Welcome

This Open House marks the completion of Phase 1 of the development of a Comprehensive Master Plan (CMP) for Cornell University.

Phase 1 is the first of three phases that will see the CMP through to completion by early 2008. This Open House summarizes what the consultant team saw, heard, researched and analyzed through Phase 1. The information presented, outlines the key messages, principles and opportunities that will form the basis of the master plan.

Consultation is fundamental to the CMP process, and this Open House is a key event within a broader strategy to engage the Cornell community, including Tompkins County residents. The purpose of the Open House is to both update the community on the CMP and invite feedback on the Phase 1 findings. Your comments on the information presented here will provide input to the next phase of work - the exploration of options for future growth on the campus.

How the Open House Works
The information presented at this Open House is displayed on a series of 32 panels, giving you the freedom to learn as much or as little about the CMP as you would like. The Open House format gives you an opportunity to ask questions and provide feedback to members of the Master Plan team in attendance today.

The panels are organized into four parts:
• Introduction and Background
• Part I – What We Heard
• Part II – What We Think
• Part III – Setting the Stage for Phase 2

Phase 1 process overview

CMP Timeline

Phase 1:
- Principles and Opportunities
- Options
- Spring 2006

Phase 2:
- Options
- Spring 2007

Phase 3:
- Final CMP
- Fall 2007

Phase 1:
- History
- Data
- Trends
- Mapping
- Observations
- University leadership
- Students, staff, faculty
- Neighbors

Phase 2:
- History
- Data
- Trends
- Mapping
- Observations
- University leadership
- Students, staff, faculty
- Neighbors

Phase 3:
- History
- Data
- Trends
- Mapping
- Observations
- University leadership
- Students, staff, faculty
- Neighbors
Cornell has experienced tremendous physical growth in recent years and many changes in the physical character of the Ithaca campus. In order to ensure that further growth and evolution positively impact the unique character of the campus and its setting, the University determined that a plan to guide future development was needed. Urban Strategies and Polshek Partnership Architects, supported by Vollmer Associates and New England Engineering, were retained in Spring 2006 to lead the preparation of a Comprehensive Master Plan (CMP) for Cornell.

**Cornell Facts**

- Cornell University is both a private endowed University and the federal land grant institution of New York State.
- The campus’s total population is approximately 30,000 faculty, students and staff.
- The Ithaca campus includes extensive natural areas, a historic district and national, state and local landmarks.
- The main campus extends over six home communities – the City of Ithaca, the Town of Ithaca, the Village of Cayuga Heights, the Town of Dryden, the Village of Lansing and the Town of Lansing, all within Tompkins County.

**Scope of the CMP**

The CMP will be driven by academic priorities and support the goals and aspirations of the University as it guides the campus’s physical development over the next 10 to 25 years. The scope of the master plan will be broad, addressing all facets of the physical campus, including the way Cornell uses its land, the arrangement and scale of buildings, and the nature and function of the landscape. The transportation network and various utility systems will be important considerations. The CMP will set the context for physical changes on campus to realize the University’s research, teaching, administrative, residential and recreational priorities. It will respond to the unique natural setting of the campus and the character of its surrounding neighborhoods. While the plan’s focus will be the next 25 years, it may recommend initiatives that will require implementation over a longer time period. It will consider relationships between the Ithaca campus and Cornell’s other campuses in Geneva, NY, New York City and Qatar; however, the CMP will focus on the main campus and its boundaries will not extend beyond Tompkins County.

**Trends and Assumptions**

Over the last century, both the University campus and its home communities have expanded their population, amenities and infrastructure. The nature of these adjacencies varies, from dense residential urban neighborhoods and historic districts to suburban and semi-rural residential communities. Both the rural and urban environments within which Cornell sits demand that we look inward as well as outward as we plan for the future. The CMP must consider carefully the impacts of future development on the surrounding community, particularly at the edges of campus.

Growth on the campus in the last several decades has been characterized by increasing interdisciplinary collaboration and changes in the distribution and organization of academic units on the campus. This pattern of interdisciplinary collaboration will continue into the future and be more pronounced, requiring older buildings to adapt and new buildings to be built. The physical sciences will continue to demand substantial amounts of new space, much of it for research and more and more of it being used by undergraduate students. The humanities and social sciences are also top priorities at Cornell. Flexible teaching, meeting and social space will become increasingly important. And so will the overall quality of the campus, its facilities and its surroundings, as the competition for faculty, students and staff gets stiffer.

Cornell’s population is not expected to grow significantly over the next 25 years. The number of undergraduates is expected to hold steady at approximately 13,000. The number of faculty members is expected to increase slowly, from a current total of approximately 1,600 to about 1,700. The number of graduate students is expected to increase in step with the number of new faculty, from a current total of approximately 6,500 about 6,500. The staff population will also likely grow from a total of approximately 8,400 to about 9,100 in 25 years, mostly to support the new space that is likely to be built.

The total floor area at Cornell has increased by an average of one million square feet per decade, although recent decades have seen higher levels of growth (see chart below). Looking ahead, changing demographics and the local and global imperative to reduce consumption suggest Cornell will grow more conservatively than in recent decades, adding in the order of 2.5 to 3 million square feet of additional floor area over the next 25 years.
The history of Cornell’s development can be divided into five time periods, each associated with a distinct pattern of growth and physical development. This panel shows the pattern of development through the changing footprint of campus buildings over time.

**1864 to 1900: The University on a Hill**
When Ezra Cornell offered his 300 acre farm for a new university, the high plateau above Ithaca, now the location of the Arts Quad, was selected as its new home. This area contained all of Cornell’s academic buildings and professors housing, and was rapidly formalized through landscaping and road construction. The campus began as it is today: an informal collection of unique buildings unified by the strong character of the landscape.

**1900 to 1925: The First Great Expansion**
As Cornell grew in size and stature, its development footprint extended outward from the Arts Quad. Protecting the open space now known as Alumni Fields, a cluster of agricultural and veterinary buildings were located far to the east in what is now the Vet Quad. The City of Ithaca reflected Cornell’s expansion, growing outward to the western and southern boundary of Cornell’s lands and extending an electric streetcar line through the center of campus.

**1925 to 1950: Enrollment Increases**
During this period, campus development was focused on managing transportation, creating discrete zones on campus based on academic disciplines, and preserving important buildings and landscapes. The war changed the nature of activities on campus, leading to a high demand for temporary space at the periphery of campus. The campus was beginning to reach its capacity, with increased focus on redeveloping portions of the lower campus and creating stronger connections to the City.

**1950 to 1962: Science and Technology Boom**
The end of the war brought with it increased funding for science and technical programs. This allowed the College of Engineering to move to a new quad from its previous home in the Arts Quad. Significant growth was also seen in the physical sciences precinct and in the Agriculture and Vet Quads. Much of the lower campus was redeveloped into what we experience today, and Cornell continued to invest substantially in on-campus housing.

**1962 to Present: Intensification and Dispersal**
With most of Central Campus built out, this period has been characterized by intensification of academic uses in the area between the gorges. With a dwindling supply of prime development land, academic units have discovered increasingly creative means to add space to their respective precincts. Conversely, non-academic uses have been pushed out to surrounding areas, including Downtown Ithaca and East Hill Plaza. With the North Campus and West Campus Initiatives, campus housing has grown and improved significantly.

