



University of California  
Santa Cruz

# Long-Range Development Plan

April 17, 2017



# Setting the Stage

## Chancellor and Provost/EVC

*Role: Overall direction and ultimate decision-making*

## Executive Committee

*Role: Advisory*

- Provides oversight for process
- Reviews recommendations coming from LRDP committee
- Ensure fiscal accountability for expenditures related to planning process

## Long Range Development Plan (LRDP) Committee

*Role: Engagement*

- Direct & oversee the development of the LRDP
- Develop a physical plan that responds to the academic framework



# Setting the Stage

## Long Range Development Plan (LRDP) Committee

*Role: Engagement*

### **Membership:**

- Co-Chairs: Vice Chancellor BAS and Vice Chair of Academic Senate
- VC University Relations
- Campus Librarian
- Associate VC CHES
- Dean of Students
- VP & Dean Graduate Studies
- Deans reps
- SUA reps
- Student rep (Amah Mutsun tribe)
- GSA rep
- Senate faculty reps
- SAB rep
- Alumni Association rep
- Community members

## Executive Committee

*Role: Advisory*

### **Membership:**

- Co-chairs of LRDP Committee
- Chair of Academic Senate
- Chair of SUA
- Chair of GSA
- Vice Chancellor Planning and Budget
- Associate Chancellor


## LRDP Working Group


*Role: Tactical*

Contains representatives from the LRDP committee as well as key subject matter experts such as Campus Planner, Director of TAPS, etc



# Long-Range Development Plan Background

 A message from  
**CHANCELLOR**  
George Blumenthal



April 13, 2017

We have had many reasons to celebrate recently—the naming of Rachel Carson College, a banner year in fundraising, our 50th anniversary. It's wonderful looking back and celebrating where we've been. Now it is time to look at where we are going.

This month a group of representatives from the campus and the Santa Cruz community started the task of charting our future here at UC Santa Cruz. These and the community as a whole, will do so through the creation of our Development Plan, or 2020 LRDP. Our goal is to have a draft plan in hand by mid- to late 2018. At which point it will undergo a thorough environmental review.

What exactly is an LRDP? Think of it like a city or county general plan. It designates areas for certain types of use or open space, but in and of itself, it does not mandate growth or areas of growth. It plans for growth if needed and funded. With the help of professional planners, we will first examine the existing use of our campus lands and facilities, of our housing and learning spaces. We will reaffirm our values and principles, and explore our role in our community and our obligation to the state.

Our 2005 LRDP, updated more than a decade ago, identifies an enrollment goal of 17,500 students. We are below that, at roughly 17,500, yet demand for a UC education is at an all-time high, as is student diversity, reflecting the state. Our responsibility is figuring out how to educate the next generation of California leaders while also protecting what makes our campus special. Among the questions we aim to ask—and answer: How can we accommodate additional enrollment? Where do we plan for new facilities to meet the demands of emerging and unexplored areas of scholarship and knowledge? What would expansion of our existing footprint look like? Can we reimagine the use of existing buildings? How can we remain a good community partner?

Any growth has real effects on the surrounding community. For that reason, this process must be collaborative. We will seek your input—as we strive to meet our obligation to California's young adults and to the community.

This is not a new task for us. We've been working in tandem with the community on difficult issues we together face. Chief among them is adequate housing for our employees. Water use, environmental protection, and job creation are also vital to address, and this process allows for that.

As you'd expect, developing this contingent land-use plan will be challenging. None of the questions above are easy, but they're important to tackle. In the end, I'm confident that together we can chart an innovative, sustainable, and exciting future for UCSC.

So please join me in this process. In the coming months there will be multiple opportunities to express your opinions and provide your input. We will have meetings on campus and off. We will engage with you in person and online. In the meantime, I am reaching out to local government officials and others to also let them know how this process will unfold.

If you have any questions, feel free to [email me through my homepage](#).

*George*

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April 13, 2017

"Our goal is to have a draft plan in hand by mid- to late 2018..."

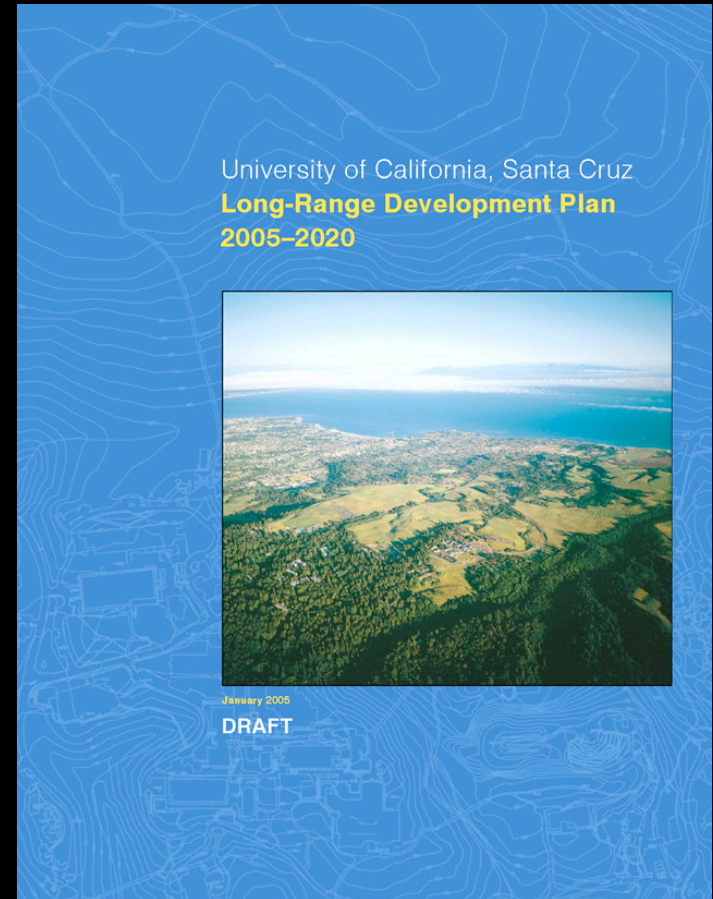
Chancellor Blumenthal





# What is an LRDP?

- "... a comprehensive framework that guides physical development...needed to achieve academic goals..."
- It includes a building program and land-use map to **guide** capital construction, infrastructure development, and land use....
- "The Regents approve...each LRDP and its accompanying Environmental Impact Report (EIR)..."
- "UCSC's 2005 LRDP **does not** constitute a mandate for growth, nor it is a detailed implementation plan for development. It does not commit the campus to carrying out development on any given timeline."
- University of California **equivalent** to a city or county's general plan.



# University of California LRDPs

Standing Order 100. Officers of the University  
100.4: Duties of the President of the University

(aa)The President is authorized to approve the siting of individual buildings or projects, provided that their locations are generally in accordance with a long-range development plan previously approved in principle by the Board, and to approve the siting of individual buildings or projects on University properties, such as field stations and research stations, which may not be covered by approved long-range development plans.

Campuses prepare LRDPs based on their academic goals and the projected number of students for an established future date. Each LRDP indicates how a campus will accommodate the student population along with the faculty and staff required to support that student population. **The Regents approve each LRDP and its accompanying Environmental Impact Report (EIR),** which evaluates the impact of the proposed development.



# University of California LRDPs

<http://www.ucop.edu/design-services/resources/long-range-development-plan-lrdp/index.html>

## [UC San Diego LRDP Link](#)

2004

General land use plan and capacity analysis that guides the physical development of the campus through 2020-21.

## [UC Santa Barbara LRDP PDF](#)

JAN 2014

Identifies and describes the physical development needed to achieve the campus's academic goals through 2025.

## [UC Davis LRDP Link](#)

2003

Comprehensive land use plan for physical development of the campus to support its mission through 2015-16.

## [UC Riverside LRDP Link](#)

OCTOBER 2005

Vision and goals for accommodating growth and change through 2015.

## [UCLA LRDP Link](#)

2002; AMENDED 2008

Comprehensive plan for physical development of the campus through 2013.

## [UC Merced LRDP Link](#)

MARCH 2009

A guide for future land use patterns and development through 2020.

## [UC Berkeley LRDP Link](#)

JANUARY 2005

2020 Long Range Development Plan and related documents.

## [UC San Francisco LRDP Link](#)

2014

Guides physical development at UCSF campus sites through 2035.

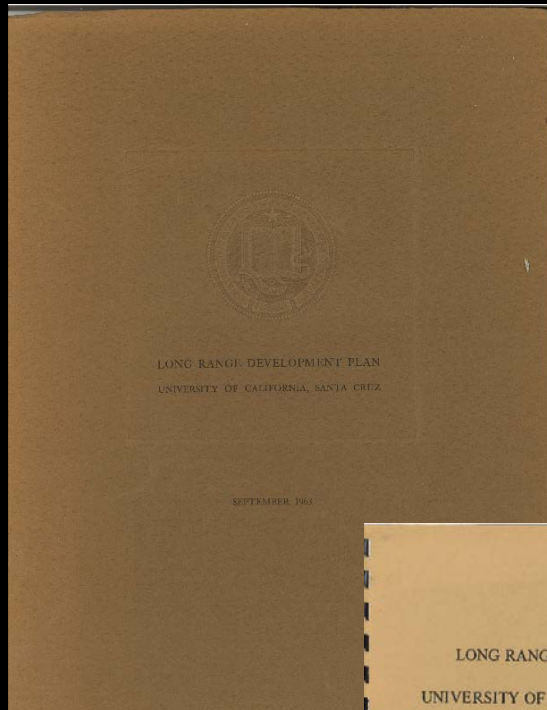
## [UC Irvine LRDP Link](#)

2007

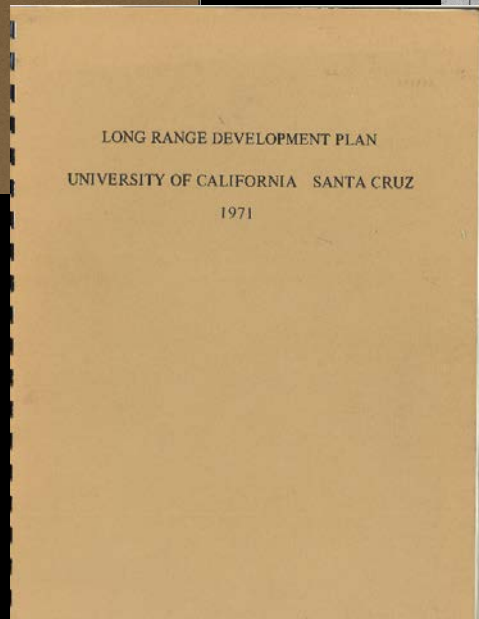
Identifies campus development and land uses to support projected expansion and enable new initiatives through the plan horizon year of 2025-26.



# History of UC Santa Cruz LRDPs

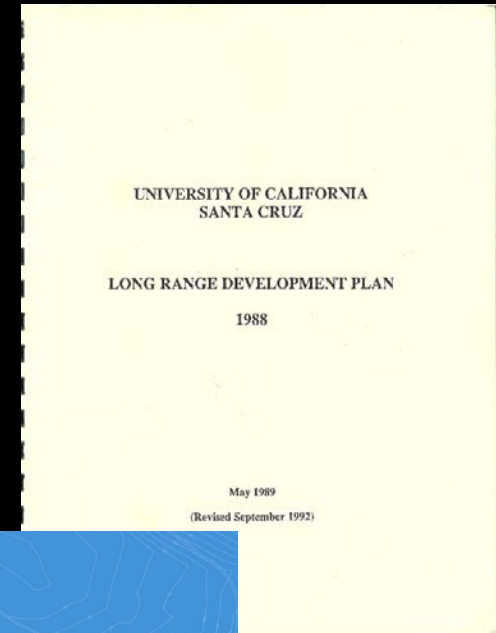
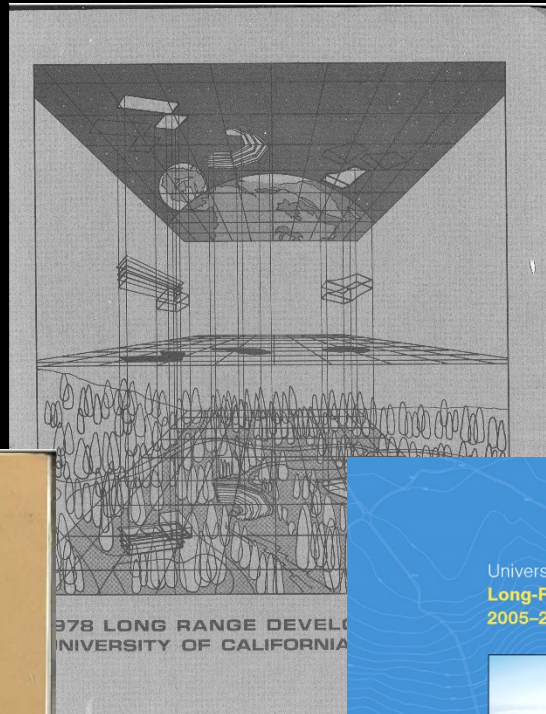


1963  
**27,500**  
students

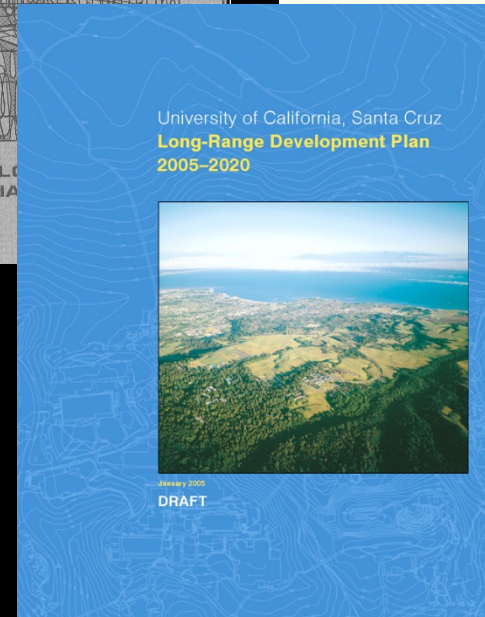


1971  
**27,500**  
students

1978  
**7,500**  
students



1988  
**15,000**  
students



2005  
**19,500**  
students



# How is an LRDP Used?

- LRDPs do not expire – they remain in effect until replaced by another LRDP adopted by the Regents
- LRDPs may be amended and environmental analysis of the LRDP may need to be updated
- General land use designation description avoids the need for amendment – too general does not provide guidance
- LRDPs generally do not contain design guidelines or illustrative plans – too detailed
- LRDPs have accompanying environmental analysis (EIR)
- LRDPs guide physical development and building





# Over fifty years ago....

October 21, 1963

SANTA CRUZ: OFFICE OF THE CHANCELLOR

October 21, 1963

PRESIDENT CLARK KERR:

I take pleasure in forwarding to you the Long Range Development Plan for the Santa Cruz campus. It is the product of more than eighteen months work by the design team headed by John Carl Warnecke. The Santa Cruz physical planning staff, led by John E. Wagstaff, and the Campus Planning Committee have represented the campus throughout the development of the plan. We are grateful to Vice President Elmo R. Morgan, University Architect Robert J. Evans, and the statewide staff of Architects and Engineers for support, encouragement, and counsel during this critical period. The physical plan has been shaped by two major decisions. The first of these was the selection of the Cowell Ranch site. Although the site is one of extraordinary beauty, it presents some difficulties that are unique or unusual within the University. The distance from a large metropolitan area indicates on-campus housing of most students in the initial years. The rough topography means fewer good sites for buildings and roads, and added expense for fills and bridges. The large size of the site requires longer utility runs. On the other hand, the forest cover should minimize landscaping costs and the 2000 acres provide ample room for growth and protects the campus against future impaction.

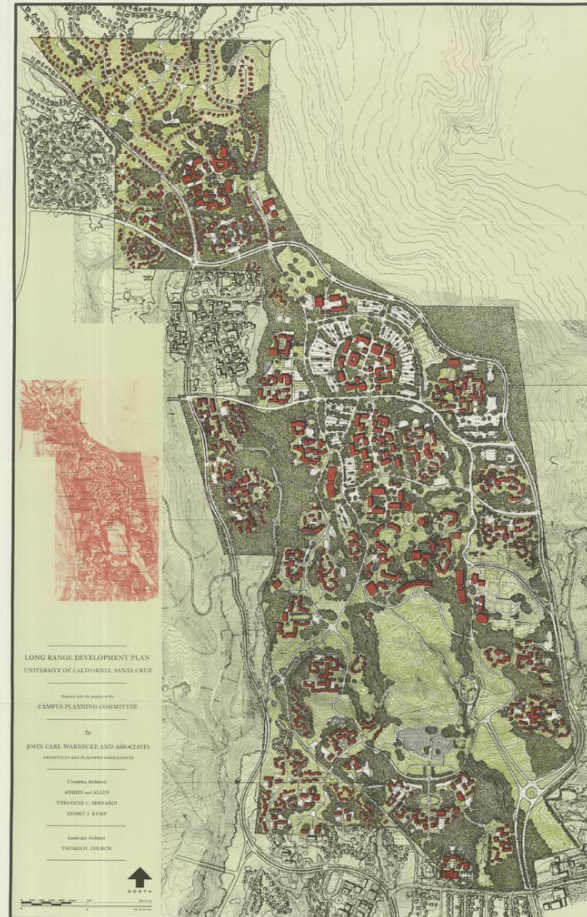
The Academic Plan confronted the physical planners with the problem of arranging facilities in such a way that undergraduates will feel they belong to a small community that combines learning and living, yet have available the superior resources of a large university, such as a central library, science laboratories, and cultural events.

Since both college and academic core buildings are being built one-by-one, initial experience will indicate which patterns and locations function best to serve the learning process. This Long Range Development Plan is "a guide to future development". We have tried to plan ahead with as much precision as possible, but the future is dimly seen at best, and changes undoubtedly will be made from time to time. We think the plan has elements of flexibility that will make it possible to adapt to changed conditions and to further refinement of program as better methods of imparting instruction are discovered.



Dean E. McHenry

UNIVERSITY OF CALIFORNIA — (Letterhead for interdepartmental use)



University of California, Santa Cruz

Campus Planning

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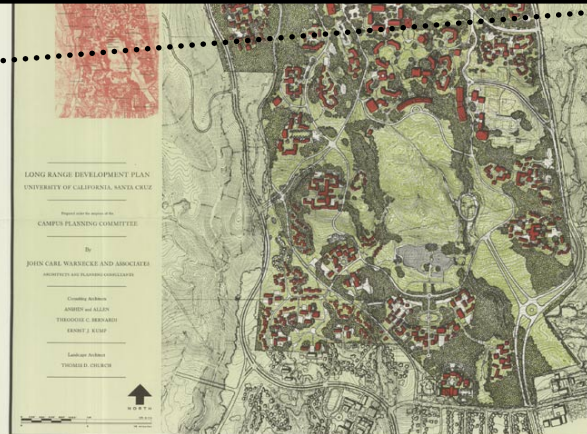
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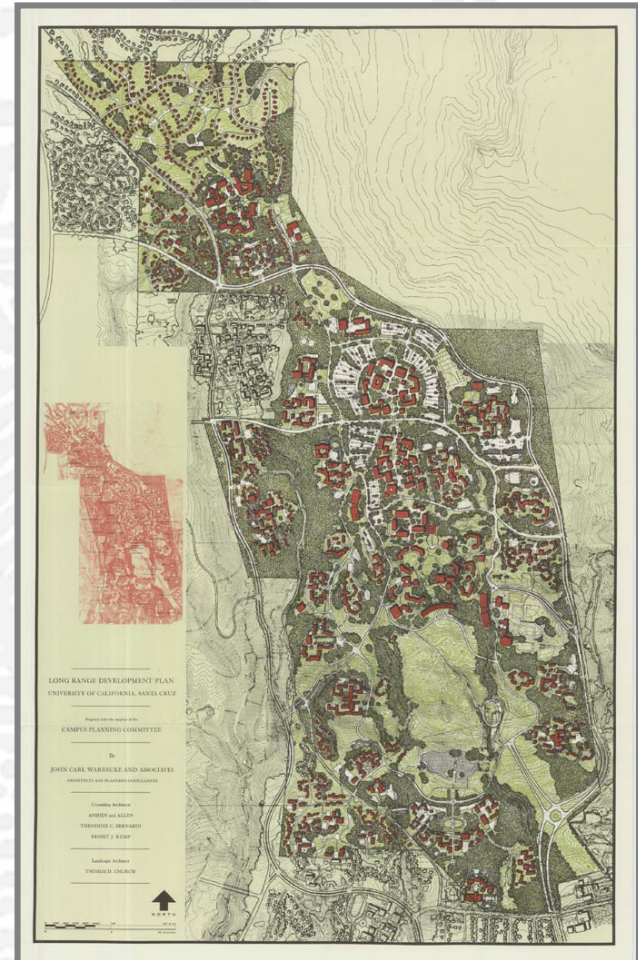
# UC Santa Cruz

## A unique academic plan....

"At Santa Cruz the intent is to combine the advantages of a small college with the facilities of a great University."

"This campus, because of its location, must provide more than the usual amount of residential space."

1963 Long Range  
Development Plan



# The Building of UC Santa Cruz

academic communities  
with distinct identities  
architectural variety  
a series of  
informal clusters



varied and imaginative  
architecture  
sunny and surprising places in  
the forest  
site specific  
designs





# UC Santa Cruz Architecture....



**Stevenson College, 1966**  
Joseph Esherick and  
Associates

“... must grow out of  
the problems,  
restrictions, and  
potentialities of the site .  
...”

“The general effect ...  
must be one of sensitive  
collaboration between the  
designer and this  
spectacular environment  
....”

1963 LRDP



# UC Santa Cruz Architecture....



**College Ten 2002**  
Esherick Homsey Dodge and  
Davis

“ . . . must grow out of  
the problems,  
restrictions, and  
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.. ”

“The general effect ...  
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1963 LRDP





# "The site demands unique attention..."

The Ansel Adams photographs from 1962 through 1966 used in this presentation are housed in the Sweeney/Rubin Ansel Adams Fiat Lux Collection at the University of California, Riverside's California Museum of Photography and are used with their generous permission.



Photographer Ansel Adams:  
"... whatever is done to  
'clear' the land should  
be done with the  
utmost restraint..."



# **“The site demands unique attention...”**



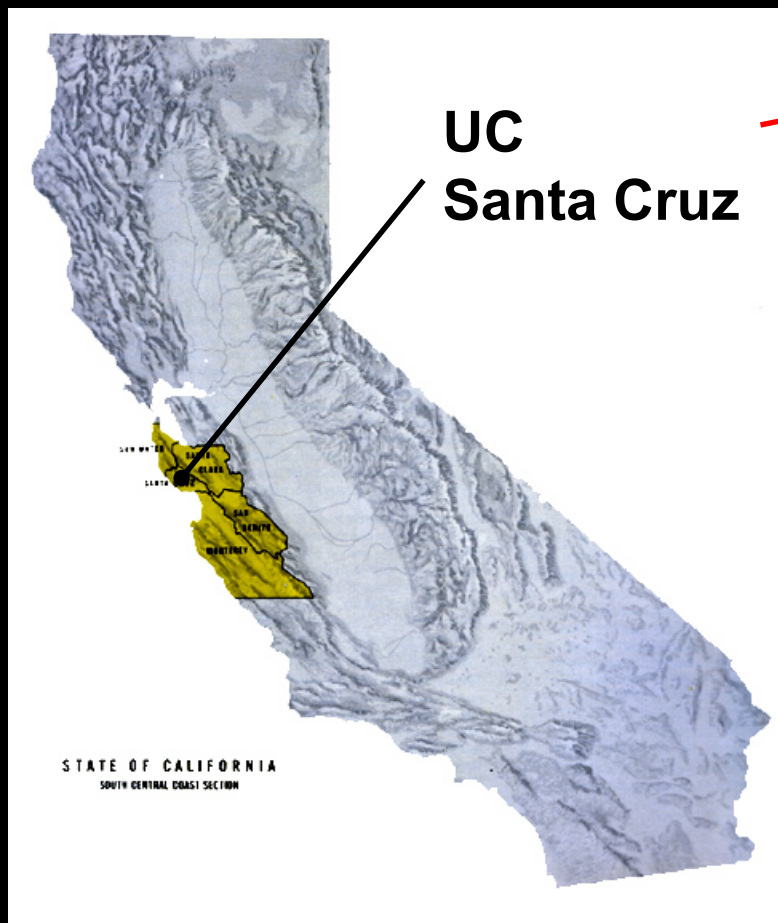
“...Everyone who saw it during the planning stage was awed and impressed by the need to keep it as unspoiled as possible.”





