

# Colorado College Master Plan update

November 3, 2017





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# I. INTRODUCTION



# I. INTRODUCTION

## PURPOSE

First and foremost, the campus master plan aims to foster Colorado College's mission of providing the "finest liberal arts education in the country". During the past several years, the College has taken great strides towards achieving its mission by introducing an ambitious strategic plan whose effects can be seen in the new programs and projects underway throughout campus. The idea for an updated campus master plan grew out of one of the strategic plan's goals of enhancing the distinctive place of learning - the campus - to support the engaged, globally connected academic community while embodying the regional and historic identity that is so unique to Colorado College. The purpose of the master plan is to lend coherence to the ideas, desires, and vision of campus community in the form of a living and breathing, flexible document which helps guide and shape new projects in the decades to come.

The master plan also seeks to bridge and incorporate existing efforts, particularly the previous master plans of 1995 and 2008 which have paved the way for much of the development on campus today. Both plans set forth various recommendations for projects and campus improvements that have been incorporated into the College's development an ad-hoc manner. Some projects moved forward while others were left behind, disputed or ignored. Part of the master planning team's charge was to understand the foundations of these plans, their shared vision for Colorado College, and how that vision might be folded into the new plan that respects the past endeavors that the College has undertaken to create a truly unique and inspiring environment while fostering the current ambitions of a changing student body to move boldly into the future.

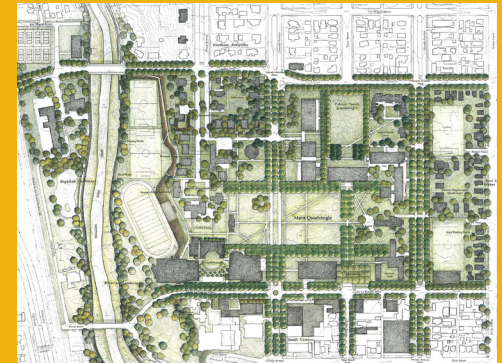
This 2017 "Update" has the following goals:

1. Record progress since 2015 including project status and acquisition of new land parcels. Diagrams for Campus Initiatives and Phasing + Implementation have been updated accordingly.
2. Examine the opportunities created by the acquisition of the Fine Arts Center by the college.
3. Refine the procedures for updating and amending the Campus Master Plan.

This document does not reproduce or update the 2015 plan in its entirety. Much of the adopted document, dated 28 February 2015 remains unchanged. Additional or revised text provided in this 2017 Update is underlined. Sections V and VI are new in their entirety and are not underlined.



Pikes Peak Panorama



1995 Master Plan Conceptual Plan



2008 LRDP Rendering





## II. VISION, PRINCIPLES, AND GOALS

*UNCHANGED FROM 2015*

## II. VISION, PRINCIPLES, AND GOALS

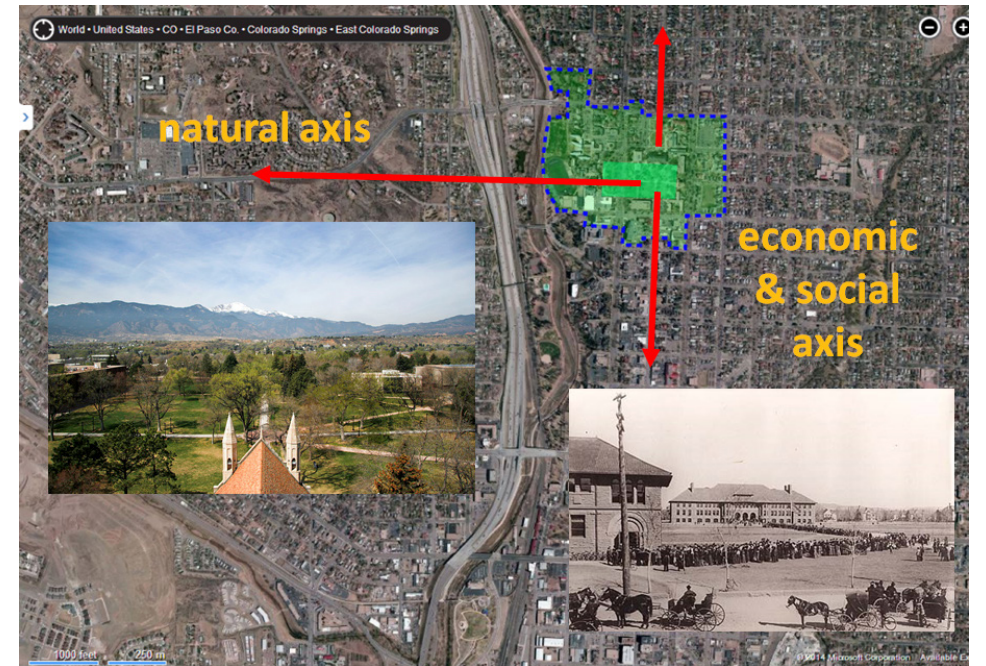
### MASTER PLAN VISION

The current Colorado College strategic plan, Building on the Block, calls for the development of this campus master plan as one of its primary recommendations. The vision for this plan is laid out succinctly in the strategic plan:

*To ensure coherence in campus design as related to aesthetics, sustainability, and the educational mission, we will develop a master plan for the physical campus to help guide and shape each new project in the coming decades. Guided by this campus master plan, we will enhance our identity through development of a beautiful, sustainable landscape and built environment that embodies our regional and historical identity and fosters our collaborative approach to teaching, learning, and community building. In keeping with our liberal arts aspirations, an aim for the master plan is the design and creation of aesthetically adventurous places and spaces that encourage formal and informal learning, traditional and technology-enhanced educational experiences, curricular and co-curricular activities, intercollegiate and intramural athletics, and spontaneous intellectual encounters, along with personal reflection.*

***“At Colorado College our goal is to provide the finest liberal arts education in the country. Drawing upon the adventurous spirit of the Rocky Mountain West, we challenge students, one course at a time, to develop those habits of intellect and imagination that will prepare them for learning and leadership throughout their lives.”***

- Colorado College Mission and Vision



### THE COLORADO COLLEGE PLAN: BUILDING ON THE BLOCK

This master plan follows on the heels of a bold strategic plan that provides a critical and ongoing examination of how to best prepare students for global change and technological innovations, while keeping abreast of new approaches to engaged learning, continued economic challenges, and increased competition for the very best students and teachers. The strategic plan focuses on the three strengths of Colorado College – the Block Plan, the college’s distinctive place of learning, and the college’s national reputation.

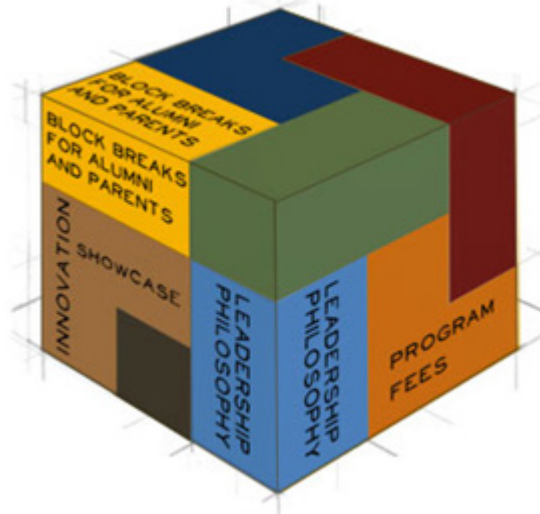
The strategic plan makes five primary recommendations. The impact of each on this master plan is summarized below.

**1. Provide additional support to realize the potential of our pioneering Block Plan.**

*This recommendation focuses on the creation of a Center for Immersive Learning and Engaged Teaching, which will be housed in a reimagined, fully renovated, and expanded Tutt Library. Planning and design for this important project is underway.*

**2. Build both a nationally recognized summer program and an inventive half-block program for a new generation of learners.**

*This recommendation will take advantage of underutilized campus classrooms and other campus spaces between the typical block*



*schedules. One critical space need that will arise from realization of this recommendation is the need for air-conditioned residential space, something currently in short supply.*

**3. Create an innovation institute.**

*This recommendation requires a new state-of-the-art facility for cross-disciplinary programs. The building will showcase innovative sustainable planning and design and will provide students, staff, and faculty with “a place that supports their efforts to forge discoveries that make a difference in the world.”*

**4. Enhance our distinctive place of learning – our campus – to support our engaged, globally connected academic program and embody our regional and historical identity.**

*This recommendation leads to this campus master plan – a plan that aims to refine a unique and beautiful campus appropriate to the uniqueness of the block plan and the extraordinary setting of the College at the foot of Pikes Peak.*

**5. Focus on workplace excellence to foster an organization that is as innovative and dynamic as the CC academic experience.**

*This recommendation recognizes the contributions and needs of the extraordinary college staff. This master plan also seeks to honor the staff through the creation of wonderful new and renovated spaces that provide staff with the spatial and environmental resources they deserve.*

**At the heart of Colorado College’s strategic plan is a focus on being ourselves — but even better. That means focusing on our strengths, especially the Block Plan, our distinctive place of learning, and our national reputation, while rising to the challenge of educating students in this era of global change, keeping pace with technological innovations, discovering new approaches to engaged learning, and continuing to recruit and retain the very best students and teachers.**

*- 2013 Strategic Plan*



## MASTER PLAN PRINCIPLES

At the beginning of the planning process, the planning team and committee reviewed the planning principles of the 1995 Master Plan and the 2008 Long Range Development Plan and identified the following planning principles for this new plan.

**1. Support the block plan**

One of the most unique aspects of the College, the Block Plan allows students and faculty to delve deeply into one subject at a time. The effect of this structure on all aspects of the campus must be understood and accommodated when considering future development.

**2. Reinforce Colorado College's sense of place and unique position in the West**

Students flock to the College to experience a one-of-a-kind education that is rooted in the rich and adventurous mountain west environment. Exploring and embedding this sense of place into the buildings, landscapes, and everyday experience of College life is important.

**3. Support a creative and innovative staff, faculty, and student body**

The caliber of those who choose to be a part of the Colorado College community is extraordinary. The diversity of talents, interests and expertise must be showcased as one of the College's finest assets by creating venues for powerful expression of creative education.

**4. Build community**

Colorado College is an urban campus, nestled into the grid of Colorado Springs. Fostering the relationship between the city and campus builds a strong sense of place within and provides opportunities for creating new bonds with the city.

**5. Foster the finest liberal arts education in the country**

The robust academic programming and quality of faculty, staff, and students are the foundation of Colorado College's prestigious position as one of the leading liberal arts colleges in the country, supporting and celebrating them is essential.



## MASTER PLAN GOALS



As identified in the vision statement, the primary goal of this master plan is to guide implementable and prioritized projects through an established process and agreed upon design principles. This master plan provides tools to the College to protect the quality of its current buildings and open spaces and to ensure a similar or better quality for the buildings and open spaces of the future. The plan is focused on circulation, buildings, and landscapes. Although the planning team believes strongly that a successful campus cannot easily separate consideration of buildings and landscape, both our analysis of the existing campus and our design principles for recommended changes do distinguish between these three aspects of the campus. Implementation of each of the recommended projects contained within this plan, however, will require a comprehensive look at these aspects. The primary goals and sub-goals for this plan are as follows:

### **Create coherent circulation strategies**

- Mitigate vehicular / pedestrian conflicts to improve safety
- Provide a comprehensive strategy for consolidated and peripheral parking
- Develop strategy for effective servicing of buildings

### **Create cohesive framework for building improvements**

- Guide key programmatic needs from strategic plan
- Provide strategies for building reuse and expansion
- Define opportunities for new development

### **Create cohesive campus landscape identity**

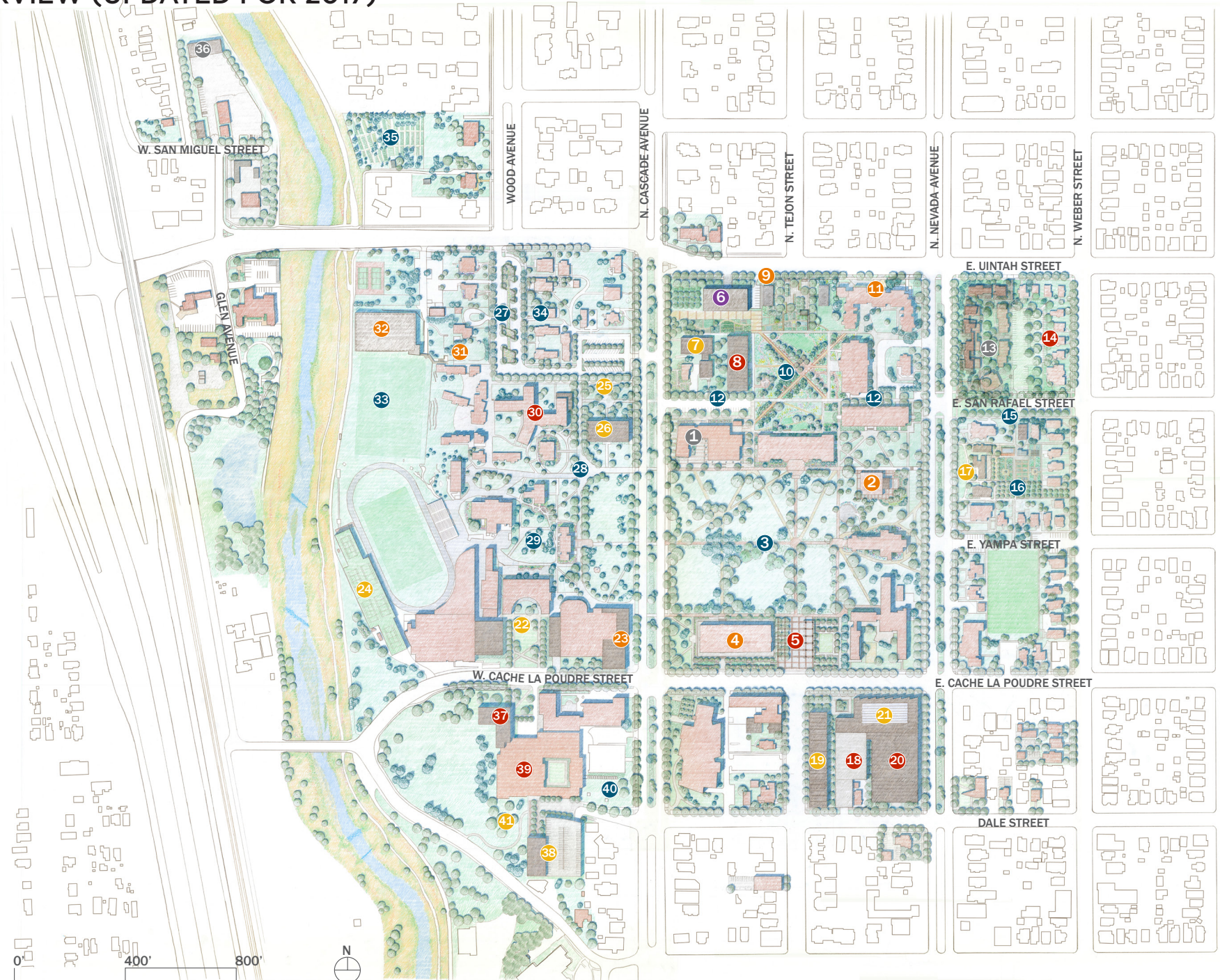
- Define and reinforce the campus character
- Provide open spaces with a diversity of uses, sizes, and character
- Develop materials palette and planting strategies that reinforce campus cohesiveness



### III. CAMPUS INITIATIVES

# VII. CAMPUS INITIATIVES

## OVERVIEW (UPDATED FOR 2017)





## Main Quadrangle

- 1 TUTT LIBRARY  
Renovation and expansion of building and landscape
- 2 FISHBOWL PLAZA  
New plaza with demolition of Olin Hall
- 3 MAIN QUAD  
Reduced lawn, improved pedestrian walkways, and tree replacement
- 4 ARMSTRONG HALL RENOVATION  
New facade and renovated office space with perimeter gardens
- 5 COLORADO PLAZA  
Multi-use plaza with covered arcade and garden

## North Quadrangle

- 6 INNOVATION INSTITUTE + SUBGRADE PARKING + RESEARCH GARDENS  
Experiential learning classrooms and research gardens
- 7 NEW BUILDING SITE
- 8 NEW SCIENCE BUILDING  
New science building and associated landscape improvements
- 9 INTERMODAL TRANSPORTATION CENTER + NORTH QUAD GATEWAY  
Bicycle and car sharing, bike repair shop, and entry courtyard
- 10 COLORADO BIOMES QUAD  
Transformation of lawn to Colorado Biomes Quad
- 11 MATHIAS NORTH LANDSCAPE  
Renovation of landscape along Uintah St.
- 12 ACADEMIC WALKWAY  
New East-West pedestrian walkway

