9. Implementation and Phasing

To ensure that momentum for campus improvement is sustained, this section of the plan provides specific steps and details associated with each of the master plan goals and actions (see page 1-5). The actions in this section are clustered into three specific categories: Facilities, Circulation and Natural Environment.

The actions presented here reflect both short-term and long-term priorities. Some actions can be implemented almost immediately and at modest cost. Others clearly need long-term planning and have larger budgetary implications. UAF departments and staff can accomplish some of these actions in-house, while others may require expertise from outside the university. For example, architectural services will be required in order to complete the recommended design guidelines.

Securing adequate funding will undoubtedly be a challenge in implementing this plan. However, we expect that this campus master plan will serve as a vital foundation for articulating a broader campus vision consistent with UAF's mission and for establishing future capital project funding priorities. The Master Planning Committee looks forward to working with the university leadership in achieving the goals and actions presented here.

FACILITIES

A1. Action: Concentrate future building sites within the perimeter of Tanana Loop, increasing the density of existing core areas.

1. Begin planning for capital projects that are already identified by UAF for design and construction as funds become available. These include:
    - UA Museum addition (Site 6—East of Geist Building; funding secured)
    - Biological and Computational Sciences Facility. (Site 1—West of Arctic Health Research Building)
    - Wood Center addition (Site 10—Lower Campus)

2. Identify and evaluate sites suitable for potential buildings, including the following:

West Ridge:

- Site 2 East side of Arctic Health Research Building
- Site 3 East of Elvey Building
- Site 4 North of West Ridge greenhouse
- Site 5 East of Butrovich Building
- Site 18 North of Geist Building (UA Museum) and warehouses/east of Sheenjek Drive
- Site 20 North of Site 4 (see above)
- Site 21 North of International Arctic Research Center

Lower Campus:

- Site 7 East of Natural Sciences Facility
- Site 8 South side of Yukon Drive, across from Moore-Bartlett-Skarland residence complex
- Site 9 Copper Lane area
- Site 11 West of Eielson Building
- Site 12 South and west of Bunnell Building
- Site 13 East of Bunnell/south of Duckering Buildings
- Site 14 Patty Center concourse
- Site 15 Ballaine parking lot

3. Identify and evaluate suitable sites for potential new residential construction:
   - North of the Cutler Apartment Complex
   - Along North Chandalar Drive

A2. Action: Consolidate related programs in designated buildings to improve program identity and access.

1. Adopt and implement space management guidelines and procedures on a campus wide basis.

   Completion: FY02

2. Conduct detailed space analyses prior to all construction to maximize space utilization.

   Completion: Ongoing

3. Promote logical adjacencies of related departments and programs. Examples include:
   - Consolidate graduate and undergraduate biology programs on West Ridge into the new Biological and Computational Sciences Facility and adjacent Arctic Health Research Building.
   - Expand engineering programs into Bunnell Building.
   - Consolidate College of Liberal Arts departments into Gruening Building, as space permits.
   - Co-locate student-centered services wherever possible.
   - Consolidate dining services into Wood Center.
   - Establish a campus mall in Lola Tilly Commons.

   Completion: Ongoing

A3. Action: Design new and retrofitted buildings to contribute to the campus environment, using energy conservation techniques suited to the subarctic climate.

1. Develop campus architectural guidelines that will:
   - Guide the design of future buildings on designated sites to take advantage of southern exposure.
   - Identify building design strategies that effectively integrate new buildings into the mix of styles currently on campus.

- Create appropriate standards for subarctic design and construction.
- Include prototype designs for sheltered walkways on campus, both along key paths linking core areas and between buildings

Completion: FY03 and Ongoing

2. Make all campus facilities code-compliant and disaster-resistant.
   - Complete facilities code correction processes.
   - Evaluate existing structures for vulnerabilities to earthquake and related events.
   - Ensure new projects are designed, built and maintained to current codes for fire, life safety and disaster mitigation.

   Completion: Ongoing

3. Identify and develop demonstration projects on campus that become prototypes for effective energy conservation and intelligent northern design.

