



WESTERN UNIVERSITY

Campus Master Plan 2015

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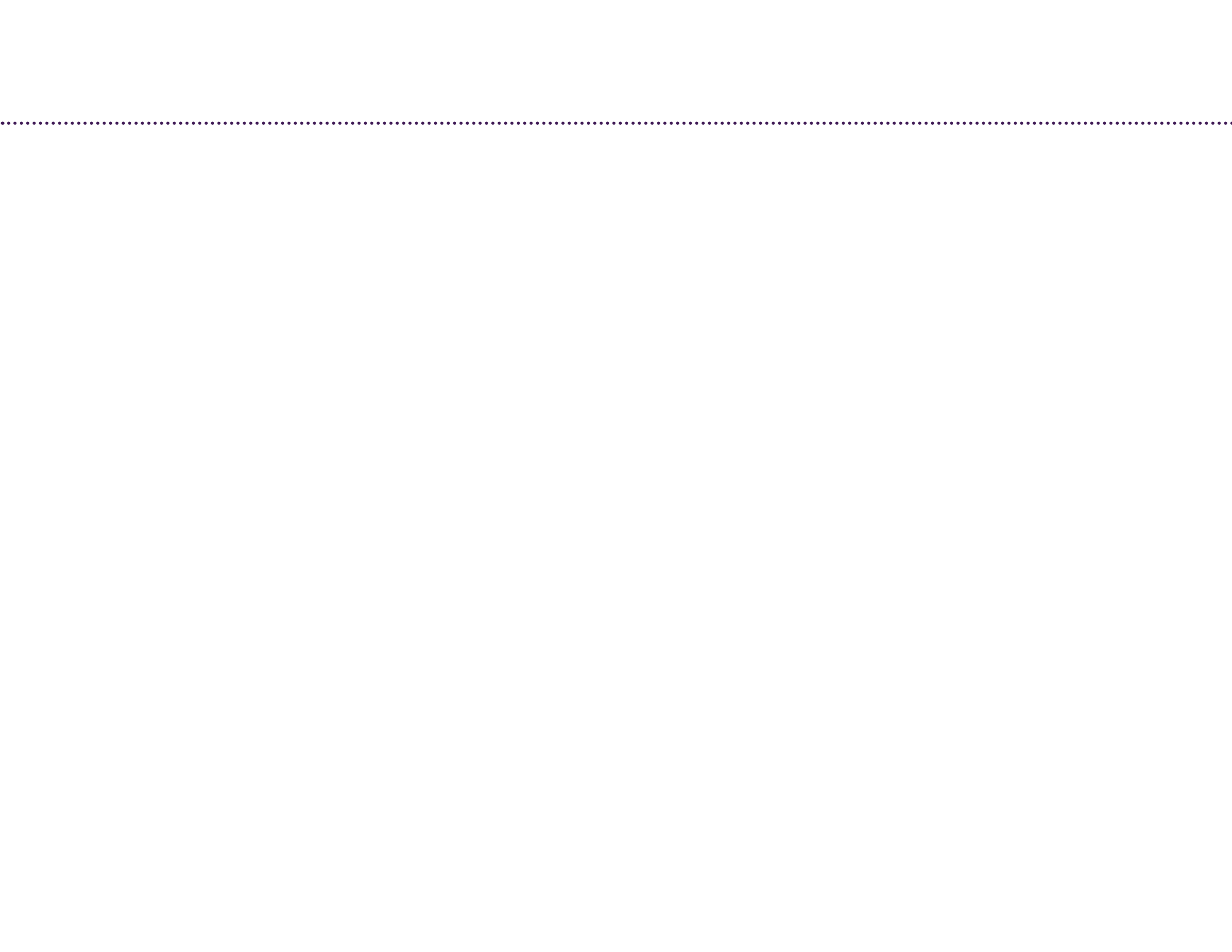
January 2015



Western
UNIVERSITY • CANADA

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INTRODUCTION

LAND AREA: 480 Hectares (Ha)

BUILDINGS: 91

2013-2014 FULL-TIME CONSTITUENT ENROLLMENT:

Undergraduate + Graduate = 23,383 + 5,003 = 28,386

FULL-TIME FACULTY: 1,410

FULL-TIME STAFF: 2,458

2013/14 Constituent University Data



Campus Master Plan (2007)

Introduction

This document constitutes a Campus Master Plan for Western University. An extensive process of analysis and consultation has been involved in refreshing the principles established in previous campus planning exercises, notably that was undertaken in 2007. Preparation of this document has taken approximately a year and a half, guided by the Campus Master Plan Committee. It is intended to guide and inform the ongoing growth and change of the complex, historic, beautiful and dynamic home of a great University.

A great deal of growth and change has occurred since 2007. In addition to substantial renovation of the Stevenson-Hall and Lawson Hall Buildings and the Physics and Astronomy Buildings, the campus has seen the addition of the Ivey Business School, the Western Student Services Building, the Support Services Building, the Western Student Recreation Centre, the Western Centre for Public Health and Family Medicine and the Ontario Hall Student Residence. Both the Discovery Park and the Advanced Manufacturing Park (which includes the iconic new WindEEE facility, the Fraunhofer Project Centre, and The Collider), have also grown significantly over the past decade.

This Master Plan has also incorporated a number of area specific planning exercises that have been undertaken since the 2007 Campus Master Plan, specifically for Westminster site, South Valley site, the FRAM/ Springett lands, and for the Discovery Park and the Advanced Manufacturing Park.

Preparation of the campus plan has been guided by a key assumption – that the University will continue to grow and that additional floor space will be needed to accommodate that growth. To a significant extent that growth is now being fueled not only by demands related to enrollment growth, but by the increased space demands of research, scholarship and

related activities as well.

What is less easy to predict is the rate of growth, which has been uneven over past decades. The principal intent of the plan has been therefore to indicate where new growth can be accommodated whenever it may occur. The distribution of that growth across the University's land holdings must also reflect the functional imperatives of the campus, with core sites being reserved for academic activities. Western has a beautiful and distinctive campus and the plan sets out how such new growth can be best located and designed to celebrate its unique scale, architecture and landscape.

This Master Plan focuses on the challenges facing the Western Campus for the coming decades, with appropriate re-visiting every 5 years. Principal among those challenges is the ability to accommodate continuing growth while respecting the essential qualities of the campus and ensuring efficient, modern space and safe access around the campus. The update proposes six key initiatives in response:

1. Intensification of the Core Campus

The heart of Western, along Oxford Drive, is the optimal location for student-centred activity and still has space for significant intensification with new and renovated facilities. A number of potential new building locations have been identified and design guidelines proposed.

2. Improvement to the Pedestrian Environment of Western Road

The University is clearly expanding across Western Road where many large future development sites are located. As Western Road changes from a boundary street to a road internal to the wider campus, the quality of its pedestrian environment must be improved.

3. Promote Parking Management Alternatives

Much of the intensification of the core campus, expansion across Western Road and open space

improvement will be undertaken on land now used for surface parking. Western is completing a comprehensive strategy, in parallel with the Campus Master Plan, to manage overall parking demand, increase utilization, prioritize parking spaces, and provide multi-level parking, along with appropriate pricing strategies.

4. Improve Campus Connectivity

Greater emphasis will need to be placed on improving pedestrian and bicycle connectivity both within the campus and to the surrounding city, and on accommodating the potential of any new Rapid Transit (RT) routing proposed by the City. This will promote alternative transportation and effectively manage transportation demand.

5. Creation of High Quality Public Spaces

Western is a beautiful and well-situated campus. Many of its principal public spaces are however in need of greater care and lack a clear design idea that could contribute to a sense of place

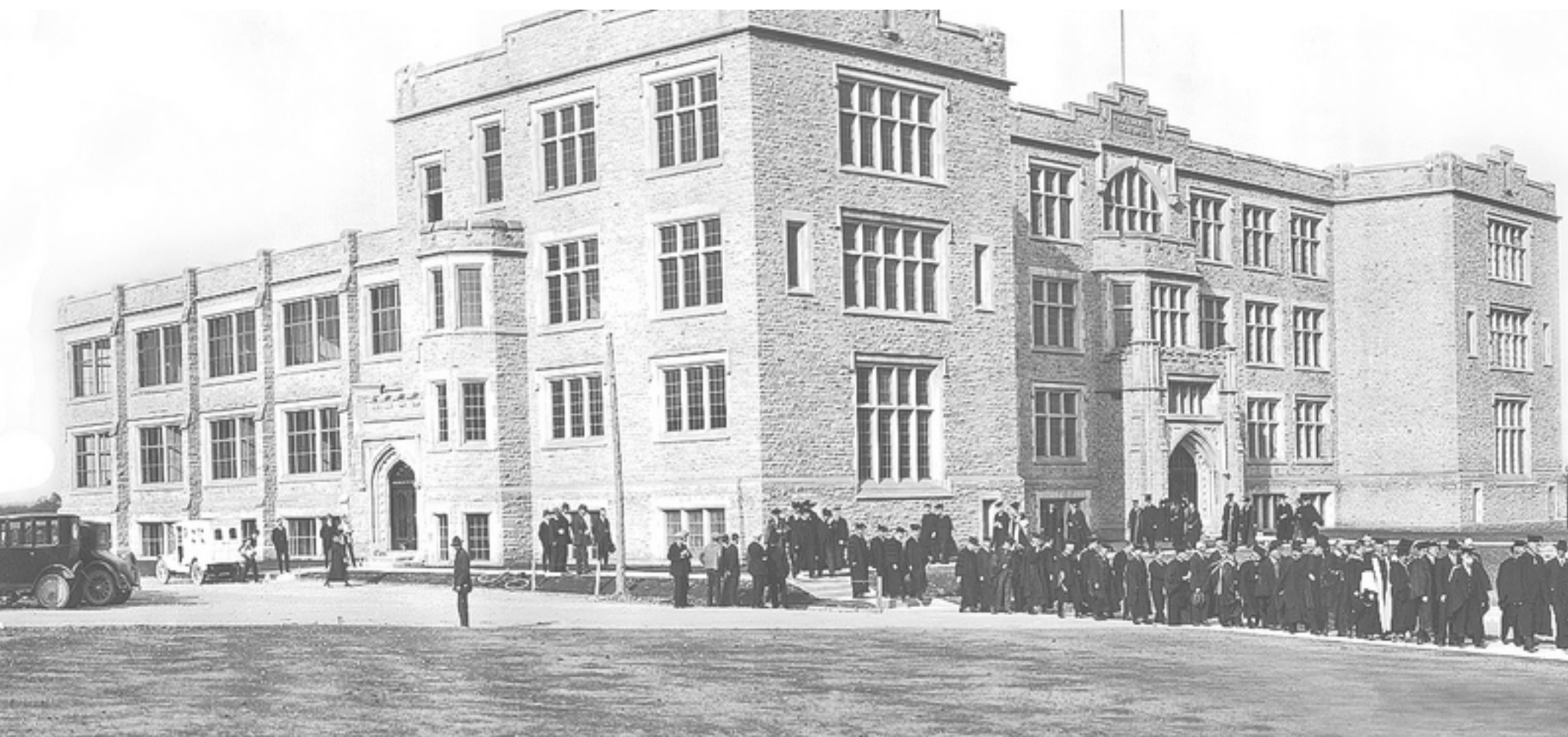
consistent with its history and future.

6. Identification of Campus Gateways

The sense of place and arrival at Western can be augmented by the use of new development sites, open space and pedestrian improvements to emphasize the principal gateways and entrances to the core campus and the expanding campus to the west of Western Road.

Leading this vision is Western's Strategic Plan, "*Achieving Excellence on the World Stage*". It acknowledges the enormous pride Western takes in its physical setting in London and the significant role it plays in recruiting and retaining students, faculty and staff from across Canada and abroad.

The Strategic Plan notes, "Western now welcomes approximately 5,000 first-year undergraduate students each year to our extraordinarily beautiful residential campus. As social demand for access to University education has grown, Western's enrollment has expanded to meet the need for global-ready citizens educated to compete in today's knowledge-based economy". Western will need to continue to develop its unique physical infrastructure to attract the brightest students from across Canada and around the world.





THE EVOLUTION OF WESTERN UNIVERSITY



Aerial View - 1927



University College - 1930s



Rendering of the Campus in 50 years - 1930s



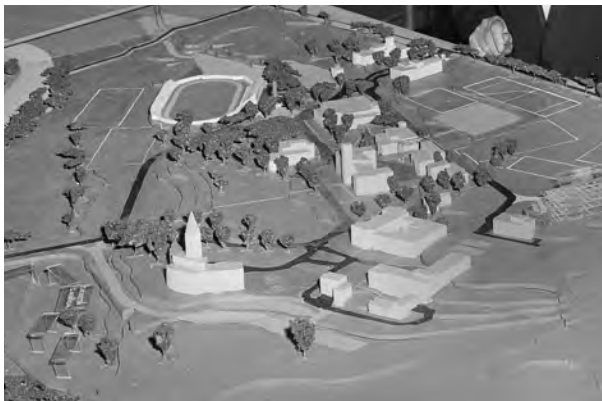
Campus View - 1947



Future site of Richard Ivey School of Business - 1950s



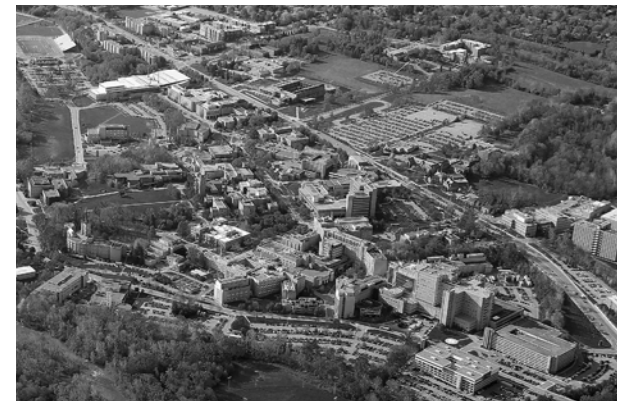
Aerial View - 1960s



Ten year expansion plan - 1960s



Aerial View - 2002



Aerial View - 2013

1.1 Campus History and Heritage

The first buildings on the Western campus appeared in the 1920s and since the end of World War II, the University has experienced about a thirty-fold increase in student enrollment and campus space. The accompanying campus plans and aerial photographs provide an overview of the pattern of that growth, starting on University Hill, organizing around Oxford Drive and most recently expanding across Western Road. In the modern era, the campus has consistently added an average of 130,000 square meters per decade.



