TO: Senate
FROM: Professor Yves Beauchamp, Vice-Principal (Administration and Finance)
SUBJECT: Presentation of McGill University Master Plan
DATE: April 17, 2019
DOCUMENT #: D18-58
ACTION REQUIRED: ☒ INFORMATION  ☐ APPROVAL/DECISION

ISSUE

The McGill University Master Plan is presented to Senate for information.

BACKGROUND & RATIONALE

After several years of master planning activities, including extensive and elaborate stakeholder engagement and consultations, the Campus Planning and Developing Office (CPDO), under the auspices of the Vice-Principal (Administration and Finance), developed a Master Plan for McGill University. The McGill University Master Plan establishes a principled framework to guide the development of McGill’s campuses in the short, medium and long term in support of the University’s mission and priorities.

As part of the master planning efforts, the CPDO consulted members of the University community by forming working groups on themes of sustainability, communal space, accessibility, and teaching and learning space. Outreach efforts to the student community, faculty members and staff involved various activities such as ‘community conversations’, which included establishing mobile displays across campus, briefings, and an online engagement platform.

The McGill University Master Plan addresses many subjects at a variety of different scales, scopes and timeframes. The Master Plan expresses a shared vision and provides a common baseline on which to make decisions for the future of McGill’s Downtown Campus and Macdonald Campus:

1. Introduction
2. Transforming our Campuses
3. Planning Vision
4. History and Built Heritage
5. Our Campuses
6. The Plan
7. Implementation

Once approved by the Board of Governors, the McGill University Master Plan will serve as a guiding tool that will enable the University to effectively allocate
resources, organize functions, and manage change over the next 5, 10 and 15-year periods.

| PRIOR CONSULTATION | In addition to the student community, faculty members and staff, the CPDO consulted with senior administration who endorsed the submission of the Master Plan to the Board for approval. Earlier this year, a draft of the Master Plan was presented for discussion at a special joint meeting of the Building and Property Committee and the Finance Committee of the Board of the Board of Governors as well as at a Deans’ Working Session. |
| SUSTAINABILITY CONSIDERATIONS | The McGill University Master Plan document as well as the community engagement efforts include multiple links to the University’s Vision 2020 sustainability efforts. One of the working groups was dedicated to the integration of climate change mitigation and adaptation measures into the Master Plan. |
| IMPACT OF DECISION AND NEXT STEPS | Presentation to the Building and Property Committee on May 16, 2019 and to the Board of Governors on May 23, 2019 for approval. |
| MOTION OR RESOLUTION FOR APPROVAL | This item is presented for information purposes only. |
| APPENDICES | Appendix A: McGill University Master Plan Presentation  
Appendix B: [Draft Master Plan](#) (the link to the draft will be available until the final version is approved by the Board) |
The McGill Master Plan Update
April 17, 2019 – Presentation to Senate
Approval and Engagement Timeline

**FOR REVIEW**

- Sept. 14, 2018: Presentation to VP A&F - Master Plan Background and framework
- Nov. 8, 2018: Presentation to VP A&F - Master Plan Specific strategy and proposal
- Nov. 29, 2018: Presentation to VP A&F - Master Plan Specific strategy and proposal Update
- Dec. 7, 2018: Presentation to P7 - Update on Master Plan
- Jan. 9, 2019: Presentation to Provost & Deans - Working Session on Master Plan
- Jan. 14, 2019: BPC/Finance Committee - Working Session on Master Plan
- Feb. 22, 2019: Presentation to VP A&F - Presentation of final draft
- March 29th, 2019: Presentation to P7 - Presentation of final draft
- April 11, 2019: Presentation to BPC - Final Presentation
- April 16, 2019: Presentation to Finance Committee - Final Presentation
- April 17, 2019: Presentation to Senate - Final Presentation
- April 25, 2019: Presentation to the Board of Governors - Final Presentation

**FOR INFORMATION**

- Nov. 6, 2018: Thematic Working Groups - Sustainability, Communal Space and Accessibility, Teaching and Learning Spaces
- Fall/Winter 2018: Group Presentations - on request
- Fall/Winter 2018: Internal Communication - Nov. 27
- Jan. 2019: Community Briefing - 1 Downtown, 1 Macdonald
- Jan. 2019: Stakeholder Engagement:
  - Online Engagement
  - “Community Conversations”
  - Mac Campus Open House
- April/Mai 2019: Internal Communication
  - Update on integration of community input in the Master Plan
  - Update on progress of implementation of the Master Plan
  - (By invitation)

**FOR APPROVAL**

- Oct. 2nd, 2018: Briefing – RVH stakeholders (by invitation)
- Nov. 6, 2018: Thematic Working Groups - Sustainability, Communal Space and Accessibility, Teaching and Learning Spaces
- Fall/Winter 2018: Group Presentations - on request
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A Master Plan for McGill – Framework

What is a Master Plan...

