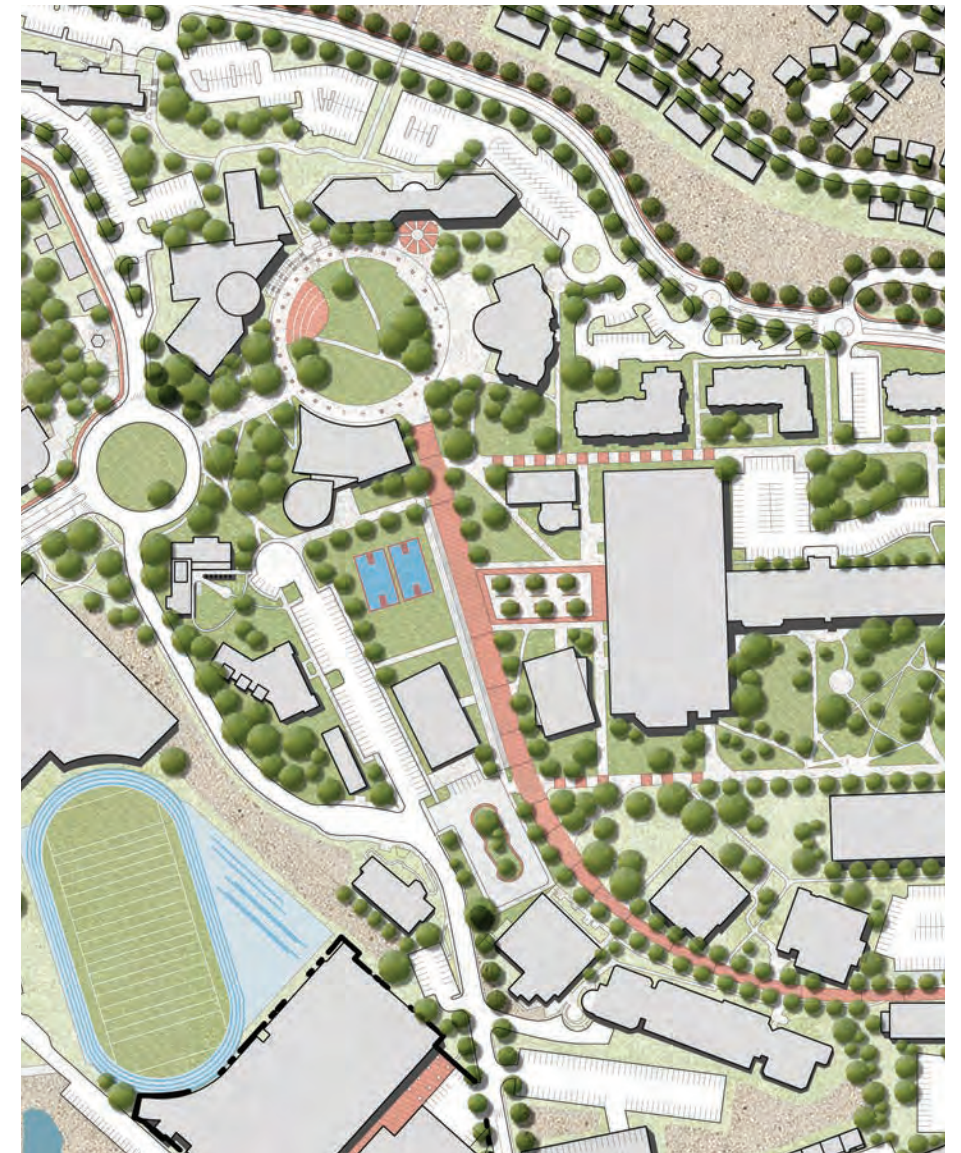




CAMPUS MASTER PLAN REFRESH 2025





CONTENTS

DOCUMENT OVERVIEW

Preface	3
Overview	5
1.1 Purpose and Drivers	7
1.2 Consultation and Engagement	8
1.2.1 Positive Themes	8
1.2.2 Uncertainties	9
1.2.3 Suggested Changes and Actionable Items	9

(RE) VISIONING THE FUTURE CAMPUS

2.1 Campus Precincts	11
2.2 Development and Growth	11
2.3 Parking and Transportation	11
2.4 Assessing the Master Plan	12
2.4.1 Road Network	14
2.4.2 Mobility & Connections	15
2.4.3 Multi-use Pathway	16
2.4.4 Open Space	17
2.4.5 Parking and Accessibility	18
2.4.6 Academic Built Environment	19
2.4.7 Student Housing	20
2.4.8 Mixed Use Market	21
2.4.9 Market Housing	22
2.4.10 Outdoor Research and Landscaping	23

IMPLEMENTATION STRATEGY

3.1 Guiding Principles for the Public Realm	24
3.2 Environmental Stewardship	26
3.3 Opportunities and Key Sites	26
3.4 Key Priorities & Phasing	28
3.5 Future Priorities	29

RECOMMENDATIONS

Open Space Plan and Design	30
Building Guidelines	30
TRU Design Review Process	30
Sustainability Strategy and Implementation	30
Business Implementation Plan	30
Infrastructure Master Plan	30



PREFACE

For over fifty years, the campus of Thompson Rivers University (TRU) in Kamloops has been strategically growing and evolving to align with the university’s current needs. With its picturesque hilltop setting, providing spectacular views across the city and to the surrounding mountains, TRU is a destination campus both nationally and internationally. It is more than the sum of its buildings, green spaces and pathways; it is a community, a place to learn, live, work and play.

