

# NEW COLLEGE OF FLORIDA CAMPUS MASTER PLAN

SARASOTA, FLORIDA

ADOPTED - JUNE 14, 2008

UPDATED - OCTOBER 31, 2015

AMENDMENT # 1 - AUGUST 2016



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**GUIDING PRINCIPLES** Throughout the history of New College, four principles have defined the College's educational philosophy. The principles are as follows:

1. Each student is responsible in the last analysis for his or her own education;
2. The best education demands a joint search for learning by exciting teachers and able students;
3. Students' progress should be based on demonstrated competence and real mastery rather than on the accumulation of credits and grades; and
4. Students should have from the outset opportunities to explore areas of deep interest to them.

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The text in this document is revised as of 2015. Material consistent with the 2008 plan can be referenced in the Master Plan document adopted June 14, 2008.

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SECTION

1

NEW COLLEGE OF FLORIDA MASTER PLAN

## EVOLUTION OF NEW COLLEGE & CAMPUS MASTER PLANNING

In 1993, the Florida Legislature instructed the Florida Board of Regents, which oversees the operation of the State University System, to prepare and adopt campus master plans for each institution within the State University System. The rationale was that, while these institutions contribute substantially to their host communities, campus activities create demands on community services, infrastructure, and natural resources, that should be addressed through proper planning.

The resulting campus master plans clearly defined the physical growth projected by the institutions, ensured governmental coordination between the institution and the host communities, and provided a basis upon which to appropriately assess and mitigate the impacts of future growth and development.

The first New College of Florida (NCF) campus master plan adopted in 1995 addressed the facilities and land needs of what was then a single institution made of two academic entities – the USF program and New College. Goals, objectives and policies for campus development applied to both institutions collectively when they were constituent parts of the USF system. Concurrency agreements with the host communities were based on the development of the entire campus holdings.

The plan update adopted June 23, 2000, encompassed the entire holdings of the USF regional campus at the time, including some 140 acres in four areas (the main east and west campuses, the Caples Campus, and the Crosley property to the north). With the change of governance, it was determined that the core academic and support functions of USF Sarasota/Manatee (S/M) campus would best be located in a freestanding configuration on the Crosley site, in close proximity to the existing campus.

As part of a major reorganization of Florida's public education system in 2001, New College severed its ties with USF, became the eleventh independent school in the Florida State University System, and adopted its current name, New College of Florida. The next plan update adopted on June 22, 2005, addressed the effects of developing the Crosley Campus for USF S/M core facilities and provides the framework for concurrency negotiations with Manatee County. In 2005, the campus "footprint" issues were reconciled and USF S/M and New College continue to jointly occupy academic and common spaces on the campus.

Plans adopted in 1995, 2000 and 2005 followed the specific rules dealing with Campus Master Plans found in Florida Administrative Code (FAC) Chapter 6C-21. The plans contained 18 elements, each with data and analysis, map figures, and Goals, Objectives and Policies, as required. In 2010, the Florida Legislature repealed Chapter 6C-21 FAC, leaving Florida Statute Chapter 1013.30 governing Campus Master Plans. In 2011, the State University System of Florida Board of Governors (previously known as the Board of Regents) adopted a Regulation Development Procedure and all rules previously adopted by the Board were readopted as regulations. At this time, Florida Statutes 1013.30 and the Board of Governors regulations Chapter 21 govern Campus Master Plans.

## CHAPTER 1 : INTRODUCTION

### Master Plan Process 2005-2008

The Campus Master Plan adopted in 2005 only partly addressed New College's recent separation from USF. During the summer and fall of 2005, New College engaged in a broadly inclusive planning effort that takes into account the challenges that come with this independence, and allow New College to meet its long-range needs. Overall, this plan was intended to establish a future form for the College that first and foremost furthers its academic mission. The master plan that emerged is responsive to the communities that the college serves, and will guide its orderly growth over the next 20 years.

There are few documents which are more comprehensive or informative than an effective master plan. The process of framing such a plan places a premium on gauging needs of various kinds, including assessment of existing facilities and the demand for new ones, response to experienced growth and anticipation of future changes. It also facilitates the adjustment of existing and often outdated plans.

The creation of a useful master plan requires understanding the nature of an institution, projecting its future needs, and setting out a method of satisfying them. For New College, the master planning effort required a balancing of its traditions with an informed inquiry into its future. The College has operated its campus over the course of the last five decades and had absorbed successive generations of academic and physical change. This experience gives the plan an appropriate context, reflective character and historical perspective.

The six month-long effort conducted by the Folsom Group and Moule-Polyzoides Architects was designed to seek comments from all parties with an interest in the College's future. This process allowed the College and the design team to consider a variety of points of view, understand special needs and attempt to reconcile distinct interests. It was determined the Campus Master Plan would:

- Guide the physical development of New College for the next 20 years, integrating the fiscal planning already being done with future capital campaigns;
- Incorporate a process of environmental stewardship;
- Prioritize the construction of projects;
- Enhance the campus's physical identity both within the campus and to the outside community; and
- Provide illustrative visions for the plan, in recognition that the plan is a development tool rather than a set of architectural designs

The 2005-2008 amendment addressed the needs of New College and provides the framework for concurrency negotiations with the City of Sarasota. It re-evaluates the recommendations of the 2005 plan to reflect current issues and concerns. The New College Board of Trustees adopted that Campus Master Plan on June 14, 2008.

Florida Statutes require all state universities to enter into a Development Agreement with the local government where they are situated. The prior campus development agreement with the City of Sarasota, which had been adopted on June 23, 2000, needed to be updated. A Level of Service Analysis was conducted in 2010 and finalized in 2012. The updated Campus Development Agreement was signed on January 18, 2013.

### Plan Update 2015

Sweet Sparkman Architects and Stantec updated the plan in 2015 under the direction of New College staff. The Evaluation and Appraisal Report conducted in 2013 identified focus areas for this Campus Master Plan update. In accordance with Board of Trustees and with direction of College staff, the following revisions are included in this 2015 plan.

### "Plan to Plan" Tasks

The "Plan to Plan" tasks, previously listed in the appendix of the 2008 Plan, have been incorporated into this 2015 Plan Update. All tasks have been addressed in Section 2: Goals, Objectives and Policies of this plan. Additionally, topics relating to the Bayfront Campus, Mixed-use areas, and Foundation Architecture are described in Chapter 4 of this plan. Energy Policy is described in Chapter 5, and Future Growth Objectives are described in Chapter 6. The Campus Landscape Plan that was recommended in the 2008 Plan has been completed and integrated into this 2015 Plan. The Technical Master Plan, which is the long-term civil and utility infrastructure for the campus is described in Chapter 5; it has not been completed and remains a recommended task to be completed. Foundation Architecture guidelines have not been completed, and remain as a recommended task to be completed. The appendix in this 2015 Plan has been restructured to address future land use, low impact development, housing, capital improvements, and intergovernmental coordination.



### Data & Analysis

Campus base map and current aerial image of the campus have been updated, including recent boundary adjustments, incorporation of the Car Museum site, new buildings shown and Viking removed. Options for locating new campus housing were investigated. Future plans were revisited to reconsider the Village Center based on the Sarasota-Bradenton Airport (SRQ) Runway Protection Zone. The Campus Design Control section was updated, including plan alignments and axial terminations, and analysis of significant college vistas. Known or anticipated capital improvement projects are included in Utilities/Civil Plan Component. Discrepancies between Section 1 and Section 2 of the Master Plan have been reconciled.

### Policy Initiatives

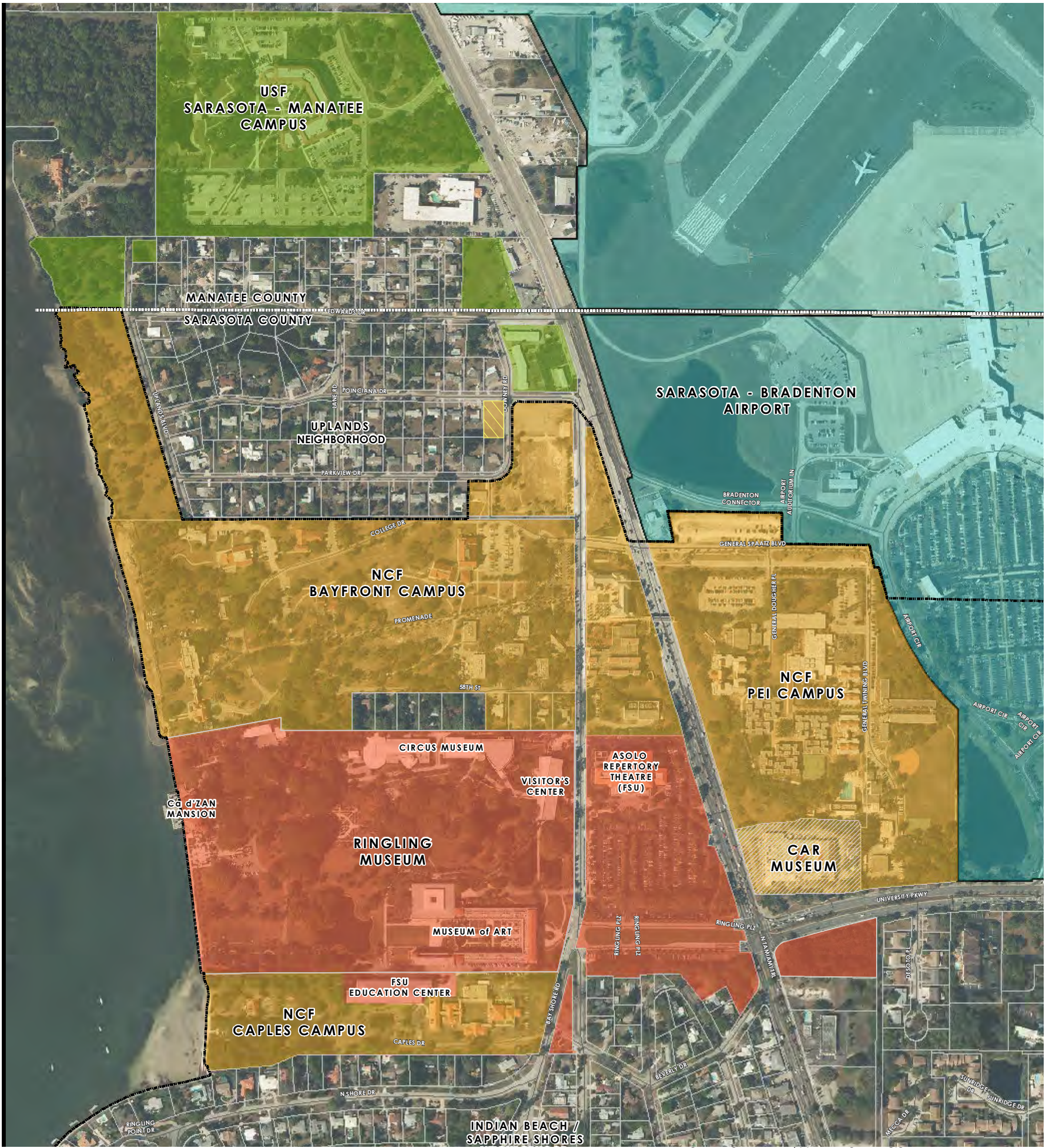
The implementation section in Chapter 6 has been reviewed and reworked to create a manageable system to make continuous progress in plan implementation. A methodology to implement the master plan and comply with 21.202 (1) c.4 (procedures for monitoring and evaluation of the campus master plan) has been included. The Campus Landscape Plan adopted January 11, 2011 has been integrated. The plan's context area has been clarified and acknowledges the synergistic potential of collaborating with neighboring institutions. The sustainability section in Chapter 5 has been reviewed for appropriateness.

### Context Area

The New College of Florida campus is located south of the Sarasota-Manatee County line, between Sarasota Bay and the Sarasota-Bradenton International Airport. Tamiami Trail divides the campus along a north-south axis. The area west of Tamiami Trail is further divided by Bay Shore Road. The College is comprised of three campuses, known as Bayfront, Caples, and Pei.

In late 2012, 13 acres of land that are leased to New College by the SRQ Airport was annexed into the City of Sarasota. That land brought the entire New College campus area in the City limits. New College's planning context area includes both nearby areas the college is likely to affect as well as neighboring areas that are likely to affect the college. Neighboring educational institutions, the airport, nearby motels, the Shell gas station, and neighborhoods to the north and south are all part of the context area.

The Context Map shows the New College campus boundary, the City of Sarasota and County boundaries, adjacent institutions and neighborhoods, existing building footprints, and the SRQ Runway Protection Zone. Additional information about leased lands can be found in the Appendix under Future Land Use.



Context Area

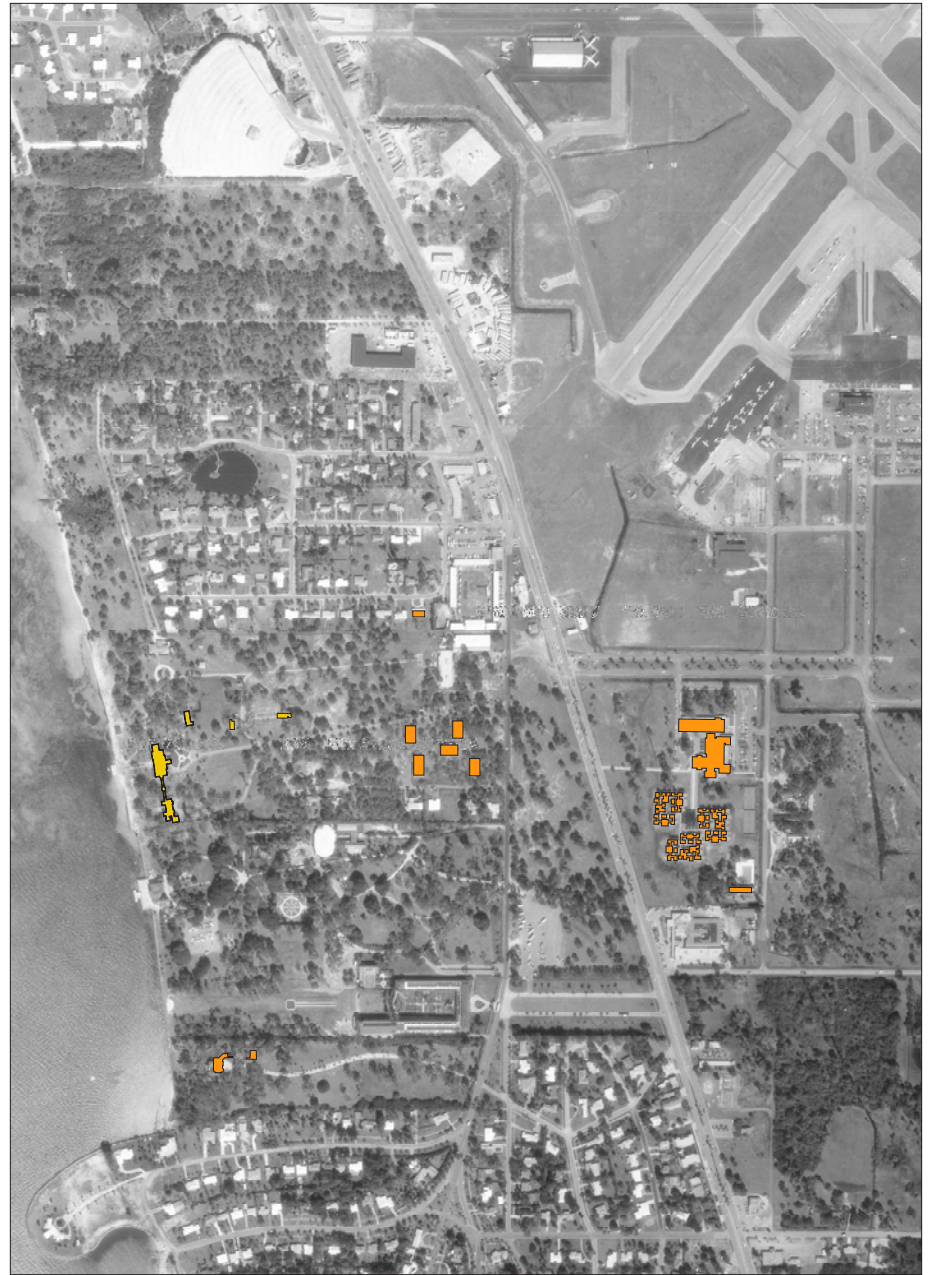
Source: Sarasota and Manatee County GIS



- New College
- New College Foundation Owned Property
- Car Museum
- USF
- FSU
- Airport
- Neighborhood Associations
- City of Sarasota Boundary
- County Boundaries



Emergence: 1960



Foundation: 1960-1974



At the time of New College's incorporation on October 11, 1960, the campus was more of an idea than a place. Although a conceptual framework of the institution had been defined, its physical framework was still a work-in-progress. The focus of land acquisition was a series of parcels abutting the Sarasota-Bradenton Airport, along U.S. Route 41, and reaching to Sarasota Bay. The assembly of the principal campus lands took place during most of the decade of the 1960s and in some cases, well beyond. Considering this process, it is not surprising that the character of the College's parcels differ in significant ways.

Three major areas came to characterize New College as it exists today. Among the most dramatic and earliest parcels acquired by New College was the 21 acre former Charles Ringling Estate, located west of the Airport and fronting Sarasota Bay. The Charles Ringling Estate and another waterfront parcel adjacent to the Uplands neighborhood eventually came to define the heart of the 'Bayfront campus.' On the eastern edge, the boundary of the 'Pei campus' was defined by the Airport. This situated the campus so that it was bisected by both U.S. 41 and Bay Shore Road. A separate parcel created a smaller, detached campus fragment at the Caples house to the south.

The diverse collection of land holdings and existing buildings offered few of the well-defined places and buildings which might be expected on a college campus. The most coherent set of buildings, the Charles Ringling Estate, provided memorable and scenic views of the Sarasota Bay. The conversion of the Charles Ringling house to College Hall and the Hester Ringling Sanford house to Cook Hall allowed these buildings to remain facing the Bay in a dramatic manner, and to serve long-term College uses. Other historic buildings which later became part of the Bayfront campus included a Carriage House (later renamed Robertson Hall), the Social Sciences building, the Barn (later Four Winds Café), Parkview House, and Bon Seigneur Hall all are used today, following conversion to College uses. On the area which later became the Caples campus, structures which predated New College were Caples Hall and the Carriage House. On the Pei campus, a parcel leased for 99 years from the Airport was home to former World War II Air Force buildings which had served as space for small businesses and affordable housing prior to the College's arrival. The small wooden buildings would be demolished in the first years of the campus's building efforts.

Overall, due to the wide variety of land configurations and built structures, the College's newly acquired properties offered much promise but little coherence as a setting for an educational institution.

By 1963, the College's land acquisitions and funding allowed its first serious planning efforts. As Classes began in the Charles Ringling house in 1964, I.M. Pei began master planning for the Pei campus.

It was originally envisioned that when the Bayfront campus was completed, all student dormitories and classes would be moved there. The Pei campus would then be converted to a college-oriented inn, a conference center for continuing education, and limited college related service businesses.

The Pei master plan's first phase included three student dormitories, completed in 1965, which the architect described as a "Grecian or Mediterranean village." The buildings created the Palm Court, a gathering area protected from the noise and traffic of U.S. 41. The Hamilton Center and Classrooms followed in a second phase, opening in 1967. Pei's poured-in-place concrete architectural vocabulary reflected his strong commitment to modern design, despite the campus's existing historic structures on the Bayfront campus. The nature of Pei's buildings offer a number of lessons. Although the Pei plan created common space between the new dormitory buildings, their concrete construction emphasized aesthetic qualities over comfort. From the outside, they appeared as objects in space, with their principal rooms internalized. Pei himself complained that there was little appreciation for the buildings from the students; the buildings ultimately seemed severe compared to the informality of student life.

Although Pei discussed a Bayfront campus master plan, that portion of work was never completed. Initially, he proposed three radical ideas for the Bayfront campus:

- 1) to fill in 30 acres of the shallow bay in front of the Uplands to create new buildable land for two eighteen story towers; 2) to purchase the Crosley estate, the Edith Ringling Sanford House, and the Caples estate; and 3) to demolish the Charles Ringling estate (College Hall), and replace it with a much taller building.

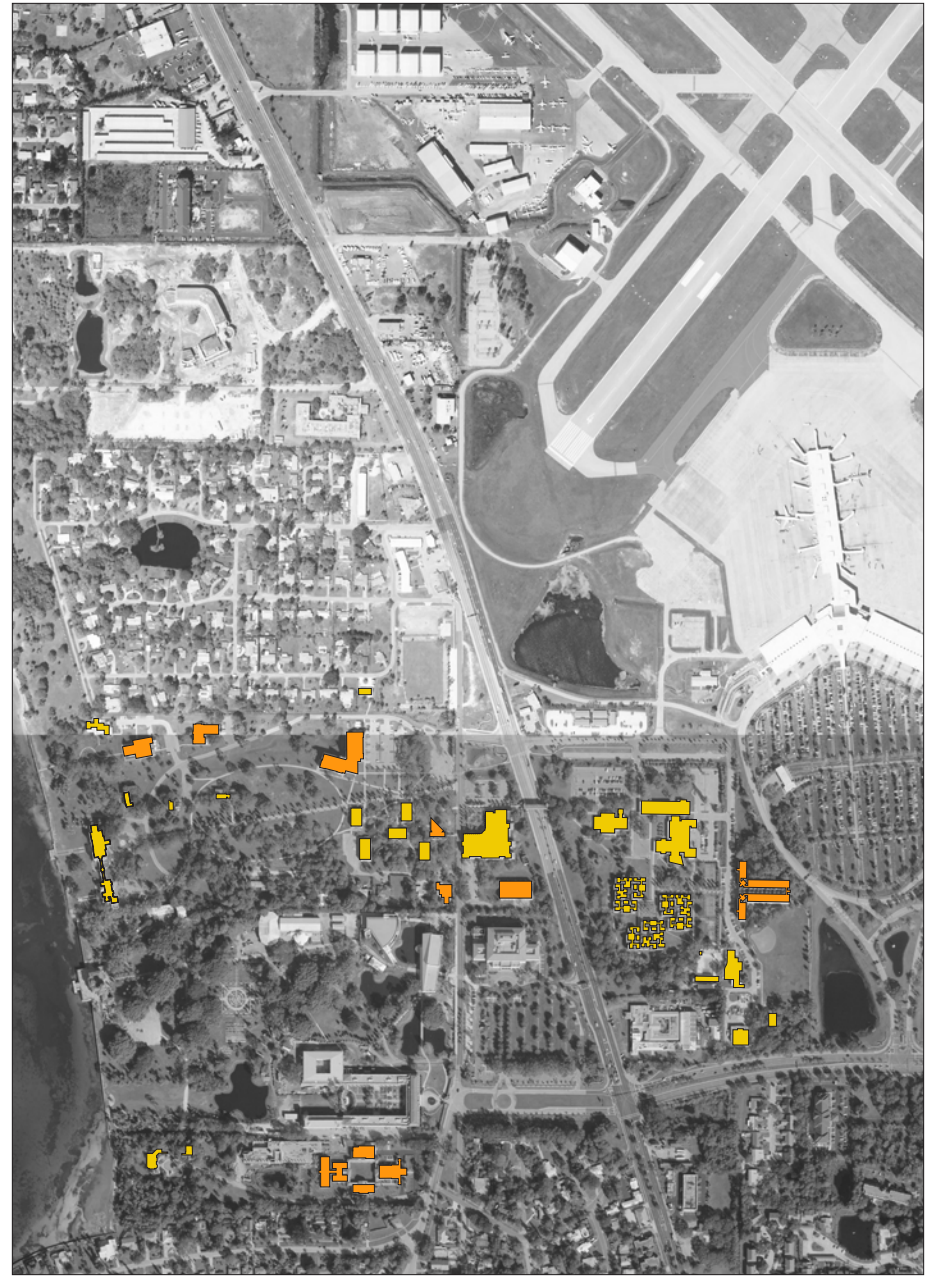
By 1969 five new Bayfront campus buildings, the Palmer dormitory 'letter' buildings, were completed by other architects. Without a master plan the Bayfront campus faced its own challenges. Ultimately, the low budget Palmer buildings posed long-term maintenance problems. Following completion of the Palmer buildings, construction efforts were curtailed during the austere years of the early 1970s as the College struggled to achieve financial stability.

For a small institution, the construction of over 150,000 sf during the 1960s was both significant and financially challenging. During the course of a decade, the College was able to obtain land, build new dormitories and classrooms, graduate its first students, and establish a record of excellence. Despite these significant steps forward, a comprehensive master plan for the campus remained unaddressed.





Transition: 1976-1990



Consolidation: 1991-2006



The 1975 merger of New College and the University of South Florida, brought on by financial necessities, commenced a period of difficulty for the College and its changing leadership. During most of this time the College's building efforts subsided. By the mid-1980s, however, a new flurry of building activity was underway, indicating both a greater sense of direction and financial capacity. Significant projects were completed for both the Pei and Bayfront campus areas, including the largest campus building, the 75,000 sf Jane Bancroft Cook Library and a pedestrian bridge over US 41 (1985), the Sudakoff Lecture and Conference Center (1985), the Physical Plant (1989), and the Fitness Center (1989). Despite a slow start, by the end of the decade, the College had completed over 100,000 sf of new facilities.

During this phase, Robert Barylski, Associate Dean and Director of the campus, contributed a number of practical ideas to address the need for more comprehensive planning. Barylski spoke of the need to unify and equally develop the Pei and Bayfront campuses, seeking to avoid isolation of the Pei campus. He also favored the preservation of historic buildings, use of the Caples campus for fine arts activity, protection of the bay-front, and completion of a pedestrian bridge to link the Pei and Bayfront campus. Overall, he sought to "guarantee that the [campus] will forever remain a place of outstanding natural beauty."

Despite such ideas, the administrative changes which accompanied New College's merger with USF ultimately did not result in coherent planning. This was partly based upon the significant differences between two distinct institutional approaches. USF's approach catered to more mature commuter students; the institution was controlled by the State of Florida, and its main focus was thousands of students on multiple campuses. In contrast, New College catered to its idiosyncratic, self-directed, honors and residential college model; its far more intimate approach simply addressed far different needs.

Unfortunately, site planning during this phase tended to treat buildings as isolated and often uncoordinated objects. Low building budgets continued to reflect financial limitations, resulting in shortened building life-spans. Another serious issue persisted: a comprehensive master plan had never emerged which could insure the College's future as a coherent and unified place. Incremental development continued to be the rule, rather than the exception. While discussions of environmental and historical sensitivity, inter-campus linkages, and overall place-making offered hope, the need for a more comprehensive approach remained unaddressed.

By the 1990s, the campus owned a substantial number of land parcels and buildings, celebrated its thirtieth birthday and enjoyed increased stability. A number of significant projects were completed during this phase, including the Dort and Goldstein Residence Halls (1997-98), Wellness Center (1996), Rolland V. Heiser Natural Sciences Complex (1999), Pritzker Marine Biology Laboratory (2000) and the Keating Center (2004); on the Caples campus, the Fine Arts Complex (1992). New student residence halls were in design during this phase (2006-07).

Despite this progress, disparities in educational philosophy had never been resolved between New College's intimate educational approach and USF's large institutional model. Not surprisingly, these differences in culture precipitated a separation between the two institutions. While New College continues to share the Sudakoff Center, Jane Bancroft Cook Library, book store, and special administrative and funding arrangements with USF, it largely resumed an independent existence. New College was re-energized by this independence.

The state of New College's campus during this phase reflected a series of unresolved physical challenges. Fortunately, during the decade from 1990 to 2000, over 130,000 sf of new construction was completed to serve various needs. Greater density now characterizes the Pei campus, and there is potential for significant added Bayfront campus development. Unfortunately, recent building activity continued to address localized conditions rather than campus-wide place-making or comprehensive planning. Some new buildings are now sited in sensitive, natural zones on the Bayfront campus.

In 2001, New College achieved independence as the 11th member of the State University System and is designated by the Florida Legislature as the "Honors College for the State of Florida." Relocation of the USF S/M campus to a new site gave expression to a bold new master plan in 2005. The College faces a series of significant challenges for the future; including the needs to address place-making as a primary objective, to develop plans for growth, to develop linkages between distinct campus areas, to focus on high quality and sustainability in construction, to address a myriad of landscape issues, and to reinforce a pedestrian environment.

The College's remarkable record of academic excellence, extraordinary natural beauty, and commitment to social interaction and environmental responsibility are significant foundations for campus place-making. The College must embrace these strengths if it is to fulfill its substantial ambitions for building a campus of lasting character and quality.

#### Key

 Campus buildings completed during phase noted in text

 Campus buildings already in place as of start of phase noted in text

## CHAPTER 3 : MASTER PLAN PRINCIPLES

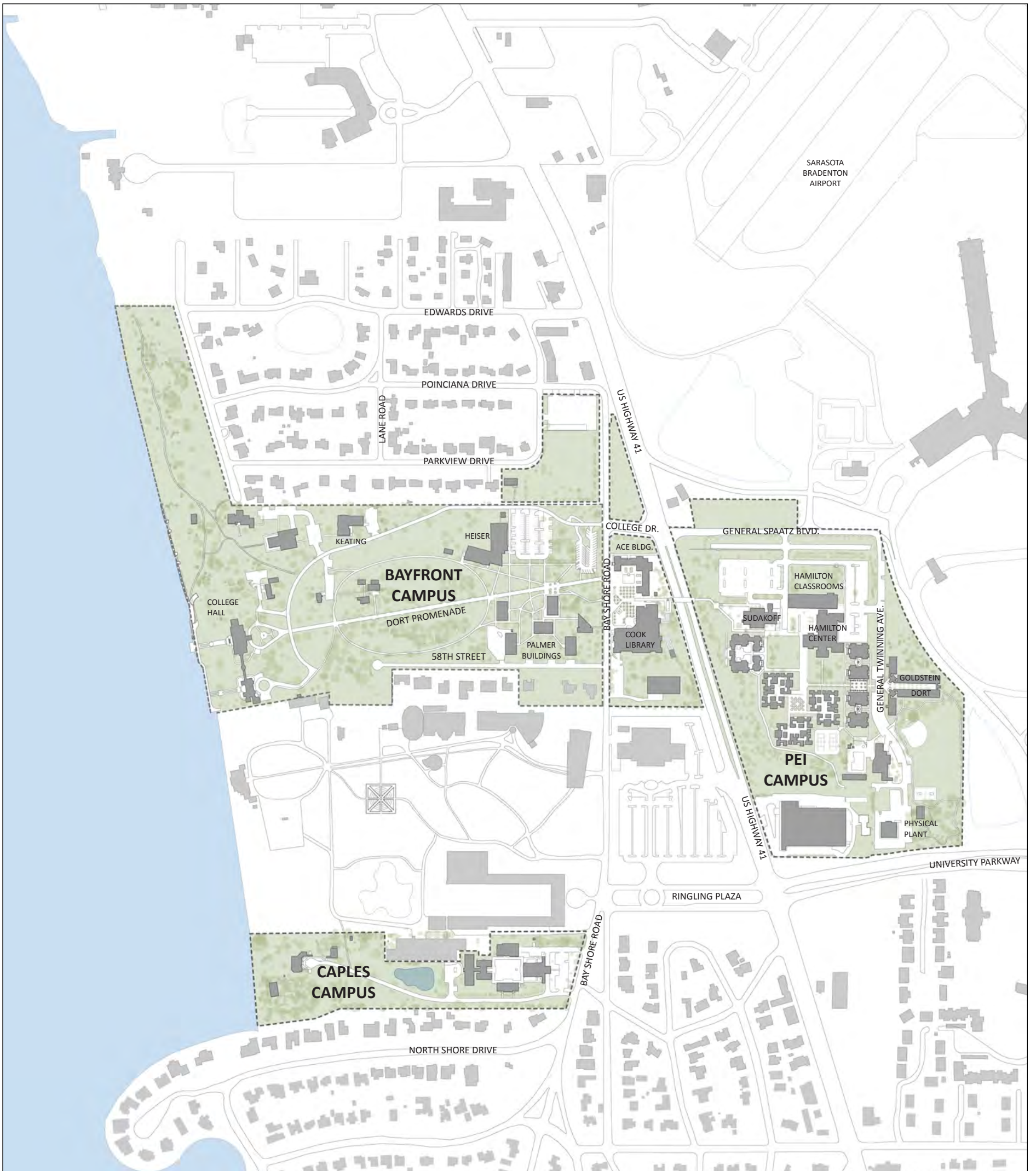
This chapter identifies college-wide principles that constitute the framework and 20-year vision for the plan. Subjects such as the approach to sustainability, growth, conservation, and off-campus development are addressed here.

These principles reflect both master plan analysis completed in the early stages of the process as well as extensive campus and public comments received during the 2008 charrettes. The strategies are noted as follows:

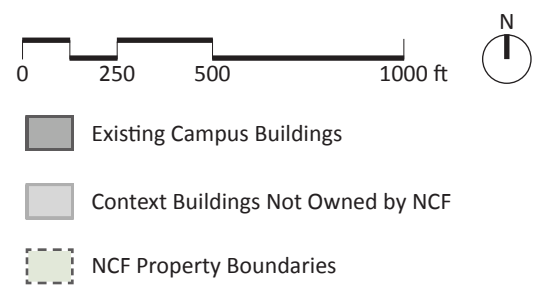


Campus Aerial - 2015

- 1: Support the emotional, spiritual and physical well-being of the campus community**  
The College's role as a place of education includes the opportunity to create a cohesive, close-knit community. The College's physical environment should offer safe, appealing, attractive and open places which encourage people to engage in study, debate, and meaningful interaction.
- 2: Increase interaction between faculty and students**  
The mainstay of New College's success has been a liberal arts education which offers regular contact between faculty and students. As the campus grows and changes, its character should respect and enhance this quality, which represents one of New College's deepest traditions and strengths.
- 3: Design small scale facilities for a small college**  
The individually-directed style of academic activity at New College works best when the opportunity for informal exchange exists. Architecture should embrace that scale of interaction, and effectively serve the educational needs of small, intimate groups of students and faculty. For this reason, smaller buildings and varied spaces will best serve New College in the future.
- 4: Increase walkability and reduce parking**  
This principle promotes the enhancement of a pedestrian-friendly environment by new or strengthened pedestrian connections between the Pei, Bayfront, and Caples campuses, and by the limiting of vehicular traffic and parking in the most central and prominent campus areas.
- 5: Increase the diversity of the landscape**  
The New College campus enjoys an abundance of open space and scenic vistas. An opportunity exists to diversify the palette of landscape for both sustainability and botanical variety. This approach allows both formal and informal landscapes to contribute to the beauty of the campus and define outdoor living spaces at multiple scales.
- 6: Comprehensively manage campus resources - historic, natural, and built**  
As the College grows, the need to alter the existing campus will become more and more evident. For this reason, the College must find ways to address the many kinds of challenges it faces, including the need to preserve, remodel, reconfigure, remove or replace dysfunctional buildings or buildings with limited horizons. Natural resources and the existing landscape must also be conserved and designed to provide outdoor settings for instruction, recreation, and social interaction.
- 7: Design buildings and landscape for environmental performance and efficiency**  
The notion of "greening" the campus includes both the enhancement of existing landscape as well as implementation of prudent conservation measures through facility design. This principle acknowledges the importance of a robust environmental program and the adoption of green building standards that can be flexibly applied to campus buildings and maintenance.
- 8: Mix housing and recreational uses**  
On a small educational campus, there are tremendous opportunities to encourage interaction by mixing uses. Buildings can be designed that vertically incorporate more than one use in them, such as housing and places of instruction. Horizontal mixed-use is also a desirable campus ingredient. Uses in buildings can be brought together next to each other, with often very desirable results, as in the adjacency between housing, social and recreational facilities.
- 9: Encourage regular communication with neighbors**  
This principle seeks means to better physically integrate the College with the surrounding community and to enhance contact with neighbors on issues of mutual interest. This may include, but is not limited to, encouraging and cooperating with neighborhood-compatible development approaches.
- 10: Minimize long-term maintenance requirements**  
Colleges and universities are some of the longest-lived institutions in the U.S. Given this long-term view, building and planning for minimal long-term maintenance is an essential survival strategy which can yield significant financial benefits. This principle anticipates building high-quality sustainable buildings and landscapes which endure for the long-term.
- 11: Establish an implementation protocol for the plan**  
A key outcome of the master plan process is that new program requirements will require new, specific projects. A primary means of undertaking new projects should be a project protocol, which identifies the issues which every project should address, to ensure it is well-coordinated with the master plan's goals and with the existing campus context. The Board of Trustees will serve as the principal means for the College's approval, implementation and stewardship of the Master Plan.



Existing Campus



### SEVEN BIG IDEAS

The Campus Master Plan describes an approach to the long-term physical configuration of New College. This will be carried out through many kinds of projects; each project will contribute to the incremental completion of the campus. This section of the Master Plan describes the seven big ideas that will prioritize the execution and guide the design of each project, big or small, through 2035.

#### I. Design for Interactive Learning

A fundamental aspect of New College's approach is the embrace of a highly interactive and independently directed education. This emphasizes many kinds of learning approaches and educational sharing. In support of this goal, the campus should facilitate mixing, particularly in non-scheduled, less structured contexts so that informal interaction leads to integrating learning from various sources. Inviting indoor and outdoor spaces in a variety of sizes and configurations should serve the needs of students, faculty, administrators and community members. Spaces should be provided throughout the campus and beyond it which can allow interaction with the surrounding community.

#### II. Architecture Appropriate to Place

Sarasota's pleasant climate, the region's rich architectural traditions, and the College's scenic bay front location offer a tremendous opportunity to practice a cohesive and regionally appropriate architectural expression. Since the College is relatively young and has developed incrementally, it does not currently have a fully developed architectural vocabulary. The next stage of the College's development will add significant density, emphasize place-making, include buildings of greater permanence and sustainability, and create greater physical cohesiveness for the campus. New College's future buildings should embrace a Florida architectural aesthetic which reflects the College's location and values.

#### III. Diverse and Beautiful Landscape

The natural setting of New College is one of its most valuable long-term assets, and demands design sensitivity and long-term stewardship. The campus landscape is a social amenity, an aesthetic presence and a source of potential regeneration. The object of the plan is to provide a level of design that strengthens native landscape, establishes the places for social interaction, and heightens the presence and beauty of nature on campus. A more in depth review of the landscape was completed in 2009 and this review produced a separate detailed landscape master plan.

#### IV. Mobility Beyond the Car

New College's educational approach includes on-campus housing for a majority of its students, to create a highly interactive community. The transportation plan will provide a high quality, pedestrian-friendly environment. The improvement of pedestrian and bicycle paths, encouragement of transit alternatives, reduction of parking, removal of cars from central campus areas, and use of on-street parking (to promote street safety) will serve this end. Cars which remain on campus will be carefully managed to insure they do not intrude on pedestrian activity, and incrementally should be relocated to the perimeter of the campus. Overall, pedestrian and bicycle links can efficiently service New College's diverse, internal campus zones and connect it to all of its diverse neighbors, USF, the Ringling Museum, the Airport, etc. As New College and USF share some facilities, it will be important to emphasize pedestrian and transportation alternatives to avoid duplication (and expansion) of parking for visiting USF students.

#### V. Stewardship of Historic Places and Natural Processes

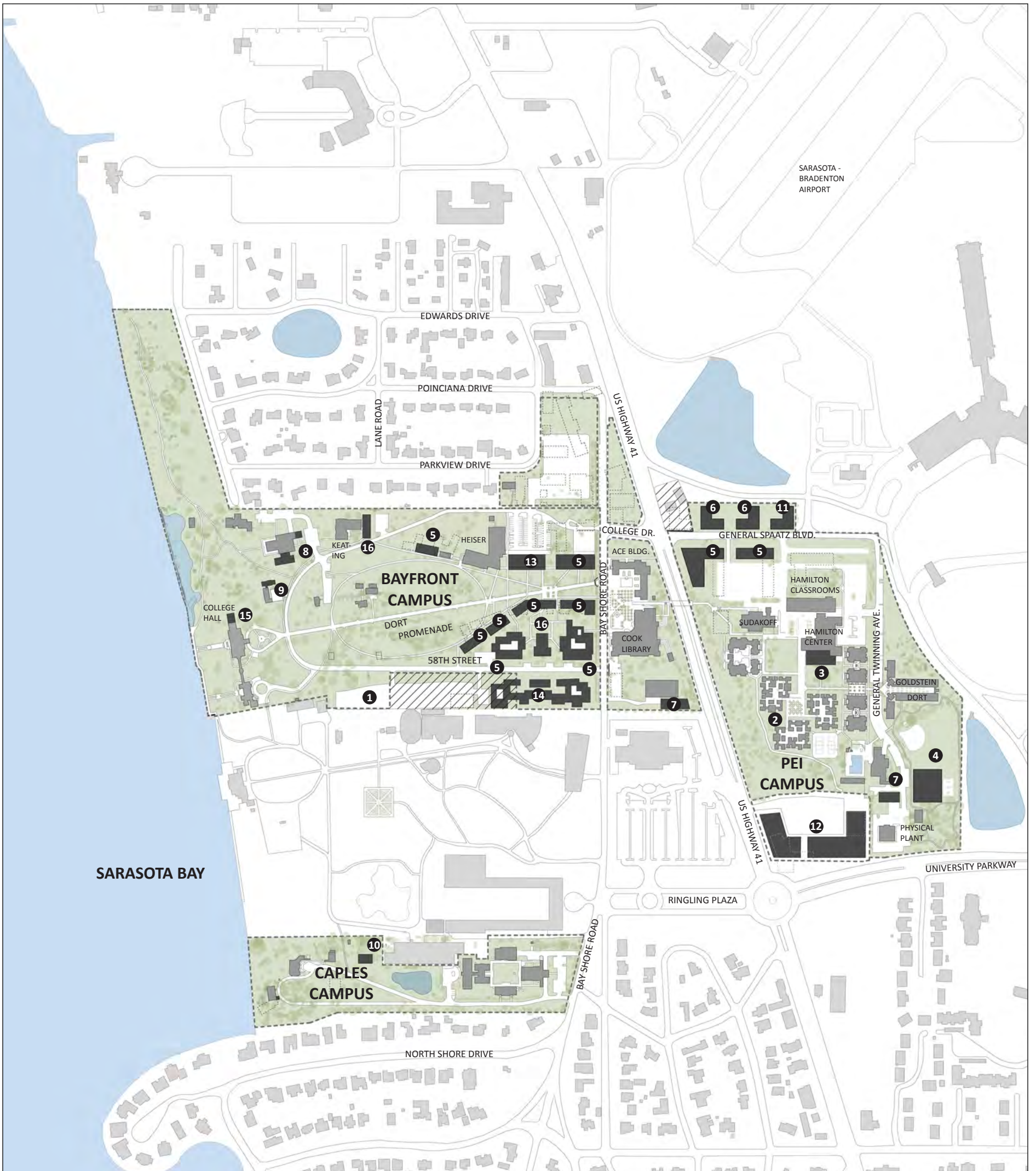
The New College campus includes a number of historic landscapes and buildings. Prominent among the Bayfront campus's historic buildings is the Charles Ringling house, which offers a ceremonial place of gathering and recalls the beginnings of development on this site. In recognition of the status of this and other historic structures, New College should establish a long-term management strategy for their preservation. The plan should include a survey for each structure and identification of appropriate strategies to insure protection. Similarly, a variety of landscapes have been identified as sensitive, historic or worthy of protection. A historic tree and landscape survey should be undertaken and integrated into future planning and maintenance procedures.

#### VI. Catalyst for a New Academic Economy

Many historic colleges and universities have developed in conjunction with surrounding commercial districts and cultural institutions. Harvard University, the University of Virginia and Princeton University each embrace commercial areas that contribute significantly to the collegiate experience. The New College planning effort offers an opportunity to take a proactive approach to transforming the surrounding commercial areas. These areas include sites along US 41 and the Ringling/Asolo property. These sites offer unique opportunities and such projects can also make a significant contribution to the success of the New College plan and provide ongoing financial resources that can support the long-term stability of the institution.

#### VII. Energy Efficiency

With initiatives that include recycling, composting, a community garden, environmentally friendly construction and native plant landscaping, New College is committed to reducing its carbon footprint. New College places a high importance on Leadership in Energy and Environmental Design (LEED), the college's five new residence halls adhere to LEED requirements, and the new Academic Center achieved LEED Gold certification by the U.S. Green Building Council in 2011. New College has removed exotic invasive grasses and replaced them with native Florida ground covers that reduce the expense and carbon footprint of mowing and create a more diverse and natural landscape in the center of campus. New College will continue to seek opportunities to improve its energy efficiency and reduce its carbon footprint.



Campus Plan - 2035

**PROGRAM ELEMENTS**

The projects listed below are not listed in terms of importance; they are listed solely to make their identification on the accompanying campus map easy.

No.	Facility	Renov.	New
1	Replacement Parking		X
2	Renovation of Pei Student Residence Halls	X	
3	Renovation/Addition to Hamilton Center	X	X
4	Future Gymnasium		X
5	Academic Buildings		X
6	Student/Faculty Housing		X
7	Future Physical Plant Building		X
8	Pritzker Laboratory Additions		X
9	Robertson Hall Addition		X
10	Future Caples Pavilion		X
11	Future Emergency Operations Center & Police HQ		X
12	Car Museum Site Development		X
13	Future Heiser Addition		X
14	Future Student Residence Halls		X
15	College Hall Addition		X
16	Future Administration Building		X



- Proposed New NCF Developments
- Existing NCF Buildings to Remain
- NCF Property Boundaries
- Proposed new buildings in 2008 plan, removed or reconfigured in current plan
- Future Land Acquisition

Amendment # 1 - See Pages 4:15 and 4:16 for revised building layouts in area of Bayfront Campus Academic Area

FOCUS ON SPECIFIC AREAS: BAYFRONT CAMPUS

This section, Plan Focus, describes design improvements in the form of discreet, yet coordinated clusters of projects. These are concentrated in particular areas of the campus to establish place-making as a fundamental strategy in campus design and facilitate better environmental performance. The future overall improvement in the appearance and livability of the campus depends on the successful execution of these multi-faceted projects.

Since the Bayfront campus remains mostly undeveloped, it is critically important that future plans consider ways of preserving its best qualities. The desire to preserve this portion of the campus must be balanced with the fact that parts of the Bayfront campus are located at the physical center of New College's land holdings. This is particularly true of the areas located between the Cook Library and the Heiser Natural Sciences Center. For practical reasons, it makes sense to seek a balance between the desire to develop such areas, and the need to respect the compelling natural landscapes near the bay front.

**A. Bayfront Campus Academic Area** - This place is envisioned as the heart of the New College campus. The site offers a number of compelling characteristics: it offers ample space for future growth, including significant new academic buildings and outdoor spaces; it is located at the center of New College's diverse land parcels, equally accessible from the Caples campus, existing Pei campus, and water front areas of the Bayfront campus; it enjoys scenic vistas toward the Bayfront campus landscape and Sarasota Bay; and, it is located at a higher elevation, out of reach of critical storm surge areas. This area is conceived as a highly walkable, vibrant outdoor place, whose sustainable buildings, landscape and interactive spaces are the foundation of New College's academic community. It is also recommended that no new campus development be permitted within the storm surge (velocity) zone, and that all Bayfront campus building proposals be reviewed for their relationship to the surge zone. A variety of improvements are proposed:

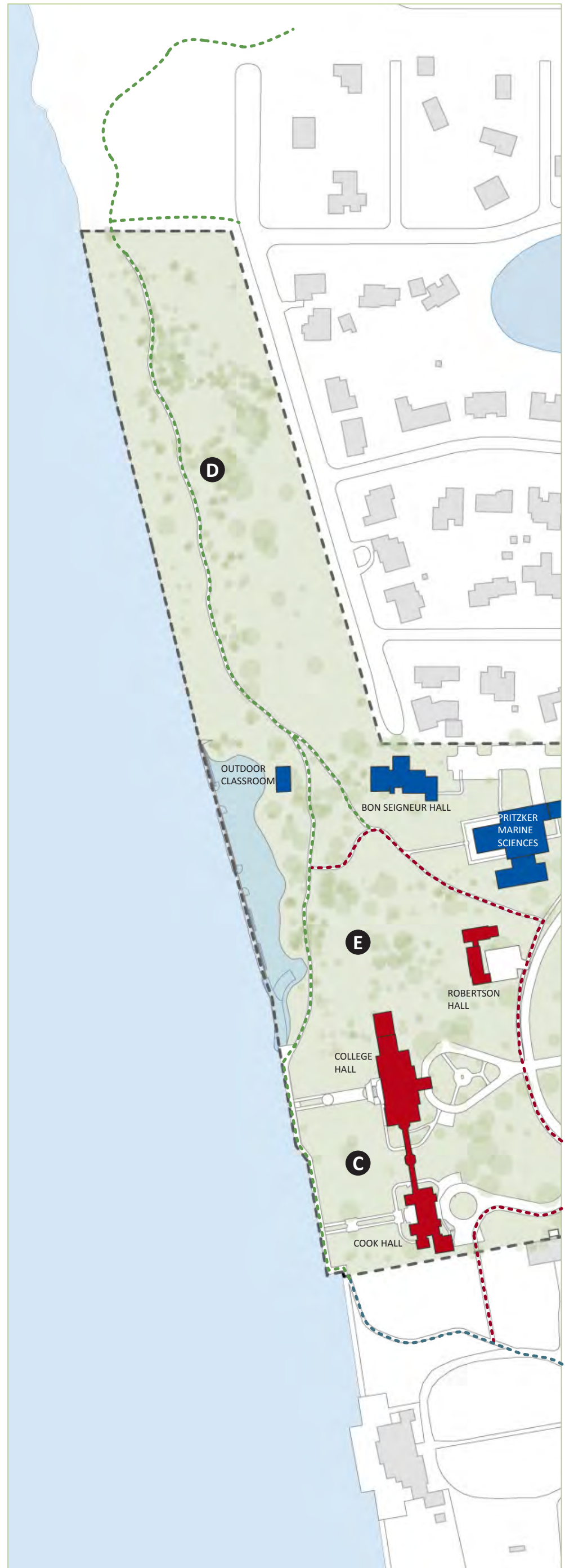
- A formal quadrangle serves as the center of a grouping of new Bayfront campus academic pavilions which line both sides; it aligns with an axis which is shared by the Dort Arch and the front court of Cook library;
- Improvements to Bay Shore Road include traffic calming, parallel parking, improved landscape and pedestrian amenities, encouraging bicycle and pedestrian linkage to areas north and south;
- Improvements to the campus entry from U.S. 41 include a general enhancement of the College's entry image.
- A high-priority project is the continuation of 58th Street to connect with College Drive. This will improve automobile circulation and provide an alternate to Bay Shore Road. The loop reduces car traffic on Bay Shore Road at the Dort Promenade pedestrian crossing. The new configuration minimizes impacts on existing trees and the bamboo grove. It utilizes the existing alignment of 58th Street, and requires only a minor adjustment to College Drive. The current paving is approximately 16 feet wide but will need to be widened to at least 20 feet. The new circular island is designed to save a large oak tree, reduce speeds, and enhance the pedestrian environment.
- A visually screened parking lot is located at the south edge, accessible from the completed 58th Street loop road, serving the campus and events at College Hall.
- An annex to the Pritzker Laboratory with appropriate elevation and structural design for its location in the velocity zone.
- *N. Bay Shore Road* - The Bay Shore Road Improvements are developed so the pedestrian experience is amplified between the academic quad and the Cook Library/ACE Plaza. The design slows traffic and maximizes the connection to all areas of campus. (Cont'd on 4:13)

**B. Oval Lawn Restoration Area** - The plan preserves a significant portion of adjacent, inland areas as a native landscape, place of sustainability and storm-water management, and useful pedestrian amenity. Currently a limited number of buildings exist in this area, and further development of this area will be moderated due to the potential for storm surges and the desire to preserve this compelling landscape. A series of meandering trails serve to differentiate the edge of the regenerative landscape from traditional turf areas. The tree canopy will include both preserved and new specimens. Shaped swales and other storm-water system adjustments will help direct and control water movement.

