PRELIMINARY CONSULTATION FINDINGS

FISHERIES AND MARINE INSTITUTE CAMPUS MASTER PLAN
MEMORIAL UNIVERSITY OF NEWFOUNDLAND

DECEMBER 2014
TABLE OF CONTENTS

1.0 STAKEHOLDER INTERVIEWS 1
2.0 IN-CLASS QUESTIONNAIRE 11
3.0 CAMPUS VISIONING SESSION 17
1.0 STAKEHOLDER INTERVIEWS

On September 24, 2014 the Project Team for the Fisheries and Marine Institute Campus Master Plan participated in a series of guided tours, focusing on the Institute’s facilities at Ridge Road, Mount Scio, Southside, Foxtrap, and Holyrood. In coordination with these tours, members of the Project Team met with key stakeholders including the Institute’s faculty, staff, and students. The following section briefly outlines and summarizes the consultation process which was undertaken at each facility, and the feedback received.
1.1 RIDGE ROAD CAMPUS

Following a guided tour of the Institute’s Ridge Road Campus, the Project Team met with a focus group comprised of 20 of the Institute’s faculty and staff, as well as a group of 5 students representing a variety of programs. Both meetings were structured around an exercise in which participants identified their top three priorities for the Institute’s Master Plan. Responses were presented back to the group, and led to the creation of 7 over-arching themes, which formed the basis for detailed group-based discussion. The following points summarize feedback provided by Marine Institute faculty, staff and students regarding their vision for the Ridge Road Campus:

I. IMAGE

- Create a welcoming and world class Institute;
- Undertake a comprehensive branding exercise building upon the success of recent marketing and promotional material;
- Modernize the central atrium and main entrance and open up views to the gymnasium and reconfigured lecture theatre;
- Modernize and increase the prominence of the west entrance;
- Modernize and unify material treatments and furnishings throughout the Ridge Road Campus;
- Introduce wayfinding mapping and directional signage;
- Introduce a reception area and information kiosk in the central atrium;
- Capitalize on prominent city / harbour views;
- Consider a new main entrance between the Engineering Technology Centre / Marine Institute;
- Upgrade exterior landscaping treatments and introduce public art features;
- Upgrade and unify exterior architectural treatments;
- Promote sustainable building and site design through future improvements;
- Acquire ownership of Ridge Road Campus; and
- Establish more of a presence along Ridge Road.

II. CLASSROOM, LABORATORY & CLIENT SPACE

- Increase space allocated to classrooms and laboratories;
- Transition toward collaborative, dynamic and flexible space;
- Introduce and implement design standards and specifications;
- Remove unnecessary storage to optimize use of space;
- Introduce client-specific lounge and cafeteria space where needed; and
- Transition to work station computer configuration.

III. PLAN DEVELOPMENT & STANDARDS

- Establish a structure plan for future development;
- Introduce and implement design standards and specifications for offices, classrooms and laboratory spaces; and
- Introduce construction standards.
IV. COLLABORATIVE SPACE

- Increase the space allocated to collaborative and recreational uses;
- Extend the Library onto the Cafeteria Roof and continue the transition toward collaborative space as the print collection continues to reduce;
- Stagger lunch schedule to optimize Cafeteria space;
- Modernize Cafeteria space and allow for the separation of seating and purchasing areas for security purposes, allowing for the continued use of seating areas as common space outside of Cafeteria hours;
- Extend the use of campus facilities and programs beyond 6:00pm to optimize collaborative space;
- Create glassed-in enclosures on top of existing roofs for new collaborative space;
- Create comfortable seating and lounge areas to service a variety of uses;
- Introduce a variety of small-scale alternative food, drink, and vending services;
- Create alumni engagement space;
- Create graduate student space;
- Create student club / group space;
- Introduce additional smart boards;
- Create collaborative spaces / home rooms associated with specific programs;
- Open up the gym and large lecture hall to the central atrium;
- Expand weight room in the gym;
- Consider programming enhancements for large lecture hall; and
- Improve lighting conditions in hallways and common spaces and consider the introduction of skylights on the 3rd floor.

V. TRANSIT, ACCESS & PARKING

- Extend the use of campus facilities and programs beyond 6:00pm to optimize parking;
- Improve availability of information pertaining to existing public transit service;
- Extend and expand public transit service to the campus;
- Improve the weather protection of bus shelters and create protected pedestrian walkways between the building and shelters;
- Introduce a university shuttle bus system servicing all area campuses;
- Introduce a carpool / HOV priority strategy;
- Introduce a compact vehicle priority strategy;
- Introduce a staff priority parking strategy;
- Increase parking enforcement;
- Increase the number of Marine Institute trucks / vehicles;
- Reconfigure existing parking to meet minimum dimensional requirements and remove existing landscaped medians to optimize the use of existing surface parking areas;
- Increase parking fees;
- Consider further decentralization of Marine Institute facilities to reduce growth pressure on the Ridge Road Campus; and
- Establish clear access to existing open spaces including space adjacent to the cafeteria and courtyard.
VI. SIGNAGE & ORIENTATION

- Undertake a comprehensive branding exercise building upon the success of recent marketing and promotional material;
- Introduce wayfinding mapping and directional signage;
- Introduce a reception area and information kiosk in the central atrium;
- Introduce an information telephone hot-line;
- Update and simplify room numbers;
- Relocate and consolidate Administrative, Information Technology, Human Resources, and Financial Spaces to optimize ease of access / centrality / visibility;
- Consolidate program facilities and services; and
- Consolidate Student Services and Registration.

