Agenda

1 GOALS AND PRINCIPLES

2 GROWTH PROFILE

3 PHYSICAL SITE ANALYSIS

4 DEVELOPMENT SITES
**Scope & Schedule**

### Phase 1: Discovery & Analysis
- Review existing data
- Kick-off work session & stakeholder interviews
- Compile previous documentation
- Site reconnaissance
- Develop growth profile
- Prepare site analysis
- Development site analysis & confirmation
- Develop guiding principals

### Phase 2: Development of Preliminary Plan
- Prepare preliminary plan
- Interactive charrette
- Refine the preliminary plan
- Compose the Preliminary Draft CMP Document

### Phase 3: Development of Draft Plan
- Develop draft plan
- Prepare detailed graphics and street level views to support plan ideas
- Compose the Draft CMP Document
GOALS AND PRINCIPLES
Goals & Principles

Accommodate anticipated growth to support the University’s academic, research and service missions

Be **good stewards** of historic, natural, and cultural resources

Embrace identity as an **urban institution**

Foster a culture of **collaboration, innovation, and industry** partnership

Create a **welcoming environment** that seamlessly integrates with the surrounding community

Promote a safe, walkable, bikable and accessible **public realm**

Create strong connections to the **waterfront**

Promote the integration of **sustainable strategies** at all levels

Support **multi-modal** transportation options
articulated needs
enrollment trends
space needs model
benchmarking
trends / best practices
industry case studies
articulated needs
Articulated Needs from Stakeholder Interviews

Classrooms
- **Well-exceed** the 67% utilization target
- Most significant need is for **large lecture halls** and spaces that support **new pedagogy**

Engineering
- **40% increase in students** since 2009, with 5% increase in space
- In addition to CSEII, the College of Engineering will **need a couple hundred thousand additional sf**
- **Shift toward a team-based model** prompts the need for maker space, collaborative team and group learning spaces; the definition of lab space has shifted
- Increased visibility of **industry partners**

Research
- Research awards increased by 43% from $967M in 2006 to $1,386M in 2014 (Source: UW Profiles)
- Anticipate **2 to 3% annual growth** in research moving forward
- Anticipate **increase in industry sponsored research**

Innovation and Industry
- Anticipate growth in industry and academic partnerships, e.g. Facebook, Google, Amazon, Tableau
- Generates new space needs including high quality **wet lab incubator** space; consolidated **industry interaction** space; **student-focused** space; and space for **start-ups and business incubators**

Intercollegiate Athletics (ICA)
- Need for both **built space** (Basketball Operations Project, indoor practice facility, support spaces) and **outdoor playfields**
- Would like to **introduce** Women’s Lacrosse and Women’s Triathlon
enrollment trends
Enrollment Trends – Students

Historic assessment of overall student enrollments on the Seattle campus generates a trend line that projects a future student population of ~54,000 students in 2024 and ~58,000 students in 2034.

Source: UW Alumni Timeline
Enrollment Trends – Students

- **Overall population** grew by 13% (5,255 students) between 2006 and 2014 (40,259 to 45,514 HC)
- **Undergraduates** similarly grew by 13% (3,515 students) between 2006 and 2014 (26,359 to 29,874 HC)
- **Graduate students** grew by 17% (2,083 students) between 2006 and 2014 (12,069 to 14,152 HC)
- Trend line suggests a future overall student population of ~51,000 HC students by 2024

Source: Registrar's Office
Enrollment Trends – Students by College / School

Reflects period from 2006 – 2014, and includes both UG and Graduate

<table>
<thead>
<tr>
<th>College / School</th>
<th>Change</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>College of Engineering</td>
<td>+3,595</td>
<td>(129%)</td>
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<tr>
<td>College of the Environment</td>
<td>+604</td>
<td>(65%)</td>
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<tr>
<td>School of Public Health</td>
<td>+474</td>
<td>(74%)</td>
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<tr>
<td>School of Business</td>
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<td>(48%)</td>
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<tr>
<td>Inter School/Coll Prog</td>
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<td>School of Public Policy</td>
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<td>(38%)</td>
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<td>College of Built Env</td>
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<td>School of Law</td>
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<td>Interdisciplinary UG Prog</td>
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<tr>
<td>College of Arts and Sci</td>
<td>-1,037</td>
<td>(-4%)</td>
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</table>

Source: Registrar's Office
Faculty and staff FTE grew by 9% between 2006 and 2014 (1,770 FTE).
Trend line suggests a future overall faculty and staff population of ~22,000 FTE in 2024 and ~23,600 FTE in 2034.

