

R YOU ARE HERE

Planning Ryerson's Future



Building up to build a better campus for you



Streets that are about more than getting you from A to B



Design that works for you



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Introduction

The Ryerson Master Plan (RMP) was created in 2008 to guide the University's future growth. The Plan offers a practical vision of how Ryerson, and its surrounding area, can change and improve over time.

The RMP currently exists in two forms. It can be found in Ryerson's administrative offices as a lengthy coil-bound report or on Ryerson's web site in the form of two large .pdf documents. The relative fixity and immobility of this document does not match the flexibility of its vision and interactive process through which it was developed. It is this discrepancy between the Plan's flexible approach and its inflexible format that the You Are Here project will work to correct. This project seeks to match form to content, and connect the Plan to its public.

The RMP was developed through a consultation and engagement process with students, faculty, staff, alumni, the City of Toronto, the Downtown Yonge Business Improvement Area, local residents, the Yonge-Dundas Square Board of Management and other institutional neighbours. The Master Plan that came out of this process is not a firm roadmap to a single goal, nor does it adopt a narrow focus. Rather it strives to be a living document—a broad vision for Ryerson's growth that is flexible and adaptable to change. It imagines

many possible ways in which Ryerson can grow over time and acknowledges that this growth will depend on the actions of many individual and institutional actors. In this, the RMP demonstrates a shift taking place in urban planning theory and practice. There is a growing recognition that planners need to create planning documents that consider a range of viable alternatives to connect to the community. In order to achieve this connection, planners will need to communicate using accessible language and methods.

Starting as early as the 1960s, planning theorists and practitioners began to realize that rigid, authoritative master plans offered an unrealistic perspective on urban growth. Consensus began to build around the need for master plans that acknowledge the complexity of the institutions and cities whose growth they were intended to guide. Because cities change in ways that are difficult to predict, master plans should have the flexibility to adapt to change. Planners also began to recognize the central importance of public participation and social diversity for master plans.

Evolving from such thought, new style master plans consider the existing urban fabric, take a broader and more flexible approach, and assume a different kind of relationship with the public. Rather than treating citizens like spectators who watch while their community changes around them, contemporary master plans engage citizens as partners and acknowledge their different kinds of expertise. Engaging these diverse communities requires planning documents that are attractive and easily understood.

The need for approachable planning tools is particularly relevant in Ryerson's case because the Ryerson campus is interwoven with the surrounding city neighbourhood. Ryerson has embraced its interconnection with the city, and, in the Master Plan, imagines itself to have no fixed boundaries from the diverse urban communities that surround it. Despite the University's vision for inclusion, the Master Plan is currently not easily accessible to the Ryerson community.

The You Are Here project will address the RMP's current disconnection from the Ryerson

community. This project will invite community members to read about and reflect on the Master Plan and its principles by providing accessible, attractive tools that are written with a diverse, non-professional audience in mind. This project will facilitate engagement with community members and bring them into an ongoing conversation about how the University will develop over time.

By welcoming the community into this conversation, Ryerson hopes that the RMP will live in the minds of the Ryerson community as much as it already lives in the work of Ryerson's administrators. It is important to engage the community not only because Ryerson's growth will affect them, but also because the community can help realize the Master Plan's vision. Building a university is like building a city—it is not unilaterally willed into existence. Ryerson will need to build trust, grow enthusiasm, and nurture the plan in the community's collective imaginations if it is to expand according to its principles.



The Changing Shape of Master Planning

The Ryerson Master Plan was written following years of debate among planners about what master plans can and should be. Master planning has been evolving as planners struggle over how and why to plan for urban change. These debates have helped shape the Ryerson Master Plan and informed the You Are Here project.

Rational-comprehensive roots

Master planning has its strongest theoretical roots in rational-comprehensive planning theory. According to this theory, it is possible to fully analyze urban problems and to rationally determine the solutions to those problems. This model treats urban planners as technical experts, who can craft the right plan and guide planning in the public interest. In their attempt to provide greater certainty, comprehensive planners often turned to the genre of the master plan because this tool offers a systematic structure that planners can use to make decisions and achieve an ideal outcome. These plans were large, long-term, technical documents that focused primarily on the future physical appearance of an urban area and did not engage the public in a meaningful way.

Communicative theory's critique

Despite the persistence of the rational-comprehensive planning model, this theory has been subject to much criticism in recent years. In the face of this criticism, communicative planning has emerged to offer an alternate approach to planning. Communicative planning theory turns away from narrow rational analysis to an interactive and participatory approach. Communicative theorists argue that planning goals and solutions should come out of communication with diverse stakeholders.

Best Practice: Detroit Future City

Detroit Future City is a strategic plan that will guide the future growth of Detroit into 2030. It recognizes that as a large, long-term plan, it needs to be continually revisited by various stakeholders in the city, in order to be successfully implemented in the future. In addition to its recognition of the need for continual review of long-term plans, one of the major strengths of this planning document is its focus on the people of Detroit. The plan deviates from the conventional focus on just built form, to emphasize social factors and relations. It connects the current and future residents of Detroit to the city's physical form, and discusses not only the way land use can affect people, but also how people can affect built form.

Communicative planning offers several critiques of traditional master planning.

Critique # 1: The master plan is a static document.

According to communicative planning theory, the city is a dynamic space, in which a number of economic, cultural, political and environmental factors constantly interact to change a city's built form and social environment. Despite the fact that cities continually evolve, master plans tend to be static written reports that prescribe what a space will physically look like at a future, fixed moment in time. These master plans typically envision a specific end point and are not updated on a continual basis to reflect changing attitudes and situations.

Critique # 2: The master plan focuses only on the city's physical form.

As technical planning documents, master plans tend to concentrate only on the physical appearance of buildings and spaces. Master plans often assume that improving the physical components of a space will automatically improve its social conditions. These plans tend to ignore social factors, processes, and issues, as well as their effects on city-building.

12 IMPERATIVE ACTIONS

1. We must re-energize Detroit's economy to increase job opportunities for Detroiters within the city and strengthen the tax base.
2. We must support our current residents and attract new residents.
3. We must use innovative approaches to transform our vacant land in ways that increase the value and productivity and promote long-term sustainability.
4. We must use our open space to improve the health of all Detroit's residents.
5. We must promote a range of sustainable residential densities.
6. We must focus on sizing the networks for a smaller population, making them more efficient, more affordable, and better performing.
7. We must realign city systems in ways that promote areas of economic potential, encourage thriving communities, and improve environmental and human health conditions.
8. We must be strategic and coordinated in our use of land.
9. We must promote stewardship for all areas of the city by implementing short- and long-term strategies.
10. We must provide residents with meaningful ways to make change in their communities and the city at large.
11. We must pursue a collaborative regional agenda that recognizes Detroit's strengths and our region's shared destiny.
12. We must dedicate ourselves to implementing this framework for our future.

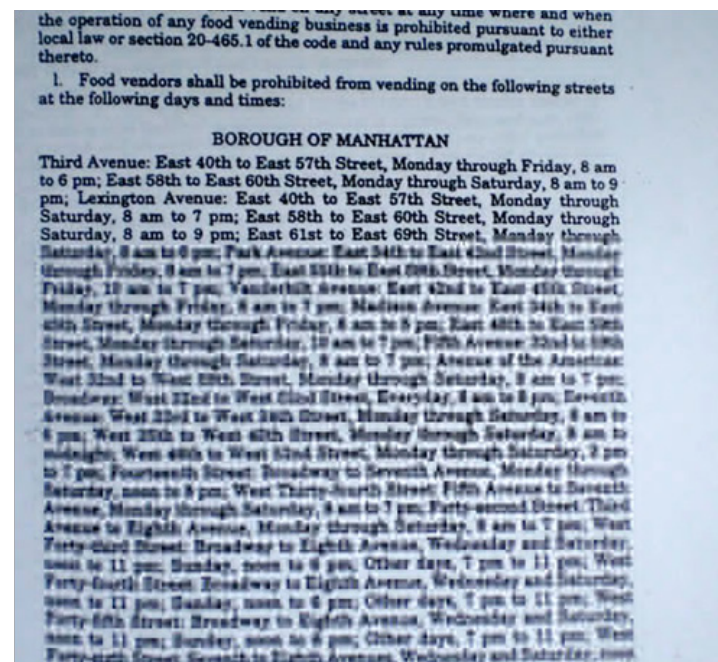
“The Strategic Framework is not a static, traditional “plan”, but rather a living and growing structure for change, and a guide to decision making. Continuing the civic conversation and revisiting the Strategic Framework's ideas and assumptions will be critical to maintaining the integrity and quality of its vision. “

Critique # 3: The master plan fails to recognize and engage with social diversity.

