



**CAMPUS MASTER PLAN CHAPTER 21  
WORKGROUP**

**FINAL REPORT TO  
THE FLORIDA BOARD OF  
GOVERNORS**

**FEBRUARY 2009**



**CONSENSUS SOLUTIONS**

**FCRC CONSENSUS CENTER**

*FLORIDA CONFLICT RESOLUTION CONSORTIUM*

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February 6, 2009

Mark B. Rosenberg, Chancellor  
State University System of Florida  
325 W. Gaines Street, # 1614  
Tallahassee, FL 32399

Dear Chancellor Rosenberg

I am proud to present to you the final consensus recommendations of the Campus Master Planning Chapter 21 Regulation Workgroup which the Board of Governors convened in 2008. I have had the pleasure of chairing the Workgroup. The Workgroup members included university, local government and community representatives and perspectives. We have examined issues and sought to build consensus relating to the state university campus master planning process and the Chapter 21 regulation that guides the process. Board of Governors Architect Ken Ogletree has participated directly on the group. Chris Kinsley and Vikki Shirley assisted us at key points.

Our work product includes a Final Report, and a proposed draft of Board of Governors Regulation Chapter 21. I am happy to report that the draft regulation and the final report has the support of 100% of the members of the Workgroup. We have provided a “clean copy” of the draft regulation. We have also maintained an underline/strike through or “redline” version. The “redline” version is more difficult to read, but it does help to clarify what has been changed from the prior 6C-21 regulation which began as a Board of Regents rule. A copy of the redline version can be obtained by clicking on the link: [http://consensus.fsu.edu/bog-fcfc/pdfs2/CHAPTER\\_21\\_1-28-09\\_FinalVersion-strikethrough.pdf](http://consensus.fsu.edu/bog-fcfc/pdfs2/CHAPTER_21_1-28-09_FinalVersion-strikethrough.pdf)

The Workgroup has been effectively assisted, staffed and facilitated by the Florida Consensus Center based at Florida State University and University of Central Florida. Over the past two decades, the Center has consistently provided the state and the State University System high quality assistance in building consensus on a range issues and policy challenges.

If desired, the Workgroup stands ready to assist the Board of Governors in reviewing public comments and suggestions for changes received through its formal comment process on the regulation.

We believe the approach of convening a collaborative, consensus-based inclusive regulation development process could serve as a model for the Board in the future for both regulatory and planning challenges faced by the Board and the State University System.

If there is any additional information I can provide you or your staff please do not hesitate to contact me.

Sincerely,

Steve Pfeiffer  
General Counsel, New College of Florida  
Chair, Campus Master Plan Chapter 21 Workgroup

CC: Vikki Shirley, BOG General Counsel  
Chris Kinsley, Finance and Facilities Director



## **CAMPUS MASTER PLAN CHAPTER 21 WORKGROUP FINAL REPORT TO THE FLORIDA BOARD OF GOVERNORS**

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### **I. BACKGROUND, CHARGE AND WORKGROUP PROCESS**

#### **A. BACKGROUND AND CHARGE**

In response to a Campus Master Plan Lessons Learned Report in 2007, the Board of Governors convened a stakeholder work group to review and propose revisions as appropriate to the existing Chapter 21 regulation governing the campus master plan process. Their relevant recommendation provided:

“The BOG should undertake a collaborative rule development process to implement the 2005 legislative changes and clarify procedures and issues. The BOG should engage the SUS offices of general counsel and SUS planning and operations staff along with representatives from cities, counties and communities and utilize the services of the FCRC Florida Consensus Center, a statewide service program based at FSU and UCF.”

<http://consensus.fsu.edu/bog-fcrc/cmp.html>

BOG staff were represented on the Workgroup and significantly contributed to the Workgroup’s understanding of the BOG’s perspective on campus master planning.

#### **B. WORKGROUP PROCESS**

The Workgroup, representing university, local government and community legal, planning and facilities expertise and perspectives, met seven times between May 2008 and January 2009. A special project website was created by the Florida Consensus Center based at FSU that staffed and facilitated the Workgroup’s process. All of the Workgroup documents were posted to that site for public review during the course of the process.

The Workgroup adopted a consensus process and procedure and conducted survey research, invited expert presentations to inform their findings and recommendations and developed consensus advisory recommendations to the Board of Governors and staff on ways to improve the efficiency, effectiveness, and fairness of Campus Master Plan process. Each meeting included a detailed summary of the presentations, discussions and draft regulation development. The Workgroup established several subcommittees including those focusing on: transportation, future land use, housing, general infrastructure, conservation and

recreation and open space, capital improvement, intergovernmental coordination, process and procedures

### **C. PUBLIC INPUT PROCESS**

All of the Workgroup meetings were noticed and opportunities for public comment were provided for in each agenda and at each meeting. At its October 2008 meeting, the Workgroup agreed to a BOG request that it complete its work by early February, 2009 to allow to consideration of the Workgroup's advice in the BOG's overall regulation development process in 2009. At its January 7, 2009 meeting, the Workgroup adopted a Public Comment draft which was disseminated through an online survey to:

- All SUS University General Counsels;
- All SUS Facility Planning Directors and Staff;
- Community members through 1000 Friends of Florida members
- Representatives of selected host local government planning staff via contacts with the SUS facility planning offices.

The Workgroup developed and disseminated a draft "redline" strikethrough- underlined version of the existing 6C-21 regulation with Workgroup commentary at several points. The 6C-21 is referred to as Chapter 21 in the recommended draft regulation consistent with the BOG revisions in its numbering. Due to the short timeframe for comments to the Public Comment Draft, the Workgroup recommends that the BOG provide opportunities for these same perspectives as well as other members of the public to comment on the BOG draft regulation. Additionally, the Workgroup is prepared to reconvene and assist the BOG by reviewing and responding to public comments received on the draft Chapter 20 regulation.

At its January 28 meeting, the Workgroup unanimously adopted its final report as well as a recommended draft regulation for the BOG's consideration.

## **II. WORKGROUP FINDINGS AND RECOMMENDATIONS**

### **A. WORKGROUP FINDINGS**

Following presentations on the campus master experiences to date, including the 2007 BOG Campus Master Planning "Lessons Learned" report (<http://consensus.fsu.edu/bog-fcrc/cmp.html>), the Workgroup agreed and adopted nine findings as the basis for its review and update of the existing regulation 6C-21:

1. While there are exceptions, generally the current campus master planning process, which includes the 2005 changes, is producing campus master plans that are consistent with the host local government comprehensive plans. However there are planning areas and issues where improvements can be made.
2. Concurrency trust funding, overseen by the Board of Governors, has proven to be an essential ingredient for agreement and success between universities and their host local governments. It has also contributed to a more constructive and cooperative university/local government ("town-gown") relationship.

3. The existence of concurrency trust fund money for improvements has enhanced the ability of SUS campuses to negotiate campus master plans and campus development agreements with host local governments. From a local government perspective, this funding has allowed the campus and host government to collectively address the scope of the impacts and provide payment for the campus' share of these impacts. However there are planning areas and issues related to concurrency trust funds where improvements can be made.
4. Transportation and off-campus housing impacts appear to have been the most prevalent areas of conflict between SUS universities and host local governments. Fire and policing, water and sewer, energy and environmental features and concerns and related special facilities issues may present future challenges.
5. Constructive university/host government relationships may be grounded on engaged leadership and effective communication on many levels on both the part of the local government and university.
6. The quality and timeliness of University public outreach and communication on master plans and development agreements may contribute to better relationships between SUS campuses and their host local governments.
7. The approach taken by Universities and their host local governments for the concurrency proportionate fair share of the costs of impacts and improvements within "context areas" needs to be considered in updating the 6C-21 campus master plan and campus development agreement regulations.
8. While there is an overall statutory master plan template, there exist variations in how each SUS campus has implemented the law (e.g. how branch campuses are treated, etc.). These should be addressed by the Workgroup in considering changes to the 6C-21 regulation and potential recommendations for statutory changes.
9. The transparency of information and communication on campus master plans and development agreements and the use of open workshop formats for reviewing the plans and agreements with the public have enhanced the "town/gown" relationship and may have helped to minimize the number of challenges to the plans and development agreements.

## **B. WORKGROUP CHAPTER 21 DRAFTING APPROACH AND PRINCIPLES**

The Working Group sought to review the current rule language and refine it based on experiences with campus master planning to date such as adding concepts and nomenclature to bring the regulation in line with contemporary thinking on issues such as multimodal transportation and sustainability. This also included proposing deletion of statutory language in the regulation and of various "purpose" statements in the current rule and deletion of data and analysis requirements that were difficult to ascertain or not helpful for good planning. For instance, sections of the Intergovernmental Coordination Element were deleted as restatements of the statutory language and data requirements for fire lanes, inventory of off-campus parking, classification of roadways on campus, size and surface material (of pedestrian facilities), and inventory of violent crimes, were deleted as not necessary within the campus master plan.

The Workgroup agreed to be guided by the following drafting principles in their review and refinement of the existing 6C-21 regulation:

1. The Workgroup process should strive for agreement on recommended rule language that could be incorporated into an updated Chapter 21 Regulation.
2. The focus of the Workgroup process is to seek consensus in updating and enhancing the campus master planning process as currently set forth in the BOG's Chapter 21 regulation. To the extent there are issues beyond the scope of the regulation that the Workgroup agrees require legislative attention in F.S. Chapter 163, these should be captured as additional legislative recommendations for consideration by the BOG.
3. Drafting Recommendations should be designed to produce timely, meaningful, equitable and quality campus plans and development agreements.
4. Drafting Recommendations should be designed to support meaningful collaboration and engagement among university, local government and community interests.
5. The tasks and responsibilities of universities, local government, the Board of Governors, the Department of Community Affairs and citizens should be considered, and if needed, clarified.
6. The Work Group and its drafting groups should consider relevant best practices in developing their recommendations; and
7. The Work Group and its drafting groups should consider reducing or eliminating unnecessary costs in plan preparation in developing its recommendations.

### **C. WORKGROUP RECOMMENDED CHAPTER 21 DRAFT**

The Workgroup early in its process agreed to try to develop a draft Chapter 21 and the primary product of its effort. It utilized the existing 6C-21 regulation which remained largely unchanged from its original adoption by the Board of Regents in the mid- 1990's which was consistent with or in certain areas identical to the statutory language. The final Chapter 21 recommended draft is included in Appendix # 2.

Among the changes the Workgroup is proposing includes:

- Adding concepts and nomenclature to bring the regulation in line with contemporary thinking on issues such as multimodal transportation and sustainability. For example, encouraging SUS campuses to adopt sustainability, recycling and energy efficiency policies and objectives in their elements;
- Deletion of statutory language that is repeated in the current 6C-21 regulation;
- Combination of separate and often inconsistent data collection and data analysis sections into a consistent single section to minimize confusion, as well as to increase the clarity of the requirements;
- General reworking of future land use and transportation elements to bring in line with best practices.
- Deletion of "purpose" statements in the current rule consistent with the BOG approach to purpose statements in regulations;
- Deletion of data and analysis requirements that were difficult to ascertain or not helpful for good planning; and

- Encouraging SUS campuses to develop a vision of success and connect that vision with the policies in the campus master plan elements.

