



5 Implementation

The campus master plan provides a holistic and integrated policy framework for future development decisions. This section describes how the campus master plan can be implemented over time. It identifies Development Opportunity Sites and Areas and a series of University Projects essential to completing the armature for campus development. Implementing Enabling and Concurrent Projects will set the stage for new buildings and open spaces in the future academic development areas, and adhering to the Precinct Plans will ensure each new investment helps achieve the objectives of the campus master plan. This section also makes recommendations regarding how to embed the campus master plan into Cornell's planning processes.

5.1

Capitalize on strategic opportunities

While it is not possible to know in what order development on campus will proceed over the long term, it is possible to classify sites in regard to the opportunity they provide and the ease with which they can be developed.

There are many Current Project Sites under active consideration, primarily on the Core Campus. These projects represent most of Cornell's expected growth for the next many years. Beyond these projects, there are a range of future development sites which can be categorized according to their comparative ease of development, as follows.

There are several Infill Sites that do not require building or facility replacement since they either represent opportunities to add on to existing buildings or, in the case of the gap site on the Ag Quad, to build new free-standing buildings on vacant sites.

The Parking Lot Redevelopment Sites are located at the eastern end of Core Campus and in North and South Campus, on existing surface parking lots. Development on these sites will likely require the replacement of some or all of the displaced parking in a structure above or below ground.

The Redevelopment/Replacement Sites are on strategically located parcels currently occupied by outdated facilities or by buildings or land uses that do not make maximum use of their sites. Each will require that existing uses/facilities be replaced before development can take place.

The remaining development sites are located within three Primary Development Opportunity Areas. Area D01 is located on the site of Hoy Field and D02 on the site of the Robert J. Kane Sports Complex. Because of their strategic locations and the very significant development potential

current project sites

infill sites

parking lot redevelopment sites

redevelopment/replacement sites

primary development opportunity areas

D01 maximum building floor area 380,000 sq/f

D02 maximum building floor area 970,000 sq/f

D03 maximum building floor area 1,000,000 sq/f

they support, these sites have been identified as primary areas for future development. While each requires the replacement of significant athletic facilities, it takes just one, albeit significant, set of moves to access them. In contrast, development in the third Primary Development Opportunity Area (D03) will require the temporary or permanent replacement of the functions currently located within several significant academic buildings before new development can occur.

Additional information regarding the potential of each of these development sites is found in Part II of the campus master plan.

Development Opportunity Sites and Areas

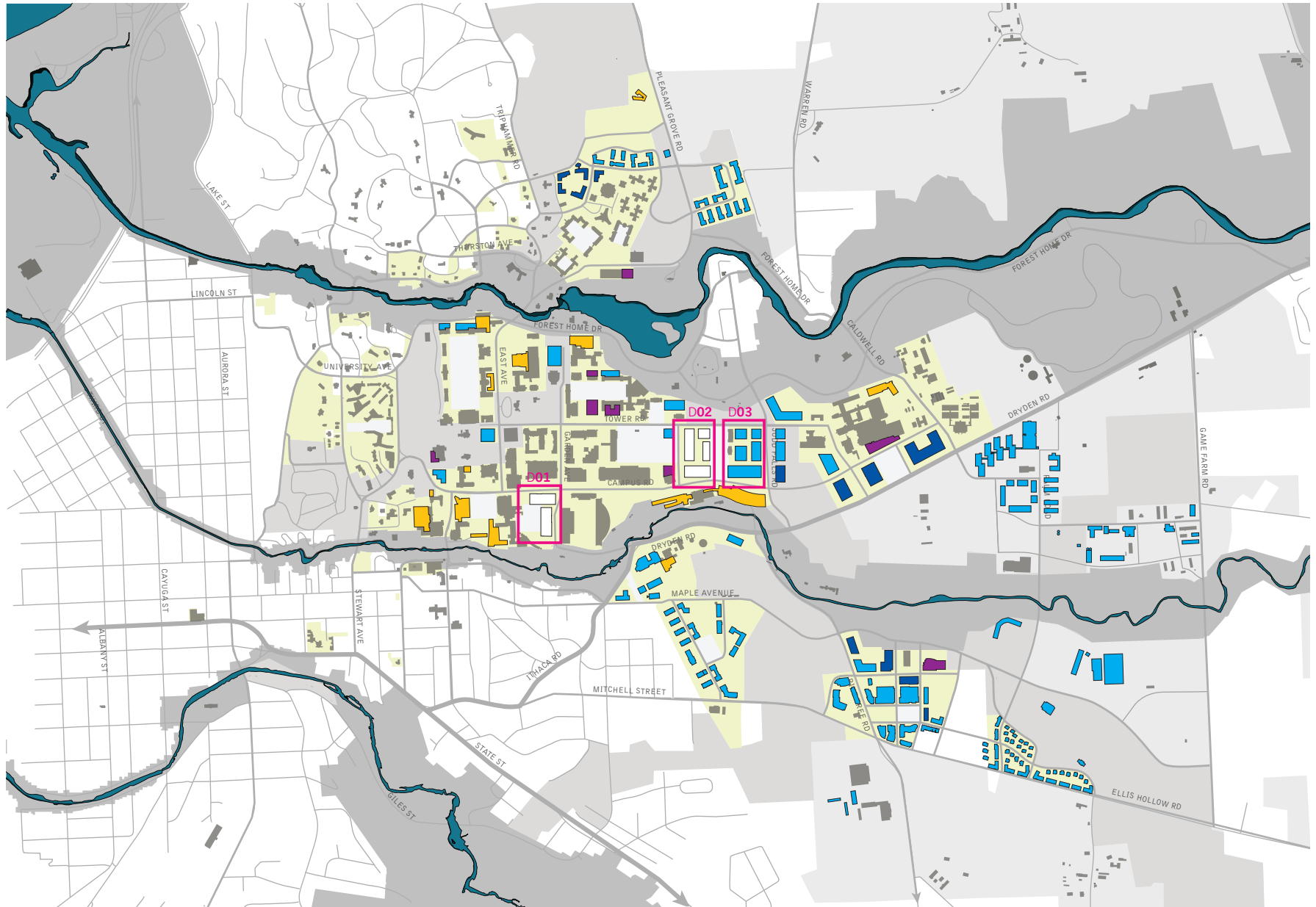


fig 44 – The highlighted areas represent campus-building opportunities.

