



Figure 4.1: CSU Student Center Entrance on Euclid Avenue

04. CAMPUS MASTER PLAN SYSTEMS

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The physical campus analysis in Chapter 2 provides a comprehensive understanding of existing campus systems and their interrelationships. This chapter describes the recommendations for campus systems required to support the 2014 Campus Master Plan ideas and planning goals.

New development opportunities, proposed building renovations, and candidates for demolition begin the chapter. Recommendations for campus landscapes, pedestrian circulation, multi-modal transportation, vehicular circulation and parking are then described in greater detail.

CAMPUS MASTER PLAN SYSTEMS

The 2014 Campus Master Plan is described through a series of systematic diagrams to better understand the planning goals embedded in the illustrative master plan and Campus Master Plan Ideas discussed in Chapter 3. Because CSU's physical campus is continuously evolving, proposed initiatives are compared to diagrams of existing conditions in this chapter to provide contextual reference for systematic recommendations as part of the 2014 Campus Master Plan.

As a backbone for future campus change, CSU's overlapping systems organize the campus into understandable parts. When viewed separately, each system can be analyzed and optimized, yet only provides a partial understanding of campus operation. When overlaid and viewed collectively, the systems provide a comprehensive understanding of CSU's campus. Campus systems discussed in this chapter include:

- New development opportunities
- Renovation opportunities
- Demolition candidates
- Building use
- Campus landscapes
- Pedestrian circulation
- Multi-modal systems
- Vehicular circulation
- Parking

For new development, renovation, and demolition, recommendations are depicted on the following pages via graphic representation of planning initiatives, with tabular data describing:

- Project name
- Potential use
- Base square feet
- Number of floors
- Total square feet
- Additional information

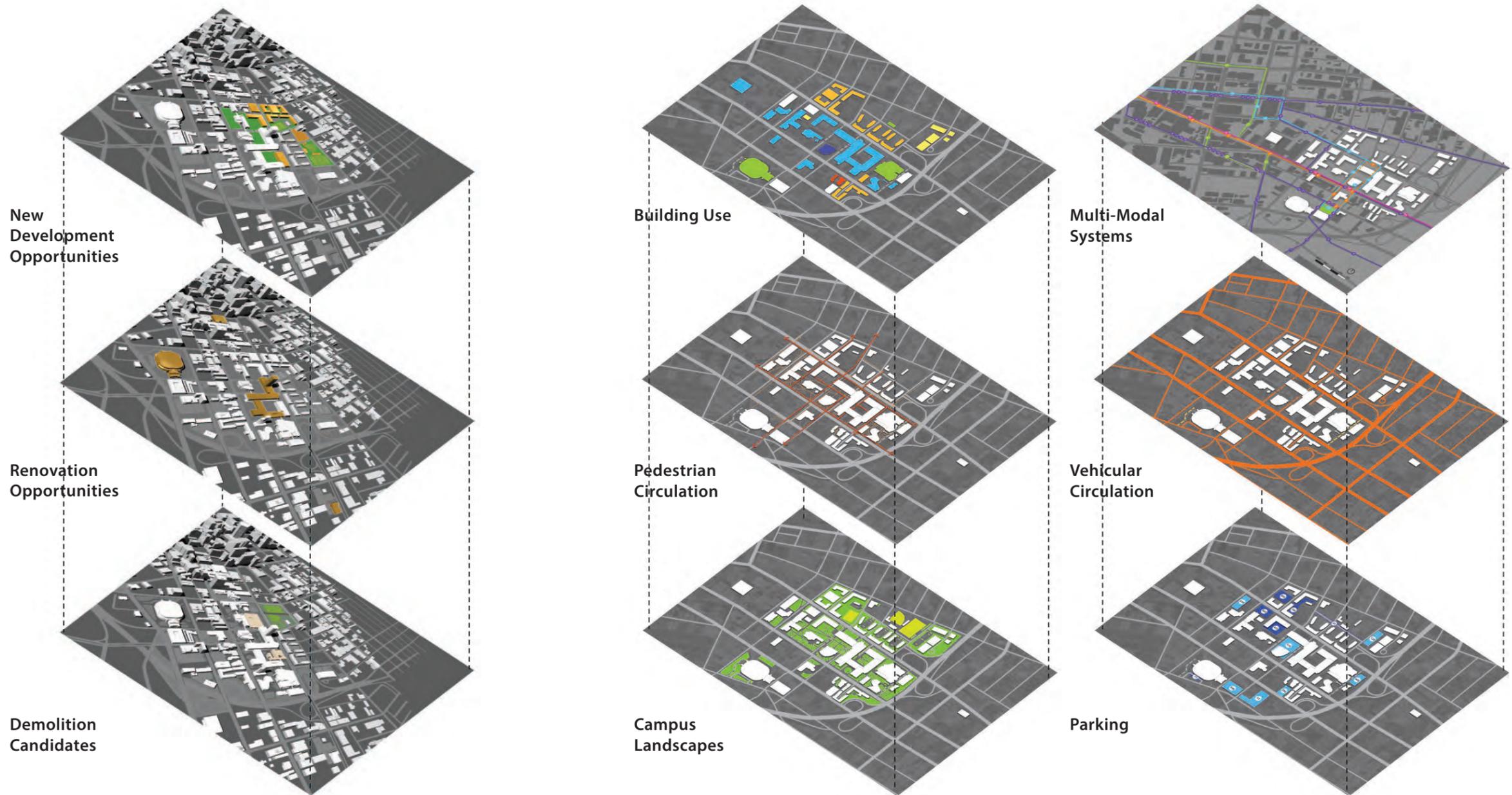


Figure 4.2: All Campus Master Plan Systems at CSU

CAMPUS-WIDE PRIORITIES

NEW DEVELOPMENT OPPORTUNITIES

The 2014 Campus Master Plan provides flexible opportunities to meet projected space needs (described in Chapter 3 and the Appendix), and future opportunities for campus and partnership-driven growth regarding additional academic, residential, parking and athletic

space. The square footage provided shows the potential capacity of each site, and is only intended as a planning guide. Project size and program will be determined with identification of funding.

