the total student population. The Campus Master Plan explored space requirements at various enrolment thresholds (50,000 head count and 60,000 head count). Without increased parking on campus, capacity will drop from one spot for every 38 students to one spot for every 50 students (0.2 spots per student). Short-term and long-term parking follows the City of Toronto's by-law definition.

Table C. Available Spots Per 100m^2 of Gross Floor Area

Bicycle Parking Ownership	Number of Parking Spots	Current Area	Projected Area[1]	
		For 370,000 m^2	For 530,000 m^2	For 660,000 m^2
City-Owned (Short-term)	589	0.16 spots per 100m^2	0.11 spots per 100m^2	0.09 spots per 100m^2
TMU (Long-term)	205	0.06 spots per 100m^2	0.04 spots per 100m^2	0.03 spots per 100m^2
TMU (Short-term)	406	0.11 spots per 100m^2	0.08 spots per 100m^2	0.06 spots per 100m^2
Combined	**1,200**	**0.32 spots per 100m^2**	**0.23 spots per 100m^2**	**0.18 spots per 100m^2**

Note 1: 530,000 m^2 relates to the total estimated area required at 50,000 head count (compared to peer averages). 660,000 m^2 relates to the estimated area at 60,000 head count.

Table C examines the ratio of bicycle parking to gross floor area, simulating the requirements calculated for new builds by Toronto By-Law 569-2013. Current zoning regulations require 3 + 2.0 spaces per 100m^2 and TMU, campus-wide provides a ratio of 0.32 spots per 100m^2. If expansion adds an additional 200,000 square metres of gross floor area on campus in the coming decades and bicycle parking were to remain unchanged, the parking ratio would fall to 0.2 spots per 100m^2, 1.8 spots per 100 m^2 below City of Toronto requirements.

TMU Goals and Actions List

TMU's actions and goals are informed by a two-year consultation process that included input from Cycle Toronto, Facilities Management and Development staff, the TMU Transportation Advisory Council and StudentMoveTO.

1. Improve circulation and create shared space

- Maintain a shared space policy for campus circulation by prioritizing pedestrians and cyclists.
- Install speed mitigation measures in "high-risk" conflict locations. Measures should include surface materiality, outdoor furniture placement, signage and corridor widths.

2. Optimize Bike Parking

- Increase the amount of bike parking on campus. Bike parking numbers should be more attuned to the current and future needs and mode split on campus.
- Commit to continually increasing bike parking around campus to support the adoption of commuting via cycling through a phasing strategy and regular target goals.
- Deliberately place bike parking near campus gateways and common destinations for cyclists.
- Relocate or remove bicycle storage that is underutilized.
- Relocate or remove bicycle storage that acts as a major impediment to pedestrian movement and safety.
- Target underutilized spaces and parking garages as cost-effective transitions to indoor bicycle parking garages.