## East Campus

- 13 EAST CAMPUS HOUSING PROJECT  
New residential units and community spacem reconfigured parking
- 14 COTTAGE RENOVATION  
Renovation/Replacement of cottages on east side of block
- 15 ACADEMIC WALKWAY PLAZA  
New plaza at terminus of East-West pedestrian walkway
- 16 ECO-VILLAGE GARDENS  
Maximize internal block open space for production farm, orchards, and enhanced North-South pedestrian circulation
- 17 SORORITY HOUSE RELOCATION  
Relocate sorority houses

## Southeast Campus

- 18 STRUCTURED PARKING
- 19 NORTH TEJON PLAZA + MIXED-USE DEVELOPMENT  
New Plaza, Commercial, loft spaces, and relocated 3D Arts Facility; streetscape improvements
- 20 NEW ICE ARENA  
New ice rink and streetscape improvements
- 21 NEW NATATORIUM  
New pool facility and streetscape improvements

## Southwest Campus

- 22 COSSITT HALL QUAD  
Relocate ice rink to expose and celebrate historic Cossitt Hall facade with new quad space
- 23 WORNOR RENOVATION + EXPANSION  
Relocate bookstore upstairs, enclose building arcade for art gallery display, and expanded outdoor dining terrace with connection to Cossitt Quad
- 24 NEW TENNIS COURTS + STRUCTURED PARKING  
Structured parking with new tennis courts
- 37 NEW BUILDING SITE  
Construct new facility on site of existing Bemis School of Art
- 38 NEW BUILDING SITE + STRUCTURED PARKING  
Construct new facility and structured parking at existing parking lot south of Fine Arts Center
- 39 FINE ARTS CENTER RENOVATIONS  
Renovate existing areas of the Fine Arts Center for better integration with College needs
- 40 FINE ARTS CENTER STREETScape  
Enhance existing sculpture garden to reinforce Colorado College identity
- 41 WEST DALE STREET RECONFIGURATION  
Reconfigure Monument Valley Park to eliminate Dale Street connection to Mesa Road

## West Campus

- 25 ACADEMIC WALKWAY + VISTA GARDEN  
New East-West pedestrian walkway and garden, and demolition of Boettcher Health Center
- 26 NEW BUILDING SITE
- 27 PARKING IMPROVEMENTS  
Surface parking improvements
- 28 ADMISSIONS WALKWAY  
Consolidated service, parking, and vehicular circulation with new North-South pedestrian walk for visitors to campus
- 29 CUTLER HALL WEST GARDEN + TAYLOR HALL DEMOLITION  
Demolish Taylor Hall and improve landscape west of Cutler Hall
- 30 LOOMIS HALL RENOVATION  
Renovation and expansion of Loomis Hall to include new social spaces
- 31 ACADEMIC WALKWAY  
New East-West pedestrian walkway
- 32 MULTI PURPOSE CENTER  
Flexible indoor space for athletics (tennis and soccer) and student life programs
- 33 STEWART FIELD  
Renovate athletic field with artificial turf and lights
- RIPARIAN LANDSCAPE  
Preserve and enhance riparian corridor
- 34 SPECIALTY GARDEN ENHANCEMENT  
Invigorate existing thematic gardens

## Northwest Campus

- 35 COLORADO COLLEGE FARM  
Invigorate existing plots
- 36 LIBRARY REMOTE COLLECTIONS + CENTRAL SERVICES STORAGE

- IMMEDIATE PROJECT
- SHORT TERM
- MEDIUM TERM
- LONG TERM
- INDEPENDENT LANDSCAPE
- COMPLETE



## IV. DEVELOPMENT PHASING AND IMPLEMENTATION

## PRIORITIZATION

## PRIORITIZATION (UPDATED FOR 2017)

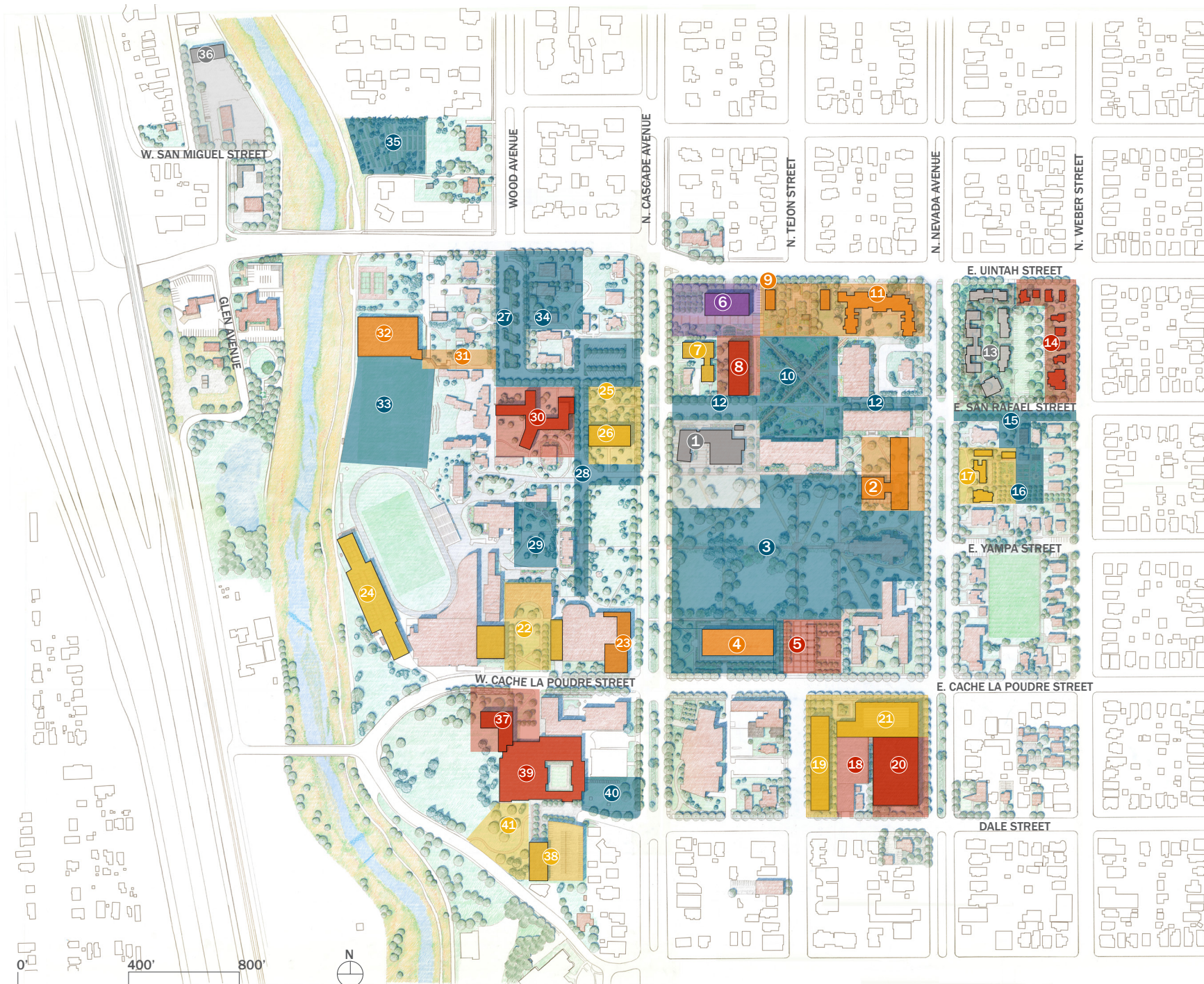
All the projects indicated in the campus initiatives section of the master plan have been identified by the College and our team as needing attention in the coming years. Deciding which projects require immediate attention and which can be slated for long term consideration is key to creating a meaningful and realistic vision of Colorado College's future development. These prioritized recommendations do not incorporate the detailed and specific preservation and repair recommendations found within the 2013 Facilities Condition Index (FCI) reports. Where projects described within this Master Plan involve existing campus buildings, the FCI reports should be consulted in order that building renewal needs can be integrated into strategic projects.

The following diagrams walk through the proposed prioritization of the campus initiatives, the relationships of projects and how this affects implementation and phasing, as well as the implementation impacts on parking reorganization. Some projects are independent and can be implemented on their own as funding and campus logistics allow. Other projects will only be possible in conjunction with the removal, relocation or construction of others. Planning for and phasing these projects is key to maintaining smooth functioning of the College programs. By identifying key relationships and the impacts of each project, we hope to provide a roadmap for the College in moving these initiatives forward in the least disruptive manner.

These designations grew out of the input we heard from the campus community and were discussed, considered, and solidified through multiple meetings with the College trustees and administration. The intention of this section is to prioritize projects so that they are implementable, successful, and fit into the College's broader goals while supporting the school's funding and budgeting framework. While priorities may shift in the future, it is important to use these proposals as a basis to ensure continuity and accountability for the master plan process as it goes forward.

All diagrams in this section of the Campus Master Plan Update have been updated. New or edited text from the 2015 Campus Master Plan is underlined.

PRIORITIZATION

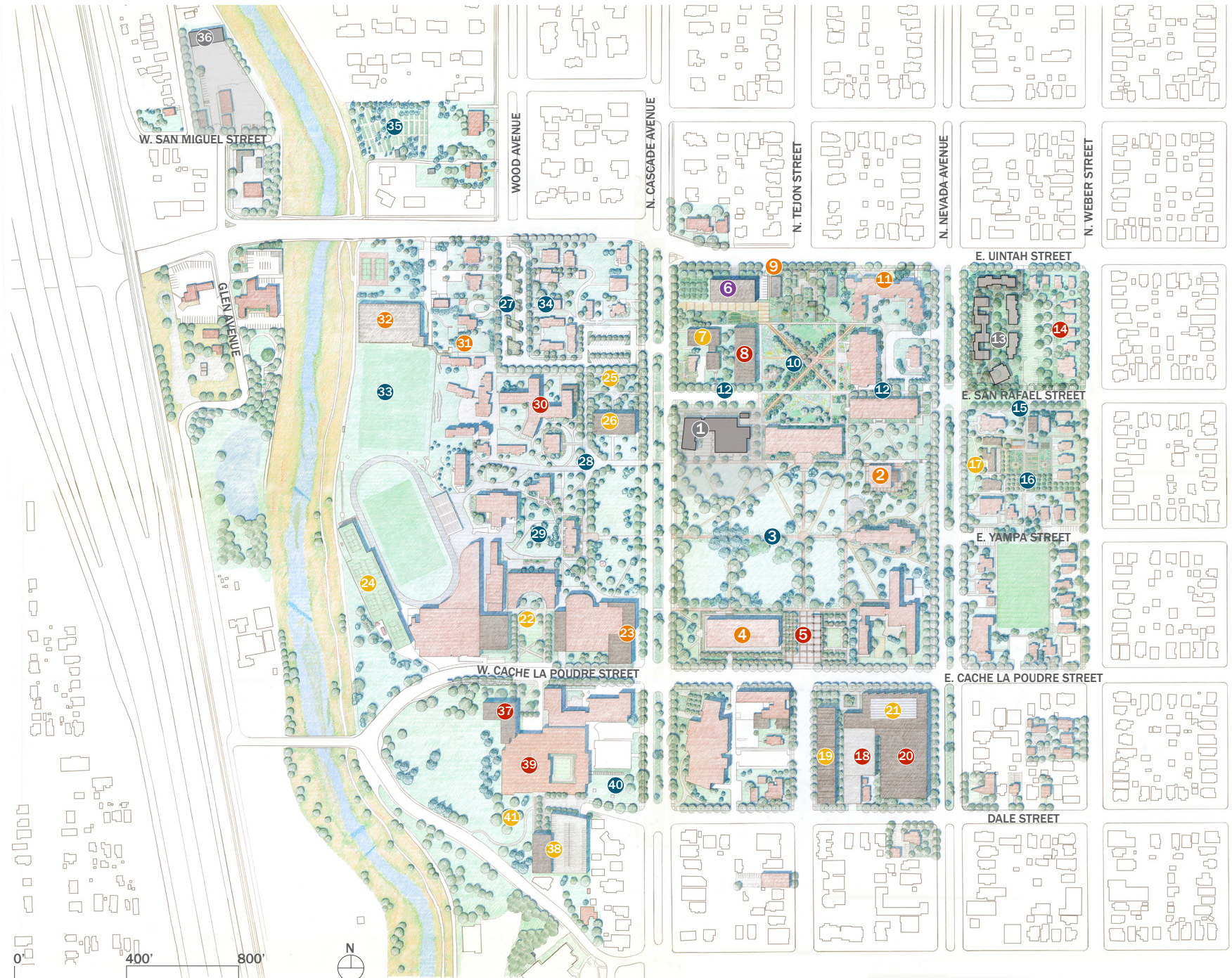


- IMMEDIATE PROJECT
- SHORT TERM
- MEDIUM TERM
- LONG TERM
- INDEPENDENT LANDSCAPE
- COMPLETE

PRIORITIZATION

Completed projects have been finished since the February 2015 adoption of the Campus Master Plan.

COMPLETED PROJECTS (UPDATED FOR 2017)



- IMMEDIATE PROJECT
- SHORT TERM
- MEDIUM TERM
- LONG TERM
- INDEPENDENT LANDSCAPE
- COMPLETE

Project 1 - **TUTT LIBRARY / CENTER FOR IMMERSIVE LEARNING AND ENGAGED TEACHING**

This project was generated in direct response to the first recommendation of the current Strategic Plan: Building on the Block. “To support our faculty and students as they experience the full potential of the Block Plan, we will create a Center for Immersive Learning and Engaged Teaching to be a focal place for academic support.” The project includes a complete rethinking of the Tutt Library, including substantial additions, the removal of the unsightly 1980 addition, the restoration of the Quad, and a new entrance facing the campus. The new library opened in August, 2017.

Project 13 - **EAST CAMPUS HOUSING**

This project, also completed in August 2017, involved the replacement of a large surface parking lot with a neighborhood of new student housing including apartments, small houses, community space, and reconfigured parking. Four buildings contain housing (150 beds) and shared living space in various housing configurations, while the fifth building contains multi-purpose space, laundry facilities, an office for the Residential Life Coordinator on the 1st floor and a classroom and roof terrace on the 2nd floor. Reconfigured parking for 114 cars has been provided.

Note that the 2015 Campus Master Plan suggested incorporation of a new student health facility as a replacement for Boettcher Hall. This was not included in the project, thus a new site for a replacement student health facility needs to be provided before Boettcher can be demolished.

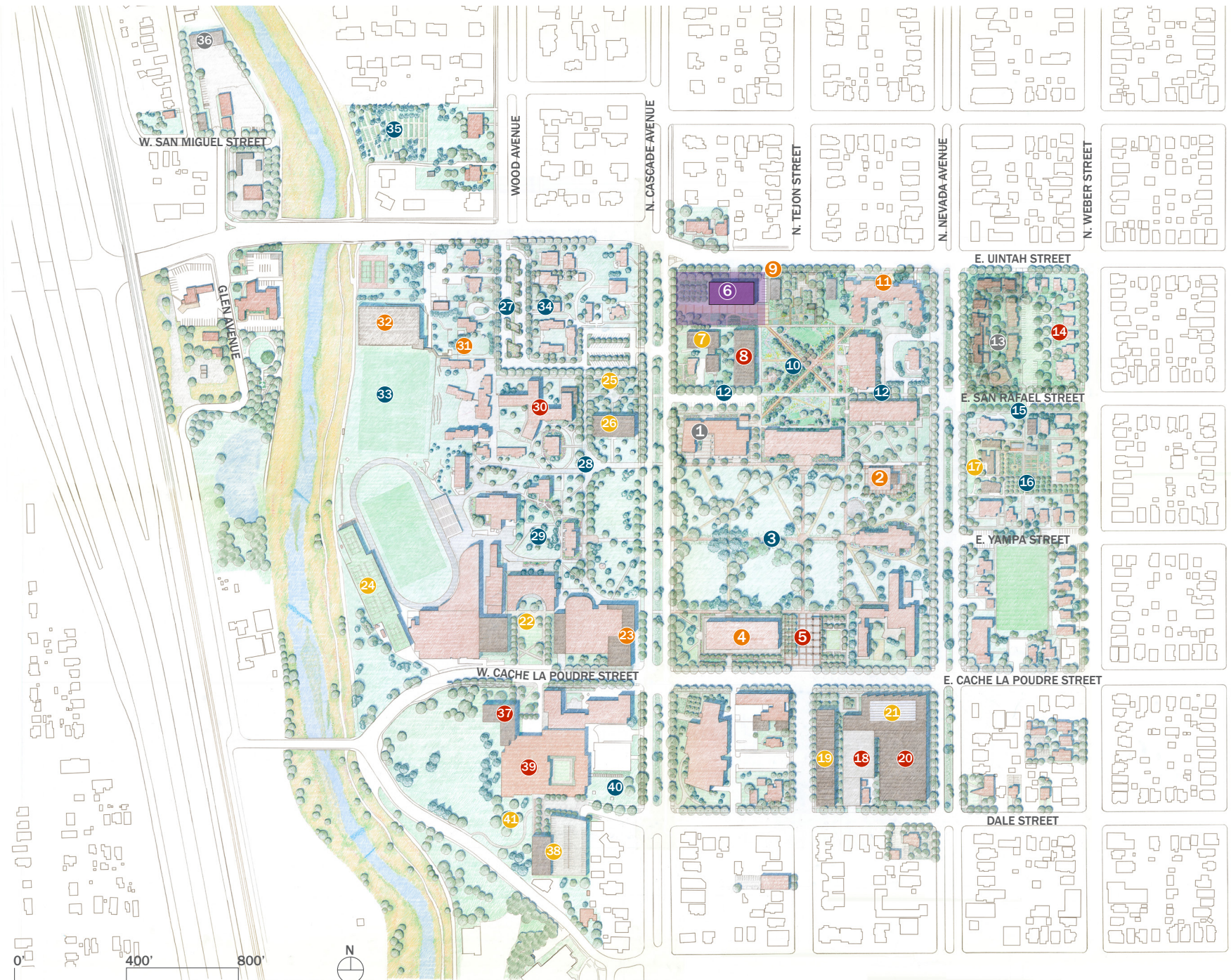
Project 36 - **LIBRARY REMOTE COLLECTIONS AND CENTRAL SERVICES STORAGE**

A new building was erected at the rear of the central services complex for offsite storage for library materials. This facility served as temporary storage of library materials during construction of the library.

