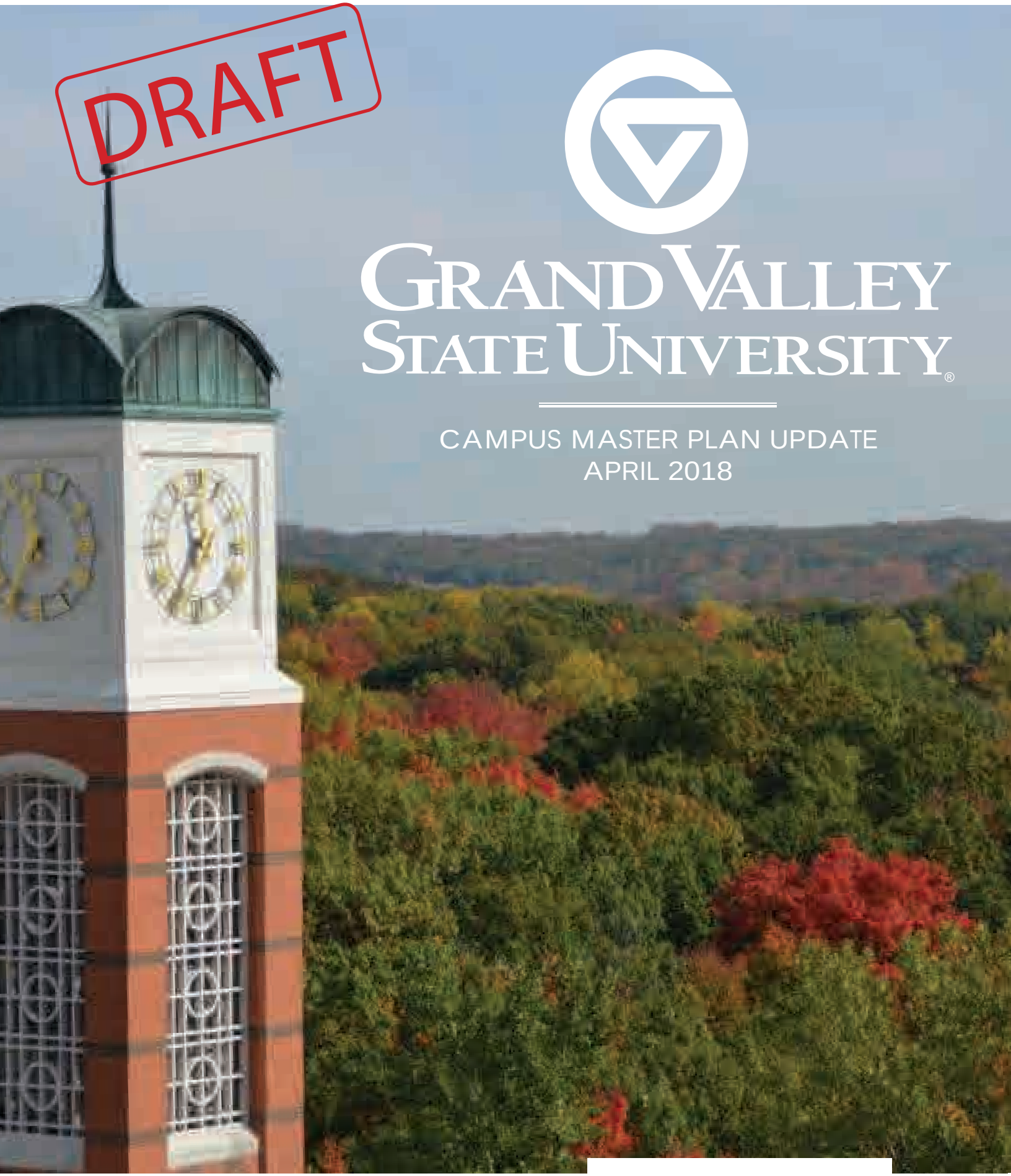


GRAND VALLEY STATE UNIVERSITY®

CAMPUS MASTER PLAN UPDATE
APRIL 2018

SMITHGROUP JJR

INSTITUTIONAL MISSION, VISION, AND VALUES

FROM THE *GRAND VALLEY STATE UNIVERSITY STRATEGIC PLAN 2016-2021*

Mission

Grand Valley State University educates students to shape their lives, their professions, and their societies. The university contributes to the enrichment of society through excellent teaching, active scholarship, and public service.

Vision

Grand Valley State University demonstrates its commitment to providing an inclusive learning environment where all students can explore new directions, find their niches, and develop skills for life and productive careers. Grand Valley is known for increasingly innovative and outstanding teaching, recognized scholarship, significant community engagement, and excellent stewardship of its resources. Our university inspires and equips students to be active life-long learners and global citizens. Grand Valley strives to be a model public university shaping leaders for success.

Value Statement

At Grand Valley State University, the primary focus is on the success of students. To that end, the principles of liberal education permeate all programs and areas of study. This broad educational perspective provides students with the general knowledge and transferable skills necessary to positively influence their communities, their professions, and the broader world.

The institution is characterized by and known for its superior student-centered teaching and learning. Students acquire new knowledge and explore its application through artistic expression, scholarly activity, and active engagement in a variety of communities – to students we are a big university with a small college feel.

Our mission, vision, and strategic outcomes reflect the seven core values that define students, faculty, and staff members. These core values provide a foundation and framework for all of Grand Valley's decision-making processes. We use them as a touchstone in developing the strategies and tactics that lead to the attainment of the institutional outcomes and strategic priority areas and objectives of our strategic plan. We translate our values into actions institution-wide; they are reflected in the policies, practices, and assessments we implement every day. These core values are:

- Excellence
- Integrity
- Inquiry
- Inclusiveness
- Community
- Sustainability
- Innovation

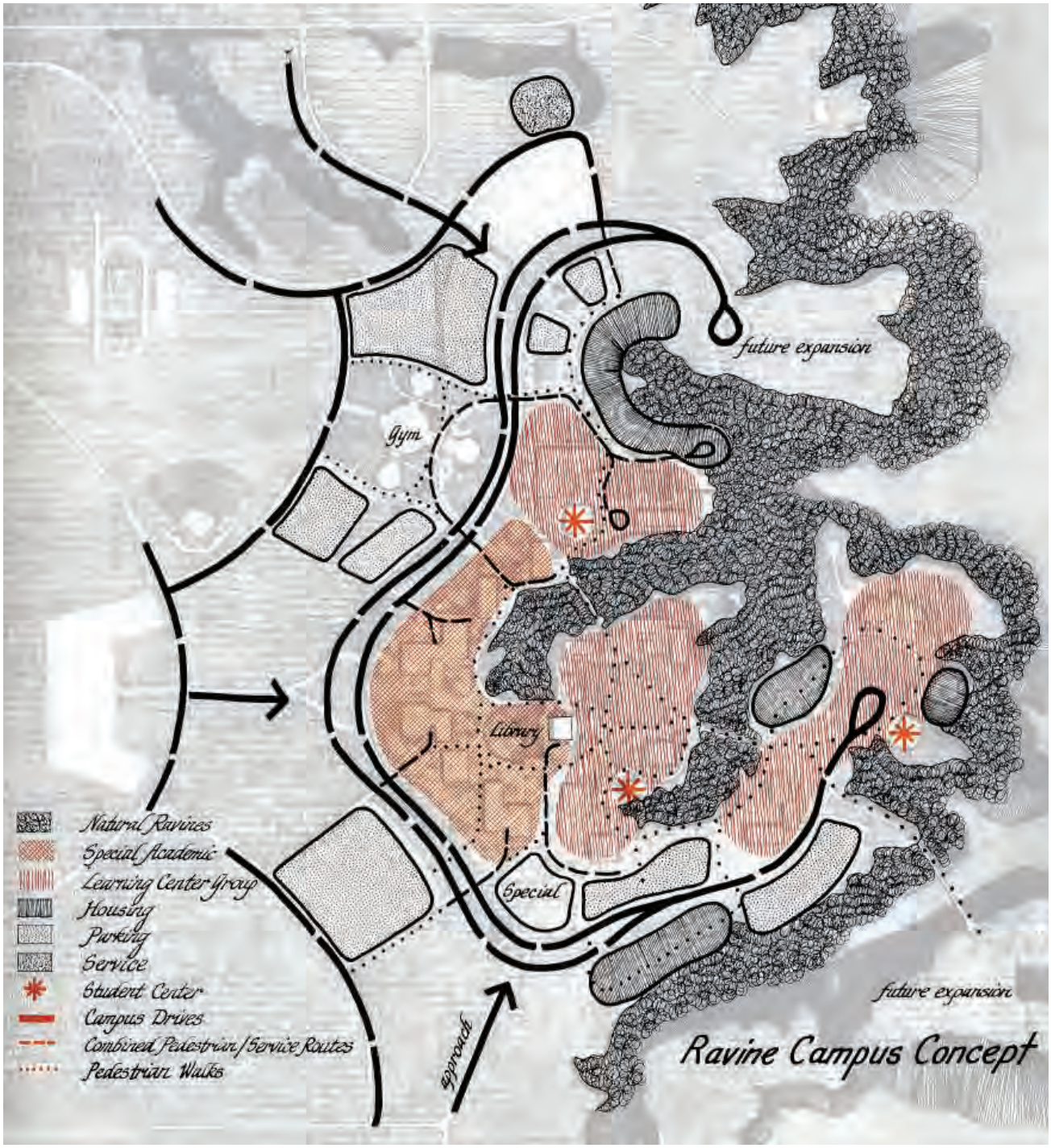
CONTENTS


KIRKHOF CENTER

01

INTRODUCTION

INTRODUCTION



GVSU CAMPUS MASTER PLAN CONCEPT, 1968 (JJR ARCHIVES)

PURPOSE OF THE MASTER PLAN

Grand Valley State University (GVSU) has a rich history of planning, dating back to when the original Allendale master plan was completed in 1968. This planning document, completed a half century after the university's first master plan, strives to set a framework for campus development that will define sustainable campus growth for the next 10-20 years.

Recently, GVSU updated its campus master plans for the Allendale campus (2014), the Pew Grand Rapids campus (2014), and the Belknap Lookout neighborhood portion of the Grand Rapids Health campus (2017). This master plan is not only the university's first comprehensive multi-campus master plan to consider all three major campuses, but also the first to consider all regional campus and center locations.

Master plans that are no less than five years old are required at the state level to explain GVSU's vision for its future and to qualify for state capital funding.

The master plan should be revisited periodically to confirm assumptions, explore new opportunities, and modify recommendations to meet the ever-changing needs of the university.

CAMPUSES AND CENTERS

GVSU is a comprehensive university providing a fully accredited liberal arts undergraduate and graduate education programs to more than 25,000 students by more than 1,700 faculty members. GVSU offers more than 200 areas of study, providing a wide selection of majors and minors. The emphasis on academic excellence is evident in small class sizes taught by high-caliber faculty and unique faculty-undergraduate student research opportunities that are more typical of graduate programs. The average class size of 26 in 2018 allows for increased interaction between professors and students. Faculty members are actively engaged in their discipline and highly dedicated to teaching. As a result, students receive the benefit of responsive faculty and the opportunity to develop mentoring relationships.

The university has campuses in Allendale and downtown Grand Rapids, which are supported by centers and research stations in Holland, Muskegon, Traverse City, and Detroit. The campuses offer state-of-the-art facilities, ranging from wireless academic buildings to modern living centers, and performance and athletic facilities.

The largely residential Allendale campus is 1,322 acres of beautifully wooded grounds on the Grand River. It incorporates a complete college experience with numerous student organizations, an array of nationally ranked NCAA athletics, and many year-round arts and entertainment events. Over 5,600 students live on campus in university living centers and apartments; and many additional students live in private off-campus housing west of campus.

The urban Robert C. Pew Grand Rapids campus (Pew Grand Rapids campus) is located west of the Grand River in downtown Grand Rapids. The campus is GVSU's primary location for graduate and professional studies, particularly in Business, Engineering and Computing, Education, and Community and Public Service. However, the campus is now largely undergraduate, including over 375 residential beds with additional private student-oriented housing off-campus. The Pew Grand Rapids campus serves more than 11,000 full and part-time students.

The Grand Rapids Health campus is currently comprised of the Cook-DeVos Center for Health Sciences and the Raleigh J. Finkelstein Hall. The campus offers graduate and professional studies in Nursing and Health Professions, and is strategically located on Michigan Street, Grand Rapids' Medical Mile. In 2013 and 2014, the university purchased approximately five blocks in the Belknap Lookout neighborhood north of I-196 and conducted additional land transactions with Spectrum Health, greatly expanding the future capacity of this campus.

The Meijer Campus in Holland offers students course instruction, and registration, advising, and library services. GVSU offers programs at university centers in Muskegon and Traverse City. In Muskegon, the Robert B. Annis Water Resources Institute researches the health of Lake Michigan. The Muskegon Innovation Hub is a business innovation center that provides incubation services and meeting spaces. The Detroit Center, located in the heart of the downtown business district, offers classroom space for the GVSU Charter Schools Office and College of Education, as well as other university recruitment functions.

IN THE EARLY 1980'S TIM WONDERGEM STANDS IN FRONT OF A FUNDRAISING THERMOMETER SHOWING $4.5 MILLION RAISED TOWARD GRAND RAPIDS CAMPUS CONSTRUCTION (IMAGE: GVSU PHOTOGRAPHS, UNIVERSITY LIBRARY)

HISTORY OF CAMPUS DEVELOPMENT

GVSU was chartered by the Michigan Legislature in 1960 in response to the need for a public, four-year college in the state's second largest metropolitan region.

The Allendale campus was established as GVSU's first campus when 876 acres of farm fields were acquired in 1961 entirely through private funds. Planning for the new campus began in 1961 with the creation of the original General Campus Plan, which defined the initial vision for the campus and allowed construction of facilities to begin. Only two years later, in 1963, the first two academic buildings were completed. That same year, Grand Valley State College opened its doors to the first 226 students to enroll in the fledgling institution.

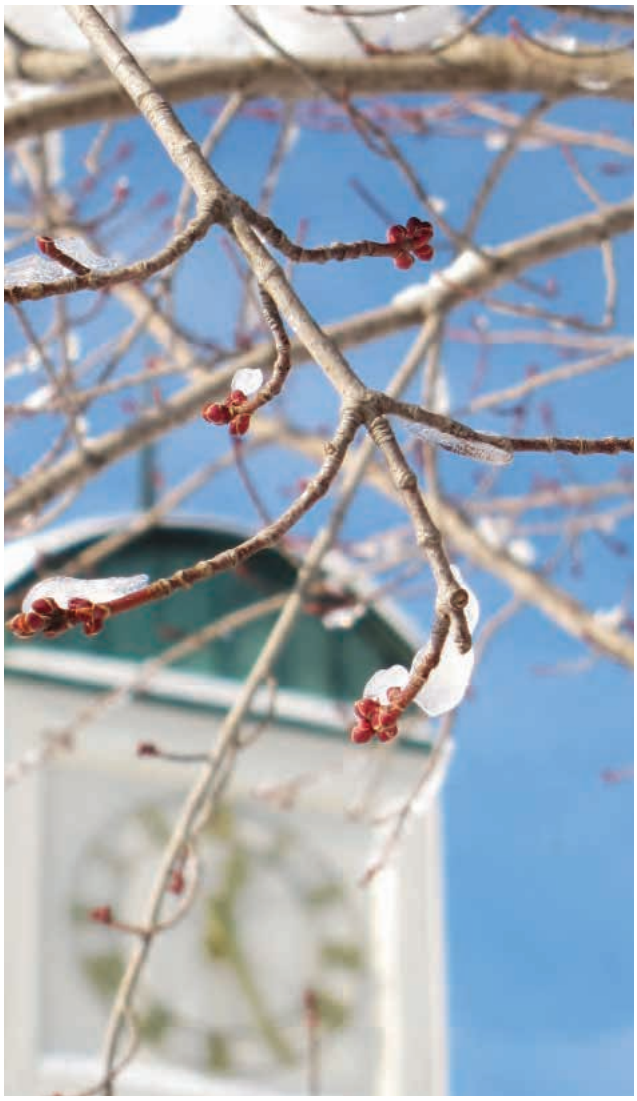
In 1968, the General Campus Plan was revised and formalized into what is considered to be the campus' original master plan. Titled *Grand Valley State College, A Concept for Continuing Development*, the plan set the framework for growth on the campus that has occurred over the past 50 years. The Allendale campus has grown significantly, and the 1968 master plan for the Allendale campus has been periodically updated, including in 1997, 2008, and 2014.

The development of a Grand Rapids campus grew from efforts to establish a presence in the city. Initial plans to open a downtown building were met with some opposition as the State of Michigan was experiencing an economic downturn in the 1980s. However, planning efforts persisted as the university administration looked beyond the current economic state. Donor interest began to escalate in support of the new facility and an assemblage of 4.5 acres west of the Grand River was organized for the new building site. In 1986, ground was broken on the first building, the L.V. Eberhard Center, located on the west bank of the Grand River and Fulton Street. Today the campus spreads over almost 61 acres, with over ten buildings including the L. William Seidman Center.

In the late 1990s, GVSU established satellite centers throughout western Michigan. In 1995, GVSU joined two university centers, the Stevenson Center within Muskegon Community College and Northwestern Michigan College's University Center in Traverse City. In 1998, the Meijer Campus in Holland began offering evening, accelerated, hybrid, and online coursework to area students.

A GVSU presence was established on Michigan Street in 2003 when the Cook-DeVos Center for Health Sciences opened. In 2013 and 2014, GVSU purchased approximately five blocks north of I-196 in the Belknap Lookout neighborhood and conducted additional land transactions with Spectrum Health, to allow for long-term growth of the Grand Rapids Health campus.

In 2012, the Detroit Center became GVSU's newest center. Located in the heart of Michigan's largest city, next to Comerica Park and the Detroit Athletic Club, it is home to GVSU business in southeast Michigan and includes space for many activities, including those of the GVSU Charter Schools Office.



MASTER PLAN UPDATE PROCESS

The 2017-2018 master plan update process was conducted over an approximate 10-month time frame and included faculty, staff, and administrators. The process consisted of three tasks: Inventory and Analysis, Idea Generation, and Refinement and Documentation.

- The Inventory and Analysis phase included data collection of every campus and surrounds. This phase produced a series of maps resulting in an analyses of physical, infrastructure, and transportation systems, which helped inform the future campus development.
- During the Idea Generation phase, alternative scenarios were established for each campus to illustrate potential growth areas on campus, including campus systems such as roadways, pedestrian connections, and open space.
- The Refinement and Documentation phase was an iterative process of preliminary, draft, and draft final plans, slowly building consensus among university leaders.

A Master Plan Core Team, consisting of university academic and administrative leadership, oversaw and guided the master planning process. They met multiple times during the course of the study to provide direction and consensus on plan progress.

The master planning team reached out to university departmental leadership at the start of the project to understand current concerns and future goals. The team then followed up with these university stakeholders to share the draft master plan recommendations and incorporate their suggestions.

02

CAMPUS TODAY

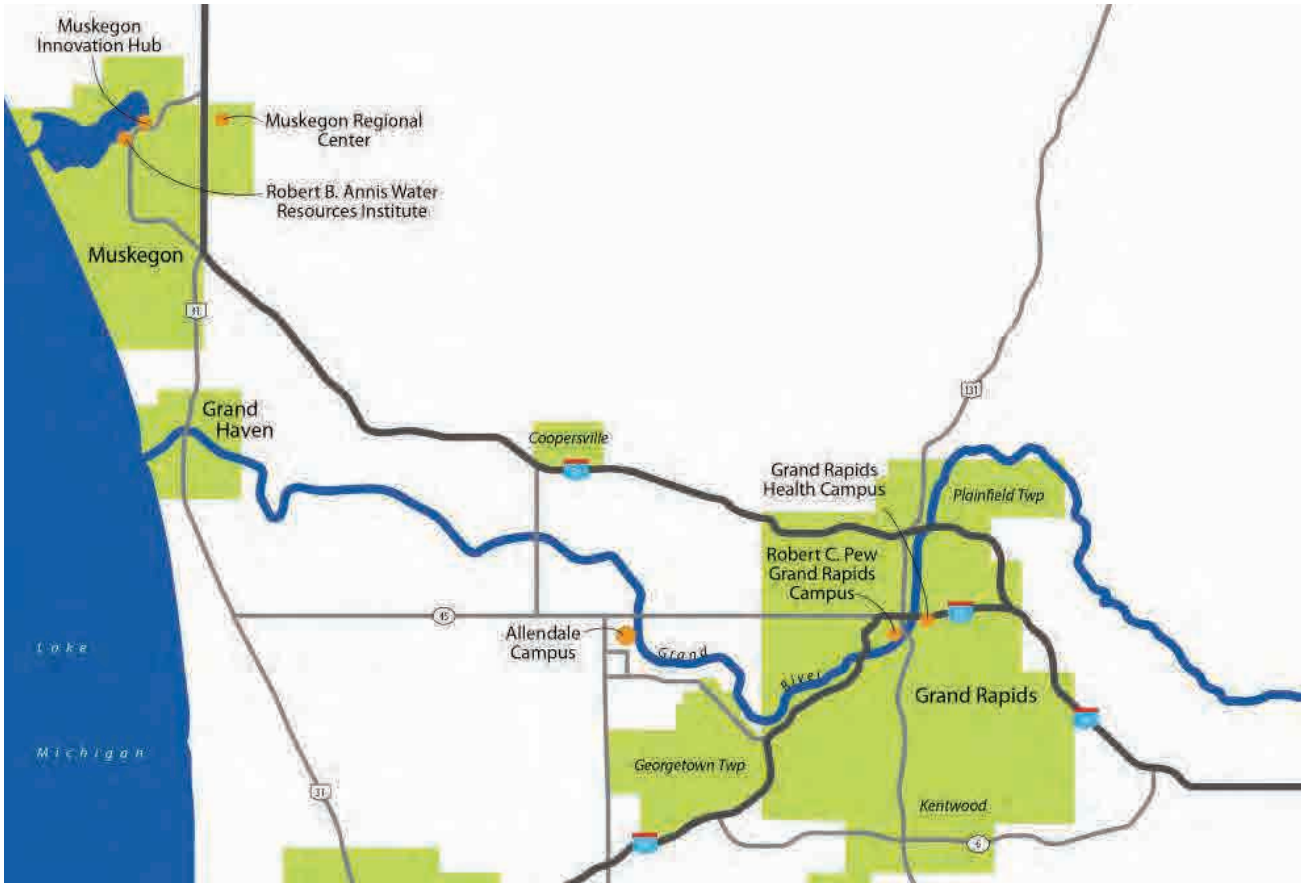
REGIONAL CONTEXT

Grand Valley State University's (GVSU) three primary campuses are located in Kent and Ottawa Counties. Grand Rapids, the state's second largest city and the economic engine for western Michigan, had a 2017 population estimate of just under 200,000. The greater Grand Rapids-Wyoming metropolitan area had a 2017 population estimate of approximately 1.06 million, up 7 percent from the 2010 census. Since GVSU began on the Allendale campus in 1963, the Grand Rapids metropolitan area has expanded greatly.

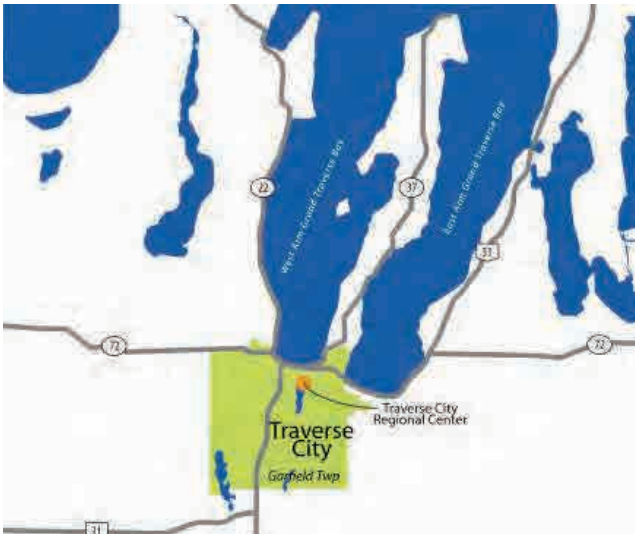
The most prominent natural feature of the region is the Grand River, which defines the character of the entire area. Both the Allendale and Robert C. Pew Grand Rapids (Pew Grand Rapids campuses) directly front on the Grand River, and the Grand Rapids Health campus is five blocks from the river.

The Pew Grand Rapids and Grand Rapids Health campuses are located within the city of Grand Rapids, and the Allendale campus is approximately 12 miles west of the core of Grand Rapids. The M-45 highway (Lake Michigan Drive) allows direct travel between Allendale and Grand Rapids and thus makes the Allendale campus seem close to the city center and the two Grand Rapids campuses.

The larger Grand Rapid-Wyoming-Muskegon Combined Statistical Area includes Muskegon/Grand Haven and Holland. The M-45 highway and US-31 connects the three primary campuses to the established cities of Muskegon/Grand Haven and Holland. While these centers are not as populous as Grand Rapids, they are within commuting distance for students, faculty, and staff. Traverse City and Detroit are outside a reasonable commuting distance to Grand Rapids.



REGIONAL MAP OF GVSU CAMPUSES



LOCATION OF GVSU TRAVERSE CITY

LOCATION OF GVSU DETROIT

RELATIONSHIP AMONG THE CAMPUSES AND CENTERS

GVSU colleges are distributed across the three primary campuses. Since students often take classes on more than one campus, the three locations tend to function as one connected academic environment, with lower division freshmen and sophomores taking the majority of their class load at Allendale, then, depending on their major, branching out to one of the downtown Grand Rapids locations for upper division courses, and for graduate programs. A significant amount of students however take classes in more than one location during the semester and commute between campuses. While only 30 minutes apart, the three primary campuses will continue to rely on each other for specific functions that would make little sense to duplicate.

ALLENDALE CAMPUS

Located in a rural/suburban area west of Grand Rapids, the Allendale campus is a prototypical American campus, not unlike Thomas Jefferson's vision of the University of Virginia as a place set apart from the hustle and bustle of the city – a place where students come to enrich themselves and their lives.

PEOPLE

Enrollment	16,265
Faculty and Staff, Full-Time	1,696
Faculty and Staff, Part-Time	31

LAND USE

All Campus Acres	1,322
Total Gross Square Fee (Academic & Residential Space)	4,109,194
Floor Area Ratio	0.07
Total Parking Spaces	7,686
Parking Spaces: Deck	0
Parking Spaces: Surface	7,686
People per Parking Space	2.7:1

ACADEMIC SPACE

Non-Residential Net Assignable Square Feet	1,577,587
Non-Residential Net Assignable Square Feet per Student	97

RESIDENTIAL SPACE

Residential Beds	5,635
Residential Net Assignable Square Feet	974,023
Students Living on Campus	35%
First-Year Students Living on Campus	86%

based on Fall 2017 data


meijer
LUBBERS STADIUM
2005 and 2006
NATIONAL CHAMPIONS

CAMPUS CONTEXT

Surrounding Context

Allendale Township is changing from a purely rural community to a suburban community of Grand Rapids. This change is reflected in the land uses surrounding the Allendale campus as agricultural parcels are developed into housing and retail. Most of the development immediately surrounding the campus is aimed at GVSU students, which are typically apartment-style complexes.

The Allendale campus is comprised of 1,322 acres. The primary campus is still very similar to the original 876 acre land purchase. Most of the additional land is either isolated to the north of M-45 or to the south of the campus in non-contiguous parcels.

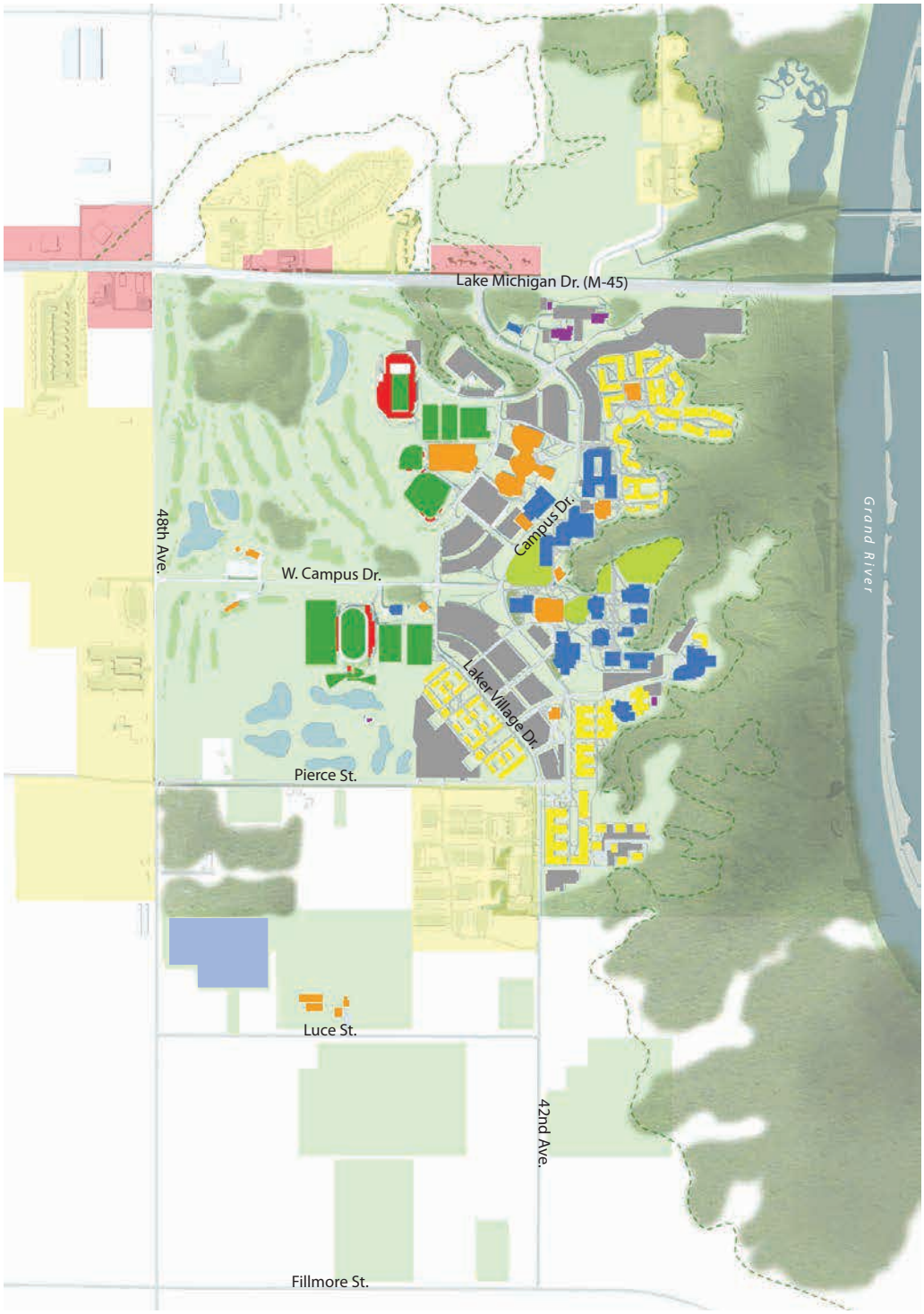
To the east, the campus is defined by the natural wooded ravines and the Grand River, which will always be a natural edge to the campus. To the north, the campus is bound by the M-45 highway, which, due to its scale, creates a dominant physical boundary. The university owns 300 acres north of M-45 that are currently undeveloped. The western edge of the campus on 48th Avenue is defined almost wholly by privately developed commercial and residential apartments geared toward GVSU students. The only "soft" edge to the campus remaining is to the south, where there are no major natural features or highways, and mostly undeveloped farm or forested land. GVSU owns several parcels in this area.

Land Use

Generally, the campus has a central academic core that lies between the naturally wooded ravines and Campus Drive. Academic use has begun to migrate to the north and west across Campus Drive as many classes now take place in the Fieldhouse, the Kelly Family Sports Center, and in P. Douglas Kindschi Hall of Science. On-campus residential halls are concentrated to the north and south of campus, while outdoor recreation, athletic fields, and storm water wetlands comprise the west side of campus. Surface parking lots make up the majority of land use between Laker Village Drive and Campus Drive.

There are several large open spaces on campus such as the arboretum, the open lawn north of the Mary Idema Pew Library Learning and Information Commons and the Great Lakes Plaza. The Great Lakes Plaza provides a strong north/south pedestrian spine and connects to the Little Mac Bridge.

The ravines define the character of the Allendale campus more than any other natural or man-made element. The entire campus is sited on a plateau which is defined by the highest elevation of the ravine. The campus was originally designed to take advantage of the peninsulas of land that are created by the ravines. The design intent was for each peninsula to be a learning center with connections to the adjacent peninsulas through a series of pedestrian bridges. The ravines themselves offer a series of recreation trails that allow students to explore the ravine slopes leading down to the Grand River.



Legend

Campus Building Use

- Academic
- Residential
- Athletic
- Service
- Special

Land Use

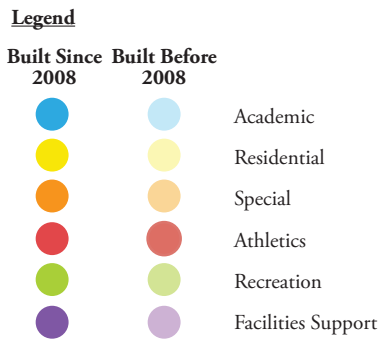
- Surface Parking
- Athletic/Recreation Fields
- Golf
- Stormwater Management Area
- Power Generation
- Sacred Open Space
- Campus
- Wooded Area
- Off-Campus Residential
- Off-Campus Commercial

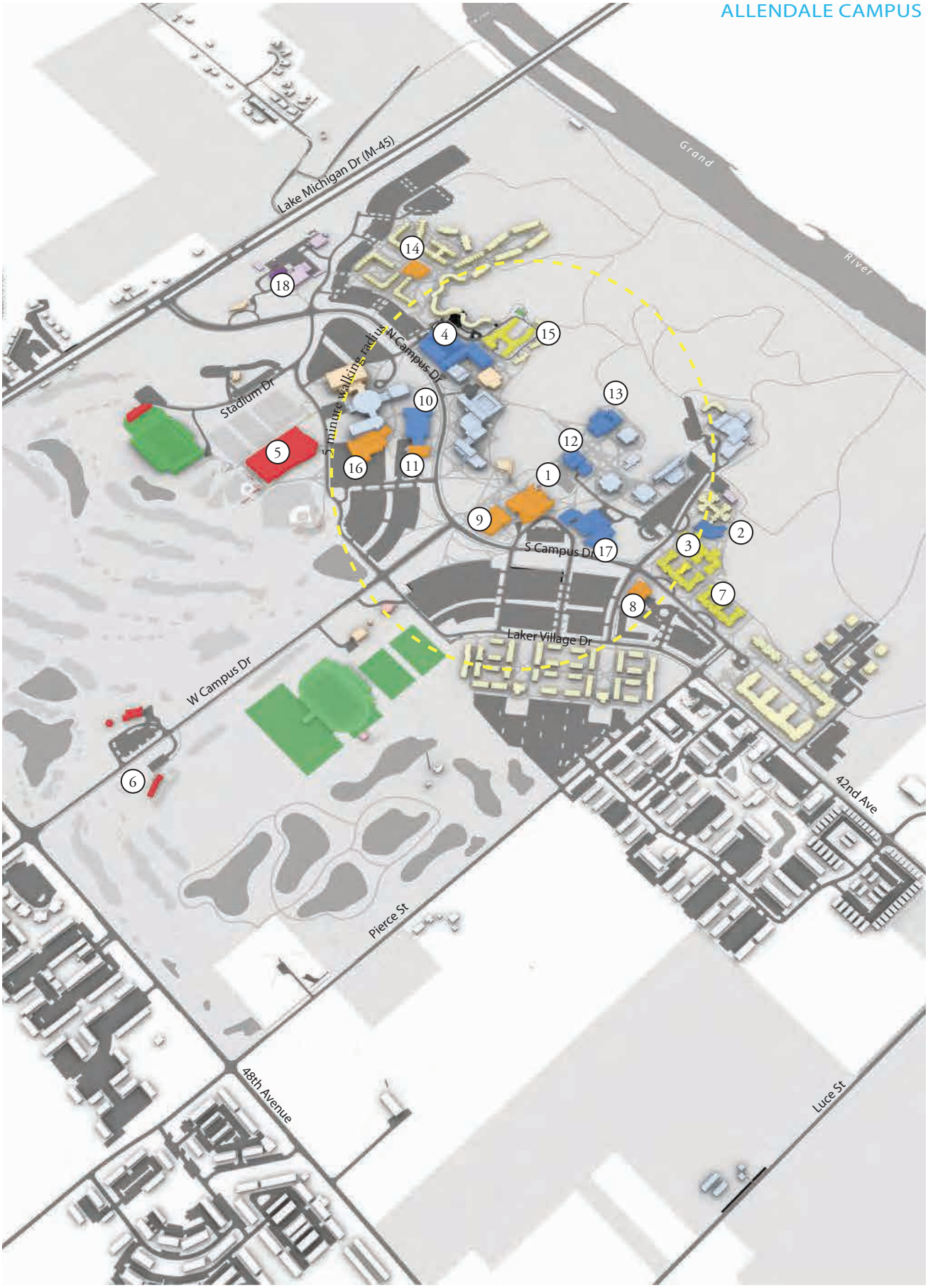
- - - Ravine Edge

CHANGES SINCE 2008

GVSU constructed many significant building projects in the last ten years to meet the growing enrollment and address the space deficit identified in the 2008 master plan. The campus also gained 17.5 acres of outdoor recreational field space in the form of a new outdoor track, a lacrosse field, and large multi-purpose playing field. The university also completed additional improvements to existing outdoor fields.