University College Hill - 1950s



1920S



1930S



1940S

Development in the 1920s

14,000 m² NEW
14,000 m² TOTAL

Development in the 1930s

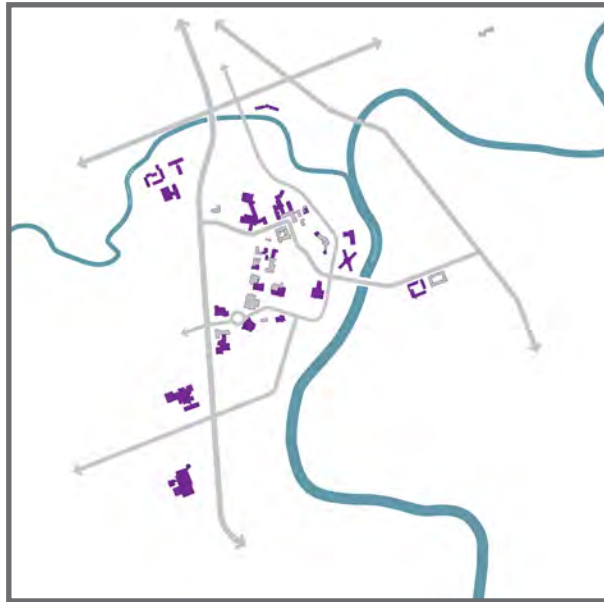
5,600 m² NEW
19,600 m² TOTAL

Development in the 1940s

7,500 m² NEW
27,100 m² TOTAL



1950S



1960S



1970S

Development in the 1950s

45,500 m² NEW
72,600 m² TOTAL

Development in the 1960s

250,000 m² NEW
322,600 m² TOTAL

Development in the 1970s

126,000 m² NEW
448,600 m² TOTAL



1980S



1990S



2000S

Development in the 1980s

40,000 m² NEW
488,600 m² TOTAL

Development in the 1990s

96,000 m² NEW
584,600 m² TOTAL

Development in the 2000s

144,000 m² NEW
728,600 m² TOTAL

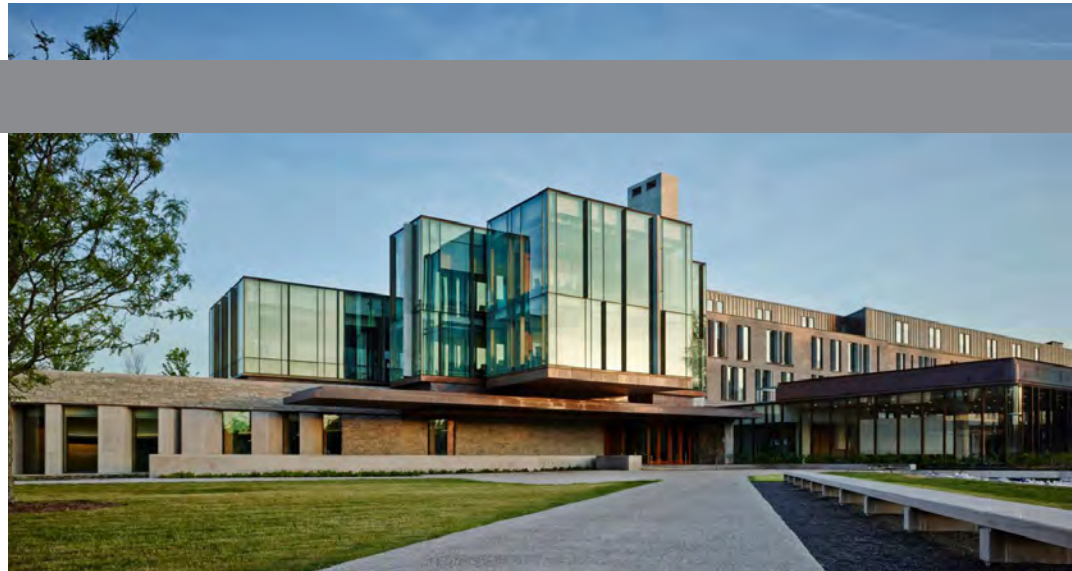


Ontario Hall Student Residence - 2013

2010 to 2014

Development from 2010 to 2014

82,200 m² NEW
~810,800 m² TOTAL



Ivey Business School - 2013

Figure 1.1: Enrolments at Western – 1990 to 2014

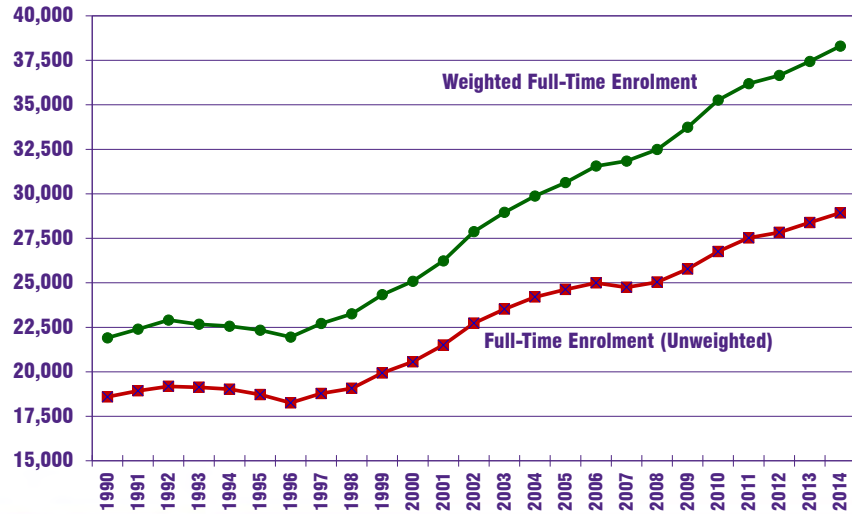


Figure 1.2: Growth in Space at Western – 1990 to 2014

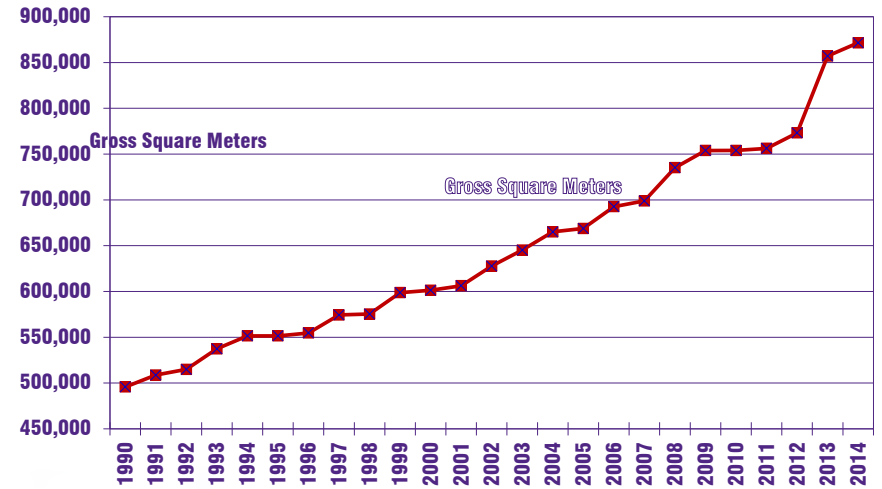


Figure 2.1: Percentage Change in Enrolments and Space - 2014 over 1990

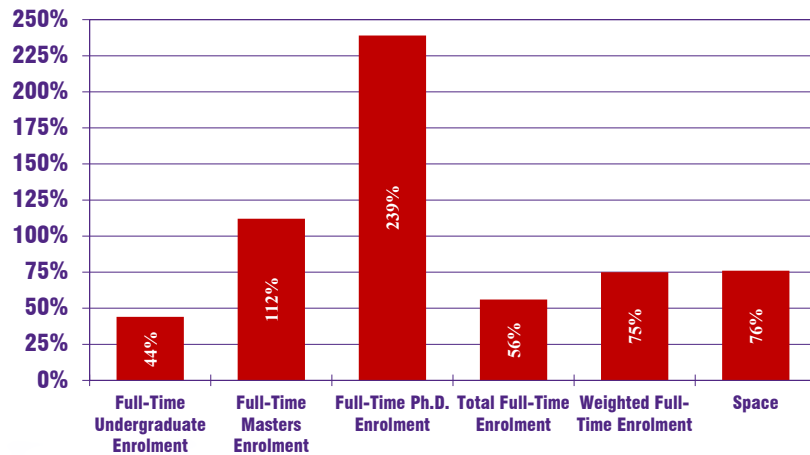
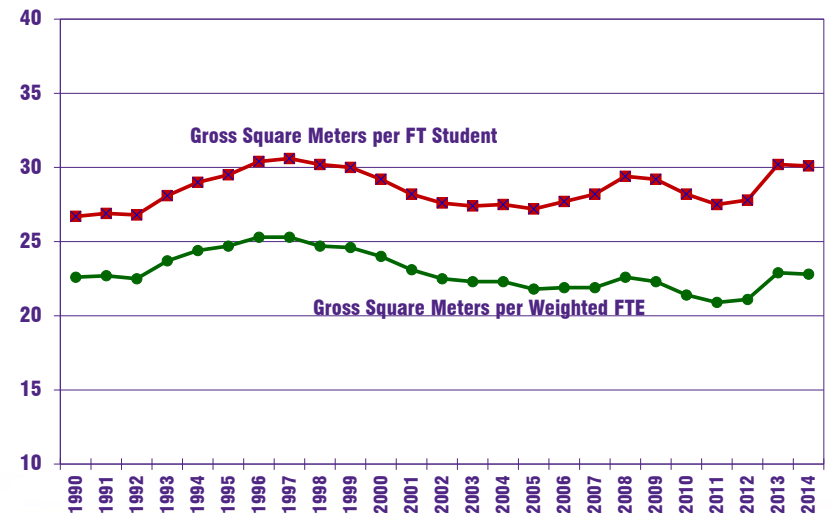


Figure 2.2: Space per Student - 1990 to 2014



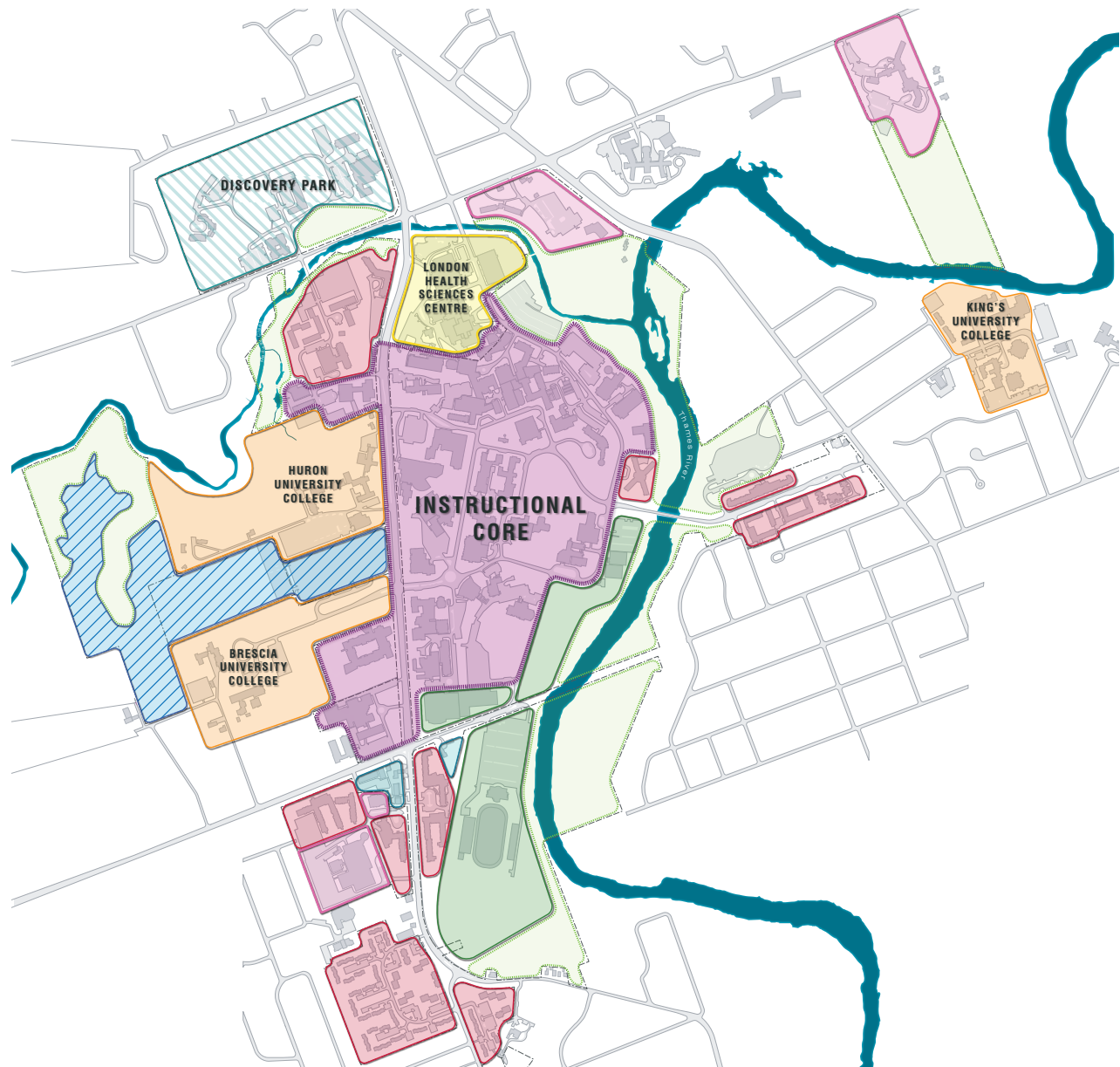
Planning for the Future

Enrolments and physical space at Western have grown substantially since 1990. Figure 1.1 shows the growth in enrolments – both unweighted and weighted in that time period. Figure 1.2 shows the growth in space in the same time period. Weighted enrolments are calculated using weights of 1 for undergraduate, 2 for masters, and 4 for doctoral students – and (as noted in the 2007 Campus Master Plan) are much better indicators of required space than simple enrolments.

Figure 2.1 shows the percentage change in enrolments and space between 1990 and 2014 – and indicates that the growth in space is in alignment with the growth in weighted enrolment. The changes in space and enrolments are summarized in Figure 2.2 by showing space per student (simple and weighted) over that last 15 years – and the ratios have remained constant in this time period.

Looking forward, Western's space needs in the coming decades will be dictated not only by enrolment growth, but also by the University's priority of enhancing its research profile. Western's strategic plan – Achieving Excellence on the World Stage – clearly articulates the University's aspirations in the areas of research, internationalization, and graduate education. The Strategic Plan does not however, commit to specific enrolment levels. Therefore, in terms of future space needs assessment – from a Campus Master Planning perspective – it is reasonable to assume the general trends of the recent past (i.e. growth in the range of 100,000 to 120,000 square meters per decade).

With the above background, this Campus Master Plan does not set any specific targets/projections in terms of enrolments or space – but it identifies where the physical space growth can take place, the capacity of the identified development areas, and the design principles that should guide future building.



-  Core Instructional
-  Outer Core University Areas
-  Residence
-  Athletics
-  Undeveloped University Property
-  University Flood Plain Area / Undevelopable
-  Discovery Park
-  Affiliated University
-  Hospital
-  Private Non-University

Figure 3: Western University Main Campus Zones

1.2 Western University: Core Campus and Beyond

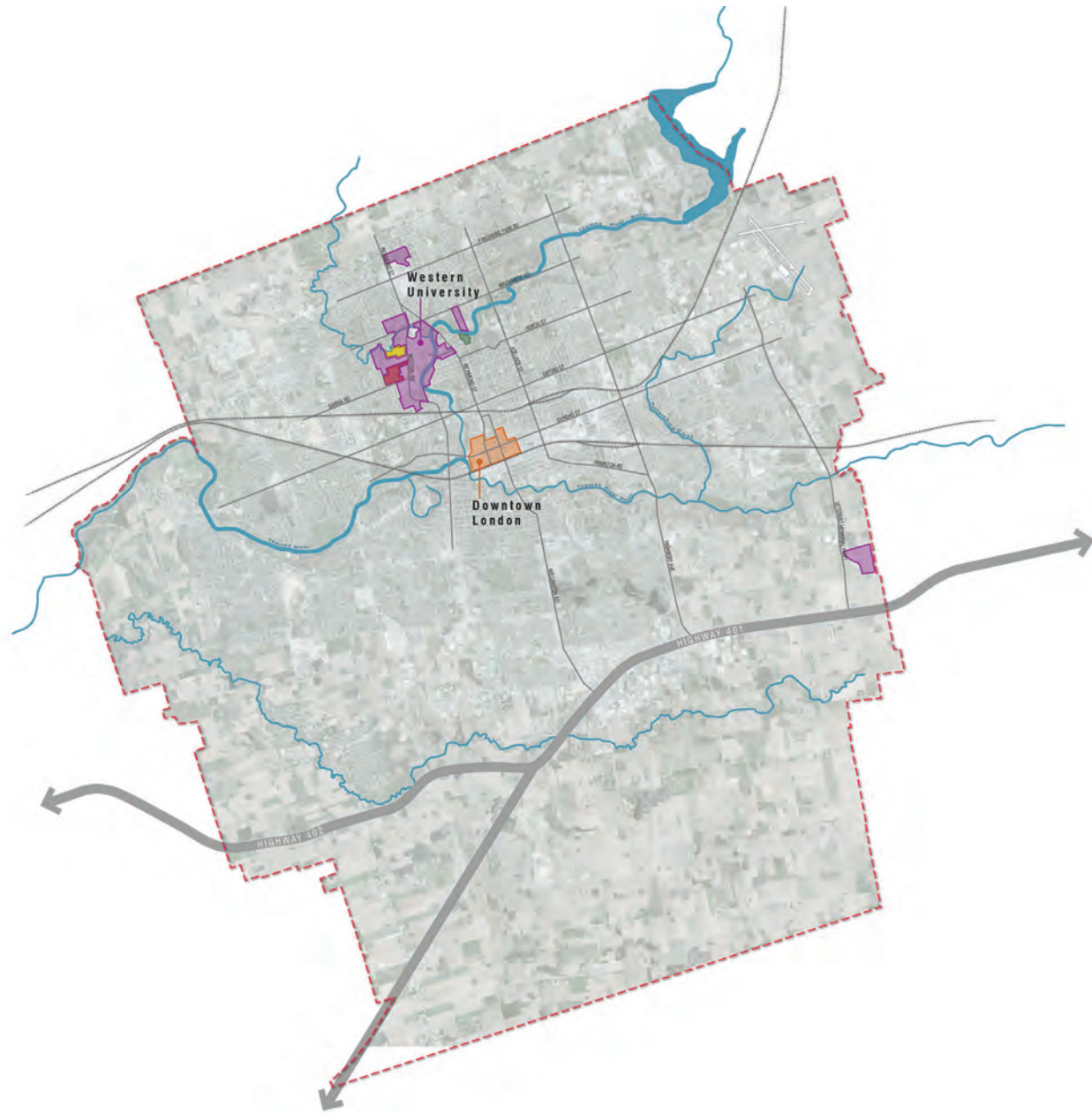
The main campus of Western University is located approximately 4.3 kilometers north of the downtown of the City of London, and consists of a total of some 169 hectares. Western also holds a number of properties at some distance from the campus, such as the Advanced Manufacturing Park, whose role in overall campus master planning has been taken into account. Western has three Affiliated University Colleges located close to the main campus and therefore, their future plans are of considerable relevance to the core campus master planning exercise.

Main Campus

The main campus of the University, excluding the remote sites, consists of a number of 'zones' that define the important use areas for particular University functions. At the centre is the 'instructional core', the location for teaching, education and student-centred activities(see Figure 3). This is an area of high pedestrian intensity, tied together by the 'ten minute' rule of being able to move from one class to another within that time period.

The instructional core is surrounded by student residence areas, the Affiliated University Colleges, Discovery Park, London Health Sciences Centre, and by the very significant flood plain areas, much of which is put to athletic use.

For the life of the University, the core campus has been defined by University Hill and Oxford Drive and the buildings arrayed around them. The core has now grown to include the buildings and future development sites on the immediate west side of Western Road. The Campus Master Plan has focused on lands within or immediately adjacent to this core campus, since it is these areas that are required to accommodate most of the projected growth.



- Western University Property
- Huron University College
- Brescia University College
- King's University College
- Downtown London
- City of London Boundary

Figure 4: Western University within the City of London context



Western Discovery Park



Ivey Spencer Leadership Centre



WinDEEE



ICFAR at Environment Science Western Field Station
(Institute for Chemical Fuels from Alternative Resources)

Areas Beyond Main Campus

Two of the more remote properties do have relevance in terms of main campus planning: Discovery Park, immediately north of the core campus, should be considered in terms of its ability to accommodate appropriate elements of academic and research growth; the Advanced Manufacturing Park similarly has the ability to receive major research related facilities including those that might be relocated out of the core campus.

- Discovery Park - 20 Ha
- Ivey Spencer Leadership Centre site- 13 Ha
- Elginfield Land - 120 Ha
- Delaware Radio Observatory - 51 Ha
- Environmental Science Western Field Station - 33 Ha
- Advanced Manufacturing Park - 15 Ha
- Gibbons Lodge - 18 Ha
- Middlesex Land - 21 Ha

Relationships with Neighbouring Affiliated University Colleges

Relationships with Affiliated University Colleges is important in achieving a comprehensive campus master plan. As an example, a shared entrance for Huron and the University's lands on the west side of Western Road was completed in the Fall of 2014.

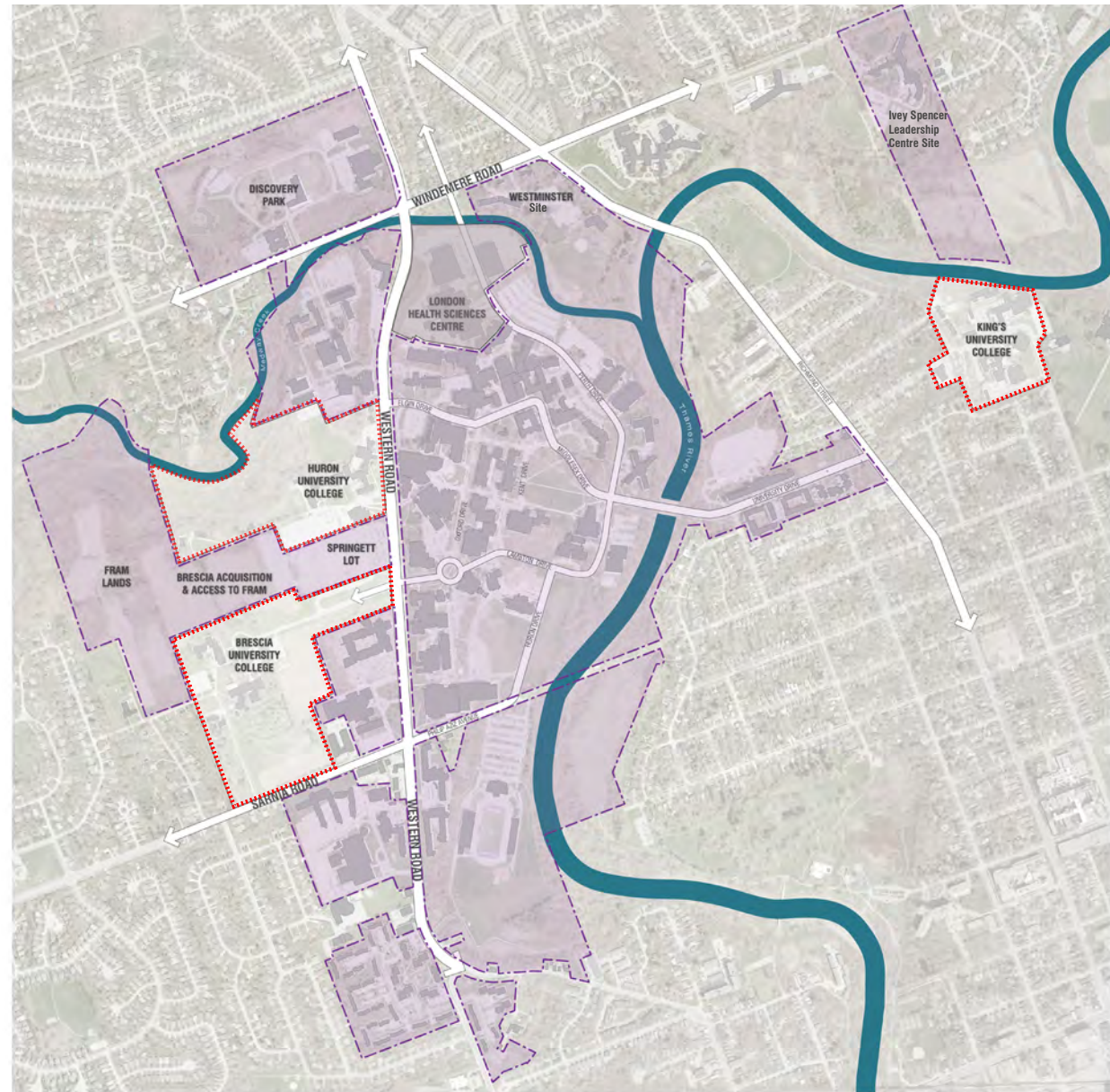


Figure 5: Western University Affiliated University Colleges

Thames River Corridor and Floodplain Control

Much of the campus is subject to the floodplain regulations of the Upper Thames River Conservation Authority (UTRCA), as illustrated in Figure 6, which indicates the 100 year and 250 year floodlines. These floodlines place severe constraints on development within or adjacent to them and have been taken into account in the updated planning. Therefore it will be imperative that developable land on the main campus be protected for future academic purposes.

