Florida Gulf Coast University Board of Trustees
April 19, 2011

SUBJECT: "Evaluation & Appraisal Report” for Campus Master Plan Update – 2010 to 2020

PROPOSED BOARD ACTION

Approve the first phase of the Campus Master Plan Update – 2010 to 2020, which is titled "Evaluation & Appraisal Report."

BACKGROUND INFORMATION

The Campus Master Plan ("CMP") Update is required by Section 1013.30, Florida Statutes, to be completed every five years by Florida Gulf Coast University. For the current CMP Update, the University is using a consultant, Astorino, Inc., from Fort Myers, Florida.

The proposed approval by the FGCU Board of Trustees is required for the first phase of this update. The Evaluation & Appraisal Report (EAR) reviews and comments on those elements of the Campus Master Plan for 2005 to 2015 and the status of their completion or fulfillment. The first Public Hearing of the current CMP Update will conducted on April 15, 2011, in AB-5, Room 112 from 1 to 4 p.m.

The approval of the EAR by the FGCU Board of Trustees is necessary to allow the consultant to conclude the final two phases of CMP Update for 2010 to 2020. Those phases will be presented to the FGCU Board of Trustees at its September, 2011 meeting for approval as well.


Prepared by: Director of Facilities Planning Barrett Genson

Legal Review by: General Counsel Vee Leonard (March 23, 2011)

Submitted by: Vice President for Administrative Services and Finance Joe Shepard
CAMPUS MASTER PLAN 2010-20
EVALUATION AND APPRAISAL REPORT

March 2011
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INTRODUCTION

Under Florida Law (s.1013.30(3), Florida Statutes), campus master plans must be updated at least every five years. While designed to provide certainty and predictability with respect to the physical form of development on campus and its relationship to the surrounding context area, changing conditions and trends require campus master plans to be updated from time to time to ensure that the content of the plan is up to date with current conditions and requirements.

The first step in this process is the preparation of an Evaluation and Appraisal Report (EAR). An EAR evaluates how successful the University has been in addressing major growth and development issues through the implementation of its campus master plan. This EAR is an evaluation of the campus in the middle of the current master plan. The current master plan has been approved by the State’s Board of Governors and is to be implemented over a 10 year period ending in 2015.

The EAR is intended to:

- List the accomplishments made during the implementation of the campus master plan and the degree to which the goals, objectives and policies have been achieved;
- Identify obstacles or problems that resulted in the 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;
- Ensure local government and public participation in the campus master planning process;
- Address the effects of changes to the State Comprehensive Plan, the comprehensive plans of the host local government, and any affected local governments; and
- Identify ways that the campus master plan should be changed to address identified problems and emerging opportunities.

The EAR, after review and approval by the University’s Board of Trustees, will provide the basis for a proposed update to the campus master plan that incorporates the findings and preliminary recommendations contained in the EAR, and that contains updated baseline data (as appropriate) and goals, objectives and policies to be accomplished during the remainder of the planning period. All recommendations stated in the EAR can be edited at any point during the final stages of the campus master plan that will be completed in the near future. Along with each element, a brief listing of which Figure Maps, if any, have been updated from the prior 2005-15 master plan. After review by the host county and any affected local governments and numerous state and regional agencies, and after two advertised public hearings, the campus master plan update will be submitted for adoption to the University’s Board of Trustees.
1.0 EXECUTIVE SUMMARY

Accomplishments and Obstacles

The Florida Gulf Coast University (FGCU) campus master plan for 2005-2015 outlines the goals, objectives and policies necessary for the University to accomplish its mission of achieving national prominence in undergraduate education, and recognition for selected graduate programs. The University’s mission drives every element of campus master plan. Changes in the University’s mission, coupled with projected increases in student enrollment, create new academic program requirements.

Meeting these new requirements creates additional demand for academic and support facilities, housing (both on and off-campus), infrastructure, and utility services, which must be addressed in the campus master plan. The designation and compatibility of land uses to meet future needs, the spatial configuration and design of future development, and the organization of buildings and open spaces must be carefully planned to ensure the conservation and protection of natural resources and the efficient movement of students from one part of campus to another. Meeting these additional demands will have impacts on the surrounding community and its ability to provide services (e.g., water, sewer, etc.), which must also be addressed in the campus master plan.

The University experienced tremendous growth of the student population during the 2005-10 timeframe, with enrollment meeting projections. The University proposed that 15 new Undergraduate-level and 12 Graduate-level programs be implemented during the 2005-15 planning timeframe. FGCU has successfully implemented 9 of the 15 (60%) Undergraduate programs and 5 of the 12 (42%) Graduate programs.

The current campus master plan (2005-15) establishes urban design principles to guide development of the newly built South Village and the northwest parcel (now called the Solar Field) districts of campus. These principles are designed to create a clear and strong development framework, while allowing campus to expand in concert with existing buildings and open spaces. To that end, much has been accomplished. The campus master plan reflects the extension of established development patterns in the Academic Core and the development of frameworks for the physical development of the South Village and Solar Field districts of campus. The campus has developed in a manner generally consistent with the adopted Future Land Use Map and supporting objectives and policies. The most notable exception is the development of a Solar Field in the northwest quadrant on 14.5 acres of land that had been designated for research-related and mixed use development.

FGCU projected that campus space would have to approximately double over the planning timeframe in order to adequately serve the needs of the projected student enrollment, increasing to almost 887,000 Net Assignable Square Feet (NASF). To date, FGCU has built more than 555,000 NASF of space. Growth in Public Education Capital Outlay (PECO) funding has slowed in the past five years, creating significant challenges in the effort to meet the University’s needs for new academic and support facilities. These challenges are likely to continue as enrollment increases over the next decade, and the State’s economic situation recovers at a slow pace.

The campus master plan reflects the intent of the University to house between 20% and 25% of the student population on campus. This requires an additional 1900 beds (4862 beds total) by the end of the current planning period. In 2008, FGCU opened Everglades Hall; its first 5 story student residence hall and dining facility in South Village. Biscayne Hall opened in the fall of 2009 and Palmetto Hall (currently under construction) is scheduled to open in the fall of 2011. In 2010 the University purchased a local apartment complex, West Lake Village, within biking distance to campus. This parcel of land and buildings provide an additional 504 beds for the University. FGCU’s attempt to provide an adequate supply of affordable off-campus housing continues to be a problem. The off-campus housing that is available close to campus is directed to a higher income group. Therefore, affordable housing for upperclassmen and independent students, faculty and staff are located further from the campus than is desired. This also limits the ability of students to bike, walk or take local transportation to campus.
The campus master plan has been prepared with the intent of preserving as much of the existing high quality natural environment of the site as possible. The United States Army Corps of Engineers (USACOE) and South Florida Water Management District (SFWMD) permits define the way in which the campus must be developed and the natural environment maintained.

As the student body increases in the South Village, students have limited places for recreation and outdoor activities. The University has built a temporary intramural field in the east quadrant for student use as well as a smaller intramural field near South Village Housing. These spaces are programmed through Campus Recreation.

The Lakefront beach has always been the main focus for outdoor activity for housing students primarily because on-campus housing was only located at North Lake Village. The University needs to provide more facilities and recreational spaces in the South Village, where there are none currently. The Library Green is a space that has been underutilized, as a main open space for campus. This area should be utilized for student gatherings and other functions throughout the school year.

The construction of new academic buildings and new student housing facilities has increased the demand for on-campus general infrastructure and utility services. The stormwater management system has been expanded to provide flood protection and treatment and attenuation for the additional development through a system of interconnected swales, lakes, dry detention areas and wetlands. Redundant water connection and higher fire flow pressure for the potable water system has been looped to eliminate dead ends. The sanitary sewer system has added an additional pump station for the South Housing campus as well as several smaller grinder pump stations to meet the growing needs of campus. The Lee County Division of Solid Waste provides for the collection and disposal of University-generated solid waste. The University has been able to ensure that stormwater management, potable water, sanitary sewer and solid waste collection and disposal services are available at adopted levels of service to meet the needs of the University.

The expansion of campus infrastructure, construction of new academic buildings and construction of new student housing facilities will increase the demand for on-campus chilled water, electrical, and telecommunications services. Florida Power and Light Company (FPL) provide electric power service to campus. The underground electric power distribution system within campus has been expanded along FGCU Boulevard South and FGCU South Bridge Loop Road to accommodate the construction that has taken place in the South Lake Village Housing District.

Economic considerations and the coordination with alternative possible campus entry roads have forced reconsideration of the policy of providing the capability of integrating a second feeder to campus. FPL has not provided power distribution in continuous loops to achieve a higher degree of reliability. Most of the buildings that have been constructed since adoption of the current campus master plan have been served from pad-mounted transformers with loop primary connections. Due to the limited construction that has occurred in the Eastern portion of the Academic Core, a majority of the underground distribution proposed in the current campus master plan has not occurred. The Central Energy Plant was expanded in capacity in 2009, with the addition of a 1600 ton (5200 GPM rated) chiller. Primary distribution for the Central Energy Plant was updated to allow expansion for the new buildings for AB-7, Holmes Hall, Fine Arts 2, Sugden Hall, Lutgert Hall, and the “Link” between Holmes and Lutgert Hall.

Parking garage and lot construction has increased since 2005, and the University is on track to continue supplying adequate parking for current users. Primarily all parking is located within the Academic Core for both, commuter and visitors parking. Student Housing parking is located at near each area of housing, North Lake Village and South Village.
With the completion of traffic signal control at FGCU Boulevard and FGCU Lake Parkway West, peak hour traffic flows will be maintained at Level of Service (LOS) “D” or better. FGCU Lake Parkway East has been constructed to serve North Lake Village to the Academic Core; FGCU South Bridge Loop Road provides access to South Village to the Academic Core; and FGCU South Court serves the Welcome Center area of campus. FGCU Boulevard has been constructed to circle the Academic Core. Circulation roads have been provided to serve each sub-area. The University is currently designing and seeking permitting for a south access to campus out of the South Village, connecting to Ben Hill Parkway.

To ease traffic congestion, two through lanes with separate turn lanes have been provided at key intersections and access driveways. The University has completed several turn lane projects along the loop road, and is providing intersection improvements (turn lanes) at the main entrance and loop road, turn lane improvements with signal adjustment at the main entrance and Ben Hill Griffin Parkway (completed by end of 2010), signalization of FGCU Lake Parkway and Ben Hill Griffin Parkway including turn lanes (completed by end of 2010). Lee Tran provides public transit service (Route 60) to serve the University and surrounding areas. As the South Village and student life district have been developed, campus shuttle service has been extended from the North Lake Village Housing area to the new residential zone. This interconnects the Academic Core, North Lake and South Village districts with convenient intra-campus transit service, and will reduce vehicular traffic on campus loop road between the three major districts, as well as the need for additional parking facilities in the Academic Core.

FGCU undertook an aggressive capital improvements campaign in order to address the space shortage on campus. The 2005-2015 Capital Improvements Plan in the Campus Master Plan called for the construction of 32 projects, with 14 in the first five years and 18 in the second five years. 16 projects were completed or under construction in the 2005 – 2010 period, and 5 of those included private funding that was matched with State funds.

