CAMPUS MASTER PLAN
2030

USER GROUP
TERMS OF REFERENCE
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1. Background
The University’s existing suite of Master Planning publications is neither current nor integrated, and there has been no comprehensive review for many years.

A new Campus Master Plan is vital to enable proper planning for the current program on Major Capital Projects; future year programs; and other infrastructure needs and improvements.

2. Executive Summary
The creation of the Campus Master Plan 2030 (CMP) represents a significant milestone in the development of the Australian National University. The Plan will provide a strategic direction for the development of the physical environment of the ANU over the next 20 years. Any master planning process is strongly influenced by the existing physical and cultural conditions present. A key factor in a successful master planning process, therefore, is the successful engagement of the ANU community and key external stakeholders to understand the cultural environment in which the development is occurring. Through this process the Master Plan will reflect and establish real and achievable experience and expectations for the Campus into the future.

3. Objectives
The Campus Master Plan 2030 process has two parts:
1) consultation and engagement; and
2) the development of a strategic document.

Both parts are to be delivered between May and November 2010 to develop the University’s objectives of managing development for the next twenty years.

4. User Group Membership and Representation
User Group Membership should comprise officers with the authority to speak and act on behalf of their representative area.

5. Terms of Reference
User Groups are requested to participate in CMP consultation and engagement activities by:
- Engaging in the process;
- Providing us with their thoughts for a future university; and
- Providing visionary, resilient and innovative options considering possible future technologies.

The outcome will be a coherent, adaptive and integrated Campus Master Plan 2030 allowing all stakeholders to identify with the plan and its objectives.

6. Consultation Principles
The strategy is informed by the International Association of Public Participation (IAP2) principles. Applying these principles to the project will ensure that the consultation process is open and accountable, and is easily understood and followed by stakeholders. The principles include:
- Setting clear and reasonable timeframes for consultation;
- Sharing learning and obligations;
- Seeking continuous improvement;
- Using processes that are simple, accessible and open;
Using processes that are collaborative and co-operative;
Avoiding duplication; and
Valuing the contributions of all.

Consultation processes and monitoring and review activities have been designed so that the above principles may guide the project and outcomes.

7. Scope

The Campus Master Plan 2030 is required to provide:

(a) An in-depth and broad review of the Acton Campus, its central hubs, learning spaces and associated facilities;

(b) A coherent plan and strategy to make informed and planned decisions on future capital works, infrastructure and space allocation needs;

(c) A range of tools for all University stakeholders which address all aspects of planning needs through a series of Sub Plans; and

(d) an innovative and forward thinking vision that meets the short, medium and long term requirements.

8. Mandate

The Vice Chancellor approved the Campus Master Plan 2030 project on 16 April 2010. The project will be managed by Facilities and Services Division and directed by the Project Board comprising:

- Project Executive Dr Brok Glenn
- Project Owner Mr Mick Serena
- Senior User Professor Aidan Byrne
- Senior User Professor Keith Houghton

9. Master Planning Consultants

GHD has been procured by Facilitates and Services Division, through a Request for Proposal to provide master planning services.

GHD will work directly with each User Group to provide facilitation, direction and advice in developing user needs.

10. Policy and Legislative Issues

Government Policy

The Review of Australian Higher Education of 17 December 2008 (Bradley Review) led to the Commonwealth Tertiary Education Policy: ‘Future Directions for Tertiary Education.’ A list of those policies included is attached at A, together with a consolidated list of those initiatives likely to impact upon the development of the CMP. Each User Group will need to consider all these policy issues in developing input into the CMP.

ANU Policy

User Group will need to take account of any ANU Organisational policy specific to the User Groups.

