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Introduction

This portion of *Investing in the Landscape* presents recommendations and strategies for achieving the vision and Primary Objectives outlined in the previous section. These strategies provide guidance for the University as it embarks upon a new program of landscape design, revitalization and maintenance. The strategies can be divided into two scales: those at the level of the City and those at the level of the campus.

Many elements of the campus, including the landscape and landmarks, are an integral part of the larger context of the City of Toronto. Issues such as the role of the campus within the city, the reconnection of major open spaces in the district, the role of city streets in defining the edges of the campus, and entrances to the campus are best viewed at the scale of the City of Toronto. These are well suited to partnerships between the University and its neighbours: the Royal Ontario Museum, the Royal Conservatory of Music, the Provincial Legislature, the Taddle Creek Millennium Project, adjacent Business Improvement Areas, neighbourhood associations, the Toronto Transit Commission and the City of Toronto are possible partnership candidates.

Campus-scale strategies outline the tools that can be used within the Revitalization Armature to improve and enhance the open spaces of the campus. These tools include the creation of a Pedestrian Priority

Zone; improvements to the streets of the West Campus; the creation of playing fields and running paths; outdoor lighting; the use of consistent plant material, paving material, and signage; seasonal issues; and public art and monuments on campus. A review of the University's Development Sites highlights opportunities for these projects to enhance the campus open spaces and help achieve the vision and objectives of this Plan.

The strategies emphasize the importance of an ongoing open space planning and design function at the University, in the form of an Open Space Revitalization Office to coordinate projects and maintain the priority of campus landscape improvements.

2

Strategies at the Scale of the City

2.1 The Campus in the City

Over the years the University of Toronto has grown from a semi-rural land reserve to a dynamic institutional district in the heart of a vibrant city. Throughout this growth, the campus has remained an integral and shaping force in the portion of the city fabric that it occupies. While *Investing in the Landscape* deals with the St. George Campus specifically, the Affiliated and Federated Universities and Colleges and other University facilities extend out into the fabric of the city in all directions.

This extended presence is a tremendous force in influencing the adjacent land uses of the district, determining transit routes and service levels and defining the character and use of city streets. The open spaces of the St. George Campus combine with the landscapes of the Affiliated and Federated Colleges and Universities and other open spaces in the district to create a city-wide resource.

One of the joys of living in the Annex neighbourhood is walking through the campus from Spadina Avenue to Bay Street within a remarkable set of landscapes. One of the best places to view the Santa Claus parade is from Queen's Park Crescent within the University precinct. One of the primary tourist attractions in the core of the city is the Central Campus. The University and the city have a relationship that mutually reinforces the good things about each place. *Investing in the Landscape*, as the next stage in the evolution of the campus, must seek to improve upon all of the opportunities available in the district, continue to provide linkages to the resources adjacent to the St. George Campus and continue to contribute to the unique quality of life found in Toronto's core area.

Recommendations

1. *Investing in the Landscape* should continue the legacy of placing the St. George Campus within the dynamic heart of the City of Toronto. Positive works for the St. George Campus should be extended wherever possible to include adjacent sites, institutions, communities and public works that could contribute to an improvement to the overall sense of place for the district. In particular, the approaches to the campus from adjacent neighbourhoods and transit stops should be acknowledged and enhanced.

Recommendations

2. The University of Toronto should lead in reconnecting the major open spaces of this district through the redesign of the Hart House Green, Back Campus and King's College Circle and by participating in a program to increase tree planting on campus.
3. The University should support and participate in the traffic calming of Queen's Park Crescent, the removal of the overpass at Wellesley Street in favour of an at-grade intersection, and improvements to pedestrian amenity on Queen's Park Crescent and Wellesley Street to improve the linkages between the open spaces of the St. George Campus, the Federated and Affiliated Colleges and Universities, Queen's Park, and the Ontario Legislature.

2.2 Reconnection of Major Open Spaces

The original land grant for the University was a densely treed, continuous semi-rural landscape. A brief history of the evolution of this landscape illustrates the progressive separation and marginalization of the open spaces in the district.

Prior to 1860, Taddle Creek was a strong feature in the landscape, running along the current alignment of Philosopher's Walk to McCaul's Pond on the current Hart House Green, before splitting into two branches that continued to Lake Ontario along the current alignment of University Avenue and Taddle Creek Road. McCaul's Pond was filled and Taddle Creek disappeared as the city grew and the University developed its academic facilities.

In 1917, a largely unimplemented Landscape Master Plan by landscape architect Bryant Fleming portrayed a "University and a Government Precinct" which appeared as a continuous place, linked by small scale roads and walks. In 1939, the University still had the characteristic of being apart from the city, with large, interconnected, densely treed open spaces.

By 1950, the semi-rural character of the precinct had given way to separated open spaces surrounded by wideroads designed to accommodate the growing number of private automobiles. Many of the large groupings of trees on campus were removed to accommodate building projects and many of the street trees were removed to facilitate road widening. Much of the heavily treed Huron Sussex neighbourhood west of the campus disappeared over the next 15 years as the campus grew towards Spadina Avenue.

While the Taddle Creek Ravine has been gone for close to a hundred years, the original land configuration of the open spaces of the Central Campus, Queen's Park and the Legislature are still in place today. This land base is part of a major pedestrian movement corridor between the St. George Campus and the Federated and Affiliated Colleges and Universities east of Queen's Park Crescent.

Investing in the Landscape has identified a very strong desire, both at the University and the City of Toronto, to reconnect the open spaces of the University district. This desire is reflected in the first Primary Objective of this Plan.

The reconnection of these spaces will require strong leadership on the part of the University. Demonstration Site 1, Hart House Green - Queen's Park - Wellesley Street, provides a good illustration of the results of this approach.

Recommendations

4. The University should support a full measure of traffic calming and streetscape improvements to all edge streets.
5. The design of University building projects along Spadina Avenue should consider the relationship of the building to grade. Active uses should be incorporated at grade to animate the street, and gaps in street tree patterns should be filled.
6. The Varsity Stadium redevelopment should provide a mid-block connection between the Bedford Road subway entrance on Bloor Street and the new playing field. It should respond to the Bloor and Yorkville area BIA streetscape project.

2.3 Major Edge Streets

The St. George Campus is bounded by major City streets. Each of these streets has an important role in defining the image of the campus and its relationship to the larger context of the City of Toronto.

Spadina Avenue is the western boundary of the St. George Campus. It was the location of significant streetscape reconstruction during the installation of the Spadina LRT, and has been upgraded with street trees, wider sidewalks, distinctive paving materials and public art. *Investing in the Landscape* has chosen the area at Spadina Circle and Russell Street as a Demonstration Site.

The north side of College Street has a unique street character with historic buildings and large setbacks. It is a major streetscape opportunity for the University and surrounding community. *Investing in the Landscape* has chosen to highlight College Street in Demonstration Site 5.

Queen's Park Crescent is the location of a large volume of pedestrian traffic to the Federated and Affiliated Colleges and Universities to the east. *Investing in the Landscape* explores opportunities to make changes to Queen's Park Crescent and its intersection with Wellesley Street to create a more comfortable pedestrian environment.

Bloor Street is the campus' northern edge. The St. George Campus has four major intersections with Bloor Street: Spadina Avenue, Huron Street, St. George Street, and Queen's Park Crescent.

The character of Bloor Street will be subject to change from three known forces in the future:

- The Varsity Stadium redevelopment will present a new face to a significant frontage on Bloor Street from Devonshire Place to The Royal Conservatory of Music. The new image of Bloor Street on this parcel will likely be urban and retail in focus. It will function as the major entrance to a significant new development.
- The Bloor and Yorkville area BIA, in association with the City of Toronto, is undertaking a millennium project study of the Bloor Street streetscape from Church Street to Bedford Road. A major focus of this study is to find locations for the installation of street trees.
- The Royal Ontario Museum has plans to re-work its frontage along Bloor Street to improve its relationship to grade level.

