



VANDERBILT UNIVERSITY

FUTUREVU

A vision for the future of Vanderbilt's campus

2017 EXECUTIVE SUMMARY

DESIGN TEAM

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SITEGREEN STORMWATER MANAGEMENT



FOREWORD

Geography, location, design and space are important elements for all institutions. Charged with a responsibility of finding solutions to our world's most serious challenges, these forces are especially important for academic research institutions. Vanderbilt University occupies a distinctive place within this landscape, for its academic excellence, cutting-edge research and transformative discovery breakthroughs. Our ten colleges and schools - and the campus land, which anchors the work performed within - have a strong gravitational force on who we are and what we do.

Vanderbilt's fifth Chancellor Alexander Heard spoke to the heart of the university's responsibility to be universal when he said, "Our first concern is the human intellect but our main concern is the human being." Fifty years hence, we looked to Vanderbilt's mission and humanistic values to guide our vision for FutureVU, a comprehensive project to plan for our growth over the coming decades. For while the process is one of planning, it's also very much a project that's nested in the humanities. Whether the members of our teaching and learning community are working in the neonatal intensive care unit or in the English or Art History departments, we are all engaged in understanding the human condition.

Our students, faculty and staff have come together as a community to discuss our future and our responsibilities as intergenerational stewards of this sacred space - our land. Through careful contemplation, we've asked how we can best draw from timeless principles of human interaction and human discovery. We've examined closely where we are, the forces that are ours to shape and those that are shaping us, and developed a shared vision of serving society through education and research.

FutureVU and our physical aspirations are strongly tethered to our Academic Strategic Plan - our blueprint for creating an environment for intellectual and teaching opportunities. We know that Vanderbilt's future promise and progress will be best achieved by strengthening our diverse learning environment. Through FutureVU we are determining the highest and best use of our land and creating more inclusive spaces that spark the conversations, debates and dialogue critical to our individual and collective growth and development. Our aim is to build and promote physically what we support intellectually and ideologically. This creative and collaborative effort will bring us even closer together as a community as we prepare Vanderbilt students for the global world in which they will work and lead.

From a single blade of grass to our tallest building, we are dedicated to planning in ways that build upon our foundational values to envision solutions to the challenges facing humankind. Our campus land is the ground from which our hopes, our dreams, our focus, our achievements and our determination to meet the challenges of the future take root and grow. FutureVU is our lodestar for the journey. Within the pages of FutureVU, a vision for the future of Vanderbilt's campus, you will find the plan documents that will chart our exciting path forward.

Sincerely,



Nicholas S. Zeppos
Chancellor

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WHY FUTUREVU?

Vanderbilt University, founded in 1873, is an internationally recognized research university in Nashville, Tennessee. Cornelius Vanderbilt had a vision of a place that would “contribute to strengthening the ties that should exist between all sections of our common country” when he gave one million dollars to create the university. The university has embraced that philosophy and has strong partnerships among its ten schools, neighboring institutions and the metro Nashville community. Vanderbilt offers undergraduate programs in the liberal arts and sciences, engineering, music, education and human development, as well as a full range of graduate and professional degrees. The combination of cutting-edge research, liberal arts education, nationally recognized schools of law, business, medicine, nursing and divinity, and one of the nation’s top-ranked graduate schools of education creates an invigorating atmosphere where students tailor their education to meet their goals and researchers collaborate to address the complex questions affecting our health, culture and society.

The Vanderbilt campus encompasses 333 acres and is located one and a half miles southwest of downtown metro Nashville. The original eleven building campus now includes 179 buildings and over nine million square feet of built space. Vanderbilt is home to more than three hundred tree and shrub varieties, and was designated as an arboretum in 1988. Vanderbilt’s Peabody College of education and human development has been listed on the National Register of Historic Places as a National Historic Landmark since 1966. Vanderbilt Dyer Observatory, located about nine miles from campus, also is listed on the National Register of Historic Places.

The goal of the comprehensive campus land use plan named FutureVU is to ensure that the university campus is designed and prepared at every level to support its students, faculty and staff, and to uphold the university’s mission and values. Launched in November 2015, FutureVU articulates a comprehensive vision for the university’s footprint and provides a basis for campus stewardship that enhances the university’s mission.