Key	Building Projects Completed Since 2008	Year	Gross Square Feet
1	Kirkhof Center Addition	2008	30,518
2	Niemeyer East Living Center	2008	40,867
3	Meijer Honors College	2008	186,728
4	Mackinac Hall Addition	2008	82,526
5	Kelly Family Sports Center	2008	137,662
6	Meadows Addition	2008	1,104
7	Murray Living Center, VanSteeland Living Center	2010	279,474
8	The Connection Dining	2010	24,191
9	Mary Idema Pew Library Learning and Information Commons	2013	150,300
10	P. Douglas Kindschi Hall of Science	2015	151,760
11	The Marketplace	2015	42,103
12	Zumberge Renovation and Addition	2014	90,391
13	AuSable Hall Addition	2014	22,684
14	Kleiner Commons Renovation and Addition	2014	29,250
15	Holton-Hooker Living Center	2016	134,648
16	Student Recreation Center Addition	2016	50,453
17	Performing Arts Addition	2017	47,297
18	Service Building Addition	2018	12,560




Lake Michigan Dr (M-45)
Grand
River
N Campus Dr
Stadium Dr
5 minute walking radius
S Campus Dr
Laker Village Dr
W Campus Dr
42nd Ave
Pierce St
48th Avenue
Luce St
1
2
3
4
5
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17
18

MOBILITY

Vehicular Circulation

Most commuters to the Allendale campus arrive from the east via the M-45 highway. From this direction, the main entrance on North Campus Drive is the most logical to use because of the left turn traffic light signal. Commuters from the west can turn south onto 48th Avenue and then turn on West Campus Drive. Additionally, from the south, commuters can enter campus via 42nd or 48th Avenues.

The primary roads on campus are North/South Campus Drive, West Campus Drive, and Laker Village Drive. North/South Campus Drive is the primary north-south corridor, from which commuters can access nearly all of the major parking lots on campus. Laker Village Drive functions as a secondary north/south route parallel to North/South Campus Drive. West Campus Drive is a two-lane route from 48th Avenue and intersects with North/South Campus Drive on axis with the Cook Carillon Tower. This approach is the most visually impressive into campus because it leads to the heart of the academic core, but is a minor entrance compared to North Campus Drive. West Campus Drive lacks necessary sidewalks to accommodate students walking or biking from residential areas west of 48th Avenue.

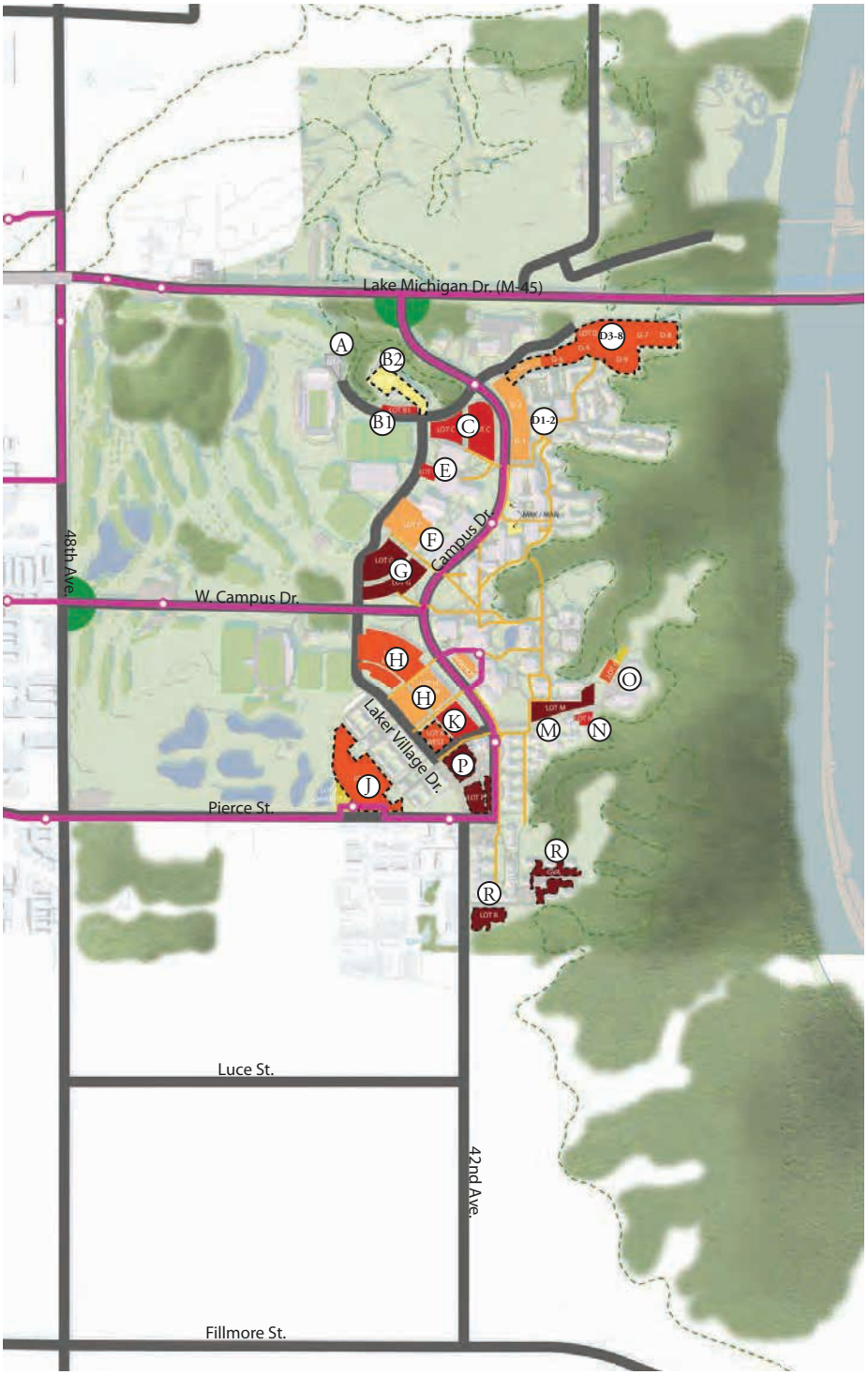
Beyond these major corridors, the campus has several service roads, which are oversized walks to allow access to accessible parking and service.

Parking

All of the parking supply on campus is comprised of surface parking lots and is mainly limited to the periphery of the built campus. However, as new buildings have been coming on-line within the last five years, some of this parking has been removed to accommodate this growth.

In Fall 2017, GVSU conducted a parking utilization study to determine where vehicles were parking during daytime hours. The highest occupancy count was recorded as the "peak" time between the hours of 9 a.m. and 6 p.m., Monday through Thursday.

Faculty and staff parking is typically highly utilized including Lots K, M, and N, located on the south end of the academic core, showing the highest demand. Faculty and staff parking in Lots D1-D3 and F, however, was never more than 75 percent utilized at any time. This could be due to the perceived longer walking distance from this lot to nearby academic building entrances. Residential Lots D-3 through 9 to the north and Calder Lot O to the east were underutilized, while Residential Lots P and R to the south were very highly utilized during daytime hours. Commuter Lots C, G, and K East were more highly utilized than Commuter Lot H, which are located in very close proximity. As a whole, at peak times total utilization for all the lots combined is 84 percent, with over 1,200 spaces available during the busiest hour of the day.



Legend

Campus Mobility

- Major Pedestrian Network
- Road Network
- Bicycle Route
- Bus Route
- Bus Stop
- Campus Gateway
- Campus

Parking Utilization

- R Lot Designation
- Residential Permit Only
- Not Included in Study
- 0-59%
- 60-69%
- 70-79%
- 80-89%
- 90-99%
- 100%+

Transit

All bus service in the Grand Rapids metropolitan area is provided and operated by the Interurban Transit Partnership, a public transport system named The Rapid. There are three transit routes currently functioning on the campus: Route 37, 48, and 50. The Route 50 bus runs between the Allendale and downtown campuses, while Route 37 and 48 provide shuttle service between the Allendale campus and surrounding apartment complexes.

Driven by the growth of GVSU and the Pew Grand Rapids campus, ridership of M-45 Lake Michigan corridor bus services has grown by a factor of 16 between 2005 and 2015. The primary bus route (#50) serving the corridor had more than 12,000 riders per day on an average weekday during the semester in 2015.

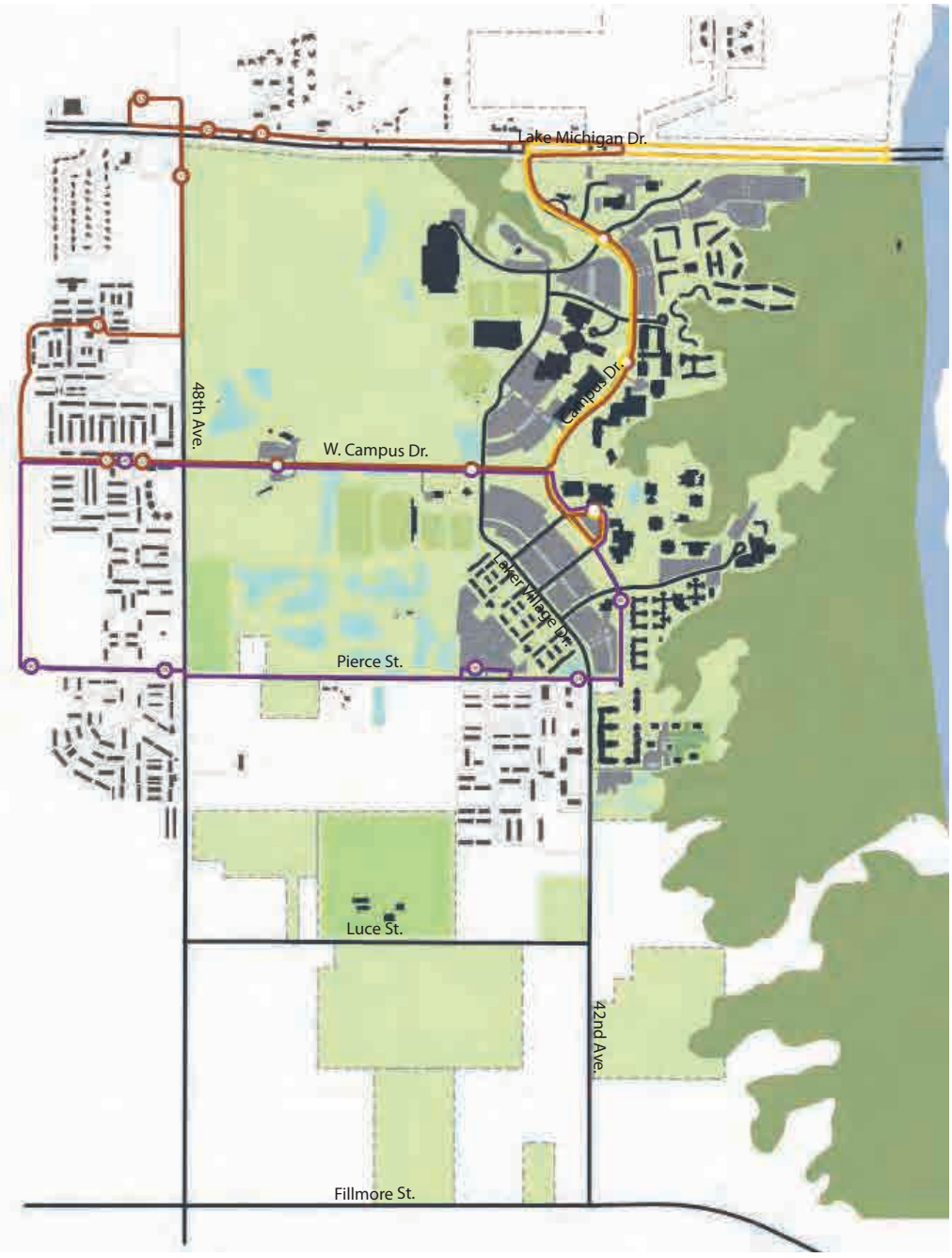
Bicycle Transportation

Bicycle facilities are improving on the Allendale campus as off-campus residential growth has occurred. A non-motorized transportation plan was completed in 2010. The *Grand Valley State University Non-motorized Transportation Plan* recommends a more robust system. The university has begun to implement several of the plan's recommendations including improvements to West Campus Drive and the start of a dedicated on-campus route just east of Lots K and H.

Pedestrian Network

The primary north-south pedestrian corridor runs through the Great Lakes Complex and residential complexes from the south and connects to the north by the Science Complex and northern residential neighborhoods. There are several east-west corridors that connect to the large inventory of parking to the west of Campus Drive, which also provide challenges for pedestrians wishing to cross this busy thoroughfare.

NORTH CAMPUS DRIVE



Legend

Transit

- Bus Route 50
- Bus Route 48
- Bus Route 37
- Bus Stop
- Campus

ROBERT C. PEW GRAND RAPIDS CAMPUS

CAMPUS CONTEXT

The Pew Grand Rapids campus is located west of downtown Grand Rapids and offers programming complementary to the urban environment of downtown. Residential and student life uses are located in the core of the campus, academic uses on the north, east and south areas, and special and industrial uses to the south.

Several City of Grand Rapids planning initiatives helped influence physical planning components of this campus plan.

The U to the Zoo Area Specific Plan
The U to the Zoo Area Specific Plan was developed by the City and neighborhood stakeholders in 2012 to ensure careful infill development between GVSU and the John Ball Zoo. The plan outlines mixed uses on Seward Avenue and West Fulton Street to include commercial, retail, and residential developments, which honor the existing urban fabric. Additional goals of this plan encourage complete street design principles that promote biking and walking.

201 Market Street Plan and Green Grand Rapids
The 201 Market Street property is directly across the Grand River from the GVSU campus. The redevelopment plan recommends parameters for future private development of this site, which includes open space, public river access, and building height recommendations. The 2008 Green Grand Rapids plan also encourages habitat protection and Riverwalk improvements as part of the planning and development process for parcels with direct adjacency to the Grand River.

PEOPLE

Enrollment Headcount	6,440
Faculty and Staff	1,164

ACADEMIC SPACE

Non-Residential Net Assignable Square Feet	566,612
Non-Residential Net Assignable Square Feet per Student	70

LAND USE

All Campus Acres	60.9
Total Gross Square Feet (Academic & Residential Space)	1,281,261
Floor Area Ratio	0.48
Total Parking Spaces	2,825
Parking Spaces: Deck	958
Parking Spaces: Surface	1,867
People per Parking Space	3.1:1

RESIDENTIAL SPACE

Residential Beds	377
Residential Net Assignable Square Feet	112,827
Students Living on Campus	6%

based on Fall 2017 data

Legend

Campus Building Use

- Academic
- Residential
- Special
- Rail Corridor
- Campus Boundary

Land Use

- Institutional
- Medical Office
- Industrial
- Commercial
- Office
- Residential
- Park/Open Space
- Parking
- U to the Zoo District
- Rail Corridor

Campus Buildings

1. Richard M. DeVos Center
2. Fred M. Keller Engineering Laboratories
   L. V. Eberhard Center
   John C. Kennedy Hall of Engineering
3. Peter F. Secchia Hall and Winter Hall
4. Seward Parking Ramp
5. L. William Seidman Center
6. The Depot
7. 140 Front Street Building
8. The Bicycle Factory
9. 609 Watson Street Building
10. 227 Winter Street

CHANGES SINCE 2008

Since 2008, the Pew Grand Rapids campus has constructed a new home for the Seidman College of Business south of Fulton Street on the west bank of the Grand River. GVSU has also acquired and renovated multiple properties, including two parking lots on Butterworth Street and the former Ferris Nut Company building (227 Winter Street).

Legend

Campus Building Use

- Academic
- Residential
- Special

PROJECTS COMPLETED SINCE 2008

Campus Buildings

1. 609 Watson Electromagnetic Compatibility Center
2. L. William Seidman Center
3. Worthen Building 524 Butterworth Street Site Acquisitions
4. 227 Winter Street Acquisition

MOBILITY

Vehicular Circulation
Commuters to the Pew Grand Rapids campus arrive from multiple directions due to the close proximity to I-196 and US-131. From east I-196, Ottawa Avenue to Fulton Street is the most logical entry to campus. From west I-196, access from US-131 is the most direct route from the Pearl Street exit.

Two major corridors, Lake Michigan Drive and West Fulton Street, bisect the campus and creates distinct north, central, and south districts. Lake Michigan Drive (Pearl Street) provides direct passage to the Allendale campus, which is approximately 12 miles to the west. Seward Avenue forms the west boundary, and Bridge Street the north boundary.

Beyond these major corridors, the campus has several other secondary roads, such as Mount Vernon Avenue and Winter Street, which run parallel to US-131.

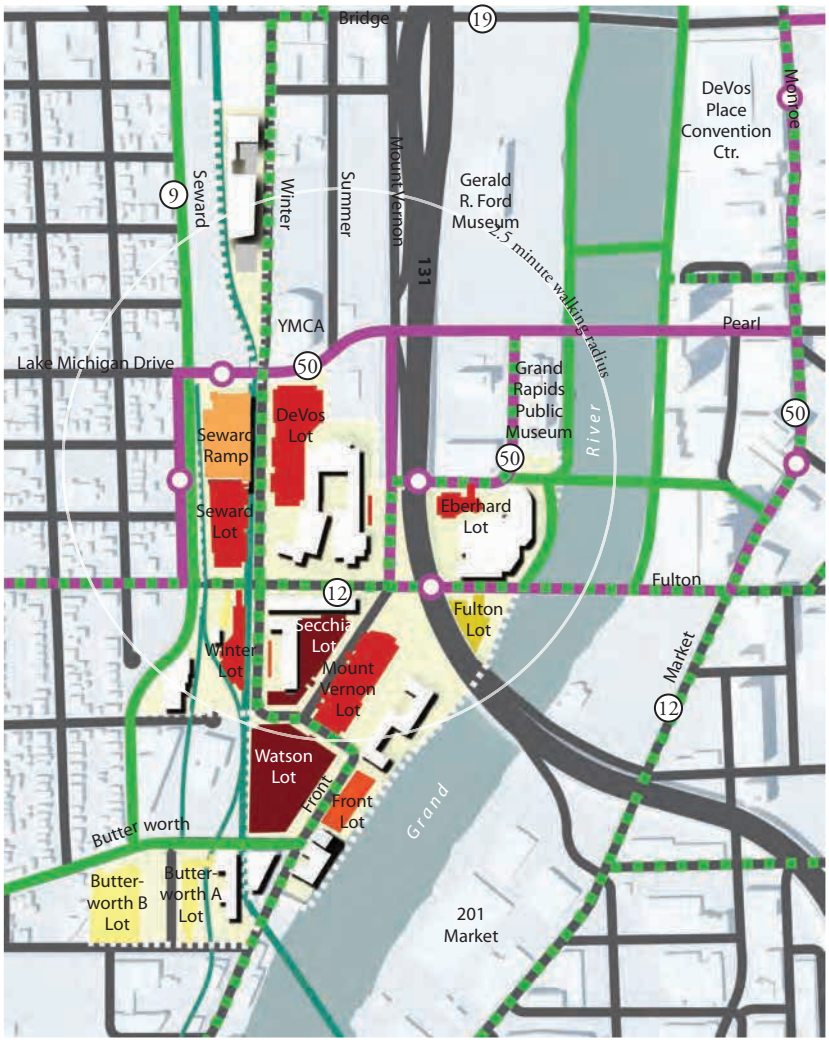
Parking
The existing parking supply of 2,825 spaces is comprised of surface parking lots and deck parking and occupies large contiguous areas throughout campus.

A parking utilization study in Fall 2017 determined where vehicles were parking during daytime hours. Parking lots in the core of campus – DeVos, Eberhard, Winter, Mount Vernon – have consistently high utilization rates all day. Parking lots on the edges of campus – Depot, Butterworth – have low utilization rates (less than 60 percent during the peak hour). Average peak hour parking utilization stands at 80 percent, with a 3.1:1 (people to parking spaces) ratio.

Transit
All bus service is provided by the City of Grand Rapids "The Rapid" bus system. There are two transit routes currently functioning on the campus: Route 50 and Route 51. The Route 50 bus runs between both the Allendale and downtown campuses, while Route 51 provides a loop between the Grand Rapids Health and Pew Grand Rapids campuses.

Driven by the growth of GVSU and the Pew Grand Rapids campus, ridership of M-45 Lake Michigan corridor bus services has grown by a factor of 16 between 2005 and 2015. The primary bus route (#50) serving the corridor had more than 12,000 riders per day on an average weekday during the semester in 2015.

Bicycle Transportation
Bicycle routes are under the jurisdiction of the City of Grand Rapids. Based on the recommendations of the Michigan Street Corridor Plan and the Green Grand Rapids Plan, the city intends to construct dozens of miles of bicycle lanes. The university provides adequate bicycle parking to support users, but should consider adding supplementary facilities, including a tune-up station, to meet growing demand.



Legend

Transportation Network

- Road Network
- Existing Bicycle Route
- Planned Bicycle Route
- Bus Route
- Bus Stop
- Campus

Parking Utilization

- Not Included in Study
- 0-59%
- 60-69%
- 70-79%
- 80-89%
- 90-99%
- 100%+

Pedestrian Network

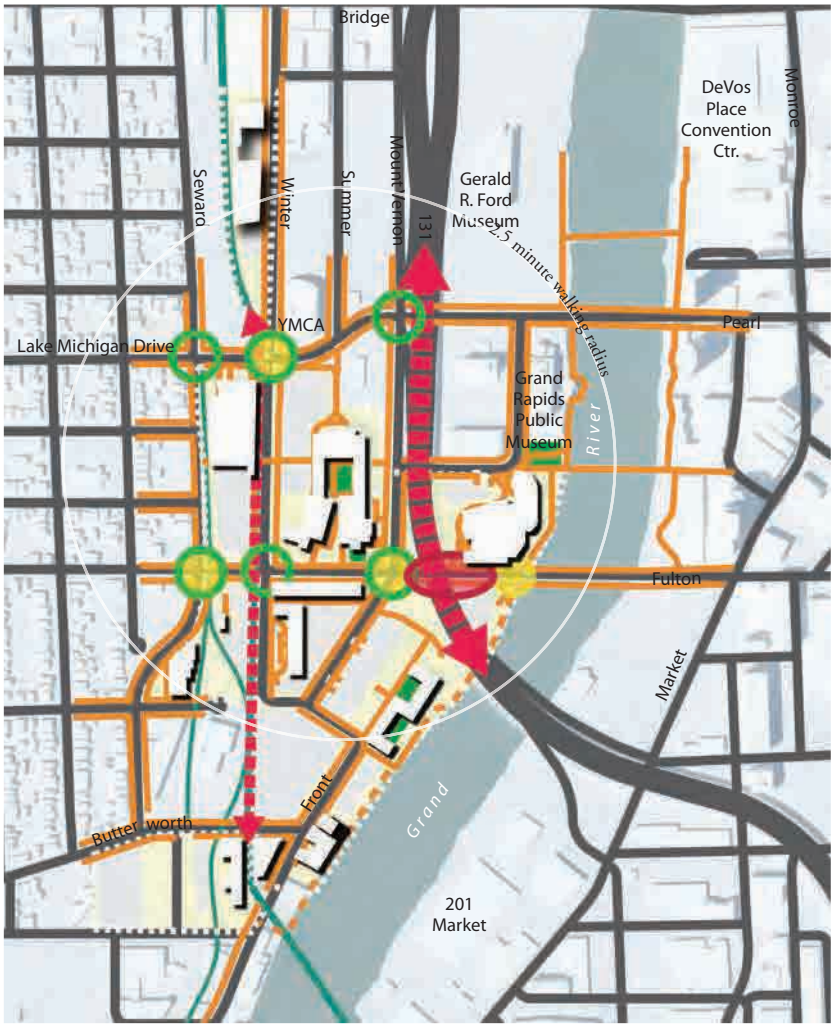
The pedestrian network on campus lies within an urban context where sidewalks align with streets and also lead to and from parking facilities and major destinations. As the campus continues to grow, the university should continue to provide connections not only within campus, but into the surrounding neighborhoods. Several existing gaps become apparent, as noted in the graphic to the right. The university is fortunate to own valuable real estate on the Grand River where a vital connection to the city's Riverwalk effort is absent. The university has reserved space east of its buildings to allow the city to expand access along and to the river.

Visual and physical barriers are present on campus and provide some challenges for the pedestrian. The US-131 highway overpass presents a visual barrier to the engineering facilities to the east, however, upon approach of the underpass, a clear pedestrian route is evident. The east-west orientation of Fulton Street bisects the campus and presents mid-block crossing issues from the engineering complex to the Fulton Lot. Lake Michigan Drive is a barrier for pedestrians walking to 227 Winter Street.

OPEN SPACE AND GATEWAYS

The campus lacks an appropriate amount of usable open space. The main open space is currently located at the Richard M. DeVos Center in the central courtyard. Additional outdoor space is located just to the west of the engineering complex and at the L. William Seidman Center, however these spaces are inward focused and do not open up to the campus.

As the first building on campus, the development of the L.V. Eberhard Center created a natural gateway and icon on Fulton Street, on the west bank of the Grand River. Initial campus development fronted Fulton Street – Fred M. Keller Engineering Laboratories, Richard M. DeVos Center, and Peter F. Secchia Hall. Due to more recent development of the L. William Seidman Center, the Bicycle Factory, and 227 Winter Street, the Pew Grand Rapids campus has begun to define an additional campus corridor on Winter Street. Additional campus gateways become apparent on Lake Michigan Drive as approached from the west to the Seward Parking Ramp and on Seward Avenue at Fulton Street, however, campus identity and visual arrival cues are not appropriately prominent in any of these locations.



Legend

Open Space and Gateways

- Campus Building
- Usable Campus Open Space
- Parking
- Signalized Intersection
- Perceived Campus Gateway
- Pedestrian/Vehicular Conflict
- Pedestrian Network
- Pedestrian Network Gaps
- Visual/Physical Barrier
- Railroad Corridor

GRAND RAPIDS HEALTH CAMPUS

INTRODUCTION

The Grand Rapids Health campus is part of the Health Hill district (or Medical Mile). This corridor is populated by Spectrum Health System facilities, GVSU health-related programs, Michigan State University College of Human Medicine and Grand Rapids Community College. Several other institutions of higher education also have a presence in this area of downtown Grand Rapids.

Currently, the Grand Rapids Health campus consists of only the Cook-DeVos Center for Health Sciences and the Raleigh J. Finkelstein Hall. In 2013 and 2014, GVSU purchased five blocks north of I-196 in the Belknap Lookout neighborhood to allow for long-term growth of the Grand Rapids Health campus.

GVSU is a significant provider of higher education and training in the health professions for the city and region. The Grand Rapids Health campus provides the training for a skilled workforce in health services in the city and west Michigan. GVSU also provides community outreach programs through partnerships with other community and institutions in the city and region.

PEOPLE

Headcount	2,369
Faculty and Staff	200

ACADEMIC SPACE

Non-Residential Net Assignable Square Feet	199,270
Non-Residential Net Assignable Square Feet per Student	84

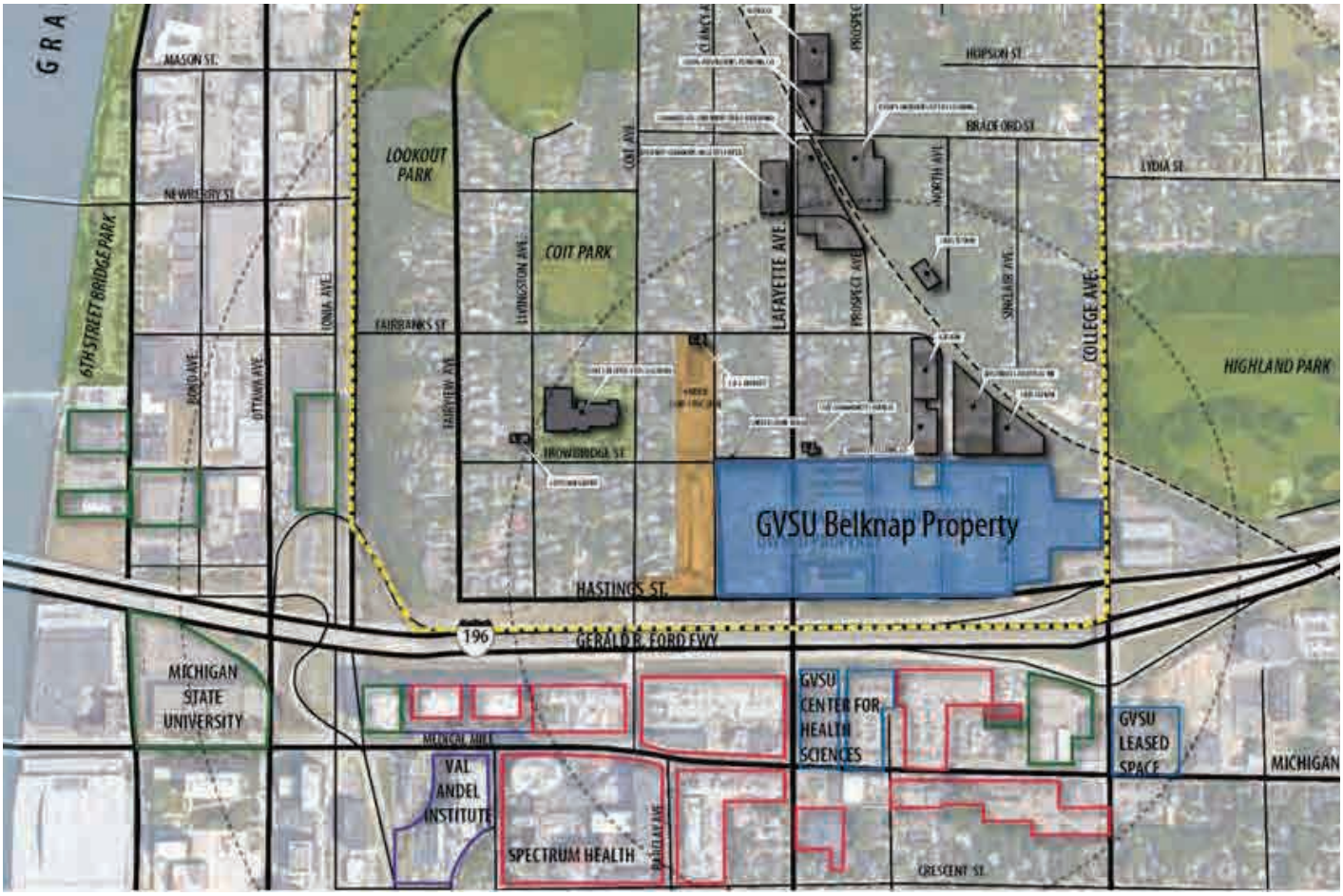
LAND USE

All Campus Acres	14.9
Total Gross Square Feet (Academic & Residential Space)	271,458
Floor Area Ratio	0.42
Total Parking Spaces	319
Parking Spaces: Deck	167
Parking Spaces: Surface	152
People per Parking Space (without students)	0.75:1
People per Parking Space (with students)	9.0:1

RESIDENTIAL SPACE

Residential Beds	0
Residential Net Assignable Square Feet	0
Students Living on Campus	0

based on Fall 2017 data



Legend

Land Uses

- Grand Valley State University
- Spectrum Health
- Michigan State University
- Van Andel Institute
- Belknap Lookout Landmarks
- Parks
- Under Construction
- Belknap Lookout Neighborhood Boundary

COOK-DEVOS CENTER FOR HEALTH SERVICES

PLANNING CONTEXT

The five blocks owned by GVSU in the Belknap Lookout neighborhood is currently in an area of transition. While predominantly a neighborhood of single-family homes (both rental and owner-occupied), adjacent land uses include light industrial on the northeast side (such as an electrical substation, a rail corridor, and Midwest Plating Company), and new multi-family housing just completed on the west edge of campus. Existing nearby assets include the Coit Creative Arts Academy two blocks to the west; the historic cobblestone street on Trowbridge between Clancy and Lafayette Streets; and the Coit Community Church just north of Trowbridge on Lafayette.

In 2009, the Neighborhood of Belknap Lookout (NOBL) completed an Area Specific Plan with the City of Grand Rapids to guide future neighborhood improvements. GVSU-owned property falls within the Neighborhood Transitional Area of the 2009 Plan. This area is defined as follows:

- Serves as a visible entrance for the neighborhood and provides strong connections to the large medical community and adjacent highway.
- The intent of the district is to act as a transition between adjacent uses and fabric in terms of scale, noise, intensity, and density.

TOPOGRAPHY

There is significant topographic change north of I-196 in the Belknap Lookout neighborhood. Across the five blocks owned by GVSU, there is over 40 feet of topographic change. The high point is at the southwest corner on Hastings Street at Clancy Avenue, with the low point at the northwest corner by the existing substation and rail line.

OPEN SPACE AND GATEWAYS

With only two buildings comprising the Grand Rapids Health campus, open space is limited to the urban streetscape around the Cook-DeVos Center for Health Sciences. The Belknap Lookout neighborhood has many park and open space amenities such as Coit Park, making the area a desirable place to live. As the Grand Rapids Health campus develops, GVSU should reserve and construct open space to organize campus and provide outdoor social space for students, GVSU staff, and the surrounding neighborhood.

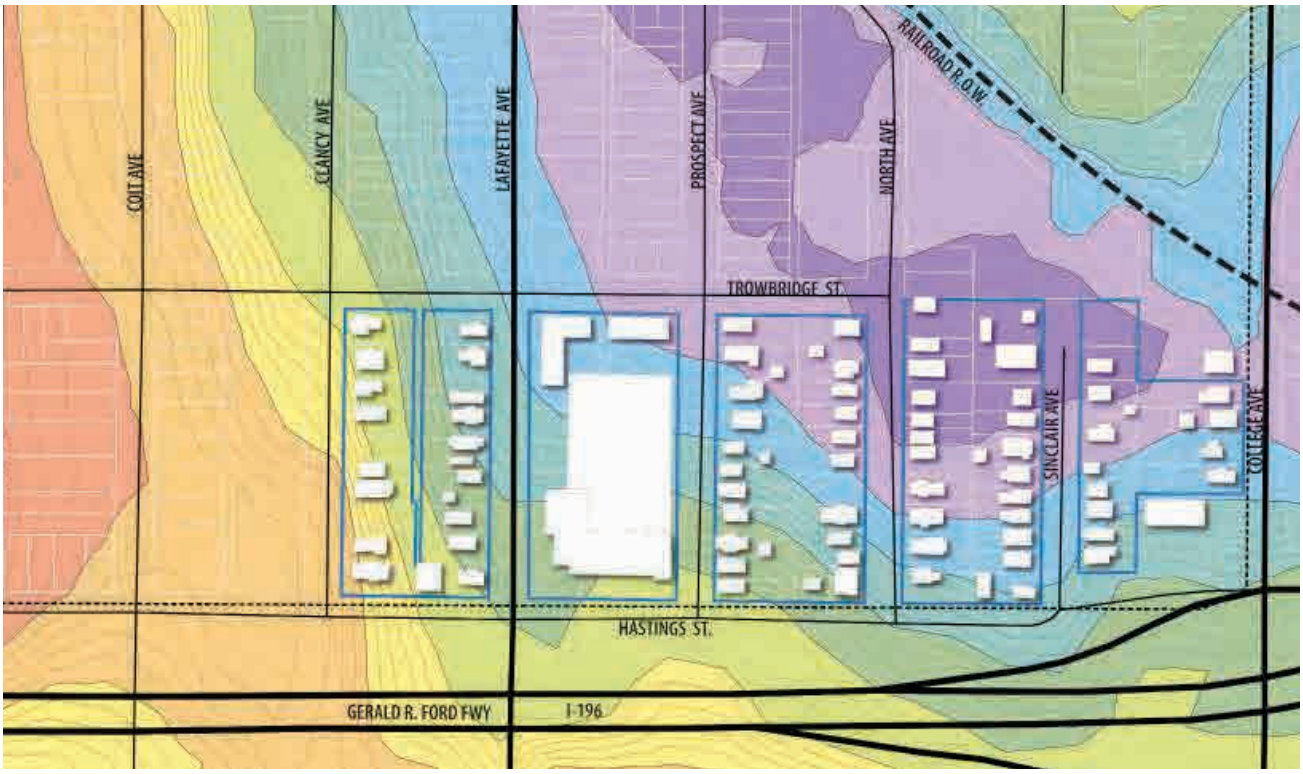
Lafayette Avenue provides a strong gateway opportunity, with vehicular and pedestrian connection to the Medical Mile and the Cook-DeVos Center for Health Sciences. The proposed Hastings Street connection at College Avenue will provide another important gateway into the campus and the neighborhood. The frontage on either side of I-196 creates opportunities for branding, visible to the freeway.

