

University of Victoria Campus Plan Update - Terms of Reference

1.0 Project Description

The Campus Plan has guided campus growth since 2003 and has provided a framework for physical changes that have occurred on campus over the past eleven years. In that time, six new buildings and a variety of other campus developments have been put in place. The Plan update will present a vision, guidelines and direction for future campus development.

2.0 Background

a) 2003 Campus Plan

In 2013 the University of Victoria celebrated the fiftieth year of the 1963 provincial legislation that officially established UVic. The first Campus Plan was prepared in 1961, with the key feature of a circular central area for academic instruction, bounded by Ring Road. Other defining elements of the original plan, that have been carried forward since that time, include the Quadrangle as a major organizing open space with low to moderate height buildings, connected by pathways, courtyards and lots of green space.

The current 2003 Campus Plan was developed over a period of five years. Many factors provided a context for its development, including campus development up until that time, emerging academic needs and priorities, the 1961 Plan and the campus setting in the capital region and within the municipalities of Saanich and Oak Bay. The Plan's direction is organized around a vision, three main goals, nine foundation principles and more detailed policy actions within sections on Natural and Landscaped Open Space, Land and Buildings and Travel and Parking. An implementation section identified a number of actions for follow-up that were outcomes of the Plan and that assisted in the fulfillment of its long term vision, in concert with the University's Strategic Plans. A table of the action items outlined in the 2003 Plan and progress notes on the work which has been undertaken related to their implementation is outlined as an appendix.

In broad terms, the Plan update will need to consider the foundational elements of the current Plan, recognize future university needs as identified from strategic planning, respond to key issues, review previous planning principles and suggest new land use directions as required. Many factors, starting with the academic mission and priorities, provide a context and set parameters for the Plan update. Others include existing commitments and policies, the defining elements of the first campus plan and its evolution from 1961 through to the 2003 plan, current land uses and natural features, the campus setting and its relationship to its surrounding neighbours and changing societal and local values that may impact future campus development.

b) Setting

The municipalities of Saanich and Oak Bay provide a range of physical services to the university. From a planning perspective, both municipalities have a key role in development approvals for the campus through their zoning and building permit regulatory processes. In particular, the zoning parameters related to maximum building height and the provision of parking spaces for new capital development requires that the university undertake specific development variance permit applications prior to receiving approval for new projects. As a result, each new major building project on campus is typically subject to municipal review and approval. Variance applications in particular require Council consideration and approval and have a public notification and review component, while other permit requirements are of a technical nature and relate to servicing and building permit and code approvals.

New campus development needs to be guided by the overall land use direction set out in the Campus Plan. Site level planning considerations for new capital projects are typically addressed as part of the municipal review of new projects as well as under the policy parameters and land use allocations of the Campus Plan. As a result, the Plan update is not intended to provide a 'master plan' level of detail on future campus development but is to serve as a framework for future decisions on the long range physical development of the campus.

3.0 Objectives

The Plan update is intended to be comprehensive in form, with plans and recommendations that encompass the following objectives and as refined as part of the process of finalizing the project work plans.

1. The Plan will serve to support the University's Academic Mission.
2. The Plan will respect and build on the history, legacy, vision and principles that have shaped campus development over the last fifty years.
3. The Plan will serve the diverse academic, research and social needs and interests of the campus community.
4. The Plan will serve as a framework for future decisions regarding the long range physical development of the Gordon Head campus. It will also reference the Queenswood parcel on Arbutus Road within Cadboro Bay, which was acquired in 2010 for the long term and to provide opportunities to support UVic's academic mission.
5. The Plan will provide for flexibility in responding to changing campus needs.
6. The Plan will accommodate future campus growth and address specific key issues arising from the current Plan that relate to the physical development of the campus.
7. The Plan update process will provide for full engagement with the campus and external community, along with key stakeholders and organization with an interest and role in the physical development of the campus.

4.0 Project Co-ordination

A Campus Plan Update Steering Committee that represents a cross section of the Campus Planning Committee (CPC) has been established to guide the work related to the Plan update process. In their role, the Committee will:

- Assist in the selection process of the prime consultant
- Review the plan progress and deliverables
- Assist in campus and external community engagement and communications
- Provide advice and direction to the consultant team
- Report to the Campus Planning Committee

The Committee will review and comment on the work of the consultant team and provide recommendations to the CPC at key stages of the project for their approval. These stages include finalizing the detailed work program and project scope, through to reviews of the engagement plans, draft reports and strategies and the completion of the final Plan update.

