



4.0 Implementation of the Master Plan

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4.0

Implementation of the Master Plan

4.1 Process and Procedures

4.1.1 Implementation

The phased implementation of any Master Plan is an inherently complex and ever-changing process. While some of these initiatives are discretionary (such as wayfinding), others may be imperative (such as utilities infrastructure or accessibility upgrades). Some may be achieved at relatively low cost while carrying out maintenance-related improvements, while others may bring higher costs. Some of these projects may be paid for by planned capital campaigns, while others result from unpredictable funding opportunities.

The Master Plan is conceived as a living document, establishing a framework for future decision-making. While some of the initiatives proposed are quite specific, and developed with precision, others are put forth as intentionally flexible, requiring further inquiry, analysis, technical development and design study. While spatial relationships between future buildings and amongst landscapes are identified and prescribed, specific building and landscape programs, their dimensions, and detailed technical resolution are intentionally left for future development. This future project development, the management of the campus' interim phases, and the ongoing critique and revision of the Master Plan demand that the University establish an oversight structure and regular review process for decision making going forward.



4.1.2 Master Plan Oversight and Governance

Historically, oversight of campus development initiatives at Bishop's has been shared between the University's Building Committee and Sustainable Development and Land Use Committee, each reporting independently to the Board of Governors. Both committees are made up of members of administration, staff, faculty, students, and external representatives, with some members appointed to both committees.

Oversight of the current Campus Master Plan development has been carried out by a separate body, the Master Plan Consultative Group, which has called on the input of sub-committees in specialized areas of study (i.e., parking, accessibility, sustainability, residential life, etc.) throughout the preparation of the plan.

Moving forward, it is recommended that the University undertake the following changes to planning oversight:



1. Establish a Campus Planning Oversight Committee which reports directly to the Board of Governors. This committee will be charged with the ongoing review and development of the Campus Plan, and the review of specific projects' conformance with the intent and principles of the plan. This committee should meet on a monthly basis to review status of ongoing campus initiatives. In the interest of maintaining continuity and an ongoing historical knowledge of these initiatives, the term of appointment to this committee should span a minimum of two academic years. Appointment terms within the committee should be staggered to facilitate this continuity.
2. Appoint an independent Architect/Campus Planner and Landscape Architect to the Oversight Committee, each bringing broad experience in campus and campus landscape planning.
3. Consolidate the current Building Committee and Sustainable Development and Land Use Committee into one fully integrated entity, charged with the detailed programming, technical and administrative review and management of capital projects. This newly integrated committee should report to the Campus Planning Oversight Committee.
4. Appoint an independent construction cost estimator or construction manager to the Oversight Committee, with specific experience in higher education projects and board participation.

4.2 Levels of Planning

The Master Plan Report articulates a long-term view of the potential spatial development of the Bishop's campus — the relationships between and amongst buildings, landscape, vehicles, pedestrians and spaces beyond its limits. Each project the University undertakes has the potential to activate and contribute to this longer range vision. To achieve this, it is critical that each project move through a three-tiered planning process towards execution.

4.2.1 Campus Plan Review

The Master Plan Report does not anticipate building programs or detailed technical challenges of specific projects. As new projects are considered, each should first be reviewed and tested in the context of the Master Plan Report. In certain instances alternative project sites and program mixes should be considered with an eye to the impact the project will have on the campus as a whole.

4.2.2 District Plans

Bridging the Master Plan Report and specific project site plans are District Plans. These plans should be implemented for each new project, articulating with greater specificity the impacts on landscape, pedestrian circulation, and building context.



4.2.3 Site Plans

These plans test with greater specificity the technical, environmental, and fiscal feasibility of a proposed project, eventually leading to design development and construction documentation.



The Master Plan Report is conceived as a living document, establishing a framework for future decision-making.

4.3 Phasing

Three significant groups of initiatives can be broadly identified, within which a number of projects may be executed as opportunities arise. These initiatives and their various projects are identified in the diagrams on the following pages.

4.3.1 Near Term

Capital Improvements / Establishment of Perimeter Road

During the course of the Master Plan Report development, a number of planned near-term capital improvements were identified. Contiguous with the proposed route of the Master Plan Report's Campus Drive Extension and West Parking Basin, these projects impact a significant area of the central campus, and, if executed with an eye towards the Master Plan Report, have the potential to catalyze significant, positive changes in the campus landscape. It is suggested that these currently isolated projects be expanded to include the western Campus Drive Extension (along the existing Bishop's power-line clearing) and future West Parking Basin as concurrent projects. Near-term capital projects include:

1. Re-surfacing of existing Arena parking.
2. Demolition of the existing Arena (following expansion of John H. Price Sports Centre).
3. Re-grading and re-establishment of the mid-campus practice field (following installation of new



geothermal wells).

