


# Trafalgar Campus



**Campus Master Plan Executive Summary**

**June 2020**

**Sheridan**



Sheridan Acknowledges that all of its campuses reside on land that for thousands of years before us was the traditional Territory of the Mississaugas of the Credit First Nation, Anishinaabe Nation, Huron - Wendat and the Haudenosaunee Confederacy. It is our collective responsibility to honour and respect those who have gone before us, those who are here, and those who have yet to come. We are grateful for the opportunity to learn, live and work together on this land.

# The Master Plan Goals

**The Master Plan aims to achieve a series of key goals which reflect Sheridan's aspirations for the physical evolution of its campuses.**

1

Create a bold plan that establishes Sheridan as an exceptional hub of academic and creative excellence.

2

Provide a wellness-based approach to place-making that supports inclusion, collaboration and community connection.

3

Prioritize accessibility and inclusion in the design of the plan.

4

Explore Sheridan's capacity for growth and change over time considering facility retrofit, renewal, and replacement through new construction.

5

Identify key partnership opportunities and strengthen Sheridan's relevance in each of its communities.

6

Develop a flexible framework to guide physical change that supports and strengthens Sheridan's unique brand, identity and position in surrounding communities.

7

Create vibrant learning and collaborative spaces at all scales that showcase creativity and prioritize health, wellness and innovation for students, faculty and staff.

8

Lead, manage and innovate for long-term sustainability.

# Consultation By The Numbers

OVER  
**2900** Voices Heard



**3** Ideas Workshops



**53** Total Stakeholders Engagement Events



**2** Advisory Group Meetings

**139** Workshop Participants



**73** Stakeholder Interviewees

OVER  
**2500** Compass Survey Participants



**2** Campus Compass Surveys



**2** Internal Working Sessions

**3** Open Houses



**1757** Student Voices

**36,131** people reached through social media



# Campus Vision

Sheridan's Trafalgar campus is known for exemplary teaching, innovative programming and strong relationships with community and industry partners. The Master Plan provides the framework for long-term transformation, creating a renewed and remarkable setting for learning, teaching and working. In total, the Master Plan will expand the existing campus by 2.5 times its current size.

The vision creates a significantly transformed environment for state-of-the-art learning. With a new logical organizational structure of streets, blocks and open spaces, Trafalgar campus can continue to respond to academic and programming needs and continue to grow over the long term. A network of new streets and blocks, including a ring road, will enhance the campus connectivity. New and enhanced campus open spaces will leverage existing natural features and create thoughtfully designed places for active and passive recreation.

The campus setting will be enhanced through the development of new buildings that are thoughtfully designed to offer exceptional academic environments. Buildings located along the Trafalgar Road frontage have a unique opportunity to generate revenue through partnership and showcase all that's great about Sheridan.

A phased approach to growth will deliver a host of new academic and student life buildings that support the student experience and reinforce Sheridan as an exceptional teaching and learning environment.

These opportunities and enhancements are illustrated in the following pages through a series of 'Big Moves' which represent the range of physical changes that will benefit Trafalgar Campus over the short, medium and long term.

# Trafalgar Phasing Strategy

The phasing strategy demonstrates the full range and capacity for growth at Trafalgar campus over the long term, integrating new and existing buildings, open space improvements and movement patterns.

**Short Term Plan (0-15 yrs)**



**Medium Term Plan (15-25 yrs)**



**Long Term Plan (25+ yrs)**



# Trafalgar Phasing

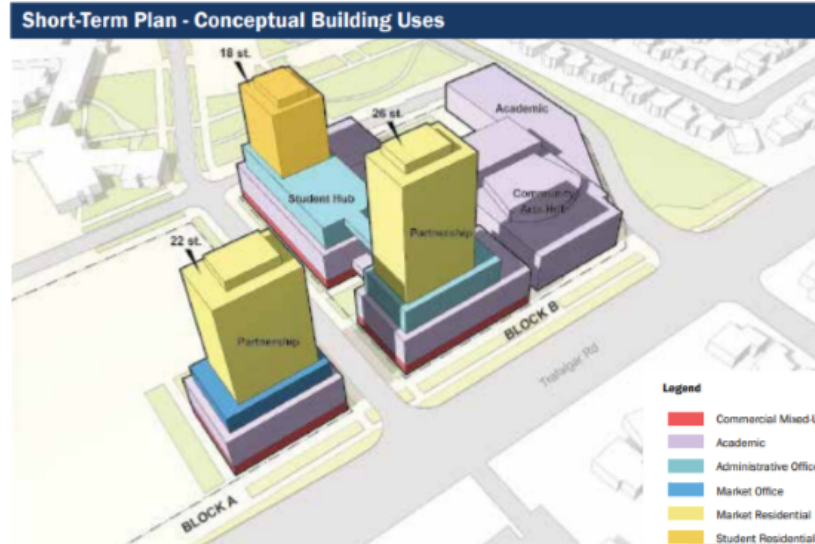
This Phasing Strategy demonstrates the full range and capacity for future development at Trafalgar campus over the long term, highlighting the integration of new and existing buildings, open spaces and movement patterns.