Rational comprehensive theory assumes that the expert planner can approximate the public interest and create outcomes that satisfy this interest. This approach ignores the existence of multiple publics, and multiple points of view. Traditional master plans are developed with little or no input from the diverse groups of people who are affected by these plans. The result of this top-down process is that the master plan itself advances majority interests, while ignoring the social diversity of cities and the needs of culturally diverse groups.

Critique # 4: The master plan is a technical, and generally inaccessible, document.

Traditional master plans tend to exist in written, report form. They are written in a very technical manner for a professional reader. The language used in master plans tends to be inaccessible to a general audience, especially to those community members who are not a part of the city's dominant culture.



Best Practice: NYC Street Vendor Guide

The New York Street Vendors Guide actively engages with social diversity, and seeks to create a more accessible document. The Guide translates the large, technical food vendor by-law to a highly graphic brochure so that it is understandable for a diverse public.



Communicative Master Planning

When informed by the communicative planning model, master planning is a much more flexible process that responds to public needs and opinions. Communicative master planning does not focus primarily on the transformation of physical space, but rather, on the cyclical interaction between place and diverse people, and how this diversity can also shape place. A communicative master plan will:

- view planning as an interactive process;
- acknowledge that all communities should participate in choosing planning goals;
- ensure that planning goals reflect the social, economic and cultural diversity in a city;
- assume that the planner is not an all-knowing, rational expert, but rather is responsible for resolving conflict and helping to facilitate a process of mutual learning amongst diverse groups, in order to arrive at a consensus; and
- realize that technical analysis is only one source of knowledge in the planning process. The planner's goal is to gather information from stakeholders that may be expressed visually, symbolically, or through conversation.

“Although the Official Plan has provided a clearly articulated vision for the City of Toronto for more than a decade, the knowledge and integration of that vision is not widespread”

A new kind of communication

The communicative turn in planning has led some planners to develop new communication methods. Because urban community members are often culturally diverse and differently educated, planners must be able to communicate in more accessible, interactive ways. This kind of communication requires tools that bridge cultural and class divides. Multimedia communication tools ó including visual images, film, and social media ó have become a significant part of the planner's toolbox. Multimedia tools can help make planning information more accessible to diverse communities, and consequently help the entire planning process become more inclusive.

City of Toronto Official Plan and Supporting Documents:

The City of Toronto has recognized the communicative shift in planning and the consequent need for different way of communicating planning information. The City of Toronto, under the guidance of Chief Planner Jennifer Keesmaat, has produced an array of different multimedia tools that act as gateways into Toronto's Official Plan, helping citizens engage with and understand planning issues in Toronto. Such tools include:

- The graphically-rich Chief Planner Roundtable Report,
- Jennifer Keesmaat's 'Own Your City' blog; and
- The City of Toronto's 'Inside the Planner's Studio' videos.



CHIEFPLANNER *roundtable*

2013 volume 1

- Our Urban Fabric
- The Resilient City
- Next Generation Suburbs

Ryerson's Master Plan

What is the Master Plan?

Ryerson's Master Plan (RMP) is a strategic visioning document intended to guide future development of the school's campus. The plan is meant to be a flexible framework that informs decisions about Ryerson's growth rather than a rigid pronouncement of how, when, and where Ryerson will build. The Master Plan outlines a series of principles, grouped around three key goals:

1. Urban intensification:

This goal describes how Ryerson can grow within its limited urban footprint. Key opportunities include developing partnerships, building vertically, and focusing on the core campus area.

2. People first:

This goal outlines how Ryerson can create an active, pedestrian-friendly campus. Key opportunities include improved streetscapes, ground floor retail and galleries, and effective pedestrian, cycle, and transit connections.

3. Design excellence:

This goal indicates that Ryerson will demonstrate best practices in design to ensure a lasting positive impact on the city. Key opportunities include designing flexible academic spaces, and developing green buildings.

How was the Master Plan created?

The Ryerson Master Plan was created through a collaborative process involving reputable architects, urban designers, urban planners, and the Ryerson community. Four consultants with strong reputations for leadership and excellence helped lead the process:

- Kuwabara Payne McKenna Blumberg Architects
- Daoust Lestage Inc.
- Greenberg Consultants Inc.
- IBI Group

Beginning in October 2006, the master planning team developed the Plan through an 18-month long process involving over 300 meetings, consultations and forums with Ryerson community members ó students, faculty, staff, alumni, the City of Toronto, the Downtown Yonge Business Improvement Area, the Yonge-Dundas Square Board of Management and other institutional and residential neighbours.

RYERSON UNIVERSITY MASTER PLAN

MARCH 2008



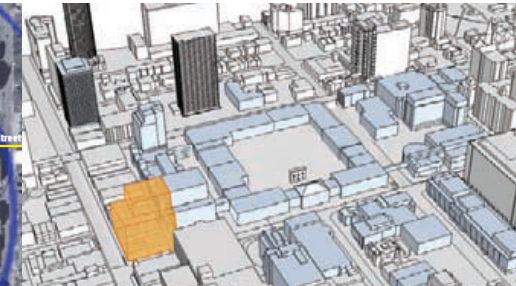
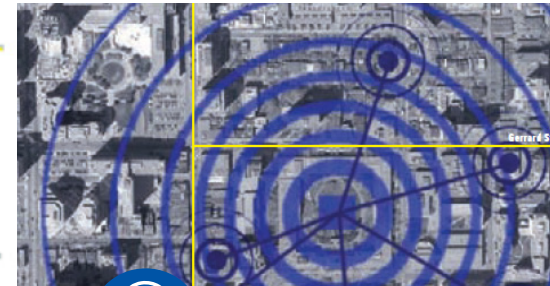
Strengths of the Master Plan

- **Flexible framework:** The Ryerson Master Plan does not describe a necessary end-state for the campus. Instead it provides a framework to guide future decisions about development opportunities.
- **Community Involvement:** Throughout the master planning process, Ryerson's community was engaged and able to provide input and feedback that helped shape the final Plan.
- **Broad Focus:** The Master Plan recognizes that Ryerson needs a plan that is about more than just built form. As a result, it links Ryerson's overall vision for change with actions to achieve this change.
- **Graphic elements:** Throughout the Master Plan, visual examples are used to help paint an easy-to-understand picture that explain many of the concepts and principles.

Opportunities to Better Capitalize on the Master Plan

There are several ways in which the Master Plan could better communicate with Ryerson's broad community. Some key ways to improve accessibility include:

- **Reducing the use of specific examples:** The frequent use of examples, in particular the Kerr Hall revitalization, throughout the Plan, suggests a rigid dependence on specific projects rather than a flexible framework that is adaptive and opportunistic. To ensure that the Master Plan is not interpreted as a strict stepwise plan, any new Plan-related products should use existing examples only to ensure the future does not seem prescribed.
- **Communicating a vision beyond design and architecture:** The Plan contains a number of building visualizations, and, as a result, it can often appear to be more of an architectural vision for the campus. By regularly presenting architectural examples and visualizations, the 'what could Ryerson look like' appears to be the Plan's purpose, rather than the Plan's true intention, which is to describe how to build a better future.
- **Developing a consistent graphic language:** The Plan uses inconsistent graphic elements. For example, six different styles of maps are used in the Master Plan, and these maps regularly feature different perspectives and orientations. Improving the consistency of the graphic language in follow-up products will help better communicate the Master Plan.
- **Developing a clear outreach strategy:** While the current Master Plan established Ryerson's vision, follow-up engagement with Ryerson's broad community has been minimal. Furthermore, neither the Master Plan nor its website offer a easy opportunity for community members to learn about Ryerson's Plan. A clear strategy to engage and communicate with Ryerson's community, many members of whom helped create this Plan, would help ensure that the Plan is well-received, and well implemented.



You Are Here Project Process

The You Are Here project came out of an intensive discussion about and analysis of the Ryerson Master Plan. Project members collaborated to discover the underlying themes and principles that inform the Plan. This analysis powerfully informed the strategy of the You Are Here initiative.