The overall evaluation and appraisal of the FGCU campus master plan is favorable. The tremendous growth of the student population and the declines in PECO and other state funding have created challenges for the University as it plans to meet its future needs. These challenges are certain to continue for the foreseeable future and, as a result, the University must plan carefully as it prepares the next five-year update to campus master plan.

Major Accomplishments
- Solar Field – Constructed in 2009 with the potential to provide approximately 18% of the current energy needs for campus in 2010.
- Six new academic buildings were constructed.
- Three new residence buildings were constructed.
- New chiller plant constructed to serve South Village.
- Three parking garages were constructed.
- Soccer Field was constructed.
- Two intramural recreational spaces created for students.
- Full Time Equivalent (FTE) enrollment projections were met.
- Growth of curriculum was implemented.
- South Village Dining Hall was completed

Recommendations
Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations and the “Guidelines for the Comprehensive Campus Master Plan System.” To ensure compliance with these requirements, and to address the problems and obstacles identified in the Evaluation and Appraisal Report, new objectives and policies should be included (or existing objectives and policies revised) to address the following. All recommendations listed are just a preliminary list of findings based on the EAR. This list can be modified throughout the master planning process, based on future needs, and future growth projections.
Academic Mission of the University Element

- The maintenance or modification of the missions of individual colleges or schools within the University over the planning timeframe;
- The maintenance or modification of the mission of the University over the planning timeframe;
- The establishment of new or modification of existing academic programs and degrees offered; and
- The establishment of priorities among the development of new or modified academic programs.

Academic Programs Element

- Updated list of planned / proposed academic programs for the 2010-20 planning timeframe.

Urban Design Element

- The protection and enhancement of symbolic campus open spaces;
- Connection to South Housing
- The continued need for pedestrian boardwalks connecting the Academic Core to the northeast and South Village parcels;
- The definition of the Library Green and Lake Front Beach;
- Proper connections, definition and landscape features for all campus open spaces; and
- Updated priorities for the continued development of campus spatial environment.

Future Land Use Element

- The designation of the northwest portion of campus as a solar farm;
- The increased sense of community at South Village;
- The review of future construction for consistency with existing soils and topographic data;
- Coordination of 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;
- Minimizing land use compatibility problems between the University and the surrounding community; and
- The acquisition of additional lands near or adjacent to the main campus for future expansion.

Academic Facilities Element

- Timing and phasing (priorities) for the provision of future academic facilities and space;
- Appropriate locations for future academic facilities; and
- The allocation of funding in a manner that best fulfills the academic mission and meets academic programs and other needs.
- Defining use of academic space to provide for program and scheduling flexibility.

Support Facilities Element

- The timing and phasing requirements for support facilities (including intercollegiate athletics, and multiuse spaces);
- The expansion of intercollegiate athletic facilities to correct existing deficiencies and to meet the future needs of the University;
- The location of new intercollegiate athletic facilities;
- The timing and phasing (priorities) of new intercollegiate athletic facilities;
- Timing and phasing (priorities) for the provision of future support facilities and space; and
- Appropriate locations for future support facilities; such as conference spaces etc.
Housing Element

- Provision of support facilities and services at adopted levels of service;
- Priorities for renovation of existing student housing on-campus;
- Coordination with the surrounding community to increase the availability of an adequate supply of affordable student housing and support facilities;
- Number and type of students to be housed on-campus and to be housed off campus;
- Locations for future on-campus housing; and
- Timing and phasing (priorities) for the construction of future on-campus housing.

Recreation and Open Space Element

- Pursuit of interlocal agreements and memoranda of understanding as needed to provide for the joint use of identified sites, facilities, and programs;
- Maximize the retention of on-campus open space;
- Correcting and/or improving existing deficiencies;
- Timing and phasing requirements and priorities for improvements to recreation facilities and open space;
- Timing and phasing (priorities) for the provision of future recreation facilities, intramural athletics and open space;
- To develop further more recreational space and open space in the following areas: South Village, Arts Complex and finalizing the inner Axis of the Academic Core.
- The expansion of intramural facilities to correct existing deficiencies and to meet the future needs of the University;
- The location of new intramural facilities;
- The timing and phasing (priorities) of new intramural facilities
- Better defined and equipped open space for use as multi-purpose, passive recreation, active recreation and events.

General Infrastructure Element

- Ensuring that future stormwater management, potable water, sanitary sewer, and solid waste collection and disposal facility service capacity and capital improvements required to correct existing deficiencies and meet future needs are provided when required;
- Minimize development that would adversely impact on-campus wetlands;
- Procedures to mitigate University-generated stormwater and minimize stormwater-borne pollutants;
- Timing and phasing (priorities) for the provision of future stormwater management, potable water, sanitary sewer, and solid waste collection and disposal facilities and capacity; and
- Coordinating with Lee County Utilities to bring reclaimed water to campus and for reserving reclaimed water supply to meet University needs.

Utilities Element

- Establishing minimum level of service (LOS) standards for chilled water, electrical power, and telecommunications services;
- Ensuring that future chilled water, electrical power, and telecommunications facility service capacity and capital improvements required to correct existing deficiencies and meet future needs are provided when required;
- Reducing energy consumption;
- Timing and phasing (priorities) for the provision of future chilled water, electrical power, and telecommunications facilities and capacity to correct existing deficiencies and meet future needs;
• Continuing the current project development review process to ensure that long-range development plans are considered equally with short-term development to ensure the University will qualify for more favorable large user demand rates;

• Consideration of a second primary electrical feeder concurrent with construction in the east end of the Academic Core or the construction of significant additional housing units in the South Village District;

• Consideration of a continuous electric power loops along Florida Gulf Coast Boulevard concurrent with construction in Academic Core East area;

• Reducing energy consumption by requiring all new construction to meet the certification requirements for Leadership in Energy and Environmental Design (LEED) 2009 Silver Certification;

• Requiring transformers of equivalent rating be provided in concert with the implementation of primary metering, in order to limit core losses associated with under loaded transformers;

• Requiring a periodic review of energy utilization on-campus in order to delay/eliminate costs associated with increasing capacity of infrastructure;

• Incorporating existing chilled water infrastructure and easements knowledge of future development and implementation for construction;

• Complying with new regulations governing the manufacture and use of refrigerants; and

• Developing a new Network Operations Center to provide expansion and redundancy for the telecom system.

Transportation Element

• Ensuring that transportation system improvements are coordinated with the future land use and transportation plans, and with those improvements identified in Lee County’s comprehensive plan, the Metropolitan Planning Organization (MPO) 2035 Long Range Transportation Plan, the MPO Bike/Ped Master Plan, and the Lee County Transit Division 10-Year Plan;

• Improved connectivity with the surrounding University community;

• Promoting the application of Transportation Demand Management (TDM) strategies within campus and host community designed to reduce the dependence on the single-occupant vehicle as the primary mode of transportation and to encourage a mode shift to public transit and non-motorized means of travel;

• Minimizing pedestrian / non-vehicular conflicts among all travel modes;

• Timing and phasing (priorities) for the provision of future traffic circulation, parking, transit service, and pedestrian / non-vehicular facilities;

• Improved planning for bicycle, pedestrian, and skateboard facilities;

• Identify, plan, and implement incentives and disincentives to increase a mode shift to public transit and non-motorized travel to and from campus;

• Create a pedestrian and bicycle friendly community that is safe, connected, convenient and including consideration of reducing vehicle speeds on the loop road;

• Re-evaluation of the existing on-campus transit service to determine system efficiency and effectiveness; and

• Coordination with the Lee County Transit Division to facilitate increased student travel to campus via the mass transit system, including consideration of increased funding, system redesign, and/or provision of free or reduced fees for the transit system.

Intergovernmental Coordination Element

• Ensuring that the University has an opportunity to review proposed amendments to the Lee County Comprehensive Plan that change land uses or policies that guide development of land within the designated University Window Overlay surrounding campus, that affect the provision of local services, or that otherwise impact University facilities and resources, to assess the potential impacts of the proposed development on University facilities and resources;

• Establishing monitoring and evaluation procedures to be followed in updating the adopted campus master plan every five years; and

• Negotiate a development agreement with the Lee County Board of County Commissioners that identifies impacts of campus development with the County.
Conservation Element

- Restricting activities that contaminate groundwater sources;
- Minimize stormwater-generated pollutants generated as a result of University operations and maintenance activities;
- Minimize activities known to adversely impact the habitat and survival of endangered and threatened plant and wildlife species and species of special concern;
- Restricting or minimizing activities that generate air pollution;
- Administrative and operational procedures to conserve energy and minimize future demand;
- Future participation in Lee County’s “Conservation 20/20” land acquisition program;
- Reconciling the conflicts with existing Memorandum of Agreement (MOA) boundaries; and
- Amending SFWMD and U.S. Army Corps of Engineers permits to reflect the changes to the mitigation plan.

Capital Improvements Element

- Ensuring the provision of the required improvements identified in the other elements so that facility needs do not exceed the ability of the University to fund and provide provision of the needed capital improvements;
- Ensuring the construction of capital facilities to correct existing deficiencies, to accommodate desired future growth, and to replace worn-out or obsolete facilities;
- Updated priorities (timing and phasing) for future capital improvements; and
- Addressing the University’s need for flexibility to take advantage of unanticipated academic facility opportunities.

Architectural Design Guidelines Element

- The creation of iconic features to facilitate navigation on-campus;
- Establishing elements that should be considered in future buildings on the south and east portions of the Academic Core, and (at a more appropriate scale) in North Lake Village and South Village parcels;
- Consideration of a new dining facility or additions to enhance the presence of the current dining facility as a major activity node;
- Development of more areas between the buildings that bring students together in smaller residential scale gathering environments; and
- Requiring all future buildings to meet (at a minimum) Leadership in Energy and Environmental Design (LEED) 2009 Silver Certification.

Landscape Architectural Design Guidelines Element

- The establishment of standards for the selection of exterior furnishings, lighting, and graphics for use on-campus;
- Landscape concepts for the outlying parcels and the northeast and South Village areas;
- Better signage and how landscape frames and accentuates the signage;
- Identify the Lake Front at the Intercollegiate Athletic parcel as one of the priorities in the Landscape Concept Plan;
- Elevate the priority of the landscaping at the entrance to the main campus from the north; and
- Include the planned entrance from Ben Hill Griffin Parkway, the road leading to the south parcel and its intersection with the Loop Road.
- Create a comprehensive standard campus signage package which incorporates color coding and international symbols.
Facilities Maintenance Element

- Establishing design and construction standards that facilities renovated, remodeled or constructed will meet or exceed;
- Establishing and maintaining a system for prioritizing programming maintenance and improvement projects;
- Establishing schedules for ongoing inspections and preventive maintenance of buildings;
- Evaluating and correcting building deficiencies; and
- Incorporating sustainable building concepts and energy efficiency measures, such as conformance with the principles of the LEED certification program of the U.S. Green Building Council, into facility design and construction standards.

Coastal Management Element

- The maintenance or reduction of hurricane evacuation times.
2.0 PUBLIC PARTICIPATION IN THE PLANNING PROCESS

It is the intent of Section 1013.30(3), Florida Statutes, to encourage public participation in the development and adoption of campus master plans and in the periodic updates of these plans. This is to be accomplished, at a minimum, through the following:

- Before a campus master plan (or update) is adopted, a copy of the draft master plan must be made available to the host and any affected local governments, and a number of state and regional agencies for review. Prior to this, the University must first conduct an informal public information session and a duly-noticed public hearing.