Bloor Street thus has several connected opportunities for streetscape enhancement. These opportunities should be considered as a whole to ensure that they respond appropriately to one another and to the University.

Recommendations

7. Gateway Sites should be enhanced to provide distinctive and high quality environments in the most visible and important locations, to indicate entrances to the University of Toronto.
8. New gates should be limited to two locations on King's College Road.
9. Free standing markers should conform to the new University site signage standards. Markers could also be integrated into the design of new buildings and landscape structures and be specific to the design of those elements.
10. The University should explore the feasibility of installing a full set of City of Toronto special precinct street signs in a manner that makes them difficult to remove.

2.3 Entrances to the Campus

The University and its Affiliated and Federated Colleges and Universities occupy an open district within the city, characteristic of most major institutions and public places in Toronto.

The St. George Campus has some 20 places that function as entrances of some significance. These places have been structured into one of four categories: Gateway Sites, Gates, Markers and Entrances.

Gateway Sites

Gateway sites include Spadina Circle, the Varsity redevelopment, the intersection of Wellesley Street and Queen's Park Crescent and the northwest corner of College Street and University Avenue. The ensemble of street, building and landscape make these Gateway Sites important landmarks in the City of Toronto with a direct association to the campus.

Gates

Gates are a traditional expression of an enclosed entranceway. The University does not have a history of gated entrances, with two exceptions:

- Prior to the construction of the Queen's Park Crescent overpass at Wellesley Street, a series of brick piers marked the entrance to the University.
- The historic gates on Bloor Street at the top of Philosopher's Walk originated as a ceremonial piece at the top of Queen's Park Crescent and were moved to this location after the event. These gates are still present and have a strong association with Philosopher's Walk.

A further gate structure is currently located beside the Fitzgerald Building on College Street. Two additional gate structures are proposed on King's College Road: one set at College Street and one set at Convocation Hall.

Markers

Markers are special locations where opportunities exist to announce the University of Toronto's location. Markers include the new graduate residence at Spadina Avenue and Harbord Street, the existing St. George Street markers at Bloor Street and at College Street, the Wellesley Street and Queen's Park Crescent intersection, the Hoskin Avenue and Queen's Park Crescent intersection, and TTC subway, streetcar and bus stops. Markers could be incorporated into new buildings or structures to denote the location of the University, or constructed as free standing landscape elements, as on St. George Street. Campus and area maps would be useful additions to these locations.

Entrances

Entrances are the many street locations where the University and the City of Toronto meet. These locations should be marked by distinctive street signage.

3

Strategies at the Scale of the Campus

3.1 Pedestrian Priority Zone

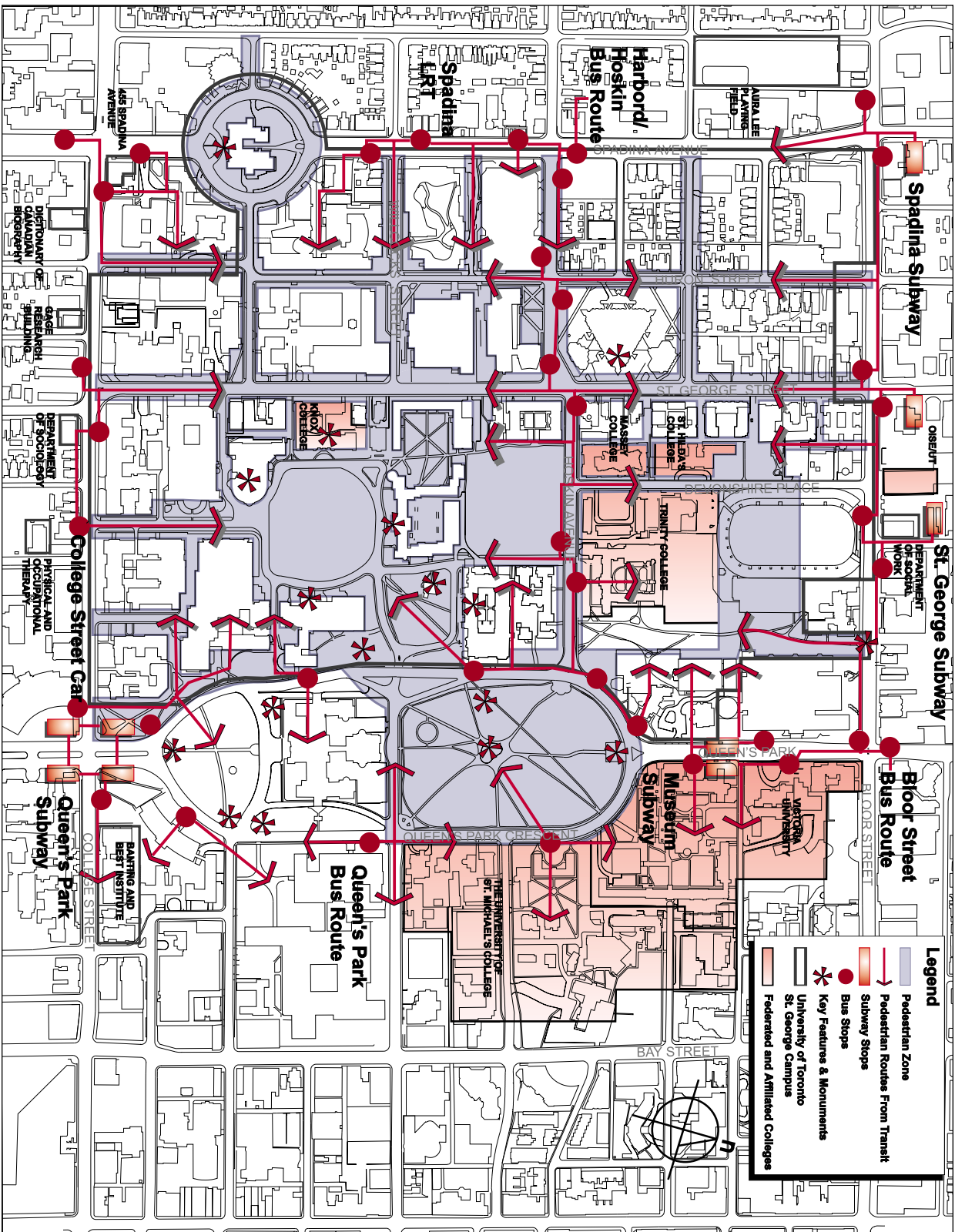
The St. George Campus is a pedestrian-dominated district within the City street system. Its streets and grounds contain the largest amount of publicly accessible open space in the city outside of major public parks. The campus has the added complexity of an equally large complement of publicly accessible buildings, on a network of both City of Toronto and University owned streets.

The pedestrian amenity of the campus is very important. Whether arriving by foot, transit or car, once on the campus the pedestrian system becomes a critical part of the infrastructure. Many people feel that there is a fundamental imbalance between the role of the automobile and the requirements of pedestrians on the campus, particularly in terms of parking and through traffic movement in the district. However, it is important to remember that the campus exists within the City street grid, and should not be cut off from it.

Investing in the Landscape proposes the creation of a Pedestrian Priority Zone (PPZ) to address the issues of pedestrian movement on the campus. The Pedestrian Priority Zone builds upon policies contained in the *St. George Campus Master Plan*, the City's *Part II Plan* and the University's recent *Raising Our Sights* document, and represents an appropriate adjustment to the city network that reflects the high level of pedestrian activity on the St. George Campus.

The PPZ is a response to Primary Objective 4 and is intended to establish a design priority for pedestrian activity and amenity. It establishes a first preference to pedestrians, second preference to cyclists and third preference to automobiles in the design of campus infrastructure.