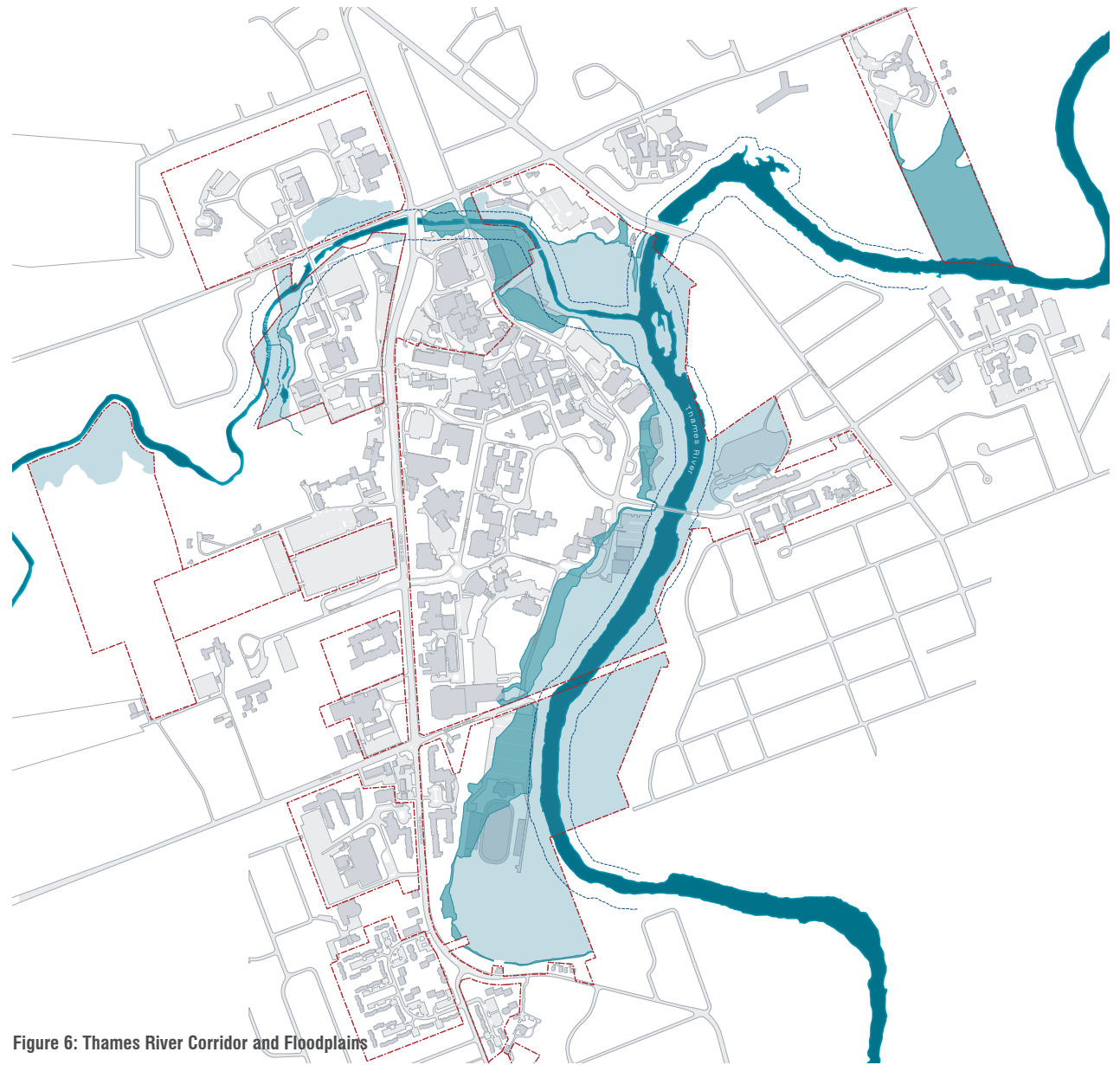
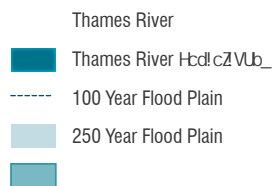


Figure 6: Thames River Corridor and Floodplains





THE CHARACTER OF THE CAMPUS

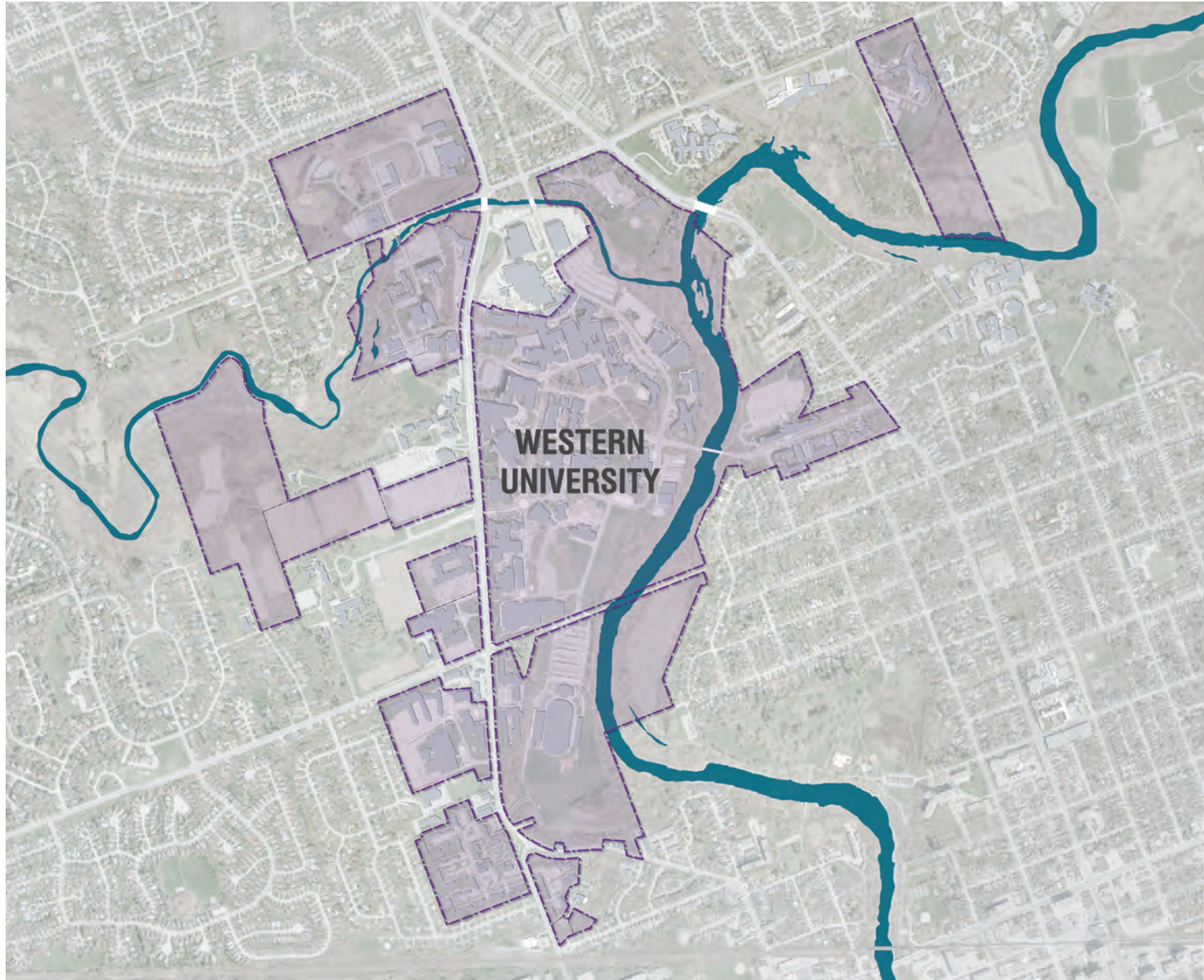


Figure 7: Western University Main Campus Areas

2.1 The Image of the Campus

The Western University campus has a distinctive scale and design quality that infill and expansion should respect. The height and mass of existing buildings generally increase from lower-scaled structures along Oxford Drive and at the top of University Hill, to mid-rise buildings on Western Road. The characteristic colour and texture of the stone facades of primary buildings can be carried into the future with a number of appropriate materials. Within these overall themes, a number of sub-districts have been identified in Figure 9, to provide guidance about the character of future development context.



Western Core Campus

There are several signature features and prominent views on the campus, which provide the visual image of the Western University campus: the view up University Hill to the tower; the way the hill is edged by several iconic buildings. As the campus develops, thought must be given to establishing additional areas of visual quality: along Western Road; at the main entrances to the campus such as Elgin Drive and Lambton Drive; and around Alumni Circle.



Figure 8: Signature Features and Prominent Views

1. High-rise apartment residences
2. The Concrete beach
3. High-density science cluster
4. Perth Drive
5. University Drive residences
6. Signature core campus buildings
7. South valley
8. Alumni circle
9. Engineering cluster
10. Athletics
11. South campus residences
12. John G.Althouse Faculty of Education Building
13. Ontario Hall Student Residence
14. Elborn College Building
15. Ivey Business School
16. Westminster

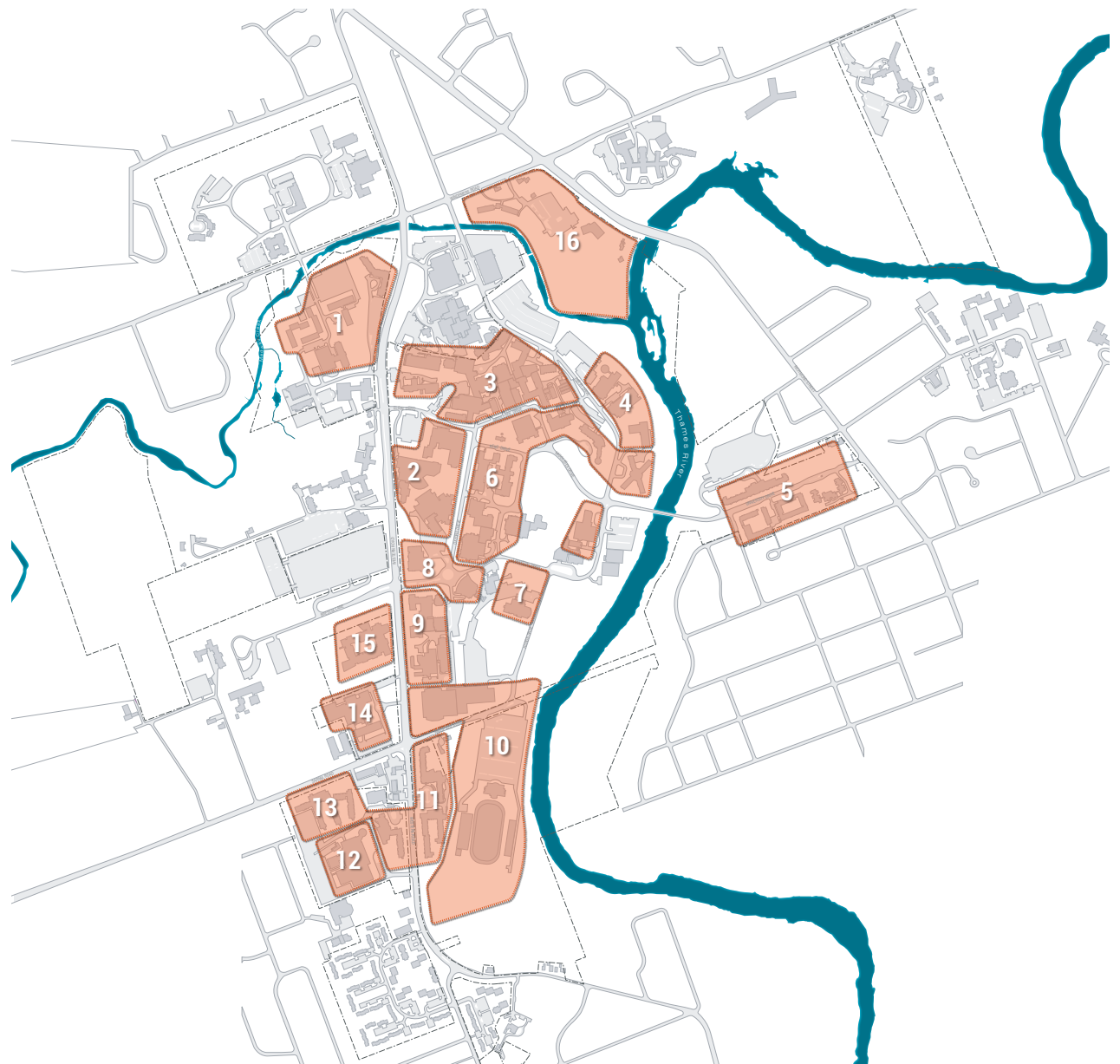







Figure 9: Main Campus Distinctive Architectural Character Areas

The landscape of the campus is itself significant, with slopes down to the river, the broad playing fields and its courtyards and focal points providing a frame that can be highlighted in future site landscaping.

As indicated on Figure 11, the centre of the campus is approximately a five minute walk from perimeter buildings. The outer core buildings are approximately ten minutes from the centre of campus.

