USF Sarasota Manatee
2010 Campus Master Plan
Executive Summary

September 13, 2011
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Preface

The Goals, Objectives and Policies which follow are the primary mechanism for the implementation of the Campus Master Plan through the 2020 planning horizon. The publication of this work culminates more than nine months of intensive work by the USF Sarasota Manatee Campus administration, faculty and staff, students and community advisors. It is through the active participation of all these stakeholders that this Vision for the ten year period, 2010-2020, and beyond is able to be articulated. The material herein is based upon benchmarks identified in the Evaluation and Appraisal Report (EAR) and the Data Collection and Analysis Report (DCA) phases documented elsewhere in the Master Plan Report. Multiple meetings and workshops were held at each stage of the planning process, culminating in this presentation to, and endorsement by, the USF Sarasota-Manatee Campus Board.

As one of the largest universities in the United States, the University of South Florida (USF) System is committed to a formal and ongoing planning process where the Master Plan Update established every five years reflects the evolution of mission, campus program, community context and constraints, and budgets. Since the 2005 Master Plan Update, the challenges facing the University system have accelerated and grown more acute as energy alternatives, transportation limitations, constrained budgets, increasing regulation, and an aging infrastructure combine to present complex and interrelated challenges.

The 2010 - 2020 Master Plan Update builds upon the work USFSM completed for the 2005 Master Plan when the new campus was developed. Changes to mission and program, popularity of the USFSM programs by stakeholders and economic change are enriching campus programs and opportunities. Key factors influencing the master plan framework are:

- Recent separate SACS accreditation for Sarasota Manatee campus
- Transition to four-year undergraduate program and expanded master level graduate programs
- Requirements for student housing and enhanced student life and recreational needs
- Significant growth and expansion in South Sarasota County, including the opening of the USFSM North Port Instructional Center
- Significant growth and expansion of the Lifelong Learning Academy
- Increased emphasis on the importance of becoming a sustainable campus

One of the overarching goals for this 2010-2020 Master Plan update is to promote a greater emphasis on incorporating sustainable design strategies ranging from energy system improvements to transportation demand management. USFSM is committed to maintaining the long-term sustainability of the campus, as demonstrated through President Judy Genshaft’s signing of
the American College and University Presidents Climate Change Commitment (ACUPCC) in April, 2008, through the University’s earning AASHE (Association for the Advancement of Sustainability in Higher Education) STARS (Sustainability Tracking Assessment and Rating System) Gold rating credit in December 2010 for the Tampa campus, and through the adoption of a “green building” policy for all campuses.

Therefore, the 2010 Master Plan Update incorporates sustainability by applying a “sustainability framework” to the master planning process prescribed by the Florida Board of Governors (FL BOG) Chapter 21 regulations. This framework, established through review and comment by the Master Plan Committee Work Groups, consists of the following Planning Principles: Procedures for monitoring, evaluation and amendment of the campus master plan are outlined in the individual plan elements.

Land Use
Campus development needs to maximize the effective use of existing land holdings through increased program density upon the current campus and new lands yet to be acquired which supports the maximum efficiencies of campus utility and supporting infrastructure, and preserve meaningful open space.

- Improve campus density by strategic building placement and maximizing building heights as appropriate to type and scope of project and local context.

Buildings/ Materials and Waste Management
Sustainability improvements to the campus built environment focus on increasing a sense of place and enhancing the long-term sustainability of infrastructure systems.

- Increase efficiency of utility infrastructure for electricity, water, building materials, etc. and ensure these systems can support future growth.
- Improve use of common interior and exterior areas.
- Expand and diversify campus-wide recycling.
- Establish a LEED Silver standard for New Buildings and Existing Buildings as funds allow.

Energy
Energy-related enhancements focus primarily on increasing use of renewable energy and enhancing energy efficiency, thereby reducing greenhouse gas emissions and supporting USF’s Climate Action Plan commitments.

- Increase use of renewable energy.
- Increase energy efficiency of existing buildings.
- Create energy efficiency standards for building types.
Reduce overall campus temperature by reducing heat-island effect with increased quantity of shade trees.

**Transportation**
*By offering a more efficient and pedestrian-focused transportation system, USF SM will enhance campus air quality, reduce greenhouse gas emissions, and enable the creation of more community connections.*

- Improve safety of campus community and visitors using US 41.
- Expand internal campus transportation transition / enhance transit, bicycle, and pedestrian uses.
- Improve access to campus via public transportation, bicycle and pedestrian options.
- Reduce parking in the campus core and relocate parking to the campus periphery while maintaining delivery and service access.
- Support mobility within the host region.

**Landscape and Water Resource Management**
*Land and water resource management strategies seek to maximize the presence, use and benefits of natural areas; enhance water quality by reducing pollutant loads; and enhance efficiency of stormwater management systems.*

- Conserve and protect existing Preserve.
- Establish a policy for use of Florida-friendly plants and natives to maximize xeriscape strategies.
- Recognize opportunity use open space systems as living learning laboratories.
- Plant as many trees as possible in the next five years, located for maximum benefit of heat reduction of paved areas, and pedestrian and bicyclist circulation systems.
- Maximize all opportunities to reduce the consumption of water.

