The Campus Master Plan provides a framework and guidelines for uOttawa’s evolution over the next 20 or more years. This chapter provides direction for the near term, identifying current and proposed initiatives that will begin to implement the plan and support the goals of Destination 2020. It also describes the procedures, processes and tools needed to ensure development adheres to the Master Plan, demonstrates design excellence and supports the University’s sustainability objectives.
6.1 University Projects

This Plan incorporates two priority projects in the University’s 2012-2017 Capital Plan—the Learning Centre adjoining Lamoureux and the consolidation of the Faculty of Health Sciences in the River Precinct the University. These and other proposed short-term projects that respond to current facility needs and opportunities are described below.

Short-Term Projects

Detailed planning for the following projects is underway or soon should be.

1. The Learning Centre

Demolition of the eastern wing of the Lamoureux building will allow for development of the “Learning Centre”, which will include much needed central teaching and study spaces. This project will put a new face on Lamoureux and help to frame and enliven the adjacent streets, notably Louis-Pasteur and Marie-Curie, the latter being a heavily traveled route to the transit station. The Learning Centre will accommodate approximately 2,260 square metres of academic space, including active learning classrooms, amphitheaters, case-based seminar rooms, library-type study spaces, group study spaces and student lounges. The ground floor will also include a new food service area.

2. University Square

The existing surface parking lot (Lot X) south of the Student Centre will be transformed into a green plaza with hard and soft surfaces, benches, movable chairs, trees and electrical equipment to support a range of programming. Major events such as Welcome Week and Carnival can occur here. The space will extend to the edges of the surrounding buildings, with access routes for service and delivery vehicles maintained.

3. Student Housing

With the recent partnering with a private company to lease the existing eight-storey building at Rideau and Friel Streets, as well as the new student residence being built on Henderson Avenue at Mann Avenue, the University is working towards achieving its goal of providing an additional 1,000 beds for first year students. Further opportunities will need to be explored to meet the overall housing goal of 6,000 beds including the potential development and redevelopment of new residences along King Edward and through other strategic partnerships or leases with the private sector.

Henderson Residence

This four-and-a-half storey building will accommodate 172 beds, shared kitchens and student lounge space.

Friel Street

The University recently entered into a long-term lease for an existing eight-storey building at Rideau and Friel streets. The lease gives uOttawa 386 more residences spaces for first-year students. The University will manage the new residence, which will include the same support services available in all other uOttawa Housing Service residences, reception desks.

Renewing or replacing existing residences

Stanton and Marchand Residences will be renewed or replaced to meet current standards. The University will explore options to replace the existing Thompson Residence with a mixed academic and residential building on the same site, or to relocate its housing component to another site on campus.

4. New Faculty of Health Sciences Building at Lees

Today the Faculty of Health Science class and lab rooms are dispersed among several buildings in the Core and Roger Guindon Precincts. A new building in the River Precinct will house the faculty under one roof, reducing commute times for students between the Downtown and Alta Vista campuses and will allow for future faculty expansion. The big move of establishing an entire faculty at Lees will include other campus elements needed to establish a community hub. The hub should be planned to include student services, athletic facilities, food services and social spaces. The project will also include landscape improvements that eventually will lead to a central open space linked to the river.
Renovations to Roger Guindon
The Faculty of Medicine has completed a Space Needs Assessment and planning options for its facilities at Roger Guindon. The planning options in the short and medium term (to 2018) include re-purposing 600 and 850 Peter Morand and incremental improvements to laboratory areas including constructing additions to the Roger Guindon. These renovations will provide much needed laboratory wet space for Medicine and Health Science research and graduate programs.

New University Centre
The University Centre (UCU), as the social hub of the campus, plays an important role providing students with services and activities, but the current space is inefficient and in need of substantial repairs and upgrades to meet contemporary standards. Different options for replacing the UCU should be explored, including partial or full demolition of the existing building and development of a new building, potentially mixed with academic uses, on the existing site or another nearby site. A phasing plan will be required to ensure that key uses within the existing building can be maintained or temporarily relocated. With the recent and planned upgrades to food services and the need to accommodate 1,500+ students for meals, accommodating the needs of food services is a priority. Additionally, student service space generally will be a priority.

Development at Lees Station
The University has a Memorandum of Understanding (MOU) with the City to purchase and develop the “Station Site”, excluding the LRT corridor through the site and additional land required for the station itself. The agreement requires that development be initiated within five years following completion of the LRT line (2018). The University should explore the opportunity for a development partnership that would result in a mixed-use project with a private residential component, flexible administrative or teaching space in a base building, and commercial amenities on the ground floor.

