

TRI-C INTEGRATED FACILITIES PLAN

SEPTEMBER 2024



ACKNOWLEDGMENTS

STEERING COMMITTEE

Jason Abbott
Shehadeh Abdelkarim
Jamie Bailey
David Bernatowicz
Radiah Blanton, Ph.D.
Michael Boyko, J.D.
Lindsay English, Ph.D.
Jenny Febbo
Michael Flatt, Ph.D.
Samantha Franco
Magda Gómez, Ph.D.
Krystn Hood
The Rev. Cory C. Jenkins, Trustee
Angela Johnson, Ph.D.
Haidy Kamel, Ph.D.
Todd Kitchen, Ph.D.
Bridget Kriner, Ph.D.
David Kuntz
Scott Latiolais, Ph.D.
Cynthia Leitson
Shana Marbury, J.D.
Denise McCory, Ph.D.
Ronna McNair
Karen Miller, Ph.D.
David November
Beverly Owens-Jackson
Samantha Posey
Geraldyn M. Presti, Trustee
Standish Stewart
Lisa Williams, Ph.D.

A special thank you to everyone who helped make this planning process a success, including the many administrators, staff, faculty, and students who contributed!

CORE PLANNING TEAM MEMBERS

Jason Abbott
Shehadeh Abdelkarim
Sean Beckett
Judi Cooper
Abigail Dohanos, Ph.D.
Lindsay English, Ph.D.
Matthew O'Donnell
Cynthia Leitson
Standish Stewart
Rebecca Wyatt

DLR GROUP TEAM MEMBERS

Abriannah Aiken
Woody Giles
Troy Glover
Raymond Kent
Krisan Osterby
George Rishmawi
Yogesh Saoji

SUBCONSULTANTS

Bongorno Consulting
Emerald Built Environments
Knight & Stolar
KS Associates
Ricca Design Studios
Robert P. Madison International
Regency Construction Services
Wachalski Advisory





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EXECUTIVE SUMMARY



Dear Tri-C Community,

At Cuyahoga Community College (Tri-C®), we realize maintaining a welcoming, beautiful environment is essential for an enriching higher education experience.

Through our 10-year Integrated Facilities Plan, we will continue to modernize our spaces to align with our strategic direction. The Capital, Construction and Facilities department teamed with DLR Group to help facilitate an 18-month collaborative analytical process. During this process, the group hosted multiple workshops, focus groups, engagement sessions and onsite walkthroughs and assessments to guide the development of the College’s 10-year plan. In addition to benefiting our students, we will use these improvements to continuously nurture our successful relationships with our many partners across the Greater Cleveland area. However, we didn’t embark on this journey alone. We invited faculty, staff, students and community members to provide feedback during this process.

Through this integrated investment in the College’s future, we will remain a frontrunner in high-quality education and community service for years to come.

Sincerely,

Michael A. Baston, J.D., Ed.D.
President, Cuyahoga Community College

PLANNING PROCESS & ENGAGEMENT

The Integrated Facilities Plan process consisted of four phases that occurred over 18 months, from the internal kickoff in February 2023 to the Board of Trustees meeting in June 2024. Each phase included workshops with members of the campus community.


The multi-faceted engagement of all Tri-C stakeholders ensured that the plan reflected a diverse array of needs and built consensus within the College community. The process was built on six interactive workshops and other conversations that began with listening. This allowed Tri-C representatives to bring solutions to the table and see them evolve into the final vision. Student engagement, a microsite, a College-wide survey, and two community meetings rounded out the engagement process.

The plan also incorporates and is consistent with other recent planning efforts, including Tri-C President Michael A Baston’s presidential goals, the new organizational framework, and the academic planning efforts that occurred concurrently with the Integrated Facilities Plan. The goal of all proposed improvements is to update the campuses to better implement Tri-C’s Strategic Plan and broader vision.




PLANNING AND DESIGN PRINCIPLES

The following planning and design principles were developed from the input received during the process. They served as guiding principles during the planning process and can also be used to help guide project implementation.




IDENTITY AND VISIBILITY

- Consistently enhance the **One Tri-C student-centered experience**
- Leverage existing assets, context, and surrounding community relationships
- Incorporate empowerment, inclusion, and respect



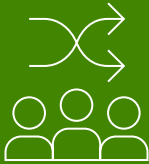
LEARNING ENVIRONMENTS

- **Create intuitive connections and adjacencies**
- Enhance existing spaces to leave memorable and inspiring impressions
- Provide safe, comfortable, attractive, and engaging learning spaces
- Incorporate and balance student feedback, best practices, and community needs




STUDENT EXPERIENCE

- Create an accessible, comfortable, and welcoming pedestrian environment
- **Foster a collegiate environment for student success**
- Incorporate small to large spaces for collaborative learning
- Program indoor and outdoor gathering spaces
- Improve campus navigation and wayfinding



EFFICIENCY AND PARTNERSHIPS

- Eliminate redundancies and align programs
- **Repurpose and renovate existing buildings**
- Establish a decision-matrix process
- Expand and enhance sustainability
- Evaluate **public-private partnership (P3) opportunities**



SHARED USE AND REVENUE GENERATION

- Increase the use of campus spaces
- Create inviting spaces
- Collaborate with partners to develop and grow programs
- Provide locations for entrepreneurship small business generation, and maker spaces

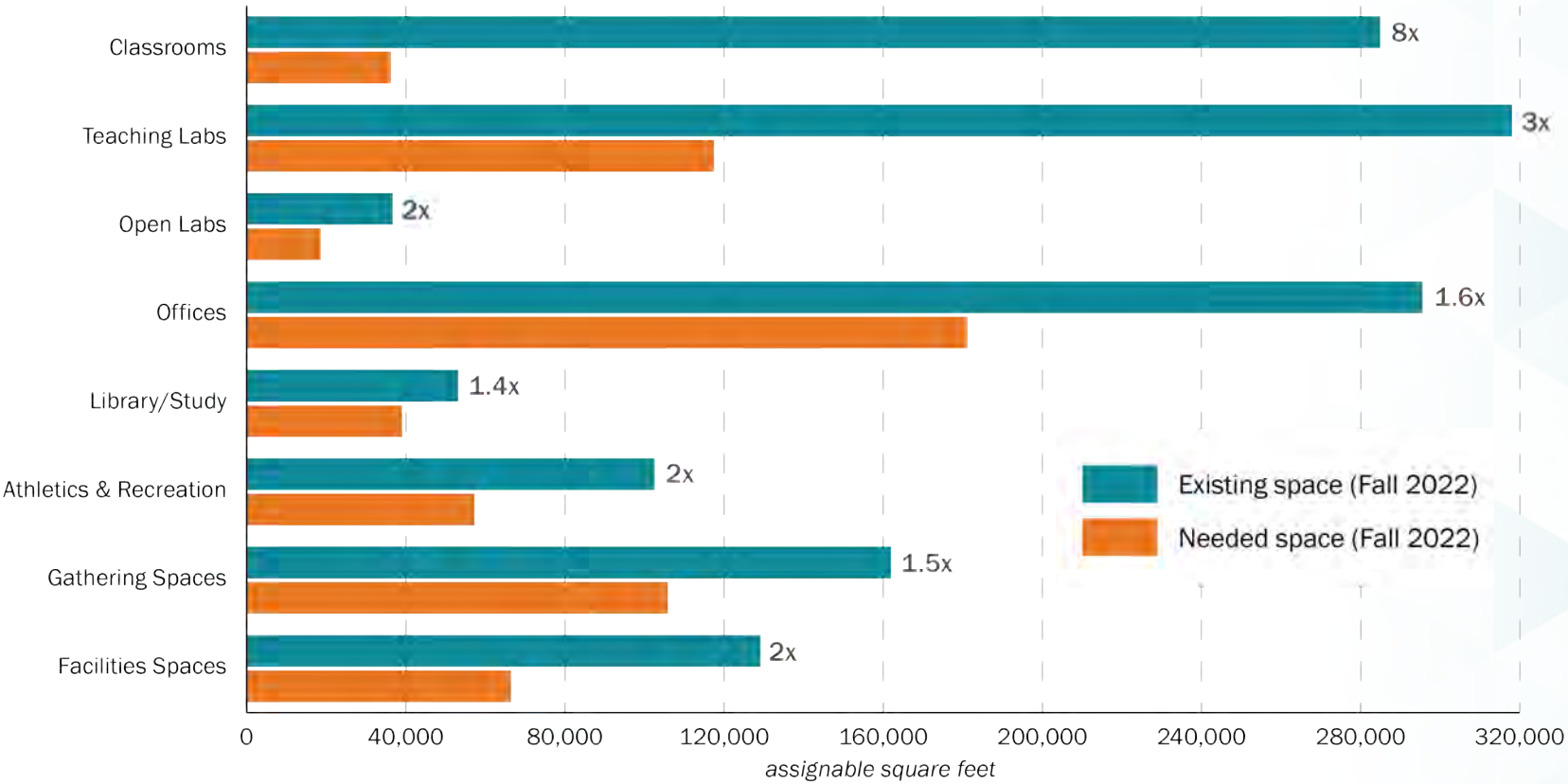
CALCULATED SPACE NEEDS (FALL 2022)

This chart shows the amount of existing space in eight key categories, alongside the amount of space that is needed in each category for the four main campuses combined. These calculations are based on the existing course load, full-time equivalent (FTE) employee counts, and FTE enrollment, with various factors assumed for each type based on discussions with Tri-C. The results show a very large surplus of space at each of these campuses in nearly all categories.

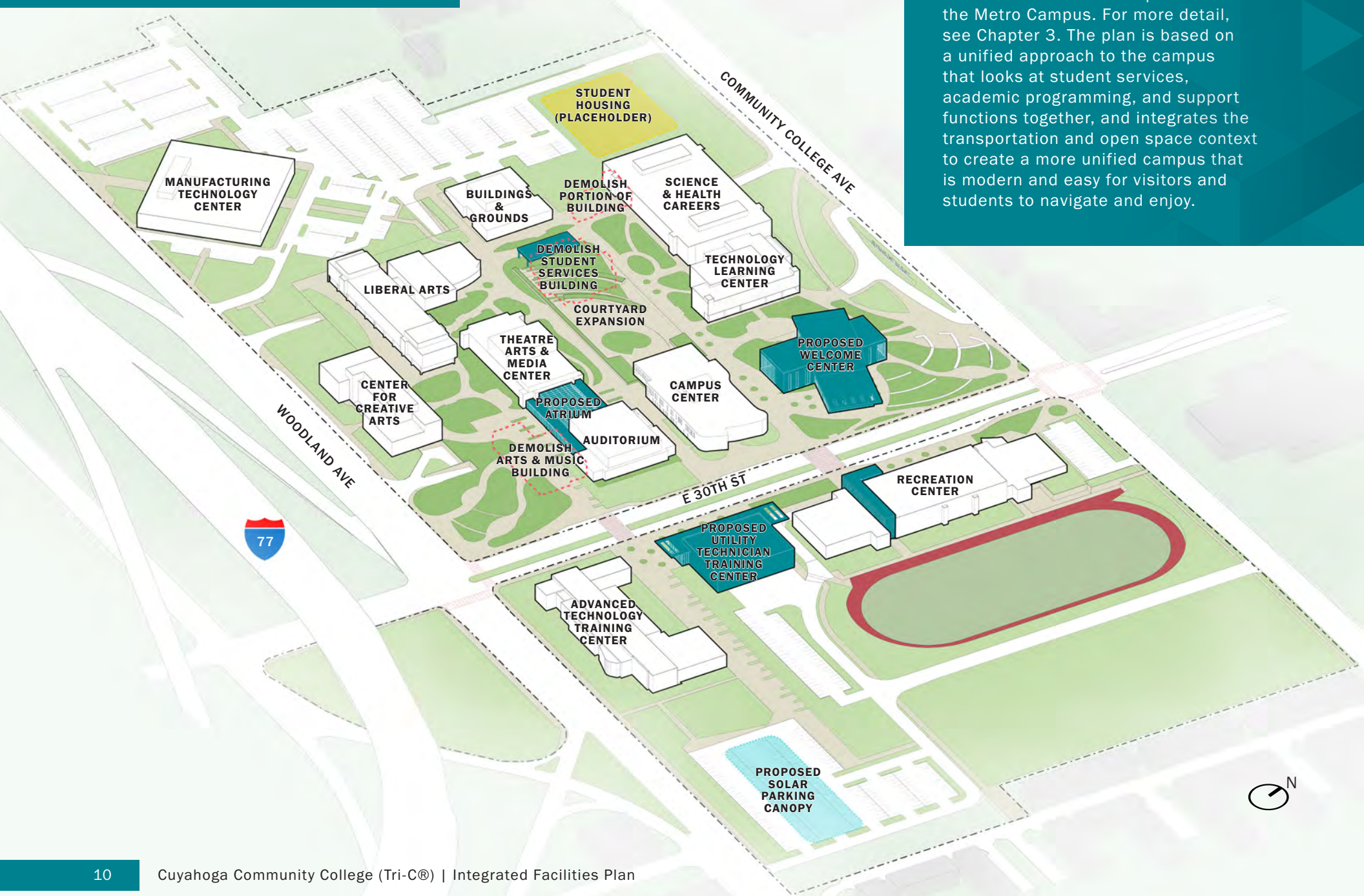
The existing amount of classroom space, for instance, is eight times what was needed based on the Fall 2022 course schedule, although enrollment increased significantly in Fall 2023. This is due to the campus being constructed in an era when enrollment (and in-person

enrollment) was significantly higher. As enrollment grows, this surplus will decrease, but at the high end of projected enrollment growth, the College has enough space for the next several integrated plans.

For this reason, a reduction of Tri-C space is recommended on all campuses through building demolition (where buildings are replaced, but the overall campus square footage is still proposed to be lower than it is today) and through partnership space identified on each campus, where community partners would lease space from Tri-C and help fulfill its mission. The College will work to identify strategic partners for each of the campuses over the next few years.



VISION PLAN: METRO CAMPUS



This page summarizes the key recommendations of the plan for the Metro Campus. For more detail, see Chapter 3. The plan is based on a unified approach to the campus that looks at student services, academic programming, and support functions together, and integrates the transportation and open space context to create a more unified campus that is modern and easy for visitors and students to navigate and enjoy.

METRO CAMPUS VISION PLAN

NEW WELCOME CENTER/STUDENT SERVICES BUILDING

This project will transform the campus, correct some of the challenges with the original site design, and significantly improve access. The existing Business & Administration Building is proposed to be demolished and replaced with a new building that should include the following:

- Three stories and approximately 85,000 gross square feet
- All student services functions, including a one-stop-shop with Admissions, Financial Aid, Counseling, Advising, Registration, Career Services, and similar functions
- Library and study spaces relocated from the existing Student Services Building (also proposed for demolition)
- Generous lobby with active study and meeting spaces
- Transparent facade to provide a welcoming gateway for the community

STUDENT SERVICES DEMOLITION AND COURTYARD EXPANSION

The existing Student Services Building is underutilized, in fair condition, and would be costly to renovate. The building should be demolished, and its functions should be relocated to the proposed Welcome Center. This will allow for the expansion of the courtyard that is at the heart of campus. The expansion area should include sloped seating that will serve as an outdoor living room, while also connecting the upper and lower levels of the courtyard. New tree plantings, art, lighting, and planting beds will make the space inviting.

NEW UTILITY TECHNICIAN TRAINING CENTER

This proposed facility would include a two-story front with classrooms and a one-story, high-ceiling lab in the rear with unfinished floors to allow for utility training. The size of this building is to be determined. Care should be taken to integrate it architecturally into the campus, given its prominent location, even if most of the building is a single large lab space.



The proposed Welcome Center will significantly improve access to the campus and create a welcoming appearance

RECREATION CENTER RENOVATION

The Rec Center is an important asset for students, faculty, staff, and the community, but is currently underutilized due to its age. Renovations should build on recent improvements to expand the existing workout facility, renovate one set of men's and women's locker rooms, and convert the remaining locker rooms and underutilized spaces on the lower level to storage. A proposed small lobby addition will provide a better entrance into the gymnasium and swimming pool.

ARTS & MUSIC DEMOLITION, NEW SOUTHEAST ENTRANCE PLAZA

The existing Arts & Music Building is underutilized, in fair condition, and contributes to an unwelcoming appearance from the street. This building should be demolished and improvements should remove the concrete moat and create a continuous pedestrian plaza from the corner up to the campus level. This area should include landscaping beds, tree plantings, lighting, public art, and new campus signage. Existing uses in the building should be relocated to renovated spaces in the Liberal Arts Building. Plaza improvements will also shorten the walking time to the Rapid Transit Station.

EASTERN CAMPUS VISION PLAN

WELCOME CENTER RENOVATIONS (STUDENT SERVICES BUILDING)

While existing student services are already grouped together in this building, they are not all conveniently located or designed to be welcoming. A comprehensive renovation of the core of this building should widen the central hallway, add a galleria-type skylight, and provide coordinated, open student service functions that are not hidden behind glass or in separate suites. Instead, these functions will be merged with common study and gathering areas. New finishes, lighting, and flooring will provide a modern feel to this building.

NEW LOOP ROAD

This proposed road provides a connection in front of existing buildings, and connects existing roads so that students and visitors don't have to circle the campus if they miss the turn for their building. The road will complement recent pedestrian improvements and include a sidewalk, lighting, and landscaping.

NEW EDUCATION CENTER ENTRANCE PLAZA AND ANNEX DEMOLITION

The existing annex to the Education Center Building is in fair condition, underutilized, and not suitable for renovation. It should be demolished and replaced by a new entrance plaza to connect the building to the multi-use field and new loop road, as well as provide space for a student sculpture display.

POTENTIAL PARTNERSHIP DEVELOPMENTS

Two sites have been identified for potential development that would be led by the private sector in cooperation with Tri-C. These could accommodate a healthcare user adjacent to the Health Careers building and a hotel adjacent to Corporate College® East. These buildings could take advantage of unoccupied land, provide revenue, and offer learning opportunities for students.



Proposed Welcome Center renovations will make student services more open and accessible, and improve navigation through the campus

OUTDOOR IMPROVEMENTS

This campus includes many natural areas that are proposed to be maintained. Additional walking trails will allow campus users to better experience these spaces, while some lawn areas will be converted to naturalized meadows. Multi-use field improvements will include a new shade structure by the running track, a new athletic amenity by the existing field, and re-wooded areas with new tree plantings.

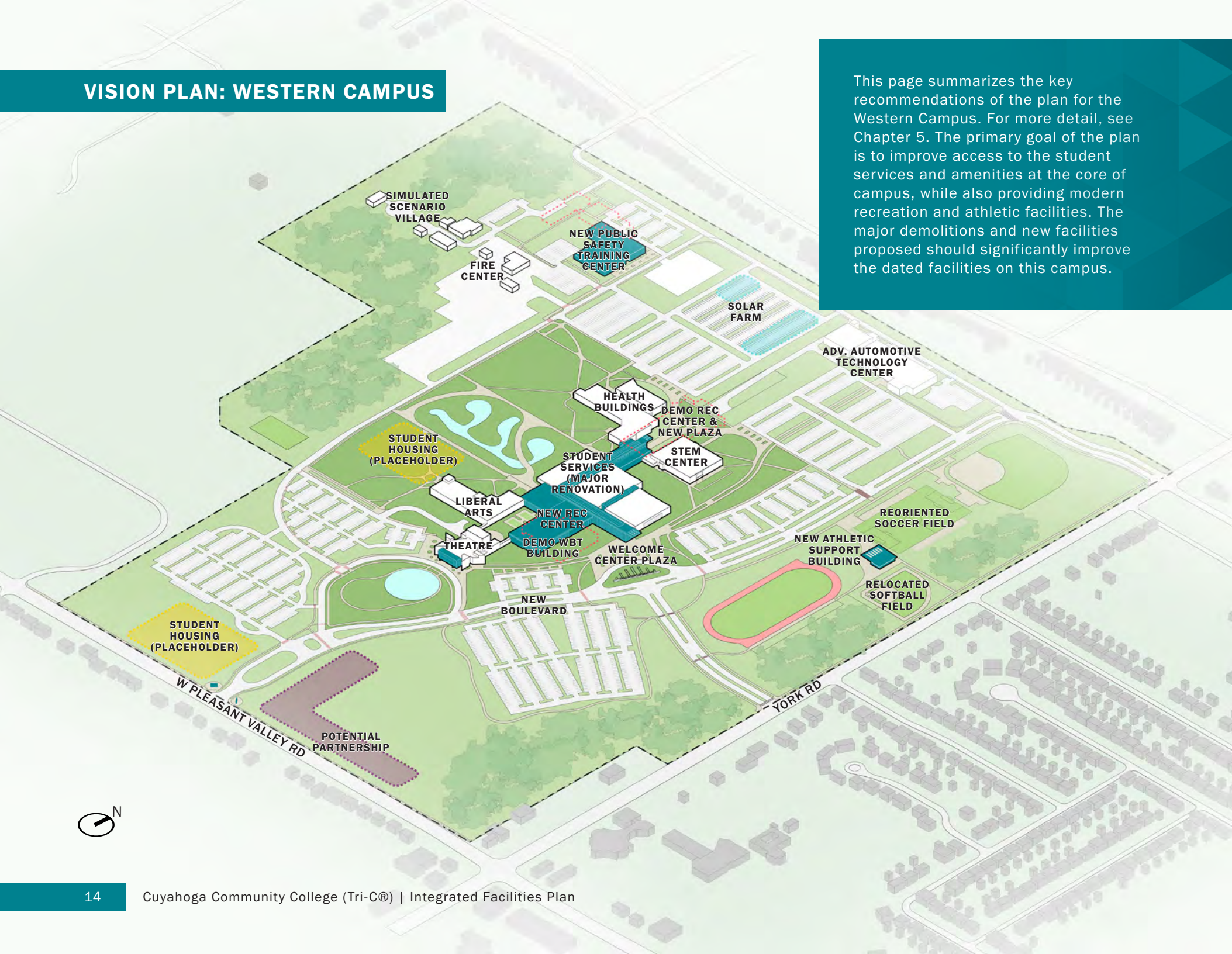
VISION PLAN: EASTERN CAMPUS



This page summarizes the key recommendations of the plan for the Eastern Campus. For more detail, see Chapter 4. The goal of the plan is to invest in improving existing indoor and outdoor spaces to improve the student experience, make navigating the campus easier, and further improve natural areas. Corporate College East will also be better connected to the campus and its amenities.

VISION PLAN: WESTERN CAMPUS

This page summarizes the key recommendations of the plan for the Western Campus. For more detail, see Chapter 5. The primary goal of the plan is to improve access to the student services and amenities at the core of campus, while also providing modern recreation and athletic facilities. The major demolitions and new facilities proposed should significantly improve the dated facilities on this campus.



WESTERN CAMPUS VISION PLAN

WELCOME CENTER, STUDENT SERVICES, AND LIBRARY RENOVATIONS

The existing Student Services Building on this campus is a great example of collocating a one-stop with other student services, but the building is dated. A comprehensive interior renovation will modernize these spaces and add a multipurpose meeting room.

NEW WELCOME CENTER ENTRANCE WING

The Galleria is the heart of campus, but difficult to locate. This proposed addition will create a new grand entrance to the Student Services Building that is easily accessible and visible from the parking lots.

NEW RECREATION CENTER

The existing Rec Center is in fair condition and would be difficult to renovate. The existing Business & Technology Building, which is underutilized and would also be costly to upgrade, should be demolished and replaced with a new Rec Center. This will provide a more prominent location for the modern Rec Center, which will be a great amenity for students, student-athletes, and employees, as well as the broader community.

ATHLETICS IMPROVEMENTS

The relocation of the softball and soccer fields to an area near the baseball field will create a true athletics district and allow for shared storage and support facilities. All fields should be modernized with lighting, seating, and artificial turf (except for the baseball field, which will retain its natural turf).

NEW PUBLIC SAFETY TRAINING CENTER

The existing building is aging and would be difficult to renovate. It should be replaced with a new facility on an adjacent site.



The proposed Welcome Center Entrance Wing and new Recreation Center will significantly improve the entry sequence to the interior of the campus for students and the community

NEW BOULEVARD AND RECONFIGURED PARKING LOTS

This new road will provide better access to the New Welcome Center Entrance Wing and remedy the issue of main building entrances being far from major campus roads. It will also include trees and sidewalks to provide a more grand, collegiate approach to the campus. Several parking lots will need to be reconfigured to accommodate the boulevard and ensure adequate parking.

WESTSHORE CAMPUS VISION PLAN

MULTIPURPOSE ROOM ADDITION

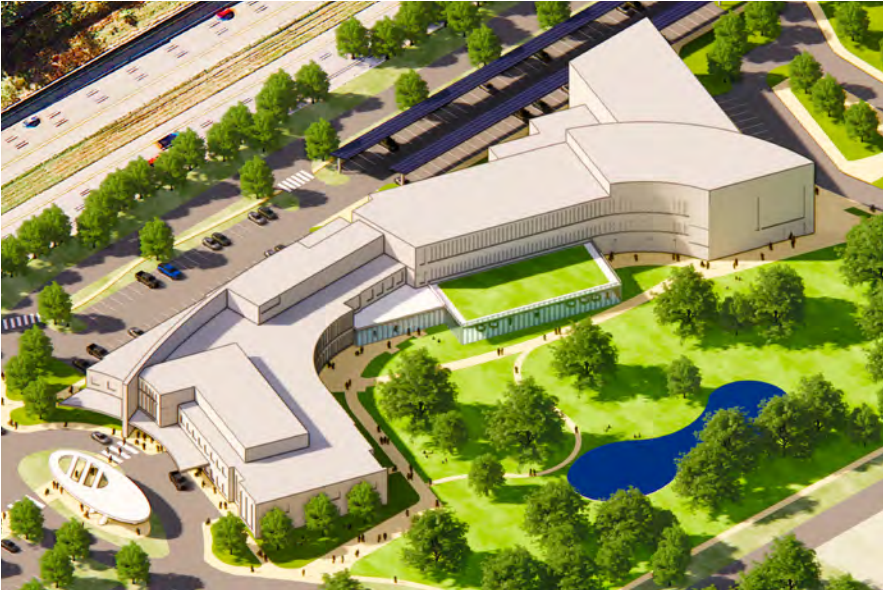
This small addition will provide space for a 250-person meeting room to accommodate Tri-C, corporate, and community events. The space will have views of the nature area and be located near the existing food service area. Events currently held at Corporate College West should be relocated here.

ATHLETICS AND RECREATION IMPROVEMENTS

The existing field should be improved with lighting and seating to create a soccer field. Pickleball and basketball courts should be added. The existing trail should be extended to create a loop around the campus, with exercise stations, new landscaping, and a new hardscape oval.

NEW ENTRY CANOPY

A new structure should be created near the eastern entrance to better emphasize that as the primary building entrance for visitors.



The proposed entry canopy (left) will improve the visibility of the visitor entrance to the campus, while the multi-purpose room will provide space for College and community meetings

VISION PLAN: WESTSHORE CAMPUS

This page summarizes the key recommendations of the plan for the Westshore Campus. For more detail, see Chapter 6. As the newest of the four primary campuses, minimal improvements are proposed to this site. Several minor interior renovations are also proposed and will be detailed in the final plan report.



PROPOSED PROJECT LIST

The tables on the following pages list every project proposed in this plan. For more details on each project, refer to the appropriate page number. Detailed project tables, including cost estimates, phasing, and project size, are provided in Chapter 7: Implementation. Some of the projects are already being implemented, while others will extend across the next decade and beyond.

Together, these proposed improvements represent a generational investment in Tri-C's campuses that will improve buildings, transportation, open space, and infrastructure. These projects are the culmination of the planning process that involved input from hundreds of individuals in the Tri-C community.

Many other smaller projects are already incorporated in the College's capital planning efforts. These include facilities and infrastructure upgrades, energy conservation projects, and more. Only major projects are included in this plan.

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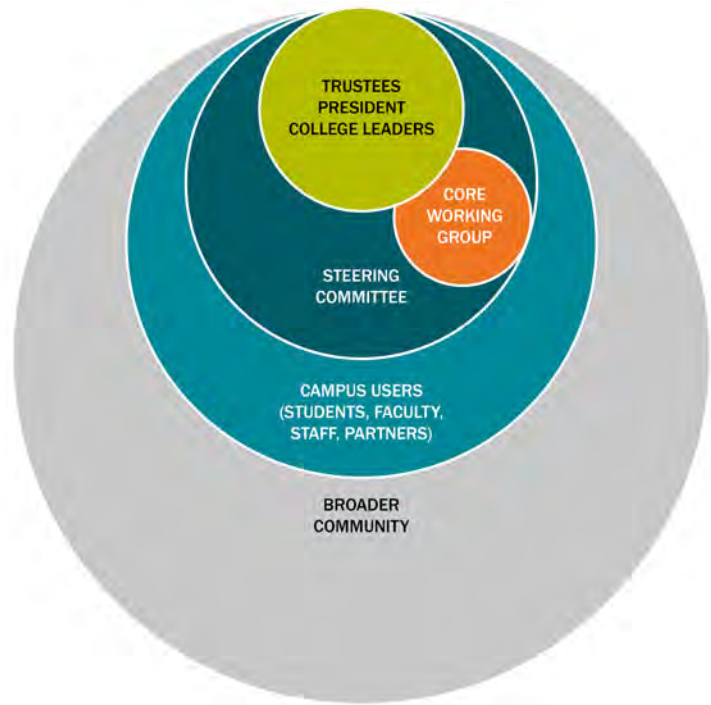
PROCESS

PROJECT TIMELINE

The Integrated Facilities Plan process consisted of four phases that occurred over 18 months, from the internal kickoff in February of 2023 to final approval by the Cuyahoga Community College (Tri-C®) Board of Trustees in June 2024. Each phase included workshops with members of the campus community. A summary of each of these six workshops is provided on the following pages. These workshops gave leaders across the College the opportunity to shape the plan together. This iterative planning approach allowed for feedback on the initial findings and the draft plan, which ensured that they incorporated user needs, objectives, and aspirations.

The Importance of Engagement

The multi-faceted engagement of all Tri-C stakeholders ensured that this plan reflected everyone's needs and built consensus. Many of the ideas in this plan came directly from workshop participants and other contributors. The process was built on interactive workshops and other conversations that began with listening, and allowed Tri-C representatives to bring solutions to the table and see them evolve into the final vision.



FOCUS GROUPS

Beginning in March 2023, DLR Group and its consulting team met with representatives from more than 20 college groups to understand their existing functions and needs. This knowledge was invaluable to inform the planning process at this early stage. While many topics were discussed, the following were common themes:

- Collaborative culture, mission driven
- Aesthetics and design
- Welcome Centers
- Inconsistency between campuses
- Diversity
- Many department-specific needs

Several student focus groups were convened to allow for a more in-depth conversation. This discussion expanded on the themes explored in more informal student and user engagement. The following were the most emphasized themes:

- Navigating the campuses
- Aesthetics and design
- Food service
- Events and organizations
- Specific requests including housing, recreation, and private study spaces

STEERING COMMITTEE

The Steering Committee for the Integrated Facilities Plan process consisted of about two dozen representatives including Tri-C administrators and faculty from a wide variety of departments, and several Board of Trustees members. Four online meetings were held during the process to review and provide high-level direction for the plan.

- **Meeting #1 (February 13, 2023)**
Introduced the planning team and process, and solicited initial feedback.
- **Meeting #2 (June 1, 2023)**
Reviewed the results of initial engagement with a focus on online survey results. Reviewed draft planning goals, objectives, and design principles.
- **Meeting #3 (October 23, 2023)**
Reviewed the results of recent workshops, presented space needs findings, and reviewed initial plan options for each campus.
- **Meeting #4 (February 5, 2024)**
Reviewed the results of recent workshops and shared a detailed presentation of draft plans for each campus.

BOARD OF TRUSTEES MEETINGS

Three meetings were held with the Tri-C Board of Trustees during the planning process. These allowed Board members to stay updated on the plan, provide their feedback, and approve the final plan.

- **Intro Presentation (March 9, 2023)**
The planning team presented online to the Board of Trustees Management Committee. This presentation introduced DLR Group and the consultant team, provided an overview of the planning process, and allowed Board members to provide initial input.
- **Draft Plan Presentation (March 7, 2024)**
Nearly one year later, the planning team presented the final draft plan for each campus to the Board of Trustees Management Committee, including an overview of stakeholder input and initial cost estimates.
- **Board Resolution (June 27, 2024)**
The full Board of Trustees approved the plan and the College published the final report.

MICROSITE

A public website was made available for the duration of the planning process to inform the Tri-C community and broader community of the plan's goals and timeline, and to offer opportunities for input.



WORKSHOP 01: VISIONING

MARCH 29, 2023
105+ PARTICIPANTS

The first workshop for the Integrated Facilities Plan began with an introduction of DLR Group and the consulting team, and an overview of the planning process. The majority of the time was focused on the following activities at small group tables.

Cultural Continuum

Participants at each table completed an activity to benchmark Tri-C's existing culture against its potential culture. The graphics on this page summarize the results for all the tables combined. Nearly every line shows a significant gap between where the College is today and where it could be in the future, indicating that this plan could help propel Tri-C forward.

SWOT Analysis

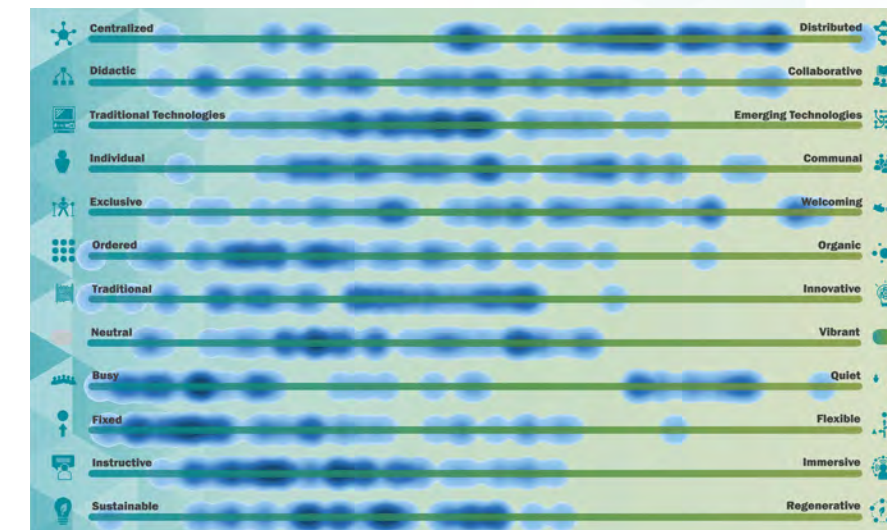
In this activity, each table discussed the strengths, weaknesses, opportunities, and threats of Tri-C at a College-wide level. Many themes were identified related to Tri-C's positive culture, modern facilities, and mission, as well as a number of internal and external challenges such as enrollment declines and space utilization.

Futurecasting

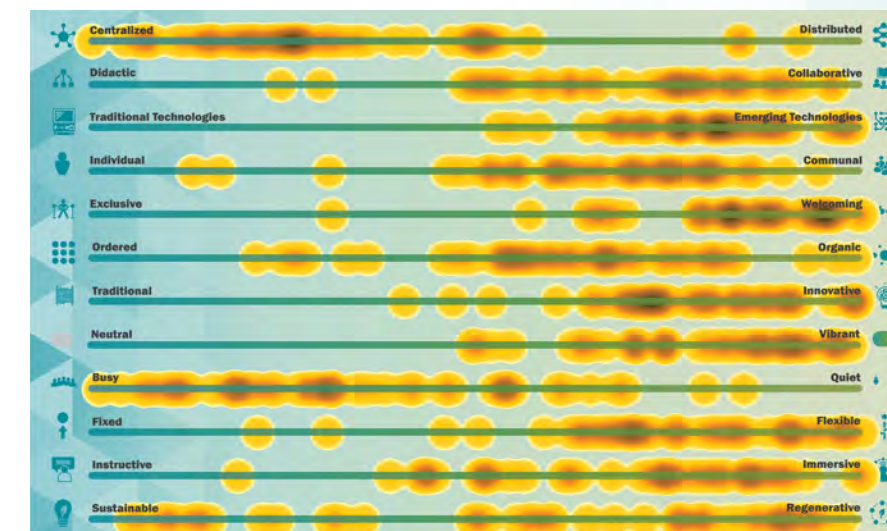
Worksheets in this activity asked everyone to provide their thoughts on several open-ended questions about the future of Tri-C. Responses were varied and touched on flexibility, collaboration, accessibility, partnerships, technology, student support, and more.

Campus Maps Activity

Finally, workshop attendees were asked to mark up maps of each campus to indicate places that work well and don't work well, as well as existing community assets. This yielded a wealth of information on the existing conditions on each campus.



Cultural Continuum: Tri-C Today table



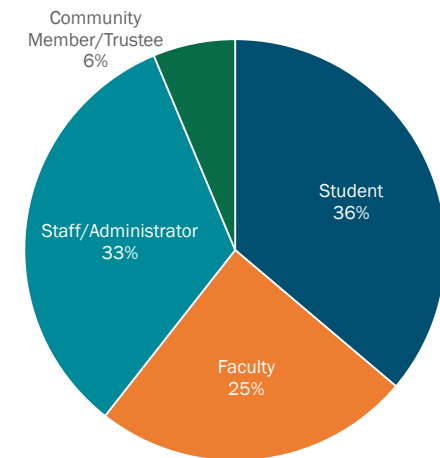
Cultural Continuum: Tri-C in the Future table

1,331

survey responses

A pie chart illustrating the distribution of 1,331 survey responses by role. The chart is divided into four segments: a dark blue segment for 'Student' (36%), a teal segment for 'Staff/Administrator' (33%), an orange segment for 'Faculty' (25%), and a small dark green segment for 'Community Member/Trustee' (6%). The labels and percentages are placed directly on or adjacent to their respective slices.

Role	Percentage
Student	36%
Staff/Administrator	33%
Faculty	25%
Community Member/Trustee	6%



APRIL-MAY, 2023

This survey allowed the planning team to reach a much broader audience than was able to attend in-person events, and allowed for more detailed responses to key questions. Key findings include the following:

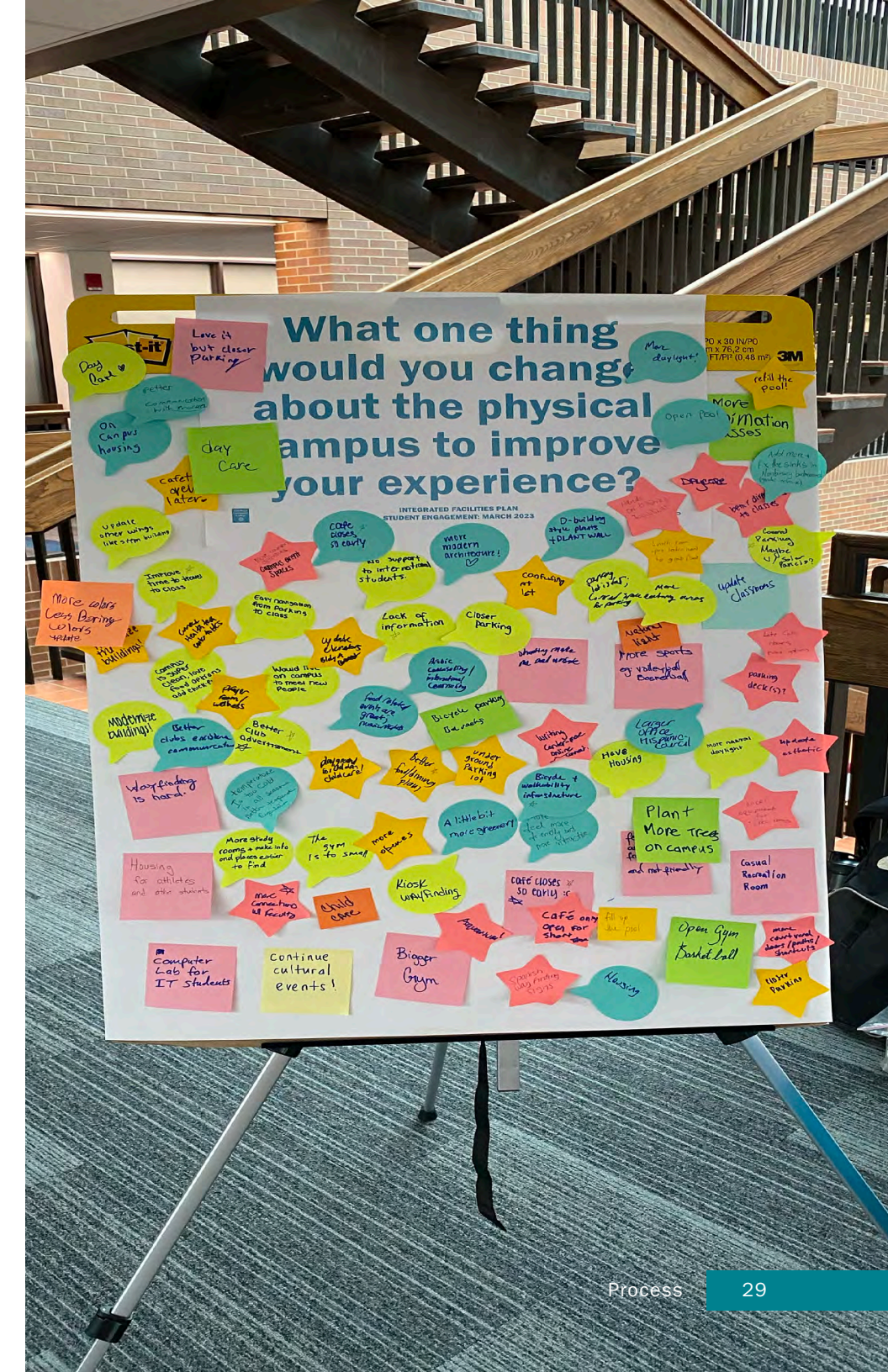
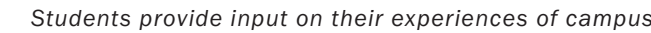
- The faculty and staff indicated a preference for more hybrid work, with respondents saying they would prefer to be on campus fewer than five days a week.
- Faculty indicated that they prefer to teach classes in a mix of in-person and online formats. Students responses aligned when asked how they prefer to take their classes.
- Only 19% of the faculty indicated that they would prefer traditional/low-tech classrooms. This shows a preference for continued integration of technology into learning spaces.
- Students were asked to rank issues negatively affecting their education. The top issues identified were financial stress, mental health, transportation access, hunger/access to food, and taking care of children/family.
- Open ended questions allowed survey participants to indicate what they wanted to see on campuses in the future. The responses varied by campus but included wayfinding, renovations, recreation and gathering spaces, student housing, more food options and hours, study space, more activities, more color, and natural light.