   Completion: Ongoing

A4. Action: Develop a landscape plan and site design standards that will provide year-round plant diversity and enhance the overall appearance of campus.

(see Natural Environment, page 9-16)

A5. Action: Require landscaping and site enhancements as part of all new construction projects.

1. Use the campus landscape plan and site design standards for minimum landscaping requirements of new construction projects during the planning phase of all projects (see Natural Environment - A4, page 9-16).

   Completion: Ongoing

2. Identify long-term funding sources for maintaining and supporting landscaping activities.
   Completion: Ongoing

3. Landscape areas around buildings that have already been completed/revitalized. These would include:
   - Duckering Building.
   - Bunnell Building.
   - Natural Sciences Facility.
   - International Arctic Research Center.
   - Brooks Building.
   - Residence halls on Lower Campus and Moore-Bartlett-Skarland Complex.

   Completion: FY02-07

A6. Action: Enhance existing and create new, outdoor gathering areas and plazas.
(see Natural Environment, page 9-17)

A7. Action: Provide lighting throughout campus that maximizes safety, enhances wayfinding and minimizes light pollution.
(see Circulation, page 9-6)

A8. Action: Improve and expand housing opportunities for students and faculty.

1. Develop a comprehensive housing plan for UAF. Include replacement of single-family housing units with higher density housing that makes better use of existing sites and maximizes energy efficiency.

   Completion: FY03

2. Explore public/private partnerships for construction of student and faculty housing both on and off-campus.

   Completion: Ongoing

A9. Action: Identify and evaluate sites on campus outside the Tanana Loop perimeter for special function buildings such as a research and development park, public safety, parking, community service and other support functions.

1. Conduct full evaluation of potential building sites outside the Tanana Loop perimeter. Potential sites and uses include, but are not limited to:

   - Site 16 Physical Plant support.
   - Site 17 Public safety facility.
   - Site 19 Community service building.
   - North of Harper Building area off Geist Road.
   - Junction of North Tanana and Farmer's Loop Road (north of Taku and Ballaine parking lots.)

   Completion: FY03

2. Support the concept of a UAF research and development park by designating potential sites and conducting site evaluations as soon as possible.

CIRCULATION

A7. Action: Provide lighting throughout campus that maximizes safety, enhances wayfinding and minimizes light pollution.

1. Develop a comprehensive outdoor lighting plan for campus that includes:
   - Lighting along all walkways that emphasizes safety.
   - Standardized lighting methods and fixtures that minimize light pollution.
   - Roadway lighting that is attractive and aids in wayfinding.
   - Highlighting buildings and campus landmarks that do not illuminate the sky.
   - Emphasizing artworks throughout campus.

- Creating oases of subtle lighting in plazas and gathering areas.
- Lighting all parking areas to maximize safety.

Completion: FY03

2. Incorporate lighting into the wayfinding plan (see Circulation - A15, page 9-12)

A8. Action: Improve and expand housing opportunities for students and faculty.
(see Facilities, page 9-5)

A9. Action: Identify and evaluate sites on campus outside the Tanana Loop perimeter for special function buildings such as a research and development park, public safety, parking, community service and other support functions.
(see Facilities, page 9-6)

A10. Action: Build parking garages on campus at designated sites.

1. Potential parking garage sites include, but are not limited to:
   - Ballaine Lot off Taku Drive (next to bluff).
   - Bunnell Lot.
   - North of building Site 4 (north of West Ridge greenhouse).
   - International Arctic Research Center/Geophysical Institute parking lot.
   - New museum parking lot.

2. Conduct site evaluation of all potential parking garage sites to determine viability.
   Completion: FY03

3. Develop funding strategies for construction of parking garages.
   Completion: Ongoing

4. Submit a parking garage proposal for the capital budget request no later than FY04.
   Completion: FY04

5. Incorporate parking (both surface and underground) into new building construction where appropriate and in accordance with the overall parking plan.
   Completion: Ongoing

6. Parking garages will be designed to:
   - Maximize parking opportunities along the perimeter of campus with Tanana Loop access.
   - Provide covered, open parking spaces with headbolt heaters.
   - Increase accessibility to campus for community events.
   - Offer increased short-term parking options for commuter students.