In 2013, Stantec was engaged to update the 2003 Campus Master Plan to bring a cohesive vision to the campus expansion, providing a roadmap for expansion to meet the enrollment projections moving forward. The goal of the 2013 Master Plan was to set the foundation for future development, integrating new academic and research planning, enrollment growth, vibrant campus life and densification of the academic core, as well as development opportunities for revenue and strategic reinvestment.

In 2024, Stantec was engaged to provide a ‘refresh’ to the 2013 Master Plan. This document provides an overview of the aspects identified that have changed over the past decade and aligns current planning projects to reinforce the core vision of a vibrant ‘campus heart’, as well as exploring academic and development opportunities for future growth.





OVERVIEW

1.1 Purpose and Drivers

The 2013 Master Plan provided a roadmap for the creation of a ‘university village’ model as the heart of new campus development. To support this vision, the primary drivers identified by the TRU Steering Committee at that time included:

- Densifying the academic core to create a walkable and intimate focal point – the campus heart.
- Creating a vibrant, mixed used Village Hub that invites public businesses and surrounding neighbours to play a vital role on campus, encouraging faculty, staff and students to want to live at TRU.
- Support TRU’s academic research growth, providing offices and laboratory space within a coherent “Research Precinct” that is both integrated and connects to the campus fabric.
- Master Plan was based upon future growth projections for a population of 13,000 students and 3,000 faculty and staff.
- Market Analysis for student housing, restaurants, retail and office opportunities on campus with the goal of generating revenue that can be reinvested in the university.
- Creating a destination campus and prominent identity for TRU in promoting its academic programs to students, researchers and professors, at the regional, national and international level.

The purpose of the 2025 Campus Master Plan Refresh is to review and assess the changes in planning policy, growth and development that have happened on and around campus since 2013, and to determine the potential impact on the 2013 Master Plan. The 2025 Refresh is not intended to overturn or replace the current planning policy or drivers, but to realign the 2013 Master Plan to adapt to the current influences, property acquisitions, market expectations and changing conditions.

The 2025 Refresh acknowledges that several policies, projections and planning proposals have changed over time. As many of these items were referenced and addressed in the 2013 Master Plan, the 2025 Refresh does not intent to reanalyse and comment on the proposed updates, but endeavours to incorporate the potential impact these updates will have on the 2013 Master Plan.

The impact of the following key policies and planning proposals are specifically noted:

- McGill Road Corridor and SouthGate Project have undergone significant changes since its inception in 2001. Although specific details are still being determined, the proposal presents an opportunity for TRU to present a public interface and activity node with the surrounding neighbourhood and city.
- While there is a strong desire for quality, affordable student housing, demand has declined due to immigration policy changes implemented in 2023. Provisions should be made on campus to identify key sites that can accommodate housing to ensure that sufficient and suitable housing is available to all students that require it. Careful consideration should also be given to whether this housing is provided directly by TRU or facilitated through the private housing market.
- Current enrollment projections are anticipated to trend downwards over the next few years. While this trend is cyclical, current planning still aligns with future growth projections outlined in the 2013 Master Plan.
- A high demand for additional commercial and retail opportunities has been noted, such as restaurants, food options, general and branded stores. While commercial development has the potential to provide a more active and dynamic campus environment, it is essential that commercial business be viable as a long-term operation. Provisions should be made to allow for opportunities in TRU Community Trust developments for the market to respond to demand.



1.2 Consultation and Engagement

The 2013 Master Plan was guided by large-scale collaboration with several stakeholders, incorporating extensive consultation with the TRU Steering & Advisory Committees, TRU Community Trust, City of Kamloops, Indigenous communities, as well as faculty, staff and students. The process included design workshops, visioning and town hall meetings, online surveys and social media polls, and was instrumental in identifying the key priorities for the 2013 Master Plan.

As the 2025 Refresh is limited in scope and does not seek to redefine the campus vision, the degree of consultation and engagement was limited. A Project Initiation Meeting, as well as monthly stakeholder meetings were held with the TRU Executive Leadership, TRU Community Trust and TRU Facilities. A 2024 Employee and Student Survey was initiated to obtain feedback from staff, faculty and students to reflect the needs of broader TRU community, as well as support the future development of the main campus.

Following the 2024 survey, key themes were acknowledged and incorporated in the framework, and a Campus Master Plan (CMP) Update and Discussion meeting was held on February 12, 2025 to present the revised campus proposal. A follow-up feedback survey was initiated via TRU Connect to provide respondents with the platform to give additional feedback. A Consultation Report was prepared by TRU, summarising the key themes from the responses, and breaking down the insights provided.

A summary of the key feedback received from the 2024 and 2025's survey is outlined as follows:

1.2.1 Positive Themes

- **Natural Beauty and Green Spaces:** In both surveys, positive feedback was received on the thoughtful urban design and integration of TRU's scenic campus environment, including its lush greenery, trees, gardens, open spaces, wildlife, and scenic views.
- **Walkability and Accessibility:** The campus's pedestrian-friendly design, compact layout with buildings located in proximity, its integration and central location within Kamloops, and location on a bus loop were all praised for walkability and ease of navigation.
- **Building Architecture and Design:** The modern architecture, open spaces, and well-lit buildings were commended for creating an inviting atmosphere. Specifically, students valued the diversity of study areas, including libraries, study rooms, lounges, open areas, and quiet spaces.
- **Sustainability:** The focus on sustainability and community integration was well-received.
- **Student Spaces:** The expansion of student spaces and improvements to learning environments were highlighted.
- **Market Housing:** Plans for additional housing on McGill Road Corridor, University and Hillside Drive were welcomed.