MOBILITY

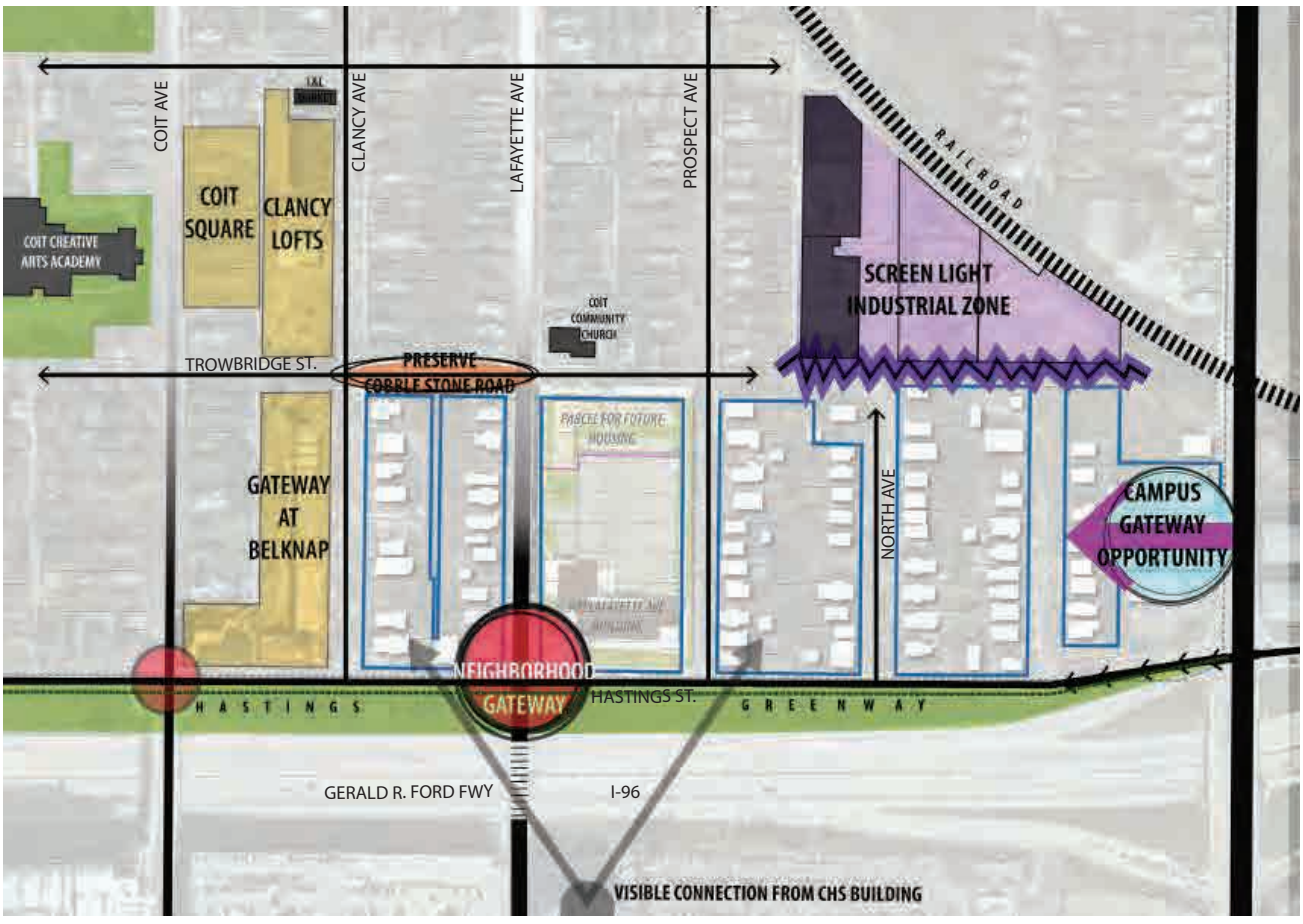
Vehicular Circulation

The Grand Rapids Health campus is served by major city arterials including Michigan Street and College Avenue. Commuters can access the campus via the I-196 exit at College Avenue. Lafayette Avenue is a local arterial, connecting the neighborhood via a freeway underpass to Michigan Street and downtown to the south, and to the Belknap Lookout neighborhood to the north. Lafayette Avenue, and an existing westbound, one-way entry drive from the I-196 and College Avenue exit provides the only southern access into the Belknap Lookout neighborhood. Egress is limited to Lafayette Street, for traffic traveling north or south out of the neighborhood.

The congestion on Michigan Street in the Health Hill district south of I-196 further constrains southbound traffic on Lafayette Avenue at Michigan Street.



SITE TOPOGRAPHY



PUBLIC REALM NORTH OF I-96

Hastings Street Connection

As part of the 2015 Michigan Street Corridor Plan, the City of Grand Rapids evaluated a proposed extension of Hastings Street as a two-way road connection and new, signalized intersection at College Avenue. This proposed extension and intersection will provide a much-needed point of ingress and egress to the east for the campus and the Belknap Lookout neighborhood residents, providing safer pedestrian movement across College Avenue and will help alleviate vehicular congestion at College Avenue and Michigan Street, south of I-196.

Parking

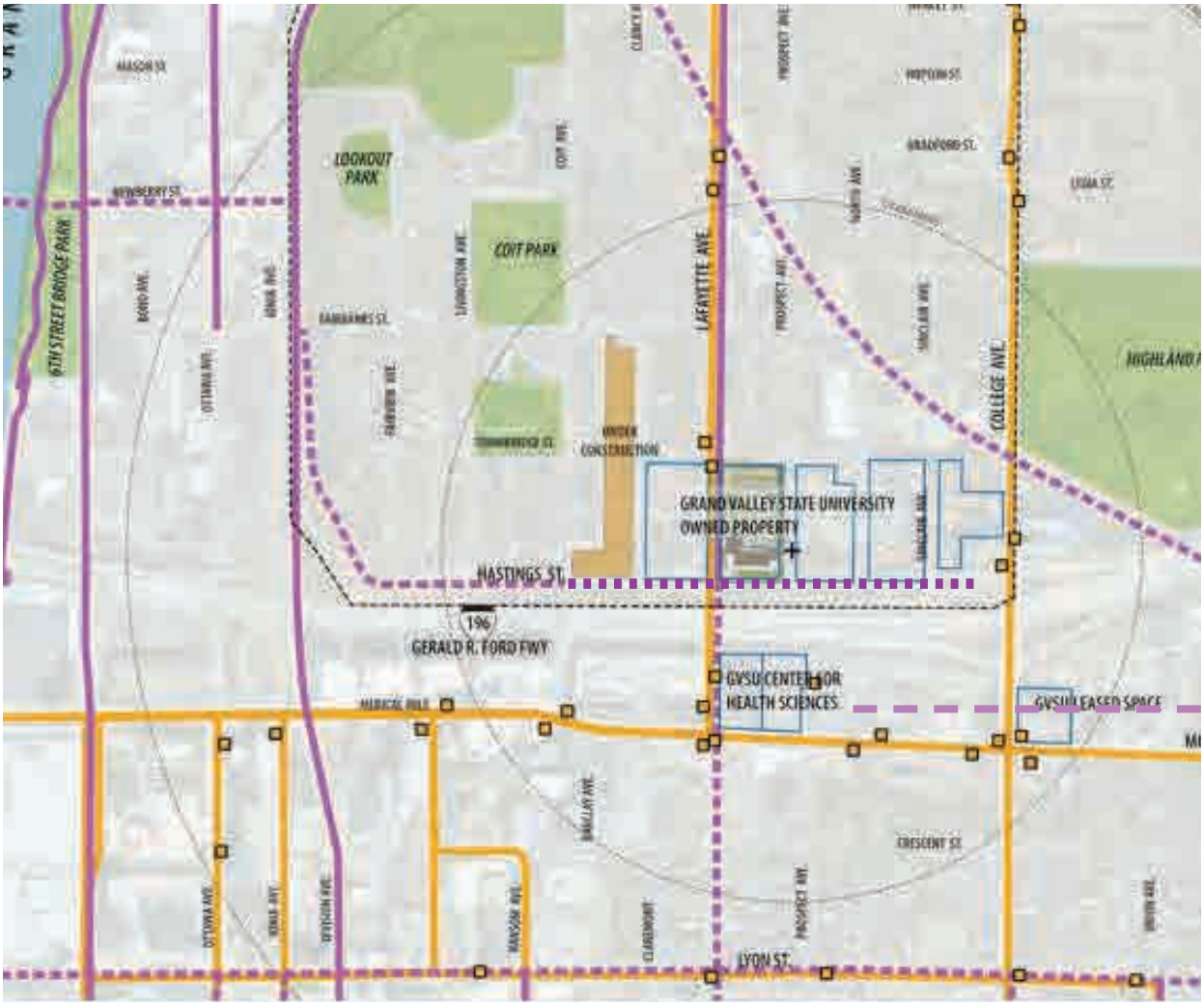
The Cook-DeVos Center for Health Sciences provides 319 on-site parking spaces for visitors, faculty, and staff, but does not provide student parking. Approximately 50 percent of Grand Rapids Health campus students walk, bicycle or ride the bus to the Cook-DeVos Center for Health Sciences during peak class times. The remaining students have historically parked in adjacent residential neighborhoods, taking advantage of on-street parking on city streets. At peak class times, this can reach up to 390 students parking on neighborhood streets.

Recent City of Grand Rapids on-street parking policy changes and adoption of a resident parking permit program in the Belknap Lookout neighborhood is anticipated to have a significant impact on student parking in the neighborhood, driving up demand for on-campus student parking.

Transit

The Health Hill district and Belknap Lookout neighborhood are well-served by public transit. All bus service in the area is provided by the City of Grand Rapids "The Rapid" bus system. Five bus routes serve the neighborhood and

HASTING STREET CONNECTION



MOBILITY

Legend

Mobility

- Bus Route
- Bus Stop
- City Existing Bike Route
- City Proposed Bike Route
- GVSU Campus Boundary
- NOBL Boundary
- Parks

district overall. Route 11 Plainfield runs north and south on Lafayette Street. Route 15 East Leonard runs north and south on College Avenue. Route 13 Michigan/Fuller North and Route 19 Michigan Crosstown both run east and west on Michigan Street. Route 50 Laker Line connects all three of GVSU's primary campuses.

Bicycle Network

Existing bicycle routes run north-south along Lafayette Avenue and Division Avenue. The city has additional planned bicycle routes including the Hastings Street Greenway on the south side of the Hastings Street right-of-way.

Pedestrian Network

Current pedestrian movement is accommodated on existing city sidewalks in the Belknap Lookout neighborhood and along Lafayette Avenue. However, the congestion and turning movements on Michigan Street at Lafayette Street and Coit Avenues cause traffic delays and vehicular/pedestrian conflicts. Future improvements to area traffic will need to address pedestrian safety. East-west pedestrian movement will be enhanced with the construction of the proposed Hastings Street Greenway, funded by the City of Grand Rapids.

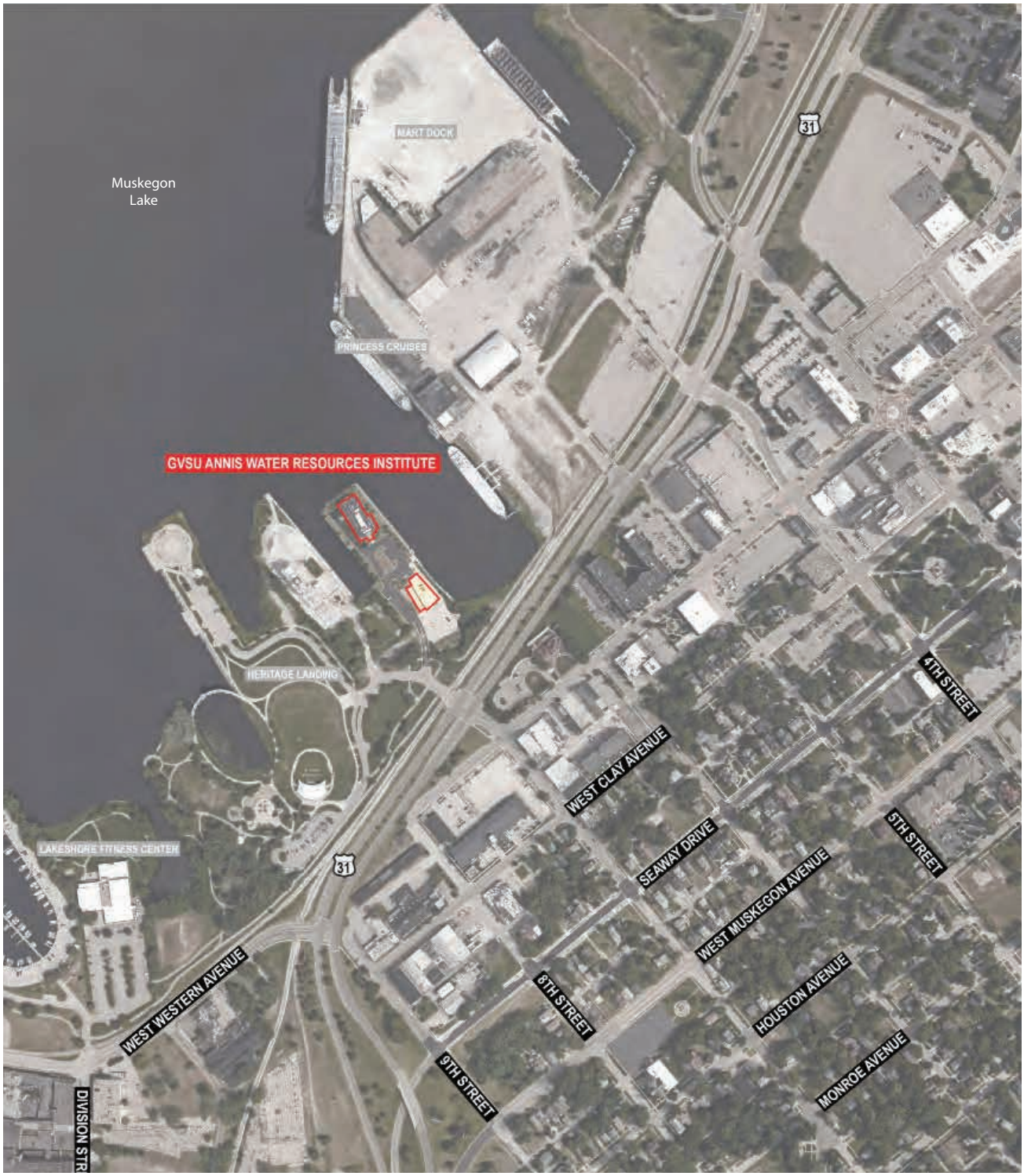
REGIONAL CENTERS AND SITES

MEIJER CAMPUS IN HOLLAND

The Meijer Campus in Holland is a single 31,000 square foot educational facility on an extensive suburban-style site. The campus is located two miles outside downtown Holland and 20 miles from the Allendale campus. The university owns the campus, opened it in 1998, and named it for the Meijer Family for their generous donation of land.

The campus currently has 15 operational classrooms and teaching laboratories. A utilization study prepared by GVSU calculates the scheduled utilization of these teaching spaces was approximately 17 percent of available hours. Campus staff offers on-site advising, registration, and information technology support. As a campus focused on commuter students, there is no residential, extensive dining, or student life programming.

Within the last ten years, enrollment has declined. In Fall 2008, almost 550 students were enrolled at Holland and another GVSU campus, and 144 students enrolled only at Holland. By Fall 2017, one undergraduate was enrolled exclusively at Holland, and 24 undergraduates were enrolled at Holland and another GVSU campus. Campus and university leadership have programmed courses at the campus in a variety of ways, but student enrollment continues to decline.


Muskegon
Lake
MART DOCK
31
PRINCESS CRUISES
GVSU ANNIS WATER RESOURCES INSTITUTE
HERITAGE LANDING
4TH STREET
WEST CLAY AVENUE
LAKESHORE FITNESS CENTER
31
SEAWAY DRIVE
5TH STREET
WEST MUSKEGON AVENUE
WEST WESTERN AVENUE
8TH STREET
HOUSTON AVENUE
9TH STREET
MONROE AVENUE
DIVISION STR

ROBERT B. ANNIS WATER RESOURCES INSTITUTE

The Robert B. Annis Water Resources Institute (AWRI), located on Muskegon Lake, is a multidisciplinary research organization within GVSU's College of Liberal Arts and Sciences. AWRI's mission is to integrate research, education, and outreach to enhance and preserve freshwater resources.

Three buildings support AWRI's research, education, and outreach activities. Built in 2001, the Lake Michigan Center hosts two classrooms, conference areas, five research laboratories, faculty and staff offices, and research vessel dockage. Built in 2013, the Robert B. Annis Field Station is a 14,700 square feet LEED-designed building that houses 3 research laboratories, faculty and graduate student offices, conference rooms, and storage for field equipment. The boat house was built in 2008 to provide ship support and small boat storage. AWRI also operates two research vessels: the D.J. Angus, docked in Grand Haven, Michigan, and the W.G. Jackson, docked at AWRI.


Muskegon
Lake
GVSU MUSKEGON INNOVATION HUB
VIRIDIAN DRIVE
TERRACE POINT DRIVE
31
WEST WESTERN AVENUE
31
1ST STREET
JEFFERSON STREET
TERRACE STREET

MUSKEGON INNOVATION HUB

The Muskegon Innovation Hub is a business innovation center that provides coaching, funding, networking, and a synergistic work environment to help businesses and entrepreneurs maximize their growth potential. In 2016, the Muskegon Innovation Hub changed its focus. Previously, it had been the Michigan Alternative and Renewable Energy Center and had promoted research, education, and business development in alternative and renewable energy technologies.

Opened in 2003, the 25,000 square foot building demonstrates alternative energy and sustainable architecture technology. The facility has 4,000 square feet of training and event space and 8,000 square feet of incubator tenant space. It is part of the Muskegon Lakeshore SmartZone, a joint venture with the Michigan Economic Development Corporation, the City of Muskegon, and Grand Valley State University.


31
31
31
STEBBINS ROAD
MUSKEGON AREA CAREER TECH CENTER
STEVENSON CENTER AT MUSKEGON COMMUNITY COLLEGE
HARVEY STREET
QUARTERLINE ROAD
GOLF COURSE
MARQUETTE AVENUE
BAKER COLLEGE OF MUSKEGON

JAMES L. STEVENSON CENTER FOR HIGHER EDUCATION

The Muskegon Regional Center operates within the James L. Stevenson Center for Higher Education (Stevenson Center) at Muskegon Community College. The Stevenson Center was established in Fall 1995 as a joint venture between GVSU, Ferris State University, and Western Michigan University. GVSU leases office, support, and classroom space from Muskegon Community College. The regional center is located 33 miles from the Allendale campus.

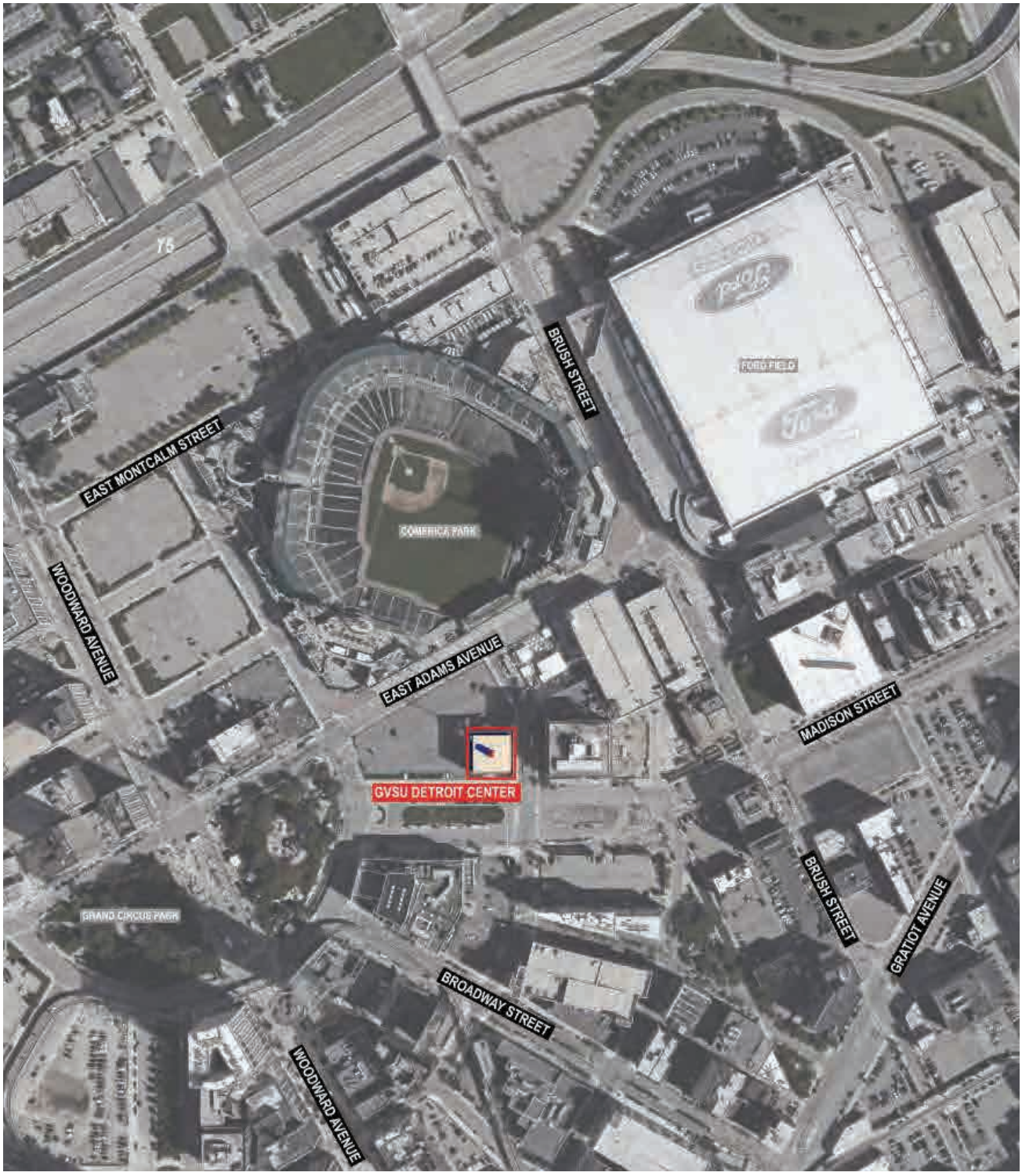
Within the last ten years, enrollment has declined. In Fall 2008, 77 students were enrolled at Muskegon Regional Center and another GVSU campus, and 27 students enrolled only at Muskegon. By Fall 2017, two undergraduates were enrolled exclusively at Muskegon, and 21 undergraduates were enrolled at Muskegon and another GVSU campus. Campus and university leadership have programmed courses at the campus in a variety of ways, but student enrollment continues to decline.

Muskegon Regional Center also supports transfer students with pre-advising services and helps to navigate the academic and cultural landscape of GVSU. Muskegon Community College is a primary feeder of transfer students to GVSU.


DENDRINOS DRIVE
BOARDMAN LAKE
S CASS STREET
GVSU TRAVERSE CITY
SYBRANT ROAD
WEST SOUTH AIRPORT ROAD
WEST SOUTH AIRPORT ROAD

TRAVERSE CITY REGIONAL CENTER

The Traverse City Regional Center operates within the University Center in a partnership with Northwestern Michigan College. Established in 1995. GVSU leases offices, support, and classroom spaces from the Northwestern Michigan College University Center. Other universities in the center are Central Michigan University, Davenport University, Ferris State University, Michigan State University, Spring Arbor University, and Western Michigan University. It is located 140 miles from the Allendale campus. The center offers undergraduate and graduate degrees in education, social work, nursing, and liberal studies.


75
BRUSH STREET
FORD FIELD
EAST MONTCALM STREET
COMERICA PARK
WOODWARD AVENUE
EAST ADAMS AVENUE
MADISON STREET
GVSU DETROIT CENTER
BRUSH STREET
GRATIOT AVENUE
GRAND CIRCUS PARK
BROADWAY STREET
WOODWARD AVENUE

DETROIT CENTER

The Detroit Center was established in 2012 when GVSU purchased the Barden Building adjacent to Comerica Park and the Detroit Athletic Club in downtown Detroit. Multiple GVSU departments host workshops, seminars, professional development, and other large gatherings in the building each week.

The Detroit Center currently serves the College of Education by providing classroom and teaching laboratory space for graduate students who are enrolled in Grand Rapids but student teaching in charter schools in the Greater Detroit area. The Detroit Center also has hosted some meetings and events that support virtual charter school boards and the Detroit business community.

The campus does not provide dedicated GVSU parking, but rather relies on the public and private parking provided by others and city transit.


KIRKHOF CENTER

03

EXISTING AND FUTURE NEEDS

EXISTING AND FUTURE NEEDS

The amount of current and future academic and academic support space and its ability to meet the educational needs of Grand Valley State University (GVSU) students is determined by two factors: current and future enrollment and the amount of space allocated per student. To determine current capacity and its sufficiency, existing student enrollment at each primary campus location was compared against the existing supply of academic and non-residential auxiliary space. This ratio of space per student was compared against in-state and out-of-state peers to determine whether the university has sufficient capacity. Peer benchmarking helped determine an appropriate square foot per student target to define future space needs, based on future enrollment projections.

CURRENT ENROLLMENT

As of Fall 2017, the total enrollment by headcount for GVSU for all locations was just over 25,000. Almost 22,000 (87 percent) are undergraduates, with over 3,100 graduate students. Over the last ten years, enrollment at GVSU has grown from 23,464 total headcount in Fall 2007 to over 25,000 students today, a 7 percent growth over 10 years. Enrollment reached a peak in Fall 2016 at 25,460 students.

The vast majority of students spend their time on one or more of the three primary locations (Allendale, Robert C. Pew Grand Rapids (Pew Grand Rapids), and/or Grand Rapids Health), while other students take courses at more than one campus. Approximately 73 percent of students enrolled at Allendale take classes exclusively at the Allendale campus. Approximately 61 percent of students enrolled in programs at the downtown Grand Rapids location take classes exclusively there.

Student enrollment for GVSU regional centers is only recorded where it is a unique enrollment, i.e. the student attending the regional center is not also attending classes anywhere else. Many students who take advantage of the Holland and Muskegon regional centers also attend one of the primary campuses at Allendale or Grand Rapids, and their numbers are reflected in those totals. Due to its distance from Grand Rapids, the Traverse City Regional Center does not commonly cross-enroll with the Allendale and Grand Rapids campuses. The Detroit Center does not enroll its own independent students, but hosts students enrolled in the College of Education and other programs in their facility.

ENROLLMENT FALL 2017 BY CAMPUS/CENTER

	Fall 2017 Headcount
Allendale	16,265
Pew Grand Rapids	6,440
Grand Rapids Health	2,369
Holland	1
Muskegon	2
Traverse City	73
Detroit Center	0
Total	**25,150**

* Students take courses at more than one campus.

EXISTING NON-RESIDENTIAL SPACE AND ENROLLMENT FOR ALLENDALE AND GRAND RAPIDS CAMPUSES (2017)

GVSU Campus Location	2017 Headcount	2017 Existing NASF (non-residential)	2017 NASF/Headcount
Allendale	16,265	1,577,587 NASF	97
Pew Grand Rapids	6,440	453,785 NASF	70
Grand Rapids Health	2,369	199,270 NASF	84
Allendale and Grand Rapids Campuses Total	**25,074**	**2,230,642 NASF**	**89 (weighted average)**

SPACE RATIO BY CAMPUS LOCATION

In order to determine capacity at each primary campus, the existing enrollment by campus is evaluated against the total existing net assignable square feet (NASF), minus residential space, for each location. The NASF is compared against enrollment, to determine the existing ratio of NASF per student headcount (NASF/headcount).

As the original campus location, the Allendale campus is the oldest and largest. Allendale has the largest space/student ratio (97 NASF/headcount), reflecting its role as a traditional four-year, residential undergraduate and graduate campus. Allendale offers the complete range of space types on campus, including academic and teaching space, research and science laboratories, the Mary Idema Pew Library Learning and Information Commons, the Russel H. Kirkhof Center, performing arts and fine arts space, a full recreation center, club sports and fields, and GVSU Athletics.

The Pew Grand Rapids campus was created in the 1980s to focus on professional and graduate programs. As such, the Pew Grand Rapids campus has a greater concentration of academic and office space for the colleges of Business, Engineering, Education, and Community and Public Service. The campus has a small amount of residential, but as primarily a commuter campus, has fewer student life amenities. Its overall space/student ratio (70 NASF/headcount) is therefore much lower than the Allendale campus.

The emerging Grand Rapids Health campus began with the opening of the Cook-DeVos Center for Health Sciences in 2003. It is located on East Michigan Street as part of the Medical Mile District, close to the city's healthcare and life sciences research anchors. The Cook-DeVos Center for Health Sciences has become the home for upper division and graduate students in the College of Health Professions and Kirkhof College of Nursing. Both programs have seen significant enrollment growth over the last ten years. The Cook-DeVos Center for Health Sciences has run out of space to accommodate the growing enrollment in these fields. As a single building serving a commuter student population, the Cook-DeVos Center for Health Sciences has a lower space/student ratio (84 NASF/headcount) than Allendale.

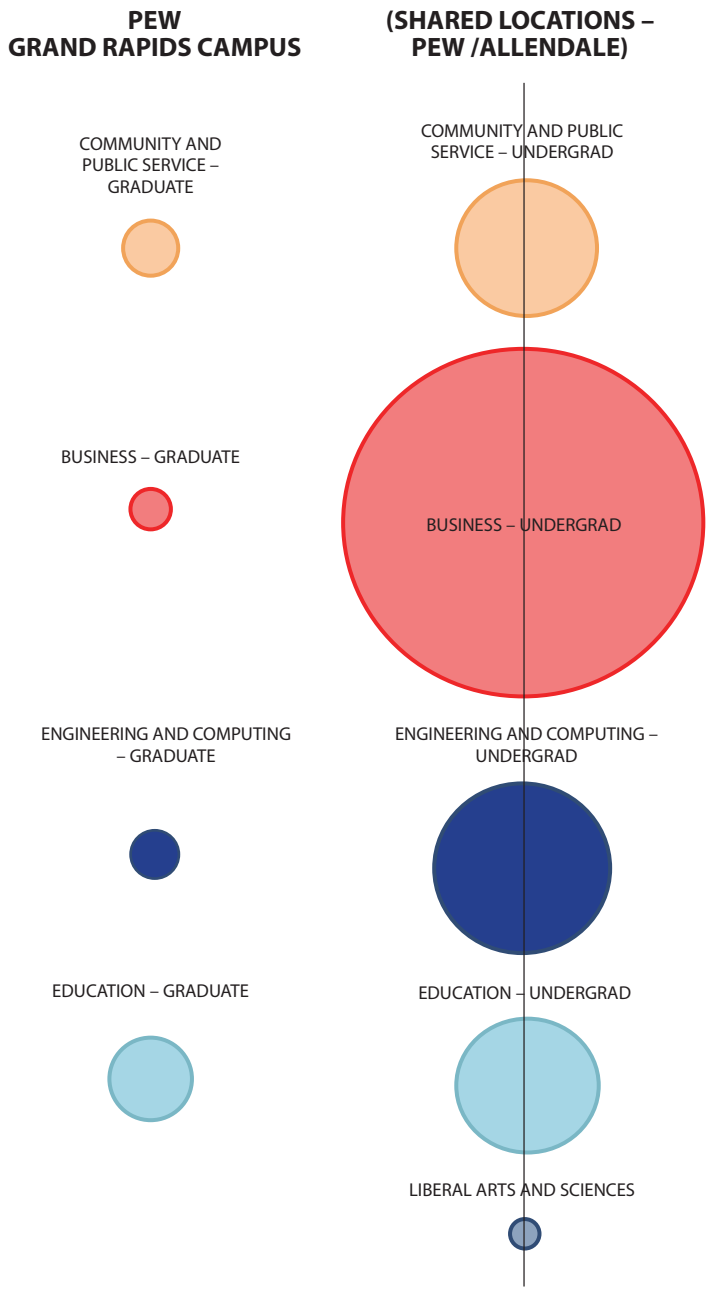
COLLEGE ENROLLMENT BY CAMPUS

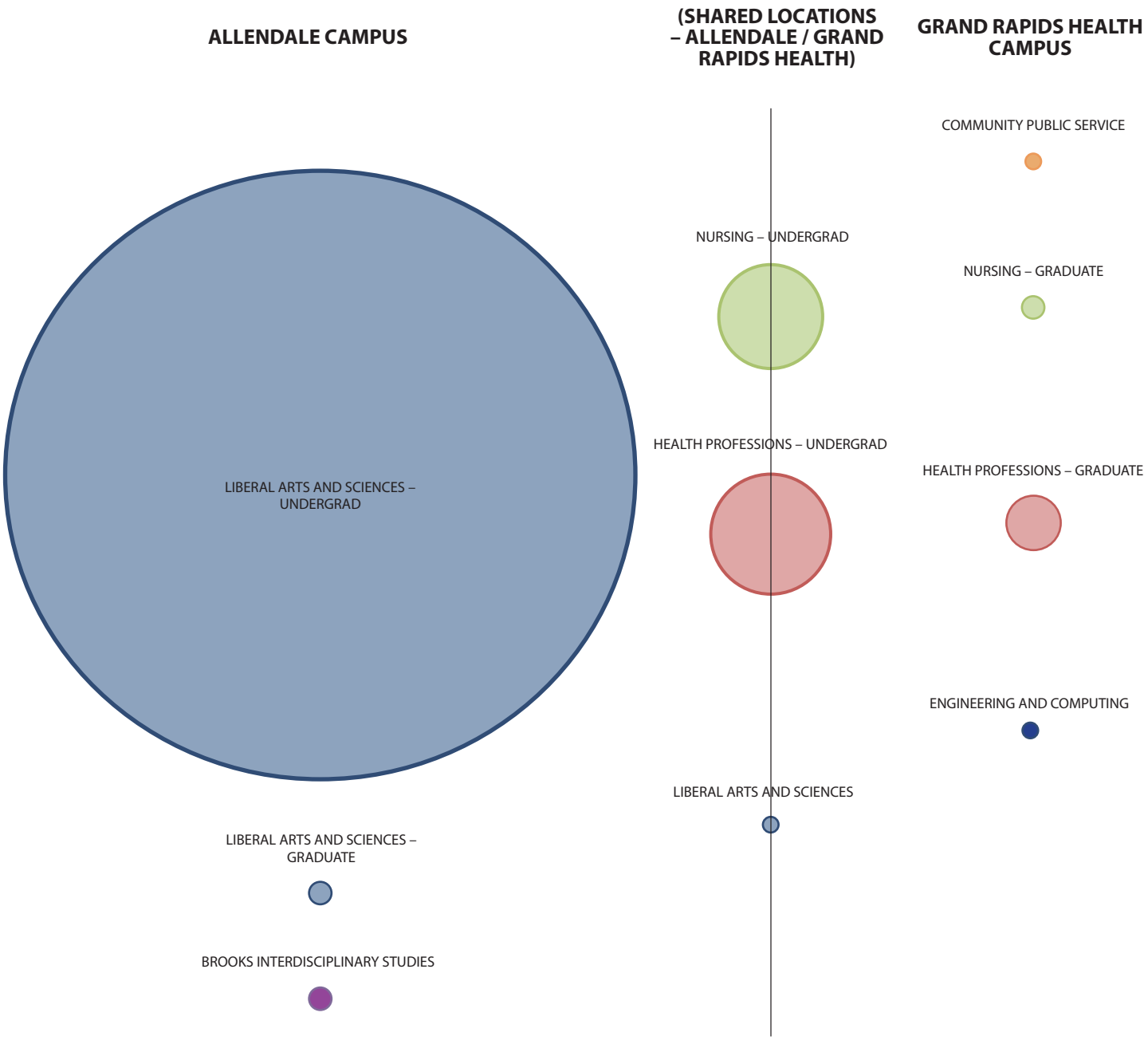
GVSU offers 130 degree programs, including 38 masters and doctoral degree programs, in eight colleges:

- The College of Community and Public Service
- The College of Education
- The College of Health Professions
- The Brooks College of Interdisciplinary Studies
- The College of Liberal Arts and Sciences
- The Kirkhof College of Nursing
- The Padnos College of Engineering and Computing
- The Seidman College of Business

GVSU colleges are distributed across the three primary campuses. A significant number of students, however, take classes in more than one location during the semester and commute between campuses, in-turn making the campuses function as one connected academic environment. Lower division freshmen and sophomores take the majority of their class load at Allendale, then, depending on their major, at one of the downtown Grand Rapids locations for upper division and graduate students.

The graphic to the right depicts the geographic distribution of each of GVSU's eight colleges, and the relative enrollment of each college at each location, illustrated by the size of the circle. For example, the Allendale campus hosts the College of Liberal Arts and Sciences (CLAS) undergraduate and graduate programs, which is the largest college by enrollment. However, there are a few undergraduate courses in CLAS that are also offered on the Pew Grand Rapids and the Grand Rapids Health campuses. This geographic distribution of colleges and their enrollment split between campuses was used as the basis for estimating the enrollment at each location.