In June 2013, Chancellor Nicholas S. Zeppos launched an academic strategic planning process. This inclusive process synthesized input from the entire campus, including all ten colleges and schools. The end result was an Academic Strategic Plan that aspires to shape the future of higher education and make a positive difference in the world at-large. The plan was driven by a set of dynamic and inter-connected themes, including the undergraduate residential experience, trans-institutional programs, healthcare solutions and education technologies, and is currently being implemented by the Provost.

With the establishment of the Academic Strategic Plan, the university was in a position to pursue a campus land use initiative to provide a framework for ensuring that the future growth and development of the built environment aligns with the academic mission. In addition, metro Nashville has seen unprecedented growth in recent years. Since 2010, the region has had the eighth-highest growth rate in the United States with over eighty-two people moving to the area each day. The university aims to be viewed as an elite institution, not elitist, to maintain its ties with the surrounding metro Nashville community and not be insular to the changes occurring around the university campus. The open and inclusive FutureVU process has involved over a thousand community members (faculty, staff, students, alumni, trustees, and metro Nashville community members). While there are always various opinions on specifics, broad consensus and support of the overarching guiding principles has been a cornerstone of FutureVU efforts.

FutureVU was created to support the Academic Strategic Plan by focusing on the following objectives:

- Create standards for facilities and landscapes that embody our commitment to diversity and inclusion;
- Improve the collegiate environment and foster the notable success of the residential college experience;
- Enhance trans-institutional collaboration, research, and development;
- Adopt an ethic of sustainability;
- Support community outreach and connectivity, and the “One Vanderbilt” principles of collaboration that are an important element of Vanderbilt’s uniqueness.

FutureVU will guide investment in physical space and support Vanderbilt’s academic mission. The plan provides a framework for the development of campus for the next twenty to thirty years, while considering core themes such as diversity and inclusion, environmental sustainability, connectivity and community enhancement, increased development around campus, transportation and preservation of the historic park-like setting. FutureVU is guided by those values that directly relate to Vanderbilt’s core mission of teaching, research and discovery. Through FutureVU the university will ensure that the fundamental principles its community cherishes as an institution are manifest in the campus’ physical surroundings.

THE FUTUREVU PROCESS

Guidance

The work of FutureVU has been guided by the following tenets:

1. The Vanderbilt University Mission
2. Six Master Planning Precepts
3. Vanderbilt FutureVU (Land Use) Guiding Principles

The Objective

In September 2015, Vanderbilt University engaged Pelli Clarke Pelli Architects and its design team in an effort to create a holistic, aspirational, long-term campus land use vision. The team, including Reed Hilderbrand, Atelier Ten, VHB and Rickes Associates, has worked closely with Vanderbilt's administration, staff, faculty and students. This collaborative journey has resulted in a holistic framework that understands Vanderbilt today and defines transformative paths forward.

The Process

The FutureVU initiative began with a series of discussions and events focused on teasing out the core humanistic values that would guide the planning process. On November 2, 2015, Chancellor Zeppos hosted a campus-wide symposium that brought together faculty representing a range of disciplines to address various approaches to thinking about how physical space, planning and learning influence and affect each other. The symposium closed with a discussion during which attendees offered their thoughts on core values to guide the planning process, including themes such as balance, collaboration and community, discovery and innovation, diversity and inclusion, interactions, purpose and responsibility.

On December 7, 2015, Chancellor Zeppos hosted a campus-wide town hall with over 110 faculty, staff and students in attendance. The town hall focused on the history of Vanderbilt's campus planning followed by a group brainstorming effort. The diverse group of participants shared thoughts on positive and negative aspects of the existing campus, as well as concepts that should be considered as the FutureVU process moved forward.

In addition, university leadership held a series of land use history presentations with over 250 staff, and a variety of student events with over 150 students, to obtain additional feedback on values.

These events culminated in the creation of the FutureVU Guiding Principles, drafted based on feedback received from the Vanderbilt community. The guiding principles are integral to the work and will continue to guide efforts going forward.