Pedestrian Priority Zone



Pedestrians

Investing in the Landscape identified several pedestrian movement issues that require attention.

- A very strong pedestrian flow occurs across Queen's Park Crescent without the benefit of a traffic signal to manage this flow. This pedestrian traffic may increase in the future, due to changes in the teaching relationship between the Federated and Affiliated Colleges and Universities and the St. George Campus.
- Surface parking on primary open spaces creates conflicts with pedestrians, both in terms of sharing the same space for movement and in the level of pedestrian amenity on campus.
- The pedestrian system in some places is too small or too indirect to provide good pedestrian amenity and allow for efficient flow.
- The pedestrian system as a primary element of campus infrastructure is in need of revitalization. The system could be enhanced with design features such as similar materials, landscaping and pedestrian scale lighting.

Recommendations

11. Within the PPZ, design preference and priority should be given to pedestrian access, capacity and amenity.
12. Land in the PPZ should not be used for permanent large scale surface parking.
13. Design of infrastructure in the PPZ should support all forms of transit through careful transit stop design.
14. Several street crossings in the PPZ represent very specialized conditions in the City of Toronto. The University should partner with the City along Harbord-Hoskin; at Queen's Park Crescent; along St. George Street, particularly at Willcocks Street; and at Spadina Crescent to develop special pedestrian systems and traffic calming programs to make these locations safer for pedestrian use.
15. The streets of the West Campus should be reconfigured as pedestrian corridors with limited automobile access to reduce conflicts and recognize the importance of the streets as primary open spaces on the West Campus.
16. The PPZ, as the primary corridor of pedestrian movement through the campus, should contain a consistent outdoor lighting program to create cohesion and improve safety.

Recommendations

17. Bicycle use should take a second priority to pedestrians within the PPZ.
18. The University should continue to encourage the City of Toronto to develop bicycle routes within the public street system of the campus.
19. Bicycle storage should be provided around the perimeter of the primary open spaces and at specific locations in the centre of the campus. In accordance with City policy, bicycle storage should be provided as part of all new development on campus.
20. Service areas and access to handicapped parking in defined locations should be inventoried to inform the detailed design of campus open spaces. Where service and special access routes are shared with the primary pedestrian system, the requirements of these vehicles should be integrated into the design of the pedestrian system.

Bicycles

The use of bicycles has increased in popularity in the City of Toronto in the past few years. The City has recently created a Department of Pedestrian and Cycling Infrastructure to deal with this trend.

St. George Street and the Harbord-Hoskin corridor contain City-defined bicycle routes. Continued active participation by the University in the provision of facilities for cyclists along public streets is important to the PPZ to ensure that conflicts between pedestrians and cyclists do not arise.

Bicycle use away from the public streets can interfere with pedestrians and campus users. This is especially true in places where high levels of pedestrian activity are mixed with bicycle use or in open spaces that are programmed for quiet or contemplative use. Defined bicycle routes should not be established through the central open spaces of the campus away from defined automobile routes. Rather, the central open areas could be operated as bicycle dismount zones, where bicycles are walked.

Service and Special Access Vehicles

University service vehicles, life and safety vehicles and special access transit vehicles must have 24 hour access to all areas of the campus.

Automobiles

Despite the aesthetic desirability of creating the car-free environment present on some campuses, *Investing in the Landscape* recognizes that automobile access to major facilities is important to the operation of the University of Toronto. The Plan seeks to balance design for automobiles with improvements to pedestrian and visual amenity. This balance is informed by two principles:

- the campus should continue to function within the street system of the City of Toronto, which is designed for a mix of cars and pedestrians; and
- all buildings on campus will continue to require some form of front door drop-off area for automobiles.

However, the creation of a limited number of car-free zones on campus would greatly improve the pedestrian environment and revitalize open spaces in both the West and Central Campus.

Recommendations

21. Design for automobile use should be given the lowest priority in the Pedestrian Priority Zone.
22. The Central Campus should no longer function as a through route for cars from Queen's Park Crescent to College Street. A car-free zone should be established in front of Convocation Hall.
23. The Queen's Park Crescent overpass at Wellesley Street should be removed and a full traffic calming program in partnership with the City of Toronto, the Royal Ontario Museum, the Provincial Legislature, and the Affiliated and Federated Colleges and Universities should be developed.
24. The streets on the West Campus should be redesigned to allow for a new street profile with a higher emphasis on landscape and pedestrian amenity. Willcocks Street between Huron and St. George Streets should be reprogrammed as an open space with limited automobile access.
25. A redesign and a traffic calming of Hoskin Avenue between St. George Street and Queen's Park Crescent should be undertaken.

Recommendations

26. Extensive surface parking should not be re-installed in the primary open spaces of the campus when improvements are undertaken.
27. The University should develop a strategy to replace the surface parking displaced by the implementation of the Open Space Master Plan. The University should review its Development Sites to determine those that are best suited to supply structured parking.
28. A priority should be placed on an investigation of the suitability of 40 St. George Street University Development (Site 18), 47 St. George Street (Site 10), and Varsity Stadium (Site 21), to replace approximately 310 surface parking spaces removed from the Central Campus open spaces.

Parking

One of the fundamental changes to the Central Campus is the proposal to reduce the number of parked cars. This proposal is made recognizing that the University has a by-law requirement to maintain a level of parking supply, a portion of which is currently made up of the surface lots. Beyond the by-law requirement is the issue of revenue generated from the sale of parking spaces.

Surface parking in the open spaces could be replaced by parking structures integrated into the various University Development Sites outlined in the *Part II Official Plan*. Varsity Stadium (Site 21), 40 St. George Street (Site 18), 47 - 55 St. George Street (Site 10) and 8 Taddle Creek Road (Site 15) are the four largest redevelopment sites in close proximity to the central area of the campus.

An additional potential site for structured parking is the Back Campus field area. While not a University Development Site, it is of significant size and could be restructured to provide underground parking as part of the improvement program of ***Investing in the Landscape***. This notion was the subject of a previous study and is permitted by by-law. Its implementation would require an update of the previous traffic impact study.

Notwithstanding the desire to reduce surface parking on the campus, the University should continue to place a priority on retaining handicapped parking in appropriate locations as well as retaining parking at Hart House to support its special events and uses. In addition, access and parking for emergency and service vehicles will continue to be provided.

The following chart highlights areas in which the removal of surface parking would make a positive change to the character of the space and reduce opportunities for conflicts between cars and pedestrians.

Area	Type	Pedestrian Priority Zone	Number*
Tower Road	Unreserved	Yes	38
Rear of University College	Handicapped,, Reserved	Yes	7
Hart House Circle	Unreserved	Yes	73
King's College Circle	Unreserved, Reserved	Yes	145
King's College Road	Visitor, Unreserved, Reserved	Yes	26
Galbraith Road	Unreserved, Reserved	Yes	20
Spadina Circle	Unreserved, Reserved	Yes	125
		Total	434

* the number of spaces may vary from year to year.

Access to the above spaces is controlled by University parking staff.

Recommendations

- 29.** The streets of the West Campus should be considered for a comprehensive program of change based on the St. George Street model.
- 30.** Consideration should be given to reducing the travel-way for automobiles in the right-of-way for these streets to allow for tree planting and a broader range of pedestrian amenity.
- 31.** The University and the City of Toronto should pool their land resources along the West Campus streets to integrate the landscape of the buildings with the streetscape.

3.2 The Streets of the West Campus

Unlike the Central Campus, which was planned around a series of open spaces, the West Campus was claimed from an existing residential neighbourhood. The streets therefore play a very important role in the open space system of the West Campus.