- The external review agencies have 90 days after receipt of campus master plans in which to conduct their review and provide comments to the University Board of Trustees. The commencement of this review period must be advertised in the local newspaper to allow for public comment.

- Following receipt and consideration of all comments, and in conjunction with a second duly-noticed public hearing, the University Board of Trustees adopts the campus master plan.

- Notice that the campus master plan has been adopted must be forwarded within 45 days to any affected person that submitted comments on the draft campus master plan. An affected person who submitted comments has legal standing to file a petition with the University Board of Trustees, challenging the compliance of the campus master plan with Section 1013.30(3), Florida Statutes.
### TABLE 2.1
PROPOSED USE OF EXISTING COMMITTEES AND ORGANIZATIONS IN THE DEVELOPMENT OF THE CAMPUS MASTER PLAN UPDATE

<table>
<thead>
<tr>
<th>Element</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Academic Mission of the University</td>
<td>President, Provost / Vice President, Academic Affairs, University Planning and Budgeting Council</td>
</tr>
<tr>
<td>Academic Program</td>
<td>President, Provost / Vice President, Academic Affairs, University Planning and Budgeting Council</td>
</tr>
<tr>
<td>Urban Design</td>
<td>Facilities Planning, ADA Advisory Council, University Planning and Budgeting Council</td>
</tr>
<tr>
<td>Future Land Use</td>
<td>Facilities Planning, University Planning and Budgeting Council</td>
</tr>
<tr>
<td>Academic Facilities</td>
<td>Facilities Planning, Environmental Health and Safety, Physical Plant, University Planning and Budgeting Council (Safety and Facilities Committee)</td>
</tr>
<tr>
<td>Support Facilities</td>
<td>Facilities Planning, Environmental Health and Safety, Physical Plant, University Planning and Budgeting Council (Safety and Facilities Committee), Athletics Advisory Committee, Campus Reservations</td>
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<tr>
<td>Housing</td>
<td>Facilities Planning, Environmental Health and Safety, VP for Student Affairs, Physical Plant, University Planning and Budgeting Council (Safety and Facilities Committee)</td>
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## TABLE 2.1 (Continued)
### PROPOSED USE OF EXISTING COMMITTEES AND ORGANIZATIONS
### IN THE DEVELOPMENT OF THE CAMPUS MASTER PLAN UPDATE

<table>
<thead>
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<th>Element</th>
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| Recreation and Open Space    | Athletics Advisory Council  
                              | VP for Student Affairs  
                              | Campus Recreation  
                              | University Planning and Budgeting Council  
                              | (Safety and Facilities Committee)  
                              | Campus Reservations           |
| General Infrastructure       | Facilities Planning  
                              | Environmental Health and Safety  
                              | Physical Plant  
                              | University Planning and Budget Council  
                              | (Safety and Facilities Committee) |
| Utilities                    | Facilities Planning  
                              | Environmental Health and Safety  
                              | Physical Plant  
                              | University Planning and Budget Council  
                              | (Safety and Facilities Committee) |
| Transportation               | Facilities Planning  
                              | Environmental Health and Safety  
                              | University Planning and Budget Council  
                              | (Safety and Facilities Committee)  
                              | Facilities Planning  
                              | VP for Administrative Services & Finance  
                              | University General Counsel |
| Intergovernmental Coordination| Facilities Planning  
                              | Environmental Health and Safety  
                              | University Planning and Budget Council  
                              | (Environmental Sustainability Committee) |
| Conservation                 | Facilities Planning  
                              | Physical Plant  
                              | University Planning and Budget Council  
                              | (Safety and Facilities Committee) |
| Capital Improvements         | Facilities Planning  
                              | University Planning and Budget Council  
                              | (Safety and Facilities Committee)  
                              | Facilities Planning  
                              | Office of Institutional Equity and Compliance (ADA Advisory Committee)  
                              | University Planning and Budget Council |
| Architectural Design Guidelines| Facilities Planning  
<pre><code>                          | University Planning and Budget Council |
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<table>
<thead>
<tr>
<th>Element</th>
<th>Organization</th>
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</table>
| Landscape Architectural Design Guidelines | Facilities Planning  
Environmental Health and Safety  
University Planning and Budget Council  
(Environmental Sustainability Committee) |
| Facilities Maintenance        | Facilities Planning  
Physical Plant  
University Planning and Budget Council  
(Safety and Facilities Committee) |
| Coastal Management            | Facilities Planning  
Environmental Health and Safety  
Campus Police and Safety  
University Planning and Budget Council |
3.0 STATE AND LOCAL COMPREHENSIVE PLAN CHANGES

The adopted campus master plan must, as required by Section 1013.30(5), Florida Statutes, be consistent with the State Comprehensive Plan, and not in conflict with the Lee County Comprehensive Plan. Both of these plans are subject to change from time to time.

The adopted State Comprehensive Plan (Section 187.201, Florida Statutes) was amended by the 2008 Florida Legislature. Those provisions of the Plan addressing air quality (10), energy (11) and land use (15) were amended to encourage the development and use of low-carbon-emitting electric power plants. There is nothing inconsistent between these amendments and the FGCU campus master plan.

The adopted Lee County Comprehensive Plan has been amended several times since the last update to the FGCU campus master plan was prepared. The Future Land Use Element divides Lee County into 22 separate planning communities. Florida Gulf Coast University is located within the Gateway/Airport (10) planning community. The narrative description of this community was amended (ordinances 04-16, 07-12, and 09-14) to reflect the expectation that the completion of FGCU, along with the expansion of the Southwest Florida International Airport, will greatly energize this area and will attract high-tech industry and businesses. There are no conflicts between these amendments and the FGCU campus master plan.

Economic Element Policies 158.5.2 and 158.5.3 were adopted (ordinances 00-22 and 07-09) to promote (through FGCU and other educational institutions) the development of economic development programs and facilities, and the development of cooperative and integrated curriculums that enhance and increase productivity of the local work force and attract industries and skilled workers. There are no conflicts between these amendments and the FGCU campus master plan.
4.0 MONITORING AND EVALUATION

The Board of Governors Regulation 21.202 requires each campus master plan to contain a section identifying monitoring and evaluation procedures to be followed in updating the adopted campus master plan every five years. These procedures must address: (1) the submission to the Board of Trustees, within four years from the date of plan adoption and every five years thereafter, an evaluation and appraisal report; and (2) the submission to the Board of Trustees, within five years from the date of plan adoption and every five years thereafter, a proposed plan amendment that incorporates the findings and recommendations contained in the evaluation and appraisal report, and which contains updated baseline data (as appropriate) and goals, objectives and policies to be accomplished during the remainder of the overall planning period.

The campus master plan does not include the required monitoring and evaluation procedures to be followed in updating the adopted campus master plan every five years. It is recommended that the plan be amended to incorporate these procedures.
5.0 ACADEMIC MISSION OF THE UNIVERSITY ELEMENT

Section 5.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

It is difficult to determine the degree to which the goals, objectives and policies have been successfully achieved. In the last update, the goals, objectives and policies were replaced with the eight goal statements contained in the January 2005 long-range Strategic Plan. Although the Strategic Plan includes strategies, indicators and benchmarks for each of the goals, none of these metrics were incorporated into the Academic Mission of the University Element in the form of objectives and policies. The eight goals stand alone, without any supporting objectives and policies to demonstrate how progress toward these goals will be measured. Notwithstanding, the University has had in place for many years a system for monitoring institutional effectiveness that has recently been formalized into a University Policy. In combination with the Board of Governors annual cycle of updating institutional work plans and reporting, FGCU’s institutional directives policy provides a comprehensive approach to monitoring the success of the university strategic plan and fostering continuous improvements and should be incorporated into the planned update of the campus master plan.

Section 5.2. Obstacles and Problems

The Board of Governors Regulation 21.202 “General Requirements” require specific and measurable objectives and policies. The term “objective” means a specific, measurable, intermediate end that is achievable and marks progress toward a goal. The term “policy” means the way in which programs and activities are conducted to achieve an identified goal. As stated in Section 5.1 above, there are no supporting objectives and policies in this element.

The University has recently completed an update of its long-range Strategic Plan. This update reaffirms the University’s mission and vision statements, upon which the Academic Mission of the University is based, and includes strategies, indicators and benchmarks for achieving the academic mission of the University.

Section 5.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 5.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   - Reflect existing policies and procedures embedded in the Institutional Effectiveness policy above and in the by-laws of the University Planning and Budget Council.

NOTE: The Academic Mission of the University Element is, under Florida Law, an “optional” element and is not subject to external review; nor can the compliance of campus master plan update with Florida Law and the Board of Governors regulations be challenged based on anything included in or omitted from this element. The University’s Board of Trustees has considerable discretion whether to address the proposed amendments identified in this section. The Academic Mission of the University Element provides the basis for the remainder of campus master plan and, for this reason, it is recommended that objectives and policies identified above be incorporated into the next campus master plan update.
6.0 ACADEMIC PROGRAM ELEMENT

Section 6.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

The goals, objectives and policies of this element are designed to:
- Define the timing and phasing of student enrollment growth;
- Define the future distribution and location of planned and proposed academic programs; and
- Define the future distribution and location of the planned student population.

The projected fall Headcount (HC) for 2010 included in the 2005 campus master plan was 13,274. The official fall Headcount for 2010, after final enrollment numbers were calculated, was 12,047 with a difference of 1,227 students. This figure was realistically close to the projected HC, especially when the full-time equivalent number is considered.

The projected Full-Time Equivalent (FTE) student enrollment included in the 2005 campus master plan for the 2010-11 year was 6,853. This number was already exceeded by the close of 2009-2010 academic year by 166 students (i.e., 7019). It is expected that this gap will grow significantly when the final FTE figures become available in June 2011.

Of the 28 proposed programs included in the 2005-2015 campus master plan, roughly 50% have already been implemented. Some are still planned for implementation and others have been reconsidered due to fiscal issues and/or emerging needs.

Section 6.2. Obstacles and Problems

Academic Program met goals, objectives and policies during the previous 5 years of the current master plan.

Section 6.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, new objectives and policies should be included (or existing objectives and policies revised) to address:

2. Existing goals, objectives and policies should be updated as necessary to reflect:
   - Updated list of planned / proposed academic degree programs for the 2010-20 planning timeframe.

NOTE: The Academic Program Element is, under Florida Law, an “optional” element and is not subject to external review. Nor can the compliance of campus master plan update with Florida Law and the Board of Governors regulations be challenged based on anything included in or omitted from this element. The University’s Board of Trustees has considerable discretion whether to address the proposed amendments identified in this section. The Academic Program Element provides the basis for the remainder of campus master plan and, for this reason; it is recommended that objectives and policies identified above be incorporated into the next campus master plan update.
7.0  URBAN DESIGN ELEMENT

Section 7.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

The Urban Design Element establishes principles to guide the placement of buildings, the definition of open space, and the establishment of strong pedestrian and visual linkages among the various buildings and functional areas of campus. It is the intent of the urban design policies to create a clear and strong development framework, while allowing campus to expand in concert with existing buildings and open spaces. To that end, much has been accomplished.