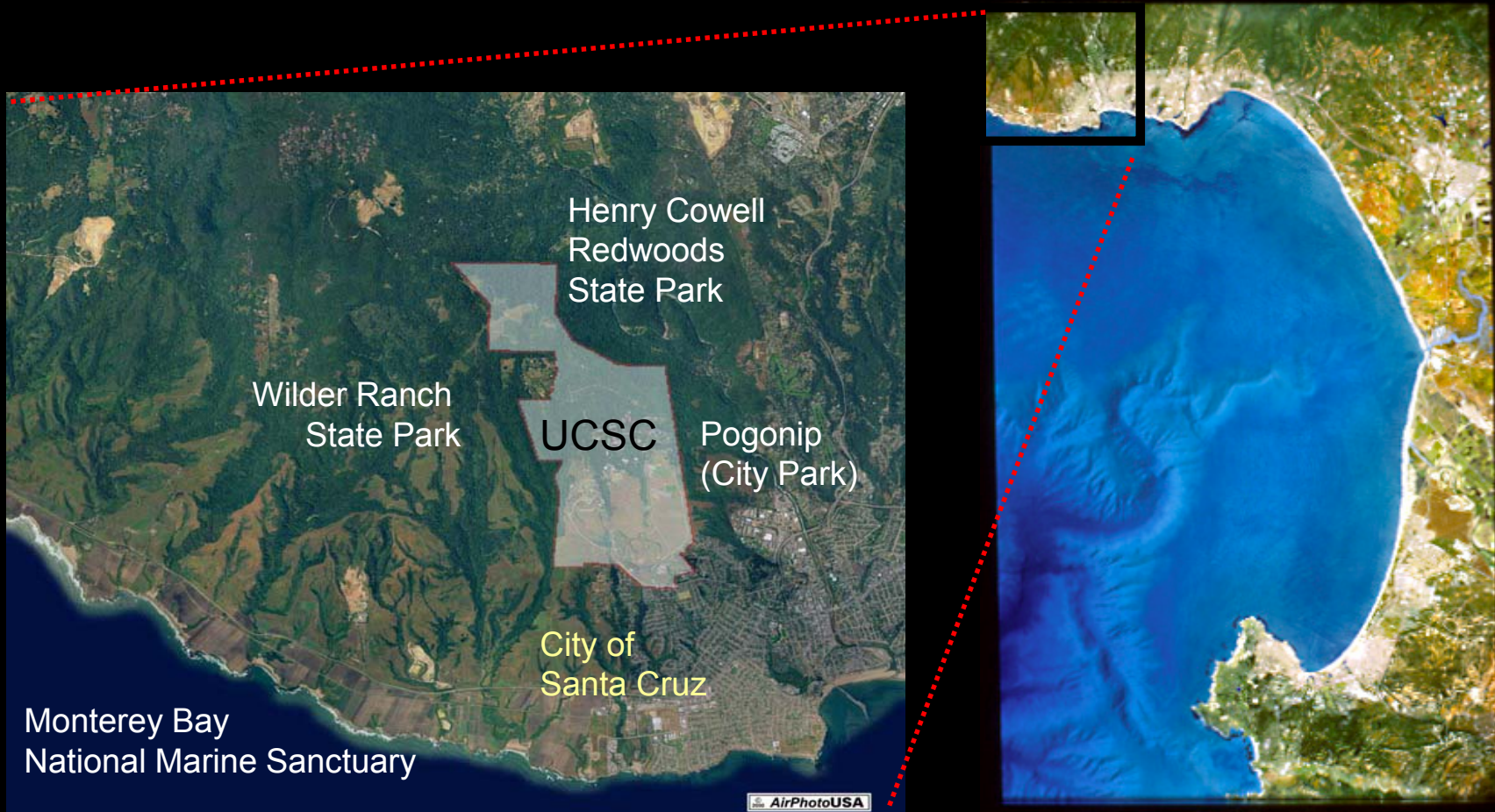


# Geographical Setting





# Geographical Setting



# Geographical Setting

- marine terraces





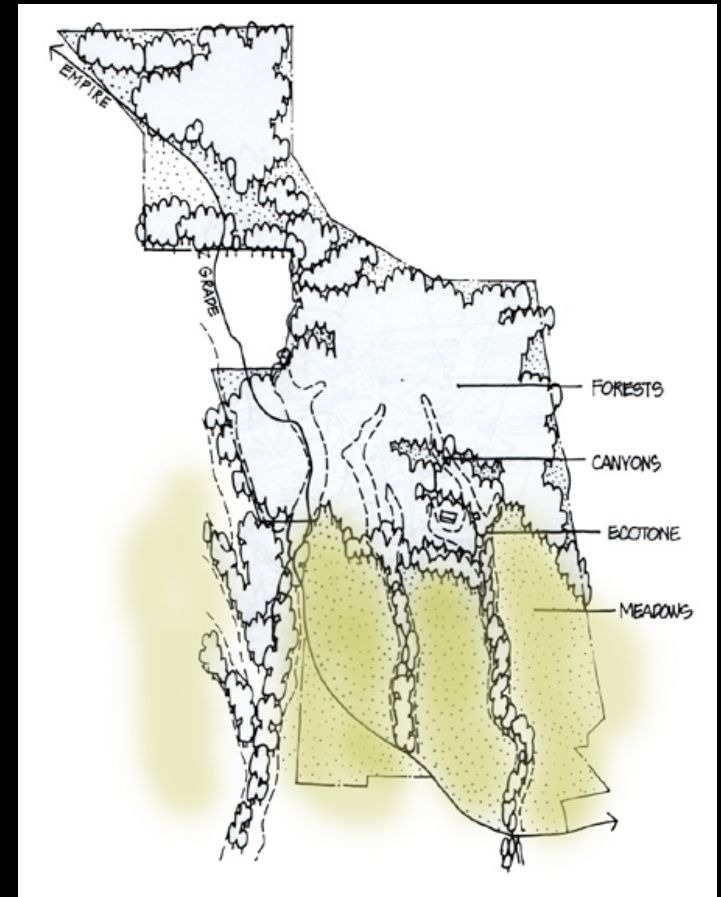
# Geographical Setting

- marine terraces



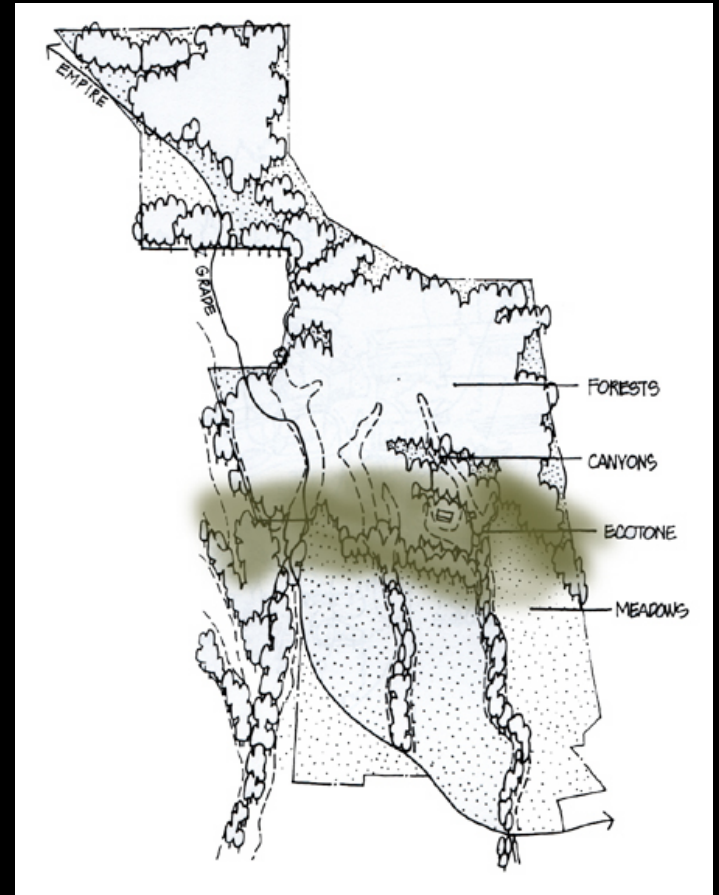
# Vegetation Zones

meadow • forest edge • forest •  
ravine



# Vegetation Zones

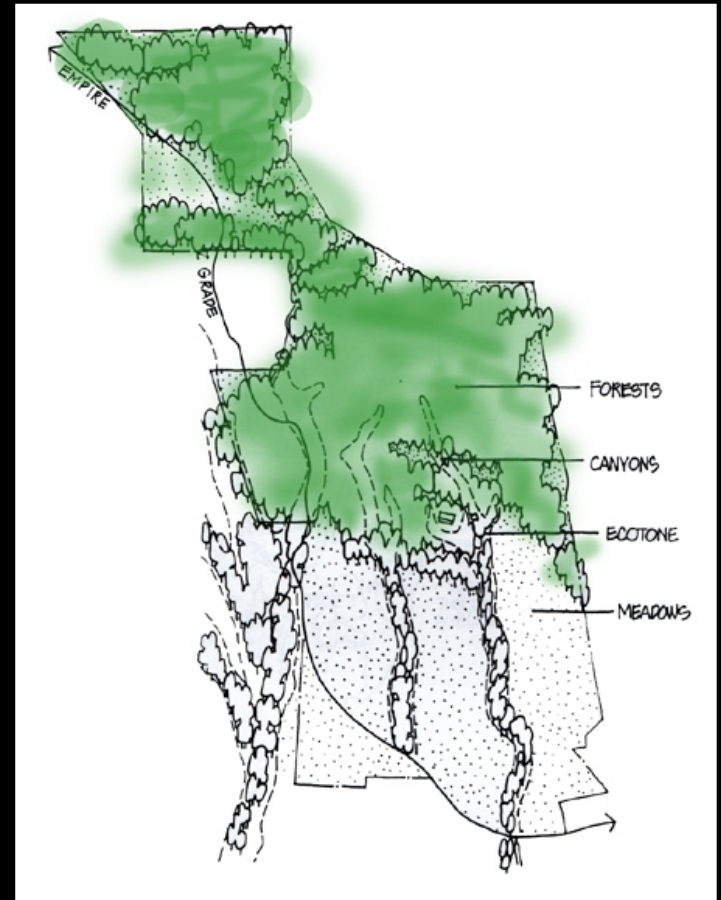
meadow • forest edge • forest •  
ravine





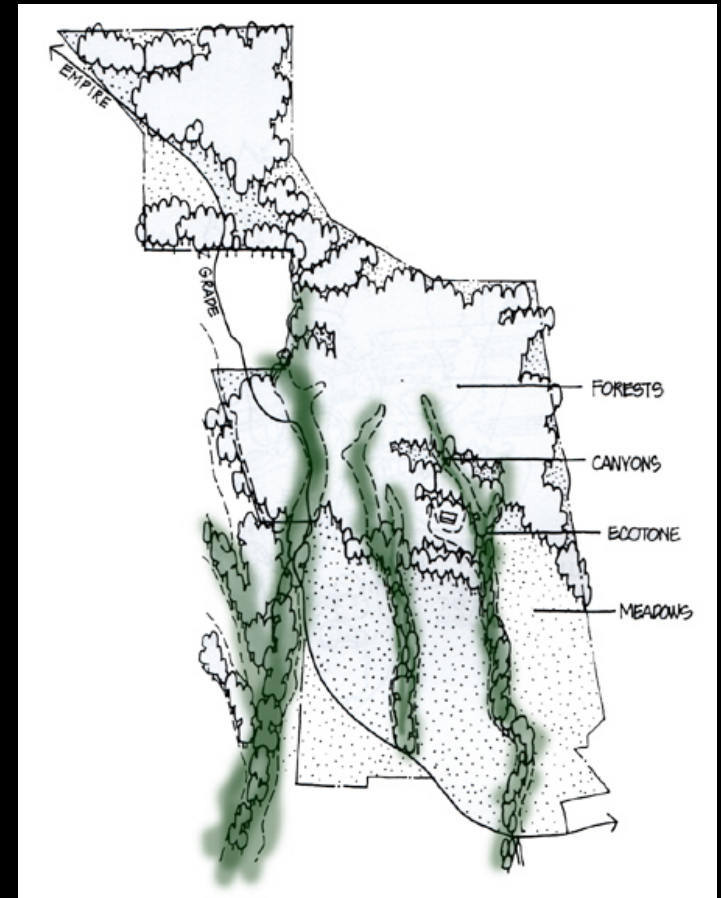
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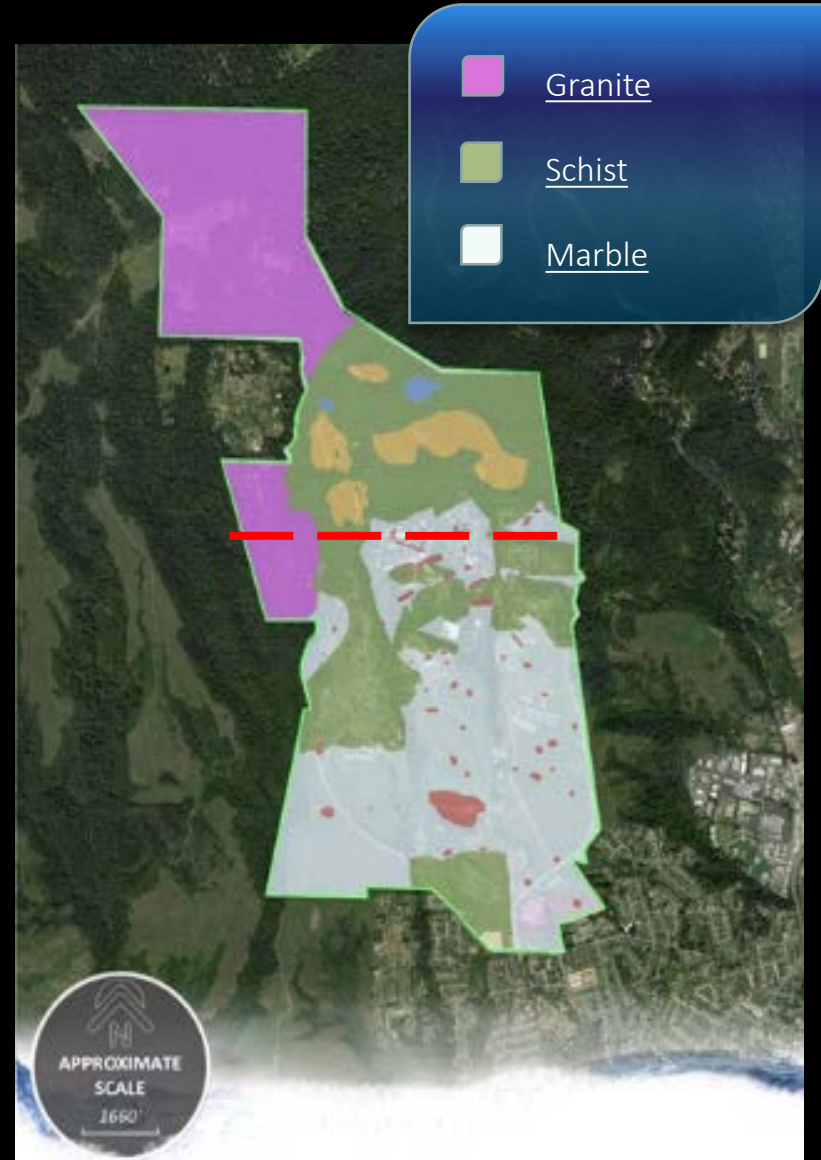
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ravine



# Campus Geology

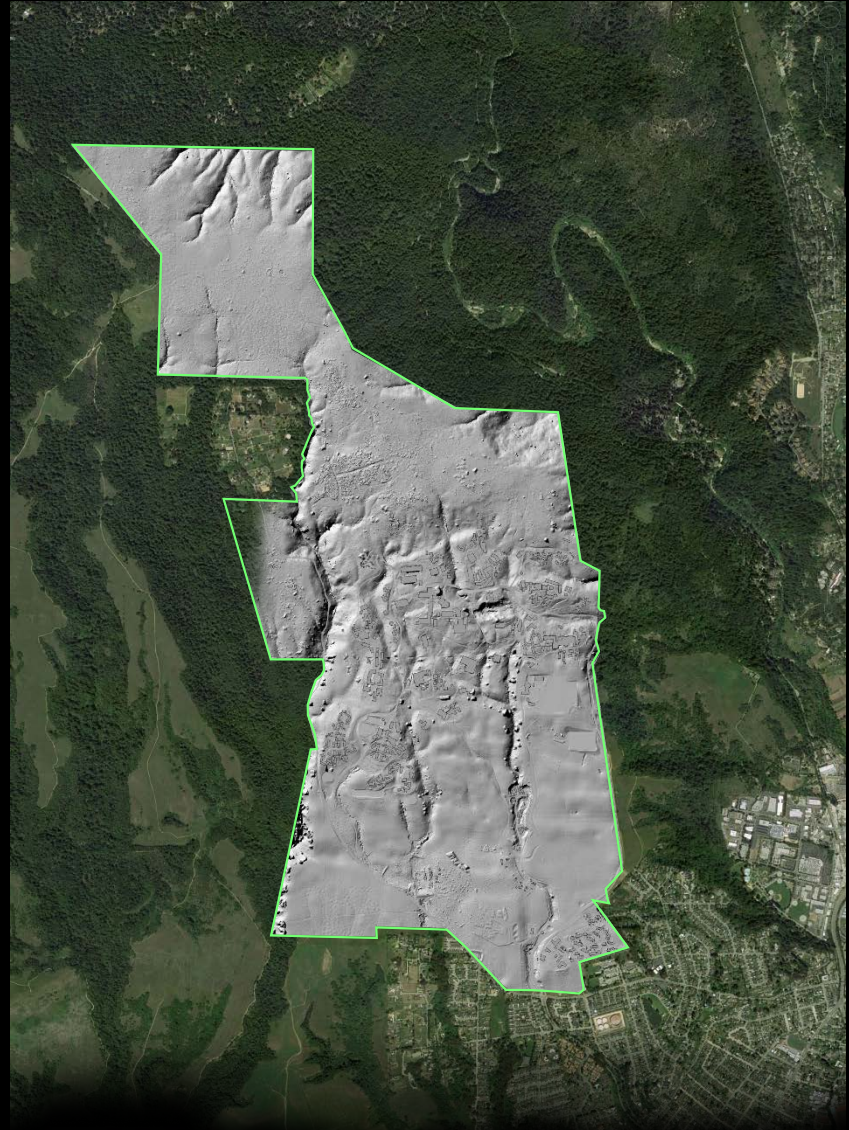
- **Upper/north campus (generally north of McLaughlin Dr.)**
  - Shallow water bearing zones of moderate permeability.
  - Erosion potential high to moderate
- **Central/lower campus (generally south of McLaughlin Dr.)**
  - Marble and schist - schist decreasing in thickness towards southern campus.
  - Marble has solution widened fractures, voids and caverns.





# Campus Geology

- **Karst terrain observed on central/lower campus**
  - Two major north-south trending fractures/faults - Jordan Gulch and Moore Creek water courses.



# Campus Geology

- **Karst terrain observed on central/lower campus**
  - Two major north-south trending fractures/faults - Jordan Gulch and Moore Creek.
  - Numerous closed surface depressions/sinkholes.

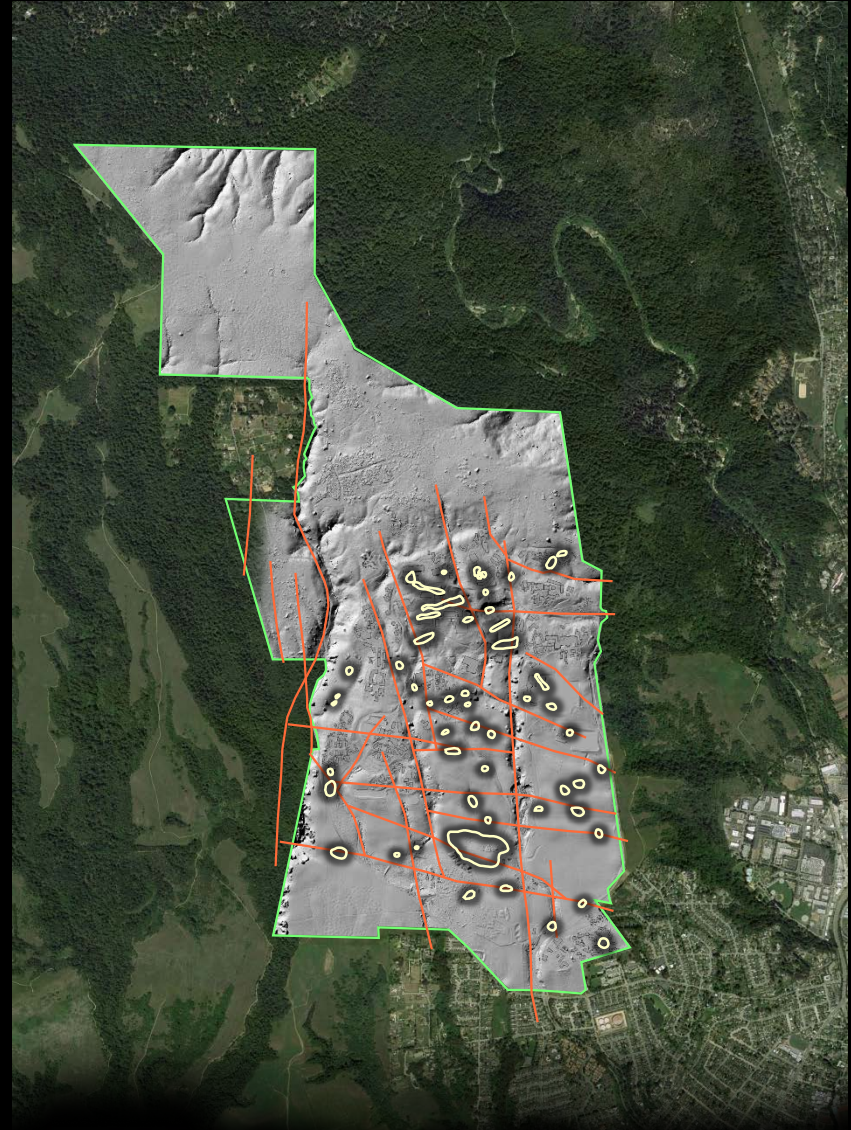




# Campus Geology

- **Karst terrain observed on central/lower campus**

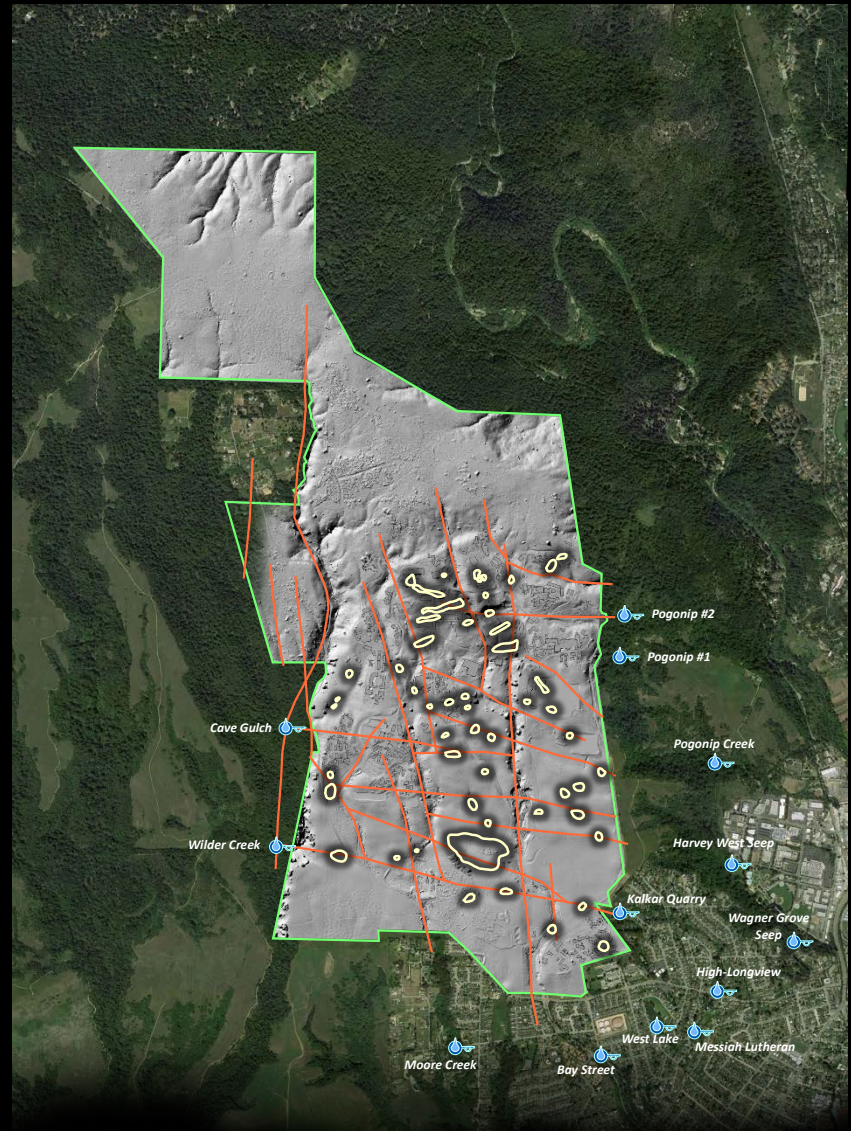
- Two major north-south trending fractures/faults - Jordan Gulch and Moore Creek water courses.
- Numerous closed surface depressions/sinkholes.
- Lineation of karst features reveal relatively narrow fracture controlled dissolution channels in the marble bedrock.



# Campus Geology

- **Springs**

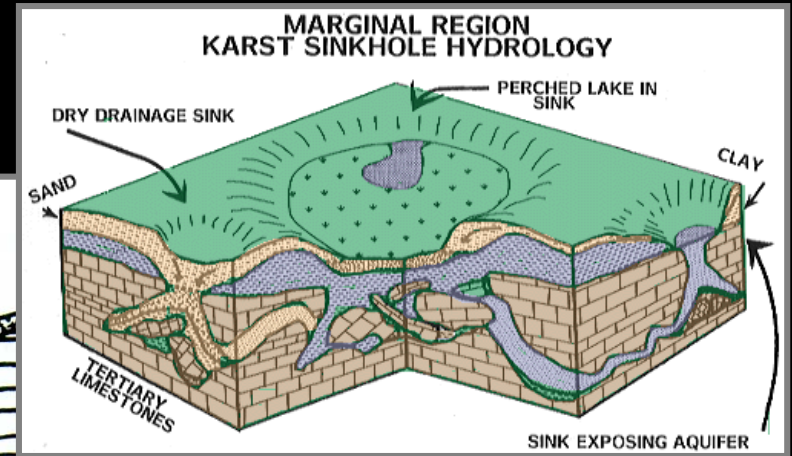
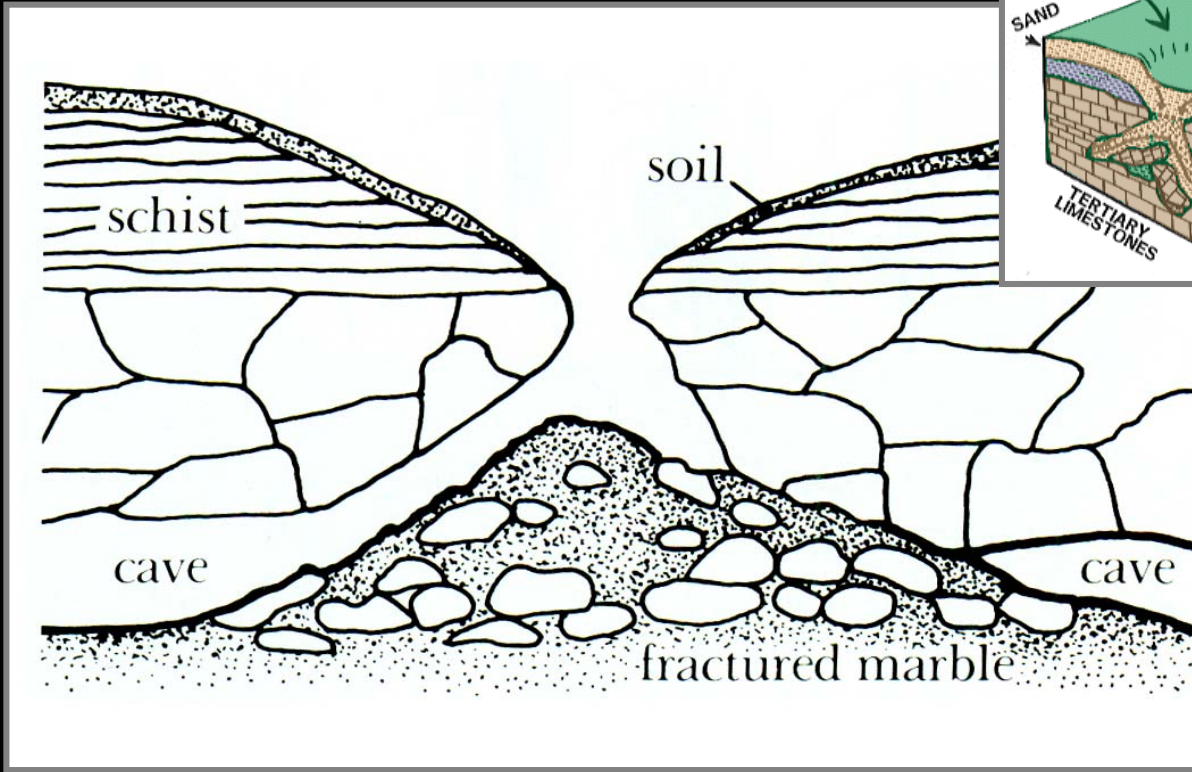
- Precipitation runoff is captured, transmitted to the karst aquifer, stored and transmitted via solution channels and caves, and discharged via springs at the base of campus.
- Thirteen recognized springs, seeps or spring fed streams that outcrop around the base of campus



