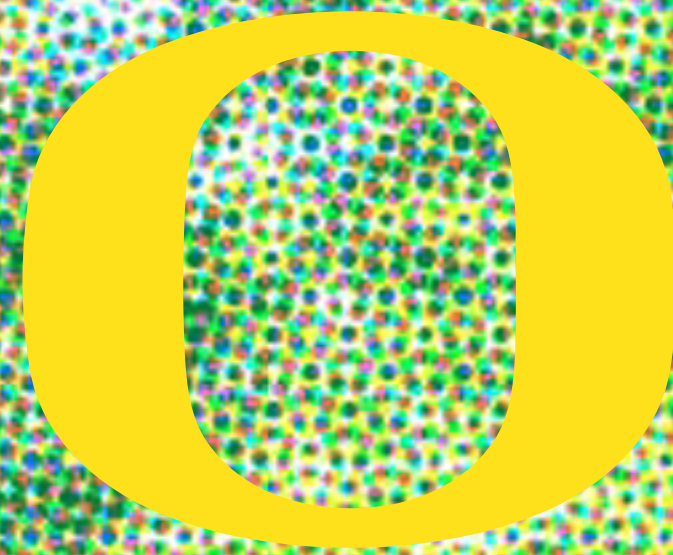


UNIVERSITY OF OREGON

UO Portland | Northeast Campus Master Plan

March 2024



Letter from the Vice President

There are times when all the right pieces fall into place. A combination of foundational work and serendipity intertwine to spawn an audacious idea that has the potential to impact and inspire generations to come.

That is the story of the University of Oregon's northeast Portland campus. An established residential college campus suddenly available, a bold vision and transformational gift by Connie and Steve Ballmer inspired by the significant work being done by UO faculty, and the commitment of UO leaders to double down on investment in the Portland region that started nearly 150 years ago.

From the beginning I knew there was something special about this place. It is beautiful, welcoming, and already feels like "home." This campus will enhance the student experience, support academic and research interdisciplinary inquiry, and engage alumni and community members.

The creation of this plan was a joy. It spawned conversation about UO Portland's physical relationship to our Eugene campus; the way in which UO Portland is distinct; how the campus will support existing programs and the new Ballmer Institute; and the importance of connectivity to our new neighborhood and its historic relationship with the campus. It provided an opportunity for us to dream a future and ensure the decisions we make now support that vision.

ZGF Architects were committed to an engaged and value-based process. It allowed us to dig deeply into the realities of the campus now, imagine the opportunities for evolution, and create a guide for the future.

With thanks to all who participated,

Jane Gordon
Vice President for Portland
University of Oregon



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The location of the campus provides buildings above two stories clear views to Mt. Hood and Mount St. Helens.

Two new development sites create a quieter Garden Quad at the south end of campus.

A new development site activates the Central Quad to the east.

Faubion Elementary School

Library & Learning Center

Campus Walk

Central Quad

Gym

Highland Hall



Executive Summary

Introduction

The University of Oregon (UO), founded in Eugene in 1876, has had a presence in Portland since the 1880s. The UO's presence in Portland affords access to the state's largest population and economic hub—providing an invaluable urban complement for learning and research. Over this almost 150 year history, the UO Portland's offerings have evolved and expanded with the institution. Today the UO boasts over 500 largely graduate full-time students across a diverse array of programs that connect and capitalize on Portland's strengths. It is important that the UO have a campus that supports such growth as its academic scope continues to evolve and expand.

A Participatory Plan

Understanding the UO's future in Portland involves input from students, faculty, and staff; the wealth of University and City of Portland policies, regulations, and guiding documents; and the perspective of the University's community and neighbors regarding the future of what the UO's Portland campus can hold. Combining this diverse input into a shared vision was a collaboration of the UO Portland leadership and the UO Portland's program leaders and stakeholders through an intensive four-month effort stewarded by the UO's Campus Planning and Facilities Maintenance (CPFM) group and a design consultant team lead by the Portland-based ZGF Architects. The vision for the UO Portland is a culmination of each group's unique

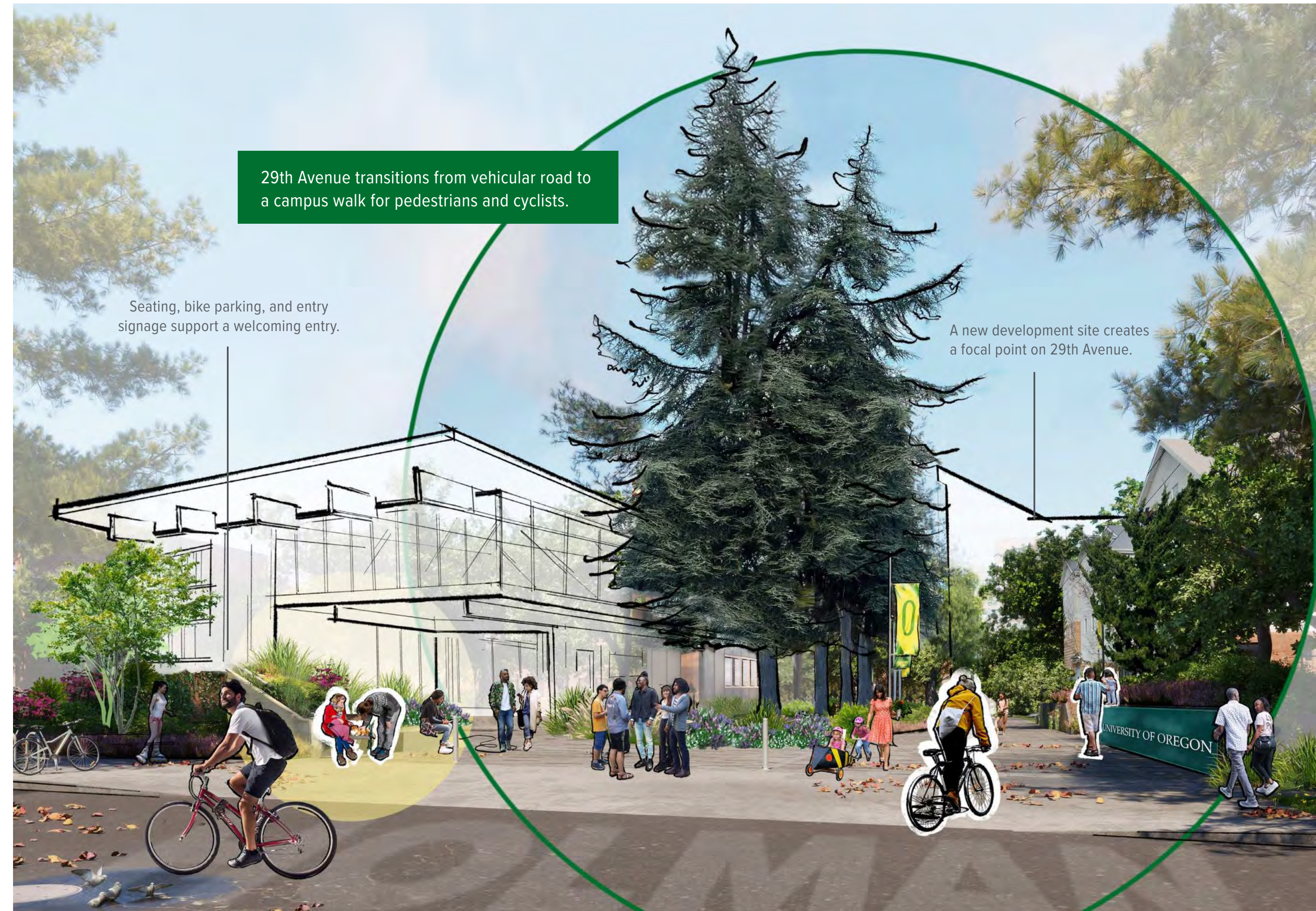
perspective, coalesced into a clear and actionable framework for future development.

The New Northeast Portland Campus

In 2020, the University of Oregon purchased the 19-acre campus of the former Concordia University in Northeast Portland, through the generous support from Connie and Steve Ballmer to establish The Ballmer Institute for Children's Behavioral Health. With the shift to the new campus complete by Fall 2024, the move is into approximately 300,000 square feet of existing and newly refreshed facilities. The new campus is complemented by this collaborative and future-facing UO Portland Northeast Campus Master Plan—a flexible long-term development framework that can shift as the UO's needs evolve.

Strategically, the campus affords the University greater visibility of activities that foster interdepartmental awareness and collaboration. The campus' adjacency to Portland Public School's (PPS) Faubion Elementary School offers child behavioral health educational and research synergies, as well as easy access to other clinical PPS placement locations. The Northeast Campus also allows the UO to offer expanded student life offerings from food service and recreation, to a first-ever in Portland offering of student housing.

The new campus allows the UO greater flexibility in space use and the addition of greenery and campus life space that brings a bit of the collegiate atmosphere from Eugene—all the while crafting a beautiful academic home that is distinctly Portland.

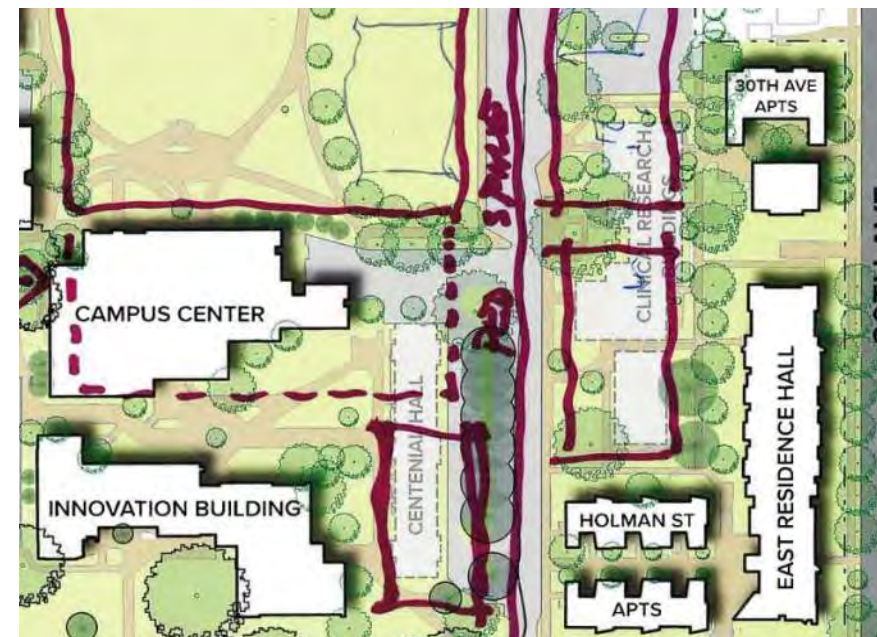
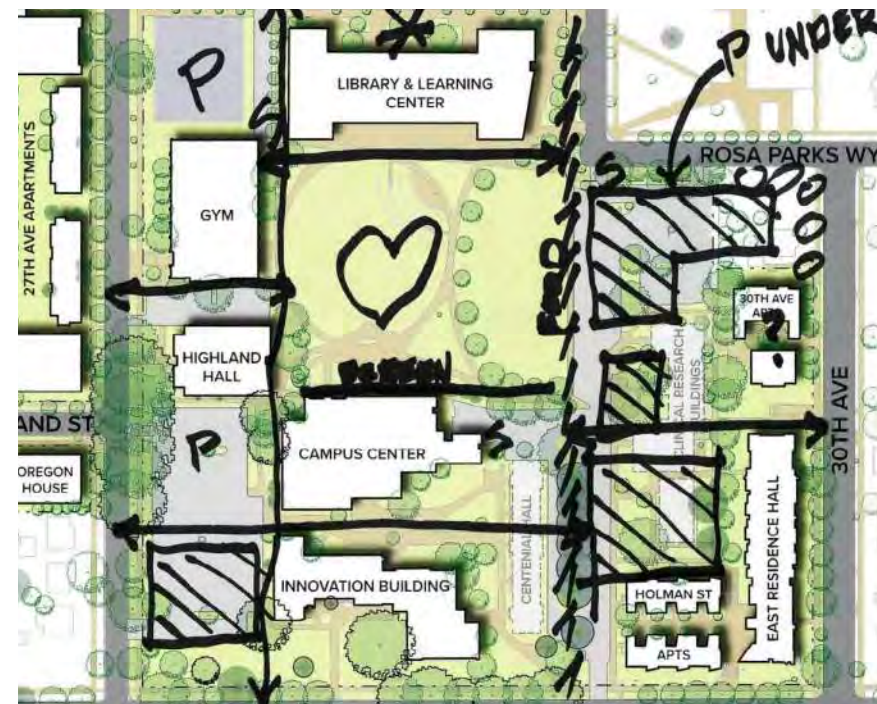


Campus Vision

The University's vision for the UO Portland campus is to be responsive, adaptable, and beautiful. Beyond this, the campus master plan builds on the campus' collegiate character in ways that are both of the city and which set it apart to better bring the experience of being a Duck from Eugene to Portland.

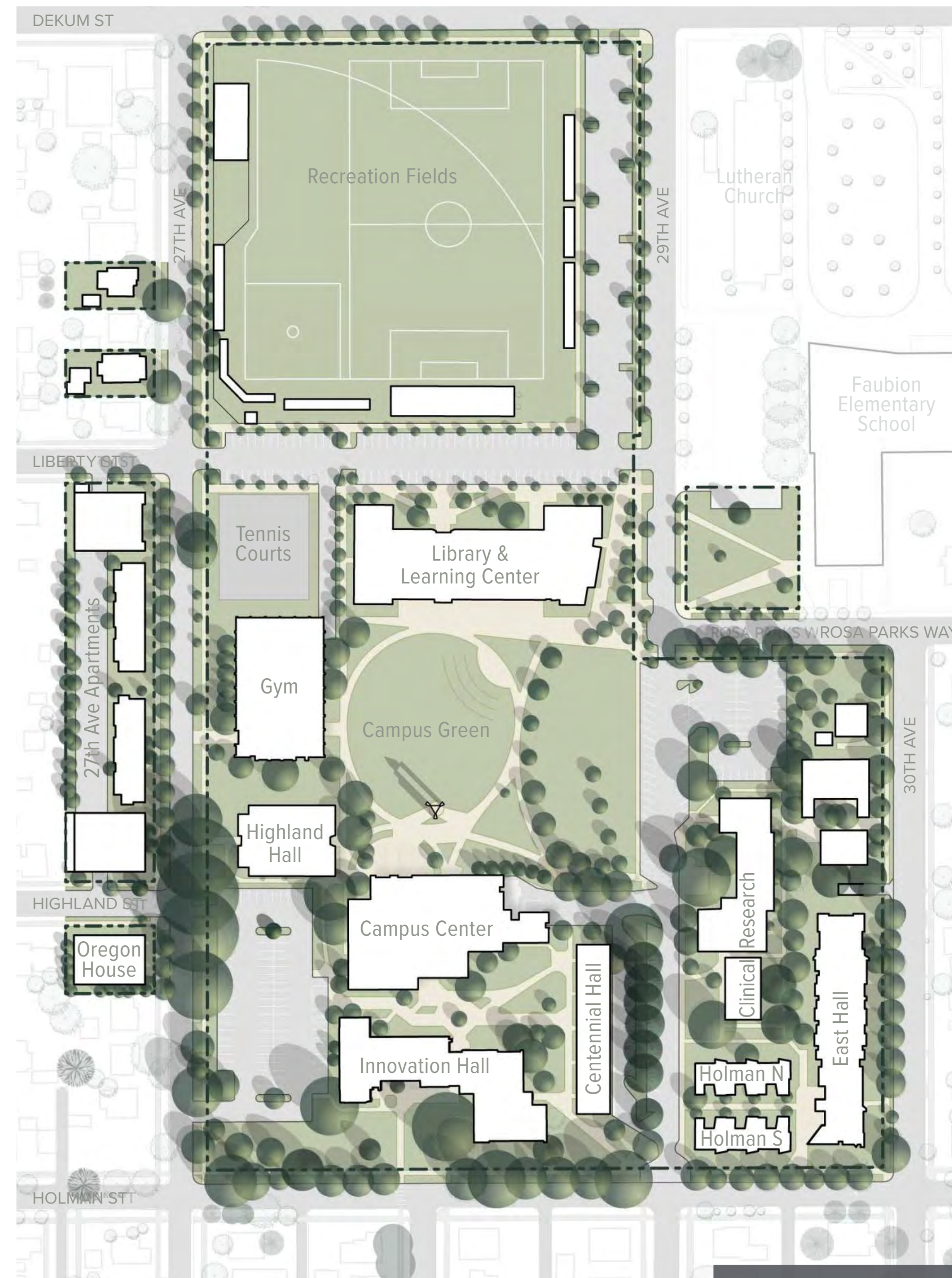
Drawn organically from the plan's participatory process, the campus vision is to connect students to the UO's collegiate identity in Portland while leveraging the campus' open environment. To this end, the campus is designed around an experience of welcoming and vibrant quads that reveal themselves as one moves through the campus. Each quad has its own personality, but all are imbued with a timelessness and sense of place that nourishes and recharges. This attentiveness elevates people, plants, activities, and campus textures. Structured as a framework from large to small, from active to introspective, and immersive to transitional—the 19-acre campus is a holistic ecosystem of experience. The Central Quad is the iconic campus heart, while other smaller areas organize the campus into knowable and varied precincts. This environment is enriched with pathways that knit the quads together, and gateways that invite the neighborhood into the campus.

The UO Portland campus is an environment rooted in the history of the existing campus; a living academic community supportive of students, researchers, and visiting professionals; and an open and enduring cornerstone of the Portland community.

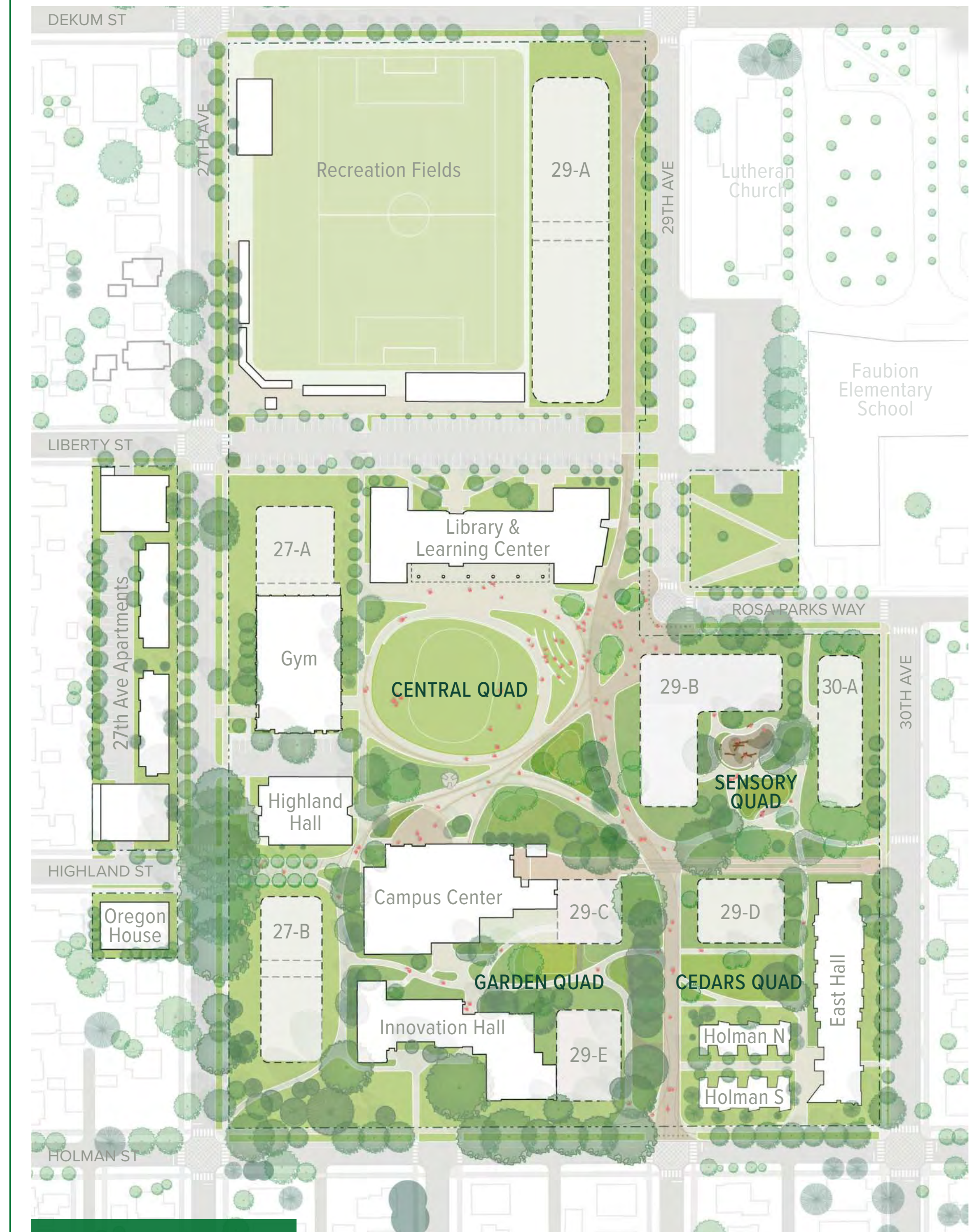


Campus Master Plan at a Glance

- 19 acres
- 15 existing buildings/ accessory structures plus 8 future development sites
- Two new quads (Sensory and Cedars)
- Preserves heritage and mature trees
- 29th Avenue converted from vehicular street to pedestrian pathway
- Zoned “Campus Institutional 1 with Height Restriction” or “CI1h”
- Approximately 300,000 gross square feet (GSF) developed, with slightly over 400,000 GSF allowed based on current zoning designation
- Currently 546 full-time UO Portland students in 2024 (compared to approx. 2,000 students at Concordia University’s peak) with UO campus enrollment anticipated to reach 1,000 students



Existing campus plan



Long-term campus plan

A new development site creates a focal point at the corner of 29th Avenue and Rosa Parks Way

A plaza at 29th Avenue and Rosa Parks establishes a northern gateway to the UO Portland.



Campus Master Plan

If the campus vision sets the tone for campus experience, the campus master plan sets the framework for how to realize it. This framework consists of circulation, open space, and building development sites crafted to achieve the long-term vision for the UO Portland. As needs and resources arise, the campus master plan is a playbook that allows the UO to evaluate the pros and cons of each development site and determine what is the best match for individual project needs and overall campus vision. Each project page for open space and development sites includes relationships and responsibilities to the campus vision; setback, bulk-massing, access, activation, and sustainability considerations; construction and service; and rough cost.

The campus master plan also conforms to an array of University and City mandates. Notably, conformance to Portland's zoning which allow an additional 30% of development capacity, and the UO's 12 campus planning and nine sustainability planning principles.

The campus master plan supports a wealth of transportation options, prioritizing a walkable and bikeable campus while recognizing that smart planning considers and mitigates the impact of vehicles. A key aspect of the master plan is identifying clear gateways that elevate pedestrian, bike, and transit access while migrating parking over time away from the center of the campus.