A Technical Committee with representation from Campus Planning and Sustainability, along with the Facilities Management Department will coordinate the plan process. Staff from other units and departments, such as Campus Security, Residence Services, Community Relations, Student Services, University Systems will contribute to the work of the committee, as required.

The Director of Campus Planning and Sustainability will act as a resource to the Steering and Technical Committees and as a liaison to the consultant team. The Director will coordinate the provision of available information to the consultant team for the project. Current policies, maps, studies and plans and any other relevant information will be compiled for use in the Plan update process.

5.0 Project Scope

The Campus Plan considers the physical resources of the campus and is a response to the academic and research program, student and faculty needs and the relationship to the environment and the community. The scope of the Plan Update extends across a number of related topics relating to land use and functional relationships. Key ones that relate to the broad direction to be set out in the Plan involve campus planning and community engagement considerations. In addition, the Plan update will need to consider infrastructure planning, transportation and parking, open space and landscaping, and architecture and design.

i. Campus planning

As the plan serves as the framework for future decisions regarding the long range physical development of the campus, the plan update will need to confirm the vision for the campus and the planning principles that respond to the objectives and key issues. The current Plan is framed by three goals relating to Natural and Landscaped Open Space, Land and Buildings and Travel and Parking. The Plan is also shaped by and responds to the priorities of the university's Strategic Plan and nine principles provide guidance for its policy directions and actions. Patterns of land use, future building needs, circulation and parking, safety and security and campus landscape and built environment design and their implications for campus development over the next ten year period and a longer range time horizon will be topics for consideration in the Plan update.

ii. Engagement

As part of the Plan update, there is a need to engage campus and community stakeholders to identify and address issues and to set new directions for the physical development of the campus. The Campus Planning Consultation Process approved by the Campus Planning Committee in 2005 sets out a number of principles and commitments to guide planning initiatives. It identifies different models of consultation, including the comprehensive model for projects like the Campus Plan update which would have broad reaching impacts across campus.

For the external community, the Engagement Framework approved in 2012 provides a methodology for designing, gaining feedback and executing context appropriate and effective engagement programs. An engagement approach at the 'involve' level of the framework, given the range of project considerations for the Plan update will be required. An engagement plan will need to provide clarity about the specific engagement techniques that will be included in the work plan, key audiences and timing. It is expected that the engagement plan prepared for the Plan update would include elements of both the Process and Framework reports and respond to the specific needs of the project to engage with both the campus community and the external community.

iii. Infrastructure planning

A re-assessment of the physical resources from the current Plan is necessary to consider such factors as infrastructure capacities, functionalities and alternative uses. An assessment of the energy systems under the framework of the campus Integrated Energy Master Plan along with a review of stormwater, sanitary sewer and water utilities will be required in sufficient detail to provide a baseline for planning.

There is a need to ensure that adequate physical infrastructure plans are in place as part of the Plan update process and to allow for campus growth and change to be accommodated as new building projects are advanced. The university's carbon neutrality requirements and the campus Integrated Energy Master Plan, also highlight the need to coordinate future campus physical development with energy planning considerations.

iv. Transportation and parking

The arrangements that are in place for circulation and parking have key links to the campus land use pattern. The current Plan policy directions for transportation all relate to promoting alternative modes of travel to campus and managing campus circulation and parking for vehicles and bicycles. The Plan update will need to consider future directions and needs for all modes of transportation and their impacts on campus functioning and land use.

An assessment of future parking needs and arrangements is a key consideration of the Plan update given the limited land base and objectives related to the retention of natural and open green spaces on campus. In addition, internal circulation needs are to be assessed to consider walking and cycling routes, pathways, service and emergency vehicle access and their relationship to buildings, services and the open spaces on campus.

v. Landscape architecture

The open space of the campus, ranging from natural forested areas to courtyards, lawns and playing fields is one of the key defining characteristics of the campus. A current Plan goal is "to maintain and continue to evolve an open space system which protects and enhances environmentally significant areas, provides safe, pedestrian friendly links throughout the campus and encourages social interaction through outdoor meeting spaces, relaxation spaces, playing fields and other outdoor recreational venues." Consultant team advice and input on balancing objectives related to the natural and built environment on campus, in conjunction with the other aspects of campus functioning, will be a part of the overall direction set in the updated Plan.

vi. Architecture and design

The current Plan provides various policy directions relating to sustainable development and building related matters. They include elements of building form, height and design and its relationship to land use and landscaping. In 2006 Campus Design Guidelines established general criteria to be used in directing future building and site design initiatives as the Campus Plan was implemented. They were intended to provide for projects to exhibit a desired degree of consistency in form and character while simultaneously allow for flexibility and positive innovation. Campus Sustainability Guidelines also approved in 2006 outline the process for the application of university sustainability objectives to major capital projects. New ideas, concepts and directions related to the campus built environment and operations will need to be advanced as part of the Plan update.