11. Guiding Principles

A Table of Guiding Principles is provided at B. These are in two parts: Strategic and Infrastructure related. User Groups are encouraged to review and considering adding to any guiding principles specific to the User Group.
12. College Plans

The publications ‘ANU by 2010’ required each College to develop College Plans that were to include specific targets relevant to the areas within the College. These Plans should form a useful basis for review and discussion and are located at:


13. Campus Master Plan 2030 - Sub-Plans

The Sub-Plans that expected to form the component parts of the CMP are:

- CORPORATE
  - Corporate
  - Colleges
  - Administration and governance
  - Investment
  - Commercial development
  - Maintenance
  - Economic sustainability
  - Emergency management
  - Capital development

- SPACE
  - Research
  - Teaching
  - Residential
  - Space allocation
  - Changes in technology

- SUSTAINABILITY & ENVIRONMENT
  - Environmental management
  - Biodiversity
  - Landscape
  - Heritage

- INFRASTRUCTURE
  - Utilities
  - Flood mitigation
  - Waste management
  - Recreational facilities
  - Security infrastructure

- MOVEMENT
  - Pedestrian
  - Bicycle
  - Parking
  - Roads
  - Equitable access
  - Public transport

- BUILT ENVIRONMENT AND URBAN DESIGN
- Precincts, Gateways, Axes, Edges, Corners, Nodes and Hubs

 추진사항

 1. 사회적 및 경제적 인프라 구조
  
     a) 커뮤니티
     b) 사회적 건강 및 복지
     c) 아트워크
     d) 문화유산
     e) 쇼핑
     f) 유아복지
     g) 안전 및 보안
     h) 평등 접근
     i) 이벤트

Appendix A

Government Policy

Bradley Review
GOVERNMENT POLICY - BRADLEY REVIEW

Key recommendations arising from the Bradley Review that impact on the development of a new ANU Master Plan (and specifically the infrastructure aspects) are listed in Annex A:

- at least 40 per cent of 25- to 34-year-olds having attained a qualification at bachelor level or above by 2020 (Recommendation 2);
- increase in Research Infrastructure Block Grants program by about $300 million per year (Recommendation 8);
- financial assistance for living expenses for international students in higher degrees by research (Recommendation 14);
- a new National University for regional areas (Recommendation 17); and
- Commonwealth funding to match new philanthropic donations (Recommendation 40).

AUSTRALIAN GOVERNMENT: Transforming Australia’s Higher Education System

1. Key budget measures for higher education and research
   
   Lists all funding programs and amounts now available

2. Funding to support low SES participation targets
   
   Development of partnerships and stronger links with schools, financial incentives for expanded enrolment of low SES students,

3. Student Centred funding system
   
   Additional 50,000 students by 2013 and 217,000 by 2025.

4. Education and nursing student contribution and HELP repayment reduction for education and nursing graduates
   
   Improved resourcing and education of nursing courses.

5. Removal of loan fee for OS-HELP loans
   
   Assistance towards part study overseas

6. New indexation arrangements
   
   Indexed funding tied to meeting performance targets

7. Investing in tertiary education and research infrastructure
   
   Development and enhancement of existing teaching, learning, training and research facilities.

8. Sustainability round of the Education Investment Fund
   
   Increased funding specific to Clean Energy initiatives and Climate Change and sustainability activities.

9. A national quality and standards agency
   
   Drives minimum standards and quality structures.

10. Higher education performance funding
    
    Performance targets for teaching and learning quality and participation by under-represented groups.

11. Strengthening regional higher education provision
Feasibility of Charles Stuart and Southern Cross Universities coming together to improve provision for students from regional communities.

12. Strengthening relationship between higher education / vocational education & training

   Creates a platform for dialogue between educators and industry.

13. Mission-based compacts for universities

   The Ministers for DEEWR & DIIS&R to work together in consultation with universities to develop mission-based compacts that define an institution’s particular mission and describe how it will fulfil that mission and meet the Australian Government’s policy objectives.
Appendix B

Guiding Principles
ACADEMIC COMMUNITY PRINCIPLES

Source: ANU by 2010

1 Nature and Purpose
Maintain ANU’s position as an education intensive research institute of international distinctions and set the standard in research education and community engagement on issues of national and international importance through:
1.1 excellence in research, education and community engagement and the discovery of better ways to research, to educate; and
1.2 ANU’s Culture, Core Activities and Values.

2 Research
Set the standard for research in fields of knowledge of general importance and of particular importance to Australia through:
2.1 engagement with government, business and broader community;
2.2 work and study environments that are attractive, well maintained, accessible and safe; and
2.3 physical and information facilities that are flexible, responsive, and up-to-date.