VII. STORAGE

- Reconfigure existing space to optimize location and sizing of on-site storage space;
- Consolidate and expand upon existing off-Site storage at permanent, dedicated, secure, and climate controlled facility which is easily accessible from the Ridge Road Campus; and
- Purge physical file storage and digitize where possible.
1.2 FOXTRAP OFF-SHORE SURVIVAL CENTRE

Following a guided tour of the Institute’s Foxtrap Off-Shore Survival Centre, the Project Team met with faculty and staff to conduct small group-based interviews. The following points summarize the feedback received:

- Modernize Cafeteria and lounge area;
- Introduce a staff and client-specific lounge and Cafeteria area;
- Create climate controlled and secure storage space for pool simulation equipment and boats;
- Create additional washroom / change room space associated with the pool simulation;
- Consider the potential for an additional pool simulation;
- Consider the potential for alternative life craft lift mechanism;
- Open up the pool simulation area to the central corridor;
- Create additional classroom space;
- Create additional private and communal office space at the rear of the existing building;
- Create additional space for storage, change rooms, washrooms in fire exercise building;
- Introduce a covered walkway for weather protection between the main building and the fire exercise building;
- Provide more washing machines and dryers in the fire exercise building;
- Introduce a helicopter refueling station simulator;
- Refurbish the rig and ship structures;
- Allocate space for a potential future open pit (200m x 200m);
- Remove existing trailers and incorporate office space into a new consolidated office space;
- Create a command and control centre – where the trailers are currently located;
- Create a staff exercise facility;
- Introduce a university shuttle bus system servicing Foxtrap; and
- Increase parking capacity.
1.3 HOLYROOD MARINE BASE

Following a guided tour of the Institute’s Holyrood Marine Base, the Project Team met with faculty and staff to conduct small group-based interviews. The following points summarize the feedback received:

- Create marginal wharf and breakwater;
- Create off-shore rig simulation;
- Create acoustics lab and mock oil field;
- Create wash-down area;
- Ensure adequate storage space in new building;
- Create storage space and element of security for client-based intellectual property;
- Ensure adequate ceiling height and garage door clearance for new building;
- Create a campus-like setting through future development;
- Ensure an appropriate mix of programs and student populations in the new building and re-purposed existing building;
- Consider relocating the School of Ocean Technology to Holyrood;
- Consider relocating the Sailing School to Holyrood;
- Work with the local municipality to provide basic student, staff and faculty necessities and accommodations;
- Introduce a university shuttle bus system servicing Holyrood;
- Increase parking capacity; and
- Re-align the waterfront trail.
1.4 MOUNT SCIO BIO-PROCESSING AND RESEARCH FACILITY

The Project Team met with staff and conducted a guided tour of the Mount Scio Bio-Processing and Research Facility. The following points summarize the feedback received:

- Acquire ownership of Mount Scio bio-processing and research facility;
- Consider potential for additional bio-processing space;
- Consider potential for additional research space; and
- Formalize parking areas adjacent to bio-processing and research space.
1.5 SOUTHSIDE MARINE BASE

The Project Team met with staff and conducted a guided tour of the Southside Marine Base. The following points summarize the feedback received:

- Transfer remaining functions to Holyrood Marine Base;
- Explore alternative options for the Southside Marine Base; and
- Improve the client experience through greater protection from weather conditions and fewer interruptions to simulations and training.
2.0 IN-CLASS QUESTIONNAIRE

On November 18, 2014 the Project Team for the Marine Institute Campus Master Plan distributed an in-class questionnaire to home rooms throughout the Ridge Road Campus. Students from a variety of programs were asked to take a few minutes to review a series of themes and provide their input in the space provided. Over 100 responses were collected. The following section briefly outlines the themes identified and summarizes the feedback received.
2.1 A WORLD CLASS CAMPUS

A world class campus is welcoming, contemporary, and state-of-the art with upgraded facilities, improved material finishes, landscape treatments, and new furnishings. It should incorporate prominent buildings and capitalize on key views to the City and Harbour.

WHAT WOULD MAKE THE RIDGE ROAD CAMPUS MORE WELCOMING?