#### **D. WORKGROUP IMPLEMENTATION RECOMMENDATIONS TO THE BOG**

During the course of the Workgroup's comprehensive review of the current Campus Master Plan 6C-21 rule, it developed the following three recommendations to the BOG that were related to the new regulation's implementation but not directly part of the proposed Chapter 21 regulation:

1. 8.1. To enhance the SUS and host local governments ability to implement the new Chapter, the Workgroup believes there is a critical need to update the 1993 Board of Regents study that established trip generation and mode split data for each university. The Workgroup recommends that the BOG staff undertake such an update utilizing transportation experts. The Workgroup benefited from the BOG's earlier 2007 Campus Master Plan Lessons Learned Report. <http://consensus.fsu.edu/bog-fcrc/cmp.html>.
2. As part of the BOG's implementation strategy for the new Campus Master Plan Chapter 21 the BOG support efforts to convene representatives of the SUS/BOG, local governments and communities to enhance the communication and coordination and compile and disseminate benchmarks for best practices in the campus master plan process. The Workgroup encourages the BOG to work with the SUS and build upon the work to date of the Florida Consensus Center to establish a website for campus master planning that includes information on the steps in the process, guidance for both local governments, the public and campus staff in the implementation of the campus master plan and campus development agreement processes. Consistent with a recent Community Service Engagement and Collaboration report to the BOG<sup>1</sup>, and with the Lessons Learned report, the BOG should work with all campuses to establish a model web based format for providing information to the public and soliciting information from the public on their plans and development agreements.
3. In the course of the Workgroup's development of recommended changes to the current campus master plan rule, it developed a tabular checklist format for the rule that it believes provided greater clarity for the public, the SUS and local governments. The Workgroup recommends that the BOG, following adoption of the new Chapter 21 regulation, develop a tabular checklist format similar to the format illustrated in Appendix # 5 of this report for guidance in the implementation of the Chapter. The Workgroup would recommend BOG work with SUS Campuses to use this format part of five-year Campus\_Master Plan updates to highlight what is in the plan and what is being proposed for changes. Separately, or together with the plan update formats, the BOG may want to use such a format for monitoring and evaluation of the plan process.

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<sup>1</sup> See, "Community Service, Engagement, and Collaboration: The Florida Public University Experience", February, 2009 Report to the BOG, Dr Stuart Langton & Robert Jones, FCRC Consensus Center [http://consensus.fsu.edu/bog-fcrc/community\\_study.html](http://consensus.fsu.edu/bog-fcrc/community_study.html)



## **E. WORKGROUP SUGGESTIONS ON STATUTORY CHANGES**

During the course of its work, the Workgroup Recommend took care in developing regulation language that was consistent with and supported Section 1013.30, Florida Statute. The statute governing campus master planning was enacted 15 years ago with a 2005 update of some procedural sections. Over this same period there have been many changes and improvements in planning practices which the Workgroup tried to reflect, where support by statutory language, in its update of Chapter 21. While the Workgroup was not charged with making legislative recommendations to the BOG, it does however offer the following suggestions for changes in the law to improve the campus master planning process for consideration by the BOG:

1. Jointly develop with the BOG/SUS and host local governments a legislative proposal to re-establish a recurring source of funding for the SUS concurrency trust fund as an essential predicate for healthy relationships and successful campus master plans and development agreements.
2. Conform Section 1013.30, Florida Statutes, (governing the Campus Master Plan) with the review and adoption timelines and intergovernmental review process in Chapter 163 for comprehensive plan reviews.
3. Clarify the campus master plan amendment process perhaps looking at the Chapter 163 experience with the small-scale amendment process.
4. Clarify the definitions of host local governments and affected local governments.
5. Clarify the 10% threshold criteria definitions in the statute.

## **III. CONCLUSION**

The Workgroup appreciates the BOG's leadership and initiative in involving stakeholders in the development of this important regulation. We believe the quality of this draft was greatly enhanced by the considered input and collegial and consensus oriented process that was utilized by the Workgroup with the important assistance of the Florida Consensus Center under its contract for service with the BOG.

The Workgroup would encourage the BOG to consider utilizing this collaborative, solution seeking approach to developing regulations and policies on topics affecting the SUS that may be complex, challenging and possibly controversial.

The Workgroup is willing and interested in reconvening to assist the BOG and its staff in reviewing and responding to public comments received on the BOG Chapter 20 regulation it will notice and promulgate.

*Appendix #1*  
**BOARD OF GOVERNORS (BOG) 6C-21**  
**WORK GROUP MEMBERS**

<p><b>Steve Pfeiffer, Chair</b>          General Counsel          New College of Florida          Sarasota, Florida</p>	<p><i>Staff</i>  <b>Bob Jones, Work Group Facilitator, Director,</b>  <i>FCRC, Florida State University, Tallahassee &amp;          University of Central Florida, Orlando</i>  <b>Allison Stribling, FCRC Associate</b>  <b>Evan Rosenberg, Doctoral Student Research Assistant</b></p>
<p><b>BOG PERSPECTIVE</b></p>	<p><b>COMMUNITY PERSPECTIVES</b></p>
<p><b>Ken Ogletree</b>          Architect          SUS Board of Governors          Tallahassee, Florida</p>	<p><b>Charles Pattison</b>          Director          1000 Friends of Florida          Tallahassee, Florida</p>
<p><b>LOCAL GOVERNMENT PERSPECTIVES</b></p>	<p><b>STATE AND OTHER PERSPECTIVES</b></p>
<p><b>Fred Goodrow</b>          Comprehensive Planning Division Manager          City of Tallahassee/Leon County  <b>Vincent Long</b>          Deputy County Administrator          Leon County          Tallahassee, Florida  <b>Robert Friedman</b>          Councilor          Town of Jupiter  <b>Christopher R. Testerman</b>          Director of Government Relations          Orange County          Orlando, Florida</p>	<p><b>Charles Gauthier, AICP</b>          Director          Division of Community Planning          Department of Community Affairs   <b>Linda Loomis Shelley</b>          Fowler White Boggs Banker, Attorneys at Law          Tallahassee, Florida</p>
<p><b>UNIVERSITY PERSPECTIVES</b></p>	<p><b>UNIVERSITY PERSPECTIVES</b></p>
<p><b>Mark Bertolami</b>          Director of Facilities Planning          Florida State University          Tallahassee, Florida  <b>W. Scott Cole</b>          General Counsel          University of Central Florida          Orlando, Florida  <b>Linda B. Dixon, AICP</b>          Assistant Director          Facilities Planning and Construction Division          University of Florida          Gainesville, Florida</p>	<p><b>Barbara S. Donerly, AICP, LEED AP</b>          Assistant Director of FP&amp;C          Division Head of Planning &amp; Programming          University of South Florida          Tampa, Florida  <b>Tom Donaudy</b>          University Architect and Vice President for          Facilities, Florida Atlantic University          Boca Raton, Florida  <b>David L. Kian</b>          General Counsel          Florida Atlantic University          Boca Raton, Florida</p>

***Appendix #2 CMP Chapter 21 Recommended Draft (“Clean”)***

*A copy of the redline strike-through/underlined version of the 6C-21 regulation can be obtained by clicking on the link:*  
[http://consensus.fsu.edu/bog-fcrc/pdfs2/CHAPTER\\_21\\_1-28-09\\_FinalVersion-strikethrough.pdf](http://consensus.fsu.edu/bog-fcrc/pdfs2/CHAPTER_21_1-28-09_FinalVersion-strikethrough.pdf)

# **CAMPUS MASTER PLAN**

## **CHAPTER 21**

*(FORMERLY 6C-21)*



**Florida Board of Governors  
CAMPUS MASTER PLAN 21  
REGULATION WORKGROUP**

**Campus Master Plan 21 Regulation Workgroup Project Website**

*<http://consensus.fsu.edu/bog-fcrc/21.html>*

## **CAMPUS MASTER PLAN REGULATION Chapter 21**

*Note: The revised regulation will use the Chapter 21 and no longer use the 6C-21 designation.*

Chapter 21.108 Procedures for Petitioning the Board of Trustees, Challenging Compliance of the Campus Master Plan or Plan Amendment.

Chapter 21.109 Procedures for Mediation

Chapter 21.110 Remedial Plan Amendments.

Chapter 21.201 Definitions.

Chapter 21.202 General Requirements.

Chapter 21.203 Campus Master Plan Vision Statement.

Chapter 21.204 Future Land Use Element.

Chapter 21.205 Transportation Element.

Chapter 21.206 Housing Element.

Chapter 21.207 General Infrastructure Element.

Chapter 21.208 Conservation Element.

Chapter 21.209 Recreation and Open Space Element.

Chapter 21.210 Intergovernmental Coordination Element

Chapter 21.211 Capital Improvement Element.

Chapter 21.212 Optional Elements

### **21.108 Procedures for Petitioning the Board of, Trustees Challenging Compliance of the Campus Master Plan or Plan Amendment.**

(1) Petitions challenging a campus master plan or campus master plan amendment pursuant to Section 1013.30(7), Florida Statutes, shall be filed with the General Counsel at the applicable university. Each petition shall be typewritten or otherwise duplicated in legible form on white paper of standard letter size. Unless typewritten, the impression shall be on one side of the paper only and lines shall be double-spaced and indented. Each petition shall contain the following:

(a) The name of the party on whose behalf the petition is being filed;

(b) The name, address, and telephone number of the person filing the petition;

(c) The signature of the person filing the petition;

(d) A statement of facts sufficient to show that the petitioner is an affected person, as defined in subsection 1013.30 (2)(b), Florida Statutes, including the date(s) and method by which the petitioner submitted oral or written comments or objections during the review and adoption of the plan or plan amendment;

(e) A statement identifying the campus master plan or plan amendment(s) which is being challenged, including the name of the institution, date of adoption, and any other specific formal designation(s);

(f) A statement describing how each portion of a campus master plan or plan amendment alleged to be not in compliance is not consistent with one or more provisions of Section 1013.30, Florida Statutes, the State Comprehensive Plan, Chapter 21, or is in conflict with the comprehensive plans of appropriate host and/or affected local governments; and

(g) A recommended action to bring the plan or plan amendment into compliance.

(2) If the university General Counsel determines that the petition filed by an affected person complies with Section 1013.30(7) and this regulation, the university General Counsel shall, within 10

working days of receipt of the petition, forward the petition to the Division of Administrative Hearings as required by Section 1013.30(8), Florida Statutes.