**Social Equity**
*Strategies that address social equity focus on enhancing the quality of life of university students, faculty, and staff, as well as the local community.*

- Encourage neighborhood economic development and transit to neighboring retail and services.
- Increase available and affordable on-campus housing.
1. Introduction

The University of South Florida (USF) is one of the nation’s top 63 public research universities and one of 39 community-engaged, four-year public universities as designated by the Carnegie Foundation for the Advancement of Teaching. USF was awarded more than $380 million in research contracts and grants in FY 2008/2009. The University system offers over 232 degree programs at the undergraduate, graduate, specialist and doctoral levels, including the doctor of medicine. The University has a $1.8 billion annual budget, an annual economic impact of $3.2 billion, and serves more than 47,000 students on campuses in Tampa, Sarasota-Manatee, St. Petersburg, Sarasota-Manatee and Lakeland.

The University of South Florida is committed to the pursuit of excellence in teaching, research, and public service with special consideration for programs and activities addressing the opportunities and needs of the metropolitan areas it serves from its multiple campuses and delivery sites. Goals defining the future academic mission of the University have been established as part of the University’s strategic planning process.

2. General Requirements

University Campus Master Plans must be updated every five years. The minimum requirements of the Master Plans for Florida universities are contained in two documents: The Florida Statute (FS) 1013.30 and Chapter 21. In addition to these requirements, each university may add additional information and sections.

Both documents are available on the web at the following addresses:

- FS 1013.30: http://www.flsenate.gov/statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=Ch1013/SEC30.HTM&Title=&Section%2030#1013.30
- Chapter 21: http://www.flbog.org/about/regulations/regulations.php

University Campus Master Plans are composed of three parts containing, at a minimum, the criteria described in FS 1013.30 and Chapter 21:

1. The Evaluation and Appraisal Report (EAR) is a self-assessment by the University of the previously adopted Goals, Objectives, and Policies and how well it succeeded in implementing them.

2. The Data Collection and Analysis Report is an update to the required and discretionary information upon which the Campus Master Plan Update is based. The minimum requirements are specified to be based on best existing available information and do not require the university to conduct original data collection.
3. The Campus Master Plan Update Goals, Objectives and Policies. This document describes, in narrative, table, and graphic form, the intended development criteria and parameters for the next 10 years and beyond.

In addition, the 2010 Campus Master Plan Update includes an Appendix volume containing Chapter 21 Sustainability Assessment Framework, reviews of the USFSM Strategic Plan and Evaluation and Appraisal Report, Master Plan meeting notes, presentation materials, and related data reports and assessments.

These documents are presented to the Campus Development Committee (CDC) and Academic Campus and Environment Advisory Committee (ACEAC) for review and recommendation to the Academic and Campus Environment (ACE) Workgroup. The ACE reviews and recommends adoption to the University Board of Trustees.

3. Vision Statement
The USF Sarasota-Manatee Values, Vision, Mission and Goals

VALUES
The University of South Florida Sarasota-Manatee values academic excellence, professionalism, and continuous improvement through integrity, collaboration, diversity, and leadership.
VISION
The University of South Florida Sarasota-Manatee aspires to be a leader in higher education, delivering accessible academic programs and contributing significant research, while inspiring continuous improvement locally and globally.

MISSION
The University of South Florida Sarasota-Manatee delivers innovative education and relevant scholarship for the benefit of local, national, and global communities.

GOALS
- Learner-Centered Environment
  Be a diverse, collaborative, and intellectually challenging campus with high quality academic programs and support services for students, faculty, staff, and community.
- Technology
  Provide and encourage strategic use of electronic learning technology.
- Program Growth
  Promote expansion of distinctive upper-division baccalaureate, master’s, and research initiatives that serve local and global needs.
- Professional and Continuing Education
  Provide advanced professional and continuing education that serves community needs.
- Financial Stability
  Grow and diversify the resource base.
- Assessment
  Expand the system of self-study and continuous improvement.
- Accreditation
  Work toward institutional autonomy within the USF system with separate regional and professional accreditations.

Campus and Community Sustainability Policy
The University Strategic Plan and the Campus and Community Sustainability Policy, establish a clear vision for the University. The Master Plan Update is developed to help meet the goals outlined in the University’s Strategic Plan, and uses the system’s Sustainability Policy as a guiding tool to ensure the USFSM campus is developed in ways that contribute to achieving the overall USF sustainability vision. The Campus and Community Sustainability Policy (Policy 10-051) was adopted in July, 2010.
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Purpose and Intent

- The mission of the University of South Florida system (hereafter USF) is to educate, research, design, and build sustainable, healthy communities and to create a community of learners together with significant and sustainable University-community partnerships and collaborations. The guiding values that empower this mission include social, economic, and environmental sustainability, which promote conserving resources, reducing waste, recycling and reusing materials, finding new sources of clean energy, increasing energy efficiency, and diminishing life-cycle impacts and the consumption of greenhouse gas producing materials.