	Name	Potential Use	Base GSF	Floors	Total GSF	Additional Information
01	Campus Core 1	Interdisciplinary Engineering and Sciences	35,000	4	140,000	
02	Campus Core 2	Future Academic	45,000	4	180,000	retain lower level parking
03	North Development 1	Partner Residential Development	21,000	4	84,000	220 Beds
04	North Development 2	Partner Parking Development	40,000	5	200,000	625 Parking Spaces
05	North Development 4	Partner Residential Development	22,000	4	88,000	230 Beds
06	North Development 5	Partner Residential Development	27,000	4	108,000	280 Beds
07	North Development 6	Partner Residential Development	24,000	4	96,000	250 Beds
08	Athletics	Tennis Court Improvements	45,000	-	-	6 Tennis Courts
09	Payne Development	K-8 International School Site	85,000			
10	Athletics	Softball and Soccer Fields	267,000	-	-	Softball, Soccer lockers, seating
11	Parking Structure 1	Student and Staff Parking (below grade parking)	70,000	2	140,000	425 Parking Spaces
12	Parking Structure 2	Student and Staff Parking	38,300	5	191,500	575 Parking Spaces
13	Euclid Avenue Mall	Passive Recreation	145,000	-	-	
14	Central Quad	Passive Recreation	165,000	-	-	
15	Science Quad	Passive Recreation, Outdoor Classroom	115,000	-	-	

Key academic opportunities include:

- A future academic footprint and below grade parking on the Central Garage Site (1)
- A new interdisciplinary Engineering and Sciences addition to Fenn Hall (2)

- New parking structure options to replace Central Garage (11, 12)
- Relocation of athletic fields for soccer and softball (13)
- Renovation and enclosure of existing tennis courts (14)
- New opportunities for creating memorable campus exterior spaces and landscapes (15-17)

Key partner and/or auxiliary opportunities include:

- Capacity for 750-1,000 residential beds between Chester Avenue and Payne Avenue on the former site of the athletics fields (3-7)
- A new K-8 International School (10)

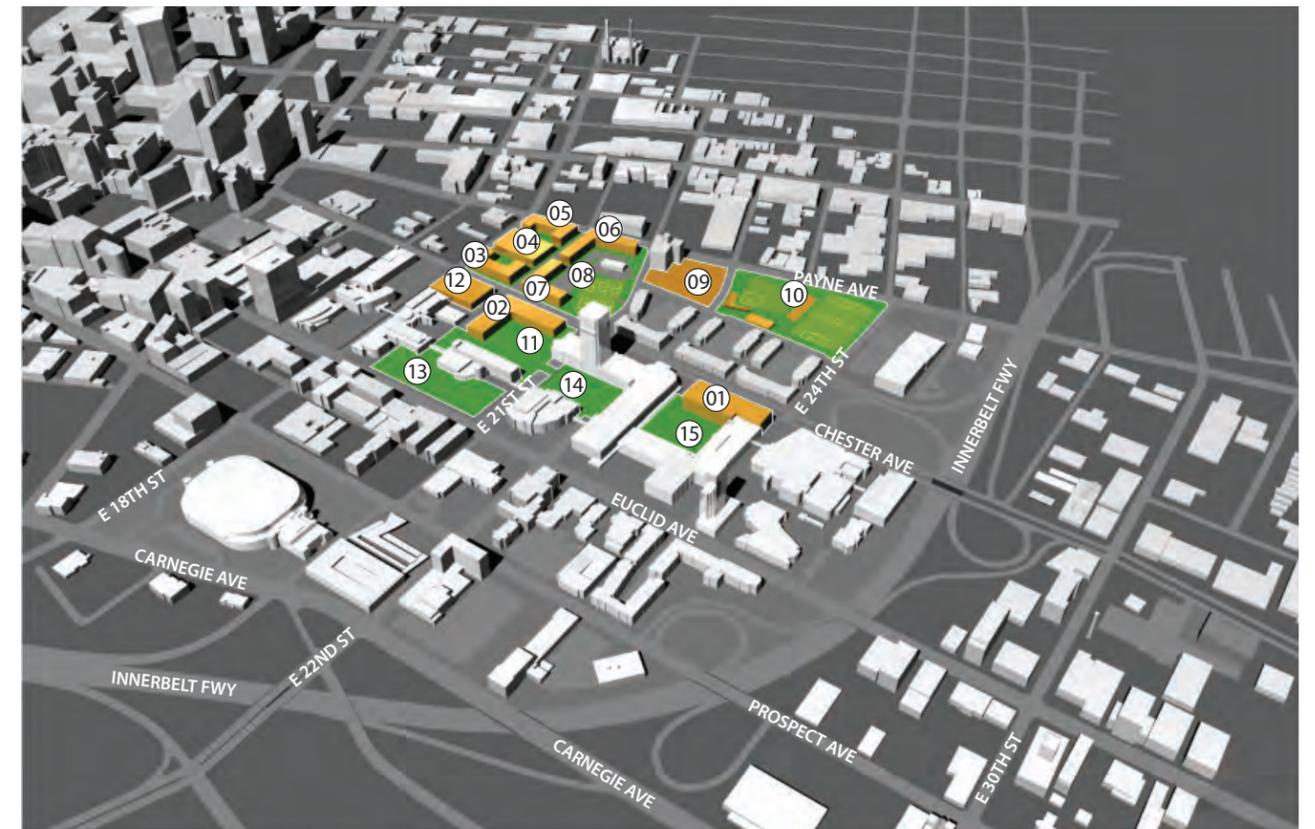


Figure 4.3: Proposed Development Opportunities

LEGEND			
■	Proposed Construction	■	Proposed Development Site
■	Proposed Exterior Development	■	Proposed Athletic Development