Most of the physical qualities of the campus and special places Cornellians hold dear have been in place for more than 75 years. Since 1930, when this aerial photograph was taken, the campus has intensified and expanded around many of the legacy open spaces, streets and buildings that existed back then, yet few “new” iconic open spaces and buildings have been added. The Master Plan provides an opportunity to help ensure the highly valued elements of campus are protected and new legacy places are created.
Themes

There is no better way to understand the Cornell campus than to talk to the people who live here. Between March and October 2006, the CMP team met with over 400 people representing all facets of the campus and surrounding communities.

We interviewed students, faculty, staff, the University leadership, alumni, neighbors and civic officials, gaining a wide range of perspectives on Cornell—its past, present and future, its strengths, weaknesses and opportunities. From these interviews emerged twelve themes—messages heard repeatedly and in compelling ways.

These themes, outlined on this and the next panel, capture shared values, concerns and wishes for the campus. They have helped direct the consultant team’s analysis and will have a fundamental role in shaping the Master Plan.

01 | The campus is much loved.
- Despite problems, it is a great and beautiful campus.
- There are many cherished places, and new common areas have been successful.
- Signature open spaces remain, and the views are spectacular.
- The natural setting is without compare.

02 | Campus development is generally meeting the critical needs for new academic and research facilities.
- Duffield Hall, the Life Sciences and Physical Sciences buildings, the Animal Health Diagnostic Center and the Gates building will help keep the affected programs at the leading edge.
- The libraries are adapting well to academic, social and technological trends.

03 | Campus development is not meeting the demand for general teaching, other cross-disciplinary and social spaces.
- Another large common lecture hall and performance space is needed.
- A flexible shared classroom building would solve shortages for several units.
- Social Sciences should have a central home.
- Needed lounge space is being re-purposed or cut from projects.

04 | Everybody wants to be at or close to the heart of campus.
- A tight-knit campus facilitates cross-disciplinary teaching and research.
- Seemingly academically-isolated units benefit from proximity to other colleges and the core campus setting.
- Animal and plant researchers need to interact with students and other faculty.
- Being central has ensured athletics and physical education play an integral role in the Cornell experience.
- Being among students and faculty is important to the quality of worklife for support staff.

05 | The campus is becoming more connected and integrated academically but not physically and socially.
- The physical disparity between the endowed and contract sides is becoming more visible to more people.
- Cross-campus walking and cycling are more necessary but infrastructure improvements have not kept pace.
- Academic units nurture community, but there are few events or spaces that bring together larger, diverse groups or the entire Cornell community.

06 | The quality of the campus is at risk.
- Intensification—by buildings, buses and cars—is perceived by many to be diminishing the character of campus.
- The issue of deferred maintenance, of buildings and infrastructure, is coming to a head—East Campus, particularly CALS, is most in need of investment.
- Many buildings are obsolete and will need to be substantially renovated or replaced within the planning horizon.
- Given the increasing intensity of use, maintaining the quality of the landscape is a growing challenge.
- Poor lighting makes the campus feel unsafe at night.
Themes

While there is universal admiration for Cornell’s campus and its wealth of outstanding academic facilities—an excellent starting point for the Master Plan—there is also widespread and growing focus on its future. The importance of a comprehensive vision and consistent guidelines to guide future development decisions is widely recognized. There is a general belief that new models for how Cornell uses and cares for its land and how it plans and finances development, are needed to position the University to both lead and respond to the tectonic social and environmental shifts occurring in the world. A comprehensive master plan is seen as critical to guiding growth and change and helping ensure Cornell remains one of the world’s great universities and most beautiful campuses.

07 | Many undergraduates are satisfied with their housing options, but students in Collegetown are not happy, and the quantity and quality of graduate housing is a problem.
   - The North Campus and West Campus housing initiatives have been successful; the fraternities and sororities are an attractive option for sophomores; Collegetown lacks amenities but is the preferred place to live for most upper classmen/women.
   - There is demand for 300 more on-campus units for undergraduates.
   - Many graduate students can only find decent affordable housing in outlying areas.
   - Hasbrouck works well for families but is otherwise unattractive, and Maplewood needs to be replaced with better quality housing.
   - There is a lack of housing for post-docs.

08 | Demographic shifts and evolving work/study habits are increasing demand for new amenities and support services.
   - Younger faculty and older students are seeking a range of commercial amenities on or close to campus.
   - There is a lack of amenities, namely food, for students and faculty on campus late in the day and evening.
   - The planned day care center will meet an urgent need for infant and toddler spaces, and a second facility will likely be needed.

09 | The visitor experience needs improvement.
   - The main approaches to campus are not inviting, and there is not a sense of arrival for those coming from the east or south.
   - Cornell needs a welcome center.
   - Visitor parking is limited and hard to find, which deters locals and tourists.

10 | Cornell could do more to enhance neighborhoods and the health of the Ithaca region.
   - Cornell is doing much to achieve environmental sustainability, but it’s not all being recognized and there is more to be done.
   - Cornell should work with the County and local municipalities to promote responsible growth management.
   - Cornell-generated traffic is perceived to be getting worse everywhere.
   - A greater Cornell presence in Downtown Ithaca is strongly encouraged.
   - Collegetown needs help—rehabilitation, beautification and parking.

11 | Cornell’s capital funding priorities and models do not fully address contemporary issues.
   - The different levels of investment between the endowed and contract colleges hinders efforts to unify and better connect the campus.
   - Infrastructure and “inter-structure” (e.g., social spaces) do not have natural advocates nor funding models.
   - The issue of funding for deferred maintenance is a growing concern.

12 | Cornell needs an effective master plan and more inclusive planning processes.
   - There is not just broad support but also excitement for what the master plan can accomplish.
   - A long-range, holistic vision of the campus is needed.
   - Projects are planned incrementally, without benefit of the big picture.
   - Environmental health and safety, support facilities and green initiatives are not consistently factored into planning and design decisions (or are cut out).
   - Decentralization and incrementalism results in inefficiencies and ongoing Town-Gown conflicts.
Values

What do people love most about the Cornell campus? From the interviews with Cornell’s students, staff, faculty, alumni and neighbors emerged a set of core values. These need to be reflected in the Master Plan to ensure they continue to help define the campus as it grows.

01 | Outstanding Teaching and Research Facilities

As beautiful as the campus is, Cornell’s number one attraction for many students, faculty and staff are its academic facilities, significantly enhanced by recent big investments in new buildings and renovations.

02 | The Natural Setting

The gorges and natural features within them give the campus an awe-inspiring beauty, are used for teaching and research, and provide places for respite and recreation.

03 | Open Spaces and Vistas

Taking full advantage of the natural setting, Cornell’s quads, other less-formal open spaces and rural landscapes, and the breathtaking views and vistas they set up, create a unique and memorable campus experience.

04 | Community

The sense of community that is nurtured within the undergraduate residential precincts, the individual colleges and the hundreds of student organizations is essential to the Cornell experience and promotes academic collaboration.

05 | Proximity and “Walkability”

For most undergraduates and many faculty and staff the campus is highly walkable—daily destinations are close to one another and, weather permitting, walking is a pleasant experience. The concentration of academic uses in Central Campus promotes social interaction and cross-disciplinary collaboration.

06 | Healthy Neighborhoods

It is widely recognized that Cornell’s reputation is inextricably linked to its surroundings, which includes healthy, attractive neighborhoods where students, staff, faculty and neighbors can enjoy an excellent quality of life.

07 | Architectural Variety

While views diverge on the aesthetic qualities of individual buildings, most appreciate Cornell’s architectural diversity and feel the eclectic character distinguishes the campus and reflects the academic mission.