- Toward accomplishing the University’s mission, USF is a signatory of the American College and University Presidents’ Climate Commitment (hereafter “ACUPCC”) and a charter participant of the Sustainability Tracking, Assessment, and Rating System (hereafter “STARS”), administered by the Association for the Advancement of Sustainability in Higher Education.

4. Future Land Use Element

The framework for a long term land use pattern of the campus is reflected in this Campus Master Plan Update, with strategic boundary adjustments that better reflect lands to meet new programmatic and functional directions set for the ten-year plan horizon.

Recommendations for land acquisition have been identified in five year increments allowing the campus to grow and meet program needs as purchase opportunities present themselves. The Plan addresses the need to preserve existing residential neighborhoods as a key consideration in the recommendations for campus expansion. The land use element reinforces the functional integrity of academic and housing core campus areas, and recognizes and frames the importance of memorable, legible, and functional public setting, open space and circulation corridors that establish the connection between land use areas with the goal to strengthen academic vitality and the richness of campus life. Allowances for secondary uses within and adjacent to the campus core provide flexibility for community and campus support activities in an integrated land use pattern. Commercial, research, and community-oriented functions that may arise through unforeseen program expansion and/or funding opportunities should support the overall land use zones and interface of program space upon open-space systems.
GOALS
The Future Land Use goal of the USFSM Campus Master Plan is to clarify and strengthen the established campus land use pattern and improve the relationship between land uses on and off the campus. The University shall:

- Ensure more effective use of land and containment of walking distances in the academic/residential core through higher density development and infill.
- Preserve and protect existing natural resource areas including the environmental preserve areas adjacent to US-41.
- Identify, evaluate, and protect historically significant cultural, architectural, and archaeological resources that are known or may be discovered on the USFSM campus.
- Continue to implement, enhance and maintain the Ecological Preserve adjacent to US-41 as a natural and cultural resource on the campus.
- Abide by the delineation of the open space framework as identified in the Plan including any encumbrances and easements in order to establish a connected series of open space systems that become the framework for campus development and create a series of landscaped outdoor rooms and corridors for campus users.
- Undertake phased implementation of a campus wide Botanical Garden/Arboretum approach to landscape development and management.
- Preserve and/or amend minimally existing street and major utility corridors as practical to maximize benefit of existing investment yet to ensure adequate utility access compatible with implementation of planned development, open space framework, and non vehicular circulation.
- Ensure that the development of future land uses takes place in a way that is coordinated with the availability of adequate facilities and services to support the uses. This includes establishing appropriate location and adequate area set asides to accommodate utility requirements necessary for serving the estimated 10-year development, and implementing utility extensions in cost-effective increments.
- Ensure that measures can be undertaken to minimize or avoid off-campus constraints to campus development and to minimize or avoid conflicts of campus development within the context area. Accordingly, the density and scale of development on the campus properties should be compatible with the adjacent off-campus uses.
- Ensure that incompatible use relationships are eliminated or mitigated in the event that such incompatibilities exist or arise.
- Engage the USFSM Regional Chancellor, USFSM Campus Board, and Facilities Planning and Management periodically for the review of land use and facilities program development on the campus, including projects and grant award opportunities that are currently unforeseen. The Work Group shall identify trends or needs for change in use patterns, density,
program affinities and relationships to open space, circulation and utility patterns that might affect the land use plan, and determine whether such circumstances should be corrected to maintain the integrity of the land use plan and constraining factors, or cause the plan to be altered or amended to reflect valid needs.

5. Transportation Element

Vehicular Circulation
Access to campus is via US 41, a broad six lane high-speed highway, which runs north-south between the communities of Sarasota and Bradenton. There is currently no signalization at the multiple entrances to the campus, US 41 median improvements ending approximately three blocks south of the USFSM main gate. Internal to the campus are a variety of roads providing access to the Crosley Estate via Seagate Drive, Campus Drive and access on the north for service, emergency and access to facilities that are remote from the loop road around the core.

Non-Vehicular Circulation
The basic access framework for campus users is through a set of clear major and secondary pedestrian walkways leading to campus activity centers, parking, service and open space networks. These walks are also used a secondary service corridors for security, service and maintenance staff and emergency providers.
Bicycle access is via the use of the public and campus roadway network and designated bike ways are in use at this time.