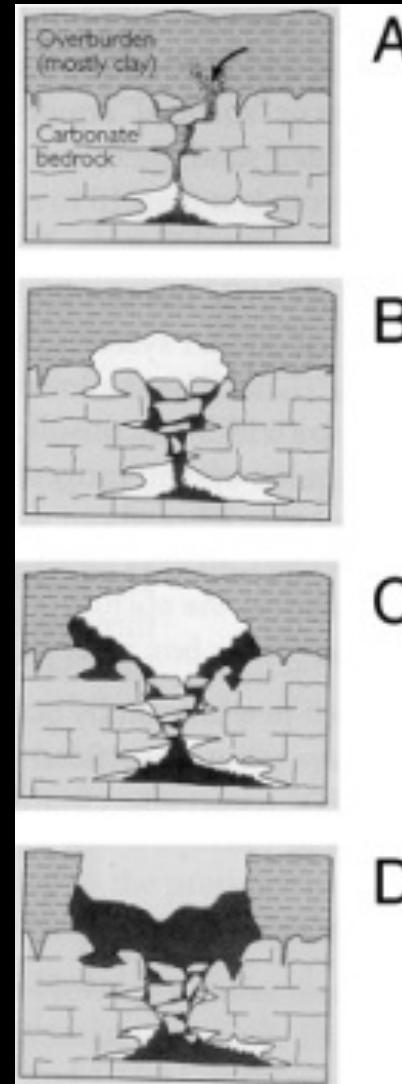
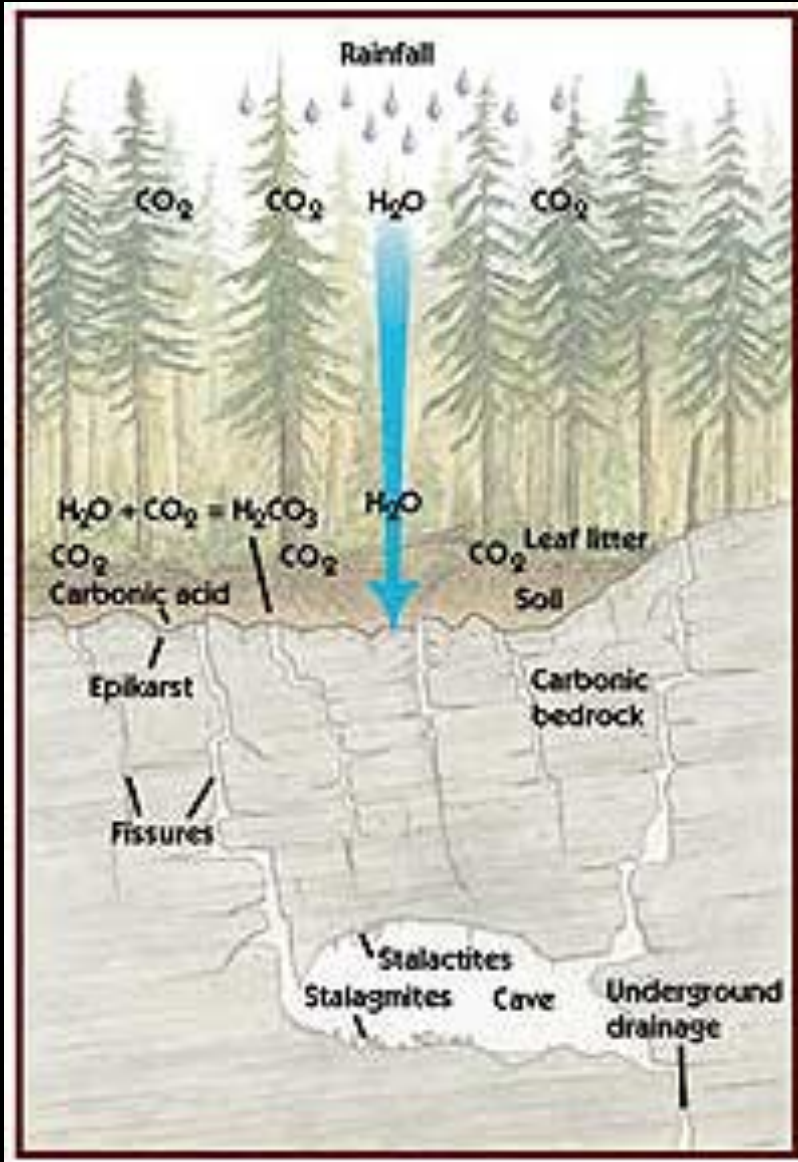


# Karst Geology

## Sinkhole formation



# Karst Geology



- Precipitation runoff interacts with organic surface materials to create a weak carbonic acid that slowly dissolves carbonate bedrock along preferential pathways such as faults, fractures and/or joints.

Evolution of Carbonic (marble) Bedrock



# Karst Geology

Solution widened voids near the surface can eventually collapse creating sinkholes or closed depressions.

Captured groundwater through complex network of solution channels can create larger subsurface caverns.



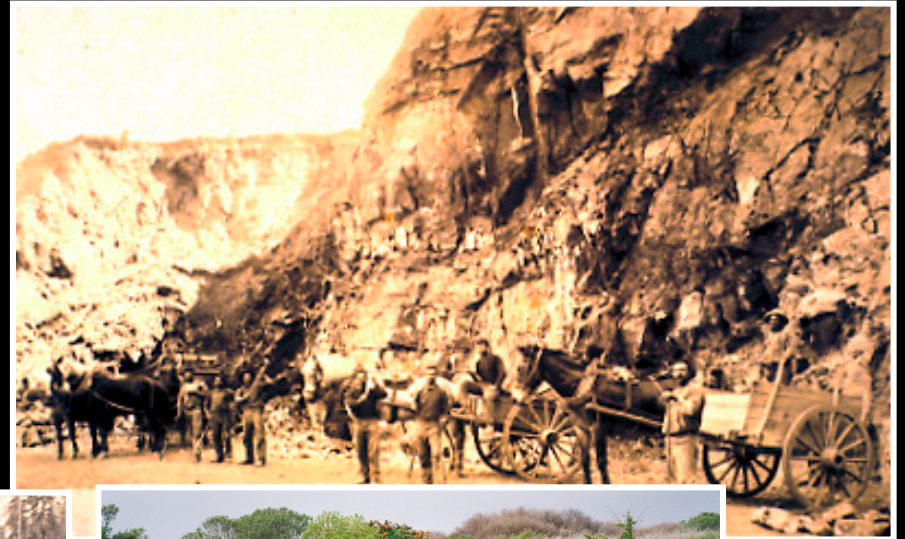
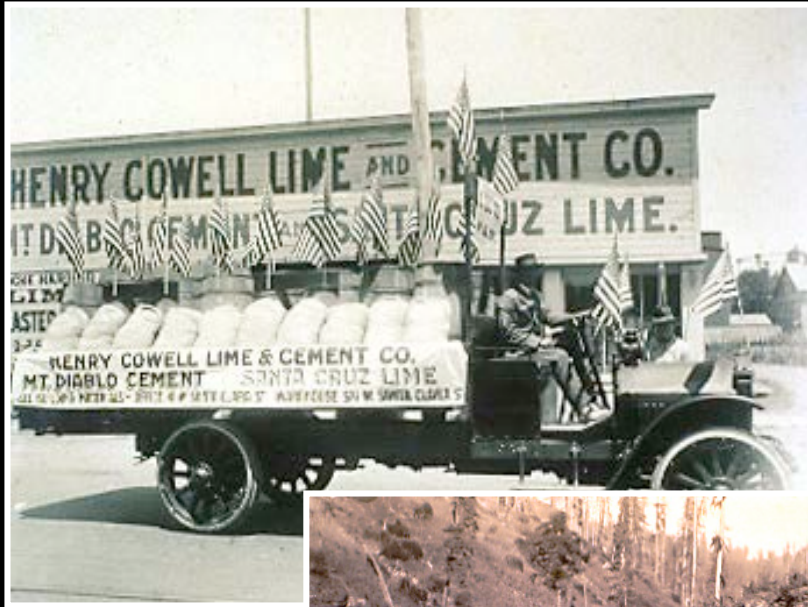


# Karst Geology





# The Cowell Ranch - the California Lime Industry



# Species Diversity



Ohlone tiger beetle  
(*Cicindela ohlone*)



California red-legged frog  
(*Rana aurora draytonii*)



