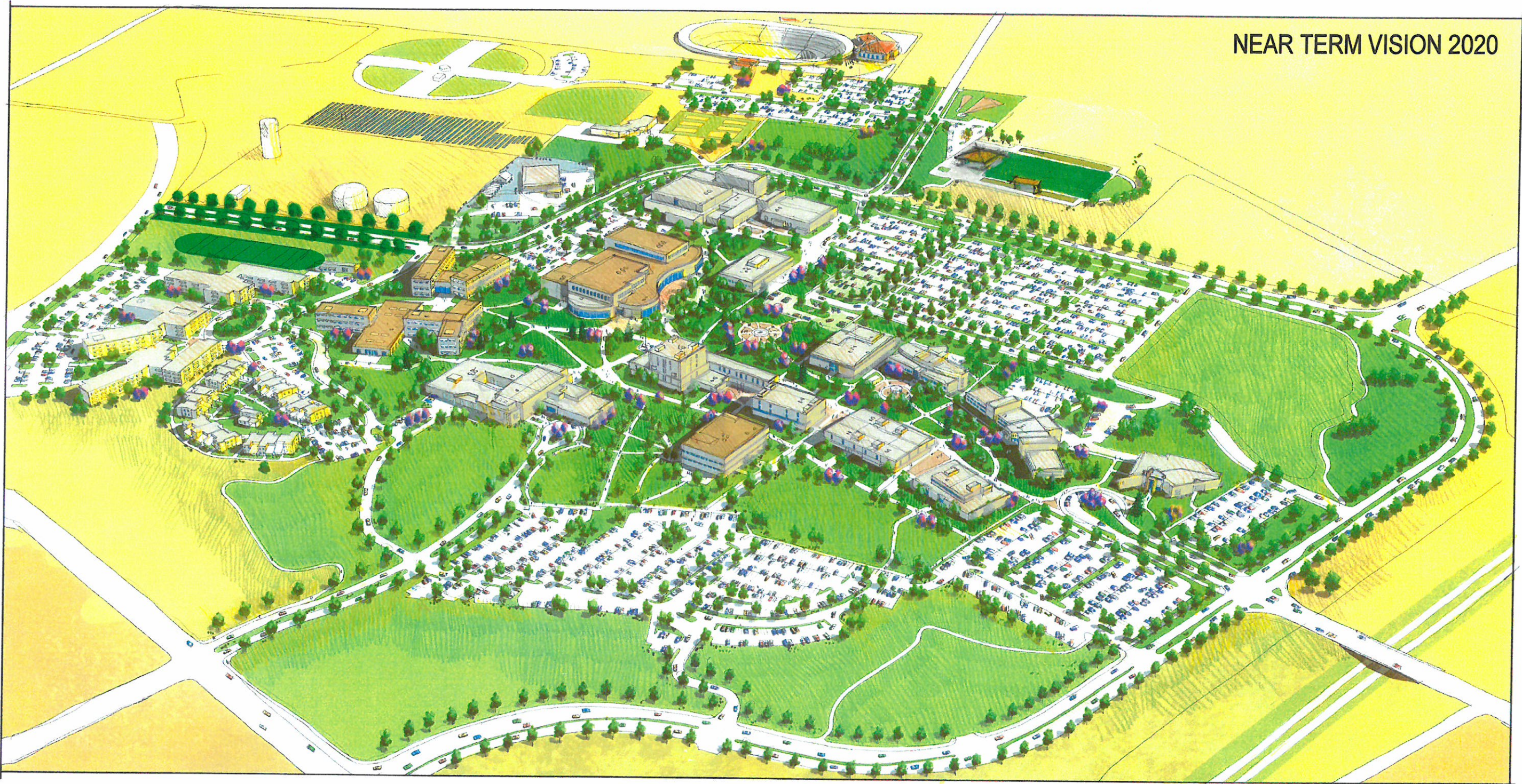


COLORADO STATE UNIVERSITY - PUEBLO
CAMPUS-WIDE MASTER PLAN



NEAR TERM VISION 2020



APRIL 1, 2013



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EXECUTIVE SUMMARY: 3 - 5 YEAR DEVELOPMENT PHASE

The 3 - 5 Year Development Phase is intended to highlight projects that are priorities for the initial implementation of the Campus-Wide Master Plan. This phase represents the University's commitment to providing the highest quality educational environment for its current and future students, faculty, staff and campus visitors.

Each of the projects outlined in the 3 - 5 year Development Phase meets the goals and objectives of this Master Plan, and each has been vetted through the planning process. The identified projects serve to improve campus circulation and orientation, enhance the outreach of student services, provide much-needed classroom space, and support the potential need for on-campus housing. These projects include:

Extension of Fowler Drive to Walking Stick Boulevard

The extension of Fowler Drive (east of the north residential community, and west of the Water Board land) is necessary to provide a loop of vehicular circulation at the outside of active pedestrian corridors. With the completion of this connection to Walking Stick Boulevard, efforts may be made to reduce vehicular circulation between the Belmont Hall and north residential community, improving the pedestrian safety in this active area.

The estimated cost of Fowler Drive extension is \$1 million.

Occhiato University Center Renovation and Expansion

The location study and site recommendation for the previously-approved renovation and expansion of the Occhiato University Center project aid in providing much needed capacity and efficient delivery of student services and dining functions while offering the campus an updated student union that more closely reflects the needs of the campus population and anchoring the academic spine (paseo) at the north. The proposed OUC addition/renovation is planned to provide a modern student center of 162,000 gross square feet, which is an increase of 49,000 gross square feet to the existing facility of 113,000 gross square feet.

The estimated cost of OUC Renovation and Expansion is \$35 million, with \$30 million Phase 1 funded from student fees, \$5 million Phase 2 funded from donations.

General Classroom Building

The proposed new general classroom building of 45,000 gross square feet serves a long-identified need for new classroom space to meet existing deficiencies. This building, located to the west of the existing academic core, is also the first step in the University's desire, per the Master Plan, to develop a new east-west academic spine to the campus to serve as a framework for future academic growth.

The estimated cost of General Classroom Building is \$16 million.

Soccer/LaCrosse Complex

A soccer/lacrosse complex consisting of a new 10,000 square foot locker-training building, new synthetic turf field, new 600-seat grandstand, press-box, and perimeter fencing is planned at the existing soccer field area. Cost is estimated as \$3.1million.

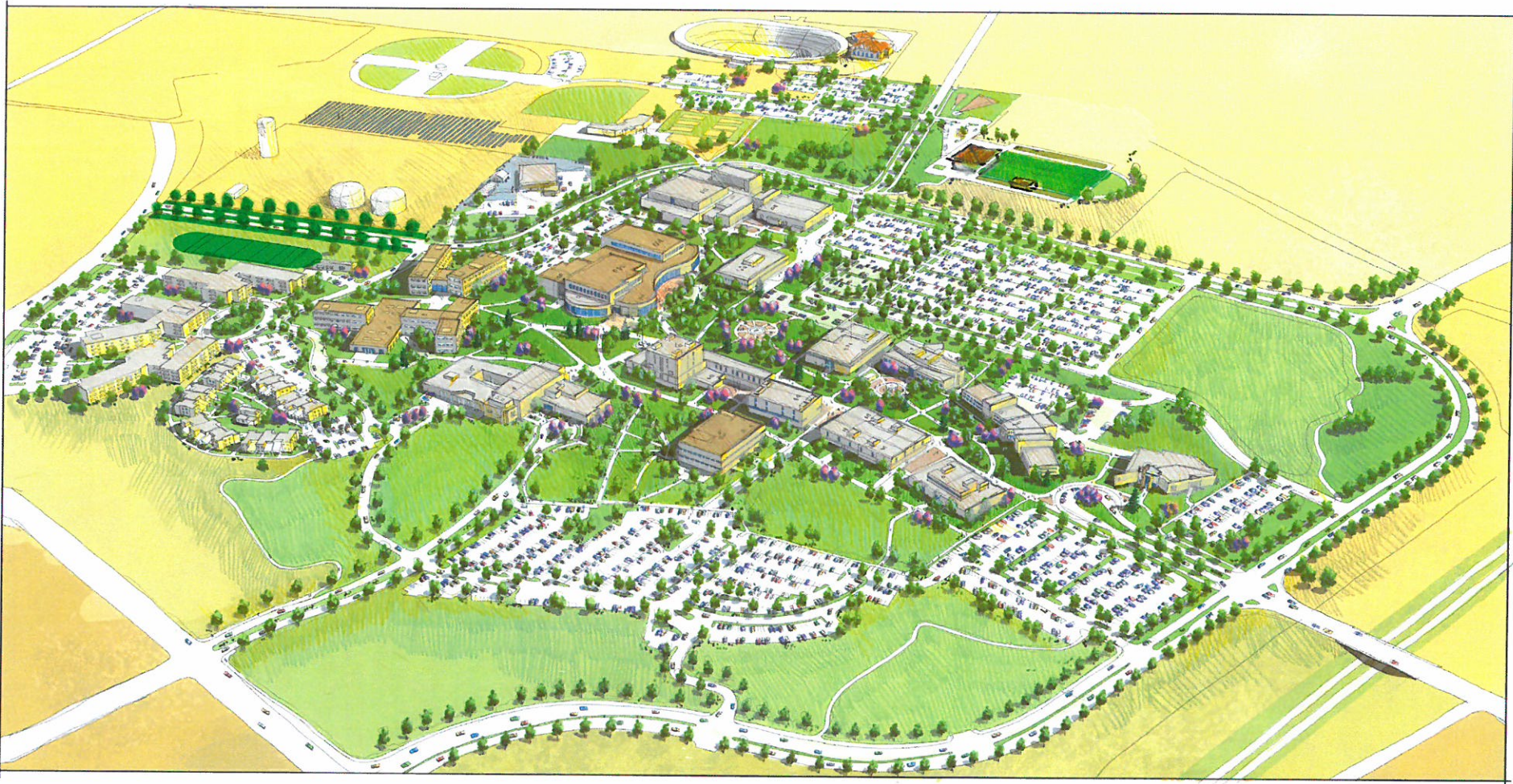
Redevelopment of Belmont Hall

In its current state, Belmont Residence Hall is a facility that needs renovation or replacement, according to the recent Facility Condition Index (FCI) study carried out by the university's consultant.

The estimated cost of Belmont Hall redevelopment is \$20 million.

Site Improvements

Improvements to campus pedestrian pathways and parking lot reconfigurations have been identified as a University need through the planning process. The estimated cost of these improvements is \$2.5 million.



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COLORADO STATE UNIVERSITY-PUEBLO CAMPUS-WIDE MASTER PLAN

The Campus-Wide Master Plan for the Colorado State University-Pueblo campus has been developed to assist the University in establishing a vision and framework for the future growth and physical development of the campus. The Master Plan responds to the University's intention to establish itself as a premier regional comprehensive university, supporting the University's Strategic Initiatives and Goals as outlined in the 2007 Strategic Plan.

The Master Plan is the product of an inclusive process that engaged community stakeholders throughout the course of the planning effort. Guided by a Steering Committee comprised of campus leaders representing senior administration, faculty, student services, staff, athletics, facilities services, and student governance, the Master Plan has received input and consideration from the complete range of representative campus constituencies. The planning process also included input from representatives of the City and County of Pueblo, neighboring land owners and developers, and local economic development experts.



A. APPLICATION OF THE MASTER PLAN TO THE UNIVERSITY'S STRATEGIC INITIATIVES AND GOALS

An integral aspect of the Master Plan is its connection to, and alignment with, the University's Strategic Initiatives and Goals as outlined in the 2007 Strategic Plan. The following describes the connection of the Master Plan to the Strategic Plan, outlining its Initiatives and Goals as they apply to the Master Plan to create a viable future vision for the campus.

Strategic Initiative One: Academic Excellence

Colorado State University-Pueblo is committed to continuous improvement and innovation in all aspects of academic programming, teaching and learning, scholarly and creative work, and campus and community service. To that end, as funds are available, CSU-Pueblo will:

Goal 1: Offer comprehensive undergraduate and selective graduate programs that meet regional needs, students' interests, and disciplinary standards for quality.

Response: The Master Plan illustrates recommendations for the phased expansion of academic facilities as necessary to accommodate potential future enrollment growth up to 8,000 students.

The Master Plan also organizes the expansion of academic facilities to consider flexibility, and the efficient delivery of both disciplinary and interdisciplinary education.

Strategic Initiative Two: Student Access and Success

Colorado State University-Pueblo will strive to create an environment that promotes student academic, social, and personal development through:

Goal 4: Increasing student access, retention, persistence, and graduation rates.

Goal 5: Supporting and promoting student engagement in campus and community service activities.