- A comprehensive planning document to guide the evolution of the University’s campuses
- A living document that articulates a vision for increasing the quality of teaching, learning, research and student life—all while adhering to principles of sustainable growth, sound financial management, and responsible stewardship of heritage buildings
- The planning of infrastructure and initiatives related to how the McGill community moves to, from, within and between our campuses as well as landscape and other important campus features
A Master Plan for McGill – Framework

Shaping the Master Plan...

**The Principal’s Priorities**
An open connected and purposeful campus, Five priority areas - The McGill Commitment, Unleashing our Full Research Potential, Community Partnerships, My Healthy Workplace, Transforming our Campus

**Strategic Academic Plan 2017-2022**
Be open to the world, Expand Diversity, Lead innovation, Connect across disciplines, Connect with our communities

**Strategic Research Plan 2019-2024**
Five core commitments, Seven areas of research excellence
Fostering Creativity; Promoting Innovation; Problem solving through collaboration and partnership; Promoting equity, diversity and inclusion; Serving society

**Planning and Design Principles 2008**
Dynamic Intellectual Community, Strategic Growth, Campus Identities, Research, Teaching and Learning, Service Areas Priorities, Historic Buildings and Landscapes, Facilities and Infrastructure, Campus Accessibility, Landscape Design

**McGill’s commitments to Sustainability 2017**
Achieve carbon neutrality by 2040, attain a Platinum Sustainability Rating by 2030

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**Vision for the RVH**
A multi-faculty initiative - Sustainability Systems and Public Policy

**Draft Real Estate Master Plan**

**Previous Plans & Studies**
(e.g. Urban Design, Traffic, Feasibility Studies,...)

**Task Forces, Working Groups**

**McGill Community Engagement**
# A Master Plan for McGill – Framework

## Master Plan Guiding Principles 2019

**Proposed revisions to 2008 Principles** and alignment with Strategic Academic Plan and Principal’s Priorities

<table>
<thead>
<tr>
<th>Strategic Academic Plan Objectives 2017-2022</th>
<th>The Principal’s Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be open to the world</td>
<td>The McGill commitment</td>
</tr>
<tr>
<td>Expand diversity</td>
<td>Unleashing our full research potential</td>
</tr>
<tr>
<td>Lead innovation</td>
<td>Community partnerships</td>
</tr>
<tr>
<td>Connect across disciplines and sectors</td>
<td>My healthy workplace</td>
</tr>
<tr>
<td>Connect with our communities</td>
<td>Transforming our campus</td>
</tr>
</tbody>
</table>

1. **Dynamic Intellectual Community**
   - •
2. **Strategic Growth**
   - •
3. **Reinforce Special Campus Identities**
   - •
4. **Foster Close Relationships Between Research, Teaching and Learning**
   - •
5. **Invest in Student Life Service Areas Priorities**
   - •
6. **Conserve and build upon Historic buildings and Landscapes**
   - •
7. **Create and maintain state-of-the-art, sustainable campuses Facilities and Infrastructure**
   - •
8. **Improve Campus Accessibility and Mobility**
   - •
9. **Invest in the campuses’ open spaces Landscape Design**
   - •
10. **Fiscal Sustainability and Governance**
    - •

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**Campus Planning and Development Office / Bureau de la planification et du développement des campus**

Revision 4/12/2019
A Master Plan for McGill - Purpose

What are we trying to achieve/improve/create?