RENOVATION OPPORTUNITIES

The Master Plan includes specific objectives to provide a re-imagined campus image and improved quality of existing facilities. As part of master plan goals to manage campus resources during times of fiscal constraints, several significant renovation opportunities are proposed in addition to new development. CSU's development goals also include the desire to:

- Increase space utilization
- Balance renovation and new construction priorities
- Enhance partnership opportunities
- Advance sustainable priorities

The table below shows the total square footage of existing renovation candidates. The specific area and square footage for renovation will be determined at the time of funding and project definition. Specific renovation opportunities embedded in 2014 Campus Master Plan recommendations include:

- Renovate the remaining floors of the Middough Building to provide a consolidated arts campus in the heart of downtown Cleveland.
- Renovate the Wolstein Center for athletic and recreation uses as described in Chapter 3.

	Name	Potential Use	Base GSF	Floors	Total GSF	Additional Information
01	Middough	Consolidated Arts Campus	58,819	5	303,845	Renovation for 1 or more floors, depending on final program
02	Wolstein Center	Athletics + Recreation	159,857	4	289,000	Renovations and reduction of seats
03	Rhodes Tower	Office, Library, Study and Classrooms	48,070	23	493,968	Renovate Tower for office, base for library, classroom, study space
04	Main Classroom	Classrooms, Office	86,663	1	386,489	4th Floor Only
05	Science and Science Research Buildings	Class Lab, Research, Office	28,612	7	171,242	
06	Fenn Hall	Class Lab, Office	25,784	6	142,479	
07	Cole Center	9-12 International School	16,737	6	53,864	

- Renovate Rhodes Tower for new active learning classrooms, increased informal gathering and collaboration space, and improved offices.
- Renovate the 4th floor of Main Classroom with improved teaching spaces.
- Renovate Fenn Hall, the Science and Science and Research Buildings as discussed in Chapter 3.
- Renovate the Cole Center as the new home to the 9-12 International School once the K-8 International School is constructed on Payne Avenue.