The 2005 Master Plan includes policies regarding the relationship and connection of the University to the surrounding context. The construction of Gulf Coast Town Center marks the biggest off-campus development affecting the University. It is highly visited by students and has meant the establishment of a shuttle bus from campus to the Town Center. Other neighboring developments include Miromar Outlets and Grande Oaks Shopping Center.

The western end of the Academic Core is in the final stages of completion. Lutgert Hall creates a focal point for the western entrance of campus as well as a terminus for the interior east-west Axis. Holmes Hall and Academic 7 have been developed on the south edge of the Axis, and the planned construction of Academic 8 on the northwest corner is expected to be completed by the 2011-2012 academic year. The Student Union at the north of the Academic Core is being expanded to further emphasize the end of the northern entrance, from FGCU Lake Parkway West. Further additions to the Student Union have been discussed for the future. Colonnades between buildings in this area have been constructed to create continuity between buildings as well as connect the north to the east section of the Academic Core. The planned Fine Arts Complex has been developed in the south portion of the Academic Core as planned.

Throughout the Academic Core and the South Village Housing, parking structures have been completed replacing surface lots, alleviating increased parking needs, and adding valuable buildable land. North-South pedestrian boardwalks have been created linking the inner core to the outlying areas of the Academic Core.

In the Intercollegiate Parcel the only goal achieved was the Athletics Department Outdoor Sports Complex and Soccer Field. Development of the South Village has begun with the construction of the freshman housing and dining complex. The northwest parcel, which has had many functions proposed, has been developed into a large University funded Solar Field. It produces 18% of the University’s energy needs. This symbolizes a great step forward toward fulfilling the long term goal of the University’s Strategic Plan to become carbon neutral.

Section 7.2. Obstacles and Problems

The 2005 Master Plan designated the Solar Field parcel for use as a dense research or mixed-use complex. The Solar Field built in its stead means a reduction in buildable land. Similarly, the Welcome Center Area has not seen much development and also remains isolated from the rest of campus.

With the creation of pedestrian ways in the Academic Core, the 2005 Master Plan also identified the need for pedestrian boardwalks connecting the core to North Lake Village and South Village parcels. Although there is currently some discussion regarding their construction, they remain un-built. The lack of these pedestrian ways has meant an increased reliance on the bus route system causing prolonged waiting times. In addressing golf cart use on-campus, the 2005 Master Plan established that parking should occur behind buildings in wide sidewalk areas, and should be strictly designated, that could be used as pedestrian spaces; however, proper policies have not been established for their use leading to unsupervised driving and parking throughout campus.
During the construction of buildings within the Academic Core, temporarily the green Axis was used as a construction water detention area. This temporary use has left the space undefined and with an incomplete landscaped area. The Library Green remains poorly defined as no structure has been built to hold the eastern edge of the space. The Lake Front beach also remains undefined since very little development has occurred. The lack of proper facilities at the Lake Front limits its use. All open spaces on-campus lack proper connections, definition, and landscape features to make them functional.

The downturn of the economy reduced the growth rate of the surrounding context area. The construction of high-end private communities has had little influence of the University since it eliminates the possibility for nearby off-campus student housing and entertainment. This has rendered connections across Ben Hill Griffin Parkway unnecessary. These developments contribute to a disjoining of the University with the surrounding community.

Section 7.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 7.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   - The protection and enhancement of symbolic campus open spaces;
   - The connection to South Village;
   - The continued need for pedestrian boardwalks connecting the Academic Core to the North Lake Village, Intercollegiate Athletics and South Village parcels;
   - The definition of the Library Green and Lake Front Beach;
   - Proper connections, definition and landscape features for all campus open spaces; and
   - Updated priorities for the continued development of campus spatial environment.

2. The Urban Design Framework maps (Figures 3-1 and 3-2) should be revised to reflect the establishment of the solar farm in the northwest parcel, and to reflect any changes to the spatial organization or linkages.

**NOTE:** The Urban Design Element is, under Florida Law, an “optional” element and is not subject to external review. Nor can the compliance of campus master plan update with Florida Law and the Board of Governors regulations be challenged based on anything included in or omitted from this element. The University’s Board of Trustees has considerable discretion whether to address the proposed amendments identified in this section. The Urban Design Element establishes the principles to guide the spatial organization and development of campus and, for this reason; it is recommended that objectives and policies identified above be incorporated into the next campus master plan update.
8.0 FUTURE LAND USE ELEMENT

Section 8.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

The Future Land Use Element reflects the extension of established development patterns in the Academic Core and the development of frameworks for the physical development of the South Village and Solar Field districts of campus. Since the beginning of the University’s history, faculty, staff, and students have had much influence on keeping campus as sustainable as possible and maintaining its projected environmental response to not develop wetlands and uplands. In doing so, the University has rethought much of its sustainable characteristics of campus by adding a 14.5 acre Solar Field in the northwest quadrant. As a result, power is produced for three academic buildings within the Academic Core. The effect of this sustainable move has been to use up some land from their already limited supply. As an ongoing sustainable approach, the University has successfully included in their land use the restorations of its uplands and wetlands with eradicating non-native species of plant life while preserving native plant life and wildlife.

The entirety of the Academic Core has seen growth at a rapid constant rate due to the student population increase. The western edge of the Axis is scheduled to be completed with Academic 8, its final building, in Spring 2012. Along with this building in its final stages, the Student Union is seeing dramatic additions and renovations due to the increase of the student population. The Arts Complex is also planning to further add more square footage to this area in future years.

The Welcome Center quadrant has seen very little development of land in the last five years. The South Village parcel of the University has seen the most dramatic changes. In this area are the new high density dormitories, for freshman, called South Village. The third building will be complete for the Fall term in 2011. This area has also been planned for additional student housing buildings which will start design next year. The area has also added a dining services building for the students. With the next phase of construction of dorms, the dining services building will need to be expanded to handle the additional students expected to live in the South Village parcel.

Throughout campus, the University has been consistently adding parking structures. These have been necessary to relieve the stresses on the surface lots, due to the population growth of students. Two structures along the north portion of the Academic Core have been completed within the last five years and a structure is planned to be complete by Fall 2011 to alleviate parking stresses at South Village. Another structure is being planned alongside of Academic 8.

South Village will also benefit from the future planned south entrance, currently in the permitting stages and will add a new four lane entrance along the south lying border of the property for better vehicular access to South Village and the South side of the Academic Core. This will facilitate the South Village in developing a new recreational facility for the students. The Intercollegiate Athletics quadrant has added the Athletic department’s new soccer field and outdoor sports complex facility. Alongside the future planned South entrance into South Village, there is a planned Student Recreation facility to include indoor and outdoor facilities along with recreational running tracks, soccer field, tennis, volleyball and basketball courts.

The University has also acquired 500 acres of land known as the Buckingham parcel, approximately fifteen miles north, in Lee County. The future use of this land has yet to be determined. However, it will be a valuable resource for campus and its future. Until this parcel is incorporated into the Campus Master Plan, the development of this land will be subject to the development provisions contained in Lee County’s comprehensive plan and land development regulations.
Section 8.2. Obstacles and Problems

As previously stated, the Solar Field is a sustainable step for the University to achieve its goal of carbon neutral in the near future. However due to the fact that the campus is restricted by many upland and wetland protected areas, the buildable land is very limited. The construction of the Solar Field used 14.5 acres of that buildable land.

South Village has been very successful in making it possible for more students to live on-campus and continue to sell out their beds from year to year. One obstacle and problem for South Village is the lack of community these buildings create. The courtyards and open space around each building need to be enhanced to make them more usable as passive and active student gathering areas.

Section 8.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 8.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   - The designation of the northwest portion of campus as a solar farm;
   - The increased sense of community at South Village;
   - The review of future construction for consistency with existing soils and topographic data;
   - Coordination of 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;
   - Minimizing land use compatibility problems between the University and the surrounding community; and
   - The acquisition of additional lands near or adjacent to the main campus for future expansion.

2. The Future Land Use Map (Figure 4-1) should be revised as needed to designate sufficient suitable lands to accommodate the future growth and development of campus. One or more maps should be included to designate future land uses for the 500 acre Buckingham parcel of land 15 miles north of campus.
9.0 ACADEMIC FACILITIES ELEMENT

Section 9.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

Over the last five years, the University campus has seen a large growth in academic space to accommodate the increase in the student population. The academic facilities have seen a nonstop growth each year. Since 2005, the University has completed the Academic Core West with the addition of its final building, Academic 8, currently under construction. This will complete the Western leg of the East/West Axis within the Academic Core. With the completion of Academic 8, the University will be at a total of 555,000 NASF of space.

The major accomplishments since the 2005 Master Plan update are:

- **Academic 5 ---** This 45,000 GSF building provided a large 180-seat classroom which enabled the use of much larger class sections in many core academic courses. It also provided office space for, among others, the President, Vice President for Academic Affairs, Vice President for Administrative Services and Finance, Comptroller and many of their support staff.

- **Lutgert Hall --- Lutgert College of Business ---** This 62,000 GSF building provided classrooms, case study rooms, computer labs, faculty and staff offices, a Student Advising suite, and support space.

- **Holmes Hall --- U. A. Whitaker School of Engineering ---** This 80,000 GSF building including the “Link” houses the new School of Engineering which offers degrees in Bioengineering, Civil, Environmental, and Software Engineering. It contains extensive labs for teaching and research, classrooms, faculty and staff offices and Student Advising suite.

- **Academic 7 ---** This 65,000 GSF building provided expansion space for the growth of the many new programs as well as students in the College of Arts and Science. It contains numerous teaching and research labs, classrooms, faculty offices mainly in the science area of the College.

- **Fine Arts 2 ---** This 25,000 GSF building provided for the new Music Program. It contains a large 200 seat performance hall, large and small music practice rooms as well as faculty and staff offices.

- **Academic 8 --- College of Health Professions ---** This 65,000 GSF building, which started construction in 2010, will house the College of Health Professions, which has grown significantly over recent years. It contains a large number of both teaching and research labs, classrooms, faculty offices and a number of specialty labs necessary for the health programs in this College.

- **Naples Botanical Garden --- Harvey Kapnick Education Center ---** This 12,000 GSF building is located at the Naples Botanical Garden Center. It is an education teaching, research and conference center that provides offices, labs, classrooms and meeting space for FGCU and the Naples Botanical Garden.

Section 9.2. Obstacles and Problems

The primary source of funding appropriated by the Florida Legislature for new facilities construction and renovation at FGCU is the Public Education Capital Outlay (PECO) fund. The source of PECO funds is special taxes on electric, gas, and telecommunications services in the State. Growth in PECO funding has slowed down in the past five years, creating significant challenges in the effort to meet the University’s needs for new facilities. These challenges are likely to increase as enrollment continues to increase over the next decade, and the State economic situation slowly recovers.
Section 9.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 9.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   • Timing and phasing (priorities) for the provision of future academic facilities and space;
   • Appropriate locations for future academic facilities; and
   • The allocation of funding in a manner that best fulfills the academic mission and meets academic programs and other needs.
   • Defining use of academic space to provide for program and scheduling flexibility.

2. The Future Academic Facilities Map (Figure 5-1) should be revised as needed to designate sufficient suitable lands to accommodate the future need for academic facilities and space.