St. George Street provides an excellent example of how a public street can become a linear open space, when combined with the landscaping adjacent to buildings. The University should apply this successful formula to the streets of the West Campus, in partnership with the City of Toronto. Over time, the streets of the West Campus could become a set of unique public thoroughfares, recognized as "University of Toronto" streets.

3.3 Playing Fields and Active Recreation

Formal Facilities

The inner city location of the St. George Campus creates a tight configuration of development. This has required the University to use its open spaces for the dual purpose of active and passive recreation.

There are several formal recreation facilities on campus: two playing fields on the Back Campus; two playing fields on the Front Campus; one playing field and track associated with the existing Varsity Stadium; and a field, two tennis courts and a skating rink at the Aura Lee Playing Field on Robert Street. All of these spaces accommodate other uses and none of the playing fields have been constructed in a manner that supports intensive, permit-style league events. These formal facilities are very important to the Faculty of Physical Education and Health for teaching, athletic, fitness and recreational programs. The fields play an additional role in passive outdoor use, as the grounds for convocation and as snow storage areas in winter.

The Varsity Stadium and Arena are slated for demolition and replacement in conjunction with University Development Site 21. The redevelopment will include a new Varsity Stadium with an artificial turf game field, a 400 metre artificial surface running track, stadium seating and associated dressing rooms and field support facilities.

Walking and Running

The pathway system of the campus currently serves as the location for informal running, jogging and outdoor fitness activities. This activity will continue in any reconfiguration of the campus open spaces.

Recommendations

32. Four formal playing fields should be maintained and improved within the major open spaces of the campus: two on the Back Campus, one on the Front Campus and one at the Aura Lee Playing Field. These fields should be constructed to allow for intensive sports events.
33. Several defined running routes of different lengths should be established within the campus. These routes could include a circuit around the four sides of the Back Campus, a circuit around the common green of the Front Campus or a linkage of the two.

Recommendations

- 34.** The same pedestrian scale lighting should be used in both the street system and in the major open spaces in the Pedestrian Priority Zone, including consistent illumination levels and fixture design.
- 35.** General illumination of the large open spaces in the central portion of the campus should be provided to improve night visibility for pedestrians.
- 36.** Indirect lighting of important building facades and landscape features should be used to enhance the general night-time illumination level and visual amenity of the campus.
- 37.** Site-specific architectural and security lighting should be used for passageways, building entrances, courtyards and service locations.

3.4 Campus Outdoor Lighting

Outdoor lighting on the University of Toronto campus can be broadly defined in five categories:

- street lighting;
- pedestrian scale lighting;
- facilities lighting for night use;
- security lighting; and
- special effect lighting

A reconsideration of the major open spaces presents an opportunity to address several campus-wide issues related to lighting.

Street Lighting

The City of Toronto has a well-defined system of district design for street lighting that uses pedestrian scale lighting to create individual identity for an area. This system has been applied to many areas of the city.

The St. George Street reconstruction has begun this process on the campus and it should be continued in any street or streetscape reconstruction including Queen's Park Crescent, Bloor Street, the West Campus streets and College Street. The installation of pedestrian scale lighting to illuminate walking areas should be a priority within the street system of the Pedestrian Priority Zone.

Open Space Lighting

Lighting on campus has a strong relationship to the perceived security of the campus. As a public place open to full night use, the design of lighting on the campus must follow a direction similar to that of the public street system.

Prior to undertaking any significant open space revitalization, The University should review current technical lighting requirements to establish a set of standards for open space illumination. These standards would be used to inform the lighting design component of open space projects.

Recommendations

- 38.** The University, in partnership with the City of Toronto, should undertake an urban forest management plan for Queen's Park and the landscaped areas of the campus.
- 39.** An aggressive tree planting program should be undertaken to include: Spadina Circle, Philosopher's Walk, Queen's Park, King's College Green, Hart House Green, the College Street streetscape and open spaces, the Back Campus and the streets of the Central and West Campus.
- 40.** Special use landscapes and courtyards in the West Campus should be considered within the larger context of urban forest conditions in the district.
- 41.** The range of plant material used on campus should be expanded to include native tree species that were present at the time of the University's original land grant.
- 42.** Educational and interpretive programs should be undertaken to communicate issues related to urban forestry on the campus.

3.5 Urban Forestry on the Campus

Trees play an important role as a structural landscape design element, for shade, beauty and spatial definition. The original land grant for the University and the Ontario Legislature area maintained a semi-rural, treed landscape well into the 20th century. The designation of Queen's Park as a public park retained this strong landscape of deciduous trees. However, the tree pattern in the University area was modified after the turn of the century by several forces:

- The topography and associated landscape of Taddle Creek and other treed areas of the campus were modified and used as building sites.
- The treed landscape of the University and the Legislature was divided by the Queen's Park Crescent overpass at Wellesley Street.
- Changes to the street system of the district to accommodate growing automobile use removed the mature street trees of St. George Street, Spadina Avenue, Hoskin Avenue, Harbord Street, Devonshire Place and University Avenue.
- The growth of the University into the residential neighbourhood west of St. George Street in the 1970s removed much of the tree cover in this area.

Efforts to re-establish a street tree pattern on the West Campus have faced challenges. In the 1980s, the City of Toronto Arborist identified many potential locations for street trees; however, the installation of street trees was allowed in only a few of these locations under the standard approval process, which is driven by the setback requirements of underground infrastructure. In the case of the University, this infrastructure is abundant and includes a district energy supply system.

It is common throughout the City of Toronto to install street trees through a combination of the use of private land and the reconfiguration of below grade infrastructure. This was done during the recent rebuilding of St. George Street. Additional contemporary activities to increase the urban forest in the campus area have included several programs of tree planting, including the new streetscape on Spadina Avenue.

The reconnection of the primary open spaces of the campus will create one of the largest open spaces in the central city outside of the valley and ravine system. This land base creates an opportunity to develop a partnership between the University of Toronto Arboretum Committee, Facilities and Services Department, and the City of Toronto Arborist, to develop an urban arboretum with a focus on issues related to Ontario's urban landscape and the preservation and revitalization of large treed areas in the city.

Recommendations

43. Material use should be consistent within the same district.
44. The palette of materials used in the St. George Street reconstruction should be continued in the future reconstruction of streets on the West Campus and the Harbord-Hoskin corridor.
45. The University should work with the City of Toronto to establish a palette of materials for the re-working of Queen's Park Crescent.
46. Consideration should be given to the use of natural stone paving in combination with poured-in-place finished concrete in the central open spaces and special features of the campus. Any natural material chosen should be available in suitable quantities, over an extended period of time, and be sourced locally.
47. Asphalt should not be considered as a permanent material for pedestrian systems and should only be used for temporary repairs.
48. Paving design should consider the longest possible life cycle available within the budget parameters.

3.6 Materials

Paving

Paving material is one of the most important design considerations in the revitalization of the University's open spaces. The University currently uses a wide range of material, based on the permanence of the application, the location of the installation and the budget of the project.

The City of Toronto developed a standardized system for the reconstruction of St. George Street. Largely created of poured-in-place concrete and asphalt, the installation also includes precast pavers set onto concrete slabs as decorative features. There is not a standard for paving materials or design on other streets of the campus.

Stone and other natural materials are often associated with the classic image of campus pedestrian systems. Granite cobbles and fieldstone slabs in cut or random patterns are the most common of these images. With the exception of Woodsworth College and some areas around University College, the St. George Campus does not have a substantial amount of natural stone paving.

Seating and Furniture

The addition of furnishings to all of the major open spaces will be an important enhancement to the campus environment. The recent addition of the steps to the front of Sidney Smith Hall and the planting edges along St. George Street show how seating can transform the image and use of a place.

The furnishings provided on campus should contribute to the overall feeling of the University as a special place. A standard set of site furnishings (e.g., bench, chair and table) should be selected and used in all new projects.