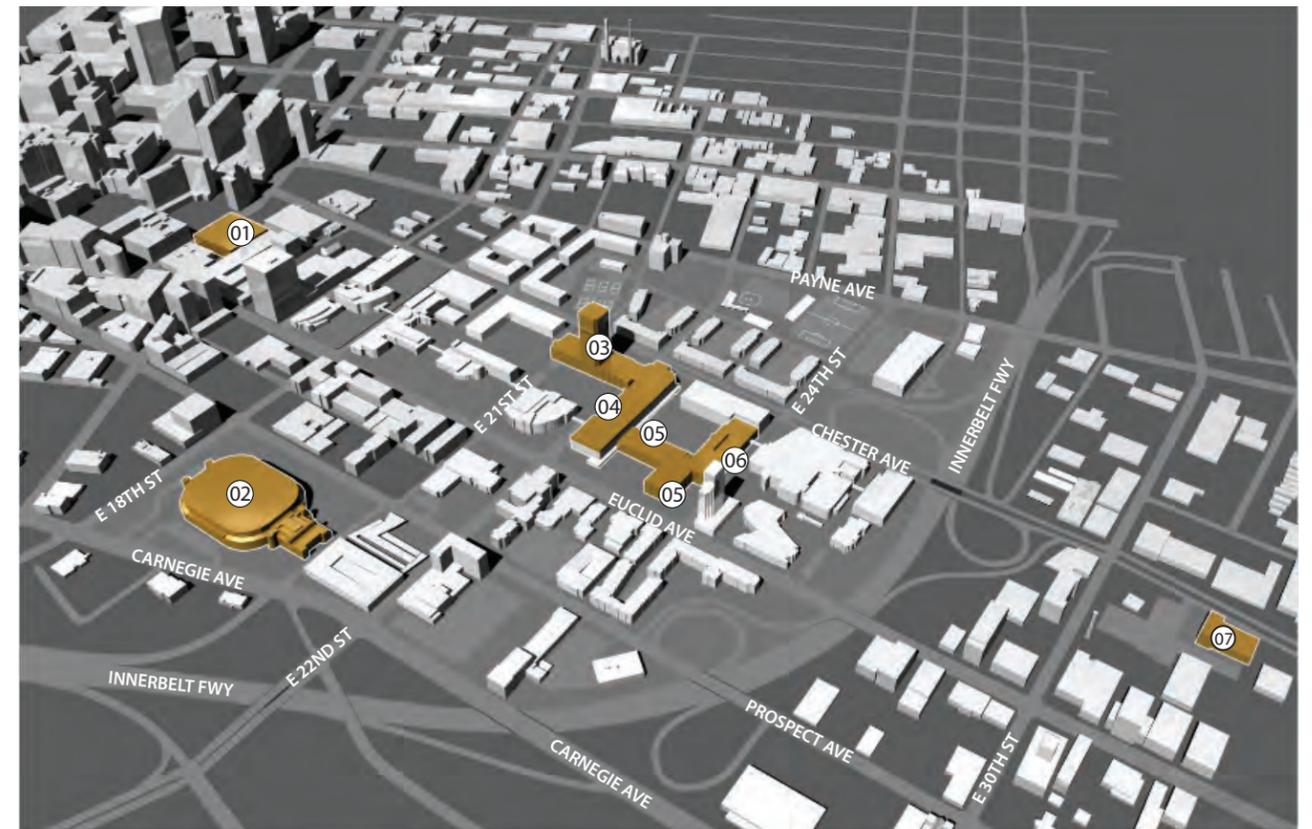


Figure 4.4: Proposed Renovation Opportunities

LEGEND

Proposed Renovation of Existing Facilities

DEMOLITION CANDIDATES

The 2014 Campus Master Plan has identified a few buildings to be considered for demolition based on building condition (conducted as a separate study) and the alignment of strategic, academic, and physical planning priorities. Demolition of facilities should be phased in accordance with the establishment of replacement facilities, ensuring academic space, parking and athletic needs are met while providing new facilities to accommodate future growth in a streamlined process.

Demolition candidates identified as part of the 2014 Campus Master Plan include:

- Central Garage (915 parking spaces)
- The Chester Building, to provide expansion opportunities for the Engineering and Sciences precinct adjacent to Fenn Hall. (Relocation opportunities for existing tenants include renovated space in Rhodes Tower and Main Classroom).
- Krenzler Field and the softball field, following completion of new soccer and softball facilities to the east on Payne Avenue.

	Name	Current Use	Base GSF	Floors	Total GSF	Additional Information
①	Central Garage	Parking	134,797	3	269,594	915 Parking Spaces
②	Chester Building	Anthropology, CLASS Advising, Nursing, Psychology, Social Work, Speech & Hearing, F&S	49,703	2	109,728	GSF includes basement and vacant space
③	Athletic Fields	Krenzler Field and Softball	235,000		235,000	Relocated to Payne Avenue at 22nd

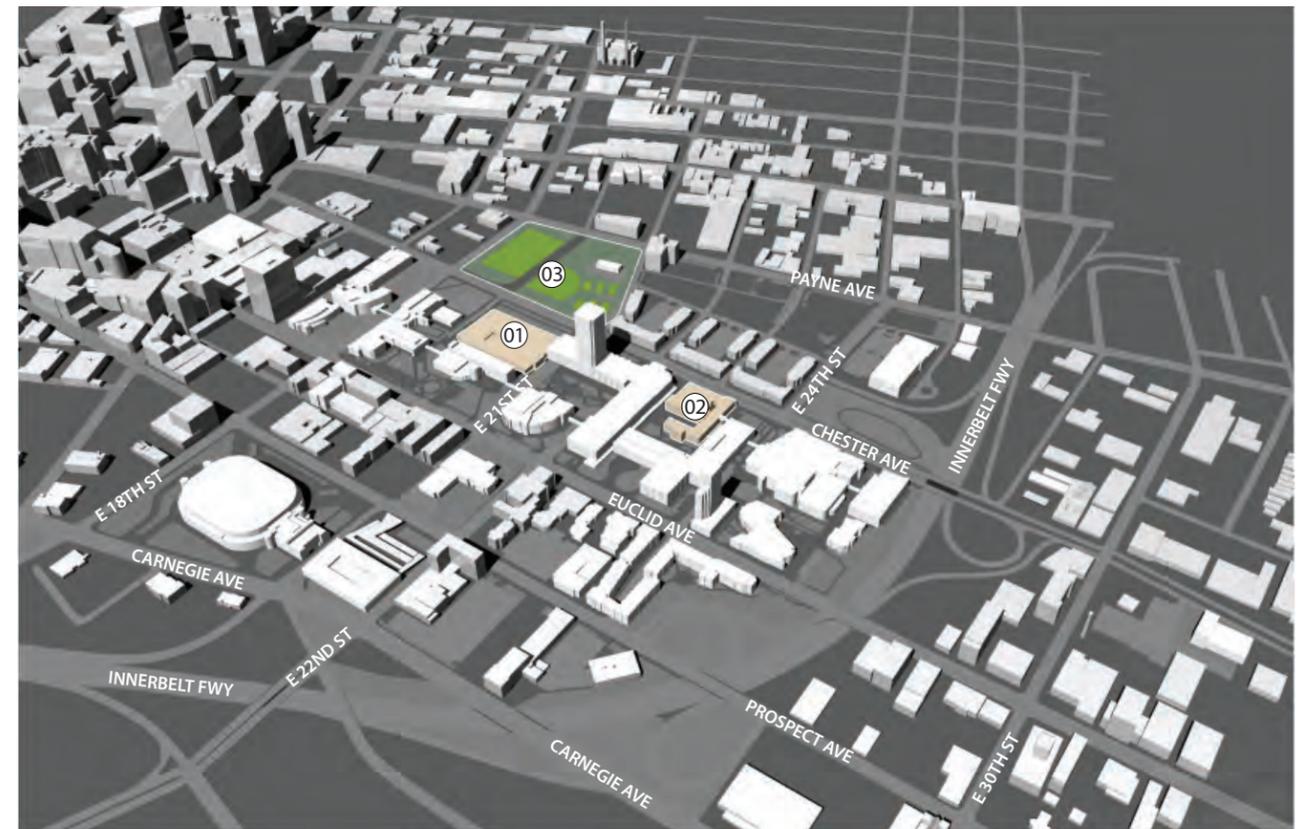


Figure 4.5: Proposed Demolition Candidates

LEGEND	
 Proposed Demolition	 Proposed Demolition of Athletic Fields

CAMPUS SYSTEMS

BUILDING USE

Future land and building use strategies for CSU developed as part of the 2014 Campus Master Plan include:

- Maintain the primary academic core through infill on key sites vacated with the demolition of Central Garage and Chester Hall.
- Pursue partnerships to develop residential and parking north of Chester Avenue to support the academic core, and enhance the surrounding campus neighborhood.
- Relocate the K-8 International School as part of the campus residential district north of Chester Avenue.



