3.0 A Campus Plan for the Future

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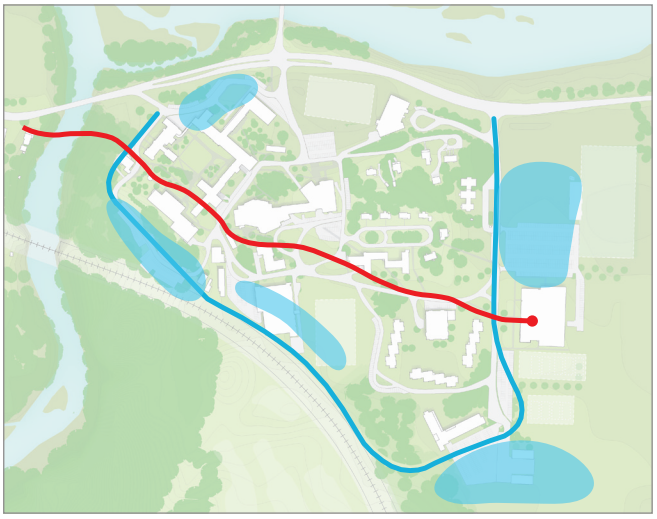
3.1 Key Discoveries

3.1.1 Perimeter Road

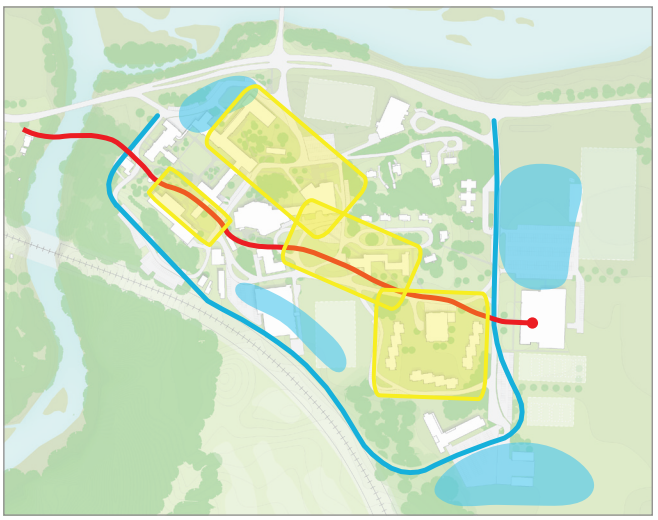
For the foreseeable future, cars will be the primary means of travel to and from the campus for the students, faculty and staff of the Bishop's University and Champlain Regional College communities. A **Perimeter Road** will remove these cars from the Centre of campus to the periphery. Despite the radical transformation of the campus that this new Perimeter Road will engender, it will be surprisingly easy to implement. Much of the road already exists. Strategically connecting existing roads will allow the Perimeter Road to be built using a minimum of resources.

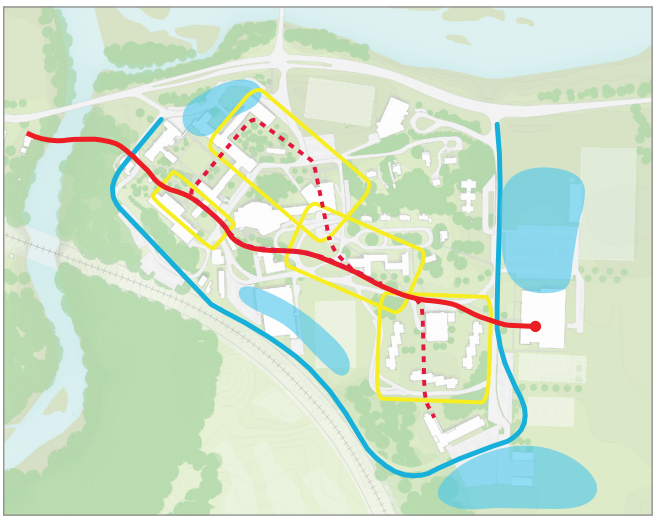
Cars should be parked on campus in conveniently located **Perimeter Parking Lots**. To the greatest degree possible, these lots should be heavily screened by landscape, and not be visible from the network of paths, outdoor spaces and buildings. The use of cars to move around the campus should be discouraged.



3.1.2 A Walking Campus: Main Campus Path

Historically, Bishop's was described as "a walking campus in a lush landscape." However, since the 1960s, as new facilities have been built and enrolment increased, the campus has seen its visual and physical landscape altered and diminished by a steady influx of roads, parking lots and cars. We speculate that "the **walking campus in a lush landscape**" describes the university at its best, and that a return to this condition is a reasonable over-arching goal. We propose the development of a network of walking paths, which will operate as a system of interconnected spaces that will define the campus. These paths should neither be "in-between" or "left-over" spaces, nor routes through parking lots or along paved roads with cars. The paths will facilitate movement, but also be spaces for socializing and contemplation. A new pedestrian **Bridge Entry** will connect the campus to the neighbouring community of Lennoxville, while bike paths and hiking paths should extend into the landscape beyond the campus proper.





3.1.3 Campus Precincts

The main campus path network will connect a series of newly orchestrated precincts. The density of the campus is low and can be substantially increased without compromising the quality or character of the campus, especially if cars are mostly moved out. The result will be a more convenient, more interesting, livelier campus.

A renovated **Library Commons** and **Academic Quad** will stitch the historic campus into the new pedestrian network. The central campus, a strategically-located and underutilized part of the entire campus, could be transformed from the suburban cul-de-sac that serves six faculty bungalows into a car-free landscape and **Student Centre** with an iconic name such as "the Green." This new "Green" would have enormous transformative power, especially given its location overlooking the rest of the campus and connection to the landscape in front of Centennial Theatre. Finally, a renovated **Housing Quad** would provide more space for resident students, and give on-campus housing a distinct character.

3.1
Four concept sketches of the proposed master plan, showing the Perimeter Road, the main campus path, the new campus precincts, and the secondary campus paths.

3.2 Vehicular Circulation and Parking

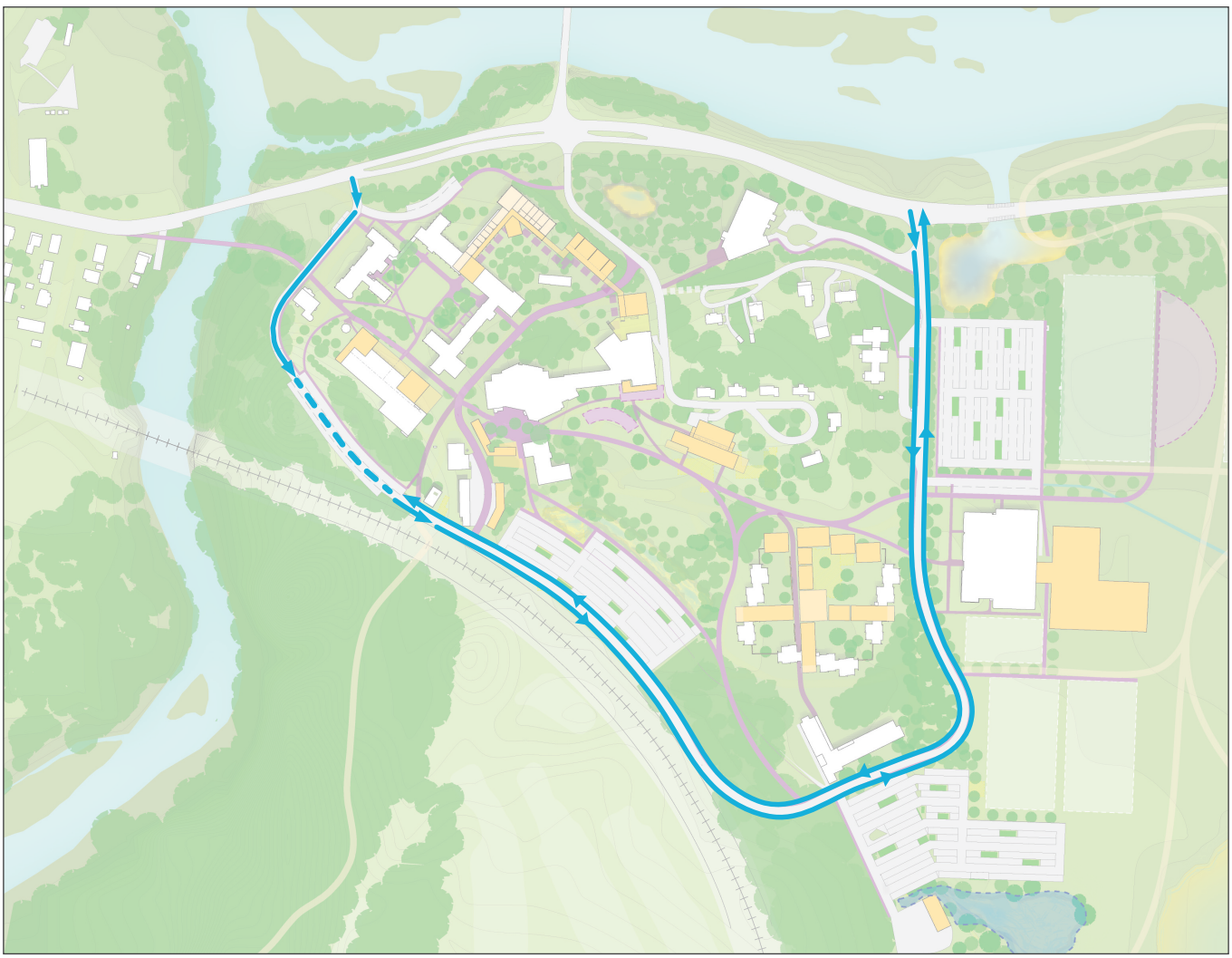
3.2.1 Perimeter Road

The addition of vehicular access into the main Bishop's campus accompanied the expansion of the campus from the 1950's to the 1970's. Since then, pavement has been incrementally added, resulting in a net effect of an overuse of hardened, asphalt surface. Although the campus is small, four car loops criss-cross the campus, connecting 24 separate parking lots. Consolidating parking and vehicular traffic on campus would make a tremendous difference in terms of reducing the abundance of asphalt surfacing; increasing the amount of grass, groundcover, and trees; creating new social spaces; and promoting pedestrian safety and overall quality of life on campus.

In place of the existing network of roadways through the campus, a new Perimeter Road would encircle the outer edge of the campus, connecting the east and west thresholds of the campus that release onto highway 108. Much of the roadway needed to create this loop already exists. After completing the connections to form the continuous ring, parking could then be consolidated into three major basins at the periphery of campus. Although large, parking lots would be designed to maximize collection and infiltration of stormwater runoff, and be provided with occasional bands of trees. Bus access onto the campus would be relocated to the eastern entrance and service the Athletic facilities, with their broader community programming.

The Perimeter Road would be designed as a part of the landscape, providing a different way to engage the campus and its surrounding environment. Rather than running directly along the fronts of the most cherished of campus buildings, the roadway should be set back, creating distant views for automobile drivers while also opening up new opportunities for campus social spaces.

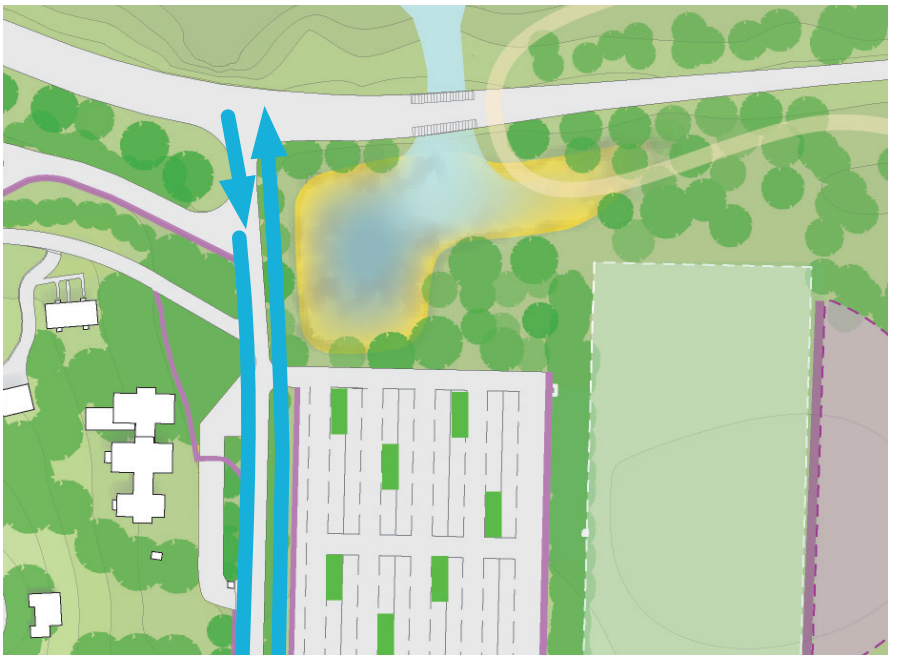
A minimal use service road would remain through the centre of campus, with an entrance and exit at the intersection between College Street and Chemin Moulton-Hill. The diagrams on the following pages show recommended vehicular routes through the campus, including routes for automobiles, service and campus security vehicles, buses or shuttles, and emergency access.