Elements should be chosen based on both the long term availability of the product and the longest life cycle available within the budget parameters. The amount of furniture required for the campus warrants consideration of a custom design, unique to the campus, that could be locally produced.

Walls and Fences

Walls and structured edges can make a very positive contribution to the campus landscape. The planting edges along St. George Street are an excellent example of dual use where a landscape feature is used for seating along the street.

In most cases, fences do not improve the character of the landscape of the campus. Where visual containment, direction of movement patterns or physical separation are required, a simple, continuous, low (1 metre) clipped hedge should be used.

Recommendations

49. The University should use the projects suggested in *Investing in the Landscape* to considerably increase the amount of available outdoor seating on campus. Consideration should be given to the creation of a specific design for University of Toronto outdoor furniture.
50. New walls and edges should be of attractive and durable material, preferably natural stone, and should specifically exclude timbers, logs or dryset pre-cast blocks.
51. Wherever possible walls should include integral seating to animate the spaces.
52. Free standing walls should not obstruct visibility or create secluded corners that may compromise personal safety.
53. Fences should not be installed as features in the redesign of major open spaces and a program to remove existing non-historic fences should be undertaken.

Recommendations

54. The University should prepare a comprehensive planting program for the campus, including the Demonstration Sites presented in this Plan. Substantive planting should be introduced on a regular basis. Primary plantings should be established within all major open spaces to define the space, provide an appropriate sense of scale and bring a high scenic character to the campus. Major open spaces should be landscapes of landmark stature, distinct from plantings associated with specific buildings.

55. Plantings should emphasize large-scale tree cover consisting of deciduous hardwood species that provide variety in form, foliage and fall colour: and strategically located evergreens and plants with attractive winter appearance to enhance landscape quality throughout the year. Plant species should be selected with consideration for expanding biological diversity, hardiness and longevity.

Plant Material

Trees, shrubs, ground covers, sod, ornamental grasses, vines and perennial plants are highly visible elements that shape the campus landscape. Along with architecture, plant material forms and identifies open space, modifies microclimate and through scale, texture and seasonal colour brings beauty to the University grounds.

Most installed landscape on campus is created through individual design exercises rather than through a campus-wide planting design scheme. ***Investing in the Landscape*** is an opportunity to redirect the planting approach on campus to achieve five basic objectives:

- A significant increase in deciduous hardwood trees, both as specimens in the open landscape and in larger groupings, to establish a stronger structure of large trees on campus.
- The introduction of large coniferous trees in strategic locations to increase the diversity of the landscape and provide winter interest.
- A general reduction in the level of random foundation planting around and between the buildings on the campus.
- Gardens of hardy and prolific blooming perennials as permanent landscape features rather than annual flower plantings.
- The use of structured low hedges of consistent material in place of foundation plantings and fences.

Plantings require active management as they evolve to maturity, and eventually require replacement. Plants should be installed in conditions that are conducive to healthy, long term, vigorous growth. These conditions should include high quality soil, suitable soil depth on roof decks, irrigation, sufficient sunlight and levels of maintenance that allow the plantings to reach a mature state.

Irrigation must be considered as a necessary part of any new landscape installation.

Recommendations

56. All significant existing trees should be maintained in a healthy condition and protected during any campus planning exercise or development process. The University should consider adding personnel with experience in horticultural methods for large-scale urban landscapes and urban forestry to Operations and Services. Comprehensive turf management should be applied to major open spaces where playing fields are a part of the use program.
57. The University should ensure that plant layout and massing have regard for public and personal safety.
58. Mass plantings of hardy and prolific blooming perennials as bold accent plantings should be used in favour of annual bedding plants to create more permanent landscape features. Drought resistant ornamental grasses should be used as accent plantings and as a low maintenance groundcover.
59. All new landscape installations should include an irrigation component that incorporates the most recent technology in water conservation and efficient delivery methods, including the possible use of grey water and retained storm water.

Recommendations

- 60.** All new open space design projects should utilize the new University signage system for any naming, information or directional signage. Non-compliant signage should not be used.
- 61.** Signage should be a component of the landscape design and integrated into walls, structures and planting plans, where possible.

Signage

The University is in the final stages of creating a new unified signage system for the campus to replace the various methods and designs currently used for identifying campus features. The new University sign system should be used to create any new signage for the open spaces of the campus. Signage has a direct relationship to Open Space Master Plan Recommendations 7 through 9, which deal with markers, gates, and entrances to the campus.

3.7 Seasonal Issues

Open space improvements can enhance the appearance and amenity of the University throughout the seasons.

Colour

- Hardy perennials can be planted to extend colour from the early spring to the late fall.
- Coniferous trees can be used to provide late fall, winter and early spring colour in the landscape.
- A diverse range of deciduous tree plantings can introduce early spring flowering, late fall fruiting and a display of Ontario fall leaf colour.
- Some deciduous shrubs and trees create very specific colour displays. For example, forsythia can be planted to introduce a bright yellow very early in the spring. Magnolia can introduce a vibrant colour display in mid-May.
- Ornamental grasses present a varied appearance and colour through the fall and winter.

Lighting

- Throughout the fall, winter and early spring, night-time conditions exist for much a longer time during the active part of the campus day. The lighting design expressed in Recommendations 34 through 37 should consider the considerable time the campus is reliant on lighting in the fall and winter months.

Recommendations

- 62.** A conscious planting design that reflects seasonal colour change should be undertaken for all new landscapes. Guidelines regarding colour, lighting, and snow and pedestrians should be applied to new landscape design to take full advantage of the changing seasons.

Snow and Pedestrians

- Pedestrian pathways should be sized to allow for easy snow clearing and a moderate amount of edge storage.
- Cleared pathways should be provided along all major pedestrian routes.
- Snow should not be stockpiled on the campus in significant quantities.

3.8 Art on Campus

The revitalization of the open spaces represents an opportunity to significantly increase the amount of public art on campus. The curator of the University of Toronto Art Collection could provide a resource to assist open space projects in the selection of artists, the creation of terms of reference for art projects, funding and the curation of works within the University collection system.

Two methods are suggested to begin a broad program of installing public artworks in the campus open spaces: art in landscape design and art in individual settings.

Art in Landscape Design

There is a growing trend towards the inclusion of artists as a part of the design team for open spaces and public infrastructure. This collaborative effort results in a richer project by adding another dimension to the design process of landscape architecture.

Art in Individual Settings

The campus is an appropriate setting for the integration of art into open spaces. The Demonstration Sites illustrate potential locations for such artworks.

The University Art Centre has expressed an interest in establishing an outdoor sculpture court at the northeast door to University College. This facility could provide both an entrance to the Art Centre and an important outdoor amenity. In addition, the Hart House Green could be used to display artworks and act as a revolving outdoor display area for special events held by the Art Centre.

Recommendations

- 63. The University should require that teams hired to design new open spaces on the campus include artists as part of the collaboration.
- 64. The curator of the University of Toronto Art Collection and the University Art Committee should work together with the Physical Planning and Design Advisory Committee to develop a program to expand the presence of public art in the open spaces of the campus and broaden the involvement of artists in the design of University facilities.

Recommendations

- 65.** All existing dedicated monuments should be incorporated into new designs for campus open spaces. A location for a new monument in the proposed Convocation Hall Plaza should be preserved.

3.9 Monuments

Over the years the campus has become the location of several significant monuments of different origin and meaning. The war memorial on Queen's Park Crescent, the Memorial Wall and Soldiers' Tower, the gates at the head of Philosopher's Walk and the Meridian Line on King's College Road contribute to the richness and history of the campus. Each of these monuments should be integrated into any new open space design in a manner that retains and enhances their dignity.