Source: Office of Institutional Analysis
Enrollment Summary

Significant growth projected across all populations:
- Students: Range from 51,000 FTE to 54,000 FTE by 2024; 58,000 FTE by 2034
- Faculty and Staff: 22,000 FTE by 2024; 23,600 FTE by 2034

CMP will test a range of growth projections
space needs model
Overall Existing Space

Total UW Seattle Built Space ~18,300,000 GSF

*Figures include space both above and below the ground*

- 97% (18,000,000 GSF)Owned by UW
- 93% (17,000,000 GSF)Inside the Major Institutional Overlay (MIO)

Source: Planning and Management, Office of the University Architect
Space Needs Model

Background and Inputs
- Projects space need for a number of higher education space categories
- Model is based upon national space guidelines
- Inputs include:
  - UW student, faculty and staff counts
  - WSCH for instructional spaces
  - Best practices for station sizes
  - Assumptions around utilization and occupancy levels
- Does not assess research space, ICA athletics facilities, or industry and innovation spaces

Existing Space
- Captures a 2014 snapshot of existing space
- Excludes all parking facilities, both underground and structured
- Represents assignable square feet, not gross square feet
Deficit at 50,000 FTE (1,600,000 ASF / 2,500,000 GSF)

Classrooms  Teaching Labs  Offices  Study / Library Space  Recreation  Student Life

Assignable Square Feet (ASF)

- Existing Space (Includes space outside MIO)
- Current Need
- Need at 50,000 FTE
- Need at 60,000 FTE
- Deficit at 50,000 FTE
Deficit at 60,000 FTE (2,800,000 ASF / 4,300,000 GSF)

<table>
<thead>
<tr>
<th>Assignable Square Feet (ASF)</th>
<th>Classrooms</th>
<th>Teaching Labs</th>
<th>Offices</th>
<th>Study / Library Space</th>
<th>Recreation</th>
<th>Student Life</th>
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<td>4,000,000</td>
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<td>Current Need</td>
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<td>1,500,000</td>
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<tr>
<td>Need at 50,000 FTE</td>
<td>500,000</td>
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<tr>
<td>Need at 60,000 FTE</td>
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<td>Deficit at 50,000 FTE</td>
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Development History / Projection Analysis

Development history reflects periods of growth and restraint.

On average, the UW introduced roughly:
- **250,000 GSF per year**, taking into account buildings that were demolished.
- **290,000 GSF per year** of new construction.

If the University was to grow by the same rate it has over the last 10 years, it would suggest a need for ~5.8M GSF of new construction over the next 20 years.

Source: OPB Building inventory
Space Needs Model Summary

Model projects the potential need for 2.5M GSF (at 50,000 FTE) to 4.3M GSF (at 60,000 FTE) of space in the future.

Projections do not account for research space, industry & innovation space, ICA facilities, or student housing.

If the University was to grow by the same rate it has over the last 10 years, it would suggest a need for ~5.8M GSF of new construction over the next 20 years.
benchmarking
Benchmarking

Another lens to situate the University’s existing space relative to other higher education institutions, including **peers institutions:**

- University of Michigan
- University of Texas at Austin
- Ohio State University
- Rutgers University
- Johns Hopkins University

Draws upon an institutional database of **more than 100 institutions**

Benchmarks UW’s space for the following categories on an **ASF per FTE basis**

- Classrooms
- Teaching and Research Labs
- Offices
- Study and Library Space
- Athletics and Recreation
- Student Life Space
Benchmarking – Classrooms

UW – 10.04 asf / FTE
<table>
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<th>UT Austin</th>
<th>JHU</th>
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<td>100</td>
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</tbody>
</table>
Benchmarking – Offices

UW – 55.1 asf / FTE
Benchmarking Summary

Relative to peers, UW records lower levels of space per FTE across most categories
trends / best practices
LEARNING STYLES
- collaborative learning
- pervasive learning
- applied, experiential learning
- career-oriented learning
- interconnected learning

LEARNING ENVIRONMENTS
- active learning environments
- learning beyond the classroom
- student amenities
- interdisciplinary research
- fostering innovation and industry
Active Learning Environment