The work in four phases:

1. **Information Gathering/Analysis:** An analytical and objective dual-pronged process that involved over forty interviews with Vanderbilt administrators, faculty, staff and students, plus a physical analysis of the existing campus in terms of buildings, landscape, circulation, sustainable practices and infrastructure.
2. **Development of Conceptual Alternatives:** A synthesis of the data derived from the information gathering phase with both broader university objectives and specific concepts regarding open space, connectivity, and opportunities for new construction—particularly new residential colleges,

academic and research buildings, landscape opportunities, parking, traffic and infrastructure. This collaborative process engaged many members of the Vanderbilt community and advisory committees. The transformational concept of a campus-unifying Greenway was embraced. Direction toward a preferred approach was agreed upon.

3. **Development of a Preferred Alternative:** Collaboration between Pelli Clarke Pelli and Vanderbilt continued with the development of a defined, holistic approach to the planning vision for the campus. The final plan is a high level synthesis of data, conclusions and recommendations.
4. **Documentation/Presentation:** Digital and hard copies of the process, plan and guidelines are prepared.

The Plan

FutureVU represents a high level, holistic, sustainable, long term vision for physical development of the campus over a period of twenty to thirty years. The plan includes campus and neighborhood-scale transformative projects, endeavoring to establish tangible, legible connections within the campus and extending to surrounding communities. The plan identifies existing open spaces and creates new open spaces through suggested future building placement and purposeful, integrated landscape projects. Existing campus neighborhood characters are defined and enhanced. Emphasis is placed on the physical, humanistic experience of the campus.

COLLABORATION & ADVISORY COMMITTEES

Community engagement has been a founding pillar to the development of FutureVU. Students, faculty, staff and trustees were deeply engaged throughout the process, and FutureVU represents innovative ideas that have emerged through collaborations with the Vanderbilt community and the design team. A variety of events including dinner series, presentations, town halls and an expo event were convened; working groups and advisory committees were established. Key working groups and collaborations include:

- **Trustee Working Group:** Overarching process was overseen by the Board of Trust Working group, chaired by Mrs. Martha Ingram. The trustee working group was established in the fall of 2015 and met regularly throughout the FutureVU planning process.
- **Faculty Advisory Committee:** Chancellor Nicholas S. Zeppos and Provost Susan Wentz established the FutureVU Faculty Advisory Committee in the fall of 2016. The faculty committee held over five meetings throughout academic year 2016-17 discussing a variety of topics including land use history, guiding principles, real estate strategy, transportation and parking, greenway/landscape concepts, building community through outdoor space, the undergraduate residential college experience, and the graduate and professional residential experience.
- **Graduate and Professional Student Housing Working Group:** This working group, appointed by Provost Susan Wentz to develop housing options for graduate and professional students that extend learning and collaboration beyond the classroom and laboratory, visited peer institutions, held multiple working sessions, conducted student focus group meetings and a comprehensive survey of graduate and professional students, with the assistance of the external consultant Demographic Perspectives.
- **Vanderbilt Student Government Collaboration:** Vice Chancellor Eric Kopstain launched a partnership with Vanderbilt Student Government (VSG) to gather feedback and engage student voices in the planning process. The collaboration culminated in the creation of the VSG Land Use Report, endorsed by the student government on April 19, 2017, with over forty-five recommendations for the university to consider.
- **Wond'ry Transportation Working Groups:** Following a town hall meeting on transportation held by Zeppos and attended by more than 130 members of the Vanderbilt community, more than ninety individuals signed up to participate in Transportation Working Groups. The groups, which were facilitated by the Wond'ry, included faculty, staff and students and made recommendations on campus transportation needs and opportunities that will be incorporated into a comprehensive transportation strategy.
- **Community engagement:** Zeppos and Kopstain, along with other Vanderbilt representatives, met and discussed land use topics with metro Nashville Mayor Megan Barry and members of her administration. Vanderbilt leaders also met with Metro Council members, as well as various neighborhood groups in collaboration with Vanderbilt's Office of Community, Neighborhood and Government Relations.

VANDERBILT UNIVERSITY MISSION

Vanderbilt University is a center for scholarly research, informed and creative teaching, and service to the community and society at large.

Vanderbilt will uphold the highest standards and be a leader in the quest for new knowledge through scholarship, dissemination of knowledge through teaching and outreach, creative experimentation of ideas and concepts.

In pursuit of these goals, Vanderbilt values most highly intellectual freedom that supports open inquiry, equality, compassion, and excellence in all endeavors.