Campus Areas

North

- Community-serving recreation fields.
- Long-term development site (2045+).
- This plan anticipates potential development on the existing parking lot—preserving recreation while extending the Campus Walk north.
- Could take advantage of this area's gentle slope to include upwards of 100 spaces of tuck-under parking beneath future development.

Center

- The most active part of campus; includes the Library & Learning Center, Campus Center, and new development at Site 29-B.
- The Central Quad is the main outdoor campus gathering space.
- A key campus gateway at Rosa Parks Way and 29th Avenue provides access to the Campus Walk and the Central Quad.
- 27th Avenue at Highland Street is a key multi-modal gateway for people coming via bus and bikes.

East

- New development creates a new quad that grounds this portion of campus.
- Supports quieter building programs and pedestrian circulation, adjacent to the Faubion School and neighboring residences.
- Could leverage area's slope to include upwards of 100 spaces of parking underneath future development sites and quad.

South

- Legacy/historic entry with lush mature vegetation along Holman to be preserved and create a pattern for other campus edges.
- Two development sites allow for greater activity in this area.
- The Campus Walk and pathway west of Innovation Hall knit the historic southern entry into the fabric of the campus.

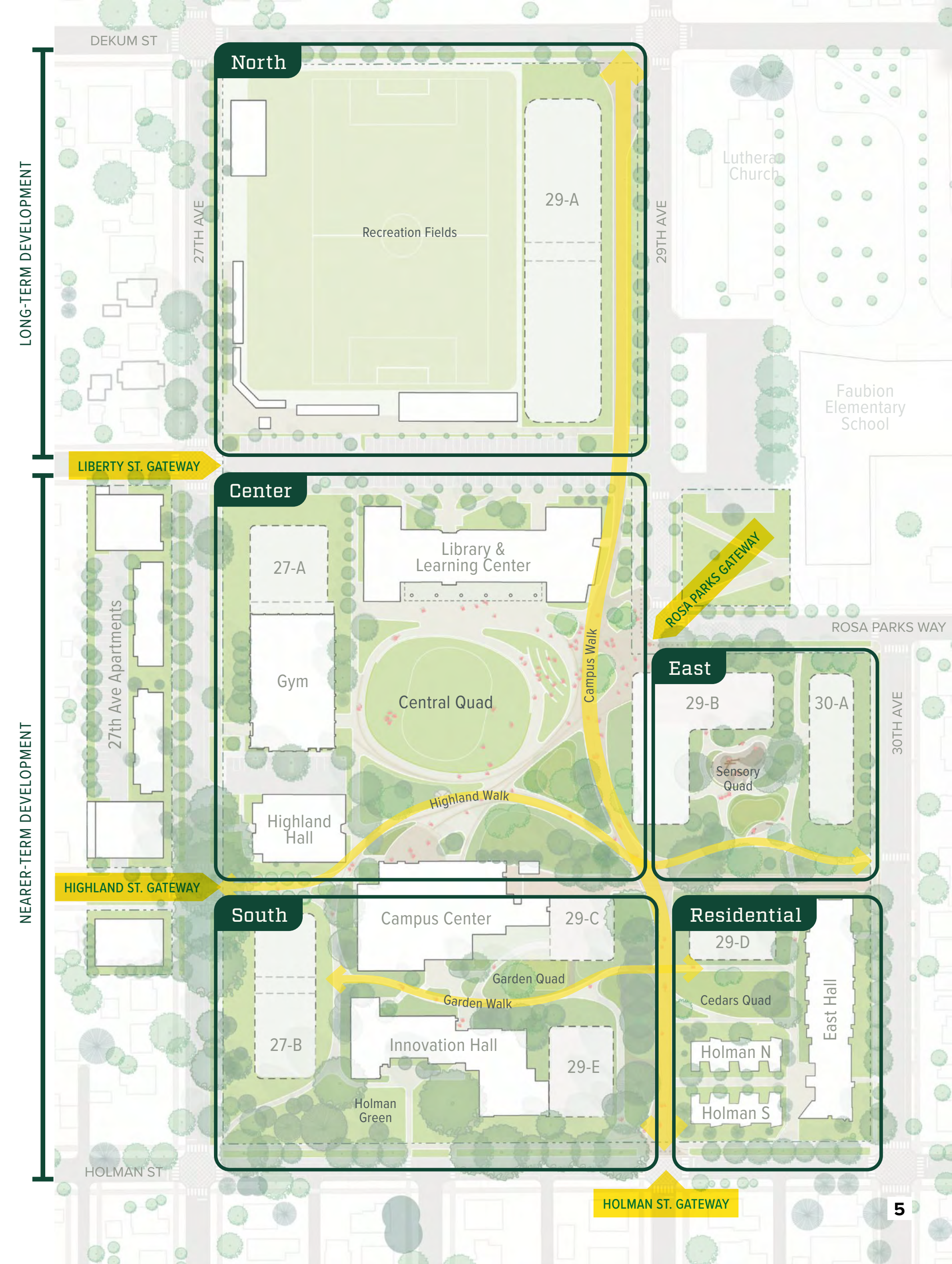
Residential

- Existing residential character maintained and supported with a new site for complementary development.
- Demolition of existing buildings and future development create a new quad that supports informal gathering and recreation.

Campus Connections

While there are numerous ways to move across campus, three new connections provide a legible framework and encourage interaction along common routes.

- The Campus Walk is wide, active, and provides access to the heart of campus from its north and south edges.
- The Garden Walk is a quieter connection to recharge and transition to housing.
- Highland Walk provides a key connection between a campus gateway and the heart of campus activity.

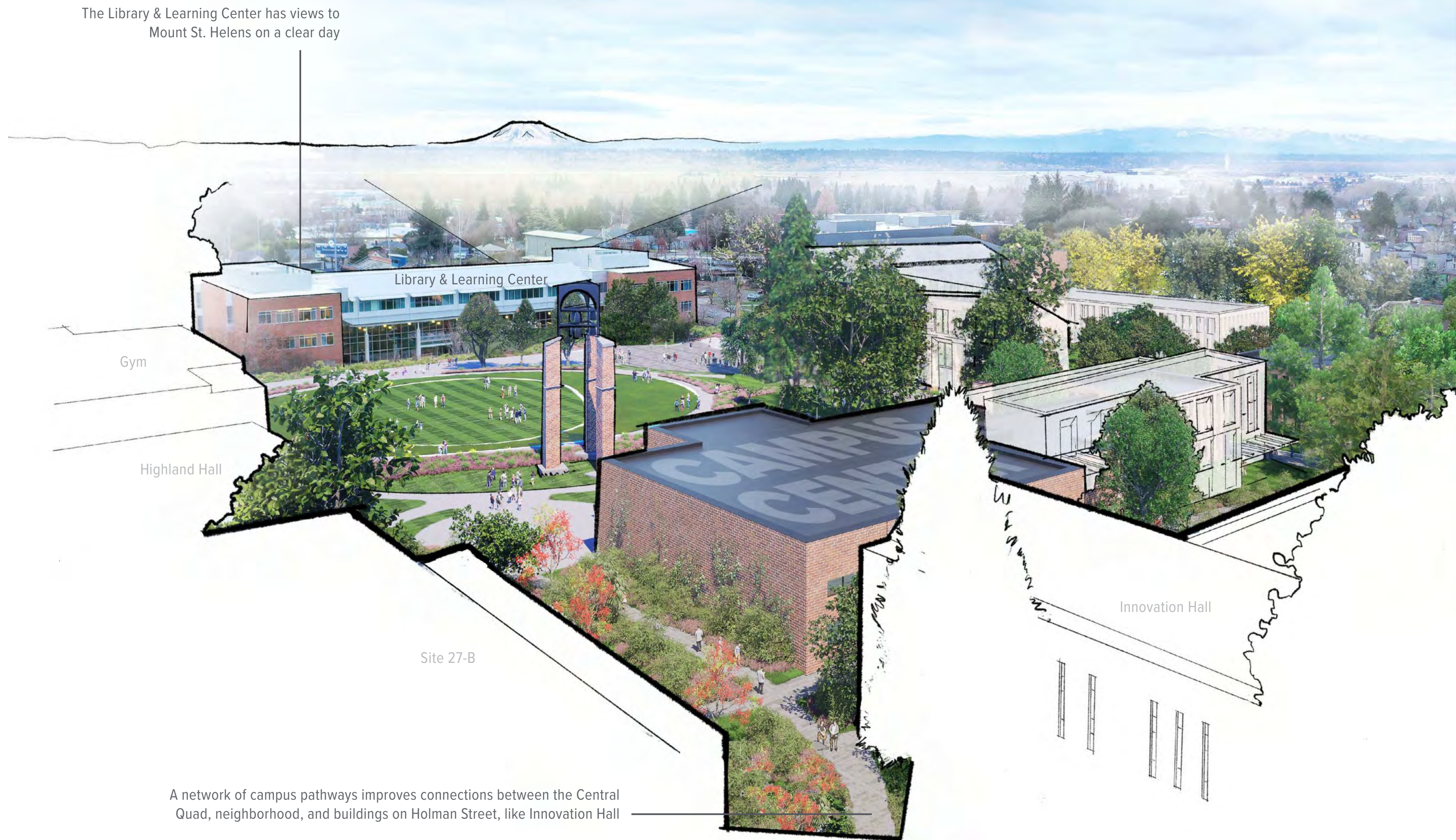


The UO Portland is nestled among mature trees in Northeast Portland's Concordia neighborhood

Implementation

The campus master plan's open space and development sites are program-agnostic, with the expectation that they are to be realized as needs and resources arise. The University anticipates site selection and feasibility studies will precede any capital project, and the best match of program need, conceptual design, constructibility, and cost will be determined as part of such study.

As development proceeds, the campus master plan acts as a development framework—providing the University community and its architect, engineer, and construction partners with each project's responsibilities to the experiential, physical, and sustainability success of the overall campus.



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Campus Master Plan

1

Scope & Context

The University of Oregon, founded in Eugene in 1876, has had a presence in Portland since the 1880s. The Portland connection affords access to the state’s largest population and economic hub – providing an invaluable urban complement for the UO’s learning and clinical research. Over this almost 150 year history, the UO Portland’s offerings have evolved and expanded with the institution. In 2023 the University took the next step in this evolution with the move to Northeast Portland. In 2022, supported by the generous gift of Connie and Steve Ballmer to establish The Ballmer Institute for Children’s Behavioral Health, the University of Oregon purchased the campus of the former Concordia University.

The UO conducted a series of studies to assess zoning and development capacities, the physical conditions of the campus’ buildings and grounds, and how to allocate space as programs move from Old Town to the Northeast Campus. Subject to the studies, the UO is investing approximately \$60 million to bring a number of buildings to a state of good repair while other buildings are slated for removal. Initial occupancy of the campus started in 2023, with full occupancy by the fall of 2024.

Building on this foundation, the University initiated a master planning process to set a framework for development moving into the future—the result of which is this master plan document. As a type of long-term

development framework, the master plan prioritizes the shape and location of open space. This is complemented with the identification of potential development sites and the considerations related to and expectations of each of these sites. Details of the campus’ various open spaces and development sites can be found in the second section of this master plan.

The campus move and the master plan provide space for the UO Portland’s programs to grow beyond the confines of the University’s former facilities in Portland’s Old Town neighborhood. The new campus will also afford the University an enhanced student experience in a lush green setting, and new possibilities for alumni and community members to stay connected with the UO.

1.1 The UO’s New Northeast Portland Campus

The UO’s new Portland campus sits amidst a quiet residential neighborhood just minutes from Portland’s airport and with easy access to much of the region. Spanning 19 acres, seven city blocks, two dozen buildings, and hundreds of thousands of square feet, the campus is an oasis amidst the quickly growing region.

Strategically, the acquired campus grounds and facilities allow the UO to decompress from the tight vertical configuration of Old Town to a looser arrangement that allows greater visibility of departmental activities. This helps foster interdepartmental awareness and collaboration. The campus’ adjacency to Portland Public School’s (PPS) Faubion

Elementary School offers educational and research synergies for the Ballmer Institute as well as other clinical PPS placement locations. In contrast to Old Town, the new campus allows the UO to offer expanded food service, and launch housing and recreation offerings. This enriched student experience supports students holistically.

While the Ballmer educational and research offerings are the only new programs being launched as part of the new campus, offerings will continue to evolve with time. Overall student population numbers are expected to modestly grow through the end of the decade to approximately 700 to 750. The inclusion of faculty and staff counts brings that overall campus population to 850 to 1,000 people.

Zoning & Development Capacities

Development capacity on the campus’ now State-owned land remains governed by local City of Portland regulations, including Portland’s zoning, building, energy, transportation and other requirements. For Portland zoning, the campus is classified as “Campus Institutional 1, with height restriction (CI1h)”. The “CI1” indicates the campus is a low density zone. The “h” indicates that it is height restricted due to the campus’ proximity to the flight paths of Portland International Airport. Zoning sets the campus at a floor to area (FAR) ratio of 0.5. This provides approximately 400,000 GSF of development rights, with approximately 300,000 GSF of that capacity taken up by existing facilities. Portland’s zoning has no parking requirement for CI1h zones. Between this zoning and stated demolitions, the UO has flexibility in realizing modest



Aerial of campus from southeast (source: Google) circa 2024

short-term development goals. This campus master plan identifies multiple development site opportunities. The aggregate capacity of these sites easily exceeds what is permitted

by the City. Developing beyond the 400,000 GSF permitted requires negotiation with and re-zoning by the City of Portland.

1.2 On-Campus Programs

By late 2024 the UO Portland's program offerings are completely relocated from Portland's Old Town neighborhood and housed at the new Northeast campus. These programs fit into a set of existing buildings and continue to connect and engage the Portland metro area from their new home. With the exceptions of the activation and growth of the Ballmer Institute and School Psychology, the remainder of the UO Portland's programs anticipate stable enrollment through the middle of the decade.

UO Libraries, Portland

Located on the second level of the Library & Learning Center, the Library continues to be an essential resource for students, faculty, and the broader Concordia community. The library provides an array of print, media, online, technology, and other services. Additionally, the Library also features a "Family Study & Children's Library" which continues a long-standing community resource and provides a complement to on-campus clinical research. Adjacent to these activities, Multnomah County Library has located a "pop-up" branch on the Library & Learning Center's ground floor.

Lundquist College of Business

From some of the world's largest sports apparel companies to Main Street small businesses, the Portland campus allows the UO to draw from the region's wealth of business talent for internships, lectures, and faculty. As the largest set of programs at the Portland campus, Lundquist comprises almost half of UO Portland students in 2024. Its physical use, however, can differ from some of

the UO Portland's other programs. The Oregon Executive MBA program, for instance, primarily uses facilities on the evenings and weekends.

- [Oregon Executive MBA](#)
- [Master of Sports Product Management](#)

College of Design

From Portland's diverse neighborhoods and history, to its cutting-edge sustainable architecture and urban planning, to its renown as perhaps the world's preeminent hub for sports apparel design – the city is an essential laboratory for the University's College of Design. Comprising a third of students, Design requires special studio and class lab space and is located in both dramatic clear-span space Highland Hall as well as Innovation Hall.

- [Master of Architecture](#)
- [Bachelor of Product Design \[final year\]](#)
- [Master of Sports Product Design](#)

School of Journalism & Communication

From legacy media to innovative tech start-ups to advertising to public advocacy, Portland boasts some of the nation's most influential media voices. The UO Portland campus connects with and provides the opportunity to bring all of these voices together in one place.

- [Master in Immersive Media Communication](#)
- [Master of Multimodal Journalism](#)
- [Master of Strategic Communication](#)

School of Law

The UO Portland campus affords graduate Law students an opportunity to do their final year in Portland instead of Eugene. This

option allows students to connect with the largest range of corporations, nonprofits, and criminal justice entities in Oregon.

- [Third Year in Portland \[JD program\]](#)

College of Education

No other region of Oregon offers access to as wide array of primary and secondary students as the state's largest metro area. This volume affords the College of Education's students the greatest opportunity for in-school placement and training. Education's School Psychology program is a close complement to the Ballmer Institute initiative.

- [Master of School Psychology](#)

Ballmer Institute

Similar to Education's needs, no other part of Oregon affords so much student placement and training opportunity. This provides the perfect the 3rd and 4th year in-school clinical experience to complement the mainly 1st and 2nd year in-classroom (in Eugene) experience for the Child Behavioral Health program. Given student's clinical component, they will balance between time on- and off-campus and ease of transportation and parking to/from school placement locations will be paramount. The creation of this program is also the largest driver of changing campus and facility needs. From the initial cohort of 40 students in 2024, this program is anticipated to grow to 400 students (between 3rd and 4th year) by 2029 and potentially comprising almost a third of the campus. The undergraduate nature of this program, combined with the relocation from campus-rich offerings of Eugene, introduces new challenges and opportunities for the UO Portland campus. These students will

need student housing and food services, as well as on-campus evening study and social demands which differ from the UO Portland's traditional Old Town commuter student needs.

- [Bachelor of Child Behavioral Health](#)

Research Centers

In addition to academic programs and student services, the UO Portland Campus features a number of research centers.

- [Labor Education & Research Center \[LERC\]](#)
LERC is a hub for applied research, hands-on training, and technical assistance for policy-makers, advocates, union, and community leaders. LERC is the only program at an Oregon public university that examines work and the economy. The Center focus on the needs, interests, and priorities of workers and working-class communities.
- [Energy Studies in Buildings Laboratory \[ESBL\]](#)
ESBL focuses on a range of topics in the built environment from exploring energy efficient housing to creating specialized building testing tools. While working across a range of sustainability questions, the Center includes research on human comfort such as testing which materials are best for people and the environment, and how to use daylight to illuminate buildings naturally.
- [Urbanism Next](#)
This center is focused "on the impacts and implications of emerging technologies on the design and planning of our cities." These include not just direct impacts, but also secondary effects. The



Center regularly partners with decision-makers, professional, and other entities to help craft strategies and policies.

- [Prevention Science Institute \[PSI\]](#)
PSI brings together multiple disciplines to examine human development. Prevent behavioral health problems and implement an array of interventions. While complementary to the new Ballmer Institute, PSI's scope includes prevention science across all ages with the goal of translational and applied research and intervention. PSI evolved from and still includes the "Child & Family Center" which is a clinical training center for counseling and school psychology doctoral students.

1.3 Campus & Neighborhood History

Long before becoming the University of Oregon's home in Portland, the Northeast campus and area had a long, rich, and varied history and pre-history. Before the arrival of European settlers, the campus' location just south of the Columbia River's flood plain placed it amidst thick forests and adjacent to prime hunting grounds for the area's indigenous peoples.

UO Portland Land Acknowledgment

"The University of Oregon's Portland campus was once heavily populated by Multnomah, Wasco, Cowlitz, Kathlamet, Clackamas, Chinook, Tualatin, Kalapuya, Molalla, and numerous indigenous peoples who made their homes along the Columbia River basin for millennia.

We respectfully acknowledge all Indigenous communities and the unimaginable colonial history they endured. We also acknowledge the systemic policies of genocide, relocation, and assimilation that still affect many Indigenous and Native American families today. As guests on these lands, we respect the work of indigenous leaders and families, and pledge to make ongoing efforts to recognize their knowledge, creativity, and resiliency."

There are no known archaeological or significant pre-history features on the campus grounds. However the development of Portland from downtown towards the now airport has ultimately rendered invisible any possible traces of the campus' prehistory.

Former Concordia University

Founded in 1905, "Concordia Academy" was intended to help meet the need for pastors and parochial school teachers in the Pacific Northwest.

In 1950 the institution added junior college courses and became the jointly operated "Concordia High School" and "Concordia College". In 1977, Concordia split into fully-separate secondary and higher education entities with the college eventually becoming affiliated with a national network of Lutheran colleges and universities known as the "Concordia University System" which was maintained by the Lutheran Church's Missouri Synod.

Developing from its original location on NE Holman Street, Concordia eventually became a cluster of academic buildings concentrated on the south side of the current campus. The then north side of campus (equivalent to north of the longitude of Highland Street) was dominated by the old gym (now Highland Hall), the current Gym, and athletic fields. These fields were eventually replaced by the combined projects of Hilken Community Stadium (which sits between Liberty and Dekum Streets, and the George R. White Library & Learning Center and Central Quad (which replaced the original athletic fields). Over time, Concordia also complemented their academic buildings with residential offerings for students on 27th and 29th Avenues.

Beyond buildings and sports fields, the campus also boasted significant trees, including a row of cedars along 29th Avenue who sprouted from seeds from Lebanon.