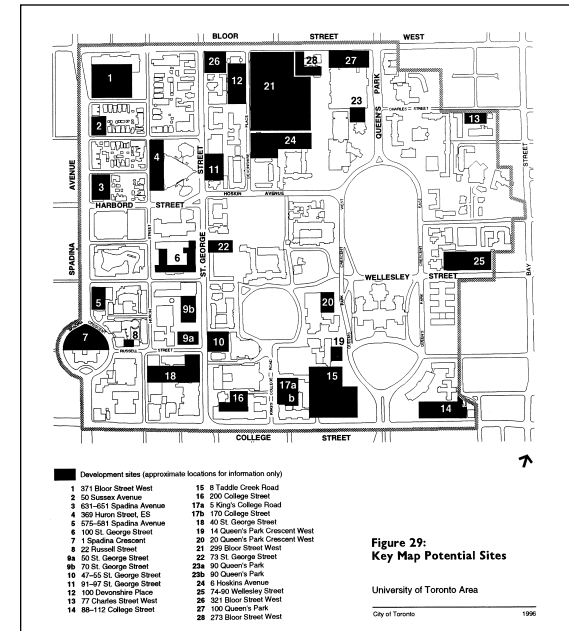
The proposed Convocation Hall Plaza includes a location for a significant monument or dedication. The plaza is centrally located on the campus and is proposed as an automobile-free area. A monument, such as a memorial wall, could provide an interesting backdrop for the east side of the plaza and create a transition between the central common green and King's College Road.

3.10 Development Sites

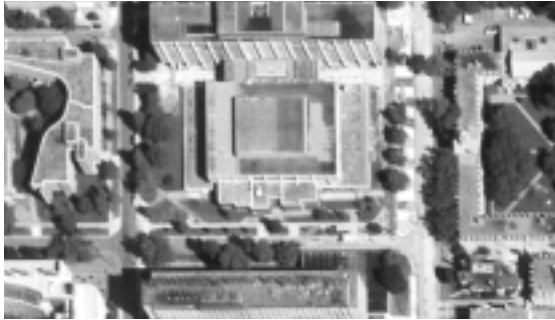
City of Toronto planning documents identify a series of University Development Sites for the St. George Campus. The Site Specific Development Guidelines provide a detailed description of the general design conditions for these locations.

Investing in the Landscape recognizes the importance of these sites to the University and has incorporated several into the Demonstration Sites. Where the Demonstration Sites differ from the approved massing and zoning diagrams in the planning documents, it is only to suggest situations or features that could be considered when the site is activated as a development opportunity. Suggestions for each site as presented in this Plan will be assessed as part of individual project design and approved by the University at that stage.

Several University Development Sites represent significant potential for improvements in the general landscape conditions of the campus, either on their own or as part of a major open space redesign. These are reviewed on the following pages.



The Part II Plan identified many redevelopment opportunities on the St. George Campus.



The west terrace and the south edge of Sidney Smith Hall can be integrated into open space improvements.

Site 6 - 100 St. George Street (Sidney Smith Hall)

Creating a major open space on the West Campus is a Primary Objective of *Investing in the Landscape*. Demonstration Site 4, adjacent to Sidney Smith Hall, is the suggested location for this open space, created by a re-configuration of Willcocks Street and the landscape around the adjacent buildings.

The east terrace of Sidney Smith Hall has recently been integrated into the new St. George Street through the addition of very successful steps. *Investing in the Landscape* seeks to achieve similar integration into the streetscapes of Willcocks and Huron Streets on the south and west sides of this important building complex.

Specifically, the development of Site 6 should consider:

1. A new edge for the south side of the building along Willcocks Street, with uses at grade for student amenity.
2. Integration of the west terrace with a new open space at grade.
3. An enhanced, weather-protected mid-block connection from St. George Street to Huron Street.

Site 7 - 1 Spadina Circle

This site is one of the Demonstration Sites in *Investing in the Landscape* and is identified as a potential Gateway Site to the University. This collection of listed and designated historic buildings and the street configuration are unique in Toronto and function as a commonly understood entrance to the St. George Campus.

Specifically, the development of Site 7 should consider:

1. The opportunity to blend the redevelopment of the Spadina Circle site with the goals of *Investing in the Landscape* to create a Gateway Site to the campus.



Spadina Circle has the potential to be an important Gateway Site for the campus.

Site 9a and 9b - 50 and 70 St. George Street

These sites contain little-used integral open spaces that are difficult to reprogram or redesign from a landscape perspective without a tie-in to building renovations. The space between these two sites is part of a pedestrian corridor across St. George Street. These sites have the potential to provide a much needed open space amenity for the West Campus.

Specifically, the development of Site 9a and 9b should consider:

1. Renovation of the open spaces should be considered as part of the redevelopment of these two sites. The design program could include open space changes or allow future changes by making necessary structural or architectural preparations.



The integral open spaces at 50 and 70 St. George Street could be redesigned during building renovation.



The redevelopment of 47-55 St. George Street has the potential to add to and enhance existing pedestrian connections.

Site 10 - 47- 55 St. George Street

This site is included in the Spadina Circle - Russell Street Demonstration Site. It is the termination of Russell Street, with the Convocation Hall dome as its backdrop, and one of the east-west connection points between the West Campus and the open spaces of the Central Campus. The Russell Street corridor, the walkway to the University Visitor Centre in Knox College, Galbraith Road and the north-south walkway along the back of Simcoe Hall are all interconnected in the vicinity of this site and contained within the Pedestrian Priority Zone.

Specifically, the development of Site 10 should consider:

1. An opportunity to enhance the east-west pedestrian connection and create a new open space integrated with both historic and new structures within the redevelopment site.
2. A possible location for structured parking in proximity to King's College Circle and the University Visitor Centre to replace parking in the central open spaces.

Site 15 - 8 Taddle Creek Road

This University Development Site encompasses a sizable portion of the southeast corner of the campus. It is identified as part of a Gateway Site and illustrated as a part of the College Street Demonstration Site.

Specifically, the development of Site 15 should consider:

1. The creation of three new gateway open spaces:
 - in the converted Taddle Creek Road to create a forecourt to the medical science complex;
 - in the front of the Fitzgerald Building; and
 - through the relocation of the greenhouse and improvements to the open space at the northwest corner of College Street and University Avenue.
2. An opportunity to contribute to the proposed College Street streetscape.



The redevelopment of 8 Taddle Creek Road can create new gateway open spaces and contribute to the College Street streetscape.



Integrating landscape redesign with the redevelopment of these sites can make a positive contribution to the open space and pedestrian network on campus.

Site 21 - 273 and 299 Bloor Street West (Varsity Stadium)

This is the largest redevelopment site on campus. It is adjacent to the Royal Ontario Museum (ROM), the Royal Conservatory of Music, Trinity College and the Planetarium, all of which are redevelopment opportunities.

Currently, Site 21 is the subject of a proposal call to create a new private sector development and a new University-owned sports field and ice facility.

The opportunities presented by the combined redevelopment potential in this location will have an important role in the future of Philosopher's Walk.

Specifically, the combined sites should consider:

1. Integrating development and landscaping with the western edge of Philosopher's Walk between Trinity College and the University of Toronto lands.
2. A possible opening of the western facade of the ROM to Philosopher's Walk.
3. An improved pedestrian connection to the Museum subway station through the Planetarium site.
4. A north-south mid-block connection from the St. George subway entrance on Bedford Road to the new playing field, and a matching east-west pedestrian connection from Devonshire Place to Philosopher's Walk.
5. An improved east-west pedestrian connection at the south end of the Varsity site, between Devonshire Place and Philosopher's Walk.

4

Strategies for Ongoing Planning and Design at the University

In some respects the University can be compared to a small city. It operates and occupies a large complex urban territory and has a significant resident and employment population base who rely on the University for services, including recreation amenities. In this municipal comparison, the open spaces would be planned, programmed and designed by a Parks, Recreation and Culture Department. Operations and maintenance might be integral to this unit or undertaken by a central Works Department.

