



2006 Campus Plan

Acknowledgements

Royal Roads University greatly appreciates the contributions of the many members of the campus community and the community-at-large who have given their time and efforts to the creation of the 2006 Campus Plan.

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Preface

The campus planning process for Royal Roads University was initiated in 2000 by the Board of Governors and the university's administration. The process included consultation both on and off campus, with planning initiatives involving university staff, community and user groups, municipal representatives and the executive campus planning committee. Research undertaken with stakeholders included primary site observations and technical investigation, as well as the collection of historical data and applicable planning documents.

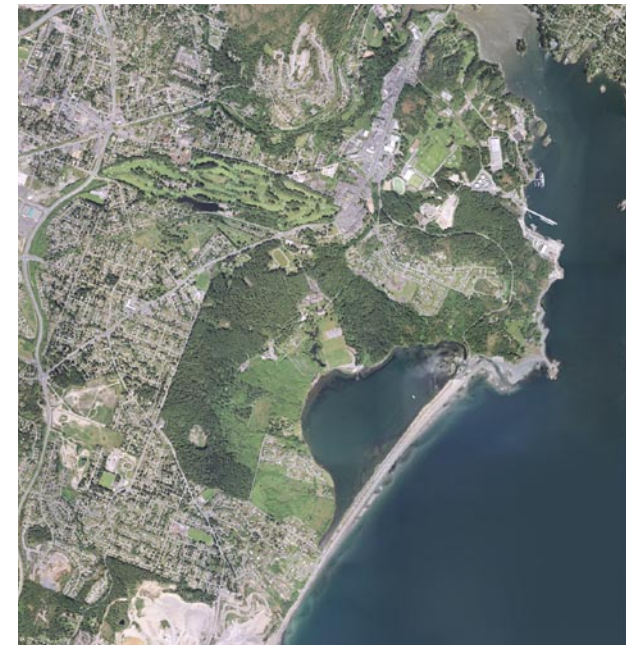
A design charrette was conducted and followed by a series of progress reviews by university administration and staff. The result was the 2001 Campus Plan, which combined several years of enrolment, business, and campus development planning into a document that identified the vision, goals, and principles that would guide the future growth of the campus. The document reflected the principles of the Commemorative Integrity Statement, which defines the site's historical mandate and the university's preservation responsibilities, agreements with the federal government, and concepts contained in the Colwood Official Community Plan (OCP). As such, it represented the start of an evolving Local Area Plan for the university.

The 2001 plan also consisted of a number of illustrations showing schematic building sites and forms, circulation networks, and general ideas about the architectural character of the future campus. The 2001 Campus Plan concepts illustrated generative principles and design ideas and were not detailed or prescriptive regulations for the future campus and its facilities. Rather, they represented the foundation of a comprehensive campus plan for Royal Roads University that would evolve over time.

In keeping with this vision, the 2006 Campus Plan updates the original document to reflect specific areas of growth in both academic and non-academic university programs. It also includes more detailed development criteria, policies, and guidelines that will help to ensure that implementation of the plan will remain true to the principles and goals identified in 2001.



Hatley Castle and the Olympic Mountains beyond



Hatley Park National Historic Site. (photo courtesy of Capital Regional District)



1 Introduction and Royal Roads Mission Statement

By order of the Act of 1995 bearing its name, Royal Roads University was established by the Province of British Columbia as a special-purpose higher education institution with mandate to:

- Offer certificate, diploma, and degree programs at the undergraduate and graduate levels solely in the applied and professional fields.
- Provide continuing education in response to the needs of the local community.
- Maintain teaching excellence and research activities that support the university's programs in response to the labour market needs of British Columbia.

RRU's mission is to excel at the provision of continuous learning for people in the workplace and to deliver global-class applied and professional programs to British Columbian, Canadian, and international learners. The complexity of society calls for a diversity of educational options. RRU's unique niche is to provide programs of learning adapted to an ever-changing workplace. We extend access to post-secondary education beyond that served by traditional residence-based programs. RRU incorporates the expertise of industry, the public sector, and institutional partners in program development and instructional delivery to ensure the highest possible level of program relevance and quality.

The university also seeks to strengthen ties to what was, in fact, the longest-serving resident of the site in post-colonial times: the military of Canada. From 1940 until 1995, Hatley Park was home to a number of military training and education entities. Since 2003, the university has increased communications with the many ex-RRMC cadet associations, including annual cross-country meetings with ex-cadets for the purpose of ensuring that the historic role of the Canadian military is remembered and honoured.

In addition, the university seeks to recruit and has been successful in admitting active-duty Canadian Forces personnel to degree programs, virtually all of which are offered in formats that accommodate the time and place constraints of the Department of National Defence (DND) personnel. The university's president has been named as the Regional Director for British Columbia of the Canadian Forces Liaison Council, an organization working to encourage employers to assist reservists in fulfilling their service obligations.

The university's Terms of Reference reflect the provincial government's determination to create "a unique post-secondary institution" and establish distinctive and distinguishing characteristics for Royal Roads. Two are of particular note in expressing the vision for the university and its operations.

First, the terms articulate a unique vision for a public Canadian university, asserting that Royal Roads University will serve the residents of Victoria, the Province of British Columbia, and the Pacific Rim. This vision is to be reflected in the relevance and flexibility of RRU programs and through the development of international linkages.

Serving the residents of their local community and province is a standard mandate for Canadian universities. But a mandate to "serve the residents of . . . the Pacific Rim" is unique within Canada, particularly with the corollary to demonstrate that service "through the development of international linkages". From its inception, Royal Roads University was charged to use its resources to reach beyond the heritage site of the campus and provincial and national borders in order to serve people who are neither British Columbians nor Canadians. No other Canadian university has been established with such a vision.



Hatley Castle and Neptune Stairs.



Grant Building and Neptune Stairs.



RRU library building.

Second, Royal Roads University is to be governed by a corporate-style board, with the majority of members being laypersons who assume all of the powers usually divided between a board of governors and a faculty senate. The rationale for a unicameral form of governance flowed from the special purpose mission of the institution to respond with relevance, flexibility, and in a timely manner to changing labour market needs. By not choosing the traditional bicameral governance model, the Government of British Columbia sought to enable the new university to act with dispatch through an externally-oriented, single board attuned to the needs of the community, the province, and the Pacific Rim. No other public Canadian university is governed in a fashion similar to that of Royal Roads.

A third distinguishing attribute of the new university came about in 1995, when the Government of Canada designated the campus, Hatley Park, a national historic site. Subsequently, the site became subject to federal government standards, as set forth in the Commemorative Integrity Statement (CIS) and in Federal Heritage Building Review Office (FHBRO) requirements for buildings on the site. The CIS integrates the key protection, presentation, and operational aspects of the site into a single, comprehensive framework. Commemorative integrity defines the health and wholeness of a national historic site and details what is required to achieve this at a particular site. A site is said to possess commemorative integrity when:

- Resources that symbolize or represent its importance are not impaired or threatened.
- Reasons for its national significance are communicated to the public effectively.
- All of its heritage values are respected.

The CIS also contains benchmarks for planning, managing, monitoring, reporting, and taking remedial action. The FHBRO designation, on the other hand, identifies the status of heritage buildings and the associated requirements for maintaining and restoring these assets according to the Federal Heritage Conservation Standards Guidelines.

Royal Roads University is the only Canadian post-secondary institution located within a national historic site and therefore, is obliged to accept full responsibility for the commemorative

integrity of its campus. Hatley Park is the largest national historic site in Canada and the university receives no federal, provincial, regional, or municipal funding to support the maintenance, restoration, or public education requirements on behalf of the people of Canada. No other Canadian university has so comprehensive a duty with respect to its buildings and grounds.

A decade after its founding, the original mission and vision of Royal Roads University, as set out in the Act and Terms of Reference and the responsibilities of caring for a national historic site are being fully attended to by an agenda of:

- Expansion of degree programs across the entire spectrum of undergraduate and graduate studies, including professional doctorates.
- Provision of continuing education programs that are responsive to the needs of the burgeoning West Shore communities of Vancouver Island and aligned with our mandate of applied and professional programs.
- Active engagement in the Pacific Rim, with deliberate focus on educational partnerships.
- Seeking the means necessary to construct and operate much-needed new facilities (the first new buildings on the site in more than a decade), now that 2,000 students enroll

annually on a campus that, as a military college, served a maximum of 300 cadets.

- Finding creative ways to generate the revenues required to fulfill the obligations imposed by the heritage stewardship responsibilities, including the cultural landscapes and heritage buildings requirements.
- Establishing a long-term, comprehensive Heritage Master Plan for the site that leads to environmentally responsible and sustainable development where needed for the university to fulfill its mandate, while ensuring that the bulk of the site remains undisturbed by development.
- Restoration of natural ecosystems as part of a proactive plan that incorporates future development projects.