Implement a program of University Projects

The campus master plan identifies a number of elements that, because of their scale, complexity or lack of natural advocate, have been identified as projects that the university administration will be responsible for delivering. Many are landscape initiatives and elements of the campus's social infrastructure, but they also include surge facilities (lab and office), the campus circulator, structured parking and the relocation of significant athletic facilities that will be required to enable development within Primary Development Opportunity Areas D01 and D02, and to create Alumni Quad. Several of these initiatives have been identified as priority projects for early implementation. The remaining University Projects can be implemented over time as opportunities arise and in conjunction with adjacent development. In addition to these University Projects, academic building projects should be required to provide common social space appropriate for the building's location.

The University Projects identified as Early Priority Projects include the following:

- Creation of surge lab and office space located on Core Campus, Collegetown and/or East Hill Village. This will be required to realize the recommendations of the campus master plan, which calls for certain existing buildings to be demolished to make way for new uses that make maximal use of their sites.
- Transformation of Schoellkopf Stadium to a multi-sport/multi-season facility, potentially including the relocated track. This initiative would free up Opportunity Area 02 for significant development and would enable the creation of Alumni Quad, which together provide a very significant opportunity to begin implementation of the campus master plan. While it is possible that the Robert J. Kane Track Complex and Alumni Fields will be relocated to the South Campus Precinct instead, it would be ideal if these facilities could remain on Core Campus.
- Streetscaping of Tower Road and the implementation of the campus circulator will be important both symbolically and functionally as the primary initiatives that will unite the east and west sides of Core Campus and to support development as it continues to move east.
- Establishment of a funding source for structured parking will be need to be an early initiative given that many of the development sites on Core Campus will either displace existing surface parking or have been identified as important parcels on which to provide structured parking because of their location in relation to strategic infrastructure like the campus circulator.
- Other initiatives, including streetcaping of East Avenue, creation of a Cornell welcome center, provision of a larger Graduate Student Center, development of a University Club and the improvement of campus Gateways have long been priority projects for the university, and now have the benefit of added clarity and a supportive context provided by the campus master plan.

surge space (not mapped)

- generic lab surge space ◊
- office surge space ◊

social/cultural/service/administrative infrastructure (not mapped)

- Cornell welcome center ◊
- graduate student center ◊
- university club ◊
- Willard straight hall renovation/expansion
- day hall (redevelopment)

athletics:

- A01 schoellkopf stadium (transformation to multi-sport/multi-season facility, potentially including relocated track) ◊
- A02 kite hill field and plaza, including underground parking and relocated utility easements (optional location)
- A03 ellis hollow athletics complex (optional location)
- A04 pine tree road athletics complex (optional location)

landscape:

- L01 Cascadilla Meadows restoration
- L02 Founders' Greenway landscape plan
- L03 Judd Falls Greenway landscape plan
- L04 Cornell Park
- L05 North Campus Greenway landscape plan
- L06 Ag Quad
- L07 Alumni Quad
- L08 East Center Green
- L09 Vet Quad
- L10 Hoy Green
- L11 East Hill Park
- L12 Tower Road reconstruction ◊
- L13 Campus Road streetscape ◊
- L14 Rice Drive
- L15 Mid-Campus Walk
- L16 East Avenue streetscape ◊
- L17 Garden Avenue streetscape
- L18 campus gateways ◊

access and parking:

- P01 campus circulator ◊
- P02 funding source for structured parking ◊ (above and below-ground)

