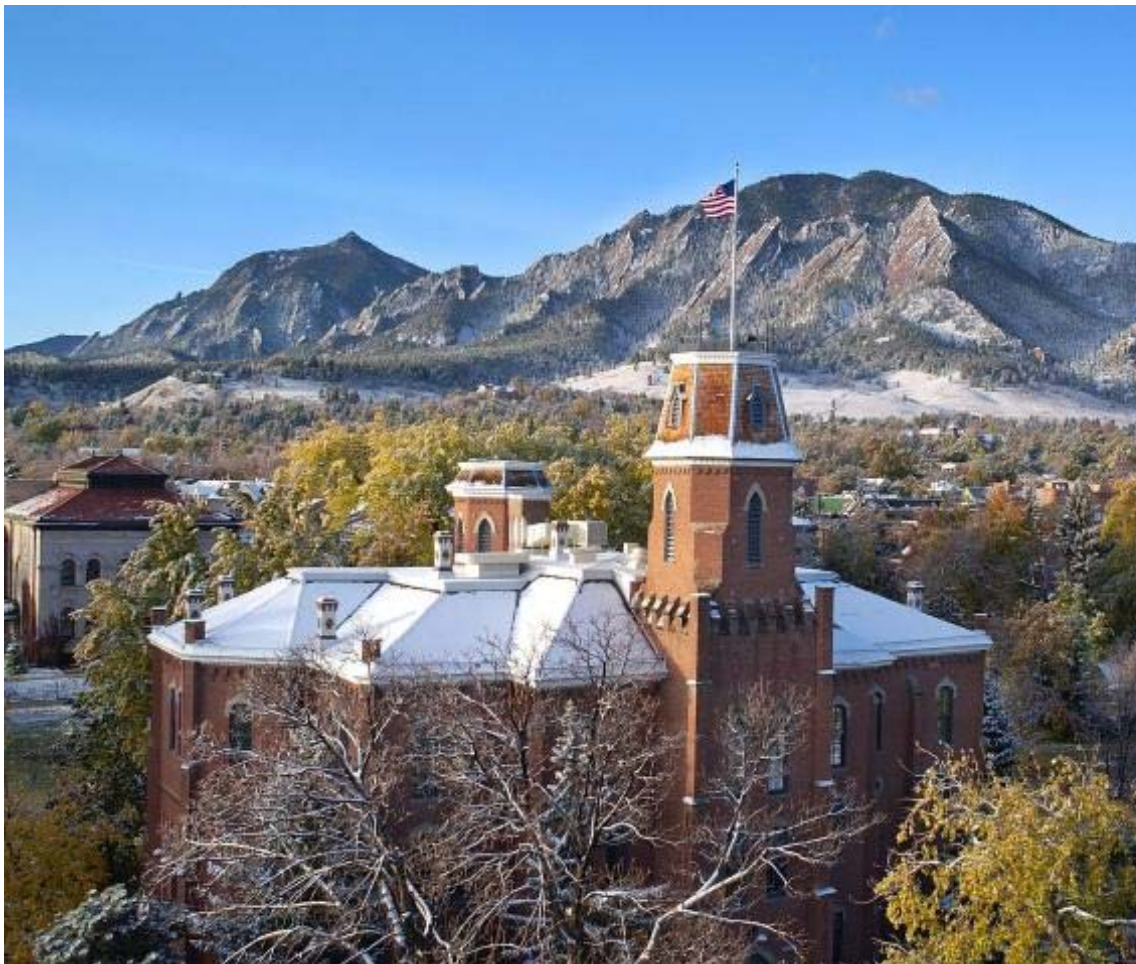


TASK FORCE REPORTS

CAMPUS MASTER PLAN

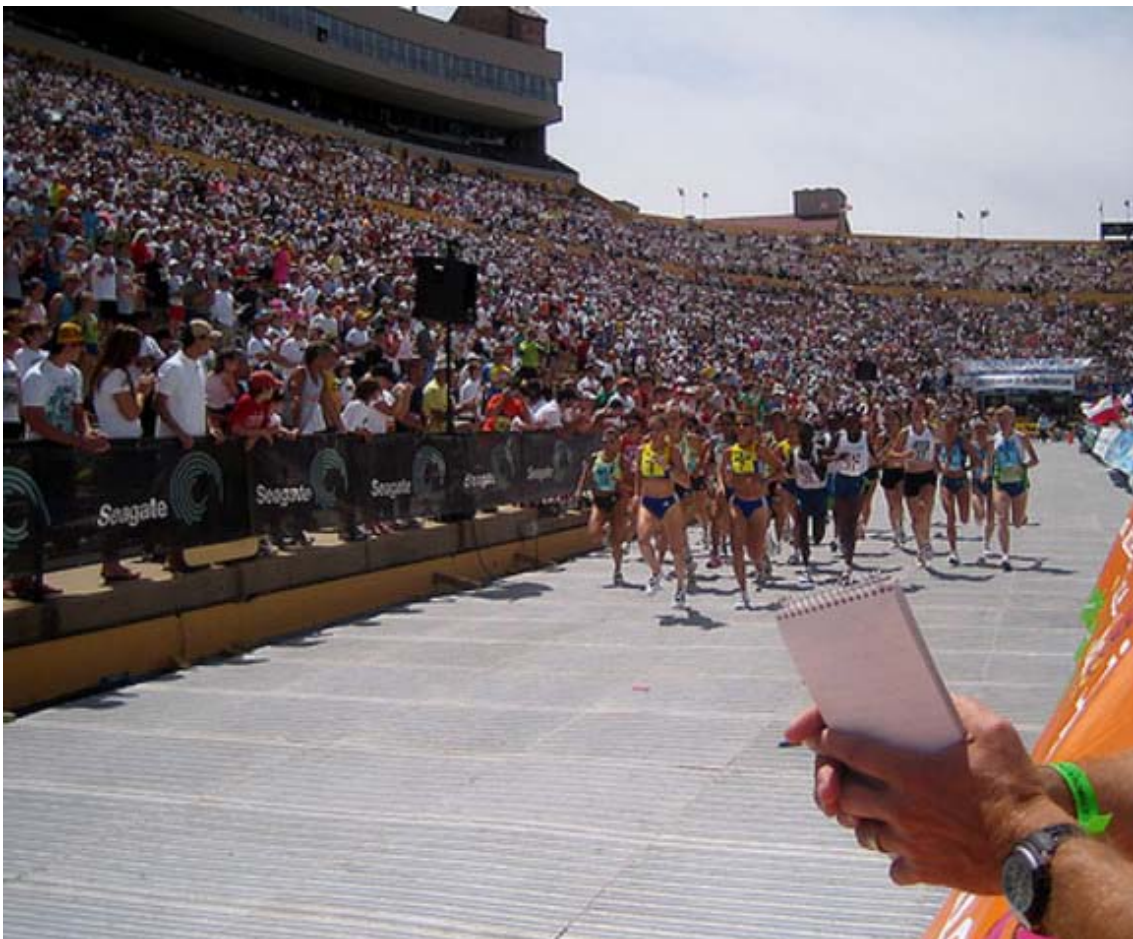


Colorado
University of Colorado at Boulder TM

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COMMUNITY PARTNERSHIPS



"The university consists of all who come into and go forth from her halls, who are touched by her influence, and who carry on her spirit. Wherever you go, the university goes with you. . . . Wherever you are at work, there is the university at work."

—George Norlin, CU President, 1917–39

Master Plan Task Force on Creating Community Partnerships

Our charge from Chancellor DiStefano was to consider how campus, city, and county and Boulder Valley School District (BVSD) partnerships could be strengthened and mobilized through the creation of an updated master plan for CU-Boulder. We were asked to consider a) how facilities and services are profitably shared, b) how to accommodate growth on campus and off, c) how strategic partnerships could be formed, and d) how the principles of a “university village” could strength the Boulder community.

To prepare, we drew from previous work on the value of community partnerships:

- Flagship 2030 Community Task Force – Notes from Boulder community stakeholders
- Flagship 2030 Outreach and Engagement Task Force 2008 Report
- Flagship 2030 Facilities Management Task Force

After culling ideas from previous work and through a survey of committee members, and after reconsidering our charge, we decided to frame our report around Guiding Principles, Design Elements, and Opportunity Zones and Projects.

Guiding Principles

Our “guiding principles” give shape to the commonality of the Boulder community. Though institutional boundaries exist, we seek a set of common values that sustain economic, social, and environmental growth and responsibility. We propose that our guidelines inform the strategic planning regimens of the city, county, university and BVSD. For our charge, we identified:

Institutional Relations and Cooperative Planning

Recognizing institutional constraints and jurisdictions, we propose that the city, county, BVSD and CU-Boulder pursue *cooperative planning*, consisting of a) regular meetings of existing leadership, b) a planning process that allows for impact studies in advance of project announcements, c) a commitment to transparency and shared information, and d) consistency over time through formal agreements (e.g., IGA, MOU) that document relevant strategic planning.