7. Shuttle buses will service all parking garages.

A11. Action: Provide a quick and efficient year-round shuttle bus system throughout campus.

1. Increase shuttle bus service along Yukon Drive (West Ridge Express) to reduce travel time (including waiting for pick-up) between West Ridge and Lower Campus to less than 15 minutes.
   Completion: FY03

2. Increase hours of shuttle bus operation during evening hours and summer months.
   Completion: Ongoing

3. Provide adequate and well-lit warm-up shelters along shuttle bus routes to encourage use of shuttle bus system. Make shuttle bus stops readily identifiable, with schedules prominently displayed.

   Completion: Ongoing

4. Clearly identify all UAF shuttle buses, their routes and destinations.

   Completion: Ongoing

A12. Action: Complete Tanana Loop.

1. Conduct feasibility and design studies necessary to complete construction of Tanana Loop behind International Arctic Research Center, O'Neill and Irving I and II, including an adjacent bicycle path along its entire alignment. Begin construction as soon as funding permits.

   Completion: FY03

2. Complete unfinished sections of Tanana Loop north of Natural Sciences Facility. Begin construction as soon as funding permits.

   Completion: FY06

3. Upgrade all sections of Tanana Loop to uniform road and adjacent pathway design standards.

   Completion: Ongoing

4. Ensure that access to all major buildings and parking areas is available from Tanana Loop, including short term access for drop-off and pick-up and ADA accessibility.

   Completion: FY06 and Ongoing

6. Landscape and light Tanana Loop in accordance with the guidelines in the campus landscape and lighting plans.

   Completion: Ongoing

6. Provide adequate directional and information signage on Tanana Loop in accordance with the wayfinding plan.

   Completion: Ongoing

7. Evaluate safety and efficiency of all intersections along Tanana Loop and make appropriate improvements (signage, lighting, landscaping, etc.).

   Completion: Ongoing

A13. Action: Increase parking along the perimeter of campus and subsequently reduce parking in the interior.

1. Identify additional sites and construct more parking areas along the perimeter of campus, including both surface lots and parking garages.

   Completion: Ongoing

2. Identify ways to encourage greater use of perimeter parking lots (ex. decreased parking permit fees, more frequent shuttle service, etc.).

   Completion: FY03

3. Where feasible, construct parking garages on the perimeter of Tanana Loop (see Circulation - A10, page 9-7).

4. As new parking opportunities become available (e.g., parking garages, new/improved surface lots and additional shuttles), remove general use spaces in interior parking lots. Spaces in the following lots would be considered:
   - Lot in front of Signers' Hall.
   - Lot in front of Whitaker Building (Health and Safety).
   - Lot north of Fine Arts Complex (use as transport hub and drop-off/loading site).
   - Lot south of Duckering and east of Bunnell.
   - Parking at bus terminal by Wood Center.

- Dirt lot in front of Chancellor's residence.
- Lot on south side of Yukon Drive, opposite Moore-Bartlett-Skarland residence complex.
- Parking spaces in West Ridge Plaza.

5. Assess parking needs on an ongoing basis as general use spaces in interior lots are relocated.

6. Construct visitor drop-off and loading areas at all major buildings.
   Completion: Ongoing

7. Provide ADA-compliant parking spaces and drop-off areas throughout campus, as required.
   Completion: Ongoing

8. Provide lighting to maximize safety in all parking lots and garages Landscape in and around parking lots as specified by the landscape plan to minimize the visual impact of lots.

A14. Action: Designate accessible, short-term parking for commuter students, community members and visitors.

1. Survey parking needs of commuter students and develop a comprehensive plan to address those needs.
   Completion: December '02

2. Provide more short-term parking in the core areas of campus to meet commuter student needs by identifying spaces in existing parking lots that can be limited to use by commuter students.
   Completion: December '02

3. Clearly designate parking for community members and visitors.
   Completion: Ongoing

A15. Action: Provide direction and information signs throughout campus that are clear and consistent in theme, location and design.

