



CHAMPLAIN COLLEGE

Master Plan

A ROADMAP FOR THE FUTURE



GOODY ARCHITECTURE
CLANCY PLANNING
PRESERVATION

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MARCH 2007

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ORW

Rickes Associates

Resource Systems Group (RSG)

consultants

Goody Clancy

Lead Consultants

Goody Clancy is a 110-person planning, urban design, architecture, and preservation firm based in Boston. The firm specializes in planning and design for institutional clients, including academic facilities, student housing, recreational facilities, research buildings, and campus master plans. Balancing skill and vision in developing new designs for campuses or dense urban sites, Goody Clancy has expertise in renovation of existing buildings and preservation of historic structures, often finding new uses for treasured places.

More than three-quarters of Goody Clancy's work is for college and university clients. The firm's planning and urban design division has built a significant national practice in strategic planning for institutional growth and change, with extensive experience creating effective master plans and capital improvement strategies for urban institutions. Goody Clancy assists colleges and universities in creating the flexible strategies they need to handle a rapidly changing higher education environment. The firm is also known for its work in helping institutions build successful working relationships with their host cities and communities, enabling these schools to better respond to changing opportunities and challenges.

In just the past five years, Goody Clancy's campus planning and institutional design work has garnered significant national and regional attention, including three national awards from the Society for College and University Planning (SCUP). Work for Campus Partners and The Ohio State University, as well as for Boston's North Allston neighborhood and Harvard University, have collectively won national awards from SCUP, the Congress for the New Urbanism (CNU), and the American Institute of Architects (AIA). During this same period, Goody Clancy's planning and urban design work, all of which focuses on urban development and community-building, has received national awards from CNU, the American Society of Landscape Architects, and the AIA.

ORW Landscape Architects & Planners

Landscape Architects

ORW Landscape Architects & Planners' experience spans the practices of landscape design, site planning, environmental planning, urban and village design, transportation design and historic preservation. The firm is committed to preserving the integrity of the natural and cultural landscape in their work. ORW prides itself on its ability to create landscapes that integrate the natural and built environments. ORW has extensive expe-

rience throughout northern New England and beyond, and has completed projects of national significance. The firm has received numerous awards from the American Society of Landscape Architects, the American Institute of Architects, the American Planning Association and the American Society of Consulting Engineers. To date, ORW has participated in the planning and design of over twenty public and private schools and colleges. Based in Norwich, Vermont, ORW's employees have a long history of public involvement both as professionals and as active citizens who care about their communities and region.

Rickes Associates

Academic and Office Space Utilization Consultants

Rickes Associates works with colleges and universities on issues dealing with both people and space. Their clients reflect institutions ranging in size from 500 to 50,000 students, and have included research universities, community colleges, statewide boards, and public and private four-year institutions with a diversity of missions. Rickes Associates' work is grounded in a thorough understanding of the broad forces that are shaping the future of higher education, including the new demands on colleges and universities in terms of services, academic programs, and operational structure. The firm understands the subtleties of educational and organizational environments, and specializes in providing the quantitative analysis needed to evaluate current and future space needs.

Resource Systems Group (RSG)

Transportation Consultants

Resource Systems Group is a transportation planning and engineering firm that offers a multidisciplinary approach to identifying issues and developing solutions. For 20 years the firm has devoted itself to advancing the state-of-the-art in transportation planning, traffic engineering, and design to the benefit of its clients. RSG's staff members have backgrounds in civil and transportation engineering, transportation planning, environmental science, economics, policy, statistics, and computer science. The firm is headquartered in White River Junction, Vermont, and maintains an office in Burlington. Resource Systems Group has one of the largest and most experienced transportation planning and traffic engineering staffs in northern New England (45 professional staff). Its early work focused primarily on applications in Vermont, and this work formed the foundation of a practice that now extends to 32 U.S. states, four Canadian provinces, Asia, and Europe. From its Vermont based offices, RSG have conducted over 750 studies of transportation issues throughout northern New England.

table of contents

Preface	1
I. Introduction	3
A. City and Neighborhood Context	3
B. Champlain College Profile	4
• Mission and Vision	
• History of College	
• Enrollment	
• Academic Programs	
• Facilities	
• Community Contributions	
• Why Create a Master Plan	
C. Planning Process	14
• Process Overview	
• The Four-Phase Process	
• A Commitment to Ongoing Planning	
D. Plan Vision	20
E. Goals and Objectives	20
F. Master Plan Principles	20
II. Existing Conditions	23
A. Neighborhood and Campus Character	23
B. Land and Building Use	25
• Land Use	
• Building Use	
• Landmarks and Gateways	
C. Transportation, Circulation, and Parking	28
• Character of Streets Near Campus Core	
• Traffic Congestion and Pedestrian Safety	
• The Pedestrian Experience—Approaching Campus	
• The Pedestrian Experience—Within the Campus Core	
• Transit	
• Parking	
• Reducing Traffic on the Hill	
D. Existing Public Realm	38
• Neighborhood	
• Campus	
E. Off-Site Opportunities	39

III. Master Plan	
Development Program	41
A. Academic and Administrative	41
• Classrooms, Labs, and Studios	
• Office Space	
• Library Space	
B. Residential and Student Life	47
• Housing	
• Student Study and Social Space	
• Dining	
C. Support Space	52
• Physical Plant	
• Mailroom/Shipping and Receiving	
• Parking	
D. Public Realm	54
IV. Master Plan	55
A. Neighborhood and Campus Character	57
B. Land and Building Use	59
C. Transportation, Circulation, and Parking Plan	61
D. Proposed Public Realm	67
E. Sustainability	69
F. Description of Campus Areas	70
G. Off-Hill Development	79
H. Implementation	81
V. Conclusion	87
VI. Appendices	



preface

Many master plans are created to look into the future and to see how additional growth in a college's traditional student body could be accommodated. Champlain's master plan is something different. The document that follows is a plan for accommodating a changing institution in ways that respect and enhance one of Burlington's most treasured residential neighborhoods.

Together, Champlain College and its neighbors share the assets of the unique Hill neighborhood. This is a neighborhood of grand, historic houses and carefully crafted new buildings; of both the broad lawns of suburbia and proximity to a vibrant downtown; of residences and institutions, of families and students, of both large, single-family homes and tiny apartments carved from former carriage houses. Furthermore, it is a neighborhood blessed with fantastic views of Lake Champlain and the Adirondack mountains beyond. The historic, dynamic Hill neighborhood is a treasure whose assets are a benefit to its residents, to Champlain College, and to the city.

Few neighborhoods or institutions remain static, and both the College and the Hill will continue to experience change in the years to come. The challenge is to manage these changes so that the assets of this unique neighborhood are preserved. The Champlain College Master Plan emerges from a broadly inclusive process engaging College affiliates, neighbors, and the City of Burlington. The master plan creates a framework for addressing the College's changing needs, with sensitivity to the Hill neighborhood's character, residents, and continued quality of life.



The master plan document is organized into four major sections: Introduction, Existing Conditions, Master Plan Development Program and Master Plan.

The *Introduction* provides brief profiles of Champlain College and its neighborhood, a description of the planning process, and an explanation of why a master plan was undertaken. This section is critical to a comprehensive understanding of the context in which the plan was created.

The *Existing Conditions* section describes the campus and its environs, providing a physical and programmatic “lay of the land.” Fall 2005 is used as a base.

The *Master Plan Development Program* describes the projects that emerged through the process as solutions to the issues, challenges and opportunities faced by Champlain and, where possible, its neighbors. This section offers both a list of proposed projects and a rationale for why they are needed.

The *Master Plan* translates the items discussed in the Master Plan Development Program into a set of specific, physical recommendations for Champlain College’s future development. This section provides a comprehensive look at how development projects will be integrated into the fabric of the campus and the city in ways that will enhance both the College and the neighborhood.

The master plan is accompanied by a comprehensive Champlain College Landscape Master Plan and a set of Development Guidelines. The landscape master plan describes the circulation, pedestrian, open space, and streetscape improvements needed to fully address the goals of the master plan. Development Guidelines will provide benchmarks for the appearance, massing, and siting (setbacks, etc.) of proposed development projects. These documents are under separate cover and will be available shortly.

introduction

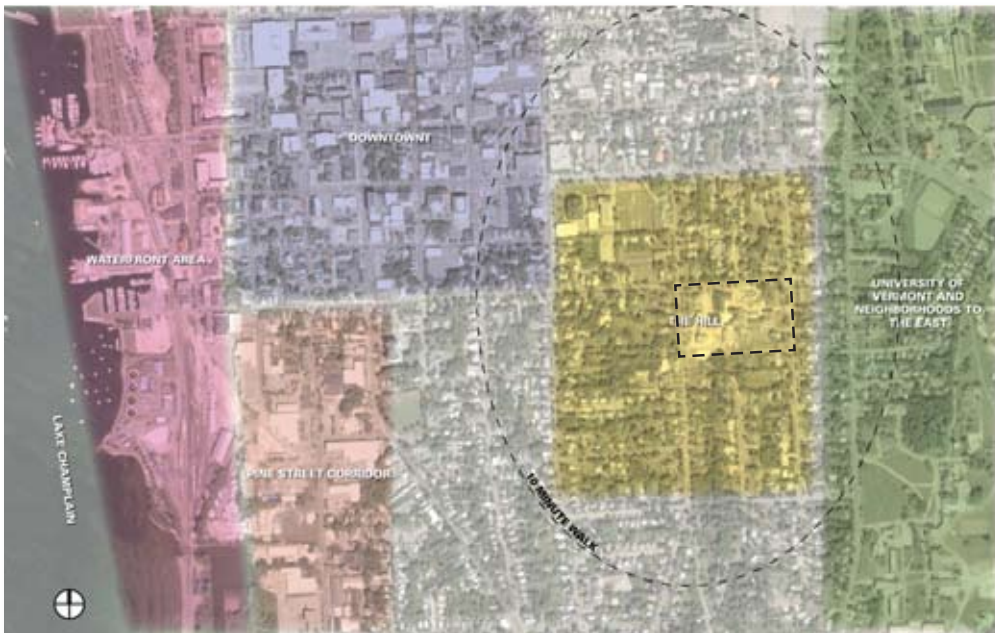
This section provides a brief introduction to Champlain College and the Hill neighborhood. It explains why this master plan was undertaken and describes the planning process that led to the creation of this plan.

City and Neighborhood Context

The City of Burlington, Vermont, is located on the eastern shore of Lake Champlain. It was chartered in 1763 but was not settled until the following decade when a fort was constructed on the Winooski River. By 1812, Burlington was home to one of the nation’s leading ports and had become a center of the lumber industry. Through the steamboat and shipping industry, Burlington prospered. Today, Burlington is a vibrant city of nearly 40,000 people that continues to be the cultural and financial hub of the region.

Among the city’s many assets are the historic buildings and neighborhoods that provide a connection to the past. One such neighborhood is “the Hill” (Figure 1), once home to Burlington’s leading industrialists and their families. Covering 12 blocks and 115 acres, the Hill is on high land that slopes down toward the Lake Champlain, providing striking views of the water and the Adirondacks beyond it. The character of the Hill is defined both by the attractive views it offers and the grand homes and generous lawns that still

FIGURE 1—LOCATION IN BURLINGTON

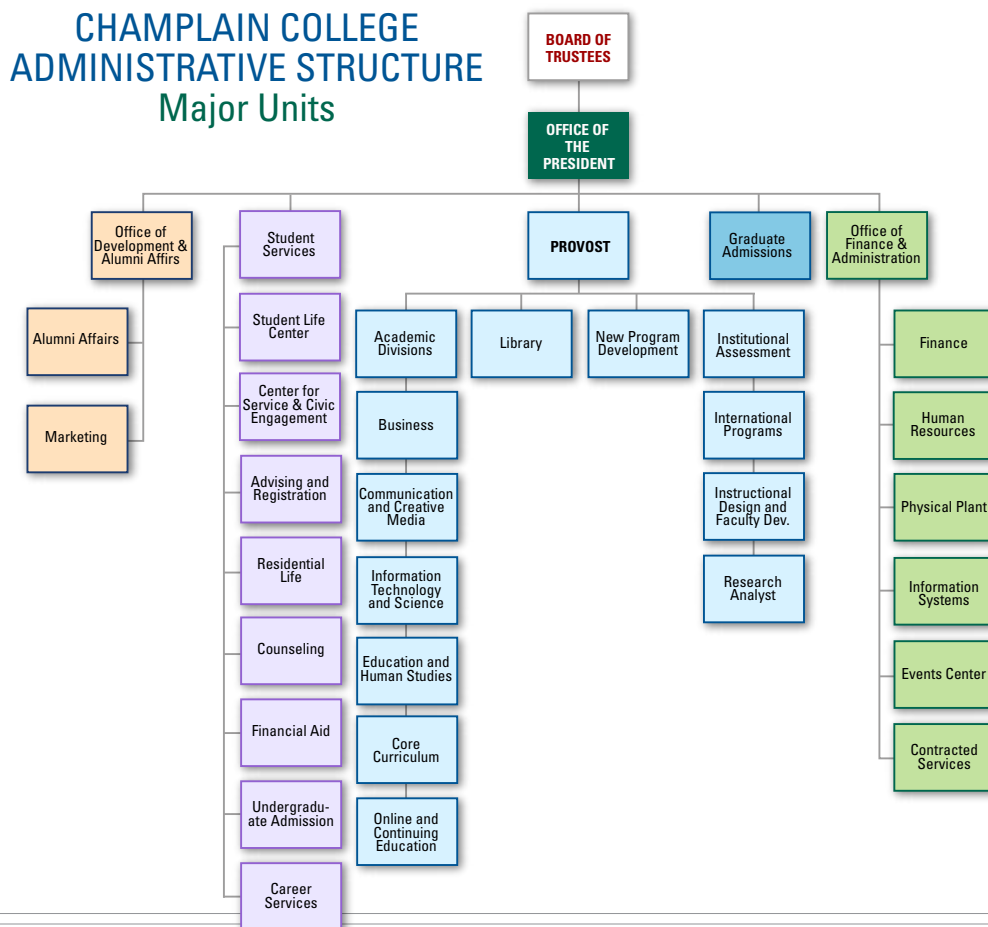


line its streets. The Hill is conveniently located near the University of Vermont, downtown Burlington, and the regional transportation network. The neighborhood is served by Edmunds Elementary and Middle Schools, which attract families with school-aged children.

Champlain College Profile

Champlain College is a private four-year institution committed to innovation and excellence. Founded in 1878, Champlain has long dedicated itself to providing students with a practical education. Champlain students benefit from career-oriented internships, the “upside-down” curriculum that invites immediate immersion in one’s field of study, and flexible scheduling with day, evening, and online learning options. Students also benefit from the speed with which the college evolves in response to market needs: when the job market changes, so does Champlain. The College is led by a Board of Trustees that, along with the President, has created a vision for the future. Trustees guide management of the College to oversee implementation of that vision and to ensure that Champlain provides a high-quality educational experience for the students, as well as a rewarding environment for the faculty and staff who choose to pursue careers at the College. Figure 2 shows the operational organization for Champlain College.

FIGURE 2—CHAMPLAIN COLLEGE OPERATIONAL ORGANIZATION



Mission and Vision

The Mission and Strategic Vision for a campus are important guides to the master planning process and underlie the recommendations in the plan. To be successful, the master plan must create a match between Champlain's facilities and its mission; it must address those changes to the physical environment that are needed for Champlain to achieve its vision for the future.

Mission

The primary mission of Champlain College is to prepare students for successful careers by creating a physical and intellectual environment in which they have freedom to grow and are challenged to realize their full potential. While Champlain places special emphasis on the development of professional competence, the following are also seen as essential components of the College's responsibility to its students: to inform and stimulate the mind; to develop character, personality and ethical conduct; and to provide creative outlets through supervised extracurricular activities.

Therefore, the College is dedicated to providing Champlain students with a variety of educational experiences that will encourage them to develop as individuals, to foster understanding and appreciation of all people, and to gain career skills that will allow them to contribute to the professional and personal environments in which they live.

Strategic Vision

Champlain College endeavors to be a national leader in educating today's students to become skilled practitioners, effective professionals and global citizens. Champlain's agile and entrepreneurial approach to higher education uniquely blends technology leadership, market savvy, innovation and fiscal responsibility with a commitment to "the human touch." This distinctive approach permeates the delivery of relevant, student-centered and rigorous programs in business, applied technology and public service.

History of College

Champlain College has long been a part of Burlington. Founded in 1878 with the aim of “educating young men for the business cares and responsibilities of life,” the College—first known as the Burlington Collegiate Institute and then as Burlington Business College—was originally located downtown.

In 1957 the institution changed its name to Champlain College and moved to a large carriage house in “the Hill” neighborhood of Burlington. Over the years the College has grown significantly, both through adaptive reuse of homes and carriage houses within the neighborhood and, since the late 1980s, by building new facilities.

Providing students with a practical education and transforming itself quickly in response to a changing job market have long been hallmarks of the College. Until recently a two-year technical school primarily serving Vermont residents, Champlain is now a competitive four-year institution with a national draw and a range of unique academic offerings.

FIGURE 3—TOTAL APPLICATIONS

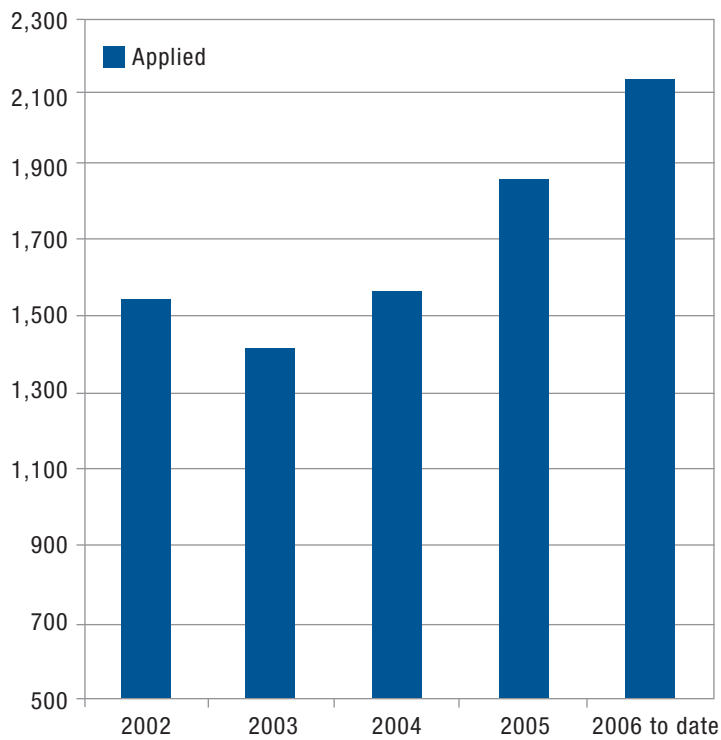
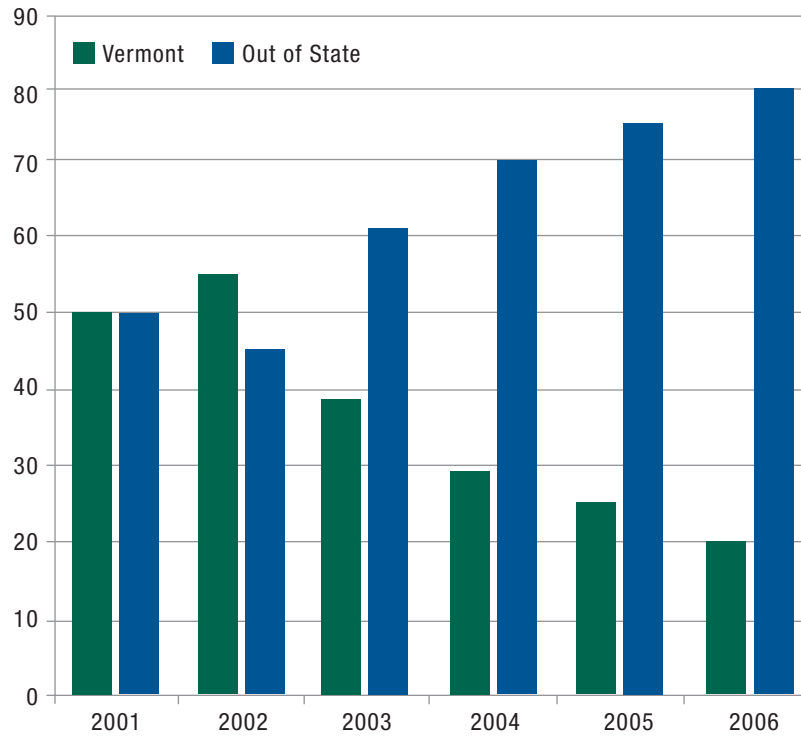


FIGURE 4—PERCENTAGE OF STUDENTS FROM OUT OF STATE

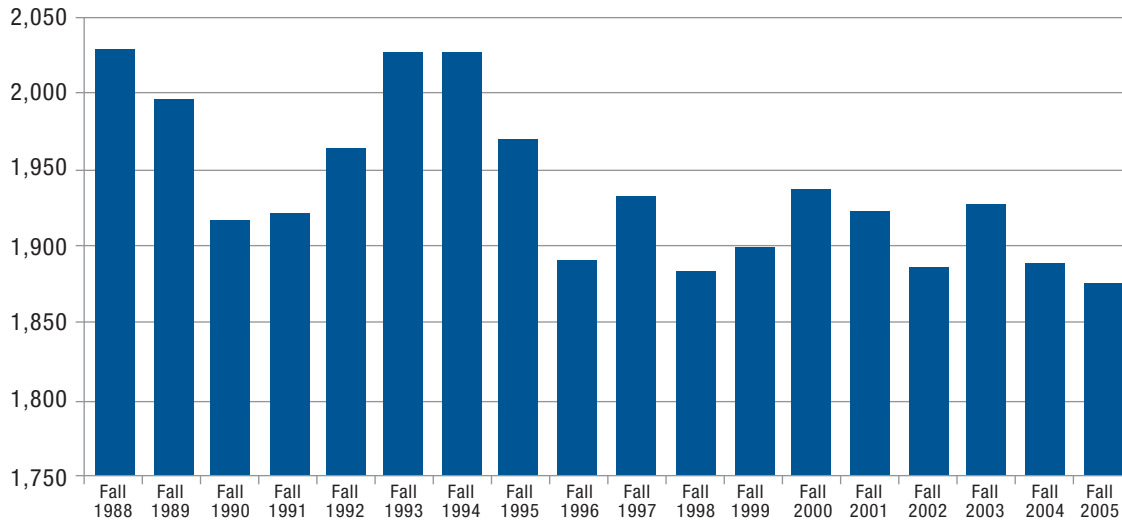


Enrollment

As Champlain’s curriculum has changed, so have the students it serves. In 2000, just 25% of Champlain’s students were from outside of Vermont. Today, 80% of students arrive from out of state and, while the College was once open to all students who could pay their tuition and keep their grades up, admission is now increasingly competitive (see Figures 3 and 4). While the type of student Champlain serves is changing, the number of traditional students has remained relatively stable. It is Champlain’s intent to keep its enrollment at 2,000 or fewer full-time traditional students in Burlington – very close to current levels. This master plan therefore seeks to equip the College with the facilities it will need to accommodate 2,000.

The 2005 Strategic Vision for the College contemplated serving several different student populations into the future: traditional undergraduate students, graduate students, continuing education students, and participants in professional-development events and conferences.

FIGURE 5—HISTORIC ENROLLMENT*



* Total headcount minus on-line students.

Consistent with the College’s mission, the population group that will drive the development of new facilities on and off the Hill is that of traditional undergraduates. As Figures 5 and 6A demonstrate, the number of traditional undergraduate students served by the College over the next ten to fifteen years will remain at around 2,000 students. This is about the number of students the College has served since the late 1980s.

