

PROJECT PLANNING REPORT for the NORTHEAST SECTOR of the ST. GEORGE CAMPUS

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Professor Peter Pauly, Rotman School of Management
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II. TERMS OF REFERENCE:

1. Create design guidelines that will address intensification of the development potential on the remaining available sites within the northeast sector, in order to achieve planned growth needs within university boundaries.
2. Identify appropriate built-form massing for development sites addressing adjacent built and open space relationships.
3. Identify strategies to enhance and coordinate an open space system within the sector, while connecting with the greater community to provide a seamless public realm amenity that is vibrant and inviting.
4. Plan for a comprehensive urban streetscape design that includes considerations for sidewalks, hard and soft surfaces, landscaping, lighting, street furniture and signage.
5. Identify strategies to enhance pedestrian and bicycle circulation throughout the campus and into the greater city network of paths and systems.
6. Identify site plan implications, including City of Toronto approvals, vehicular access and servicing, parking, safety and accessibility.
7. Consider points of entry onto this campus sector and their 'readability' as gateways.

8. Ensure coordination of principles and strategies with the Green Development Standards prepared by the City of Toronto and the University of Toronto's own environmental sustainability standards.

9. Ensure future development protects and enhances the university's heritage buildings and landscapes.

10. Report by March 31, 2008

III. BACKGROUND:

The northeast sector of the St. George campus can be defined as the area bound by St. George Street to the west; Devonshire Place to the east; Hoskin Avenue to the south and Bloor Street to the north. Immediately east is another area, the Queen's Park precinct which includes the Faculties of Law and Music and the area of Philosopher's Walk.

In 1997, the City of Toronto approved a Secondary Plan, for the University of Toronto Area. That plan identified 26 development sites in the Area, almost all University of Toronto properties. Since that time, many of the sites have been developed for academic purposes.

In the Plan, the City recognized that accommodation must be made to address evolving academic needs and 'that the University of Toronto Area institutions are important as both resources and key players in a changing and increasingly information based economy.'

The Plan also recognized that the area is unique, having notable characteristics distinguishing it from the rest of the City, including significant groupings of heritage buildings within an open space network.

In 2000, the University engaged consultants to develop an overall site plan and guidelines to direct future development and landscape design for the University's Bloor/Devonshire Precinct. Although much has changed in terms of program requirements and priorities for the area, the study did, in particular, address issues of precinct connection and pedestrian realm that was of interest and contributed in the overall planning for projects already implemented in the area. The Woodsworth College Residence and Varsity Centre respond to the guidelines introduced in the Bloor Devonshire Precinct Study.

Expansion plans for Site 11 and Site 12 are already in the preliminary stages. The expansion of the Rotman School of Management has been planned for Site 11, and was approved by Governing Council on October 30, 2007. Consultants have now been selected and detailed planning is about to commence. Several groups may be located on Site 12. During the Governing Council meeting of June 25, 2007, interim reports were approved for the Varsity Centre for High Performance Sport and the Student Commons for their inclusion on Site 12. Work continues to complete these reports. The success of the referendum earlier this year will allow the Student Commons to proceed with implementation. In addition, the expansion of the Rotman

Executive program was put forth in the Governing Council meeting on October 30, 2007.

One of the two offices of the Association of Part-time Undergraduate Students (APUS) is temporarily located in 100 Devonshire Place at the south end of Site 12. As part of the on-going commitment to provide suitable space to APUS, the organization will need to be relocated, at least on a temporary basis, in order for development on the site to take place. Future space allocations to APUS will be dependent upon the development of other capital projects (e.g., the proposed Student Commons) and the administration's continuing discussions with the organization with respect to their space needs.

Finally a proposal to establish a School for International Studies is also being considered for this site and funds have been earmarked by the province for its creation.

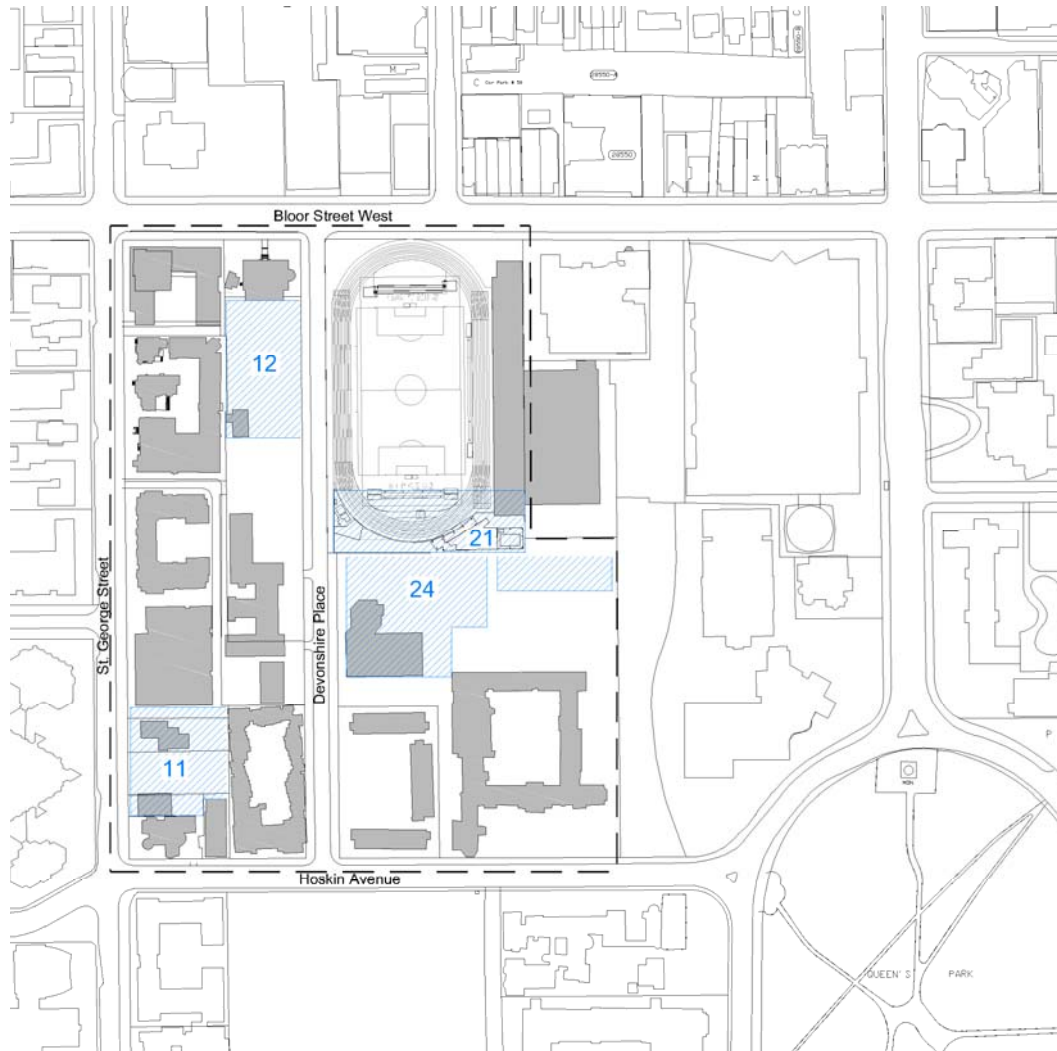
The discussions of the Project Planning Committee also are an opportunity to build upon and realize the principles developed for the open space master plan "Investing in the Landscape". Completed in 1999, this plan provided coherent direction for a broad range of landscape improvements and additions to the campus. Rather than proposing a series of individual projects, it proposed an approach that addressed the campus as a whole, inclusive of buildings and the spaces around them.