**C. Bayfront Campus Waterfront Area** - This is one of the most unique and desirable features of the campus. The plan preserves the bay front and links directly to the adjacent regenerative area. Also similar to the regenerative gardens, further development of this area will be moderated due to the potential for storm surges. Currently a limited number of buildings exist in this area, including College Hall/Cook Hall, the Pritzker Laboratory, and other smaller buildings. An expansive open space and view areas to the Sarasota Bay will remain a significant amenity for students and visitors. A new view point or "kissing spot" is located at the water's edge, between College Hall and Cook Hall. This entire area will be integrated into a much longer water's edge trail which connects the Caples and Ringling Museum lands (to the south) with the College's Uplands parcels (to the north).

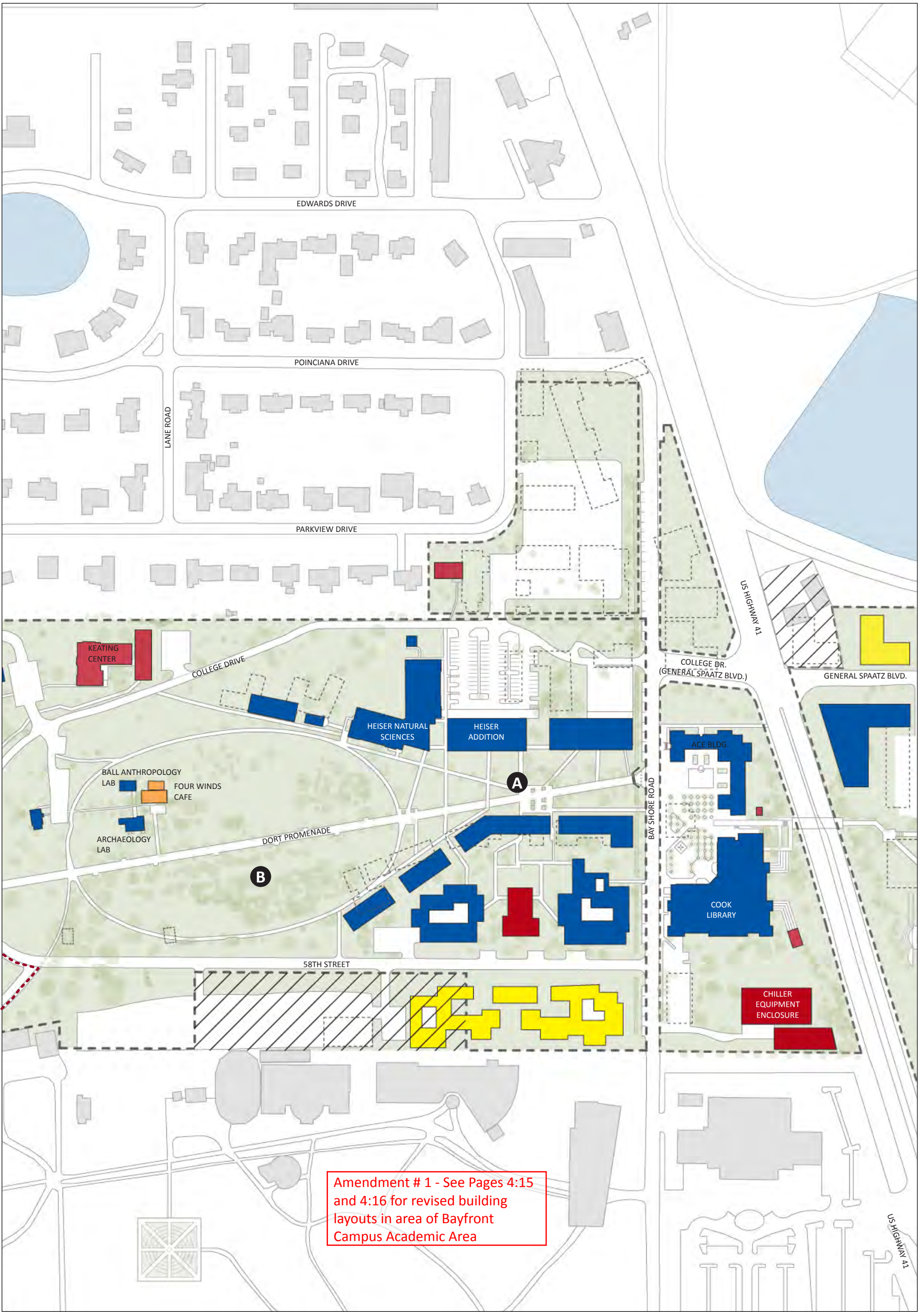
**D. Uplands Bayfront Preserve Area** - New College's bay shore land (situated on the west side of the Uplands neighborhood and north of College Hall) is a substantial natural resource which should be preserved as an amenity and environmental study area. It also serves as one of the links in the envisioned north-south pedestrian way, which connects the Caples campus to the Uplands. Similar to the Bayfront campus restoration areas, the Uplands Bayfront Preserve area includes a meandering path, a lush tree canopy and native plant varieties. In general, the Uplands shoreline is intended to remain in a natural state, reflecting its natural beauty, value as an environmental study area, and the need to respect the potential for storm surge activity.

**E. Recreation / Open Space** - Currently, the waterfront is under-utilized for passive recreation. Improvements include refurbishing the existing dock, adding multi-use trails connecting with Caples Campus, and providing moveable shade structures. New flexible/movable design elements can be arranged to accommodate open space needed for major waterfront events directly west of College Hall, as well as a waterfront outdoor classroom/amphitheater north of College Hall and south of the Uplands.



Illustrative Campus Plan - Bayfront Campus

- Bay Walk Pedestrian Trail to USF
- Bay Walk Trail Alternative Route
- Bay Walk Trail to Caples/Ringling



Amendment # 1 - See Pages 4:15 and 4:16 for revised building layouts in area of Bayfront Campus Academic Area

Academics	Residential	NCF Property Boundaries	
Administration/Facilities	Mixed-Use	Proposed new buildings in 2008 plan, removed or reconfigured in current plan	
Commons	Recreation	Future Land Acquisition	

## CHAPTER 4 : THE PLAN

### FOCUS ON SPECIFIC AREAS: BAYFRONT CAMPUS

For illustrative purposes, key areas are described with the following illustrative renderings/ photos and descriptions:

**Main Entry** - Campuses are usually differentiated from their surroundings by monumental and symbolic structures at the point of entry. Campus buildings also help reinforce the idea that academic institutions reflect a society's highest educational aspirations. New College's current entry will benefit from such an approach, creating a strong identity which reinforces the College's location on US 41. A new campanile is highly visible from US 41 and establishes a clear point of entry for the Bayfront campus. A corner plaza serves as a meeting place to welcome and direct visitors. Each of these elements helps distinguish New College's role as an academic institution and creates a memorable public impression.



Existing Campus Entry

**Dort Arch** - Some of the richest campus spaces are created by the careful framing of outdoor spaces as formal quadrangles and elegant academic yards. A frame helps establish prominent destinations and gathering spaces, highlights axes, and differentiates formal and informal spaces. This also establishes a hierarchy of campus structure and memorable experiences. At New College, there is an opportunity to artfully integrate an existing frame (and symbol of the College), the Bayfront campus's Dort Arch into the new design. The plan incorporates the arch into a prominent grouping of new and existing Bayfront campus buildings. The arch's planned role is consistent with its traditional function as a symbol of the College.



Existing Gateway Arch

**Main Quadrangle** - In a traditional campus plan, the careful assemblage of spaces builds expectations, stimulates curiosity, and helps direct users. People tend to characterize outdoor spaces as completely unconstrained, nearly all memorable public spaces utilize defined edges to constrain activity and establish character. In sympathy with this convention, the plan for the Bayfront campus quadrangle clearly defines a series of edges with a series of new buildings. A large quadrangle is enclosed at the east edge by the arch, and on the north and south sides by formal building facades and arcades. These elements both guide pedestrian activity and provide shelter. Looking from west to east, one will see the opening "arms" of the Bayfront campus buildings and the main quadrangle.

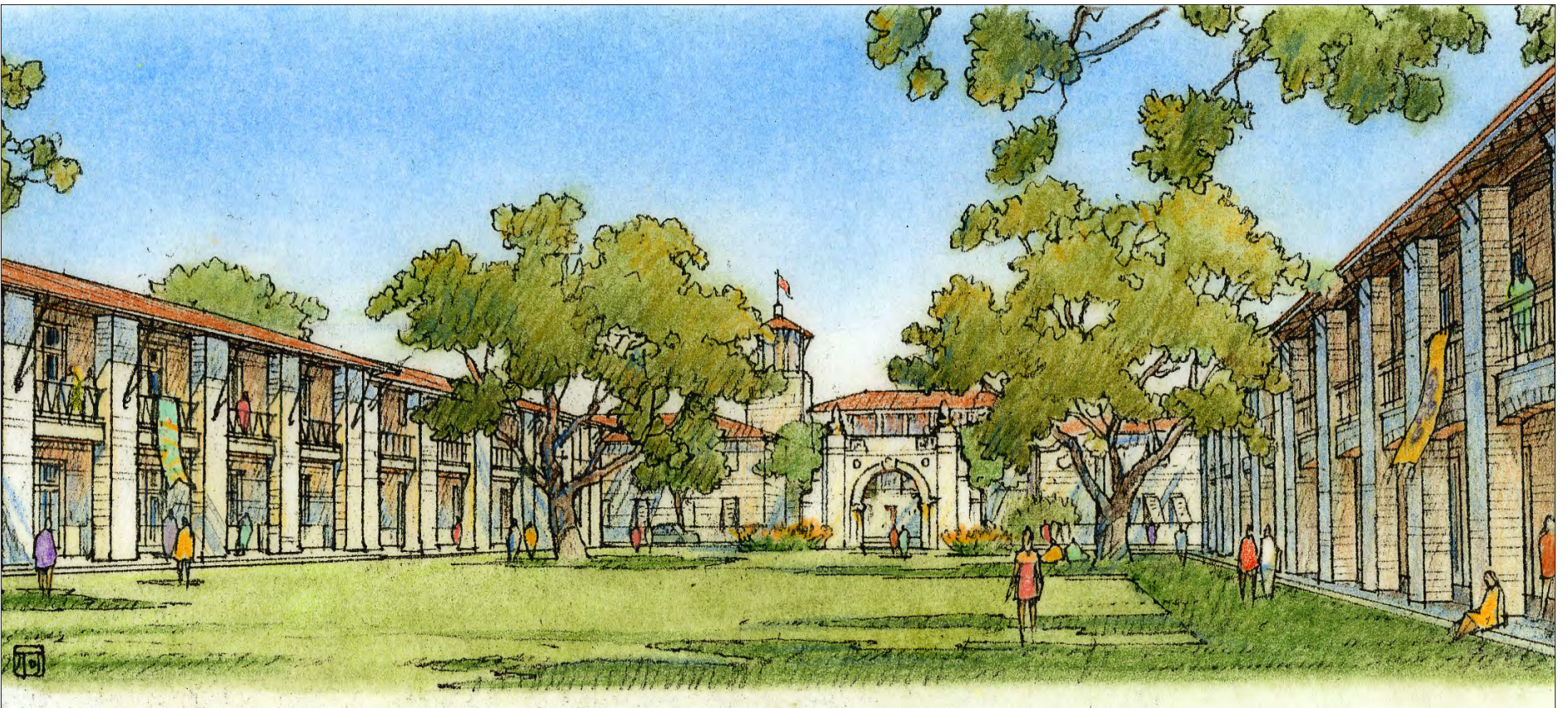


Existing Bayfront Campus





Campus Entrance West of US 41



Vision of Arch Entry at Main Quad



Vision of Main Quad

## CHAPTER 4 : THE PLAN

### FOCUS ON SPECIFIC AREAS: PEI CAMPUS

The Pei campus includes the most mature and urban portions of New College. Age and incremental development have contributed to the evolution of a series of unresolved conditions both inside and outside campus boundaries which the master plan can help mitigate. Among these issues are the College's entry at General Spaatz Drive, which currently is an unattractive, dead-end, former airport access road; unresolved campus spaces which blend parking and gathering activities; lack of clarity of pedestrian circulation; underdeveloped campus landscape; a general lack of coherence of campus space due to incremental development; and, the need for a stronger sense of connection between the Pei and Bayfront campuses.

As designated in the accompanying plan graphic, the Pei campus property occupies land that is part of a long term lease agreement with SRQ airport. The College should begin to consider a plan for how to address this ownership arrangement over a long term period. A portion of the property may be available for acquisition as part of a land swap with SRQ airport. A plan for acquisition or lease extension for the remainder of the property would need to be developed.

**F. Pei campus entry area** - The Pei campus plan offers the opportunity to significantly improve a variety of conditions. The planned upgrade of General Spaatz Drive will dovetail with the master plan's strategy to beautify and upgrade New College's east entry. General Spaatz Drive can be transformed into an attractive pedestrian access to the airport from campus, which is useful to the College community. In terms of built fabric, this master plan proposes buildings facing General Spaatz. Such fabric would supplement the landscape and roadway improvements noted above, reestablishing a strong sense of entry for the College.

**G. Pei campus academic/residential area** - The Pei campus serves an important function as the current center of social activity for New College, and is the primary location of student residence halls. Its future development must be carefully integrated into the master plan. This area includes a number of aging buildings, including the oldest buildings constructed for the College, which are now fifty years old. Due to their high density, significant landscape improvements offer great opportunities for positive change and overall beautification. The plan includes the following improvements:

- Conversion of selected hardscape areas to green quadrangles to enhance social interaction and appeal
- Improvement, selective realignment and refinement of internal paths to improve walking and bicycling within the Pei campus
- Improvement of pathways which link the edges of the Pei campus, and other paths linking the airport and other destinations
- Renewal, repair, and reconfiguration of a wide variety of formal and informal landscapes to transform the hardscape now dominating in many parts of the east campus
- Continuation and reinforcement of the practice of landscape screening east campus edges
- Further development of stormwater retention ponds
- Renovate and provide an addition to Hamilton Center to both update the building and address new program requirements.

**H. Athletic area** - This area of the campus serves as a place of recreation for students and a transition edge to the Airport/University Parkway, and US 41. A new gymnasium is proposed for this site. As with other areas of the east campus the reorganization of pathways, internal and peripheral landscape, and storm-water management can provide significant improvement.

**I. US 41/ Tamiami Trail corridor** - New College's east and west campuses both have significant exposure to this primary roadway. Despite the length of this exposure, New College's presence is relatively shielded from view, and its location is not obvious. In addition, automotive speeds on US 41 are not conducive to pedestrian or bicycle crossings. There is significant potential to improve New College's relationship to this corridor, through the following means:

- Creation of an additional, safe and well-lit pedestrian way which connects east and west campus. This is envisioned as an expansion of the existing bridge and provides a separated and safe route for pedestrians and bicycles.
- Reconfiguration of stairs and ramps which serve the existing pedestrian bridge for greater operational safety for both the existing and attached new bridge structures
- Traffic calming measures along US 41 from General Spaatz Drive to University Parkway
- Improvement of pedestrian sidewalks and screening landscape along US 41
- Addition of College signage at the southeast corner of US 41, visible from both sides

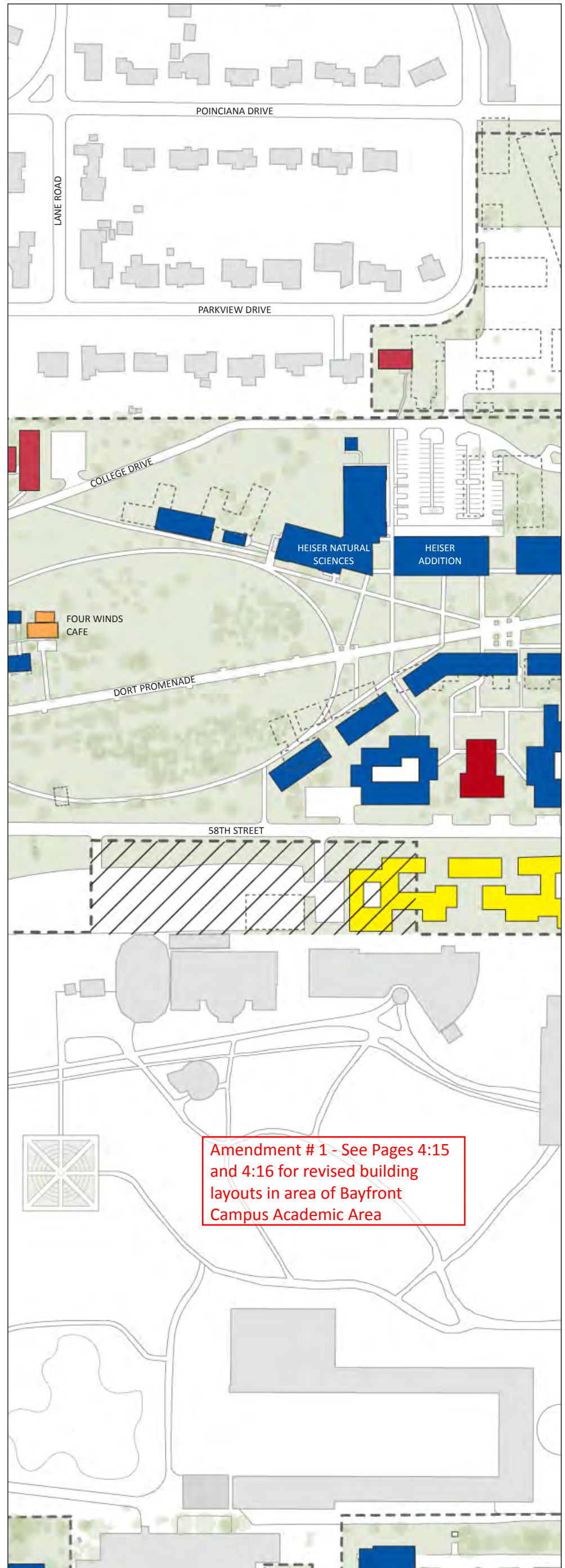
**J. New Mixed Use Development on Current Car Museum Site** - According to the City of Sarasota, Governmental (G) zoning should be established for the entire New College campus. Specific zoning requirements are contained in the City Zoning Code. All development within the G District must be carried out in accordance with the development standards of the most restrictive zone district adjacent to the G zoned zoning lot. The Classic Car Museum site is currently located in the City of Sarasota's North Trail (NT) Zoning District, but would need to be rezoned to G. The most restrictive zoning district adjacent to the Car Museum is NT. This district allows a mix of neighborhood scale commercial, cultural and educational facilities, tourist accommodations and attractions, multifamily residential and mixed uses. Standards for this district focus on creating a pedestrian-friendly development. Buildings in the district can be up to 3-4 stories, depending on the use and design criteria.

The plan for the Car Museum site calls for a facility for college and college-related functions allowing frequent use by the community. This includes a new and enlarged conference center to replace the Sudakoff Center (which will eventually become an academic building), a gym and other physical education facilities. A parking strategy sufficient to handle periodic large groups is also part of this plan.

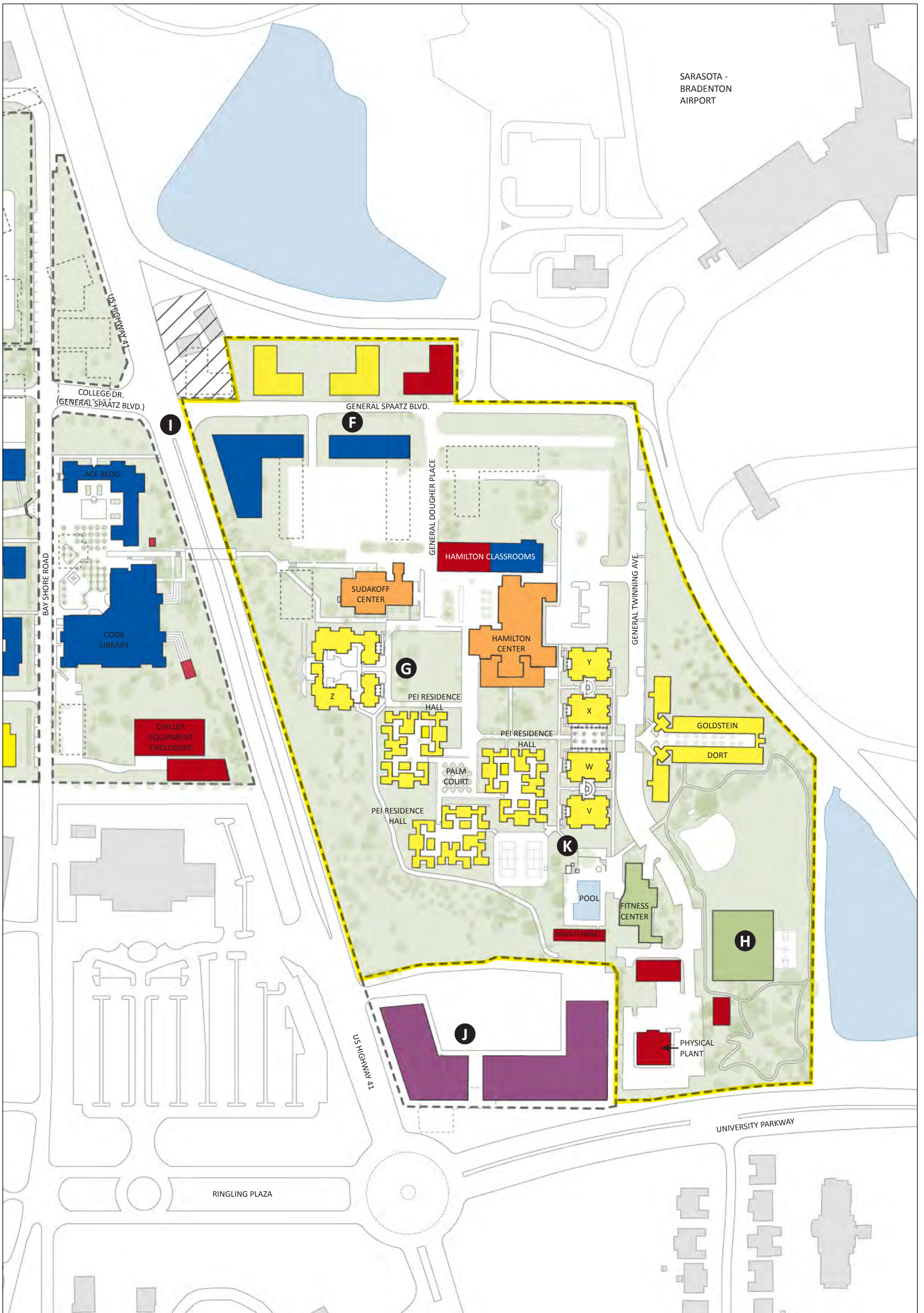
#### **K. Recreation / Open Space**

The active recreation complex is located on Pei Campus. It includes two tennis courts, one basketball court, a softball diamond, swimming pool, and a multi-purpose sports field. Recent recreation-oriented additions to the campus include student housing with interior courtyards, a new basketball court and relocation of tennis courts. Passive recreation areas are not developed with amenities and are largely under used. The multi-purpose field could be used to host venues requiring large open areas.

Passive recreation is located east of the facilities management complex in a drainage area with widely varying topography. Improvements could include planting shade trees in the open space plazas and creating bicycle enclosures with landscape screening to focus the view on other more attractive site amenities such as seating.

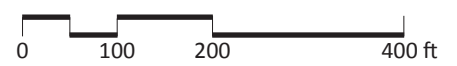


Illustrative Campus Plan - Pei Campus



- Academics
- Residential
- Administration/Facilities
- Mixed-Use
- Commons
- Recreation

- NCF Property Boundaries
- Proposed new buildings in 2008 plan, removed or reconfigured in current plan
- Future Land Acquisition
- SRQ Airport Lands Leased by



## CHAPTER 4 : THE PLAN

### FOCUS ON SPECIFIC AREAS: PEI CAMPUS

For illustrative purposes, key areas are described with the following photos and descriptions:

**Pei Student Residence Halls** - The Pei dormitories, the original structures built by the College, continue to serve as a vital center for student life. Part of this vitality is related to continuation of long-standing traditions, which emphasize the adjacent Palm Court's use for social activity. In addition to retaining the Palm Court in its existing configuration, the plan enhances and expands the surrounding network of Pei campus pedestrian paths. The plan also included a thorough renovation of the Pei buildings in order to bring them up to the standards of contemporary student residence halls. This will ensure the continued use and enjoyment of this area of campus.



Pei Student Residence Halls

**Hamilton Center Quadrangle** - The heart of the Pei campus is an existing, paved pedestrian plaza whose edges are set by the Hamilton Center, Sudakoff Center, and Pei dormitories. The plan envisions enhancement of this court by converting it to a landscaped quadrangle. This will create a significant new gathering place, which will link with existing major pedestrian circulation paths and visual axes. A network of other upgraded pedestrian paths and landscape projects will serve the pedestrian environment of the Pei campus, and offer a variety of sizes and configurations.



Existing Hamilton Center with Pedestrian Plaza and Bicycle Racks

**Pedestrian Walks and Public Spaces** - Due to the maturity and density of the Pei campus, renewal and reconfiguration of existing paths and landscape are important measures. An important focus will be to provide direct and attractive routes of varying sizes, redesign and/or renewal of existing landscape, and selective replacement of hardscape areas with pervious surfaces and plants. These measures are intended to insure: 1) an appealing pedestrian network forms the primary means of movement, 2) sustainable approaches are fully integrated, and 3) automobiles are accommodated at campus perimeters and treated as an alternative to the primary pedestrian and bicycle network.



Existing Pei Campus Pedestrian Walk



Student Dormitories ("Letter Dorms")

**Integration of "Letter Dorms" V, W, X, Y and Z** - New student residence halls have been integrated at Pei campus. The dormitories are located along the existing path from the Pei dormitories to the Dort/Goldstein dormitories. By improving the adjacent pathways and renewing landscape, the dormitory buildings reinforce the master plan's fundamental emphasis on pedestrian-oriented character.

**FOCUS ON SPECIFIC AREAS: CAPLES CAMPUS**

The Caples campus is unique among New College's landholdings. Since it is not physically connected to the rest of the campus, it faces the challenge of separation from the Pei and Bayfront campuses. Despite this arrangement, the Caples campus function as an arts and cultural center is well suited to its institutional neighbors, the Ringling Museum and the Asolo Performing Arts Center. The potential for sharing cultural assets can be a distinct advantage for college arts programs. The Caples campus is virtually complete in its capacity to accommodate future academic buildings and activities. Recommendations for its future development will focus, therefore, on enhancements and completion of existing conditions, facilities, landscapes and infrastructure.

One key strategy for the future of the Caples campus will be to strengthen existing pedestrian and bicycle links to other campus areas via University Parkway, Bay Shore Road and bayfront trails. A second strategy will be to enrich landscapes and sustainable features within the Caples campus. A third strategy will be to enhance waterfront areas for the enjoyment of sailing and other activities.

**K. Caples Campus** - The long dimension of the Caples campus extends from Bay Shore Road to Sarasota Bay, nearly matching that of the Bayfront campus. The existing configuration of the Sainer Pavilion and its grouping of buildings will remain in place as an arts complex with the existing stormwater pond. The westerly portion of Caples Drive will be reconfigured to create a loop along the southern edge of the site around a new fine arts pavilion, allowing alternate access to Caples Hall and access to an expanded/renovated boating pavilion near the waterfront. New stormwater retention areas will accommodate the future buildings and Caples Drive extension loop.

**L. Shoreline Beach Linkage** - New College's extensive bay shore access includes three major parcels at the bayfront, including the Caples campus, the Bayfront campus, and the Uplands areas. New College can provide leadership in creating continuous access to the waterfront and between these parcels by encouraging development of pedestrian trails along the Ringling Museum and Ca D'zan properties. This will connect north and south areas of the campus and create a shared amenity for the College, the Ringling Museum, and local residents. New pedestrian trails are currently planned along the Bay from Caples to the USF Campus.

**Recreation / Open Space**

The sailing club and boat yard is located on Caples Campus. Improvements would include adding a direct roadway to the boatyard and launch access, and recapturing the bayfront lawn space that may include an outdoor classroom. A trail along the bay would connect through Ringling to the Bayfront Campus. Open space in the arts complex courtyard needs improvement that would include planting trees and repairing the uneven ground. The existing stormwater pond would be improved to become a pedestrian amenity.



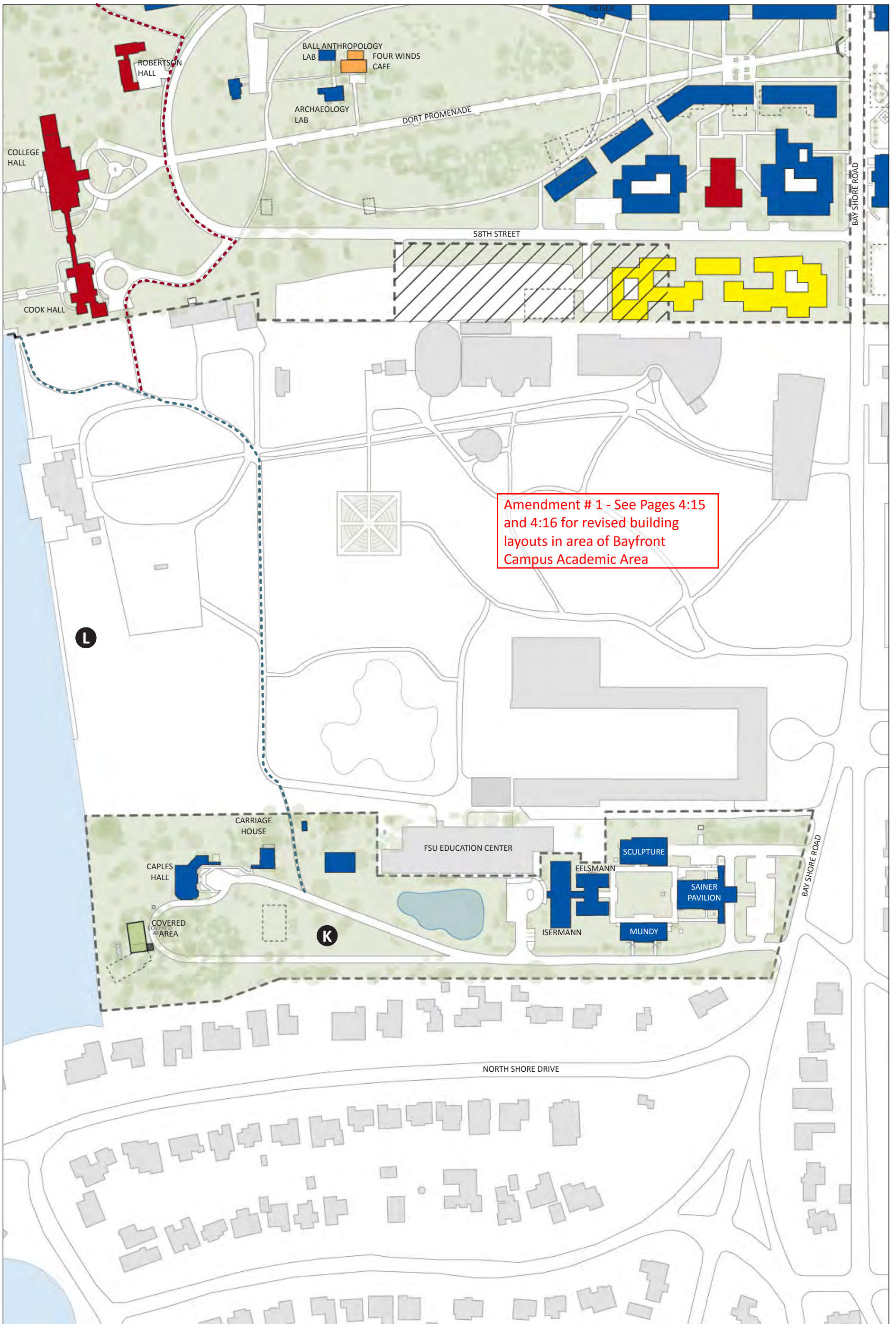
Caples Hall



Caples Fine Arts Complex



Caples Bay Front Plan

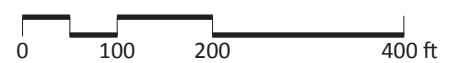


**Illustrative Campus Plan - Caples Campus**

- - - Bay Walk Trail Alternative Route
- - - Bay Walk Trail to Caples/Ringling

- |  |   |
|--|---|
| <span style="color: blue;">■</span> Academics                | <span style="color: yellow;">■</span> Residential |
| <span style="color: red;">■</span> Administration/Facilities | <span style="color: purple;">■</span> Mixed-Use   |
| <span style="color: orange;">■</span> Commons                | <span style="color: green;">■</span> Recreation   |

- - - NCF Property Boundaries
- - - Proposed new buildings in 2008 plan, removed or reconfigured in current plan
- ▨ Future Land Acquisition



**FOCUS ON SPECIFIC AREAS: RUNWAY PROTECTION ZONE AND BAY SHORE ROAD IMPROVEMENTS**

**M. Runway Protection Zone (RPZ)** - A Runway Protection Zone (RPZ) is a three-dimensional trapezoidal area off the end of the runway that serves to enhance the protection of people and property on the ground in the event an aircraft lands or crashes beyond the runway end. For this reason, an RPZ has limitations on obstructions below the approach surface in order to provide safety areas and obstacle free areas. A small portion of the campus is located in the Sarasota-Bradenton International Airport (SRQ) RPZ for the approach to Runway 4/22. This Campus Master Plan proposes no new buildings in the RPZ, unlike the 2008 plan.

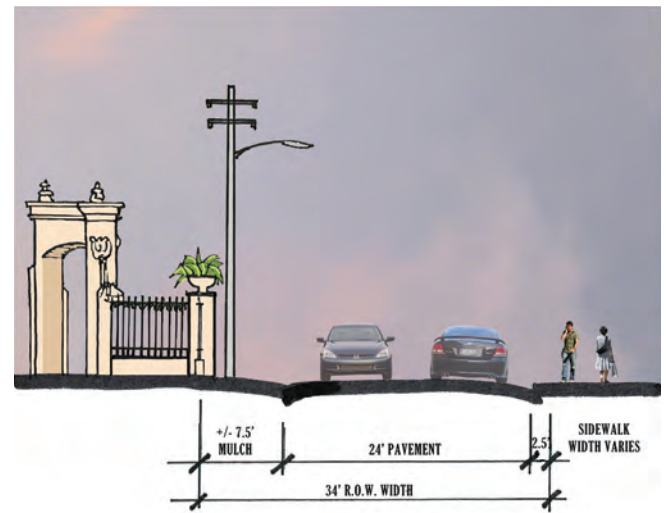
The Sarasota Manatee Aviation Authority (SMAA) governing board airport zoning regulations adopted pursuant to Ch. 333, Florida Statutes, Section 5.8., prohibit: "Any new incompatible uses, activities, or construction within SRQ's RPZs, including uses, activities, or construction within said zones which are incompatible with normal airport operations or endanger public health, safety, and welfare by resulting in congregations of people, emissions of light or smoke, or attraction of birds, as determined by standards and recommendations contained in Federal Advisory Administration (FAA) Advisory Circular 150/5300-13." Any future construction near SRQ will require close coordination with SMAA.

The SRQ Airport is interested in acquiring significant portions of the Circus Hall of Fame property, the former Zinn's property, and the parcel at the corner of Poinciana Drive and Parkview Drive (see highlighted areas on accompanying plan graphic). The College may elect to pursue this potential land transfer to the SRQ Airport, pursuant to an agreement that the College will retain the use of the land for parking, and will have control of the landscaping in order to create and maintain the gateway experience into campus.

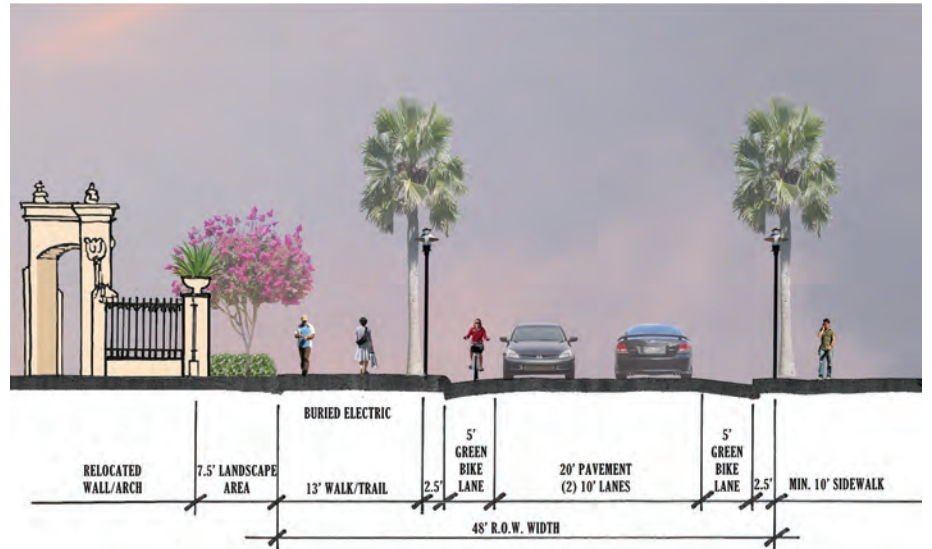
**N. Bay Shore Road** - - New College and the City of Sarasota have mutually settled on the dimensions for the Bay Shore Road right-of-way. An exhaustive title search and field investigation has established a 40-foot wide right-of-way between General Spaatz Boulevard and Ringling Plaza. Currently, the west side of Bay Shore Road remains unimproved, with a narrow strip between the edge of pavement and the campus wall. The narrow strip has several overhead utility poles. Paved vehicle lanes are 11-feet wide and there are no designated bicycle lanes. The existing condition is shown in the top figure.

Sarasota County Regional Transit (SCAT) Route 99 bus service diverts from US 41 to serve the center of campus along Bay Shore Road. Bus stops and benches on the west side of Bay Shore Road are very close to passing traffic and pose a potential safety hazard for bus patrons. In order to improve pedestrian, bicyclist and transit rider safety, Bay Shore Road is planned to be widened to provide a "complete street" for all users that will slow automobile traffic and reduce cut-through traffic. This improvement will also help to reduce campus automobile trips by providing safe alternatives to driving.

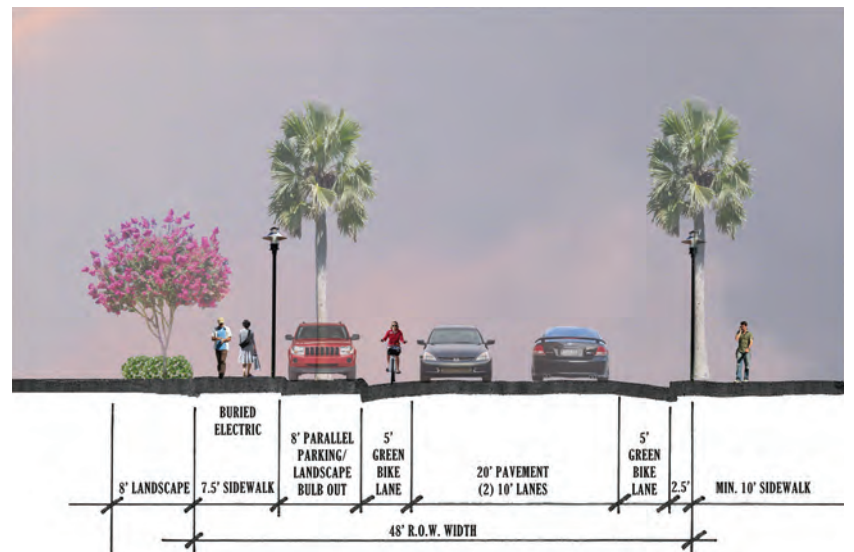
With the improvement, vehicle lanes would be reduced to 10-feet wide with painted green 5-foot bike lanes, wide sidewalks, lighting, landscaping and street trees, as shown in the street section in the Bay Shore Road Section 1 (middle figure) Overhead utility poles would be removed and the lines buried to remove obstructions and beautify the streetscape. On-street parking would not be located near pedestrian crossing at Dort Promenade, in order to prioritize pedestrian and bicycle movement and emphasize the Dort Arch as the symbolic center of the College. The arch is planned to be repaired/reinforced; it would be shifted west on its current axis as part of the Bay Shore Road improvement. On-street parking along the west side of Bay Shore Road, north and south of Dort Promenade, would provide 35 added spaces near the campus center, as shown in the street section in Bay Shore Road Section 2 (bottom figure).



Existing

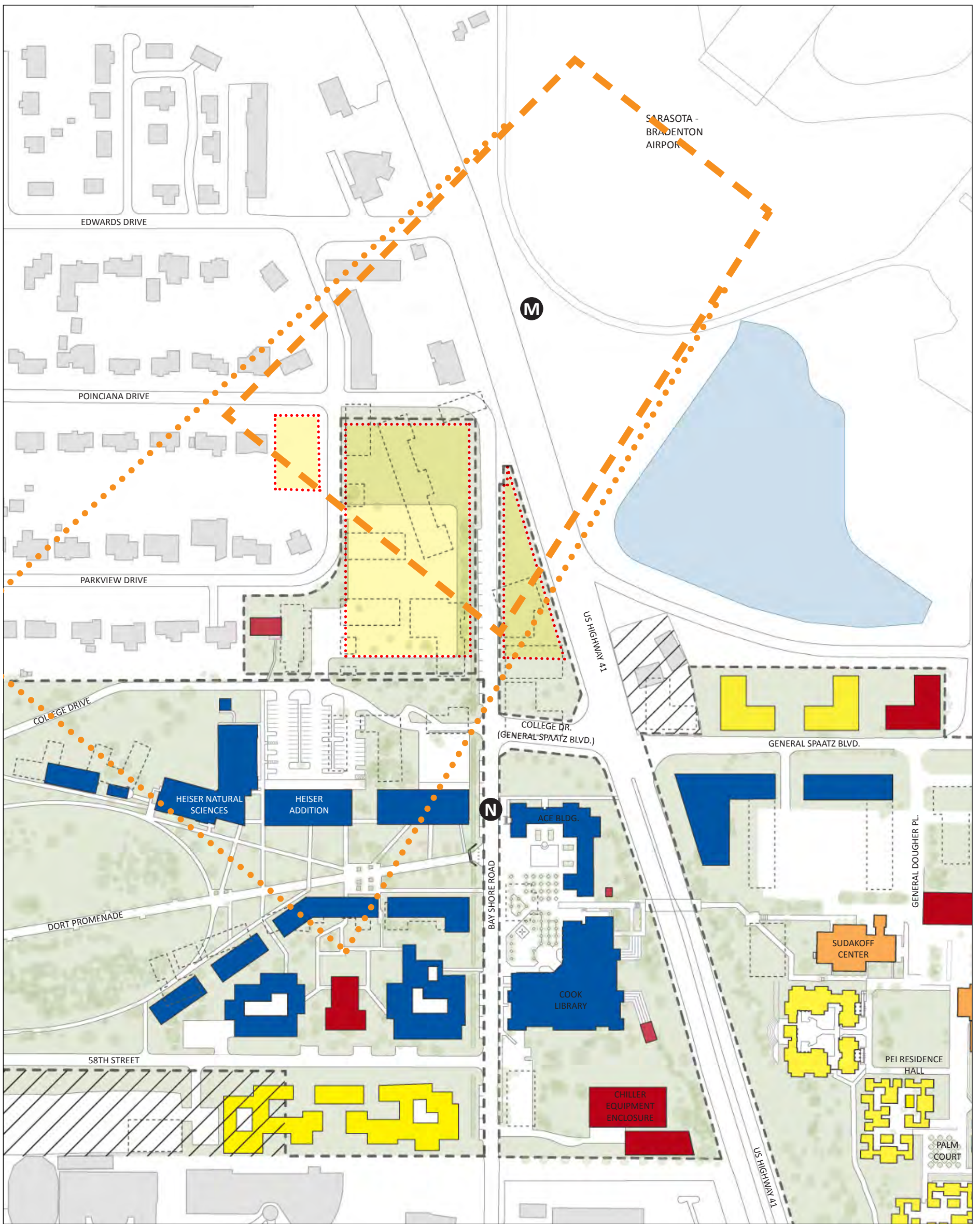


Bay Shore Road Section 1



Bay Shore Road Section 2





Illustrative Campus Plan - RPZ and Bay Shore Road

- |  |  |
|--|--|
| <span style="display:inline-block; width:15px; height:15px; background-color:blue; border:1px solid black;"></span> Academics                | <span style="display:inline-block; width:15px; height:15px; background-color:yellow; border:1px solid black;"></span> Residential  |
| <span style="display:inline-block; width:15px; height:15px; background-color:red; border:1px solid black;"></span> Administration/Facilities | <span style="display:inline-block; width:15px; height:15px; background-color:purple; border:1px solid black;"></span> Mixed-Use  |
| <span style="display:inline-block; width:15px; height:15px; background-color:orange; border:1px solid black;"></span> Commons                | <span style="display:inline-block; width:15px; height:15px; background-color:lightgreen; border:1px solid black;"></span> Recreation   |
|  | <span style="display:inline-block; width:15px; height:15px; border:1px solid black; background: repeating-linear-gradient(45deg, transparent, transparent 2px, gray 2px, gray 4px);"></span> Future Land Acquisition |

Amendment # 1 - See Pages 4:15 and 4:16 for revised building layouts in area of Bayfront Campus Academic Area

- |  |   |
|--|---|
|  |   |
| <span style="border: 1px dashed gray; display: inline-block; width: 10px; height: 10px;"></span> NCF Property Boundaries                   | <span style="border-bottom: 2px dashed orange; display: inline-block; width: 10px;"></span> RPZ Boundary  |
| <span style="border-bottom: 1px dotted orange; display: inline-block; width: 10px;"></span> Proposed Future RPZ Boundary                   | <span style="border: 1px dashed gray; display: inline-block; width: 10px; height: 10px;"></span> Proposed new buildings in 2008 plan, removed or reconfigured in current plan |
| <span style="border: 1px dotted red; display: inline-block; width: 10px; height: 10px;"></span> Areas of potential SRQ Airport acquisition |   |

## CHAPTER 4 : THE PLAN

### CAMPUS DESIGN CONTROLS

One of the most important assets of urban design is the relationship among buildings. In recent generations, architects have often designed buildings exclusively as singular, isolated objects. On college campuses, including New College's, this has often meant the arraying of new buildings with no visible formal relationship to their surroundings. For this reason, many buildings at New College look disconnected from each other. It is critical that the master plan identify key building relationships as a guide for the future development of the campus.

Prior to 1950, campus buildings were built in a manner that maximized their expressive power as individual objects and fully integrated them into a harmonious overall campus form. This is a model to which the New College campus must return. There are five particular criteria that, when properly controlled and integrated into a design, encourage compatibility between individual campus buildings. Every new or remodeled building on the campus should be subject to review based on these criteria: I) Plan Alignments, II) Axial Terminations, III) Massing Configurations, IV) Foundation Architecture and V) Architectural Types.

#### I. Plan Alignments

The alignment of buildings, paths, and landscape elements are vital because they reflect the fundamental order of a campus plan. They define the character of public space, which is the space between buildings. This public space is the most important physical dimension of a campus.

Alignments are typically organized equidistant to the centerline of a thoroughfare or public space. As a consequence, alignments determine locational order of buildings next to or along each other by keeping them properly set back from that centerline. Also, (and most importantly) alignments relate buildings located across from each other by holding them to common dimensions or mutually reinforcing formal inflections, such as coordinated massing in height and width, repeating building wings, etc.

One of the plan's strategies is to reinforce, and in some cases reconfigure existing campus features. These include both existing and defined walkways and view corridors. Special care must be exercised with the placement of new buildings so that they reinforce the best of existing alignments and repair or establish others where they should exist. Each future project will contribute to the form of each of these places by repairing or defining anew the proper location of buildings and landscape. Each individual project can contribute to the long-term strengthening of the form of the campus.

On the New College campus, there are seven principal places defined by the alignment of buildings (east or west location noted), as described in the accompanying drawing:

- Main campus entrance at US 41 (E/W)
- Main quadrangle and regenerative landscape alignment (W)
- Palmer Court (N)
- 58th Street corridor (W)
- General Dougher Place to Hamilton lawn corridor (E)
- Palm Court (E)
- Hamilton south lawn - Dort/Goldstein corridor (E)

#### II. Axial Terminations

There is no more emphatic way to illustrate the importance of a building than to place it at the end of an important compositional axis. On a campus, the lining up of regular buildings prepares the important places at the termination of such axes for receiving buildings of unique programs and unusual forms, such as libraries, gymnasiums, student centers, etc. In most cases, axial terminations occur at monumental buildings. Other axes extend to open urban spaces.

The axial organization of New College's plan begins with its east and west campus entrances, both of which require significant reinforcement. An axis at the west campus quadrangle passes through the gateway arch and terminates at the Cook Library. Major north-south cross axes exist at Bay shore Drive, and General Dougher Place.

A variety of other important axes exist. The pedestrian bridge axis forms a critical pedestrian linkage, like General Spaatz Drive, and terminates on the Hamilton classrooms. The existing Dort/Goldstein axis establishes a strong east-west alignment, and the new dormitories have been arranged to reinforce this pattern. The Pei dormitories receive the Dort/Goldstein and General Dougher axes.