1. As part of an overall wayfinding plan for the campus, design and install direction and information signs on campus that are attractive, consistent in design and location and highly visible. Survey existing signs and make them consistent with new designs. Remove unnecessary signs.
   Completion: Ongoing

2. Plan for appropriate use of decorative banners along roadways.

3. Provide direction and information signs inside all buildings.
   Completion: Ongoing

4. Coordinate with plans for lighting (see Circulation - A7, page 9-6) and landscape and site design (see Natural Environment - A4, page 9-16).

A16. Action: Present a unified image in campus roadway and entrance design.

1. All entrances to campus should make it clear that visitors are on campus land. Signs, landscaping and lighting will all reflect a unified design.
   Completion: Ongoing

2. Tanana Loop will be specially designed to provide a functional, efficient and attractive corridor for moving about the campus. Special attention will be paid to signs, lighting, landscaping, a bicycle lane and adjacent facilities to make it a distinctive feature on campus.

   Completion: Ongoing

3. Coordinate design of Thompson Drive with Tanana Loop and other campus roads to ensure consistent landscaping, lighting, signage and access.

   Completion: Ongoing

A17. Action: Ensure that roadway and intersection designs emphasize safety and efficiency.

1. Conduct a feasibility and design study to realign Tanana Loop at the west end of Yukon Drive to improve sight distances, safety and circulation.

   Completion: Concurrent with design of the Biological and Computational Sciences Facility

2. Conduct a feasibility and design study for upgrading all roads and intersections to have adequate lighting, site distances, and speed control features to provide safe, efficient access to the facilities on campus. Design will meet or exceed local and national standards. The study should identify pedestrian crossings to all buildings and trails.

   Completion: FY05

3. Coordinate all traffic control signage with informational signage to assure they do not conflict.

   Completion: Ongoing

A18. Action: Create safe and attractive corridors close to all campus roadways for non-motorized uses.

1. All roadways will incorporate a nearby multi-use lane to accommodate non-motorized uses. Multi-use lanes will provide safe and efficient means for pedestrians and non-motorized users to get around campus.

2. Develop a comprehensive plan for multi-use lanes along campus roadways, including:
   - Tanana Loop.
   - Thompson Drive.
   - West Tanana Drive (toward Sheep Creek Road) that will connect with proposed paths along Miller Hill Road and Yankovich roads.

   Completion: FY03

A19. Action: Develop Yukon Drive into a safe and appealing corridor for pedestrians and non-motorized uses.

1. Provide the following amenities along Yukon Drive:
   - Uniform-width sidewalk on the north side of Yukon Drive along the entire length of the roadway.
   - Attractive and standardized lighting that promotes safety.
   - Benches and attractive interpretive signs at key viewpoints and rest stops.
   - Open viewsheds to the south.
   - Landscaping, as per the campus landscape plan.
   - Bicycle/multi-use lane.
   - Warm-up shelters that conveniently serve both pedestrians and shuttle bus traffic.
   - Shuttle bus turnarounds and stopping places (improve signs, lighting, visibility) that maximize efficiency and convenience.

   Completion: Ongoing

2. Enforce speed limit and use traffic speed control design features on Yukon Drive to encourage use of Tanana Loop. Encourage official UAF vehicles to use routes other than Yukon Drive.

   Completion: Upon completion of Tanana Loop

3. Once Tanana Loop and adjacent access roads have been in place for one year, explore the idea of limiting traffic on Yukon Drive to shuttle buses and emergency vehicles only.

4. Investigate potential for constructing a fixed mass transit system along Yukon Drive, including funding opportunities.

5. Explore potential trail routes near Yukon Drive that would link with the UAF trail system (see Natural Environment - A24, page 9-20).

   Completion: December '02

A20. Action: Establish direct connections to the UAF trail system from points throughout campus.