NOTE: The Academic Facilities Element is, under Florida Law, an “optional” element and is not subject to external review; nor can the compliance of campus master plan update with Florida Law and the Board of Governors regulations be challenged based on anything included in or omitted from this element. The University’s Board of Trustees has considerable discretion whether to address the proposed amendments identified in this section. The Academic Facilities Element identifies the location and function of future academic facilities on campus and, for this reason, it is recommended that objectives and policies identified above be incorporated into the next campus master plan update.
10.0 SUPPORT FACILITIES ELEMENT

10.1 Accomplishments During Implementation of the 2005-15 Campus Master Plan

The 2005 Master Plan emphasized a limited expansion of support space on campus. It envisioned that the space would be added for Intercollegiate Athletics programs. Student activity space would be increased and some auxiliary support space would be added in the southwest area at the entrance to campus.

The University has completed the Outdoor Sports Complex facility to house intercollegiate offices, facilities and other common spaces that are required by the athletic department. Recently, the University has also completed the soccer field alongside the Aquatic Facility to further enhance the athletics facilities.

The major accomplishments since the 2005 Master Plan update are:

- Outdoor Sports Complex Building - This 20,000 GSF building provided space for the coaches and athletes in the outdoor sports programs of baseball, softball, soccer and cross-country track.

- Swanson Baseball Stadium Expansion - This project provided additional box seats, press box and addition of general public and student seating.

- Student Union - This 22,000 GSF addition, currently under construction, to the Student Union building will provide space for growth of student government and student activity offices and support space along with space to expand the office of the Vice President for Student Affairs and his support staff. It also includes adding a catering kitchen to the food service operation and additional space for the bookstore. There will also be additional meeting space in the form of one meeting room and 3 conference rooms. It will also greatly increase the lounge and open space available for students to use informally.

- Kliest Health Education Center - This 8,000 GSF building provided a building for teaching health education to elementary and secondary students in the southwest area off the main entrance to campus.

10.2 Obstacles and Problems

The primary source of funding appropriated by the Florida Legislature for new facilities construction and renovation at FGCU is the Public Education Capital Outlay (PECO) fund. The source of PECO funds is special taxes on electric, gas, and telecommunications services in the State. Growth in PECO funding has slowed down in the past five years, creating significant challenges in the effort to meet the University’s needs for new facilities. These challenges are likely to increase as enrollment continues to increase over the next decade, and the State economic situation slowly recovers.
Section 10.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 10.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   - Pursuit of interlocal agreements and memoranda of understanding as needed to provide for the joint use of identified sites, facilities, and programs;
   - Establishing and maintaining densities and intensities of land uses for the development of campus that maximize the retention of on-campus open space; and
   - Correcting and/or improving existing deficiencies.

2. Existing goals, objectives and policies should be updated as necessary to reflect:
   - The timing and phasing requirements for support facilities (including intercollegiate athletics, multiuse spaces and conference services);
   - The expansion of intercollegiate athletic facilities to correct existing deficiencies and to meet the future needs of the University;
   - The location of new intercollegiate athletic facilities;
   - The timing and phasing (priorities) of new intercollegiate athletic facilities;
   - Timing and phasing (priorities) for the provision of future support facilities and space; and
   - Appropriate locations for future support facilities; such as conference spaces etc.

3. The Support Facilities Map (Figure 6-1) should be revised as needed to identify suitable locations for future support facilities (including intercollegiate athletics, intramural and casual use facilities).

**NOTE:** The Support Facilities Element is, under Florida Law, an “optional” element and is not subject to external review. Nor can the compliance of campus master plan update with Florida Law and the Board of Governors regulations be challenged based on anything included in or omitted from this element. The University’s Board of Trustees has considerable discretion whether to address the proposed amendments identified in this section. The Support Facilities Element identifies the location and function of future intercollegiate athletics, intramural and casual use facilities on campus and, for this reason, it is recommended that objectives and policies identified above be incorporated into the next campus master plan update.
11.0 HOUSING ELEMENT

Section 11.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

FGCU was originally designed to be a commuter campus. The enrollment of large numbers of students who did not live close enough to commute on a daily basis created a demand for on-campus housing. The University developed apartment style housing in the North East quadrant known as North Lake Village. This style of housing has been very popular among the students, allowing for each student to live privately in an apartment style setting with private bedrooms and shared living spaces. Once on-campus-living was established by the University, the demand for more beds has dramatically increased.

With the housing demand at a constant rise, more and more students were searching for on-campus housing. The current master plan had an arrangement of more student housing facilities to be built at the South Village quadrant. In 2008, FGCU opened Everglades Hall --- its first 5-story student residence hall and dining facility in South Village. Biscayne Hall opened in the fall of 2009 and Palmetto Hall (currently under construction) is scheduled to open in the Fall of 2011.

The supply of affordable off-campus housing near the University is limited. Coastal Village is located North West of Campus. The new Estero Parkway Bridge completed over I-75 makes for a better connection for transportation to and from campus. The University acquired College Club in the Fall of 2010. This acquisition substantially increased the number of beds available to University students.

Section 11.2. Obstacles and Problems

Providing an adequate supply of affordable off-campus housing continues to be a problem. The off-campus housing that is available near Campus is directed to a higher income group. This pushes affordable housing for upperclassmen and independent students, faculty and staff further from Campus. This also limits the ability of students to bike, walk or take local transportation to Campus.

Section 11.3. Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 11.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   • Provision of support facilities and services at adopted levels of service;
   • Priorities for renovation of existing student housing on-campus; and
   • Coordination with the surrounding community to increase the availability of an adequate supply of affordable student housing and support facilities.

2. Existing goals, objectives and policies should be updated as necessary to reflect:
   • Number and type of students to be housed on-campus and to be housed off-campus;
   • Locations for future on-campus housing; and
   • Timing and phasing (priorities) for the construction of future on-campus housing.

3. The Future Housing Facilities Map (Figure 7-1) should be revised as needed to identify the proposed locations for future on-campus housing.
12.0 RECREATION AND OPEN SPACE ELEMENT

Section 12.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

The University has continued to meet and comply with the current master plan at providing recreational and open space for students.

A large two phase recreational facility is being planned at the South Village parcel near the residential housing complexes. This will give students a variety of recreational facilitates for the student body. Along with the housing being developed, small open spaces are being developed in the “court yards” of each Residence Hall.

Throughout the Academic Core and along the academic Axis, the University has developed and created many open spaces for student body to meet in small groups. This permits students to sit, study, read and/or gather for group discussions. The Library Green has been maintained since the University’s beginning in 1997. This is a space that is used for mass gatherings and table reservations for many activities.

Based upon past ability to finalize open space for students as projects come to completion, The University has the capability and the design standards aligned for a standard public realm. The Library’s addition and quad near the entrance was completed and it leads out to the Library Green. This gathering space shows the essence of a proper open space and gathering for the public realm for students. This can be modeled for all future work as the Axis is completed and more open space can be utilized once the need for construction retention is not required.

Section 12.2. Obstacles and Problems

As the student body increases in the South Village quadrant of campus due to the student housing developments being built, students have limited place for recreation and outdoor activities. The University has built temporary intramural fields located near South Village, and in Academic Core East for students use.

The Lake Front beach has always been the main focus for outdoor activity for students primarily because on-campus housing was only located at North Lake Village. Now that South Village exists, the University needs to provide more facilities and recreational spaces to be implemented in this area. The University has begun the necessary planning and permitting of future land uses.

The Library Green is a space that could be better utilized. The space is commonly used and set up for large functions and other large events, however, the space has not been properly equipped and is now also a major walk way between the four quadrants of campus. This space is also commonly used for table reservations by student groups, departments, and community members. The University could look into a constructed element that could formally develop into a space, or could create a space that could be permanent, yet functional, for large events and entertainment.

Section 12.3. Remedial Goals Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 12.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
• Pursuit of inter-local agreements and memoranda of understanding as needed to provide for the joint use of identified sites, facilities, and programs;
• Maximize the retention of on-campus open space;
• Correcting and/or improving existing deficiencies;
• Timing and phasing requirements and priorities for improvements to recreation facilities and open space; and
• Better defined and equipped open space for use as multi-purpose, passive recreation, active recreation and events.

2. Existing goals, objectives and policies should be updated as necessary to reflect:
• Timing and phasing (priorities) for the provision of future recreation facilities and open space; and
• To develop further more recreational space and open space in the following areas; South Village, Arts complex and finalizing the inner Axis of the Academic Core.

3. The Future Recreation and Open Space Map (Figure 8-1) should be revised as needed to designate the location, size and function of proposed future recreation facilities and open space.
13.0 GENERAL INFRASTRUCTURE ELEMENT

Section 13.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

The expansion of campus infrastructure, construction of academic buildings and student housing facilities has increased the demand for on-campus stormwater management services and utilities. The campus has expanded within the previously developed area of Basins 1, 2 and 3 and into Basins 1 and 4 which were previously undeveloped, meeting regulatory requirements. The stormwater system has been expanded to provide flood protection, treatment and attenuation for the additional development. The system continues to provide stormwater management services through a system of interconnected swales, lakes, dry detention areas and wetlands.

The construction of new buildings has also increased the potable water and sanitary sewer systems demand within campus. Redundant water connection and higher fire flow pressure for the potable water system has been looped to eliminate dead ends. The sanitary sewer system has added an additional pump station for the South Housing campus as well as several smaller grinder pump stations to meet the growing needs of campus.

The University will continue its current contract with the Lee County Division of Solid Waste for the collection and disposal of University-generated solid waste.

Section 13.2. Obstacles and Problems

No obstacles or problems were encountered that resulted in underachievement of stormwater management goals, objectives and policies. The South Village complex has one main providing potable water and fire service to the facility. As part of the best management practices for campus, the system will be looped during the construction of the south access from South Housing to Ben Hill Griffin Parkway.

Section 13.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, new objectives and policies should be included (or existing objectives and policies revised) to address:
   • Ensuring that future stormwater management, potable water, sanitary sewer, and solid waste collection and disposal facility service capacity and capital improvements required to correct existing deficiencies and meet future needs are provided when required;
   • Minimize development that would adversely impact on-campus wetlands; and
   • Procedures to mitigate University-generated stormwater and minimize stormwater-borne pollutants.

2. Existing goals, objectives and policies should be updated as necessary to reflect:
   • Timing and phasing (priorities) for the provision of future stormwater management, potable water, sanitary sewer, and solid waste collection and disposal facilities and capacity; and
   • Coordinating with Lee County Utilities to bring reclaimed water to campus and for reserving reclaimed water supply to meet University needs.

3. The Future Stormwater Map (Figure 9-1) should be revised as needed to identify the proposed locations for future stormwater management facilities.

4. The Future Potable Water Map (Figure 9-2) should be revised as needed to identify the proposed locations for future potable water system facilities.

5. The Future Waste Water Map (Figure 9-3) should be revised as needed to identify the proposed locations for future waste water management facilities.
14.0 UTILITIES ELEMENT

Section 14.1 Accomplishments During Implementation of the 2005-15 Campus Master Plan

The expansion of campus infrastructure and construction of academic buildings and student housing facilities have increased the demand for on-campus chilled water, electrical, and telecommunications services. Steam is not used on campus.

