

HUMBER COLLEGE

CAMPUS DEVELOPMENT PLAN

2016-2021

Executive Summary

December 7, 2017

Executive Summary

Purpose and Scope of the Campus Development Plan

The 2016 Campus Development Plan (CDP) describes proposed physical changes at Humber's North and Lakeshore campuses in the next five years - 2016 to 2021.

The measures outlined in the 2016 CDP are triggered in part by major capital projects already approved by the College, namely two *Centre of Innovation* facilities to be built respectively at the North and Lakeshore campuses as per the facing illustrations.

A focus of the 2016 CDP is on leveraging the backfill opportunities associated with the construction of these two buildings and the *possible* re-location of certain programs between the North and Lakeshore campuses.

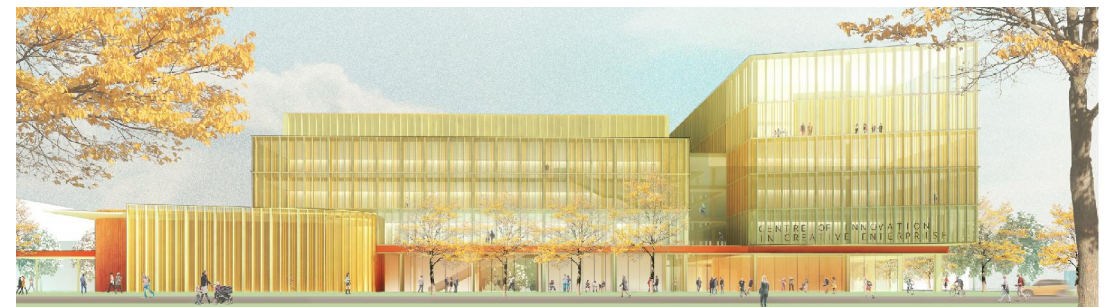
Other focal points of the CDP include defining appropriate physical responses to Humber's academic and development plans over the next five years and developing strategies and plans to meet emerging needs and operational challenges. Finally, the CDP proposes strategies and criteria regarding upcoming decisions by the College with respect to the renewal of certain leases and the acquisition of certain properties.

The 2016 CDP was developed considering another key campus planning document, the 2015-2045 Campus Land Use Plan (CLUP). The CLUP is an *internal* Humber planning document that explores how the College's North and Lakeshore real estate assets can be put to highest and best use, and defines key land use parameters such as campus physical structure and urban form, on-site circulation and connections with surrounding properties.

The CDP and the CLUP are distinct planning resources for the College in view of their different planning horizons (5 years vs. 30 years) and focus (interior building change measures vs. broad land use descriptions). Both documents remain complementary and share the same core basic planning directions.



North Campus Centre for Technology Innovation – CTI



Lakeshore Campus Centre for Creative Business Innovation - CCBI

Executive Summary

Campus Planning Directions

Both the CDP and the CLUP were developed based on the following common campus planning directions:

A - Quality of Campus Experience

The North and Lakeshore campuses have each developed characters and personalities reflecting their respective settings, which in turn give Humber opportunities to enhance the unique qualities of the two sites as academic settings as well as community destinations and places of civic pride.

B - Connections to Surrounding Neighbourhoods & Natural Assets

Today's students aspire to diverse, lively and connected urban environments where the boundaries between their campuses and city life are seamless.

Humber is encouraged to plan and locate future buildings at its North and Lakeshore campuses so that they open themselves and contribute to the vitality of the urban neighbourhoods that surround them.

Humber's North and Lakeshore campuses both enjoy unique relationships to parklands of regional importance. There is a potential to enhance the quality of the two campuses by strengthening their linkages to these outdoors spaces and to the networks and amenities they contain.

C - Stewardship & Efficient Use of Owned Assets

Campus development and major capital investments by Humber will continue to be guided by policies and practices that emphasize the College's stewardship of existing assets, sustainability principles, acceptable risk, the adoption of best practices in the sector and attention to emerging trends.

D - Engagement & Collaboration with Third Parties

Humber is uniquely positioned to attract interest, investment and benefits to its campuses and their surroundings by assuming both the stance of a "change-agent" and the responsibilities of a committed "city-builder" willing to work with public and private third parties.

E - Emerging Modes of Transportation

Investment in better regional and local transit infrastructure is a political priority. The College will benefit from this, particularly at the North Campus when the construction of the Finch West Light Rapid Transit line is completed. Better transit infrastructure, higher frequencies and reliable service will, over time, change car-driving habits and the amount of land allocated to automobiles in the form of roadways and parking.

Further, both the North and Lakeshore campuses are connected to active transportation trail networks along the Humber Valley and Lake Ontario that are particularly well-suited to bicycle commuting.

F - Internal Organization and Allocation of Assignable Spaces within Existing and Proposed Buildings

Humber is consistently adapting and reallocating functions and services within its campus buildings in response to changing needs and evolving institutional priorities. Over several years the cumulative effect of these changes has resulted in campuses that are less cohesive, less intuitive from a way-finding point of view and less efficient.

Key Planning Inputs

The CDP considered the strategic and operational goals, directions and targets set by the College and deemed relevant in the formulation of the 2016-2021 Campus Development Plan.

Space Allocation Benchmarks and Targets

In 2015 Humber College set a target of providing on average 62.5 gross square feet (GSF) of building space per FTE student. This ratio was set considering the following points:

- The quality of student and campus experience currently achieved, this on its own merit and in relation to its competitors (i.e. other large colleges serving the Greater Toronto Area).
- The College's various revenue streams from which it draws funds to operate existing buildings and to capitalize new ones.

The table below tracks the impact of Humber's planned enrolment growth by 12.5% in the next five years in relation to the College's recent and planned additions of approximately 550,000 gross square feet to its building inventory. This figure accounts for the eventual demolition of a part of Building A at the Lakeshore Campus.

Ownership					A
Campus Code	ECS CDP Status	Owned	99-Year Lease	Leased	Grand Total
North Campus	In Place Prior to 2015	1,146,427		9,200	1,155,627
	Added Since 2015	299,649			299,649
	CTI Building Added	93,000			93,000
North Campus Total		1,539,076		9,200	1,548,276
Lakeshore Campus	In Place Prior to 2015	210,989	359,811	49,577	620,377
	Added Since 2015	35,893	77,901		113,794
	Building A Removed	-27,800			-27,800
	CCBI Phase I Building Added	80,000			80,000
	CCBI Phase II Building Added	60,000			60,000
Lakeshore Campus Total		359,082	437,712	49,577	846,371
Orangeville Campus	In Place Prior to 2015			4,698	4,698
Orangeville Campus Total				4,698	4,698
Grand Total		1,898,158	437,712	63,475	2,399,345

Existing Inventory Source Data - COFSI 2015 Inventory
Excluding UGH / Residences / Parking / CESC's / Daycare / Schomberg

Of note, the table shows that, at 72.5 GSF per FTE in 2016, the College is exceeding its benchmark target by 16% - Column C.

In 2021 the benchmark achieved will be 70.5 GSF per FTE, again higher than the target by 12% - Column D.

Finally, the table shows that when the College has completed its program of building additions the notional FTE capacity of the campuses will be 38,186 FTE students - Column E.

These calculations suggest that the CDP should not propose the construction of new *major* buildings in the next five years other than the CTI and CCBI as ways of addressing emerging needs and solving functional issues around space.

	B	C	D	E
	2015 Calculation of 62.5 GSF / FTE Benchmark	Fall 2016 GSF / FTE Benchmark	Fall 2021 GSF / FTE Benchmark	Fall 2021 FTE Capacity Assuming 62.5 GSF / FTE
	1,155,627	1,155,627	1,155,627	
		299,649	299,649	
			93,000	
	1,155,627	1,455,276	1,548,276	
	620,377	620,377	620,377	
		113,794	113,794	
			-27,800	
			80,000	
			60,000	
	620,377	734,171	846,371	
	0	4,698	4,698	
GSF	1,776,004	2,194,145	2,399,345	2,399,345
FTE	28,375	30,253	34,044	62.5 GSF / FTE
GSF / FTE	62.5	72.5	70.5	38,390 FTE

Executive Summary

Key Planning Inputs (continued)

Enrolment Projections

The College projects an overall population increase of 12.5% between 2016 and 2021 corresponding to approximately 3,791 additional full-time equivalent (FTE) students to be absorbed into the fabric of the North, Lakeshore and Orangeville campuses. These projections account for the new program proposals.

The forecast is made using the College’s own 2016 program and MTCU Audited enrolment projections shown below in the “MTCU Audited” portions of the table, in combination with “College Reported” enrolments statistics. In this latter group, and for the purposes of the CDP, it was assumed that “International in Funded Programs” enrolments would grow by 2.5% each year between 2016 and 2021. It was also assumed that other “College Reported” FTE enrolments would grow by 1.0% per year in the same 5-year interval.

University of Guelph Humber enrolments will remain stable to 2021 at approximately 4,600 FTEs. It is necessary to account for this group of students in the development of the CDP given their use of several services and amenities at the North Campus. In 2021 the North Campus will accommodate a total student population of approximately 24,750 FTEs.

Planned New Programs

Humber College continuously adjusts its program offerings and enrolment targets to remain relevant and competitive. Such changes are done based on formal in-house evaluation and decision processes that consider market demand, innovation factors, funding requirements, government approvals, accreditation requirements, etc. The CDP must consider and respond to the following approved program and enrolment changes, and those being proposed but not yet approved.

New program and growth decisions at Humber are often influenced by the limited amount of space available to accommodate these changes. In response to these pressures, the above-referenced schools are resorting to offering new programs that are not space-intensive or are delivered online. While this approach has efficiency advantages, it also impacts the College’s competitive edge, its brand and overall student experience. Starting in 2018 the College will schedule more activity during weekday evenings as a way of alleviating the scheduling pressures on instructional spaces. The same approach does not alleviate demand for academic offices; this requirement will have to be addressed either by the addition of space, or the adoption of a different model(s) for the allocation of this type of facility.

Consultation

The development of the CDP was also informed by extensive consultations with College stakeholders that took place in Spring 2016 in the form of individual and small group interviews with Humber’s senior leadership team, deans, and the staff responsible for learner support, student services, ancillary services and campus operations.

Members of Humber’s Academic and Administrative Leaders Forum (AALF) participated in a 2 1/2-hour campus planning workshop on May 26th, 2016.



Planning Context






Humber is a complex organization with on-going capital initiatives, emerging needs and future decision points it must consider under the umbrella of the CDP. These include:

- Approved major capital projects and current commitments by Humber resulting in new buildings or in major renovations to existing ones.
- The impact on existing campus buildings of the above projects and the cascading backfill and conversion opportunities arising from them.
- Emerging needs arising from Humber’s academic and related plans, including the introduction of new programs, new teaching modalities, new learner support strategies, etc.
- The leasing of key facilities by the College and upcoming future decisions around their renewal.
- The reality that Humber is one of the most efficient institutions in Canada in terms of space utilization and efficiencies and is challenged daily in terms of planning its growth and aspiring to offer an *exceptional polytechnic experience* to its students and clients.

The focus of the Campus Development Plan (CDP) is on the initiatives, plans and investments to occur in the next 5 years. However, planning cannot occur in isolation and must consider the College’s longer-term goals and initiatives.

It is therefore necessary to describe the CDP measures in the broader context of both on-going projects and planned projects or decisions awaiting the College beyond the planning horizon of 2021. These timing considerations, along with the location of each measure and their resource implications are conveyed in the CDP using the following matrix:

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios  Minor Renovation or Reallocation of Existing Space  Decision Point / Long Term Plan
 Major Renovation or Conversion of Existing Building  Enabling Measure
 New Building

The measures deemed to be in the scope of the 2016-21 CDP are shown in the blue 0 to 5 Years CDP column.

Executive Summary

CDP College-Wide

Four on-going and planned projects or initiatives affect both campuses and are expanded upon in section 4B.

Planning Context

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
Align Instructional and Experiential Learning Spaces with Humber's Plans to Deliver an Exceptional Polytechnic Education		●	○○	○○	●●	●●
Provision of Instructional and Related Space in Response to Humber's Academic and Enrolment Plans			□	○○		
Access, Community Outreach and Social Entrepreneurship				◆ On-Campus CESC's + ○●●	●●	
Student Residences				◆		

Resource Allocation Scenarios

○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure

CDP North Campus

Overview

The North Campus CDP proposes space reallocation and re-purposing measures that consider:

- A projected increase in student population averaging 1.7% per year between 2016 and 2021.
- The College's plans to extend its academic daytime delivery window for instruction into the evening (from 55 to 70 periods per week).
- The addition to the North Campus of the 81,000 square feet Centre for Technology & Innovation (CTI). The CTI is a transformative initiative that will bolster Humber's polytechnic activities and certain aspects of its outreach mandate with industry. However, the addition of the CTI does not create backfill opportunities elsewhere at the North Campus. There are no instructional or service functions slated to be relocated from existing buildings to the CTI that prompt a CDP response.
- Humber's target of 62.5 gross square feet (GSF) of building space per FTE student, which is trending upward to 70.5 GSF per student based on currently approved and planned major capital projects and enrolment projections.

The above explains why the depth and breadth of the 2016-21 CDP for the North Campus is relatively modest when compared to the College's 2009 version of the CDP and the current 2016-21 CDP for the Lakeshore Campus.

Programmatic changes that apply to the scope of the CDP touch on the planned relocation of certain Media programs from the North Campus to the Lakeshore Campus, and the launch of new programs accounting for a North Campus growth target of 1,650 FTE students. The CDP measures in question are:

- Backfill opportunities cascading from the potential relocation of Media programs from the North Campus to the Lakeshore Campus
- Humber ²- Large assembly venue and related conference and event facilities

Planning Context

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
2015 North Campus Backfill Plan	○●					
Development of the 2015 to 2045 Campus Land Use Plan					◆	◆
New LRT Terminal at North Campus					◆	◆
Lot 2 Parking Structure at North Campus	●	□			□	□
CTI – Centre for Technology Innovation at North Campus						
CIHW – Centre of Innovation in Health & Wellness			○●	○●●		
Address Key Campus and Administrative Services Space Issues at North Campus				○●		
Sports, Wellness and Recreation Facilities at North Campus				○	●	
Culinary Programs Shipping & Receiving Facility				●●		
Create a College Operations Logistics Hub			○ or ●	●		
Future Growth at the North Campus of the University of Guelph-Humber - UGH				◆		

Resource Allocation Scenarios

○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

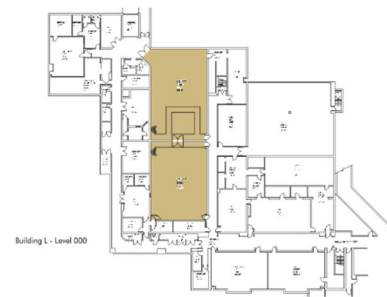
□ Enabling Measure

Executive Summary

Backfill Opportunities Cascading from the Potential Relocation of Media Programs from the North Campus to the Lakeshore Campus

The College is considering the relocation of some of its Media programs from the North Campus to the Lakeshore Campus assuming that:

- 740 FTE students enrolled in Media programs at the North Campus are relocated to the Lakeshore Campus.
- Approximately 29,000 net assignable square feet (NASF) of laboratory and studio space used by Media are vacated in Building L and Building K, including 4,800 NASF of high-bay space currently used as Film & TV studios.
- Another 11,000 NASF will become available elsewhere on campus in the form of classrooms and academic offices because of the relocation of the programs and their students and professors.



L Building Studios – Level 000



L Building Media Labs and Offices - Level 000



L Building Media Labs and Offices – Level 100
CDP North Campus (continued)



L Building Media Labs and Offices – Level 200

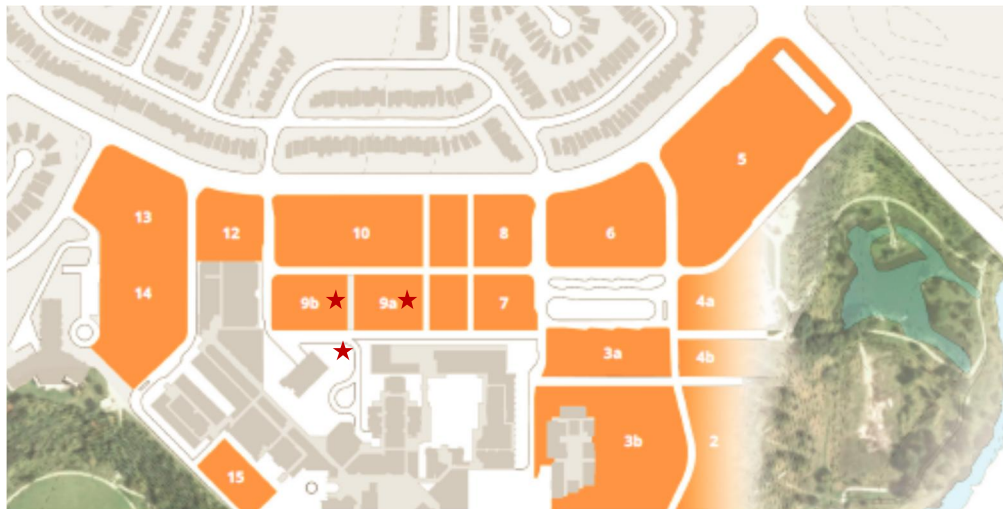
Backfill opportunities of the spaces assigned or used by Media programs, mostly in L and K buildings include:

- Satellite fitness facilities supplementing those located in Building A and deemed to be operating at capacity.
- Student social space controlled or not by Ignite, keeping in mind that the College anticipates the removal of LX Building from its inventory, in which equivalent space already exists (LX 109), possibly in combination with a small food vending outlet.
- Using one of the two studios, relocation of the Firefighter Laboratory (K149).
- Conversion into one or two instructional laboratories that take advantage of the high-bay configuration. This likely narrows down the use to technology and trades uses, including the LX102 HVAC Workshop located in LX Building that the College may remove from its inventory in future.
- Infill of the studio with new floors at Level 1 to create up to four low-bay instructional laboratories.
- Discrete room conversions in response to the approved or planned program initiatives listed in Section 3 (see page 3-3), with an eye to creating generic spaces that emphasize use of technology-based and virtual instruction across Humber's schools.
- Relocation of not-yet identified programs and functions from the Lakeshore Campus to create backfill opportunities at that location.
- Use of the vacated rooms as swing space to allow renovations to occur elsewhere on campus.
- If the timing is appropriate, use of a portion of the space to relocate the Centre for Transportation (see page 4-20). This measure entails the presence on campus of the College's truck fleet, which would add to congestion issues already experienced on site.

Humber² - Large Assembly Venue and Related Conference and Event Facilities

The CDP also considers the *early* construction of the large assembly venue the College has been planning for some time, in conjunction with related complementary functions to better fulfill Humber's access, outreach and innovation mandates. The size of the building ranges between 13,600 and 25,800 gross square feet.

The location for the new facility would be either of two parcels designated in the 2015-2045 Campus Land Use Plan as 9a and 9b or in the service courtyard formed by buildings D, E and J as indicated with a star symbol - ★ - below.



The project also triggers the possibility of relocating the Seventh Semester Room to the new building. Given the location of the Seventh Semester facility, that space could either be reverted to expand the adjacent Food Services kitchen complex, or allocated to Ignite for use of their own choosing in close proximity to their core facilities in Building KX.

If the College is willing to increase the size of the proposed new building discussed here, it should consider developing large classrooms to replace those found on levels 3 and 4 of Building E at the same time. This would create backfill opportunities for Health and Wellness laboratories and functions that mitigate the fact that the construction of the dedicated Centre of Innovation for Health and Wellness is some years away.

Executive Summary

CDP Lakeshore Campus

The CDP present two scenarios embedded within the continuum of construction, reallocation and demolition steps that eventually sees the partial replacement of Building A and all of Building B, and the achievement of higher building densities on prominent College-owned property at the Lakeshore Campus. This is done as per Humber’s existing plans for the construction of the new Centre for Creative Business Innovation (CCBI) and Music facilities, and as per the broader development directions outlined in the 2015-45 Campus Land Use Plan (CLUP).

Both scenarios arrive at the same new building footprints if fully implemented as per the facing illustrations. However, each scenario proposes different sequences of construction and different occupancies for the new buildings. The gross areas of new buildings also vary slightly depending on height and whether residence facilities are added to the upper floors of some buildings.

The CDP scenarios consider issues and emerging needs around:

- Improved and rationalized learner support
- Improved student experience facilities
- Improved Security and Facilities accommodations

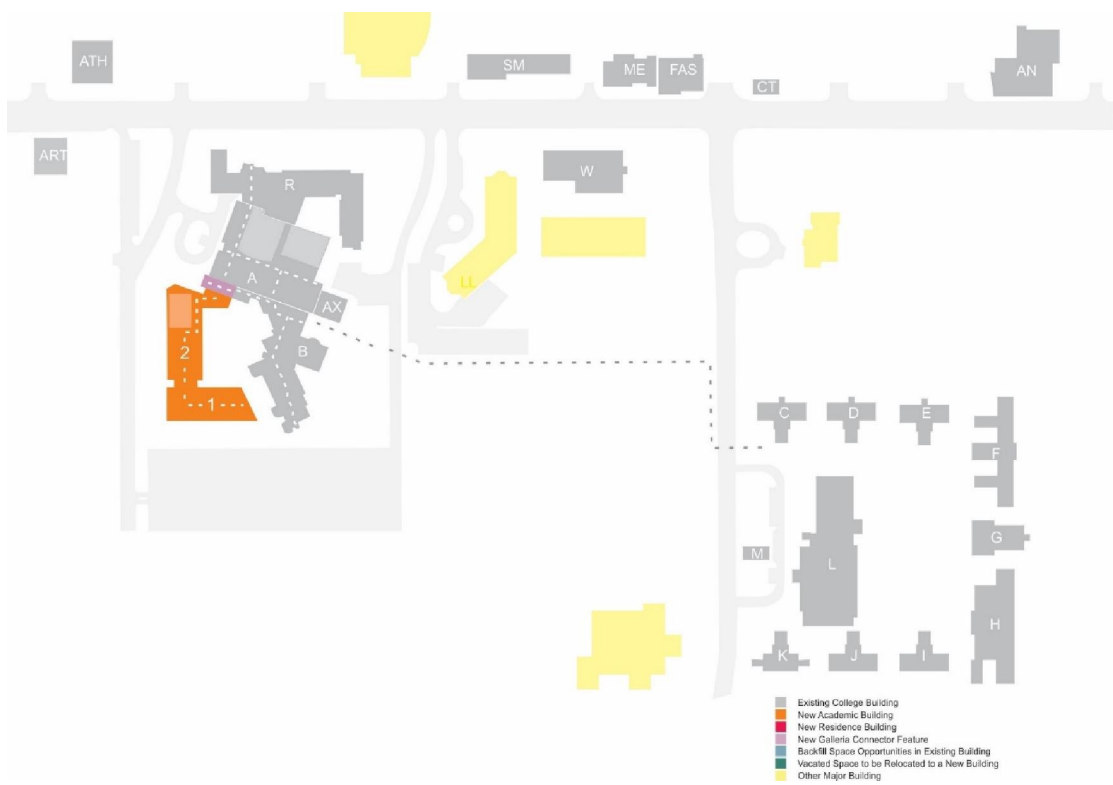
The potential consolidation of all Media programs in the new Media / CCBI building(s) potentially vacates approximately 16,000 NASF of laboratory space and 7,900 NASF of academic office space in the pavilion buildings (buildings D, E, F, H, I) located on the east side of the Lakeshore Campus

Planning Context

Location	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
Parking Lot at Lakeshore Campus		□			□	□
CCBI – Centre for Creative Business Innovation at Lakeshore Campus + Redevelopment of Buildings A and B		●	□	○○	○○	
Create Additional Generic Instructional Space & Academic Office Capacity at Lakeshore Campus		●	○	○○●	○○●	
Improve and Rationalize Learner Support and Student Experience Facilities at Lakeshore Campus				○○	○○●	
Birmingham Building Lease Renewal or Replacement, Lakeshore Campus				◆		
Conversion of Lakeshore Lodge to College Use at the Lakeshore Campus					◆	

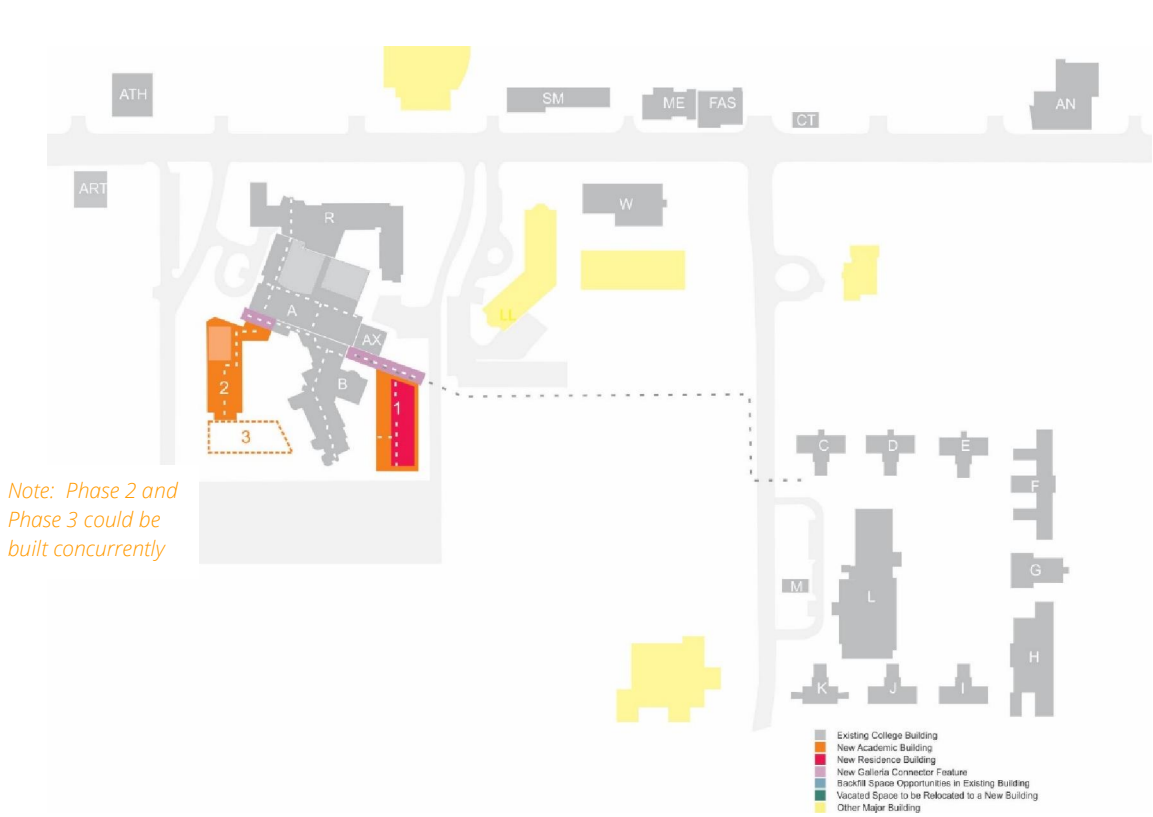
Resource Allocation Scenarios ○ Minor Renovation or Reallocation of Existing Space ◆ Decision Point / Long Term Plan
● Major Renovation or Conversion of Existing Building □ Enabling Measure
● New Building

Scenario 1 – Phase 1 and 2 of CCBI and Redevelopment of Buildings A and B



Scenario 1 sees the construction of the CCBI complex in two phases, shown in orange in the above diagram. The CCBI complex, once built, will total approximately 140,000 gross square feet. Of this amount, the CDP identifies 26,400 gross square feet of generic instructional space and academic offices to support growth by 2000 FTE students in the next five years.