The strategy emphasizes creating new development to enable the decanting of existing uses prior to demolition of existing buildings. This approach minimizes disruption of academic programming, while supporting longer-term renewal and reinvestment.

## The Short-Term Plan (0-15 Years)

Located on the northeast corner of campus, new buildings will accommodate a mix of commercial, exhibition, academic and partnership uses. An interactive, digital and performing arts hub will invite the community onto campus and provide opportunities to showcase the creative programming at Trafalgar.

The Student Commons open space will be completed as a place for quiet recreation adjacent to the student residences. A new transit hub will be constructed in this phase of work.



# Setting The Stage For Growth

The Trafalgar Master Plan has been developed using a capacity-based approach based on past physical and enrollment growth. The Plan represents the long-term capacity of the campus to realize a cohesive approach to buildings, open spaces and campus infrastructure. To this end, the Trafalgar Master Plan has been based on historical rates of physical and enrollment growth. Additionally, other benchmarks such as the Colleges Ontario Facilities Standards Inventory (COFSI) have been used to understand current space needs and determine future space needs.

Analysis of the campus enrollment and built form growth over time provide insights into Trafalgar's long-term growth potential. A review of historic development patterns on Trafalgar Campus indicate that the campus has grown by a steady average rate of 1,884 sq.m. per year with significant jumps in 1997 and 2015 with the addition of two residence buildings. Applying this growth rate, Trafalgar campus would require approximately 50,000-60,000 sq.m. of new space over the long term.

Enrollment at Trafalgar Campus has also grown steadily, with an average rate of 159 students per year. Future enrollment growth will need to be supported with additional academic, administrative and student life space.





# Campus Principles

The campus design principles were developed to respond to the physical issues and opportunities of the campus today. The principles guide the vision for change at Trafalgar Campus and inform the content of the Master Plan.



1. Reinforce a clear, efficient network of streets and blocks that can be logically phased (Novartis Campus - Basel, Switzerland)



2. Seek opportunities to create a strong sense of arrival along Trafalgar Road, explore partnership opportunities and reinforce Sheridan's unique academic brand to the larger community (Emily Carr University - Vancouver BC)



3. Build flexible student life hubs that foster collaboration and inclusion (University of British Columbia Student Next - Vancouver)



4. Create an accessible internal circulation system with a relationship to the outdoors (Ontario Tech University - Oshawa ON)

# Campus Principles



**5. Enhance existing open spaces to encourage health and wellness on campus** (Microsoft Campus - Bellevue WA)



**6. Seek opportunities to reinforce Sheridan's relevance to the community through engagement and academic programming**



**7. Continue to lead with best practices in sustainability**  
(Ryerson University - Toronto ON)



**8. Prioritize active transportation on campus** (University of Chicago)

# Big Moves

Through consultation with the Sheridan community, a series of well supported Big Moves emerged that captured the imagination and reflected the aspirations of the community. These Big Moves are described here and establish the foundation and intentions of the Master Plan.



Figure 3.12.

## ESTABLISH THE KNOWLEDGE CORRIDOR

Connect Trafalgar Road with the heart of campus through the Knowledge Corridor, a series of open spaces framed by active uses including a new Athletics Centre and Student Hub, which will offer student services and flexible multi-use student life spaces. Animate the Corridor with active uses in adjacent buildings and strong indoor and outdoor visual connections and mixed-use amenities near the Trafalgar Road frontage. .



Figure 3.13.

## DEVELOP A MIXED-USE EDGE AND REINFORCE SHERIDAN'S PRESENCE ALONG ITS PRIMARY STREET FRONTAGE

Improve Sheridan's presence and engage with the community by developing the existing surface parking lots along Trafalgar Road. To support long-term growth, Sheridan can embrace a variety of new academic and non-academic uses that will benefit the institution over the long term and may include student residences, market residential uses, office and other partnership opportunities. The Mixed-Use Edge is also the place to build signature academic uses that can reinforce Sheridan's unique academic offering and highlight the institution's brand.



Figure 3.14.