There are significant heritage buildings and landscapes within this sector, and in earlier developments the University has ensured that expansion had proceeded in a thoughtful and coherent fashion. The northeast sector should be considered beyond site-specific guidelines, including considerations as a university precinct and an important sector within the surrounding urban area. This becomes an exercise in scale and has invited broader thinking about the campus as an integral part of the city. A framework for expansion should address specific planning principles: balanced intensification; landscaped open space; sustainability; heritage preservation; infrastructure needs; parking; and accessibility. Such an approach will ensure the university meets its own space requirement needs, while at the same time creating a vibrant public realm amenity for the University and the City.

Recent development has occurred both on university land within the sector, with the completion of the first phase of Varsity Centre, and in the areas immediately adjacent on the north side of Bloor Street. The level of redevelopment activity in the area led the City of Toronto to initiate a Visioning Study for the Bloor Corridor in July 2005. The first phase of the study, beginning in March 2007, looked at Bloor Street from Avenue Road to Bathurst and examined issues surrounding land use, built form, community services and facilities, transportation, heritage and urban design. The University is a substantial landowner within the study area and is an ongoing participant in stakeholder and community discussions. The report, Bloor Corridor Visioning Study, has not been finalized at this writing.

Institutions also located within the northeast precinct with the University include Massey College and Trinity College, and have participated in the discussions of the project planning committee.

In 1997, development sites were identified and approved across the campus, through Site Specific Development Guidelines and corresponding zoning by-laws. Remaining development sites in this sector are: Site 11, Site 12, and Site 24 (Trinity land).



IV. CAMPUS PLANNING

As in the discussions in the late 1990's, which culminated with the approval of the development sites identified in the University Area Plan, guidelines for appropriate development – intelligent intensification-- must be established. Some precincts within the University campuses can carry more dense development, and can also increase mixed

use activities. Increased density permissions will be sought, with a renewed focus on urban design.

The University has demonstrated leadership in maintaining a high level of excellence in architecture and campus planning on all three campuses throughout the past ten years of significant expansion. Inspired open spaces in the heart of the campus will continue to build an identity of excellence. Articulating plans for balanced development will enable the University to achieve its goal for necessary physical expansion, fulfilling the academic mission to meet the future objectives identified in *Towards 2030*.

Bloor Corridor Visioning Study

The goal of the Bloor Corridor Visioning Study was to create a development strategy that would protect stable residential neighbourhoods adjacent to Bloor Street and to also accommodate planned intensification identified in the Toronto Official Plan. The main thrust of the study includes: the protection of the low rise neighbourhoods enhancing the pedestrianization of the corridor, and recommending that development will lead to a sustainable district.

The study area includes many significant civic and institutional destinations: the University of Toronto, Royal Ontario Museum, Royal Conservatory of Music, Bata Shoe Museum, and the Miles Nadal Jewish Community Centre, and is very well served by public transit.

Consideration of “Areas of Interest” have also been discussed and reviewed. All except the University of Toronto properties are low rise residential neighbourhoods.

The City of Toronto Design Criteria for the Review of Tall Building Proposals 2006 set out guidelines to ensure that tall buildings do not adversely affect public space, the local environment, heritage buildings, and address concerns such as privacy, light, safety, and ensure consideration of sustainable building practices. These are all supportable objectives that University development addresses with its capital projects.

Northeast Sector Key Planning Principles

Massing

Situated along a busy commercial thoroughfare, within the city’s institutional precinct, and encompassing a series of cultural heritage landscapes, the northeast sector includes a diverse range of urban conditions. Expansion in the northeast sector must avoid disparities in massing at neighbourhood edges. The form and scale of future expansion should define and develop appropriate relationships to surrounding landscape.

Sustainable Environment

Comprehensive planning for sustainability measures should be implemented. New development should incorporate the latest technological advancements in building and landscape design to help create a positive environmental impact. The physical

composition of the northeast sector, and the campus as a whole, should encourage the use of pedestrian and transit-oriented modes of travel. New buildings should achieve LEED status or equal.