6.0 Key Issues

It is anticipated that the Steering Committee in completing the final work plan for the project, in conjunction with the consultant team retained for the project, will be discussing the following key Plan update issues. The approach taken on the issues may impact the scope of the project work.

1. Areas outside of the Ring Road (Bowker Creek, Garry Oak Meadow, South Woods and the land adjacent to upper Hobbs Creek and Mystic Vale) are identified as natural protected areas with a moratorium for 10 years, expiring 2013, on any form of development.
2. The area inside the Ring Road, west of the Engineering / Computer Science Building referred to as Cunningham Woods has a freeze on use designation for 10 years commencing in 2003. This area and the adjacent lands identified as the South West Quadrant were referenced for further study and the preparation of an area plan which has not taken place to this point.
3. The Cedar Hill Corner property is the primary area reserved for future university use in the current Plan and it receives regular attention by different interests, given its undeveloped status.
4. The Plan references the role that on-campus student housing plays in campus development. The Plan update will need to give attention to the planning parameters for future student housing on campus, including the possible use of land at the Ian Stewart Complex for housing.
5. Policy direction for a mixed use Village Centre with a range of services on campus in the vicinity of the Bookstore, the SUB and the Graduate Student Centre is a key element in the current Plan. New developments to take into account in the update are the transit exchange expansion and the CARSA project.
6. The Plan supports compact development, reduced building footprints to accommodate more floor space and taller building heights that should not exceed six storeys (20 -27m). Development variances are required for buildings over 10m in height in the Saanich part of the campus and 14m in the Oak Bay side, given the municipal zoning regulations.
7. Queenswood was purchased for the long term benefit of the University. How the land may be utilized in the future by the University and its relationships to the main Gordon Head campus is an item for consideration in the Plan update.
8. Development variance applications to request the provision of fewer parking spaces than municipal bylaws require often are a requirement in conjunction with new campus developments. As a result, future transportation demand management measures and plans to accommodate future parking needs will require review as part of the Plan update.
9. Planning for utility services and infrastructure that support and link to the planning for future campus building projects is required. There is a need to ensure that adequate physical infrastructure plans are in place as part of the Plan Update process and to allow for campus growth and change to be accommodated as new building projects are advanced.
10. The university's carbon neutrality requirements and the campus Integrated Energy Master Plan highlight the need to coordinate future campus physical development with energy planning considerations.

In addition, other issues may arise during the planning process as a result of the engagement activities or as identified through the work of the Steering Committee or the consultant team. The Plan update is intended to recognize and address the various planning implications for both the next ten year period as well as the longer term visionary planning horizon of twenty five years into the future.

7.0 Project Schedule

The timeline for the various steps in the Plan update process extends from the review of submissions to the Request for Proposals in September through to a targeted project completion date of January 2016. Key steps, subject to further review and confirmation with the consultant team, are set out below.

1. Steering Committee review of proposals and consultant selection (Sept.)
2. Project update and finalization of detailed project scope to the Campus Planning Committee (Oct.)
3. Project Initiation with the preparation of background supporting documents and the confirmation of the activities and schedule for the 2015 engagement part of the Plan update (Oct. - Dec.)
4. Plan Update launch and related communications and engagement activities (Jan. – Apr. 2015)
5. Draft Plan completion (May - August)
6. Review and feedback on the Draft Plan (Sept. – Oct.)
7. Recommendations for the Final Plan (Nov. – Dec.)
8. Final Campus Plan approval (January 2016)

8.0 Engagement Processes

The university's engagement processes are guided by the Community Engagement Framework and the Campus Planning Consultation Process. The consultant team will develop and conduct a process that will provide for key stakeholder and campus and external community input to the Plan update. In addition to an engagement plan for the project, a communication strategy will also need to be established by the consultant team in close consultation with the university. It will provide a framework for media relations and for communicating information on the planning processes through project websites, social media and other methods, appropriate for the project.

Engagement phases include:

Phase 1: Program and Ideas stage with notification and consultation at the start of the update process

Phase 2: Draft Plan with consultation on the initial draft plan and revisions.

Phase 3: Revised Draft Plan with consultation on the second draft document.

Plans for various Open House meetings, stakeholder workshops and other engagement measures and techniques as appropriate will need to be specified by the consultant team to ensure that full engagement occurs at the key milestones in the Plan update process.