MASTER PLANNING PRECEPTS

Connectivity at all scales: pedestrian, bicycle, vehicular

Preservation of memorable spaces and objects: buildings, outdoor spaces, trees, art

Creation of new appropriate public space: exterior green spaces

Appropriate densities: scale and proximity of buildings

Use/program/growth: grounded in the Academic Strategic Plan

Sustainability: environmental, building, landscape

FUTURE **VU** GUIDING PRINCIPLES

“We should consider Vanderbilt our home base, our sacred ground, and treat it as such.” (Nicholas S. Zeppos, Campus Land Use Symposium, November 2015)

Vanderbilt is an internationally recognized research university with strong partnerships among its schools

Strengthen Vanderbilt’s mission of research, teaching and discovery which is integral to its purpose by...

- Considering how best to concentrate those functions central to our academic mission in the main campus footprint;
- Fostering trans-institutional collaboration, research and development through careful placement of academic and residential buildings throughout campus;
- Carefully placing academic buildings throughout the campus to weave a web of connectivity across various disciplines;
- Establishing and supporting land use plan oversight with a process for continuous and mandatory review to ensure alignment with the Academic Strategic Plan and overall mission of the university.

Vanderbilt believes that diversity and inclusion are integral to its mission

Recognize the diversity of the Vanderbilt community, which is integral to understanding the humanistic nature of Vanderbilt’s mission by...

- Clearly contextualizing diversity, equity and inclusion for the campus community through careful space design;
- Developing and promoting a community environment that is welcoming, where an appreciation of differences can be shared throughout campus;
- Creating centers as places where differences converge and opportunities to make healthy connections exist;
- Promoting social interaction of Vanderbilt’s diverse population throughout the campus footprint, enhancing the connected neighborhood feel of campus, while ensuring the safety of all members of the community;
- Carefully reviewing accessibility of current and future spaces designed to ensure inclusivity, including for those with physical impairments or disabilities.

Vanderbilt is a community of neighborhoods

Encourage distribution of academic and residential buildings throughout the campus in order to expand the social infrastructure of the Vanderbilt community by...

- Improving the collegiate environment and expanding the notable success of the residential college experience;
- Enhancing opportunities through integrated living-learning environments;
- Creating a distinctive and inclusive residential environment;
- Promoting residential living-learning facilities as self-contained, multi-use residences with unique identities and characters, while recognizing their relationship to the existing campus fabric;
- Improving the connectivity between the neighborhoods that comprise the Vanderbilt campus.

Vanderbilt is a historic, multi-layered and vigorous campus

Strengthen Vanderbilt’s unique campus character as it evolves by...

- Carefully considering the density of built to open space throughout all areas of campus and striving for a balanced approach based on existing campus densities;
- Ensuring that future development contributes in a positive way to the existing campus environment;
- Ensuring that new buildings embody respectful and appropriate architecture;
- Remaining sensitive to Vanderbilt’s resources and history.

FUTUREVU GUIDING PRINCIPLES

Vanderbilt is a university that resides in a unique and distinctive park setting

Preserve, strengthen and expand Vanderbilt's aesthetic character by...

- Identifying buildings, open spaces and natural spaces that should be preserved and conserved;
- Identifying memorable spaces and preserving them, while also looking to create additional memorable spaces;
- Recognizing and preserving the Vanderbilt Arboretum;
- Ensuring that future development reinforces, rather than detracts from, the park setting, via green open spaces and pathways;
- Considering ways to integrate public art along pathways and beautifying pathways through art and landscape;
- Continuing to preserve and expand the Vanderbilt campus character through regular evaluation of how cars and traffic interact with the campus boundaries and reducing, rather than adding to, the number of roadways.

Vanderbilt is a walkable and sustainable campus

Emphasize Vanderbilt's walkable campus and enhance the connectivity of all areas of campus by...

- Integrating pedestrian and bicycle circulation into the overall connectivity of the campus community;
- Providing wayfinding that integrates with campus landscape and architecture;
- Reducing vehicular through-traffic on campus;
- Relocating existing, and locating new parking structures and new support structures such as physical plants, to the perimeter of campus when viable;
- Carefully selecting hardscape materials and providing campus lighting promoting safety and ensuring harmonious interaction other campus materials;
- Achieving the highest standards of sustainability through a process of environmental, social and economic responsibility and accountability.