Electric Power

Florida Power and Light Company (FPL) provides electric power service to campus via a single 23 KV, 3-phase feeder originating underground feeder, originating at the utility-owned Corkscrew Substation. The underground electric power distribution system within campus has been expanded along FGCU Boulevard South and FGCU South Bridge Loop Road to accommodate the construction that has taken place in the South Village Housing District. This expansion provides service to pad mounted transformers located at each building/structure. Minor buildings/structures have been served from existing underground distribution and pad mounted transformers. The demand for electric power needs for buildings constructed in the West portion of the Academic Core has been partially satisfied by the construction of a solar photovoltaic panel field.

The current FPL 23 KV feeder supplying the University recorded a peak demand of 8.3 MVA in 2005. The current calculated FPL peak demand remains at 8.3 MVA. The feeder capacity as installed is 13.8 MVA. Approximately 39% spare capacity exists. The spare capacity is calculated by an actual reading at the FPL substation breaker.

Chilled Water

The Central Energy Plant continues to be the primary provider of chilled water on-campus. The South Housing Energy Plant continues to support the South Village part of campus. A smaller chiller provides chilled water to the Alico Arena facility.

The Central Energy Plant was expanded in capacity in 2009, with the addition of a 1600 ton (5200 GPM rated) chiller. Primary distribution for the Central Energy Plant was updated to allow expansion for the new academic buildings: Academic Building 7, Academic Building 8, Holmes Hall, Sugden Hall, Lutgert Hall, the “Link” and Fine Arts 2. While the current Master Plan identifies a North-South Loop configuration, review of the construction during this time indicates an East-West configuration.

Telecommunications Sub Element

The Telecommunications network distribution system is comprised of optical fiber backbone cabling. Some residual copper cabling is being used for analog phone service to fire alarm systems and elevator emergency phones. The optical fiber backbone system supports communications for the VoIP telephone system, Video services for CATV and CCTV systems, card access, as well as Energy Management Systems.

Backbone Topology

At this time, the optical fiber backbone cabling system is implemented using logical ring topology with a physical grid topology to serve all buildings on-campus from the Network Operations Center (NOC) located in Academic Building 1. Distribution is via innerduct installed in underground conduit duct banks. Each building is fed thru (two) 4-inch conduits from the nearest telecommunications vault. (four) 4-inch conduits connect the vaults along the main backbone pathways.

Distribution Media

Primary distribution is via Multimode Optical Fiber providing 1 Gigabit Ethernet bandwidth to serve each building. Building distribution is via 100 Megabit Ethernet to all users.
Wireless Networking
Wireless access is provided to the data network in all buildings including housing, public areas, laundry facilities and dining areas. Open areas surrounding each building are provided with wireless access in a limited range outside each building.

Structured Cabling
Each campus building utilizes a structured cabling system that provides Category 6 horizontal distribution to either dual or quad port outlets in each room or work area. Backbone cabling is optical fiber. Network switches within each building support local area networks and wireless data networks. Intelligent routers and gateways provide access to campus wide communications network.

NOC (Network Operations Center)
The NOC for campus communications network is located in Griffin Hall. This NOC has been expanded to double its original space and is provided with full emergency power backup via diesel generator that is fueled to operate for seven days. UPS power has been expanded from 40 kVA to 80 kVA to provide short-term backup power during transfer to emergency generator. This NOC houses campus data network switches, routers, and servers. The Academic IT network is also located in the NOC to support academic data and presentations.

Redundant Data Backup
All campus data is stored in the NOC on-campus. Student and administrative data is also processed and stored at a remote hosting in the USF (University of South Florida) data center in Tampa.

Service Providers
The campus access to the outside world from the NOC is via (two) 400 Megabit bandwidth internet connections through two service providers: CenturyLink and Comcast. The Comcast service connects directly to the LambdaRail network in Tampa. Both providers enter campus at the main entrance road, then CenturyLink goes directly to the NOC and Comcast is routed in a different pathway through the south housing complex and then to the NOC.

CATV Distribution
Broadband video signals are transmitted from the Broadcast Center through broadband coaxial backbone cables to five campus buildings. The remaining campus buildings receive video signals through optical fiber distribution.

CCTV Distribution
Some CCTV surveillance cameras are hardwired with coaxial cable directly to a Digital Video Recorder (DVR) and then connected to campus communications network for distribution. Newer installations utilize IP cameras that connect directly to campus communications network to video servers that are also connected to the network.
Section 14.2 Obstacles and Problems

Electric Power

The utility feeder serving campus enters from the North Lake Road and campus main entrance. FPL has the ability to restore power from two additional feeders should the primary feeder fail via manual switching located on Ben Hill Griffin Parkway. Therefore, a second utility feeder is not desired to increase reliability of electrical service. The addition of a second feeder should only be provided based on feeder capacity.

Since the estimated maximum campus demand is approximately 60% of the maximum capacity of the current single 23 KV feeder, implementing a second power feeder to campus is not under immediate consideration. The feeder capacity should be evaluated as campus electrical load and the electrical load for the areas surrounding campus (Miromar and Grandezza developments) increases. Coordination with FPL should continue to determine whether the second 23 KV feeder when required due to capacity should originate from the Jetport Substation due northwest of campus or Estero Substation due southeast of campus. Creating a second 23 KV feeder that does not enter campus at FGCU Boulevard would preclude the ability to implement primary metering as the build out of campus progresses.

The majority of campus buildings are served with loop feed transformers to provide a higher degree of reliability. The FPL goal is to provide loop feed for all buildings and will be evaluated as campus development continues. Most of the buildings that have been constructed since adoption of the current campus master plan have been served from pad-mounted transformers with loop primary connections. The loop feed primary connections originate from existing FPL primary switch cabinets. Minimal additional switches associated with creation of continuous loops have been necessary to serve the constructed buildings.

Due to the limited construction that has occurred in the Academic Core East, a majority of the underground distribution proposed in the current campus master plan has not occurred.

Chilled Water

Refrigerant R-22 was phased out of “virgin material” production in 2010. This means no more “new” production equipment will be manufactured using this refrigerant, making replacements a future consideration. There is currently one chiller installed in 1996 with R-22. Similar regulations are on the books for 2020 and R-123. While neither of these are expected to have a dramatic impact within the next 5 to 10 years, the issue needs to be recognized. Awareness of how these regulations change needs to be maintained.

Telecommunications

An additional NOC is needed on-campus to provide redundancy in case of equipment failure or catastrophic event. All data must be backed up with parallel redundancy so one data center can take over the network and support all functionality if the other data center is knocked-out.

An off site hosting facility must be engaged to provide a third parallel redundancy for all data. This off site data center location must be located in another region that would not be impacted by the same natural disaster that might strike campus. In Florida the most likely natural disaster concern is hurricanes, so the location must be in an area such as northwest Florida that would not be along the same hurricane corridor.

A second, redundant, service entrance path must be implemented with pathways to the original NOC and the proposed, redundant NOC. The current, single entrance facility must be routed to the new NOC in addition to the existing path to the current NOC.

Future backbone cabling installation should utilize hybrid Singlemode and Multimode optical fiber to provide an upgrade path for higher speed future network bandwidth up to 100 Gigabit speeds as well as implementation of video distribution via optical fiber.
Careful consideration must be given to future campus growth to provide redundancy in pathways to dual NOC locations and to all buildings.

Section 14.3 Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 14.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   - Continue to maintain minimum level of service (LOS) standards for chilled water, electrical power, and telecommunications services;
   - Ensuring that future chilled water, electrical power, and telecommunications facility service capacity and capital improvements required to correct existing deficiencies and meet future needs are provided when required; and
   - Reducing energy consumption.

2. Existing goals, objectives and policies should be updated as necessary to reflect:
   - Timing and phasing (priorities) for the provision of future chilled water, electrical power, and construct new telecommunications facilities and capacity to correct existing deficiencies and meet future needs;
   - Continuing the current project development review process to ensure that long-range development plans are considered equally with short-term development to ensure the University will qualify for more favorable large user demand rates;
   - Maintain coordination with FPL regarding the available capacity of the single primary FPL feeder serving the campus to accommodate construction in the east end of the Academic Core or the construction of significant additional housing units in the South Village Housing District;
   - Consideration of a continuous electric power loops along Florida Gulf Coast University Boulevard concurrent with construction in the east end of the Academic Core;
   - Reducing energy consumption by requiring all new construction to meet current LEED Silver certification standards established by the USGBC. (As of June 2009 “LEED 2009” is the current standard, new and updated standards will be released approximately every 3 to 5 years.)
   - Requiring a periodic review of energy utilization on-campus in order to delay/eliminate costs associated with increasing capacity of infrastructure;
   - Incorporating existing chilled water infrastructure and easements with future development and construction; and
   - Compliance with new regulations governing the manufacture and use of refrigerants.

3. The Future Chilled Water Distribution Map (Figure 10-1) should be revised as needed to identify the proposed locations for future chilled water system facilities and improvements.

4. The Future Electrical Power Distribution Map (Figure 10-2) should be revised as needed to identify the proposed locations for future electrical power system facilities and improvements.

5. The Future Telecommunications Distribution Map (Figure 10-3) should be revised as needed to identify the proposed locations for future telecommunications system facilities and improvements.

NOTE: The Utilities Element is, under Florida Law, an “optional” element and is not subject to external review. Nor can the compliance of campus master plan update with Florida Law and the Board of Governors regulations be challenged based on anything included in or omitted from this element. The University’s Board of Trustees has considerable discretion whether to address the proposed amendments identified in this section. The Utilities Element identifies the location and capacity of future electrical power, chilled water and telecommunications facilities on campus and, for this reason; it is recommended that objectives and policies identified above be incorporated into the next campus master plan update.
15.0 TRANSPORTATION ELEMENT

Section 15.1 Accomplishments During Implementation of the 2005-15 Campus Master Plan

During the period from 2005-2010, the University implemented a variety of measures aimed at accommodating the growth of campus. These included additional parking facilities, new roadways, and improved public transportation. These are detailed below.

Traffic Circulation and Parking

The 2005 Campus Master Plan utilized a ratio of 0.3358 general parking spaces per student (headcount). Applied to the target enrollment projection of 17,000 students yields a general parking target of 5,709 spaces. Garage and lot construction has increased since 2005 and now the University is on track to continue supplying adequate parking for all campus users. Primary parking spaces are located on nine surface lots and in three parking garages within the loop road (FGCU Boulevard) that circle the Academic Core. This program shows success in implementing the 2005 Master Plan which shows 8 parking garages. Parking spaces have been provided outside of the Academic Core, consistent with the previous Master Plan. Visitor parking is provided in lots P5 and P8 Aux, both of which are easily accessible from FGCU Boulevard North. Current parking fees for students, faculty and staff are not high enough to encourage the use of transit/non-automobile modes of transportation.

The internal Academic Core is served by FGCU Boulevard North and South. Separate thoroughfares serve the North and South Villages and will serve developments to the southwest and northwest. Externally, FGCU Lake Parkway West and FGCU Boulevard connect with Ben Hill Griffin Parkway. By highly restricting general motor vehicle access inside the loop road, pedestrian and bicycle mobility are encouraged.

With the completion of traffic signal control at FGCU Boulevard and FGCU Lake Parkway West, peak hour traffic flows will be maintained at LOS “D” or better. FGCU Lake Parkway East has been constructed to serve North Lake Village NE of the Academic Core; FGCU South Bridge Loop Road provides access to South Village SE of the Academic Core; and FGCU South Court serves the Welcome Center area of campus. FGCU Boulevard has been constructed to circle the Academic Core. Circulation roads have been provided to serve each sub area. The University is currently designing and seeking permitting for a south access to campus out of the South Village student housing area, connecting to Ben Hill Parkway.