The graduate program, a new endeavor for the College, has begun with modest enrollment of 29 FTEs, or full-time equivalents (see Figure 7 for details). The program is targeted to increase to 160 FTEs by 2016. Because this program is now offered entirely online, it adds no demand for classrooms, student life, or parking facilities. The master plan does not anticipate additional on-campus facilities to support this program.

The Center for Online and Continuing Education now serves 753 students and has been targeted to grow significantly through fall of 2016 (see Figure 8 for details). Like the College’s graduate program, COCE courses will continue to rely on distance learning technologies. The administrative functions that support COCE have recently been relocated to an office building off campus at 212 Battery Street. Should COCE or graduate offerings require significant additional space in the future, their needs would be accommodated elsewhere in Burlington (off the Hill) and/or at other locations in Vermont.

FIGURE 6A—PEOPLE ON THE HILL: UNDERGRADUATE ENROLLMENT PROJECTION

	ACTUAL	PROJECTION		
	Fall 2006	Fall 2007	Fall 2011	Fall 2016
Full-time Traditional—in classrooms	1,824	1,875	2,000	2,000
Part-time Traditional—in classrooms	55	50	25	25
Total Traditional—in classrooms*	1,879	1,925	2,025	2,025
Full-time—on-line	7	10	10	10
Part-time on-line	17	20	50	50
Total on-line	24	30	60	60
Study Abroad	10	40	200	300
Total Full-time Undergraduate	1,841	1,925	2,210	2,310
Total Part-time Undergraduate	72	70	75	75
Total Undergraduate Headcount	1,913	1,995	2,285	2,385

FIGURE 6B—PEOPLE ON THE HILL: EMPLOYEE PROJECTION

	ACTUAL	PROJECTION		
	Fall 2006	Fall 2007	Fall 2011	Fall 2016
Adjunct	227	215	190	175
Full-time Faculty	70	90	110	130
Full-time Staff	149	162	175	189
Part-time Staff	15	13	10	10
Head Residents	10	10	13	15
Total	471	490	498	519

FIGURE 7—GRADUATE ENROLLMENT PROJECTION CURRENTLY ALL ON-LINE

	ACTUAL	PROJECTION		
	Fall 2006	Fall 2007	Fall 2011	Fall 2016
Full-time	1	5	10	20
Part-time	93	125	250	400
Total Graduate Headcount	94	130	260	420
Full-time Equivalent	29	48	97	160

FIGURE 8—CENTER FOR ONLINE AND CONTINUING EDUCATION (COCE) ENROLLMENT PROJECTION

	ACTUAL	PROJECTION		
	Fall 2006	Fall 2007	Fall 2011	Fall 2016
Full-time—in classrooms	39	40	50	60
Full-time—on-line	58	60	75	100
Total Full-time Adult	97	100	125	160
Part-time Adult—in classrooms	296	300	400	500
Part-time Adult—on-line	360	400	500	700
Total Part-time Adult	656	700	900	1,200
Total Adult Headcount	753	800	1,025	1,360

* Enrollment projections for full-time and part-time on-campus students provide the basis for the academic, housing, and student life needs detailed in this plan.

The Summer Conference Program was initiated in the summer of 2006. So far, Champlain has held several conferences that have involved up to 475 participants. The College would like to continue limited conference activities during the summer months.

Academic Programs

Champlain College has recently restructured its academic programs. The College has broadened its academic offerings to capture emerging fields such as e-gaming and entrepreneurship while also strengthening its liberal arts program. Champlain's newly established divisions and available degrees are as follows:

Champlain's Academic Offerings

Business

- > Undergraduate
 - Accounting
 - Business/Management
 - E-Business
 - Hospitality Industry Management
 - International Business Leadership
 - Marketing
- > Graduate
 - MBA

Communication & Creative Media

- > Undergraduate
 - Electronic Game and Interactive Development
 - Media Communication (Broadcast, Public Relations, Mass Communication)
 - Multimedia and Graphic Design
 - Professional Writing

Information Technology & Science

- > Undergraduate
 - CIS/Networking
 - Digital Forensics
 - Electronic Game Programming
 - Information Security

- Radiography
 - Software Development
 - Web Development
- > Graduate
 - MIT

Education & Human Studies

- > Undergraduate
 - Applied Psychology
 - Criminal Justice
 - Education
 - Liberal Studies
 - Social Services

The Core

Underlying all areas of professional study is a newly strengthened liberal arts curriculum.

Online and Continuing Education

Spanning the four divisions are Champlain's growing online and continuing education programs, serving part-time students, working adults who require evening classes, and those who will study at Champlain without setting foot on campus.

Workforce development training (through Champlain’s Center for Online and Continuing Education) and its new online MBA programs – many of which serve students through distance learning rather than in classrooms on the campus – have been planned to grow. To better serve this population of students, it is likely that the facilities needed for COCE will be accommodated downtown or in other locations throughout the state.

Facilities

Champlain owns 39 buildings that collectively provide about 440,000 GSF of space. Nineteen of these buildings serve as residence halls; three (Perry Hall, 308 Maple Street and Levi Smith) are vacant pending renovation; and the remaining 18 house Champlain’s administrative, academic, and classroom functions.



Historic 19th-century houses now provide homes for many of Champlain’s programs.

The majority of Champlain’s buildings are historic. Traditionally, as the College has grown, it has purchased and renovated historic homes on the Hill. In recent years, however, as the College has transformed itself, growing student life and academic needs have demanded the construction of new facilities. Over the past 17 years, the College has built five major new buildings: a library, a student complex with a gym and dining hall, a technology and classroom building, suite-style housing, and an academic/campus center. Champlain has also designed an additional residence hall – the Levi Smith project – to be located behind Edmunds Elementary and Middle Schools.

Several functions are located in buildings not owned by the College. Currently, Champlain rents 215 South Prospect Street, formerly a sorority, for use as a residence hall. The College also houses 120 students at Spinner Place, a development of apartment-style suites occupied by UVM and Champlain students in nearby Winooski. In 2006, in response to space limitations on the Hill and in an effort to expand visibility in downtown Burlington, the College relocated several functions to 12,000 NSF of leased space at 212 Battery Street, near the waterfront. Those functions – the offices for Finance and Administration, and Human Resources, and the Center for Online and Continuing Education (COCE) – have a total of 40 employees. A table that includes all Champlain’s facilities, their sizes and uses is included in the Appendix.

Community Contributions

Contributing to the Hill neighborhood and the larger city holds a high priority among Champlain College students, administrators, faculty and staff, who volunteer in excess of 25,000 hours annually of services and assistance to the community and its residents.

Community Service and Outreach

- *4,560 hours of service:* 38 freshman education majors provide tutoring in five elementary and preschool settings, serving immigrants and refugees
- *3,120 hours of service:* 26 freshman and sophomore and Education Majors provide tutoring for 13 Edmunds Middle School refugee children
- *7,680 hours of service:* 64 students – and counting – serve Burlington’s public schools as tutors
- *750 hours of service:* 30 students in the Modern American Social History class each serve 25 hours among 20 non-profit organizations
- *132 hours of service:* The 11 students in the Oral History class serve 12 hours each at Dismas House, The Converse Home, and Spectrum Youth and Family Services
- *4,800 hours of service:* approximately 120 students serve a minimum of 40 hours each in community nonprofits and schools as part of their discipline’s community-service requirement
- *3,060 hours of service:* 17 students spend five hours each week as DREAM mentors with children in the Birchwood community of Milton
- With the help of Sodexo, students in Jensen Hall, Champlain’s community-service dorm, cook and deliver soup weekly to the Salvation Army. They feed over 100 people per trip.
- Champlain’s Center for Service and Civic Action coordinates a wealth of community service events and opportunities.
- Champlain has been named to the President’s Higher Education Community Service Honor Roll for the extensive volunteer efforts of the College and its students on behalf of people and communities harmed by Hurricane Katrina.



Champlain students are regular volunteers in local schools.



Champlain student working with local youth on neighborhood clean-up.

Economic Contributions

- As of spring 2005, Champlain employed 467 FTE faculty and staff members. Approximately one-third of College employees live in Burlington or South Burlington, and roughly three-quarters live in Chittenden County.
- Champlain's Workforce Development Center – and its Center for Online and Continuing Education more broadly – provide much-needed technical and professional training to the region's businesses and workforce
- Champlain is a tax-exempt corporation but continues to pay taxes on property it has acquired. In 2005, Champlain contributed \$350,000 in taxes. This amount reflects the property taxes paid on acquired properties the year before Champlain took ownership.
- Champlain's new BYOBiz program brings aspiring young entrepreneurs to Vermont, providing them with the training and technical expertise they need to grow their business ideas.
- In 2006 Champlain College channeled \$60.5 million in direct and indirect benefits into the local and state economy. (For a complete discussion of the economic impact of Champlain College please see the Northern Economic Consulting, Inc. report *The Economic Impact of Champlain College*.)

Other Community Benefits

- Champlain has renovated and maintained the historic buildings it has acquired, preserving the historic structures that give the Hill area its character.
- All neighbors have access to the library during posted open hours and are welcome to attend speaker and performance events. As an outcome of the master planning process, neighbors will soon have use of the gym.
- Specific infrastructure and building upgrades to adjacent private properties.
- Use of College property for private and civic events (e.g., meetings of NPA and other groups).
- Neighborhood and city access to College open space
- Burlington Police Department (BPD) uses Champlain College Criminal Justice major students as the prime source of staffing for their Beach and Park Patrol.
- Professor Gary Kessler is and has been a (pro bono) technical adviser to the Vermont Internet Crimes Against Children (ICAC) and Internet Crimes Task Forces (ICTF) since 1999. BPD coordinates the activities of the ICAC and ICTF.
- BPD Deputy Chief Mike Schirling was instrumental in the initial design of the Computer & Digital Forensics (C&DF) B.S. program and is one of the advisers for the Digital Investigation Management M.S. proposal. Mike is also the chair of the advisory board for the Champlain College Center for Digital Investigation (C3DI).

Why Create a Master Plan?

Many considerations prompted the College to create this campus plan. The City of Burlington required a master plan as a condition of the building permit issued for the new Levi Smith residence hall. In addition, the College's new administration saw the benefit of creating a master plan to help answer the question "What's next?" and to strengthen the College's capacity to deliver a high-quality student experience.

Although Champlain has held—and plans to hold—its enrollment of traditional undergraduates steady for the foreseeable future, evolving academic, student life, residential, and support needs will demand additional campus facilities. So will the need to remain competitive with peer institutions. Meeting these needs will require careful planning.

The College lies within several historic districts; stormwater drainage, traffic, and preservation of open space are significant issues in this area; and neighbors have been displeased with the lack of notice and opportunities for input afforded in recent Champlain development efforts. Retaining the residential and aesthetic character of the neighborhood are also matters of significant concern. All of these considerations mean that changes in the campus must be handled with extreme sensitivity. The College is part of a neighborhood, and its growth and change should benefit its neighbors and the city.

Recognizing all of these factors, Champlain has worked with a range of stakeholders to create a broadly embraced comprehensive plan for its growth over the next fifteen years. What follows is a vision and plan for the campus's future that reflects not simply the needs of the institution, but that also takes into account the needs of the neighborhood and the city.

Planning Process

When working with an institution that has never before created a master plan and neighbors that maybe unfamiliar with physical planning, it is important to create and articulate a planning process that is rational, inclusive and transparent. The culture and trust that are built during the process are as important as the plan itself. The following section and Figure 9 summarize the process that produced this master plan. A record of meetings, presentations, and diagrams can be found on the master plan web site at www.masterplanchamplain.com.

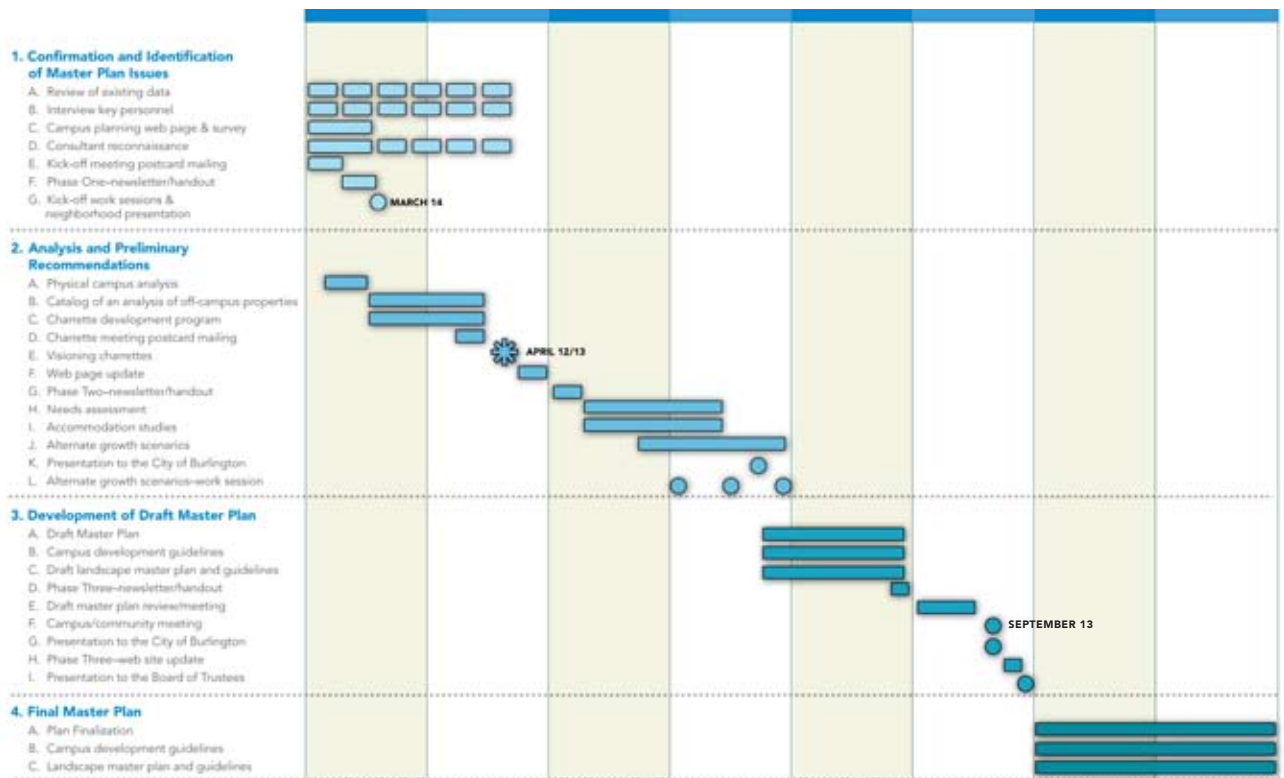
** Other programs will grow in downtown Burlington and other locations, as will the need to remain competitive with peer institutions. This will require careful planning.*

Process Overview

Champlain College started its planning efforts by creating a strategic academic plan. One of the objectives within the strategic plan was to develop a master plan for the campus facilities. A selection committee solicited proposals from several campus planning consulting firms and in February 2005 asked the team led by Goody Clancy to help create this master plan. In addition, the College assembled a broadly representative group of stakeholder volunteers to help guide the process.

Creating a planning process tailored to Champlain’s needs meant creating a process that addressed the needs of the College’s neighbors as well. From the beginning, the College committed itself to an open, transparent, and inclusive process that engaged students, faculty, staff, neighbors and City representatives in the collaborative work of developing a long-term vision for the Champlain campus. The Steering Committee – which included representatives from each of these stakeholder groups – believes that the inclusiveness of the process is key to the viability and quality of the plan that was produced. The work session with the Steering Committee formed the backbone of the plan.

FIGURE 9—FOUR PHASE PROCESS



The consultants held extensive interviews, often one-on-one, with a broad range of stakeholders; sponsored interactive workshops and information sessions; distributed newsletters and postcards; presented preliminary plans to the local Neighborhood Planning Assembly (NPA Ward #6), the City of Burlington Planning Commission and the Burlington City Council; hosted and regularly updated a website featuring an online survey and document library of emerging plans and presentations; and engaged in an ongoing dialogue about how college and neighborhood needs could best be met.

These outreach efforts were designed to elicit the broadest possible participation in the creation of the plan, and thus to create a strong sense of ownership of the results—both by Champlain College and its neighbors on the Hill. Why? Because only by building broad support and understanding of the future needs of both the College and the neighborhood could we develop plans that are both desirable and achievable.



Postcards advertising major master plan events were mailed to college affiliates and neighbors.



Newsletter updates on the master planning process were sent to the College community and Champlain's neighbors on the Hill.

Between March 2006 and January 2007, a series of meetings and activities were held to help create the Champlain College Master Plan:

- > Public meetings and workshops
 - *Kick-Off Meeting (March 14)*
 - *Charrette (April 12-13)*
 - *Process Update (June 26)*
 - *Draft Plan Preview (Sept. 13)*
- > Steering Committee meetings
 - *(April 13, May 16, June 6, June 27, July 18, Aug. 8, Sept. 13, Oct. 11, Dec. 1)*
- > Ward 6 NPA Meetings
 - *(May 16, July 18, ongoing)*
- > Presentations to the Burlington Planning Commission
 - *(June 27, Aug. 8, Sept. 26, Dec. 12)*
- > City Council presentation
 - *(Oct. 10, Jan. 16)*
- > Champlain College Board of Trustees Facilities Committee
 - *(ongoing)*
- > Champlain College Board of Trustees presentation
 - *(May 10, Dec. 1, Jan. 8, Jan. 19)*
- > Informal meetings with affiliates and neighbors, as needed
- > Student Forum
 - *(Aug. 31)*
- > Over 30 individual and small group interviews with faculty and staff
 - *(May– Aug.)*
- > Master Plan Update Newsletters
 - *(March, May, Aug. Sept.)*
- > Event postcard mailings
 - *(March, April, June, Sept.)*
- > Website with online survey, event calendar, and “See the Plan Take Shape” document library at www.masterplan Champlain.com



Public participation at the “Kick-Off” meeting

The Four-Phase Process

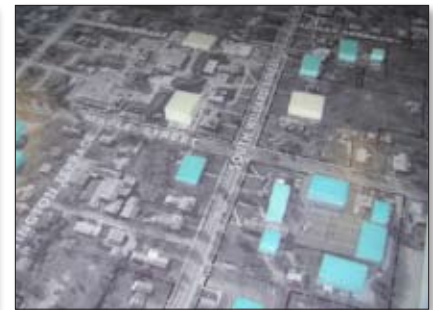
The inclusive process was defined by four main phases:

Phase 1: Identification of Issues

The planning process began with a thorough investigation of qualitative and quantitative information about Champlain College and its surroundings. A March kick-off meeting introduced the consultant team to the campus community, its neighbors, and the varied hopes and concerns of both groups. A well-publicized plan website was launched, providing the college with a continuing stream of feedback about conditions people valued or hoped to see improved. Meanwhile, space-utilization experts conducted extensive interviews with faculty and staff to investigate instructional and office-space needs. A highly engaged steering committee representing College leadership, students, and neighbors provided invaluable input. The College's care in record-keeping assisted with the analysis of existing conditions. Collectively, these information sources provided a catalogue of issues that the master plan would need to address.

Phase 2: Analysis and Alternatives

What kinds of facilities will Champlain College need in the years to come? How can the College balance its needs with the needs of the Hill neighborhood? Phase 2 began the attempt to answer these questions. An important highlight of this phase was a hands-on, two-day workshop called a charrette.



Public participation at the charrette

This event – which included a daylong formal workshop and two drop-in open

houses – brought over 60 people together to help plan for the future of Champlain. Working with maps, foam blocks, and other materials, small groups of students, staff members, faculty members, and neighborhood residents brainstormed together about ways to balance College and community interests.

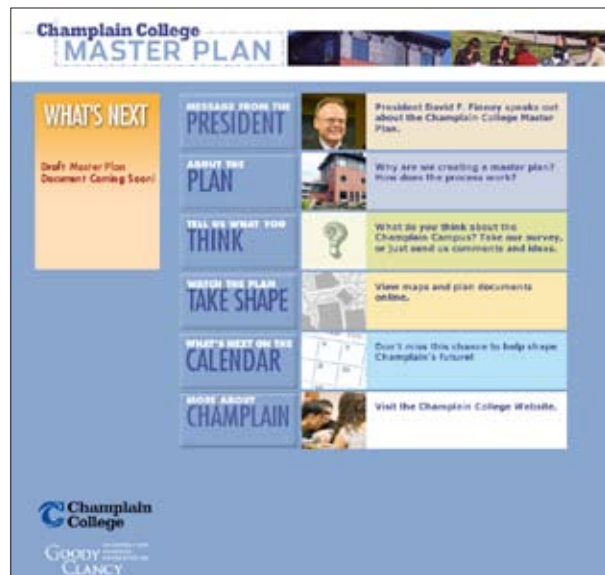
Given the ideas and priorities that emerged from these sessions, the Steering Committee and consultants began a careful review of a broad range of possibilities and directions. This involved ongoing work by the Steering Committee, an open Process Update event that again brought together College affiliates and neighbors, an evening Student Forum/Planning Pizza Night, and visits with the Ward 6 Neighborhood Planning Assembly (NPA) and the Burlington Planning Commission. Over time a plan for desired future development emerged.

Phase 3: Draft Plan

Through thorough examination of existing conditions, College needs, and the concerns, preferences and priorities of the larger community, the consulting team and the Steering Committee were able to craft a draft master plan. That earlier version of this document detailed Champlain’s vision for the future and the steps Champlain could take to achieve that vision. To enable College and community members to weigh in on the course the plan had taken, Champlain hosted a Draft Plan public meeting, met with the Burlington Planning Commission, and took the draft plan to the Burlington City Council. Draft text was reviewed in detail by the Steering Committee.

Phase 4: Final Plan

After the draft plan had been thoroughly reviewed and revised, based on feedback from the College, the neighborhood, and the City, the campus master plan was produced and distributed. The finalized master plan offers a workable and broadly embraced road-map for the future of the Champlain campus.



Campus Master Plan website

www.masterplanchamplain.com

A Commitment to Ongoing Planning

Through the master planning process, Champlain College, its neighbors, and the City have engaged in open and productive dialogue about future growth and development within the Hill neighborhood. Together, they have crafted a vision and plan that lay the groundwork for Champlain campus development over the next ten to fifteen years. In order for this plan to be successful it is essential that open, honest, and inclusive conversations about needs and priorities of all the stakeholders not end with this document. The Steering Committee will continue to meet and help guide and implement the “intent” of the plan. It is the hope of the College and the Steering Committee that this culture of collaborative planning for the Hill will continue throughout the life of the plan, and into the years beyond.

Plan Vision

The vision of this master plan is to support Champlain’s future growth as a flexible, desirable, and attractive institution, while also supporting the historic, residential, quality-of-life and aesthetic character of the Hill.

Goals and Objectives

- Fulfill the City of Burlington’s request that the College create a campus master plan, answering the question of “what’s next?”
- Enable the College to grow sustainably.
- Provide a workable plan to house 90% of Champlain’s 2,000 traditional students in College facilities.
- Ensure that existing and planned facilities are sufficient to accommodate Champlain’s academic, student life, support, and physical plant needs over the next ten to fifteen years.
- Find locally acceptable locations and design approaches to growth and change.
- Preserve the historic assets, predominantly residential character, and high quality of life on the Hill.

Master Plan Principles

This and future planning efforts should be judged against the following principles.

Champlain should use every new investment to enhance its role as...

- A learning community;
- A responsible member of the Hill neighborhood;
- An asset to Burlington’s and Vermont’s economies.

Champlain should meet the needs of the future through...