Aerial view of RRU campus from the south-west

2 Context

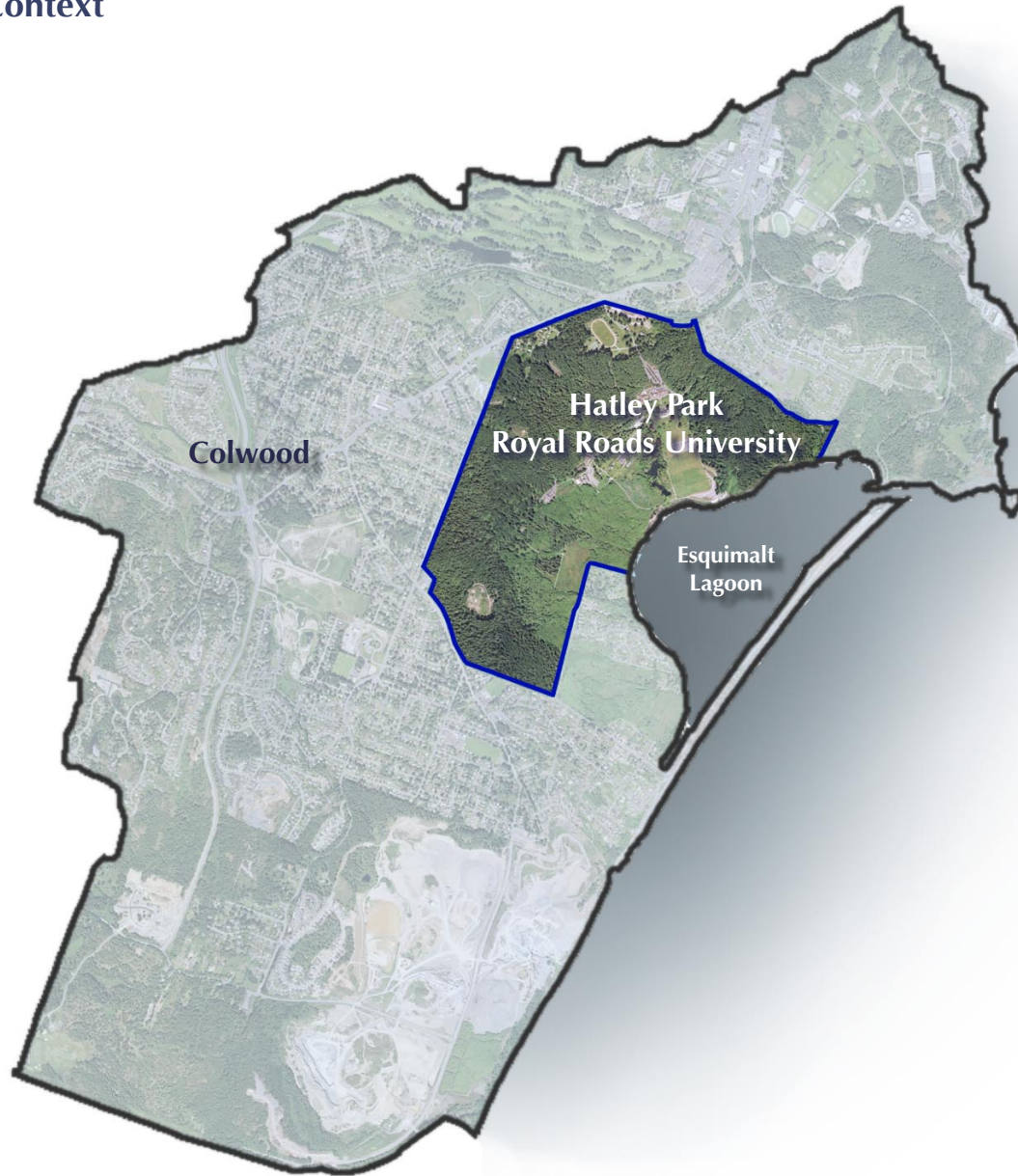


Figure 1: Hatley Park within the Municipality of Colwood (courtesy of the CRD)

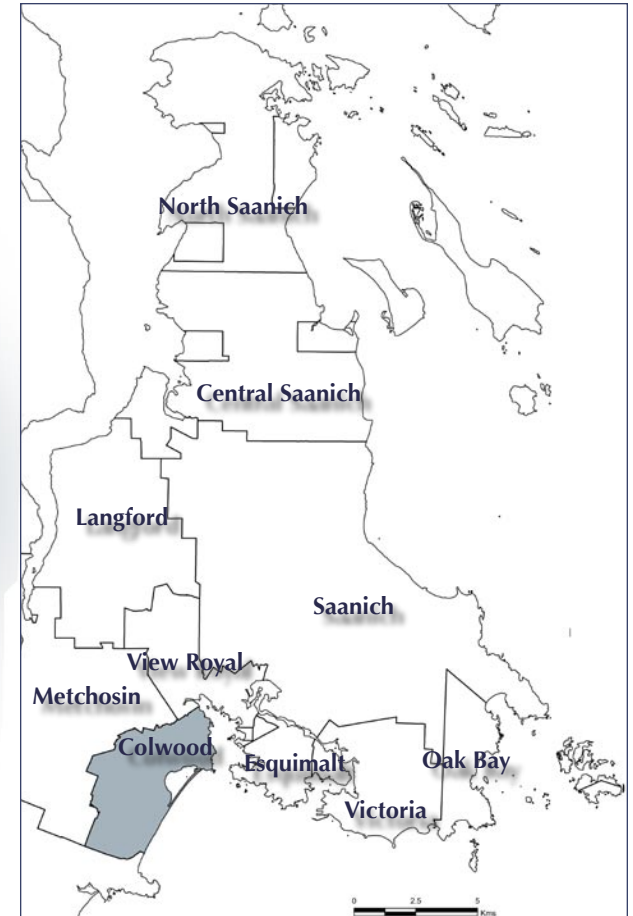


Figure 2: Map of the municipalities that comprise the Capital Regional District (courtesy of the CRD)

2a Capital Region and Colwood Municipality

Hatley Park, home to Royal Roads University, lies within the Capital Regional District of Southern Vancouver Island (fig. 2). The site is within a group of municipalities undergoing significant transformation due to population growth and dynamic economic activity.

The site is within the boundaries of the City of Colwood (fig. 1), a largely suburban district with a 2005 population of 15,000 people. However, the RRU campus, its infrastructure, and buildings are excluded from Colwood's municipal authority.



Figure 3: Existing buildings with contours of the escarpment and terrace landform at RRU (D'Ambrosio)

Historically, and according to current legal status, Hatley Park and the RRU campus and infrastructure are subject to, and governed by, federal regulations. This means that development regulations and other aspects normally governed by municipal bylaws do not apply. RRU, nonetheless, has made it a practice to keep the City of Colwood apprised of campus development plans and activities. This 'good neighbour policy' ensures that RRU participates appropriately in the growth monitoring and management undertaken by its host municipality.

2b Geography and Geology

Hatley Park is a 228.5 hectare (565 acre) area made up of a variety of landforms and vegetation zones including mixed forest, meadowland, rolling hills, riparian wetland, and steeply-sloped terrain. Much of the park has been disturbed in one way or another by human settlement, domestication, and development occurring over hundreds of years, including both pre- and post-European settlement.

Geologically, much of the upper campus is underlain by a thick layer of sand and gravel, as the property is located on the south-eastern portion of a large, raised glaciofluvial delta and outwash plain known as the Colwood delta, which covers an area of approximately 17 kilometres. The delta was formed 13,000 years ago during the recession of ice that followed the Fraser Glaciation. At that time the sea level was much higher than it is today and the Colwood delta terminates on the northern portion of the site, creating the steep escarpment and terrace. South of Hatley Castle, the property slopes to Esquimalt Lagoon as a relatively thin deposit of silty sand and clay with local areas of peat and organic soil overlaid on the Colwood delta. The Colwood delta consists mainly of inter-bedded sand and gravel, with silts occurring locally in horizontal layers of sedimentary deposits called topsets.

Topography at the site slopes from an upper terrace at approximately 62 metres above sea level (ASL) in the north, west, and eastern areas of the property, south towards Esquimalt Lagoon. A relatively steep escarpment is generally found between 30 metres and 60 metres ASL. West of Colwood Creek (from approximately 30 metres ASL down to Esquimalt Lagoon), the slope becomes gentler. An extensive groundwater seepage face is generally formed along the toe of the escarpment where the slope flattens and the movement and manifestation of groundwater is a significant aspect of all vegetation patterns and biological diversity found on the site.



Sunset over Esquimalt Lagoon



Colwood Creek



Lower Colwood Creek waterfall

2c Ecological and Cultural Features

Hatley Park consists of a diverse and complex array of natural habitats including salt and freshwater marshes, mixed Douglas-fir forests (fig. 4), Garry Oak meadows, grassland pasture, wet meadows, riparian (river-side) zones (fig. 5), and marine shoreline (fig. 6). The movement and manifestation of groundwater is a significant aspect of all vegetation patterns and biological diversity found on the site.

Hatley Park is also one of the only heritage sites in Canada containing an intact mature growth forest with some of the oldest veteran trees in Canada. All of these ecological “patches” are inter-connected and woven into the overall fabric of the larger landscape ecosystem of the site, providing habitats on different scales for a wide variety of plant and wildlife. The latter includes cougars, deer, owls, and other birds of prey, waterfowl, racoons, amphibians, sea otters, marine and freshwater fish, crustaceans, and other marine life. In addition to habitat, the different ecosystems in Hatley Park also support and provide a variety of functions and services for both wildlife and humans alike,

including the supply of clean freshwater, provision of nutrients and materials, erosion and flood control, air quality and temperature modification, protection from wind and tides, and opportunities for recreation, education, and research.

These ecosystem processes are important for the continued sustainability and enjoyment of Hatley Park and its natural areas. Natural habitat patches, which support these processes and their connectivity inside and outside the site, shall be considered in the implementation of the campus plan through a holistic perspective of the landscape ecosystem to ensure that patches designated for development are integrated with, and do not impede, ecological areas. Planning will also incorporate the restoration of those ecosystems where processes and functions are currently impaired, including control of invasive species.