(3) If a petition is filed that does not substantially comply with the requirements of 1013.30(7), Florida Statutes and this regulation, the university General Counsel may issue an order dismissing the petition with leave to file an amended petition complying with the requirements of the statute and regulation within 15 days of service of the order, or if a petitioner fails to file a legally sufficient petition after three attempts, the petition shall be dismissed by the General counsel with prejudice, which shall constitute final agency action.

### **21.109 Procedures for Mediation.**

(1) If a party requests mediation pursuant to Section 1013.30(8)(c), Florida Statutes, the mediation shall proceed as follows:

(a) The petitioner and university shall agree upon a mutually acceptable mediator. The person so chosen does not need to be a certified mediator. The mediator shall be held on the university campus.

(b) The issues in dispute will be limited to those issues identified in the petition.

(2) In the event issues in dispute have not been resolved within 30 days from the date the petition is received by the Division of Administrative Hearings, the university General Counsel shall so notify the Division of Administrative Hearings in writing.

(3) In the event the petitioner and university successfully mediate the dispute, the mediator shall memorialize the terms of the settlement in a written settlement agreement to be signed by both parties. Upon execution of the settlement agreement, the General Counsel shall so notify the Division of Administrative Hearings, who shall close its file.

### **21.110 Remedial Plan Amendments.**

(1) If, as a result of a final order of the State Land Planning Agency pursuant to Section 1013.30(8)(c), Florida Statutes, the university must amend its campus master plan, such amendments shall not be subject to review or challenge under Section 1013.30 (6) Florida Statutes.

(2) If, as a result of a successful mediation pursuant to Section 1013.30 (8)(a) the university must amend its campus master plan, such amendments shall be adopted pursuant to Section 1013.30 (9), Florida Statutes.

### **21.201 Definitions.**

As used in this chapter, the terms defined in Section 1013.30, Florida Statutes, shall have the meanings provided in that Section. In addition, the following definitions are provided to clarify terms used in this chapter and not to establish or limit regulatory authority of other agencies or programs; however, institutions may choose alternative definitions which the Board of Governors shall review to determine whether such definitions accomplish the intent of both this chapter and of Section 1013.30, Florida Statutes.

(1) “Campus Development Agreement” means the fair share mitigation agreement referenced in Section 1013.30(10) F.S. The geographic area covered by the Campus Development Agreement may be the context area(s) or other land areas as identified in the Campus Master Plan.

(2) “Capital improvement” means physical assets constructed or purchased to provide, improve or replace a public facility and which are large scale and high in cost. The cost of a capital improvement is generally non-recurring and may require multi-year financing. For the purposes of this rule, physical assets which have been identified as existing or projected needs in the individual campus master plan elements shall be considered capital improvements.

(3) “Circulation facilities” means roadways, sidewalks or other surfaces designated for pedestrian, non-vehicular, or vehicular movement.

(4) “Context area for Campus Development Agreements” means an area surrounding the university, within which on-campus development may impact local public facilities and services and natural resources, and within which off-campus development may impact university resources and facilities. The size of the context area may be defined by natural or man-made functional or visual boundaries, such as areas of concentration of off-campus student-oriented housing and commercial establishments, stormwater basins, habitat range, or other natural features. To facilitate planning analysis and intergovernmental coordination the context area may differ in configuration in the various elements of the campus master plan.

(5) “Development” means the carrying out of any building activity or mining operation, the making of any material change in the use or appearance of any structure or land, or the dividing of land into three or more parcels.

(6) “Goal” means the long-term end toward which programs or activities are ultimately directed.

(7) “Infrastructure” means those man-made structures which serve the common needs of the population, such as roadways, stormwater management facilities, potable water facilities, sanitary sewer facilities, and solid waste facilities.

(8) “Intelligent transportation system management” means efforts to add information and communications technology to transport infrastructure and vehicles in an effort to manage factors that typically are at odds with each other, such as vehicles, loads, and routes to improve safety and reduce vehicle wear, transportation times, and fuel consumption.

(9) “Intermodal” means the connection between any two or more modes of transportation.

(10) “Levels of Service” means an indicator of the extent or degree of service provided by, or proposed to be provided by a facility based on and related to the operational characteristics of the facility. Level of service shall indicate the capacity per unit of demand for each public facility.

(11) “Mediation” means a process in which a neutral third person called a mediator acts to encourage and facilitate the resolution of a dispute between two or more parties. It is an informal and non-adversarial process with the objective of helping the disputing parties reach a mutually acceptable and voluntary agreement. In mediation, decision making authority rests with the parties. The role of the mediator includes, but is not limited to, assisting the parties in identifying issues, fostering joint problem solving, and exploring settlement alternatives.

(12) “Mixed Use Development” means the practice of allowing more than one type of use in a building or set of buildings. In planning-zone terms, this can mean some combination of residential, commercial, industrial, office, institutional, or other land uses.

(13) “Objective” means a specific, measurable, intermediate end that is achievable and marks progress toward a goal.

(14) “Planning Study Area” means an area surrounding the university within which on-campus and off-campus development should be coordinated for specific development activities such as housing, recreation, transportation, capital improvements, urban design and designation of future land uses. The Planning Study Area defines an area of influence that may differ for each type of development activity. To facilitate planning analysis and intergovernmental coordination, the planning study area may differ in configuration in the various elements of the campus master plan.

(15) “Policy” means the way in which programs and activities are conducted to achieve an identified goal.

(16) “Potable water facility” means a system of structures designed to collect, treat or distribute potable water, and includes water wells, treatment plants, reservoirs, and distribution mains.

(17) “Public facility” means transportation systems or facilities, sewer systems or facilities, solid waste systems or facilities, stormwater management systems or facilities, potable water systems or facilities, educational systems or facilities, parks and recreation systems and facilities, and public health systems and facilities.

(18) “Public transit” means passenger services provided by public, private or non-profit entities, such as commuter rail, express bus, and local fixed route bus.

(19) “Recreation facility” means a component of a recreation site, such as a trail, court, athletic field or swimming pool.

(20) “Sanitary sewer facilities” means structures or systems designed for the collection, transmission, treatment, or disposal of sewage, and includes trunk mains, interceptors, treatment plants and disposal systems.

(21) “Solid waste facilities” means structures or systems designed for the collection, processing or disposal of solid wastes, including hazardous wastes, and includes transfer stations, processing plants, recycling plants, and disposal systems.

(22) “Stormwater management facility” means a system of man-made structures designed to collect, convey, hold, divert or discharge stormwater, and includes stormwater sewers, canals, detention structures, and retention structures.

(23) “Sustainable Development” means development that uses methods, systems, and materials that do not deplete resources or interfere with natural cycles, and considers natural land, water, and energy resources as integral aspects of development.

(24) “Sustainability” means a dynamic state in which global ecological and social systems are not systematically undermined, so as to ensure that the ability of future generations to meet their needs is not compromised.

(25) “Trip Generation” means a transportation tool for forecasting travel demands by predicting the number of trips originating in or destined for a particular traffic analysis zone.

(26) “Traffic Analysis Zone” means the unit of geography used in conventional transportation planning models.

(27) “Transportation corridors” means any land area designated by the state, a county or a municipality which is between two geographic points and which area is used or is suitable for the movement of people and goods by one or more modes of transportation, including areas necessary for management of access and securing applicable approvals and permits.

(28) “Transportation demand management” means strategies and techniques that can be used to increase the efficiency of the transportation system. Demand management focuses on ways of influencing the amount and demand for transportation by encouraging alternatives to the automobile and altering local peak hour travel demand. These strategies may include, but not be

limited to, ridesharing programs, flexible work hours, telecommuting, shuttle services and parking management.

(29) “Transportation system” means a multi-modal system of transportation facilities designed for the movement of people and goods.

(30) “Transportation system management” means improving roads, intersections, and other related facilities to make the existing transportation system operate more efficiently. Transportation system management techniques include demand management strategies, incident management strategies, and other actions that increase the efficiency of the transportation system.

(31) “Urban Design” means the pattern of urban forms comprising a campus, neighborhood, city, town, or other municipality or the process of patterning such forms into a design.

(32) “Vision” means an ideal description of the future appearance and qualities of the university and its role in the host community and region to guide its planning.

## **21.202 General Requirements.**

### **(1) CONTENT REQUIREMENTS.**

(a) Each master plan shall include the content for all elements as required by law and this regulation; however, related elements may be combined.

(b) If the university chooses to combine elements, it shall clearly indicate where in the master plan or support documents all statutory requirements of Section 1013.30, Florida Statutes, and the requirements of this chapter are met. The campus master plan shall contain an explanation of such combinations.

(c) The campus master plan shall consist of those items listed below in this paragraph. All other documentation may be considered as support documents. Support documents do not have to be adopted unless the Board of Trustees desires to adopt all or part of the support documents as part of the campus master plan. All background data, studies, surveys, analyses and inventory maps not adopted as part of the campus master plan shall be available for public inspection while the campus master plan is being considered for adoption and while it is in effect. The campus master plan shall consist of:

1. Goals, objectives, and policies;
2. Implementation of capital improvements;
3. Implementation of sustainability initiatives in campus planning.
4. Procedures for monitoring and evaluation of the campus master plan; and
5. Required maps showing future conditions.

### **(2) DATA AND ANALYSIS REQUIREMENTS.**

(a) All goals, objectives, policies, standards, findings and conclusions within the campus master plan shall be based upon relevant and appropriate data. Data or summaries thereof which are not part of the adopted campus master plan shall not be subject to the compliance review process. All tables, charts, graphs, maps, figures and data sources, and their limitations shall be clearly described.

(b) Unless noted otherwise, this chapter shall not be construed to require original data collection by the university; however, universities are encouraged to use any original data necessary to refine or update the campus master plan, as long as methodologies are professionally acceptable.

(c) Data are to be taken from professionally accepted existing sources. Data shall be the best available existing data, unless the university desires original data or special studies. Where data augmentation, updates, or special studies or surveys are deemed necessary by the university, appropriate methodologies shall be clearly described or referenced and shall meet professionally accepted standards for such methodologies.

### **(3) APPLICATION OF REQUIREMENTS.**



(a) In those situations where data necessary to comply with the requirements of this regulation do not exist, and the university, for whatever reason, desires not to collect original data or conduct special studies, the appropriate data and analysis requirements shall not apply. The university shall include one or more statements in the data and analysis section of each element of the campus master plan identifying those requirements that are not applicable because the data do not exist.

(b) In those situations where data required to comply with the requirements of this regulation do not exist, any corresponding requirement to include goals, objectives or policies based on that data shall not apply. The university shall include one or more statements in the goals, objectives and policies section of each element of the campus master plan identifying those requirements that are not applicable because the data do not exist.

(4) **PLANNING TIME FRAME.** Each campus master plan shall cover a period of at least 10 years and not more than 20 years. Additionally, the capital improvements element shall contain a yearly itemized breakout for three years, and a general framework for the next seven years, for planned and anticipated capital projects, with an update to be submitted to the university Board of Trustees each year in accordance with the time frame established by the Board of Governors.