• Open, connected and purposeful campuses
• Sustainable, accessible and inclusive campuses
• Cross-disciplinary research and teaching in state-of-the-art facilities
• Experiential Learning
• Enhance campus identity and experience
• New development projects as triggers, providing the latitude necessary to innovate
A Master Plan for McGill - Purpose

The Master Plan as a **policy**:  
- A vision for all future development  
- A roadmap for the future of the campuses that will allow the community to move in a common direction  
- Charting the course for the developments that are necessary to allow for McGill to strive over time  
- A fertile ground on which projects can grow

The Master Plan as a **tool**:  
- Enable specific decisions on space, infrastructure, transportation, landscape, real estate, etc.  
- The Master Plan as the way forward  
- Leading out of a critical need of space  
- Facilitate a strategy to address the critical state of many of our buildings and facilities
Transforming the Campuses

Neighbourhoods Downtown

- New developments
- Transformations of existing buildings
- Active green network ("green corridors")

Open, Connected and Purposeful Campus

Campus Planning and Development Office / Bureau de la planification et du développement des campus
Transforming the Campuses - Downtown

Lower Campus

New developments:
- Fiat Lux: A new vision for the Library
- Wilson Hall: to accommodate repatriated Arts departments

Transformations of existing buildings:
- State-of-the-art research and teaching in spaces vacated through the relocations to 687 Pine (RVH)
- Repatriate rentals and accommodate releases
- New spaces for students in a renovated Macdonald Stewart Library
- Improved and accessible student services

Active green network:
- A new custom built tent for events on the Lower Field
- A redesigned Main Road
- Limit vehicle traffic on the upper Main Road and through Milton Gate
- A new connection from the Arts Belvedere across Leacock towards Powell
- A new stair to connect McTavish to the Lower Field through Fiat Lux
- A redesigned East Field and a sustainable solution to rain water management
- Improve permeability of the campus (pedestrian network linkages)
New developments:
- Sustainability Systems and Public Policy in 687 Pine (RVH)

Transformations of existing buildings:
- State-of-the-art research and teaching in spaces vacated through relocations to new developments
- Renewal of research and teaching facilities at the Neuro
- Strathcona A&D as a new gateway to Campus North

Active green network:
- Tomlinson Lane as a new green student corridor
- Improve pedestrian links through and around Strathcona A&D, as a new gateway towards 687 Pine (RVH)
- Reduce vehicle traffic through Milton Gate and Tomlinson Lane
- A new access towards the Reservoir north of James
Transforming the Campuses - Downtown

Campus North

Transformations of existing buildings:
- Renovate Pine street row houses for dry academic use
- Memorial Hall as a new entrance to Athletics
- Improve accessibility and quality of services

Active green network:
- University St. as a new green corridor between Pine Ave, and Upper Res
- Better connect to the Mountain and towards Park Ave.
- Better connect towards lower campus
- Better connect towards Athletics
- Create a new gate into campus, from the North
Transforming the Campuses - Downtown

Upper Campus West

New developments:
- A new Research and Teaching Pavilion on the Powell site

Transformations of existing buildings:
- State-of-the-Art Research and Teaching in a renovated Stewart Biology Building
- 3647 Peel Mansion as part of the new pavilion on the Powell site

Active green network:
- McIntyre Lane – an improved pedestrian link from Life Sciences to the Promenade Urbaine – reduced vehicle traffic
- McIntyre-Stewart Atrium: new informal study space between McIntyre and Stewart Biology
- A stair across Leacock to link upper and lower campus
- Improve accessibility to Upper Campus through an underground connection from the Brown Building to the new pavilion on the Powell site (accessible links between the campuses’ “plateaus”)

Releases
- New selected neighbours
Land Use, Real Estate and Campus Functions

Redistribution of Space

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing campus: (recognized, all campuses)</td>
<td>339,229 nsm</td>
</tr>
<tr>
<td>Projected releases from academic inventory:</td>
<td>-16,104 nsm</td>
</tr>
<tr>
<td>Projected recognized space added:</td>
<td>+32,990 nsm</td>
</tr>
<tr>
<td>Projected space increase (next 10 years):</td>
<td>= 16,886 nsm</td>
</tr>
<tr>
<td>Projected total (2028):</td>
<td>356,115 nsm</td>
</tr>
</tbody>
</table>

Currently projected additional space (non-funded): 15,000 - 20,000 nsm

NOTES
1. Released rentals shown but not included in released spaces calculation
2. Not shown but included in releases: Martlet House, 1555 Peel rental