1. With advice from the North Campus Sub-committee, develop trails in core campus areas that connect Lower Campus, West Ridge and the North Campus trail system. Develop informational signs to foster use and appreciation of trail systems.

   Completion: FY03

A21. Action: Make all walkways on campus safe and direct

1. The campus lighting plan (see Circulation - A7, page 9-6) will identify lighting requirements along walkways, bike paths and trails throughout campus. The first priority is safety.

2. Provide overhead shelter on existing walkways where doing so enhances pedestrian safety.

   Completion: Ongoing

3. Consider use of enclosed walkways between adjacent buildings as an integral element of new building construction and building revitalization, when feasible and appropriate.

   Completion: Ongoing

NATURAL ENVIRONMENT

A4. Action: Develop a landscape plan and site design standards that will provide year-round plant diversity and enhance the overall appearance of campus.

1. The comprehensive landscape plan will:
   a. Identify planting zones and plant palette.
   b. Protect scenic easements.
   c. Provide site design guidelines and standards for, but not limited to:
      - Pedestrian walks and paving (width, cross slope, materials, finishes, etc.).
      - Roadway and campus entrance landscaping.
      - Parking lots (paving, planting requirements, etc.).
      - Walls and planter walls (materials, finishes, etc.).
      - Flowerbed locations.
      - Campus furnishings (benches, trash receptacles, dumpsters, planter pots, bicycle and ski racks, etc.).
      - Lighting fixtures, pole heights (i.e., scale) and lighting color zones, if appropriate, for pedestrian areas (walkways, plazas), roadways, parking lots, etc.
      - Enhancements to gathering areas/plazas.
      - Minimum requirements for landscaping and site enhancements associated with all new construction projects.
   d. Establish a planning process for all landscape projects

   Completion: FY02-03

2. Utilize in-house expertise for ongoing monitoring and implementation of the landscape plan, including School of Agriculture and Land Resources Management faculty and Co-operative Extension Service agents.

   Completion: Ongoing, following completion of landscape plan

3. Coordinate with plans for signage (see Circulation - A15, page 9-12) and lighting (see Circulation - A7, page 9-6).

A5. Action: Require landscaping and site enhancements as part of all new construction projects.

(see Facilities, page 9-4)

A6. Action: Enhance existing and create new, outdoor gathering areas and plazas.

1. Enhance existing outdoor gathering areas/plazas, including:
   - Fountain of the Flags area.
   - Parking area between Arctic Health Research Building (south) and Irving I and II, O'Neill, Geophysical Institute and International Arctic Research Center (north).
   - Constitution Park.
   - In front of Natural Sciences Facility on south side of Yukon Drive.

2. Develop new outdoor gathering areas/plazas, including:
   - Former College Observatory site between UA Museum and Natural Sciences Facility.
   - Area south and east of the Cooperative Extension Service Building (USFS Building).
   - Area between Brooks and Duckering buildings.
   - West of Eielson Building, in area around "Elysian" sculpture.

- Area in front of Moore-Bartlett-Skarland housing complex.
- University Park Building grounds.

3. Enhance outdoor gathering areas/plazas to create a more intimate and human scale to these areas. Specific guidelines will be set forth in the landscape and lighting plans.
   Completion: FY02-03

4. Redesign the Fountain of Flags area. Site features will include, but are not limited to:
   - Establishment of massed tree groupings.
   - Permanent flowerbeds.
   - Picnic and seating areas.
   - Art works.
   - Lighting that creates a more intimate feel.

   Completion: FY03

5. A new outdoor gathering area will be established on the former College Observatory site in the area between the UA Museum and the Natural Sciences Facility. Site features will include, but are not limited to:
   - Trailhead and new ski hut; direct linkages with existing trail system to north.
   - Maintenance of existing large trees.
   - Re-establishment of forest cover.
   - Picnic and seating areas with access to views to south.
   - Garden and nature walk associated with expanded UA Museum facilities.