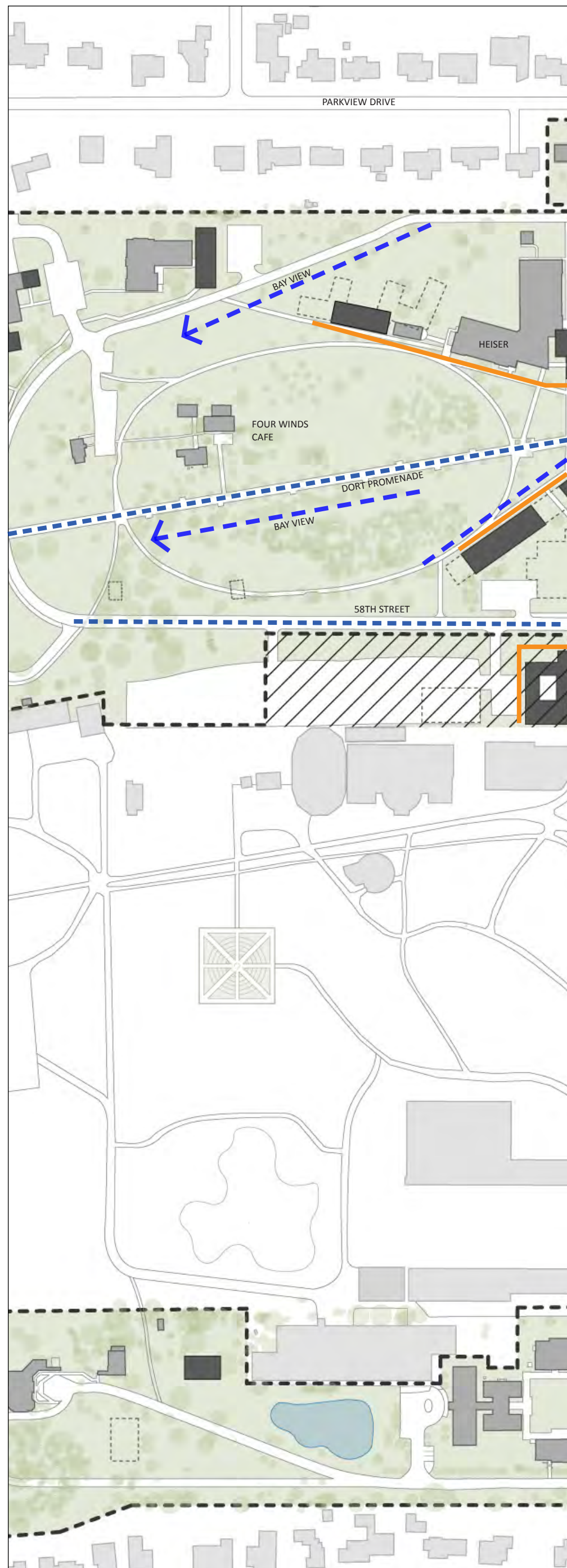
There are many other smaller-scale, localized axial terminations. In each case, it is critical that the way in which buildings address major spaces, receive axes, and relate to the scale of surrounding buildings reinforces the fabric of the campus and its public space so that they are both modulated, experienced, understood and used.

The plan proposes preserving all existing terminations and adds three more. These are illustrated in the adjacent diagram:

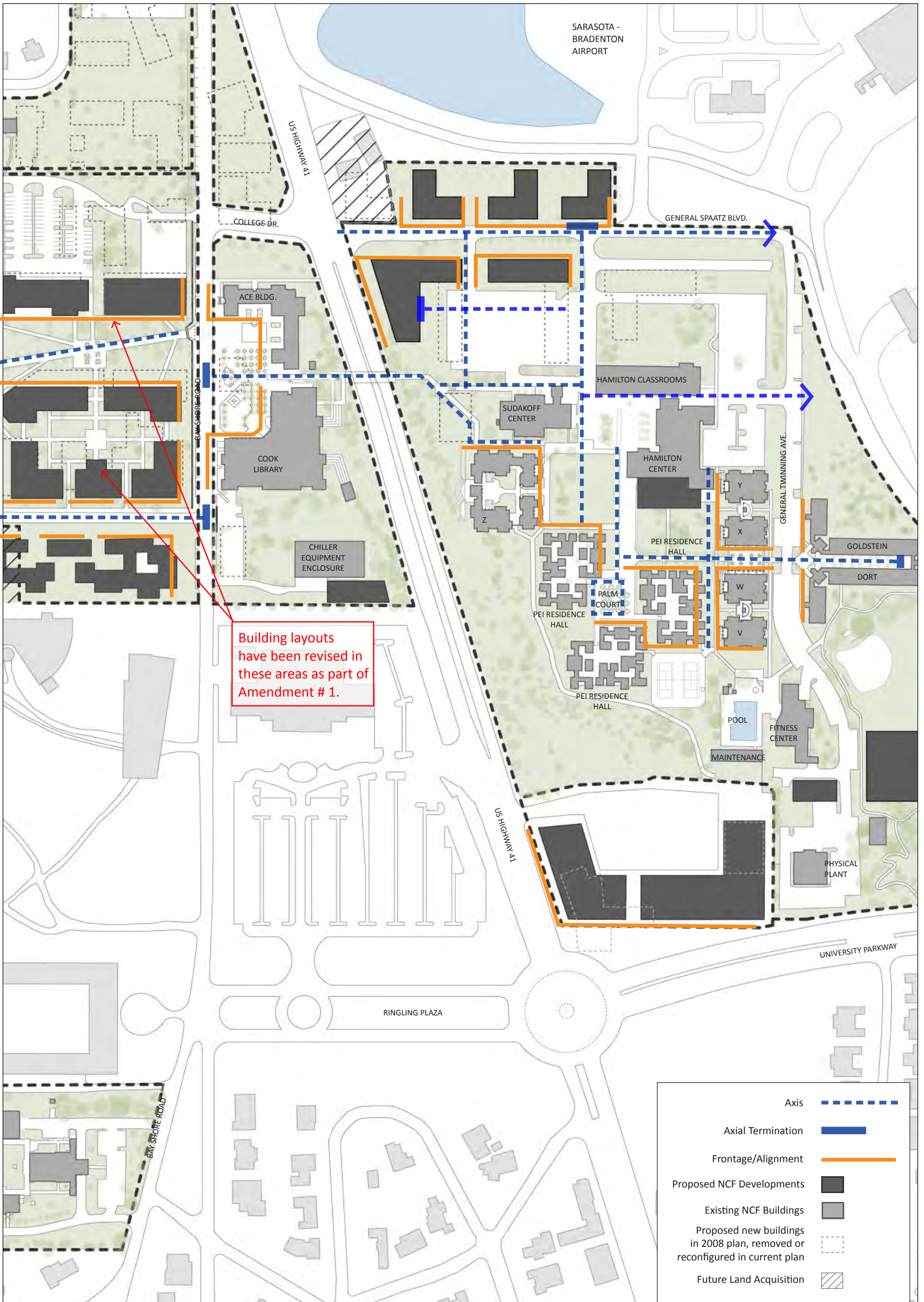
- The bridge axis which terminates into a sculpture
- A new building terminating the General Dougher Drive north axis
- The eastern terminus of 58th street at new focal point

#### III. Campus Vistas

Significant campus vistas are preserved and/or enhanced by the master plan. On the Bayfront Campus the new proposed buildings west of the Heiser building are positioned carefully in relation to College Drive. This allows the long view towards the Bay to be preserved as one enters the campus. The new buildings proposed west of the Palmer Court are angled to the southwest to open and enhance the broad view of the Dort Promenade and main quadrangle.



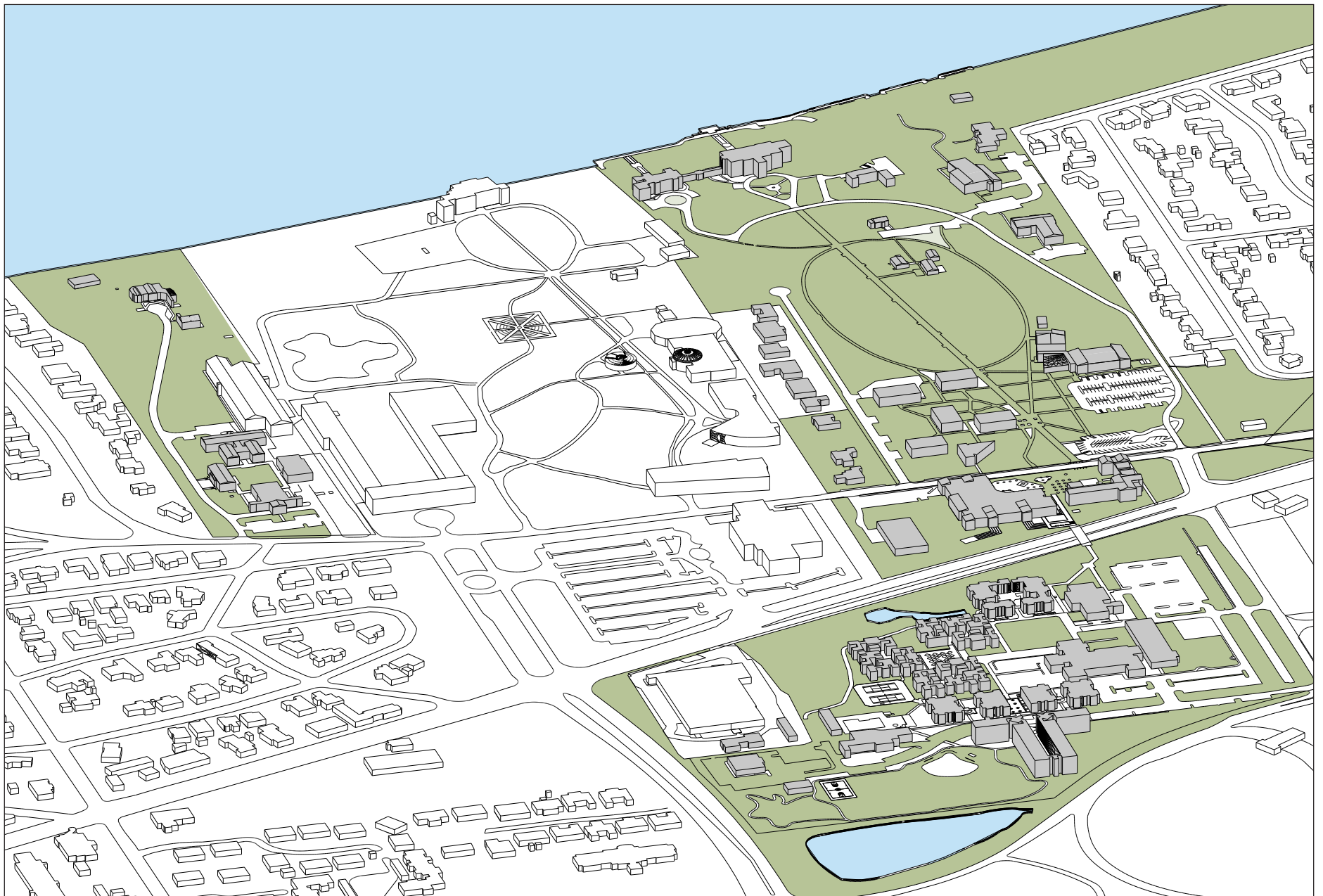
Alignments and Frontages Plan



Building layouts have been revised in these areas as part of Amendment # 1.

Axis	---
Axial Termination	—
Frontage/Alignment	—
Proposed NCF Developments	■
Existing NCF Buildings	■
Proposed new buildings in 2008 plan, removed or reconfigured in current plan	- - -
Future Land Acquisition	▨





#### IV. Massing Configurations

The following criteria aim to direct attention to aspects of design that move buildings away from self-centeredness and autonomy and toward dependence on a formal structure of the existing and envisioned campus. The first objective of each future building project should be the ongoing construction of the New College campus as a whole. This can be accomplished by addressing the following questions:

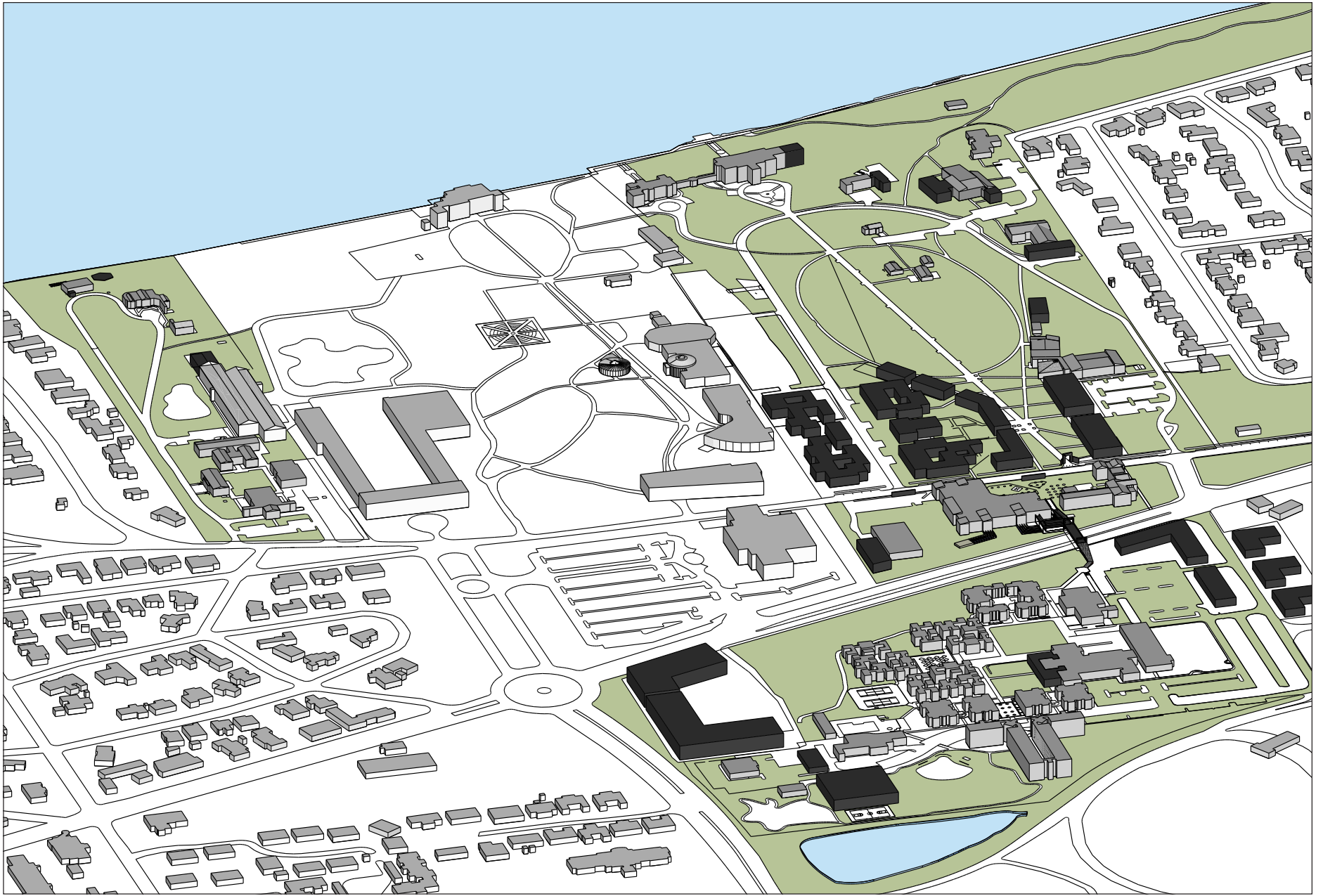
- Is the building designed with respect to the footprint, height, profile and mass of its neighbors and the campus?
- Is the building properly oriented to the natural conditions of its campus site, sun exposure, topography, water runoff, etc.?
- Is the building designed to contribute to the space figure of the campus and to the differences among its various places?
- Is the building entered and serviced based on the patterns of entry and service prevalent in its surroundings?
- Is the building designed with a ground floor and appropriate frontages that direct its interior space to adjacent courtyards, quads and gardens?
- Is the building designed so that the scale of its facades generate the character of adjacent courtyards, quads and gardens?

The massing model shown on these pages illustrates a first basic form for all projects anticipated on the campus to 2030. Although the final architectural designs for these projects will not be configured entirely as shown, this model should be treated as a living tool. It should be used by future architects at New College to illustrate the reasons for the massing of their buildings in response to the master plan controls outlined above.

#### CAMPUS - 2015

The massing of the existing campus includes a variety of building sizes, shapes and sites. A series of principles summarize the development of these components:

- Buildings on the campus reflect a limitation of height, no taller than two floors
- Buildings have articulation of form which is not consistent with a prescribed pattern
- Buildings have sloped and flat roofs of varying types
- Buildings tend to be grouped most densely in the Pei campus; axial relationships are incidental and not consistently applied; buildings in the Bayfront campus reflect incremental development pattern which have little or no relation to each other
- Building volumes are consistently oriented to serve hardscape areas in the Pei designed spaces; coordination with natural landscape and pedestrian landscapes is less resolved



#### CAMPUS VISION - 2035

The massing of the proposed campus includes buildings whose sizes, shapes, and sites are consistent with the scale and organization of the existing campus. The characteristics of these components are as follows:

- Buildings on the campus reflect a limitation of height, no taller than two to three floors, except where vertical elements reach 4 floors
- New buildings form the main quadrangle (Pei campus); there should be no violation of heights indicated
- Buildings have articulation of form and are intended to be sensitive to local context and provide appropriate height variation
- Buildings will respect the major axes as view corridors. Three related projects address the vision:
  - 1 Buildings surrounding the main quadrangle offering massing which forms aligned edges and frames views to the regenerative landscape
  - 2 Buildings surrounding the south quadrangle offering massing which forms aligned edges and frames views to the east and west
  - 3 Buildings at the campus entry offer massing which forms aligned edges and frames the entries to the Pei campus on General Spaatz Drive
- Building volumes are placed to encourage and maintain major pedestrian walks and linkages. All projects are conceived to link existing pedestrian circulation routes

Amendment # 1 - See Pages 4:15 and 4:16 for revised building layouts in area of Bayfront Campus Academic Area

## CHAPTER 4 : THE PLAN

### ARCHITECTURAL DESIGN CONTROLS - A FOUNDATION ARCHITECTURE

#### V. Foundation Architecture

##### *The need for a foundation architecture -*

Similar to other institutions, New College's physical assets must serve it for many generations to come. Since the College is a relatively young institution, it possesses fewer buildings which are built specifically for the campus and created as long-term assets. As the College has matured, it continues to enjoy substantial academic strength. Its challenge and opportunity will be to establish an architectural legacy which can match and enhance its outstanding academic record. This legacy can be thought of as the foundation of its campus, and its foundation architecture.

Colleges and universities are core institutions of the public trust - such as governments, museums, public libraries or churches. As a reflection of their missions, such institutions make places which reinforce their ambitions and ideals. The foundation architecture chosen by each institution embodies its particular sense of purpose and integrity. In order to fulfill the promise of its mission, each institution can and must define an architectural direction well in advance of undertaking new building efforts. This approach is critical even though the institution may only build one structure every few years.

New College's architecture needs to reflect such a long term commitment to both place-making and high quality buildings. The College's approach must emphasize long-lived buildings and spaces which will serve as its most important physical assets. This fabric must be carefully crafted, then protected and preserved; it will become the essence of the College. The quality of New College's architecture must reflect of the highest aspirations of the institution. Care in execution must differentiate it from strictly functional, common, and everyday building.

##### *A definition of foundation architecture -*

In order to further refine the use of the term foundation architecture, one can refer to a key historic source. Vitruvius, the Roman writer, architect, and engineer of the first century BC wrote of three important attributes of architecture - firmitas, utilitas, venustas. These attributes have been interpreted by architectural historians to reflect firmness, commodity and delight. The reference to firmness reflects the need for a substantial body; the reference to commodity refers to usefulness; the reference to delight suggests a less tangible aspect of great design, its beauty and charm. Vitruvius' definition encourages one to think of architecture as both functional and as an extension of the human spirit. In addition to Vitruvius' three characteristics, one can add two others, namely that architecture must reinforce the "whole" of the institution as a place (such as a campus), and reflect the institution's mission. The extension of these qualities can be summarized in five elements of foundation architecture, as follows:

- It is built of substantial materials and reflects a commitment to permanence
- It offers utility and security to its users
- It is an extension of the human spirit and a source of delight for its users
- It contributes to the whole of the campus as a place
- It reflects the long-term mission and aspirations of the institution

These characteristics must guide the philosophy of New College's efforts so that each new building contributes to the body of a well-designed campus.

##### *Key actions to insure coherence of foundation architecture -*

Four approaches should be reflected in all design efforts going forward, as follows:

###### **1. A commitment to foundation architecture -**

As an institution, a College is by its nature an institution which is established for the long term. In order for foundation architecture to take root, building programs must focus on coherence rather than incidental development. It is critical that each new building be considered for its contribution to foundation architecture and its respect for the overall master plan context, including scale, form, material and character. New College must establish a strong commitment in the short term and pursue that commitment in the long term in order to reinforce the meaningful characteristics of the current campus and further develop the new places which are proposed in this master plan.

###### **2. Building for the long term -**

As long-term institutional assets, college and university buildings must be seen as fundamentally different from market-rate building fabric. The economic models for New College's buildings should be seen as distinct from commercial development, which use short-term depreciation schedules to justify short- and medium-term life spans. In contrast, college and university buildings are required to function for the long term. New College's buildings should be planned and budgeted for a minimum 50-year life span. This requires that buildings are both stout in construction quality and flexible in configuration. Similar to older, well constructed building fabric in cities, new buildings can and must be flexibly designed to encourage mixed uses and allow future adaptability. This ensures continued utility and contributes to long-term economic viability and sustainability.

###### **3. Articulation of architectural character -**

The most powerful image of a campus is established by a coordinated approach to the character of its buildings. Although there is no desire to duplicate building designs, all new buildings must respect a common set of architectural sensibilities regarding massing, form, material and detail. This principle requires that a campus architect, supported by a designated group of staff and students regularly monitor the relationship between the master plan and proposed buildings. These individuals must participate in the development of a long-term architectural vision and help explain why the vision creates substantial value for the campus and is vital and well-suited to New College's interests.

###### **4. Integration of regional traditions and materials -**

Buildings which acknowledge their own place, time and local traditions tend to become valued cultural objects. A key strategy to create legacy buildings must be to establish a connection with these traditions by utilizing forms and materials which are familiar, high quality, and regionally-available. Light colored brick, galvalume roofs, limestone, and high quality stucco are some of the materials which can be part of such an architectural palette. Shaded overhangs, breezeways, operable windows where appropriate, and pedestrian-scale arcades are architectural forms which can be key components of such a vocabulary. Integration of climate-sensitive and sustainable design must also be critical parts of this approach.

Each of these actions must be at the heart of New College's building programs as a part of a long-term commitment to architectural excellence.



Civic Concept Image



Academic Concept Image



Residential Concept Image



Commercial Concept Image

## **VI. Architectural Types**

Architectural form is generated by a variety of different building types and uses within and adjacent to the New College campus. This section describes each of these types and provides guidance for future development.

**Civic** - Buildings which serve social, governmental, and other public functions are considered civic. Given the campus's highly visible entry, a new civic building has been built at the General Spaatz entry as a memorable place. This class of architectural form is monumental in scale and reflects the pride of its community. As the focus of social activity, this building helps frame the terminus of the college's entry axis. It embraces a major plaza, and otherwise strongly relates to important public spaces. Examples of civic buildings often incorporate permanent, regionally-available materials and regionally-inspired ornament, and have important entries and fenestration. Sections may include generous, taller than normal ceilings which allow transoms and large windows. When such buildings are located adjacent to New College, heights should be limited to two to three floors, tower elements not to exceed four floors.

**Academic** - The nature of a campus is substantially related to the quality and form of its academic buildings. Academic buildings reflect an institution's commitment to its mission and serve a symbolic role. This building type carries a substantial burden on most campuses by providing classrooms, faculty offices, and major internal gathering spaces. The form of academic buildings is often monumental; academic buildings are analogous to civic buildings for campuses. In section ground floors tend to be tall to accommodate lecture halls and large classroom windows. In elevation they often incorporate large windows to allow natural light in classrooms. They tend to be monumental, permanent, and are often based upon regional traditions. In terms of construction, they are typically built for long life and feature substantial and finely detailed materials; quality of construction is a primary issue. On New College's campus this class of building will ideally be small to medium scale, two to three floors, and incorporate generous amounts of natural light.

**Residential** - Residential buildings are often distinguished by features which balance the need for independence with the social advantages of living in a community. In elevation, this balance is often expressed by exterior features such as porches and balconies which maintain separation from, yet allow communication with, those in public spaces. Other usual design features are generous-sized fenestration for air and natural light and more intimate scales than other building types. Pedestrian linkages to major paths serve successful residential fabric. Variations in residential housing designs emphasize different attitudes towards informality, convenience, privacy and family needs. Student residential buildings tend to incorporate centralized entries which serve internal corridors and over-scaled living rooms for group-use. Faculty housing models tend to incorporate individual entries, small yards or common spaces, and are organized as condominiums. These characteristics reflect the preference for autonomy and privacy. Similar to other building types on the New College's campus, two to three floor buildings are appropriate. Variations of massing and sloping rooflines can add interest and identity.

**Commercial** - Mixed-use complexes adjacent to campus will include commercial buildings which can serve neighboring residential and campus communities. In section, these structures are distinguished by a minimal or no-setback from ample public sidewalks, and often incorporate arcades to provide shelter for shoppers. They tend to be two to three floors and may have street-facing attached balconies above the first floor. In elevation they often utilize brick construction with a parapet and exposed trusses. In dense areas commercial buildings are arranged in a contiguous fashion (only a demising wall separates one address from the next) creating a continuous building face over the length of a city block. They also offer the opportunity for mixing uses with retail below and living spaces above. Parking is accommodated by centralized "park-once" garages and on-street parallel or angled parking. In each case a consolidated point of auto entry and near-universal street parking minimize the need for multiple separate driveways. Service is typically provided from a rear alley, leaving the sidewalk free for continuous safe flow of pedestrian traffic.

### INTRODUCTION

The Campus Master Plan has been described in previous chapters as a holistic undertaking with implementation strategies, engaging the plan in a variety of technical disciplines simultaneously. In this chapter it will be presented as a series of strategies phrased in the particular terms of each individual discipline. Overall coordination and internal consistency of the actions within each discipline are necessary for a coherent and effective campus development process.

Plan Components are explored in this chapter. Each are framed as tasks and/or strategies. For example, a landscape strategy could become part of a building-centered project, or be implemented as a single landscape-driven project. The following is an introduction into the strategies for the six key plan components.

**Conservation/Preservation** - The protection of campus resources requires a series of policies which address both valued landscapes and historic buildings. This section recognizes the significant role of existing natural places and their value as investments already made. It seeks to conserve them and to ensure their continued use by students, faculty, staff and alumni. This section also presents a list of preservation measures and directs attention to standards for historic building rehabilitation as a management resource.

**Landscape** - The New College campus is a precious natural resource. The 2011 Landscape Master Plan, which is incorporated by reference into this plan, embraces a wide variety of projects which will enhance the landscape and pedestrian character and experience of the campus. Strategies and projects aim to capitalize on natural resources and to both create new outdoor spaces as well as to enhance the space between existing buildings. This strategy recognizes landscape as an active ingredient in the academic and social mission of the College.

**Architecture** - A master plan is to a great extent driven by its architectural components. The construction and maintenance of facilities of all kinds is the development engine of a campus. This section identifies new and renovation projects and establishes the standards for their completion. It does so by introducing a protocol for project initiation that is inclusive of all disciplines necessary to raise architecture to the challenge of building a coherent and harmonious campus one project at a time.

**Transportation** - This section describes an effort to balance automobile usage and pedestrian activity as part of a campus enhancement approach. Strategies and projects aim to expand the pedestrian network to the entire campus by enhancing connectivity between campuses and adjacent institutions. The principal design changes will be to minimize roads and parking areas in pedestrian areas of the campus and encourage bicycling, walking and using public transportation.

**Sustainability** - The nature of New College as a long-term institution creates the opportunity to integrate efficiency and ecological responsibility into the operation of the campus for both buildings and grounds. This section outlines means of achieving both financial and resource benefits of campus-wide sustainability approaches. Four simple implementation steps are proposed that can improve the sustainability performance of the campus.

**Utilities/Civil** - The utility and civil infrastructure has been typically constructed in a piecemeal fashion as part of individual building projects over the last five decades. This section proposes the completion of a new, comprehensive, technical master plan to fully update other systems. It focuses on adjustments to the existing stormwater, potable water and sanitary sewer systems to serve new and existing buildings. It includes a list of capital improvement projects planned along with solid waste services.





Conservation/Preservation



Transportation



Architecture



Utilities



Landscape/Pedestrian Paths



Sustainability

## CHAPTER 5 : PLAN COMPONENTS

### CONSERVATION / PRESERVATION

One of the most recognizable parts of the College is dominated by I.M. Pei's original Pei Campus buildings, the first constructed by New College. Another very different but key part of the College on the Bayfront Campus is the Charles Ringling Mansion, now College Hall and related support buildings and extensive landscape areas which frame its dramatic waterfront location. The Bayfront Campus was built much earlier, includes some traditional design and is sited along the waterfront. A third part of the College is the south location of the Caples Campus, that also enjoys a waterfront site. The Pei Campus is located immediately adjacent to the existing airport and urban fabric and is modern in its design vocabulary. Each location offers very different natural and man-made resources.

Considering the variation in these environments and resources the plan recommends four key strategies, as follows:

**1. Preserve historic structures** - Although New College is not primarily known for its historic fabric, the preservation of key historic buildings is an important step in solidifying the character of the College. In order to properly maintain and move forward with master planning activities, there must be recognition of historic resources. College Hall, for instance, maintains a highly visible relationship to the Ringling Museum, the Cà d'Zan, waterfront and plays a ceremonial role in campus life; it serves a vital part in establishing the character of the Bayfront Campus.

Historic structures associated with the Caples and Ringling families were listed in the National Register of Historic Places in 1982 as the Caples'-Ringlings' Estates Historic District (site file #82001039). Historic preservation efforts should focus on the sensitive maintenance, renovation and restoration of these properties. The 1994 Caples-Ringling Estates Preservation Plan Project for the Bayfront Campus of New College prepared by Carl Abbott FAIA Architects/Planners in association with Stevenson Architects should be reviewed and updated as part of an ongoing effort to preserve the historic resources of the College.

Although it is younger and reflects far different design sensibilities, the Pei buildings are central to the character of the Pei Campus. A historic survey should be undertaken to identify long-term significance of these and all other campus buildings along with a conservation and redevelopment plan to guide future administrators and design consultants. An architectural and historic survey is needed for the Pei Campus to formally evaluate its significance and to aid in directing future development. It is likely the three Pei-designed residence halls, Bates, Rothenberg, and Johnson (1965) and the Hamilton Center (1967) are eligible for listing in the National Register of Historic Places under Criterion C for significant architecture. Since they are now 50 years old, the buildings could meet National Register Criterion Consideration G for their significance as the work of I.M. Pei. In addition, they represent the vision of the New College Board of Trustees who undertook a unique architectural selection process involving the country's leading architects to design the first buildings of the College. Any future renovations to these buildings should respect the architectural significance of the properties and follow the Secretary of the Interior's Standards for Rehabilitation.

#### Caples'-Ringlings' Estates National Historic District

Contributing structures within the Caples'-Ringlings' Estates Historic District on the campus of New College include the following:

- College Hall (1926)
- Cook Hall (1926)
- Robertson Hall (1925)
- Barn / Four Winds Café (1925)
- Social Sciences Building (1925)
- Caples Hall and the Carriage House (1930)

**2. Conserve valued natural landscapes** - A significant contributor to the appeal of the campus is the landscape on the Bayfront Campus. A topic of great significance to the future of the physical campus is the careful treatment, management, and conservation of this natural landscape. In recognition of this issue, the plan seeks to use buildings to frame, and retain a portion of the Bayfront Campus open space as a regenerative landscape. Any new development should include a survey of mature/historic trees and significant view corridors, sensitive integration of storm water and other sustainable systems, and management of landscape to favor native and drought tolerant plants. The emphasis on this effort should be to protect existing landscape while integrating sensitive new designs which are noted in great detail in the College's 2011 Landscape Master Plan.

#### Landscape Restoration Area

The Oval Lawn within the elliptical sidewalk on the Bayfront campus is designated as a Landscape Restoration Area. This is an open space for passive recreation and for promoting a regenerative landscape. Native plantings, pedestrian amenities, and utilities may occur in this space. The Landscape Master Plan identifies that students have prepared a plan for the Oval Restoration area.

#### Uplands Bayfront Preserve

Generally, the College campus is characterized as a pine flatwood area biological community. Wildlife includes screech owls, osprey, pileated woodpeckers, wood ducks, and great horned owls, all of which nest in the dead oak, pine and/or palm trees. The Uplands Bayfront Preserve is open space for passive recreational and preservation purposes potentially providing opportunities for research. Trails and outdoor classroom activities may occur in this space.

**3. Respect storm velocity zone and build storm-compatible buildings** - The College's location on the bayfront offers a vast resource for enjoyment of a natural place. The preservation of areas on the westerly portions of the Bayfront campus and Caples campus will guarantee that this is used in the long-term. It is also critical to avoid building in the coastal velocity zone to avoid the threat of storm surges. Although New College may choose, at its own discretion to continue using westerly and low-lying buildings for appropriate purposes, it is recommended that special emergency procedures be integrated into the operation of these buildings. This plan envisions that areas within the coastal velocity zone be used as primarily appropriate for open spaces, to including native coastal vegetation, existing trees, and other natural features. New Bayfront Campus buildings beyond the bayfront and low-lying areas should be limited to storm-hardened structures. Ideally, all



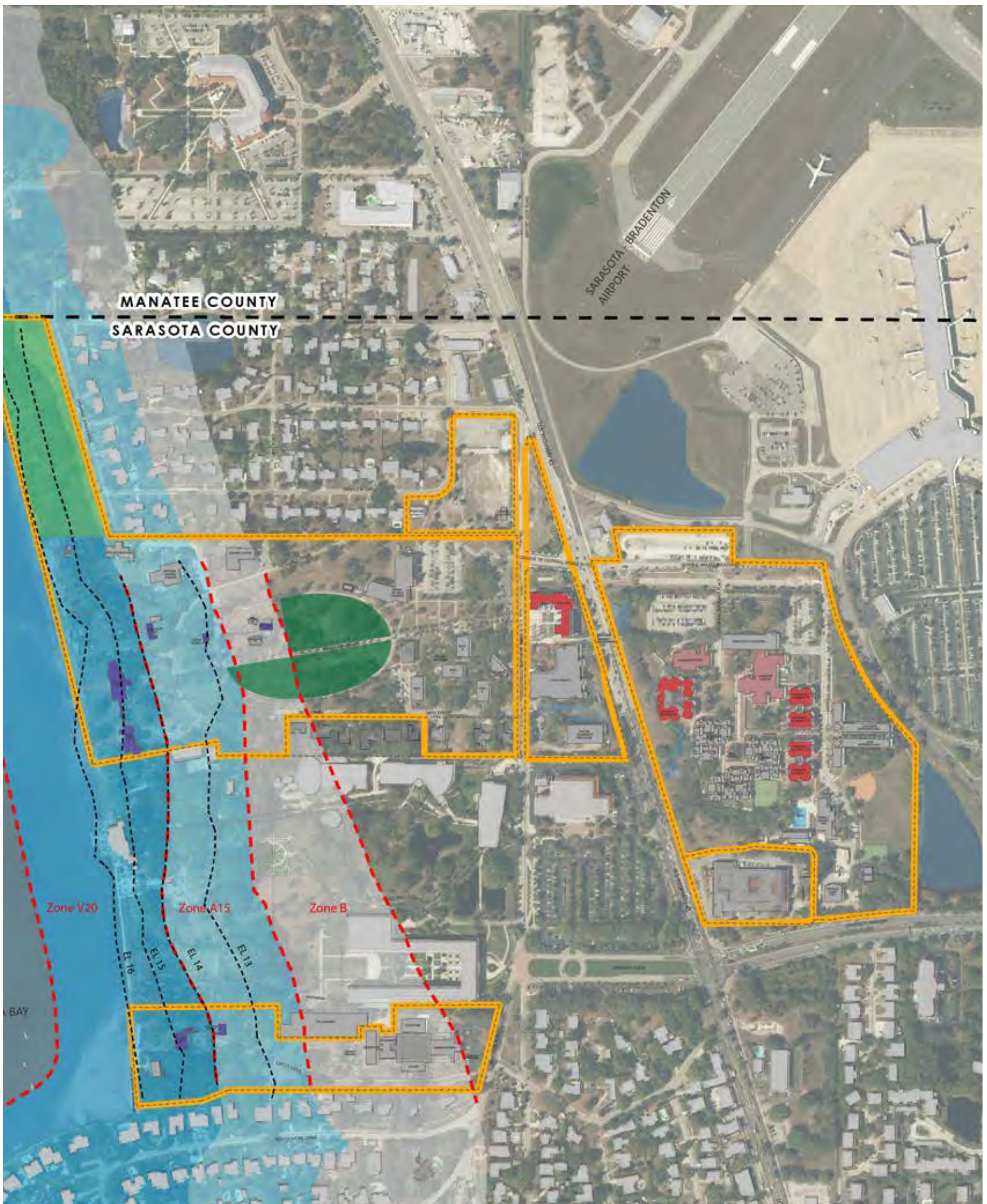
campus buildings should be storm hardened and suitable as shelters to avoid the need for evacuation during major storm events.

#### Evacuation Shelters

The August 2013 New College Emergency Operations Plan (EOP) was prepared to integrate the responses of all available College resources and increase the level of emergency preparedness on campus. The EOP describes the roles and responsibilities of departments and employees in protecting life and property, in responding to the needs of those affected, and in disseminating accurate and timely information to the campus and the public. When on-campus sheltering is required, the College will evacuate students to designated on-campus shelters. The EOP designates High Wind Shelters to be used in priority order: ACE Building, and the V, W, X, Y, and Z Residence Halls. For post storm and non-wind events, Sudakoff, Hamilton and other space may be considered.

The coastal high hazard area (CHHA) is defined as those areas seaward of the Coastal Construction Control Line and Federal Emergency Management Agency (FEMA) designated V Zones, whichever is more restrictive. Lands within the CHHA have experienced or are predicted to experience damage from storm surge, waves or erosion from storm driven water. The City's Coastal Construction Code and Zoning Code regulate development and addresses flood hazard concerns in the coastal area. In 2001, College Hall, Cook Hall, Robertson Hall, and Caples Hall, located within Flood Zone V, were connected to the City's sanitary sewer system to eliminate any potential exposure of septic tanks during a tidal surge. Due to the waterfront location of portions of Campus, more restrictive guidelines will be required to be met during future planning efforts. New facilities on the Bayfront Campus may not be located within the designated CHHA.

**FEMA Velocity Zone** - Where buildings are constructed on the Bayfront Campus, there is a storm requirement to respect minimum finished floor elevations. This includes required elevations provided by the FEMA on maps dated 1984. These elevations are shown on FEMA maps for 100 year flood zones as well as velocity zones. Three zones (with progressive sub areas) are identified: V-20 (velocity zones), A-15 (100 year flood zones) and B (a 500 year flood zone). The zones identify the greatest threat at the western edge at the Sarasota Bayfront; this threat diminishes as ground elevations reach higher levels near US 41. All future construction should include careful review of updated FEMA flood zone and velocity maps.

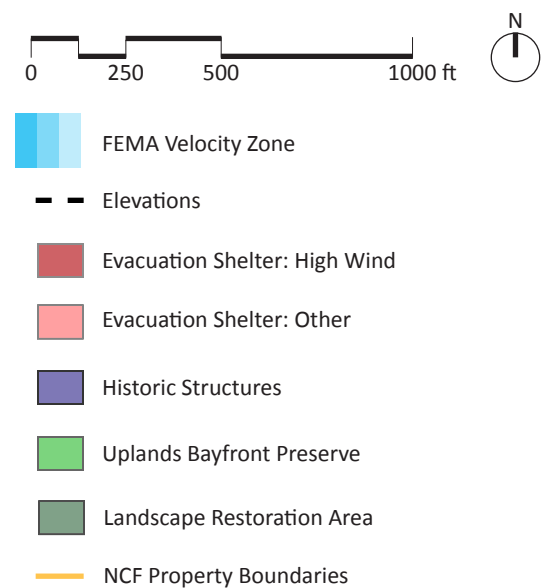


Sources: FEMA, New College EOP, National Register of Historic Places.

### Conservation and Coastal Management

The flood zones and required elevations noted above are as follow:

FEMA flood zone designation:	Required elevation above sea level:
V-20 (Velocity Zone)	15'-18'
A-15 (100 Year Flood Zone)	13'-14'
B (500 Year Flood Zone)	Below 13' as shown on map



### CONSERVATION / PRESERVATION

**4. Integrate sustainable systems into campus** - A significant focus of the plan is the integration of comprehensive resource conservation strategies relating to site design, stormwater, buildings, and landscapes. This commitment will affect many areas of campus operation, protection of natural features, construction of adaptable buildings, and building for the long term (minimum 50 year life). All new buildings and landscapes should be conceived as highly resource efficient and sustainable. New construction should also recognize the enormous benefit of daylighting, protecting water quality and wildlife habitat.

#### Natural Coastal Features

Due to the unique location and historical characteristics of the campus, a number of natural features are identified within the campus property. Sarasota Bay forms the western boundary of the campus. The Florida Department of Environmental Protection has designated the Sarasota Bay as Outstanding Florida Water, and is therefore afforded the highest degree of protection by the State. In addition, the Bay has been recognized as meriting special attention under the Estuary Management Provision of the 1987 amendment to the Clean Water Act. The region is home to a wide variety of marine life, including manatees, mullet, dolphins, spotted sea trout, snook, redfish, stone crab, blue crab and bait shrimp. The area features outstanding fishing, boating and wildlife viewing. Stormwater improvements for the Bayfront Campus will be needed to improve the quality of runoff before it is discharged into Sarasota Bay.

On the north end of Campus, a large grass flat is located seaward of the Uplands residential subdivision. Some of the seagrass flat is under the control of the College. A creek bisects the Uplands residential subdivision on the north side of campus, flowing from a lake into Sarasota Bay. Saltmarsh cordgrass, scattered mangroves, and a mixed hammock exist along the creek. In this area is the Uplands Preserve open space area and beach along the bayfront. There is another beach on the Caples Campus.

The Campus Master Plan envisions providing stormwater facilities to improve the quality of the existing system on the Bayfront Campus. These alterations should improve the stormwater runoff into Sarasota Bay in keeping with City and the Southwest Florida Water Management District (SWFWMD) requirements regarding on-site attenuation and correction of older systems. As the marine sciences research program uses the bayfront consideration should be given to protecting the identified seagrass area to the north of the campus and native estuarine beach plants at the Caples Campus from the impacts of vessels and research.

#### Estuary Conditions

The western boundary of the College is Sarasota Bay which is a subtropical estuary. The largest grass flat or seagrass bed on the mainland shore in Sarasota Bay exists to the west of the campus. Some of the grass flat is under the control of the College. It is the only grass flat on the mainland shore of the bay, and at least three species of seagrass are found there: turtle grass, shoal grass and widgeon grass. The grass flat and mangrove area is an important foraging zone for wading birds such as the great blue heron, snowy egret, brown pelican, wood stork, roseate spoonbill and white ibis. Ecology and biology classes use the grass flat for research.

These seagrass beds trap sediments, absorb nutrients and provide a diverse habitat and food source for marine species. The life of the beds depends on the impact of development and their associated activities. Physical impacts and reduced light level have the greatest effect on the survival of the seagrass beds. Non-point pollution from stormwater drainage can increase water turbidity due to suspended particles contained in the runoff. The campus drainage system does include outfalls into Sarasota Bay. Any future development on-campus should follow City requirements regarding the on-site attenuation with consideration of correcting older drainage systems.

The campus community participates in the Sarasota Bay Estuary Program to develop strategies to protect and improve the Bay. In 1992, the Program provided funding for a seawall removal project located at the shoreline of the Caples Campus. The project was the removal of a 325-foot-long crumbling seawall to stabilize the shoreline, resulting in the restoration of a natural estuarine beach with exotics and native vegetation. Students from the Environmental Studies Program monitored the project. The Uplands Preserve, located west of Uplands Boulevard, contains another campus beach that is part of an open space area.

The Charles Ringling mansion and its gravity seawall, constructed in 1925-26, weathered tides and storms for 85 years until the seawall was on the verge of collapse. With funding from the State of Florida, the old seawall was replaced in 2012 to restore the aesthetic of the Ringling Historic District but with more modern materials. In addition to the beautiful balustrade along Sarasota Bay, the restoration includes an intertidal lagoon with a sloping shoreline and additional intertidal habitat, providing New College students better access to study the natural environment.

## LANDSCAPE

The conceptual landscape plan for the campus is based upon a series of initiatives that were prepared and approved as part of the New College Landscape Master Plan, dated January 11, 2011. The Landscape Master Plan documented existing campus conditions and provided direction for future projects that will enhance and provide reuse of existing places within the campus. The Landscape Master Plan is a companion guidance document to the Campus Master Plan and should assist future capital improvement project designers by referencing important features and establishing prototypical treatments for landscape elements on the campus.

The goal of the New College Campus is to create a unified spatial environment that blends with and complements the campus setting. The approved plan identifies a systematic approach for landscape improvements that take into account both short and long term implications at a macro level. Any of the recommendations must be balanced with the annually adopted Capital Improvement Program funding allocations. In accordance with New College's desire to leverage outdoor learning opportunities and properly manage all areas of the landscape throughout the campus, smaller short-range landscape improvement projects that can be implemented sooner rather than later will contribute greatly to overarching aesthetic, educational and operational goals.

The New College Campus benefits from a substantial mixed forested upland tree canopy over most of the campus. The tree canopy adds to the user's sense of place, improves biological diversity occurring on the campus and requires protection in order to ensure its long term survival. Recognizing that this living resource will change over time means that the College needs to plan for its maintenance and evolution to improve existing vegetative communities through the removal of ecologically undesirable vegetation.

It is the intent of New College to remove all non-native invasive plants, whether grasses, shrubs or trees, which are identified on the most recent Florida Exotic Pest Plant Council Invasive Plant List (online at [www.fleppc.org/list/list.htm](http://www.fleppc.org/list/list.htm)) from the campus grounds. As these species are located on the campus, coordination with the Florida Department of Environmental Protection and other appropriate governmental entities is needed to ensure the proper removal and disposal of these exotic species.

A campus wide tree survey and tree management strategy will guide the extent of the tree work required to assure the long term health and safety of existing campus trees. These will continue to serve as a basis for the development of a long-term tree maintenance program which will include planned new tree planting and maintenance of mixed-age plantings. The International Society of Arboriculture (online at [www.isa-arbor.com](http://www.isa-arbor.com)) certified professionals can provide proper management techniques to protect and strengthen the forest.

It is also important to use native plantings and Florida-friendly landscaping where possible, incorporate low impact development techniques and maintain some open planting areas. Native plants such as mangroves and salt marsh cord grass should be protected. Standing dead pine trees located on the Caples Campus bay front and the bay front north of College Hall should be allowed to remain, where possible, to provide sites for nests and roosts for Ospreys, wading birds and cavity nesting birds. The bayfront area is to be used for open space, ceremonial occasions and/or recreation, and associated educational and research activities.

In addition, having historic building resources on the campus adds another level of recognition needed in the forest. Historic building settings are defined in part by the landscape and plantings surrounding it. The College's historic buildings include non-native and potentially invasive landscape species that should be appropriately maintained and protected as part of the historic context.



Campus Shade Trees



View Toward the Bayfront



Plaza Landscaping

### ARCHITECTURE

**Background** - The existing New College campus offers compelling and diverse design possibilities for both natural beauty and a vibrant, urban character. It is unique due to the unusual qualities of its land parcels, each of which offers striking physical differences.

The most compelling natural influence is the west campus's Sarasota Bayfront location. This portion of the campus offers quiet, contemplative spaces, the beauty of natural landscapes and waterfront vistas, and lower elevation areas which must respect the potential for storm surges. The buildings along the bayfront are distinguished and historic. They constitute the formal heart and current public image of the campus.

Closer to Bay Shore Road are located the bulk of the academic buildings. These are randomly sited and their incremental character results in a confusing array of objects in need of a unifying theme. It is this theme, a consistent fabric and a readable figure of public space and landscape that this plan needs to establish. This will become over time the identity and the place that is the New College. The emphasis on placing a majority of new buildings in this area allows them to reside in a central, easily accessible location, as well as to avoid exposure to potential storm surges near the bayfront.

The Caples campus, located a short walk to the south on Bay Shore Road, is physically separated from the west campus. Its length equals that of the west campus although the campus is much narrower. Due to the separation of the two west campus areas, Bay Shore Road serves a vital role as a connector. New College shares Bay Shore Road with its gracious neighbor, the Ringling Museum. Given the separation of New College's parcels, it is natural to explore the potential for added beachfront and inland pedestrian pathways and other mutually beneficial arrangements with the Ringling Museum.

Similar to the way in which natural features define the west campus, man-made features define the mature and dense east campus. Among these features are U.S. Route 41 which bisects the campus; University Parkway which defines the southern edge; and the Sarasota-Bradenton Airport which defines the northern and eastern campus edges. Each of these influences tend to create hard edges and reinforce the notion of a separated campus area. The east campus currently includes New College's major residential and academic buildings, which are connected to the west campus by a single pedestrian/service bridge and two at-grade crosswalks on U.S. 41.

Due to such geographic separations and "hard edges," an important goal for the master plan is unification of New College's "three campuses." Strategies such as facilitation of pedestrian movement and creation of centrally located destinations can substantially address this challenge. Although the campus geography will likely remain intact, architecture can play a key role in transforming New College's balkanized character.

**Strategies** - New buildings should be centrally located relative to the "three campuses" Although campus density is highest in the east campus, the physical center of New College's land parcels exists in the lower density west campus, near Bay Shore Road and Cook Library. The establishment of this location as the focus of future development will provide both the capacity and central location to serve long-term College needs. As the east campus approaches its maximum capacity, the west campus can provide new building locations which are adjacent to the most scenic and central portions of campus.

- Create compelling academic spaces - Using this strategy, the master plan proposes a new grouping of buildings to form a central quadrangle and supporting facilities.
- Reinforce the pedestrian network - The new buildings could be conveniently accessed from a secondary, lightweight pedestrian bridge which could connect the existing east campus, as well as enhanced pedestrian and bicycle paths at Bay Shore Road, to connect the Caples campus, and to internally access all three campus areas.
- Respect surge zones for safety - Due to safety concerns, west campus development will respect the surge velocity zone and feature attractive, highly sustainable regenerative landscapes at lower elevations and exposed waterfront areas. (see also landscape master plan)
- Address programmatic goals - The master plan's architectural strategies address six overarching concerns: creation of significant capacity for future growth; linkage of disparate campus parcels to emphasize the primacy of academic community; creation of pedestrian- and bicycle-friendly amenities for safety, convenience and enjoyment; integration of sustainability measures for buildings and infrastructure; and use of design strategies which respect the risks of coastal surges.
- Architectural Approach - Architecture is the central ingredient of a campus plan, and this plan is no exception. The magnitude, location, and capital expense of building facilities drive the campus planning process. Chapter 3 described the principal ingredients of the Plan as Seven Big Ideas, Focus on Specific Areas, Design Controls, and Standards. For all practical purposes, these are also the key architectural strategies that the College will pursue over the next 20 years.