3. Connect to existing City of Toronto infrastructure

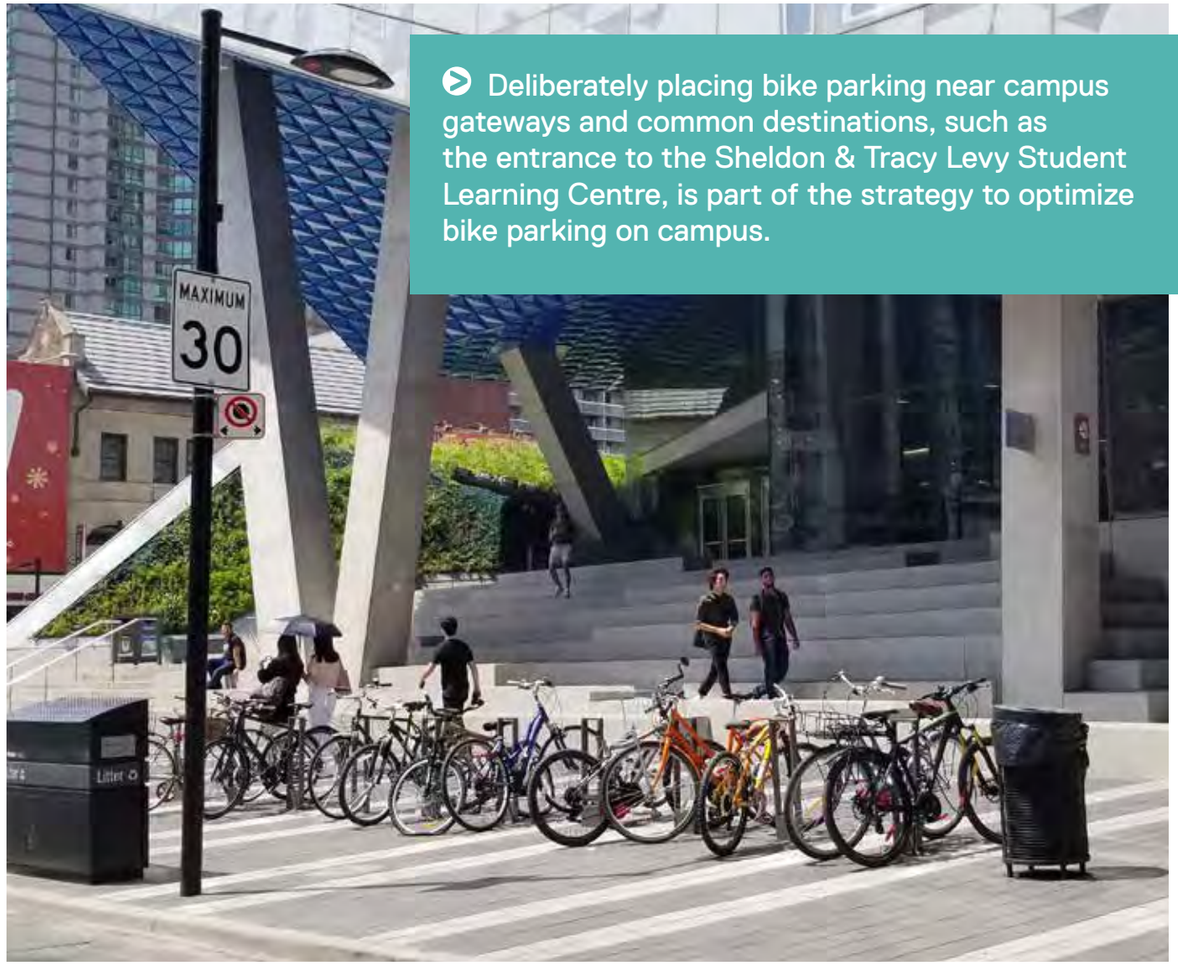
- Provide safe cycling routes that connect with Toronto's greater cycling network.
- Leverage institutional power to champion the expansion of city-owned cycling infrastructure that prioritizes safety and mobility.
- Designate a liaison responsible for interfacing with the City of Toronto regarding bikeway planning issues.
- Encourage Bike Share Toronto participation.

4. Improve Cycling Security

- Reduce the number of cyclists who experience bike (or part) theft on TMU's campus.
- Increase the amount of secure long-term bike storage spots throughout campus.
- Ensure bike parking is located in visible and public locations.
- Increase security through the use of security patrols, cameras and blue phone locations.
- Increase engagement/communication around reporting lost bikes/parts and reporting suspicious behaviour.
- Develop standard for lighting bike parking and circulation routes to increase rider and pedestrian safety and security.

5. Provide amenities that encourage cycling

- Ensure amenities are easily accessible.
- Locate amenity entrances and repair stations in public areas that are well-lit and accessible to pedestrians and cyclists.
- Integrate bicycle planning and amenity provisions at the planning and design phase of development projects.
- Increase efforts to promote the use of biking facilities within the TMU community.



Deliberately placing bike parking near campus gateways and common destinations, such as the entrance to the Sheldon & Tracy Levy Student Learning Centre, is part of the strategy to optimize bike parking on campus.

