



1.1 INTRODUCTION TO THE MASTER PLAN

1.1.1 *Origins*

The campus master planning process was initiated by the Board of Governors in the spring of 1990. The Building and Properties Committee of the Board has been responsible for the overall management of the planning process and has met frequently to review and direct its course. The need for a Campus Master Plan grew out of pressure to coordinate, within a clear framework for the future, the many ongoing academic, financial and development demands on the University's decisions regarding buildings and property. Such a framework is required to ensure for its users the full functioning and enjoyment of the campus and to stem the incremental erosion of its valuable real estate and environmental resource.

1.1.2 Terms of *Reference*

The challenge presented to the consulting team by the University in preparing the Master Plan was twofold. The terms were:

- take a long-term perspective, recognizing the institutional longevity of the University
- produce an innovative and exemplary vision for the campus that recognizes its evolving position within the City and Region

The resultant Master Plan attempts to meet this challenge within the specific context of the site and the detailed requirements of the University community. It also attempts to show how the University can use its institutional status to create a unique example of long-term land stewardship.

1.1.3 Preparation Process

Staff and students of the University have been actively canvassed through discussions with key individuals and groups and through two "open houses" for the broader community both inside and outside the University. Ongoing contact has been maintained with the staff of the City of Waterloo and the Regional Municipality of Waterloo.

1.2 CHARACTERISTICS OF THE MASTER PLAN

The Campus Master Plan is a special type of document. It must meet the needs of the University community, now and in the future. It is both a statement of intent and a system for managing growth. The Plan is a long-range codification of the University's mission, expressed in physical and procedural terms, providing general objectives for land use, traffic circulation, landscape and buildings. These general statements of intent are augmented by illustrative examples of the preferred pattern of future growth.

The Master Plan is intended to serve as a guideline to this, and future University administrations when they make decisions on the future development of the campus and the disposition and/or acquisition of land.

It is recognized that the Master Plan outlines a concept of future development consistent with certain broadly stated goals regarding environmental stewardship, responsible management of the University's land asset, and strengthening the University's economic base. The Master Plan represents a commitment by the University administration to a general direction rather than a commitment to implement specific actions.

Unlike municipal land use plans within the meaning of the Planning Act, the Master Plan has no status in the law and any action flowing from it must be in accordance with legally approved City and Regional Plans and Zoning By-laws.

It is acknowledged that several of the development scenarios outlined in the Master Plan cannot be achieved without the University first seeking amendments to existing municipal land use documents. It is further acknowledged by those approving this Master Plan that such amendments are subject to a legislated public process of scrutiny and approval and without such approval, the achievement of certain of the Master Plan's directions may not be possible.

The Plan is also intended to be suitable for broad circulation within the Kitchener-Waterloo community and should form the basis for further discussions with public agencies and private interests. At the time of a specific development proposal being initiated, "sector plans" (detailed analyses and development programs for each part of

the campus under consideration for development) will be undertaken to add sufficient detail to the Master Plan objectives on an area-specific basis, to allow for thorough discussion and subsequent implementation.

1.3 PURPOSE OF THE MASTER PLAN

The University of Waterloo has commissioned a Campus Master Plan in order to provide a clear framework for the future development of the campus over the next several decades. The Plan deals with the changing context of the University and its relationship to the dynamic City and Region that now surround it. The Plan framework is generally intended to:

- ensure that the qualities and academic mission of the South Campus are maintained and enhanced by the location and design of future buildings and landscaping
- provide a detailed strategy for the long-term management of the North Campus, one of the University's most valuable assets

- provide an improvement strategy for the existing South Campus
- articulate new goals for the campus, particularly in the area of environmental stewardship, that will guide the University in its decisions for the future

Within the University administration, the Plan:

- gives the administrative staff; members of the Senate and the Board of Governors a coordinated direction for the management and development of land and buildings
- provides continuity over time, as the composition of administrations and governing bodies changes
- allows, in the short term, decisions on immediate issues and proposals to be made within the long-term context of the Plan, as reviewed by members of the administrative staff the Senate and the Board

- sets the context for the University to implement development proposals within the regulatory frameworks of the local and municipalities, and provides terms for the discussion of possible joint projects between the University and other public agencies

The Plan outlines phased redevelopment of the largely undeveloped North Campus, in the context of preservation and enhancement of Laurel Creek as well as the provision of development opportunities for mixed uses related to the University's needs and programs.