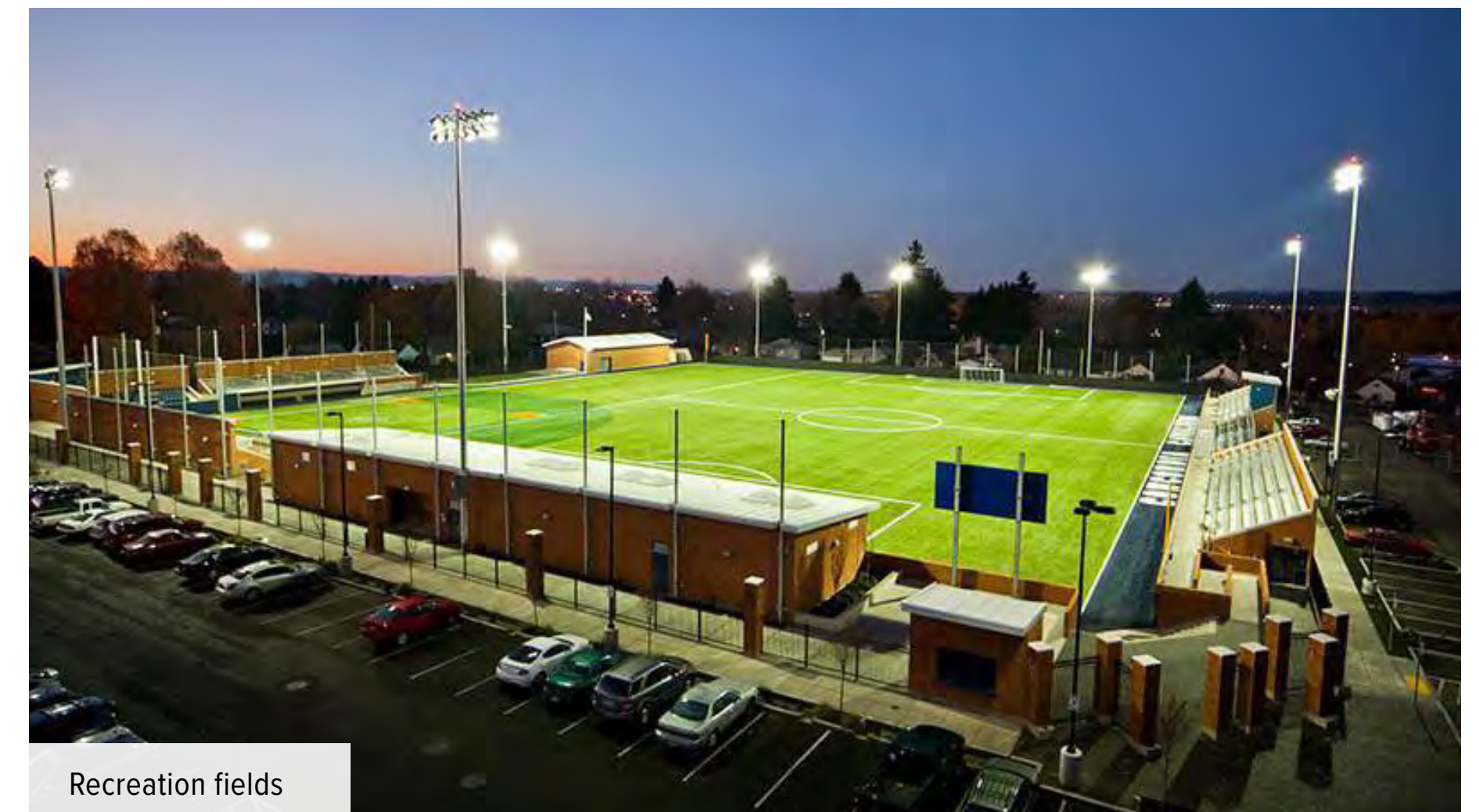
Central quad



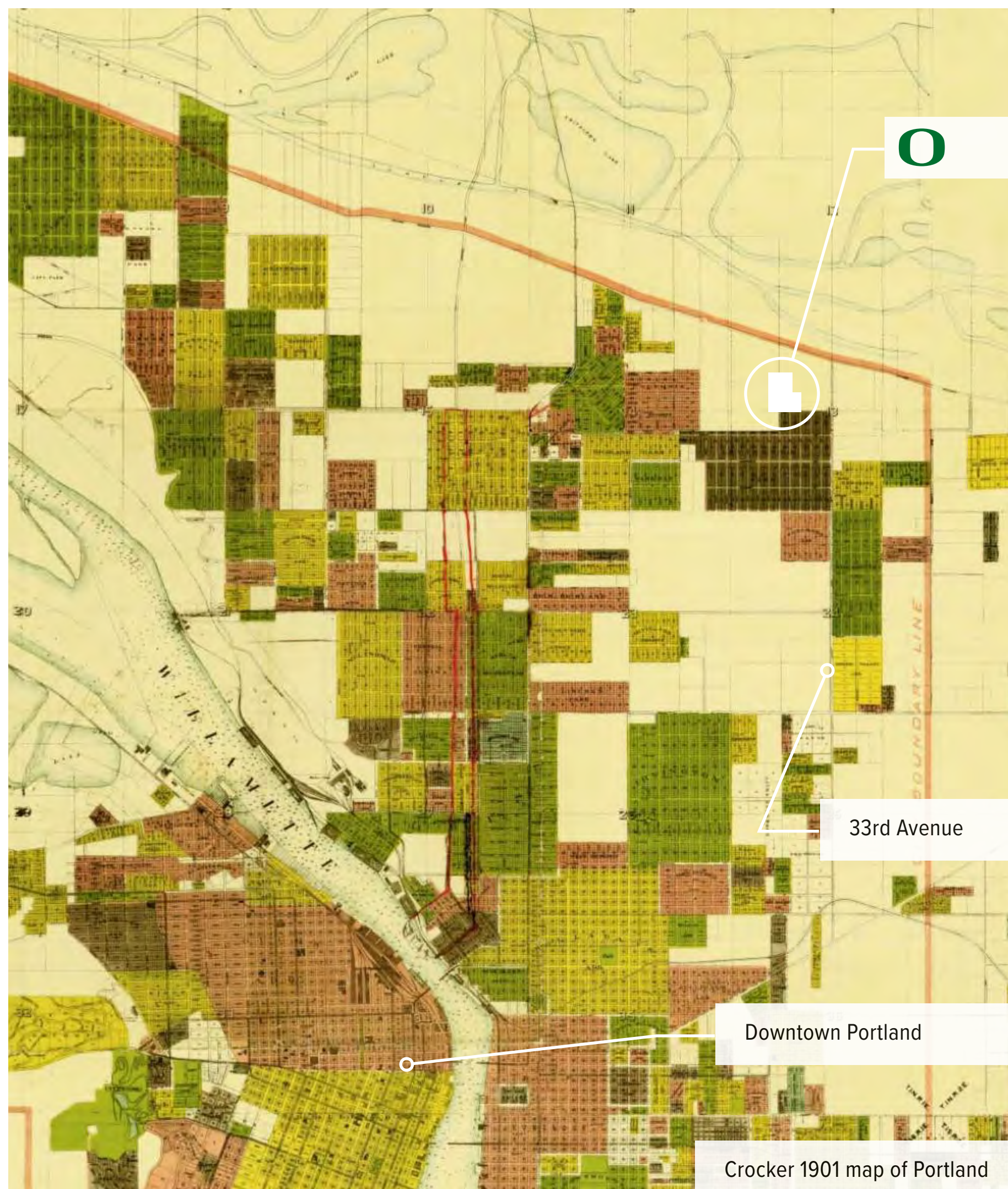
Lebanese cedars along 29th Avenue



Innovation Hall (formerly Luther Hall)



Recreation fields



By 2012, Concordia College had become “Concordia University” and boasted an on-campus enrollment of several thousand students, and an overall on-campus and on-line enrollment over 5,000 students. The institution permanently closed April 25th, 2020—just as the COVID-19 pandemic swept across America.

In 2022, some of the land and physical assets of the former Concordia University were purchased by the University of Oregon for the new Northeast Portland Campus.

The Concordia Neighborhood

At the turn of the 19th century, Portland was expanding to the northeast with new neighborhoods plotted. The new Concordia Academy was founded at the edge of one of these new communities at the then urban/forest interface.

Named after Concordia University, the “Concordia” residential neighborhood of Northeast Portland is geographically bounded on the north by NE Lombard Street, NE Columbia Boulevard, and the Columbia Slough waterway and Columbia River’s floodplain. The remainder of the neighborhood is loosely bounded by the city street grid of NE 21st Avenue to the west, NE 42nd Avenue to the east, and NE Prescott Street to the south.

Once served by rail connection to Downtown Portland by a street car line, the UO campus and immediately adjacent Concordia neighborhood are now only modestly served by regional transportation. This is by two bus routes along:

- Dekum Street at the campus’ north boundary with frequent service (east to North Portland, and south to the Hollywood Transit Center and Milwaukie),
- 27th Avenue with less-frequent service (to Downtown Portland)

Other bus routes exist a bit further from the campus, but their routes do not meaningfully increase regional connectivity. The two-seat rides and/or the infrequent nature of buses make for a 45-minute travel time to Pioneer Square.

For cyclists, despite there being generally no dedicated bike lanes, terrain and lightly traveled streets make Concordia a very bikeable neighborhood with a 30-minute travel time to Pioneer Square. For cars, whether single-occupant or shared, remain one of the easiest ways to access the UO Portland campus. By car Pioneer Square is 15- to 30-min depending on traffic. And despite the campus’ proximity to Portland’s international airport, terrain, route layout, and infrastructure obstacles make travel difficult by any means other than a car. As such they are likely to remain a sizable share of the campus’ and neighborhood’s transportation mix.



1947 street car and bus route map



2024 street car and bus route map (source: TriMet)



Aerial of Concordia neighborhood south of campus

Concordia is residential in character with activity hubs further afield than in other parts of Portland. The neighborhood does feature some commercial activity along NE 33rd Avenue and NE 42nd Avenue, along the Alberta Street Arts District on its south side, and at singular destinations such as the Kennedy School. Otherwise Concordia is quiet in character which makes the UO campus a strong anchor institution and neighborhood activator. This anchor-institution characteristic has a long history in Concordia's roots as an originally Lutheran community with a Lutheran church and college at its heart. The college and church acted not only as centers of religious and educational activity, but also as the civic heart of the neighborhood. The closure of Concordia University in 2020 was a heavy blow to the community. As such, the campus' re-birth as the UO Portland has been much welcomed.

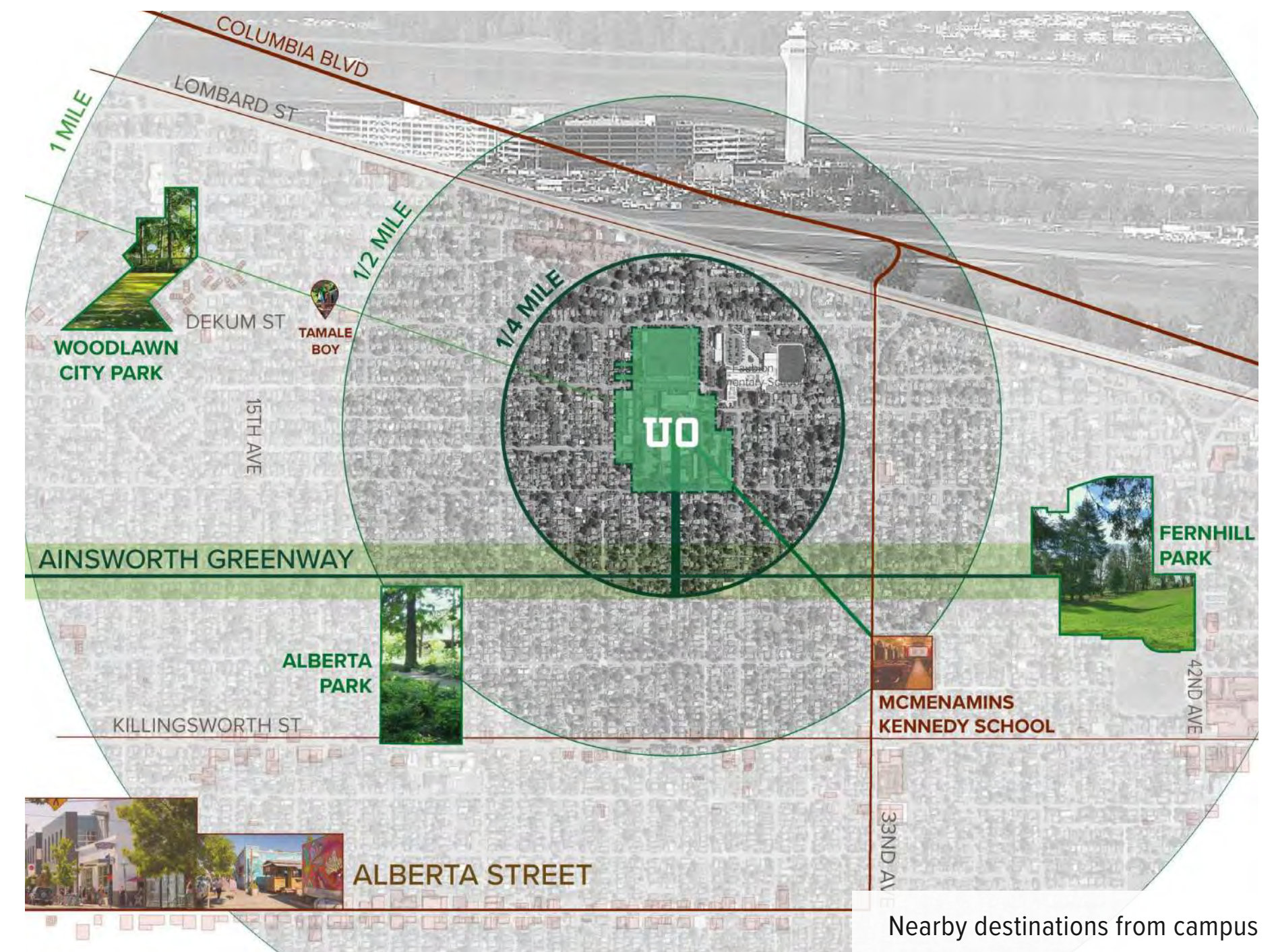


Alberta Street Arts District

The campus sits approximately 100 feet in elevation above the Columbia River atop the Alameda Ridge Pendant Bar. The surrounding terrain has a gentle downward slope, punctuated by a series of naturally formed terraces and steeper slopes that step down to the Columbia River's floodplain. This provides the occasional majestic view not only of Mt Hood to the east, but also of Mt. St. Helens to the north. While generally lush in vegetation, the neighborhood also features two parks, Fernhill Park and Alberta Park.



Portland geomorphology



Nearby destinations from campus

1.4 UO Planning Principles

The UO’s long development history in Eugene has provided a wealth of experience stewarding a university campus that is home to a tremendous range of diverse open spaces, buildings, uses, and people. This experience is rooted the 1975 book “The Oregon Experiment” and most recently codified in the “2022 Campus Plan”. These

include a defined planning process and 12 campus planning principles that guide the UO’s physical development. The UO has found that “this approach allows...the flexibility to develop the campus in a number of different ways without destroying the essential features that make it campus, namely its open spaces.”

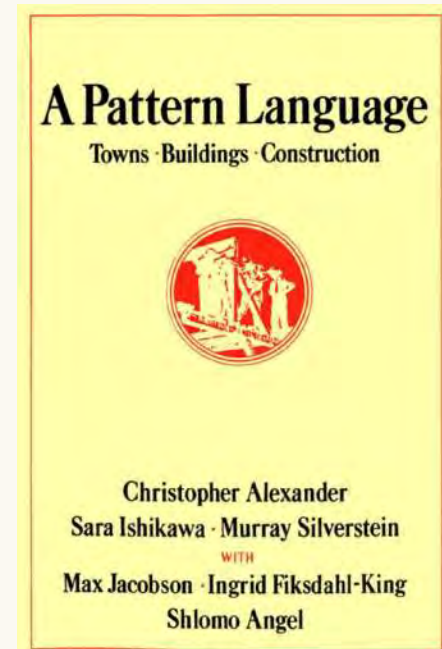
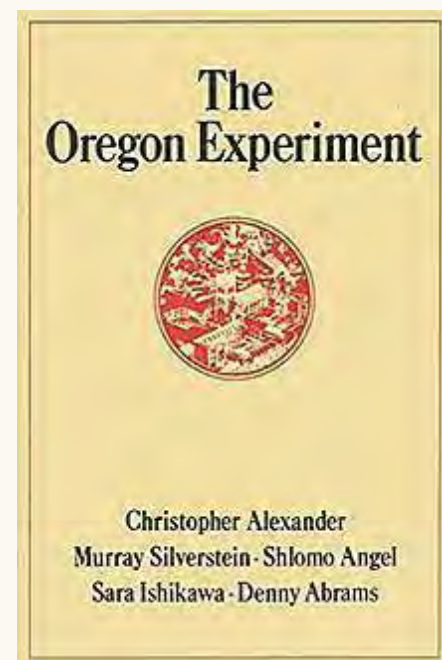
The 2024 UO Northeast Portland Campus Master Plan continues to take these learnings

and applies them to UO’s new Northeast Portland campus. The UO Portland master plan conforms to the City of Portland’s zoning requirements, seeks to create a legible and memorable academic core, promote sustainable facilities and transportation, and make for a place of beauty.

All 12 principles reflect not only the UO’s experience, but often are simply best practice.

For the purposes of the 2024 UO Northeast Portland Campus Master Plan, some of these principles loomed more directly in the planning process than others. #1 Process and Participation from both the UO community in Portland and Eugene, as well as that of the Concordia neighborhood was essential—daylighting history, providing context for needs, and ultimately the vision for the campus as a destination and place.

Both #2 Open Space Framework and #3 Densities not only set the strategic framework of the plan, they organized the overall process on how to prioritize decisions and where and how to leave space for future decision-makers and needs. And #10 Sustainable Development and #11 Patterns set forth major tones of campus’ eventual realization.



1: Process & Participation

Apply UO’s structured and effective planning process with appropriate organic participation, coordination, and periodic diagnosis.



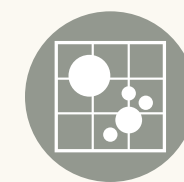
2: Open Space Framework

Organize the campus as a legible and enduring system of quadrangles, malls, pathways, and other open spaces.



3: Densities

Establish targeted densities that preserve heritage while maintaining the ability to accommodate new facilities.



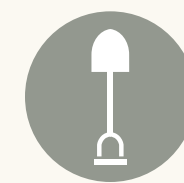
4: Space Use & Organization

Locate activities in a manner that balances convenience and positive interaction without being needlessly restrictive.



5: Replacement of Displaced Uses

Accommodating new uses must not be at the expense of an existing use.



6: Maintenance & Building Services

UO’s facilities and grounds should be easily maintained and designed to stand the test of time.



7: Architectural Style & Historic Preservation

Campus environments should have continuity and quality in their character and style, and respect historic buildings and landscapes.



8: Universal Access

Facilities should enable inclusion and participation by all.



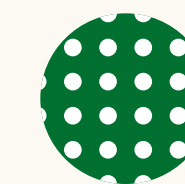
9: Transportation

Mobility should be safe, efficient, and affordable, as well as coordinated with the larger community.



10: Sustainable Development

All development, redevelopment, and remodeling shall incorporate sustainable design principles.



11: Patterns

UO campuses should consist of a cohesive set of parts or patterns that act as words and come together to form a “language”.



12: Design Area Special Conditions

Campus precincts, while fitting into the larger whole, should also express a distinct feel and history that gives it its own character.

Campus Vision

Vision of the 2022 Campus Plan (Eugene): “The University of Oregon’s campus will be responsive to the needs of its occupants, adaptable to emerging opportunities, and beautiful to behold.”

The University’s vision for the Northeast Portland Campus is the same as that of Eugene—to be responsive, adaptable, and beautiful. The dynamics of the campus vis a vis their broader environments, however, couldn’t be much more different. The UO in Eugene is a sizable institution set in a small city. The UO in Portland is a small campus in the middle of a sprawling and rapidly growing city. The history of the UO’s new Northeast Portland Campus is also one of having grown up in the past amidst Portland’s street grid, and it is essential for the master plan to respond to this.

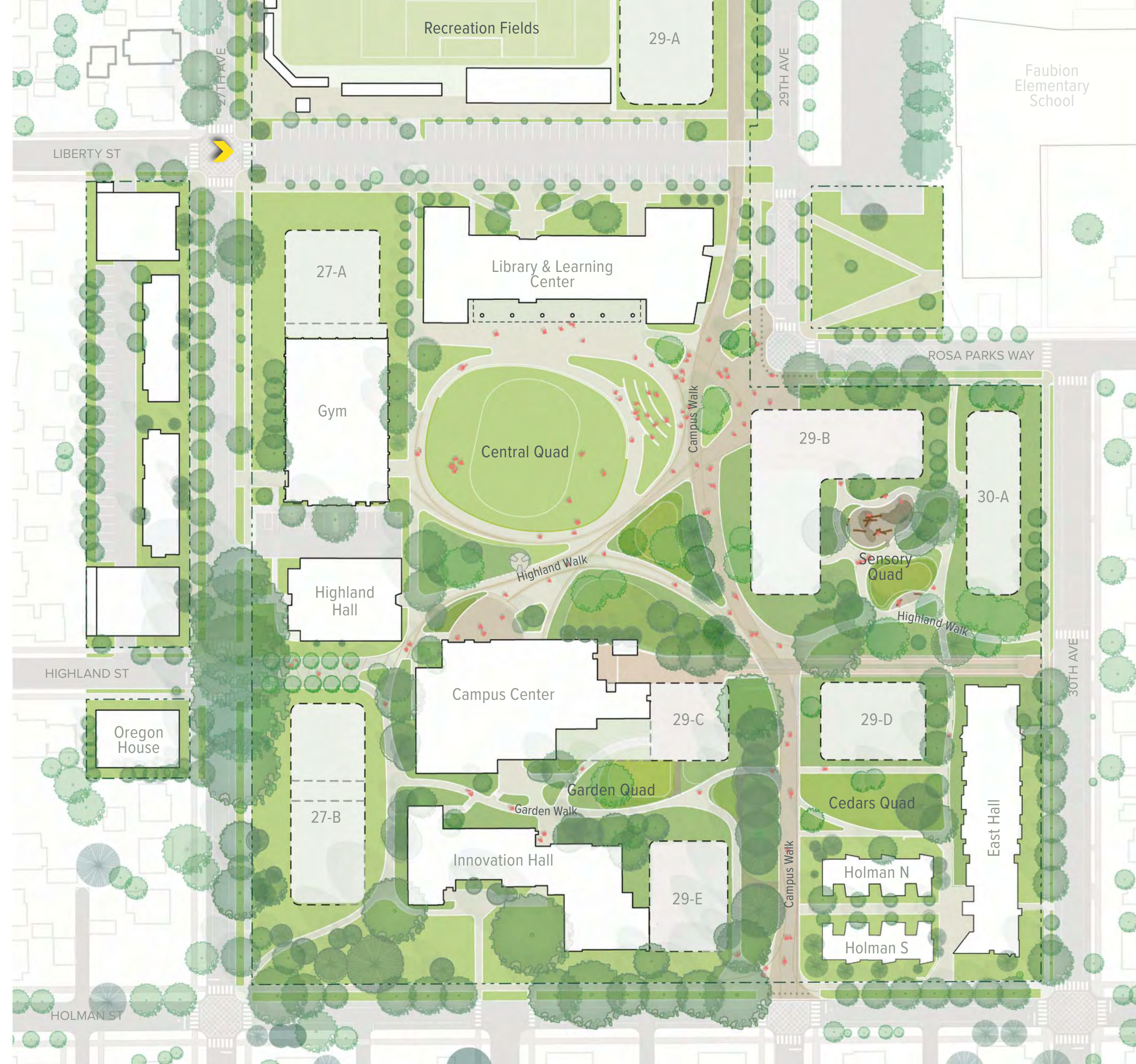
Yet beyond this campus vision, the Northeast Portland’s master plan works to go beyond the efforts of the prior institution to enhance the campus’ collegiate character in ways that are both of the city, and which set it apart. Drawn organically from the plan’s participatory process with UO Portland stakeholders and the adjacent Concordia neighborhood, the campus vision is a set of diverse quads that act as “outdoor rooms”. These quads are a mix of experiences that are highly active, but also intimate. Each has its own personality, but all are imbued with a timelessness and sense of place that nourishes and recharges body and spirit. This attentiveness elevates people, plants, activities, and campus textures.

Structured as a framework from large to small, from active to introspective, and immersive to transitional—the 19-acre campus is a holistic ecosystem of experience. This vision manifests itself most notably in the primacy of the Central Quad. It is the center, largest open space, bustling crossroads, and iconic heart of the campus. Adjacent buildings support it, open on to it, and activate it. Other portions of the campus make similar quad-like space and have a similar attentiveness, but at ever more intimate scales that organize the campus into a set of knowable and varied precincts. Some areas may be predominately academic, others residential, and others still recreational and athletic. And at the campus edges, gateways act of both physical and social transitions—bidding the city goodbye and beckoning the visitor towards the campus’ heart. Elemental open space components of the plan:

- Quads
- Walks
- Gateways

The Northeast Portland campus may be only a fraction of its older sibling in Eugene, but it is to be equally delightful to explore, inhabit, and watch evolve.

This section sets forth an array of campus-wide goals and frameworks. The potential future building blocks are then described in the following Campus Master Plan’s open space and development sites. Development sites are identified irrespective of possible programs, affording the UO a campus planning playbook that can revolve and respond as needs change—but anchored in an enduring landscape and setting.