Response: The Master Plan strives to improve student access and retention through the improvement of the campus experience, including recommendations for:

- Enhancement and expansion of on-campus housing for a more consistently-active campus
- Improvement of student service and student life facilities to encourage broadened use by the campus population
- Expansion of academic facilities to accommodate current shortfalls and future population growth
- Focused beautification of the campus grounds
- Expansion of campus recreation and athletics facilities

Strategic Initiative Three: Diversity

Colorado State University-Pueblo is committed to maintaining a learning, living, and working environment that is inclusive, equitable, and respectful of differences in people and their ideas, histories, and practices. The University will promote more sophisticated understandings of differences and challenge manifestations of closed-mindedness, incivility, stereotyping, and discrimination by:

Goal 10: Becoming a model Hispanic Serving Institution.

Response: The Master Plan illustrates growth of campus facilities to accommodate future campus growth, the magnitude of which is affected by the University's participation in the Hispanic Serving Institution initiative.

Strategic Initiative Four: Image Building

Colorado State University-Pueblo will improve its perceived identity, visibility, and reputation by increasing the positive regard afforded the University by students, alumni, faculty, staff, administration, and the general public by:

Goal 11: Communicating a clear, distinct, and consistent image of the University as a regional leader in providing high quality education.

Response: The Master Plan provides recommendations for the physical expansion of campus facilities to meet University goals for the improved and expanded delivery of a high quality education.

The Master Plan provides recommendations for the enhancement of campus grounds and the experience of navigating to and through the campus environs.

Strategic Initiative Five: Community Engagement

Colorado State University-Pueblo will strengthen its involvement with the community through intellectual, economic, social, and cultural collaborations that are mutually beneficial to the University and its many external constituents. CSU-Pueblo will achieve these goals by:

Goal 13: Expanding the University's role in and effectiveness in promoting sustainable economic, social, and cultural development in Pueblo and the surrounding communities (or region).

Response: The Master Plan makes a commitment to improved engagement with the Pueblo community through the following recommendations:

- A westward expansion of campus academic and alumni and community outreach facilities, allowing for an enhanced visual, perceptual, and physical connection to the community.
- Enhancements and modifications to the vehicular circulation

system both on- and near-campus to improve traffic flow in the vicinity of the campus and reduce congestion as the campus population increases.

- Expansion or enhancement of campus buildings that also serve as community resources, including the Occhiato University Center and facilities for the visual and performing arts.

Strategic Initiative Six: Resource Management

Colorado State University-Pueblo will enhance its human, programmatic, and capital assets by effectively and efficiently managing its human, technological, and physical resources. The University will achieve these goals by:

Goal 15: Implement financial planning and best practices management approaches to achieve a maximum level and more efficient use of resources.

Goal 17: Improving campus facilities to support functionality and competitiveness.

Goal 18: Maintaining a safe and sustainable physical environment that contributes to the University's appeal and reputation.

Goal 20: Developing a plan to insure sustainability and a high-level of energy conservation.

Response: The Master Plan provides recommendations for the implementation of environmental sustainability initiatives throughout the campus.

The Master Plan provides recommendations for capital strategies and fiscal sustainability in order to fund campus growth in a responsible manner.

The Master Plan provides recommendations for the design and maintenance of campus landscapes to enhance the campus grounds while considering the affect on campus financial and personnel resources.

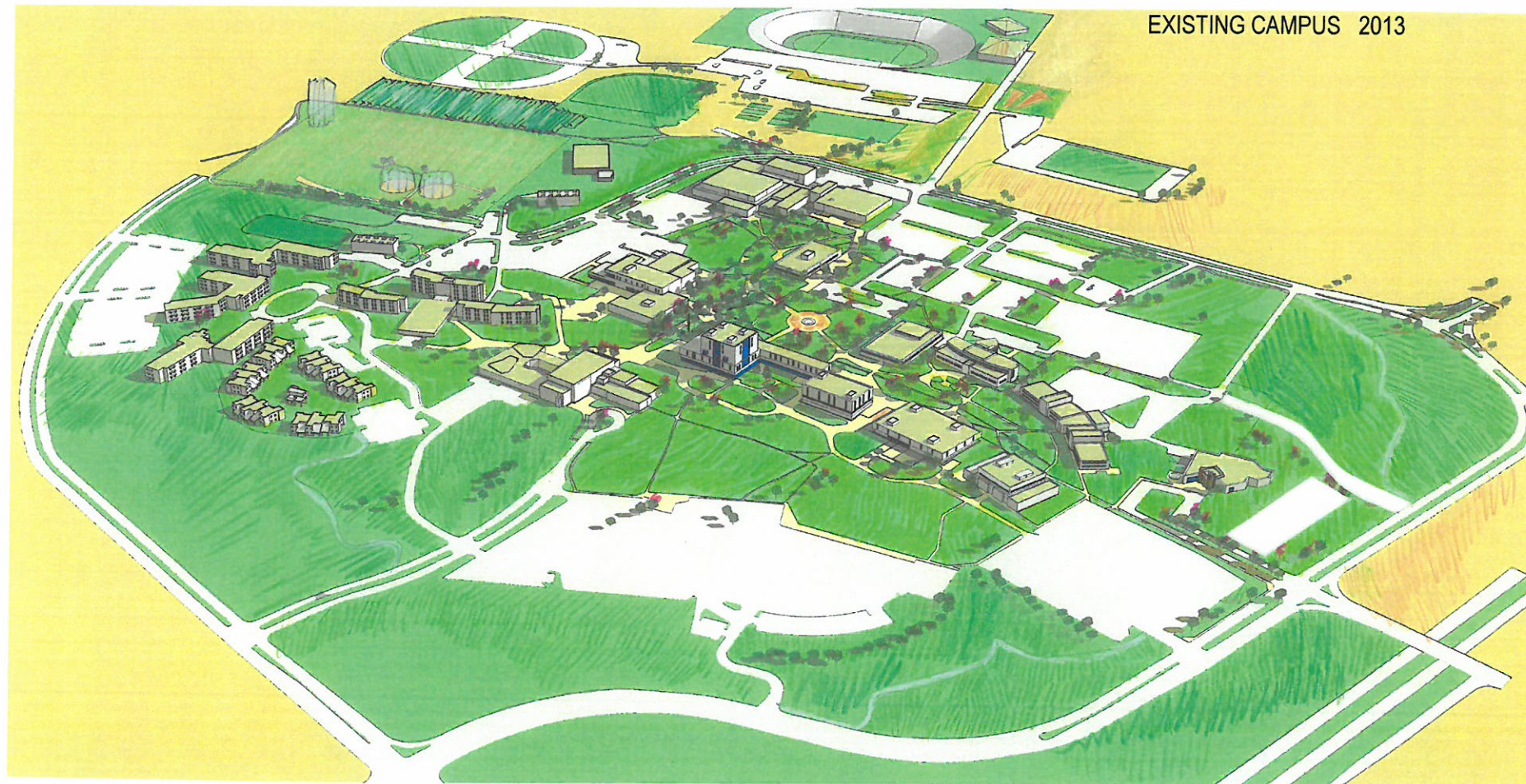
Strategic Initiative Seven: Shared Governance

Colorado State University-Pueblo is committed to the ideal that the governance of institutions of higher education is an activity shared by the faculty, the staff, and the administration. To insure appropriate shared governance, CSU-Pueblo will:

Goal 23: Create an atmosphere that encourages a sense of ownership and a culture of accountability.

Response: The Master Plan provides recommendations for the enhancement of the overall campus, providing an experience which all University stakeholders can take pride in.

B. MASTER PLAN GOALS



At the outset of the planning process, the planning team and Steering Committee worked together to develop goals for the Master Plan. The purpose of these goals is to guide the process, insuring that the goals influence all levels of alternative planning and the development of the preferred plan and Master Plan recommendations. The Master Plan Goals were developed relative to five overarching campus influences, including: Response to the Mission; Community Engagement; Connectivity; Campus Identity; and Sustainability.

Response to the Mission

- Accommodate significant enrollment growth on the campus.
- Plan for flexible, multi-purpose spaces that support student success.
- Identify opportunities to use the campus as a learning laboratory.

Community Engagement

- Foster student engagement and create an environment that supports both residential and commuter students.
- Provide spaces for faculty and students to interact.
- Welcome the Pueblo and Southeastern Colorado communities to the campus.

Connectivity

- Enhance the pedestrian network and connect campus districts.
- Improve connections to the surrounding community and promote transportation alternatives.
- Clarify vehicular arrival, circulation, and parking.

Campus Identity

- Improve the image of the campus to make it more inviting to students.
- Celebrate CSU-Pueblo's heritage and setting.

Sustainability

- Foster a culture of fiscal and environmental sustainability.
- Use the Master Plan to encourage the implementation of sustainability strategies and best practices.
- Explore partnership opportunities to leverage financial resources.

C. URBAN DESIGN VISION

The urban design vision for future campus development is heavily influenced by the existing campus framework, which is defined in large part by the following:

- The organization of academic buildings along the central, ridge-top landscaped Paseo and fountain area;
- The definition of distinct zones of land uses across the campus – notably, zones for academic, residential, and athletics and recreation uses; and,
- A nearly-complete internal campus loop road, defining the campus core from outlying community and non-academic destination uses and growth and expansion areas.

With these elements serving as the basis for the organization of campus buildings, open space, circulation, and parking, a preferred Master Plan framework has been developed that strengthens the continuity of the campus while providing clear opportunities for physical expansion and growth. Integral to this framework are the following intentions:

C.1 Enhance the existing fountain and Paseo open space and pedestrian circulation structure.

The existing central fountain and surrounding landscape and the landscaped Paseo to the south have historically served as the organizing framework for the location of key student service, administrative, and academic uses. These open spaces and associated pedestrian circulation systems have traditionally served as the primary outdoor activity areas on campus, and the orientation of primary building entrances have developed to be accessed from these spaces.

As future campus growth occurs, it is desirable to continue to enhance the success of these spaces through the development of currently-vacant sites at the perimeter of the spaces or enhancement of activity nodes and building entrances facing the Paseo and fountain area.

C.2 Extend the Paseo concept north to the existing campus residential core and recreation facilities.

In order to enhance the viability of the Paseo and the organization and connectivity of campus buildings and land uses, the Master Plan recommends the extension of the Paseo concept to the north – to both the existing residential core and to the Masari Arena and campus recreation center. Doing so will provide clear and efficient pedestrian corridors at the core of campus linking key campus facilities (including the University Center, Library, recreation center, and academic and residential cores), while designating expanded active open spaces at the heart of campus and identifying future building development, redevelopment or expansion opportunities.

URBAN DESIGN FRAMEWORK DIAGRAM



C.3 Create a new organizing east-west open space corridor and circulation spine.

While the expansion of the Paseo to the north enhances the connectivity of existing land use nodes, this zone will not provide adequate space for the accommodation of anticipated future academic needs. In order to provide a flexible and efficient strategy for this future growth, the Master Plan recommends the development of a new east-west organizing open space and pedestrian circulation spine.

This new spine, located to align with the Library and perpendicular to the Paseo, is intended to provide a new active open space around which future building sites are located. This spine also provides a primary east-west pedestrian corridor through the campus – linking athletics, recreation, and parking uses on the east side of the campus, through the campus core, to the future westward expansion. In addition, the westward expansion of campus buildings provides an opportunity to create an enhanced entry experience to the campus from the west, improving both the image of the campus and the perceived relationship of the campus to the City of Pueblo.

D. PROGRAM DEFINITION

D.1 Methodology

An incremental space needs analysis was prepared as part of the master plan process to establish future space needs for a variety of space types, to determine space surpluses and shortages, and to identify priorities for the reuse of vacated space. The space types assessed within the analysis include classrooms, teaching/open laboratories, research laboratories, offices, library spaces, study spaces, assembly/exhibition spaces, dining spaces, merchandising spaces, meeting spaces, athletics and recreation, student life, support, healthcare facilities, and housing. Space needs were determined for the University's projected future headcount of 8,000 (7,133 FTEs). These space needs were subsequently translated into individual building programs that were used to explore a range of potential future development scenarios.

For the purpose of the analysis, it was assumed that existing space deficits would be satisfied by the current projects being considered by the University (see Expressed Needs, section D.3). This space needs analysis focuses on meeting the incremental space need necessary to accommodate future growth.

The space needs analysis is based on “assignable square footage”, or ASF. This term refers to space in a building that can be assigned to a particular user. Typically, floor area that is not “assignable” includes corridors, stairwells, elevators, mechanical space, bathrooms, wall thickness, and such spaces as janitors’ closets. In academic buildings, assignable square feet typically accounts for 55 to 70 percent of the building’s total floor area. When new buildings are planned, their sizes are generally described in terms of gross square feet, and are assigned a “net-to-gross” or efficiency ratio. For the purpose of this analysis, an efficiency ratio of 65% was assigned to new program except for residential uses, where a 70% efficiency ratio was applied.