- Mixed-use facilities in locations nearer downtown Burlington;
- More effective use of existing space on the Hill that also reflects sensitivity to the neighborhood;
- New collaborations with other institutions where possible.

Champlain’s buildings and spaces should play many roles...

- Providing indoor and outdoor gathering places and “commons” for the College and the neighborhood;
- Adding to the character of the Hill neighborhood;
- Mixing informal and formal learning opportunities;

-
-
- Exploring ways to use individual spaces multiple times, in multiple ways, by as many different people as possible, throughout the day.

Champlain should celebrate diversity by...

- Offering community members access to facilities and programs;
- Being child- and family-friendly;
- Enhancing accessibility for all.



Models created during the public charrette helped the planning team determine with the neighbors the most appropriate locations for facilities growth and change.

Champlain should improve its infrastructure as it improves its facilities by...

- Incorporating appropriate technology in every project;
- Addressing evolving parking and transportation needs;
- Building-in sustainability;
- Implementing the Stormwater Management Plan

Champlain should build on this planning effort by...

- Continuing its inclusive planning approach with neighbors;
- Enhancing the positive impacts and mitigating the negative impacts of the College;
- Committing to improved information exchange and accessibility to information about the College and its activity with the neighborhood.



existing conditions

This section provides a physical and programmatic “lay of the land” for the campus and its surroundings. It describes neighborhood and campus character, land and building use, transportation, circulation and parking, the public realm, and off-site opportunities.

Neighborhood and Campus Character

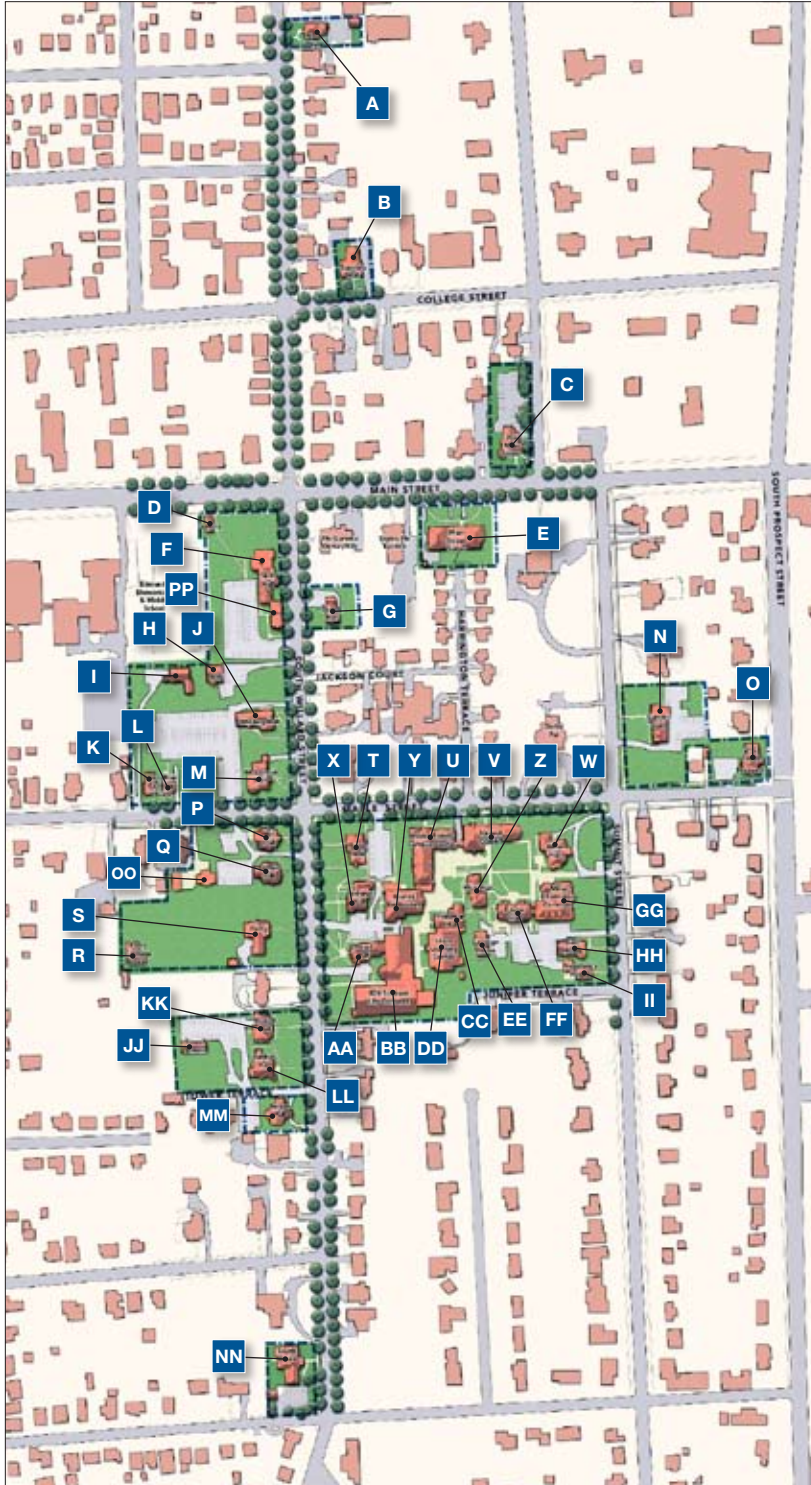
Once home to Burlington’s elite, the Hill has retained its grand nineteenth-century homes and carriage houses, its gracious front lawns, and its striking views of Lake Champlain and the Adirondacks beyond. As illustrated in Figure 10, many of the sites of these grand estates have accommodated residential infill and growth.

Several National Historic Districts, including the South Willard Street Historic District, the Main Street–College Street Historic District, and the University Green Historic District, celebrate the historic character of this area. In addition, several properties of particular significance near Champlain—among them Grassemount (also known as the Thaddeus Tuttle House, located at 411 Main Street) and Delta Psi (also known as the Edward Wells House, located at 61 Summit Street)—are listed individually on the National Register of Historic Places. As has been the case in the past, protecting the Hill’s unique historic resources will remain an important issue.

Over the years, when Champlain acquired property on the Hill, the College traditionally renovated and reused existing structures rather than tearing them down to build something new. The result has been a small College tucked into a series of large, distinctive old homes. In fact, Champlain has been so successful in blending into the character of the Hill that it was long known as the “invisible college.”

As the College has built new facilities over the past fifteen years, however, it has increased its visibility on the Hill. Champlain has sought to scale its new facilities sensitively in terms of height, footprint, and setbacks. Architectural details—lanterns, towers, and other forms drawn from nearby buildings—and color palettes complement their surroundings well. It is clear that Champlain has taken great care to acknowledge context in its building designs. The new facilities are, however, noticeably different from the historic homes around them, and primarily because of their larger scale, a reflection of their various uses. Yet, together, these facilities are now a part of the look and feel of the Hill, a fact that has elicited concern from neighbors.

FIGURE 10—EXISTING CAMPUS FACILITIES



- | | |
|--|-----------------------------|
| A North House | HH East House |
| B Sanders Hall | II President's House |
| C 396 Main Street | JJ Rowell Annex |
| D Gallery | KK Rowell Hall |
| E Main Street Suites | LL Bankus Hall |
| F Skiff Hall | MM Jensen Hall |
| G Durick Hall | NN South House |
| H ARC | OO West house |
| I Levi Smith | PP Skiff sheds |
| J Whiting Hall | |
| K 308 Maple Street | |
| L Goodhue-Coolidge House | |
| M McDonald Hall | |
| N Summit Hall | |
| O 215 South Prospect Street | |
| P Hill Hall | |
| Q Lyman Hall | |
| R Perry/Cannon Carriage House | |
| S Perry Hall/Cannon House | |
| T Bader Hall | |
| U Hauke Family Campus Center | |
| V Ireland Center for Global Business and Technology | |
| W Aiken Hall | |
| X Cushing Hall | |
| Y Alumni Auditorium | |
| Z Wick Hall | |
| AA Pearl Hall | |
| BB IDX Student Life Complex | |
| BB Freeman Hall | |
| DD Joyce Learning Center | |
| EE Carriage House | |
| FF Foster Hall | |
| GG Miller Information Commons | |

* 212 Battery Street (Burlington) and Spinner Place (Winooski), where the College rents space, are not shown.

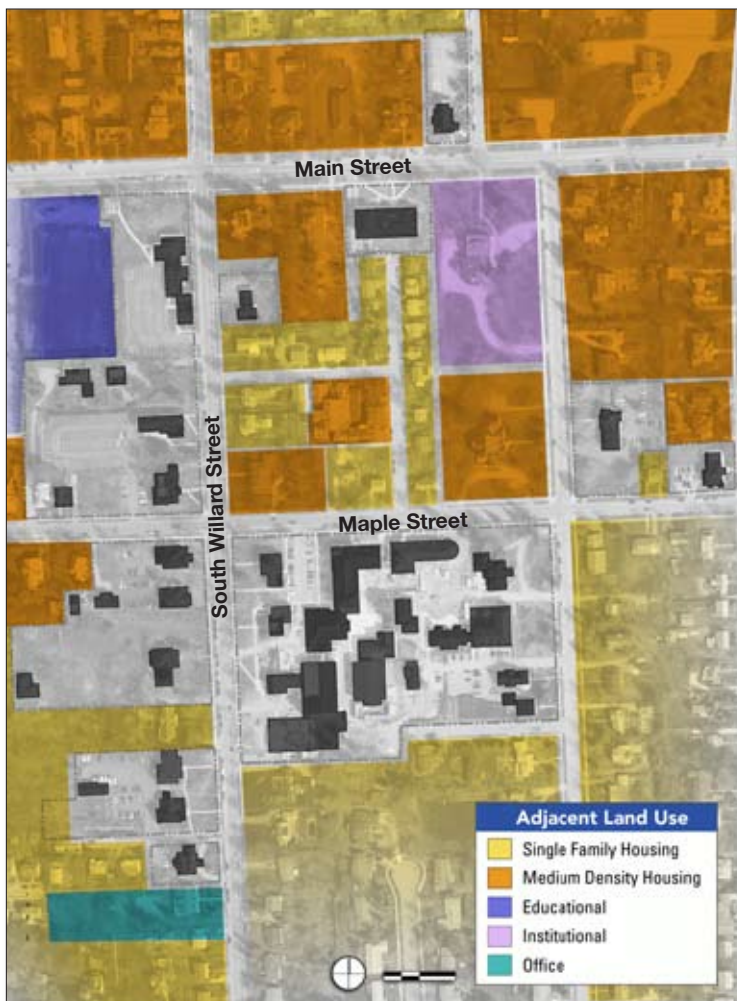
Land and Building Use

Land Use

Figure 11 illustrates the mix of land uses that surround the campus and Figure 12 illustrates the use of campus buildings.

Champlain’s compact campus core, bounded by Maple, South Willard, and Summit streets, and Juniper Terrace, houses most of Champlain’s academic, administrative, and student life functions, along with several residence halls. The Rozendaal Courtyard and a campus green are the primary open spaces within this core. Beyond the core, the east side of South Willard Street is lined with single-family homes.

FIGURE 11—ADJACENT LAND USE



Campus uses west of South Willard between Cliff and Main streets consist of residence halls, academic, and administrative buildings, located in renovated nineteenth-century houses.

South of Tower Terrace, the College owns two residence halls: Jensen Hall (adjacent to Tower Terrace) and South House at 363 South Willard Street (not shown in Figures 11 or 12). In addition to College facilities, this stretch of South Willard includes single-family homes, an inn, and an office building.

North of the campus core and east of South Willard, the College also owns several properties: Summit House, at the corner of Maple and Summit; Durick Hall, the lone academic building on the east side of South Willard Street north of the campus core;

Main Street Suites and the 396 Main Street residence hall along Main Street; and Sanders Hall and North House at 368 College Street and 44 South Willard Street, respectively (not shown here). A complete illustration of the distribution of campus buildings is shown in Figure 10 on page 24.

Building Use

Champlain’s academic, administrative, and student life functions are primarily located in the campus core, with residence halls nearby along the periphery, as illustrated in Figure 12. There are, however, multiple residence halls within the core and several important administrative and academic buildings in peripheral areas. As the demand for College housing has grown, the College has converted academic and administrative buildings into residence halls (e.g., Aiken and Cushing).

Mixing uses within an area—or even within a building—can help to create a vibrant atmosphere and can help keep an area active during longer periods of the day. However, the mixing of uses should be done strategically so that adjacent functions are compatible and functions can still operate efficiently.

Academic staff and faculty within Champlain’s newly formed academic divisions are scattered across the campus. For instance, faculty members in the Division of Business are currently located in three different academic buildings: Ireland and Hauke halls, and

FIGURE 12—CAMPUS BUILDING USE

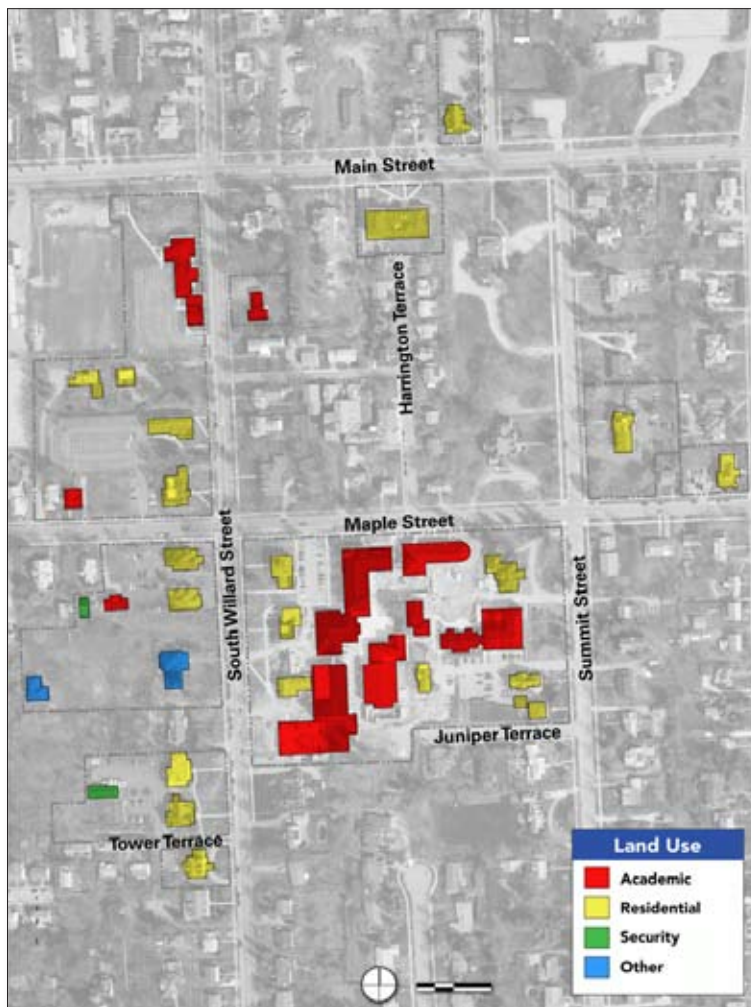
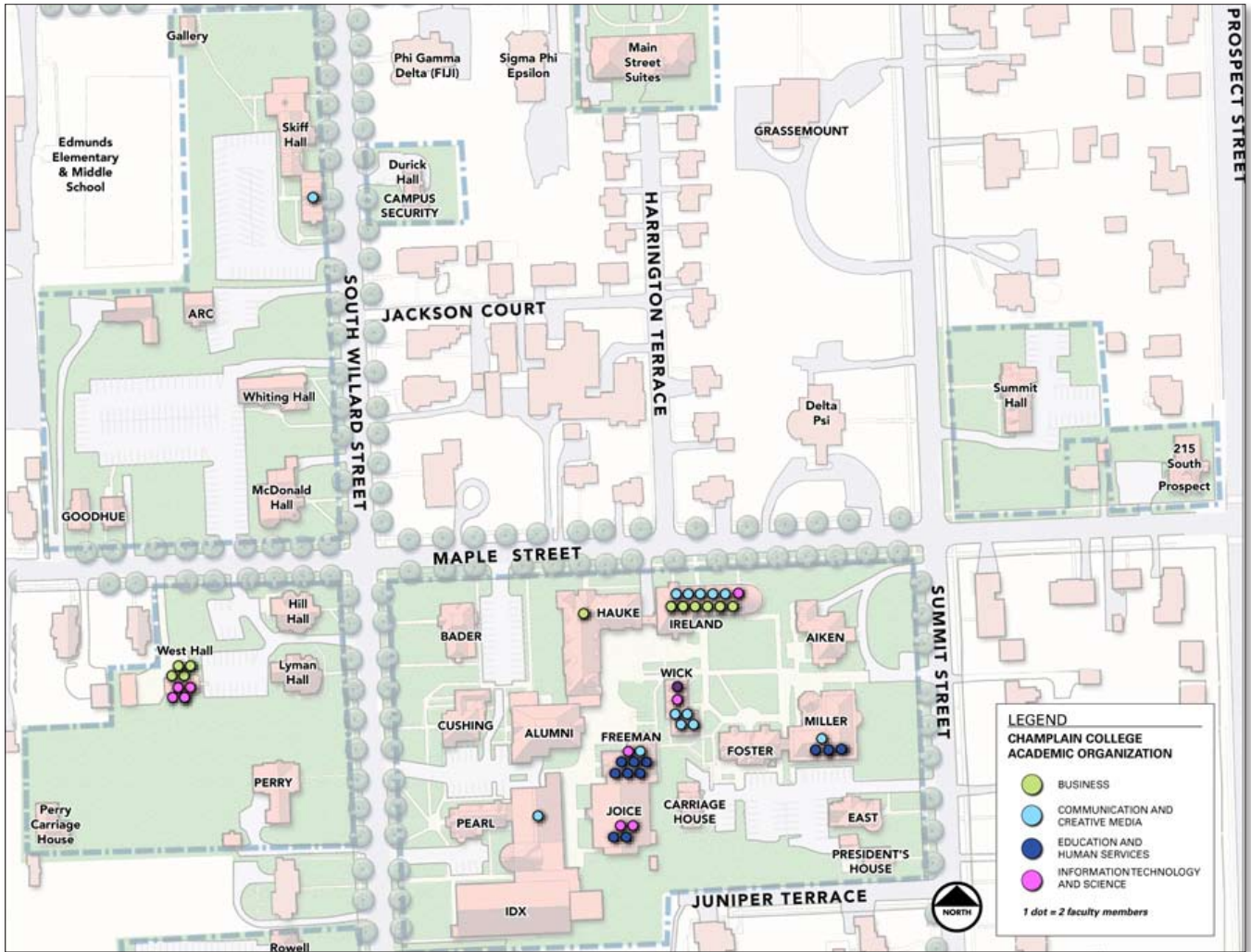


FIGURE 13—ACADEMIC ORGANIZATION—EXISTING CONDITIONS DIAGRAM



across Maple Street in West Hall. The thirteen full-time faculty members in the Division of Information Technology and Science are currently spread among five different academic buildings: Freeman, Joyce, Ireland, West Hall, and Wick.

Some degree of dispersal within a division may be necessary to accommodate faculty preferences or access to specialized equipment. Adjacencies between faculty of different disciplines may also spark interdisciplinary interests and activities. But too much dispersal can deprive a division of a sense of cohesion, to the detriment of both students and their instructors.

Landmarks and Gateways

In keeping with its reputation as the “invisible college,” Champlain has been fairly subtle in announcing its presence on the Hill. Champlain signs appear at only one gateway, the intersection of Main and South Willard streets. Appropriately, this is the corner on which Skiff Hall—home to admissions—is located. Within the campus, many of the buildings are landmarks, and at several locations their positions create gateways into important campus spaces. Some of the campus identity is derived from the signs in front of most College buildings.



Campus “gateway” at South Willard Street and Main Street

Transportation, Circulation, and Parking

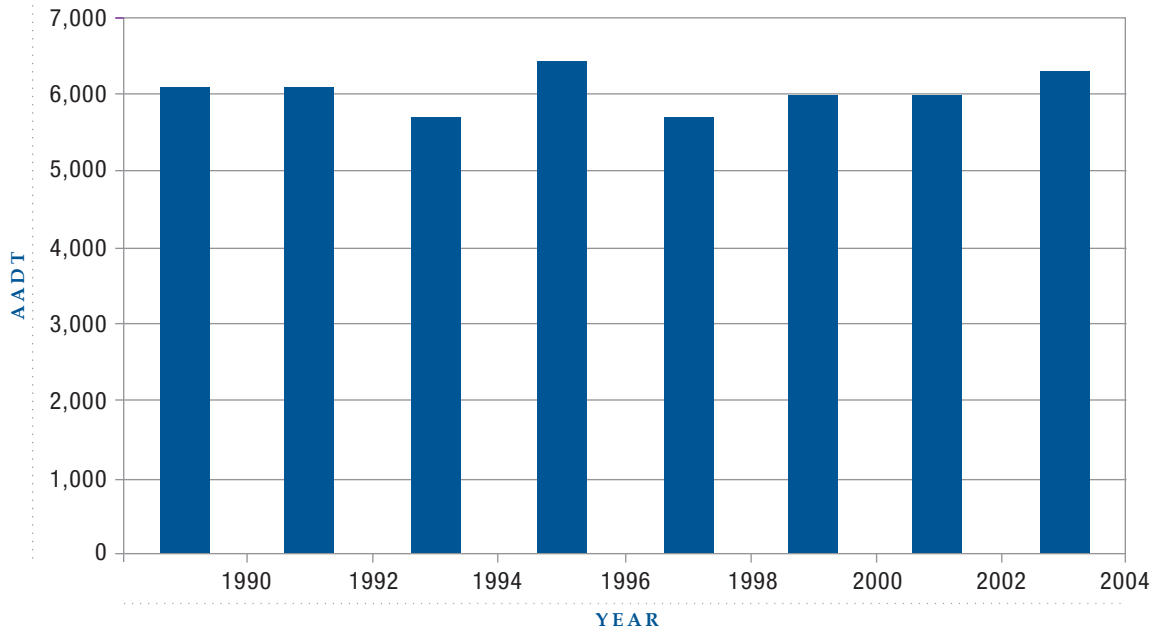
Character of Streets Near the Campus Core

The Hill neighborhood is characterized by tree-lined, two-lane streets with on-street parking along one side. Speed limits are generally 25 mph. On South Willard Street, which also serves as U.S. Route 7, the speed limit is 30 mph. South Willard accommodates both local and through traffic, including heavy trucks seeking to avoid weight restrictions on I-89. Truck and automobile traffic on this primarily residential thoroughfare is a concern to many neighbors and College affiliates. Figure 14 records the daily traffic volume on South Willard over the past 15 years.

Traffic Congestion & Pedestrian Safety

Neighbors and College affiliates worry about both congestion and pedestrian safety on the Hill, particularly along South Willard Street and at the relatively high-traffic Maple Street–South Willard Street intersection. Some perceive that traffic is worsening, especially during peak morning and afternoon hours. Yet a 2006 study by RSG, the College’s traffic and transportation consultants, finds that South Willard Street has ample capacity to meet existing traffic levels and that its overall traffic levels have not changed significantly in 15 years. In addition, the number of vehicles passing through the Willard–Maple intersection has remained stable for at least four years.