Culturally modified trees

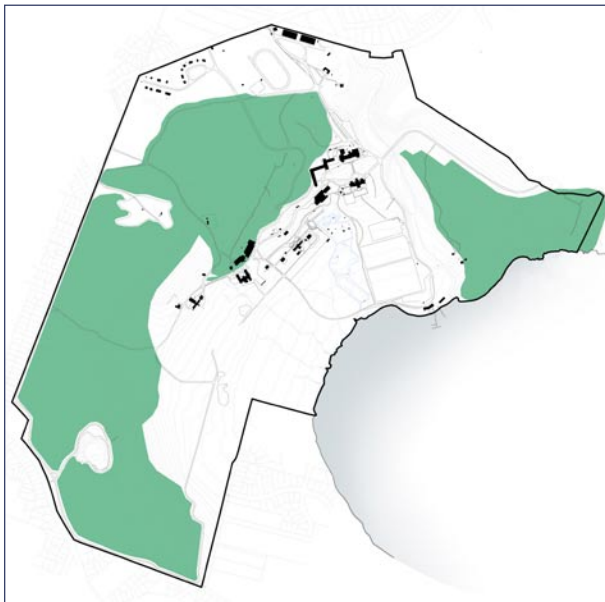


Figure 4:
Zones of mature forests - mixed conifers >100yrs. (Adapted from the Colwood OCP document)

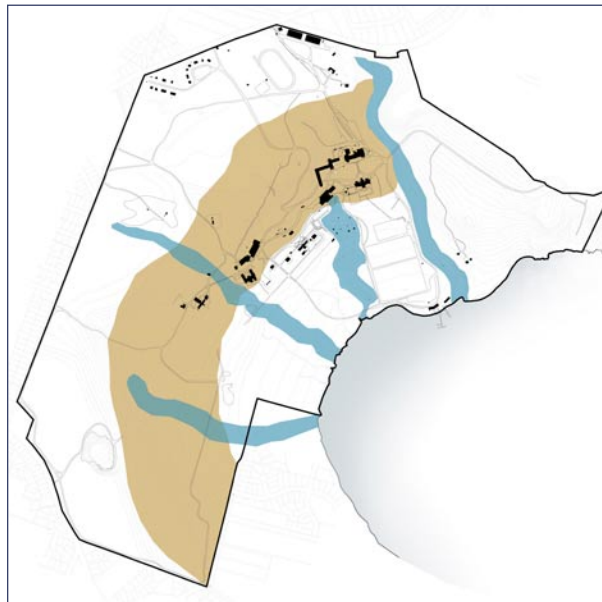


Figure 5:
Inland wetlands and potential surface erosion zones. (Adapted from the Colwood OCP document)



Figure 6:
Zone of the lagoon ecosystem. (Adapted from the Colwood OCP document)

2d History: First Nations, Dunsmuir, Military College

The ecological and cultural values of the site have also been recognized historically by indigenous cultures, such as the Teechamitsa Tribe. Their traditional lands included Hatley Park as defined by the 1850 Douglas Treaty. Modern day descendants of the Tribe include some members of the Songhees, Esquimalt, Scia'new, and T'Sou-ke First Nations. Historical evidence of aboriginal use is provided by the presence of shell middens in Hatley Park, as well as culturally modified trees from which strips of bark were taken and used for a variety of cultural purposes. These cedar trees have continued to grow, leaving a distinctive vertical groove along the length of the trunk which is evident in a number of trees in at the site today. In total, there are eight documented pre-colonial contact archeological sites in Hatley Park.

The majority of the property's evolution has occurred over the past century, since James Dunsmuir, then Lieutenant Governor of B.C. and heir to the fortune of coal baron Robert Dunsmuir, purchased the land from Roland Stewart in the early 1900s. The magnificent Hatley Castle, started in 1908, stands at the

centre of the property as a symbol of the past and key to the future. Between 1912 and 1914 landscape architects Brett and Hall created the Edwardian estate, which included the forest, an agricultural area, recreational areas, and well-defined outdoor garden rooms. Designated a national historic site in 1995, it is one of the most beautiful and unusual properties in the country, with its preserved mature forests and spectacular vistas that overlook Esquimalt Lagoon and the Juan de Fuca Strait to the Olympic Mountains of Washington State. Hatley Park remains one of the finest examples of an Edwardian estate found in Canada today.

Following the death of Laura Dunsmuir, the Canadian Government purchased Hatley Park estate and in 1940, DND opened HMCS Royal Roads, a training institute for officers during World War II. In 1947, a tri-service college with training programs for the army, navy, and air force was born. In 1968 the college was renamed Royal Roads Military College (RRMC). Hatley Park remained a site for officer training until 1995, when DND closed the military college. That same year, the property was leased to the B.C. Government for the creation of a new post-secondary institution – Royal Roads University.



Hatley Castle and terrace



Sandstone carving of First Nations hunters located in the billiards room of Hatley Castle



Dunsmuir estate stables

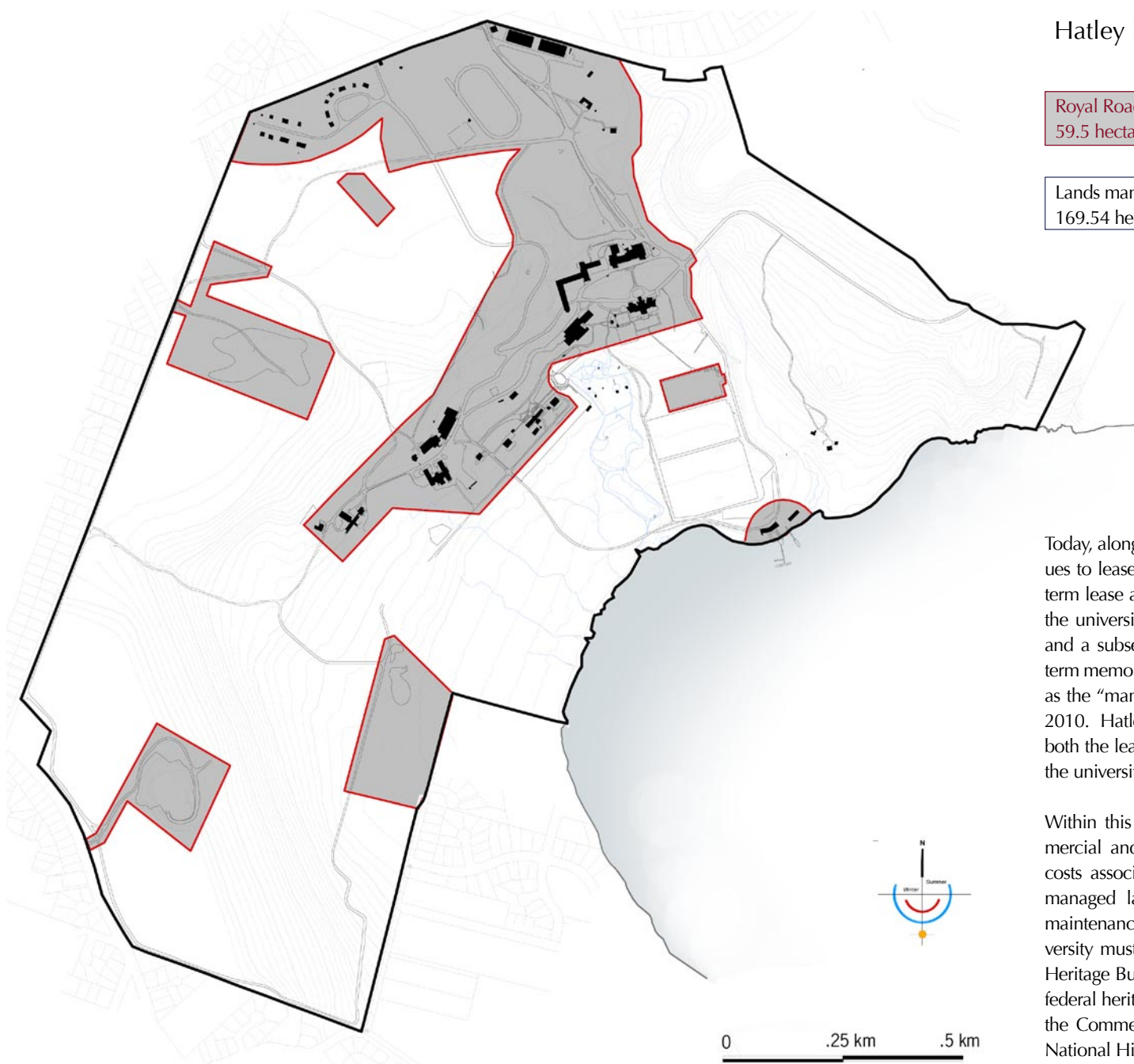


RRMC cadets on parade

Hatley Park: 228.84 hectares (565.48 acres)

Royal Roads lease area:
59.5 hectares (147.03 acres)

Lands managed under the memorandum of agreement:
169.54 hectares (418.45 acres)



Today, along with the Adjacent Lands Agreement, DND continues to lease the property to Royal Roads University. The long-term lease agreement (Dec. 1, 2000 to Nov. 30, 2050), covers the university's core campus and buildings, with one 25-year and a subsequent 24-year renewal option. The second short-term memorandum of agreement for the adjacent lands (known as the "managed" lands) is set from Dec. 1, 2005 to Nov. 30, 2010. Hatley Park, as a 565-acre site and entity, encompasses both the lease and the agreement. No other tenant, aside from the university, occupies the site.

Within this framework, RRU may use the property for commercial and residential purposes. RRU is responsible for all costs associated with the operation and maintenance of the managed lands (which includes the formal gardens), road maintenance, access, and upgrades. Furthermore, the university must manage the structures recognized by the Federal Heritage Building Review Office (FHBRO) in accordance with federal heritage policies, as well as honour the requirements of the Commemorative Integrity Statement (CIS) for Hatley Park National Historic Site.

Figure 7: RRU lease areas 2001 (D'Ambrosio)

3 Concepts, Principles and Policies

In 2001, the Royal Roads Campus Plan described three fundamental concepts that would define the nature of future growth on the campus.

- University in a National Historic Site.
- Environmental Sustainability and Leadership.
- Living Heritage: Cultural Celebration, Preservation, and Restoration.

These concepts provide a basis for specific campus planning principles and guidelines that will govern future buildings and infrastructure development.



Aerial view from the south of Hatley Castle and the academic quadrangle formed around the Oval Court



Japanese Garden pond

3a University in a National Historic Site

Royal Roads University is an educational institution set in a significant national historic site. Future growth of the campus must be directed so as to maintain and strengthen the character and identity of its location and to integrate future development within this context.