08 | Serendipity

Like the pleasant surprise academics look for in their research, everyone enjoys encountering a new path or breathtaking view or friend they haven’t seen for a while, and the campus’s character and organization facilitate these memorable experiences.
WHAT WE THINK

Sustainability

Cornell is well-regarded for its commitment to sustainability and seeks to further this commitment by seamlessly integrating principles of sustainability into all components of the Master Plan. Key points include the preservation of rural and natural areas, a focus on transportation demand management and alternatives to the car and upgrading of the existing physical plant. Cornell’s goal is to become a model of sustainable campus planning, which will benefit not only the University but the entire region.

Well planned and designed communities are by definition sustainable: they are connected to nature and the landscape, premised on beauty and inspiration and involve the layering of shared systems and multi-purpose solutions.

Five Key Elements of Sustainability

The CMP team advocates planning practices that establish a balance between economic, environmental and social priorities, improving our environments for the benefit of all people and ecosystems.

Planning for sustainability involves more than simply green buildings or efficient systems. Sustainability begins at the community, campus or regional scale with formative questions, which then lead to detailed decisions regarding on-the-ground sustainable measures.

There are five key community building elements to be considered: Process, Movement, Public Realm, Managing Land and Infrastructure.

Process
Planning for a sustainable campus relies on interaction between the various university sub-communities, the local community and municipal stakeholders and design teams through the entire planning process. Thorough integration of landuse, infrastructure, public realm, built form, natural systems and community service considerations through an integrated design process is critical to the creation of a sustainable Cornell. The planning and design process will seek inspirational concepts tailored for Cornell and deliver these with a sound understanding of lifecycle considerations including operation and maintenance.

Movement
Ensuring options for people to travel to, from and within Cornell is a critical component of sustainable campus planning. Designing a campus that facilitates walking, biking, taking transit and driving will offer people true options for mobility. A balanced movement system is not simply a matter of placing sidewalks and bike lanes along roads; it should critically inform the overall structure and functioning of Cornell’s campus and ensure that all components of its movement systems, from streets to transit stops, prioritize pedestrian use and other alternatives to driving. The University has recognized movement as an important consideration in its development and will continue to strengthen its efforts for future campus growth as well.

Public Realm
A flourishing public realm in a university setting is critical, and the public realm plays an important role in sustainable campus planning. Social wellbeing and community building is fostered through a well-planned and carefully designed network of public places, streets and open space. Important elements are green space, with benefits ranging from increased physical activity to clean air; accessible cultural places that meet the needs of all members of the community; and the public spaces in between, including sidewalks, street corners and student lounges. These places support informal interaction and meetings, and provide opportunities to renew and enjoy the natural environment.

Land Management
Managing growth will involve an integrated approach to deployment of the key systems which make up our communities. Sustainable campus and community design should respond appropriately to a range of contexts at Cornell including the student creation of “complete” new greenfield “communities”, reurbanizing suburban areas and capturing brownfield and infill development opportunities to create vibrant and contemporary places to live, work and visit. At a larger scale, physical growth can be managed to reduce sprawl while providing opportunities to support complete and vibrant communities on and off campus. Given Cornell's diverse landscapes and land grant mission, careful management of its rural lands will be critical to sustainability

Infrastructure
Contemporary infrastructure technologies offer advanced options for many campus-building elements. These include storm water management, district energy systems, renewable energy technologies, vacuum waste and the use of recyclable/reusable materials in construction and public realm features. At the campus scale, a well-integrated sustainable infrastructure program would allow the University to benefit from economies of scale, providing increased financial incentives and significant environmental benefits.
Cornell occupies a diversity of places, from urban to rural, suburban to natural. It has a role to play in each of these places and each represents different opportunities. The experience and image of the Cornell campus should extend in some form to all of these areas. In short, Cornell has a symbiotic relationship with the city, towns, villages and countryside that blurs the boundaries of the campus and increases the responsibility of the University toward management of these places. For these reasons, the Comprehensive Master Plan, while focusing on opportunities on “main campus”, needs to understand and address how all parts of the “regional campus” are connected physically and academically.

To maximize teaching and research opportunities and be good “caretakers” Cornell needs a stewardship strategy for all of its land interests.
Much of Cornell’s land contains unique and important natural features that require careful management. Cornell’s responsibility as steward of its campus therefore extends well beyond its academic facilities, infrastructure and research fields to include these areas. As part of a comprehensive stewardship strategy, there may be opportunities to more beneficially align university uses with significant natural features. Cornell could also provide increased protection for vulnerable sections of the gorges and creeks.

Development surrounds much of Cornell’s lands and significantly more development is planned for the future. Since much of Cornell’s land is undeveloped and will remain so, there is assurance that vast swaths of the County’s agrarian landscape will remain rural. The risk is that future development beyond these lands will detract from the rural character of the eastern approaches to campus and, more important, diminish their potential for research and teaching uses. While appropriately managing its own land, Cornell should cooperate with the County and local municipalities to align land use objectives and ensure urban development does not threaten the quality of the University’s lands.

Cornell’s research fields and natural areas should be thought of as outdoor classrooms and labs, as valuable to the academic mission as its built spaces.
Cornell must work to maintain stability and a high quality of life in the surrounding neighborhoods.

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The Regional Campus

Around Cornell’s campus is a “zone of mutual interest”, where the boundaries between campus and city/town/village are not always distinct. Here, as part of a larger stewardship strategy, the University needs to be sensitive to the character of neighborhoods and the vitality of commercial areas. In some places there are opportunities for improvement, and in others the issues will be more about mitigating adverse impacts from Cornell development, the goal in all cases being to reinforce a mutually beneficial relationship.

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**Downtown Ithaca**

In Downtown Ithaca, a greater, more visible Cornell presence would have a significant impact on the retail environment, as the Seneca Place development has demonstrated, and strengthen programmatic and physical connections to the campus.

**East Hill Plaza**

The primary challenge at East Hill Plaza is to better define its role within the University, within the larger community and as a gateway to the campus.

**Sororities and Fraternities**

Some of these buildings are beginning to decline and are in need of significant reinvestment. If they are to remain a viable part of the University’s housing strategy, they must be maintained. However, if they decline and other housing opportunities become more attractive, some of the properties may lend themselves to other university uses.
A Stewardship Strategy

This panel sets the stage for establishment of a comprehensive stewardship strategy to guide decisions about how Cornell should best use and manage its significant land base, enhance the physical qualities of campus, and contribute positively to surrounding communities. Potential elements of a stewardship strategy include the following actions:

1. **Define** a clear use and management strategy tied to Cornell’s mission for the University’s lands east of the airport and north of Highway 13, much of which are environmentally significant.

2. **Protect and enhance** the gorges and creek systems that enhance the larger open space network. Reduce the impact of development and improve the environmental quality of the watersheds.

3. **Consolidate and preserve** research uses, animal housing and farm services, where practical, on the University’s land east of Game Farm Road to achieve efficiencies.

4. **Rationalize and prioritize** the historic research plots west of Game Farm Road within a rational pattern of other compatible university uses.

5. **Protect healthy neighborhoods** and help areas of decline.

6. **Build partnerships** with municipalities and businesses, and possibly introduce more university uses, to strengthen the communities and economy of Downtown, Collegetown and East Hill Plaza.

7. **Protect Central Campus’s** treasured open spaces and buildings in and around Central Campus.

8. **Invest in East Campus,** which will require proportionally greater investment in infrastructure, legacy buildings and landscapes to minimize inequities with Central Campus.