In summary, the Campus Master Plan is intended to provide for the University's evolving needs, as applied to its lands and buildings on the South and North Campus. In the context of the existing development on the South Campus, the Plan encourages improvement of the current setting and judicious infill to accommodate future University growth. The Plan outlines phased redevelopment of the largely undeveloped North Campus, in the context of preservation and enhancement of Laurel Creek as well as the provision of development opportunities for mixed uses related to the University's needs and programs.



2.1 THE SOUTH CAMPUS

The South Campus is situated on approximately 300 acres of gently rolling former farmland. It now contains (1992) 40 University buildings and 4 Church Colleges, giving a total gross floor area (excluding the Church Colleges, which are separate from, but associated with, the University) of 4,398,868 square feet (see Figure 2).

The first buildings on the University of Waterloo campus were constructed in the late 1950s, with the majority of the current building stock being developed in the period between 1961 and 1973. Construction took place according to a Master Plan provided by Shore and Moffat, Architects, who also designed most of the early buildings. Subsequent development followed the general objectives of a landscape-dominated, pedestrian-oriented core and low (three storey) brick buildings, with vehicular access provided by a ring road and peripheral surface parking lots. In response to its setting, the campus over time developed a more "urban" side to the east facing the city, and a more "rural" side with progressively fewer buildings to the west, and terminating in the location of the Church Colleges on the opposite bank of Laurel Creek.

The South Campus today provides a

largely successful and attractive institutional environment, in accordance with the initial Master Plan principles. Levels of building and landscape maintenance are high, in contrast to similar conditions on many other Ontario university campuses. In general, the South Campus operates efficiently and is well liked by the University community, although minor improvements and additions are required.

Growth in the student population is anticipated to be modest in the foreseeable future. Although the University surpassed its initial enrolment target of **10,000** students in the first stage of campus expansion, growth has stabilized since then. The current enrolment is approximately **16,600** full-time and **8,800** part-time students, complemented by approximately 890 full-time faculty (75 part-time) and **2,050** administrative staff (440 part-time). Beyond this basic population, members of the local community use the campus regularly for cultural and recreational events, and there is a significant influx of visitors to the campus throughout the year. Undergraduate enrolment is anticipated to remain stable, while some growth is possible in graduate intake. No new Faculties, such as Law or Medicine, are being planned.

As a result of these conditions, new

construction will take the form of improvements to existing buildings in response to specific departmental needs for expansion space and new research facilities and broader community needs for a variety of educational and recreational facilities. Within this process of updating and renovation, the building program for the next few decades is likely to continue at approximately the present rate, averaging perhaps two or three new buildings per decade, plus additions to existing buildings. Since the level of building maintenance is high, no significant demolition of existing structures is anticipated or required.

2.2 THE NORTH CAMPUS




The North Campus was purchased by the University in 1963 and consists of approximately 300 acres of predominantly agricultural land, with small woodlots and residual hedgerows. At the time of its acquisition, the North Campus was intended to provide space for future University growth. Limited expansion has occurred and consists of the Optometry building, the Columbia Ice Field, and the Columbia Lake Townhouses. Other small structures include a grounds maintenance building, an observatory, a botanical research station and several old farm-

Figure 2

Existing South Campus

- 1. Annex 2
156 Columbia Street
- 2. Arts Lecture Hall
- 3. B.C. Matthews Hall
- 4. B.F. Goodrich Building
- 5. Biology 1
- 6. Biology 2
- 7. Campus Centre
- 8. Carl A. Pollock Hall
- 9. Central Services Building
- 10. Chemistry 2
- 11. Columbia Icefield
- 12. Commissary (Security)
- 13. Conrad Grebel Hall
- 14. Dana Porter Library
- 15. Earth Sciences and Chemistry
- 16. Engineering 1
- 17. Engineering 2
- 18. Engineering 3
- 19. Engineering Lecture Hall
- 20. Environmental Studies 1
- 21. Environmental Studies 2
- 22. Federation Hall
- 23. General Services Complex
- 24. Graduate House
- 25. Health and Safety
- 26. Ira G. Needles Hall
- 27. J.G. Hagey Hall of the Humanities
- 28. Married Students Apts.
- 29. Mathematics and Computers
- 30. Minota Hagey Residence
- 31. Modern Languages
- 32. Notre Dame Women's Residence
- 33. Optometry
- 34. East Campus Hall
- 35. Physical Activities Complex
- 36. Physics
- 37. Psychology, Anthropology, Sociology
- 38. Renison College
- 39. St. Jerome's College
- 40. St. Paul's College
- 41. South Campus Hall
- 42. Student Village 1
- 43. Student Village 2
- 44. Tutors Houses
- 45. University Business Park
- 46. University Club
- 47. Visitor Reception Centre (Optometry)
- 48. William G. Davis Computer Research Centre