# Species Diversity

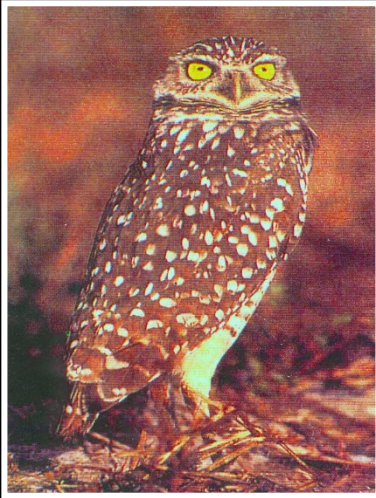


yampah



pseudo-  
scorpion

burrowing  
owl



cave  
spider





# The University Arrives...

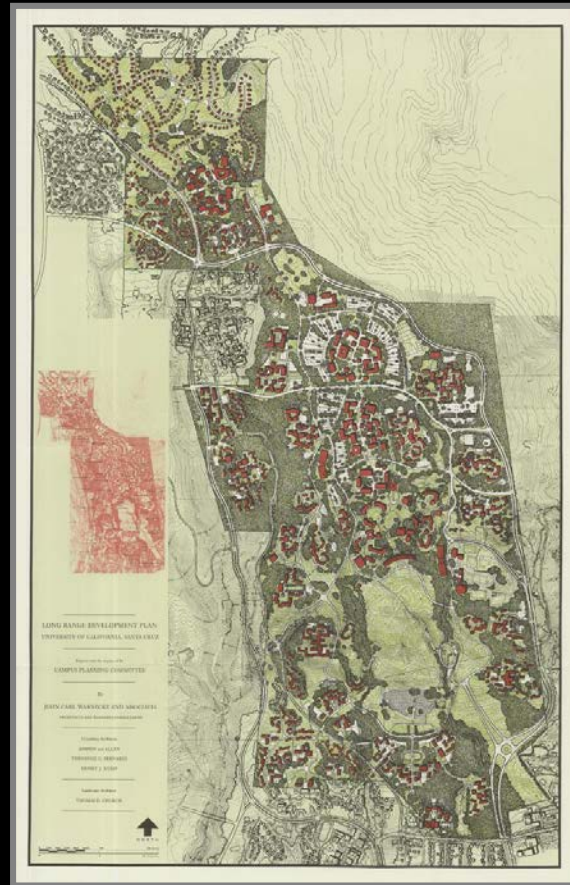


# **“Begin as you mean to continue...”: 1963 LRDP’s Long-Lasting Decisions**

main campus at  
center of site  
preservation of  
meadows

campus core  
surrounded by  
residential colleges

individually sited  
buildings &  
complexes



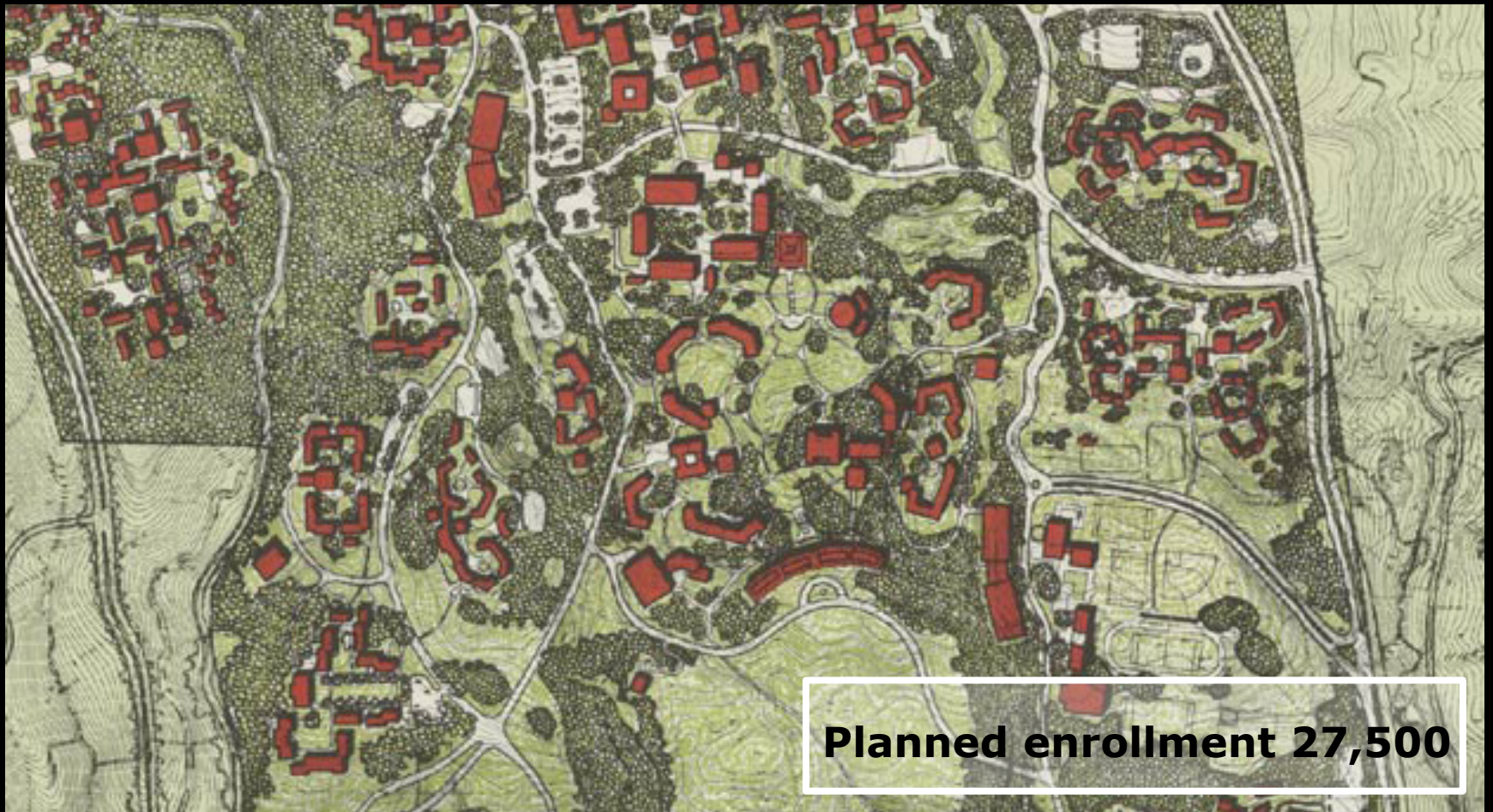
# UC Santa Cruz Development

## MARCH THROUGH TIME





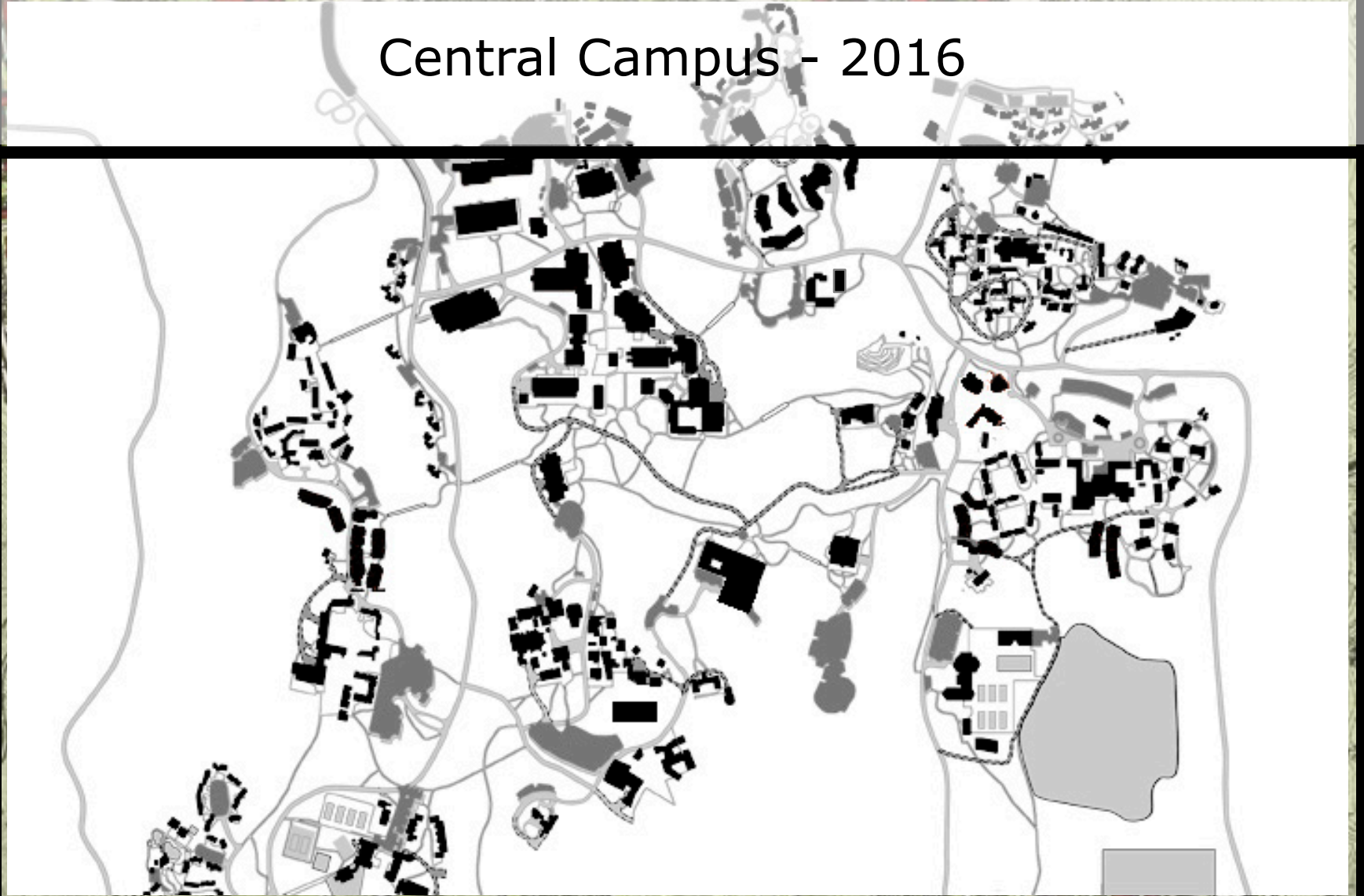
## Central Campus - 1963 LRDP



**Planned enrollment 27,500**



## Central Campus - 2016





1965





1966



1967



1968





1969



1970

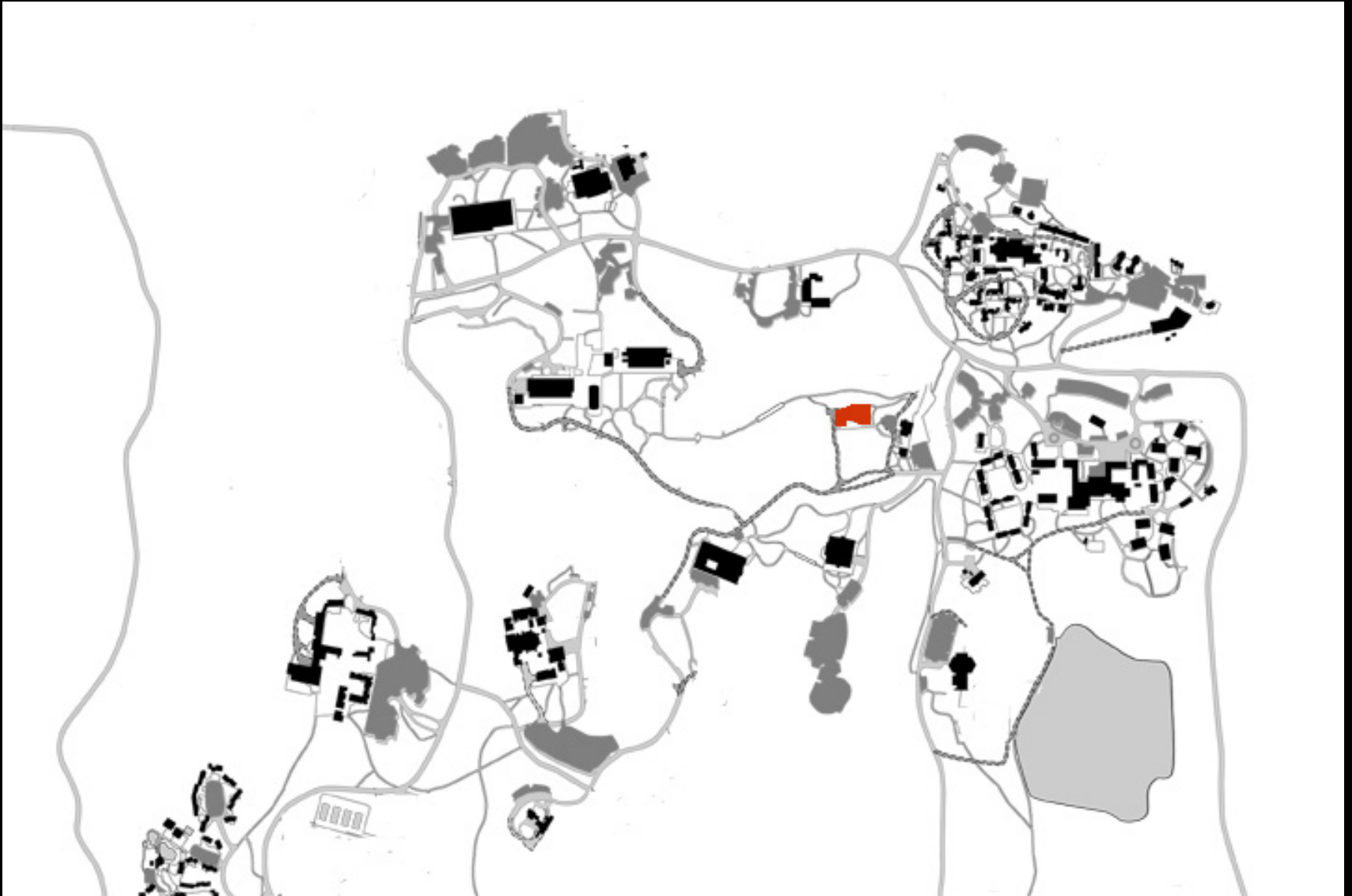


1971





1972



1973

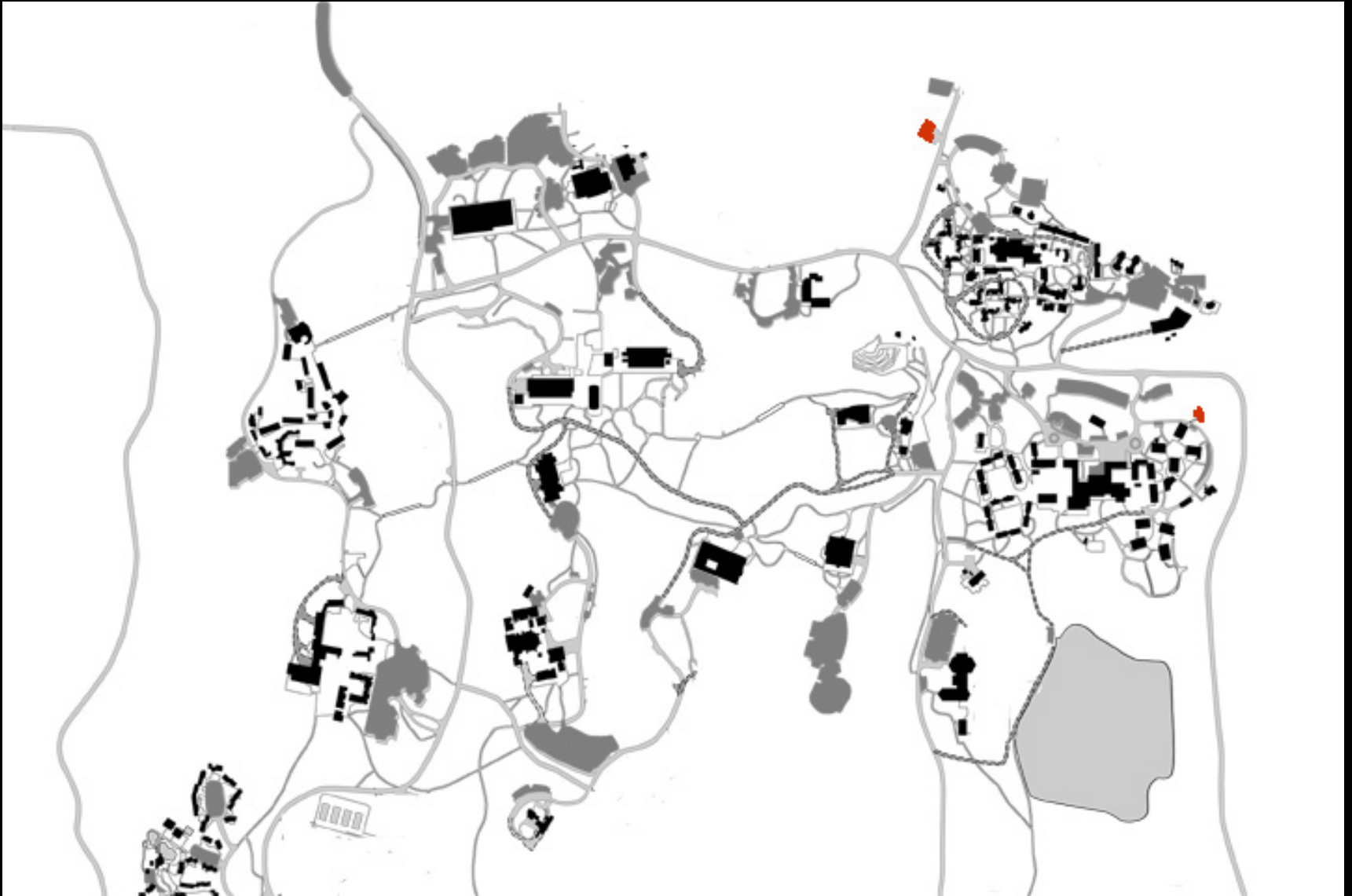