As conceptually illustrated by the dashed white line, the stewardship strategy is proposed to include a **countryside line** that divides the campus in land use terms. West of the line, the campus would continue to be built up, while lands to the east would always be less built and primarily rural or managed open space. The intent of the line would be to protect Cornell’s rural lands for teaching, research and outreach, and limit the campus’s ecological footprint.
Cornell is distinguished physically by its landscape more than anything else. The design of the landscape is a key factor shaping the experience, development and growth of the campus. The landscape of Cornell is well loved and, in many ways, can be thought of as the primary organizing structure of the campus.

There are three primary reasons to understand the physical structure of Cornell’s landscape. First, to protect the most highly valued places such as the Arts Quad and East Avenue; second, to identify places in need of improvement; and third, to extend and connect the quality of the best places to those requiring improvement. On this panel and the next is a brief overview of the types of landscapes at Cornell, describing their character, role and interrelationships.

**Gorges and Creeks**
Cornell is arguably defined first and foremost by its gorges. It is this landscape that makes it unique amongst its peers and ties it to the places and character of the Finger Lakes region. The landscapes of the gorges are varied as well, including such places as the Plantations and Beebe Lake. These natural areas lead to and connect other areas such as the Cascadilla Creek Valley and Wee Stinky Glen. Every effort should be made to maintain the spatial and environmental integrity of the gorges and creeks, reduce encroachment by development and preserve views to and from these areas.

**Campus Picturesque**
Very similar in character, but different in term of its role and design, are the Campus Picturesque landscapes. These landscapes are informal and meant to recall natural areas, such as the gorges, but are also carefully designed and controlled to appear natural, while accommodating infrastructure and a fair amount of development. These areas have an important relationship to the gorges in that they simultaneously “extend” the experience of the gorges into the campus and create habitat and buffer zones along the gorges that protect their environmental qualities.

*Cornell’s beautiful and diverse landscapes are a legacy to both conserve and expand.*
The Cornell Landscapes

Agrarian

The Agrarian landscapes also extend the experience of natural areas onto the campus, recalling the rural history of the lands to the east. These landscapes play a number of roles, but most importantly they support the academic mission of the University as research areas and support for farm services. Their character includes places that can be described as woodlots, fields, orchards, pasture, farm yards and meadows.

Athletic

Athletic landscapes play an important role in the experience of the campus. They are communal places and, due to their size, play a key role in the structure and organization of development on campus. They also support Cornell’s historical mission to encourage physical activity and recreation among students.

Campus Formal

The formal landscapes, such as the quads, avenues and courtyards, are some of the best known elements of Cornell. These landscapes are defined by geometry and symmetry and are often closely integrated with built landmarks, such as towers and gateways. The play of the formal landscapes in contrast with the gorges/creeks and the picturesque areas heighten the experience of both, particularly given the dramatic topography of the campus. The formal landscape can also be seen as a key part of the movement system on campus. Most of the major streets and gateways are part of this landscape system.

Undefined Areas

When all of the landscape types or systems are overlain on one another, it becomes apparent that many areas of the campus are undefined. This is not because they are devoid of landscape. These areas do not have a clear vision for their landscape due to the predominance of parking lots, the impact of large-scale infrastructure, intensification of development or lack of design attention. These places can be considered areas of change. They will benefit from more clearly defined landscape and place-making strategies to either repair and improve existing conditions or accommodate more significant changes, such as new development. A stronger vision for the landscape in areas of change can help direct and coordinate overall development and ensure new places connect to and strengthen existing places.
Core Campus Structure

The center of Cornell has a particularly sophisticated and complex pattern of development. The spatial experience becomes one of moving from places of a relatively intimate and human scale to grander landscapes, and back again.

The master plan needs to identify both areas for development and intensification as well as areas to be protected as open space. This should take place in a holistic manner, respecting the existing structure and function of the campus and valuing the campus design elements examined and described on this and the next two panels.

These panels sketch out our understanding of the spatial configurations of the Core Campus, moving from the largest spaces, the gorges, to the smallest interstitial spaces.

The Gorges
The Core Campus is defined to the north and south by gorges. This diagram shows the gorges in two different ways. The first is based on the common technical understanding of what a gorge is. The second is the spatial definition of the gorge - where you feel as though you are moving from one place to another - which is usually larger than the technically understood gorge. Cornell can preserve and enhance the apparent space of the gorge, recognizing the spatial qualities of the gorges and their relationship to the campus. This approach, rather than drawing a border between natural and developed areas, encourages a blending and integration of places, both natural and built, that extends the presence of the gorges into campus and creates possibilities for a more inviting landscape. Further, it provides a number of buffer zones for natural habitat outside the areas that are the most environmentally sensitive. In line with this, Cornell can closely monitor and improve development where it exists within the spatially-defined gorges.

Major Green Connections
There are four major north-south open space connectors on campus. They are the Lower Slope, Libe Slope, the Alumni Fields and the rural landscapes at the eastern edge of the developed campus. While each is quite different in character, they play a similar role in connecting the campus to the larger natural landscape of the gorges. They facilitate many of the long vistas well known to Cornellians; they play a key role in connecting the campus to the larger natural landscape of the gorges. They facilitate many of the long vistas well known to Cornellians; they play a key role in connecting the campus to the larger natural landscape of the gorges. They facilitate many of the long vistas well known to Cornellians; they play a key role in connecting the campus to the larger natural landscape of the gorges. They facilitate many of the long vistas well known to Cornellians; they play a key role in connecting the campus to the larger natural landscape of the gorges.

One way to describe the Arts Quad would be a box framed on four sides by rows of buildings. In reality, the spatial patterns are more complex. There are a series of overlapping or intersecting “rooms” that are laid across the quad and connect to places such as the A.D. White House and President’s Walk. These spaces are further defined and articulated with axes and views that, in turn, direct your attention to the valleys and hills beyond the campus.
Core Campus Structure

Views
Core campus offers a variety of major views and vistas that define the experience of the landscape. Many of these are a result of Cornell’s unique positioning at the top of the hill and between the gorges. Successful places on campus have frequently resulted from protecting these views.

Axes
The campus is also organized along a series of major axes. The axes provides a coherent organizing device for the campus and creates a sense of unity among the buildings on campus despite the diverse architectural styles.

Pedestrian Porosity
The core of Cornell’s campus has a very fine-grained pedestrian circulation network. This diagram shows the porosity or “grain” of the campus by highlighting in red all pedestrian infrastructure, including sidewalks, trails and plazas. The difference in the extent of the pedestrian infrastructure between the Core Campus and East Campus is readily apparent. Much of the space that acts as a transition between these two parts of campus, including athletic fields and facilities, are areas off limits to pedestrians and act as a barrier between the two.

Thresholds
A series of thresholds and approaches surround the campus and define entry into what is generally understood to be Cornell. They are reasonably well understood, in part due to their obvious location along the gorges and at the base of the hill. However, approaches to campus are less obvious and require more attention. Cornell’s campus has spilled over its historic natural boundaries, but in some areas, the landscapes that define entry into Cornell have not followed suit.

Topography
Topography has played a major role in heightening the experience and presence of buildings in the landscape. The arrangement of roads and open spaces has also been fit into the topography. Recent development has not always been as successful in aligning itself with the topography. This diagram highlights buildings that have used topography for prominence on Cornell’s skyline. Not shown are those buildings or structures built into low points of the landscape that avoid attention because of their placement.
The above diagram is a sample illustrating three types of secondary or “interstitial places”, including the spaces along streets, places, plazas and courtyards; linear walks; and axes. The intent of this diagram is to demonstrate that there are a whole series of secondary spaces that overlap and intersect with each other, as described earlier. These spaces are well defined and designed, in and of themselves, but they also lead to, or set-up, the experience of the larger landscapes.