PRIORITIZATION

*Immediate projects are those which relate to the Strategic Plan's highest priority initiatives as well as projects which the College needs in order to meet immediate housing needs.*

IMMEDIATE PROJECTS (UPDATED FOR 2017)



- IMMEDIATE PROJECT
- SHORT TERM
- MEDIUM TERM
- LONG TERM
- INDEPENDENT LANDSCAPE
- COMPLETE

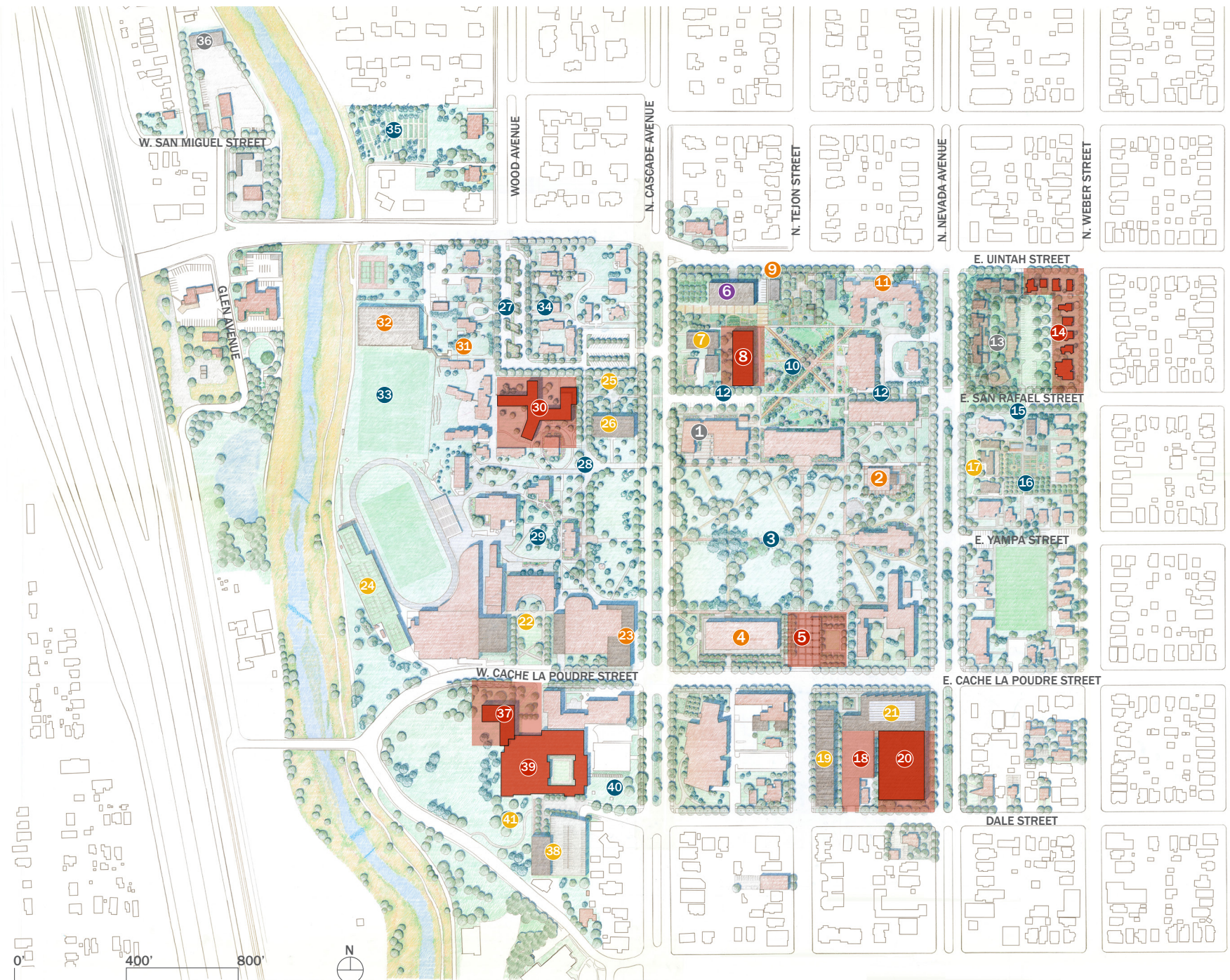


**Project 6 - INNOVATION INSTITUTE / RESEARCH GARDENS**

This project is the sole remaining major project originating in the current Strategic Plan: Building on the Block. As stated in the third recommendation of the plan, “Our aim is to develop an Innovation Institute to provide resources, structure, and encouragement to students and faculty as they investigate social and environmental challenges, understand the context in which they exist, identify sustainable solutions, and put them into action.” The new building will be surrounded with research gardens serving to extend innovation to the campus in an evolving series of experiments in environmental and social ecology. The 34,500 sf facility and gardens will be constructed above sub-grade parking.

Since the adoption of the 2015 Campus Master Plan, Colorado College has acquired the Fine Arts Center (FAC) adjacent to the southwest corner of campus. This acquisition provides two opportunities for new construction that should be considered as alternative sites for the Innovation Institute. New buildings are shown to the north of the FAC (project 37) and to the south (project 38). Of the two sites, the northern site (37) is more suitable for the Innovation Institute due to its closer proximity to the campus. Both sites present logistical challenges that may impact the ability to realize the Innovation Institute quickly. Project 37 will require the relocation of the Bemis School of Art. Project 38 should be coordinated with adjacent structured parking, which may include several levels of sub-grade parking beneath the new building. Another site discussed for the Innovation Institute during 2014-15 planning included project 26 (which would require relocation of the Student Health Center.

SHORT TERM PROJECTS (UPDATED FOR 2017)



- IMMEDIATE PROJECT
- SHORT TERM
- MEDIUM TERM
- LONG TERM
- INDEPENDENT LANDSCAPE
- COMPLETE

**Project 8 - NEW SCIENCE BUILDING**

A new science building is needed to replace the aging laboratories and teaching spaces in Olin Hall. This new 45,000 sf facility will be constructed on the north quad, opposite Tutt Science. Subgrade parking will be provided underneath the building, connected to the garage constructed under the Innovation Institute.

**Project 30 - LOOMIS HALL RENOVATIONS**

A major overhaul is needed for Loomis Hall that will include improvements in building systems and finishes as well as transformative new social spaces at the ends of the various building wings. The east wing will be expanded with a major new semi-public space that will be on axis with the new academic walk. Consideration should be given to relocating Student Health to this location. (See project 25).

**Project 5 - COLORADO PLAZA**

The parking lot between Armstrong and Slocum Halls will be removed and replaced with a new paved plaza, colonnade for student activities, and a new garden to the east. This space will provide a dignified front door to the campus facing a major commercial thoroughfare leading to downtown Colorado Springs. This project has been advanced from Medium Term to Short Term since the 2015 Campus Master Plan.

**Project 14 - E. UINTAH/N. WEBER COTTAGES**

Nine deteriorated cottages along East Uintah Street and North Weber Street will be replaced to provide residential housing for juniors and seniors. These buildings are within the North Weber/Wasatch National Register Historic District, requiring coordination with the City of Colorado Springs and adjacent neighborhoods. This project has been advanced from Medium Term to Short Term since the 2015 Campus Master Plan.

**Project 18 - PARKING**

A new parking lot will be constructed in the interior of the northeast block of North Tejon, south of Cache La Poudre. Ideally, the one home on this block not currently owned by Colorado College can be acquired, allowing a multi-story parking garage to be constructed. This parking facility, whether lot or garage, should be constructed prior to or contemporaneously with the new ice rink (project 20). This project has been advanced from Long Term to Short Term since the 2015 Campus Master Plan.

**Project 20 - NEW ICE RINK**

This new 42,000 sf ice arena will provide a nearly 50% increase in space from the current structure which is to be demolished (see project 22). This project has been advanced from Long Term to Short Term since the 2015 Campus Master Plan.

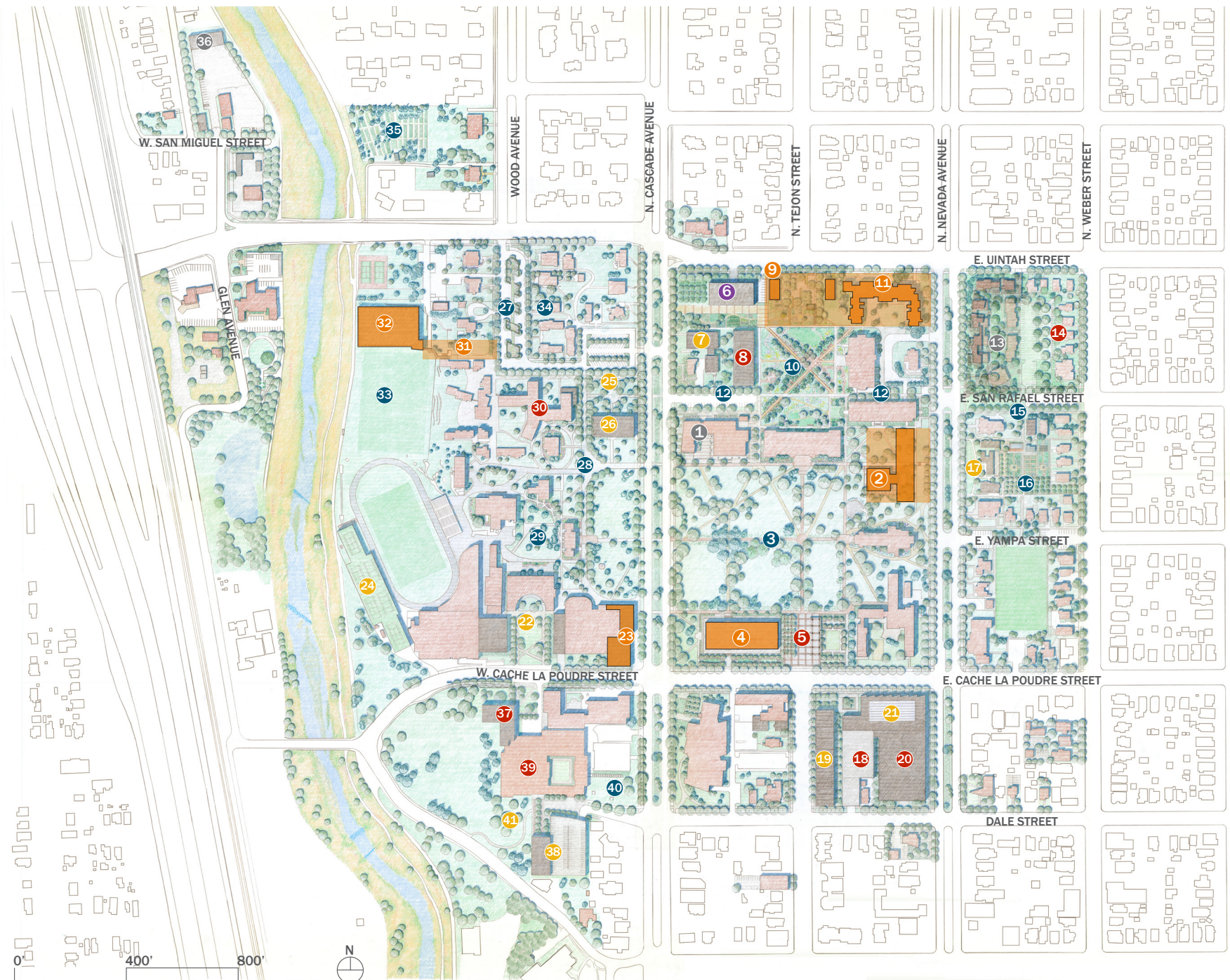
**Project 37 - NEW BUILDING SITE (FAC NORTH)**

A new building may be constructed at the current site of the Bemis School of Art. The new facility will connect to the various existing support spaces and classrooms within the Fine Arts Center (FAC) and provide for accessibility improvements within the FAC. The new building will provide a new entrance to the FAC for students, faculty, and staff of Colorado College and may include the current Bemis Art School and the current C.C. 3D Art Studio. The project will also include the reorganization of the parking lot (shared between FAC and Packard Hall) and loading dock for the FAC. The access road for the parking lot and loading dock will be shifted to the east side of the lot in order to separate pedestrian and vehicular traffic and provide more room for a pull-off lane on Cache La Poudre for school buses.

**Project 39 - FINE ARTS CENTER (FAC) RENOVATIONS**

Various renovations in the FAC will provide improved meeting/reception spaces, back-of-house serviceability, accessibility and circulation improvements, and spatial adjustments to enable better usage of the FAC by the CC community. Renovations will need to be well-planned with the north addition (project 37). See further discussion in section V of this report.

MEDIUM TERM PROJECTS (UPDATED FOR 2017)



- IMMEDIATE PROJECT
- SHORT TERM
- MEDIUM TERM
- LONG TERM
- INDEPENDENT LANDSCAPE
- COMPLETE

**Project 2 - OLIN HALL / OLIN PLAZA**

Following the construction of the new science building (project 8), Olin Hall will be demolished except for the fishbowl, which will be preserved and expanded with new stairs and elevator access. A new open space will replace the demolished portion of the building.

**Project 4 - ARMSTRONG HALL RENOVATION**

Transformative renovations are needed to Armstrong Hall to improve the functionality and appearance of the building. Building entrances and circulation spaces will be improved to allow more natural light into the structure, and the exterior cladding of the building will be modified to make the building more representative of the college's desired image.

**Project 9 - INTERMODAL TRANSPORTATION CENTER / CC SWAP SPACE**

Two small new structures (3,000 sf each) will be constructed on the north side of the improved north quadrangle (see project 10). The western building is reserved for an intermodal transportation center, which will contain a car sharing program as well as the college bicycle space. On the east side of the quad will be the new home for the CC Swap Space, a space where CC students can trade and exchange products they no longer need.

**Project 11 - MATHIAS HALL STREETScape AND INTERIOR RENOVATIONS**

Continued investment in Mathias Hall is needed, particularly with interior social spaces and exterior streetscape along East Uintah Street.

**Project 23 - WORNER HALL**

Strategic reorganization and modest expansions of Worner Hall will provide for greater visibility of key program spaces such as the campus bookstore and the Coburn Gallery, freeing up additional space for student activities.