Over the next decade and beyond, Royal Roads will maintain and enhance the extraordinary heritage and environmental attributes of the site, while redeveloping some existing buildings and developing new facilities that complement this remarkable place. This will be done as the university advances its educational mission.

The notion of a university being physically integrated within a larger vision and philosophy of community is not new. For example, American president Thomas Jefferson designed the campus of the University of Virginia in a manner completely different from those of most colleges and universities of the times. Writing to a colleague, he argued that, in fact ...“a university should not be a house but a village”. Nearly 200 years later and 4,000 kilometres from Jefferson’s “academical village”, Royal Roads University is planning the future of a unique site that will serve as home to a “learning village”. That village will



Ancient Western Maple



Shoreline of Esquimalt Lagoon



Swans at Esquimalt Lagoon

house an institution in the process of transforming itself from a Canadian university active internationally, to a global institution with deep Canadian roots. Royal Roads University's presence in Hatley Park is the ideal setting for this bold initiative.

The park setting offers a number of possibilities for enhancing the experience of both student and non-student visitors to the site. Beyond the amenities of natural vistas, picturesque trails, and an abundance of ecosystems, portions of Hatley Park have been intensively developed into naturalistic park and domestic landscapes.

The castle lawns are the formal grass areas adjacent to the site's principal man-made feature, Hatley Castle, the grand country home of the Dunsmuir family. At the north side of the castle is the Oval Court, with its porte cochère entrance facing the axial statue-lined staircase named after the god of the sea, Neptune. Below the castle's great terrace and set in a grass expanse that slopes gently to the shores of Esquimalt Lagoon, are the croquet lawn and the historic Parade Ground from the military college, now temporarily used as a parking lot. To the west of the castle lawns are the exquisite Japanese, Italian, and Rose gardens and the historic Dunsmuir farm.

3b Environmental Sustainability, Progress, and Leadership

In October 2000, the Board of Governors formalized the university's philosophical commitment to maintain a leadership role in environmental sustainability by passing a bold policy:

Royal Roads University must reflect the highest standards of sustainability and environmental consciousness. All members of the Royal Roads community (learners, faculty, and staff) are committed that the university:

- Become a leading institution in environmental sustainability and stewardship.
- Set a standard that other institutions will emulate.
- Develop a campus-wide environmental management system.

In recognition of this commitment, RRU has been designated by Environmental Career Opportunities - Canada (ECO) as the Canadian Centre for Environmental Education. Royal Roads University will be the national certifying agency for environmental practitioners, who, by availing themselves of distance education courses and training provided by Canadian colleges and universities, will satisfy competency-based standards. Once certification is achieved, the environmental professional will also have access to continuing education that make it possible to maintain certified status. The initial focus of the centre is national, but ECO-Canada requires that the university undertake to work with universities in both the United States and Mexico to establish North American standards in environmental practice.

This leadership role is duly reflected in the ongoing maintenance and development of the university's own buildings and infrastructure and all operations and projects at RRU adhere to the following principles:

- Exemplify and promote a principled, informed and conscientious approach to facilities development and operation by following principles of reduction, re-use, and recycling.
- Maximize the re-use of existing buildings, sites, and infrastructure.
- Concentrate construction of new facilities in disturbed areas and on developed sites.
- Maximize the efficiency of land use through compact and efficient planning, infrastructure, and architectural strategies.
- Facilitate mixed building use to encourage a pedestrian and interactive campus.
- Maximize facilities use by sharing between the academic and general communities.
- Adhere to green building standards in architecture and design, including the incorporation of both passive and active strategies for energy conservation and pollution reduction.
- Maximize use of local and sustainable resources, methods, and materials in all campus projects and operations.
- Facilitate alternative transportation strategies and allow only necessary and controlled private vehicle access into the campus.
- Respect the heritage requirements set forth by FHBRO and the CIS.



The Neptune Stairs and the Grant Building



The Quarterdeck in the Grant Building



The newly renovated Quarterdeck

A program established to monitor the university's implementation of sustainable environmental strategies produces annual reports on environmental progress. These include:

- Increases in solid waste diversion and overall diversion rates from the landfill due to campus wide composting and recycling.
- Use of non-potable water (aquifer) for the watering of gardens and grounds.
- Implementation of chemical free cleaning systems.
- Integration of a pest management plan.
- Incorporation of environmental measures in building renovation and construction projects.
- Replacement of the campus fleet vehicles with zero emission electric vehicles.

3c Living Heritage: Cultural Celebration, Preservation, and Adaptation

The history of the site is an essential element of the character of Royal Roads University and brings with it significant responsibility. Guiding the overall approach to the heritage of Hatley Park is the Commemorative Integrity Statement (CIS), referred to earlier. This comprehensive document is available as an appendix to the campus plan and details the Level 1 Classification of Hatley Castle and the associated gardens, including the Italian Garden, upper terrace, and lower terrace. As the most significant heritage structure on the national historic site, with a 'classified' designation by FHBRO, the university must ensure the extraordinary value and relative intactness of Hatley Castle is managed with extreme care. The CIS, via the Heritage Character Statement, also specifies the importance of the Grant Building, built in 1942 by the Royal Canadian Navy. The Grant Block must retain its formal relationship to Hatley Castle, and its surrounding grounds should be maintained as a landmark on the campus. Hatley Park is also the only national historic site that recognizes the forest as a key component of its commemoration. This special trait is to be enhanced and respected throughout the development and growth of the university and efforts must be made to repair and restore the historic and natural landscapes.

In fulfilling the terms of the CIS, the university will, by virtue of its lease agreement with DND:

- Protect, monitor, and maintain the road and pathway networks that date from both the estate and the military college periods.
- Establish a nursery system to preserve the genetic stock of the site's heritage trees for future generations.
- Prepare a full inventory, mapping, and heritage recording of the Italian Garden, Neptune Stairs, upper terrace, and lower terrace, including pools, fountains, pathway alignments, structures, features, heritage trees, and other plant material. Future planning and planting design will respect the historical evolution and character of these gardens and changes from the historic planting plan will be effectively communicated to the public.
- Preserve the historic vista from Hatley Castle to the lagoon and the ocean beyond.
- Create an historical record of all relevant elements of the agricultural zone, including the buildings, potential archaeological remains, and the boundaries of the former fields and pastures.
- Maintain the historic value of level 1 buildings within the agricultural zone including: building #2 – the Greenhouse, #3- the Former Head-Gardener House, #4 – the Stables, #5 the former Laundry, #6 – the Dairy Barn, #10 - the first Stable, and #16 - the Herdsman's Cottage.
- Protect and maintain surviving garden and field walls.
- Communicate to the public the overlay of Royal Roads Military College (RRMC) uses on the estate buildings and landscape and where identified through the FHBRO process, protect, and maintain the exterior form and materials and interior elements of RRMC buildings.

As part of the ongoing development of the campus plan, a Master Heritage Planning Project has begun (2006 – 2007) that will research, analyze, engage the public, and recommend a long-term stewardship plan for the site, including establishment of heritage objectives for Hatley Park relative to the operational requirements of RRU. It will include four major components: a cultural landscape/human use impact assessment; a heritage interpretation plan and exhibit strategy; a transportation demand management study; and an infrastructure update.

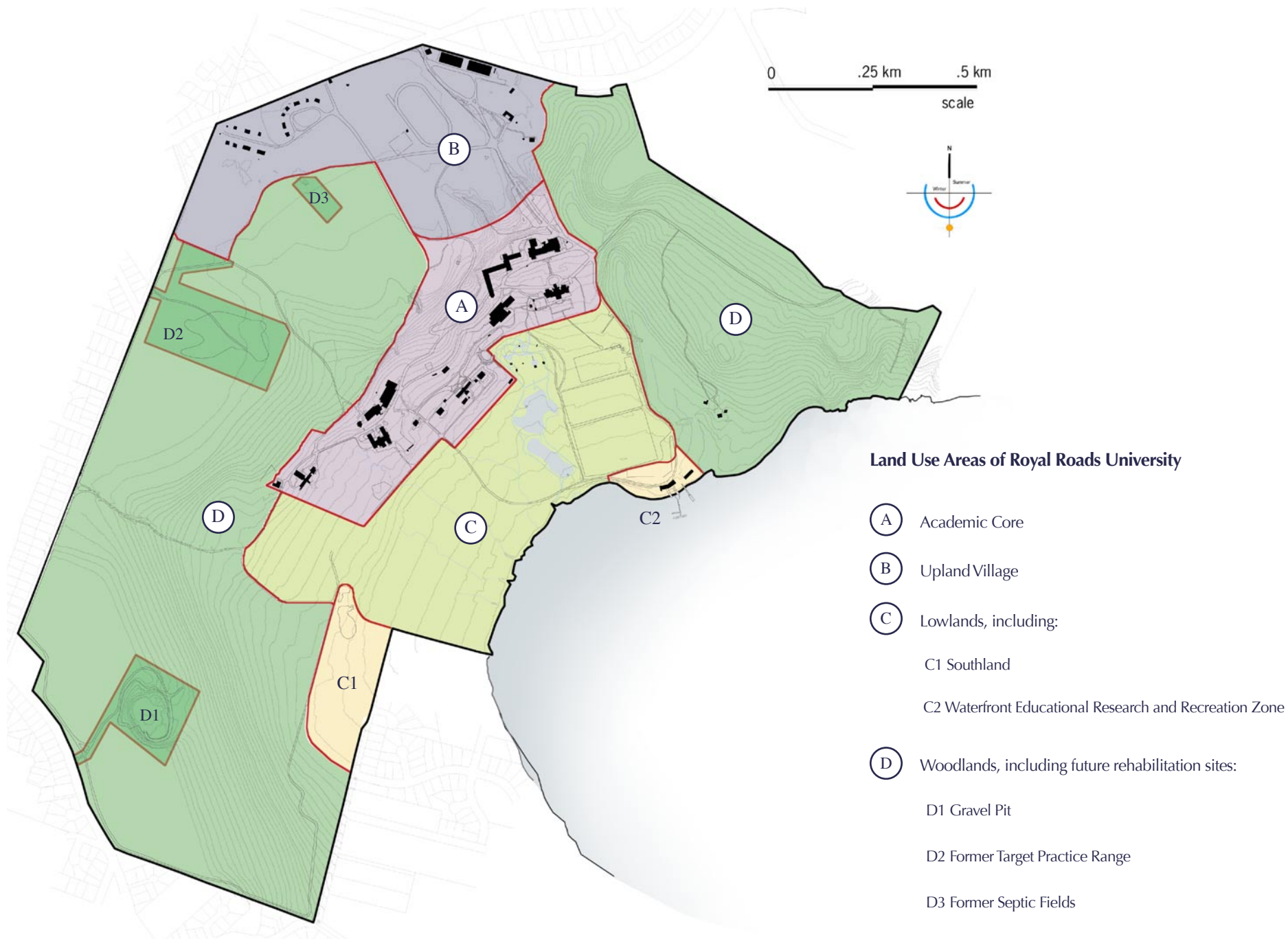


Figure 8a: Land use areas of Royal Roads University (D'Ambrosio)