At this level of analysis, a more extensive system of axes nest within the secondary spaces. Views are defined by the topography and open spaces, supplementing the longer vistas with shorter but significant views. The fine-grained pedestrian network is especially apparent at this level of detail, appearing as web-like connective tissue. Again, when examined at this level, these elements highlight the complexity of Cornell’s landscapes.

Infill development will continue to pose a challenge to the successful integration of built form, open space and systems of movement on campus. Infill development is to be anticipated and in many instances it will be necessary and desirable. It will be important to clearly understand the impacts of intensification to ensure that highly valued spaces are protected, that larger connections and views are not diminished and that the overall feel of the campus is maintained. It will become increasingly important to define the spaces to be protected on Central Campus, both large and small, in order to preserve the character and quality of all places and the overall experience.

Infill development will also have implications on how places are accessed and serviced. As buildings are consolidated to effectively become larger buildings or complexes, new concerns must be addressed. New strategies for infrastructure, loading and parking areas are required to avoid conflicts with pedestrians. The relationship of the building to its surroundings, and especially front and back relationships, must be resolved. The location and design of new pedestrian routes will also play a role in the use and experience of the new building, as well as the feeling of safety and security.

The “heart” of campus has an intricate physical structure that is fundamental to the experience of Cornell. This experience needs to be respected.
The Cornell campus today, given its size, topography and distribution of land uses, is not walkable for everyone. But it is for the vast majority of students and faculty, who spend the bulk of their days in and around Central Campus. There is a strong desire to maintain a high degree of walkability by keeping core academic uses, housing, dining and recreational facilities as close to one another as possible.

This panel illustrates on the one hand, how segregated the campus is in land use terms, and on the other, how integrated it is academically. It considers the implications of these patterns for the Master Plan.

Maintaining “walkability”—so advantageous to academic networks—means the campus’s shape and organization must evolve.
The mixed social hubs identified above, where students, faculty and staff come together to eat, meet and study, paint another picture of the integrated campus. The growing popularity of the newer hubs as both learning and social spaces and the desire to foster a stronger sense of the Cornell community suggest a need to enhance the campus’s social infrastructure. The role of Willard Straight Hall needs to be revisited and refreshed. Graduate students need more space than the Big Red Barn provides. Major new academic buildings should be inspired by the success of Duffield Hall and program cafes and generous lounge spaces on the ground floor. Perhaps a variety of social, dining and study spaces, as well as services, should be clustered, agora-like, in one or more central buildings or around a central open space.

Social Hubs

New Academic Crossroads

Soon, the most visible expression of the integrated campus will be the three significant buildings highlighted on this map—the Life Sciences Building, now under construction, the approved Physical Sciences Building and the Computer and Information Sciences Building, currently being designed. They were conceived and will function as cross-disciplinary hubs and were located based on the proximity of the colleges and departments that will use the buildings. However, it was not easy finding locations for them due to their size and the lack of planned development sites in Central Campus. One of the challenges of the Master Plan is to anticipate more large buildings like these and identify appropriate sites that ensure they succeed as centers of interdisciplinary study.

Growing the Integrated Campus

a. Intensify and Centralize

b. Expand Contiguously

c. Establish a Second Center

As conceptually illustrated above there are three distinct, but not mutually exclusive, approaches to growing the campus that will help ensure it remains highly integrated and generally walkable: Central Campus could continue to intensify (a); Central Campus could expand eastward, along the spine of Tower Road (b); or future development could be concentrated elsewhere to create a second center of academic activity with strong pedestrian and transit connections to Central Campus (c). The implications of each of these approaches are discussed on Panels 25-26. Regardless of which approach is taken, the physical campus and how it is organized will change in fundamental ways over the next 30 years.
Collegetown is where the city meets the campus in highly visible ways and is vital to the Cornell experience. It is heavily populated with students and a center for dining and nightlife. It is Cornell’s truly urban edge yet is not realizing its potential to be a great neighborhood and thriving year-round commercial node. The City of Ithaca recognizes this and has initiated the Mayor’s Vision Task Force, which recently identified a number of strategies for improving Collegetown.

The CMP needs to acknowledge the emerging vision and clarify Cornell’s role in supporting the vision and enhancing the Collegetown experience for students, residents, business owners, faculty, staff and visitors.

Collegetown can do so much more to contribute to Cornell’s success – and vice versa.
Movement on Campus

All kinds of movement on campus are dispersed through a balanced and highly flexible circulation network. This dispersal of private vehicles, transit, commercial trucks, bicycles and pedestrians provides a great deal of choice regarding modes of movement. However, there are a number of places on campus where there is conflict between movement types, especially during class changes. Further, though most of the campus is pedestrian friendly, pedestrian infrastructure is not consistent across campus.

Intensification in some areas of campus is beginning to tip the balance, creating conflicts between pedestrians, transit, parking and service access. As the campus grows, it may be necessary to rationalize the circulation network and redefine the primary role of individual streets and areas. The campus may evolve from having primarily a fine-grained, shared approach to circulation to more of a tiered, systems approach, where some modes of movement are promoted.

Cornell’s street network accommodates everyone but satisfies no one.

Pedestrian Traffic
A well developed pedestrian pathway network links all components of Cornell’s campus (see panel 15). As illustrated in red here, pedestrian traffic from Collegetown through to North Campus is heavy and supported by an extensive network of pathways. Levels of pedestrian traffic, as well as the quantity and quality of pedestrian infrastructure, are not as high as one moves east (as shown in yellow).

Bicycle Traffic
Bicycle use at Cornell is supported through dedicated bike lanes on the majority of campus roadways, bike racks on all TCAT buses and bike parking in all sectors of campus. Steep roadways, winter conditions, vehicular conflicts and the interrupted nature of the bike path network pose ongoing challenges to bicycle use.

Transit
TCAT operates an extensive transit network including over 30 different bus routes. However, many of these routes are circuitous and complex, limiting fast and efficient service. In addition, a large number of the bus routes traverse the same roadway, negatively impacting some campus roads. Finally, TCAT’s service significantly decreases after 7pm, leaving faculty, staff and students who work on campus at night to find other transportation alternatives.

Vehicular Traffic
The campus road network facilitates east-west traffic, but provides fewer and more complex options to travel north-south. The limitations of the campus road network are seen as an obstruction for north-south traffic that is forced to pass through campus. However, traffic volume on campus is not a significant issue.
Commercial Traffic
Service facilities and loading areas are dispersed throughout campus, each with its own unique characteristics and circulation system. The lack of a universal delivery system results in high commercial traffic and large vehicles traversing Cornell’s campus throughout the day. Further, improperly located servicing facilities can diminish the quality of place on campus.

Summary of Current Transportation Issues

Coordinating the CMP with the t-GEIS Study
While the CMP will address transportation opportunities in the context of a long-term physical development plan for the University, the Transportation-focused Generic Environmental Impact Statement (t-GEIS) is studying the transportation-related impacts of Cornell’s population growth on the surrounding community over the next decade. The t-GEIS, a joint effort by the Town of Ithaca and Cornell, is focused on transportation systems beyond the campus and in the greater Ithaca area. The CMP will focus on the campus, recognizing the broader impacts development and transportation initiatives might have. Although the t-GEIS has a different timeline, scope and process than the CMP, every effort is being taken to coordinate the two studies. Much of the transportation data used for the CMP was generated by the t-GEIS consultants, and both teams meet regularly to exchange information and ideas.