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MARCH 28-30, 2023

Maps allowed students to provide feedback on their experiences on each campus by identifying areas for socializing, focusing, and recharging, as well as areas that felt welcoming, healthy, comfortable, confusing, or unsafe. The detailed results of this activity are provided in the appendix.

In addition, a display board allowed students to provide open-ended comments on what they would change about the campus. Among the responses, common themes included building renovations, more food options, closer parking, events, and services.





Attendees listen to a presentation of the planning team's analysis

WORKSHOP 02: ANALYSIS & NEEDS

MAY 4, 2023
70+ PARTICIPANTS

The second workshop began with a summary of the input received at previous engagements, followed by a detailed presentation of the planning team's findings for the College as a whole and for each campus. The following topics were covered:

- Regional context
- Technology
- Transportation
- Landscape
- Building conditions
- Energy use intensity
- General opportunities and constraints
- Diversity, equity, and inclusion
- Sustainability

Several audience questions and comments helped put the findings in context to better reflect the reality of the institution. At the end of the meeting, participants were invited to mark up analysis maps of each campus to be sure the draft maps accurately reflected existing conditions.

WORKSHOP 03: BIG IDEAS

AUGUST 16-17, 2023
70+ PARTICIPANTS

Workshops 03, 04, and 05 were split into four sessions on each of the main campuses (Eastern, Metro, Western, and Westshore). Each workshop followed the same format, but the content and discussions were tailored to each campus to allow for more relevant conversations and input.

The workshop began with a summary presentation of the previous workshop, and an extended presentation of the survey results, as well as a brief reminder of the opportunities and constraints map of each campus and recent progress on the Academic Plan. Planning principles were introduced as a framework for thinking about future improvements in a meaningful and systematic way.

The draft space analysis was shared in detail to show the low utilization of existing academic spaces and other spaces, and to quantify the amount of surplus space on each campus.

Mission: Possible

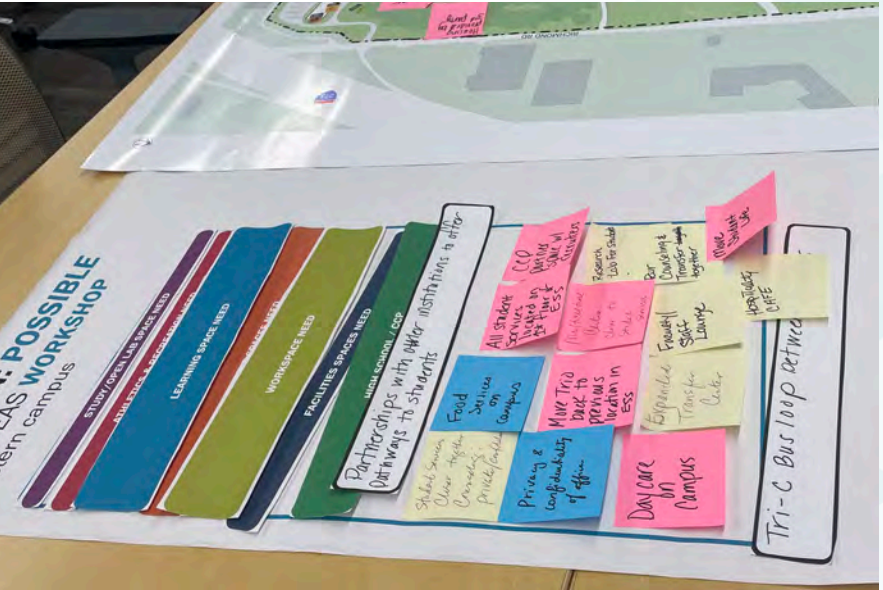
This first activity showed an outline representing the amount of indoor space available on each campus. Each table was provided with large paper bubbles representing existing space needs and potential community partners, with the goal of placing enough of the colored bubbles in the outline to fill up the space. This challenging activity helped bring home the reality of the space surplus, and brainstorm the best potential partners.

Big Ideas

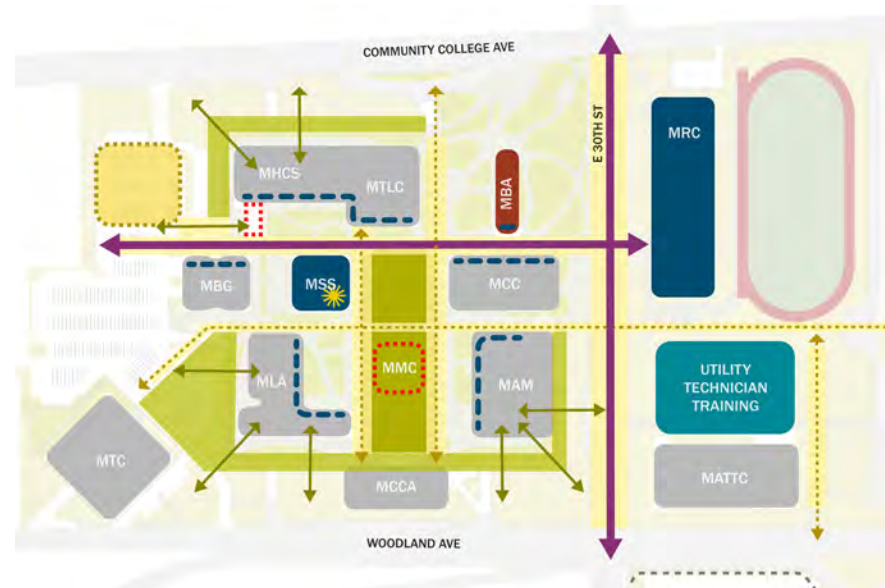
The final activity asked participants to place stickers and comments on campus maps to identify locations for potential improvements to indoor and outdoor spaces. This game-style exercise resulted in hundreds of ideas for consideration.



Participants place stickers on the map to show potential improvements



The Mission: Possible activity with potential community partners



Sample draft plan option for the Metro Campus



Workshop participants evaluate the pros and cons of different options

WORKSHOP 04: PLAN OPTIONS

OCTOBER 18-19, 2023
70+ PARTICIPANTS

This workshop started with a summary of the input received at Workshop 03 and a reminder of the space surplus. Presenters shared the planning and design principles, along with an ideas and options framework, as context for understanding the goals behind the plan options.

Planning team members then walked participants through Option A and Option B for each campus. These plans were developed based on input from previous workshops and showed two potential scenarios for meeting the needs of each campus—each of which had its pros and cons.

At discussion tables, participants discussed the plan options, which components were preferable, and what elements might be missing. Each table then shared their thoughts with the room.





Participants review and comment on the draft plans

WORKSHOP 05: DRAFT PLANS

DECEMBER 5-6, 2023
70+ PARTICIPANTS

This final in-person workshop consisted of two sessions: one focused on the Eastern and Metro campuses, and another on the Western and Westshore campuses. The meeting began with an update on the housing study and the broader planning context of flexibility, sustainability, and a focus on students. A single plan was then presented for each of the four campuses. This represented a combined version of Option A and Option B from the previous workshop, incorporating the preferred elements of each option.

The presentation also elaborated on various aspects of the draft plans, showing detailed site plans and examples of similar improvements from other institutions.

The workshop activity focused on large format versions of the draft plans, which participants were asked to mark up with any edits or concerns. Only minor comments were received—an indication of support for the major elements of the draft plans. Several minor plan edits were made based on the feedback received.

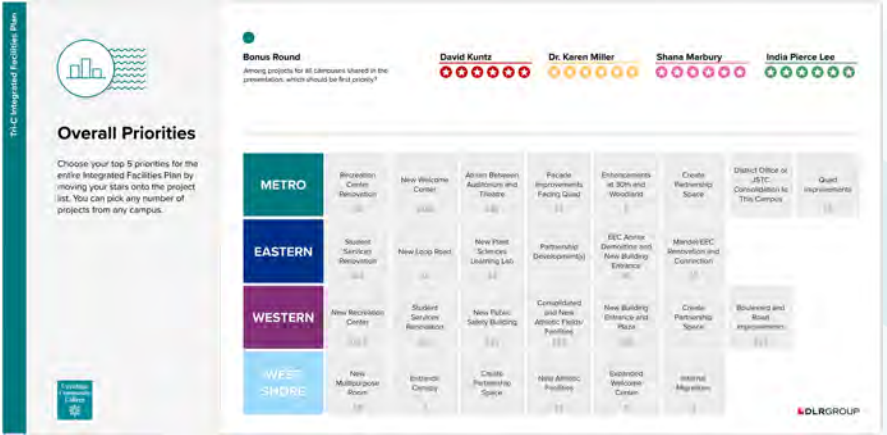
WORKSHOP 06: PRIORITIES

JANUARY 3 & 9, 2024

This final workshop was held online with the four Executive Vice Presidents (EVPs) in two identical sessions to accommodate individual schedules. It began with a summary of the previous workshop, and then presented the final draft plans. No significant comments were provided on the plans.

The EVPs then participated in two ranking activities that focused on the major projects. The first activity asked them to rank which major projects on each campus should be implemented first based on their impact to Tri-C's mission and students. The second activity asked them to choose their overall priority projects across all campuses, and included an indication of the rough order-of-magnitude cost for each project.

- The highest priority projects were the new Welcome Center/ Student Services Building at the Metro Campus, and the Welcome Center/Student Services improvements at other campuses.
- The new Loop Road on the Eastern Campus and the new Multipurpose Room at the Westshore Campus were also highly ranked.
- Improvements to recreation and athletic facilities were also identified as priorities.



Ranking activity board for major projects on each campus

COMMUNITY MEETINGS

The broader public was invited to give input on the plan at two community meetings.

LISTENING SESSION

On March 30, 2023, about 30 community members attended a Listening Session at the Jerry Sue Thornton Center to hear an overview of Tri-C, the Integrated Facilities Plan, and to provide their initial comments related to the following themes:

- Jobs of the future
- K-12 pipeline
- Access & barriers
- Community amenities

ONLINE INPUT SESSION

A live online community input session took place on April 23, 2024. The meeting was also available online for the following two weeks. Participants indicated that they supported the draft plan, and wanted to ensure that it improves transportation access and preserves green space.

About 11 community members attended and joined breakout groups. They supported the vision of the plan and had a few questions about accessibility and other topics. The online video of the meeting received 57 views, and 3 additional people completed an online input form after watching the video.

ONLINE SURVEY

The survey described above was distributed to the community. More than 70 community members responded and indicated that community meetings and recreation centers brought them to campus today. They also identified potential future amenities and barriers to accessing the campus.



Community Listening Session

PLANNING GOALS



Align physical resources with institutional planning: *Strategic Plan, One College 3.0, ongoing Academic Affairs restructuring, and the Academic Plan*



Support evolving academic programs: *Increase access and workforce development*



Optimize recent and ongoing facility improvements & initiatives: *Leverage investment & harness momentum*



Position for revenue generation, increase relevancy, and eliminate redundancies: *In existing facilities without compromising Tri-C's long-term vision*



Redesign the campus experience: *Increase community use and corporate partnerships*



Create an implementable and flexible development framework: *Support increased student enrollment, retention, persistence, and success*



Track progress: *On campus improvements to measure outcomes and plan implementation*

PLANNING PLATFORM

The planning goals and platform on this page were developed based on the input received from the Tri-C community. They are intended as a framework and foundation for the plans and the discussions that informed them.



Implement and adhere to existing Tri-C facility standards and goals: *For design, sustainability, Climate Plan commitments, safety, and security*



Reduce deferred maintenance and invest in infrastructure



Reflect a global perspective to plan, design, and use space responsibly: *Adhere to sustainability principles, including facility re-utilization and renovation*



Invest in existing and emerging technology best practices



Close equity gaps impacted by facility location, capacity, characteristics, and quality




PLANNING DRIVERS

-  **Online, Hybrid, and Engaged Learning:** *Align facilities for in-person, HyFlex, and online instruction; develop enrollment assumptions by modality*
-  **Enrollment Management:** *Stabilize and increase enrollment through dual enrollment, certificate, transfer, workforce development, and re-skilling initiatives*
-  **Campus/Community Alignment:** *Balance future programs and facility expansion across campuses to feature partners, meet needs, and foster access*


PLANNING AND DESIGN PRINCIPLES

The following planning and design principles were developed from input received during the process. They served as guiding principles during the planning process and can also be used to help guide project implementation.




IDENTITY AND VISIBILITY

- Consistently enhance the **One Tri-C student-centered experience**
- Leverage existing assets, context, and surrounding community relationships
- Incorporate empowerment, inclusion, and respect




LEARNING ENVIRONMENTS

- Create intuitive **connections and adjacencies**
- Enhance existing spaces to leave memorable and inspiring impressions
- Provide safe, comfortable, attractive, and engaging learning spaces
- Incorporate and balance student feedback, best practices, and community needs




STUDENT EXPERIENCE

- Create an accessible, comfortable, and welcoming pedestrian environment
- **Foster a collegiate environment for student success**
- Incorporate small to large spaces for collaborative learning
- Program indoor and outdoor gathering spaces



EFFICIENCY AND PARTNERSHIPS

- Eliminate redundancies and align programs
- **Repurpose and renovate existing buildings**
- Establish a decision-matrix process
- Expand and enhance sustainability
- Evaluate **public-private partnership (P3) opportunities**



SHARED USE AND REVENUE GENERATION

- Increase the use of campus spaces
- Create inviting spaces
- Collaborate with partners to develop and grow programs
- Provide locations for entrepreneurship small business generation, and maker spaces



2

CONTEXT

CAMPUS LOCATIONS



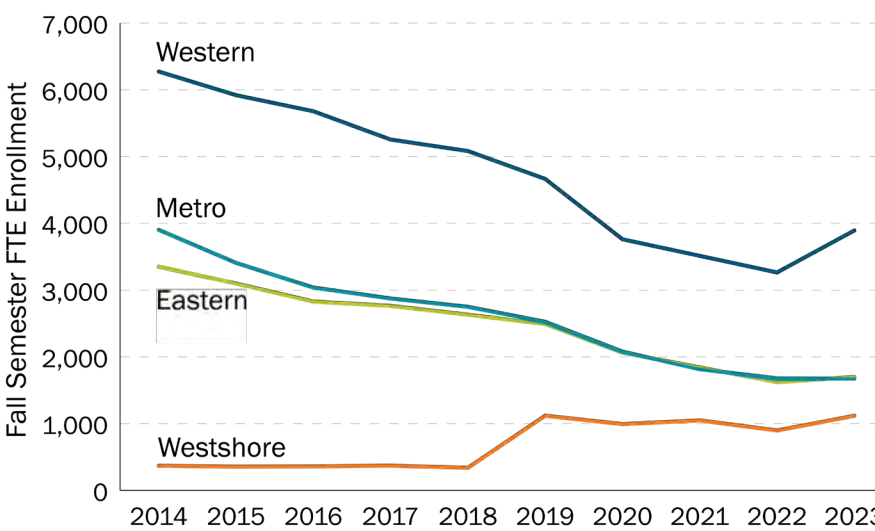
PLANNING CONTEXT

Cuyahoga Community College (Tri-C®) is considered one of the most progressive community colleges in the United States. Among its many awards and credentials, Tri-C has received the Top 150 Aspen Prize for Community College Excellence. Its existing campuses cover and reflect the geographic diversity of Cuyahoga County and metropolitan Cleveland—from the historic Metro Campus, which opened in 1969, to the Westshore Campus and Brunswick University Center, which opened in 2011.



Tri-C currently serves more than 17,000 students across its 14 campuses and locations. While enrollment has declined over the past decade along with the decreasing population in the region, enrollment was up in Fall 2023 and is projected to continue to increase.

Recent Enrollment Trends by Campus



17,407
Fall 2023 Institution-Wide Enrollment (Headcount)

STRATEGIC PLANNING CONTEXT

MISSION

To provide high quality, accessible and affordable educational opportunities and services—including university transfer, technical and lifelong learning programs—that promote individual development and improve the overall quality of life in a multicultural community.

VISION

Cuyahoga Community College will be recognized as an exemplary teaching and learning community that fosters service and student success. The College will be a valued resource and leader in academic quality, cultural enrichment, and economic development characterized by continuous improvement, innovation, and community responsiveness.

VALUES

To successfully fulfill the mission and vision, Cuyahoga Community College is consciously committed to diversity, integrity, academic excellence and the achievement of individual and institutional goals. We are dedicated to building trust, respect and confidence among our colleagues, students and the community.

INTEGRATED PLANNING

This plan is intentionally called the Integrated Facilities Plan to emphasize its foundation on broader institutional goals and planning efforts. The plans summarized on this page and the previous page serve as a framework to ensure that this Integrated Facilities Plan helps implement the bigger institutional vision.

PRESIDENTIAL GOALS

Tri-C President Michael A. Baston, J.D., Ed.D. has worked with the Tri-C community to develop the goals listed below. These are intended to complement and expand on the institution's mission, vision, and values, while serving as a framework for building institutional momentum.

Tri-C's way forward must include building a culture of clarity, redesigning the student experience, and strengthening the College's value proposition to raise Tri-C's visibility and reputation and achieve the institution's mission and strategic focus on meeting the educational and training needs of all Northeast Ohioans.

Goal 1:

Develop and drive a strategic vision—One College 3.0

Goal 2:

Ensure that programs, facilities, and services are relevant to the people and markets we serve

Goal 3:

Ensure a sound fiscal environment

Goal 4:

Increase college visibility

Goal 5:

Further enhance fundraising approach

ACADEMIC PLAN

The initial stages of Tri-C's first institution-wide Academic Plan were completed concurrently with the Integrated Facilities Plan. The Academic Plan report has recently been completed, and an enrollment plan will be developed after this plan is finalized. The following work has been accomplished to date.

The first orientation sessions were held in April 2023 and served as the first round of institutional scanning. Four groups of faculty and staff representing academic and workforce programs—89 people in all—convened to discuss the challenges facing the broader higher education sector and Tri-C.

These sessions were interactive, a balance of defining integrated academic planning in today's higher education environment and small group discussion. The first focus was on academic strategy, based on a framework developed by Michael Dolence that consists of three elements: strategic learner questions, curriculum architecture, and strategic position.

A second framework demonstrates how the responses to these questions would help an institution determine its academic strategy, role in the higher education ecosystem, and sphere of influence in the higher education sector.

ORGANIZATIONAL FRAMEWORK

The One College model continues the tradition of having a president on each of Tri-C's primary campuses, with academic leadership from a single provost. The One College model seeks to realign key leadership roles within the emerging academic framework to allow for better coordination between campuses and to avoid duplicating resources.

COLLEGE HISTORY

The land where Tri-C's campuses are now located was inhabited for generations by the Lenape (Delaware), Shawnee, Wyandot Miami, Ottawa, Potawatomi, and other Great Lakes tribes (Chippewa, Kickapoo, Wea, Piankashaw, and Kaskaskia). Many Native Americans still reside in Northeast Ohio. Tri-C has partnered with local indigenous communities to recognize their heritage.

In 1961, the Ohio legislature passed enabling legislation to create a statewide system of community colleges. Tri-C was founded in 1963 as the first community college in the state and originally operated out of leased space in the Brownell School building on East 14th Street in Downtown Cleveland. A levy was passed in 1963 to allow for the construction of dedicated facilities.

The Metropolitan Campus opened in 1969 on land that was formerly part of the historic Central neighborhood, which was made up of a significant Jewish population, a variety of European immigrants, and a number of African American families, who came to comprise the majority of the neighborhood in the 20th century. Local businesses filled Woodland Avenue, and a network of residential streets was lined with homes where the campus now stands.

Urban renewal demolished the entire neighborhood to create space for public housing developments, St. Vincent's Hospital, and Tri-C's Metropolitan Campus. Due to modernist architectural trends—and influenced by fears related to the Hough Riots of 1966 and conditions in the surrounding neighborhood—the Metro Campus was created as an inward-focused institution with few windows and imposing concrete buildings and bulwarks to separate it from the adjacent streets.

The Western Campus opened in 1966, followed by the Eastern Campus in 1971, and the Westshore Campus in 2011. Throughout its history, Tri-C has focused on educating students to improve their intellectual and financial standing, and elevate educational attainment in Northeast Ohio.



The historic Central neighborhood with an outline showing the current site of the Metro Campus (aerial image courtesy Cleveland Public Library)



Students outside the original campus downtown

CITY & REGIONAL PLANS

CONNECTING CLEVELAND 2020 CITYWIDE PLAN

The Citywide Plan focuses on the theme of connections to build progress at the community, building, and people scales. The plan emphasizes transportation, education, social services, health care, jobs, entertainment, and arts & culture to connect the “physical and the social to create communities that are truly viable and sustainable.”

The plan emphasizes that education plays a major role in economic success. It focuses on lifelong learning opportunities for individuals at all stages of life for individual economic growth, as well as advancing the city at large. While the plan focuses mostly on K-12 education, there is a conversation regarding partnerships between local colleges and emerging high school students. The City also pledges to work with the Knowledge Works Foundation to develop programs to improve college readiness and access.

Another focus of the plan is transportation and infrastructure improvements. The goal is to provide a variety of transportation options that increase access to neighborhoods and economic opportunities. Key recommendations include access for cyclists and pedestrians, and increased mobility via public transportation.

CITY OF CLEVELAND COMPLETE AND GREEN STREETS

The goal of the City's 2022 Complete and Green Streets Ordinance is to increase opportunities for street designs that expand travel options, including walking, biking, and transit. An advisory committee was established to conduct community engagement and create recommendations for future activation.





2008 Metro Campus Master Plan



2008 Eastern Campus Master Plan

PROGRESS MADE

In 2008, a 10-Year College-Wide Academic and Facilities Master Plan was completed by ECS and Urban Strategies, Inc. The plan focused on improving space utilization, creating a student activity zone and a Student Services Center on each campus, and improving open spaces.

Cuyahoga County voters passed a bond initiative in 2017 that provided the funding to implement many of the primary recommendations of the previous master plan. This significant support from the community allowed these projects to be developed. The following list includes projects from the previous plan as well as other implementation items.

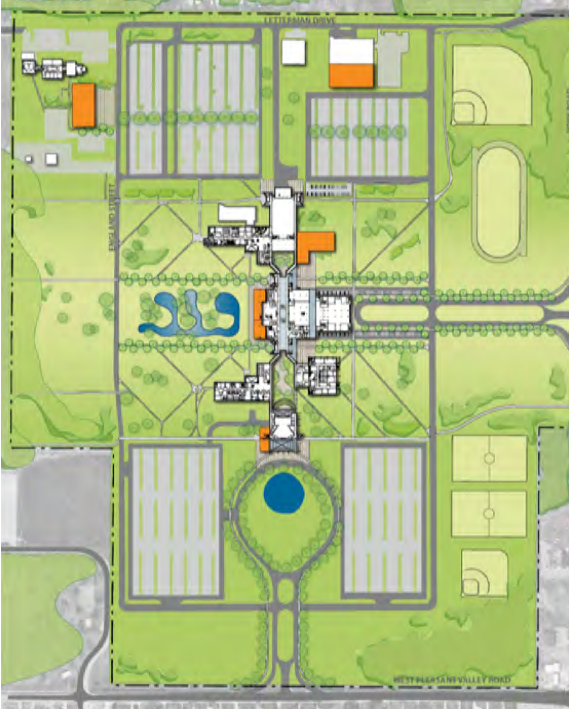
METROPOLITAN CAMPUS

Projects Completed

- Campus Center & Courtyard retrofit
- Plaza improvements across campus
- Advanced Technology Training Center (ATTC) initial building (2011) and expansion (2019)
- New Wellness Center in Recreation Center
- Renovation of gym with new wood floor and new bleachers
- Complete running track renovations
- Renovation of science and OTA/PTA/EMT labs in MSHC
- Renovations in MTC to classrooms, offices, fab lab, and hallways
- Renovations to underground garage
- New food pantry
- Auditorium and Theatre upgrades
- Renovated restrooms, HVAC, electrical panels, and flooring
- Technology upgrades to large majority of classrooms & labs
- Media services equipment upgrades
- Added Center for Creative Arts & Rock Hall Archives (2009)

Projects Not Completed

- Student Services Building retrofit
- Atrium by Auditorium
- 30th Street streetscape improvements
- Recreation Zone, including baseball and softball fields
- Business Administration lounge
- Science and Health Careers Building public space updates



2008 Western Campus Master Plan

WESTERN CAMPUS

Projects Completed

- New STEM Building (not proposed in plan)
- Advanced Automotive Technology Center (AATC) addition
- Public Safety Simulated Scenario Village
- Veterinary Technology renovations
- Theatre upgrades
- Technology upgrades to large majority of classrooms and labs
- New food pantry
- Upgrades to restrooms, HVAC, electrical, parking lots, and flooring
- Upgrades to running track and softball field

Projects Not Completed

- New Academic, Sports, & Wellness addition
- Student Services Building One-Stop Shop addition
- Student Services Building retrofit
- Addition to Theatre for studio theatre
- Courtyard improvements
- New York Road entrance
- New Career Center building

WESTSHORE CAMPUS

Projects Completed

- SHCS Building (2011)
- Liberal Arts & Technology Building (2019)
- Food pantry

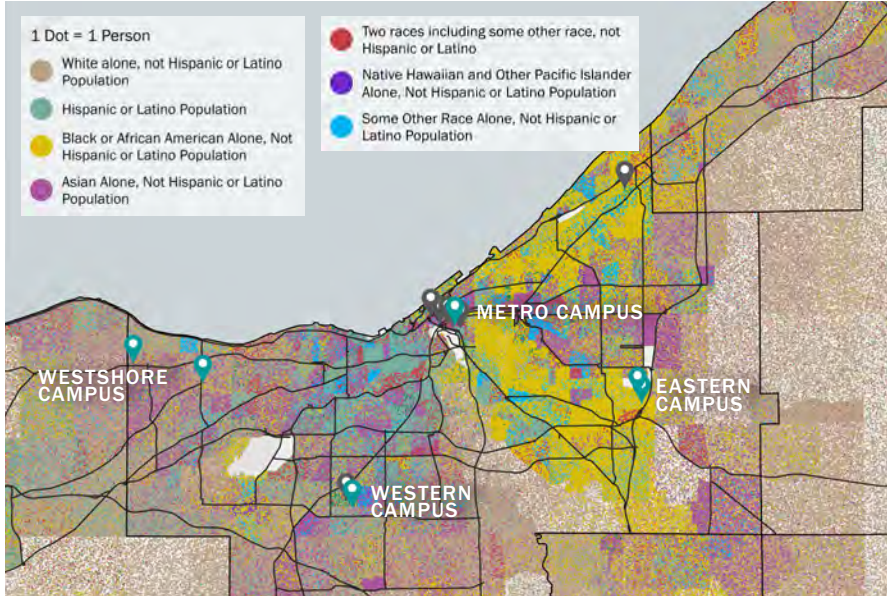
EASTERN CAMPUS

Projects Completed

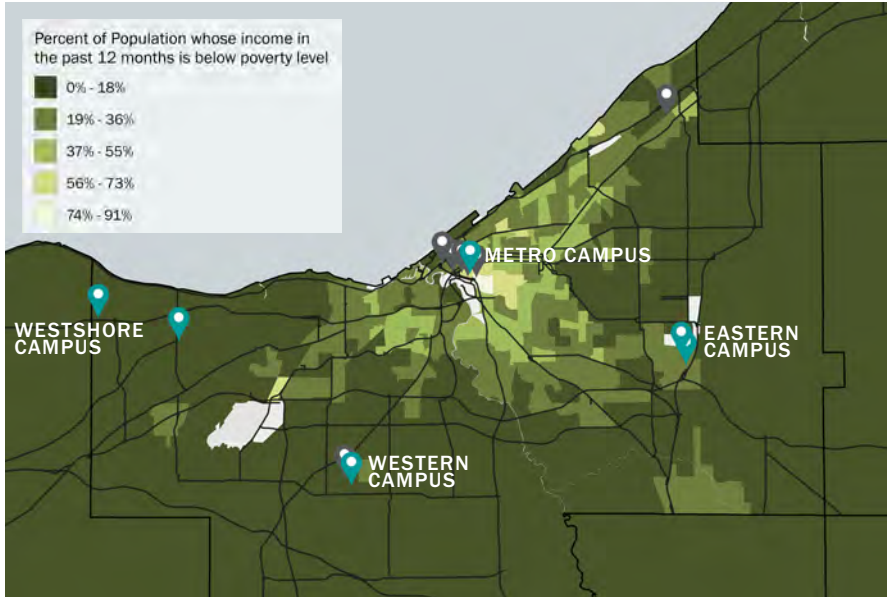
- Student Center entrance improvements
- New Natatorium/Wellness Center
- Pedestrian plazas between buildings and next to ESS
- Parking lot improvements
- Upgrades and renovations to Theatre
- Renovations to create Mandel Humanities Center & Honors Program space
- Science lab renovations in ESS and in EEC
- Renovation of classrooms, adjunct space, music corridor, and social spaces in EEC (art renovations in progress)
- Upgrades to running track
- Upgrades to parking lots, restrooms, HVAC, roofs, parking lots and flooring
- Upgrades to second-floor public classrooms in EMHC
- Food Pantry (in progress currently)
- Technology upgrades to large majority of classrooms and labs
- Renovated wood floors in gym

Projects Not Completed

- Arts & Music Addition to ELA (now the Mandel Center)
- Student Success corridor
- New amphitheatre



Population by Race (source: U.S. Census Bureau's American Community Survey (ACS) 2018-2022 five-year estimates)

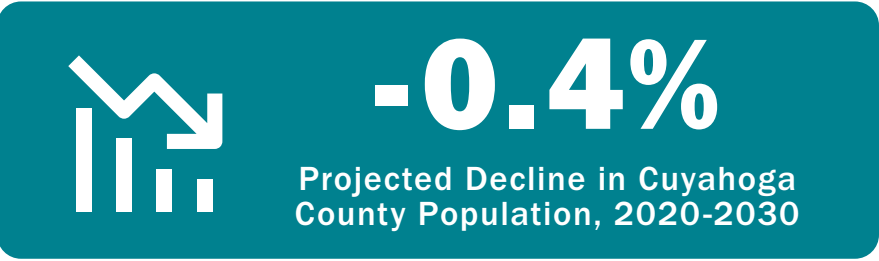


Population in Poverty (source: U.S. Census Bureau's American Community Survey (ACS) 2018-2022 five-year estimates)

REGIONAL DEMOGRAPHICS

As part of this plan, a regional demographic analysis was conducted at the census tract level in order to better understand the people of Cuyahoga County that Tri-C serves. The region has suffered from historic population decline, and this decrease is unfortunately projected to continue over the next decade.

While this means that the number of potential traditional college students (ages 18 to 22) in the region may decrease, new academic programs and improved marketing can help expand Tri-C's reach. Non-traditional students will become the new "traditional" students as Tri-C adapts to serve lifelong learners and combat the effects of the "demographic cliff." This new market includes middle and high school learners, corporate partners, and adult learners needing engaged and applied learning. This plan addresses the unique needs of these students.



Population by Race

The map at upper left shows the tapestry of racial and ethnic communities across the county. These distributions influence the background of students at each campus, their needs, and their preferences for how they use the campus. In general, the Metro and Eastern Campuses are located in areas with more Black residents, while the Western and Westshore Campuses serve white, Hispanic, and Asian populations.

Poverty Levels

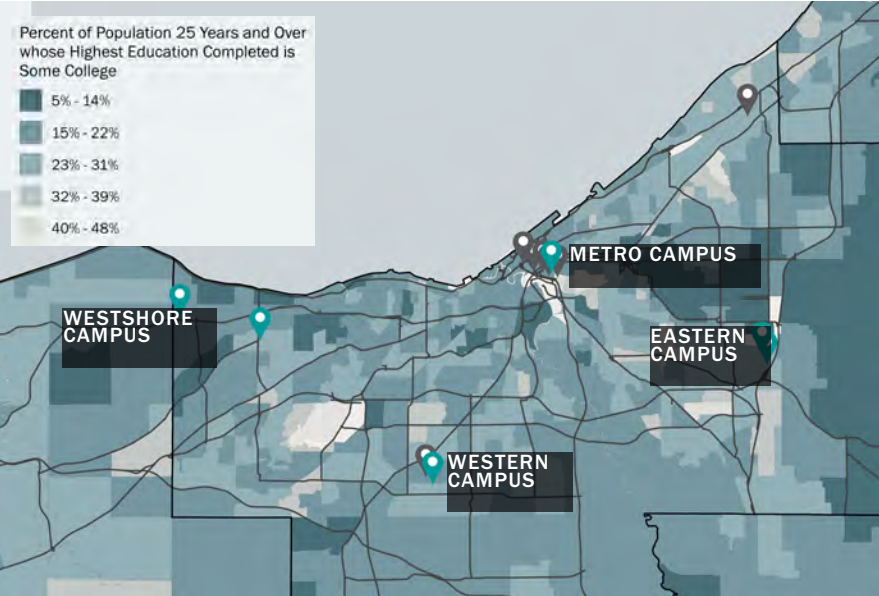
Regional poverty levels show a concentration of high-poverty residents near the Metro Campus, and more affluent residents near other campuses.

Educational Attainment

Educational attainment was measured as the percentage of the population that has completed high school or their GED (and would therefore be eligible to apply to Tri-C) but has not yet earned a certificate or degree. The map shows concentrations of areas where people are in need of college credentials, indicating that Tri-C's campuses are well positioned to reach potential students in most parts of the county.

Driving Time to Campus

Driving times were calculated to determine which areas are within a reasonable driving distance of a campus. Most of the county is within a 30-minute drive of one of the campuses, but some areas are an hour from a campus, and some areas can only access specialized campuses such as the Transportation Innovation Center in Euclid. A number of students ride the bus to campus and have much longer travel times than students with access to cars, especially when they have to cross the county to access educational offerings on a particular campus



Educational Attainment (source: U.S. Census Bureau's American Community Survey (ACS) 2018-2022 five-year estimates)



Driving Time to Any Tri-C Campus

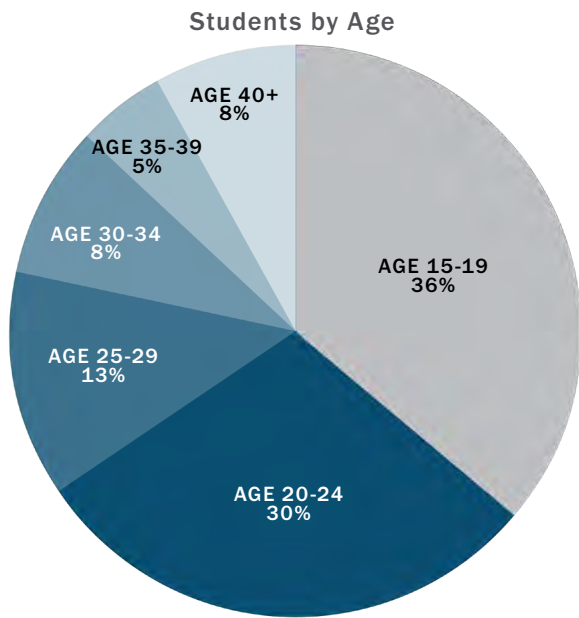
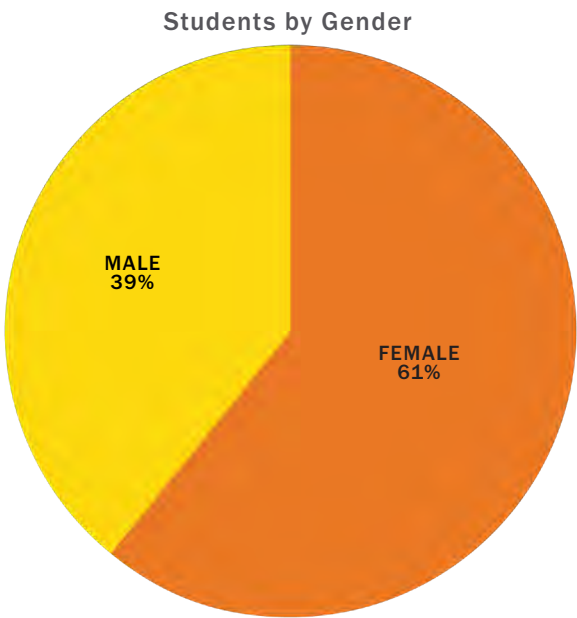
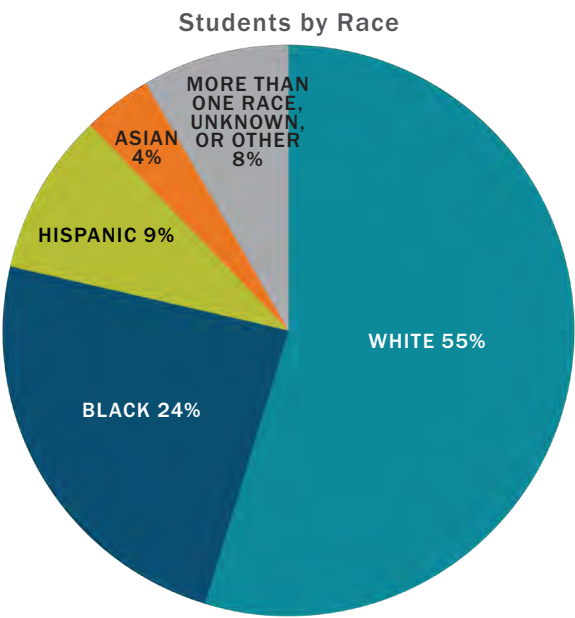
STUDENT DEMOGRAPHICS

Statistics on student demographics for the Fall 2022 semester provide a better understanding of the campus community. Tri-C serves a student body that is diverse in many ways, and reflective of broader national trends indicating that the new "traditional" student is the non-traditional student. This plan strives to understand the variety of needs and perspectives that these students bring, and their differing expectations for the physical campus.

In terms of race and ethnicity, more than half of Tri-C's students are white, but there is significant diversity. Some campuses have different racial makeup based on the neighborhoods that they serve.

Tri-C students come from a large range of ages, from adult learners to high school students. Only about a third of students are between 20 and 24 years old. Younger students may be on campus for longer periods because they are not working, while older students may have family or other obligations that affect their time spent on campus.

In terms of gender, the majority of students identified as female, which is typical in a higher education environment. All of the demographic factors shown below affect how a student perceives and uses the campus, as well as what they expect from future facilities.



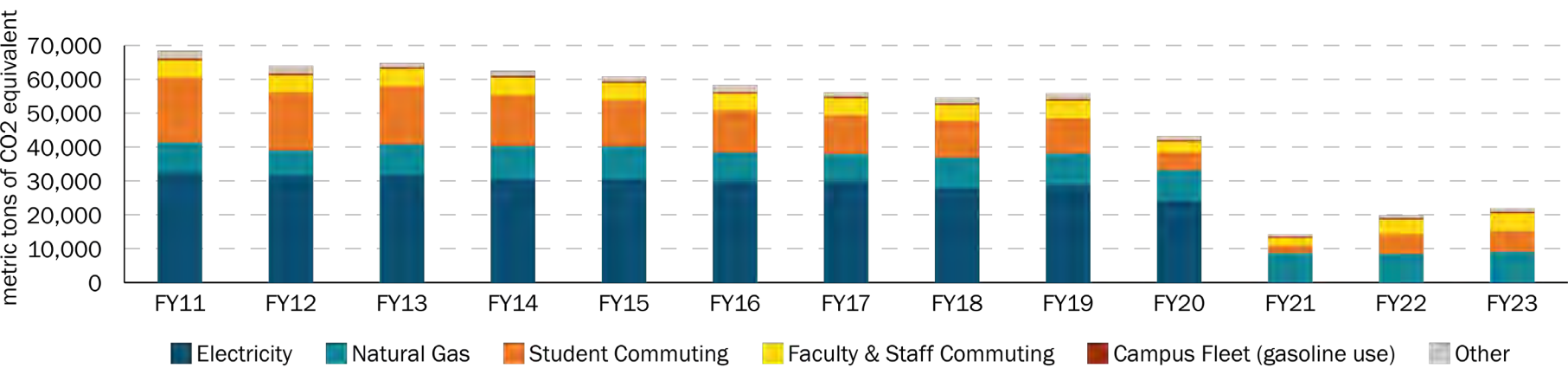
SUSTAINABILITY

Northeast Ohio is already experiencing the effects of climate change, primarily in the form of increased temperatures and precipitation. If global emissions are not quickly and significantly reduced, climate conditions will continue to deteriorate in the decades to come.