-  Campus Lawns
-  Campus Plaza
-  Thames River Area
-  Bluffs
-  Open Fields

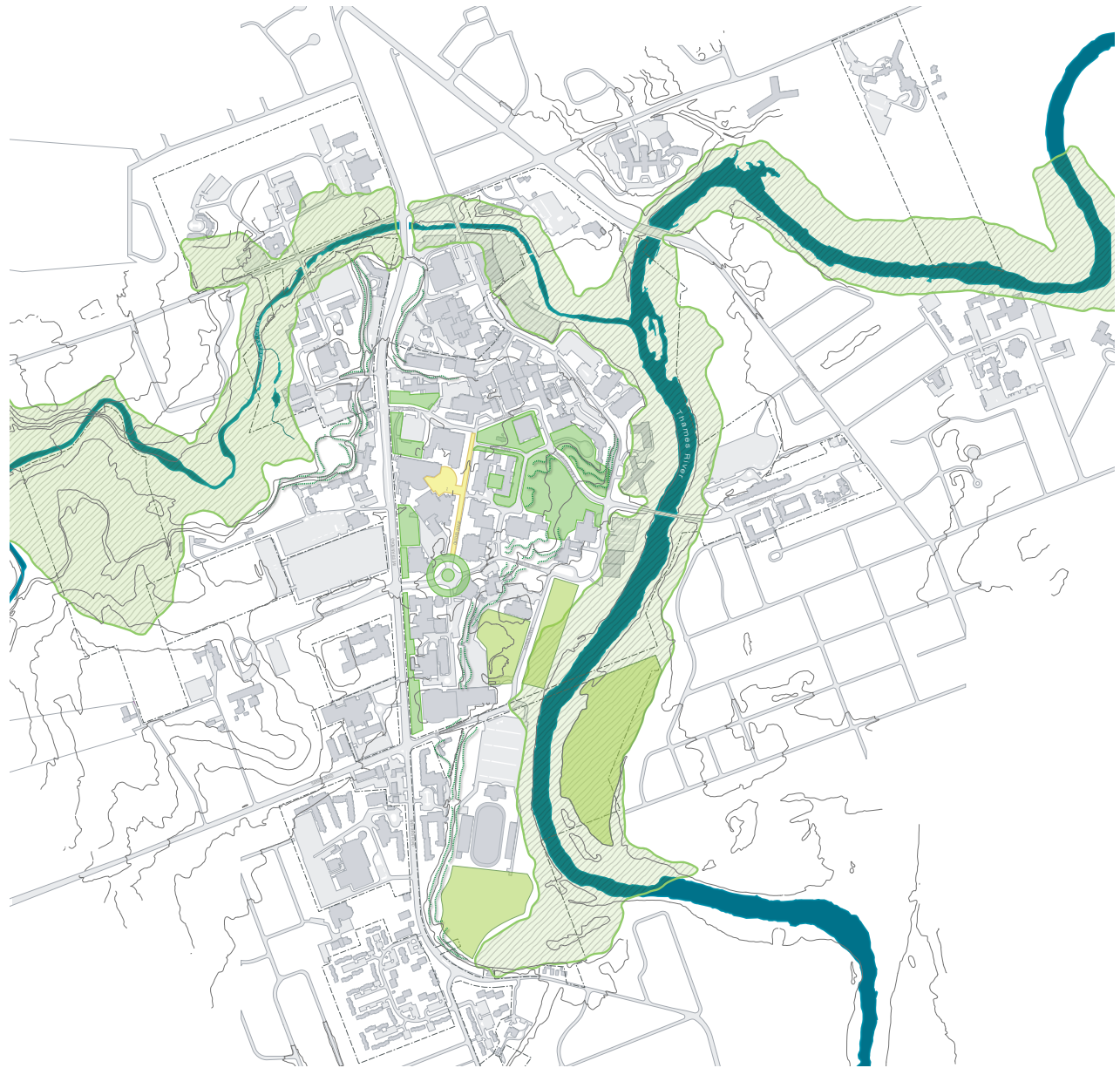


Figure 10: Campus Character Landscape Areas

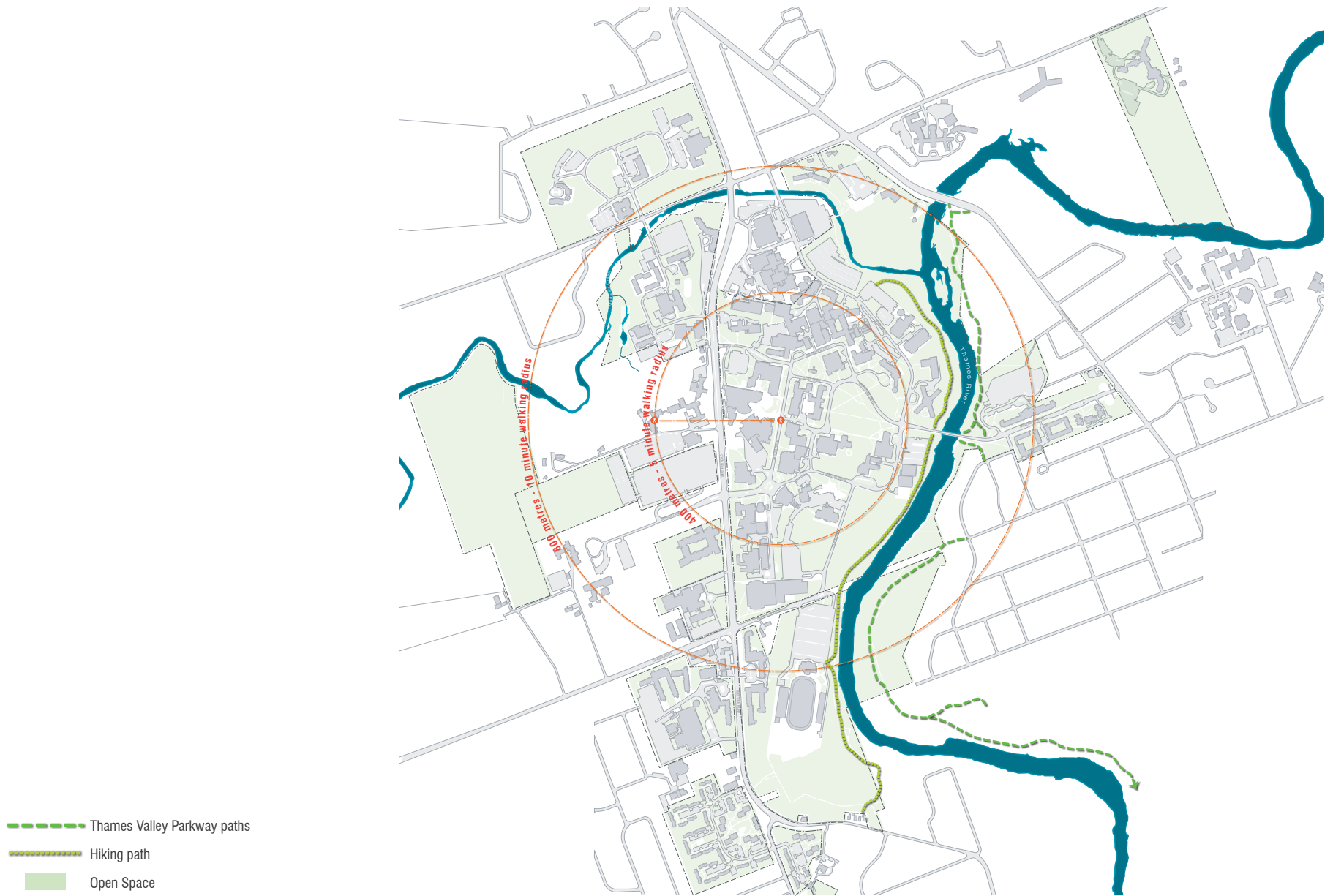


Figure 11: Pedestrian Areas

2.2 Current Conditions

Areas of change include sites recently completed, planned for redevelopment in the near-term, or with conditions that may warrant redevelopment in the future. The University recognizes the merit of the older buildings on campus and will continue to invest in upgrading them over time.

- % K Ygb 7Ybrf Zcf Di V]W<YUk / : Ua]mA YX]Mby
- & Phase 1 Interdisciplinary Research Building (IRB)
- ' Staging Building
- (. Music Building Renovation & Addition
-). Academic Building for FIMS and Nursing
- *. Ivey Business School
- +. Ontario Hall Student Residence
- ,. Platts Lane
- The Collider
- 1\$. University College
- 1% International and Graduate Affairs Building / Arts and Humanities Building
- 1& Thames Hall

- Recently Completed
- Current / Planned Development
- Future Renovation / Redevelopment

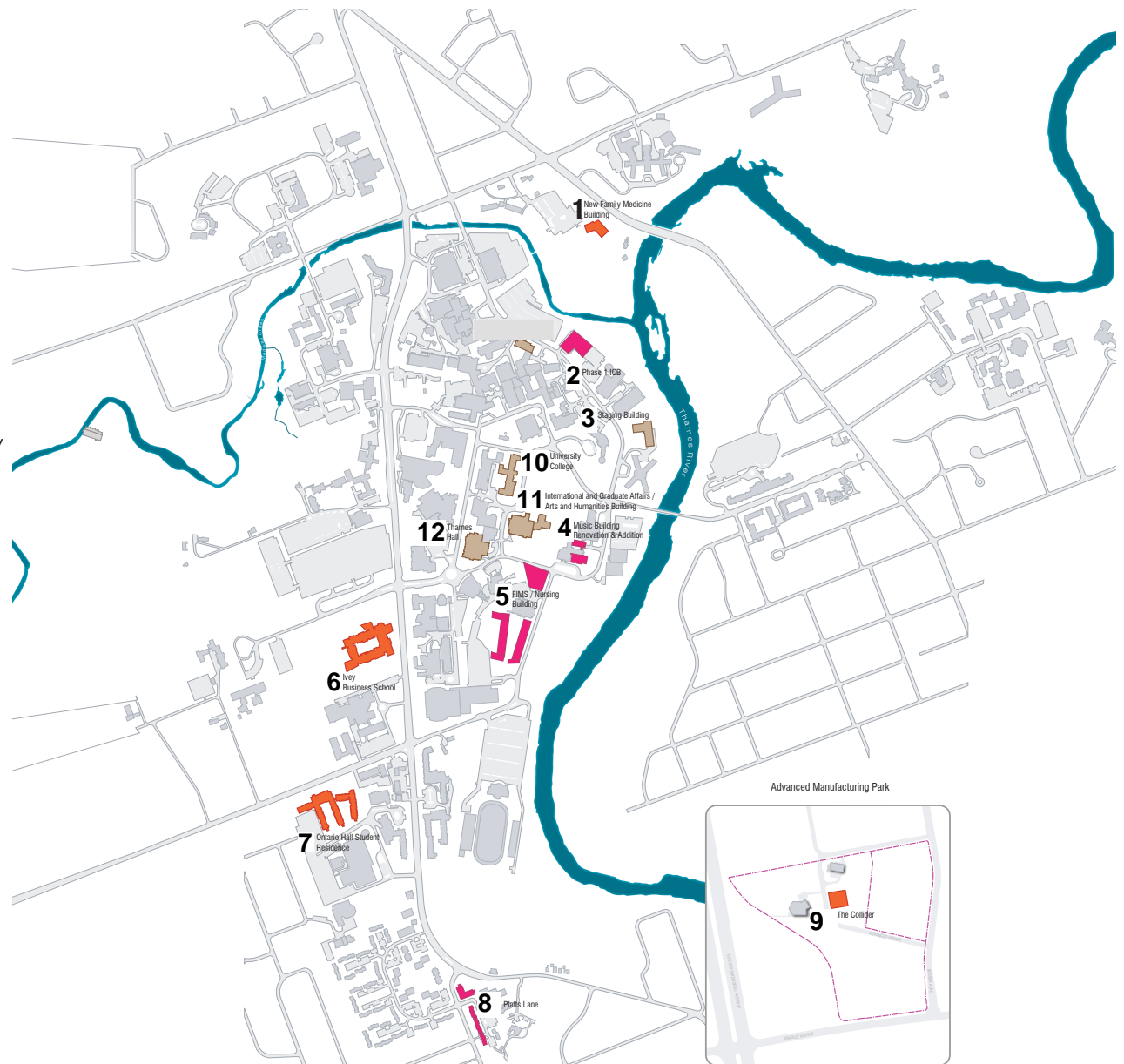


Figure 12: Areas of Recent, Planned or Potential Change

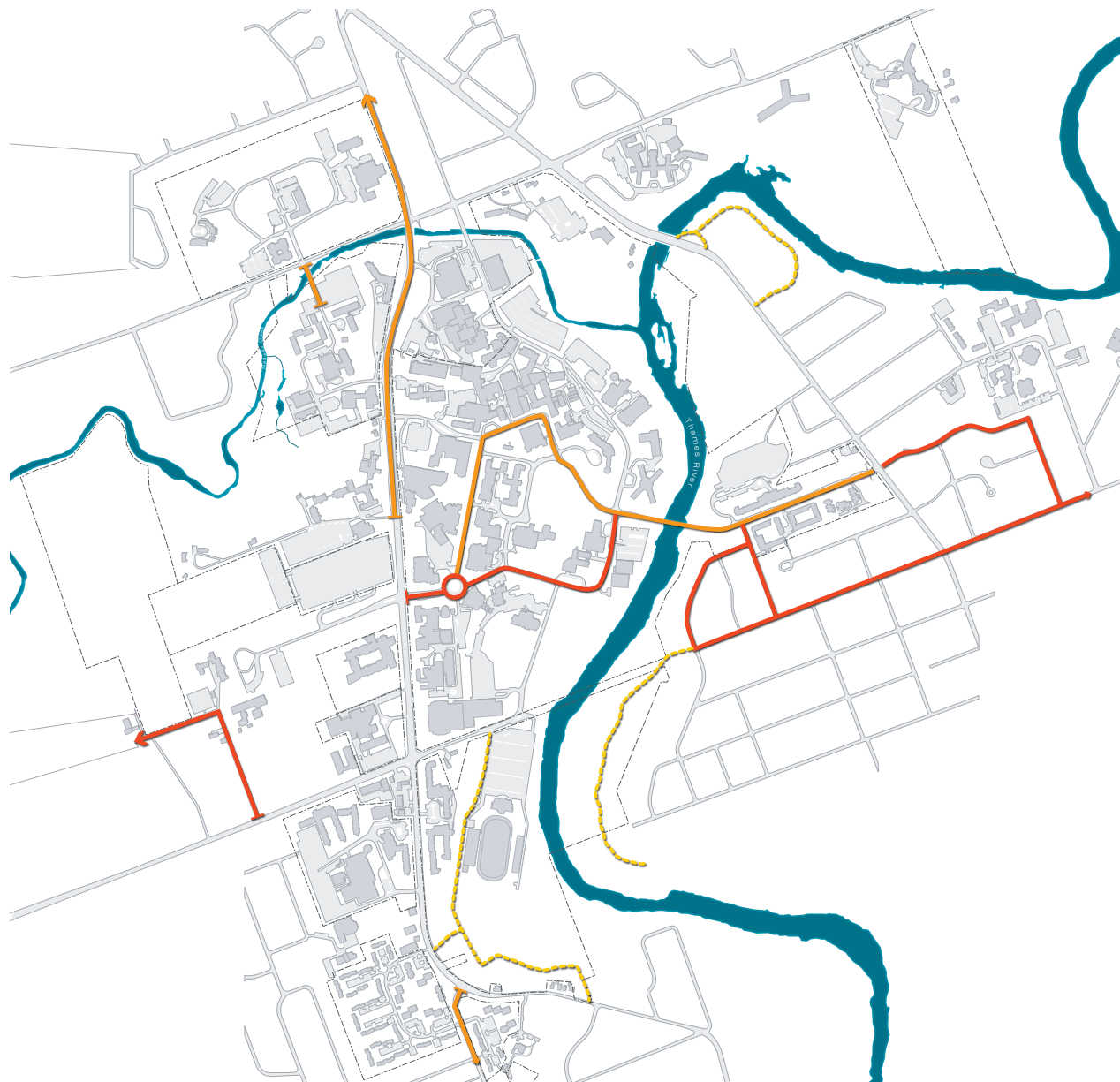


London transit bus service is provided through the campus along the major streets. How this might change if a RT route were to be provided to link to downtown London is not yet clear, as no detailed planning for the system has been undertaken. The new route would, however, have major impact on the current pattern of bus service and close contact should be maintained with the City and London Transit to ensure optimization of its implementation.

The introduction of a step-change in transit service should also be used to promote an equivalent change in the travel behaviour of all campus users. Parking demand should be reduced through effective management measures and promotion of car pooling, transit use, and possibly internal campus shuttles. The RT system, in particular, will be a pivot point for the delta in parking demand.

Figure 14: Existing Transit Network

 Public Transit Routes



Within the campus, traffic speeds and pedestrian activity make it generally a safe place for biking.

The cycling network throughout the campus and linking to the surrounding city is, however, incomplete. Western Road, a major connector to the rest of the city, only has bike lanes on portions of the road. With development of the South Valley site, it would also be beneficial to explore cycling connections along Huron Drive to link to the path south of Philip Aziz Drive.



-  Signed Bike Road Route
-  Bike Lane
-  Bike Path

Figure 15: Existing Cycling Network

2.4 Parking



Parking Lot	% Occupied*	
a	Westminster Perimeter	80%
b	Chemistry Perimeter	94%
c	Visual Arts Perimeter	89%
d	Middlesex Core	76%
e	Medway Student	73%
f	Talbot Core	46%**
g	Kent Drive Visitor	75%
h	Medical Science Visitor	69%
i	Siebens Core	75%
j	Lambton Hall Core	81%
k	Support Services Core	96%
l	Social Science Core	91%
m	Weldon Core	95%
n	Upper Heating Core	72%
o	Springett Perimeter	79%
p	Alumni/Thompson Visitor	84%
q	South Valley Perimeter	99%***
r	Huron Flats	75%
s	Elborn	97%
t	Althouse	73%

* Average am/pm utilization from data collected during the week of March 24, 2014
 ** Former Ivey Building vacant at the time
 *** Prior to expansion

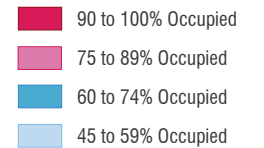


Figure 16: Existing Parking Lot Utilization - March 2014



Social Science Core Lot



Expanded South Valley Lot



Springett Perimeter Lot



Chemistry Perimeter Lot



Middlesex Core Lot

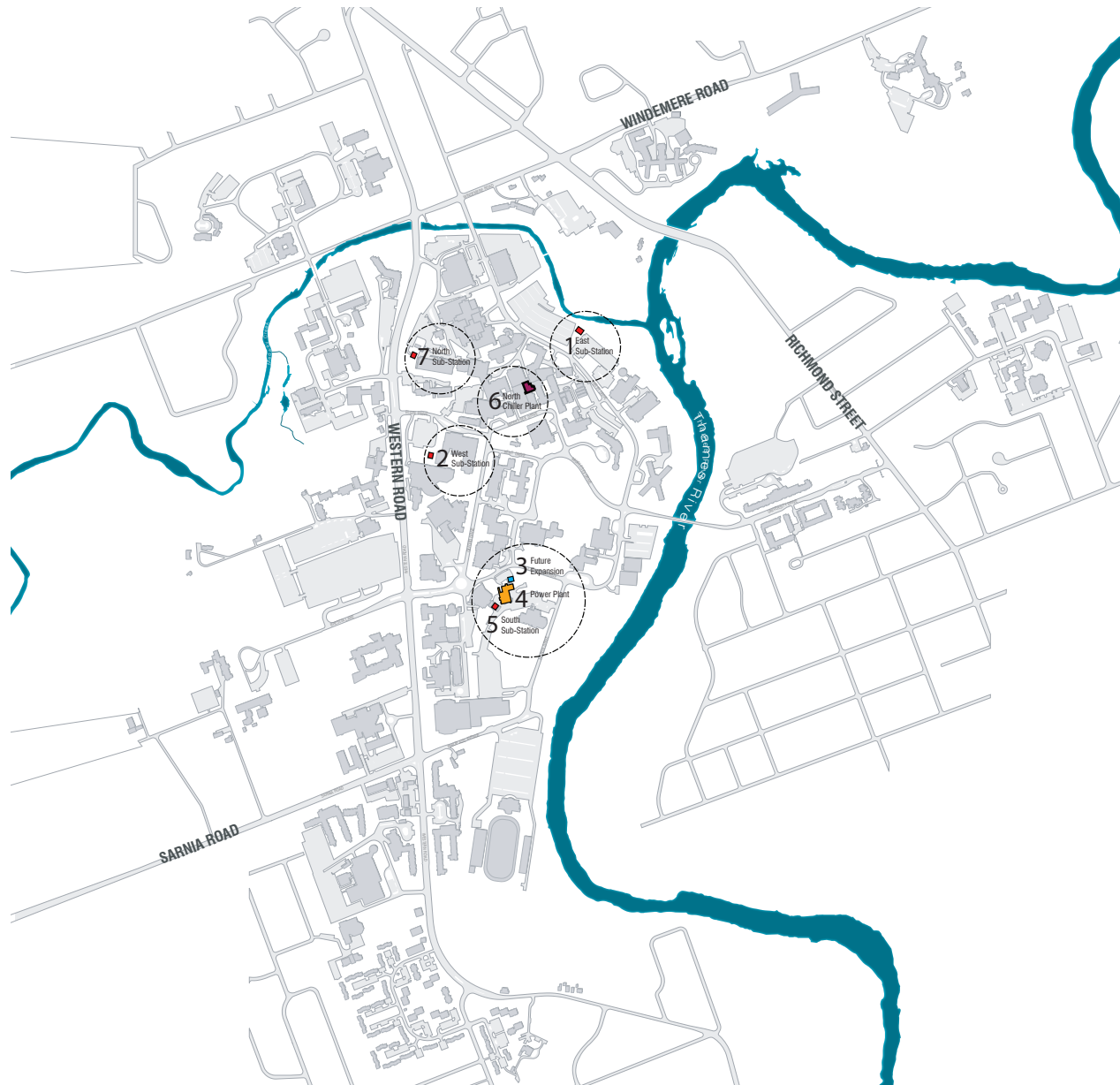


Talbot Core Lot

This Master Plan undertook a careful look at parking supply and utilization, in association with an independent parking study being conducted at the same time.

There are currently 5,810 parking spots serving the main campus. While utilization across the campus varies, generally it is high, with highest utilization in the central campus core. Since this Master Plan is recommending that several of the central lots – notably Social Sciences, Weldon, Alumni and South Valley – be considered as future development sites, an overall parking replacement and management strategy is essential. Chapter 7 of this Master Plan expands upon future transportation and parking strategies.

2.5 Infrastructure



The Master Plan must also accommodate several infrastructure facilities that will be required. These include the following:

1. East Sub-Station
2. West Sub-Station
3. Future Expansion of Power Plant
4. Power Plant
5. South Sub-Station
6. North Chiller Plant
7. North Sub-Station

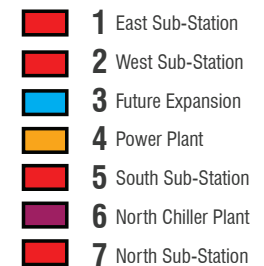


Figure 17: Infrastructure Facilities







A VISION FOR THE FUTURE CAMPUS



Campus Planning Principles

This current master planning study is clearly established to build upon the exercise undertaken in 2007. The principles listed in that plan for campus and space planning have been reviewed in terms of current demands on, and opportunities for the campus. The original principles have been repeated and summarized below.