**1. Seven Big Ideas** - This strategy suggests that there are seven priority issues that will drive architectural projects at New College.

**2. Focus on Specific Areas** - This strategy aims to take advantage of future investments of time and money to put into place the most concentrated, visible physical change to the campus. It directs development to particular places on campus, to finish incomplete precincts, to repair malformed ones and to begin new ones.

**3. Design Controls** - These are the architectural code items that will steer the architects of future buildings on campus to work constructively at New College, ensuring that new buildings will be sympathetic to the existing campus and incrementally contribute to the coherence of the campus as a whole.

Plan Alignments, Axial Terminations, Architectural Frontages, Compositional & Material Patterns and Massing Configurations are devices formulated to address key existing conditions and newly proposed plan. If used imaginatively, they can generate campus buildings which will strengthen the campus and create compelling new spaces.

**4. Standards** - At the completion of the master plan process, the College will need to coordinate the plan with regulatory agencies at the state and local levels. This strategy outlines the regulations that will control development on campus.

**Establishment of a project initiation protocol** - To take advantage of the campus building opportunities inherent in every project small or large, there will be a standard format for initiating all projects on campus.

Projects are intended to accomplish the following goals:

- 1: Incorporate needed program spaces
- 2: Identify and achieve program goals
- 3: Respect the role of valued buildings and landscapes
- 4: Integrate related master plan projects connected to the project site and immediate surroundings

The project protocol should be applied to professional disciplines (or neighborhood interests) as noted in the following section.

**Conservation/ Preservation** - (Applies to buildings which are identified as contributing historic structures)

- Before any construction takes place, conduct a detailed survey of the original building's interior and exterior to determine the character-defining features and catalog any existing historic fabric
- Removal of character-defining features and historic fabric should be avoided
- Utilize Secretary of Interior Standards for treatment of both existing structure rehabilitation efforts and design of new additions
- Provide design of an addition which is compatible in terms of massing, scale and placement while remaining differentiated
- Consider connection points and reversibility for any addition where new construction is proposed to directly adjoin the historic structure
- Avoid damaging points of connection to the historic building or covering character-defining features

**Architecture** -

- Complete a needs survey and program confirmation with users and administration
- Clarify and organize internal circulation of existing building with addition
- Organize footprint according to master plan diagram
- Survey ADA status of the existing building; confirm that existing/planned facilities will conform to requirements
- Where appropriate integrate mixed uses into buildings, horizontally or vertically

**Landscape** -

- Provide outdoor areas for interaction and discussion
- Improve pathways and provide pedestrian-friendly amenities
- Confirm integration of master plan landscape improvements and paths systems with new designs (see also landscape master plan)
- Where landscape or hardscape modifications are contemplated, incorporate measures for maximum permeability/infiltration
- Integrate a native plants program and use of non-invasive plant species

**Transportation** -

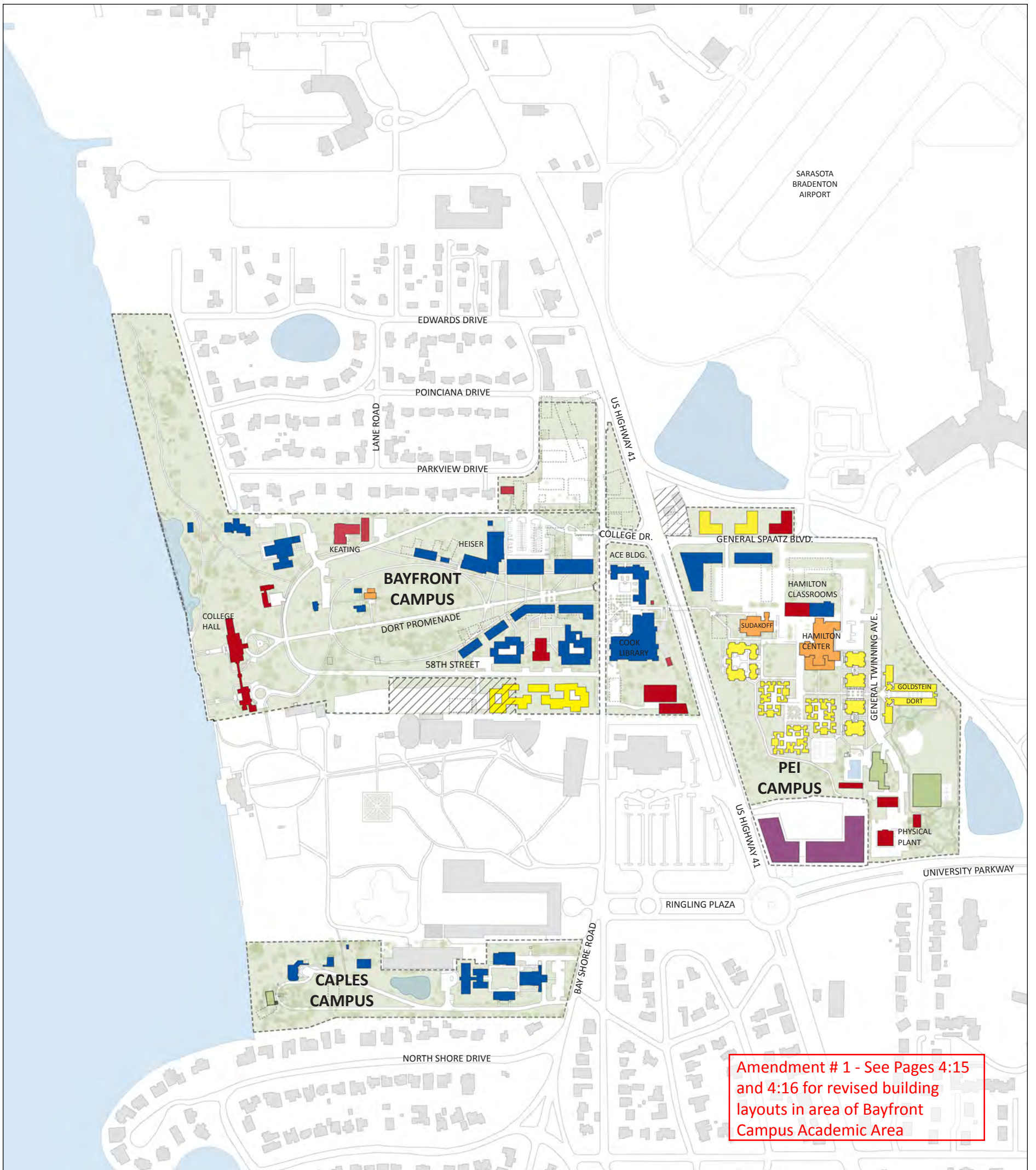
- Provide bicycle racks and bike pathways well integrated into design
- Provide functional transit connections both on and off campus
- Confirm existing parking quantity will support intended uses
- Remove existing parking and roads per incremental traffic/landscape/pedestrian improvements plans; integrate appropriate landscape improvements

**Civil and Utility Infrastructure** -

- Undertake pending subsurface utility upgrades which may be appropriate to coincide with project
- Upgrade pending electrical upgrades which may be appropriate to coincide with project

**Sustainability** -

- Establish sustainability goals for the project, using the Scope of Sustainable Design and Project Performance guidelines in the sustainability section of the plan
- Review and incorporate sustainable work by other disciplines which can be accomplished as part of the project. Engage other disciplines early in the process



Amendment # 1 - See Pages 4:15 and 4:16 for revised building layouts in area of Bayfront Campus Academic Area

### Proposed Architectural Projects and Uses

The above figure illustrates the extent of architectural development and the various uses over the next twenty years of the master plan.



## TRANSPORTATION

Approximately 96% of all incoming students and 80% of the overall student body live on campus. This is in sharp contrast to the prior two decades, when New College was a separate unit within the University of South Florida Sarasota/Manatee (USF S/M) and there was more of an emphasis on catering to the greater numbers of USF S/M commuter students. The Campus Master Plan has a goal to maintain the 80% overall on-campus student housing ratio. The change in emphasis from commuter to the mostly residential character of New College has allowed for the elimination of parking spaces on campus from 1373 spaces in 2004 to 1300 in 2010. Additional reductions are planned due to continued reduced demand and overall improvements to the pedestrian environment.

New College is committed to continued reductions in vehicle use and associated emissions. Transportation Demand Management strategies are to be implemented, including:

- Establishing a free transit pass and parking "cash-out" program to financially reward carpoolers, transit riders, bicycle and pedestrian commuters
- Encouraging the use of alternative modes with incentive programs
- Restricting parking to the campus perimeters and "park-once" lots to discourage the proliferation of independent lots and structures throughout the campus
- Focusing on the development of pedestrian-oriented areas
- Enhancing landscape and pedestrian amenities where parking and roads are removed
- Selectively removing or reconfiguring remaining roads to function as an effective circulation network and emphasizing "park-once" strategies
- Restricting the speed of cars within the campus, on thoroughfares adjacent to campus and providing pedestrian amenities adjacent to roadways
- Promoting a more pedestrian- and public transportation-friendly link between the campus and adjacent neighborhoods to help reduce emissions associated with automobiles
- Providing bicycle racks and locks, well-designed routes and establishing shower/changing areas in a variety of locations on campus to facilitate internal New College campus bicycle usage
- Creating incentives for USF S/M students to walk to New College and leave cars on the USF S/M campus
- Implementing pedestrian and bicycle route and user enhancements such as route lighting, upgraded walking surfaces, accessible and attractive places for refreshment, bicycle racks at shared facilities, emergency call boxes, and a bicycle loan program
- Creating 5- to 15-minute loading/drop-off zones in key locations, especially near the west end of General Spaatz Boulevard, Cook Library and the Hamilton lawn drop-off area
- Initiating parking stall labels, issuance of permits, and enforcement of parking stalls by group affiliation. Permits are to be issued based on status as faculty, student, staff, or visitor to help organize the efficiency of stall usage
- Establishing a residential permit system (if and where desired by neighbors) for neighborhoods surrounding the campus to discourage college-generated parking in off-campus locations

## PEDESTRIAN AND BICYCLE CIRCULATION

The system of existing campus paths and walkways within the Pei, Bayfront, and Caples campuses is generally effective and well developed. This system allows safe and free movement and enhances major public spaces and buildings. The campus master plan identifies enhancements as new buildings and common spaces are developed.

**Successful qualities of campus paths** - On Pei Campus, the primary focus of student life, pedestrian movement mainly depends upon promenades and large open spaces, with minimal emphasis on paths. On the Bayfront Campus, the Dort Promenade walkway and Bay Shore Road serve as primary routes. The pedestrian bridge connects east and west campus areas. Two important aspects of this system are worth highlighting. First, in many cases existing paths and walkways guide pedestrians to buildings directly, addressing the utilitarian aspect of pedestrian travel. Second, the system is at its best when it visually enhances pedestrian journeys.

**Challenges related to campus paths** - Three significant challenges face the existing pedestrian system. First, the system sometimes fails to establish a balance between automobile and pedestrian uses by clearly separating the two. Second, the path network needs to better connect the separated campuses. An improvement of these aspects of the system would encourage unencumbered, safe pedestrian movement and discourage the internal use of motor vehicles. In general, enhancement of the system of paths should also address the need for amenities to facilitate use. Third, a variety of other paths require attention, including routes to new buildings on campus, and those which can address smaller, localized unresolved conditions.

**Strategies** - The plan significantly upgrades the pedestrian system by providing linkages establishing new paths. This includes a coherent system of paths, walks, and trails, as well as amenities such as seating, bicycle facilities, lighting, graphic signage and removal/relocation/screening of intrusive utilities.

**Key improvements** - The objective of this section is the completion of a comprehensive, safe and visually attractive system for pedestrian movement. All of these improvements should be carried out to the Americans with Disabilities Act (ADA) standards, as necessary:

**Major enhancement of entry at General Spaatz Boulevard** - The exterior face of the College, its linkage to surrounding neighborhoods, and the walking route along General Spaatz Boulevard to the Airport are highly visible pedestrian components of the campus. The renewal of these, including new sidewalks, a median, small scale landscape, and large trees are important enhancements to the image of the College.

**Improvement of links between College campuses** - A significant need exists for improvement of the bridge which connects Bayfront and Pei campuses. Fundamental to this is the proposal to attach an additional structure to the existing bridge in order to separate pedestrian, golf cart and bicycle movement. In addition, the bridge will be improved by realignment of the east side ramp, upgrading walking surfaces and landscapes, and providing New College signage visible from both sides of US 41. Additionally, upgraded pavers at the pedestrian crosswalks and re-timed signals will add safety and convenience to



Pedestrian Bridge over US 41



Dort Promenade

on-grade pedestrian crossings across US 41.

**Provide well-integrated pedestrian walkways to serve new buildings** - The master plan design includes new buildings in a variety of contexts. A critical issue will be the integration of existing and new pedestrian paths to the buildings.

**Pedestrian amenities to serve a variety of local conditions** - Pedestrian improvement projects will be undertaken to upgrade a broad range of existing conditions. The plan highlights the potential for pedestrian links to both specific building projects and in some cases independent of them. This will include seating areas, safety lighting, covered walks, tree canopies to reinforce existing and proposed promenades and similar enhancements.

**Establish a hierarchy of paths** - A coherent network of pedestrian paths will ensure the availability of safe, efficient and scenic routes through the campus. To this end, a system of two path types is provided as follows:

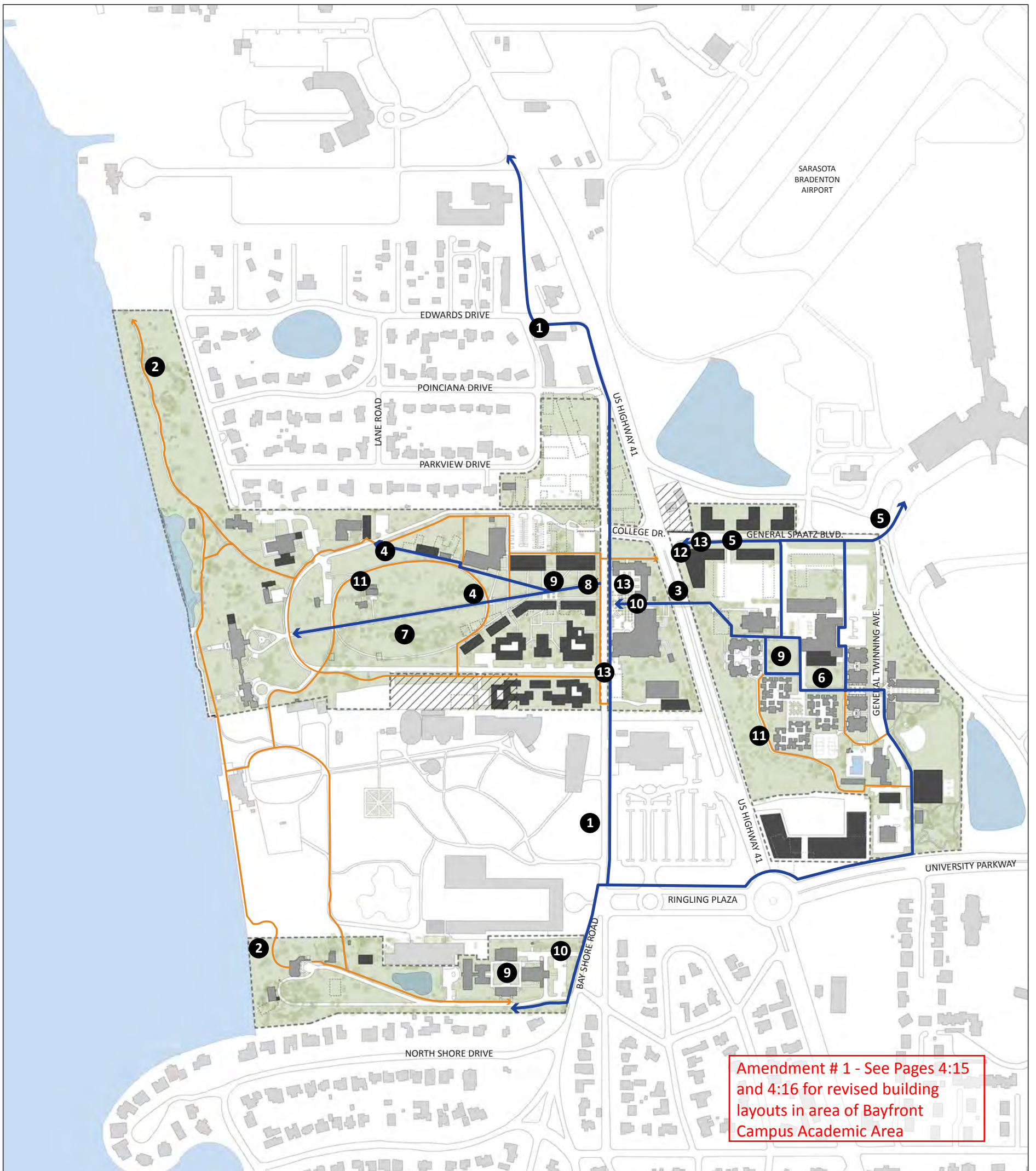
**Type 1 Walkway** - Large scale paths connecting primary campus destinations, have upgraded pedestrian finishes, serve principal buildings and destinations, require coordination with service/emergency access, and have major landscape features and elements.

**Type 2 Walkway** - Small scale, informal, meandering and reflective paths which offer greatest sense of separation from busy areas of campus.

**Encourage bicycle use** - The relatively compact size of New College makes the use of bicycles a natural choice and one which has been an important means of transportation for past students. The use of bicycles also helps ensure pedestrian safety by reducing the presence of automobiles. Careful design of larger pedestrian paths allows pedestrians and bicycles to share rights-of-way, and avoids the creation of independent bicycle paths. The design of low-speed, limited width streets with on-street parking will also allow sharing between bicycles and automobiles. Bicycle amenities such as racks for locking bicycles, commuter showers, and well-lit paths will promote convenience and safety.

Several pedestrian and bicycle projects are shown in the Proposed Bicycle and Pedestrian Plan.





Amendment # 1 - See Pages 4:15 and 4:16 for revised building layouts in area of Bayfront Campus Academic Area

Campus Plan - 2035  
Proposed Bicycle and Pedestrian Plan

Future conditions are conceptual. Detailed technical analysis will be required to identify specific improvements.

- Paths**
- 1: North-south walk from Caples to USF
- 2: Bayfront trail from Caples to Uplands
- 3: New pedestrian and bike route attached to existing pedestrian bridge
- 4: Main quadrangle to bayfront (two paths)
- 5: General Spatz Blvd. paths, Airport to Bay Shore Road
- 6: Walks linking internal Pei campus areas (various locations)
- Seating**
- 7: Regenerative garden (various locations)
- 8: Bay Shore Road Pedestrian Crossing (various locations, refer to 4:13)
- 9: All major plazas and pedestrian linkages (various locations)
- Bicycle Amenities**
- 10: Designate shower areas for commuters; insure racks are provided near all buildings, and addition of lockers in proximity to commuter showers
- 11: Designate a system of well-lit "safe routes" and racks for night use
- Signage**
- 12: Provide campus signage at General Spatz Blvd. entries & pedestrian bridge
- 13: Provide pedestrian directories at entry points to campus



- Type 1 Walkway
- Type 2 Walkway
- NCF Property Boundaries
- Proposed new buildings in 2008 plan, removed or reconfigured in current plan
- Proposed New NCF Developments
- Existing NCF Buildings to Remain
- Future Land Acquisition

## CHAPTER 5 : PLAN COMPONENTS

### TRANSPORTATION

#### Public Transportation

Bus Route 99 “Downtown/SRQ Airport/Palmetto” began serving New College directly from Manatee County on January 2005. Sarasota County Area Transit (SCAT) and Manatee County Area Transit (MCAT) jointly operate this bus route. The route runs along US 41 between Palmetto Station, Downtown Bradenton, DeSoto Station, State College of Florida, Sarasota-Bradenton Airport, Ringling Museum, New College, Ringling Art School and ends at 1st and Lemon Avenue in downtown Sarasota. Route 99 offers transfers to virtually every SCAT bus route. Route 99 runs from approximately 6:00 a.m. to 7:00 p.m. every thirty to sixty minutes, Monday to Saturday. Several bus stops are located on campus, as shown on the Automobile Circulation map. SCAT and MCAT buses are standard 40-foot transit coaches with 42-person capacity. Each bus has a bike rack that holds two bikes. Bus stops currently do not provide shelter.

#### Automobile Circulation

Traffic strategies related to sustainability is a key component of the vision provided in the Campus Master Plan. The transportation plan for the campus is based on a series of adjustments to the existing infrastructure of roads, parking lots and on modifications to current transportation policies.

The College campus is organized in a unique way relative to usual practices for colleges and universities. First, the campus provides on-campus housing for the majority of New College students and would like to continue this tradition over the long term. This allows many students to forego owning an automobile. Typically about 50% to 70% of students at residential colleges own automobiles. Second, for students who own automobiles, many remain parked and are driven infrequently. Third, a significant opportunity exists for faculty and staff to live adjacent to campus. These three characteristics tend to make immediate access to automobiles a less critical concern on a day-to-day basis. Since the Sarasota area remains a very automobile-oriented environment, however, it will be important for students, faculty, and staff to have access to convenient transportation. It is important to note that New College shares the use of some common facilities with USF S/M.

As described in Chapter 4, 58th Street is proposed to connect with College Drive, and Bay Shore Road is proposed to be widened to add on-street parking, bicycle lanes and pedestrian improvements within the right-of-way.

Specific measures to be implemented are as follows:

- Focus on the development of pedestrian-oriented areas that minimize the long-term encroachment of hardscape (especially roads and parking areas)
- Enhance landscape and pedestrian amenities where parking and roads are removed
- Selectively remove or reconfigure remaining roads to function as an effective circulation network, and emphasize “park-once” strategies
- Restrict the building of roads and parking to areas outside the central campus pedestrian zones
- Restrict the speed of cars within campus, on thoroughfares adjacent to campus, and provide pedestrian amenities adjacent to roadways
- Coordinate all improvements with landscape plans (shown elsewhere in this document)
- Reorganize stormwater collection systems at vacated parking and hardscape areas to improve stormwater infiltration and diversion to landscape irrigation uses

**Acknowledge the relationship between parking and sustainability** - It is critical to reduce parking and roadways as a fundamental campus sustainability strategy, with the following benefits:

- Reduction of pervious surfaces, minimizing stormwater runoff
- Reduction of heat-sink effects caused by pavement
- Reduction of vehicle use and associated emissions
- Encouragement of pedestrian and bicycle commuting

#### Parking

There are approximately 1300 parking spaces plus 50 spaces for special event parking on the campus. Approximately 175 surface parking spaces are planned, in addition to structured parking on the Car Museum site when redeveloped. From June 2013 to June 2014, a total of 1189 semester and annual parking permits were issued by New College. Of these, 387 were staff permits, 547 student permits, and 244 other permits. There are an adequate number of non-event parking spaces on campus, but the distribution of these spaces is somewhat problematic.

Parking issues on the Caples Campus are understood to be minor; the only issue relates to events held at the Sainer Pavilion performance hall, which seats 250-300 but only provides 47 parking spaces. Patrons park where they can, which usually means a somewhat chaotic situation with vehicles parked on the grass areas adjacent to the main road leading to the administration building. This is a significant problem that requires capital investment.

Parking appears to be adequate on the Pei Campus. The lot located closest to US 41 is understood to experience congestion in the evening due to USF S/M programs in the Hamilton Center. This was remedied in part by converting an unused roadway parallel to General Spaatz Boulevard into parking. This has not reduced roadway capacity, but provided 122 additional parking spaces.

On Bayfront Campus, the Campus Master Plan proposes removal of some existing parking spaces in front of Cook Hall and College Hall in order to create a more natural environment. Those spaces would be relocated to a new parking lot on the south side the 58th Street connector, as shown on the Proposed Transportation and Parking Plan. The redesign of Bay Shore Road would provide 35 new on-street spaces at the campus center.

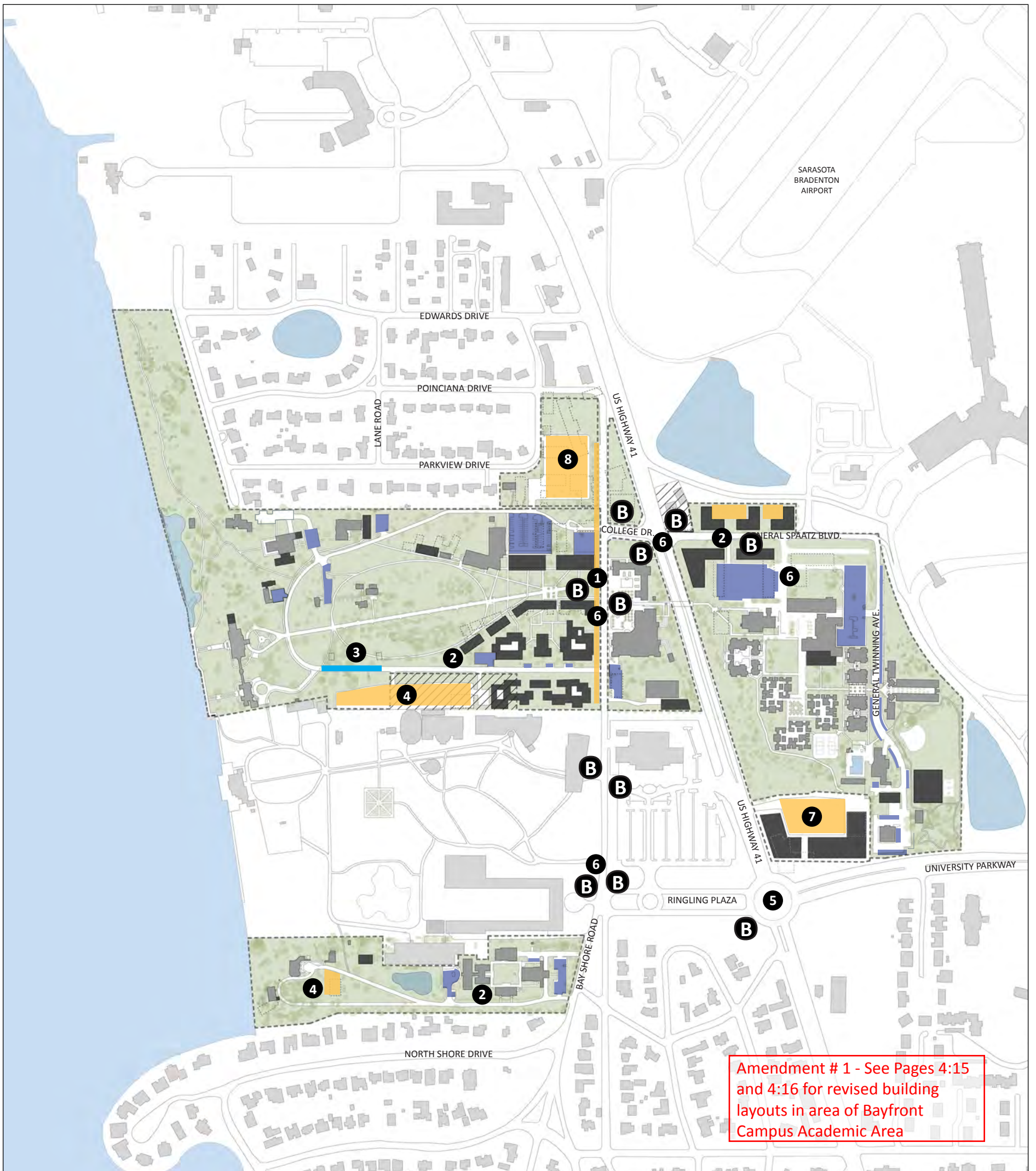
On the north end of the Pei Campus, parking would be removed in order to construct new buildings shown on the Campus Master Plan. Those spaces would be related to new parking lots where Bay Shore Road and US 41 come together at the north tip of the College. Those spaces would be primarily pervious paving allowing natural infiltration to clean pollutants from the stormwater runoff.

#### Fire Department Access

Proposed campus building developments shall provide Fire Department Access and Water Supply as required by the current edition of the Florida Fire Prevention Code, applicable local and state ordinances, and in consultation with the local Fire Marshall and Authority Having Jurisdiction (AHJ).



Bus Stop on Bay Shore Road near Cook Library



**Campus Plan - 2035  
Proposed Transportation & Parking Plan**

Future conditions are conceptual. Detailed technical analysis will be required to identify specific improvements.

- 1: Reconfigure Bay Shore Road with wider sidewalks, bike lanes, landscaping, street trees, street lights and underground electric. On-street parking north and south of Dort Promenade crossing may be considered at time of design
- 2: Limit speeds on all internal campus roads to 20 mph or less
- 3: Provide 58th Street connection with College Drive
- 4: Provide new pervious surface parking with tree preservation as appropriate
- 5: Walkable street & traffic roundabout at US 41/University Pkwy intersection
- 6: Bus stop shelters (coordinate with SCAT & MCAT)
- 7: Provide new parking
- 8: Parking area to be developed as part of proposed land swap with SRQ Airport



## CHAPTER 5 : PLAN COMPONENTS

### UTILITIES / CIVIL

Utilities and civil infrastructure projects respond to the need to both enhance and expand the campus infrastructure over time. Although this master plan principally addresses highly visible elements such as buildings and landscape, infrastructure improvements are a critical part of the performance of the campus. Four strategies can summarize the recommendation for utilities and civil measures, as follows:

**Technical Master Plan** - Since the emphasis of a Campus Master Plan is to provide an overall vision of the proposed capital improvements rather than specific detailed engineering design plans, it is recommended that a phased technical master plan be created in order to support the long-term civil and utility infrastructure of the campus. This should occur in those campus sub-areas where future capital improvement project funding is programmed. The Campus Master Plan includes conceptual stormwater accommodation and utility system exhibits that depict the current mainline locations that provide service to the campus. These conceptual basins and mainline locations should be protected in future capital improvement project decision-making. It is recommended that the technical plan assess grading and storm drainage, domestic water and sanitary sewer systems in greater detail to confirm their capacities and operating needs as they directly relate to a planned capital improvement project, as well as the sub-area of campus affected by the planned improvement. In this way the detailed funded capital improvement project impacts can be identified as part of an area wide condition.

**Interdisciplinary coordination** - To ensure efficiency and cost effectiveness, infrastructure work should be coordinated with other master plan disciplines. In this way, infrastructure improvements can be incrementally completed and coincide with other focused master plan efforts.

**Facilities recommendations** - Infrastructure and maintenance strategies require significant coordination with existing conditions and facilities management analysis. The list of current infrastructure recommendations was obtained from facilities management, which should be both prioritized and coordinated with new master plan projects listed in the annual capital improvement program update approved by the Board of Trustees.

**Stormwater system** - As new buildings and landscapes are created, there is an extraordinary opportunity to integrate sustainability measures into the stormwater system. The plan includes a conceptual stormwater system within distinct campus areas, which will be executed incrementally to coordinate with new building and landscape projects.

The City's Stormwater Level of Service (LOS) requires that the stormwater system shall provide adequate capacity to maintain a minimum LOS C (Street and Yard Flooding only) using a 25-year/24-hour design storm. Stormwater concurrency is generally determined at the completion of construction and release to the operation and maintenance phase, in accordance with permits from the Southwest Florida Water Management District (SWFWMD). It is expected that the anticipated growth for the next 20 years will be accommodated by the available vacant land on campus to provide an overall net benefit to stormwater treatment and attenuation at the current standards and LOS requirements. The stormwater system characteristics are detailed in the accompanying diagram, with each campus described below.

#### Stormwater System

##### Bayfront Campus

The concept for this portion of the system must be well coordinated with ecologically-oriented regenerative landscapes. Currently, existing drainage from the Bayfront Campus area outfalls to Sarasota Bay, and consists of open surface water ponds, swales and closed underground storm drains. The existing stormwater system also includes open drainage features/watercourses along the north and south side of the campus. Enhancement of the existing, open drainage basins along the north and south side of the system would allow it to function more sustainably with minimal modification. Among the enhancements may be open water sumps and oil and grease skimmers to separate contaminants or floatables.

In addition, a stormwater pond and saltwater marsh area have been constructed in the northwest portion of this campus. The two existing outfalls from the Bayfront Campus could both be redirected to the stormwater pond area which could then outfall to the salt water marsh area. There may also be opportunities to "daylight" a portion or all of one or both of these primary stormwater pipes. It is also recommended that Low Impact Development (LID) strategies including bioretention, Florida friendly landscaping, permeable pavers, green walls, green roofs, tree-box filters, rain gardens, curbless parking islands and cisterns be considered to address stormwater runoff close to its source in the built areas of the campus. More information on LID is available in the Appendix.

##### Pei Campus

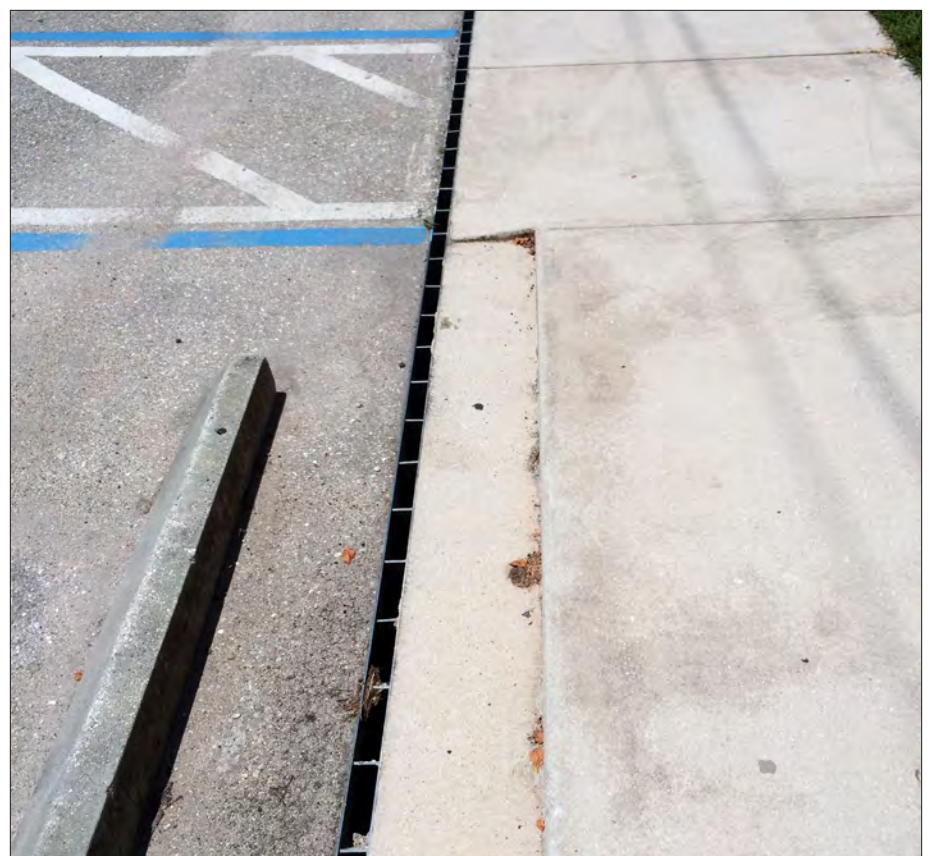
Currently, drainage from the central campus area outfalls to the U.S. 41 storm sewer system. The existing drainage infrastructure consists of open surface water ponds, drainage ditches and closed underground storm drains. The plan for the central campus proposes both on-site bioretention and a regional stormwater management facility located north of College Drive. This entire system could be inter-connected to the FDOT drainage system possibly provide for additional regional benefits which could be credited to the College. Such improvements may help address any shortfall in on-site stormwater for the Pei Campus. Low Impact Development strategies similar to those shown for Bayfront Campus are proposed.

Under existing conditions, drainage from the Pei Campus area outfalls to a large stormwater pond north of the campus within the Sarasota-Bradenton Airport. The existing drainage infrastructure consists of open drainage ditches and closed underground storm drains. The stormwater infrastructure in the Pei Campus area has not been surveyed, which is recommended. The eastern portion of the campus historically contained an elongated wetland slough system that ran from south to north and has been altered.

It is recommended that to improve the system in this area, a water level and overflow structure be constructed to enhance the wetland area, and provide a more direct outfall to the north during major storm events. The plan anticipates that the east-west ditch located along the north side of the Pei Campus will be enclosed or removed and relocated due to



Dry Retention Pond near Airport



Drainage on General Twining Avenue near Residence Halls

maintenance and aesthetic problems. It is also recommended that the College work with the Sarasota Bradenton Airport Authority to create a stormwater environmental area to address joint issues in this area. Low Impact Development strategies similar to those shown for west and central campus are proposed.

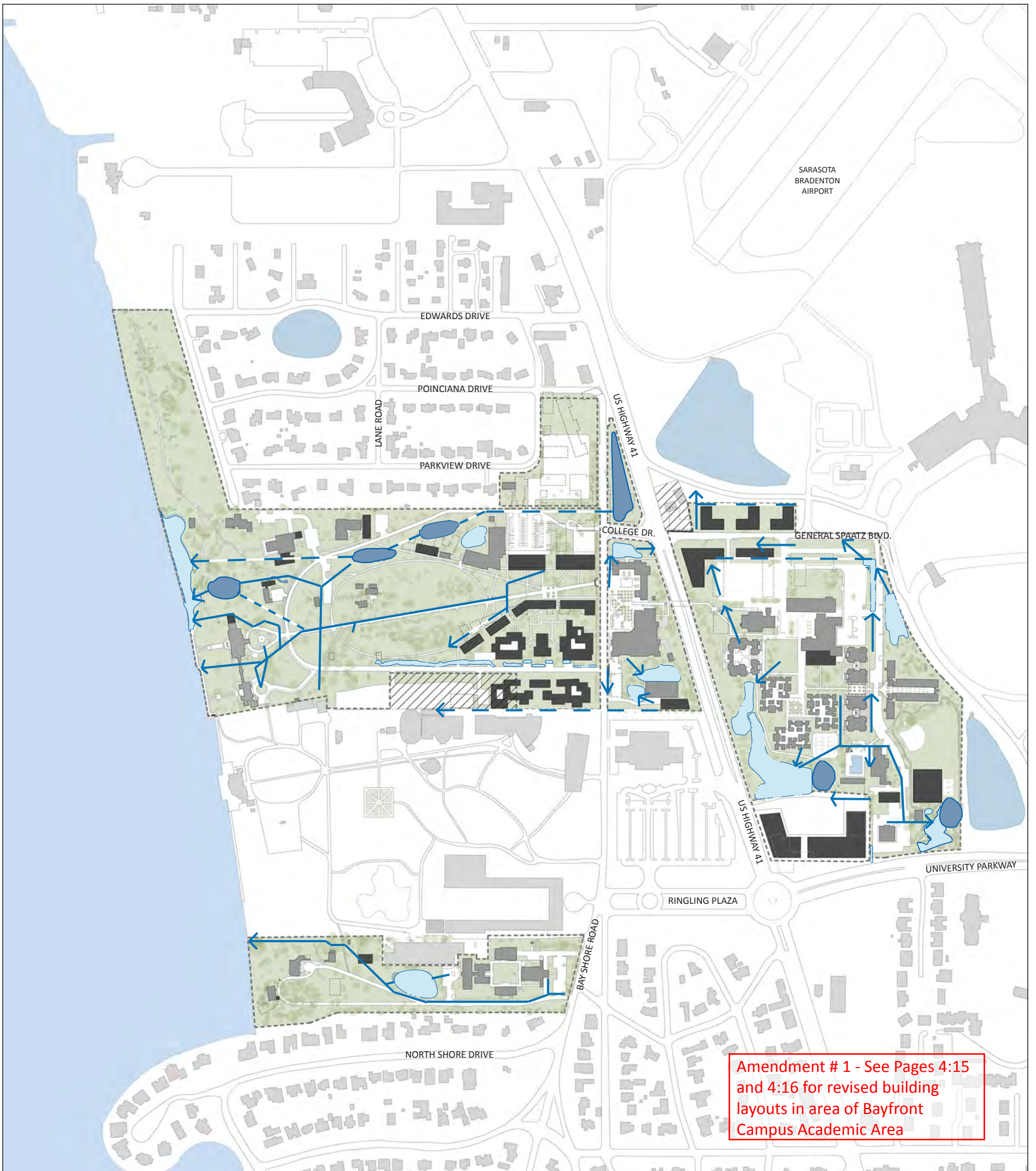
##### Caples Campus

Currently, drainage from the Caples campus area outfalls to Sarasota Bay. The existing drainage infrastructure consists of an open surface water ponds and closed underground storm drains. Stormwater from the Caples Campus is presently served by a small but unsightly pond. The plan for this area is to reshape the banks with more gradual side slopes and create a series of shallow stormwater basins areas that will appear more natural, and enhanced as a landscape feature. This improvement may also increase the amount of stormwater capacity available.

#### Potential Impacts of Sea Level Rise

Additional study and planning will be required to address the impacts of sea level rise. A number of areas of concern have been identified, and include the following:

- The stormwater discharge system is currently at sea level. When sea level rise occurs, water will back-flood into the storm drains, and impede the outflow of stormwater. The large drainage area on the Caples campus is particularly vulnerable to this condition, making flooding of the area more likely as sea water creeps landward with height changes. The impeded outflow of stormwater will also create habitats for marine fouling organisms.
- The historic landscape, as well as new landscape elements, will be impacted at the bayfront. As the saltwater wedge moves eastward, roots will be exposed to saltwater. Salt tolerant plants should be selected for this area.
- The Uplands natural area will be vulnerable to sea level rise. The small tidal creek in this area will continue to back water into the Uplands.



Campus Plan - 2035  
Proposed Stormwater System

Future conditions are conceptual.  
Detailed technical analysis will  
be required to identify specific  
improvements.



- Existing Stormwater Corridor
- - - Future Stormwater Corridor
- Existing Retention Area
- Future Retention Area
- NCF Property Boundaries
- Proposed new buildings in 2008 plan, removed or reconfigured in current plan
- Proposed New NCF Developments
- Existing NCF Buildings to Remain
- Future Land Acquisition

## CHAPTER 5 : PLAN COMPONENTS

### UTILITIES / CIVIL

#### Potable Water and Sanitary Sewer Systems

As additional facilities are anticipated, additional analysis will be needed to evaluate the localized impact to the affected portion of campus and to identify if specific improvements are necessary. This analysis as part of a technical plan will assess long-term infrastructure and utility needs in greater detail, to confirm capacities and operating requirements.

#### Potable Water

The existing potable water distribution and wastewater collection-conveyance systems serving the College have been evaluated for LOS concurrency capacity. The reductions in potable water demand and wastewater flow generation due to the relocation of the University of South Florida students and faculty in 2006 have left additional capacity to serve an increase in future student enrollment. Existing City of Sarasota potable water distribution and wastewater collection systems serving the campus areas have sufficient capacity to continue service provision to the College for the duration of the Campus Development Agreement and even beyond the 20-year long-range scenario of the Campus Master Plan.

Additional efforts to reduce potable water use in the chillers by using existing permitted well water will yield further capacity in the potable water system for future student enrollment and facilities. Other efforts in these utility service reductions are encouraged.

#### Sanitary Sewer

Collectively, the wastewater flows generated by the five privately and City-maintained lift stations on the College discharge approximately 210 gpm into the City of Sarasota wastewater system. This approximate flow rate is a significant net flow rate reduction from the amount previously generated with the combined USF/New College campus. Additional reductions will also be achieved through sustainability initiatives that will provide reclaimed water from cisterns and stormwater systems for wastewater disposal in lieu of potable water.

The 8-inch force main on Bay Shore Road flows southward into the gravity collection system of the City's Lift Station No. 21. Lift Station No. 21 discharges the wastewater from New College and the gravity collection system through a 10-inch force main by means of two 950-gpm pumps to the gravity collection system of Lift Station No. 9 that then discharges via two 850-gpm pumps and one 1700-gpm pump through a 14-inch force main southward to the City of Sarasota Master Pump Station No. 10.

#### Campus Systems

The College is served with potable water and wastewater provided by the City of Sarasota. These systems are detailed in the accompanying figures, and described below.

#### Pei Campus

The Pei Campus contains the vast majority of on-campus student housing along with the community pool, fitness center, two instructional classroom buildings, the college's maintenance facility, and a boiler plant. The Pei Campus is provided with potable water through a 12-inch water main on University Parkway with a 10-inch water main crossing US 41 north of the pedestrian bridge into the Pei Campus, and connecting to an existing 6-inch water line on Bay Shore Road. The classroom buildings and student residences have individual master water meters that provide monitoring of usage on a monthly basis.

The wastewater from each building is collected through a central gravity main collection system to the City of Sarasota Lift Station No. 51. This 200-gpm lift station pumps and discharges the wastewater flow through a 6-inch force main crossing University Parkway and into a gravity collection system that flows to the City of Sarasota Lift Station No. 21. Additional evaluation of the lift station and pumps may be necessary when additional facility construction is anticipated. However, based on the projected increase of approximately 20 students per year through the next 10-year period, the majority of the wastewater flow generation is already accounted for in the existing student housing.

#### Bayfront Campus

The majority of the College classrooms and faculty offices are located on the Bayfront Campus. These buildings are served with potable water via a 6-inch water line on Bay Shore Road that also connects to a 10-inch water main on the Pei Campus, providing a string water distribution loop. The various classroom buildings and one student residence building have individual master water meters that provide monitoring of usage on a monthly basis.

The structures of the former Viking Motel on the north end of Bay Shore Road, which provided student housing, have been transferred to the USF Sarasota-Manatee Campus, reducing the demand for water and sewer service on the Bayfront Campus infrastructure. Potable water service with fire protection is provided to each building or group of buildings through a water meter via 6-inch water lines internal to the campus and along 58th Street, creating an internal water distribution loop.

A chiller building and cooling water system located on the south side of the Jane Bancroft Cook Library is currently served by a master water meter. Reduction of potable water usage would occur through the connection to an existing permitted irrigation well within 150 feet of the chiller structure. This would significantly reduce potable water usage on the College, while retaining the water meter as a back-up supply source.

Wastewater service is provided through collection of on-campus gravity sewer mains to two private (New College) lift stations and one City of Sarasota-maintained lift station discharging to an 8-inch force main on Bay Shore Road. The City of Sarasota Lift Station No. 56, located north of College Hall near Sarasota Bay, receives a limited amount of wastewater and must pump approximately 30 gpm to the 8-inch force main. The privately maintained library lift station and the grinder lift station on 58th Street have proposed peak flows 16 gpm and 10 gpm respectively into the Bay Shore Road 8-inch force main. Further evaluation of the lift stations may be required as additional facilities are anticipated.

#### Caples Campus

The Caples Campus comprises the Fine Arts Complex and faculty offices located between Bay Shore Road and Sarasota Bay, immediately south of the John Ringling Museum. The new classroom buildings and auditorium that compose the Fine Arts Complex are served by one master meter. The two historic Caples house and garage structures providing classroom and faculty offices are on a separate meter, connected to an internal 6-inch water distribution line with fire protection. This water line is connected to the 8-inch water line on Bay Shore Road. Chilled water was recently supplied to Caples Campus following completion of the chiller plant addition by FSU for construction of the FSU Ringling Education Building.

Wastewater service is provided by an internal gravity collection system to New College-maintained Lift Station No. 4, which discharges approximately 15 gpm into the City of Sarasota's 8-inch force main and wastewater system. Further evaluation of the lift station may be required as additional facilities are anticipated.

#### Planned Improvements

Among the first priorities of the technical master plan should be integration of key improvements recommended by the Facilities Department. These are summarized as follows:

#### Potable water

- Complete planned trunk line for Bayfront campus, Pritzker, College Hall, Cook Hall, and 58th Street
- Complete upgraded trunk line for Pritzker to Utility building, via north & Pei campus edges

#### Sanitary Sewer

- Complete new sewer line to Caples Carriage House
- Replace sewer lines north of Pei Court #2
- Replace Hamilton Center sewer grinder pump
- Complete trunk line along north border of Bayfront campus

#### Chilled and steam water

- Complete planned trunk line - Pritzker to 58th St.
- Complete planned trunk line - connect all Caples buildings

#### Telecommunications

- Complete planned trunk line - Pritzker to 58th St.

#### Structural

- Dort Arch repair/reinforcement
- Caples historic buildings - repair structure
- Carriage House - engineering study (cracks)/structural repair
- Palmer E - stabilize structure
- Social Science - repair roof
- Social Science - repair walls and ceilings
- Sudakoff - roof inspection study
- Utilities building - east of Cook - replace roof

#### Architectural

- Cook Hall - repair/replace doors/windows
- Hamilton Center - replace/upgrade windows/doors
- Palmer C - ADA corrections
- Palmer E - ADA corrections
- Robertson Hall - ADA corrections
- Social Science - outside walls, windows & doors

#### Plumbing

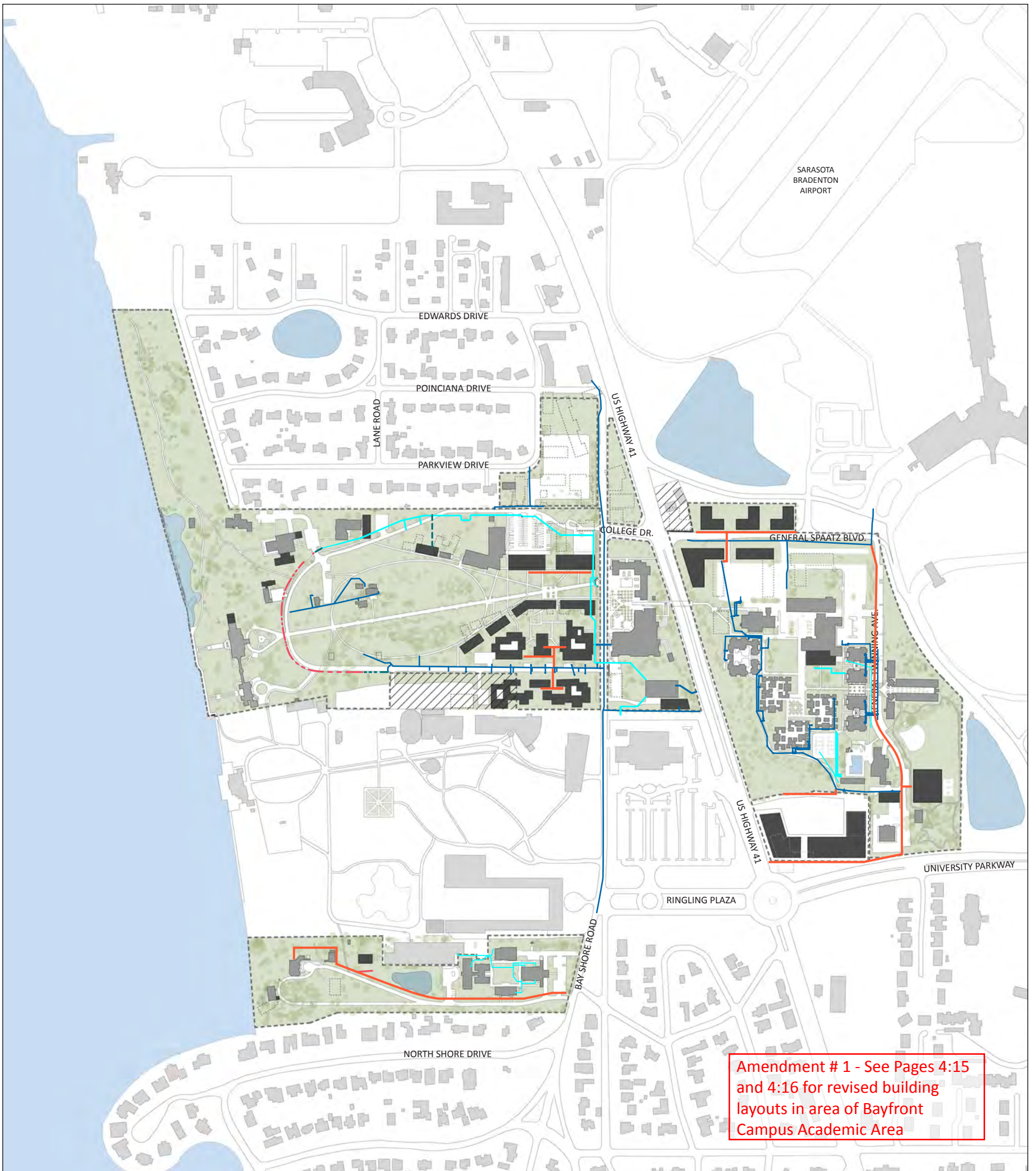
- Social Science - replace built-in systems
- Social Science - repair plumbing systems

#### Electrical

- Complete planned trunk line - Bay Shore Road to E. campus utility bldg.
- Caples historic buildings - repair structure
- Caples historic buildings - fire alarm dialer/protect
- Caples all buildings - fire alarm dialer/protect
- Carriage House - fire alarm dialer/protect
- College Hall - electrical system
- Hamilton Center - replace/upgrade phone data systems
- Library - parking lot lighting
- Palmer C - repair/replace electrical switch gear
- Palmer C - fire alarm and controls
- Palmer C - upgrade phone/data systems
- Palmer D - fire alarm dialer/protect
- Social Science - replace built-in systems

#### Mechanical

- Boiler room - fire alarm dialer/protect
- Library - HVAC controls
- Bon Seigneur - minor HVAC renovation
- Social Science - replace built-in systems



Source: New College Campus Survey

**Campus Plan - 2035**  
**Proposed Potable Water System**

Future conditions are conceptual. Detailed technical analysis will be required to identify specific improvements.