ALLENDALE CAMPUS
(SHARED LOCATIONS – ALLENDALE / GRAND RAPIDS HEALTH)
GRAND RAPIDS HEALTH CAMPUS
COMMUNITY PUBLIC SERVICE
NURSING – UNDERGRAD
NURSING – GRADUATE
HEALTH PROFESSIONS – UNDERGRAD
HEALTH PROFESSIONS – GRADUATE
LIBERAL ARTS AND SCIENCES – UNDERGRAD
ENGINEERING AND COMPUTING
LIBERAL ARTS AND SCIENCES
LIBERAL ARTS AND SCIENCES – GRADUATE
BROOKS INTERDISCIPLINARY STUDIES

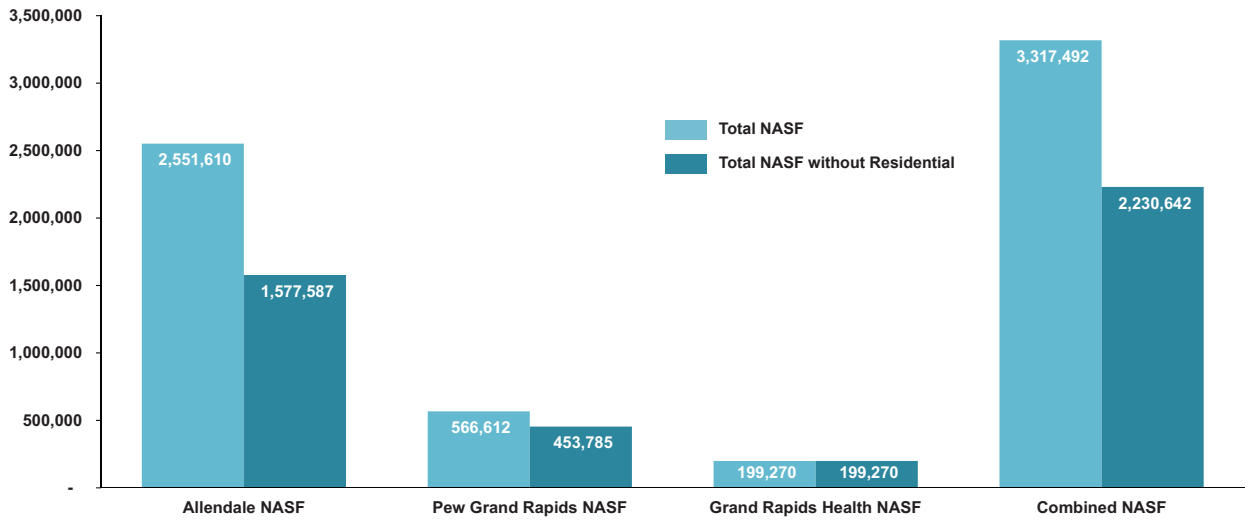
SPACE BREAKDOWN BY TYPE

As of 2017 GVSU's three primary campuses have a total of over 3.3 million NASF, including residential space. The campuses have 2.23 million NASF of space without residential buildings.

The chart below shows a breakdown of NASF by primary campus, both with and without residential square footage. The charts on the following pages show the breakdown of space by space type overall, and by the individual campus.

Typical for a Master's Large Carnegie classification university, office space is the largest category, making up 25 percent of non-residential space, with classrooms making up 12 percent of non-residential space. Laboratory space includes both instructional laboratories and research laboratories at 11 percent. A breakdown by space type and by location shows an expected pattern of greater square footage in all categories for the Allendale campus, compared to the downtown Grand Rapids campuses. The amount of Special Use and General Use at Allendale versus the other two campuses again reinforce the Allendale campus role as a full service, four-year residential campus with the full complement of student life facilities. Although the Pew Grand Rapids campus has almost three times the square feet of total space as the Grand Rapids Health campus, square footage for Laboratory Use is similar between the two, reflecting the health sciences focus at the Cook-DeVos Center for Health Sciences.

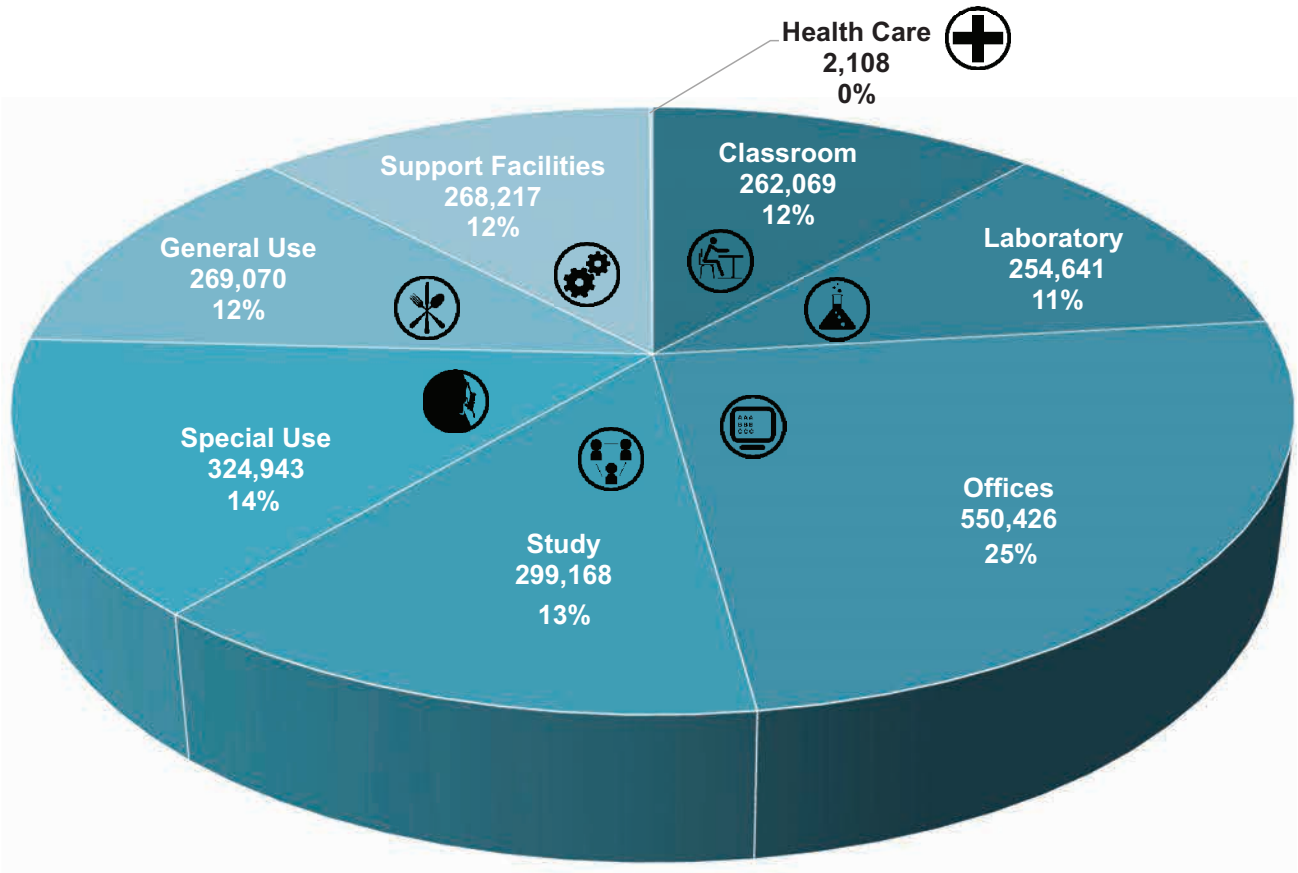
EXISTING FACILITIES – SPACE BY CAMPUS (RESIDENTIAL/NON-RESIDENTIAL) (2017)



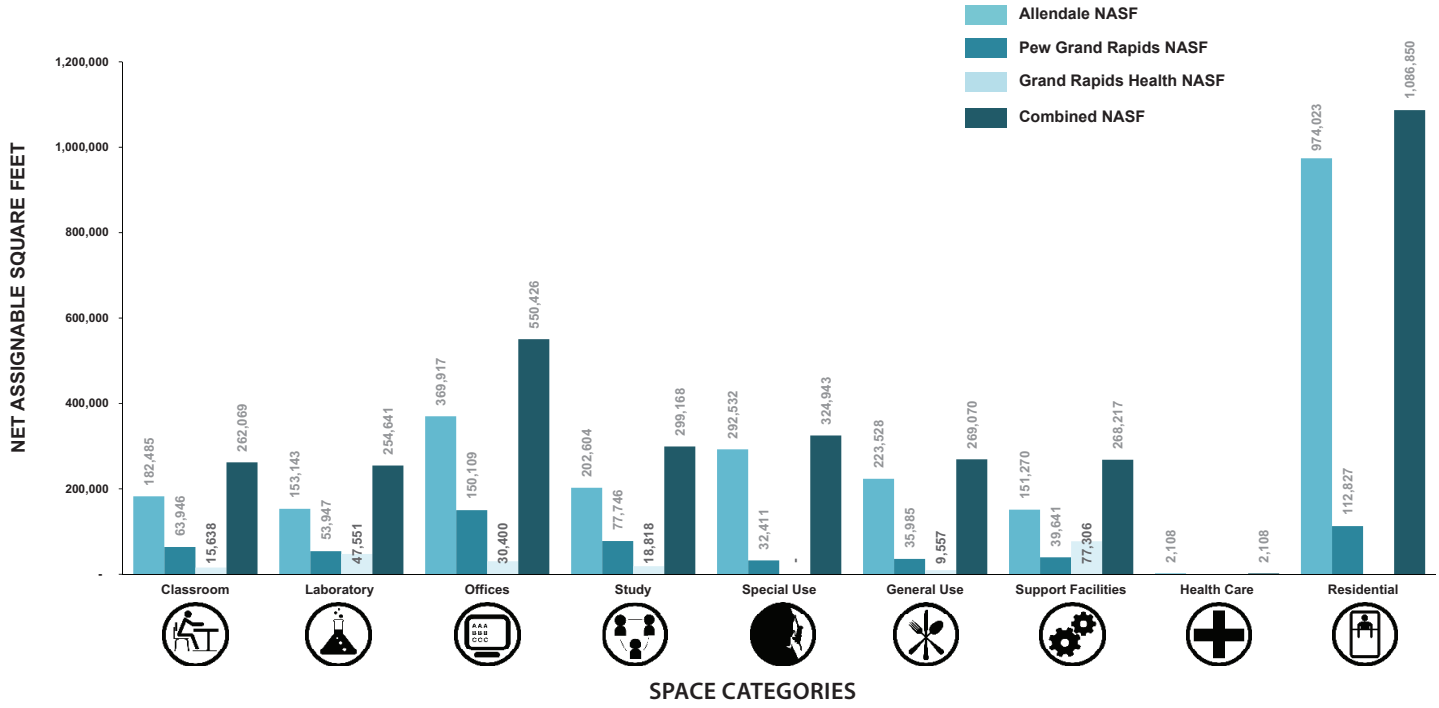
FACILITIES INVENTORY AND CLASSIFICATION MANUAL (FICM) – DEFINITIONS BY SPACE TYPE

(100) Classroom	General purpose classrooms, lecture halls, seminar rooms, help rooms.
(200) Laboratory Facilities	Teaching/research laboratories, graphic design laboratories, digital reproduction.
(300) Office	Faculty, staff, graduate student, and administrative offices.
(400) Study Space	A room or area used by individuals to study at their convenience, stacks, open-stack reading rooms, and library processing spaces.
(500) Special Use Facilities	Space for military training, athletic activity (athletic and physical education space), media production, clinical activities, demonstration areas, field buildings, greenhouses, or agricultural activities.
(600) General Use Facilities	Space for general service or use (e.g. assembly rooms, exhibition space, food facilities, dining, lounge, recreation, meeting rooms, child and adult care rooms).
(700) Support Facilities	Space for auxiliary support systems and services, e.g. storage, computing facilities, data-processing, telecommunications, facilities services, physical plant, hazardous materials areas. Support space type provides centralized support for the campus.
(800) Health Care	Patient care areas in separately budgeted health care facilities.
(900) Residential Space	Housing facilities for students, faculty, staff, and visitors to the campus.

EXISTING FACILITIES – NASF BREAKDOWN BY SPACE TYPE FOR ALL CAMPUSES (NON-RESIDENTIAL) (2017)



EXISTING FACILITIES – BREAKDOWN BY SPACE TYPE AND LOCATION (2017)



ALLENDALE GROWTH

LAST TEN YEARS OF GROWTH

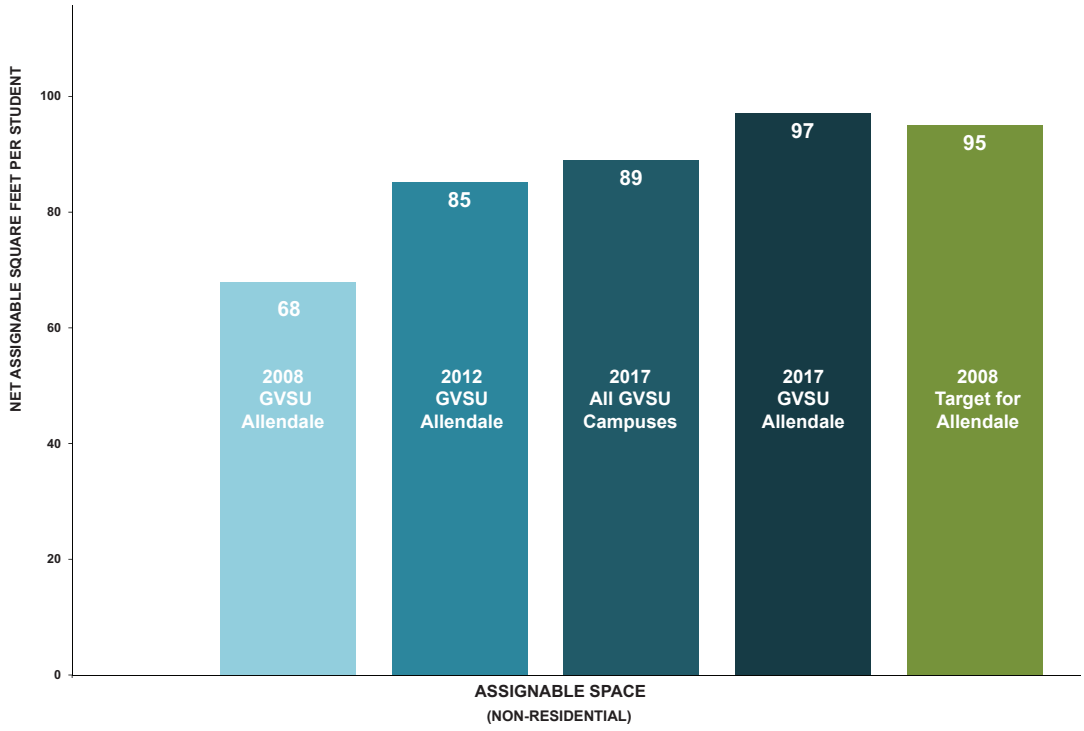
The Allendale campus has seen significant changes in the last ten years. The 2008 Allendale campus master plan calculated a non-residential 68 NASF/headcount, a very low ratio compared to in-state and out-of-state peers at that time. In 2008, an overall target of 95 NASF/headcount was established to strengthen GVSU's academic and student life offerings.

In the last ten years, the Allendale campus has added to its facilities inventory – new academic, study, recreation, student services, and athletics facilities. The result has been that the Allendale campus space/student ratio climbed to 97 NASF/headcount, which slightly exceeds the target ratio set ten years ago.

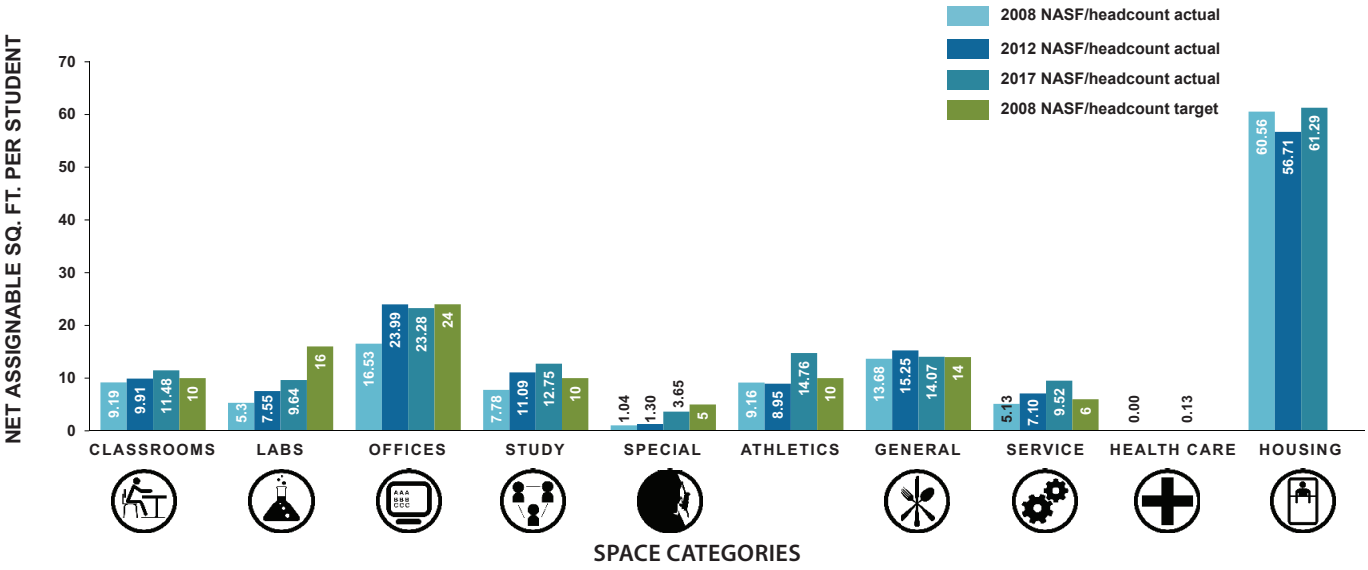
ALLENDALE GROWTH BY SPACE TYPE

The chart below compares NASF/headcount ratios by space type. It compares actual 2008, 2012, and 2017 ratios with the 2008 targets. Laboratories (including class laboratories, open laboratories, and research laboratories), Office and Special Use are the space categories still experiencing deficits as compared to the original master plan targets. Special Use facilities are specialized in their program and function, such as physical education space, media production rooms, clinics, greenhouses, and demonstration areas.

TEN YEAR HISTORY OF GVSU ALLENDALE NASF/HEADCOUNT GROWTH

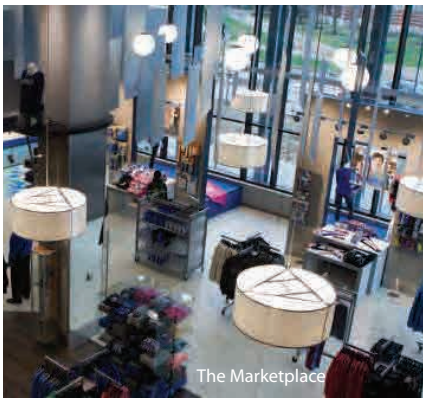


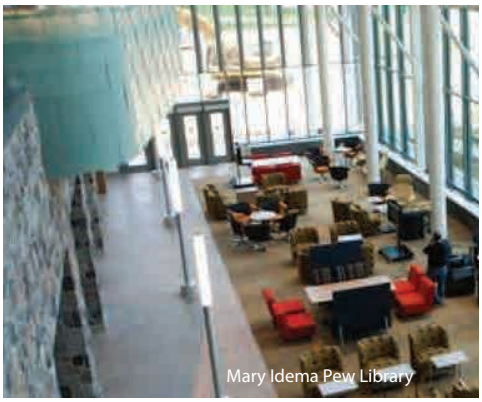
EXISTING FACILITIES – ALLENDALE BREAKDOWN BY SPACE TYPE AND LOCATION (2017)



ALLENDALE – EXAMPLE OF NEW FACILITIES SINCE 2008


Au Sable Hall Addition


The Marketplace


Mary Idema Pew Library


Kindschi Hall

PEER BENCHMARKING

The amount of space needed on a campus is determined by a variety of factors, including the number of students and the amount of space allocated per student. The master planning team conducted a benchmarking study of GVSU-identified peers, both in-state and out-of-state, to understand how GVSU compared in the amount of space/student (NASF/headcount), and evaluate the relevance of the previous target set in 2008 for the Allendale campus. While the Allendale campus has slightly exceeded the target for space/student set in 2008, the university has not kept pace with its peer competitors in terms of space/student. The recent peer benchmarking conducted for this campus master plan continues to show that the Allendale campus remains undersized compared to many of its peer institutions. This is also true for the Pew Grand Rapids and Grand Rapids Health campuses.

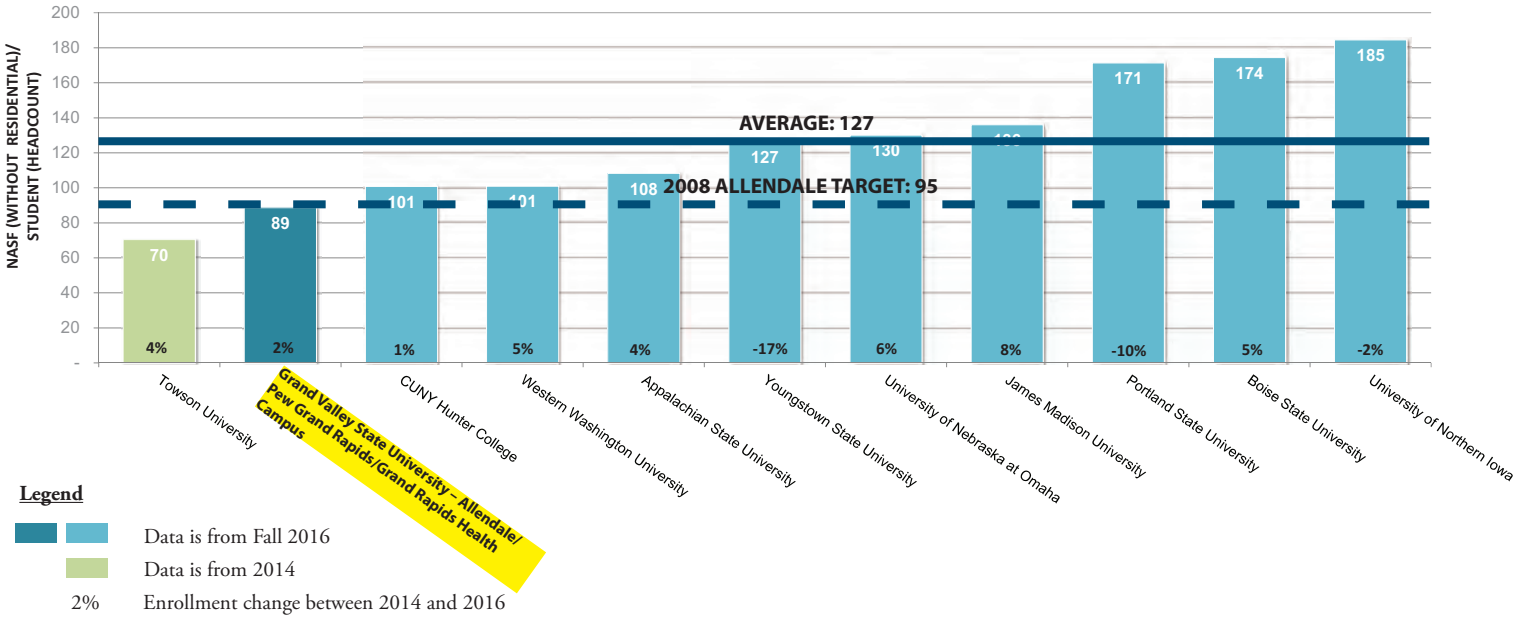
OUT-OF-STATE PEER COMPARISON

The university has identified out-of-state peers based on combined similarities such as Carnegie classification, academic programs, degrees offered, enrollment size, demographic makeup, and other factors.

This peer comparison evaluated total NASF/headcount for both academic and residential space (combining the Allendale, Pew Grand Rapids, and Grand Rapids Health campus facilities and enrollment data) and compared it to the total NASF/headcount of the identified peer institutions.

Comparing only academic space for the identified out-of-state peer group, GVSU has 89 NASF/headcount overall. The out-of-state peer average is 127 NASF per student headcount, while the previous target set for the Allendale campus was 95 NASF/headcount. As a whole, GVSU is still 30 percent below the out-of-state peer average.

OUT-OF-STATE PEER BENCHMARKING



MICHIGAN PEER COMPARISON

Michigan public institutions were also evaluated in regards to total NASF/headcount. This study set offers a greater range of differences in regards to student enrollment, demographics, and academic programs as compared to the identified out-of-state peer set.

To create a more equitable peer comparison, GVSU elected to take out data from public institutions that had student enrollment less than 9,000 students or larger than 30,000 students, or were categorized as Carnegie High Research Intensive institutions. In the large enrollment, high research category, public universities in Michigan that were eliminated from the study were University of Michigan and Michigan State University. Those universities with enrollment under 9,000 students that were not included are the University of Michigan-Flint, Michigan Technological University, Northern Michigan University, and Lake Superior State University.

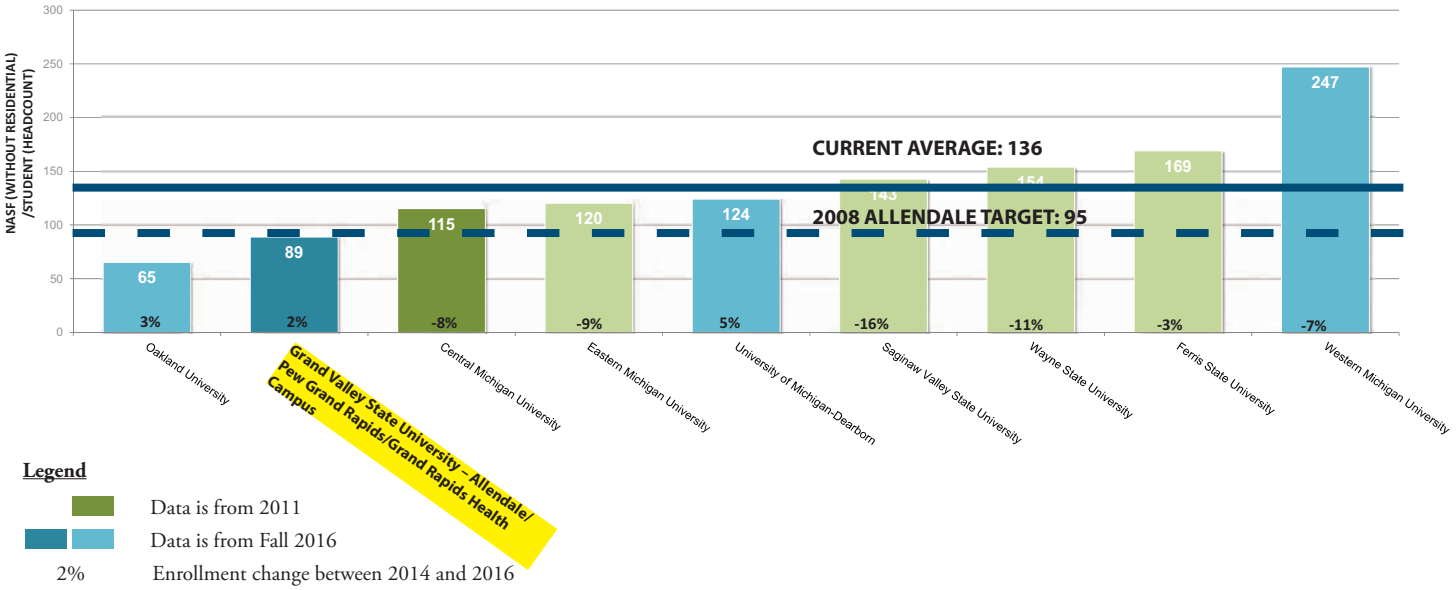
The remaining eight in-state, public, four-year universities selected by GVSU for benchmarking were:

- Central Michigan University
- Eastern Michigan University
- Ferris State University
- Oakland University
- Saginaw Valley State University
- Wayne State University
- Western Michigan University
- University of Michigan-Dearborn

Major Michigan Peer Differences:

- At 89 NASF per student headcount for academic space, GVSU is below the state peer average of 136 NASF/headcount.
- University of Michigan-Dearborn does not provide on-campus housing or recreation facilities.
- Saginaw Valley State University has half of the enrollment of GVSU, but includes a museum, gallery, conference center, and performing arts spaces.

MICHIGAN PUBLIC UNIVERSITY PEER BENCHMARKING



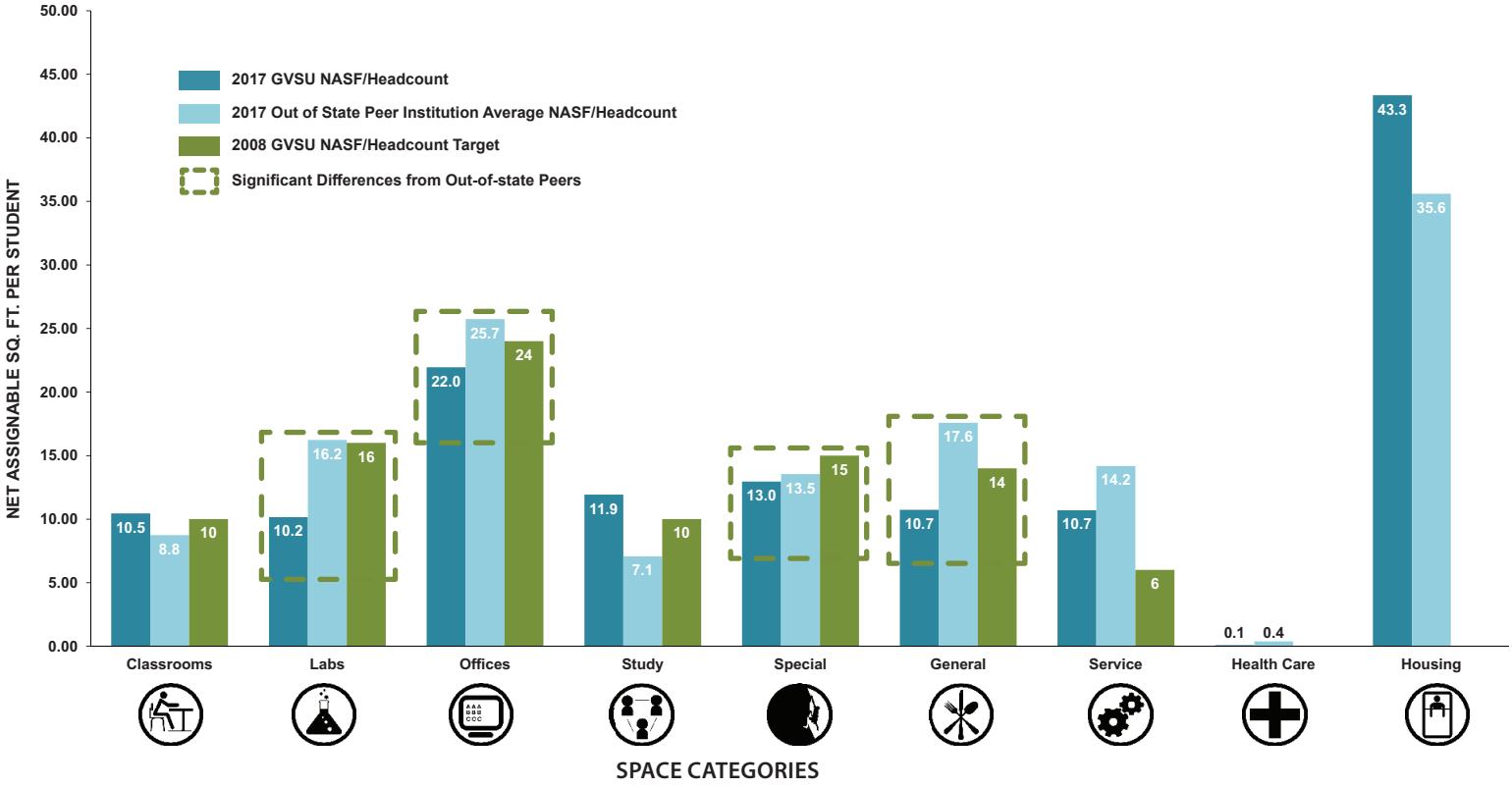
PEER COMPARISON BY SPACE TYPE

The master planning team compared various types of academic space according to their space use codes as categorized in the Postsecondary Education Facilities Inventory and Classification Manual (FICM).

Major Out-of-State Peer Differences:

- (100) Classrooms: GVSU has slightly more classroom space per student than the peer average, but is equivalent to the target set in 2008.
- (200) Laboratory Spaces: GVSU is significantly below average for both class laboratories, open laboratories and research laboratories than their peers. This is an area of future need.
- (300) Offices: GVSU is below the average for the amount of office space compared to its peers, identifying a potential need for more office space at some locations.
- (400) Study Space: With construction of the Mary Idema Pew Library on the Allendale campus, GVSU has more study space than the peer average. However, study space is not evenly supplied on the Pew Grand Rapids or Grand Rapids Health campuses.
- (500) Special Space: GVSU is slightly under peer average for special space, including space for athletic activity and physical education programs.
- (600) General Space: GVSU is significantly under the peer average for general space, including assembly and exhibit space, lounge, recreation, and meeting rooms. This is particularly true for the Grand Rapids campuses.
- (700) Support/Service Space: GVSU is less than the peer average, but over the original target set in 2008 for this space category. This likely also reveals discrepancies in distribution of this space type across locations.
- (800) Healthcare Space: This refers to clinical space on campus. GVSU is close to peer average.
- (900) Residential: GVSU has more residential space in comparison to the out-of state peers.

GVSU (ALLENDALE/PEW/HEALTH CAMPUSES) VERSUS OUT OF STATE PEER INSTITUTION ACADEMIC SPACE COMPARISON



ENROLLMENT PROJECTIONS

According to the Western Interstate Commission for Higher Education, the total number of Michigan high school graduates has been declining since 2012 and is not expected to reverse that decline until 2031-2032. This projection is based on past trends of state population and demographics, including in-migration, out-migration, and birth rates over the last few decades. Michigan's population is aging, and the percentage of school age children compared to other age groups has been shrinking.

The projected decline in high school enrollment in the state will have an impact on almost every public and private university in the state. As of November 2017, 11 of the state's 15 public universities saw a decline in enrollment. The University of Michigan Ann Arbor and Dearborn campuses were among the few that did not see a decline in enrollment.

Almost 92 percent of GVSU's students come from the State of Michigan. The decline in the high school graduation population is expected to have an effect on future enrollment projections for the next decade or more. The Division of Enrollment Development for GVSU developed an enrollment management strategy and established enrollment projections that have guided this campus master plan. The goal is to recognize the change in state demographics, and work toward greater student retention, graduation, and recruitment from out-of-state to offset enrollment decline.

PROJECTED ENROLLMENT 2027 – BY CAMPUS/LOCATION

GVSU Campus	Fall 2017 Headcount	Fall 2027 Headcount
Allendale	16,265	16,047
Pew Grand Rapids	6,440	6,350
Grand Rapids Health	2,369	2,331
Holland	1	0
Muskegon	2	0
Traverse City	73	72
Detroit Center	0	0
Total	**25,150**	**24,800**

GVSU anticipates a generally stable enrollment, with a slight decline of approximately 1.4 percent overall in the next ten years. Many GVSU colleges have been growing in enrollment, and have predicted continued growth, such as in science, technology, engineering and mathematics (STEM) and health sciences programs; however, this growth is offset by potential declines in other programs. As with all projections, high school graduation sizes and college-level enrollment at GVSU should be monitored frequently over the decade to verify any changes in trajectory.

FUTURE SPACE NEEDS

The amount of future academic and auxiliary space needed on GVSU's campuses was determined by two factors: projected future enrollment and the amount of space allocated per student. GVSU anticipates a slight decline in overall enrollment of approximately 1.4 percent over the next ten years due to state and regional demographic changes.

For the second factor of space allocated per student, the benchmarking study revealed a persistent gap in the amount of space per student at GVSU compared to both in-state and out-of-state peers. While enrollment is not expected to grow, GVSU is significantly below average for overall NASF/headcount. The university can and must address the shortfall of space per student to maintain a quality academic environment to fulfill its mission and compete both in- and out-of-state.

The master plan recommends increasing the overall target NASF/student headcount from the existing 89 NASF/student in 2017 to an overall 112 NASF/student over the next decade.