FIGURE 14—AVERAGE ANNUAL DAILY TRAFFIC ON SOUTH WILLARD STREET



**FIGURE 15—ESTIMATED 2002 PM LEVELS OF SERVICE
—SOUTH WILLARD/ MAPLE INTERSECTION**

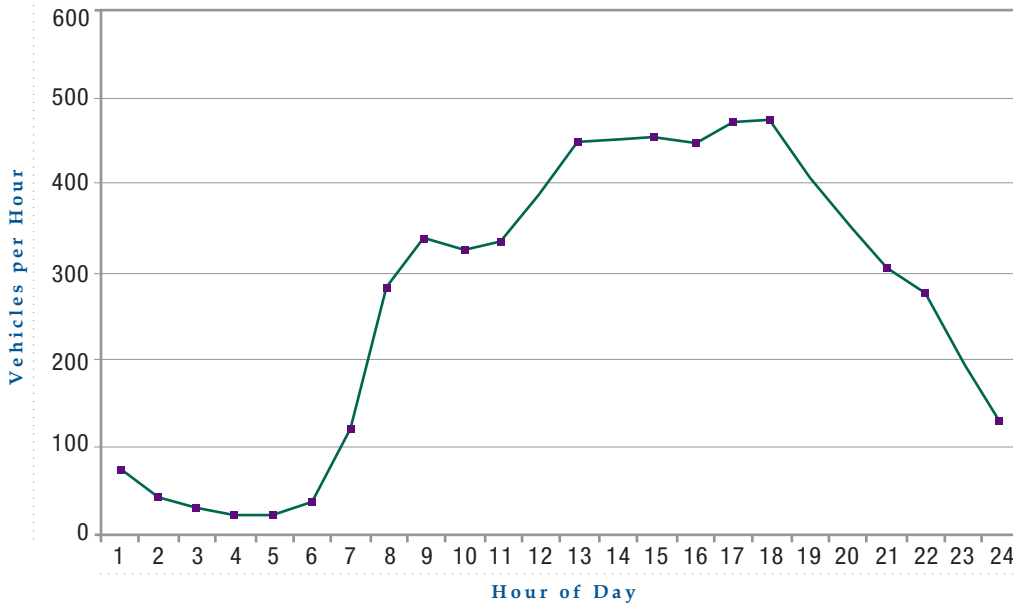
INTERSECTION	LOS	DELAY (in seconds)
SOUTH WILLARD ST. & MAPLE ST.		
Overall	E	48
Eastbound	F	52
Westbound	C	19
Northbound	F	59
Southbound	F	51

A more nuanced look at the data reveals the source of traffic difficulties. The results of delay studies, shown in Figure 15, demonstrate that during the PM peak (4:00–6:00), traffic flow through the South Willard–Maple intersection regularly reaches Level of Service F—characterized by long vehicle queues and waits—in

three directions, and has a poor overall Level of Service (LOS) rating of E. Drivers passing through this intersection during the evening rush hour can expect an average delay of approximately 48 seconds. Though the number of vehicles at this intersection has remained stable, the time it can take to pass through this intersection is problematic.

The cause of the problem is conflict between pedestrian and vehicular traffic at this unsignalized intersection. A high-pedestrian environment has evolved, and this limits automobile movement. Currently, the South Willard–Maple intersection is regulated by a four-way stop. Motorists face delays as students move among classes, student life facilities, the dining hall—on the east side of South Willard—and residence halls located primarily on the west side of South Willard. A lack of clearly defined pedestrian or vehicular phases

FIGURE 16—SOUTH WILLARD STREET: HOURLY TRAFFIC VOLUMES DURING AVERAGE WEEKDAY, 2000



necessitates ongoing negotiations about whose “turn” it is. The delay study suggests that pedestrians are more often “winning,” but student concerns about safety when crossing the intersection indicate that this intersection is not functioning well for anyone.

Anecdotal reports detail both motorist frustration and pedestrian safety complaints. The situation is particularly problematic on weekday mornings and afternoons, when traffic volumes are heavy and the stream of pedestrians can be almost continuous. A strategy is needed for organizing and clarifying movement through this intersection. The master plan will continue to identify appropriate solutions to this issue.

The Pedestrian Experience – Approaching Campus

The Hill is almost fully served by sidewalks. The two exceptions are the east side of South Willard south of Tower Terrace and along both sides of Cliff Street east of South Willard. Short block lengths of 800 feet and on-street parking – which acts to slow down traffic – help to make the Hill a welcoming environment for pedestrians. Mature trees along most roads offer shade and add visual appeal.

Intersections around the core campus area have been constructed with crosswalks for all pedestrian movements and include ramps for wheelchair accessibility. Nearly all of the crosswalk markings are very worn, however, and difficult to see (especially from a driver’s perspective) despite annual replacement and maintenance by the City of Burl-

FIGURE 17—PEDESTRIAN CIRCULATION



Grade changes and the lack of a clear path hierarchy can make navigating the campus core a challenge.

ington’s Public Works Department. At some locations, the crosswalks are almost entirely worn away. This is obviously a significant safety concern, especially given the volume of pedestrian traffic and the nearby Edmunds Elementary and Middle Schools.

Two design details that appear to improve crosswalk visibility and driver compliance are an orange-and-white-striped traffic barrel in the middle of a South Willard Street mid-block crosswalk bearing a sign that reads “YIELD to Pedestrians” and a red, textured, brick-like median that provides something of a pedestrian refuge.

When Edmunds School is in session, crossing guards also contribute to pedestrian safety in the neighborhood. They are present at the Main–South Willard and South Willard–Maple intersections on weekdays from 7:25 to 8:10 AM and from 2:30 to 3:05 PM.

The Pedestrian Experience – Within the Campus Core

Pedestrian facilities within the campus academic core appear to be sufficient. However, lack of clear pedestrian flow (that is, an obvious path that one would choose to reach a destination) makes navigation on the campus difficult. The lack of a hierarchy among pedestrian routes creates confusion as to which stairways and paths are main connectors, and grade changes make it difficult to discern which path to take to one’s destination. For instance, when entering campus on foot, it is unclear how to reach the central core at Rozendaal Courtyard. It is equally unclear how to reach the street from the center of campus. Level changes and campus navigation can be particularly challenging for those with mobility impairments.

The interface and accessibility between campus and neighborhood pedestrian facilities was raised as an issue during the master planning process. While pedestrian facilities are pleasant both on and off campus, connecting from one to the other is difficult. The majority of campus access points are vehicle-oriented and not pedestrian-friendly. Three key

problem areas are:

- The entrance from Parking Lot #5 (The Hauke Lot) to the stairway between the Hauke Center and the Alumni Auditorium
- The end of the driveway between Cushing and Pearl Halls
- The underpass/ drop-off area between the Ireland Center and the Hauke Center

All these locations could serve as important pedestrian gateways, but because they also function as loading docks or drop-off areas—or because they channel pedestrians into vehicle-dominated dead-ends—they don't serve pedestrians well. Vehicle access to the campus core is essential, but it need not eliminate or dominate pedestrian connectivity. In the campus core, where trees were removed to allow the construction of new buildings, additional landscaping and replacement trees are needed. Several trees originally planned for the courtyard were relocated due to infrastructure sited underneath the plaza, preventing the College from obtaining final occupancy permits.

Through the planning process, the on-campus pedestrian experience has been studied in detail. For more information, please see the Champlain College Landscape Master Plan (under separate cover).

Transit

Along with the American Red Cross, Fletcher Allen Health Care, and the University of Vermont, Champlain College is a member of the Campus Area Transportation Management Association (CATMA). Through CATMA, as of fall of 2006, Champlain College



Additional landscaping is needed within the campus core.



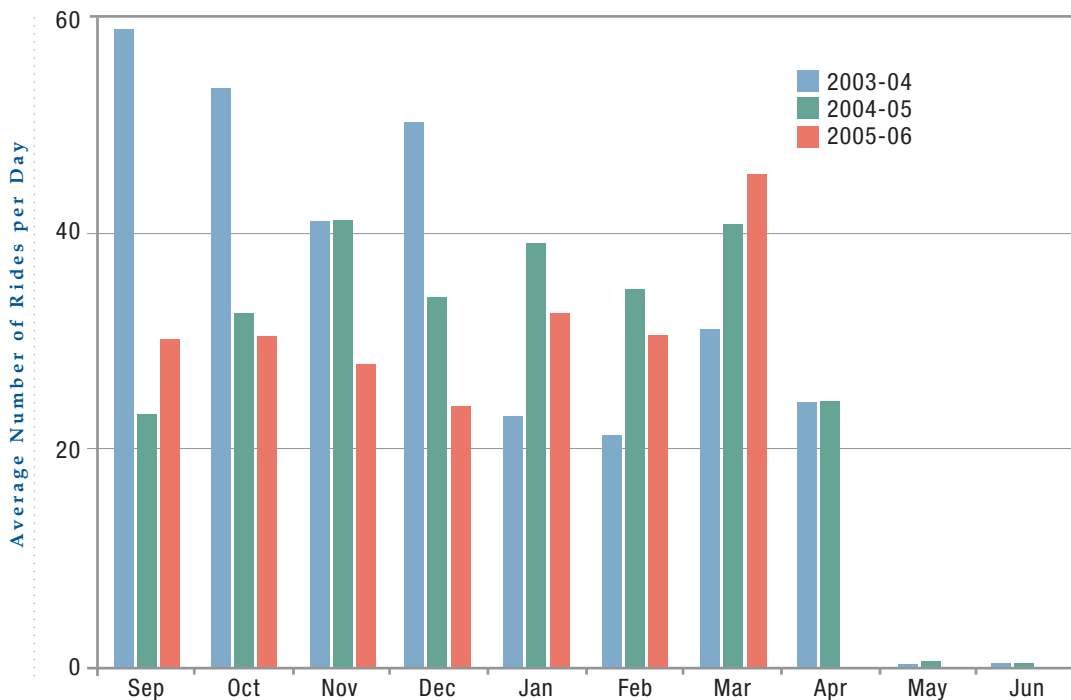
Too many campus entry points are vehicle-oriented and not pedestrian friendly.

FIGURE 18—ROUTE #30—CATMA PARC EXPRESS



faculty, staff and students have had unlimited access to Chittenden County Transportation Authority (CCTA) bus service. The campus is served by CCTA Routes #1-University Mall/Airport, #8-Old North End Loop, and #30-CATMA PARC Express. In addition, CCTA's LINK Express routes provide regional access between downtown Burlington and Middlebury, St. Albans, and Montpelier. Service is limited on weekends, with shorter hours of operation and less frequency. All these routes are within one block of the core campus.

FIGURE 19—SHUTTLE RIDERSHIP BY CHAMPLAIN COLLEGE STUDENTS TO AND FROM GILBANE SATELLITE LOT (AVERAGE NUMBER OF RIDERS PER DAY)



The PARC Express operating on the route shown in Figure 18 runs weekdays from 5:00 AM to 9:00 PM, arriving every 15 minutes during morning and afternoon peaks. This shuttle provides CATMA institutions with free transportation to the Gilbane lot on Lakeside Avenue and to Champlain student housing at Spinner Place in Winooski, thereby easing parking demand in on-campus lots.

Champlain College also operates its own shuttle service through Mountain Transit. The shuttles provide free transportation between campus and the Perkins Pier parking lot (located straight down Maple Street on the lakefront) Monday–Friday from 7:00 AM until 9:00 PM. Wait time is minimal – under 10 minutes. The college also provides after-hours service to the Gilbane lot and to Spinner Place on nights and weekends. Via their routes, both the PARC Express and the Mountain Transit shuttles provide students with free rides between campus and downtown.

Parking

Parking Supply

Over the past three years, Champlain has invested significant financial and personnel resources in establishing and operating a parking management program. In 2003, Champlain divided on-campus parking lots, off-site satellite lots at Gilbane and Perkins Pier, and limited on-street parking into eight zones, each requiring a permit.

Some neighbors would prefer that streets near the college (e.g., Summit Street) be restricted to resident-only parking, although the City has been reluctant to impose restrictions. Champlain affiliates are required to display a permit if parking along the street in this area, a policy the College finds very difficult to enforce, as it is hard to determine which permitless

FIGURE 20—ON-CAMPUS PARKING AREAS BY LOT NUMBER, 2005*



* For number of parking spaces in each area, please see Figure 21.



The Whiting-McDonald parking lot primarily serves commuter students.

vehicles belong to Champlain affiliates.

The College’s parking inventory of 1,104 spaces includes 448 satellite spaces, 480 on-site off-street spaces, and 173 on-street spaces. A specific breakdown by area appears in Figure 21.

FIGURE 21—PARKING SUPPLY

2005 PARKING SUPPLY		
Satellite Lots (off-street)		
Perkins Pier	185	
Gilbane	200	
Pecor	53	
212 Battery	10	
Total	448	
Off-street Campus (College owned)		
1. Coolidge lot	3	
2. Cushing/Pearl lot	15	
3. Durick lot	3	
4. East House	42	
5. Hauke Center lot	26	
6. Hill lot	8	
7. Jensen lot	9	
8. Lyman lot	18	
9. North lot	10	
10. Rowell lot	41	
11. President’s House	2	
12. Sanders lot	12	
		13. South House 13
		14. West Hall 4
		15. Whiting/McDonald lot 109
		16. Skiff lot 61
		17. 56 Summit St. lot 29
		18. 195 So. Willard 13
		19. 396 Main 20
		20. 381 Main 28
		21. Caretaker Cottage (Cannon) 2
		22. IDX Student Life Complex 5
		23. 215 South Prospect 7
		Total 480
On-street (within 1,200 feet of center of campus)		
		24. Summit Street (Main to Maple) 33
		25. South Willard St. (Main to Cliff) 60
		26. Main St. (Prospect to S. Willard) 16
		27. Maple St. (Summit to Union) 64
		Total 173
		Total All Categories 1,101

The Burlington zoning ordinance stipulates that each parking zone must contain 0.75 spaces for each permit issued, and that an additional number of spaces—equal to 10% of the permits issued—must be set aside for visitors. Allowing for these regulations, Champlain has additional permit issuing capacity for nearly every parking zone. Permits do not guarantee holders a parking space, but Zones 1 and 6 (the off-site lots at Perkins Pier and Gilbane) offer enough excess parking to accommodate overflow, and free shuttles provide transportation to the campus core. Perkins Pier Lot is owned by the City of Burlington and could change uses in the future. Champlain would look to replace these parking spaces in any redevelopment of this pier.

Reducing Traffic on the Hill

Champlain has worked hard in recent years to establish and manage its parking program. These efforts are aimed at addressing environmental and quality-of-life concerns of both campus affiliates and neighbors by reducing the amount of campus-related traffic and the number of campus parking spaces on the Hill. The College continues to evaluate and improve the program. Recent modifications include:

- Free parking in off-campus lots to encourage their use by residential students and commuters
- Increased hours of shuttle bus operation serving the off-campus lots
- Management of parking fines through the Student Accounts office
- Better enforcement procedures around the core campus
- Relocation of 40 employees to 212 Battery

Collectively, these efforts are part of a Comprehensive Transportation Demand Management Campaign. The availability of transit options, attractive pedestrian routes, incentive programs sponsored by CATMA, and programs that ration or limit parking supply all help reduce the number of cars on the Champlain Campus—an important goal for the College and the neighborhood.

CATMA conducts annual student and faculty/staff surveys that offer insight into which approaches are useful in reducing the percentage of commuters driving to the campus area. As shown in Figures 22 and 23, these surveys reveal a significant decrease in the percentage of commuter students who drive alone to Champlain, and significant increases in the number of commuter students who bike, walk, carpool, or use buses to get to and from the campus. Surveys of Champlain employees also reveal a decline in the number of workers driving alone to and from campus. According to the latest figures, roughly 20% of commuter students and 31% of employees travel to the Champlain campus via alter-

nate modes of transportation. It is important to note that these figures predate the Unlimited Access Program, which has been very successful in encouraging Champlain affiliates to ride CCTA buses to campus.

FIGURE 22—SUMMARY OF CATMA TRANSPORTATION DEMAND MANAGEMENT PROGRAMS AND RESULTS

PROGRAM	RESULTS
Unlimited Access Program	<ul style="list-style-type: none"> • UVM and Champlain College affiliates can ride CCTA showing and swiping their college ID • Average of 20,000 trips/month • Program participation increased 25% from Fall 2004 • Over 2,500 UVM affiliates participate monthly
Carpool matching programs and incentives	<ul style="list-style-type: none"> • Over 600 active carpoolers • 81 listings of people interested in joining, starting, or adding to a carpool in CATMA Database for new members
Guaranteed Ride Home Program	<ul style="list-style-type: none"> • Provides ride home in case of emergency • 1,117 people registered • In FY 05, 48 people used this option for a total cost to CATMA of only \$187
Free-shuttle service for satellite parking at the Gilbane parking lot	<ul style="list-style-type: none"> • Frees up campus land currently used as parking lots for new college facilities
Bike/walk incentives	<ul style="list-style-type: none"> • Over 200 active members each month • Over 655 registered members • CATMA has issued over \$90,000 in gift certificates to downtown Burlington to stimulate downtown businesses

FIGURE 23—PERCENTAGES OF CHAMPLAIN COLLEGE AFFILIATES WHO TRAVEL TO CAMPUS BY VARIOUS MODES

STUDENT MODE SHARES					EMPLOYEE MODE SHARES				
	2003	2004	2005	2006		2002	2003	2004	2005
Drive Alone	91.8%	86.3%	85.3%	79.8%	Drive Alone	88.7%	78.0%	73.2%	69.2%
Carpool	3.8%	6.0%	3.7%	9.3%	Carpool	7.5%	6.0%	12.5%	11.5%
Bike/Walk	1.9%	4.2%	5.5%	6.2%	Bike/Walk	1.9%	12.0%	12.5%	11.5%
CCTA Bus	1.3%	1.2%	2.8%	3.9%	CCTA Bus	0.0%	0.0%	1.8%	1.9%
Other	1.3%	2.3%	2.8%	0.8%	Other	1.9%	4.0%	0.0%	5.8%

CATMA Survey of Commuting Champlain College Students (students living >0.5 miles from campus)

CATMA Survey of Champlain College employees (A large number of those who chose “other” are in fact carpools.)

Existing Public Realm

The “public realm” is the outdoor space that the College, neighborhood and City share. This space consists of public street corridors, plazas, quads and to some extent, the backyards of the residence halls. Uses of these spaces range from pedestrian ways to large, open gathering spaces to places that are suitable for individual relaxation and contemplation.

The street corridors set the framework for the public realm and include Summit, South Willard and Maple streets. Many participants in the process agree that the landscape quality and functionality of some of these corridors can be improved. The overhead utilities, lack of consistent street lighting and absence of street furniture create a weak public realm.

Campus open spaces consist of the large grassy area defined by Miller Information Commons (MIC), Aiken, Ireland and Foster—a well-defined campus quadrangle—and the Rozendaal Courtyard, a plaza space defined by Hauke, the IDX Student Life Center, Alumni Auditorium and Joyce Learning Center. During the course of the planning process, many students commented on the lack of open space for informal active recreation. Many large open areas that exist on the College today are surface parking lots.

Please see the Champlain College Landscape Master Plan for additional details on the public realm.

FIGURE 24—KEY PUBLIC REALM AREAS



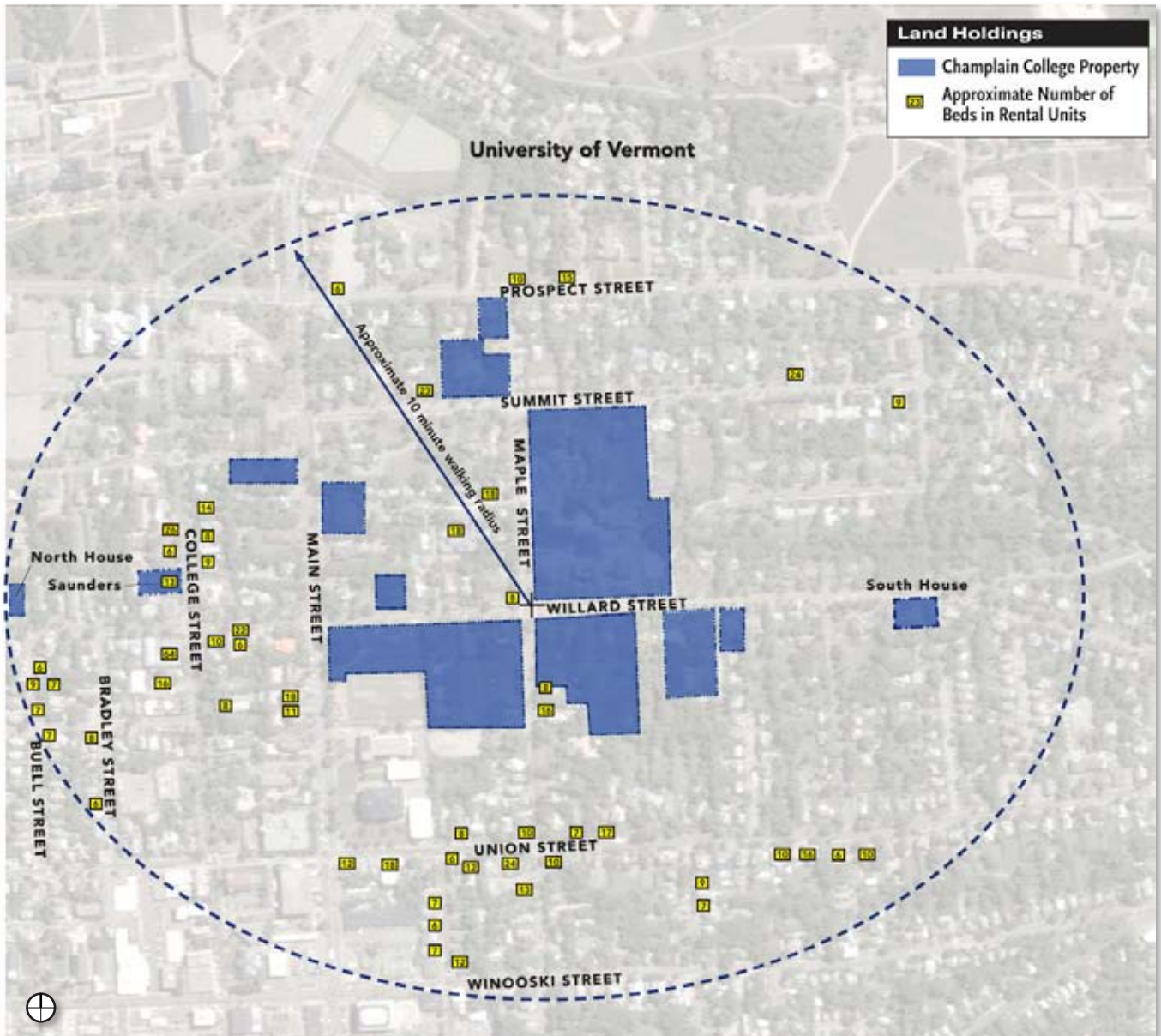
Off-site Opportunities

Because of space constraints, Champlain College has located several functions outside of the Hill neighborhood. For instance, Finance and Administration, Human Resources, and the Center for Online and Continuing Education (COCE) relocated in spring of 2006 to an office building at the corner of Maple and Battery streets. Optimally, the College would be able to house all of its functions on the Hill, but because day-to-day, face-to-face contact with traditional students is not required by the individuals who staff these departments, this relocation has worked fairly well. This site is well-served by Champlain's shuttle services.

Student housing is another function that need not be accommodated entirely on the Hill. In order to address some of its unmet demand for student housing, for the 2006–07 school year Champlain is housing 120 students at the Spinner Place development in Winooski. Although it is important that a critical mass of students – particularly underclassmen – be housed on campus, off-site College housing can provide attractive, independent living opportunities in locations off the Hill. Ultimately Champlain would like its College housing to be located within a five-minute commute.

As part of the existing land and building use investigation, the location and size of the existing multifamily structures within a ten-minute walk of the campus were mapped and inventoried. Figure 25 illustrates this information. The main conclusion of this analysis was that even if the college could somehow acquire these properties, there is not enough housing stock within the walking radius to meet the needs of the College. Furthermore, occupying a large number of small buildings would make it difficult to control and manage the student experience, and would require expanding – rather than consolidating and rationalizing – campus boundaries within the Hill neighborhood. This approach would also consume a large portion of the area's affordable housing stock. The analysis thus indicated that new strategies for housing additional students would be needed.