Western University Campus Master Plan: Summary of Master Planning Principles (2007)	
1. Respond to Changes in Academic Mission and Technological Innovations	- Create flexible plans that can accommodate innovation in teaching, research and technology and support life-long learning for mature students
2. Preserve Existing Natural Features and Maintain and Enhance Landscaped Open Spaces	- Preserve the character and enhance the visibility of Western's "natural capital" of resources and landscape
3. Provide Direction for University Growth and Change	- Consolidate long-term future academic and student-related growth within the campus core
4. Invest in the Quality of the Campus	- Consider the renewal of public spaces as a fundamental investment for Western's future
5. Preserve and Enhance Architectural Integrity	- Maintain and enhance the unique architectural character of the campus by adhering to the scale, form, and common elements established by existing buildings
6. Preserving Academic Interaction and "Decompressing" the Campus	- Find a balance between maintaining academic precincts and decompressing the central University space to provide a better social and working environment
7. Interdisciplinary Studies and Research	- Plan space for emerging interdisciplinary studies and ensure linkages and interactions for students, faculty and academic precincts
8. The Residential University and Canada's Best Student Experience	- Preserve Western as a cohesive residential campus with core academic programs located in close proximity
9. Enhance University/City Relationships	- Maintain important neighbouring relationships by improving connections and recognizing the impacts of planning decisions
10. Achieve Barrier-Free Accessibility	- Design for new and renovated buildings and public realm initiatives must ensure usability and accessibility by utilizing universal design principles
11. Ensure Safety, Security, and a Healthy Workplace	- Design of buildings and public realm should promote a healthy and safe personal environment for students, faculty, staff and alumni
12. Transportation	- Support safe and efficient pedestrian, bicycle, and bus movement to the centre of campus and focus vehicle traffic and parking at the campus perimeter
13. Sustainability in Design of Facilities	- Incorporate principles of sustainability such as energy conservation, alternative transportation, and protection of natural areas into the planning and design of the campus, using sustainability principles, goals and objectives as a guide
14. Relocation within Existing Buildings	- Relocation of academic units should be based on proximity to similar units and promote interdisciplinary and relocation of non-academic units should facilitate collaboration and efficiency

Sustainability

A sustainable campus is one that promotes the smallest possible ecological footprint through a healthy ecosystem and supporting the values of conservation. Western subscribes to the following principles of sustainability as identified in the University's MAPP Policy 1.48; Environment & Sustainability:

1. Engagement: Environment and sustainability is the responsibility of everyone at Western. Success requires the collective action of the University community through long-term planning, shared learning, grassroots activities, and institutional leadership.

2. Institutional Ecology: The University commits to developing institutional practices that promote sustainability while reducing the use of resources and the production of waste and hazardous materials.

3. Efficacy: The University will continue to provide quality education and services while progressively reducing negative environmental, health and economic impacts.

4. Accountability: The University will establish measurable sustainability goals and monitor, evaluate and report on performance.

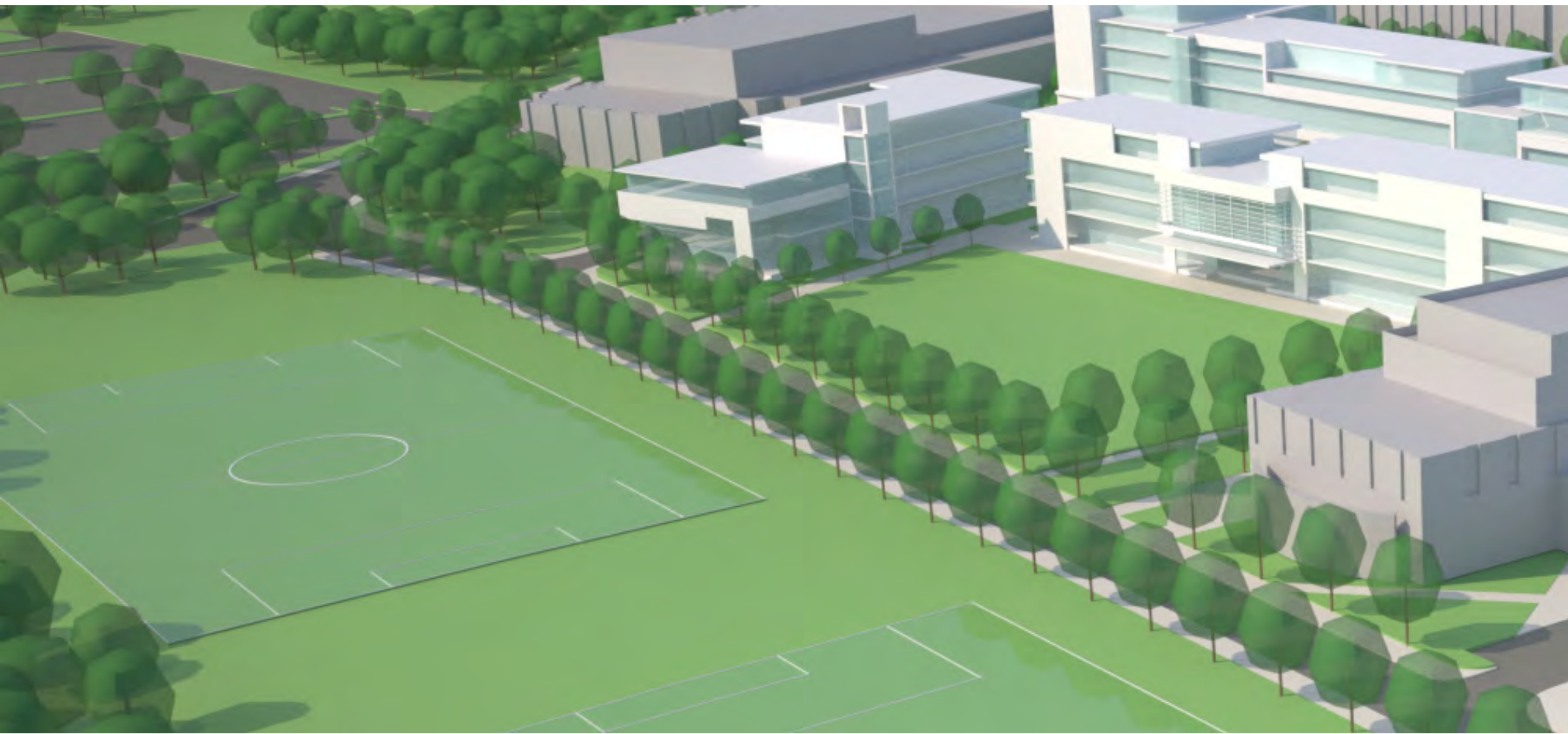
5. Innovation: The University will encourage a climate of creativity, inquiry, research and collaboration that fosters new ideas and approaches to sustainability questions and challenges.

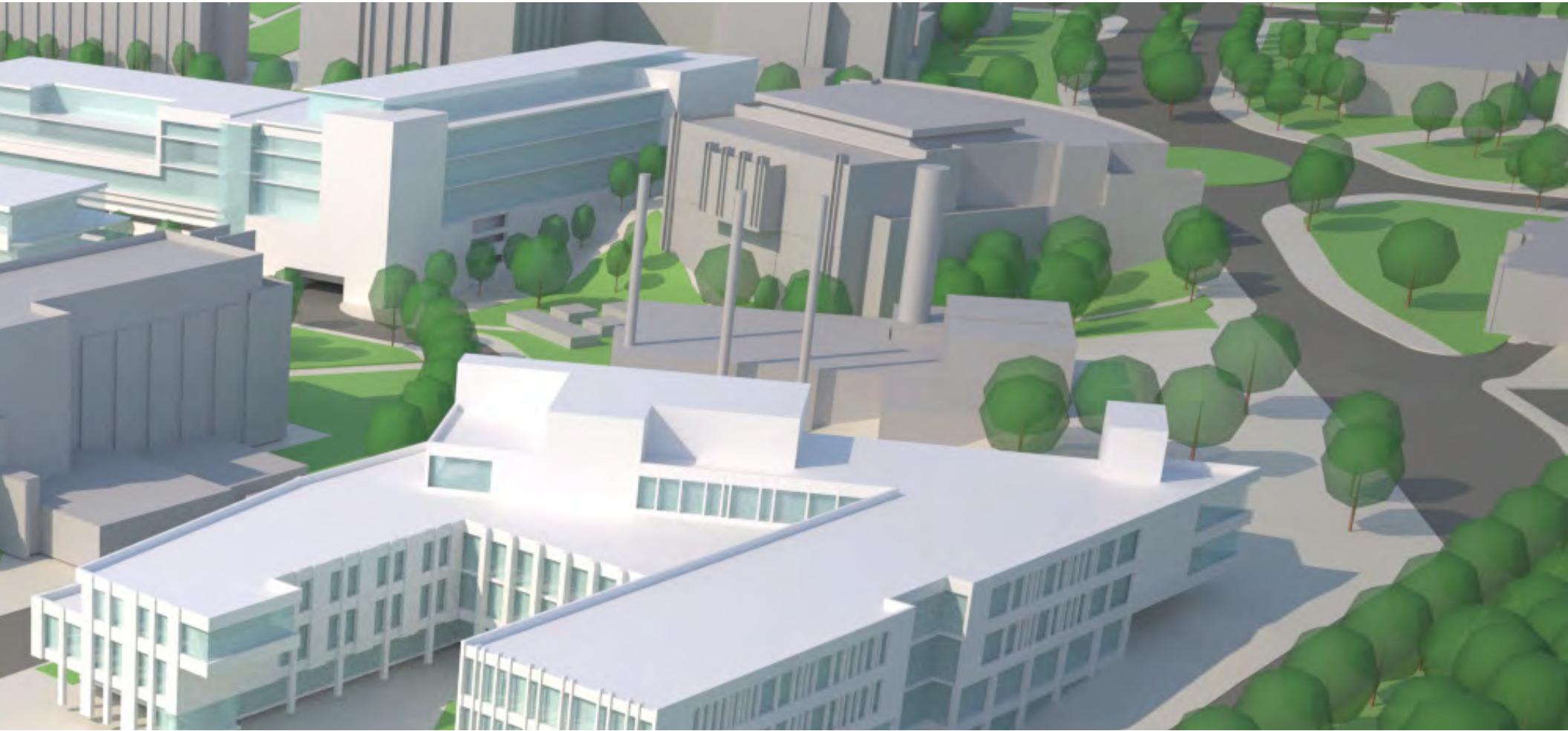
6. Community: The University recognizes that it is part of a larger community and will engage with that community to promote sustainable practices and to identify and address opportunities and challenges that may have impact beyond our campus boundaries.

The principles will encourage the following:

- Incorporating sustainability into our academic programming, to contribute to an educated citizenry and develop future leaders
- Engaging in research across the disciplines into issues of environmental sustainability
- Reducing our use of inputs
- Reducing outputs through recycling and reuse
- Focusing on life cycle management of resources and waste products
- Utilizing ecological landscaping methods and preserving green space
- Building and renovating facilities in accordance with energy efficiency and sustainability principles







CAMPUS DEVELOPMENT AREAS



4.1 Campus Development

The previous sections have identified the current issues that need to be addressed on campus and updated the overall principles that should guide that process. Most significantly, the campus must adapt to accommodate the growth pressures that can be anticipated over the next decades in a way that enhances the quality of the campus environment and Western's functioning as a first rank University.

As identified by Master Planning Principle #5 of the 2007 Campus Master Plan, all future development should maintain and enhance the existing historic architectural character of the campus. Clear design guidelines that specify the character of common elements and materials should be used in order to ensure that new buildings or building renovations respect the signature traditional building style of the campus through a contemporary interpretation of Collegiate Gothic architecture.

In addition, as outlined in detail in the November 2007 report *Recommendations for the Provision of Common Space* by The Provost's Ad Hoc Committee on Classroom and Common Space, all new buildings or major building renovations should incorporate 10% net assignable space as common space to serve the entire University community. This aesthetically attractive space should be moderately trafficked, informal, centrally located and provide appropriate amenities.

Increase in student numbers and changes in the University Community Centre (UCC) have resulted in a sense of overcrowding in the principal common spaces of the campus. This requirement for additional common space is intended to relieve this pressure and to disperse it to other major common areas.



- A** - Springett / FRAM Site
- B** - Weldon Library Site
- C** - Elgin Entrance / Social Science Site
- D** - Perth Drive Site
- E** - Westminster Hall Site
- F** - Discovery Park
- G** - Alumni Hall / South Valley Site
- H** - Western Road Development Site 1
- I** - Western Road Development Site 2
- J** - Advanced Manufacturing Park

Figure 18: Primary Development Sites

4.2 Primary Development Sites

Figure 18 indicates the locations of the primary development opportunities in the main campus. Each of those is discussed in detail in this section, and various options for the height and massing of future development are explored. The development program for each parcel is guided by the general principle of height distribution noted in the Master Planning Principles, with taller buildings located along Western Road and buildings in the centre of campus respecting the height and massing of contextual buildings.

Similarly, the anticipated purpose of these development opportunities would reflect the previous thinking about campus zones, concentrating academic buildings in the heart of the campus, residences more to the periphery and research buildings in the outer ring. Discovery Park has considerable land available for future academic use. The Advanced Manufacturing Park is located to the east of Veterans Memorial Parkway, approximately 30 minutes from the campus by car. It has the land for large and unique buildings that cannot locate, or could be relocated from, the core campus.

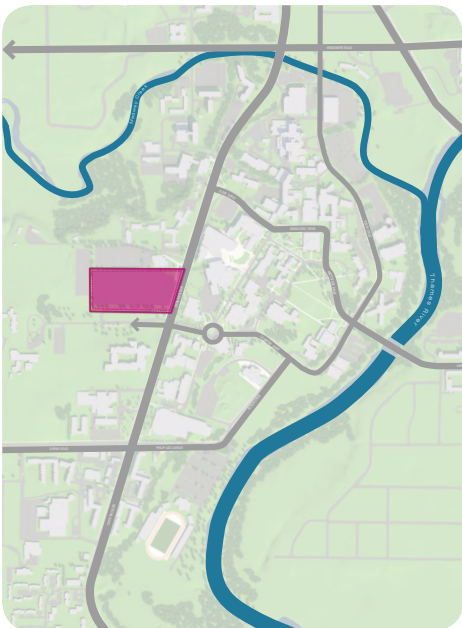
A Springett / FRAM Site



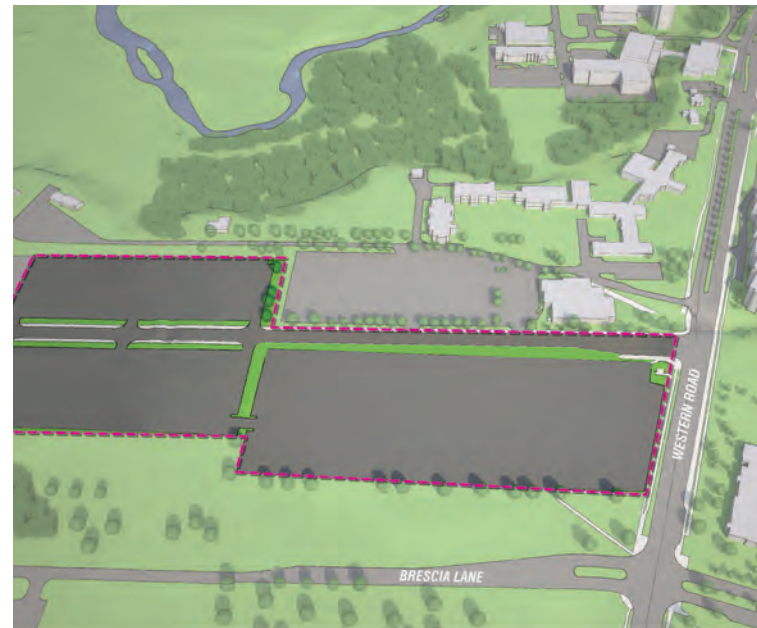
Existing Springett / FRAM Site

Current Site Considerations:

- Springett Lot is now accessed on the north side with a new road shared with Huron University College
- To better engage Western Road, the eastern section of Springett Lot is a prime location for new academic buildings



Development Site Context



Development Site Boundaries

Springett / FRAM Site



Figure 19: Conceptual Massing: Springett / FRAM Site

Design Opportunities:

- A** Re-purpose the eastern section of Springett Lot for one academic building fronting Western Road and additional academic buildings and provide active street frontage along Western Road
- B** A shared road has been created to service Huron University College, the FRAM lands, and Springett Lot. See pages 76-81 of this document for further information
- C** Consider using undeveloped lands west of new Springett Lot for future academic uses
- D** Provide parking to the rear of new academic buildings, respecting existing agreements

Yield Calculations: 60,000 - 80,000 m²

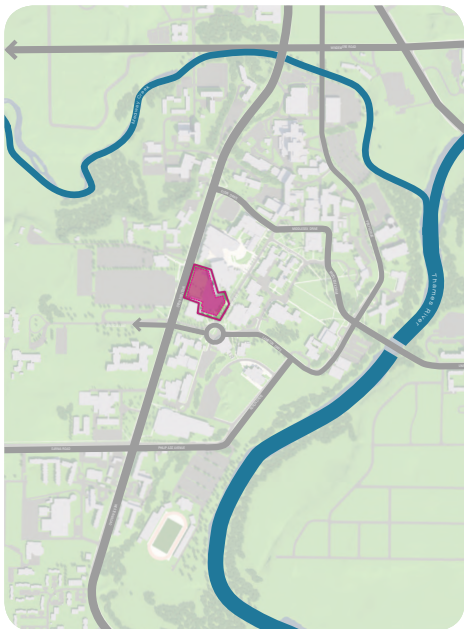
B Weldon Library Site



Existing Weldon Library Site

Current Site Considerations:

- A prominent campus location available for development
- The service access for Weldon Library and Law Building will need to be maintained



Development Site Context



Development Site Boundaries

Weldon Library Site



Figure 20: Conceptual Massing: Weldon Library Site

Design Opportunities:

- A** Develop a signature building at this prime Campus location
- B** Create a building that is connected to Weldon Library, maximizes height along Western Road and infills the internal courtyard to increase potential development yield (maintain service access to Weldon Library)
- C** Parking spaces will be lost to development
- D** Create a building that supports student activities on the Concrete Beach.