### DEVELOP A COMPREHENSIVE OPEN SPACE NETWORK

Enhance and expand the campus landscape by creating a linked network of high quality green and pedestrian oriented spaces as a renewed and attractive setting for campus life. Creating an improved pedestrian and streetscape environment, integrating a multi-use trail for pedestrian and cyclist use will strengthen the campus relationship to the Morrison Creek Valley.

Enhance the landscaping of the Morrison Creek tributary by naturalizing the waterway, expanding adjacent landscape areas and creating a signature centralized gathering space connected to an arrival landscape sequence from Trafalgar Road.



Figure 3.15.

### ENHANCE MOBILITY CHOICE AND CONNECTIVITY ON CAMPUS

Introduce a new signalized intersection between the realigned Ceremonial Boulevard and Sheridan College Drive to enhance overall access and egress to the campus. Connect all the entry points to a new ring road, which will provide enhanced access to all areas of the campus.

Pursuing a strategy of underground, structured and limited surface parking along the eastern and northern campus edges will support easy access to parking along the primary street frontage while preserving the centre of campus as a pedestrian priority zone. Establish a transit hub at the northern end of campus to support multi-modal access and greater transit use.

# Implementing The Plan

**The Master Plan sets out a framework for short, medium and long-term physical change at Trafalgar and Davis campuses, and a strategy for partnership-driven growth at HMC. The Implementation methodology is a series of guidelines to help Sheridan realize the Master Plan and support decision making over time. This includes a phasing strategy for Trafalgar and Davis campuses which identifies logical places to start building the Master Plan.**

**The Phasing Principles** will guide decision-making around priority campus investments. Informed by the six Principles, Phasing Plans have been developed for Davis and Trafalgar campus, which illustrate the potential direction for growth.

1. Strengthen Sheridan's identity, brand, and sense of community by prioritizing development along the primary campus edges (McLaughlin and Trafalgar Road) first.
2. Ensure Sheridan's academic growth priorities are reflected in the planning and execution of new physical space.
3. Ensure that development contributes to the long-term enhancement of the student experience.
4. Consider building life cycle and space needs as new projects are considered. New space in early developments should be comprehensively planned to accommodate displaced uses from existing spaces that require renovation or demolition.
5. Pursue partnerships that are beneficial to the institution and have the potential to establish a revenue stream, thereby enabling further realization of the Master Plan.
6. Prioritize the creation of new infrastructure to leverage long-term growth, including key portions of the street network and the transit hub zone. Define projects that include broader campus-building objectives.

## Other Implementation Tools

Other guidelines operationalize the Master Plan at Trafalgar, Davis and HMC campuses and will guide Sheridan's long-term growth. These represent best practices in the areas of:

**Partnerships** - This section outlines a series of opportunities for Sheridan to explore that align with and advance the institution's academic vision, deliver necessary space, or establish a revenue stream.

**Built Form & Public Realm Design** - These guidelines support a cohesive and comprehensive built form and public realm as an attractive setting for campus life.

**Sustainability** - This suite of strategies, programs and certifications support Sheridan as a model for how a 21st century institution practices sustainability.

**Transportation Demand Management** - A robust Transportation Demand Management strategy will set the stage for success at Sheridan by shifting students, faculty and staff away from the use of personal vehicles and towards transit and other modes of travel.

A monitoring and reporting strategy will ensure all new projects support the overall Master Plan vision.



# Implementing the Plan

The Master Plan provides a flexible framework for significant change on each campus. The following five lenses can help to define the success of the Master Plan. Based on the Master Plan Goals, the Lenses can form the basis for key performance indicators to evaluate new development and open space projects and represent a means for reporting on the Plan's success.

**Healthy Community:** Prioritizing inclusivity, accessibility and a strong connection to the natural environment, Sheridan will grow with a wellness-based approach.

**Identity:** Sheridan's creativity and academic excellence will be communicated boldly through building design and programming.

**Design Excellence:** With vibrant learning and collaborative student life spaces, Sheridan will be known as a leader in contemporary, state-of-the-art campus design.

**Partnerships:** Working with new and existing public and private sector partners where possible, Sheridan's growth will be based on collaboration.

**Sustainability:** The long-term environmental, financial and social sustainability of the institution will be an important consideration for how Sheridan grows.

We want to thank everyone who contributed to this engaging process, including internal colleagues, our partners at Urban Strategies, and members of the broader Sheridan community who participated as members of the advisory group, via open houses, surveys and/or workshops.

We invite you to explore and be inspired by our vision for the future. We're confident the plan will ensure Sheridan's continued position as a recognized leader in innovation, creativity and sustainability.



**Janet Morrison**  
President and Vice Chancellor



**John E. Fleming**  
Chair, Board of Governors