FIGURE 25—APPROXIMATE NUMBER OF BEDS IN AREA MULTI-FAMILY UNITS



NUMBER OF UNITS AND BEDROOMS WITHIN A 10-MINUTE WALKING DISTANCE TO CHAMPLAIN COLLEGE (FROM TAX ASSESSORS DATA)

PROPERTY LOCATION	UNITS	BEDROOMS
Bradley St, Buell St, College St, Main St, South Willard St. Area	190	291
Adams St., College St., King St., Maple St., South Union St. Area	148	241
Summit St., Cliff St., Maple St., South Prospect St., South Willard St. Area	122	155
TOTAL	460	687

master plan development program

This chapter presents the analysis and rationale for the master plan Development Program or the “future needs” identified during the process by the College and its neighbors. They are presented in the following categories: Academic/Administrative, Student Life, Support Space and Public Realm. A summary of the master plan development program is located at the end of this document.

Academic and Administrative

The space-utilization consultant Rickes Associates was enlisted to examine Champlain’s supply of instructional and office space necessary to support the “traditional enrollment.” During spring and summer of 2006, Rickes Associates affiliates conducted over 30 interviews and focus group sessions with Champlain College faculty and staff members, reaching each division and department within the College.

According to the Rickes Associates report (*Champlain College Master Plan: Instructional & Office Space Needs*, 2006), shifts in student population and the realignment of academic divisions have placed new strains on the College’s facilities. While new buildings have been constructed, these facilities do not provide adequate room to meet the College’s current or long-term needs.

Champlain needs additional space for such critical functions as instruction, faculty offices, IT infrastructure, and support of campus-wide services. In addition, there is a shortage of flexible space on campus, in both type and amount, which limits the College’s ability to respond to changing needs, and to maximize efficiency by using spaces in different ways at different times to accommodate a wide variety of functions (e.g., events, student life activities, meetings).

Classrooms, Labs, and Studios

General-Purpose Classrooms

Currently, Champlain College has 26 general-purpose classrooms – classrooms that are not tied to a specific subject or discipline by equipment or room configuration.

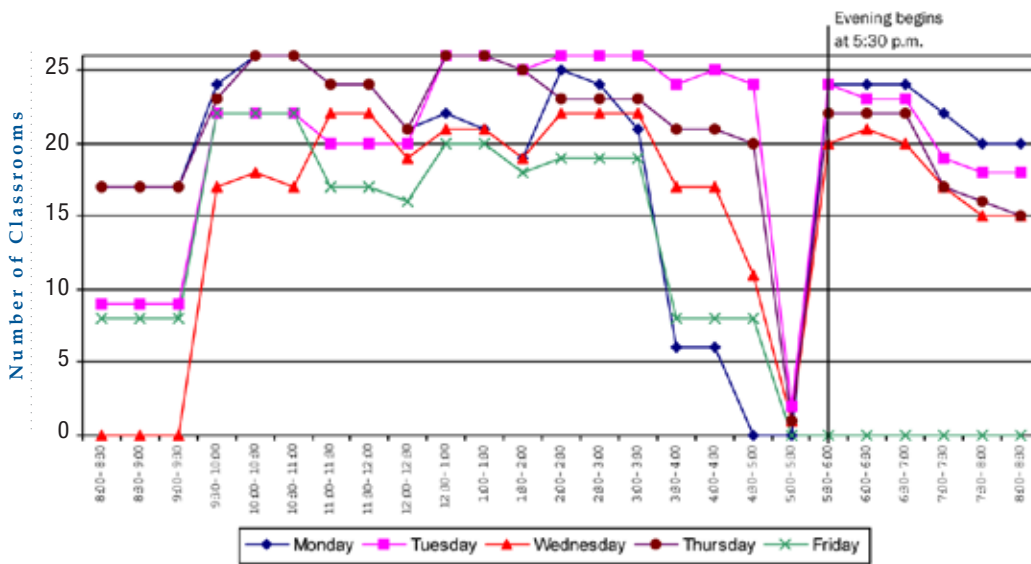
Generally, Champlain has a good match between classroom size and course enrollment, with some flexibility to increase section sizes. Any excess capacity in classroom size will be needed to accommodate the anticipated increase in enrollment from 1,800 to 2,000 day students, and approximately two additional general-purpose classrooms will eventually

be needed – particularly if Champlain continues to require classrooms in which there is adequate space to reconfigure furniture in support of pedagogy (e.g., for small-group work).

Space planning guidelines suggest that general-purpose classrooms should be scheduled for at least two-thirds (67%) of the “scheduling window” – the hours during which an institution holds classes. This goal of two-thirds maximizes the potential “fit” between course enrollment and classroom capacity, type of course and classroom amenities, and allows for scheduling flexibility and alternate use of classrooms. As of fall 2005, the average general-purpose classroom hosted classes during 80% of the school’s daytime scheduling window (Monday–Friday, 8:00 AM to 4:45 PM) and 83% of the evening scheduling window (Monday–Thursday, 5:30 PM to 8:15 PM), levels well in excess of the recommended 67% target.

Champlain is just beginning to feel the “pinch” of its high room utilization rates. Because Champlain has been able to operate efficiently well above the recommended target of 67%, however, a utilization rate of 70% to 75% seems a more reasonable goal. With a utilization rate of 75%, Champlain would require 29 general-purpose classrooms – three more than the 26 classrooms that exist. In sum, Champlain will require five additional general-purpose classrooms.

FIGURE 26—DISTRIBUTION OF CLASSROOMS BY DAY AND TIME (n=20)



With the exception of Friday evening classes, Champlain course meetings are relatively evenly distributed throughout the week. There are several periods when Champlain has all 26 classrooms in simultaneous use.

Specialized Instructional Space

Champlain has 15 specialized instructional spaces, including studios and laboratories, that have been configured for a specific discipline.

Optimal room utilization for specialized instructional spaces is to fill 80% of the seats 50% of the time. The 80% fill rate reflects the fact that specialized classrooms are more capital-intensive, while the 50% utilization rate enables open access, self-directed study, and time for room set-up and breakdown.

In fall of 2005, Champlain's seat-fill rate for specialized instructional spaces was below the 80% target for both daytime and evening classes. This suggests that, on average, additional capacity exists within class sections.

During the daytime, four specialized instructional spaces are scheduled at or above the 50% target. Those spaces are Hauke 8 (PC Lab), Hauke 209 (Design Lab), Ireland 12 (Mac Lab), and the Gallery (Radiography Lab).

In the evening, eight specialized instructional spaces – over half of the current supply – host classes spanning the entire scheduling window. Those spaces are Foster Hall 100 (Mac Lab), Foster Hall 104 (PC Lab), Ireland 14 (Mac Lab), Hauke 8 (PC Lab), Hauke 208 (PC Lab), MIC 308 (PC Lab), MIC G08 (PC Lab), and Skiff Hall 100 (PC Lab).

Such high “room/hour” use rates for lab spaces can be problematic for students who need access to specialized equipment to complete their work. Furthermore, the proposed enrollment increase to 2,000 students and the creation of a new e-gaming major will create further demand for more labs.

A dedicated studio for the “dirty” arts (e.g., painting, sculpture) is also needed. Currently, these courses are held in a crowded general-purpose classroom that lacks adequate work space, cleaning facilities, and storage. Heavy use of this room for a variety of functions limits student access to the space outside of class hours, and students can sometimes be found completing projects in the hallway outside of the room. A dedicated art studio would provide a more programmatically appropriate space for these courses.

To fully address current and future specialized instructional space needs, the Rickes Associates report recommends the following:

- Two to three additional computer/design labs (need may be reduced by more intensive scheduling of computer labs in MIC and Skiff)

- An additional or expanded radiography lab
- An additional science lab to accommodate enrollment growth
- A studio art space

Additional space may also be needed to support emerging programs, e.g., student work spaces or “business incubators” for the BYOBiz Program.

Instructional Space Needs Summary

Champlain College has done an exceptional job of maximizing use of its instructional spaces to date, but the College is now bumping up against capacity limitations as it seeks to expand programs and enrollment. Near-term efforts have quickly added two class-

FIGURE 27—SUMMARY OF SPECIALIZED INSTRUCTIONAL SPACE USE

INSTRUCTIONAL SPACE	SPACE TYPE	# OF COURSES DAY	WEEKLY HOURS DAY	# OF COURSES EVE	WEEKLY HOURS EVE	TOTAL WEEKLY HOURS SCHEDULED
Alumni Auditorium	Lab-Video	1	3.00	0	0	3.00
Foster Hall 100	Lab-Mac	7	15.00	4	12.00	27.00
Foster Hall 104	Lab-PC	7	16.50	4	12.00	28.50
Freeman Hall 102	Lab-Science	5	10.00	0	0	10.00
Freeman Hall 105	Lab-Science	6	12.00	2	4.00	16.00
The Gallery 100	Lab-Radiography	11	26.00	0	9.00	26.00
Global Business & Technology Center 12	Lab-Mac	10	29.00	3	12.00	38.00
Global Business & Technology Center 14	Lab-Mac	7	17.50	4	12.00	29.50
Hauke Family Campus Center 8	Lab-PC	8	21.50	4	0	33.50
Hauke Family Campus Center 104	Lab-Kitchen	2	7.00	0	12.00	7.00
Hauke Family Campus Center 208	Lab-PC	8	21.00	4	6.00	33.00
Hauke Family Campus Center 209	Lab-Design	9	25.50	2	12.00	31.50
Miller Information Commons 308	Lab-PC	7	18.50	4	12.00	30.50
Miller Information Commons G08	Lab-PC	3	7.50	4	12.00	19.50
Skiff Hall 100	Lab-PC	3	7.50	4	12.00	19.50
TOTAL, All SIS		94	237.50	39	115.00	352.50

rooms to the available pool, but renovation or construction will be necessary to add three more classrooms, two to three more computer labs, an expanded radiography lab, an additional science lab, and an art studio. Finally, attention will need to be paid to ensure that rooms are equipped with the right distribution of classroom capacities, technology, and amenities to support Champlain's programs and pedagogy.

Office Space

As of the fall of 2005, a total of 221 full-time personnel, 232 part-time personnel (including adjunct faculty), and 10 head residents were employed by Champlain.¹ By 2016, Champlain expects to employ an additional 56 people, bringing the total to 319 full-time personnel, 185 part-time personnel, and 15 head residents. Reasons for the increase in employees include:

- The academic restructuring finalized in fall 2006 establishes a formalized new academic "Core" in humanities, social sciences, math, and sciences. This will require the addition of new faculty members and support staff.
- As part of Champlain's transition to a competitive four-year institution, the College has made a commitment to hiring more full-time faculty and relying less on adjuncts. Adjuncts require less traditional office space, but are expected to spend less time serving students on campus.
- Increasing Champlain's traditional student population to 2,000 will place additional demands on student services, including admissions, financial aid, student accounts, and support for student activities. Though the enrollment increase is slight, additional staffing will be required to meet those needs.



Many single offices are used by multiple employees

Currently, exclusive of workrooms, reception areas, and conference rooms, Champlain requires about 28,650 SF of office space. The expected increase in faculty and staff brings the recommended office square footage to 41,140 SF – an increase of 12,490 SF. Providing reception and support spaces will require additional square footage.

Library Space

Champlain's growth in undergraduate enrollment and the establishment of a masters program will create additional demand for study space. These developments will put additional

¹ These figures are exclusive of the approximately 50 externally contracted workers such as housekeeping and food service staff.

FIGURE 28—CURRENT AND PROJECTED OFFICE NEED

ORGANIZATION	DEPARTMENT	CURRENT NEED (SF)	PROJECTED NEED (SF)
Office of the President	President's Office	600	950
Office of the Provost/ Academic Affairs	Provost's Office	660	660
	Business*	2,820	3,540
	Communication & Creative Media*	2,440	2,440
	Core Curriculum	330	4,280
	Education & Human Studies*	2,440	2,720
	Information Technology & Sciences*	2,270	2,330
	Community Services	160	380
	Information Systems	1,900	2,340
	Institutional Research, Assessment & Planning	230	230
	Single Parent's Program	170	170
Academic Support Services	International Programs	270	270
	Library	800	1,020
	Vermont Information Technology Center	110	110
Adult Education & Outreach	Center for Online & Continuing Education*	1,620	4,570
	Graduate Admissions	160	160
Recruiting & Enrollment Services	Admissions	1,000	2,590
	Financial Aid	710	930
	Marketing	880	880
Student Life	Advising & Registration Center	1,150	1,150
	Career Services	600	710
	Residential Life	1,590	1,920
	Student Activities	390	510
	Student Life	1,110	1,110
Office of Development & Alumni Affairs	Development	1,120	1,560
Office of Finance & Administration	Finance & Administration	350	350
	Finance Office	610	610
	Human Resources	330	600
	Physical Plant	1060	1,280
	Safety & Security	220	220
	Student Accounts	550	550
Grand Total		28,650	41,140

*An allowance of 200 square feet was made in each academic department for adjuncts.

pressure on the College’s library, the Miller Information Commons (MIC). The recently constructed MIC offers a wealth of attractive and well-designed study spaces, but it is undersized even for Champlain’s current population.

Some of Champlain’s study space needs can—and should—be accommodated in new or renovated residence halls, academic buildings, and student life facilities. As has been the case with all recent construction, inviting spaces that support informal interaction, study, and relaxation should be included in all future projects.

Ultimately, however, Champlain’s library will need additional space to house books and periodicals, as well as an increase in the number of people—working both individually and in group—that the College can seat at one time.

Library needs are:

- Additional space and seating for individual study
- Additional space and seating for group study
- Space for audiovisual materials and their use
- Space for storage and use of Archives and Special Collections
- Additional staff space
- Additional stack space for books
- Space reserved for Library Instruction

Residential and Student Life

Housing

As of fall 2005, Champlain housed 746 of its students. This section will discuss the reasons why, over the next ten to fifteen years, Champlain needs to increase significantly the amount of student housing it provides. Roughly 1,200 additional student accommodations will be needed, enabling the college to provide housing for 90% of the 2,000 student population target while changing the use of several key buildings that are currently housing,



The IDX Student Life Complex provides many nice student life spaces.

and enabling the college to move students housed at Spinner Place back to Burlington. In order to provide a range of housing options – and in light of the fact that space on the Hill is limited – it would be appropriate to accommodate no more than half of the additional residents on the Hill, finding several appropriate locations for College-run housing closer to downtown to accommodate the remaining need. Additional residence hall space is needed for the following reasons:

More Out-of-State Students – According to 2005 census data, Vermont is a rapidly aging state, and the number of college-age students is declining. As Champlain has made the transition to a four-year college with a growing academic reputation, the proportion of students from out of state has risen. Today, over 75% of Champlain’s traditional students come to the College from outside of Vermont – dramatically increasing the number of students who require housing somewhere in the vicinity of Burlington. In light of College desires to reduce the number of students driving cars to campus and to provide a complete and high-quality student experience, the more housing for students the College can offer, the better.

Enhancing the Student Experience – In order to remain vibrant and competitive, Champlain must provide a complete student experience. Because a great deal of the learning taking place in college happens outside of the classroom (e.g., through group study or informal interaction with one’s peers) Champlain needs to support a high-quality, 24-hour, 7-day-a-week learning environment that enables students to live together, work together, and form bonds that will last them a lifetime. Ensuring that Champlain housing is available to all students who desire that experience is critical.

More Absolute Demand – Over the past several years, Champlain has been unable to meet the demand for student housing within its own facilities, and has consistently left a large number of students on the waitlist. In order to address this excess demand, as of fall 2006, Champlain rented space for 120 students in Winooski. Lacking a closer and immediately available alternative, in 2007 the College will place an additional 100 students at this location. This is not a long-term solution. To strengthen the campus as a community of learning that is active and vibrant throughout the day, it is the College’s wish to keep those students requesting College housing – as well as their “buying power” – within the City of Burlington.

Providing Options for Students and a Diversified Housing Portfolio for the College – Currently, nearly all of Champlain’s residential students live in attractive, nineteenth-century Hill structures converted from large, single-family homes. These buildings make

a significant and positive contribution to the character of the both the Hill neighborhood and the College. However, if Champlain is to keep its upperclassmen in College housing rather than have them enter the local rental market, it is important that Champlain provide competitive housing alternatives that offer apartment-style accommodations, enabling students to make the transition into adult living. Combining the benefits of College-run housing – living in a community of classmates, quality common spaces, access to College programming and maintenance service – with apartment-style living close to downtown Burlington would provide Champlain with a broader diversity of attractive College-run housing options. This would help Champlain attract and retain students in a competitive higher education market.

Addressing Champlain’s Responsibility to the Community: Alleviating Burlington’s Housing Crunch and Providing More Student Supervision – Because they are unable to find the kind of housing they seek – or simply an available bed – within the College’s current stock of student housing, many Champlain students now compete in the general housing market, driving up demand for apartments in areas around the College. Pulling these students into Champlain-run housing would get them out of the Burlington housing market, freeing up space for others. Perhaps equally important, this approach would place a greater percentage of Champlain students under College supervision on nights and weekends, and, additionally, would curtail student incursion into Burlington neighborhoods by enabling the College to exercise control over where a greater percentage of its students live.

Figures 29 and 30 illustrate where Champlain College students are living within the City of Burlington. Figure 29, “Known Burlington Addresses of Champlain Students,” plots the location of known student addresses within each ward of the city. However, because many students have provided only permanent rather than local addresses to the College, the number of Champlain students within each ward is likely higher. Figure 30, “Estimated Champlain College Students in Burlington,” attempts to provide a fuller picture of where Champlain students live locally by including those students who have provided only out of county and out of state addresses, and distributing them across the seven wards in the same proportion as those whose local addresses are known.

Providing additional College housing – and a greater variety of College housing options – will, if sensitively executed, benefit both the city and Champlain.

FIGURE 29—KNOWN BURLINGTON ADDRESSES OF CHAMPLAIN COLLEGE STUDENTS – FALL 2006

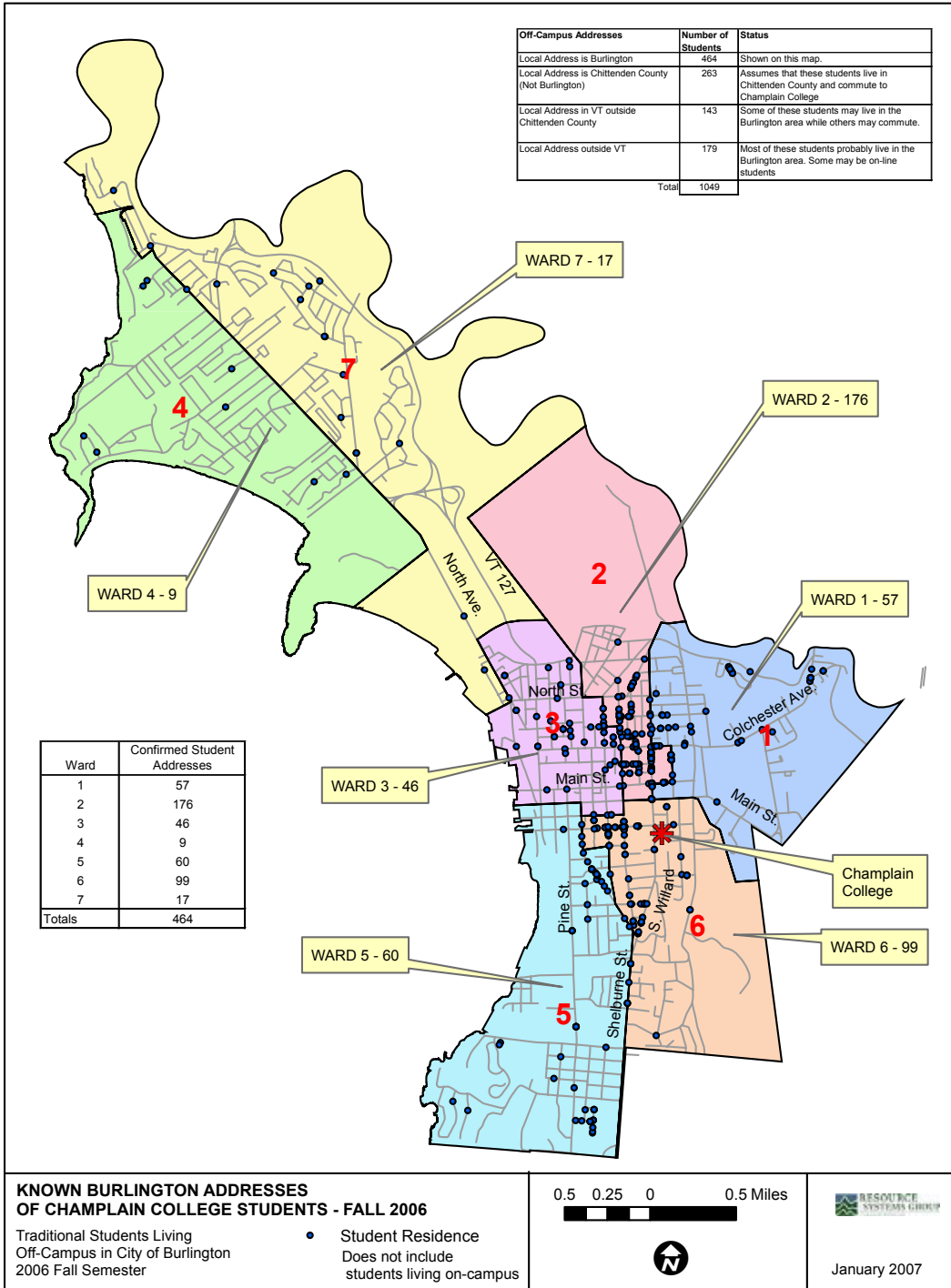
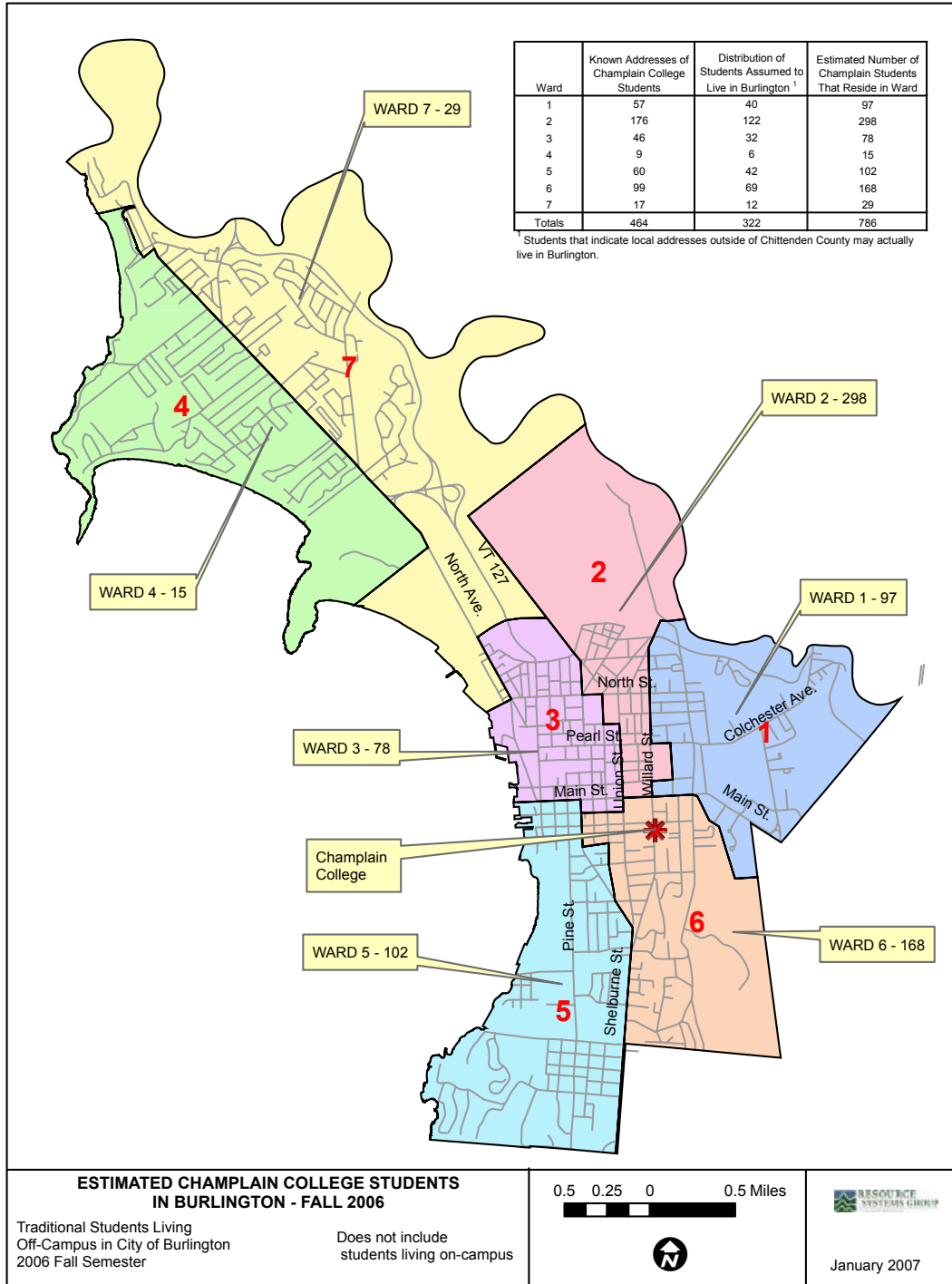


FIGURE 30—ESTIMATED CHAMPLAIN COLLEGE STUDENTS IN BURLINGTON – FALL 2006



Student Study and Social Space

As Champlain’s population of residential students grows, so does the need to offer facilities and programs that provide a variety of positive activities, particularly during nights and weekends. Students need places to “hang out,” to study, and to hold events. The new IDX Student Life Complex – along with carefully crafted rooms and nooks within Champlain’s other new facilities – provide many high-quality spaces that address these needs. As the number of students within College housing increases, however, additional student life spaces will need to be created.