Note: all boundaries and areas are conceptual and subject to survey confirmation

Land-Use: Balancing Future Growth

Royal Roads University will face diverse and sometimes competing priorities as it grows and expands its programs to meet the future needs of students, staff, and the community. Heritage and environmental stewardship will remain constant responsibilities, but the rate, type, and areas of growth for the university will be variable, reflecting changes in public and board policy and funding opportunities. The campus plan is a framework for growth that is flexible and will allow the administration of the university to adapt and accommodate future changes within this context.

Through leadership, the administration will balance the broad priorities of the university in order to realize the goals and concepts of the campus plan. The growth strategies of the plan will facilitate and encourage multiple and mixed building use and shared, full-time use of sites and facilities for the benefit of the university and the community. Development and management strategies will be organized within distinct and symbiotic land-use areas within the campus, as illustrated in figures 8a and 8b:

- The Academic Core.
- The Upland Village.
- The Lowlands.
- The Woodlands.

Development and uses within these areas shall conform to the following land-use area summaries in the manner of municipal zoning requirement. Currently, the management of Hatley Park National Historic Site is based on a lease agreement for the disturbed lands and a memorandum of agreement for the adjacent lands. This arrangement restricts RRU's ability to generate financial support for initiatives that overlap these parcels of land.



Figure 8b : Aerial view of Royal Roads University campus with an overlay of land use areas (D'Ambrosio)

To optimize and harmonize these development and management strategies, the existing lease and memorandum of agreement need to be integrated into a single lease document covering the whole of the Hatley Park National Historic Site. This will ensure that this unique Canadian treasure is managed in a holistic fashion, guaranteeing the integrity of the cultural, archaeological, and heritage features of the site.



Trace diagram of RRU land use zones from 2001 charette (D'Ambrosio)



Aerial view of the waterfront, lowland and academic core

4a Academic Core

The academic core generally encompasses the buildings and grounds surrounding Hatley Castle and the historic estate farm that stretches west along a natural terrace above the lowlands. The precinct around Hatley Castle has developed over time along the lines of a historic model of an academic quadrangle and has become the iconic heart of the campus.

The west end of the academic core has been identified as the site for a secondary cluster of academic facilities incorporating the existing Cedar Building. This secondary core will be linked to the castle precinct by the historic estate buildings with uses including non-academic, tourism, and tourism-education that would connect and service the two important historic “anchor” sites.

The academic core will continue to accommodate future facilities development related to the university’s academic and public education programs. The dual priorities of these operations will require that growth occur within the framework of responsible stewardship. This means that the academic core will also continue to be the focus of future restoration and preservation work related to the historic landmarks of Hatley Park, including the castle and its grounds, the Oval Court, and Neptune Stairs and the greenhouse. New facilities will be developed on parking lots and other disturbed sites to create functional continuity and adjacency of uses.

Allowable Uses:

- Educational and research uses.
- Academic and academic support facilities.
- Museums, libraries, and galleries.
- Theatres, conference facilities, and assembly uses.
- Sports and recreational facilities.
- Retail, restaurants, and cafés.
- Dormitories and transient accommodations.

Academic Core Building Sites

Building in the academic core will be limited primarily to the redevelopment of existing disturbed areas such as parking lots. Figure 9 describes the following sites that have been identified for re-use:

- A1 Parking Lots P1 and P2 - Located on the slope above the Grant Building, these have been identified as the site of a new academic building (NAB) currently referred to as the Gateway Building.
- A2 Parking Lot P6 - the southwest side of the Library may be developed for academic and tourism related facilities.
- A3 The Mews P7 and P10 - the parking lots and land surrounding the Mews Building have been identified as appropriate for mixed academic and non-academic uses such as an Accommodation and Conference Centre (ACC). The site lends itself to this intensive use due to the existing separate vehicle access road that avoids compromising the Hatley Castle / Oval Court and the potential to renovate, adapt, and re-use the heritage Mews Stables and the existing swimming pool building.
- A4 Parking Lot P8 - the Cedar Building site is a future secondary centre for limited expansion of academic teaching and support facilities.

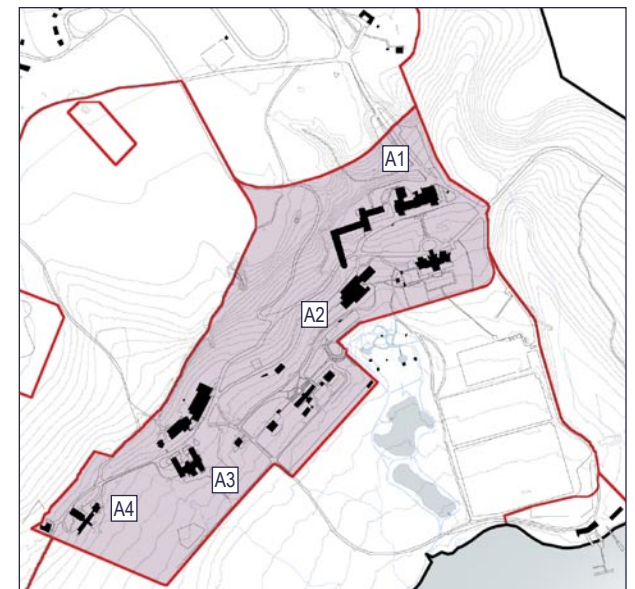


Figure 9: Building sites in the academic core (D’Ambrosio)

4b Upland Village

The area identified as the upland village is situated at the main entrance of the property on the crest of the hill overlooking the academic campus to the Strait of Juan de Fuca and the Olympic Mountains. Level with the surrounding community, it is where Royal Roads University campus integrates into the host municipality of Colwood, including the municipal road network and infrastructure such as the Galloping Goose Trail. It is primarily a previously disturbed site and is suitable for future development as a transitional zone tying the activities and beneficial presence of Royal Roads University into the larger community.

The upland area is planned to be the focus of future growth in uses that are peripheral to the core focus of the university and bridge interaction with the community at large. It is envisioned as a thriving mixed-use village knitting the edge of the university into its larger neighbourhood. The village setting will include on-campus accommodation, academic and administration facilities, maintenance offices, works yards, and student service facilities, in addition to small-scale retail and commercial uses.

The upland village could also provide an opportunity for the surrounding community of Colwood to access a neighbourhood center that could include larger shared facilities such as a community theatre and convocation hall. Multi-family residential development could be considered to provide the village with a population base to augment the student body. The village will animate its streetscapes, where vehicle circulation and parking will be ordered and subservient to pedestrian and bicycle uses. The upland campus is also an optimum location for a transit and transportation hub - an integral part of the university's transportation demand management plan, serving a car-free campus as well as the larger community. This hub will be located at the "front-door" of Royal Roads University, a new academic building currently referred to as the Gateway Building.

Allowable Land Uses

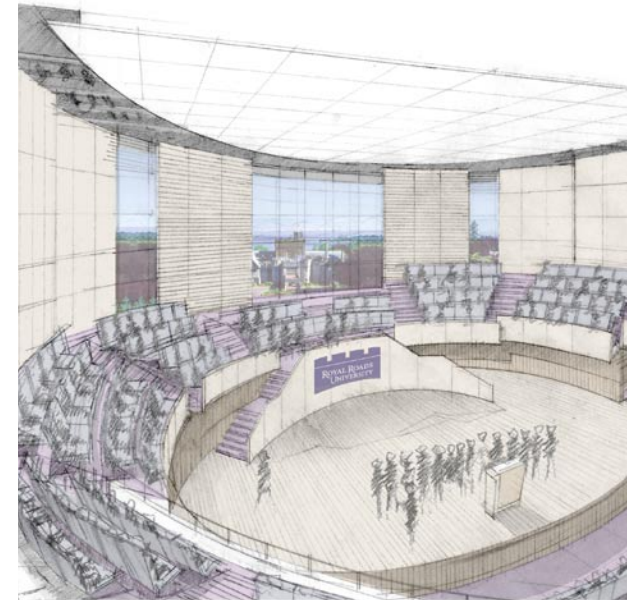
Mixed commercial, residential, and institutional in blended or shared-use developments such as:

- Educational and research uses.
- Arts and cultural facilities.
- Sports and recreational facilities.
- Commercial offices.
- Retail.
- Restaurants.
- Cafés.
- Dormitories and transient accommodation.
- Vehicle storage and maintenance equipment storage.
- Transit interchange.

Upland Building Sites

The upland area is suitable for large-scale redevelopment and in the long term, could be the site of the majority of new construction at Royal Roads University.