6. Enhance Campus Identity

- Implement bike parking solutions that are visually appealing, durable, crime-resistant, weather-resistant and cost-effective.
- Create a unified approach to wayfinding that leverages design to signal and direct the flow of cyclists.
- Incorporate surrounding cycling infrastructure on adjacent streets into TMU's wayfinding strategy.
- Introduce campus-wide bicycle programs, such as bicycle safety classes, clean air incentives and a bicycle commuter benefit program, etc.

7. Continual Improvement

- Update the TMU Bike Plan occasionally to reflect changed conditions and planning requirements, to prioritize new projects and to re-evaluate the Bike Parking Atlas.
- Evaluate university mode-share trends through expanded annual bicycle counts and commuter surveys.
- Monitor bicycle and pedestrian crash data to identify and neutralize conflict areas.

EXISTING TMU PLANS

The TMU bike master plan is informed by two existing high-level policy documents, TMU's Campus Master Plan (2020) and the campus public realm plan (2017). Currently, no plan exists that explicitly expresses the university's goals and principles for encouraging cycling on campus.

Campus Public Realm Plan (2017)

The campus public realm plan, building on TMU's 2008 plan, outlines design and environment goals for TMU's public realm. The campus public realm plan outlines a series of guiding principles, including enhancing accessibility and transportation routes, defining a core campus with signature public realm elements, customizing furniture designs to define TMU's campus boundaries and integrating laneways as part of the public realm network.

Phase one of the project is nearing completion as major network improvements are being implemented along Gould Street and Nelson Mandela Walk. The TMU bike master plan will work in co-operation with the campus public realm plan to create an effective implementation of improvements for cycling as a transportation option.

ADDITIONAL POLICY CONSIDERATIONS

The province and City of Toronto have multiple documents that guide the planning and development of bicycle infrastructure.

- Cycling Network Plan Update (2019)
- Vision Zero Road Safety Plan (2017)
- CycleON (2013)

City of Toronto Cycling Network Plan Update (2019)

On July 17, 2019, Toronto City Council approved the Cycling Network Plan Update. The update provides a new time frame to improve roadwork co-ordination, accountability and implementation.

The new plan builds on the work of the 10-year plan (2016) while updating data sources, strengthening the focus on safety and equity, and revising the city approach to implementation that "better reflects the nature of capital co-ordination, development planning and challenging feasibility analysis." The Cycling Network Plan now consists of a longer-term proposed network and a detailed three-year rolling implementation program.

Vision Zero Road Safety Plan (2017)

Adopted in 2017, the Vision Zero Road Safety Plan outlines a five-year plan for reducing traffic-related deaths and injuries. Using a data-driven and targeted approach, the plan focuses on improvements to the City of Toronto's existing infrastructure that caters to human error in order to eliminate fatalities and serious injuries. The plan's philosophy is to prioritize the safety of the most vulnerable road users (pedestrians, cyclists and motorcyclists) by creating safe roads, slowing speeds, improving vehicle design, educating people and enforcing laws to support safe road behaviour.

The plan's safety recommendations for new/enhanced safety measures for cyclists include:

- An expansion of Toronto's separated bike lane network (cycle tracks).
- Automated cyclist detection at intersections to reduce the risk of a cyclist being unable to clear the intersection before conflicting traffic proceeds.
- Advanced green lights for cyclists that allow cyclists to proceed through an intersection earlier than vehicles.
- An expansion of the use of dedicated traffic signals that facilitate cyclist crossings at intersections and across roadways.
- Installation of more bike boxes that designate space for cyclists to wait in front of cars at intersections.
- Enhanced enforcement commitment from authorities having jurisdiction to focus on driver behaviours that impact cyclist safety.

CycleON (2013)

Ontario's Cycling Strategy, #CycleON, is a 20-year vision to have cycling recognized as a respected and valued mode of transportation in Ontario. It includes five strategic directions to guide action by the government and partners across Ontario:

1. Design healthy, active and prosperous communities.
2. Improve cycling infrastructure.
3. Make highways and streets safer.
4. Promote cycling awareness and behavioural shifts.
5. Increase cycling tourism opportunities.