Public Realm

The northeast sector should support and encourage a vibrant public realm. Additional open space opportunities should be identified, particularly at junctions with adjacent University neighbourhoods. A comprehensive open space system should be considered in order to link and integrate built and landscape features, and enhance pedestrian north-south, east-west, cross-campus connections.

Land Uses

The University envisions its properties remaining primarily institutional in use in this sector. Additional uses that contribute to the public realm should be considered on the ground floor level where appropriate.

Accessibility

The university's buildings and landscapes must accommodate a diverse population in an open and inclusive campus. Built form development should adhere to the principles of universal design, which generally means the "design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design".

Heritage Preservation

University of Toronto seeks to protect and maintain its heritage properties and landscapes. The listed and designated properties within the northeast sector should not be considered in isolation, but as character-defining elements within the overall precinct. Development should respect the contextual value of these heritage elements, while recognizing the dynamic nature of the sector's urban setting.

Balanced Intensification

The University should strive to accommodate its existing and long term needs and redevelopment must enhance, not overwhelm, existing university environs.

Site Specific Development Guidelines

a) Built form / Massing

Site 11, located at the south end of the block anticipates setbacks from surrounding heritage buildings to the east and south. The height of the approved building envelope is 23 metres, with portions stepping down to permit sunlight to penetrate the Massey College Courtyard and to assist in defining the heritage buildings to the south.

The Drill Hall, part of Woodsworth College is located further north of Site 11 on the block and to the west of Site 12. It is not within the two approved development sites. However, being a one storey structure with limited use that should be eventually integrated into the development of the block. It will serve as a valuable connection between sites and academic buildings. This, together with a relocation of Trinity's tennis courts to the east will permit the extension of the midblock connection northward.

The proximity of Site 12 to Bloor Street and to current developments along the north side for Bloor from Avenue Road to Bedford Road, both approved projects and those about to be implemented confirms that increased height at the north end of the site fits within the context of planned development. Proposed development should recognize the increased density on Bloor Street West. Retaining the taller segment of development at the north end of site 12 will allow the remaining portions to step down to the south and better fit the lower existing adjacent buildings. Retention of the Trinity's tennis courts will assist in the transition to the existing built form in the sector. The northern portion of Site 24 (Trinity land) will remain available for development as will an option to add another floor to the Larkin Building.

The location of the taller element will also eliminate the impact of height on Bloor Street and not affect the residential area on the north side. The height of the northern portion of Site 12 is recommended to be approximately 80 metres plus the mechanical penthouse.

b) Heritage

The potential development of sites 11 and 12 requires understanding the value and relating to the existing heritage structures within and adjacent to the block. The City of Toronto's Inventory of Heritage Properties identifies the following properties of or related to the development of sites 11 and 12:

- 91 St. George Street – listed Site 11
- 97 St. George Street – listed Site 11
- 89 St. George Street – listed Site 11
- 50 Hoskin Avenue – listed Site 11)
- 4 Devonshire Place – designated, Site 11
- 315 Bloor Street – listed, Site 12

These landmark buildings are juxtaposed by numerous popular pedestrian routes and informal pathways. Adaptive reuse and integration of heritage buildings with new development should demonstrate a clear understanding of the sensitive architectural and contextual values of the heritage buildings. Adequate space, buffer zones in the form of courtyards or differentiation of construction will ensure a distinction between old and new structures.

315 Bloor Street is prominent for its architectural and cultural value. Its incorporation into the development will provide an opportunity to contribute to the character of higher buildings in the Bloor Street corridor as well as specifically on Site 12.

c) Landscape Open Space

A network of open spaces comprising internal courtyards, building forecourts and pathways threads through this area connecting to significant areas of open space, such as Philosophers Walk to the east and the Back Campus to the south. Landscaped open space should continue the pattern of already established areas both by enhancing the routes and adding usable open space to this sector.

Landscape plans must acknowledge the seasonal use of the campus and provide areas that can be used throughout the year. Snow removal of pedestrian routes through the internal areas of the sites will be necessary.

Improvements to outdoor areas such as seating, planting should be made through a sector-wide urban design strategy for integration using the existing palette of materials from the Munk Centre and Woodsworth College.

d) Streetscape / Public Realm Improvement

The ground floor of buildings and integrated accessible design to the public and pedestrian realm should serve to create a visible linkage between buildings and activities to the street and public interface. If possible activities on the ground floor of the buildings planned for sites 11, 12 and 24 should open up to and animate the adjacent streetscape.

Places to gather and socialize (such as 'outside rooms') should be created and these should be located in areas that will become well used. Areas with access to sunlight, shelter from the wind should be incorporated into the design to make these spaces livable.

e) Pedestrian Routes

East - west routes through the sector are encouraged, both exterior and interior (through the coordination of ground floor access points in buildings across the sector. Pedestrian routes should be considered opportunities to develop nodes of social space for informal gatherings. A through route to the east and the Museum Subway stop should be formally developed when construction occurs on Site 24 to facilitate the ease of travel between the University and this node of public transit. Safe crossing points must be delineated along Devonshire Place to accommodate the expected flow of pedestrians.

The Bedford Street subway stop will become more used as the northeast sector develops. The south pedestrian route must be reviewed at Hoskin Avenue to create safe crossings at Devonshire Place and the mid block path.

f) Vehicular Movement

Devonshire Place is an important north-south vehicular route taking some of the traffic during peak times away from St. George Street which has been 'traffic calmed'. Most of the day, the use is primarily pedestrian and for vehicles servicing the adjacent buildings. Most recently, the parking lane on the east side of the street has been set aside for filming trailers and related vehicles. This use, serves to divide the street and create an incoherent zone. Current zoning permissions allow the University to eliminate the east parking lane in the event of full development of the Varsity Stadium site (site 21). The Committee recommends the permanent removal of the parking lane from Devonshire Place.