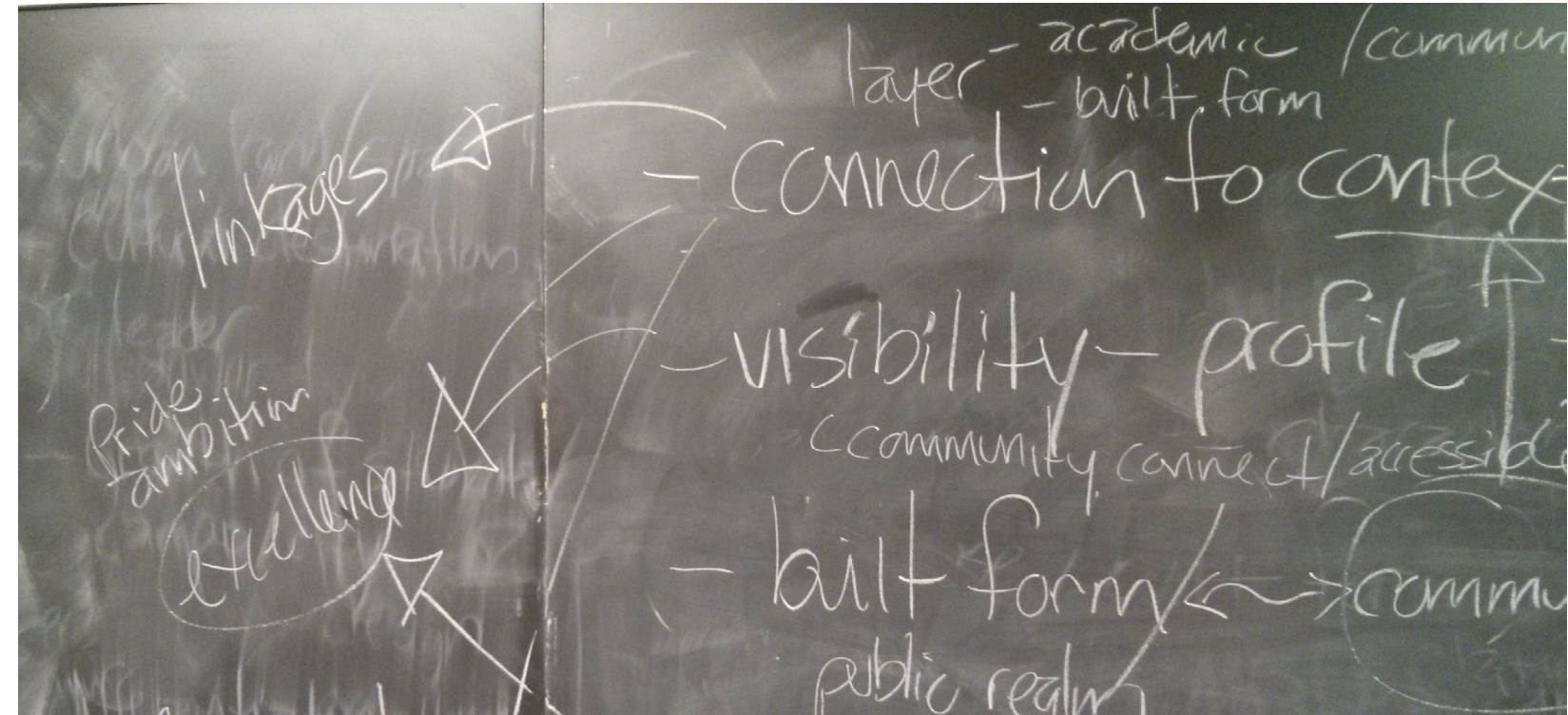
The Master Plan describes Ryerson's approach to planning. This approach is grounded in several fundamental values. These values are broad guidelines that are expressed again and again throughout the document.

INTERCONNECTION

Ryerson embraces its interconnection with other institutions, businesses, and communities. The Ryerson campus is open to, and overlaps with, the city. While Ryerson's location constrains how the University will construct its buildings, streets and services, classrooms and public spaces, it also offers many opportunities for collaboration and innovation. The Master Plan recognizes that Ryerson's growth can benefit not only future students and staff, but also the city as a whole. Ryerson considers itself to be a "city-builder" and is determined to improve the city as it grows.

PEOPLE FIRST

The Master Plan foregrounds the needs of the Ryerson community while planning for the campus' growth. This commitment is apparent throughout the Plan. It maintains the priority of pedestrians over cars and recognizes the need for good public spaces that help people connect with each other. It also emphasizes the many exciting opportunities for the Ryerson community to benefit through collaboration with the University's corporate, public, and research partners. By establishing these, and other, priorities, the University expresses its conviction that the overall goal of master planning is to ensure that the future Ryerson inspires, supports, and serves the needs of the entire Ryerson community.



DIVERSITY

The Ryerson community consists of a broad range of people, including students, staff, faculty and those who live and work on or around the campus. Also, this community comes from varied class and cultural backgrounds. The Master Plan acknowledges this diversity and recognizes the need to engage a wide variety of people as the campus grows over time.

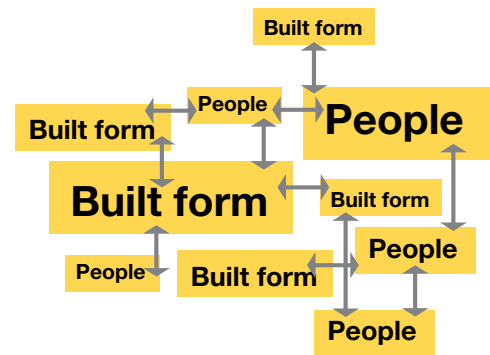
RYERSON IDENTITY

The Master Plan tells the story of a uniquely situated urban institution that provides a particularly dynamic environment for students, staff, faculty and the surrounding community. Ryerson's context and energy collectively define the Ryerson identity, which will be reflected in its development over time. The University's distinctiveness will guide its growth and will inform its ambitions for students, the campus, and the city.

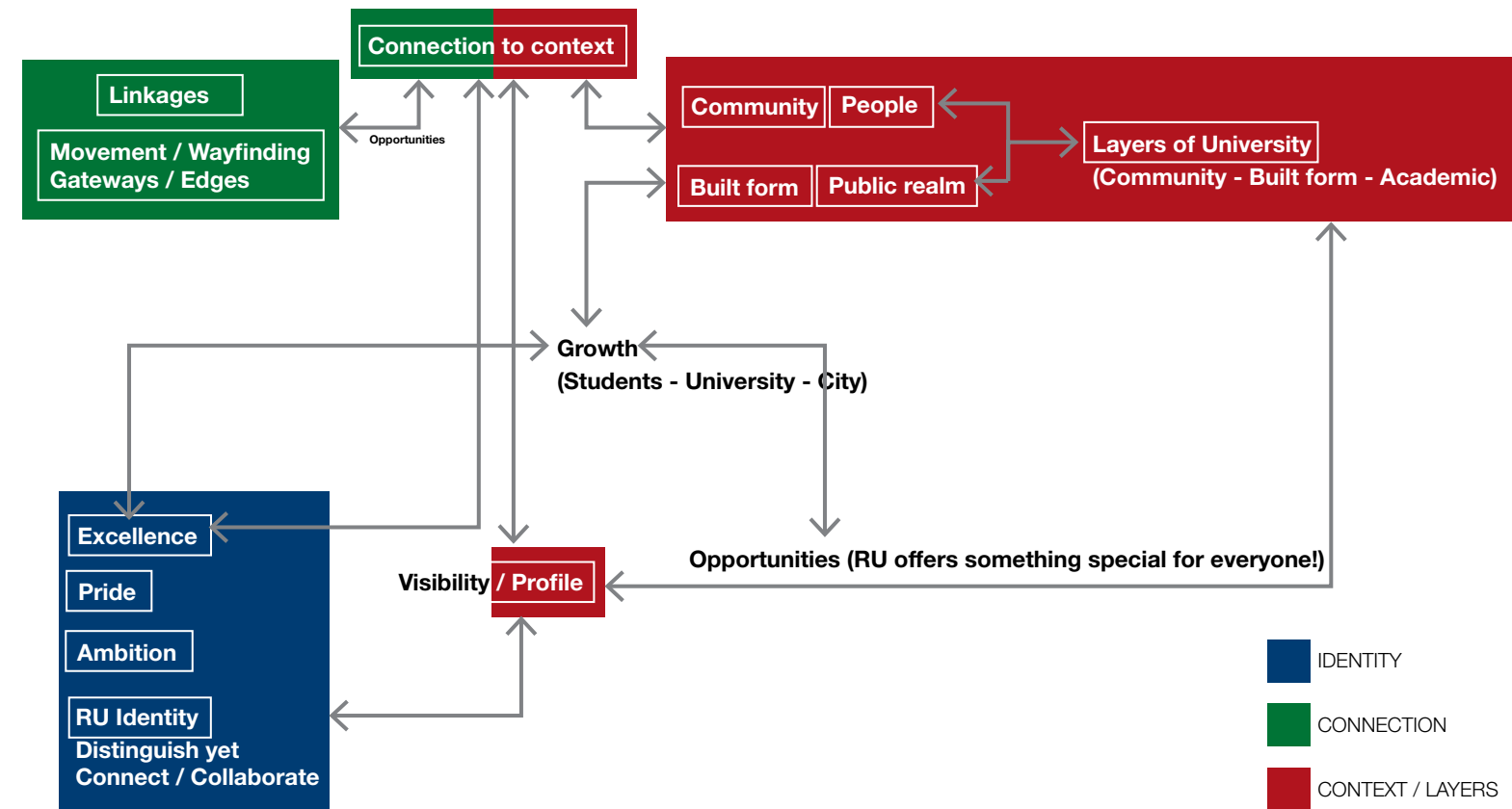
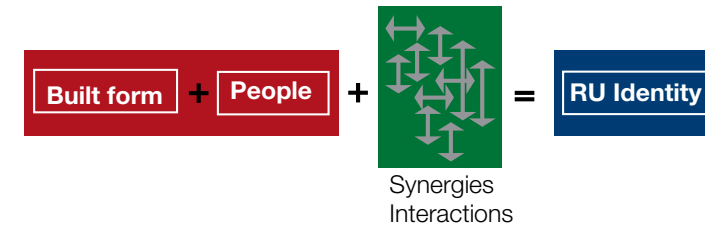
PEOPLE ↔ PLACE