- Increase parking capacity;
- Improve climatic and temperature control in common areas, classrooms and laboratories;
- Improve lighting conditions on the ground floor, around main building entrances, and throughout the parking lot including bus stops;
- Create a student pub / bar;
- Provide large and open common spaces with contemporary furnishings throughout the Campus, including a range of seating options and wifi access;
- Modernize the Cafeteria, providing healthier and less expensive meal options, with the possibility for semester or year-based meal plans;
- Modernize and expand the gymnasium and fitness facility with new equipment and a broader base of recreational activities;
- Modernize existing open spaces with new furnishings and landscaping, while improving access and capitalizing on views of the City / Harbour / Ridge;
- Open the Gymnasium and Library to the central atrium;
- Open up views to key industry-based features including the Flume Tank for public viewing;
- Modernize and expand the Library;
- Provide small-scale food and beverage service throughout the Campus;
- Provide a P.A. system for Campus-wide announcements;
- Introduce a palette of vibrant colours in common spaces;
- Provide indoor landscaping and greening elements;
- Improve landscaping throughout the Ridge Road Campus;
- Build upon recent success of promotional material;
- Organize learning and common spaces around large windows with views overlooking the City / Harbour / Ridge;
- Provide a greater sense of entry from the east and west entrances;
- Limit construction-related noise and disruptions throughout the course of the school year; and
- Introduce a no-smoking policy on Campus.
2.2 **AN ACCESSIBLE CAMPUS**

An accessible campus improves the pedestrian experience by upgrading open spaces, parking areas, pedestrian walkways, site furnishings, and bus shelters while introducing expanded public transit service, a shuttle bus system, and parking priority programs.

**HOW WOULD YOU IMPROVE GETTING TO CAMPUS BY CAR OR BUS? HOW CAN WALKING ON CAMPUS BE IMPROVED YEAR-ROUND?**

- Increase parking capacity;
- Improve vehicle pick-up and drop-off areas;
- Improve lighting conditions around main building entrances, throughout parking areas, at the bus stop, and along Allandale Road;
- Introduce surveillance equipment throughout parking areas, building entrances, and the bus stop to improve safety;
- Enforce no-smoking regulations surrounding building entrances and bus stops;
- Provide weather protection along pedestrian walkways, linking parking areas and bus stop to building entrances;
- Create enclosed, weather protected bus shelters with furnishings including seating and garbage bins;
- Increase snow removal efforts to ensure year-round use of sidewalks;
- Widen and extend existing sidewalks to improve connections between main building entrances and parking areas;
- Provide a paved sidewalk along Gloucester Street;
- Provide a dedicated pedestrian and bicycle pathway between the Ridge Road Campus and the main St. John’s Campus;
- Expand the public transit system by increasing the frequency of buses, improving the scheduling of buses to coincide with class schedules, and introducing new routes to serve a greater number of students;
- Provide free or discounted public transit passes for students;
- Introduce a university shuttle bus system, linking the Ridge Road Campus to the Main St. John’s Campus and other Marine Institute facilities;
- Construct a dedicated residence for the Marine Institute near Ridge Road; and
- Introduce a carpool priority program.
2.3 A COLLABORATIVE CAMPUS

Create a collaborative campus by improving the Library, Cafeteria, and other informal meeting spaces. Examples could include a new student commons, small-scale food and beverage services, home rooms, and space for alumni engagement, graduate students, and clients.

WHAT TYPES OF COMMON SPACE WOULD HELP LEARNING AND SOCIALIZING?

- Increase the space allocated to collaborative and recreational uses;
- Provide a student pub / bar;
- Stagger lunch schedules to optimize cafeteria space, and consider extending hours of operation to 6:00pm;
- Modernize Cafeteria space to optimize seating and security separation between purchasing and seating areas;
- Extend the use of campus facilities and programs beyond 6:00pm to optimize the use of collaborative space;
- Introduce a variety of small-scale alternative food, drink, and vending services;
- Create comfortable seating and additional lounge areas to service a variety of uses;
- Create student club / group space;
- Create collaborative spaces / home rooms associated with specific programs;
- Expand weight room in the gym and provide additional recreational facilities;
- Modernize and expand the library, expanding computer work-stations and introducing additional group-based and individual study spaces;
- Create additional study space, tutoring space, and computer work-stations in addition to those within the Library;
- Expand and modernize the existing student lounge;
- Create a new student commons;
- Provide designated resting / napping areas;
- Ensure that software is provided universally on computers to allow for ease and versatility of use; and
- Create learning incubator rooms.
2.4 HIGH QUALITY CLASSROOM & LABORATORY SPACE

High quality classroom and laboratory space emphasizes collaborative, dynamic, and flexible design. Classrooms and laboratories outfitted with high quality furnishings will facilitate collaborative learning and will introduce the latest learning technologies.