**Parking**

The 2005 Plan projected the 2015 need to provide for a total of approximately 900 total spaces / 300 of which would be in parking structures in subsequent years without land acquisition for surface lot development. The 2010 Master Plan Update recognizes the need for additional growth in the overall parking supply for the University as campus building programs are completed. Therefore, critical to parking expansion without going to structure is a need for additional lands to the south and north of the current campus. The cost to construct any structured parking represents a significant incentive to pursue less expensive parking and transportation demand management strategies that may slow or stabilize the rate of growth in parking demand.

Among the major priorities of the 2010 Plan is the conversion of some surface parking within the campus core to academic buildings or open space. These changes will transform the campus core into a more inviting, community-oriented, and pedestrian-friendly space. To support this transformation, the 2010 Plan recommends a migration of the major parking facilities toward the campus edges. New and improved parking facilities on the campus periphery will reduce the need for vehicle circulation within the campus core, which will reduce the potential for vehicle-pedestrian conflicts on campus roadways.

USFSM campus currently provides 627 parking spaces for use by faculty, staff, students, and visitors, with peak utilization of approximately 75 percent at the peak evening class periods. Taking into account USFSM population growth and transportation demand management (TDM) program effectiveness, demands for parking from students (including parking for future on-campus housing), faculty, staff, Lifelong Learning Academy attendees, and visitors is anticipated to grow from 627 occupied spaces in 2009 to 1175 occupied spaces in 2020. In light of projected demand growth and significant parking supply reductions for future development, additional new and replacement parking spaces are needed to serve the parking needs generated by the development contemplated in the 2010 Campus Master Plan.

Modifications to parking management strategies will be required to appropriately allocate existing and planned parking spaces to USFSM drivers in a logical and equitable fashion. For the visitors, commuting staff and students whose access to core area venues will be time-sensitive or require nearby access to building facilities, therefore all lots are within a five minute walk to the central part of the campus. Also recommended are strategies to manage overall transportation and parking demand within the campus including the following TDM program options to be implemented overtime:

- Increase the range of services and marketing for commuter options (i.e., vanpool, carpool, car-sharing, tele-work, cycling, walking and transit),
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- Improve pedestrian and bicycle facilities;
- Construct additional student housing on or near the USFSM campus;
- Parking permit price tiers and/or increases;
- Parking permit buyback program, and
- Pre-tax deduction for employee alternative commute expenses.
- Engage in Transit System Improvements with host communities
- USFSM is coordinating with Sarasota County Area Transit (SCAT), Manatee County Area Transit (MCAT), Sarasota/Manatee Area Regional Transit (SMART) and the other host communities to explore opportunities for mass transit connectivity improvements.

GOALS

The Transit, Circulation, and Parking goal of the USFSM Campus Master Plan is to encourage options to reduce overall parking demand and turn to sustainable transit and vehicular access strategies for the campus that reduce reliance on single-occupant vehicles, and minimize emissions and fossil fuel consumption, while maintaining essential delivery and service access. The University should:

- Reduce the impacts on-campus of future vehicular traffic generated by the 10-Year Master Plan, especially at peak hours.
- Provide adequate parking capacity for the University’s needs while reclaiming selected existing surface parking sites in the campus core for programmatic uses, pedestrian corridors, or open space.
- Reduce the impacts off-campus of future traffic generated by the 10-Year Master Plan.
- Provide a safe, efficient transportation system considering vehicle circulation, transit facilities, and the needs of motorized and non-motorized vehicle parking.
- Provide for convenient pedestrian and bicycle ways within the transportation program.
- Ensure that transportation system improvements shall be coordinated and phased with the University’s future land uses.
- Coordinate required transportation improvements within the context area with the host communities.
- Coordinate resolution of issues associated with projected impacts in level of service with the host community. Provide emergency travel routes and a building identification system to all new and renovated campus buildings.
- Establish a series of strong pedestrian corridors to link campus precincts
- Provide convenient, safe and direct on-campus pedestrian and bicycle way connections to off-campus pedestrian and bicycle ways where the campus interfaces with the public roadway network and neighboring communities.
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Provide pedestrian and non-vehicular circulation facilities to meet both the aesthetic and functional needs of the users and to encourage increased pedestrian and bicycle movement on campus.

Locate this figure nearer to Land Use section?

6. Housing Element

Changes to mission and program at USFSM are enriching campus programs and opportunities as the University transitions to four-year undergraduate program and master level graduate programs due to the separate SACS accreditation. These changes will require the University to address on campus student housing needs and develop enhanced student life and recreational facilities to meet student non-academic needs.

The 10-year housing program in the 2010 Plan update provides for the development of 200-330 new student beds in two buildings of approximately 115,500 gsf of building area, thereby making student beds plus supporting staff apartments available on the Sarasota-Manatee campus at the end of the ten-year period.