1.2.2 Uncertainties

- **Parking:** In both surveys, employees and students’ expressed frustration with parking availability, high fees, and challenges in finding parking spots. A number of respondents were concerned about the reduction of parking spaces and the impact on accessibility.
- **Building Conditions and Facilities:** Concerns were raised about outdated buildings, inadequate study spaces, cramped classrooms, and cleanliness issues in classrooms and washrooms.
- **Commercial Offerings:** Many employees and some students expressed dissatisfaction with the variety, availability, and affordability of food options on campus, particularly during after-hours, weekends, and summer months. Additionally, there was a perceived lack of restaurants, coffee shops, and cultural venues, limiting the vibrancy and convenience of the campus environment.
- **Infrastructure and Transportation:** Both employees and students expressed concerns about road maintenance, uneven walkways, lack of signage, challenges with pedestrian safety, improvements to bike routes, and accessibility issues for individuals with mobility needs.
- **Market Housing:** There was some dissatisfaction with the amount of land allocated for private market housing instead of public student housing.

1.2.3 Suggested Changes & Actionable Items

- **Parking Infrastructure:** Several comments to retain Parking Lot A3 were made to ensure reasonable access to east campus facilities. In addition, respondents suggested the inclusion of an above ground parking garage to ensure sufficient parking for staff and students.
- **Expand Student Housing:** Respondents noted the need to prioritize building affordable student housing options.
- **Enhance Commercial & Cultural Spaces:** Requests to incorporate mixed-use commercial spaces (restaurants, pubs, shops, grocery markets) and cultural venues (museums, galleries) to add vibrancy to the campus were noted. While the master plan can make provisions for these facilities, they are largely dependent on market demand and desire.
- **Accessibility Improvements:** Ensure accessible parking and pathways near all buildings to accommodate people with disabilities.





(RE)VISIONING THE FUTURE CAMPUS

The 2025 Refresh takes the extensive planning ideas and framework provided by the 2013 Master Plan, combined with the outcomes and recommendations received during the consultation and feedback, and presents an refreshed Campus Master Plan as a guide for future development. The framework is provided to allow for inherent flexibility in the model and planning priorities. The full build-out of the Campus Master Plan is projected to take 30-60 years, depending on university growth and market absorption.

The Campus Master Plan identifies four distinct terraces that can be interpreted and developed as precincts. The terrain lends itself to this broad classification of uses from those mixed commercial and recreational opportunities along the McGill corridor to housing on the lower terrace and slopes. The middle terrace works extremely well for the continued development and intensification of the academic, research and student housing facilities that form the core of the campus overall.



The topography of the campus provides four distinct terraces with key development uses; academic core in the centre, mid-level athletic expansion to the south, upper level outdoor research to the west, and surrounding market housing to the north.

2.1 Campus Precincts

The TRU campus is defined by its unique and interesting topography, establishing a natural framework for overall campus development. The undulating terrain and picturesque views of the valley and mountains provide many opportunities to reinforce the understanding of the campus' structure within the context of the wider city and its place in the Thompson River Valley.

The topography also helps inform a basic precinct structure, separating the central campus into four distinct terraces. Each terrace is distinguished by its specific use, ranging from mixed commercial and recreational opportunities along the McGill corridor, to student housing on the surrounding upper and lower slopes. The middle terrace, featuring the campus heart, works well for the continued development and intensification of academic, research and student housing facilities that form the core of the campus.



The above diagram illustrates key infill areas identified for future growth and expansion that reinforce the development objectives of the Campus Master Plan.

2.2 Development & Growth

As a growing campus, TRU finds itself in the favourable position of access to large areas of developable land. While this offers a significant potential for future growth, it also presents a challenge for focused, sustainable development as part of a larger framework. The development and implementation of the 2013 Master Plan goals are critical to ensuring that all future growth aids in achieving long term vision rather than short term goals.

As such, developable areas should be carefully considered and planned with future growth, massing and desired outcomes in mind. Reciprocally, identified open space and outdoor research areas should be rigorously defended and controlled.



Current parking on campus is arranged into several small pockets that occupy key growth areas identified for expansion. By reconfiguring and optimising existing parking, the Campus Master Plan aims to create a more vibrant, campus environment.

2.3 Parking and Transportation

In each iteration of the master plan, parking and accessibility have frequently been raised as critical concerns by staff, faculty and students. The 2025 Refresh continues to acknowledge the need and role of parking on campus, and has taken into account the feedback and recommendations made as part of the latest round of engagement. Accordingly, it should be noted that the overall number of parking stalls proposed will increase as the Campus Master Plan is developed. In addition, it is recommended that more emphasis is placed on the role of public and sustainable forms of transportation.

It is also important to monitor future trends and development patterns, such as increased automation, driverless cars and ride-sharing which may impact the need for parking on campus over the next 20 years.