Scenario 2 – Phase 1 and 2 of CCBI and Redevelopment of Buildings A and B



Scenario 2 also sees the construction of the CCBI complex in two phases, but Phase 1 is located on a different site east of the Building A and Building complex. Scenario 2 affords the College certain advantages in terms of phasing and logistics, including the opportunity of making the Phase 1 building a mixed-use facility featuring a residence tower.

In combination, the building area of Phase 1 and Phase 2 ranges between 150,000 and 170,000 gross square feet (excluding the residence tower). Of this amount, the CDP identifies 26,400 gross square feet of generic instructional space and academic offices to support growth by 2000 FTE students in the next five years.

Executive Summary

Leased Facilities

Planning Context

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
Birmingham Building Lease Renewal or Replacement, Lakeshore Campus				◆		
Lease Renewal and / or Investment in Additional Space at the Orangeville Campus				◆		
Humber Transportation Training Centre & Motorcycle Training Programs				◆		
Schomberg Farm					◆	

Resource Allocation Scenarios

○ Minor Renovation or Reallocation of Existing Space

◆ Decision Point / Long Term Plan

● Major Renovation or Conversion of Existing Building

□ Enabling Measure

● New Building

Birmingham Arts & Media Studio Building at Lakeshore Campus

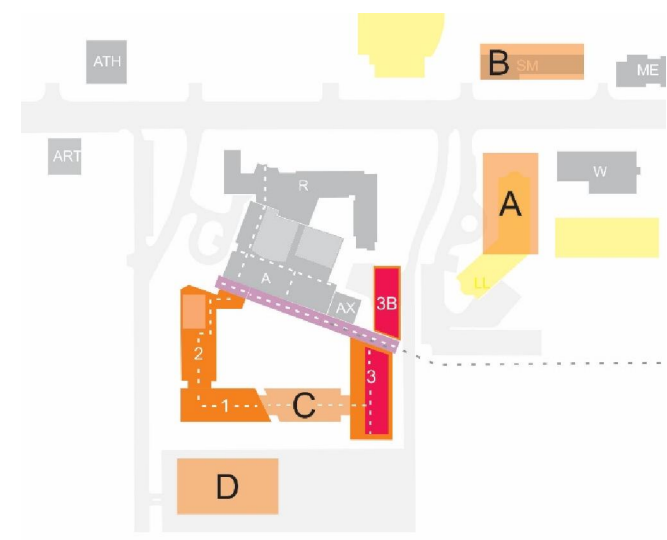
Since 2009 Humber has leased from the City of Toronto a former ice hockey arena building of 54,000 GSF to house studios and related facilities for its Theatre, Film & TV and Comedy programs. The \$10,000,000 cost of converting the facility to its current configuration was borne by the College at the time. The lease expires in 2029. The College does not currently know if the lease can be renewed, and on what terms.

It is advisable that the College and the City of Toronto reach a decision to renew the Birmingham Building lease no later than September 2026, three years before the expiry of the lease in 2029. The three-year interval will allow enough time for the planning and construction of a replacement facility, assuming all approvals and funding are already in place at that time.

The 2026 milestone falls beyond the planning horizon of the 2016-21 CDP. However, it is prudent to assume for planning purposes and until 2026 that the Birmingham Building lease will *not* be renewed so as to have contingencies on how the leased facility might be replaced / relocated elsewhere on Campus. Four sites can be considered:

- A The 2.8-acre site on Lake Shore Boulevard owned by the College but leased on a 99-year basis to the City of Toronto where it operates a 150-bed long-term care facility (Lakeshore Lodge). The City is now considering redeveloping this property either at its current location or at a nearby location in south Etobicoke.

In this latter instance the College would regain control of the 2.8-acre site which benefits from an excellent location and visibility and, importantly, is less encumbered by building height regulations.
- B The site commonly known as the “Strip Mall” on the north side of Lake Shore Boulevard between Nineteenth Street and Twentieth Street that can accommodate a 40,000 gross square feet facility. Decisions as to how the existing building is used by the College or leased to third parties should consider the timelines discussed above.
- C The 60,000 to 90,000 GSF Phase 4 building previously and generically described in Section 6 as part of the CDP Lakeshore Campus scenarios (see page 6-11 and 6-20).
- D The southerly portion of Parking Lot 1, possibly in combination with a structured parking facility.



Executive Summary

Leased Facilities (continued)

Humber Transportation Training Centre & Motorcycle Training Programs

The Humber Transportation Training Centre is housed in a 9,200 net square feet (NASF) office suite on the upper floor of commercial leased facilities at the intersection of Highway 27 and Carrier Drive. The lease expires in 2019. The Centre offers Professional Truck Driving programs requiring classroom space, administrative space and outdoors space for the overnight parking of very large vehicles (up to and including 53' tractor-trailer equipment).



The College does not currently know if the lease can be renewed, and on what terms. For the discussion below it is assumed that the landlord's renewal terms will be aligned with local market conditions at the time of the renewal. It is also assumed the College plans to offer the same programs requiring approximately the same amount of space to house them in any leased or owned location.

Non-financial factors that can inform the College's decision to renew the lease in situ, find another suitable rental location or relocate the Centre in College-owned space at the North Campus include:

- Possibility that locating the Transportation Training Centre and its truck fleet at the North Campus will add to the vehicular congestion issues already experienced there.
- Possibility on a long-term basis to co-locate the Transportation Centre and the proposed College Operations Logistics Hub on an off-campus site, including a 5.2-acre parcel of land owned by Humber at the intersection of Highway 27 and Carrier Drive currently used by the College as overflow parking and for motorcycle training.
- Campus experience and services delivery, keeping in mind that the Centre's students / trainees typically do not look for, nor expect, the same types of amenities and support than students enrolled in post-secondary programs.
- Preference to find a location in the northwest quadrant of the GTA, where the College already enjoys a competitive advantage and easy access to major highways.

HUMBER COLLEGE

CAMPUS DEVELOPMENT PLAN

2016-2021

December 7, 2017

Table of Contents

	Page		Page
1.0	Introduction	1-1	
2.0	Campus Planning Directions		
	Introduction	2-1	
	Quality of Campus Experience	2-2	
	Connections to Surrounding Neighbourhoods and Natural Assets	2-5	
	Stewardship and Efficient Use of Owned Assets	2-7	
	Engagement and Collaboration with Third Parties	2-9	
	Emerging Modes of Transportation	2-10	
	Internal Organization & Allocation of Space within Existing & Proposed Buildings	2-12	
3.0	Key Planning Inputs		
	Introduction	3-1	
	Strategic Plan and CDP-Related Directions	3-1	
	Stakeholder Consultations	3-1	
	Planned New Programs	3-3	
	Enrolment Projections	3-4	
	Space Allocation Benchmarks and Targets	3-5	
4A	Campus Development Plan		
	CDP Planning Context	4A-1	
4B	Campus Development Plan – College-Wide		
	Introduction	4B-1	
	Planned Program Initiatives and Emerging Needs Considerations	4B-2	
	Other Planning Considerations	4B-5	
4C	Campus Development Plan – North Campus		
	Introduction	4C-1	
	Prior Stages of the CDP Process	4C-3	
	On-Going Capital Initiatives	4C-5	
	Planned Program Initiatives and Emerging Needs Considerations	4C-7	
	Backfill Opportunities Cascading from Potential Relocation of Media Programs	4C-12	
	Humber ²	4C-14	
4D	Campus Development Plan – Lakeshore Campus		
	Introduction	4D-1	
	On-Going Capital Initiatives	4D-2	
	Planned Program Initiatives and Emerging Needs Considerations	4D-4	
	Leased Facilities – Birmingham Building	4D-6	
	Other Planning Considerations – Lakeshore Lodge	4D-7	
	CCBI to CDP to CLUP Continuity Scenario 1	4D-8	
	CCBI to CDP to CLUP Continuity Scenario 2	4D-19	
4E	Leased Facilities		
	Introduction	4E-1	
	Birmingham Arts & Media Studio Building at Lakeshore Campus	4E-2	
	Transportation Training Centre & Motorcycle Training Program	4E-3	
	Orangeville Campus	4E-4	
	Schomberg Farm	4E-5	
	Appendix A		
	Campus Development Plan Consultations	A-1	

1. Introduction

Purpose and Scope of the Campus Development Plan

The 2016 Campus Development Plan (CDP) describes proposed physical changes at Humber's North and Lakeshore campuses in the next five years - 2016 to 2021.

The measures outlined in the 2016 CDP are triggered in part by major capital projects already approved by the College, namely two major Centre of Innovation facilities to be built respectively at the North and Lakeshore campuses.

A focus of the 2016 CDP is on leveraging the backfill opportunities associated with the construction of these two buildings and the *possible* re-location of certain programs between the North and Lakeshore campuses.

Other focal points of the CDP include defining appropriate physical responses to Humber's academic and development plans over the next five years and developing strategies and plans to meet emerging needs and operational challenges. Finally, the CDP proposes strategies and criteria regarding upcoming decisions by the College with respect to the renewal of certain leases and the acquisition of certain properties.

The 2016 CDP was developed considering another key campus planning document, the 2015-2045 Campus Land Use Plan (CLUP). The CLUP is an *internal* Humber planning document that explores how the College's North and Lakeshore real estate assets can be put to highest and best use, and defines key land use parameters such as campus physical structure and urban form, on-site circulation and connections with surrounding properties.

The CDP and the CLUP are distinct planning resources for the College in view of their different planning horizons (5 years vs. 30 years) and focus (interior building change measures vs. broad land use descriptions). Yet both documents remain complementary and share the same core basic planning directions outlined in Section 2.

2015 – 2045 Campus Land Use Plan Overview

North Campus Demonstration Plan and Building Massing



Lakeshore Campus Demonstration Plan and Building Massing



2. Campus Planning Directions

Introduction

This section presents six campus planning directions adopted by the College to frame both the 2016-2021 Campus Development Plan (CDP) and the 2015-2045 Campus Land Use Plan (CLUP).

A. Quality of Campus Experience

B. Connections to Surrounding Neighbourhoods and Natural Assets

C. Stewardship and Efficient Use of Owned Assets

D. Engagement and Collaboration with Third Parties

E. Emerging Modes of Transportations

F. Internal Organization and Allocation of Space in Existing Buildings

The campus planning directions described in groups A, C and F are particularly relevant to the CDP given their focus on existing buildings and the backfill opportunities afforded by the construction of two major Centre of Innovation facilities at the North and Lakeshore campuses.

Campus Planning Directions

A

Quality of Campus Experience

The North and Lakeshore campuses have each developed characters and personalities reflecting their respective settings, which in turn give Humber opportunities to enhance the unique qualities of the two sites as academic settings as well as community destinations and places of civic pride.



A1

Continue the College's commitment to quality architectural design and construction

All Locations

New buildings must take into consideration engagement with their natural settings. Even structured parking should aspire to design excellence, notably in contributing to good urban design and attention to façade treatment.

Campus Planning Directions

A3

Locate and link buildings to achieve compact and walkable campuses

All Locations

New development should be structured so as to provide, expand upon, and complete pedestrian linkages. Where pedestrian routes traverse outdoors, canopies and covered walks should be considered. Linkages and pedestrian routes should be designed to provide informal student spaces.



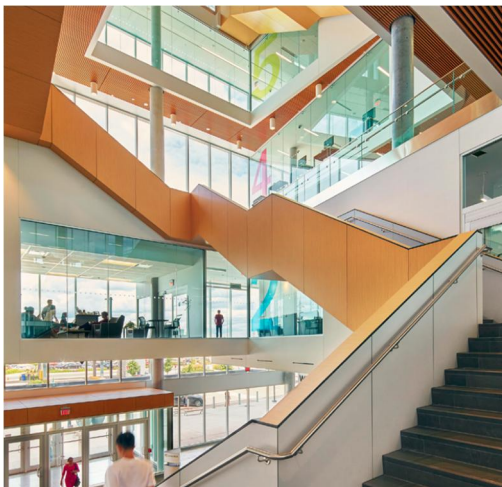
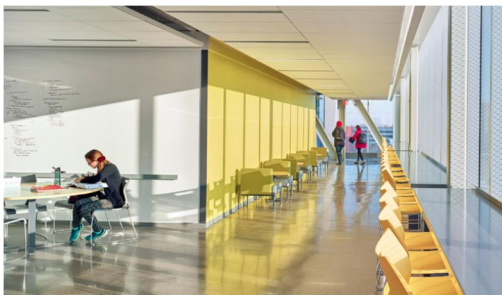
A2

Continue to improve unprogrammed areas to encourage informal learning

All Locations

Beyond programmed academic spaces, attention should be paid to the spaces in between academic areas, notably corridors and communal areas in order to provide learning opportunities anywhere and at any time.

Tall academic buildings should maximize visual and physical vertical communication in order to encourage vertical mobility between floors and discourage stratification of program zones.



Campus Planning Directions



A4

Provide meaningful outdoor spaces

North Campus

New development should create meaningful outdoor spaces in the form of courts, lawns, or appropriately scaled pedestrian routes. These outdoor spaces should have clear sense of place, be flexible, and be highly accessible.

Renovation work should aim to better engage and leverage existing under-used courts and outdoor spaces. Importantly, open outdoor spaces should be fronted by main circulation routes and/or major interior public spaces.

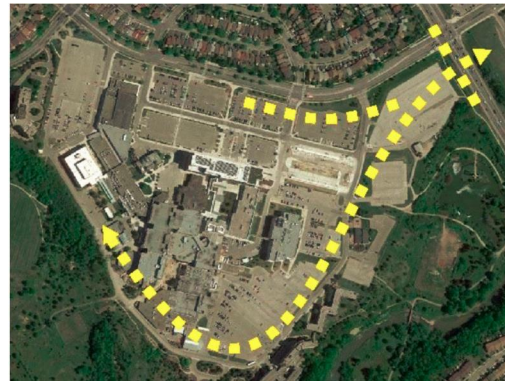
The natural settings of the North Campus Arboretum and Lakeshore Campus urban park network create opportunities to meaningfully showcase or reintroduce land features and vegetal species once used and enjoyed by First Nation inhabitants.

B Connections to Surrounding Neighbourhoods & Natural Assets

Today's students aspire to diverse, lively and connected urban environments where the boundaries between their campuses and city life are seamless.

Humber is encouraged to plan and locate future buildings at its North and Lakeshore campuses so that they open themselves and contribute to the **vitality of the urban neighbourhoods** that surround them.

Humber's North and Lakeshore campuses both enjoy unique relationships to parklands of regional importance. There is a potential to enhance the quality of the two campuses by **strengthening their linkages to these outdoors spaces** and to the networks and amenities they contain.



B1 Place mix-used buildings along key edges of the campuses

Lakeshore Campus

The alignment and functions placed in new facilities built along Lake Shore Boulevard at the Lakeshore Campus should consider the benefits of placing mixed-use functions on the lower levels and College-only functions on the upper levels.

Campus Planning Directions

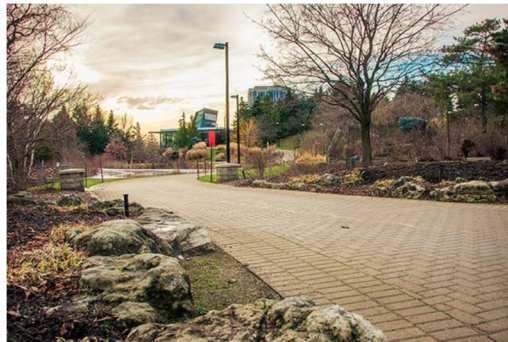
North Campus

Decisions as to the siting and the functions placed in new facilities at the North Campus should also consider the benefits of having a closer "street presence" with the surrounding community (the Etobicoke General Hospital in particular). This can be achieved by building mixed-used facilities along Humber College Boulevard and particularly at the corner of Highway 27 where the LRT station will be located.

On a long-term basis (20 years) the College should plan for, add, and relate new buildings at the North Campus in a way that eventually links the northeast corner of Humber's property to the edge of the Arboretum.

The sequence by which new buildings are sited and built at the North Campus will depend on circumstances and opportunities yet undefined. The alignment, linkages and functions placed in the new buildings must account for the location of the LRT station and the on-campus Bus Terminal and must maintain enough open space to allow the physical expansion of the University of Guelph Humber.

Campus Planning Directions



B2

Strengthen uses and visual linkages between the south facing side of the North Campus and Humber Valley

North Campus

The means of achieving this include:

- Design buildings on the south side of the Campus with good views to Humber Valley, particularly from the 3rd floor and up. This Direction echoes what was achieved with the vertical expansion of F Building in 2015.
- Develop recreational and varsity use of field facilities (soccer, baseball, cricket) in the Valley in partnership with the City (as per Campus Planning Direction D1), possibly supported by a field house.
- Improve landscaping features and quality of place along the entire southern edge of the campus to a standard similar to the one achieved near and around the Arboretum Interpretation Centre.



B3

Strengthen the axes of development, the active transportation networks and visual linkages

Lakeshore Campus

Strengthen the axes of development, the active transportation networks and visual linkages between the following areas of the Lakeshore Campus which, in combination, give it a rich and unique “campus-in-the-neighbourhood” brand and character:

- the pastoral character of Colonel Sam Smith Park
- the trail systems and littoral features found along Lake Ontario’s waterfront
- the mixed-use and vibrant main street character of Lake Shore Boulevard

C Stewardship & Efficient Use of Owned Assets

Campus development and major capital investments by Humber will continue to be guided by policies and practices that emphasize the College's stewardship of existing assets, sustainability principles, acceptable risk, the adoption of best practices in the sector and attention to emerging trends.

C1 Target = **62.5 GSF / FTE**

Target an overall College-wide average allocation of 62.5 gross square feet per FTE student (excluding residences and parking structures) in accordance with the College's space allocation standards.



Campus Planning Directions

C2 Continue to demonstrate leadership in sustainable and energy efficient infrastructure

All Locations

Continue to demonstrate leadership in sustainable and energy efficient infrastructure on the basis of Humber's integrated planning practices and resource allocation decisions.

Humber aims to create infrastructure that is high-performance and low-impact while providing healthy environments for productivity and learning.

New developments will also serve as living examples of best-practice to support teaching and learning about sustainability.

Campus Planning Directions



C3 Intensify land use and replace ageing building assets that are at the end of their life cycle

All Locations

Intensify land use by building taller academic facilities ranging between four to eight floors and by prioritizing the replacement of existing College low-density structures (such as the DX, G, FX, LX and P buildings at the North Campus). Replace ageing building assets that have reached the end of their life cycle (such as parts of A building at the Lakeshore Campus) and use the opportunity to create replacement buildings that conform to the planning directions herewith outlined.



C4 Intensify land use in residential precincts

All Locations

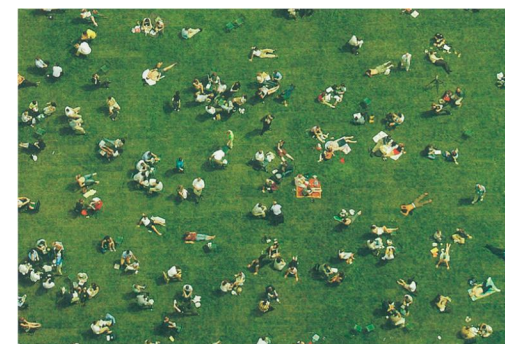
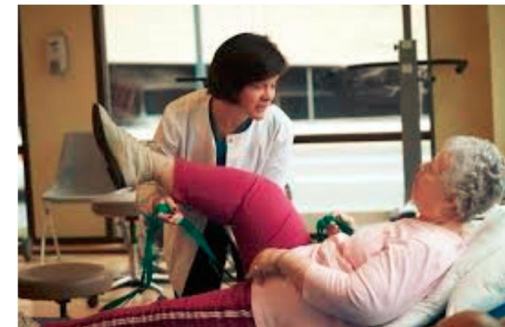
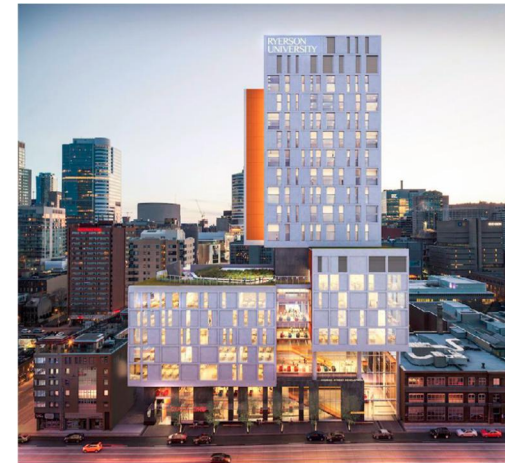
Intensify land use by building tall residence facilities, preferably with eight floors or more.

Consider mixed-use occupancy buildings that incorporate community, commercial and academic functions when doing so.

D

Engagement & Collaboration with Third Parties

Humber is uniquely positioned to attract interest, investment and benefits to its campuses and their surroundings by assuming both the stance of a **“change-agent”** and the responsibilities of a **committed “city-builder”** willing to work with public and private third parties



Campus Planning Directions

D1

Look to co-development, partnerships, joint-use and similar multi-party arrangements

All Locations

Look to co-development, partnerships, joint-use and similar multi-party arrangements when seeking to add facilities or resources to a campus, or to gain access to existing ones nearby.

Potential benefits include, for example, a wider range of services, overlapping of resources, shared amenities, and housing, job and placement opportunities for students. Such arrangements also allow Humber to direct more of its own resources towards its core academic and related operations.

Campus Planning Directions

E Emerging Modes of Transportation

Investment in better regional and local transit infrastructure is a political priority. The College will benefit from this, particularly at the North Campus when the construction of the Finch West Light Rapid Transit line is completed. Better transit infrastructure, higher frequencies and reliable service will, over time, change car-driving habits and the amount of land allocated to automobiles in the form of roadways and parking.

Further, both the North and Lakeshore campuses are connected to active transportation trail networks along the Humber Valley and Lake Ontario that are particularly well-suited to bicycle commuting.



E1 Anticipate a decreasing ratio of parking spaces per student and staff over time

All Locations

Anticipate a decreasing ratio of parking spaces per student and staff over time triggered by improved public transit and by the gradual growth of active and automated modes of transportation to both of Humber's campuses.

As a point of reference, parking demand at York University's Downsview campus has been decreasing steadily for the past few years, this before the opening of two new TTC subway stations in the near future.



E2
Account for the future presence of the Finch West LRT station at the northeast corner of the North Campus

North Campus

Account for the future presence of the Finch West LRT station at the northeast corner of the North Campus in ways that consider:

Convenience, comfort and safety of pedestrians moving to and from the LRT station to their on-campus destination in existing or yet-to-be-built facilities (including residences).



Campus Planning Directions

E3
Locate any potential “third” major Humber campus in the GTA near a high-order transit hub

All Locations (Out of CDP & CLUP scope)

Locate any potential “third” major Humber campus in the GTA near a high-order transit hub such as a Go Train, UP Express, LRT or TTC subway station.

As a point of reference, the south of the Woodbine property is edged by the GO and UP Express passenger rail corridor.

Campus Planning Directions

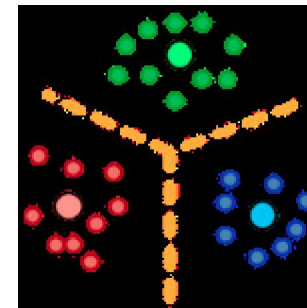
F Internal Organization and Allocation of Assignable Spaces within Existing and Proposed Buildings

Humber is consistently adapting and reallocating functions and services within its campus buildings in response to changing needs and evolving institutional priorities. Over several years the cumulative effect of these changes has resulted in campuses that are less cohesive, less intuitive from a way-finding point of view and less efficient.



F1
Give priority to the provision of instructional spaces in accordance with the College's academic and enrollment plans

All locations



F2
Cluster related functional groups

All locations



F3
Improve campus indoor circulation

North Campus

3. Key Planning Inputs

Introduction

This section outlines the strategic and operational goals, directions and targets set by the College that were considered or deemed relevant in the formulation of the 2016-2021 Campus Development Plan. The development of the CDP was also informed by extensive consultations with College stakeholders.

Humber 2013-2018 Strategic Plan and CDP-Related Initiatives

The College’s 2013-2018 Strategic Plan identifies three institutional priorities that shape certain aspects of the CDP:

- ***Strengthening of Humber’s Polytechnic Identity***, a priority that calls for the establishment of three dynamic, interdisciplinary Centres of Innovation (COI) that bring programs together while creating pathway opportunities and fostering applied research.

The physical accommodation of the COIs in new or existing buildings triggers or demands response under the CDP (short to medium term, 2016-2021) or the CLUP (long term, 2015-2045). The three COI initiatives are further described in Section 4 on pages 4-6 to 4-8.
- ***Focus on Teaching and Learning Excellence***, a priority which, in turns, requires that attention be given to the quantity, quality and state-of-practice status of the College’s instructional spaces. These aspects of the CDP are further discussed in Section 4 on pages 4-10 to 4-12.
- ***Maximizing the impact of partnerships***, whereby dedicated or mixed-use facilities that attract partners to campus and / or allow the College to host events are provided above and beyond what the COIs offer. The outreach and entrepreneurship aspects of the CDP are outlined in Section 4 on page 4-14.

The 2013-2018 Strategic Plan also acknowledges the need for ***more transparent and consistent space planning practices*** in the pursuit of College strategic goals and priorities. Humber put in place in 2015, as a separate but related CDP deliverable, a space policy and a process framework for the prioritization of space needs and allocations at the College.

Stakeholder Consultations

College representatives provided input informing the development of the CDP between February and June 2016 through individual, small group and committee interviews. Additionally, a 2 ½-hour campus planning workshop with members of the Academic and Administrative Leadership Forum (AALF) took place on May 26, 2016.

Consultation Plan

CDP consultations were led by Michel de Jocas, ECS Partner. Several meetings were attended by Angelo Presta, Senior Director of Capital Development and Facilities Management. The discussions and findings arising from these meetings were instrumental in defining the CDP’s Scope and Planning Context presented in Section 4. Meetings were organized by portfolio, activity cluster and/or or theme as listed below:

- Senior Management Team
- Academic / Learning Team
- Planning & Corporate Services

- Lakeshore Campus / Orangeville Campus Principals
- University of Guelph Humber
- Humber Student Federation / Ignite

- Library and Learner Support
- Research & Innovation

- Marketing and Communications

- School of Liberal Arts and Sciences
- School of Applied Technology
- School of Health Sciences
- School of Hospitality, Recreation and Tourism
- School of Creative and Performing Arts
- School of Social and Community Services
- The Business School
- School of Media Studies and IT

Key Planning Inputs

Stakeholder Consultations (continued)

- Student Success and Engagement
- Career Development
- International
- Aboriginal Services / First Nations
- Community Outreach and Workforce Development
- Education and Training Solutions
- Residences
- Athletics

A list of the Humber participants that attended each meeting is provided in Appendix A.

May 26 2016 AALF Workshop

Members of Humber's Academic and Administrative Leaders Forum (AALF) participated in a 2 1/2-hour campus planning workshop on May 26th, 2016. The workshop aimed to brief or present to AALF members the following:

- Overview of the respective scope and purpose of the CDP and CLUP
- *"Campus and City Symbiosis"* presentation by Ken Greenberg, a noted urban designer, writer and teacher, on the integration and inter-dependency of higher education institutions within the fabric of cities that host them.
- Overview of the Campus Planning Directions intended to guide both the CDP and CLUP (outlined in Section 2).

Presentations were followed by small breakout sessions during which AALF members were asked to discuss and provide answers to the following three broad questions. The questions were formulated based on the discussions and findings of the CDP consultation process up to that point. The collective answers, in turn, informed the definition of the CDP Scope and Planning Context presented in Section 4.

Small Group Discussion Questions

- Q1 What is the most pressing non-instructional space shortfall Humber College should address to attract and better serve the communities located around its campuses?
- Q2 How can Humber's individual academic schools celebrate and showcase their presence on campus in a polytechnic institution that also plans to invest and feature multi-disciplinary innovation?
- Q3 Other than the LRC Building at the North Campus and the L Building at the Lakeshore Campus, what is your preferred space at either location, a place you enjoy working, learning or simply being in? Why?