The locations are important in underscoring that each future building must be sited so as to:
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- Reinforce the civic structure of the campus;
- Frame meaningful, vibrant open spaces, and activate these spaces with social and recreational activity

GOALS

The Housing goal of the Sarasota-Manatee Campus Master Plan is to encourage the availability of diverse, safe, affordable housing opportunities for students on and in the vicinity of the campus in support of the educational success, personal development, and social experience of all University students. USFSM needs to provide approximately 330 net new undergraduate student beds in on-campus housing facilities over the next 10 years. Endeavor to achieve and maintain The Carnegie Foundation for Advancement of Teaching classification as a “L4/R/Small Four Year, Primarily Residential” school as stated in the 2007-2012 USF Sarasota-Manatee Strategic Plan. The University should:

- Encourage and support improved and expanded off-campus housing opportunities in close proximity to the University.
- Provide residential support services commensurate with any increase in the on-campus housing stock.
- Provide enhanced support facilities for campus housing, including expansion of programs to accommodate student activities, food service, cultural events, recreation facilities, adequate residential parking, improved bicycle and pedestrian connections, large group interior gathering space, and dining in existing and/or new complexes as determined to best serve the expanded residential program.
- Endeavor to create socially active residential environments that are compatible with the campus context. Housing shall be sited to maximize opportunities for visual connection and physical access to attractive campus amenities.
- Develop operations and maintenance metrics for use in establishing a baseline means of determining life-cycle costing, and to provide high levels of efficiency in energy use expanded recycling, and up to date green product purchasing data base.
- Coordinate planning and design of future housing with development of necessary structural, mechanical, aesthetic and safety improvements to ensure long term sustainability, energy efficiency and maximized life-cycle costing advantages.
- Engage the University’s Office of Facilities Planning and Management in the review of all programmed housing improvements to ensure that adequate stormwater management, potable water, utility services, sanitary sewer, and solid waste facilities and life safety requirements are in place and operational at established levels of service prior to occupancy.
7. General Infrastructure and Utilities Element

The overarching goal of the General Infrastructure and Utilities Element is to implement systems that adequately meet the present and future needs of the University, without limiting long-term University growth. By increasing the efficiency of utility infrastructure and reducing the consumption and wasting of resources, the campus can better ensure these systems are adequate to support campus growth.

Proper management of campus resources yields specific benefits to the University. The University can create usable open space and protect natural areas by requiring new utilities to be placed within designated utility corridors. Stormwater systems can be modified to not only improve water quality, but also enhance the campus landscape. Reductions to energy consumption, wastewater, and solid waste generation directly reinforce the University’s commitment to greenhouse gas reduction, support sustainability for the University, and reduce costs.

As signatory of the American College and University Presidents’ Climate Commitment, the University has established goals for becoming carbon neutral by 2070. Improvements in the efficiency of utility systems will have direct impact on the greenhouse gas emissions performance of the campus. While capitalizing on greenhouse gas emissions reduction when developing expanded systems due to program will allow the campus to meet near term benchmarks, long term goals will require demand side management strategies to reduce the demand, as the greatest opportunity for greenhouse gas emissions reduction is to eliminate or reduce the demand for the resource.

Stormwater Management Sub-Element

The 10-year plan for stormwater management focuses on increasing pervious area throughout the campus. In addition, the 10-year plan implements stormwater management Best Management Practices (BMPs) to protect water quality on campus and beyond in downstream waters off-campus. Due to constraints on land size, strategies for use of underground storm chambers, cisterns, and low impact development strategies will be critical in the final design of stormwater improvements.

GOAL

The University should:

- Provide a sufficient stormwater management system in a design that is consistent and enhances the overall Master Plan scheme, and strive to reduce stormwater outfall volumes.
- Take into consideration appropriate design strategies for maintaining and protecting the natural drainage patterns and hydrological conditions.
- Prevent any further degradation and improve the quality of receiving waters.
Coordinate and phase the increased stormwater facility capacity to meet the future needs of the University.

**Potable Water Sub-Element**

**GOAL**

The Potable Water goal for the Sarasota-Manatee campus plan is to provide an adequate potable water system that accommodates the future University potable water needs. The University should:

- Provide at a minimum a level of service of 0.12 GPM per 1,000 gross square feet of building area and provide distribution and building plumbing systems to maintain a building operating pressure of 40 psi.
- Provide adequate fire protection with a goal of 3,000 GPM for four hours.
- The University shall continue to implement and expand its water conservation program.
- Cooperate with the local County Public Works Departments and appropriate State and Federal agencies to ensure safe and sufficient water supply at a cost effective rate.
- Correct any existing potable water facility deficiencies and maximize its level of service where feasible.
- Protect and conserve potable water sources and facilities.

**Sanitary Sewer Sub-Element**

**GOAL**

The Sanitary Sewer goal for the Sarasota-Manatee campus plan is to provide an adequate sanitary sewer system that accommodates the future University sanitary sewer needs. The University should:

- Provide for reliable and efficient collection and transmission of all wastewater generated by the University in an environmentally safe manner.
- Maintain at a minimum the wastewater collection service at its present level of service with the implementation of the 10-year Master Plan.
- Coordinate any required sanitary sewer relocation and improvement program with the implementation of the capital improvement program and Master Plan.
- Correct any existing and future sanitary sewer deficiencies needed to maintain a reliable level of service.
- Reduce the impacts of sewage generation.