2.4 Assessing the Master Plan

This section sets out the overall campus land use organization positioned to best foster the Campus Master Plan objectives. The vision of a vibrant and pulsing mixed-use academic heart and its accompanying land uses is supported around the new open space network designed to connect the campus precincts and create an integrated university village.

Eight land use categories have been identified: Open Space, Movement and Connections, Parking and Accessibility, Academic, Student Housing, Mixed Use Market, Market Housing, Outdoor Research and Landscaping. These categories have been loosely defined to allow for flexibility to accommodate future university objectives and requirements while also establishing a framework from which future growth can be organized within the larger campus vision.

Recommended programming for each land use category is based on the primary uses only and any ancillary use within each category has not been included for clarity. For example, a parcel designated as “Academic” will not specify “Retail”, but an ancillary café or a convenience store can be encouraged within that block.

The placement of each land use classification acknowledges existing environmentally sensitive zones and existing locations of academic research buildings, as well as the future McGill Corridor plans and anticipated future developments on adjacent sites.



1. Campus Heart
2. Old Main (OM)
3. Arts & Education
4. Campus Activity Centre
5. House of Learning
6. Human Resources
7. International Building
8. LCDES
9. TRU East Village
10. Indigenous Education
11. TRU Residence
12. Future Fire Science
13. Science & Health Sciences
14. Trades & Technology Centre
15. Animal Health Technology
16. Nursing
17. Future Academic/Research
18. Hillside Stadium
19. Tournament Capital Centre
20. Future Athletic Expansion
21. Future Market Development
22. McGill Road Corridor
23. Summit Drive
24. University Drive
25. Future Pedestrian Bridge
26. Hillside Drive
27. Student Housing
28. Daycare
29. Future Market Mixed Use
30. Future Parkade
31. Future Market Housing
32. Gymnasium
33. Facilities

2.4.1 Road Network

Several transportation studies have identified increasing traffic demands along the McGill Road Corridor. This has prompted the need for a more efficient and integrated road network to improve transit access and overall campus connectivity. In response, the Campus Master Plan outlines a comprehensive approach to address these challenges through thoughtful infrastructure planning and enhanced linkages between the university and the surrounding community.

Central to the plan is the development of two distinct types of campus roadways: Major Access Roads and Minor Access Roads. Major Access Roads are designed to accommodate high volumes of traffic with wide, multi-lane configurations and asphalt driving surfaces. These routes will also include boulevards, sidewalks, and street trees to support both vehicular and pedestrian movement. In addition, key features such as campus wayfinding signage and signalized crosswalks will ensure safety and ease of navigation throughout the campus. Minor Access Roads will serve areas with lower traffic volumes and a greater emphasis on shared spaces. These roads will be narrower, limited to two lanes that support both pedestrian and vehicle use. Traffic will be moderated through the use of bollards, street tree planting, and other street furnishings, helping to create a more pedestrian-friendly environment.

Beyond the road types, the plan emphasizes improved connectivity with surrounding neighbourhoods, particularly those south of McGill Road and the residential areas north of Hillside Drive. Strategically designed bridge connections will help integrate these areas with the campus, while expanded transit services — including increased frequency and a new night bus route — will offer safer, more sustainable travel options for students, staff, and visitors.



2.4.2 Mobility & Connections

The Campus Master Plan places a strong emphasis on enhancing mobility and connectivity across campus, creating a cohesive and pedestrian-oriented environment that supports both functional movement and vibrant community spaces.

At the core of this vision is the Campus Heart Corridor, a pedestrian-only zone designed as the central spine of activity on campus. While emergency and service access is permitted for vehicles, the space is primarily intended for foot traffic. It features decorative paving, custom-designed furnishings, unique lighting elements, and integrated planters and trees, all contributing to a visually distinctive and inviting atmosphere. The corridor is designed to support commercial activity, including outdoor dining and amenity spaces, and offers numerous areas for social interaction and relaxation, reinforcing its role as a communal gathering place.

Complementing this central corridor is the Trail System Connection, which connects the campus to Kamloops’ surrounding “mountain trail system.” This linkage provides a natural and scenic access route for pedestrians, promoting active transportation and enhancing the university’s integration with the regional landscape. Additionally, a network of Campus Connections ensures straightforward and accessible movement throughout the university grounds. These pedestrian-only Campus Connections, which also allow maintenance access when needed, are designed with unit pavers, lined with mature street trees, and include benches and lighting for comfort and safety. They provide direct connections to key buildings and open plazas, as outlined in the Campus Master Plan, and serve to unify various parts of campus while encouraging walking as the primary mode of transportation. Together, these interconnected pathways foster a walkable, welcoming campus environment that prioritizes sustainability, accessibility, and the overall student experience.



2.4.3 Multi-Use Pathway

To support a more accessible and sustainable transportation network, the Campus Master Plan introduces the concept of a multi-use pathway as a vital component of campus mobility. Designed to accommodate both pedestrians and cyclists, this pathway would provide a safe, continuous route that is physically separated from motor vehicle traffic. Whether integrated within existing road rights-of-way or constructed along independent corridors, the multi-use pathway aims to link key campus destinations with transit stops, academic buildings, and surrounding neighbourhoods.