Active Learning Classrooms
Odegaard Undergraduate Library and Learning Commons

Typical ALC is roughly 25 asf per student versus 20 asf per FTE for traditional classrooms
Learning Beyond the Classroom

Multi-Use Spaces
Paccar Hall, UW Seattle

Flexible, Collaborative Spaces
Student Learning Center, Ryerson University
Learning Beyond the Classroom

Informal Study Spaces / Visible Learning
Alder Hall, UW

Different Scales
Odegaard Undergraduate Library and Learning Commons
Student Amenities

Student Hub, Coventry University

Stony Brook University Recreation Center
Interdisciplinary Research

Collaborative Research Commons
Allen Library, UW

Modular Research Labs
Clark Center, Stanford
Interdisciplinary Research

Testing Space
Interdisciplinary Research Lab, Paul Allen Center CSE, UW

Industry Related Research
Applied Physics Lab & OceanGate Partnership
Fostering Innovation & Industry

Prototyping Lab
Purdue University

Makerspace
Fluke Hall, UW Seattle
Fostering Innovation & Industry
Trends / Best Practices Summary

New models for teaching and learning require more and different types of space
industry case studies
Kendall Square

In 1976, Cambridge became the first city in the world to establish a local ordinance regulating research with recombinant DNA. The ordinance set clear guidelines for genetic research, which opened the city’s doors to biotechnology, providing agreement between city officials and scientists on how to practice genetic research.
Kendall Square

Due to its worldwide recognition, Kendall Square has become increasingly attractive to multi-national corporations. As a result, startups and small businesses have to compete for space with larger, established companies. In response to this strong need, the Plan recommends that 5% of new office development to be designated as innovation space as part of the rezoning process.
Kendall Square

Kendall Square Walking Map

This Walking Map shows which amenities are in Kendall Square. It can be used as a self-guided walking tour and visual summary of what Kendall Square is the "most innovative and walkable in the world." Kendall Square is defined as a 5-block walking distance on any sidewalk from the MBTA Red Line Station. Please take this map to wander and explore the rich history of innovation, culture, technology, art, culture, nightlife, shopping, and dining.

- on the streets
- inside a cafe
- within a public plaza
- in an open space
- in a lobby
- inside a restaurant
- in common spaces within office building
- inside a bar or pub
- at your office
- gym or other indoor amenities
- all
- cafeteria
- other

(Map Legend)
- Arts & Entertainment
- Hotels
- Restaurants & Bars
- Shopping & Services
- Health, Beauty & Services
- Schools & Libraries
- Public Spaces
- Seasonal Events
- Public Transportation
- Bike Rental

Start-up & Small Business
Corporate
Research Institute

Public Space
Retail Space
Private Office Space

0 10 20 30 40
The MIT $100k Entrepreneurship Competition challenges students to pitch ideas, build products, and launch companies. Similarly, the Deshpande Center for Innovation helps faculty and students commercialize their technologies and inventions. So far the Center has funded over 100 projects and helped spur the creation of 29 spinout companies.
Kendall Square

- 6 Buildings: Three – R&D, Two – Housing, One – Retail and Office

- 500 net new housing units that will bring added vitality to Kendall Square

- 100,000 square feet of new and repositioned ground-floor retail

- 3 acres of new and repurposed connected open spaces

- Retention of 800,000 square feet for future Academic use.
CORTEX – Center of Research, Technology and Entrepreneurial Exchange is a not-for-profit partnership of major Universities in St. Louis. The 240 acre district is strategically located near to these institutions to take advantage of their resources as well as community amenities and cultural assets. **Cortex has been designated the Master Developer by the City of St. Louis, and can develop properties itself or confer development rights on other developers through a Parcel Development Agreement (PDA).** As the Master Developer, Cortex has responsibility and authority to master plan the District, implement the master plan, manage the District, levy property assessments to sustain the District, provide subsidies, and acquire property through eminent domain, if necessary.
CORTEX

- 1 million SF development completed / under construction
- 2,500 jobs generated
- 4.5 million SF development – full build out
  (research, office, clinical, residential, hotel and retail)
- 13,000 permanent Tech related jobs
- New MetroLink light rail station
Drexel University Innovation District

- 12 Acres
- Technology Partnerships, Industrial Joint Ventures, Interdisciplinary Academic and Research Programs, Business Incubators
- Supported by Offices, Classrooms, Labs, Residential and Retail to create a Mixed Use Neighborhood

Keystone Innovation Zone (KIZ)