1974





1975



1976



1977

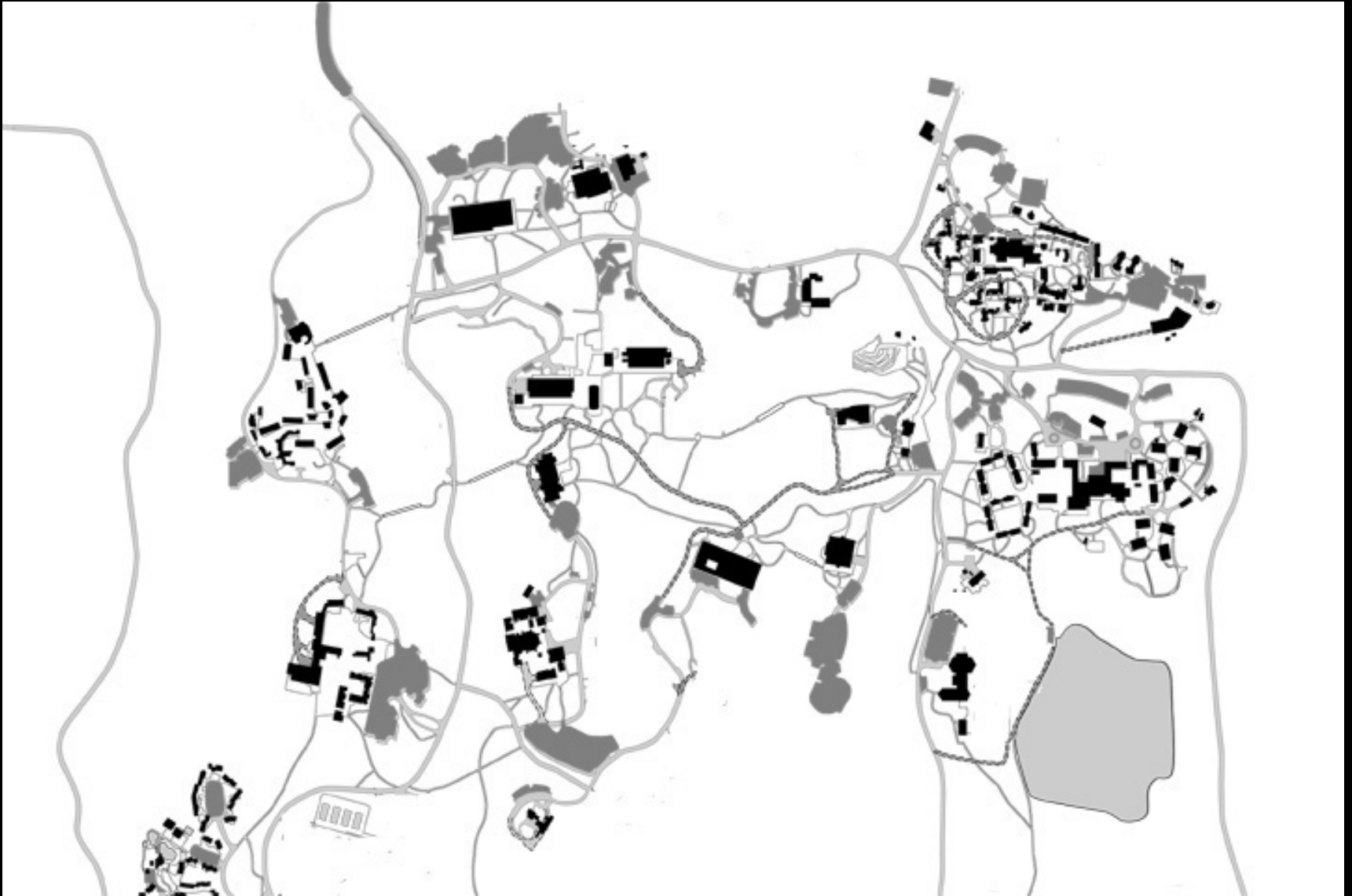




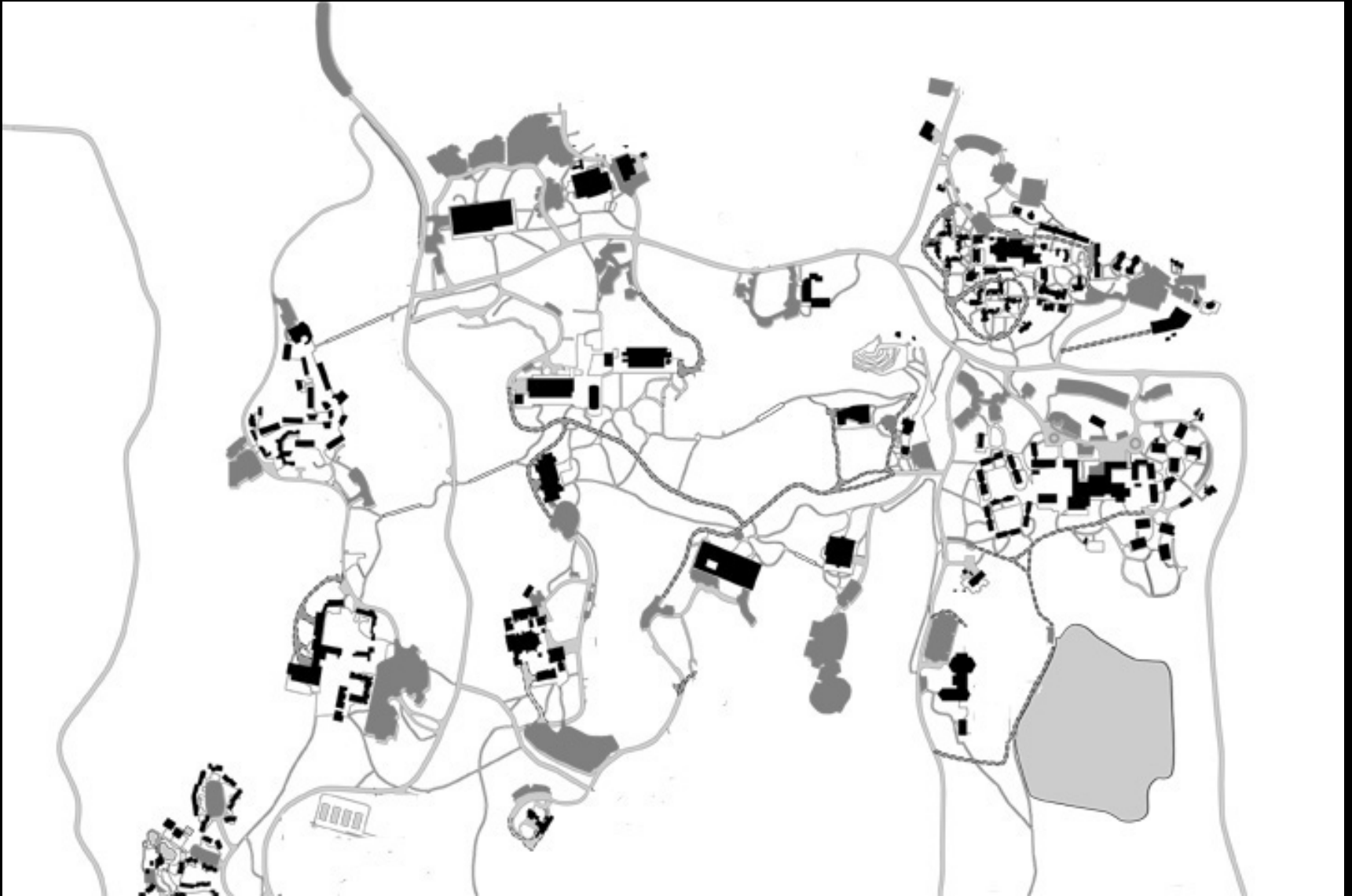
1978



1979



1980





1981



1982



1983





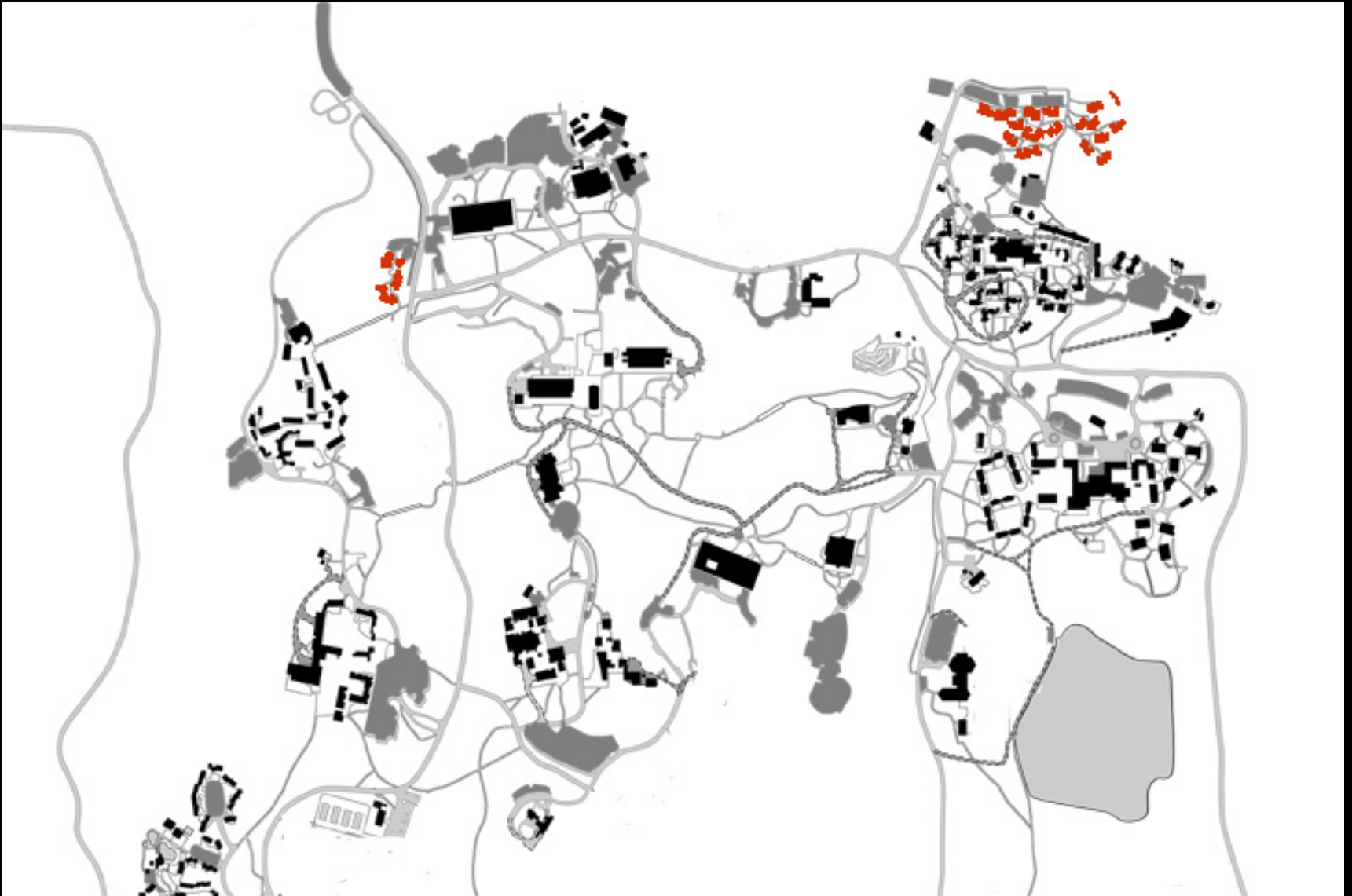
1984



1985

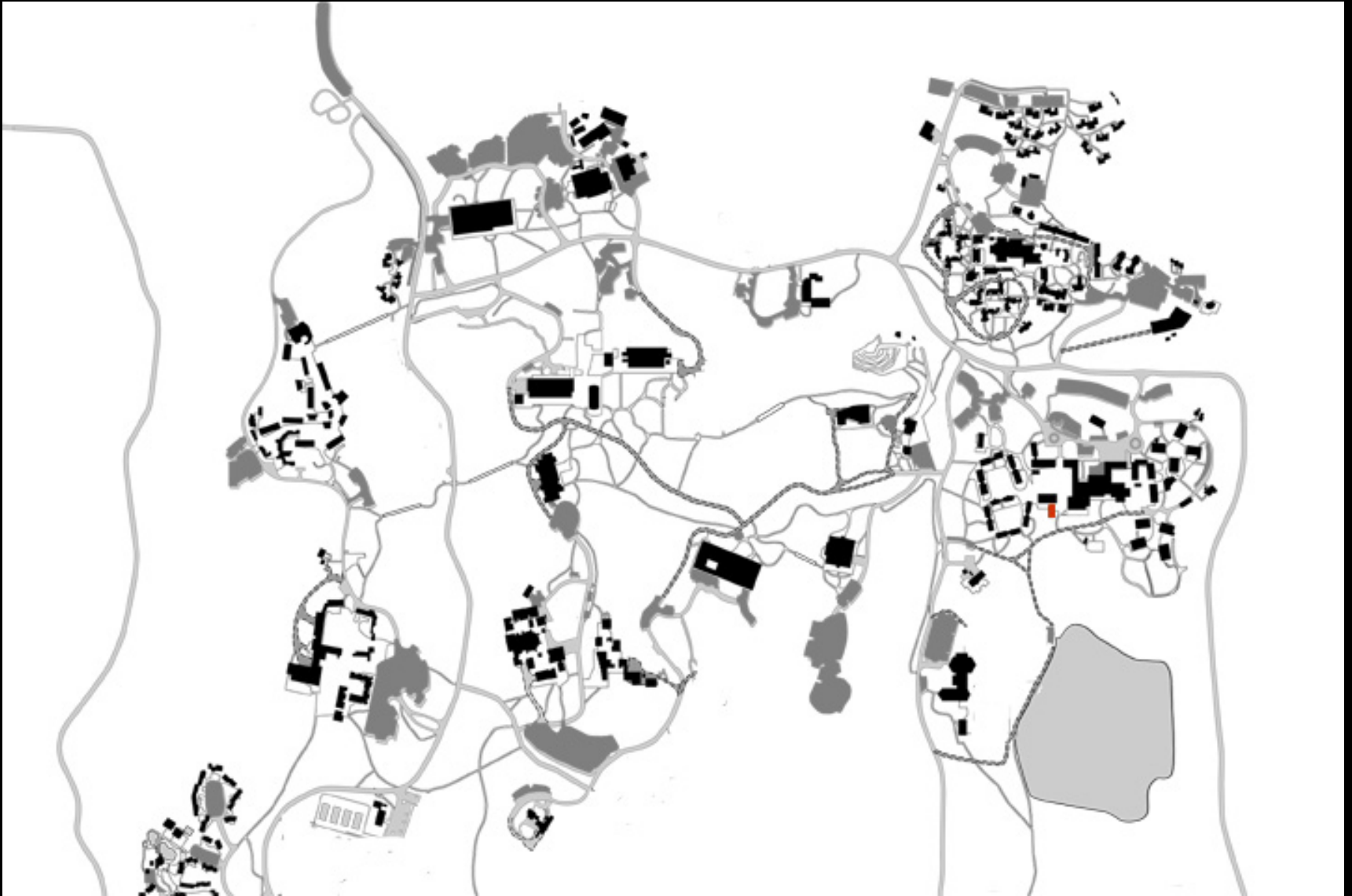


1986





1987



1988



1989





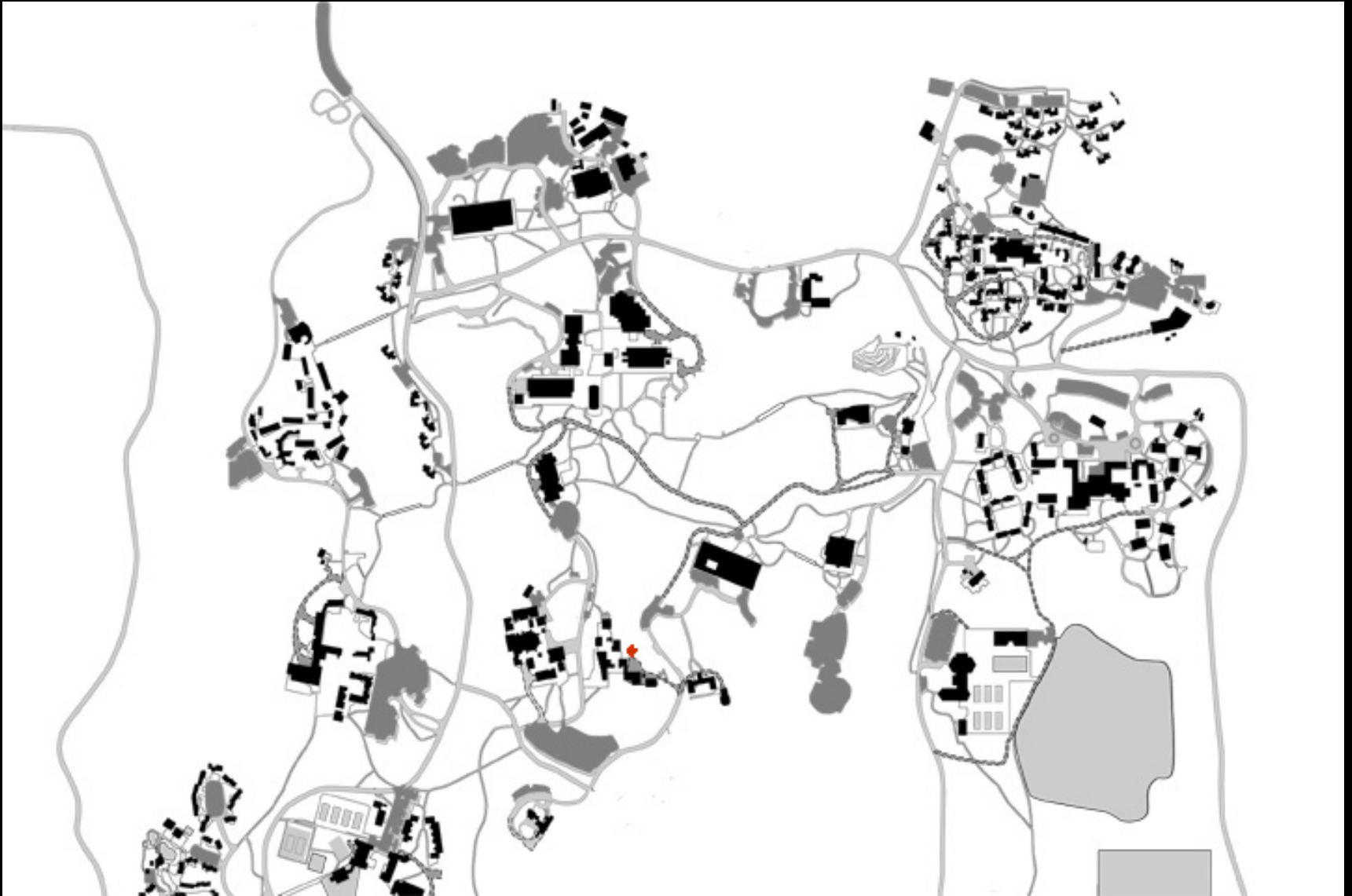
1990



1991

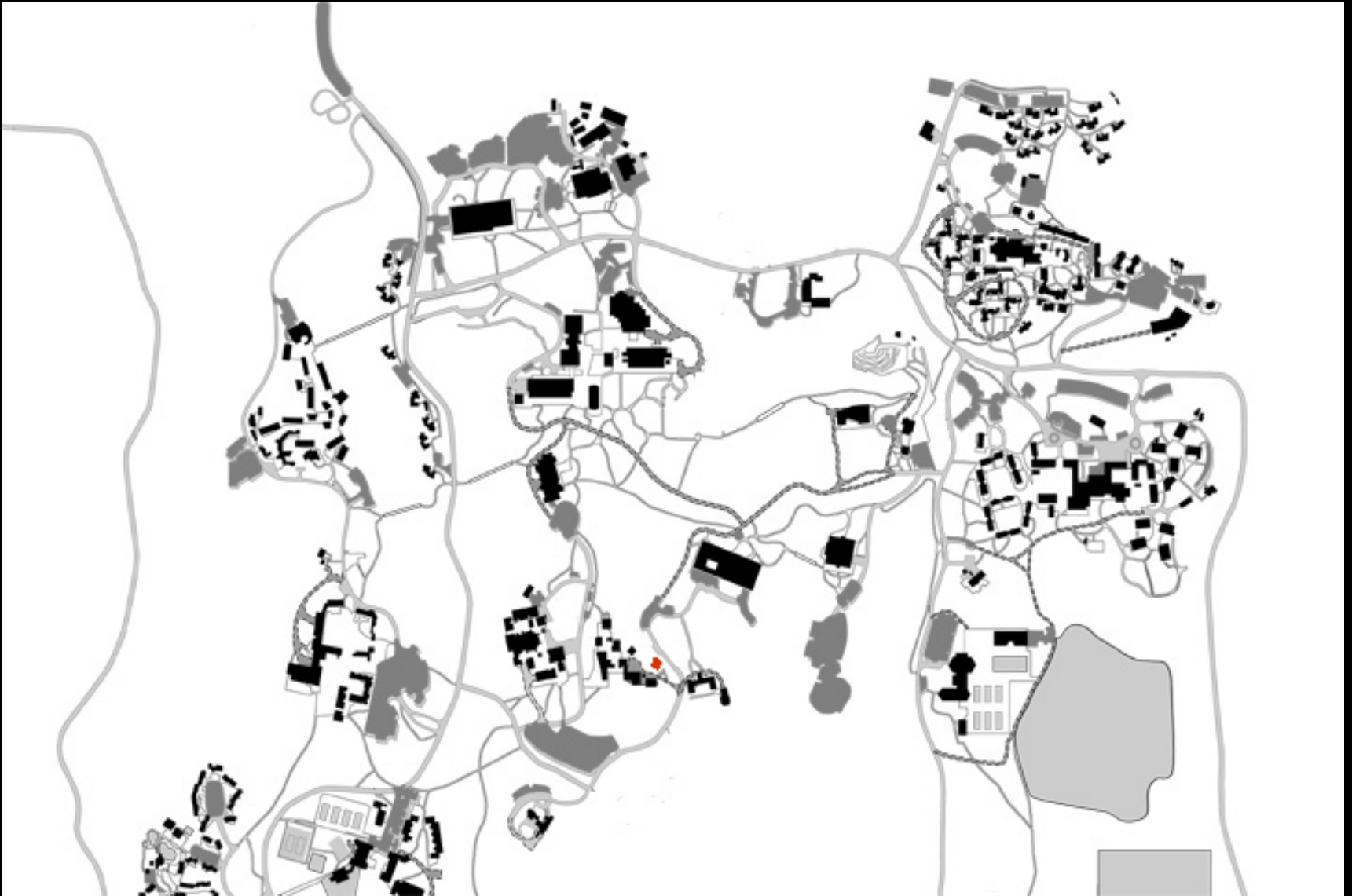


1992





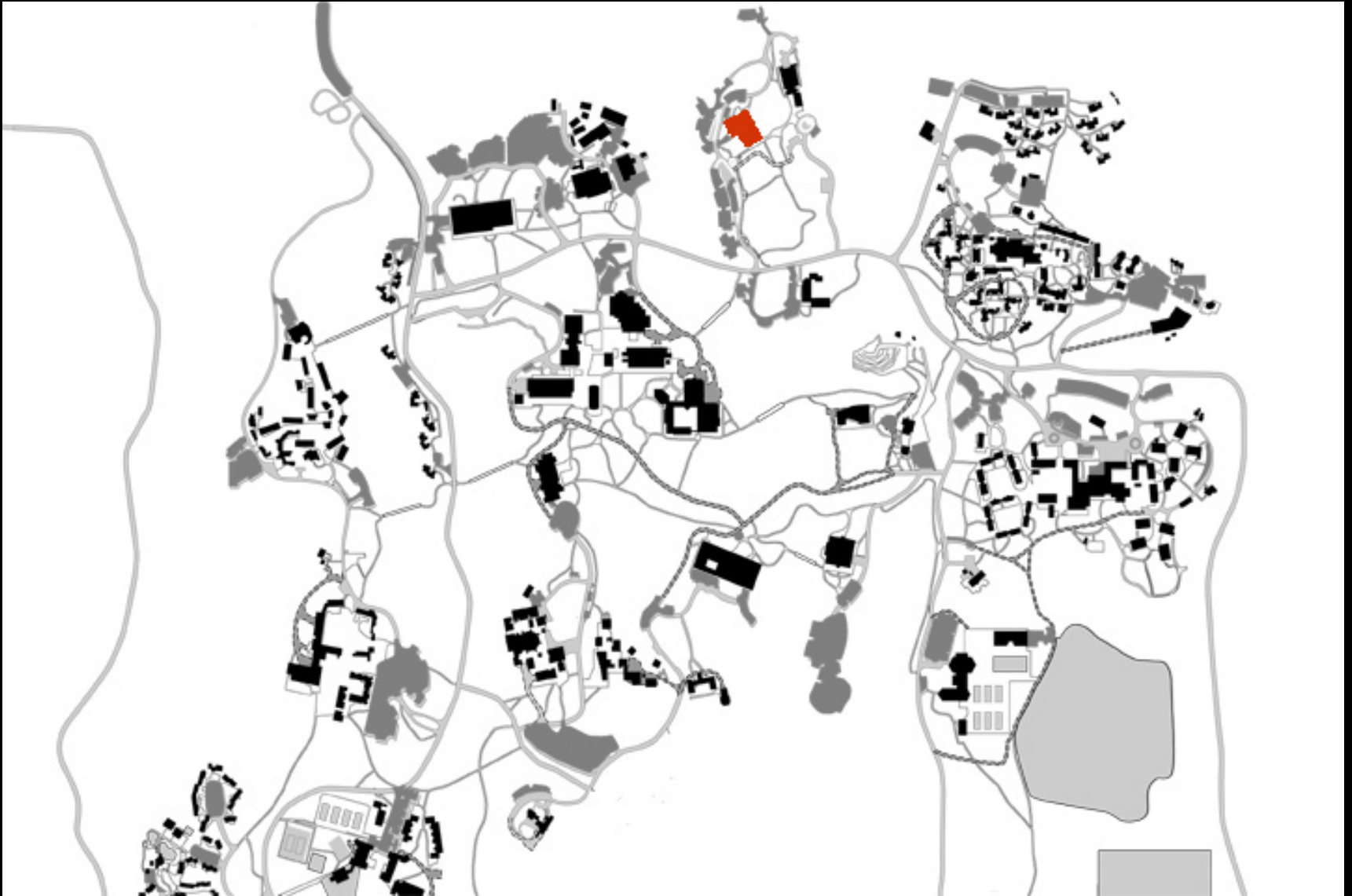
1993



1994



1995

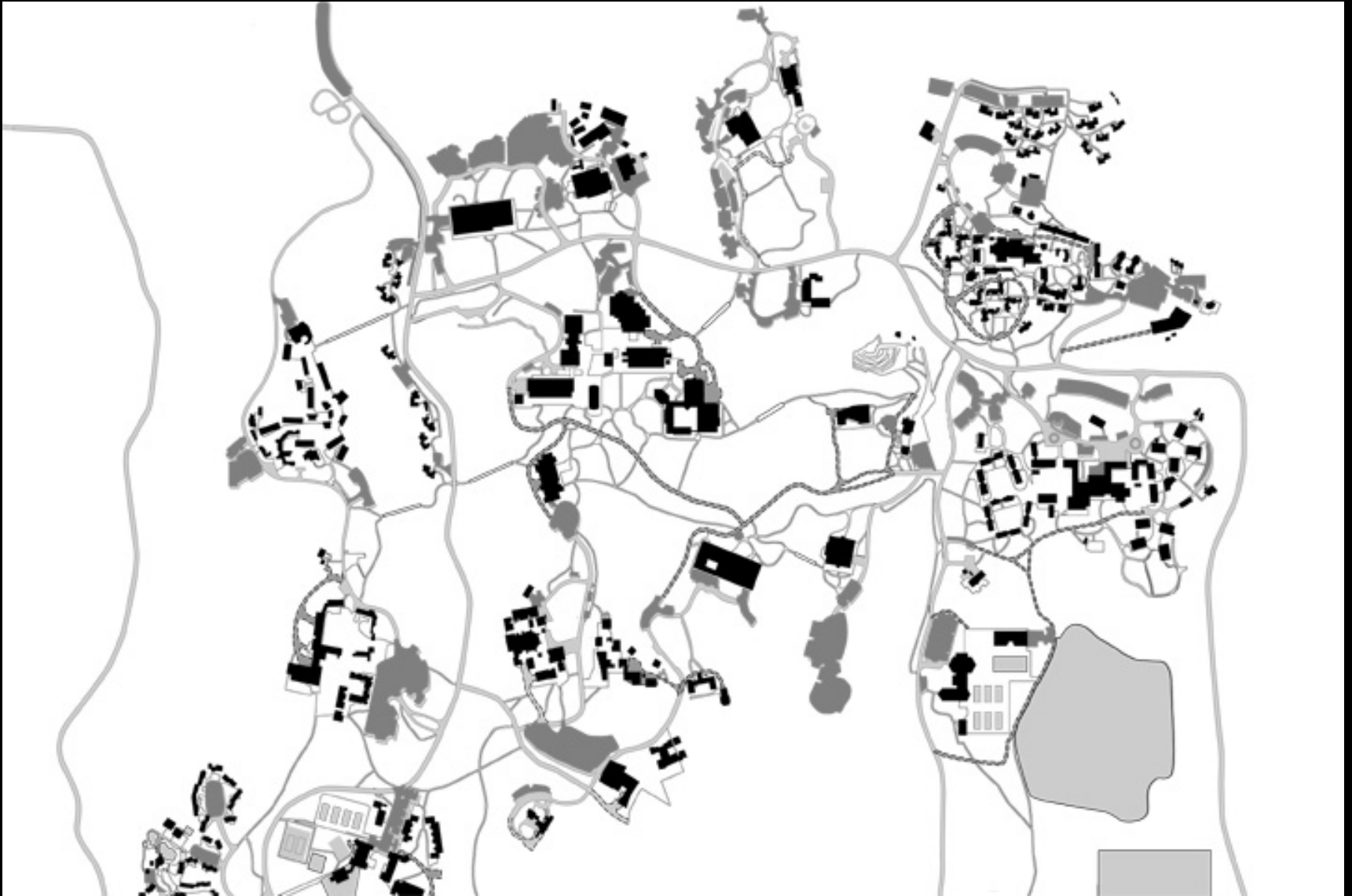




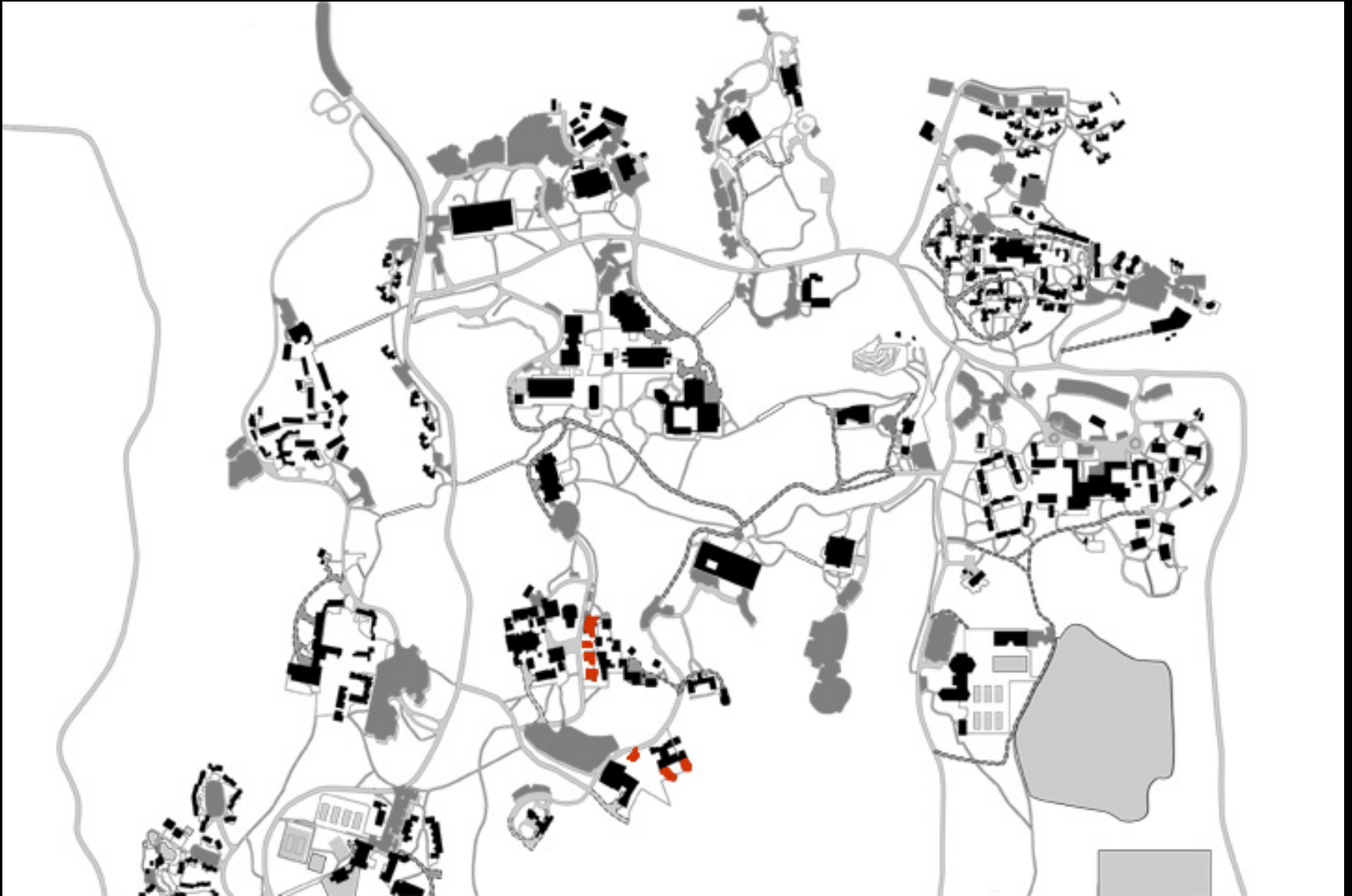
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1997

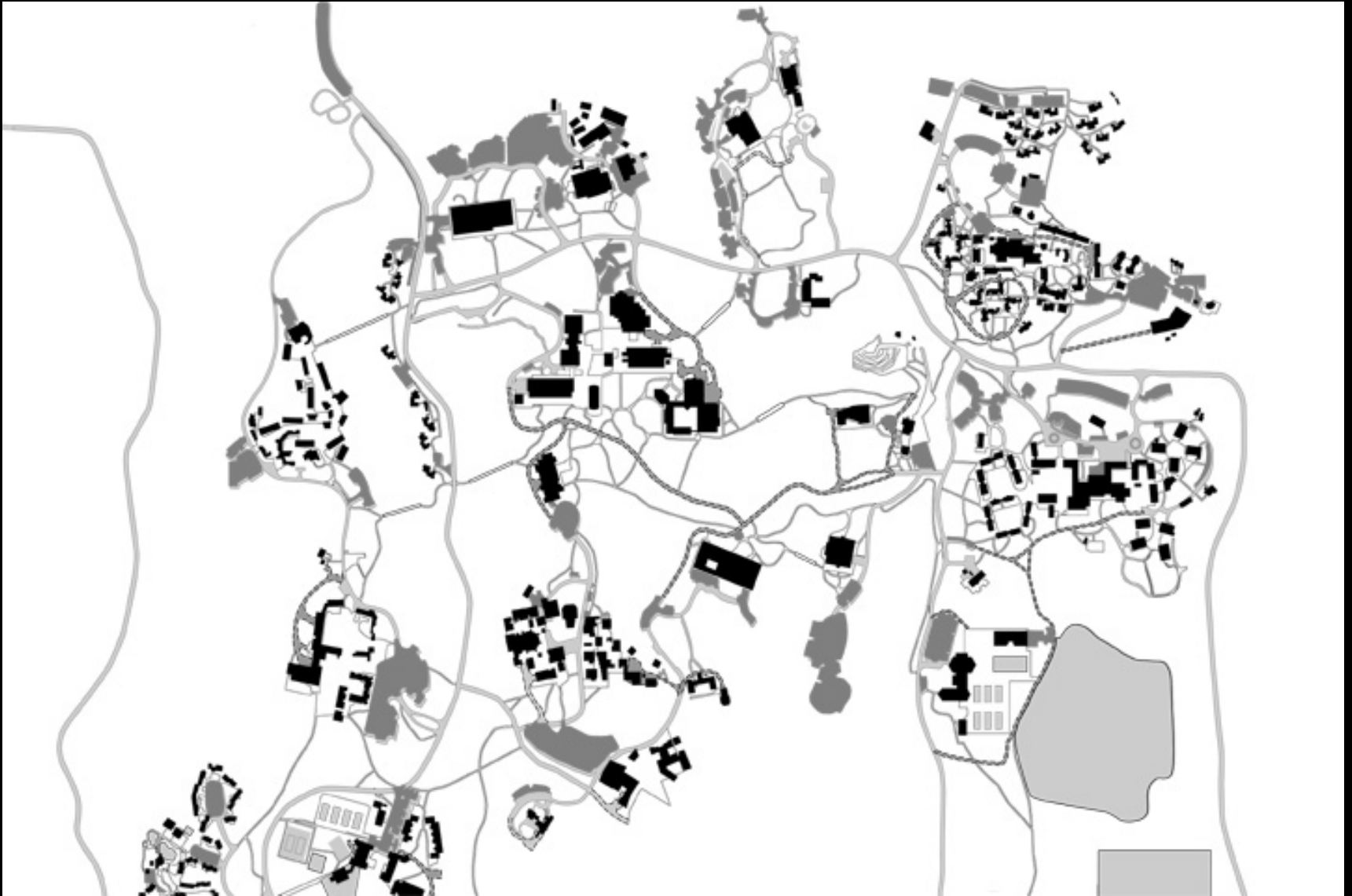


1998





1999



2000

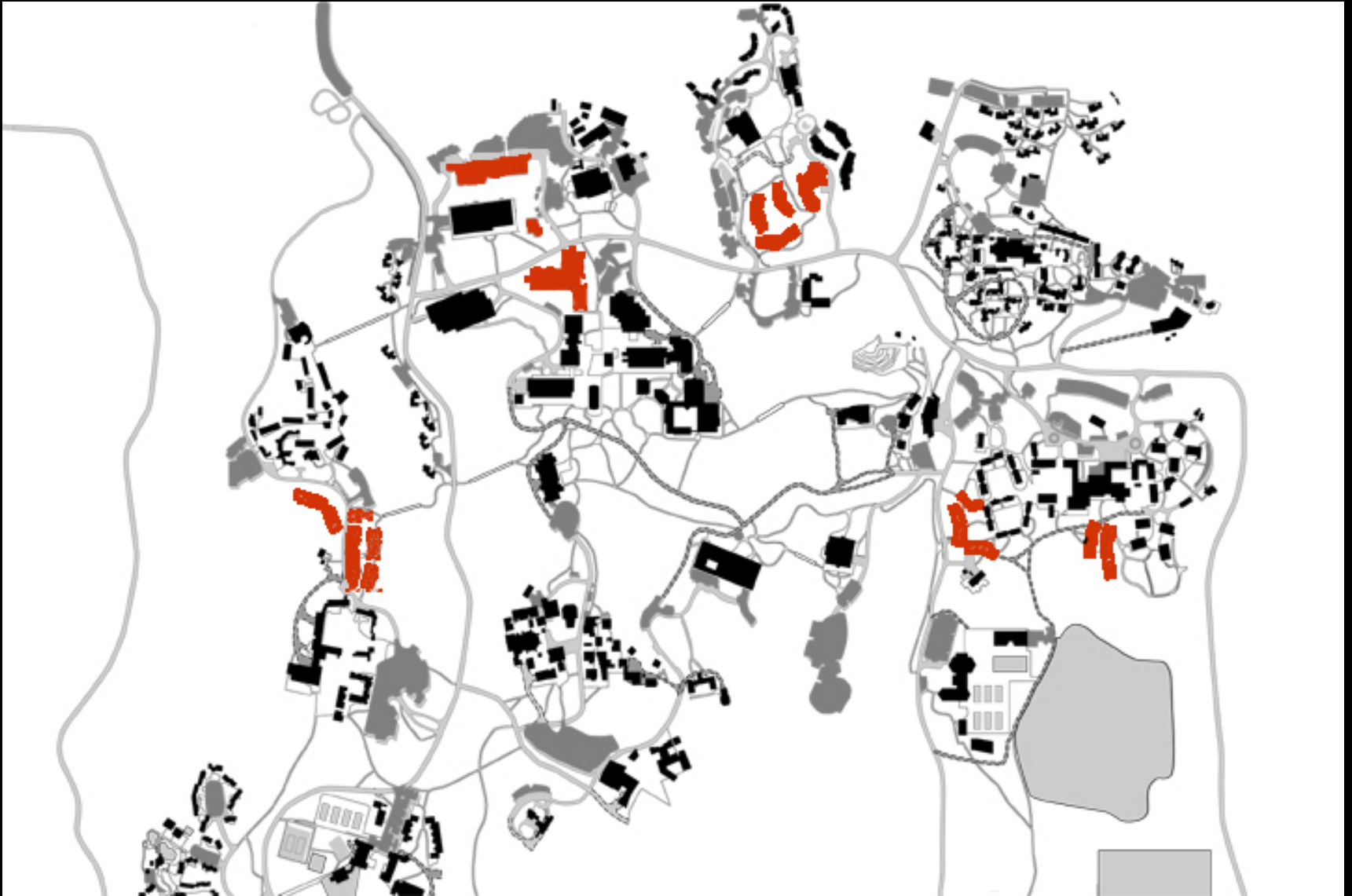


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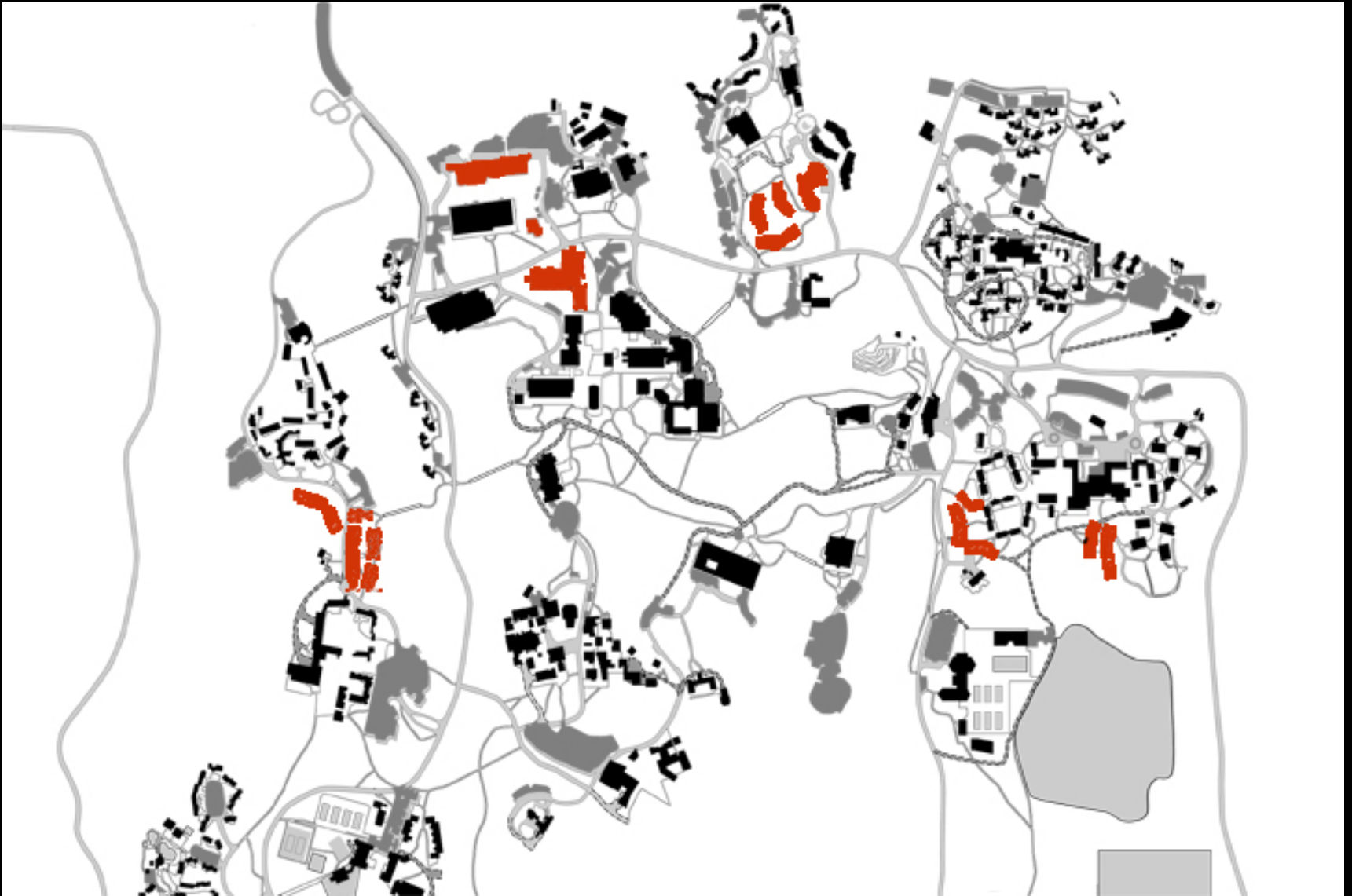