4. Re-surfacing and landscaping of the mid-campus drive between the Old Quad and Centennial Theatre (following underground utilities repair).
5. Renovation and addition to the John H. Price Sports Centre

Campus Entry – Pedestrian and Vehicular

Pedestrian Bridge: A new pedestrian bridge, founded on axis with the former covered bridge abutment, will link Bishop's across the Massawippi River to College Street (Route 108), providing a dignified pedestrian threshold to campus. An alternative to the harried and at times frightening experience of the existing crossing along the College Street Bridge, the new bridge will provide a continuous pedestrian transition between campus and town, visually engaging the Massawippi as a significant element of the Bishop's campus.



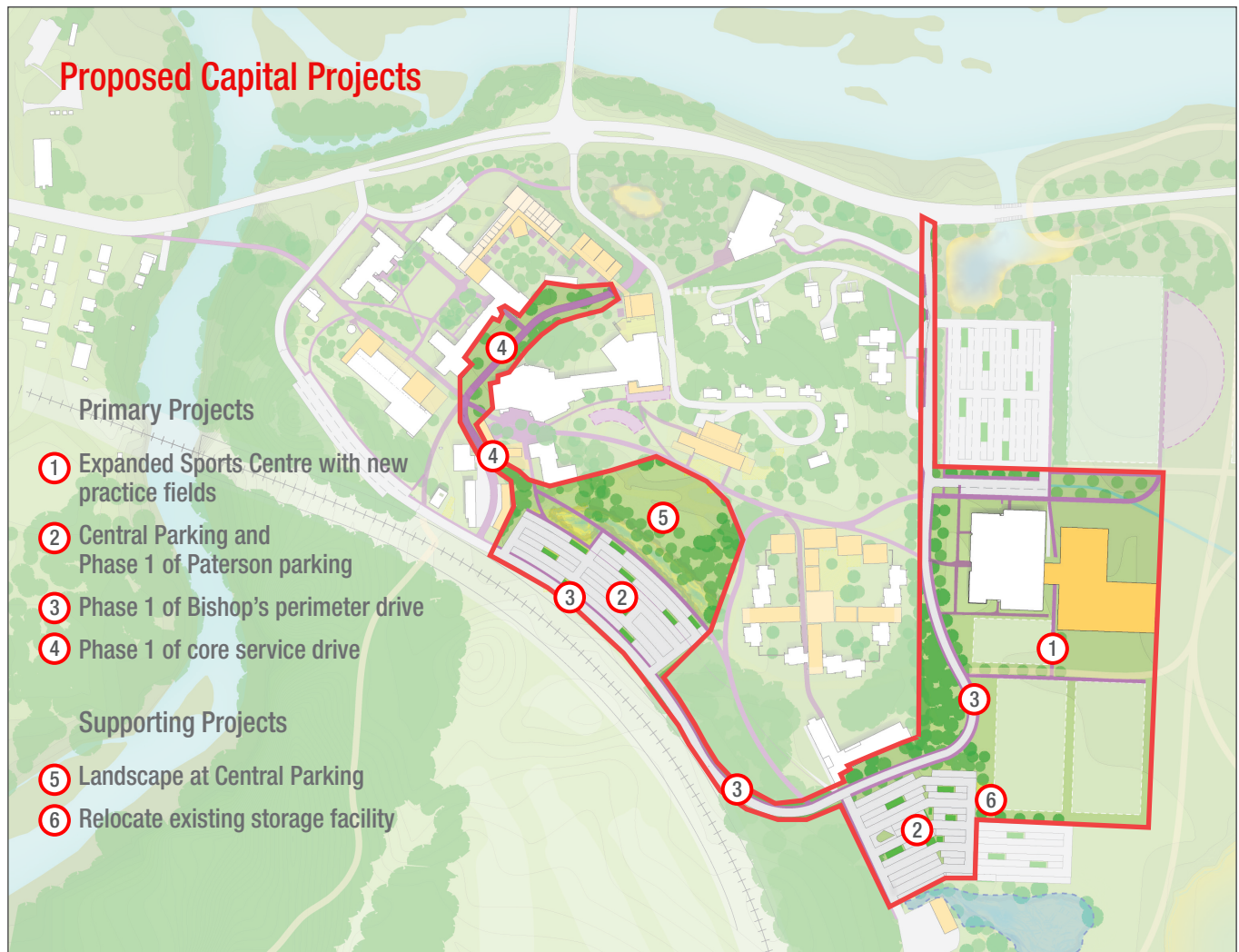
Ceremonial Entry: Also proposed at this time is the reconfiguration of the vehicular entry nearest McGreer. This entry is currently configured as an off-ramp to eastbound traffic on Route 108, and to many drivers acts as their principle entrance to campus. This configuration, originally established to mitigate the hazard of cued vehicles obscured to eastbound traffic, encourages entry to campus at speed for all types of vehicles. This creates a significant danger to pedestrians entering campus from Lennoxville, and diminishes the presence of the University's most valued historic landmarks.