Figure 4.6: Existing Building Use



Figure 4.7: Proposed Building Use

LEGEND		
■ Academic	■ Support	■ Student Center
■ Athletics/Recreation	■ Residential	■ Administrative

CAMPUS LANDSCAPES

The 2014 Campus Master Plan provides opportunities to increase open space on campus by a net 4.8 acres. This includes 9.6 acres added and 4.6 acres removed. Specific open space improvements include:

- Renovate the central quad and expand east and west.
- Redevelop the Euclid Avenue frontage as a campus mall.
- Improve the Chester Avenue streetscape as a secondary active and urbane front door to campus.
- Relocate athletics fields to Payne and 24th Street.

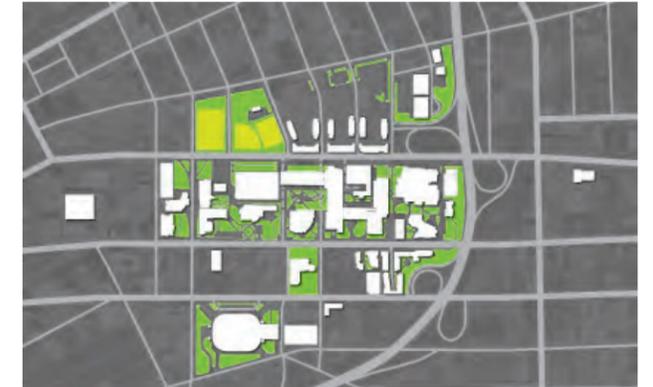


Figure 4.8: Existing Open Space and Athletic Fields



Figure 4.9: Proposed Open Space and Athletic Fields

LEGEND	
■ Open Space	■ Athletic Fields

PEDESTRIAN CIRCULATION

The 2014 Campus Master Plan strengthens the pedestrian walks and routes on campus as part of a larger strategy to better connect to the city and enhance the campus landscape. Specific pedestrian initiatives include:

- Improve north/south sidewalks and streetscapes from 18th to 24th Streets. Improve 21st and 22nd Streets from Payne Avenue to Carnegie Avenue.
- Renovate east/west connections along Euclid Avenue, Chester Avenue and through the central quad.
- Ensure new walkways connect to major destinations, improving entries at building front doors.
- Design walkways and entrances for universal access.
- Provide seating, shade, lighting and wayfinding.

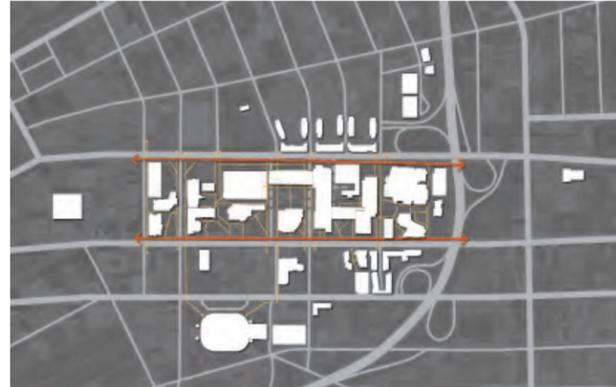


Figure 4.10: Existing Pedestrian Circulation



Figure 4.11: Proposed Pedestrian Circulation



MULTI-MODAL SYSTEMS

The 2014 Campus Master Plan recommends maintaining a robust multi-modal transportation system for CSU as an opportunity to reduce parking demand on campus. The plan facilitates and supports bicycle commuting, including possible locations for locating Cleveland Bike Share Stations on CSU's campus:

- Near Planning and Law (also Playhouse Square)
- Near Fenn Hall

As part of the 2014 Campus Master Plan, future bike rack locations should be provided near popular destinations/building, and consider in 1-2 spaces of each parking garage. Additional bicycle considerations include connectivity to the lakefront and Lakefront Greenway & Downtown Connector Study.

The 2014 Campus Master Plan also facilitates and supports a mode shift to transit. Considerations include:

- Encourage student use
- Outreach partnership between CSU and RTA
- Provide swipe cards to increase data collection opportunities
- Encourage faculty and staff use
- Implement a transit subsidy
- Consider a higher subsidy for those without parking permits
- Improve transit access
- Coordinate with RTA to consider modification of the E-Line trolley route



Figure 4.12: Existing and Proposed Public Transit Routes



Figure 4.13: Existing Bike Routes



VEHICULAR CIRCULATION

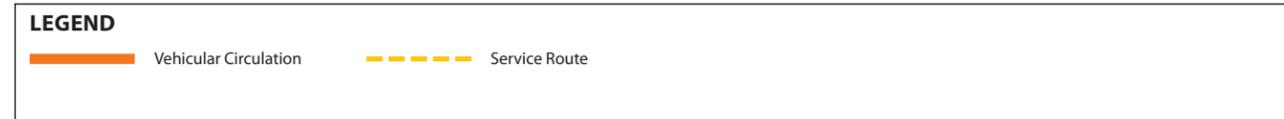
The 2014 Campus Master Plan does not propose any major changes to the vehicular street network. Vehicular access is maintained along E. 21st and 22nd Streets. The existing portion of 23rd Street to Payne Avenue will be removed with the construction of new softball and soccer fields. The service drive just north of the Music Building should be removed with the demolition of the Central Garage. The remnant of 24th Street between Fenn Tower and the Science Building should be redesigned as a prominent pedestrian space with limited service access. Service, loading and below-grade parking can be accessed off of Chester Avenue between Main Classroom and the Engineering and Sciences expansion.