3.2
Bishop's University's campus showing proposed Perimeter Road.

3.2.2 Main Vehicular Entry

For those commuting by car, the main vehicular entry will be through the east campus gate. This route will provide quick and easy access to parking that is located just off of Highway 108, as well as access to additional parking along the Perimeter Road.



3.3
Plan showing Main Vehicular Entry.

3.4
View of existing campus entry.

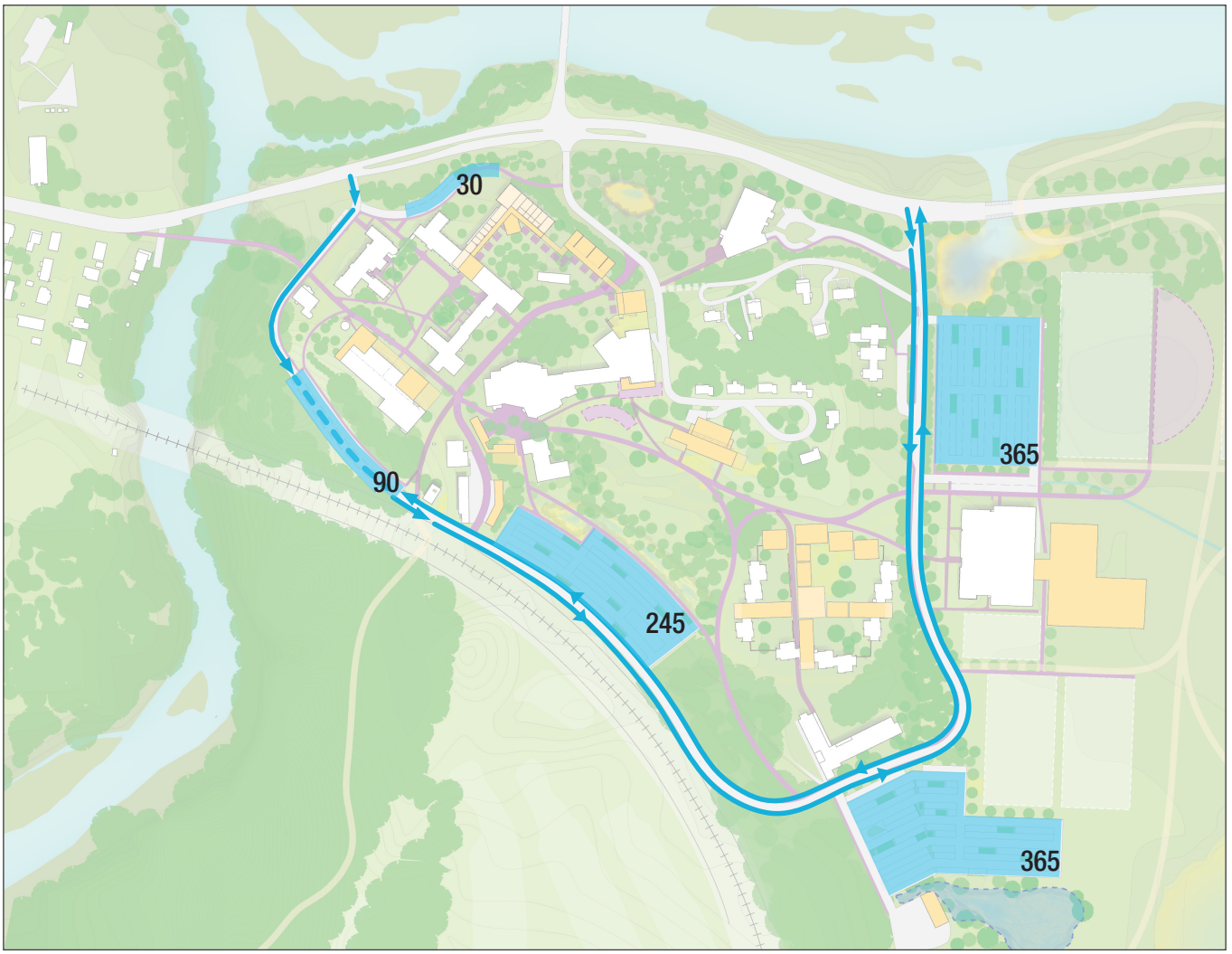
3.2.3 Ceremonial Entry

Visitors who want a more leisurely approach to the parking areas will enter through the west campus gate. This ceremonial entry will allow visitors to engage with strong views across the campus landscape and toward the main historic buildings of Bishop's.

3.5
View of existing drive in front of McGreer.

3.6
Sketch of proposed Ceremonial Entry.

3.2.4 Perimeter Parking Lots



3.7
Bishop's campus showing proposed perimeter parking lots and capacities.

3.8 (Top)
Southwest Lot, 245 Spaces.

3.9 (Mid left)
Southeast Lot, 365 Spaces.

3.10 (Mid right)
West Lot, 90 Spaces.

3.11 (Bottom left)
East Lot, 365 Spaces.

3.12 (Bottom right)
North Lot, 30 Spaces.

3.2.5 Parking Permits

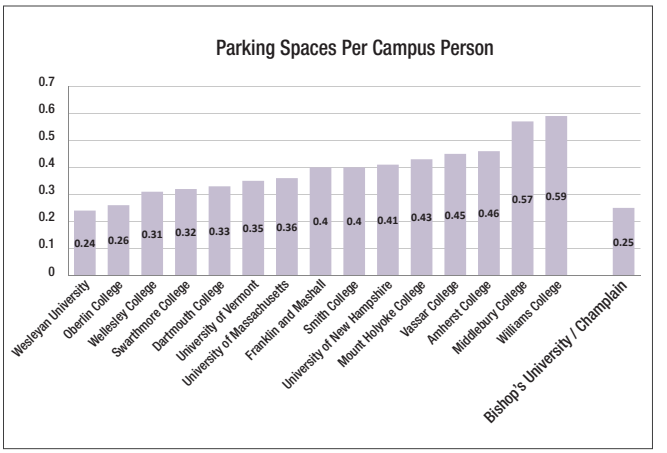
Bishop's currently issues parking permits on a tiered-fee basis, with each tier consisting of a different University constituency (Faculty/staff [Type A], Student [Type B], Sports Centre [Type S], Night Permits [Type N], and Arena [Type R]). Single or multiple tiers are assigned to specific lots on-campus during set times of day. Currently the University does not have parking control or monitoring systems in place, making it difficult to ascertain accurately peak demand by permit type, or current availability at specific lots. Significantly increased enrolment, the introduction of new or expanded facilities (i.e., the Business School, Learning Centre, and athletic facilities), and anticipated increases to on-campus residence capacity will impact future parking demand. As the architectural programs for these facilities are in the concept phase as of the development of this plan, the Master Plan seeks to consolidate parking areas in zones of the campus which can accommodate current demand and anticipated expansion while reducing vehicular/pedestrian conflicts, and cross-campus travel.

3.2.6 Quantity and Distribution

Parking capacity on the Bishop's campus is currently 1034 spaces across 24 separate lots, ranging in size from 3 to 332 spaces. Nearly 33% of the total campus supply is concentrated in small groups of spaces (the maximum of which is 60) surrounding the Old Quad. The balance of spaces is provided in larger lots adjacent to the Sports Centre/Tennis Courts, and south near Paterson Hall and other residence halls. The current ratio of 0.23 parking spaces per campus person (Bishop's + Champlain Regional College full- and part-time faculty, staff, and students) is a low number compared with similar institutions.

Of the approximately 2754 (full- and part-time) students at Bishop's, 524 or 19% received permits (Type B) in the second semester of the academic year 2010-2011. During the same period, of approximately 1180 (full and part-time) students at Champlain Regional College, 469 or 40% received permits (Type B). Further, it should be noted that a vehicle count conducted by University Security during the fall of 2011 indicates that on-campus resident parking demand peaked at 105, of which 10 permits were issued to first-year students. The number of on-campus residents at this time was 681.

Of the approximately 406 (full and part-time) staff and faculty at Bishop's, 100% received permits (Type A) in the second semester of the academic year 2010-2011. During the same period, of approximately 148 (full and part-time) faculty and staff at Champlain Regional College, 86 or 58% received permits (Type A). There are currently 234 spaces on campus designated for faculty and staff at both institutions combined. The ratio of .47 available spaces to aggregate permits issued is a low number compared with similar institutions where the average ratio is .7 designated spaces to faculty / staff permits issued (see figure 4.11).



3.2.7 Transportation Demand Management Strategies

It is recommended that the University initiate a Transportation Demand Management Study. This study would test strategies that promote alternative transportation options for faculty, staff, commuters and resident students, with the intent of reducing the quantity and impact of single-occupant vehicle use.

These strategies may include:

1. Installing a centrally monitored parking management and control system with the capacity to record occupancy counts 24 hours / 7 days by permit type. This system should also provide real-time data to drivers indicating current capacity at individual lots, thus minimizing cross-campus driving.

2. Establishing hourly / daily car-sharing opportunities on-campus through a vendor such as Communauto.

3. Establishing a car-free policy for first-year and possibly second-year resident students.

4. Providing guaranteed rides home and daily pass financial incentives for faculty and staff that choose to carpool or use public transit.

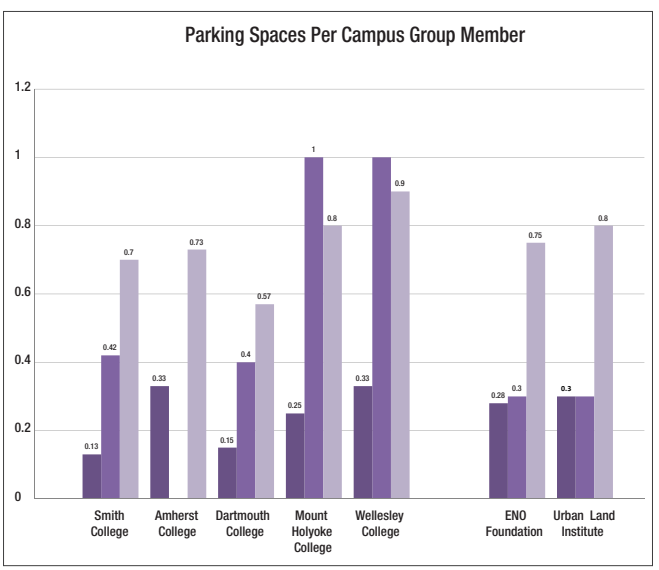
5. Establishing a database of housing clusters in order to target and manage rideshare opportunities.

6. Establish a web-based ride-share system.

7. Reserving highly desired parking spaces for carpoolers.

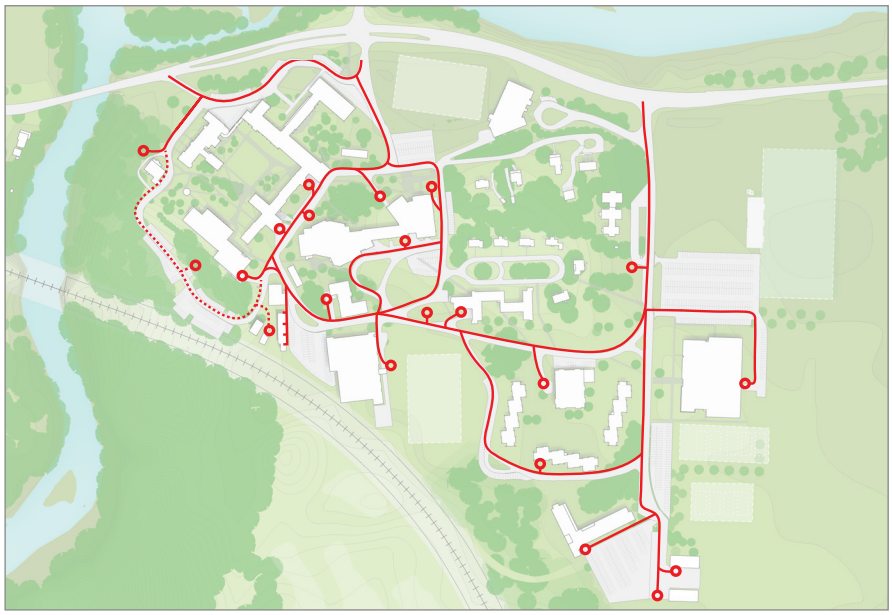
8. Providing financial incentives to faculty and staff to forgo the issuance of a parking permit.

9. Developing incentives and infrastructure for commuting via bicycle. This would include improvements and additions to dedicated off-campus bike lanes and shared streets, increased capacity of the Société de Transport de Sherbrooke's (STS) "Rack-N-Roll" program, as well as increased bicycle storage capacity on campus.