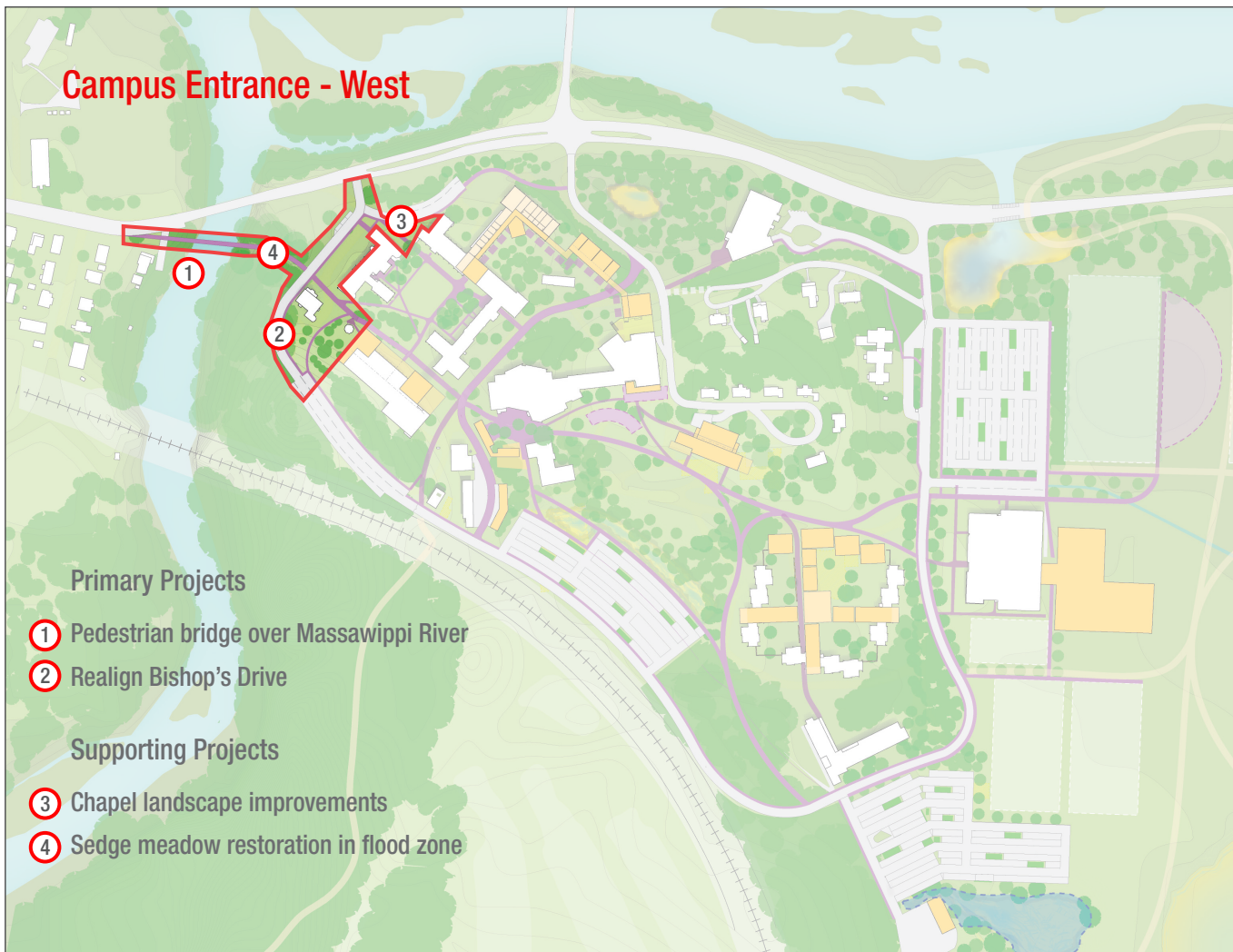
Given the anticipated reduction in eastbound traffic upon completion of the 410 extension, and the transfer of road management from the MTQ to the City of Sherbrooke, the Master Plan proposes the realignment of this entrance to a position perpendicular to Route 108, introducing a slower-paced, pedestrian-friendly campus entrance and more formal, ceremonial approach to McGreer. This automobile-only entry will lead to a small number of visitors, universal access, and special event parking spaces adjacent

