

# Administering the Campus Plan

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## 3.1 A Dynamic Document

The Campus Plan provides a framework for Brock University to manage the growth and change of its campus over the coming decades. The Plan will assist in identifying and selecting the best location and scope for new building, landscape and infrastructure projects, giving direction to their form and relationships with the rest of the campus. Adherence to the Plan will achieve the vision for the campus as expressed by the Brock University community and its neighbours. The Campus Plan will be given the highest policy recognition through its formal adoption by the Board of Trustees. The Campus Plan will be regularly reviewed and updated to ensure that it continues to meet the needs of the University as they evolve over time.

## 3.2 Campus Plan Implementation

3.2.1 The Board of Trustees has adopted the Brock University Campus Plan as official University policy. The Senate has received the Campus Plan and has approved it in principle. The Principles, Policies and Figures contained within Part II of this document will formally constitute the Campus Plan.

3.2.2 Decisions regarding campus planning and development should have the benefit of the perspectives of both the Board of Trustees and the Senate. It is thus recommended that Brock University establish a *Campus Planning Committee*, with consideration given to the following:

- ensuring that the Committee includes representatives of both the Board of Trustees and Senate;
- having one or more of the Board members who sit on the *Campus Planning Committee* also sit on the Board of Trustee's Capital Projects/Facilities Committee. This will ensure continuity and enable planning initiatives to move forward efficiently and effectively; and
- including a representative of the proposed *Office of Campus Planning and Design* (see Section 3.2.4).

3.2.3 The Terms of Reference for the *Campus Planning Committee* should be consistent with the Terms of Reference of the existing Senate Campus Development Committee:

- monitoring, reviewing and updating the Campus Plan, to ensure that it continues to support the achievement of Brock University's academic mission over time, while conforming to its financial plan;
- providing an on-going forum for the discussion of campus planning issues by interested parties both inside and outside the University;
- hosting public information sessions regarding major campus development projects/proposals and significant amendments to the Campus Plan;
- receiving reports from the *Office of Campus Planning and Design* regarding campus projects (maintenance, upgrading or new development of buildings, landscape and/or infrastructure) that conform with the provisions of the Campus Plan;
- recommending approval or refusal of projects that do not conform with the provisions of the Campus Plan, for consideration and final decision by the Board of Trustees. To aid its consideration of such projects, the Committee should receive reports from the *Office of Campus Planning and Design* as described in Section 3.3;
- submitting Annual Reports to the Board of Trustees and Senate indicating how the Campus Plan has served the University in the previous year; and
- recommending Campus Plan elaborations or amendments to the Board of Trustees.

3.2.4 Given the increasing complexity of planning initiatives on the campus and in order to ensure that Brock University continues to benefit from the investment it has made in the Campus Plan, it is recommended that an *Office of Campus Planning and Design* be established. The *Office of Campus Planning and Design* should be responsible for reviewing all campus planning, maintenance, upgrading and development proposals related to buildings, infrastructure and landscape, to ensure that they are in keeping with the principles, policies and design objectives of the Campus Plan. The mandate and functions of this Office should be defined in relationship to the functions currently undertaken by the Department of Physical Plant in regard to campus planning and development, to avoid duplication. To achieve continuity in the planning process, the *Office of Campus Planning and Design* should be represented on both the Capital Projects/Facilities Committee and the *Campus Planning Committee*.

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3.2.5 The Capital Projects/Facilities Committee should continue to make recommendations to the Board of Trustees or its Executive Committee on all matters pertaining to the physical accommodations required for students, faculty and staff. It should continue to have responsibility for tenders, contracts, consultants and architects for new buildings and facilities, or for major alterations to existing structures and facilities; regarding any proposed additions or deletions to present holdings of buildings and land; and on any other matters referred to it by the Board, the Executive Committee or the President.

3.2.6 The Board of Trustees would approve all future elaborations or amendments to the Campus Plan and receive an Annual Report from the *Campus Planning Committee* indicating how the Campus Plan has served the University over the past year. The Annual Report may detail recommended amendments to be made to the Campus Plan so that it remains current to the University's needs. The Annual Report should be prepared in accordance with a set of predetermined benchmarks and indicators, to be developed by the University in conjunction with its stakeholders. Annual Reports should be submitted to the Senate for information.

3.2.7 The Campus Plan should be subject to a 5-year comprehensive review, as required, at the recommendation of the *Campus Planning Committee*. The 5-year review will provide the opportunity to elaborate and/or amend the Plan to reflect the needs of the University. The decision to undertake the review should be based in part on the recommendations contained within the Annual Reports of the four preceding years.

3.2.8 The *Office of Campus Planning and Design* would provide staff assistance to the *Campus Planning Committee* and the Capital Projects/Facilities Committee. The *Office of Campus Planning and Design* would prepare the planning reports outlined in Section 3.3 and oversee the 5-year reviews of the Campus Plan.