Campus dining hall in IDX Student Life Center

Much of this space can be accommodated within new or renovated residence halls and academic buildings. However, the College will need expanded dining facilities to serve the additional on campus population.

Dining

Currently, Champlain can seat 325 people in its dining hall. This facility is supplemented by G2G, a small “grab and go” operation in the IDX Student Life Center, and Jazzman’s Café, a coffee shop partially run by students. More students on campus during meal hours will increase the demand for food service, and the dining center is already strained past capacity during peak times. Scheduling changes—in both the dining hall’s operating hours and in the course-scheduling matrix—may alleviate some of this pressure. Ultimately, however, additional dining facilities will be needed. The new on-campus demand for dining is estimated to be 200 seats.

Support Space

Physical Plant

Champlain’s physical plant building does not function well for either the physical plant staff or the neighborhood. Located in Rowell Annex, the physical plant facility now houses over 20 staff members and up to four work-study students in too small a space. In addition, access to the physical plant and an adjacent parking lot is from Tower Terrace. The workshops, trucks, and cars create noise and traffic on what would otherwise be a

quiet residential street. Neighbors along Tower Terrace would very much like to see the physical plant functions moved to another location. The new facility should be approximately 12,000 SF, with parking for 12 cars and five services vehicles. Central receiving and storage should be located with the physical plant.

Mailroom/Shipping and Receiving

Champlain has no official shipping and receiving location. Therefore, deliveries are sometimes left on sidewalks. Packages for students are delivered to the College mailroom in the basement of Durick Hall. Packages must be lugged up and down stairs—an arrangement that functions poorly for all. The College needs a central receiving facility and a more accessible location for its mailroom.

Parking

Parking is a necessary evil, but will not be increased on the Hill. Lots, even ones with “permeable” surfaces, contribute to stormwater run-off, detract from the appearance of a neighborhood, and increase traffic volumes. With the assistance of the transportation consultancy Resource Systems Group (RSG), future demand for parking—given the increase in faculty and staff but also the shift toward a residential rather than commuter student base—is estimated at 1,200 spaces, or 99 more spaces than exist today.² Parking demand can be addressed both through the provision of spaces and by lessening demand. Satellite



Whiting-McDonald lot degrades the image of the campus.

² *Parking demand estimates were calculated as follows: The approximately 1,200 residential students on the Hill will demand parking at a rate of .3 spaces per student, or 360 spaces. Parking for the approximately 600 students living off the Hill is estimated at a rate of .3 spaces per student, or 180 spaces. The approximately 200 commuter students will require parking at a rate of .6 spaces per student, or 120 spaces. Finally, the estimated 600 faculty, staff and contract employees will require parking at a rate of .90 spaces per person, or 540 spaces. The total estimated demand for parking at Champlain is therefore 1,200 spaces. Visitor spaces are included within the above ratios in compliance with City of Burlington regulations.*

parking facilities, changes in parking policies, improved transit service, and incentives for using alternate modes of transportation are all effective strategies for reducing total and on-campus demand for parking spaces.

In the future, the College will need to continue enhancing its transportation demand management efforts in conjunction with CATMA (the Campus Area Transportation Management Association). As Champlain develops new facilities on existing parking lots, the College should strive to retain as many parking spaces on the Hill as is possible without sacrificing neighborhood character or environmental goals. Working with the grade to tuck parking under new buildings, as was done with Main Street Suites, is an expensive but effective solution.

Public Realm

Many elements of the public realm are part of the Master Plan Development Program for the College. They include improvement to streetscapes, pedestrian crosswalks, gateways, open space and improvements to the stormwater management system. During the first meetings and charrette many of the students and neighbors discussed the lack of open space and recreational space available on and around the campus. The lack of developed gateways and the condition of the streetscape were also identified as issues that needed to be addressed. Details on public realm needs and improvements are included within the Champlain College landscape master plan.

master plan

This plan sets the land use and design direction for Champlain College’s facilities on the Hill and elsewhere within Burlington. The recommendations shown in the plan include both long-term development and projects that the College would like to see happen very soon. The phasing of the master plan implementation matches the need of a project to the time period in which it needs to be completed.

Again, this document is the outcome of a collaborative, ten-month process. It provides a framework for the campus’s development over the next ten to fifteen years. But like any realistic plan for the future, its details cannot be written in stone. A sound campus master plan must be flexible enough to accommodate changes (e.g., land ownership, academic or student life program, understanding of environmental issues or development constraints) that might occur in the future.

FIGURE 31—PROPOSED DEVELOPMENT SUMMARY

Academic/Administrative	
Classrooms	5 classrooms
Specialized instructional space	6 labs/studios
Offices	50 offices
Library/study space	8,000 sf
Student Life	
New beds on Hill	600 beds
New beds elsewhere in Burlington	600 beds
Dining	200 seats
Campus Transit Hub	38,300 sf
Facilities	12,000 sf
Daycare*	3,500 sf

Furthermore, details such as exact building siting, the specific design of new facilities, policy decisions on community access, and many other choices will need to be made as the Champlain campus evolves over the coming decades. The master plan provides a “big picture” look at how this evolution should happen. Ongoing participation by both the College and its neighbors, however — along with the guidance of the master plan vision, goals, objectives, design guidelines, and framework — will be necessary to ensure the successful implementation of this master plan. It is therefore critical that the inclusive dialogue that characterized the creation of the master plan continue to guide the implementation process.

This plan represents some significant new decisions, as well as important confirmation of decisions suggested in past planning efforts. Some of these decisions include:

- Consolidating academic functions for “traditional” students in the core.
- Accommodating the future needs of the College — through planning, design, implementation, and program — while enhancing the Hill neighborhood and the city.
- Creating a Visitor’s/Admissions Center in a restored Perry Hall.
- Enabling Perry Lawn to become the “signature” outdoor space for Champlain College and an important and accessible open space for the neighborhood.

* Establishment of daycare facility depends on project feasibility and availability of space given need to prioritize academic, administrative, and student life functions on the Hill.

FIGURE 32—MASTER PLAN*



* See Figure 33 for proposed development summary.

- Creating gateways into the Hill neighborhood and Champlain College at Main and South Willard streets and at Maple and Summit streets.
- Accommodating those academic functions serving traditional students within the eight-acre academic core.
- Creating open, park-like quadrangles within the middle of blocks to support and enhance the campus and to increase the supply of neighborhood space.
- Preserving the historic structures in the neighborhood through selective relocation and adaptive reuse.
- Increasing the number of students living in College housing on the Hill, but designing new residence halls with extreme sensitivity (in terms of massing, scale, setbacks and architectural details) to the character of the neighborhood.
- Meeting additional College needs off the Hill but elsewhere in Burlington.
- Introducing a transit lounge to help to make commuting as comfortable as possible and to help reduce parking on the Hill.

FIGURE 33—PROPOSED BUILDINGS

PROPOSED: RESIDENTIAL			PROPOSED: ACADEMIC, STUDENT LIFE AND ADMINISTRATIVE		
Site		New Beds	Site		Additional GSF
I	Levi Smith Site	94	VI	Perry/Cannon Addition	4,000
II	McDonald-Whiting Lot Site	150	VII	Campus Transit Hub	38,300
III	Skiff Lot Site	175	VIII	Library Addition	8,000
IV	Summit and Maple Site	91	IX	Foster Hall Addition	3,500
V	West Hall Lot Site	90	X	New Academic Building	27,000
Total		600 new beds	XI	IDX Student Life Complex Addition	2,000
			Total	82,800 gsf of new academic, student life, and administrative space	

Neighborhood and Campus Character

The master plan concept is to create and enhance for the campus a character in keeping with its neighborhood context. Historically, the Victorian-esque landscape typical of the Hill was influenced heavily by the desire to create homes in “parks.” At this point in history, the early days of suburbs, most people had lived in a city or an agrarian environment. As transportation improved, a new “ideal,” a mix of both the city and country, gained popularity. That ideal is reflected in the historic—and current—landscape of the Hill neighborhood.

The neighborhood and campus character suggested in this master plan is intended to be a modern expression of this “ideal,” supporting campus and neighborhood environments that are safe, aesthetically pleasing, and inviting for both the campus community and the neighborhood. The master plan suggests accomplishing this by limiting the visual impact of surface parking lots; preserving historic structures; strengthening Champlain as an open and pedestrian-focused campus; and by adding richly detailed new architecture and landscapes that combine high-quality materials and a sensitivity to scale, as well as emulating the streetscape pattern of the historic neighborhood buildings.

Main, Maple, South Willard, and Summit streets should be targeted for streetscape character enhancements. Most significantly, this should involve continuing the urban design pattern of tree-lined streets with large, two-and-a-half- to three-story residential-scaled structures along both sides. Architectural details distinctive to the neighborhood such as lanterns, turrets, and gables – gable ends facing the street – should be retained in new construction. The landscape concept of expansive front lawns supports the pattern of large, single-family homes on the Hill and should be echoed in the lawns of campus buildings facing these streets. In some locations along these streets, particularly on the edges of the academic core, new, more significantly scaled plantings will help lessen the impact of the larger-scale façades of existing campus buildings such as MIC and the IDX Student Life Complex. The plan supports burying utilities where feasible.

The “backyard” landscape behind the street corridors and buildings should be defined by a series of collegial park-like spaces. The hierarchy of these will range from parks (Cannon/Perry Lawn) to quadrangles (Whiting – McDonald Quad), to plazas and small courtyards (Rozendaal Courtyard). The open spaces proposed for the campus provide a variety of spaces in size, character, and use that will create a rich and inviting landscape for the campus and neighborhood community.

Because of the unique character of the neighborhood, the master plan recommends preserving all historic structures. Since nearly all existing buildings within or adjacent to the campus are historic, addressing the College’s facilities needs without demolishing any historic structures will be a difficult and expensive endeavor. However, continuing and strengthening Champlain’s commitment to historic preservation in the Hill neighborhood is a critical element of the plan.

Additional details, descriptions, and design guidelines for the campus and neighborhood character (including the exterior design of proposed buildings, landscaping for street corridors, and the “backyard” landscapes) are provided in the Design and Development Guidelines and the Champlain College Landscape Master Plan.

Land and Building Use

To achieve the desired neighborhood and campus character, there are four key aspects to the proposed land use:

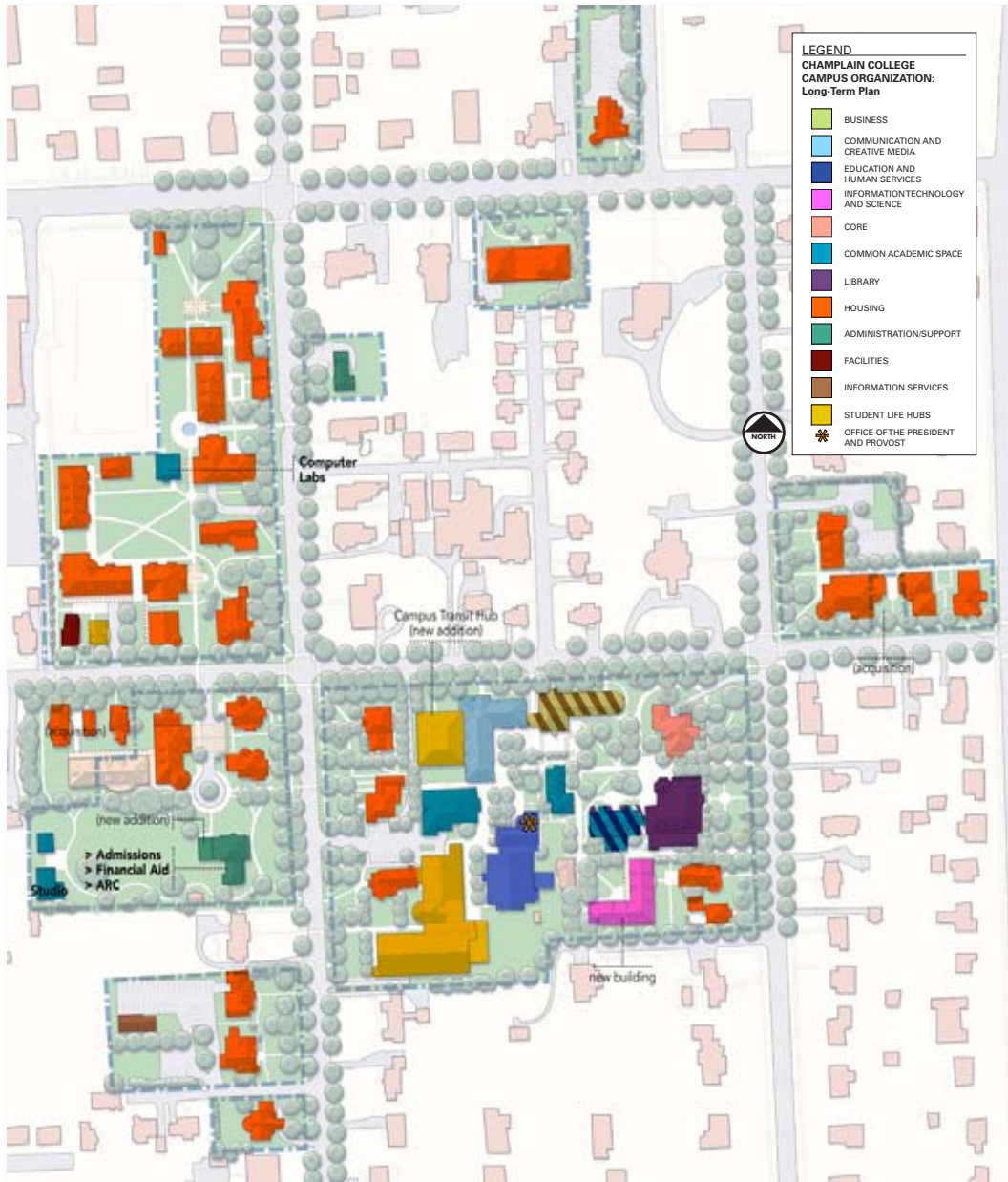
- Focus newer development and larger-scale buildings toward Main Street and away from the residential neighborhood.
- Consolidate campus functions.
- Accommodate up to 600 new residential beds within Burlington but not on the Hill.
- On the Hill, focus the campus's residential growth toward the north, in the direction of Main Street.
- Create a strong academic core with adjacent mixed uses.

The master plan suggests that future development occur on the Hill and on strategically selected sites elsewhere within the city. Future Hill development is accommodated, for the most part, on the 21.8 acres of land the College already owns. However, the plan recommends acquiring four properties totaling less than one acre. These acquisitions help accommodate the master plan program but are most important in helping to establish rational boundaries for the campus, in upgrading the character of several properties adjacent to campus, and in consolidating land holdings in two strategic locations so that more efficient, more appropriately sized residence halls can be built.

On the Hill, the land use pattern will focus primarily on accommodating student residence halls, or creating new “beds.” Currently, as discussed in the Existing Conditions section, 90% of Champlain's residential students are accommodated in diverse and dispersed nineteenth-century buildings primarily along South Willard Street, but including a carriage house in the middle of the academic core. The master plan consolidates the new residential buildings in the northern and western portions of campus, focusing new development toward downtown and away from the single-family-home areas of the Hill. In sum, although 600 new beds will be created on campus, a portion of these beds will go toward replacing student housing lost in the conversion of Aiken Hall and the Carriage House to academic uses – for which these buildings are better suited. Only 514 additional students will reside on the Hill.

The College has considered eventually divesting itself of some residential structures that are farther away from the core and isolated in the middle of residential areas (e.g., North House and South House). By consolidating and focusing growth, the College will be able to better control the student experience, to create a variety of residential programs to meet the interests of a diverse student population, and to operate more efficiently.

FIGURE 34—PROPOSED BUILDING USE



For development elsewhere within Burlington, the College has been working with local real estate experts to investigate each possibility for additional student housing, focusing on a goal of apartment-style developments accommodating around 300 students per project for an approximate total of 600 beds. Mixed-use development is preferred, proximity to the College via foot and transit is critical, and it is important that any development contribute to—rather than detract from—its neighborhood.

Suggestions for sites studied during the planning process have included the Church Street Mall, Perkins Pier, the YMCA, and other downtown locations. Many of these locations did not work for various reasons. However, the planning efforts continue to focus on several downtown parcels and several parcels in the College Street area north of Main Street and west of South Willard. The College remains committed to accommodating half of its additional housing needs in off-Hill developments and would like one such project to be among the first it implements under this master plan.

Implementation of the master plan will reinforce an established land-use pattern of infill development within the academic core. This area is defined by the land owned by the College west of Summit Street, east of South Willard, south of Maple, and north of Juniper Terrace and the IDX Student Life Complex. This core will accommodate classrooms, campus common functions, faculty offices, and “homes” for each of the six academic divisions with the exception of COCE (Center for Online and Continuing Education), which may be more appropriately located in an off-Hill site for the foreseeable future.

The academic core will continue to serve as the heart of the College. It will be supported by adjacent mixed-use “precincts” that will consist of residence halls, open space, and a few strategically placed academic and administrative functions. These areas are where the 514 additional beds on the Hill* are to be accommodated, supporting the residential program critical to the College’s vision of creating a holistic, positive, educational and life experience for its student body. Developments within the precincts are considered opportunities to build on and enhance the quality of the environment on the Hill. The Description of Precincts section below offers a more detailed description of how the master plan program will be accommodated within the precincts of the campus.

Transportation, Circulation, and Parking

The proposed parking, transportation, and circulation system has been created to support College and neighborhood needs within this busy section of Burlington. Throughout the process, students, neighbors, faculty and staff members, and City officials have expressed concerns about pedestrian safety, traffic congestion, and parking access on the Hill. Ongoing issues such as improving the safety at the corner of Maple and South Willard streets, reducing vehicular trips to and around the Hill, and creating a system that sets Champlain on a course to becoming “carbon neutral” — or at least a more sustainable campus —

* 600 new beds will be created, but 86 existing beds will be lost to the conversion of certain strategic buildings from residential to academic use.

can all be at least partially addressed through comprehensive planning and policymaking. The master plan has also helped spark commitments from the College to work with neighbors on common transportation issues (e.g., decreasing truck traffic and speed limits on South Willard and ensuring that neighbors have access to the on-street parking supply).

FIGURE 35—PARKING ACCOMMODATION

	Existing	Proposed
Off-street satellite	448	472+
Off-street (w/Burlington housing)	0	180
On-campus off-street	480	391
On-campus on-street	173	157
	1,101	1,200+

Parking

Parking supply and demand has critical quality-of-life impacts for College affiliates and neighbors. The success of the master plan may rest on its ability to address this issue effectively. With the help of transportation consultants at Resource Systems Group (RSG), the total demand for parking under the master plan has been estimated at 1,200 spaces. Through appropriate supply and design of parking on the Hill, however, along with off-Hill parking sites and a set of proven strategies for reducing demand, Champlain can reduce the amount of traffic it generates throughout the city, on the Hill, and at the critical Willard-Maple intersection. It can also free up valuable land now used as surface parking lots for higher, better, and more environmentally sensitive uses.

Given the existing supply of 1,101 parking spaces, the estimated future demand of 1,200 spaces will leave the College with a deficit of 99 parking spots.

The new on-Hill construction described in the master plan is sited primarily on College parking lots. Where possible, the master plan calls for structured parking beneath new buildings. As with the Main Street Suites, by tucking the parking into existing grades beneath new construction, Champlain can create 391 on-Hill parking spaces with relative economy and little visual impact. Even with adoption of a structured-parking strategy to replace existing spaces, however, full implementation of the master plan still reduces the on-campus supply by 89 spaces.

Neighbors have requested that parking near the campus be reserved for local residents. Champlain will support this plan, provided that College affiliates retain access to spots along the College’s own street frontage – currently 157 of the existing 173 on-street spaces along Maple, Summit, and South Willard streets. Champlain’s parking supply would then be reduced by an additional 16 spaces.

Full construction of the proposed master plan and the loss of some on-street parking would, therefore, leave the College with a 204-space deficit. This deficit will be met in

FIGURE 36—PROPOSED ON-CAMPUS OFF-STREET PARKING LOCATIONS

PROPOSED PARKING KEY		
Parking Area	Parking Area Name	Spaces
1	Coolidge Lot	3
2	Cushing-Pearl Lot	15
3	Durick Lot	3
4	New Academic Lot	26
5	Campus Transit Hub	14
6, 8, 14	West Hall	59
7	Jensen Hall	0
9	North House	10
10	Rowell Lot	42
11	President’s House	2
12	Sanders Hall Lot	11
13	South House	13
15, 18	Whiting McDonald Site	50
16	Skiff Site	50
17, 23	Summit Site	45
19	396 Main Lot	20
20	Main St. Suite Lot	28
21	Caretakers Cottage	0
22	IDX Student Life Complex	0
Total		391



This map identifies location of parking areas described in key at left.

two ways: off-street satellite parking lots and off-street parking areas near or within off-Hill College housing developments.

Primarily, the additional parking needed will be accommodated with the new College housing developments planned for areas off of the Hill. Under the master plan, the College seeks to create off-Hill, apartment-style housing for 600 students at several locations in or close to downtown Burlington. It is estimated that these students will create demand for 180 parking spaces. This demand can be addressed underneath or close to the new housing developments, as residential students will not be allowed to park on campus. Though exact accommodation of these spaces will need to be examined on

a case-by-case basis, the commitment to locate spaces for these residential students in off-Hill sites will account for most of the College’s projected parking deficit.