There will be a significant increase to pedestrian activity in this sector. With the completion of Varsity Centre for High Performance Sport and the Student Commons significant numbers of students will move east-west to and from these facilities. Closure of Devonshire Place from vehicles is not recommended. Personal safety would be compromised in the evenings when the area would have reduced activity. However,

special event closures for University and community use is encouraged. Further, the elimination of the parking lane on the east side of Devonshire Place is recommended.

Improvements to Devonshire Place that occur as the result of development should focus on a primarily pedestrian/ user friendly design that can also accommodate vehicular thoroughfare. Provision for bicycle lanes and related secure parking areas should be incorporated into the overall plan.

g) Servicing

The site design guidelines have identified a mid block north-south route that will be created once all proposed development is complete. In addition to creating a pedestrian walkway, this route can accommodate service vehicles accessing all buildings on the block. Ideally, service access to the buildings can be managed with major activity, such as garbage removal and large deliveries occurring off-hours similar to other areas in the central core of the City. Localized deliveries can occur throughout the day.

While the design of the service lane must accommodate all types of deliveries the articulation of the plan should be directed in a pedestrian friendly manner allowing for dual purpose use.

h) Parking

Site 11 currently provides 46 at-grade parking spaces accessed from St. George Street.

Site 12 has portions dedicated to 52 parking spaces at-grade, and site 24, accommodates 51 at-grade parking spaces.

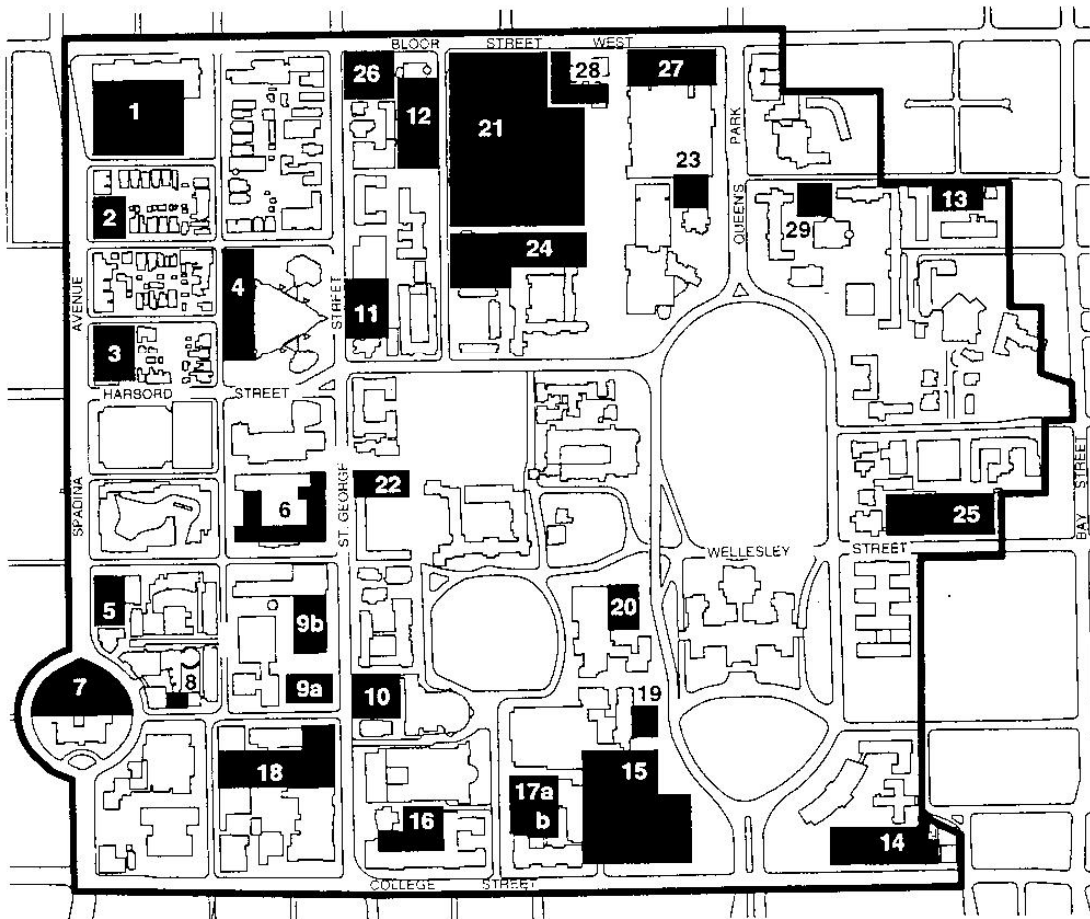
The City of Toronto Parking By-law for the University of Toronto requires that between 1930 – 2130 be maintained for University use across campus. Construction on all or any of these sites will require replacement of the spaces eliminated by the development. The parking spaces can be located anywhere on University property within the area defined as Map A in the University of Toronto Area Secondary Plan. The University is in compliance with the parking by-law as there are currently 1930 in the parking inventory.

Because the sites are well located to public transit no replacement parking is recommended for these development sites. Recognizing that wheel trans and handicapped parking is necessary, the site plans must make this type of space available in near proximity to entrances.

V. Recommendations

The Project Planning Committee for the Northeast Sector recommends approval of the key planning principles site specific development guidelines identified in the Project Planning Report.