(5) **INTERNAL CONSISTENCY.**

(a) The required elements and any optional elements shall be consistent with each other. All elements shall follow the same general format. Where data are relevant to several elements, the same data shall be used.

(b) Each map depicting plan elements must reflect goals, objectives, and policies within all elements and each such map must be contained within the campus master plan.

(6) **PLAN IMPLEMENTATION REQUIREMENTS.** The sections of the master plan containing goals, objectives, and policies shall describe how the university's programs and activities will be initiated, modified or continued to implement the master plan in a consistent manner. It is not the intent of this chapter to require the inclusion of implementing regulations in the campus master plan, but rather to require the identification of those programs, activities and regulations that will be part of the strategy to implement the goals, objectives and policies of the campus master plan.

(7) **MONITORING AND EVALUATION REQUIREMENTS.** For the purpose of evaluating and appraising the implementation of the campus master plan, each master plan shall contain a section identifying monitoring and evaluation procedures to be followed in updating the adopted campus master plan every five years which address the following:

(a) Each university shall submit to the Board of Trustees, within four years from the date of plan adoption and every five years thereafter, an evaluation and appraisal report which:

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

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

## **21. 203 Optional Campus Master Plan Vision Statement**

Some campus master plans have developed university campus vision statements which describe the ideal future appearance and qualities of the university and its role in the host community and region. If a University's plan includes a vision statement, the required and optional elements should be consistent with that vision. As an option, elements may include guiding principles that reinforce the campus vision statement and describe the outcome or desired end-state for the campus. If applicable, the campus vision statement should be compatible with the vision plan of the host local government.

#### **21.204 Future Land Use Element.**

This element designates existing and future development as reflected in the goals, objectives and policies of the campus master plan, and describes how future development will be coordinated with land uses planned by the host and/or affected local governments in the planning study area.

(1) **FUTURE LAND USE DATA AND ANALYSIS REQUIREMENTS.** This element shall be based on the following data and analysis requirements, pursuant to Subparagraph 21. 202(2).

(a) Inventory and assess existing and projected space and building needs, both within the planning study area and throughout the state, for academic, support, housing and parking facilities. Such assessment shall be based on student FTE and headcount enrollment projections for the planning time frame, and shall include a graphical and narrative section. Existing land uses and development on university controlled property shall be shown on the land use map or map series, using either the land uses established in the host local government's comprehensive plan or using its own land use categories which shall be clearly labeled in the legend. The narrative section shall include the approximate acreage and general range of uses of structures.

(b) Inventory and assess existing and projected vacant, open or underdeveloped university-controlled lands to determine the potential opportunities for meeting the needs shown above in subsection (1)(a). This assessment shall include plans for the redevelopment of university-controlled land that is underutilized or inconsistent with the university's character, density and future land uses, as well as plans for the release of surplus lands to the state for use or disposal.

(c) Inventory and assess properties within the planning study area where title interest is held by the Board of Trustees of the Internal Improvement Trust Fund (including reservations and encumbrances such as leases, subleases, or easements, and any other land held by the university within the planning study area or included in the Master Plan). A map of all existing encumbrances to university-controlled property, other than utility easements, shall also be included.

(d) Inventory and assess properties within the planning study area which may serve to meet existing or future needs shown above in subsection (1)(a). This assessment shall include opportunities for expansion that do not include additional land acquisition.

(e) Inventory and assess existing natural, archeological or historic resources within the planning study area to determine their impact on meeting the needs shown above in subsection (1)(a). As utilized above, the phrase "natural resources" shall be read to include aquatic preserves and areas designated (or under study for designation) as an Area of Critical State Concern.

(f) Inventory and assess all facilities on university-controlled lands that are not under the jurisdiction or operation of the State University System to determine their impact on meeting the needs shown above in subsection (1)(a).

(g) Inventory and assess existing and projected land uses, goals, objectives, policies and zoning within the planning study area as defined in the local government's comprehensive plan to determine their impact on meeting the needs shown above in subsection (1)(a).

(2) **REQUIREMENTS FOR FUTURE LAND USE GOALS, OBJECTIVES AND POLICIES.**

(a) The element shall contain one or more goals which address the long-range development on the campus and the coordination of future land use development on the campus with future land use development in the host and/or affected local governments.

(b) The element shall contain one or more objectives for each goal which address, at a minimum:

1. Protection of natural resources (including existing surface waters and wetlands) and historic and archaeological resources;
2. Eliminating or minimizing land use compatibility problems between the university and host and/or affected local governments;
3. Correcting land use underutilization and compatibility problems on the university campus;
4. Coordinating future development with the appropriate topography and soil conditions;
5. Coordinating future development with the availability of facilities and services;
6. Ensuring the availability of suitable land on campus for utility facilities required to support proposed on-campus development; and
7. Minimizing off campus constraints to limit future development on campus (i.e., traffic, utilities) and minimizing on campus conflicts with land uses within the planning study area.
8. Promote compact, efficient, and environmentally sensitive land use planning.

(c) The element shall contain one or more policy statements for each objective which address at a minimum:

1. Establishment of standards of use for each land use category;
2. Provisions for stormwater management, open space, safe and convenient on-campus traffic flow and parking facilities;
3. Provisions for the identification, designation, and protection of historically and archaeologically significant properties;
4. Provisions for the compatibility with adjacent land uses;
5. Coordination of land use and development decisions with a schedule of capital improvements in the Capital Improvements Element;
6. Establishment or description of land use management procedures within the university's administrative structure which will encourage careful use of the university's existing land resources and minimize deviations from the land use plan; and
7. Establishment of a process, timetable and funding sources for future land acquisition (if applicable).
8. Provisions for encouraging sustainable development practices such as compact mixed use development.

(d) The Future Land Use Element shall be described, at a minimum, in the Future Land Use Map and explanatory text. A map of all existing and projected encumbrances shall be included.

### **21.205 Transportation Element.**

This element assesses and makes transportation recommendations for integrating all modes of travel (bicycle, pedestrian, bus/transit, and motor vehicle) both on campus and in the off-campus planning study area. These recommendations shall coordinate policies, programs and projects with the host and/or affected local governments, as well as with other state and regional agencies.

(1) **TRANSPORTATION DATA AND ANALYSIS REQUIREMENTS.** This element shall be based on the following data and analysis requirements, pursuant to Subparagraph 21.202(2).

(a) Inventory and assess parking located on campus and off-campus if owned or controlled by the University. The assessment shall include campus parking demand for the base year and

projected year that incorporates allowance for transportation demand management policies that may reduce parking demand. The assessment shall also consider parking demand for special events, as applicable.

(b) Inventory and assess transit facilities and services on campus and in the planning study area including:

1. service providers;
2. routes;
3. stop locations;
4. frequency of service;
5. ridership;
6. vehicle capacity; and

7. planned service modifications identified in the local government comprehensive plan's capital improvement element, transit agency's service plan or other comparable planning document.

(c) Inventory and assess facilities and services for bicycling and walking including existing and planned facilities on campus and in the planning study area with identification of the facility location and type.

(d) Inventory and assess opportunities to implement transportation demand management strategies, including strategies that link transportation and future land use such as transit-oriented design, walkable activity centers and multimodal districts.

(e) Inventory and assess safety of the on-campus transportation system users including:

1. traffic crash data for bicycles; pedestrians and motor vehicles;
2. lighting assessment for bicycle and pedestrian facilities; and
3. identification of high traffic crash locations and other safety concerns on campus.

(f) Inventory planned new roads, road modifications, and other planned transportation system modifications (including transit, bicycle and pedestrian) with cost estimates identified in the local government comprehensive plan's capital improvement element, the regional long-range transportation plan, the university's capital improvement program, and other transportation plan documents as applicable.

(g) Inventory and assess roadways on campus and in the planning study area including:

1. adopted level of service (LOS);
2. traffic counts;
3. maximum service volumes;
4. pavement condition;
5. road designations (i.e. FDOT Strategic Intermodal System and local government Constrained Facilities); and

6. evaluation of opportunities to implement transportation system management strategies that address intersection, operations and safety components of the roadway system.

(h) Assess roadway capacity on campus and in the planning study area for the campus master plan base year and projected year including assessment of:

1. future conditions for enrollment, building program and parking facilities;
2. mode split;
3. transportation demand management strategies; and
4. trip generation.

5. This roadway capacity assessment shall utilize traffic analysis zones (TAZs) and methodologies acceptable to the host and/or affected local governments, and shall be based upon professional standards of transportation for assessment of university traffic impacts significantly affecting off-campus roads in the planning study area. This assessment shall include:

i. Map(s) and/or data tables to identify transportation facilities and services on campus and in the planning study area that will be operating below the adopted level of service standard in the projected plan year.

ii. Map(s) and/or data tables to identify deficient transportation facilities and services for all modes on campus and in the planning study area that are significantly and adversely impacted by university-generated travel demand in the projected plan year.

(2) REQUIREMENTS FOR TRANSPORTATION GOALS, OBJECTIVES AND POLICIES.

(a) The element shall include one or more goals for the provision of future transit, auto circulation, parking, pedestrian and non-motorized vehicle facilities, including sustainable transportation approaches that address:

1. Travel options to reduce dependence on single-occupant vehicles;
2. Reduction of greenhouse gas emissions; and
3. Reduction of dependence on foreign oil.

(b) The element shall contain one or more objectives for each goal that address:

1. The provision of parking facilities on or off the campus to meet future university needs;
2. The provision of future traffic circulation improvements both on the campus and in the planning study area to meet future university needs;
3. Improvements to public or university-provided transit service and facilities required to meet future university needs;
4. Coordination of transportation system improvements with the future land uses shown on the future land use map or map series, and with those improvements identified in the host and/or affected local government's comprehensive plan(s) including approaches such as transit oriented development, walkable activity centers and multimodal districts;
5. The coordination of pedestrian and non-motorized circulation facilities to be developed on campus, with those to be developed off-campus by the host and/or affected local governments in their local comprehensive plans, bicycle plans or transportation plans; and
6. The provision of pedestrian and non-motorized circulation facilities required to meet future university needs.

