

Part 03



3.0 Directions, Space Needs & Objectives for the Master Plan

3.0 Directions, Space Needs & Objectives for the Master Plan

3.1 | Utilization Analysis

The proposed building projects described in the University's 2011-2015 Capital Plan aim to increase the size and/or improve the inventory of classrooms and science labs. Enrolment growth will trigger the need for additional classroom and science laboratory space in the future. Other factors may also come into play such as a desire to create new learning clusters within existing academic precincts or within residence spaces. The Campus Master Plan offers a framework for how this need for additional instructional space may be located and configured -- all secured within a long-term vision for the campus.

The Master Plan Directions and Objectives presented in this Campus Master Plan Report are based on a multi-faceted study of existing conditions at the University of Lethbridge and plans for the future. The information sources are:

- Meetings with senior administrators;
- Consultations with University stakeholders;
- Consultations with the student population and campus community;
- President Mahon's Fiat Lux Address (September 28, 2011);
- Tours with University personnel;
- Analysis of the utilization of instructional spaces;
- Enrolment projections;
- Campus inventory and assessment of space requirements;
- and

- University Documents, including:
 - Capital Plan (2011-2015);
 - Comprehensive Institution Plan (2011-12 to 2013-14);
 - Strategic Plan (2009-2013);
 - Campus Space Report, Accommodating Growth to 2018 (2010);
 - Facts Book (2010-2011);
 - Organization of Residence Students Strategic Plan (2008-2011);
 - Housing Services Strategic Plan (2005-2008)

3.2 | Master Plan Objectives

The development of the University of Lethbridge University Campus Master Plan was guided using three overarching directions. These were developed into a series of objectives that fulfill the University's mandate as a Comprehensive and Academic Research Institution. For a full rendition of these objectives please refer to the separate Master Plan Directions Report – an integral component of this Campus Master Plan. The Campus Master Plan translates these objectives into a physical campus framework -- strengthening the quality of the built and natural environments to help brand the University as a destination institution, with particular emphasis on improving campus life and student experiences. It is hoped that the Campus Master Plan creates an environment, that helps the University attract members of the community, by creating a critical mass of opportunities.

3.0 Directions, Space Needs & Objectives for the Master Plan

The Objectives, summarized from the Master Plan Directions Report, are stated as:

A. Comprehensive University Campus

- An increase in enrolment is expected at the main campus within the next ten years. The University is not envisioning open-ended growth for the main campus;
- Enrolment growth will require an additional 45,000 GSM to campus inventory by 2021 and an additional 30,000

GSM for a total of 75,000 GSM by 2036, primarily in instructional and office space. The University also aims to provide housing to 20% of the projected enrolment by 2036, and therefore will need to add about 98,030 GSM in new residence facilities by 2036;

- Graduate and research programs will be developed and promoted and capacity will be expanded across all faculties with particular attention to non-laboratory intensive disciplines. Reallocation or reconfiguration of some research spaces may be desirable. Most importantly, the research

FIG.3.1 | Enrolment Projection Model for Lethbridge Campus

FACULTY		University of Lethbridge (FLE) 2010-2011	Proportion of Enrolment by Faculty & Level 2010-2011	University of Lethbridge (FLE) 2021	Proportion of Enrolment by Faculty & Level 2021	University of Lethbridge (FLE) 2036	Proportion of Enrolment by Faculty & Level 2036
Undergraduate	Arts & Science	3,434.6	58%	5,121.7	57%	6,146.0	58%
	Education	464.9	8%	743.4	8%	847.5	8%
	Fine Arts	599.8	11%	1,019.2	11%	1,121.1	11%
	Health Sciences	523.8	9%	1,173.4	13%	1,408.1	13%
	Management	1,424.5	14%	944.1	10%	1,038.5	10%
	<i>Undergraduate Total:</i>	<i>6,448</i>	<i>100%</i>	<i>9,002</i>	<i>100%</i>	<i>10,561</i>	<i>100%</i>
Graduate	Arts & Science	344.2	57%	670.3	67%	989.6	69%
	Education	184.1	31%	239.4	24%	330.3	23%
	Fine Arts	10.3	2%	15.5	2%	23.2	2%
	Health Sciences	33.5	6%	40.2	4%	60.3	4%
	Management	30.0	5%	33.0	3%	36.3	3%
	<i>Graduate Total:</i>	<i>602</i>	<i>100%</i>	<i>998</i>	<i>100%</i>	<i>1,440</i>	<i>100%</i>
GRAND TOTAL		7,050		10,000		12,001	