The planning team further recommends adjusting the NASF/student ratio specific to each campus location to allow future flexibility in responding to each location's function, composition by space type, and future academic and auxiliary needs. The master planning team recommends:

Allendale Campus	115 NASF/headcount
Pew Grand Rapids Campus	92 NASF/headcount
Grand Rapids Health Campus	148 NASF/headcount

2027 TARGET NASF/HEADCOUNT

Campus Location	2027 Headcount	Target NASF/ Head-count	2027 Proposed Space Need at Target
GVSU Overall	**24,728**	**112**	**2,776,954 NASF**
Allendale	16,047	115	1,849,371 NASF
Pew Grand Rapids	6,350	92	581,210 NASF
Grand Rapids Health	2,331	148	345,581 NASF

The different ratios between Allendale and the Pew Grand Rapids campuses are a result of the different functions of each location. As the primary undergraduate and residential campus, Allendale provides a greater cross-section of student life facilities, athletics, recreational amenities and main library space than what is provided at the graduate program and professional school environment of the Pew Grand Rapids campus. For the Grand Rapids Health campus, the higher ratio is partly a function of providing greater laboratory space, medical simulation rooms, and clinical environments for teaching in the health sciences. These space types are typically higher NASF/headcount than general purpose classrooms.

Using the proposed ratios and enrollment projections for each location, there is a proposed space need of almost 2.78 million NASF overall by 2027.

GVSU Overall 2027 – Need	2,776,954 NASF
GVSU Overall 2017 – Existing	2,230,654 NASF
Additional Space Need NASF	546,300 NASF
Additional Space Need GSF	910,500 GSF

2019-2023 CAPITAL OUTLAY PLAN

To address current shortfalls in academic space, GVSU has identified a number of projects in its Five-Year Capital Outlay Plan 2019-2023. These projects will help address current shortfalls in academic space and crowding in facilities used by the movement sciences, communication arts, illustrative arts, music, sciences, and the health sciences curricula, on all three campuses. Together, these projects will provide almost 360,000 NASF (almost 600,000 gross square feet (GSF)) of future academic space.

The Capital Outlay projects will help address the current and projected shortfall in academic space. Adjusting for these projects, additional demand for space over the ten-year planning horizon is an additional 187,000 NASF (311,800 GSF). A summary of the revised space need at each campus location is calculated below. Specific Capital Outlay projects for each location is shown at right.

PROPOSED CAPITAL PROJECTS BY CAMPUS

Allendale 2019-2023 Capital Projects	Proposed NASF	Proposed GSF
Auditorium Addition	52,800	88,000
Computer Information Sciences	60,000	100,000
Student Services Addition	3,354	5,590
New Movement Sciences	58,468	97,447
Total 5-Year Capital Projects	**174,622**	**291,037**

Pew Grand Rapids 2019-2023 Capital Projects	Proposed NASF	Proposed GSF
Engineering Sciences Building *(Original request 50,400 NASF)*	38,031	63,385

Grand Rapids Health Campus 2019-2023 Capital Projects	Proposed NASF	Proposed GSF
Raleigh J. Finkelstein Hall	50,311	83,851
333 Michigan Street	96,000	160,000
Total 5-Year Capital Projects	**146,311**	**243,851**

2027 PROPOSED SPACE NEEDS BY CAMPUS

Campus Location	2017 Existing NASF (no residential)	2019-2023 Planned Capital Projects	Future NASF with Capital Projects	2027 Proposed Space Need at Target	2027 NASF Surplus/ (Deficit)	2027 GSF Surplus/ (Deficit)
GVSU Overall	2,230,642 NASF	358,964 NASF	2,589,606 NASF	2,776,954 NASF	(187,078) NASF	(312,708) GSF
Allendale	1,577,587 NASF	174,622 NASF	1,752,209 NASF	1,849,371 NASF	(97,162) NASF	(161,937) GSF
Pew Grand Rapids	453,785 NASF	38,031 NASF	491,816 NASF	581,210 NASF	(89,124) NASF	(148,540) GSF
Grand Rapids Health	199,270 NASF	146,311 NASF	345,581 NASF	345,581 NASF	0 NASF	0 GSF

FUTURE HOUSING NEEDS

GVSU provides 6,012 beds on the Allendale and Pew Grand Rapids campuses. This serves approximately 24 percent of GVSU's 25,000 student body. The university is able to house 86 percent of its first-year students on campus.

The Allendale campus has approximately 5,635 beds on campus in living-learning centers and apartments, housing 35 percent of the student body on campus. Of the total, 1,340 beds (24 percent) are in apartment units. The university currently also offers four styles of living centers.

In 2015 the newest residence hall, the Holton-Hooker Learning and Living Center, was completed. The Living Center is a four-story, 135,000 GSF facility containing both student residences and academic space. Rooms are "clustered" around bathroom and lounge spaces with a lounge/kitchen on every floor. The Holton-Hooker Learning and Living Center also includes three classrooms, a computer laboratory, offices, study spaces, and laundry facilities. There are 22 other living centers on the Allendale campus which have proven a successful model for fostering a sense of community for students.

The Office of Housing and Residence Life completed an in-house planning effort in 2014 to address future residential needs on the Allendale campus. Remaining planned projects to complete include the removal of the Grand Valley Apartments, the creation of a South District residential neighborhood to replace the Grand Valley Apartments, and expanding the Connection dining facility. Given the assumption of a slight decline in student enrollment at Allendale, GVSU has the bed capacity to serve its existing students for the next ten years. GVSU will continue to renovate and modernize its older housing stock.

For the Pew Grand Rapids campus, Winter and Secchia Halls provide 377 beds in apartment-style living for students on campus. Due to the strength in the existing market for off-campus housing, GVSU does not plan to add on-campus housing to the downtown Grand Rapids campuses in the next ten years.

HOLTON-HOOKER LEARNING AND LIVING CENTER, ALLENDALE

FUTURE ATHLETICS AND RECREATION NEEDS

In 2017, GVSU prepared a master plan for Campus Recreation, Movement Science and Athletics to analyze existing physical education, athletics, and recreation space needs and develop an overall master plan for the Allendale and Pew Grand Rapids campuses.

The current Recreation Center is connected to the Fieldhouse Complex that serves the program needs of Athletics, Intra-murals, Club Sports, the Department of Movement Science and special campus events. Because the complex serves such a large number of user groups, the staff are challenged in their efforts to balance the demand between athletics, Movement Science, and non-varsity programs.

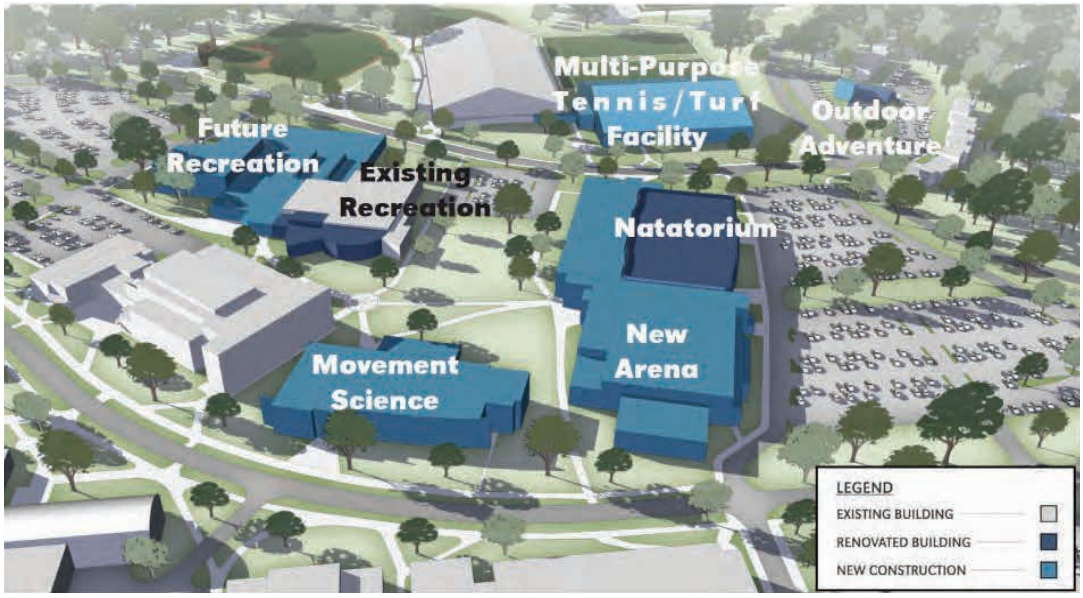
Goals of the Recreation, Movement Science and Athletics Master Plan include addressing deferred maintenance issues, minimizing shared-use facilities to reduce the scheduling conflict, and providing state-of-the art facilities to enhance the quality of the student experience at GVSU.

The long-term vision recommendations from that master plan are incorporated in this campus master plan. Recommendations for a new Movement Science facility and Football Center at Allendale and a Fitness Center at Pew Grand Rapids are part of the ten-year planning horizon for each campus. The timing of future phases will depend on funding. They include (all on the Allendale campus):

- Recreation Center addition
- New Arena to replace the Fieldhouse
- Renovate the Fieldhouse for new natatorium and demolish the existing pool
- New tennis facility addition and turf addition
- New performance and auxiliary gyms
- New athletic support facility

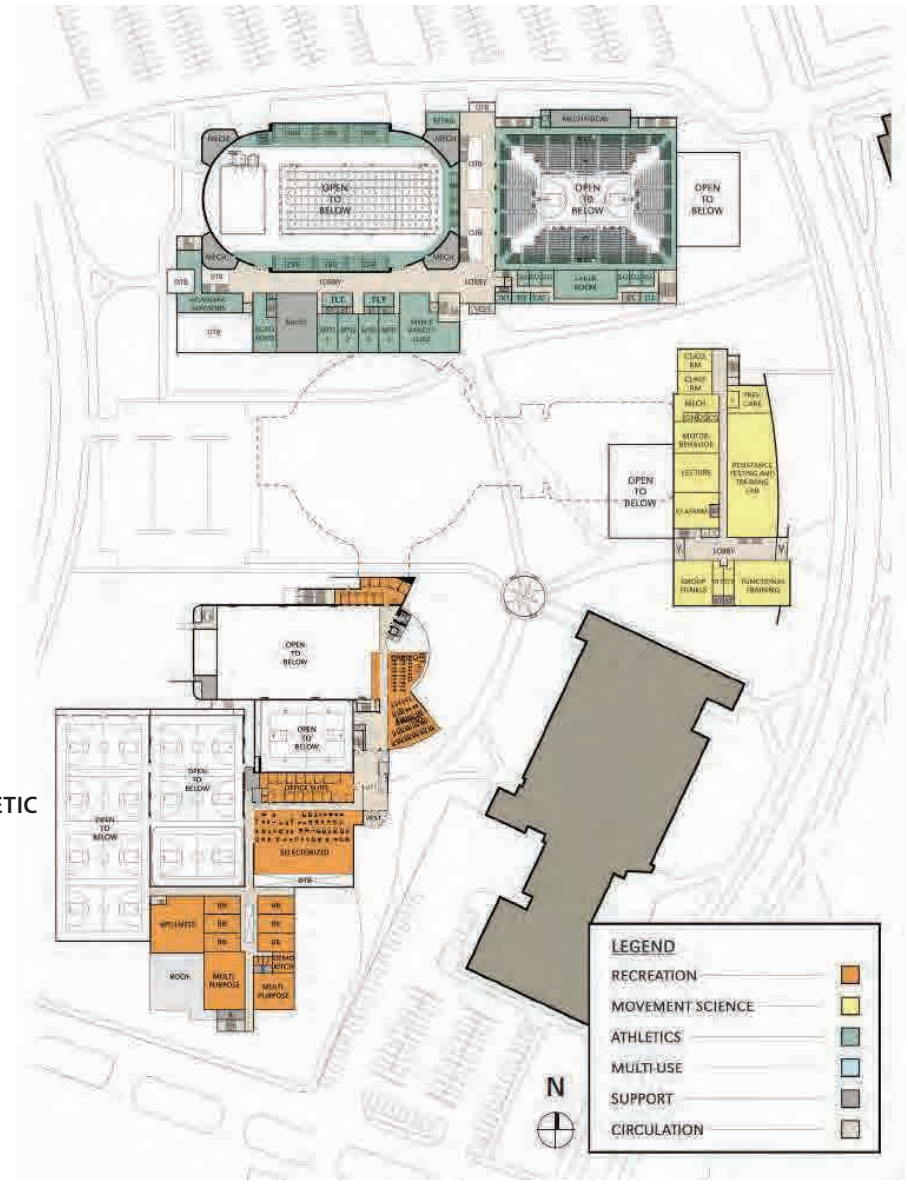
MASTER PLAN FOR CAMPUS RECREATION, MOVEMENT SCIENCE AND ATHLETICS RECOMMENDED PROJECTS

Facility	Existing (GSF)	Proposed Demo (GSF)	Proposed GSF	Net GSF	Net NASF
Renovation					
Fieldhouse	270,569	129,098	0	141,171	84,883
New Construction					
Recreation Center Addition			80,157		48,094
Outdoor Adventure	6,350	38,031	5,076		3,046
Tennis Addition			52,930		31,758
Turf addition to MP Tennis/Turf Facility			22,600		13,560
New Performance & Auxiliary Gyms			85,684		51,410
New Athletic Support Facility			77,645		46,587
GVSU Football Center			13,390		8,034
Athletics and Recreation Master Plan Total			**337,482**		**202,489**



MASTER PLAN CONCEPT 1C

SOURCE: CAMPUS RECREATION, MOVEMENT SCIENCE AND ATHLETIC MASTER PLAN, IMAGE 8



MASTER PLAN CONCEPT 1C – LEVEL 2

SOURCE: CAMPUS RECREATION, MOVEMENT SCIENCE AND ATHLETIC MASTER PLAN, IMAGE 10

FUTURE NEEDS BY CAMPUS

ALLENDALE CAMPUS

The 2019-2023 Capital Outlay Plan describes a number of projects that have been identified to help fill future academic program and student life needs on the Allendale campus. They will add over 290,000 GSF of space over the next five years. In addition, the 13,390 GSF Football Center has been added to near-term projects, for a total of over 304,000 GSF of projects to meet future demand both in academics and auxiliary uses.

The chart to the right shows the additional future space needs beyond the five-year Capital Outlay Plan and the Football Center, to reach the target NASF per student enrollment projected in ten years.

This square footage does not include housing. GVSU has sufficient housing on campus to maintain the same percentage of students living on campus. A slightly declining enrollment may allow GVSU to take some beds off-line to begin to accelerate the cycle of residential renovation.

The square footage of the proposed Campus Recreation, and Movement Science and Athletics Master Plan is not fully included in the ten-year projections. It is an aspirational plan and could be implemented as funding and/or donors are found to support projects.

ALLENDALE FUTURE SPACE NEEDS

Allendale 2019-2023 Capital Projects	Proposed NASF	Proposed GSF
Auditorium Addition	52,800	88,000
Computer Information Sciences	60,000	100,000
Student Services Addition	3,354	5,590
New Movement Sciences	58,468	97,447
Total Five-Year Capital Projects	**174,622**	**291,037**
Football Center	8,034	13,390
Total Near-Term Projects	**182,656**	**304,427**
Projected Ten-Year Demand	271,784	452,973
Additional Future Need	**89,128**	**148,546**

PEW GRAND RAPIDS CAMPUS

Projects currently in construction include the new Innovation Design Center of Engineering located at 227 Winter Street. The project provides 63,385 GSF (38,031 NSF) academic and maker space for the College of Engineering and Computing in the former Ferris Nut Building, allowing the college to decamp from its current high bay space in the 609 Watson Electromagnetic Compatibility Center (ECC). This move will allow GVSU to re-capture 609 Watson for campus facilities support.

Enrollment at the Grand Rapids Pew campus is currently 6,440 students. While some enrollment growth is anticipated for the Padnos College of Engineering and Computing, it will be offset with stable enrollment at the Seidman College of Business, and a continued decline in enrollment in the College of Education and the College of Community and Public Service. The student enrollment at the Pew Grand Rapids campus is expected to drop by approximately 1.4 percent overall.

The Pew Grand Rapids campus has the lowest NASF per student of all GVSU campuses. This campus is particularly lacking in laboratory space, study space, meeting space, and student support space, including student services, dining, and recreation. In order to provide sufficient space per student over the next ten years, the Pew Grand Rapids campus will need to add almost 150,000 GSF of space, beyond the Innovation Design Center of Engineering.

Currently, the Pew Grand Rapids campus provides on-campus housing for 375 graduate students in Winter and Peter F. Secchia Halls. There are no future residential needs outlined in the university's Housing & Dining 10 Year Facility Plan and the current master plan.

GRAND RAPIDS HEALTH CAMPUS

While student enrollment has grown significantly over the last ten years at the Grand Rapids Health campus, a re-evaluation of enrollment targets for the health sciences and nursing by GVSU assumes that there will be stable enrollment for both colleges. The projects currently in construction and in planning, will add significant space to the Grand Rapids Health campus, and should be sufficient to handle stable to modest growth in both colleges over the next ten years.

The university does not intend to construct student housing on this campus, but rely on existing university-owned housing already provided at Allendale and Pew Grand Rapids and on the local private residential marketplace.

PEW GRAND RAPIDS FUTURE SPACE NEEDS

Pew Grand Rapids 2019-2023 Capital Projects	Proposed NASF	Proposed GSF
Engineering Sciences Building *(Original request 50,400 NASF)*	38,031	63,385
Projected Ten Year Demand	127,425	212,375
Additional Future Need	**89,394**	**148,990**

GRAND RAPIDS HEALTH FUTURE SPACE NEEDS

Grand Rapids Health Campus 2019-2023 Capital Projects	Proposed NASF	Proposed GSF
Raleigh J. Finkelstein Hall	50,311	83,851
333 Michigan Street	96,000	160,000
Total 5-Year Capital Projects	**146,311**	**243,851**
Projected Ten Year Demand	146,311	243,851
Additional Future Need	**0**	**0**

REGIONAL CAMPUSES

Determining future campus needs for each regional campus and site was determined through interviews with campus/site leadership and GVSU leadership and walk-throughs at each site.

MEIJER CAMPUS IN HOLLAND

A GVSU strategic study that ran concurrent with the campus master plan recommended that academic instruction at the campus cease. It was determined that academic instruction at the regional center was not sustainable.

The campus rents underutilized classrooms and class laboratories to educational collaborators, primarily Grand Rapids Community College and Ottawa Area Intermediate School District Early College Program/Muskegon Community College.

For its current programming and enrollment, the campus does not have facility needs beyond regular maintenance. Campus leadership is exploring the establishment of the Center for the Future of Learning, in collaboration with the Ottawa Area Intermediate School District.

MUSKEGON REGIONAL CENTER AT MUSKEGON COMMUNITY COLLEGE JAMES L. STEVENSON CENTER FOR HIGHER EDUCATION

A GVSU strategic study that ran concurrent with the campus master plan recommended that academic instruction at the Stevenson Center regional center cease. It was determined that GVSU academic instruction at the regional center was not sustainable.

TRAVERSE CITY REGIONAL CENTER AT NORTHWESTERN MICHIGAN COLLEGE UNIVERSITY CENTER

The Traverse City center offers undergraduate and graduate degrees in education, social work, nursing, and liberal studies. Potential future needs include upgrades to distance learning technology and connections and upgrades to teaching laboratory equipment. The existing lease agreement meets GVSU's current needs, and is flexible to allow increased use of shared classrooms if program growth requires.

ROBERT B. ANNIS WATER RESOURCES INSTITUTE, MUSKEGON

According to interviews with institute leadership, the AWRI facility is working well for the current and anticipated program and staffing at AWRI. Potential future needs are renovating and updating research laboratories and equipment, particularly as researchers rotate. The Field Station has an unfinished shell space. One idea for this space is to convert it to a very limited amount of researcher and graduate student temporary housing to assist in intense research projects.

MUSKEGON INNOVATION HUB

The Muskegon Innovation Hub's refocused program is still relatively new, but is only a broadening of its original charge. Known future needs are remodeling of incubator tenant spaces as tenants graduate out of the Innovation Hub and new tenants are recruited. The demonstration sustainable technologies in the building will need continued maintenance and investment as these cutting edge technologies change.

DETROIT CENTER

The current program and a moderate expansion of programming can be accommodated in existing space. The facility has potential to accommodate a dramatic expansion of programming. The top floor is unfinished space and the basement could provide additional storage space if renovated. Potential facility needs should be determined after a program is determined.

04

RECOMMENDATIONS

PRINCIPLES OF THE PLAN

COMMON PRINCIPLES

Although each Grand Valley State University (GVSU) campus differs in its programming, facilities, context, and identity, every GVSU facility advances the purpose and mission of the university. The following common principles apply to planning on all GVSU campuses and centers. These principles a derived from the original planning principles of the 1968 master plan, shaped by current thinking of the Master Plan Core Team, university leadership, and best practices. Their common principles are supplemental by additional principles specific to each campus.

1

Accommodate Future Growth

- Fulfill GVSU's academic, research, and outreach missions
- Maximize the efficient use of existing and future campus building space
- Encourage program adjacencies and shared-use facilities when possible
- Ensure new facilities can adapt to changing trends in learning, study, research, and student life spaces

2

Maintain a Compact Campus Core

- Develop new academic buildings within a 5-minute walking radius from the campus center
- Condense parking resources to allow for increased academic and campus life building sites within the core of campus

3

Enrich the Campus Life Experience

- Provide opportunities for dining and campus services within concentrations of residential and academic spaces
- Develop a hierarchy of open space types throughout campus
- Increase the quantity and quality of outdoor gathering spaces that can be utilized for individual, campus, and community events

4

Strengthen the Campus Identity and Sense of Place

- Continue the GVSU distinct branding and identity on campus and within the host community
- Construct high quality, durable, and aesthetic development compatible with the campus and community context
- Develop a hierarchy of open space types throughout campus
- Place new campus facilities to encourage a defined campus landscape framework
- Enhance campus edges and gateways with consistent design elements

5

Enhance and Emphasize a High-Quality Pedestrian Environment

- Integrate a hierarchy of pedestrian walks throughout each campus
- Increase campus and community programming initiatives

6

Balance Modes of Transportation

- Utilize the Complete Streets design philosophy to accommodate and promote all transportation modes when upgrading or renovating existing roadways or constructing new roadways
- Connect major destinations on each campus with a hierarchy of accessible pedestrian walkways
- Encourage bicycle ridership by providing adequate user facilities such as marked routes and parking
- Within each host community, align existing and planned bicycle routes to ensure proper connectivity
- Work with each host community and the transit provider to deliver superior transit service and transit facilities.
- Adjust parking supply to meet current and near-term demand and utilization targets
- Encourage a "park once" strategy to help encourage use of transit and eliminate intra- and inter-campus vehicular trips

ALLENDALE CAMPUS

PRINCIPLES FOR THE ALLENDALE CAMPUS

The original planning principles of the 1968 master plan and the original land use framework remain the driving vision for the Allendale campus. Subsequent master plan updates in 2008 and 2014 have modified and expanded these principles to respond to current and anticipated campus demands, needs, and expectations. In addition to the common principles, the following additional principles apply to the physical planning of the Allendale campus:

7

Maintain a Compact Campus Core

- Locate all university program elements south of the M-45 corridor
- Plan within the existing land ownership limits
- Continue to develop clustered residential districts north or south of the academic core
- Migrate large surface parking supplies to campus perimeter and/or nearby off-campus locations to increase academic and campus life development opportunities in the core

8

Use the Topography of Campus to Dictate Building Placement

- Continue to use the ravines as identity, place, and organizing element
- Define land units by the ravine edges, creating smaller-scaled learning clusters

9

Improve the Ecology and Health of the Ravines

- Protect the sensitive systems at the ravine edges by maintaining development setbacks
- Continue to direct stormwater away from campus ravine edges

10

Strengthen the Relationship with the Grand River

- Provide access to the river for learning and recreation
- Connect campus trail systems to planned or existing regional trail systems

11

Enhance and Emphasize a High-Quality Pedestrian Environment

- Transition North and South Campus Center Drive to a pedestrian-focused and shared-use thoroughfare
- Transition Laker Village Drive as the primary north-south traffic route

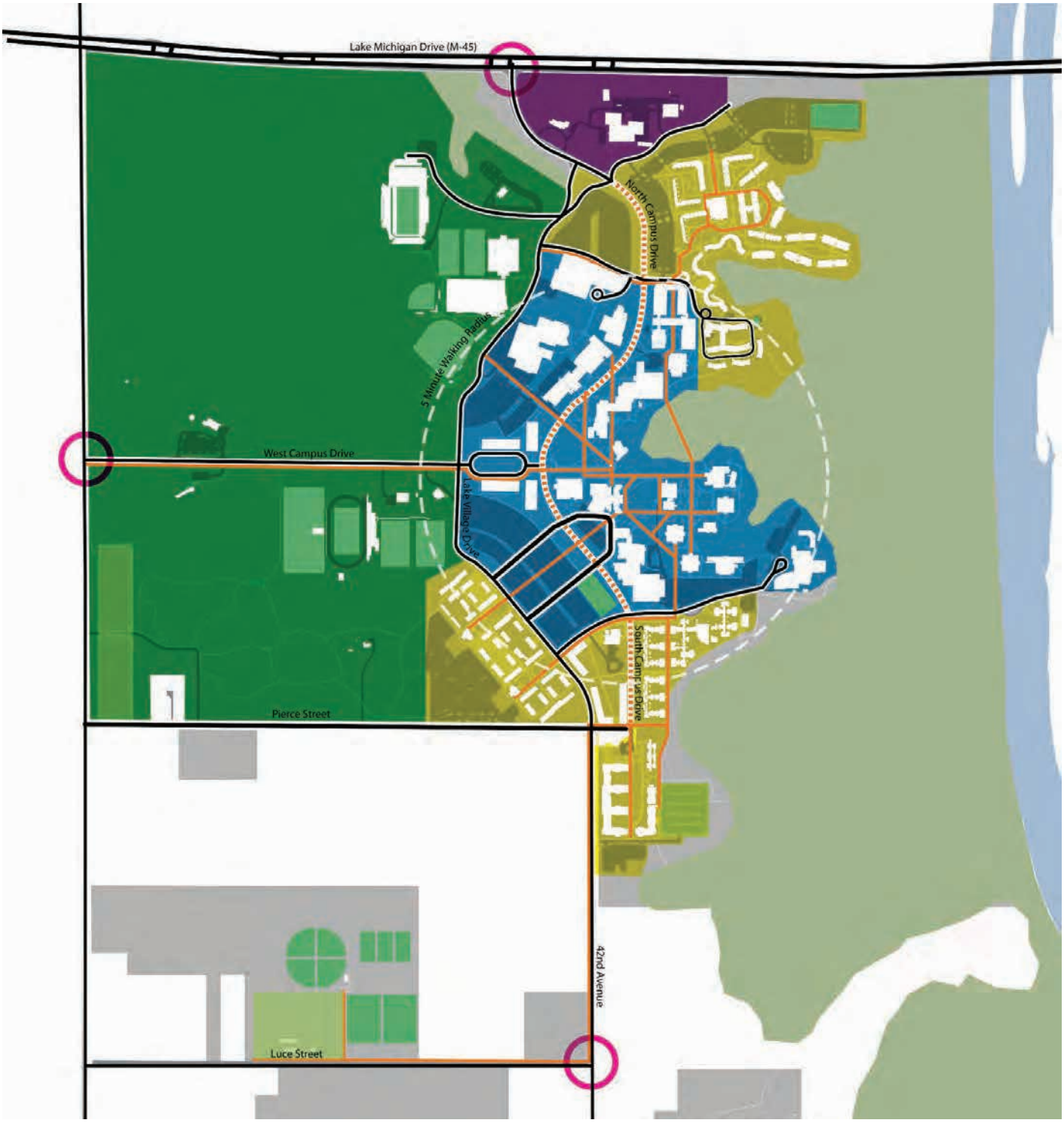
12

Strengthen the Campus Identity and Sense of Place

- Do not consider existing high-quality campus open spaces, such as the Campus Arboretum and the space adjacent to the library, for any future development

ALLENDALE FRAMEWORK PLAN

The Framework Plan embodies the vision set forth in the Principles of the Plan, as applied to the Allendale campus.



Legend

General Use Areas

- Academic
- Residential
- Athletics/Recreation/Stormwater
- Support
- Auxiliary/Outdoor Recreation/Remote Parking
- Ravine System
- Campus
- Campus Gateway
- Vehicular Circulation
- Shared Use
- Major Pedestrian Walks


Lake Michigan Dr (M-45)
N Campus Dr
Stadium Dr
Laker Village Dr
S Campus Dr
W Campus Dr

LONG-TERM ILLUSTRATIVE VISION PLAN

LONG-TERM ILLUSTRATIVE VISION PLAN

The Illustrative Vision Plan takes the organization and principles of the Framework Plan and shows further detail of how the campus might look at build-out in more than ten years. It expresses the character of open space, building scale, massing, the pedestrian network, and integration of parking.

The ravines' role in defining building placement on campus is important and is one of the original master plan design principles. However, a more sustainable and sensitive approach to adjacent ravine development must begin to occur. In order to more fully pursue the planning principle "Improve the Ecology and Health of the Ravines," the Grand Valley Apartment Complex, located close to a ravine edge, should be removed in the long-term. Future development options for the site can include a small housing development, and parking or recreation fields depending on the needs of the university.

In order to better "Enrich the Campus Life Experience", the south housing district should be strengthened by the addition of a residential complex to the northwest of the existing South Apartment Complex. The new complex would be close to dining and the academic core and should include a large open space quadrangle.

At the center of campus, new buildings frame a new arrival space on West Campus Drive that terminates on the view to the Cook Carillon Tower. These facilities help define the open space to the north and southwest of the library and pursues the planning principle "Strengthen the Campus Identity and Sense of Place."

Recreation is an important aspect of student life at GVSU. Currently indoor and outdoor recreation facilities do not meet the needs of the student body. Outdoor fields are proposed just north of Luce Street, while the indoor Recreation Center is expanded through an addition to the existing recreation facility.

The primary pedestrian corridor is North/South Campus Drive, envisioned as a major pedestrian space and shared transit/service corridor. The Long-Term Illustrative Vision Plan describes other more detailed pedestrian network improvements that better connect campus destinations and the campus to the natural systems.

Long-Term Illustrative Vision Plan (Excerpt)

FIVE-YEAR PRIORITY PLAN

Within the existing campus boundaries, the campus has sufficient spaces to continue the growth of academic functions, add campus life components, and continue the development of open space. Classroom buildings are concentrated within a 5-minute walking radius from the center of campus (Cook Carillon Tower), which strengthens the heart of campus activity.

As new building development occurs within the interior campus core, surface parking is displaced and replaced on the edges of campus (see Allendale Parking Opportunities). This strategy enables continuous academic and residential adjacencies within the growing campus core.

It is important to note that new building projects may be preceded with infrastructure upgrades or parking removals. New building projects should also consider the impact of other overall campus systems such as open space, pedestrian networks, and parking.

Renovations

In addition to new buildings, the university should maintain its ongoing program of renovations and maintenance. The majority of the Allendale buildings are old enough that major improvements are necessary to maintain building systems, enable modern teaching methods, and provide competitive student life facilities. The Capital Maintenance List currently has $33 million in priority improvements. Highlights of necessary renovations include:

- Copeland, Kistler and Robinson Living Centers: renovations to modernize student residential may result in a reduction of bed count
- Lake Huron: accessibility
- Seidman House: accessibility
- Mackinac Hall and Manitou Hall: after the construction of the new Computer Information Systems building, GVSU should renovate and repurpose these halls for other academic space needs. During renovations, the university should address the challenges that these buildings have no prominent entrances and poor internal and external wayfinding. Site circulation should take into account the planned Laker Line Bus Rapid Transit (BRT) station

Student Services Building Addition

The addition to the west side of the building will provide a new reception area, a large meeting room with pre-function area, and small breakout meeting rooms.

Movement Science

A new stand-alone building for Movement Science is proposed east of the existing Fieldhouse pool. The Movement Science facility consolidates the program administration, faculty, staff and teaching resources in one building. Academic and research spaces include movement laboratories, body composition suite, lecture room, assessment laboratory, simulation and collaboration/case study rooms.

Computer Information Systems

The proposed project will serve the computer information systems programs. This new structure will be located in close proximity to the Kindschi Hall of Science Building. This new classroom, testing laboratories, teaching laboratory, and office building will address the growth in the electronic-based information system. The new structure will be designed to meet all applicable codes and standards, including LEED® certification.

Performance Arts Auditorium Addition

The proposed project is an 88,000 gross square feet (GSF) addition to the southwest corner of the Performing Arts Facility. The concert hall for primarily unamplified musical performance will be supported by a large three-story high lobby, a box office, conference room, event planning office, and reception area.

Football Center

The Lubbers Stadium two-story addition to the east end will have spaces for training, rehab, and team meetings.

Legend
Five Year Priorities Plan

Proposed	Existing	
		Academic
		Residential
		Special
		Athletics
		Recreation
		Facilities Support

Key	Proposed Projects	GSF	Floors
1	Student Services Building Addition	6,000	1
2	Movement Science	97,000	3
3	Computer Information Systems	100,000	3
4	Performance Arts Auditorium Addition	88,000	3
5	Football Center	13,000	4

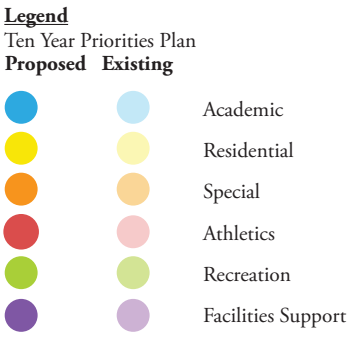
TEN-YEAR PRIORITY PLAN

This Ten-Year Master Plan builds on the Five-Year Master Plan, and it represents a second phase of opportunities. Both the Five- and Ten-Year Master Plans are incremental steps toward the Allendale campus Long-Term Vision Plan.

Academic Buildings

Although the enrollment on the Allendale campus is expected to decline over the next decade, the university has a goal to increase the amount of academic space per student to be more similar to GVSU's peer institutions. Additional academic space will allow for more active learning and flexible teaching spaces. The campus master plan includes up to two new academic building sites to meet this future academic space need.

Key	Proposed Projects
1	Academic Buildings, 213,000 GSF, 4 stories
2	Laker Village Drive Entry Realignment
3	North/South Campus Drive Pedestrian-Focused Walkway
4	North/South Campus Trolley Service
5	Kirkhof Center Transit Hub
6	New 1,200 Ton Chiller Central Utilities Building
7	Laker Village Drive Stormwater Ponds
	Remove Lot B2 spaces for Laker Drive extension
	Remove Lot G spaces for New Academic Building
	Remove Lot H spaces for New Academic Building




Lake Michigan Dr (M-45)
Grand
River
6
2
7
7
Stadium Dr
5 minute walking radius
N Campus Dr
3
4
1
5
1
S Campus Dr
Laker Village Dr
W Campus Dr
42nd Ave
Pierce St
48th Avenue
Luce St

LONG-TERM VISION PLAN

At full realization of the plan, the Athletics and Recreation Master Plan will be fully implemented. That plan includes a new recreation complex north of Luce Street near the sustainable farm complex and conversion of parking lot D-8 to a recreational field. A residential complex located to the south will create a stronger adjacency between Laker Village and the Living Centers to the east.

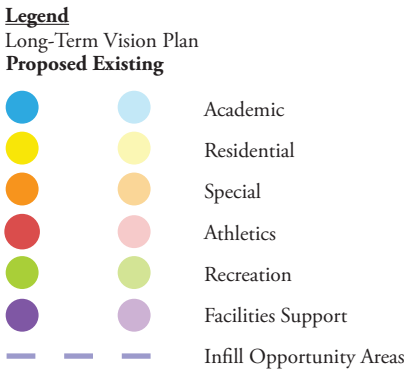
Infill Opportunities

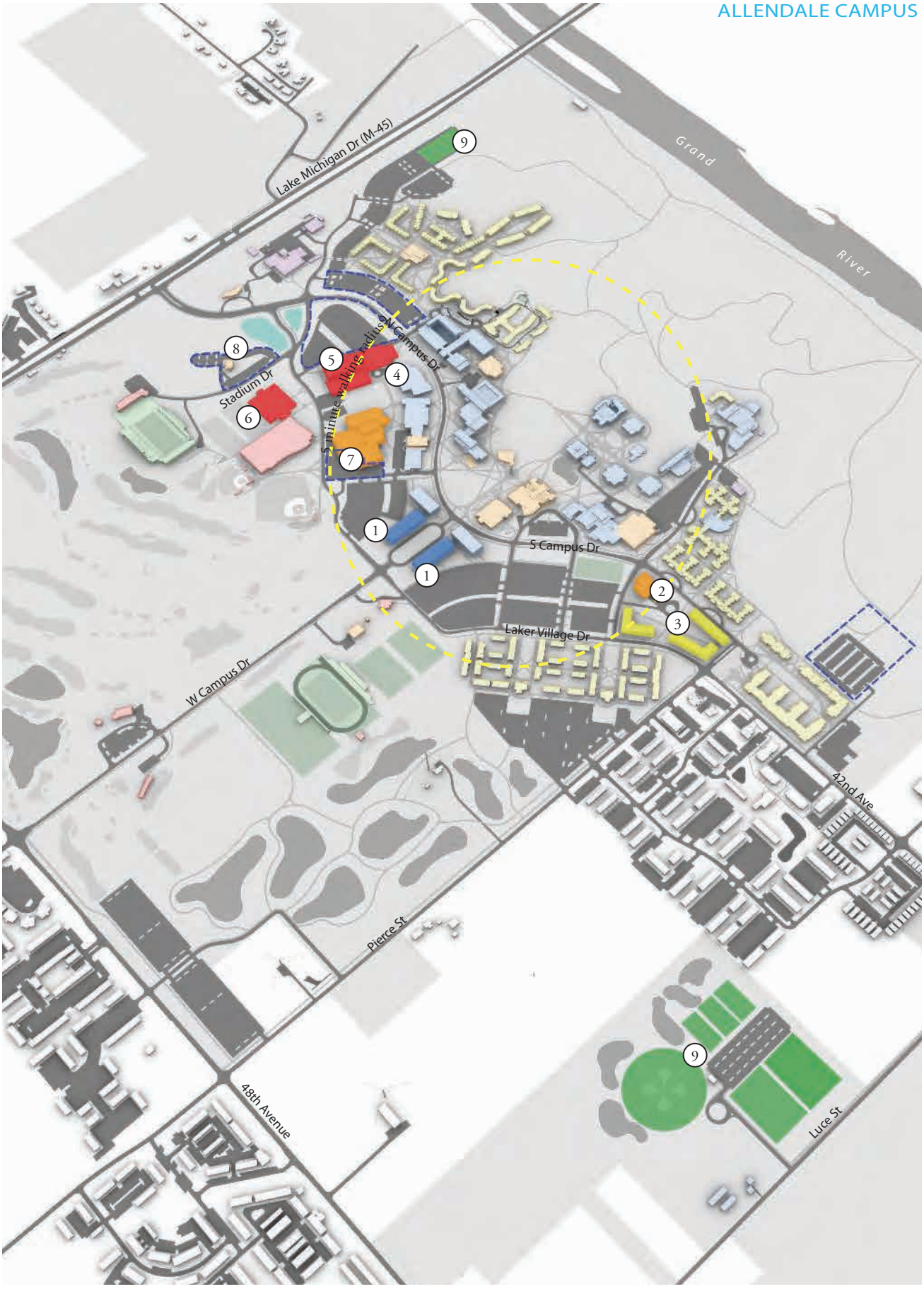
The first step to creating a denser campus is to define areas within the existing academic core that can accommodate additional buildings. The illustration to the right highlights those areas near the campus core that could be considered developable. The zones closest to the core are obvious first steps for continued campus development.