As part of improving cycling infrastructure, the strategy outlines a number of ways the province will work with municipalities, including investments in new infrastructure for commuting and recreational cycling routes, investments in bicycle parking and inclusion of cycling infrastructure in provincial highway construction projects.

APPENDIX F

Reference Plans

University Plans Referenced in the 2020 Campus Master Plan

Academic Plan
https://www.torontomu.ca/provost/strategic-plans/academic-plan/

Strategic Research Plan
https://www.torontomu.ca/research/themes/

Campus Public Realm Plan
https://www.torontomu.ca/facilities-management-development/campus-development/public-realm/

APPENDIX G

Mobility Study

MOBILITY PATTERN STUDY, EXECUTIVE SUMMARY

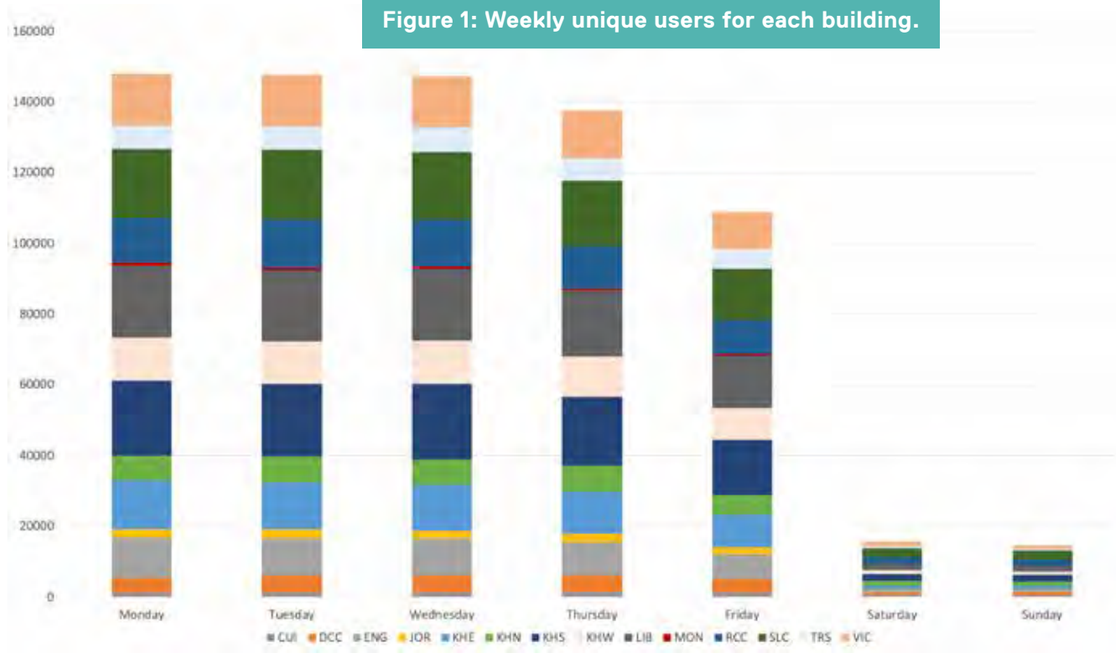
This study was led by Bilal Farooq, Canada Research Chair in Disruptive Transportation Technologies and Services, and supported by two Toronto Metropolitan University students, Arash Kalatian, a PhD candidate in transportation engineering, and Omair Ahmad, a fourth-year student from the Department of Civil Engineering. The study was conducted from TMU's Laboratory of Innovations in Transportation. It commenced in October 2019, with the analysis beginning in February 2020 and the report was completed in April 2020. The anonymous, focused data used for this study was collected from January 13, 2020 to January 26, 2020.