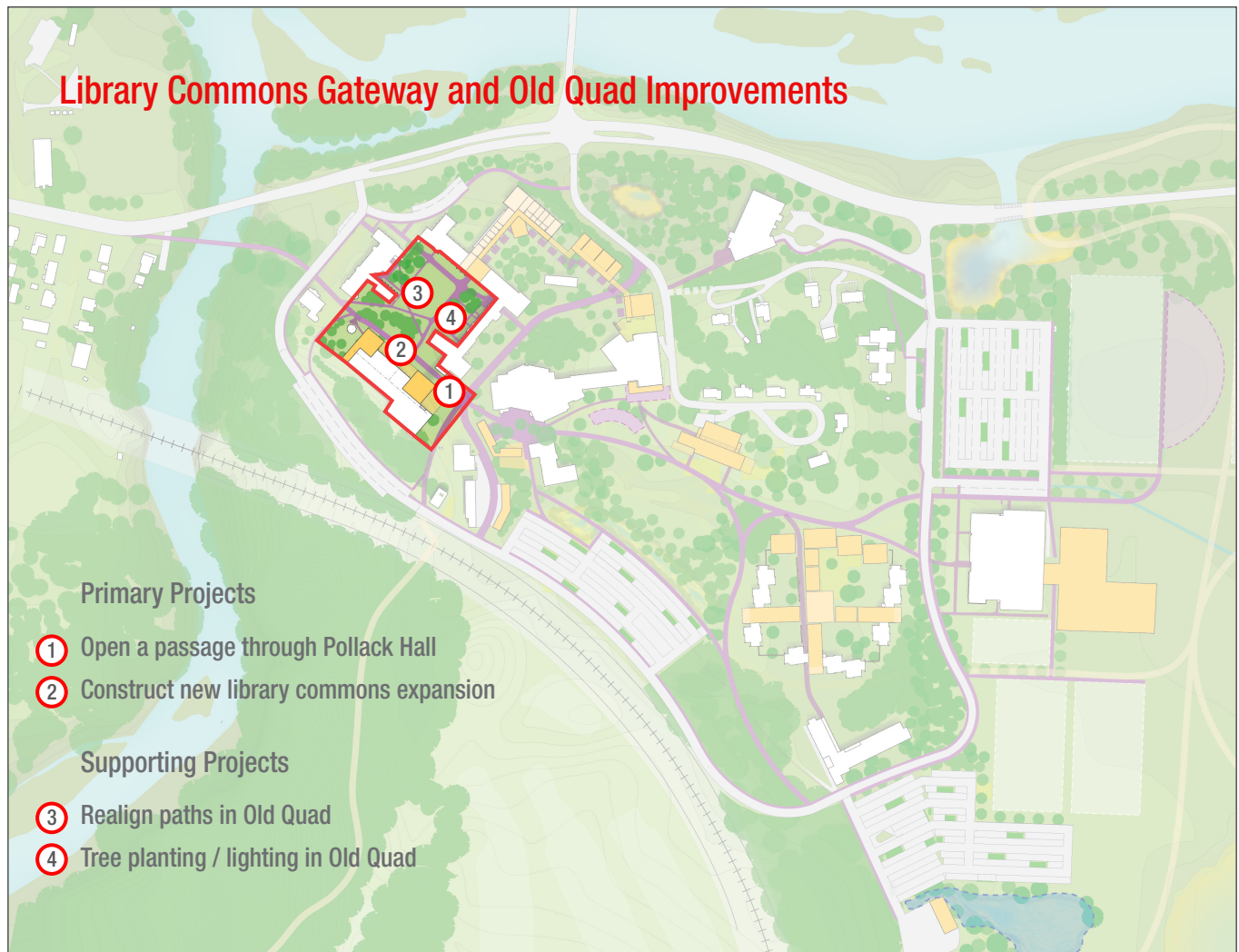
to the Chapel, with one-way access behind Divinity to the upper Library lot. It is NOT intended to act as an exit for the proposed Campus Drive (with the exception of emergencies) or for those who have entered the upper lot. Egress at this point will be restricted to those using the limited reconfigured parking available along the front of the campus.