HOW CAN CLASSROOM AND LABORATORY SPACE BE IMPROVED?

- Incorporate electrical outlets in classroom and laboratory desks;
- Improve climatic and temperature control in classrooms and laboratories;
- Improve air circulation and air quality in classrooms and laboratories;
- Introduce clocks in each classroom and laboratory;
- Update furnishings including comfortable and contemporary seating with desks;
- Provide additional smart-boards and white-boards as opposed to traditional chalk boards;
- Expand and modernize existing classrooms and laboratories to create additional learning space;
- Update computer inventory and technology, and provide printers within classrooms and laboratories;
- Organize classroom and laboratory spaces around windows with high quality blinds to optimize natural lighting conditions;
- Improve lighting standards in classrooms and laboratories;
- Provide additional lecture theaters and/or rooms with auditorium-style seating;
- Modernize existing lecture theatre;
- Update laboratory equipment, including digital oscilloscopes and multi-meters;
- Improve access to classrooms and laboratories outside of program time frames; and
- Improve the ROV Simulator.
The Marine Institute is undertaking a comprehensive Campus Master Plan to solidify its position within the “global oceans economy”. As a student at the Marine Institute, your input will be valuable in creating a vision and key directions to guide the development of the Plan. Please take a few minutes to print this questionnaire, review the following themes, and provide your input in the space provided below and, if needed, on the back of this sheet. Please submit your completed questionnaire to Sandy Brennan, Planning Analyst, Corporate Services and External Affairs, C2214F.

1. **A WORLD CLASS CAMPUS**
   - Is welcoming, contemporary, and state-of-the-art with upgraded facilities, improved material finishes, landscape treatments, and new furnishings. It should incorporate prominent buildings and capitalize on key views to the City and Harbor.
   - **What would make the Ridge Road Campus more welcoming?**
     
2. **AN ACCESSIBLE CAMPUS**
   - Improves the pedestrian experience by upgrading open spaces, parking areas, pedestrian walkways, site furnishings, and bus shelters while introducing expanded public transit service, a shuttle bus system, and parking priority programs.
   - **How would you improve getting to campus by car or bus? How can walking on campus be improved year-round?**
     
3. **A COLLABORATIVE CAMPUS**
   - By improving the library, cafeteria, and other informal meeting spaces. Examples could include a new student commons, small-scale food and beverage services, home rooms, and space for alumni engagement, graduate students, and clients.
   - **What types of common space would help learning and socializing?**
     
4. **HIGH QUALITY CLASSROOM & LAB SPACE**
   - Emphasizes collaborative, dynamic, and flexible design. Classrooms and laboratories outfitted with high quality furnishings will facilitate collaborative learning and will introduce the latest technologies.
   - **How can classroom and lab space be improved?**
3.0 CAMPUS VISIONING SESSION

On November 20, 2014, the Project Team for the Fisheries and Marine Institute Master Plan facilitated a Campus Visioning Session in the Ridge Road Gymnasium. The session, which was scheduled from 12:00pm to 2:00pm, provided students, staff and faculty with a unique opportunity to engage in brainstorming exercises designed to inform the development of a draft vision and priority directions for the facilities which comprise the Fisheries and Marine Institute. The following section briefly outlines the priority directions identified and summarizes the feedback received.
3.1 SESSION OVERVIEW

I. DOORS OPEN, SIGN-IN & DISPLAY BOARD VIEWING (12:00pm - 12:20pm)

Doors opened to the Campus Visioning Session at 12:00pm. Participants were invited into the gymnasium, and were asked to complete a sign-in sheet and help themselves to available snacks and refreshments. A series of display boards, introducing the study process and summarizing key analytical findings and emerging themes, was set up along the far wall of the gymnasium. Participants were provided with post-it notes and golf pencils, and were asked to review the material and post their comments directly on the display boards.

II. PROJECT TEAM PRESENTATION (12:20pm - 12:40pm)

At 12:20pm, representatives of the Project Team (Anne McIlroy, Jessica Hawes, and Blair Scorgie) conducted a presentation introducing participants to the Master Plan process, identifying key analytical findings and emerging themes for each of the facilities which comprise the Fisheries and Marine Institute, and outlining the individual and group-based exercises to follow.

III. INDIVIDUAL TOP PRIORITIES EXERCISE (12:40pm - 12:45pm)

At 12:40pm, participants were asked to take five minutes to complete an individual top priorities exercise. Each participant was provided with a post-it note and golf pencil, and was asked to write down their top three priorities for the Campus Master Plan. A total of 45 responses were completed and subsequently collected, summarized by theme and prioritized according to the number of responses received.