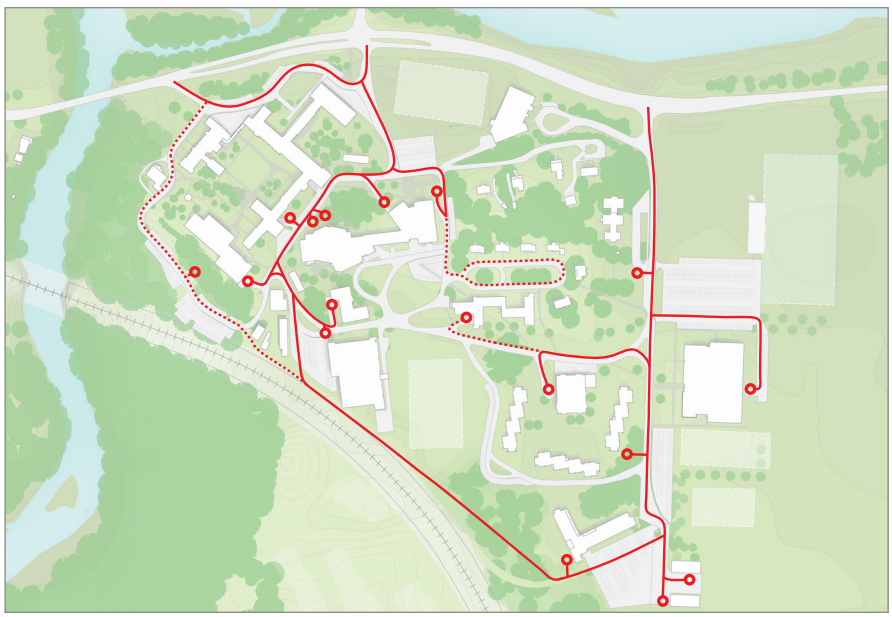


3.13 (Opposite and left)
Graphs showing the parking spaces allocated per person, as a comparison between a selection of small universities.

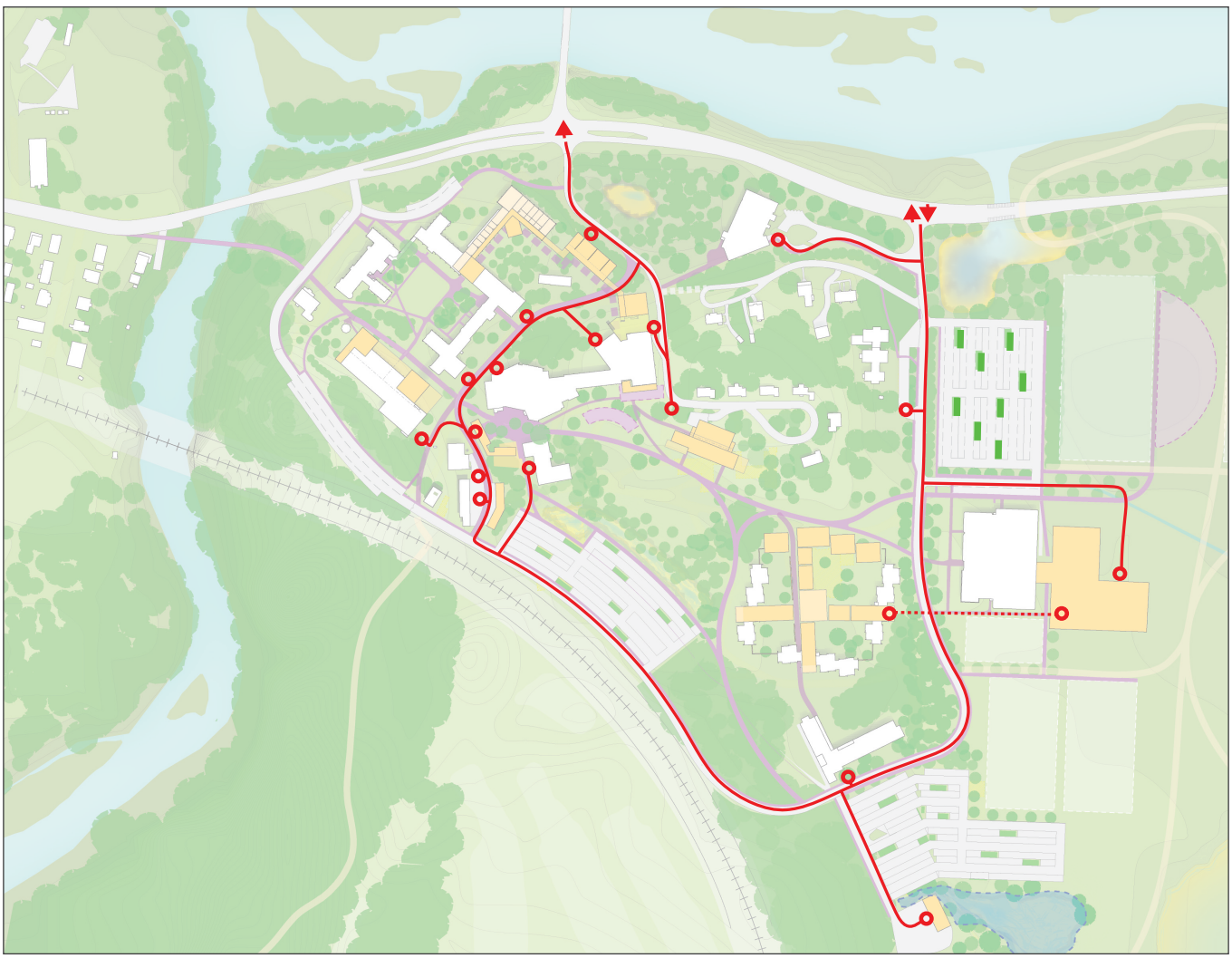
3.2.8 Service Routes / Loading Docks



3.14
Plan of Bishop's University's campus, showing existing service routes and access.

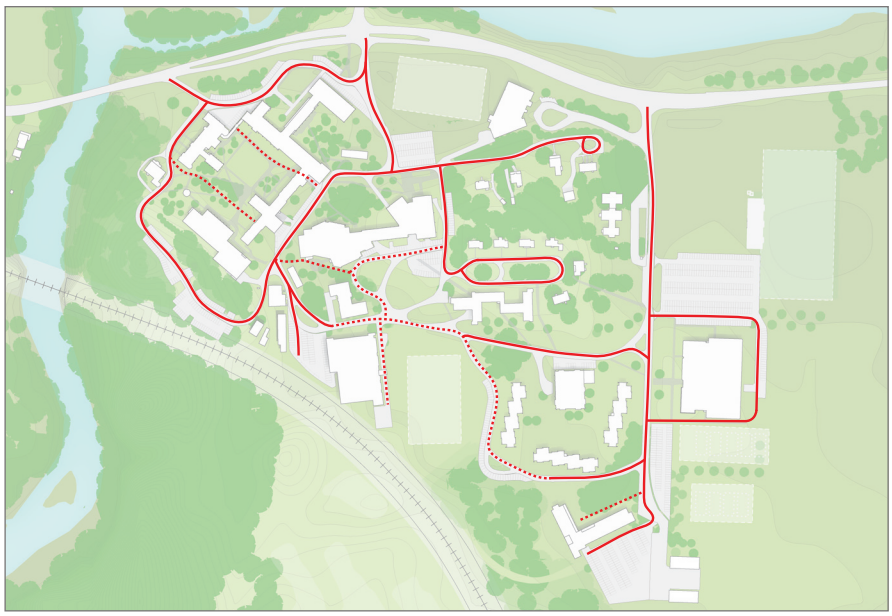


3.15
Plan of Bishop's University's campus, showing interim service routes and access.

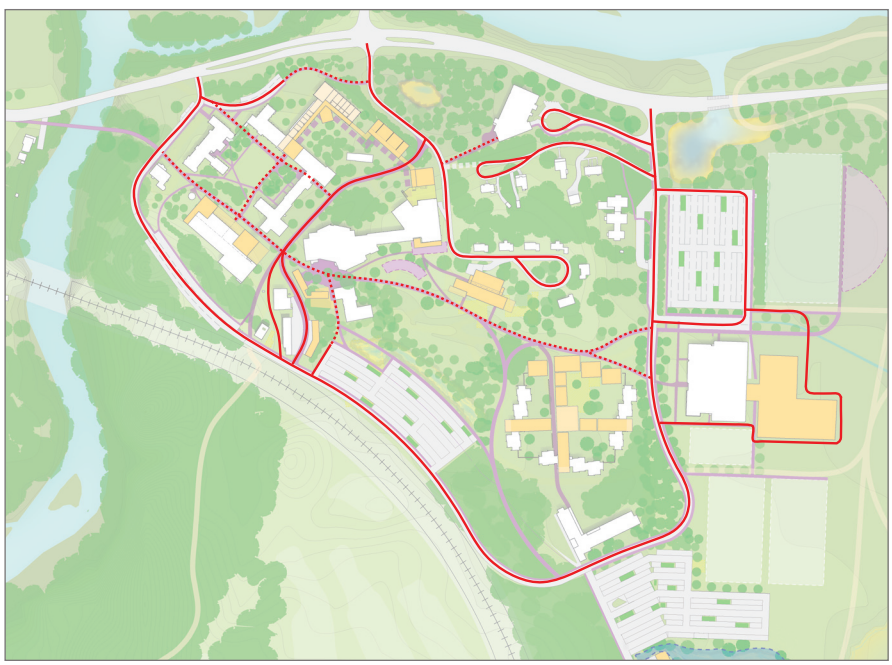


3.16
Plan of Bishop's University's campus showing proposed service and emergency access routes.

3.2.9 Emergency Access

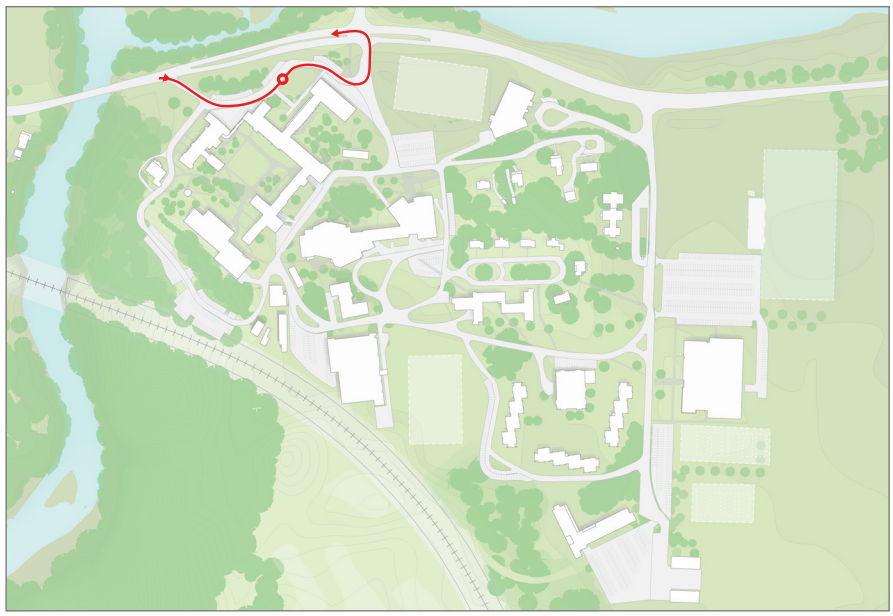


3.17
Plan of Bishop's University's campus, showing existing emergency access.



3.18
Plan of Bishop's University's campus, showing proposed emergency access.

3.2.10 Bus Routes



3.19
Plan of Bishop's University's campus, showing existing bus route.

3.20
Plan of Bishop's University's campus, showing proposed bus route.

3.3 A Pedestrian Campus

1. Make Passage Seamless and Easy

2. Set Up Sightlines

3. Respond to Place and Use

4. Provide a Clear Framework for Wayfinding

5. Create Thresholds

6. Provide Experiential Variety

Rather than using roadways as a shared space between pedestrians and vehicles, or navigating parked cars in order to enter a building, the pedestrian experience will be integrated into the campus landscape, the architectural framework, and the natural environment.