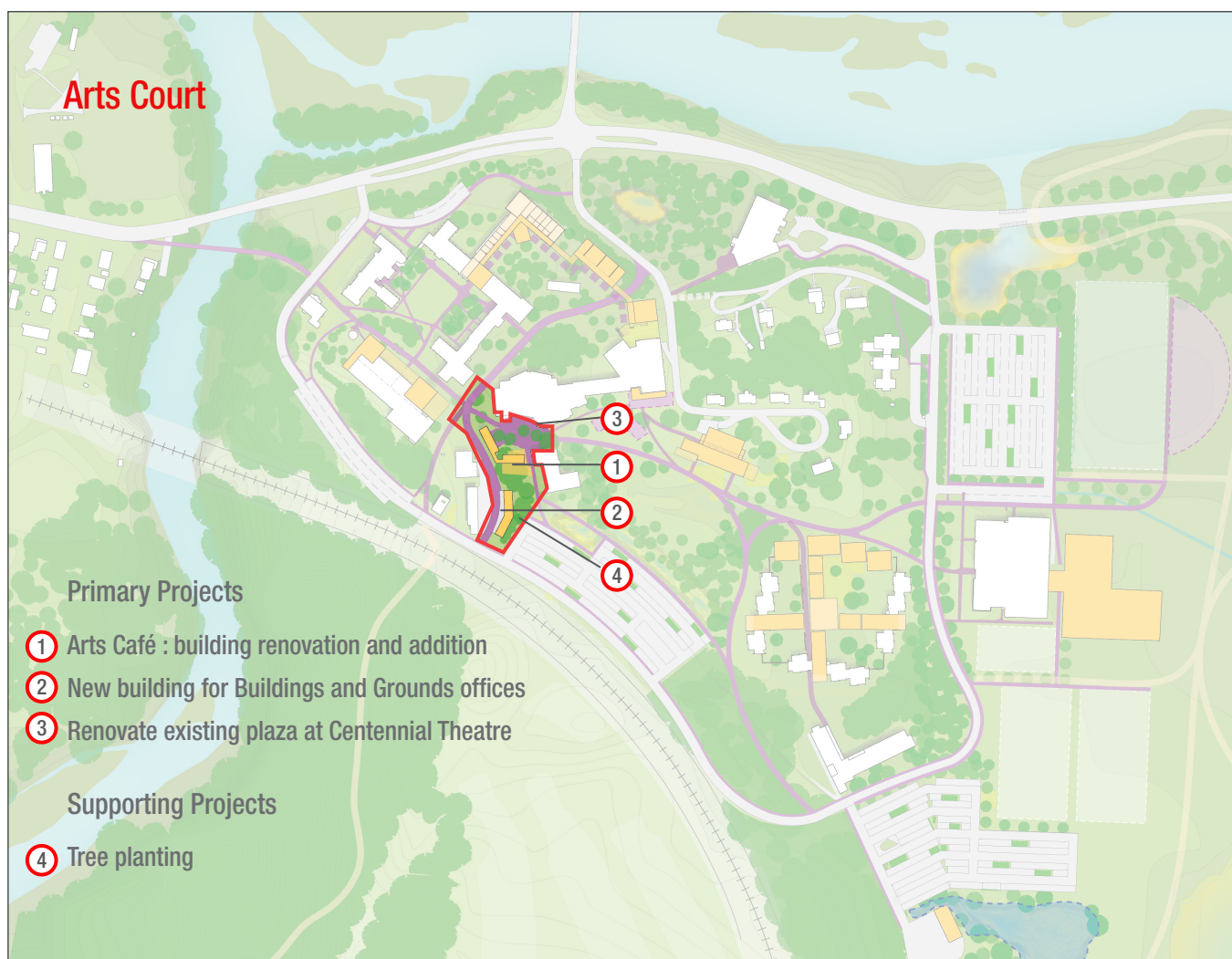
Library Commons Gateway and Quad Restoration: Concurrent with the proposed expansion of the Bassett Library, the Master Plan proposes the establishment of a new pedestrian gateway in the location of current Pollack Hall. This new gateway will allow for the formation of a continuous pedestrian path linking all precincts of the campus. The plan also calls for the realignment of paths within the Old Quad, and the establishment of new landscape and trees within the quad, particularly adjacent to Norton Hall.