Planned New Programs

Humber College continuously adjusts its program offerings and enrolment targets to remain relevant and competitive. Such changes are done based on formal in-house evaluation and decision processes that consider market demand, innovation factors, funding requirements, government approvals, accreditation requirements, etc. The CDP must consider and respond to the following approved program and enrolment changes, and those being proposed but not yet approved:

School	Campus	Program Name	Credential	
TBS - The Business School	North	Accounting (Grad Cert)	Graduate Certificate	
		Insurance Management - Property and Casualty Insurance	Graduate Certificate	
		Paralegal	Graduate Certificate	
	Lakeshore	Alternative Dispute Resolution	Graduate Certificate	
		Business Analytics	Graduate Certificate	
TBS - The Business School Total				
LAS - School of Liberal Arts & Science	Lakeshore	Professional Writing	Graduate Certificate	
		Research Analyst	Graduate Certificate	
LAS - School of Liberal Arts & Science Total				
SHS - School of Health Sciences	North	Bachelor of Health Sciences (Workplace Health & Wellness)	Bachelor Degree	
		Biotechnology	Diploma	
		Case Management/Patient Nav	Graduate Certificate	
		Chronic Disease Management	Graduate Certificate	
		Hearing Instrument Specialist	Diploma	
	Online	Optician	Diploma	
		Osteopathy Manual Practitioner	Advanced Diploma	
		Food Inspector (Online)	Graduate Certificate	
		SHS - School of Health Sciences Total		
		SCS - School of Social & Community Services		
North	Fire Services	Diploma		
Lakeshore	Bachelor of Addictions & Mental Health	Bachelor Degree		
	Bachelor of Community Development	Bachelor Degree		
	Human Services Management	Graduate Certificate		
	Play Therapy	Graduate Certificate		
	Social Service Worker - Accelerated	Diploma		
	SSW - Gerontology	Diploma		
SCS - School of Social & Community Services Total				
SAT - School of Applied Technology	North	Applied Technology Degree	Bachelor Degree	
		Building Optimization & Energy Mgmt	Graduate Certificate	
		Carpentry	Diploma	
		Civil Engineering Technician	Diploma	
		Information Networking- Data Centre	Graduate Certificate	
SAT - School of Applied Technology Total				

School	Campus	Program Name	Credential
HRT - School of Hospitality, Recreation & Tourism	North	Advanced Cake & Choc Design	Graduate Certificate
		Adventure Travel Operations Management /Niche Tourism	Graduate Certificate
		Baking & Pastry	Diploma
		Sport Business Management	Graduate Certificate
		Wellness Coaching (hybrid)	Graduate Certificate
HRT - School of Hospitality, Recreation & Tourism Total			
SCAPA - School of Creative & Performing Arts	Lakeshore	Music Business	Graduate Certificate
	Online	Music Industry Arts	Diploma
		Comedy Writing (online)	Graduate Certificate
		Music Composition (online)	Graduate Certificate
SCAPA - School of Creative & Performing Arts Total			
SMSIT - School Media Studies & Information Technology	North	Digital Content Creation	Graduate Certificate
		Documentary Film	Graduate Certificate
		Graphic Design	Advanced Diploma
		Info Tech Solutions	Graduate Certificate
		Production Pipeline	Graduate Certificate
		User Experience Design	Graduate Certificate
		Web Development	Graduate Certificate
	Lakeshore	Advertising & Graphic Design	Diploma
		Advertising & Mktg Communication	Diploma
		Art Foundation	Certificate
		Bachelor of Design	Bachelor Degree
		New Degree Streams - Film & Dig Com	Bachelor Degree
		Package Design	Graduate Certificate
SMSIT - School Media Studies & Information Technology Total			
Joint SCAPA - LAS	Lakeshore	Bachelor of Creative & Professional Writing	Bachelor Degree
		Foundations in Performing Arts	Certificate
Joint SCAPA - LAS Total			
Joint SCS - LAS	Lakeshore	Foundations in Justice Studies/Human Services	Certificate
Joint SCS - LAS Total			
Joint TBS - LAS	North	Foundations in Business	Certificate
Joint TBS - LAS Total			

Key Planning Inputs

Enrolment Projections

The College projects an overall population increase of 12.5% between 2016 and 2021 corresponding to approximately 3,791 additional full-time equivalent (FTE) students to be absorbed into the fabric of the North, Lakeshore and Orangeville campuses. These projections account for the new program proposals outlined on the previous page.

The forecast is made using the College’s own 2016 program and enrolment projections shown below in the “MTCU Audited” portions of the table, in combination with “College Reported” enrolments statistics for 2015 also shown in the table. In this latter group, and for the purposes of the CDP, it was assumed that “International in Funded Programs” enrolments would grow by 2.5% each year between 2016 and 2021. It was also assumed that other “College Reported” FTE enrolments would grow by 1.0% per year in the same 5-year interval.

University of Guelph Humber enrolments will remain stable to 2021 (see page 4- 21) at approximately 4,600 FTEs. It is necessary to account for this group of students in the development of the CDP given their use of several services and amenities at the North Campus. In 2021 the North Campus will accommodate a total student population of approximately 24,750 FTEs.

Campus	Enrolment Group	School	Fall 2016 Actual	Fall 2017 Projected	Fall 2018 Projected	Fall 2019 Projected	Fall 2020 Projected	Fall 2021 Projected	Variation Fall 2016 to Fall 2021	Variation Fall 2016 to Fall 2021
North	MTCU Audited	Applied Technology	3,893	3,763	3,758	3,755	3,843	3,919	+26	+7%
		The Business School	3,465	3,588	3,805	3,671	3,676	3,676	+211	+6.1%
		Social & Community Services	39	34	79	109	109	109	+70	+179.5%
		Health Sciences	2,894	2,982	3,036	3,093	3,195	3,278	+384	+13.3%
		Media Studies & Info Tech	2,119	2,316	2,444	2,528	2,552	2,642	+523	+24.7%
		HRT	2,302	2,294	2,292	2,244	2,244	2,244	-58	-2.5%
		Liberal Arts & Science	508	551	550	552	552	552	+44	+8.7%
		Business/LAS	0	0	30	30	30	30	+30	na
		MTCU Audited Total	15,220	15,528	15,994	15,982	16,201	16,450	+1,230	+8.1%
	College Reported	International in Funded Programs (Distributed by School	2,720	2,788	2,858	2,929	3,002	3,077	+357	+13.1%
		Stand Alone Non-Funded Part Time	499	504	509	514	519	524	+25	+5.1%
		College Board Approved	141	142	144	145	147	148	+7	+5.1%
		Co-Op Diploma Apprentice	46	46	47	47	48	48	+2	+5.1%
		Other Activity	145	146	148	149	151	152	+7	+5.1%
		Second Career	159	161	162	164	165	167	+8	+5.1%
		College Reported Total	3,710	3,788	3,868	3,949	4,033	4,118	+408	+11.1%
North Total		18,930	19,316	19,862	19,931	20,234	20,568	+1,638	+8.7%	
Lakeshore	MTCU Audited	The Business School	3,614	3,779	3,981	4,120	4,148	4,148	+534	+14.8%
		Social & Community Services	2,724	2,889	3,022	3,192	3,382	3,472	+748	+27.5%
		Creative & Performing Arts	730	775	780	838	931	1,013	+283	+38.8%
		Media Studies & Info Tech	1,992	1,935	1,968	2,072	2,161	2,269	+277	+13.9%
		Liberal Arts & Science	349	397	397	397	397	397	+48	+13.8%
		SCS/LAS	0	0	20	20	20	20	+20	na
		CPA/LAS	0	0			0	60	+60	na
		MTCU Audited Total	9,409	9,775	10,168	10,639	11,039	11,379	+1,970	+20.9%
	College Reported	International in Funded Programs (Distributed by School	1,466	1,481	1,495	1,510	1,526	1,541	+75	+5.1%
		Stand Alone Non-Funded Part Time	32	32	33	33	33	34	+2	+5.1%
		Second Career	40	40	41	41	42	42	+2	+5.1%
		College Reported Total	1,538	1,553	1,569	1,585	1,600	1,616	+78	+5.1%
Lakeshore Total	10,947	11,328	11,737	12,224	12,639	12,995	+2,048	+18.7%		
Orangeville	MTCU Audited	Social & Community Services	106	108	110	110	110	110	+4	+3.8%
		Health Sciences	61	59	62	62	62	62	+1	+1.6%
		HRT	10	9	0	0	0	0	-10	na
		Liberal Arts & Science	6	20	20	20	20	20	+14	+233.3%
	MTCU Audited Total	183	196	192	192	192	192	+9	+4.9%	
	College Reported	Stand Alone Non-Funded Part Time	9	9	9	9	9	9	+0	+5.1%
		Second Career	1	1	1	1	1	1	+0	+5.1%
		College Reported Total	10	10	10	10	10	11	+1	+5.1%
	Orangeville Total	193	206	202	202	202	203	+10	+4.9%	
Distance Learning	MTCU Audited	Creative & Performing Arts	83	131	131	131	131	131	+48	+57.8%
		Health Sciences	95	102	102	137	137	137	+42	+44.2%
		Media Studies & Info Tech	5	10	10	10	10	10	+5	+100.0%
	MTCU Audited Total	183	243	243	278	278	278	+95	+51.9%	
Distance Learning Total	183	243	243	278	278	278	+95	+51.9%		
Grand Total		30,253	31,093	32,044	32,635	33,353	34,044	+3,791	+12.5%	

Space Allocation Benchmarks and Targets

In 2015 Humber College set a target of providing on average 62.5 gross square feet (GSF) of building space per FTE student. This benchmark is part of the Campus Planning Directions presented in Section 2 (page 2-7). The College is encouraged to revisit from time to time the target figure of 62.5 GSF per FTE student while considering the points listed below:

- The quality of student and campus experience currently achieved, this on its own merit and in relation to its competitors (i.e. other large colleges serving the Greater Toronto Area).
- The College's various revenue streams from which it draws funds to operate existing buildings and to capitalize new ones.

The table below tracks the impact of Humber’s planned enrolment growth by 12.5% in the next five years in relation to the College's recent and planned additions of approximately 550,000 gross square feet to its building inventory. This figure accounts for the eventual demolition of a part of Building A at the Lakeshore Campus.

Ownership					A
Campus Code	ECS CDP Status	Owned	99-Year Lease	Leased	Grand Total
North Campus	In Place Prior to 2015	1,146,427		9,200	1,155,627
	Added Since 2015	299,649			299,649
	CTI Building Added	93,000			93,000
North Campus Total		1,539,076		9,200	1,548,276
Lakeshore Campus	In Place Prior to 2015	210,989	359,811	49,577	620,377
	Added Since 2015	35,893	77,901		113,794
	Building A Removed	-27,800			-27,800
	CCBI Phase I Building Added	80,000			80,000
	CCBI Phase II Building Added	60,000			60,000
Lakeshore Campus Total		359,082	437,712	49,577	846,371
Orangeville Campus				4,698	4,698
Orangeville Campus Total				4,698	4,698
Grand Total		1,898,158	437,712	63,475	2,399,345

Existing Inventory Source Data - COFSI 2015 Inventory
Excluding UGH / Residences / Parking / CESC's / Daycare / Schomberg

Of note, the table shows that, at 72.5 GSF per FTE in 2016, the College is exceeding its benchmark target by 16% - Column C.

In 2021 the benchmark achieved will be 70.5 GSF per FTE, again higher than the target by 12% - Column D.

Finally, the table shows that when the College has completed its program of building additions the notional FTE capacity of the campuses will be 38,186 FTE students - Column E.

These calculations suggest that the CDP should not propose the construction of new *major* buildings in the next five years other than the CTI and CCBI as ways of addressing emerging needs and solving functional issues around space.

	B	C	D	E	
	2015 Calculation of 62.5 GSF / FTE Benchmark	Fall 2016 GSF / FTE Benchmark	Fall 2021 GSF / FTE Benchmark	Fall 2021 FTE Capacity Assuming 62.5 GSF / FTE	
	1,155,627	1,155,627	1,155,627		
		299,649	299,649		
			93,000		
	1,155,627	1,455,276	1,548,276		
	620,377	620,377	620,377		
		113,794	113,794		
			-27,800		
			80,000		
			60,000		
	620,377	734,171	846,371		
	0	4,698	4,698		
GSF	1,776,004	2,194,145	2,399,345	2,399,345	
FTE	28,375	30,253	34,044	62.5 GSF / FTE	
GSF / FTE	62.5	72.5	70.5	38,390 FTE	

4A CDP Planning Context

Introduction

Humber is a complex, ever-changing learning organization. This section provides an overview of the many capital initiatives, emerging needs and future decision points the College must consider in the planning of its campuses on a long-term basis. These include:

- On-going major capital projects and current commitments by Humber resulting in new buildings or in major renovations to existing ones.
- The impact on existing campus buildings of the above projects and the cascading backfill and conversion opportunities arising from them.
- Emerging needs arising from Humber’s academic and related plans, including the introduction of new programs, new teaching modalities, new learner support strategies, etc.
- The leasing of key facilities by the College and upcoming future decisions around their renewal.
- The reality that Humber is one of the most efficient institutions in Canada in terms of space utilization and efficiencies and is challenged daily in terms of planning its growth and aspiring to offer an *exceptional polytechnic experience* to its students and clients.

The focus of the Campus Development Plan (CDP) is on the initiatives, plans and investments to occur in the next 5 years. However, planning cannot occur in isolation and must consider the College’s longer term goals and initiatives.

It is therefore necessary to describe the CDP measures in the broader context of both on-going projects and planned projects or decisions awaiting the College beyond the planning horizon of 2021.

These timing considerations, along with the location of each measure and their resource implications are conveyed in this section using the following matrix:

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

●

Major Renovation or Conversion of Existing Building

●

New Building

◆

Decision Point / Long Term Plan

□

Enabling Measure

The measures deemed to be in the scope of the 2016-21 CDP (0 to 5 Years) are shown in the matrices in the blue 0 to 5 Years CDP column here and on the following pages.

Note

In this section and the following ones, decisions points and renovation and construction proposals to be considered after 2021 are indicated under the umbrella of the CLUP. While occurring during the timeframe of the CLUP, actual project and implementation plans, since they address building space rather than land use planning, should be described in future CDPs – e.g. CDP 2022-27, CDP 2028-33, etc.

4B CDP College-Wide

Introduction

This section describes a series of planned program initiatives and emerging needs which demand consideration at the College level. Each is described qualitatively and accompanied by a matrix which considers location, resource implications and timelines.

The planned program initiatives and emerging needs are as follows:

- Align Instructional and Experiential Learning Spaces with Humber's Plans to Deliver an *Exceptional Polytechnic Education*
- Provision of Instructional and Related Spaces in Response to Humber's Academic and Enrolment Plans
- Access, Community Outreach and Social Entrepreneurship
- Student Residences

The focus of the Campus Development Plan (CDP) is on the initiatives, plans and investments to occur in the next 5 years. However, planning cannot occur in isolation and must consider the College's longer term goals and initiatives.

It is therefore necessary to describe the CDP measures in the broader context of both on-going projects and planned projects or decisions awaiting the College beyond the planning horizon of 2021.

These timing considerations, along with the location of each measure and their resource implications are conveyed in this section using the following matrix:

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

●

Major Renovation or Conversion of Existing Building

●

New Building

◆

Decision Point / Long Term Plan

□

Enabling Measure

The measures deemed to be in the scope of the 2016-21 CDP (0 to 5 Years) are shown in the matrices in the blue 0 to 5 Years CDP column here and on the following pages.

Note

In this section and the following ones, decisions points and renovation and construction proposals to be considered after 2021 are indicated under the umbrella of the CLUP. While occurring during the timeframe of the CLUP, actual project and implementation plans, since they address building space rather than land use planning, should be described in future CDPs – e.g. CDP 2022-27, CDP 2028-33, etc.

CDP College-Wide

Planned Program Initiatives and Emerging Needs Considerations –
Align Instructional and Experiential Learning Spaces with Humber's Plans
to Deliver an *Exceptional Polytechnic Education*

Humber will, in the coming years, gradually introduce or broaden the use of *alternative* instructional methods such as modular curriculum, hybrid courses and accelerated programming. The implications of this gradual shift are significant, and will potentially change the nature of the relationship between a student and the campus he or she attends. For example:

- More students will come to campus to discuss, reinforce and put into practice knowledge and materials they previously learned online or in the field, instead of coming to class simply to attend lectures or witness demonstrations.
- More group study and project spaces (and related amenities) will be required on campus over extended hours.
- The need for traditional classrooms and lecture halls (i.e. configured in rows of tables and chairs) will decrease as preference is given to new methods of delivery.

Every upcoming relocation, allocation, renovation or construction project described in the CDP and the CLUP gives Humber an opportunity to better align its instructional and experiential learning spaces based on the above. Such changes to the pool of classrooms and the types and mix of laboratories, studios and workshops should also consider the following:

- More programs and courses will be scheduled outside the traditional 8 AM to 6 PM, 15-weeks-per-semester timeframe. Non-traditional formats will include more evening and weekend times, and shorter or non-semester based programs, increased levels of activity in summer, etc.
- Several stakeholders have indicated a need for larger capacity generic instructional spaces either in lecture halls (fixed seating) or active learning (mobile furniture) configurations.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide		●	○ ○	○ ○	○ ●	○ ●
North Campus						
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

- Minor Renovation or Reallocation of Existing Space
● Major Renovation or Conversion of Existing Building
● New Building
- ◆ Decision Point / Long Term Plan
□ Enabling Measure



Planned Program Initiatives and Emerging Needs Considerations –
Provision of Instructional and Related Spaces in Response to
Humber’s Academic and Enrolment Plans

Humber College continuously adjusts its program offerings and enrolment targets to remain relevant and competitive. Such changes are done based on formal in-house evaluation and decision processes that consider market demand, innovation factors, funding requirements, government approvals, accreditation requirements, etc. The CDP must consider and respond to the program and enrolment changes (and those being proposed but not yet approved) listed as CDP key inputs in Section 3 by that ensuring the right quantity and type of instructional and related spaces are available to support the academic enterprise.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus			□	○ ●		
Lakeshore Campus			□	○ ●		
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure

CDP College-Wide

Planned Program Initiatives and Emerging Needs Considerations – Access, Community Outreach and Social Entrepreneurship

The student cohorts and client groups that Humber has traditionally served are changing. The College can no longer depend on demographic growth and the economies of scale of a large institution to the same extent as before to help it achieve financial viability and maintain a competitive edge in relation to other GTA colleges.

Humber is aware of this and is now investing in its campus in ways that add depth and breadth to its mission. This includes, for example, the College's decision to invest in its three Centres of Innovation, namely the CTI, CCBI and CIHW. The three centres, along with the G Building Entrepreneurship Centre at the Lakeshore Campus, will greatly help Humber renew itself as a polytechnic institution producing top graduate and applied research outputs. The College also wishes to be better equipped to serve groups looking for services and programs at the entry and access ends of its polytechnic continuum. These groups include, for example, Workforce Development clients, new Canadians, youth at risk, community activism groups, etc. Also, the programs of the School of Liberal Arts and Science are also an important entry point to Humber's polytechnic environment. A different type of infrastructure is required to attract and meet the needs and expectations of such clients and groups while they are on campus.

In response to the above, the CLUP describes a physical precinct at the North Campus where priority will be given to functions and buildings that enhance the College's visibility and the convergence towards the campus of groups and clients such as the ones listed above. Drawing on the symbolism of the traditional town and village square, the Humber Square Precinct will place welcome, community and events facilities on the lower levels of the building located there. This infrastructure may include:

- Large formal (auditorium style) and / or flexible (conference hall) assembly venue(s)
- Training rooms for short term training programs
- Mini-hotel for the accommodation of key event guests / visiting scholars (in conjunction with School of HRT programming)
- English as a second language instruction
- Presence of community agencies and service points catering to local needs
- Group work rooms for social entrepreneurship and incubation initiatives
- Etc.

Opportunities may also exist to accommodate some of the functions listed above by taking advantage of spaces vacated by the North Campus Media programs relocated to the Lakeshore Campus. Also, some of the clinical and advisory services provided by the CIHW may be of interest to the same groups and clients. Similar needs exist at the Lakeshore Campus, but to a lesser degree. Humber believes it is best to focus its Access, Community Outreach and Social Entrepreneurship functions at the North Campus where the need in surrounding communities is greater and where high-order regional transit infrastructure (LRT and regional bus terminals) will be available to draw clients and groups from north Etobicoke, Brampton and north Toronto.

	Project or Planning Horizon					
Location	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide				◆ On-Campus C ESCs		
North Campus			○ or ●			● or ●
Lakeshore Campus			○			● or ●
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

●

Major Renovation or Conversion of Existing Building

●

New Building

◆

Decision Point / Long Term Plan

□

Enabling Measure

Planned Program Initiatives and Emerging Needs Considerations – Access, Community Outreach and Social Entrepreneurship (continued)

Finally, the College is considering relocating to the Lakeshore and North campuses two of its five Community Employment Service Centres – CESC – now operating off-campus in leased facilities. The five locations are:

- | | |
|-----------------------|----------------------------|
| ▪ North Etobicoke | 1620 Albion Road |
| ▪ Central Etobicoke | 555 Burnhamthorpe Road |
| ▪ Toronto - Downsview | 1700 Wilson Avenue |
| ▪ Toronto -York | 1345 St. Clair Avenue West |
| ▪ Brampton | 1 Bartley Bull Parkway |

Any decision(s) to locate on campus two of the five CESC's should consider factors such as:

- Accessibility and convenience for clients
- Leasing costs and terms
- Synergies and efficiencies created by on-campus presence of the CESC's
- On-campus availability and location of space suitable to accommodate CESC's



CDP College-Wide

Other Planning Considerations -
Student Residences

An assessment of the need for student residence spaces (Humber and UGH) is currently underway. Waiting lists for student resident space at both North and Lakeshore campus indicates that the demand is not being met by the current volume of beds.

The assessment is considering if Humber’s residential capacity is linked to recruitment/confirmations for Humber and University of Guelph Humber students in relation to the student’s permanent addresses. The assessment is also looking at the types of accommodations that would be of highest demand, including the relative costs of each type:

- single
- family
- post-grad housing demand

Finally, the assessment is looking at the relative merit of operating the residences internally or by a third party.

The CLUP identifies potential locations for residential buildings at the Lakeshore Campus.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide				◆		
North Campus						
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

●

Major Renovation or Conversion of Existing Building

●

New Building

◆

Decision Point / Long Term Plan

□

Enabling Measure



4C CDP North Campus

Introduction

This section presents begins by describing the broader North Campus context, including on-going and planned projects or decisions awaiting the College using the matrix described below. It then describes the Campus Development Plan (CDP) space reallocation and re-purposing measures.

Space reallocation and re-purposing measures consider:

- A projected increase in student population averaging 1.7% per year between 2016 and 2021, corresponding to approximately 1,650 additional full-time equivalent (FTE) students in that interval (see page 3-4).
- The College’s plans to extend its academic daytime delivery window for instruction into the evening (from 55 to 70 periods per week). This measure reduces demand for classroom and laboratory space when considering student population growth, but does not relieve pressure for other types of campus space.
- The addition to the North Campus of the 81,000 square feet Centre for Technology & Innovation (CTI). The CTI is a transformative initiative that will bolster Humber’s polytechnic activities and certain aspects of its outreach mandate with industry. However, the addition of the CTI does not create backfill opportunities elsewhere at the North Campus. There are no instructional or service functions slated to be relocated from existing buildings to the CTI that prompt a CDP response.
- Humber’s target of 62.5 gross square feet (GSF) of building space per FTE student, which is trending upward to 70.5 GSF per student based on currently approved and planned major capital projects and enrolment projections (see page 3-5).

The points listed above, in combination, suggest that the CDP cannot be articulated around the development of new major buildings in the next five years as a way of addressing emerging needs for space and solving functional issues. In fact, the pressures on space are somewhat lessened by the first two points above regarding projected enrolments and extended instructional hours.

Of note, Humber plans to direct more of its growth towards its Lakeshore Campus during the 2016-2021 planning horizon of the CDP with an 18.7% increase (approximately 2,000 FTE students) at that location (see page 3-4 and Section 4D).

Also of note, the next major new academic or mixed-use facility to be built at the North Campus will likely be shaped around Humber’s third Centre of Innovation strategic priority on Health and Wellness (see page 4C-7). When built, this new Centre of Innovation will trigger numerous and sizeable backfill

opportunities necessitating a planning response for the reallocation of laboratory and studio spaces in buildings A, E and F. Such changes, however, lie beyond the 2016-2021 planning horizon of the CDP.

Despite the established CDP horizon, planning cannot occur in isolation and must consider the College’s longer term goals and initiatives.

It is therefore necessary to describe the CDP measures in the broader context of both on-going projects and planned projects or decisions awaiting the College.

These timing considerations, along with the location of each measure and their resource implications are conveyed in this section using the following matrix:

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

●

Major Renovation or Conversion of Existing Building

●

New Building

◆

Decision Point / Long Term Plan

□

Enabling Measure

The measures deemed to be in the scope of the 2016-21 CDP (0 to 5 Years) are shown in the matrices in the blue 0 to 5 Years CDP column here and on the following pages.

Note

In this section and the following ones, decisions points and renovation and construction proposals to be considered after 2021 are indicated under the umbrella of the CLUP. While occurring during the timeframe of the CLUP, actual project and implementation plans, since they address building space rather than land use planning, should be described in future CDPs – e.g. CDP 2022-27, CDP 2028-33, etc.

CDP North Campus

Programmatic changes that apply to the scope of the CDP touch on the planned relocation of certain Media programs from the North Campus to the Lakeshore Campus, and the launch of new programs (see page 3-3) accounting for the previously stated North Campus growth target of 1,650 FTE students.

Many of the new programs planned by the College have a “light” physical footprint given the credentials offered: certificate, graduate certificate, post-diploma. Students in pursuit of such credentials are often receptive to attending classes in the evenings or on weekends, which further lessens their impact on space requirements and is aligned with the College’s plan to move to a 70-period week.

Two new degree programs are planned at the North Campus: Bachelor of Health Science in Health and Wellness, and Bachelor of Applied Technology with respective enrolments of approximately 200 FTE students each when fully rolled-out over four years. The start dates for these programs are set at 2020 and the full impact of these initiatives goes beyond the planning horizon of the CDP.

The above explains why the depth and breadth of the 2016-21 CDP for the North Campus is relatively modest when compared to the College’s 2009 version of the CDP and the current 2016-21 CDP for the Lakeshore Campus.