◊ early priority project

- * properties not owned by Cornell

University Projects

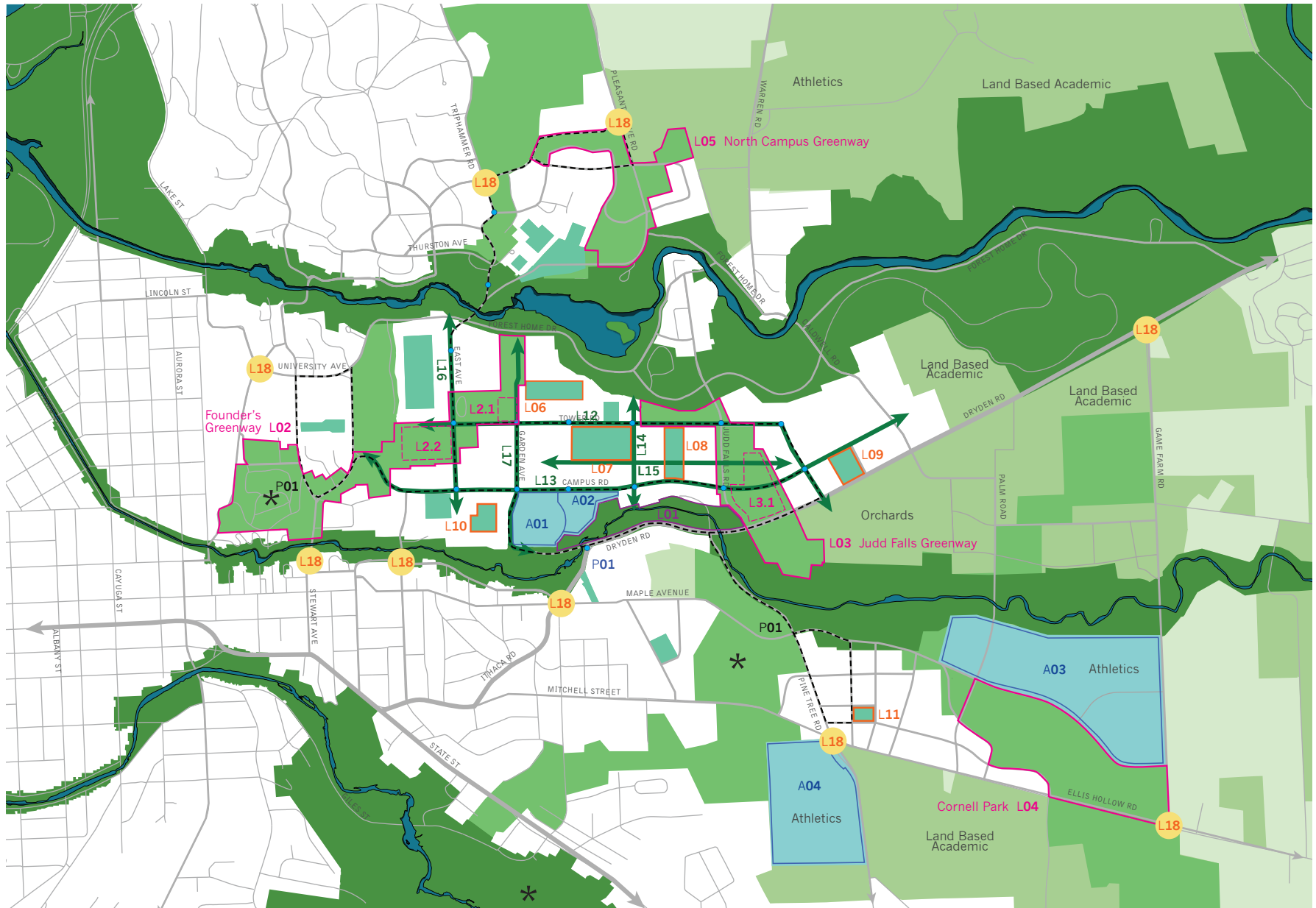


fig 45 – Pursuing the projects identified here as the campus grows and redevelops will be critical to fully realizing the campus master plan's vision.

Respect historic resources

The Cornell campus has unique historic resources, including structures and landscapes. It contains one local historic district and abuts four others. Built resources include both buildings and monuments designated as either national or local landmarks and in some cases, both. Some buildings, while not designated landmarks, are reminders of the campus's own history and traditions, of notable events or academic discoveries, or have architectural merit. The natural historic resources include a variety of landscapes: the gorges and other natural areas, farming landscapes, including wooded areas that date back at least to the 19th century, an arboretum and botanical gardens, and several gardens that were created on campus both for teaching as well as recreation. All of these taken together contribute to the unique character of Cornell, and its campus environment.

As the physical campus evolves in support of its academic mission, there will be changes to and around many of these resources, such as infill, additions or adjacent new buildings. It is important that future development respect and conserve these resources as much as practicable, while allowing future development necessary to further

- historic buildings
- significant landscapes
- historic districts (national and/or local register)
- municipal boundary

- Cornell Heights**
(National Register)
- University Hill**
(Local Register)
- Dewitt Park and Clinton Block**
(National/Local Register)
- East Hill**
(National Register)
- Arts Quad**
(Local Register)
- Forest Home**
(National Register)