Removal Candidate

Additional density and developable land area may be achieved by redeveloping sites that either have buildings or facilities that under-utilize their site or have outlived their usefulness to the university. The Grand Valley Apartments (79,000 GSF, 142 beds) is considered a long-term removal candidates, and may be considered for redevelopment in more than ten years. Removal would help protect the sensitive ecological systems close to the ravine edge.

Key	Proposed Projects	GSF	Floors
1	Academic Buildings	213,000	4
2	The Connection Dining Addition	3,500	2
3	South District Residence (450 beds)	140,000	3
4	Performance and Auxiliary Gyms	86,000	2
5	Natatorium (Arena Renovation)		
6	Multi-Purpose Tennis/Turf Facility	53,000	2
7	Indoor Recreation Expansion	80,000	2
8	Outdoor Adventure	5,000	1
9	Outdoor Recreation Fields	9 acres	




Lake Michigan Dr (M-45)
Grand
River
9
8
5
4
6
7
1
1
2
3
Stadium Dr
5 minute walking radius
ON Campus Dr
S Campus Dr
Laker Village Dr
W Campus Dr
42nd Ave
Pierce St
48th Avenue
9
Luce St

The foundation of the campus master plan are individual networks that enable the campus to function as a whole. This section provides specific recommendations for each of these campus systems.

- Vehicular Network
- Parking Opportunities
- Landscape Framework
- Bicycle System
- Transit Network
- Utility Network

VEHICULAR NETWORK

The future roadway network on campus allows for the unification of the growing academic core across North/South Campus Drive. As the campus grows to the west, the conflict between pedestrian cross-traffic and vehicular circulation on North/South Campus Drive will only increase. To eliminate this hazard, North/South Campus Drive will be re-purposed as a major pedestrian street with transit and service vehicle access, and limited access to several remaining small surface lots. The Laker Line BRT will run on the North/South Campus Drive from Russel H. Kirkhof Center north toward Lake Michigan Drive. See the next pages for a typical section.

As this transition occurs, Laker Village Drive becomes the future primary campus vehicular corridor in place of North/South Campus Drive. To eliminate some existing confusion at intersections at East Ravine Center Drive and Service Drive, a new southbound lane on North Campus Drive connects Lake Michigan Drive (M-45) and Laker Village Drive.

Campus vehicular gateways become the identifying front door of campus, enhancing visitor arrival. Two distinct gateways already exist. One existing gateway should be improved, and a third gateway created.

- A southern gateway is needed at 42nd Avenue and Luce Street as additional development occurs at southern parcels. This gateway addition responds to regional development occurring to the south and west of Grand Rapids along the I-196 and M-6 corridors.
- The existing westernmost gateway off of 48th Street should incorporate additional elements to increase campus accessibility and branding, such as the addition of pedestrian and bicycle access on both sides of West Campus Drive.

Key	Proposed Vehicular Facilities
1	Enhanced West Campus Drive (bicycle and pedestrian access)
2	North Campus Drive | Laker Village Drive Connector
3	Development of Southern Gateway at Luce/42 Street
4	Conversion of North/South Campus Drive to Service Walk
5	Turn-around Loop Adjacent to Performing Arts Center entrance

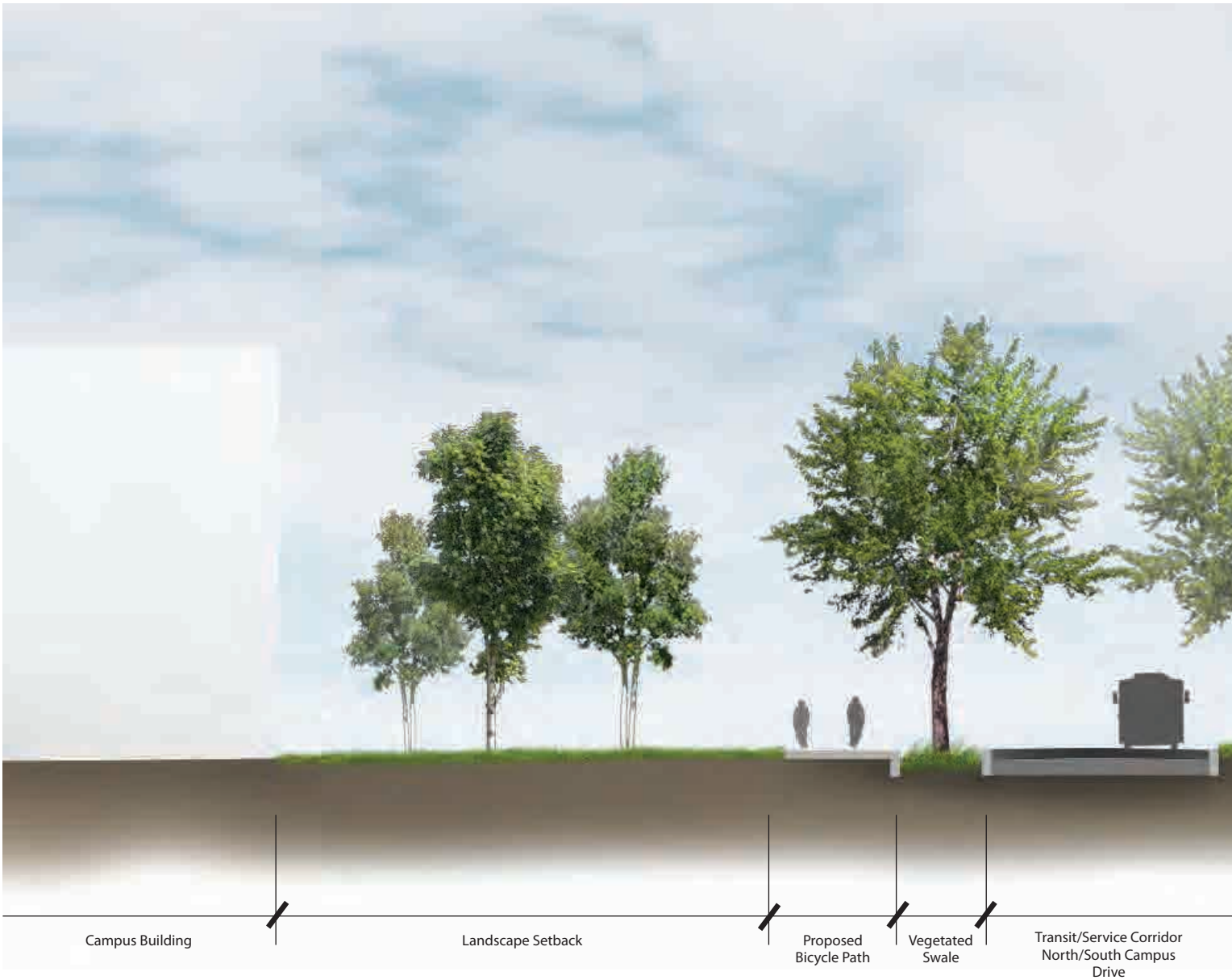
Legend

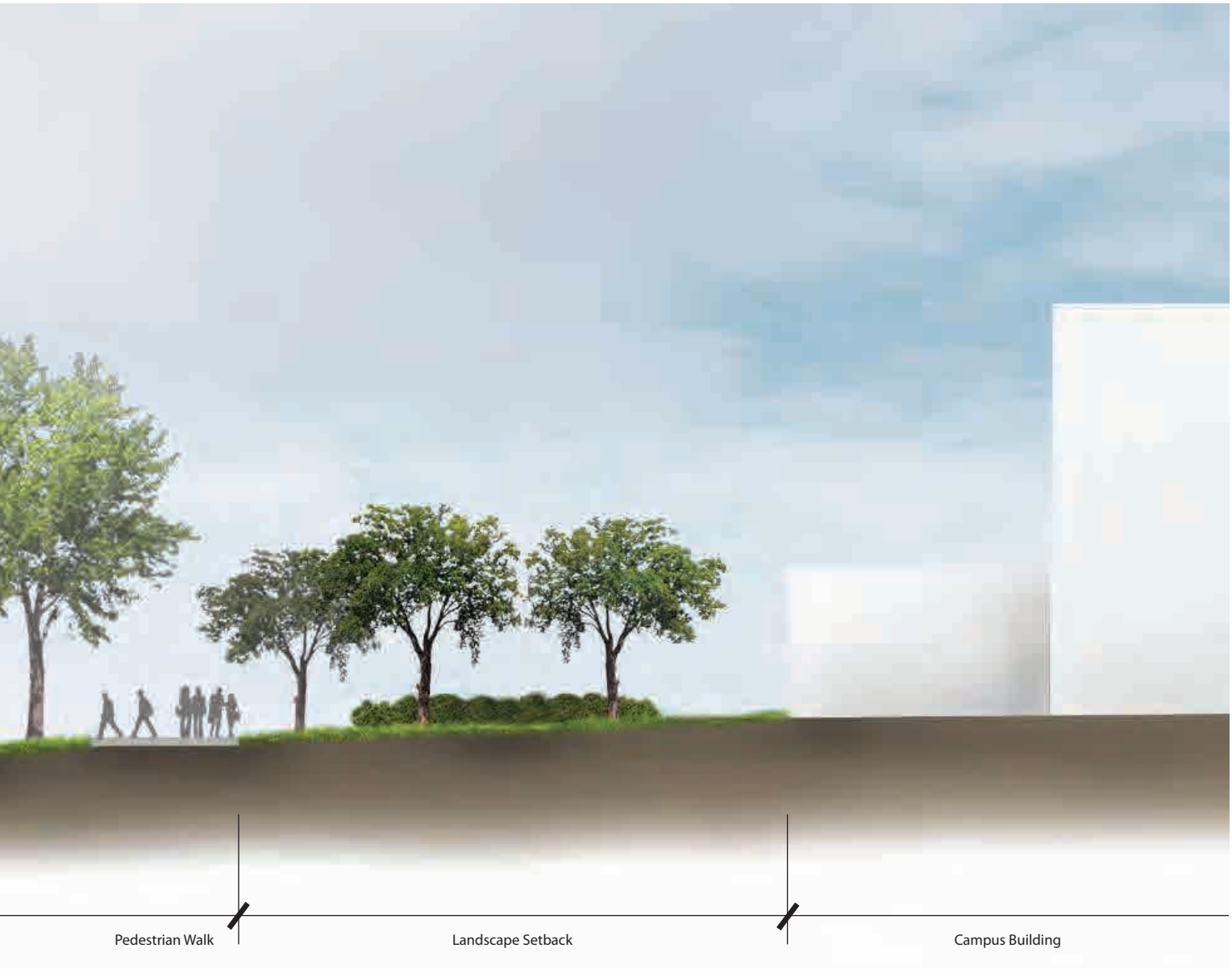
- Roadway
- Service Walk, Limited Vehicular Access
- New Roadway
- Vehicular Gateway


Lake Michigan Dr (M-45)
Grand
River
2
Stadium Dr
2 minute walking radius
N Campus Dr
4
5
S Campus Dr
W Campus Dr
1
42nd Ave
Pierce St
3
48th Avenue
Luce St

North/South Campus Drive, Typical Section

VIEW LOOKING NORTH




Pedestrian Walk
Landscape Setback
Campus Building

PARKING OPPORTUNITIES

Today, the campus has 7,686 spaces which translates into a ratio of 2.7 people to 1 parking space.

Ten-Year Master Plan

The campus master plan anticipates that the campus population, both students and faculty/staff, will decline over the next decade. Thus no parking quantity expansion is anticipated for the next decade.

There will be a need to replace existing parking as several surface parking lots located in the core are removed to accommodate campus change. The proposed parking inventory changes are designed to encourage higher utilization, while allowing for a contiguous approach to building development and reduction of campus core vehicular traffic.

When implementing parking improvements, the university should:

- Build parking incrementally, balancing supply and demand.
- Encourage a "park once" strategy to help eliminate intra- and inter-campus vehicular trips, while encouraging alternative modes of transportation.
- Incorporate bicycle facilities and transit stops within or close to parking facilities.
- Provide convenient parking areas within a 5-minute radius (1/4 mile) of popular campus destinations.
- Integrate accessible parking within a close proximity to barrier-free entrances of all campus buildings.

Long-Term Vision Plan

At full realization of the plan, new buildings and recreational fields will displace up to 622 surface parking spaces. In addition to an expanded surface parking lot on the Grand Valley Apartments site, additional remote parking is encouraged at new surface parking lots on campus edges or off-campus at park & ride locations.

Proposed Parking Facility – Long-Term Vision Plan	Spaces
Remove Lot D8 (for recreation field)	-180
Remove Lot P (for residential)	-442
Remove existing Grand Valley Apartments parking	-256
Construct new lot at former Grand Valley Apts site	300
Construct lot at South Recreation Fields	300
Construct Luce/48th Remote Lot	1,000

Ten-Year Facilities Plan	
Spaces Removed	-257
Spaces Proposed	291
Total Net Spaces	+34
Anticipated Parking Ratio	2.6:1

Long-Term Vision Plan (inclusive of Ten-Year Plan)	
Space Removed	-1,135
Spaces Proposed	1,891

Legend

Ten-Year Master Plan

- Existing Surface Parking
- Proposed New Surface Parking

Key	Proposed Parking Facility – Ten-Year Master Plan	Spaces
	Remove Lot B2 spaces for Laker Drive extension	-20
	Remove Pay to Park spaces (adj to Marketplace)	-55
	Remove Lot G spaces for New Academic Building	-72
	Remove Lot H spaces for New Academic Building	-40
	Remove K (East) spaces for Marching Band Field	-70
1	Expand Lot E to South	55
2	Expand Lot G along West Campus	60
3	Expand Lot H (South) along West Campus Drive and Laker Village Drive	176

LANDSCAPE FRAMEWORK

Preservation Zones

The Grand River and steep wooded slopes of the ravines form the eastern edge and backbone of the campus' natural features. The campus master plan identifies the limits of development adjacent to the ravines, including preservation of portions of the upland plateaus toward the southeast area of campus. As the campus builds out further to the south, it will be important to maintain development setbacks at the ravine edges and upland habitat for wildlife. Additional preservation areas include the stand of woods in the northwest quadrant of the site (within the golf course), two smaller wood lots near the intersection of West Campus Drive and Laker Village Drive, and the continued maintenance of the stormwater management complex in the southwest quadrant.

This campus master plans assumes that the golf course will remain on campus for the foreseeable future.

Campus Open Space

Overlaid with the preservation zones, the open space framework creates the spatial structure for future campus development. It consists of the primary north-south axis that follows North/South Campus Drive, an east-west landscape axis, and open space extensions from the academic core to the athletic fields to the northwest and to the preservation area to the southwest. The open space network also connects existing open spaces from the historic campus core to new campus quadrangles and courtyards at the north, west, and south, forming new gathering spaces and informal outdoor areas.

Pedestrian Network

The landscape framework describes a detailed pedestrian network that connects campus destinations and the campus to the natural systems. The primary pedestrian corridor is North/South Campus Drive, envisioned as a major pedestrian space and transit corridor. Campus walks throughout lead to a series of new trails that traverse the ravines down to the Grand River, giving students a better experience of the campus' natural systems.

Legend

Landscape Framework

- Open Space System
- Athletic/Recreation Field
- Golf Zone
- Preservation Zone
- Stormwater Management Area
- Ravine Edge
- On-campus Trail Network
- Major Pedestrian Walkways
- Sacred Spaces

Key	Major Landscape Improvements
1	North/South Campus Drive Pedestrian Focused Walkway
2	Relocation of Marching Band Practice Field
3	Proposed Stormwater Management Area

BICYCLE SYSTEM

Bicycle use can help reduce on-campus vehicle trips and parking demand. There are opportunities for greater biking on the Allendale campus. Both areas of on-campus residential is within acceptable walking distance of the academic core, but they are within biking distance of each other. Off-campus housing to the west is within biking distance of the academic core. The university should implement a robust bicycle network and ecoystem by incorporating clear, marked routes, ample bicycle parking and other facilities.

In 2016, GVSU was awarded a Silver Level designation as a Bicycle Friendly University™. The Bicycle Friendly University program recognizes institutions of higher education for promoting and providing a more bike-able campus for students, staff, and visitors.

The university has prepared a report regarding campus non-motorized transportation called *Grand Valley State University Non-motorized Transportation Plan* (August, 2010), which provides additional bicycle and pedestrian guidelines not duplicated in this report. The university should utilize the American Association of Highway and Transportation Officials Guide for the Planning, Design and Operation of Bicycle Facilities when planning campus routes.

Proposed on-campus bicycle routes should allow access to the interior of campus where wide-enough pavement allows for safe bicycle and pedestrian passage. High priority bicycle network routes are:

- Striped bicycle lanes on 48th Street and West Campus Drive so that 48th Street area residents can safely bicycle to the campus core.
- Separated use path along Laker Village Drive, designed in coordination with the proposed expanded vehicular role of Laker Village Drive.

On-campus routes should connect to off-campus neighborhoods where city or regional routes are existing or planned. For example, a paved shoulder on 42nd Avenue should connect campus to Grand River Greenway trail entrances on 42nd Avenue and on Filmore Street. The university should work with Allendale Township and Ottawa County to stripe and/or sign bicycle routes around the perimeter of campus.

The university should encourage additional bicycle use by incorporating a complete bicycle ecosystem.

- Enhance existing bicycle parking by adding loops in higher volume areas. Include a portion of covered parking for use during inclement weather.
- Implement bicycle centers in at least two locations. These centers can be relatively simple, providing a place to fill tires with air and tighten brakes, or be more extensive and include locker rooms and shower facilities.

Legend*

Bicycle System

- Existing Paved Shoulder
- Proposed Paved Shoulder
- Existing Bike Path
- Proposed Bike Path
- Proposed Separated Use Path
- Proposed Bike Connector

***COMPILED FROM RECOMMENDATIONS FROM THE GRAND VALLEY STATE UNIVERSITY NON-MOTORIZED TRANSPORTATION PLAN, AUGUST 2010**

TRANSIT NETWORK

The Allendale campus is served by a robust city transit system and transit plays an increasingly important role in the transportation strategy for GVSU. Currently, two routes, the north and south bus loops (shuttle Route 37 and route 48) connect off-site student housing to the campus center and Kirkhof Center.

The downtown campus shuttle (Route 50) connect the Russel H. Kirkhof Center to downtown Grand Rapids, thereby providing a connection among the Allendale campus, Robert C. Pew Grand Rapids campus (Pew Grand Rapids campus), and the Grand Rapids Health campus. The Ride has a funded plan to convert Route 50 to the Laker Line BRT. Laker Line stations are planned at Russel H. Kirkhof Center and Mackinac Hall. The Russel H. Kirkhof Center will be a main transit hub due to it being the only point on campus at which all existing and planned transit routes will converge.

The campus master plan proposes to augment these Rapid routes with a new north-south shuttle along North/South Campus Drive that will link the south side of campus to the north side. In the near-term, the campus master plan recommends a trolley for this roughly 1-mile route. In the long-term, transit service could become a fixed route system, such as BRT, making it a more permanent fixture on the campus that would become part of the identity of the campus core.

To support these transit routes, the north and south parking facilities should become park & ride hubs that offer limited services to commuter (i.e. shelters, seating and bus arrival information).

Legend

Transit Network

- Existing Route 50, Weekday Campus Connector
- Existing Route 37, North Campus Apartment Shuttle
- Existing Route 85, Apartment Connector
- Existing Route 48, South Campus Apartment Shuttle
- Existing Bus Stops
- Proposed Campus Drive Shuttle

UTILITY NETWORK

GVSU and its consultant prepared a utility distribution study in 2015. There is an underground tunnel system that is used to distribute utilities to the individual buildings on the campus. The tunnel system is used for transmitting steam, chilled water, electricity, and telecommunications and data. Since tunnel extension is expensive, there is significant savings when new buildings are constructed within the core of campus, as this campus master plan recommends.

That study assumed growth on the Allendale campus that is similar to what is assumed in this campus master plan. The utility distribution study recommended several improvements to the campus utility network, including:

Chilled Water

- Replace the aging 450 ton chiller in the Central Utilities Building with 1,200 ton electric centrifugal in the same location in the Central Utilities Building.
- Replace the 10-inch chilled water line which extends from The Russel H. Kirkhof Center to the piping interconnecting point west of Lake Michigan Hall with 16-inch lines to greatly increase the operational flexibility and system redundancy.

Steam

- The existing boilers in the Central Utilities Building are sufficient to serve the campus for the next ten years.
- Evaluate the pressure reducing stations on the south end of the loop in the latter half of this campus master plan horizon to determine if there is sufficient redundancy.

Electrical

- Replace the primary switches in the Housing 2004 project and in the basement of the Central Utilities Building feeding the Service and Alumni Building. Both of these projects will allow for isolation of loads without having to shut down other campus buildings.
- Continue to implement a systematic cable replacement plan, focused on the cable installations from 1973 to 1984.
- While this campus master plan does not anticipate significant construction south of Calder Drive in the next decade, if electrical load continues to increase on the mini-loop, the existing mini-loop conductors would need to be replaced.

See the Utility Distribution Study prepared by URS Corporation and updated in 2015 for more detailed analysis and recommendations.


Lake Michigan Dr (M-45)
Chiller Replacement
Electrical Switch Replacement
N Campus Dr
Stadium Dr
S Campus Dr
Electrical Switch
Replacement
W Campus Dr
48th Avenue
Pierce St

ROBERT C. PEW GRAND RAPIDS CAMPUS

PRINCIPLES FOR THE PEW GRAND RAPIDS CAMPUS

Since 1986, when ground was broken on the L.V. Eberhard Center, the character of the Pew Grand Rapids campus has been distinct from the master planned Allendale campus. As the campus has incrementally expanded, it has taken the form of the urban grid that preceded it. The campus should maintain its urban character and integration with the City of Grands Rapids. In addition to the common principles, the following additional principles apply to the physical planning of the Pew Grand Rapids campus:

13

Engage the City and Campus Community

- Work with the City of Grand Rapids to extend the Riverwalk through campus
- Coordinate closely with The Rapid and the City of Grand Rapids to bring the Laker Line to and through the campus, so that the transit service meets the transportation needs of both the university and the region

14

Enrich the Campus Life Experience

- Provide additional opportunities for recreation, dining, student support services, and other student life programs and facilities, particularly south of Fulton Street

15

Encourage Campus Connectivity

- Create a contiguous campus by reducing internal low-volume vehicular roadways, particularly south of Fulton Street
- Enhance safe pedestrian crossings across major thoroughfares such as Lake Michigan Drive and Fulton Street
- Use the principles of urban design when planning campus buildings so buildings will meet the street edge and engage the adjacent sidewalks
- Selectively place retail or other widely accessible uses at the ground level to activate street edges and public spaces
- Utilize urban streetscape techniques to project campus image and a lively urban texture

PEW GRAND RAPIDS FRAMEWORK PLAN

The Framework Plan embodies the vision set forth in the Principles of the Plan, as applied to the Pew Grand Rapids campus.

Legend

Framework Plan

- Academic
- Residential
- Riverfront Open Space
- Support
- Campus Gateway
- Vehicular Circulation
- Shared Use
- Major Pedestrian Walks

LONG-TERM ILLUSTRATIVE VISION PLAN

The Illustrative Vision Plan takes the organization and principles of the Framework Plan and shows further detail of how the campus might look at build-out in the long term. It expresses the character of open space, building scale, massing, the pedestrian network and integration of parking.

As the Pew Grand Rapids campus continues to grow, several areas on campus are developed. South of Fulton Street, new buildings begin to frame a new central open space and gateway, along with the consolidation of surface parking into perimeter decks and the partial removal of Mount Vernon Avenue. This strategy allows for a more contiguous campus fabric and creates improved pedestrian thoroughfares from the north to the south.

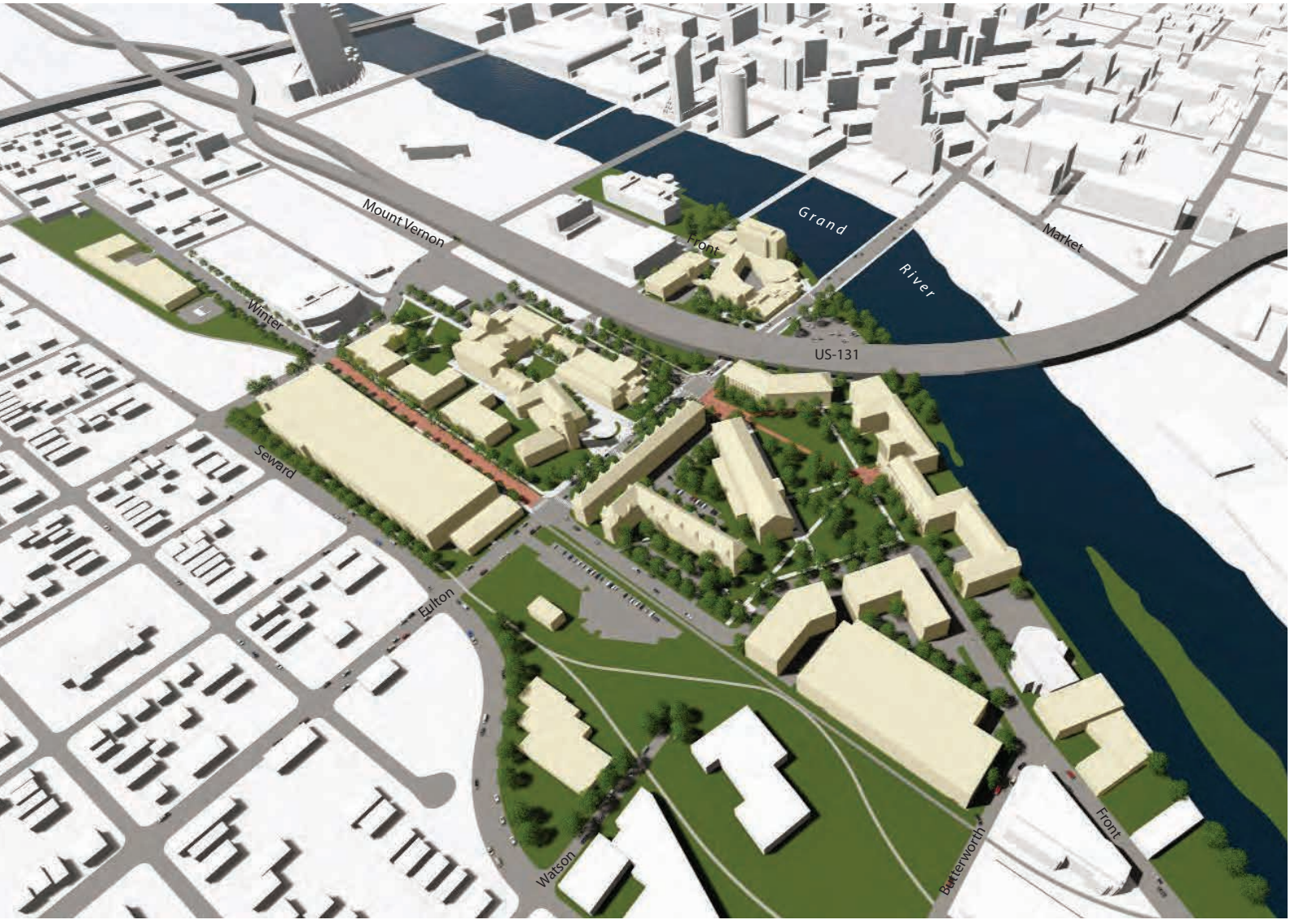
Outside of the new central quadrangle area, the placement of buildings becomes an outward statement, facing toward the neighborhoods and city streets where possible and creating small courtyards and gathering spaces on the interior of campus. Surface parking is consolidated to the western edges of campus into deck facilities. The deck parking is wrapped with a mixed- or office-use footprint to provide a more aesthetically pleasing facade facing Fulton Street and neighboring land uses.

The master planning process and Framework Plan identified areas on campus to continue the growth of academic functions, add campus life components, and clarify campus identity. Academic buildings become the heart of campus activity and are centered on larger open spaces and major pedestrian networks, while maintaining close proximity to dining locations and parking opportunities. Mixed-use facilities accommodate dining, student, and faculty life components and first floor retail opportunities that allow for community interaction.

Further development south of Fulton Street and new development north of Lake Michigan Drive brings access challenges to campus life functions that are located in the core of campus, such as dining and gathering areas.

Although initially conceived as a graduate campus, the Pew Grand Rapids campus currently has more undergraduate students than graduates. Student life and support services should expand on this campus to more fully serve the student population. Facilities such as indoor recreation, dining, study space, and student services should be located both within the campus core, and south of Fulton Street as the south campus builds out.

The bulk of new academic function centers around new quadrangles just west of the L. William Seidman Center and north and west of the Richard M. DeVos Center.


Mount Vernon
Grand
River
Front
Market
Winter
US-131
Seward
Fulton
Watson
Butterworth
Front

FIVE-YEAR PRIORITY PLAN

Innovation Design Center of Engineering (227 Winter Street)

Renovation of 227 Winter Street to create additional programs for the Padnos College of Engineering and Computing, and provide additional maker space, high bay space, and meeting space for the college and campus.

Engineering Expansion

Potential expansion for additional engineering programs to the north of the John C. Kennedy Hall of Engineering, over the existing surface parking lot.

Seward Ramp Expansion and Recreation Liner

As neighborhoods begin to implement residential parking permit programs, additional student parking may need to be created on campus. The campus master plan proposes extending the existing Seward Ramp to the south, with a liner building of recreation and mixed-use to act as a gateway and social attractor for students, faculty, and the community.

It is important to note that new building projects may be preceded with infrastructure upgrades or parking removals. New building projects should also consider the impact of other overall campus systems such as open space, pedestrian networks, and parking. Building renovations and other capital improvements will continue to occur.

Legend

Proposed	Existing	
		Academic Use
		Residential Use
		Mixed Use
		Parking Deck
		Support

FIVE-YEAR MASTER PLAN

Key	Proposed New Building	GSF	Floors
1	227 Winter Street Renovation	63,385	1
2	Engineering Expansion	57,000	3
3	Mixed-Use/Fitness Liner Building	40,000	2
4	Seward Ramp Extension	260,000	4
5	Facilities Support Renovation		

TEN-YEAR PRIORITY PLAN

In order to increase the amount of space per student at the Pew Grand Rapids campus, the master plan proposes up to three future academic and student support/mixed-use facilities, depending on final program and need.

Future building sites in the Ten-Year Master Plan help create new campus districts and connections. Site #6 provides an academic link to the Innovation Design Center of Engineering and establishes Winter Street as an emerging campus corridor. Site #7, in conjunction with the proposed southern quadrangle can provide student support and study space, with food service and amenities south of Fulton Street. Depending on funding and need, space is reserved at Site #8 for the expansion of the College of Business. An additional ramp is shown on the Watson Street lot, although its timing may be beyond ten years.

Legend

Proposed	Existing	
		Academic Use
		Residential Use
		Mixed Use
		Parking Deck
		Support

TEN-YEAR MASTER PLAN

Key	Proposed New Building	GSF	Floors
6	Academic Building	50,000	3
7	Academic/Mixed Use Building	96.0000	4
8	Seidman College of Business	80,000	4
9	Proposed Central Quad		
10	Parking Ramp		

LONG-TERM OPPORTUNITIES

Infill Opportunities

The first step to creating a denser campus is to define areas within the existing academic core that can accommodate additional buildings. The illustration to the right highlights those areas near the campus core that could be considered developable. The zones closest to the core are obvious first steps for continued campus development.

Legend

Proposed Existing

- Academic Use
- Residential use
- Mixed Use
- Parking Deck
- Support
- Infill Opportunities

LONG-TERM OPPORTUNITIES

Key	Proposed New Building	GSF	Floors
11	Academic Building	75,000	3
12	Academic Building	75,000	3
13	Academic Building	160,000	4
14	Academic Building	86,000	4
15	Academic Building	86,000	4

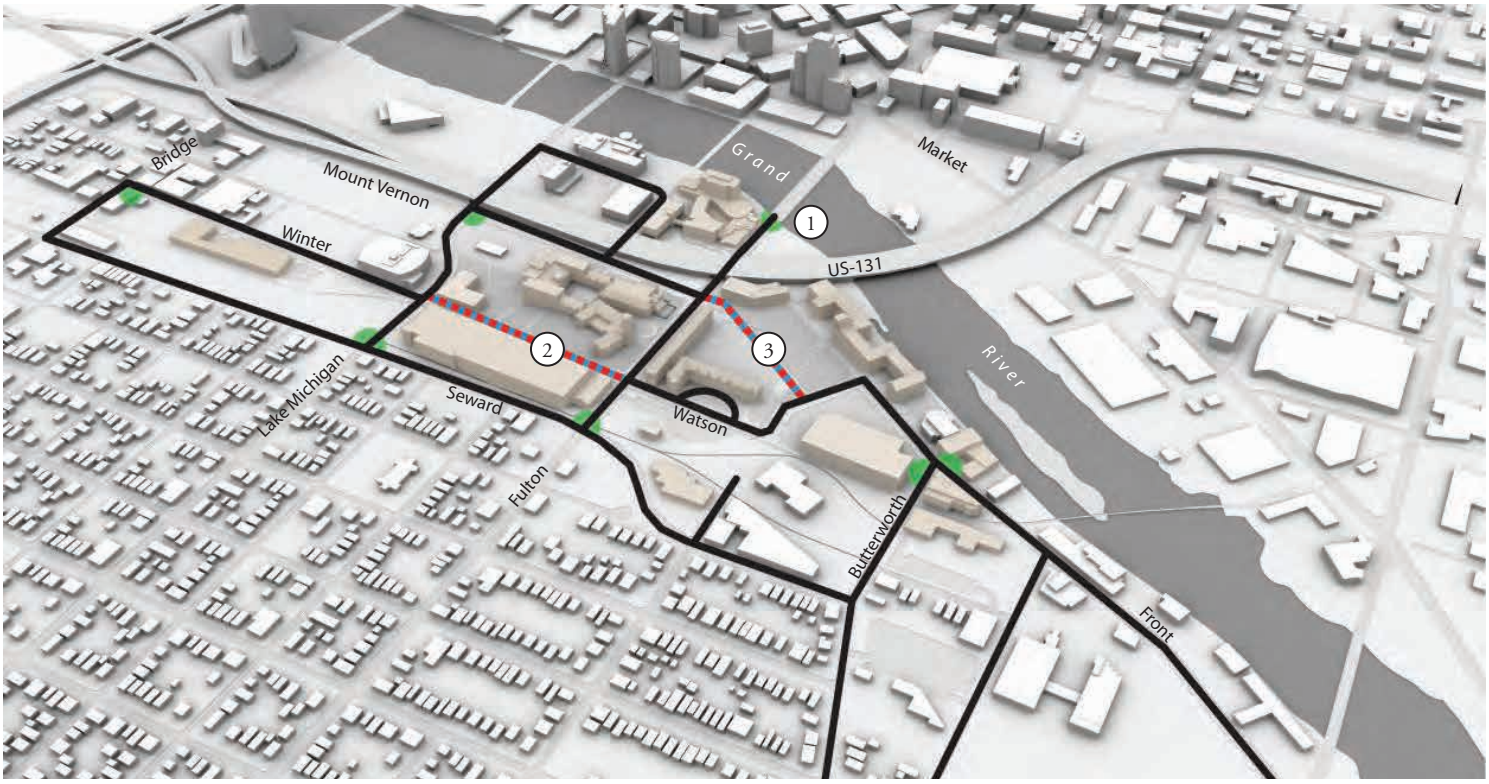
The campus master plan includes individual networks that allow the campus to function as a whole. This section provides specific recommendations for each of these campus systems and includes:

- Vehicular Network
- Parking Opportunities
- Pedestrian Network
- Landscape Framework
- Campus Identity and Sense of Place

VEHICULAR NETWORK

The future roadway network on campus allows for the unification of bisected campus parcels into a more continuous campus fabric. By eliminating interior portion of Mount Vernon Avenue, and extending Winter Street to the south, traffic is routed to the outer boundaries of campus. This enables ease of pedestrian traffic from Butterworth Street to Fulton Street and from Fulton Street to Lake Michigan Drive. The roadway system allows for easy access to the parking supply, major campus destinations, and the surrounding neighborhood. Removed roads that are replaced with pedestrian focused thoroughfares will maintain access for service and emergency vehicles.