2.1 Campus Experience

Any academic campus is defined by what makes it unique, memorable, and a compelling place to visit, learn, and work. For the Northeast Portland Campus, this means focusing campus experience by recognizing the campus' setting and building on its essence of place.

When thinking of the essence of the UO Portland's campus, one can't escape the image of soaring Douglas Firs towering over picturesque and low-scaled bungalows. The contrast between these two is furthered heightened with the often richly planted gardens that front these bungalows, and the epic views of majestic volcanoes from their rooftops. The area around campus even features an unusually high concentration of towering evergreens when considered amongst Portland's other east side neighborhoods. These things are common across the Pacific Northwest, but their interplay on campus and the surrounding neighborhood create a dynamic that is at once close and intimate as well as epically scaled in the sense of distance and even time. The intimate character of neighboring homes seeps into the campus and is echoed in charming buildings such as Highland Hall, or the small if sprawling character of Innovation Hall. In the past these characteristics accrued organically over time. But there exists the opportunity to more intentionally craft the campus and bolster its experiential impact.



2.2 Open Space & Landscape

The Northeast Portland campus landscape consists of unique open spaces knitted together by a network of organic pathways. The organization of these open spaces and pathways together create an experience of exploring a bucolic garden where open spaces and buildings are discovered, while providing legible wayfinding through clear, welcoming gateways at the thresholds of the surrounding neighborhood. The result is a holistic ecosystem of experience that work for daily and first-time visitors alike. The elements that make up the UO Portland campus are found on the University’s Eugene campus as well. Here in Portland, they combine to make a uniquely intimate campus experience.

Quads

Quads—open spaces defined by building and planting edges—are the main elements of the UO Portland campus master plan. There are four quads, each with their own unique and varied character informed by campus heritage, scale, and the activities of their surrounding buildings. For example, the Central Quad is designed to be an active center of student life. It has a large green for events and is lined by academic building edges and primary campus walks to encourage the intersection of people and ideas. Conversely, the Cedars Quad is surrounded by smaller, residential-scale buildings and uses, providing students who live on campus a place that feels well-connected, but buffered from the center of the campus’ public life. Each quad provides a unique experience to campus users which are described in the Development section of the master plan.

Walks

Walks move between and through quads and share a common design language of curving arcs that exists in the walkways on the campus today and distinguishes the campus from the grid of the surrounding city streets.

Clarity of wayfinding is established through gateways and a simple hierarchy of walk design. Most of the walks conform with standard construction and materials for ease of maintenance and wayfinding. The Campus Walk, however, as a primary pathway on campus, is wider and can be constructed with a distinctive design. The opportunity for unique design elements on the Campus Walk is shared by the plazas around the Central Quad. Together, these active and distinctive campus spaces contrast with the simpler and bucolic nature of the rest of the campus —heightening the experience of both.

Only some key walks are highlighted in the diagram at right. The following page includes more comprehensive information about the circulation system at the UO Portland campus.

Gateways

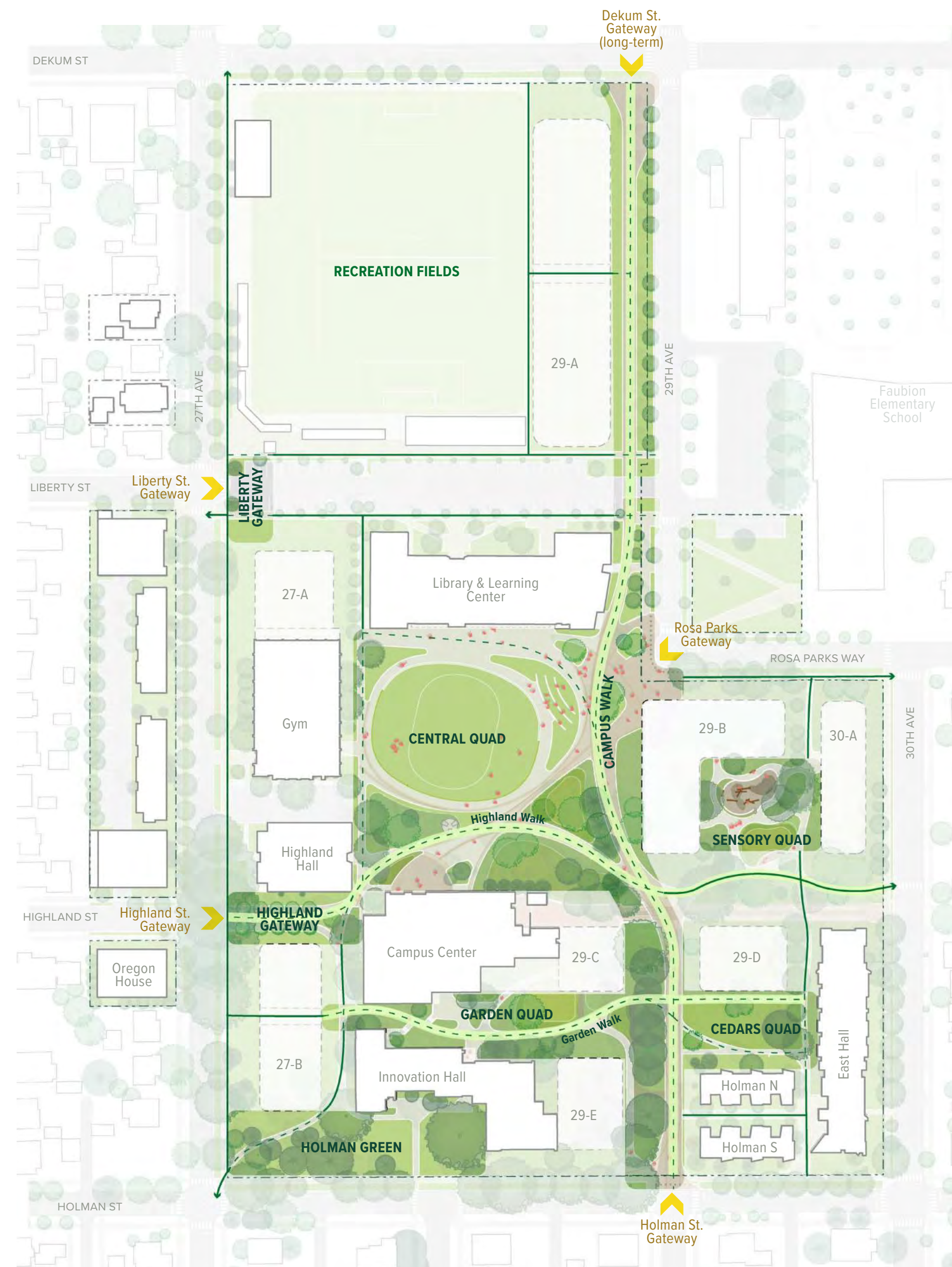
While there are many ways into the campus, the master plan includes four clearly-defined gateways in the near-term and one additional gateway on Dekum in the long-term. These are places where the campus design makes clear the transition from the surrounding community into the UO Portland’s collegiate landscape through the use of signage, wayfinding, seating, and gathering spaces.

Long-term Landscape

The north portion of the campus is defined by recreation fields that will remain for the foreseeable future. The open space framework at right shows a long-term extension of the Campus Walk to the northern edge of the campus to create a gateway at Dekum Street as well as several connections around the Recreation Fields. Future development north of Liberty Street would provide a cohesive campus walk and convenient access for people using transit on Dekum to arrive and depart the campus. As the University prepared this plan, we noted that many people encounter the campus first from the northwest corner when arriving by car. If future development occurs in the long-term on this northwest corner of the campus, there is an opportunity to implement a Dekum Street gateway here as well.

KEY

-  Campus Landscape
-  Walks
-  Connections Between Landscapes
-  Connections Through Landscapes
-  Development site
-  Existing building
-  Property line
-  Gateway



2.3 Circulation

Campus Gateways

Four near- to mid-term campus gateways are spaced evenly around the campus at Liberty Street, Rosa Parks Way, Highland Street, and Holman Street. A long-term gateway is envisioned if and when development occurs adjacent to the recreation fields on Dekum Street. These gateways support all mobility modes, but deprioritize vehicle drop-off in support of safe pedestrian and bike movement.

UO Portland campus gateways act as transition spaces between the neighboring community and the campus interior, offering clear wayfinding and a welcoming entry.

- The Liberty Street gateway is the lone vehicular-access gateway; acting to mitigate vehicle speed and create a safe environment for pedestrians and cyclists.
- The Highland Street Gateway provides a convenient location for a mobility hub as part of site 27-B with robust wayfinding to connect UO Portland to the greater Portland region.
- The Rosa Parks Gateway is very likely to be used by children and should have careful attention to pedestrian safety.
- The Holman Street Gateway provides access to the Campus Walk. In the long-term, the Dekum Street Gateway will bookend it to the north.

Pedestrian Pathways

Pedestrian circulation at the UO Portland is in gently curving pathways

that distinguish the campus from the grid of the surrounding city streets.

- 29th Avenue changes from a vehicular street lined with parking to the pedestrian “Campus Walk”. This main campus pathway curves from the prior 29th Avenue right-of-way to distinguish the campus experience from city streets.
- The pedestrian circulation system is made of the main north-south Campus Walk, and secondary east-west walks that connect between internal campus quads and with campus edges.
- Some community members currently use the UO Portland for walking groups. Similarly, sports products programs would benefit from a testing area for sports apparel. To serve these community and academic needs, the master plan identifies an approximately half-mile loop where people can walk, roll, jog, and run around the campus. This route could be supported by markers on pavement or signage.

Vehicular Circulation

Vehicular access includes parking and/or service access to buildings. Vehicular circulation is primarily at campus edges to preserve a safe and comfortable pedestrian environment in its center.

Service Drives

Service drives are organized to cross as few pedestrian pathways as possible. The new service drive from 30th Avenue to the Campus Center provides trash and food






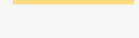





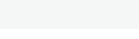
service to East Hall, Campus Center, and development sites 29-C and D. If these development sites include parking, the service drive provides access to this as well.

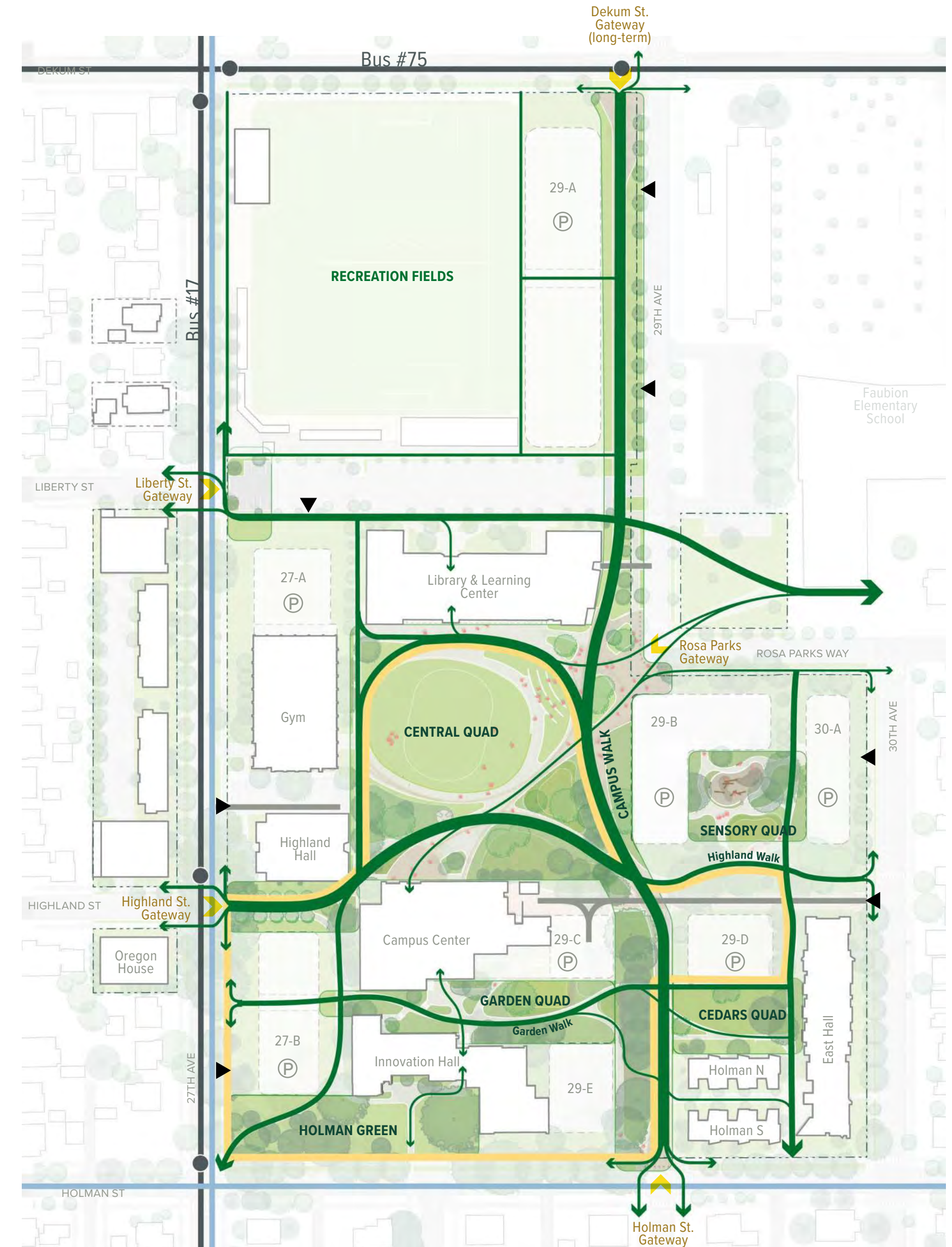
Future of Transportation

The City of Portland’s Transportation System Plan has a 2035 goal for the Concordia neighborhood of Portland that 70% of commuters will walk, bike, take transit, carpool, or work from home to reduce private vehicle use. The UO Portland campus master plan supports this goal in the following ways:

- Creates a safe and comfortable campus environment to encourage people who are able to walk, roll, and bike their daily commute.
- Provides locations for future on-campus housing to shorten commutes.
- Connects pedestrian pathways and gateways to nearby bus and bike routes to support a well-connected system.

KEY

	Development site
	Existing building
	Property Line
	Primary Pedestrian Pathway
	Secondary Pedestrian Pathway
	Walk, jog run campus loop (1/2 mile)
	Service drive
	Bus route with stops
	Bike route
	Campus gateway
	Vehicular access
	Vehicle parking potential



2.4 Performance & Sustainability

The development of the UO's Portland campus maintains and builds upon the University of Oregon's Comprehensive Environmental Policy (CEP), as well as the directives within the Oregon Model for Sustainable Development (OMSD). The directives are comprehensive and aligned with the impacts and opportunities for university campuses as they are informed by categories specified in the Sustainability Tracking, Assessment & Rating System (STARS) reporting framework. In 2020, the UO earned Gold status (again) in recognition of its sustainability curricula, development policies, and data collection and assessment efforts in particular.

At the same time, there is an opportunity in some categories with the Portland campus to "go beyond" the high-level performance of the Eugene campus. The Portland campus is much smaller and is anticipated to change a lot over time from its current configuration as the UO's programs in Portland continue to develop. The City of Portland also has specific environmental initiatives, policies, requirements, and goals that could drive innovation, and the smaller campus could act as a laboratory or proving ground for the larger Eugene campus.

Specific recommendations and opportunities follow, all of which are aligned with the UO's Comprehensive Environmental Policy directives. More detailed context and consideration for the below recommendations and opportunities can be found in the master plan's appendix.

Specific potential design opportunities for the UO Portland campus include:

- Eliminating on-campus fossil fuel use with efforts to transition facilities to 100% electrification
- Instituting a low carbon building construction standard, that could address building materials as well as low Global Warming Potential (GWP) Refrigerants
- Developing campus utility systems
 - » Campus ground source heat pump (GSHP) thermal distribution system
 - » Campus rainwater or wastewater treatment and non-potable distribution system
 - » Campus microgrid with renewable energy production and battery storage

These opportunities anticipate the next evolution of the [UO's Climate Action Plan 2](#).

The UO's Comprehensive Environmental Policy

In 1997 the UO established a comprehensive environmental policy that identified key areas for environmental stewardship: Planning and Design, Operations and Maintenance, Greenhouse Gas Emissions, Purchasing, Materials Management, and Hazardous Materials Management. The UO Portland campus is guided by these policies much as the Eugene campus and its operations. The university tracks and improves its progress in these areas through its participation with the AASHE STARS campus sustainability reporting framework, which breaks out nine key areas, aligned with the UO's comprehensive environmental policy, five of which are significant areas of

opportunity as they related to the scope of UO Portland Northeast Campus Master Plan.

- Air & Climate
- Buildings
- Energy
- Grounds: Stormwater

The scope of this master plan did not include the UO key areas: food & dining, water, waste, transportation, and purchasing.

The City of Portland's Sustainability Initiatives

The City of Portland has been a municipal leader in adopting sustainability in operations as well as in policy and regulations. Important initiatives include:

[City of Portland and Multnomah County 2015 Climate Action Plan](#) establishes objectives for 2030 and actions to be completed by 2020 to keep Portland on a path to reduce community-wide carbon emissions to 80 percent below 1990 levels by 2050.

[The Commercial Building Energy Performance Reporting program](#) requires commercial buildings 20,000 square feet and larger to track building energy performance and publicly report this information.

[The Green Building Certifications List for Low-Carbon Buildings](#) requires new and renovated buildings with a net building area increase of at least 50,000 square feet to achieve LEED Gold, Earth Advantage's Small Commercial

or Earth Advantage Multifamily Gold. Green Building Initiative's Green Globes at the "4 Globes" level, or ILFI's Building Challenge at the "Certified" level.

[Portland 2017 Electric Vehicle Strategy](#) aims to increase adoption of EVs and access to charging infrastructure.

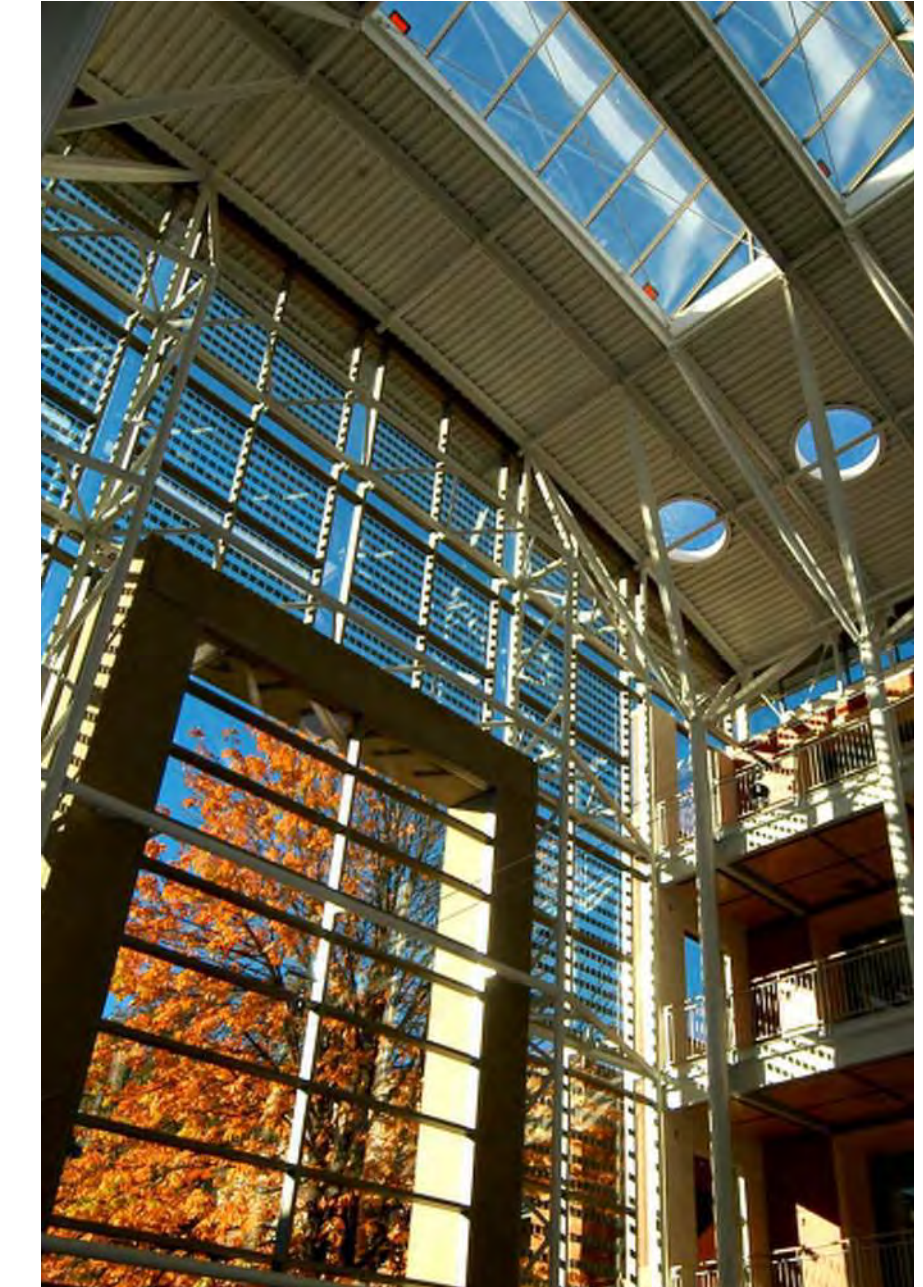
[100% Community Renewable Energy Goal](#) is a city policy to Meet 100% of Community-Wide Energy Needs With Renewable Energy by 2050.

The [Portland Clean Energy Community Benefits Fund \(PCEF\)](#) invests in community-led projects to reduce carbon emissions, create economic opportunity, and helps make our city more resilient and equitable in the face of a changing climate.

