

Master Plan Committee (MPC) – 3/22/2021 Minutes

Location: Virtually on Microsoft Teams

Participants: Fred Haberecht, Shelly Carroll, Kristi Buffington, Julia Innes, Mari Strombom, Steve Cottingham, Tim Kemp, Tim Hackett, Jordan Berger, Nick Christensen, Jessica Kramer, Mike Rush, Tracey Abel, Tom Biedscheid, Dave Bradford, Thom Hadley, David Hansen, Christa Johnson, Lynn Johnson, Bob Kaempfe, Mary Pedersen, Jim Sites for Jan Nerger, Mark Stetter, Leslie Taylor, Jennifer Wright

Agenda Item 1: Update to Veterinary Health Complex Master Plan (Mark Stetter, Tim Hackett, Jordan Berger)

1. Introduction to agenda item: Fred Haberecht shares that the MPC approved the South Campus master plan in the past two years. Today is an update to the master plan – what the university has accomplished in last two years, plus nuances in the plan, as well as opportunities and constraints of further development of south campus.
2. Introduction to Veterinary Health Complex, which is South Campus (Mark Stetter)
 - a. There are a variety of working groups in the Vet Health Complex (VHC).
 - b. Trying to mesh with what the College of Veterinary Medicine & Biomedical Sciences (CVMBS), the University, and the City are doing.
 - i. Variety of city efforts include: hotel complex at corner of College and Drake; Historical K-Mart becoming King Soopers shopping Center; City is beautifying Drake Blvd and making more functional avenue through middle of City.
 - ii. Considering how CVMBS and university can create an iconic vision of a significant health complex in the years ahead.
 - c. History: Originally, the Veterinary College was on main campus in Glover; their operations moved to south campus and developed into a huge health complex.
 - d. Mission & Bold Vision: This is also connected to CSU's Courageous Strategic Transformation.
 - e. People First: Need places that support people in this field; create a sense of community and a sense of wellbeing.
 - f. Business Opportunities: Pressure from Corporate Veterinary Medicine across the country to provide teaching opportunities for students and a service for society.
 - i. Corporate Vet Med used to be about 3% of Vet Hospitals across country, but is now a huge business with thousands of vet clinics purchased in the last decade.
 - ii. VHC is under pressure to compete against them.
 - iii. They support operations by the business generating by VTH and student tuition.
3. Planned Space Growth
 - a. Past included Teaching Hospital, Diagnostic Lab, Cancer Center; grew to Translational Medicine Institute; now constructing the Johnson Family Equine Hospital and the Bay Facility.
 - b. Future growth includes: Primary Care Clinic, Veterinary Education Center, and a specialty hospital
4. Recent Planning Efforts (Jordan Berger)
 - a. Modify
 - i. EVTH moves north to allow redevelopment and addition to VTH
 - ii. Main access to campus becomes Drake & Research
 - iii. East edge is cleaned up for paddock & pasture

- iv. Jensen Rd. has controlled access
 - v. Niswender Rd. moves north to create more paddock space
 - vi. North Edge incorporates Facilities Yard
 - vii. Phemister Rd connection to Bay evaluated, decision made not to move forward with connection.
- b. Restructure
- i. Gillette Dr. is moved East to create “Main Street” frontage of signature buildings
 - ii. Larimer County Ditch is piped and moved adjacent to Gillette Dr.
 - iii. Relocation of ditch opens up significantly more future developable land
 - iv. Tietz connection added for additional circulation
 - v. With expected median in Drake Rd., provide direct access to VTH for the general public
- c. Plan Progression
- i. View images in PowerPoint presentation
- d. Current Status
- i. TMI and EPAF Complete
 - ii. South Campus Infrastructure 95% Complete
 - I. RCS relocation
 - II. FM Storage Building
 - III. Salt Shed Relocation
 - IV. Eurociser Relocation
 - V. Chemical Storage Relocation
 - VI. Bulk Storage add
 - VII. EORC Shed and Paddock Relocation
 - VIII. TMI Equine Isolation Relocation
 - IX. New Chilled Water Lines to serve JFEH
 - X. Fiber and electric backbone install
 - XI. New gas primary install
 - XII. Temp VTH Shop
 - XIII. Temp SCAVMA
 - XIV. Building Demolition
 - XV. New irrigation and landscaping
 - XVI. Road and parking paving
 - iii. JFEH 70% Complete
 - iv. Bay 60% Complete
 - v. Slide Storage Relocation
5. New Planning Efforts
- i. View images in PowerPoint presentation
 - ii. New effort involves southside of south campus.
6. VHC – Opportunities and Constraints
- a. Land is a premium, especially on the East Side
 - b. Overall Access Considerations (both pedestrian and vehicular)
 - i. Drake will be a 3-way rather than 4-way as it is today.
 - c. Access to PCC and ASH for clients
 - d. Parking Needs