Satellite lots will be used to address the remaining 24 spaces needed within this master plan. Today, excess capacity at the Perkins Pier and Gilbane lots can be used to accommodate this unmet demand. In the future, intercept lots served by continuous shuttle service can also contribute to Champlain’s parking supply. Investment in intercept lots planned by the City, State, and others (e.g., at Gilbane, at Exit 14 off of I-87) will equip Champlain with ongoing flexibility in meeting any unanticipated growth in parking demand.

Transportation Demand Management

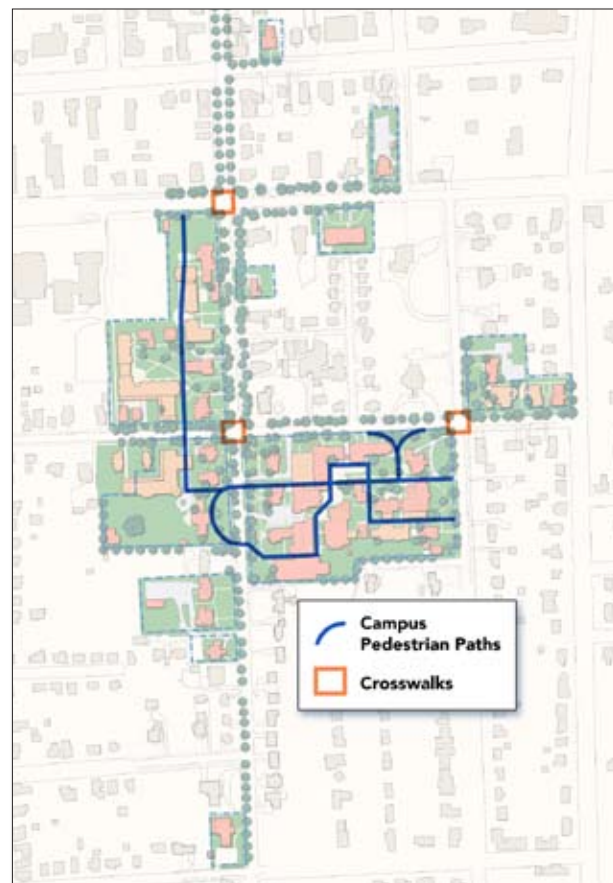
As important as increasing the supply of parking at Champlain, however, are the strategies that will reduce demand. Given Champlain’s commitment to improving campus sustainability and to reducing traffic on the Hill, reducing the number of vehicular trips to campus will continue to be a critical component of Champlain’s transportation program.

- Continued collaboration with other Hill-area institutions through CATMA (Campus Area Transportation Management Association) – an organization with a proven record of workable transportation solutions for the area – and CATMA programs (e.g., the Unlimited Access Program).
- Incentives for carpooling, walking, biking, or taking transit to campus.
- Enhancement of the transit experience (providing comfortable and weatherproof waiting

FIGURE 37—LOCATIONS FOR OFF-SITE PARKING



FIGURE 38—CIRCULATION



areas, minimizing wait times, providing riders with real-time information on where/when vehicles will arrive).

- Policy and pricing decisions that discourage driving to campus (e.g., preventing freshmen and sophomores from bringing cars to campus, increasing the relative price of parking).

One important aspect of the plan is to make riding buses and shuttles a more enjoyable and predictable experience for College affiliates. As of fall 2006, through CATMA's Unlimited Access Program, all Champlain students, faculty, and staff are given free access to all CCTA and CATMA buses and shuttles. The Unlimited Access Program has been tremendously successful, particularly among faculty and staff members. Champlain is committed to supporting its affiliates' use of transit by creating the Campus Transit Hub (CTH) in the new building east of Bader Hall.

FIGURE 39—CAMPUS TRANSIT HUB



The new facility, strategically located near the corner of Maple and South Willard streets, will provide a comfortable space where commuters, visitors, and perhaps College neighbors will be able to wait for buses and shuttles. Access to snacks and coffee, wireless internet service, comfortable seating, and electronic signage indicating when the next bus or shuttle is arriving will make commuting via bus and shuttle an even more attractive alternative. Indoor bike storage areas within the Campus Transit Hub will allow it to support multiple modes of commuting to and from campus. Mailboxes and the campus bookstore will be relocated to this site, along with key student life offices, to ensure that the facility remains a bustling campus hub.

Circulation

The master plan focuses on improving circulation in and around campus by clarifying the path hierarchy (which paths are major routes?); improving path siting; improving pedestrian safety at intersections; and by enhancing campus accessibility for those with mobility impairments.

Congestion at the intersection of Maple and South Willard streets was a concern during the master plan process. Historically, however, traffic growth has been flat along South Willard and the parking plan – along with a reduction of access points into parking lots - will minimize traffic generated by the College. Because delays at this intersection are rooted in high pedestrian volumes and a resulting lack of clarity over whose “turn” it is to cross, the plan recommends improvements to the pedestrian environment and design of this intersection, as described below and within the landscape master plan. Additional performance gains could be achieved by installing a traffic signal or by using traffic control personnel to assist with crossings during more of the day. Although controlling congestion at this intersection is important, maximizing safety should be the primary goal.

At key intersections (e.g., South Willard–Maple) “bump outs” will extend the sidewalk and curb into parking lanes, shortening the crossing distance for pedestrians and improving their visibility to motorists (see Figure 51 on page 78). Special pavers will also help alert motorists that they have arrived in a high-pedestrian traffic zone. Extending the use of crossing guards at South Willard and Maple streets to improve safety during peak traffic periods should be studied.

Mid-block crosswalks, lighting, and other streetscape improvements, described in detail within the landscape master plan, will help enhance the safety and performance of Champlain’s circulation system. In addition, the relocation of physical plant and central receiving functions will reduce the amount of large vehicle traffic within the Hill neighborhood. Over the mid- to long-term, the College hopes to work with neighbors and public officials on the common goal of diverting large trucks from South Willard Street.

To further improve circulation, the master plan recommends the creation of a pedestrian promenade parallel to South Willard Street, providing an attractive alternate route interior to the campus. This route would extend south from the South Willard–Main intersection (see Figure 38). Well-defined pedestrian gateways will also help improve pedestrian circulation around the campus.

Additionally, master plan projects will be designed to ease navigation of campus for those with mobility impairments. The Campus Transit Hub will enable people to travel easily from the street level along Maple to the higher ground within the campus core without the need to scale long, steep walks. Handicap parking will be provided below the building.

To support bicycle use, the Campus Transit Hub will be equipped with an indoor bicycle storage facility and locker room. Physical connections to the UVM bike path system are also recommended, as is the construction of bike lanes on area streets.

Circulation is an important component of the master plan. Please see the Champlain College Landscape Master Plan (under separate cover) for a more detailed discussion of planned circulation improvements.

Proposed Public Realm

The Champlain College Landscape Master Plan, under separate cover, suggests a series of improvements for the public realm. In general, it provides for the systematic improvements of the street corridors through additional vegetation and upgrade of materials used.



The Perry/Cannon Lawn today.

The plan recommends two large additions to the public realm: the Perry Lawn (to be enhanced for College and neighborhood use) and the Whiting-McDonald Quadrangle (to be constructed on the site of the Whiting-McDonald parking lot).

FIGURE 40—EXISTING FIGURE GROUND



FIGURE 41—PROPOSED FIGURE GROUND



Under the master plan, the amount of developed land remains much the same as it is today.

The plan also recommends upgrades for the large grassy quad within the academic core, the Rozendaal Courtyard, and the campus's internal circulation system.

One important addition to the circulation system is a pedestrian promenade that runs parallel to South Willard Street, providing an inviting internal connection between College facilities along the west side of South Willard. This promenade extends from Main Street to the Perry House.

Please see the Champlain College Landscape Master Plan for additional details on the public realm.

Sustainability

Becoming an increasingly sustainable campus is an important master plan goal that offers significant benefits for both the College and the community. The shift toward pedestrian and transit alternatives, the infill approach to campus development, and the reuse of existing parking lots as buildings and open space are important, sustainability-oriented elements of the master plan.



Eliminating surface parking lots and enhancing transit service will help make Champlain a more sustainable campus.

In addition, the new, consolidated facilities proposed under the master plan will enable the College to install and maintain new energy-efficient building systems that will reduce energy consumption throughout the life of the buildings.

Furthermore, though the master plan calls for new construction, it is heavily grounded in the preservation of existing buildings, many of them historic. Adaptive reuse of existing structures provides a sustainable alternative to the potentially wasteful elimination of structurally sound buildings. This strategy also helps preserve the existing character of the neighborhood.

Perhaps the most important step Champlain can take toward sustainability is to continue to expand upon the strategies outlined by the master plan for the reduction of automobile traffic (e.g., the Campus Transit Hub). These strategies will help to reduce the amount of air pollution generated on the Hill, the amount of land used for impervious parking lots, and the amount of oily stormwater runoff that must be absorbed within the neighborhood.

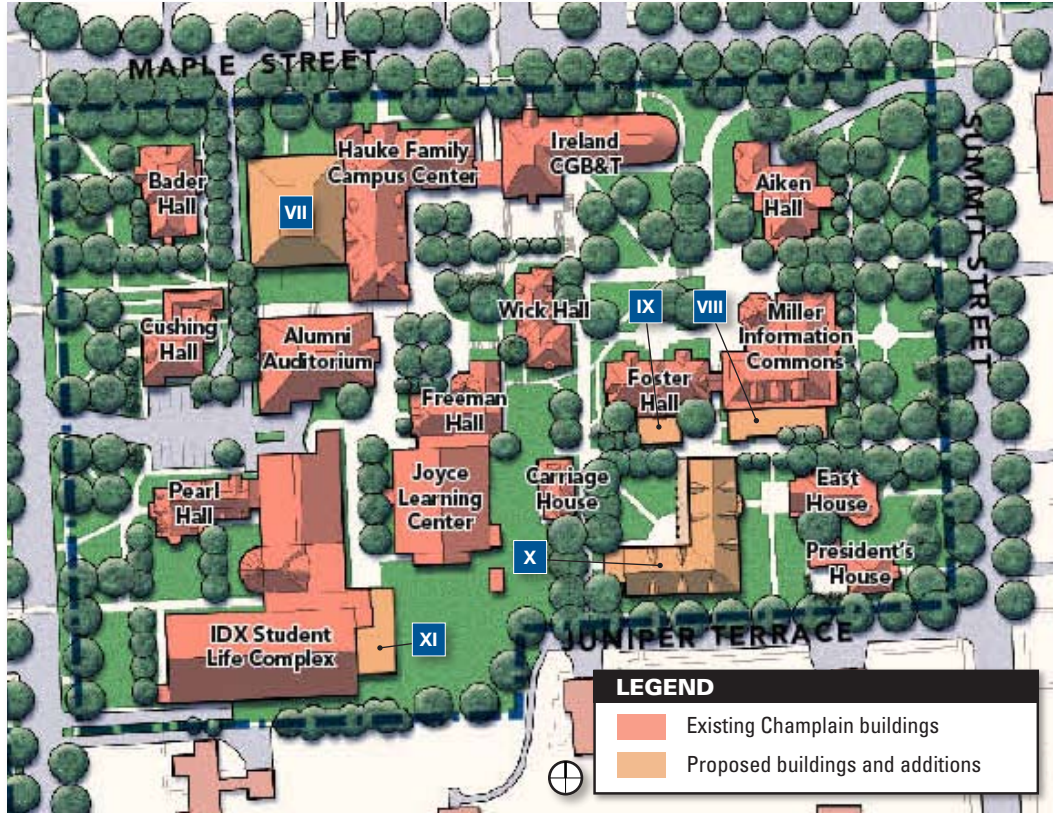
In addition to the specific policies outlined within the master plan, however, Champlain should use sustainability as a significant priority in decision-making, both in implementation of the master plan and in the day-to-day operation of the College. The Champlain Post Carbon Committee, a coalition of faculty, staff, and students, has been working to identify sustainability goals, and to see that they are achieved. As Champlain moves forward, the College, the Post Carbon Committee, and the master plan ask that consideration be given to the following:

Sustainability Principles

- Seeking alternative practices and procedures to reduce our fossil fuel energy consumption and minimize negative impacts on the environment.
- Conserving natural resources and restoring environmental quality.
- Protecting the biodiversity of our Lake Champlain region.
- Considering the social, economic and environmental impacts of Champlain College's operational policies on the greater Burlington community.
- Fostering a participatory process in developing "Sustainable Champlain" policies.
- Striving to construct LEED®-certifiable buildings.
- Continuing to support the Post Carbon Committee's activities.

Description of Campus Areas

FIGURE 42—CAMPUS CORE: PROPOSED



Academic Core

The academic core will continue to be a mixed-used precinct of academic, academic support, and student life facilities, with a few residence halls along the periphery. An important goal of the master plan for this area is to create the additional classrooms, instructional spaces and office spaces identified in the master development program. Another important goal of this plan is to create an “academic home” or “common” for each of the five academic divisions located on the Hill.

Each division will be provided with a dedicated space populated by the dean, the majority of that division’s faculty members and, when possible, a small gathering space. This arrangement will facilitate communication within the new divisions and provide the Champlain community with a clear location where one can find information – and people – associated with particular programs. It also provides a solution to the current arrangement, which places faculty in a single division across as many as six different buildings. The master plan locates division “homes” as follows:

- *The Core* – **Aiken**, now a residential building, will be renovated to accommodate faculty, administrative, and support offices for new liberal arts division known as “the Core.” The stately and historic Morgan Room will be returned to its former use as a meeting space.

FIGURE 43—PROPOSED BUILDING USE IN CAMPUS CORE



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-
- *Business* – The recently constructed S.D. **Ireland** Family Center for Global Business and Technology will retain its identity as the academic home for the Business Division. Ireland will also house the help desk and media services functions of Information Services.
 - *Communications and Creative Media (CCM)* – **Hauke** Family Campus Center will provide a home for CCM. Student Life staff currently located in the basement of Hauke will move to Skiff.
 - *Education and Human Services* – This division will be concentrated within **Joyce Learning Center and Freeman Hall**. The Provost and President will continue to be co-located within Freeman, at the center of the academic core.
 - *Information Technology and Science* – A **new building (X)** equipped with faculty offices and purpose-built labs will be constructed on the site of the MIC parking lot, providing a home for Information Technology and Science.
 - *Library* – To accommodate long-term growth in stack space and student study space, the master plan holds several options open for the expansion of library functions: an addition to **Miller Information Commons (VIII)**; using space in Foster Hall (IX); or renovating the basement of Aiken Hall and constructing a tunnel linking the new library space to MIC. Further study will be needed to determine which solution best meets library and master plan goals.
 - *General Academic Space* – **Alumni Auditorium, Miller Information Common, and Wick Hall** will continue as general academic space serving all academic divisions. Located in the middle of the core, the **Carriage House** will be converted from student housing to academic space.
 - *Residential* – **East House, Cushing, Bader, and Pearl** will remain student residence halls. The **President’s House** may remain in its current location.
 - *Student Life Space* – To be located in the area between Bader and Hauke, likely as an addition to Hauke, the **Campus Transit Hub (VII)** will provide a comfortable lounge where Champlain affiliates and perhaps neighbors can wait for the buses and shuttles already provided by the College, CATMA or the CCTA. Also located in this building will be the college bookstore/ convenience store, a place to purchase coffee or snacks, campus mail boxes, the mailroom, and some additional instructional space. Several Student Service functions (e.g., the Center for Service and Civic Engagement, the International Program Office) will be relocated to the CTH, where they can capitalize on the visibility offered by this busy building. Another small addition to the student life space within the core is a modest addition to the IDX Student Life Complex (XI) to accommodate a small theater mainly for showing movies.

North of Maple/ East of South Willard

- **Durick Hall**

In the mid- to long term, Durick provides a good location for a campus daycare center. Durick's current functions will be relocated: the mail room will move to the new Campus Transit Hub, while Career Planning will move to Skiff. Plans for a Champlain College daycare center depend on project feasibility (which should be evaluated by a study) and should be pursued only after College functions that would ideally be relocated to the campus (e.g., Administration, Finance, and HR) have been accommodated.

FIGURE 44—NORTH OF MAPLE/EAST OF SOUTH WILLARD: PROPOSED



North of Maple/West of South Willard

On the acres of College land north of Maple and west of South Willard, two new “residential villages” will provide housing for 419 students. Enhancements at the southwest corner of South Willard and Main will also enable this intersection to serve as the primary campus gateway (see *Champlain College Landscape Master Plan*, under separate cover, for more gateway details).

- **Skiff Hall and the Gallery**

Skiff Hall will be used for student and residential life administrative offices, as well as for Career Services. The Counseling Center will be located here as well. The Gallery will continue to provide a home for radiography.

- **Skiff Residential Quad (III)**

The new “residential village” located on the current site of the Skiff Parking Lot will consist of three “houses” with internal connections for operational efficiency. One level of parking will be tucked beneath the building and partially disguised by the grade. The new development will accommodate approximately 175 students and approxi-

mately 50 parking spaces. Together, the three “houses” will help define a new plaza that will open out onto South Willard Street.

- **McDonald-Whiting Housing Quad (I, II)**

A second residential village, located on what is now the McDonald-Whiting parking lot, will define a grassy new open space quadrangle. The planned Levi Smith (I) project will serve as the first of four new “houses,” providing space for 94 students. The remaining houses – connected underground or nearly underground for efficiency, but differentiated through design – will accommodate approximately 150 additional students. An estimated 36 parking spaces will be provided partially below grade.

FIGURE 45—NORTH OF MAPLE/WEST OF SOUTH WILLARD: PROPOSED

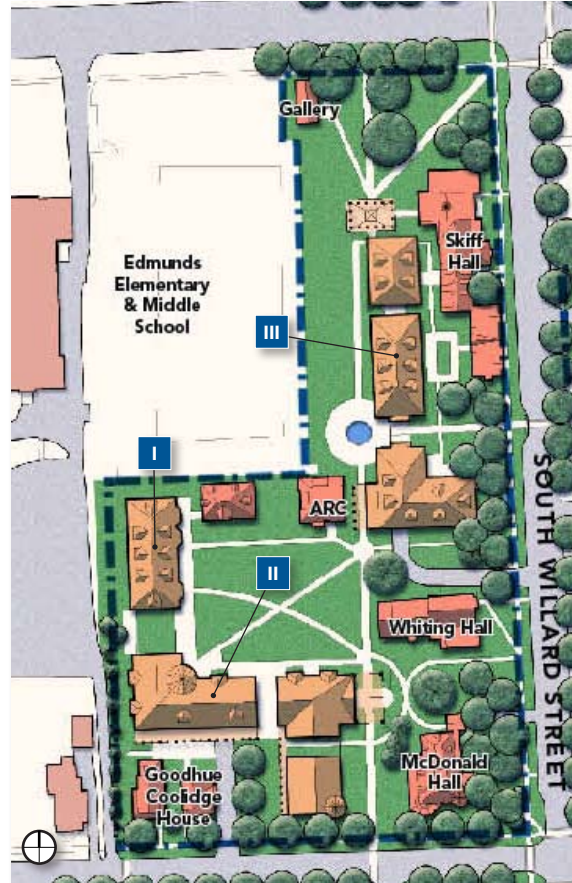


FIGURE 46—PROPOSED MCDONALD-WHITING QUADRANGLE



Permeability will be a focus in the design of the houses so that passage through and between buildings can enhance accessibility of the quadrangle. The goal is to make this new open space truly a community space – accessible not only to the residents of the buildings, or the College community, but to the neighborhood as a whole.

- **Other Facilities**

Whiting and McDonald houses will remain residence halls. The ARC will become an open computing/study facility, with Advising and the Registrar’s Office relocated to Perry Hall. The Goodhue-Coolidge House will continue to be the home for the Development Office and Alumni Affairs. In the event that an appropriate on-Hill administrative space is acquired, those functions will be relocated there, and the Goodhue-Coolidge House will be devoted to much-needed student life activity space. The vacant building at 308 Maple Street, located at the head of the Maple Street path to Edmunds School, will become the new home for Campus Security and the on-campus outpost for administrative physical plant functions (e.g., the key room). In accordance with the Risk Assessment and Security evaluation, this facility will accommodate additional security staff and a 24-hour dispatching center. Alarms and closed-circuit television systems will be monitored from this location.

South of Maple/West of South Willard

The area south of Maple Street and west of South Willard will accommodate a mix of residential, administrative and academic uses. Plans for this area of the College continue Champlain’s commitment to preserving all historic structures. Within this part of campus, the master plan preserves and/or restores to active use Perry House and Lawn, West Hall, and all primary and accessory structures located on the three proposed acquisition properties.

- **Perry Lawn**

The largest new feature in this area is an enhanced and publicly accessible Perry Lawn. This landmark open space will become an important outdoor recreation

FIGURE 47—SOUTH OF MAPLE/WEST OF SOUTH WILLARD: PROPOSED



and gathering spot for the campus and the neighborhood. It could also provide an attractive location for commencement. The carriage house at the west end of the lawn will be redeveloped as an art studio space. The plan also suggests acquiring and relocating a now vacant former carriage house, 297½ Maple Street (XII), to the back of the lawn for space to support the College’s new BYOBiz Program. This move allows the College to preserve this historic structure. For more details on improvements to Perry Lawn, see the *Champlain College Landscape Master Plan*.

- **Perry/Cannon House (IV)**

The Perry House will become the campus “welcome center,” housing a visitors’ center and the offices of Admissions, Advising, Financial Aid, and the Registrar.

- **New Residence Halls (V)**

The new residential “houses” facing the Perry Lawn will accommodate approximately 90 students and 57 partially below-grade parking spaces. The plan suggests acquisition of 297½ Maple Street (XII), mentioned above, as well as two additional apartment buildings at 305 and 315 Maple Street (XIII, XIV) to help define the boundaries of the Perry Lawn—and the campus as a whole—along Maple Street. These buildings may be used as student residence halls, or for academic purposes.

FIGURE 48—VIEW WEST ON MAPLE STREET: PROPOSED



Tower Terrace Area

The Tower Terrace area does not see significant *physical* change under the master plan, but it is a focus of significant *land use* changes. This area consists of Rowell, Bankus, and Jensen residence halls, Rowell Annex (Champlain’s physical plant facility), and a short road called Tower Terrace with three private residences at its terminus.

Due to the disruption and traffic caused by the activities of the physical plant, the master plan suggests relocating this function. Most physical plant functions (trades, etc.) will be relocated off-Hill, perhaps to the Pine Street corridor.

Rowell Annex will become the new home for Information Services, with the exception of help desk and media services functions that will remain in the academic core but will be consolidated at the S.D. Ireland Family Center for Global Business and Technology. The master plan also recommends removing the eight remaining parking spaces behind Jensen Hall.

FIGURE 49—TOWER TERRACE AREA: PROPOSED



Maple Street/Summit Street/Prospect Street

FIGURE 50—MAPLE BETWEEN SUMMIT AND SOUTH PROSPECT: PROPOSED



Under the master plan, the corner of Maple and Summit – diagonally across from Aiken Hall, where Summit House is currently located – remains a residential area. The College currently leases a former sorority house at 215 South Prospect Street for student housing. Acquiring this property and the house at 436 Maple Street creates a consolidated land holding that will be used to accommodate housing (VI) for approximately 91 additional students. This corner will begin to serve as another gateway into the campus.