Circulation:
- Clarify and/or redefine the use of streets
- Develop a complete system of walkways
- De-emphasize routes across one lane bridges
- Prioritize streets within the Central Campus

Transit:
- Expand travel demand strategies
- Simplify transit routes
- Improve bus information systems

Freight Movement:
- Refine/define approach routes to campus
- Establish Central Campus delivery protocols
- Consider central receiving

Though an extensive transportation network already exists, several ideas for improving transportation circulation throughout campus have been explored. A summary of these ideas is shown above, and proposed directions are outlined below.
Parking on Campus

Cornell owns and operates approximately 13,000 parking spaces in over 250 lots, the majority of which have 50 spaces or fewer. The smaller, high-demand lots are mostly located in and around buildings on Central Campus and access can be circuitous and complex. The majority of parking is located on the edges of campus, with the two biggest lots, A lot and B lot, situated far from Central Campus. Cornell’s complex parking permit system, with a fee structure that rewards carpoolers and discourages single occupant vehicles, places high value on parking at the center of campus and provides access based on University position and seniority. Many different permits are issued, each with a different set of parking privileges.

Parking Lots - staff and faculty

For the 2005-2006 academic year, Cornell issued a total of approximately 8,100 parking permits to its commuter and resident population. Just 1,665 permits went to its 19,140 students, more than half of which went to graduate students. The remaining undergraduate permits were generally taken up evenly by freshmen, sophomores, juniors and seniors. Historically, the number of student permits appears to be trending downward. During 1999-2000, 2,537 permits were issued to just over 19,000 students, almost 1,000 more in 2005-2006. This trend can be attributed to Cornell’s aggressive commuter plan and the increased emphasis on public transit through subsidized TCAT passes. As the campus expands, these programs will play an important role in stemming further growth of vehicular traffic to and from campus.

While the number of spaces and their occupancy levels would suggest that the supply of parking is more than ample, many users perceive that there is not enough well-situated parking on campus. While the large A and B lots have transit service to Central Campus, service is reduced or not offered in the evenings. More frequent and direct transit connections to campus and off-campus locations would increase the attractiveness of parking in these lots.

Options for Distributing Parking

Different options for future parking development will fundamentally affect movement on campus. The current dispersed parking model could be maintained, in which expansion would rely on small parking increases at each new development site. The fine-grained street network would remain largely unchanged (a). Multiple large lots or garages could be constructed around the edges of Central Campus, requiring investments in transit connectivity between each lot (b). Parking could also be consolidated in a few large structures or lots at the edge of campus and connected by a transit spine, with significant reductions in vehicular traffic on Central Campus (c).
Utilities

Cornell owns and operates a series of incredibly complex networks of utility infrastructure that provide water and waste water services, electricity distribution, heating and cooling to campus. These major systems represent a significant portion of campus energy and resource consumption, providing opportunities for optimization and implementation of sustainable practices. Cornell Utilities has already engaged in a variety of notable initiatives that improve system performance and reliability, reduce energy consumption and reduce impacts on the environment. Rational and efficient utility systems will be integrated into the CMP. The CMP will also identify new strategies and directions for generating and delivering utility services to the campus that support the principles and objectives of the Master Plan.

Cornell Utilities is leading the way on a number of the University’s sustainability initiatives. The CMP provides an opportunity to push their successes further.

Steam
The Cornell Central Heating Plant provides steam for space heating, hot water and research to over 250 buildings using coal, oil and gas as primary fuel sources. Steam is distributed through a complex buried distribution system totaling over 13 miles of pipe, with condensate returned through a similar network. Currently, a twenty-year plan is being implemented to replace the majority of the distribution system. The conservation efforts of the University have reduced potential increases in consumption, even as the energy density of buildings has increased. The CMP will coordinate with the capital plan to identify long-term directions to ensure efficient and sustainable upgrades and expansions that are directly linked to campus growth and development.

Chilled Water
Cornell’s chilled water system is comprised of three distinct central plants, consisting of chillers and a large thermal storage tank, as well as a deep lake water non-contact cooling plant. The system currently serves 80 buildings totaling over 4.5 million square feet of conditioned space, or about 40% of the campus. The Lake Source Cooling System located at Cayuga Lake provides the majority of chilled water and is recognized internationally as a model for efficient cooling systems. The University has a 15-year capital plan for chilled water system growth and expansion in place, addressing both capacity upgrades and distribution expansion. The CMP will coordinate with the capital plan to maximize efficiency and ensure that future improvements and expansions are directly linked to campus growth and development.

Stormwater Management
The Cornell Utilities department maintains the campus’ stormwater collection system, including about 30 miles of collection pipe and numerous catchbasins. As Cornell University grows, the University will increase its efforts to manage stormwater on development sites in a sustainable manner. The CMP will identify strategies for achieving regulatory compliance in new construction, maintaining and upgrading existing facilities, and sustainable approaches to comprehensively managing stormwater on campus.

Electric
Steam turbine generators currently provide approximately 25%, or 8 megawatts, of Cornell’s electricity needs. The remaining 75% is supplied by the state electrical utility, NYSEG, through its 115kV utility sub-station, which feeds campus sub-stations that distribute the power at lower voltages throughout the campus. The University will continue to improve capacity and efficiency by addressing primary campus distribution and secondary building consumption with efficient lighting, occupancy sensor controls and control of major electrical loads. Cornell is currently developing a new combined heat and power co-generation system that will increase campus heating efficiency while generating enough electricity to meet most campus needs. The CMP will coordinate with Cornell Utilities to identify major upgrades and expansion consistent with future campus growth and development, as well as to identify potential alternative energy sources.

Drinking Water
The bulk of Cornell’s water supply is drawn from Fall Creek and treated at the Water Filtration Plant, with some water purchased from the Bolton Point Water Authority. Cornell Utilities coordinates the operation and maintenance of the distribution system and water tanks, and has undertaken a water conservation program. Maintaining a safe, reliable and cost-effective water system is an important component of the CMP and long-term planning for the system is being coordinated with Cornell Utilities.

Wastewater Management
Campus Utilities maintains approximately 16 miles of sewer pipe, with all wastewater from buildings on campus directed to the Ithaca Area Wastewater Treatment Plant. Wastewater flows have been reduced in conjunction with water consumption reductions through the water conservation program, saving energy and reclaiming capacity for future projects. The CMP will identify strategies for providing cost-effective long-term solutions for Cornell’s wastewater needs.
The following panels layout our preliminary ideas regarding “the opportunity areas” and set the stage for our next round of work. These are presented as very broad directions or areas of opportunity – they are not mutually exclusive. The intention is to frame discussion regarding where development may go, the potential to improve existing places and to create new ones and to further clarify issues that will need to be investigated in our next round of work - the Options Phase.

All of the opportunity areas are premised on protecting Cornell’s iconic places, as described below. They then ask the question: What is the best way for academic uses at the heart of the campus to expand? What do you think?

**What is an Iconic Place?**
These places are highly valued. They are the places one thinks about when one thinks of Cornell. They are the places that Cornell uses to promote the University and the places that alumni point to when they think of their university experience. This is not to say that change cannot and should not happen in these places. There will always need to be improvements and modifications to all places to ensure they remain useful and academic objectives are met. Uses and the facilities required for teaching and research will always evolve. The experience of these places should however, remain consistent - the character of the landscape, key views, the nature of the spatial enclosure, material quality of the architecture should change much more slowly.

**Where are the Iconic Places?**
This is much more difficult to define, as each of us carries our own memories and experience of places and our own set of values. There are some places that are key community spaces and buildings, such as the Arts and Ag Quads, Tower Road, Library Slope, The Orchards, Alumni Fields and so on.