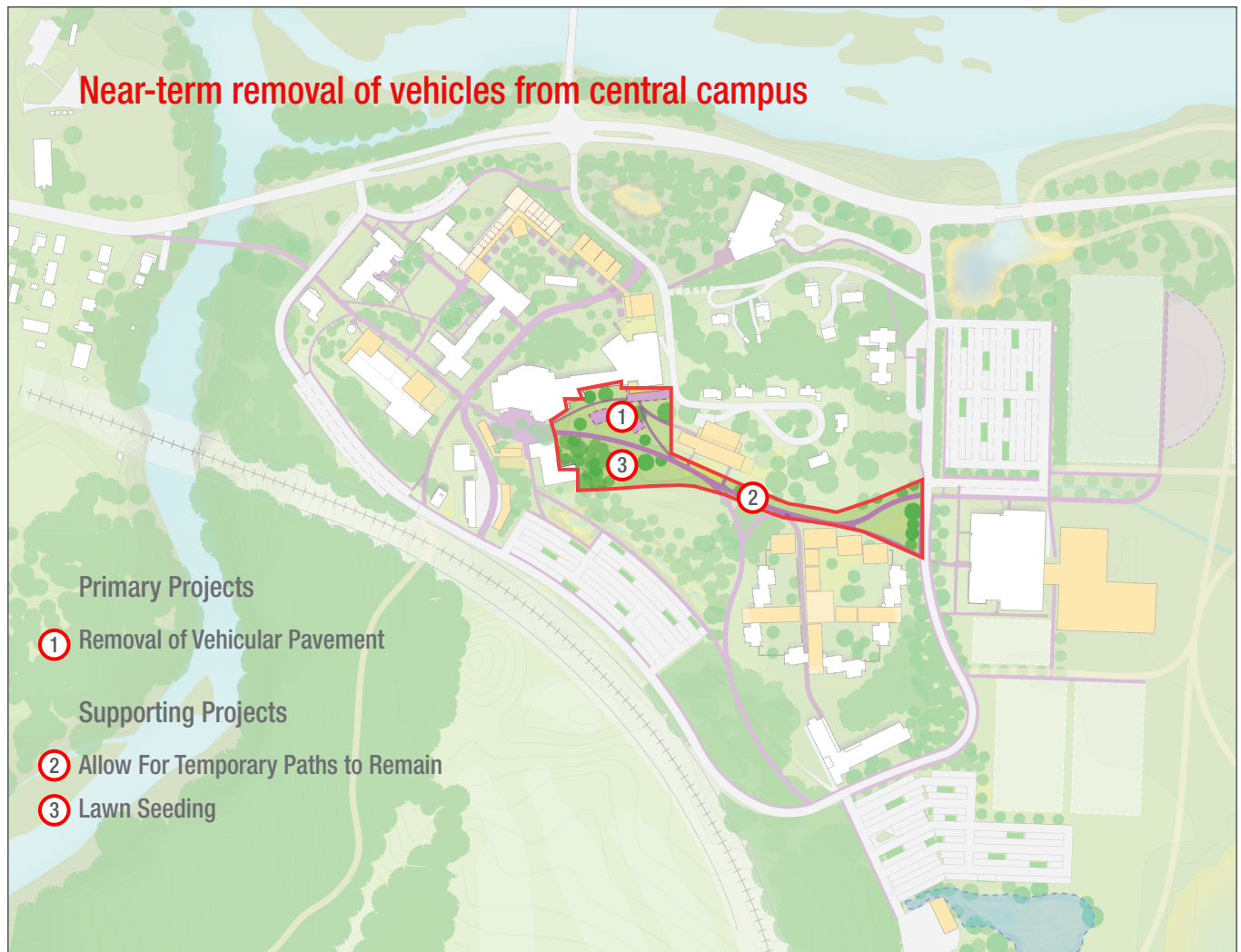
Phase 1: Capital Projects

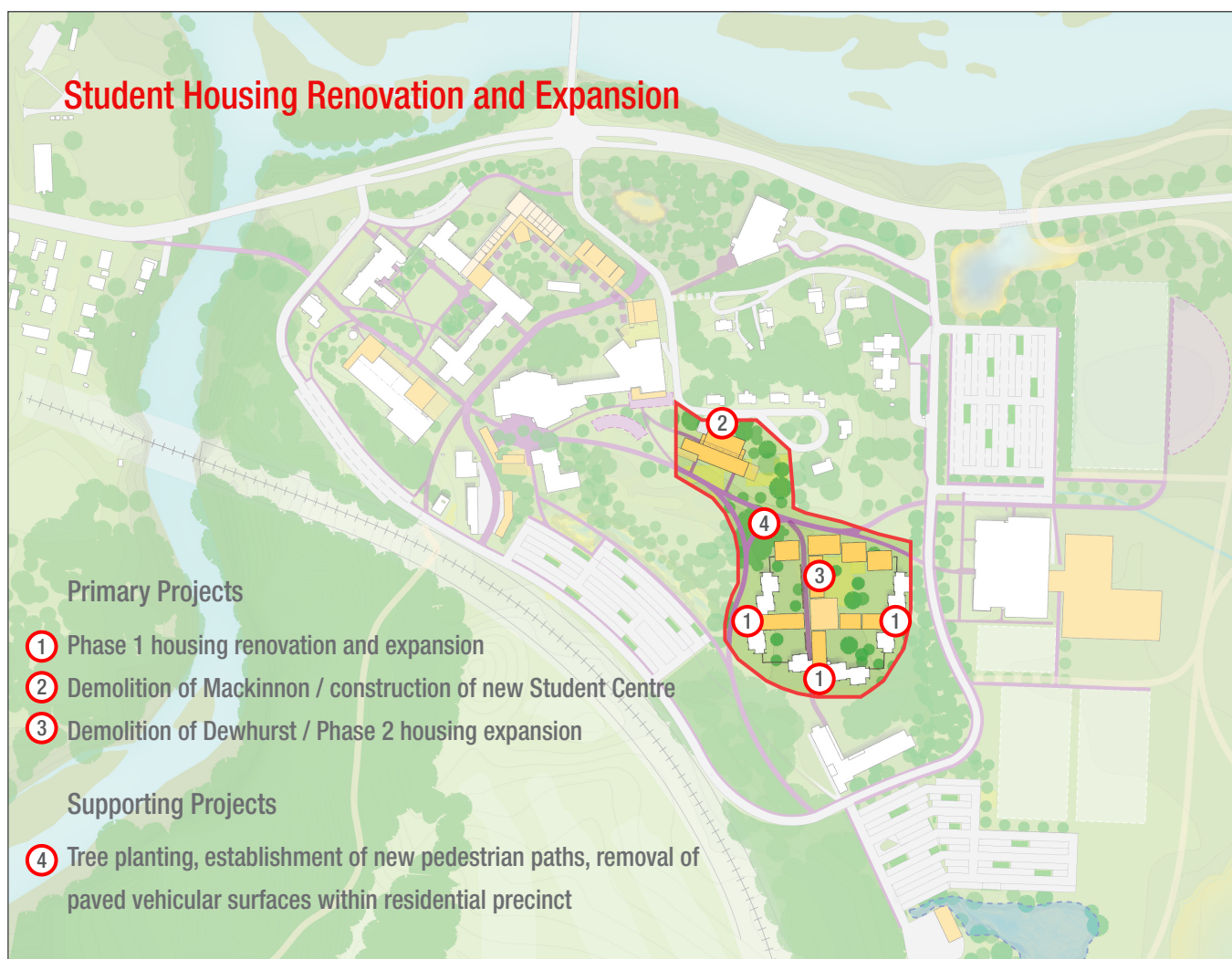








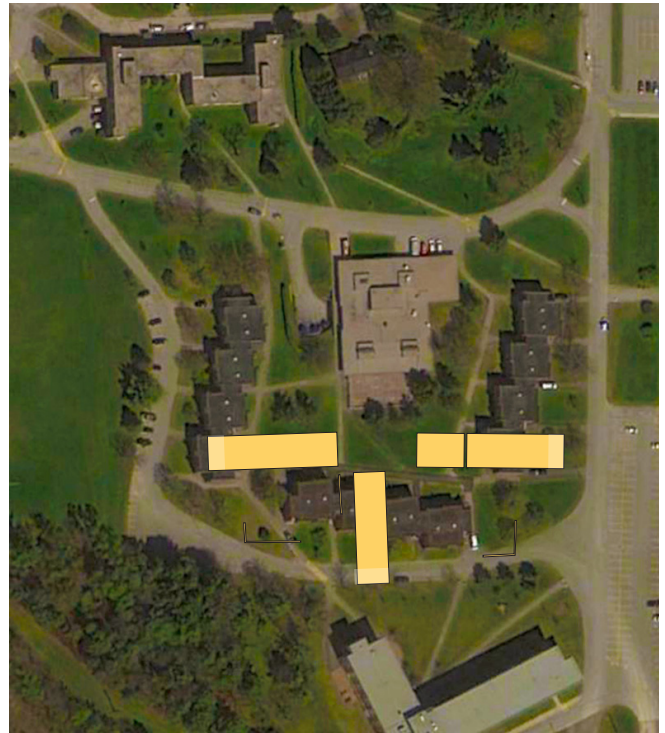






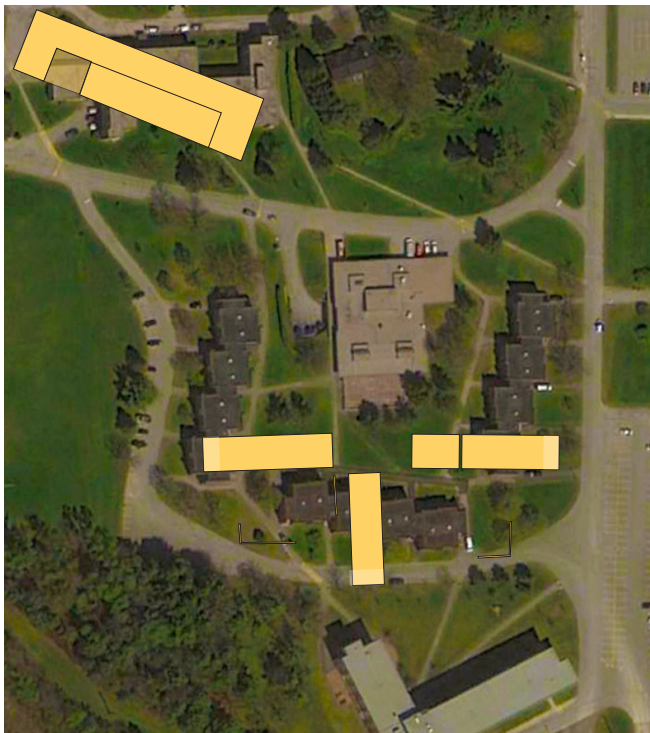
