



CONCORDIA UNIVERSITY MASTER PLAN  
LOYOLA AND SIR-GEORGE-WILLIAMS CAMPUSES

PORTRAIT OF THE CAMPUSES TODAY  
EXECUTIVE SUMMARY OF REPPORT ON STAGE #1

MARCH 2021



architecture  
design  
urban planning  
landscape

PROVENCHER\_ROY

# EXECUTIVE SUMMARY

## I. Overview of Mandate and Objectives

The Concordia University Master Plan is intended as a decision-making tool for planning the real estate development of Loyola and Sir George Williams (SGW) campuses over a 15-year time frame. Currently, the university anticipates a space deficit of 115,000 sqm (gross) within 10 years. Meeting this demand will involve large-scale development projects on both campuses, addressing various urban, planning and regulatory contexts with unique challenges. The overall vision reflects a sensitive planning approach to campus heritage and identity and to Concordia's educational legacy. The Plan must take a historical perspective for development of the campuses and the surrounding urban environments in which they evolve.

In summary, the objectives of the Plan are as follows

- The smart growth of Concordia University and its capacity by 2030 - 2035;
- Updating the campus space management program in response to the changing nature of teaching and research;
- Respect for the distinctive values and elements of "large institutional properties";
- Redevelopment of Loyola campus, in the context of co-existence with the residential environment;
- Optimization of the Sir George Williams building environment in the Concordia district;
- Endorsement of the Master Plan by the university, resident and Montreal communities.

## II. Working approach

The approach recommended for implementation of the Master Plan is part of a strategic, concerted and integrated process with the City of Montreal's regulatory and planning mechanisms. Close collaboration with the City of Montreal was established at the outset of the project to align Concordia University's strategy and policies with those of the City regarding development projects, planning initiatives and regulations. In addition, a consultation and communication process will support the Master Plan at every stage, to ensure formulation of a collective vision consistent with the ambitions of the Concordia community.

The Master Plan development process has four main stages, with the first just completed:

### STAGE 1 : PORTRAIT OF THE CAMPUSES TODAY - AUGUST 2020 TO MARCH 2021

- This step will establish a clear diagnosis of the present environment of the university's two campuses.
- A number of consultation activities were organized with borough representatives and City of Montreal departments to confirm results of the profile and to inform them about the process.

### STAGE 2 : PLANNING AND DEVELOPMENT ORIENTATIONS - MARCH TO AUGUST 2021

- This stage will establish planning and development guidelines for the University's two campuses and, as such, will determine the development plan.
- This stage involves a consultation period through ideation, to generate collective ideas and set up a common vision statement. For this purpose, a web site and a public consultation platform will be launched.

### STAGE 3 : CAMPUS DEVELOPMENT SCENARIOS - AUGUST TO OCTOBER 2021

- Three development-scenarios will be presented for each campus, to investigate different development options. One preferred scenario will be chosen at the end of this stage.
- This stage involves IDP (Integrated Design Process) workshops with internal and external experts to discuss the three potential scenarios.

### STAGE 4 : FINAL MASTER PLAN - OCTOBER 2021 TO SEPTEMBER 2022

- This stage will focus on drafting the final master plan. This phase allows the necessary procedures to be undertaken to modify urban planning regulations that apply to the two campuses.
- This involves ad hoc meetings with assessment bodies (e.g., CCU, CJV) and feedback with stakeholders to announce the final version of the master plan.

## III. Activities to date

The "Profile" document is the result of Step 1. This document makes it possible to study the current urban context of the campuses and to determine certain findings and issues. For each site under study, the profile includes an urban analysis, i.e., a portrait of its historical development, heritage, built environment and uses, current and future projects, mobility and landscape. It also includes a review of the campus planning guidelines. It concludes with a series of challenges to be addressed in the master plan.

The challenges outlined in the profile were confirmed through the following external activities:

- Workshops on March 22 and 26 with City of Montreal experts - departments and boroughs - on the following issues:
  - o Sustainable development and green spaces;
  - o Mobility;
  - o Diversity, inclusion and Aboriginal recognition;
  - o Heritage, landscapes and public spaces;
  - o Real estate development.
- Meeting with the City of Montreal Steering Committee on March 26, 2020.

# EXECUTIVE SUMMARY

## IV. Profile results

The following points emerged from the portrait and from analysis of all input documents. There are aspects specific to each campus and some apply to both campuses. For **Loyola**, highlights include:

- Balancing increased institutional activity with the residential environment;
- The continued growth of the campus while respecting its original architectural design and characteristics, as defined in its heritage statement;
- Improvement of the Loyola campus's natural landscape for future generations;
- Accessibility to the site through vehicular, pedestrian and cycling facilities connected to the local network;
- Suitability of the existing regulatory framework and development objectives.

Specific to the **Sir George Williams Campus**, highlights include:

- Planning for development consistent with the values and character-defining elements of the future SGW Campus Heritage Character Statement, and balancing the degree of authenticity of certain architectural features;
- Inter-pavilion, underground and downtown connectivity as a network linking the entire campus;
- Characterization and positioning of the campus's main zones of activities and corridors;
- Projected use and purpose of newly acquired properties and obsolete, off-centre or underutilized properties;
- Suitability of the existing building inventory for academic use, considering functional and technical requirements, as well as compliance with universal accessibility standards;
- Quality of and accessibility to downtown greenspaces.

Finally, key issues common to **both campuses** include:

- Matching the unique characteristics and identities of each campus, specifically, Loyola's pastoral nature and SGW's urban and intersectional identity;
- The existence of several points of contact between delivery trucks, cyclists and pedestrians;
- Reducing the proportion of vehicular travel by promoting alternative modes of travel, in collaboration with external stakeholders;
- Opening up outdoor spaces to the Concordia community and the Montreal community, considering their social, environmental and historical qualities;
- Upgrading and repairing heritage buildings is more expensive and complicated;
- Concordia's progressive stance on the building energy efficiency and landscaping.