We have proposed the iconic places highlighted on the above diagram. **Where are your iconic places?**
If academic expansion must happen in a way that is contiguous to the existing historic core and cannot expand too much beyond the existing walking area, then the area indicated in orange on this drawing would be the focus for development. In this scenario, intensification of buildings near the historic core of the campus would increase. This scenario would likely result in the protection and enhancement of key open space and buildings, but there would be pressure to redevelop and intensify some secondary places, such as building courtyards and interstitial spaces. There would also be pressure to develop taller buildings. There likely would not be enough space to accommodate all the anticipated growth in academic facilities over the coming decades.

If academic expansion must happen in a contiguous manner but can be "spread-out", then the range of opportunities illustrated on this drawing become significant. Development could occur in much the same form and density (4-6 story buildings) as currently exists on the campus. As well, a series of new open spaces could be formed including quadrangles, courtyards and other open space connections, but the playing fields would probably be relocated. A significant open space connection between the Fall and Cascadilla Creek gorges could be made. Tower Road could become the focus for uses that support campus life, such as a student center. The landscaping along Tower Road and the health of the existing trees, would be improved. Campus Road would also be upgraded and better defined as an east-west connector. The impression that the campus is divided into “two halves” - Central and East Campus - would be diminished.

Here the focus for new academic expansion would be in the area known as the Cornell Orchards, south of Dryden Road. This would be a new campus precinct, highlighting the natural setting adjacent to Cascadilla Gorge and integrating historic structures, such as Blair Barn. Its development may necessitate further displacement of the orchards and a loss of highly valued open space. Development in this location would likely require a higher order transit link to Central and East Campuses and could dramatically improve the sense of arrival to campus from the east. Strategies to ensure the environmental protection of the Cascadilla Creek valley would shape the design of this area.
Opportunity Area 4

Opportunities in this area would be focused around East Hill Plaza and the existing athletic facilities around it. A key initiative would be the improvement of both the physical setting and architecture to be more in keeping with the image of the Cornell campus. This would entail the introduction of an improved, pedestrian oriented street network and the creation of pedestrian connections both within the area and back to the campus. Development in this area would likely be too far removed to include a significant academic presence, but this may be a good location for residential, community, athletic and administrative uses. Commercial/research uses that desire a close-but-separate location may also be interested in sites here. Transit connections to campus would be an important part of improving this area, and it may be an appropriate location for remote parking.

Opportunity Area 5

There are two foci for development in this opportunity area. The first is Collegetown, specifically on College Avenue and Linden Avenue below Catherine Street. The other is in Downtown itself. Development in these areas would have to fit into and support the mainstreet character of Collegetown and Downtown and provide active uses at street level. Mixed use buildings, much like Seneca Place, would likely be in order. Some discrete academic uses may work well here, such as professional schools or those related to the Arts and Social Sciences. Other uses that support community and campus life, such as a visitor center or housing may be appropriate here.

Opportunity Area 6

This area is made up of the buildings that were formerly very large, single family homes that have been converted to a variety of uses, including institutions, apartments and fraternities and sororities. The condition of this building stock is quite varied, ranging from fine period buildings to other structures that have experienced decline and neglect. Given the age of these facilities, many will need considerable maintenance and investment in the coming decades, and an evolution of uses should be considered. These buildings also occupy large sites, and additional development may be accommodated behind and beside existing buildings, maintaining their historic character, but providing opportunities for more contemporary development formats close to the historic core of campus.
The draft principles and key objectives articulated below will guide development of the Comprehensive Master Plan. Together with the Opportunity Areas, they are the culmination of Phase 1. We have discussed them with many members of the Cornell community, but they remain in draft form to encourage additional input, and will be refined in Phase 2.

The principles and objectives are organized under five separate but mutually-supportive themes: Academic Mission, Campus Experience, Community, Stewardship and Integrative Planning. Each principle and set of objectives is supported by a more detailed list of “working assumptions” and set of “key questions”.

The working assumptions elaborate upon the principles and objectives, clarifying their implications and directing the CMP options. The key questions identify variables to be explored through the options phase. As the CMP nears completion it is expected that the assumptions, as refined through the process, will be reflected in the final CMP principles and that the key questions will have been answered.

We welcome your input on the draft principles, key objectives, working assumptions and key questions.

### Draft Principles

#### Academic Mission:

The CMP will support Cornell’s mission of education, research and outreach and its highest academic aspirations.

#### Key Objectives

- Maintain and build state-of-the-art facilities
- Define and maintain land, and manage and improve Cornell’s landscapes, for teaching, research, outreach and student life
- Facilitate interdisciplinary teaching and research, cross-campus interaction and inter-campus relationships
- Design for durability, flexibility, efficiency and beauty, and use the campus as a model for teaching and researching sustainability
- Enhance the campus as a living-learning environment

#### Working Assumptions

- The demand for more, flexible teaching and research space will continue to grow, and the campus will need to accommodate new buildings of varying sizes, some designed for multiple uses over a long lifespan and some which may have a more limited lifespan.
- Spaces for short-term academic, administrative or residential use will be needed to promote greater activity between the Ithaca campus and Cornell’s other campuses. Significant surge space will be needed to facilitate campus growth and reorganization.
- Outdated, inefficient and undistinguished buildings will be identified and actively considered for replacement in the timeframe covered by the CMP.
- A comprehensive land management strategy that includes an eastern town/country line will enable Cornell to utilize its full land base wisely and better connect outlying properties with the main campus.
- A relatively compact campus facilitates academic collaboration and social interaction. The CMP will locate academic buildings and shared-use facilities as close to one another as possible while maintaining a sense of openness on campus. Shared teaching and research buildings need central locations.
- As the glue that binds the campus and promotes academic interaction, better social infrastructure should be planned and developed hand-in-hand with academic buildings.

#### Key Questions

- Which areas of campus, if any, have reached their capacity and what options should be considered to address this?
- Are there any functions or units that might be considered for relocation from their current location, within the context of a master plan?
- What are the best interim and ultimate uses for all of Cornell’s lands surrounding core campus, and which ones should be reserved for future teaching or research uses?
- Should campus intensify sensitively in the core, expand eastward, establish new academic nodes or a combination?
- Which sites should be reserved for “legacy” or foreground buildings, versus limited-lifespan or background buildings? What are the appropriate design standards for such buildings?
Setting the Stage for Phase 2

Draft Principles

Campus Experience:
The CMP will enhance the experience of living, learning, working, playing and visiting at Cornell.

Key Objectives
- Create a physically and socially integrated campus that seeks to provide a 24-hour experience
- Elevate the overall quality of landscapes, streets and other infrastructure
- Put pedestrians first and improve conditions for walking, cycling & transit
- Respect the scale and character of historic buildings and open spaces, and preserve important sight lines
- Provide convenient access to a range of amenities for all
- Ensure athletics and recreation are integral to the campus experience
- Provide a safe and secure environment for campus users day and night
- Improve the arrival and parking experience for visitors

Working Assumptions
- Improving the quality of the setting and facilities generally east of Garden Avenue is a priority
- Cornell cannot rely on individual open spaces or buildings to maintain a strong sense of place but needs a connected and coherent framework of spaces, views and buildings.
- The density of development east of Garden Avenue will continue to increase.
- While exhibiting a consistently high standard of design, the architectural character of campus will continue to be eclectic.
- Some athletic and recreation opportunities will remain on Central Campus.
- A more even distribution of parking facilities would better serve employees.
- The CMP will define the next generation of “legacy” open spaces and maintain historic open spaces.
- Tower Road, Campus Road and East Avenue should be great streets.
- The CMP will identify the need for various forms of physical and social infrastructure that may require new campus advocacy and funding models.
- The public transit system needs to be simplified and enhanced in partnership with TCAT.
- Pedestrian and cycling infrastructure is a priority and will be enhanced significantly.
- Surface parking in Central Campus will be minimized.
- Essential visitor infrastructure is required, including one or more welcome centers, better gateways, convenient parking and enhanced signage.
- All approaches to campus, should be more attractive and provide a sense of arrival.