3.2.9 The University may develop more detailed Built Form Guidelines, Landscape Standards and Architectural Standards to ensure that campus building, landscape and infrastructure projects achieve a consistent high quality. The more detailed standards would further elaborate the guidelines contained in the Campus Plan. The Board of Trustees would formally adopt these.

3.2.10 Brock University should define and adopt a more detailed Campus Plan Implementation Policy and Protocol to respond to and refine the recommendations made in this section.

### 3.3 Administering the Campus Plan

The procedures for planning the Brock University campus should be as simple and as efficient as possible. The review and approval process set out below is intended to formalize and strengthen the existing process of project management and approval currently undertaken by the University.

#### Project Formulation and Design Meeting

Proponents of all capital building, landscape or infrastructure projects, and all restoration, upgrading and replacement initiatives should be required to meet with the *Office of Campus Planning and Design*. The purpose of the meeting would be to review and shape the plans in the context of all applicable provisions of the Campus Plan, having specific reference to the checklist for Project Formulation and Review outlined in Section 3.5.

#### Preliminary Planning Review and Report

The *Office of Campus Planning and Design* would complete a Preliminary Planning Review that would evaluate a building, landscape or infrastructure project against the principles, policies and design objectives of the Campus Plan and the specific considerations set out in the Checklist for Project Formulation and Review. At this stage, the *Office of Campus Planning and Design* would look for synergies with other proposals that have been submitted, or other projects that have been reviewed, approved or are anticipated, to identify opportunities to consolidate design considerations and think ahead to other projects in the same area. At the same time, undesirable design solutions that would disrupt important circulation networks or spaces on the campus can be identified and avoided.

The *Office of Campus Planning and Design* would prepare a Preliminary Planning Report, to be submitted to the *Campus Planning Committee*, which would conclude with one of the following four types of recommendations:

- project is in accordance with the Campus Plan and should proceed;
- project is generally in accordance with/could be revised to be in accordance with the Campus Plan, and should proceed with modifications;
- project is not in accordance with certain elements of the Campus Plan but represents an interesting new direction for the University, and should be considered together with appropriate amendments to the Campus Plan; or
- project is at odds with the Campus Plan and should not be given further consideration.

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### **Meeting of the Campus Planning Committee**

The Preliminary Planning Report would be submitted to the *Campus Planning Committee*. The Committee would meet to make its decision regarding the next steps for the project, building from the recommendations contained within the Preliminary Planning Report. The proponent of the project would be given the opportunity to address the Committee at this time to present their proposal.

### **Status and Final Reports**

The *Office of Campus Planning and Design* would oversee the refinement and implementation of the project upon approval to move forward. Status Reports and/or Final Reports documenting the evolution of the project in relation to the recommendations made in the Preliminary Planning Report and the provisions of the Campus Plan would be submitted to the *Campus Planning Committee* and/or the Capital Projects/Facilities Committee at appropriate intervals in the process.

### **Elaborating the Campus Plan: Area Plans/Project and Design Briefs/Urban Design Guidelines**

It will occasionally be necessary to elaborate the provisions contained in the Campus Plan, to provide more detailed specifications regarding programmatic and design objectives for individual projects, and in particular to achieve coordination between a number of current and/or future projects.

### **Community Relations**

One of the key goals of the Campus Plan is to strengthen and support the flow of information between Brock University and the surrounding communities on matters related to the growth and evolution of the campus. The open process by which the Campus Plan was created should continue through its implementation, as the University is committed to providing timely information to the surrounding community regarding upcoming development projects.

The *Campus Planning Committee* should host public information sessions as a forum for the exchange of information regarding major campus development projects/proposals and significant amendments to the Campus Plan. These information sessions will provide community members, and City and Regional representatives with further opportunities to offer input into campus planning initiatives.

### 3.4 Amending the Campus Plan

While the Campus Plan provides a strong understanding of the present and likely future, it cannot anticipate all potential eventualities. It is therefore essential that Brock University establish a system whereby the Campus Plan should be regularly reviewed, updated, amended and/or elaborated so that it remains a relevant guide to manage growth and change.

There are two primary ways in which updates/amendments to the Campus Plan would be identified: in order to implement proposed projects that do not fit with the current Campus Plan but are deemed to be positive directions for the University; or through the Annual Report to the *Campus Planning Committee*.

Updates, amendments and elaborations of the Campus Plan would first be endorsed by the *Campus Planning Committee*, be the subject of a Public Open House and be given final approval by the Board of Trustees.

### 3.5 Checklist for Project Formulation and Review

The Checklist for Project Formulation and Review is intended as a key tool in shaping and evaluating all building, renovation, landscape and/or infrastructure projects, including maintenance, to ensure that they meet the objectives and provisions of the Campus Plan. The checklist has several levels of detail and should therefore be revisited as the project progresses to ensure that refinements and alterations and resolution of project details continue to support the Campus Plan principles, policies and design goals.