The space needs analysis applies the nationally accepted Council of Education Facilities Planners International(CEFPI) space planning guidelines to quantify overall space needs. Guidelines by Thomas Ricca and Associates were applied to assess dining space needs. The guideline findings were supplemented with comments received through stakeholder interviews and observations from campus tours that captured the qualitative aspects of space.

D.2 Enrollment Assumptions

Students

The student enrollment figures provided by CSU Pueblo via the *CSU Pueblo 2010 Fact Book*, provide the foundation for the space needs analysis. Based on the potential for the University’s enrollment headcount to increase up to the range of 8,000, the incremental student population was determined by subtracting Fall 2009 FTEs (4,502) from the projected FTEs (7,133), for total enrollment growth of 2,631 FTE students (2,950 headcount).

Faculty/Staff

Faculty and Staff numbers were also provided by CSU Pueblo via the *CSU Pueblo 2010 Fact Book*. Based on numbers from Fall 2009, there are 253 FTE faculty members and 336 FTE staff members. Included in the faculty counts are both part-time and permanent faculty members. Staff counts include staff that are classified according to the following employee types: Executive, Professional, Technical, Clerical, Skilled Craft, and Service/Maintenance.

Future faculty and staff FTEs were projected at the same growth rate used to calculate future student enrollment.

The student enrollment and faculty and staff FTE applied in the analysis are summarized in the following table.

INCREMENTAL POPULATION GROWTH	HEADCOUNT
Undergraduates	+2,763
Graduates	+188
Faculty	+177
Staff	+235

D.3 Current Expressed Needs

The University currently has plans for several new academic and student life facilities to meet the needs of the current campus population. These include a renovation and addition to the Occhiato University Center, a new classroom building and additions to the Psychology and Technology Buildings (these facilities are indicated in the table and graphic to the right). The need for these facilities was established prior to the campus master planning process, and they do not factor into the incremental space needed for growth.

In addition to the projects listed above, the following program elements were identified by University stakeholders as future needs.

Student Life Facilities

- One stop student services
- Commuter student social space

Community Facilities

- Conference space
- Visitor center
- Alumni center

Athletics & Recreation Facilities

- New soccer/lacrosse field
- Tennis courts upgrade with support facilities
- Field house with indoor track and work out facility

- Indoor baseball and softball batting facility
- Marching band practice field

Campus Improvements

- Improved outdoor social / event / dining spaces
- Enhanced pedestrian connections
- Improved bicycle facilities
- Expanded shuttle network
- Outdoor meeting places
- Shade structures throughout campus

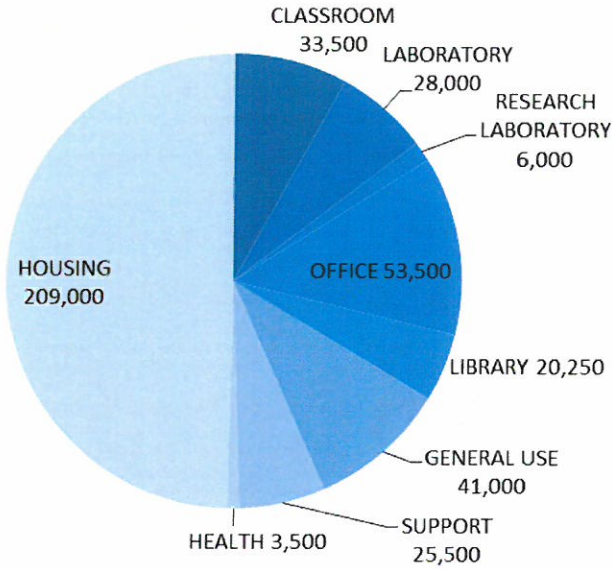
PROJECT	ASSIGNABLE SQUARE FEET (ASF)	GSF
CLASSROOM BUILDING	29,250	45,000
TECHNOLOGY BUILDING RENOVATION & ADDITION	13,000	20,000
PSYCHOLOGY BUILDING RENOVATION & ADDITION	16,900	26,000
STUDENT CENTER RENOVATION & ADDITION	22,470	34,569

D.4 Incremental Space Needs

CSU Pueblo has significant future space deficits. To support a student population of 8,000, the University needs to provide an additional 28,000 ASF of classroom space, nearly 24,000 ASF of teaching laboratories, and 5,000 ASF of research laboratories.

In addition to instructional space, there is a significant need for study, student life and residential spaces. Specifically, the analysis reveals an incremental need for 17,000 ASF of additional library space on campus. Study space accounts for 13,000 ASF of this deficit while stacks, processing and service spaces account for the remaining deficit. In the future, the University will need 64,000 ASF of additional student life and support space. Over 20% of this need is driven by shortages in dining space.

Residential facilities account for the majority of future space needs. This need is driven by both the increase in enrollment and the University's strategic decision to increase the number of students in on-campus housing to 30%. To accommodate 2,400 residential students, the University will need 950 beds, or 209,000 ASF of additional housing. This translates to 300,000 GSF of new housing in the future.



*All numbers in the chart above are in assignable square feet (ASF)

The future incremental space deficits by individual space category are documented in the following table.

SPACE TYPE	INCREMENTAL SPACE NEED (ASF)*	GSF
CLASSROOMS	33,500	51,500
TEACHING/OPEN LABORATORY	28,100	43,200
RESEARCH LABORATORY	5,900	9,100
OFFICE	53,500	82,300
LIBRARY	20,300	31,200
GENERAL USE	40,900	62,900
Assembly/Exhibition	2,500	3,800
Dining Space	16,100	24,800
Lounge	6,600	10,200
Merchandising	5,300	8,200
Recreation	3,900	6,000
Meeting Rooms	6,600	10,200
SUPPORT FACILITIES	25,400	39,000
HEALTHCARE FACILITIES	3,500	5,400
SUBTOTAL	211,100	321,500
RESIDENTIAL FACILITIES (950 beds)	209,000	298,600
TOTAL	420,100	620,100

D.5 Building Composition

The master plan design accommodates the current and future program through strategic building placements that introduce approximately 710,000 GSF of new development. In addition to the needs identified by the incremental space needs analysis, the master plan program accounts for the projects identified by the University prior to the master planning process.

The master plan proposes three distinct building types with a combination of program elements that together satisfy the identified incremental space needs. Academic buildings are programmed with recognition that learning takes place both inside and outside of classrooms, and include student life and study spaces in addition to instructional and office space. Similarly, laboratory buildings include a mix of space types including office, study and support space. Student life and study spaces also complement residential uses within residence halls.

The following table describes the composition of individual buildings proposed in the Master Plan.

BUILDING	FLOOR	ASF*	GSF
Academic Building			
Study Space	1	5,064	
Student Life	1	2,558	
Classroom	2 and 3	11,198	
Office	2 and 3	13,378	
Support Space	1,2,3	6,358	
TOTAL	3 Floors	38,556	59,316

Laboratory Building			
Study Space	1	5,064	
Student Life	1	2,558	
Laboratory (All)	2,3	34,082	
Office	3	13,378	
Support Space	1,2,3	6,358	
TOTAL	3 Floors	61,440	94,523

Residential Building			
Residential	1	7,464	
Residential	2	7,464	
Residential	3	7,464	
Residential	4	7,464	
Student Life	1,2,3,4	1,462	
TOTAL	4 Floors	31,319	44,741

D.6 Development Program

The master plan program proposes the following series of buildings. These buildings account for 478,000 ASF of additional program, or 711,000 GSF.

Previously planned buildings

- Academic Buildings
 - 1 planned classroom building (45,000 GSF)
- Student Center (renovation/addition)
- Technology Building (renovation/addition)
- Psychology Building (renovation/addition)

Buildings identified to meet future growth

- Academic Buildings
 - 3 additional academic buildings (60,000 GSF/building)
 - 1 Laboratory Building (95,000 GSF)
- Residential Buildings (+950 beds)
 - 7 additional buildings (45,000gsf/building)

E. LAND USE

The CSU-Pueblo campus is generally organized within several functional zones, including the academic core around the Paseo, residential areas at the north portion of the campus, a recreation and athletics district east of the campus core, and the Occhiato University Center (located at the north termination of the Paseo) at the junction between these zones. The master plan generally builds on the existing organization of the campus, siting new uses to strengthen these functional areas in order to enhance the academic setting and promote a vital student life environment.

E.1 Planned Projects

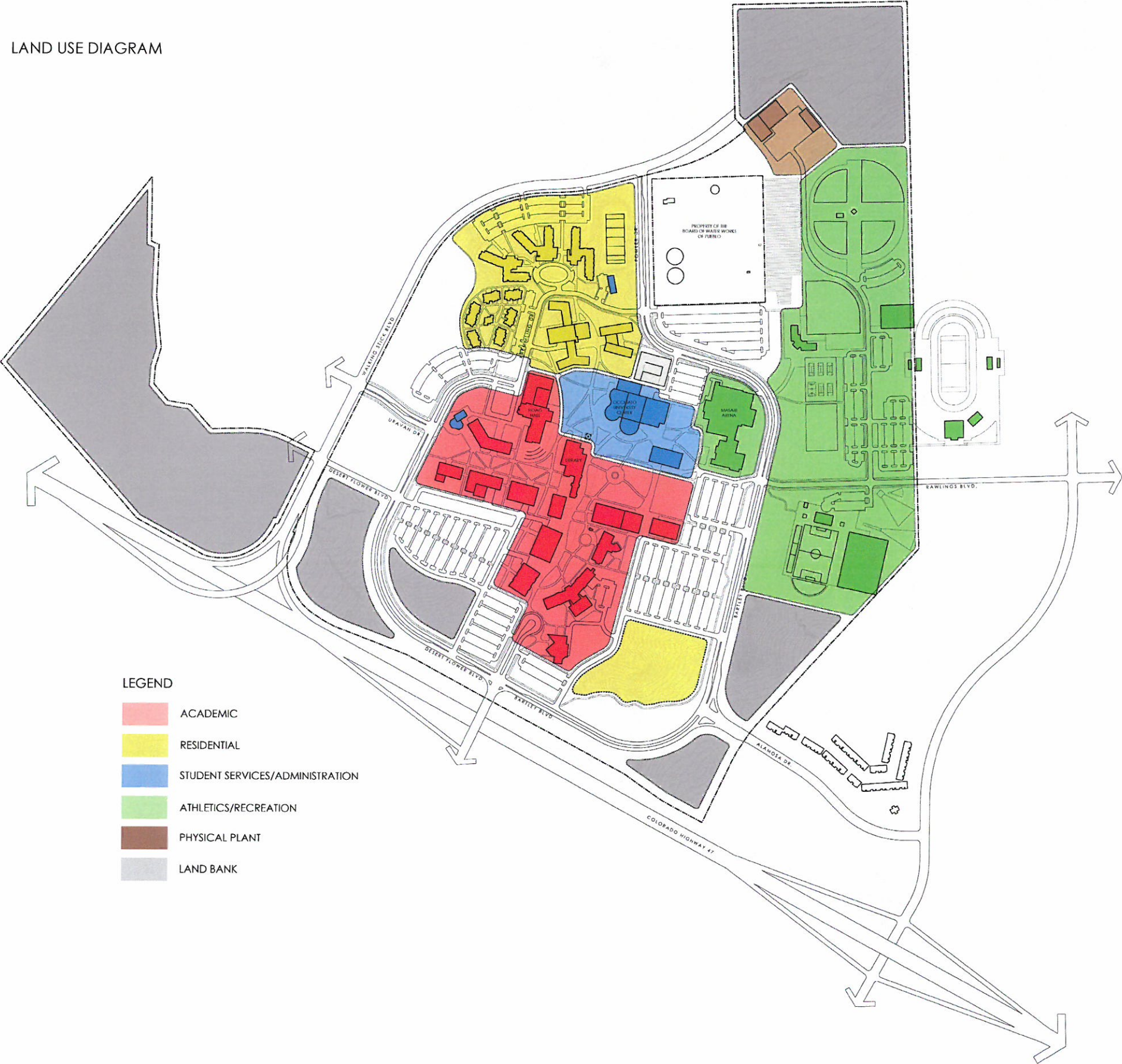
The previously planned projects have been situated within the campus master plan, including the expansion of the Technology and Psychology buildings. The renovation and addition to the Occhiato University Center will expand student life opportunities and community space in the campus core. It is recommended that the new general classroom building be situated on the west side of the campus, along the new east-west organizing spine, to begin the expansion of the academic core to the west.

