



CONCORDIA UNIVERSITY MASTER PLAN
LOYOLA AND SIR GEORGE WILLIAMS CAMPUSES

PLANNING AND DEVELOPMENT ORIENTATIONS
EXECUTIVE SUMMARY OF STAGE 2 REPORT

AUGUST 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 the Loyola and Sir George Williams (SGW) campuses over a 15-year time frame. The university anticipates a space deficit of 115,000 gross m² within 10 years¹. 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 planning approach that is sensitive to campus heritage and identity and to Concordia's educational legacy. The Plan must take a historical perspective on developing these campuses and the surrounding urban environments in which they take shape.

In summary, the objectives of the Plan are as follows:

- Healthy growth of Concordia University and its capacity from now through 2030–2035;
- Updating the physical 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 the Loyola institutional site and its co-existence with the residential environment;
- Optimization of the built environment of the Sir George Williams campus 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 and concerted process integrated 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, in order to ensure formulation of a collective vision consistent with the ambitions of the Concordia community.

The Master Plan development process has four main stages, the second of which has just been completed:

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

- This step aimed to establish a clear diagnosis of the current environment of the university's two campuses.
- A number of consultation activities were organized with borough representatives and City of Montreal departments to confirm the results of the profile and to inform them about the process.
- Internal Concordia stakeholders, including professors, students, representatives of strategic initiatives and of faculties and administrative staff were involved in an Integrated Design Process (IDP 1)

STAGE 2 PLANNING AND DEVELOPMENT ORIENTATIONS MARCH - AUGUST 2021

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

STAGE 3 CAMPUS DEVELOPMENT SCENARIOS AUGUST - 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 workshops with internal and external experts to discuss the 3 potential scenarios.

STAGE 4 FINAL MASTER DEVELOPMENT PLAN OCTOBER 2021 - SEPTEMBER 2022

- This stage will focus on drafting the final master plan. It will allow the necessary procedures to be undertaken to modify urban planning regulations that apply to the two campuses.
- This stage will involve ad hoc meetings with assessment bodies (e.g., Comité Consultatif d'Urbanisme, Comité Jacques-Viger) and feedback to stakeholders to announce the final version of the master plan.

¹ Estimation based on forecasts of additional student enrolment (500 FTES/year) and calculated according to the current MES admissible space standard

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3. ACTIVITIES COMPLETED TO DATE

The approach calls for constant and productive collaboration between both internal and external stakeholders affected by the project and draws on best consulting practices to promote social acceptability by the stakeholders and their endorsement of the Master Plan.

- Workshop sessions with experts from the City of Montreal and its services and boroughs.
- Meeting with the City of Montreal Steering Committee.
- IDP¹.1 Virtual workshop sessions with stakeholders from the Concordia community.
- IDP.2 Multidisciplinary workshop session with representatives of the City of Montreal, its two boroughs, the University of Concordia and the design team.
- Participation citizen engagement web platform as well as through Concordia.ca webpage.
- Meetings with campus-neighbours.

4. RESULTS OF “REPORT ON STAGE 2: GUIDELINES AND DEVELOPMENT PLAN”

With a consistent focus on progress, research and excellence, Concordia has established 9 strategic directions that define its vision of the future: Double our research; Train for tomorrow; Get your hands dirty; Mix it up; Experiment boldly; Grow smartly; Embrace the city, embrace the world; Go beyond; and Take pride².

These directions provide sound guidance for Concordia's development. They relate to all of the different aspects of the university, and their implementation therefore unfolds at many different levels.

These directions represent and guide fundamental issues in the overall development of the institution. Through its physical/spatial approach, the master plan will respond to these issues. As such, they constitute the prism through which the vision, guiding principles and filters presented in this document have been addressed and developed

THE VISION OF THE MASTER PLAN

To create places of learning, research and community in an inclusive, shared and dynamic environment that meets the needs of members, through a lasting focus on the Indigenization, heritage, community engagement and innovation.

To provide a concrete spatial vision of Concordia's “next-generation university”, five guiding principles in the language of urban design and five filters representing major issues have been identified as the fundamental components that form the basis of the master plan.

GUIDING PRINCIPLES

Dialogue with the city / Mobility / Institutional development / Teaching and research experience / Campus life

The guiding principles establish objectives that justify actions and determine their scope. Each guiding principle is comprised of multiple issues with intentions that can be spatialized through efforts in multiple areas.

The actions taken in the context of the Master Plan must be able to respond to the issues covered by one or more guiding principles.

FILTERS

Indigenization / Sustainability / Inclusivity / Health and well-being / Identity

These filters are fundamental considerations that will need to be applied to all of the different themes in the development plan for each campus. These considerations thus act as essential filters to guarantee the quality and precision of the actions proposed to achieve the objectives that the institution has set for itself.

DEVELOPMENT PLANS

The development plans respond to the different issues that emerge from the strategic orientations, the vision of the Campus Master Plan, and the guiding principles. They also spatialize the potential responses to issues raised in the profile and the IDP workshops.

The development plan for each campus is designed around six themes:

- Understanding and defining campus identities and their physical context.
- Strengthening of the campuses' institutional presence.
- Leveraging and improvement of green spaces and outdoor spaces.
- Improvement of spaces that support student life.
- Promotion of the pedestrian experience and sustainable mobility.
- Decolonization and Indigenization.

¹ IDP: Integrated Design Process

² <https://www.concordia.ca/content/dam/concordia/docs/strategic-directions/strategic-directions-2015.pdf>