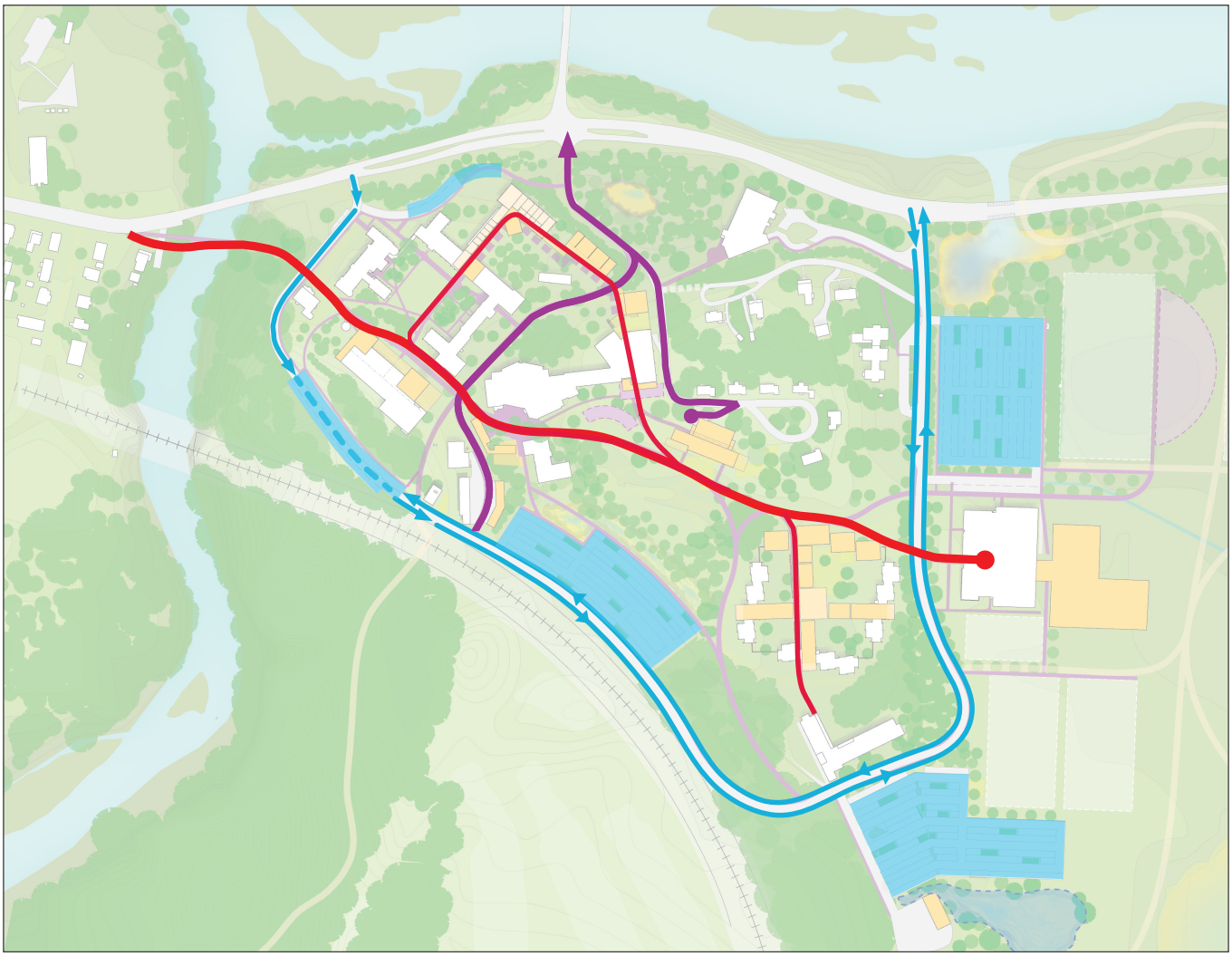
One benefit of having a compact campus footprint is the ability to have one major route that connects all of the primary activities of the campus. Major portions of a new primary cross-campus pathway laid out in the Master Plan exist already, but there is not yet a clear hierarchy of pathways that would indicate that the combined components of this pathway are a direct means of traversing the campus.

The new cross-campus pathway begins with a new pedestrian bridge branching off from the sidewalk along College Street in Lennoxville, west of the Massawippi. Rising to a grade that is level with the core of campus, this elevated pathway would carry pedestrians over the river, through a wooded landscape and toward an arrival view of McGreer Hall. Passage would feel seamless, easy, and distinctive, making the moment of pedestrian arrival a moment to celebrate the campus, its architecture and its setting.

The pathway would be recognizable as a continuous element, but also highly responsive to place and use along its length. Aspects of sight lines, threshold, experiential variety, and a clear framework for wayfinding would be considered along with material expression and width. This main pathway will cut across the campus diagonally, connecting the new bridge with the Sports Centre at its terminus. This path has been designed to take advantage of southern exposure, maximizing the potential for winter comfort. A secondary pathway, which carries foot traffic through existing and new courtyard enclosures, will connect with the main cross-campus path in two locations, thus forming a pedestrian loop at the core of the academic campus.

3.3.1 Main Campus Path

One of the major goals of the master plan is to make the campus more walkable. Although pedestrians, cyclists, and vehicles all need to be accommodated on campus, it is the organization of pedestrian circulation that should be given precedence in the central spaces of the campus. The strategic rearrangement of parking and vehicular traffic on the campus will allow for true pedestrian sovereignty to be feasible.



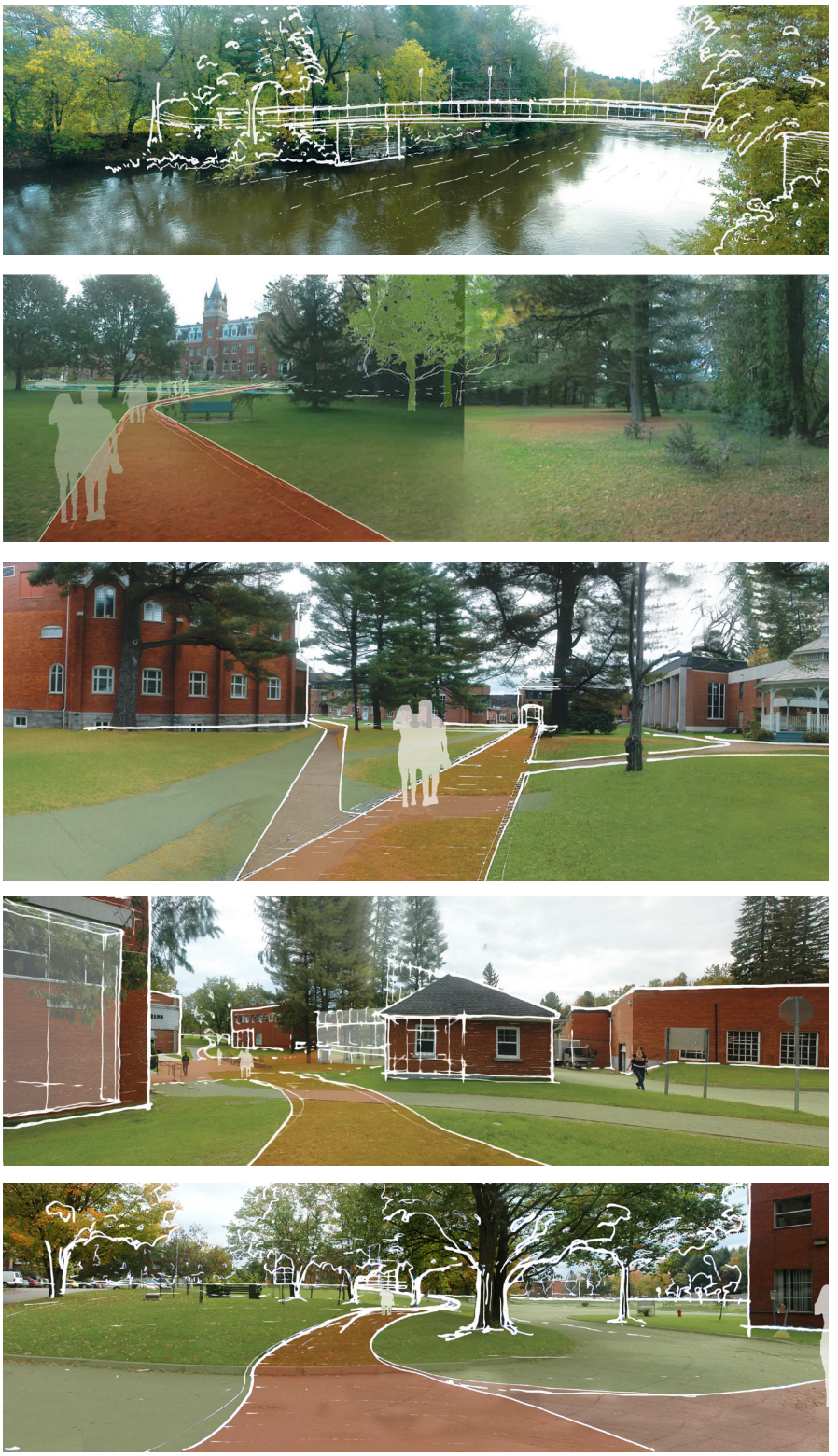
3.21
Bishop's University's campus showing proposed vehicular, service, and pedestrian circulation.

3.3.2 River and Main Pedestrian Entry from Lennoxville

The Massawippi River, which forms the western edge of campus, offers stunning natural scenery in a comparatively calm and quiet environment. The construction of a new campus entry via a pedestrian bridge across the river will draw this landscape into the shared experience of the campus, providing a unique threshold into the campus that registers the change of the seasons and the annual cycles of regional flooding.

A new pedestrian entry across the Massawippi will branch off from the current pedestrian approach along a sidewalk across the vehicular bridge. Following the landmark of McGreer through a loose canopy of trees, the new bridge will cross at an elevation high enough to bypass the steep slopes on the eastern banks of the river.

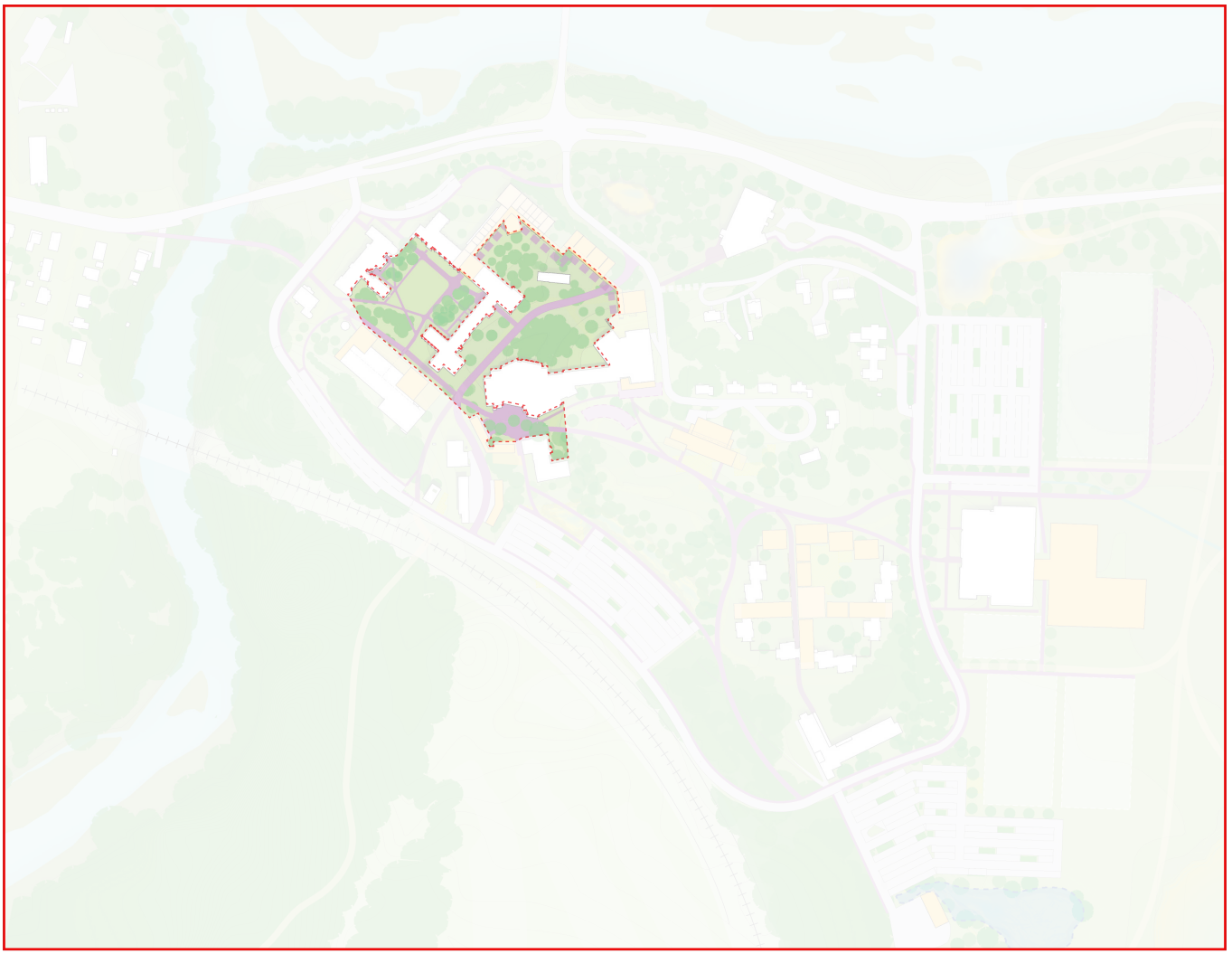
3.22
View showing proposed pedestrian bridge.



3.23
Sketches of the proposed pedestrian path through the Bishop's campus.

3.3.3 Bicycles

The new hierarchy of paths provides clarity of wayfinding and ease of use, and creates a safe environment for pedestrians. The central pathway will be wide enough to accommodate both pedestrians and bicycles, while the secondary pathways will be pedestrian only. At the other scale of bike travel, College Street should also be reconfigured to accommodate an on-road lane for bicyclists.