9.0 Components of the Plan Update

The major components of the Plan update process are subject to final review and confirmation by the Steering Committee in conjunction with discussions with the consultant. Key steps in the process are expected to encompass the following six items.

1. Revisit the Vision, Goals and Foundation Principles of the current Plan.

It is expected that the planning process, as a starting point, will provide for a review of the underlying values, vision, goals and principles of the Plan, and accommodate any refinements to reflect current conditions and updated themes and directions.

2. Review university data and related plans, studies and reports

3. Re- assess the physical resources from the current Plan

An assessment of current campus systems, in sufficient detail, to provide a baseline for planning is required. Standard systems include, land use, buildings, landscaping, parking and circulation and utilities.

4. Policy and context review

District of Saanich, District of Oak Bay and Capital Regional District policies and regulations that may impact campus planning will need to be considered. In addition, BC Transit, utility company plans and other service provider plans or policies that may be related to campus planning and future campus development should be assessed.

4. Develop updated policy directions related to:

- campus land use and buildings
- natural and landscaped open space
- travel and parking

5. Prepare an updated campus land use allocation plan

Major land use categories to support academic needs, transportation, landscape and open space uses along with areas for growth, etc... will need to be established and delineated on a plan.

6. Complete an updated Plan

The updated Campus Plan will provide a comprehensive framework to guide all physical planning and development requirements on campus for the next ten years and beyond.

Appendices:

A. Background Studies / Reports

Background information related to the Campus Plan update is available in various reports and studies undertaken between 2004 and 2014. They are available at www.uvic.ca/campusplanning

Integrated Stormwater Management Plan (2004)
 Campus Transportation Demand Management Plan (2004)
 Campus Planning Consultation Process (2005)
 Campus Development Guidelines (2006)
 Campus Sustainability Guidelines (2006)
 Natural Features Study (2007/08)
 Traffic and Parking Management Study (2008)
 Campus Traffic Surveys (2004, 06, 08, 10, 12)
 Sustainability Policy (2009)
 Sustainability Action Plan for Campus Operations (2009 – 2014 and 2014 - 2019)
 Campus Wayfinding Strategy (2009)
 Strategic Plan (2012)
 Campus Transit Plan (2012)
 Campus Integrated Energy Master Plan (2012)
 Community Engagement Framework (2013)

B. Campus Plan: Section 5 – Implementing the Vision through Actions (June 20, 2014)

Action Item	Action Title and Description	Progress Notes
CONSULTATION		
1	Inform and Update Neighbours Meet semi-annually with neighbourhood associations to provide an update on the University's physical planning and design initiatives.	UVic – Community Association Liaison Committee is in place and a Community Engagement Framework was approved in 2012
2	Develop a Collaborative Planning Process Engage in collaborative planning processes, including the University community, nearby neighbours and other interested parties, on substantive physical planning, such as area plans (e.g. Village Centre).	Campus Planning Consultation Process approved in 2005, along with Engagement Framework
3	Review of Moratorium on Identified Natural Areas Within three to five years of the adoption of this plan, identify the process that will be followed to review the future status of the natural areas identified on Figure 3 beyond the 10-year moratorium.	Deferred to the Campus Plan update
4	Work with Local Municipalities Meet regularly with Oak Bay and Saanich Councils and staff to discuss issues of mutual interest; provide an opportunity to municipalities to become involved in substantive physical planning, such as area plans	Regular liaison with Council members undertaken through the Community Relations Dept. and ongoing contact with staff on campus development projects.