**Project 31 - ACADEMIC WALK**

One of the primary landscape initiatives of the master plan is the creation of a new east-west "academic walk" across the campus. Starting with the

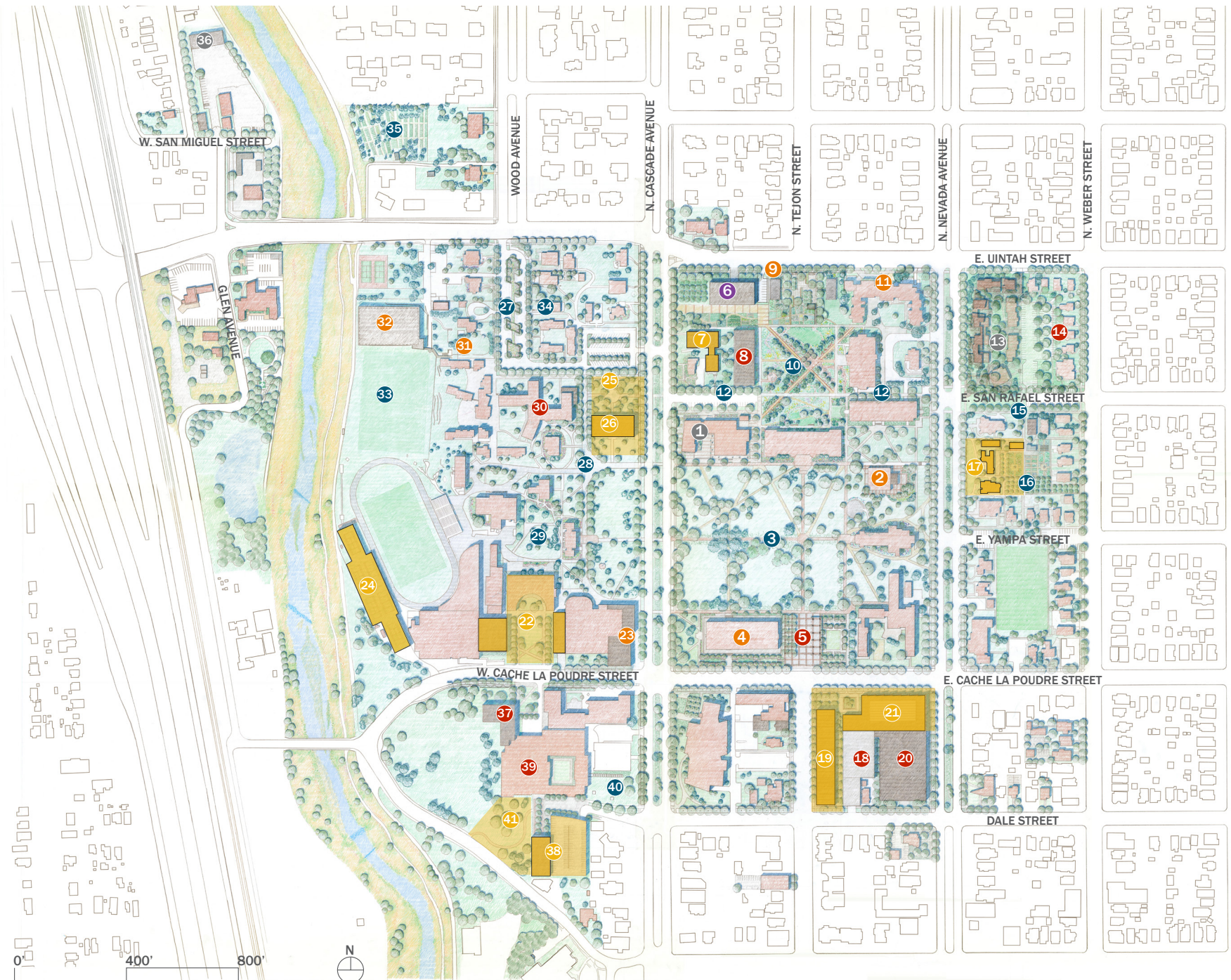
redeveloped intramural field (project 13-15), extending through the north quadrangle (project 12), and across the west campus, the academic walk will provide access to the athletic fields and a large new multi-purpose facility north of Stewart Field (project 32). The other sections of this walk are shown as "independent landscape", but western-most section of the walk must be completed with the multi-purpose building, as it will bridge over the access road to the fields.

**Project 32 - MULTI-PURPOSE BUILDING**

This 31,000 sf facility will serve as an athletic field house and an event center, capable of fitting a large portion of the student body. The facility will open out onto Stewart Field and will connect to the new academic walk via bridge from a second level.

LONG TERM PROJECTS (UPDATED FOR 2017)

- IMMEDIATE PROJECT
- SHORT TERM
- MEDIUM TERM
- LONG TERM
- INDEPENDENT LANDSCAPE
- COMPLETE



**Project 7 - NEW BUILDING SITE**

This new 20,000 sf facility will replace the Interdisciplinary House and the Mierow House. Program has not yet been determined.

**Project 17 - SORORITY HOUSES / ECO-VILLAGE GARDENS**

Three existing sorority buildings which are underused and poorly located can be moved closer to North Nevada to allow for a better relationship to the street and more productive and cohesive development of the interior of the block.

**Project 19 - NORTH TEJON MIXED-USE DEVELOPMENT**

This 62,000 sf new development will include commercial, residential, and academic space, including a new facility to replace the 3-D Arts Studio.

**Project 21 - NEW NATATORIUM**

This new natatorium provides a new Olympic-sized 50 meter pool, twice the length of the current pool.

**Project 22 - COSSITT HALL QUAD**

This project restores a remarkable open space for the campus and provides opportunities to connect El Pomar Sports Center, Cossitt Hall, and the Worner Campus Center, creating a true nexus of student life. Made possible by demolition of the Schlessman Natatorium and the Honnen Ice Arena, the project would include expansion of El Pomar and Worner, as well as renovations of Cossitt Hall. Design of the landscape should carefully consider spatial and pedestrian relationships with the reconfigured parking lot and loading dock on the north side of the FAC (project 37).

**Project 24 - NEW TENNIS COURTS / STRUCTURED PARKING**

A new structured parking garage will be constructed on the current site of the tennis courts. New courts will be built on the roof of the garage.

**Project 25 - ACADEMIC WALK / VISTA GARDEN**

Boettcher Center will be demolished and health services will be relocated. A new garden will be constructed in its place that serves as the visual terminus of the new academic walk. The 2015 Campus Master Plan recommended inclusion of a new Student Health Center in the East Campus Housing (project 13), which did not occur, thus a new location must be determined. Other sites discussed during 2014-15 planning included projects 26 and 30.

**Project 26 - NEW BUILDING SITE**

A building is planned for construction south of the new vista garden. This building is not yet programmed, but is desired to better shape the space of the main quad as it crosses North Cascade.

**PROJECT 38 - NEW BUILDING SITE / STRUCTURED PARKING (FAC SOUTH)**

The site provides opportunity for a large structured parking facility, constructed both above and below ground. See further discussion in section V of this report.

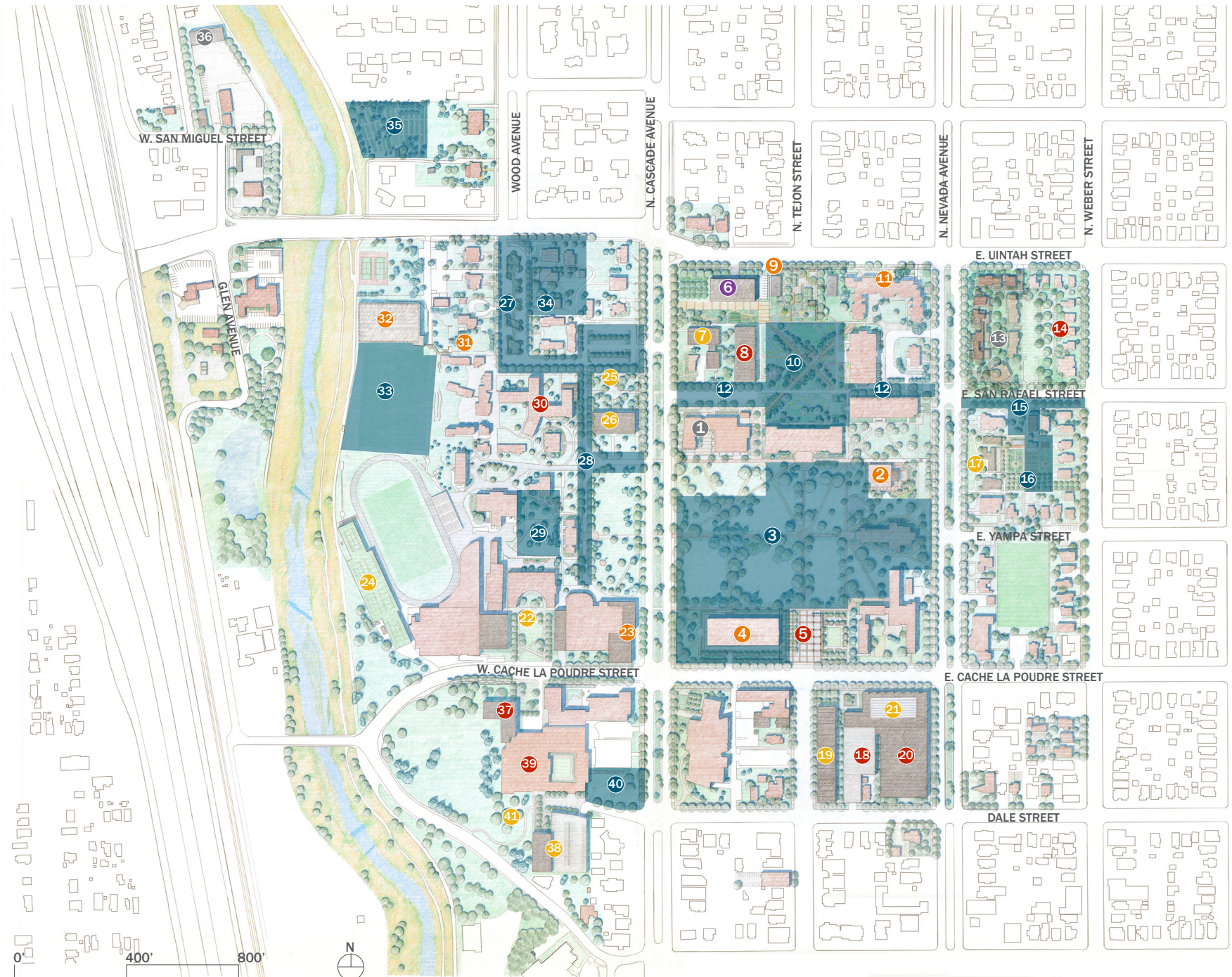
**Project 41 - WEST DALE RECONFIGURATION**

Redevelopment of the existing FAC parking lot (project 38) should enable West Dale Street to be reconfigured, eliminating the connection of West Dale to Mesa Road. This will allow Monument Valley Park to be increased in size and create a more gracious connection from the Park to the FAC. This would be of particular interest if a lower level of the structured parking could connect directly to Mesa Road. See further discussion in section V of this report.

PRIORITIZATION

*Independent landscape projects are not directly connected with any of the building initiatives described above and can be implemented as funding is available.*

INDEPENDENT LANDSCAPE PROJECTS (UPDATED FOR 2017)





**Project 3 - MAIN QUAD**

Improvements to the main quad include improvement of existing paths, construction of new paths, replacement of ailing trees, and refinements of the irrigation system.

**Project 10 - NORTH QUAD - COLORADO BIOMES GARDENS**

The master plan envisions the transformation of the circular quadrangle north of Palmer Hall as a series of gardens and outdoor teaching spaces celebrating the regional biomes of Colorado.

**Project 12 - ACADEMIC WALK**

This section of the new academic walk runs to the north of the renovated Tutt Library, across the north side of Palmer Hall, and through a reorganized service area for the Barnes Science Center. Recent streetscape renovations associated with the Tutt Library (project 1) did not eliminate vehicular traffic in this location, which should be further explored as the full east-west Academic Walk is realized. The challenge will be providing vehicular access to the Library loading dock.

**Project 15 - ACADEMIC WALK**

This section of the new academic walk comprises the north edge of the middle block of east campus. Currently dominated by angled parking, the area will be re-landscaped as a pedestrian space connecting students residences to the east to the campus core of the college.

**Project 16 - ECO-VILLAGE GARDENS**

Underutilized parking will be removed from the center of the middle block of east campus. It will be replaced with expanded agricultural landscapes to be maintained by students and faculty.

**Project 27 - PARKING IMPROVEMENTS**

Surface parking lots to remain in the northwest campus should be enhanced by reducing parking numbers and replacing these spots with additional tree and shrub plantings for micro climate improvement, screening and seasonal color.

**Project 28 - ADMISSIONS WALK**

The Admissions Walkway will be created in order to provide a better north-south pedestrian connection for visitors parking and then walking

to the Admissions Office in the historic Cutler Hall. This Walk has great importance as this is a potential student's first impression of the College.

**Project 29 - CUTLER WEST GARDENS**

The space west of Cutler Hall has an opportunity to create a serendipitous garden with the premier view to the Pikes Peak. Demolition of Taylor Hall is not critical, but recommended to expand this space. Ample seating and lawn should be provided in consideration of flexible programming.

**Project 33 - STEWART FIELD**

Stewart Field will be improved through the installation of artificial turf and new lighting.

**Project 34 - SPECIALTY GARDEN ENHANCEMENTS**

Thematic and Specialty Gardens should be invigorated to have stronger pedagogical relationship to the overall campus and student life. Enhancements could include the addition of interpretive signage and greater visibility and access.

**Project 35 - COLORADO COLLEGE FARM**

Improvements to the CC Farm will provide an increase in available farming space and provide for a direct visual and secure pedestrian access to the Monument Creek Park.

**Project 40 - FINE ARTS CENTER STREETScape**

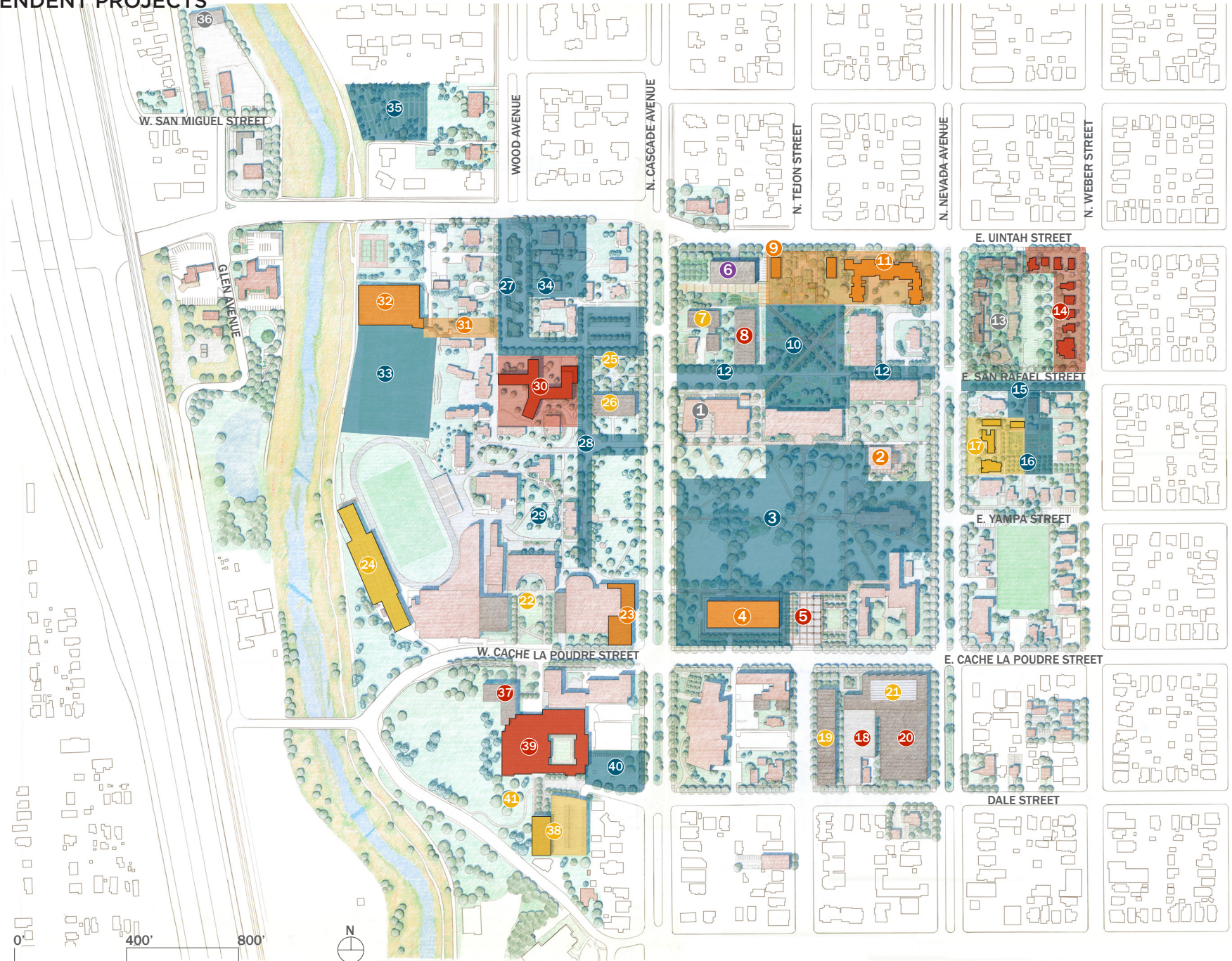
Enhancements of the FAC sculpture garden should be explored that identify it as a campus resource and gateway to the College.

PROJECT RELATIONSHIPS

*Independent projects can be implemented without significant relocation of existing facilities. Some of these projects impact parking availability – see additional discussion on parking impact on the following pages.*

**PROJECT RELATIONSHIPS (UPDATED FOR 2017)**

**INDEPENDENT PROJECTS**



- IMMEDIATE PROJECT
- SHORT TERM
- MEDIUM TERM
- LONG TERM
- INDEPENDENT LANDSCAPE
- COMPLETE

Project 3: **MAIN QUAD**Project 4: **ARMSTRONG HALL RENOVATION**Project 6: **INNOVATION INSTITUTE**

Construction of this building requires demolition of Breton Hall, currently used as residential space, as well as the Breton Hall garage. The building will reduce the capacity of parking lot C1. The east end of the building should be planned to allow continued operation of the un-impacted portions of the lot.

Project 9: **INTERMODAL CENTER/CC SWAP SPACE**Project 10: **NORTH QUAD - COLORADO BIOMES GARDENS**Project 11: **MATHIAS HALL RENOVATIONS AND STREETScape**Project 12: **ACADEMIC WALKWAY**

This project will involve elimination of the southern-most section of parking lot C1.