FIGURE 51—VIEW OF MAPLE AND SUMMIT: PROPOSED



Other Areas of the Hill

This master plan attempts to rationalize Champlain’s on-Hill boundaries, containing the College’s physical growth and delineating clear and logical edges for the campus. In order to enhance Champlain as a compact, consolidated campus and to minimize intrusion into residential neighborhoods, if the College is able to accommodate residential needs through other elements of this master plan, the plan suggests divestment as a long-term possibility for North House, Sanders Hall, and South House.

There are several properties on the Hill that, were they to be placed on the real estate market, would be interesting possibilities for the College. Figure 52 illustrates these properties. Many are currently fraternity houses (e.g., Delta Psi, Phi Gamma Delta and Sigma Phi Epsilon), and would provide opportunities for the College to add to its housing supply without new construction, and without depleting Burlington’s supply of rental housing.

The two properties identified on South Prospect Street, one of which is a former fraternity house currently rented by the College, would provide a more rational boundary for Champlain. These properties could contribute to the College’s housing supply through reuse of existing buildings or through replacement of existing buildings with more efficient new residence halls.

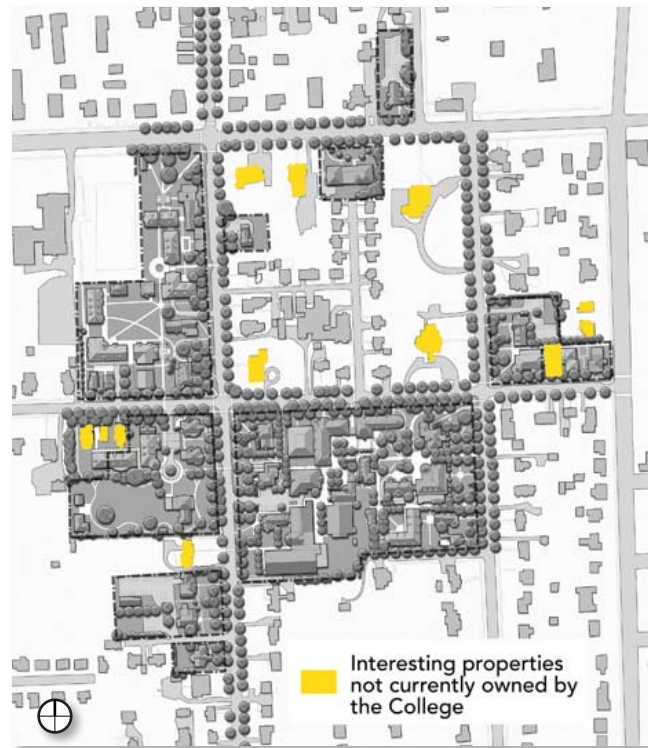
The apartment building at the corner of South Willard and Maple streets, if ever for sale and purchased by the College, would also add to the College’s housing supply while preserving the existing built environment on the Hill.

Acquisition of existing on-Hill structures for use as student housing will proportionally decrease the amount of new residence hall construction contemplated in this master plan.

Grassemount provides an opportunity for additional on-Hill administration space, and would enable some of the functions that have moved from campus (e.g., Finance and Administration) to return. Grassemount could also serve as a “gateway” building on Main Street, helping to improve Champlain’s visibility.

The residential property between Perry Hall and Rowell Hall would, if available, allow the College to better rationalize its boundaries, and create a new entrance to the parking behind Rowell. Champlain would then be in a position to remove all campus-related traffic from Tower Terrace.

FIGURE 52—INTERESTING POSSIBILITIES



Off-Hill Development

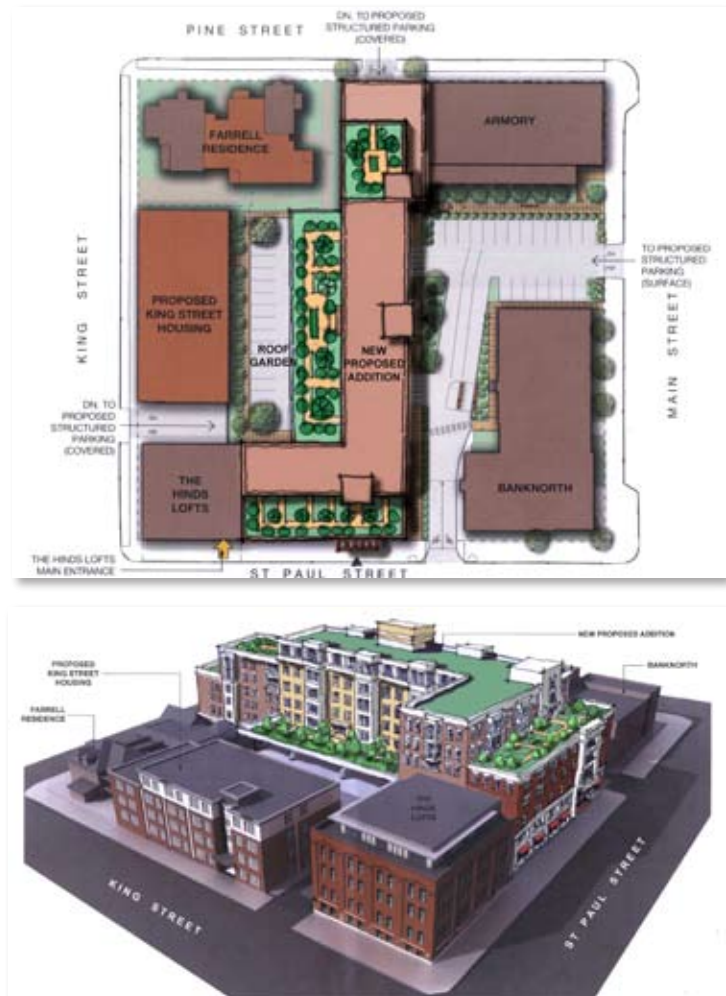
Champlain is committed to developing off-Hill apartment-style student housing in or close to downtown Burlington. Over the past several months, the College has worked closely with developers to identify potential sites for housing 150–300 students. Several sites will be needed to meet the campuses goal of 600 off-Hill beds. Potential sites include the YMCA and the Ethan Allen property, as well as sites downtown and along the College and Main Street corridors. Additional details on off-site developments will be released as soon as possible.

One immediate possibility for housing off the Hill is a development within “the Bank North Project” on the block bounded by Main Street on the north, Pine Street on the south, King Street to the west, and St. Paul Street on the east.

This site is a great location for students: it is within four blocks of campus and just one block from Church Street. It could accommodate apartments housing between 200 and 300 student, common study space for residents, and ground-floor retail. The preliminary massing of the building would step up to seven stories within the middle of the block. Parking could be accommodated below the building. A conceptual site plan and massing study of the project is illustrated in Figure 53. Please note that these illustrations show one way this site could be developed, and should not be interpreted as a final design.

Under the master plan, Champlain will continue to rent space at 212 Battery Street—just down Maple Street from the campus core. Should Champlain acquire an appropriate on-Hill administrative space, the Office of Finance and Administration will be relocated there, but the Center for Online and Continuing Education (COCE) will remain at 212 Battery for the foreseeable future. This provides COCE with the flexibility to expand without creating additional traffic impacts or space demands on the Hill. It also places this function in an appropriate and accessible location for the students it serves.

FIGURE 53—CONCEPTUAL SITE PLAN AND MASSING FOR OFF-HILL STUDENT HOUSING DEVELOPMENT



Implementation

The College intends to implement the master plan projects over the next ten to fifteen years. Detailed planning for some projects identified within the master plan has already begun, for instance, the conversion of Aiken Hall from a residential facility to a faculty office building. This conversion will provide needed office space for faculty and return the historic and richly detailed Morgan Room to broader use by the College community. Figure 54 is a list of the projects contemplated in the plan.

The information below represents the best efforts of the Steering Committee and the consultants to provide a feasible and appropriate approach to the implementation of master plan projects. *The order and precise scope of these projects, however, can and may change over time due to availability of funding, market conditions, etc.* Building on the culture of inclusive planning that has been created on the Hill, it is the College’s aim to keep the community up to date as implementation proceeds. The College is committed to working with neighbors and the City to see that the details of implementation happen in mutually workable ways, and within the spirit of this master plan.

FIGURE 54—MASTER PLAN IMPLEMENTATION

Highest-Priority Projects

Neighborhood/Campus-wide

- Begin implementation of Stormwater Management Plan
- South Willard Street streetscape and pedestrian safety improvements
- Perry Lawn developed into campus and neighborhood park

On-Campus Development

	CURRENT USE	PROPOSED
Aiken Hall (W)	Residential	Academic
Carriage House (EE)	Residential	Academic
Rowell Annex (JJ)	Facilities	Administrative
Perry/Cannon Carriage House (R)	Vacant	Studio Space
Perry Hall/Cannon House (S)	Vacant	Administration
Goodhue-Coolidge House (L)	Administration	Public Safety
Campus Transit Hub (VII)		Mixed Use (38,300 GSF)
Campus Transit Hub Parking (5)		14 Spaces
Perry Addition (VI)		Administration (4,000 GSF)
Levi Smith Housing (I)		94 Beds
McDonald-Whiting Housing (II)		150 Beds
McDonald-Whiting Parking (15/18)		50 Spaces
ARC (H)	Administration	Student Study Space
Skiff Site Housing (III)		175 Beds
Skiff Site Parking (16)		50 Spaces

Off-Hill Development

- Student Apartments (300 beds)—Mixed-use project, to include retail and study space if feasible
- Student Apartment Parking (90 spaces)
- Physical Plant, central receiving and some storage (12,000 GSF, 12 parking spaces, 5 vehicle bays)

Please see Figures 10, 32, and 36 (pages 24, 32, and 63) for building, project, and parking locations.

Other Important Projects

Neighborhood/Campus-wide

Continued implementation of Stormwater Management Plan
 Maple Street streetscape and pedestrian safety improvements
 Summit Street streetscape and pedestrian safety improvements
 Skiff overlook developed as public open space

On-Campus Development

	CURRENT USE	PROPOSED
New Academic Building (X)	Academic	27,000 GSF
New Academic Parking (4)		26 Spaces
Foster Hall (FF)	Administrative	Library Study Space
Foster Hall Addition (VIV)	Academic	3,500 GSF
Skiff Shed (PP)	Academic	Administrative
Summit and Maple Housing (IV)		91 Beds
436 Maple Street Residence (XV)	Acquire	Residential
IDX Student Center Addition (XI)		2,000 GSF
Library Addition (VIII)		8,000 GSF
Durick Hall (G)	Administration	Childcare
297 ½ Maple Street Vacant (XII)	Acquire	Academic
West Hall Site Housing (V)		90 Beds
West Hall Site Parking (6, 8, 14)		59 Spaces
West Hall (00)	Academic	Student Study Space
305 Maple Street Apartments (XIII)	Acquire	Residential
315 Maple Street Apartments (XIV)	Acquire	Residential
North House (A)	Residential	Possible Sale
South House (NN)	Residential	Possible Sale

Off-Hill Development

Student Apartments (300 beds)—Mixed-use project, to include retail and study space if feasible
 Student Apartment Parking (90 spaces)
 Permanent Home for College of Online and Continuing Education

Please see Figures 10, 32, and 36 (pages 24, 32, and 63) for building, project, and parking locations.

Land Use Policy

Implementation of the master plan will not only rest on the support of the neighbors, donors and the College’s Board of Trustees, but it will be consistent with the City of Burlington’s land use policies.

At the time of publication for this master plan, the City was in the process of rewriting Burlington’s zoning code. It is hoped that the zoning changes needed for implementation of the master plan will be considered favorably by the City as it looks comprehensively at land use across Burlington, asking institutions to clarify their boundaries; minimize intrusion into neighboring residential areas; respect historic and environmental assets; be forthright about their plans for future development; and work with neighbors to identify mutually workable strategies for addressing facilities needs.

Under the master plan, only three projects require zoning relief: the reuse of the Perry/Cannon property, the student housing project on Maple Street between Summit and South Prospect, and the development of student housing at Maple and South Willard. This discussion is based upon two documents that preceded creation of the master plan: the City of Burlington's existing zoning code and a 1994 Memorandum of Understanding (MOU) signed by the College, the City Council, and the mayor (but never integrated into the zoning code).

Perry/Cannon Property

Though not permissible under current zoning, the MOU allows the renovation of the Perry/Cannon House (owned by the College but now vacant) as an administrative facility. Adherence to the MOU would enable the College to develop student housing on the lawn behind this historic structure.

The master plan offers a different, more broadly embraced vision for the Perry/Cannon property. The master plan seeks to utilize the Perry/Cannon House as a grand new admissions and visitors' center, with Financial Aid and the Registrar's Office housed here as well. A small addition is contemplated at the rear of the building to improve at-grade access. The carriage house would be adaptively reused as art studio space, and were it to be put on the market and acquired by Champlain, another historic structure (297 ½ Maple Street, now vacant) might eventually be located to the rear of the lawn for use as BYOBiz incubator space. Appropriately scaled student housing would be constructed adjacent to this land.

Understanding that this property is of great significance to neighborhood residents, this master plan commits the College to preserving and enhancing Perry/Cannon Lawn as a public open space, maintained by the College but open to both the Champlain community and its neighbors on the Hill. In order to manage the edges of this important open space, the master plan contemplates the acquisition of two additional multifamily properties at 305 and 315 Maple Street for use as student housing, should these properties become available.

Permitting additional student housing along the edges of the Perry/Cannon property, and administrative, academic, and open space activities within the property, would require City action. However, enhancing the Perry/Cannon property and its edges would offer benefits to both the College and the community. The attractive and historic Perry/Cannon House is a local treasure that should be restored to active use.

The Maple/Summit/South Prospect Corner

Current zoning places Harrington Terrace and Jackson Court within the UC district, making College development within this area permissible. However, Harrington Terrace is primarily a single-family residential street, and those who live there now do not wish to see additional College development in this area. Adopting a primarily infill approach to future facilities needs, the master plan has made no incursions into this neighborhood and is in fact working with engineers to investigate and address drainage issues in this area.

Just east of this block, however, between Summit and South Prospect streets along Maple, the master plan contemplates supplementing College housing at Summit House (a former fraternity house owned by Champlain) and 215 South Prospect Street (a former sorority house rented by Champlain) with two additional, appropriately designed and scaled “houses” that would help meet the College’s student housing needs.

This development is not permitted under current zoning. However, it would enable Champlain to define clear boundaries to its east; to create a gateway along Maple Street; and to develop the student housing it needs without additional incursion into residential neighborhoods. This project would require the acquisition of one single-family home, and would of course be subject to the owner’s willingness to sell to the College.

FIGURE 55—ZONING MAP

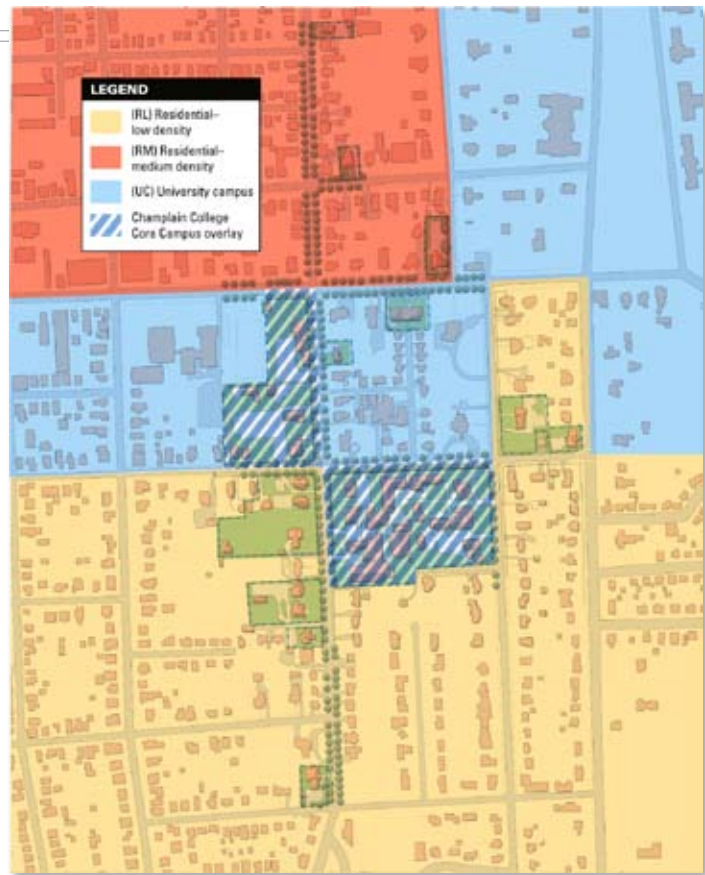
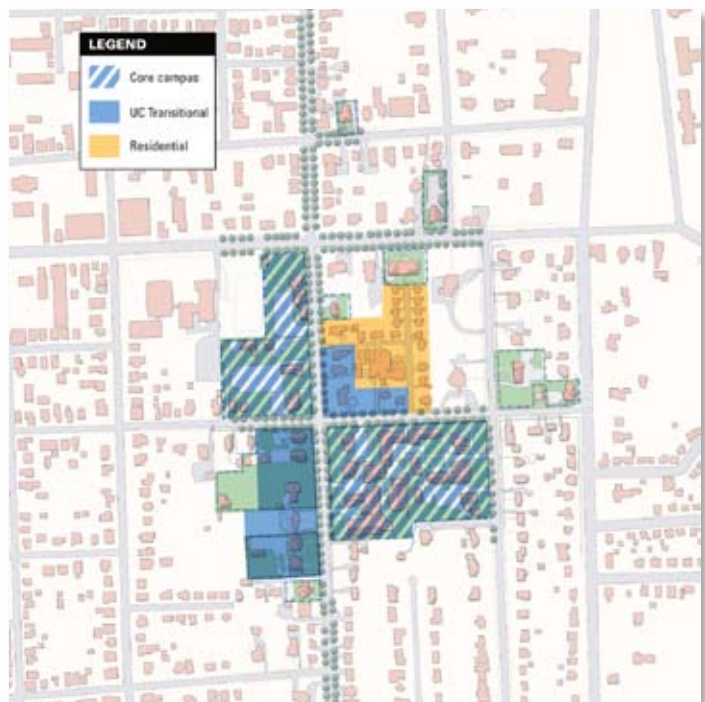


FIGURE 56—MOU MAP



This master plan represents months of hard work on the part of Champlain College and its neighbors to identify mutually acceptable locations and approaches to future College development. It represents a good-faith effort by the College to fulfill both the letter and spirit of City requirements for a comprehensive planning document that can answer the longstanding question of “what’s next?” The collaborative approach to planning that characterized the creation of this master plan will continue through the implementation process. Today, however, Champlain College and a broad group of supportive neighbors look to the City for the zoning changes needed to fully implement this plan.

FIGURE 57—IMPLEMENTATION CHART

KEY	BUILDING/PROJECT NAME	CURRENT USE	PLANNED USE	NOT PERMITTED UNDER:	
				ZONING	MOU
A.	North House	Residential	Possible Sale		
B.	Sanders Hall	Residential	No Change		
C.	396 Main Street	Residential	No Change		
D.	Gallery	Classroom	No Change		
E.	Main Street Suites	Residential	No Change		
F.	Skiff Hall	Administration	No Change		
G.	Durick Hall	Administration	Child Care		
H.	ARC	Administration	Student Study Space		
I.	Levi Smith House	Vacant	Residential		
J.	Whiting Hall	Residential	No Change		
K.	308 Maple Street	Vacant	Campus Security/Physical Plant Admin		
L.	Goodhue-Coolidge House	Administration	Public Safety		
M.	McDonald Hall	Residential	No Change		
N.	Summit Hall	Residential	No Change		
O.	215 South Prospect Street (Leased)	Residential	No Change		
P.	Hill Hall	Residential	No Change		
Q.	Lyman Hall	Residential	No Change		
KEY	BUILDING/PROJECT NAME	CURRENT USE	PLANNED USE	NOT PERMITTED UNDER:	
				ZONING	MOU
R.	Perry/Cannon Carriage House	Vacant	Studio Space	X	
S.	Perry Hall/Cannon House	Vacant	Administration	X	
T.	Bader Hall	Residential	No Change		
U.	Hauke Family Campus Center	Academic	No Change		
V.	Ireland Center for Global Business and Technology	Academic	No Change		
W.	Aiken Hall	Residential	Academic		
X.	Cushing Hall	Residential	No Change		
Y.	Alumni Auditorium	Academic	No Change		
Z.	Wick Hall	Academic	No Change		
AA.	Pearl Hall	Residential	No Change		
BB.	IDX Student Life Complex	Student Life	No Change		
CC.	Freeman Hall	Administrative	No Change		

DD.	Joyce Learning Center	Academic	No Change		
EE.	Carriage House	Residential	Academic		
FF.	Foster Hall	Administrative	Library Study Space		
GG.	Miller Information Commons	Library	No Change		
HH.	East House	Residential	No Change		
II.	President's House	Residential	No Change		
JJ.	Rowell Annex	Facilities	Administrative		
KK.	Rowell Hall	Housing	No Change		
LL.	Bankus Hall	Residential	No Change		
MM.	Jensen Hall	Residential	No Change		
NN.	South House	Residential	Possible Sale		
OO.	West Hall	Academic	Student Study Space		
PP.	Skiff Shed	Academic	Administrative		
QQ.	212 S. Battery Street (Leased)*	Administrative	No Change		
Please see Figures 10, 32, and 36 (pages 24, 32, and 63) for building, project, and parking locations.					
* Outside of Figure 10 map boundaries					
I	Levi Smith Housing	New	94 Beds		
II.	McDonald-Whiting Lot Housing	New	150 Beds		
III	Skiff Lot Housing	New	175 Beds		
IV	Summit and Maple Housing	New	91 Beds	X	X
V.	West Hall Lot Housing	New	90 Beds	X	
VI	Perry House Addition	New	4,000 GSF	X	
VII	Transit Lounge Building	Mixed Use	38,300 GSF		
VIII	Library Addition	Library	8,000 GSF		
VIV	Foster Hall Addition	Academic	3,500 GSF		
X	New Academic Building	Academic	27,000 GSF		
XI	IDX Student Center Addition	Student Life	2,000 GSF		
XII	297 ½ Maple Street Vacant	Acquire	Academic	X	X
XIII	305 Maple Street Apartments	Acquire	Residential	X	X
XIV	315 Maple Street Apartments	Acquire	Residential	X	X
XV	436 Maple Street Residence	Acquire	Residential	X	X

conclusion

Over the past months, Champlain College has worked closely with faculty, staff, students, neighbors, and the City of Burlington to craft a plan for the future of its campus. This plan will guide the College's efforts to meet its facilities needs – additional student housing for its increasingly residential population; vibrant study and activity areas to enhance the student experience; additional classrooms, studios, labs, and faculty offices to support an increasingly competitive academic program; and adequate support spaces – in a manner that is sensitive to the historic Hill neighborhood. It will also serve as a catalyst for landscape, streetscape, and open space improvements.

This master plan is an attempt to address the question of “what’s next.” It demonstrates a commitment by Champlain’s new leadership to be open about plans for the future, and to be responsive to the concerns of neighbors and the City as plans for the College are shaped and implemented.

This master plan, Champlain’s first, sets a precedent for collaborative planning between the College and its neighbors. Because the neighborhood they share is unique, historic, environmentally sensitive, and limited in size, it is critical that the College and the Hill residents work together to identify mutually acceptable ways for the campus to develop.

This document is the product of a broadly inclusive planning process that improved understanding among stakeholders of needs and concerns on the Hill. It represents a roadmap to improving the campus in ways that benefit both the College and the Hill neighborhood. However, it is only the beginning of the open, collaborative process that must characterize implementation if the master plan is to be successful.

Champlain and its neighbors benefit from each others’ presence within the neighborhood, but challenges will continue to arise. Only by working together can Champlain College and the Hill residents make the most of the unique neighborhood they share.