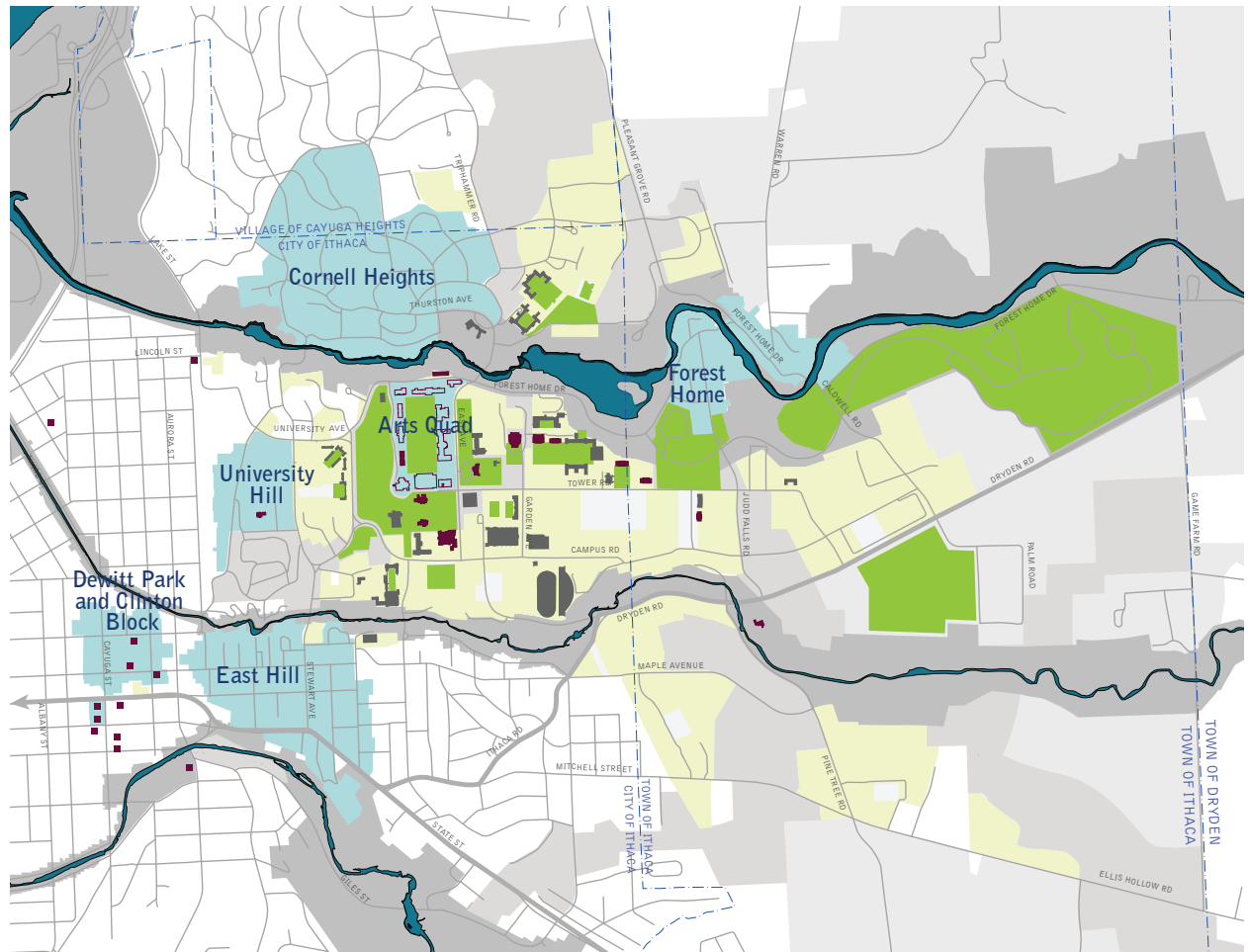


fig 46 – Historic Resources

- historic buildings
- strategic replacement
- other campus buildings

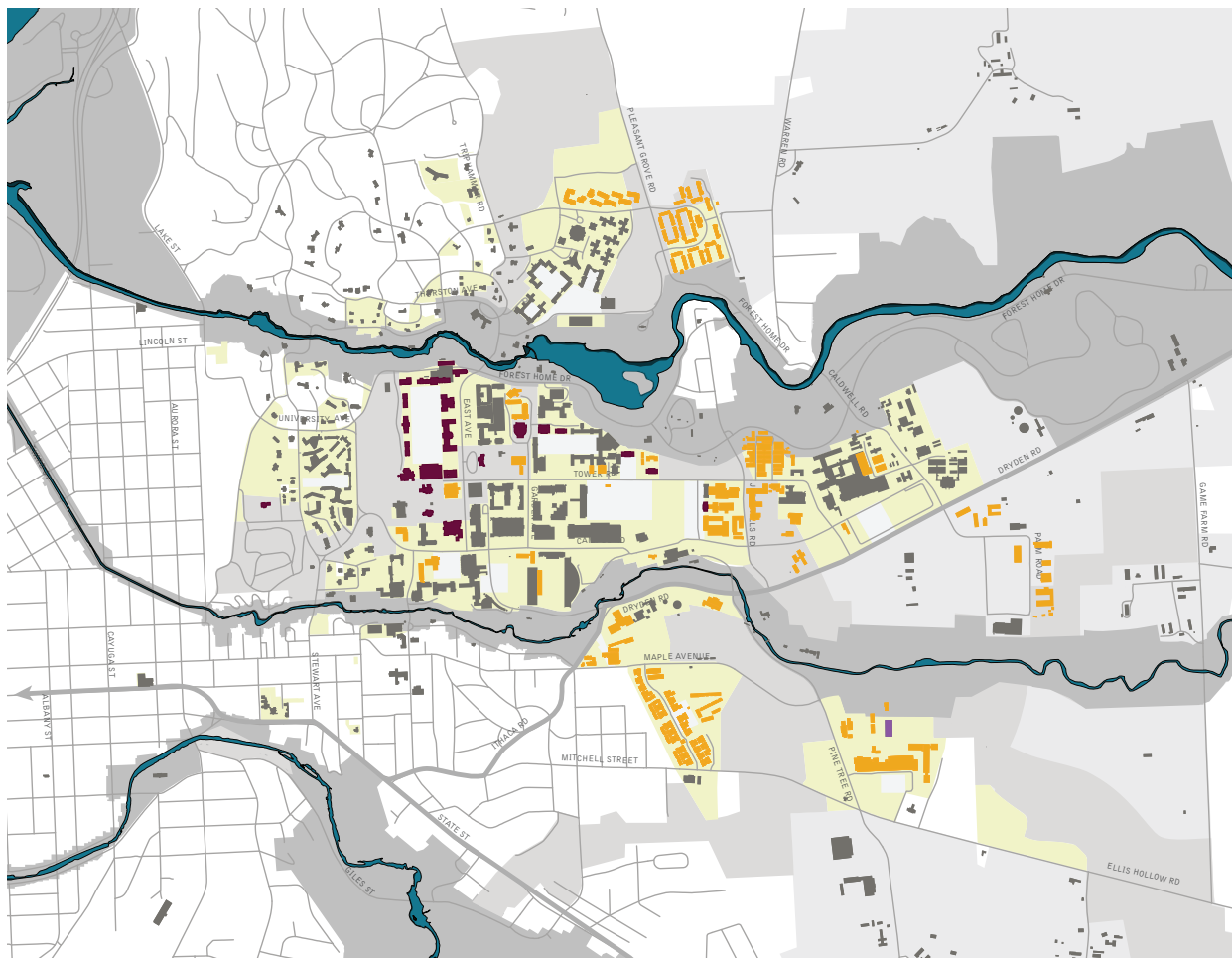


fig 47 – Many of Cornell’s buildings will become excellent candidates for adaptive reuse. Most of the sites identified for strategic replacement create significant new development or redevelopment opportunities.

the academic mission. A museum-like campus is neither possible nor desirable. The campus itself is a brief history of architectural styles and their juxtaposition to each other. It is desirable to continue and improve Cornell’s use of contemporary architectural design, careful site selection, and integration of contemporary with historic architecture to create vibrant spaces for education that respond to modern needs, while maintaining the sense of place and character of the campus environment.