IV. GROUP-BASED VISIONING EXERCISES (12:45pm - 1:45pm)

At 12:45pm, participants were asked to partner with the other individuals at their table, and spend the next hour completing a series of group-based visioning exercises. Group size ranged between 8 and 10 participants. The exercises focused on the Ridge Road Campus as well as facilities at Foxtrap and Holyrood, and addressed a range of topics including developing vision statements, assessing site conditions, and prioritizing emerging themes. A total of 5 worksheets were completed and subsequently summarized.
V. REPORTING BACK, NEXT STEPS & CONCLUDING REMARKS (1:45pm - 2:00pm)

At 1:45pm, members of the Project Team began engaging in informal discussions with participants at each table. Participants outlined their vision and priority directions for the Fisheries and Marine Institute, and worksheets were subsequently collected and summarized.

VI. COMMENT SHEETS

In addition to the individual and group-based exercises, participants were provided with open ended comment sheets. A total of 20 comment sheets were completed and submitted to members of the Project Team following the Campus Visioning Session.
3.2 KEY FINDINGS

The following paragraphs summarize the key findings from the individual top priorities exercise, the group-based visioning exercises, and the open ended comment sheets in order of assessed priority.

I. PARKING

Increase parking capacity, and introduce parking priority programs to stimulate carpooling initiatives. Widen existing sidewalks, and provide improved connectivity between parking areas and building entrances. Increase snow removal efforts in parking areas and adjacent sidewalks. Provide video surveillance throughout parking areas.

II. COMMON SPACE

Expand and modernize existing common spaces including the student lounge, and provide additional space throughout the Ridge Road Campus. Outfit common spaces with a variety of comfortable and contemporary furnishings, update material treatments, and extend hours of use beyond 6:00pm. Provide program-specific common spaces, as well as resting areas and dedicated space for student groups, graduate students, and alumni.

III. LIBRARY AND STUDY SPACE

Improve and expand the Library to provide additional individual and group-based study space. Expand the existing inventory of computer work stations. Create additional computer work stations and study spaces throughout the Ridge Road Campus.

IV. CAFETERIA AND FOOD CONCESSION

Expand and modernize the cafeteria by expanding space dedicated to food concession and seating. Extend hours of operation, and stagger lunch schedules to optimize use of space. Create security separation between concession and seating areas in order to allow the Cafeteria to function as a common space throughout the day. Provide supplementary, small-scale food and beverage services at other locations within the Ridge Road Campus.

V. RECREATION SPACE

Open up the gymnasium to the central atrium. Expand the weight room and update equipment. Increase the number of recreational activities in order to serve a greater number of students, faculty and staff.
VI. LIGHTING AND INDOOR ENVIRONMENT

Increase opportunities for natural lighting throughout the Ridge Road Campus. Introduce sky-lights on the 3rd floor and improve lighting conditions on the 1st floor, surrounding building entrances, and throughout parking areas. Improve air circulation and temperature / climatic control throughout the Ridge Road Campus.

VII. PUBLIC AND UNIVERSITY TRANSIT

Increase the number of public transit routes to service a greater number of students. Increase the frequency of public transit and organize transit schedule to coincide with Ridge Road program schedules. Offer free or discounted ticket program for students. Provide enclosed and weather protected bus shelter with seating. Develop a University shuttle bus service between various Marine Institute Facilities as well as the main St. John’s Campus.

VIII. CLASSROOM, LAB & OFFICE SPACE

Modernize classroom and laboratory spaces with updated furnishings including comfortable seating, desks with electrical outlets, smart boards, white boards, digital projectors, and clocks. Organize classrooms, laboratories and offices around windows with blinds to optimize natural lighting conditions, and update laboratory equipment where needed.

IX. SPACE ORGANIZATION

Further consolidate academic space by program, centralizing administrative services and providing program-specific common space / home rooms. Consolidate Student Services, locating all facilities in a central area of the Ridge Road Campus.
X. OPEN SPACE AND LANDSCAPING

Update existing courtyard spaces at the west, north and east of the Ridge Road Campus with contemporary furnishings and material treatments, and improve visibility and access to such spaces. Increase landscaping efforts, particularly at the front of the Campus building adjacent to Ridge Road.

XI. INFORMATION AND WAYFINDING

Create an information kiosk in the central atrium. Increase the sense of arrival at east and west entrances. Develop a comprehensive wayfinding strategy for the Ridge Road Campus.

XII. SUSTAINABILITY

Ensure that future improvements and renovations incorporate sustainable building and site design elements. Incorporate green features that showcase the Institute’s commitment to sustainability, including green walls, water features, and green roofs.

XIII. STUDENT ACCOMMODATIONS

Construct a dedicated residence for Marine Institute students near the Ridge Road Campus.