Yield Calculations: 20,000 - 24,000 m²

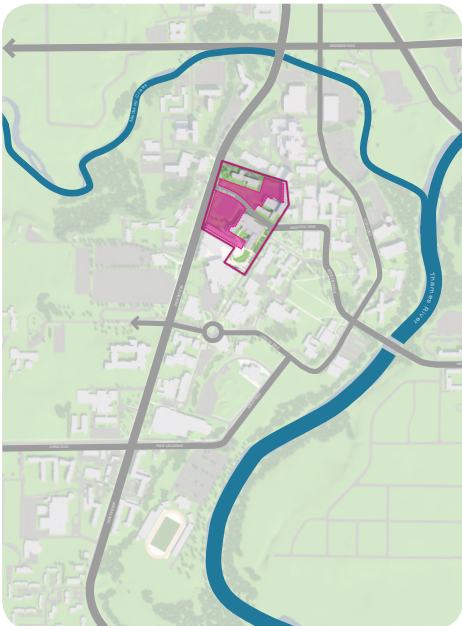
C Elgin Entrance Site



Existing Elgin Entrance Site

Current Site Considerations:

- A major entrance to the centre of campus that is currently underdeveloped



Development Site Context



Development Site Boundaries

Elgin Entrance Site



Figure 21: Conceptual Massing: Elgin Entrance Site

Yield Calculations: 36,000 - 58,000 m²

Design Opportunities:

- A** & **B** Use development to frame and formalize this central Campus entrance and maximize the height of academic buildings fronting Western Road
- A** Develop a building connected to Siebens Drake Research Institute
- B** Develop a building that maximizes height along Western Road and retains a service road
- C** Parking spaces in the social sciences lot will be lost. Underground parking could be considered but further study would be required prior to development.
- D** Develop a building connected to Dental Science building, Medical Science building and Siebens Drake Research Institute
- E** Potential to reconfigure existing UCC loading dock for future expansion and landscape improvements (maintain service access to UCC)

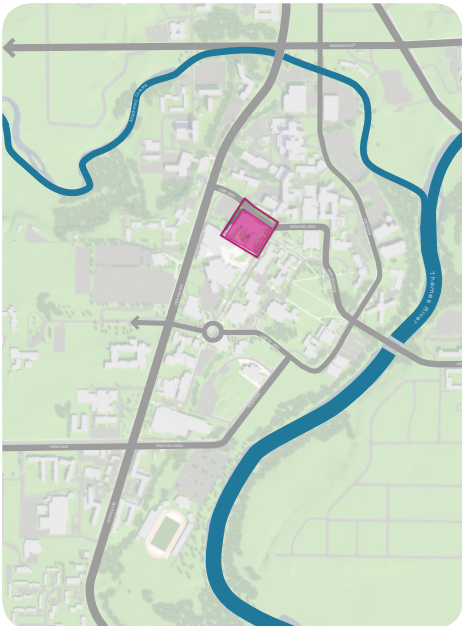
D Social Science Site



Existing Social Science Site

Current Site Considerations:

- Current plaza design does not provide pedestrian amenities or programming
- The east and north sections of the Social Science building do not maximize the potential for academic space
- Building design does not contribute to the quality architecture of the campus



Development Site Context



Development Site Boundaries

Social Science Site

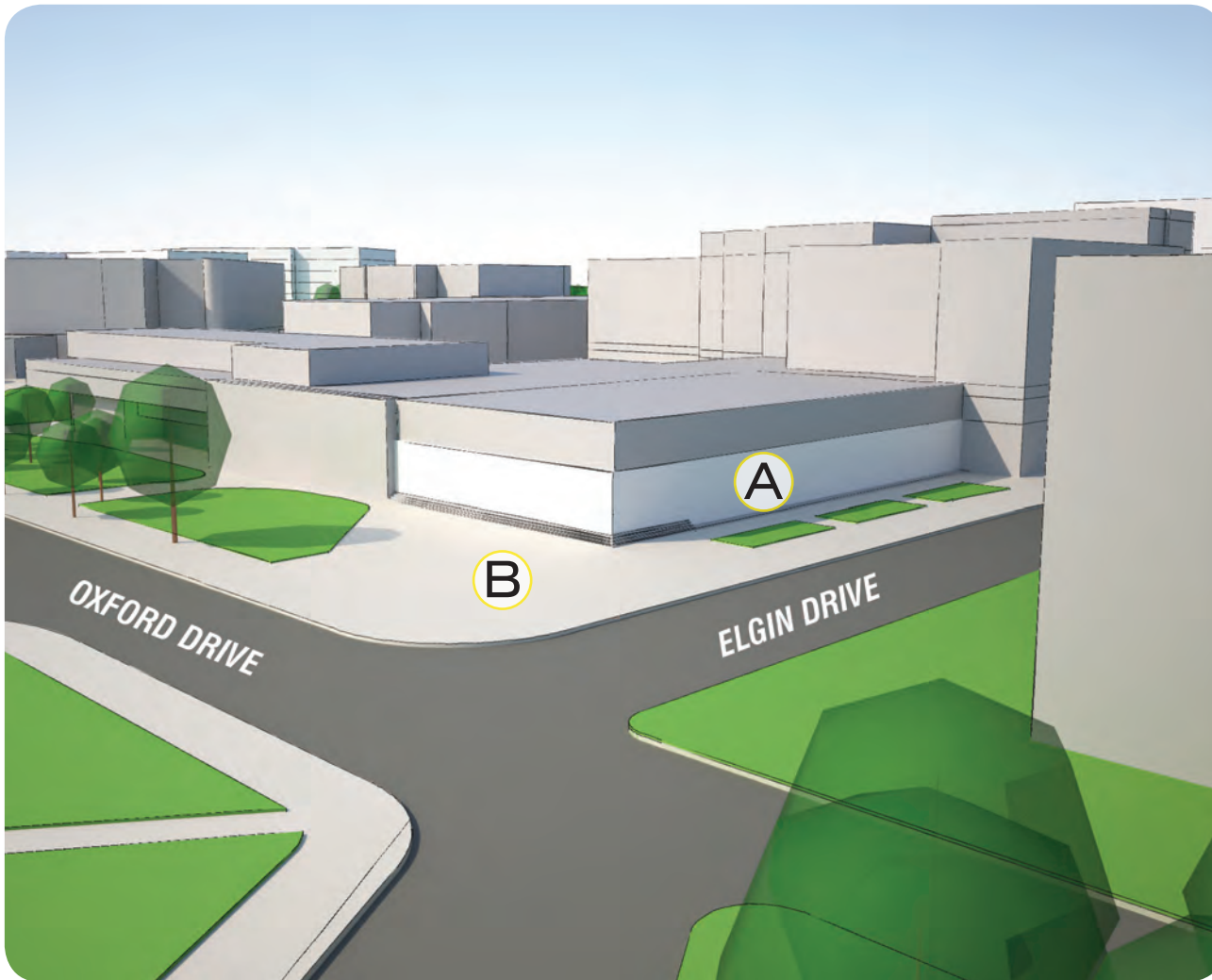


Figure 22: Conceptual Massing: Social Science Site

Design Opportunities:

- A** Create a new lobby and instructional/company spaces by infilling the front and rear plazas
- B** Design a new addition to take advantage of this prominent location on Campus and its surrounding context as well as to make the building more inviting

Yield Calculations: 1000 m² (addition)

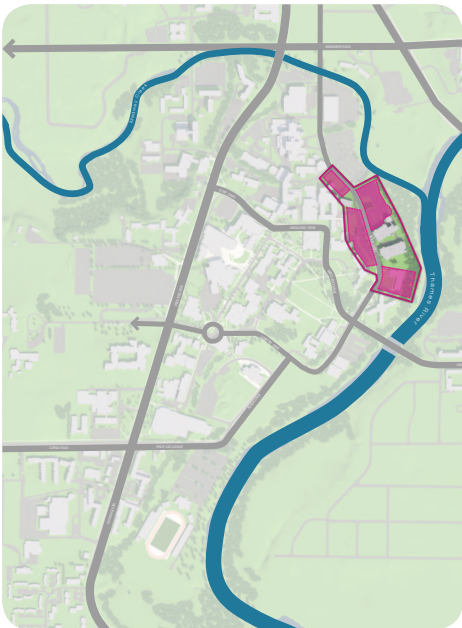
E Perth Drive Sites



Existing Perth Drive Site

Current Site Considerations:

- Floodplain control limits development potential around the Thames River
- The Staging building is an opportunity for redevelopment
- The Science cluster and Middlesex Lot back onto Perth Drive, diminishing connectivity with the buildings east of Perth Drive



Development Site Context



Development Site Boundaries

Perth Drive Sites

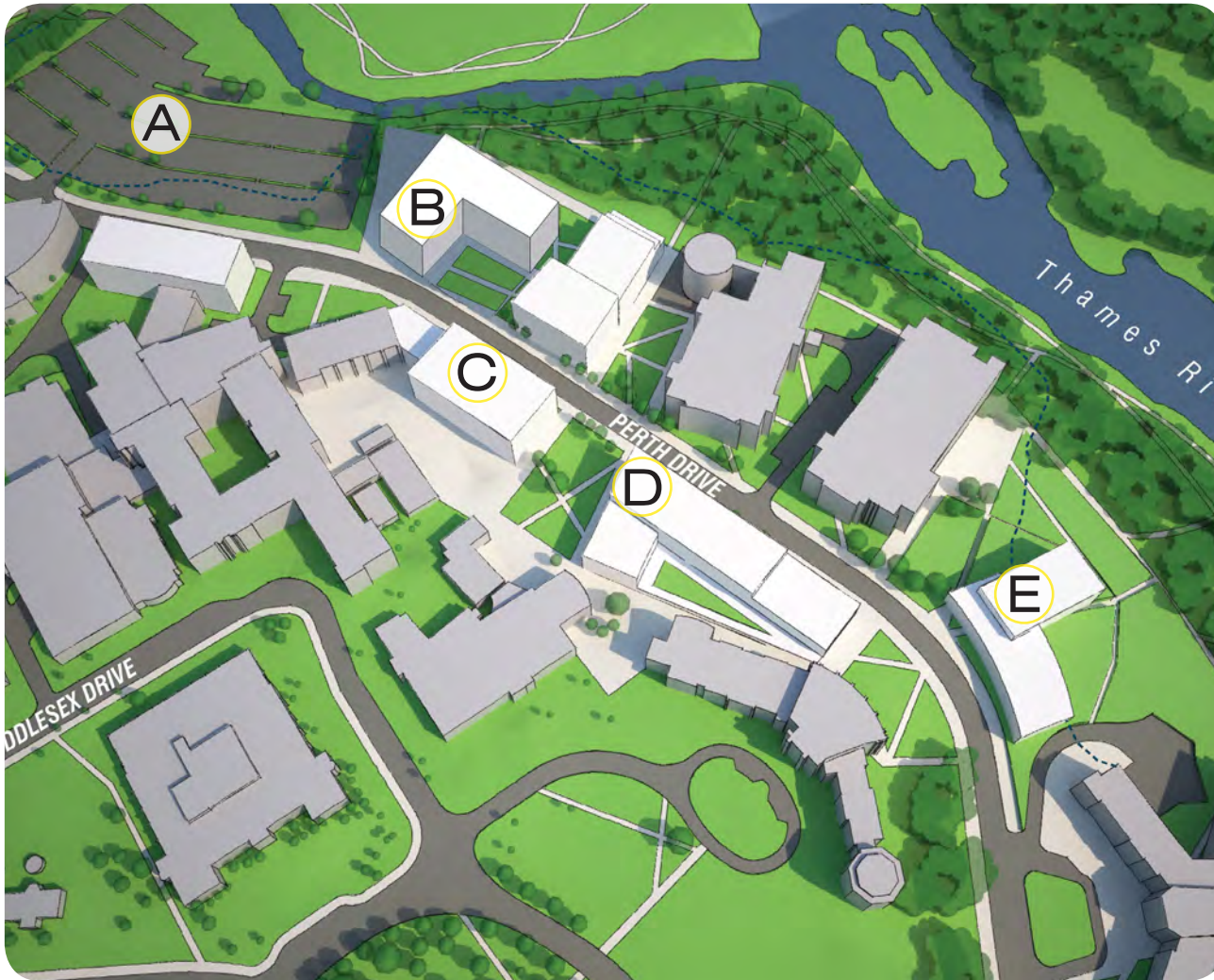


Figure 23: Conceptual Massing: Perth Drive Site

Design Opportunities:

- A** Future opportunity for multi-level parking structure
- B** Construct two academic buildings that maximize opportunities to open onto the Thames River
- C** Relocate the Greenhouses to construct an academic building
- D** Create a new building with a plaza and structured parking on the existing Middlesex Lot without obstructing views to the iconic Middlesex College clock tower
- E** Redevelop the existing Staging building to create a new building

Yield Calculations: 40,000 - 53,000 m²

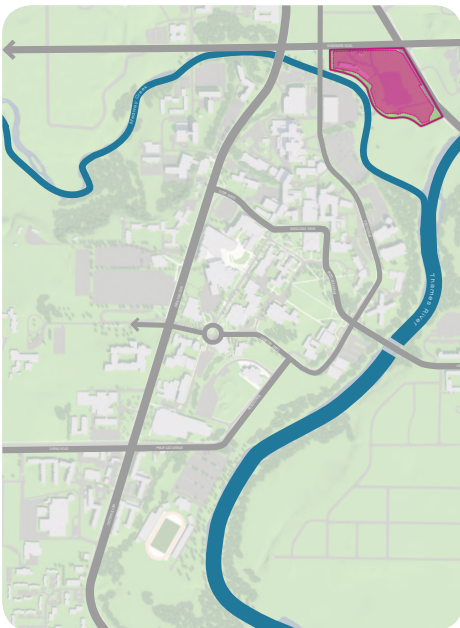
F Westminster Site



Existing Westminster Site

Current Site Considerations:

- The existing buildings are spread far apart and the site is underutilized
- Much of the Westminster site is floodplain and is restricted to recreational use



Development Site Context



Development Site Boundaries

Westminster Site



Figure 24: Conceptual Massing: Westminster Site

Design Opportunities:

- A** Construct new buildings to infill site
- B** Create new quads and a commons framed by new buildings
- C** Design a new promenade parallel to the Thames River
- D** Provide new surface parking lot

Yield Calculations: 30,000 - 33,000 m²

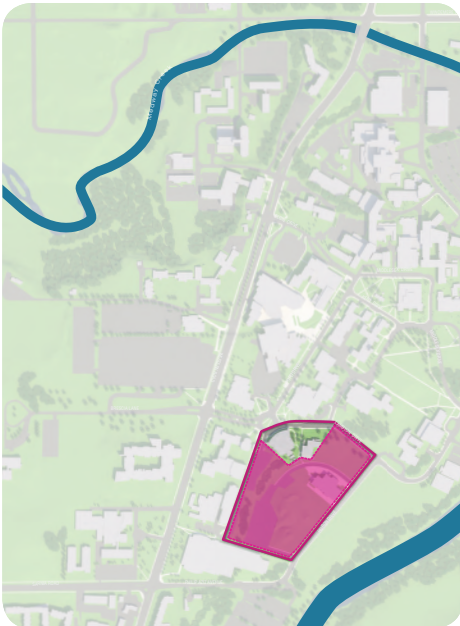
G Alumni Hall / South Valley Site



Existing Alumni Hall / South Valley Site

Current Site Considerations:

- The site is disconnected from the core campus due to grade changes
- Floodplain control east of Huron Drive limits development opportunities on the existing sports fields
- The majority of adjacent buildings don't address the development site



Development Site Context



Development Site Boundaries

OPTION 1: Alumni Hall / South Valley Site



Figure 25: Conceptual Massing: Option 1 Alumni Hall / South Valley Site

Design Opportunities:

- A** Provide new academic buildings
- B** New building for FIMS and Nursing
- C** Develop new academic buildings
- D** Provide a flexible use open space that fronts onto a new internal road
- E** Utilize the existing slope to integrate structured parking to replace the South Valley Lot and provide additional parking for core campus

Yield Calculations: 41,000 - 50,000 m²

OPTION 2: Alumni Hall / South Valley Site



Figure 26: Conceptual Massing: Option 2 Alumni Hall / South Valley Site

Design Opportunities:

- A** Provide new academic buildings
- B** New building for FIMS and Nursing
- C** Develop new academic buildings
- D** Provide a flexible use open space that fronts onto a new internal road
- E** Develop a new parking structure to replace the South Valley Lot and provide additional parking for core campus

Yield Calculations: 41,000 - 50,000 m²

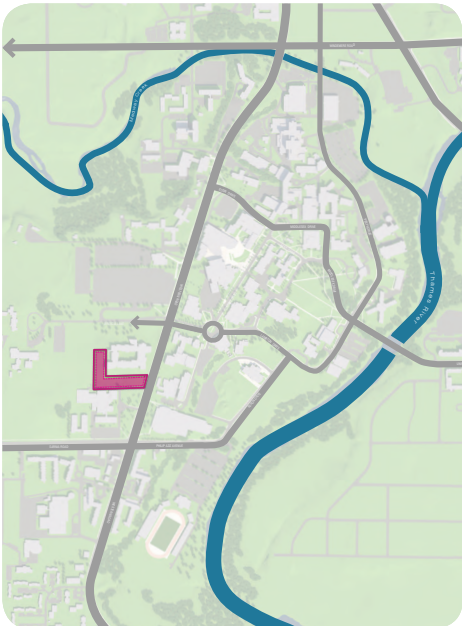
H Western Road Development Site 1



Western Road Development Site 1

Current Site Considerations:

- Development sites are available to the west and south of Ivey Business School
- Access is primarily from the south



Development Site Context



Development Site Boundaries

Western Road Development Site 1



Figure 27: Conceptual Massing: Western Road Development Site 1

Design Opportunities:

- A** Construct new buildings on west and south of Ivey Business School
- B** Retain surface parking
- C** Design for public realm should consider future development on current Elborn site

Yield Calculations: 11,000 - 13,000 m²

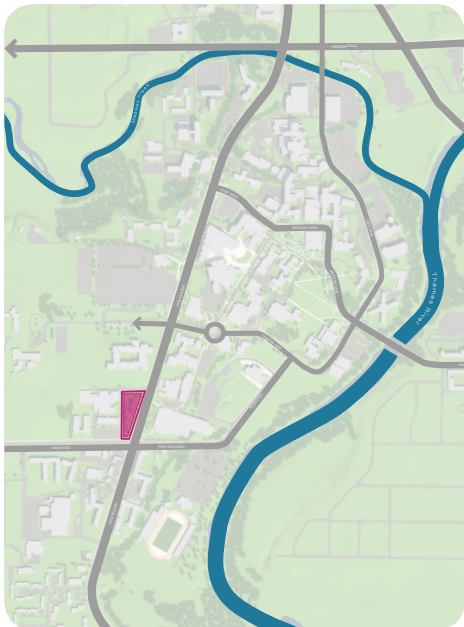
Western Road Development Site 2



Western Road Development Site 2

Current Site Considerations:

- A** Triangular site to the East of Elborn College Building
- B** Good Western Road frontage and accessibility
- C** Important relationships to the current and future Ivey and Elborn College Building