New STEM Facility
uOttawa’s existing Sciences, Technologies, Engineering, and Mathematics (STEM) facilities do not adequately meet the current requirements of the existing programs. A new facility is envisioned to revolutionize undergraduate education with teaching spaces that are radically different from existing facilities, and that respond to the newest trends in education. Suitable redevelopment sites, each of which could yield 25,000 gross sq.m., are located within a cluster of existing STEM bldgls. These candidate sites include the eastern portion of the Colonel By building, and the site of MacDonald Hall and the Cube building. The latter two buildings do not represent an efficient use of space, and need to be redeveloped to better meet the current and future needs of the University. Replacement of MacDonald Hall and the Cube will facilitate the creation of the new Marion Square as well as implementation of new Pedestrian Priority Network connections.

Heritage Renewal
The University will invest in significant improvements to its oldest and most valued historic buildings, including Academic Hall, Hagen Hall, and 100 Laurier. The buildings will be renovated and expanded to house new spaces for teaching, learning and research in the area of Public Policy. Improvements will ensure compliance with the Ontario Building Code and the Accessibility for Ontarians with Disabilities Act.

Longer-Term Projects
The following is a list of future projects for the University to consider in the 5-15 year timeframe of the Campus Master Plan, and potentially sooner depending on funding opportunities. Each would address deficient, sub-standard or missing facilities.

• Further expansion of research facilities at Alta Vista
• Replacement of Brooks Residence with new housing or mixed use development
• Additional student residences
• A new building for the Faculty of Law
• Athletics complex at Lees and Mann
• Large multi-purpose auditorium (1,200+ seats)
• Renewal of Tabaret Hall
• Mixed-use development along the east side of King Edward Avenue
6.2 Tools and Strategies

Precinct Plans and Design Guidelines

More detailed plans and guidelines will be prepared for each of the precincts identified in the Master Plan, informed by the Precinct Strategies described in Section 5. Precinct Plans will establish specific development parameters for each future development site and address how new buildings should relate to streets and open spaces. They will also identify and describe important open space and streetscape initiatives to be implemented in conjunction with adjacent development or as stand-alone projects. The Precinct Plans will be an essential tool for designers, engineers and project managers responsible for new projects.

In addition to Precinct Plans, the University also needs to thoroughly assess the accessibility of all of its buildings and develop a strategy of renovation and replacement that supports the Province’s goal that all buildings be universally accessible by 2025.

Embed the CMP in the University’s planning process

The Campus Master Plan should be referred to at the outset of all development planning and design processes, and returned to at each milestone, so that it can effectively influence project formulation, site selection, design development, design review and project approval. A formal reporting mechanism should be established to ensure the guidelines of the CMP and the Precinct Plans are being met at each stage of the planning and design process. When projects are submitted to senior administrators or the Board of Governors for approval, a report on how they satisfy the framework and guidelines of the Campus Master Plan should be included.

Project Design Peer Review

The University is committed to the highest design quality for its buildings and landscapes. A Project Design Peer Review process for significant projects could help to ensure future development and public realm projects demonstrate excellence in urban design, architecture, and landscape architecture. The University may appoint qualified individuals as Peer Reviewers to provide advice on significant projects, complete a Campus Master Plan Compliance Review, and provide recommendations to the University. This process should be initiated early in the conceptual design phase and through other key stages of the project. The Project Design Peer Review Process will be coordinated by uOttawa’s Executive Director of Facilities or delegate. Further, the University may consider initiating design competitions for its most prominent new buildings and open spaces.
Development Partnerships

Where there are opportunities for the University to become more closely integrated with the surrounding city through mixed-use development, for example, at Lees Station, partnerships with private developers should be considered to optimize prime sites, achieve complementary uses (like housing or retail) and leverage land values to help fund needed facilities. To implement such partnerships, the University may require the expertise of professionals in real estate and land development. In addition to pursuing partnerships, the corporation’s mandate would be to generally manage uOttawa’s non-academic land assets.

Monitoring the Plan

To monitor the progress of the Campus Master Plan and ensure it remains relevant over the long term, it should be reviewed annually in the context of recent and current projects. University staff who routinely use the plan should meet to discuss the successes that resulted from the plan as well as the implementation challenges. The conclusions from the meeting should be documented for review by a delegated committee of the Board of Governors. Modifications to the plan may be appropriate as unforeseen issues and opportunities arise. Every effort, however, should be made to ensure such modifications do not significantly depart from the framework and big moves established by the plan.

Variance from the Campus Master Plan

Generally, all future projects should be developed in conformity with the Campus Master Plan; however, there may be occasions when a proposed project deviates from the plan. Where a deviation or variance is significant – for example, where a proposed project encroaches on an existing or planned street or open space – it should only be considered in the context of a comprehensive review and update of the Campus Master Plan. Minor variances from the plan may be approved on a case-by-case basis, without a comprehensive review, provided the proposal satisfies the following:

- The project supports the University’s general goals for campus development;
- The project improves overall conditions on the site and the adjacent public realm;
- The project adds a much-needed facility to the campus;
- The project respects the framework for campus development and in particular does not prevent implementation of the planned mobility and open space networks; and
- Conceptual designs and feasibility studies were undertaken for alternative proposals consistent with the Campus Master Plan prior to selection of the preferred project.