E.2 New Development

Future development will be sited at strategic locations across the campus in order to infill vacant spaces, optimize preferred adjacencies, and promote a compact, pedestrian-oriented environment. Most new academic buildings will be sited along the new east-west open space that bisects the Paseo. Three new academic buildings and one laboratory building will frame this open space and reinforce the academic identity of the campus core. For those approaching campus from the west, the new buildings create a strong visual presence and, together with a proposed Visitor/Alumni Center, create a gateway to the academic zone. A renovation to the adjacent Capps Capozzolo Academic Center for the Arts/Music further enhances the arrival experience from the west.

New residential buildings will be clustered in two distinct areas. To the north, renovations and expansions of Belmont Hall, along with another future residence hall, provide a total of 300 additional units in this area. To the southeast, land has been set aside to accommodate future housing. This area could comfortably accommodate another 650 -1000 beds. The future growth of athletics and recreation facilities will be located along the eastern edge of campus. Building on adjacencies with existing athletic facilities, these new buildings and fields create a distinct athletics zone. Convenient highway access at Troy Avenue and sufficient parking make the edge of campus well-suited to accommodate this future development. Physical Plant facilities will be relocated to a zone immediately north of the Rawlings Outdoor Sports Complex, benefiting from improved vehicular access and sufficient space to accommodate future expansion of the physical plant.

LAND USE DIAGRAM



Occhiato University Center

The master planning team explored options for the renovation and redevelopment of the Occhiato University Center. The purpose of this renovation is to create a campus center that meets the needs of the entire campus community. In addition to updating the facility and addressing physical deficiencies, the new facility would include a combination of active student and community spaces, convenience dining and retail, and a one-stop student services location.

A number of different options were considered for the student center. In addition to exploring opportunities for the existing site, the possibility of relocating the student center to a more central location was also considered. It was ultimately decided that the building would remain in its current location, linking the expanded housing area in the northwest to the academic core along the Paseo.

E.3 Strategic Land and Real Estate Decisions

In addition to the campus core, there are a number of strategic parcels situated in outlying areas throughout the campus. As the campus develops, these parcels should be “land banked” to reserve them for future growth.

E.3.1 New West Entrance

The Master Plan recommends that a “flyover” addition (see section G.1) to the current interchange at Colorado Highway 47 (C 47) be constructed to allow east bound traffic on C 47 to enter Walking Stick Boulevard north bound. Currently, the Walking Stick Boulevard interchange only allows entrance to Walking Stick Boulevard from west bound C 47 and exit from Walking Stick Boulevard to west bound C 47. With this flyover, the west entrance could become the symbolic entrance to the campus, carrying the majority of in- and out-bound traffic to the campus. The entrance will service students, faculty, staff and visitors coming from Pueblo and the surrounding area via the C 47 and I-25 corridors. Equally important, the new west entrance will improve the visibility of the campus, allowing traffic to better access campus roadways and parking areas. This new entrance will improve existing safety issues surrounding traffic congestion at the Bonforte Street entrance due to short vehicle stacking at the Bonforte exit - which will only worsen as the student population grows to 8,000 and more.

The new west entrance is also critical to the future strategic development of the lands contiguous to the new interchange and Walking Stick Boulevard. The campus currently contains within its property two strategic land banked areas immediately north of C 47 and east and west of Walking Stick Boulevard. The parcel on the east side of Walking Stick Boulevard from C 47 to Uravan Street contains approximately 11.1 acres, with the parcel to the west containing 43.5 acres. The Master Plan does not recommend any particular use of these parcels under current planned growth to 8,000 students. However, both parcels are

on the proposed main entrance to the campus and are well situated to make signature statements with new buildings and landscape considerations. From time to time the campus may receive interest from people or organizations interested in gifts or public-private partnerships for facilities that may house programs that complement the campus mission. These parcels allow the campus to take advantage of specific opportunities as they surface.

The east parcel is on the perimeter of the core academic area and main entrance to the new west Paseo via Uravan Street. In the future this parcel could be considered as transition space from the core academic area to uses that would complement the academic core, such as a conference center/hotel, CSU Extension or other facilities reaching out to the Southern Colorado service area.

The west parcel is larger and could be utilized in the same manner as the east parcel. The west parcel, with the frontage to C 47, could be suitable for research facilities complementing the academic programs as the University increases its research capability. The west parcel may also lend to public-private partnerships with businesses that serve the campus needs. The opportunity is available for the University to gain revenue through land leases and rental agreements - all while keeping the land available for very long term needs.

E.3.2 East Entrance:

The east entrance, or Troy Boulevard entrance, from C 47 was constructed as a high volume full diamond interchange with on- and off-ramps from east- and west-bound C 47. The east entrance now serves as the student entrance for the current housing located on Troy Boulevard as well as for those utilizing the parking and recreation/athletic facilities on the east side of the campus. The east entrance also serves as the spectator entrance for the University's intercollegiate athletic events.

The development of land surrounding this interchange is of major interest to the University, as this interchange is in reality the east entrance to the campus. On the south side of C 47, Troy Boulevard extends south to a relatively small retail business area that complements the current campus student population as well as the surrounding residential area. North of C 47, Troy Boulevard extends to lands that are currently vacant but platted for future residential, commercial and retail development.

Of most interest to the Master Plan are those parcels not under campus ownership that are contiguous to the campus and on the west side of Troy Boulevard, from C 47 to the north campus boundary. The parcel west of Troy Boulevard, north of C 47 and south of Alamosa Street, while now vacant, is “in reality” the immediate Alamosa Street entrance (or the east portal) to the academic core of the campus. The University should work in harmony with the developer for future land uses to complement the campus for the long term, or should consider future ownership possibilities ranging from lease/purchase, land trade, option to purchase, or fee simple purchase

The parcel west of Troy Boulevard and immediately north of Alamosa Street is currently owned by a private developer and zoned by the City of Pueblo for student housing. This development (Wolf Village) is a 21 acre parcel with a total entitlement capacity of 1,150 student beds in apartment-style housing. Presently, there are apartments housing 336 students on the property, and the developer contemplates construction of approximately 100 beds per year until the project is complete.

The Master Plan recommends that the campus work with the current owners of these parcels north and south of Alamosa Avenue to enter agreements for future development. Ideally, the campus could construct agreements that would result in fee simple ownership by the University in the future.

A second and major east entrance to the campus is along Rawlings Avenue from Troy Boulevard. This is the primary entrance to the intercollegiate athletics and recreation sector of the campus, and connects to the Bartley Boulevard ring road and the main campus. Regarding strategic land use, all privately owned parcels west of Troy Boulevard and surrounding the Troy Boulevard and Rawlings Avenue intersection are currently owned by a private developer who has envisioned “Villa Bella”, a 610 acre mixed use development containing multiple- and single-family housing, commercial office, business flex, entertainment and main street retail space. Of primary interest to the University is the main street commercial and retail area along either side of Rawlings Avenue and south of the football stadium. There is also a commercial entertainment parcel contiguous to the north side of the football stadium with parking.

The Master Plan recommends the University closely coordinate development of the main street area and entertainment parcel to complement and enhance the Rawlings Avenue entrance to the campus. For instance, the campus could potentially jointly develop future motion picture theaters to be used as lecture style classrooms when the theaters are not in commercial operation. In addition, coordination of parking facilities could enhance the event parking for athletic and campus events.

E.3.3 North Property:

The north property contains approximately 35 acres and is located immediately north of the soft ball complex and north east of the Water Board Property that contains water storage tanks serving the Pueblo area. The north parcel has constraints for future use by the University that include the following:

- Current City of Pueblo and Pueblo County Plans contemplate the extension of Walking Stick Boulevard across the parcel from southwest to northeast to connect to a future boulevard that would connect northwest to I-25. The Pueblo Regional Development Plan calls for development of the lands north of the campus to the Pueblo County line and west to I-25.
- The north parcel is remote from current and planned campus development.

- The north parcel is not easily accessible from the main campus and campus loop road due to the Water Board Property and the solar array.
- The north parcel topography slopes down from southeast to northwest toward the Walking Stick Golf Course, or visually away from the main campus and campus activities.

The Master Plan does recommend that a small part of this parcel be used for the relocation of the Physical Plant. The Master Plan recommends that the north parcel be considered as a land bank that could be used for purposes not related directly to land use for campus growth and development. The north parcel could be used as a land bank to be traded for more appropriate land on the south east side of the campus, or could be sold to a developer for development of residential properties suited for its location contiguous to the Walking Stick Golf Course. Currently there is an upscale housing development to the south west along the golf course contiguous to the north parcel.

In addition, the Master Plan recommends the University enter into discussions with the Water Board to see if there might be future joint utilization of the Water Board property. In the short term, the relocation of the Physical Plant could be on the Water Board Property, optimizing the potential sale of the north property. Future transfer of the Water Board Property to the University would allow for growth of the north student residential district.

F. PEDESTRIAN CIRCULATION

An effective framework for pedestrian circulation is key to providing an engaging and inviting environment on campus. The location, orientation, and width of pedestrian corridors are all important factors in providing a circulation network that is intuitive and efficient. While clear, directional navigation of the campus is the primary charge of the circulation network, pedestrian corridors can also contribute greatly to the social qualities of the campus. Where large volumes of foot traffic are concentrated near active campus buildings and open spaces, opportunities for social interaction and gathering are improved. The pedestrian circulation system on the CSU-Pueblo campus should strive to be both navigationally-effective and socially-engaging.

F.1 Primary Pedestrian Corridors

As noted in the Urban Design Vision, the Master Plan has developed in large part on the framework of the Paseo as a key element of the campus circulation system. The Paseo serves today as the primary north-south pedestrian corridor, connecting the Occhiato University Center to academic facilities on the southern portion of campus. The Master Plan encourages the extension of the Paseo to the north, to more effectively connect the residential district to the core of campus. As renovation and expansion of both the Occhiato University Center and Belmont Hall occurs, it will be important to carefully consider the clarity of this northern extension of the Paseo. In addition, the Master Plan recommends an extension of the Paseo corridor to the east in order to provide a more active and clear connection of the Paseo to the Masari Arena via the renovated Occhiato University Center.

As western expansion of campus academic facilities occurs, the Master Plan recommends the creation of another north-south primary pedestrian corridor to the west of the Library. This corridor, located along the existing service drive, provides a direct route from the residential district to the new academic district while enhancing the activity on the western side of campus.

Fundamental to the organization of the Master Plan is the recommendation of the development of a new east-west primary pedestrian corridor, connecting the western expansion through the campus core to buildings and parking on the east side of campus. This corridor provides a clear route for pedestrian traffic, with views from both directions focused on the Library, while also serving as a framework for the location and orientation of future campus buildings.

F.2 Secondary Pedestrian Corridors

While the primary pedestrian corridors are intended to allow for clear and effective connection of the campus academic, student life, and residential districts, it is important to also provide a network of secondary corridors that serve as transition routes between buildings, open spaces, and primary corridors. The Master Plan illustrates a number of secondary pedestrian routes on campus, including designated direct pedestrian corridors through parking lots at the campus perimeter to connect to the internal circulation network. By

providing enhanced routes from parking areas, the experience of the commuter student and faculty and staff in arriving on campus may be improved. The Master Plan also recommends the provision of designated pedestrian corridors connecting the residential district to the Masari Arena and recreation and athletics facilities on the east side of campus, limiting the potential for areas of pedestrian/vehicular conflict.

PEDESTRIAN CIRCULATION DIAGRAM



G. VEHICULAR CIRCULATION AND PARKING

The manner in which both visitors and daily users access and navigate the campus has a profound effect on their impression and experience of the campus. As the campus population grows to meet strategic goals, it will be especially important to consider the success of the vehicular circulation network both on- and near-campus to provide clear and efficient vehicular corridors, visible and appropriately-located parking areas, and the reduction of areas of vehicular/pedestrian conflict. The Master Plan addresses these elements through the following recommendations:

G.1 Campus Approach and Access

Currently, access to the campus occurs from Highway 47 via exits at both Bonforte Boulevard and Troy Avenue. Troy Avenue has been developed as a complete interchange and has the capacity to accommodate high volumes of traffic; however, as most campus users approach the campus from the west or south, the Bonforte exit is the most utilized access point to campus. In its current configuration, the heavy use of Bonforte – especially in the mornings – causes significant back-ups on both the off-ramp and highway and poses vehicular safety risks. As the campus population grows, these delays and risks will only increase if campus access remains as it is today.