(c) The element shall contain one or more policy statements for each objective that address:

1. The provision and management of parking facilities, including transportation demand strategies that may reduce parking demand;
2. Establish timing or priorities for development of future campus parking facilities;
3. Establish programs and administrative procedures for coordinating parking facilities and services with the host and/or affected local governments;
4. The provision and management of transit facilities and services including cooperation with outside agencies that provide transit service to the university campus if applicable. These policies shall seek to maximize utilization of public or university-provided transit;
5. Establish timing or priorities for development of future transit facilities and services
6. Provide coordination with the host and/or affected local governments for transit facilities and services;
7. The provision and management of bicycle and pedestrian facilities and services including programs that encourage the use of non-motorized transportation. These policies shall seek to maximize utilization of pedestrian and non-motorized forms of travel;
8. Establish timing or priorities for development of future campus bicycle and pedestrian facilities;
9. Provide coordination with the host and/or affected local governments for bicycle and pedestrian facilities and services;

10. Coordinate transportation facilities and services with future land uses, both on campus and in the planning study area;

11. Reduce the number and severity of traffic crashes including physical modifications and provision of educational programs or partnerships;

12. Establish timing or priorities for development of future campus transportation safety mitigation projects;

13. Establish programs and administrative procedures that facilitate coordination of the transportation system on campus with the transportation system and future land uses of the host and/or affected local governments. Such administrative procedures shall include consideration of University representation as ex-officio member of the Metropolitan Planning Organization with jurisdiction in the host community;

14. The provision and management of campus roadways including levels of service standards to be used for analyzing campus roadway capacities;

15. Establish timing or priorities for development of future campus roadway and traffic circulation modifications;

16. Reduce the impact of university-related traffic on roadways in the planning study area;

17. Provide coordination with the host and/or affected local governments for traffic circulation facilities, services and intermodal connectivity.

### (3) TRANSPORTATION ELEMENT MAP SERIES

(a) The Transportation Element shall be described, at a minimum, in the Transportation Element Map Series and explanatory text. This map along with companion narrative shall identify the location and description of proposed transit, circulation and parking facilities on the university campus. The map and text shall be accompanied by explanatory tabular information as applicable. This map series shall include, at a minimum, the following requirements:

1. Map(s) of existing and proposed university parking facilities with a schedule of development for new or modified parking facilities supported with narrative and tables as applicable;

2. Map(s) of existing and proposed transit facilities and services on campus and in the planning study area with supporting narrative and tables as applicable;

3. Map(s) of existing and proposed bicycle and pedestrian facilities on campus and in the planning study area with supporting narrative and tables as applicable;

4. Map(s) of walking distances on campus and adjacent non-university land;

5. Map(s) of proposed transportation safety mitigation projects with a development schedule, supporting narrative and tables, if applicable;

6. Map(s) and schedule of development for planned and programmed transportation system modifications on campus and in the planning study area; and

7. Map(s) of proposed campus roadway modifications including transportation system management and resurfacing projects with supporting narrative and tables as applicable.

## **21.206 Housing Element.**

This element ensures the provision of public and private housing facilities on the university campus and within the host and/or affected communities that is adequate to meet the needs of the projected university enrollment.

(1) HOUSING DATA AND ANALYSIS REQUIREMENTS. This element shall be based on the following data and analysis requirements, pursuant to Subparagraph 21.202(2).

(a) Inventory and assess the number of undergraduate, graduate and married/family students to be housed in university controlled facilities on-campus. This inventory and assessment shall include

housing facilities by type (apartments, dormitories, suites, etc...) and of facilities where handicapped students are to be housed.

(b) Inventory and assess the number of undergraduate, graduate and married/family students to be housed in university controlled facilities off-campus. This inventory and assessment shall include housing facilities by type (apartments, dormitories, suites, etc...) and of facilities where handicapped students are to be housed.

(c) Assess the number of students to be housed in non-university controlled facilities on-campus (fraternities, sororities, etc...). This assessment shall include housing facilities by type (apartments, dormitories, suites, etc...) and of facilities where handicapped students are to be housed.

(d) Assess the number of students to be housed in non-university controlled facilities off-campus including a description of concentrations within the planning study area. This inventory and assessment shall include housing facilities by type (rental rooms, rental houses, rental apartments, etc...) and of facilities where handicapped students are to be housed.

(e) Inventory and assess the supply of historically significant housing on-campus in regards to expected impacts on the needs described in subparagraph (2)(a).

(f) Inventory and assess potential on-campus sites where additional housing facilities may be created either through new construction or through conversion of non-housing facilities.

## (2) REQUIREMENTS FOR HOUSING GOALS, OBJECTIVES AND POLICIES.

(a) The element shall contain one or more goals for the provision of student housing on and off-campus during the planning period.

(b) The element shall contain one or more objectives for each goal which address:

1. Ensuring the availability of an adequate supply (both on-campus and off-campus) of affordable housing units and support facilities in close proximity to the campus to meet the projected need for student housing; and

2. The elimination of substandard student housing and the structural (electrical, mechanical, plumbing, etc.) and aesthetic improvement of existing student housing.

(c) The element shall contain one or more policies for each objective which:

1. Define the number and type (graduate, undergraduate, married, etc.) of students to be housed on-campus and in off-campus university controlled facilities;

2. Identify the appropriate locations for the various types of on-campus housing to be provided in the future;

3. Describe the timing or phasing requirements for renovation, repair and/or demolition of existing university controlled housing facilities;

4. Establish procedures for coordination with the host and/or affected local governments regarding issues related to off-campus student housing (may include security, traffic, transit, etc.);

5. Establish procedures for the provision of support facilities required in conjunction with future housing (may include parking, student activities and recreation, etc.);

6. Preserve and protect historically significant housing; and

7. Encourage the development of university and off-campus housing as part of mixed use development(s), so as to better provide for pedestrian and bicycle oriented communities.

(d) The Housing Element shall be described, at a minimum, in the Housing Element Map and explanatory text. This map along with companion text shall define the location, size/capacity and character of proposed future university controlled housing facilities on the campus and in the planning study area. The map and text shall be accompanied by explanatory tabular information as required.

### **21.207 General Infrastructure Element.**

This element ensures the provision of adequate capacity for stormwater management, potable water, sanitary sewer and treatment, and solid waste facilities required to meet the future needs of the university. The General Infrastructure Element shall consist of a Stormwater Management Sub-Element, a Sanitary Sewer Sub-Element, a Potable Water Sub-Element, and a Solid Waste Sub-Element.

(1) STORMWATER MANAGEMENT DATA AND ANALYSIS REQUIREMENTS. This sub-element shall be based on the following data and analysis requirements, pursuant to Subparagraph 21.202(2).

(a) Inventory and assess all public and private facilities and natural features which provide stormwater management for the campus, including detention and retention structures, storm drainage pipe systems, natural stream channels, rivers, lakes, wetlands, etc., (map, narrative). Assessment should include:

1. A facility capacity analysis by geographic service area, indicating capacity surpluses and deficiencies for:

i. Existing conditions, based on the facility design capacity and the current demand on facility capacity; and

ii. The end of the planning time frame, based on the projected demand at current level of service standards for the facility, projected student populations and land use distributions, and any available existing surplus facility capacity.

2. Analyzing the general performance of existing stormwater management facilities, evaluating the adequacy of the current level of service provided by the facility, the general condition and expected life of the facility, and the impact of the facility upon adjacent natural resources.

3. Preparing a description of the proportional capacity of any facilities shared between the university and the host and/or affected local governments that are required to meet existing university needs, including a description of any capacity that may have been previously allocated to the university by the host and/or affected communities.

4. Analyzing the general performance of natural stormwater management and hydrological features, and preparing a map of where these features are located.

(b) Inventory and assess the problems and opportunities for stormwater management facility expansion or replacement to meet projected needs of the university.

(c) Inventory and assess existing regulations and programs which govern land use and development of natural drainage features, including an analysis of the strengths and deficiencies of those programs and regulations in maintaining the functions of natural stormwater management features.

(2) REQUIREMENTS FOR STORMWATER MANAGEMENT GOALS, OBJECTIVES AND POLICIES.

(a) The sub-element shall contain one or more goal statements for accommodating future university stormwater management requirements.

(b) The sub-element shall contain one or more objectives for each goal which address:

1. Correcting existing stormwater management facility deficiencies;

2. Coordinating the provision of increased facility capacity to meet future needs of the university; and

3. Protecting the functions of natural stormwater management and hydrological areas.

(c) The element shall contain one or more policy statements for each objective which:

1. Establish the levels of service to be used by the university in establishing stormwater management standards for stormwater quantity and quality;

2. Establish priorities for replacement, correcting existing stormwater management facility



deficiencies, and providing for future facility needs;

3. Coordinate the provision of on and off-campus stormwater management facilities required to meet future university needs with the local government or appropriate service provider;

4. Ensure that future stormwater management facility service capacity and capital improvements required to meet future university needs are provided when required, based on needs identified in other master plan elements;

5. Establish administrative, operational and other procedures to mitigate impacts of university-generated stormwater; and

6. Establish the timing or phasing requirements for stormwater management facility improvements to meet future university needs.

7. Encouraging the use of stormwater best management principles such as low-impact design and development, green roofs, rain harvesting, erosion controls and pesticide management.

(d) The Stormwater Management Sub-Element shall be described, at a minimum, in the General Infrastructure Element Map(s) and explanatory text. This map, along with companion narrative shall identify the location and size of the proposed general infrastructure distribution and collection system lines, treatment facilities and general facilities. The map and text shall be accompanied by explanatory tabular information as required.

(3) POTABLE WATER DATA AND ANALYSIS REQUIREMENTS. This sub-element shall be based on the following data and analysis requirements, pursuant to Subparagraph 21.202(2).

(a) Inventory and assess all public and private facilities (including main distribution lines) which provide potable water to the campus. Assessment should include:

1. A facility capacity analysis by geographic service area, indicating capacity surpluses and deficiencies for:

i. Existing conditions, based on the facility design capacity and the current demand on facility capacity; and

ii. The end of the planning time frame, based on the projected demand at current level of service standards for the facility, projected student populations and land use distributions, and any available existing surplus facility capacity.

2. Analyzing the general performance of existing potable water facilities (including main distribution lines), evaluating the adequacy of the current level of service provided by the facility, the general condition and expected life of the facility, and the impact of the facility upon adjacent natural resources.

3. Preparing a description of the proportional capacity of any facilities shared between the university and the host and/or affected local governments that are required to meet existing university needs, including a description of any capacity that may have been previously allocated to the university by the host and/or affected communities.

4. Analyzing the underground hydrology of the campus, including its potential as a potable water source.

(b) Inventory and assess the problems and opportunities for potable water facility expansion or replacement to meet projected needs of the university.

(c) Inventory and assess existing regulations and programs which govern land use and development of potable water facilities, including an analysis of the strengths and deficiencies of those programs and regulations in maintaining the functions of potable water delivery.

(d) Inventory and assess existing and future uses and opportunities for the use of reclaimed water on the campus and identify the source and entity having operational responsibility for the provision of reclaimed water on or near campus

(4) REQUIREMENTS FOR POTABLE WATER GOALS, OBJECTIVES AND POLICIES.

(a) The sub-element shall contain one or more goal statements for accommodating future

university potable water requirements.

(b) The sub-element shall contain one or more objectives for each goal which address:

1. Correcting existing potable water facility deficiencies;
2. Coordinating the provision of increased facility capacity to meet future needs of the university; and
3. Protecting and conserving potable water sources.