Campus vehicular gateways become the identifying front door of campus, enhancing visitor arrival. Although several gateways already exist, additional gateways will need to be established as the campus develops. The university should continue to utilize existing gateway materials for future arrival points. The gateway at Fulton Street, just west of the Grand River, is considered the primary gateway into campus. This gateway should incorporate additional elements to increase campus branding and identity.



Legend

Vehicular Network

- Road
- Proposed Road
- Road Removal
- Service Walk
- Vehicular Gateway

Key	Proposed Vehicular Facilities
1	Improved Primary Gateway
2	Convert Street to Service Walk: Winter from Lake Michigan to Fulton
3	Convert Street to Service Walk: Mount Vernon from Fulton to Watson

PARKING OPPORTUNITIES

Today, the campus has 2,825 spaces, and a ratio of 3.1 campus users to 1 parking space.

Ten-Year Master Plan

The master plan anticipates that the campus population, both students and faculty/staff, will decline over the next decade. It is estimated that approximately 20 percent of commuter students park on-campus. The remainder park in adjacent neighborhoods, take transit, carpool, or otherwise get to campus without their own vehicle.

The City of Grand Rapids is authorizing a neighborhood parking program that could limit the number of commuter students parking their vehicles on the streets of adjacent neighborhood. This master plan assumes that while the total number of student enrolled on this campus will decline, the number of commuter students seeking to park on campus will increase by over 50 percent.

Within the urban context of the campus, future buildings will be constructed on existing surface parking lots. These parking spaces should be replaced in structured parking ramps. Therefore, to accommodate the increase in on-campus parking and create buildable sites for future buildings, at least one new parking deck is needed.

The John C. Kennedy Hall of Engineering Expansion is planned to be constructed over the Eberhard Lot, and no loss of parking is expected.

When implementing parking improvements, the university should:

- Build parking incrementally, balancing supply and demand.
- Encourage a "park once" strategy to help eliminate intra- and inter-campus vehicular trips while encouraging alternative modes of transportation.
- Separate loading and service areas, when possible, from vehicular and pedestrian uses.
- Incorporate bicycle facilities and transit stops within or close to parking facilities.
- Provide convenient parking areas within a 5-minute radius (1/4 mile) of popular campus destinations.
- Integrate accessible parking within a close proximity to barrier-free entrances of all campus buildings.

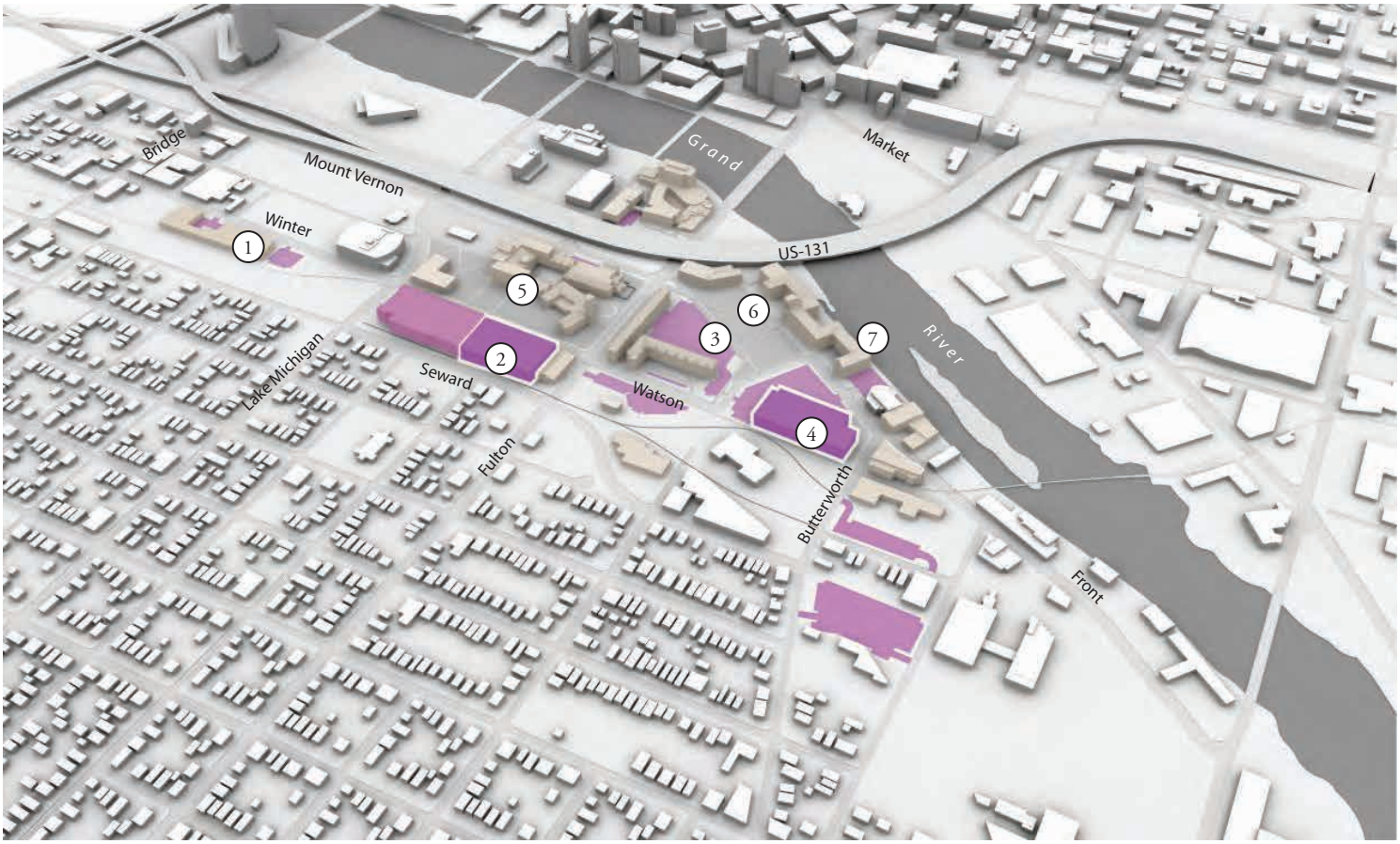
Ten-Year Facilities Plan	Spaces
Spaces Removed	-555
Spaces Proposed	+1,071
Total Net Spaces	+516
Anticipated Parking Ratio	2.4:1

Long-Term Vision Plan

In the build-out vision for the Pew Grand Rapids, two small surface parking lots are removed to create building sites. In the long-term, it is expected that investments in the Laker Line will result in higher transit usage and a decrease in the demand for on-campus parking.

Proposed Parking Facility – Long-Term Vision Plan	Spaces
Remove Watson Surface Lots	-100
Remove Secchia Lot (on ROW)	-215

Long-Term Vision Plan (inclusive of Ten-Year Plan)	Spaces
Space Removed	-870
Spaces Proposed	+1,071



Legend

Parking Opportunities

- Existing Parking Deck
- Existing Surface Parking
- Proposed Parking Deck

Key	Proposed Parking Facility – Ten-Year Plan	Spaces
1	Acquire 227 Winter Lot	+16
2	Construct Seward Ramp Phase 2, on Seward Surface Lot	+675
3	Expand Secchia Lot on Mount Vernon right of way	+67
4	Construct Watson Ramp (4 levels) and surface parking, on existing Watson Surface Parking Lot	+313
5	Remove DeVos Lot, for building site	-283
6	Remove Mount Vernon Lot, for open space	-249
7	Remove portion of Front Lot, for building site	-23

PEDESTRIAN NETWORK

The existing pedestrian network is robust and has only a few missing segments. Much of the pedestrian network are sidewalks along city streets. The university and the city should work to close the gap where walk segments are missing or terminate abruptly to improve continuity and safety. The university and the city should monitor the pedestrian network to ensure accessible routes.

Pathway design should accommodate the anticipated level of pedestrians and service vehicles. Pedestrian volumes are highest in the central areas of campus. Pathway design should not only safely satisfy high pedestrian volumes but also enable the infrequent passage of emergency and service vehicles. Pathway design should reflect a hierarchy of walks.

- Primary Walks: major walks through the campus core that accommodate larger pedestrian volumes, are wider, and feature amenities such as benches and banners.
- Secondary Walks: minor walks that connect all potential pedestrian destinations on- and off-campus to the Primary Walks.

The expansion of the campus boundary to include 227 Winter Street solidifies the Richard M. DeVos Center as the center of campus and Winter Street as a north-south corridor that connects 227 Winter Street to residential and L. William Seidman Center. The university should work with the City of Grand Rapids to close Winter Street between Lake Michigan Drive and Fulton Street to public vehicular traffic, instead directing non-campus traffic to Seward Avenue. This block of Winter Street should be a service walk corridor, which is a pedestrian-focused, service access-only pathway. Service Walk Corridors should be wide enough to meet the requirements for emergency access, but should be aesthetically pleasing for the pedestrian user.

As new buildings are constructed on surface parking lots, it is important that the pedestrian network become more robust and that pedestrian paths are as direct as possible. Campus pathways should direct pedestrians to marked intersections and safer crossings of thoroughfares such as Lake Michigan Drive and Fulton Street. The university and city should improve crossings, especially across Fulton Street and Lake Michigan Drive, to direct pedestrians to managed intersections. Incorporate landscape along the curb, including a low decorative fence and/or plant materials to limit jay-walking.

In particular, in the near-term, the university should work with the City of Grand Rapids to improve the pedestrian experience between the Richard M. DeVos Center and 227 Winter Street. The university and the city should improve the Lake Michigan Drive/Winter Street intersection to facilitate higher pedestrian crossing volumes (including examining signal timing) and improve the sidewalks on the west side of Winter Street north of Lake Michigan Drive. The university and the railroad operator should assess the need for additional railroad right-of-way fencing to safely guide pedestrians.

The university should limit mid-block crossings to locations that can be clearly defined as safe pedestrian crossing points. Incorporate properly delineated mid-block crossings with a combination of special signage or traffic signal (such as a Hawk beacon), pavements and markings to slow and stop traffic.

The university should work with the City of Grand Rapids to connect campus pathways to adjacent neighborhoods and regional trails and bridges. One example is a connection of the river walk through campus from south of Fulton Street to Butterworth Street. From here, trail users could access the Butterworth Trail system via Front Street at Wealthy Avenue.

Legend

- Major Pedestrian Walk
- Service Walk (shared-use)
- Pedestrian Crossing
- Pedestrian Gateway

Key	Proposed
1	Improved Mid-block Crossing on Fulton
2	Service Walk Corridor
3	Riverwalk Extension
4	Future Pedestrian Bridge to 201 Market Street Development
5	Proposed Crosswalk from Fulton at the Riverwalk

West Fulton Street at the Grand River Enhanced Gateway

Establish Fulton Street at the Grand River to be a vehicular and pedestrian gateway into the Pew Grand Rapids campus. This initiative should incorporate complete street design philosophies to encourage safe passage for pedestrians, cyclists and vehicles.

1. Work with the City of Grand Rapids to provide designated bicycle lanes on Fulton Street.

2. Provide a marked and signed pedestrian crossing at the Fred M. Keller Engineering Laboratory across Fulton Street to the Fulton Lot.

3. Enhance campus identity and branding by incorporating GVSU banners and signage.

4. Implement a low landscape treatment, curbside raingardens, or other barrier such as an ornamental fence, to discourage jay-walking across Fulton Street.

LANDSCAPE FRAMEWORK

Currently the existing campus buildings provide individual courtyards and maintained landscape areas within each immediate building zone, but the campus lacks a definitive and continuous landscape fabric. The campus master plan defines the placement of new facilities, buildings, and open spaces which align to establish a landscape framework that reinforces pedestrian networks and campus identity.

As illustrated in the opposite diagram, building footprints define future open spaces on campus. A larger, central space on the Mount Vernon Lot will provide much benefit to the campus community as it sets up an iconic and organizational campus system and can be utilized for campus and community events. Smaller courtyards and plazas are implemented within other areas of campus to provide adjunct space to individual or building clusters.

Lake Michigan Drive and Fulton Street are main vehicular thoroughfares that pass through campus. They are both also major gateways into the campus and provides views into campus. On these primary corridors, the street landscape should provide clear and rich edge treatments to assist in expressing campus identity.

GVSU currently provides streetscape treatments on most of the adjacent vehicular routes. A consistent material palette should be created and implemented throughout campus. This palette should consist of appropriate placement of street trees and a paver edge. Landscape planting beds, low retaining walls, and ornamental fencing should be placed where suitable. For campus edges that are directly adjacent to residential areas, urban streetscape techniques should be utilized to allow for complementary landscaping.

The Grand River is a huge asset to the campus, which provides direct adjacency to great views, recreation and nature. Future development along the river should continue to respect riparian corridors and provide appropriate setback to allow for community access. Future river walk development could follow recommendations within the Green Grand Rapids Plan.

Bicycle Network

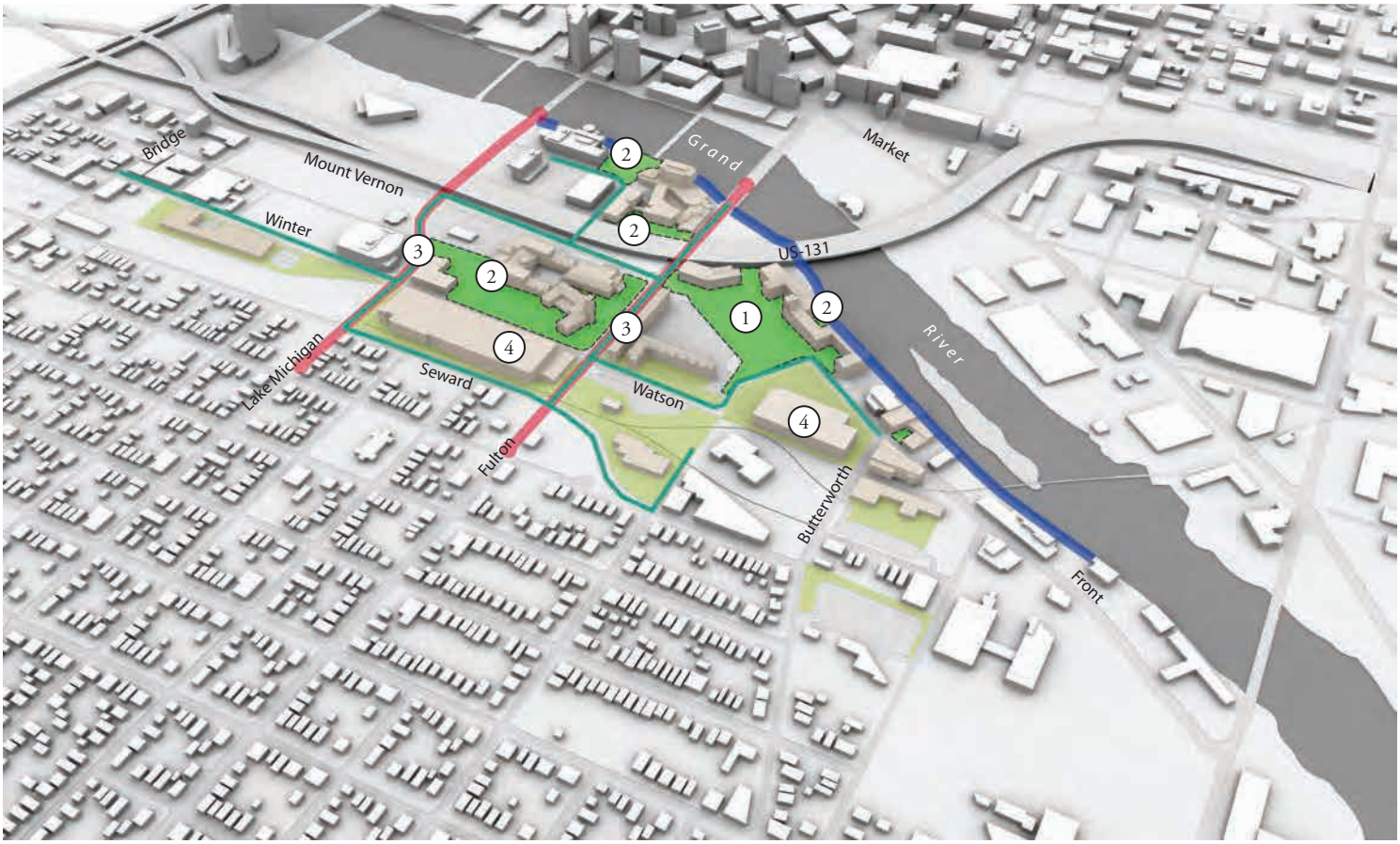
Bicycle use can help reduce on-campus vehicle trips and parking demand. By incorporating clear, marked routes, ample bicycle parking and other facilities, a robust system can be implemented.

The City of Grand Rapids has rapidly expanded infrastructure for those that bike in the past five years. In 2009, there were no marked bicycle lanes or routes in the city. The city has made great strides in the past few years to change the existing physical landscape for cyclist. The city is currently preparing a bicycle action plan.

Where there is sufficient road width, bicycle lanes should be provided. On narrower streets, cyclists should safely share lanes with vehicles. The university should work with the city to stripe and/or sign bicycle routes around the perimeter of campus. On-campus routes should connect into neighborhoods where city routes are existing or planned. The university should utilize the American Association of Highway and Transportation Officials Guide for the Planning, Design and Operation of Bicycle Facilities when planning campus routes.

The university should also encourage additional bicycle use by incorporating a complete bicycle system.

- Enhance existing bicycle parking by adding loops in higher volume areas. Include a portion of covered parking for use during inclement weather.
- Implement bicycle centers in at least two locations. These centers can be relatively simple, providing a place to fill tires with air and tighten brakes, or they can be extensive and include locker rooms and shower facilities.



Legend

Landscape Framework

- Landscape Zone
- Programmable Open Space
- Grand River Interface
- Campus Main Street
- Streetscape Zone

Key	Major Landscape Improvements
1	Central Open Space
2	Courtyards and Plazas
3	Campus Main Street
4	Potential Recreation Courts on top of Parking Deck

Central Open Space

The new Mount Vernon central open space:

- Establishes a much needed gathering area for campus and community events.
- Provides a gateway into the southern portion of campus.
- Removes the bulk of roads and surface parking from this portion of campus allowing a continuous parcel for future campus development, and safe passage for pedestrians.
- Increases campus identity by expanding and building upon the existing campus fabric.

1. Central Open Space
2. South Campus Parking Ramp
3. Academic/Mixed Use Building
4. Laker Line BRT Station
5. GVSU Signage

CAMPUS IDENTITY AND SENSE OF PLACE

The perceived lack of campus identity was a concern for many campus stakeholders. This issue is primarily due to the fact that the Pew Grand Rapids campus is still in its infancy and has not had a chance to develop a complete design language within its urban campus context. As new buildings are sited, large parcels of surface parking will be eliminated and contiguous open spaces will begin to form, expanding the campus footprint and allowing the development of thoughtful open space and pedestrian corridors. This transition will enable the campus to grow its identity by creating a stronger sense of place.

Design considerations for increased sense of place:

- Enhance gateways at major entry points.
- Provide a large but appropriately scaled open space for the campus and surrounding community. Continue to provide smaller plazas and courtyards to instill a hierarchy of open space.
- Continue to incorporate art works within quadrangles, courtyards, and plazas.
- Increase programming initiatives to activate new spaces on campus (ArtPrize, movies in the quadrangle, etc.).
- Provide continued use of material consistency and style within architecture and landscape elements.
- Extend the use of streetscape elements such as pavement differentiation, street trees and landscape beds.
- Develop new building footprints to embrace the urban context of campus by aligning buildings to street edges and pedestrian thoroughfares.
- Activate ground floor building footprints with campus uses such as dining, retail, or common study spaces.
- Continue to use the established GVSU standard wayfinding signage.
- Use the freeway underpasses as an art or branding opportunity.

PEDESTRIAN GATEWAY TO THE STUDENT GREEN AT KENT STATE UNIVERSITY

ART INSTALLATION AT CITY PARK ADJACENT TO ARIZONA STATE UNIVERSITY, PHOENIX

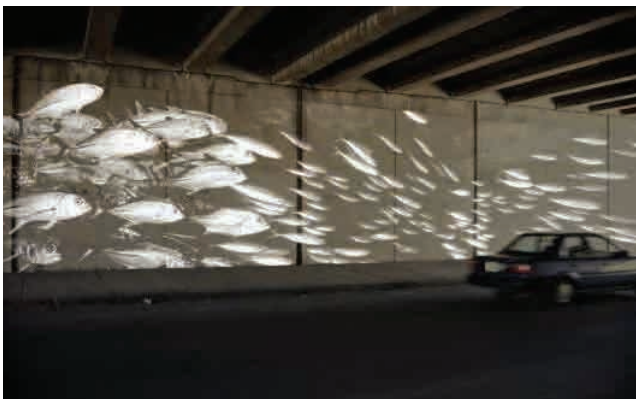
GVSU STANDARD WAYFINDING SIGNAGE

PAVEMENT DIFFERENTIATION AT MIT, CAMBRIDGE, MA

PEDESTRIAN GATEWAY AT UNIVERSITY SQUARE, UNIVERSITY OF WISCONSIN, MADISON

GVSU TYPICAL ARCHITECTURE

CAMPUS GATEWAY SIGNAGE, UNIVERSITY OF MINNESOTA, MINNEAPOLIS



UNDERPASS LIGHT ART INSTALLATION, FISHTOWN NEIGHBORHOOD, PHILADELPHIA

GRAND RAPIDS HEALTH CAMPUS

PRINCIPLES FOR THE GRAND RAPIDS HEALTH CAMPUS

GVSU is a major provider of higher education and training in the health professions within the Medical Mile in downtown Grand Rapids. With the expansion of GVSU facilities beyond the Cook-DeVos Center for Health Sciences building, GVSU is in the midst of creating a new multi-building campus in the strategic Health Hill and Medical Mile districts. In addition to the common principles, the following additional principles apply to the physical planning of the Grand Rapids Health campus:

16

Encourage Campus Connectivity

- Enhance safe pedestrian crossings across major thoroughfares such as Michigan Street
- Plan for safe and convenient pedestrian and bicycle connections under the Gerald R. Ford Freeway

17

Engage and Respect the Belknap Neighborhood

- Maintain existing Belknap Lookout housing until the land is needed
- Improve traffic circulation within the Belknap Lookout neighborhood for residents and campus users
- Incorporate future City of Grand Rapids plans for future infrastructure and the Hastings Street Greenway into university master planning

AN EMERGING HEALTH CAMPUS

The College of Health Professions and the Kirkhof College of Nursing have had significant enrollment gains over the last ten years, growing by 34 percent and 20 percent in the last five years, respectively. The growth of these programs has created overcrowding in the existing Cook-DeVos Center for Health Sciences and the size of that facility has been the main deterrent to continued growth in the health sciences.

The overcrowding in the College of Health Professions building and its constrained site led GVSU in 2013 to purchase nearly five blocks (three lot exclusions) north of the Gerald Ford Freeway (I-196), just north of the Richard M. DeVos Center. Subsequent to that land acquisition, GVSU was able to swap land to acquire the surface parking lot immediately to the east of the College of Health Professions on East Michigan Street. These land purchases have given GVSU future flexibility to develop the campus for many decades to come.

FUTURE NEEDS

GVSU is in construction and design for two new buildings. The new Raleigh J. Finkelstein Hall at 500 Lafayette Avenue north of I-196 is in construction and scheduled to open in May 2018. GVSU is also in the planning and design stages for a new health sciences building east of the Richard M. DeVos Center at 333 East Michigan Street.

Both projects are in the 2019-2023 Capital Projects request, and will add significant square footage and educational space for the health sciences programs on the Grand Rapids Health campus. Due to slower enrollment growth projected for GVSU overall, it is anticipated that these two new buildings will be able to accommodate the next ten years in student enrollment for nursing and the health sciences.

LONG-TERM ILLUSTRATIVE VISION PLAN

RENDERING OF RALEIGH J. FINKELSTEIN HALL 500 LAFAYETTE AVENUE

PRELIMINARY RENDERING OF 333 EAST MICHIGAN STREET ELEVATION

GVSU BELKNAP MASTER PLAN

In February 2016, GVSU, the City of Grand Rapids, and the neighborhood association of the Neighbors of Belknap Lookout (NOBL) entered into a Memorandum of Understanding to undertake a collaborative process among GVSU, the city, NOBL, and interested persons to develop a master plan for the development of GVSU's Belknap Property north of I-196. The planning process was completed in May 2017, with a formal submittal and city concurrence with the proposed plan in the same month.

The parties (GVSU, City of Grand Rapids, and NOBL) agreed upon the following governing Design Principles:

- Exterior finishes and characteristics of planned improvements will reflect and be compatible with the urban setting of the GVSU Belknap property.
- The plan will create some livable spaces that are compatible with the neighborhood.
- A master plan is needed for improvement and use of all of GVSU's Belknap Property that reflects the continuing collaboration among the parties of the Memorandum of Understanding.
- GVSU must be able to design and use its facilities in fulfillment of its educational mission.
- GVSU has a need to begin construction in the Block 2 of GVSU's Belknap property before the master plan can be completed.

The GVSU Belknap Master Plan is the result of collaboration with City of Grand Rapids staff, NOBL representatives, GVSU staff, and residents of the Belknap Lookout neighborhood. To guide the development of the master plan, a Master Plan Steering Committee was formed, with representation from the City of Grand Rapids, NOBL and GVSU. GVSU conducted over a dozen meetings with residents, the Steering Committee, and city staff, including four public open houses. Background studies from various community organizations provided context and informed many of the decisions.

This plan includes the merging of ideas expressed by the Belknap Lookout neighborhood residents and representatives, with input from City of Grand Rapids representatives. The plan evolved over time through an iterative planning process with the Steering Committee and neighbors.

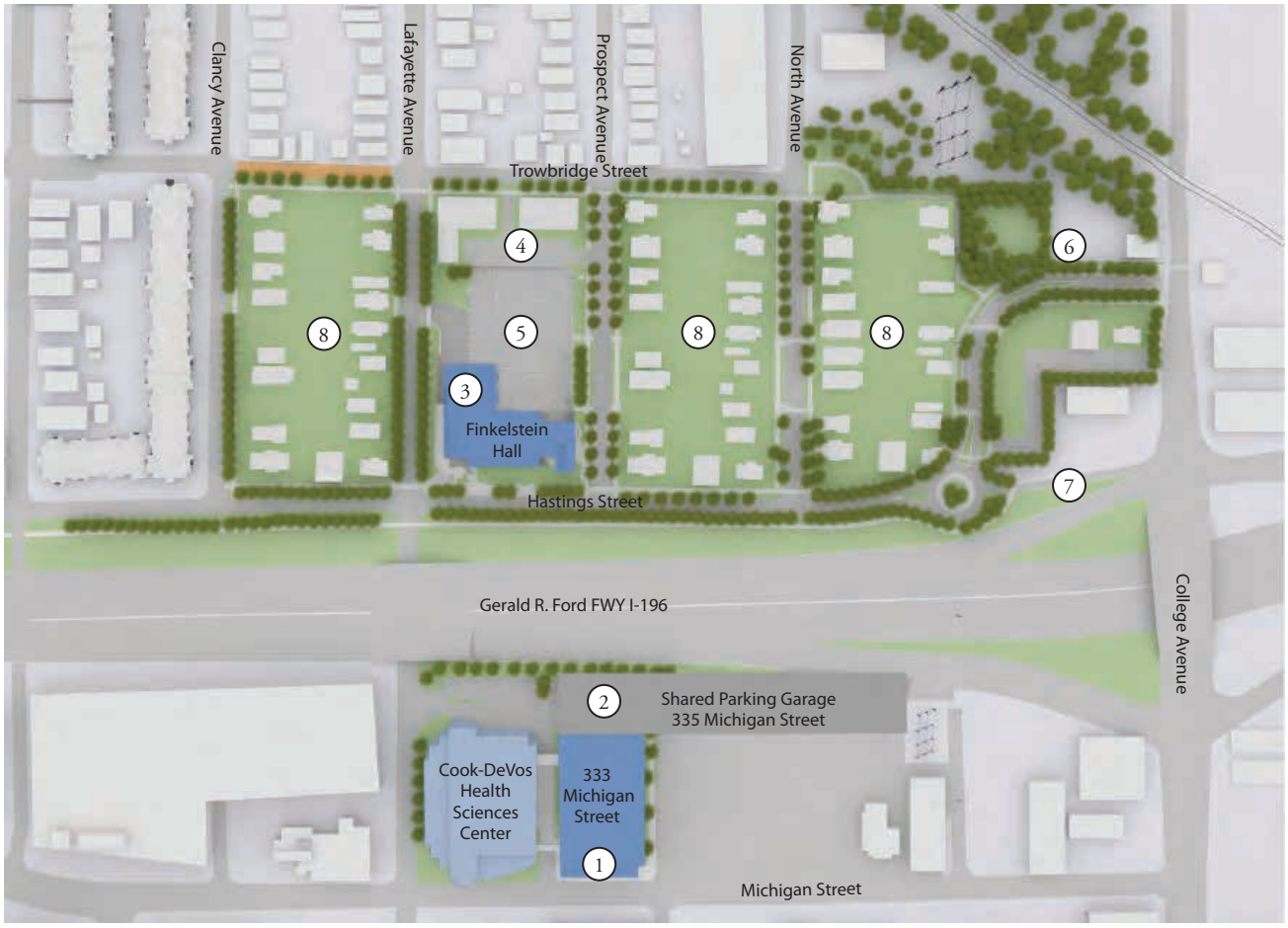
Early in the master planning process, the Steering Committee developed the following GVSU Belknap Master Plan Goals to guide planning decisions:

- Fulfill GVSU's academic and research mission.
- Provide high quality, durable and aesthetic development compatible with the neighborhood context.
- Maintain existing housing until the land is needed.
- Improve traffic circulation within the neighborhood.
- Explore parking options.
- Coordinate GVSU plans with City of Grand Rapids road and utility plans.

The Grand Rapids Health campus master plan includes recommendations for all GVSU-owned property, both north and south of I-196. North of I-196, the GVSU Belknap Master Plan and Memorandum of Understanding governs the development of GVSU property. This part of the campus master plan is intended to guide future campus development for many decades into the future. Specific requirements govern the process for any future change from the GVSU Belknap Master Plan, outlined in the Memorandum of Understanding.

GRAND RAPIDS HEALTH CAMPUS AND GVSU BELKNAP MASTER PLAN

The Long-Term Vision for the Grand Rapids Health campus embodies the vision set forth in the Principles of the Plan and shows a long range vision many decades into the future.



TEN-YEAR MASTER PLAN

The Ten-Year Master Plan for the Grand Rapids Health campus shows the footprints of Raleigh J. Finkelstein Hall (currently under construction) and the preliminary footprint design for 333 Michigan Street. Combined, the two buildings add over 240,000 GSF of state-of-the-art academic space, including classrooms, teaching laboratories, research laboratories, clinics, simulation space, student study and faculty office space required for health professions education. At 333 East Michigan Street GVSU is undertaking construction of a new parking garage to be shared with Spectrum Health. GVSU has committed to maintaining existing residential homes until the land is needed for future programs.

TEN-YEAR PLAN

Key	Proposed Improvement	GSF	Floors
1	333 Michigan Street – Academic	160,000	8
2	Shared Parking Garage w/ Spectrum		
3	Finkelstein Hall – Academic	83,850	5
4	Private Sector Housing (Proposed)		
5	Surface Parking Lot	135 spaces	1
6	Hastings Street Extension (by city)		
7	Maintain One-Way Entry Drive		
8	Retain Existing Housing		

LONG-TERM MASTER PLAN

The Long-Term Master Plan shows the future organization full build out of the Grand Rapids Health campus over the next 20 or 30 years, with flexibility to stage development as future programs and funding are identified. The Long-Term Plan identified a number of future academic and administrative building sites, parking, and potential for future mixed-use commercial uses at the new Hastings Street entrance at College Avenue. The plan expresses the character of open space, building scale, massing, pedestrian network, and integration of parking.

LONG-TERM MASTER PLAN

Key	Proposed Improvement	GSF	Floors
1	Retain Existing Housing		
2	Future Academic	TBD	2-4
3	Academic Addition above Parking	40,000	2
4	Proposed Garage	500 spaces	4.5
5	Pedestrian Walk		
6	Prospect Ave. Pedestrian Mall		
7	Proposed Campus Quad		
8	Future Commercial/Mixed Use	TBD	1-2

VEHICULAR AND TRANSIT NETWORK

The Health Hill district provides existing challenges related to traffic congestion, especially within the Michigan Street corridor. The City of Grand Rapids has studied the impact of potential growth in this area and has recommended several improvements to reduce traffic impacts, including the implementation of live-work communities and improved transit and bicycle facilities. The proposed re-alignment and extension of Hastings Street by the city will connect Hastings to College Avenue and create a new signalized intersection. As part of the Hastings Street recommendations, the city will maintain the existing one-way westbound entrance lane onto Hastings from College Avenue, near the freeway entrance.

The Hastings Street connection benefits the neighborhood by providing direct access to College Avenue for the Belknap Lookout neighborhood and for the future GVSU campus. These improvements will help relieve added traffic pressure in the area by providing a secondary route to College Avenue. The new intersection will also provide a safer, more convenient pedestrian crossing across College Avenue. The intersection also creates an opportunity for a future bus stop, with bus shelter, bicycle parking, and pedestrian amenities.

The Hastings Street plans were viewed favorably by neighborhood residents during open houses held for the GVSU Belknap Master Plan, and therefore have been incorporated into the GVSU Belknap Master Plan. As the campus builds out in the long-term, the plan also recommends converting part of Prospect Avenue to a limited access, primarily pedestrian street, to create a more pedestrian friendly campus environment.

The use of transit and non-motorized transportation is an important element in GVSU's transportation demand management. As a result of an ongoing educational effort and coordination with The Rapid, over 50 percent of GVSU students currently walk, ride a bicycle, or take transit to the Grand Rapids Health campus. This mode share for GVSU's population already exceeds the city's mode share target of 30-40 percent for people commuting to the Michigan Street corridor area.

The proposed BRT plans for Route 50 (the Laker Line) connecting the Allendale, Pew Grand Rapids and Grand Rapids Health campuses will make bus transportation even more effective for student and GVSU staff travel. It is anticipated that the university will be able to maintain the same degree of ridership and alternative transportation over the next ten years to manage demand for parking on campus.