The remainder of this section outlines two sets of “catch-all” physical changes at the North Campus that fall within the scope of the CDP parameters as outlined above and in Section 4 – CDP Planning Context. The CDP measures in question are:

- Backfill opportunities cascading from the potential relocation of Media programs from the North Campus to the Lakeshore Campus
- Humber ² - Large assembly venue and related conference and event facilities

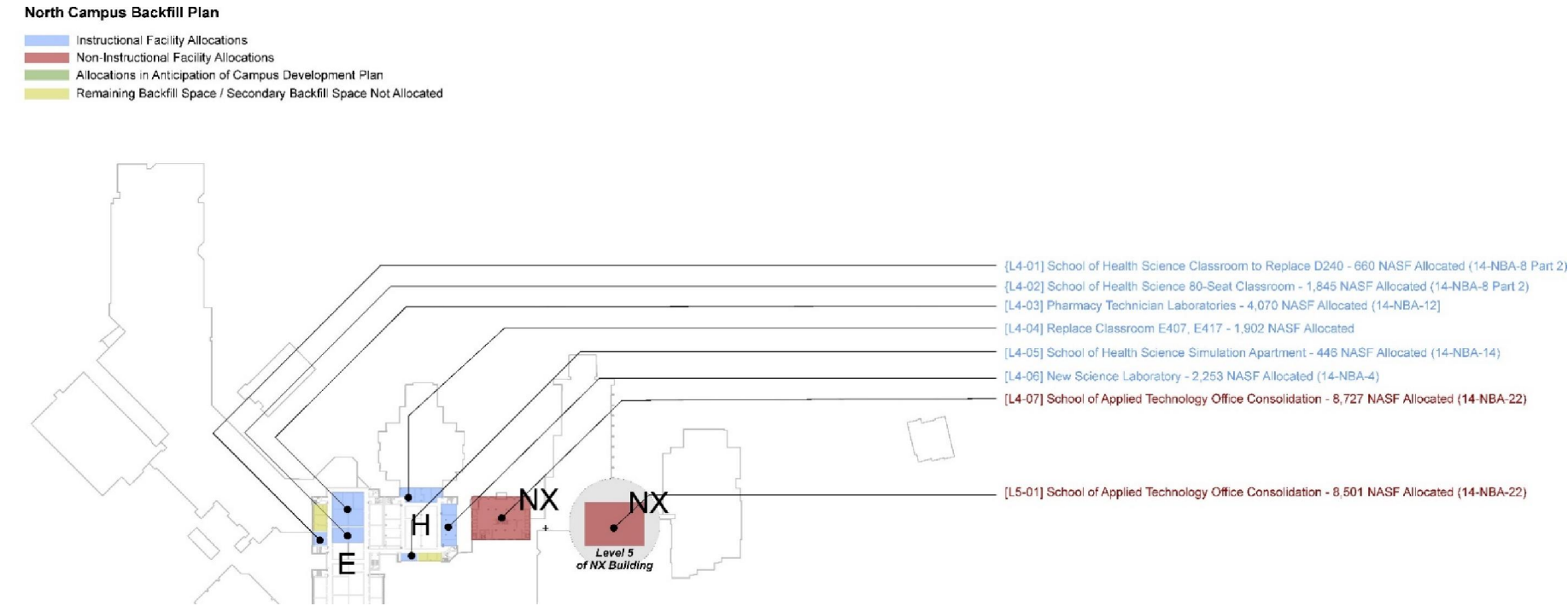
Prior Stages of the CDP Process –
2015 North Campus Backfill Plan

The commissioning of the new Learning Resource Centre at the North Campus enabled a series of coordinated space reallocations and conversions in other buildings, guided by the 2015 Backfill Plan previously developed in close consultation with Humber stakeholders. The Backfill Plan described minor or major renovations in approximately 150,000 net square feet of existing space. The implementation of the Backfill Plan will be completed in 2017.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus	○ ●					
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

- Resource Allocation Scenarios
- Minor Renovation or Reallocation of Existing Space
- Major Renovation or Conversion of Existing Building
- New Building
- ◆

 Decision Point / Long Term Plan
- Enabling Measure



CDP North Campus

Prior Stages of the CDP Process – Development of the 2015 to 2045 Campus Land Use Plan

The development of the Campus Land Use Plan – CLUP – was completed in Fall 2016. Its purpose is to broadly guide future campus land planning and capital investment decisions at both the North and Lakeshore campuses.

The CLUP was developed on a best-case-scenario basis whereby it was assumed that all lands owned by the College could be put to highest and best use without infrastructure, regulatory, operation and market constraints. Such constraints exist of course. But setting them aside for the CLUP gives Humber an unrestricted outlook on the full capacity potential of the campuses. This in turn suggests axes of development, density targets and functional relationships from which the College can work backward to inform more immediate decisions on land use, building locations and building form.

New Light Rapid Transit (LRT) Terminal at the North Campus

The CLUP accounts for the upcoming construction of the Finch West LRT Terminal at the North Campus at the intersection of Humber College Boulevard and Highway 27. This high-order transit service will make the campus more accessible and a more desirable destination for potential students and clients located in northwest Toronto, particularly in conjunction with the multi-operator bus terminal already in place and serving the Peel and York regions. The CLUP describes high-density mixed-use facilities near the LRT Terminal that combine instructional, commercial and residence facilities to take advantage of the ease of access and high visibility of the site in future.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus					◆	◆
Lakeshore Campus					◆	◆
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

●

Major Renovation or Conversion of Existing Building

●

New Building

◆

Decision Point / Long Term Plan

□



On-Going Capital Initiatives –
Lot 2 Parking Structure at North Campus

A 1,000-car parking structure on the eastern edge of the North Campus (sited on the ravine-edge of Parking Lot 2) will replace the surface lot parking capacity lost to the construction of the CTI Building.

The parking structure also enables the College to temporarily provide a lay-down site on Parking Lot 5 to Metrolinx, the public agency that is building the Finch West Light Rapid Transit terminal nearby along Highway 27. Eventually, according to the CLUP, the same site will see the construction of mixed-use buildings atop most of Parking Lot 5. The new 1,000-car parking structure will alleviate the impact of this conversion from surface parking to building use.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus	●	□			□	□
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

◐

Major Renovation or Conversion of Existing Building

●

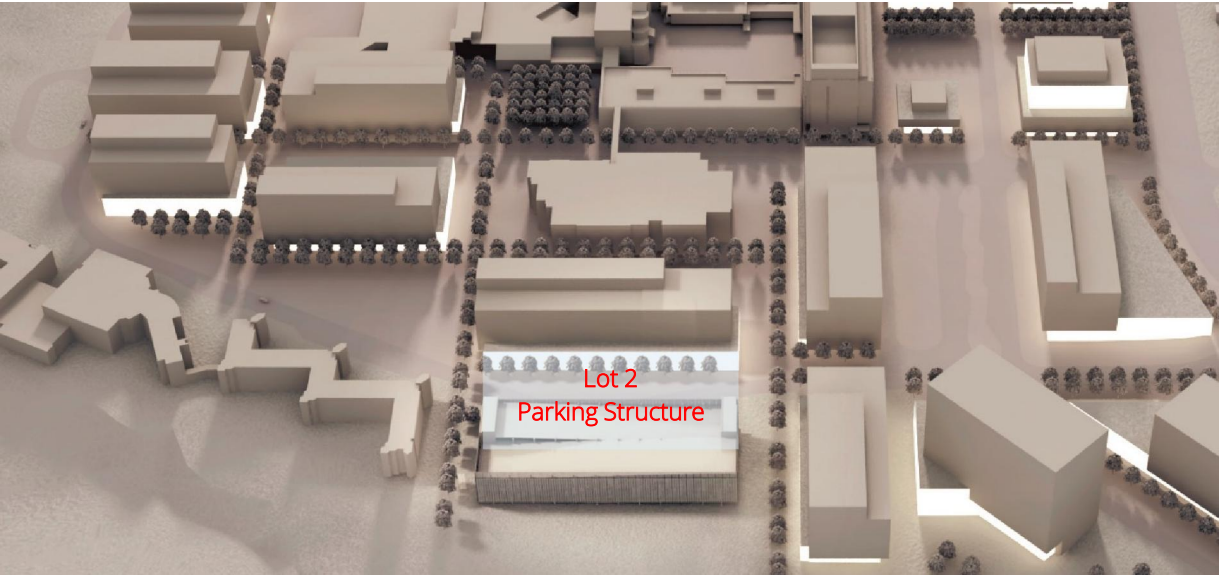
New Building

◆

Decision Point / Long Term Plan

□

Enabling Measure



CDP North Campus

On-Going Capital Initiatives – CTI – Centre for Technology Innovation at North Campus

The CTI will pioneer a new model of education focused on collaboration and partnership with the communities Humber serves and on technological advances that are needed for innovation, automated manufacturing and human-centred solutions for the 21st century.

A relatively small portion of the 93,000 gross square feet CTI will be dedicated to instruction. Instead, the focus of the Centre will be on applied research and innovation in the emerging fields of mechatronics, robotics, electronics, Internet of Things 4.0 and automated industries.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus		●	□			
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure



Planned Program Initiatives and Emerging Needs Considerations –
CIHW - Centre of Innovation in Health & Wellness

Humber plans to strengthen the physical infrastructure of CIHW at the North Campus to support the independent or inter-disciplinary program, outreach and research initiatives of the School of Health, the School of Hospitality, Recreation and Tourism, and The Business School.

There are no plans in the next five years to build a new *flagship* facility similar to what is being planned for Humber's two other centres of innovation, namely the CTI and CCBI previously described. It is expected instead that CIHW will expand its footprint and augment its program offerings and services (including clinical ones) within existing North Campus buildings in spaces vacated as a result of other initiatives.

Beyond the 5-year planning horizon, it is expected that CIHW will be provided with clinical and outreach facilities in a new building (or buildings) to be built in either or both the following North Campus precincts described in the CLUP:

- Precinct 1 – Transportation Hub with ready access to high-order transit service in the form of LRT service and a regional bus terminal.
- Precinct 2 – Humber Square, a location on campus that prioritizes functions and building configurations that enhances the visibility and the convergence towards campus of the communities and clients the College wishes to attract and serve.

Both these precincts are convenient to the Etobicoke General Hospital located on the east side of Highway 27, while situated on College property.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus				○ ●	○ ● ●	
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure

CDP North Campus

Planned Program Initiatives and Emerging Needs Considerations – Address Key Campus and Administrative Services Space Issues at North Campus

Space shortfalls, fit-to-function, location and operational issues exist or have been described by users at the North campus:

- Continue to add food vending outlets in a decentralized manner across campus, recognizing that the kitchen and support areas attached to the K Building cafeteria complex are operating at full capacity.
- Relocate ITS Data Centre from E Building to N Building and provide project workroom space for College contractors.
- Provide additional tier 1 computer support services points across campus.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus				○ ●		
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure

Planned Program Initiatives and Emerging Needs Considerations –
Expansion and Improvement of Sports, Wellness and
Recreation Facilities at North Campus

Sports, wellness and recreation facilities at Humber College are undersized in relation to the student and staff populations they support (including 4,600 University of Guelph-Humber students). In 2015 Humber posted the second-largest shortfall among Ontario’s 24 colleges at 386% below the space allocation guidelines suggested by Colleges Ontario.

These conditions are recognized by Humber. Addressing the shortfall will require a long-term commitment and major investments by the College, possibly in partnership with other parties. Aspects of how the College can address the shortfalls are described in the CLUP, including the possible demolition and replacement of the Building A gymnasium and community pool complex at the North Campus. Similarly, the CLUP draws attention to the possibility of using park properties adjoining the North and Lakeshore campuses to gain access to exterior playing fields.

The measures described in the CLUP are long-term, but the analysis and discussions around needs and future plans should begin in the near term given their significant land use implications and the likely need to engage with third parties (in particular the City of Toronto and the regional conservation authorities).

Some short to mid-term measures to create additional Fitness and Wellness facilities and capacity at the North Campus within the 5-year planning horizon of the CDP are outlined in Section 5. This takes the form of a satellite delivery point located in spaces vacated because of other initiatives, such as the relocation of Media programs to the Lakeshore Campus.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus				○		●
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

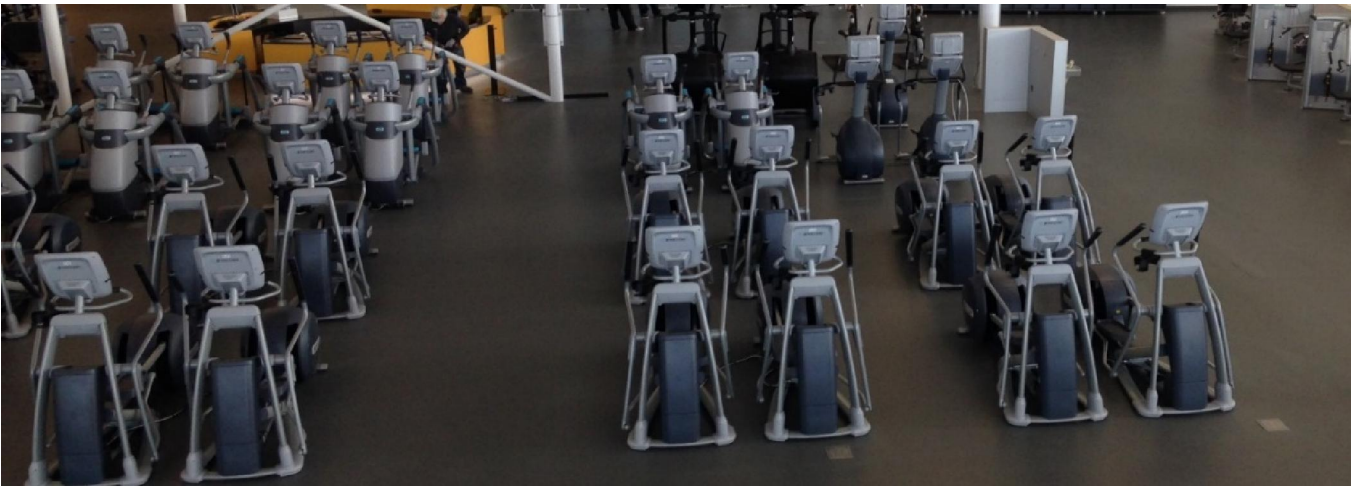
○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure



CDP North Campus

Planned Program Initiatives and Emerging Needs Considerations – Culinary Programs Shipping & Receiving Facility

With the implementation of the 2015 North Campus Backfill Plan, the School of Hospitality, Recreation and Tourism has achieved the consolidation of its Culinary programs in buildings EX and D, including the addition of teaching kitchens. However, this consolidation and expansion exacerbates the inadequacy of the Shipping & Receiving facilities that now serve Humber’s Culinary programs (located on Level 1 of Building EX). The current space is undersized and not well located in relation to the centre of gravity of the expanded suite of Culinary kitchens. A solution that considers the daily delivery of foodstuff and related consumables by trucks and the proximity to the teaching kitchens is required, and *may* require the construction of a small annex addition attached to Building D or Building EX, possibly in combination with the expansion of the Humber Room restaurant.

	Project or Planning Horizon					
Location	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus				○ or ●		
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						
Resource Allocation Scenarios						
	○ Minor Renovation or Reallocation of Existing Space			◆ Decision Point / Long Term Plan		
	● Major Renovation or Conversion of Existing Building			□ Enabling Measure		
	● New Building					

Planned Program Initiatives and Emerging Needs Considerations – Create a College Operations Logistics Hub

In 2015 Humber posted the largest shortfall among Ontario’s 24 colleges in the following types of spaces and amenities:

- Technical Services & Campus Operations: 132% below space allocation guidelines
- Buildings & Grounds Maintenance: 421% below space allocation guidelines

The guidelines are suggested by Colleges Ontario.

As the College continues to grow and as the complexity and densities of its North and Lakeshore campuses increases, it will become more difficult to provision and maintain them in the limited Operations and Maintenance facilities now in place. The College plans to invest in a Logistics Hub that combines Shipping and Receiving (with easy large-truck access), Warehouse, Maintenance and Vehicle Storage functions. The CLUP describes two options for the location of the Logistics Hub at the North Campus, locations that have been selected considering the movement of both large trucks on and off campus, and the internal movement of goods within North Campus buildings.

The College has also indicated a need to rationalize and consolidate its Campus Security operations at the Lakeshore Campus. Finally, it is noted that some level of shipping and receiving and waste removal functions must be maintained at K Building to support the food services functions located there.

	Project or Planning Horizon					
Location	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide			○ or ●			●
North Campus						
Lakeshore Campus				○		
Orangeville Campus						
Other Location(s)						
Resource Allocation Scenarios						
				○ Minor Renovation or Reallocation of Existing Space	◆ Decision Point / Long Term Plan	
				● Major Renovation or Conversion of Existing Building	□ Enabling Measure	
				● New Building		



Other Planning Considerations -
Future Growth at the North Campus of the University of Guelph-Humber - UGH

In 2016 Humber College and the University of Guelph explored three scenarios regarding the future development of UGH at the North Campus:

- Status quo, where UGH maintains enrolment at approximately 4,600 full-time equivalent (FTE) students, with no major changes to program offerings.
- Growth by approximately 2,000 FTE students achieved by relying on alternative delivery windows (weekends and evenings) and online delivery.
- Relocation and growth of UGH in a new purpose-built campus elsewhere in the region.

The College has opted to follow the Status Quo scenario in the context of the 5-year CDP. In that time any change in the existing UGH Building will focus on the provision of flexible and active learning environments, and to providing office accommodations for additional full-time faculty.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus				○		
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure



CDP North Campus

Backfill Opportunities Cascading from the Potential Relocation of Media Programs from the North Campus to the Lakeshore Campus

The College is considering the relocation of some of its Media programs from the North Campus to the Lakeshore Campus. This package explores the backfill opportunities at the North Campus that such a relocation potentially triggers, considering that:

- 740 FTE students enrolled in Media programs at the North Campus are relocated to the Lakeshore Campus.
- Approximately 29,000 net assignable square feet (NASF) of laboratory and studio space used by Media are vacated in Building L and Building K, including 4,800 NASF of high-bay space currently used as Film & TV studios (LB121 and LB122).
- Notionally, ECS estimates that another 11,000 NASF will become available elsewhere on campus in the form of classrooms and academic offices (in the K107 suite of offices) because of the relocation of the programs and their students and professors.

L Building Studio Facilities

Two studio facilities in L Building, offer unique opportunities to the College because of their high-bay configuration. They are therefore discussed here separately from the rest of the Media instructional facilities that would be vacated if some Media programs were relocated to the Lakeshore Campus. Of note:

- The space is not very visible nor is it on a major internal circulation axis of the College, which occurs one floor above.
- The space is served by a loading-dock accessible at the bottom of an exterior vehicle ramp, albeit one that is currently very awkward to use and may not be maintained if Building LX is eventually removed (as indicated in the 2015-2045 Campus Land Use Plan).

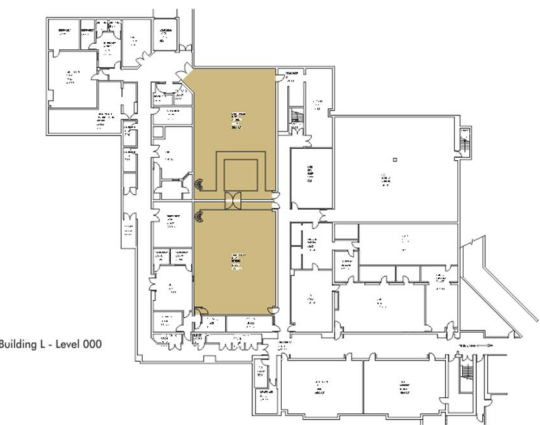
Potential uses for these two high-bay and connected facilities include:

- **Satellite fitness facilities** supplementing those located in Building A and deemed to be operating at capacity.
- **Student social space** controlled or not by Ignite, keeping in mind that the College anticipates the removal of LX Building from its inventory, in which equivalent space already exists (LX 109), possibly **in combination with a small food vending outlet**.
- Using one of the two studios, **relocation of the Firefighter Laboratory (K149)**.

In the first two instances listed above, the space could be opened, accessed and made more visible from Level 1 if the offices L140 and L141 were removed on the south side of the studios.

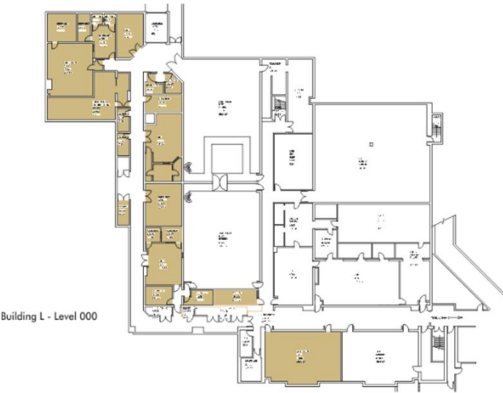
- **Conversion into one or two instructional laboratories** that take advantage of the high-bay configuration. This likely narrows down the use to technology and trades uses, including the LX102 HVAC Workshop located in LX Building that the College may remove from its inventory in future.
- **Infill of the studio with new floors at Level 1 to create up to four low-bay instructional laboratories.**

L Building Studio Facilities



Other L Building Media Laboratories and Offices

The other L Building laboratory and office facilities potentially vacated by the relocation of some Media programs to the Lakeshore Campus total approximately 20,400 NASF, as shown below:



Other L Building Media Laboratories and Offices (continued)

Potential uses for the 20,400 NASF of vacated space include:

- Discrete room conversions in response to the approved or planned program initiatives listed in Section 3 (see page 3-3), with an eye to creating generic spaces that emphasize use of technology-based and virtual instruction across Humber's schools.

Some of the space could be assigned on a temporary basis (simple Health Science laboratories for example) until new space is built (a new facility dedicated, for example, to the Centre of Innovation in Health and Wellness).

Re-allocation decisions can be made based on processes and criteria analogous to those used in 2015 for the LRC Backfill decisions.

However, what the College gains in flexibility with this approach may diminish the cohesiveness of the Campus in terms of like-program clustering and school identity. To counter this ECS recommends that, as much as possible, the vacated space be converted into classroom facilities that add to inventory, or replace existing classroom space converted elsewhere on campus (in locations that put the new laboratories closer to related functions). This, in turns, creates opportunities to introduce new types of learning environments to deliver an *Exceptional Polytechnic Education* (see page 4B-2).

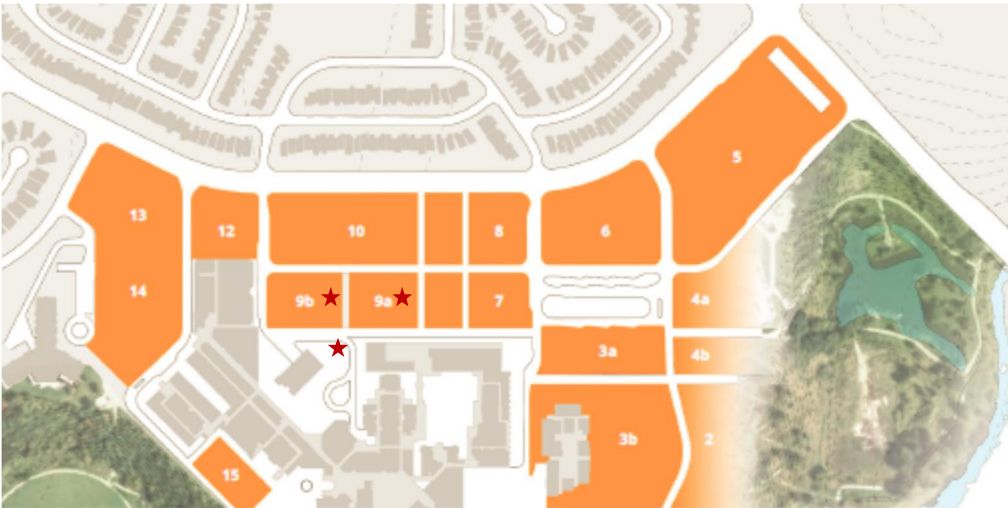
- Relocation of not-yet identified programs and functions from the Lakeshore Campus to create backfill opportunities at that location.
- Use of the vacated rooms as swing space to allow renovations to occur elsewhere on campus.
- If the timing is appropriate, use of a portion of the space to relocate the Centre for Transportation (see page 4E-3). This measure entails the presence on campus of the College's truck fleet, which would add to congestion issues already experienced on site.

CDP North Campus

Humber 2 - Large Assembly Venue and Related Conference and Event Facilities at the North Campus

This package considers the *early* construction of the large assembly venue the College has been planning for some time, in conjunction with related complementary functions to better fulfill Humber’s access, outreach and innovation mandates.

The location for the new facility would be either of two parcels designated in the 2015-2045 Campus Land Use Plan as 9a and 9b or in the service courtyard formed by buildings D, E and J as indicated with a star symbol - ★ - below.



High Level Space Requirements

Provisionally, the new facility would include the following:

	Area Estimate Low (SF)	Area Estimate High (SF)
▪ Flat-floor conference hall with high-quality movable partitions with seating capacity between 600 and 1,000.	8,000	12,000
▪ Technical Support and Storage Space	600	1,000
▪ Multiple breakout and small meeting rooms	1,000	2,000
▪ Relocated Seventh Semester Room and Catering Space	na	3,200
▪ Building Services (including generously sized lobby)	4,000	7,600
Total	13,600	25,800

These space estimates do not include facilities sufficiently large to host the College’s convocation ceremonies currently held at the Toronto Congress Centre. The new building, as described here, touches on emerging needs described during the CDP consultations, as reported in Section 4:

- Need to create large-capacity instructional spaces to deliver an *Exceptional Polytechnic Education* (see page 4B-2).
- The College’s desire to attract to campus groups looking for non-traditional programs and services at the entry and access end of the polytechnic continuum. (see page 4-B4).

The prominent location on campus of the building warrants a highest and best use of the parcel of land. A multi-story building is preferable.

Opportunity to Repurpose the Seventh Semester Room

The project also triggers the possibility of relocating the Seventh Semester Room to the new building. Given the location of the Seventh Semester facility, that space could either be reverted to expand the adjacent Food Services kitchen complex, or allocated to Ignite for use of their own choosing in close proximity to their core facilities in Building KX.

Opportunity to Repurpose Large Classrooms on Levels 3 and 4 of Building E

If the College is willing to increase the size of the proposed new building discussed here, it should consider developing large classrooms to replace those found on levels 3 and 4 of Building E at the same time. This would create backfill opportunities for Health and Wellness laboratories and functions that mitigate the fact that the construction of the dedicated Centre of Innovation for Health and Wellness is some years away (see page 4C-7).



University of Calgary Taylor Institute – Diamond & Schmitt Architects

4D CDP Lakeshore Campus

Introduction

This section begins by describing the broader context at the Lakeshore Campus, including on-going and planned projects or decisions awaiting the College beyond the planning horizon of 2021. These timing considerations, along with the location of each measure and their resource implications are conveyed in this section using the matrix introduced below.

Following the context are two Campus Development Plan (CDP) scenarios embedded within the continuum of construction, reallocation and demolition steps that eventually sees the partial replacement of Building A and all of Building B, and the achievement of higher building densities on prominent College-owned property at the Lakeshore Campus. This is done as per Humber’s existing plans for the construction of the new Centre for Creative Business Innovation (CCBI) and Music facilities, and as per the broader development directions outlined in the 2015-45 Campus Land Use Plan (CLUP).

Both scenarios arrive at the same new building footprints if fully implemented. However, each scenario proposes different sequences of construction and different occupancies for the new buildings. The gross areas of new buildings also vary slightly depending on height and whether residence facilities are added to the upper floors of some buildings.

The measures specific to the CDP are **annotated in red** in the phase-by-phase illustrations. These account the College’s plans to increase its student population at the Lakeshore Campus by approximately 2,000 full-time equivalent students to 2021 as described in Section 3 (page 3-4) and on page 4D-4. This translates into a requirement for 10,000 GSF of classroom space, and 4,000 GSF of academic office space. The 10,000 GSF classroom area considers the recent conversion of the residence fitness facilities into large classroom space and assumes the College extends its course delivery window into the evenings.

Also of note, the CDP scenarios consider issues and emerging needs described in Section 4 around:

- Improved and rationalized learner support
- Improved student experience facilities
- Improved Security and Facilities accommodations

Finally, the potential consolidation of all Media programs in the new Media / CCBI building(s) potentially vacates approximately 16,000 NASF of laboratory space and 7,900 NASF of academic office space in the pavilion buildings (buildings D, E, F, H, I) located on the east side of the Lakeshore Campus.

Decisions for the reallocation of the vacated space can be made based on processes and criteria analogous to those used in 2015 for the LRC Backfill decisions.

Despite the established CDP horizon, planning cannot occur in isolation and must consider the College’s longer term goals and initiatives.

It is therefore necessary to describe the CDP measures in the broader context of both on-going projects and planned projects or decisions awaiting the College.

These timing considerations, along with the location of each measure and their resource implications are conveyed in this section using the following matrix:

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

Minor Renovation or Reallocation of Existing Space

Major Renovation or Conversion of Existing Building

New Building

Decision Point / Long Term Plan

Enabling Measure

The measures deemed to be in the scope of the 2016-21 CDP (0 to 5 Years) are shown in the matrices in the **blue** 0 to 5 Years CDP column here and on the following pages.