XIV. INDUSTRY SPACE

Open unique industry-based features of the Marine Institute for public viewing, including the Flume Tank, and provide dedicated lounge space for industry leaders.
INTRODUCTION

MASTER PLAN OBJECTIVES
The Master Plan will clearly answer the question “What will the Fisheries and Marine Institute look like in 2020 and beyond?” The Master Plan contains 7 key objectives:

1. Establish a distinctive, functional, leading and innovative research and academic institution;
2. Align with the Institute’s future Strategic Directions;
3. Develop a vision for the Institute, and ensure the conformity of future development;
4. Incorporate best practices in sustainable design;
5. Explore opportunities for the Institute and the campus community;
6. Balance appropriate travel modes to the Institute’s facilities; and
7. Plan for the development of each of the Institute’s facilities.

TODAY’S AGENDA

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00pm</td>
<td>Doors Open</td>
</tr>
<tr>
<td>12:00-12:20pm</td>
<td>Sign-In &amp; Display Board Viewing</td>
</tr>
<tr>
<td>12:20-12:40pm</td>
<td>Presentation</td>
</tr>
<tr>
<td>12:40-12:45pm</td>
<td>Individual Top Priorities Exercise</td>
</tr>
<tr>
<td>12:45-1:45pm</td>
<td>Group-Based Visioning Exercises</td>
</tr>
<tr>
<td>1:45-1:55pm</td>
<td>Reporting Back</td>
</tr>
<tr>
<td>1:55-2:00pm</td>
<td>Next Steps &amp; Concluding Remarks</td>
</tr>
</tbody>
</table>
RIDGE ROAD CAMPUS

EMERGING THEMES

The following themes have emerged through a review of existing campus facilities, as well as ongoing consultation with the Institute’s faculty, staff, and students. The purpose of today’s Visioning Session is to get your input on these emerging themes, which will lead to specific Campus Master Plan recommendations for all of the Marine Institute Campuses.

1. A WORLD CLASS CAMPUS
Which is welcoming to students and clients with contemporary and state-of-the-art facilities, improved material finishes, landscape treatments, and new furnishings. It should incorporate prominent entry features and capitalize on key views to the City and Harbor.

2. AN ACCESSIBLE CAMPUS
Which improves the pedestrian experience by upgrading open spaces, parking areas, pedestrian walkways, site furnishings, and bus shelters while introducing expanded public transit service, a shuttle bus system, and parking priority programs.

3. A COLLABORATIVE WORK ENVIRONMENT
By improving the library and cafeteria, and other spaces where students, faculty and staff can gather informally. A new student commons is being considered as a space for welcoming and arrival, special events, casual and social use, and work. Other collaborative spaces could include small-scale food and beverage services, program-specific home rooms, and dedicated space for alumni engagement, graduate students, and clients.

4. HIGH QUALITY CLASSROOM & LAB SPACE
Which emphasizes collaborative, dynamic, and flexible design. Collaborative and workstation-based classrooms and laboratories could be outfitted with high quality furnishings and will introduce the latest learning technologies.

5. AN IMPLEMENTABLE MASTER PLAN
Will be provided through a comprehensive plan that outlines phasing, costing, standards, and specifications up to and beyond 2020.
RIDGE ROAD CAMPUS

EXISTING SITE CONDITIONS
The Ridge Road Campus is situated within the eastern portion of Pippy Park, and is bounded by Ridge Road to the north and west, Alendale Road to the south, and “Ecole des Grande-Vents” and Higgins Line to the east. The following paragraphs provide a brief overview and analysis of the various components which comprise the Campus.

BUILT FORM
The Marine Institute and Engineering Technology Centre buildings are located in the centre of the property, and are linked together via an elevated pedestrian crossing. Over the years, the Marine Institute building has experienced significant outwards expansion through incremental additions.

OPEN SPACE & NATURAL HERITAGE
As a Campus located within Pippy Park, the natural setting is a key component of the site and provides views to the City, Harbor, and Ridge. The south side of the property is naturalized and heavily forested, in keeping with the character of adjacent lands. The centre of the property contains three courtyard spaces, located along the west, north, and east side of the Marine Institute building.

PEDESTRIAN CIRCULATION
The Campus is serviced by a network of pedestrian walkways, which traverse along the perimeter of both the Marine Institute and Engineering Technology Centre buildings, connecting adjacent surface parking areas with main building entrances. However, pedestrian walkways are not provided continuously throughout surface parking areas, and a limited number of pedestrian crossings are provided across internal roadways.