- B1** The central focus of the upland village will be a convocation hall and arts and cultural centre circled by a ring road connecting with University Drive.
- B2** The areas surrounding the hall/centre site could be suitably developed for mixed uses such as academic, office, commercial / retail, and student housing.
- B3** Re-instatement of the historic entrance gates may occur as part of the campus traffic demand management (TDM) plan. Redevelopment of the existing military housing as multi- and single-family residential sites for faculty and mature students would ease the transition to the existing residential neighbourhood to the west.
- B4** Vehicle traffic could be re-routed along a service loop to the east of University Drive and down to a traffic circle and transit terminus at the Gateway Building. Support services for the university, such as the physical plant and works yards, as well as a parkade structure, will be located along this vehicle loop closer to the top of the hill.



Conceptual rendering of a convocation / arts and cultural centre auditorium (D'Ambrosio)

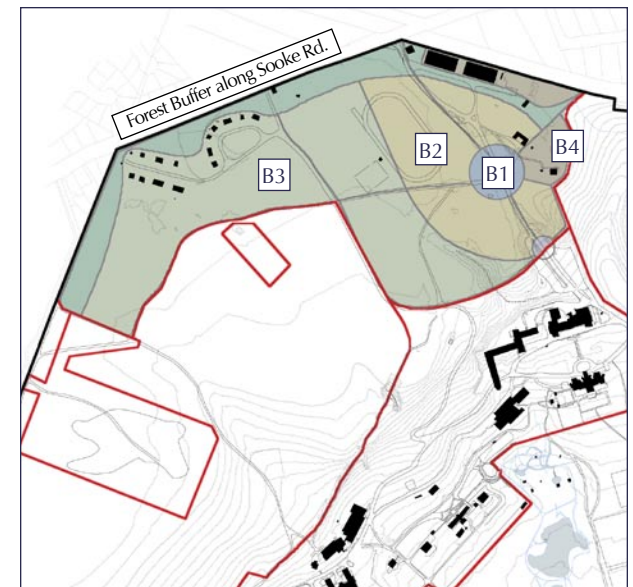


Figure 10: Proposed development of the upland village (D'Ambrosio)



The Japanese Garden pond



Historical farm of the Hatley Park estate

4c Lowlands

The lowland area is a mix of historic farmland, ornamental gardens, and natural wetlands that mark the transition from the mature indigenous forests that ring the campus to the shoreline of Esquimalt Lagoon. Vestiges of the Dunsmuir estate and Royal Roads Military College, including the orchards, farm fencing, and former parade ground will be preserved and where appropriate, adaptively re-used in a manner that acknowledges the original uses of the designated heritage periods.

The meadows and pastures cultivated during the post-colonial era of Hatley Park include the riparian wetland and ornamental gardens. These form a distinct landscape within the Royal Roads University campus with layers of ecological and historical value that preclude significant future development. While maintenance, restorative, and compatible adaptive development will occur, the area will generally be left unchanged.

Allowable Uses:

- Educational and research uses.
- Agriculture related to historical preservation and restoration.
- Public gardens and related service facilities.
- Open-air and temporary performance / event venues.
- Facilities related to habitat preservation / restoration.
- Parking for service vehicles and motor coaches.

Lowland Building and Restoration sites:

- C1** The Southland is a distinct portion of the Lowlands that RRU will hold in reserve as a construction staging area and for future use. Located adjacent to the Havenwood Retreat Centre, the area has separate and direct access to Heatherbell Road and is an existing disturbed area. In keeping with RRU policy, any uses will be undertaken with a high level of sensitivity and strictly controlled environmental impact.
- C2** The existing facilities at the waterfront will continue to provide access to the waterfront for education, recreation, and uses related to public tourism activities.



Glacial kettle

C3 The historic ornamental gardens and Hatley Castle are the key components of RRU's tourism programs and will be maintained and enhanced under the terms of the CIS and to make their operation and maintenance self-sustaining.

C4 The current P3 parking lot is located on the historic parade ground and may be restored and adapted to permit secondary uses such as an outdoor assembly and performance venue.

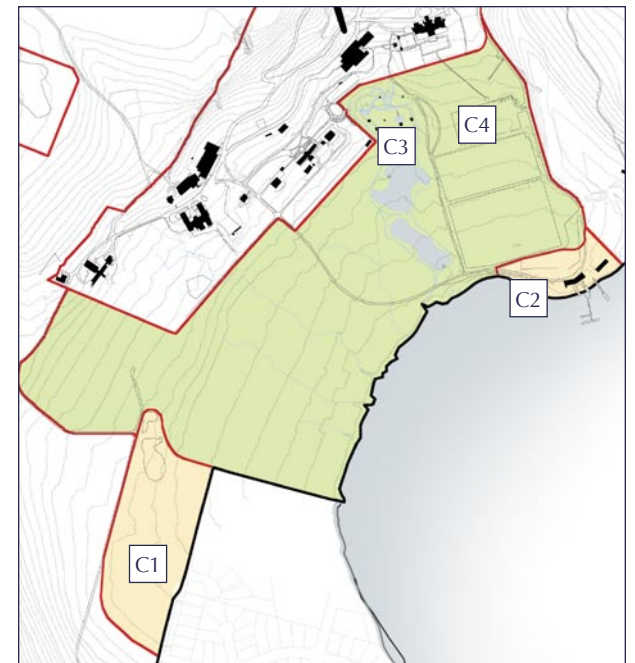


Figure 11: The Lowlands and Southland areas (D'Ambrosio)

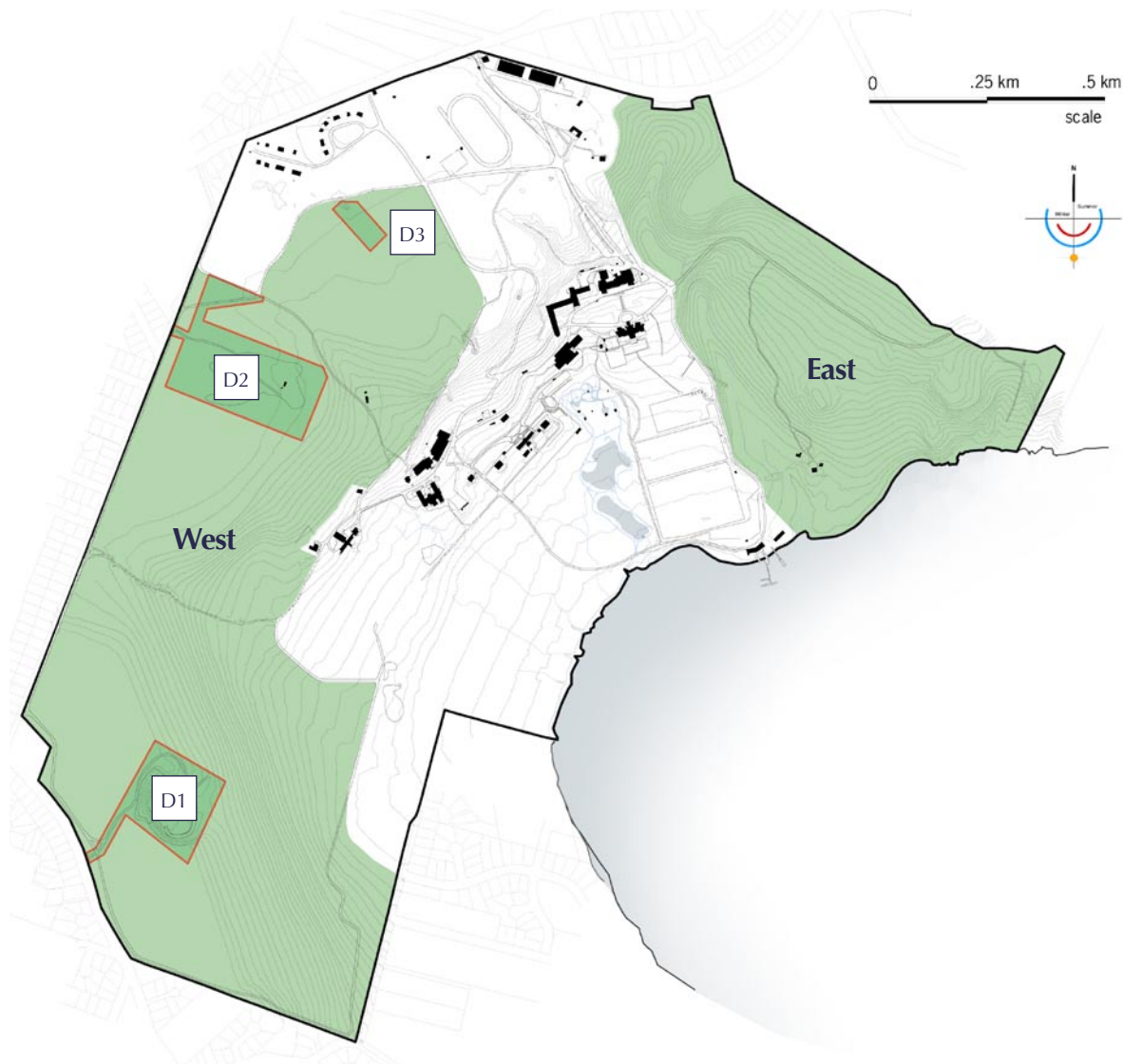


Figure 12: The Woodland Areas (D'Ambrosio)

4d Woodlands and Remediation Sites

The parklands have a total area of 169.5 hectares (419 acres) and generally encompass the areas designated as the forest zone in the Commemorative Integrity Statement (CIS). They are a valuable representation of the coastal Douglas-fir forest ecosystem, containing characteristic coniferous species of Western Hemlock, Western Red Cedar, and Douglas Fir. The parklands also have historic significance as the hunting preserve of Hatley Park and its former owner, James Dunsmuir. The area contains a number of buildings and structures constructed during both the Dunsmuir and RRMCC eras, including the original wooden Gatehouse, the Sooke Stove Gatehouse, the brick building, and the estate walls along Sooke Road.