**Solid Waste Sub-Element**

**GOAL**

The Solid Waste goal for the Sarasota-Manatee campus plan is to provide for future University solid waste collection and disposal requirements in a safe,
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cost-effective, environmentally sound and an aesthetically satisfactory manner. The University should:

- Coordinate with the City of Sarasota and Manatee County in establishing an appropriate level of service for solid waste collection.
- Define procedures to reduce University-generated solid waste and increase scope of recycling and reuse programs.
- Establish a program to modify existing solid waste collection locations for convenient service while avoiding potential pedestrian conflicts and visual impacts.
- Establish procedures to correct any existing solid waste facility deficiencies.
- Annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Florida Board of Trustees to ensure capacity and capital improvements required to meet future University needs are provided when required.

Hot Water Sub-Element

Existing facilities currently provide sufficient individual site boiler capacity. As housing, food service and recreation programs are developed on campus along with new classroom and assembly facilities programmed for the ten year planning horizon, the University may need to develop a new program for meeting their hot water needs. This effort will result in improved system efficiencies and will allow the University to reduce the impact on the environment.

GOAL

The Hot Water Sub-Element goal of the USFSM campus is to provide adequate hot water in the most cost effective manner while providing for flexibility in the growth of the campus and limiting the generation of greenhouse gas emissions. The University should:

- Provide hot water for each new or renovated facility using a feasible, cost-effective method.
- Provide sufficient hot water to correct existing deficiencies and to meet the future needs of the University.
- Develop a plan to implement LEED based projects to promote less energy use and thereby reduce the electric and fossil fuel demand.

Chilled Water Sub-Element

Additional chilled water plant capacity will required to serve the program growth projected in the 2010 Master Plan Update. The Plan recommends expansion of the current chilled water plant. Additionally efforts to metering chilled water loads in order to facilitate load management and conservation measures should
continue to be a priority. The significant growth projections and requirement for increased chilled water capacity will result in newer, more efficient chilled water plants and provides the University with an opportunity to preferentially load the plants with the most efficient equipment. While the growth will result in greater energy and water consumption and impact on the environment, these factors can be mitigated through selection, installation, and thoughtful operation of the systems.

**GOAL**

The Chilled Water Sub-Element goal of the Sarasota-Manatee Campus Master Plan is to provide an adequate chilled water service to the campus facilities in the most cost efficient manner that will support future expansion while limiting the generation of greenhouse gas emissions (GHG). The University should:

- Expand the Central chilled water plant and ice storage facility in increments of five year demand based upon development program demands.
- Expand the existing chilled water distribution system to accommodate future renovated facilities north and south of the existing plant. Upgrade lines as required with expansion.
- Meter chilled water loads to implement load management and load history for planning and conservation measures.

**Electrical Power and Other Fuels Sub-Element GOAL**

The Electrical Power and Other Fuels Sub-Element goal for the Sarasota-Manatee Campus Master Plan is to provide adequate, reliable, and cost effective electrical service to support campus operations and expansions through the 10 year planning period. The University should:

- Continue to review and update and implement design and construction standards to establish the levels of service and installation required to ensure that adequate, reliable, and cost effective electrical service is provided to future and rehabilitated facilities based upon changing technologies and efficiencies.
- Continue to implement energy reduction programs of USFSM owned distribution system and in USFSM-owned and operated facilities.
- Continue to update a computerized data based load tabulation of electric power requirements, for existing facilities and for new buildings proposed in the master plan, to allow for upgrading on as needed or programmed basis.
- Limit the expansion of the University-owned electrical distribution system to within the boundaries established by USFSM.
- Program and fund updates to keep an inventory and implementation capacity of emergency generators on campus.
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Continue to review and update the means or standards of assessment for disaster preparedness in existing and future buildings.

Telecommunications Sub-Element

The campus telecommunication infrastructure will need to be upgraded localized basis and expanded to serve facilities growth and accelerating demands on information and instructional technology systems. Existing and projected major telecommunications corridors are positioned principally along primary circulation patterns and seams between development sites so as to minimize disruption by new construction.

GOAL

The University should:

- To plan, design and implement communications infrastructure at the USFSM campus, as shown in order to correct existing deficiencies and meet the voice, data and video communications needs of the 10 year planning period.
- Standardize on a data local wide area network, for campus-wide use, that will serve USFSM's network needs through the 10 year planning period and beyond.
- Identify, inventory, and assess any media or high bandwidth application on the campus.
- Maintain a periodically revised USFSM voice/data/video Construction Standard for use in all new construction and renovation projects requiring these services.