VEHICULAR CIRCULATION
The Campus is serviced by a network of internal roadways and drive aisles, which are accessed from Ridge Road through three points of entry. Surface parking is concentrated along the east and west edges of the property. Servicing and loading functions are consolidated at the rear of both buildings. The campus is also serviced by several public transit routes along Ridge Road.
MARINE INSTITUTE: EXISTING SPACE ALLOCATION

The Marine Institute building at the Ridge Road Campus was built in the mid 1980’s, and has since undergone a series of renovations and expansions to accommodate an increasing student population and expanding program base. These undertakings have resulted in the compartmentalization of spaces originally intended for classrooms, laboratories and workshops to accommodate storage and office space, as well as the fragmentation of programs throughout the building. The plans below break down the current utilization of space by program throughout the building’s three floors.
RIDGE ROAD CAMPUS

ENGINEERING TECHNOLOGY CENTRE: EXISTING SPACE ALLOCATION

The Engineering Technology Centre building at the Ridge Road Campus was built in the early 1990's. The building is situated adjacent to the Marine Institute building, and utilizes some of the Institute's offices, classrooms, laboratories and shops. The Marine Institute and Engineering Technology Centre also share common areas and facilities such as the Library, Gymnasium and Cafeteria.
EMERGING THEMES

The following themes have emerged through a comprehensive review of existing campus facilities, as well as ongoing consultation with the Institute’s faculty and staff.

1. A WORLD CLASS CAMPUS

Which is welcoming to students and clients who participate in day-long programs.

2. AN ACCESSIBLE CAMPUS

By incorporating small built form and site planning changes to improve the training experience for clients and students.

3. A COLLABORATIVE OFFICE ENVIRONMENT

Will occur through the removal of the existing trailers, replacing them with a new command and control centre, and re-locating associated offices into a consolidated and expanded office building with an appropriate mix of communal and individual spaces.

4. HIGH QUALITY CLASSROOM & SIMULATION SPACE

Which embrace the outdoor environment with facilities that are designed for year-round use and take advantage of the site’s scenic natural setting. New simulation facilities could include an additional pool, a new helicopter refueling station, a refurbished rig and ship, and accessory uses including expanded washroom and change facilities, and additional storage facilities.

5. AN IMPLEMENTABLE PLAN

Will be provided through a comprehensive plan that outlines phasing, costing, standards, and specifications up to and beyond 2020.
EMERGING THEMES
The following themes have emerged through a comprehensive review of existing campus facilities, as well as ongoing consultation with the Institute’s faculty and staff.

1. A WORLD CLASS CAMPUS
Will be created by recognizing the importance of the Holyrood waterfront as a place that is open and accessible, and placing new buildings to maintain views and access, while integrating the waterfront trail. New buildings should incorporate an appropriate mix of programs and student populations.

2. AN ACCESSIBLE CAMPUS
Could be assisted through a University shuttle bus system, increased parking capacity, formalizing existing surface parking areas with landscaping and pedestrian walkways, and working with the Municipality to provide basic faculty, staff, and student necessities and accommodations.

3. EXPANDED MARINE FACILITIES
May be achieved through a marginal wharf and breakwater, an off-shore rig simulation, an acoustics lab, a mock oil field, and a designated wash-down area with adequate storage space and security elements for client-based intellectual property.

4. AN IMPLEMENTABLE PLAN
Will be provided through a comprehensive plan that outlines phasing, costing, standards, and specifications up to and beyond 2020.
MOUNT SCIO BIO-PROCESSING & RESEARCH FACILITY

KEY CONSIDERATIONS
The following considerations have emerged through a comprehensive review of existing campus facilities, as well as ongoing consultation with the Institute's faculty and staff.

1 AN ACCESSIBLE CAMPUS
Could be assisted through a University shuttle bus system, and the formalization of existing surface parking areas with landscaping and pedestrian walkways.

2 HIGH QUALITY BIO-PROCESSING & RESEARCH SPACE
By considering the potential for additional bio-processing and research space.

3 AN IMPLEMENTABLE PLAN
Will be provided through a comprehensive plan that outlines phasing, costing, standards, and specifications up to and beyond 2020.

SOUTHSIDE MARINE BASE

KEY CONSIDERATIONS
The following considerations have emerged through a comprehensive review of existing campus facilities, as well as ongoing consultation with the Institute's faculty and staff.

1 CONSOLIDATED SERVICE DELIVERY
Through the transfer of remaining functions to Holyrood Marine Base and the exploration of alternative options for Southside Marine Base.

2 IMPROVED CLIENT EXPERIENCE
Through a greater degree of protection from weather conditions and fewer interruptions to simulations and testing.
1. **DEVELOP YOUR VISION (5 min.)**

What is your vision for the Fisheries and Marine Institute? With your group, please discuss your ideas collectively, and summarize your vision in the space provided (2-3 Sentences).

2. **ASSESS SITE CONDITIONS (20 min.)**

The following maps illustrate a range of site conditions at the Ridge Road Campus. With your group, please review this material and respond to the following questions by marking up the maps and providing your feedback in the space provided.

2.a) **BUILDINGS**

What do you like about the buildings at the Ridge Road Campus? Are they well designed and laid out? Are they welcoming and inviting? What could be improved?

2.b) **OPEN SPACES**

What do you like about the design and layout of the open spaces at the Ridge Road Campus? Are they functional and accessible? Are they welcoming and inviting? What could be improved?