Note

In this section and the following ones, decisions points and renovation and construction proposals to be considered after 2021 are indicated under the umbrella of the CLUP. While occurring during the timeframe of the CLUP, actual project and implementation plans, since they address building space rather than land use planning, should be described in future CDPs – e.g. CDP 2022-27, CDP 2028-33, etc.

CDP Lakeshore Campus

On-Going Capital Initiatives – Parking Lot at Lakeshore Campus

A 350-car parking lot is to be developed on new land purchased on Birmingham Street from Build Toronto. Development of additional parking is critical to allow for expansion of educational capacity at Lakeshore Campus.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus		<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

☐

Minor Renovation or Reallocation of Existing Space

☒

Major Renovation or Conversion of Existing Building

☒

New Lot

☒

Decision Point / Long Term Plan

☐

Enabling Measure



On-Going Capital Initiatives –
Centre for Creative Business Innovation at Lakeshore Campus

The addition of a combined Centre for Creative Business Innovation (CCBI) triggers the staged redevelopment of Building A and Building B at Lakeshore Campus. The project needs to be divided into phases to accommodate the required replacement of existing facilities. Phase 1 of the initiative will address three separate but related College academic and research priorities through the construction of a purpose-built 80,000 GSF facility, including notably most of the Music facilities found in the part of Building A that parallels 23rd Street. Phase 2 is a 60,000 GSF facility built on the former footprint of the Building A. The Phase 2 facility will house:

- Research and innovation functions.
- High-quality recital venue for Humber’s Music programs and other uses.

Redevelopment of Buildings A and B

Humber is currently investigating the possibility of consolidating certain Media programs at the Lakeshore Campus in a combination of existing and new buildings. This measure implies the relocation from the North Campus to the Lakeshore Campus of 40,000 net square feet of specialized laboratories and studios, classrooms and academic offices.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus			□			
Lakeshore Campus		●	□	●●		●●
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

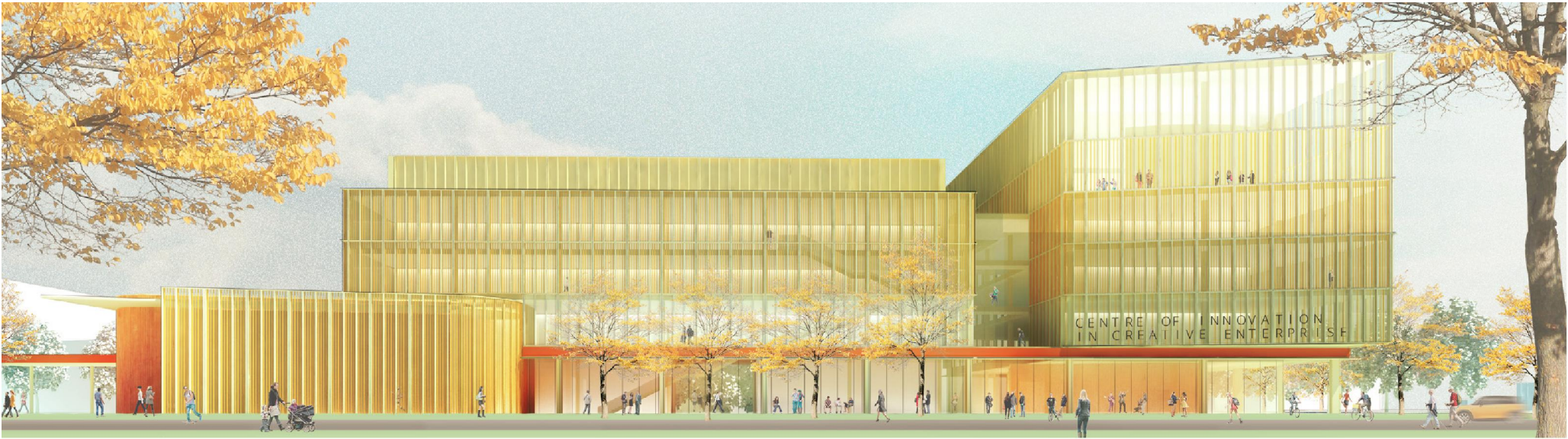
○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure



CDP Lakeshore Campus

Planned Program Initiatives and Emerging Needs Considerations – Create Additional Generic Instructional Space & Academic Office Capacity at Lakeshore Campus

A need has been identified at the Lakeshore Campus for additional generic instructional facilities (i.e. classrooms, lecture halls and computer laboratories) and academic offices, particularly for the School of Social and Community Services, The Business School and the School of Creative and Performing Arts. This need is confirmed by key indicators such as room utilization rates and office space allocation benchmarks.

In response to these pressures, the above-referenced schools are resorting to offering new programs that are not space-intensive or are delivered online. While this approach has efficiency advantages, it also impacts the College’s competitive edge, its brand and overall student experience. Starting in 2018 the College will schedule more activity during weekday evenings as a way of alleviating the scheduling pressures on instructional spaces. The same approach does not alleviate demand for academic offices; this requirement will have to be addressed either by the addition of space, or the adoption of a different model(s) for the allocation of this type of facility.

Both the CDP and CLUP must consider and address this shortfall. Opportunities to address it may also exist in conjunction with the CCBI initiative, particularly during Phase 2. Finally, some of the pressure on space at the Lakeshore Campus could be reduced by relocating some programs to the North Campus and by taking advantage of the 40,000 net square feet of backfill space made available there by the relocation of Media programs to Lakeshore Campus.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus		●	○	○○●		○○●
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

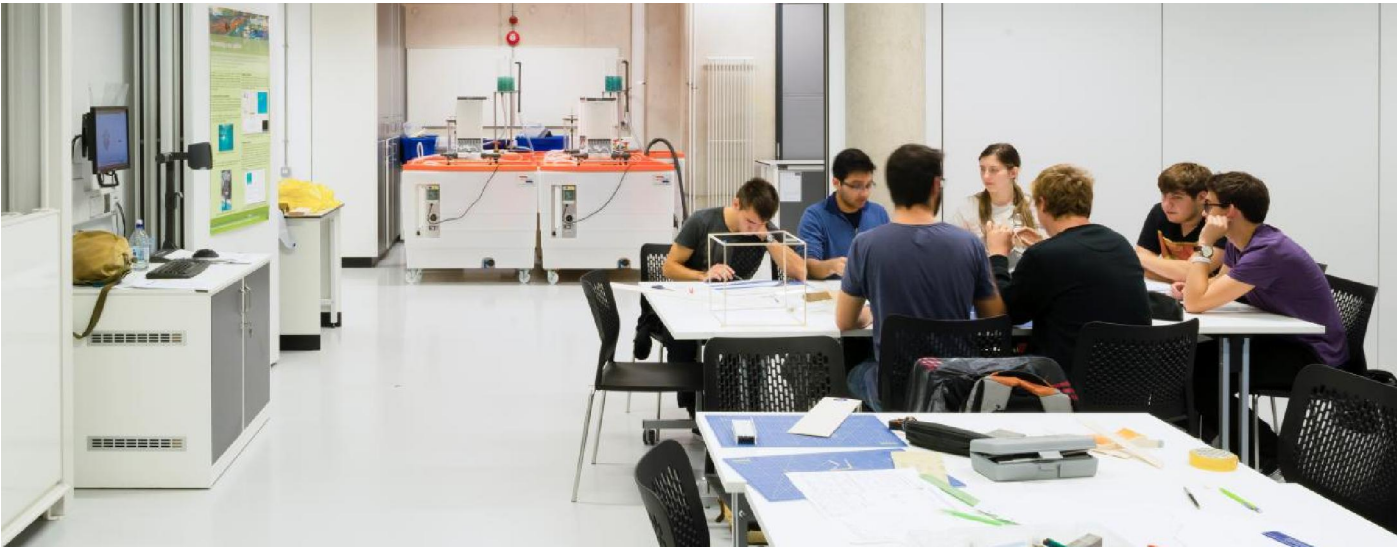
○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure



Planned Program Initiatives and Emerging Needs Considerations -
Improve and Rationalize Learner Support and Student Experience Facilities at Lakeshore Campus

Space shortfalls, fit-to-function, location and operational issues exist or have been described by users at the Lakeshore campus, including:

- Library services and related study and learner support spaces, including open access computer labs. The College is considering plans to use B Building classroom space to address these pressures.
- Food services and dining facilities on the west side of the campus, including the absence of a licensed pub-style venue
- Space for LGBTQ services
- Additional space for the International Centre
- Space for the Centre for Teaching and Learning
- Student informal social space on the west side of the campus
- Relocation of Ignite offices and student-controlled facilities currently located in K Building to a higher-traffic area of the campus, possibly on the west side

The CDP will consider if and how these needs and issues can be resolved or mitigated within existing buildings and in the next 5 years, assuming that the only new building that will be added to the Lakeshore Campus inventory will be dedicated to Media and CCBI (as per the above). Also, it should be noted that some of the needs listed above arise from the fact that the centre of gravity of the campus shifted from west to east when L Building was occupied in 2009. On a long-term basis, the CLUP describes sizable new building additions that will shift the campus’ centre of gravity back westward.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus				○ ● ●		
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

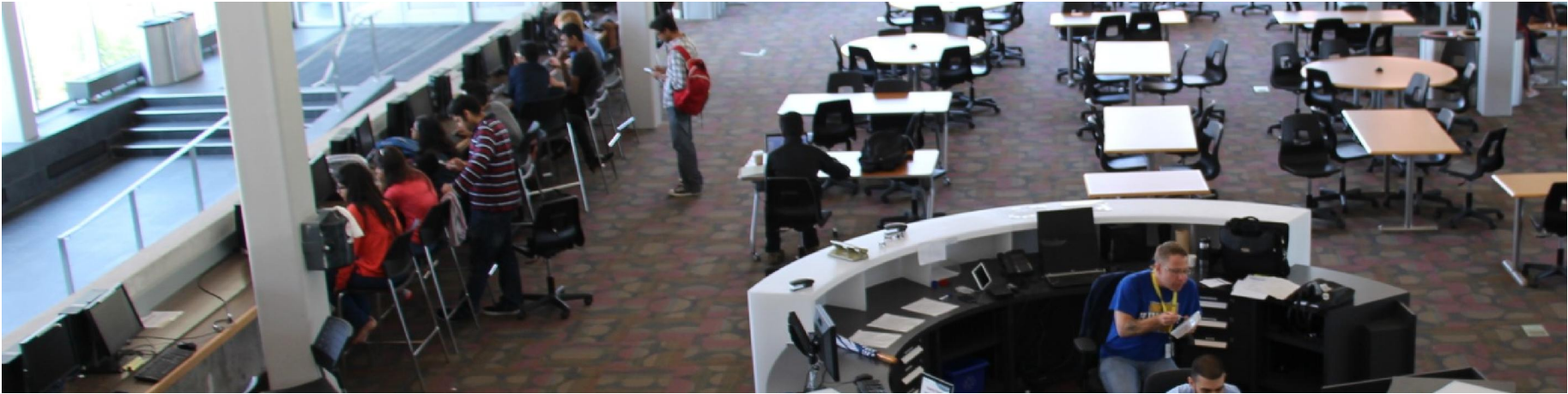
○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure



CDP Lakeshore Campus

Leased Facilities –
Birmingham Building Lease Renewal or Replacement, Lakeshore Campus

Humber currently leases from the City of Toronto the 54,000 gross square feet Birmingham Building at Lakeshore Campus to house studios and related facilities for its Theatre, Film & TV and Comedy programs.

This lease will end in 2029. Well before this date Humber should have in hand a plan or decision framework regarding the renewal, or not, of the lease. The plan or decision framework must account for several variables and unknowns, including:

- The terms and conditions by which the City of Toronto may renew the lease
- The College’s own plans to consolidate all its Media programs at the Lakeshore Campus, given the related nature and synergies of these programs with those currently housed in the Birmingham Building.
- The anticipated relationship and synergies with CCBI.
- The highest-and-best use of the Birmingham Building in terms of key features (such as high-bay volumes) and deficiencies (noisy HVAC systems incompatible with Media studios).

Such a framework is described in Section 4E and may be used to inform the decision as to renew the Birmingham Building lease with the City of Toronto, or recreate equivalent space in an existing or new building(s) elsewhere at the Lakeshore Campus.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus				◆		
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

●

Major Renovation or Conversion of Existing Building

●

New Building

◆

Decision Point / Long Term Plan

□

Enabling Measure

Other Planning Considerations –
Conversion of Lakeshore Lodge to College Use at the Lakeshore Campus

Lakeshore Lodge is a 150-bed long-term care facility operated by the City of Toronto located on the south side of Lake Shore Boulevard and bordered to the east by Humber’s new Welcome Centre Building and to the west by the Residence Building. The highly visible 2.8-acre site is owned by the College but was leased on a 99-year basis to the City which then built Lakeshore Lodge in the late 1980s.

The City of Toronto is considering redeveloping Lakeshore Lodge on its current site or at a nearby south Etobicoke location. Control and use of the site and existing building will likely revert to Humber under yet-to-be-specified terms if the Lodge is relocated elsewhere.

Despite its current long-term care residential use, the dimensions and features of the building do not lend themselves to a conversion into a contemporary student residence. However, in view of its prime location on Lake Shore Boulevard and the dimensions of the site, the 2.8-acre property is ideally suited to the construction of a very large academic building, possibly with a performance venue (see page 4E-2).

Of note, the City’s own long-term facility capital plan specifies 2026 to 2029 as the timeframe for the redevelopment of the Lodge at its current location, or its replacement somewhere else in south Etobicoke.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus					◆	
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

- ☐ Minor Renovation or Reallocation of Existing Space
- ☒ Major Renovation or Conversion of Existing Building
- ☒ New Building
- ◆ Decision Point / Long Term Plan
- Enabling Measure

CDP Lakeshore Campus

Scenario 1

The implementation of Scenario 1 is sequentially presented on pages 4D-9 through 4D-18. The final configuration of the A Building and B Building complex is illustrated below.



CDP Lakeshore Campus

Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

Phase 1 Building Added
80,000 GSF - 5 Levels

Music & Centre of Innovation

- CCBI Core 11,900 GSF
- Music Relocated from A 54,100 GSF

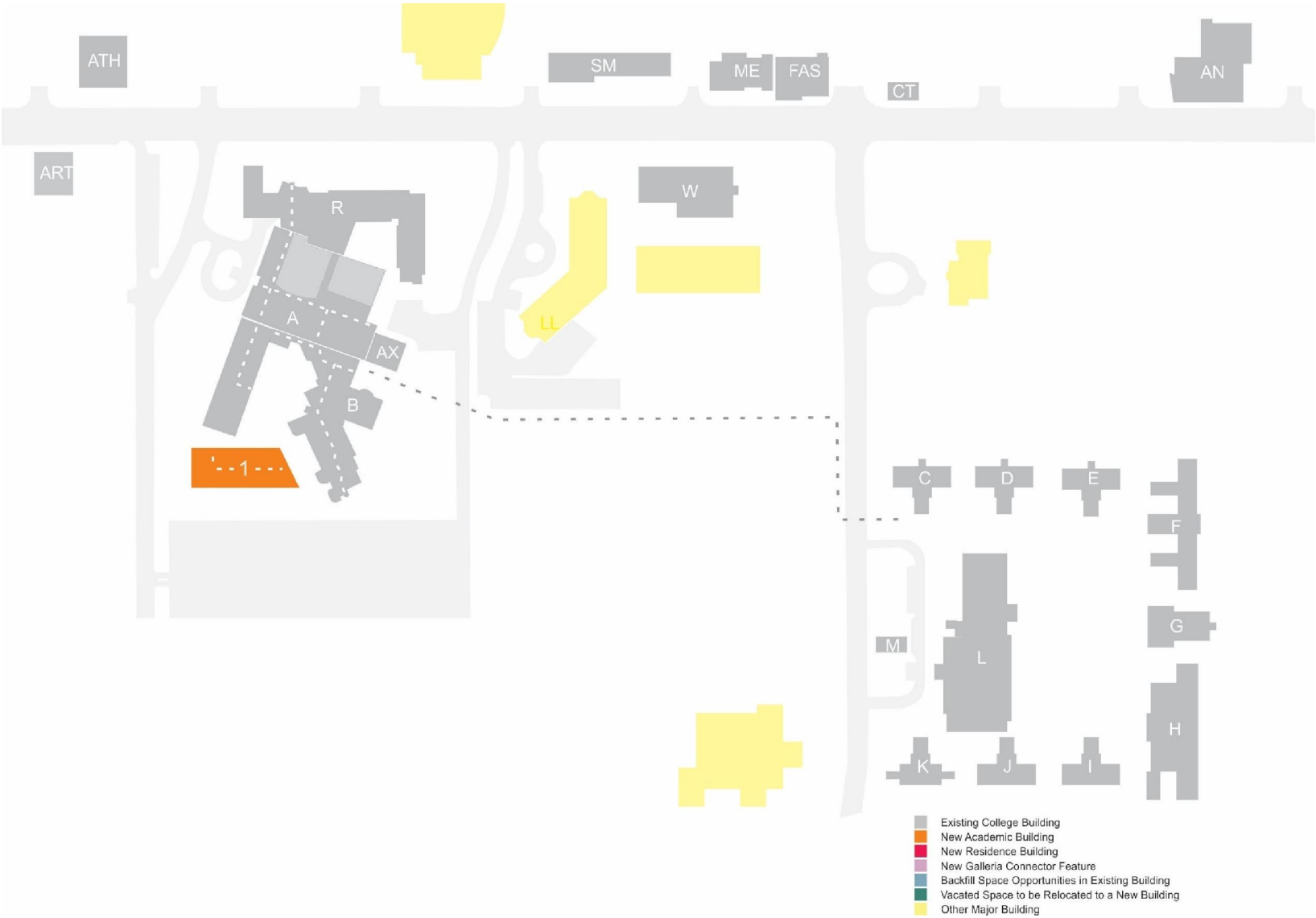
Future FTE Growth

- CDP Classroom 10,000 GSF
- CDP Academic Offices 4,000 GSF

Campus Land Use Plan
Initiatives 2015-45

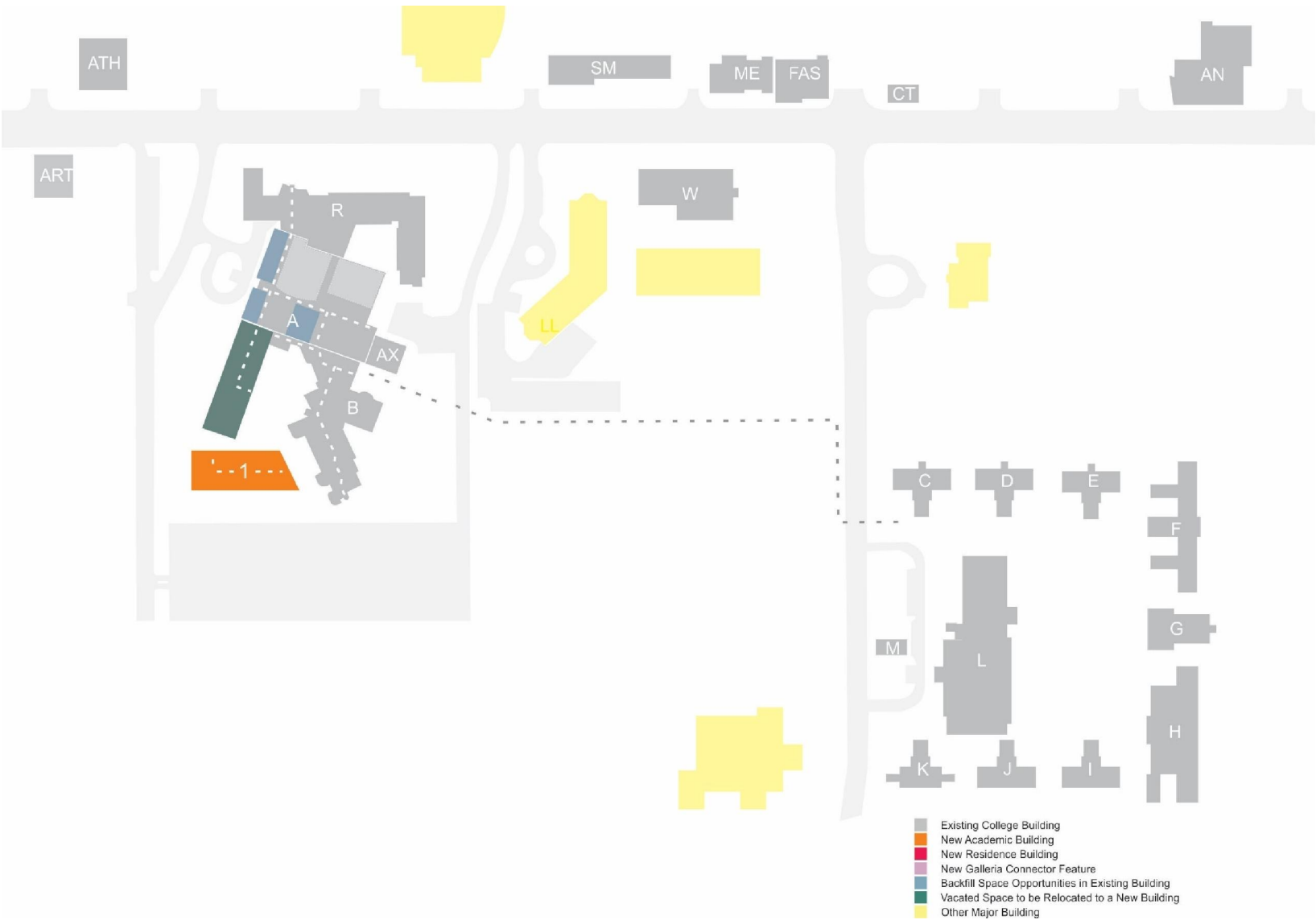
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Lakeshore Campus High-Level Scenario 1 - Phase 1 Construction



CDP Lakeshore Campus

Lakeshore Campus High-Level Scenario 1 - Phase 1 Relocations and Backfill Opportunities



Centres of Innovation & Campus Development Plan Initiatives 2016-21

- Music laboratories, studios, rehearsal space and offices on levels 1 and 2 of Building A relocated to Phase 1 Building
- Music space in Building A North backfilled as
 - Instructional space
 - Academic offices
 - Student services
- A128 Auditorium renovated in place

Campus Land Use Plan Initiatives 2015-45

na

CDP Lakeshore Campus

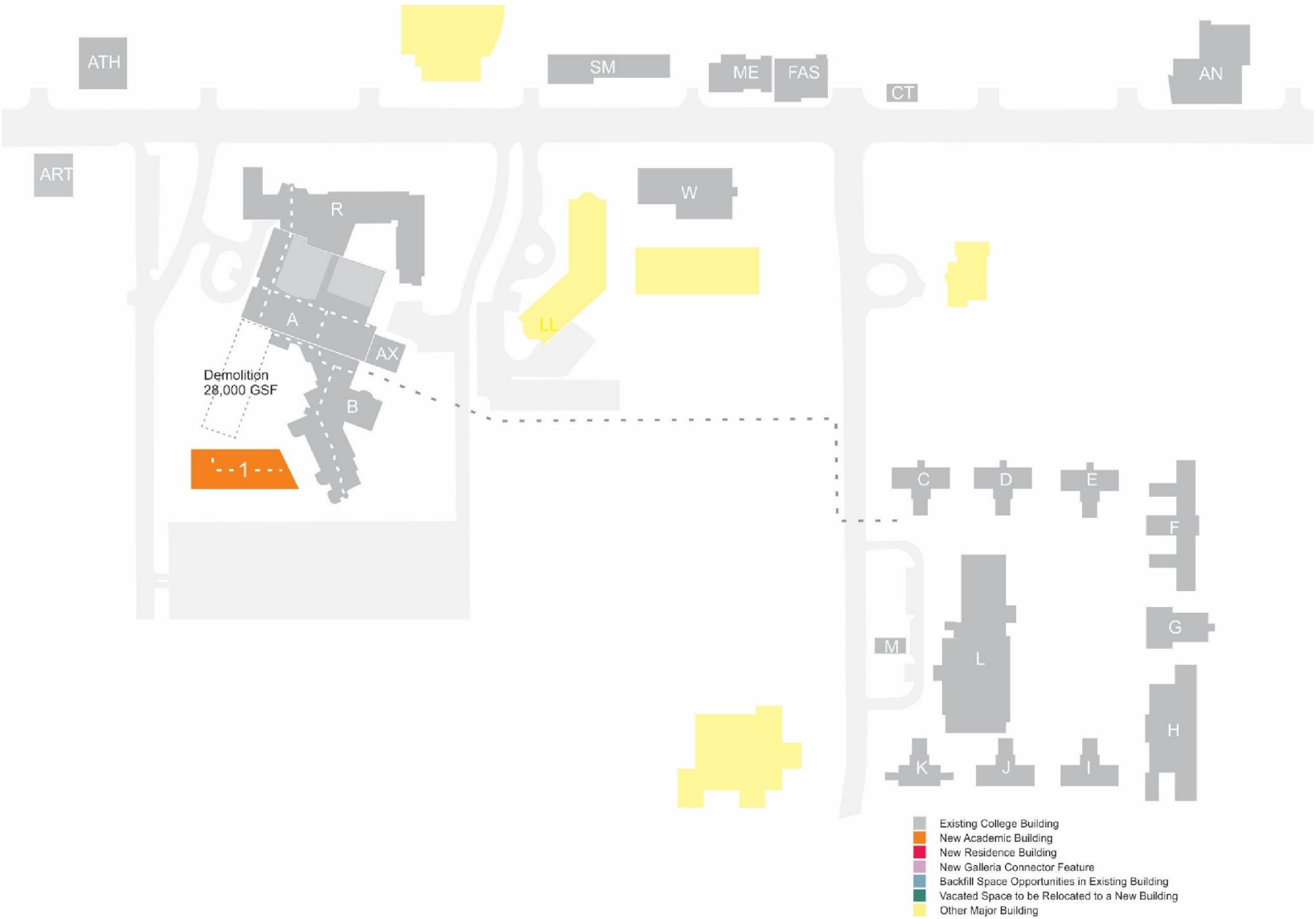
Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

- South portion of Building A demolished. 28,000 GSF removed from College inventory.