Recognizing the significance of this challenge, Tri-C (along with local and regional governments) has set goals to significantly reduce emissions in the coming years. Cuyahoga County released a Climate Action Plan (CAP) in 2019, and the Northeast Ohio Areawide Coordinating Agency (NOACA) is currently working on a regional CAP. The City of Cleveland's CAP was created in 2013, updated in 2018, and is being updated again in 2024. These CAPs have slight differences in terms of focus areas, but all aim for net zero emissions by 2050 at the latest, with Tri-C planning for net zero by 2040.

The chart below shows the significant decrease in Tri-C emissions beginning in FY 2021 due to the start of a purchase agreement sourcing 100% nuclear electricity (which produces no carbon emissions). At the same time, commuting impacts fell due to the pandemic and the associated increase in online learning and flexible work schedules for employees. Additionally Tri-C moved its carbon

TRI-C GREENHOUSE GAS EMISSIONS BY SOURCE



TRI-C SUSTAINABILITY PLAN

Tri-C is working to “instill in our students, faculty, and staff a sense of stewardship towards the environment by giving them the information and support to continue sustainability efforts beyond the campus environment.” Tri-C created its first Sustainability Plan in 2010 to focus on the areas below. The College has made progress with the sample initiatives shown as sub-bullets.

- Academics and Workforce Training
 - Faculty Leadership in Sustainability Award, support for faculty incorporating sustainability
- Recycling and Waste Reduction
 - Composting, recycling, and sales or donations of used furniture and equipment
- Energy, Climate, and Transportation
 - Energy efficiency improvements, greenhouse gas inventory, RTA U-Pass
- Green Buildings and Grounds
 - 8 LEED certified buildings, Sustainable Renovations Guidelines
- Sustainable Procurement
 - Print Management Program, FSC certified office paper
- Communications and Community
 - Active involvement with Sustainable Cleveland and the Cuyahoga County Department of Sustainability

TRI-C SUSTAINABILITY TIMELINE

- 2010: Signed the American College & University Presidents’ Climate Commitment
- 2014: Created the Sustainability Implementation Plan to identify strategies to achieve six goals
- 2017: Released Sustainability Implementation Plan Progress Report to highlight achievements
- 2022: Updated Sustainability Action plan with funding and carbon neutral goal now set for 2040

SUSTAINABILITY MATRIX

The table below shows sustainability focus areas from three perspectives. Next-level activities will require greater coordination, resources, and accountability.

- Opportunity to Explore: No action or early-stage initiatives
- Making Progress: Analysis reveals intentionality in current plans
- Excelling: Analysis reveals major gains have occurred

The categories within the table below encompass the following:

- Built Environment: Renovation and new construction projects, design standards, and campus design/offerings as a whole
- Operations: Ongoing operations, procurement, and activities to support College functions
- Human Experience: How the topic impacts faculty, staff, and students, both while virtual and in-person

SUSTAINABILITY ACTION PLAN FOCUS AREA	BUILT ENVIRONMENT	OPERATIONS	HUMAN EXPERIENCE
Academics and Workforce Training	Opportunity to Explore	Opportunity to Explore	Making Progress
Recycling and Waste Reduction	Excelling	Making Progress	Making Progress
Energy and Climate	Making Progress	Making Progress	Opportunity to Explore
Transportation	Opportunity to Explore	Opportunity to Explore	Making Progress
Green Building and Grounds	Making Progress	Making Progress	Opportunity to Explore
Sustainable Procurement	Making Progress	Making Progress	Opportunity to Explore
Communications and Community	Making Progress	Making Progress	Opportunity to Explore



The STEM Center on the Western Campus achieved LEED Gold Certification

DIVERSITY, EQUITY, AND INCLUSION

Tri-C is committed to promoting diversity, equity, and inclusion (DEI) within the College's culture, curriculum, and the practices of its students, staff, and faculty. Tri-C has a wide range of existing resources and initiatives that uphold the mission of DEI:

- Common Reading Program
- Lets Talk About It
- Black American Council
- Hispanic Council
- Veteran and Military Connected Services
- Women in Transition
- Reach Scholars
- Student Accessibility Services
- Lambda Gender-Sexuality Alliance
- Safe Zone Ally Training
- Employee Resource Groups (ERGs)
- Office of Institutional Equity and Athletic Compliance/Title IX
- Diversity Recruitment and Retention

In general, the campuses do not always appear welcoming to someone who does not have experience with higher education or being on a college campus. All buildings on the campuses should make potential students or visitors feel welcome, and it should be easy to know where you are on campus. Today, many main building entrances and central information points are hard to find. Every campus should provide the same resources to be consistent with Tri-C's mission to provide accessible educational opportunities.

ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

Tri-C has invested in infrastructure to address barriers to access for people with disabilities, including enhancements to campus pathways, building entrances, restrooms, and supportive services.

Nationwide, one in five college students reported having a disability; of these, about one in four had a vision, hearing, or mobility disability. Through this initiative, Tri-C is increasing accessibility for both reported and unreported disabled students, staff, faculty, and community members



Tri-C Diversity Speaker Series

TECHNOLOGY

Tri-C has maintained updated instructional technology and should continue to respond to broader technological trends and potential disruptions to stay ahead of the curve and serve students across all disciplines.

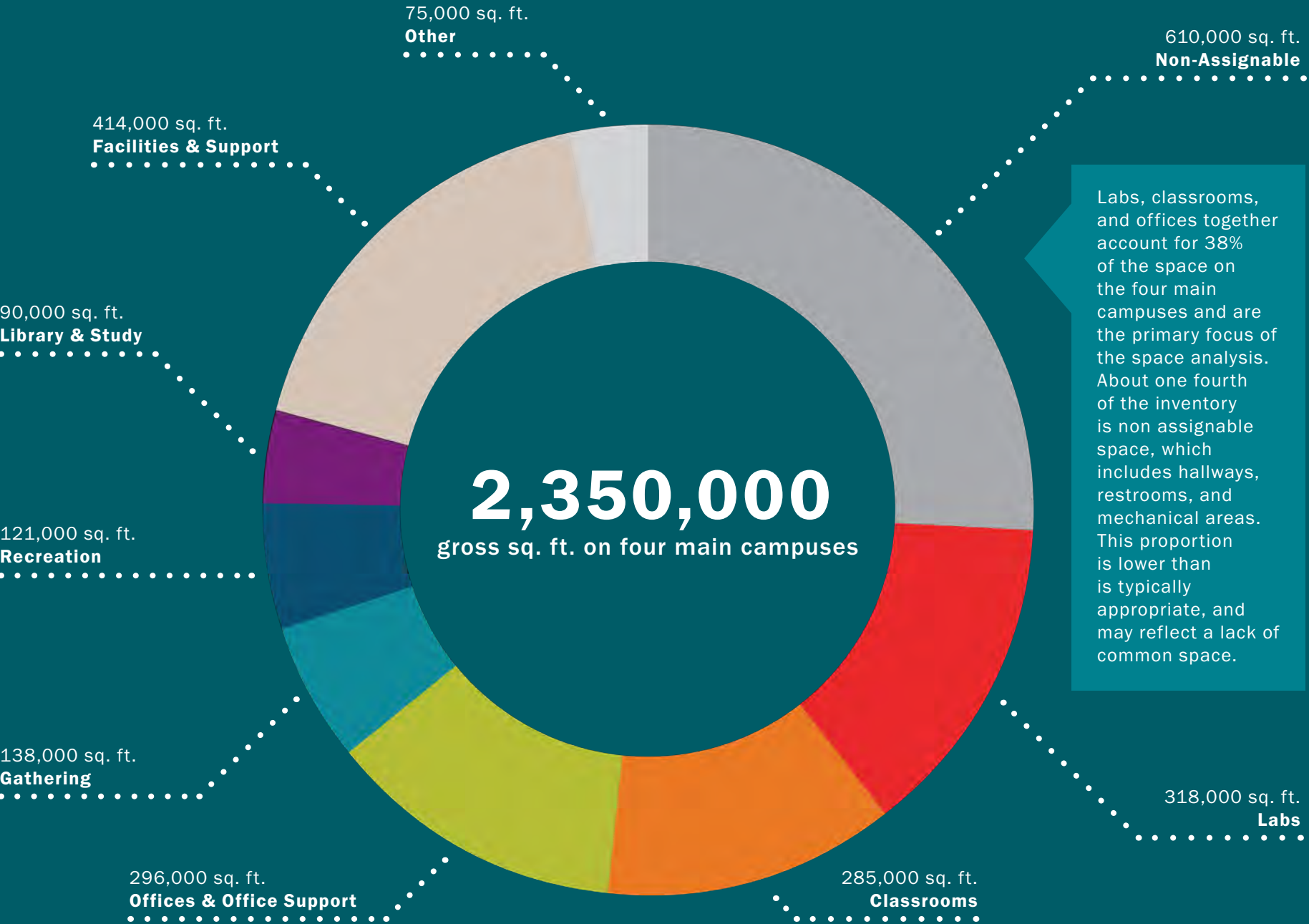
Prioritizing investments in network resiliency and segmentation through premise and cloud architecture can help to protect against future risk, as will investments in cybersecurity tools and services. Leveraging advanced technologies, such as artificial intelligence (AI), will position College employees to focus on human interactions, as opposed to routine tasks, thus enhancing the student experience.

The continual review of existing administrative and instructional applications and platforms will ensure the College stays up to date with the latest technologies, which is key to developing workforce-ready graduates who are equipped to use industry applicable technology at the highest level.



Tri-C's technology-rich learning environments should continue to evolve and provide diverse components to meet different needs

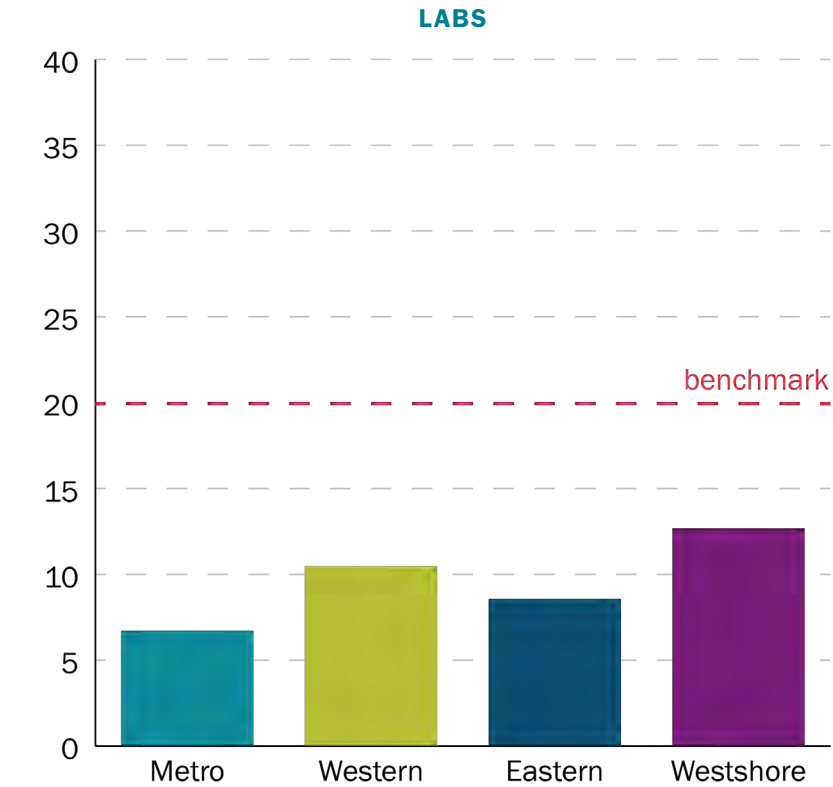
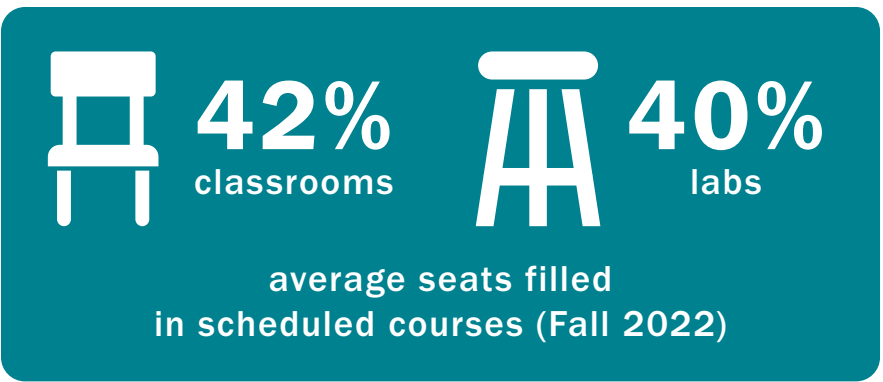
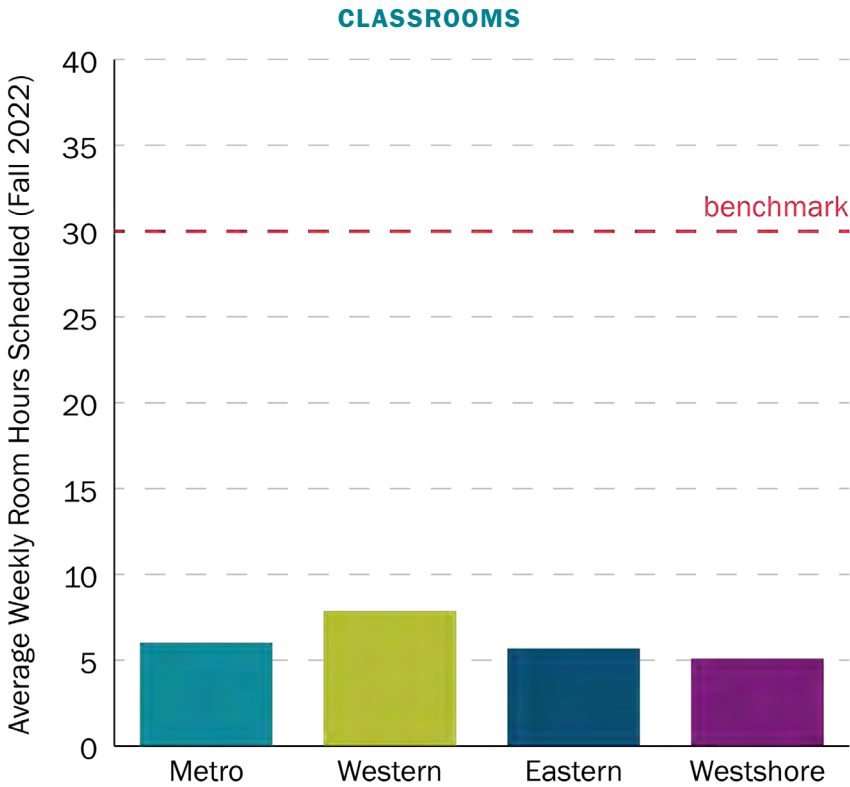
EXISTING SPACE PORTFOLIO



FALL 2022 CLASSROOM AND LAB UTILIZATION

The chart below shows the average number of course hours scheduled each week in classrooms and labs across each campus. Numbers are significantly below the benchmark. While specialized labs can't be expected to be fully scheduled throughout the day, classrooms can be used for any type of course, and this data shows very low utilization that indicates significant potential for repurposing learning spaces for other Tri-C uses or potential community partners.

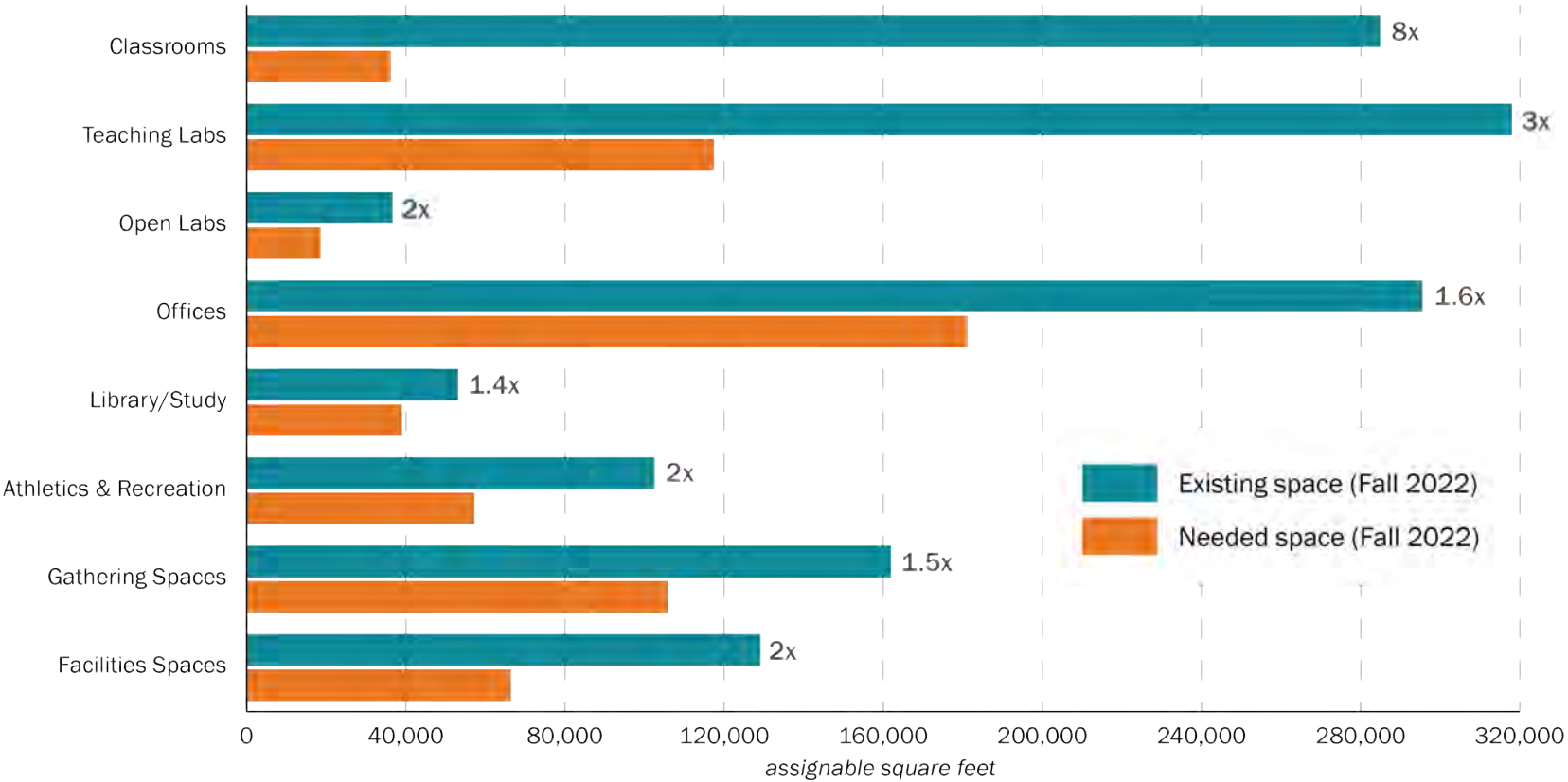
The average number of seats filled (based on course enrollment, not actual attendance) is shown in the infographic to the right. On average across the four main campuses, course enrollments are smaller than classroom and lab seating capacities, indicating room for growth.



CALCULATED SPACE NEEDS (FALL 2022)

This chart shows the amount of existing space in eight key categories, alongside the amount of space that is needed in each category, for the four main campuses combined. These calculations are based on the existing course load, full-time equivalent (FTE) employee counts, and FTE enrollment, with various factors assumed for each type based on discussions with Tri-C.

There is a very large surplus of space in nearly all categories. The existing amount of classroom space, for instance, is eight times what was needed based on the Fall 2022 course schedule, although enrollment increased significantly in Fall 2023. This is due to the campus being constructed in an era when enrollment (and in-person enrollment) was significantly higher. As enrollment grows, this surplus will decrease, but at the high end of projected enrollment growth, it would take about 70 years to fill up the existing space.





3

METRO CAMPUS

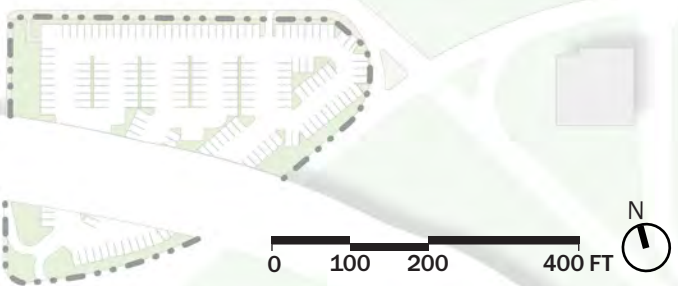
CAMPUS USES: METRO CAMPUS



LEGEND

- Academic
- Administration
- Athletic / Recreation
- Student / Community Space
- Support

ALT



EXISTING CONDITIONS

The Metropolitan Campus is Tri-C's oldest campus, but has seen significant investments in recent years. The complete renovation of the Alex B. Johnson Campus Center has created a true welcoming beacon, and site improvements have provided a huge facelift and connection to the community. The primary challenges of this campus are its inward focus and aging buildings.

The Metro Campus is part of the Campus District, which also includes the Jerry Sue Thornton Center. This a building houses a multipurpose meeting space, administrative offices, and Alere, a student-run restaurant. JSTC is a 15-minute walk west of the Metro Campus.

CAMPUS USES

The Metro Campus has a compact mix of uses, with all buildings within a five-to-six minute walk of each other. The campus is well organized, with workforce and CCP courses located in easily accessible locations on the edge of campus, department functions generally co-located, and student services at the core.

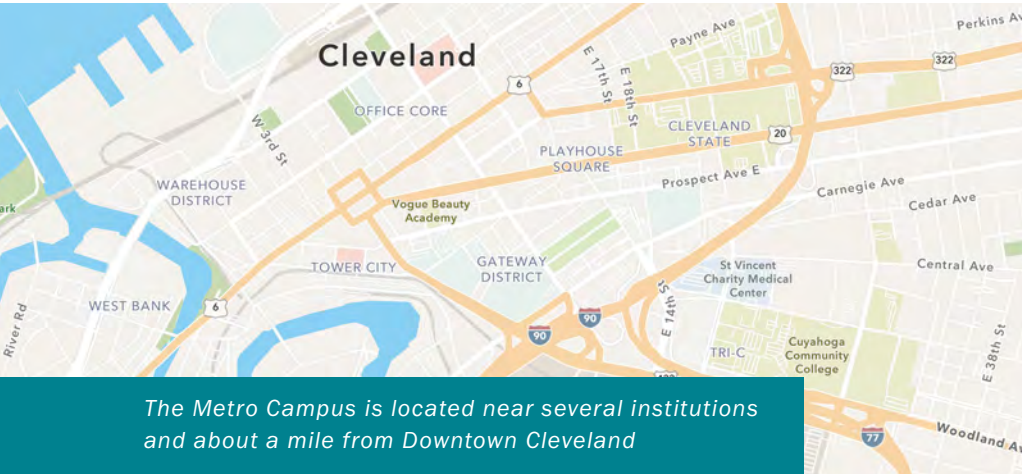
The most significant challenge in terms of use is that core student service functions, the library, and the space for veteran students are all located in the Student Services building. While this building is centrally located, it is not easy to find for first-time visitors. It is not visible from the exterior of the campus even though it is many visitors' first point of encounter with Tri-C.



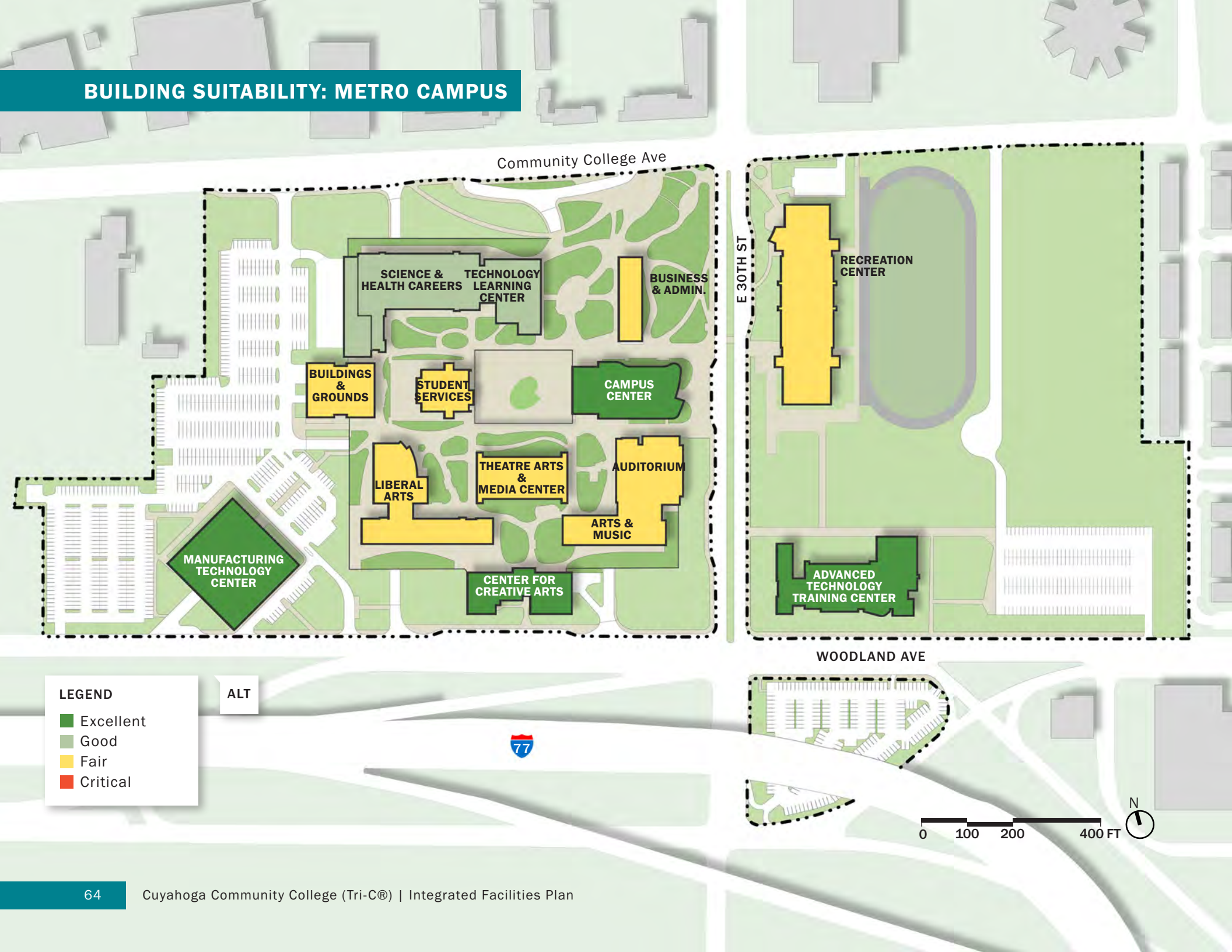
The renovated Campus Center provides a spectacular front door to campus



The Student Services building houses key student services and the library, but is not visible from outside campus and is hard to access



BUILDING SUITABILITY: METRO CAMPUS



BUILDING SUITABILITY

While only a high-level overview of facilities conditions was conducted as part of this plan, an analysis of each building's components was conducted to determine the overall suitability of each building for higher education use. The following elements were evaluated for each building: aesthetics, transparency, reconfiguration capability, space layout, accessibility, and building structure. Each of these elements was rated on a scale from excellent to poor, and scores were averaged across elements to create an overall building rating.

Initial building suitability ratings were reviewed with Tri-C facilities staff to understand the nuances related to each facility, and several updates were made. This map shows the overall rating for each building. It indicates that a number of buildings on this campus, including many of the original buildings, are rated as fair, indicating that they may not be suitable for their current use or future uses.

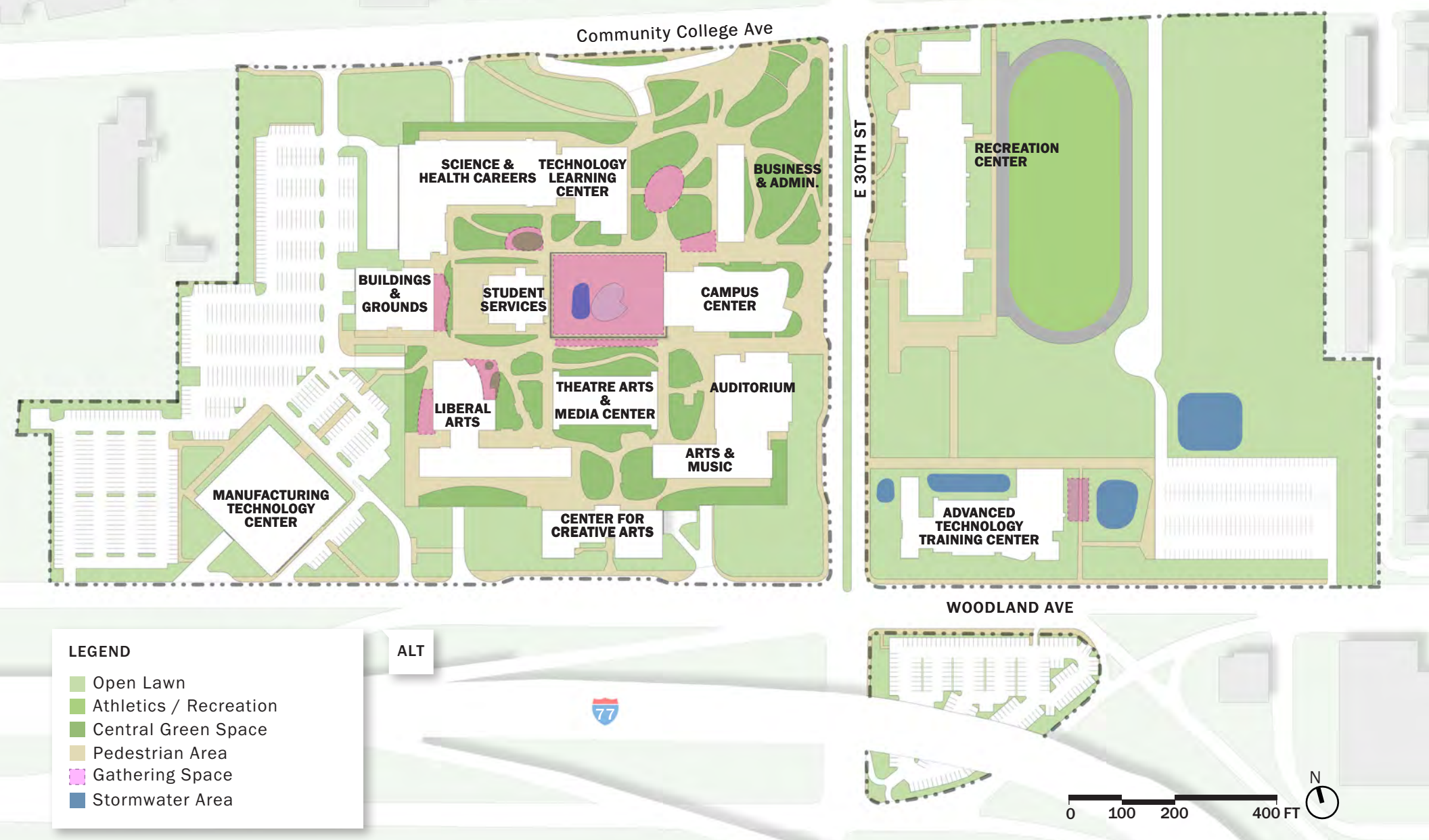


A number of buildings on this campus are in fair condition due to their age and design, and are difficult to easily adapt for future uses

METRO CAMPUS EXISTING BUILDINGS

ABBREVIATION	BUILDING	YEAR BUILT	YEAR RENOVATED	GROSS SQ. FT.
MSHC & TLC	MetroHealth Science & Health Careers and Technology Learning Center	1966	2020 (partial)	182,000
MBG	Buildings & Grounds	1966	n/a	36,900
MBA	Business & Administration	1966	n/a	30,000
MTA & MMC	Theatre Arts and Media Center	1967	n/a	95,400
MLA	Liberal Arts (including Humanities Annex)	1967	2017	67,200
MCC	Alex B. Johnson Campus Center	1967	2018	106,000
MAM	Auditorium and Arts & Music	1967	n/a	62,500
MSS	Student Services	1968	n/a	87,300
MRC	Recreation Center	1968	2011	114,300
MTC	Manufacturing Technology Center	1986	2017	113,700
MCCA	Gill & Tommy LiPuma Center for Creative Arts	2009	n/a	75,000
MATTC	Advanced Technology Training Center	2012	2019	61,400

OPEN SPACE: METRO CAMPUS



OPEN SPACE

The Metro Campus many outdoor plazas and landscaped areas that are a significant amenity for students on this urban campus. The entire campus underwent a full construction transformation that included a greening of outdoor spaces with less concrete, more strategic walking paths, and parking garage updates. Most buildings and pedestrian areas are located one level above grade, which separates the campus from its surroundings, but provides opportunities for unique multi-level public spaces.

PUBLIC REALM

Seating and tables are located throughout the upper level of the plaza and down in the Campus Center courtyard. Tables are fitted with umbrellas during the warmer months. Students frequently use the tables and chairs, but not all open spaces have frequent use due to limited amenities and programming. In general, site furnishings have a range of aesthetics from precast concrete to metal or wood.

TREES & LANDSCAPING

Recent upgrades to the plazas, courtyard, and East 30th Street provide a beautiful landscape environment. The College shares landscaping along East 30th Street with the City of Cleveland, and increased efforts are underway to improve existing trees, as well as review other opportunities on campus to add more trees and shade.

The majority of the newly renovated campus has irrigation, but there are still a few minor areas that have manual systems.

On the east side of campus, several stormwater storage areas adjacent to the Advanced Technology Training Center have been designed as natural amenities. While no surface stormwater facilities exist west of East 30th Street, recent renovations to the main courtyard added permeable pavement and infiltration capacity to significantly reduce the amount of stormwater leaving the site.

ATHLETIC FACILITIES

A significant renovation investment provided a modern, outdoor track as well as a new maple hardwood basketball floor and new bleachers in the gym. The track is used mainly for team practice and by the community, but when an occasional event or meet is held, the College

rents outdoor seating. This campus has a Women's Track team, a Women's Cross Country team, and a Men's Basketball team. There is also an indoor pool for students, employees, and the community.

WAYFINDING

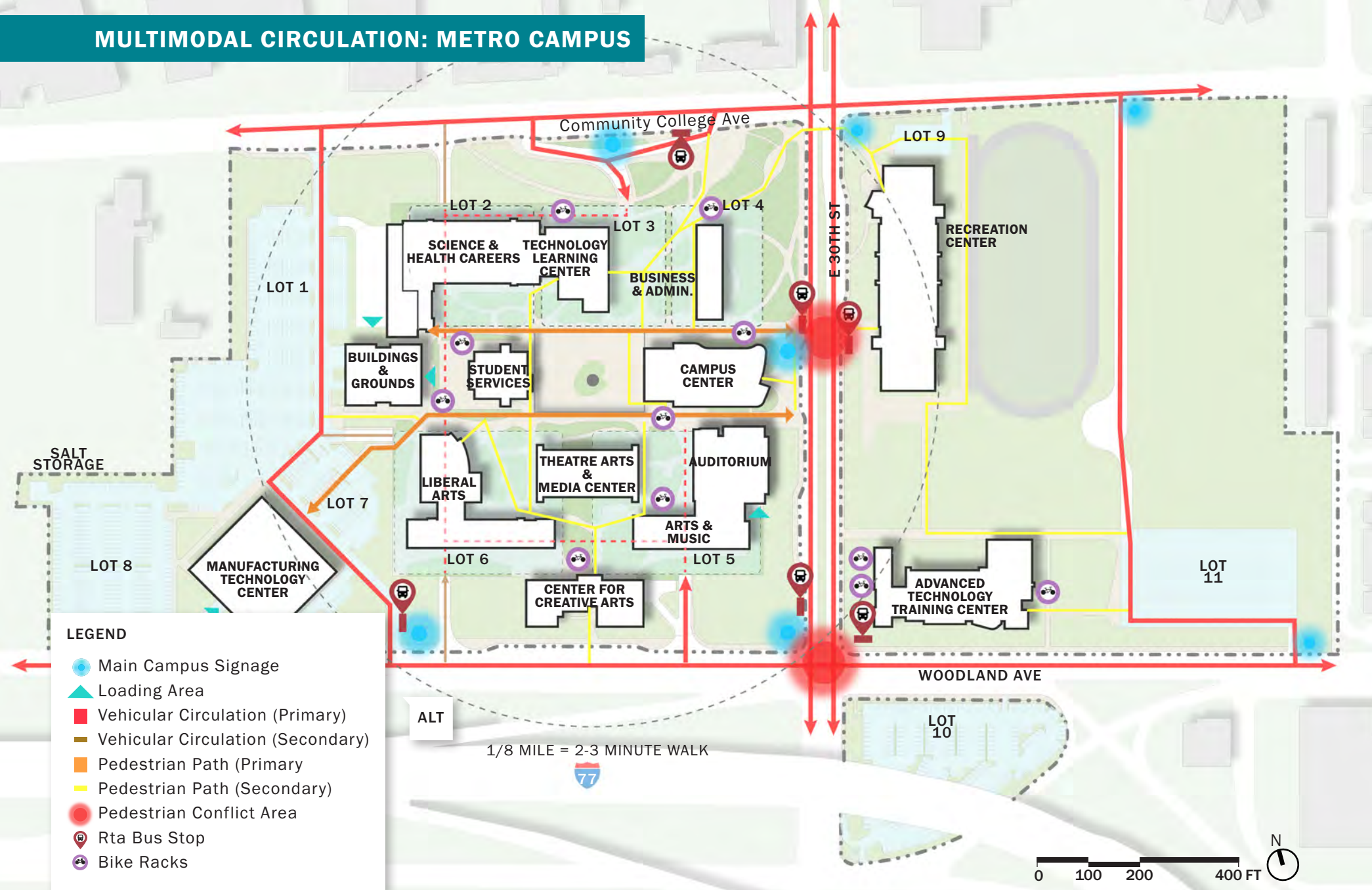
The recent improvements across the entire campus have created an iconic and recognizable identity. There is also a large sign at the intersection of Community College Avenue and East 30th Street. The east and west corners of campus are not well marked, but they do have smaller signage at the nearest drives.

The College has chosen to maintain the older style of masonry walls with digital panel signage displays on all campuses. However, in addition to those traditional displays, the Metro Campus has newer signage on Community College Avenue and East 30th Street with a creative teal logo seating, as well as metal “Where Futures Begin” signage for photo opportunities. Signage on the Rock Archives also adds to this campus identity. Due to the size of this campus, there are still many opportunities to improve exterior and interior signage.



Landscaping improvements have reconnected the campus to its surroundings and vastly improved outdoor spaces

MULTIMODAL CIRCULATION: METRO CAMPUS



MULTIMODAL CIRCULATION

Located near Downtown Cleveland in a dense, urban neighborhood, the Metro Campus has a wealth of transportation options with easy access to interstate highways, a variety of public transit options, an increasing number of bicycle facilities, and a comprehensive sidewalk network. While many students use these multimodal options, others are not able to take advantage of them because they are traveling to campus from farther away.

VEHICULAR

The following are the most recent publicly available traffic counts (ODOT, 2021) near campus:

- Community College Avenue: 5,628 vehicles
- East 30th Street: 6,636 vehicles
- Woodland Avenue: 2,821 vehicles
- Intersection of Woodland and East 30th: 16,819 vehicles
- East 22nd Street: 4,236 vehicles

The fact that most of the campus is elevated presents challenges for vehicular access, since it can be hard to navigate the parking decks, and find building entrances and drop-off points.

SAFETY

About 80 accidents were reported from 2019-2021 adjacent to campus. Of these, there were 15 reported visible injuries, five serious injuries, and one fatal injury. Three of the serious injuries and the fatal injury were at the E. 30th & Woodland intersection. One of the crashes (near Community College & E. 22nd) involved a pedestrian.