3 Education
Develop individual talents to the fullest extent possible through the quality of the learning experience through:
3.1 location of academic and research activities within and across campuses;
3.2 educational partnerships with the world’s finest universities;
3.3 work and study environments that are attractive, well maintained, accessible and safe; and
3.4 physical and information facilities that are flexible, responsive, and up-to-date.

4 Community
Encourage the sum of the talent and spirit of all ANU people to enable staff and students to perform at their best through:
4.1 cultural diversity; (in terms of providing wider range of facilities and service and attracting wider range of students);
4.2 work and study environments that are attractive, well maintained, accessible and safe;
4.3 physical and information facilities that are flexible, responsive, and up-to-date;
4.4 financial and other contribution by alumni and former staff; and
4.5 engagement / working together with the civic and commercial life of Canberra and Australia.

5 Profile and Planning
Ensure the culture of discovery, with the University’s values permeating all planning through the review and regular update of College Plans through:
5.1 ANU’s international distinction and status as Australia’s ‘national’ university and focus as an education intensive research institute;
5.2 international partnerships;
5.3 decision making based on expert advice; and evaluation of performance;
5.4 strategic allocation of College and other funding;
5.5 balance between disciplines; and
5.6 linkages between education and research that embrace innovation and flexibility.
INFRASTRUCTURE OBJECTIVES
Developed through consultation

1 Emphasise the University Gateways, Edges, Knowledge Clusters and Hubs

1.1 Reinforce the University as a centre of academic excellence, and its importance to
and within the National Capital.
1.2 Provide a clearly recognisable prime University entrance and other gateways linked
to key axes.
1.3 Maximise the potential for prestigious use of prominent positions on University
boundaries (and corners).
1.4 Reinforce the realisable elements of the Griffin Legacy, including enhancement of the
water axis within the University at West Basin.
1.5 Reinforce the green edges to the campus and integrations with Lake Burley Griffin
and the slopes of Black Mountain.
1.6 Integrate City West / ANU Exchange more distinctly and enhance the image of ANU
along Barry Drive, and Clunies Ross Street.
1.7 Reinforce knowledge clusters, axes, corridors and hubs.
1.8 Integrate prominent artworks with axes, corridors and hubs.

2 Enhance the Campus Image and its Community Linkages

2.1 Ensure good stewardship of Acton Campus through foresight rather than reaction.
2.2 Improve links to City West, Lake Burley Griffin, Black Mountain, Acton Peninsula and
CSIRO.
2.3 Integrate Acton Campus with campuses at Mt Stromlo, Weston (and potentially
Spring Valley Farm).
2.4 Improve community access to public on-campus cultural, recreational, leisure, and
other community activities.
2.5 Ensure maximum efficiency in the use and allocation of space.
2.6 Ensure effective engagement between of ANU and local community to ensure the
built environment addresses the functional, performance and aesthetic requirements
of users and expresses their needs and priorities.
2.7 Express present and future buildings, spaces, transport and land use three
dimensionally.

3 Maximise Green and other Open Space and Preserve Protection Zones

3.1 Increase current ratio of open / green space to building space to preserve and extend
ANU’s unique green campus characteristics.
3.2 Preserve Protection Zones and with special attention to areas of rare vegetation
biodiversity types yet to be examined.
3.3 Emphasise protected corridors, axes and views to enhance their social benefit.
3.4 Introduce a unifying hierarchy and framework of ‘green fingers’ interlinking open
spaces and encourage wildlife movement through the campus.
3.5 Create outdoor evergreen ceremonial areas in appropriate precincts.

4 Protect and Enhance the Landscape

4.1 Preserve and enhance the park-like quality of the campus, its significant landscape
elements and vistas.
4.2 Ensure exceptional trees on campus are preserved without compromise.
4.3 Eliminate the use of potable water in the landscape by 2015 by ensuring sustainable methods and funding for alternative water sources, maximising water retention and by converting the landscapes to a low water regime.
4.4 Optimise the irrigation infrastructure.
4.5 Refurbish and re-vitalise degraded areas of landscape.
4.6 Ensure uniformity and/or rationale in landscape furniture.
4.7 Mandate Environmental Impact Statements for new projects to prevent adverse impact on the adjacent landscaping and enhance landscaping adjacent to new construction projects as part of and funded by those projects.
4.8 Maximate the potential for social and learning spaces and natural ‘amphitheatres’ within the landscape.