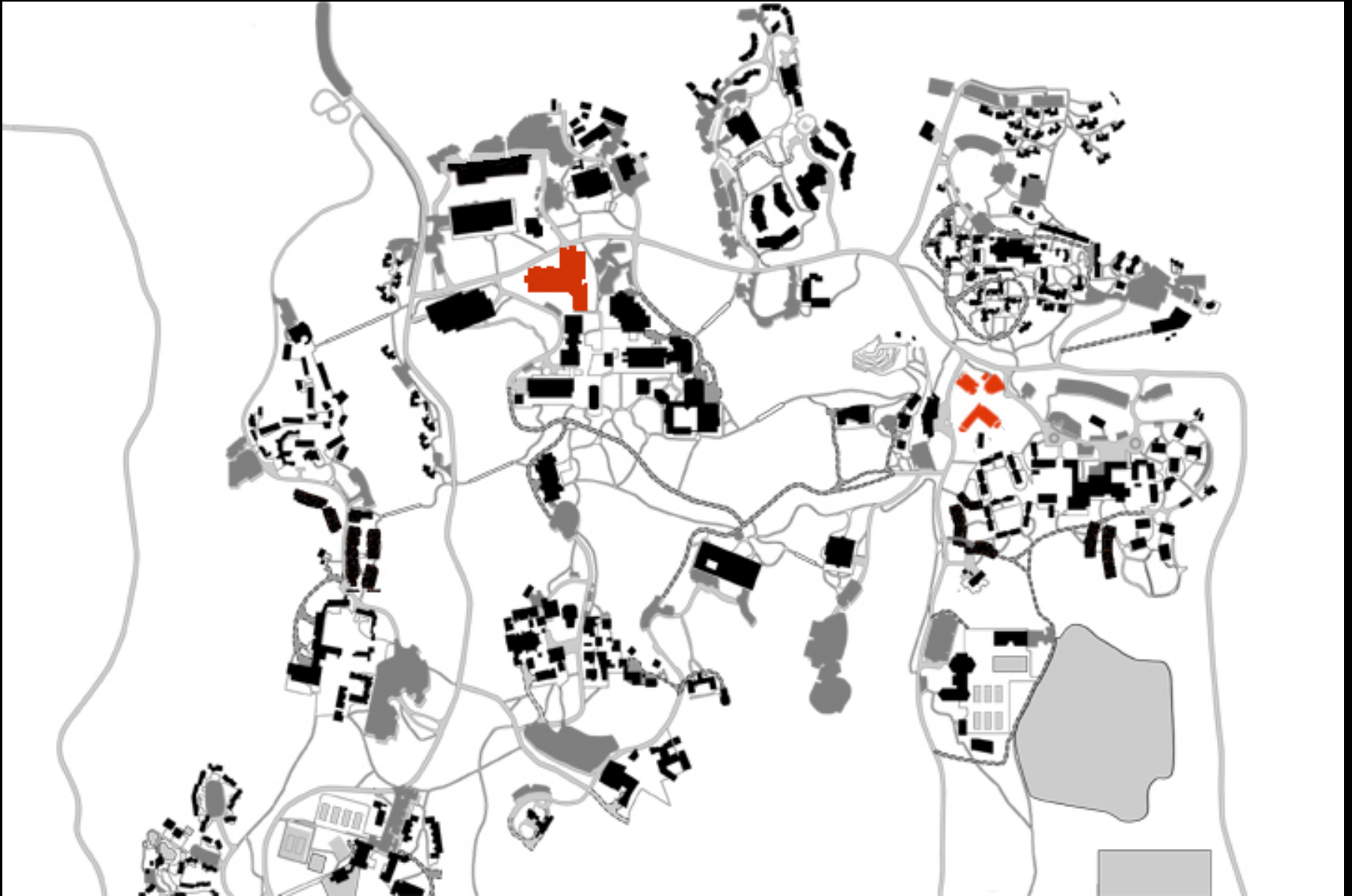
2002



2003

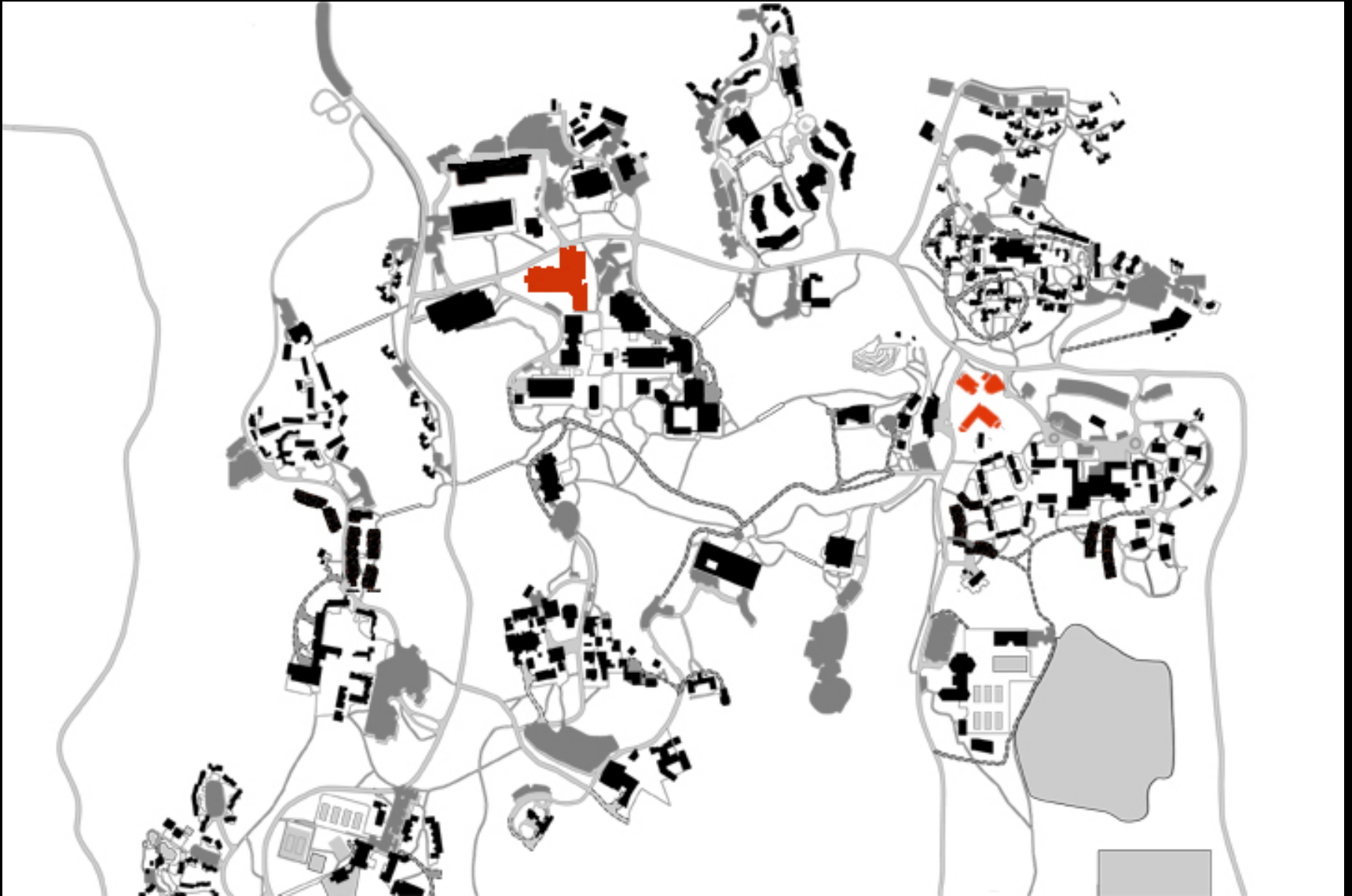


2004

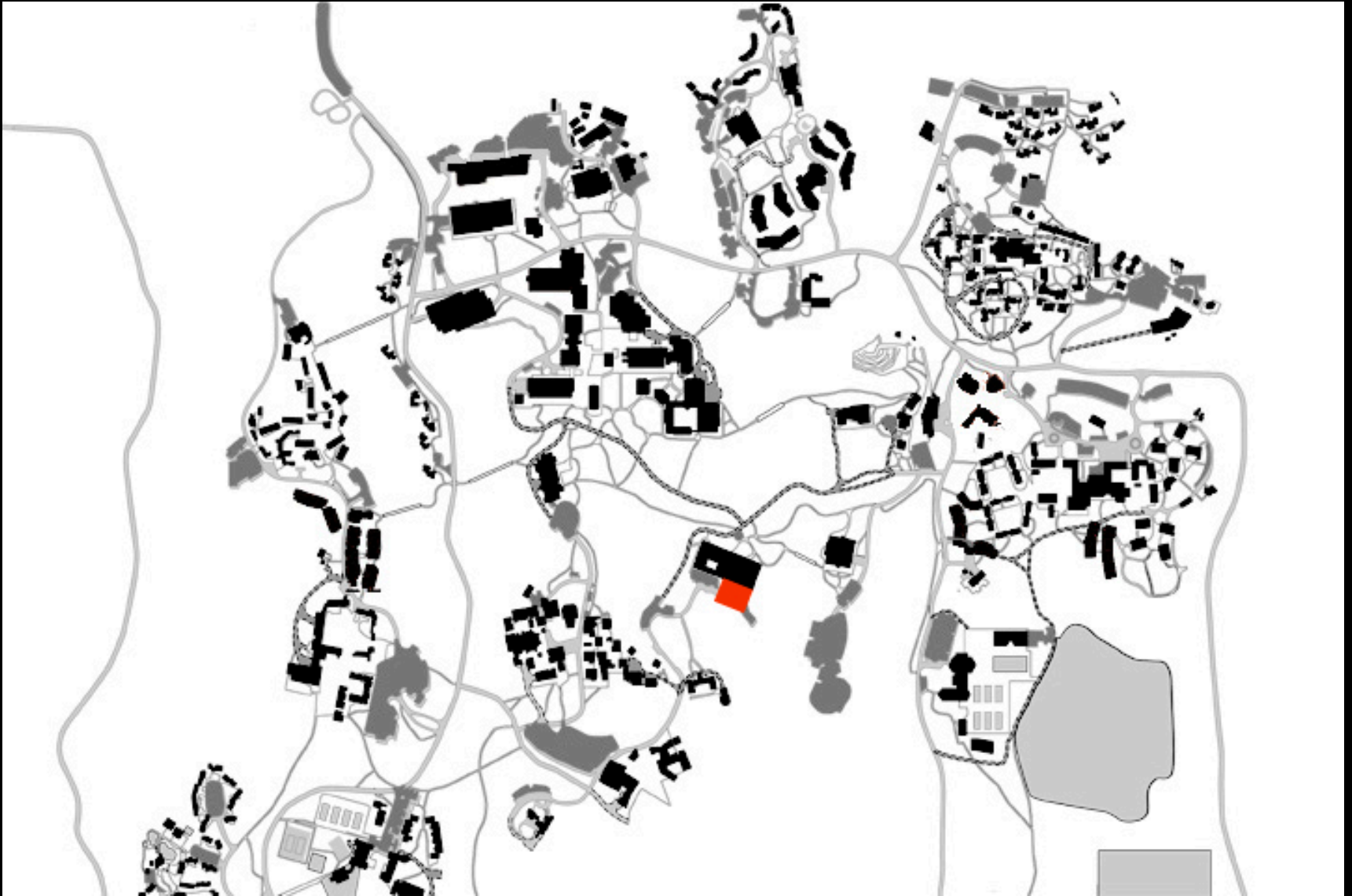




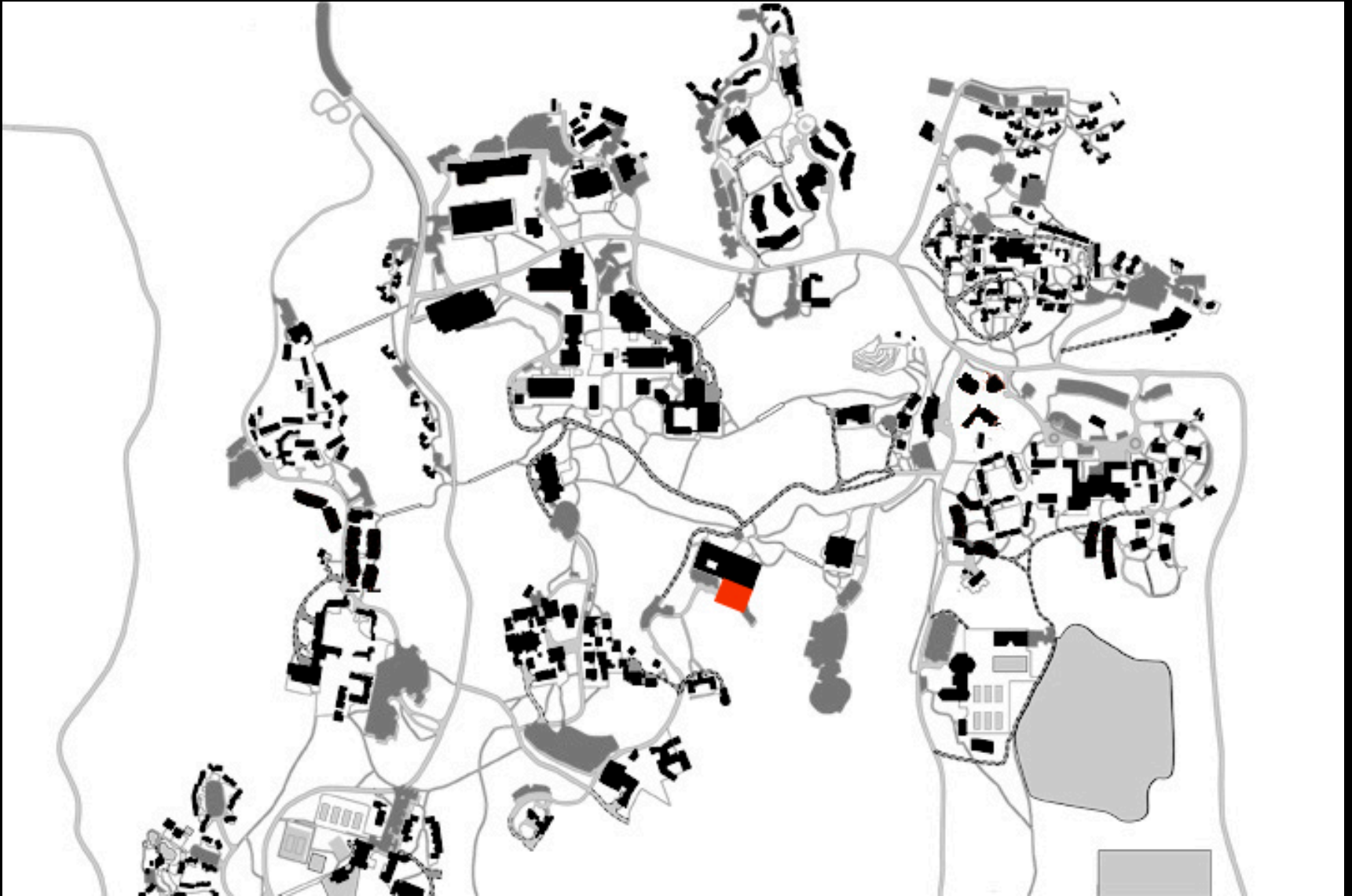
2005



2006



2007

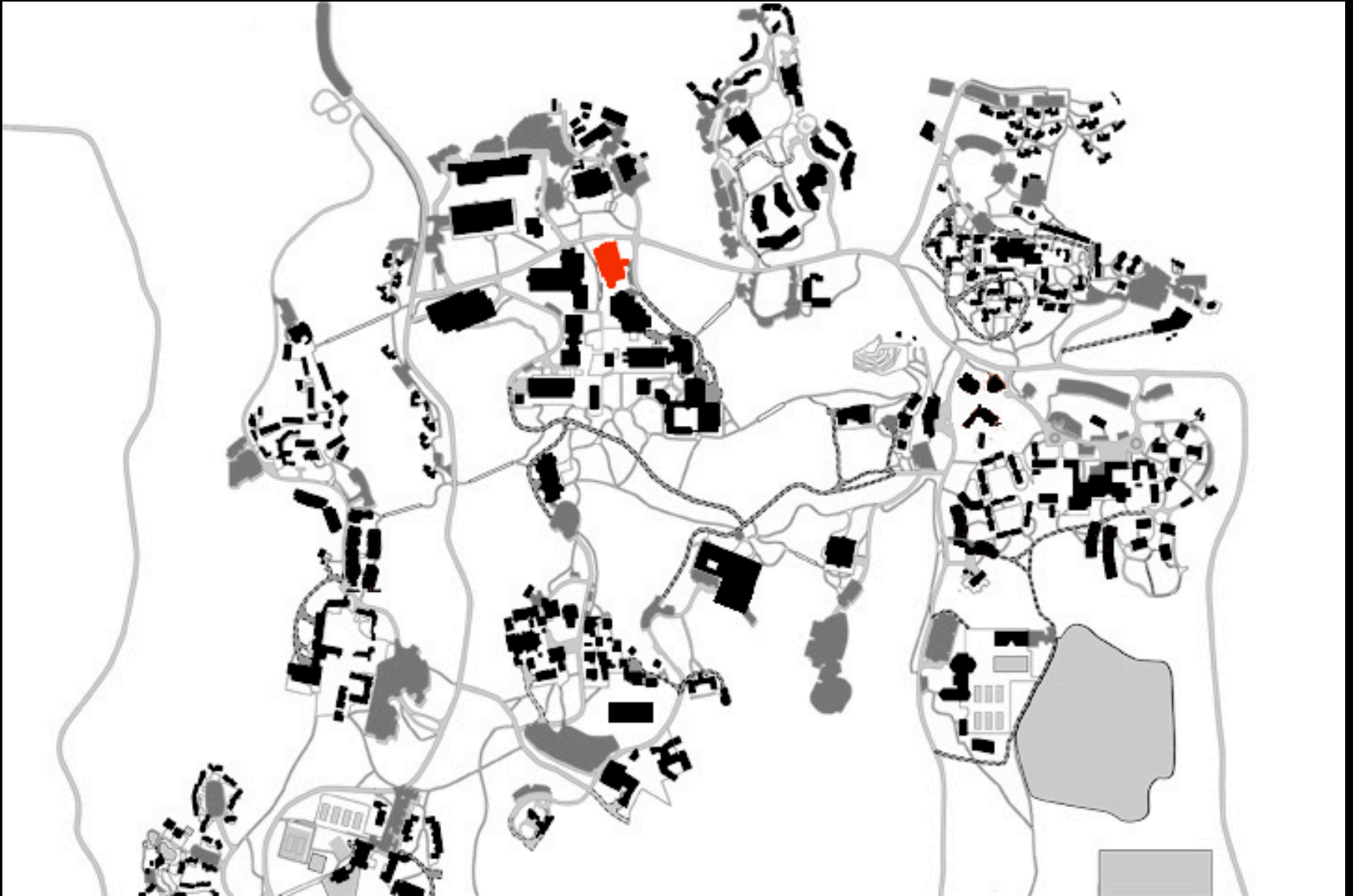




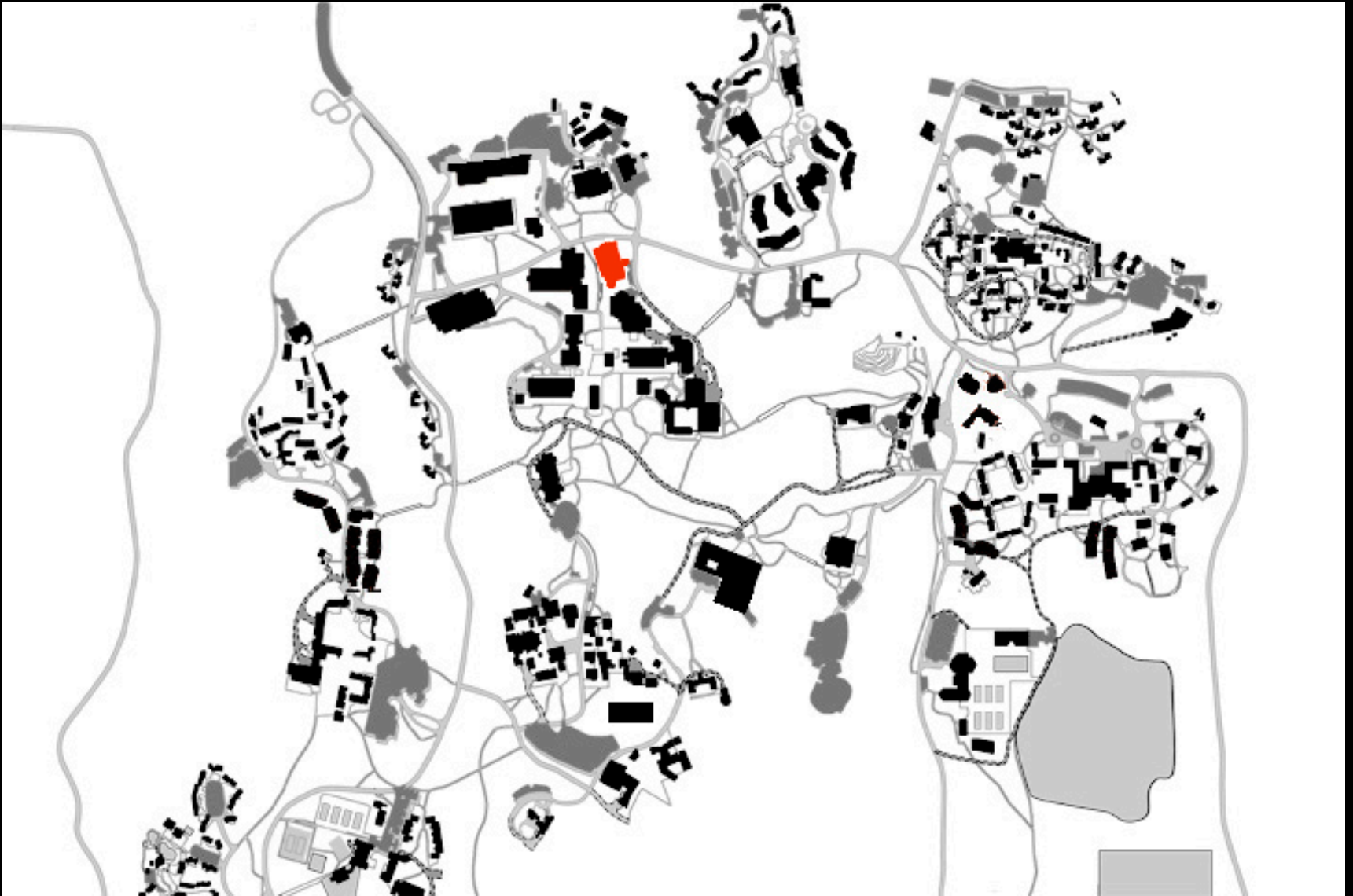
2008



2009

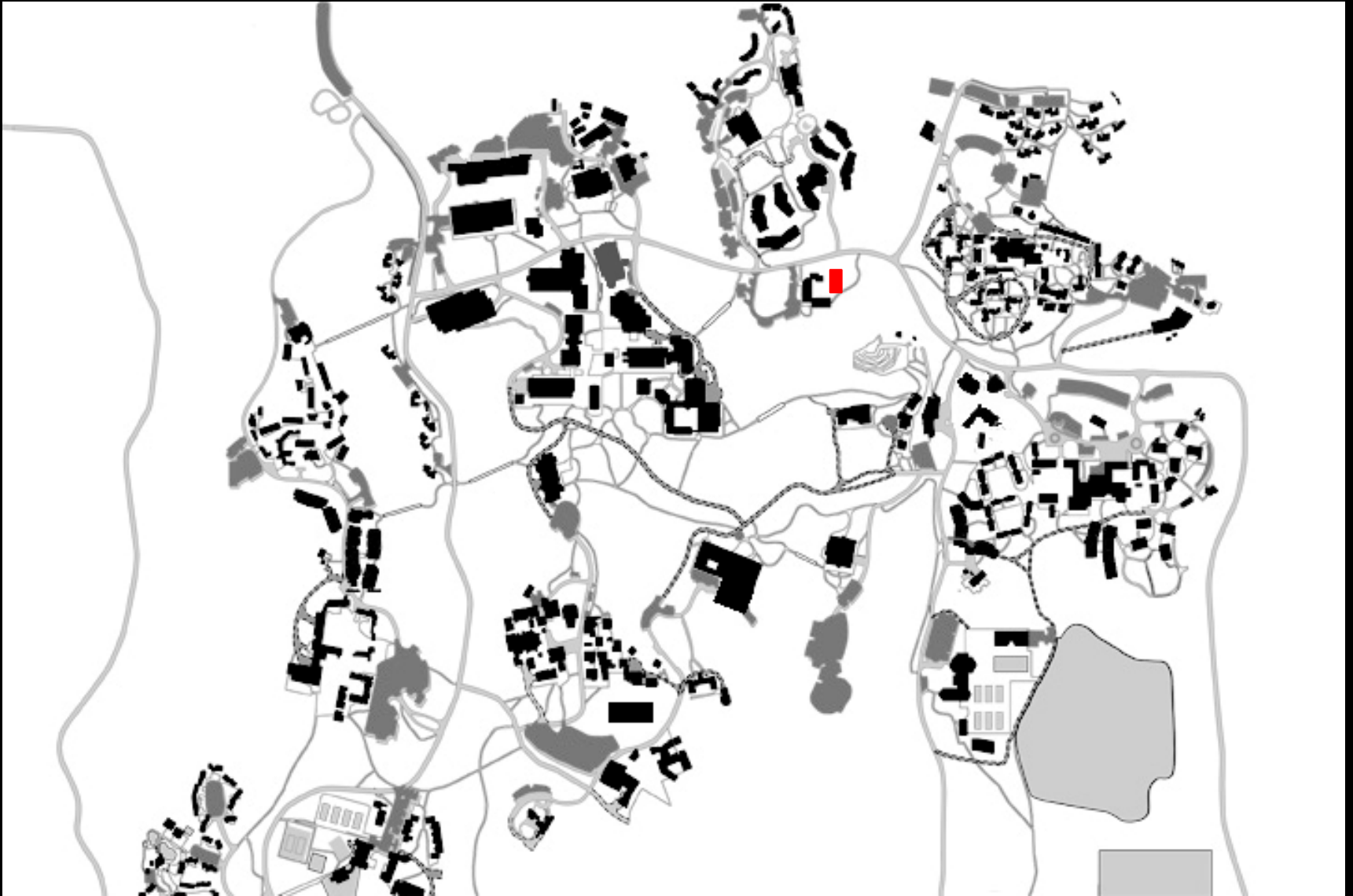


2010





2011



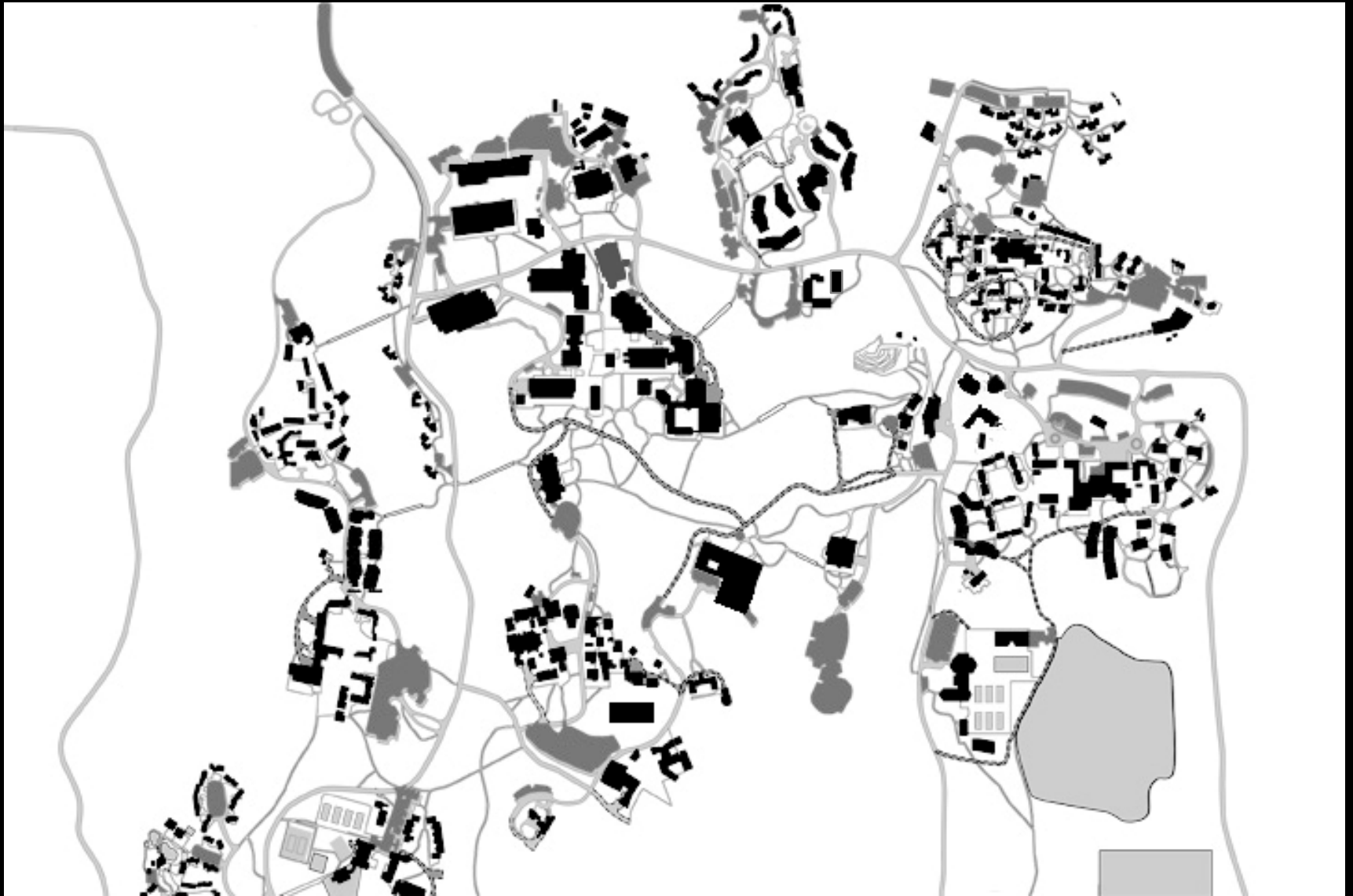
2012



2013

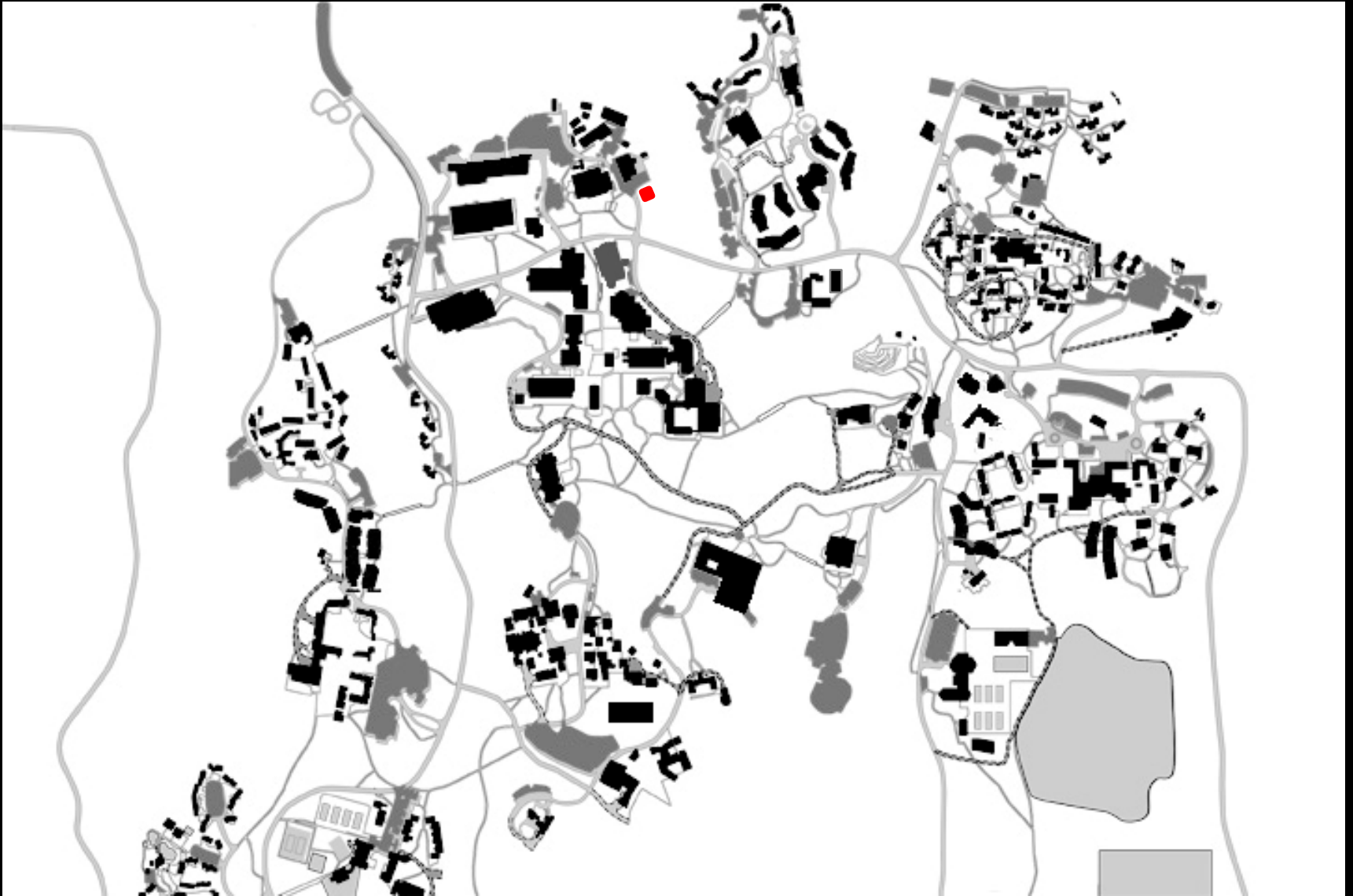


2014

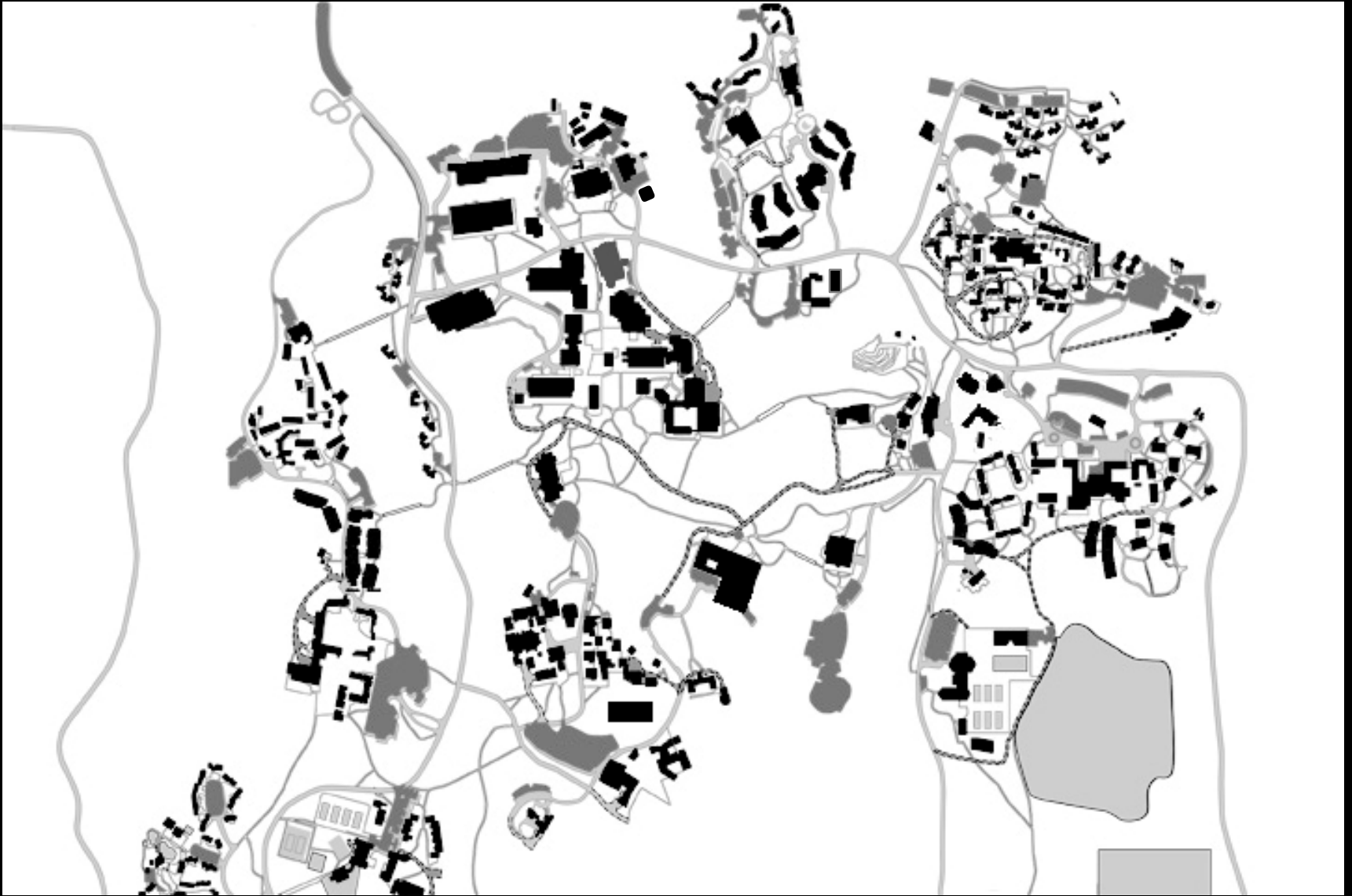




2015



2016



# UC Santa Cruz Development

## MARCH THROUGH TIME

UC Santa Cruz

the

2005 LRDP and 2020 LRDP



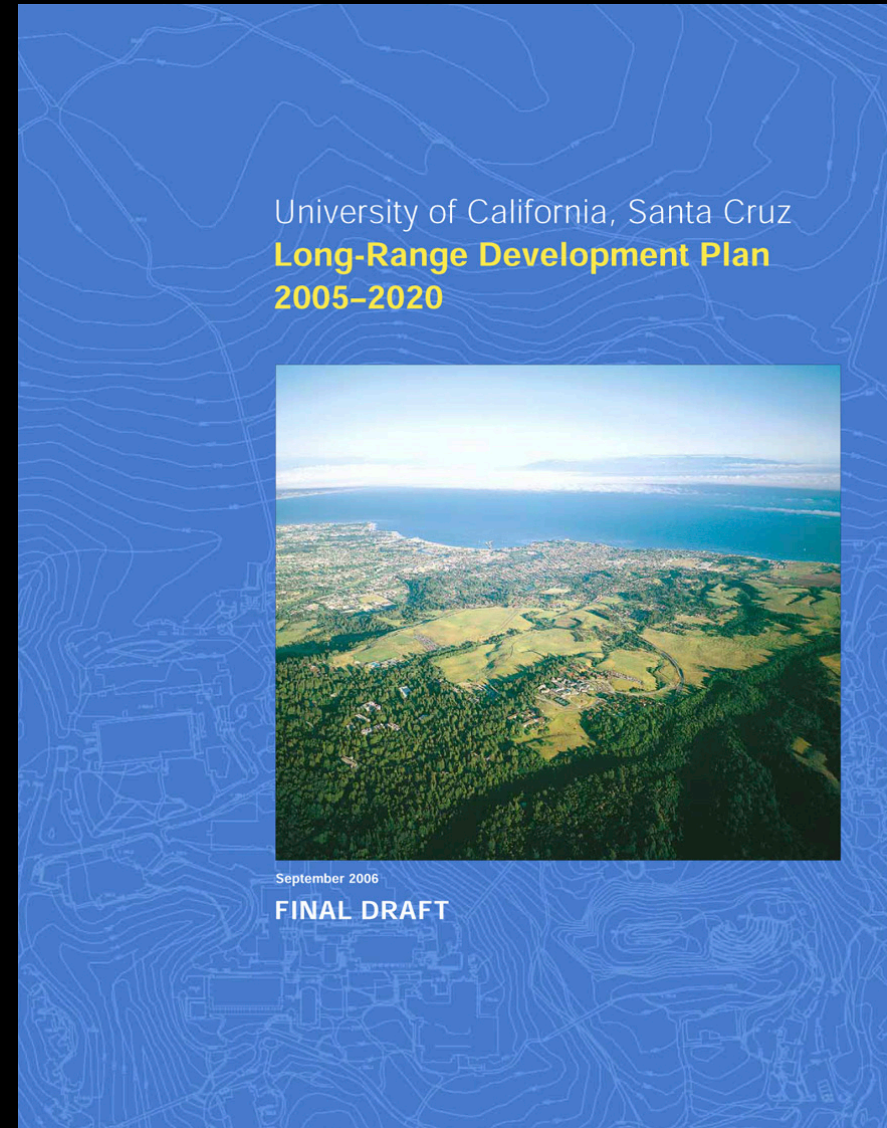
# 2005 LRDP

## Enrollment

- 19,500 FWS on-campus FTE
  - Current ~17,500

## Building Program

- 8,000,000 square feet
  - Current ~5,000,000





## 2005 LRDP

- Academic aspirations and program development
- Research initiatives
- Access for California students



### **Academic potential**

- Land-use plan must promote goals and objectives of academic plan

- Foster dynamic intellectual and social community
- Retain flexibility for future evolution and development
- Respect unique character of the UCSC campus



# 2005 LRDP

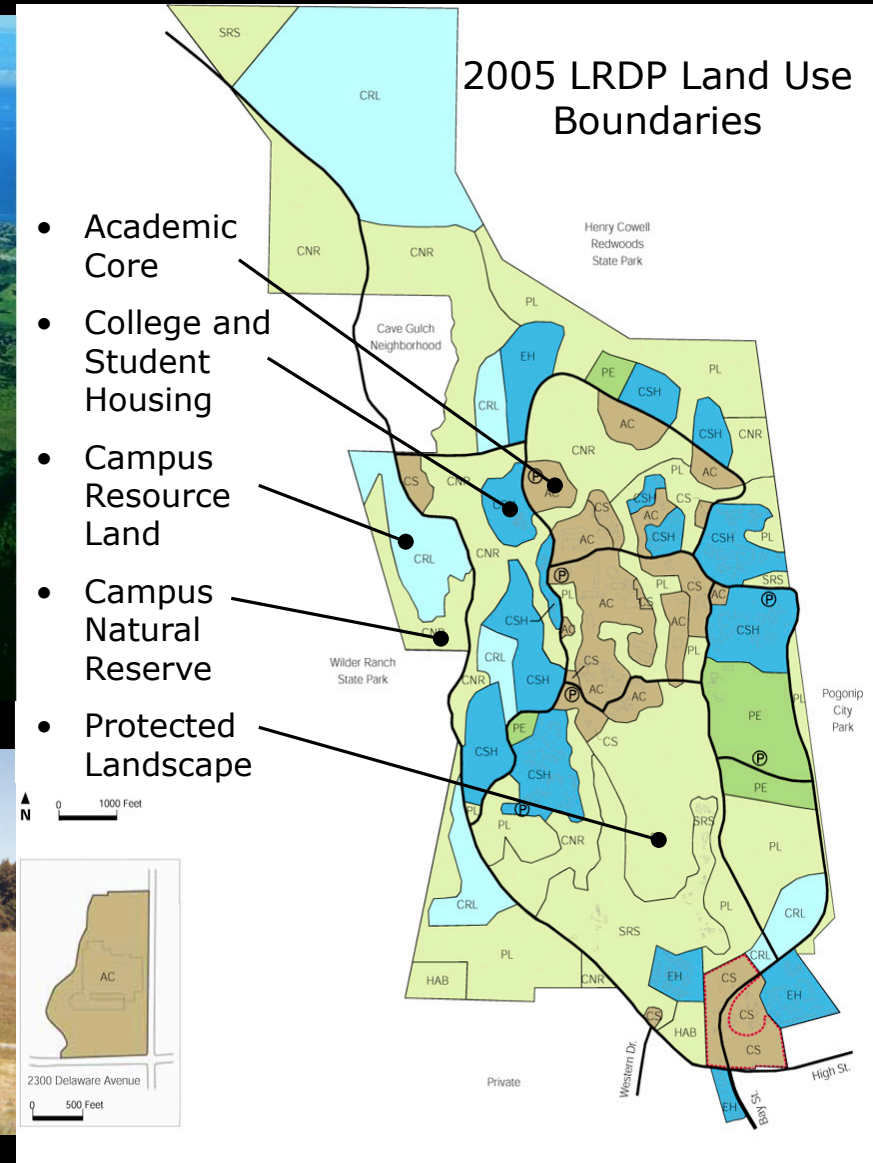
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- Research initiatives
- Access for California students
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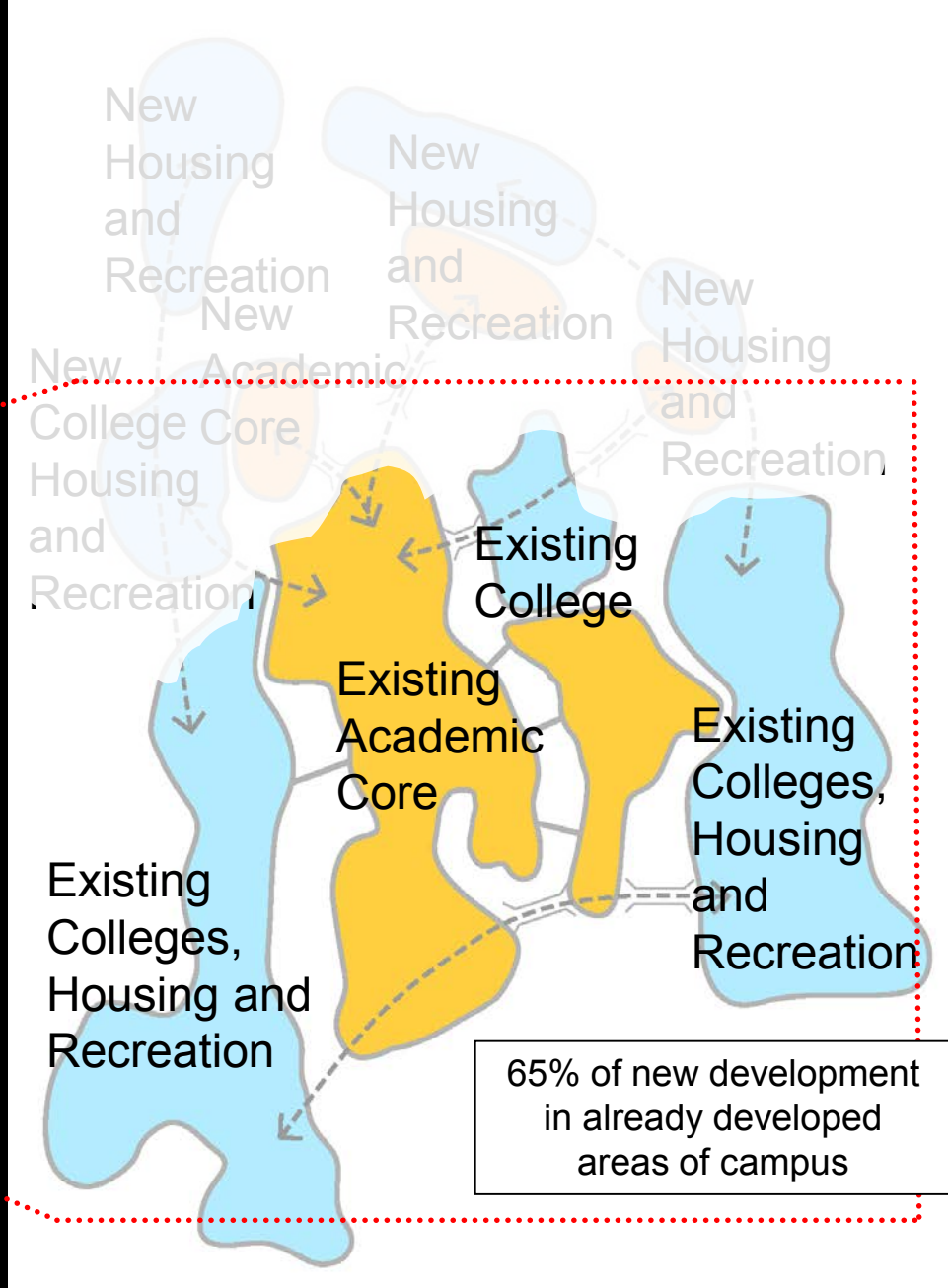
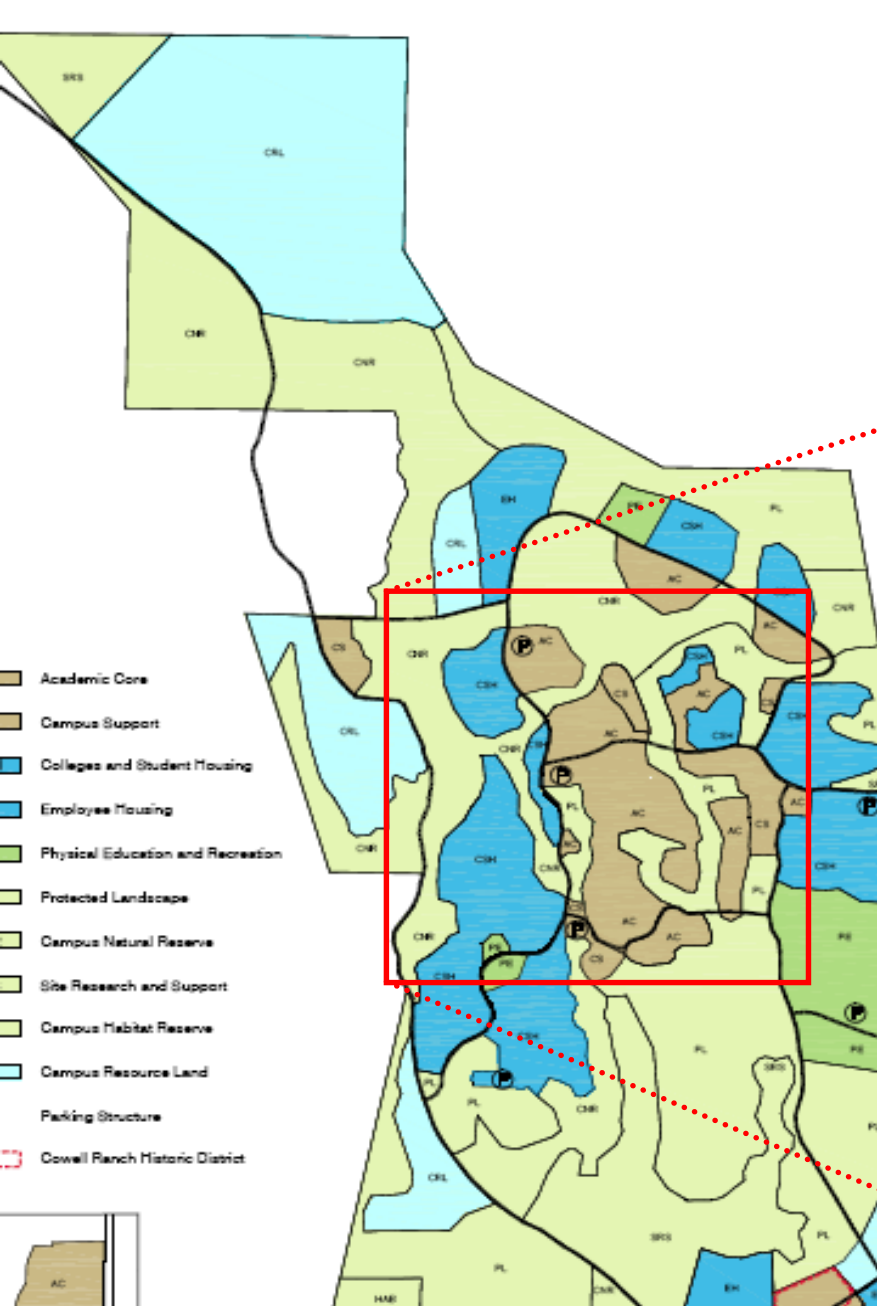
## Designing responsibly

- Extend proven land-use patterns and planning principles