The Ryerson Master Plan repeatedly expresses the conviction that good places can help people become better at what they do. Conversely, people help places become vibrant and interesting. The mutually constitutive nature of people and place is a powerful theme and one which ultimately is at the heart of the YOU ARE HERE campaign. It is, in part, because place can so powerfully affect communities and individuals that design excellence is one of the Master Plan's principal goals.

RU as a **living** urban campus / living organism constantly:



Change
Grow
Evolve
Redefine
Reshape



- IDENTITY
- CONNECTION
- CONTEXT / LAYERS



Interim Campaigns

Responding to the thematic richness of the Ryerson Master Plan, as well as the many possible conceptual and graphic options, the group developed two campaigns for the Interim Presentation. These two campaigns—YOU ARE HERE (interim) and Ryerson: Connect to a Better Future—offered different approaches to the task of engaging diverse audiences in the Master Plan's vision.

YOU ARE HERE (interim)

The YOU ARE HERE concept employs the strong, familiar iconography of the Google pin. The Google pin is an appropriate symbol because it uses Ryerson, the place, as a talking point through which to communicate the Master Plan.

One of the starting principles for this concept is that the Ryerson community, including students, staff, faculty and people who live and work in the surrounding area, all make Ryerson the dynamic, vibrant place that it is. However, the university's atmosphere of innovation is also shaped by its spaces and places. The YOU ARE HERE concept, particularly emphasizes this part of the relationship: the way in which place can enrich the Ryerson community and make them better at what they do. It is because place is so crucially important that we need the Master Plan. We need to plan how this place develops so that it best serves our needs now and in the future.

Since the Master Plan was written, so much has been accomplished that truly demonstrates the

MP's principles and brings them into reality—the Student Learning Centre, the Mattamy Athletic Centre, even the street paint on Gould Street. This campaign is both a celebration of what Ryerson has achieved already—and a recognition of the principles that have guided those achievements.

YOU ARE HERE represents the content of the MP through a new framework. This is not a reworking of the Master Plan, but a reframing—one that is intended to make it more accessible for community members. We have engaged with the Master Plan content and are presenting it to Ryerson's diverse community in a way that will resonate with them.

For this campaign, the Master Plan's principles were grouped and organized into four intuitive and meaningful lenses:
the city
the street
movement
change





Connect to a Better Future

The second interim concept, Connect to a Better Future, was developed around the idea of re-thinking the written and graphic language used to communicate the core goals of the Master Plan. The critical step in this process was a brainstorming session in which the goals and principles of the Master Plan were thoroughly examined to help determine how they could be better communicated to general audiences. This led to the following goals, and associated subgoals:

- The original goal of 'Urban Intensification' was changed to 'Building Up to Build a Better Campus.' The three subgoals here were 'Reinvent the Ryerson Core,' 'Build the Vertical Campus,' and 'Explore opportunities for Co-development.'
- The original goal of 'Pedestrianization' was changed to 'Streets That Are About More Than Getting You From A to B.' The subgoals here were 'Create a Distinct Ryerson Look,' 'Improve Connections to the City and Through the Campus,' and 'Create and Active and Exciting Ground Level.'
- The final goal of 'Design Excellence' was changed to 'Innovators in the Classroom, Leaders in the City.' The subgoals here were 'Part of the City ñ Civic Leadership,' 'Designing for Sustainability,' and 'Flexible Spaces.' Each goal was tied to a specific color, and a simple icon. This helped create a clear connection between all products that would be developed for this campaign.

In addition to reframing the RMP's goals, a core component of the Connect to a Better Future Campaign was directly identifying opportunities created for core audiences of the master plan ó faculty, students, and the local community. The opportunities were also connected to principles from the Master Plan to encourage a further exploration of Ryerson's plan. Finally, the Connect to a Better Future's poster campaign was designed to build interest in planning issues on the Ryerson campus through the use of questions, or simple statements.



RYERSON.

CONNECT TO A BETTER FUTURE.