APPENDICES



Not to Scale

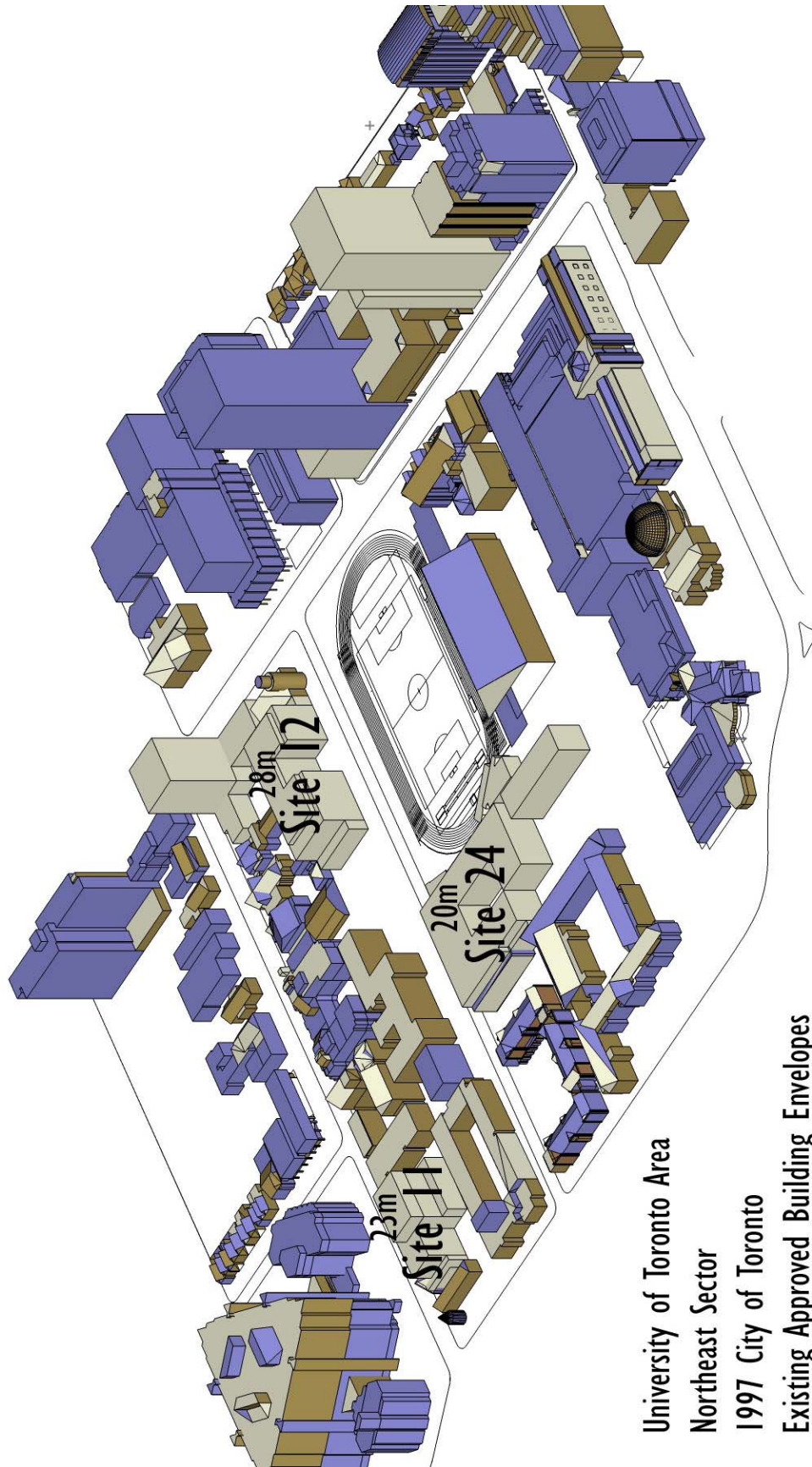


University of Toronto Secondary Plan

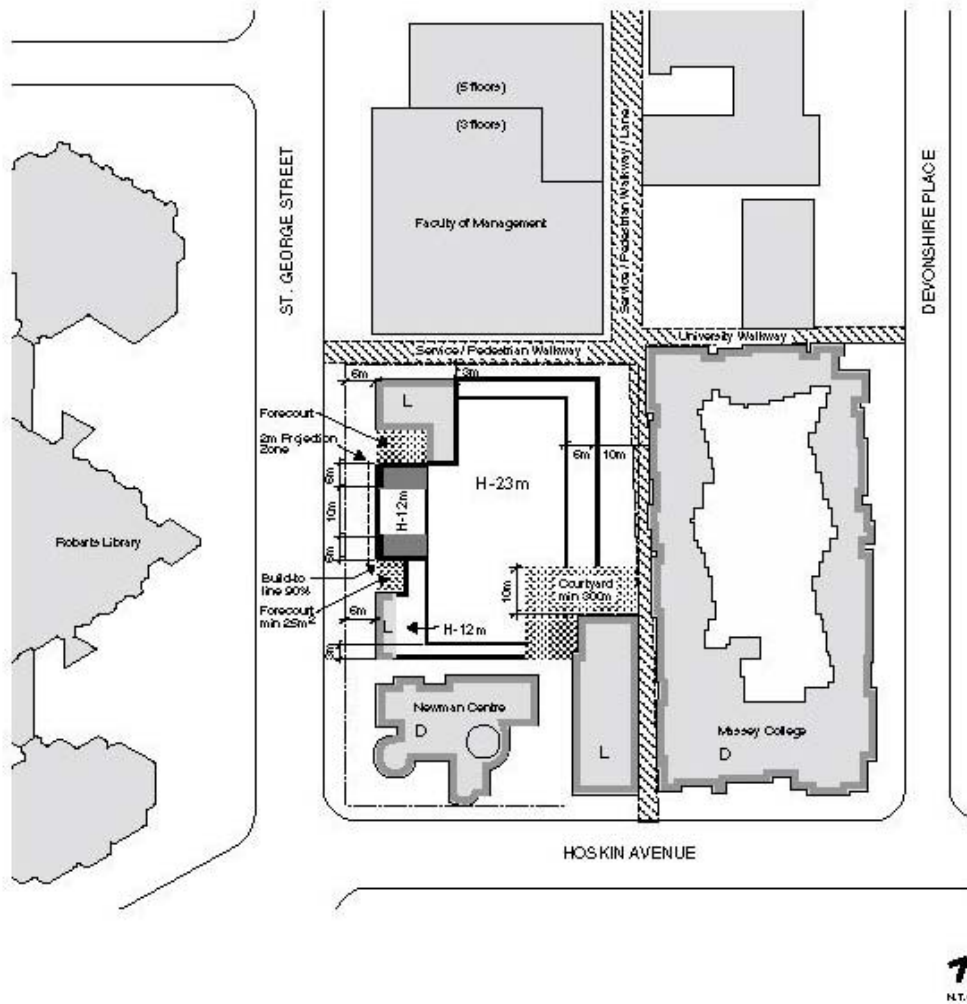
MAP 20-12 Key Map Potential Sites

Secondary Plan Boundary Development sites (approximate locations for information only)