Project 14: **RENOVATED COTTAGES**Project 15: **ACADEMIC WALKWAY**

This project will result in the elimination of some street parking along San Rafael Street that is considered part of lot E1.

Project 16: **ECO-VILLAGE GARDENS**

This project will result in the elimination of parking lot E2.

Project 17: **SORORITY HOUSES**Project 23: **WORNER HALL**Project 24: **NEW TENNIS COURTS / STRUCTURED PARKING**

Construction of this project would result in the temporary loss of tennis courts.

Project 27: **PARKING IMPROVEMENTS**Project 30: **LOOMIS HALL RENOVATIONS**Project 31: **ACADEMIC WALK**Project 32: **NEW MULTI-PURPOSE FACILITY**

Construction of the new facility would require elimination of Olsen Field.

Project 33 : **ADMISSIONS WALK**

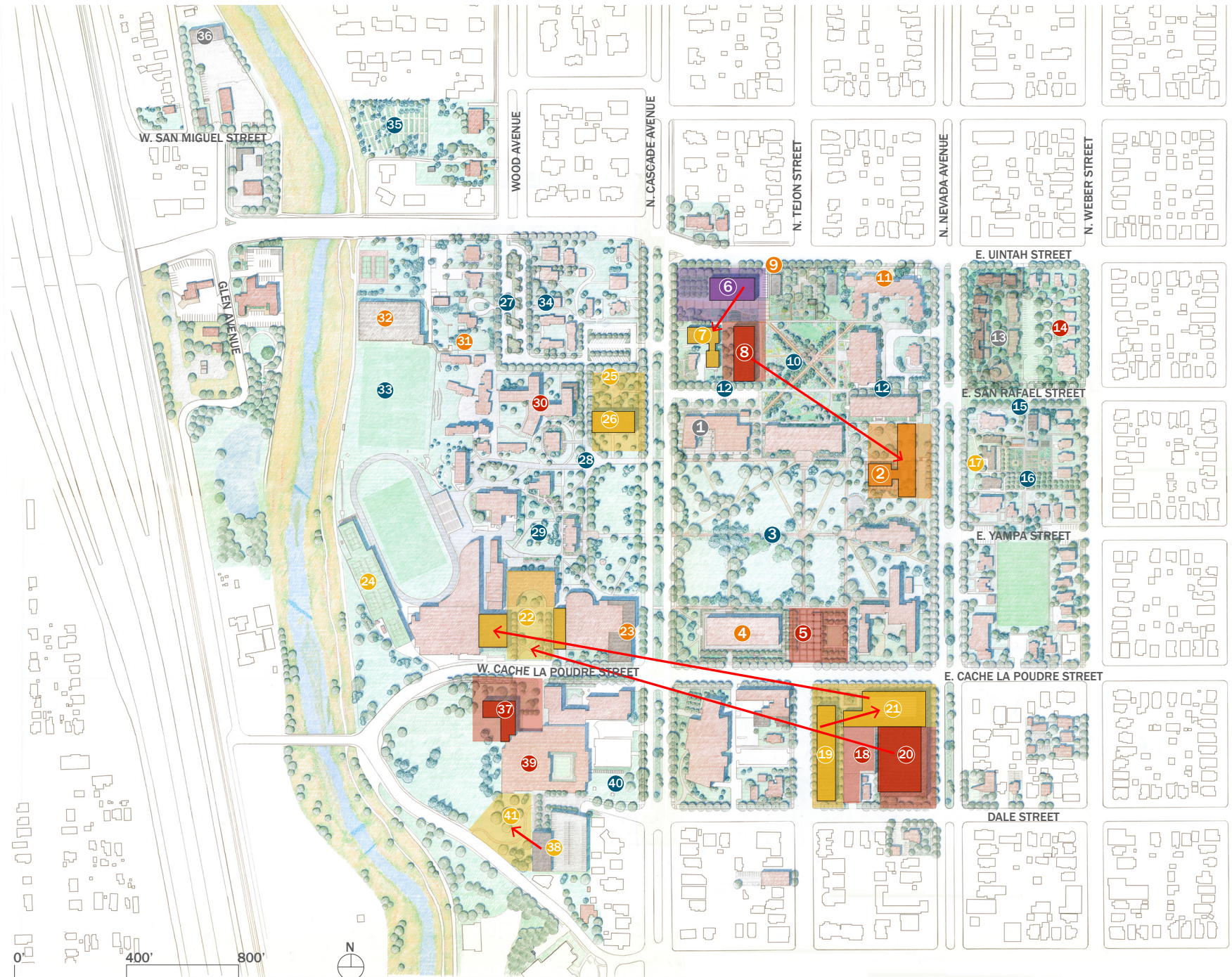
This project will result in elimination of some parking spaces in front of Montgomery Hall.

Project 34: **SPECIALTY GARDEN ENHANCEMENTS**Project 35: **COLORADO COLLEGE FARM**Project 38: **NEW BUILDING SITE / STRUCTURED PARKING**Project 39: **FINE ARTS CENTER RENOVATIONS**Project 40: **FINE ARTS CENTER STREETScape**

PROJECT RELATIONSHIPS

*Dependent projects cannot be completed prior to implementation of certain other projects. Arrows on the diagram indicate chronology required with the arrow originating from the project that must come first and pointing to the project that follows.*

DEPENDENT PROJECTS



- IMMEDIATE PROJECT
- SHORT TERM
- MEDIUM TERM
- LONG TERM
- INDEPENDENT LANDSCAPE
- COMPLETE

**Project 2: OLIN HALL / OLIN PLAZA**

This project requires completion of Project 8, New Science Building.

**Project 5: COLORADO PLAZA**

Construction of this project requires removal of the existing parking lot C2.

**Project 7: NEW BUILDING SITE**

This project requires completion of Project 6, Innovation Institute, as that project will provide new space for the programs in the Interdisciplinary House and Mierow House which are to be demolished for this project.

**Project 8: NEW SCIENCE BUILDING**

Construction of this building will require the demolition of Gill House and the Gill House Garage, as well as closure of most of parking lot C1.

**Project 18: PARKING**

As discussed above, two houses occupy the street frontage where a four-story parking garage is recommended. Only one of these homes is currently owned by the College.

**Project 19: NORTH TEJON MIXED-USE DEVELOPMENT**

This project requires the demolition of the existing commercial structure at North Tejon and cache la Poudre containing Wooglins and other commercial enterprises. The Colorado College Campus Safety office has also recently located to this building. This seems to be an appropriate location – we recommend that it be part of the program for the new development, however an interim home will need to be found during demolition and construction. The current Central Services building and laundromat will also be demolished for this development. Central Services is being relocated to the northwest campus.

**Project 20: NEW ICE RINK**

This project requires the demolition of the CC Inn and the former gas station at 804 N. Nevada, now used by Student Activities as an art gallery. Now that the East Campus Housing (project 13) is completed, the 60-bed CC Inn, can be demolished.

**Project 21: NEW NATATORIUM**

This project requires completion of Project 19, North Tejon Mixed-Use Development, as it is to include new facilities for 3D-Art Studios.

**Project 37: NEW BUILDING SITE (FAC NORTH)**

New space for the Bemis School of Art must be provided before its current home can be demolished, making way for this project.

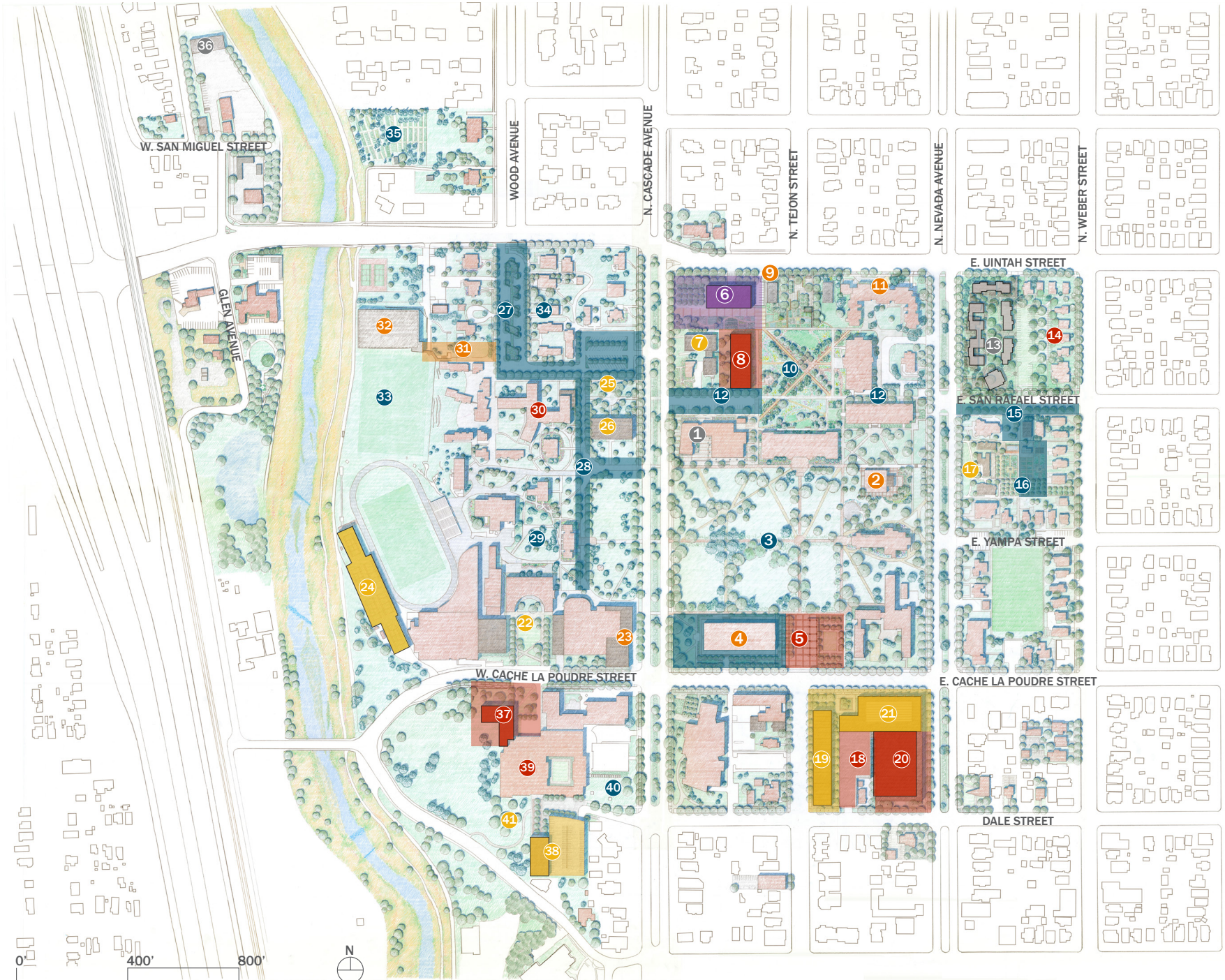
**Project 41: WEST DALE RECONFIGURATION**

This project requires prior completion of project 38.

PROJECT RELATIONSHIPS

*These projects impact the availability of parking, either during construction or following completion. Special coordination efforts are required.*

PARKING IMPACTS



- IMMEDIATE PROJECT
- SHORT TERM
- MEDIUM TERM
- LONG TERM
- INDEPENDENT LANDSCAPE
- COMPLETE

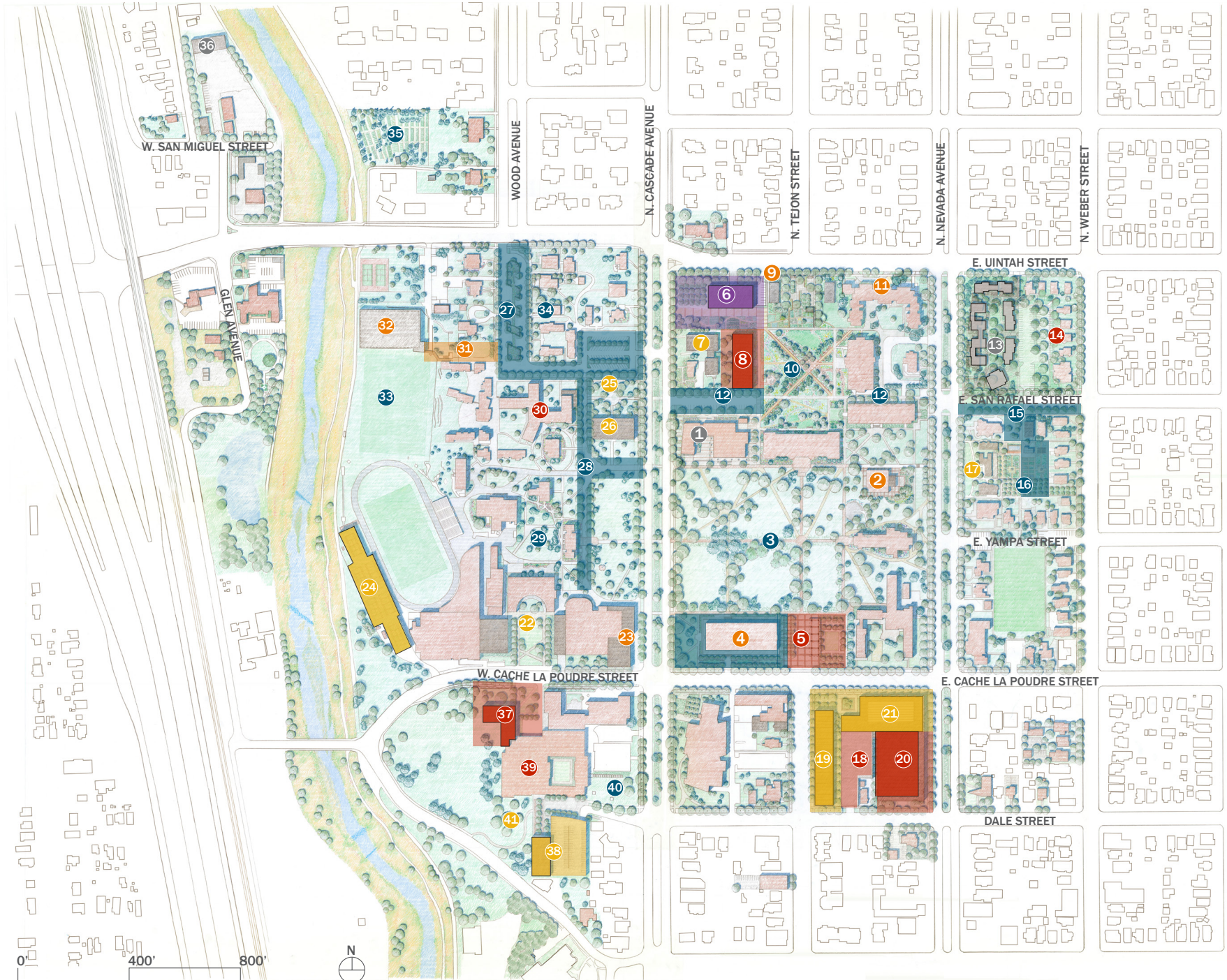
One of this master plan’s most important recommendations is to improve the campus through the consolidation of parking. Fewer options for parking will help increase the walkability of campus and will improve safety as drivers will spend less time circulating around campus looking for a parking space. Elimination of several key parking lots will greatly improve the image of campus through the creation of emblematic open spaces that help present a more sustainable image. Through the construction of several structured parking facilities, the plan aims to maintain the approximate number of current spaces. It should be noted that several of these proposed parking facilities are sited at current lots, thus during the construction period, available parking will be reduced. During such

times, Colorado College should encourage faculty and staff carpooling and reduced student-owned car presence. Exploration of remote parking and shuttle buses during these periods is also suggested.

The table below summarizes the number of spaces proposed for elimination in each project, as well as a range of parking spaces added in various projects. Constructing all possible structured parking discussed in the master plan provides a surplus of parking.

Project #	Eliminated Parking	New Parking			Net Change		
		Minimum	Median	Maximum	Minimum	Median	Maximum
4	-3	0	0	0	-3	-3	-3
5	-95	0	0	0	-95	-95	-95
6	-12	80	80	160	68	68	148
8	-196	160	160	300	-36	-36	104
12	-44	0	0	0	-44	-44	-44
<u>13</u>	<u>-234</u>	<u>114</u>	<u>114</u>	<u>114</u>	<u>-120</u>	<u>-120</u>	<u>-120</u>
15	-45	0	0	0	-45	-45	-45
16	-33	0	0	0	-33	-33	-33
18/19	-83	80	300	400	-3	217	317
20	-32	0	0	0	-32	-32	-32
21	-56	0	0	0	-56	-56	-56
24	0	70	70	110	70	70	110
27/31/33	-113	0	0	0	-113	-113	-113
<u>37</u>	<u>-34</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-34</u>	<u>-34</u>	<u>-34</u>
<u>38</u>	<u>-120</u>	<u>80</u>	<u>200</u>	<u>415</u>	<u>-40</u>	<u>80</u>	<u>295</u>
<b>Net change</b>	<b><u>-1,100</u></b>	<b><u>584</u></b>	<b><u>924</u></b>	<b><u>1,499</u></b>	<b><u>-516</u></b>	<b><u>-176</u></b>	<b><u>399</u></b>
<b>Total Existing Spaces</b>					<b><u>Total Spaces Following Implementation</u></b>		
1,367 (at time of 2015 CMP)					<u>851</u>	<u>1,191</u>	<u>1,766</u>
					<b><u>Percent change</u></b>		
					<u>-38%</u>	<u>-13%</u>	<u>29%</u>

PARKING IMPACTS





**Project 4: ARMSTRONG HALL RENOVATION**

The streetscape renovations along Cache la Poudre to the south of Armstrong Hall will result in the elimination of three parking spaces.