- e. Highest and Best Use considerations
 - f. Gillette Road and Ditch
 - g. Doggie Daycare Location
 - h. Bio-swale – shape and location
 - i. Locations for Centralized Delivery VTH Shop, SCAVMA, Hay Storage, etc.
 - j. Sheep and Goat Facility location
 - k. Amenities, trail access, pond, donor tour, etc.
7. History (Tim Hackett)
- a. In 1979, they moved from Glover to south campus where VTH was built.
 - i. Small animal hospital, livestock hospital, dairy practice, diagnostic lab and research facility – one hundred sq. ft footprint
 - b. In 1992, Animal Cancer Center development took over a 2-story lab office addition to VTH. This was a project from \$12 million private donations.
 - c. Similar timing when the Orthopedic Research Center was built where the dairy barn had been. Not a lot of strategic planning in land use for south campus at that time, but began to highlight theme of what they were about.
 - d. End of 90s: Micro-recessions occurred. 100 sq. ft footprint was enough space for robust case load; there was case material to train students on. Financial challenges began to occur to provide the same veterinary education with state funding constraints, so it became clear that they needed to start to raise fees and maintain level of revenue, and had to increase case load.
 - e. In 2008, the state paid for new Diagnostic Medicine Center.
 - i. All functions of the diagnostic lab moved out of VTH, into this facility.
 - ii. Recently, they have taken on a significant amount of COVID testing.
 - iii. With freed-up space in VTH, they expanded services that were beginning to grow and increased case load.
 - iv. Approx. 15,000 cases/year in 1979 in the original footprint. As they increased their case load and case-based revenue, these numbers grew rapidly.
 - v. \$16,000 of renovations to VTH by using space vacated by diagnostic laboratories; converted to clinical space, moving central supply and modernizing
 - vi. There were 3 specialties when VTH was first built: medicine, surgery, neurology.
 - I. Specialties expanded significantly to present day.
 - II. Staffing has increased.
 - f. With the construction of the Translational Medicine Institute, they were able to consolidate space and improve space around preclinical orthopedic research group.
 - i. Freed-up space in VTH.
 - g. Johnson Family Equine Hospital opens October 2021.
 - i. Freed up space around VTH will allow them to think about strategic growth.
 - h. Bay Facility is opening in October 2021.
 - i. Move the function of lab animal space out of VTH into this facility by partnering with lab animal resources to free-up VTH space.
 - i. VTH was a general practice with a few specialties, but now there are cases so complex that they are referred in for exceptional treatments, but may not be a practical case load for hands-on experience. The complexity of cases has outpaced the basic kinds of cases that students need experience with.

- i. Need to re-emphasize people first and 21st century vet training, by growing into a Primary Care Clinic; split off first-opinion type practices and the advanced care/animal specialty hospital.
- ii. Future facilities: Primary Care Clinic, Veterinary Education Center, Animal Specialty Hospital
 - I. Students need more primary care experience, such as nutrition, dentistry, and wellness exams for puppies and kittens. The new facility would support that.
 - II. Veterinary Education Center – allows them to support/increase class size.
 - a) 30% increase in need for animal care across the country since the pandemic.
 - b) Move second year vet students (now on main campus) to VHC to be closer to hospital facilities and hands-on learning.
 - III. Current VTH will become the Animal Specialty Hospital.
 - a) There are now 27 different specialties.

8. Discussion

- a. On behalf of Alan Rudolph, Christa Johnson asks about the philanthropic asks behind the planned growth and how that gets prioritized.
 - i. Mark Stetter responds that they have had a lot of success in the last capital campaign as it relates to facilities.
 - I. They see less giving with alumni and other areas.
 - II. Their primary giving is through grateful clients.
 - a) This means it's easier to grow with facilities on south campus/VHC rather than other areas because south campus is funded through philanthropy.
 - III. Approx. 12% of buildings can be funded through philanthropy. Tuition can help, as well as potential to go to the state to support top vet program.
 - a) TMI was funded almost entirely through philanthropy.
 - b) JFEH about one fourth of the bldg. funded by philanthropy.
 - c) Bay Facility – there was no philanthropy.
- b. Fred Haberecht emphasizes that this is an update to the plan with the build-out of VHC to the east side of Gillette Dr. The planning assumptions are:
 - i. Holding the areas between Research Blvd. and Gillette Dr. for further consideration.
 - ii. All of that geographic area with the exception of support functions of (Environmental Health Services and FM) is part of the master planning domain of CVMBS.
 - I. Holding west side of Gillette Dr. for future consideration but it is under the domain of CVMBS.
- c. The plan has been adopted to be consistent with what we've seen today. This is an approved plan, but it celebrates tremendous successes in implementing a plan and indication of what is coming with the additional bldgs. (as soon as 2026).
- d. Shelly Carroll asks what is the planning for the large animals at the VHC?
 - i. The equine section will move into the Johnson Family Equine Hospital.
 - ii. Livestock will continue to stay as a clinical service within VTH as it exists now.
 - I. Seeing trend of people wanting them to visit their farm or ranch, so they have expanded ambulatory options with a dairy/cattle rotation and sheep/lambing rotation.