The significant portfolio of historic and potentially historic buildings, landscapes and assets on the Cornell campus requires a systematic and accountable approach to analysis, classification, and treatment. The approach should embrace opportunities for enhancing and enlivening the campus by integrating noteworthy contemporary architecture and landscape with existing historic buildings and public open spaces. The approach should embrace opportunities for the stimulating and appropriate integration within the campus, including its historic areas, of contemporary architecture that exhibits excellence of design and lasting stature. An institutional policy and process will provide clear direction and facilitate sound, long-term decision-making by the university. Development and adoption of such a policy should be a top priority for the university.

Utilize precinct plans

The Precinct Plans provided in Part II are a significant component of the campus master plan. Their purpose is two-fold:

- to further describe the role, use and form of specific places on campus at a scale in which more detailed recommendations can be best illustrated and understood; and
- to describe these places holistically, addressing building form, views, servicing, parking, circulation and landscape design in an integrated manner.

The Main Campus is comprised of eight precincts – North Campus, West Campus, Core Campus, Orchards, South Campus, Northeast Campus, Southeast Campus and Collegetown. Four of the eight precincts are further broken down into zones.

For each of the 23 zones identified here and in the Precinct Plans, the following information is provided.

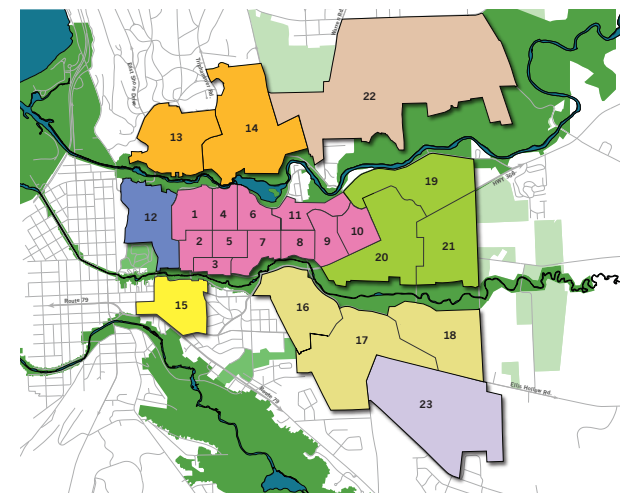
The **Zone Overview** outlines the role, program and formal ideas that pertain to each place and identifies the key defining characteristics and quality of area to be achieved. It is illustrated with perspectives and cross-sections and highlights priority actions.

The **General Guidelines** illustrate the inter-relationship of proposed landscape and circulation initiatives to building development within a zone. They provide guidance on a number of basic but important matters, like the location of the front door and servicing areas. They address how a building should respond to its context: What are the key views? How should lobbies or interior public spaces reinforce important pedestrian routes? This component also includes recommendations regarding parking, servicing access, and strategic renewal.

The **Parcel Development and Key Landscape Initiatives** section outlines recommendations regarding the location and form of buildings. It covers a range of development parameters, illustrating the following:

- development parcels
- building footprint area
- height range
- lot coverage
- range of total gross square footage
- setbacks
- build-to lines and/or key frontages
- potential above grade pedestrian bridge locations
- corresponding landscape and streetscape initiatives

- north campus
- west campus
- core campus
- orchards precinct
- south campus
- northeast/southeast campus

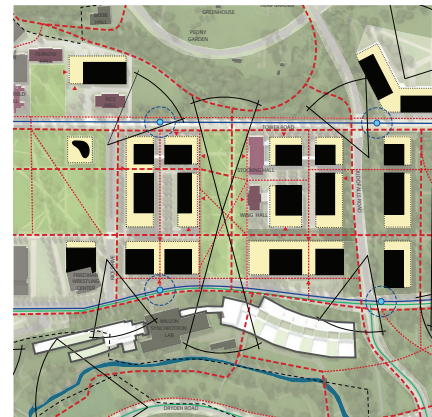


Campus zones

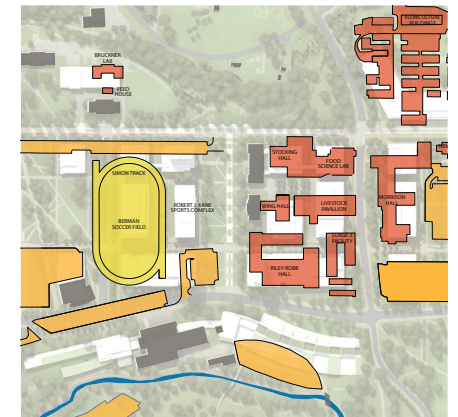
Zone 08 – East Center (example)



Zone Overview



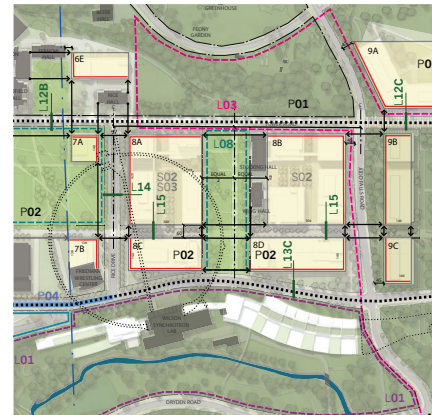
General Guidelines



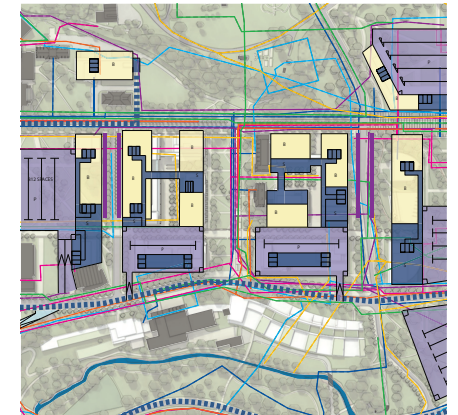
Strategic Renewal



3-Dimensional View



Parcel Development



Parking, Servicing and Access

Adhere to development parameters

A Development Parameters Matrix is included at the end of each zone in the Precinct Plans (Part II of the campus master plan). The Matrix collects the key information pertaining to development of all building sites identified in the plan in one place and:

- defines each building site as a distinct development Parcel;
- summarizes the scale and nature of potential development on the Parcel;
- articulates the projects or initiatives that must be undertaken before the Parcel can be developed (these are referred to as Enabling Projects) and the projects or initiatives that will need to be undertaken together with development of the Parcel (these are referred to as Concurrent Projects). An example of one of the Enabling Projects required to develop Parcel 8A in Zone 08 - East Center would be the need to relocate the Simon Track, Berman Soccer Field and Robert J. Kane Sports Complex. Were these uses to be relocated to the Ellis Hollow Athletic Complex a further Enabling Project would be the need to relocate the current Farm Service uses currently in that area. An example of a Concurrent Project that would need to be undertaken or at minimum planned for with the Development of Parcel 8A would be streetscaping on Tower Road, given the Parcel's frontage on this very important street. Enabling and Concurrent Projects must both be considered during all phases of Parcel development; they have been identified separately in the campus master plan only because Enabling Projects must happen first.

The portion of the Development Parameters Matrix pertaining to Zone 08 - East Center is included here as a sample.

Parcel	Parcel Footprint (sq/f)	Max. Building Footprint (sq/f)	Height (range in stories)	Potential GSF (range in sq/f)
Zone 08 - East Center				
Parcel 8A	151,200	105,840 – 105,840	4 – 5 (56 – 70ft)	423,360 – 529,200
Parcel 8A (Tower)	set back minimum 25 ft from edge of base building	9,600 – 9,600	8 – 10 (112 – 140ft) above base building	76,800 – 96,000
Parcel 8B	150,100	105,070 – 105,070	4 – 5 (56 – 70ft)	420,280 – 525,350
Parcel 8B (Tower)	set back minimum 25 ft from edge of base building	9,600 – 9,600	8 – 10 (112 – 140ft) above base building	76,800 – 96,000
Parcel 8C	54,400	54,400 – 54,400	4 – 5 (56 – 70ft)	217,600 – 272,000
Parcel 8C (Tower)	set back minimum 25 ft from edge of base building	9,600 – 9,600	8 – 10 (112 – 140ft) above base building	76,800 – 96,000
Parcel 8D	58,800	58,800 – 58,800	4 – 5 (56 – 70ft)	235,200 – 294,000
Parcel 8D (Tower)	set back minimum 25 ft from edge of base building	9,600 – 9,600	8 – 10 (112 – 140ft) above base building	76,800 – 96,000
Total	414,500	362,510 – 362,510		1,603,640 – 2,004,550

Potential units per acre (residential)	Number of Units (residential)	Permitted Uses (required uses in bold)	Enabling Projects	Concurrent Projects
		<ul style="list-style-type: none"> • Academic • Administration • Active use/public space encouraged at grade fronting East Center Green and Mid-Campus Walk 	<ul style="list-style-type: none"> • Remove and replace Simon Track, Berman Soccer Field, and Robert J. Kane Sports Complex • Remove and replace a portion of the Tower Road parking area • Remove and replace a portion of the Wing Road on-street parking • Develop a shared below-grade service court with Parcel 8C 	<ul style="list-style-type: none"> • Develop and implement Tower Road streetscape initiative • Develop and implement Mid-Campus Walk initiative • Develop and implement East Center Green initiative • Develop campus circulator stop • Construct the new Rice Drive
	85 – 120	<ul style="list-style-type: none"> • Residential 	<ul style="list-style-type: none"> • Construct base building 	<ul style="list-style-type: none"> • Provide residential amenities in base buildings (e.g. dining, fitness and recreation facilities)
		<ul style="list-style-type: none"> • Academic • Administration • Active use/public space encouraged at grade fronting East Center Green and Mid-Campus Walk 	<ul style="list-style-type: none"> • Remove rear of Stocking Hall, rear of Wing Hall and Food Science Lab and temporarily or permanently relocate uses • Relocate Livestock Pavilion or incorporate into new development • Develop a shared below-grade service court with Parcel 8D 	<ul style="list-style-type: none"> • Develop and implement Tower Road streetscape initiative • Develop and implement Mid-Campus Walk initiative • Develop and implement East Center Green initiative
	85 – 120	<ul style="list-style-type: none"> • residential 	<ul style="list-style-type: none"> • Construct base building 	<ul style="list-style-type: none"> • Provide residential amenities in base buildings (e.g. dining, fitness and recreation facilities)
		<ul style="list-style-type: none"> • Academic • Administration • Active use/public space at grade encouraged fronting East Center Green and Mid-Campus Walk • Below-grade parking, loading and servicing 	<ul style="list-style-type: none"> • Remove and replace Simon Track, Berman Soccer Field, and Robert J. Kane Sports Complex • Remove and replace Wing Road and RJK Sports Complex parking areas • Develop a shared below-grade service court with Parcel 8A 	<ul style="list-style-type: none"> • Construct the new Rice Drive • Develop and implement Campus Road streetscape initiative and realignment • Develop and implement Mid-Campus Walk initiative • Develop and implement East Center Green initiative • Develop campus circulator stop
	85 – 120	<ul style="list-style-type: none"> • Residential 	<ul style="list-style-type: none"> • Construct base building 	<ul style="list-style-type: none"> • Provide residential amenities in base buildings (e.g. dining, fitness and recreation facilities)
		<ul style="list-style-type: none"> • Academic • Administration • Active use/public space at grade encouraged fronting East Center Green and Mid-Campus Walk • Below-grade parking, loading and servicing 	<ul style="list-style-type: none"> • Remove Riley Robb Hall and temporarily or permanently relocate uses • Remove Surge 3 and permanently relocate uses • Develop a shared below-grade service court with Parcel 8B 	<ul style="list-style-type: none"> • Implement Campus Road realignment and streetscape initiative • Develop and implement Mid-Campus Walk initiative • Develop and implement East Center Green initiative • Develop and implement Campus Road streetscape initiative and realignment
	85 – 120	<ul style="list-style-type: none"> • Residential 	<ul style="list-style-type: none"> • Construct base building 	<ul style="list-style-type: none"> • Provide residential amenities in base buildings (e.g. dining, fitness and rec center)

The following pages describe how the campus master plan should be used by the university to guide decisions about campus development. Following the principle of integrative planning and design, it stresses the need to embed the campus master plan into current and future planning processes, strengthen the planning function at the university, coordinate activities among colleges and units, and identify new development funding models. The consultation process undertaken while preparing the campus master plan built a strong base of support for the plan, and for planning generally. Broadening and maintaining awareness of the plan and monitoring its effectiveness will ensure it remains an essential tool for shaping the future campus. The first step toward successful implementation of the campus master plan is its approval by the Board of Trustees, a watershed moment in the life of Cornell.