Vanderbilt is a citizen of Nashville and the region

Contribute to the intellectual and cultural life of the region, and promote sustainable behavior and practices by...

- Remaining committed to Vanderbilt's mission of serving humanity by being responsible to the environment and surrounding community;
- Establishing design, construction, landscape, and sustainability guidelines that support the mission of the university;
- Emphasizing the importance of healthy and sustainable design principles in both building design and outdoor environments;
- Developing and transferring knowledge, increasing awareness, and promoting lifelong learning about sustainable best practices to benefit the Vanderbilt, local, state and national communities;
- Partnering with local and regional agencies to address key issues that affect the citizens of Nashville and the Vanderbilt community;
- Playing a role in discussions regarding community building efforts and continuing to form connections with the Nashville community.

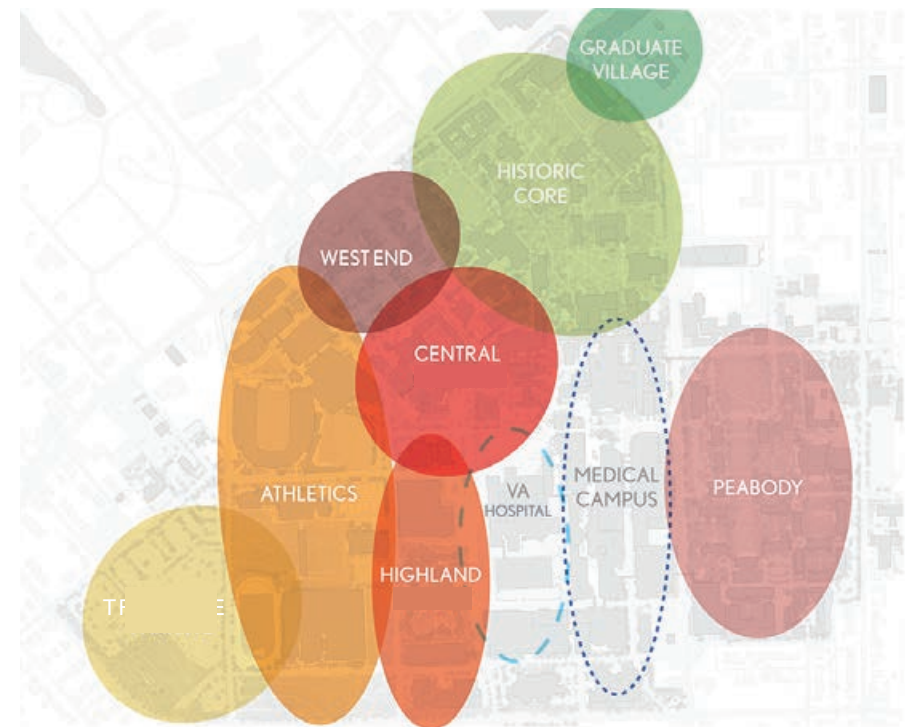
VANDERBILT CAMPUS PLANNING HISTORY

Since the establishment of the original campus in 1873, Vanderbilt has undertaken a number of master planning efforts, beginning with the original campus through the plans of 1905, 1924, 1940, 1965, 2001 and including the work of this FutureVU plan.

While past campus master plans are interesting in and of themselves, they are also useful examples of how to gauge what makes a master plan successful. The 1940 plan, for example, was a turning point in that it was guided by a core principle, the idea of the university as a park, and carefully considered how roadways, vehicles and pedestrians interacted with the campus. This is in contrast to the 1905 plan, which proposed the removal of most original structures, a plan that was essentially put aside because it contradicted the university's principle of preserving historic structures on campus. These historic master plans also reveal that campus grew as parcels of land were acquired, creating the development of distinct clusters or neighborhoods of buildings that are often different in architectural style, landscape and character. While the neighborhoods that make up the current campus are all integral parts of the Vanderbilt community, the current FutureVU efforts are grounded in enhancing connectivity and creating interaction, and seek to bring a cohesiveness to the campus that does not exist today.