- Existing Potable Water Line
- Existing Chiller Line
- - - - Possible Corridor for Future Loop Connection
- Future New/Upgraded Potable Water Line
- NCF Property Boundaries
- Proposed new buildings in 2008 plan, removed or reconfigured in current plan
- Proposed New NCF Developments
- Existing NCF Buildings to Remain
- Future Land Acquisition

### UTILITIES / CIVIL

#### Solid Waste

The City of Sarasota has an LOS standard for its solid waste collection system that shall provide collection and disposal of 6.9 pounds of waste per day per capita to ensure adequate and safe solid-waste services. The City is required to ensure safe and accessible locations of recycling and solid waste receptacles. The City of Sarasota also is required to continue to coordinate with Sarasota County to ensure adequate allocation of landfill space by the County for the City's projected needs, including investigation of alternative methods of disposal such as resource recovery and recycling.

New College strives to:

1. Lessen environmental impacts from waste management practices
2. Reduce the amount and toxicity of wastes that are purchased and disposed
3. Reuse, recycle, and compost the maximum amount of materials
4. Become a leader, promoter, and teacher of sustainability

The City does not own or operate any disposal facilities. The City has entered into an agreement with Waste Management, Inc., to maintain and operate a transfer station located within the City Limits for both Solid Waste collected by the Solid Waste Management Division and Recyclables collected from residential households. Disposal of municipal solid waste is governed by an inter-local agreement between the City and Sarasota County that provides for the disposal at the County's Central Sarasota Landfill.

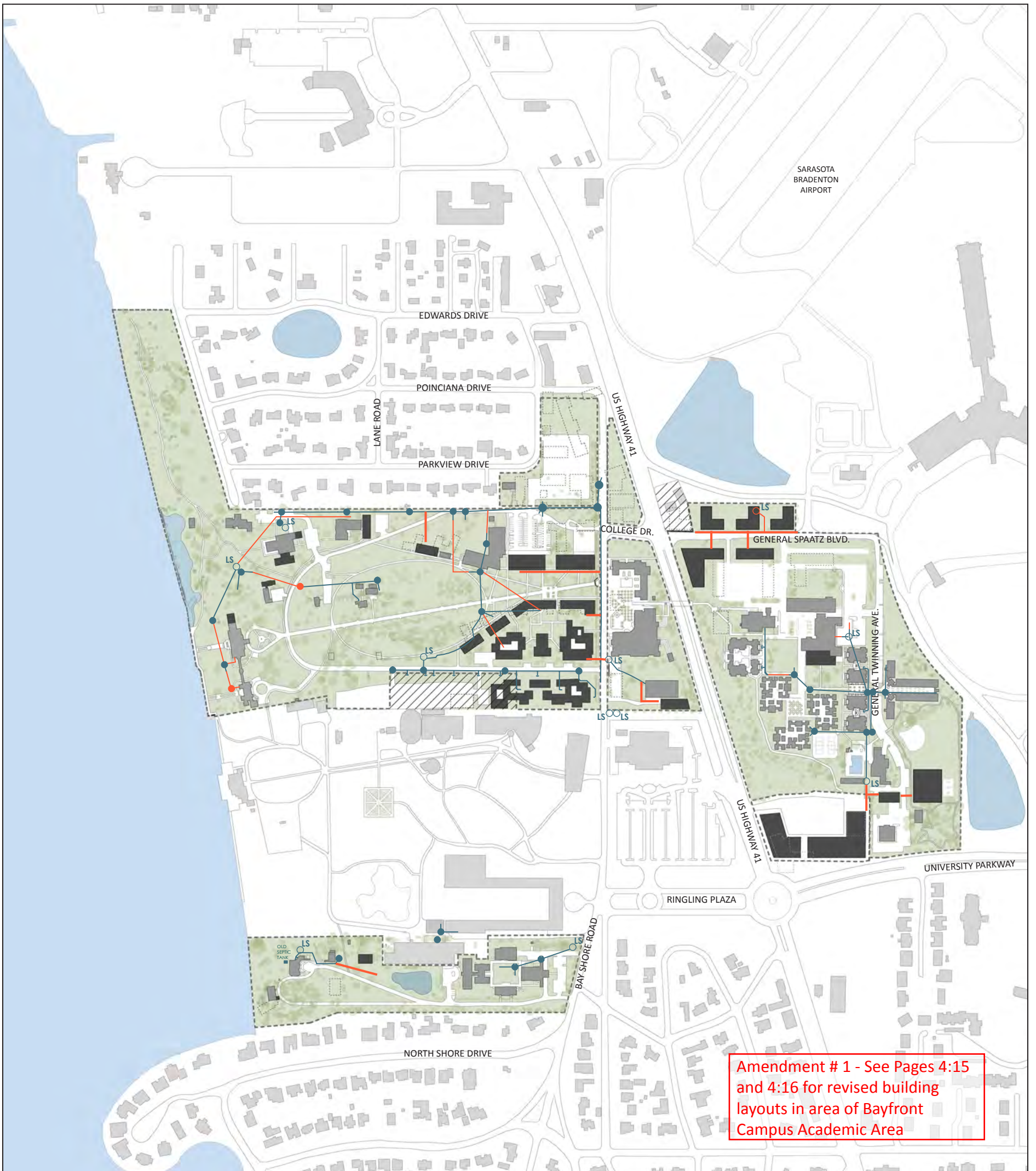
In June 1998, the Central County Solid Waste Disposal Complex was opened. This facility consists of approximately 550 acres of landfill area. It is projected in Sarasota County's Comprehensive plan to serve the County's needs through 2038.

There has been a significant reduction in the prior vested LOS impacts related to the reduction in the number of students with the physical separation of New College and USF. This will effectively provide 50 years or more of solid waste capacity to New College.

In August 2014, New College initiated a new trash and recycling program. Trash service will continue to be handled by the City of Sarasota, and trash compactor service will continue to be provided by Republic Services. However, Waste Management will be the new single stream recycling vendor, so that all plastic, metal, paper and light cardboard can be collected together.

Several 96-gallon receptacles clearly labeled for either trash or recycling have been located in the housing areas, accessible, yet hidden from public view. The lids will be interchangeable so that when recycling increases and trash collection decreases, only the receptacle lids will need be replaced. These large receptacles will be transferred to compactors by custodians. It is anticipated that the amount of waste recycled will increase over time due to the ease of the single stream service.





Source: New College Campus Survey

**Campus Plan - 2035  
Proposed Sanitary Sewer System**

Future conditions are conceptual. Detailed technical analysis will be required to identify specific improvements.

- |  |  |  |   |
|--|--|--|---|
|  | NCF Property Boundaries  |  | Existing Lift Station                   |
|  | Proposed new buildings in 2008 plan, removed or reconfigured in current plan |  | Existing Manhole                        |
|  | Proposed New NCF Developments  |  | New Lift Station                        |
|  | Existing NCF Buildings to Remain   |  | New Manhole                             |
|  | Future Land Acquisition  |  | Existing Sanitary Sewer Line            |
|  |  |  | Future New/Upgraded Sanitary Sewer Line |



## SUSTAINABILITY

Colleges and universities are among the oldest institutions in the United States, and academic institutions at the highest level emphasize methods of operation which will insure their permanence. New College's academic standing and attitude toward the future reflects an intention to follow this model as an ongoing and permanent institution. Although the growth of web-based learning indicates a new alternative to "bricks and mortar" educational institutions, there is little indication that this will significantly alter the role of the campus as a teaching instrument for high quality, well-established institutions such as New College.

Campuses are traditional places of academic exchange and interaction and home to the long-standing traditions associated with college and university life. For established institutions this approach has required and will continue to demand a long-term outlook on architecture and campus planning. The implication of this approach is that New College will continue to be well served by an emphasis on high-quality buildings and infrastructure, which offer long life spans of 50 years at a minimum.

The word "sustainability" has a variety of connotations, including the ability to sustain oneself through the long term, efficiently using existing resources, and providing contingencies to address the unpredictability of the future. Primarily, sustainability implies awareness of, and sensitivity to, the integration of long-term, prudent use of resources. For an existing campus, sustainability must be seen as a long-term commitment which will be incrementally accomplished and involve a variety of disciplines. This chapter summarizes both the potential benefits of a campus sustainability effort and the specific, multidisciplinary projects which are anticipated.

**Benefits of sustainable design** - In addition to providing the sense of stability which is appropriate for an educational institution, high quality, long-life-span buildings and infrastructure ultimately can yield significant benefits. There are at least three major benefits of such an approach:

**Capital cost savings over the long term** - The College's status, as an institution with a long-term vision requires that it build and operate buildings to last many decades. In practice, New College has done an outstanding job of establishing high academic standards and tremendous long-term prospects. In terms of buildings, however, the challenges of New College's first decades have limited construction to buildings, which have predominantly short-term life spans. Given this history (and future), it is strongly recommended that fundraising focus on far more substantial buildings. These buildings should be consistent with a construction standard of 50 years. Policy directives and financial commitments will be required in order to seize this opportunity.

**Operational cost savings over the long term** - Operations will be one of the most significant costs to the College in the coming century. When the operational costs of buildings, landscape and utilities are considered, resource efficiency becomes a critically important issue. The decision to invest in resource efficiency for building, landscape, utility/civil systems, and transportation operational strategies will give the College a long-term financial advantage. This offers the significant opportunity to limit the College's exposure to unpredictable increases in energy, water and other resource costs. It also offers the opportunity to minimize staff costs associated with maintenance of heating and cooling machinery which utilizes such resources and to harness free resources such as solar orientation and capture of stormwater runoff for landscape irrigation.

**Enhancement of campus appeal and usability** - A third benefit is related to the nature of the campus as a place of gathering and interaction. As noted in other areas of this document, the quality of academic life is closely associated with opportunities for interaction. Outdoor gathering spaces serve an important function in this mission. This will encourage outdoor student and faculty activity and minimize the role of automobiles, contributing to a more pleasant campus environment. Ultimately, the strategy significantly contributes to the campus' desirability as a place for learning in a low-energy consuming environment.

**Scope of sustainable design** - The following is a list of measures to be considered by every designer and incorporated into their work on an "as possible" basis by the College.

### 1: Site

- Erosion and sedimentation control
- Landscape
- Access to public transportation
- Reduced heat island impacts
- Minimizing light pollution

### 2: Water efficiency

- Landscape irrigation
- Storm water reduction, control & infiltration
- Low- and no-flow plumbing fixtures

### 3: Energy and emissions

- Energy demand reduction
- High performance envelope design
- Solar shading
- Daylighting, lighting and lighting controls
- Natural ventilation with A/C systems
- High performance HVAC systems
- Direct digital controls and energy management systems
- Building commissioning
- Energy supply opportunities
- Building integrated photovoltaics
- On site cogeneration
- Additional chilled water plant
- Emissions controls
- Non-ozone depleting refrigerants
- Low mercury lamps
- Ultra-low NOx boilers

### 4: Materials of construction

- Construction waste management program
- Recycled content materials and products
- Local and regional materials and products
- Salvaged materials and products
- Certified wood products
- Storage and collection of recyclables

### 5: Indoor environmental quality

- Indoor pollutant source control
- Low v.o.c. emitting materials
- Location of outside air intakes
- HVAC system measures
- Daylighting and views
- Thermal comfort
- Operable windows

### 6: Operations and maintenance

- Site and exterior management
- Existing building commissioning
- Additional monitoring of building systems
- Green housekeeping and cleaning programs
- Operational waste management program

**Project performance** - New and renovated high performance buildings will normally incorporate as many of into their design the following sustainability measures as is feasible:

- Permanence in construction
- Passive heating and cooling
- Water and sewage recycling
- Natural ventilation
- Natural lighting
- Rainwater harvesting and/or green roofs
- Use of materials of low embodied energy
- Highly insulated shell
- Limited resource consumption (50% of testing)
- Florida-Friendly landscape design
- On-site power generation

**Implementation** - It is critical that a process be set up early to guide this long-term effort. The sustainability program envisions 6 key operational practices, as follows.

### 1: A project-based approach

Each project should incorporate a listing of possible design measures specific to its site, program and budget. In the effort to discern which of these measures to implement, priority should be given to items that require a low initial capital outlay for significant short- and middle-term financial benefits. The budgeting process should begin far enough in advance so as to facilitate additional revenue searches (i.e. grants, fundraising) for the purpose of increasing the quality and hence the longevity of project, also including added design features that produce long term payback but require higher upfront investment.

### 2: Emphasis on interdisciplinary cooperation

Engineers should be responsible for introducing active design measures at a project appropriate level. Architects should be responsible for incorporating into their projects passive design measures and coordinating the active systems suggested by collaborating engineers. Consultant design teams should be working together with the College to assess the efficacy of proposed sustainability measures. All of these efforts will assist in editing out measures of excessive cost or marginal benefit.

### 3: LEED training for key facilities staff

As more projects begin to be implemented on the New College campus, facilities management staff members should be trained to be able to engage and direct consultants on design questions regarding sustainability.

### 4: Monitoring of resource expenditures and operations

Over time, the incorporation of sustainability measures into maintenance work and new construction at the College should result in a significant reduction of utility bills and maintenance expenditures. The best way to assess the impact of sustainability practices on campus would be to organize an annual audit of energy, water expenditures and to monitor their volume based on established benchmarks.

### 5: Improve waste reduction and recovery program

It is critical that New College improve systems to manage, reduce and recover waste.

### 6: Sustainable demonstration projects

As a public institution, New College understands the necessity to produce a place the public is proud of, as well as a place that is socially responsible. To this end, New College strives to be a leader in advocating for sustainability by serving as a vibrant model to the larger community, in such a way that the New College community will be able to point out "showcase" examples of sustainable design on their campus.

The most recent addition to campus is the Academic Center (ACE) and the adjacent Robert and Beverly Koski Academic Plaza. ACE was awarded Gold LEED certification in the fall of 2011 for a number of sustainable features:

- Toilets flush using residual rainwater from the roof and A/C condensate
- Specially designed tanks built-in under the adjoining Koski Plaza collect storm water
- Special CO<sub>2</sub> room sensors measure air quality and adjust the A/C system accordingly
- High-efficiency windows let in natural light
- Pavers and high reflective roofing materials reflect sunshine
- More than 85 percent of construction site debris was recycled

Five residence halls (Letter Dorms "V, W, X, Y, and Z") opened in 2007 also adhere to LEED requirements. They feature flat and gabled roofs and floor-to-ceiling windows in their common areas to make good use of Florida's abundant year-round sunshine.



Regenerative Landscaping



Stormwater Management



Landscape-based Stormwater Management



On-site Power Generation

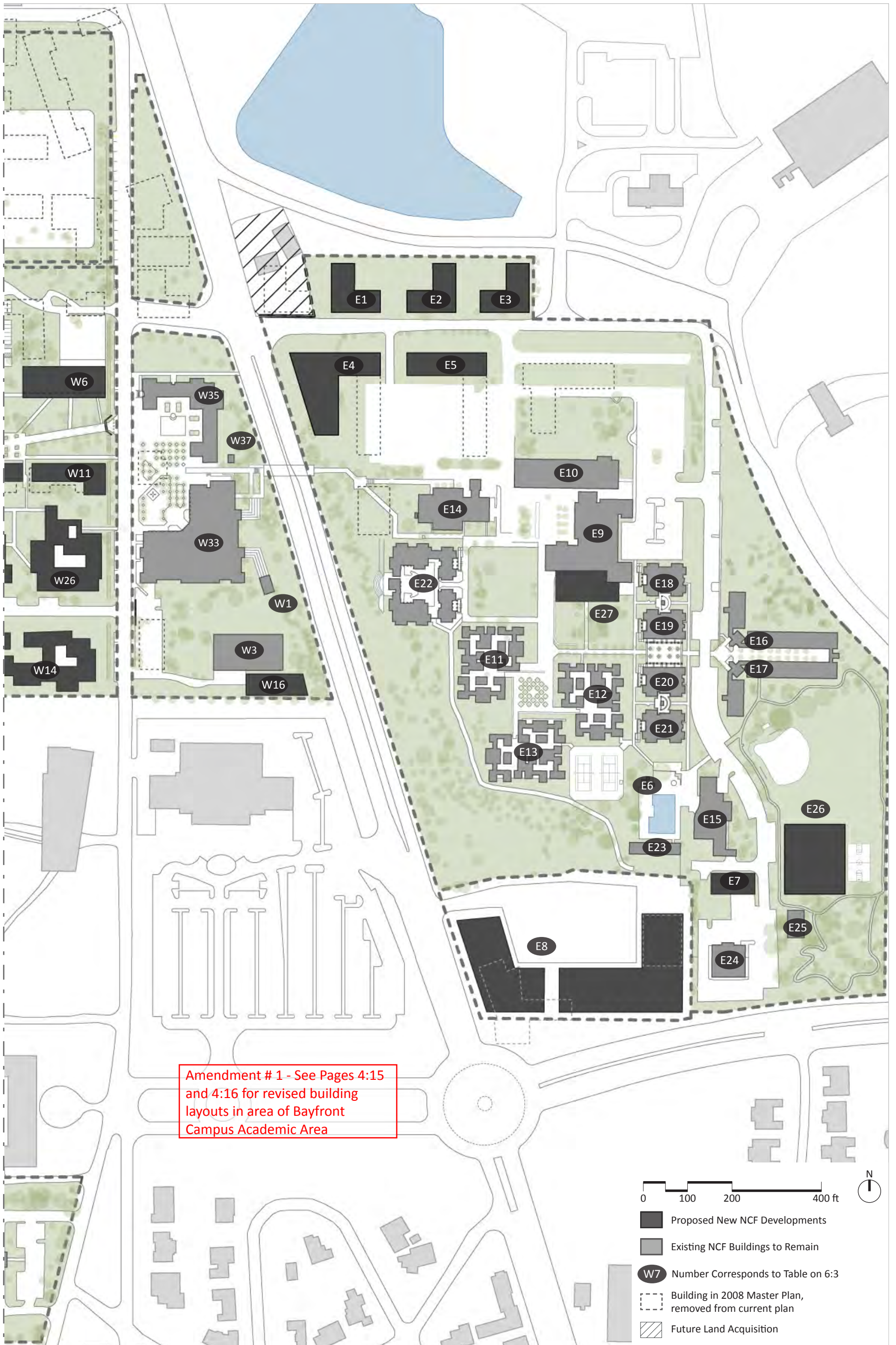


Recycling Programs



Infrastructure Efficiency





Campus Preliminary Program Key

CHAPTER 6 : CAMPUS PROGRAM AND IMPLEMENTATION

SF CALCULATIONS ON CAMPUS

Area	Building	Existing Name	Existing Bldg SF	Bldg Renov. SF	Bldg Demo SF	New Bldg SF	Total at Build-out	# Floors
Zone I								
West Campus								
	W-1	Physical Plant Landscaping	1,500	0	0	0	1,500	1
	W-2	Elev./Utility Addition-Pritzker	0	0	0	1,875	1,875	2
	W-3	Chiller Equipment Enclosure	3,535	0	0	0	3,535	existing
	W-4	Future Academic Building	0	0	0	10,000	10,000	2
	W-5	Future Heiser Nat. Sci. Addition	0	0	0	22,000	22,000	2
	W-6	Future Academic Building	0	0	0	26,000	26,000	2
	W-7	Future Addition - Robertson Hall	0	0	0	3,140	3,140	2
	W-8	Future Academic Building	0	0	0	10,000	10,000	2
	W-9	Future Academic Building	0	0	0	10,000	10,000	2
	W-10	Future Academic Building	0	0	0	12,000	12,000	2
	W-11	Future Academic Building	0	0	0	18,000	18,000	2
	W-12	Existing Police HQ/Future Admin	2,033	0	0	0	2,033	existing
	W-13	Future Student Residence Halls	0	0	0	30,000	30,000	2
	W-14	Future Student Residence Halls	0	0	0	36,000	36,000	2
	W-15	Future Student Residence Halls	0	0	0	7,000	7,000	2
	W-16	New Facilities Operations	0	0	0	13,000	13,000	2
	W-17	College Hall	21,441	0	0	0	21,441	existing
	W-18	Cook Hall	12,047	0	0	0	12,047	existing
	W-19	Keating Center	7,000	0	0	0	7,000	existing
	W-20	Robertson Hall/Carriage House	3,681	0	0	0	3,681	existing
	W-21	Social Science	1,794	0	0	0	1,794	existing
	W-22	The Barn (Four Winds Café)	1,402	0	0	0	1,402	existing
	W-23	Pritzker Addition	0	0	0	10,000	10,000	2
	W-24	New Building	0	0	0	36,658	36,658	2
	W-25	New Building	0	0	0	14,588	14,588	2
	W-26	New Building	0	0	0	44,828	44,828	2
	W-27	New Building (Adj. to Keating Ctr.)	0	0	0	7,464	7,464	2
	W-28	Bon Seigneur Residence	4,188	0	0	0	4,188	existing
	W-29	Sarasota Anthropology Lab	652	0	0	0	652	existing
	W-30	Pritzker Laboratory	8,920	0	0	0	8,920	existing
	W-31	Heiser Nat. Sciences Green House West	880	0	0	0	880	existing
	W-32	Heiser Natural Sciences Complex	36,214	0	0	0	36,214	existing
	W-33	Cook Library	74,731	0	0	0	74,731	existing
	W-34	Archaeology Lab	1,771	0	0	0	1,771	existing
	W-35	Academic Center (ACE) Building	35,787	0	0	0	35,787	existing
	W-36	Chikee Outdoor Classroom	1,296	0	0	0	1,296	existing
	W-37	ACE Mechanical	304	0	0	0	304	existing
	W-38	Utility Pump Building	194	0	0	0	194	existing
	W-39	Heiser Nat. Sciences Green House North	320	0	0	0	320	existing
	W-40	College Hall Addition	0	0	0	2,600	2,600	2
		Parkview House/Counseling Center	1,871	0	1,871	0	0	existing
		Palmer A	8,411	0	8,411	0	0	existing
		Palmer B	8,230	0	8,230	0	0	existing
		Palmer C	8,534	0	8,534	0	0	existing
		Palmer D	8,534	0	8,534	0	0	existing
		Palmer E	8,230	0	8,230	0	0	existing
		Knight House	3,254	0	3,254	0	0	existing
		Reichert House	2,574	0	2,574	0	0	existing
		Salvatori House	2,037	0	2,037	0	0	existing
		Subtotal West Campus	271,365	0	51,675	315,153	534,843	
		2008 Subtotal West Campus	241,392	0	49,879	473,510	664,562	
Zone II								
East Campus								
	E-1	Student/Faculty Housing	0	0	0	13,000	13,000	2
	E-2	Student/Faculty Housing	0	0	0	13,000	13,000	2
	E-3	Future Emergency Ops. Center/Police HQ	0	0	0	13,000	13,000	2
	E-4	Future Academic Building	0	0	0	60,000	60,000	3
	E-5	Future Academic Building	0	0	0	27,000	27,000	3
	E-6	Pool House	298	0	0	0	298	existing
	E-7	Future Facilities Storage Building	0	0	0	5,000	5,000	1
	E-8	Car Museum Site Development	0	0	0	173,000	173,000	2 or 3
	E-9	Hamilton Center	24,778	0	0	0	24,778	existing
	E-10	Hamilton Classrooms	15,399	0	0	0	15,399	existing
	E-11	Bob Johnson Residence Hall (1st Court)	24,482	24,482	0	0	24,482	existing
	E-12	Peggy Bates Residence Hall (2nd Court)	24,482	24,482	0	0	24,482	existing
	E-13	Rothenburg Residence Hall (3rd Court)	24,213	24,213	0	0	24,213	existing
	E-14	Sudakoff Lecture and Conference Center	12,216	0	0	0	12,216	existing
	E-15	Fitness Center	8,390	0	0	0	8,390	existing
	E-16	Goldstein Residence Hall	24,396	0	0	0	24,396	existing
	E-17	Dort Residence Hall	24,396	0	0	0	24,396	existing
	E-18	"Y" Residence Hall	11,448	0	0	0	11,448	existing
	E-19	"X" (Searing) Residence Hall	11,447	0	0	0	11,447	existing
	E-20	"W" (Peterson) Residence Hall	11,448	0	0	0	11,448	existing
	E-21	"V" Residence Hall	11,447	0	0	0	11,447	existing
	E-22	"Z" Residence Hall	25,407	0	0	0	25,407	existing
	E-23	Hamilton Boiler Plant	2,904	0	0	0	2,904	existing
	E-24	Physical Plant PPD	5,350	0	0	0	5,350	existing
	E-25	Facilities Storage	2,100	0	0	0	2,100	existing
	E-26	New Gymnasium	0	0	0	30,400	30,400	2
	E-27	Hamilton Addition	0	0	0	9,000	9,000	1
		Existing Car Museum	58,454	0	58,454	0	0	existing
		Car Museum Shop	3,287	0	3,287	0	0	existing
		Subtotal East Campus	326,342	73,177	61,741	343,400	608,001	
		2008 Subtotal East Campus	191,527	116,587	5,350	278,514	464,960	
Zone III								
Caples Campus								
	C-1	Caples House	5,804	0	0	0	5,804	existing
	C-2	Caples Garage (carriage house)	2,350	0	0	0	2,350	existing
		Caples Fine Arts Complex	30,245	0	0	0	30,245	existing
	C-3	Isermann/Felsmann Building						existing
	C-4	Sculpture Studio						existing
	C-5	Sainer Auditorium						existing
	C-6	Lota Mundy Music Building						existing
	C-7	Sarasota Sailing Equip. Shed	120	0	0	0	120	1
	C-8	Future Caples Pavilion (fine arts)	0	0	0	6,000	6,000	2
	C-9	Caples Sailing Storage Shed Addition	0	0	0	120	120	1
		Subtotal Caples Campus	38,519	0	0	6,000	44,519	
		2008 Subtotal Caples Campus	38,519	0	0	6,000	44,639	
TOTAL CAMPUS AREAS								
		(College-owned land - campus uses)	636,226	73,177	113,416	664,553	1,187,363	
		(2008 College-owned land - campus uses)	471,438	116,587	55,229	758,144	1,174,161	

COMPARISON OF EXISTING CAMPUS PLAN AND 2035 BUILD-OUT



Existing Campus Plan



Campus Plan - 2035

Amendment # 1 - See Pages 4:15 and 4:16 for revised building layouts in area of Bayfront Campus Academic Area

**PLAN IMPLEMENTATION**

Section 2 of the Campus Master Plan contains goals, objectives, and policies describing how the College’s programs and activities will be initiated, modified or continued to implement the master plan in a consistent manner.

**MONITORING AND EVALUATION**

Monitoring and evaluation procedures are followed to update the adopted campus master plan every five years. The College will submit to the Board of Trustees, within four years from the date of plan adoption and every five years thereafter, an evaluation and appraisal report which:

1. Lists which goals, objectives and policies have been successfully reached;
2. Identifies the need for new or modified goals, objectives, or policies needed to correct unanticipated and unforeseen problems and opportunities that have occurred since adoption of the campus master plan; and
3. Identifies proposed and anticipated plan amendments necessary to address problems and opportunities.

The College will submit to the Board of Trustees within five years from the date of plan adoption and every five years thereafter, a proposed plan amendment which incorporates the findings and recommendations contained in the evaluation and appraisal report, and which also contains updated baseline data (as appropriate) and goals, objectives and policies to be accomplished during the remainder of the overall planning period.

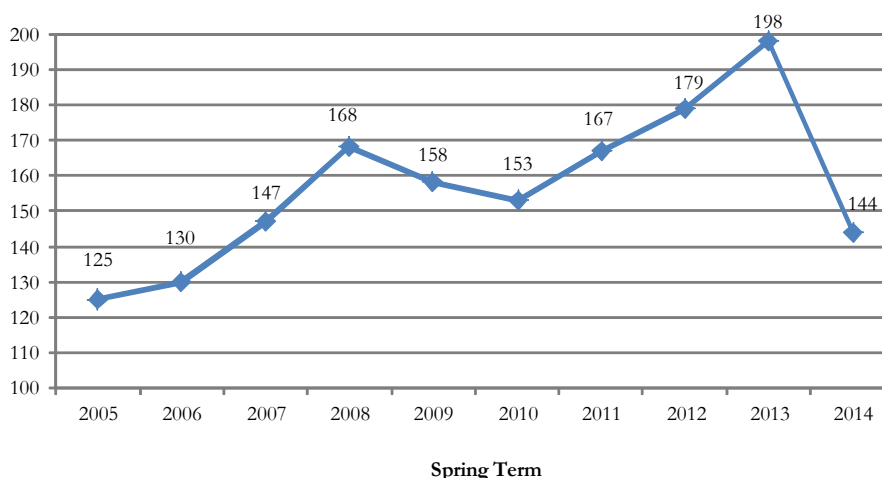
As the steward of the Campus Master Plan, the Campus Development Committee will coordinate the monitoring and evaluation process to implement the master plan in a consistent manner. The process will accomplish the following:

- Clarify the role of the Board of Trustees in the master planning process
- Establish thresholds to identify projects needing broader review
- Develop an approach to ensure discrete projects must meet multiple master plan goals
- Provide training to improve sustainability
- Perform an annual review of progress
- Utilize a phased approach to campus development

Currently, a growth target to 1600 students over the course of the planning period is being considered. This student body growth target would permit increased adjustment to the current enrollment which is approximately 861 students and that is anticipated to reach 900 students in the near future.

According to the most current New College of Florida 2014-2015 Fact Book, the number of graduates from 2005 to 2014 has varied from year to year, partly due to the practice of degrees being awarded only in the Spring term. The number of graduates was at a record high of 198 in 2013, as shown in the following chart.

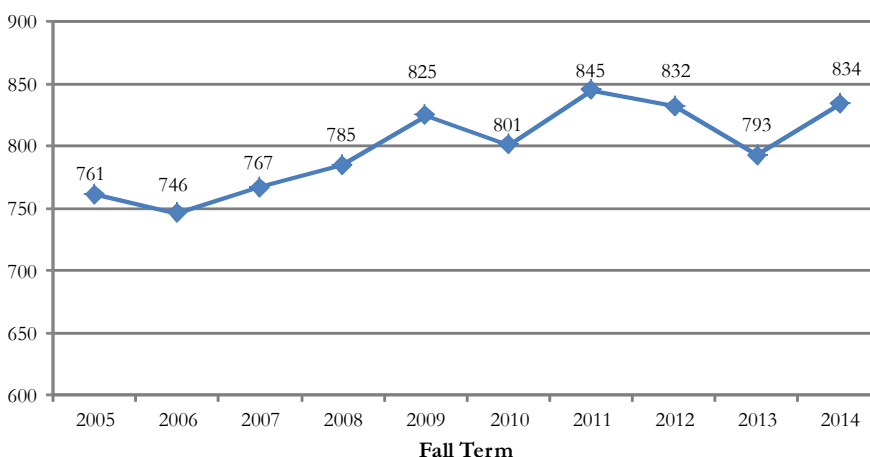
Number of Graduates, 2005-2014



Note: New College awards degrees only in the Spring Term

According to the most current New College of Florida 2014-2015 Fact Book, the enrollment headcounts from 2005 to 2014 reach the highest numbers in 2011 and 2014, at 845 and 834 students respectively. These are measured in the Fall term, as shown in the following chart.

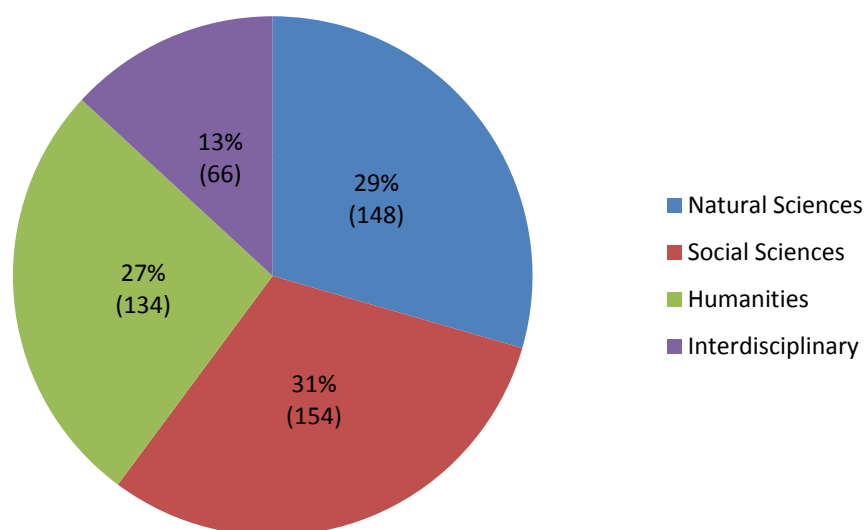
Fall Term Enrollment Headcounts, 2005-2014



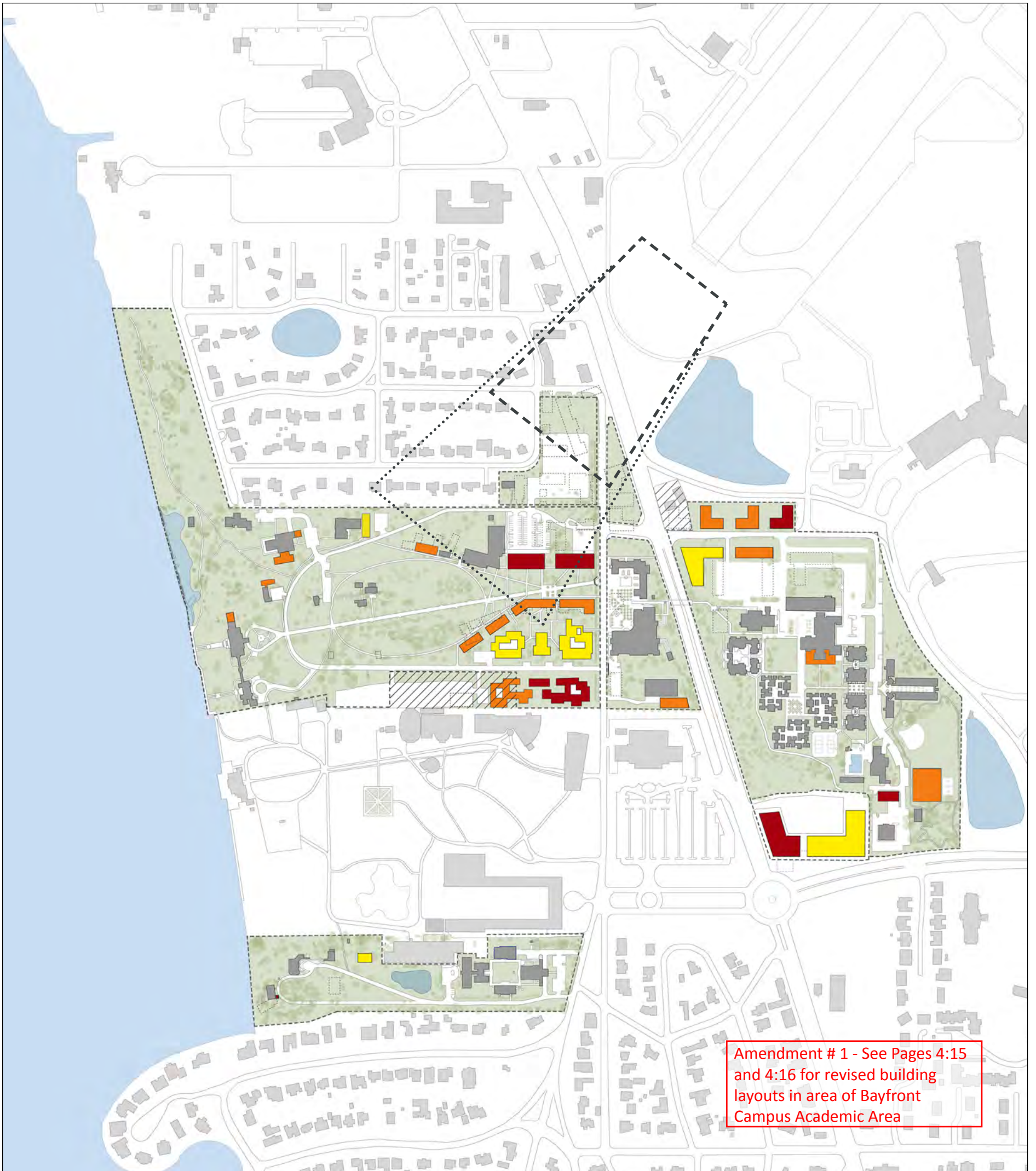
New College offers many Areas of Concentration (AOC) in the divisions of Social Sciences, Humanities, Natural Sciences and Interdisciplinary Studies. Students enrolled in the Fifth Contract and above are required to declare their AOC. The unduplicated headcount of students in their Fifth Contract and above was 379 in Fall 2014. There were 834 enrolled students in Fall 2014. That means 55% of students have not declared their AOC. Students with joint-disciplinary concentration or double area concentration are counted more than once.

The following chart shows the percentage of declared students in 2014 in each AOC division. Social Sciences was the most popular, with 154 students, or 31%. This information is from the 2014 Enrollment Headcount by AOC report from the Office of Institutional Research and Assessment at New College of Florida.

Percentage of Headcount by Division of Area of Concentration, 2014







**Hypothetical Campus Phasing Plan**

The hypothetical phasing plan shown above, and summarized in the table below, is intended to provide a possible strategy for expansion, which is associated with specific student population (850, 900, 1200 and 1600 students).

Time Frame:	Student Population:	SF Total Removed:	SF Total Added:	SF Total Quantity:
Current:	850	0	0	636,226
Phase I:	900	-61,741*	182,120	756,605
Phase II:	1200	-24,629**	213,015	944,991
Phase III:	1600	-27,046 †	269,418	1,187,363
<b>Total Desired SF:</b>			<b>664,553</b>	<b>1,187,363</b>

\* Demolition of Car Museum and Shop (see 6:3)  
 \*\* Demolition of Palmer Buildings D&E and misc. Bayfront Campus buildings (see 6:3)  
 † Demolition of Palmer Buildings A,B&C and misc. Bayfront Campus buildings (see 6:3)

Amendment # 1 - See Pages 4:15 and 4:16 for revised building layouts in area of Bayfront Campus Academic Area

0 250 500 1000 ft

- Phase 1 (1-5 Years)
- Phase 2 (5-10 Years)
- Phase 3 (10-20 Years)
- Existing NCF Buildings to Remain
- NCF Property Boundaries
- Proposed new buildings in 2008 plan, removed or reconfigured in current plan
- Future Land Acquisition
- Existing Runway Protection Zone (RPZ)
- Potential Future Runway Protection Zone (RPZ)

# APPENDIX

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*Appendix 1:*  
Future Land Use

*Appendix 2:*  
Low Impact Development

*Appendix 3:*  
Housing

*Appendix 4:*  
Capital Improvements

*Appendix 5:*  
Intergovernmental Coordination

## FUTURE LAND USE

### Surrounding Land Uses

A mix of residential, commercial, cultural and airport uses surround the New College campus. Adjacent residential uses include the Uplands subdivision north of the Bayfront Campus and a small residential block (the Pine Park subdivision) along 58th Street. South of the College is the Indian Beach/Sapphire Shores neighborhood. Cultural facilities including the Asolo Performing Arts Center, and the Florida State University-owned Ringling Museum are the predominant land uses to the south of the Bayfront Campus. Sarasota-Bradenton International (SRQ) Airport is located north of General Spaatz Boulevard. The campus is encumbered by its proximity to the SRQ Airport, including a Runway Protection Zone (RPZ) on a southwest/northeast axis that traverses the northeast side of the Bayfront Campus. Tamiami Trail (US 41) bisects the campus, and contains a wide variety of uses including retail, motel/hotel, cultural, and residential uses.

### Property Status

In late 2012, 13 acres of land within the New College campus was annexed into the City of Sarasota from Manatee County, bringing the entirety of campus land holdings within the City of Sarasota. All College property is owned in fee-simple by the New College Board of Trustees of the Internal Improvements Trust Fund for the benefit of the Florida Board of Governors, with the exception of the Pei Campus which is a 99-year lease from the Sarasota-Manatee Airport Authority. As described in Chapter 4, the College should begin to consider a plan for how to address this ownership arrangement with the Airport Authority over a long term period. The Classic Car Museum site was acquired by New College in 2008; it is being leased to the museum.

Surrounding land uses, City boundary, leased lands and the RPZ are identified on the Leased Lands map.

New College has identified several properties adjacent to campus to potentially purchase as they become available. These sites are needed for new student housing facilities in the future. These properties include the remaining six single-family lots along 58th Street located in the City of Sarasota, and the gas station at the northeast corner of N. Tamiami Trail and General Spaatz Boulevard located in Sarasota County.

### Vacant Campus Lands

Much of the vacant land on campus is undevelopable since it is either: 1) designated or interpreted as having natural resource value (wetland, habitat area, ecological diversity, linkage with off-site natural areas), 2) located within the FEMA velocity or flood zone, or 3) necessary for existing and future stormwater management purposes. Specifically, the Uplands Bayfront Preserve and the Landscape Restoration Area identified in Chapter 5 are to remain undeveloped. Land interpreted as preservation because of a distinguishing feature, is historically significant, or because it affords visual or spatial continuity to within the campus and to open areas beyond the campus, may remain vacant. Future planning work may include a view shed study.

### Densities and Intensities

The City of Sarasota's Comprehensive Plan (2005), also known as the Sarasota City Plan 2030, is a broad policy document intended to guide development in the City over a long-term planning period. Future Land Use is one of many elements of the City's plan, which is updated and amended as needed. The purpose of designating Future Land Uses is to achieve a high quality living environment through:

- Encouraging compatible land uses,
- Restoring and protecting the natural environment, and
- Providing facilities and services which meet the social and economic needs of the community.

Future Land Use classifications typically set maximum density and intensity allowances. Density is for residential uses, described as dwelling units per acre. Intensity is for non-residential uses, described as Floor Area Ratio (FAR), or the amount of developed square footage in relation to the total land area.

The City of Sarasota's Comprehensive Plan (Sarasota City Plan 2030, December 2008) identifies the majority of the New College campus as Metropolitan/Regional #2 Future Land Use. The purpose and intent of this land use classification is to identify areas in the City that draw visitors from great distances and have distinct and identifiable centers or campuses. This classification #2 is Institution of higher learning, Museum, Entertainment (University of South Florida / Ringling Museum of Art / Asolo Theatre).

For Metropolitan/Regional #2 Future Land Use, the maximum density and intensity are determined by the existing zoning district. However, any increase in density or intensity exceeding the amount permitted by existing zoning must be based, in part, upon a finding that the proposed change is compatible with the existing use, density, intensity and scale of development in the surrounding area. Up to 25 dwelling units per acre and 1.0 FAR may be consistent with the intent of the Metropolitan/Regional #2 Future Land Use classification.

The ten single-family lots on the south side of 58th Street are designated in the Sarasota City Plan as Single-Family Very Low Density Future Land Use, which allows development at 4.5 units per acre or less. If New College is able to acquire the entirety of the single-family houses, it is anticipated that a Future Land Use Map Amendment for Metropolitan/Regional #2 will be needed for redevelopment as shown in the Campus Master Plan. If New College is able to acquire the gas station parcel currently owned by the airport, located in Sarasota County, at the northeast corner of Tamiami Trail and General Spaatz Boulevard, it may be best to annex that parcel into the City of Sarasota, since the rest of the College is located within city limits. The gas station parcel is currently designated as Major Government Use in the Sarasota County Comprehensive Plan (August 2014), a use where government activities are conducted or where governments hold titles to such lands. Future land uses are identified on the Future Land Use map.

There are two implementing City of Sarasota zoning districts for Metropolitan/Regional #2: Office Regional District (ORD) and Governmental (G). A small area between Bay Shore Road and Tamiami Trail is already zoned G, however most of the campus is zoned Medical/Charitable/Institutional (MCI). Governmental zoning should be established for the entire campus at the time city zoning is applied to the recently annexed area. Specific zoning requirements are contained in the City of Sarasota's Zoning Code.

APPENDIX 1 : FUTURE LAND USE



Leased Lands



City of Sarasota Future Land Use

Source: City of Sarasota Comprehensive Plan

Source: Sarasota City Plan 2030, City of Sarasota, December 2008; and Sarasota County Comprehensive Plan, August 2014

Comprehensive Plans, defined by Florida Statute Chapter 163, are broad policy documents broad policy documents by local governments intended to guide development over a long-term planning period.



- Metropolitan/Regional # 2 (Institution of Higher Learning, Museum, Entertainment)
- Area currently designated as Single-Family Very Low Density Future Land Use by the Sarasota City Plan 2030. Area will be changed to Metropolitan Regional # 2 Future Land Use should New College acquire this property.
- Area currently designated as Major Government Use Future Land Use by the Sarasota County Comprehensive Plan, August 2014
- Future Land Acquisition

## APPENDIX 2 : LOW IMPACT DEVELOPMENT

### LOW IMPACT DEVELOPMENT

Low Impact Development (LID) principles and practices allow the designer to create engineered systems that replicate natural watershed hydrologic functions. LID technology allows for an infinite number of customized configurations for each land use component. LID technologies are distributed small-scale controls where the aggregate effort achieves the watershed or site development goal. Some of these are described in the LID Practice Definitions table on the next page.

#### A. LID Technologies

LID uses a combination of technologies to achieve the stormwater management objectives in the urban environment. The technologies primarily fall into these four categories:

- 1) Runoff volume control
- 2) Peak runoff control
- 3) Water quality
- 4) Re-use and water conservation

##### 1.1 Runoff Volume and Peak Runoff Control

A critical factor of a stormwater management program is the balance of infiltration and the runoff volume released from the site. Increasing infiltration and storage volume capacity on site is a distinctive component of LID strategies. Broadening the potential for infiltration and storage, and modifying lengths of flow paths reduces the runoff volume and peak flow rate of stormwater. LID technologies are, however, unlike conventional methods as they are small-scale engineered facilities that are distributed throughout the site and possess a different appearance, many of them much like perennial gardens.

LID Technologies:

- Bioretention cells
- Green roofs
- Rain gardens
- Vegetated swales
- Wetland restoration
- Permeable pavers
- Florida Friendly landscaping

##### 1.2 Water Quality

Removal of pollutants through LID technology is essential in the urban environment. Combinations of LID technologies throughout the site allows for pollutant removal at the source.

LID Technologies:

- Tree Box Filters
- Bioretention cells
- Green roofs
- Rain gardens
- Vegetated swales
- Wetland restoration
- Permeable pavers
- Water conservation
- Native and Florida Friendly landscaping

##### 1.3 Re-Use and Water Conservation

LID strategies promote the collection, filtration, storage and reuse of rainwater to reduce potable water demands. Directing rainwater and stormwater runoff into regional stormwater management facilities for future use for irrigation and other non-potable requirements during periods of drought are alternative approaches for a stormwater management program.

LID Technologies:

- Rooftop collection channels
- Cisterns
- Rain barrels
- Bioretention cells
- Regional stormwater storage facilities
- Sub-surface detention facility

#### B. Site Components

Below is a description of the types of LID technologies that can be used for each design component.

##### 2.1 Industrial / Residential Block

Rooftops present a significant opportunity to detain and filter a significant amount of stormwater because of their large surface area. Roofs provide an excellent medium to capture runoff and reuse it for water conservation purposes such as irrigation, air conditioning, pools and fountains.

LID Technologies:

- Cisterns
- Green roofs / green wall
- Rain barrels
- Roof-top water collection
- Solar panels / photovoltaics
- Subsurface stormwater detention

##### 2.2 Landscape

Open spaces and buffer areas are an important component of LID stormwater management programs. These comprise a significant part of urban areas and can be used to increase storage, infiltration, pollutant filtration, or temporarily detain water.

LID Technologies:

- Bioretention cells
- Native & Florida Friendly landscaping
- Permeable paving
- Rain gardens
- Soil amendments
- Subsurface stormwater detention
- Tree box filters
- Vegetated swales

##### 2.3 Open Space / Park

LID Technologies:

- Bioretention cells
- Native & Florida Friendly landscaping
- Permeable paving
- Wetland restoration
- Rooftop stormwater collection
- Soil amendments
- Subsurface stormwater detention
- Tree box filters
- Vegetated swales
- Pollution-reduction outdoor lighting
- Recycled street furniture

##### 2.4 Streetscape

Streetscapes and sidewalks provide a significant potential for storing and filtering runoff. The materials and subsurface of the streets can be altered to provide for increased infiltration and detain runoff.