Student Suzy



Professor Paul



IMBY Neighbours

Final Campaign YOU ARE HERE

Planning Ryerson's Future

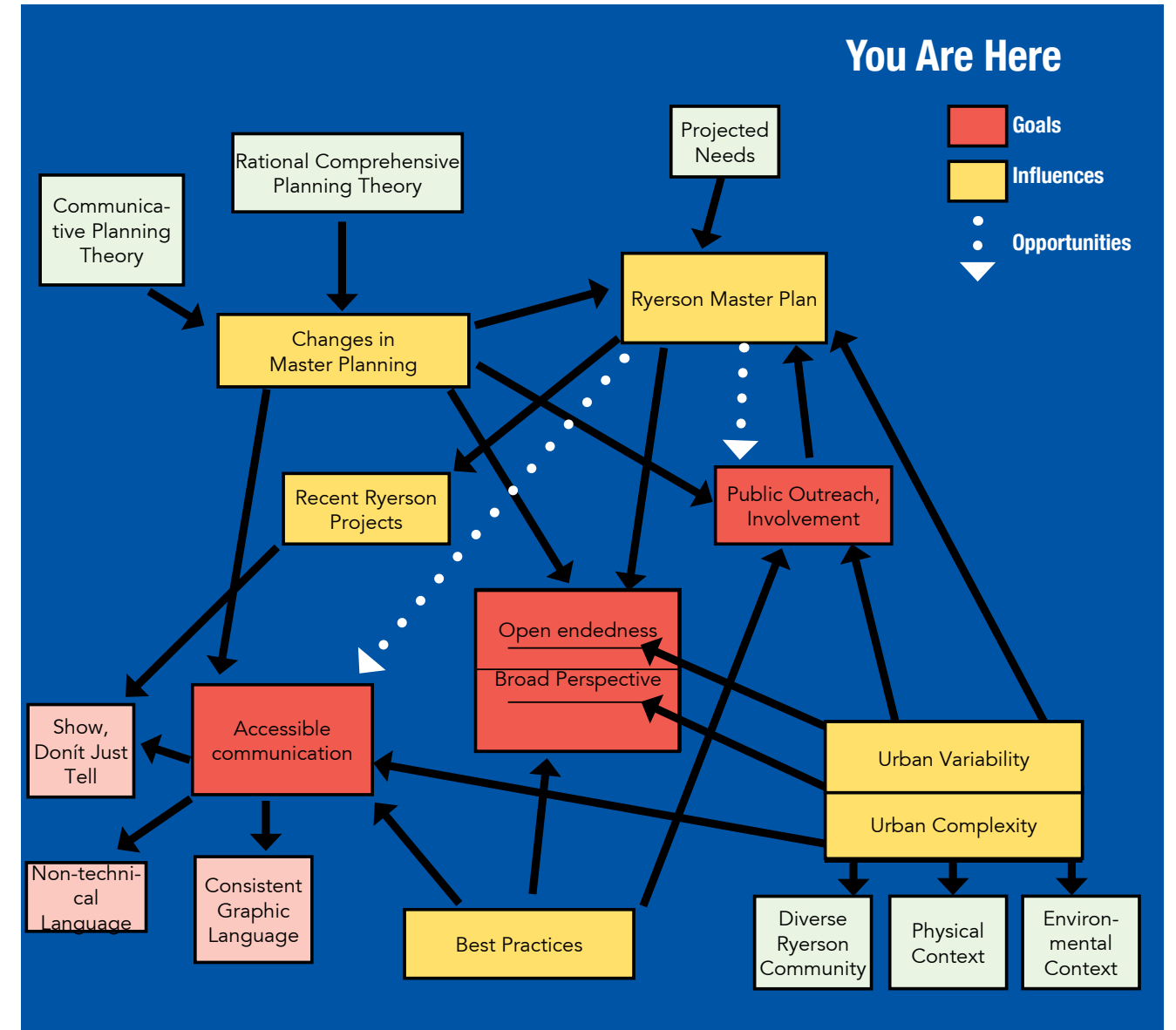
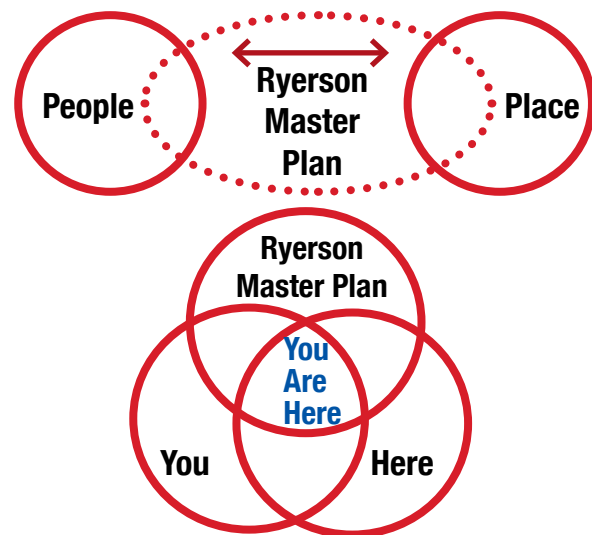
The You Are Here project is informed by history, enlightened by best practices, inspired by the Ryerson Master Plan, and energized by recent development projects on campus. The history of master planning has taught us why audiences must be engaged in master planning processes, while best practices help us imagine how best to engage those communities. The Plan itself, and the recent campus projects, help situate this discussion, and provide a sense of how this engagement can play out in Ryerson's particular context.

This project envisions a future for the Ryerson Master Plan, and contributes to the ongoing conversation about what master planning can and should be. It reimagines master planning at Ryerson as a wide-reaching conversation with the Ryerson community about how place can change people—how they think, feel, connect, and work. It is because place has such a significant influence on the work and lives of the Ryerson community that we need the Master Plan. We need to plan how this place grows over time so that it best serves our needs now and in the future.

Any city or institution engaging in long-term planning needs to engage in a similar conversation with its broader community, and this conversation needs to be continually renewed and revisited. Master planning re-

quires more than an initial or periodic checking-in with the broader community, because the factors that affect that community—public spaces, buildings, and the communities themselves—never cease to evolve.

Having developed its goals, methods, and rationale, the You Are Here project team has developed a variety of planning tools. Using this toolkit, Ryerson will be better able to communicate with community members of different class, educational, or cultural backgrounds. These tools powerfully express many lessons of planning theory and practice, although they are only a first step in beginning a conversation that will continue to explore Ryerson's many possible futures.





The Toolkit

The principal goal of the You Are Here initiative is to communicate the Master Plan using different mediums in order to make the University's plans much more accessible and engaging for a broad range of audiences. It is crucial that Ryerson engage members of the public in a conversation about its future growth not only because Ryerson's growth will affect them, but also because they will play a role in shaping it. Since 2008, when the Master Plan was created, very few people, other than Ryerson administrators, have engaged with the Plan and its principles. The You Are Here project will correct this deficiency by providing a series of accessible, attractive tools that Ryerson can use to bring the community into a conversation about the Master Plan.

There are various products, or tools, that Ryerson can use in order to introduce their diverse community to the Master Plan. Each of these tools has a different rationale and a different implementation strategy. The following list of applicable products includes items that have not been developed for the You Are Here project, but that could be usefully employed in a full-scale engagement initiative. The products that have been developed for the You Are Here project include the mini-report, card deck, posters, presentation slide deck, and website.

Mini-report

The mini-report is a stylized brochure or summary that details the most important components of the Master Plan in a succinct manner. It simplifies the Master Plan by repackaging its main goals, objectives, and principles into a format that can be easily comprehended by the average person. The booklet, at around 20-30 pages, is much more accessible and enjoyable to read than the full Master Plan, in part because it incorporates pictures, infographics, quotes, maps, and other visual elements.

The mini-report is an attractive product because it is a manageable size and because it represents the Master Plan's ideas using accessible language. The mini-report therefore is something like an interpreter: it explains complex concepts using easy-to-understand text and visuals. The mini-report is also useful because it can be distributed to community members who can then read it at their leisure.

Implementation:

A mini-report will be most successful if it is able to clearly introduce and explain the ideas in the Master Plan. Information must be provided in a meaningful order and written using clear, simple language that is appropriate for a diverse audience. It is also useful to provide thought-provoking statements that will motivate the reader to continue reading and think about the material. The mini-report should highlight how different audiences can benefit from good planning.

The distribution strategy of the mini-report would ultimately depend on how many copies are to be made. The more copies made, the wider the outreach. The report could be distributed to key locations around and even outside campus. Ideally, the mini-report could be handed out in conjunction with You Are Here public exhibitions and presentations.



Building a better campus by WORKING TOGETHER

Ryerson's busy, urban neighbourhood is a dynamic place that offers natural opportunities for collaboration and exploration. It also presents many challenges that must be met if the campus is to grow in an efficient and successful way.

As the university seeks to further develop and nurture a collaborative relationship with its urban neighbours, partnerships will become ever more important. Ryerson's proximity to interesting, influential people and organizations in downtown Toronto provides its faculty, staff and students with exciting opportunities. Ryerson will continue to work with partners from the public and private sector to develop land as it grows and changes.

"I think that when you look at what's going to be happening in higher education in the next 20 or 30 years and the pressure to do public-private partnerships you're going to see more and more private entities working with universities."

-Provost Doris Helms of Clemson University



157% increase in open recreation hours available for student use with opening of Mattamy Athletic Centre in 2012



PARTNERSHIPS IN BUILDING

In order to develop high-quality spaces, the university has partnered with corporations and government. Recent projects include the AMC Lecture Theatres, Mattamy Centre, and the Ted Rogers School of Management. Each of these projects provided the university with additional space while simultaneously benefitting local businesses and residents.





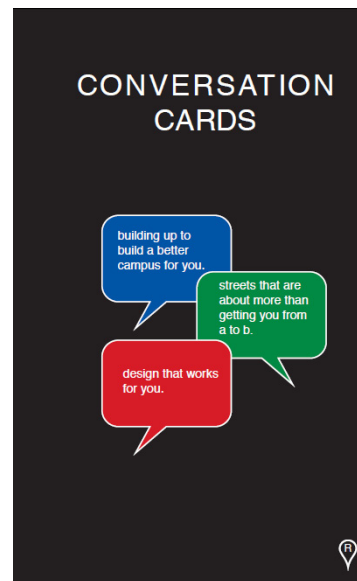
Card Deck

Each individual card in this deck addresses a different topic with pertinent information from the Master Plan along with infographics and a strong, consistent graphic language. This deck also includes special question cards in order to generate conversation. These questions are answered on the main content cards. This is a fun and visual tool that can get people thinking about various topics and stimulate discussion.

The card deck serves two purposes. It allows people to easily pick a topic or issue they are interested in, and get a quick sense of how the Master Plan handles that topic. Secondly, the card deck is a conversation starter. Open-ended question cards initiate a discussion, while content cards guide that discussion and help participants answer the questions. This process engages users and encourages them to not just think about the Master Plan, but also talk about their own thoughts and reactions.

Implementation:

The card deck could be provided at a symposium or at an exhibition (see below) so that users can learn about the Master Plan's goals and objectives in an interactive way. The question cards in the kit can support lively and thoughtful discussion, while the content cards can be used to explore the details and options for answering the questions.