Development Site Context



Development Site Boundaries

Western Road Development Site 2

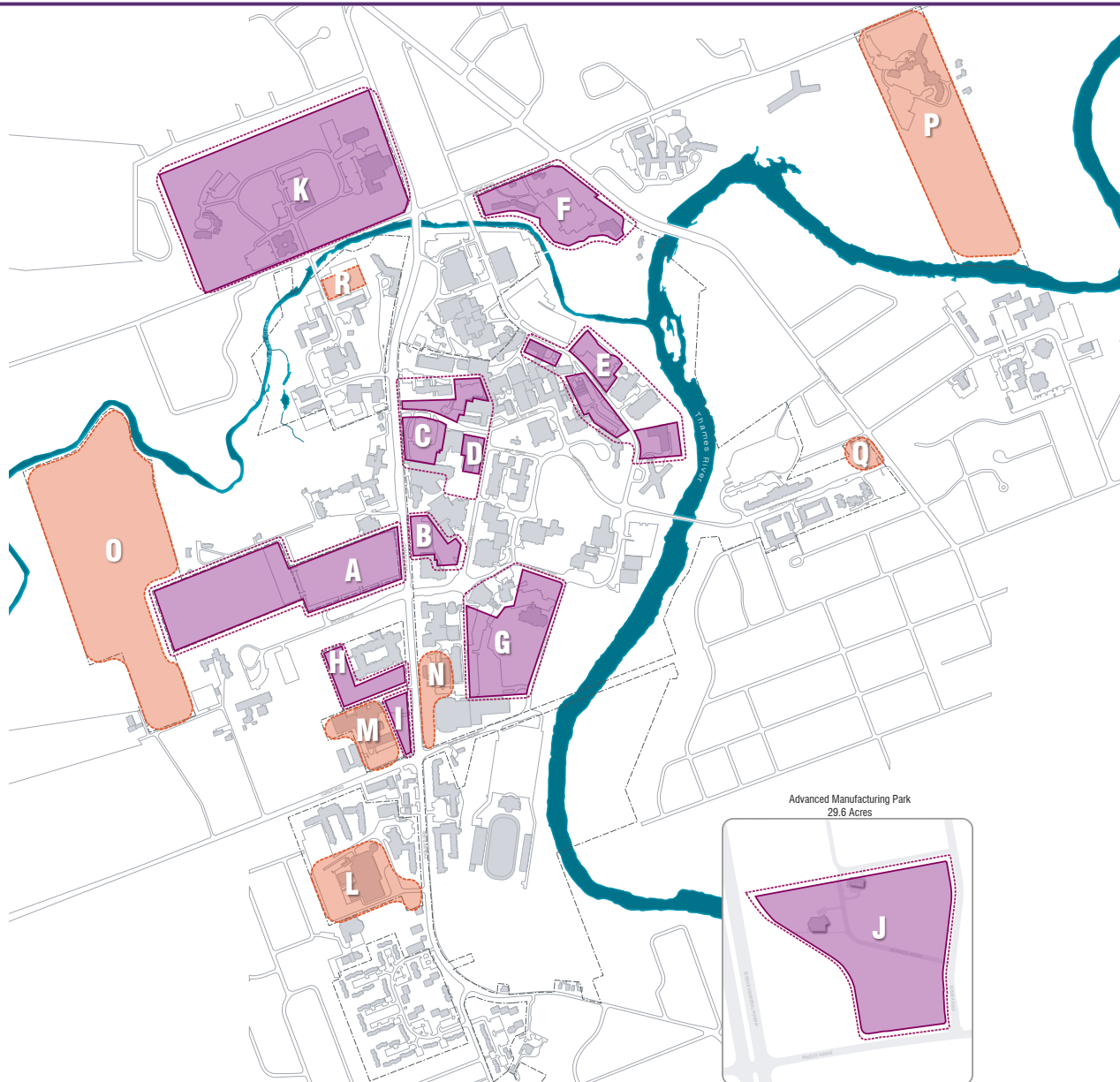


Figure 28: Conceptual Massing: Western Road Development Site 2

Design Opportunities:

- A** Provide clear and consistent Western Road frontage
- B** Building design should take advantage of height and scale opportunities
- C** Sarnia Road corner provides signature opportunities
- D** Manage design relationship to current and possible future neighboring buildings

Yield Calculations: 30,000 - 40,000 m²



Primary Development Sites

- A - Springett / FRAM Site**
- B - Weldon Library Site**
- C - Elgin Entrance / Social Science Site**
- D - Social Science Building**
- E - Perth Drive Sites**
- F - Westminster Hall Site**
- G - Alumni Hall / South Valley Site**
- H - Western Road Development Site**
- I - Western Road Development Site 2**
- J - Advanced Manufacturing Park**
- K - Discovery Park**

Secondary Development Sites

- L - Althouse**
- M - Elborn**
- N - Wind Tunnel / TRAC Site**
- O - FRAM lands Site**
- P - Ivey Spencer Leadership Centre Site**
- Q - Bank of Montreal (BMO) Site**
- R - Bayfield Hall Site**

Figure 29: Primary and Secondary Development Sites

4.3 Secondary Development Sites

Several large areas of University owned land and buildings are located on the periphery of the core campus. While these are not anticipated for growth in the immediate future, a long-term view of campus capacity should include their potential development.

The John G. Althouse Faculty of Education Building, Elborn College Building and the Wind Tunnel represent low-rise buildings on large sites. Their more intensive redevelopment would provide significant capacity along Western Road in relatively close proximity to the core campus.



the John G. Althouse Faculty of Education Building - 1.5 Hectares



Elborn College Building - 1.2 Hectares

The FRAM lands constitute a large potential resource, although it must be noted that much of the lands are constrained by environmental considerations, being part of the top of the bank of Medway Creek. These lands are mostly beyond reasonable pedestrian distance for core educational/instructional use, but do have potential for other academic and support buildings.



FRAM lands - 13.4 Hectares

There is potential to create a stronger athletic precinct around the Thompson Recreation & Athletic Centre and the Western Student Recreation Centre.

A secondary development site, the Bayfield Hall site, also extends to the South of Windemere Road.



TRAC Site - 0.5 Hectares



Figure 30: Main Campus Existing Development

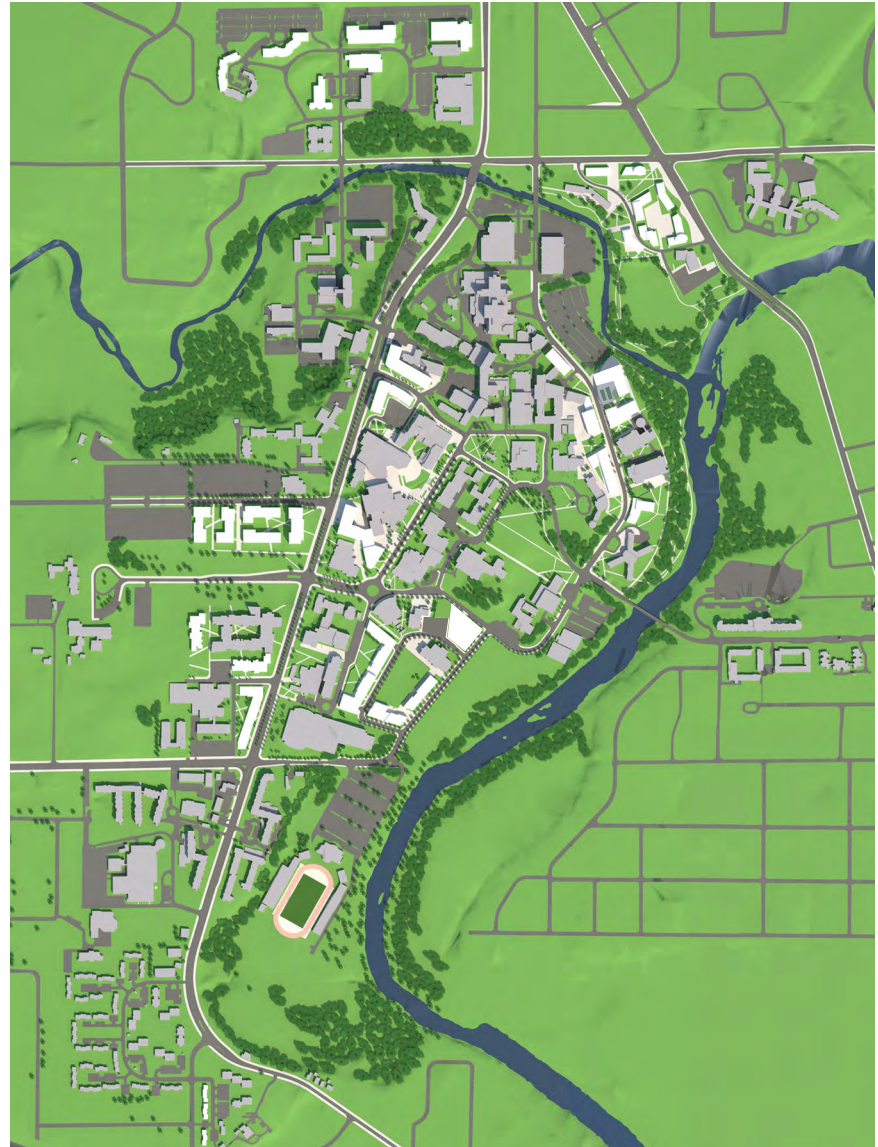


Figure 31: Main Campus Potential Development

Main Campus Development Potential

The following table summarizes the current and potential development capacity of the primary development sites on the main campus:

Current Space on Main Campus: 740,000 m²
Potential New Space on Main Campus: 269,000 - 352,000 m²

The total amount of space required by the University as indicated on Figure 1 is driven by enrolment as well as research and other specialist demands. Since the pressures on the University, both internal and external, for these kinds of activities are likely to increase, the trend line indicated in Figure 1, suggesting an addition of between 100,000 and 120,000 sq. m. per decade, is considered the best planning indicator of future growth.





LANDSCAPE & OPEN SPACE IMPROVEMENTS



1. Western Road
2. Alumni Circle
3. Oxford Drive
4. Social Science Plaza
5. Kent Drive
6. University Hill
7. Engineering / South Valley
8. Perth Drive

Figure 32: Landscape and Open Space Improvement Areas

Priority Areas for Improvement

The quality of the campus depends as much upon its landscape and open space character as on its buildings. Consideration should be given to these areas with respect to their design. Too many of them have a look that is inconsistent with the powerful presence of Western as an academic institution. Many major Ontario University campuses have undertaken major renewals of their open space character, their motivation generally being a combination of good husbandry, aesthetic, health & safety, and environmental concerns and the desire to project a confident, attractive image to potential students, faculty and donors.

The Master Plan identifies six priority areas where such improvements should be made. These areas include:

- Western Road
- Alumni Circle
- Oxford Drive
- Social Science Plaza
- Kent Drive
- University Hill

These improvement areas are explored in further detail in this chapter. With future campus development, two additional areas for landscape and open space improvements have been highlighted - an extension of Oxford Drive south to the Engineering / South Valley areas and enhancement to the landscape along Perth Drive.

A Western Road



Existing conditions : Western Road at Springett Parking Lot

Current Site Considerations:

- The lack of centre median offers no respite for pedestrians crossing the wide road
- Multiple driveways disrupt the flow of traffic
- The large number of students crossing at Sarnia Road need a more pedestrian friendly intersection
- Inconsistent planting along the road does not create a welcoming or aesthetically pleasing streetscape
- There is an opportunity to continue Western signage along Western Road to create a stronger University identity



Existing conditions: Western Road at Huron University College

Western Road: Design Precedents and Opportunities



Figure 33: Existing conditions for Western Road

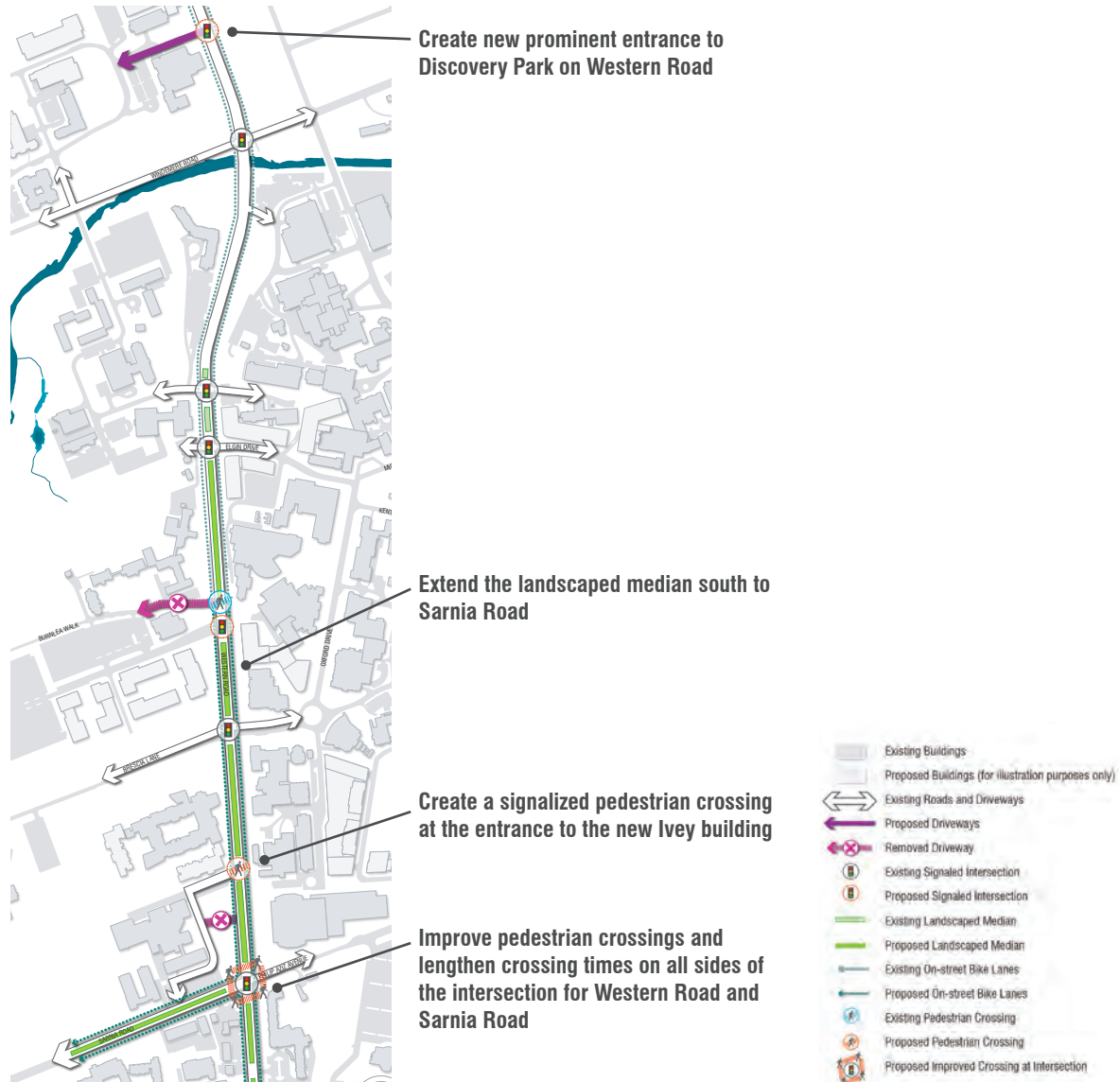


Figure 34: Future changes for Western Road



Western Road north of Huron University College



Cornell University



Cornell University

Western Road: Design Opportunities



Conceptual rendering of design opportunities: Western Road at Springett Parking Lot

Extend landscape improvements, signage and wayfinding, and traffic calming measures along the length of Western Road to create a true campus main street.



Conceptual rendering of design opportunities: Western Road at Huron University College

A new high-quality shared entrance for Huron University College and Western University has been constructed and future upgrades will improve the character and pedestrian safety of Western Road.

B Alumni Circle



Existing conditions: Alumni Circle

Current Site Considerations:

- Alumni Circle should provide a strong sense of formal arrival to the Campus
- Asphalt areas can be reduced and pedestrian comfort prioritized over car traffic
- Circle offers potential for new landscaping treatments and gathering areas that would encourage public use
- Existing road striping could be improved through paving treatment rather than traditional painting
- Existing asphalt and curbs are in need of replacement with higher quality materials
- New flagpoles could give Alumni Circle a fine formal sense of place
- New signage and signature design elements provide the opportunity to celebrate and promote Western University

Alumni Circle: Design Precedents



University of Richmond



Queen`s University



University of California Berkeley



Princeton University



Figure 35: Illustrative Site Plan for Alumni Circle

Alumni Circle: Design Opportunities



Conceptual rendering of design opportunities: Alumni Circle

Create a pedestrian oriented arrival commons that extends the unique design of Oxford Drive and defines Alumni Circle as a key entranceway to the heart of Campus.

C Oxford Drive



Existing conditions: Oxford Drive

Current Site Considerations:

- Oxford Drive should contain distinctive design elements such as paving or signage to define it as the main promenade of the campus
- The Drive should provide more seating or informal gathering areas that would encourage use other than passage
- Existing asphalt and curbs can be replaced with higher quality materials and street furniture
- Well integrated connections can be provided to adjacent public spaces, such as The Concrete Beach and Kent Drive

Oxford Drive: Design Precedents



Cornell University



Emory University



Penn State University



University of Toronto

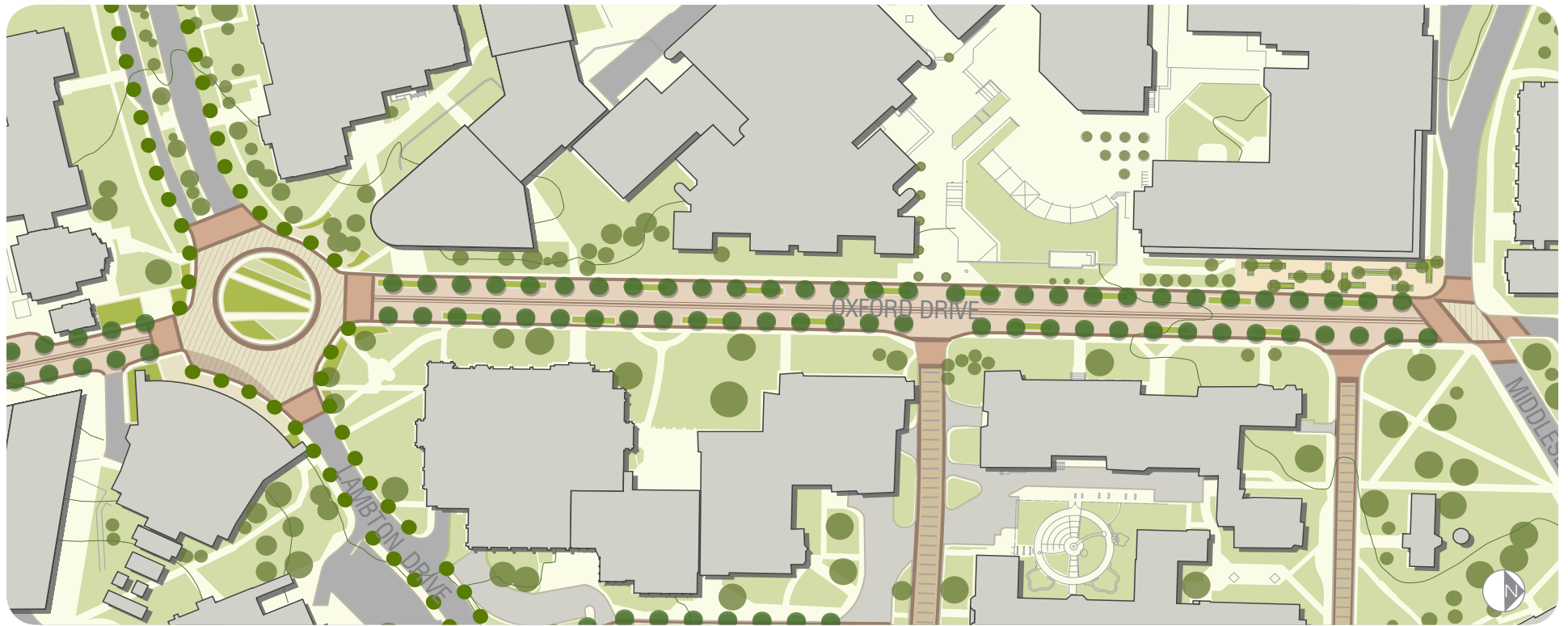


Figure 36: Illustrative Site Plan for Oxford Drive

Oxford Drive: Design Opportunities



Conceptual rendering of design opportunities: Oxford Drive

Provide distinctive landscaping, wayfinding and paving features to formalize Oxford Drive as a signature shared-use street that is oriented towards pedestrians but accessible to cyclists, the evening bus route and emergency services.