Two through lanes with separate turn lanes have been provided at key intersections and access driveways. The University has completed several turn lane projects along the loop road, and is providing intersection improvements (turn lanes) at main entrance and loop road, turn lane improvements with signal adjustment at main entrance and Ben Hill Griffin Parkway (completed by end of 2010), signalization of FGCU Lake Parkway West and Ben Hill Griffin Parkway including turn lanes (completed by end of 2010).

Lee Tran provides public transit service (Route 60) to serve the needs of the University and surrounding areas. FGCU housing areas are also served by a Florida Gulf Coast Town Center shuttle. The most recent Lee County Transit Development Plan (TDP) recommends increasing the frequency on Route 60 to a forty minute headway.

The TDP also recommends modifying Route 60 to include the airport, but as of 2010 this change has not been implemented, nor is it on LeeTran’s current operational plans. See Figure 1 for route layouts. In 2010, Lee Tran provides service to the northern edge of the Academic Core via a hybrid bus following Route 60. A zip-code review of student home locations indicates that about 34% of students live in a zip code served by a Lee Tran route, so there may be potential for additional LeeTran ridership from FGCU.

As the South Village and student life district have been developed, campus shuttle service has been extended from the North Lake Village Housing area to the new residential zone. This interconnects the Academic Core, North Lake district and South Housing districts with convenient intra-campus transit service.
Such service should have the effect of reducing vehicular traffic on campus Loop Road between the three major districts, reducing vehicle emissions and the use of fossil fuels, and reducing the need for additional parking facilities in the Academic Core. The FGCU parking services map shows an Eagle Express shuttle stop at the South Village.

**Pedestrian and Non-Vehicular Circulation**

A pedestrian path system connects North Lake Village, the Academic Core, and the South Village. This path is used not only for walking, but also for bicycling and skateboarding. Skateboard usage (and parking) will require additional study in the Master Plan update. Golf cart usage and parking will also require additional study in the Master Plan update.

**Section 15.2. Obstacles and Problems**

The major transportation obstacle facing the University is the unprecedented growth of campus, which resulted in minimal time for advanced planning and problem solving, and may have occasionally led to expedient solutions that were suboptimal. The initiation of the internal transit system met one of the Master Plan goals, but the transit service itself will need to continue to be modified and improved to adjust to changing conditions. Due to the unprecedented growth of the University, some problems have been reported with afternoon peak hour traffic exiting on to Ben Hill Griffin. This problem is being studied and appropriate solutions will be recommended.

**Section 15.3. Proposed Amendments and Remedial Goals, Objectives and Policies**

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations and the to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 15.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   - Ensuring that transportation system improvements are coordinated with the future land use and transportation plans, and with those improvements identified in Lee County’s comprehensive plan, the Metropolitan Planning Organization (MPO) 2035 Long Range Transportation Plan, the MPO Bike/Ped Master Plan, and the Lee County Transit Division 10-Year Plan;
   - Improved connectivity with the surrounding University community;
   - Promoting the application of Transportation Demand Management (TDM) strategies within campus and host community designed to reduce the dependence on the single-occupant vehicle as the primary mode of transportation and to encourage a mode shift to public transit and non-motorized means of travel;
   - Minimizing pedestrian / non-vehicular conflicts among all travel modes;

2. Existing goals, objectives and policies should be updated as necessary to reflect:
   - Timing and phasing (priorities) for the provision of future traffic circulation, parking, transit service, and pedestrian / non-vehicular facilities;
   - Improved planning for golf carts, bicycle, pedestrian, and skateboard facilities;
   - Identify, plan, and implement incentives and disincentives to increase a mode shift to public transit and non-motorized travel to and from campus;
   - Create a pedestrian and bicycle friendly community that is safe, connected, and convenient; including consideration of reducing vehicle speeds on the ring road;
   - Re-evaluation of the existing on-campus transit service to determine system efficiency and effectiveness;
   - Coordination with the Lee County Transit Division to facilitate increased student travel to campus via the mass transit system, including consideration of increased funding, system redesign, and/or provision of free or reduced fees for the transit system.

3. The Future Access, Circulation and Parking Map (Figure 11-1) should be updated to identify future traffic circulation, parking, transit service, and pedestrian / non-vehicular circulation facilities.
16.0  INTERGOVERNMENTAL COORDINATION ELEMENT

The intent of Intergovernmental Coordination Element is to establish a joint process for collaborative planning, decision making, and development review between University and governmental agencies.

Section 16.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

FGCU currently has in place the necessary agreements to ensure the provision of potable water, sanitary sewer, solid waste collection and disposal, public transit, fire protection, electric power and telecommunications services to meet demands generated by the University’s rapid growth. Stormwater management and the conservation of natural resources are controlled through agency permits and memoranda of agreement.

FGCU enjoys a good working relationship with its host communities and other local government agencies. Formal procedures are in place for planning coordination and development reviews. FGCU has formal agreements with the San Carlos Fire District, Lee County Transit, Lee County Utilities and Lee County Office of Emergency Management. It has a Development Agreement with the Lee County Board of County Commissioners, which identified its “fair share” to mitigate the impacts of campus development within the County.

FGCU and Lee County have entered into an agreement that permits University review of proposed changes to Lee County’s comprehensive plan and proposed developments of regional impact (DRIs). The agreement also permits FGCU review proposed development within the University Window overlay district. The mitigation of off-campus impacts of University development is addressed through the Campus Development Agreement.

Section 16.2. Obstacles and Problems

Providing an adequate supply of affordable off-campus housing continues to be a problem. The off-campus housing that is available near Campus is directed to a higher income group. This pushes affordable housing for upperclassmen and independent students, faculty and staff further from the Campus. This also limits the ability of students to bike, walk or take local transportation to Campus. Existing coordination mechanisms do not ensure that there will be an adequate supply of affordable off-campus housing to meet the needs of the University. The problem has been mitigated through the University’s acquisition of the College Club apartment complex on Ben Hill Griffin which is now known as West Lake Village.

Section 16.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors’ Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 16.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   • Ensuring that the University has an opportunity to review proposed amendments to the Lee County Comprehensive Plan that change land uses or policies that guide development of land within the designated University Window Overlay surrounding campus, that affect the provision of local services, or that otherwise impact University facilities and resources, to assess the potential impacts of the proposed development on University facilities and resources;
   • Establishing monitoring and evaluation procedures to be followed in updating the adopted campus master plan every five years; and
   • Resolving conflicts through the use of informal mediation.
17.0 CONSERVATION ELEMENT

Section 17.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

The expansion of campus infrastructure, academic buildings, student housing facilities and the solar facility have all been conducted in accordance with the South Florida Water Management District (SFWMD) and U.S. Army Corps of Engineers (USACOE) permits issued for Florida Gulf Coast University. The mitigation program has been phased concurrent with development. To date, approximately 373 acres of the overall mitigation plan has been implemented. All of the mitigation activities are in compliance with the approved permits and the majority of the mitigation work has met the success criteria identified in the permits and no longer require monitoring.

Section 17.2. Obstacles and Problems

Initially the mitigation areas were required to be placed under a conservation easement. Due to conflicts with conservation easements on state lands, a Memorandum of Agreement (MOA) has been utilized that provides similar protections as a conservation easement. To date, all of the mitigation areas authorized by construction and operation permits issued by the SFWMD are included in the MOA. The total acreage of mitigation encumbered by the MOA to date is approximately 382 acres. A review of the GIS shape files for the mitigation areas included in the MOA was conducted to determine if there were any inconsistencies or conflicts with the as-built development. This was conducted by overlaying the shape files onto rectified aerial imagery. A number of conflicts were identified with the existing MOA boundaries. These included uses such as lakes, sidewalks, buildings and dry detention areas. The MOA will need to be modified to exclude areas of conflict. The modified MOA acreage will be approximately 372.6 acres.

Section 17.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 17.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   - Restricting activities that contaminate groundwater sources;
   - Minimize stormwater-generated pollutants generated as a result of University operations and maintenance activities;
   - Minimize activities known to adversely impact the habitat and survival of endangered and threatened plant and wildlife species and species of special concern;
   - Restricting or minimizing activities that generate air pollution;
   - Administrative and operational procedures to conserve energy and minimize future demand;
   - Future participation in Lee County’s “Conservation 20/20” land acquisition program;
   - Reconciling the conflicts with existing MOA boundaries; and
   - Amending SFWMD and U.S. Army Corps of Engineers permits to reflect the changes to the mitigation plan.

2. Future Conservation Basin Maps (Figures 13-1 through 13-4) should be amended as necessary to accurately depict the natural resource conservation and protection areas on the FGCU campus.
18.0 CAPITAL IMPROVEMENTS ELEMENT

Section 18.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

FGCU undertook an aggressive capital improvements campaign in order to address the space shortage on campus. Indeed, the 2005-2015 Capital Improvements Plan in the Campus Master Plan called for the construction of 32 projects, with 14 in the first five years and 18 in the second 5 years. Sixteen projects were completed or under construction in the 2005 – 2010 period, and five of those included private funding that was matched with State funds.

The following is a list of projects identified in the 2005-10, Capital Improvements Plan that were completed or are currently underway:

- Kleist Health Education Center
- Lutgert College of Business
- Holmes Hall – School of Engineering
- Sugden Resort and Hospitality Management Building
- Central Energy Plant 2
- South Village Dining Facility
- Student Union Annex
- Athletic Building
- Academic 7 – College of Arts and Sciences
- Music Building – Bowers School of Music
- Academic 8 – College of Health Professions – Under construction
- Parking Garage 1
- Parking Garage 2
- Parking Garage 3
- Everglades Hall
- Biscayne Hall
- Parking Garage B (South Village)

Section 18.2. Obstacles and Problems

The primary source of funding appropriated by the Florida Legislature for new facilities construction and renovation at FGCU is the Public Education Capital Outlay (PECO) fund. The source of PECO funds is special taxes on electric, gas, and telecommunications services in the State. Growth in PECO funding has slowed down in the past five years, creating significantly challenges in the effort to meet the University’s needs for new facilities. These challenges are likely to increase as enrollment continues to increase over the next decade, and the State economic situation slowly recovers. The cost of construction has increased substantially since the last Campus Master Plan update. Projections for capital improvements must be adjusted to reflect the current market conditions.

Section 18.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 18.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   - Ensuring the provision of the needed improvements identified in the other elements so that facility needs do not exceed the ability of the University to fund and provide provision of the needed capital improvements;
• Ensuring the construction of capital facilities to correct existing deficiencies, to accommodate desired future growth, and to replace worn-out or obsolete facilities.
• Establish new space formula standards using new BOG Space factors.

2. Existing goals, objectives and policies should be updated as necessary to reflect:
   • Updated priorities (timing and phasing) for future capital improvements; and
   • Addressing the University’s need for flexibility to take advantage of unanticipated academic facility opportunities.