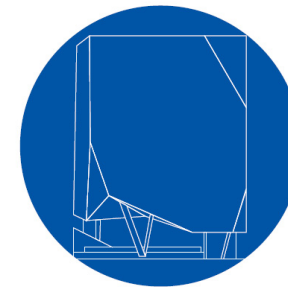
HOW TO USE THESE CARDS

This card deck is designed to inform and generate discussion about the Ryerson Master Plan (RMP). Using three categories (pictured below), these cards deal with specific themes that are integral to how Ryerson intends to develop in the future. The cards describe how a particular idea or issue affects the Ryerson campus. Together and individually, these cards and categories provide a starting point to understand Ryerson's long-term challenges and how the university will continue to play a vital role as both an educator and a city builder.



BUILDING UP TO BUILD A BETTER CAMPUS FOR YOU

THE VERTICAL CAMPUS



THE VERTICAL CAMPUS

Vertical campus: The practice of vertically stacking physical functions and spaces. This means building upwards and creating multiple academic activities within larger overall buildings.

Ryerson is located in the heart of downtown Toronto, where the dense urban fabric and competitive real estate market provides a limited availability of developable land. In order to optimize the scarce land available to the University, Ryerson will need to make the best use of their existing footprint. Building higher, integrated and smarter will create a number of opportunities, not just for Ryerson, but for its community as well. "The vertical campus" will bring classrooms, offices, open space, living space, and services closer together while being smart and effective with the space Ryerson has.

SQUARE FEET PER STUDENT COMPARISON



BUILDING UP TO BUILD A BETTER CAMPUS FOR YOU

QUESTION CARD: WHAT IF BUILDING UP WAS ABOUT MORE THAN JUST BUILDINGS?



QUESTION CARD

Building up

Moving forward, Ryerson University will need to build smart. In order to physically accommodate future students and academic projects, the campus will need to expand. The Ryerson campus is woven into a busy, urban neighbourhood and while this location offers the university many advantages, it also changes the way we can and should use space. Compared to many other campuses, Ryerson is restricted in its opportunity to grow outwards or to develop open space. As a result, to grow, Ryerson will need to build up.

Urban intensification

Creating liveable communities that accommodate population and economic growth that is accessible, people-focused and revitalized. Good design, while valuing heritage that can lead to successful city design that makes efficient use of both vertical and horizontal space.

"Ryerson has only 60% of the space it should have for a university its size. But there is no land stretching out in any direction."

-Sheldon Levy, President of Ryerson



BUILDING UP TO BUILD A BETTER CAMPUS FOR YOU

HOUSING



HOUSING

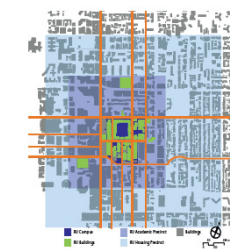
Ryerson will encourage affordable and quality local housing developments. While on the edge of older established neighbourhoods to the east and within an emerging downtown condominium market, Ryerson plans to add additional undergraduate and graduate housing within a 20-minute walk from campus. Partnerships will play a key role in leveraging land and development costs. This housing may be found close to nearby streets including Dundas, Gerard, Church, Jarvis and Mutual Streets.

850

number of residence beds currently available at Ryerson

500

number of residence beds to be added by 2010

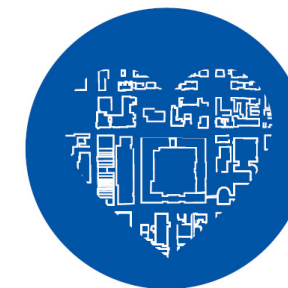


The Ryerson housing precinct is defined as the area within a 20 minute walk of campus



BUILDING UP TO BUILD A BETTER CAMPUS FOR YOU

HEART OF THE CAMPUS



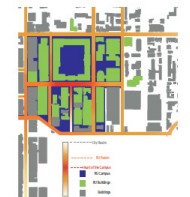
HEART OF THE CAMPUS

Part of growing will require investing in the core, or "heart", of the campus. Ryerson will continue to develop the area around Gould and Victoria Streets as the campus "heart," so that the university's outward expansion does not diminish its sense of place. In meeting the university's pressing need for space, Ryerson will work to create a more robust, vital central area in the heart of the campus by making efficient use of small and valuable spaces. The heart of the campus will continue to evolve and improve as an area that is active and conducive to social interaction.

"A dynamic and energized ground level in the heart offers new and exciting retail opportunities, makes the campus a lively and safe place to interact and improves the campus' aesthetics and visibility."

"Making better use of existing buildings is a needed to increase classroom space and create more academic and lab space."

"Because Ryerson's edge is not physically marked and bounded the university must find other ways to distinguish itself and become more visible within the city context."



"The campus needs places where people can bump into each other and say 'let's have a coffee', that feeling of life."

-Sheldon Levy, President of Ryerson





Posters

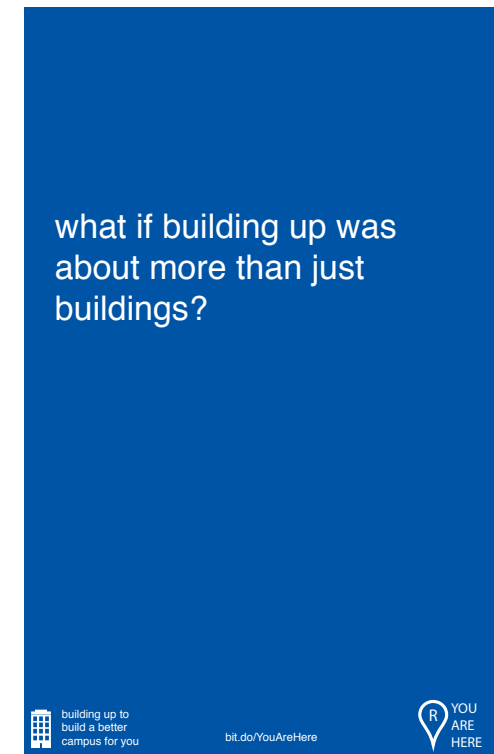
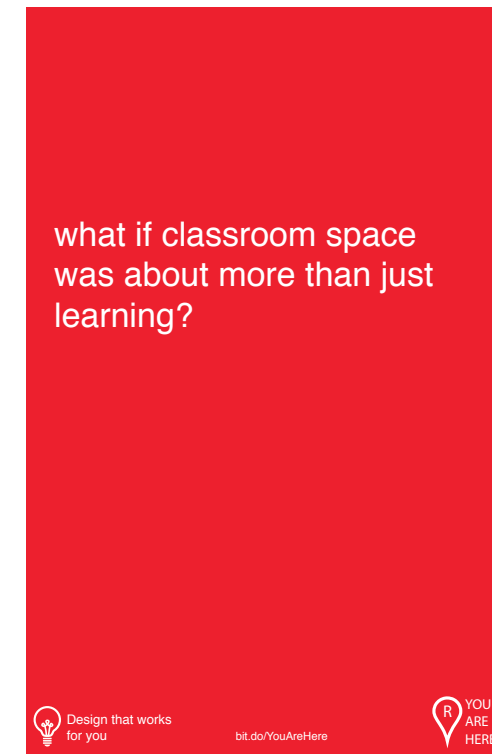
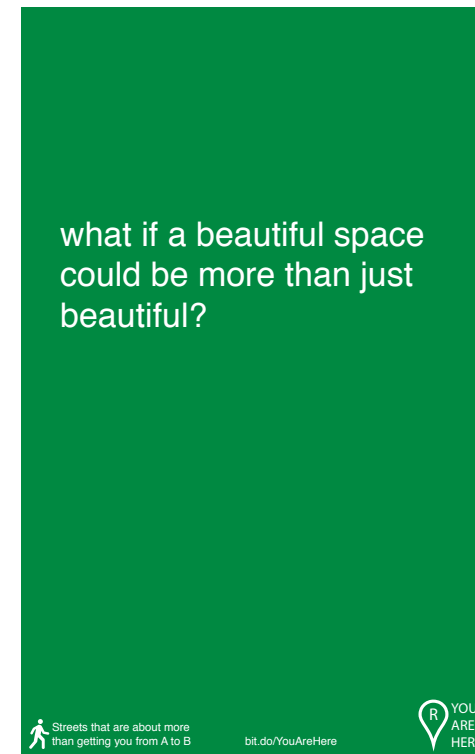
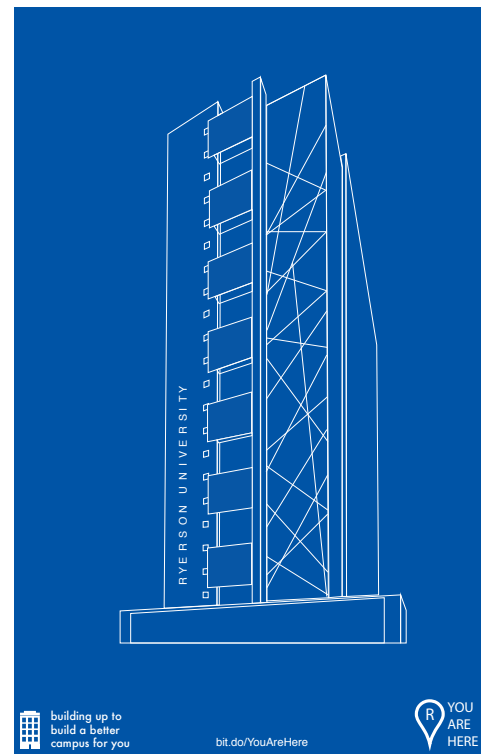
A set of posters that contain visually appealing graphics and minimal, yet engaging and thought-provoking text. These posters invite viewers to think about the issues in the Master Plan and offers them the opportunity to know more by linking to a website. These posters will be used to increase awareness of the Master Plan and the You Are Here campaign, and to encourage students and the general public to think about its ideas.