5 Maximise Environmental Sustainability
5.1 Ensure whole-of-life energy efficiency is included in infrastructure design, operation, maintenance and disposal to achieve for best practice in environmental sustainability.
5.2 Maximise potential sources of renewable energy and maximise efficiency of energy use, targeting carbon neutral campus by the year 2020.
5.3 Identity high energy demands for potential relocation to more appropriate and efficient off-campus suitable sites.
5.4 Maximise the benefits of Central Plants, co location of services and shared infrastructure.
5.5 Ensure maximum sustainability in land use and optimise the existing land use to allow for present and more sustainable future expansion.
5.6 Link building and landscape design to achieve maximum benefit from micro climate.
5.7 Maximise efficiencies in the existing built fabric.
5.8 Maximise efficiencies in the control, collection, recycling, transport and disposal of all forms of waste.
5.9 Rationalise all infrastructure to achieve better functional integration and greater economy.

6 Enhance the Architectural Environment and Heritage Estate
6.1 Encourage innovation flexibility and individual expression in planning, building, and associated landscape design, while embracing / reinforcing the campus image.
6.2 Ensure siting and orientation of new buildings balances energy efficiency, while addressing existing axes and vistas and massing considerations.
6.3 Develop innovative approach to building heights, preferably limited to mature tree height, while ensuring greater heights do not significantly degrade vistas and/or create adverse shadows.
6.4 Ensure consistency of architectural style, materials, colours, and landscaping within precincts and particularly reflect and integrate with adjacent heritage building styles and heritage landscapes.
6.5 Remove all transportable and temporary buildings that have no heritage status by 2020.
6.6 Identify all buildings nearing their end of economic life for future site reuse.
6.7 Maximise options for adaptive buildings reuse opportunities and flexible floor plate design.

6.8 Mandate Environmental Impact Statement (EIS) for all ANU Projects for presentation to CPDC as part of ANU planning process.

6.9 Identify non core activities and infrastructure for relocation to more appropriate (including off-campus) locations to provide future space for priority academic infrastructure.

6.10 Preserve the Indigenous and early European heritage values of the landscape to the southwest of Old Canberra House and preserve the heritage values of the Acton Conservation Area.

7 Reduce Vehicular Traffic, Rationalise Parking, and Improve Public Transport Linkages

7.1 Minimise the use of private vehicles consistent with the Burley-Griffin plan for Canberra.

7.2 Create a traffic-free campus by 2030, with all essential traffic and services (parking, stores, childcare etc) on the periphery and internal road network rationalised; eliminate pedestrian / cycle / vehicle conflict zones and devolve internal roads to pedestrian / cycle priority where feasible.

7.3 Ensure parking for disabled persons, and other essential parking is located close to destinations.

7.4 Ensure adequate parking is provided for future developments and functions that attract visitors and participants for whom parking is essential.

7.5 Eliminate the short term parking of service and delivery vehicles on major pedestrian thoroughfares.

7.6 Ensure the appearance of car parking structures is softened through good landscape design and/or other screening, within security considerations.

7.7 Maximise the potential for below surface parking in peripheral areas and rationalise the benefits of the Underhill Parking Station.

7.8 Develop a uniform paved surface treatment for paths and activity areas to reinforce pedestrian movement and continuity and right-of-way.

7.9 Increase the use of traffic calming devices to further reduce the speed of vehicles.

7.10 Create an integrated, rational, innovatively signposted unifying network and hierarchy of footpaths connecting pedestrian precincts.

7.11 Ensure allowance is made for future light rail, tramway, and busway schemes, to service and integrate with the University and ensure their connectivity at several points of the campus.

8 Enhance University Amenity

8.1 Optimise the balance of on-campus student accommodation to more innovative off-campus solutions.

8.2 Ensure all childcare is located on the periphery of the campus with managed traffic devices to enable safe set down and pick up of children or adjacent short term parking.

8.3 Review the range of sporting facilities, including options for a swimming pool heated from nearby heat sources.

8.4 Optimise the range of commercial activities on campus, including dedicated street markets, including at weekends.
8.5 Maximise the safe use of the campus for activities outside normal business hours, in all weather, ie campus by day and by night, in the wet and the dry.