**Project 5: COLORADO PLAZA**

Construction of this project requires removal of the existing parking lot C2, with 95 spaces.

**Project 6: INNOVATION INSTITUTE**

The building will reduce the capacity of parking lot C1 by approximately 12 spaces. The east end of the building should be planned to allow continued operation of the un-impacted portions of the lot. New subgrade parking will provide spaces for approximately 80 cars if one level or 160 cars if two levels.

**Project 8: NEW SCIENCE BUILDING**

Construction of this building will require the demolition of Gill House and the Gill House Garage, as well as closure of most of parking lot C1, approximately 196 cars. New subgrade parking will provide spaces for approximately 160 cars if one level or 300 cars if two levels.

**Project 12: ACADEMIC WALKWAY**

This project will involve elimination of the southern-most section of parking lot C1, totaling 44 cars. Some accessible parking spaces may be required to be retained. Access to Library loading dock will need to be resolved.

**Project 13: EAST CAMPUS HOUSING**

This project included reconfiguration of parking lot E1, reducing it from 234 spaces to 114. The 2015 Campus Master Plan located a subgrade structured parking facility here that was not constructed.

**Project 15: ACADEMIC WALKWAY**

This project will result in the elimination of some street parking along San Rafael Street that is considered part of lot E1, totaling 45 spaces.

**Project 16: ECO-VILLAGE GARDENS**

This project will result in the elimination of parking lot E2, totaling 33 spaces.

**Project 18: PARKING**

This project will result in either a surface lot or a multi-story parking garage.

**Project 19: NORTH TEJON MIXED-USE DEVELOPMENT**

Taken together, projects 18 and 19 would result in the elimination of parking lot S1, totaling 83 spaces. A new surface lot at project 18 would provide approximately 80 spaces. If the one property on the block not owned by Colorado College can be acquired, a four-story garage could be constructed, providing approximately 400 spaces.

**Project 20: NEW ICE RINK**

This project would require the elimination of lot S2, totaling 32 spaces.

**Project 21: NEW NATATORIUM**

This project would require the elimination of lot S5 as well as the lot to the west of 3D Arts, totaling 56 spaces.

**Project 24: NEW TENNIS COURTS / STRUCTURED PARKING**

Construction of this project would result in the loss of 4 existing spaces and the gain of approximately 70 cars if on one level, or 110 cars if on two.

**Project 27: PARKING IMPROVEMENTS**

This project to improve the aesthetics of these parking lots will reduce parking capacity of these lots.

**Project 31: ACADEMIC WALK**

This project eliminates parking in front of signature buildings facing Cascade Avenue.

**Project 33: ADMISSIONS WALK**

These projects, as drawn, would result in the elimination of approximately 113 spaces. This is a maximum reduction which could be lowered with further study and planning.

**Project 37: NEW BUILDING SITE (FAC NORTH)**

This project results in the elimination of 34 spaces.

**Project 38: NEW BUILDING SITE / STRUCTURED PARKING**

This project replaces a 120 space parking lot with a new building and structured parking ranging from 80 spaces to 415 spaces. See Section V of this report.



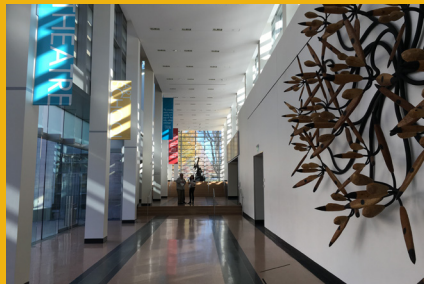
**V. COLORADO SPRINGS FINE ARTS CENTER  
AT COLORADO COLLEGE**

FINE ARTS CENTER STUDY

Colorado College announced a new alliance with the Colorado Springs Fine Arts Center in September 2016. CC now manages the FAC and will fully own the FAC by 2020. The merger provides the FAC with a resilient future and offers new opportunities to integrate the arts into the Colorado College campus. A new strategic plan for the CSFAC at CC, “Excellence, Access, and Collaboration,” was adopted in June 2017.

**MISSION OF THE CSFAC AT CC**

*The mission of the Colorado Springs Fine Arts Center at Colorado College is primarily to support visual arts, performing arts, and arts education within the Colorado Springs community consistent with the current FAC mission while also supporting the educational role and mission of Colorado College. The Colorado Springs Fine Arts Center at Colorado College will continue to provide innovative, educational and multidisciplinary arts experiences that elevate the individual spirit and inspire community vitality, building upon its history as a unique cultural pillar of the Rocky Mountain region.*



Museum Lobby



Museum Galleries



Theatrical Lobby



Theatre



**STRATEGIC PLAN**

The 2017 Strategic Plan, Excellence, Access, and Collaboration, offers six recommendations for a shared future between CC and the FAC. These recommendations have programmatic requirements for both interior space needs and exterior connectivity.

**1. Nurturing a Community of Artists**

- Additional classroom needs within the FAC for CC students
- Support space for student interns
- Improved facilities for K-12 school visits

**2. Inviting Visitors to Enliven our Community**

- Space for an artist-in-residence
- Space for a scholar-in-residence

**3. Building an Innovative Program of Arts Education**

- Support space for youth music and theatre festivals
- Spaces for professional development for teachers
- Spaces for CC students to tutor K-12 students

**4. Inspiring Creativity through Collaboration**

- Interdisciplinary campus connections between CC academic departments and the arts
- Shared spaces, venues, and facilities for collaborative programs

**5. Developing an Arts Corridor**

- Provide campus connectivity for FAC, Cornerstone, Packard, and future CC facilities and independent organizations and businesses
- Provide new and expanded space for the Bemis School of Art
- Unify the Arts Corridor through landscape and hardscape design

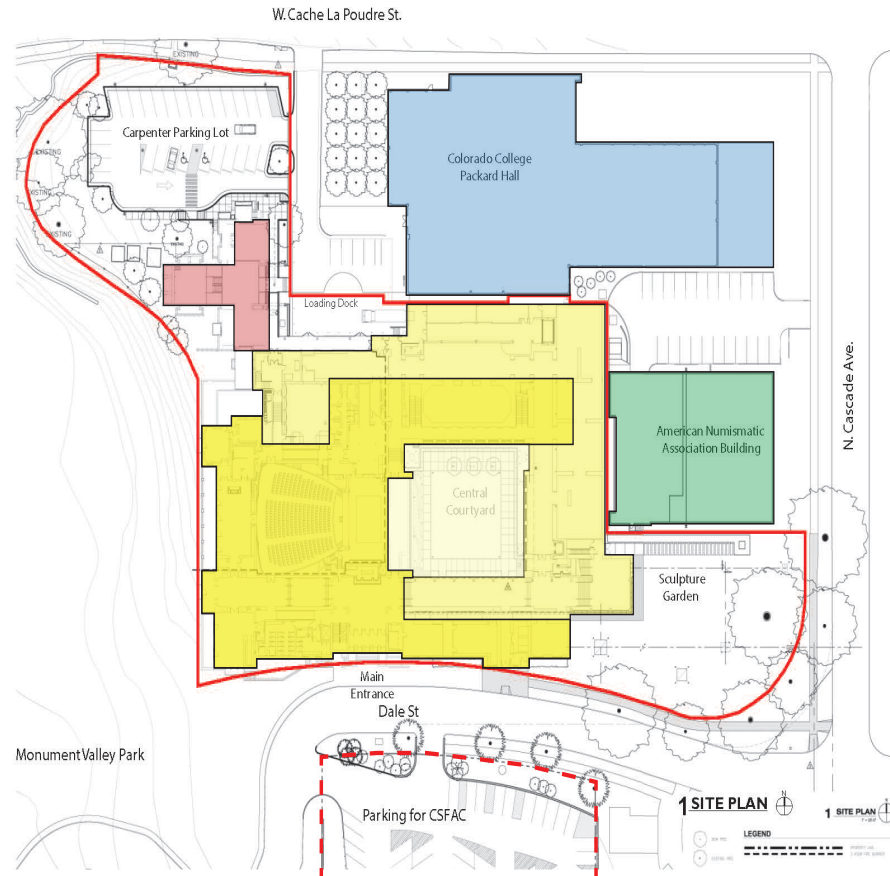
**6. Underscoring our Sense of Place**

- Celebrate the study of liberal arts in the West
- Connect to local communities through exhibits, programs, and technology

**CURRENT FACILITIES**

The CSFAC includes two existing buildings and three open spaces. The original building (shown in darker yellow at right) was designed by famed Santa Fe architect, John Gaw Meem, and opened in 1936. A major expansion in 2007 greatly expanded the facility (shown in lighter yellow) from 58,000 square feet to more than 100,000. The facility now contains expansive galleries, a performing arts theatre, educational and studio spaces, a cafe and commercial kitchen, The adjacent Bemis School of Art (shown in red) is approximately 10,000 sf over two levels. Two parking lots are included in the FAC land parcels, a smaller lot (34 spaces) associated with Bemis to the north on Cache la Poudre, and a larger lot (120 spaces) to the south on Dale. A sculpture park graces the southeast corner of the block.

Adjacent facilities include CC's Packard Hall (shown in blue) and the Numismatic Museum (shown in green.) The Numismatic Museum has a long-term lease from CC which now owns the entire block.



Cafe



Historic 1st floor Library



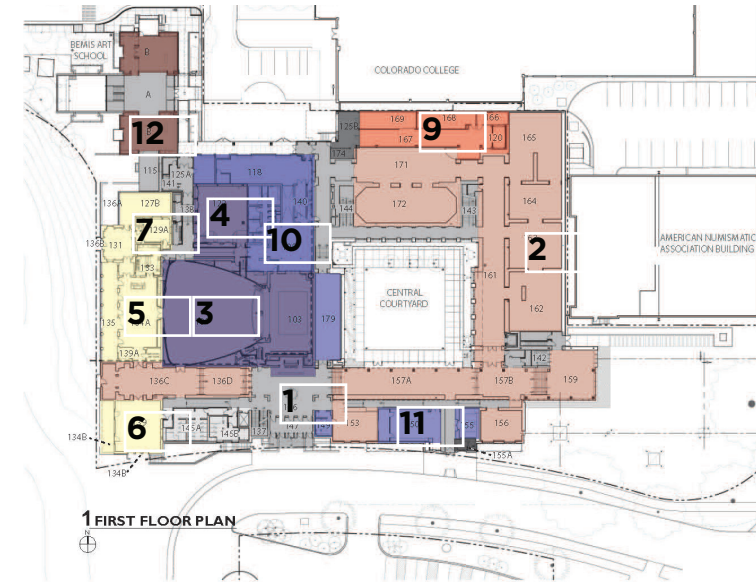
Theatrical Support Spaces



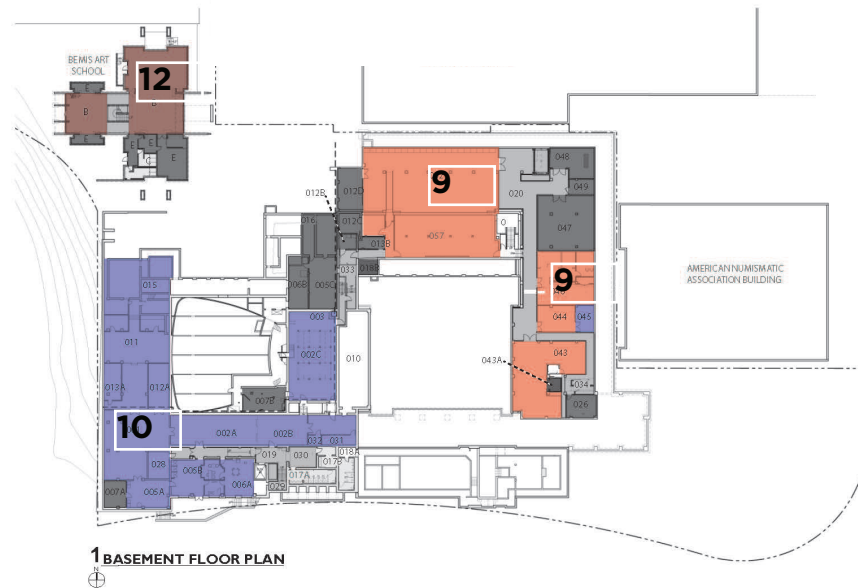
Upper Floor Art Studios

**INTERIOR ORGANIZATION OF THE CSFAC**

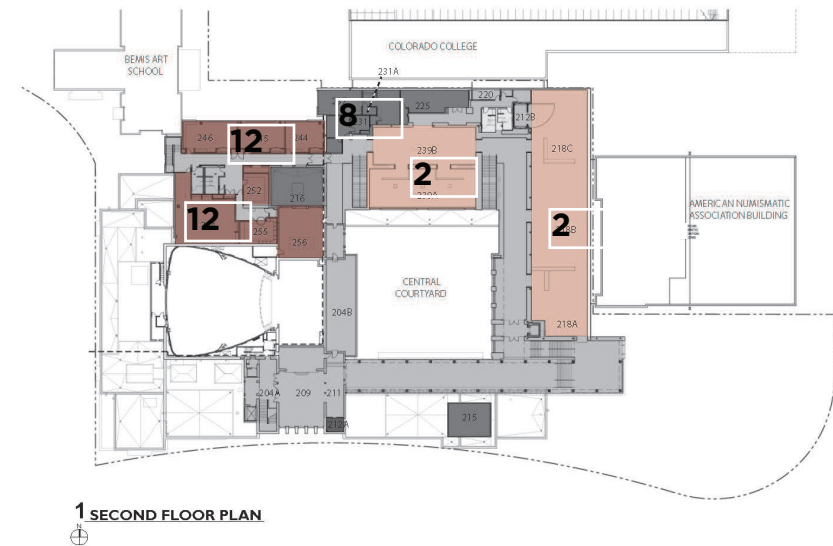
1. Main Entrance
2. Museum Galleries
3. Performing Arts Theatre
4. Rehearsal Theatre
5. Cafe / Kitchen
6. Reception Room Cafe
7. Historic Admin Offices and Library
8. Current Admin Offices
9. Museum Support
10. Theatre Support
11. Classroom
12. Art Studios
13. Music Room



**1 FIRST FLOOR PLAN**



**1 BASEMENT FLOOR PLAN**



**1 SECOND FLOOR PLAN**

**1 SECOND FLOOR OVERALL PLAN**

## CAMPUS MASTER PLAN

In addition to the integration of arts and innovation on campus and in the community, the CSFAC at CC provides many opportunities for the further physical development of the Colorado College Campus, including the following:

1. a new campus gateway at the intersection of North Cascade Avenue and Dale Street,
2. new campus open space relationships with the buildings and landscapes of the FAC,
3. an improved connection between CC and Monument Valley Park,
4. new opportunities for structured parking, enabling further reduction of parking lots, and
5. new building sites with tremendous views and visibility for the College.