Analysis of building and campus occupancy based on Wi-Fi usage provides some key observations. First, the records suggest a high usage of TMU's facilities and buildings. In particular, facilities are at their highest occupancy from mid-morning (11 a.m.) to early afternoon (4 p.m.), Monday to Thursday, when most of the classes are held. As a result, Fridays are a relatively less busy day

on campus, followed by the weekends when buildings experience their most inactive time. As shown below in *Figure 1, the Sheldon & Tracy Levy Student Learning Centre (SLC) and the TMU Library & Archives (LIB)*, in particular, attract a large number of students even over the weekends, which leads to overbooking of the available study spaces, especially during the exam times. Adding to the capacity of such buildings could be a priority of the university to provide adequate rooms for students willing to use these spaces. New buildings added to the campus campus (e.g. the Centre for Urban Innovation [CUI] and the Daphne Cockwell Health Sciences Complex [DCC]) have also started to attract more TMU community members.

Based on the preliminary analysis of the available Wi-Fi access point usage logs, it is estimated that on a typical weekday during the semester, more than 80 per cent of TMU community members may be present on the campus. This trend shows a very high utilization of the campus and its facilities.

Figure 1: Weekly unique users for each building.



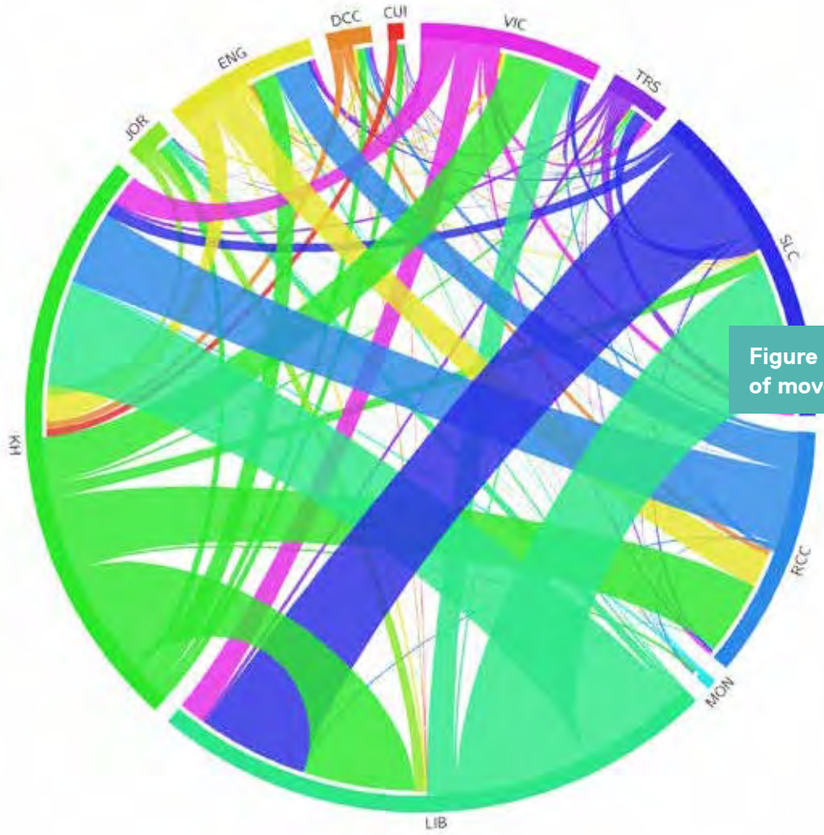


Figure 2: Circular visualization of movement paths.

By investigating the individual trips made between the buildings, it is revealed that the largest trips are among buildings that are interconnected, either by a building corridor or a bridge (Figure 2). The George Vari Engineering and Computing Centre accounts for one of the largest number of trips that are outside of the buildings, which leads to a large number of students on Gould Street and accumulates the pedestrian traffic at the intersection of Gould and Church Streets Connecting additional buildings on the east and west side of Church Street through a bridge is one approach to ease the pedestrian traffic at this intersection. Alternatively, the signal timing of this intersection can be revisited to improve the level of service for pedestrians.

A large number of trips are also observed outside of the Victoria Building, which suggests the high usage of Victoria Street by the TMU community to enter/ leave the campus.

Toronto Metropolitan University