- II. Less animals coming into hospitals. In short term will keep in VTH, but decide in years ahead if need to build new expansion specific to small ruminants and livestock.
- e. Regarding the plan, Lynn Johnson asks what will be taken down in terms of the tennis courts and parking lots. What are alternative plans for those facilities?
 - i. Fred Haberecht answers that the plan is neutral at this point; with no buildings or future plans in those zones, they will remain unless there is a definitive plan to replace them in kind and function.
 - I. In the background, there are discussions that surface parking becomes structured parking in time – that could be one alternative option.
 - ii. Mark Stetter adds that so far, they have only planned on the east side at the corner at Drake and Mason, and how to build out the primary care clinic. Haven't thought about next series of bldgs. on west side. It may be in the future someday, but not today.
- f. Lynn Johnson asks Mark Stetter: How does the Biomedical Discovery Center inform what you are doing on south campus?
 - i. They are not directly linked, but as they think about the undergrad programs as a pipeline for students, the Biomedical Discovery Center becomes a place to put faculty in research programs and grow their undergrad programs from 600-700 to over 1,000.
 - ii. Ongoing discussions about a Vet Nursing Program – there is a need across the country. Could probably launch 4-year vet nursing program similar to biomedical sciences. Many would be on main campus, and then would move to clinical work at VHC on south campus. Biomedical Discovery Center would be key to that growth - could see a huge spike of new students. Trying to understand how to manage that.
- g. Fred Haberecht adds that FM has a piece of the planning that is critical to the mission. The Facilities built for response to storms, including the salt shed, Remodel and Construction Services buildings, yard, and grounds are in support of the general university and have been incorporated into this plan in a sensitive way.

Agenda Item 2: MPC Voting Membership & Quorum

1. Master Plan Committee looks at strategic moves of the university through the lens of what is the highest best use of university property.
2. MPC quorum is one more than half the members present to vote.
 - a. **Action Item (Julia):** Add this info to MPC webpage.
3. MPC voting members represent major stakeholders on campus. We have added voting members over time to be more inclusive. For 2020-2021, they are:
 - h. Yolanda Bevill - Vice President for University Communications
 - i. Dave Bradford - Director for Parking and Transportation Services
 - j. Nick Christensen - Director, CSURF Real Estate Office
 - k. Steve Cottingham - Deputy Director of Athletics
 - l. Blanche Hughes - Vice President for Student Affairs
 - m. Lynn Johnson - Vice President for University Operations
 - n. Nick Lobejko - Managing Director of Development, University Advancement
 - o. Mary Pedersen - Provost & Executive Vice President
 - p. Jan Nerger - Dean, College of Natural Science on behalf of the Colleges

- q. Alan Rudolph - Vice President for Research
 - r. Tom Satterly - Associate Vice President for Facilities Management
 - s. Mari Strombom - Executive Director for Housing and Dining Services
 - t. Hannah Taylor - ASCSU president
 - u. Leslie Taylor - Vice President for Enrollment and Access
4. Ex-Officio Members – Advise MPC as a result of their roles and expertise, but non-voting. They provide technical guidance, background, and context to the conversation.
- a. Kristi Buffington - Planning Specialist, FM
 - b. Shelly Carroll - Capital Development Approval Manager, FM
 - c. Dell Rae Ciaravola - Risk & Public Safety Communications Manager, University Communications
Fred Haberecht - Assistant Director for Facilities Management & University Planner
 - d. David Hansen - University Landscape Architect, FM
 - e. Tim Kemp - Assistant Director for Engineering and Capital Construction, FM
 - f. Jessica Kramer - Environmental Graphic Designer & Landscape Architect, FM
 - g. Brandon Lowry - ASCSU Senator for the Pride Resource Center
 - h. Mike Rush - University Architect & Chief Building Official, FM
5. Lynn Johnson asks: when we vote, what are we voting on? Are we making the university decision or is it a recommendation that we are putting forth to the president?
- a. Fred responds that MPC votes on recommendations for adoption that Lynn Johnson will then put forward to the president.
 - b. The same is true for Physical Development Committee.
6. Steve Cottingham asks is the master plan is at some point also approved by the Board of Governors.
- a. Fred Haberecht responds that yes, the overall master plan is adopted by the Board of Governors.
 - i. In the meantime, the master plan is a living document. The master plan is a strong framework that shows where potential buildings could be.
 - ii. The update is on a 10-year cycle. It is a compilation of all the sub-area plans; plans of the units; parking & transportation plans; stormwater plan; utility plan, etc.
 - iii. The next update that the Board of Governors will vote to adopt is due in 2024.
 - iv. In two years leading up to finalize the last master plan, brought the individual systems and unit plans to MPC to show how the master plan works in a holistic way based on the systems, plans of the units, and the supporting infrastructure.