Despite the topographical challenges of the TRU campus, the plan advocates for improved active transportation infrastructure, including expanded bike facilities and enhanced pedestrian routes. These efforts are not only intended to improve daily accessibility but also to reduce car dependency and foster a culture of sustainable travel among students, staff, and visitors. Educational initiatives focused on sustainable transportation will further encourage active participation in shaping the campus’s mobility future.

This vision aligns with the City of Kamloops’ Bicycle Master Plan and ongoing Pedestrian and Trails Master Plans, which emphasize the importance of strong connections to the TRU campus. Through thoughtful landscaping and the integration of public art at key intersections, the proposed multi-use pathway will not only serve a functional role but also contribute to the campus’s visual identity and sense of place. Ultimately, the multi-use pathway will enhance safety, connectivity, and the overall experience of moving through the TRU campus.



2.4.4 Open Space

The TRU campus has evolved over the past 50 years, resulting in a diverse mix of building types, architectural styles, and academic functions. While previous master plans provided guidance on landscape materials and open spaces, these areas have primarily been shaped by the development of the surrounding built environment. The design of open spaces at TRU should enhance campus life by integrating cultural, historical, and environmental contexts. This includes honoring Kamloops’ heritage and Indigenous vision, incorporating historical references, and ensuring ecological connectivity with the surrounding landscape.

To establish a more cohesive and connected campus identity, TRU is adopting a “framework” approach, where open spaces are strategically defined based on guiding principles for the public realm rather than being dictated by existing structures. As the Campus Master Plan is incrementally implemented, with older buildings being demolished and replaced with new ones, the public realm will gradually be reshaped. To ensure a vibrant, walkable, and revenue-generating campus, a dedicated Public Realm Master Plan should be developed and used to guide all future planning and development efforts.

The open space network is the defining element of Campus Master Plan, serving to connect people and spaces, organize land uses, and shape the university’s visual and experiential identity. Functioning at multiple scales, it integrates spaces within buildings, links campus precincts, and connects TRU to the surrounding city. The network is formed through a range of spatial strategies, including pedestrian pathways, limited-access roads, open commons, courtyards, athletic fields, and trails. This structured framework will guide campus development, land use, and social organization, ensuring a cohesive and vibrant environment.

Future development and growth considerations must ensure the framework and structure of these spaces are comprehensively outlined to achieve TRU’s vision for a well-connected and dynamic campus.



2.4.5 Parking and Accessibility

The parking strategy for TRU will maintain priority parking lots around the campus heart, while providing approximately 600 on-street parking stalls along University Drive. A multilevel structured parkade is proposed to be located and terraced into the hillside to the south of the Science Building. All mixed use, market and student housing will have parking integrated into the development.

Residential parking north of University Drive is envisaged to be integrated into the existing topography, allowing parking to be tucked away to facilitate better campus land use. Overall, the number of on campus parking stalls, excluding residential parcels to the north, is anticipated to increase above the current 2,481 parking stalls. The provision of accessible parking stalls and accessible pathways shall be provided near all buildings.

The campus networks are designed not only for the movement of people and goods but also to support TRU’s vision of a walkable campus. A strong, pedestrian-oriented network is key, with features that ensure ease of access by offering well-connected, direct routes to major academic and campus points, prominent bicycle facilities, and thoughtfully designed pathways that accommodate slopes with resting areas.

Safety and enjoyment are equally prioritized. Future development shall incorporate elements such as dense, well-monitored walkways that embody the “All Eyes On the Street” principle, clear separation between pedestrian and vehicular traffic, emergency call centres, adequate lighting, and visible campus security. In addition, a continuous design language, quality landscape treatments, and varied environmental experiences create an aesthetically pleasing and comfortable setting that aims to protect pedestrians from harsh weather, promoting a vibrant and connected campus environment for all.

Pedestrian and vehicular movement routes should have their own distinct design characteristics to promote an identifiable, walkable, and connected campus.



2.4.6 Academic Built Environment

To develop an active and engaged campus heart, it is recommended that new academic buildings and facilities are planned and clustered within this precinct to drive strategic growth. In addition, the Campus Master Plan recommends that new academic facilities be designed as taller buildings with a compact footprint. This will reduce the use of available land, preserving open space and supporting a pedestrian and transit friendly campus.

Focusing these new facilities in infill locations will maximize the economic and environmental benefits of shared infrastructure and reduce greenhouse gas emissions. Opportunities for sharing infrastructure and resources and reducing energy usage will be considered in the siting review for each new building and in the more detailed site planning for the mixed-use hubs.