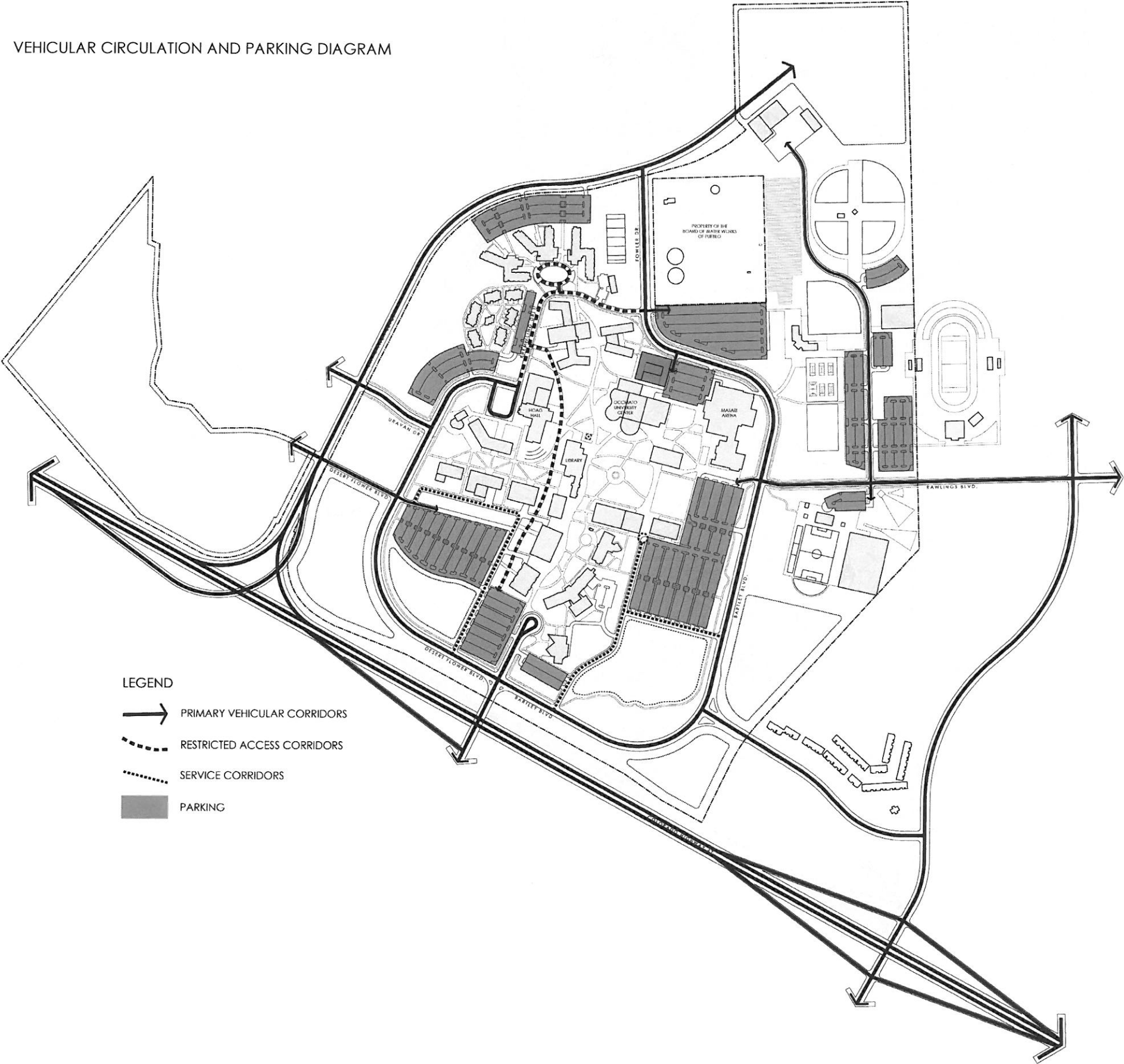
The Master Plan recommends that the University work with the City and County of Pueblo and the Colorado Department of Transportation (CDOT) to investigate opportunities to provide a new interchange at Highway 47 with Walking Stick Boulevard on the west side of campus. This interchange could help in not only reducing the traffic back-ups to the campus from east-bound Highway 47, but could also provide improved clarity to the approach and navigability of the campus as a whole by creating a significant campus entry at Uravan Drive on the west side of campus. As compared to the access to campus streets via Bonforte Boulevard, which allows little time for campus visitors to identify routes to destination facilities, an interchange combined with access to the campus at Uravan would provide better wayfinding opportunities than currently exist.

In the event that a new interchange should prove to be unfeasible, it will be important to continue to work with both the City and CDOT to identify other measures for improving access to the campus from Highway 47.

G.2 Completion of Ring Road

The existing network of campus streets, including Bartley Boulevard on the south and east sides of campus, Desert Flower on the south and west sides of campus, and Kremmling Drive on the northwest side of campus, are important to the clear navigation of the campus and access to parking areas. In order to enhance both navigation and access, the Master Plan recommends the completion of an internal campus ring road. Using these streets as a framework, the Master Plan recommends the following:

VEHICULAR CIRCULATION AND PARKING DIAGRAM



- An extension of Desert Flower to the north, intersecting with Uravan Drive and connecting directly to Kremmling Drive;
- The connection of Bartley Boulevard on the north side of campus to Walking Stick Boulevard via Fowler Drive;
- Reconfiguration and alignment of the intersection of Bartley, Kremmling, and Fowler.

A completed campus ring road will provide clarity in the navigation of the campus, serving destination facilities and parking areas while also reducing the amount of campus traffic using adjacent city streets. The extension of Fowler Drive will also provide an important outlet to the regional street network, reducing the number of pedestrian/vehicular conflicts along Kremmling.

G.3 Traffic Calming and Service/Emergency Vehicle Access

As the campus population grows and vehicular traffic increases, efforts should be made to reduce areas of conflict between pedestrians and vehicles. Of particular concern are areas on the north side of campus in the residential district. The orientation of Kremmling Drive in this area and significant resident-student population pose risks to pedestrian safety. To mitigate this impact, the Master Plan recommends that measures be taken to restrict access to Kremmling Drive for emergency and service uses and residential move-in days.

In addition to the restricted access of Kremmling Drive, the Master Plan recommends the streamlining of campus service/emergency vehicle corridors to reduce the impact of service traffic in pedestrian areas of campus. As facility growth occurs to the west, it will be important to reduce the vehicular impact of the the continuous service corridor that currently runs north to south on the west side of the Library – instead incorporating a restricted-access emergency and service corridor that is shared with pedestrian traffic. A similar effort should be made to streamline service access to academic facilities on the east side of the campus through reconfiguration of parking drives.

G.4 Parking Strategy

A campus Parking and Traffic Study, completed in 2011, indicated that current parking numbers on campus are sufficient to accommodate anticipated growth of the campus population per the University’s strategic goals. However, the current organization of campus parking lots is often inefficient, disconnected, and fragmented. The Master Plan recommends the following strategies for the improvement and accommodation of parking on campus.

G.4.1 Reorganization of Large Parking Lots

Each of the large parking lots on campus can be difficult to navigate, with travel lanes that are misaligned, alternating orientations of parking spaces, and lack of designated corridors for pedestrian movement. The Master Plan recommends the reorganization of these lots to provide improved clarity, consistency, and efficiency of circulation both within parking lots and to destination facilities.

G.4.2 Provision of Sufficient Resident Student Parking

As the campus residential population grows, it will be important to provide sufficient parking supply for those students in the vicinity of University residence halls. In addition to the existing parking lot accessed from Walking Stick Boulevard, the Master Plan recommends the provision of additional parking on the north side of the campus – potentially at the current location of the Facilities department – as well as the expansion of parking in the vicinity of the Walking Stick apartments. This effort is intended to reduce cross-campus vehicle trips by resident students.

H. CAMPUS OPEN SPACE AND LANDSCAPE STRATEGY

The quality of the outdoor environment profoundly affects the success of a campus in its ability to attract and retain students, faculty, and staff and to instill a positive image and identity of the institution. The most successful campuses are those that provide a diversity of open spaces that support a range of active and passive activities throughout the year. The organization, location, and design of open spaces can extend the learning environment of the campus to outdoor spaces, encourage activity and vitality at exterior nodes, and enhance the overall perception of the campus by first time visitors and regular campus users.

The Master Plan provides recommendations for the enhancement and expansion of campus outdoor spaces. These recommendations carefully consider the southern-Colorado climate and the unique natural characteristics of the campus and its surroundings, while incorporating a range of outdoor space typologies that provide opportunities for diverse uses across the campus. Integral to the recommendations is the introduction of a framework of campus open space character that creates expectations for design and use, and includes the following:

- Programmed Landscapes
- Campus Entry Landscapes
- Natural Landscapes
- Native Landscapes

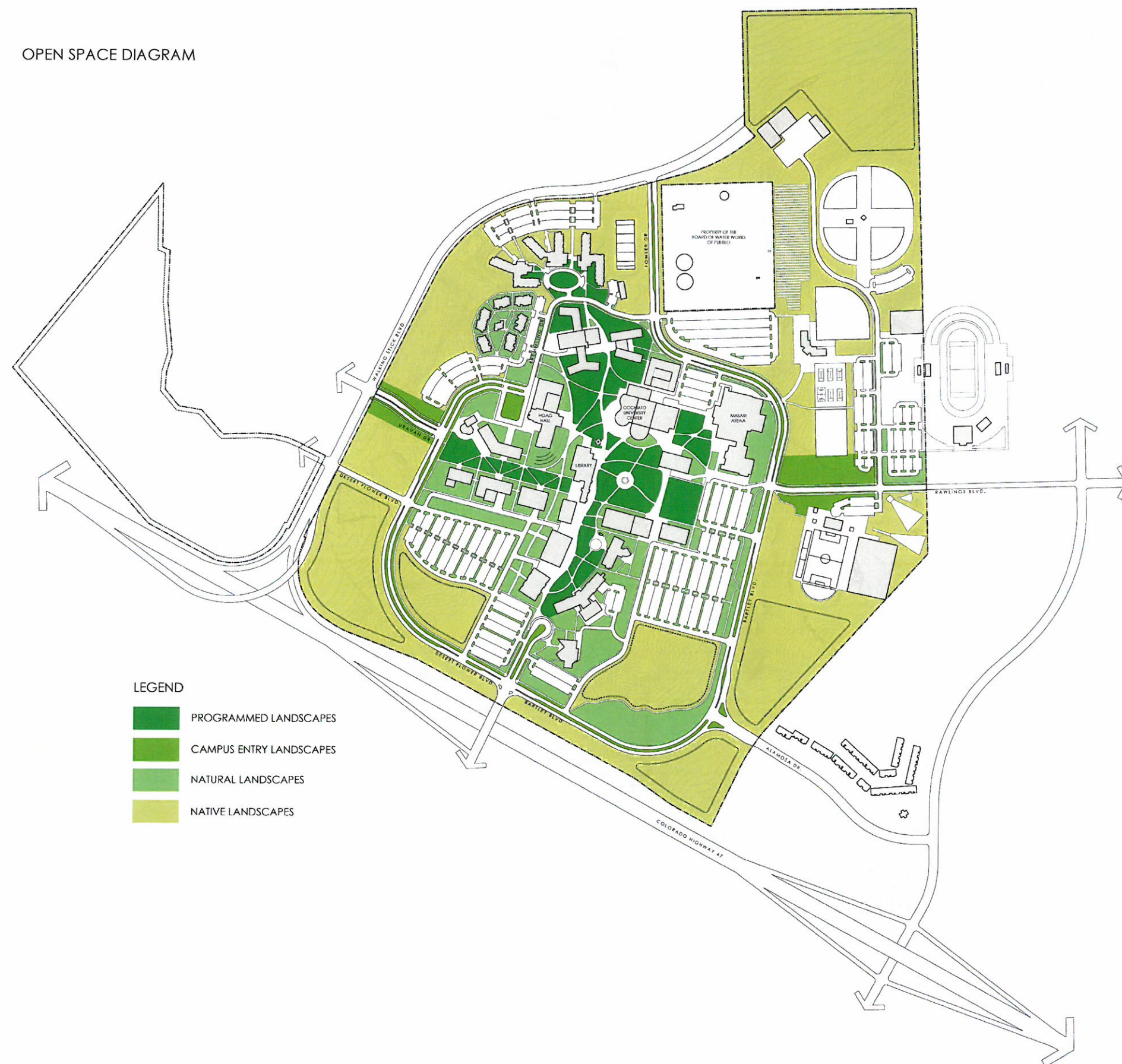
H.1 Programmed Landscapes

Programmed landscapes are those spaces on campus that are intended to accommodate the majority of functional exterior use. These spaces are considered campus activity centers, and may support some combination of congregational (either in large or small groups), recreation, outdoor learning, dining, and passive activities depending on the surrounding uses.