8. Conservation

Conservation policies in the 2010 Master Plan address protection and improvement of air quality, conservation and protection of the quantity and quality of water sources, conservation and protection of native vegetation and wildlife habitats, energy efficiency, and waste monitoring, disposition, and recycling. New to the 2010 Campus Master Plan is a greater focus on the reduction of greenhouse gas emissions in support of the University’s commitment to the American College and University President’s Climate Commitment (ACUPCC).

The 2010 Plan recommends increased demonstration and visibility of conservation measures and pilot project efforts. Broadened awareness of initiatives demonstrates institutional commitment, enriches the educational experience, generates excitement for participation, and contributes to greater success in meeting the ACUPCC goals.
The 2010 Plan Update continues policies preserving the existing environmental preserve adjacent to US 41. The 2010 Plan recommends expanded implementation of the designated open space/pedestrian corridors, including removing those elements currently within the limits of the proposed landscape improvement zones that conflict with intended land uses; predominantly parking areas.

Consider promotion of the campus as an arboretum. The mix of integrated, viable ecosystems in the provide USFSM with research and educational resources and opportunities. The 2010 Plan recommends a phased campus wide implementation of a Botanical Garden/Arboretum concept. Implementation of the “Campus as Arboretum” initiative places priority on expansion and documentation of plant materials and vegetative communities throughout the campus and would be phased to include existing campus open spaces – quadrangles and courtyards – as opportunities arise.

GOAL

The Conservation goal of the 2010 Sarasota Manatee Campus Master Plan is to be an institutional model for conservation policies, to meet the ACUPCC goals, to minimize negative environmental impacts, and better the environment through improved air, water and open space quality in the vicinity of the campus. The University should:

- Identify mitigation techniques in order to reduce greenhouse gas emissions and improve the air quality
- Conserve and protect the quantity and quality of water sources including groundwater and surface water.
- Protect identified jurisdictional native vegetative communities whether upland or wetland, natural and environmental resources and campus plantings.
- Designate environmentally sensitive lands for protection based on state and locally determined criteria.
-Restrict University activities known to threaten the habitat and survival of threatened and endangered species and species of special concern.
-Reduce the quantity of waste generated on campus and expand the percentage of waste recycled or reused.
-Expand the use of conservation and energy saving techniques with the planning, design, and construction of new facilities.

9. Recreation and Open Space Element

In response to the on-campus student housing support, the development of new campus recreation facilities becomes an important component of the 2010 Master Plan Update. The emphasis in this Plan on sustainability further underlines
the essential role quality campus open space plays in establishing a healthy, inviting campus setting of memorable places that engages the University community on a daily basis. The 2010 Plan proposes development of recreation facilities over the 10 year planning period to include:

- A informal field/open space at the student housing quadrangle
- Two multi-purpose intramural play fields west of the Hilton Garden Inn
- Softball field at the site of the intramural play fields above
- A Boat House and dock for rowing and sailing teams in cooperation with Manatee County.
- Expanded existing jogging path and walk network throughout the campus with links to the Bayshore Drive and Uplands Boulevard properties to the south.
- Pool complex at the Hilton Garden Inn for recreational use
- Botanical/Arboretum program integrated with the campus programs
- Recreation Wellness Center expansion and supporting locker facilities

The projected program for the 2010 Plan utilizes the National Intramural Recreational Sports Association (NIRSA) standards as recommended by the USFSM Campus Recreation Department.

**GOAL**

The Recreation and Open Space goal of the Campus Master Plan is to provide enhanced recreational options for the campus community in a diverse open space environment that links the campus and the larger host community. The University should:

- Provide recreational facilities and open space to meet campus community demand through the coordinated use of public and private resources.
- Provide increased facilities to serve on-campus recreation, physical education, and club sport demands.
- Provide increased opportunities for on-campus access to varied, high quality open spaces.
- Endorse a campus open space planning approach that envisions the entire campus as an ecologically appropriate “Campus as Arboretum/Botanical Garden.”
- Coordinate with the host communities to promote provision of adequate recreation and open space off-campus to serve the community living in the context area and to ensure continuity of campus open space resources.

Bike and Pedestrian Trails
Boat House and Dock
Ecological Preserve and Nature walk
10. Intergovernmental Coordination Element

Since the adoption of the 1995 plan, the University has consistently put into action coordination and communication measures necessary to facilitate the implementation of the Campus Master Plan and to address the public impacts of development. The importance of effective coordination and communication between the University, the host communities, adjacent jurisdictions, and the numerous agencies and companies that provide services to the campus will increase as the needs and actions of the University and host communities are increasingly interdependent and impact each other. As both University and host communities address issues of sustainability—including transportation, land use and natural resource impact, energy use, economic and social fabric—the role of Intergovernmental coordination is both complex and essential to the University and its contextual communities—local to state levels. To ensure that coordination continues in the most effective manner, and to the benefit of all the parties involved, the 2010 Plan updates and builds on existing relationships and accomplishments with the expectation of continued and expanding University engagement.