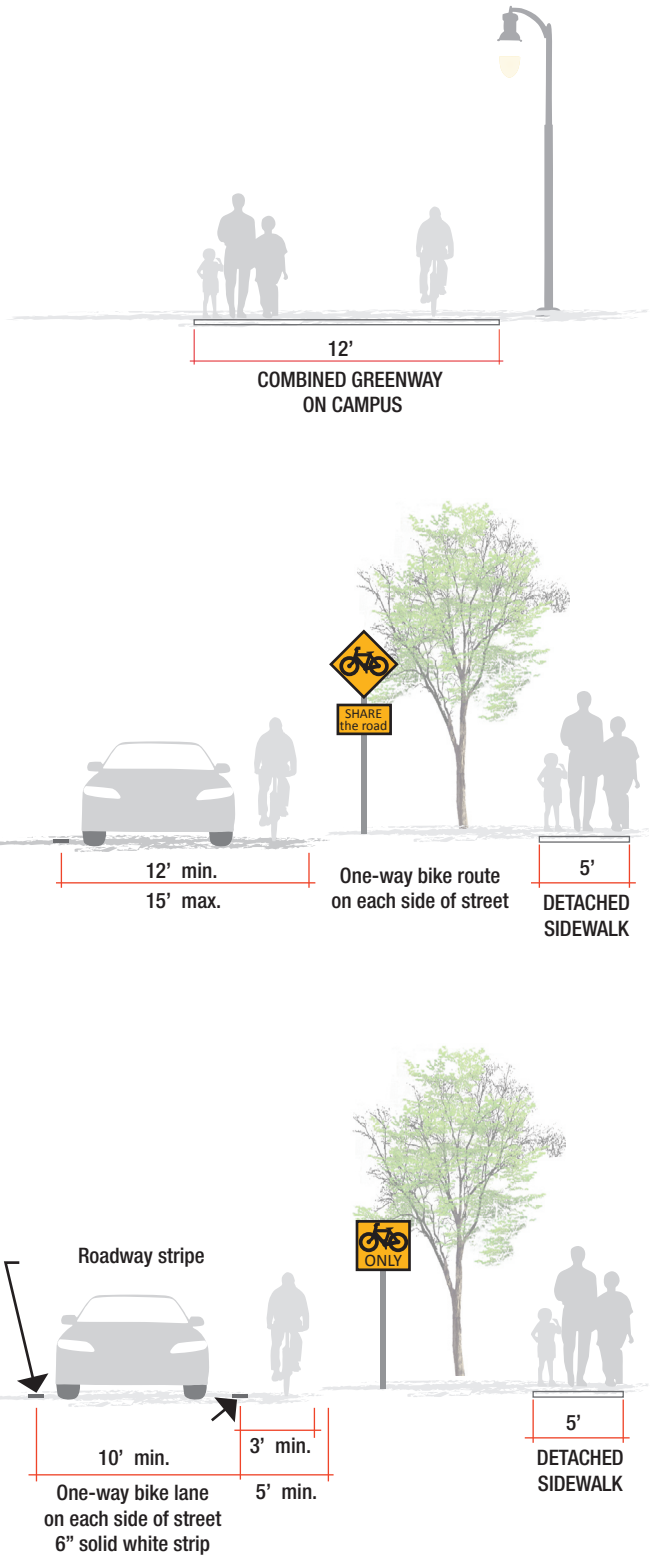
3.24
Bishop's campus showing proposed Dismount Zone, within which bikes must be walked.

1. Bicycles will be prohibited from special areas of pedestrian movement. These conflicts between pedestrians and cyclists will be resolved by establishing dismount zones within the campus where all bicycles will be walked.

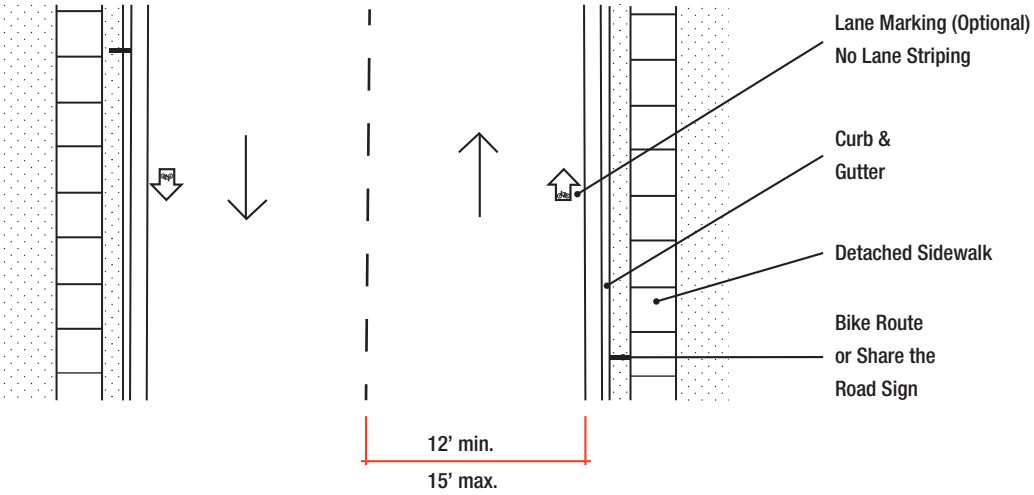
2. Recreational bicycle paths will run parallel to pedestrian paths. Paths for bicycles along College Street will carry special markings distinguishing them from all other paths along the street.

3. Bicycle lanes should be separated within traffic corridors and where space permits. Although these bikeways are the backbone of the system, alternative routes will be available to bicyclists. Bicycles will be permitted without preferential treatment on any street on the campus that serves normal vehicular traffic.

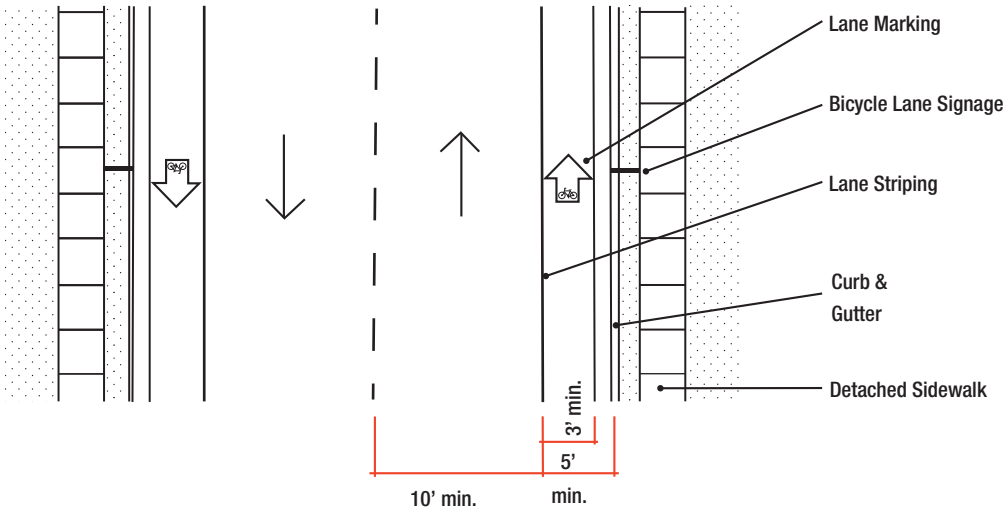
4. Bicycle parking should be provided in ample supply and kept as close as possible to the path system. Possible locations include major activity nodes, such as the Library Commons, the Academic Quad, Sports Centre, recreational fields and Student Centre. Bicycle parking should also be built in selected vehicle parking lots and along selected roadways.



3.25
Diagrams showing recommended bike paths widths.



ON-STREET
BIKE ROUTE/ SHARE THE ROUTE



ON-STREET BIKE LANE

3.26
Diagrams showing widths of recommended bike paths.

3.27 (Opposite)
View of existing Route Verte bike path leading away from Bishop's University's campus.

3.3.4 Further Recommendations

1. A bicycle advisory committee should be established to address bicycle related issues and assist with future transportation and campus plans.

2. Bicycle accommodations should be incorporated into all new construction.

3. The University should implement a bicycle registration policy.

4. Coordinate with the Société de transport de Sherbrooke (STS) to assure all buses serving Bishop's campus are equipped with bicycle racks.

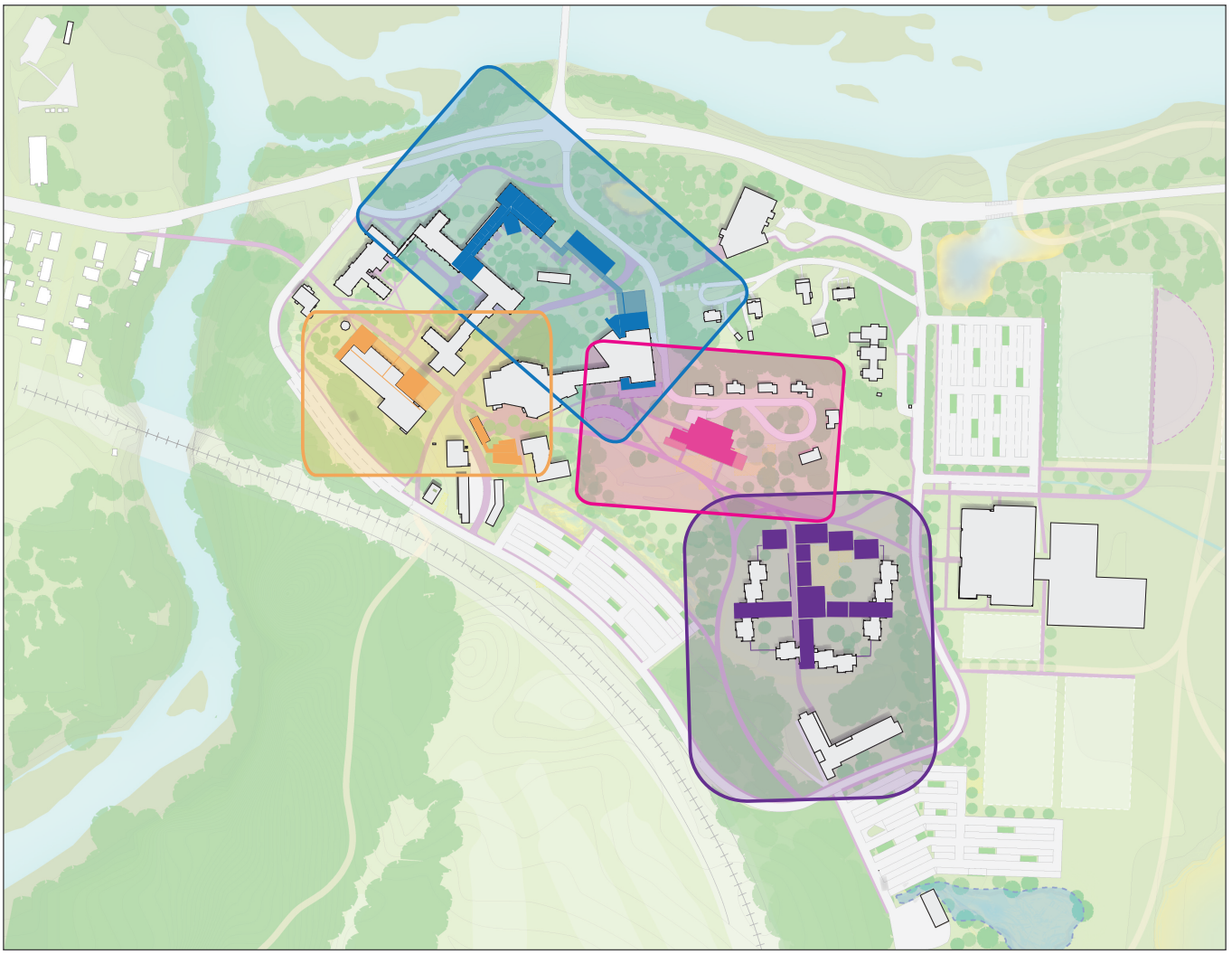
5. Expand outreach efforts to inform potential bicycle users of incentives (i.e., enrollment in an emergency ride home program).

6. Arrange for reduced rates on STS buses for University community members as an alternative to bicycling when weather conditions or other factors make bicycling challenging.

7. Provide covered and secure bicycle storage facilities such as bicycle lockers.

8. Provide bicycle amenities such as access to showers, changing areas, and air pump stations.

3.4 Landscapes and Buildings



3.28
Plan of proposed Master Plan of the Bishop's campus, showing new building footprints by program type.

The integration of architecture and landscape should reciprocally support the larger campus experience, creating moments of enclosure, openness, threshold, shelter, and community. Even in a relatively compact campus like Bishop's, it is important to have a sense of neighbourhood and identity within campus precincts. Distinctive placemaking can be used to support the cohesive whole of the campus, ensuring a diversity of experience and a strong sense of orientation within the larger landscape.

A general arrangement of buildings by program use already exists on the campus. For instance, the bulk of the academic buildings are clustered in the northwest corner of the campus, while the residential buildings consist of a more sprawling arrangement in the southeastern area of the developed campus. Athletic uses are split on either side of housing, while student life occupies a small, but central, position on campus.