(c) The element shall contain one or more policy statements for each objective which:

1. Establish the levels of service to be used by the university in establishing potable water supply requirements;
2. Establish priorities for replacement, correcting existing potable water facility deficiencies, and providing for future facility needs;
3. Coordinate the provision of on and off-campus potable water facilities required to meet future university needs with the local government or appropriate service provider;
4. Ensure that future potable water facility service capacity and capital improvements required to meet future university needs are provided when required, based on needs identified in other master plan elements;
5. Establish administrative, operational and other procedures to conserve water, including utilization of reclaimed water as appropriate, and thereby minimize future potable water requirements of the university; and
6. Establish the timing or phasing requirements for potable water facility improvements to meet future university needs.

(d) The Potable Water Sub-Element shall be described, at a minimum, in the General Infrastructure Element Map(s) and explanatory text. This map, along with companion narrative shall identify the location and size of the proposed general infrastructure distribution and collection system lines, treatment facilities and generation facilities. The map and text shall be accompanied by explanatory tabular information as required.

(5) SANITARY SEWER DATA AND ANALYSIS REQUIREMENTS. This sub-element shall be based on the following data and analysis requirements, pursuant to Subparagraph 21.202(2).

(a) Inventory and assess all public and private facilities (including main collection lines) which provide sanitary sewer services to the campus. Assessment should include:

1. A facility capacity analysis by geographic service area, indicating capacity surpluses and deficiencies for:
  - i. Existing conditions, based on the facility design capacity and the current demand on facility capacity; and
  - ii. The end of the planning time frame, based on the projected demand at current level of service standards for the facility, projected student populations and land use distributions, and any available existing surplus facility capacity.

2. Analyzing the general performance of existing sanitary sewer facilities (including main collection lines), evaluating the adequacy of the current level of service provided by the facility, the general condition and expected life of the facility, and the impact of the facility upon adjacent natural resources.

3. Preparing a description of the proportional capacity of any facilities shared between the university and the host and/or affected local governments that are required to meet existing university needs, including a description of any capacity that may have been previously allocated to the university by the host and/or affected communities.

(b) Inventory and assess the problems and opportunities for sanitary sewer facility expansion or replacement to meet projected needs of the university.

(c) Inventory and assess existing regulations and programs which govern land use and

development of sanitary sewer facilities, including an analysis of the strengths and deficiencies of those programs and regulations in maintaining the functions of sanitary sewer collections.

(6) REQUIREMENTS FOR SANITARY SEWER GOALS, OBJECTIVES AND POLICIES.

(a) The sub-element shall contain one or more goal statements for accommodating future university sanitary sewer requirements.

(b) The sub-element shall contain one or more objectives for each goal which address:

1. Correcting existing sanitary sewer facility deficiencies; and
2. Coordinating the provision of increased facility capacity to meet future needs of the university.

(c) The sub-element shall contain one or more policy statements for each objective which:

1. Establish the levels of service to be used by the university in establishing sanitary sewage collection and treatment facility requirements;

2. Establish priorities for replacement, correcting existing sanitary sewer facility deficiencies, and providing for future facility needs;

3. Coordinate the provision of on and off-campus sanitary sewer facilities required to meet future university needs with the local government or appropriate service provider;

4. Ensure that future sanitary sewer facility service capacity and capital improvements required to meet future university needs are provided when required, based on needs identified in other master plan elements; and

5. Establish the timing or phasing requirements for sanitary sewer facility improvements to meet future university needs.

(d) The Sanitary Sewer Sub-Element shall be described, at a minimum, in the General Infrastructure Element Map(s) and explanatory text. This map, along with companion narrative, shall identify the location and size of the proposed general infrastructure distribution and collection system lines, treatment facilities and generation facilities. The map and text shall be accompanied by explanatory tabular information as required.

(7) SOLID WASTE DATA AND ANALYSIS REQUIREMENTS. This sub-element shall be based on the following data and analysis requirements, pursuant to Subparagraph 21.202(2).

(a) Inventory and assess all public and private facilities which provide solid waste collection, storage and disposal services to the campus. Assessment should include:

1. A facility capacity analysis by geographic service area, indicating capacity surpluses and deficiencies for:

- i. Existing conditions, based on the facility design capacity and the current demand on facility capacity; and

- ii. The end of the planning time frame, based on the projected demand at current level of service standards for the facility, projected student populations and land use distributions, and any available existing surplus facility capacity.

2. Analyzing the general performance of existing solid waste facilities, evaluating the adequacy of the current level of service provided by the facility, the general condition and expected life of the facility, and the impact of the facility upon adjacent natural resources.

3. Preparing a description of the proportional capacity of any facilities shared between the university and the host and/or affected local governments that are required to meet existing university needs, including a description of any capacity that may have been previously allocated to the university by the host and/or affected communities.

(b) Inventory and assess the problems and opportunities for solid waste facility expansion or replacement to meet projected needs of the university.

(c) Inventory and assess existing regulations and programs which govern land use and

development of solid waste facilities, including an analysis of the strengths and deficiencies of those programs and regulations in maintaining the functions of solid waste collection, storage and disposal.

(d) Inventory and assess opportunities or available and practical technologies for the reduction, recycling and re-use of solid waste generated by the university.

(e) Inventory and assess any existing agreements for the collection, storage and disposal of university-generated solid waste, including allocated capacity and duration of service. Identify any future limitations on university development resulting from these factors.

(8) REQUIREMENTS FOR SOLID WASTE GOALS, OBJECTIVES AND POLICIES.

(a) The sub-element shall contain one or more goal statements for accommodating future university solid waste collection and disposal requirements.

(b) The sub-element shall contain one or more objectives for each goal which address:

1. Correcting existing solid waste collection and disposal facility deficiencies; and  
2. Coordinating the provision of increased facility capacity to meet future needs of the university.

3. Increasing solid waste recycling.

(c) The element shall contain one or more policy statements for each objective which:

1. Establish the levels of service to be used by the university in establishing solid waste collection and disposal facility requirements;

2. Establish priorities for replacement, correcting existing solid waste collection and disposal facility deficiencies, and providing for future facility needs;

3. Coordinate the provision of on and off-campus solid waste collection and disposal facilities required to meet future university needs with the local government or appropriate service provider;

4. Ensure that future solid waste collection and disposal facility service capacity and capital improvements required to meet future university needs are provided when required, based on needs identified in other master plan elements; and

5. Establish the timing or phasing requirements for solid waste collection and disposal facility improvements to meet future university needs.

6. Increase recycling through increased collection points and awareness campaigns

(d) The Solid Waste Sub-Element shall be described, at a minimum, in the General Infrastructure Element Map(s) and explanatory text. This map, along with the companion narrative shall identify the location and size of the proposed general infrastructure distribution and collection system lines, treatment facilities and generation facilities. The map and text shall be accompanied by explanatory tabular information as required.

### **21.208 Conservation Element.**

This element ensures the conservation, protection and wise use of all natural ecosystems and natural resources on the university campus and in the planning study area.

(1) CONSERVATION DATA AND ANALYSIS REQUIREMENTS. This element shall be based on the following data and analysis requirements, pursuant to Subparagraph 21.202(2).

(a) Inventory and assess existing natural and environmental resources where present both on the university campus and within the planning study area.

(b) The assessment indicated in (1)(a) of this element shall include for each natural and environmental resource the:

1. Identification of existing or potential commercial, recreational, or conservation uses.

2. Identification of available and practical opportunities and methods for protection or restoration of those resources.

3. Identification of known sources and rates of discharge or generation of pollution or its impacts generated by university activities.

4. Identification of opportunities or available and practical technologies to minimize pollution or its impacts generated by university activities.

5. Identification of current and projected water needs and sources, based on the demand for industrial, agricultural and potable water use and the quantity and quality available to meet those demands.

6. Identification of opportunities or available and practical technologies to reduce university energy consumption unless addressed in the utilities or capital improvement element. Investigation of emerging technologies (i.e., solar) to address this issue is encouraged.

(2) REQUIREMENTS FOR CONSERVATION GOALS, OBJECTIVES AND POLICIES.

(a) The element shall contain one or more goals establishing the long-term end toward which conservation programs are directed.

(b) The element shall contain one or more objectives for each goal which:

1. Protect or improve air quality;

2. Conserve, appropriately use, and protect the quantity and quality of current and projected water sources (including groundwater and surface water);

3. Conserve, appropriately use, and protect native vegetative communities and wildlife habitat and manage non-native invasive plant removal; and

4. Conserve and appropriately use energy.

(c) The element shall contain one or more policies for each objective which address implementation activities that:

1. Protect water quality and quantity by restricting university activities which contaminate groundwater sources such as wellfields, cones of influence or recharge areas;

2. Protect native vegetative communities from destruction by university development activities and also encourage use of native vegetation whenever possible;

3. Restrict university activities known to threaten the habitat and survival of endangered and threatened plant and wildlife species and species of special concern;

4. Improve control of, or restrict or minimize university activities which generate air and light pollution;

5. Minimize stormwater-borne pollutants generated as a result of university operations and maintenance practices;

6. Protect and conserve the natural functions of soils, rivers, floodplains and wetlands;

7. Encourage recycling;

8. Designate environmentally sensitive lands for protection based on state and locally determined criteria;

9. Manage hazardous wastes to protect natural resources; and

10. Establish administrative, operational, and other procedures to conserve energy and minimize future demand.

11. Encourage the attritional replacement of existing university-controlled vehicle fleets with reduced emission vehicles.

(d) The Conservation Element shall be described, at a minimum, in the Conservation Element Map and explanatory text. This map along with companion text shall describe the natural resource conservation and protection areas planned on the university campus. The map and text shall be accompanied by explanatory tabular information as required.

## **21.209 Recreation and Open Space Element.**

This element ensures the provision of adequate and accessible recreation facilities and open space to meet the future needs of the university.

### **(1) RECREATION AND OPEN SPACE DATA AND ANALYSIS REQUIREMENTS.**

This element shall be based on the following data and analysis requirements, pursuant to Subparagraph 21.202(2).

(a) Inventory and assess existing university-owned or managed recreational sites (including open spaces, incidental recreation facilities, parks, lakes, forests, reservations, freshwater and saltwater beaches) against the projected needs for recreation and open space facilities required to meet the needs of the projected university population (students, faculty and staff) based on university standards and calculations or established level of service standards.

(b) Inventory and assess existing privately-owned, state owned, or local government-owned recreational facilities and open spaces within the planning study area against the projected needs for recreation and open space facilities required to meet the needs of the projected university population (students, faculty and staff) based on university standards and calculations or established level of service standards.

(c) Inventory and assess planned future recreation and open space facilities, both on-campus and off-campus within the planning study area, against projected needs of both the university and the host and/or affected local governments. This analysis should consider levels of service standards established by both the university and the host and/or affected local governments for each type of recreation facility. The university assessment must consider opportunities for alternative future facility siting in order to conserve the supply and character of campus open space.