Currently, the campus has two primary outdoor activity centers: the Paseo and fountain-area open spaces. The Master Plan recommendations intend to further accentuate and improve these spaces, while also creating additional outdoor activity centers in campus expansion and redevelopment areas. These additional programmed landscapes include:

- **The extension of the Paseo to the north:** The intent behind the northern extension of the Paseo is in part to organize building development and redevelopment around an active open space linking the northern residential district to the University Center and Library. This landscape should be a thematic extension of the qualities of the Paseo and fountain-area landscapes, and should be designed to encourage outdoor activity throughout the year. It is recommended that a hardscaped plaza area be incorporated into the renovation of the University Center during the building's anticipated renovation and expansion in order to enliven the connection between the building and the open space.

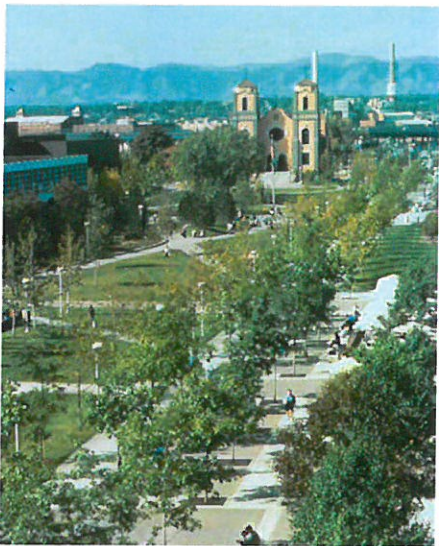
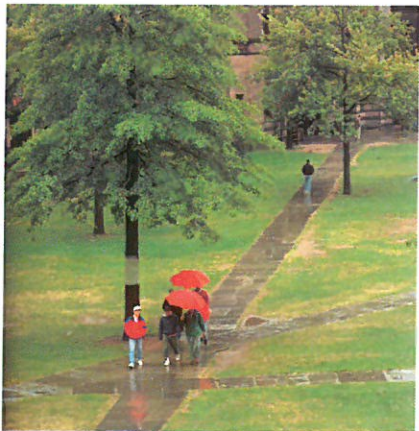
OPEN SPACE DIAGRAM



- **A new east-west organizing open space:** The foundation of the recommended expansion of academic uses to the along an east-west axis, these new open spaces are intended to operate in much the same manner as the Paseo. Attention should be made to providing outdoor hardscape areas (for dining, study, congregation, etc.) near significant building entries. As these spaces align with both Uravan Drive and Rawlings Boulevard—important campus entries and gateways – the landscape should be designed and developed in a high-quality manner in order to create a positive initial impression of the campus grounds.
- **Enhancement of the open space between the Masari Arena and Occhiato University Center:** With a concentration of active destination facilities at this location – including the University Center, athletics and recreation facilities, and University administration – the Master Plan recommends the enhancement of this existing open space to reflect the importance of the space and it’s visibility to campus visitors. Efforts should be made to provide active, hardscaped plaza areas where the open space interfaces with the Arena and University Center, as well as to provide a flexible and high-quality landscape expression within the space.

Considerations for the character and use of programmed landscapes should include:

- Programmed landscapes should be focused and well-defined, typically related to residential or social campus centers
- Typically comprised primarily of irrigated turf grass with a cultivated tree canopy to encourage active use
- Clustered shrub and perennial planting areas may be located at seating areas at the perimeter of programmed landscapes
- Programmed landscapes should include integral irrigation systems to ensure their lasting viability
- Hardscape surfaces in programmed landscapes may include concrete and stone or unit pavers in campus walkways, pedestrian nodes, and building forecourts



Example images illustrating the desired character of Programmed Landscapes

H.2 Campus Entry Landscapes

The first impression that a visitor has when coming onto a campus typically embodies their experience of the institution. By creating open space at campus entry points that reflects the values of the University, the campus may convey to the visitor the value that the institution places in not only the exterior environment, but also in the overall experience of the campus.

The Master Plan identifies real estate on either side of campus gateways at Uravan Drive, Bonforte Boulevard, and Rawlings Boulevard as those open spaces that can best contribute to the first impression of campus visitors and establish the quality and character of campus open space. The design of these spaces should celebrate the arrival sequence on campus, focus views on campus landmarks and open spaces as possible, and provide campus visitors with a favorable first impression of the campus grounds.

Considerations for character and use of campus entry landscapes should include:

- Linear pedestrian walkways on both sides of the street
- Formal forecourts at building entries
- Gateway site and landscape features at each terminus of the corridor, providing identity elements, wayfinding, and seating opportunities as appropriate



Example images illustrating the desired character of Campus Entry Landscapes in streetscape areas

H.3 Natural Landscapes

Due to the specific climate and growing conditions of southern Colorado and the inherent maintenance needs of manicured landscapes, it is recommended that the quality of the majority of campus transitional spaces be designed in a manner that respects and responds to local conditions. These natural areas are intended to be relatively low-maintenance landscapes that still provide a pleasing experience to the campus grounds through the incorporation of varied plant, tree, and shrub species that are adapted to the local climate. Natural landscapes serve as transition zones between campus buildings, programmed landscapes, parking lots, and streets.

Considerations for character and use of natural landscapes should include:

- Natural landscapes are outdoor spaces that serve as a transition between buildings and active areas; natural landscapes are typically not areas of high activity
- Plant selection in natural landscapes should be primarily native species and planting design should retain the character of the southern Colorado landscape while providing pleasing transition areas across the campus
- Attention to the layering and patterning of plant materials and site amenities
- Natural landscapes should be initially irrigated to establish maturity, although integral irrigation is not necessary; depending on selected plant materials, irrigation may be required after establishment only during times of drought
- Mulching materials used in natural landscapes may include crushed granite and shredded wood mulch
- Hardscape materials used in natural landscape area should be predominantly concrete, although crusher fines may be used for low-traffic tertiary walkways or seating clusters
- Natural landscapes are the predominant landscape on campus and should be thoughtfully planned for ease of maintenance and four-season character

H.4 Native Landscapes

Much of the property at or near campus boundaries is currently unused, set aside for future development, or provides both campus and regional storm drainage. Given the nature and size of these spaces, it is not sustainable to create landscapes that require high levels of maintenance. The Master Plan recommends that these spaces continue to be treated as native landscapes, with occasional over-seeding as necessary to maintain a landscape that is consistent with surrounding native areas and the planting of tree and/or shrubs as desired to buffer views.

Considerations for character and use of native landscapes should include:

- Native landscapes serve as a transition to drainage and landform features at campus edges
- Future development and land bank areas at the perimeter of campus should maintain a native character
- Native grasses and tree species are the predominant landscape materials in natural landscapes



Example images illustrating the desired character of Natural Landscapes



Example image illustrating the desired character of Native Landscapes

H.5 Security in the Landscape

The design of outdoor spaces across the campus should contribute to an overall sense of safety and security within the campus environment. The deliberate use of appropriate landscape and groundplane materials, provision of lighting, and transparency of transitions between indoor and outdoor public spaces can all contribute to heightened perceptions of safety.

H.5.1 Landscape and Groundplane Design

The design of landscapes should strive to create open visual corridors between destination facilities, active campus open spaces, and parking facilities while defining dedicated paths of movement and limiting areas that may provide opportunities for lurking within the landscape.

In general, landscapes located along or adjacent to active open spaces, destination buildings, and near parking areas should be designed to provide visual access in 360 degrees. Where trees may be grouped in clusters to provide shade, their habits should be limbed high enough to provide visibility into and beyond the clusters. While evergreen tree planting is encouraged to provide texture and interest to the landscape, the clustering of dense evergreen trees is discouraged across campus.

Hedge treatments may be used to define walkways from active of passive outdoor spaces. However, hedge materials should be trimmed to a height that allows for ease of visibility between open spaces and walkways. At entrances to buildings, however, hedge forms or dense, vertical plantings are discouraged to prevent low-visibility into landscape areas for people leaving building - particularly after dark.

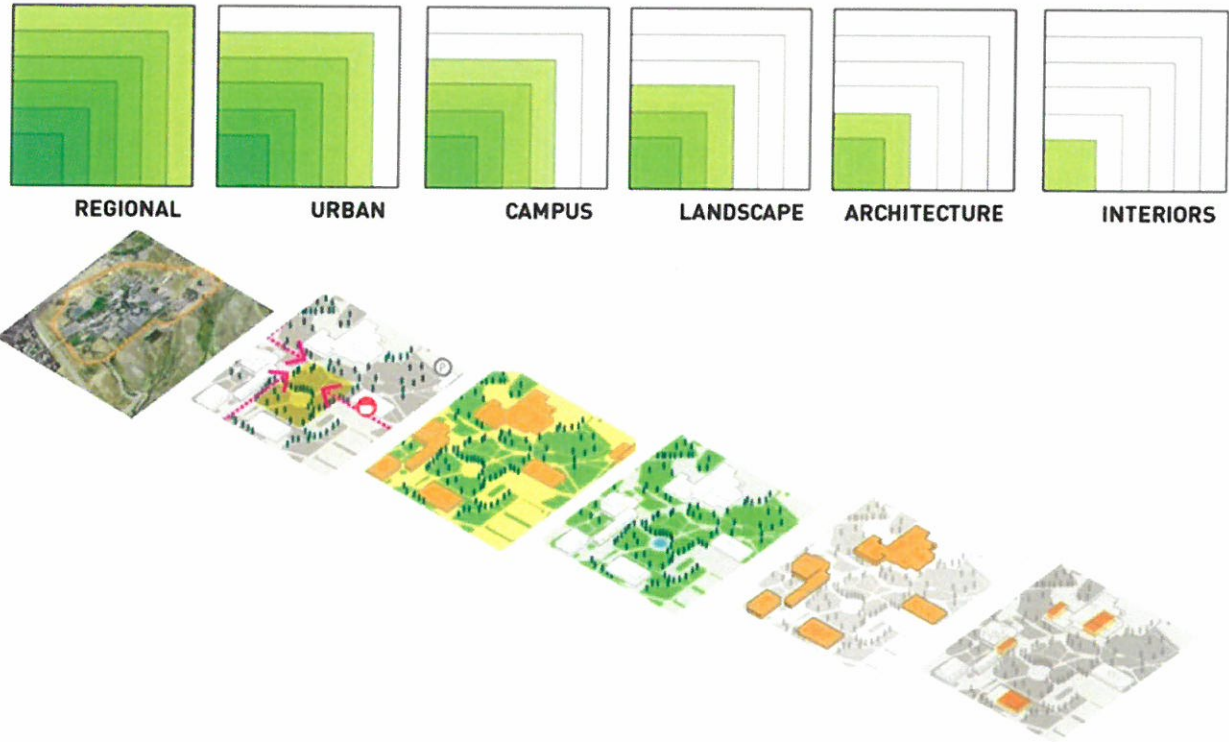
H.5.2 Campus Lighting

The provision of lighting in outdoor spaces should be well-conceived in order to instill a sense of security across campus outdoor environments. Care should be taken to insure that a consistent and comfortable amount of light is provided in campus open spaces, limiting hot spots and excessive glare.

The preferred outdoor lighting method is one that lights the edges of a space, with the light serving as a backdrop to spaces. Where appropriate, it is advisable that buildings at the perimeter of campus open spaces be “up-lit”, providing a wash of ambient light at the extents of these spaces. This allows pedestrians within open spaces to see potential attackers in silhouette from all angles, as opposed to lighting only walkways and thus leaving the background in the dark. Lighting of walkways may be used to supplement the backdrop lighting, but should not be the primary source of light for campus open spaces.

I. SUSTAINABILITY STRATEGIES

The campus master planning process creates the opportunity to incorporate sustainable strategies and best practices into the long-term planning and development of the campus, and to identify actions and strategies that we can take today that will have both immediate and long-term impact. The University already has a culture of sustainable planning and development, which is reflected in such initiatives as LEED certification of the new library, on-site generation and use of solar power, stormwater best management practices, and energy efficient lighting with satellite controls. Sustainability touches on environmental impact, social, and economic issues, and can work at many different scales, ranging from building interiors and architecture through to the urban and regional settings. The following is an overview of potential sustainability strategies that could be considered at each of these scales.