- Careful stewardship of an extraordinary site

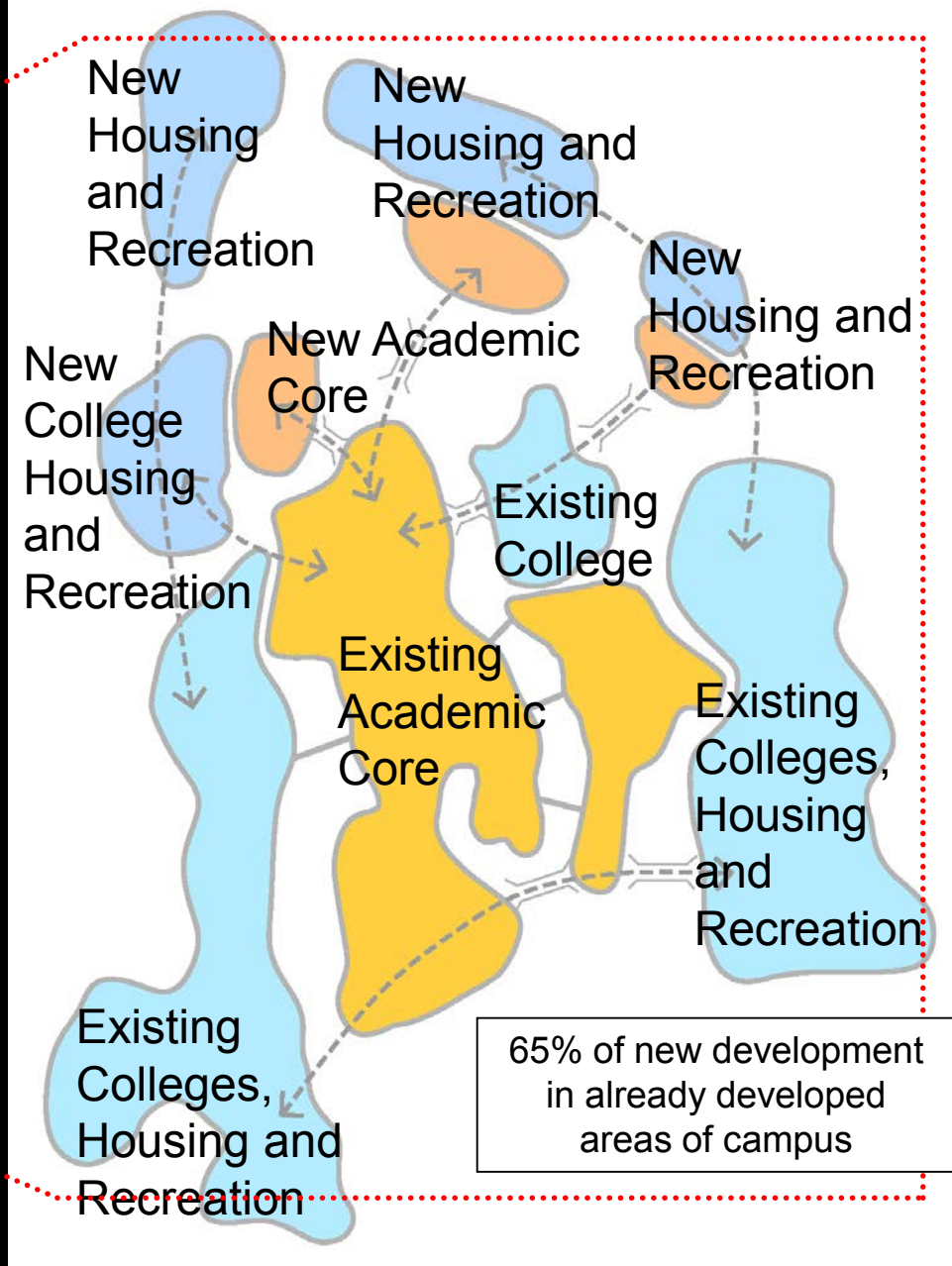
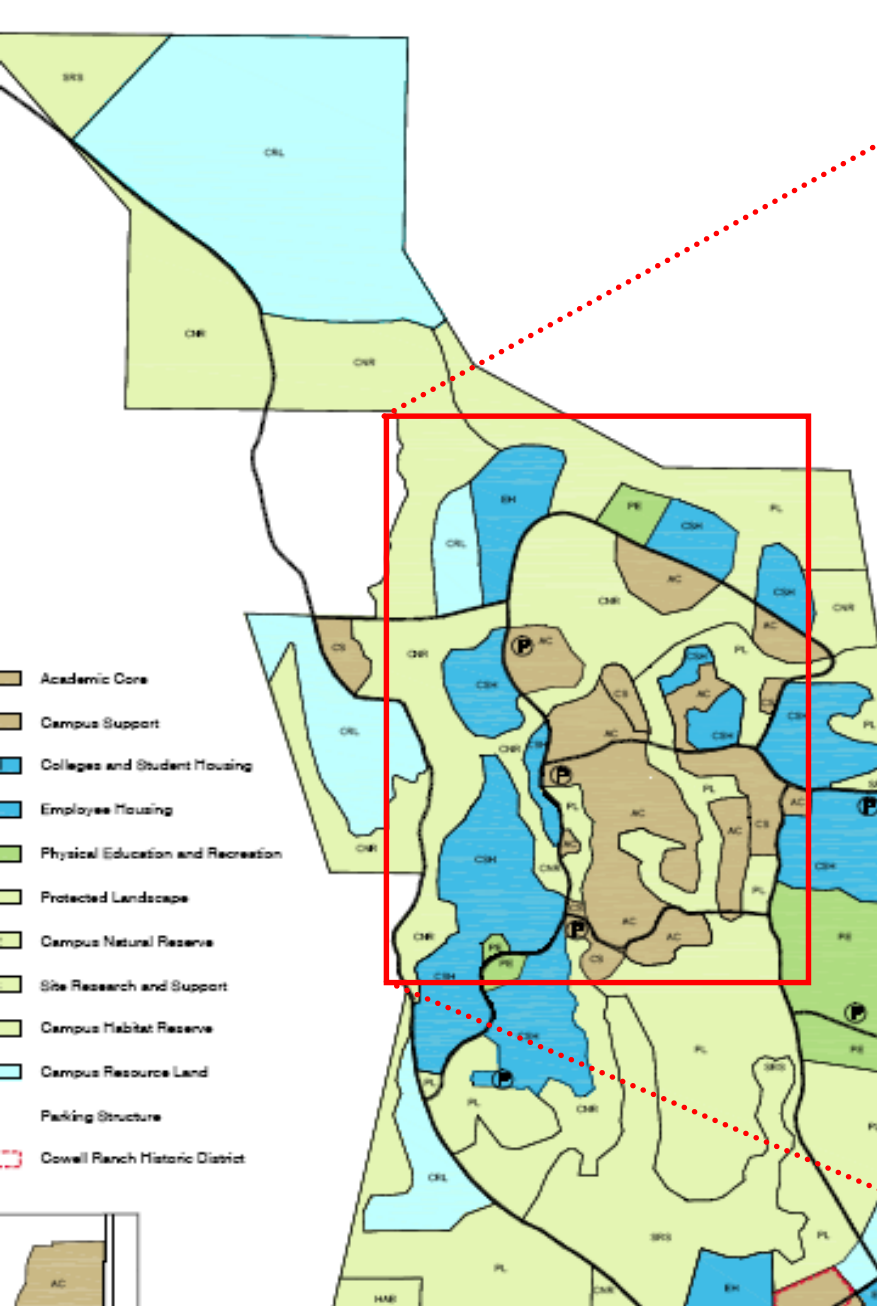


# 2005 LRDP Land Use









**Potential Development Areas**  
672 acres (34%)

- Campus Core
- Campus and Community Support
- Colleges and Graduate Housing
- Family Student Housing
- Faculty Housing
- Physical Education & Recreation
- Remote Parking
- Inclusion Area

**Campus Resource Land**  
471 acres (24%)

**Restricted Development Areas**  
857 acres (42%)

- Environmental Reserve
- Protected Landscape
- Site Specific Research

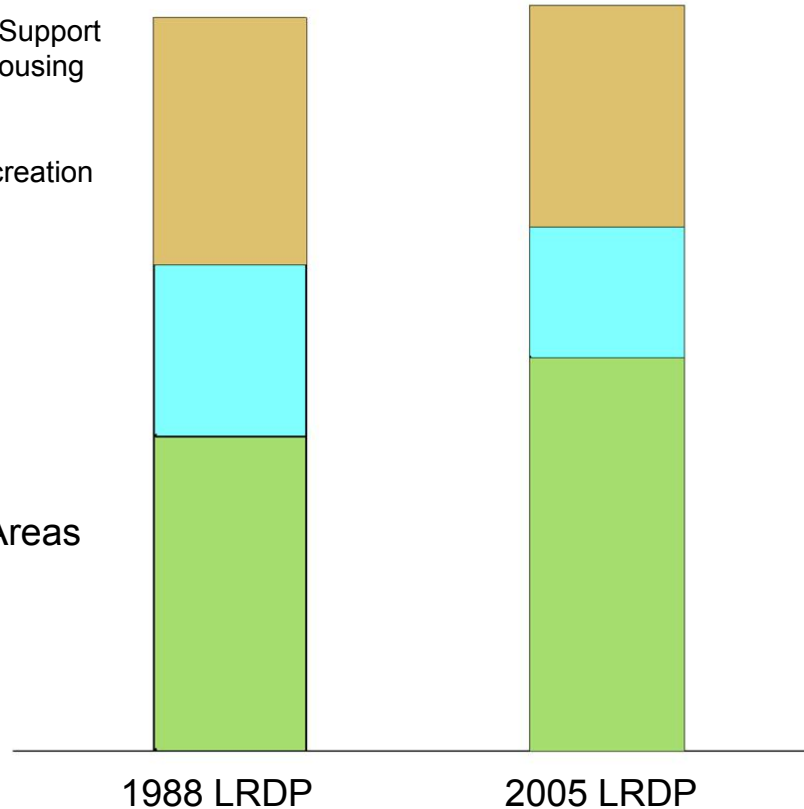
**Potential Development Areas**  
614 acres (30%)

- Academic Core
- Campus Support
- Colleges and Student Housing
- Family Student Housing
- Employee Housing
- Physical Education & Recreation
- Parking (overlay zone)

**Campus Resource Land**  
321 acres (16%)

**Restricted Development Areas**  
1,095 acres (54%)

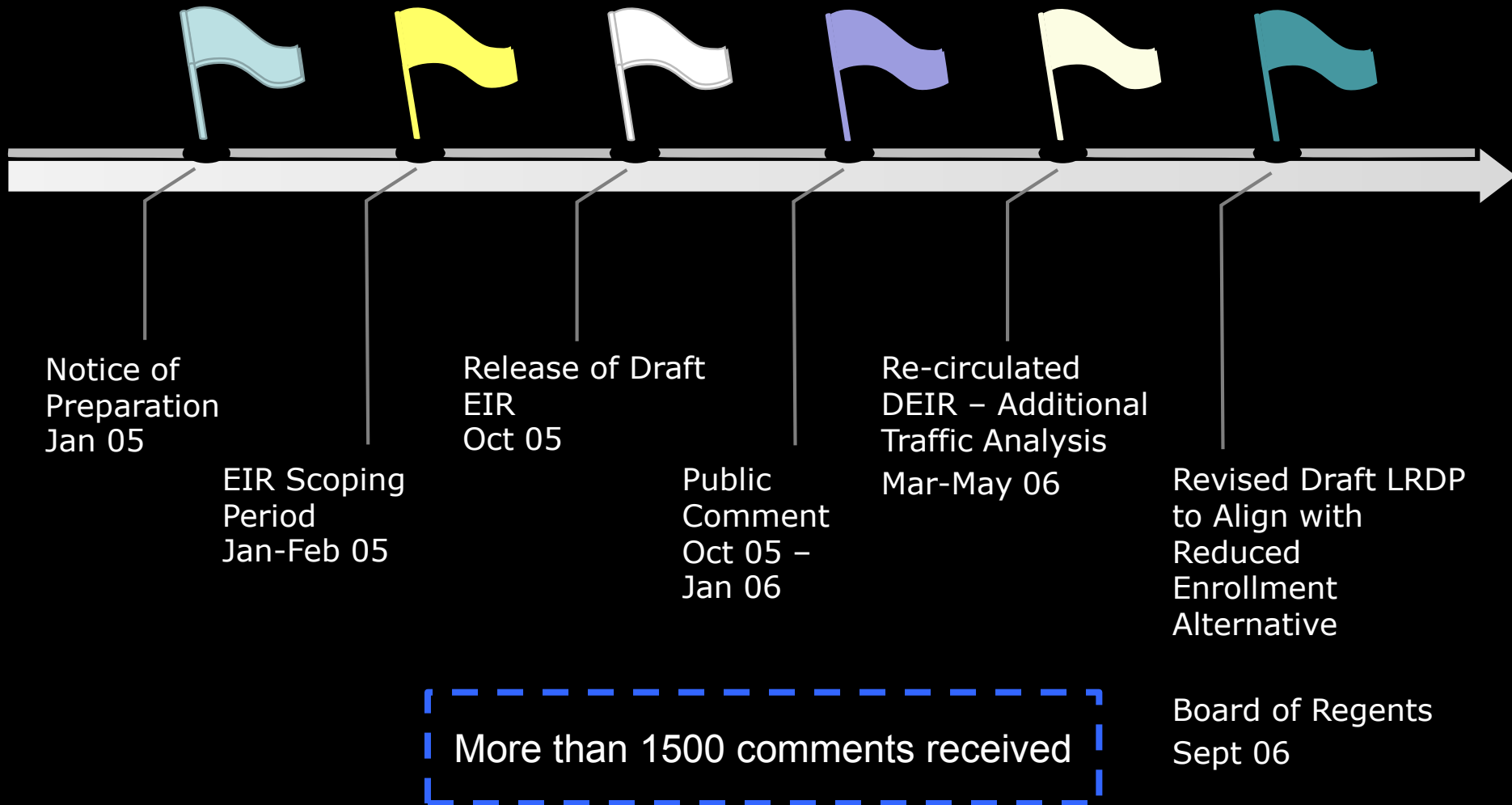
- Campus Natural Reserve
- Protected Landscape
- Site Research and Support
- Campus Habitat Reserve



Comparison of 1988 and 2005 Land Use



# 2005 LRDP Environmental Review Process



# Comprehensive Settlement Agreement

August 09, 2008

Chancellor Blumenthal

## **UCSC reaches landmark agreement with City and County of Santa Cruz**

A historic agreement has been forged that will end litigation related to the UCSC Long Range Development Plan and enable the campus to implement its academic plan, proceed with construction of the important Biomedical Sciences building, and further meet the educational needs of students and the state.