All of the parcels are included within the University City Keystone Innovation Zone (UC KIZ). The UC KIZ is a state-funded program with substantial economic incentives for startups located within the zone. The KIZ Tax Credit program is a key component of the Keystone Innovation Zone program and offers up to $100,000 in tradable tax credits annually to eligible companies. Eligible companies must be for-profit and in operation for less than eight years. The companies must also be commercializing or are seeking to commercialize new technologies, innovative products or processes within the targeted life sciences or technology industry sector as adopted by the UC KIZ.
### UCSF Mission Bay

<table>
<thead>
<tr>
<th>Use</th>
<th>Square Feet</th>
<th>Percent of Total Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>160,000</td>
<td>4%</td>
</tr>
<tr>
<td>Research</td>
<td>1,220,000</td>
<td>27%</td>
</tr>
<tr>
<td>Support Services</td>
<td>870,000</td>
<td>20%</td>
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<tr>
<td>Housing</td>
<td>400,000</td>
<td>9%</td>
</tr>
<tr>
<td>Clinical</td>
<td>1,787,000</td>
<td>40%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>4,437,000</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>

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*Image of a map showing the layout of UCSF Mission Bay, with various colored areas representing different uses such as Research, Clinical, Support, Housing, and Open Space.*
UCSF Mission Bay

- 60 Acres
- 1.9 million SF built (6 Research Buildings, Campus Community Center, 430 units of Housing)
Industry Case Studies Summary

Kendall Square: Bio Tech
COREX: Tech
Drexel Innovation District: Tech
UCSF Mission Bay: Health Sciences

UW – Opportunity to create a new kind of Innovation / Collaborative Neighborhood in the West Campus that engages multiple disciplines
3 PHYSICAL SITE ANALYSIS
circulation and parking
Mode Split

- Drive Alone: 20%
- Transit: 41%
- Walking: 22%
- Bicycle: 9%
- Other: 2%
- Carpool/Vanpool: 6%

Source: Mode Share of Commute Trips to University of Washington – All Populations, Seattle, 2013
Stevens Way creates a pedestrianized core
Defines the edges of campus
Significant vehicular movement along Pacific and 15th Ave
High concentration of pedestrian activity in the core of campus

Minimal pedestrian movement to South or East Campus

Significant movement throughout the grid to the west
Concentrated along the Burke Gilman Trail, Stevens Way, and Lincoln / 40th Avenue

Minimal bike activity to South or East Campus
Concentrated along Pacific and 15th Avenue, as well as Stevens Way South

Highlights Campus Parkway as a major transit hub
Existing Transit Network (Draft)

- 5 MIN WALKING CIRCLE
- 10 MIN WALKING CIRCLE

UW Shuttle Routes
Link Light Rail routes
Bus Routes
Shuttle Stops
Light Rail Station
Bus Stops

Map showing various transportation routes and stops, including bus stops, shuttle stops, and light rail stations.
Circulation and Parking Summary

General lack of connectivity to the waterfront

Varied nature of circulation across campus
- Urban grid west of 15th Avenue; however, grid dissipates in West Campus
- Traditional loop road structure promotes a pedestrian-oriented core campus
- Underserved circulation across East Campus and South Campus
landscape and public realm
Primary Organizing Elements
Most significant gateway located at Campus Parkway and 15th Ave

Memorial Way serves as a ceremonial gateway

Fewer gateways to both the east and the west
Landscape and Public Realm Summary

Strong overarching historic open space structure complemented by a fine grain fabric of significant open spaces.

CMP will seek to strike a balance between open spaces to be preserved and development sites.
building analysis
Building Age

Source: Facilities Services Data
Building Condition

Source: Facilities Services Data
Deferred Maintenance ($/SF)

Source: Facilities Services Data
Health Sciences and College of Engineering facilities perform less successfully across all categories
4 DEVELOPMENT SITES
Existing Development

Shoreline Overlay
Remaining Development Sites from the 2003 CMP

- Remaining 2003 CMP Development Sites
- Potential Development Sites
- Shoreline Overlay
Composite of Potential Development Sites
(15.1M GSF)
Development Site Summary

UW has developed roughly 2.5M net GSF since the 2003 CMP

Majority of potential development sites are located within the West Campus and South Campus

Fewer development sites remain on the Central Campus

What is the desired future for the East Campus?

Are there other development sites to consider / take off the table?