3. The Capital Improvements Phasing Plan for Years 1-5 (Figure 14.1) and for Years 6-10 (Figure 14.2) should be updated to identify future capital improvements necessary to correct existing deficiencies, to accommodate desired future growth, and to replace worn-out or obsolete facilities.
19.0 ARCHITECTURAL DESIGN GUIDELINES ELEMENT

Section 19.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

Since the construction of the first phase of building, the architectural framework has been well established in developing the architectural character of the University. Buildings constructed since adoption of the current Master Plan incorporate natural climate control techniques, evolving technologies, address cultural factors, and indoor and outdoor space relationships.

The current Master Plan indicates the need for “additional variety and interest” to be considered in building design. Since 2005, several buildings have been completed that expand campus architectural vocabulary, including Holmes Hall, Academic Building 7, Sugden Hall, and Lutgert Hall. Lutgert Hall, constructed at the west end of the Academic Core, sits as the focal point marking the main entrance to campus. It fulfills the desire for a “signature building” at that end of the east-west axis. Guidelines were also set for the construction of South Village that asked for similarities in color and materials between this area and the Academic Core. The two existing housing buildings adhere to those polices and still retain their own unique identity. These buildings as well as others, demonstrate efficient land use by increasing the height of buildings as appropriate.

Throughout campus, covered walkways, loggias, and colonnades have been included and add diversity to the architectural vocabulary. Each new building has contributed to the evolution of covered walkways by exploring new articulations, styles, and proportions while maintaining human scale and unity. With each building's design and construction during the last 5 years, Facilities Planning made large efforts to incorporate positive design elements into a new Guidelines for Design and Construction document released in 2010.

Section 19.2. Obstacles and Problems

Sufficient iconic features to facilitate navigation on-campus have not been created. The Clock Tower of the Student Union at the north and the tall, all-glass, façade of Lutgert Hall to the west, are good examples of elements that should be considered in future buildings on the south and east portions of the Academic Core, and (at a more appropriate scale) in the north and South Village parcels. In the South Village, the dining facility was not constructed to be a signature building. In the future, a new facility or additions should be considered to enhance its presence as a major activity node. Housing in this area attempts to establish a residential vocabulary but the necessity to add a large number of student beds to the on-campus housing inventory made it difficult to create a residential scale. The buildings tend to be larger in scale than previous housing buildings. Future planning should consider developing more areas between the buildings that bring students together in smaller residential scale gathering environments.

Section 19.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 19.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   • The creation of iconic features to facilitate navigation on-campus;
   • Establishing elements that should be considered in future buildings on the south and east portions of the Academic Core, and (at a more appropriate scale) in the north and South Village parcels;
   • Consideration of a new dining facility or additions to enhance the presence of the current dining facility as a major activity node;
• Development of more areas between the buildings that bring students together in smaller residential scale gathering environments; and
• Requiring all future buildings to meet (at a minimum) LEED Silver rating criteria.

NOTE: The Architectural Design Guidelines Element is, under Florida Law, an “optional” element and is not subject to external review. Nor can the compliance of campus master plan update with Florida Law and the Board of Governors regulations be challenged based on anything included in or omitted from this element. The University’s Board of Trustees has considerable discretion whether to address the proposed amendments identified in this section. The Architectural Design Guidelines Element establishes guidelines for achieving a high level of quality in architectural design on Campus and, for this reason, it is recommended that objectives and policies identified above be incorporated into the next campus master plan update.
20.0 LANDSCAPE DESIGN GUIDELINES ELEMENT

Section 20.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

Landscaping on-campus continues to be respectful of wetlands/uplands and incorporates native plantings, which is part of the new Guidelines for Design and Construction by adding a Master Plant List for new construction landscape documentation and construction. Efforts continue in creating relationships and contrasts, where appropriate, between natural and manmade landscapes. At the intersection of the FGCU Boulevard and the Loop Road, the construction of the plaza in front of Lutgert Hall creates a well dignified focal point. Along the interior pedestrian east-west axis, formal landscaping has been accomplished in all portions excluding the area being used as water detention. Existing surface parking has adhered to the policies of medians and bays as well as screening from the Loop Road. Outdoor spaces have been successful in providing a variety of seating types, proper shade, and framing landscaping.

Section 20.2. Obstacles and Problems

The 2005 Master Plan reflects of the success of the main entrance signage, but the lack of appropriate ground plantings. This area still needs landscaping that gives proper importance to the entry sign. The directional sign discussed in the previous Master Plan at the intersection of FGCU Boulevard and the Loop Road as inadequate due to remaining excess information that is poorly organized remains. Better signage at this crucial point of campus, as well as throughout campus should be considered. How the landscaping frames and accentuates such signage should also be considered.

Though main spaces on the campus core have been successfully worked on, such as the east-west corridor, the Library Green, and the original campus plaza; the outlying parcels of the campus will require work to meet the university goals. In the Intercollegiate Athletics area, landscaping that defines the lake front is still deficient. In the South Village, a plaza exists at the entrance of the dining hall and small courtyard is located between the two housing structures. However, a major, well structured space is still lacking to serve as the main organizing element where students gather and interact.

Section 20.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 20.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   - The establishment of standards for the selection of exterior furnishings, lighting, and graphics for use on-campus;
   - Landscape concepts for the outlying parcels, North Lake Village, Intercollegiate Athletics and South Village areas;
   - Better signage and landscape frames to accentuates the signage;
   - Identify the Lake Front at the northeast parcel as one of the priorities in the Landscape Concept Plan;
   - Elevate the priority of the landscaping at the entrance to the main campus from the north; and
   - Include the planned entrance from Ben Hill Griffin Parkway, the road leading to the south parcel and its intersection with the Loop Road.; and
   - Create a comprehensive campus sign package which incorporates color coding and international symbols.
NOTE: The Landscape Design Guidelines Element is, under Florida Law, an “optional” element and is not subject to external review. Nor can the compliance of campus master plan update with Florida Law and the Board of Governors regulations be challenged based on anything included in or omitted from this element. The University’s Board of Trustees has considerable discretion whether to address the proposed amendments identified in this section. The Landscape Architectural Design Guidelines Element establishes principles to create a distinctive campus landscape environment and, for this reason, it is recommended that objectives and policies identified above be incorporated into the next campus master plan update.
21.0 FACILITIES MAINTENANCE ELEMENT

Section 21.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

During the last master planning process the existing buildings were approximately 8 to 9 years old. Facilities have always had a plan in place to keep buildings updated, painted and maintained. However, with recent budget cuts many of the everyday maintenance items such as painting and stucco repairs have been moved down the priority list. Today, energy conservation will be the primary source for maintenance regulations for many of the existing buildings which are near two decades old. One of the major accomplishments is the ongoing performance contract which the Facilities Maintenance group established in 2004.

Section 21.2. Obstacles and Problems

Funding is one of the major obstacles and problems the Facilities Maintenance group faces on a day to day basis. Many of the state provided funds to maintain facilities on the University campus see reduction every year. Maintaining all equipment to keep equipment running efficiently and effectively can be very demanding on a limited operating budget. The rapid growth has also been a hindrance to the University and its maintenance problems. Funding from the state is determined by the growth in building square footage of the campus, however, with cutbacks that come along with state restrictions, allow for enough funding for custodial services and some facilities maintenance staff expansion, for each new building.

Section 21.3. Proposed Amendments and Remedial Goals, Objectives and Policies

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, and to address the problems and obstacles identified in Section 21.2 above, new objectives and policies should be included (or existing objectives and policies revised) to address:
   • Maintain ongoing design and construction standards that facilities renovated, remodeled or constructed will meet or exceed;
   • Establishing and maintaining a priorities system for programming maintenance and improvement projects; and
   • Evaluating and correcting building deficiencies.

2. Existing goals, objectives and policies should be updated as necessary to reflect:
   • Incorporating sustainable building concepts and energy efficiency measures, such as conformance with to the principles of the LEED program of the U.S. Green Building Council into facility design and construction standards.

NOTE: The Facilities Maintenance Element is, under Florida Law, an “optional” element and is not subject to external review. Nor can the compliance of campus master plan update with Florida Law and the Board of Governors regulations be challenged based on anything included in or omitted from this element. The University’s Board of Trustees has considerable discretion whether to address the proposed amendments identified in this section. The Facilities Maintenance Element establishes principles to maintain facilities and correct deficiencies and, for this reason, it is recommended that objectives and policies identified above be incorporated into the next campus master plan update.
22.0 COASTAL MANAGEMENT ELEMENT

Section 22.1. Accomplishments During Implementation of the 2005-15 Campus Master Plan

The goals, objectives and policies have been successfully achieved. The inland location (outside the coastal high hazard area) of FGCU makes it suitable and desirable for use in sheltering the general public during hurricanes. Alico Arena continues to be a Public Shelter for Lee County.

FGCU submits its emergency plan to Lee County annually for review and to make sure it is consistent with Lee County’s emergency plans and procedures.

Section 22.2. Obstacles and Problems

No obstacles or problems were identified that would impede the ability of FGCU to achieve the goals, objectives and policies contained in this element.

Section 22.3. Proposed Amendments and Remedial Goals, Objectives and Policies

Since FGCU lies outside the Coastal High Hazard Area and outside the established surge zone for a Category 3 hurricane, most of the established requirements for goals, objectives and policies do not apply. The ones that do apply have, for the most part, been addressed in campus master plan.

1. Requirements for goals, objectives and policies are contained in Chapter 21 of the Board of Governors Regulations to ensure compliance with these requirements, new objectives and policies should be included (or existing objectives and policies revised) to address:
   • The maintenance or reduction of hurricane evacuation times.

NOTE: The Coastal Management Element is, under Florida Law, an “optional” element and is not subject to external review. Nor can the compliance of campus master plan update with Florida Law and the Board of Governors regulations be challenged based on anything included in or omitted from this element. The University’s Board of Trustees has considerable discretion whether to address the proposed amendments identified in this section. The Coastal Management Element establishes principles to protect the health and safety of FGCU students, faculty and staff in the event of a coastal storm and, for this reason, it is recommended that objectives and policies identified above be incorporated into the next campus master plan update.
GLOSSARY

ADA  Americans with Disability Act
BOG  Board of Governors
DRIs  Developments of Regional Impact
EAR  Evaluation and Appraisal Report
FGCU  Florida Gulf Coast University
FPL  Florida Power and Light Company
FTE  Full-Time Equivalent
GIS  Geographic Information System
GPM  Gallons Per Minute
GSF  Gross Square Feet – Total area of the building including all interior walls, exterior walls mechanical rooms, toilet rooms etc.
HC  Headcount
KV  Kilovolts
LEED  Leadership in Energy and Environmental Design
Link  Connection space between Holmes and Lutgert Halls
LOS  Level of Service

For roads - The Highway Capacity Manual defines level-of-service for signalized and un-signalized intersections as a function of the average vehicle control delay. LOS may be calculated per-movement or per-approach for any intersection configuration; however, LOS for the intersection as a whole is only defined for signalized and all-way stop configurations.

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MOA  Memorandum of Agreement
MPO  Metropolitan Planning Organization
MVA  Megavolt Ampere
NASF  Net Assignable Square Feet – Interior Spaces that have assignable specific functions. They do not include exterior walls, corridors, mechanical space, toilet rooms, etc.
NOC  Network Operations Center
PECO  Public Education Capital Outlay
SFWMD  South Florida Water Management District
TDM  Transportation Demand Management
TDP  Transit Development Plan
UPS  Uninterrupted Power Supply
USACOE  United States Army Corps of Engineers
USGBC  United States Green Building Council