#### 1. Project Cost/Business Plan

- Business plan detailing the required capital budget and the source(s) of funds required to support it

#### 2. Fit with Principles, Policies and Figures of the Campus Plan

- Implements the Campus Plan principles
- Complies with Campus Plan policies regarding access, circulation and parking; transportation demand management; overall policies for campus; area-specific policies for the campus
- Complies with all pertinent figures contained within the Campus Plan

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### 3. Use and Location

- Appropriate use of University lands
- Candidate use for South, North or East Campus?
- Appropriate site for the proposed use
- Fits with important patterns of interaction (existing and anticipated)
- Appropriate size for the proposed site
- Creates flexible spaces that can be adapted to changing needs
- Accessible to the community, if the project includes uses that are shared with the community

### 4. Relationship to Campus Structure

- Appropriate relationships with the *permanent campus structure* of primary streets, open spaces and natural features, as detailed in Figure 20.
- Of sufficient architectural prominence to realize the full potential of a key location if the site is identified for a landmark element
- Creates an appropriate relationship to the setting if the proposed site is located adjacent to an important natural area

### 5. Environmental Impacts

- Environmentally appropriate; resource and waste efficient

### 6. Fit with Area-Specific Design Goals

- Achieves the specific objectives detailed in the policies contained in Section 2.11 and figures related to building footprint and orientation; pedestrian connections; landmark elements (building, gateway, view terminus); service courts; court yards; open spaces; pocket/street parking; *campus structure*/connections and the creation/reinforcement of compelling places
- Fits with the palette of materials used in its vicinity, to reinforce the character of a particular campus area

7. **Fit with Design, Built Form, Landscape and Architectural Standards**
  - Complies with the University's Built Form Guidelines (Section 2.8)
  - Complies with the University's Landscape Standards (if applicable)
  - Complies with the University's Architectural Standards (if applicable)
8. **Accessibility and User-Friendliness**
  - Provides measures to ensure convenience and accessibility for all users, including the mobility-challenged
  - Contributes to enhanced visitor orientation on the campus; if it is a building, the main entrance is easy to find; if it is near a campus entrance, it helps to guide first-time users of the campus and visitors so that they can easily find entrances and exits into or out of the campus
9. **Coordination with Other Current or Anticipated Projects**
  - Coordinates well with other current or anticipated planning initiatives or existing buildings and open spaces
  - Could be expanded to provide space for other uses; could be combined with other current or upcoming projects
  - If on *East Campus* or *South Campus*, there are other development opportunities that the project could be combined with, to contribute to a critical mass of activity
10. **Servicing/Infrastructure/Resource Requirements**
  - Sufficient utility capacity (campus and municipal) to service the development
  - Sufficient parking supply and shuttle bus capacity to service the development
  - Sufficient traffic capacity on campus and/or boundary streets to service the development

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### 11. Approval and Permitting Requirements

- Meets City, Regional and Niagara Escarpment Commission requirements for approval

### 3.6 Ongoing Building and Infrastructure Improvements and Maintenance

#### **Overall Campus Improvements**

The projects undertaken by the University offer opportunities to improve the infrastructure of the campus as a whole, including open spaces and landscape. These projects generally fall into one of three categories: renovations to existing structures; new buildings created on identified sites throughout the campus; and infrastructure upgrades. In fact, one of the most successful methods of changing the landscape and site conditions on the campus will be to build change into the ongoing process of reconstructing campus streets, services and landscape.

The University currently lacks policies requiring project budgets to include an allocation for infrastructure and building improvements on the campus. As a result, resources for building additions or renovations have been scarce and often improvements that provide academic space or facilities have understandably been given a higher priority than issues associated with campus infrastructure.

Two possibilities exist to connect individual projects to improvements for the larger campus:

- a percentage of the budget for all capital projects could be placed in a central fund for landscape, open space and campus improvements, as prioritized annually by the University; and/or
- all projects could be required to undertake improvements to immediately adjacent streets and open spaces.

### 3.7 Protecting Investment in the Campus Setting

The significant investment in the campus setting that the above policies will provide for brings with it the responsibility of protecting it. While it is one thing to raise funds for the development of specific campus projects, the more mundane aspects of ongoing maintenance can get overlooked. It will be important, therefore, for the University to consider implementing a special fund for ongoing maintenance of campus buildings and infrastructure.

A three-part management process is recommended: short-term maintenance, medium-term upgrades/repair and long-term replacement. Each aspect of this three-part process should be considered in both the planning and design process and within the annual maintenance programs established for the campus. Annual maintenance budgets should be adjusted to support any new infrastructure installations and to augment plantings.

Consideration should be given to requiring all new projects to allocate a portion of their funding to an overall campus maintenance fund, to ensure that the investment in the campus creates compelling places do not fall into neglect or disrepair.