Existing Bemis School of Art



Existing FAC Loading Dock



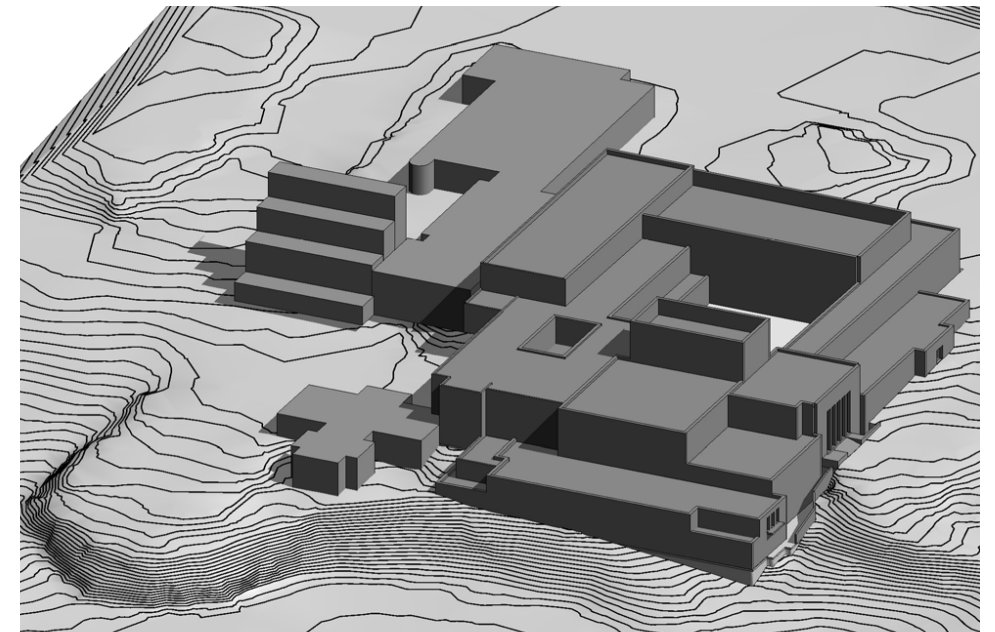
Honnen Ice Arena

**OPPORTUNITIES ON THE NORTH SIDE OF THE FAC**

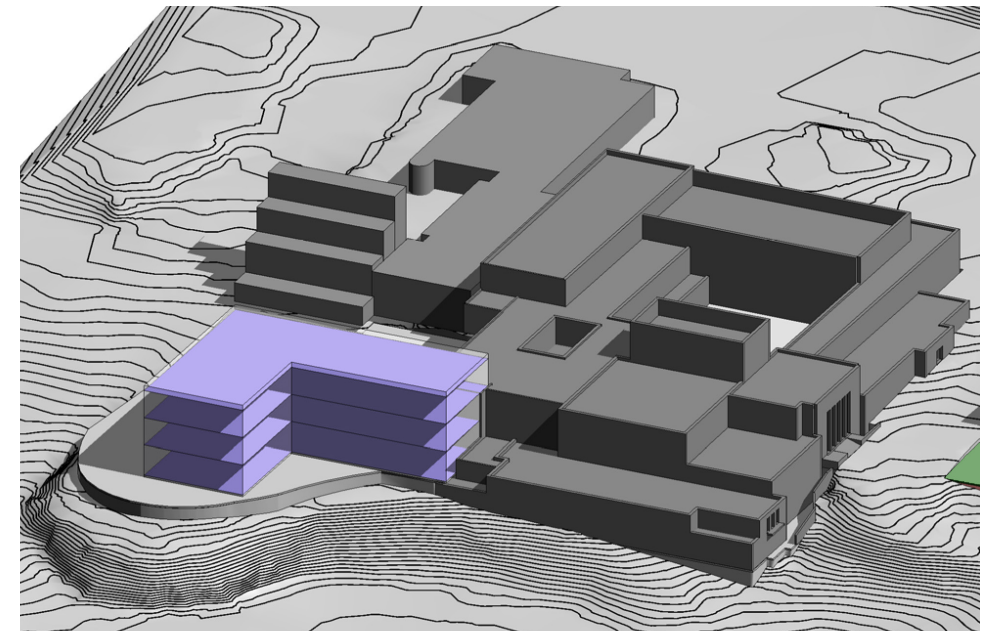
The north side of the FAC, facing campus, is the rear of the FAC and includes a service yard and the Bemis School of Art, a beloved institution currently located in a deteriorating building with poor physical connections into the collection and performance spaces of the FAC. Conflicts between the vehicular needs of service and deliveries with school-children arriving in cars or on buses must be resolved. The small Bemis facility is not spatially efficient and occupies prime territory for a new facility that better links the academic needs of CC with the abundant opportunities within an energized FAC.

This plan recommends the demolition of Bemis (10,000 sf) and an associated 34 space parking lot. The existing service yard will be reconfigured and a new building constructed. This effort is described as Project 37 in the updated Campus Master Plan. A new three-story, 36,000 sf facility will replace Bemis and fully connect to the various levels of the FAC in the northwest corner of the facility where existing reception spaces, classrooms, and studios are located. The new building is shaped to preserve views to and from the west terraced studios of Packard Hall. The access road to the service yard is proposed to be moved from the west side to the east side, giving more space around the new building for a prominent entrance facing a new landscape court designed to continue the visual open space of the new Cossitt Quad that is to replace the Honnen Ice Arena across West Cache la Poudre Street. Relocating the service drive also provides more room for a pull-out lane for school buses along the south side of the street.

Program for the new facility has yet to be determined. It could include a combination of academic spaces for arts education and replacement facilities for the Bemis School of Art. It has also been suggested as an alternate site for the Innovation Institute. Whatever the program, it should provide for better direct connectivity between the campus and the interior of the FAC for both CC students, faculty, and staff, as well as school groups who are dropped off on Cache. Sequenced renovations of adjacent areas to the FAC will be required (Project 39) which may occur contemporaneously with the new building. Interior renovations to the FAC should also be explored to provide for the needs of the CFAC at CC Strategic Plan.

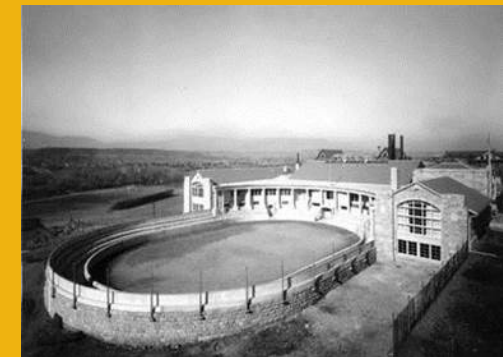
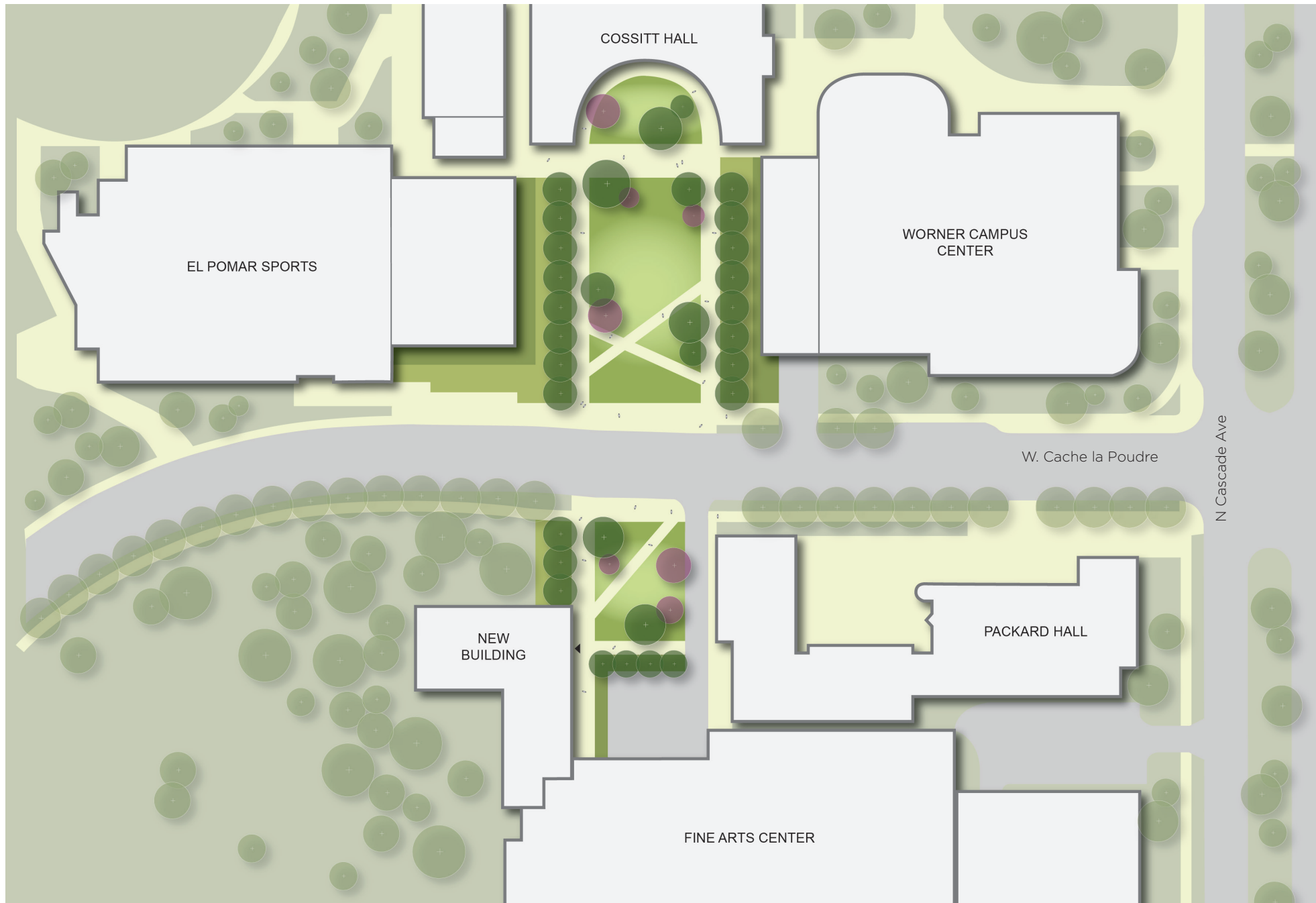


Existing Massing, looking northeast

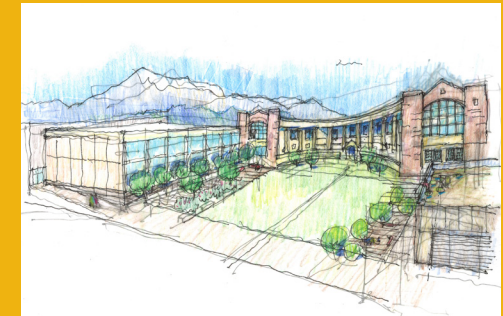


Proposed Massing, looking northeast





Historic view of Cossitt Quad



Proposed view of Cossitt Quad



FAC facing the south parking lot



West retaining wall of south parking lot

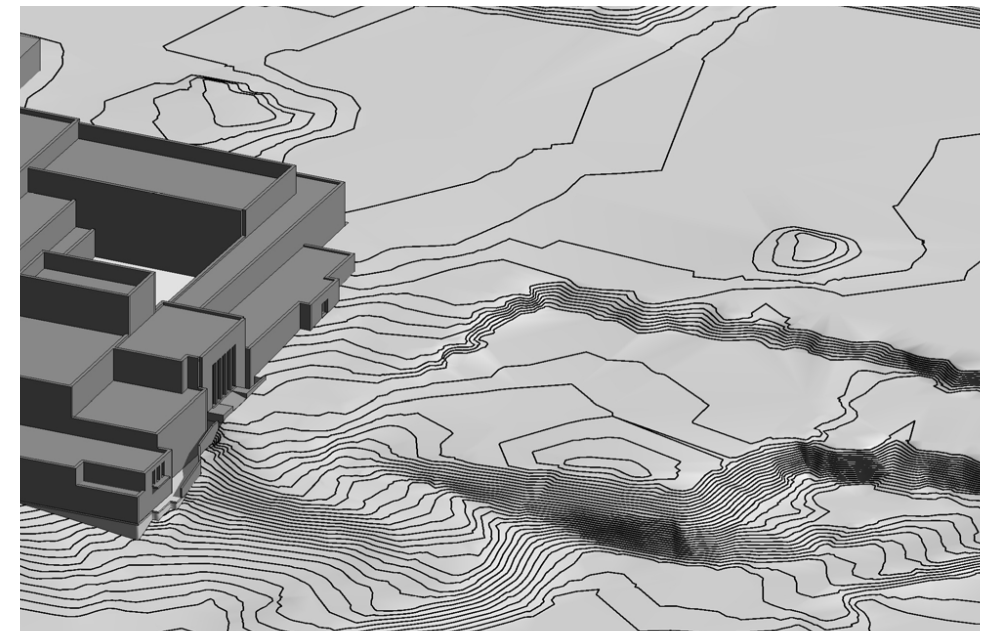


West retaining wall of south parking lot

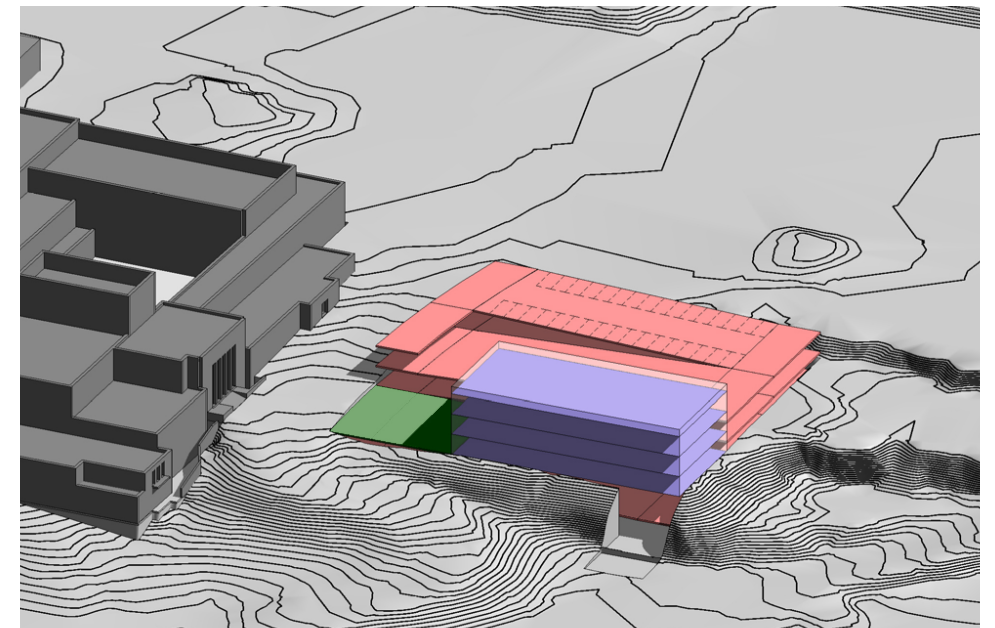
**OPPORTUNITIES ON THE SOUTH SIDE OF THE FAC**

The FAC property also includes the 120-space parking lot on the south side of the center. The lot is just more than an acre in size and provides opportunity for enhanced open space, expanded parking, and a new building site. This effort is described as Project 38 in the updated Campus Master Plan. The parking structure can take advantage of the change in grade, locating several levels below grade and several levels above grade without exceeding two stories in apparent height. Discussions should be held with the City of Colorado Springs regarding the possibility of constructed a lower level entrance/exit to the garage directly from Mesa Road. This could enable the closure of West Dale Street to Mesa Road, providing for an extensive expansion of Monument Valley Park (Project 41), where the one-way winding street is currently situated. Depending on the number of levels, a new parking structure on this side could accommodate between 80 on grade or 415 cars on three levels of below grade parking throughout the whole site and two levels above grade. There is a forty foot drop in elevation from Cascade to Mesa Road. The western third of the site will be redeveloped as a new facility and pedestrian plaza opposite the historic main entrance of the FAC. A sewer line that runs under the parking lot, connecting the FAC plumbing to a sewer main under West Mesa Road, would need to be relocated.

Project 40 includes streetscape renovations to the FAC along West Dale Street and across Cache la Poudre to the Cornerstone Arts Center, creating a new campus gateway and a unified aesthetic for the Arts Corridor described in the CFAC at CC Strategic Plan.