A more compact campus

Expansion towards the North

Releases of rentals and buildings that are inadequate for academic use
Transforming the Campuses

Neighbourhoods at Mac

- State-of-the-art research and teaching
- Lakeshore as part of the campus’ identity/ as a classroom
- A new Research and Innovation Pavilion
- Improve and increase student services
- Better connect the campus towards the waterfront
- Improve accessibility to and around campus (e.g. shuttle to REM and between neighbourhoods, e-vehicles, bicycles)
- Create a more efficient campus
- Enhanced links to John-Abbott College and Ste-Anne
- Reduce through-traffic/ reduce vehicle traffic on campus
- Protect agricultural land

Improve accessibility and mobility

Improve quality of research space

Protection of agricultural land

Connect towards projected REM station

Better define entrance from North

Better connect to the farm and arboretum

Better connect the campus to the lakeshore

Research and Teaching

Improve accessibility and mobility

Better connect the campus towards the waterfront

Reduce through-traffic

Protect agricultural land

Research and Teaching

Improve accessibility and mobility

Better connect the campus to the lakeshore

Improve accessibility and mobility

Better connect the campus towards the waterfront

Reduce through-traffic

Protect agricultural land
Transforming the Campuses – Macdonald Campus

Mac Lower and Upper Campus

New developments:
- A new Research and Innovation Pavilion
- A new facility for Athletics

Transformations of existing buildings:
- State-of-the-Art Research and Teaching (f.ex. South Power House, space vacated through moves to new pavilion)

Active green network:
- Better connect to the waterfront
- Consolidate parking and facilities
- A new bridge towards the Farm, arboretum
- Alternative and safe transportation across campus neighbourhoods
- Shuttle to REM and between neighbourhoods
- Deviate through-traffic to pedestrianize connections towards JAC

Releases (tbd)
- Reduce building stock through consolidation and efficiencies in new developments
Transforming the Campuses

Neighbourhoods at Gault

- Visibility of McGill at Gault
- Visibility of Gault within McGill
- Maintain elevated trail network to better protect the land
- Consolidate and expand lodging facilities for research, teaching and retreats
- Increase classroom space
- Facilitate access through improved transportation
Transforming the Campuses

Inter-campus connections – McGill in the metropolitan context

- Shuttle
- REM
- Virtual connectivity
Master Plan Implementation

• Aligned with McGill’s 10-year plan provided to government (*Plan décennal des investissements 2019-2029*)
• Major new developments act as triggers for others (‘dominos’)
• Projects that could be implemented in a tangible timeframe are identified as ‘low-hanging fruit’, i.e. short-term campus improvements (open space strategies that improve the campus experience in the short-term)
• Projects improving the campus experience as free-standing projects and as add-ons (Active green network/Student Life)
Stakeholder Engagement – Activities

• Oct. 2017 – Master Plan Open House (Downtown)
• Nov./Dec. 2018 – Master Plan Thematic Working Groups (sustainability, communal space and accessibility, and teaching and learning space)
• January 2019
  – Master Plan Open House (Mac Campus)
  – ‘Community Conversations’ (Mobile displays on Downtown/Mac Campus)
  – Community Briefings (Downtown/Mac Campus)
  – On-line engagement
Stakeholder Engagement

Thematic Working Groups – Main takeaways

**Governance** – Ensure policies are in place to enable the implementation of the Master Plan;

**Green Space** – Protect and improve existing natural heritage and optimize its added-value;

**Connectivity** – Strengthen physical and digital inter/intra campus connectivity;

**Health and Wellness** – Plan spaces that promote physical and emotional/social wellness.

**Space flexibility** – Create spaces that can accommodate multiple usages through their design, furniture and technological equipment;
Stakeholder Engagement

Thematic Working Groups – Main takeaways (cont’d)

Heritage protection – Exercise responsible stewardship of heritage buildings with resources available.

Sustainability – Strengthen our capacity for climate change mitigation and adaptation through campus planning, operations, infrastructure and various initiatives that allow for a circular use of campus resources.

Communal space – Communal space is an important aspect of life on campus and should be encouraged and protected.

State-of-the-art teaching and learning space – Classroom, laboratories and other teaching and learning space must be adequately equipped technologically.