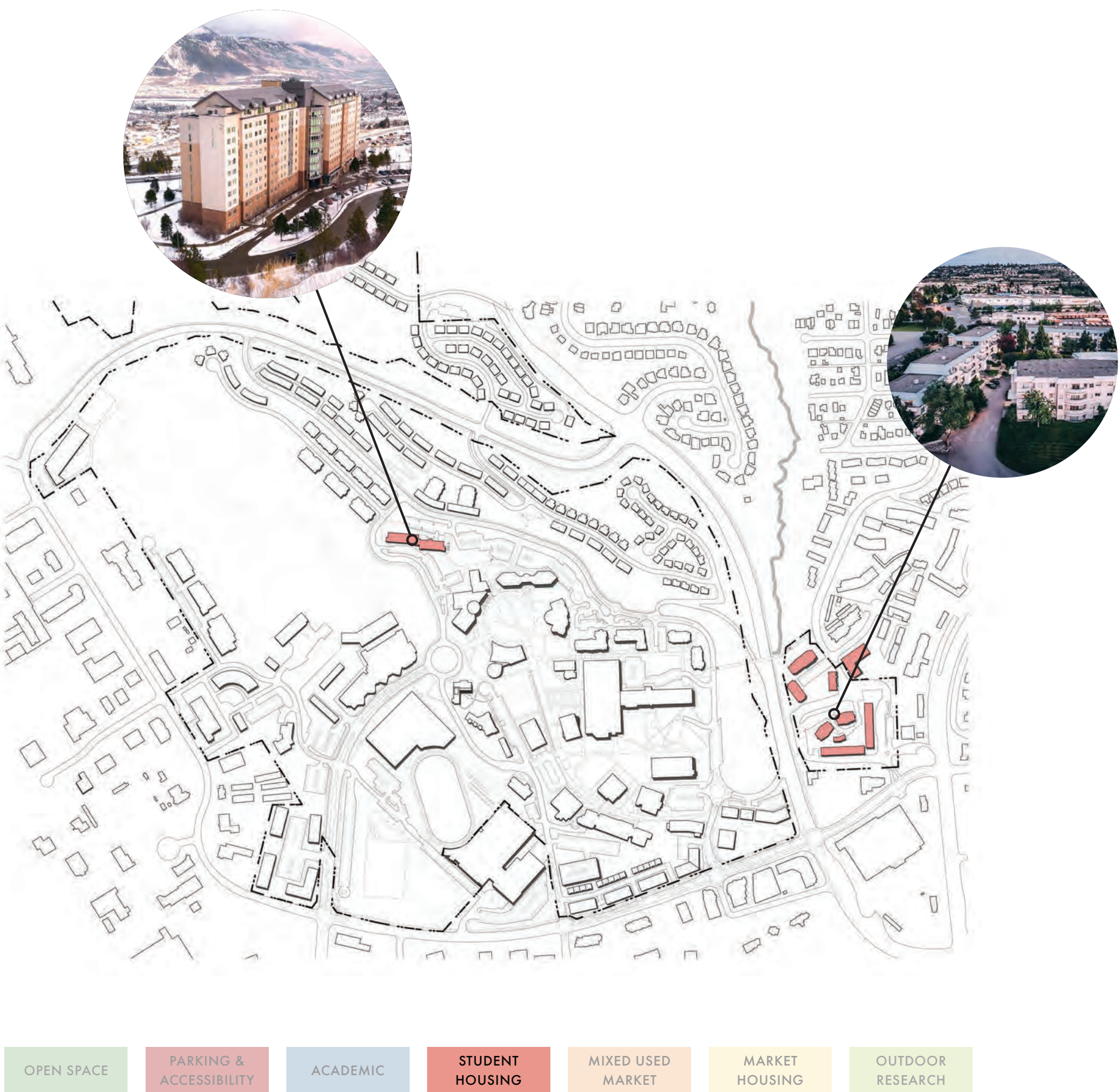


2.4.7 Student Housing

The development of student housing is designed to foster an active and engaged 24-hour rhythm of activity. This type of cycle helps facilitate a safe and more vibrant campus environment, and contributes to a distinctive TRU identity, creating memorable experiences that will resonate with generations of TRU graduates.

Recognizing that typical market-driven housing may not always align with the unique demands of an academic setting, the Campus Master Plan prioritizes TRU-led student residences and student-focused market rentals, primarily in the East Village. These areas are well-positioned to support a student-centered community and strengthen campus cohesion.

Looking ahead, there is potential for future TRU Community Trust developments to support affordable student housing, building on successful models like the Cape Group and Kelson Group projects. While the construction of new TRU residences may not be feasible in the short to mid term, the private market remains well-equipped to meet interim demand, provided affordability and student needs remain central to those developments.



2.4.8 Mixed Use Market

This land use category combines mixed-use retail and market housing, primarily located on parcels along the McGill Road Corridor. These proposed development opportunities aim to replace the scale of the surrounding big-box stores with a more pedestrian-friendly walkable retail, aligning with the objectives of the McGill Corridor Concept plan. The southeastern parcel will serve as the campus’ retail hub, anchoring its main visual entrance. To the west, the mixed-use market parcels will reinforce the McGill Corridor vision, with the western most parcel establishing a prominent corner on TRU’s west campus.

The northern mixed-use market parcel will house new community facilities, and market housing. Due to its distance from McGill Road, typical retail is less viable in this location, and non-housing uses should be geared toward community and recreational amenities.



2.4.9 Market Housing

The northern portion of the TRU campus is characterized by a steep slope that creates a natural border along University Drive, separating it from the rest of the campus. This also limits the opportunity for this site to be used for academic buildings. As such, it is recommended that the land be used for market housing opportunities. This market housing may also serve as an important housing option for students, especially those seeking proximity to campus without the need for on-campus residences.

The site’s dramatic elevation change provides expansive views towards the downtown area and to the mountains to the north. The western portion of this precinct, located on an existing open parking lot, is characterized by relative flatness and proximity to the campus, making it ideal for higher density development. The remaining portion of the area will be developed primarily with town homes and similar typologies.