LID Technologies:

- Bioretention cells
- Eliminated curb & gutter
- Inlet pollution control devices
- Native & Florida Friendly landscaping
- Permeable pavers (or green grids)
- Rain gardens
- Curbless/seamless parking lot islands
- Soil Amendments
- Subsurface stormwater detention
- Tree box filters
- Vegetated swales
- Pollution-reduction outdoor lighting
- Recycled street furniture

##### 2.5 Parking Lots & Internal Alleys

Parking lots and parking structures make up a large portion of the urban landscape. They generate a significant amount of runoff volume and pollutants. These areas can be altered to store or infiltrate runoff and provide water quality treatment. Parking bays can also be constructed with permeable pavement in order to store, detain, or infiltrate runoff.

LID Technologies:

- Eliminated curb & gutter
- Permeable pavers (or green grids)
- Rain gardens
- Subsurface stormwater detention
- Curbless/seamless parking lot islands
- Soil Amendments
- Vegetated swale

#### C: Benefits of each LID Technology

Green rooftops planted with vegetation. Intensive green roofs have thick layers of soil (6 to 12 inches, or more) that can support a broad variety of plant or even tree species. Extensive roofs are simpler green roofs with a soil layer of 6 inches or less to support turf, grass, or other ground cover.

Green walls are designed so that plant material can grow vertically up the facades. Green walls promote facades softening, add humidity and oxygen to into a building's ventilation system, capture rainfall and remove impurities from the air.

Permeable paving, also called pervious paving, is a term used to describe paving methods for roads, parking lots and walkways that allow the movement of water and air through the paving material. The best-known of these are cobblestones and bricks, but there are many newer ones.

Rain gardens are designed depressions that are landscaped as an amenity as well as a stormwater treatment device. In Southwest Florida, the rain garden maybe designed to capture rain events of 1 inch or less; while separate ponds provide required attenuation.

Treatment swales are a similar design concept yet smaller than the Rain Garden. These swales could be located between parking stalls or at the back of sidewalk/curb areas and could provide treatment for rainfall events of 1" or less. Curbless islands and gutters allow the introduction of stormwater run-off to rain gardens or bio-swales instead of directing runoff to stormwater structures.

Curbless/seamless islands and gutters allow the introduction of stormwater run-off to rain gardens or bio-swales instead of directing runoff to stormwater structures.

LID Practice Definitions

	PRACTICE	DEFINITION	PEAK FLOW CONTROL	VOLUME REDACTION	WATER QUALITY	CONSERVE WATER
1	Green Roofs	Green Roof Rooftops planted with vegetation. Intensive green roofs have thick layers of soil (6 to 12 inches, or more) that can support a broad variety of plant or even tree species. Extensive roofs are simpler green roofs with a soil layer of 6 inches or less to support turf, grass, or other ground cover.	x	x	x	
2	Rain Gardens	Designed depression that is landscaped as an amenity as well as a stormwater treatment device. In Southwest Florida, the rain garden maybe designed to capture rain events of 1" or less; while separate ponds provide required attenuation.	x	x	x	
3	Bio-Retention / Vegetated Swales	Similar design concept yet smaller than the Rain Garden. These swales could be located between parking stalls or at the back of sidewalk/curb areas and could provide treatment for rainfall events of 1" or less.	x	x	x	
4	Soil Amendments	A material added to a soil to improve its physical properties, such as water retention, permeability, water infiltration and drainage. An example is wood chips that, when mixed with the soil increase water and nutrient-holding capacity and improves aeration and water infiltration.		x	x	x
5	Permeable Paving / Pavers	Permeable paving, also called pervious paving, is a term used to describe paving methods for roads, parking lots and walkways that allow the movement of water and air through the paving material. The best known of these are cobblestones and bricks, but there are many newer ones.		x	x	
6	Tree Box Filters	Tree box filters are essentially 'boxed' bio-retention cells that are placed at the curb (typically where storm drain inlets are positioned). They receive the first flush of runoff along the curb and the storm water is filtered through layers of vegetation and soil before it enters a catch basin.	x	x	x	
7	Green Walls	Walls designed so that plant material can grow vertically up the facade. Green walls promote facade softening, add humidity and oxygen to into a building's ventilation system, capture rainfall and remove impurities from the air.			x	
8	Florida Friendly Landscaping	Landscape design featuring carefully selected plants suited to Florida's climate, natural conditions and wildlife. FYN provides tips on cost-saving, environmentally friendly landscape maintenance procedures that may reduce water, fertilizer and pesticide use.			x	x
9	Curbless Parking Islands	A design to promote the introduction of stormwater run-off to rain gardens or bio-swales instead of directing run-off to stormwater structures.	x	x	x	

Tree box filters are essentially 'boxed' bio-retention cells that are placed at the curb (typically where storm drain inlets are positioned). They receive the first flush of runoff along the curb and the storm water is filtered through layers of vegetation and soil before it enters a catch basin.

Soil amendments are materials added to a soil to improve its physical properties, such as water retention, permeability, water infiltration and drainage. An example is wood chips that, when mixed with the soil increase water and nutrient-holding capacity and improves aeration and water infiltration.

Yards and Neighborhoods

Landscape design features carefully selected plants suited to Florida's climate, natural conditions and wildlife. USF's Florida Yards & Neighborhoods (FYN) Program provides science-based education to the public on how to create a Florida-friendly yard. FYN provides tips on cost-saving, environmentally friendly landscape maintenance procedures that may reduce water, fertilizer and pesticide use. For more information on the program, visit <http://www.swfwmd.state.fl.us/yards/>.

Listed below is a representative plant list typical for a Southwest Florida Prairie. Note: Some plants have edible fruit.

- |   |  |
|---|--|
| Golden Aster - <i>Chrysopsis Subulata</i>             | Deer-Tongue - <i>Carphephorus Paniculatus</i>            |
| Silverleaf Golden Aster - <i>Pityopsis</i>            | Vanilla Plant - <i>Carphephorus Odoratissimus</i>        |
| Graminifolia  | Florida Paintbush - <i>Carphephorus Corymbosus</i>       |
| Flatwoods Sunflower - <i>Helianthus Angustifolius</i> | Butterfly Weed - <i>Asclepias Tuberosa</i>               |
| Partridge Pea - <i>Chamachisa Fasciculata</i>         | Milkpea Galactia - <i>Elliottii</i>                      |
| Yellow Jessamine - <i>Gelsemium Sempervirens</i>      | Bear Grass, Adam's Needle - <i>Yucca Filamentosa</i>     |
| Yellow Bachelor's Button - <i>Polygala Rugelii</i>    | Gopher Apple - <i>Licania Michauxii</i>                  |
| Yellow Bachelors Button - <i>Polygala Nana</i>        | Staggerbush - <i>Rusty Lyonia - Lyonia Fruticosa</i>     |
| Yellow Colicroot <i>Aletris Lutea</i>                 | Tarflower - <i>Bejaria Racemosa</i>                      |
| Meadow Beauty - <i>Rhexia Cubensis &amp; Nuttall</i>  | Butterfly Pea - <i>Centrosema Virginianum</i>            |
| False Foxglove - <i>Agalinis Purpurea</i>             | Dayflower - <i>Commelina Erecta</i>                      |
| Wax Myrtle - <i>Myrica Cerifera</i>                   | Bushy Aster - <i>Aster Clamosis</i>                      |
| Blackout - <i>Pennisetum Virgatum</i>                 | Lopsided Indiangrass - <i>Sorghastrum Secundum</i>       |
| Saw Palmetto - <i>Serenoa Repens</i>                  | Queen's Delight - <i>Stillingia Sylvatica Var Tennis</i> |
| Shortleaf Rosegentian - <i>Sabatia Brevifolia</i>     | Wiregrass - <i>Aristida Beynechiana</i>                  |
| Redroot - <i>Lachnanthes Caroliniana</i>              | Pine Lily - <i>Lilium Catesbaei</i>                      |
| Summer Farewell - <i>Dalea Pinnata</i>                | Prickly Pear Cactus - <i>Opuntia Humifusa</i>            |
| White Topped Aster - <i>Aster Calatas</i>             | Shiny Blueberry - <i>Vaccinium Myrsinites</i>            |
| False Horehound <i>Eupatorium Rotundifolium</i>       | Candy Weed - <i>Polygala Lutea</i>                       |
|   | Paw Paw - <i>Asimina Reticulata</i>                      |

Benefits of Each LID Technology

LID TECHNOLOGY	REDUCE RUNOFF VOLUME	REDUCE PEAK RUNOFF RATES	WATER QUALITY	REUSE/WATER CONSERVATION	REDUCED RUNOFF TEMPERATURE	REDUCE HEAT ISLAND EFFECT	IMPROVED LIFECYCLE	ENERGY CONSERVATION	AESTHETICS	REDUCED MAINTENANCE	PLANT VIABILITY	HABITAT	POLLUTION REDUCTION
BIORETENTION CELL	x	x	x		x				x	x			
CISTERN	x			x									
REGIONAL STORMWATER FACILITY		x	x	x					x	x	x	x	x
ELIMINATE CURB AND GUTTER	x		x		x				x				
GREEN ROOF	x		x	x	x	x	x	x		x			
INLET CONTROL DEVICES	x	x											
NATIVE PLANT MATERIAL			x	x	x					x		x	
PERMEABLE PAVING	x		x		x								
POLLUTION PREVENTION			x						x				x
RAINBARREL	x			x									
RAIN GARDEN	x	x	x		x				x	x			
ROOFTOP WATER COLLECTION	x			x	x						x		
SEAMLESS ISLANDS	x		x		x				x				
SOIL AMENDMENTS	x		x								x	x	
SUBSURFACE DETENTION FACILITY	x	x		x									
TREE BOX FILTERS	x		x		x	x			x				
VEGETATED SWALES	x	x	x						x	x			

## APPENDIX 3 : HOUSING

### HOUSING

The College currently houses approximately 80 percent of students on campus, in several buildings, offering suite and dormitory style housing, containing a total of 702 beds. The stated policy of New College is to house 80 percent of students (headcount) on campus. If enrollment grows as projected to 1600, the College will need a minimum of 1280 beds. Freshman and sophomores are required to live on campus. The College does not own or operate any student housing off campus.

#### On-campus Student Housing Inventory

	Type	Beds
Pei Dorms: Bob Johnson, Peggy Bates, Rothenberg	Suite	306
Palmer "B" Dorm	Dormitory	43
Dort / Goldstein	Suite	148
Letter Dorms "V, W, X, Y, and Z"	Dormitory	205

Source: *New College Facilities Planning, 2014.*

In 2007, NCF constructed five new student residence halls, called the letter dorms "V, W, X, Y and Z" totalling 71,195 square feet on Pei Campus. These residence halls house 205 students.

In 2009 the Pei Dormitory 2nd Court underwent an extensive renovation/updating.

In 2014 the Pei Dormitory 3rd Court underwent significant remodeling. During this project new bathroom cabinetry and fixtures, flooring, paint, new concrete pavers in the interior courtyard area, new exterior IT cabinets, building waterproofing and drainage, new Cat5 wiring and interior and exterior lighting fixtures were done. New furniture throughout the dorm was also included.

In 2014 Palmer "B" also underwent a remodeling which included new kitchens and appliances, new flooring throughout, new bathroom counters and fixtures, roofing repairs, interior and exterior painting, new lighting, a new concrete patio with sidewalk and an ADA parking space. New furniture was purchased for this dorm as well.



## CAPITAL IMPROVEMENTS

The Capital Improvement Plan (CIP) for 2016-21 is a rolling 5-year planning document that is updated annually. Annual updates provide the opportunity to make changes as new information becomes available regarding College needs and funding resources. Site improvements can be funded by infrastructure dollars not contained within the CIP. Campus space utilization was considered in establishing the CIP priorities. Site improvements can be done with infrastructure funds and are not reliant on the CIP.

All the projects requested are in accordance with recommendations contained in the College's Educational Plant Survey conducted in November 2013. The College also considered results of a campus wide infrared survey of flat roofed buildings conducted by ICC Thermal Mapping and Surveying in Fall 2011, a Facility Condition Analysis prepared by the ISES Corporation in March 2012 and an engineering study of heating/ventilation/air conditioning and roofing needs prepared by Rowe Architects, Inc. in May 2012 in developing this plan. Proposed priorities for the 2016-21 plan include:

### PECO Eligible Project Requests

**Priority 1: Heiser Natural Sciences Addition.** This request will provide construction and equipment funding to construct a 22,000 square foot addition to Heiser Natural Sciences supporting additional teaching labs, research labs and faculty offices and aid in increasing support infrastructure needed for production of certain STEM degrees such as chemistry, physics, math and biology. When the current building was built in 2000, 30% of the well-planned building, including all expansion space for new faculty, had to be eliminated to bring the project within the available budget. The College's enrollment has grown significantly since then and the College needs space to support faculty in Biology/Environmental Studies, Bioinformatics and Molecular Biology. Also, the 2015 Medical College Admissions Test (MCAT) will put more emphasis on Molecular Biology, Biochemistry and Bioorganic chemistry. Molecular Biology is a growing field significantly different from Biochemistry and Cell Biology and requires separate and different research space. Finally, we anticipate hiring in Earth Science to support our Environmental Studies Program and need new science space to accommodate two or more new earth science programmatic areas such as paleontology, geology (earth systems), oceanography, astrophysics, environmental chemistry or climate modeling. This STEM based project was recommended in the November 2013 Educational Plant Survey and is now the College's top priority as well as on the BOG's capital list. The College received \$655,000 during the 2014 Legislative session to design the Heiser Natural Science Addition. Last year at this time, the College requested \$7,356,816 be appropriated in FY 2015-16 to fund building construction, furnishings, fixtures and equipment. Based on updated SUS construction cost data received in March, it is projected that construction costs have increased at least 10% since the College submitted its funding request last year. The Heiser request has been adjusted to a total of \$8,273,426, with \$3 million that will be appropriated July 1, 2015, leaving the remaining \$5,273,426 to be requested for FY 2016-17. It is important to note that construction will be scheduled to commence only after the College confirms what funding it will receive in both FY 2015-16 and 2016-17.

**Priority 2: Critical Deferred Maintenance** refers to expenditures for repairs which were not accomplished as a part of normal maintenance or capital repair which have accumulated to the point that facility deterioration is evident and could impair the proper functioning of the facility. Costs estimated for critical deferred maintenance projects include compliance with applicable codes, even if such compliance requires expenditures beyond those essential to affect the needed repairs. Currently we have more than \$51 million dollars in project recommendations over the next ten years as shown in our ISES evaluation. The data collected as part of the March 2012 ISES Corporation evaluation shows that our aging systems, although diligently maintained, are reaching or exceeding their statistical life cycle. The following list identifies specific critically deferred projects that total the \$3.25 million requested, with the caveat that these projects are subject to change as future circumstances warrant: Old Caples Mansion & Carriage House Repairs (\$429,000); Cook Library window replacement and painting (\$542,000); Central Campus Boiler Plant expansion (\$429,000); Palmer Buildings A, C, D & E HVAC & Roof replacements (\$1,400,000); Pritzker Marine Biology Lab building envelope repairs (\$150,000) and Palmer E building stabilization and structural repair (\$300,000).

**Priority 3: Utilities/Infrastructure/Capital Renewal/Roofs.** Approximately 45% of the College's E&G space is at least 40 years old, with seven buildings in excess of 85 years old. Funding to maintain and upgrade this aging infrastructure continues to be among the College's top priorities. This will allow the continuation of critical campus infrastructure improvements such as chilled water, plumbing, sewer, roofing, wiring (electrical, phone, data), lighting, doors/windows, structural repairs, ADA code compliance, fire code, hurricane protection, storm water management, sidewalks, landscaping, exterior painting/resurfacing, energy management, sustainable technology and the like.

**Priority 4: Campus IT Infrastructure Upgrades.** The College's IT network is currently supported via core switching equipment located in three campus buildings plus data closets located in each campus building, all linked together via data wiring.

Much of this infrastructure is over 15 years old. This project will increase the performance and integrity of the entire college computer network backbone. Reconfiguring the College's fiber optic backbone and updating of network cabling will significantly enhance the quality of service to the campus. Items to be improved include the addition of a single mode fiber optic trunk line, replacement of outdated network cabling, the creation of a modern data room and an increase in wireless service throughout campus. These improvements are critical to the success of individual students and the overall mission of the college.

**Priority 5: College Hall Service Core Addition, Renovation and Remodeling** will focus on a building constructed in 1924 by adding a service core consisting of ADA restrooms, stairs and mechanical/electrical areas, elevator, as well as installation of a fire sprinkler system, interior finish upgrades, and other building code upgrades. This includes installation of new cold & hot water lines allowing replacement of the aging HVAC system with a much more efficient central chilled water cooling system. In addition, this historic building will undergo significant structural renovations/remodeling, to include: interior plaster repairs and roof repairs to align them with current regulations as well as preserving them for history.

**Priority 6: Pritzker Marine Biology Service Core Addition, Renovation and Remodeling** will add a new exterior elevator core to enhance ADA accessibility to this high demand STEM laboratory and provide enhanced access for frequent delivery of heavy equipment and supplies to this elevated single story building. This project also includes the replacement of the current HVAC controls and mechanical units. Also included is an upgrade of the electrical system, room lighting and ceilings to improve energy efficiency and meet current codes. An additional saltwater storage silo and concrete flooring is also included to address the requirements of a new research program.

**Priority 7: Old Caples House and Carriage House Mechanical Renovation and Remodeling** will focus on two buildings constructed in 1930. Work will include: installation of new cold & hot water lines allowing replacement of this aging HVAC system with a much more efficient central chilled water cooling system; Florida Building Code; life safety code corrections; ADA accessibility enhancements; as well as upgrading electrical systems, room lighting and ceilings to improve energy efficiency and meet current codes. In addition to the work just described, these historic buildings will undergo significant structural renovations/remodeling, to include: replacing the deteriorated 80 year old windows and doors, interior plaster repairs and exterior stucco repairs to align them with current regulations as well as preserving them for history.

**Priority 8: Robertson Hall Mechanical Renovation and Remodeling** will remodel/renovate one of the oldest campus buildings, constructed in the mid 1920's. It houses the College's Admissions and Financial Aid Office. It represents an initial window to the world about what New College of Florida offers. This project will provide remodeling; HVAC, electrical and plumbing renovations, interior finish upgrades and other required building code upgrades. Some additional square footage will be added to provide a service core to include ADA restrooms, elevator, stairs and new mechanical room.

**Priority 9: Hamilton Classroom Building Renovation, Remodeling** will encompass a series of renovation and remodeling priorities in this 1960's era building. A small portion of the existing office space will be remodeled to make a larger and more centralized lobby/entrance for the Student Affairs offices. Other spaces will be renovated to create a larger meeting/conference area and new office spaces for Student Affairs expansion, and a much needed interior restroom facility. At present the building has no restrooms, so individuals must cross the exterior plaza (open to the weather) to Hamilton Center. This project will also address recommendations from the December 2011 ISES facilities assessment survey, including electrical distribution upgrades, upgrading the fire alarm system, ADA accessibility enhancements, repairing exterior mortar & expansion joints, and installation of energy efficient, large missile impact resistant glass windows that will comply with the 2014 Florida Building Code. The roof and insulation will be replaced along with the existing fan coil units. The auditorium space will be remodeled to meet accessibility requirements. New fixed tables and seating will be provided for 80. Finally, the deteriorated 50 year old Mexican tile pavers in the exterior plaza will also be replaced to eliminate numerous accessibility and safety concerns.

**Priority 10: Cook Hall Mechanical Renovation and Remodeling** will focus on a building constructed in 1926. Work will include: replacing the heating, ventilating, air conditioning systems and connection to the existing chilled water system; Florida Building Code and life safety code corrections; ADA accessibility enhancements; and upgrading electrical systems, room lighting and ceilings to improve energy efficiency and meet current codes. In addition to the work just described, this historic building will undergo significant structural renovations/remodeling, to include: interior plaster repairs and roof repairs to align it with current regulations as well as preserving it for history.

# APPENDIX 4 : CAPITAL IMPROVEMENTS

Priority 11: Land Purchase (58th Street properties) will accumulate funds over time to acquire the remaining six property parcels on 58th Street allowing completion of all property acquisition contemplated by the College's Campus Master Plan.

Priority 12: Global Studies will integrate the college and the local community, while serving multiple academic programs. A multi-use 9,000 square foot building is planned that will house state-of-the-art facilities for language learning (including a video conference/distance learning room, an instructional technology lab for computer-based language instruction activities, and a media room for viewing foreign-language films, videos and broadcasts) will help the college to increase its production of degrees in areas of strategic emphasis (including, but not limited to, foreign languages and international/area studies). It will also house the new Sarasota World Affairs Council and promote a forum for distinguished international visitors and guest speakers, drawing in members of the local community, including retired scholars and foreign service officers as well as potential donors. The new space will enhance ongoing college initiatives to internationalize the curriculum and the campus community and will promote career development by connecting students to internship opportunities, international career fairs, and fellowship opportunities. The College will seek spot survey approval for this project. It is important to note that a total of \$500,000 in private funding has been raised to support this project.

Priority 13: Shared Services Facility - NCF/USFSM/FSU Emergency Operations Center will provide a shared services emergency operations center to create a location for emergency response teams to come together to coordinate response and recovery actions and resources in the event of a disaster or emergency. This is proposed as a shared endeavor between New College of Florida, University of South Florida Sarasota/Manatee and The Ringling Museum of Florida State University.

This operations center is where coordination and management decisions are facilitated. The Emergency Response Center will support communications and media for any events that occur and provide shelter for essential staff during storms to ensure safety for the institutional communities. Planning, construction and equipment funding would construct and equip the proposed 10,000 square foot structure. This new state-of-the-art facility would also house NCF/USFSM Campus Police Department which would provide the department with a significantly better facility than the current 1950's retrofitted house.

The facility will be designed as a hardened structure capable of withstanding Category 5 storms. Site improvements will include a central energy plant, redundant utilities, a generator, fuel tank storage and pumping facilities. The building will be capable of operation up to 72 hours without outside intervention. A fully automated building technology system will incorporate such features as daylighting, audio, visual outputs, etc. The College will seek spot surveys approval for this project.

Priority 14: Shared Use Facility – NCF/FSU Ringling Cooling Tower Geothermal Heat Rejection Installation. The recently combined chiller plant serving both institutions allows for more efficient use of existing equipment/chiller capacity and provides an increased level of chiller back up support. A management agreement has been developed to govern the operation of the joint use plant. This additional capital request is to replace 2/3 of the plant's condenser water system with a Geothermal Heat Rejection system. The ROI for this replacement is estimated at 3.8 years when combined with the projected operating savings from the work completed in 2013 to merge plant operations.

### Five-Year Capital Improvement Plan

The following table is the Five-Year Capital Improvement Plan (CIP-2) for Fiscal Years 2016-17 through 2020-21. This was approved by the Board of Trustees on June 13, 2015.

**STATE UNIVERSITY SYSTEM**  
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request  
Fiscal Years 2016-17 through 2020-21

University: **NEW COLLEGE OF FLORIDA**

**Approved at the June 13, 2015 BOT Meeting**

#### PECO-ELIGIBLE PROJECT REQUESTS

May 2014 Priority No	June 2015 Priority No	Project Title	2016-17 Year 1	2017-18 Year 2	2018-19 Year 3	2019-20 Year 4	2020-21 Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.	Approved by Law - Include GAA reference
1	1	Heiser Natural Science Addition	\$ 5,273,426					Academic	14,650	21,975	\$ 8,928,426	\$ 406	Nov. 2013 (5.1)	
2	2	Critical Deferred Maintenance	\$ 3,250,000					All Programs	N/A	N/A	\$ 3,250,000	N/A	Nov. 2013 (SR 1-6)	
3	3	Utilities/Infrastructure/Capital Renewal/Roofs	\$ 2,000,000	\$ 5,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	All Programs	N/A	N/A	\$ 19,000,000	N/A	Nov. 2013 (SR 1-6)	
-	4	Campuswide IT infrastructure upgrades (P,C, E)	\$ 1,217,050					All Programs	N/A	N/A	\$ 1,217,050	N/A	Nov. 2013 (SR 5)	
6	5	College Hall Service Core Addition, Renovation and Remodeling (P,C,E)		\$ 1,058,952	\$ 4,000,000	\$ 3,037,901		All Programs	9,868	21,441	\$ 8,096,853	\$ 378	Nov. 2013 (2.2h)	
4	6	Pritzker Marine Biology Service Core Addition & Renovation and Remodeling (P,C)		\$ 1,329,542				Academic	6,853	8,920	\$ 1,329,542	\$ 149	Nov. 2013 (2.2f)	
5	7	Old Caples House and Carriage House Mechanical Renovation and Remodeling (P,C)		\$ 586,592	\$ 3,749,209			Academic	5,071	8,154	\$ 4,335,801	\$ 532	Nov. 2013 (2.2g)	
8	8	Robertson Hall Mechanical Renovation and Remodeling (P,C,E)		\$ 145,768	\$ 2,137,925			All Programs	3,233	3,681	\$ 2,283,692	\$ 620	Nov. 2013 (2.2c)	
-	9	Hamilton Classroom Building Renovation, Remodeling (P,C,E)			\$ 403,377	\$ 2,992,796		All Programs	9,486	15,399	\$ 3,396,172	\$ 221	Nov. 2013 (2.2e)	
7	10	Cook Hall Mechanical Renovation and Remodeling (P,C,E)				\$ 871,962	\$ 3,710,476	All Programs	5,284	12,047	\$ 4,582,438	\$ 380	Nov. 2013 (2.1)	
9	11	Land Purchase (58th Street Properties)		\$ 400,000	\$ 475,000	\$ 400,000	\$ 1,350,000	All Programs	N/A	N/A	\$ 2,625,000	N/A	Nov. 2013 (1.2a-e)	
-	12	Center for Global Studies (P,C,E)				\$ 2,841,518		Academic	5,720	8,580	\$ 2,841,518	\$ 331	Pending SUS spot survey	
-	13	Shared Services Facility - NCF/USFSM/FSU Emergency Operations Center				\$ 660,931	\$ 6,069,312	All Programs	7,010	10,094	\$ 6,730,243	\$ 667	Pending SUS spot survey	
10	14	Shared Use Facility - NCF/FSU Ringling Cooling Tower Geothermal Heat Rejection Installation(P,C,E)					\$ 1,086,217	All Programs	205	3,535	\$ 1,086,217	\$ 307	Nov. 2013 (3.1)	
<b>TOTAL</b>			<b>\$ 11,740,476</b>	<b>\$ 8,520,854</b>	<b>\$ 14,765,510</b>	<b>\$ 14,805,108</b>	<b>\$ 16,216,005</b>							

#### CITF PROJECT REQUESTS

Priority No	Project Title	2016-17 Year 1	2017-18 Year 2	2018-19 Year 3	2019-20 Year 4	2020-21 Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date
1	Capital Renewal & Deferred Maintenance in Some or All of Following Facilities: Four Winds, Swimming Pool & Bath House, Hamilton Center, Fitness Center and Waterfront Recreation.	\$ 100,000	cash or \$500,000 if bonded				Student Support	N/A	N/A	TBD	N/A	June 13, 2015
<b>Note: Year 1 distribution estimated at \$500,000 if funds are bonded.</b>												
<b>TOTAL</b>		<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>						

**INTERGOVERNMENTAL COORDINATION**

The Campus Development Agreement between the New College Board of Trustees and the host community, the City of Sarasota, executed on January 18, 2013, will remain in effect for five years, unless otherwise extended or terminated by mutual consent of New College and the City of Sarasota. The concurrency analysis completed in 2012 indicates that there will be adequate potable water, sanitary sewer, solid waste, drainage/stormwater management, parks and recreation, roads, and public transportation facilities and services to serve new development on the New College campus consistent with the Campus Master Plan, and consistent with the Level of Service standards for these facilities as adopted in the Sarasota City Plan.

For the duration of the Campus Development Agreement the City of Sarasota agreed to vest from its concurrency requirements, the development identified in the New College Master Plan adopted June 14, 2008, and in the Concurrency Analysis dated September 2012. This 2014-2015 amendment to the plan does not increase development that is shown in the 2008 Plan and 2012 Concurrency Analysis. This amendment does not increase density or intensity of use of land on the campus; does not decrease the amount of natural areas, open space, or buffers on the campus; nor does it rearrange land uses in a manner that will increase the impact of any proposed campus development on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government. In 2013, New College and the City agreed that no off-campus improvements are needed to maintain the City's Level of Service (LOS) standards. Any development identified in the Campus Master Plan which has not been built will remain vested from the City's concurrency requirements.

Therefore, as demonstrated in the 2012 Concurrency Analysis, new development consistent with the Campus Master Plan will not degrade the existing LOS for:

- Transit or adjacent or impacted roadways - Due to the relocation of the University of South Florida, New College's projected build out over the term of the Campus Development Agreement remains under the number of previously vested trips.
- Sanitary sewer/wastewater - There is sufficient capacity in the existing collection system to continue service to New College for the long range scenario of the Campus Master Plan. The City and New College will review sanitary sewer/wastewater infrastructure in connection with new building design and construction.
- Solid waste - New College will pursue additional agreements understanding with the City as necessary to ensure there is adequate solid waste collection and disposal to serve the campus and meet the 6.9 pounds of waste per day per capita LOS.
- Stormwater - The anticipated growth will be accommodated by the available vacant land on campus to provide an overall net benefit to stormwater treatment and attenuation at the current standards and LOS requirements provided that any impacts of stormwater drainage to off-campus public stormwater management facilities are mitigated in accordance with the City's Engineering Design Manual and Southwest Florida Water Management District permitting requirements.
- Potable water - There is sufficient capacity in the current distribution system to continue service to New College for the 50-year long range scenario of the Campus Master Plan. The City and New College will review potable water infrastructure in connection with new building design and construction.
- Parks and recreation - New College will continue to provide on-campus active and passive recreation support to meet the needs of the campus.

The following lists all the coordinating entities referenced in this section:

- New College Facilities Planning
- New College Campus Police (Serving both New College and USF S/M)
- New College Division of Student Affairs
- American Red Cross
- Asolo Center for the Performing Arts
- Board of Trustees of Internal Improvement Trust Fund
- City of Sarasota Fire Department
- City of Sarasota Neighborhoods and Development Services Department
- City of Sarasota Police Department
- City of Sarasota Public Works Department
- Contract Service Suppliers for Recycling and Hazardous Wastes
- Federal Emergency Management Agency (FEMA)
- Florida Department of Transportation (FDOT)
- Florida Department of Environmental Protection (FDEP)
- FDEP Division of State Lands and Land Management Advisory Council (LMAC)
- Florida Fish and Wildlife Conservation Commission
- Indian Beach/Sapphire Shores Neighborhood Association
- John and Mable Ringling Museum of Art
- Manatee County Area Transit (MCAT)
- Manatee County Planning Department
- Manatee County Sheriff's Department
- Sarasota Bay Estuary Program
- Sarasota County Area Transit (SCAT)
- Sarasota County Department of Emergency Management
- Sarasota County Health Department
- Sarasota County Natural Resources Department

- Sarasota County Office of Emergency Management
- Sarasota County Parks and Recreation
- Sarasota County Planning Department
- Sarasota County Sheriff's Department
- Sarasota County Public Works Department
- Sarasota/Manatee Airport Authority
- Sarasota/Manatee Metropolitan Planning Organization (S/M MPO)
- Southwest Florida Regional Planning Council
- Southwest Florida Water Management District (SWFWMD)
- State of Florida Division of Historical Resources
- State of Florida Office of the State Fire Marshal
- Uplands Neighborhood Association
- USF Sarasota/Manatee (USF S/M)

The following is a list of the topics covered in this section:

- 1) Compatibility of Campus and Area Development
- 2) Land Transfers and Acquisitions
- 3) Coordination of Comprehensive Plans
- 4) Off-Campus Housing
- 5) Recreation and Open Space
- 6) Pedestrian and Non-Vehicular Circulation
- 7) Transit Use, Vehicular Circulation, and Parking
- 8) Water Supply Capacity and Infrastructure
- 9) Sanitary Sewer Capacity and Infrastructure
- 10) Solid Waste
- 11) Drainage and Flooding
- 12) Conservation and Habitat
- 13) Fire, Rescue, Safety, and Emergency Medical Services
- 14) Emergency Operations

**Issue 1: Compatibility of Campus and Area Development**

**Description**

Proposed campus development should be compatible with development in the adjacent context area. Aspects of this relationship include building location, orientation, mass and scale, landscape character and functional character at ground level.

The master plan recommends new development be compatible with the surrounding area. Residential neighborhoods abut the north and south edges of the West Campus and lie to the east and southeast of the campus. Institutional and residential uses are located between the different zones of the west campus. The Sarasota/Bradenton International Airport is located north of the campus, on the east side of US 41. The Pei Campus lands are leased from the Airport.

A portion of the campus including College Hall, Cook Hall, Robertson Hall, and Caples Hall and Carriage House are listed on the National Register and State of Florida Division of Historical Resources as the Caples'-Ringlings' Estates Historic District.

Efforts are ongoing in Sarasota and Manatee Counties to improve the US 41 corridor as it serves as a gateway to both jurisdictions. This master plan and the College should support ongoing efforts to beautify and improve the overall environment along the US 41 corridor.

New College will endeavor to work with other institutions in the area to create a University/Institutional district.

**Coordinating Entities**

- New College Facilities Planning
- City of Sarasota Neighborhoods and Development Services Department
- Sarasota County Planning Department
- Sarasota/Manatee Airport Authority
- State of Florida Division of Historical Resources
- Florida Department of Transportation

**Coordination Mechanisms**

In the past, organized planning efforts between New College and local governmental agencies have been sporadic and reactive to circumstances rather than looking toward mutually agreeable planning goals. While this is improving, there is still some room for improvement. The College solicits review and assistance from the State for the development and improvement of facilities on the national register. Given the need for improvements along Bay Shore Road and the institutional district that is emerging in the context area, New College will seek to establish cooperative relationships with the local government and surrounding institutions.

## APPENDIX 5 : INTERGOVERNMENTAL COORDINATION

### Nature of Relationship

The nature of the relationship between New College and local governmental agencies has been one by which development occurred within each entity with minimal coordination with the other. The College maintains the right and responsibility to establish and regulate land uses within the campus boundaries, just as the county has similar rights and responsibilities within their jurisdiction. The county agencies have been responsive and interested in the development of the campus master plan. The College enjoys a mutually beneficial and informative relationship with the state historical agencies.

### Recommendations

College officials should continue to develop relationships with city and county agencies to establish a cooperative and reciprocal process by which applications for development permits within the context area of the campus are reviewed. Again, the College should work with adjacent institutions and the local government to enhance the emerging institutional district in the context area.

### Issue 2: Land Transfers and Acquisitions

#### Description

The master plan and the growth projections of the College are understood to be compatible with all local governmental and institutional master plans.

The master plan identifies the priority acquisitions as the 58th Street residential properties located in the City of Sarasota and gas station parcel currently owned by the airport, located in Sarasota County, at the northeast corner of Tamiami Trail and General Spaatz Boulevard. New College may pursue purchase of these properties through the New College Foundation.

As noted in Chapter 4, New College may also pursue a land transfer agreement with SRQ Airport for College-owned properties that are affected by the Runway Protection Zone, which includes significant portions of the Circus Hall of Fame property, the former Zinn's property and the parcel at the corner of Poinciana Drive and Parkview Drive. Additionally, The College should begin to consider a plan for how to address the ownership arrangement of the Pei Campus property over a long term period. This property is currently leased from SRQ Airport under a long term lease arrangement. A portion of the property may be available for acquisition as part of a land swap with SRQ airport. A plan for acquisition or lease extension for the remainder of the property would need to be developed.

The College also needs to participate in planning efforts along US 41 with USF to ensure that the potential for future joint institutional use facilities can be located between the USF S/M and New College campuses.

#### Coordinating Entities

New College Facilities Planning  
New College Board of Trustees of the Internal Improvement Trust Fund  
City of Sarasota Neighborhoods and Development Services Department  
FDEP Division of State LMAC  
Sarasota County Planning Department

#### Coordination Mechanisms

There is no mechanism at this time to coordinate land acquisition and transfer with local government agencies.

#### Nature of Relationship

The city and county government recognizes the College as a valuable asset to the community and support continued growth. As New College acquires new properties, City of Sarasota Future Land Use and Zoning designations will be needed.

#### Recommendations

The College and the city and county agencies should establish a cooperative and reciprocal process to notify one another of proposed land acquisitions.

### Issue 3: Coordination of Comprehensive Plans

#### Description

The future growth of the New College of Florida campus should be coordinated with planned growth in the context area to reduce traffic and stormwater impacts, share opportunities for open space and recreation/trails, minimize impacts on surrounding neighborhoods, and encourage compatible land uses.

#### Coordinating Entities

New College Facilities Planning  
Asolo Center for the Performing Arts  
City of Sarasota Neighborhoods and Development Services Department  
Indian Beach/Sapphire Shores Neighborhood Association  
John and Mable Ringling Museum of Art  
Manatee County Planning Department  
Sarasota County Planning Department  
Sarasota/Manatee Airport Authority  
Sarasota/Manatee Metropolitan Planning Organization (S/M MPO)  
Uplands Neighborhood Association  
USF S/M

#### Coordination Mechanisms

The College will provide copies of its campus master plan amendments to the host local government, the City of Sarasota, and other coordinating entities so that they will be aware of changes that have occurred. A copy of the campus master plan will be maintained on the College's website. Any amendment to the adopted plan that exceeds the thresholds established in 1013.30 (9), Florida Statutes, will be sent to the City of Sarasota for review prior to adoption by the Board of Trustees and two public hearings will be held prior to the adoption of the plan amendment. The College will revise and update its campus development agreement with the affected local government, the City of Sarasota, as needed.

#### Nature of Relationship

Enrollment growth is projected for New College, which will result in the need for new housing on campus. Growth and development in the city and counties in the campus context area should be coordinated for the mutual benefit of all.

#### Recommendations

New College officials should work closely with planning officials from the coordinating entities to establish a process for the reciprocal review and development of comprehensive plans and plan amendments.

### Issue 4: Off-Campus Housing

#### Description

New College will continue to provide approximately 80 percent on-campus housing facilities. The College should coordinate with the City of Sarasota and Manatee County on issues regarding security and traffic in areas where students live off-campus, especially along the Bay Shore Road and US 41 pedestrian routes.

#### Coordinating Entities

New College Facilities Planning  
New College Campus Police (Serving both New College and USF Sarasota/Manatee)  
City of Sarasota Neighborhoods and Development Services Department  
City of Sarasota Police Department  
Manatee County Planning Department  
Manatee County Sheriff's Department  
Sarasota County Planning Department  
Sarasota County Sheriff's Department

#### Coordination Mechanisms

There is no formal intergovernmental coordination system regarding off-campus housing.

#### Nature of Relationship

Entities involved with off-campus housing have worked independently of the College.

#### Recommendations

The College should track the residential location of its commuting population and coordinate with local law enforcement, local planning agencies, and off-campus student housing providers to assess quality of life and ensure student health and safety in areas where students may be concentrated in the immediate context area.

### Issue 5: Recreation and Open Space

#### Description

The proposed open space improvements on campus should be coordinated with the City of Sarasota and other local open space plans. Along Bay Shore Road, a widened tree-lined sidewalk is proposed, which will improve the pedestrian environment and provide a more defined edge for the campus. This will ideally link to the Ringling Museum and the Caples Campus to the south and north to the USF S/M campus.

#### Coordinating Entities

New College Facilities Planning  
City of Sarasota Neighborhoods and Development Services Department

#### Coordination Mechanisms

No organized or periodic system of collaborative planning of recreation and open space exists between the College and local governmental agencies.

#### Nature of Relationship

The nature of the relationship between New College and the government entities has been one by which development of recreation and open space occurred with minimal coordination. The College allows the campus grounds to be utilized by the general public for recreation and solitude.

#### Recommendations

College officials should work together with the city to establish a cooperative and reciprocal process to review recreation and open space goals. The College should also seek to work with the adjacent institutions to ensure that an institutional district emerges that serves the objectives of all parties.

**Issue 6: Pedestrian and Non-Vehicular Circulation**

**Description**  
Currently, the major area of pedestrian-vehicular conflict occurs along Bay Shore Road from the Library to College Drive. The US 41 and Bay Shore Road corridors continue to be a concern especially with regard to safety and security especially at night.

**Coordinating Entities**  
New College Facilities Planning  
Asolo Center for the Performing Arts  
City of Sarasota Neighborhoods and Development Services Department  
City of Sarasota Public Works Department  
FDOT  
Indian Beach/Sapphire Shores Neighborhood Association  
John and Mable Ringling Museum of Art  
S/M MPO  
Uplands Neighborhood Association  
USF S/M

**Coordination Mechanisms**  
While no formal mechanism exists for the coordination of on and off-campus pedestrian and bicycle paths, the campus administration should engage in routine discussions with city and state officials on this matter.

**Nature of Relationship**  
New College has established good relationships with its neighbors and government agencies. There are acknowledged pedestrian and non-vehicular circulation and safety issues.

**Recommendations**  
The College should strengthen its intergovernmental relationships and establish a process for reciprocal review of non-vehicular improvements. The College should also coordinate with city and county officials to facilitate improvements to the pedestrian environment and the safe use of bicycles and reduce automobile impacts on the area. Coordination and cooperation should also be sought with other institutions in the context area such as the Ringling and USF S/M.

**Issue 7: Transit Use, Vehicular Circulation, and Parking**

**Description**  
The future roadway capacity and level of service for portions of US 41 near the campus should be reviewed. With the departure of USF S/M from the campus, the overall traffic impact associated with activities on the New College campus has diminished. The College, however, will need to review traffic conditions as one of three institutions in the context area.

There are buses from both Manatee County and Sarasota County that serve the New College campus and the airport area.

Opportunities for off-campus or remote parking lots should be identified for the longer term, including commercial developments along US 41.

**Coordinating Entities**  
New College Facilities Planning  
New College Campus Police (Serving both New College and USF S/M)  
City of Sarasota Neighborhoods and Development Services Department  
City of Sarasota Public Works Department  
FDOT  
Manatee County Area Transit (MCAT)  
Manatee County Department of Public Works  
Manatee County Planning Department  
S/M MPO  
Sarasota County Area Transit (SCAT)  
Sarasota County Planning Department  
Sarasota County Public Works Department  
Sarasota/Manatee Airport Authority

**Coordination Mechanisms**  
Coordination between New College and the local authorities historically has occurred on an as-need basis.

**Nature of Relationship**  
The nature of the relationships has been cooperative.

**Recommendations**  
New College should develop an independent relationship with local and state governmental agencies and seek to reduce and improve traffic impacts on neighborhood roadways. Efforts should be made to increase utilization of public transit by disseminating information at registration, through target mailings at appropriate events at locations on and off-campus, carpooling and other programs.

**Issue 8: Water Supply Capacity and Infrastructure**

**Description**  
There is adequate capacity in the water supply system to serve the needs identified in the current campus master plan.

A water connection permit associated with a building permit is coordinated with the City. If the connection request is greater than two inches, then a DER permit is required. The Southwest Florida Water Management District (SWFWMD) regulates the withdrawal of groundwater.

The College should develop a water conservation program, including Florida Friendly techniques in the landscape design.

**Coordinating Entities**  
New College Facilities Planning  
City of Sarasota Public Works Department  
Florida Department of Environmental Protection (FDEP)  
Southwest Florida Water Management District (SWFWMD)

**Coordination Mechanisms**  
Coordination between the USF/New College and city and county agencies has occurred on an as-needed basis when infrastructure improvements and/or new capital improvement projects are planned or implemented. Coordination with state agencies occurs periodically for water quality monitoring.

**Nature of Relationship**  
The nature of the relationships has been cooperative.

**Recommendations**  
New College should coordinate with state and local governmental agencies to improve and upgrade the existing water supply system on and off-campus. The College should support efforts to reduce water consumption and promote conservation measures.

**Issue 9: Sanitary Sewer Capacity and Infrastructure**

**Description**  
There is adequate capacity in the sanitary sewer system to serve the needs identified in the current campus master plan. Upon applying for appropriate permits within the City, the College will have to submit anticipated wastewater requirements. If a new sewer connection is required, a DER permit and City approval is required.

**Coordinating Entities**  
New College Facilities Planning  
City of Sarasota Public Works Department  
FDEP  
Sarasota County Health Department

**Coordination Mechanisms**  
Coordination between the College and city and county agencies occurs on an as-needed basis when infrastructure improvements and/or capital improvement projects are planned or implemented. Sanitary sewer infrastructure projects are permitted by the FDEP and reviewed with the City of Sarasota.

**Nature of Relationship**  
The nature of the relationship is cooperative.

**Recommendations**  
The College should coordinate with state and local governmental agencies to improve and upgrade the existing sanitary sewer system on and off-campus. The College should support efforts to eliminate existing on-site septic systems and extend the sanitary service to all campus facilities.

**Issue 10: Solid Waste**

**Description**  
The City of Sarasota provides garbage collection services on the campus. The City and County are coordinating with the College to serve the campus solid waste demand. The City and County are also coordinating to reduce landfill demand in accordance with the Florida Waste Management Act. The College collects its own recycling materials, which are then removed by a private contractor. The College should continue to reduce its solid waste generation by expanding the recycling program.

The College will meet all state and federal regulations in the collection and transportation of its own hazardous wastes and material.

**Coordinating Entities**  
New College Facilities Planning  
City of Sarasota Public Works Department  
Contract Service Suppliers for Recycling and Hazardous Wastes

## APPENDIX 5 : INTERGOVERNMENTAL COORDINATION

### Coordination Mechanisms

The College currently coordinates its solid waste management with the city on an as-needed basis when changes in solid waste policies are adopted.

### Nature of Relationship

The nature of the relationship with city and county agencies is cooperative. The College maintains an employer-vendor relationship with the contract service provider.

### Recommendations

The College should continue to maintain a cooperative relationship with city and county agencies for disposal of solid waste. The College community should continue efforts to reduce the generation of solid waste by expanding the recycling program.

### Issue 11: Drainage and Flooding

#### Description

Stormwater management plans will be reviewed and permitted by the SWFWMD. An FDOT drainage permit may be required if retention and drainage affect US 41. The stormwater management system should be coordinated with the National Pollutant Discharge Elimination System (NPDES). Detention areas are proposed in the master plan to provide water quality treatment for the stormwater runoff from the ten-year program. The need for stormwater attenuation is not anticipated since the system has a direct outfall into Sarasota Bay.

Portions of the West Campus, Caples Campus and Uplands property fall within Flood Zones A, B, and V. Zone A is subject to 100-year floods and Zone V is subject to 100-year floods and associated wave action. Portions of the West Campus fall within the Coastal High Hazard Area, which is defined as those areas seaward of the Coastal Construction Control Line and FEMA designated V-Zones. The City's Coastal Construction Code and Zoning Code regulate development and address flood hazard concerns in the coastal area. The master plan does not propose any new habitable structures within the flood zone.

The entire city is defined as a Coastal Area in the City Plan. The Sarasota County Department of Emergency Management is responsible for developing and administering hurricane preparedness planning for the Sarasota area through the Sarasota County Peacetime Emergency Plan. The City of Sarasota coordinates its hurricane emergency effort with that plan. New College has identified evacuation shelters on campus in its Emergency Operation Plan. US 41 and the University Parkway are designated as total evacuation routes for the City. US 41 is recognized as the "Ultimate Constricting Route" as it serves all of the barrier islands.

#### Coordinating Entities

New College Facilities Planning  
New College Police Department  
City of Sarasota Police Department  
City of Sarasota Public Works Department  
FDEP  
FEMA  
Manatee County Department of Public Safety  
Sarasota County Department of Emergency Management  
SWFWMD

#### Coordination Mechanisms

Several programs and mechanisms exist by which the College and federal, county, and city agencies coordinate efforts. These mechanisms include the Sarasota County Peacetime Emergency Plan, SWFWMD review and permitting of stormwater management improvements proposed by the College, FEMA coastal construction requirements and the National Pollutant Discharge elimination System program.

#### Nature of Relationship

The nature of the relationships historically has been cooperative.

#### Recommendations

The College and the governmental agencies listed should continue to coordinate efforts in support of improving the quality of stormwater and coastal management, emergency plans and evacuation procedures. College officials should continue to attend educational seminars offered by the above listed agencies.

### Issue 12: Conservation and Habitat

#### Description

Sarasota Bay is designated an Outstanding Florida Water by the State of Florida and is afforded the highest degree of protection by the State. The Bay also has been recognized as meriting special attention under the Estuary Management Provision of the 1987 Amendment to the Clean Water Act. A variety of marine life including dolphins and manatees and upland and shore birds, frequent the bay.

There is a seagrass bed in Sarasota Bay, west of the campus. These beds trap sediments, absorb nutrients and provide a diverse habitat and food source for marine species. Non-point pollution from stormwater runoff should be minimized, as well as, adverse impacts from turbidity, reduced light levels, and other physical impacts.

#### Coordinating Entities

New College Facilities Planning  
FDEP  
Florida Fish and Wildlife Conservation Commission  
Sarasota Bay Estuary Program  
Sarasota County Parks and Recreation Department  
Sarasota County Natural Resources Department  
SWFWMD

Coordination Mechanisms While no formal mechanism exists currently for the coordination of conservation and habitat programs, alumni of the New College Environmental Studies Program actively serve on community committees and governmental commissions. Information and data gathered is shared with College officials and the campus community.

#### Nature of Relationship

No formal relationships currently exist.

#### Recommendations

The College should continue to support active participation in environmental issues by members of the campus community. The College should work to develop a cooperative and reciprocal formal exchange of information.

### Issue 13: Fire, Rescue, Safety and Emergency Medical Services

#### Description

The New College Campus Police Department officers are certified by the Florida Department of Law Enforcement. They are responsible for all law enforcement and emergency response coordination on the campus. Their services are divided between the New College and USF S/M campuses. The police department includes sworn officers who are trained in first aid, CPR, criminal investigation, traffic enforcement and accident investigation. As a property within the city limit, the College is also served by city fire, rescue and emergency medical services for the students, faculty and staff.

#### Coordinating Entities

New College Facilities Planning  
New College Campus Police (911 Primary service answering point)  
New College Division of Student Affairs  
City of Sarasota Fire Department  
City of Sarasota Police Department  
Manatee County Department of Public Safety  
Manatee County Sheriff's Department  
Sarasota County Sheriff's Department  
State of Florida Office of the State Fire Marshal

#### Coordination Mechanisms

The College is currently served by the City of Sarasota for the provision of fire, rescue, and emergency medical services. All fire/rescue response is coordinated through the New College Police Department via a direct ring-down 911 system.

#### Nature of Relationship

The College enjoys a good working relationship with the City in the provision of fire, rescue, and emergency services.

#### Recommendations

The College is in within the city service area and has experienced effective and efficient provision of fire, rescue, and emergency medical services. Existing systems should remain in effect.

### Issue 14: Emergency Operations

#### Description

The College maintains a current detailed Emergency Operations Plan for the operation of campus facilities as an evacuation center in the event of hurricanes or other natural disasters. Regular training sessions are held for personnel involved in the emergency management operations.