3.0 Directions, Space Needs & Objectives for the Master Plan

enterprise will be integrated within the campus fabric in an attempt to reverse a past trend to isolate research facilities at the periphery of campus; and

- The Campus Master Plan will ensure the multi-disciplinary and open character of campus supporting the rich tradition of liberal education at the University of Lethbridge. Opportunities will be provided for students, faculty, researchers, and staff to meet and interact together - informally and formally in public forums. New buildings or the reconfiguration of existing buildings will feature multi-functionality to attract broad cross-sections of the campus community.

B. Destination Campus

- The physical and programmatic linkages between University Hall and the rest of the campus will be strengthened;
- A new campus heart will be identified as a visible and natural point of convergence where students, faculty and staff will meet, socialize, and access key services;
- The location of future residences and related ancillary services will be more closely integrated with the remainder of campus;
- The main campus gateway and experience of arrival will be improved; and

Fig.3.2 | Summary Space Requirements

SPACE CATEGORY		INVENTORY 2010 (NASM)	ESTIMATED AREA REQUIRED IN 2021 (NASM)	ESTIMATED AREA REQUIRED IN 2036 (NASM)	SHORTAGE OR SURPLUS OVER 2011 (NASM)
Instructional	Classrooms	7,716	12,300	14,760	-7,044
	Labs	9,211	16,099	20,533	-11,323
Research	In discipline groups A & D	17,958	5,674	6,173	11,785
	In discipline groups B, C & E	1,014	1,890	2,070	-1,056
Office	Academic	15,682	19,583	26,544	-10,861
Office	Administrative	6,788	10,881	11,425	-4,637
Learner Support		11,302	10,000	12,000	-698
Sport/ Recreation/Wellness		13,199	9,000	10,800	2,399
Campus Services	Central Support Services	5,318	4,897	5,297	22
	Assembly & Exhibition	4,685	3,000	3,600	1,085
	Ancillary Operations & Student Community	6,230	13,000	15,600	-9,370
Total Required (NASM)					-44, 989
Total Required (GSM) (NASM x 1.66)					-74,681
<i>Residence</i>		17,576			<i>-97,230 GSM</i>

3.0 Directions, Space Needs & Objectives for the Master Plan

- The Campus Master Plan will ensure that the coulee setting is celebrated and respected

C. Campus that Demonstrates Leadership

- Ensure that campus inventories are aligned with growth plans, funding opportunities and condition of facilities;
- Use the campus as demonstration setting for best practices in sustainable buildings and land use;
- Achieve balanced growth and quality of student experience by ensuring a personal, small community of learners and researchers. The Campus Master Plan will retain the intimate environment characteristic of the best liberal arts universities;
- Enhance support of First Nations, Métis and Inuit students (FNMI). Buildings and interior spaces will be used to celebrate FNMI culture on campus. In addition, the proposed First Nations Gathering / Education Centre will occupy a prominent location that speaks to the importance of FNMI values and culture with an inclusive University; and
- Further engage and attract the local and regional community to campus with shared facilities and programs.



Fig. 3.3 | SCIENCE STUDENTS AT THE UNIVERSITY OF LETHBRIDGE



Fig. 3.4 | FINE ARTS STUDENT AT THE UNIVERSITY OF LETHBRIDGE