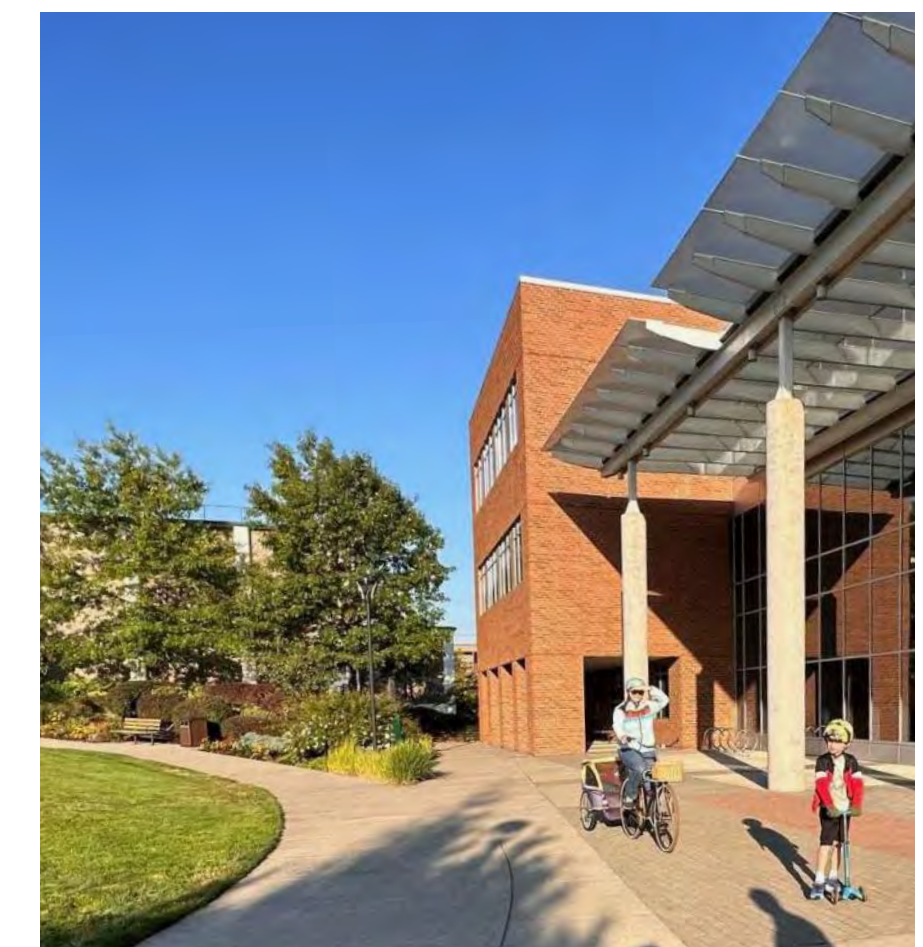
While they have discontinued their sustainable business certification program, the [Bureau of Planning and Sustainability offers a broad set of programs and policies](#) that advance environmental sustainability and empower residents and business to make more sustainable choices.

Portland promotes [Ecoroofs](#) (green roofs), and requires them for specific projects in the central business district.

Portland's [Bird-Safe Windows requirement](#) similarly applies to the Central City, but represents common best practice for buildings to minimize the risk of bird strikes.



Lillis Center: The UO's first LEED building, certified at the Silver level



UO Portland's Library & Learning Center was LEED Silver certified

Lifecycle GHG Emissions

The adjacent analysis estimates holistic carbon emissions for a baseline scenario for future development of the UO Portland campus over the next 60 years. Benchmarked emissions for operating energy include energy use (both electricity and natural gas), embodied carbon (from the construction and interior and MEP renovation of buildings), refrigerant leakage, and transportation from students and faculty to and from the campus. Site emissions (from both materiality, earth movement, and the sequestration of carbon from landscape growth) are not included, because there are too many variables to account for in its design; however, it is fair to say (based on prior analyses of other projects) that site emissions, while both significant and variable, will be substantially lower than transportation, embodied construction, and operating energy. Additional emissions associated with purchasing, food consumption, waste disposal, and other operational functions are also excluded. **The analysis includes a lot of assumptions, and should not be regarded as an accurate projection, but as a theoretical baseline to inform the relative magnitude of categories and focus efforts to address the most significant sources of GHG emissions**

Transportation is the largest source of emissions, making more than half in the 60-year analysis, driven by the increasing student population at the campus and projected reliance on single-occupancy vehicle usage. Substantial reductions could be made by promoting and implementing transportation alternatives. Regardless, the analysis shows transportation emissions ultimately disappearing by 2055, due to increasing and

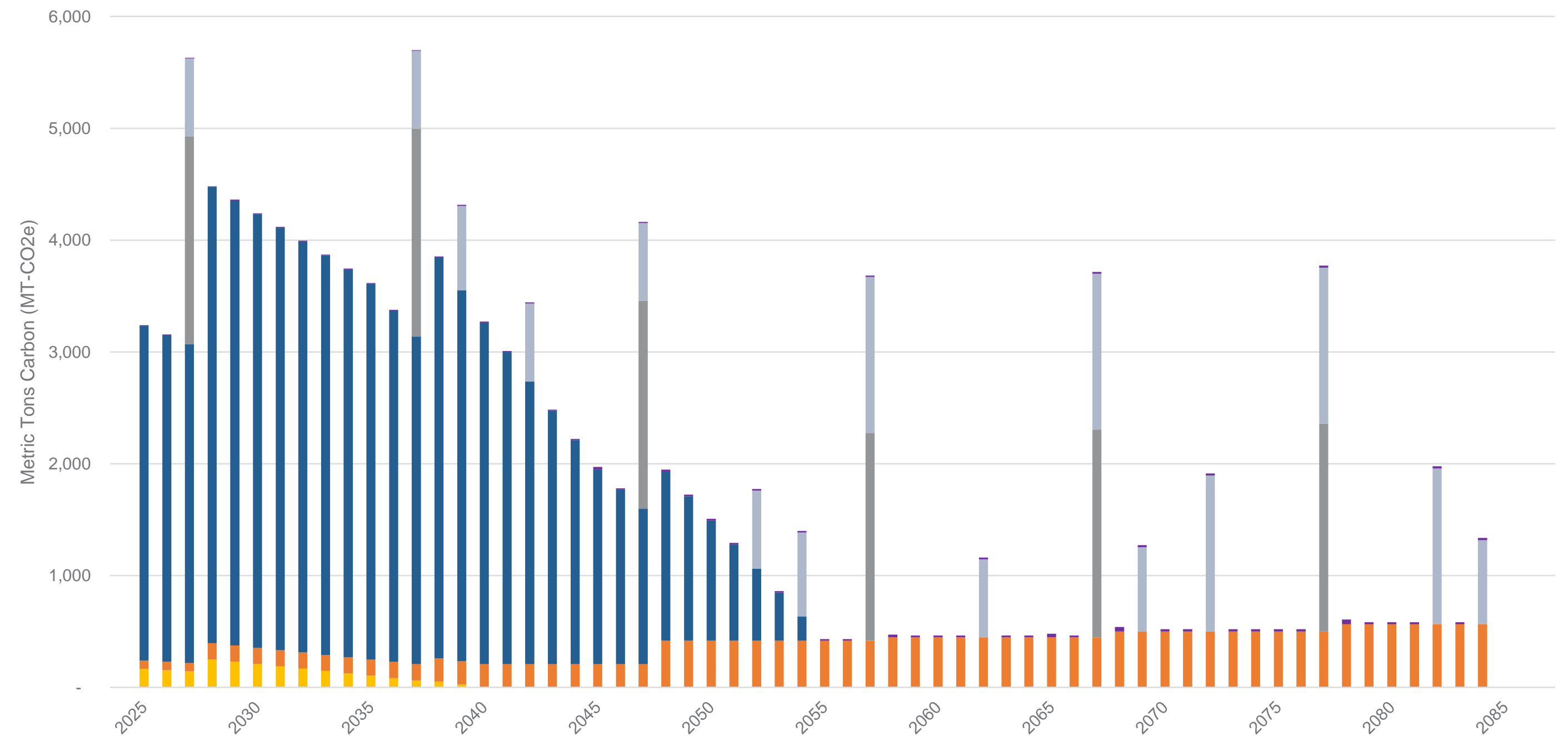
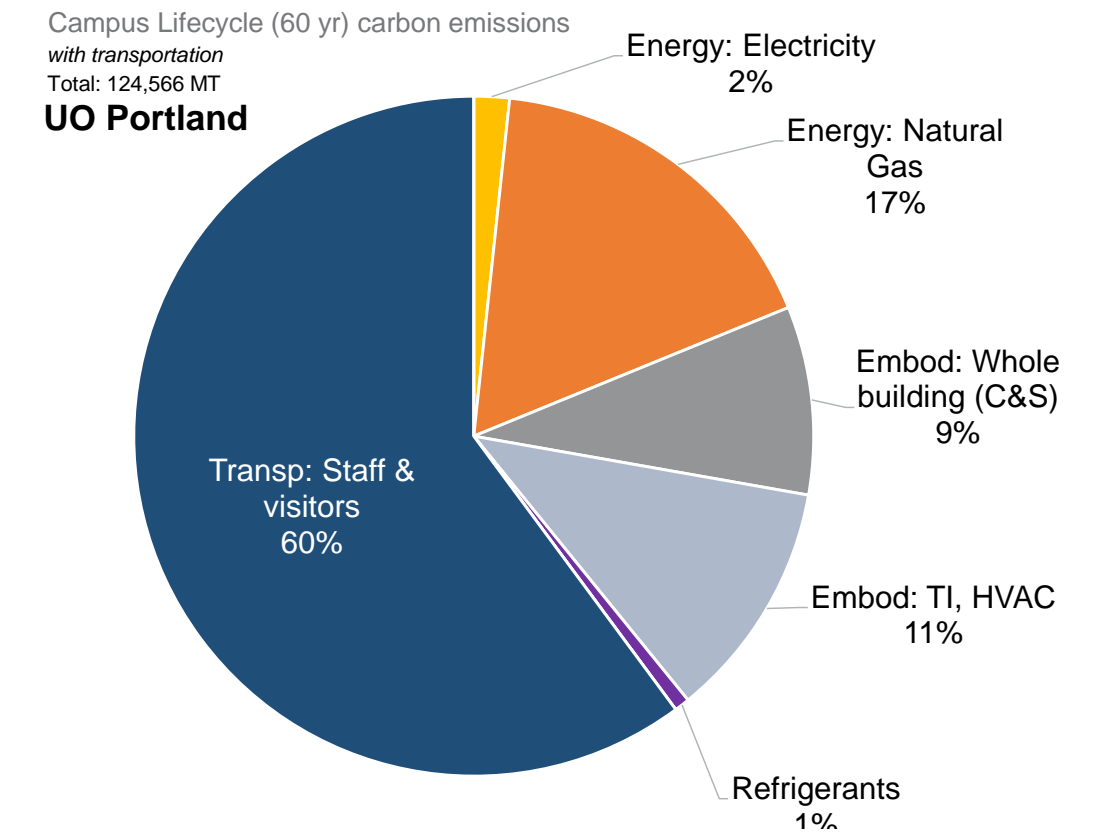
ultimately full adoption of electric vehicles by 2055 (as projected in [federal energy policy documents](#)), combined with the decarbonization of Oregon's electrical grid.

Ongoing energy use, and specifically natural gas usage is the next largest category of emissions. Baseline buildings in this analysis are assumed to use natural gas for heating and hot water, and electricity emissions are assigned a typical regional Pacific Northwest EGRID factor, but decline annually and ultimately to zero, based on the decarbonization target adopted in [Oregon House Bill 2021](#). While natural gas was originally included in Oregon's renewable portfolio standard, the industry took the regulation to court and ultimately had them thrown out. For this reason, and the fact that natural gas is substantially harder to decarbonize at scale, no future reductions are shown for this fuel usage. Consequently, the single most significant reduction strategy would be to adopt electrification for all building systems.

Embodied carbon emissions, from both the core and shell (C&S) new construction (accounting for structure and envelope) as well as tenant interior (TI) and mechanical (HVAC) equipment are the next significant category. The analysis assumes a new 54,000 SF Ballmer Institute complete by 2028, and an additional 50,000 SF built every ten years, representing a range of typical academic programs. An average commercial building carbon intensity (based on Carbon Leadership Forum data) is assigned to projects. Currently, significant reductions

of 10-20% are possible by utilizing lower GWP-intensive materials (most significantly, concrete, but also including some other common building materials). More significant reductions can be achieved through the adoption of biogenic (carbon-sequestering) building materials, most notably the adoption of mass timber for building structures.

Refrigerants are relatively small, but could be larger if significant leakages occur. The GWP of HVAC refrigerant is expected to decline as various jurisdictions (including the California Air Resources Board) phase-out high GWP refrigerants and prompt manufacturers to adopt alternatives.



Annual baseline (business as usual) projected campus carbon emissions

Specific recommendations follow, related to environmental performance criteria in the [UO's Sustainability Dashboard](#). Comprehensive Environmental Policy directives are provided to provide context for these recommendations.

2.4a Buildings

Additional information, including a generic project LEED scorecard, and information on low-carbon building strategies, exist in this document's appendix.

Comprehensive Environmental Policy
"The University will endeavor to minimize environmental impacts associated with the construction and operation of campus buildings and grounds through careful attention to environmental performance standards in design and construction."

Recommendations

- Meet the UO's requirement for LEED Gold certification for major projects.
- Explore opportunities to incorporate best practices for low-carbon buildings, including adaptive re-use, mass timber and other carbon-sequestering materials, and lower-carbon building materials including optimized concrete, exploring and anticipating opportunities for the development of the UO standard for this goal.

Future Opportunities

- Explore opportunities for certification, or equivalent strategies that go

beyond LEED and reflect the UO's goals for GHG neutrality and healthy buildings, considering elements of International Living Future Institute's [ILFI] Zero Carbon, WELL, and Fitwel.

Build upon the UO's goal to "foster and promote social equity and human health" and capital projects, by:

- Requiring advanced practices for social equity in buildings through (1) expanded MWESB requirements; (2) meeting LEED pilot credit pc98 Social Equity Within the Project Team requirements for prevailing wage, workforce development training, and/or team JUST certification; and/or (3) meeting LEED pilot credit IPpc144:Social Equity Within the Supply Chain verified standards for products and/or companies.
- Integrate best practices for healthy and productive buildings, collaborating with the IHBE, and consider development of standards for future building projects.

2.4b Energy

See this document's appendix for more information on building and campus level energy strategies.

Comprehensive Environmental Policy
"The University will implement conservation and efficiency strategies that reduce consumption of energy, water, and other resources without compromising high quality learning environments."

Recommendations:

- Meet the Oregon Model for Sustainable Development (OMSD) requirements:
 - » Meet or exceed energy efficiency requirements of the Advanced Energy Threshold, defined as 25% more efficient than the 2014 Oregon Energy Code requirements.
 - » Include submetering metering and monitoring systems to enable to the university to track energy usage and will undertake cost-effective energy-savings measures as opportunities arise with a goal of mitigating increases in total energy use.
- Phase out fossil fuels, and transition to all-electric HVAC and cooking systems for new construction and renovations (see the appendix for Air & Climate).

Future Opportunities

- Consider the feasibility of a ground-source thermal loop to achieve additional energy efficiencies and thermal synergies between buildings; this could be a closed-loop or open-loop system, as addressed in the appendix of this document. New projects could incrementally build and connect to this system, or alternatively could be designed to connect to a future network.
- Consider feasibility of on-site renewable energy within context of project economics. The OMSD seeks to "optimize the energy efficiency of all new buildings and mitigate any increases in total campus energy use from all capital projects."

2.4c Air & Climate

See this document's appendix for more information on GHG emission scope and refrigerants.

Comprehensive Environmental Policy
"The University will monitor, report, and strive to reduce its GHG emissions."

Recommendations

- Build and renovate to reduce energy consumption and eliminate on site fossil fuel use (addressed further in energy section).
- Adopt best practices for low-carbon construction (see Buildings section).
- Promote transportation alternatives to single occupancy vehicle travel, and increase EV charging on site (see transportation section).
- Move to lower-GWP refrigerants aligned with the California Air Resources Board (CARB) phase out of high GWP (>750) HFC refrigerants.

Future Opportunities

- Include a climate resiliency assessment of needs and opportunities, within context of campus and surrounding neighborhood, for future buildings.
- Consider holistic climate impacts of vehicular (and subterranean) garages (versus at-grade parking or transportation alternatives).

2.4d Transportation

Comprehensive Environmental Policy
"The University will support alternatives to commuting by single occupancy vehicles and encourage students, employees and guests to use alternatives that minimize environmental impact."

Recommendations

- Provide ample bike commuting resources (secure storage areas, showers) for students, staff and visitors, meeting or exceeding guidelines established by LEED.
- Provide EV chargers to incentivize commuters
- Provide bus passes, scooter/bike share resources for employees and students.

Future Opportunities

- Charge for parking (and use revenue to fund SOV transportation alternatives).
- Provide shuttle between Eugene and Portland campuses.
- Provide level 3 charger to support an electric bus/shuttle.

2.4e Water

See this document’s appendix for more information building and campus level strategies.

Comprehensive Environmental Policy:

“The University will implement conservation and efficiency strategies that reduce consumption of energy, water, and other resources without compromising high quality learning environments.”

Recommendations

- Integrate best practices for water efficient fixtures, as permitted by programmatic constraints within all buildings.
- Reduce the amount of turf-grass as possible, and increase the amount of native, adaptive, and drought-tolerant plantings.
- Use air- or ground-source cooling, eliminating the need for cooling towers for heat rejection.

Future Opportunities

- While a campus wide non-potable water system is likely infeasible due to cost and complexity, there may be opportunities within individual building projects to utilize rainwater or greywater systems.

2.4f Stormwater

Comprehensive Environmental Policy

“The University will implement conservation and efficiency strategies that reduce consumption of energy, water, and other resources without compromising high quality learning environments.”

“The University will endeavor to minimize environmental impacts associated with the construction and operation of campus buildings and grounds through careful attention to environmental performance standards in design and construction.

Recommendations

- Meet city and LEED requirements to meet LEED v4.1 SSc4 Rainwater Management credit to manage, maintain and infiltrate or re-use on-site, in best replicating natural site hydrology processes, at minimum the 90th percentile regional rainfall event.
- Use dry-wells as needed, but prioritize infiltration swales as surface features when possible.
- Utilize bioswales to filter stormwater [from hardscape and parking areas] before infiltrating on site.

2.4g Food and Dining

Comprehensive Environmental Policy

“The University will strive to obtain ‘best value’ by balancing, as both appropriate and permissible, life cycle costs and social and environmental impacts when purchasing goods and services. Where both appropriate and permissible, the University will write specific purchasing policies to guide decision-making on frequently purchased items. The University will establish and maintain programs that minimize solid waste (including food waste) through reduction, reuse, and recycling.”

Recommendations

- Provide filtered water dispensers for direct use and filling re-usable bottles.

Future Opportunities

- Provide edible landscaping, including fruit trees, and potentially a “P-patch” area [vegetable garden] for the university community.

2.4h Waste

Comprehensive Environmental Policy

“The University will establish and maintain programs that minimize solid waste (including food waste) through reduction, reuse, and recycling.”
The University will minimize the use of hazardous materials when possible while recognizing the necessity of some hazardous materials for research, teaching, and operations. The University supports environmentally responsible management and disposal of hazardous material.”

Recommendations

- Meet and exceed LEED MRc5 Construction and Demolition Waste Management to divert at least 75% of the total construction and demolition material from at least four material streams, and target innovation level for new construction projects to not generate more than 2.5 pounds of construction waste per square foot of the building’s floor area.
- Meet LEED MRp1 Storage and Collection of Recyclables prerequisite for all new projects, providing dedicated areas accessible to waste haulers and building occupants for the collection and storage of recyclable materials for the entire building, including mixed paper, corrugated cardboard, glass, plastics, and metals. Provide for the safe collection, storage, and disposal of two of the following: batteries, mercury-containing lamps, and/or electronic waste as applicable.

- Provide resources and area to collect and compost food and landscaping waste, either by composting and re-using this resource directly on site, or using Portland municipal programs.

2.4i Purchasing

Comprehensive Environmental Policy

“The University will strive to obtain ‘best value’ by balancing, as both appropriate and permissible, life cycle costs and social and environmental impacts when purchasing goods and services. Where both appropriate and permissible, the University will write specific purchasing policies to guide decision-making on frequently purchased items.”

Recommendations

- See 2.4a Buildings section for recommendations related to requirements for promoting social equity in project teams and product sourcing.

Campus Master Plan

The UO Portland 2024 campus master planning process occurs amidst the UO's move from Old Town to Northeast Portland and a number of "make ready" projects that prepare the campus for occupancy. These are a combination of renovation and demolition projects and represent approximately \$60M in University investment.

3.1 Targeted Demolitions

Clinical Research Building

The Clinical Research Building (which consists of three interconnected facilities) was deemed to be in such poor condition that upgrades still would not meaningfully improve the building's utility.

Centennial Hall

This former student housing building's long and narrow proportions make it ill-suited for either contemporary student housing or adapted for other purposes. Its poor condition exacerbates this mismatch with the UO's needs.

30th Ave Apartments

As they exist, these buildings require some investment. This means they can be considered for removal if the UO prioritizes their location of other higher and better uses.

3.2 "Make Ready" Investments

Library & Learning Center

This 72,000 GSF building opened in 2009 and needs the least intervention. Make ready work includes repositioning furnishings, the inclusion of a coffee shop, and the opening of the UO Libraries' facilities for student and community use. The University is also adding new classrooms that support the programs moving to the campus, as well as expand on-campus teaching capacity and pedagogical options. Further work will enhance the building's event hosting capabilities by separating open pre-function and public space from separate event space.

Innovation Hall

Built in 1947, and added onto in 1951 and 1993, this 47,000 GSF building focuses on "shared state-of-the-art maker spaces, encouraging student collaboration across programs to solve problems." Positioned mainly for academic purposes, it features a range of specialty spaces including the main multipurpose collaboration hub which features a soaring vaulted wood ceiling and is significant campus destination. Innovation Hall also marks the stately southern edge of the UO's lush campus on Holman Street.



Highland Hall

Built in 1950 and with renovations in 1973, 2003, and 2007, this intimate 9,100 GSF building has been many things over time. Originally built as a gymnasium, it was later converted to an auditorium. Today it has been returned to its original glory with a newly reopened ceiling that showcases "an impressive, curved roof, and expansive open space"—a fitting home for the UO's graduate architecture studios.



Campus Center

Built in 1953, with an addition in 1980, this 32,000 GSF building is easily accessed from most of the Northeast Campus' major buildings. Featuring an array of services from food to study, it is the "heart and hearth for students. From gathering spots to study or hang out, to resources to help navigate sensitive topics, to help with printing or computers, this is the place that brings everyone together." Beyond bringing systems to a state of good repair, the make-ready investment in the Campus Center helps to open it up with better sightlines that aid wayfinding and support visual connection.