TRANSIT

The Greater Cleveland Regional Transit Authority's (GCRTA) Rapid Transit Station, which has heavy Tri-C branding, is about a 15 minute walk from campus. However, much of this walk is not designed with pedestrians in mind and feels unsafe. The City of Cleveland, GCRTA, and Tri-C should come together to solve this safety issue. Trains arrive every 15 minutes.

The campus is served by six RTA bus routes with stops on Community College Avenue and East 30th Street. Buses connect to Downtown, University Circle, the Eastern Campus, and other locations. Most bus routes provide service every 15 minutes on weekdays.

BICYCLE

Bike lanes along East 22nd Street and Community College Avenue connect both north/south and east/west. The East 22nd bikeway also connects to bicycle facilities on Prospect Avenue and Euclid Avenue. While these facilities offer dedicated lanes for confident cyclists, not all cyclists will feel comfortable riding in un-protected on-street bike lanes. Bike parking is prominently located near most building entrances, but no indoor or covered parking is provided.

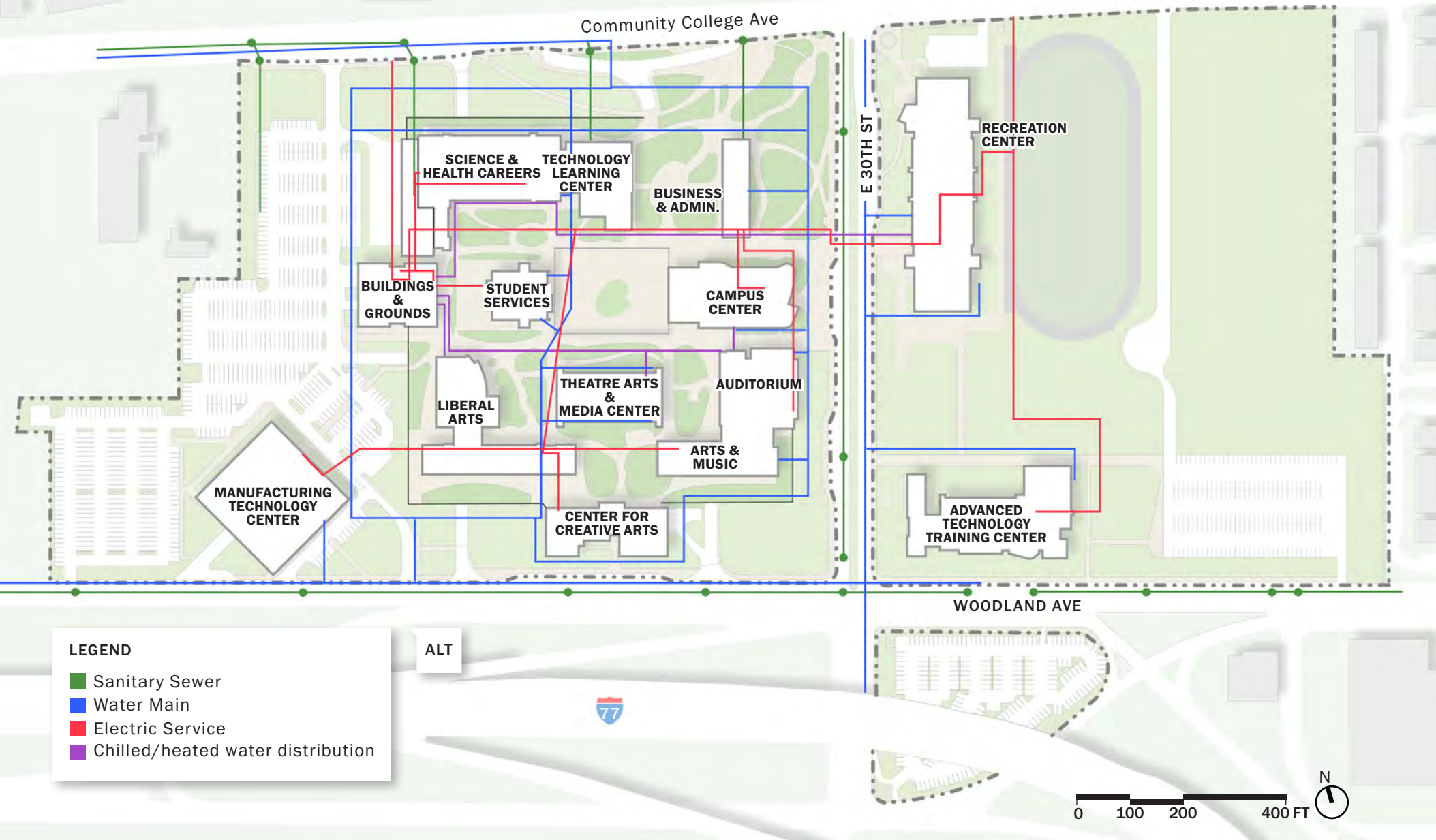
PEDESTRIAN

Sidewalks are provided on all streets that connect to the campus. Traffic signals and striped crosswalks support pedestrian access to surrounding destinations, but the amount of traffic and turning movements at several of these intersections creates an often inhospitable environment for some pedestrians and wheelchair users.



The Tri-C Campus District Rapid Transit Station is about a 15-minute walk from the Metro Campus

INFRASTRUCTURE: METRO CAMPUS



INFRASTRUCTURE

The Metro Campus is served by a variety of utility infrastructure, which is summarized as follows. The map on the previous page is a schematic diagram that shows the approximate location of existing facilities but has not been field verified. Due to the decline of the on-campus population over the years, no capacity issues were identified with any of these utility systems, although many are aging.

SEWER

The existing public sanitary sewer line serving the campus is located underneath Community College Avenue. Several on-campus sewer pipes of 12- and 15-inch diameter connect to this line. There have been no issues with existing sewer lines, but this is an aging campus, so the College continues to monitor this existing infrastructure.

WATER

Three public water mains serve the campus: a 10-inch main on Community College Avenue, a 16-inch main on East 30th Street, and a 16-inch main on Woodland Avenue. These are all in good condition.

The campus has 6- or 8-inch water mains for fire protection and domestic water service, which are in good condition.

ELECTRICITY

There is a one-line electrical feed, with a second line as a manual back-up. The College replaced 130 electrical panels in 2020 and most of those panels were on this campus. Planned electrical distribution preventative maintenance testing is scheduled for this coming fiscal year. The College is also planning to replace aging transformers over the next five years.



The central boilers and chillers on the Metro Campus serve most buildings on campus but have reached the end of their lives

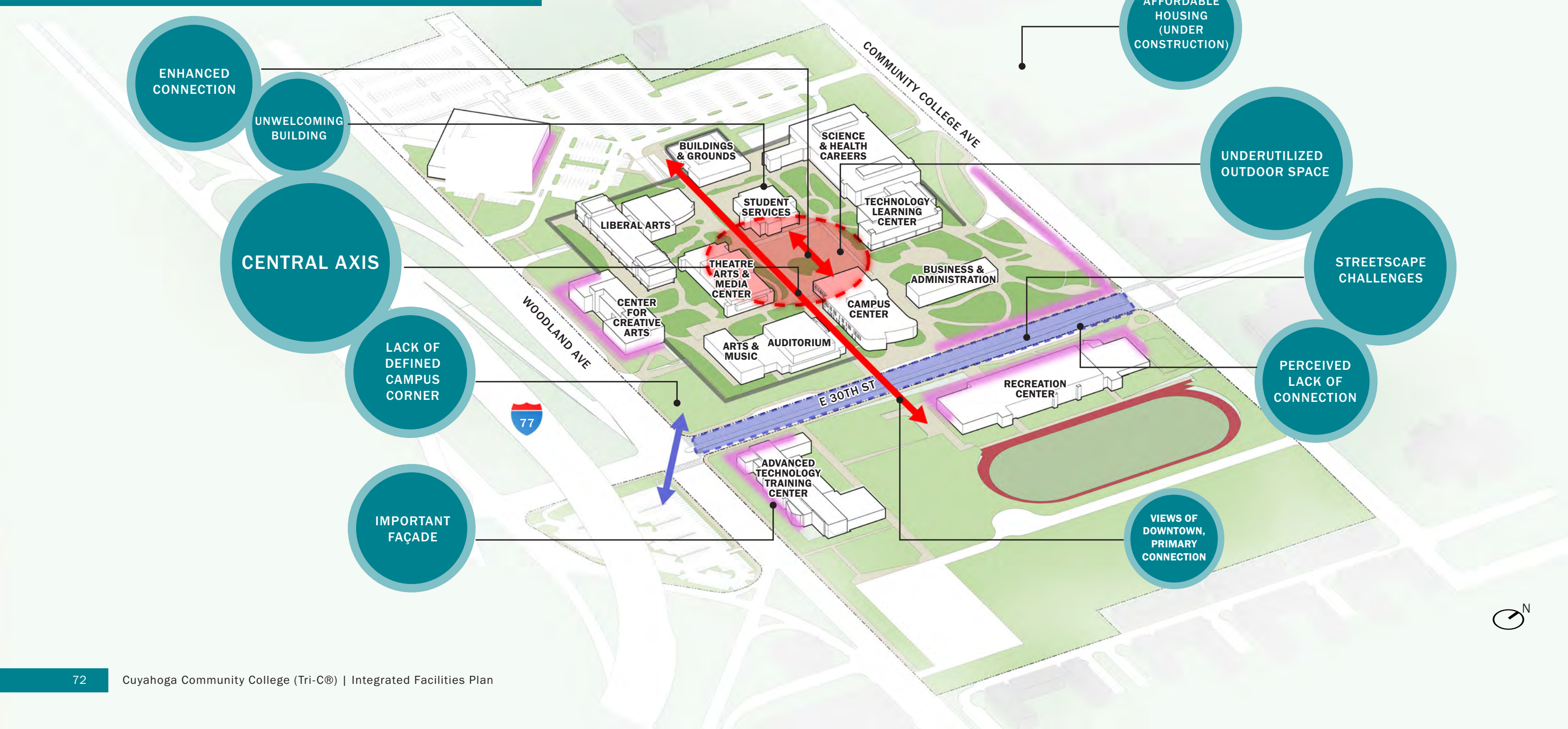
CENTRAL HEATING/COOLING LOOP

All buildings on campus except for the Manufacturing Technology Center, the Advanced Technology Training Center, and the Center for Creative Arts, are served by the central heating and cooling plant. The loop connecting the central plant to the buildings is in good shape, but the central boilers and chillers are reaching their end of life soon. The College plans to replace these in the next fiscal year.

NATURAL GAS

This campus does not rely that heavy on natural gas, but the existing natural gas lines are in good condition.

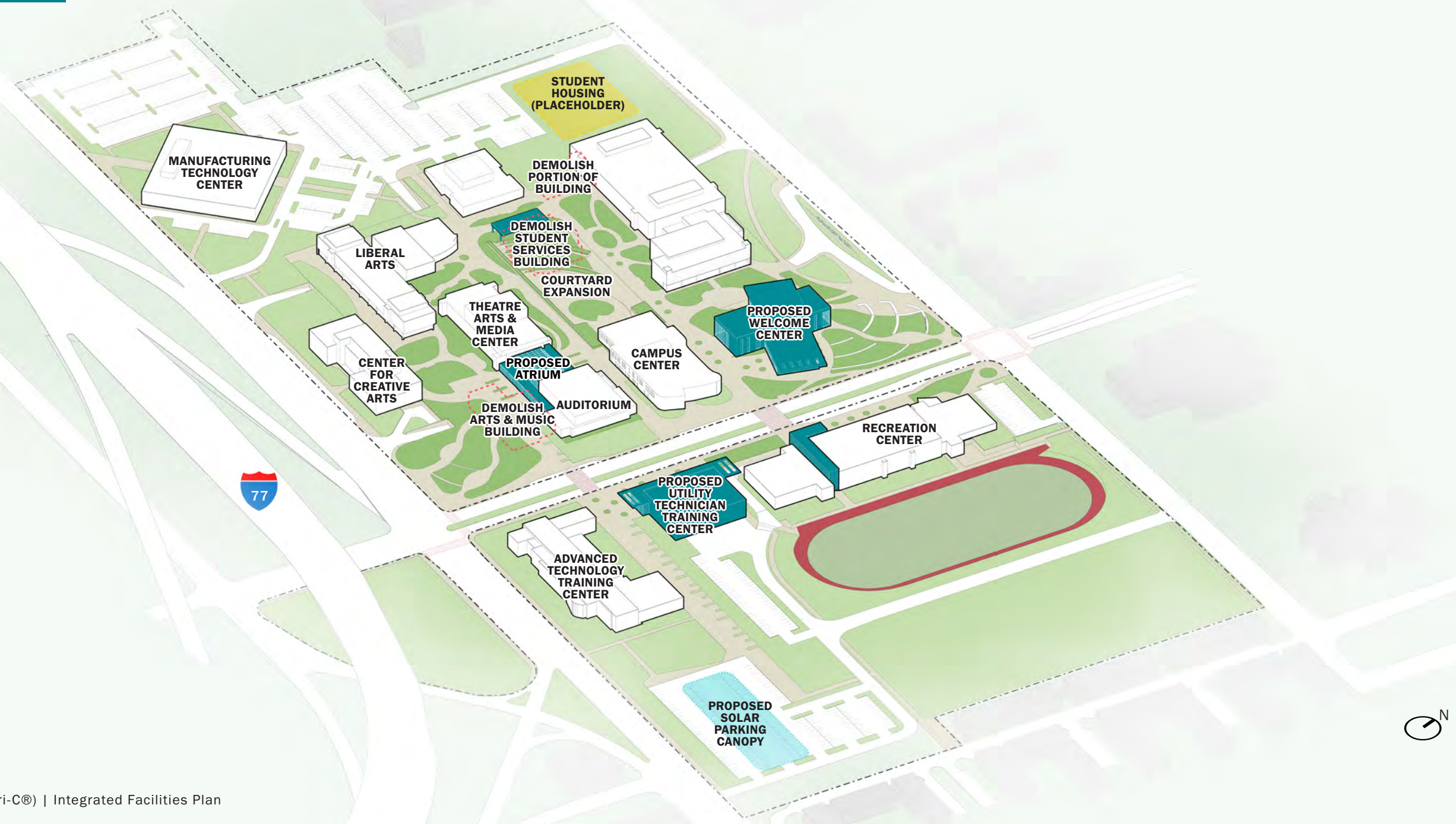
OPPORTUNITIES & CONSTRAINTS: METRO CAMPUS



OPPORTUNITIES & CONSTRAINTS

This diagram summarizes the primary opportunities and constraints identified on the Metro Campus, which serve as the drivers for the proposed improvements on the following pages. In general, the campus is characterized by strong east-west axes, but these are interrupted by East 30th Street. This perceived lack of connection combined with underutilized outdoor spaces and the Student Services building's lack of visibility from the exterior means that the campus can feel uninviting to first-time visitors. The Campus Center renovations and outdoor improvements, however, have improved these relationships. The fact that the campus is elevated above grade presents challenges for accessing the campus both on foot and by car, and for navigating the parking garage.

VISION PLAN: METRO CAMPUS



VISION PLAN

This Integrated Facilities Plan puts forth a long-term vision for a generational investment in the Metro Campus.

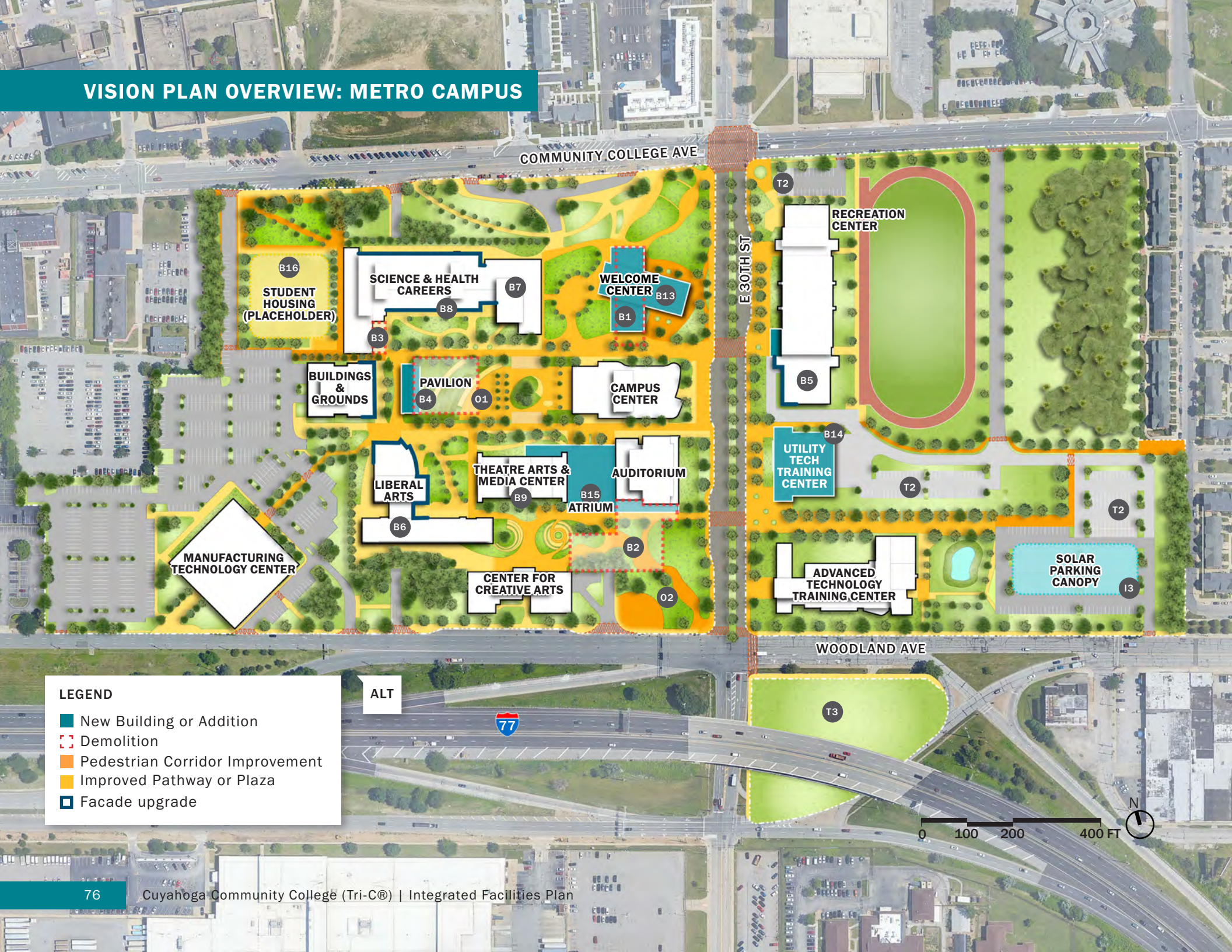
The improvements summarized in this Vision Plan and described in more detail on the following pages will help Tri-C achieve its strategic vision, replace or modernize key facilities, and significantly improve the student experience.

The projects shown here will create a new Welcome Center, demolish aging buildings that would be costly to renovate, and reduce the amount of square footage to better match the College's existing enrollment. Open space improvements complement investment in buildings, many of which will have interior and exterior renovations.

The plan is based on a unified approach to the campus that looks at student services, academic, and support functions together, and integrates the transportation and open space context to create a more integrated campus that is modern and easy for visitors and students to navigate and enjoy.

A focus on placemaking will transform indoor and outdoor spaces into places for social interaction that are key to learning outside the classroom. Sustainability will be enhanced with solar energy generation, as well as with landscaping improvements, tree plantings, reduced impervious surface, and enhancements that create habitat while also improving the student experience.

VISION PLAN OVERVIEW: METRO CAMPUS



LEGEND

BUILDING DEMOLITION

- B1 Demolish Business & Administration Building
- B2 Demolish Arts & Music Building
- B3 Demolish Café Portion of MetroHealth Science & Health Careers Building
- B4 Demolish Student Services Building

BUILDING RENOVATION

- B5 Recreation Center Renovation
- B6 Liberal Arts Building Renovation
- B7 Partnership Space Renovation
- B8 Create Study Space in MetroHealth Science & Health Careers Building
- B9 Renovate Film & Media Arts Program
- B10 Façade Upgrades (Various Locations)
- B11 Renovation for Academic Plan Implementation (Location TBD)

NEW BUILDING CONSTRUCTION

- B13 New Welcome Center
- B14 New Utility Technician Training Center
- B15 New Atrium
- B16 Student Housing (Placeholder)

OPEN SPACE

- O1 Courtyard Expansion
- O2 Southeast Entrance Plaza

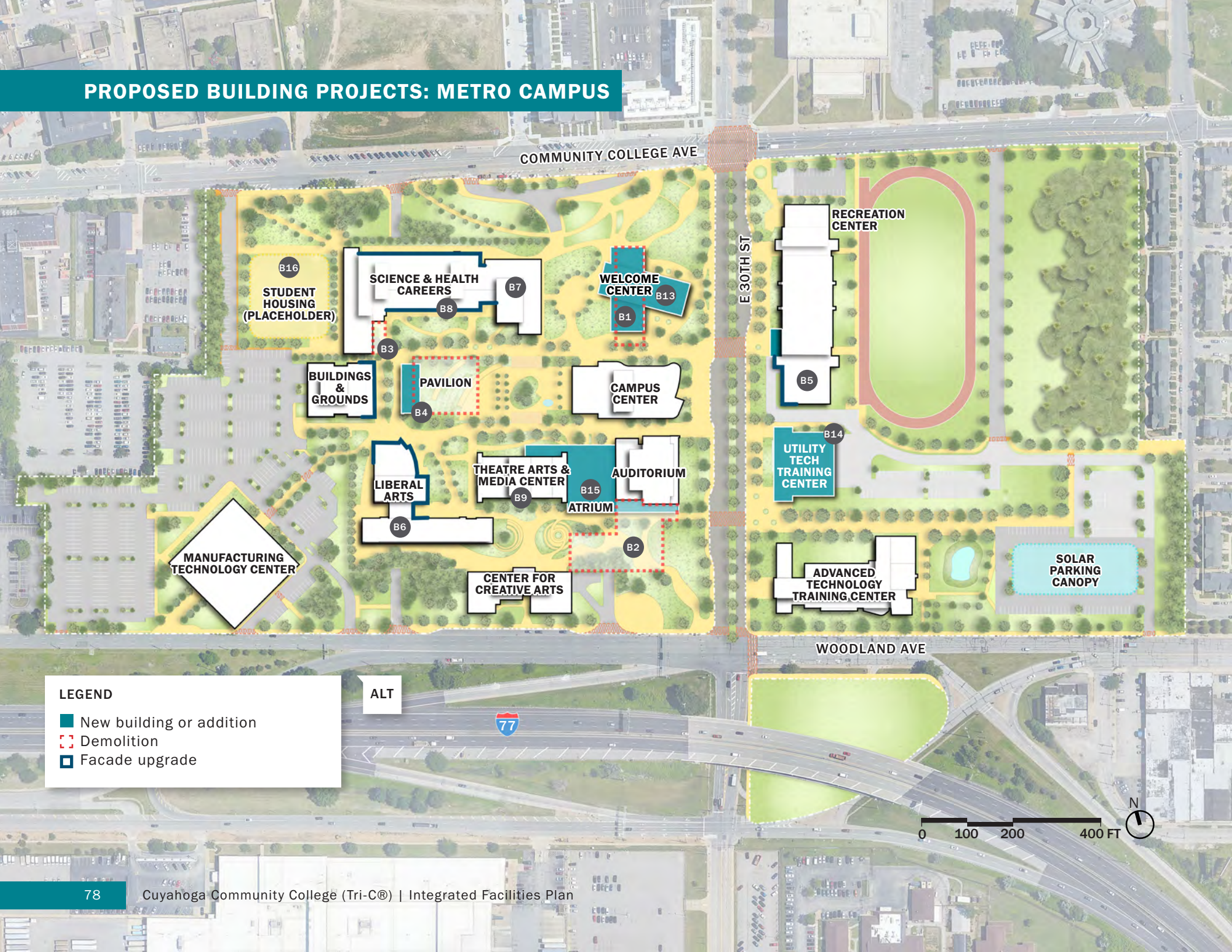
TRANSPORTATION

- T1 Pedestrian Corridor Improvement (Various Locations)
- T2 Expanded Parking Lots
- T3 Convert Parking Lot to Greenspace

INFRASTRUCTURE

- I1 Central Chillers and Boilers Replacement
- I2 Replace Electrical Transformers
- I3 Solar Parking Canopy

PROPOSED BUILDING PROJECTS: METRO CAMPUS



BUILDING PROJECTS

NEW WELCOME CENTER (B13, B1)

This project has the potential to transform the campus, correct some of the challenges with the original campus design, and significantly improve access to campus. When this building is designed, a further analysis should define which functions are designated for the Welcome Center/Student Services building and which functions are designated for the Campus Center.

- Three-story building with approximately 85,000 gross square feet of space
- LEED Silver construction
- Should include all student services functions, including one-stop shop with Admissions, Financial Aid, Counseling, Advising, Registration, Career Services, and similar functions
- Library and study spaces to be relocated from the existing Student Services building (proposed for demolition)
- Generous lobby with active study and meeting spaces
- Transparent facade to provide a welcoming gateway for the community

The existing Business & Administration Building should be demolished. This building is currently in fair condition, and would be difficult to adapt for other uses given its narrow depth, low ceilings, and lack of windows. This building is on a prominent corner but does not provide a welcoming appearance. The above grade portions of the building should be completely demolished (preserving the below-grade portion, including server areas if appropriate) to make way for the new Welcome Center.



The proposed one-stop shop in the Welcome Center should be designed in an open format



The library and study areas should be relocated into the new Welcome Center

The existing Student Services building should be demolished after the new Welcome Center opens. An alternate plan was considered that would keep the existing Student Services building and renovate it for administrative offices and meeting space, which could be relocated from the Jerry Sue Thornton Center and the District Administrative Offices. This would consolidate these spaces to improve

utilization, while also saving the significant amount of carbon embodied in the Student Services building.

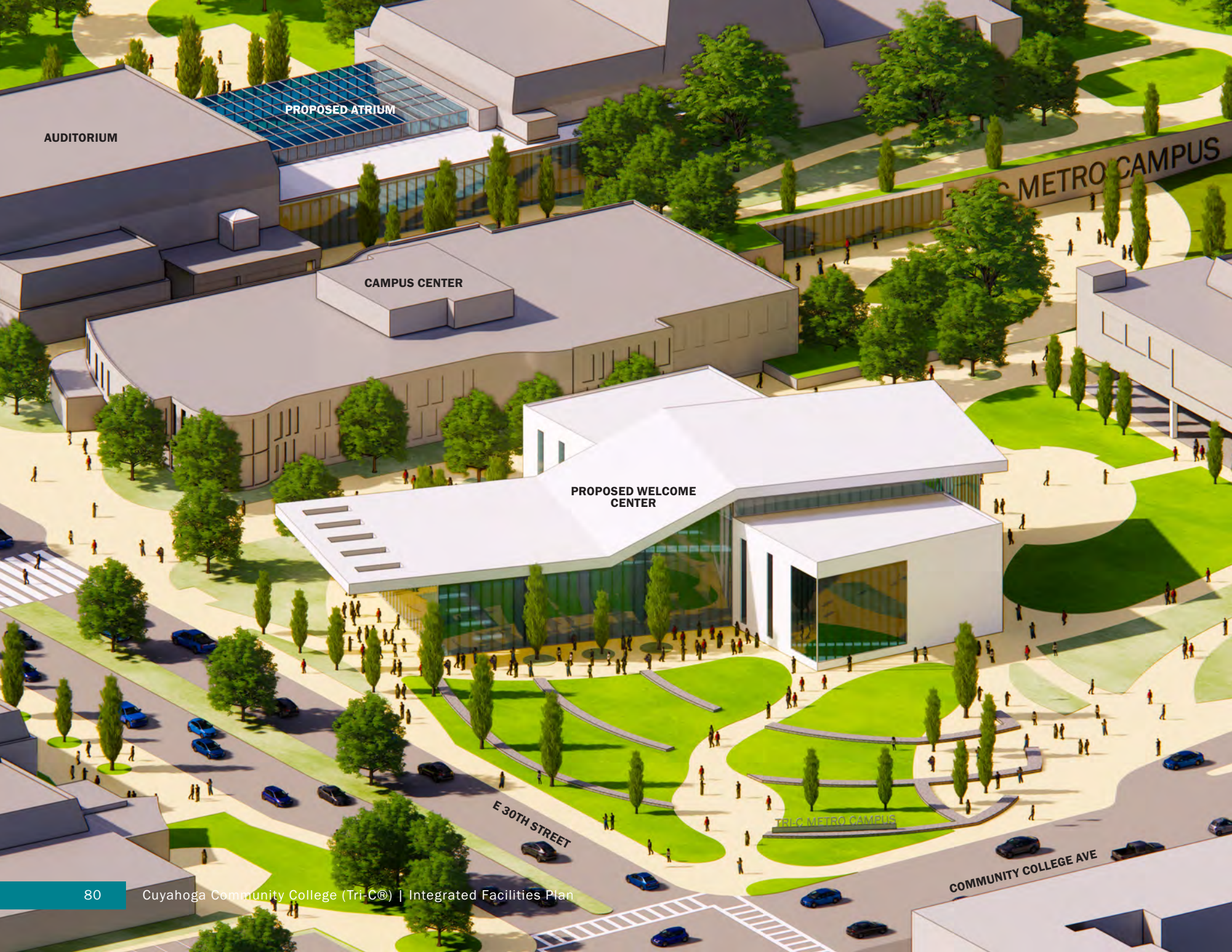
RECREATION CENTER RENOVATION (B5)

The Recreation Center is an important asset for students, faculty, staff, and the community, but is currently underutilized due to its age. Renovations should build on the recent improvements to expand the existing workout facility (potentially onto the lower level), renovate one set of men's and women's locker rooms, and convert the remaining locker rooms and underutilized spaces on the lower level to storage.

A proposed small lobby addition will provide a better entrance into the gymnasium and swimming pool, while new windows or skylights will provide natural light and allow the lobby to serve as an event or pre-function space.



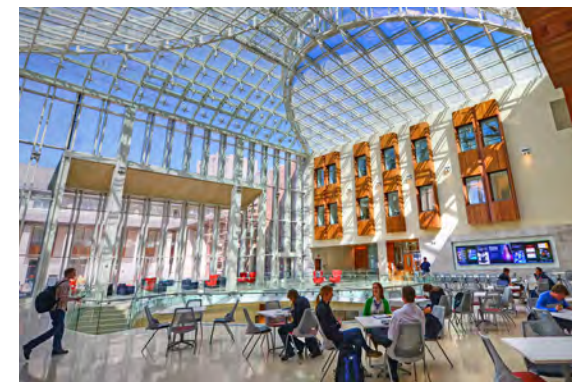
A small addition to the Rec Center could emphasize its entry and provide usable space



NEW ATRIUM (B15)

The existing outdoor space between the Auditorium and the Theatre is proposed to be enclosed as an indoor atrium. This space will help convert an underutilized plaza into a study and event space, with windows that will provide natural light and allow the space to be used year-round.

This space will also provide an expanded lobby for both venues that allows for pre-function space and events, since neither building currently has an adequate lobby. The atrium should be designed with the flexibility to accommodate events, teaching, studying, and a mix of uses. A new, fully accessible elevator should also be included as part of the atrium to connect to the parking deck below. Before this project is implemented, an event demand study should be conducted to ensure that adequate demand exists for the space and adjacent venues, and that adequate Tri-C personnel are available to staff events.



The atrium will provide needed pre-event space as well as study and activity space (image courtesy Washington University in St. Louis)

In the long term, a feasibility study should be conducted to determine if the Auditorium could be reconfigured to have a reduced seating capacity or multiple venues, since events currently scheduled in the space do not take advantage of its large size.

FACADE UPGRADES (B10)

Existing facades on most campus buildings are primarily concrete and brick, with few windows. This makes them feel unwelcoming and may contribute to wayfinding concerns since it is hard to tell what is inside each building.

Proposed facade upgrades would replace strategic sections of masonry with glass to make the buildings more transparent, provide more natural light to the indoors, and help the buildings feel more active. Improvements to the Buildings & Grounds Building facade would also provide a more attractive frontage to the expanded courtyard.



Strategic upgrades to dated building facades could modernize their appearance, let in more natural light, and make them more welcoming

LIBERAL ARTS BUILDING RENOVATION (B6)

The existing Liberal Arts building is in fair condition, and many of its interior instructional spaces need updates. This project would consist of interior renovations to provide modern classroom, lab, and office spaces.

Functions being relocated from the Arts & Music Building (which is proposed for demolition) should also be moved to underutilized spaces in the Liberal Arts building. This will also provide modern teaching and office spaces for those programs.

NEW UTILITY TECHNICIAN TRAINING CENTER (B14)

This proposed facility would include a two-story front with classrooms and offices, and a one-story high-ceiling lab in the rear with unfinished floors to allow utility training to occur. The size of this building is still to be determined. Care should be taken to integrate it architecturally into the campus given its prominent location, even if most of the building is a single large volume. A small gathering space should also be provided within the building for students.



This technical building should have a prominent facade to showcase what is happening inside

PARTNERSHIP SPACE RENOVATION (B7)

Once Tri-C begins the process of identifying potential community partners, space in the existing Technology Learning Center should undergo a moderate renovation to meet the needs of the partner. This will help to address the overall surplus of space on campus, while also providing an area for a partner that is consistent with Tri-C's mission and vision.

CREATE STUDY SPACE IN SCIENCE & HEALTH CAREERS BUILDING (B8)

The plaza level of this building does not currently relate to the adjacent outdoor space, and it is occupied with specialized healthcare labs. This space should be converted to an open study area to provide active use on the first floor, while relocating labs to underutilized spaces elsewhere in the building. This will also help provide study space that will be lost with the demolition of the Student Services building.

RENOVATION FOR ACADEMIC PLAN IMPLEMENTATION (B11)

Proposed future academic programs on the Metro Campus had not yet been confirmed at the time of this plan. This project does not yet have an identified scope or location, but it serves as a placeholder and reminder that space will need to be renovated as one or more future academic programs are



Study space, combined with the facade upgrades, will provide active space on the first floor of the Science & Health Careers building

identified, whether they are programs that are new to Tri-C, or existing programs to be relocated to the Metro Campus from another campus.

RENOVATE FILM & MEDIA ARTS PROGRAM (B9)

Existing spaces for this program are dated and undersized. Renovations should improve and expand existing editing rooms, the computer lab, storage, and offices. The TV studio should be relocated to a renovated portion of the Liberal Arts building. Minor renovations should be implemented to the theatre itself.

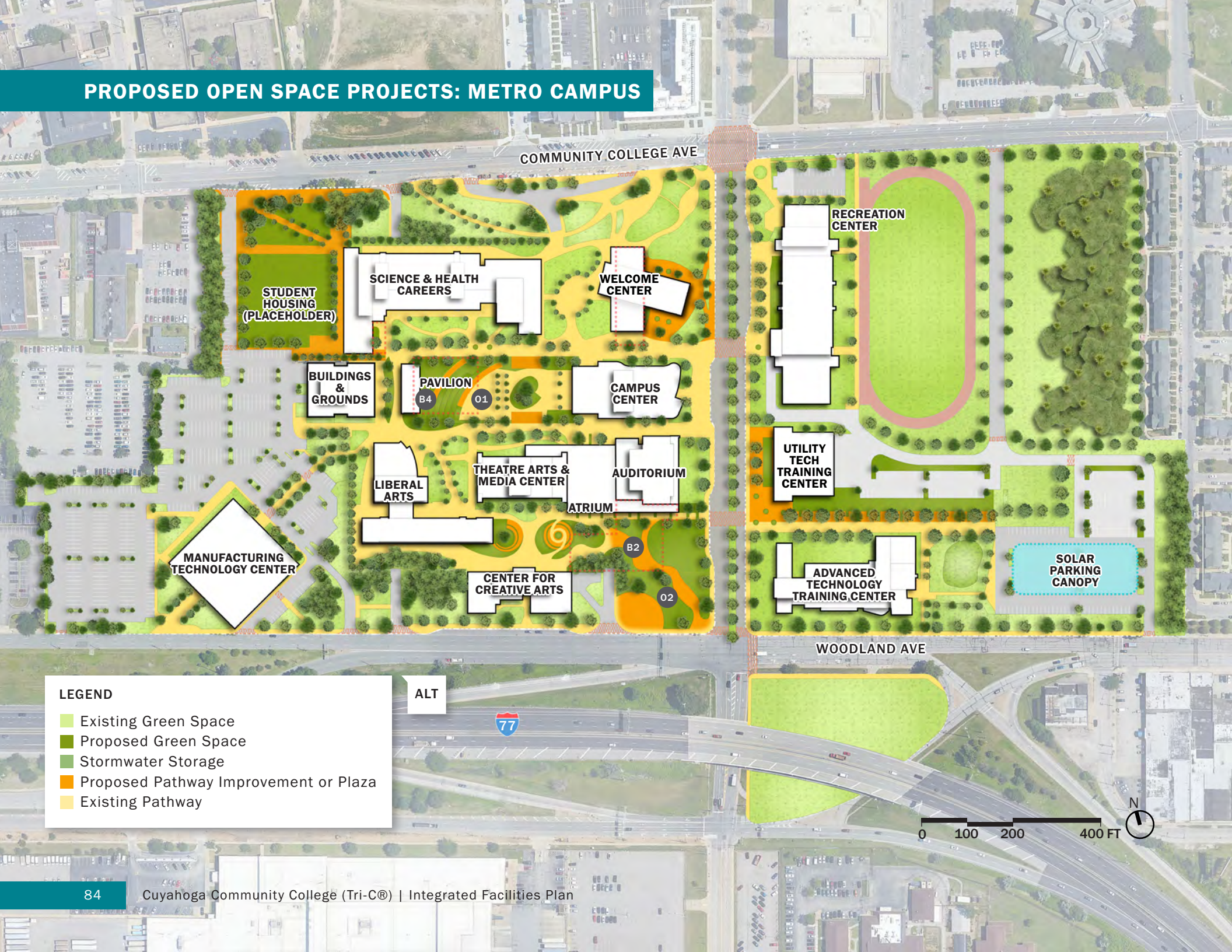
If enrollment in the Theatre Arts program increases substantially in the future, the existing Theatre should be demolished and replaced with a new smaller venue on the site of the Arts & Music building. This would occur beyond the time frame of this plan.

STUDENT HOUSING (PLACEHOLDER) (B16)

An area has been designated on the plan for a potential future student housing development. A summary of the housing study findings is provided in the Implementation chapter of this report. Demand for housing may be limited on some campuses, and financial challenges may make housing development difficult, but multiple scenarios are proposed in the housing study. The proposed housing location in this plan would provide frontage along Community College Avenue to activate the street, but still allow easy access to the core of campus.



PROPOSED OPEN SPACE PROJECTS: METRO CAMPUS



OPEN SPACE PROJECTS

SOUTHEAST ENTRANCE PLAZA (02, B2)

From the intersection of East 30th Street and Woodland Avenue, the campus presents an unwelcoming appearance, and is inaccessible due to the concrete moat. Improvements should remove this barrier and create a continuous pedestrian plaza from the corner up to the campus level. This area should include landscaping beds, tree plantings, lighting, public art, and new campus signage.

The demolition of the existing Arts & Music building will open up a connection to this plaza. Existing uses in this building should be relocated to renovated spaces in the Liberal Arts building. Plaza improvements will also shorten the walking time to the Rapid Transit Station.

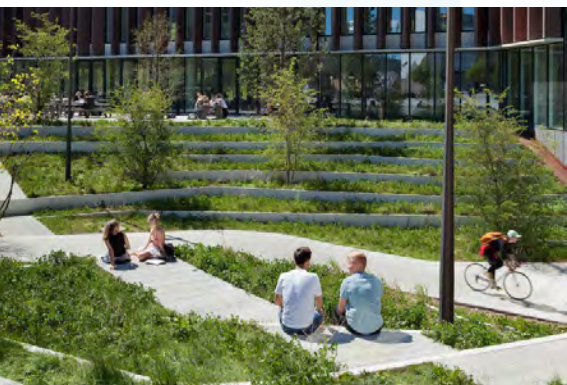


Proposed improvements on the southeast corner of campus should be similar to recent improvements on the northeast corner

COURTYARD EXPANSION (01, B4)

The existing courtyard is the heart of the campus and serves as the main quad. Recent improvements have modernized its appearance, but it is still underutilized. The current site of the Student Services building should be converted to an expansion of the courtyard when the building is demolished.