Campus Land Use Plan
Initiatives 2015-45

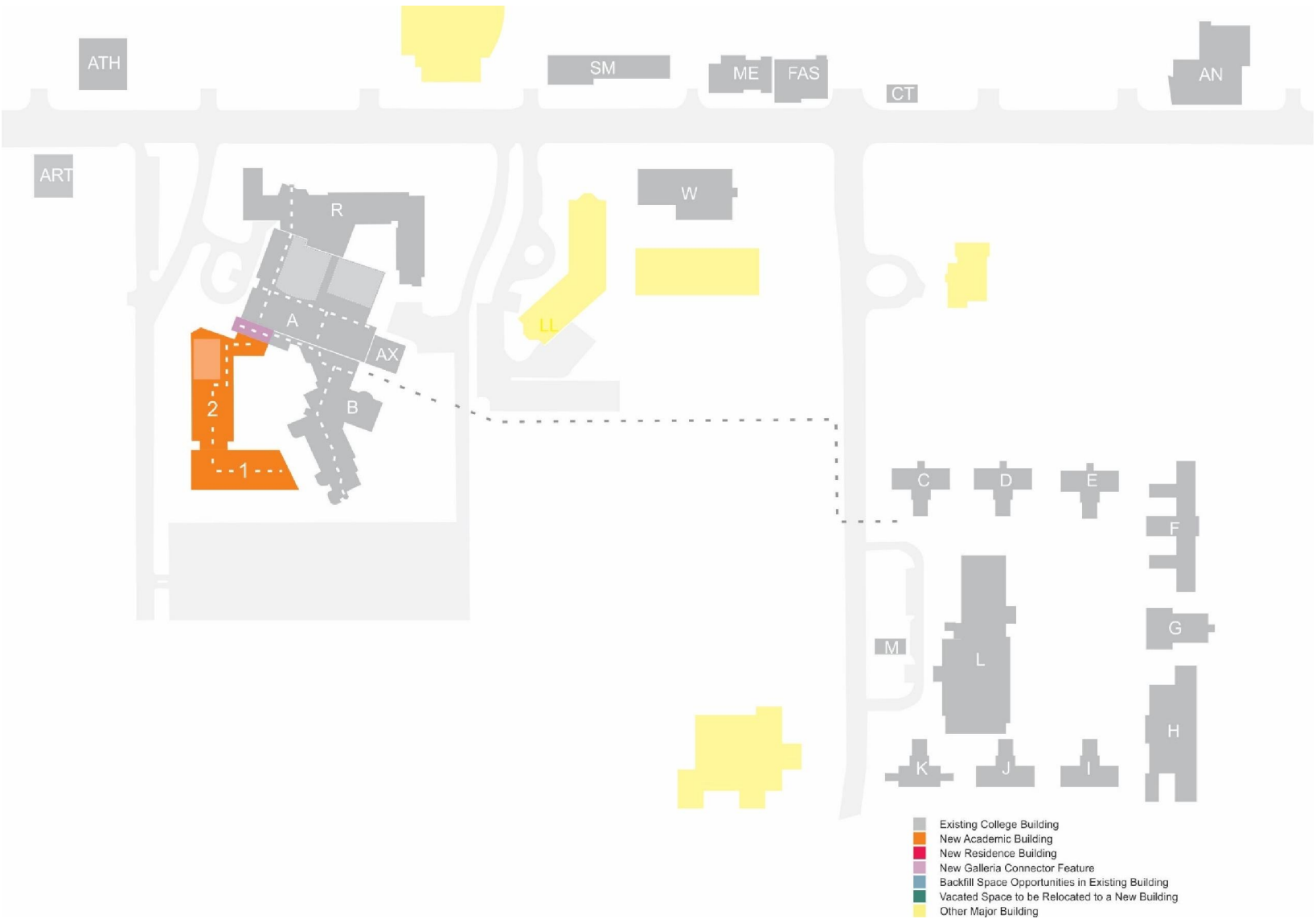
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Lakeshore Campus High-Level Scenario 1 – Phase 2 Demolition



CDP Lakeshore Campus

Lakeshore Campus High-Level Scenario 1 – Phase 2 Construction



Centres of Innovation & Campus Development Plan Initiatives 2016-21

Phase 2 Building Added
60,000 GSF Excluding Galleria
4 Levels

Music & Media

- Recital Hall 8,200 GSF
- Media from North and Lakeshore 39,400 GSF

Future FTE Growth

- CDP Classroom 5,800 GSF
- CDP Academic Offices 6,600 GSF

Galleria Connector
3,300 GSF at Grade

- Connector started

Campus Land Use Plan
Initiatives 2015-45

na

CDP Lakeshore Campus

Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

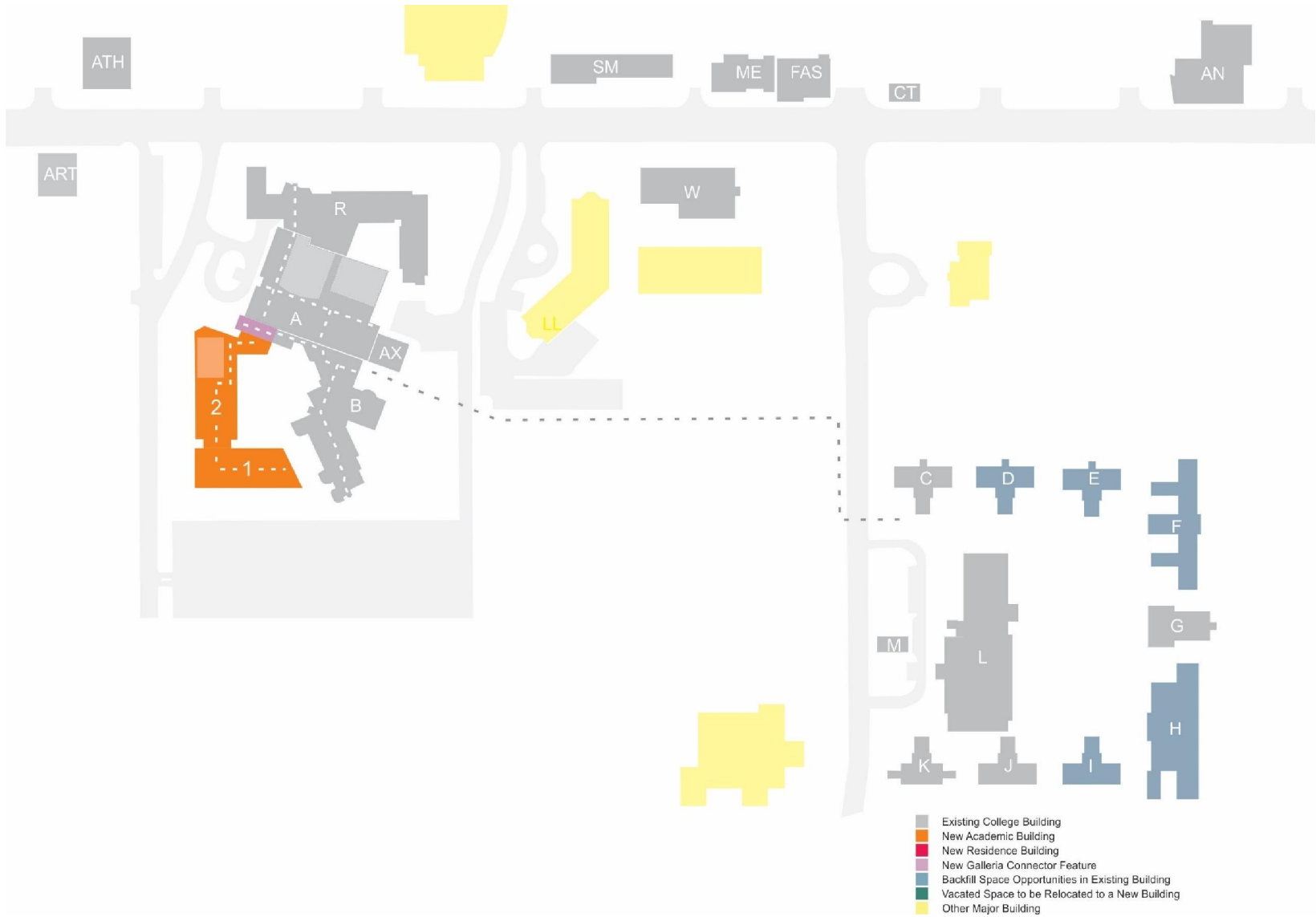
Assuming Consolidation of Media in Phase 2

- Backfill of up to 16,300 NASF instructional space vacated within buildings D, E, F, H and I
- Backfill of up to 7,900 NASF academic office space vacated within buildings D, E, F, H and I

Campus Land Use Plan
Initiatives 2015-45

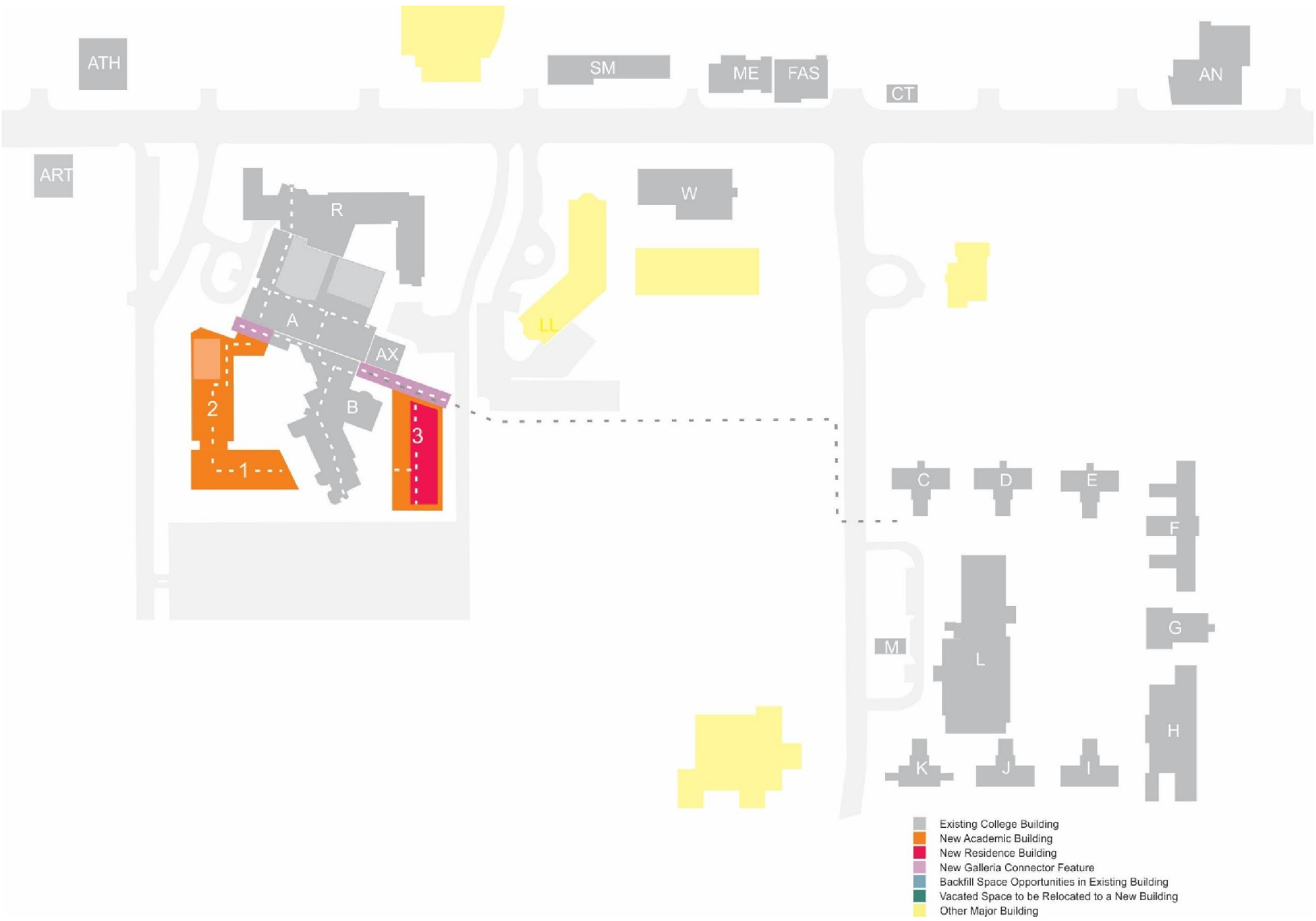
na

Lakeshore Campus High-Level Scenario 1 – Phase 2 Backfill Opportunities



CDP Lakeshore Campus

Lakeshore Campus High-Level Scenario 1 – Phase 3 Construction



Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

na

Campus Land Use Plan
Initiatives 2015-45

Phase 3 Building Added
60,000 to 90,000 GSF - 4 to 6 Lower Levels

- Relocated and expanded Library from Building B¹ or, alternatively, supplementary new Learning Commons facilities²
- Relocated instructional spaces currently located in Building B levels 1 and 3 ¹
- Relocated and expanded food services from Building A and Building B
- Additional instructional and academic offices in response to planned growth
- Relocated Ignite from Building K (with possible addition of a pub) ¹
- Relocated and expanded International Student Services from Building H

Residence Tower Added (Optional)
30,000 to 60,000 GSF – 2 to 4 Upper Levels of Phase 3

- 100 to 200 beds assuming 300 GSF per bed

Galleria Connector Added
7,500 GSF at Grade

- Connector continued

¹ Assuming the College anticipates that Phase 4 **will be** implemented soon thereafter

² Assuming the College anticipated that Phase 4 **will not be** implemented

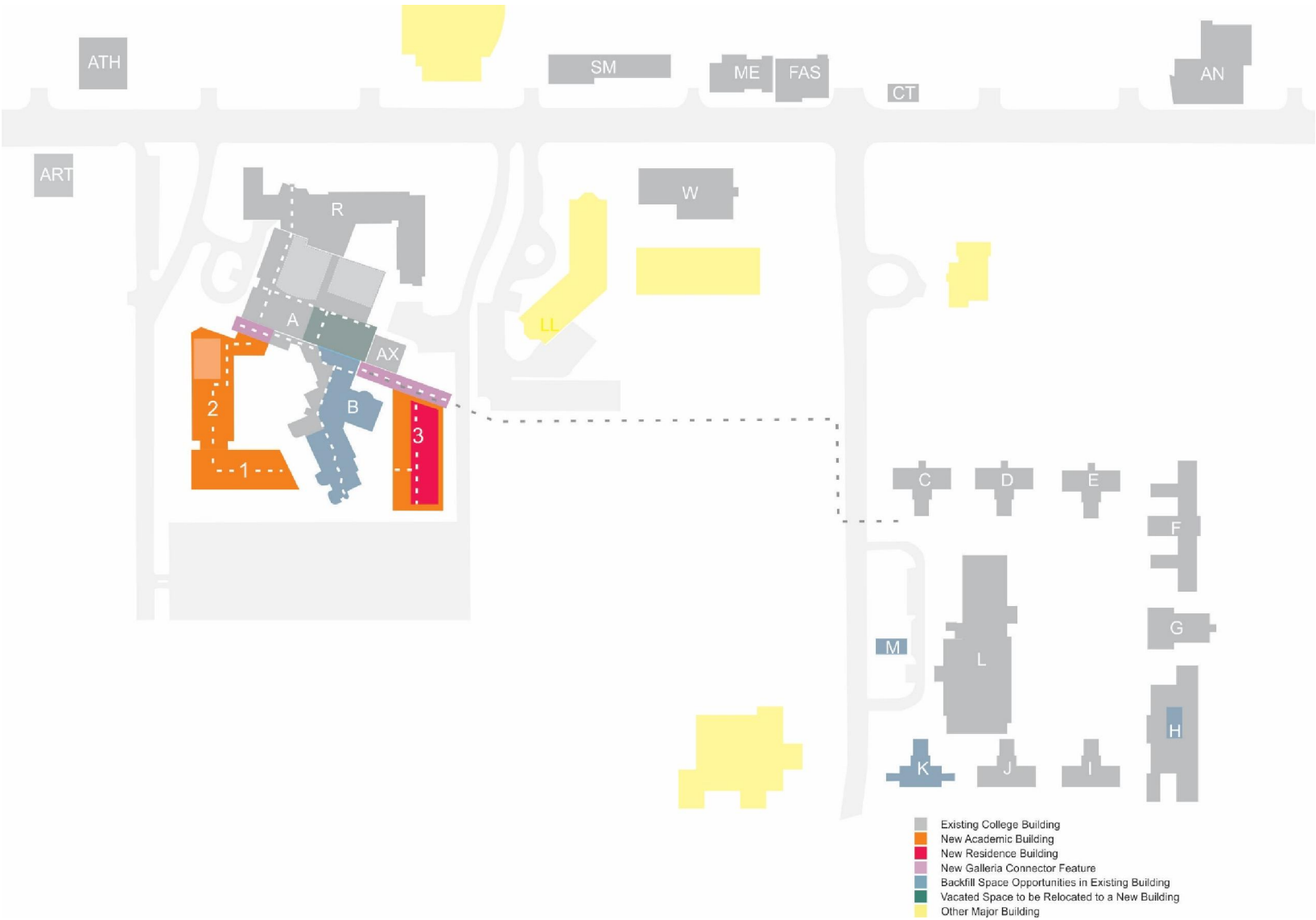
Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

na

Campus Land Use Plan
Initiatives 2015-45

- Food service space in Building A converted to
 - Instructional Space
 - Student services
- Relocated Ignite from Building K to former Building B Library space (with possible addition of a pub)³

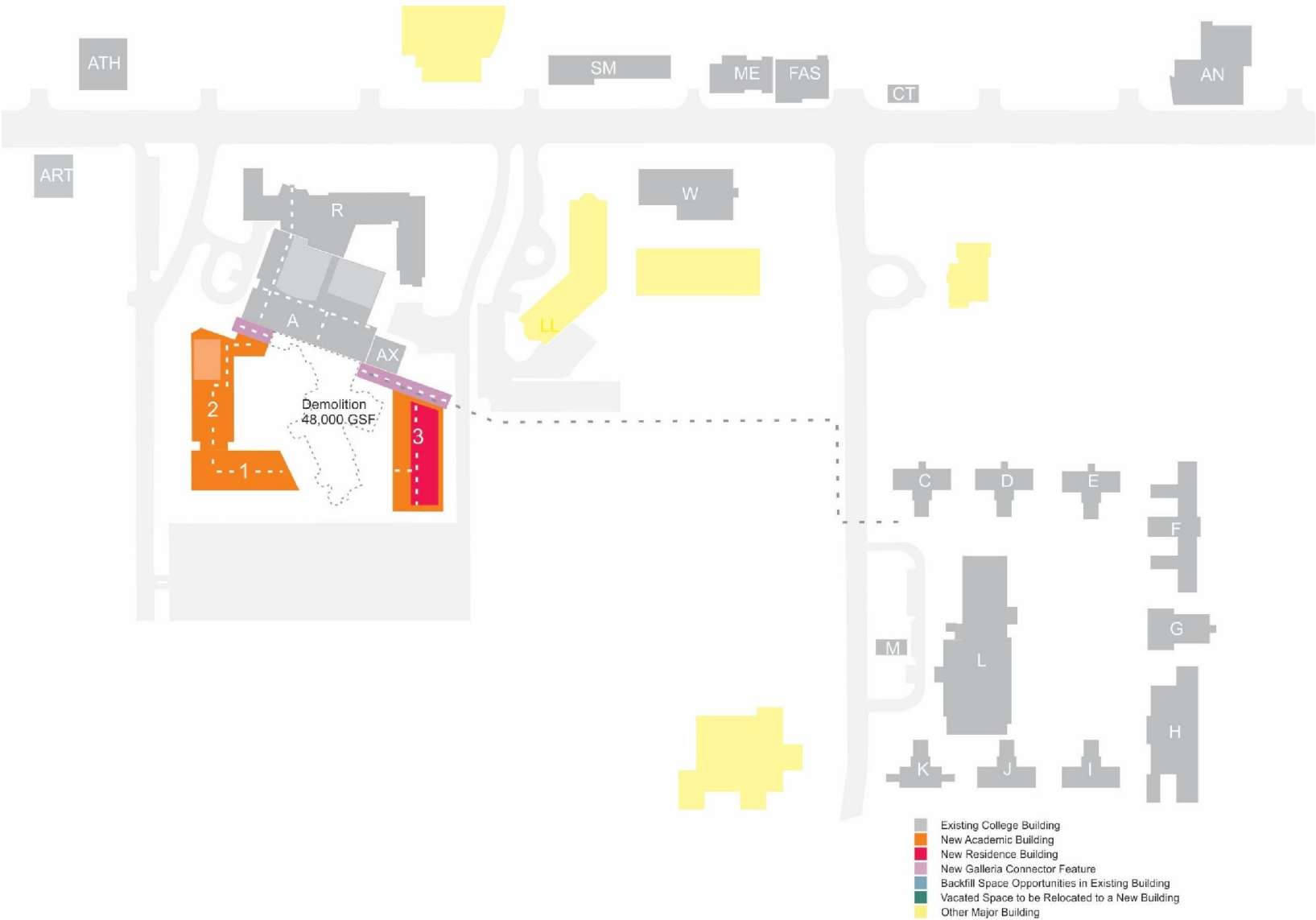
Lakeshore Campus High-Level Scenario 1 – Phase 3 Backfill Opportunities



³ If the Library is relocated to Phase 3 and that the College anticipates that Phase 4 **will not be** implemented

CDP Lakeshore Campus

Lakeshore Campus High-Level Scenario 1 – Phase 4 Demolition



Centres of Innovation & Campus Development Plan Initiatives 2016-21

na

Campus Land Use Plan Initiatives 2015-45

- Building B demolished. 48,000 GSF removed from College inventory.

Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

na

Campus Land Use Plan
Initiatives 2015-45

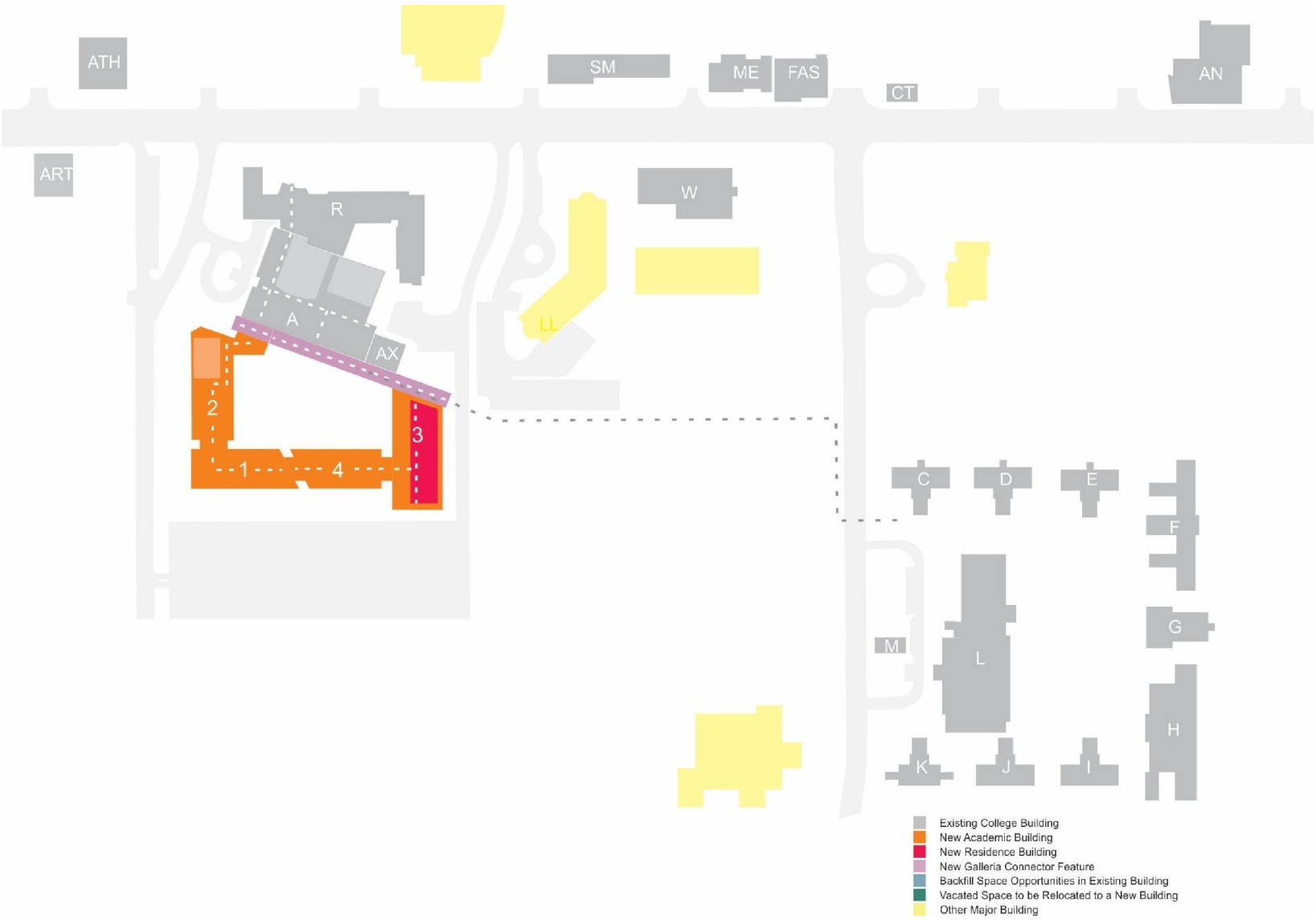
Phase 4 Building Added
60,000 - 4 Levels

- Instructional and academic office space added based on demand and plans by the College at that time

Galleria Connector Added
7,500 GSF at Grade

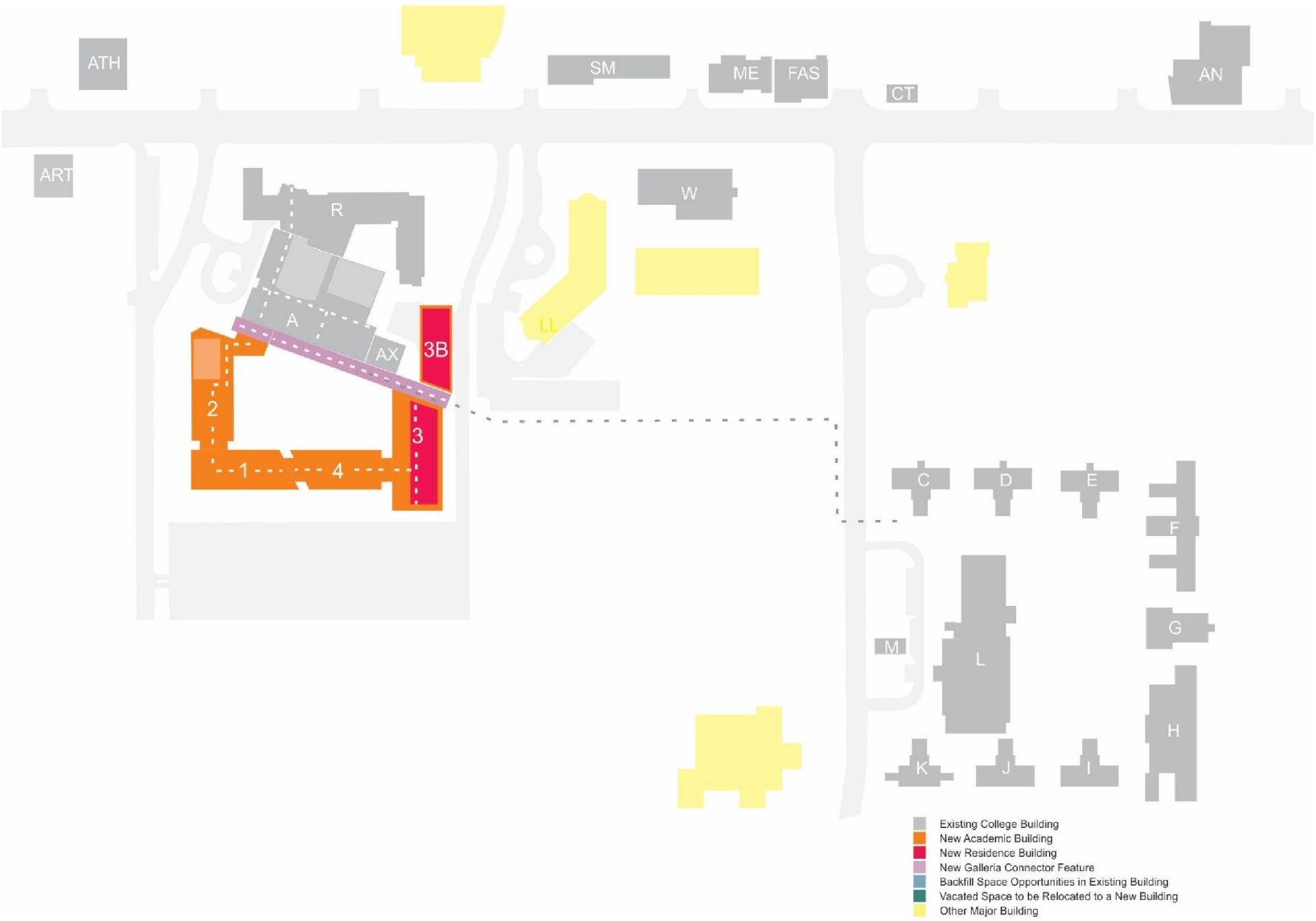
- Connector completed

Lakeshore Campus High-Level Scenario 1 – Phase 4 Construction



CDP Lakeshore Campus

Lakeshore Campus High-Level Scenario 1 – Additional Residence Capacity



Centres of Innovation & Campus Development Plan Initiatives 2016-21

na

Campus Land Use Plan Initiatives 2015-45

Residence Tower Added (Optional)
60,000 to 90,000 GSF – Up to 10 Levels

- 200 to 300 beds assuming 300 GSF per bed

Scenario 2

The implementation of Scenario 2 is sequentially presented on pages 4D-20 through 4D-29.