- A Parking Lot A
- B Parking Lot B
- B1 Parking Lot B1
- C Parking Lot C
- D Parking Lot D
- E Parking Lot E
- F Parking Lot F
- H Parking Lot H
- J Parking Lot J
- K Parking Lot K
- L Parking Lot L
- M Parking Lot M
- N Parking Lot N
- O Parking Lot O
- R Parking Lot R
- S Parking Lot S
- T Parking Lot T
- V Parking Lot V
- W Parking Lot W
- AA Renison Parking
- BB St. Jerome's Parking
- CC St. Paul's Parking
- DD Conrad Grebel Parking
- EE Optometry Clinic Parking

-  Buildings
-  Woodlots
-  South Campus Boundary

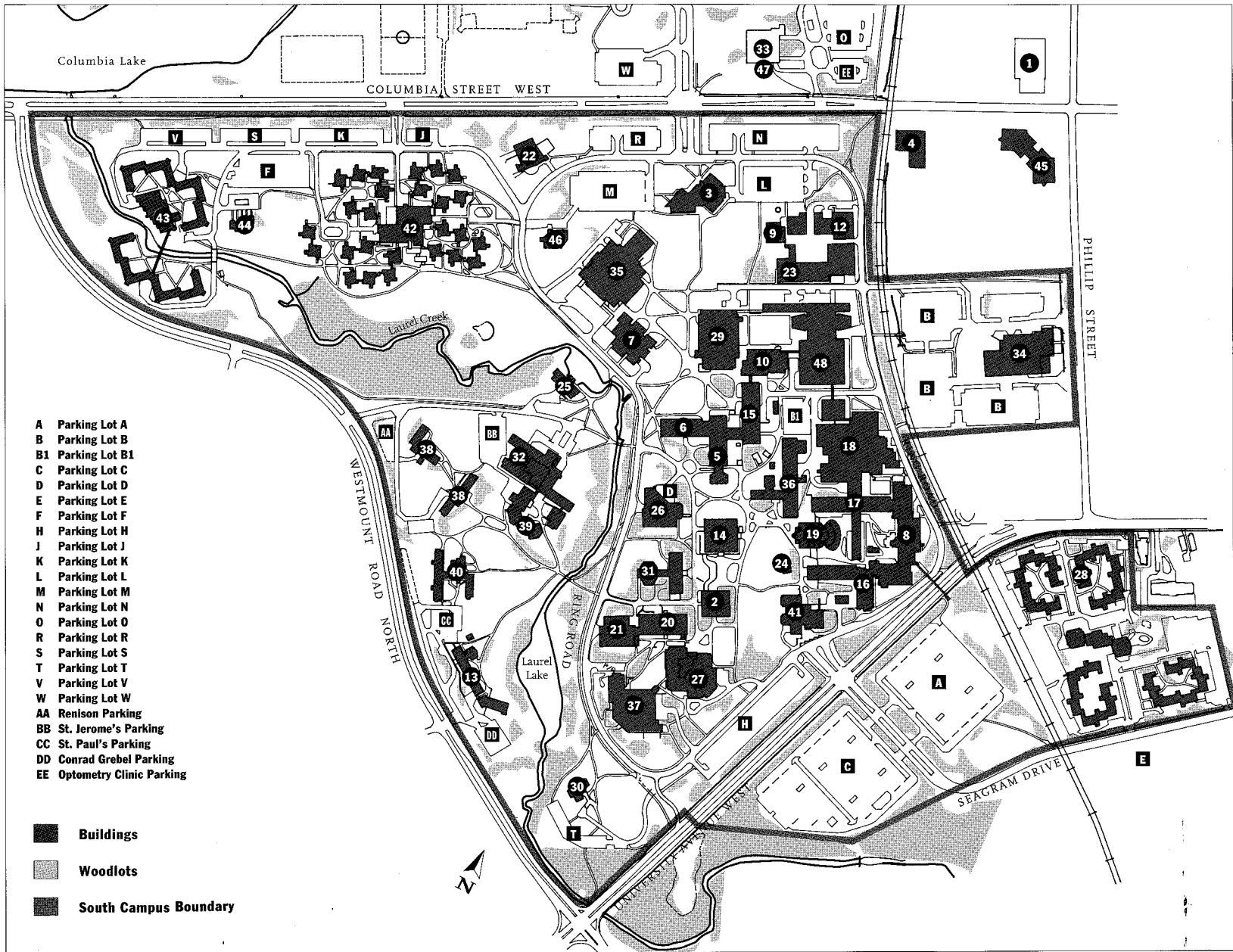
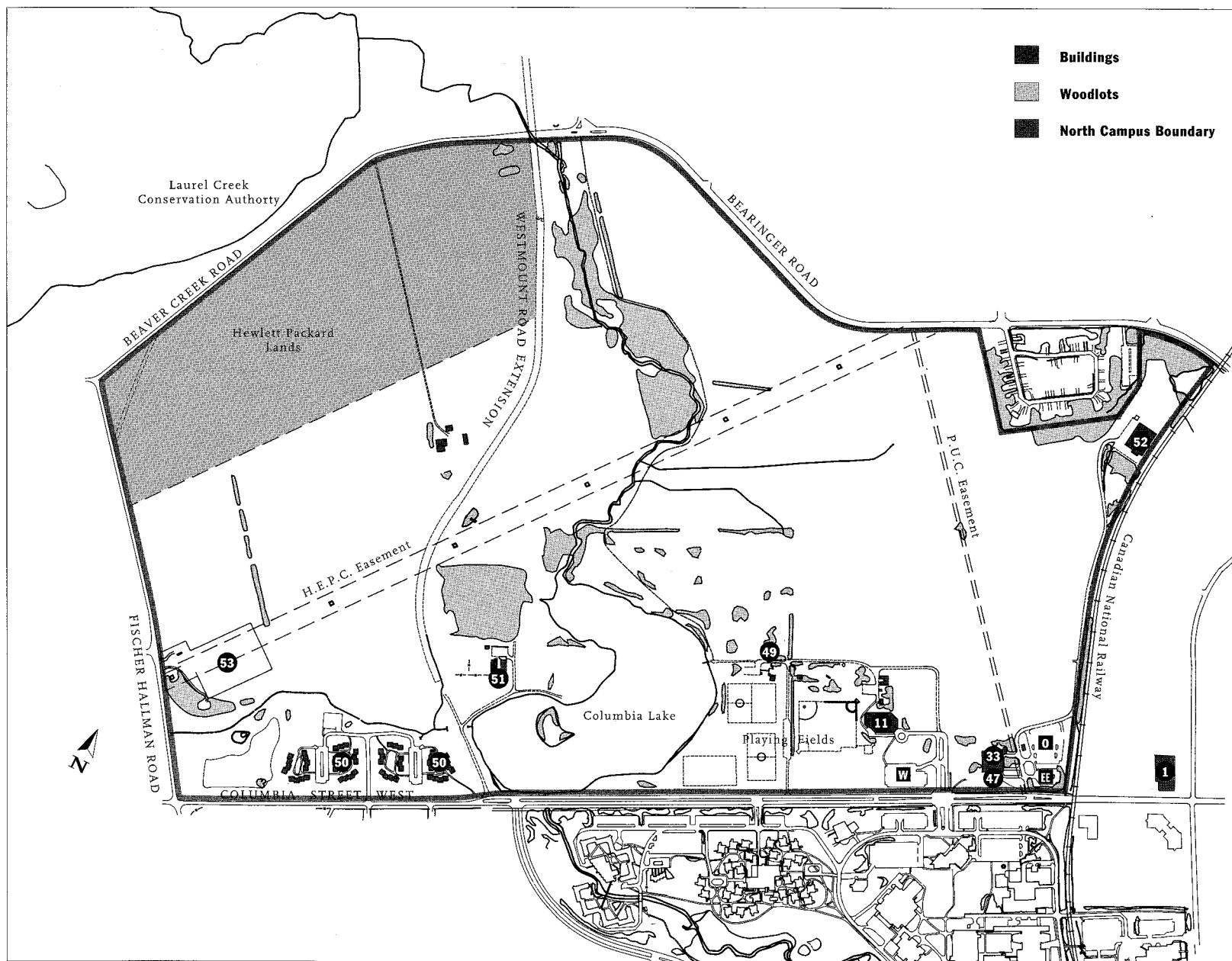