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Existing residential precinct



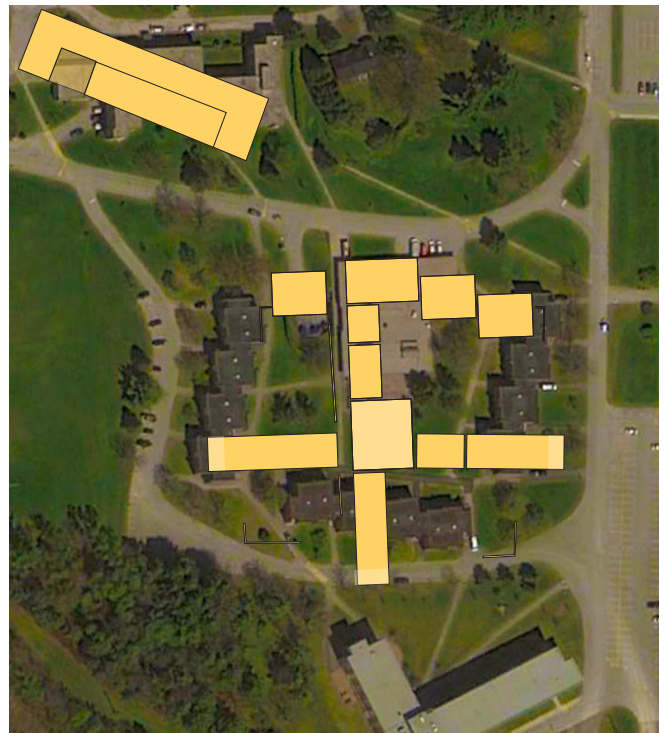
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Phase 1 housing renovation and expansion