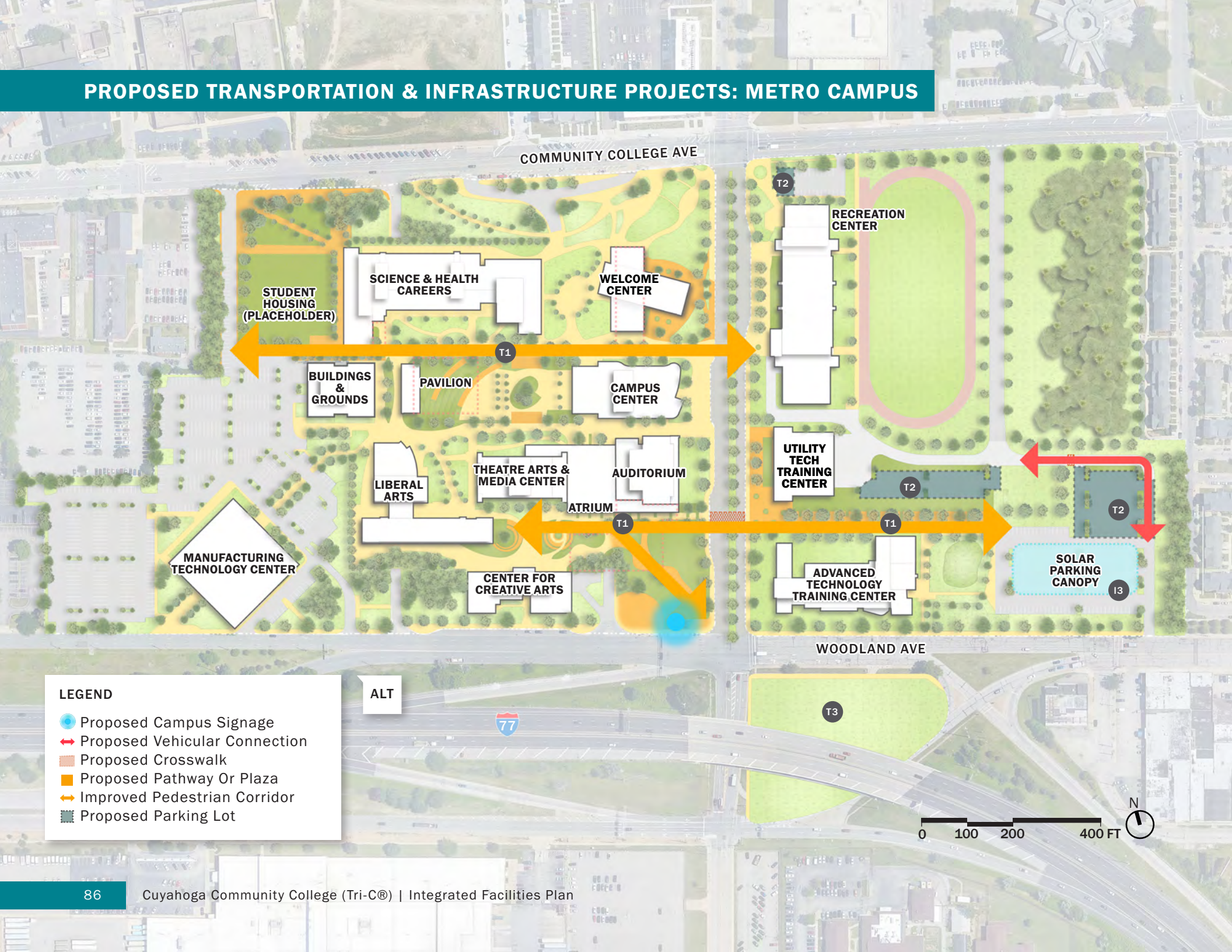
The expansion area should include sloped seating that will serve as an outdoor living room and an accessible connection between the upper and lower levels of the courtyard. A small unenclosed pavilion will provide protection from the elements as well as space for small events to activate the area. New tree plantings, art, lighting, and planting beds will make the space inviting.



Courtyard stairs will provide a gathering space and transition between the lower and upper levels (image courtesy SLA/Laura Stamer)



PROPOSED TRANSPORTATION & INFRASTRUCTURE PROJECTS: METRO CAMPUS



TRANSPORTATION & INFRASTRUCTURE PROJECTS

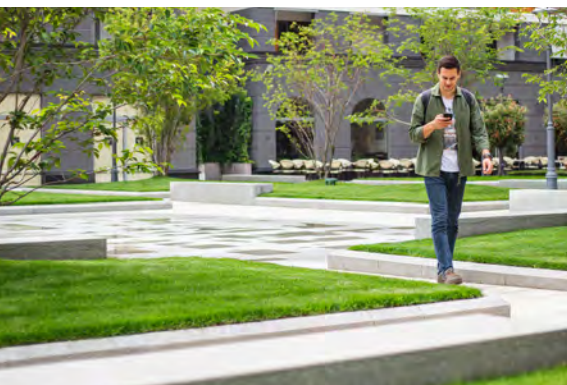
PEDESTRIAN CORRIDOR IMPROVEMENTS (T1, B3)

The corridors shown in dark orange on the previous page should be improved to provide a better pedestrian experience. The proposed demolition of the Arts & Music building and the café portion of the Science & Health Careers building will open up these corridors and allow for better cross-campus connections and skyline views.

Improved corridors should build off of the design precedents established with recent site improvements, and include wide pathways, seating, public art, lighting, shade trees, and informational kiosks. The goal of the design should be to provide amenities that encourage everyone to pause and enjoy outdoor spaces, while also facilitating connections between buildings.

Improvements to East 30th Street should complement these connections, but they should be implemented by the City rather than Tri-C. These improvements may include converting the pavers in the median island to landscaping, adding pedestrian amenities, and adding a crosswalk to connect to the proposed Utility Technician Training Center.

Tri-C should also work with the City and other partners to improve safety at intersections immediately adjacent to campus, and to implement proposed bike lanes.



Pedestrian corridor improvements should provide landscaping and amenities as well as stronger pedestrian connections through the campus

EXPANDED PARKING LOTS (T2)

With the removal of existing Parking Lot 10 by I-77, additional parking will be needed on campus, especially as enrollment grows and for current and future events. Three small new lots will provide approximately 100 new parking spaces.

CONVERT PARKING LOT TO GREENSPACE (T3)

This parking lot is not popular with students and has perceived safety issues. There may be long-term real estate value for this property, but in the short term it should be converted to passive green space for use by students and the community.

CENTRAL CHILLERS AND BOILERS REPLACEMENT (I1)

All existing central chillers and boilers on this campus have reached the end of their lives. Replacing them will improve energy efficiency and reduce maintenance costs. All replacement chillers and boilers will be located in the Buildings & Grounds building.

REPLACE ELECTRICAL TRANSFORMERS (I2)

Two central transformers on campus have reached the end of their lives and should be replaced with modern equipment.

SOLAR PARKING CANOPY (I3)

A portion of Parking Lot 11 should be covered with a canopy of photovoltaic panels. These will provide renewable energy and help meet sustainability goals, while also protecting vehicles from the elements.



Solar panels over a portion of Parking Lot 11 will provide clean energy and protect vehicles from the elements

2024

PHASE I
2024-2030

BUILDING DEMOLITION, NEW WELCOME CENTER & UTILITY TECH CENTER, SITE AND INFRASTRUCTURE IMPROVEMENTS

PHASE II
2030-2035

ADDITIONAL BUILDING DEMOLITION, REC CENTER RENOVATION, ATRIUM, FACADE AND OPEN SPACE UPGRADES

PHASE III
LONG TERM

RENOVATIONS FOR PARTNERSHIP SPACE AND ACADEMIC PLAN IMPLEMENTATION, POTENTIAL STUDENT HOUSING

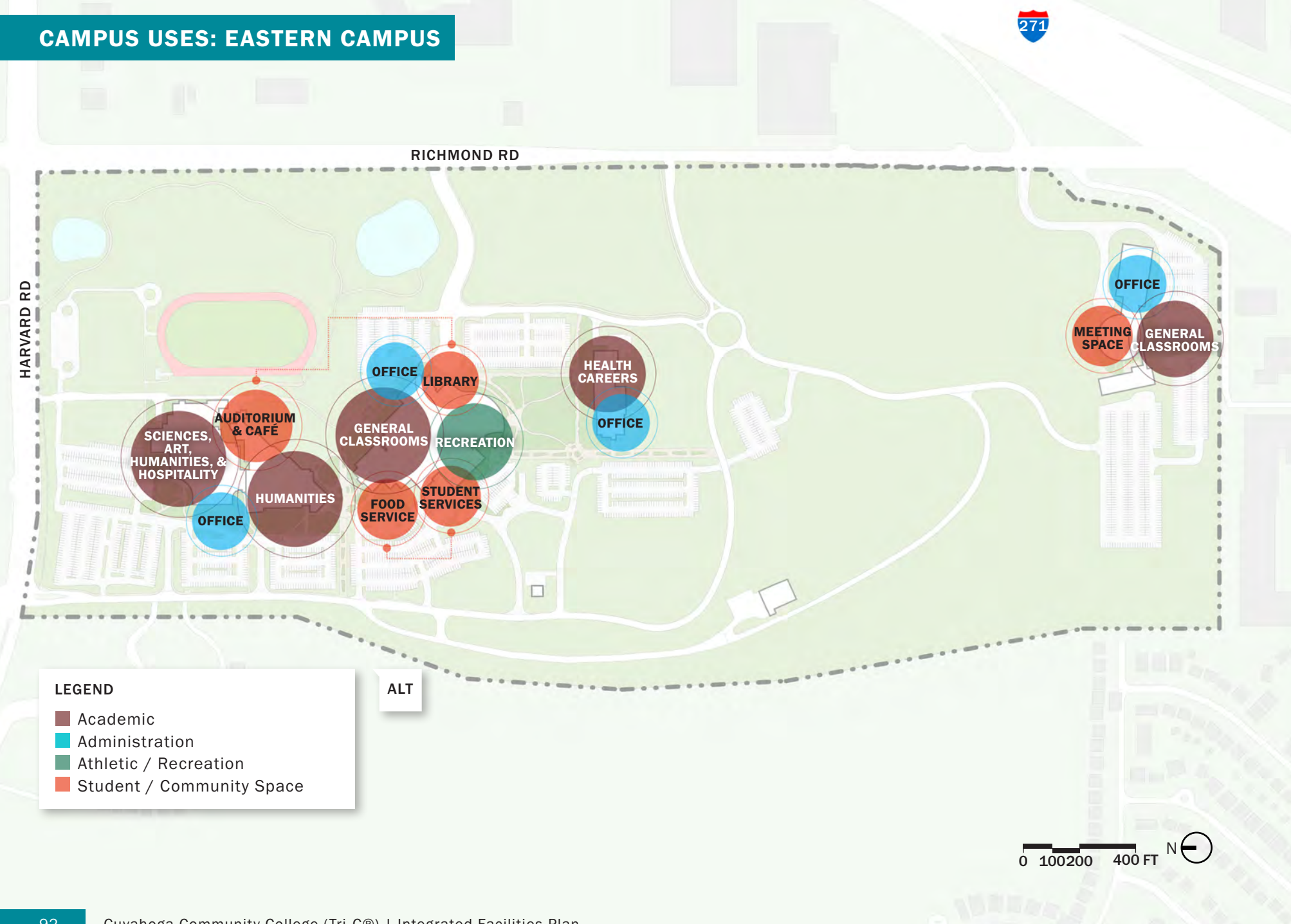
2034



4

EASTERN CAMPUS

CAMPUS USES: EASTERN CAMPUS



EXISTING CONDITIONS

The Eastern Campus opened in 1971 in Highland Hills to serve Metropolitan Cleveland's growing eastern suburbs. It is located on a hill that looks over the surrounding area. Significant investment has been made in the Student Services Building in recent years, including a new façade indoor swimming pool, and renovations to the student services area. Outdoor improvements have converted some roads to walkways and added plazas and landscaping. There is also a large amount of undeveloped open space on this campus.

The primary challenge on this campus is the lack of connectivity between buildings, which makes the campus hard to navigate, and the distance between the main campus and Corporate College East.

CAMPUS USES

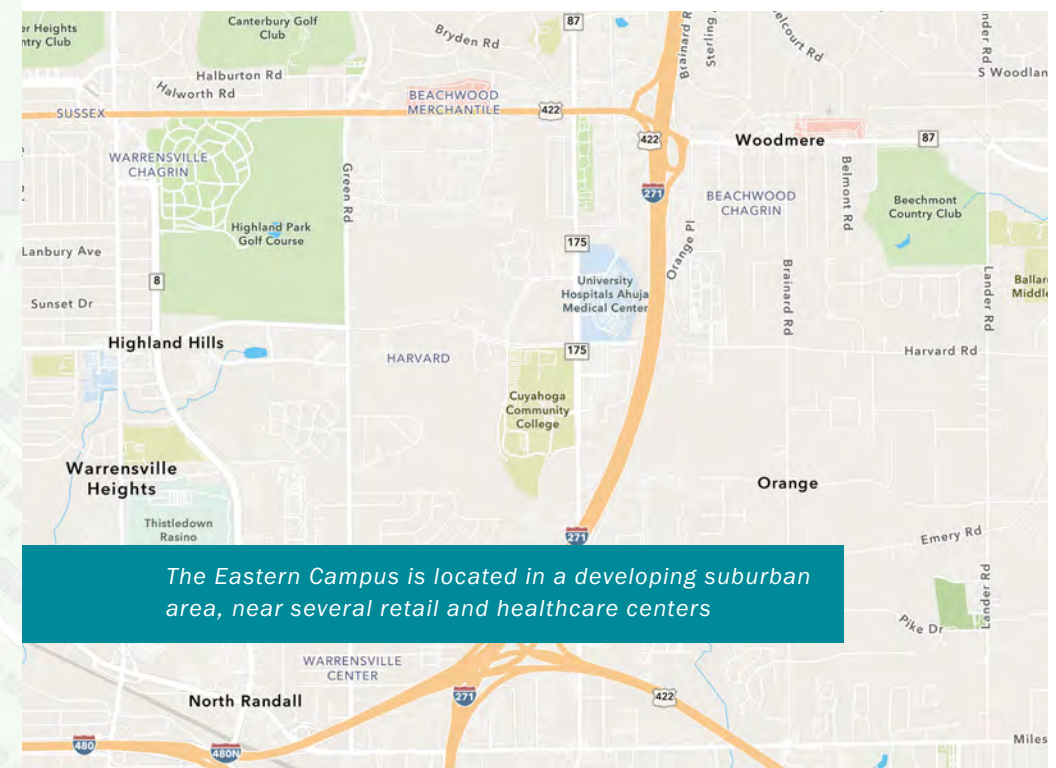
The Eastern Campus has a compact mix of uses, with all buildings except Corporate College East within a 3 minute walk of each other. Student services and community uses are located near the main entrance to the Student Services Building, with academic uses spread throughout, and Health programs in a dedicated building.



The updated Student Services façade provides a prominent entry to campus

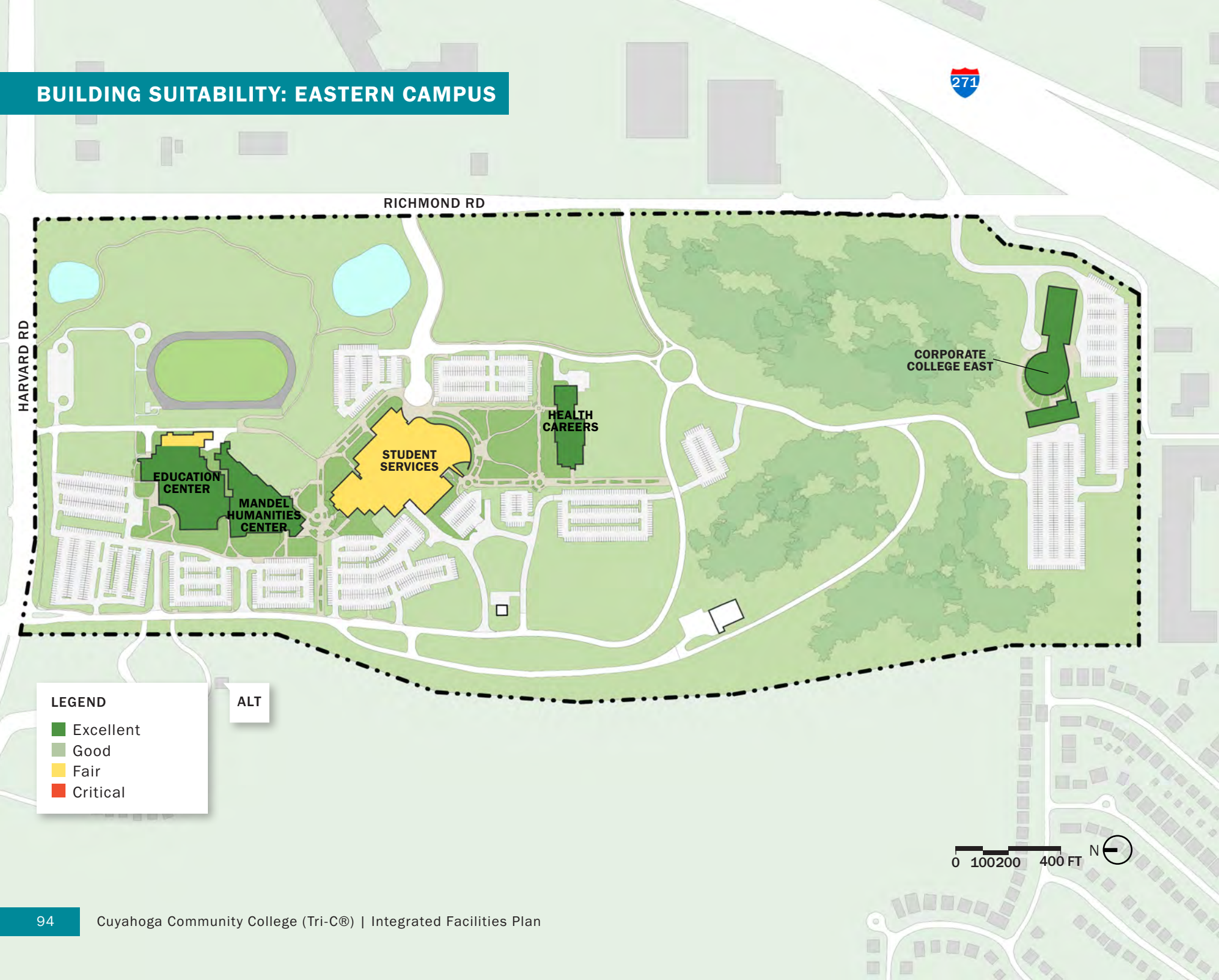


The Recreation Center is the most up-to-date facility of its type on any Tri-C campus and serves as a significant community amenity



The Eastern Campus is located in a developing suburban area, near several retail and healthcare centers

BUILDING SUITABILITY: EASTERN CAMPUS



BUILDING SUITABILITY

While only a high-level overview of facilities conditions was conducted as part of this plan, an analysis of each building's components was conducted to determine the overall suitability of each building for higher education use. The following elements were evaluated for each building: aesthetics, transparency, reconfiguration capability, space layout, accessibility, and building structure. Each of these elements was rated on a scale from excellent to poor, and scores were averaged across elements to create an overall building rating.

Initial building suitability ratings were reviewed with Tri-C facilities staff to understand the nuances related to each facility, and several updates were made. This map shows the overall rating for each building. It indicates that all buildings are rated as good or fair, indicating that they are generally suitable for their current use and could be adapted for future uses. Only portions of the Education Center have been renovated, so that building is shown as both good and fair. The Education Center Annex is not at all suitable for other uses, but was evaluated as part of the whole Education Center.

EASTERN CAMPUS EXISTING BUILDINGS

ABBREVIATION	BUILDING	YEAR BUILT	YEAR RENOVATED	GROSS SQ. FT.
EEC	Education Center	1971	2019, 2024 (partial)	95,000
ESS	Student Services	1980	2009, 2019 (partial)	296,300
EMHC	Mandel Humanities Center	1999	2015	115,300
CCE	Corporate College East	2005	n/a	107,000
EHCT	Health Careers & Technology	2011	n/a	61,500



The Student Services Building has undergone some renovations, but still feels dated and can be hard to navigate

OPEN SPACE: EASTERN CAMPUS



OPEN SPACE

The Eastern Campus has a wide variety of outdoor spaces, from large meadows and wooded areas to recreation facilities and plazas. Significant investments have been made in recent years to expand and improve pedestrian areas, including the construction of new plazas on each side of the Student Services Building.

Gathering spaces are located in several places along the central sidewalks linking the buildings as well as on some sides of the buildings. They provide frequent outdoor spaces with a variety of opportunities for private conversation or campus events.

LANDSCAPING

The campus has a large amount of surrounding greenspace, woods, gardens, and ponds that offer a variety of vegetation and natural settings. There is a significant quantity of mowed lawn areas, most of which are not programmed but which have a maintenance cost and low biodiversity. The College is actively working with Ohio Geese Control in dealing with the significant amount of geese droppings on the running track.

Site furnishings include a mixture of precast concrete benches and planters, metal tables with chairs, and metal and wood benches. The styles are complimentary and the College has continued to invest in outdoor seating, but there are still opportunities to improve.

STORMWATER

There are a number of ponds and stormwater basins on campus. Two large ponds provide stormwater storage and also serve as wildlife habitats and amenities. Additional stormwater basins have been added in recent years as a result of campus development. All areas of stormwater management require ongoing maintenance to maintain their functionality.

ATHLETIC FACILITIES

The running track was recently resurfaced and provides an amenity for students, employees, and the community, in addition to the walking trails that are heavily used. A recent renovation to the gym installed new maple hardwood floors and some additional minor upgrades, for the Women's Volleyball and Women's Basketball teams. There is also a pool for use by students, employees, and community.

WAYFINDING

The main sign at the corner of Richmond and Harvard Roads is large and blends well with the landscape but feels dated and the masonry on the sign is deteriorating. The Harvard Road entrance signage is the standard Tri-C brick-and-panel signage. Signage on Richmond at the main entrance is limited. Corporate College entry signage, varies from the standard Tri-C sign types on campus to create a distinct identity.



There is a large amount of wooded land and meadows on the Eastern Campus; these serve as a beautiful backdrop to the campus

MULTIMODAL CIRCULATION: EASTERN CAMPUS



MULTIMODAL CIRCULATION

Located in a suburban area near I-271, the Eastern Campus has some connectivity challenges due to the nature of its automobile-oriented setting. The campus's automobile access is a strength and its bus connections are notable, but pedestrian and bicycle assets are largely limited to the interior of campus.

VEHICULAR

The following are the most recent publicly available traffic counts (ODOT, 2021) near campus:

- Richmond Road: 11,744 vehicles
- Harvard Road: 28,284 vehicles

SAFETY

Approximately 60 accidents were reported from 2019-2021 adjacent to campus. Of these, there were six reported visible injuries and one serious injury. No fatal injuries or crashes involving pedestrians or bicyclists were reported during this time period, although the large traffic volumes on adjacent roads present unsafe conditions for pedestrians who venture beyond the campus.

TRANSIT

The campus is served by five RTA bus routes with stops along Bishop Drive and at the entrances to the Student Services Building. Buses connect to Downtown, Euclid, the Metro Campus, and other locations. Most bus routes provide service every 30-60 minutes on weekdays, except for route 15, which provides 15-minute service during the day on weekdays.

BICYCLE

No bike lanes or paths currently serve the Eastern Campus, so bicycle connectivity is limited to "expert" cyclists who are comfortable sharing busy roads with automobile traffic. Bike parking is prominently located near most building entrances, but no indoor or covered parking is provided.

PEDESTRIAN

Sidewalks are provided along both Harvard Road and Richmond Road, and connect from Richmond Road (uphill) to the Student Services Building main entrance. Sidewalks do not connect from Harvard Road into campus. Traffic lights and crosswalks support pedestrian access to surrounding destinations, but the wide roads, high traffic volumes, and frequent turning movements make this an intimidating environment for people traveling on foot or in a wheelchair.

Pedestrian connectivity on the north end of campus is well accounted for, and ADA accommodations appear sufficient with ramps in appropriate locations. Recent investments in paved pathways, pedestrian scale lighting, site furnishings, and landscaping are apparent throughout the campus, enhancing the comfort and appeal of walking between campus destinations.



Recent pedestrian improvements have converted roads to plazas and walkways and significantly improved the outdoor environment

INFRASTRUCTURE: EASTERN CAMPUS



INFRASTRUCTURE

The Eastern Campus is served by a variety of utility infrastructure, which is summarized as follows. The map on the previous page is a schematic diagram that shows the approximate location of existing facilities but has not been field verified. Due to the decline of on-campus population over the years, no capacity issues were identified with any of these utility systems, although many are aging. All buildings on this campus are on their own heating and cooling systems, so there is no central plant.

SEWER

The existing public sanitary sewer lines serving the campus are located underneath Richmond Road and Harvard Road. Several on-campus sewer pipes of 8- and 12-inch diameter connect to this line. There have been no issues with existing sewer lines, but this is an aging campus and so the College continues to monitor existing infrastructure.

WATER

Three public water mains serve the campus: three 8-inch mains from Richmond Road that connect to different buildings on campus, and an 8-inch main from Harvard Road to the Education Center. The main between the Student Services Building and Richmond Road is not in good condition and is planned for replacement in the next few years.

Water mains within campus for fire protection and domestic water service are provided in 6- or 8-inch mains and are in good condition.

ELECTRICITY

Existing electrical service is in good condition and there is a one line feed. The College recently completed full electrical distribution preventative maintenance testing and is on a regular maintenance cycle.

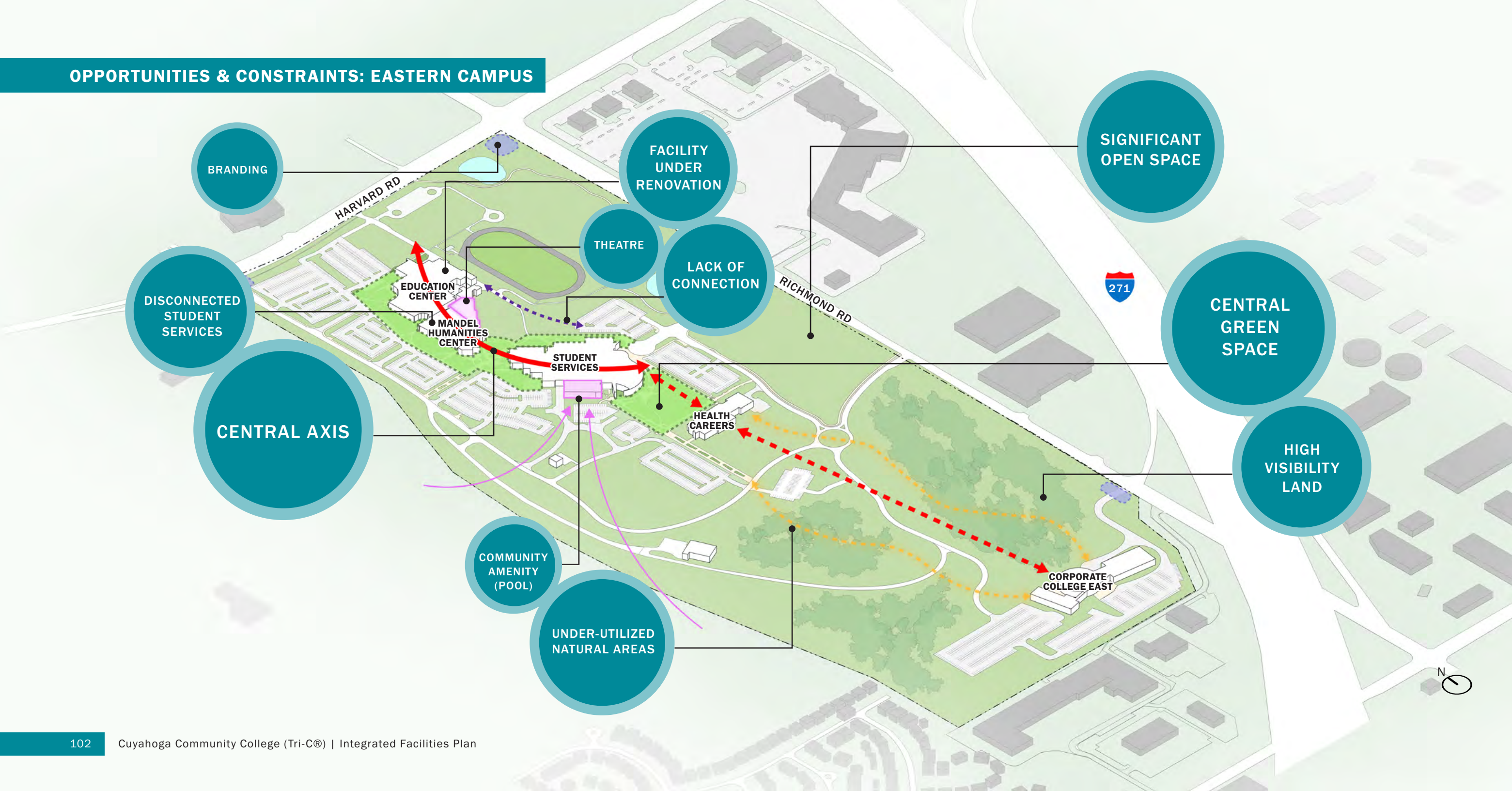
NATURAL GAS

The natural gas lines are in good condition and the campus has had no issues.



Existing electrical infrastructure on campus is in good condition

OPPORTUNITIES & CONSTRAINTS: EASTERN CAMPUS

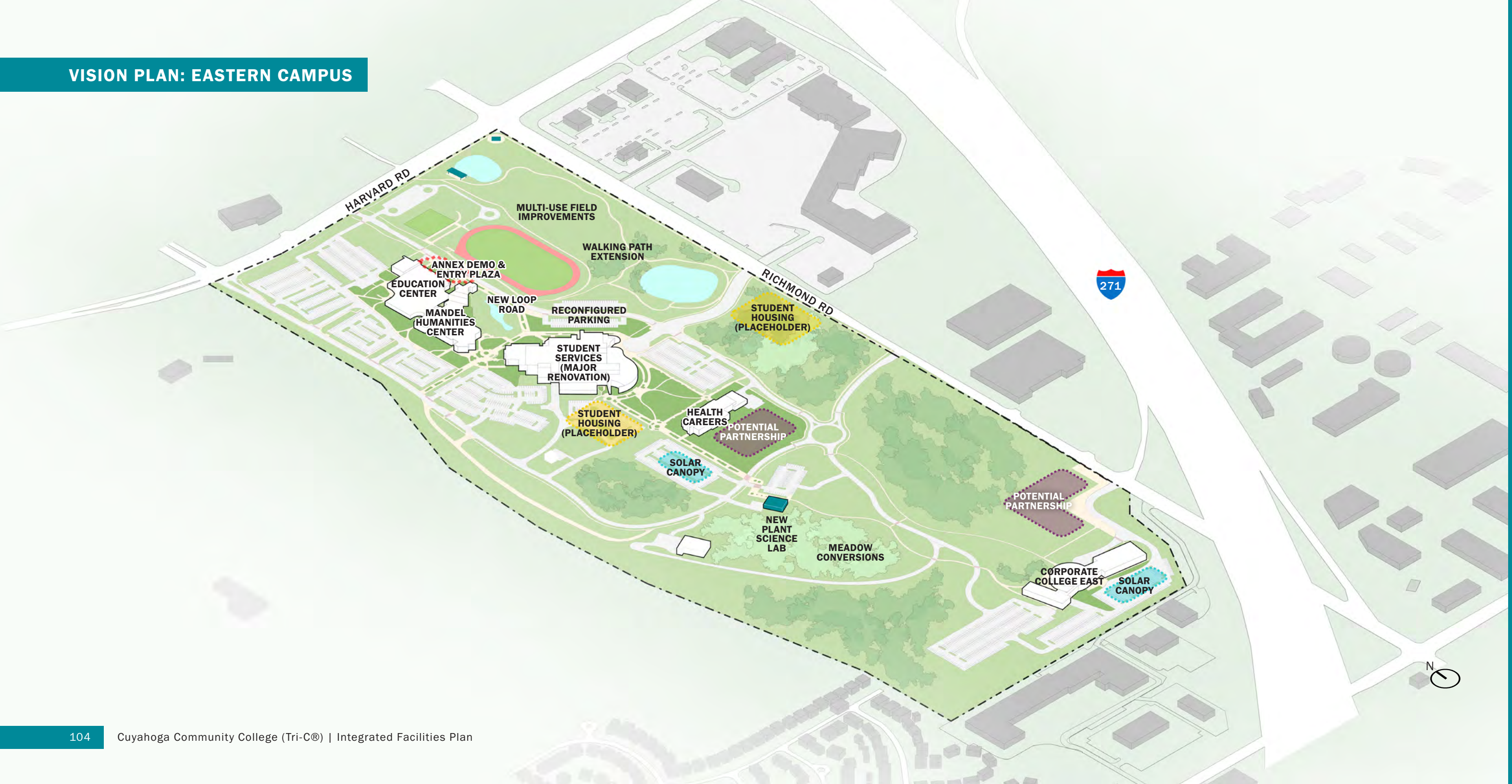


OPPORTUNITIES & CONSTRAINTS

This diagram summarizes the primary opportunities and constraints identified on the Eastern Campus, and which serve as the drivers for the proposed improvements on the following pages. The campus is highly visible due to its location on elevated land near a major road. Most of the circulation on campus is interior to the buildings, but can be hard to navigate. Student services are located in the same building but spread out and not always easy to find. The swimming pool and theatre serve as significant community amenities.

Corporate College East is located on this campus but is not close to other campus buildings. This allows for some separation of uses but prevents CCE users from taking advantage of campus amenities like food service and from interacting with students.

VISION PLAN: EASTERN CAMPUS



VISION PLAN

This Integrated Facilities Plan puts forth a long-term vision for significant improvements on the Eastern Campus.

The improvements summarized in this Vision Plan and described in more detail on the following pages will help Tri-C achieve its strategic vision, update key facilities, and significantly improve campus circulation.

The projects shown here will completely reimagine the Student Services Building to create a true consolidated Welcome Center that is more accessible and intuitive for students and prospective students. They also provide renovations to the Mandel Humanities Center that will help connect it with the ESS and create a central campus pedestrian axis to make it easier to navigate the campus.

A new loop road will make it easier for visitors and everyone to navigate the campus, while respecting recent investments in pedestrian spaces. Improvements to the multi-use field and natural areas will further enhance outdoor amenities for the College and the community, and better connect to Corporate College East.

Partnership development opportunities could create synergies with existing academic programs and the real estate market in this area to provide a hotel facility near Corporate College East, a Health Science partner building, and potential student housing.

VISION PLAN OVERVIEW: EASTERN CAMPUS



LEGEND

BUILDING DEMOLITION

- B1 Demolish Education Center Annex
- B2 Welcome Center Renovations (Student Services Building)
- B3 Mandel Humanities Center Renovations
- B4 New Locker Rooms
- B5 Renovate Education Center
- B6 Partnership Space Moderate Renovation
- B7 Renovation for Academic Plan Implementation

NEW BUILDING CONSTRUCTION

- B8 New Plant Science Lab
- B9 Student Housing (Placeholder)
- B10 Potential Health Science Partnership Development
- B11 Potential Hotel Partnership Development

OPEN SPACE

- O1 New Gateway Signage
- O2 EEC East Entry Plaza
- O3 Multipurpose Field Improvements
- O4 Meadow Conversions

TRANSPORTATION

- T1 Reconfigured Parking Lots on Loop Road
- T2 New Loop Road
- T3 Close Duplicate Service Road
- T4 New Multi-Use Path by Recreation Field
- T5 New Walking Trails to Meadow and CCE
- T6 Parking Lot Reconfigurations

INFRASTRUCTURE

- I1 Solar Canopies on Parking Lot
- I2 New Geothermal Well Field
- I3 Replace Water Main

PROPOSED BUILDING PROJECTS: EASTERN CAMPUS



BUILDING PROJECTS

WELCOME CENTER RENOVATIONS (B2)

This project could transform the campus by making student services more consolidated and accessible, especially for those not familiar with a college environment. Existing functions are split between the first and second floor of the Student Services Building and are behind closed doors in isolated departments.

A major interior renovation would create a central two-story corridor with clearly visible student services, as well as easy access to existing amenities such as food service and the gym. Storefront glass would create transparency, but student services could also be provided in open areas by cross-trained staff rather than behind closed doors, with all key functions on the first floor.

Removing existing ramps, widening the central hallway, adding sky lights, and providing comfortable furniture will transform the area into an active student study area. All interior finishes and lighting should be updated, along with new Tri-C branding, to create a true 21st century student services center. A wider hallway will also help emphasize the route to the Mandel Humanities Center.

MANDEL HUMANITIES CENTER RENOVATIONS (B3)

This building is difficult to navigate, since students and visitors must follow a series of hallways to reach their destination or the buildings on either side.



Renovations should open up the interior of the Student Services Building to provide a more modern feel and improve navigation

A major renovation should be conducted to widen the central hallway and demolish or reconfigure some adjacent spaces to create a larger lobby and provide a clear pedestrian route. These areas should have new furniture for studying and seating, as well as a relocated food service area (without a major kitchen), since the current area contributes to the narrow corridor.

A common graphic design element such as a teal stripe on the floor could highlight the central route and connections to adjacent buildings.

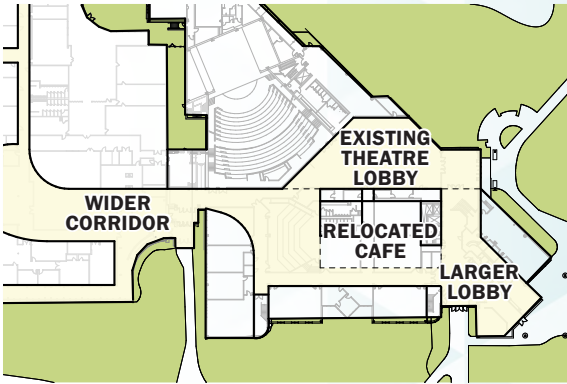
RENOVATE EDUCATION CENTER (B5, B6)

Moderate renovations to this building should widen the central hallway to continue the interior pathway from adjacent buildings. The art gallery should be removed, with art being displayed in the open lobby instead.

A new entry canopy on the north side of the building should provide a more obvious entrance, which would help attract a potential community partner tenant.



Interior renovations to the EEC and EMHC buildings should incorporate new furniture to create lounge/study areas



Renovations to the EMHC building should create a larger corridor that provides a more intuitive path through the building



A complete renovation of the Student Services Building will create a true Welcome Center by removing the ramps, widening the central hallway, adding a skylight, and providing comfortable furniture for studying and gathering. Student services will be provided in open areas rather than siloed departments.

NEW LOCKER ROOMS (B4)

The existing "wet classroom" in room 1531 of the ESS Building is underutilized and should be converted to men's and women's locker rooms for use by students and the community.

RENOVATION FOR ACADEMIC PLAN IMPLEMENTATION (B7)

Proposed future academic programs on the Eastern campus had not yet been confirmed at the time of this plan. This project does not yet have an identified scope or location, but it serves as a placeholder and reminder that space will need to be renovated as one or more future academic programs are identified, whether they are programs that are new to Tri-C, or existing programs to be relocated to the Eastern Campus from another campus.

NEW PLANT SCIENCE LAB (B8)

The existing greenhouse and teaching spaces for this program will be undersized if enrollment grows. The exact program for this new facility is to be determined based on future needs and how it can best complement existing private-sector training facilities nearby, but it should include an outdoor planting area and storage.

STUDENT HOUSING (PLACEHOLDER) (B9)

Two areas have been designated on the plan for potential future student housing development. A summary of the housing study findings is provided in the Implementation chapter of this report. Demand for housing may be limited on some campuses, and financial challenges may make housing development difficult, but multiple scenarios are proposed in the housing study.

The proposed housing location near the Student Services Building would provide better access to campus amenities and classes and is more appropriate for true student housing. If conventional multifamily housing is developed and made available to students as well as community members, the location on Richmond Road is more appropriate due to its visibility and easy access, but is still within easy walking distance of the core of campus.

POTENTIAL HEALTH SCIENCES PARTNERSHIP DEVELOPMENT (B10)

Existing land adjacent to the Health Careers building is not likely to be needed for College use in the foreseeable future. A potential privately developed health science facility could provide partnerships with existing health programs, and could include uses such as medical offices, clinic space, health research, non-profit organizations, or other possibilities.

POTENTIAL HOTEL PARTNERSHIP DEVELOPMENT (B11)

The audience for Corporate College East events is limited to those who can easily commute to the campus. An on-campus privately developed hotel could attract events from the broader region and be open to the general public. A demand study would be necessary to determine whether there is need for such a hotel, given the presence of other nearby lodging options.

PROPOSED OPEN SPACE PROJECTS: EASTERN CAMPUS



OPEN SPACE PROJECTS

NEW GATEWAY SIGNAGE (01)

Existing signage at the corner of Richmond Road and Harvard Road is dated and does not adequately emphasize the campus. New gateway signage could incorporate light, color, and vertical elements to better advertise the presence of the campus.

EEC EAST ENTRY PLAZA (02, B1)

The existing annex portion of the EEC is dated, underutilized, and would be difficult and costly to renovate. It should be completely demolished and replaced with a new plaza that will provide a more prominent entrance to the building from the new loop road. The plaza should include stairs and accessible ramps to accommodate the grade change, as well as areas to display student sculpture and art projects.

MULTI-USE FIELD IMPROVEMENTS (03)

Improvements to the existing field and amenities could increase usage of these areas for students, faculty, staff, and community members.