### **(2) REQUIREMENTS FOR RECREATION AND OPEN SPACE GOALS, OBJECTIVES AND POLICIES.**

(a) The element shall contain one or more goals for recreation and open space facilities.

(b) The element shall contain one or more objectives for each goal which:

1. Coordinate public and private resources to meet the projected university generated demand for recreational facilities and open space; and

2. Ensure that parks, recreational facilities and open space are adequately and efficiently provided.

(c) The element shall contain one or more policy statements which:

1. Establish priorities for development of future recreation and open space facilities;

2. Establish the timing or phasing requirements for development of future athletic, recreation and open space facilities;

3. Select sites for infrastructure and buildings designed to maximize the retention of campus open space;

4. Coordinate provision of recreation and open space facilities on-campus with those provided off-campus by the host and/or affected local governments;

5. Correct or improve existing deficiencies due to university generated demand on parks and recreation facilities; and

6. Designate or acquire open space and natural reservations.

7. Promotes bike, pedestrian and mass transit connectivity between the university community and recreational facilities.

(d) The Recreation and Open Space Element shall be described at a minimum in the Recreation and Open Space Element Map and explanatory text. This map and companion text and tabular data shall define the location, size and function of proposed future recreation and open

space facilities on the campus. The map and text shall be accompanied by explanatory tabular information as required.

## **21.210 Intergovernmental Coordination Element**

This element identifies and resolves goals, objectives, policies and development proposed in campus master plans that may be incompatible with adjacent local governments, and regional and state agency plans. Intergovernmental coordination shall be utilized to the extent required to carry out the provisions of this Chapter.

(1) INTERGOVERNMENTAL COORDINATION DATA AND ANALYSIS REQUIREMENTS. This element shall be based on the following data and analysis requirements, pursuant to Subparagraph 21.202(2).

(a) Inventory and assess the list of all host and affected local governments, and other units of local government providing services but not having regulatory authority over the use of land, independent special districts, water management districts, regional planning councils, and state agencies with which the university coordinates, or which provide services to the university. This inventory shall also include regional or state agencies with land use or environmental regulatory authority, and authorities, independent special districts, and utility companies which provide services to the university.

(b) The assessment indicated in (1) (a) of this subsection shall include the following:

1. An assessment of the existing coordination mechanisms in place for each governmental entity. This assessment shall include the nature of the coordinating relationship, the mechanism used for coordination (such as intergovernmental agreements, joint planning and service agreements, special legislation, joint meetings/workgroups, mutual aid agreements, etc...) the office with primary responsibility for coordination, as well as the effectiveness of any existing coordination mechanisms.

2. An assessment of specific problems and needs within each of the campus master plan elements which would benefit from improved or additional intergovernmental coordination and means for resolving those problems and needs.

(c) Inventory and assess all previous fair share payments made by the University to its host or affected local government as a result of existing Campus Development Agreement(s). This assessment shall include a summary of how those funds have been spent by the local government, and the relative effectiveness of this spending in mitigating university generated impacts.

(2) REQUIREMENTS FOR INTERGOVERNMENTAL COORDINATION GOALS, OBJECTIVES, AND POLICIES.

(a) The element shall contain one or more goal statements which establish the long-term end toward which intergovernmental coordination activities are ultimately directed.

(b) The element shall contain one or more specific objectives and policies for each goal which:

1. Coordinate the campus master plan with the plans of other units of local government providing services but not having regulatory authority over the use of land, and the comprehensive plans of host and affected local governments;

2. Ensure that the university addresses through coordination and accountability mechanisms, the impacts of development proposed in the campus master plan upon development in the planning study area; and

3. Ensure coordination in establishing level of service standards for public facilities with any state, regional or local entity having operational and maintenance responsibility for such facilities.

(3) INTERGOVERNMENTAL COORDINATION PROCESS.

The Intergovernmental Coordination Element shall establish a development review process, to be implemented in conjunction with host and affected local governments. This development review process shall assess the impacts of proposed development on significant local, regional and state resources and facilities, and shall be a reciprocal process whereby local officials are given an opportunity to review proposed campus development in order to assess its potential impacts on local, regional and state resources and facilities. The process should afford university officials an opportunity to review proposed development within the planning study area in order to assess its potential impacts on university resources and facilities. Prior to the approval and adoption of the Campus Development Agreement by the University Board of Trustees, the university will engage in a coordination process with the Board of Governors. As part of this process of reviewing campus development agreements, the Board of Governors may require submission of more complete or more detailed data or analysis from the university.

### **21.211 Capital Improvement Element**

This element evaluates the need for public facilities as identified in other campus master plan elements; to estimate the cost of improvements for which the university has fiscal responsibility; to analyze the fiscal capability of the university to finance and construct improvements; to adopt financial policies to guide the funding of improvements; and to schedule the funding and construction of improvements in a manner necessary to ensure that capital improvements are provided when required based on needs identified in the other campus master plan elements. All development is contingent upon the availability of funding.

(1) CAPITAL IMPROVEMENTS DATA AND ANALYSIS REQUIREMENTS. This element shall be based on the following data and analysis requirements, pursuant to subsection 21.2023(2).

(a) The element shall be based on the facility needs as identified in the other elements and shall support the future needs as identified in the future land use element; however, all capital improvements identified in this section shall be considered contingent on funding becoming available.

(b) Inventory and assess existing and anticipated revenue sources and funding mechanisms available for capital improvement financing, such as ad valorem funds, state funds, federal funds, bonds, impact fees, gas tax, etc.

(c) Inventory and assess the cost of future capital improvements identified in the other plan elements. This analysis must consider inflation factors, the relative priority of need ranking, and university practices that guide the timing and location of construction, extensions or increases in the capacity of university facilities. This analysis should include the cost of capital improvements both on-campus and off-campus within the planning study area. The analysis for off-campus capital



improvements within the planning study area must also compare the host and/or affected local governments and university cost estimates for future improvements generated by university infrastructure impacts.

(d) Inventory and assess operations and maintenance costs for existing facilities.

(2) REQUIREMENTS FOR CAPITAL IMPROVEMENTS GOALS, OBJECTIVES AND POLICIES.

(a) The element shall contain one or more goal statements which establish the long-term end for the timely and efficient provision of capital facilities through the use of sound fiscal policies.

(b) The element shall contain one or more objectives for each goal and shall address:

1. The coordination of land use decisions and available or projected fiscal resources with a schedule of capital improvements which maintains level of service standards as adopted in the campus master plan and meets existing and projected facility needs;

2. The demonstration of the university's ability to provide or require provision of the needed improvements identified in the other elements and to manage the expansion or improvement process so that facility needs do not exceed the ability of the university to fund and provide provision of the needed capital improvements; and

3. The use of the capital improvements element as a means to meet the needs of the university for the construction of capital facilities to correct existing deficiencies, to accommodate desired future growth, and to replace worn-out or obsolete facilities.

(c) The element shall contain one or more policies for each objective which address programs and activities for:

1. The establishment of criteria used to evaluate and prioritize capital improvement projects;

2. Provisions for the replacement and renewal of capital facilities;

3. Provisions for the availability of facilities and services needed to support facility construction, expansion or improvement concurrent with the impacts of such construction, expansion or improvement subsequent to the adoption of the master plan;

4. Provisions for the adoption of the capital budget as part of the annual budgeting process to include provisions which are consistent with the campus development agreement; and

5. Provisions for programming the future facility costs to include the cost of the site improvements, utility extensions and associated easements, parking, traffic circulation improvements, etc., necessary for the proper function of the individual facility and to include the cost of facilities necessary to support future capacity requirements.

(3) CAPITAL IMPROVEMENTS IMPLEMENTATION.

(a) The campus master plan capital improvement element shall contain:

1. The schedule of capital improvements for which the university has fiscal responsibility, by year (for the 3-year committed, for the provisions consistent with the campus development agreement, and 10-year projected improvements) which shall reflect the need to reduce existing deficiencies, remain abreast of replacements, and meet future demand; and

2. A list of projected costs and revenues by type of facility for the planning period, by year.

### **21.212 Optional Element**

(1) If the campus master plan includes optional elements pursuant to Subsection 1013.30 (4), Florida Statutes, such elements must be completed and transmitted at the same time as the required portions of the campus master plan.

(2) Optional elements are not subject to review under this Chapter.

## BOG 6C-21 REGULATION WORKGROUP WORKPLAN & SCHEDULE

# Campus Master Plan

### Step 1. Establish and Organize a Campus Master Plan Regulation Development working group (Jan-April, 2008)

- Formed the Work Group
- Surveyed invited Working Group representatives on key issues and guiding principles for consideration in developing a campus master plan regulation. (*April, 2008*)
- Prepared agenda materials for organizational meeting (*May, 2008*)

### Step 2. Convene the Campus Master Plan Regulation Development process (May-July, 2008) (2 meetings)

#### Phase 1- Organizational Scoping of Issues, Education and Initial Findings and Drafting (*2 Meetings*)

- May 23, 2008 Organizational Meeting, Tallahassee
- July 1, 2008, 2<sup>nd</sup> Meeting, UCF, Orlando
- *FCRC Progress Report to the BOG- FY 07-08 (July, 2008)*

### Step 3. Building Consensus on the Campus Master Plan (Oct. 08- February. 09) (5 meetings)

#### Phase 2- Regulation Development and Drafting (*2 meetings*)

- October 1, 2008- 3<sup>rd</sup> Meeting, UF, Gainesville
- Drafting Groups meet as needed
- November 5, 2008- 4<sup>th</sup> Meeting, UF, Gainesville
- December 3, 2008- 5<sup>th</sup> Meeting USF, Tampa
- Drafting Groups Meet as needed

#### Phase 3- Consensus Building on Regulation (*2 meetings*)

- January 7, 2009- Review and Refinement of Draft Recommendations- 6<sup>th</sup> Meeting FAU, Boca Raton
- Drafting Groups meet as needed
- January 28, 2009, Review, Refinement and Adoption of Draft Recommendations, 7<sup>th</sup> and Final Meeting, City Hall, Tallahassee, Florida

### Step 4. Forward Work Group Recommendations to the Board of Governors and Staff

- Delivery of Work Group Recommendations to BOG staff (*February 2009*)
- Possible meeting of CMP Workgroup to review public comments on the BOG Draft Regulation
- Presentation of Work Group Recommendations to the BOG (*March 2009*).
- Promulgation of BOR regulation (*Summer, 2009*).

***Appendix # 4***  
**CMP Chapter 21 Workgroup Consensus Guidelines**  
*Adopted Unanimously, July 1, 2008*

The CMP 6C-21 Regulation Workgroup (Workgroup) will seek consensus on its recommendations for changes to the Campus Master Plan 6C-21 Regulation. General consensus is a participatory process whereby, on matters of substance, the members strive for agreements which all of the members can accept, support, live with or agree not to oppose. In instances where, after vigorously exploring possible ways to enhance the members' support for the final package of recommendations, and the Workgroup finds that 100% acceptance or support is not achievable, final consensus recommendations will require at least 80% favorable vote of all members present and voting. This super majority decision rule underscores the importance of actively developing consensus throughout the process on substantive issues with the participation of all members and which all can live with. In instances where the Workgroup finds that even 80% acceptance or support is not achievable, publication of recommendations will include documentation of the differences and the options that were considered for which there is greater than 50% support from the Workgroup.