In addition, cooperative planning will promote two key principles: outreach and engagement between the city and university communities, and the inclusion of BVSD, federal labs, community colleges in city, county, and campus planning.

Resource Leveraging

Fiscal responsibility is a common principle that is strengthened when projects that benefit the city, county or university or school district can consider a careful and mutual distribution of resources. (Add David’s comment) One strategy toward resource leveraging is to build upon success (e.g., BVSD and School of Education partnerships). Another is to ensure that existing and future services consider the full range of constituencies. Another is collaborative projects, identified by our “opportunity zones” and by the other task forces.

We propose that campus planning draw from the tenets of a “creative economy” as a “hybrid” model for economic growth, one premised upon technology, the arts, information, culture, the environment, and entrepreneurialism.

Neighborly Neighbors

We need an *affiliate culture*, one where groups differentiated by race, ethnicity, nationality, social class and economic standing make a mutual investment in the city, county, and university. This will be enhanced by spaces and structures dedicated to an affiliate culture, and campus and city planning that recognizes affiliations accrued over time.

Civility is neither an unachievable ideal nor an anachronism in our campus-community relationship. Collectivity and shared ownership are principles to be instilled into our shared institutional planning. Dissensus and consensus are recognized values of a healthy affiliate culture as are tolerance and personal safety.

Experiential Living and Learning



Recognizing the demands on faculty, staff and students at an AAU Research I university, we seek to broaden the definition of Faculty Teaching, Service, and Research to encourage community engagement. The university must provide incentives, and cooperative planning that would facilitate its enactment.

Design Elements

A campus plan, premised on community partnerships and guided by the above principles, will be realized through specific design elements. We drew directly from the UC-Davis model for a University Village and then turned to the committee's experience and expertise to propose that the CU Master Plan pursue:

- Mixed-use Structures that optimize the economic and social value of diverse stakeholders taking full advantage of new construction and redevelopment.
- Design that allows for Affordable housing which by its nature can open the campus and community to all constituencies.
- Universal design that will ensure accessibility.
- Modes of Transportation that minimize congestion, to maximize access, to reduce our reliance on vehicles, and to reduce emissions.
- Sensitivity to adjacent neighborhoods and environmental context to honor lines of sight, natural resources and hazards, historic preservation, regional style and building precedents, and vernacular materials.
- A public realm that provides opportunities for positive interaction while promoting access, public safety, functionality, and a Boulder "aesthetic."
- Long-term Vision that includes the concept of planning reserve areas withheld for future developments and which will allow our guidelines and elements to evolve.
- Infill development, appropriate Density and high quality design to create a built environment that supports alternative transportation modes, economic vitality, and efficient service delivery.
- Responsibility in terms of environmental sustainability, economic vitality, and livable communities.

Opportunity Zones and Projects

Finally, the campus master plan for CU Boulder will include design elements, as we have specified above, that will help to realize our guiding principles for community partnerships. These guidelines and elements will draw our attention to spatial opportunity zones and projects, many of which overlap with the other task forces, where partnerships are built into the living and learning environments in our community. Other master plan committees made specific location recommendations for public private partnership projects. This committee identified zones for potential cooperation but did not believe that we spent enough time on this topic to make site specific recommendations.

Zones

- Main Campus
- Basemar Shopping Center
- CU-Boulder South
- University Hill and Grandview
- Mountain Research Center
- East Campus
- Williams Village
- North of Boulder Creek
- Linkages between campuses (e.g., area along Colorado Ave. between 28th and 30th)
- City or County Land



Projects

- **Infrastructure**
 - Signage
 - Video Conferencing
- **Education**
 - P-99 Education and Support
 - Daycare and pre-school
 - Science Center
 - Continuing Education access
 - Executive Education
- **Transportation**
 - Additional Transportation Modes

- **Recreation, Open Space and Athletics**
 - Indoor tennis facility
 - Competition swimming pool
 - Outdoor running track
 - Indoor multi-use field facility with an indoor track
 - Full-size ice rink
 - Softball and baseball fields

- **Physical Facilities**
 - Farms/local food systems
 - Affiliate Housing
 - Intergenerational Housing
 - Conference Center
 - Science Museum and Demonstration Center
 - Performance Center
 - Cultural Center
 - Collaborative Research Facilities
 - Business Incubator Space
 - University Village

- **Sustainability**
 - Water re-use
 - Alternative modes of transportation
 - Cleaner source of energy (potential)
 - Sustainable practices
 - Collaborative funding opportunities
 - Green Power Systems