Posters are an entryway to the issues that are dealt with in the Master Plan. Although the website will disseminate the most information, it can only reach people who are already looking for that information. Posters, on the other hand, can reach new audiences. Captivating posters get people thinking, and people who are thinking about things start conversations. A poster is most effective when its message resonates in the reader's mind even after they have passed by. Posters are also useful because that they can be altered or changed quickly and cheaply to highlight new events or key issues that may require attention.

Implementation:

No matter how eye-catching a poster campaign is, it will be ineffective if it is posted in a poor location. Posters must be strategically placed in prominent, high-traffic areas within and outside campus boundaries so that many people will see them and generate buzz. Posters should be placed in locations where diverse community members will see them, so that the poster's message is broadcast to many, if not all, of the Master Plan's stakeholders.

The You Are Here poster series is comprised of many different individual posters ó each has a different message, yet all are identical in tone and visual language. This consistency allows people who come across more than one of the posters to instantly recognize that they are part of a larger campaign. This realization will provoke curiosity in the viewer.



Presentation Slide Deck

The presentation slide deck is created for people who are already familiar with the Master Plan in one way or another. These people can include key decision-makers, architects, planners, civic leaders, and the staff and administration who are involved with Ryerson's development. The deck is used to educate people about the Master Plan, and describe how the You Are Here campaign can raise the profile of the Master Plan by getting people excited about it. Since the presentation slide deck is created for people who are already familiar with the Master Plan, it can delve into finer, more nuanced details about the document. By enhancing key stakeholders' knowledge of the Master Plan, the slides can provoke more involved and enthusiastic discussions about how to realize the Plan's goals.

Implementation:

The slide deck would be used for presentations at board meetings, events, and conferences. Since the presentation is intended for stakeholders who are already familiar with the Master Plan, the presentation can present the Plan in greater depth. The presentation has two goals. First, it describes the Master Plan as a strong yet flexible framework to guide Ryerson's growth. Second, it persuades the viewers that the wider audience matters in the decision-making process, and that they need to not only know of the Master Plan, but also be excited about its work. This engagement strategy can garner audience support and buy-in, and allow the University to enrich its relationship with the wider community.

You Are Here
Planning Ryerson's Future

Expanding how we communicate
Ryerson's Campus Master Plan

Andrew • Colin • Geordie • Graham
Lisa • Maria • Rayson • Samira

Our Process

1. create doors that allow the public to engage with the RMP
2. bring people to the conversation

Opening door #1:

creating accessible goals and subgoals

- urban intensification → building up to build a better campus for you
- pedestrianization → streets that are about more than getting you from A to B
- design excellence → design that works for you

The Toolbox

what tools can we use to bring people into the planning process?

What now?

We keep building!

1. new doors as planning evolves
2. new tools that bring more people on board



Website

A highly graphical and user-friendly website will act as a central hub for users to access information regarding the Master Plan. When people who have become aware of the Master Plan through other products want to find out more about the Master Plan, they can visit the website. On this website, all of the You Are Here products, including the original Master Plan, will be available to view or download.

A website can quickly transmit large amounts of information. A visually appealing, user-friendly webpage is a reflection of our core mission of making the Master Plan more engaging and accessible. The website's central strength is its ability to reach beyond the physical boundaries of Ryerson and the surrounding community. It allows people to seek out information on the Master Plan, from anywhere, at any time. Because of this, the website can raise Ryerson's profile on an international level.

Implementation:

The website was launched in November 2013, with links to all You Are Here products. New website features can be incorporated over time to enhance overall user experience. These features can include a comments section, a forum, and links to further information. The project's overall digital strategy can also make use of social media in order to generate buzz and increase traffic to the site through hashtags, likes, and shares.



Ryerson is rapidly evolving as a major urban university within one of the fastest growing downtown cores on the continent. As a sustainable city builder and a vital component of the surrounding community, its ambitious growth and aspirations must be guided by a visionary yet practical, and robust yet malleable plan. Download the summary documents, or scroll down to find out more about Ryerson's Master Plan.



Mini-Report

The master plan mini-report outlines the goals and key objectives of the master plan. Throughout the mini report examples of how Ryerson has already put principles from the master plan to work are outlined.

[Download the mini-report](#)



Conversation Card Deck

This card deck is designed to inform and generate discussion about the Ryerson Master Plan (RMP). These cards deal with specific themes that are integral to how Ryerson intends to develop in the future.

[Download the conversation cards](#)



Complete Master Plan

Ryerson's Master Plan, developed in 2006, is a flexible framework for Ryerson's growth, instead of outlining a rigid plan about how, when and where the campus will be built, the plan outlines principles meant to guide future development.

[Download part 1](#)
[Download part 2](#)

Scroll down to find out more



Goal 1: Building up to build a better campus for you.

Moving forward, Ryerson University will need to be smart. In order to physically accommodate future students and academic projects, the campus will need to expand. The Ryerson campus is woven into a busy, urban neighbourhood and while this location offers the university many advantages, it also changes the way we can and should use space. Compared to many other campuses, Ryerson is restricted in its opportunity to grow outwards or to develop open space. As a result, to grow, Ryerson will need to build up.



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Building a better campus by GROWING THE HEART

Part of growing will require investing in the core, or "heart", of the campus. Ryerson will continue to develop the area around Gould and Victoria Streets so that the university's outward expansion does not diminish its sense of place. In meeting the university's pressing need for space, Ryerson will work to create a more robust, vital central area in the heart of the campus by making efficient use of small and valuable spaces. The heart of the campus will continue to evolve and improve as an area that is active and conducive to social interaction.

- A dynamic, energized, ground level will offer new retail opportunities, and add to campus vitality.
- Making better use of existing buildings is needed to increase academic spaces.
- Because Ryerson's edge is not physically defined, the university must find other ways to distinguish itself and become more visible.

Building a better campus by BUILDING UP

Ryerson is located in the heart of downtown Toronto, where the dense urban fabric provides a limited availability of developable land. In order to optimize the scarce land available to the University, Ryerson will need to make the best use of their existing footprint.

- Vertical campus: Future development of academic and social spaces on campus will focus on building upwards and creating multiple academic activities single buildings.
- New and Improved Spaces: In order to prepare for future growth, Ryerson will need to identify properties that are within the academic or housing precincts that could be developed.
- Housing: Ryerson will encourage affordable and quality local housing developments. Ryerson itself plans to add additional student housing within a 20-minute walk from campus.

Building a better campus by WORKING TOGETHER

Ryerson has no gates. The campus is open to the city. It is in a unique position as a post-secondary institution. Ryerson's busy, urban neighbourhood is an exciting place to be and it offers the Ryerson community numerous opportunities for collaboration and exploration.

- The Importance of Partnerships: Because campus and city overlap, it is crucial for the university to develop and nurture a collaborative relationship with its urban neighbours. Ryerson's proximity to interesting and influential people and organizations in downtown Toronto provides its faculty, staff and students with numerous exciting opportunities.
- Partnerships in Building: In order to develop high-quality spaces, the university will continue to partner with corporations and government. Recent projects include the AMC Lecture Theatres, Maitland Centre, and the Ted Rogers School of Management.