The Workgroup will develop its recommendations using consensus-building techniques with the assistance of the facilitators. Techniques such as brainstorming, ranking and prioritizing approaches will be utilized. The Workgroup's consensus process will be conducted as a facilitated consensus-building process. Workgroup members and facilitators will be the only participants seated at the table. Only Workgroup members and may participate in discussions and vote on proposals and recommendations. The Chair may request specific clarification from a member of the public in order to assist the Workgroup in understanding an issue. Observers/members of the public are welcome to speak during the public comment period provided at each meeting, and all comments submitted on the public comment forms provided in the agenda packets will be included in the facilitators' summary reports.

To enhance the possibility of constructive discussions as members educate themselves on the issues and engage in consensus-building, members agree to refrain from public statements that may prejudice the outcome of the Workgroup's consensus process. In discussing the Workgroup process with the media, members agree to be careful to present only their own views and not the views or statements of other participants and/or may direct such inquiries to the Workgroup Chair. In addition, in order to provide balance to the Workgroup process, members agree to represent and consult with their stakeholder interest group.

*Appendix 5 Sample Tabular Format*

<b>Transportation Element</b>		
<p><b>VISION (optional):</b> Identify Transportation Guiding Principles that reinforce the Campus Master Plan Vision Statement and describe the outcome or desired end-state for the campus transportation system including facilities and services that extend into the context area. These Guiding Principles should be compatible with Vision Plans of the host local government (if applicable), and describe the philosophical approach that justifies goals, objectives, policies and projects of the Campus Master Plan Transportation Element.</p>		
<p><b>PURPOSE:</b> The purpose of this task is to assess and make recommendations for the transportation system for all modes of travel (bicycle, pedestrian, bus/transit, and motor vehicle) both on campus and in the off-campus context area. These recommendations shall coordinate policies, programs and projects with the host local government and other state and regional agencies.</p>		
<b>REGULATION REFERENCE</b>	<b>REQUIREMENTS FOR DATA &amp; ANALYSIS</b>	<b>REQUIREMENTS FOR PLAN ELEMENTS</b>
(1)(a) (2)(a) (3)(a) (3)(b)1. (3)(c)1. (3)(c)3. (3)(c)4. (3)(d)	1. Inventory and assess parking located on campus and off-campus if owned or controlled by the University. The assessment shall include campus parking demand for the base year and projected year that incorporates allowance for transportation demand management policies that may reduce parking demand. The assessment shall also consider parking demand for special events, as applicable.	a. Map(s) of existing and proposed university parking facilities with a schedule of development for new or modified parking facilities supported with narrative and tables as applicable. b. Goals, objectives and policies (GOPs) for the provision and management of parking facilities, including transportation demand strategies that may reduce parking demand. c. GOPs to establish timing or priorities for development of future campus parking facilities. d. GOPs to establish programs and administrative procedures for coordinating parking facilities and services with the host community.

<p>(1)(j)  (2)(j)  (3)(a)  (3)(b)3.  (3)(c)2.  (3)(c)3.  (3)(c)4.  (3)(d)</p>	<p>2. Inventory and assess transit facilities and services on campus and in the context area including:</p> <ul style="list-style-type: none"> <li>• service providers;</li> <li>• routes;</li> <li>• stop locations;</li> <li>• frequency of service;</li> <li>• ridership;</li> <li>• vehicle capacity; and</li> <li>• planned service modifications identified in the local government comprehensive plan's capital improvement element, transit agency's service plan or other comparable planning document.</li> </ul>	<p>a. Map(s) of existing and proposed transit facilities and services on campus and in the context area with supporting narrative and tables as applicable.</p> <p>b. GOPs for the provision and management of transit facilities and services including cooperation with outside agencies that provide transit service to the university campus if applicable. These GOPs shall seek to maximize utilization of public or university-provided transit.</p> <p>c. GOPs to establish timing or priorities for development of future transit facilities and services.</p> <p>d. GOPs to provide coordination with the host community for transit facilities and services.</p>
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<p>(4)(a)  (4)(b)  (4)(c)  (4)(d)  (5)(a)  (5)(b)  (6)(a)  (6)(b)1.  (6)(b)4.  (6)(c)1.  (6)(c)4.  (6)(d)</p>	<p>3. Inventory and assess facilities and services for bicycling and walking including existing and planned facilities on campus and in the context area with identification of the facility location and type.</p>	<p>a. Map(s) of existing and proposed bicycle and pedestrian facilities with supporting narrative and tables as applicable.  b. GOPs for the provision and management of bicycle and pedestrian facilities and services including programs that encourage the use of non-motorized transportation. These GOPs shall seek to maximize utilization of pedestrian and non-motorized forms of travel.  c. GOPs to establish timing or priorities for development of future campus bicycle and pedestrian facilities.  d. GOPs to provide coordination with the host community for bicycle and pedestrian facilities and services.</p>
<p>(2)(k)  (3)(b)4.</p>	<p>4. Inventory and assess opportunities to implement transportation demand management strategies, including strategies that link transportation and future land use such as transit-oriented design, walkable activity centers and multimodal districts.</p>	<p>a. Map(s) of walking distances on campus and in the context area.  b. GOPs to coordinate transportation facilities and services with future land uses, both on campus and in the context area.</p>

<p>(1)(c) (4)(e) (6)(c)1.</p>	<p>5. Inventory and assess safety of the on-campus transportation system users including:</p> <ul style="list-style-type: none"> <li>• traffic crash data for bicycles; pedestrians and motor vehicles;</li> <li>• lighting assessment for bicycle and pedestrian facilities; and</li> <li>• identification of high traffic crash locations and other safety concerns on campus.</li> </ul>	<p>a. Map(s) of proposed transportation safety mitigation projects with a development schedule, supporting narrative and tables, if applicable.</p> <p>b. GOPs to reduce the number and severity of traffic crashes including physical modifications and provision of educational programs or partnerships.</p> <p>c. GOPs to establish timing or priorities for development of future campus transportation safety mitigation projects.</p>
<p>(3)(b)4. (3)(c)1. (3)(c)3. (6)(b)1. (6)(c)2.</p>	<p>6. Inventory planned new roads, road modifications, and other planned transportation system modifications (including transit, bicycle and pedestrian) with cost estimates identified in the local government comprehensive plan's capital improvement element, the regional long-range transportation plan, the university's capital improvement program, and other transportation plan documents as applicable.</p>	<p>a. Map(s) and schedule of development for planned and programmed transportation system modifications on campus and in the context area.</p> <p>b. GOPs to establish programs and administrative procedures that facilitate coordination of the transportation system on campus with the transportation system and future land uses of the host community. Such administrative procedures shall include consideration of University representation as ex-officio member of the Metropolitan Planning Organization with jurisdiction in the host community.</p>

<p>(1)(e)  (1)(f)  (1)(g)  (2)(h)  (2)(k)  (3)(a)  (3)(b)2.  (3)(c)1.  (3)(c)3.  (3)(c)4.  (3)(c)5.  (3)(d)</p>	<p>7. Inventory and assess roadways on campus and in the context area including:</p> <ul style="list-style-type: none"> <li>• adopted level of service (LOS);</li> <li>• traffic counts;</li> <li>• maximum service volumes;</li> <li>• pavement condition; and</li> <li>• road designations (i.e. FDOT Strategic Intermodal System and local government Constrained Facilities).</li> </ul> <p>This assessment shall also include evaluation of opportunities to implement transportation system management strategies that address intersection, operations and safety components of the roadway system.</p>	<p>a. Map(s) of proposed campus roadway modifications including transportation system management and resurfacing projects with supporting narrative and tables as applicable.</p> <p>b. GOPs for the provision and management of campus roadways including LOS standards to be used for analyzing campus roadway capacities.</p> <p>c. GOPs to establish timing or priorities for development of future campus roadway and traffic circulation modifications.</p> <p>d. GOPs to reduce the impact of university-related traffic on roadways in the context area.</p> <p>e. GOPs to provide coordination with the host community for traffic circulation facilities and services.</p>
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<p>(1)(h)  (1)(i)  (2)(f)  (2)(g)  (2)(h)  (2)(i)  (3)(b)2.</p>	<p>8. Assess roadway capacity on campus and in the context area for the campus master plan base year and projected year including assessment of:</p> <ul style="list-style-type: none"> <li>• future conditions for enrollment, building program and parking facilities;</li> <li>• mode split;</li> <li>• transportation demand strategies; and</li> <li>• trip generation.</li> </ul> <p>This assessment shall utilize traffic analysis zones (TAZs) and methodologies acceptable to the host local government and based upon professional standards of transportation for assessment of university traffic impacts significantly affecting off-campus roads in the context area. This assessment shall include:</p> <ul style="list-style-type: none"> <li>• Map(s) and/or data tables to identify transportation facilities and services on campus and in the context area that will be operating below the adopted level of service standard in the projected plan year.</li> <li>• Map(s) and/or data tables to identify deficient transportation facilities and services for all modes on campus and in the context area that are significantly and adversely impacted by university-generated travel demand in the projected plan year.</li> </ul>	<p>a. GOPs to provide procedures for mitigation of off-campus transportation impacts in the context area, including provisions for a cost-feasible approach to implementing any necessary off-campus transportation system modifications.</p>
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*Appendix # 6 About the Florida Consensus Center*



## CONSENSUS SOLUTIONS

*‘Serving as a neutral public resource in facilitating consensus solutions and collaborative action.’*

The FCRC Consensus Center, formerly the Florida Conflict Resolution Consortium, was created by the Florida Legislature in 1988 and based in Tallahassee at Florida State University. The Consortium also has a regional office in Orlando in partnership with the Institute of Government at the University of Central Florida. The Center provides consensus-building services, education, training and applied research activities. These efforts seek to build a broader understanding of the value of collaborative approaches among citizens, leaders, professionals and students. In addition, the Consortium provides neutral technical assistance and consultation on collaboration strategies to a wide range of leaders, professionals, agency staff and citizens engaged in public policy challenges throughout Florida. It helps design efforts for facilitating intergovernmental collaboration, and community problem-solving. The Consortium also serves as a broker connecting stakeholders with dispute resolution professionals. For more information on the Center’s work, visit our website at <http://consensus.fsu.edu>. For information on our range of services, see, <http://consensus.fsu.edu/solutions09.html>. For more information on our Board of Governors initiatives, see <http://consensus.fsu.edu/bog-fcrc/index.html>. Or email us at [rmjones@fsu.edu](mailto:rmjones@fsu.edu).