The Master Plan builds on this existing arrangement, while solidifying it to a small degree and taking advantage of the opportunities presented by the main pedestrian path. A new addition to the library broadens the reach of the academic core across the Quad. Student life is given expanded territory in the central campus. Athletic fields are consolidated on the eastern edge of the central campus, where the flat plains of the athletic fields are more sympathetic to the larger landscape, and the John H. Price Sports Centre can more easily provide support to outdoor activities.

Library Commons

Residential

Academic

Student Centre

3.4.1 Library Commons

Parallel with the development of the Master Plan Report, Bishop's University has embarked on a redefinition and reprogramming of the University library to "…provide improved support for teaching and research, offer access to technologically advanced facilities, integrated academic support services and programs, and innovative study and meeting rooms."

The Master Plan Report identifies strategies for the expansion of the library to accommodate this new program and create a stronger spatial connection between the reconfigured Library Commons, the Old Quad, and the existing Academic and Arts Precincts. Anticipated space needs within the Library Commons include the following:

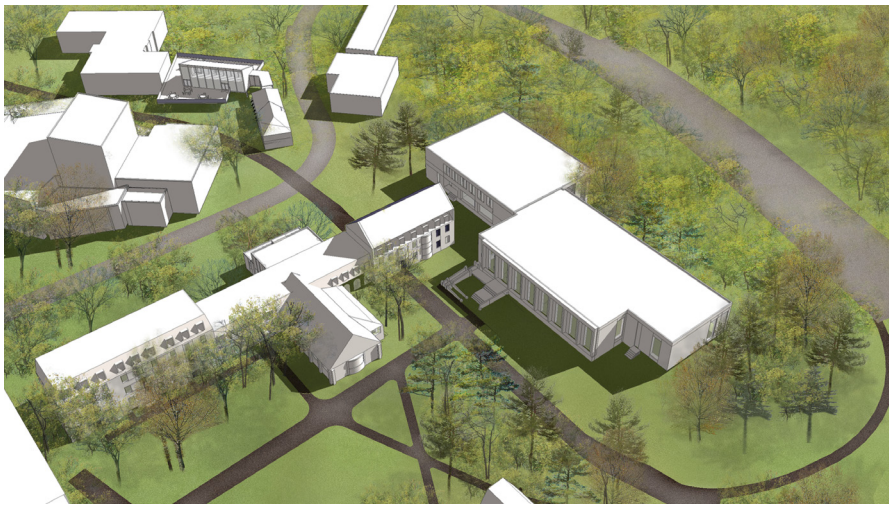
3.29 Existing ground floor plan of the Library, and the Pollack and Norton residences..

A Digital Media Centre, including digital repository, multimedia "lab," and music listening room; an Information Repository, Rare Book Archive, and Art Bank; an Information Literacy Technology (ILT) course room; special needs facilities; Map Collections space; smart classrooms, including seminar rooms, video conferencing space, and meeting rooms for small and large groups.

The Library will also include a study hall, collections storage (stacks), archives, and special collections, microfilm / fiche, government documents, and a café.

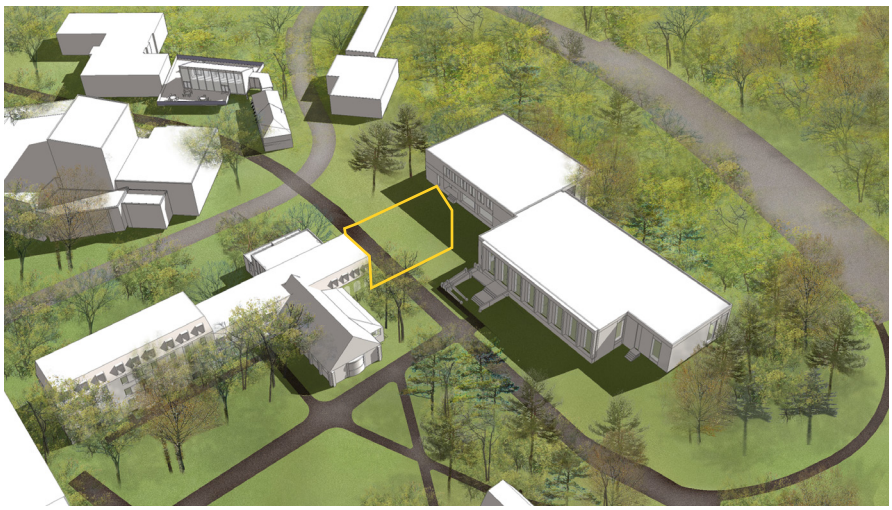
The Library Commons will also consolidate the resources of the University's Writing, Math Help, Physics Help, Teaching, and Eastern Township Resource Centres under

3.30 Schematic organizational plan of proposed Library Commons.



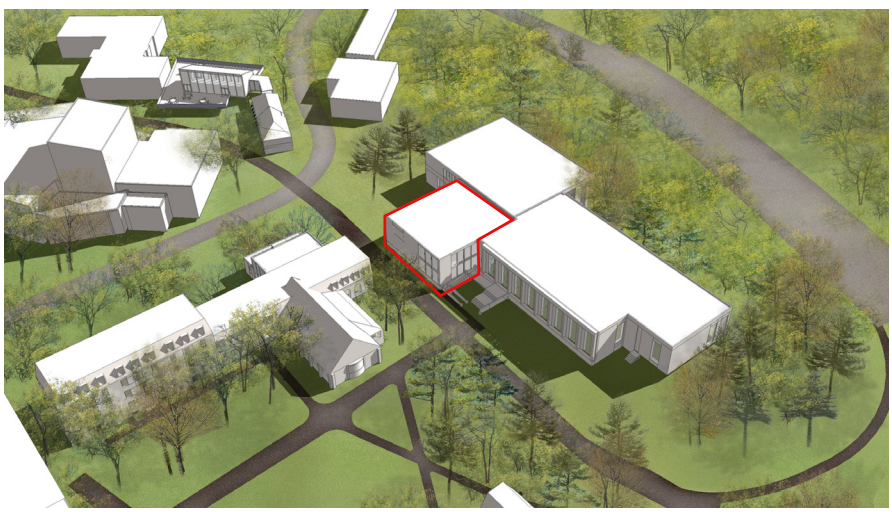
Existing

3.31
Existing conditions of the library.



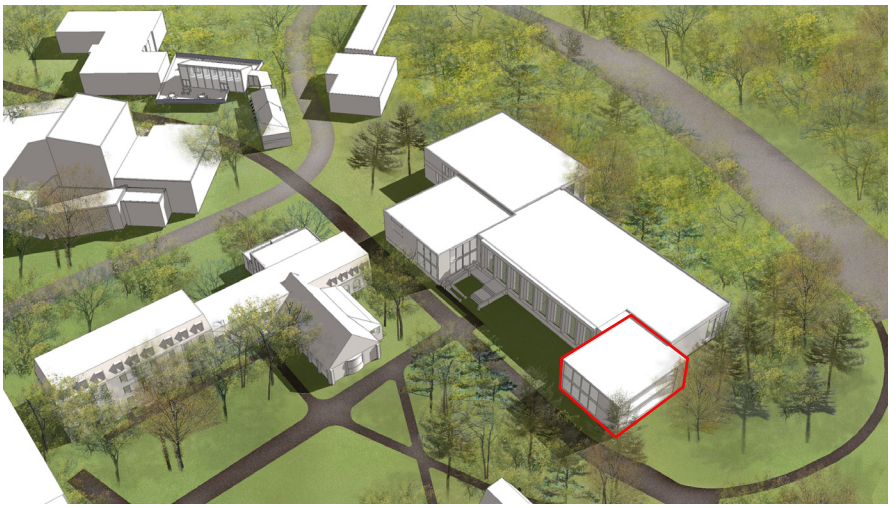
Phase 1

3.32
Removal of west wing of Pollack Hall.



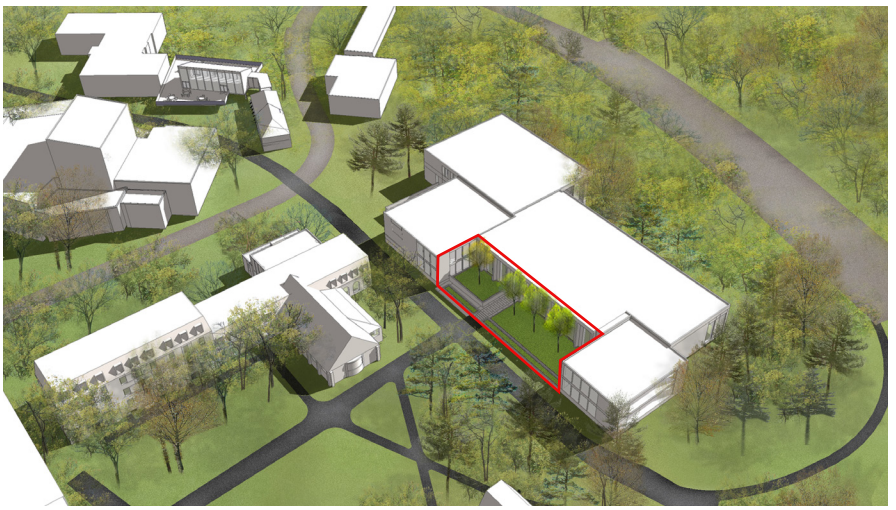
Phase 2

3.33
Construction of first new Library Wing.



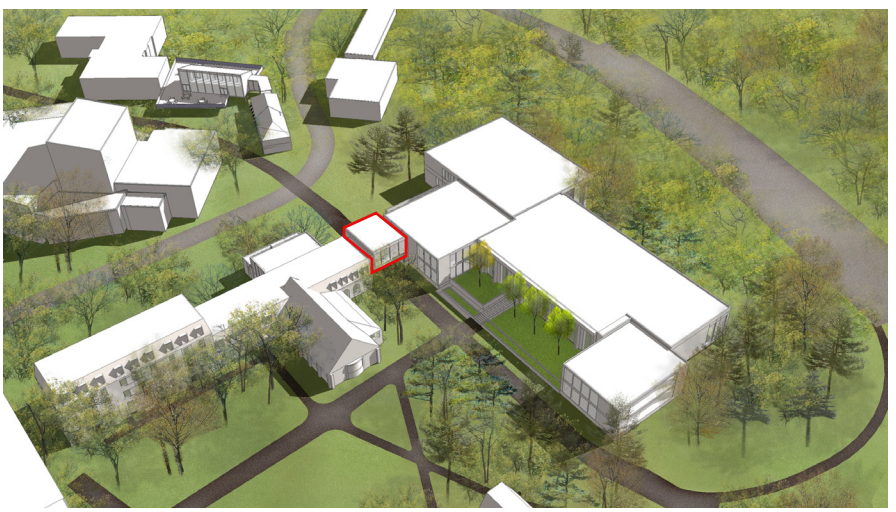
Phase 3

3.34
Construction of second new Library Wing.



Phase 4

3.35
Construction of Library Courtyard.



Phase 5

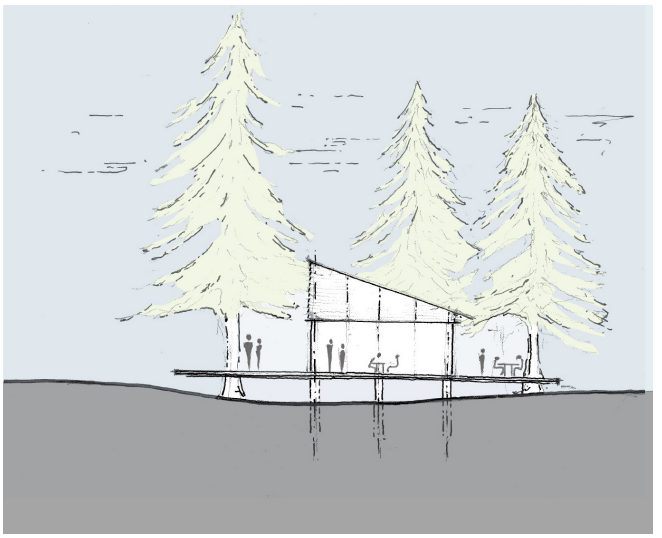
3.36
Construction of Connecting Bridge.

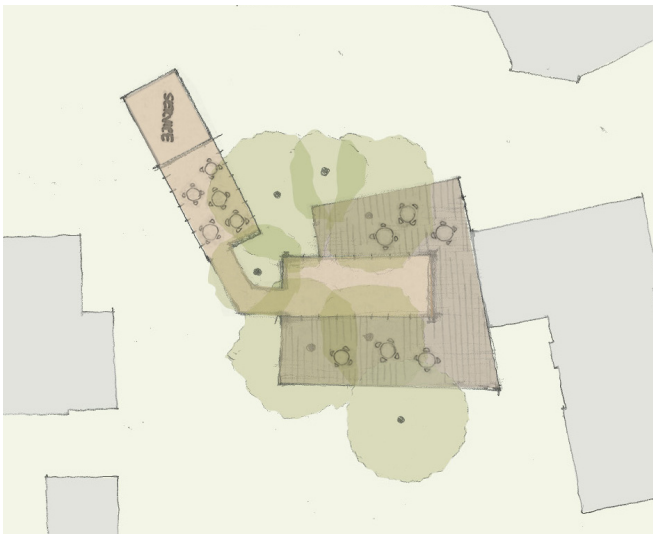
3.37 Aerial view of the proposed Library Commons.