Under the campus plan, the parklands are treated as preservation and restoration zones as envisioned by the CIS, including the historical, biophysical, and ecological features of the forests. Future development will be strictly curtailed and subject to stringent environmental assessment to ensure the ongoing sustainability of the forest zone of the site.

Allowable Uses:

- Educational and research uses.
- Facilities and uses related to habitat preservation, management, and restoration.
- Interpretative pedestrian trails and related structures.

The three areas within the parklands that are included in the current lease area have a total area of 10.18 hectares (25.16 acres) and are intended to be restored to a natural state or re-used in their historic roles:

- D1** The former gravel pit will continue to be used for storage and as a source of clean native gravel and soil used in future construction projects on the campus.
- D2** The former target practice range will be returned to an indigenous natural landscape.
- D3** The former septic field will be returned to an indigenous natural landscape.

5 Implementation

5a Project Development Process

Royal Roads University operates under complex and diverse layers of responsibility to fulfill federal and provincial regulations that govern the preservation, public education, and use of the structures, landscapes, and ecosystems of Hatley Park, as well as the development of future infrastructure and facilities. In order to effectively fulfill these obligations, RRU will follow a development planning and approval process that is parallel and compatible with those of the host municipality of Colwood. The campus plan is also a Local Area Plan (LAP) for the university and Hatley Park and is published for public reference. Implementation of capital projects within the campus will be subject to approval of the university's Board of Governors through a process of staged submissions:

1. Business Case: In preparing to undertake building and infrastructure projects over \$200,000.00 in value, including the renovation or re-use of existing elements of Hatley Park, the university's administration will prepare a business case outlining the merits of the project. The business case will identify funding sources, which could include private/public partnerships (P3). After approval by the Board of Governors, this business case will

be submitted to the Director of Realty and Facility Management Services at DND for concurrence.

2. Development Approval: The university's administration will engage experts to prepare design documents that adequately illustrate the project and its conformance to the concepts, principles, and policies of the campus plan, the Commemorative Integrity Statement, and applicable legislation. These documents will be presented to the Board of Governors for approval to proceed to construction.

3. Environmental Assessment: All projects shall be subject to an environmental assessment, submitted by RRU and approved by DND as outlined in the lease agreement. This assessment will also form part of the development approval application to the Board of Governors.

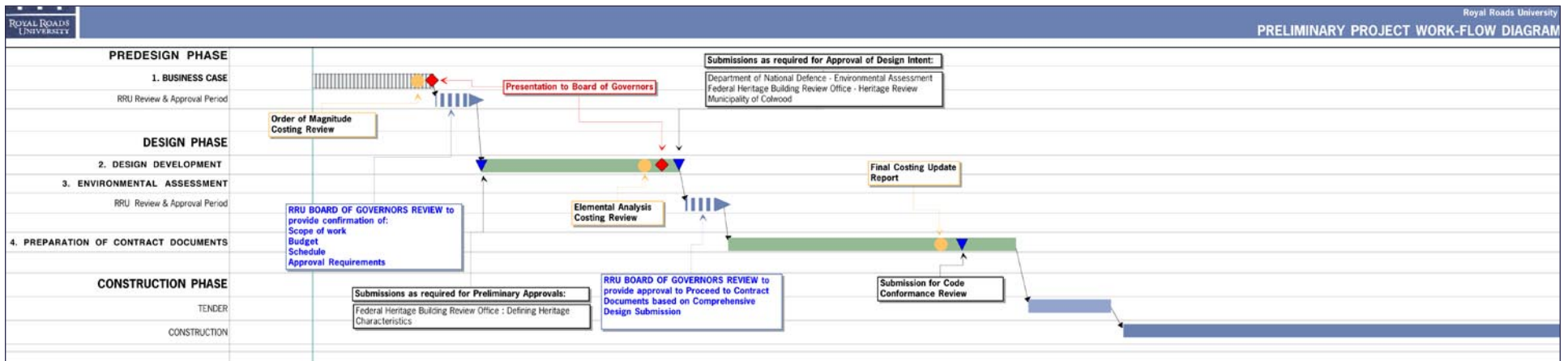
4. Building Code Conformance: Design and engineering specialists for each development project will be registered professionals and will submit copies of all construction documents to the university, together with letters of assurance that confirm the project is designed in conformance with provincial and federal building codes. The consultants will review the progress of construction and prior to occupancy of the building will submit final letters of assurance to the university to confirm the project has been

completed in conformance with the applicable codes.

Although the Royal Roads University campus is located on federal property, RRU is committed to complying with the letter and spirit of applicable provincial and municipal regulations and where operationally and economically feasible, with best management practices. In contemplating and undertaking building and infrastructure work on Hatley Park National Historic Site, the university will comply with the following regulatory agencies and legislation as appropriate:

- Department of Fisheries and Oceans (DFO)
- Department of National Defence (DND)
- Environment Canada (EC)
- Federal Heritage Building Review Office (FHBRO)
- Parks Canada Agency (PCA)

- Policies and regulations:
- BC Heritage Conservation Act
 - BC Wildlife Act
 - Canadian Biodiversity Strategy
 - Canadian Environmental Assessment Act (2003)
 - Canadian Environmental Protection Act (1999)
 - Canada Wildlife Act
 - Migratory Birds Convention Act



Sample Project Process Chart



Sketch of shuttle bus and transit hub (D'Ambrosio)

5b Circulation

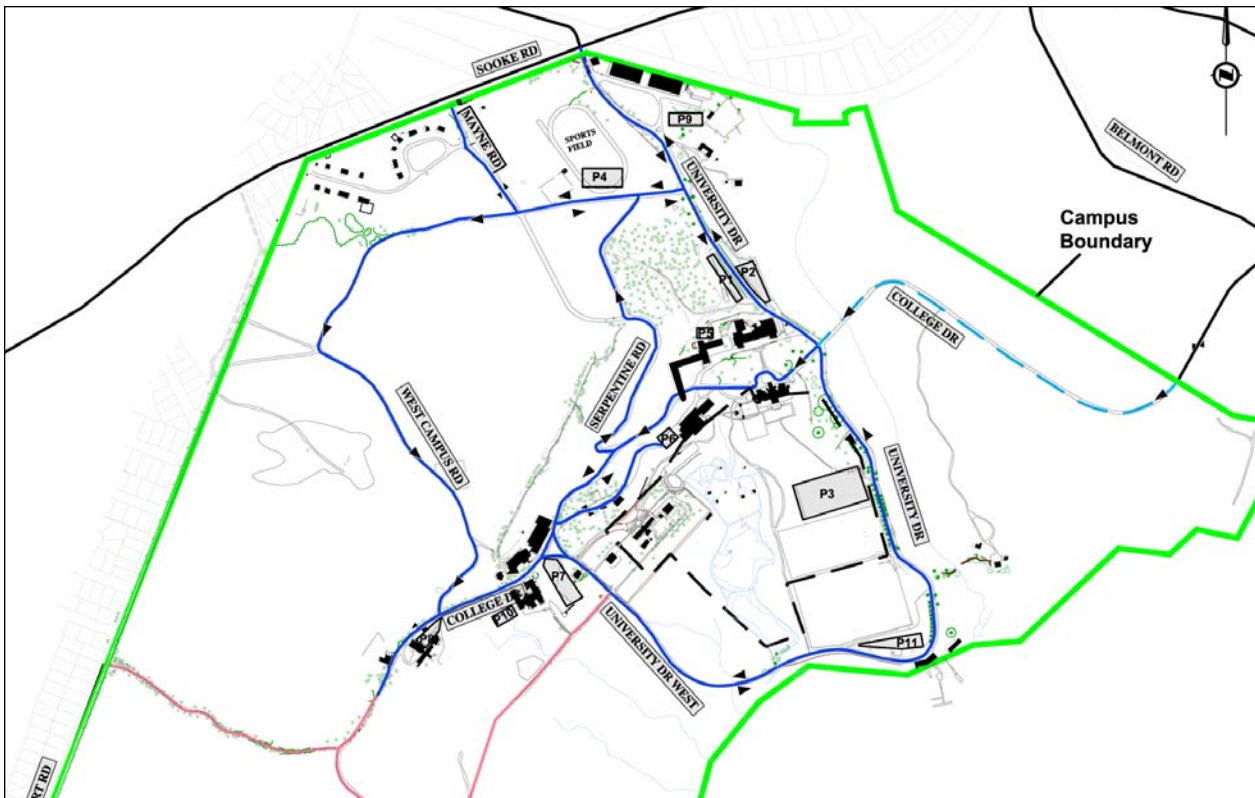
Development of new facilities in the academic core and upland village will impact the existing transportation infrastructure and require additional roadway and parking mitigations on campus. Parking facilities, on-site traffic circulation and routing, historic campus accesses, and transportation demand management (TDM) opportunities are being assessed separately and will form part of a future annex to this document.

Fundamental to the TDM is the consolidation of parking at one or two main parking lots for learners, faculty, staff, and tourists. These facilities would be located away from the campus core and developed in conjunction with a shuttle service to transport individuals from the parking lot(s) to their desired destina-

tion in the academic core and upland village. This plan would minimize vehicle traffic, thereby providing a pedestrian friendly campus and eliminating the need for new parking lots on undisturbed historic lands. The existing campus road network will be retained largely as it is now, except for the conversion of University Drive into a one-way road from College Drive at the Mews/proposed Accommodation and Conference Centre toward College Drive east of Hatley Castle. (University Drive would remain two-way from Sooke Road to Hatley Castle.)

In addition to these primary areas, small, short-term pocket sites may be accommodated adjacent to specific facilities for pick-up, drop-off, short-term, and handicapped / barrier-free parking.

To complement the goal of consolidating parking lots away from the campus core, TDM strategies are also recommended to reduce the number of vehicles traveling to the campus. These strategies are essential in supporting the university's goals of upholding the site's unique cultural heritage and of sustainable development and will gain increasing importance as Royal Roads continues to develop in future. Recommended TDM strategies include carpooling initiatives, provision of cycling and pedestrian facilities, campus fleet vehicles, transit service improvements, and tourism-specific bus services. The implementation of TDM measures now could provide the foundation for future transportation management requirements, regardless of the nature of development.