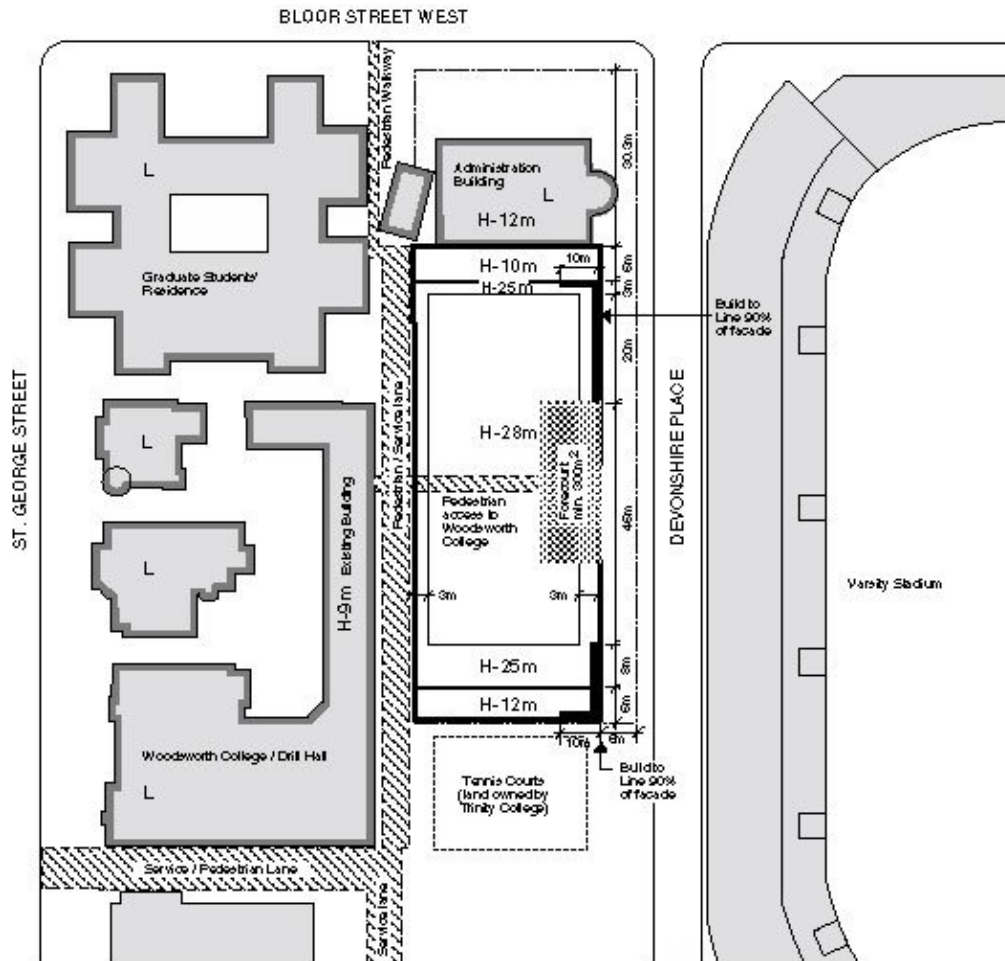
- | | | | |
|--------------------------|----------------------------|----------------------------------|----------------------------------|
| 1 371 Bloor Street West | 9a 50 St. George Street | 16 200 College Street | 23 90 Queen's Park Crescent |
| 2 50 Sussex Avenue | 9b 70 St. George Street | 17a 5 King's College Road | 24 6 Hoskins Avenue |
| 3 631-651 Spadina Avenue | 10 47-55 St. George Street | 17b 170 College Street | 25 74-90 Wellesley Street |
| 4 369 Huron Street | 11 91-97 St. George Street | 18 40 St. George Street | 26 321 Bloor Street West |
| 5 575-581 Spadina Avenue | 12 100 Devonshire Place | 19 14 Queen's Park Crescent West | 27 100 Queen's Park |
| 6 100 St. George Street | 13 77 Charles Street West | 20 20 Queen's Park Crescent West | 28 273 Bloor Street West |
| 7 1 Spadina Avenue | 14 38-112 College Street | 21 299 Bloor Street West | 29 73 Queen's Park Crescent East |
| 8 22 Russell Street | 15 3 Taddle Creek Road | 22 73 St. George Street | |