Figure 4.14: Existing Vehicular Circulation



Figure 4.15: Proposed Vehicular Circulation



PARKING

CSU currently manages 4,361 parking spaces on campus. Master plan recommendations will require the replacement of existing parking spaces. Due to its poor condition, Central Garage will need replacement. Additional spaces will need replacement with construction of the athletic fields on Payne Avenue. To replace parking spaces, recommendations include:

- Increase utilization of perimeter garages.
- Utilize existing spaces in adjacent, off-campus lots
- Replace spaces with a new parking garage north of the Cleveland-Marshall College of Law, and with below-grade parking under the future academic building



Figure 4.16: Existing Parking Capacity on the CSU Campus



Figure 4.17: Proposed Parking Capacity on the CSU Campus



PARKING

Parking Demand Management

Current parking utilization suggests a fairly balanced parking supply and demand on campus. CSU should maintain its current parking ratio and supply to serve its future campus population. Methods to maintain CSU's current parking capacity, replace parking, and manage demand of parking resources should include a combination of the following:

Supply Management

- Changes in peak parking may spread with block schedule (demand is spread out over the day).
- Increase utilization of the perimeter garages. Usage varies among West, South and Prospect Avenue Garages, with peak occupancies ranging in the low to mid-70 percent utilization during mid-day. Action should be taken to increase usage to a peak occupancy target of 85%. Improve access, lighting, wayfinding, security, and/or pricing to increase use.
- Utilize nearby private lots (250-300 spaces available).
- Construct a new garage south of Chester Avenue and north of the Cleveland-Marshall College of Law (approximately 575-600 spaces).
- Construct below-grade parking with the future academic building on the Central Garage site (approximately 425 spaces).

Demand Management

- CSU parking is subsidized and surrounding private parking is higher cost.
- Pricing by user type (Student rate, faculty/staff rates [salary-based sliding scale, i.e. Rutgers]).
- No permits for residents within 1 mile of CSU.
- Pricing by facility type.

- Long-term (increase price) and short-term (decrease price).
- Location: Increase green/white price difference to increase use of perimeter parking facilities.
- Encourage bicycle and transit travel and increase housing on-campus and neighborhoods.

Alternative Parking Strategies

Future parking strategies at CSU should consider public-private partnerships (P3), including facility operation opportunities. Typical types of partnership include:

- **Subcontract functions**
 - Revenue collection, maintenance, security (Example: Case Western Reserve and Temple University)
 - Hire a contractor to manage all operations but retains control of pricing and policy (i.e. George Mason)
- **Contractor assumes control of all parking facilities in long-term lease**
 - Example: Ohio State University 50-year lease to Contractor for \$483 million upfront payment with built in annual rate increase

P3 opportunities to develop new facilities include:

- Contract with a private partner to build and operate parking garage using ground lease.
 - Example: University of California-Berkeley 60-year lease. \$160/month fee as compared to \$130/month at other garages on campus
- University partners with foundations to build garages (several examples). Not “arm’s length” transactions, typically included in institution’s debt profile.

Issues developing a new garage at CSU include:

- Contract with developer/operator to build and operate new garage.
 - Garages perceived as riskier than housing for a P3
 - May create more interest if private partner can lease all CSU parking facilities
 - Parking rates will need to increase
- CSU should safeguard interests in contract with developer/operator
 - Review project at design, plan stages
 - Agreement on required improvements and maintenance
 - Provide for special events parking

Summary positives (pros) of utilizing P3s for parking facilities at CSU include:

- Outside financing provided
- Potential for greater technical expertise and efficiency
- Politics from setting parking rates are removed from CSU's control

Summary negatives (cons) of utilizing P3s for parking facilities at CSU include:

- Campus community may not agree with “strictly business” approach to rate setting
- Risk of undervaluing facility
- Loss of control of facility/land

There are many issues and impacts to be addressed. CSU should explore a more detailed analysis of alternative parking strategies and the potential for partnering with the private sector prior to the demolition of the Central Garage.



Figure 5.1: The Recreation Center Lobby

05. PHASING AND IMPLEMENTATION

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LONG-TERM OPPORTUNITIES | 114

The long-term value of the 2014 Campus Master Plan will be its power to establish capital priorities and optimize limited and valuable resources. The master planning process identified many projects, including site improvements, building expansions, replacements, renovations, and new buildings.

As a component of the 2014 Campus Master Plan, this phasing and implementation strategy distills several of the overarching plan recommendations and themes into a series of specific and action-oriented priorities for campus. The priorities are generally arranged in chronological order, grouped as in progress, short-term (0-7 year), mid-term (8-15 year) and long-term (16-24 year) subsets. Prioritization sequencing must remain flexible, thus priorities can happen out of order as opportunities arise. However, priorities have been grouped within phases as noted on the following pages, accounting for priorities that are intrinsically linked.

To provide further defensibility for the phasing and implementation strategy, priorities should be tested with strategic prioritization criteria, including:

- Is the priority fundable?
- Is the priority part of CSU's strategic vision?
- How does it relate to deferred maintenance?