I.1 Interiors Scale

Integrated design for energy efficiency, sustainable operations, and comfort
Strategies

- Integrated design
- Energy efficiency
- Lighting design
- Daylight and views
- Indoor air quality
- Material choices
- Water conservation
- Sustainable operations

I.2 Architectural Scale

Design to reduce energy use and impact
Strategies

- Energy systems
- Monitoring and operations
- Natural ventilation
- Materials selection and sources
- Day lighting strategies
- Gray water recycling
- Green roofs and low-albedo roofs
- Flexible / comfortable / social spaces
- Energy cost savings

I.3 Landscape Scale

Design for landscape systems, recreation and use, and long-term resilience
Strategies

- Integrated, long term approach to land stewardship
- Aligns strategies for transportation, stormwater, energy, building reuse, and river regeneration
- Reduces campus operating costs in the long term
- Enhances campus quality of life, environment, and serves as a living demonstration of the innovative research at the University

I.4 Campus Scale

Planning and designing for sustainability to be integrated across all levels of campus development and operations

Strategies

- Framework for planning across environmental, social, economic, and mission-driven goals
- Integrating planning and land-use strategies to reduce greenhouse gas emissions
- Finding opportunities for strategic efficiencies across large-scale systems including transportation, land use, open space and building use

During the analysis phase of the planning process, the master planning team developed a ‘sustainability matrix’ as a tool to assist the University in preparing a comprehensive sustainability strategy for the campus, taking into account the various scales of intervention. The matrix outlines a broad range of sustainability topics (e.g. energy use, water consumption, transportation), and creates a logical approach for identifying current initiatives, establishing goals, developing policies and strategies and measuring outcomes for each topic area. It also helps to reveal relationships among different topic areas, and how actions in one area can shape outcomes in others. The matrix is intended to assist the University in thinking about and planning for sustainability and the long-term consequences of decisions made today.

The sustainability framework is illustrated below.

Goal Setting & Analysis Framework for Sustainability
CSU Pueblo Master Plan

Environmental Sustainability						Social/Economic Sustainability	
	Natural Systems & Landscape (NSL)	Water (W)	Energy (E)	Materials & Waste (MW)	Transportation (T)	Social Elements	Economic Elements
	On-campus Programs / State Initiatives	New Buildings - LEED Gold landscape requirements	Stormwater Best Management Practices (BMPs) Detention Basins Storm inlets warning labels Efficient sprinkler system Stormwater brochure - Students for Environmental Awareness Annual Water Festival - May	1997 Energy performance contract and retrofit 1.2 MW Solar PV system 6.12 Kw Solar PV at Technology Building Solar wall at HPER Sports complex energy efficient lighting with satellite control Light-colored gravel on "built-up" roofing Automation of building systems	New Construction - LEED Gold Green and recycled materials used in campus operations	Electric vehicles for campus staff Indoor/ Outdoor bicycle storage Motorcycle parking spaces Improved sidewalks	
Sustainability Principles							
Overarching Goals							
Campus Master Plan							
Short-term Strategies							
Long-term Strategies							

I.5 Campus Sustainability and Meeting the Presidents’ Climate Commitment for Carbon-Free Emissions

Currently, the campus has a distributed system for heating and cooling buildings. As the west paseo is developed, the University should consider a central utility plant for the heating and cooling of all facilities. Central plants achieve an approximate 30% increase in efficiency, resulting in fewer carbon fuels consumed. The campus currently receives electric power from Black Hills Energy, with approximately a 10% supplement from a campus solar array. The University should consider, along with a central plant, an electric cogeneration unit plus remote solar and wind facilities to attain a carbon-free footprint.

J. PRIORITY STRATEGIES

The phasing strategy for the master plan has been developed to reflect the potential growth of the student population to 8,000. Given the difficulty in projecting future population growth, the phasing strategy is flexible and can accommodate future changes in the University's development strategy.

J.1 Phase One

The first phase of prioritized development focuses on providing the facilities necessary to meet current campus space needs. This development includes the projects previously identified and planned by the University. The first project would be the proposed renovation and addition to the Occhiato University Center. This would be followed by renovation/additions to the existing Technology and Psychology buildings along the eastern edge of the Paseo. A new classroom building built to the west of the library would provide the initial momentum for the westward expansion of campus buildings.

The strategic renovation of Belmont Hall is recommended in this phase in order to accommodate current functional housing needs. The Master Plan recommends a phased approach to the renovation or reconstruction of the residential wings of Belmont Hall to provide living spaces that are consistent with student expectations.

It is also recommended that the completion of the ring road, specifically Fowler Drive to Walking Stick Boulevard and Desert Flower Boulevard to Uravan Drive, should be completed in Phase 1.

Facilities Program

- Occhiato University Center (renovation/addition)
- Technology Building (renovation/addition)
- Psychology Building (renovation/addition)
- Classroom Building (45,000 GSF)
- Belmont Hall renovation/rehabilitation

Site and Landscape Improvements

- Enhanced landscaping and paving along the Paseo
- Completion of the ring road
- Reconfiguration of the parking lots along the eastern edge of the academic core
- General site improvements necessary to incorporate the new buildings into the campus landscape

J.2 Phase Two

Phase 2 focuses on the expansion of academic buildings necessary to meet the growing student population. As enrollment approaches 6,500 students, the University will need to invest in additional classrooms, labs, office and student life space. The proposed academic buildings will be situated along the new

east-west open space that extends from the Paseo. The Capps Capozzolo Academic Center for the Arts/Music would be renovated and expanded as well.

Facilities Program

- Classroom Building (60,000 GSF)
- Laboratory Building (95,000 GSF)
- Capps Capozzolo Academic Center for the Arts/Music (renovation/addition)

Site and Landscape Improvements

- Development of the east-west open space
- New parking area developed along realigned Kremmling Drive

J.3 Phase Three

The third phase expands the academic program along the east-west open space. Two additional academic buildings would be built along the southern edge of the east-west spine, creating a visual gateway to the campus core from both the east and west. As enrollment approaches 8,000, the University will need to develop additional housing in order to meet the goal of housing 30% of students on-campus. Immediately adjacent to Belmont Hall, a new housing site has been identified that can accommodate up to 300 beds. This site will become available once the Physical Plant facilities have been relocated to a new site north of the Rawlings Outdoor Sports Complex. On the southwestern edge of campus, an identified development site provides an opportunity for the University to develop up to 650 beds of additional housing.

Facilities Program

- Classroom Building (60,000 GSF)
- Classroom Building (60,000 GSF)
- Housing Buildings (varied GSF)
- New Physical Plant Buildings (replacement)

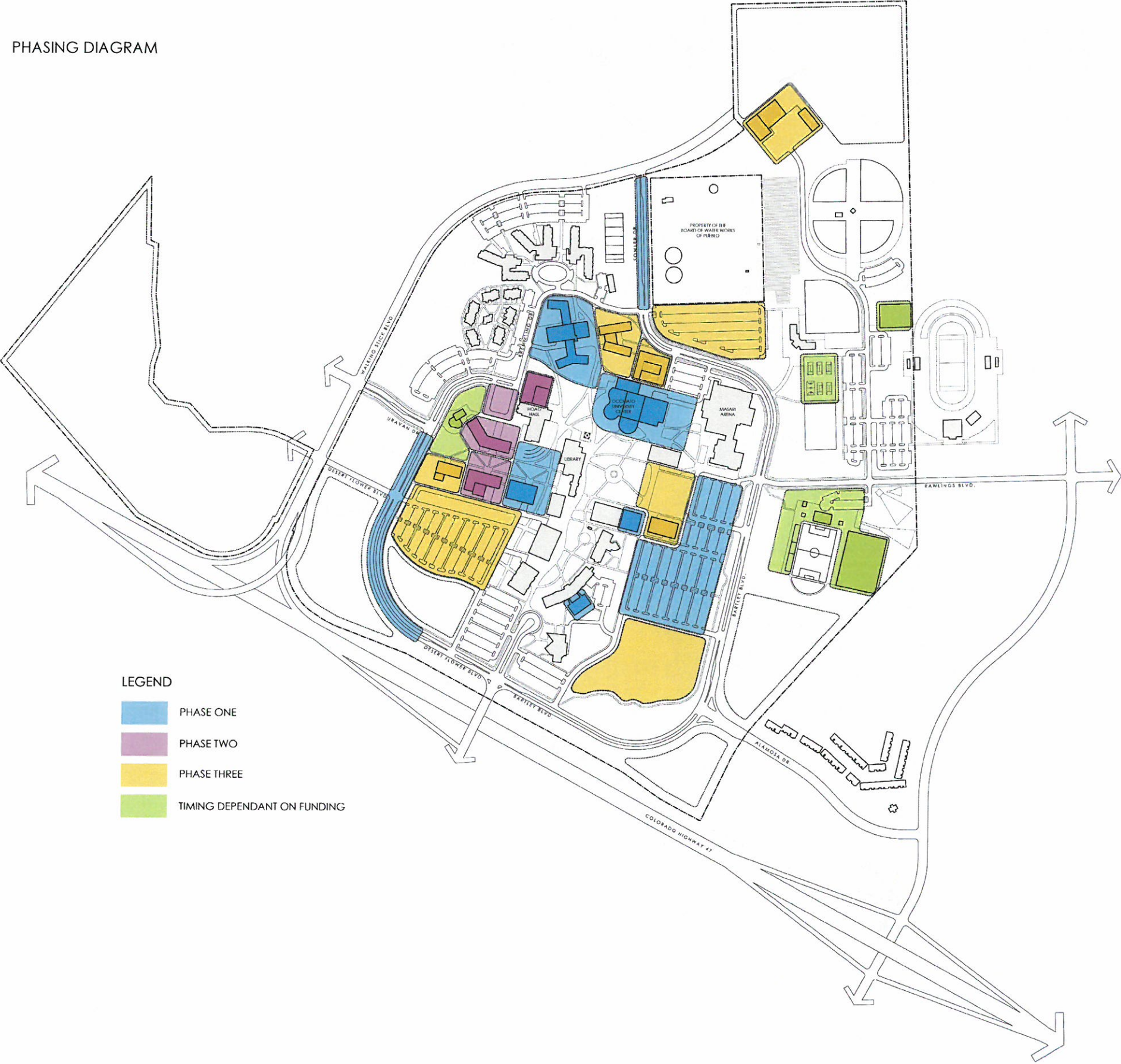
Site and Landscape Improvements

- Completion of the east-west open spaces
- Redevelopment of the southwestern parking lot and circulation system

J.4 Additional Projects

In addition to the projects identified in the phasing plan, there are additional buildings that could be developed as funding becomes available. These include the new athletics and recreation facilities along the eastern edge of campus. In the master planning process the University identified a need for a new field house as well as an indoor baseball/softball facility. Both of these buildings could be situated near existing fields and athletic facilities. The University has also identified the need for a new visitor center. The master plan situates this building at the end of the new east-west open space. Located near the western entrance to campus, the visitor center helps welcome potential students and returning alumni to campus.

PHASING DIAGRAM



K. CAPITAL STRATEGY

Colorado State University – Pueblo’s intention is to establish itself as a premier regional comprehensive university, supporting the University’s Strategic Initiatives and Goals as outlined in the 2007 Strategic Plan. Strategic Initiative Six, Resource Management, includes the following three goals that need to be achieved in order to optimize the current and future physical resources:

Goal 15: Implement financial planning and best practices management approaches to achieve a maximum level and more efficient use of resources.

Goal 17: Improve campus facilities to support functionality and competitiveness.

Goal 18: Maintain a safe and sustainable physical environment that contributes to the University’s appeal and reputation.

Efficient use of financial resources for the University’s facilities may be thought of in terms of the facilities currently in place on the Pueblo campus as well as future capital projects currently in the queue for state funding and capital projects contemplated by the Master Plan. The table to the right, Financial Plan Components, outlines two major categories that need to be thoughtfully considered when planning for new projects and large renovation projects - “Project Related” and “Annual Operating Budget”. The purpose of this part of the Master Plan is to describe financial techniques/methodologies that can be considered when dealing with financing both project-related costs and annual costs to maintain a safe and sustainable physical environment.

K.1 Project Related

Historically the State of Colorado, through state appropriation, has funded facilities that are used for academic and administrative purposes. In addition to state appropriation, other sources of capital funding include grants from various places and gifts from donors dedicated to the success of CSU Pueblo. There is no reason that these traditional sources of funding will not continue in the future should the economy recover from the current deep recession. However, should the state or federal funding sources not recover, the University may need to contemplate various debt structures to be retired with income streams from multiple sources. Common income streams used to retire debt include endowment payout, research overhead, line-item budget primarily from state tax funds, student fees and, in some cases, tuition revenue.

Historically student housing, athletics and student activities facilities are considered auxiliary services to the basic academic process and are financed from bonds issued by the Colorado State University System. The income streams to repay the bonds come from student fees as well as revenue generated by the respective facility. Common revenue streams would be student housing rents, food service income, bookstore income, athletic event tickets and most any other revenue source possible.