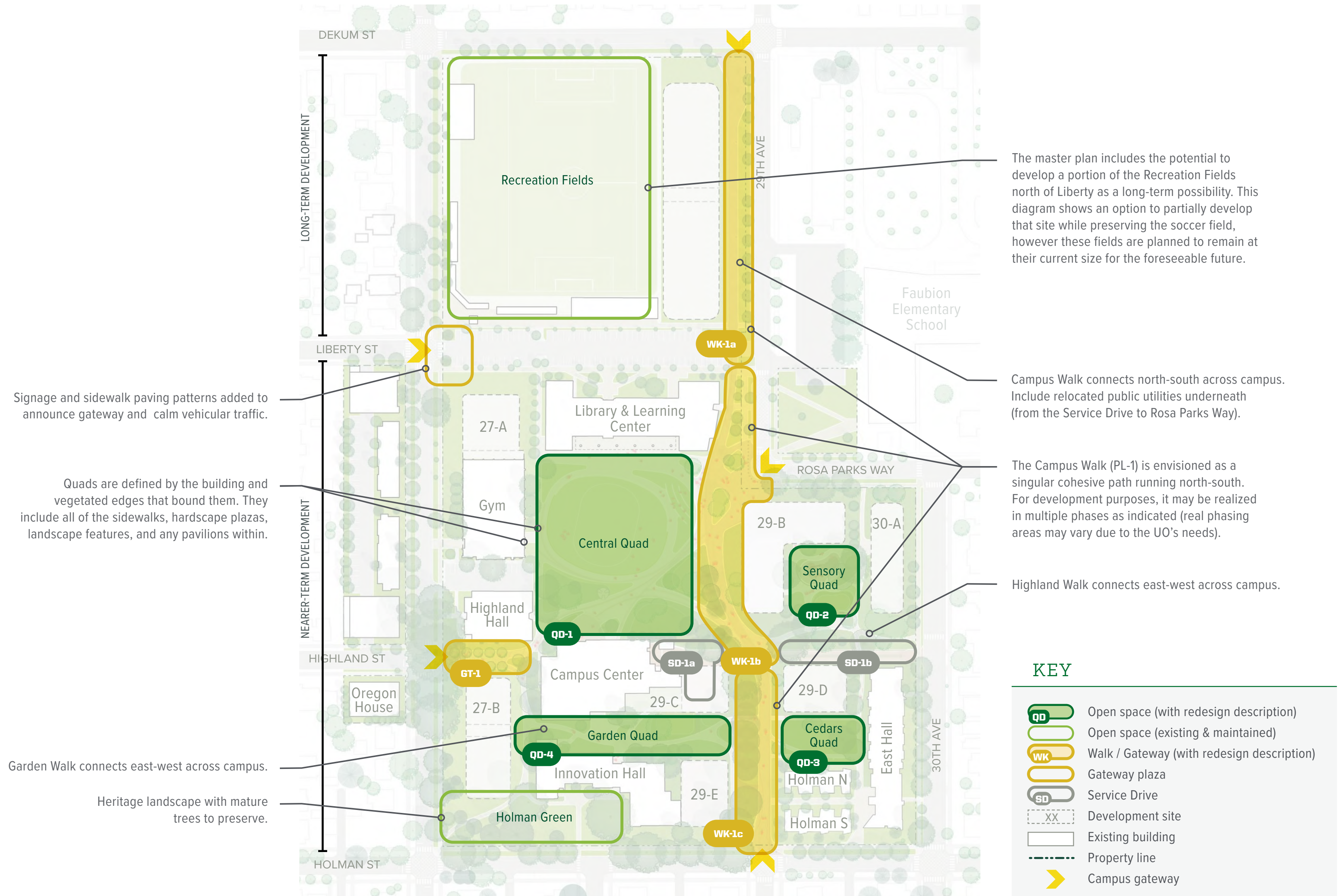
Gym

In the near future, the lower level of the Gym will become the campus fitness center.

3.3 Open Space Sites

The campus is defined by its open spaces; the quads, walks, and gateway plazas.

- Quads**
 There are four major quads, all varying in size and experience. While the master plan gives each of the quads a name, this is only a suggestion and is intended to express the goal that each quad provides a unique experience that encourages exploration of the campus' varied environments.
- Walks**
 The campus features three distinct walks that knit together the quads and connect the gateway plazas. Their design is elevated beyond mere sidewalks, with the paving, lighting, and site furniture standards mindful of campus experience as much as function. Additionally, they form the main campus circulation framework. Campus Walk is the iconic main pedestrian spine and connects the campus' north and south edges. The east-west Garden Walk and Highland Walk create secondary routes that help knit the campus and neighboring community.
- Gateway Plazas**
 Four major gateway plazas connect the activity of the campus with the community. All create transitions between public street and campus landscapes. As they all include varied forms of mobility, they also serve to calm vehicular traffic to improve pedestrian and cyclist safety.



Central Quad

QD-1

This iconic open space builds on the qualities of the existing green oval in the center of campus. It maintains the Central Quad as a core gathering space for campus events and extends the plazas adjacent to Campus Center and the Library & Learning Center to encourage activity to spill into the quad, activating its edges. Creating a pattern language from the covered arcade of the Library & Learning Center, covered open space adjacent to the quad on new or existing buildings, and/or a standalone pavilion, is a welcome addition to increase the Central Quad's ability to function as a gathering space during rainy seasons.



The Quad's central open space features the UO's signature "O", visible from surrounding buildings and planes going to and from Portland International Airport. Its circulation system creates a natural flow of diagonal movement across the center of the campus and provides a hub for connections to adjacent buildings with fully accessible routes.



The Central Quad takes advantage of a grade drop in the northeast corner to expand into a more flexible amphitheater. Trees at the southeast side should be preserved for screening. An overarching sustainability goal of this plan is to reduce turf grass on campus and increase the amount of native, adaptive, and drought-tolerant plantings. The Central Quad should continue to have groundcover that supports its function as a gathering space, but sustainable management practices should be considered, as well as opportunities to replace turf with other, less resource-intensive groundcovers suitable to gathering if/when this space is renovated.

FAST FACTS

SITE AREA:

80,000 SF

PROJECT COST:

\$\$

KEY

- Area boundary for cost estimate
- Development site
- Existing building
- Planted area (turf)
- Planted area (high-grass and/or shrubs)
- Concrete / paver surfaced areas (specialty)
- Concrete / paver surfaced areas (general)
- Property line
- Campus gateway



Sensory Quad

QD-2

The Sensory Quad is envisioned as a quiet and intimate space featuring plants with an array of textures and smells. This quad could have elements that include nature-based play, quiet seating nooks, and organic pathways; it is well-suited to users who benefit from a buffered environment that provides enclosure and rich sensory experience.

The Sensory Quad is sheltered from Rosa Parks Way, the Campus Walk, and 30th Avenue by the building sites around it. It is a short distance from Faubion Elementary School and a pathway runs north to south to provide a connection between the school and the neighborhoods, through the Sensory Quad and the Cedars Quad. On its southern boundary, Highland Walk connects the Sensory Quad to neighborhoods to the east and the core of the UO Portland Campus to the west.

The Sensory Quad can be partially or fully included in the development of site 29-B and/or 30A, although it will benefit from the enclosure site 29-B will provide. The quad may sit on grade, providing potential for large trees to be planted and preserved within it, or it may be located on top of below grade parking, providing convenient vehicular access to its adjacent development sites.



FAST FACTS

SITE AREA:

20,000 SF

PROJECT COST:

\$

KEY

- Area boundary for cost estimate
- Development site
- Existing building
- Planted area (turf)
- Planted area (high-grass and/or shrubs)
- Concrete / paver surfaced areas (specialty)
- Concrete / paver surfaced areas (general)
- Property line
- Campus gateway



Cedars Quad

QD-3

Located adjacent to the Campus Walk and the mature, heritage Lebanese Cedars, the Cedars Quad anchors the primarily residential southeast corner of campus. This quad provides nearby residents a space for casual gathering and light outdoor recreation as well as a connection along the Garden Walk to the Garden Quad to the west. The Lebanese Cedars are a prominent feature of the campus and will imbue the Cedars Quad with a unique character and microclimate, providing a dramatic backdrop in the morning and cool shade in the afternoon.



To perform its programmatic and connective functions, The Cedars Quad requires a relatively even groundplane. Evening the groundplane on this quad creates a slope up to the North Holman Street Apartments, giving residents of that building a buffer between the activity of the quad and their living spaces. Some existing trees may need to be removed as the Clinical Research Buildings in this location are demolished.



FAST FACTS






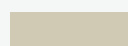



SITE AREA:

13,700 SF

PROJECT COST:

\$

KEY

-  Area boundary for cost estimate
-  Development site
-  Existing building
-  Planted area (turf)
-  Planted area (high-grass and/or shrubs)
-  Concrete / paver surfaced areas (specialty)
-  Concrete / paver surfaced areas (general)
-  Property line
-  Campus gateway



Garden Quad

PD-4

Featuring meandering walks and rolling terrain, this open space is defined by both The Garden Walk that connects the eastern and western sides of the campus and the north-south throughways that connect Campus Center and Innovation Hall. Lush plantings are paired with sloping terrain and strategic lighting to maintain an accessible, meditative and safe environment.

Today, this area of campus is accessed by several sets of stairs and is sometimes impacted by localized flooding at the entry to Campus Center. To create a universally accessible environment with effective stormwater management is a key goal of the redesign of the Garden Quad. Thoughtful grading and ramping, as well as localized stormwater treatment areas, will be required to achieve these goals.



FAST FACTS

SITE AREA:

21,500 SF

PROJECT COST:

\$\$

KEY

- Area boundary for cost estimate
- Development site
- Existing building
- Planted area (turf)
- Planted area (high-grass and/or shrubs)
- Concrete / paver surfaced areas (specialty)
- Concrete / paver surfaced areas (general)
- Property line
- Campus gateway

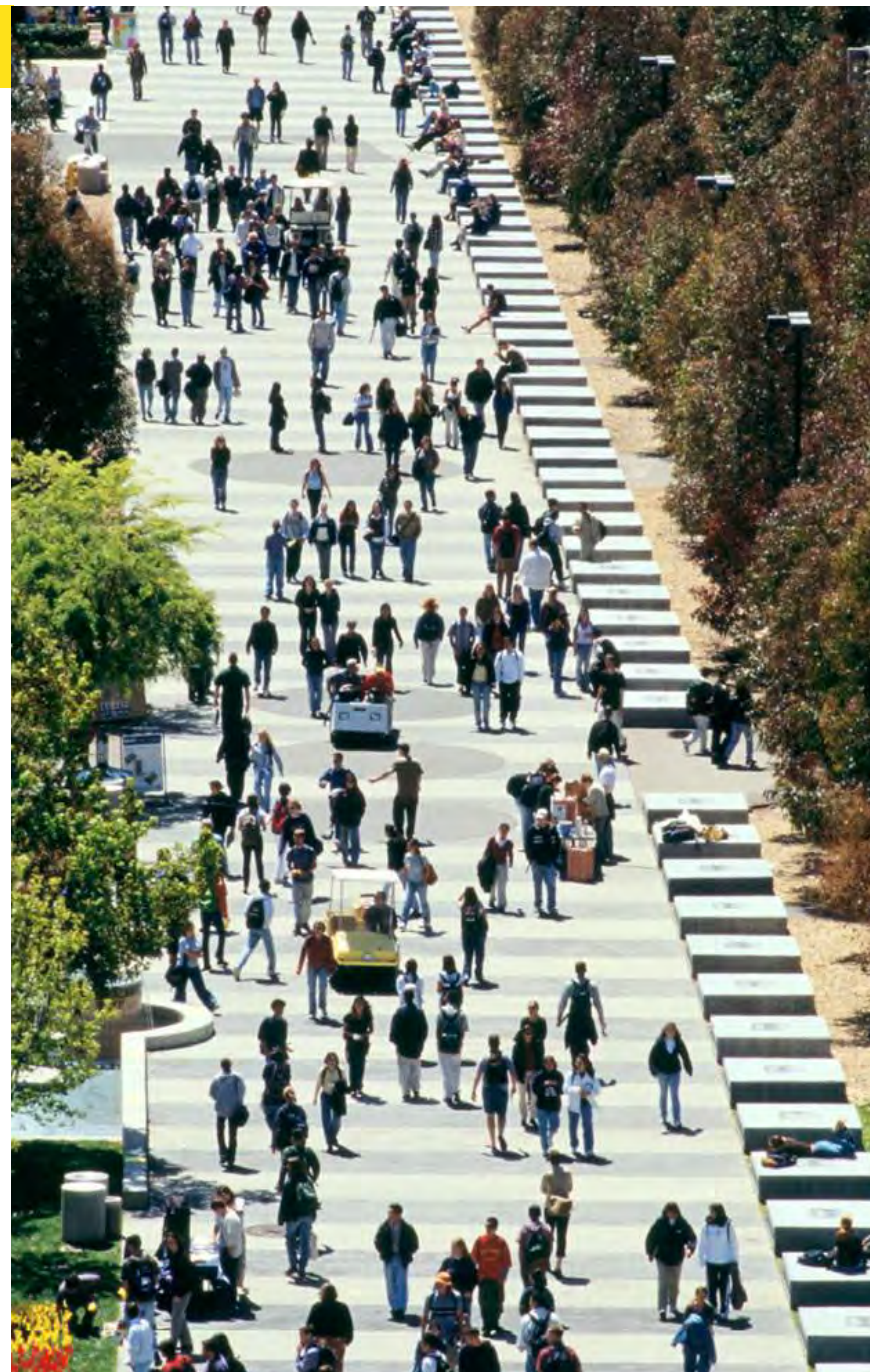


Campus Walk

WK-1

The Campus Walk connects three campus gateways at Holman Street, Rosa Parks Way, and in the long-term, Dekum Street in a primary north-south connection within the UO Portland Campus. It re-imagines 29th Avenue as a fully pedestrian connection and includes the modest relocation of an existing easement and public utilities. This allows the walk to curve and engage the Central Quad while creating a new development site along the eastern edge of the walk, 29-B. The Campus Walk matches surrounding pathways in its curving form, but has a larger width and can include unique lighting, signage, and site furniture standards to aid wayfinding along this primary pedestrian route.

As part of developing the Campus Walk, the Rosa Parks Gateway will require redesigning the existing stormwater system to the east of the Library and Learning Center. Today, this stormwater system presents a barrier to entering the campus. In the future, the stormwater system could become a valuable part of the experience of entering the UO Portland at the Rosa Parks Gateway. A redesign of the stormwater system could include bridges over stormwater swales that create a smooth flow of pedestrian movement and connect the experience of entering the campus to the natural and sustainable systems that support it.

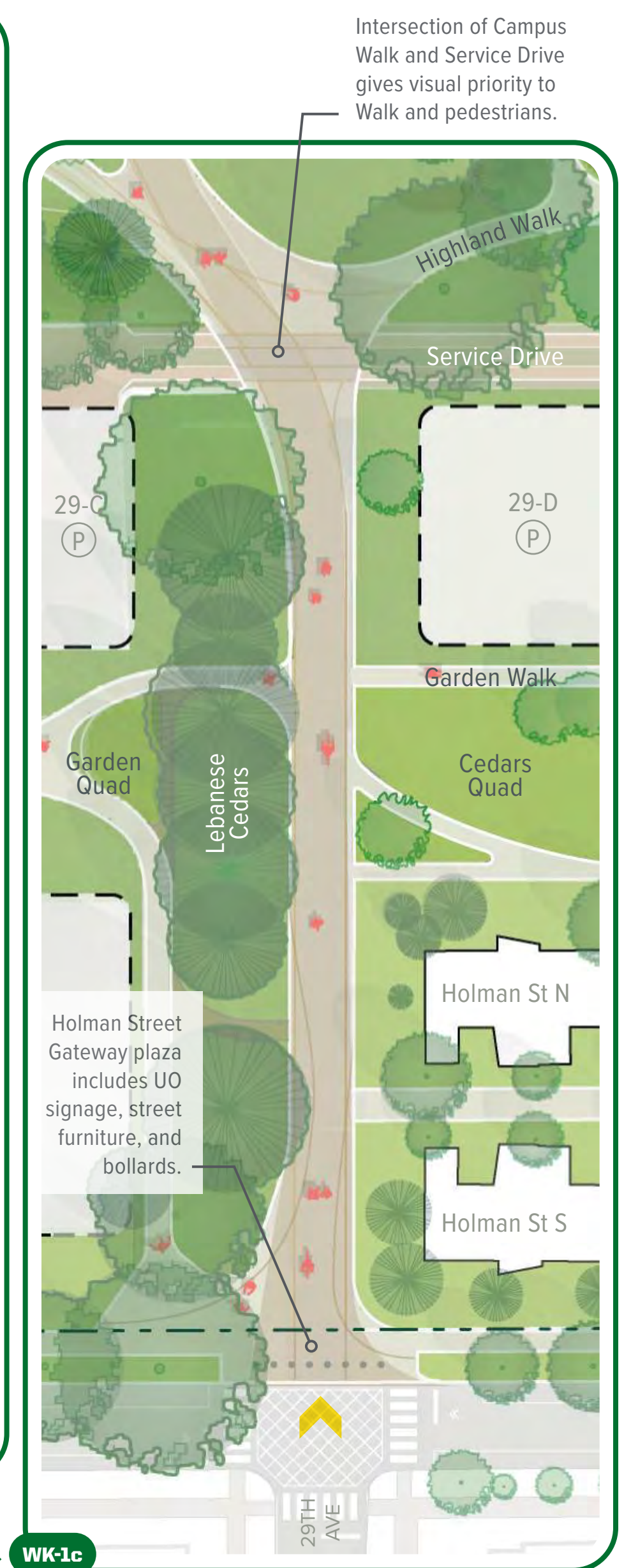
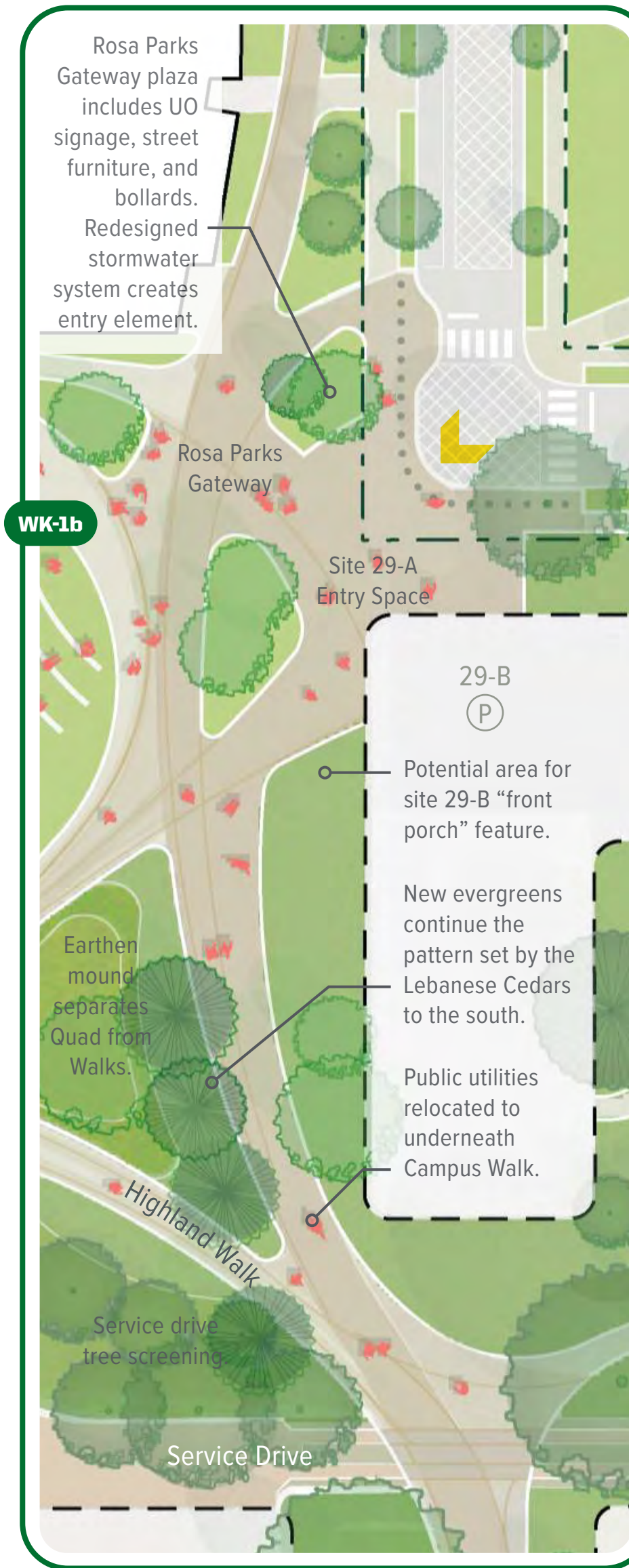


FAST FACTS

SITE AREA SF:	PROJECT COST:
WK-1a: 20,000	WK-1a: \$
WK-1b: 32,800	WK-1b: \$\$
WK-1c: 21,000	WK-1c: \$

KEY

- Area boundary for cost estimate
- Development site
- Existing building
- Planted area (turf)
- Planted area (high-grass and/or shrubs)
- Concrete / paver surfaced areas (specialty)
- Concrete / paver surfaced areas (general)
- Property line
- Campus gateway

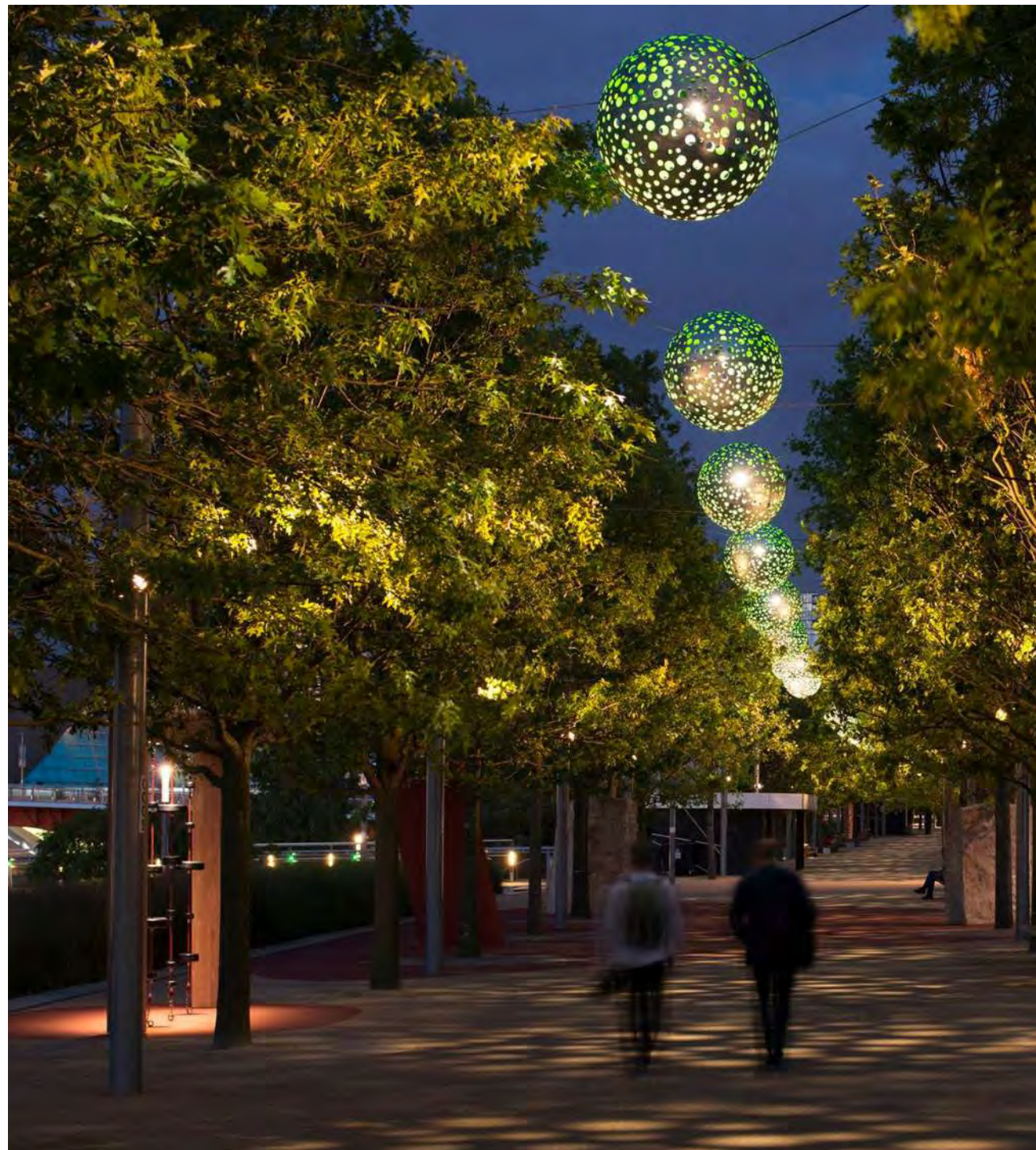


Highland Street Gateway

GT-1

This western gateway into campus creates a forecourt that maintains the width of Highland Street into the campus. Envisioned with formal geometries, it contrasts with the more relaxed nature of the rest of the campus. The gateway's location along the 27th Avenue bus route and near the center of campus make it an optimal location for transit and bike facilities (possibly located in/on development site 27-B).