- A new shade structure by the running track would provide shelter from the elements and allow for small gatherings
- A disc golf course could be added to the field or the area closer to CCE
- Edges of the field could be re-wooded to provide more sense of separation from the busy Richmond Road



Gateway signage should incorporate light and color to create a modern impression (image courtesy RSM Design)



A plaza should be created after the EEC annex is demolished, with stairs to connect to outdoor amenities, and a place for student art

- Pickleball courts could be added next to the running track to provide a more active recreation amenity
- The multi-use path should also be extended as shown under the transportation projects

MEADOW & WOODS CONVERSIONS (04)

Mowing existing lawn areas is costly and has a carbon impact. Converting some of these areas to wooded areas or natural meadows with native grasses, flowers, and shrubs would reduce maintenance, provide wildlife habitat, add seasonal color to campus, and beautify areas along the walking trails.



Natural meadows would reduce the need for mowing while providing visual interest and wildlife habitat

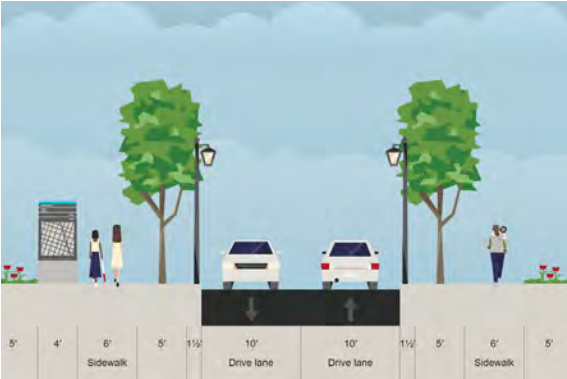
PROPOSED TRANSPORTATION & INFRASTRUCTURE PROJECTS: EASTERN CAMPUS



TRANSPORTATION & INFRASTRUCTURE PROJECTS

NEW LOOP ROAD (T2)

It is challenging to navigate the campus today since there is an incomplete loop road that can complicate getting to a destination. The proposed two-lane loop road will fill this gap, but be designed as a pedestrian friendly street with trees, a sidewalk, and pedestrian-scale lighting and signage.



The new loop road should include trees, sidewalks, and pedestrian amenities

RECONFIGURED PARKING LOTS ON LOOP ROAD (T1)

The construction of the Loop Road will require parking lot F to be completely reconfigured. This will change the lot from 165 spaces to about 110 spaces. Improvements should include new trees.

CLOSE DUPLICATE SERVICE ROAD (T3)

This road will not be needed with the proposed new connection to the maintenance facility. It should be preserved as a multi-use path but should no longer be maintained with repaving and snow removal.

NEW MULTI-USE PATH BY RECREATION FIELD (T4)

The existing multi-use path is popular with walkers. Proposed extensions will provide views of the lake and better connections to Richmond Road.

NEW WALKING TRAILS TO MEADOW AND CORPORATE COLLEGE EAST (T5)

There is currently no pedestrian connection between the core of campus and Corporate College East. The proposed walking trails do not need to be paved, but will provide a better link as well as a way to enjoy the beautiful natural areas on this campus.



New walking trails will help connect the campus to Corporate College East and take advantage of the proposed meadows

PARKING LOT RECONFIGURATIONS (T6)

Existing parking lots R2 and R3 are dead-end lots that can make navigation and finding a parking space a challenge. They should be reconfigured and combined.

SOLAR CANOPIES ON PARKING LOT (I1)

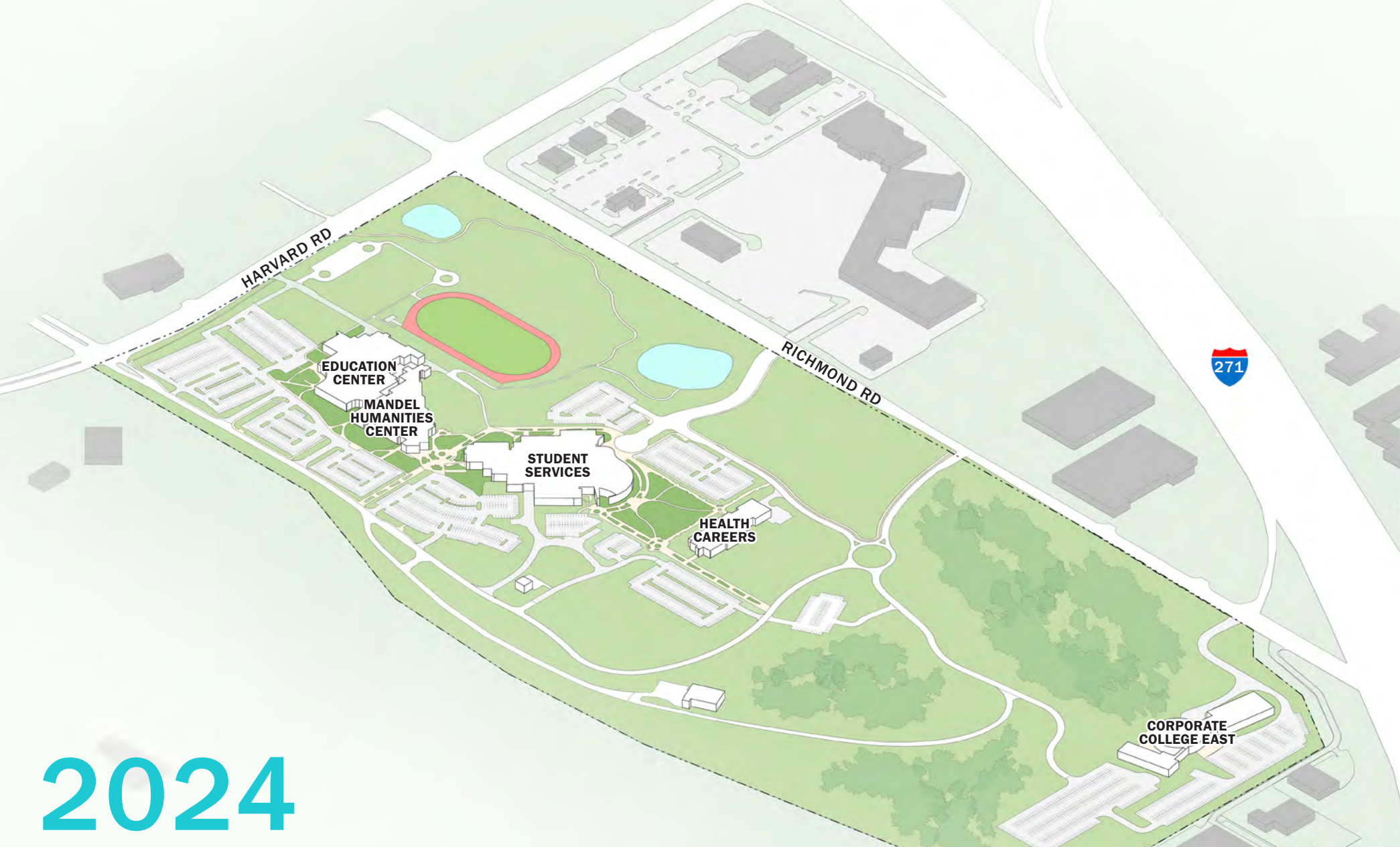
A portion of parking lot D1 and a portion of the Corporate College East parking lot should be covered with a canopy of photovoltaic panels. These will provide renewable energy and help meet sustainability goals, while also protecting vehicles from the elements.

NEW GEOTHERMAL WELL FIELD (I2)

This system could help reduce energy usage and the carbon footprint of campus with ground-source heating and cooling.

REPLACE WATER MAIN (I3)

The entire length of underground pipe between Student Services Building and Richmond Road should be replaced.



2024

PHASE I
 2024-2030

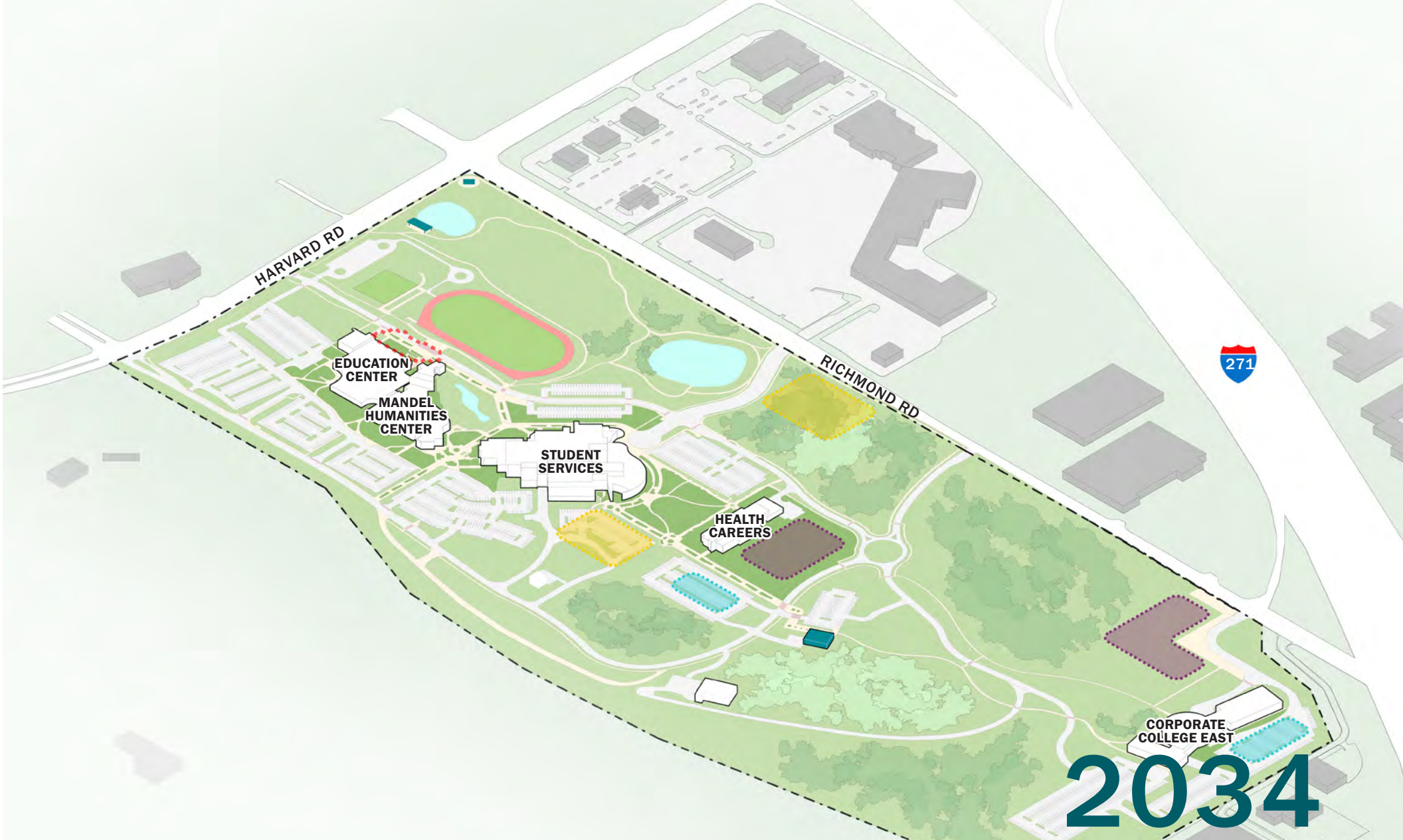
EEC ANNEX DEMOLITION & ENTRY PLAZA; OPEN SPACE, SIGNAGE AND INFRASTRUCTURE IMPROVEMENTS

PHASE II
 2030-2035

PHASE II WELCOME CENTER AND OTHER MAJOR BUILDING RENOVATIONS, LOOP ROAD, OTHER TRANSPORTATION IMPROVEMENTS

PHASE III
 LONG TERM

POTENTIAL PARTNERSHIP SPACE & DEVELOPMENTS, RENOVATIONS FOR ACADEMIC PLAN IMPLEMENTATION, POTENTIAL STUDENT HOUSING



2034



5

WESTERN CAMPUS

CAMPUS USES: WESTERN CAMPUS



EXISTING CONDITIONS

The Western Campus opened in Parma in 1966 as Tri-C's second campus to serve Metropolitan Cleveland's growing western suburbs. It is surrounded by historic residential neighborhoods, with a public park immediately to its west. While this campus has seen fewer exterior investments in recent years, it has had significant investments in academic buildings and expansions. There is also a large amount of undeveloped open space on this campus.

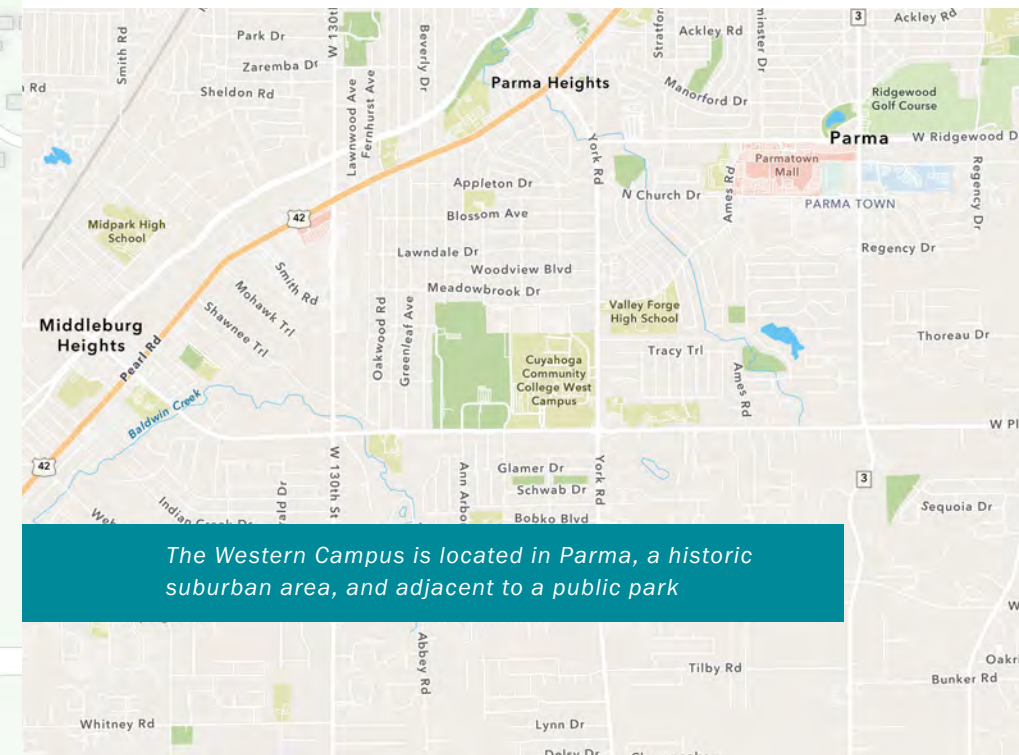
CAMPUS USES

The Western Campus has a larger footprint than other campuses, but all buildings are still located within a 5-10 minute walk of each other. The campus is well organized, with workforce and police training in easily accessible locations on the edge of campus, department functions generally co-located, and student services at the core.

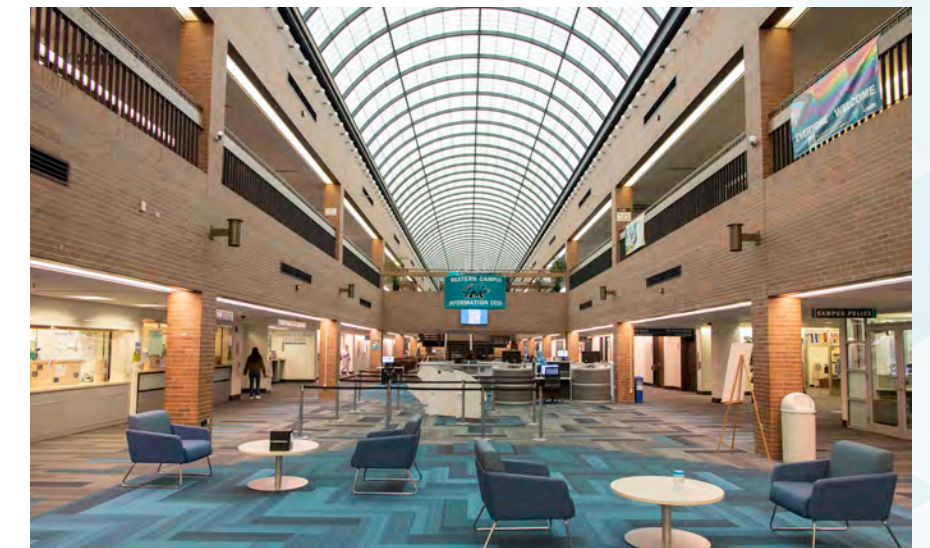
The central galleria in the Student Services building provides a great hub with most student services, the library, and the Stomp Café. However, it is only accessible by passing through other buildings. It is also not visible from the exterior of campus, even though it is many visitors' first point of encounter with Tri-C.



The STEM Center, which opened in 2019, provides a beautiful and modern science building with study spaces that are very popular with all students

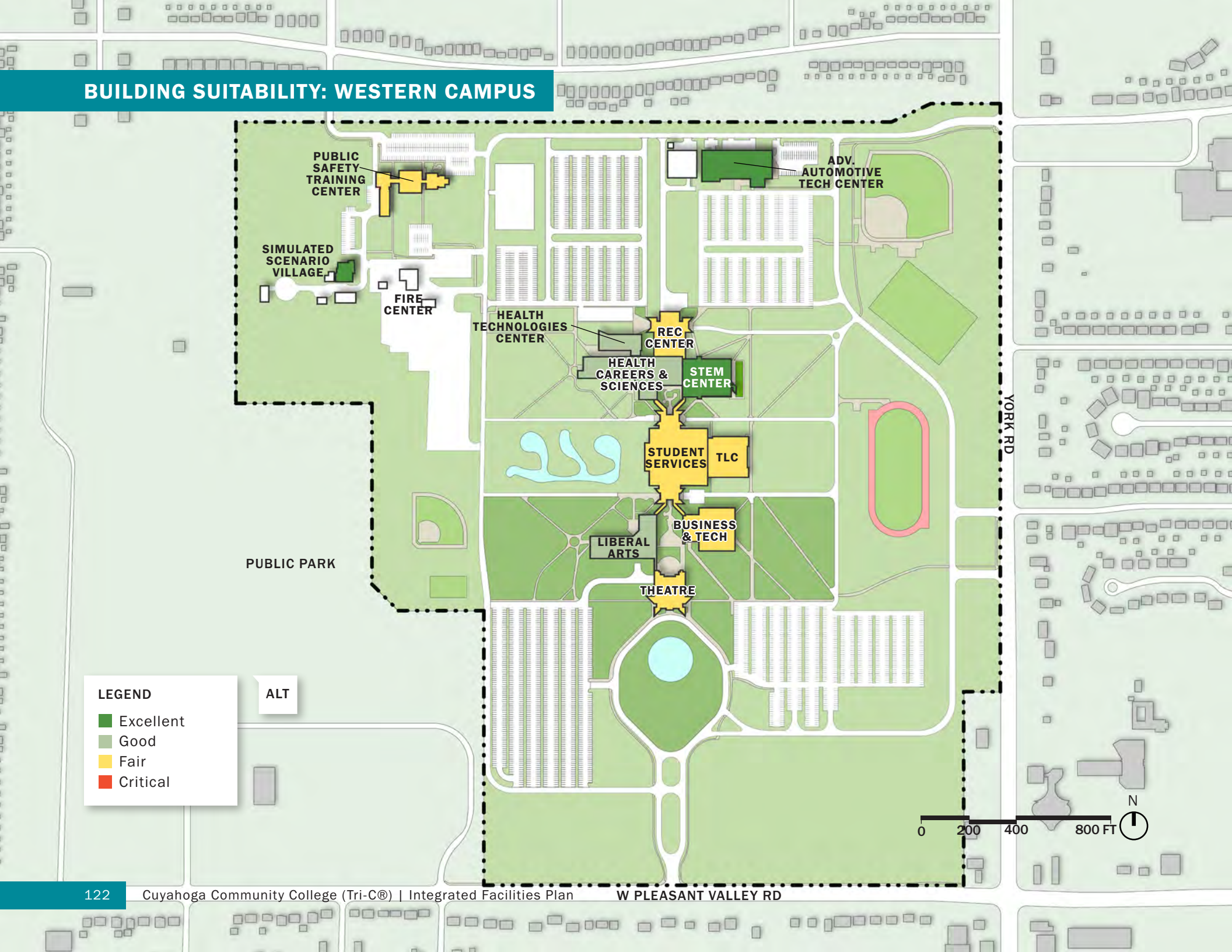


The Western Campus is located in Parma, a historic suburban area, and adjacent to a public park



The galleria in the Student Services building is a central location for amenities and student services, but is hard to access

BUILDING SUITABILITY: WESTERN CAMPUS



BUILDING SUITABILITY

While only a high-level overview of facilities conditions was conducted as part of this plan, an analysis of each building's components was conducted to determine the overall suitability of each building for higher education use. The following elements were evaluated for each building: aesthetics, transparency, reconfiguration capability, space layout, accessibility, and building structure. Each of these elements was rated on a scale from excellent to poor, and scores were averaged across elements to create an overall building rating.

Initial building suitability ratings were reviewed with Tri-C facilities staff to understand the nuances related to each facility, and several updates were made. This map shows the overall rating for each building. It indicates that the three newest buildings are rated as excellent, while all other buildings are rated as good or fair, indicating that they are generally suitable for their current use and could be adapted for future uses.



More than 80% of the square footage on this campus is located in buildings that are more than 50 years old and in need of significant upgrades

WESTERN CAMPUS EXISTING BUILDINGS

ABBREVIATION	BUILDING	YEAR BUILT	YEAR RENOVATED	GROSS SQ. FT.
PSTC	KeyBank Public Safety Training Center	1968	2014	41,063
--	Public Safety Training Center: Simulated Scenario Village	2019	n/a	33,425
WSS	Student Services	1973	n/a	197,949
WHCS	Health Careers & Sciences	1973	2020	78,100
WAATC	Advanced Automotive Technology Center	1974	2019	41,587
WHTC	Health Technologies Center	2008	n/a	26,432
WRC	Recreation Center	1973	n/a	87,986
WTLC	Technology Learning Center	2002	n/a	50,971
WBT	Business & Technology	1973	n/a	64,229
WTA	Theatre Arts	1973	n/a	41,185
WSTEM	STEM Center	2019	n/a	61,374

OPEN SPACE: WESTERN CAMPUS



OPEN SPACE

The Western Campus provides a wide variety of outdoor spaces, from large open lawns and wooded areas to diverse athletic facilities and a mix of small outdoor gathering areas near the buildings. The ponds at the entrance and near the outdoor dining patio were frequently mentioned as a benefit, but they lack amenities.

LANDSCAPING & TREES

The campus has a significant amount of surrounding greenspace, woods, wetlands, gardens, and ponds that offer a variety of vegetation and settings. There are a significant amount of mowed lawn areas, some associated with athletic fields and a greater amount that are not programmed.

Smaller landscaped areas, including the amphitheater, courtyards, community garden, and the new rain garden and pollinator garden, provide the widest array of open space types on any Tri-C campus and are a benefit to the campus and the community.

A large portion of the tree stock is over 50 years old and is being replaced annually, as needed. The trees serve as a beautiful amenity on campus.

STORMWATER

Existing ponds provide some stormwater retention, as does the structured rain garden adjacent to the STEM Building. Other infiltration basins provide additional stormwater management.

PUBLIC REALM

Gathering spaces are scattered in several locations throughout campus, including the two courtyards within the main building complex, at the STEM building patio, dining patio, armed forces and staff memorial plaza, and safety memorial plaza. Each area is unique, with opportunities to facilitate casual or organized gatherings.

ATHLETIC FACILITIES

Athletic fields are a main focus at this campus, with fields for baseball, soccer, and softball. The track (resurfaced in 2019) is for students, employees, and the community. The sports teams on this campus are men's baseball, women's softball, and men's soccer. This campus also has a pool, a gym, and a disc golf course. All fields are natural turf except for the artificial turf on the baseball infield. The baseball and softball fields have some drainage issues. These resources are significant for attracting and retaining athletes.

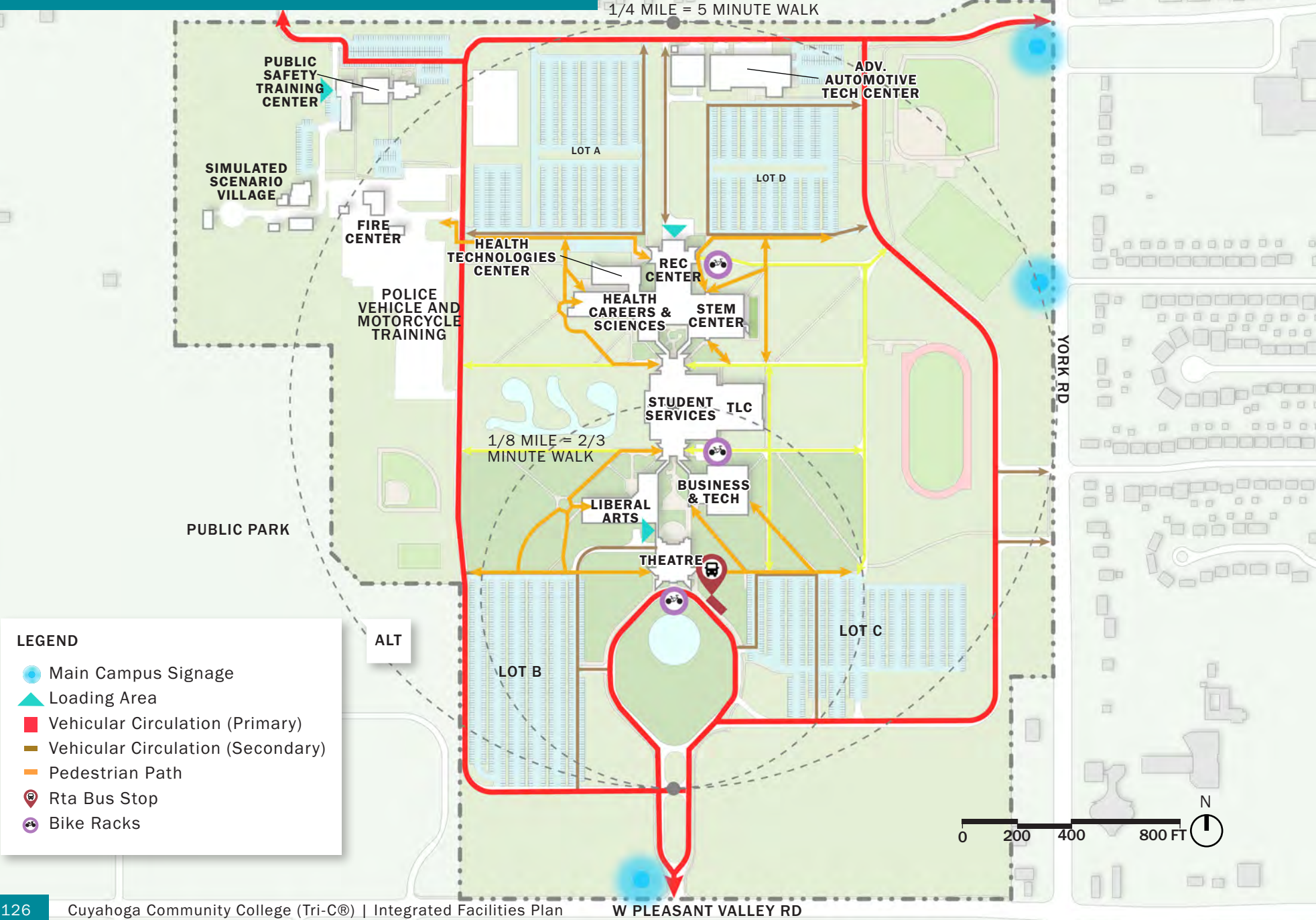
WAYFINDING

The main entrance from Pleasant Valley Road has a large wooden angled sign, a lower masonry sign, and another panel sign to the east. The wooden sign appears to be older and is duplicated on York Road. The campus identity would benefit from a singular approach to campus signage. Site signage throughout the campus aids in wayfinding, but the signs are in a variety of conditions and some are difficult to read.



The Western Campus has the largest collection of athletic amenities, including baseball, softball, and soccer fields

MULTIMODAL CIRCULATION: WESTERN CAMPUS



MULTIMODAL CIRCULATION

Located in Parma, the Western Campus is approximately three miles east of I-71 and is surrounded primarily by single-family residential neighborhoods, with no amenities within walking distance except for the adjacent public park. The campus benefits from a range of bus routes and a well-developed on-campus path network that supports walking, bicycling, and access for people with disabilities.

VEHICULAR

The following are the most recent publicly available traffic counts (ODOT, 2021) near campus:

- West Pleasant Valley Road: 20,092 vehicles
- York Road: 16,545 vehicles

SAFETY

Approximately 36 accidents were reported from 2019-2021 adjacent to campus. Of these, there were five reported visible injuries. No serious injuries, fatal injuries, or crashes involving pedestrians or bicyclists were reported during this time period, although the large traffic volume on Pleasant Valley Road presents unsafe conditions for pedestrians who venture beyond the campus.

TRANSIT

The campus is served by four RTA bus routes with stops around the campus on Pleasant Valley and York Roads, as well as on campus in front of the Theatre. Buses connect to Downtown, the airport, the West Park Rapid Station, and other locations. Most bus routes provide service every 30 minutes on weekdays, except for route 86, which provides only 60-minute service.

BICYCLE

No bike lanes or paths currently serve the Western Campus, so bicycle connectivity is limited to “expert” cyclists who are comfortable sharing neighborhood streets or busy roads with automobile traffic. Bike parking is prominently located near most building entrances, but no indoor or covered parking is provided. Planned bicycle routes in

the Cuyahoga Greenways Plan include the Pleasant Valley West Route and Tri-C West – Parma Connector, but both are only concepts.

PEDESTRIAN

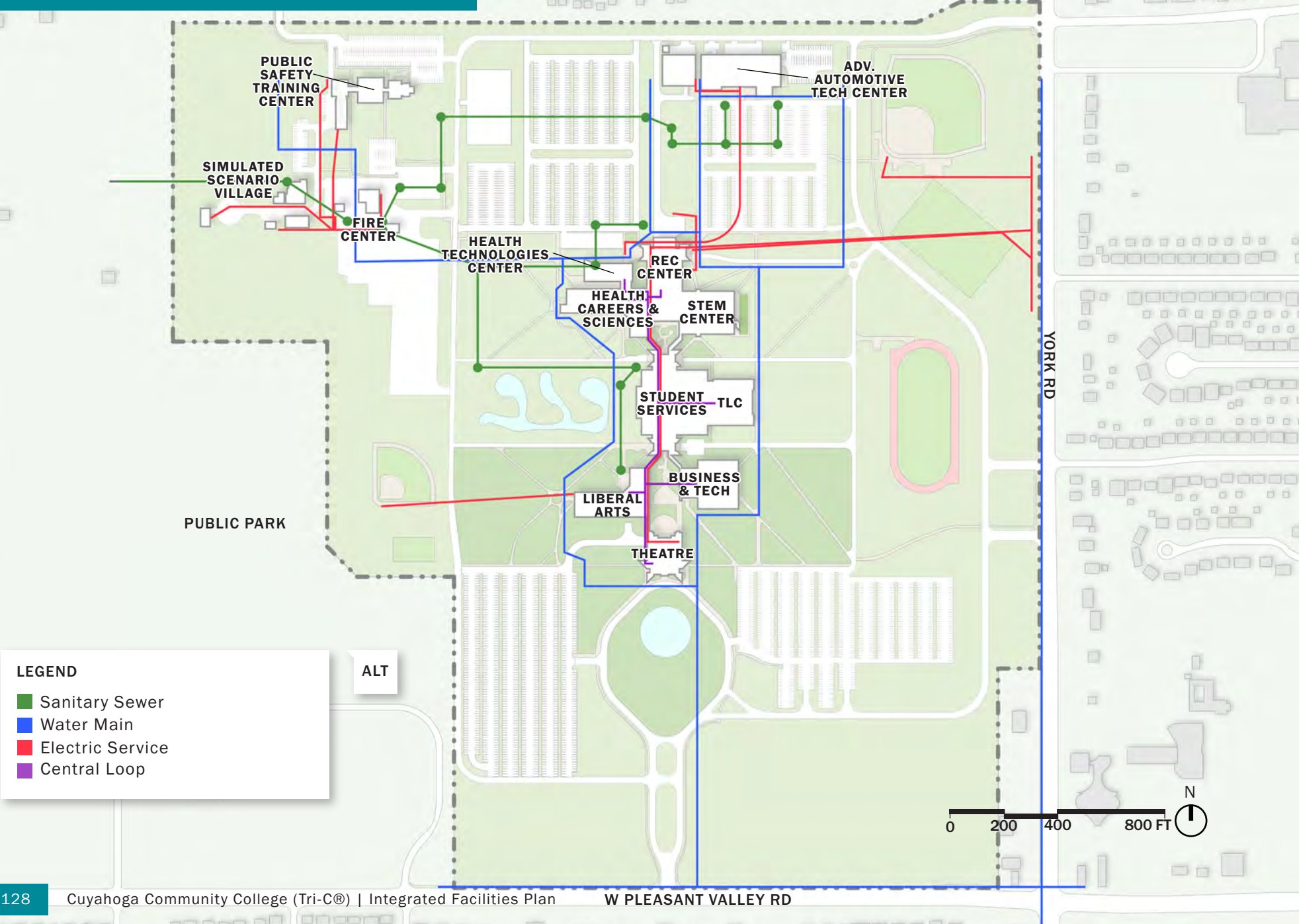
Sidewalks extend along Pleasant Valley and York, and traffic lights support safe crossing to and from other destinations, although these are very limited. Pedestrian connectivity within the campus is strong, and ADA accommodations appear sufficient with ramps and automatic doors in appropriate locations.

Recent investments in paved pathways, pedestrian scale lighting, site furnishings, and landscaping are apparent throughout the campus, enhancing the comfort and appeal of walking between destinations. Pedestrian crossings along the interior roadway are well marked. Some deficiencies exist when moving between some of the more remote facilities on the north side of campus, which can only be accessed by walking through parking lots or along vehicular routes.



A series of walking paths connect the Western Campus buildings with each other and the parking lots

INFRASTRUCTURE: WESTERN CAMPUS



INFRASTRUCTURE

The Western Campus is served by a variety of utility infrastructure, which is summarized as follows. The map on the previous page is a schematic diagram that shows the approximate location of existing facilities but has not been field verified. Due to the decline of the on-campus population over the years, no capacity issues were identified with any of these utility systems, although many are aging.

SEWER

The existing public sanitary sewer line branches serving the campus connect to a 12-inch diameter line that runs underneath the adjacent public park to the west. Several on-campus sewer pipes of 8- and 10-inch diameter connect to this line.

This campus has seen sewer issues around areas of the Police and Fire Academy and with some of the lines that feed the Theatre. The facilities team is addressing this with replacement plans in key areas and increased preventative maintenance across campus.

WATER

Three public water mains serve the campus: a 12-inch main on West Pleasant Valley Road, a 12-inch main on York Road, and a 6-inch main on Letterman Road (to the northwest of campus). These mains are in good condition and feed the loop around the campus. The loop for fire protection and domestic service is in poor condition. It has required the facilities team to repair multiple sections and it will be addressed in campus infrastructure planning.

Water mains within the campus for fire protection and domestic water service are provided in 6- or 8-inch mains, and some of these are in poor condition.

ELECTRICITY

The College replaced two key generators in 2020. Planned electrical distribution preventative maintenance testing is in progress. The College is planning aging transformer replacements over the next five years at this campus, with the first one occurring in 2025. The existing electrical service is functioning well at this time, but this is an aging campus.



Utilities connect to most buildings via a series of underground tunnels, which allows for easy inspection and maintenance

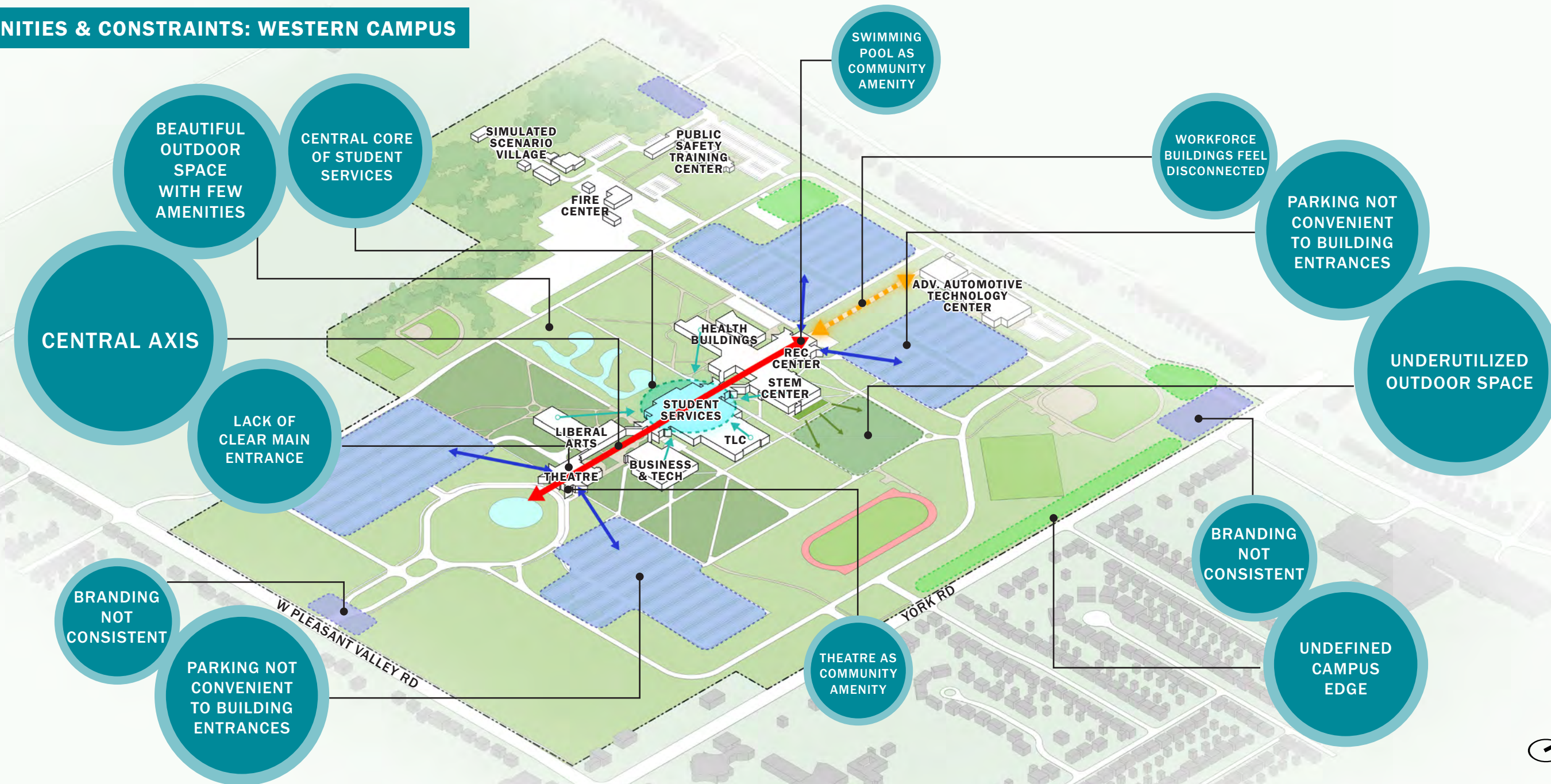
CENTRAL HEATING/COOLING LOOP

All buildings on campus except for the Advanced Automotive Technology Center, KeyBank Public Safety Training Center, Simulated Scenario Village, and Grounds Building are served by the central heating and cooling plant that is located underneath the Recreation Center. The central steam boilers and chillers will be approaching their end of life soon and the College is planning for their replacements.

NATURAL GAS

Existing natural gas lines on this campus are in good condition.