- OPEN SPACE
- PARKING & ACCESSIBILITY
- ACADEMIC
- STUDENT HOUSING
- MIXED USED MARKET
- MARKET HOUSING
- OUTDOOR RESEARCH



OPEN SPACE

PARKING & ACCESSIBILITY

ACADEMIC

STUDENT HOUSING

MIXED USED MARKET

MARKET HOUSING

OUTDOOR RESEARCH

2.4.10 Outdoor Research and Landscaping

At TRU, learning extends beyond the classroom into the natural environment, where native grasses, plant life, and wildlife serve as valuable resources for research and education. Designated natural areas are protected for academic and recreational purposes, distinct from other open spaces due to their unique native ecosystems.

TRU’s strong horticulture tradition supports various academic programs, from Horticulture to Culinary Arts, with the outdoor teaching lab for the Natural Resource Sciences program specifically safeguarded from development. As such, undevelopable areas with challenging topography or environmentally sensitive zones are preserved to maintain the integrity of these natural learning spaces.

Landscapes should complement the architectural identity of associated buildings and promote social interaction, outdoor learning, and the exchange of ideas, ensuring a dynamic and engaging campus environment.

To create a distinct sense of place, landscape designs should use form, materials, and elements such as public art, lighting, and unique architectural features. Additionally, site-specific challenges must be addressed, including utilizing sloped areas for functional public spaces, designing for year-round usability, revitalizing underutilized spaces for safety and engagement, and transforming single-use areas into inclusive, multi-purpose spaces that cater to diverse users.

Public art will play a crucial role in enhancing TRU’s open spaces, pathways, and buildings, fostering a dynamic and engaging environment. A well-defined Public Art Strategy will help tell the story of TRU’s people and themes, reinforcing its identity as a “destination university” and creating a lasting first impression for students, staff, and visitors.





IMPLEMENTATION STRATEGY

3.1 Guiding Principles for Public Realm

A successful public realm can shape a campus's identity and enhance academic life by connecting key nodes, landmarks, edges, paths and buildings. To help create these defining spaces and networks, clear guiding principles are essential. Five key principles should inform the planning and development of TRU's public realm to align with its vision, values, and themes:

1. **Organize:** The public realm should organize the campus and its elements, strengthen connectivity, create landmarks and support the distinguishable "neighbourhoods" to the campus to improve wayfinding.
2. **Create Identity:** The public realm should contribute to the creation of a unified character of the campus while creating unique identities for the campus "neighbourhoods" and "precincts".
3. **Create Vibrancy:** The public realm should create a vibrant student life and innovative educational opportunities and support the objective of a 'mixed use' development approach to the campus through form and function.
4. **Durability:** The public realm should be long lasting, durable, low maintenance and resilient. It should include comfortable environments to be in and be socially and environmentally sustainable.
5. **Flexibility:** Campus forms are consistently changing to meet academic demands, support organic mixed-use development, and respond to available funding and changing technology. Therefore, the public realm and open space should have overall flexibility inherent in its design to support a range of uses and needs.



3.2 Environmental Stewardship

The Campus Master Plan aims to create a sustainable, efficient, and convenient campus environment through better land use, integrated open space and energy management, pedestrian and transit-oriented design, and a socially engaging atmosphere that supports academic life.

Key strategies include:

- **TRU Outdoor Research and Education Labs:** The plan preserves natural areas for outdoor research and an education food garden, integrating the spatial needs of programs such as Environmental Sciences, Horticulture, Fine Arts, and Culinary Arts.
- **More Student Housing:** Increasing on-campus housing will boost academic engagement, reduce commuting, and enhance safety by increasing activity along pathways. A diverse range of housing options will support a variety of academic and personal services with extended hours.
- **Campus Open Space:** The plan links public realm improvements with campus infrastructure like cycling routes, walking trails, and sustainable storm water management. These integrated spaces serve as both contemplative areas and functional water management systems, while promoting native, low-maintenance landscaping and pesticide-free practices. Campus art, including student and Indigenous works, will enrich these open spaces.

- **Compact and Mixed-Use Campus:** New academic facilities will be built as taller, compact structures in infill locations to conserve land, support a pedestrian-friendly environment, and maximize shared infrastructure benefits. Each new project will be evaluated for energy efficiency and potential shared resources.
- **Vibrant Campus Life:** Higher-density, mixed-use buildings will encourage academic and social interactions. Informal learning spaces inside and outside buildings will help create a lively campus, fostering a strong sense of place and community.

In addition, the Campus Master Plan will explore comprehensive sustainability strategies in areas such as:

- Water and Wastewater as a Resource
- Energy and District Energy Systems
- Climate Change Adaptation and Mitigation
- Operations and Maintenance
- Buildings and Indoor Air Quality
- Waste Management

3.3 Opportunities & Key Sites

As detailed in the Market Analysis in the 2013 Master Plan, development parcels are primarily located along the high-traffic McGill Corridor, where foot traffic and community visibility will support retail and office spaces. Additionally, ancillary retail will be included on the ground floors of most academic buildings.

Market residential parcels are located to the north, offering panoramic views and utilizing the site’s natural slopes. This area, while distinct from the campus, creates a separate neighborhood identity while remaining a short walk away. The chosen housing types, including stacked row homes and terraced mid-rise structures are well-suited for sloped terrain, with parking integrated into the hillside.



3.4 Key Priorities & Phasing

The Campus Master Plan has evolved from a linear seven-phase strategy into a more flexible phasing approach, now categorized into Key Priorities and Future Priorities. This updated framework allows the university to respond more effectively to changing market conditions while strategically advancing its long-term vision.