TDM figure 1 - RRU campus road network (Boulevard Transportation Group)

5c New Buildings: “University Architecture”

The progressive, enlightened and unique characteristics of the Royal Roads University provincial education mandate form the core of the university’s identity. Combined with the federal heritage mandate and naturally-rich physical setting, the campus offers a unique sense of place with architecture that reflects a cultural evolution that has occurred over time. New facilities added to the property must continue to enhance the spirit of respectful evolution.

In its earliest post-European settlement form, the plan of the estate was given order and coherence by landscape architects Brett and Hall. Their plan set the fundamental geometry of the estate buildings and landscape. The formal composition, following the method and manner of 19th century neo-classical design, was based on bilateral axes centered on, and intersecting at the tower of Hatley Castle. This geometry has been extrapolated and indicates its influence over the locations and orientations of a number of buildings and architectural ele-

ments of both the original estate and the subsequent military college buildings.

A beautiful and contemporary architectural expression can be achieved by using materials carefully and honestly. Designing responsively to the climate, site orientation, and user needs of a particular location will largely determine the building form on each site. An informed and sensitive response to the context and architectural history is important, but simply mimicking historic features, forms, and expressive elements is not acceptable.

The Royal Roads University 2006 Campus Plan describes locations and tentative configurations for future buildings and open spaces. These are generally based on the geometries derived from the original axes. It will be important to the logic and coherence of the campus that this generative geometry be respected and used to guide future facilities and infrastructure development. The buildings at Hatley Park were designed by

different architects for different clients, during different periods in history and for different purposes. The next decade represents the first infrastructure footprint of the new RRU era.

Future architectural design should focus on the vision, mission, and future aspirations of the university. RRU will follow a number of guidelines intended to set the approach and direction of future architecture on campus. This means new buildings will:

- Be sited to address and reinforce the primary circulation armatures identified in the campus plan, including University Drive, Library Road, and College Drive between its two intersections with University Drive.
- Achieve and document a minimum standard of environmental design equivalent to the Leadership in Energy and Environmental Design (LEED) designation as defined by the Canadian Green Building Council (CGBC).
- Define both indoor and outdoor spaces and the views to and from those spaces, taking care to create appropriate proportional relationships with the sizes of adjacent open spaces, such as street widths. Massing should be devised to minimize any negative effects of shadowing.
- Reflect the activities that take place within and express the form and materiality of their structure. The construction of artificial structure (purely ornamental columns, fake arches or pediments, etc.) is discouraged.
- Use high-quality natural materials that weather gracefully, such as stone, brick, and concrete. Wood siding may be used but should be detailed to avoid a vernacular, or residential appearance.
- Develop roof spaces as accessible outdoor areas, where possible. The choice of roof materials must take into consideration the possibility of overlook. Roof forms traditionally intended for low or small building types should not be used on higher buildings.
- The colour palette of buildings should derive predominantly from the integral colour of the building materials.



Conceptual rendering of the Gateway Building (D’Ambrosio)

5d Projects under development 2006 - 2010

Long-term project development will include a variety of initiatives over the next few decades, including a new accommodation facility, a new academic building, an environmental education centre, a shared performing arts centre, road upgrades, etc. The current five year plan, shown in figure 13, includes the following projects:

P1 Attractions Area - This project proposes that Royal Roads University constructs and installs a permanent fence around 28 of the 565 acres at Hatley Park National Historic Site. This fenced attractions area will serve a number of simultaneous functions including security, defining a boundary for a revenue-generating visitor attraction, aiding plant health, and restoring historical fence boundaries. It includes amendments to a parking lot (P3) to include a ticket booth for future guests to pay admission to the garden attraction, as well as removing the boulevard into P3 to increase ease for motor coach access. Finally, the project includes the first step forward in providing public washrooms, on parking

lot 3, for guests to the property for daily visitation, special events, and academic functions such as convocation. This initiative is scheduled for completion by May 2006.

P2 Accommodation and Conference Centre (ACC) - This '4 star quality' facility will meet the needs of the modern, executive learner and the corporate community, as well as leisure travelers, while also providing affordable accommodation to RRU learners. The facility also has the potential to be a demonstration site for the proposed degrees in International Hotel Management. The building would include 150 rooms and a suite of amenities, conference facilities based on the re-use of the Mews, and a restaurant. The total project cost, under a P3 partnership, is estimated at \$30 million. The construction period is anticipated to be September 2006 to May 2008.

P3 New Academic Building (NAB) - This building will provide cutting-edge educational technology that increases the capacity for and access to more learning opportunities for RRU's learners, thereby addressing the university's need for updated and expanded teaching space based on a 3,700-

student projection. The current concept focuses on a 6,200 m² three-storey building behind the Grant Building, with classrooms, laboratories, meeting rooms, as well as academic and administrative offices.

P4 Environmental Education Centre - Royal Roads University, within Hatley Park National Historical Site presents a unique and world class setting for an environmental education centre. RRU is exploring the potential for such a facility with a private donor. This facility would be accommodated within the core campus area and could be complete by 2010.

P5 Road Upgrades - In response to the increase in student numbers and the increased site visitation, the current road network will require upgrading, including widening of some constricted areas, resurfacing of degraded roads, relocation of parking areas, and possibly the restoration of the Mayne Road entrance as the site's main entrance. The full scope of work will be defined based on the transportation demand management (TDM) study. The work, currently estimated at \$1-2 million, would be completed by 2010.



Schematic elevation of the Accommodation and Conference Centre (No.10 Architecture)



Conceptual section of the Gateway Building and site (D'Ambrosio)

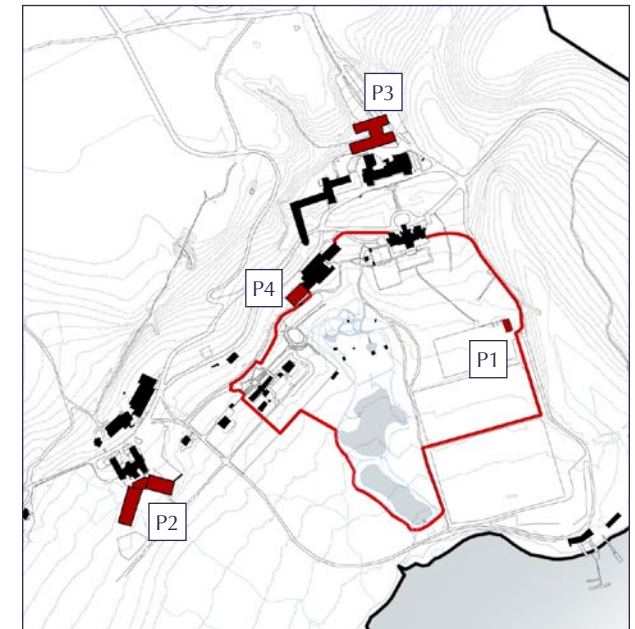


Figure 13: Projects under development 2006 - 2010 (D'Ambrosio)

As time passes and Royal Roads University grows, the campus will evolve in response to academic change, program expansion and increases in student numbers. The defined Hatley Park National Historic Site will contain the campus and curtail unnecessary sprawling growth in size. This will not only limit wasteful land consumption, but also keep the form and character of the campus to one which is compact and richly diverse in terms of use, as well as pedestrian orientation and scale. A substantial amount of potentially developable land that lies inside the leased and managed land boundaries is made up of disturbed and available sites. These will supply RRU with needed expansion area. Concentrating future facility development on these sites will avoid jeopardizing the environmental and aesthetic qualities that now give the campus its unique character and its great potential for organic growth.

The proper care and maintenance of the existing buildings and infrastructure and the stewardship of the heritage as well as the ecosystems of the site, are the baseline conditions that RRU must maintain. Expansion, renovation, and adaptive re-use of buildings and infrastructure and especially the construction of new buildings, will be guided by this campus plan. To ensure that this guidance maintains the stated principles and remains flexible enough to be responsive to changing parameters, it will be necessary to regulate and monitor the progress and effectiveness of the plan and, periodically, revise the parts that require updating. This task falls to the administrative Campus Development Committee.

This committee will apply the guidelines, determine facilities needs, and initiate and direct development projects. Similar to the regulatory processes of municipal development, the internal regulations and administrative structure of the university will govern its growth. This process, too, will evolve over time and as the campus grows, so will the richness and culture of the Royal Roads community.



Aerial perspective of future Gateway Building above the Grant Building. (D'Ambrosio)



Site plan of the Accommodation and Conference Centre (No.10 Architecture)





Epilogue

The university administration has proposed to DND that Hatley Park, in its entirety, be declared a permanent memorial to the men and women of the Canadian Forces who defended their country in times of threat; who now advance the nation's place in the world as a force for good; and who will secure Canada's place in new world orders not yet seen or even imagined. As a corollary to its status as a national historic site reflecting a rich history, the living memorial that would be Hatley Park attests to Canadians' pride in their heritage, support for those who sacrifice daily for all Canadians and vision for a future Canada made better in part by preserving and enhancing this place.

As a practical matter, Hatley Park National Historic Site and Memorial would assume even more prominence among Canadians and visitors from around the globe. It would help to bring about a convergence of the property's past and the university's current activities, building on new energy and efforts that will ensure the memories of the former estate and military college do not fade over time.

As a public university tasked to serve not only the residents of its immediate vicinity and provincial jurisdiction, but also the residents of the Pacific Rim, Royal Roads can hold open the Asian gateway through which a significant part of Canada's future will flow in the form of people, ideas, goods, and knowledge. The place that the university physically occupies is a special place and requires a special, long-term "tenant" or, better still, a guardian to ensure it continues as a unique and distinctive part of Canada. Royal Roads University is prepared to serve that role.