OPPORTUNITIES & CONSTRAINTS: WESTERN CAMPUS

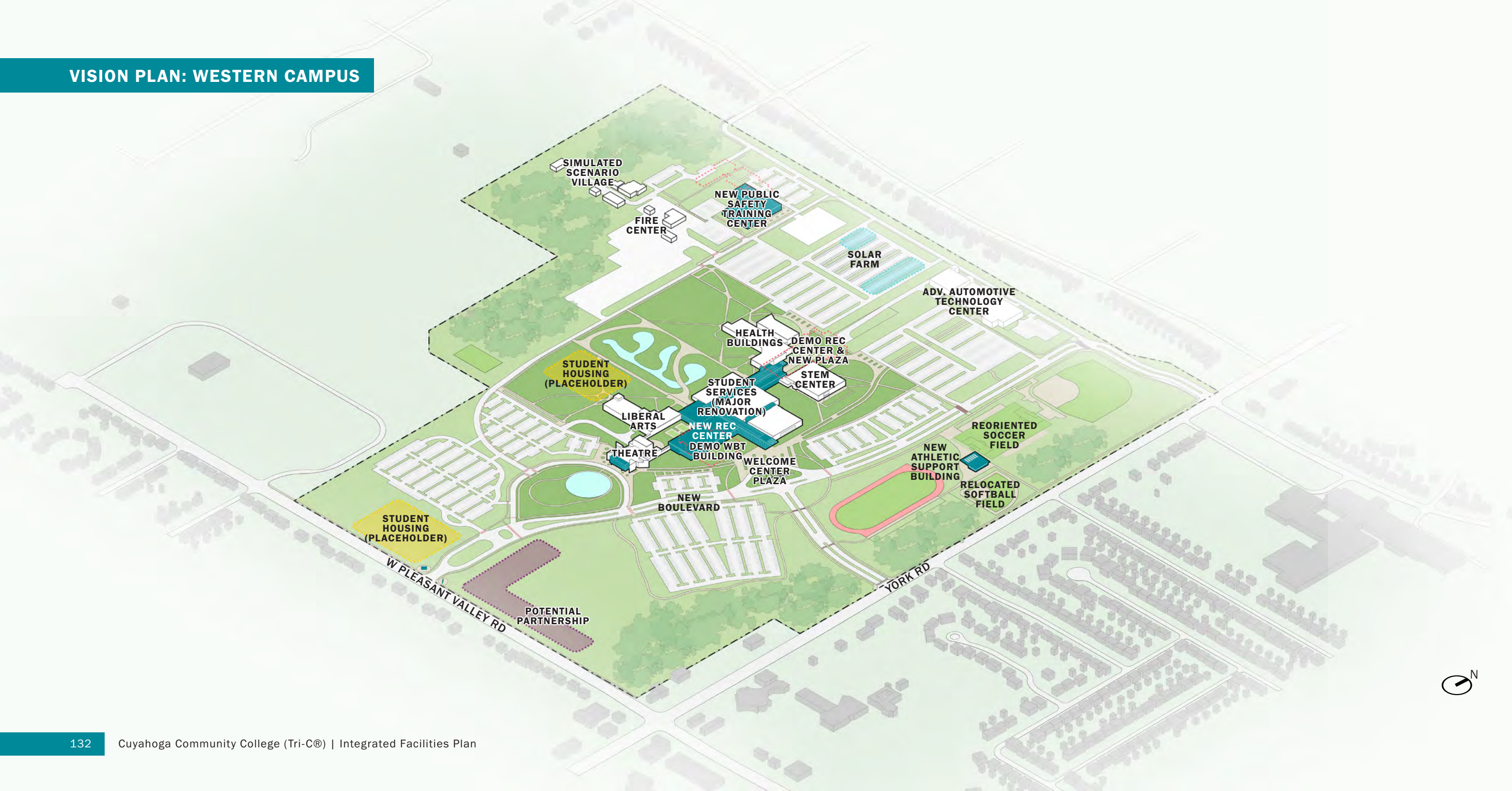


OPPORTUNITIES & CONSTRAINTS

This diagram summarizes the primary opportunities and constraints identified on the Western Campus, and which serve as the drivers for the proposed improvements on the following pages. This campus has the most dated feel of any Tri-C campus, due to the prominence of older buildings. The galleria in the Student Services Building is the model welcome center, since it houses all student services functions located together near amenities, but it is difficult to find since visitors must pass through other buildings to get there, and since most of the parking is not located near a main building entrance.

The prominent Theatre facade and entry pond provide a grand, if dated, entrance to the campus, but the Theatre building entrance is not a main entrance. There is a great variety of outdoor open spaces and gathering areas on this campus, but some are underutilized. The presence of significant athletic facilities makes great use of land and attracts student-athletes.

VISION PLAN: WESTERN CAMPUS



VISION PLAN

This Integrated Facilities Plan puts forth a long-term vision for a generational investment in the Western Campus.

The improvements summarized in this Vision Plan and described in more detail on the following pages will help Tri-C achieve its strategic vision, replace or modernize key facilities, and significantly improve the student experience.

The projects shown here will completely reimagine the Student Services Building and add a Welcome Center addition and plaza to make the center of campus more accessible and intuitive for students and prospective students.

The aging Recreation Center would be very costly to renovate, so it will be demolished and replaced with a plaza that provides a more intuitive northern entrance to the Student Services Building. A modern Rec Center will be constructed on the current site of the Business & Technology Building, which will be demolished, with its functions relocated to the renovated Liberal Arts Building.

Athletic facility improvements will create a true athletics district and allow sports to share a common support facility by relocating the softball and soccer fields.

A new boulevard will realign the entry road to make reaching the Welcome Center more intuitive, while reconfigured parking lots will provide more parking spaces near main building entrances. An addition to the Theatre will provide an enhanced first impression to the campus, complemented by signage and open space improvements.

Together, these recommendations will provide a much needed facelift to aging buildings, reduce unneeded academic space, and significantly improve accessibility for the visitors and students.

VISION PLAN OVERVIEW: WESTERN CAMPUS



LEGEND

BUILDING DEMOLITION

- B1 Demolish Recreation Center
- B2 Demolish Business & Technology Building
- B3 Demolish Public Safety Training Center

BUILDING RENOVATION

- B4a Welcome Center & Library Renovations
- B4b New Welcome Center Entrance Wing
- B5 Liberal Arts Building Renovation
- B6 Partnership Space Moderate Renovation
- B7 Renovation for Academic Plan Implementation

NEW BUILDING CONSTRUCTION

- B8 New Recreation Center
- B9 New Public Safety Training Center
- B10 Student Housing (Placeholder)
- B11 Potential Partnership Development
- B12 New Athletic Support Building
- B13 Theatre Lobby Expansion

OPEN SPACE

- O1 New Gateway Signage
- O2 Welcome Center Plaza
- O3 North Entrance Plaza
- O4 Outdoor Dining Plaza Improvements
- O5 Relocate Softball Field
- O6 Reorient Soccer Field
- O7 Meadow Conversions

TRANSPORTATION

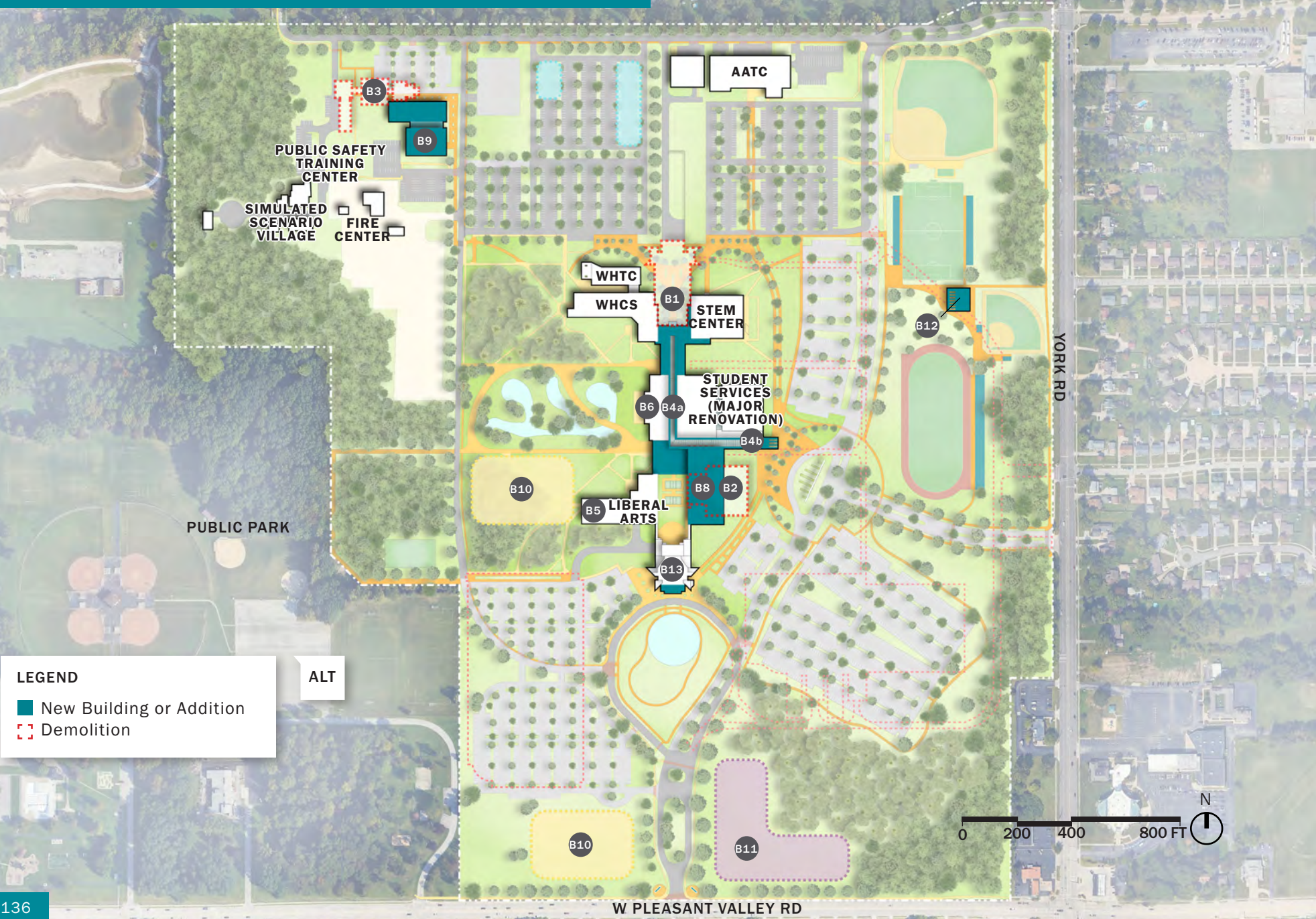
- T1 New Boulevard
- T2 Remove Parking
- T3 New Parking Lots

- T4 New Multi-Use Path by Recreation Fields
- T5 New Pedestrian Walkways from Parking Lots
- T6 Reconfigured Road & Parking by Public Safety Training Center

INFRASTRUCTURE

- I1 Central Boiler Replacement & System Upgrades
- I2 Central Chiller Replacement
- I3 Replace Water Main (Fire Loop)
- I4 Solar Farm on Parking Lot
- I5 Replace Electrical Transformers

PROPOSED BUILDING PROJECTS: WESTERN CAMPUS



BUILDING PROJECTS

NEW RECREATION CENTER (B8, B2, B1)

The existing Recreation Center needs significant investment, but would be costly to renovate due to the challenges of older buildings and the presence of hazardous materials. For this reason, the above grade levels should be completely demolished (leaving the central plant and facilities spaces intact below grade).



The new Recreation Center should include a glass facade to showcase its offerings to students and the community

A new Recreation Center should be constructed on the current site of the Business & Technology Building, which is no longer needed due to a surplus of academic space, but needed computer labs and other key functions should be relocated to the renovated Liberal Arts Building. A connector should also be constructed to link the Rec Center to adjacent buildings.

The new Rec Center should include an indoor swimming pool, gymnasium, and fitness

center. It should be fully integrated with the Welcome Center addition to provide a modern first impression and a significant asset for visitors and members of the Tri-C community.

WELCOME CENTER & LIBRARY RENOVATIONS (B4)

This project could transform the campus by making student services easier to find, especially for those unfamiliar with a college environment. Existing functions are all located adjacent to the Galleria, but are not easy to find from the outside.

A major interior renovation would modernize all finishes and the skylight and make existing services and amenities more visible. Storefront glass would create transparency, but student services could also be provided in open areas by cross-trained staff rather than behind closed doors, with all key functions on the first floor. Contemporary



The Welcome Center Galleria should be redesigned with color and comfortable furniture to create a more modern, active atmosphere



Library renovations should provide more comfortable seating and private study areas

colors and covering some brick could help provide a more modern appearance.

The existing basement level should be covered with a new floor and open seating, and converted to a storage area. The upper level of the existing dining area should be converted into a multipurpose meeting room.

Finally, a new entrance wing should be constructed to provide a clear connection between visitor parking, the bus stop, and the Welcome Center entrance. This glass structure should connect to the Galleria.

The Library and Technology Learning Center should also be modernized and reoriented to face the Welcome Center entrance wing and new Rec Center entrance, so that it is immediately accessible to entering students and visitors.

LIBERAL ARTS BUILDING RENOVATION (B5)

Classroom, lab, and office spaces within this building should be upgraded and prepared to accommodate the functions being relocated from the Business & Technology Building when it is demolished.



The Liberal Arts Building renovation should include the provision of modern classrooms (image courtesy Steelcase)

PARTNERSHIP SPACE MODERATE RENOVATION (B6)

Once Tri-C begins the process of identifying potential community partners, space on the second floor of the Student Services Building should undergo a moderate renovation to meet the needs of the partner. This will help address the surplus of space, while also providing an area for a partner that is consistent with Tri-C's mission and vision.

RENOVATION FOR ACADEMIC PLAN IMPLEMENTATION (B7)

Proposed future academic programs on the Western campus had not yet been confirmed at the time of this plan. This project does not yet have an identified scope or location, but it serves as a placeholder and reminder that space will need to be renovated as one or more future academic programs are identified, whether they are programs that are new to Tri-C, or existing programs to be relocated to the Western Campus from another campus.

NEW PUBLIC SAFETY TRAINING CENTER (B9, B3, T6)

The existing KeyBank Public Safety Training Center would be costly to renovate and has several challenges, including multiple floor levels that complicate ADA access, and low ceiling heights. A new two-story building should be constructed adjacent to the existing site (allowing the current facility to remain open during construction) and should include classrooms, a scenario room, training space, offices, and a shooting range. The existing Scenario Village should remain as is.

STUDENT HOUSING (PLACEHOLDER) (B10)

Two areas have been designated on the plan for potential future student housing development. A summary of the housing study findings is provided in the Implementation chapter of this report. Demand for housing may be limited on some campuses, and financial challenges

may make housing development difficult, but multiple scenarios are proposed in the housing study.

The proposed housing location near the core of campus would provide better access to campus amenities and classes and is more appropriate for true student housing. If conventional multifamily housing is developed and made available to students as well as community members, the location on West Pleasant Valley Road is more appropriate due to its visibility and easy access, but is still within easy walking distance of the core of campus.

POTENTIAL PARTNERSHIP DEVELOPMENT (B11)

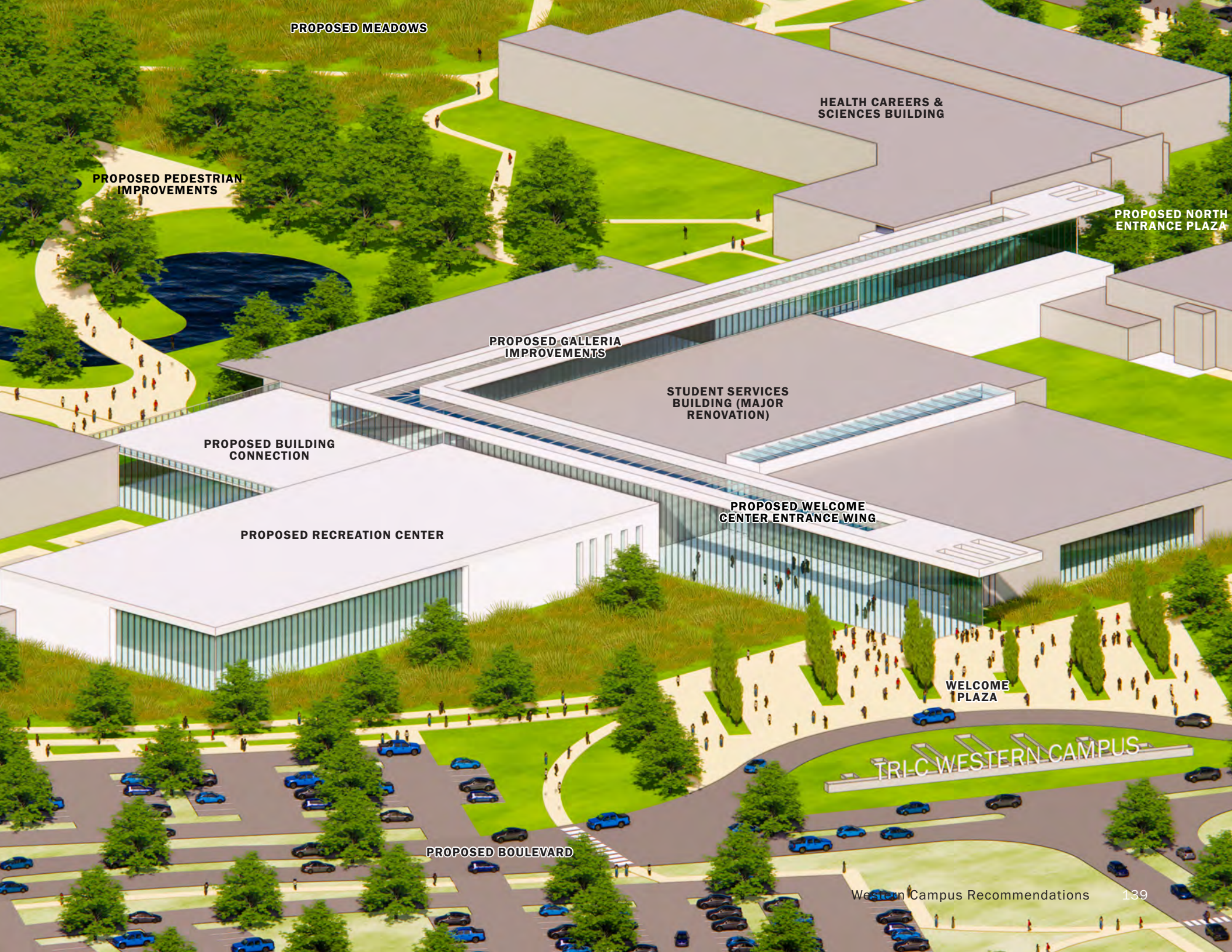
The high visibility and traffic counts along West Pleasant Valley Road make it suitable for private development. The appropriate uses would depend on market demand but should provide revenue for and synergy with the College.

NEW ATHLETIC SUPPORT BUILDING (B12)

This small new structure should support athletes and spectators. It should include public restrooms and storage to serve the existing and proposed athletic fields.

THEATRE LOBBY EXPANSION (B13)

The existing Theatre lobby is undersized for major events, and the facade provides a dated first impression of campus. A small addition could provide pre-function and event space, with a modern glass facade.



PROPOSED OPEN SPACE PROJECTS: WESTERN CAMPUS



OPEN SPACE PROJECTS

NEW GATEWAY SIGNAGE (01)

Existing signage at the West Pleasant Valley Road entrance has recently been updated, but is not prominent or compatible with the historic signs. New gateway signage could incorporate light, color, and vertical elements to better advertise the presence of the campus.

WELCOME CENTER PLAZA (02)

This new plaza will be created outside the Welcome Center entrance wing and will serve as the front door to the campus. It should feature a broad plaza space that is designed to feel welcoming but can also be used for small events. It should include seating, landscaping, and trees.

NORTH ENTRANCE PLAZA (03)

This new plaza will be created on top of the central plant and facilities space after the Rec Center is demolished. It should include facade improvements to the Student Services Building to make the entrance more obvious and welcoming, as well as a central walkway, niches for seating, and tree plantings in locations that will not interfere with the below-grade building. Existing loading dock access should be preserved.

DINING PLAZA IMPROVEMENTS (04)

The existing outdoor dining area has beautiful views of the pond and natural areas, but is not well utilized. It should have new pavement, seating, shade, and art to make it more welcoming and usable.



The North Entrance Plaza should create the feel of an outdoor living room

RELOCATE SOFTBALL FIELD (05)

The existing softball field is at the western edge of campus, far from other athletic facilities. Relocating it near other athletic fields would allow it to share the proposed athletic support building. It should be regulation-size with artificial turf, lighting, a dugout, and spectator seating. The existing softball field should be converted to woods.



New athletic facilities will share a support building and create a true athletics district

REORIENT SOCCER FIELD (06)

The existing soccer field will need to be reoriented to allow for the new softball field. It should be reconstructed as a regulation-size soccer field with artificial turf, lighting, and spectator seating.

MEADOW & WOODS CONVERSIONS (07)

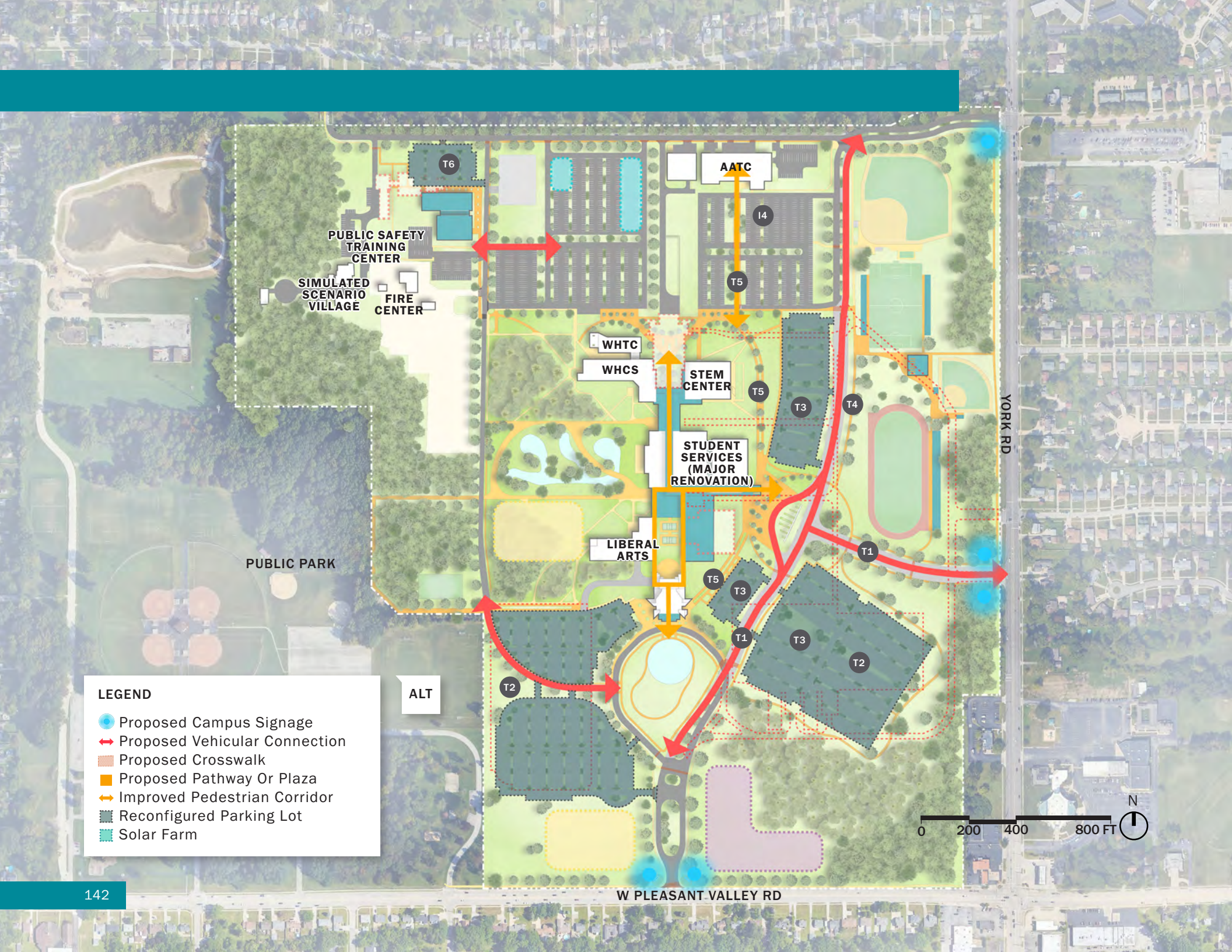
Mowing existing lawn areas is costly and has a carbon impact. Converting some of these areas to wooded areas or natural meadows with native grasses, flowers, and shrubs would reduce maintenance, provide wildlife habitat, add seasonal color to the campus, and beautify areas along the walking trails.

ENTRANCE POND IMPROVEMENTS (08)

The existing pond by West Pleasant Valley Road is a great entrance feature. It should be improved with a stone edge, a larger fountain, a circular walkway, tree plantings, seating, and a water feature near the proposed Theatre lobby expansion. This will make it more of a usable amenity.



Improvements to the entrance pond could make it more of an amenity (image courtesy Kevin Payravi)



TRANSPORTATION & INFRASTRUCTURE PROJECTS

NEW BOULEVARD (T1)

This project will realign the entrance road from West Pleasant Valley Road to connect directly to the new Welcome Center Plaza, providing a shorter and more intuitive route. It also realigns the entrance from York Road.

The proposed boulevard should include a sidewalk and multi-use trail, new lighting, signage, and a median with trees.

REMOVE PARKING, NEW PARKING LOTS (T2, T3, T5)

Parking reconfigurations will move parking lots closer to major building entrances, making them better oriented for pedestrians, and allow for the new boulevard and other realigned roads. These reconfigurations will continue to provide adequate parking for future enrollment growth.



The new boulevard should include trees, a median, a sidewalk, a multi-use trail, and pedestrian amenities

NEW MULTI-USE PATH BY RECREATION FIELDS (T4)

This new path will allow pedestrians and bicyclists to visit the campus and athletic amenities

CENTRAL BOILER AND CHILLER REPLACEMENT & SYSTEM UPGRADES (I1, I2)

All existing central chillers and boilers have reached the end of their lives. Replacement will improve energy efficiency and reduce maintenance costs. All replacement chillers and boilers will be located in the existing central plant in the below-grade portion of the existing Rec Center (this lower portion of the building should be preserved when the Rec Center is demolished). The entire heating system should also be converted from steam to hot water.

REPLACE WATER MAIN (I3)

The entire length of underground pipe between the campus and West Pleasant Valley Road should be replaced.

SOLAR FARM ON PARKING LOT (I4)

A portion of Parking Lot A should be converted to a solar farm with photovoltaic panels. These will provide renewable energy and help meet sustainability goals, while also protecting vehicles from the elements.

REPLACE ELECTRICAL TRANSFORMERS (I5)

Nine central transformers on campus have reached the end of their lives and should be replaced with modern equipment.



2024

PHASE I
2024-2030

WBT DEMOLITION, WLA RENOVATION, ATHLETICS IMPROVEMENTS, PARKING RECONFIGURATIONS, INFRASTRUCTURE IMPROVEMENTS

PHASE II
2030-2035

DEMOLISH REC CENTER AND WPSTC, NEW WELCOME CENTER & REC CENTER, NEW PSTC, NEW BOULEVARD, NEW PLAZAS

PHASE III
LONG TERM

RENOVATIONS FOR PARTNERSHIP SPACE AND ACADEMIC PLAN IMPLEMENTATION, POTENTIAL STUDENT HOUSING



2034



6

WESTSHORE CAMPUS

CAMPUS USES: WESTSHORE CAMPUS



LEGEND

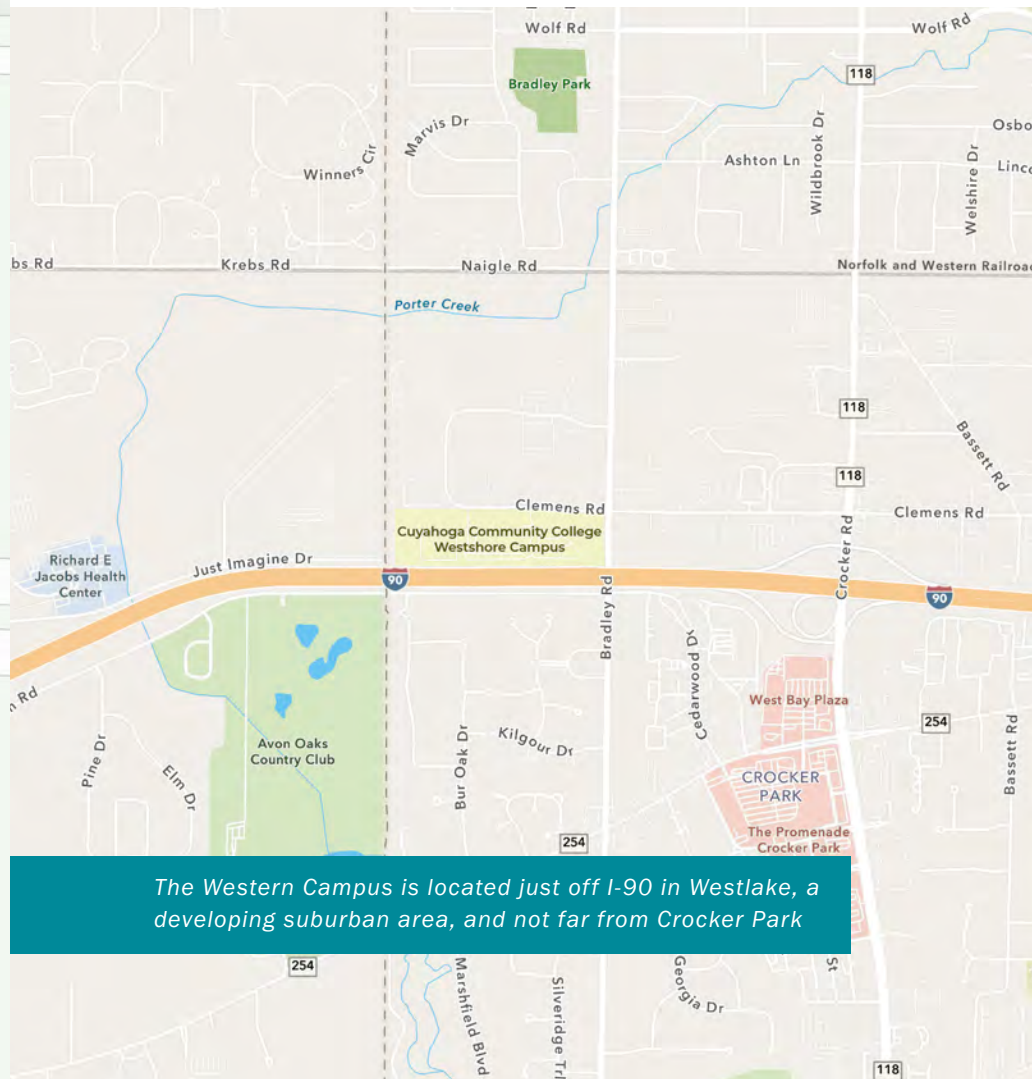
- Academic
- Administration
- Student / Community Space

ALT



EXISTING CONDITIONS

The Westshore Campus opened in 2011 to serve Metropolitan Cleveland's Westshore suburbs. A second building on this campus opened in 2019. The new facilities are a great example of modern higher educational facilities and provide nearly all of the amenities present on Tri-C's larger campuses. The conserved nature areas on this campus are also a significant benefit. However, one challenge on this campus is the awkward connection between the two buildings. All uses on this campus are located within the two buildings and can be accessed in a few minutes' walk without going outside.



The Western Campus is located just off I-90 in Westlake, a developing suburban area, and not far from Crocker Park



The campus has a library, dining area, and a variety of common areas, many of them with views of the outdoor natural areas

BUILDING SUITABILITY: WESTSHORE CAMPUS



LEGEND

Excellent

Good

Fair

Critical

ALT

BUILDING SUITABILITY

While only a high-level overview of facilities conditions was conducted as part of this plan, an analysis of each building's components was conducted to determine the overall suitability of each building for higher education use. The following elements were evaluated for each building: aesthetics, transparency, reconfiguration capability, space layout, accessibility, and building structure. Each of these elements was rated on a scale from excellent to poor, and scores were averaged across elements to create an overall building rating.

Initial building suitability ratings were reviewed with Tri-C facilities staff to understand the nuances related to each facility, and several updates were made. This map shows the overall rating for each building. It indicates that both buildings are rated as excellent, indicating that they are suitable for their current use and could be adapted for future uses.



Due to the newness of the buildings, the campus has a wide variety of teaching and other spaces that are in excellent condition

WESTSHORE CAMPUS EXISTING BUILDINGS

ABBREVIATION	BUILDING	YEAR BUILT	YEAR RENOVATED	GROSS SQ. FT.
SLT	Liberal Arts & Technology	2019	n/a	91,216
SHCS	Health Careers & Sciences	2011	2019 (partial)	77,648

OPEN SPACE: WESTSHORE CAMPUS



LEGEND

- Open Lawn
- Central Green Space
- Wooded Area
- Pedestrian Area
- Gathering Space
- Stormwater Area
- Conservation Area

OPEN SPACE

The Westshore Campus is more wooded than any other campus. It has a wide variety of outdoor areas, including a walking trail loop, an outdoor learning lab, and several ponds. The walking trail is used by the Tri-C community as well as visitors, and includes a few exercise stations and benches. No outdoor athletic facilities are provided on this campus. Landscaping in the parking lots provides shade, captures stormwater, and offers a "green" first impression.

GATHERING SPACES

The outdoor plaza, where both buildings face the open space to the north, provides seating and beautiful views of the conservation area and is used to host student events. The building overhang offers some protection from the elements and a portion of this area is equipped with overhead heating elements.

The adjacent outdoor area was originally planned as an amphitheater but currently features only earth mounds with concrete nodes at the edge of a lawn depression. Benches with solar charging stations are also provided on campus.

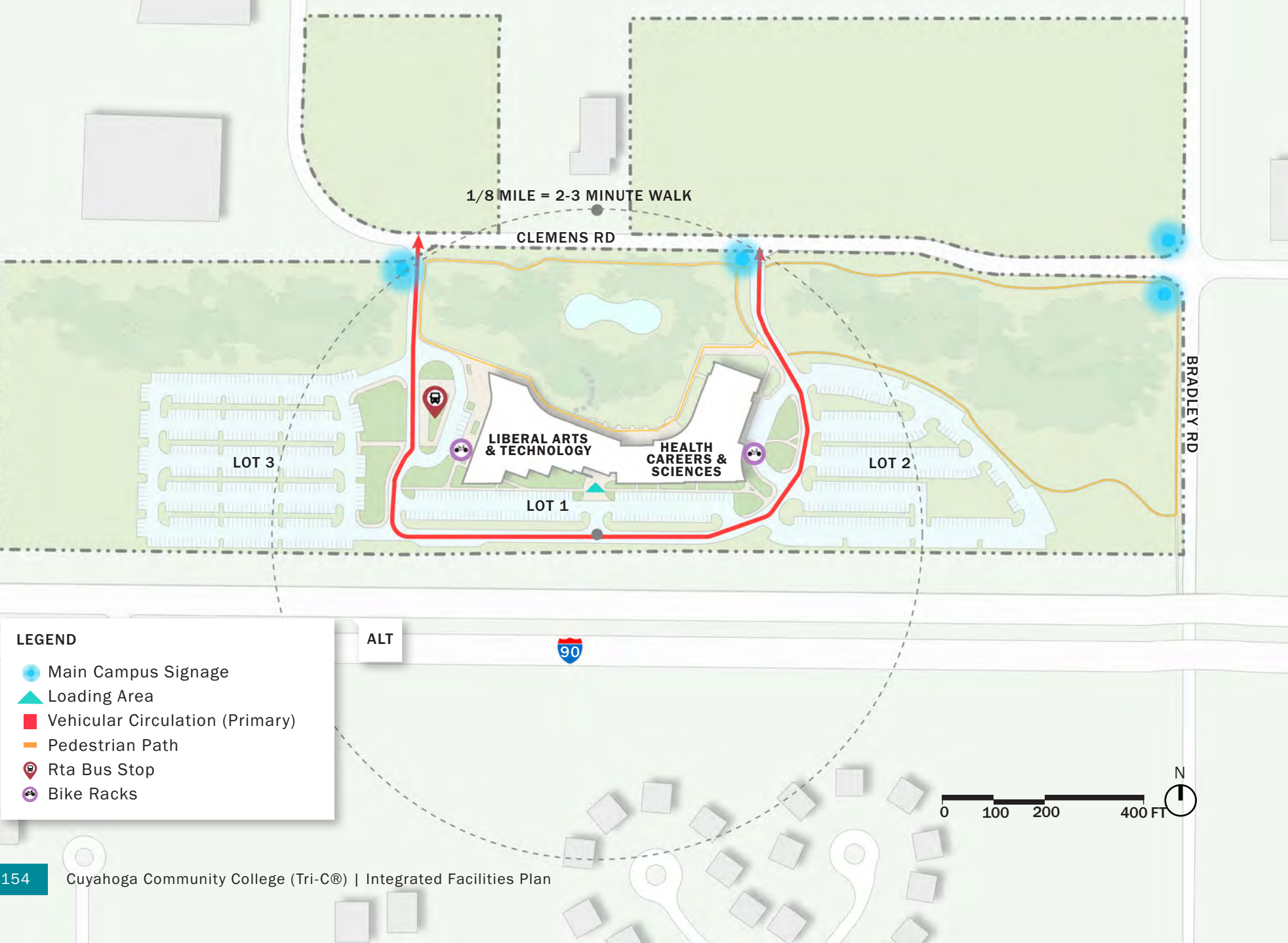
WAYFINDING

There are two large signs located at the intersection of Clemens and Bradley Roads. These signs provide good visibility, since campus buildings are not visible from this intersection. The two signs have different designs, and one is located on a vacant piece of property. Additional signage is provided at each driveway entrance to the campus from Clemens Road.



Both buildings face the outdoor nature area and provide partially covered seating

MULTIMODAL CIRCULATION: WESTSHORE CAMPUS



MULTIMODAL CIRCULATION

Located at 31001 Clemens Road in Westlake, the Westshore Campus is the smallest and most remote of the four campuses. The campus is on the north side of I-90, less than one mile from the Crocker Road exit, and is approximately two miles south of Route 6 and the Lake Erie shoreline. Clemens Road is a two-lane “local road,” providing direct access to local destinations and connections to minor collector roads. The nearest connecting street is Bradley Road, a three-lane “major collector.” The area immediately surrounding the campus is fairly low-density and includes a mixture of office, service, fitness, and entertainment uses.

The Westshore Campus has fewer transportation connections than the other large campuses. It is only a few minutes from the Crocker Road interstate exit and has a bus stop located on campus, but pedestrian and bicycle assets are largely limited to the interior of campus.

VEHICULAR & SAFETY

The campus has convenient access to I-90, with the Crocker Road exit only a few minutes' drive from campus. Neither Bradley Road nor Clemens Road has large traffic volumes, and no accidents or major safety issues were noted.

TRANSIT

The campus is served by an RTA bus route with a stop just outside the Liberal Arts & Technology Building. This route connects to Crocker Park, the West Boulevard-Cudell Rapid Station, Downtown, and other locations. The bus provides service every 15 minutes.

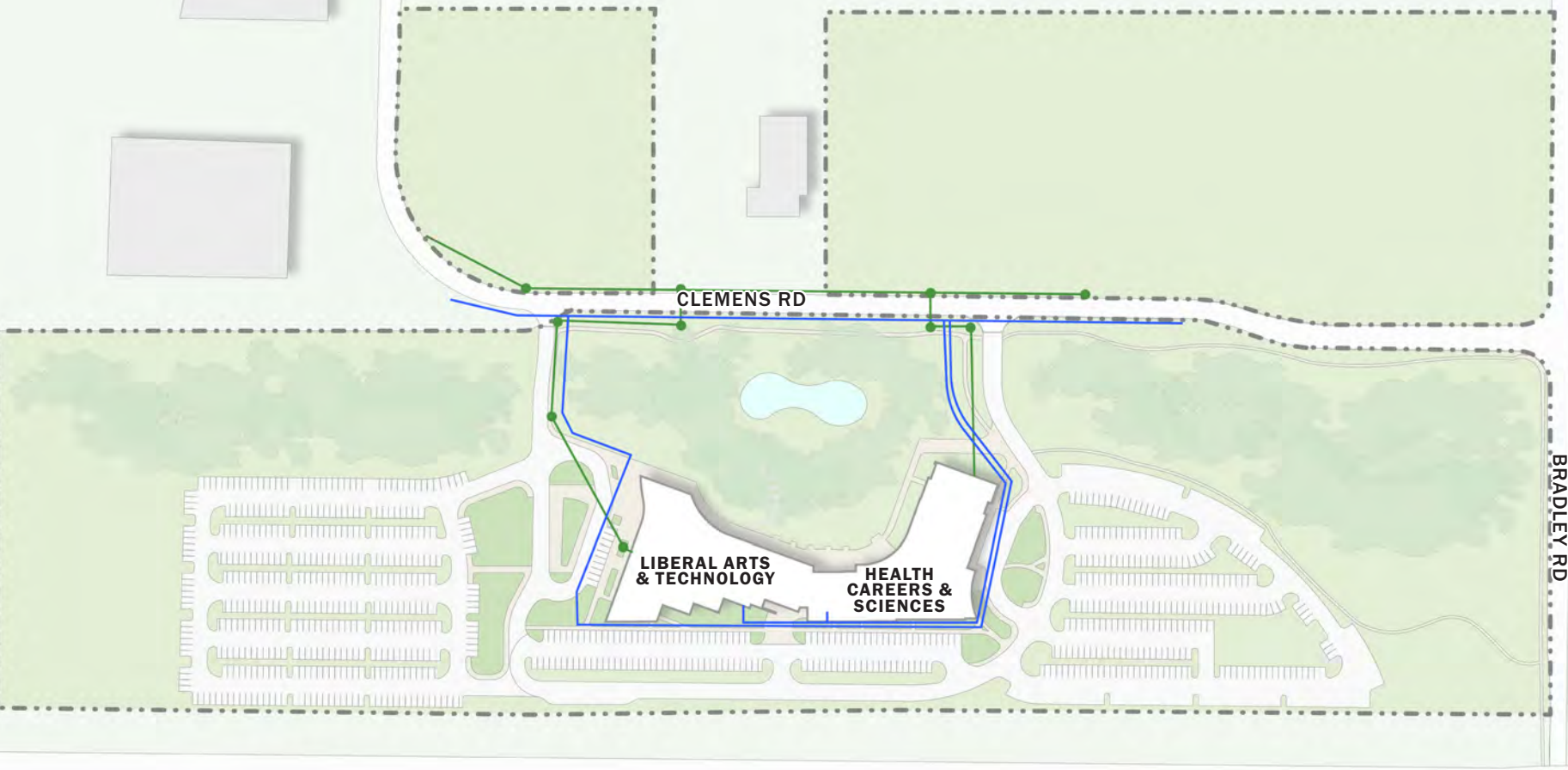
BICYCLE & PEDESTRIAN

A contiguous network of public sidewalks provides access to campus, but it is nearly three-fourths of a mile to the nearest residential neighborhood, and nearby land uses are spread out, which makes walking mostly inconvenient. No dedicated bicycle facilities or bike routes are located near campus and Bradley Road is listed as “comfortable for confident cyclists” only. A planned bikeway would run along Bradley Road to connect Detroit Road to the lakefront.