The Highland Street Gateway is also an optimal location to provide wayfinding to the greater Portland region. Possibilities range from traditional transit maps, bus schedules, welcome signage, food/package pickup, bike share, and other amenities to creative opportunities such as features that reference regional landmarks such as downtown Portland, Mt. St. Helens, Mt. Hood, and the Eugene campus.



FAST FACTS






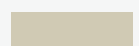



SITE AREA:

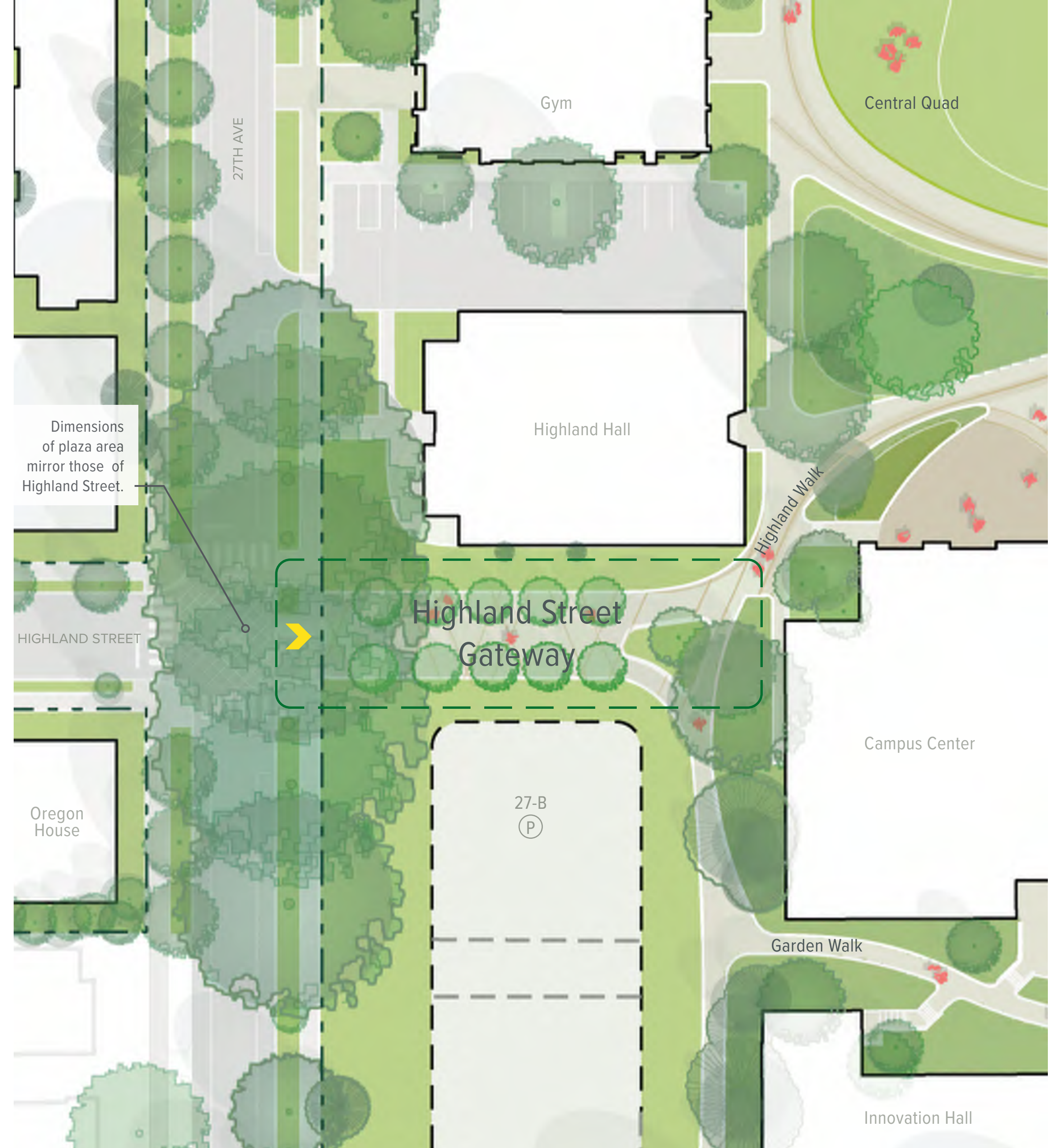
8,100 SF

PROJECT COST:

\$

KEY

-  Area boundary for cost estimate
-  Development site
-  Existing building
-  Planted area (turf)
-  Planted area (high-grass and/or shrubs)
-  Concrete / paver surfaced areas (specialty)
-  Concrete / paver surfaced areas (general)
-  Property line
-  Campus gateway



30th Avenue Service Drive

SD-1

Reconfiguring vehicle and truck service allows the Campus Walk to transition to a fully pedestrian connection. A new service drive runs from the Campus Center's existing service court east to 30th Avenue and aligns with an existing curb cut on 30th Avenue. This service connection is intended to be used infrequently, carrying only service vehicles and parking for directly adjacent buildings. Moving service access off of 29th Avenue to this shorter connection perpendicular to 30th Avenue makes service traffic on campus more discrete, creates an opportunity for future development to create a buffer along this drive as well as use it for access, and reduces the intersection of pedestrians and vehicles to improve campus safety.

The Service Drive is intended to carry light traffic, providing trash and food service to Campus Center and East Hall where those buildings have service today and parking and service access to sites 29-C and D.

The Service Drive blends into the landscape, signifying that it is neither a public roadway, nor a pedestrian sidewalk. It supports heavy trucks and emergency vehicles, but is envisioned to be constructed with pervious block paving and vegetation where practical.

Truck turnaround is accommodated with an expanded Campus Center service court at site 29-C. This turn around area is screened with plantings and retaining walls that take advantage of existing terrain change. This turnaround accommodates a possible future building above it as part of the development of site 29-C.



FAST FACTS

SITE AREA:
14,800 SF
PROJECT COST:
\$

KEY

- Area boundary for cost estimate
- Development site
- Existing building
- Planted area (turf)
- Planted area (high-grass and/or shrubs)
- Concrete / paver surfaced areas (specialty)
- Concrete / paver surfaced areas (general)
- Property line
- Campus gateway



3.4 Development Sites

The master plan identifies eight new building sites on existing surface parking lots or on the sites of buildings planned for demolition. These sites maintain the amount of outdoor green space while helping to improve its quality.

Defining Development Sites

Development sites are areas in which one or more new buildings can be constructed. Each site shows the maximum boundary for future development. For example, Site 27-B can accommodate one building that runs along 27th Avenue, or it could accommodate two smaller buildings, one to the north of the pedestrian access shown in the middle of that site and one to the south.

Site Boundaries

The boundary of each development site is set to match its context, protect heritage trees, and to frame campus open spaces. Where the campus meets a neighborhood street, development sites align with existing buildings. For example, Site 30-A is the same distance from 30th Avenue as East Hall further south on 30th Avenue. Internal to the campus, development site boundaries are set to support the character of campus open spaces. Site 29-B has a critical function to creating a building edge on the Central Quad when it replaces the existing parking lot. Similarly, Sites 29-C, D, and E will create a sense of enclosure and improve connections between residential and academic areas.

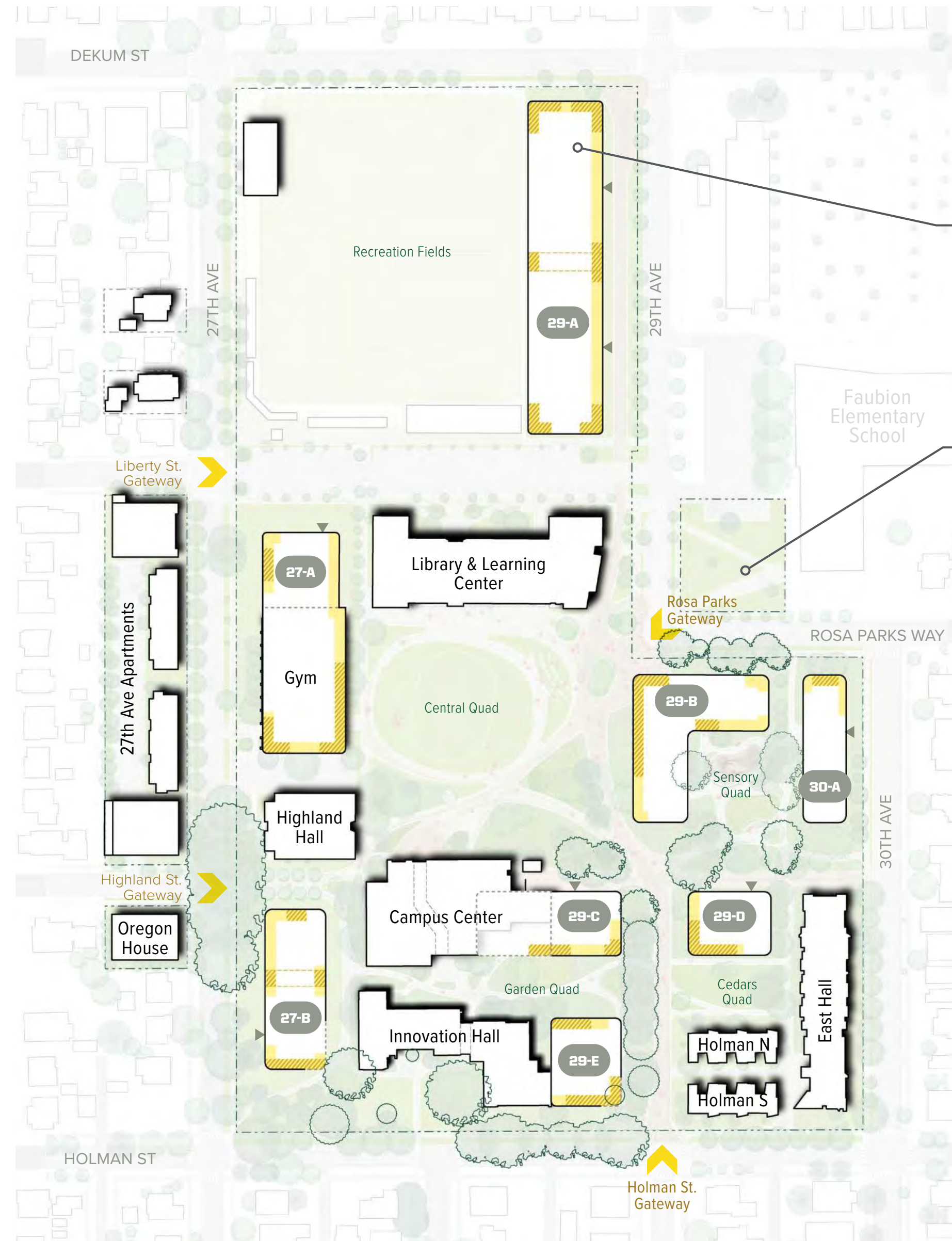
Active Frontages and Entry Zones

Each building site identifies active frontages and primary entry zones. Active frontages are places where the ground floors of buildings locate windows, doors, and programs that are shared or social; for example; entry lobbies, food service, and gallery space. Active frontages are in locations that support campus gateways and the open space character of the campus. For example, the active edge on site 29-B is located to generate activity within the central quad and at the Rosa Parks Gateway, which is intended to be an active, social open space. The side of 29-B on its smaller quad can be a more passive and quiet part of the building that occupies this site.

Primary Entry Zones are spaces suggested for the primary entries to buildings. These are chosen to support primary campus circulation routes and activate open spaces. These zones are intended to guide future designers deciding where to locate the front door of a building in a way that will support the long-term development of the UO Portland Campus.

Access

Some building sites include pedestrian accessways where buildings should preserve the ability for a person to move through the site. Sites with a “P” are sites that can support parking and these sites also include vehicular access points. Vehicular access points are intentionally located away from primary entry zones and avoid conflicts with pedestrian circulation and mature trees.



The master plan includes the potential to develop on the Recreation Complex north of Liberty as a long-term possibility. This diagram shows an option to partially develop that site while preserving the soccer field, however these fields are planned to remain at their current size for the foreseeable future.

This corner site on Rosa Parks and 29th Ave is owned by the University of Oregon. The master plan envisions this site remains open space and so it is not identified as a future building site.

KEY

- Development site
- Existing building
- Setback
- Property line
- Campus gateway
- Vehicular access
- Active frontage
- Primary entry zone

27th & Liberty

27-A

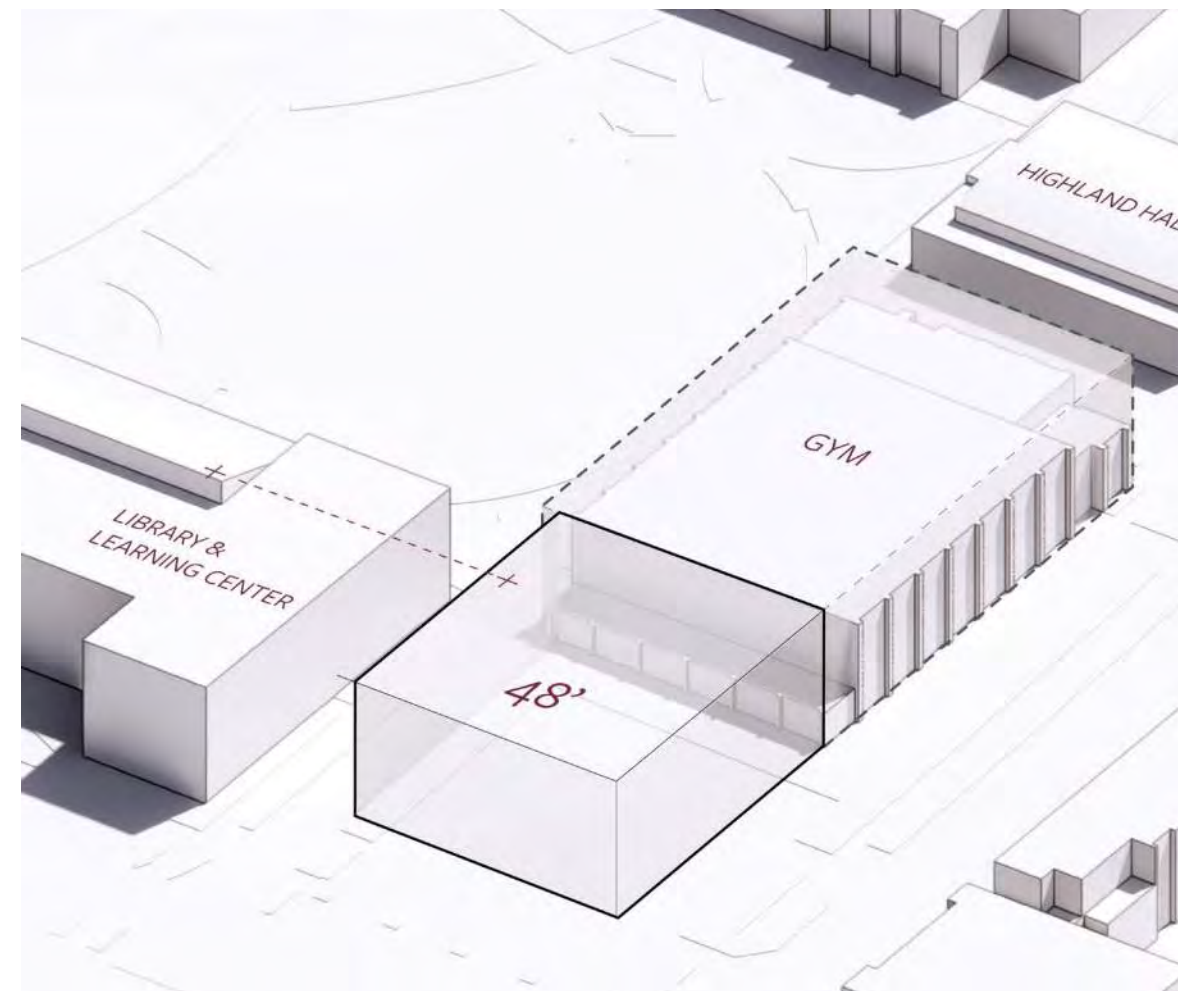
This development site includes both the existing tennis courts (occasionally used as surplus parking) and the existing Gym. The site can be a small, 10,000 square foot stand-alone development on the tennis courts, an extension to the existing gym, or could include a 28,000 square foot redevelopment of the gym and the site together. A grade drop from north to south allows for at-grade entrances on two different levels (Central Quad and Liberty) and tuck-under parking.

Including the Gym

If the gym is included in the development of Site 27-A, there is ample frontage on the Central Quad. Scale, transparency, and connectivity between the Central Quad and 27th Avenue are important design drivers. And with the entire site already excavated, parking and/or servicing can be accommodated.

East & West Alignments

The edge of Site 27-A is aligned with the other academic buildings along 27th Avenue to create a cohesive streetscape and provide space for continuing tree planting in the south side of campus. The site is set 40' away from the Library & Learning Center, which creates a slight misalignment between the development site and the gym.



Maximum height of Site 27-A is approximately equal to the pitch roof of Library & Learning Center to create a consistent enclosure around the Central Quad.

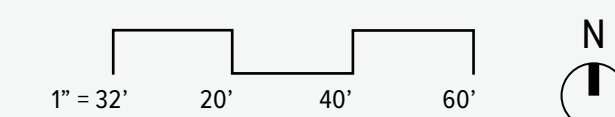
FAST FACTS

- SITE AREA:**
10,000 (28,000¹) SF
- FLOOR LEVELS:** 3²
- MAX. GSF:**
30,000 (84,000)
- MAX. ASF³:**
19,500 (54,600¹)
- PROJECT COST:** \$\$\$\$

1 Includes existing 18,000 SF gym footprint
 2 Lowest level is partially below-grade and may not count against development rights
 3 Assumes 65% GSF to ASF efficiency

KEY

- Development site
- Existing building
- Setback
- Alignment
- Property line
- Vehicle parking potential
- Campus gateway
- Vehicular access
- Active frontage
- Primary entry zone



27th & Holman

27-B

Located between the Highland Street Gateway and the bucolic landscape of Holman Green; with frontage on 27th Avenue and at the western end of the Garden Walk—there are no back sides to this site. It has limited potential for below-grade parking. Development on this site will define Holman Green and add activity to the open spaces around Innovation Hall. The development site's southern edge aligns with Innovation Hall to preserve existing vegetation mature trees and vegetation, form a consistent edge to Holman Green, and provide the potential for a sweeping pathway from the corner of 27th Avenue and Holman Street to tie this southern portion of campus into the campus circulation network to the north.

Garden Quad

Site 27-B is responsible for providing pedestrian access between the Garden Quad and 27th Avenue. Because the Garden Quad is intended to be a quieter open space, the pedestrian access through 27-B can either be open to the sky, or a portal through a building.

27th Avenue

27th Avenue is lined with six historically significant Red Oaks. The Red Oaks on this frontage are a key mediator of the physical relationship between larger campus buildings and the surrounding neighborhood, provide quality shade, and preserve a traditional collegiate campus feel. Potential vehicle access to this site is located south of these trees to preserve them.



Maximum height of Site 27-B is equal to the parapet height of Innovation Hall. This creates a similar language between the buildings, while retaining the peak of the chapel as the most prominent feature on Holman Green.

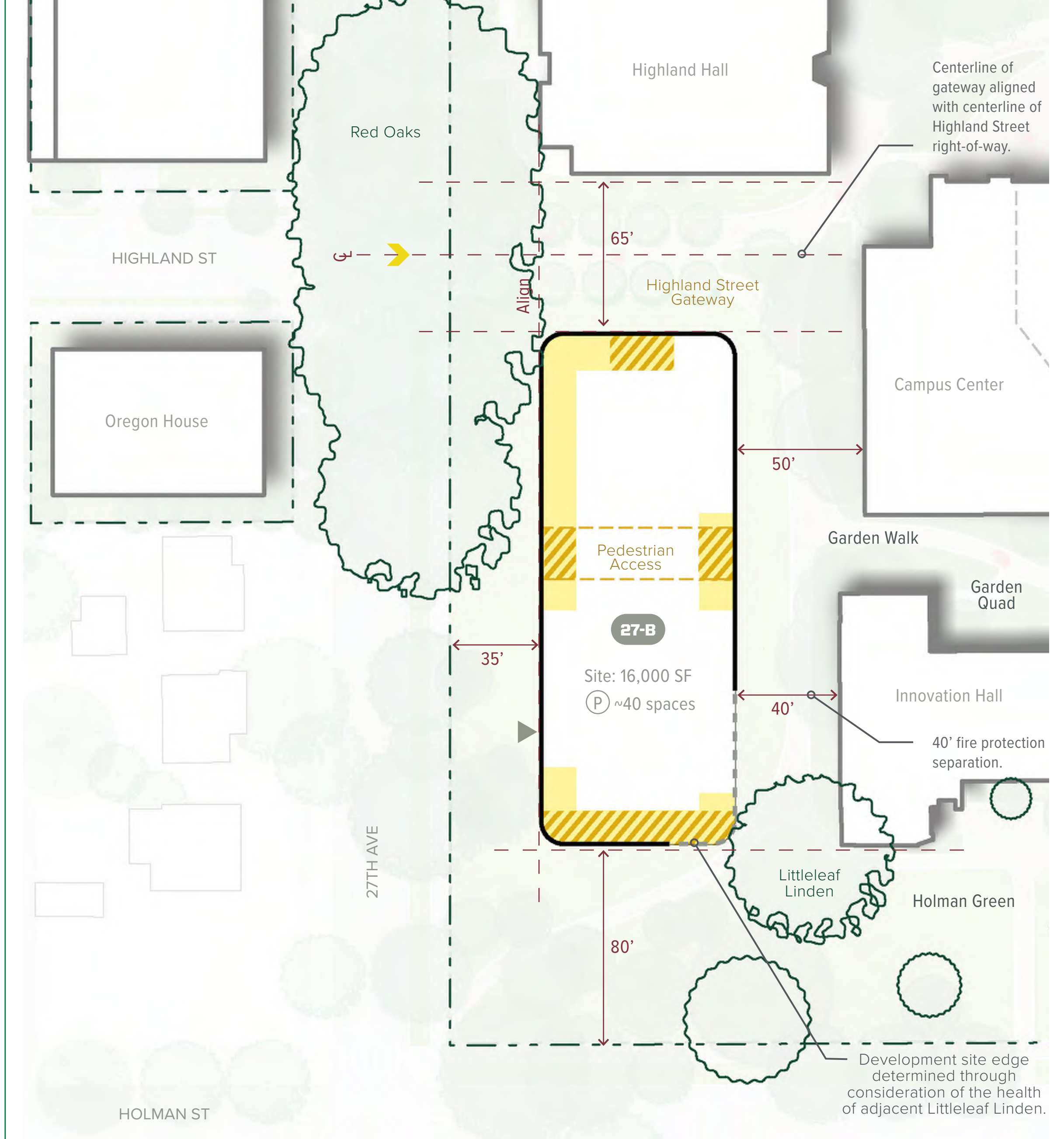
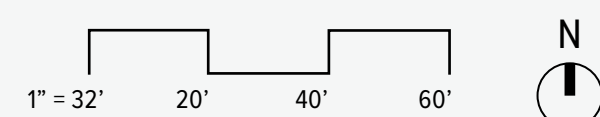
FAST FACTS

SITE AREA: 16,000 SF
FLOOR LEVELS: 3
MAX. GSF: 48,000¹
MAX. ASF²: 31,200
PROJECT COST: \$\$\$\$

¹ Below-grade parking would be additional GSF and may not count against development rights
² Assumes 65% GSF to ASF efficiency

KEY

- Development site
- Existing building
- Setback
- Alignment
- Property line
- Vehicle parking potential
- Campus gateway
- Vehicular access
- Active frontage
- Primary entry zone



29th & Dekum

29-A

This northern site is a long-term development opportunity as the recreation fields are expected to remain in their current configuration for the foreseeable future. If and when development occurs north of Liberty Street, the development site can be in many orientations and can cover the entirety of the north recreation fields or be partially developed to retain the existing field. If development on the northern area preserves the sports field, Site 29-A is best positioned to serve the use of the field. Due to its adjacency to the field, this site is particularly well situated to provide a home for sports-related programs.