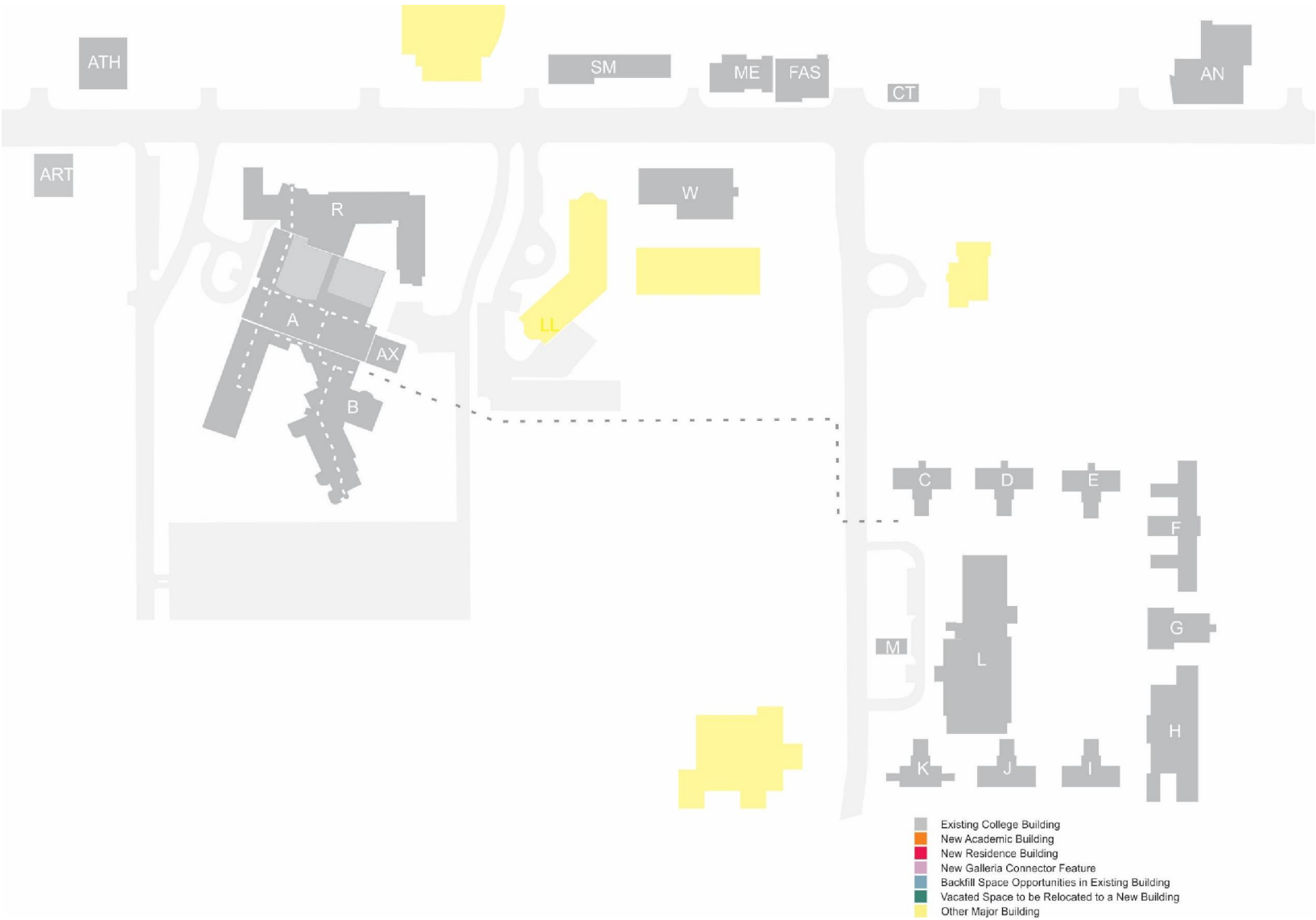
Of note, Phase 2 and Phase 3 of Scenario 2 could be implemented concurrently (as indicated on pages 4D 24 through 4D-26).

The final configuration of the A Building and B Building complex is illustrated below.



CDP Lakeshore Campus

Lakeshore Campus High-Level Scenario 2 – Current Configuration



Current Configuration

931,900 GSF
10,947 Full-Time Equivalent Students

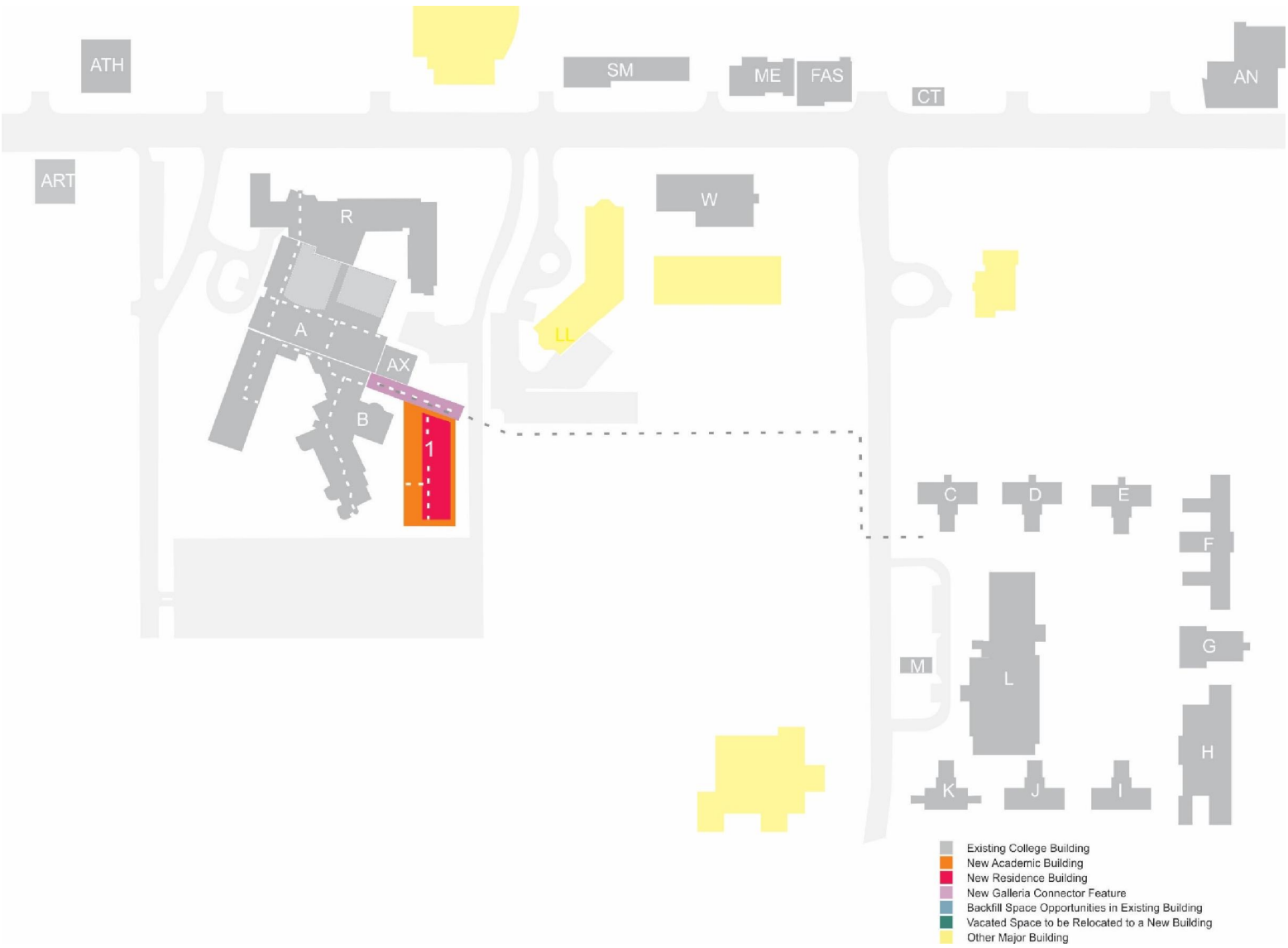
Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

na

Campus Land Use Plan
Initiatives 2015-45

na

Lakeshore Campus High-Level Scenario 2 – Phase 1 Construction



Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

Phase 1 Building Added
90,000 to 110,000 GSF - 4 to 6 Lower Levels

Music & Media

- CCBI Core 11,900 GSF
- Music Relocated from A 54,100 GSF

Future FTE Growth

- CDP Classroom 10,000 GSF
- CDP Academic Offices 4,000 GSF
- Supplementary new Learning Commons facilities ⁴
- Relocated and expanded Ignite relocated from Building K
- Relocated and expanded Food Services from Building A and Building B

Residence Tower Added (Optional)
30,000 to 60,000 GSF – 2 to 4 Upper Levels of Phase 3

- 100 to 200 beds assuming 300 GSF per bed

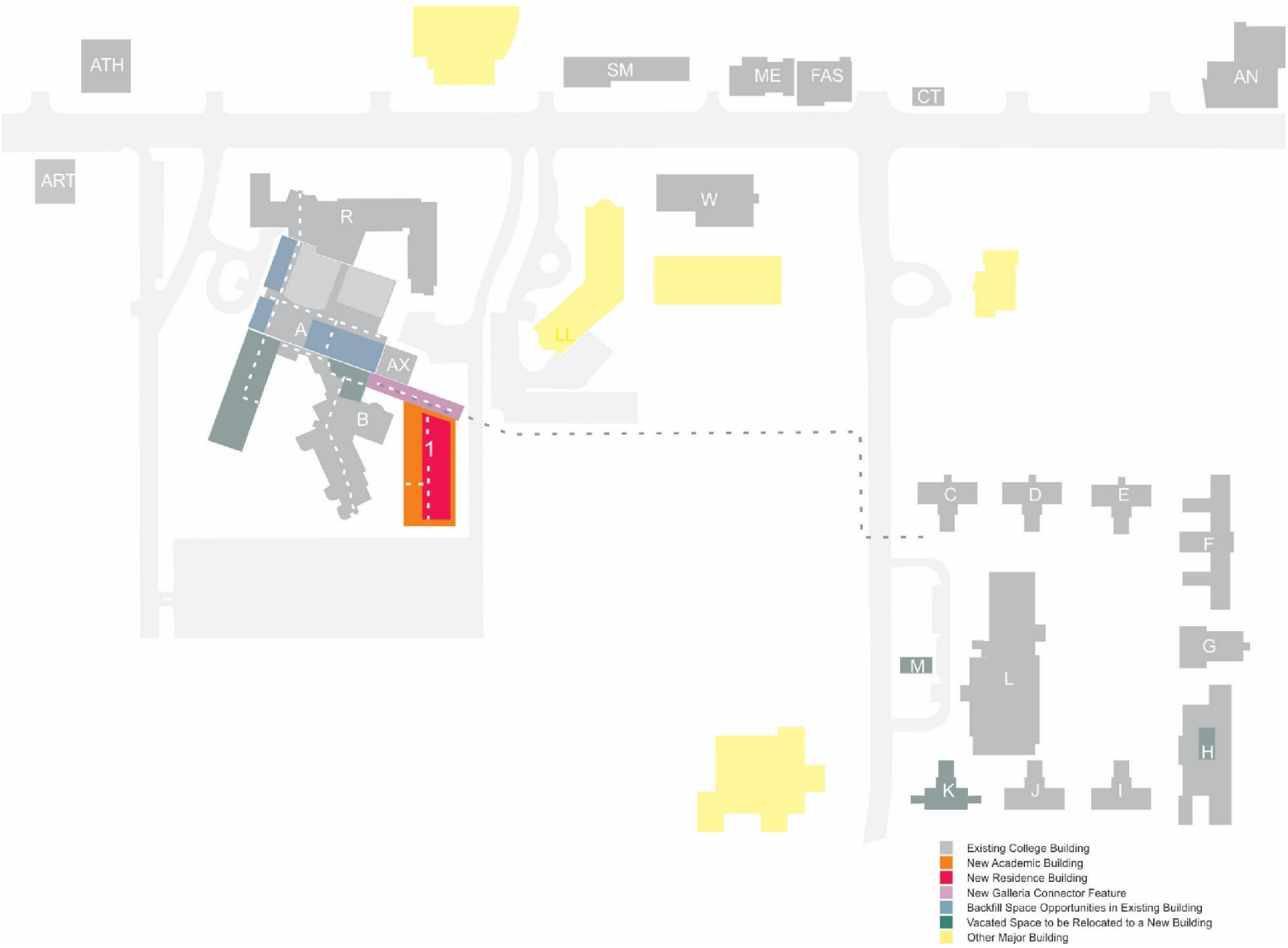
Galleria Connector Added
7,500 GSF at Grade

- Connector started

⁴ Assuming the College anticipates that Phase 3 **will not** be implemented

CDP Lakeshore Campus

Lakeshore Campus High-Level Scenario 2 – Phase 1 Relocations and Backfill Opportunities



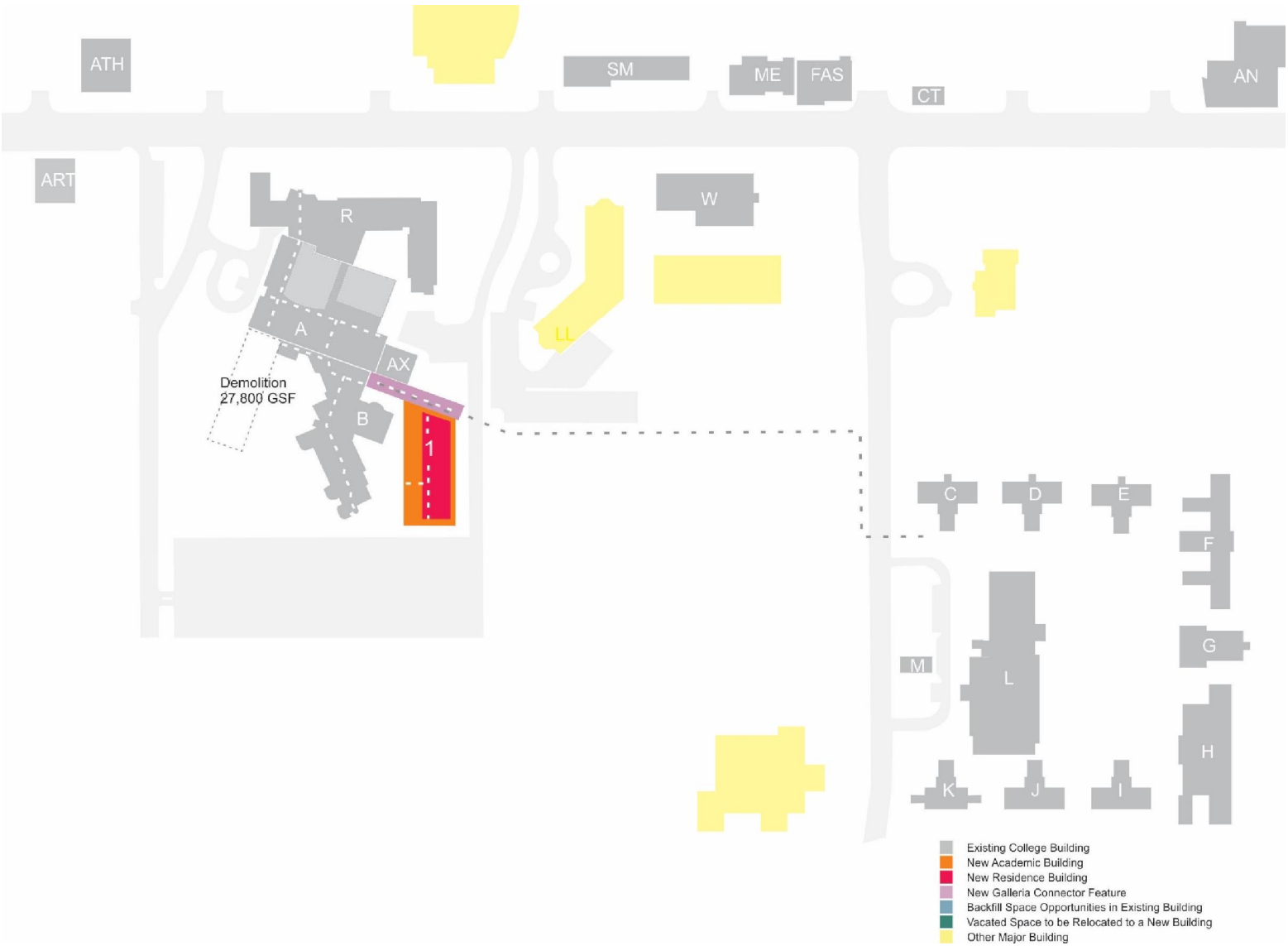
Centres of Innovation & Campus Development Plan Initiatives 2016-21

- Music laboratories, studios, rehearsal space and offices on levels 1 and 2 of Building A relocated to Phase 1 Building
- Music space in Building A North backfilled as:
 - Instructional space
 - Academic offices
 - Student services
- A128 Auditorium renovated in place
- International relocated and expanded in Building K
- Security and Facilities relocated in Building K

Campus Land Use Plan Initiatives 2015-45

na

Lakeshore Campus High-Level Scenario 2 – Phase 2 Demolition



Centres of Innovation & Campus Development Plan Initiatives 2016-21

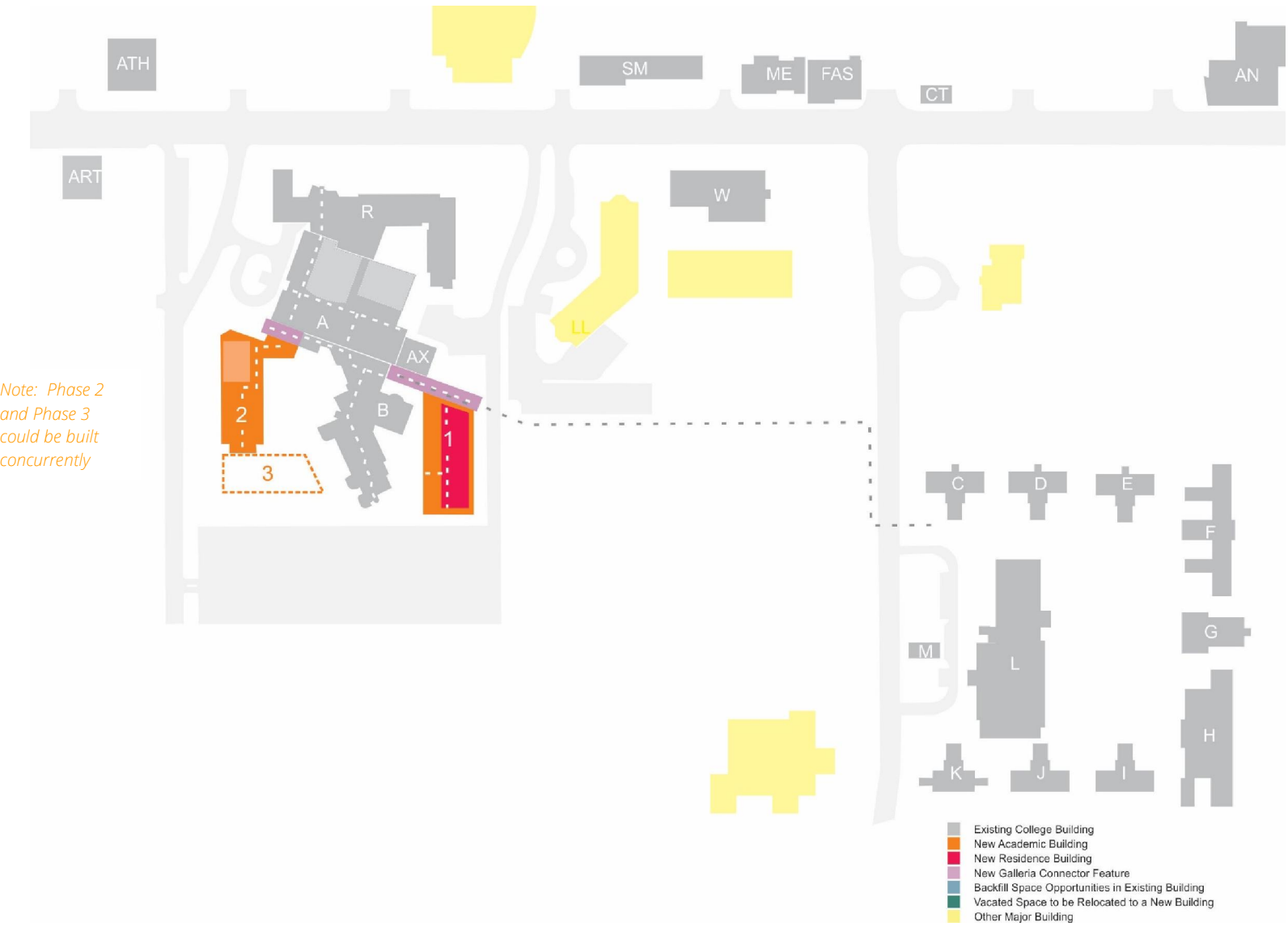
- South portion of Building A demolished. 28,000 GSF removed from College inventory.

Campus Land Use Plan Initiatives 2015-45

na

CDP Lakeshore Campus

Lakeshore Campus High-Level Scenario 2 – Phase 2 Construction



Centres of Innovation & Campus Development Plan Initiatives 2016-21

Phase 2 Building Added
60,000 GSF – 4 Levels

Music & Media

- Recital Hall 8,200 GSF
- Media from North and Lakeshore 39,400 GSF

Future FTE Growth

- CDP Classroom 5,800 GSF
- CDP Academic Offices 6,600 GSF

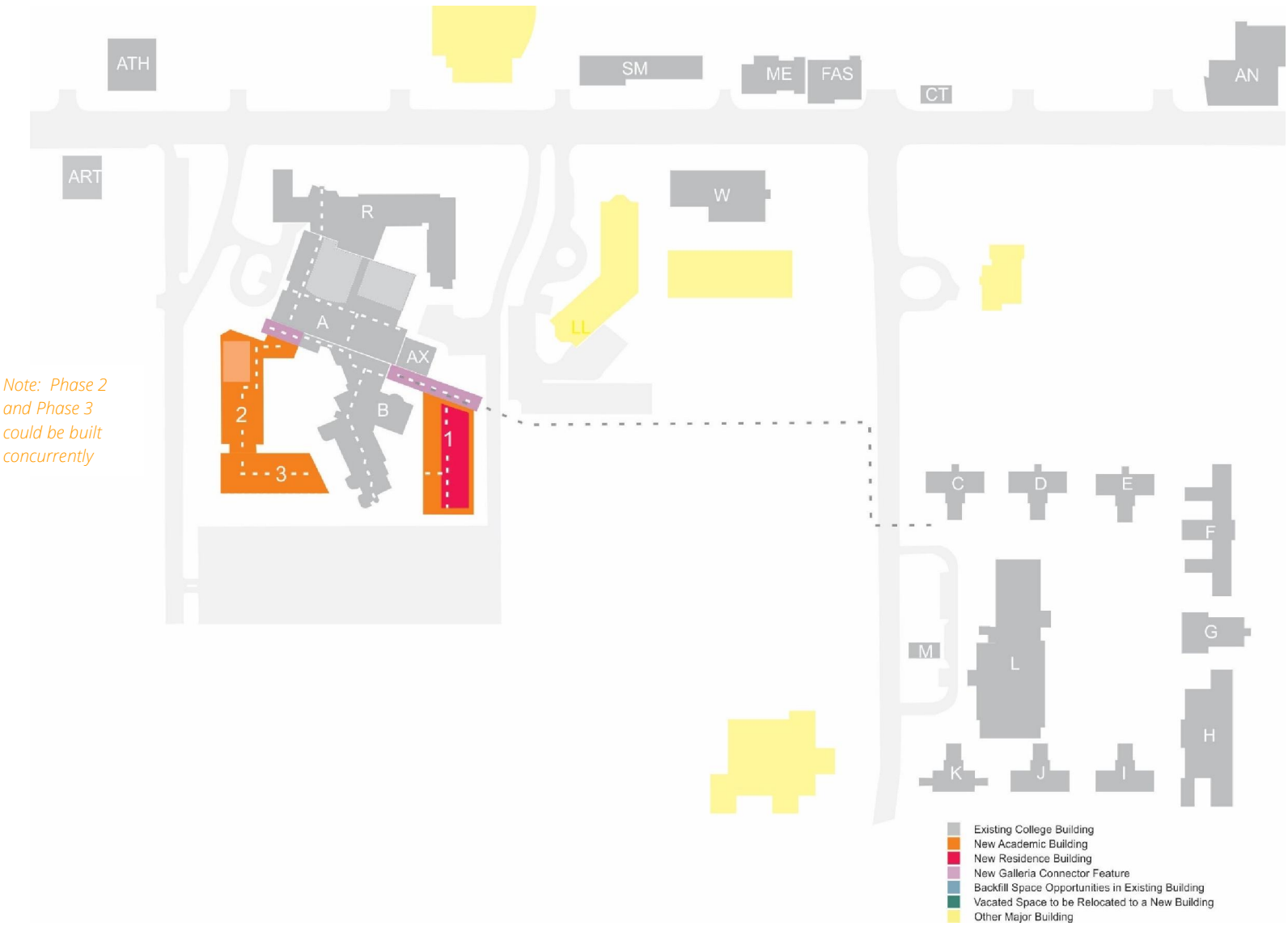
Galleria Connector
3,300 GSF at Grade

- Connector continued

Campus Land Use Plan
Initiatives 2015-45

na

Lakeshore Campus High-Level Scenario 2 – Phase 3 Construction



Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

na

Campus Land Use Plan
Initiatives 2015-45

Phase 3 Building Added
53,000 to 67,000 GSF - 4 to 5 Levels

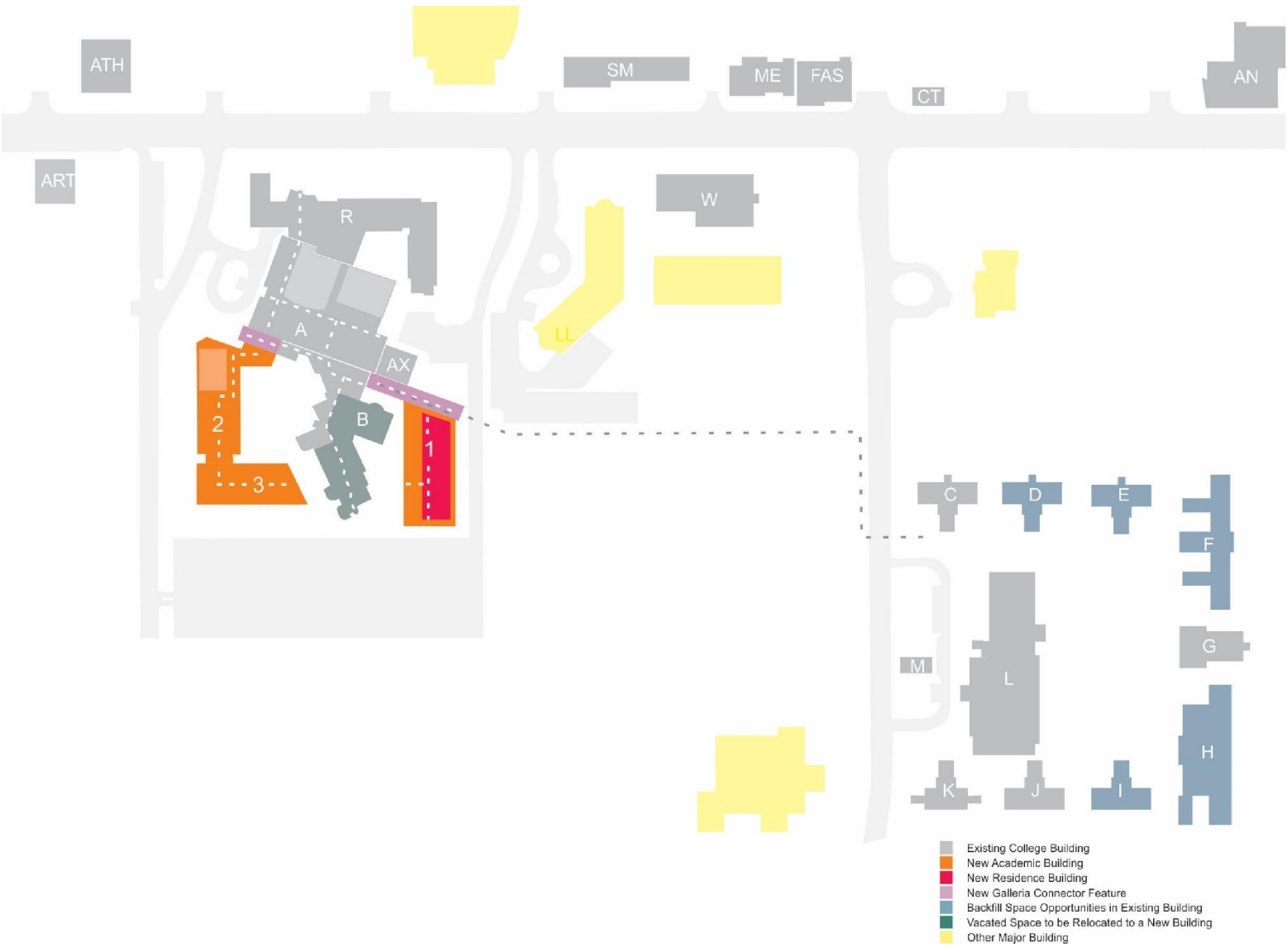
- Relocated instructional spaces currently located in Building B levels 1 and 3 ⁵
- Additional instructional and academic offices in response to planned growth
- Relocated and expanded Library from Building B⁵ or, alternatively, supplementary new Learning Commons facilities ⁶