Distinct campus neighborhoods are referenced throughout the FutureVU documents. These neighborhoods include:

- Historic Core Neighborhood (Historic Core)
- West End Neighborhood (West End)
- Graduate and Professional Student Village Neighborhood (Graduate Village)
- Central Neighborhood (Central)
- Highland Neighborhood (Highland)
- Athletics Neighborhood (Athletics)
- Triangle Neighborhood (Triangle)
- Peabody Neighborhood (Peabody)



NEIGHBORHOODS

INFORMATION GATHERING/ANALYSIS

An analytical and objective dual-pronged process preceded planning and design work. The process comprised space use and need interviews with Vanderbilt administrators, faculty, staff and students, plus a physical analysis of the existing campus in terms of buildings, landscape, circulation, sustainable practices and infrastructure.

The campus was analyzed regarding the following categories:

Land Form Analysis

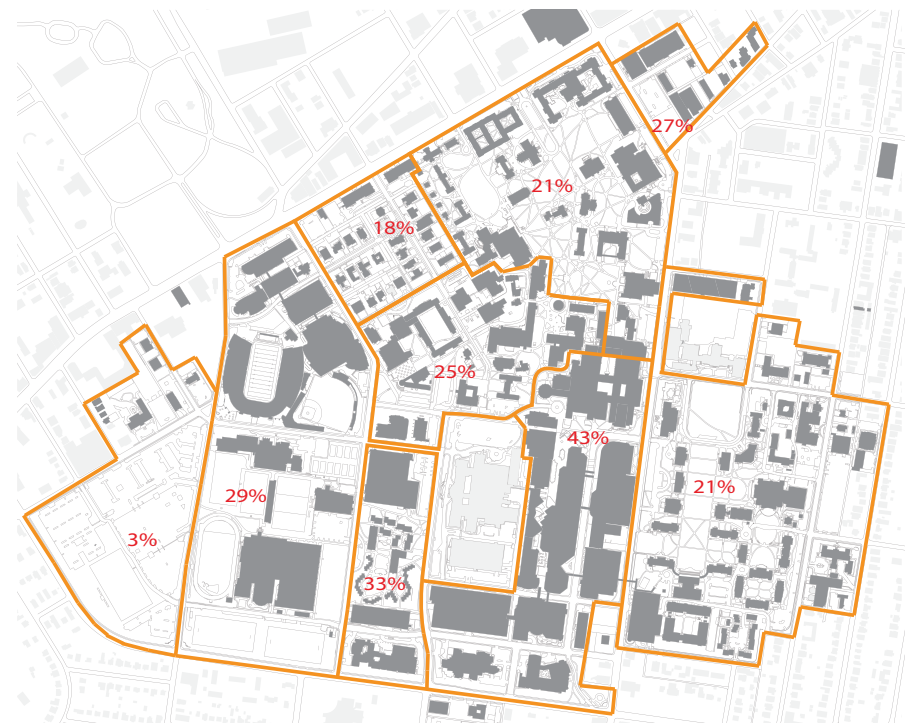
- Rock character
- Geologic region
- Regional and city context
- Ridges and valleys
- Topography
- Watershed
- Water infrastructure