The agreement is between the City and County of Santa Cruz, UC Santa Cruz and the UC Regents, the Coalition to Limit University Expansion and 11 individual litigants.

The agreement was reached after more than seven months of mediated discussions and a lot of hard work and good faith by many people - on campus and off.





# **Comprehensive Settlement Agreement**

## **Highlights of Settlement:**

**For as long as the 2005 LRDP is in effect:**

**UCSC undergraduate enrollment will not exceed  
17,500**

**UCSC housing to accommodate 67 percent of new  
students**

**UCSC to pay additional fees for new water supply**

**UCSC makes fair-share contribution to  
transportation improvements**



# Comprehensive Settlement Agreement

## Housing

- 7,125 beds for enrollment up to 15,000
- Housing available within four years for 67% of enrollment above 15,000
- Penalties for non-compliance

## Water

- Water baseline use established at 206 Million gallons per year
- Pay standard water rates for water used
- Pay additional service charge for water used over baseline (~\$77,000/MG)

## Traffic

- Campus trips limited to 28,700 average daily trips (ADT)
- Pay traffic impact fee for all trips projected in the LRDP
- Pay for trips associated with development at 2300 Delaware Ave.
- Penalties for non-compliance



# Comprehensive Settlement Agreement

## Housing

- Fall 2014: 8,615 beds available – 810 beds over the required threshold

## Water

- 2014 Water use: 151 MGY (enrollment 16,500), about the same amount of water used in the 1992-93 school year (153MGY) when enrollment was about 10,000

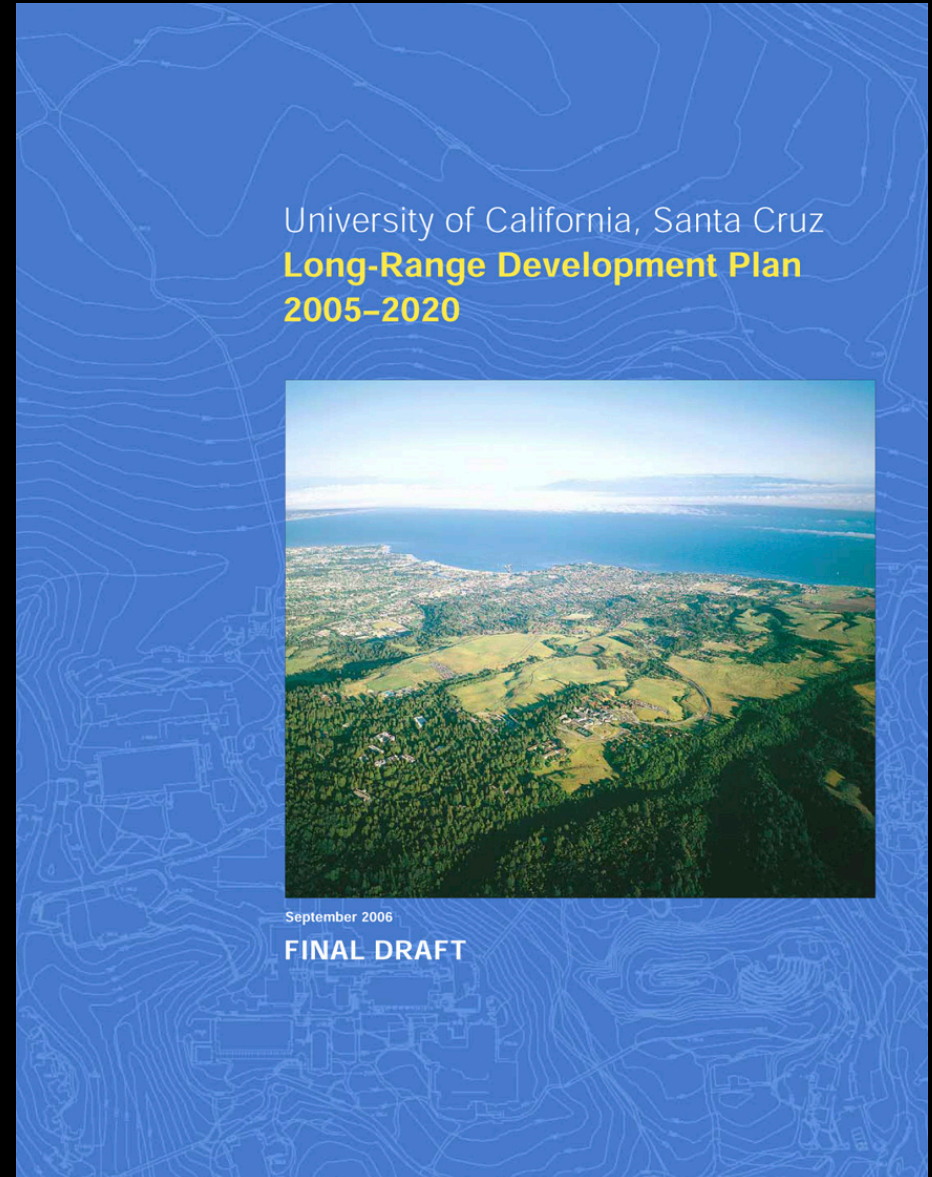
## Traffic

- 2014-15 ADT: 20,755 - 7,945 trips below threshold, roughly the same number of trips in the 1995-96 school year



# Drivers for LRDP Update

- Enrollment
- Population
- Space
- Student Life
- Colleges
- Housing
- Program
- Land Use Plan
- Changed conditions





# LRDP Elements

Driven by and aligned with academic goals

Promotes careful stewardship of campus site

Addresses impacts of growth

A strategic framework to support academic excellence

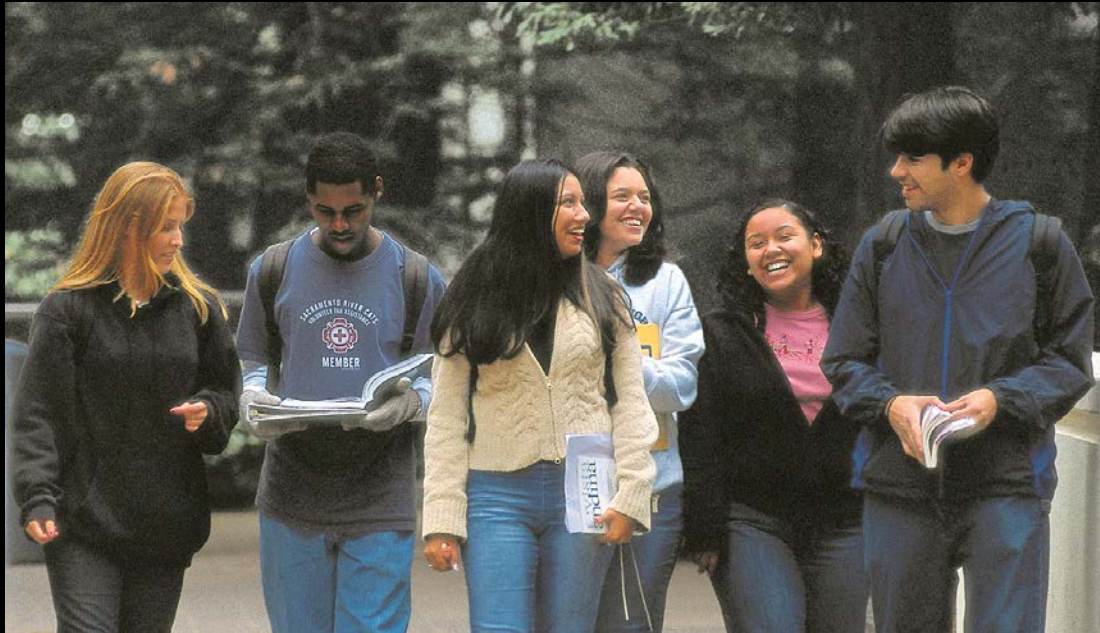
- Academic program development
- Strengthen undergraduate experience
- Expand graduate programs
- Professional schools
- Innovative, world-class research



# LRDP Elements

## Physical Planning Principles and Guidelines

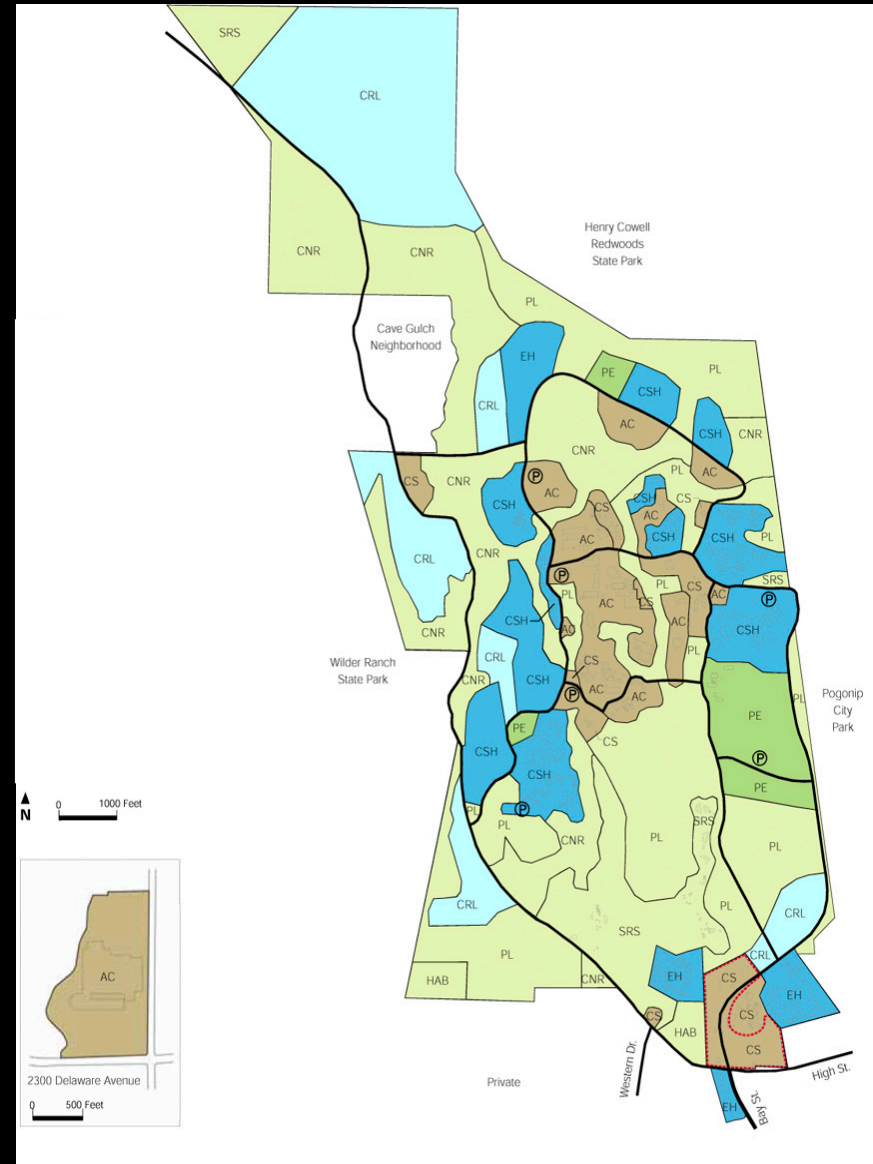
- Sustainability
- Land-use patterns
- Natural and Cultural Resources
- Access and Transportation
- Campus Life
- The Santa Cruz Community





# LRDP Elements

- Development Program & Enrollment
- Land Use Areas
  - Academic
  - Housing
  - Recreation
  - Etc.
- Landscape and Open Space
  - Formal
  - Informal
  - Natural areas
  - Etc.
- Circulation and Transportation
  - Vehicular
  - Pedestrians
  - Bicycles
  - Service
  - Transportation
- Utilities



# LRDP Elements

The organization of an LRDP:

1. Historical perspective including historical plans for the campus and the evolution of those plans over time.
2. Relationship with the community.
3. Location and setting.
4. Surrounding land uses.
5. Physical setting including:
  1. Existing environmental resources.
  2. Existing land uses.
  3. Existing landscape and open space.
  4. Existing circulation and transportation systems.
6. Facility characteristics including:
  1. Facility population.
  2. Academic organization.
7. Planning process for the LRDP.
8. Projected needs including:
  1. Facility population.
  2. Space needs for academic and support systems.
9. Guidelines for implementation.



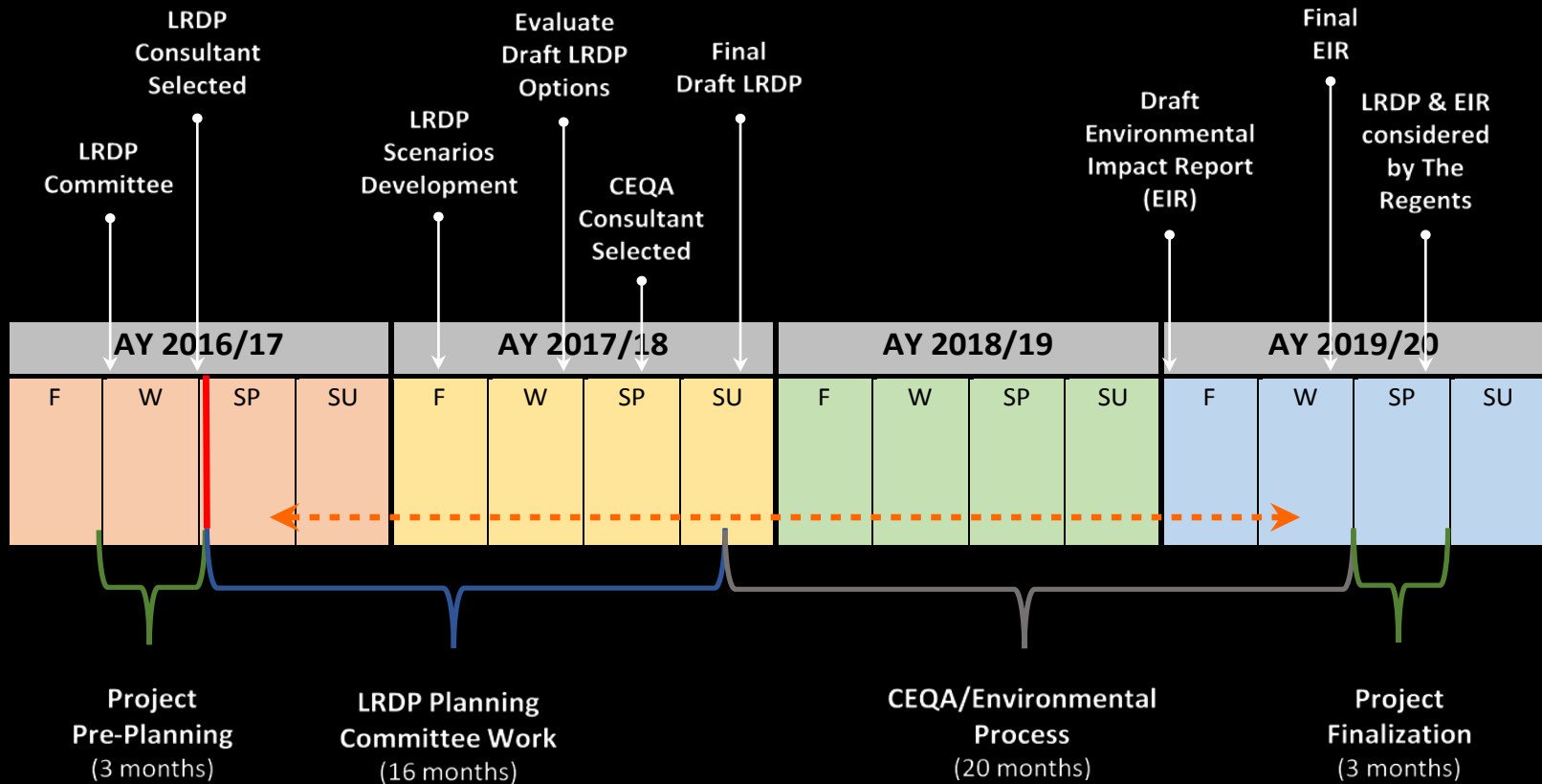


# 2020 LRDP Overview of the Process

- **Multi-year Process**
  - Spring 2017 through Spring 2020
- **Phases**
  - Pre-Planning
  - **Planning & Committee Work**
  - Environmental Review/CEQA
  - Approval & Adoption
- **Consultation**
  - LRDP Committee
  - Throughout Plan Development
  - CEQA/Environmental Process



# 2020 LRDP Schedule & Key Milestones by Academic Year

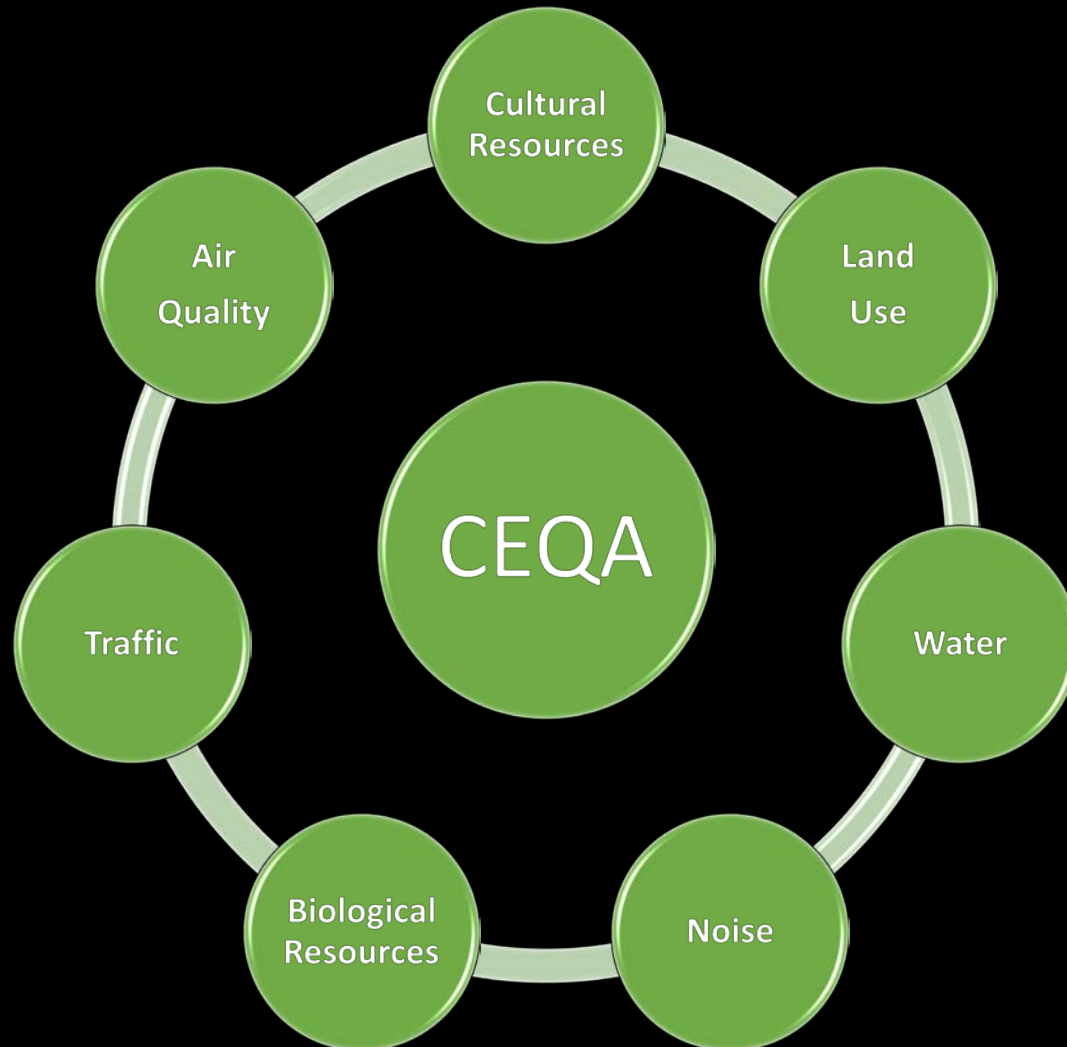


## LEGEND

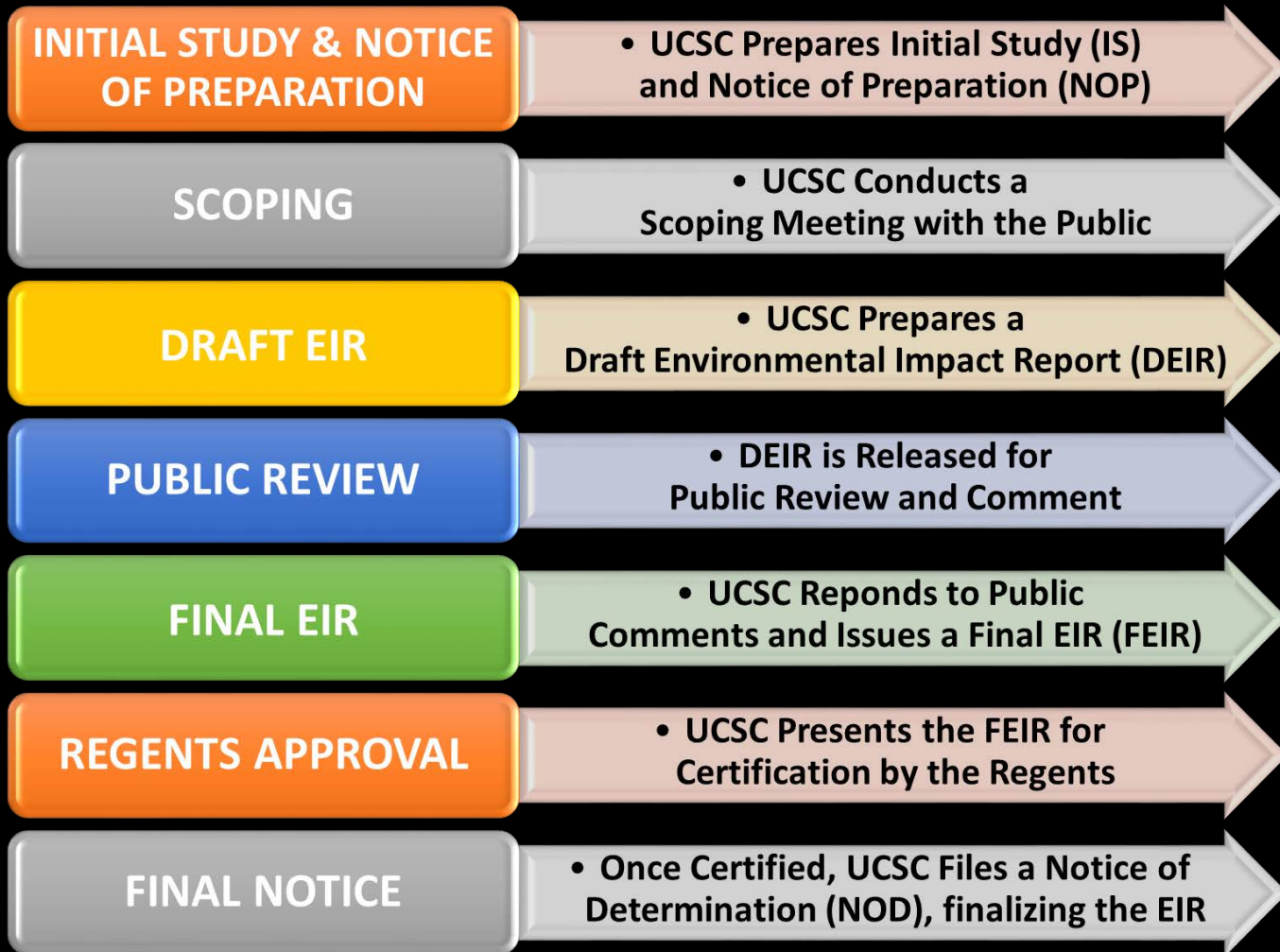
- Today
- - - - - Communications & Outreach



# California Environmental Quality Act (CEQA)



# CEQA Process





# Environmental Impact Report (EIR)

- **REPORT**

- Describes the project
- Identifies and examines physical impacts of the project
  - Socioeconomic impacts are outside the purview of CEQA
- Informs the public and The Regents of those impacts, and
- Identifies alternatives

- **MITIGATIONS**

- Identifies impact-reducing measures or “mitigations”, including contributions for impacts that are outside UC jurisdiction (aka “fair share” )
- UC has the final discretion to determine whether a given level of mitigation, including funding, fully mitigates an impact