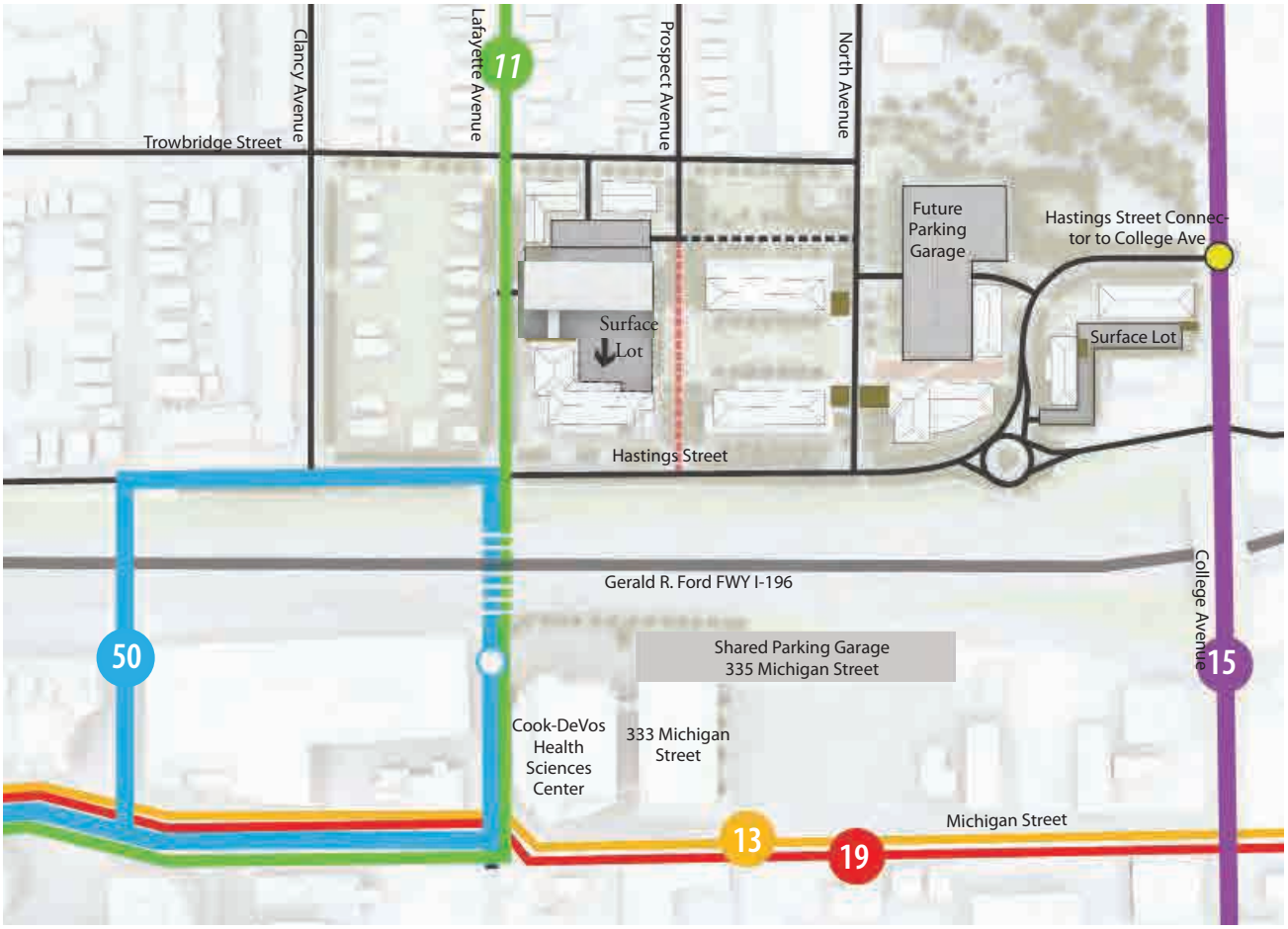
Parking Facilities

Today, the campus has 319 parking spaces. The campus offers parking only for faculty, staff, and visitors. It has more parking space than there is demand (a ratio of 0.75 campus users to 1 parking space), and during the peak hour, only 65 percent of parking spaces are utilized. However, if the campus offered parking to students as well, the hypothetical ratio would be 9.0 campus users for each parking space.

Ten-Year Plan Parking Demand

The campus master plan anticipates that the campus population will decline over the next decade. It is estimated that approximately 50 percent of commuter students (or 17 percent of all enrolled students) park in adjacent neighborhoods during the peak hour. The remainder take transit, carpool, or otherwise get to campus without their own vehicle.

The City of Grand Rapids is authorizing a neighborhood parking program that likely will limit the number of commuter students parking their vehicles on the streets of adjacent neighborhood. This campus master plan assumes that while the total number of student enrolled on this campus will decline, a portion of commuter students will need to park on campus.



The university will soon start construction on a shared parking ramp partially on the existing Prospect Lot, with a net increase of approximately 490 spaces south of I-196. Raleigh J. Finkelstein Hall will include a 135-space surface parking lot.

The campus master plan assumes that a significant portion of Grand Rapids Health students will require their own vehicle due to the need to travel to clinical sites throughout the community. The campus master plan assumes current student modal split (half of students take transit, 17 percent of students will require on-campus parking during the peak hour). In that scenario, the ten-year parking ratio will be 3.4 campus users to each parking space, a ratio that is expected for an urban campus.

Legend

- Proposed Loading Area
- Proposed Parking Area
- Proposed Traffic Light
- Existing Transit Stop
- Existing Campus Connector/Route 50
- Existing Bus Route 15
- Existing Route 11
- Existing Route 13
- Existing Route 19
- Existing and Proposed Streets
- I-196
- Service Road
- Proposed Limited Access Road/Fire Lane

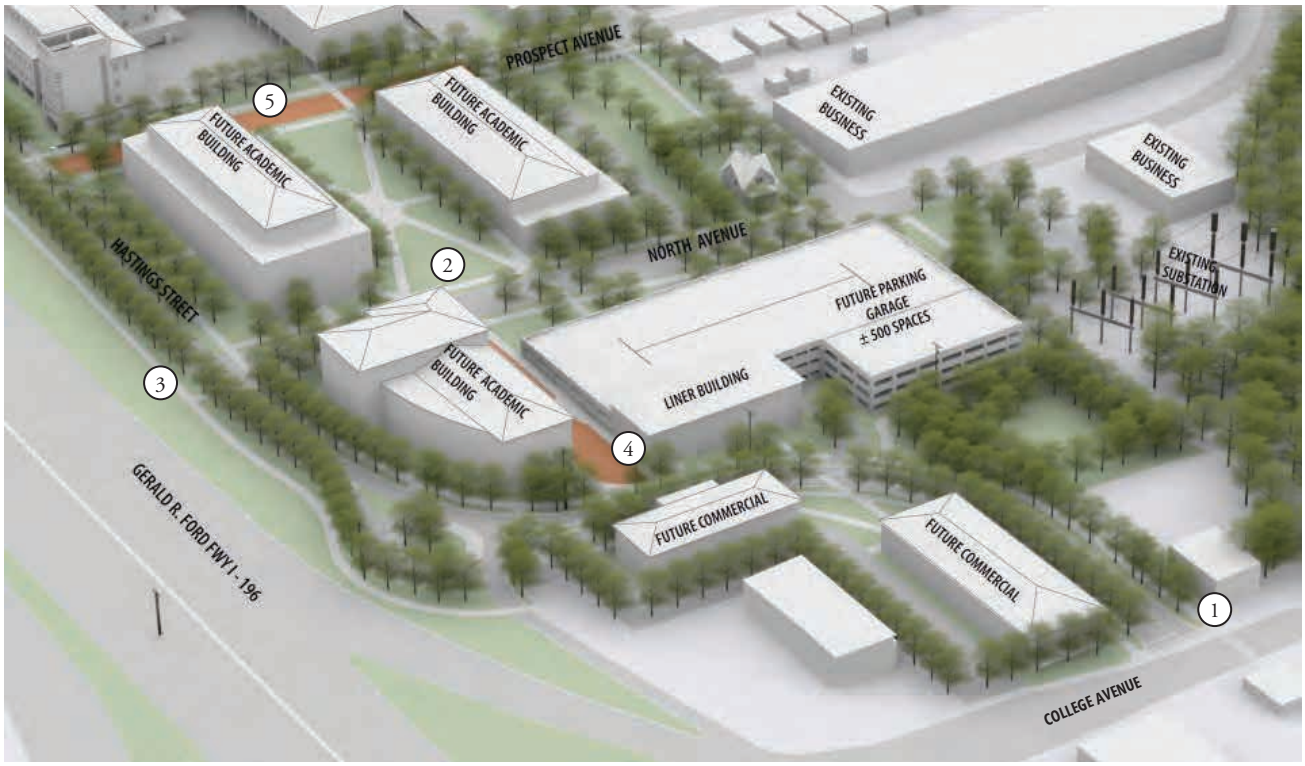
LANDSCAPE FRAMEWORK

The Grand Rapids Health campus is currently a very urban site. The footprint of the existing Cook-DeVos Center for Health Sciences takes up much of the existing site. GVSU has created a very pleasant and urban streetscape and building entry at the corner of Lafayette Avenue and East Michigan Street in keeping with the context of the Medical Mile.

Future open space and pedestrian amenities will be provided as the campus grows over time. Landscape guidelines were developed as part of the GVSU Belknap Master Plan to govern the quality and character of future public space improvements.

A new central campus quadrangle is proposed at the mid-block between Prospect and North Avenues, flanked by future academic buildings, to create a flexible and inviting campus and community public space in the heart of the new campus. This area should be designed with well-lit pedestrian walks and site furniture, a layer of canopy trees for shade, planting beds for seasonal color, and a flexible ground plane for neighborhood and campus events.

A future landscaped greenway and multi-use path along the south edge of Hastings Street will connect to College Avenue. In addition, a portion of Prospect Avenue is proposed as a limited access pedestrian mall for residents north of the campus to easily access the central quadrangle and greenway along Hastings Street. Access for emergency vehicles will be provided for as part of the proposed pedestrian mall.



The proposed Hasting Street Connector to College Avenue will provide the neighborhood and the GVSU campus with a new gateway and entry. Gateway treatments, signage, lighting, and landscape should convey a welcoming entrance to the neighborhood and to the campus.

Design guidelines for city and residential streets on campus will follow the Vital Streets guidelines prepared by the City of Grand Rapids. As primary corridors, the street landscape along Lafayette Avenue, Hastings Street, and East Michigan Street should provide clear and rich edge treatments to assist in expressing campus identity.

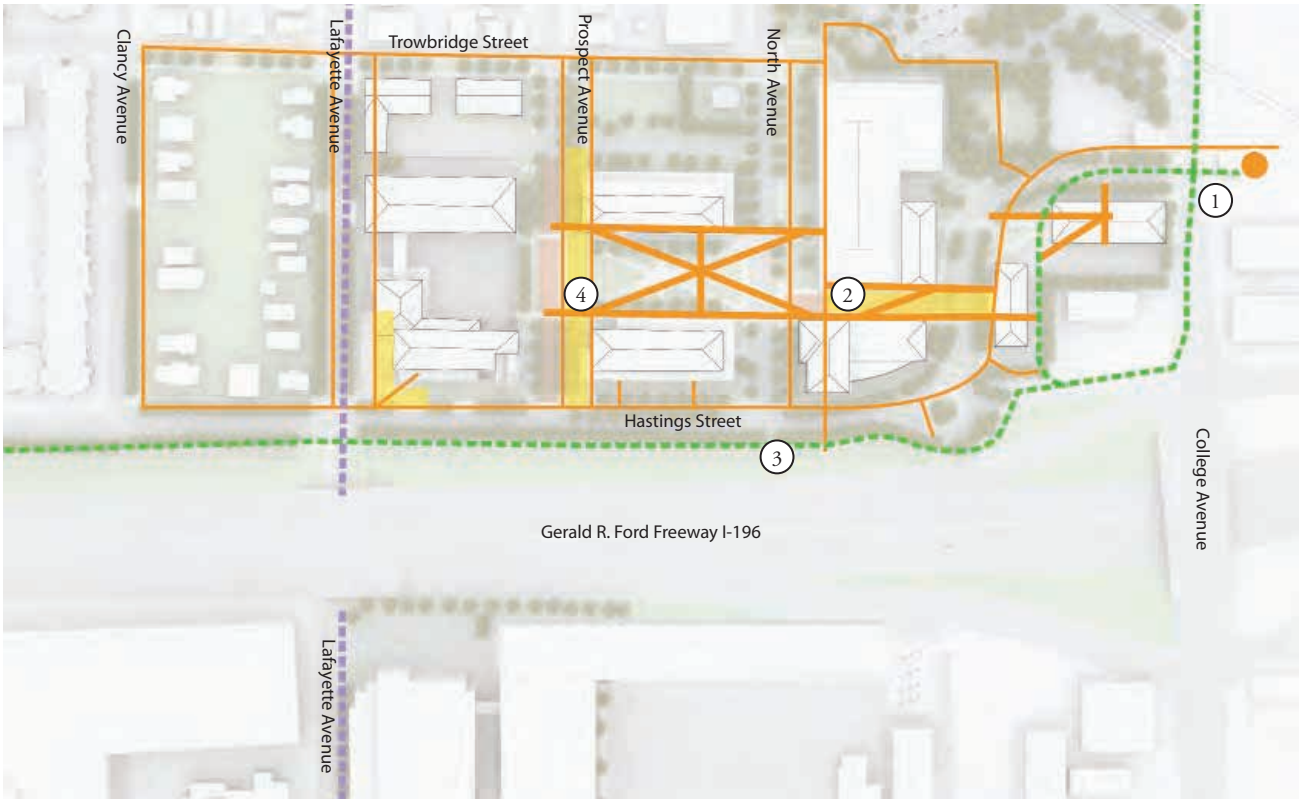
Key	Major Improvements
1	Proposed Hastings Street Connection to College Avenue
2	Central Open Space
3	Proposed Hastings Street Greenway
4	Pedestrian Mall from Proposed Parking Garage
5	Prospect Avenue Proposed Pedestrian Mall

PEDESTRIAN NETWORK

Improving pedestrian and non-motorized connections within the GVSU-owned property and the neighborhood is one of the goals of the campus master plan. The GVSU Belknap Master Plan supports and incorporates the City of Grand Rapids Bicycle Master Plan and the proposed Hastings Linear Park Concept as prepared in the 2006 NOBL Study and documented in the 2015 Michigan Street Corridor Plan. As part of the public right-of-way on the south side of Hastings Street, the Hastings Linear Park and greenway will be developed by the city, as funding becomes available.

Additional pedestrian improvements should include:

- Continue to use the established GVSU standard wayfinding signage.
- Ensure streets and walkways are well-lit.
- Use the freeway underpasses as an art or branding opportunity.



Key	Proposed Pedestrian Network
1	Signalized crossing for pedestrians at Hastings and College Avenue
2	Proposed Pedestrian Mall
3	Hastings Street Greenway along I-196 (by city)
4	Pedestrian Mall / Limited Vehicle Access on Prospect Avenue

Legend

- Future Traffic Signal
- Pedestrian Walk
- Plaza
- Greenway
- Bike Route

GRAND RAPIDS/ALLENDALE TRANSIT MOBILITY

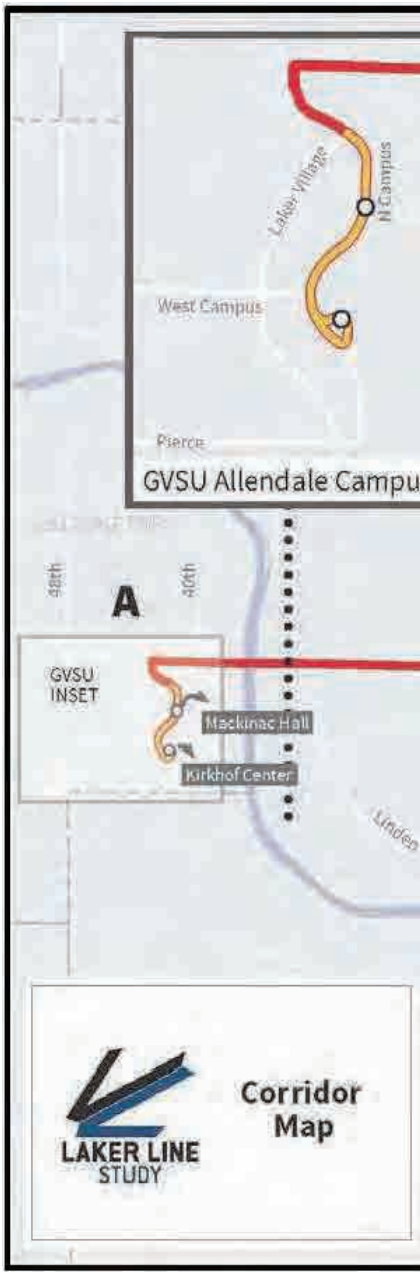
GVSU is fortunate to be served by a robust city transit system. The Ride is planning for the construction of enhanced transit that will directly serve all three of GVSU's Allendale and Grand Rapids campuses. A combination mixed traffic/dedicated lane BRT route will connect the three campuses along Lake Michigan Drive, Fulton Street, and Monroe Street.

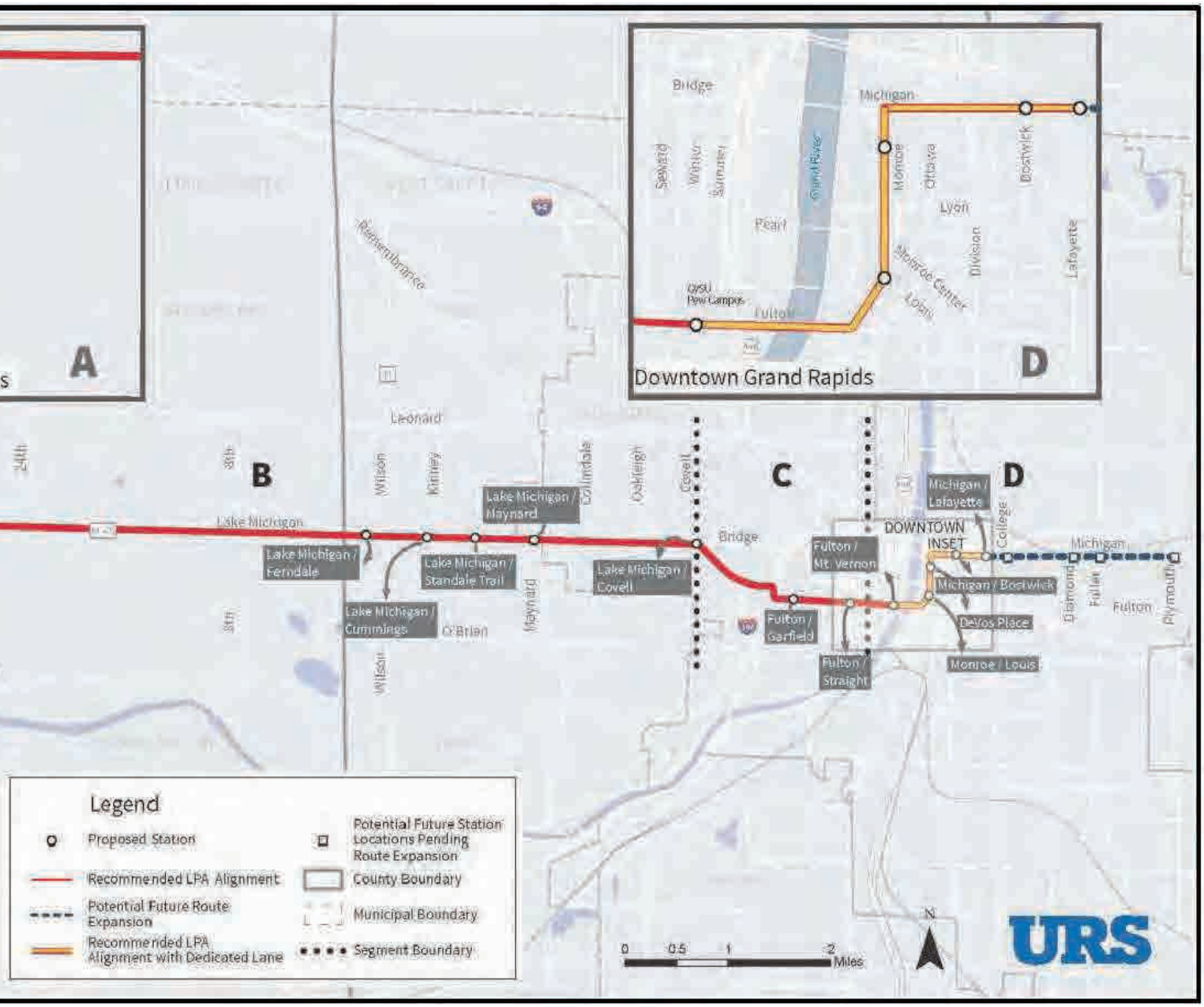
The 13.3 mile BRT line will replace the existing Routes 50 and 51. Travel speed will improve with 14 stations, and service levels will improve with BRT vehicles arriving every 6 minutes (during the peak) or every 10-15 minutes (during off-peak times). The service will operate more frequently, for more days per week, for more months per year than the current Route 50 and 51 service. This improved service level will accommodate increasing demand from GVSU students and encourage local residents to consider transit as an attractive daily alternative to driving. Federal funding was recommended in early 2018. Operation is expected as early as Summer 2020.

ALLENDALE CAMPUS

On the Allendale campus, the Laker Line will operate on a dedicated transit way between Russel H. Kirkhof Center and Ravine Center Drive. The campus master plan recommends that North/South Campus Drive between Ravine Center Drive and Pierce Street be converted to a pedestrian/transit/service vehicle corridor. North of Ravine Center Drive and on Lake Michigan Drive, the Laker Line will operate in mixed traffic.

The western terminus of the Laker Line is Russel H. Kirkhof Center. This transit hub will be a transit transfer facility with connections to GVSU campus shuttles. All BRT stations will have shelters, level boarding, ticket vending machines, customer information, seating, and other features. Some of these transit supportive facilities could be incorporated into the first floor of the Russel H. Kirkhof Center.





SOURCE: THE RIDE, LAKER LINE STUDY: THE LOCALLY PREFERRED ALTERNATIVE, FEBRUARY 2015

A station will be located at Mackinac Hall. Given its location in the campus core, pedestrian and bicycle safety will be an important design consideration. Parking lots C and D-1 are likely to be preferred park & ride lots for those using the Laker Line to access the Pew Grand Rapids and Grand Rapids Health campuses.

GVSU PARK & RIDES

The Laker Line has planned stations that will serve existing GVSU park & ride locations:

- Lake Michigan Drive and Ferndale Avenue – will serve the Meijer park & ride.
- Lake Michigan Drive and Cummings Avenue – will serve the Walker Fire Station park & ride.

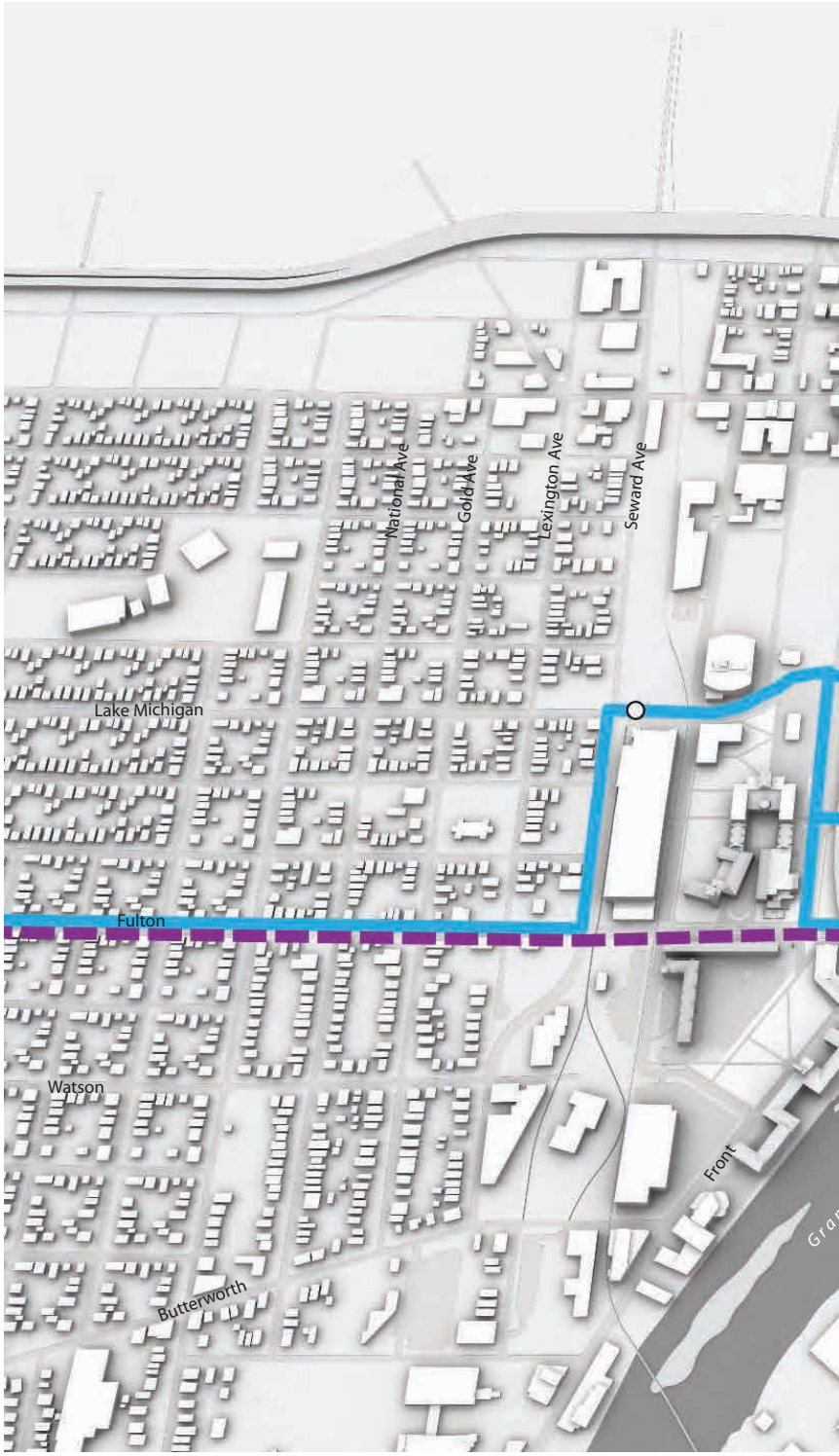
PEW GRAND RAPIDS CAMPUS

From the west, the Laker Line will run in mixed traffic on Fulton Street. East of campus, the Laker Line will operate in a dedicated transit lane (buses and right-turning cars only) as it crosses the Fulton Street Bridge to Monroe Street before heading east on Michigan Street to the Grand Rapids Health campus. The Monroe Street stations will be shared with the Silver Line BRT line.

A planned BRT station at Fulton Street and Mount Vernon is expected to be a highly-utilized transit hub, with a need for adequate waiting facilities and access features. The campus master plan recommends the closure of Mount Vernon Avenue south of Fulton Street, which will ease BRT operations at this station. The adjacent long-term vision academic building could partially serve as the transit hub on the first floor.

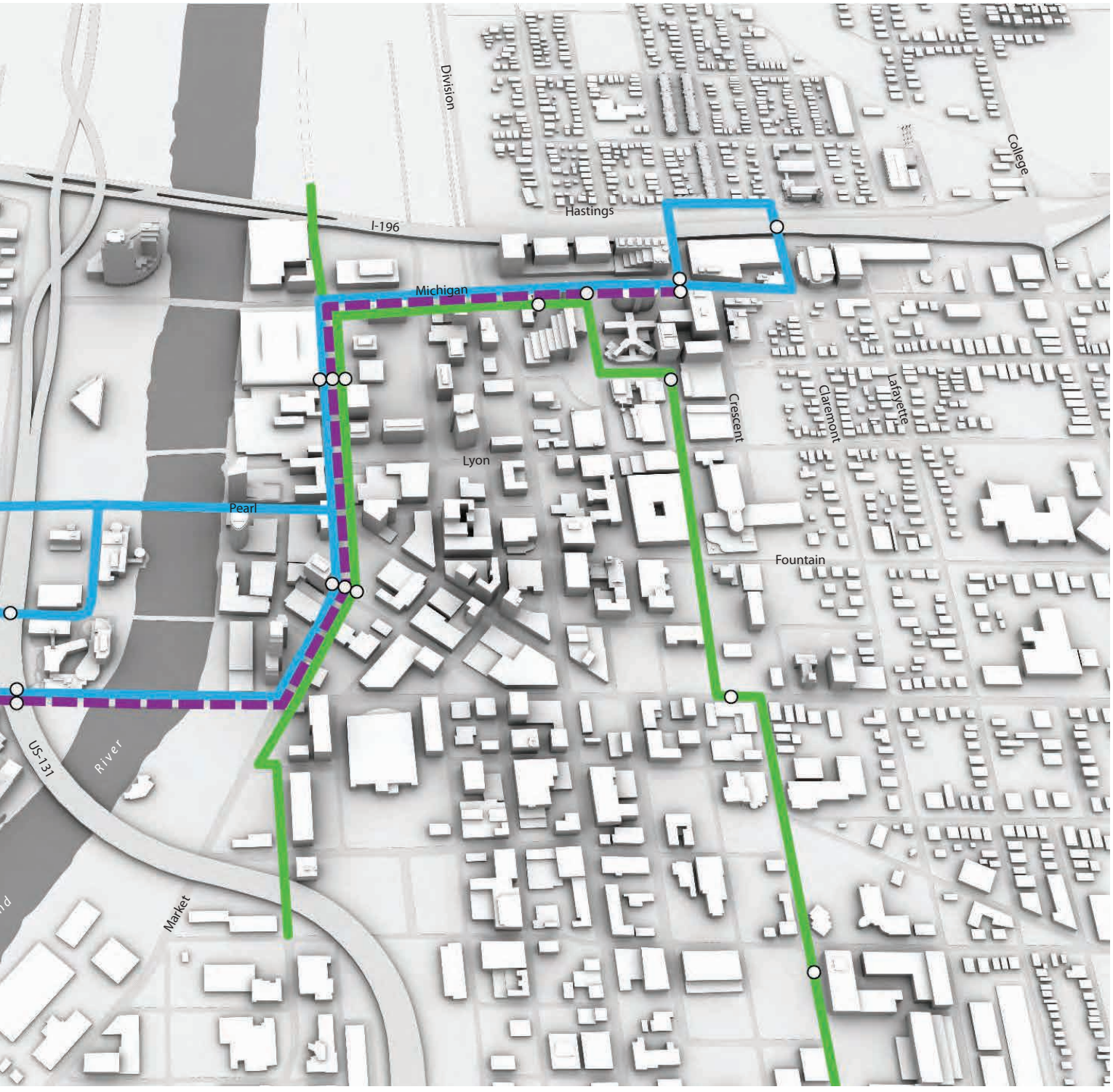
GRAND RAPIDS HEALTH CAMPUS

The initial phase of the Laker Line will terminate at the Cook-DeVos Center for Health Sciences at Michigan Street and Lafayette Avenue. Like all BRT stations, this station will have shelters, level boarding, ticket vending machines, customer information, seating, and other features.



Legend

- Existing Route 50 and Stops, GVSU Connector
- Existing Silver Line BRT Route and Stops
- Planned Laker Line BRT Route and Stops



REGIONAL CAMPUSES

PRINCIPLES FOR THE REGIONAL CAMPUSES

The function and character of each regional site varies dramatically. In addition to the common principles, the following additional principles apply to the physical planning of the regional campuses. The Muskegon Community College and Traverse City sites are leased to GVSU, and thus they do not have physical planning principles beyond the common planning principles.

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Robert B. Annis Water Resources Institute

The Muskegon multidisciplinary research facility, a part of GVSU's College of Liberal Arts and Sciences, should continue to focus on integrating research, education, and outreach to enhance and preserve freshwater resources. In addition to the common principles, the Robert B. Annis Water Resources Institute (AWRI) continue to provide scientific information to K-12 students, policymakers, educators, college students, and community groups through programmed use of classrooms, research labs, and vessels

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Muskegon Innovation Hub

As a center that is focused on serving the meeting space and entrepreneurial needs of the Muskegon area, the Muskegon Innovation Hub should continue its role supporting the economic development of West Michigan

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Detroit Center

As a center that is focused on supporting GVSU's College of Education students and the boards of GVSU charter schools and serving the meeting space needs of the Detroit area, the Detroit Center should continue its role supporting the economic development of Southeast Michigan

This campus master plan is the first master plan to comprehensively consider all GVSU campuses and centers, including regional centers outside of Allendale and Grand Rapids. The new opportunity created by this comprehensive assessment is a strategic level understanding of how each of the centers supports the mission and function of GVSU. The mission of GVSU is "Grand Valley State University educates students to shape their lives, their professions, and their societies. The university contributes to the enrichment of society through excellent teaching, active scholarship, and public service."

The master plan analysis was supported by a concurrent Provost office assessment of the academic mission and opportunity of the Meijer Campus in Holland and the Muskegon Community College Stevenson Center site. These campus master plan recommendations complement the conclusions of the Provost office review.

A primary mission of the university is the education of students. Sustainable academic instruction within an easy driving distance of Allendale and Grand Rapids is difficult. Faculty are not assigned to the Meijer Campus in Holland, Muskegon Regional Center, and the Traverse Regional Center, so center directors must negotiate directly with academic units and faculty each semester to offer courses needed by local students. The result is that centers cannot guarantee students a full course load necessary to earn a degree.

The academic offerings at these centers are much more limited than what is offered in Allendale and Grand Rapids. Therefore, very often students choose to drive to a primary campus because the benefits of course variety and schedule options outweighs the inconvenience of driving. The Meijer Campus in Holland and the Muskegon Regional Center are too close to Allendale (both approximately 35-40 minutes car drive) to attract a sustainable student enrollment. Traverse City (2.5 hours away) is sufficiently far away from Allendale and Grand Rapids that students more often choose to enroll at the Traverse City Regional Center than drive.

A secondary mission of the university is public service. While some regional sites do not and have not served an academic instruction purpose, such as Muskegon Innovation Hub and Detroit Center, they are prominent and important investments in Michigan communities.

ROBERT B. ANNIS WATER RESOURCES INSTITUTE, MUSKEGON

This research station has been successful in its dual missions of freshwater focused research by faculty and graduate students and outreach to the Muskegon educational community. The university should seek ways to grow the mission and impact of this center.

There are opportunities to grow the mission within the existing facility footprint, which is owned by GVSU. Research can expand by renovating existing research space for more intense use, for example, convert the existing GIS laboratory to other laboratory use. The existing facility has limited shell space that can be completed for office or residential use. The minor on-site residential use would be to support visiting and graduate student researchers.

TRAVERSE CITY REGIONAL CENTER AT NORTHWESTERN MICHIGAN COLLEGE UNIVERSITY CENTER

The university leases space within a multi-university center on the Northwestern Michigan College campus. The GVSU regional center has dedicated office and support space and some dedicated classrooms. It also has access to additional shared classrooms.

The regional center has been moderately successful in growing a sustainable student enrollment. GVSU should maintain the programming of the Traverse City Regional Center within the existing leased space. The university should explore approaches to providing a more consistent academic program at the center, which would include determining how faculty are recruited to instruct there.

MUSKEGON INNOVATION HUB

The Muskegon Innovation Hub has not met its initial goal to be a tech transfer and small business incubator focused on sustainable energy. However, its mission has evolved, and it is now moderately successful in hosting a wide variety of small businesses within a shared service incubator space, and a conference and meeting space for Muskegon area businesses of all sizes. Both of these functions provide a valuable service to the Muskegon community and economy, functions that a university like GVSU is uniquely positioned to provide and support.

The facility, which is owned by GVSU, has fair utilization rates. GVSU should continue to maintain the function and role of the Muskegon Innovation Hub, while seeking further opportunities to support entrepreneurial innovation in Muskegon. There are opportunities within the existing footprint to renovate unused space to expand the capacity of the business incubator.

DETROIT CENTER

The Detroit Center is GVSU's newest regional center, and its mission and function are still evolving. It currently serves the College of Education by providing classroom and teaching laboratory space for graduate students who are enrolled in Grand Rapids but student teaching in charter schools in the Greater Detroit area. The Detroit Center also has hosted some meetings and events that support virtual charter school boards and the Detroit business community.

University leadership and the center director should continue to explore ways that the Detroit Center can best meet the GVSU mission within the state's largest city. As its mission and function continue to evolve, the university should continue to support the Detroit Center. There are opportunities for expanded mission within the footprint of the existing facility, which is owned by GVSU. The top floor is unfinished space and may be used for office, event or classroom space.

MUSKEGON REGIONAL CENTER AT MUSKEGON COMMUNITY COLLEGE STEVENSON CENTER

The Muskegon Regional Center is currently attempting to fulfill two functions – an academic center and a student recruitment center. It is failing at the first and is successful at the second. For faculty scheduling and distance reasons already described, the Muskegon Regional Center has unsuccessfully grown student enrollment in on-site academic courses. This master plan recommends that the university cease academic instruction at this site.

The site also serves as a recruitment site student for transfer students to the Allendale and Grand Rapids campuses. Muskegon Community College has long been a primary feeder for GVSU enrollment. The Muskegon Regional Center should concentrate on MCC student recruitment.

The university may choose to release the academic space it now leases in the Stevenson Center, and maintain the lease on the student recruitment offices and support space.

MEIJER CAMPUS IN HOLLAND

GVSU activity at its Meijer Campus in Holland is minimal. Multiple years of inconsistent course offerings have not resulted in sustainable student enrollment. Holland is too close to Allendale to be attractive to the commuter student. Some GVSU activity, such as a College of Engineering research lab, is a result of having available space while sufficient research space is not available at the Pew Grand Rapids campus.

However, the Meijer Campus in Holland is adequately utilized by GVSU's' educational partners. Grand Rapids Community College and the Ottawa Area Intermediate School District with Muskegon Community College regularly use the classrooms, teaching and computer labs, library, and gathering spaces.

Therefore, the master plan recommends that GVSU discontinue academic instruction at the campus. The university should pursue deeper affiliations with its partner community colleges (GRCC, MCC) that would allow them to more fully utilize the campus facilities. The deeper affiliation may consider an ownership collaboration with another academic institution, ensuring a campus of higher education remains in Holland. GVSU should maintain a prominent presence in the facility, recruiting GRCC and MCC student transfers to the Allendale and Grand Rapids campuses.

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ACKNOWLEDGMENTS

The dedication of time during this master plan process and the recommendations are credited to the dedicated community of Grand Valley State University (GVSU). The pride that everyone at GVSU has in their university continues to inspire us. We would like to acknowledge and thank the Master Plan Core Team for their time and effort.

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