Action Item	Action Title and Description	Progress Notes
5	Review Role of Campus Development Committee Review the role and structure of the Campus Development Committee.	Changes undertaken in conjunction with the 2003 Hanen report and updated Committee Terms of Reference in 2009
NATURAL AND LANDSCAPED OPEN SPACE		
6	More Environmental Study Undertake further environmental studies on natural areas identified on Figure 3 with an emphasis on identifying all components of a maintenance and restoration strategy. Complete an ecological inventory and map of the entire campus, including areas of ecological value that may exist in the Landscaped and Buildings Area on Figure 3.	A detailed inventory and assessment of the natural features of the campus was undertaken in conjunction with the School of Environmental Studies in 2007 to provide key information for ongoing campus planning activities. Developed campus areas not specifically investigated.
7	Restoration Projects Implement and monitor restoration projects to steward natural areas to better health, replacing invasive flora with native, drought-tolerant plants. Outline how to involve community volunteers on these projects.	The Facilities Management Dept. in 2009 prepared a 5 year plan for Mystic Vale – Hobbs Creek remediation work, including annual progress reports. Native planting standards have been adopted by FMGT – Grounds with the use of plants native to lower Vancouver Island in new landscaping
8	Perimeter Enhancement Plant additional native, drought-tolerant vegetation around the campus perimeter.	New tree plantings on campus have been undertaken as part of the standard of 3 replacement trees planted for each one removed. Additional trees were included as part of the Saanich McKenzie Ave. road project.
9	Pathways Maintain and extend a pathway system through natural areas and landscaped spaces.	Developed and maintained by FMGT – Grounds.
10	Campus Entries Undertake potential improvements to the campus entrances, as part of the comprehensive way-finding study (Reference: Action 25).	Advanced as part of the gateway signage in conjunction with the updated wayfinding system.
11	Impact Studies Engage environmental specialists to undertake impact studies during the planning and design of new buildings and facilities.	Undertaken as part of the integrated design process for new capital projects.
LAND AND BUILDINGS		
12	Outdoor Recreation Strategy Undertake further planning for outdoor recreation areas.	Advanced as part of the 2007 Athletics and Recreation Facility Review and ongoing planning.
13	Five Year Capital Plan Present an annual Five-Year Capital Plan that identifies major capital projects that are proposed to be undertaken. These projects are largely dependent on government funding priorities.	Undertaken as part of Budget and Capital Planning process.
14	Liaison with Local Government Work with Oak Bay and Saanich to finalize future arrangements for physical infrastructure and protective services.	Undertaken by FMGT as part of infrastructure planning and in conjunction with Campus Security Services liaison with the 2 municipal

Action Item	Action Title and Description	Progress Notes
		jurisdictions.
15	Faculty Housing Study Undertake a study of the need for faculty housing, including the possibility of on-campus housing.	A review was undertaken in the mid-2000s that investigated faculty housing options. It was determined that alternative approaches to support faculty in purchasing home was the best route forward (i.e. enhanced housing loans)
16	Village Centre Planning and Design Study Undertake a planning and design study for Village Centre.	Initial campus discussions were undertaken to develop a vision for a village centre. Project not pursued further given other priorities.
17	CJVI Lands Master Planning Study Undertake a master plan for the CJVI lands.	Not undertaken. A Cedar Hill Corner Management Plan was prepared in 2010 to guide interim uses and proposals.
18	Southwest Quadrant Planning and Design Study Undertake a planning and design study for the southwest quadrant, inside Ring Road.	Not undertaken
19	Sustainability Office Provide increased resources to the Sustainability Office.	Office includes 2 sustainability coordinators and related program resources.
20	Sustainability Practices Review Review sustainability policies, with particular attention to resource conservation, waste reduction, energy utilization, water management and drainage, and reporting and enforcement mechanisms.	Sustainability Action Plan for Campus Operations developed for the periods, 2009- 14 and 2014 -19.
21	Plan Monitoring Prepare a progress report on the implementation of the policy directions of this plan every three years.	Comprehensive update report completed in 2005, with updates thereafter on follow-up on selected action items.
22	Additional Lands Acquire additional lands as needs and opportunities arise.	3957 Gordon Head Road (Velox) and Queenswood.
23	Storm Water Management Engaged appropriate consultants to create a storm water management plan for the University.	A campus Integrated Storm Water Management Plan was completed in Nov. 2004.
TRAVEL AND PARKING		
24	BC Transit Work with BC Transit and on-campus user groups to encourage the increased use of public transit. Prepare a progress report every two years.	Regular liaison with BC Transit, including the completion of a Campus Transit Plan in 2012.
25	Transportation Demand Management Study Complete and implement a plan based on the TDM Study. Prepare an annual progress report.	TDM Plan completed in 2004, with ongoing program implementation and communications.
26	Way-Finding Study Undertake a comprehensive way-finding study, including safety and security matters.	Campus Wayfinding Strategy completed in 2009, with phased implementation of new signage to 2013.
27	Ring Road Undertake a study of traffic options for Ring Road.	Traffic and Parking Management Study completed in 2008, included Ring Road traffic scenarios.
28	Parking Lots	Lot D used for D. Turpin Building site.

Action Item	Action Title and Description	Progress Notes
	Phase out vehicle parking (Lots A–E) within Ring Road and relocate these outside Ring Road as safety-conscious, well designed decked parking and/or parkades near entrances.	Parkade under construction in conjunction with the CARSA facility on former parking lot 3.
29	Parking Plan Prepare a long term parking plan, including a management strategy to improve the efficiency of existing parking lots. Review lots one and four for parking decks.	Plan developed as part of the Traffic and Parking Management Study
30	Bicycle Storage Provide additional weather-protected storage areas.	Provided for with the Campus Bike Centre in 2013 and various bike shelter installations across campus.