Goal 2: Streets that are about more than getting you from A to B.

Rather than being contained and cut off from the city, Ryerson connects and is connected to its urban neighbours. However, it also presents some challenges to define exactly where the city and Ryerson overlap. By creating "gateways without gates", Ryerson can create a recognizable campus within the city. By creating streets that are distinct and active the Ryerson campus will be an exciting and inviting destination within the urban fabric not just for students, but community members as well.

Streets that are DISTINCT

Visibility: Because Ryerson's edge is not physically marked and bounded, the university must find other ways to distinguish itself and become more visible within the city context. By establishing a distinct streetscape on campus, the presence of Ryerson in downtown Toronto will be increased. Visitors to the campus, whether they be students, staff, faculty, community members, or simply those passing through, will experience a clearly defined campus that remains seamlessly integrated within the surrounding urban context.

The Heart: Ryerson will continue to develop the area around Gould and Victoria as the campus' "heart", so that the university's outward expansion does not diminish its sense of place. This area currently is, and will continue to be, a defining area for the public realm. The location of Lake Devo and the Image Arts building are two elements that have enhanced Ryerson's identity, and further development of this area will strengthen the location as being the heart of the campus.

Streets that are ACTIVE

Ground floor attractions: Because Ryerson community members spend most of their time on campus as pedestrians, the campus needs to be a great place for people to walk, shop, and to connect with each other and form communities. Establishing student services, registration, cafes, and shops on the ground floor of campus buildings will help bring streetscapes to life. It will create an atmosphere that allows for greater interchange between students, staff, faculty, and the community. This can lead to greater collaboration and an overall enhancement of the collegial atmosphere.

Vibrancy: Due to the location of the Ryerson campus in a dense urban setting, open space is at a premium. By ensuring the vibrancy of all open space that exists on campus, Ryerson can maximize the potential of the open space that it does have. This approach to open space will extend to not just green space, such as the Quad, but under-utilized space, such as the laneways that crisscross campus.

Streets that MOVE YOU

Connections: An essential part of developing a vibrant, functioning campus is ensuring that Ryerson community members can efficiently move to and through the campus. When transportation networks are incomplete or difficult to use, productivity and urban vitality can be lost. Ensuring effective connections are made to transportation networks within the local neighbourhood will help ensure Ryerson contributes to improving neighbourhood vitality.

Modes: As Ryerson continues to grow, the number of people making Ryerson a daily destination will continue to increase. In order to most effectively accommodate this increase, there is a need to ensure that Ryerson is effortlessly accessible through a variety of transportation methods. Building facilities that make cycling more attractive, such as indoor bike storage, will allow for more people to make the choice to cycle to campus. Improving the connectivity of streets will also increase the appeal to walk and take transit.



Goal 3: Design that works for you.

As we move past the idea of universities as ivory towers, it is essential that we accept that institutions of learning have a responsibility to connect their knowledge base and resources to the communities that surround them. As a part of the city, Ryerson strives for an ongoing conversation where students and faculty closely interact with a diverse set of neighbours, entrepreneurs, and key innovators. The Master Plan outlines design tools for campus expansion with these relationships in mind, as building and redevelopment projects seek to improve on the quality of life for the Ryerson community.

SUSTAINABLE BUILDINGS that work for you

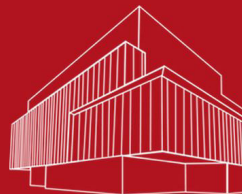
The Sustainability Matters initiative at Ryerson states that its outlook is to meet present needs of students and community without compromising its ability to do so in the future. This program is part of a broader set of approaches to sustainable operating practices, capital investment, and digital communication strategies that are based on the ambitions set out in Master Plan.

Part of this commitment to sustainability means leading by example. Ryerson is a member of the Canada Green Building Council, indicating a responsibility to build on current energy efficiency efforts to integrate deep water cooling systems and a greater focus on long-term operating costs through sustainable design. Innovative communication strategies connect ongoing work with people in a tangible way, allowing students and neighbours to become inspired and involved with ongoing sustainability efforts as they happen.

FLEXIBLE LEARNING SPACES that work for you

Ryerson is working toward building adaptable and forward thinking facilities to match its academic reputation. Day and evening students require spaces that allow informal interaction that enhances the university experience as well as quiet places for individual study. Access to university services and digital tools as well places to eat and take small breaks is integral to a healthy learning environment.

Campus development that addresses the multiple requirements of space must continue to be creative. Given the scarcity of space and growing enrollment, new projects must be able to accommodate a range of activities that occur both physical and digitally. This can include but is not limited to non-traditional, adaptable room furniture, acoustic design that permits interaction without undue disruption, and places that accommodate solitary work as well as small to medium size gatherings.



building distinction.



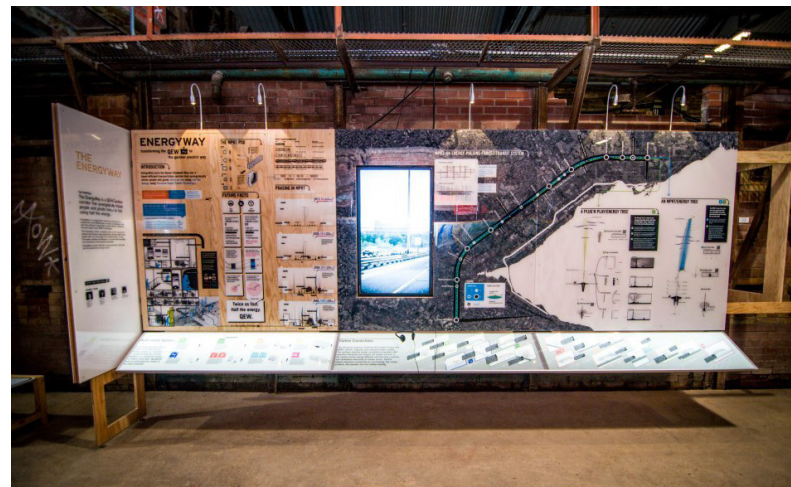
Public Exhibition

The You Are Here engagement products could be displayed at an organized but portable exhibition that could be moved to various events, expos, or conferences. This exhibition would be manned by an individual who is knowledgeable about the contents of the Master Plan, or it could be an autonomous display that conveys its message using boards with strong graphic elements. This exhibition would be especially effective if accompanied by an interactive/play product (see below).

Exhibitions are powerful marketing tools because they can powerfully connect audiences with an issue or idea. Whether manned or unmanned, an exhibition can reach the broader Ryerson community. Like posters, exhibitions can attract attention from people who may not know about the Master Plan. However, because exhibitions require viewers to physically stop and spend time absorbing the information, an exhibition has more staying power and can spark a higher level of interest than a poster.

Implementation:

The You Are Here exhibit can be set up at conferences, board meetings, on the campus, or even in nearby public spaces. While the exhibition should be set up at a prominent, high-traffic site, it should not impede pedestrian traffic flow. The exhibition should ideally have copies of the mini-report and card deck for visitors to take, and the play product should be available for public interaction.



Interactive/Play Products

There are many interactive products that could further interest people in the Master Plan. One specific example of a play product is a digital magnetic message board. This board, like refrigerator magnets, would allow players to fill in the blanks within a sentence on a screen. For example, '_____ is the most critical issue facing Ryerson today.' Users would choose from a list of words, such as classroom space, or safety, or parking and could also have the ability to introduce a new word into the sentence.

Unlike print products, play products, such as the interactive digital magnetic board, enable two-way communication. Play products allow community members to provide feedback about the ideas in the Master Plan. Users' reactions can be registered, read, and stored. This data can enhance the engagement process, and allow creators to develop a more intimate and tailored relationship with different groups of people over time.

Play products also offer the ability to teach people through touch and interaction. By fostering learning by doing, the contents of the Master Plan may resonate with some people more than reading a report or listening to a presentation.

Implementation:

Used in conjunction with a public exhibition, the play products should be displayed prominently to attract attention from passers by. Data and responses from the digital magnetic board can subsequently be retrieved and analyzed.



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- Page 34: Planners in Public Spaces. Source: City of Toronto. Planners in Public Spaces Poster. Retrieved at: <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=0e48ce52bffe1410VgnVCM10000071d60f89RCRD>

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Report available for download from: bit.do/youarehere