In addition to on-campus recommendations, the 2014 Campus Master Plan provides accommodations to form partnerships for future needs when appropriate opportunities present themselves.

IN PROGRESS INITIATIVES

- ① The Center for Innovation in Health Professions
- ② Exterior Signage Upgrades (multiple locations)
- ③ Fenn Hall Renovations and Phase 1 Expansion
 - Exterior Repairs and Interior Renovations
 - Phase 1 Addition
- ④ Campus International School K-8
- ⑤ Mandel Honors College Relocation (in MC)
- ⑥ Mather Mansion Renovation



Figure 5.2: In Progress Initiatives

- ① Academic or Support
- ② Partnership
- ③ Athletic, Recreation, or Open Space
- ④ Parking or Transportation

SHORT-TERM PRIORITIES

- 1 Additional Renovation of Main Classroom
 - Renovate vacated space (from CIHP) to High Tech Classrooms
 - Upgrade existing classroom space
 - 2 Renovation of Floors 19, 14 and 9 to Office Space in Rhodes Tower
 - 3 Library Renovation (Phase 1)
 - Pre-design planning and programming study to determine space needs
 - Renovate upper floors to accommodate stacks and quiet study space
 - 4 Library Renovation (Phase 2)
 - Renovate second floor for potential classrooms, active learning center
 - Renovate first floor to Learning Commons
 - 5 Renovate Wolstein Center - Prevention Upgrades and Short-term Maintenance
 - 6 Renovate Science and Research Center
 - 7 Renovate Science Building
 - 8 Central Garage - Immediate Structural Repairs
 - 9 Relocate Occupants, Remove Chester Building
 - 10 Renovate Tennis Courts
-
- Academic or Support
 - Partnership
 - Athletic, Recreation, or Open Space
 - Parking or Transportation



Figure 5.3: Short-Term Priorities

MID-TERM PRIORITIES

- 1 Euclid Avenue Campus Quad
- 2 Soccer Relocation to Payne Avenue
- 3 Temporary Surface Parking on Softball Site
- 4 Softball Relocation to Payne Avenue
- 5 Residential Expansion North of Chester Avenue
- 6 New Parking Garage with Residential Expansion
- 7 Develop Campus Quad Connection
- 8 Renovate Middough (Arts Campus, 2 Additional Floors)
- 9 Phase 2 Engineering and Sciences Expansion and Campus Quad
- 10 Renovate Campus Quad Space (between Student Center and Rhodes Tower)
- 11 Rebranding the Innerlink West (Phase 1 West Side)
- 12 Rebranding the Innerlink East (Phase 2 East Side)
- 13 Construction of New Parking Structure and Demolition of Central Garage
- 14 Renovate Cole Building for 9-12 International School

- Academic or Support
- Partnership
- Athletic, Recreation, or Open Space
- Parking or Transportation