At the core of the initial development is the reinforcement of the **Campus Heart**, which forms the centerpiece of the university’s identity and movement strategy. This area will be transformed into a vibrant, pedestrian-oriented zone, centered around a wide-open plaza at the West entrance to Old Main, enhanced with a solar trellis system and open green space. This central space becomes a key social node for the university community.

Surrounding this heart, new academic buildings will provide critical infrastructure for faculty, staff, and students. These buildings will activate the central plaza and create strong visual and physical connections through the campus. A new transit loop will also be introduced to support convenient transit options while reducing traffic within the campus core.

 The first phase focuses on establishing a vibrant and cohesive Campus Heart as the central gathering and academic zone of TRU. This includes major upgrades to the public realm—such as a new pedestrian plaza in front of Old Main, enhanced landscaping, lighting, and seating—to create a welcoming, social, and functional space for students, faculty, and visitors. Key academic buildings will be added around this core area to define the space and support university operations, while a new transit loop will improve campus accessibility and reduce vehicle traffic.

-  Supplementary development phases include:
- Expansion of East Village to provide additional student housing and potential day care opportunities
 - Development of the western campus edge for research-focused academic facilities
 - Continued growth of mixed-use market developments along McGill Road

These initiatives are designed to strengthen the connection between the university and adjacent neighborhoods by incorporating retail, residential, and service-oriented elements that support a walkable, integrated campus edge.





3.5 Future Priorities

Following the establishment of the Campus Heart, the Future Priorities focus on supporting campus life and long-term university growth. The next phase includes the development of athletics infrastructure, including a new facility designed to accommodate the needs of TRU’s expanding sports programs and to host visiting teams and spectators.

Subsequent phases prioritize the development of student and market housing, with an emphasis on creating diverse, sustainable residential communities north of the campus core. These housing phases will gradually replace surface parking areas, aligning with TRU’s commitment to reducing car dependency and supporting alternative modes of transportation.

The overall phasing strategy remains deliberately open-ended, without fixed timelines, allowing TRU and the TRU Community Trust to adjust project sequencing based on market demand and institutional priorities. This flexible approach ensures that academic and commercial developments can progress in tandem, using profits from market developments to help finance academic infrastructure in a financially sustainable manner.

 Future phases aim to address the long-term growth of the university, focusing on housing, athletics infrastructure, and further market development. A new athletic facility will support TRU’s expanding sports programs and accommodate spectators and visiting teams.

Extensive housing projects will be developed across the northern parcels of the campus, offering a diverse mix of student and market housing to create complete, sustainable communities. Over time, surface parking areas will be replaced with higher-density development, aligning with the university’s goals for a less car-dependent and more connected campus.

RECOMMENDATIONS

Summary

The Campus Master Plan offers a comprehensive, integrated framework for future campus development. It builds on an in-depth analysis of previous studies, and is informed by the evolving University goals and objectives, city policies, and market trends. It is informed by a continuous engagement process including a wide range of stakeholders from the university community, local neighbors and the broader Kamloops area.

The resulting vision, guiding principles, and physical plan are aimed to support TRU’s continued growth, paving the way for new buildings, open spaces, and revenue opportunities through market development.

To ensure successful implementation, the plan includes several recommendations to establish the necessary processes for achieving its objectives in the next stages of development.

Open Space Plan and Design

The framework for this plan is built around the open spaces and pathways. There has been a clear vision through this master planning process of the desired nature and character of those spaces. The next step would be to ensure that those pathways and spaces are designed comprehensively as a network and that the desired character is in fact achieved to ensure a highly desirable campus that meets the vision for TRU.

Building Guidelines

Previous guidelines established a standard for building design that emphasizes compatibility through complementary, though not identical, materials and treatments—a standard that has been met with architectural excellence. Building on this foundation, the focus now shifts toward iconic structures, such as the Old Main expansion. Iconic architecture should serve as natural landmarks while integrating seamlessly with the surrounding context.

As the campus densifies, the plan revises its structure by incorporating private housing and mixed-use developments managed by the TRU Community Trust. This approach aims to increase allowable densities and building heights within a robust framework, supported by quality open spaces and landscape design. Guidelines for residential and market parcels will also align with both the City of Kamloops’ objectives for the McGill Corridor and prevailing market conditions.

TRU Design Review Process

A design review process should be maintained with key design individuals from TRU and beyond to ensure high quality building and open space design for the campus that meets the objectives from this plan.

Sustainability Strategy

Sustainability was addressed at a high level throughout this planning exercise and clear direction emerged on some aspects of the physical plan. TRU’s existing sustainability strategy should be actively implemented and referenced in alignment with the Campus Master Plan to address a full range of future growth options to establish TRU as a leading-edge and sustainable world-class campus.

Business Implementation Plan

A business implementation plan would support the Campus Master Plan by identifying funding sources, estimating costs, outlining resource needs, and assessing risks. It would specify the university’s requirements for developing academic parcels and detail the strategy for bringing market parcels to fruition.

Photo Credits

Drury’s Office of Marketing & Communications, Stantec, TRU Marketing & Communications, Yale-NUS College (Master Plan by Pfeiffer Partners Architects with Kieran-Timberlake, Design by Pelli Clarke Pelli Architects with Forum Architects)