2.c) **PEDESTRIAN CIRCULATION**

When travelling on foot, is it easy to access building entrances at the Ridge Road Campus? Are pedestrian walkways appropriately located and easy to navigate? What could be improved?

2.d) **VEHICLE CIRCULATION**

When travelling by vehicle or public transit, is it easy to access the Ridge Road Campus? Are bus stops well positioned near main building entrances, and is it comfortable waiting for the bus? Is there enough parking? What could be improved?
3. PRIORITIZE EMERGING THEMES (20 min.)

The following themes have emerged through a review of existing campus facilities, as well as ongoing consultation with the Institute’s faculty, staff, and students. With your group, please review and mark-up these emerging themes to reflect your recommendations. Please rank each theme in order of priority from #1 to #4, with #1 being the highest priority, and add any additional suggestions in the space provided.

- **3.a) A WORLD CLASS CAMPUS**
  - Is welcoming, contemporary, and state-of-the-art with upgraded facilities, improved material finishes, landscape treatments, and new furnishings. It should incorporate prominent entry features and capitalize on key views to the City and Harbor.

- **3.b) AN ACCESSIBLE CAMPUS**
  - Improves the pedestrian experience by upgrading open spaces, parking areas, pedestrian walkways, site furnishings, and bus shelters while introducing expanded public transit service, a shuttle bus system, and parking priority programs.

- **3.c) A COLLABORATIVE WORK ENVIRONMENT**
  - By improving the library and cafeteria, and other informal gatheringspaces. A new student commons is being considered as a space for welcoming and arrival, special events, casual and social use, and work. Other collaborative spaces could include small-scale food and beverage services, program-specific home rooms, and dedicated space for alumni engagement, graduate students, and clients.

- **3.d) HIGH QUALITY CLASSROOM & LAB SPACE**
  - Emphasizes collaborative, dynamic, and flexible design. Collaborative and workstation-based classrooms and laboratories could be outfitted with high quality furnishings and will introduce the latest learning technologies.

- **3.e) ADDITIONAL RECOMMENDATIONS & COMMENTS**
The following themes have emerged through a review of existing campus facilities, as well as ongoing consultation with the Institute’s faculty and staff. With your group, please review and mark-up these emerging themes to reflect your recommendations. Please rank each theme in order of priority from #1 to #5, with #1 being the highest priority, and add any additional suggestions in the space provided.

1. PRIORITIZE EMERGING THEMES (15 min.)

1.a) A WORLD CLASS CAMPUS
Is welcoming to students and clients who participate in day-long programs.

1.b) AN ACCESSIBLE CAMPUS
Incorporates small built form and site planning changes to improve the training experience for clients and students.

1.c) A COLLABORATIVE OFFICE ENVIRONMENT
Will occur through the removal of the existing trailers, replacing them with a new command and control centre, and re-locating associated offices into a consolidated and expanded office building with an appropriate mix of communal and individual spaces.

1.d) HIGH QUALITY CLASSROOM SPACE
Emphasizes collaborative, dynamic, and flexible design. Collaborative and workstation-based classrooms could be outfitted with high quality furnishings and will introduce the latest learning technologies.

1.e) HIGH QUALITY SIMULATION SPACE
Embraces the outdoor environment with facilities that are designed for year-round use. New simulation facilities could include an additional pool, a new helicopter refueling station, a refurbished rig and ship, and accessory uses including expanded washroom and change facilities, and additional storage facilities.

1.f) ADDITIONAL RECOMMENDATIONS & COMMENTS
1. PRIORITIZE EMERGING THEMES (15 min.)

The following themes have emerged through a review of existing campus facilities, as well as ongoing consultation with the Institute’s faculty and staff. With your group, please review and mark-up these emerging themes to reflect your recommendations. Please rank each theme in order of priority from #1 to #4, with #1 being the highest priority, and add any additional suggestions in the space provided.

1.a) A WORLD CLASS CAMPUS

Will be created by recognizing the importance of the Holyrood waterfront as a place that is open and accessible, and placing new buildings to maintain views and access, while integrating the waterfront trail. New buildings should incorporate an appropriate mix of programs and work spaces.

1.b) AN ACCESSIBLE CAMPUS

Could be assisted through a University shuttle bus system, increased parking capacity, formalizing existing surface parking areas with landscaping and pedestrian walkways, and working with the Municipality to provide basic faculty, staff, and student necessities and accommodations.

1.c) EXPANDED MARINE FACILITIES

May be achieved through a marginal wharf and breakwater, an off-shore rig simulation, an acoustics lab, a mock oil field, and a designated wash-down area with adequate storage space and security elements for client-based intellectual property.

1.d) EXPANDED MARINE PROGRAMS

May be explored to support the provision of expanded marine facilities and the introduction of new buildings in a campus-like setting.

1.e) ADDITIONAL RECOMMENDATIONS & COMMENTS

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________