In several locations in Ontario where the open spaces and landscape are critical to the sense of place, an additional agency overview is provided. The National Capital Commission in Ottawa, for example, is charged with setting and maintaining an image suitable to the Capital of Canada, within the framework of the Region of Ottawa-Carleton. The Niagara Parks Commission is a similar body whose mandate is to maintain the quality of the open spaces in cities within the corridor from Niagara-on-the-Lake to Fort Erie, including the open spaces at Horseshoe Falls, the Whirlpool and the oak savannah along the Niagara Parkway.

The open spaces of the St. George Campus and the Queen's Park district of the City of Toronto, while critical to the operation of the University and important to the City and the Province of Ontario, have no such institutional support to develop and maintain their future. The City of Toronto Parks Department plays no role in these spaces beyond the confines of Queen's Park.

Individual academic departments on the St. George Campus have a clearly expressed interest in their buildings. Generally, the departments prioritize building and space related improvements in budget allocations. The planning of new buildings follows the defined process of the City of Toronto Official Plan under the Ontario Planning Act. No comprehensive review structure exists for the common ground of all of these University facilities - the campus open spaces.

The existing University-sponsored volunteer committees on matters of design, while critical to the discussion of design on campus and communicating with the University community, cannot be expected to successfully undertake and manage such a time-consuming and complicated task as developing funding and maintaining a framework for open space design and management.

4.1 Open Space Revitalization Office

Investing in the Landscape represents the beginning of an ongoing process. To be successful, the elements of the plan must become an integral component of the culture of the University administration. To this end, the University should establish a permanent office dedicated to the design and revitalization of the campus open spaces. This office should be separate from the Campus and Facilities Planning and the Operations and Services functions of the existing administrative structure.

For the purposes of this Plan the office is called the Open Space Revitalization Office (OSRO).

The mandate of the OSRO should be broad, to allow participation in all aspects of the creation and maintenance of the campus landscape. The mandate should include:

1. Creating a communication strategy to integrate the Revitalization Armature into the mainstream of the University's decision-making activity. The strategy should involve the administration, academic departments, students and alumni groups.
2. Working with the University Development Office to establish a program to raise capital for projects within the Revitalization Armature, including the six Demonstration Sites.
3. Creating terms of reference, finding sponsors and coordinating design competitions for selected projects within the Revitalization Armature.
4. Developing terms of reference and organizing consultant selection processes for designers hired to undertake open space projects on campus.
5. Working with the Physical Planning and Design Advisory Committee, the University Art Committee, the University Arboretum Committee, Campus and Facilities Planning

Recommendations

66. The University should undertake the necessary institutional review to allow the creation of an Open Space Revitalization Office (OSRO) and an associated resource base. The OSRO should coordinate *Investing in the Landscape* into funding, design and implementation phases.
67. The OSRO should work with the Centre for Landscape Research (CLR) in the Faculty of Architecture, Landscape, and Design to maintain a continuously updated computer model of the projects undertaken within the Revitalization Armature. This model can be used to monitor the progress of the open space program and to attract interested donors and partners to the project.

and Operations and Services to fully inform these groups of the ongoing revitalization efforts and to assist in the integration of other University projects with these efforts.

6. Coordinating open space and landscape improvement projects with existing buildings and facilities projects and providing assistance to design professionals undertaking capital projects on the campus to integrate potential open space improvements into these projects.
7. Coordinating the services of a landscape architect, placed on retainer to the OSRO, to provide advice on matters of landscape design on an as-needed basis.
8. Working with Operations and Services personnel to improve open space maintenance and stewardship of the campus landscape.
9. Applying the Pedestrian Priority Zone requirements to the campus.
10. Developing partnerships with City of Toronto departments on issues related to street infrastructure matters, the Taddle Creek Millennium Project, issues of traffic calming and the re-connection of the major open spaces in the district.
11. Liaising with the University Arboretum Committee and the City of Toronto Parks Department on matters related to urban forestry on campus and the possible certification of an urban arboretum on campus.
12. Liaising with the Faculty of Architecture, Landscape, and Design to build an ongoing relationship and to give the OSRO the advantages of the technological and research capabilities present at the school. A specific emphasis should be placed on the relationship between the Centre for Landscape Research (CLR) and the OSRO.

Within the area of the Revitalization Armature, the OSRO can organize a wide range of projects, through its own forces and in partnerships with other bodies.

The OSRO should not become an in-house design department and should not build in-house staff design resources. It should function to organize the efforts needed to acquire the support, resources and design expertise to undertake landscape design and installation of the highest quality on the campus open spaces. The OSRO should be provided with resources to undertake five specific activities:

1. To engage on an annual basis an industry-recognized landscape architect as an advisor to assist in the interpretation of landscape design issues.
2. To undertake small-scale additions to projects already under way to allow them to reflect the recommendations of *Investing in the Landscape*.
3. To support communication, promotion and publication of the open space revitalization program.
4. To attend supportive seminars, conferences and symposia on institutional open space design and design competitions.
5. To obtain technical services and communication material from the CLR at the Faculty of Architecture, Landscape, and Design.

The director of the OSRO should be a registered professional with a background in the initiation and implementation of large scale projects in a multi-disciplinary environment. The director should have a direct professional interest in a range of design fields including landscape architecture, urban design, architecture, environmental design, public art, industrial design or engineering.

Recommendations

68. Within the Demonstration Sites identified in *Investing in the Landscape*, several locations would be ideal for a Design Competition process.

- the Spadina Circle restoration
- the Convocation Hall Plaza
- the University Art Centre sculpture court
- the King's College Road gates
- the West Campus-Willcocks Street open space
- the restoration of Queen's Park
- the new College Street and University Avenue open space
- the new Taddle Creek Road forecourt
- the Harbord-Hoskin corridor
- the Back Campus

4.2 Undertaking Open Space Design

There are two methods that the Open Space Revitalization Office can use to undertake the detailed design of open space projects on the campus: design competitions and a competitive consultant selection process.

Competitions

Competitions are becoming more commonplace for important public open spaces in North America, and have long been the established procedure for all kinds of open space design projects in Europe. There are many kinds of competitions, the two most straightforward being an Ideas Competition and a Design Competition.

An Ideas Competition is used to look at a range of solutions to a problem. It is generally not the intention of an ideas competition to implement the winning results as a next phase. The competition is juried, a range of awards is determined and the results of the process are publicly displayed for comment. An ideas competition was successfully undertaken by the University several years ago for St. George Street. By their nature, ideas competitions lend themselves to very broad based participation.

A Design Competition is a more focused exercise to obtain a solution to be implemented by the winning team. Participation can be open or selected from a short list of submitted expressions of interest. The competition is juried, awards are given to finalists and a design commission is given to the winning entry for implementation. The Oakpark Central Park in Oakville and Dundas Square and Court House Square in Toronto are recent examples of successful public open space design competitions.

Design Competitions and Ideas Competitions are a positive way for the University to undertake selected open space design projects. Competitions offer several advantages for a design process:

1. They are intensely creative processes, often resulting in designs not obtainable through incremental review by an administrative decision-making process.
2. The submissions often include a unique collaboration of design skills not readily available in individual design firms.
3. Properly managed competitions for significant spaces attract a wide range of design groups from around the world. The designs resulting from the competition usually enjoy a significant profile and exposure.
4. Competitions allow the design industry to grow by providing an opportunity for young design talent to compete on the basis of design skill and presentation.

Competitions could be held for entire open spaces or for individual elements within the spaces such as memorials, site furnishings and smaller special places.

A properly run design competition requires substantial up-front organization and resources to create a program for the space, develop a proper briefing package and to coordinate, judge and promote the results of the process.