5.6

Embed the campus master plan in Cornell's planning processes

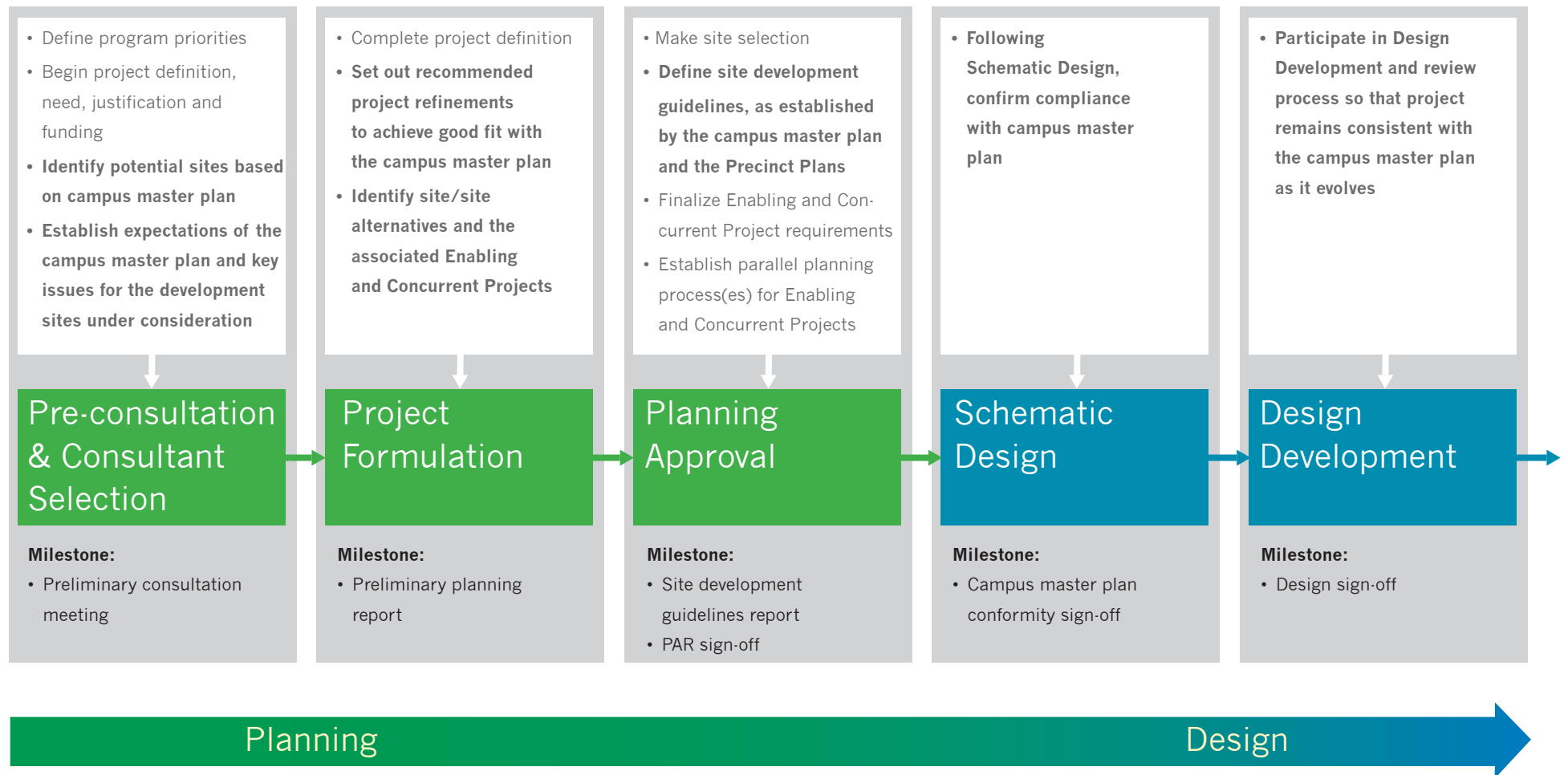
In directing and shaping the evolution of the campus, the campus master plan should be viewed as one of three pillars of planning at Cornell. The other two are the academic plan, which the campus master plan will help the university to implement, and the capital plan, which will influence, and be influenced by, the campus master plan. To ensure ongoing coordination among the three pillars, the campus master plan should figure prominently in the university's planning processes. The campus master plan should be referred to at the outset of all development planning and design processes and returned to at each milestone so that it can effectively influence project formulation, site selection, design development and review, and project approval. In amending established processes to incorporate the campus master plan, policies should be adopted that make it easier to comply with the campus master plan than to vary from it. Project proponents should follow a transparent process that explains how their project conforms to the campus master plan or thoroughly justifies any variation from it. Significant variances from

the campus master plan should require the approval of the Buildings and Properties Committee.

Project planning processes should both inform and seek input from stakeholders on and off campus at regular intervals. The Project Plan Process, the Project Approval Process (PAR), the Capital Project Delivery Process Guide and the Project Managers Guide should all be revised to ensure that these critical steps are incorporated. Where proposed building projects trigger an Enabling, University and/or Concurrent Project, corresponding planning processes for these, also informed by the campus master plan, will need to be initiated.