#### Coordinating Entities

New College Facilities Planning  
New College Police Department  
American Red Cross Sarasota/Suncoast Chapter  
City of Sarasota Police Department  
Manatee County Department of Public Safety  
Sarasota County Office of Emergency Management

Southwest Florida Regional Planning Council  
Coordination Mechanisms

Extensive coordination and documentation is in effect for the planning and implementation of emergency operations and for the use of College facilities and resources to support local evacuation and shelter efforts. The emergency operations plan is updated annually based upon meetings with the above listed entities. A continuation of operations plan is in place for returning the campus to normal function after a hurricane evacuation.

Nature of Relationship

There has been a consistently strong ongoing relationship between New College, the county and the American Red Cross on issues related to hurricane evacuation, sheltering and other natural disaster preparedness needs.

Recommendations

The College and the above-listed entities will continue to coordinate and provide the necessary training and updated information for the use of College resources and facilities for use as public shelters for evacuees and for staging areas for emergency supplies, equipment and resources.

SECTION

2

GOALS, OBJECTIVES AND POLICIES



## SECTION 2: GOALS, OBJECTIVES AND POLICIES

### 1. ACADEMIC MISSION OF THE COLLEGE

New College offers a liberal arts education of the highest quality in the context of a small, residential public honors college with a distinctive academic program which develops the student's intellectual and personal potential as fully as possible, encourages the discovery of new knowledge and values while providing opportunities to acquire established knowledge and values and fosters the individual's effective relationship with society.

As a member of the State University System of Florida, New College of Florida, the residential liberal arts honors college of the State of Florida, preserves its distinctive mission as a residential liberal arts honors college.

#### **Goal**

To maintain this mission, New College of Florida has the following goals:

- To provide a quality education to students of high ability who because of their ability deserve a program of study that is both demanding and stimulating.
- To engage in educational reform by combining educational innovation with educational excellence.
- To provide programs of study which allow students to design their educational experience as much as possible in accordance with their individual interests, values, and abilities.
- To challenge students not only to master existing bodies of knowledge but also to extend the frontiers of knowledge through original research.

New College pursues these goals through highly selective admissions, an individualized and intensive "academic contract" curriculum, frequent use of individual and small-group instruction, an emphasis on student/faculty collaboration, a required senior thesis, and innovative approaches to the modes of teaching and learning.

This mission statement and goals were endorsed by the New College Faculty in fall 2000 and adopted by the New College Board of Trustees on November 3, 2001.

#### **Summary of Objectives and Policies**

**Objective 1.1:** Monitor College's academic units' progress towards fulfilling its Academic Mission goals.

**Policy 1.1.1:** Decisions regarding establishment and/or modification of academic programs and degrees will be based on a careful assessment of need and demand for the program, enrollment targets, and availability of resources. Such decisions will be reached through a consultative process involving the faculty, President, and Provost, and other appropriate groups.

**Objective 1.2:** Evaluate the continuing consistency of stated academic units' missions with the overall mission of the College.

**Policy 1.2.1:** Modification of existing programs will be based on a careful assessment of the extent to which the program reflects College priorities and contributes to the achievement of College mission and program goals and enrollment targets.

**Objective 1.3:** Maintain constancy of College mission over the planning time frame.

**Policy 1.3.1:** Changes to the overall mission of the College that are of sufficient magnitude to affect the campus master plan are not expected to occur during the planning period.

**Objective 1.4:** Maintain constancy of academic unit missions over the planning time frame.

**Policy 1.4.1:** Changes to the mission of any individual academic unit that are of sufficient magnitude to affect the campus master plan are not expected to occur during the planning period.

**Objective 1.5:** New College shall continue its practice of developing a Campus Master Plan, updated at five-year or shorter intervals.

**Policy 1.5.1:** New College shall develop and provide to the State University System of Florida Board of Governors an evaluation and appraisal report every five years. The report will:

- List accomplishments during the implementation of the campus master plan, degree to describing major problems associated with development and land uses, and the which the goals, objectives and policies have been successfully reached;
- Identify obstacles or problems which resulted in underachievement of goals, objectives, or policies;

- Identify the need for new or modified goals, objectives, or policies needed to correct unanticipated and unforeseen problems and opportunities that have occurred since adoption of the campus master plan;
- Address local government and public participation in the process;
- Address the effects of changes to the State Comprehensive Plan and to the comprehensive plans of the host local government and any affected local governments;
- Identify proposed and anticipated plan amendments necessary to address identified problems and opportunities; and
- Identify a means of ensuring continuous monitoring and evaluation of the plan during the remainder of the overall planning period.

**Policy 1.5.2:** New College shall, within five years from the date of plan adoption and every five years thereafter, adopt plan amendments which incorporate the findings and recommendations contained in the evaluation and appraisal report, and which contain updated baseline data (as appropriate) and goals, objectives and policies to be accomplished during the remainder of the planning period.

**Policy 1.5.3:** New College shall undertake an annual review of the goals, objectives and policies and programmed improvements identified in the most recently approved Master Plan to determine if amendments modifying the plan are necessary. Should revisions to this Master Plan, either alone or in conjunction with other amendments, exceed the thresholds established in s. 1013.30(9), Florida Statutes (F.S.), said amendments shall be reviewed and adopted under the provisions of s. 1013.30(6)–(8), F.S.

## 2. ACADEMIC PROGRAM

### Goal

The Academic Program goal of the New College of Florida is to provide a liberal arts education of the highest quality in the context of a small, residential public honors college with a distinctive academic program which develops the student's intellectual and personal potential as fully as possible; encourages the discovery of new knowledge and values while providing opportunities to acquire established knowledge and values; and fosters the individual's effective relationship with a pluralistic society, including the ability to function successfully in a culturally diverse professional setting.

### Summary of Objectives and Policies

**Objective 2.1:** Phase planning and implementation of new programs in such a way as to meet projected incremental growth in student enrollment.

**Policy 2.1.1:** Priorities for development of new or modified academic programs and their locations will be established through a consultative process involving the faculty, President, and Provost, and other appropriate groups. Overall College priorities for program development and enhancement in the coming decade have been identified and include the following program areas: Environmental Studies, Creative/ Expressive/Performing Arts/Writing/Film, Gender Studies, International/ Area Studies, Life Sciences, and Quantitative/Computational Studies.

**Policy 2.1.2:** Decisions regarding the development of new programs will be based on a careful assessment of need and demand for the program, enrollment projections, locations, and availability of resources.

**Policy 2.1.3:** Distribution and location of planned programs will be determined based on enrollment projections and resource availability. Full Time Equivalent (FTE) and headcount projections are listed in Section 1, Chapter 6.

**Objective 2.2:** Use the program planning and implementation process to help meet planned student population growth over the next ten years.

**Policy 2.2.1:** The campus master plan will be amended as needed in accordance with the requirements of s. 1013.3, F.S. to reflect the integration of unanticipated future facilities program improvements into existing academic program plans. Integration of such improvements will be accomplished through the normal program approval procedures. Proposals for such programs will be developed by academic unit heads in consultation with the Provost, and the President. Opportunities for unanticipated and unplanned program development will be addressed as part of the College's established budget request and resource allocation procedures.

**Policy 2.2.2:** Campus master plan amendments that, either alone or in conjunction with other amendments, exceed the thresholds established in s. 1013.30(9), F.S. shall be reviewed and adopted under the provisions of s. 1013.30(6)–(8), F.S. Amendments to the master plan that do not exceed these thresholds shall be consolidated into an annual, or as needed, submission and submitted to the New College Board of Trustees for review and approval.

## 3. URBAN DESIGN

### Goal

The Campus Master Plan describes an approach to the long-term physical configuration of the New College campus. This vision will be carried out through many diverse projects with each project contributing to the incremental completion of the campus.

The key goals from the College's master plan process are:

- To guide the physical development of New College for the next 20 years, integrating the fiscal planning already under way with future capital campaigns;
- To unify existing campus elements into a functioning campus system supporting long term academic excellence and quality of life.
- To incorporate a process of environmental stewardship;
- To prioritize the construction of projects;
- To enhance the campus's physical identity both within the campus and to the outside community; and
- To provide illustrative visions for the plan, in recognition that this plan is a development tool rather than a set of architectural designs.

The ultimate goal of this master plan is to create a "living document" which can serve as a foundation for New College's future. Consistent with the College's enduring vision of itself as a highly competitive, small liberal arts institution, the master plan is intended to enhance programs and facilities as well as to allow the growth of the student population towards an ideal sized learning environment.

### Summary of Objectives and Policies

**Objective 3.1:** Protect and enhance the Caples-Ringling Estate area and Ringling Estate entrance arch and wall. The arch and wall may be moved 20 feet or more to the west on its current axis to accommodate the widening of Bay Shore Road.

**Policy 3.1.1:** The College has established the Caples'-Ringlings' Estates Historic District listing with the National Register of Historic Places. Any and all modifications to the structures shall be done in accordance with the guidelines set forth by the State of Florida Division of Historical Resources.

**Objective 3.2:** Establish building frontages and perimeter walks to frame the following series of spaces on the Bayfront Campus (from east to west): An "Academic Quadrangle" between the Palmer complex on the south and the academic building cluster on the north (with south facade of the proposed academic buildings establishing the north edge line). The Oval Lawn Restoration Area, defining the broad park-like estate zone between the Academic Quadrangle and College Hall area, the north and south edges of which are proposed to be lined with New College academic buildings. This park-like zone will be an open tree canopied lawn west of the academic quadrangle with a portion to the western zone allowed to grow up with native plants and ground cover.

**Policy 3.2.1:** The College shall continue with the development of the Academic Quadrangle and Oval Lawn perimeter walk system and related landscaping, creating shade and protection from the elements where practical.

**Objective 3.3:** Continue the vocabulary of residential courtyards or quadrangles on the Pei Campus by positioning future residential buildings to create courtyards interconnected with one another by shared public quadrangle and plaza space.

**Policy 3.3.1:** The College shall program semi-private courtyard space as part of new dormitory design and construction on the Pei Campus.

**Objective 3.4:** The College shall provide service access to campus buildings via campus drives which are separated from campus open spaces. Service and pedestrian functions will be separated to the greatest extent possible.

**Policy 3.4.1:** The College will connect College Drive with 58th street to provide improved circulation and parking access.

**Objective 3.5:** Locate future parking at the edges of the campus.

**Policy 3.5.1:** The College shall replace existing parking areas located within proposed open space with increased parking facilities at the campus edges as shown on the Campus Plan - 2035.

**Objective 3.6:** The College shall enhance functional linkages between the Pei, Bayfront, and Caples Campuses and future development on the Car Museum parcel, cooperating with neighboring institutions to complete internal links to their campuses.

## SECTION 2: GOALS, OBJECTIVES AND POLICIES

**Policy 3.6.1:** The College shall establish and maintain the spatial continuity of the pedestrian passages in alignment with the pedestrian bridge from the Pei Campus to the bayfront edge of the Bayfront Campus, improving access to the bridge for pedestrians, bicycles and electric vehicles.

**Policy 3.6.2:** The College, in coordination with the City of Sarasota and Florida State University (FSU), shall work toward the establishment of bicycle lanes and sidewalks within the Bay Shore Road right-of-way from Parkview Drive to Caples Drive in accordance with procedures outlined in the Intergovernmental Coordination process and in the Landscape Master Plan.

**Policy 3.6.3:** The College, in coordination with the City of Sarasota, shall work toward the establishment of a sidewalk within the public right-of-way on the east side of Downey Road from Edwards Drive to Parkview Drive or alongside a realigned Bay Shore Road extension in accordance with procedures outlined in the Intergovernmental Coordination process in Section 1, Appendix 5.

**Policy 3.6.4:** The College shall coordinate with the host community regarding issues related to the urban design character of the College/host community context area as shown on the Context Area map in Section 1, Chapter 1.

**Objective 3.7:** Decrease energy consumption on campus as measured per capita and per building.

**Policy 3.7.1:** The College shall require new building design to respond to the particular climatic conditions of South Florida and shall require energy best practices with regard to building orientation and siting, massing, and shape to be addressed during the design. The College shall encourage climatic sensitive responses such as walkways, breezeways, shaded courts, screens and operable windows where appropriate. Glass atriums and building forms more appropriate to northern climates shall be discouraged.

**Policy 3.7.2:** The College shall require materials, openings, lighting systems, and HVAC to be designed to meet contemporary energy efficient standards. The State University System Professional Services Guide specifies that an energy analysis design submission in compliance with the Professional Services Guide be submitted for all subject projects at the advanced schematic design stage of development.

**Policy 3.7.3:** The College shall review and evaluate all existing buildings relative to their energy consumption and role in campus wide energy costs and demand patterns and shall continue expanding its energy management system which allows campus-wide intelligence regarding energy use and opportunities for energy savings.

**Objective 3.8:** Conserve the limited land resources of the campus.

**Policy 3.8.1:** The College shall encourage compactness in the development of the campus land holdings including consolidation of areas of development, e.g., core campus, and establishment of two to three stories as standard campus building practice, unless not approved by the Federal Aviation Authority (FAA), in order to decrease the need for extended utility line services, to encourage pedestrian movement, to discourage on vehicular movement campus, and to preserve land resources and open spaces.

**Policy 3.8.2:** The College will construct campus academic buildings two to three stories in height, unless not approved by the FAA, to provide a consistent frame and containment of spaces, preserve land resources, and maintain a building scale and profile compatible with the surrounding context area.

**Objective 3.9:** Develop a landscape funding strategy.

**Policy 3.9.1:** The College shall continue to work toward implementing the Landscape Master Plan (2011) that addresses projected development of the grounds including specific gardens, gathering places, outdoor classrooms, etc. with priority places detailed to the extent that construction budgets can be set. The Plan should be reviewed and updated periodically to consider aesthetic unification, quality of life and natural systems restoration.

**Policy 3.9.2:** The College shall explore procedures for funding campus landscape framework improvements independent of individual building construction projects, while at the same time monitoring site design funded through new building project budgets for consistency with the overall campus landscape design intent. One example is the ongoing collaboration between the College and the New College Foundation regarding fund raising opportunities focused on campus landscape enhancements. The intent shall be to implement a campus landscape framework that is visibly composed as a whole rather than a collection of individual, unrelated small landscape pieces.

### 4. FUTURE LAND USE

#### Goal

The Land Use goal of the New College campus plan is to unify and consolidate established use zones and maintain a density that is compatible with the adjacent land uses.

#### Summary of Objectives and Policies

**Objective 4.1:** Protect existing natural resources and identify and protect historic and archaeological resources on the campus.

**Policy 4.1.1:** The College shall protect existing natural resources by limiting development to the density levels as described and illustrated in the Future Land Use map, by designating open space areas as defined in the master plan and by specifying that stormwater management shall locate and configure retention/detention facilities in such a way that the natural vegetation characteristics of the campus will be maintained and enhanced.

**Policy 4.1.2:** The College shall permit no new development, expansion or replacement of existing development in the Upland Bayfront Preserve or Landscape Restoration Area as designated on the Conservation and Coastal Management map in Section 1, Chapter 5, unless development is undertaken by federal or state government in the public interest and the impacts are mitigated. Before any such development is authorized and a plan of development approved, New College shall conduct a review of environmental and economic options (including the costs of mitigation). If this review indicates that development in designated conservation areas is the only viable option, then New College will pursue all reasonable efforts to minimize and mitigate any unavoidable impacts to such areas.

**Policy 4.1.3:** The College shall maintain an inventory and evaluation of all archaeological and historic properties under College ownership that appear to qualify for the National Register of Historic Places.

**Objective 4.2:** Ensure that land use and development occurs such as not to exceed the recommended maximum build-out and floor area ratio (FAR) limits for the density districts illustrated in the Future Land Use map, and that land use patterns are consistent with those illustrated in Section 1, Appendix 1.

**Policy 4.2.1:** The College shall abide by the land use and density districts as described and illustrated in the Future Land Use map in locating facilities, to maintain compatibility of uses, to maintain efficient use of the land resource, and to limit excessive walking distance between functions. The College shall not exceed the recommended build-out and floor area ratios (FAR) for each of the density districts of the campus as described and illustrated in Section 1, Appendix 1.

**Policy 4.2.2:** The College shall participate with the City of Sarasota in the reciprocal review of plans and development proposals, consistent with the provisions established in the Intergovernmental Coordination process in Section 1, Appendix 5.

**Objective 4.3:** Preserve the historic bayfront estate buildings and the Pei buildings, and continue their integration into the fabric of the campus.

**Policy 4.3.1:** The College shall consult and coordinate with the Department of State's Division of Historical Resources prior to any land clearing, ground disturbing, or rehabilitation activities which may disturb or otherwise affect any property which is included, or eligible for inclusion, in the National Register of Historic Places.

**Policy 4.3.2:** The College shall consider the effects of such an undertaking identified in Policy 4.3.1 above on any historic property that is included, or eligible for inclusion, on the National Register for Historic Places. The College shall afford the State Division of Historical Resources a reasonable opportunity to comment on such an undertaking.

**Policy 4.3.3:** Prior to a historic property being demolished or substantially altered in a way that adversely affects its character, form, integrity or archaeological or historical value, the College shall consult with the Department of State's Division of Historical Resources to avoid or mitigate any adverse impacts, or to undertake any appropriate archaeological salvage, excavation or recovery action.

**Objective 4.4:** Maintain a scale of development on the campus properties that is compatible with the adjacent off-campus residential and institutional uses.

**Policy 4.4.1:** The College shall ensure that the land use and development at the edges of the campus properties will be compatible with or buffered from adjacent off-campus residential and institutional uses by:

- Maintaining the use and density levels indicated for use and density districts described and illustrated in the Future Land Use map in Section 1, Appendix 1.
- Specifying that the design of building masses and heights, setbacks, screening, site lighting, parking, and landscape is undertaken with specific regard to adjacent off-campus uses (including the airport).
- Conferring with adjoining neighbors when constructing any above ground infrastructure when the construction site is within 150 feet of the campus boundary.
- Conferring with adjoining neighbors of development activities and steps that can mitigate adverse impacts.

**Objective 4.5:** Maintain a land use pattern along the bayfront portion of Bayfront Campus that complements and sustains the estate-like character of the bayfront portion of Bayfront Campus.

**Policy 4.5.1:** The College shall specify that architectural and landscape architectural design guidelines, conservation policies, open space policies, and land use and density policies be followed in the design and development along the bayfront to ensure that the estate character is sustained and complemented during the plan period.

**Objective 4.6:** Ensure adequate area and locations for utility requirements to serve development during the plan period, and that utility extensions are accomplished in cost-effective increments.

**Policy 4.6.1:** The College shall coordinate future land uses with the availability of facilities and services to ensure that utilities and infrastructure needed to support future development are available at adopted levels of service, consistent with the concurrency provisions contained in s. 1013.30, F.S. The College shall review and evaluate all future construction projects to ensure that adequate provisions for infrastructure and utilities have been incorporated into the design by documenting:

- The provision and maintenance of necessary utility easements, corridors, and points of connection.
- The provision of adequate supply lines to accommodate future development and facility expansion.
- The provision of open space and safe and convenient traffic flow and parking at established levels of service.

**Objective 4.7:** Ensure that future land uses are compatible with and appropriate to the topographic and soil conditions on campus.

**Policy 4.7.1:** The College shall assess the suitability of development sites relative to topography, soils conditions, drainage, utilities and infrastructure connections, and vehicular and service access and program affinities as part of the initial pre-planning and siting studies for individual projects as those projects are brought into implementation. The College shall require the integration of natural topographic and other features in project designs in order to develop the campus in harmony with its natural environment.

**Policy 4.7.2:** As part of the design process for any programmed improvement (major project) and prior to approval and acceptance of the design, New College shall require that geotechnical testing be conducted to determine relevant soil characteristics of the site and to ensure that the design(s) reflect consideration of these conditions.

**Policy 4.7.3:** The College shall ensure that appropriate methods of controlling soil erosion and sedimentation to help minimize the destruction of soil resources shall be used during site development and use. Such methods shall include, but not be limited to:

- Phasing and limiting the removal of vegetation;
- Minimizing the amount of land area that is cleared;
- Limiting the amount of time bare soil is exposed to rainfall;
- Use of temporary ground cover and siltation control on cleared areas if construction is not imminent; and
- Special consideration shall be given to maintaining vegetative cover on areas of high soil erosion potential (i.e., steep or long slopes, banks of streams, stormwater conveyances, etc.).

**Objective 4.8:** 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.

**Policy 4.8.1:** The College Facilities Director or his/her designee and the appropriate committees shall periodically review the status of land use and facilities program development on the campus, including currently unforeseen future facility and grant award opportunities. The charge will be to 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 to 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. Findings reported to the New College President shall include recommendations regarding circumstances when and by which amendment of the adopted campus master plan may be merited, or where projects should be limited or amended.

**Policy 4.8.2:** In pursuit of Policy 4.8.1 above, the College shall monitor the status of property acquisitions identified in Section 1, Appendix 1 (namely the "Car Museum" site and the 58th Street sites) and the circumstances by which other acquisition opportunities may be presented to the College, or by which the

subleasing of College land to others may be necessary. The adopted campus master plan update will be amended as needed to incorporate the timetable, funding and development coordination measures.

**Objective 4.9:** Ensure that measures can be undertaken to minimize or avoid off-campus constraints to campus development within the context area.

**Policy 4.9.1:** Through interlocal agreements and memoranda of understanding, the College shall work with the host community to minimize both campus conflicts with host community land uses within the context area and also off-campus constraints that may limit future development on campus.

**Policy 4.9.2:** Where the acquisition of additional lands is necessary for continued growth and expansion, the College shall coordinate with the appropriate local government on any required amendment to the local government's Comprehensive Plan.

**Policy 4.9.3:** The College shall include in its project and site suitability assessments, an evaluation of the relationship of the project to on-campus and off-campus development constraints, conflicts, or limits vis-a-vis traffic, infrastructure, and drainage.

**Objective 4.10:** Ensure that incompatible use relationships are eliminated or mitigated in the event that such incompatibilities exist or arise.

**Policy 4.10.1:** The College shall assess unforeseen land uses that may arise from grant awards or other unanticipated circumstances by comparing those unforeseen uses with the uses and guidelines set forth for land use districts in Section 1, Appendix 1. Upon the determination of appropriate location and consistency with guidelines, the College will undertake pre-planning and site planning studies. In the event that the appropriateness is in question, the subject use will be submitted for review under the procedures of Policy 4.6.1.

**Policy 4.10.2:** The College shall undertake an annual review of the schedule of capital improvements to ensure that the capital improvements are consistent with the land use and development factors as described in Section 1, Appendix 1, and such improvements are acknowledged in the periodic review set forth in Policy 4.8.1.

## 5. ACADEMIC FACILITIES

### Goal

The Academic Facilities goal of the New College campus plan is to establish a compact academic core that serves the mission of the institution and provides for the projected student enrollment.

### Summary of Objectives and Policies

**Objective 5.1:** Establish the zones of academic development related to the Bayfront Campus Academic Quadrangle and Oval Lawn (refer to descriptions in Objective 3.2) as the long-range framework for academic facilities.

**Policy 5.1.1:** The College shall, notwithstanding unforeseen changes in facilities locations, endeavor to locate future academic facilities in the academic use areas indicated in the land use plan.

**Objective 5.2:** Establish the zones of academic development as delineated on the plan providing long-range capacity for New College academic facilities.

**Policy 5.2.1:** The College shall provide academic facilities as described in Section 1, Chapters 4 and 6.

**Policy 5.2.2:** The College shall continue to share use of the Library with USF S/M as per the terms of the Joint Relocation and Use Plan.

**Objective 5.3:** Identify sites for academic facilities for New College for the planning period positioned to frame the Academic Quadrangle and Oval Lawn.

**Policy 5.3.1:** The College shall recommend appropriate locations for future Academic Facilities as described and delineated in the Campus Plan 2035, based on currently known factors such as program requirements, affinities and relationships with other academic uses, and sequencing. However, the College may, due to changes or reconsideration of any factors affecting location, recommend sites other than those currently identified, provided that such alternative sites are consistent with general land use and density provisions set forth in Section 1, Appendix 1. Should a new site be inconsistent with land use and density provisions set forth in Section 1, Appendix 1, a plan amendment will be required.

**Objective 5.4:** Phase the academic facilities to accomplish the above objectives as a priority.

**Policy 5.4.1:** The adopted campus master plan update shall be amended as needed to incorporate unforeseen academic facilities that may arise from grant awards, private donor funding, accelerated funding or other circumstances.

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**Policy 5.4.2:** The College shall take into consideration comparative analysis for academic space formulas and shall reassess methods used to calculate space projections.

### 6. SUPPORT FACILITIES

#### Goal

The Support Facilities goal of the New College campus plan is to provide a full complement of support functions in close proximity but peripheral to the academic core.

#### Summary of Objectives and Policies

**Objective 6.1:** Provide support facilities as needs arise during the planning horizon of this update. Expansion of the Physical Plant building will be considered in the next planning update.

**Policy 6.1.1:** The College shall identify and work diligently to secure funds for future support facilities as described in Section 1, Chapters 4 and 6.

**Policy 6.1.2:** The College shall recommend appropriate locations for future support facilities as described and delineated in Section 1, Chapters 4 and 6, based on currently known factors such as program requirements, affinities and relationships with other uses, and sequencing. However, the College may, due to changes or reconsideration of any factors affecting location, choose recommend sites other than those currently identified, provided that such alternative sites are consistent with general land use and density provisions set forth in Future Land Use map. Should a new site be inconsistent with land use and density provisions set forth in Section 1, Appendix 1, a plan amendment will be required.

**Policy 6.1.3:** The College shall, notwithstanding unforeseen changes in support facilities locations, endeavor as much as possible to locate support facilities in appropriate locations where proximity of such support facilities to other uses will enhance those uses and not otherwise diminish the integrity of future land use patterns. The College will undertake a comparative study of alternatives in any instance where a location other than designated herein must be considered.

**Objective 6.2:** New College shall continue to coordinate with USF S/M for the provision of support facilities consistent with the Joint Relocation and Use Plan and Agreement as to Campus Footprints.

**Policy 6.2.1:** The College shall work with USF S/M to ensure easy access to support facilities covered by Memorandum of Agreement between New College and USF dated September 1, 2005 relating to shared facilities (Cook, College, Sudakoff Center, Uplands Bayfront Preserve, facilities on the New College Campus, the bookstore, and the northern Uplands Campus Bayfront Preserve on the USF S/M Campus.)

**Policy 6.2.2:** The College shall work to improve pedestrian links between New College and USF S/M facilities.

### 7. HOUSING

#### Goal

The Housing goal for New College is to provide adequate, affordable on-campus housing, to maintain the residential character of the College, and to encourage adequate off-campus housing for projected student enrollments.

#### Summary of Objectives and Policies

**Objective 7.1:** Provide student housing for New College that maintains a ratio between 75 and 80 percent of the student enrollment being housed in on-campus residences.

**Policy 7.1.1:** The College shall strive to provide and maintain student housing for 75 to 80 percent of the undergraduate student enrollment.

**Objective 7.2:** Provide necessary support facilities for expanded future student housing.

**Policy 7.2.1:** The College shall make an assessment of support facilities in conjunction with the development of future housing. Pre-planning of related support facilities shall be initiated during the programming and preliminary design of the next phase of housing development.

**Policy 7.2.2:** The College shall review all programmed housing improvements to ensure that adequate stormwater management, potable water, sanitary sewer, and solid waste facilities are in place and operational at established levels of service prior to occupancy.

**Objective 7.3:** Encourage and support improved and expanded housing opportunities off-campus in close proximity to the campus.

**Policy 7.3.1:** The College shall, in conjunction with the City of Sarasota and Sarasota County:

- Promote the location of new off-campus student-oriented housing;
- Promote housing opportunities within walking or bicycling distance to the campus; and
- Promote the location of convenient service and shopping opportunities for students near off-campus student oriented housing units.

**Objective 7.4:** Eliminate substandard housing and improve structural mechanical, aesthetic and safety deficiencies.

**Policy 7.4.1:** The College shall monitor the existing housing stock on-campus and establish a capital upgrading plan to eliminate or upgrade substandard units, and improve, where necessary, structural, mechanical, aesthetic and safety deficiencies. Plumbing and HVAC systems shall be inspected on a periodic basis and kept in good repair. Routine maintenance shall be conducted on campus housing facilities exterior walls, windows and doors, roofs, and interiors.

**Policy 7.4.2:** The College shall analyze various options for funding new residence halls contingent on findings of market and financial evaluation, including private sector development through turn-key or lease agreements.

**Policy 7.4.3:** It shall be the policy of the College that all ADA compliant housing units will be on the ground floor. The College shall identify ground floor housing units that may be adapted to be accessible for students with disabilities. The adopted campus master plan shall be amended as needed to establish the timing and phasing requirements and priorities for adapting these units.

**Policy 7.4.4:** The timing and phasing requirements and priorities for future housing facilities are established in Section 1, Appendix 4.

**Policy 7.4.5:** The College shall seek-funding support from private sources or state-supported bond initiatives to initiate design, construction and financing of any or all of the additional or replacement housing in order to provide such housing in an affordable and competitive way.

### 8. RECREATION AND OPEN SPACE

#### Goal

The Recreation and Open Space goal of the New College campus plan update is to ensure the provision of adequate and accessible recreation facilities and open space to meet the future needs of the College.

#### Summary of Objectives and Policies

**Objective 8.1:** Provide recreational facilities and open space to meet campus community demand, including the demand generated by the USF S/M faculty, staff and students, through the coordinated use of public and private resources.

**Policy 8.1.1:** The College shall seek to establish a private donor program for the purpose of contributing to the development and maintenance of on-campus recreation and open space facilities and shall coordinate the distribution of these funds with New College Foundation.

**Objective 8.2:** Provide facilities to serve on-campus recreational needs.

**Policy 8.2.1:** The College shall maintain the current provisions for recreation facilities including two tennis courts, one swimming pool, one basketball court, one whirlpool spa, indoor recreational facilities, bay front water sports facility and one combination soccer and softball/recreation field.

**Policy 8.2.2:** In accordance with the Memorandum of Agreement between New College and USF dated September 1, 2005 relating to shared facilities, the Uplands Bayfront Preserve shall be restricted to passive recreational/open space uses only.

**Objective 8.3:** Provide increased opportunities for on-campus access to varied, high quality outdoor spaces.

**Policy 8.3.1:** The College shall follow the intent of the campus open spaces established in the Landscape Master Plan's Vegetation and Land Use Zone Map including: Coastal/Tidal, Recreation/Open Space, Transition, Native Habitat/Education, and Vegetable/Fruit Tree Gardens.

**Policy 8.3.2:** The Recreation/Open Space areas the Landscape Master Plan's Vegetation and Land Use Zone Map shall be considered as priority projects for continued enhancements and improvements.

**Policy 8.3.3:** The College shall require adherence to adopted build-to-lines as described in the Architectural Design Guidelines and shall encourage building heights of two to three stories, unless not approved by the by the FAA, in order to establish and preserve a meaningful integrated system of contiguous campus open spaces.

**Policy 8.3.4:** The College shall affirm a belief that natural/native landscapes are necessary to the quality of urban life and that the institution seeks continuity with the natural communities and processes that support human life.

**Policy 8.3.5:** The College shall maintain densities and intensities for the development of the campus landholdings (established in the Future Land Use map) which facilitate the retention of open space.

**Policy 8.3.6:** The College shall select sites for infrastructure and academic and support facilities which are designed to facilitate the retention of campus open space.

**Objective 8.4:** Coordinate with entities in accordance with procedures outlined in the Intergovernmental Coordination process in Section 1, Appendix 5, to promote provision of adequate recreation and open space off-campus to serve the campus community living in the context area and to ensure continuity of open space resources within the larger regional open space system.

**Policy 8.4.1:** The College shall establish a procedure and assign responsibility for regularly scheduled coordination meetings with City of Sarasota parks and recreation officials relative to the provision of adequate parks and recreational facilities. New College shall pursue any interlocal agreements or memoranda of understanding necessary to ensure that parks and recreational facilities will be available to meet the future needs of the College.

## 9. GENERAL INFRASTRUCTURE

### A. Stormwater Management

#### Goal

The Stormwater Management goal for the New College campus is to provide a stormwater management system that accommodates the future College stormwater needs while protecting Sarasota Bay. The master plan includes the redesign and realignment of existing stormwater infrastructure, to increase capacity, improve environmental performance and create a more attractive landscape.

#### Summary of Objectives and Policies

**Objective 9A.1:** Provide a sufficient stormwater management system in a design that is integrated with the natural and built systems and enhances the overall master plan.

**Policy 9A.1.1:** The College shall coordinate its site improvements projects and building program so that existing stormwater pipes that are to be relocated or replaced be consistent with the approved five (5)-year Capital Improvements Plan (CIP) that is updated annually, as described in Section 1, Appendix 4.

**Policy 9A.1.2:** The College shall ensure that future stormwater management facilities will be identified in an appropriate phasing program for construction in a logical and coordinated manner in accordance with the approved CIP as described in Section 1, Appendix 4.

**Policy 9A.1.3:** The College shall ensure that the stormwater pipes that are replaced or relocated will be coordinated with other utilities and the Landscape Master Plan to avoid potential conflicts.

**Policy 9A.1.4:** The College, prior to the design and construction of any ponds within the stormwater system, shall thoroughly investigate issues including geotechnical information, regulations, and existing utilities. It should also coordinate with the Campus Facilities Director or his/her designee to assure optimum locations.

**Policy 9A.1.5:** New College shall review all proposed construction and development on campus to ensure that any proposed increase in campus impervious surfaces shall be implemented only upon a finding that existing facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the time of need.

**Policy 9A.1.6:** The College shall ensure proper coordination between the construction of retention ponds and the underground stormwater system.

**Policy 9A.1.7:** The College shall mitigate College-generated stormwater and minimize stormwater-borne pollutants through the implementation of a system of Best Management Practices (BMPs), which includes, but is not limited to:

- Incorporating stormwater management retention and detention features into the design of parks, trails, commons, and open spaces, where such features do not detract from the recreational or aesthetic value of a site.
- Use of slow release fertilizers and/or carefully managed fertilizer applications timed to ensure maximum root uptake and minimal surface water runoff or leaching to groundwater.

- Educating maintenance personnel about the need to maintain motor vehicles to prevent the accumulation of grease, oil and other fluids on impervious surfaces, where they might be conveyed to surface and ground waters by runoff, and the need to regularly collect and dispose of yard debris.
- Avoid the widespread application of broad spectrum pesticides by involving only purposeful and minimal application of pesticides, aimed at identified target species.
- Coordinating pesticide application with irrigation practices to reduce runoff and leaching into groundwater.
- Use of turf blocks and non-impervious surface treatments to minimize impervious surface area and reduce the flow of runoff pollutants.
- Incorporating features into the design of fertilizer and pesticide storage, mixing and loading areas that are designed to prevent spillage.
- Pursue licensing for grounds superintendents and staff to use restricted pesticides and to ensure that fertilizers will be selected and applied to minimize surface water runoff and leaching to ground water.

**Policy 9A.1.8:** It shall be the policy of the College that no stormwater discharges may cause a violation of water quality standards in waters of the State. Post-development rates of discharge shall not exceed pre-development rates.

**Objective 9A.2:** Provide increased facility capacity to correct existing deficiencies and to meet future needs of the College.

**Policy 9A.2.1:** The College shall ensure that stormwater management will comply with the host community's levels of service of "C," Southwest Florida Water Management District (SWFWMD), Florida Department of Environmental Protection (FDEP), and Florida Department of Transportation (FDOT) regulations in accordance with procedures outlined in the Intergovernmental Coordination process in Section 1, Appendix 5. In addition, the College shall adopt a level of service standard for stormwater quality and quantity as established in Chapters 62-43 (stormwater quality), 62-25 (stormwater discharge), and FAC 62-303 (Outstanding Florida Water), F.A.C.

**Policy 9A.2.2:** Stormwater facility improvements shall be constructed to be consistent with Section 1, Chapter 5.

**Policy 9A.2.3:** The College shall take appropriate action in correcting any existing stormwater management facility deficiencies identified in the stormwater master plan.

**Policy 9A.2.4:** The College shall review future stormwater construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Board of Governors to ensure capacity and capital improvements required to meet future College needs are provided when required, based on needs identified in this campus master plan.

**Objective 9A.3:** The College shall complete a stormwater study which identifies stormwater management facility improvements necessary to accommodate projected stormwater run-off from proposed facilities and shall define and implement an engineering study to survey, document and assess the existing and future system needs, as a result of proposed land redevelopment, transportation system improvements, reconfiguration of existing drainage conveyances, and improvements within the floodplain. This study shall address the requirements of Chapter 1013, Florida Statutes, and shall also:

- Establish priorities for replacement, correcting stormwater management facility deficiencies, and providing for future facility needs.
- Stormwater management facilities shall comply with the design criteria established in the Cost Containment Guidelines for the State University System of Florida, and shall be in place and operational, at established levels of service, prior to occupancy of any New College building.
- Establish the timing and phasing requirements and identify the projected funding sources for stormwater management facility improvements to meet future New College needs.

**Policy 9A.3.1:** Following the completion of the engineering study described above, the College shall prioritize and correct identified stormwater system deficiencies. The adopted Campus Master Plan will be amended as needed to reflect the survey results and priorities assigned to them.

**Objective 9A.4:** Maintain and protect the natural drainage patterns and hydrological patterns of the New College campus.

**Policy 9A.4.1:** The college shall consider the use of underground cisterns for collection of storm water and subsequent use for landscape irrigation.

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**Policy 9A.4.2:** It shall be the policy of the College that no storm water discharges may cause or contribute to a violation of water quality standards in waters of the State. Post-development rates of discharge shall not exceed pre-development rates.

**Objective 9A.5:** Prevent any further degradation and improve the quality of receiving water.

**Policy 9A.5.1:** The College shall identify the stormwater detention system as “no build” zones, except as modified to allow for the construction of new buildings or site features. In that case the detention system will be improved from both a functional and aesthetic standpoint.

**Policy 9A.5.2:** The College shall consider the use of underground cisterns for collection of storm water and subsequent use for landscaping.

**Policy 9A.5.3:** The College shall implement a regular stormwater facilities maintenance program to ensure adequate water quality and design capacity of the facilities.

**Policy 9A.5.4:** The College shall coordinate, as appropriate, with entities in accordance with procedures outlined in the Intergovernmental Coordination process, regarding the National Pollutant Discharge Elimination System (NPDES) program.

### B. Potable Water

#### Goal

The Potable Water goal for the New College campus plan is to provide an adequate potable water system that accommodates the future College potable water needs.

#### Summary of Objectives and Policies

**Objective 9B.1:** Provide at a minimum a level of service of 0.25 gallons per minute (GPM) per 1,000 gross square feet of building area and an operating pressure of 40 pounds per square inch (psi) throughout the system.

**Policy 9B.1.1:** Improve, expand, and upgrade the potable water system. The timing and phasing requirements and priorities for these improvements shall be addressed as projects are developed.

**Policy 9B.1.2:** The College shall establish and adopt the following level of service standards for potable water and fire flow:

- A minimum level of service of 0.25 GPM per 1,000 gross square feet of building area;
- Provide adequate fire protection with a goal of 1,500 GPM for four hours; and
- Maintain an operating pressure range of a minimum of 40 psi throughout the system.

System improvements are to be designed to achieve and maintain these standards.

**Policy 9B.1.3:** Proposed increases in consumptive uses, whether residential or non-residential, shall be approved only upon a finding that existing potable water treatment and distribution facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line when needed.

**Objective 9B.2:** Provide adequate fire protection with a goal of 1,500 GPM for four hours.

**Policy 9B.2.1:** The College shall provide sufficient fire protection and fire hydrants with the construction of new facilities and installation of distribution lines.

**Policy 9B.2.2:** The College shall conduct on-site fire flow tests at least annually to verify adequacy of fire protection or identify deficiencies. The tests shall be conducted in accordance with the methodology described in the American Water Works Association Manual Number 31, entitled “Distribution System Requirements for Fire Protection.” The results of such tests shall be provided to the Sarasota County Fire Department. The college utilizes licensed contractor to perform certification of the fire protection system.

**Objective 9B.3:** Develop and promote a water conservation program.

**Policy 9B.3.1:** The College shall prepare and promote a water conservation program as follows:

- Use Florida-Friendly landscaping techniques, including the maintenance or installation of selected vegetative species, and low flow irrigation and compact hydrzone concepts, shall be required for all new building and ancillary facility construction.
- Upgrade irrigation system to be controlled by a computerized, rain sensitive system.

- Coordinate with the host community in providing a reclaimed water irrigation system if ever extended to the College.
- Explore the use collected stormwater or building “gray” water for landscape irrigation purposes.
- Use efficient low water volume plumbing fixtures in new and renovated College buildings.

**Objective 9B.4:** Correct any existing potable water facility deficiencies.

**Policy 9B.4.1:** The College shall, through its CIP, ensure that when a project requires the relocation of utilities, that those utilities be appropriately upgraded and replaced as necessary in accordance with the approved CIP.

**Policy 9B.4.2:** The College shall ensure capacity is available at the time of College development including replacing and correcting existing deficiencies.

**Policy 9B.4.3:** The College shall prepare, as appropriate, a technical design standards manual to ensure the compatibility of future potable lines for ease of ongoing maintenance.

**Policy 9B.4.4:** Review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Board of Governors to ensure that potable water facility improvements required to meet future College needs are in place and operational, at the adopted levels of service, prior to occupancy of any new College building.

**Objective 9B.5:** Protect and conserve potable water sources.

**Policy 9B.5.1:** The College shall identify the new potable water corridors as “no build” zones.

**Policy 9B.5.2:** The College shall coordinate with the host community and other entities in accordance with procedures outlined in the Intergovernmental Coordination process, to ensure that off-campus potable water facilities that may be affected by the implementation of this campus master plan are improved as appropriate.

**Policy 9B.5.3:** The College shall investigate if any existing lines (installed prior to 1980) that are to be relocated, replaced or removed have the potential to contain asbestos or are also known as “transite.” Appropriate action will occur including allowing the pipes to remain and install separate lines or remove, remediate, and replace these lines by a certified contractor.

### C. Sanitary Sewer

#### Goal

The Sanitary Sewer goal for the New College campus plan is to provide an adequate sanitary sewer system that accommodates the future College sanitary sewer needs.

#### Summary of Objectives and Policies

**Objective 9C.1:** Provide for reliable and efficient collection and transmission of all wastewater generated by the College in an environmentally safe manner.

**Policy 9C.1.1:** The College shall evaluate and consider improvements to the expansion of the sanitary sewer system to connect to the historic structures along the bayfront. This will simplify maintenance and reduce any potential environmental exposure during natural flooding conditions.

**Policy 9C.1.2:** The College shall evaluate and consider improvements to this campus master plan for the implementation to extend service lines and improve the lift station capacity, if required, to be available at the time of individual building construction.

**Policy 9C.1.3:** The College shall coordinate with appropriate City of Sarasota officials relative to College sanitary sewer needs. New College shall pursue any interlocal agreements or memoranda of understanding necessary to ensure that sanitary sewer will be supplied to the campus to meet the future needs of the College.

**Policy 9C.1.4:** Annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Board of Governors to ensure that sanitary sewer facility improvements required to meet future College needs are in place and operational, at the adopted levels of service, prior to occupancy of any new College building.

**Policy 9C.1.5:** Proposed increases in sewer flows, whether residential or nonresidential, shall be approved only upon a finding that existing sanitary sewer treatment and distribution facility capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line when needed.

**Objective 9C.2:** Continue to maintain at a minimum the wastewater collection

service at its present level of service or at 0.25 GPM per 1,000 square feet of building area on an average daily basis with the implementation of this campus master plan.

**Policy 9C.2.1:** The College shall maintain a minimum level of service standard for wastewater collection of 0.25 GPM per 1,000 square feet of building area on an average daily basis.

**Objective 9C.3:** Coordinate the sanitary sewer relocation and improvement program with the implementation of the CIP and this campus master plan.

**Policy 9C.3.1:** The College shall continue to identify the main utility trunk lines as “no build” zones.

**Policy 9C.3.2:** The College shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Board of Governors to ensure capacity and capital improvements required to meet future College needs are provided when required, based on needs identified in this campus master plan.

**Policy 9C.3.3:** The College shall through its CIP, ensure that these utilities be appropriately upgraded and replaced as necessary to meet the future College needs as described in Section 1, Appendix 4.

**Policy 9C.3.4:** Improve, expand, and upgrade the sanitary sewer system. The timing and phasing requirements and priorities for these improvements are identified in the Section 1, Appendix 4.

**Objective 9C.4:** Correct any existing sanitary sewer deficiencies.

**Policy 9C.4.1:** The College shall investigate increased flows in the existing lines and repair any infiltration or inflow to maintain the level of service. Appropriate action will be taken by the College to have these lines or structures removed, remediated, or replaced by a certified contractor.

**Objective 9C.5:** To reduce the impacts of sewage generation.

**Policy 9C.5.1:** The College shall implement, where practical, the following techniques for reducing the impacts of sewage generated on the campus:

- Eliminating flush valves from all building plumbing.
- Utilizing low volume plumbing fixtures. Implementing a leak detection and repair program.
- Eliminating stormwater, swimming pool and other illegal connections.
- Using holding tanks to reduce peak flows.
- Using pump stations and force mains to by-pass bottlenecked gravity mains.

## D. Solid Waste

### Goal

The Solid Waste goal for the New College campus plan is to provide for future College solid waste collection and disposal requirements in a safe, cost-effective, environmentally sound and aesthetic satisfactory manner.

### Summary of Objectives

**Objective 9D.1:** Coordinate with the City of Sarasota and Sarasota County in establishing an appropriate level of service for solid waste collection.

**Policy 9D.1.1:** The College shall continue to assist providing solid waste collection services for the residential and academic uses on campus.

**Policy 9D.1.2:** The College shall establish a level of service for solid waste collection consistent with the City of Sarasota level of service of 6.9 pounds per day per capita.

**Policy 9D.1.3:** The College shall coordinate the provision of on and off-campus solid waste collection and disposal facilities required to meet future College needs with the host community or appropriate service provider as outlined in Intergovernmental Coordination process. New College shall pursue any interlocal agreements or memoranda of understanding necessary to ensure that solid waste collection and disposal services will be supplied to the campus to meet the future needs of the College.

**Policy 9D.1.4:** The College shall establish that the timing and phasing of disposal facility improvements shall be coordinated with the approved CIP.

**Policy 9D.1.5:** The College shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Board of Governors to ensure capacity and

capital improvements required to meet future College needs are provided when required, based on needs identified in this campus master plan.

**Objective 9D.2:** Procedures to reduce College-generated solid waste and increasing recycling and reuse programs shall be defined.

**Policy 9D.2.1:** The College shall continue to take steps to reduce the quantity of solid waste generated by expanding its recycling program to include additional drop-off locations. These drop-off facilities shall be installed in the individual buildings, and residential areas. Awareness programs directed toward students, faculty and staff shall also be included in this recycling program.

**Policy 9D.2.2:** Specific training shall be developed and administered to all employees who handle solid waste.

**Objective 9D.3:** Establish a program to modify existing solid waste collection locations for convenient service while avoiding potential pedestrian conflicts.

**Policy 9D.3.1:** The College shall screen solid waste collection locations from pedestrian corridors

**Policy 9D.3.2:** The College shall, during the design of new buildings, evaluate the relationship of the proposed buildings with the existing buildings and identify opportunities to consolidate solid waste collection facilities and locate them away from pedestrian corridors.

**Objective 9D.4:** Encourage and support proper management in the disposal of hazardous and other special wastes.

**Policy 9D.4.1:** The College shall meet all State and Federal regulations in the collection and transportation of its hazardous wastes and materials.

**Policy 9D.4.2:** The College shall monitor the volume and type of hazardous waste collection and temporary storage on site to determine feasibility of constructing and operating the next higher level of storage facility on campus. If such a determination is made to proceed, the College shall amend the adopted campus master plan to reflect the timing, location, and scope of such a facility.

**Objective 9D.5:** Procedures to correct any existing solid waste facility deficiencies shall be established.

**Policy 9D.5.1:** The College shall continue to ensure that solid waste collection and disposal facilities are appropriately provided and phased accordingly to meet the future College needs while correcting any disposal facility deficiencies.

**Policy 9D.6:** The College shall prepare an on-going evaluation of monitoring and disposing of chemical and research wastes. Opportunities for new technologies to assist in transporting and disposing of such wastes shall be continuously evaluated.

## 10. UTILITIES

### A. Steam/Hot Water

#### Goal

The Steam/Hot Water goal of the New College campus is to manage, maintain and expand the steam/hot water distribution system to support current facilities and future expansion.

#### Summary of Objectives and Policies

**Objective 10A.1:** To correct existing deficiencies in the steam/hot water distribution system.

**Policy 10A.1.1:** The College shall implement hot water improvements as identified. The timing and phasing requirements for these improvements are established in the approved 5-year CIP that is updated annually.

**Policy 10A.1.2:** The College shall continue to maintain a level of service standard for hot water which provides and maintains a range of 140-180 degrees (F) hot water supply temperature to meet building heating demands.

**Policy 10A.1.3:** Steam and hot water facility improvements shall be implemented based on the following priorities:

- Elimination of existing system deficiencies;
- Maintaining the existing system; and
- Expanding the system to accommodate new hot water needs.

**Policy 10A.1.4:** The College shall consider methods to use waste heat recovery to reduce fuel consumption for the production of hot water. If any of these are demonstrated to be cost effective or otherwise feasible, the adopted campus master plan shall be amended as needed to reflect their implementation.

**Objective 10A.2:** To provide sufficient steam/hot water to meet the future needs



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of the College.

**Policy 10A.2.1:** The College's Physical Plant Department will be responsible for reviewing all proposed development projects to ensure that adequate hot water capacity exists.

**Policy 10A.2.2:** Proposed increases in hot water use, whether residential or nonresidential, shall be approved only after a finding that existing hot water distribution capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted future time of need.

**Policy 10A.2.3:** Installation of boilers as needed, to provide for a minimal level of firm capacity should the main boiler fail, will be considered.

### B. Chilled Water

#### Goal

The Chilled Water goal of the New College campus plan is to manage, maintain and expand the joint use chilled water distribution system to support current facilities and future expansion.

#### Summary of Objectives and Policies

**Objective 10B.1:** FSU will construct additional chillers and piping infrastructure within the College's joint-use chilled water plant.

**Policy 10B.1.1:** The College will collaborate with FSU to develop a protocol for supplying each other with emergency backup chilled water capacity.

**Policy 10B.1.2:** Chilled water facility improvements shall be implemented based on the following priorities:

- Elimination of existing system deficiencies;
- Maintaining the existing system; and
- Expanding the system to accommodate new chilled water needs.

**Policy 10B.1.3:** Proposed increases in chilled water use, whether residential or non-residential, shall be approved only after a finding that existing chilled water distribution capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted future time of need.

**Objective 10B.2:** The existing chilled water distribution system will be extended to accommodate future buildings and renovated buildings.

**Policy 10B.2.1:** The College shall require design engineers to submit a computerized life cycle cost analysis to establish the most efficient HVAC system configuration for each new and renovated building.

**Policy 10B.2.2:** The College shall require that cooling load data be supplied by the system designers to the College to determine what the impact will be on the chilled water system.