Figure 3

Existing North Campus

- 1. Annex 2
156 Columbia Street
- 11. Columbia Icefield
- 33. Optometry
- 47. Visitor Reception
Centre (Optometry)
- 49. Brubaker House
- 50. Columbia Lake
Townhouses
- 51. Columbia Street
Greenhouses
- 52. Grounds Maintenance
- 53. Proposed Hydro
Substation

- O Parking Lot O
- EE Optometry Clinic Parking
- W Parking Lot W



houses with associated outbuildings (now used by tenants, as a museum and as a daycare centre respectively). Landscape improvements include a recreational lake, playing fields and a small golf course (see Figure 3).

New or existing development almost surrounds the North Campus today. While the Laurel Creek Conservation Area borders the western part of the north boundary, existing or partly-completed low-density residential subdivisions flank the rest of the north and west edges. An industrial park lies to the east, across a railway corridor, and the existing campus lies to the south.

Although the bulk of the North Campus remains undeveloped and in use as farmland, a substantial portion is no longer under the University's direct control. For example:

- In 1985, Hewlett Packard purchased a 100 acre portion of the Campus' northwest quadrant. While originally intended to be the site for a major corporate facility, these plans have been shelved and no development is anticipated in the short term.
- The Regional Municipality of Waterloo has purchased the right-of-way for the planned northerly extension

of Westmount across the North Campus. This right-of-way has been rough graded and a water-main has been installed beneath it, although no funds for its completion have been allocated until at least 1998. The Region also owns road widenings alongside Fischer-Hallman and Beaver Creek.

- Ontario Hydro has a 230 kilovolt power transmission line running diagonally south-west/north-east across the lands.
- Union Gas currently has an easement along the site's western boundary.

Aside from issues of land ownership and existing uses, the North Campus has an attractive and significant natural environment that is in need of improvement. The Laurel Creek watercourse bisects the site and constitutes approximately 170 acres of creek and lake, all under the control of the Grand River Conservation Authority. Water quality of the creek is currently poor, with a heavy sediment load and a consequent impact on aquatic life. Columbia Lake is also degraded, with extreme level fluctuations and high summer time temperatures. The entire watershed is currently under study and the Grand

River, of which the creek is a tributary, is proposed for designation as a National Heritage River.

2.3 MUNICIPAL PLANNING CONTEXT

A broad range of development is currently permitted on the North and South Campus. The Regional Municipality of Waterloo Official Plan appears to allocate sufficient servicing capacity for the next two decades, and the City of Waterloo Official Plan designates the entire campus as Major Institutional, zoned BI (Universities). This designation allows all university-related uses as well as service commercial, and research and development with associated light manufacturing. There are no restrictions on density or building form. For uses less directly related to the University, such as market housing, commercial offices and hotels, it appears that an Official Plan Amendment would be required to permit such development.

The City is currently reviewing these designations in anticipation of the preparation of a more detailed Secondary Plan for the whole campus in the future. Imposition of Site Plan Control is also being considered. Although the current designation allows the University wide scope for

future development, the City is anticipating further discussions in order to integrate the Campus Master Plan within the municipal planning framework.

2.4 SUMMARY

The University will undertake a development program that meets its physical, administrative and economic needs over the next century. In order to do so, it has to accommodate renovations and additions to the existing University facilities as well as encourage mutually beneficial private and public sector investment on campus. The most desirable means of accomplishing these aims is for the University to evolve physically into a mixed-use, diverse urban neighbourhood, and financially into an institution that is capable of generating some income for its own purposes. By incorporating on campus much of the housing, parkland, research space and employment required by University students, faculty and staff, the University can have better control over its future. By becoming an integral though distinctive part of the City of Waterloo, the University can fulfil its role as a public community resource while augmenting its teaching and research objectives.