Key Questions
- Should land uses be more integrated/less zoned on campus to support a 24-hour campus experience?
- Should some campus systems, such as receiving, become more centralized?
- Which areas of campus need better lighting or other safety and security measures?
- How can campus “densify” while maintaining a sense of openness? What are the appropriate height limits for new buildings?
- Which athletic and recreation facilities should remain on Central Campus?
- Is this the time to begin planning for a significant investment in a higher-order transit system?
- Where should replacement parking be built on or near Central Campus?
- Should a parking cap be established and/or should parking in Central Campus be reduced?
- Where should the welcome center(s) go?
- How should the visitor parking problem be addressed?
- Can a better transit system help address the parking distribution issue?
Draft Principles

Community:
The CMP will promote a strong sense of connectedness and community on campus and foster positive relationships between Cornell and its home communities.

Key Objectives
- Encourage the provision of affordable, attractive housing with easy access to campus
- Facilitate social interaction on campus and the assembly of students, faculty and staff for special events
- Promote stable neighborhoods surrounding the campus
- Contribute to greater vitality in Collegetown, Downtown and East Hill Plaza
- Maintain and build mutually beneficial and respectful relationships with campus communities and the communities in which Cornell is located.
- Support the viability of fraternity and sorority life
- Promote the campus as a cultural resource for the entire community.

Working Assumptions
- Clear criteria regarding use, built form and programming need to be established for any university uses at the edges of campus or in off-campus locations to ensure compatibility with surrounding uses.
- The quality and range of graduate housing options must be enhanced.
- Traffic impacts from future development on and off campus on local residential streets will be considered.
- Cornell should have a greater presence Downtown, provided the right uses and financial arrangements can be established.
- Investments in Collegetown infrastructure and housing are needed.

Key Questions
- Given Cornell’s size, complexity and land use pattern, does a single university center or agora make sense, or does Cornell need more than one? What should they contain and where should they be located?
- Will the number of Greek houses remain stable or decline over the long term?
- Should more undergraduate residences be planned?
- Where should new residential buildings go—North Campus, Central/East Campus, East Hill Plaza area, Downtown, Collegetown?
- What are the right Cornell uses and/or programs for Downtown, Collegetown and East Hill Plaza area?
- Should Cornell provide more student amenities and recreation facilities in Collegetown that serve a broad range of students?
- In supporting greater vitality in Downtown, Collegetown and the East Hill Plaza area, should Cornell’s strategies be focused or broad and balanced?
- How should East Hill Plaza and its surroundings evolve as a place and a gateway to Cornell?
- Should the CMP, in concert with other University policy, respond to the staff housing affordability issue?
Stewardship:
The CMP will advance Cornell’s stewardship of its land and facilities, its historic resources and the natural environment.

Key Objectives
• Establish and achieve high standards for sustainability
• Protect significant natural features and open spaces
• Define and promote the unique, interconnected roles played by all of Cornell’s lands
• Utilize land and facilities efficiently
• Reduce the use of non-renewable energy on campus
• Balance the need for new buildings and infrastructure with the need to maintain and improve existing facilities and landscapes
• Celebrate stewardship initiatives and establish Cornell as an internationally-recognized demonstration campus for best practices in sustainability

Working Assumptions
• Cornell will strengthen its commitment to sustainable development and advocate practices that establish a balance among academic, economic, environmental and social priorities. This will require an integrated approach to the planning and design of movement networks, shared open spaces, land management and infrastructure.
• The campus will seek to become a demonstration site for best practices in sustainability and a living laboratory for new technologies.
• Opportunities to leverage connections between academic resources and sustainability objectives will be identified.
• Cornell’s commitment to the environmental aesthetic and recreational value of the Fall Creek and Cascadilla Creek gorges will be maintained and enhanced. Adverse impacts on the watersheds should be identified and reduced.
• Significant wood lots and other areas identified as environmentally significant will be actively managed to maintain their qualities.
• Cornell’s green building standards should be augmented by “green development” standards, that consider larger systems and the campus as a whole.
• Cornell’s landscapes will need significantly more maintenance and improvement, particularly as the campus grows and changes.

Key Questions
• How far should buildings and parking be from the gorges?
• How can natural features become more integrated with the built areas of campus?
• What’s the right approach to stormwater management given Cornell’s unique circumstances and current environmental standards?
• Where should investments in sustainability be focused?
• How can the CMP best contribute to municipal and county-wide sustainability and growth management initiatives?
• Would a more compact, denser campus facilitate Cornell achieving its stewardship and sustainability objectives?
**Draft Principles**

**Integrative Planning:**
The CMP will facilitate planning and design processes that are integrative, inclusive, respectful and holistic.

**Key Objectives**
- Establish processes that integrate academic and administrative priorities and effectively implement the CMP
- Define planning and built form guidelines that have regard for historic patterns, accommodate flexible building formats and define how development projects will contribute to campus-wide objectives
- Ensure Cornell’s business models encourage units to make decisions that contribute to common objectives for the campus as a whole

**Working Assumptions**
- The CMP will address Cornell’s academic mission, campus growth and evolution and the quality of campus life in a fully integrated manner.
- Inclusive processes that both inform and seek input from stakeholders on and off campus will be defined and implemented.

**Key Questions**
- How should current planning, design and decision-making processes be modified to better integrate academic and administrative priorities and effectively implement the CMP?
- Will new business models be needed to ensure all administrative units help achieve common objectives for the campus as a whole?
- What should be the design “rules” for large buildings or building complexes to ensure a fine-grain, open and pedestrian-friendly campus?
Next Steps

Our next phase of work will involve the development of options for Cornell’s growth and development over the next 25 years. The options will illustrate the potential for intensification and/or expansion of the campus, and identify big moves within a comprehensive framework for Cornell’s future development. They will also explore ways to build community, improve the campus experience and promote stewardship while carrying out the primary academic mission of Cornell.

The Phase 2 work will be firmly grounded in the principles, key objectives, and working assumptions that were developed in Phase 1 will address the key questions associated with them.

We Need Your Input

The CMP Consultant Team and Working Committee encourage you to be involved in the planning process. Please give us your thoughts on what you read or heard today and what you vision of Cornell’s future campus includes. There are three ways to do this:

• Fill out and submit a Comment Sheet before you leave, or send it to the attention of:
  Mina Amundsen, University Planner
  102 Humphreys Service Building
  Cornell University
  Fax: (607) 255-1968
  Email: mma29@cornell.edu

• Share your questions, comments and ideas with a member of the Master Plan team in attendance today.

• Visit the CMP website to learn more about what’s happening, and to submit comments and questions at any time:
  http://masterplan.cornell.edu

Please provide us with your comments on the Open House materials by Friday, February 23, 2007 to ensure they are considered in Phase 2. General comments or questions related to the CMP can be submitted at any time during the development of the CMP through the Cornell website.

The materials you have seen here today and other important information pertaining to preparation of the CMP are available on the project website at http://masterplan.cornell.edu

Thank you for attending. We look forward to your input.