⁵ Assuming the College anticipates that Phase 4 **will be** implemented soon thereafter

⁶ Assuming the College anticipates that Phase 4 **will not be** implemented

CDP Lakeshore Campus

Lakeshore Campus High-Level Scenario 2 – Phase 2 & 3 Relocations and Backfill Opportunities



Centres of Innovation & Campus Development Plan Initiatives 2016-21

na

Campus Land Use Plan Initiatives 2015-45

Assuming Consolidation of Media in Phase 2 and Phase 3

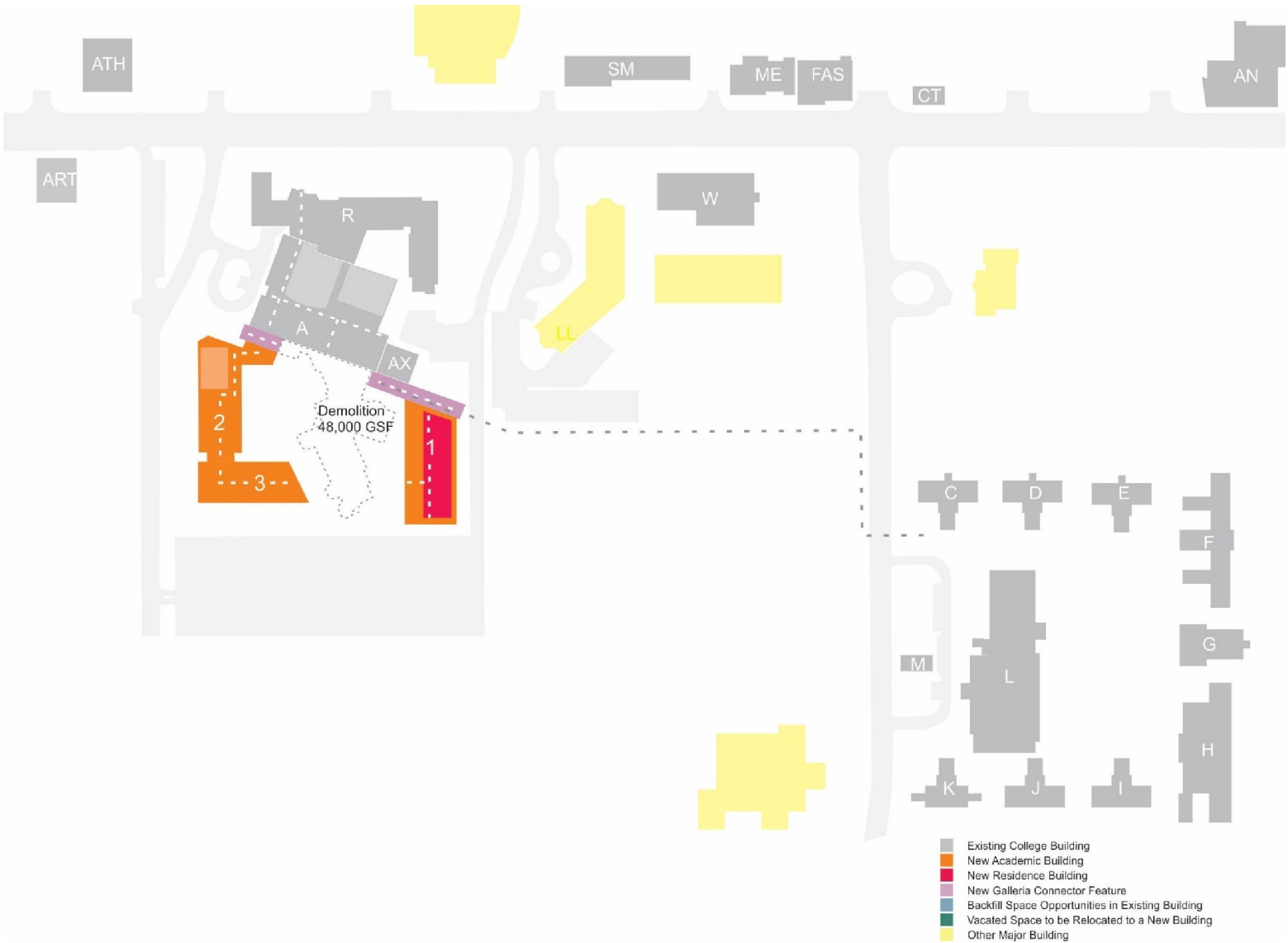
- Backfill of up to 16,300 NASF instructional space vacated in buildings D, E, F, H and I
- Backfill of up to 7,900 NASF academic office space vacated in buildings D, E, F, H and I

Building B

- Upper part of Library to instructional and academic office space
- Lower part of Library (collections) allocated to Ignite ⁷

⁷ Assuming the College anticipates that Phase 4 **will not be** implemented

Lakeshore Campus High-Level Scenario 2 – Phase 4 Demolition



Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

na

Campus Land Use Plan
Initiatives 2015-45

- Building B demolished. 48,000 GSF removed from College inventory.

CDP Lakeshore Campus

Lakeshore Campus High-Level Scenario 2 – Phase 4 Construction



Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

na

Campus Land Use Plan
Initiatives 2015-45

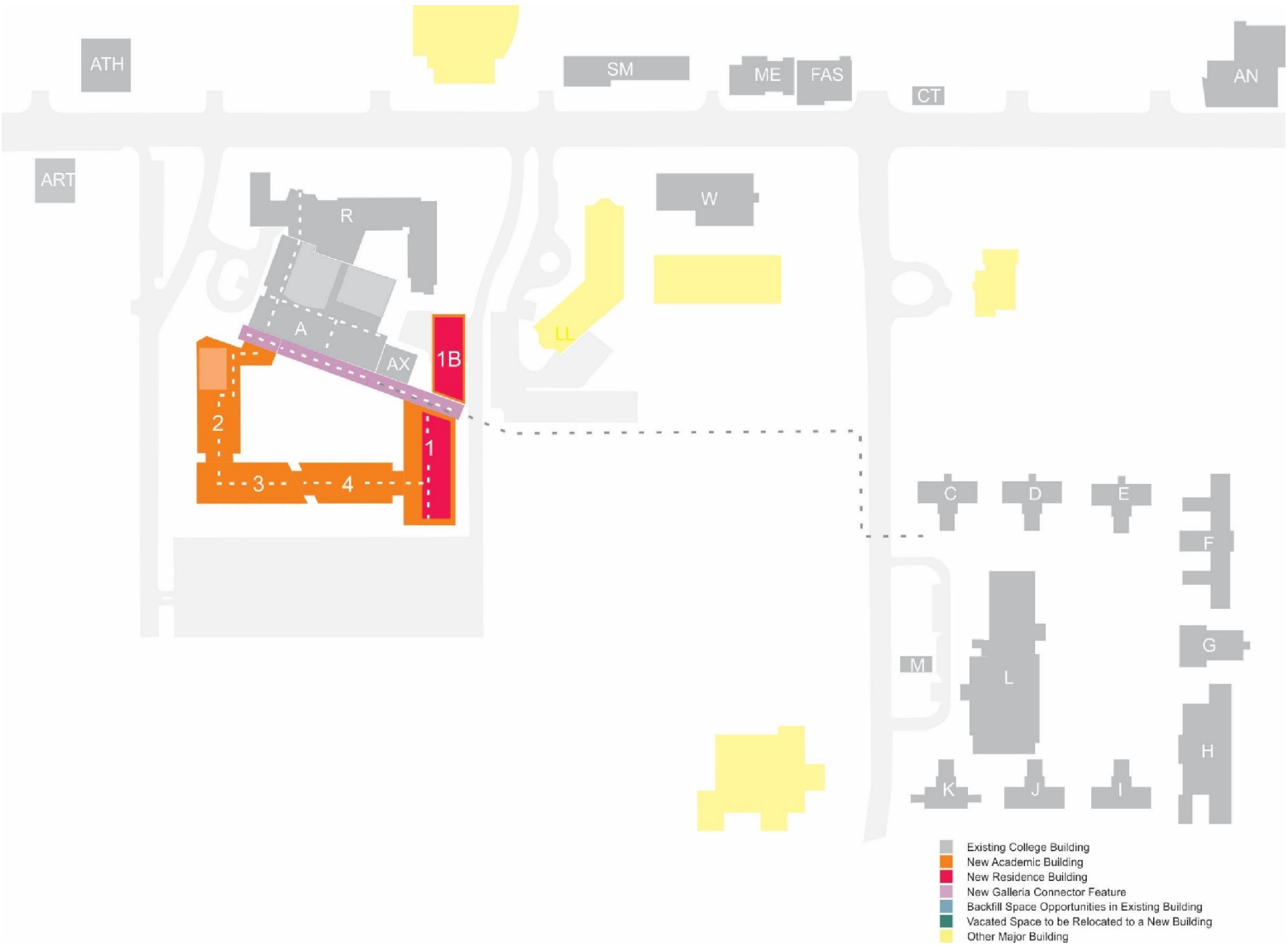
Phase 4 Building Added
60,000 GSF - 4 Levels

- Instructional and academic office space added based on demand and plans of the College at that time

Galleria Connector Added
7,500 GSF at Grade

- Connector completed

Lakeshore Campus High-Level Scenario 2 – Additional Residence Capacity



Centres of Innovation &
Campus Development Plan
Initiatives 2016-21

na

Campus Land Use Plan
Initiatives 2015-45

Residence Tower Added (Optional)
60,000 to 90,000 GSF – Up to 10 Levels

- 200 to 300 beds assuming 300 GSF per bed

4E CDP Leased Space

Introduction

The College currently leases approximately 88,400 gross square feet (GSF) of space in the Toronto region as follows:

Campus	Building / Location	Area - Square Feet
Lakeshore Campus	Birmingham Arts & Media Studios	54,402
Lakeshore Campus Total		54,402
North Campus	Centre for Transportation Safety	9,200
North Campus Total		9,200
Orangeville Campus	275 Alder Street	4,698
Orangeville Campus Total		4,698
CESC	1 Partley Bull Parkway	2,153
	1345 St.Clair Avenue West	5,836
	1620 Albion Road	6,305
	1700 Wilson Avenue	3,345
	555 Burnamthorpe	2,422
CESC Total		20,061
Grand Total		88,361

This section outlines criteria and considerations to inform future decisions by the College regarding the renewal of these leased facilities, considering both the planning directions of the 2016-21 Campus Development Plan (CDP) and the 2015-45 Campus Land Use Plan (CLUP).

Despite the established CDP horizon, planning cannot occur in isolation and must consider the College's longer term goals and initiatives.

It is therefore necessary to describe the CDP measures in the broader context of both on-going projects and planned projects or decisions awaiting the College.

These timing considerations, along with the location of each measure and their resource implications are conveyed in this section using the following matrix:

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus						
Orangeville Campus						
Other Location(s)						

- Resource Allocation Scenarios
- ☐ Minor Renovation or Reallocation of Existing Space

☒ Major Renovation or Conversion of Existing Building

☒ New Building

☒ Decision Point / Long Term Plan

☐ Enabling Measure

The measures deemed to be in the scope of the 2016-21 CDP (0 to 5 Years) are shown in the matrices in the blue 0 to 5 Years CDP column here and on the following pages.

Note

In this section and the following ones, decisions points and renovation and construction proposals to be considered after 2021 are indicated under the umbrella of the CLUP. While occurring during the timeframe of the CLUP, actual project and implementation plans, since they address building space rather than land use planning, should be described in future CDPs – e.g. CDP 2022-27, CDP 2028-33, etc.

Leased Facilities

Birmingham Arts & Media Studio Building at Lakeshore Campus

Since 2009 Humber has leased from the City of Toronto a former ice hockey arena building of 54,000 GSF to house studios and related facilities for its Theatre, Film & TV and Comedy programs. The \$10,000,000 cost of converting the facility to its current configuration was borne by the College at the time. The lease expires in 2029. The College does not currently know if the lease can be renewed, and on what terms.

The criteria and considerations outlined below assume that the College plans to offer, beyond 2029, the same programs requiring approximately same amount of space to house them.

Similarly, it is assumed that the ratio of occupancy cost (leases, building operating costs, amortized renovation costs, etc.) and revenue will remain approximately constant and do not factor, in this discussion, in the College’s decision to renew the lease or not.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus					◆	
Orangeville Campus						
Other Location(s)						

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

●

Major Renovation or Conversion of Existing Building

●

New Building

◆

Decision Point / Long Term Plan

□

Enabling Measure

Lease Renewal Timelines

It is advisable that the College and the City of Toronto reach a decision to renew the Birmingham Building lease no later than September 2026, three years before the expiry of the lease in 2029. The three-year interval will allow enough time for the planning and construction of a replacement facility, assuming all approvals and funding are already in place at that time.

Availability of a Replacement Site

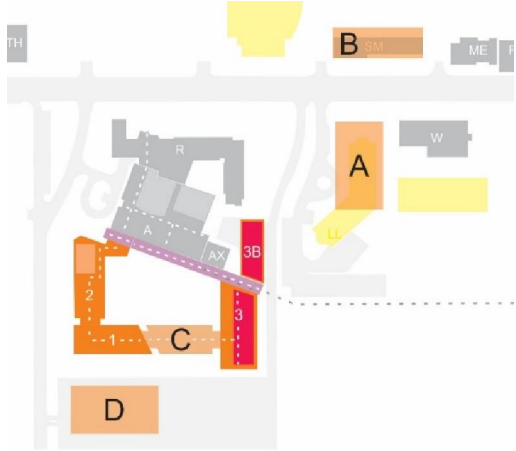
The 2026 milestone falls beyond the planning horizon of the 2016-21 CDP. However, it is prudent to assume for planning purposes and until 2026 that the Birmingham Building lease will *not* be renewed so as to have contingencies on how the leased facility might be replaced / relocated elsewhere on Campus. This contingency approach, in turn, informs other land-use decisions on other key Lakeshore Campus sites, including:

- A
- The 2.8-acre site on Lake Shore Boulevard owned by the College but leased on a 99-year basis to the City of Toronto where it operates a 150-bed long-term care facility (Lakeshore Lodge). The City is now considering redeveloping this property either at its current location or at a nearby location in south Etobicoke.

In this latter instance the College would regain control of the 2.8-acre site which benefits from an excellent location and visibility and, importantly, is less encumbered by building height regulations. This site would be ideal for the relocation of the activities currently housed in the Birmingham Building, perhaps in combination with a large capacity performance venue replacing the A Building auditorium.

A carefully staged and executed *exchange* of the two sites discussed here (i.e. Birmingham Building and Lake Shore Lodge) could possibly be negotiated with the City.

- B
- The site commonly known as the “Strip Mall” on the north side of Lake Shore Boulevard between Nineteenth Street and Twentieth Street that can accommodate a 40,000 gross square feet facility. Decisions as to how the existing building is used by the College or leased to third parties should consider the timelines discussed above.
- C
- The 60,000 to 90,000 GSF Phase 4 building previously and generically described in Section 6 as part of the CDP Lakeshore Campus scenarios (see page 4D-8 and 4D-19).
- D
- The southerly portion of Parking Lot 1, possibly in combination with a structured parking facility.



Humber Transportation Training Centre & Motorcycle Training Programs

The Humber Transportation Training Centre is housed in a 9,200 net square feet (NASF) office suite on the upper floor of commercial leased facilities at the intersection of Highway 27 and Carrier Drive. The lease expires in 2019. The Centre offers Professional Truck Driving programs requiring classroom space, administrative space and outdoors space for the overnight parking of very large vehicles (up to and including 53’ tractor-trailer equipment).

The College must decide before 2019 to renew the lease or not, while considering the success of the program and the fact the location is operating at full capacity with no opportunity to increase the amount of leased space or to park and manoeuvre additional large vehicles on the property.



The College also offers Motorcycle Rider Training programs. The theory component of the training programs is delivered weekday evenings at the North Campus. The practical component is delivered using Humber's own Queen's Plate parking lot at the North Campus and two other private parking lots in the northwest quadrant of the GTA (at the Woodbine shopping mall nearby and the Hershey Centre in Mississauga). Humber-owned motorcycles are stored at the three sites in shipping containers, while the maintenance of this equipment is done at the North Campus using the N Building Shipping and Receiving space. Program representatives would prefer to stage the practical training components of the programs in a single location in a large, uninterrupted open parking space suitable for 60 students.

The College does not currently know if the lease can be renewed, and on what terms. For the discussion below it is assumed that the landlord's renewal terms will be aligned with local market conditions at the time of the renewal. It is also assumed the College plans to offer the same programs requiring approximately the same amount of space to house them in any leased or owned location.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus						
Orangeville Campus						
Other Location(s)				◆		

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

●

Major Renovation or Conversion of Existing Building

●

New Building

◆

Decision Point / Long Term Plan

□

Enabling Measure

Non-financial factors that can inform the College's decision to renew the lease in situ, find another suitable rental location or relocate the Centre in College-owned space at the North Campus include:

- Campus experience and services delivery, keeping in mind that the Centre's students / trainees typically do not look for, nor expect, the same types of amenities and support than students enrolled in post-secondary programs.
- Searching for a suitable training site for the Motorcycle Rider Training programs at the same time.
- Preference to find a location in the northwest quadrant of the GTA, where the College already enjoys a competitive advantage and easy access to major highways.
- Possibility that locating the Transportation Training Centre and its truck fleet at the North Campus will add to the vehicular congestion issues already experienced there.
- Possibility on a long-term basis to co-locate the Transportation Centre and the proposed College Operations Logistics Hub on an off-campus site, including a 5.2-acre parcel of land owned by Humber at the intersection of Highway 27 and Carrier Drive currently used by the College as overflow parking and for motorcycle training.

Leased Facilities

Leased Facilities –
Lease Renewal and / or Investment in Additional Space at the Orangeville Campus

The Orangeville Campus leases approximately 6,800 net square feet within the Town's Alder Street Recreation Complex where it offers Early Childhood Education, Police Foundation, Social Services, Design Foundation and College or University Transfer programs to approximately 250 students. The unique features of the campus are its small size, which fosters a cohesive and collegial learning environment, and its close integration with the Recreation Centre which provides access to library services, food services and sports / fitness facilities.

The lease for the space currently occupied by the College in the Recreation Centre will end in 2018. The decision to extend the lease, increase the amount of space leased in the building or relocate the campus altogether to a different site depends on key decisions, the primary ones being around Humber's long-term strategic, academic and enrolment plans for its Orangeville campus. Aspects of these plans may also be informed by the following considerations:

- The possibility of leasing another 4,500 net square feet within the Recreation Centre if the municipality relocates its Library to another location. The College estimates this additional space would create capacity for approximately 120 students.
- The terms and costs of renewing the existing lease or the existing lease in combination with 4,500 additional net square feet.
- The availability and occupancy costs of suitable facilities elsewhere in the Town of Orangeville.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus						
Orangeville Campus				◆		
Other Location(s)						

Resource Allocation Scenarios

○ Minor Renovation or Reallocation of Existing Space

● Major Renovation or Conversion of Existing Building

● New Building

◆ Decision Point / Long Term Plan

□ Enabling Measure



Other Planning Considerations –
Schomberg Farm

In 1988 Humber College purchased a 97-acre farm in Schomberg to house its Equine programs for the sum of \$1.80M. The property is zoned A1-Agriculture and cannot be subdivided into parcels less than 50 acres. The farm house is not livable and the on-site barns are no longer functioning. The property's fields are leased to nearby farmer(s) for cash crops and grazing purposes.

The planned expansion of Highway 427 northwards to Major Mackenzie still leaves the Schomberg property significantly distant from a major road. Similarly, the proposed northbound extension of the GO Train line to Alliston was rescinded in 2014, while the closest GO Bus is 13 km south of the farm location in Bolton.

A 73-acre farm in the area was recently sold for \$2.25M. Humber will need to make decisions regarding the future of this property in the coming years.

Location	Project or Planning Horizon					
	Approved / In Progress	CTI / CCBI Projects	CTI / CCBI Backfill	0 to 5 Years CDP	6 to 10 Years CLUP	11 Years + CLUP
College-wide						
North Campus						
Lakeshore Campus						
Orangeville Campus						
Other Location(s)				◆		

Resource Allocation Scenarios

○

Minor Renovation or Reallocation of Existing Space

●

Major Renovation or Conversion of Existing Building

●

New Building

◆

Decision Point / Long Term Plan

□

Enabling Measure

Appendix A

Campus Development Plan Consultations

The meetings listed below were facilitated by Michel de Jocas, ECS Partner. Many meetings were attended by Angelo Presta, Senior Director of Capital Development and Facilities Management. The discussions and findings arising from these meetings were instrumental in defining the CDP's Scope and Planning Context presented in Section 4.

Senior Management Team

- Chris Whitaker President and CEO
- Rani Dhaliwal Senior Vice President, Planning and Corporate Services and CFO
- Laurie Rancourt Senior Vice-President, Academic
- Jason Hunter Vice-President, Student and Community Engagement
- Alister Mathieson Vice-President, Advancement and External Affairs
- Lori Diduch Vice-President, Human Resources and Organizational Effectiveness

Academic / Learning

- Laurie Rancourt Senior Vice-President, Academic
- Gina Antonnaci Associate Vice President Academic
- Eileen de Courcy Associate Vice President, Teaching and Learning
- Ann Dean Dean, Program Planning, Development and Renewal

Planning & Corporate Services

- Tracy Fattore Associate Vice-President, Administration
- Michelle Moore Director, IT Project Management
- Scott Briggs CIO, Information Technology Services
- Paul Iskander Director, Campus Services
- Rob Kilfolye Director, Public Safety and Emergency
- Corrine Johnston Director, Strategic Planning and Institutional Analysis
- Sanjay Puri Director, Finance Services and Planning

Lakeshore Campus / Orangeville Campus

- Joe Andrews Director of Orangeville Campus
- Wanda Buote Principal, Lakeshore Campus

Humber Student Federation / Ignite

- Ercole Perrone Executive Director, Ignite
- Jen McMillen Dean of Students

University of Guelph Humber

- John Walsh Vice-Provost, Chief Academic Offices and CEO

Library and Learner Support

- Jason Hunter Vice-President, Student and Community Engagement
- Lynn Bentley Director, Library
- Chantal Joy Director, Advising and Student Academic Support
- Janet Lising Manager, Office and Circulation Services
- Alexandra Ross Liaison Librarian, Lakeshore Campus

Research & Innovation

- Darren Lawless Dean, Applied Research and Innovation
- Candice Watson Operations Manager, Applied Research and Innovation

Appendix A - Consultations

Marketing and Communications

- Olga Lalka Director, Marketing
- Andrew Leopold Director, Communications
- Krista ODonnell Chief Advancement Officer

Student Success and Engagement

- Jen McMillen Dean of Students
- Meg Houghton Director, Student Access, Wellness and Development

Career Development

- Melissa Gallo Associate Director, Advising and Career Services
- Chantal Joy Director, Advising and Student Academic Support

International

- Diane Simpson Consultant, International
- Kim Smith Associate Director, International Admissions and Student Services
- Linda Chao Associate Director, International Recruitment and Market Dev.

Aboriginal Services / First Nations

- Jason Hunter Vice-President, Student and Community Engagement
- Shelley Charles Elder, Advisor on Aboriginal Relations

Residences

- Jason Hunter Vice-President, Student and Community Engagement
- Ron Henriques Manager, Campus Services
- Paul Iskander Director, Campus Services
- Susan Miller Associate Directors, Student Services

Athletics

- Jason Hunter Vice-President, Student and Community Engagement
- Jen McMillen Dean of Students
- Ray Chateau Director, Athletics
- Michael Kopinak Associate Director, Athletics

Community Outreach and Workforce Development

- Jason Hunter Vice-President, Student and Community Engagement
- Chantal Joy Director, Advising and Student Academic Support
- Geraldine Babcock Director, Community Outreach and Workforce Development
- Melissa Gallo Associate Director, Advising and Career Services
- Elana Lewis Manager, Community Outreach and Workforce Development

Education and Training Solutions

- Karen Tavener Director, Transportation Training Centre
- Andy Hertel Manager, Motorcycle Rider Training

School of Liberal Arts and Sciences

- Paula Gouveia Dean
- Cynthia Wilson Business Manager
- Vera Beletzan English
- Dawn MacAulay Liberal Studies
- Paul Ward Continuing Education
- Stephen Allen English Language Centre
- Therese Gormley Hirmer Academic Upgrading

School of Applied Technology

- Denise Devlin-Li Dean
- Bill Angelakos Associate Dean
- Vincent Shaikh Associate Dean

School of Health Sciences

- Jason Powell Dean
- Lenore Duquette Associate Dean
- Sheila West-Merker Associate Dean
- Michael O'Leary Associate Dean

School of Hospitality, Recreation and Tourism

- Susan Somerville Dean
- Rudi Fishbacker Associate Dean
- Kristan Lingard Associate Dean

School of Creative and Performing Arts

- Steve Bellamy Dean
- Andrew Scott Associate Dean

School of Social and Community Services

- Dereck Stockley Dean
- Erica Franklin Business Manager

The Business School

- Alvina Cassiani Dean
- James Cullin Associate Dean
- Paul Griffin Associate Dean
- Peter Madott Associate Dean
- Deborah Johnston Continuing Education
- Mike McDougall Director, Professional and Continuing Education

School of Media Studies and IT

- Guillermo Acosta Dean
- Robert Richardson Associate Dean
- Heather Lowry Associate Dean
- Michael Wright Director of Broadcast Services