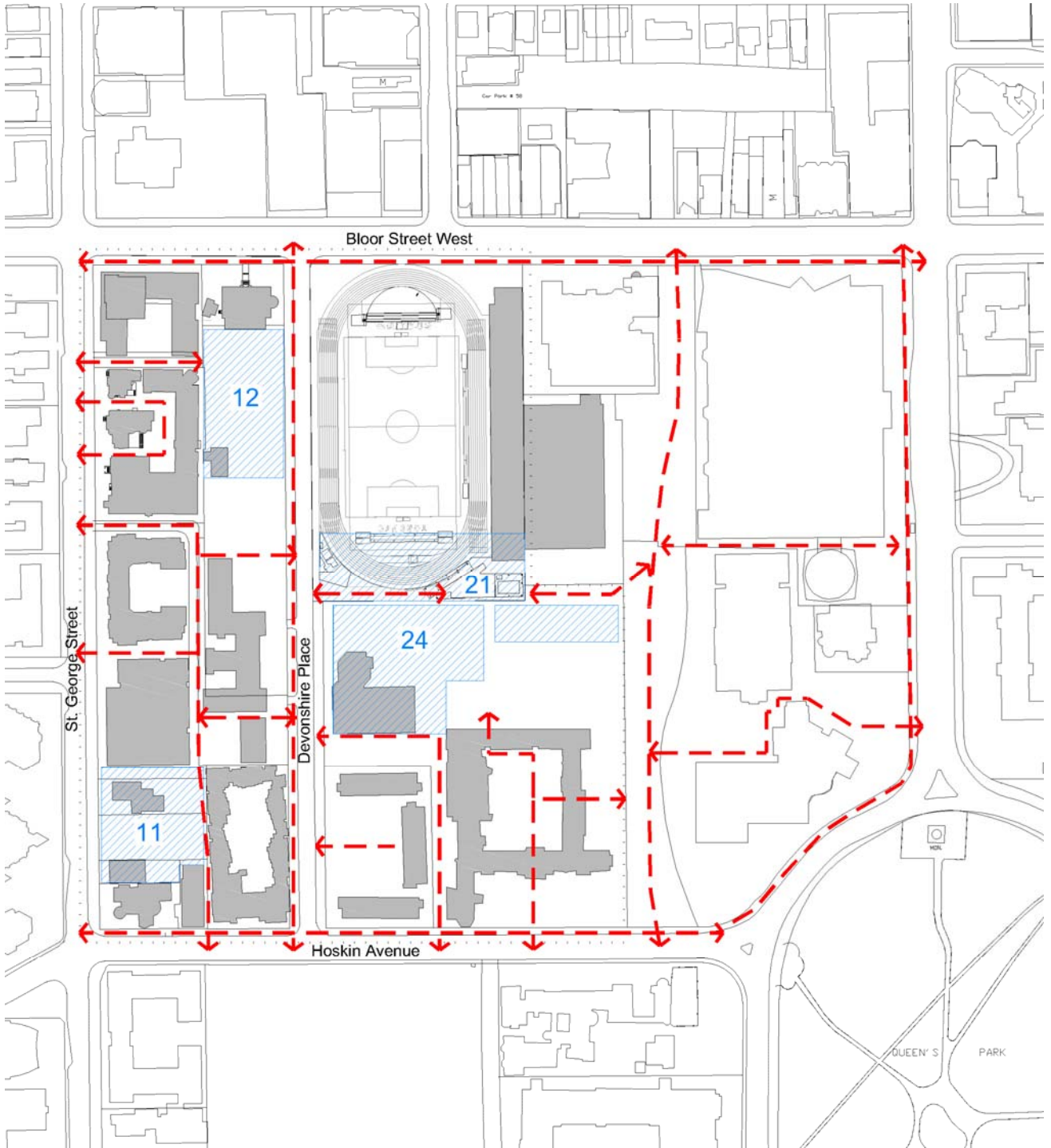
Site 11



Site 12



Existing Pedestrian System



**OBJECTIVES FOR THE UNIVERSITY OF TORONTO AREA, excerpted from the
*University of Toronto Secondary Plan (June, 2006), City of Toronto***

2. OBJECTIVES FOR THE UNIVERSITY OF TORONTO AREA

The objectives for the University of Toronto Area are as follows:

2.1 Recognize and protect the Area primarily as an Institutional District

The University of Toronto Area contains a concentration of educational, cultural, medical and research institutions with associated support services and housing which is unique in the City and which accommodates a community of scholars and professionals. The vitality of this institutional community will be promoted and most of the lands within the Area will be designated for institutional uses to accommodate evolving institutional needs, including: new institutions, expansion and/or consolidation of existing institutions, housing and services for students and staff, and associated research and development uses.

2.2 Provide planning regulations that give the institutions flexibility to adjust to changing program, technological and funding constraints

The University of Toronto Area institutions are important as both resources and key players in a changing and increasingly information based economy. The City will support this role in the areas within its jurisdiction, and in particular will adopt land use and development controls that permit sufficient flexibility for the institutions to carry out their roles and respond to the demands of emerging new research and educational priorities and funding opportunities, and yet protect the character and heritage of the University of Toronto Area as set forth in Section 2.3 below.

2.3 Preserve, protect and enhance the unique built form, heritage and landscape character of the Area

The University of Toronto Area exhibits notable characteristics which distinguish it from the rest of the City: unique land division, ownership and building patterns, and a significant grouping of heritage buildings set in a spacious and prominent open space network. These characteristics provide a unique urban structure, form and physical amenity within the City, to be protected and enhanced.

CAMPUS PLANNING PRINCIPLES, excerpted from the *Policy on Capital Planning & Capital Projects (June, 2001)* University of Toronto

APPENDIX A: CAMPUS PLANNING PRINCIPLES

To ensure excellence in campus planning and design, directives that guide the University towards a systematic and comprehensive approach for evaluating design alternatives for buildings and grounds are necessary.

The general planning principles relating to campus planning, building design, site planning and landscaped open space to assist the University in various development proposals are loosely categorized below. This listing incorporates the principles established in 1990 which were based on the principles approved in 1975 and 1983 and do address accessibility, safety and environmental issues. In addition it is important to refer to all Master Plans for each campus to specifically delineate those issues that are campus specific, notably parking etc.