3.4.2 Centre Campus

One of the most important principles of the Master Plan is the necessity for creating, reinforcing, and at times simply revealing connections amongst people, the spaces they inhabit, and the spaces they move through or view at a distance. Where existing use patterns are strongly developed, such as the Academic Quad, this principle is addressed by strengthening or introducing new spatial relationships within the campus landscape or amongst buildings. However, there are instances when the introduction of new program or social space may be necessary as one element of building connection.

The proposed Arts Café is such a program. Located within the pine dell adjacent to the Molson Arts building and Centennial Theatre, this new social space will provide an informal setting for those working into the evening at the Library Commons or arts studios, those attending pre- or post-event gatherings at the theatre, gallery, or art studios or those simply looking for quick refreshment throughout their day. Constructed amongst the trees, the proposed Arts Café, conceived as an activated space seamlessly woven into the fabric of campus life, seeks to blur the boundaries between building and landscape.





3.38
Sketches for a new Arts Café.

3.39 Schematic organizational plan of proposed Arts Café and new Buildings and Grounds facility.

3.4.3 Residential

In April 2009, the University completed a feasibility study for new student residence facilities. Consistent with recent student housing development at other Canadian and American universities, the study addressed the provision of new suite type accommodations similar to those recently constructed at Paterson Hall. At the time of the study an additional 150 beds (to the current 681) were to be provided on Campus.

The analysis considered the following four scenarios:

3.40 Plan of existing residential sector. Red arrows indicate existing entrances.

1. The enlargement and transformation of Mackinnon Hall.

2. The renovation of Mackinnon Hall.

3. Demolition of Mackinnon Hall, and construction of a new residence hall on its former site.

4. Construction of a new residence hall elsewhere on campus.

3.41 Schematic organizational plan of proposed residential quad.
(Red arrows indicate proposed entrances)

The study determined that the renovation or addition to Mackinnon Hall (options 1 & 2) would not yield the types of space desired without significant seismic, mechanical, building envelope, life safety, and accessibility upgrades, the costs of which would be similar to those of new construction. Demolition and new construction in place (option 3) would take Mackinnon's 112 beds off-line for at least one academic year, but likely longer given the necessary abatement of asbestos having to take place prior to demolition operations. Given these scenarios, the report recommends the construction of new residences elsewhere on the Bishop's campus.

The Master Plan calls for the phased development of new residences within the existing residential precinct, currently defined by Kuehner, Abbott, and Munster Halls. Originally planned as a series of 12 vertically-organized three-storey units (each with 8 beds per floor) and each with separate entrances, Kuehner, Abbott, and Munster tend to act like linked but very independent townhouses. In order for residents to visit another unit, they must exit the building and re-enter, or travel to the basement where lateral corridors link the units. The lack of intentional communal space and a graceful means of connecting these residential units serve to fragment the residential identity of each Hall and diminish a sense of community.

The first phase of the proposed plan calls for the addition and transformation of Kuehner, Abbott, and Munster. New wings are introduced in each hall which provide a net increase of 120 beds, thereby allowing for the removal of Mackinnon Hall. These new wings allow for the cross-connection of existing floor plates and introduction of new lateral corridors on each floor.

The second phase of the proposed plan calls for the construction of a new Student Centre and Dining Facility on the former Mackinnon site. A more detailed discussion of the Student Centre follows.

The third phase of residential development would commence once the new Student Centre is on-line and Dewhurst dining facility demolished. This phase would see the completion of the Residential precinct organized as a series of smaller quads or residential houses. Each house would surround an exterior space of its own for outdoor activities. These spaces would also serve as transitional entry spaces for each residence. Passing through this group of quads, along the north-south axis, the primary campus pedestrian path links Paterson to the campus centre and a centrally located Common Room within the residential precinct.

Phase 1

3.42
Removal of building modules having mis-aligned floor plates. Removal of head-in parking and vehicular access at residence loop road. Vehicular access limited to service and emergency vehicles.

Phase 2

3.43
Addition of new residence buildings.

Phase 3

3.44
Demolition of Mackinnon Hall.

Phase 4

3.45
Addition of new Student Centre.

Phase 5

3.46
Demolition of Dewhurst Dining Hall.

Phase 6

3.47
Addition of final residence buildings.

3.4.4 Academic

The Master Plan seeks to clarify entry and movement through the academic precinct, creating stronger connections to the landscape, and providing generous social space for planned and chance encounters.

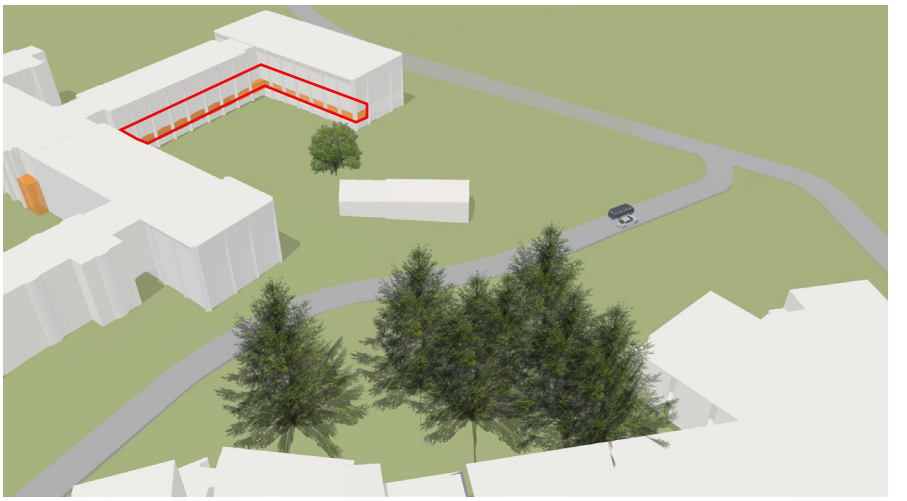
On the first level, circulation linking all buildings (existing and proposed) is relocated from the centre of the buildings to the predominantly south and southwestern courtyard faces, forming an all-season cloister.

3.48 Existing ground floor plan of academic precinct.

Level with the old quad, this promenade will provide a fully accessible link between existing and proposed academic buildings, and the first floors of Marjorie Donald House and new Student Centre.

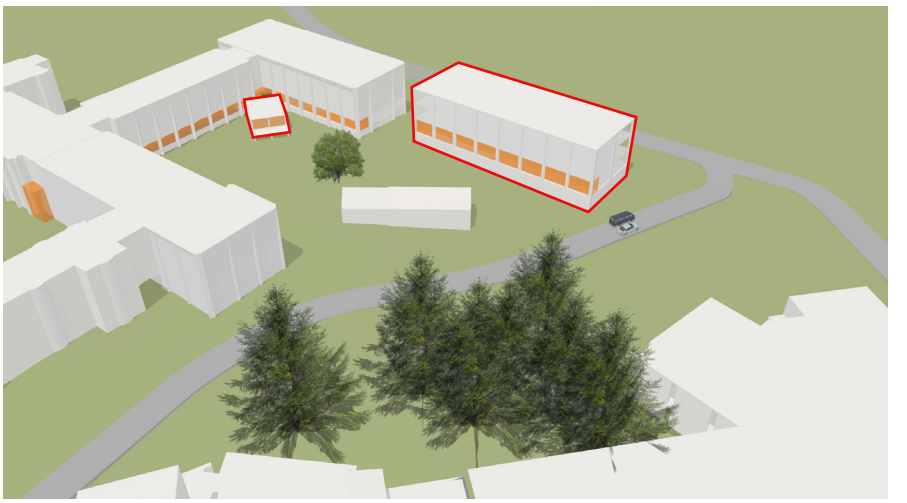
This reorganized pedestrian path will act as an armature supporting informal gathering spaces through all seasons.

3.49 Schematic organizational plan of proposed academic precinct.



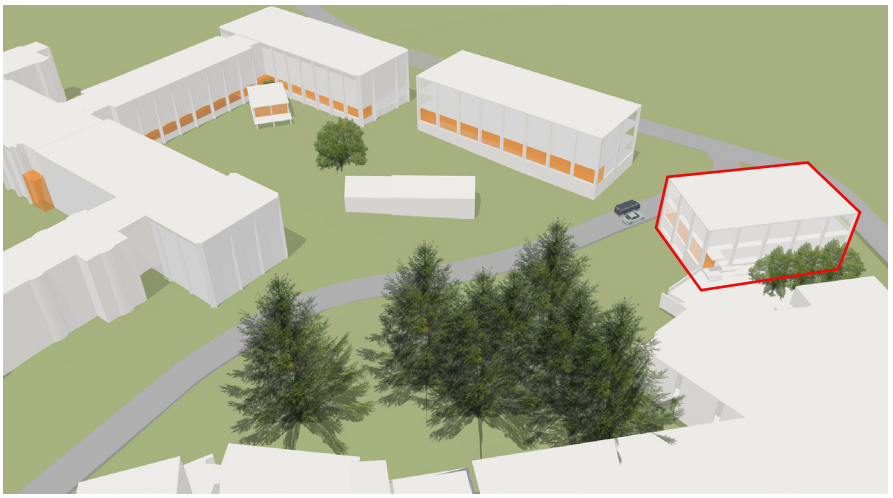
Phase 1

3.50
Renovation of existing buildings, moving circulation from the centre to the periphery.



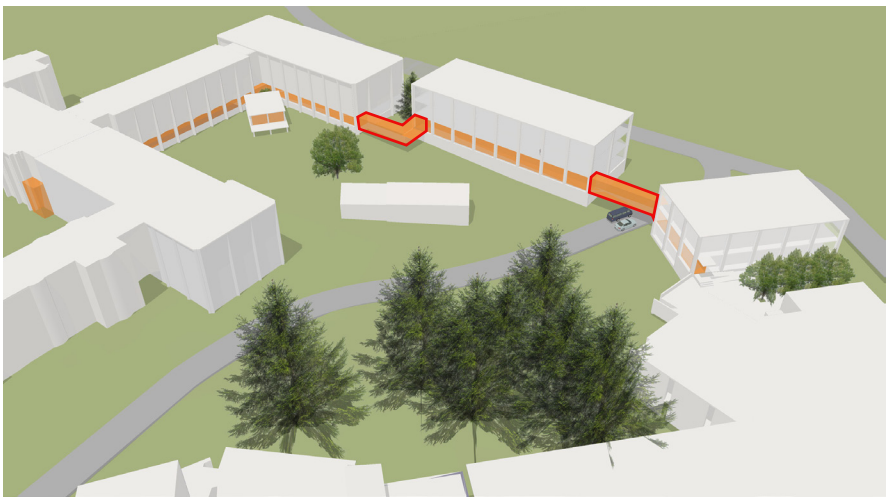
Phase 2

3.51
Construction of Café pavilion and new academic building.



Phase 3

3.52
Construction of new academic building and courtyard.



Phase 4

3.53
Construction of pedestrian bridges, linking the Old Quad through Johnson to Marjorie Donald House and proposed Student Centre.

3.54 Panorama showing proposed cademic quad.

3.4.5 Student Centre

The principles guiding the development of the new Student Centre are as follows:

1. Reinforce and energize the pedestrian network of the campus.
2. Provide a balance of programmed and programmable spaces that accommodate flexibility and variety over time.