D Social Science Plaza



Existing conditions: Social Science Plaza

Current Site Considerations:

- The plaza is outdated and in need of improvements to become a significant public space on campus
- The existing outdoor step area could be enclosed to create potential classroom uses or a lobby with informal gathering / lecture spaces
- Existing asphalt and curbs can be replaced with higher quality materials and integrated with the design of Oxford Drive
- The steps and stairs can be replaced to reduce hazard and maintenance issues

Social Science Plaza: Design Precedents



University College Cork



Victorian College of the Arts



The Village of Yorkville Park, Toronto

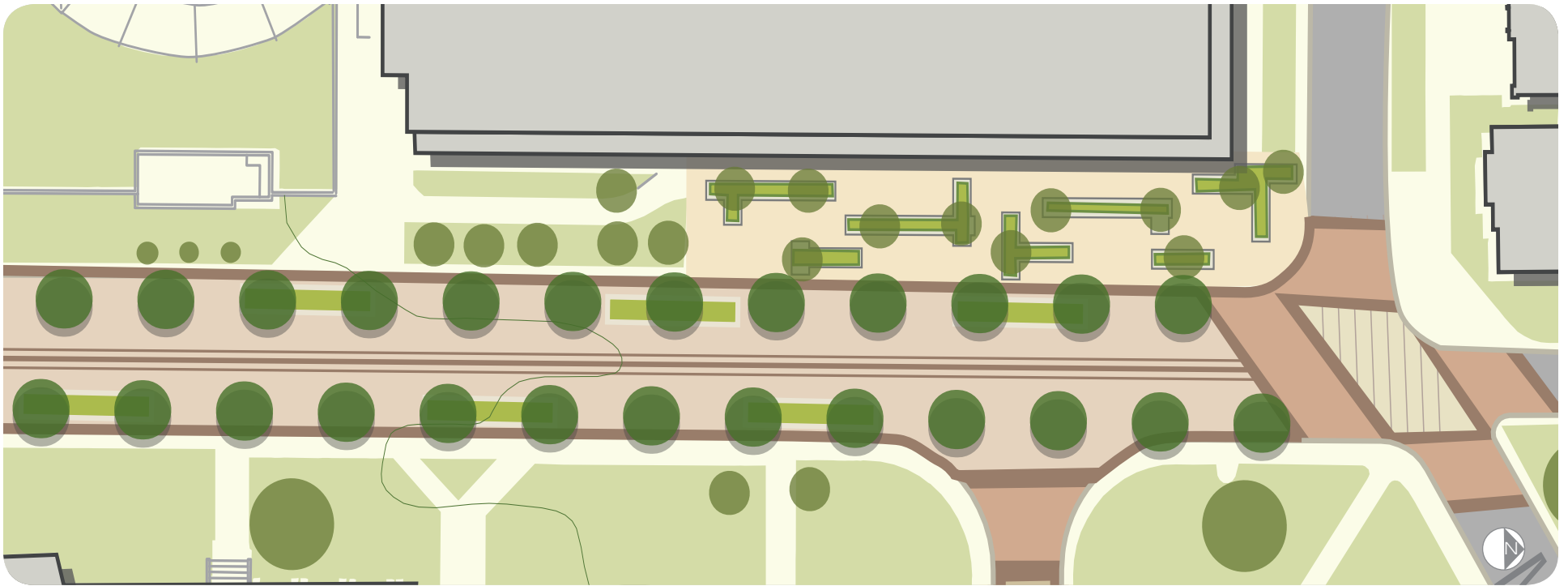


Figure 37: Illustrative Site Plan for Social Science Plaza

Social Science Plaza: Design Opportunities



Conceptual rendering of design opportunities: Social Science Plaza

Create a distinctive arrival plaza and building addition that compliments the design for Oxford Drive and provides a variety of interior and exterior spaces for studying, socializing, and informal lectures.

E Kent Drive



Existing conditions: Kent Drive

Current Site Considerations:

- The extensive use of asphalt and prevalence of broken curbs distracts from the appeal of this classic part of campus
- Re-design can maintain access and parking while celebrating the area`s distinctive campus character of buildings and landscape

Kent Drive: Design Precedents



Queen`s University



Duke University



College of New Jersey



Princeton University



Figure 38: Illustrative Site Plan for Kent Drive

Kent Drive: Design Opportunities



Conceptual rendering of design opportunities: Kent Drive

Design a pedestrian oriented walk around the original centre of Campus, utilizing tree planting program, wayfinding elements, a variety of seating amenities, and classic landscaping elements.

F University Hill



Existing conditions: University Hill

Current Site Considerations:

- University Hill can be well framed through landscaping and design features
- Improved paving on the signature path and appropriate landscaping and maintenance can enhance the classic view and sense of arrival on campus
- Existing light standards could be replaced with higher quality fixtures and integrated signage and wayfinding

University Hill: Design Precedents



Amherst College



The University of California, Berkeley



Furman University



Washington University



Figure 39: Illustrative Site Plan for University Hill

University Hill: Design Opportunities



Conceptual rendering of design opportunities: University Hill

Create a new plaza at the base of University Hill and improve the existing walkway and landscape to formalize this classic pedestrian entrance to Campus, while maintaining its unique, stark quality. A new informal amphitheatre can be created by using the natural slope behind the Music Building and Talbot College.



Proposed Movement and Open Space

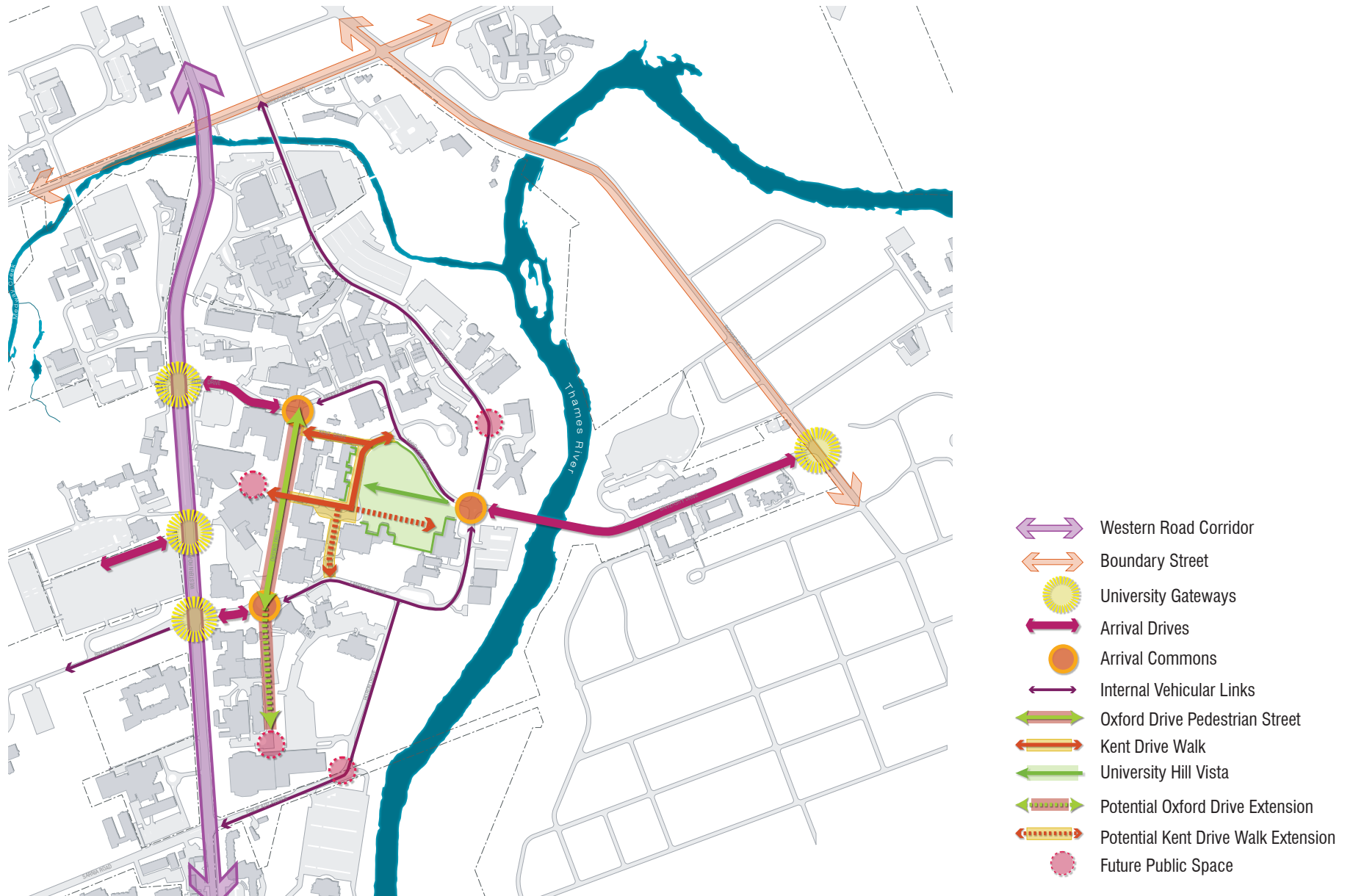


Figure 40: Proposed Movement and Open Space Network





MOVEMENT AND PARKING STRATEGIES



Existing Parking Spaces on Main Campus:
Existing Surface Lots - **5,810** spaces

Figure 41: Existing Surface Parking Locations

6.1 Future Transportation Strategies

There is an understanding that, as the University continues to expand within the core, a shift in attitude regarding parking and transportation will need to be adopted. There will, however, be a continued need to provide reasonable parking within the main campus. This Master Plan has identified some potential areas for new structured or surface parking, as illustrated in Figure 42.

In conjunction with this Master Plan, the Western University Parking Master Plan report studied the existing parking supply and the impacts of development on parking and suggested direction and implementation for future transportation management.

There are opportunities to take advantage of existing Perth Drive and South Valley grade changes to provide parking structures that would minimize the need for existing surface lots in the core campus.

As the Springett lot is developed, there is an opportunity to create a new parking on the FRAM property further west, subject to the limits contained in property agreements.

There is also potential to collaborate with London Health Sciences Centre with respect to a shared parking structure on the existing Chemistry lot.



South Valley existing grade change



Figure 42: Potential Surface, Underground and Structured Parking Locations

Existing Parking Spaces on Main Campus:

Existing Surface Lots - **5,810** spaces

Potential Parking Spaces on Main Campus:

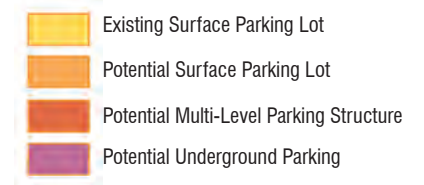
Remaining Surface Lots - **2,720** spaces

Possible Future Surface Lots - **1,545** spaces

Possible Future Structured - **1,000 - 1,500** spaces

Possible Potential Underground - **400** spaces

TOTAL: 5,665 - 6,165 spaces



Recommended strategies from the Parking Master Plan include:

Accommodating Parking

For the short-term time frame:

- Increase parking rates to provide reserve fund to offset expenses for future parking provision; and
- Seek to amend the parking requirements contained in the Zoning By-law to allow flexibility to reduce parking provision

For the long-term time frame:

- Plan for future parking structure to accommodate increases in building program beyond 2016/17; and
- Ensure that costs of parking replacement be included in overall building costs

Transportation Demand Management (TDM Strategies)

Integrate TDM into Western's organizational structure to provide a coordinated approach and legitimacy to initiatives aimed at reducing travel demand.

Marketing and Outreach

A strong brand for TDM program will help with increasing awareness of TDM initiatives.

Active Transportation

Walking and cycling infrastructure and promotion can play a major role in providing travel choices for people.

It is recommended that Western work with the City of London and other stakeholders to create a quality network of continuous and interconnected active transportation corridors (as envisaged in the Smart Moves Transportation Master Plan).

The use of transit is a key component of any successful University based TDM program and is of critical importance to Western.

The City of London's proposed Rapid Transit (RT) improvements bring the potential for higher frequency, more reliable, robust transit service to Western University. Along with restructured routes to feed the RT system, it is expected that the travel time to and from campus would decrease and make travel by transit more desirable.

A route along Richmond Street as part of the City's planned rapid transit network would provide benefits to transit accessibility for Western,

but the largest benefits would be gained from having Western directly on the rapid transit route and acting as a transportation hub. Discussions on potential RT routes through campus will be required between Western, the City of London and the LTC

Rideshare/Carpool

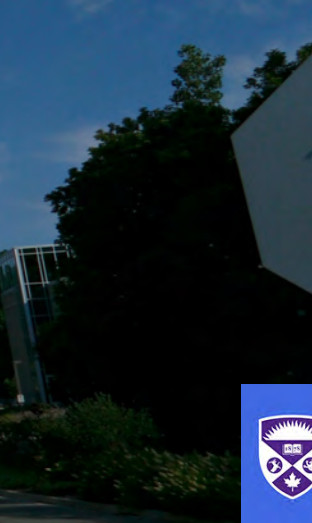
Strategies to support ridematching and carpooling can substantially reduce the number of single-occupant vehicles entering the campus.

Build TDM Partnerships

Building partnerships with the City and adjacent employers will allow for coordination and sharing of resources and ideas on TDM initiatives.

Application of these strategies would decrease the need for parking spaces, decrease traffic congestion, increase transit options and improve the overall environment of the campus.





DISCOVERY PARK & ADVANCED MANUFACTURING PARK



7.1 Discovery Park

The Discovery Park at Western is looking towards expansion, with significant research, development and commercialization investments taking place in the biotech, agriculture, energy, chemical and industrial processing sectors. The vision is to become a destination for technology and talent and a beacon for the region's knowledge economy.

It occupies a large well-treed site with interesting topography and includes Windermere Manor hotel and conference centre. Several large, well-accessed sites are available for new development as well as infill and addition opportunities.

Future development of Discovery Park will be guided by the following directions:

- Respect for the natural landscape, topography and historical features of the site

- Creation of a new, more visible entrance to the Park from Western Road, with adjacent building design, street lighting and streetscaping reflecting this new sense of arrival in the Park and the strengthened presence of Discovery Park in the campus and hospital district



Discovery Park Western Perspective Rendering
Architects Tillmann Ruth Robinson



Discovery Park Western Road Elevation Rendering
Architects Tillmann Ruth Robinson



WINDEEE Building



The Collider



Fraunhofer Project Centre

7.2 Advanced Manufacturing Park

The Advanced Manufacturing Park (AMP) is within phase IV of the City of London Innovation Park. Currently, the area consists of 52 hectares of serviced industrial land of which 15 hectares has been donated by the City for AMP. Eleven hectares is operated by Western, four hectares is operated by Fanshawe College for research and incubation of advanced manufacturing.

The site is already home to several major facilities, including the WindEEE Dome, the world's first hexagonal wind testing building, the Fraunhofer Project Centre, a materials research, development and testing centre, and The Collider, a centre for research, testing and commercialization of advanced manufacturing technology. Other large-scale developments are under consideration.

Future development of the Advanced Manufacturing Park should be guided by the AMP Master Plan completed in 2011.



Advanced Manufacturing Park





IMPLEMENTATION AND MANAGEMENT



Implementation Strategies

The Campus Master Plan provides a framework for making ongoing development choices and decisions within the context of the long-term vision. This chapter identifies initiatives for short-term implementation and those in need of further development. It discusses potential phasing considerations for both development and landscape improvement initiatives.

This update recommends that a review and update to the Campus Master Plan be undertaken in 5 years (2020) to provide an assessment of growth trends, development activity, campus design and movement and parking systems.

This Master Plan has identified a series of large and high profile projects for the core campus. These projects are intended to elevate the image of the campus as well as support anticipated growth over the next decades. The development opportunities and landscape and open space improvement sites identified will take time and significant funding to realise. Due to their scale and complexity, these recommended projects will be the responsibility of current and future University administrations.

Since the majority of the projects are located within the core of the highly developed campus, proper phasing is required to ensure that change occurs in a controlled fashion. The considerations on the following pages should influence these decisions.

Campus Growth and Development

The highlighted development opportunity sites provide adequate capacity to support required development over the next 25-30 years and ensure the continued expansion of a compact campus in line with University development priorities. These sites are not fixed. This plan is not intended to restrict choices, but to simply establish a realistic vision within a long-term plan.

Short Term Development

South Valley

- The South Valley development site is not impeded by existing use and should be considered as a shorter term goal for campus development. Work is already underway for a new academic building to the north of the Labatt Health Sciences building and should be coordinated with a larger development strategy for the site
- This South Valley site has been suggested as a prime location for parking facilities which should be explored prior to development

Perth Drive

- The Visual Arts parking lot has been identified as the site for a new Interdisciplinary Research Building and further planning is currently underway

Westminster

- The Westminster site is the most removed from the core campus and is least impacted by ongoing campus decision making. Work has recently been completed for the new Public Health & Family Medicine building and the remainder of the site is well suited for short term development

Springett Lot

- Due to its large and prominent location, development of the Springett Lot is a short term priority for the University

Longer Term Development

Social Science

- Building additions or renovations to the Social Science building should be explored further

Weldon Library

- Development for the Weldon Library site should consider how to maintain existing service access and incorporate a wider campus parking strategy

Elgin Entrance

- Development of the Elgin Drive entrance site should coordinate with the existing Siebens Drake Research Institute and incorporate a wider campus parking strategy

Perth Drive

- Development of the Perth Drive sites requires further exploration and decisions related to the Staging building

Secondary Development Sites

- Further explorations for development of Althouse, Elborn, the FRAM lands, and the Discovery Park should be undertaken by the University in the future

Landscape and Open Space Improvements

Several of the identified opportunities are landscape initiatives that require significant investment. They also represent improvements to the movement network, including pedestrian and vehicular circulation, and parking structure investments.

These landscape improvements should be implemented over time as opportunities and funding arise and in conjunction with adjacent development. Despite the larger University responsibility to implement these recommended projects, proponents of specific development and renewal projects will bear a responsibility to contribute common space and local landscape improvements in keeping with the Campus Master Plan framework.

A comprehensive Campus Landscape Master Plan should be developed to guide future decision-making. This plan should outline strategies for implementing and funding landscape improvement projects and create an overall vision for campus-wide improvements, such as signage, lighting, arboretum planting and paving materials. These campus-wide improvement strategies could be implemented at any time.

Priority Improvement Areas

Western Road

- Streetscape improvements including the extension of the planted median and the removal or addition of driveways should be undertaken in conjunction with the shared driveway arrangements between Huron and Western
- Improvements to the pedestrian crossing at Sarnia Road should be implemented as soon as possible due to an influx of students with the opening of the new residence

Oxford Drive

- This is a key piece of the campus and should be considered as a priority improvement area, both due to its central location and the fact that most development around it has been completed
- Opportunities to fundraise this signature campus street should be explored

Alumni Circle

- This main arrival commons for the University is another priority area for improvement, however, the design of this area should consider any development that may be occur on the Weldon Library site

Secondary Improvement Areas

Social Science Plaza

- The redevelopment of this plaza should be undertaken in conjunction with any additions or renovations to the Social Science building in order to well integrate with the building's interior
- The plaza should be considered as a component of a larger design strategy for Oxford Drive, Kent Drive, and The Concrete Beach

University Hill and Kent Drive

- While these improvement areas are important due to their prominent central campus location, they are considered secondary to those identified previously and would be an excellent opportunity for fundraising
- Removal of the existing parking spaces on Kent Drive should be coordinated with a wider campus parking strategy

APPENDIX

2014 Campus Master Plan Update Committee

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