A. Campus Planning

- A1. It should be recognized that the University is set within an established urban environment and that campus development must fall within the parameters of the existing context and the planning of the Cities of Toronto and Mississauga and the broader GTA.
- A2. The development capacity of University of Toronto property should be fully realized, while respecting the integrity of the campus to support the University's academic endeavours.
- A3. The use of transit should be encouraged while co-operating with the Cities of Toronto and Mississauga in new endeavours to examine and rationalize parking.
- A4. The architectural and visual coherence of the campus should be sustained and enhanced by campus development.
- A5. Structures and outdoor spaces of historical, architectural, or environmental significance should be preserved.
- A6. The University's heritage and tradition should be enhanced and emphasized.
- A7. Unified academic communities should be planned with a fundamental framework of social and environmental amenities (e.g. child care, food services, recycling facilities etc.).
- A8. The expansion of campus-wide service networks, such as utilities and communications, should be integral to campus planning.
- A9. The University campus and global environment as set out in the Environmental Protection Policy should be maintained and enhanced.

B. Site Planning

- B1. Structures, open space, and areas of historic significance should be preserved and enhanced and an appropriate integration of new development, renovations, or additions must be ensured.
- B2. A system of continuous pedestrian routes throughout the campus should be established which provide safe and convenient access to all University facilities, including convenient access for the physically disabled.
- B3. The grouping of buildings with related use and technical support facilities should be encouraged.
- B4. Aesthetic aspects of public areas should be enhanced.
- B5. Personal safety considerations must be paramount in building and landscape design.

C. Landscaped Outdoor Open Space

- C1. Designated funding for landscape improvements are required to be included within the total building project budgets in accordance with the University's budget guidelines.

Approved by Governing Council, University of Toronto, June 2001

C2. Priority should be given to landscape improvements on the St. George Campus identified in the open space master plan "Investing in the Landscape" and on the Mississauga and Scarborough Campuses identified in their respective master plans.

C3. Existing University open space, gardens and treed areas of significance should be respected and enhanced when planning new development, renovations and additions to adjacent buildings.

C4. Optimal microclimatic conditions should be promoted through site and building design. Specifically, design must take into account that peak use of the campus occurs in fall and winter.

C5. Streetscapes should be identifiable through distinctive paving, lighting, signage, and outdoor furnishings.

D. Property and Land Use

D1. The use of physical resources of all kinds should aim to promote the University's academic goals. All University lands should be regarded as resources to serve the University's overall mission.

D2. No buildings or campus areas should be irrevocably assigned to or controlled by a particular division or department.

D3. Capital improvements and the use of existing space should be coordinated to ensure the most effective use of all resources. The secondary ramifications of every major capital project should be identified as part of the planning for the project.

D4. Building renovation and adaptation should be given equal consideration with building replacement in order to maximize use of the existing space inventory and to preserve sites for development.

D5. Where possible and desirable, the University should plan multiple use facilities.

D6. The periphery of the campus should be planned in a consultative fashion so as to reflect the plans of both adjacent communities and the University.

D7. Faculties and departments that have close functional or disciplinary relationships should be grouped whenever possible.

D8. The University should vacate leased space funded by the operating budget whenever cost effective alternatives are presented to do so.

D9. Surface parking should be replaced wherever possible by parking structures.

D10. The university should retain oversight of design when leasing land to a third party.

E. Considerations for Building Design

E1. All buildings should be identifiable as University facilities and contribute to the quality and coherence of the campus.

E2. On the perimeter of the campus, the buildings should convey the identity of the University as well as ensuring appropriate integration with the adjacent communities.

E3. Each building project should be developed as part of an integrated whole, consisting of built space, open space, and functional inter-relationships.

E4. The gross area of each building should be minimized to reduce capital and operating costs while fulfilling program requirements according to a system of objective space standards.

E5. Building design should make efficient use of each building site taking into account the limited availability of undeveloped campus lands.

E6. Building design should take into account impact on micro-climatic conditions.

E7. Facilities that do not require surface locations should be built below grade when possible.

E8. Infill should be considered to capitalize on unused space or where it can preserve and reinforce the historical, aesthetic, or functional attributes of existing buildings.

E9. Accessibility for the disabled must be taken into account in building design.

E10. Building design should provide flexibility to facilitate changes in use and improvements in technical support facilities.

E11. All building projects should take into account the principles described above in order to improve adjacent existing facilities whenever possible.

Approved by Governing Council, University of Toronto, June 2001

E12. When making decisions about designs, processes and products that influence resource use and other environmental impact, alternative methods that result in good environmental practices should be considered.

E13. All buildings are to be designed according to principles of green building in order to minimize energy and materials demand, and to minimize interior pollution.

The Primary Objectives of the Open Space Master Plan, excerpted from *Investing in the Landscape*, approved by Governing Council in June, 1999

1. The considerable energy of the University should be focused towards the common goal of achieving the highest quality design for the campus open spaces.
2. The University should require all building projects, including the identified University Development Sites, to improve public open space.
3. The University should participate in the planning, design and construction of capital works that will unify the separate open spaces of the campus and the City, within this important district of Toronto.
4. The University should establish a Pedestrian Priority Zone to implement the policies in the University Master Plan and the Part II Official Plan, which place a high priority on the quality of the pedestrian environment on campus. This zone should include the reduction of surface parking in the primary open spaces of the campus.
5. The University should encourage and support community and cross-jurisdictional partnerships in open space and streetscape enhancements.
6. The University should place a high priority on the preservation of existing mature trees and support all activities that will enhance and increase the overall tree density on campus open spaces and streetscapes.
7. On the West Campus, the University should place a priority on developing a significant open space and on improving the streetscapes.
8. The open spaces on campus should support and promote the activities of the academic programs and represent the cultural diversity of the University community.
9. The University should promote opportunities to increase public art on the campus.
10. The University should increase its investment in open space improvements. These improvements should, over time, achieve a consistent palette of material use on campus and promote long term life-cycle design and construction methods. The investment should be protected by providing sufficient resources for high quality maintenance of open spaces.