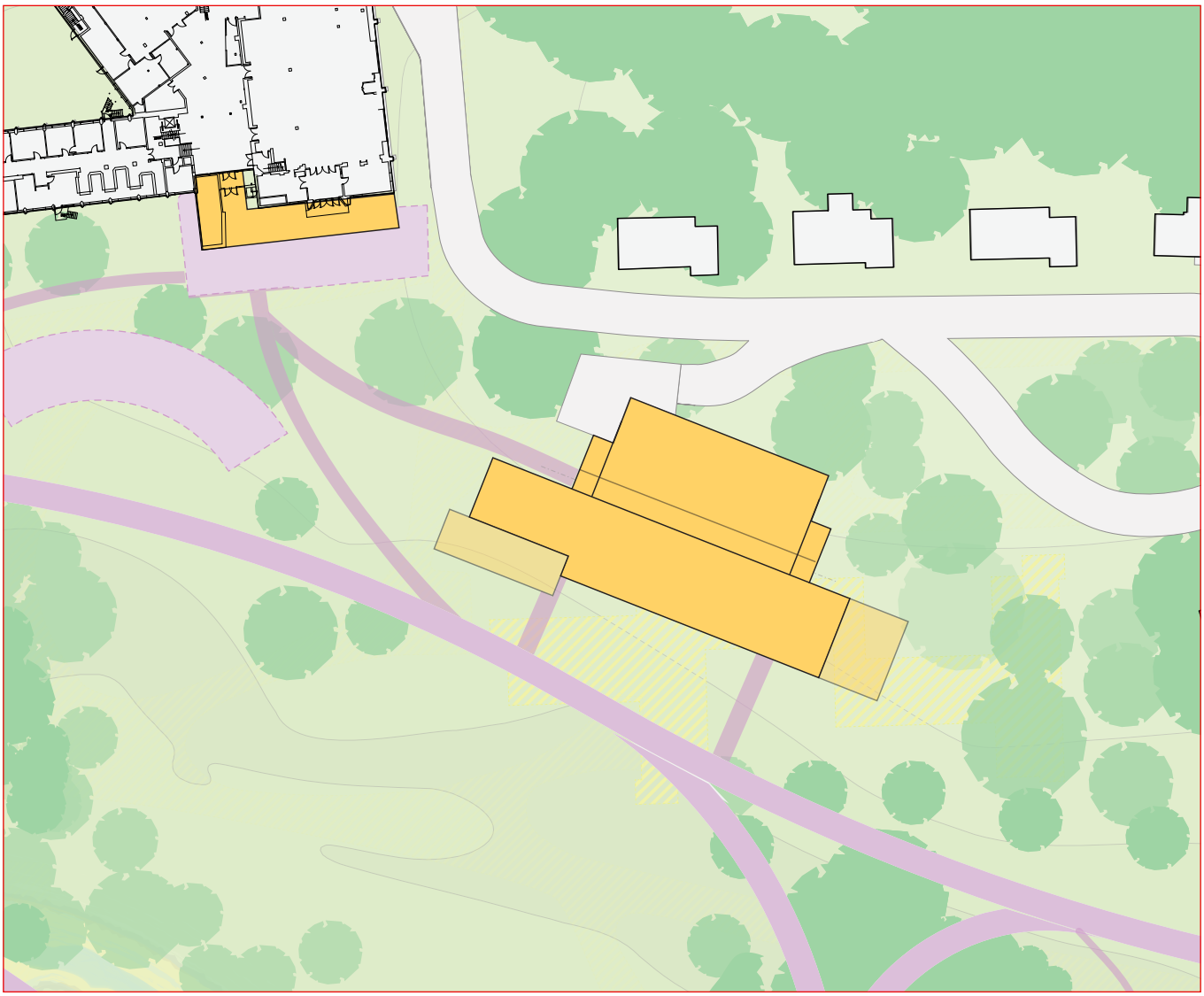
A recent survey of over 40 recently constructed student Centres across North America reveals a broadening of building programs and uses incorporated into these facilities, as well as shifts in the quantity of space dedicated to uses traditionally found in student centres.

The following summary outlines these programs, and identifies challenges and opportunities amongst them.

3.55 Existing ground floor plan of Mackinnon Hall, the site of the proposed Student Centre.

1. **Food Services:** As noted in Bishop's Survey of Dining Services and Facilities carried out in 2009, the variety and quality of dining options increasingly reflect the diversity of student interests. Though the trend of providing many small dining services within academic buildings and libraries continues to grow, thus decreasing demand for dining service in the student centre, food service space still makes up almost 37% of the total assignable square footage for student centres on campuses of fewer than 8,000 students. Back-of-house space dedicated to food services has decreased as food preparation takes place in front of customers.

2. **Bookstore Facilities:** Bookstore facilities have grown in recent years to include the sale of soft goods, gifts, and leisure books, incorporating cof-



3.56 Schematic organizational plan of the proposed Student Centre.

fee houses and convenience stores, as well as accommodating offices on the sales floor. This has dramatically changed rule-of-thumb space projections of approximately one square foot of bookstore per full time student to almost two square feet.

3. **Ballroom Facilities:** Many campuses include a ballroom which doubles as lecture or multi-purpose space in the programming of new student centres. Twelve square feet per seat is the typical standard applied to most new ballrooms. These spaces are flexible, often provided with pre-function area and adjacent food service / catering kitchens, and often incorporate sophisticated audio-visual capabilities.

4. **Student Organization:** Student organization space typically varies from .5 to 1 square foot per full-time student. This space would consist of dedicated offices for primary organizations, such as student government and the campus newspaper, as well as shared student workspace for club use with space assigned on an annual basis.

5. **Administrative Offices:** Increasingly, student centres are incorporating financial aid, bursar, and registrars offices or satellite offices as one-stop service centres. These range in scale from an enhanced information / referral desk, to an entire suite of student service offices.

6. **Conference / Meeting Rooms:** A key early programming decision is whether the University should incorporate conference facilities within the Student Centre. These spaces are intended to compliment a larger

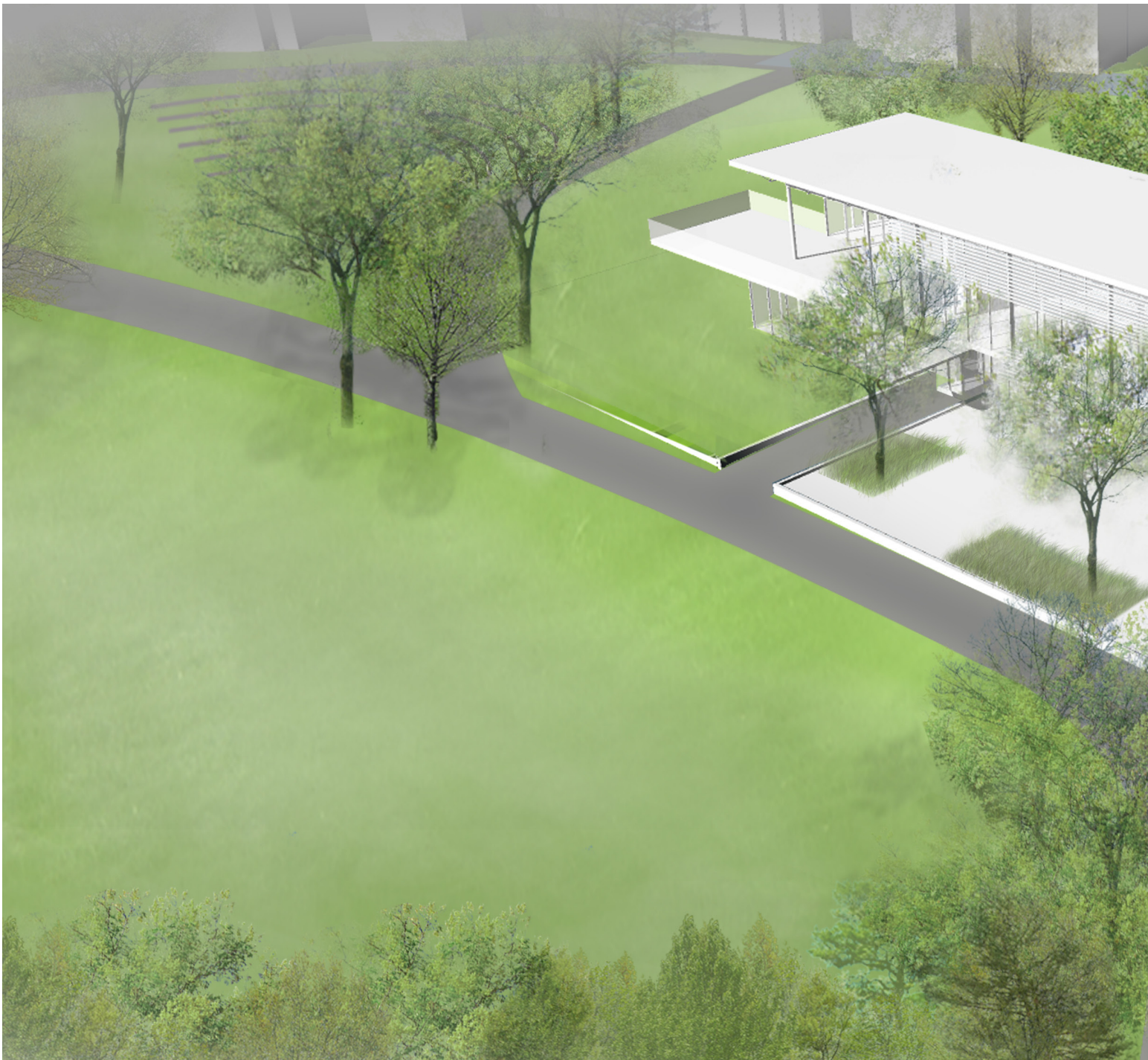
3.57
Existing condition at the centre of campus.

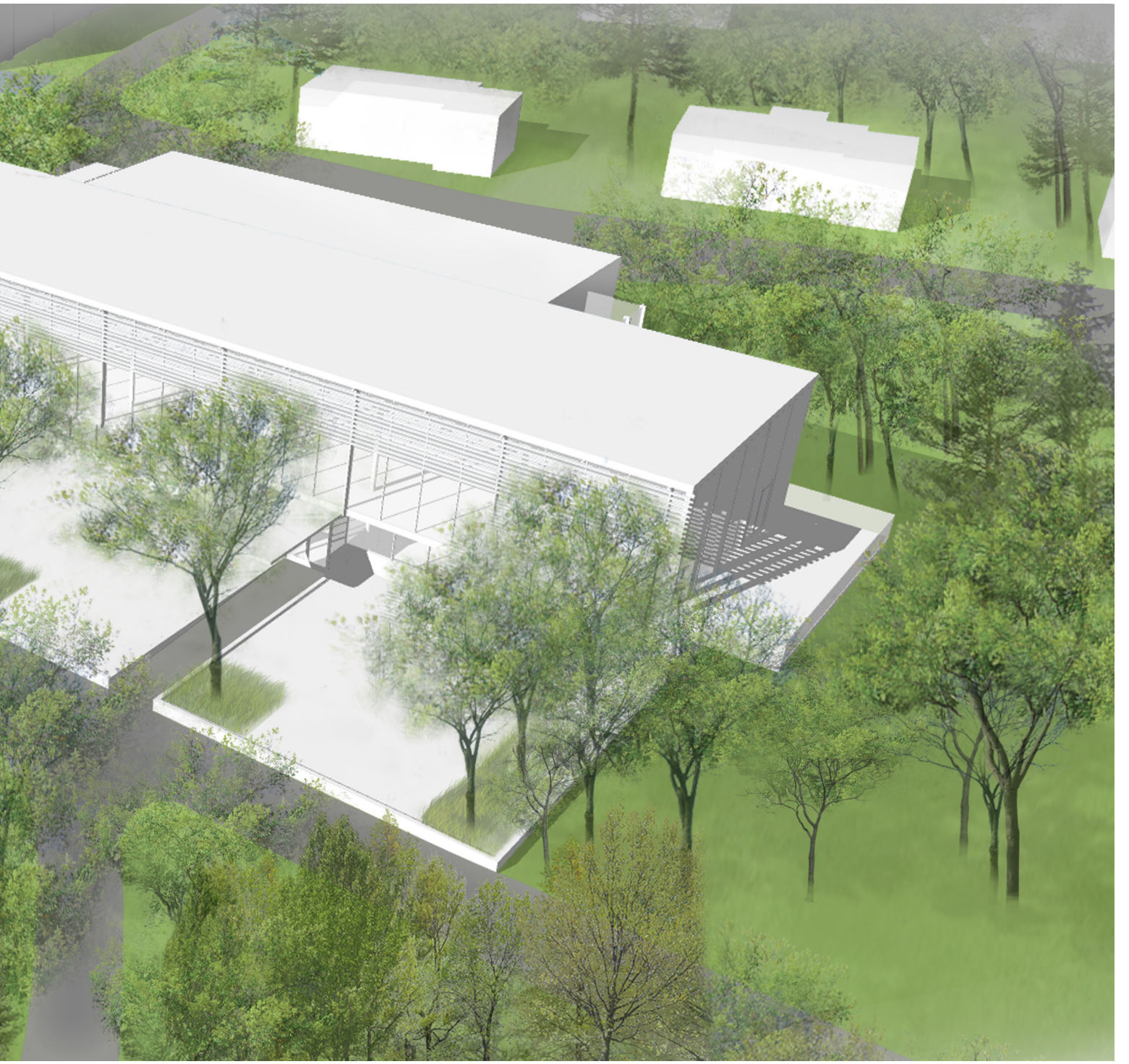
meeting hall, and act as a breakout space during conferences. Flexibility in layout should also facilitate use as seminar rooms and classrooms. Ideally, these would be located so as to provide visual and acoustic separation from noisy, high-use areas.

7. **Theatre / Auditorium:** The most common type of theatre space in student centres is flexible and adaptable to a variety of informal demands. This space can act as a movie theatre, lecture hall, music club, or venue for student performances.

8. **Lounge Spaces:** Successful student centres are not just places to eat or pick up mail, but have grown to become social and study spaces in their own right. A range of spaces should be provided which facilitate relaxed social exchange as well as opportunity for quiet, focused study.

3.58
Proposed Landscape at the Student Centre.





3.59 View of proposed Student Centre, with faculty housing in the background.

3.60
Bishop's University, 2012. Existing campus.

3.61
Proposed Master Plan.