GOAL

The Intergovernmental Coordination goal of the Sarasota-Manatee Campus Master Plan is to achieve the goals, objectives and policies of the Campus Master Plan through the use of joint processes for collaborative planning, decision making, and coordinating growth and development with local agencies and governmental entities.

The University should:

- Continue to refine and build upon the existing processes for the reciprocal review by University and local government officials of growth management plans, campus master plans, and plan amendments.
- Continue reciprocal development review processes that assess the impacts of proposed campus development on significant local, regional and state resources and facilities, and assess the impacts of off-campus development of university resources and facilities.
- Increase ongoing coordination between the University and public agencies to create a better community and environment.
- Continue to work with the Sarasota Manatee Area Regional Transit (SMART) to establish a comprehensive plan for serving the USFSM campus.
- Coordinate when it has been determined that proposed development on campus would have an adverse impact on local services, facilities or natural resources, University officials will participate and cooperate with respective City and County officials in the identification of appropriate strategies to mitigate the impacts.
Executive Summary

- Coordinate with the Manatee County service area providers on effective and efficient provision of fire, rescue, and emergency medical services. Existing systems shall remain in effect and expanded as need may arise.
- Review baselines and disseminate information prepared for emergency management strategies and make available each year to the local and state Emergency Management Offices for inclusion in local emergency management plans.
- Work with Manatee County on development strategies to maximize the historic touchstones of the site (Crosley Estate) and programs that would support County plans for development of expanded meeting space, Crosley Museum and hospitality venue.

11. Capital Improvements Element

The Capital Improvements element goals, objectives and policies remain largely the same until such time as any procedural changes are made. The primary component of this element is the list of projects and associated costs, sorted by fund source and year.

The Capital Improvements Element is intended to evaluate the need for facilities and site improvements identified in preceding elements of this 2010 Campus Master Plan Update Goals, Objectives and Policies Report, as well as the Data
Collection and Analysis Report. This Element is also intended to estimate the cost of the improvements for which the University has fiscal responsibility; to analyze the fiscal capability of the University to finance and construct improvements; to adopt financial policies to guide the funding of improvements; and to schedule the funding and construction of improvements in a manner necessary to ensure that capital improvements are provided when required based on needs identified in the preceding Campus Master Plan elements. All development is contingent upon the availability of funding.

10-Year proposed property acquisition and new construction reflect the accommodation of land acquisition, proposed new buildings, renovations, site improvements and infrastructure needs as well as, parking program as identified by the University and summarized in the Projected 10 Year Building Program. The 2010 Campus Master Plan does not identify specific building program addresses or assignments, but rather provides the site development framework for organizing and accommodating phased development of discreet buildings and site improvements within the overall planning framework in a way that allows strategic efficiencies and synergies between projects in order to create a unified campus framework and long term campus legacy for USFSM – the whole that is stronger than the individual components. In general the 10 Year new construction programs shown have been recommended for priority phased construction because their implementation:

GOALS
Provide educational, research and support facilities to all enrolled students, faculty staff and community partnerships, in a manner that protects the investment and maximizes the use of existing facilities and promotes orderly, planned sustainable campus development.

The University should:

- Co ordinate land use decisions and available projected fiscal resources and provide a schedule of capital improvements to maintain the levels of service established in the master plan and to address the existing and projected facilities needs.
- Provide the needed improvements identified in the other elements and manage the expansion or improvement process so that facility needs do not exceed the ability of the University to fund and provide the needed capital improvements, including initial construction costs, ongoing operation and maintenance costs and impact costs.
- The University shall explore development of level of service standards as part of a broader initiative to establish Design and Construction Guidelines for the USFSM campus.
- Assess Capital Improvements Element as a means to meet the needs of the University for the construction of capital facilities to correct existing
deficiencies, accommodate desired future growth, and replace exhausted or obsolete facilities.

- Continue to adhere to existing capital improvement programming procedures and shall update this master plan, as needed, to revise the Capital Improvement Program priorities established in the Five-Year Capital Improvements Schedule.

Conclusion

The University of South Florida Sarasota-Manatee Campus Master Plan is designed to guide the growth and development of the campus area over the next ten years and set a development framework that take campus development well into the later part of the twenty-first century. This plan provides for the accommodation of academic, residential and student support needs of a student population of 1500 in approximately 320,000 gross square feet of academic and 130,000 gross square feet of residential and support space by 2020-2021. The Long Term campus framework for long term development sets a direction for expansion to over 750,000 gross square feet of campus building programs. The functions at the “heart of the campus” are surrounded by residential and recreations support facilities to the north and accessible parking north and south at the periphery of the core campus. There is recognition of long term development opportunities in association with Manatee County’s Crosley Estate and future Museum and conferencing needs as well. Master Plans are visions….suggesting opportunity and ideas for development of a legacy to USFSM students, faculty and alumni and the residents of the region. This plan has creatively integrated learning and living environments into a vision that will reinforce the mission of USFSM.