The development site shown here is located primarily on existing parking and orients toward the northern extension of the Campus Walk. The eastern edge of the site has a consistent 40' setback which aligns with the Library & Learning Center to the south. If parking is included in this site, a grade drop from Liberty to Dekum provides tuck-under parking potential.

If development site 29-A is flipped to the west side of the Recreation Fields, it can support a new gateway for the campus at the corner of Dekum and 27th Avenue.

A key component of the development of site 29-A is preserving the view of Mount St. Helens. The Library & Learning Center currently frames this view and site 29-A could be configured to preserve the Library's access to it, or site 29-A could become the new viewing spot for this unique mountain view.



Maximum height of Site 29-A is equal to the three-story parapet height of Library & Learning Center and drops to two stories to the North to more closely align with neighboring residences. Note the Mount St. Helens view is a key consideration for this building's height.

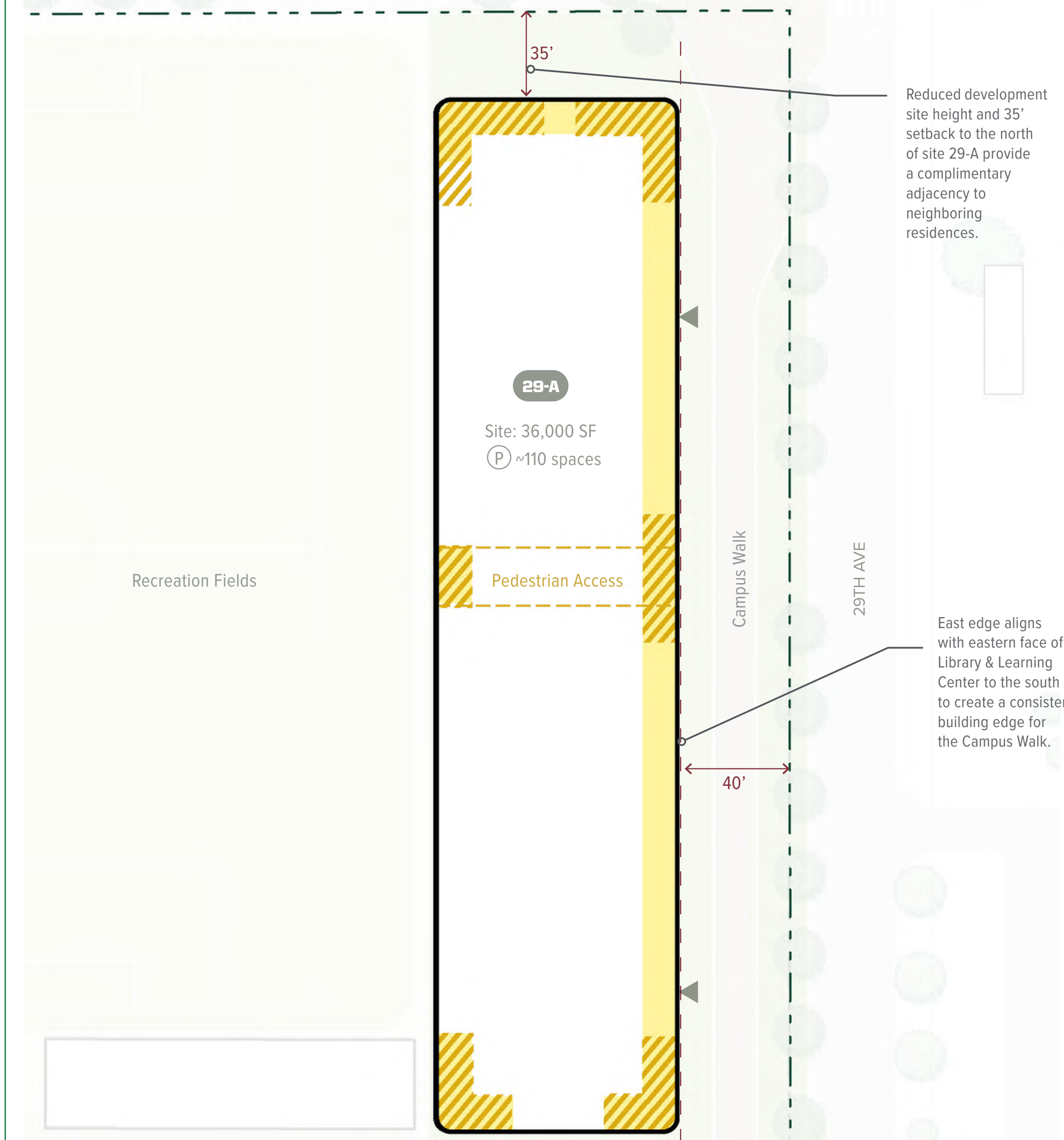
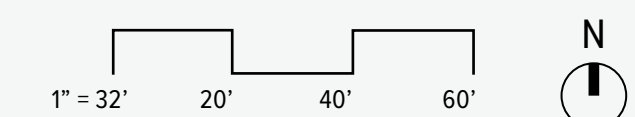
FAST FACTS

SITE AREA: 36,000 SF
FLOOR LEVELS: 2-3
MAX. GSF: 90,000¹
MAX. ASF²: 58,500
PROJECT COST: \$\$\$\$\$

¹ Below-grade parking would be additional GSF and may not count against development rights
² Assumes 65% GSF to ASF efficiency

KEY

- Development site
- Existing building
- Setback
- Alignment
- Property line
- Vehicle parking potential
- Campus gateway
- Vehicular access
- Active frontage
- Primary entry zone



29th & Rosa Parks

29-B / 30-A

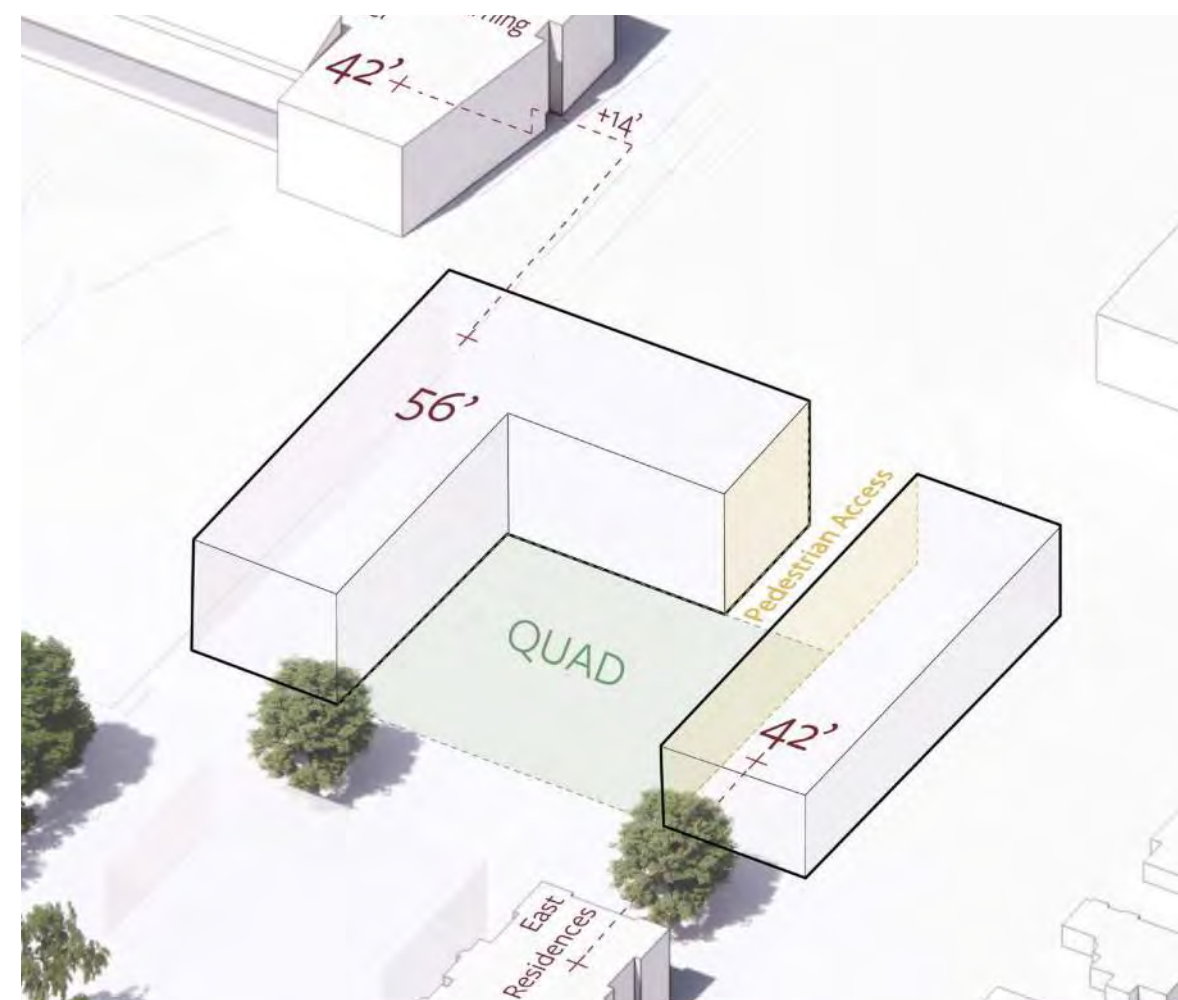
These development sites define the eastern edge of the Central Quad, create a new gateway into the campus at Rosa Parks Way, and establish a new campus quad between them. 29-B and 30-A cover the existing 29th Avenue, its adjacent parking lots, and two residences along 30th Avenue. These sites can be developed together or separately.

29-B

Developing 29-B converts an existing parking lot and street to an active, pedestrian-oriented edge on the Central Quad. This is a key improvement to this central gathering space. Site 29-B also establishes a major gateway on Rosa Parks and 29th Avenue. Its development requires a relocation of the existing easement and utilities under 29th Avenue to convert the vehicular street into a gently curving pathway, signaling a pedestrian priority entrance into the campus. The corners of the development site that are aligned with 29th Avenue will create a prominent viewpoint on that street access. Future development should address this viewpoint through building design to create a view terminus.

30-A

Developing Site 30-A requires the demolition of residences on 30th Avenue. A grade drop across the site creates an opportunity for tuck-under parking, which could be developed solely on this site, or could connect below-grade to site 29-A as well, extending as far as the edges of the development site and the sensory quad. See parking appendix for a schematic drawing of this approach.



Site 29-B has the potential to be the tallest focal point on 29th Ave. Conversely, the maximum height of 30-A aligns with East Hall to the south to create a consistent and complimentary street edge adjacent to neighboring residences.

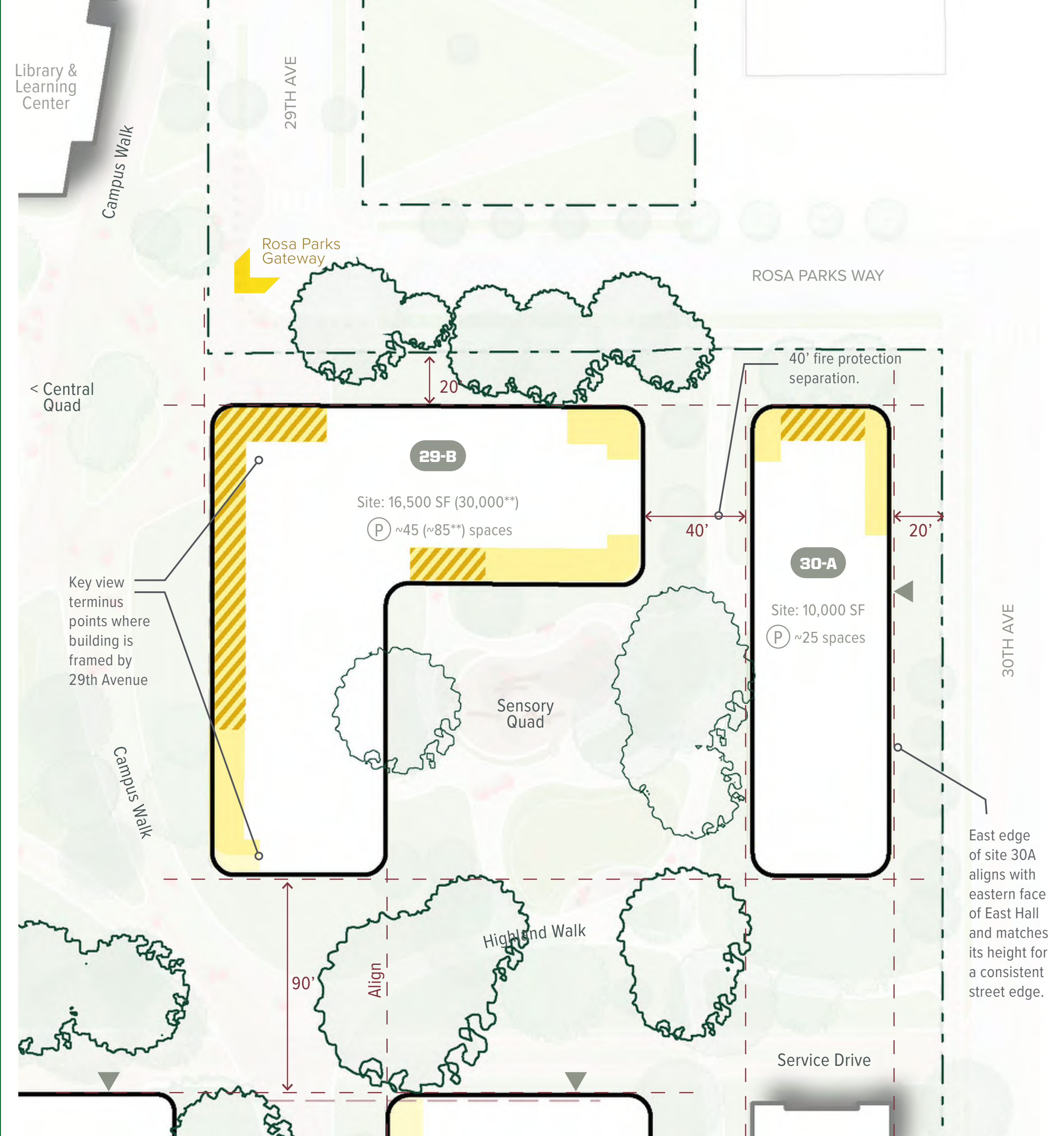
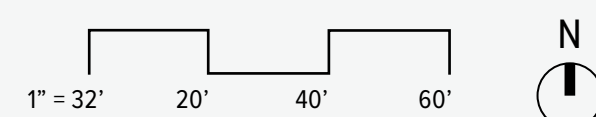
FAST FACTS

SITE AREA:
16,500 (30,000**); 10,000
FLOOR LEVELS:
3 (16' floor-to-floor)
MAX. GSF:
49,500 & 30,000²
MAX. ASF³: 32,175; 19,500
PROJECT COST: \$\$\$\$\$

- 1 Includes option of developing below-grade parking with Sensory Quad above
- 2 Below-grade parking would be additional GSF and may not count against development rights
- 3 Assumes 65% GSF to ASF efficiency

KEY

- oo Development site
- Existing building
- Setback
- Alignment
- Property line
- P Vehicle parking potential
- Campus gateway
- ▶ Vehicular access
- Active frontage
- Primary entry zone



29th & Holman

29-C / 29-D / 29-E

These development sites define the Garden Quad, the Cedars Quad, and provide a Garden Walk connection between them. Their site limits are set to be consistent with adjacent buildings and to preserve the Lebanese Cedars along 29th Avenue.

29-C

This development site can be a small, stand-alone site suitable for housing, or can be an extension to, and/or, redevelopment of the single-story portion of Campus Center. This site is constructed on top of the service access turn-around which could provide service access for the building(s) on this development site. This site's eastern edge is bounded by Lebanese Cedars which warrant care and preservation.

29-D

Site 29-D creates the northern edge of the Cedars Quad and buffers this open space from the service drive. It is a small site and well-suited to housing, or quieter, housing-supportive programs.

29-E

Site 29-E can be developed as an extension to, or separately, from Innovation Hall. This site's eastern edge is bounded by Lebanese Cedars which warrant care and preservation. The southeast corner of site 29-E creates an active frontage for people entering the campus at the Holman Street Gateway. Consider ways to preserve the heritage California Laurel.



Maximum height of Site 27-B is equal to the East Residences Hall. The three-floor height of both 29-C and 29-E reinforce the entry to the garden walk while giving prominence to the Lebanese Cedars as the tallest element on this frontage.

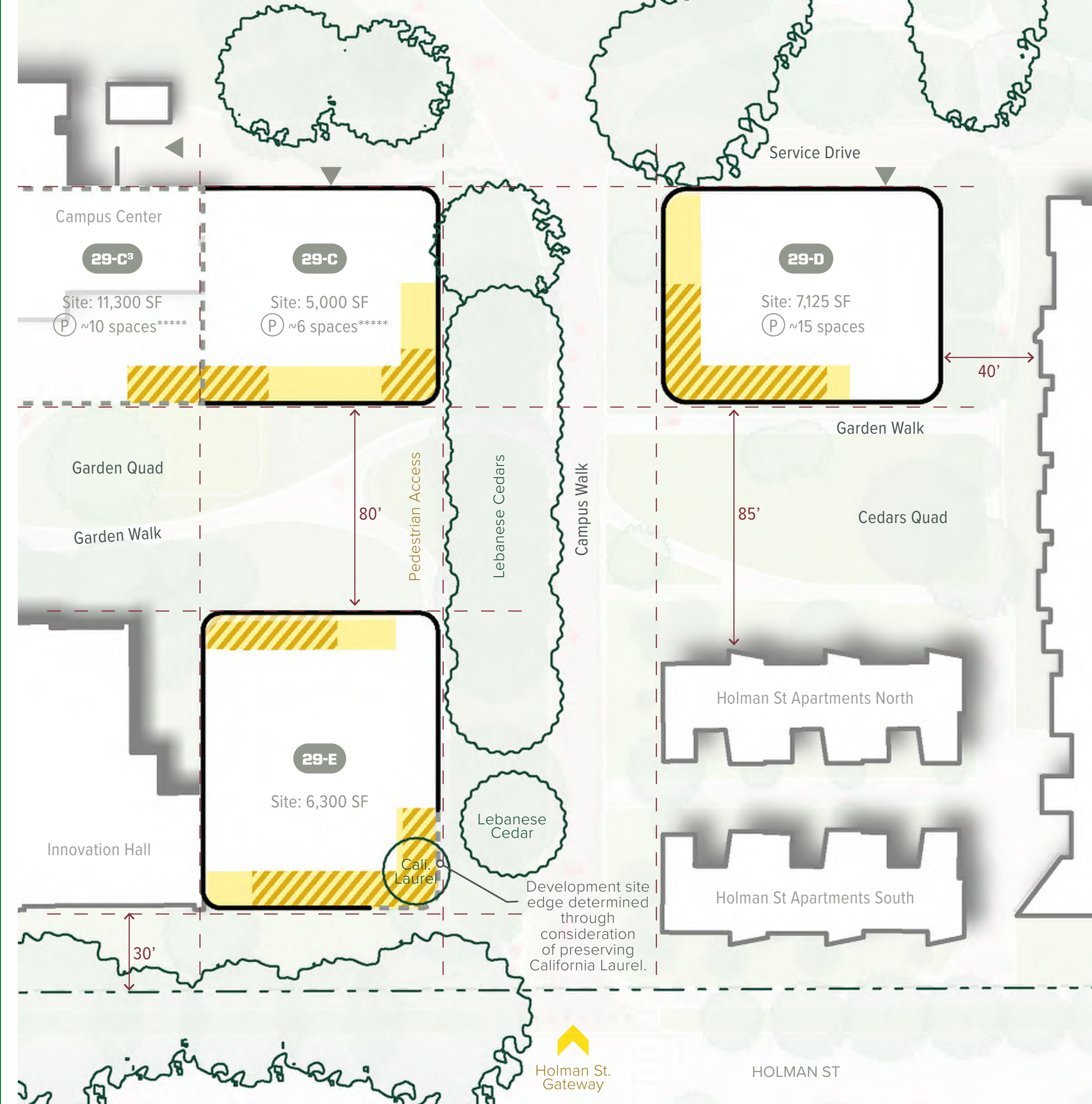
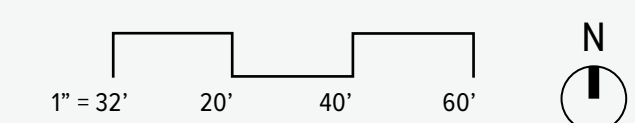
FAST FACTS

SITE AREA: 5,000 (11,300³); 7,125; 6,300
FLOOR LEVELS: 3-4¹
MAX. GSF: 15,000² (33,900³); 28,500⁴; 18,900
MAX. ASF: 32,175; 19,500
PROJECT COST: \$\$\$ (each)

- 1 4 floors if residential
- 2 Below-grade parking would be additional GSF and may not count against development rights
- 3 Includes option of redeveloping 6,300 single-floor portion of adjacent Campus Center
- 4 Service drive below-building truck turn-around included
- 5 Assumes 65% GSF to ASF efficiency

KEY

- Development site
- Existing building
- Setback
- Alignment
- Property line
- Vehicle parking potential
- Campus gateway
- Vehicular access
- Active frontage
- Primary entry zone



ZGF

O