It is possible that the competition will not produce a design suitable to the University. This result has a direct relationship to the effort and definition placed in the organization of the event.

Competitive Interviews

Competitive interviews are used to select a design service rather than a specific design or idea, and represent the most common way for the OSRO to obtain professional design services. This type of selection process is ideal when the University has a clear understanding of what it is trying to accomplish and is able to judge the ability of a group of professionals to successfully implement the project.

In order to obtain the highest possible level of creativity in this process, several guidelines should be used:

1. The process should include a general, open and widely advertised call for expressions of interest in the project.
2. Expressions of interest should be encouraged from multi-dimensional teams of landscape architects, architects and artists combined with specialty expertise such as environmental engineers, traffic calming specialists, horticulturists, lighting and way-finding specialists.
3. Short-listed firms should be invited to make presentations open to the general University community.

4.3 Open Space Revitalization Opportunities Related to Ongoing Projects

Infrastructure Projects

One of the most successful methods of changing the landscape and site conditions of a large urban place is to build change into the ongoing process of street infrastructure upgrades and reconstruction. The success of this process is demonstrated in the City of Toronto, where regular street reconstruction includes redesigning and upgrading the pedestrian amenity and streetscape condition.

The benefits of integrating design changes into regular life cycle replacements were evident when the City made the decision to rebuild St. George Street, using a joint program of infrastructure replacement and amenity and image improvement. The same value was not gained in the Hoskin Avenue reconstruction undertaken several years earlier.

Many of the opportunities outlined in *Investing in the Landscape* are related to city streets that will be rebuilt over time. The University should be prepared to participate in each of these projects and other infrastructure reconstructions as they occur.

Recommendations

69. The University should monitor the 10-year capital improvement program for City infrastructure and, through the OSRO, suggest possible projects and directions for consideration by the City. The OSRO should also review all University of Toronto infrastructure programs to associate any potential open space revitalization projects with ongoing infrastructure projects.

Recommendations

- 70.** To achieve a direct relationship between major building projects and campus landscape improvements, the University should establish an annual capital budget for the OSRO to allow for participation in ongoing projects and to establish a central capital fund to be directed toward a coordinated plan of open space improvements.
- 71.** The University should continue to require that all building projects create a budget for localized landscape development. The OSRO should define the specific parameters of the contribution for individual projects, for approval by the University. The University should also require that all of the major University Development Sites make a major contribution to the improvement of the open spaces of the campus. The OSRO, in conjunction with PPDAC, should establish the extent of the contribution of major development projects to ***Investing in the Landscape***.

Building Projects

The many building projects undertaken by the University present opportunities to improve the open space and landscape of the campus outside of the major Demonstration Sites identified in this Plan. Generally these projects fall into two categories: renovations to existing structures, and new buildings created on identified sites throughout the campus.

The University has existing policies that create budgets for landscape development within building projects. In the past, these budgets have been project-specific and without the benefit of an overall plan for open space improvements. Resources for building additions or renovations have been scarce and often the improvements that provide academic space or facilities have been considered more important than issues associated with the landscape and open spaces of the campus.

Two possibilities exist to connect building projects to improvements for the larger campus environment.

- A percentage of all capital projects could be contributed to a central fund for landscape and open space improvements prioritized annually by the OSRO.
- All projects could be required to undertake improvements to immediately adjacent open spaces, under the guidance of the OSRO and through review with the Physical Planning and Design Advisory Committee (PPDAC).

Effective management of an open space revitalization program would benefit from the availability of both methods.

4.4 Protecting the Open Space Investment

A significant investment in open space improvement brings with it the requirement to undertake a three-part management process: short term maintenance, medium term adjustments/repair and long term replacement. Each aspect of this three-part process should be considered in both the design process and within the annual maintenance programs established for the campus. Annual maintenance budgets should be adjusted to support any new open space installations and include annual programs to augment plantings.

Landscape improvements require time to reach their full potential and success will be measured by the level of upkeep of the spaces. The University will require additional procedures and expertise beyond that which currently exists to successfully undertake this program.

Recommendations

72. The majority of the capital for the open space revitalization projects will come from fundraising, partnerships and donors; therefore the University should consider designing donation programs for both capital works and annual maintenance programs. A portion of all funds, with the approval of the donor, should be contributed to an endowment fund for the long term needs of the open space revitalization program.
73. All new open space design projects should include specifications for ongoing site maintenance, including a defined short term maintenance program with annual costs, an outline of medium term adjustments required to optimize the design, and a recommendation on life-cycle issues and costs of long term replacement. This information should form the basis of an annual maintenance program created by the University.
74. The OSRO should, in cooperation with the existing grounds and maintenance personnel, review the requirements of an advanced program of horticultural and arboricultural practices and maintenance procedures to support the program of open space improvements. This review should result in a request for annual resources to undertake the program.

5

Implementing the Open Space Master Plan

5.1 Initial Actions

The following initial actions are proposed as the first steps in the process of revitalizing the campus open spaces.

1. Obtain University approval of the Primary Objectives of *Investing in the Landscape* as high level goals for the revitalization of the campus open spaces.
2. Obtain University approval of the Revitalization Armature as the long term planning focus of open space improvements.
3. Obtain University approval of the Demonstration Site projects outlined in *Investing in the Landscape*, to allow fundraising for these projects to begin.
4. Obtain University approval of the Recommendations outlined in *Investing in the Landscape* to establish strategies for open space revitalization.
5. Establish the Open Space Revitalization Office (OSRO) to continue the process begun by the 1997 Open Space Visioning Exercise and *Investing in the Landscape*.

Once established, the first priorities for the OSRO should be placed on four activities.

1. The OSRO should use the Recommendations in *Investing in the Landscape* as guidelines for open space development of all kinds on the campus.
2. The OSRO should coordinate the preparation and distribution of technical studies related to the removal of the Queen's Park Crescent overpass and the pedestrian improvements to this district. The partnerships with the adjacent institutions and the appropriate City of Toronto departments should be formalized, leading to a presentation to the Toronto Community Council for endorsement.
3. A similar liaison should be established with the City of Toronto related to the technical requirements of reconfiguring the streets of the West Campus.
4. The Demonstration Sites and the order-of-magnitude Costing Study (prepared as a background technical report for this Plan) should be used to develop a funding program for the Revitalization Armature.

5.2 Demonstration Site Preconditions

The following outline indicates known preconditions that must be met prior to undertaking the redesign and implementation of the Demonstration Sites.

Demonstration Site 1

Hart House Green - Queen's Park - Wellesley Street

1. City approval of the removal of the Queen's Park Crescent overpass and the pedestrian improvements to the district is required prior to site development.
2. Portions of the western side of this site could proceed prior to approval outlined above.

Demonstration Site 2

King's College Circle - Convocation Hall Plaza - King's College Road - St. George Linkages

1. Replacement of surface parking could be a precondition for site development.

Demonstration Site 3

Back Campus

1. Replacement of surface parking could be a precondition for site development.

Demonstration Site 4

Willcocks Street - Sidney Smith Hall - New College - Huron Street

1. Willcocks Street and Huron Street modifications will require City of Toronto approval.
2. No preconditions apply to the New College courtyard.
3. The development character of Sidney Smith Hall should be known before the new West Campus open space on Willcocks Street is created.

Demonstration Site 5

College Street

1. No preconditions apply to College Street.
2. The Taddle Creek Road forecourt open space should be associated with the construction activity of Development Site 15.

Demonstration Site 6

Spadina Circle - Russell Street

1. Spadina Circle should be associated with the construction activity related to Development Site 7.
2. The walkways at the head of Russell Street should be associated with the construction of Development Site 10, with the exception of the walkway to the University Visitor Centre, which could proceed immediately.
3. Changes to Russell Street would require City of Toronto approval.