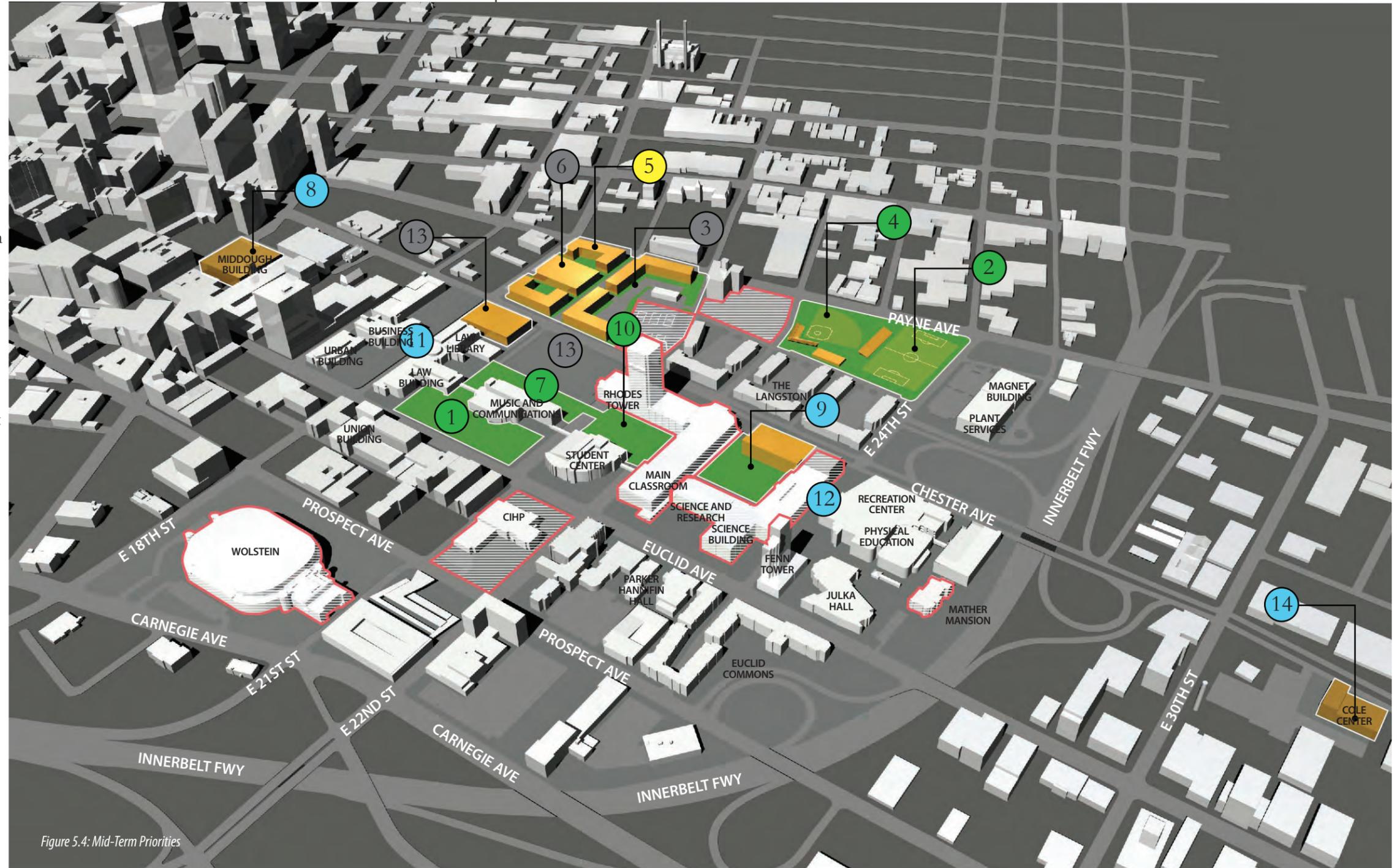


Figure 5.4: Mid-Term Priorities

LONG-TERM OPPORTUNITIES

- 1 Below-grade Parking Structure (Central Garage Site)
- 2 Extend Campus Quad as Part of Academic Building
- 3 Future Academic Building (Central Garage Site)
- 4 Chester Avenue Streetscape Improvements
- 5 Renovation of Wolstein Center Arena

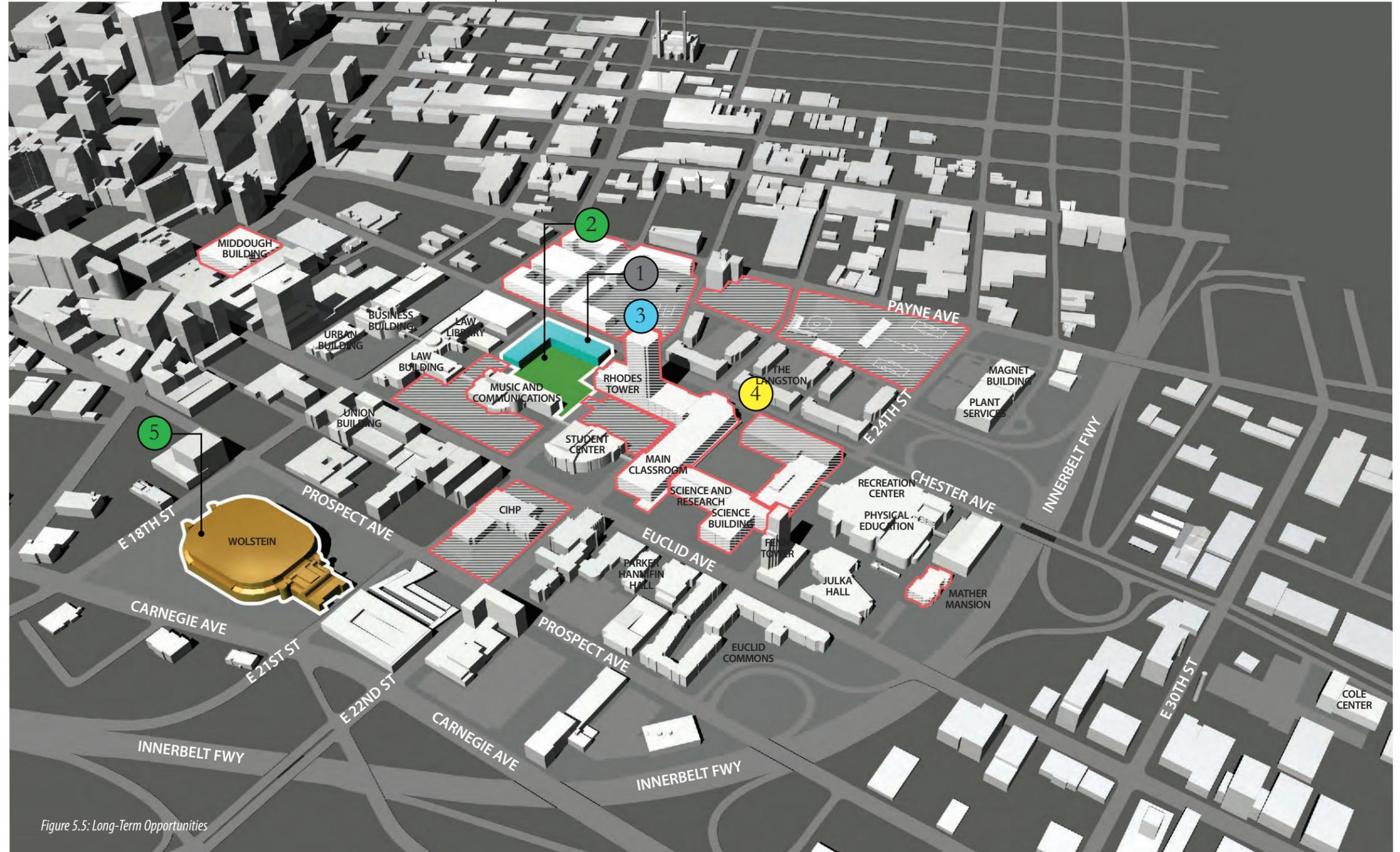


Figure 5.5: Long-Term Opportunities

- Academic or Support
- Partnership
- Athletic, Recreation, or Open Space
- Parking or Transportation