Existing Massing, looking northeast



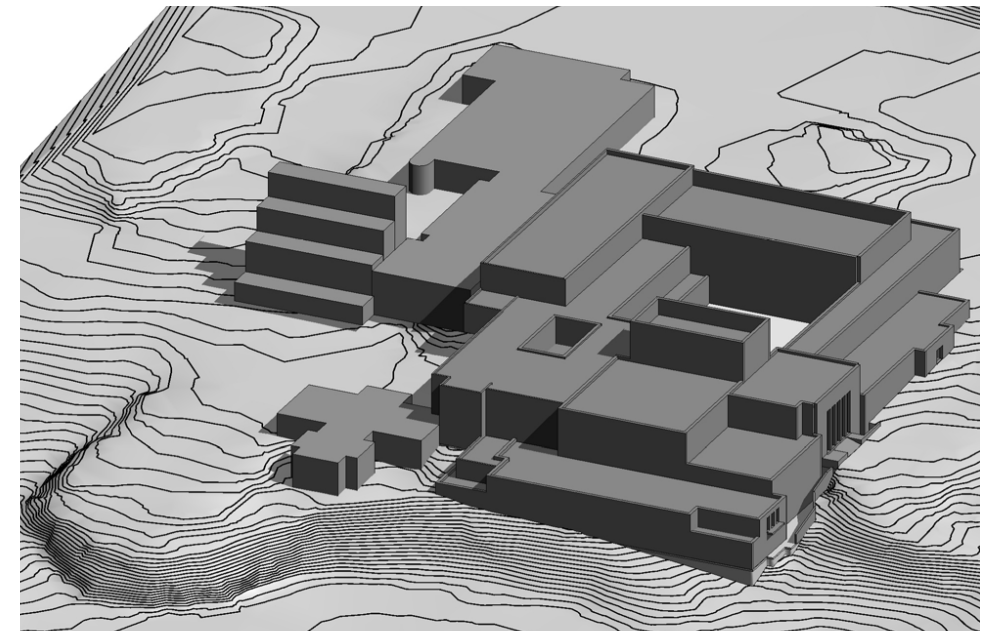
Existing Massing, looking northeast



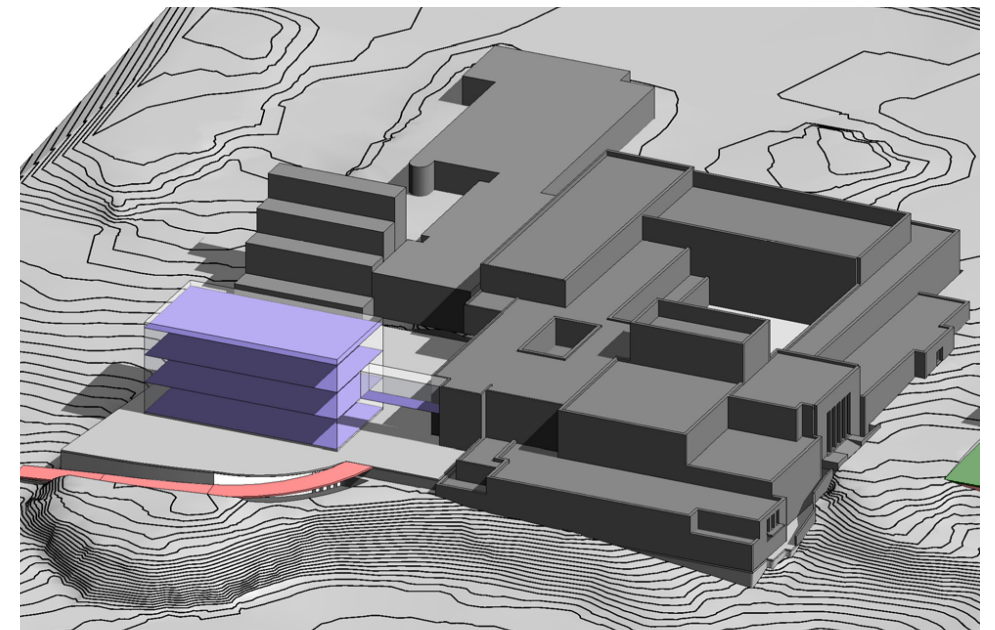
**ALTERNATES EXPLORED**

An alternate plan for the north side of the FAC included a smaller new building (21,000 sf) connected by a bridge to the rear of the FAC. The bridge would pass over a relocated service drive on the west side of the new building that would still be located on FAC property. This would create a fully screened service court, eliminate service traffic between Packard and the new building, and enable a crosswalk across W. Cache la Poudre. The preferred scheme does not allow for a crosswalk as the west side of the court is too close to the curving portion of the street. The preferred scheme does not allow for a crosswalk as the west side of the court is too close to the curving portion of the street.

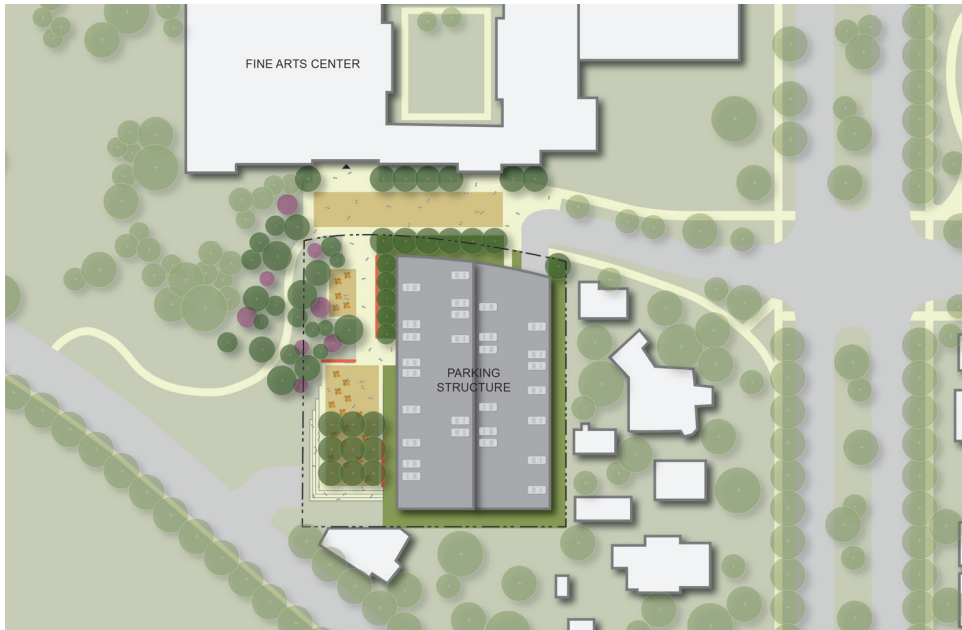
Alternate plans for the south side of the FAC include a scheme featuring a larger structured parking facility and new landscaped park, as well as a scheme featuring a smaller structured parking garage faced with a new building on the north and a new landscaped park.



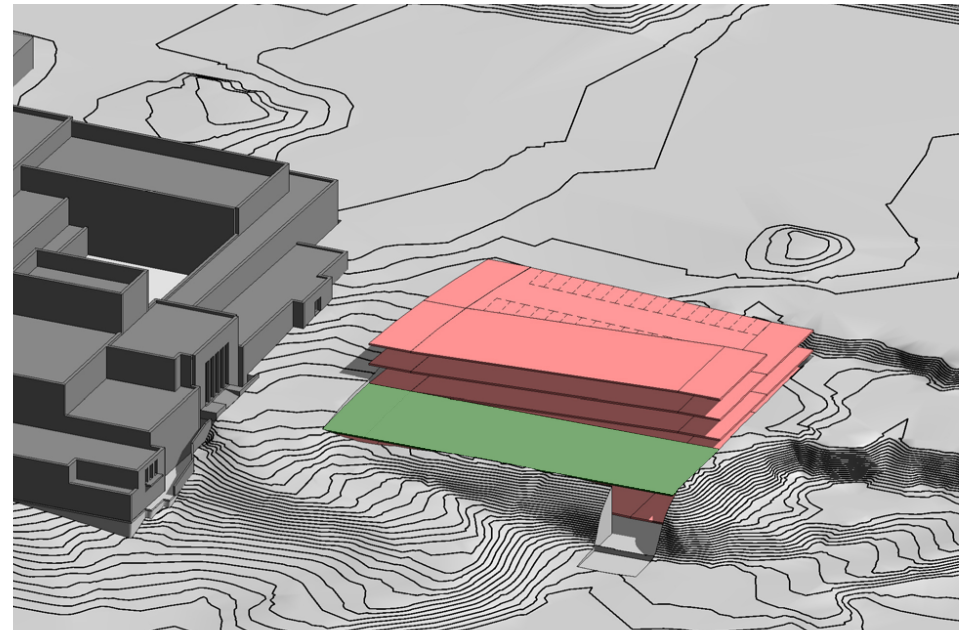
Existing Massing, looking northeast



Alternate Massing, looking northeast



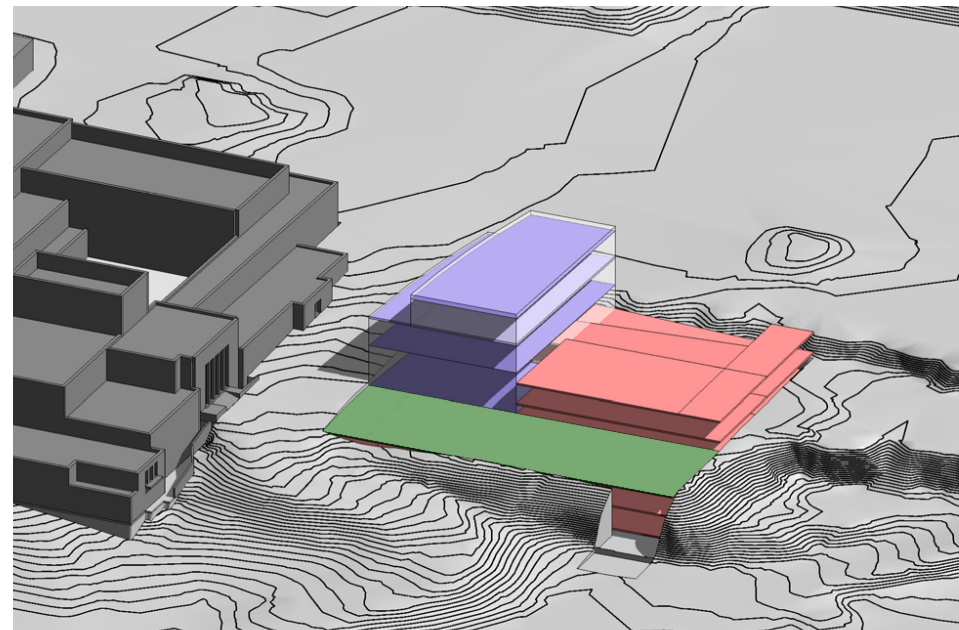
Alternate Scheme - large garage, park, and pedestrian plaza



Alternate Massing, garage and park, looking northeast



Alternate Scheme, new building on Dale with garage behind



Alternate Massing, building on Dale, looking northeast



## VI. REALIZING THE CAMPUS MASTER PLAN

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### UPDATING AND AMENDING THE CAMPUS MASTER PLAN

Significant progress has occurred in the two years since the 2015 Campus Master Plan. As stated in the Introduction, the Campus Master Plan is intended to be viewed as a living document. It acts as a strategic framework for the physical development of the campus and will need to be periodically updated and amended.

Each initiative within the 2015 Master Plan was identified and developed within the then known physical resources of the College. While priorities were identified, the implementation of each initiative needs to be weighed against the enabling circumstances of dependent project relationships, available funding, and opportunities for leveraging additional initiatives. Similarly, unforeseen academic, economic, or cultural opportunities for acquisition or de-acquisition of properties or facilities may also occur. This 2017 Master Plan Update includes some reprioritization of the initiatives as well as several new initiatives related to the acquisition of the Colorado Springs Fine Arts Center.

#### MASTER PLAN STUDIES AND ANNUAL UPDATES

Such unforeseen opportunities as well as unforeseen constraints should be evaluated within the framework of the Master Plan by means of separate study. The study should provide alternatives and recommendations for evaluation by the President, Building, Grounds and Infrastructure Committee of the Board of Trustees.

Upon selection of an approved alternative, the study should be fully documented and submitted as a Master Plan Study. Conclusions of the study should be documented for incorporation to the Master Plan.

All such studies should be reviewed with the President; Building, Grounds and Infrastructure Committee of the Board of Trustees. On approval of study or studies the documentation, as well as any changes in land ownership, should be incorporated annually into the Master Plan as an update. These studies and annual updates should be understood to be internal documents, not public information. Annual Master Plan updates should be formatted similar to this 2017 update and need not reproduce the entirety of the Master Plan document.

#### MASTER PLAN AMENDMENTS

It is recommended that a full evaluation of the Master Plan, be conducted every five years and adopted as a formal Master Plan Amendment. These Amendments should be prepared to be publicly available, and as such, sensitive information should not be included. Master Plan Amendments should update the full contents of the 2015 Master Plan.



## REVIEW AND APPROVAL OF CAPITAL PROJECTS

The Trustees of Colorado College have final responsibility for reviewing and approving all building and landscape architectural projects on the campus. The Building, Grounds and Infrastructure Committee reviews projects, offers constructive advice and ultimately recommends to the full Board of Trustees that specific projects be constructed.

A critical component of ensuring the successful implementation of the Colorado College Campus Master Plan is providing a process for reviewing the quality of architectural and landscape design and conformance with the master plan. Establishment and refinement of the review process should be focused on several aspects: what the process should address, who is involved in the design review process, scope of the review process, frequency of DRB meetings and coordination with the College Trustees.

### THE DESIGN REVIEW PROCESS

The Design Review Process should address:

- Compatibility with the Campus Master Plan and other approved planning documents
- Compliance with design modifications recommended by the College and its representatives
- Design Quality

### REQUIRED INVOLVEMENT IN THE DESIGN REVIEW PROCESS

A Project Manager for the College should be assigned to each project from initiation through completion. The Project Manager is also responsible for facilitating the Design Review Process.

A Design Review Board (DRB) reviews major architectural and landscape architectural projects on behalf of the College. The DRB is detailed in the Faculty Handbook as follows:

*The Campus Design Review Board consists of three faculty members, appointed by the Faculty Executive Committee in consultation with the President, one from each division of the College; a representative of the administration from Student Life, Advancement, Finance and Administration, or an academic office whose director reports to the Dean; a member of the support staff; the Director of Facilities Services (ex officio); and the chairs of any active planning committees for a proposed building or renovation. The College may appoint additional committee members, including outside consultants, as needed.*

The planning consultants, the Campus Master Plan committee, the Colorado College SPT, and President Tiefenthaler are in agreement that outside experts would be greatly beneficial to the review process. It is recommended that a professional architect and a professional landscape architect be retained as consultants to the College to complement the DRB's knowledge of the campus and the unique needs of Colorado College. The consultants should be experienced in planning and designing facilities for higher education and should be deeply familiar with the campus. At least one member of the committee, either internal or external, shall have substantial experience with historic preservation.

It is recommended that terms for all members of the DRB should be four years, staggered to ensure overlap between members and consistency of the reviews. When selecting members for the DRB, consideration should be given to compatibility of the individuals in advising on appropriate design outcomes. It should be clearly understood that the members of the DRB are not to be evaluating projects based upon their own taste; rather their collective role is to gauge the conformance of a project with the Campus Master Plan and its design principles.

### SCOPE OF REVIEW

All projects described in the Campus Master Plan are subject to review by the DRB, whose recommendations are advisory to the President. Any new construction initiative, including additions to existing buildings, not contemplated by the Master Plan shall also be subject to review by the DRB. Landscape initiatives are also subject to review.

Major renovations of significant historic buildings (as defined by the Colorado College Historic Preservation Project) shall also be reviewed. Renovation scope triggering DRB review includes significant exterior preservation or rehabilitation efforts (including any work resulting in a change to the exterior appearance such as roof replacement, masonry cleaning or pointing, or window replacement) as well as alterations to significant interiors. As discussed in the Campus Master Plan, it is recommended that the 1993 Colorado College Historic Preservation Project be updated to provide improved guidance on the historic status of buildings and clearer guidance on preservation protocols for campus buildings.

The following table indicates the level of review required by projects of varying scale. Where a staff review is indicated, the Facilities Services staff shall include a brief written summary of the project in a quarterly memo to the DRB, but no formal presentation is required unless requested by the DRB.

	Independent Landscape Projects	Historic Preservation	Interior Renovation Projects	Master Plan Initiatives	New Construction Projects Not Anticipated by the Master Plan
Programming or Feasibility Studies	n/a	staff	staff	DRB	DRB
Schematic Design	DRB	staff	staff	DRB	DRB
Design Development	DRB	DRB	DRB	DRB	DRB
75% Construction Documents	If changes necessitate	If changes necessitate	If changes necessitate	DRB	If changes necessitate
Material Construction Mockups	staff	n/a	n/a	DRB	DRB

**Programming or Feasibility Studies** – Project presentations at this stage of development should focus on the following:

- Project and Site Conformance to Campus Master Plan
- Research on the history of the site, as appropriate
- Documentation of context – adjacent building materials, building heights, open space, etc.
- Analysis of the fit of the program and the site
- Massing possibilities
- Conceptual relationship to campus circulation (pedestrian, vehicular, service) and open space

**Schematic Design** – Project presentations at this stage of development should focus on the following:

- Conformance to Campus Master Plan
- Floor plans demonstrating interior program arrangement
- Preliminary massing and façade designs, sufficient to permit judgment of appropriateness
- Building materials and conceptual details
- Site plans demonstrating detailed relationship to campus circulation (pedestrian, vehicular, service) and open space
- Preliminary grading, drainage and utility design
- Preliminary site materials and plant palette selection for landscapes
- Perspectives views of pedestrians at ground level, taken from significant open spaces if applicable, including adjacent structures and landscape
- Preliminary energy budgets

**Design Development** – Project presentations at this stage of development should focus on the following:

- Further development of items listed above
- Detailed building material palettes and refinement of key building exterior details

**75% Construction Documents** – Facilities Services staff will review progress of construction documents and determine whether significant changes have been made to the project. Additional presentations of the project at 75% construction documents may be required if there have been deviations from key features of the project discussed with the DRB at earlier reviews.

**Material Construction Mockups** – Full-scale mockups of wall assemblies shall be erected by the building contractor as soon as feasible for new construction projects identified in the Campus Master Plan. This should be part of the contract with the contractor.

**FREQUENCY OF MEETINGS**

The DRB should meet on regularly scheduled dates, recommended to be four times per year. Additional meetings may be scheduled as needed for important projects or efforts which do not fall into the regular schedule of meetings.

**COORDINATION WITH THE COLORADO COLLEGE BOARD OF TRUSTEES**

Once a year, a special meeting of the DRB and the Buildings, Grounds and Infrastructure Committee of the Board of Trustees should be organized to review the progress of the Campus Master Plan, including campus improvements of the previous year and planned improvements for the year to follow, and any studies recommended for incorporation to the Master Plan as an annual update.



# **Colorado College Master Plan** update

November 3, 2017