**Policy 10B.2.3:** The College will update its chilled water system configuration based upon cooling load data.

**Policy 10B.2.4:** No outside sources from either private or public facilities will be required for chilled water production because all chilled water originates from within the campus.

**Policy 10B.2.5:** The College shall maintain a level of service standard for chilled water that provides and maintains a maximum of 45 degrees (F) chilled water supply temperature to meet building cooling demands.

**Policy 10B.2.6:** The College's Facilities Director or his/her designee will be responsible for reviewing all proposed development projects to ensure that adequate chilled water capacity exists.

**Policy 10B.2.7:** The College shall continue its policy for replacing ozone-depleting refrigerants with environmentally safe refrigerants.

### C. Electrical Power

#### Goal

The Electrical Power goal of the New College campus plan is to manage, maintain and expand the existing Florida Power & Light Co. distribution system to support current facilities and future expansion.

#### Summary of Objectives and Policies

**Objective 10C.1:** To correct existing deficiencies in the electrical power distribution system.

**Policy 10C.1.1:** The College shall maintain a relationship with Florida Power & Light Company (FPL) for the negotiation of the terms and conditions under which FPL would assume operation of the College system and continue to provide primary service to future College facilities.

**Policy 10C.1.2:** Continue to study alternative energy sources (e.g., co-generation, on-site generation for peak demand shavings, etc.).

**Policy 10C.1.3:** The College shall implement electrical energy system improvements needed to implement this campus master plan. The timing and phasing requirements for these improvements are established in the approved CIP.

**Policy 10C.1.4:** Electrical system improvements shall be implemented based on the following priorities:

- Elimination of existing system deficiencies;
- Maintaining the existing system; and
- Expanding the system to accommodate new electrical energy needs.

**Objective 10C.2:** To provide sufficient electrical power and other fuels to meet the future needs of the College.

**Policy 10C.2.1:** The College will provide energy design guidelines for new buildings proposed in this campus master plan.

**Policy 10C.2.2:** A phasing schedule should be developed for upgrading the existing electric power supply capacity and distribution system to meet future College needs when required. The adopted campus master plan shall be amended as needed to reflect any changes to the timing and phasing requirements.

**Policy 10C.2.3:** Include FPL participation in planned expansion programs to ensure adequate electrical service will be available when needed.

**Policy 10C.2.4:** The College shall require that a computerized life cycle cost analysis be submitted for all new and renovated facilities to determine whether natural gas and/or electricity will be the source of fuel.

**Policy 10C.2.5:** The College shall require that a report be submitted for each new and/or renovated facility indicating the amount of natural gas and/or electricity which will be required for each renovated and/or new facility.

**Policy 10C.2.6:** The College shall require that the campus electrical power distribution system and/or the natural gas distribution system be modified to meet the electricity and/or natural gas demands created by the renovated and/or new facilities.

**Policy 10C.2.7:** The College shall require the use of energy efficient lighting fixtures, electronic ballasts, and high lumen efficiency lamps in all new and renovated buildings.

**Policy 10C.2.8:** The College's Physical Plant Department will be responsible for reviewing all proposed development projects to ensure that adequate electrical energy capacity exists.

**Policy 10C.2.9:** Proposed increases in electrical energy use, whether residential or non-residential, shall be approved only after a finding that existing electrical energy distribution capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted future time of need.

### D. Telecommunications

#### Goal

The Telecommunications goal of the New College campus plan is to manage, maintain and expand the current telecommunications distribution system to support current facilities and future expansion.

#### Summary of Objectives and Policies

**Objective 10D.1:** To plan, design and implement communications infrastructure at the New College campus in order to correct existing deficiencies and meet the voice, data and video communications needs.

**Policy 10D.1.1:** The College shall provide adequate copper connectivity for voice, multi-mode fiber for data, and single mode fiber for video/data to all buildings on the New College campus.

**Policy 10D.1.2:** The College shall develop a phasing schedule to upgrade wiring in all buildings to the current and/or appropriate technical levels to meet future College needs. The adopted campus master plan shall be amended as needed to

reflect any changes to the timing and phasing requirements.

**Policy 10D.1.3:** The College shall implement telecommunications system improvements needed to implement this campus master plan. The timing and phasing requirements for these improvements are established in the approved CIP.

**Policy 10D.1.4:** Telecommunications system improvements shall be implemented based on the following priorities:

- Elimination of existing system deficiencies;
- Maintaining the existing system; and
- Expanding the system to accommodate new telecommunications system needs.

**Policy 10D.1.5:** The College's Academic and Administrative Computing Department will be responsible for reviewing all proposed development projects to ensure that adequate telecommunications system capacity exists.

**Policy 10D.1.6:** Proposed increases in telecommunications system use, whether residential or non-residential, shall be approved only after a finding that existing telecommunications system capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted future time of need.

## 11. TRANSPORTATION

### TRANSIT, PARKING AND CIRCULATION

#### Goal

The Transit, Parking and Circulation goal is to provide and minimize adverse impacts of parking facilities on the environment of the campus and adjacent residential neighborhoods.

#### A. Transit

**Objective 11A.1:** Provide a safe, efficient on-campus and off-campus transportation system considering future College need for motorized and non-motorized vehicular parking.

**Policy 11A.1.1:** The College shall evaluate enhanced mass transit opportunities with Sarasota County Area Transit (SCAT), Manatee County Area Transit (MCAT) and the City of Sarasota. Coordination with SCAT and MCAT to provide more convenient drop-off points including on-campus stops should be explored.

**Policy 11A.1.2:** The College shall provide for convenient pedestrian and bicycle pathways within the transportation program to greatly reduce the need for driving between on campus destinations and to reduce the impervious surfaces of parking lots and roads.

**Policy 11A.1.3:** The College shall continue to provide alternative transportation on campus for handicapped students and faculty.

**Objective 11A.2:** Reduce the impacts off-campus of future traffic generated by the Campus Master Plan.

**Policy 11A.2.1:** The College shall establish an a.m. peak hour Level of Service (LOS) standard for campus roads consistent with the city at a LOS of "D".

**Policy 11A.2.2:** Consistent with provisions contained in s. 1013.30, F.S., the College shall negotiate and enter into a campus development agreement with the City of Sarasota for the adequate mitigation of impacts to the surrounding transportation network caused by development on-campus.

**Objective 11A.3:** Enhance and encourage the utilization of alternative modes of transportation including mass transit, bicycle and pedestrian walkways and reduce the dependence on the single-occupant vehicle as the primary mode of transportation.

**Policy 11A.3.1:** The College shall establish a convenient shuttle system to the campus if needed, should off-campus parking lots be identified.

**Policy 11A.3.2:** The College shall provide to all enrolling students information regarding the availability and scheduling of SCAT and MCAT buses and the restrictive policies of on-campus parking and auto transportation.

**Policy 11A.3.3:** The College shall implement transportation demand management (TDM) strategies designed to encourage the use of alternative modes of transportation and reduce the dependence on the single-occupant automobile as a mode of travel. The College shall consider:

- Establishing a free transit pass and parking "cash-out" program to financially reward carpoolers, transit riders, bicycle and pedestrian commuters.

- Encouraging the use of alternative modes with incentive programs.
- Restricting parking to the campus perimeters and "park-once" lots to discourage the proliferation of independent lots and structures throughout the campus.
- Focusing on the development of pedestrian-oriented areas.
- Enhancing landscape and pedestrian amenities where parking and roads are removed.
- Selectively removing or reconfiguring remaining roads to function as an effective circulation network and emphasizing "park-once" strategies.
- Restricting the speed of cars within the campus, on thoroughfares adjacent to campus and providing pedestrian amenities adjacent to roadways.
- Promoting a more pedestrian- and public transportation-friendly link between the campus and adjacent neighborhoods to help reduce emissions associated with automobiles.
- Providing bicycle racks and locks, well-designed routes and establishing shower/changing areas in a variety of locations on campus to facilitate internal New College campus bicycle usage.
- Creating incentives for USF S/M students to walk to New College and leave cars on the USF S/M campus.
- Implementing pedestrian and bicycle route and user enhancements such as route lighting, upgraded walking surfaces, accessible and attractive places for refreshment, bicycle racks at shared facilities, emergency call boxes, and a bicycle loan program.
- Creating 5- to 15-minute loading/drop-off zones in key locations, especially near the west end of General Spaatz Boulevard, Cook Library, and the Hamilton lawn drop-off area.
- Initiating parking stall labels, issuance of permits, and enforcement of parking stalls by group affiliation. Permits are to be issued based on status as faculty, student, staff, or visitor to help organize the efficiency of stall usage.
- Establishing a residential permit system (if and where desired by neighbors) for neighborhoods surrounding the campus to discourage college-generated parking in off-campus locations.

**Policy 11A.3.4:** The College shall coordinate with the City of Sarasota, Sarasota County and Manatee County to evaluate other options and strategies for reducing the dependence on the personal automobile. If any of these proves to be economically feasible and practical, the College shall amend the adopted campus master plan to incorporate these strategies onto the overall transportation plan.

**Objective 11A.4:** Coordinate required transportation improvements within the context area with entities in accordance with procedures outlined in the Intergovernmental Coordination process in Section 1, Appendix 5.

**Policy 11A.4.1:** The College shall cooperate with SCAT and MCAT in identifying available funding programs to assist in implementing these transit system improvements and increasing the frequency of bus routes.

**Policy 11A.4.2:** The College shall establish a procedure and assign responsibility for regular coordination with the host and affected local governments and the FDOT to ensure that transportation facility improvements are available when needed to support the growth of the College. The College shall pursue any memoranda of understanding or interlocal agreements necessary to ensure that transportation facilities are available to meet the future needs of the College.

**Policy 11A.4.3:** The College shall continue to negotiate an affordable transit pass system with SCAT and MCAT to encourage student and faculty use of mass transit.

**Policy 11A.4.4:** The College shall coordinate with surrounding neighborhoods, USF S/M, FSU, the City of Sarasota and Sarasota County transportation planners to evaluate alternative designs to serve the Bayfront Campus.

**Objective 11A.5:** Coordinate transportation system improvements with the College's future land uses.

**Policy 11A.5.1:** The College shall implement parking, traffic circulation and transit improvements as described in Section 1, Chapter 5.

**Objective 11A.6:** Reduce the impacts on-campus of future traffic generated by the Campus Master Plan.

**Policy 11A.6.1:** The College shall identify opportunities and implement, as appropriate, off-campus or remote parking lots to the north, south or east of the campus.

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**Policy 11A.6.2:** The College shall construct additional on-campus housing should the marketing and financial opportunities be available. This housing will reduce both internal and external traffic generation.

### B. Parking

**Objective 11B.1:** Provide methods to reduce the impacts and demands of future on-campus parking.

**Policy 11B.1.1:** The College shall evaluate and implement, as appropriate, mitigation techniques to further reduce parking demands. These programs may include the following:

- Utilization of compact parking spaces.
- Revise parking rate fees on-campus to have higher parking rates, thus encouraging the utilization of commuter or remote parking lots and mass transit.
- Create designated parking zones for visitors, faculty and students to discourage driving from the east side to the west side of campus during the same day.

**Policy 11B.1.2:** The College shall evaluate and analyze parking policies for rates and restrictions. With revised parking programs and pricing policies, mass transit opportunities may become more desirable.

**Policy 11B.1.3:** The College shall analyze and implement, as appropriate, parking policies for rates and restrictions to reduce internal traffic.

**Objective 11B.2:** Locate, program and design on-campus parking facilities, to be accessible to the various land uses and circulation system, and to minimize environmental impacts.

**Policy 11B.2.1:** The College shall utilize existing wayfinding guidelines that will ensure proper signage and traffic circulation to the parking lots to avoid potential confusion and conflicts with pedestrians.

**Policy 11B.2.2:** The College shall, during the design of the parking lots, address concerns regarding landscaping, lighting, security and pedestrian circulation issues.

**Policy 11B.2.3:** The College shall encourage the use of low impact development techniques in the design of parking areas to reduce impervious covering and negative impacts to water quantity and quality.

**Policy 11B.2.4:** The College shall implement parking improvements as described above. The timing and phasing requirements and priorities for these improvements are established in the approved 5-year CIP that is updated annually.

**Policy 11B.2.5:** The College shall evaluate the establishment of parking zones for visitors, faculty and students with the purpose being to discourage driving from class to class.

**Policy 11B.2.6:** Consider creation of a shared parking garage with FSU to decrease land use for parking and locate parking near high density use area.

**Objective 11B.3:** Reduce parking capacity per capita without significantly impacting the mobility of students and faculty.

**Policy 11B.3.1:** The College shall consider parking fee formulas that reward reduced car use on campus roads.

### C. Pedestrian and Non-Vehicular Circulation

#### Goal

The Pedestrian and Non-Vehicular Circulation goal of the New College campus plan is to strengthen the functional and aesthetic nature of pedestrian movement between and among the various areas of the campus. Shade should be provided (from canopy trees) for main campus walkways with cover provided where possible through covered walks and arcades along the frontage of major buildings.

#### Summary of Objectives and Policies

**Objective 11C.1:** Provide on-campus pedestrian and bicycle paths connecting to off-campus pedestrian and bicycle paths where the campus interfaces with public rights-of-way, including US 41.

**Policy 11C.1.1:** The College shall coordinate with the City of Sarasota, Sarasota County, and Manatee County and Sarasota-Manatee Metropolitan Planning Organization in the systematic implementation of on-campus pedestrian and bicycle facilities to ensure continuity of such facilities within the larger regional system of pedestrian/bicycle facilities in the Intergovernmental Coordination process. The proposed improvements to pedestrian and non-vehicular circulation facilities are described in Section 1, Chapter 5. The timing and phasing requirements and

priorities for proposed improvements to pedestrian and non-vehicular circulation facilities are established in the approved CIP.

**Policy 11C.1.2:** The College shall give priority to pedestrian connections as shown in Section 1, Chapter 5, within the planning time frame, including the Bay edge promenade with provision for eventual continuation along the Ringling Museum bayfront to the Caples Campus and USF S/M campus. This walk connecting along the bayfront shall not be lighted along the Uplands bayfront. There will be lighting muted and directed away from the bayfront along the College property to prevent interfering with sea life.

**Policy 11C.1.3:** The College Facilities Director or his/her designee and the appropriate committees shall review and advise on all selected development proposals to ensure compliance with the plan in the design of all new pedestrian circulation facilities as described in Section 1, Chapter 5.

**Policy 11C.1.4:** The College shall encourage utilization of pedestrian and non-vehicular facilities and improve the safety of persons using the facilities through implementation of improvements as noted in Section 1, Chapter 5.

**Policy 11C.1.5:** The College shall coordinate with entities in accordance with procedures outlined in the Intergovernmental Coordination process to improve the safety of off-campus routes connecting to the campus.

**Objective 11C.2:** Coordinate locations for future pedestrian and non-vehicular circulation facilities to be developed on and off the campus with recommendations made by the College Police Department.

**Policy 11C.2.1:** The Campus Police shall make recommendations for enhancing the blue light emergency telephone plan as needed and/or coordinate individual light locations with the College Facilities Director in accordance with the approved CIP.

**Policy 11C.2.2:** Bicycle storage facilities shall be incorporated into all new construction and major renovation projects.

**Objective 11C.3:** Coordinate locations for additional lighting and improvements in lighting delivery with recommendations made by the Campus Police Department.

**Policy 11C.3.1:** The College Police Department will be consulted in determining locations for additional lighting along pedestrian and non-vehicular circulation routes. Campus Police acting as crime prevention through environmental design (CPTED) consultants to the College Facilities Director or his/her designee shall provide input to identify areas in which they feel a risk factor exists. Their input will be based on on-site observation and crime data.

**Policy 11C.3.2:** The College shall provide adequate levels of lighting on all major and secondary pedestrian routes.

**Objective 11C.4:** Coordinate with the City of Sarasota to 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.

**Policy 11C.4.1:** The College, in coordination with the City of Sarasota, shall work toward the establishment of sidewalks on both sides within the public right-of-way alongside a realigned Bay Shore Road in accordance with procedures outlined in the Intergovernmental Coordination process.

**Policy 11C.4.2:** The College shall work with the City of Sarasota to establish sidewalks and bicycle lanes within the Bay Shore Road right of way between Parkview Drive and Caples Drive in accordance with procedures described in the Intergovernmental Coordination process.

## 12. INTERGOVERNMENTAL COORDINATION

#### Goal

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.

#### Summary of Objectives and Policies

**Objective 12.1:** New College shall participate in a reciprocal review with USF S/M, FSU and local government officials of growth management plans, campus master plans, and plan amendments.

**Policy 12.1.1:** Upon adoption of the plan update, New College shall arrange a series of meetings with planning officials from the host and affected local governments for the purpose of re-negotiating the appropriate terms and conditions of this reciprocal review process. Every effort will be made to formalize the terms and conditions of the reciprocal plan review process through an interlocal agreement or memorandum of understanding.

**Policy 12.1.2:** It shall be the policy of the College that proposed amendments to local government comprehensive plans which have the effect of changing land uses

or policies that guide the development of land within the designated context area surrounding the campus, affect the provision of local services, or which otherwise impact on College facilities and resources, should be submitted to the College for review.

**Policy 12.1.3:** Proposed amendments to the adopted campus master plan which exceed the thresholds established in s. 1013.30, F.S., shall be transmitted to the appropriate local, regional and state agencies for review in accordance with the procedures established in s. 1013.30, F.S.

**Policy 12.1.4:** Proposed amendments to the adopted campus master plan update which do not exceed the thresholds established in s. 1013.30, F.S., and which have the effect of changing land use designations or classifications, or impacting public facilities, services or resources, shall be transmitted to the host and affected local governments for a courtesy review.

**Policy 12.1.5:** College planning officials shall meet with officials from the host and affected local governments as required for the purpose of coordinating planning activities. Other local, regional, state and federal agencies shall be invited to participate in these meetings as appropriate.

**Policy 12.1.6:** Any dispute between the College and any host or affected local government regarding the assessment or mitigation of impacts shall be resolved in accordance with the process established in s. 1013.30, F.S.

**Objective 12.2:** To establish a reciprocal development review process to assess the impacts of proposed campus development on significant local, regional and state resources and facilities, and to assess the impacts of off-campus development of College resources and facilities.

**Policy 12.2.1:** It shall be the policy of the College that proposed development within the context area which has the potential to impact or affect campus facilities and resources shall be transmitted to the College Facilities Director or his/her designee for review.

**Policy 12.2.2:** The College Facilities Director or his/her designee shall meet with City and County officials to establish the criteria and thresholds for development proposals that would be subject to review by the College. It is the intent of this policy to establish in the form of an interlocal agreement or memorandum of understanding mutually agreed upon thresholds for review that would allow both the College and host and affected local governments to review significant development proposals within the context area. Established thresholds for review will allow for exceptions to the review process for development proposals which are mutually agreed to be not significant.

**Policy 12.2.3:** Upon receipt of an application for a development order proposed for the context area, the College Facilities Director or his/her designee shall assess the potential impacts of the proposed development on campus facilities and resources. Findings shall be remitted in writing to the appropriate local government.

**Policy 12.2.4:** When it has been determined that proposed development on campus would have an adverse impact on local services, facilities or natural resources, New College officials will participate and cooperate with City officials in the identification of appropriate strategies to mitigate the impacts.

**Policy 12.2.5:** When it has been determined that proposed development within the designated context area would have an adverse impact on campus facilities and resources, New College officials will participate and cooperate with City officials in the identification of appropriate strategies to mitigate the impacts on campus facilities and resources.

**Policy 12.2.6:** Any dispute between the College and any host or affected local government regarding the assessment or mitigation of impacts shall be resolved in accordance with the process established in s. 1013.30, F.S.

**Policy 12.2.7:** Once the revised and updated campus development agreement is executed, all campus development may proceed without further review by the host local government if it is consistent with the campus development agreement and the adopted campus master plan.

**Policy 12.2.8:** Once New College pays its "fair share" for capital improvements, as identified in the campus development agreement, all concurrency management responsibilities of New College are deemed to be fulfilled.

**Policy 12.2.9:** Any dispute between the College and host local government which arises from the implementation of the campus development agreement shall be resolved in accordance with the process established in s. 1013.30, F.S.

**Objective 12.3:** To increase on-going coordination between New College and public agencies to create a better community and environment.

**Policy 12.3.1:** New College and city and county agencies shall pursue establishment of a cooperative and reciprocal process to notify one another of proposed land acquisitions.

**Policy 12.3.2:** New College shall coordinate with representatives from city and counties planning, the New College Police Department, local law enforcement agencies, and off-campus student housing providers in order to identify and

improve safe housing within the campus context area.

**Policy 12.3.3:** New College officials should work together with the city and counties and USF S/M to establish a cooperative and reciprocal process to review recreation and open space goals.

**Policy 12.3.4:** New College should strengthen relationships with city and county officials and establish a process for reciprocal review of non-vehicular improvements. New College shall coordinate with city and county official in support of the use of federal and state funds on campus area projects in order to facilitate the safe use of bicycles and reduce automobile impacts on the area.

**Policy 12.3.5:** New College shall continue to coordinate with local and state governmental agencies to reduce and improve traffic impacts on neighborhood roadways. Efforts should be made to increase utilization of public transit by disseminating information at registration, through target mailings through affordable transit passes, and at appropriate events and locations on and off-campus.

**Policy 12.3.6:** New College shall coordinate with state and local governmental agencies to improve and upgrade the existing water supply system on and off campus. The College shall support efforts to reduce water consumption and promote conservation measures.

**Policy 12.3.7:** New College shall coordinate with state and local governmental agencies to improve and upgrade the existing sanitary sewer system on and off campus. The College should support efforts to eliminate existing on-site septic systems and extend sanitary service to all campus facilities.

**Policy 12.3.8:** New College shall continue to maintain a cooperative relationship with city and county agencies for disposal of solid waste. The College shall continue efforts to reduce the generation of solid waste by routinely evaluating processes to improve the recycling program.

**Policy 12.3.9:** New College and the governmental agencies listed should continue to coordinate efforts in support of improving the quality of stormwater retention and runoff and coastal management. New College officials should continue to attend educational seminars offered by the agencies.

**Policy 12.3.10:** New College officials shall continue to support active participation in environmental issues by members of the campus community. The College should work to develop a cooperative and reciprocal formal exchange of information.

**Policy 12.3.11:** New College is within the city service area and has experienced effective and efficient provision of fire, rescue, and emergency medical services. Existing systems should remain in effect.

**Policy 12.3.12:** All plans will continue to be reviewed by the College's Building Code Official and the State Fire Code Official in accordance with the current State University System of Florida Standard Practice, Professional Services Guide.

**Policy 12.3.13:** New College and the coordinating entities will continue to work together and provide the necessary training and update information for the use of College resources and facilities for use as public shelters for evacuees and for staging areas for emergency supplies, equipment and resources.

## 13. CONSERVATION

### Goal

The Conservation goal of the New College campus plan is to be a model for conservation policies to improve the environment and to improve air, water and open space quality in the vicinity of the campus including Sarasota Bay.

### Summary of Objectives and Policies

**Objective 13.1:** Identify mitigation techniques including traffic and parking to improve or maintain the level of air quality.

**Policy 13.1.1:** The College shall continue to participate in and consider those programs that will maintain or improve existing air quality on campus lands. Such programs include participation in local transportation management associations, transit services and the promotion of bicycle and pedestrian circulation improvements.

**Policy 13.1.2:** The College shall reduce mobile sources of air pollution through Transportation policies designed to discourage dependence on the personal automobile as the primary transportation mode on campus, and to encourage alternative modes of transportation on campus (i.e., public transit, bicycles, etc.).

**Policy 13.1.3:** The College shall minimize emissions of air pollutants from and within buildings on campus through the installation of appropriate filtering devices on fume hoods and by minimizing the storage and use of volatile and hazardous materials in campus buildings.

**Policy 13.1.4:** The College shall continue planting trees and leafy plant materials and protect existing plant materials to facilitate carbon/oxygen exchange and

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naturally clean the air.

**Objective 13.2:** Conserve and protect the quantity and quality of potable water sources.

**Policy 13.2.1:** The College shall not undertake activities on-campus that could contaminate groundwater sources or designated recharge areas unless provisions have been made to prevent such contamination or otherwise provide mitigation for such activities so as to maintain established water quantity and quality standards.

**Policy 13.2.2:** The College shall continue to implement a comprehensive water conservation program, to include, but not be limited to:

- the use of treated wastewater effluent for a campus irrigation system and chilled water system make-up water,
- the use of automated timers and other irrigation flow monitoring mechanisms,
- Florida-Friendly landscape treatments for new building construction and new campus common areas, and
- the use of low flow and low flush fixtures in new building construction.

**Policy 13.2.3:** The College shall cooperate with entities in accordance with procedures outlined in the Intergovernmental Coordination process in Section 1, Appendix 5, to further eliminate stormwater-borne pollutants from discharging into Sarasota Bay.

**Policy 13.2.4:** The College shall supplement the stormwater treatment facilities located within the open spaces of the campus to provide a further reduction of stormwater pollutants prior to the eventual outfall off-site or into Sarasota Bay.

**Objective 13.3:** Protect native vegetative communities from destruction by new development activities, and encourage use of native vegetation whenever possible.

**Policy 13.3.1:** The College shall protect native vegetative communities from destruction by proposed development activities. These communities will be delineated based upon the most recent FDEP criteria prior to any proposed development.

**Policy 13.3.2:** The College shall use plant species that are indigenous to the natural plant communities of the Southwest Florida area as identified in the Florida-friendly Plant Database (online at [www.floridayards.org](http://www.floridayards.org)). In cases where noninvasive exotic plants are used to enhance the landscape, plantings shall be limited to those non-invasive species that are able to resist periods of drought and which require little fertilization and the use of pesticides.

**Policy 13.3.3:** The College shall maintain and improve existing vegetative communities through the removal of ecologically undesirable vegetation. It is the intent of New College to remove all non-native invasive plants (whether grasses, shrubs or trees) which are identified on the most recent Florida Exotic Pest Plant Council Invasive Plant List (online at [www.fleppc.org/list/list.htm](http://www.fleppc.org/list/list.htm)) from the campus grounds. As these species are located on the campus, New College shall coordinate with the Florida Department of Environmental Protection and other appropriate governmental entities to ensure the proper removal and disposal of these exotic species.

**Policy 13.3.4:** The College shall designate the area of the Oval Lawn on the Bayfront Campus as a Landscape Restoration Area as shown on the Conservation and Coastal Management map in Section 1, Chapter 5, to promote a regenerative landscape. Native plantings, utilities and passive recreational activities may occur in this space.

**Policy 13.3.5:** The College shall designate the Uplands Bayfront Preserve as shown on the Conservation and Coastal Management map in Section 1, Chapter 5, as open space for passive recreational and preservation purposes potentially providing opportunities for research. Trails and outdoor classroom activities may occur in this space.

**Policy 13.3.6:** The College shall use native plantings and Florida-Friendly landscaping where possible, incorporate low impact development techniques, and maintain some open planting areas for small gardens (such as butterfly gardens, herb gardens, etc.) around the Pei Campus dorms and on Caples Campus for student use.

**Objective 13.4:** Identify measures to conserve and appropriately use energy.

**Policy 13.4.1:** The College shall explore and implement, as appropriate, alternative fuel vehicles for on-campus utilization.

**Policy 13.4.2:** The College shall evaluate and implement, as appropriate, solar energy as an alternative source of power for irrigation systems, lighting, shuttles, phones, emergency lighting, etc.

**Objective 13.5:** Expand the use of conservation and energy saving techniques with the construction of new facilities.

**Policy 13.5.1:** Energy conservation fixtures, super insulation, air conditioning

and lighting systems and other building specific energy use and management techniques shall continue to be a required component of all new buildings constructed on the campus.

**Policy 13.5.2:** The College shall consider, during development of building programs, the utilization of courtyards, arcades, green roofs and other shade and ventilation techniques to further reduce energy demands, as described in the Architectural Design in Section 1, Chapter 4. Landscaping and building orientation should also be considered (i.e. the long axis of buildings should favor east/west).

**Policy 13.5.3:** The College shall continue to encourage and expand the use of its recycling program by creating awareness informational packages and providing convenient recycling centers.

**Policy 13.5.4:** The College shall coordinate on-campus recycling programs with those of local government in regard to materials collected, and disposal/collection procedures.

**Objective 13.6:** To designate environmentally sensitive lands for protection based on state and locally determined criteria.

**Policy 13.6.1:** The College shall maintain, in a managed natural state, all of those sites identified as Restoration Areas on the Conservation and Coastal Management map in Section 1, Chapter 5. No construction is anticipated in these areas except for minimal structures and improvements necessary to ensure safe access and essential support functions.

**Policy 13.6.2:** Any proposed development adjacent to an environmentally sensitive area shall be carefully sited and integrated into the existing landscape to have minimal visual impact on the area. Landscape treatment shall preserve significant existing vegetation to allow a gracious transition from developed areas to undeveloped areas to preserved areas. The existing vegetation shall serve to essentially buffer proposed development in order to maintain the natural character of the area.

**Policy 13.6.3:** The College shall recognize the Outstanding Florida Water designation for Sarasota Bay and restrict any expansion of land area into the bay.

**Policy 13.6.4:** The College shall coordinate with other governmental agencies relative to the conservation, protection and management of the native vegetative communities and marine and aquatic habitats.

**Policy 13.6.5:** During the initial planning phase of any physical changes to the campus, endangered, threatened or otherwise protected plants or animals shall be identified in accordance with requirements of the host community and state and federal agencies. Protection plans for those identified species shall be formulated consistent with those of the host community and appropriate state and federal agencies.

**Objective 13.7:** To restrict College activities known to threaten the habitat and survival of threatened and endangered species and species of special concern.

**Policy 13.7.1:** The College shall continue to require the use of best management construction practices, including the use of soil stabilizers, silt screens, surface moisture applications and other techniques to reduce the impact of development activities. The College shall develop construction waste management policies to minimize waste, debris and resource consumption. These policies should be included in the specifications of all new and rehab projects.

**Policy 13.7.2:** The College shall minimize stormwater-borne pollutants generated as a result of campus operations and maintenance practices.

**Policy 13.7.3:** The College shall provide on-campus facilities for the collection and storage of hazardous materials used in campus operations as required by federal, state and local regulations.

**Policy 13.7.4:** Copies of land development criteria and standards that reflect the policies contained in the adopted campus master plan shall be provided to design consultants and appropriate College staff. The College shall standardize the construction review process to assure adherence to appropriate campus master plan policies.

**Policy 13.7.5:** The College shall continue to protect and conserve threatened and endangered species of plants and animals, and species of special concern, as required by the Endangered Species Act of 1973, as amended, Chapter 39, F.A.C., and federal and state management policies relating to the protection of threatened and endangered species, and species of special concern.

**Policy 13.7.6:** College personnel shall, when encountering listed species, seek consultant with the Florida Fish and Wildlife Conservation Commission and/or U.S. Fish and Wildlife Service as necessary. Personnel may also contact a qualified wildlife biologist for recommendations regarding specific listed species issues.

## 14. CAPITAL IMPROVEMENTS

### Goals

Provide educational and support facilities to all enrolled students in a manner that protects the investment and maximizes the use of existing facilities and promotes orderly, planned campus development. The College shall consider life cycle costs and the principles of sustainability in the specifications and budgeting for rehabilitation and new projects. All new buildings should be designed to minimize energy and water consumption and should be planned and budgeted for a minimum 50-year life span.

### Summary of Objectives and Policies

**Objective 14.1:** The College shall, through the coordination of land use decisions and available projected fiscal resources, provide a schedule of capital improvements to maintain the levels of service established in this campus master plan and to address the existing and projected facilities' needs.

**Policy 14.1.1:** The College, in cooperation with the State University System's Office of Capital Programs and in conformance with criteria established in Policy 14.1.3, schedule and fund capital improvements identified in the approved 5-year CIP that is updated annually.

**Policy 14.1.2:** The College shall evaluate, rank and revise the order of priority as necessary for facilities and projects identified in the CIP.

**Policy 14.1.2:** The College shall adopt the following criteria to evaluate and prioritize capital improvement projects (which shall be related to the individual components of the campus master plan) and which consider:

- College budget impact and financial feasibility;
- The elimination of existing capacity deficits;
- Locational needs based on projected student enrollment increases;
- The accommodation of expansion and improvement demands; and
- Plans of other entities, organizations, or agencies that provide facilities on the campus.

**Policy 14.1.3:** The College shall make provisions for the adoption of the capital budget as part of the annual budgeting process and will include provisions which are consistent with campus development agreements resulting from the adopted campus master plan.

**Policy 14.1.4:** The College shall continue to adopt a 5-year CIP and annual capital budget as part of its annual budgeting process.

**Policy 14.1.5:** The College shall continue to adhere to existing capital improvement programming procedures adopted by State University System of Florida and shall amend this campus master plan, as needed, to revise the CIP priorities established in the 5-year capital improvements schedule on an annual basis.

**Objective 14.2:** The College shall provide the needed improvements identified in this campus master plan and to manage the expansion or improvement process so that facility needs do not exceed the ability of the College to fund and provide provision of the needed capital improvements both in terms of initial construction costs, on-going operation and maintenance costs and impact costs.

**Policy 14.2.1:** The College shall base the coordination of land use decisions associated with the implementation of capital improvements upon the development requirements of this plan, the development agreements called for by this plan and the availability of necessary facilities needed to support this development at the time needed.

**Policy 14.2.2:** The College shall make provisions for programming the future facility costs to consider the cost of the site improvements, utility extensions and associated easements, parking, traffic circulation improvements, operation and maintenance etc., necessary for the proper function of the individual facility and to include the cost of facilities necessary to support future capacity requirements.

**Policy 14.2.3:** The College shall negotiate and enter into a campus development agreement with the City of Sarasota which addresses the requirements and provisions of this plan and those required by s. 1013.3, F.S. At a minimum, the campus development agreement shall:

- Identify the geographic area covered by the agreement;
- Establish the duration of the agreement (5-10 years);
- Identify LOS standards for public services and facilities, the entity to provide these services and facilities, and any financial arrangements between the College and the service provider;

- Determine impact of proposed campus development on identified public services and facilities, and any deficiencies likely to occur as a result;
- Identify facility improvements to correct deficiencies;
- Identify the College's "fair share" of the costs of needed improvements; and
- Be consistent with adopted Campus Master Plan and host local government comprehensive plan.
- Policy 14.2.4: The College shall ensure that future facility costs and programming efforts include consideration of the following:
  - Site improvements;
  - Utility extension and easements;
  - Parking needs and traffic circulation improvements; and
  - Compliance with applicable policies and standards.

**Policy 14.2.5:** The College shall adhere to sound fiscal policies in providing the capital improvements of this campus master plan and shall not proceed with new capital improvements, expansions or replacements until adequate funding sources have been identified and committed.

**Objective 14.3:** The College shall use the approved CIP as a means to meet the needs of the College for the construction of capital facilities to correct existing deficiencies, to accommodate desired future growth and to replace exhausted or obsolete facilities.

**Policy 14.3.1:** The College shall identify and incorporate provisions for the replacement and renewal of capital facilities into the CIP and Educational Plant Survey when it is determined that the facility is nearing the end of its useful life.

**Policy 14.3.2:** The College shall use the level of service standards adopted as part of this plan in implementing the capital improvements identified in the Campus Master Plan.

## 15. ARCHITECTURAL DESIGN

### Goal

The Architectural Design goal of the New College campus is to create an architectural vocabulary that enhances the unity of the campus and establishes a Foundation Architecture.

### Summary of Objectives and Policies

**Objective 15.1:** Establish the standards for selection of materials in accordance with the measures documented in Section 1, Chapter 4.

**Policy 15.1.1:** The College Facilities Director or his/her designee and the appropriate committees shall review and advise on all selected development proposals in accordance with review procedures and design criteria established in this campus master plan.

**Policy 15.1.2:** The College shall undertake a periodic review of the guidelines to determine whether they are being fulfilled in the actual development of campus facilities. The determination should be based on whether the design as executed satisfies the objectives in this campus master plan. The review should occur after each buildings/ site development project has been developed.

**Policy 15.1.3:** The College shall place priority on quality construction and shall require materials to be cost effective over the life cycle of the building and shall require decisions regarding exterior wall materials and building color to be guided by criteria as outlined in Section 1, Chapter 4 under Architectural Design Controls.

**Policy 15.1.4:** The College shall identify future legacy buildings as such, based on site prominence and adjacency to legacy buildings, and shall direct the architects of these buildings to specify the use of more refined materials and detailing than commonly used in campus facilities.

**Policy 15.1.5:** The College shall require that buildings be designed to conform to the standards of SUSTAINABILITY as outlined on p. 5:19 of the FMP, meeting as a minimum the LEED silver standards and the Florida Green Building Standards. System energy conservation standards are mandated to be in compliance with the Florida Energy Conservation in Building Act of 1974 including all updates and amendments. The State University System Professional Services Guide specifies that an energy analysis design in compliance with the above legislation be submitted for all subjects projects at the advanced schematic design stage of development.

**Policy 15.1.6:** During renovation planning, the College shall review and evaluate all existing buildings relative to their energy consumption and role in campus wide energy costs and demand patterns and identify opportunities for energy savings.

## SECTION 2: GOALS, OBJECTIVES AND POLICIES

**Objective 15.2:** Establish standards for the preservation of buildings including renovation/rehabilitation, accommodation of current code standards, and implementation of energy conservation measures in accordance with the Secretary of the Interior's Standards for Rehabilitation and Illustrated Guidelines for Rehabilitating Historic Buildings.

**Policy 15.2.1:** The College shall continue to utilize the program developed to ensure the preservation of historic campus buildings within the Caples'–Ringlings' Estates Historic District including the C. Ringling Residence (College Hall), the H. Sanford Residence (Cook Hall), the Carriage House (Robertson Hall), the Grounds Keeper House (Social Science), the R. Caples Residence (Caples Hall), and the Caples Carriage House (Caples Carriage House) including renovation/rehabilitation according to standards established by the Secretary of the Interior's Standards for Rehabilitation and Illustrated Guidelines for Rehabilitating Historic Buildings.

**Policy 15.2.2:** The College shall continue to improve the above historic buildings for the purpose of meeting current code standards. The appearance of future improvements shall be in keeping with the historic character of the buildings and shall not detract from desired integrity of the structures or site.

**Policy 15.2.3:** Archaeologically significant historic structures shall continue to be preserved and protected in accordance with policies identified in the Future Land Use Element.

**Policy 15.2.4:** The College shall seek opportunities to designate buildings, such as the Pei-designed residence halls and the Hamilton Center, for listing on the National Register of Historic Places, in accordance with eligibility requirements.

**Objective 15.3:** Establish standards for building siting and linkages in accordance with the measures documented in Section 1, Chapter 4.

**Policy 15.3.1:** The College shall require the placement of buildings to be in general conformance with building placement guidelines as identified in Section 1, Chapter 4.

**Policy 15.3.2:** The College shall require that all future buildings are consistent with the image of a small college in a residential setting. Buildings are to be designed with enough building height and mass to frame adjacent open space and to accommodate future expansion when appropriate. The College shall generally require buildings to be two to three stories whenever program allows.

**Policy 15.3.3:** The College shall continue to require future building design to respond in a manner sympathetic to the characteristics of the regional climate and to address points outlined in Section 1, Chapter 4.

**Policy 15.3.4:** The College shall require service areas to be designed to efficiently support building functions and to be located away from public open spaces and thoroughfares to the extent possible.

**Policy 15.3.5:** The College has established and will continue to effectuate a priority program for implementing accessibility improvements based on implementation priorities identified in the American Disability Act Accessibility Guidelines study previously undertaken by the University. The following priorities for implementing accessibility improvements have been established by the College: Ensuring accessible routes from designated parking spaces to facilities; Ensuring accessible classrooms, offices, housing, and restrooms; and Ensuring accessible campus routes between facilities.

**Objective 15.4:** Establish guidelines for architectural treatments along the campus edges in accordance with measures documented in Section 1, Chapter 4.

**Policy 15.4.1:** The College shall require design of building facades, edges and entries to respond to guidelines as outlined in Section 1, Chapter 4.

**Policy 15.4.2:** Bicycle racks shall be included in all programs for occupied facilities and recreational facilities. Bicycle racks shall be installed in new construction and major renovation projects.

**Policy 15.5:** The College shall encourage energy efficiency and conservation techniques in all future academic facilities as set forth in Architectural Design guidance.

### 16. LANDSCAPE ARCHITECTURE

#### Goal

The Landscape Architecture goal of the New College Campus is to create a unified spatial environment that blends with and complements the campus. A Landscape Master Plan was developed and adopted in 2011, seeking to provide a systematic approach for landscape improvements that take into account both short and long term implications at the macro level. In accordance with New College's desire to leverage outdoor learning opportunities and properly manage all areas of the landscape throughout the campus, smaller short-range landscape improvement projects that can be implemented sooner rather than later will contribute greatly to over arching aesthetic, educational and operational goals.

#### Summary of Objectives and Policies

**Objective 16.1:** Continue to implement the overall conceptual framework as described in Landscape Master Plan.

**Policy 16.1.1:** The College shall place highest priority on planting trees along pedestrian corridors and the edges of open spaces, and on establishing ground plane treatments (lawn and paving).

**Policy 16.1.2:** The College shall direct project architects to be guided by the Landscape Master Plan.

**Objective 16.2:** Establish the standards for selection of plant materials for use on the campus as described in the Landscape Master Plan.

**Policy 16.2.1:** The College shall require site design to be in accordance with established standards for selection of plant materials and shall encourage design response to follow criteria outlined in the Landscape Master Plan.

**Policy 16.2.2:** The College shall relocate existing plant materials in conflict with campus improvements when practical.

**Objective 16.3:** Establish the standards for selection of furnishings, lighting, and graphics as described in the Landscape Master Plan.

**Policy 16.3.1:** The College shall identify and establish campus standards for furnishings and lighting based on criteria outlined in the Landscape Master Plan.

**Policy 16.3.2:** The College shall require selection and placement of new furnishings to be in conformance with campus standards to be updated for all future site improvement projects. Site seating and bicycle racks shall be required for all new construction and major renovations.

**Objective 16.4:** Review and establish the standards for campus edge treatment revising as appropriate those described in the Landscape Master Plan

**Policy 16.4.1:** The College shall utilize the campus wide tree location map to guide the extent of the tree work—limbing, root pruning, bracing, cabling, fertilizing, tree removals, and installation/species diversification-- required to assure the long term health and safety of existing campus trees. The location map will continue to serve as a basis for the development of a long-term tree maintenance program which will include planned new tree planting and maintenance of mixed-age plantings.

**Policy 16.4.2:** The College shall develop a campus tree management strategy.

**Policy 16.4.3:** The College shall coordinate with the City of Sarasota, Counties of Sarasota and Manatee, and adjacent institutions and neighborhood groups to establish a cross sectional standard for Bay Shore Road and the bayfront edge addressing lighting, walkways and planting in accordance with the Intergovernmental Coordination procedures identified Section 1, Appendix 5.

**Objective 16.5:** Establish the standards for treatment of retention and stormwater management facilities as described in the Landscape Master Plan.

**Policy 16.5.1:** The College shall provide surface drainage retention as outlined in Section 1, Chapter 5.

**Objective 16.6:** Establish the proposed landscape framework within the planning time frame through a systematic approach to implementation which emphasizes the formation of the larger campus framework over the independent development of building specific landscape treatments.

**Policy 16.6.1:** The College shall place highest priority on planting trees along pedestrian corridors and the edges of open spaces, and on establishing ground plane treatments (lawn and paving).

**Policy 16.6.2:** The College shall, upon establishing specific furnishing, lighting, and graphic standards, implement a systematic program targeting new projects and the center of campus for the replacement of non-standard furnishings, lighting, and graphics.

**Policy 16.6.3:** The College shall continue to review and act on all selected development proposals in accordance with review procedures and design criteria in the Landscape Master Plan. Responsibilities of the College Facilities Director or his/her designee and the appropriate committees shall include monitoring potential impact of specific projects on proposed campus landscape structure and ensuring new project work does not interfere with or prohibit implementation of the desired campus landscape framework.

**Policy 16.6.4:** The College shall explore procedures for funding campus landscape framework improvements independent of individual building construction projects, while at the same time monitoring site design funded through new building project budgets for consistency with the overall campus landscape design intent. The intent shall be to implement a campus landscape framework that is visibly composed as a whole rather than as a collection of individual, unrelated small landscape pieces.

**Policy 16.6.5:** The College has established and will continue to effectuate a priority

program for implementing accessibility improvements based on implementation priorities identified in the American Disability Act Accessibility Guidelines study previously undertaken in accordance with the approved CIP as described in the Section 1, Appendix 4.

**Policy 16.6.6:** It is the policy of the College to remove all non-native invasive plants (whether trees, shrubs or grasses) which are identified on the most recent Florida Exotic Pest Plant Council Invasive Plant List (online at [www.fleppc.org/list/list.htm](http://www.fleppc.org/list/list.htm)) from the campus grounds, excepting legacy species planted by the Ringlings including Camphor and Orchid trees.

## 17. FACILITIES MAINTENANCE

### Goal

To provide for properly functioning buildings that are readily maintainable.

### Summary of Objectives and Policies

**Objective 17.1:** The College shall assess buildings annually to determine their general condition and plan for needed repairs and enhancements.

**Policy 17.1.1:** The schedule and timing of maintenance renovation, and code violation projects will continue to be updated and prioritized in the annual 5-year CIP that is updated annually.

**Objective 17.2:** Building exteriors, interiors and systems shall have established minimum useful lifetimes without the need for major repair or replacement efforts in that period. Buildings shall be designed with adequate ceiling heights and long floor and roof spans to facilitate adaptive reuse and modification of mechanical/electrical systems in the future.

**Policy 17.2.1:** Building exteriors shall have a minimum useful life of 50 years. Building interior spaces shall have maximum flexibility to accommodate program agility, and building systems shall also have a useful life of at least twenty years.

**Policy 17.2.2:** The College shall establish design and building standards criteria for new construction and renovations. This document shall consist of specifications for materials and fixtures that have proven to be cost effective from both an initial capital and maintenance cost standpoint using life cycle costing to established budgets.

**Policy 17.2.3:** In the creation or renovation of any occupied or visible facility the College shall promote the use of low maintenance, durable materials which contribute to energy efficiency.

**Policy 17.2.4:** The College shall ensure that exterior and interior colors and materials shall be compatible with other colors and materials on the campus and shall be conducive to the functions and users of the facility. The College should develop a base palette of colors and materials with the appropriate College committees.

**Policy 17.2.5:** College will continue to require the use of materials with integral color to reduce the need for maintenance of painted surfaces, except in special cases.

**Policy 17.2.6:** Grant and private funds will continue to be sought to maintain and restore the historical buildings.

**Policy 17.2.7:** The College space needs will continue to be surveyed by the Board of Governors / Department of Education survey team every 5 years.

## 18. COASTAL MANAGEMENT

### Goal

The Coastal Management goal of the New College of Florida is for campus development to enhance access and improve the environment of the bay front, protect coastal resources and strengthen the emergency preparedness for the campus.

### Summary of Objectives and Policies

**Objective 18.1:** The College shall continue to coordinate with the local communities and agencies for utilization of appropriate campus facilities for shelter spaces during times of natural emergencies.

**Policy 18.1.1:** The College shall monitor the condition of the seawall and concrete dock along Sarasota Bay. Issues such as pedestrian circulation, lighting and landscaping should also be considered.

**Policy 18.1.2:** New buildings shall be constructed in accordance with the public shelter standards and criteria adopted by the Board of Governors (if a shelter deficit exists) unless the Board of Governors, with concurrence from the Florida Department of Economic Opportunity and the Sarasota County Emergency

Management Office, exempts the building or any part thereof because of the building's location, size, or some other characteristic.

**Objective 18.2:** Designate potential emergency staging areas in coordination with agencies and the host community.

**Policy 18.2.1:** The College shall revise, as appropriate, its emergency recovery plan to address such issues as "restarting" the campus after a natural disaster. Issues such as road cleaning, facility and utilities start-up, reuse of facilities, operations, etc. should be reviewed, as well as coordination with the host community.

**Policy 18.2.2:** The College shall coordinate with the City and other appropriate emergency response teams to identify additional open tracts of land for use staging areas for emergency personnel, equipment and resources, as well as debris, should the need be required in accordance with procedures described in the Intergovernmental Coordination process in Section 1, Appendix 5. The parking lot north of the Sudakoff Center and adjacent to General Spaatz Blvd would be appropriate for this designation.

**Policy 18.2.3:** The College shall continue its on-going working relationship with the host community, Regional Planning Council, American Red Cross and other appropriate agencies to ensure that evacuation plans are monitored and kept current, as described in the Intergovernmental Coordination process.

**Policy 18.2.4:** Upon adoption of public shelter standards and criteria by the Board of Governors, the College shall survey existing facilities to identify those facilities suitable for use as shelters.

**Policy 18.2.5:** Upon completion of the shelter survey, the College shall identify those facilities that are to be retrofitted to comply with the public shelter standards and criteria adopted by the Board of Governors. These facilities shall then be scheduled for retrofitting for use as shelters as needed.

Objective 18.3: Improve pedestrian access to the bay front.

**Policy 18.3.1:** The College shall maintain the bayfront area for open space, ceremonial occasions and/or recreation, and associated educational and research activities. Enhanced landscaping and pedestrian circulation shall be considered. Native plants such as mangroves and salt marsh cord grass shall be protected. Standing dead pine trees located on the Caples Campus bay front and the bay front north of College Hall should be allowed to remain, where possible, to provide sites for nests and roosts for Ospreys, wading birds and cavity nesting birds.

**Policy 18.3.2:** The College shall evaluate, as appropriate, opportunities for the public to have access to the bayfront. Concerns regarding safety and access and coordination with the City of Sarasota bicycle network shall be considered.

**Objective 18.4:** Maintain or improve the environmental quality of Sarasota Bay adjacent to the campus.

**Policy 18.4.1:** The College shall cooperate with the City regarding the National Pollutant Discharge Elimination System (NPDES) program in accordance with procedures described in the Intergovernmental Coordination process.

**Policy 18.4.2:** The College shall implement a program for identifying and reasonably eliminating deficiencies related to conformance of campus facilities with current coastal management standards.

**Policy 18.4.3:** The College shall construct new facilities in accordance with revised adopted building code standards and flood zone regulations.

**Policy 18.4.4:** The College shall construct new facilities in conjunction with appropriate flood zone requirements. The College shall, to the maximum practical extent, locate buildings outside of the Federal Emergency Management Agency's (FEMA) recognized storm velocity zone and the 100 year flood zone. In those locations where encroachment into the floodplain is deemed unavoidable, the College shall abide by all agencies' regulatory requirements to provide compensatory flood storage areas and minimum floor levels above the projected flood plain.

**Objective 18.5:** Protect, conserve and enhance the Sarasota Bay coastal resource and its importance to New College of Florida.

**Objective 18.5.1:** The College shall prepare and provide an awareness information package to enrolling students and faculty as to the evacuation plans including on-campus and off-campus shelter locations and evacuation routes.



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UPDATED

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