   Completion: End of FY06

6. Increase available recreation fields (playing fields), especially near Patty Center and the Student Recreation Center. Design new housing with recreational needs of residents in mind (e.g., playgrounds and fields for children).
   Completion: Ongoing

7. Identify and preserve areas on campus that provide opportunities for viewing Alaska's

night sky. Develop appropriate directional and interpretive signs and information about locations for night viewing on campus.

Completion: Ongoing

A7. Action: Provide lighting throughout campus that maximizes safety, enhances wayfinding and minimizes light pollution.
(see Circulation, page 9-6)

A8. - A9.
(see Facilities, pages 9-5 and 9-6)

A10. - A21.
(see Circulation, pages 9-7 through 9-15)

A22. Action: In selected areas, protect scenic views and/or establish stands of trees.

1. Identify scenic easements that preserve views:
   a. From the campus to important sites (e.g., the Alaska Range) and
   b. Of the campus, including buildings or other features considered emblematic of UAF (e.g., the UA Museum, the Agricultural and Forestry Experiment Station, etc.).

   Completion: FY02-03

2. Identify building sites that do not impact viewsheds (see Facilities - A1, page 9-1).

3. Establish trees and other plantings to minimize the visual impact of the dissimilar architecture on campus. Selected locations include, but are not limited to:
   - Fountain of Flags area.
   - West Ridge Plaza.

- Front of Natural Sciences Facility.
- Area between lower dorms and Lola Tilly Commons.
- South side of Arctic Health Research Building.
- Areas around International Arctic Research Center.

Completion: Ongoing

4. Using both native and non-native species, re-introduce massed groupings of trees throughout campus to moderate some of the vast open areas that dominate the landscape.

   Completion: Ongoing

A23. Action: Preserve the agricultural function and character of the Agricultural and Forestry Experiment Station lands.

1. The School of Agriculture and Land Resources Management (SALRM) will define the agriculture function and character of the Fairbanks Experimental Farm Fields (FEFF) land as allowed by the original land grant institution charter.

   Completion: FY02-03

2. Any proposed development of the FEFF that is outside the scope of the SALRM definition of agricultural function and character will not be allowed. Both the Master Planning Committee and SALRM will review any proposals for new uses of FEFF lands.

A24. Action: Protect the integrity of the North Campus area for education, research and recreation; including maintaining and promoting the UAF trail system as a significant campus and community asset.

1. The North Campus subcommittee, established by the chancellor and reporting to the Master Planning Committee, will prepare a land use plan for the area. The plan will:
   - Identify current uses and users.

- Review the draft trails plan, make suggested changes and incorporate its recommendations, as appropriate, into the land use plan.
- Identify all appropriate uses and locations for education, research and recreation.
- Maintain the long-term integrity of research sites and facilities in the North Campus area.
- Establish a review process for all proposed actions on North Campus lands.

Completion: FY03

2. The North Campus subcommittee will work closely with trails groups and UAF Facilities Services to ensure that maintenance and improvement of trails continues in an effort to continually enhance this important community asset. The North Campus subcommittee will have primary responsibility for review and comment on proposed trails projects.

   Completion: Ongoing

3. Develop a plan to create trails on Lower Campus that link directly to the trail system in the North Campus area (see Circulation-A20, page 9-15).

   Completion: FY03

4. Explore opportunities with the Fairbanks North Star Borough to link borough trails (non-motorized uses only) with the Skarland Trail System.

A25. Action: Use art on campus to highlight special areas and enhance the overall surroundings.

1. Create a subcommittee of the Master Planning Committee that is charged with overseeing art in public places.

   Completion: FY03

2. Establish guidelines for appropriate use of art on campus, including:
   - Sites for art placement consistent with building themes.
   - Appropriate materials for use in interior Alaska climate.

- Solicitation of artworks.
- Funding for artworks.
- Temporary art (e.g. ice sculptures).

Completion: FY03

3. Develop strategies for enhancing use of art on campus, including funding and implementation plans.

   Completion: Ongoing

4. As part of the comprehensive lighting plan, highlight works of art (Circulation -A7, page 9-6).

   Completion: Ongoing