The bus stop on campus is convenient to the Liberal Arts & Technology building entrance and connects to Downtown and the Rapid

INFRASTRUCTURE: WESTSHORE CAMPUS



LEGEND

- Sanitary Sewer
- Water Main

ALT

90

INFRASTRUCTURE

The Westshore Campus is served by a variety of utility infrastructure. The map on the previous page is a schematic diagram that shows the approximate location of existing facilities but has not been field verified. Due to the newness of the facilities and current enrollment, no capacity issues were identified with any of these utility systems. Both buildings on this campus have their own heating and cooling systems so there is no central plant.

SEWER

The existing public sanitary sewer line serving the campus is located underneath Clemens Road. Several on-campus sewer pipes of 6- and 8-inches in diameter connect to this line. Existing on-campus facilities are assumed to be in good condition.

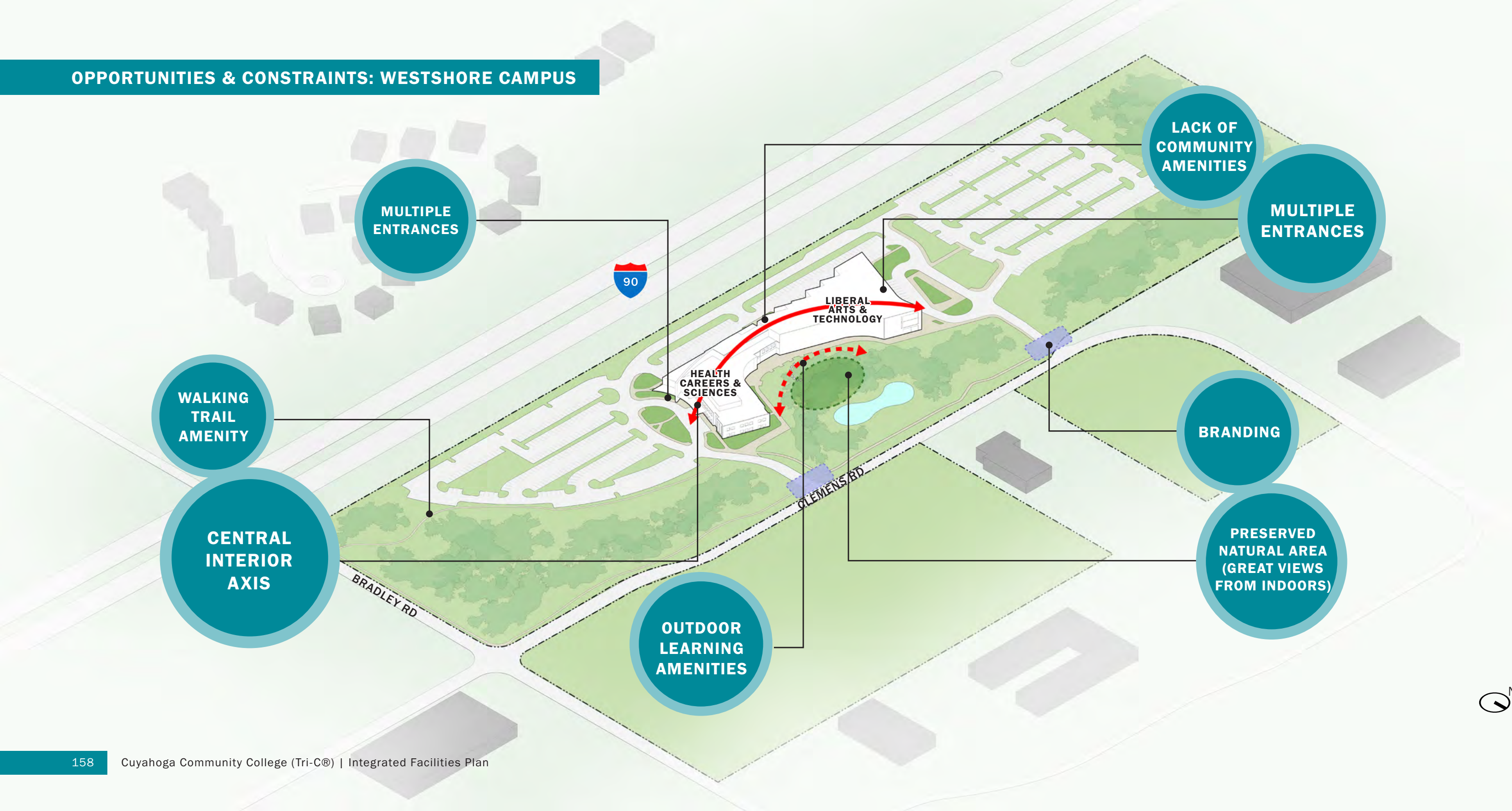
WATER

The existing public water main serving the campus is located underneath Clemens Road and has a 12-inch diameter, with 10-inch mains connecting to both campus buildings. These mains are in good condition.



Existing building and utility infrastructure on this campus is all relatively new and in good condition

OPPORTUNITIES & CONSTRAINTS: WESTSHORE CAMPUS

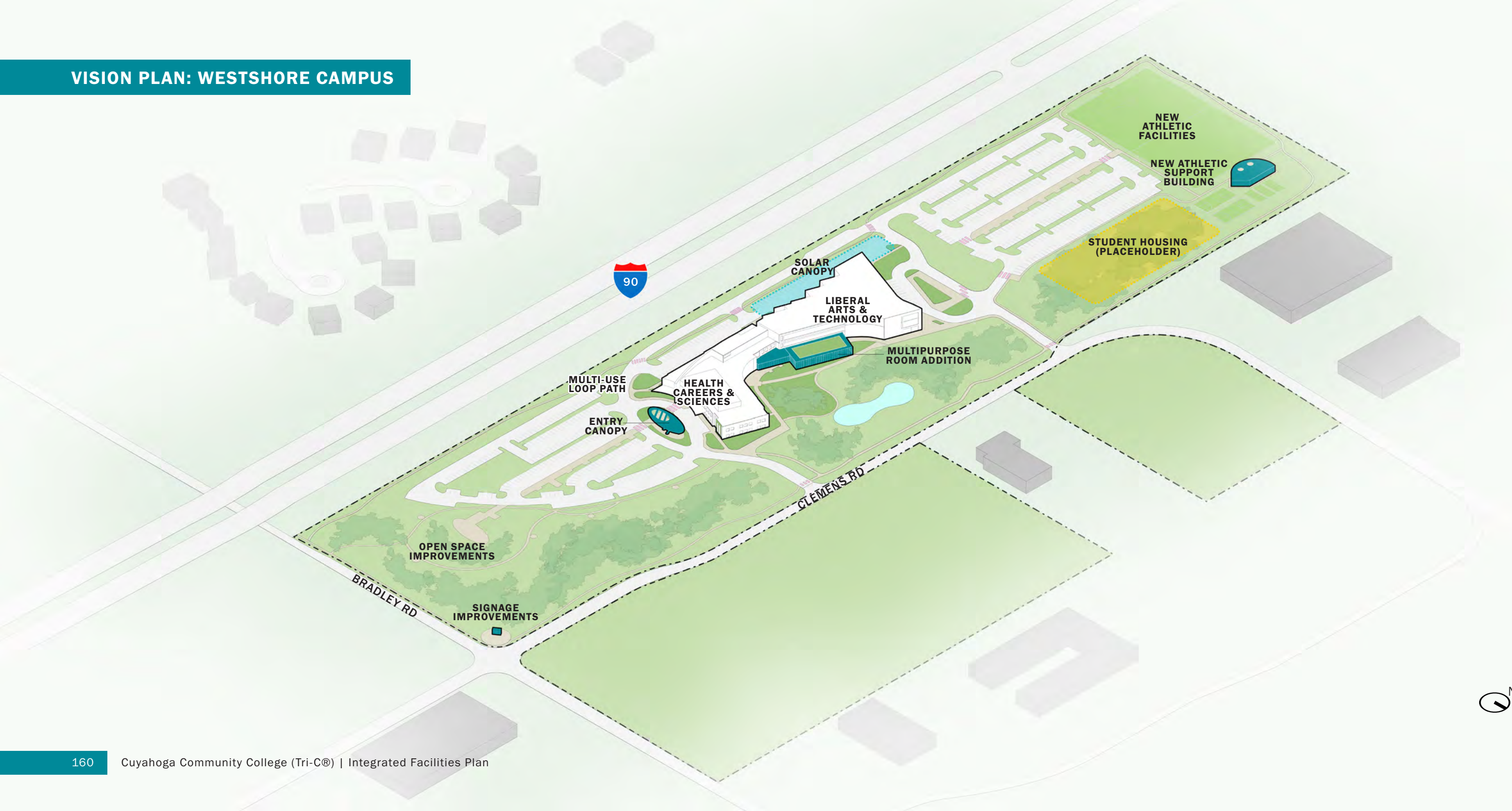


OPPORTUNITIES & CONSTRAINTS

This diagram summarizes the primary opportunities and constraints identified on the Westshore Campus, which serve as the drivers for the proposed improvements on the following pages. The campus' modern buildings are highly visible from I-90.

All academic and student functions are located within the two interconnected buildings, but visitors can be confused by the two entrances, since both are prominent. This campus provides smaller versions of all amenities present on other campuses (including a library, dining, one-stop shop, etc.). However, it lacks community amenities such as recreation and meeting facilities. The preserved natural areas are an enormous asset for beauty, learning, and community use.

VISION PLAN: WESTSHORE CAMPUS



VISION PLAN

This Integrated Facilities Plan puts forth a long-term vision for improvements on the Westshore Campus.

The improvements summarized in this Vision Plan and described in more detail on the following pages will help Tri-C achieve its strategic vision, provide key amenities, improve the entry sequence, and make the best use of natural areas.

The proposed entry canopy will emphasize the primary visitor entrance to the building and be complemented by interior renovations that consolidate student serving functions into an improved Welcome Center.

The proposed multipurpose room will provide space for College and community events that take advantage of views of the natural area. Open space and trail improvements will make sure that everyone can take advantage of these spaces. New athletic facilities will also improve utilization of outdoor spaces and draw students to the campus.

VISION PLAN OVERVIEW: WESTSHORE CAMPUS



LEGEND

- New Structure or Addition
- Pedestrian Corridor Improvement
- Improved Pathway or Plaza

LEGEND

BUILDING RENOVATION

- B1 Welcome Center Expansion
- B2 Renovations for Various Internal Migrations
- B3 Partnership Space Renovation

NEW BUILDING CONSTRUCTION

- B4 Multipurpose Room Addition
- B5 Student Housing (Placeholder)
- B6 New Athletic Support Building

OPEN SPACE

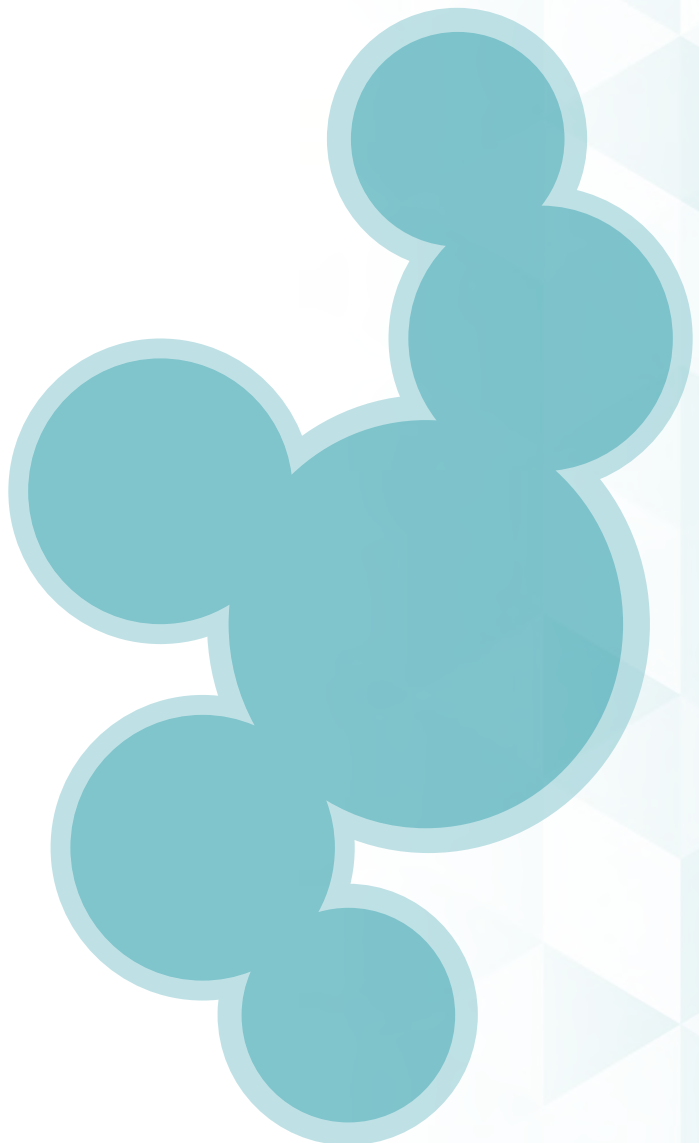
- O1 New Gateway Signage
- O2 New Entry Canopy
- O3 Improvements in Woods
- O4 New Soccer Field
- O5 New Pickleball & Basketball Courts

TRANSPORTATION

- T1 New Pedestrian Walkways from Parking Lots
- T2 New Multi-Use Loop Path

INFRASTRUCTURE

- I1 Solar Canopy on Parking Lot



PROPOSED BUILDING PROJECTS: WESTSHORE CAMPUS



BUILDING PROJECTS

WELCOME CENTER EXPANSION (B1)

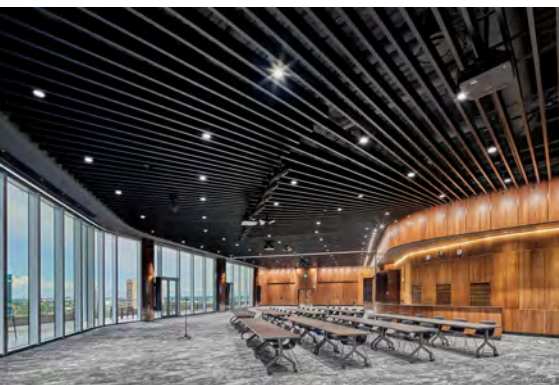
This campus already has a Welcome Center, with these functions consolidated near the entrance to the Health Careers & Sciences Building. This space will need to expand as enrollment grows, and some functions are not consolidated in this location. This moderate renovation proposes reconfiguring existing spaces to accommodate an expanded Welcome Center.

RENOVATIONS FOR VARIOUS INTERNAL MIGRATIONS (B2)

The need for a true fitness center can be accommodated by repurposing underutilized spaces on the first floor of the Liberal Arts & Technology Building (SLT). The Honors Lounge should also be relocated to the first floor of the SLT to be more visible.

PARTNERSHIP SPACE RENOVATION (B3)

Once Tri-C begins the process of identifying potential community partners, space on the existing third floor of the SLT should undergo a moderate renovation to meet the needs of the partner. This will help address the overall surplus of space on campus, while also providing an area for a partner that is consistent with Tri-C's mission and vision.



The multipurpose room addition could provide space for College and community meetings (image courtesy Jason Keen)

MULTIPURPOSE ROOM ADDITION (B4)

No large gathering spaces are available on this campus. The proposed multipurpose room should be designed to accommodate 250 people, for both College and community events. A glass curtain wall will provide views of the nature area, and the proximity to the existing food service area will allow for convenient catering. A green roof could complement the design. This space would allow for Corporate College® West events to be relocated to this campus.

As this addition is constructed, renovations should include an improved connection between the two buildings to create a wider and more intuitive corridor.

STUDENT HOUSING (PLACEHOLDER) (B5)

An area has been designated on the plan for a potential future student housing development. A summary of the housing study findings is provided in the Implementation chapter of this report. Demand for housing may be limited on some campuses, and financial challenges may make housing development difficult, but multiple scenarios are proposed in the housing study. The proposed housing location in this plan would not be visible from outside the campus.

NEW ATHLETIC SUPPORT BUILDING (B6)

This small new structure should support athletes and community members. It should include public restrooms and storage to serve the proposed athletic facilities.



PROPOSED OPEN SPACE AND TRANSPORTATION PROJECTS: WESTSHORE CAMPUS



LEGEND

Existing Green Space

Proposed Green Space

Proposed Wooded Area

Proposed Pathway

Existing Pathway

Proposed Campus Signage

Proposed Crosswalk

Improved Pedestrian Corridor

Proposed Parking Removal

ALT

OPEN SPACE, TRANSPORTATION & INFRASTRUCTURE PROJECTS

NEW GATEWAY SIGNAGE (01)

Existing signage at the southwest corner of Bradley Road and Clemens Road is relatively modern but does not adequately emphasize the campus. The signage at the northwest corner is dated and should be removed if that property is redeveloped. New gateway signage could incorporate light, color, and vertical elements to better advertise the presence of the campus.

NEW ENTRY CANOPY (02)

The entrance to the Health Careers & Sciences Building serves as the main entrance for visitors due to its proximity to the Welcome Center and Library, but confusion persists as to which is the primary entrance to the building.

The proposed entry canopy would emphasize this entrance as the main entrance while also providing a modern, artistic feature, with seating and protection from the elements.

IMPROVEMENTS IN WOODS (03)

The wooded area at the east end of campus is a wonderful amenity, but it could be improved to attract more people. A new hardscape oval with a pavilion and new landscaping will provide a focal point to draw people to the area. Exercise stations along the proposed loop trail will provide an additional amenity, and hammocks or interactive art could serve as a draw for students.



The entry canopy could help emphasize the main building entrance (image courtesy of MOLA architecture)

NEW SOCCER FIELD (04)

A new regulation-size soccer field with natural turf, lighting, and spectator seating should be created on the location of the existing informal recreation field.

NEW PICKLEBALL AND BASKETBALL COURTS (05)

Just north of the soccer field, two basketball courts and three pickleball courts should be constructed, with lighting. Combined with the soccer field, these will provide an additional amenity to draw students and the community to this campus.

NEW PEDESTRIAN WALKWAYS FROM PARKING LOTS (T1)

Two walkways should be created, one in each parking lot, to provide a safe route for pedestrians to reach the buildings. These should include tree plantings and will require the removal of some parking spaces.

NEW MULTI-USE LOOP PATH (T2)

This path will complete a loop trail around the campus and allow for longer walks or exercise that goes beyond the wooded area. It will require the removal of some parking spaces near I-90.

SOLAR CANOPY ON PARKING LOT (I1)

A portion of Parking Lot 2 should be covered with a canopy of photovoltaic panels. These will provide renewable energy and help meet sustainability goals, while also protecting vehicles from the elements.



The loop path will circle the entire campus and provide a significant recreational amenity

2024

PHASE I
2024-2030

WELCOME CENTER EXPANSION AND
INTERNAL MIGRATION RENOVATIONS,
SIGNAGE AND SOLAR CANOPY

PHASE II
2030-2035

MULTIPURPOSE ROOM ADDITION,
RECREATION & OPEN SPACE
IMPROVEMENTS

PHASE III
LONG TERM

ENTRY CANOPY, RENOVATIONS FOR PARTNERSHIP SPACE,
POTENTIAL STUDENT HOUSING, AND MULTI-USE PATH

2034



7

IMPLEMENTATION

IMPLEMENTATION PLAN

The tables on the following pages list all of the projects proposed in this Integrated Facilities Plan. For details on each project, refer to the narrative in Chapters 3-6. Together, these proposed improvements represent a generational investment in Tri-C's campuses that will improve buildings, transportation, open space, and infrastructure. These projects are the culmination of the planning process that involved input from hundreds of individuals in the Tri-C community.

Many other smaller projects are already incorporated into the College's capital planning efforts. These include facilities and infrastructure upgrades, energy conservation projects, and more. Only major projects are included in the tables in this plan.

Each project is connected to one or more of the Planning & Design principles, which shows how each proposed investment connects to the broader goals of the College and this plan, as well as meeting identified needs. Many of the projects also support Tri-C's broader sustainability goals.

All projects were conceived at a planning level, so square footage numbers are estimates, and the details of many projects will need to be determined through deeper engineering and feasibility studies. Flexibility will be key as the plan is implemented over the next decade and beyond, since projects will need to be adjusted to respond to emerging needs.

PHASING

Some of the projects are already being implemented, while others will extend across the next decade and beyond. Each project was assigned to one of the following phases based on input from Tri-C leadership, although phasing for some projects may need to be adjusted based on design lead time, funding availability, and priorities at the time of implementation.

- Phase I: Short-term implementation projects (2024-2030)
- Phase II: Larger projects needing more design lead time and funding (2030-2035)
- Phase III: Longer-term projects (2035+)

COST ESTIMATES

Cost estimates were developed for each project based on its size and scope, with assumptions made related to the cost of each project's construction components, design and other non-construction costs, related fees, inflation based on the estimated construction year, and a contingency that varied based on project complexity. Estimates should be considered a rough order of magnitude and were developed for budgeting and phasing purposes; they should be revisited prior to implementing each project.

FUNDING SOURCES

Potential funding sources are also identified for each project. They show the most appropriate funding sources based on the type of project, but many projects will need funding from multiple sources. External funding, including grants (from federal, state, or private sources), donations, and



Implementation of the projects within this plan will need to remain flexible

OTHER CAMPUSES

CORPORATE COLLEGE® EAST

Located on the Eastern Campus, this facility provides professional development and corporate training to the region. Its existing facilities have capacity for future growth. In addition to the recommendations provided in Chapter 4, this plan recommends the following improvements:

- Convert some underutilized computer labs into breakout rooms.
- Create an "Innovation Lab" as a corporate maker space.
- Create smaller workspaces that can be leased to the public as a co-working hub.

CORPORATE COLLEGE® WEST

In addition to providing programs similar to Corporate College East, this single-building campus also houses two Tri-C academic programs: English as a Second Language, and State Tested Nursing Assistant. The majority of the building is not currently in use. This plan recommends the following:

- Relocated both existing academic programs to the nearby Westshore Campus.
- Relocated corporate events to the proposed multi-purpose meeting room and other smaller rooms on the Westshore Campus.
- Relocate existing employees and offices to the Westshore Campus.
- Consider a long-term lease of the building and land.

BRUNSWICK UNIVERSITY CENTER

This facility is located in Medina County adjacent to Brunswick High School. This plan recommends the following:

- Add additional academic programs in areas related to the technical and healthcare industries.
- Convert existing underutilized classrooms into workforce training labs.
- Coordinate with proposed improvements to the high school site to provide a direct, safe pedestrian connection.

DISTRICT ADMINISTRATIVE OFFICE

This facility is located across the street from Progressive Field (the Guardians baseball stadium) and houses senior administrative offices. If space could be found in the Jerry Sue Thornton Center or the Metro Campus, existing employees could be consolidated, and this valuable property could be sold or leased.

HOSPITALITY MANAGEMENT CENTER (HMC)

This leased space, located Downtown adjacent to Tower City, is significantly underutilized. Two options are recommended:

- Option 1: Consolidate the Hospitality Management programs from the Eastern Campus to the HMC to improve utilization.
- Option 2: Sublease the HMC and consolidate the Hospitality Management programs to the Eastern Campus.



The existing Corporate College West campus is significantly underutilized; all functions should be relocated to the nearby Westshore Campus



The Brunswick University Center should create additional academic programs to fill underutilized spaces

METRO CAMPUS IMPLEMENTATION PLAN

BUILDINGS		EFFICIENCY & PARTNERSHIPS	STUDENT EXPERIENCE	IDENTITY & VISIBILITY	SHARED USE & REVENUE GENERATION	LEARNING ENVIRONMENTS	SIZE	TOTAL PROJECT COST (EST.)	PHASE	STATE DEFERRED MAINTENANCE	LOCAL COLLEGE FUNDS	STATE PROGRAMMING/ RENOVATION FUNDS	EQUIPMENT FUNDS (LOCAL OR STATE)	GRANT FUNDING	DONATIONS	P3 PARTNERSHIP
DEMOLITION																
B1	Demolish Business & Administration Building	•	•	•			30,000 GSF	\$2.3-2.8M	Phase I	•	•			•		
B2	Demolish Arts & Music Building	•	•	•			30,000 GSF	\$2.6-3.1M	Phase II	•	•			•		
B3	Demolish Café Portion of Science & Health Careers Building		•	•			2,000 GSF	\$340-410k	Phase II	•	•			•		
B4	Demolish Student Services Building	•	•	•			87,000 GSF	\$7.3-11M	Phase II	•	•			•		
RENOVATION																
B5	Recreation Center Renovation	•	•	•	•		114,000 GSF	\$40-49M	Phase II	•	•	•			•	
B6	Liberal Arts Building Renovation		•	•		•	30,000 GSF	\$12-18M	Phase II	•	•	•			•	
B7	Partnership Space Renovation	•			•		TBD	TBD	Phase III						•	
B8	Create Study Space in Science & Health Careers Building		•	•		•	4,000 GSF	\$2.3-2.8M	Phase I	•	•	•			•	
B9	Renovate Film & Media Arts Program		•	•		•	20,000 GSF	\$8-12M	Phase II	•	•	•			•	
B10	Façade Upgrades (Various Buildings)		•	•			65,000 SF	\$17-26M	Phase II	•	•	•			•	
B11	Renovation for Academic Plan Implementation	•		•		•	TBD	TBD	Phase III		•	•		•	•	
NEW CONSTRUCTION																
B13	New Welcome Center	•	•	•	•	•	85,000 GSF	\$49-73M	Phase I		•	•			•	
B14	New Utility Technician Training Center	•	•	•	•	•	25,000 GSF	\$3.3-5M	Phase I			•				
B15	New Atrium		•	•	•		24,000 GSF	\$15-23M	Phase II		•	•			•	
B16	Student Housing (Placeholder)	•	•	•			TBD	TBD	Phase III					•	•	•

METRO CAMPUS IMPLEMENTATION PLAN (CONT.)

OPEN SPACE		EFFICIENCY & PARTNERSHIPS	STUDENT EXPERIENCE	IDENTITY & VISIBILITY	SHARED USE & REVENUE GENERATION	LEARNING ENVIRONMENTS	SIZE	TOTAL PROJECT COST (EST.)	PHASE	STATE DEFERRED MAINTENANCE	LOCAL COLLEGE FUNDS	STATE PROGRAMMING/ RENOVATION FUNDS	EQUIPMENT FUNDS (LOCAL OR STATE)	GRANT FUNDING	DONATIONS	P3 PARTNERSHIP
O1	Courtyard Expansion		•	•			50,000 SF	\$3.3-4.9M	Phase II	•	•	•			•	
O2	Southeast Entrance Plaza		•	•			65,000 SF	\$6-9M	Phase II	•	•	•			•	
TRANSPORTATION																
T1	Pedestrian Corridor Improvements						4,000 SF	\$0.9-1.3M	Phase I	•	•					
T2	Expanded Parking Lots						90,000 SF	\$1.9-2.3M	Phase I	•	•					
T3	Convert Parking Lot to Greenspace						110,000 SF	\$510-620k	Phase I	•	•					
INFRASTRUCTURE																
I1	Central Chillers and Boilers Replacement						n/a	\$3.6-4.4M	Phase I	•	•					
I2	Replace Electrical Transformers						n/a	\$0.9-1.1M	Phase II	•	•					
I3	Solar Parking Canopy						2 ac	\$6.3-7.6M	Phase I		•			•		
TOTAL								\$183-258M								

EASTERN CAMPUS IMPLEMENTATION PLAN

BUILDINGS		EFFICIENCY & PARTNERSHIPS	STUDENT EXPERIENCE	IDENTITY & VISIBILITY	SHARED USE & REVENUE GENERATION	LEARNING ENVIRONMENTS	SIZE	TOTAL PROJECT COST (EST.)	PHASE	STATE DEFERRED MAINTENANCE	LOCAL COLLEGE FUNDS	STATE PROGRAMMING/ RENOVATION FUNDS	EQUIPMENT FUNDS (LOCAL OR STATE)	GRANT FUNDING	DONATIONS	P3 PARTNERSHIP
DEMOLITION																
B1	Demolish Education Center Annex	•	•	•	•		20,000 GSF	\$0.8-1M	Phase I	•	•	•		•		
RENOVATION																
B2	Welcome Center Renovations (Student Services Building)	•	•	•	•	•	100,000 GSF	\$58-87M	Phase II	•	•	•		•	•	
B3	Mandel Humanities Center Renovations	•	•	•	•	•	19,000 GSF	\$11-17M	Phase II	•	•	•			•	
B4	New Locker Rooms	•	•	•	•		1,000 GSF	\$570-700k	Phase I	•	•	•			•	
B5	Renovate Education Center	•	•	•	•	•	9,000 GSF	\$3.9-5.9M	Phase II	•	•	•				
B6	Partnership Space Moderate Renovation	•			•		TBD	TBD	Phase III						•	
B7	Renovation for Academic Plan Implementation	•		•		•	TBD	TBD	Phase III		•	•		•	•	
NEW CONSTRUCTION																
B8	New Plant Science Lab				•	•	2,200 GSF	\$1.5-2.2M	Phase II		•	•		•	•	
B9	Student Housing (Placeholder)	•	•	•			TBD	TBD	Phase III		•				•	•
B10	Potential Health Science Partnership Development	•			•		TBD	TBD	Phase III					•	•	•
B11	Potential Hotel Partnership Development	•			•	•	TBD	TBD	Phase III						•	•
OPEN SPACE																
O1	New Gateway Signage		•	•			n/a	\$140-200k	Phase I	•	•		•			
O2	EEC East Entry Plaza		•	•			20,000 SF	\$1.1-1.7M	Phase I		•	•			•	
O3	Multi-Use Field Improvements		•	•			n/a	\$1.1-1.4M	Phase I	•	•	•			•	
O4	Meadow & Woods Conversions		•	•			600,000 SF	\$50-60k	Phase I	•	•	•				

EASTERN CAMPUS IMPLEMENTATION PLAN (CONT.)

TRANSPORTATION		EFFICIENCY & PARTNERSHIPS	STUDENT EXPERIENCE	IDENTITY & VISIBILITY	SHARED USE & REVENUE GENERATION	LEARNING ENVIRONMENTS	SIZE	TOTAL PROJECT COST (EST.)	PHASE	STATE DEFERRED MAINTENANCE	LOCAL COLLEGE FUNDS	STATE PROGRAMMING/ RENOVATION FUNDS	EQUIPMENT FUNDS (LOCAL OR STATE)	GRANT FUNDING	DONATIONS	P3 PARTNERSHIP
T1	Reconfigured Parking Lots on Loop Road		•	•			40,000 SF	\$0.8-1M	Phase II	•	•					
T2	New Loop Road		•	•			1,000 LF	\$1.7-2M	Phase II	•	•					
T3	Close Duplicate Service Road		•	•			2,800 LF	\$5-7k	Phase II	•	•					
T4	New Multi-Use Path by Recreation Field		•	•			1,000 LF	\$80-100k	Phase II	•	•			•	•	
T5	New Walking Trails to Meadow and CCE		•	•			4,000 LF	\$430-530k	Phase II	•	•			•	•	
T6	Parking Lot Reconfigurations		•	•			41,000 SF	\$0.8-1M	Phase II	•	•					
INFRASTRUCTURE																
I1	Solar Canopies on Parking Lot	•					2 ac	\$6.8-10M	Phase I		•	•		•		•
I2	New Geothermal Well Field	•					n/a	\$740-900k	Phase I	•	•			•		
I3	Replace Water Main	•					1,000 LF	\$250-310k	Phase I	•	•					
TOTAL								\$90-133M								

WESTERN CAMPUS IMPLEMENTATION PLAN

BUILDINGS		EFFICIENCY & PARTNERSHIPS	STUDENT EXPERIENCE	IDENTITY & VISIBILITY	SHARED USE & REVENUE GENERATION	LEARNING ENVIRONMENTS	SIZE	TOTAL PROJECT COST (EST.)	PHASE	STATE DEFERRED MAINTENANCE	LOCAL COLLEGE FUNDS	STATE PROGRAMMING/ RENOVATION FUNDS	EQUIPMENT FUNDS (LOCAL OR STATE)	GRANT FUNDING	DONATIONS	P3 PARTNERSHIP
DEMOLITION																
B1	Demolish Recreation Center	•	•	•	•		44,000 GSF	\$5.4-8M	Phase II	•	•			•	•	
B2	Demolish Business & Technology Building	•	•		•	•	64,000 GSF	\$1.5-1.9M	Phase I	•	•			•	•	
B3	Demolish Public Safety Training Center	•	•		•	•	41,000 GSF	\$1.3-1.6M	Phase II	•	•			•	•	
RENOVATION																
B4a	Welcome Center & Library Renovations (Student Services & TLC Buildings)	•	•	•	•	•	250,000 GSF	\$133-200M	Phase II	•	•	•		•	•	
B4b	New Welcome Center Entrance Wing	•	•	•			32,000 GSF	\$20-30M	Phase II		•	•			•	
B5	Liberal Arts Building Renovation	•	•	•		•	40,000 GSF	\$15-19M	Phase I		•	•		•	•	
B6	Partnership Space Moderate Renovation	•			•		TBD	TBD	Phase III						•	
B7	Renovation for Academic Plan Implementation	•		•		•	TBD	TBD	Phase III	•	•	•		•	•	
NEW CONSTRUCTION																
B8	New Recreation Center	•	•	•	•		36,000 GSF	\$19-28M	Phase II		•	•		•	•	
B9	New Public Safety Training Center	•	•	•	•	•	50,000 GSF	\$25-37M	Phase II		•	•		•	•	
B10	Student Housing (Placeholder)	•	•	•			TBD	TBD	Phase III		•			•	•	•
B11	Potential Partnership Development	•			•		TBD	TBD	Phase III						•	
B12	New Athletic Support Building	•	•	•			3,000 GSF	\$1.5-1.9M	Phase I		•	•		•	•	
B13	Theatre Lobby Expansion	•	•	•	•	•	3,500 GSF	\$3.6-4.3M	Phase II	•	•	•			•	

WESTERN CAMPUS IMPLEMENTATION PLAN (CONT.)

OPEN SPACE		EFFICIENCY & PARTNERSHIPS	STUDENT EXPERIENCE	IDENTITY & VISIBILITY	SHARED USE & REVENUE GENERATION	LEARNING ENVIRONMENTS	SIZE	TOTAL PROJECT COST (EST.)	PHASE	STATE DEFERRED MAINTENANCE	LOCAL COLLEGE FUNDS	STATE PROGRAMMING/ RENOVATION FUNDS	EQUIPMENT FUNDS (LOCAL OR STATE)	GRANT FUNDING	DONATIONS	P3 PARTNERSHIP
O1	New Gateway Signage		•	•			n/a	\$140-210k	Phase I	•	•		•			
O2	Welcome Center Plaza		•	•			50,000 SF	\$3.1-4.7M	Phase II	•	•	•		•	•	
O3	North Entrance Plaza		•	•			100,000 SF	\$6.2-9.3M	Phase II	•	•	•		•	•	
O4	Outdoor Dining Plaza Improvements		•	•			8,000 SF	\$620-760k	Phase III	•	•				•	
O5	Relocate Softball Field	•	•	•	•		n/a	\$2.1-2.5M	Phase I	•	•	•			•	
O6	Reorient Soccer Field	•	•	•	•		n/a	\$2-2.4M	Phase I	•	•	•			•	
O7	Meadow & Woods Conversions		•	•			600,000 SF	\$70-90k	Phase I	•	•					
O8	Entrance Pond Improvements	•	•	•			n/a	\$1.1-1.3M	Phase I	•	•			•	•	
TRANSPORTATION																
T1	New Boulevard		•	•			5,500 LF	\$9-14M	Phase II		•	•			•	
T2	Remove Parking		•	•			400,000 SF	\$1.5-1.9M	Phase I	•	•					
T3	New Parking Lots		•	•			200,000 SF	\$2.8-3.4M	Phase I	•	•	•			•	
T4	New Multi-Use Path by Recreation Fields		•	•			4,000 LF	\$420-520k	Phase II	•	•	•				
T5	New Pedestrian Walkways from Parking Lots		•	•			3,000 LF	\$0.8-1M	Phase II	•	•	•				
T6	Reconfigured Road and Parking by Public Safety Training Center		•	•		•	100,000 SF	\$1.8-2.2M	Phase II	•	•					
INFRASTRUCTURE																
I1	Central Boiler Replacement & System Upgrades	•					n/a	\$3.6-4.4M	Phase I	•	•		•			
I2	Central Chiller Replacement	•					n/a	\$1.8-2.2M	Phase I	•	•		•			
I3	Replace Water Main (Fire Loop)	•					3,750 LF	\$1.1-1.4M	Phase I	•	•					
I4	Solar Canopies on Parking Lot	•					5 ac	\$15-18M	Phase I		•			•	•	•
I5	Replace Electrical Transformers	•					n/a	\$4-5M	Phase II	•	•		•			
TOTAL								\$283-406M								

WESTSHORE CAMPUS IMPLEMENTATION PLAN

		EFFICIENCY & PARTNERSHIPS	STUDENT EXPERIENCE	IDENTITY & VISIBILITY	SHARED USE & REVENUE GENERATION	LEARNING ENVIRONMENTS	SIZE	TOTAL PROJECT COST (EST.)	PHASE	STATE DEFERRED MAINTENANCE	LOCAL COLLEGE FUNDS	STATE PROGRAMMING/ RENOVATION FUNDS	EQUIPMENT FUNDS (LOCAL OR STATE)	GRANT FUNDING	DONATIONS	P3 PARTNERSHIP
BUILDINGS																
RENOVATION																
B1	Welcome Center Expansion		•	•			11,200 GSF	\$3.6-4.4M	Phase I	•	•	•		•		
B2	Renovations for Various Internal Migrations		•	•		•	3,000 GSF	\$1.8-2.2M	Phase I	•	•	•				
B3	Partnership Space Renovation	•			•		TBD	TBD	Phase III					•		
NEW CONSTRUCTION																
B4	Multipurpose Room Addition	•		•	•		10,000 GSF	\$7.4-11M	Phase II	•	•	•		•		
B5	Student Housing (Placeholder)	•	•	•			TBD	TBD	Phase III						•	•
B6	New Athletic Support Building	•	•	•	•		3,000 GSF	\$1.7-2M	Phase II		•	•			•	
OPEN SPACE																
O1	New Gateway Signage		•	•			n/a	\$150-220k	Phase I		•	•	•			
O2	New Entry Canopy		•	•			n/a	\$1-1.6M	Phase III		•	•				
O3	Improvements in Woods		•	•			10,000 SF	\$710-870k	Phase II	•	•					
O4	New Soccer Field		•	•	•		n/a	\$370-450k	Phase II		•	•	•		•	
O5	New Pickleball and Basketball Courts		•	•	•		n/a	\$530-650k	Phase II		•	•	•		•	
TRANSPORTATION																
T1	New Pedestrian Walkways from Parking Lots		•	•			1,000 LF	\$350-430k	Phase II		•	•				
T2	New Multi-Use Loop Path		•	•			4,000 LF	\$230-280k	Phase III		•	•				
INFRASTRUCTURE																
I1	Solar Canopy on Parking Lot	•					1 ac	\$4.1-5M	Phase I		•	•	•	•	•	
TOTAL								\$22-29M								



Cuyahoga
Community
College



 **DLR**GROUP