FINANCIAL PLAN COMPONENTS

CAPITAL	FINANCING	OPERATING	MAINTENANCE	RENEWAL/REPLACEMENT
<u>Long Range Plan</u> <ul style="list-style-type: none">* Mission/Goals* Academic Plan* Community Plan* Expansion <u>Architecture</u> <ul style="list-style-type: none">* Project Program* Design Guidelines* Space Standards* Sustainability-LEED* Space Plan <u>Engineering</u> <ul style="list-style-type: none">* Design Guidelines* Standard Specs* Sustainability-LEED* Systems Inventory <u>Construction</u> <ul style="list-style-type: none">* Building Life* Estimate Cost <u>Utilities</u> <ul style="list-style-type: none">* Self Contained* Central Plant <u>Landscaping</u> <ul style="list-style-type: none">* Design Guidelines <u>Parking</u> <ul style="list-style-type: none">* people/car ratios	<u>Gifts</u> <ul style="list-style-type: none">* Cash* Pledges* Non-collect Allowance* Gifts-in-kind* Grants* Endowment <u>Internal Borrowing</u> <ul style="list-style-type: none">* Cash Reserves* Endowment <u>Annual Budget - Reserve</u> <ul style="list-style-type: none">* Budget Line* Auxiliary Services Tax* Student Referendum* Sustainability Line <u>External Borrowing</u> <ul style="list-style-type: none">* Fixed Rate Bonds* Variable Rate Bonds* Sell-Lease Back* Debt Duration <u>Debt Retirement</u> <ul style="list-style-type: none">* Annual Budget* Directed Income Stream* Endowment* Maturing Pledges <u>Project Outsourcing</u>	<u>Faculty</u> <ul style="list-style-type: none">* Current Faculty* Student/Faculty Ratio* Tenured* Non-tenured* Adjunct* Visiting* Part-time Retired <u>Academic Staff</u> <ul style="list-style-type: none">* Staffing Standards* Base Staffing <u>Administrative Staff</u> <ul style="list-style-type: none">* Staffing Standards* Student Life* Development* Business Office* Facilities* General Admin <u>Utilities</u> <ul style="list-style-type: none">* Power* Heating* Cooling* Water/Sewer* Non-potable Water* Community Fees* Renewable Sources	<u>Custodial</u> <ul style="list-style-type: none">* Staff/sf* Task Orientation* Time Standards <u>Crafts</u> <ul style="list-style-type: none">* Base Staff/Craft* PM Time Stds* Work Order #'s* Emergency* In-house* Contract <u>Grounds</u> <ul style="list-style-type: none">* Base Staff/Acre* Plantings* High Intensity/Acre* Low Intensity/Acre* Play Fields* Streets* Parking Lots* Hard Scapes* Signage <u>Arch/Engineering</u> <ul style="list-style-type: none">* Building Systems* Utility Systems* Project Design* Project Manage	<u>Renovation/Remodel</u> <ul style="list-style-type: none">* Program Driven* Technology Driven* Faculty/Staff Driven <u>Restoration</u> <ul style="list-style-type: none">* Historical Preservation* Campus Character <u>Renewal</u> <ul style="list-style-type: none">* Adaptive Reuse* Obsolescence <u>Replacement</u> <ul style="list-style-type: none">* Building Life* Current Replacement Value <u>Sustainability</u> <ul style="list-style-type: none">* Indefinite Building Life* Environmental* Carbon Neutrality
Costs can be estimated using various cost standards	Annual costs can be estimated with principle, interest and time numbers	Annual costs can be estimated using current budget %'s	Annual costs can be determined using current budget %'s	Annual costs can be determined as a percentage of Asset Current Replacement Value

Colorado State University’s bond rating for 2011 was A+; A1 depending on the individual bond rating agency providing the service. The CSU System historically has issued fixed rate bonds for a predetermined time frame, usually 20 or 30 years, with a 10 year recall should circumstances arise to favorably restructure the debt. The University may consider other bond structures and repayment possibilities.

A repayment method could be considered that would allow collection of funds from various unrestricted sources to be placed into an account or quasi-endowment fund to be invested with current endowment funds. Quasi-endowment funds do not require the corpus be retained in perpetuity as opposed to traditional endowment funds. Fund sources could come from year end unrestricted balances, unrestricted gifts or from the collection of student fees for various purposes such as recreational and student gathering spaces. There may well be current fund balance in the student fee or other accounts to start such a fund. Therefore, consideration should be given to creating a “quasi-endowment” with these unrestricted funds that would be invested by “The Foundation” as any other institution of higher education does across the country. Typically, an endowment earns enough through investment returns to allow for an annual five percent payout for annual budget needs. The corpus or the original amount invested would be preserved or increased due to the annual returns over the 20 or more years the quasi-endowment is maintained. Should a fund balance be accrued in the \$8,000,000 to \$10,000,000 range, a potential annual payout would be in the range of \$400,000 to \$500,000. Using a standard rule of thumb, this annual payout could pay off a 20 year fixed rate bond of \$4,000,000 to \$5,000,000. Student fees or other regular unrestricted income streams would continue to be collected annually and added to the quasi-endowment, providing for a larger quasi-endowment and possible future borrowings.

An additional structure the University may consider would be use of a Variable Rate Debt Bond, or VRDB. The CSU System Financial Policy provides the flexibility to consider such a debt instrument. A market for bond buyers does exist for people/institutions that purchase this type of debt looking for a short term safe investment. The concept behind VRDBs is to optimize the interest rate paid by selling the debt to the investment world on a daily or weekly time period. This allows the institution to experience interest rates at the short end of the yield curve, currently at less than one percent or typically 2 to 4 percent below those rates paid on 20 or 30 year fixed rate debt. Please see the figure to the right graphing the history of variable rate debt to fixed rate debt beginning in 1990. While the VRDB interest rate is currently in the 0.30 percent range, a 1.25% figure should be used for budget purposes that include the interest paid plus the daily or weekly cost of issuance and a liquidity instrument. Other characteristics favorable to VRDB’s revolve around the debt principle or “loan amount”. There is not a requirement in a VRDB instrument to repay the principle in a regular manner, nor is there a requirement for a recall period

(usually 10 years) before the debt can be refinanced or completely paid off. This allows the University to accumulate student fees into the quasi-endowment and usually earn more return on investment than the interest paid on the VRDB. The University would have the flexibility to pay down the principle at any time with no recall restrictions. Over time, VRDB instruments have behaved quite favorably in the market. While there may well be periodic spikes in interest rates in the market, over a twenty year time frame the VRDB interest rates average 2 to 4 percent below the 20 to 30 year bond rate.

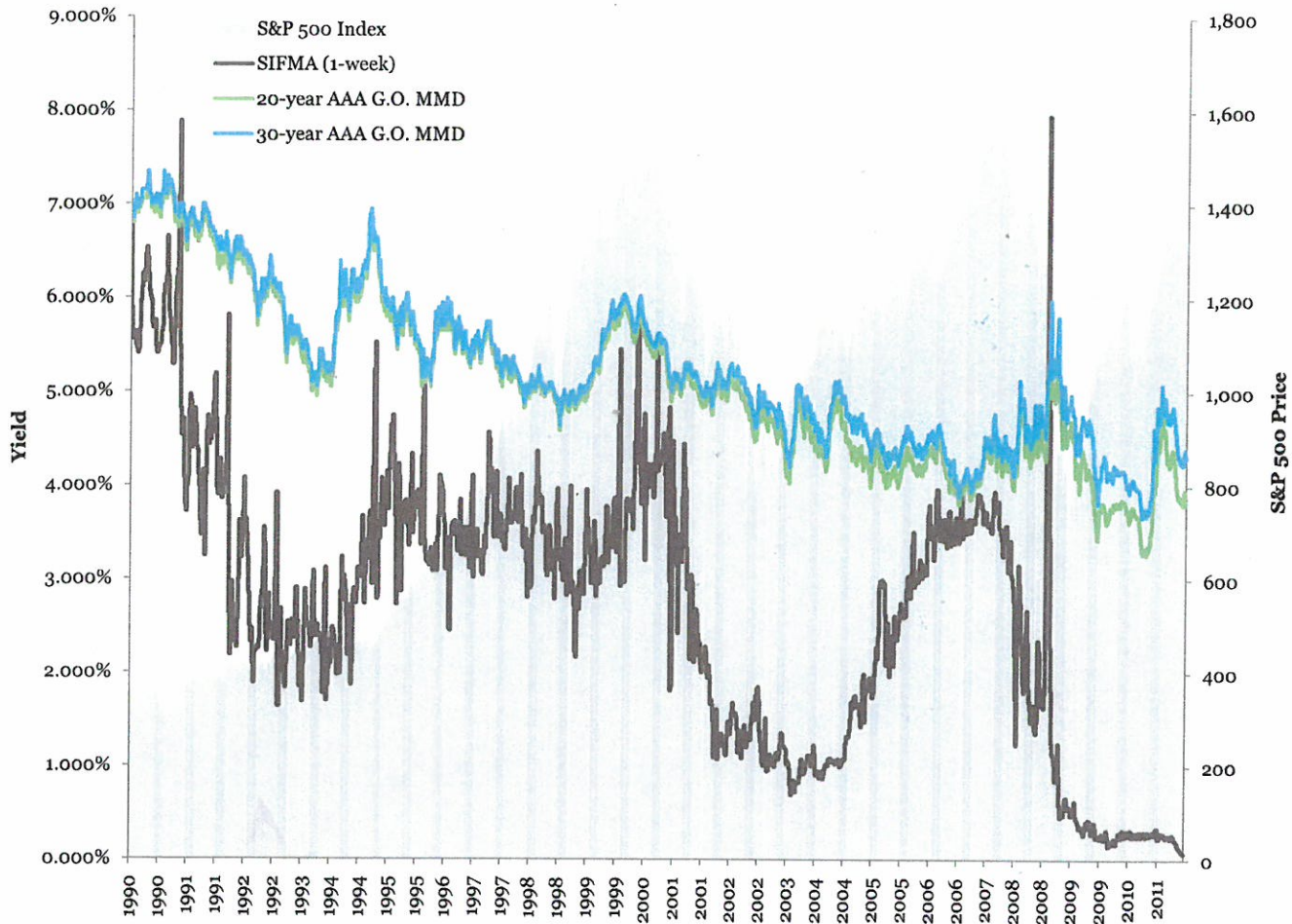
K.2 Annual Operating Budget

Currently, CSU Pueblo budgets for facilities services to operate and maintain the buildings and grounds at the Pueblo campus. Typically, these budgets are determined annually based on funds made available to the University; typically budget requests compete for funding with all other University Departments. Periodically, facilities services budgets may be compared to other Colorado Universities and possibly like universities in the Rocky Mountain Region. Another often used bench mark would be standards provided by

the Association of Facilities Managers in Higher Education or the historic designation of APPA.

However, most institutions of higher education do not consider the third section in the Financial Plan Components figure - funding for Renewal and Replacement of the campuses physical assets. A renewal and replacement budget would be needed to satisfy Goals 15, 17 and 18 for Strategic Initiative Six; Resource Management.

An additional strategy should be considered by the University to create a renewal and replacement budget that would lead to “facilities financial sustainability”. This concept would provide for an annual budget line based on funding renewal and replacement of all facilities over the expected life of the buildings or infrastructure. In higher education, most facilities are designed and built for a 75 year life, particularly for academic and administrative projects. One and one half percent of current replacement value would provide annual funding that would replace a facility in 75 years. Note: Current Replacement



Source: Wells Fargo Securities

Value is the estimated amount for replacing any individual building or infrastructure system and is usually calculated annually for insurance purposes. Student housing projects may be designed for a 40 to 50 year life so replacement housing can be provided to meet changing resident student life style demands that have changed over the years. Replacement of a 50 year life facility would need two percent per year of current replacement value as an annual budget. For academic and administrative buildings, the Master Plan recommends an annual budget amounting to one and one half percent of current replacement value for all buildings and a like fund for utilities each year - creating a Renewal and Replacement fund. This annual budget would be used for renewal of current spaces to meet changes in programs as well as replace major building/utility systems over time. These major system replacements would include roofs, windows, flooring, mechanical components, and utility infrastructure, yet also provide for routine painting or other not so major improvements. A facilities component study would need to be completed before scheduling major and minor component replacements with funding budgeted by year to take care of the needs. There may well be years when the annual budget is not expended, allowing for a fund balance to be scheduled into the future for major component replacements. In extraordinary circumstance when a replacement project cost is too great for consideration in the annual budget, a short term borrowing could be considered to be repaid within approximately five years. An example of a project of this nature could be replacement of all windows in a building or several buildings.

Creating a renewal and replacement budget will require dedication and a strong administrative will. However, over time when the completed budget is in place the campus will be able to provide facilities over the long term that do indeed serve the goal of the University to be a premier regional comprehensive university serving Southern Colorado as well as the State and Rocky Mountain Region. The quality of the academic program is indeed related to the quality of the facilities used to offer these programs.

ILLUSTRATIVE MASTER PLAN