University-led and endowed college projects on the Ithaca campus are subject to municipal planning regulations. Cornell should work with the municipalities to update applicable Comprehensive Plan and Zoning Ordinance provisions to reflect the recommendations of the campus master plan, as appropriate.

The campus master plan will become a fundamental part of Cornell's project planning processes. This proposed process diagram highlights the importance of greater planning involvement at the front end of major development projects.



Strengthen the planning function

Effective implementation of the campus master plan can only happen through a stronger, more integrated planning function at the university. This can be achieved by:

- Sizing the Planning Office to fully support its existing and new responsibilities that flow from the campus master plan;
- a reconstituted Campus Planning Committee (CPC);
- a model of integrated planning; and
- better coordination within and between administrative units.

The campus planning function at Cornell will require the appropriate level of resources to manage existing and new responsibilities that flow from the campus master plan and to support the expanded mandate of the CPC, including involvement in shaping and monitoring the planning and approval of capital projects; spearheading and coordinating the implementation of University, Enabling and Concurrent Projects; stakeholder and community consultation; and maintaining, monitoring and updating the campus master plan.

Cornell's current CPC is an Associate Committee of the University Assembly and is advisory to the President. Its primary mandate is to review and make recommendations regarding physical planning for the Ithaca campus. Given the significant investment Cornell has made in its campus master plan, it is recommended that the status, mandate and membership of the CPC be reviewed so that it can function effectively in overseeing the planning function at the university. It should continue to advise the university planner on site selection and site development guidelines, in addition to advocating for Enabling, Concurrent and University Projects as part of an incremental program, and periodic updating and revision of the campus master plan supported by the university planner's office. The CPC would have responsibility for interpreting the campus master plan as required during the formulation and implementation of planning and capital projects. The CPC

would also have responsibility for working with the colleges and departments on their individual facilities/space plans, integrating them with the various precinct plans and ensuring the integrity of the campus master plan planning principles and guidelines. The CPC's leadership and membership should reflect the university's intention to actively integrate academic and physical planning streams.

To fulfill its expanded mandate, the CPC would be well served by assistance from a group charged with reviewing, coordinating and integrating all of the various ongoing planning efforts related to facilities and physical development at the university, at a technical level. These would include but not be limited to initiatives in campus planning, capital planning, transportation planning, space planning, project planning, contract college's planning, maintenance planning and the like.

While the university's Capital Funding and Priorities Committee (CF&PC) would continue to have final approval over all significant planning and development projects, the due diligence required to ensure that the process is informed from both the bottom up as well as the top down should be done by the CPC. The CPC would be responsible for ensuring integration of the various campus planning processes with the campus master plan and adherence to the broad principles and guidelines for the campus as a whole, as well as the more specific criteria for individual

precincts. The CPC would ensure that the Architectural Advisory Committee (AAC) is consulted as appropriate and their guidance and counsel incorporated into projects as applicable. All of this would be reported through the CF&PC to the appropriate committees of the Board of Trustees in a form and substance that permits them to carryout their fiduciary responsibility in an appropriate and efficient manner.

Active integration of the campus master plan with the academic plans and the capital plan will require close coordination and cooperation between Facilities Services, The Office of Budget and Planning and the Provost's Office. Another key to successfully implementing the campus master plan will be coordination of activities among colleges and units and linking plans and projects to ensure coordination, achieve economic efficiencies and maximize their impact on the campus. University officials associated with planning and development, including the university planner, university architect, university engineer, and directors of space planning, transportation, utilities, environmental compliance and sustainability, should function as an integrated team, meeting regularly to discuss active projects. The linking of building, infrastructure and landscape projects can help to overcome the lack of champions for university-funded projects.

5.8

Update business and funding models

There are many administrative and financial challenges that the university will need to overcome to successfully implement the campus master plan. These include financial models that rely upon individual capital projects to deliver broader campus facilities like social infrastructure, athletic facilities or open space. There are also fundamental differences in the level and timing of funding between state and endowed projects, for both maintenance and new construction, and the complications of using state funds to achieve shared objectives. The university and the state have already begun to address these challenges.

Cornell has always achieved excellence from the strength of its individual units and their entrepreneurial nature. It may be necessary, however, to align the organizational structure and mandates of units to ensure they support

the common overall objectives of the campus master plan. All "enterprise units" (shops, departments and colleges) should review their organization and business models to identify potential changes that would support the campus master plan.

The campus master plan identifies a number of University Projects that, either because of their nature or their scale, do not have existing champions or funding sources. The campus master plan process highlighted the need to prepare a "funded infrastructure master plan", covering a range of both conventional (hard) and unconventional (social, cultural, athletic, surge space, landscape) infrastructure needed to fully implement the campus master plan. One option would be to levy building projects to create funds not only for essential hard infrastructure but also "soft" infrastructure considered equally essential. Cornell already uses fees from the provision of resources like parking, heat and water to build reserves that fund future projects. These models too should be updated.

Monitor the success of the campus master plan

The campus master plan is an integrated document that identifies the inter-related natural, built and social environments that will support Cornell's academic mission for the next 30 years, perhaps longer. But times change, and so will academic and administrative goals. The campus master plan should be checked periodically with regard to such changes and against development that has occurred under the plan to ensure it remains a living document, responsive and relevant to Cornell's needs.

A reconstituted CPC should be charged with oversight of the campus master plan and work with the university planner's office to prepare annual or biennial reports to the Board that indicate the university's progress in meeting the plan's objectives; review recent projects in relation to the policies and guidelines of the plan; rank remaining next steps in the campus master plan for follow-up; add

new goals to the campus master plan as appropriate; and update plan elements as needed. More comprehensive reviews and updates of the campus master plan should occur every five to ten years to ensure that it continues to be an effective guide, fully responsive to changing circumstances.