8.6 Plan for maximise flexibility in space allocation, reallocation and decanting and identify inefficient use of space through space utilisation analyses.

8.7 Ensure service yards, storage areas, and other compounds are located appropriately or screened from view.

9 Ensure a Safe and Crime Free Campus

9.1 Adopt Crime Prevention through Environmental Design (CPTED) practices, a simple solution being taller buildings.

9.2 Ensure cost effective lighting suitable for CCTV monitoring.

9.3 Create an attractive and safe setting for all University operations.

9.4 Ensure buildings or other features are lit commensurate with their importance and aim to create emphasis and hierarchy both within, and at the edges of the campus with an absolute minimum night sky illumination.

9.5 Locate activities so as to minimise walking distances for students and staff by concentrating high usage facilities such as lecture theatres and libraries around major venues and along main pedestrian paths providing safe access by day and night.

10 Restore and Enhance the Distinct Characters of the Precincts and Key Features

10.1 Upgrade University Avenue from its current degraded appearance to a visually prestigious gateway and thoroughfare between the University and City West. This will involve engagement with ACT government in relation to the Family Court building and adjacent area.

10.2 Emphasise University Avenue axis to impart strong formality and a sense of continuity and integration of its many elements by the development and enhancement of its linear landscape planting and paving, and by the integration of buildings and their relationship to the Avenue, all in accord with an agreed plan of management.

10.3 Increase light intensity should be increased along University Avenue axis. Ensure main paths are lit to an acceptable standard at night.

10.4 Provide orientation features at appropriate locations along the axis.

10.5 Develop a ceremonial entry to the campus at the eastern end of the axis at its interface with the City and maintain building enclosure to the axis at its western end.

10.6 Preserve minimum width of University Avenue to 75 metres wide between building faces.

10.7 Develop a central pedestrian path along its entire length with generally 4 rows of formally planted trees (where possible) to improve visual impact, identity and image along the axis.

10.8 Continue 2 rows of trees and the pedestrian path through the major activity focus of Union Court.

10.9 Restrict vehicular access to University Avenue to necessary service vehicles with no through traffic.

Sullivans Creek

10.10 Ensure Sullivans Creek remains a powerful orientation element of the campus.
10.11 Provide a strong north/south pedestrian/cycle link through the campus along Sullivans Creek and North Road, linking into the City and Lake Burley Griffin pedestrian and cycle network.

10.12 Protect and strengthen the stormwater management and recreation roles of Sullivans Creek axis consistent with the functional and security requirements of campus users.

**Acton Peninsula**

10.13 Review Acton Peninsula Development Plan in terms of the issues raised with the Old Canberra House development.

**Acton Ridge**

10.14 Retain the Acton Ridge canopy of remnant natural eucalypt woodland wherever possible along with remnant planting’s of the Acton cottages to assist the integration of the University with the landscape character of Black Mountain.

10.15 Increase light intensity along the Acton Ridge axis.

**Balmain Crescent**

10.16 Review Balmain Crescent Development Plan in terms of recent and proposed developments.

**Baldessin Square**

10.17 Develop Baldessin Square as a focus and unifying feature for the cultural precinct to give a sense of arrival and image, to encourage greater student use, and strengthen pedestrian linkages between the Square and other parts of the campus.

10.18 Reinforce landscape planting to Childers Street to frame and strengthen the axis to the Institute of the Arts. The minimum planting should be 2 rows with a path on either side of Childers Street.

10.19 Ensure building and landscape opportunities reinforce Baldessin Square and the connections to other parts of the campus.

10.20 Develop consistent pavement and landscape treatment for Baldessin Square which encourages pedestrian right-of-way.

10.21 Discourage vehicular access to the Square to be (except to the School of Music).

10.22 Restrict service vehicles to Ellery Crescent.

**Union Court**

10.23 Develop Union Court as the main activity focus for the undergraduate part of the campus with physical changes of level and ‘eddy’ spaces allowing for outdoor activities to reinforce campus image.

10.24 Enhance Union Court as the single campus ‘four seasons’ – ‘day and night’ heart, and main focus for outdoor social activities and access hub for adjacent indoor social activities.

10.25 Enhance the linkages radiating from Union Court to outer areas (including Halls of Residence) to encourage the use of Union Court.

10.26 Maximise shade through balanced landscape design.