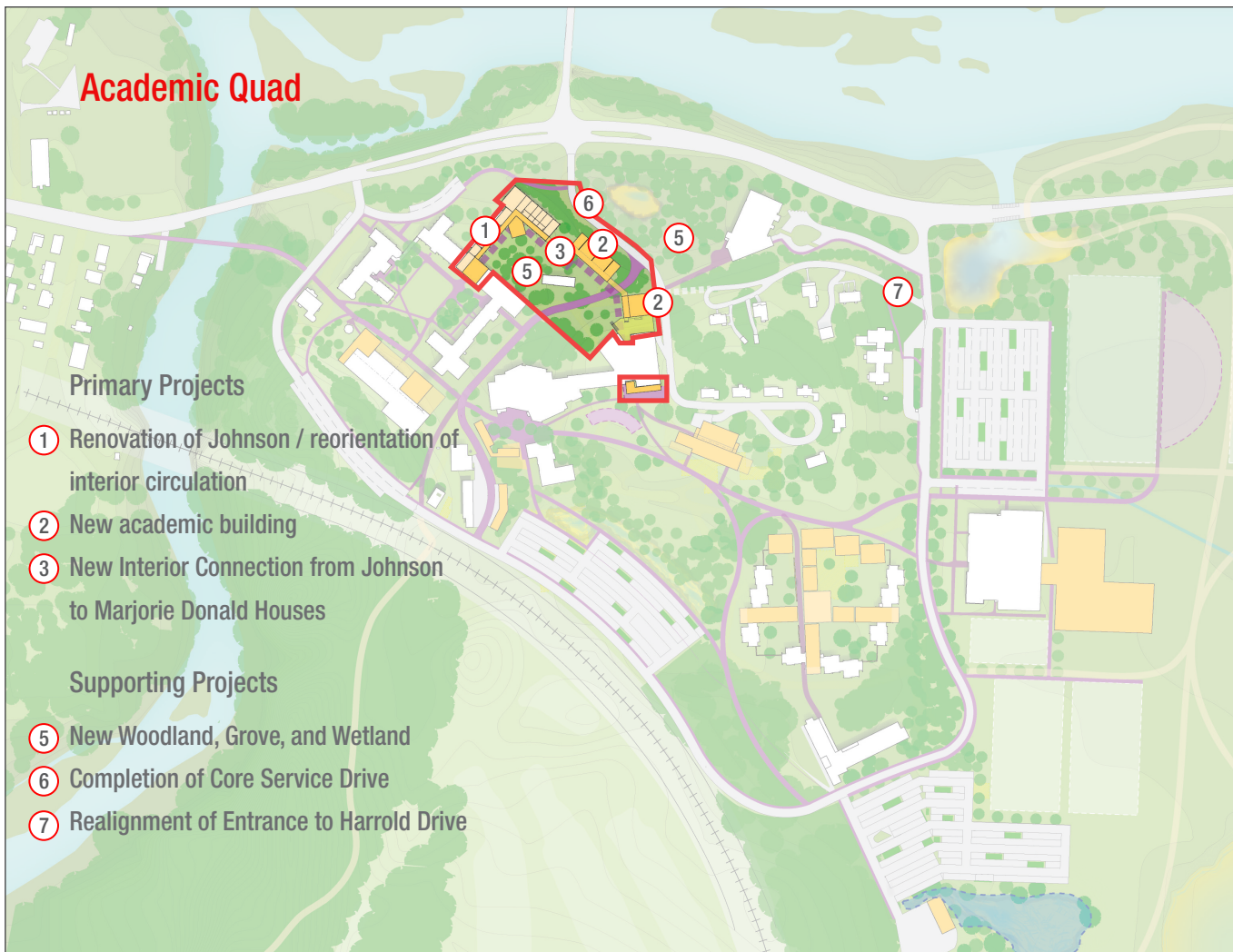
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Demolition of Mackinnon /
construction of Student Centre



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Demolition of Dewhurst /
Phase 2 housing expansion





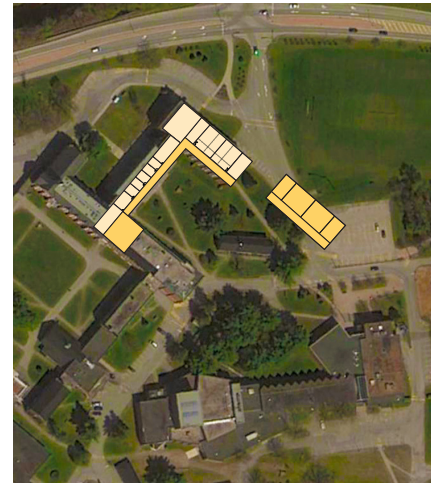
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Existing Academic Quad



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Renovation of Johnson /
reorientation of circulation



4.07

Phase 1 construction of new
academic building



4.08

Phase 2 construction of new
academic building



4.09

Pedestrian bridges form
connection from Johnson to
Marjorie Donald House.