CITY CONTEXT - AERIAL VIEW

Built Form Analysis

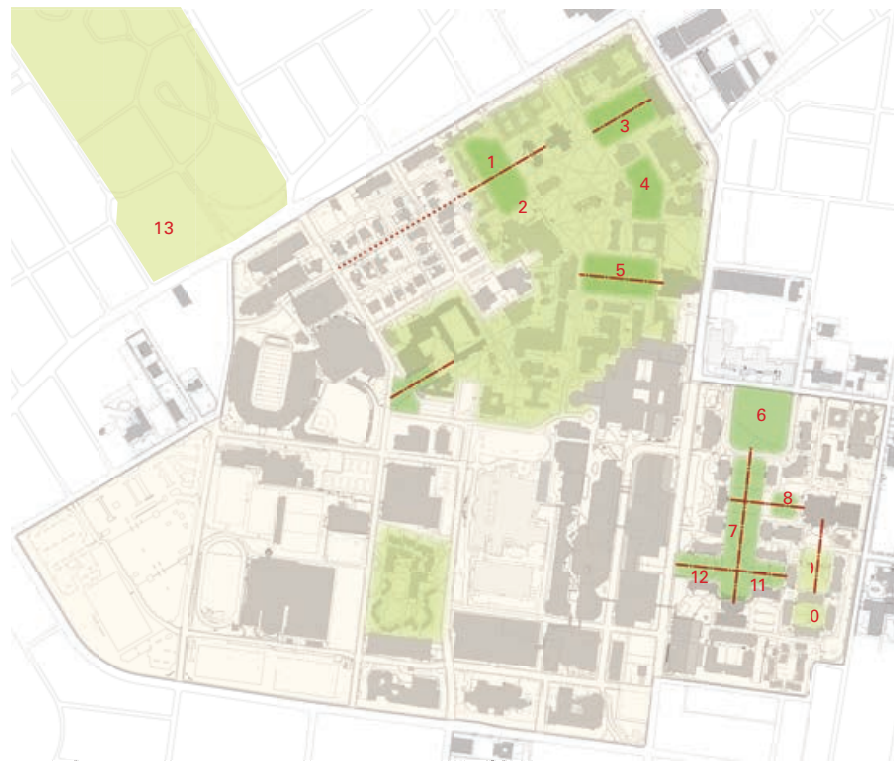
- Density of campus growth and development
- Density and pattern of built form
- Density of paths and roads
- Volumetric density
- Architectural character
- Zones of use
- Neighborhood character
- Neighborhood density
- Benchmarking density analyses of relevant portions of peer urban campuses, which provided context for a preferred density range of 21%-33%, targeting 25%.



DENSITY ANALYSIS BY NEIGHBORHOOD

Landscape Analysis

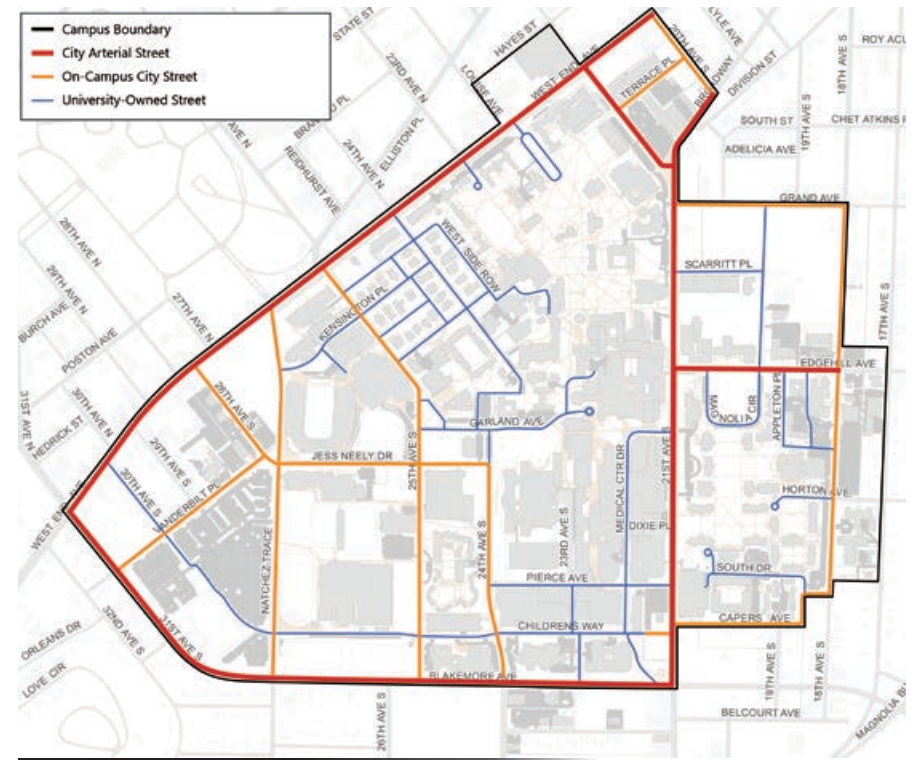
- Open spaces
- Axes/connections
- Open lawns
- Shaded lawns
- Courtyards, plazas and pedestrian corridors
- Shared use corridors
- Spatial character of vegetation
- Canopy coverage
- Ground cover
- Heritage trees



EXISTING GREEN/OPEN SPACES AND AXES

Traffic/Parking/Transportation Analysis

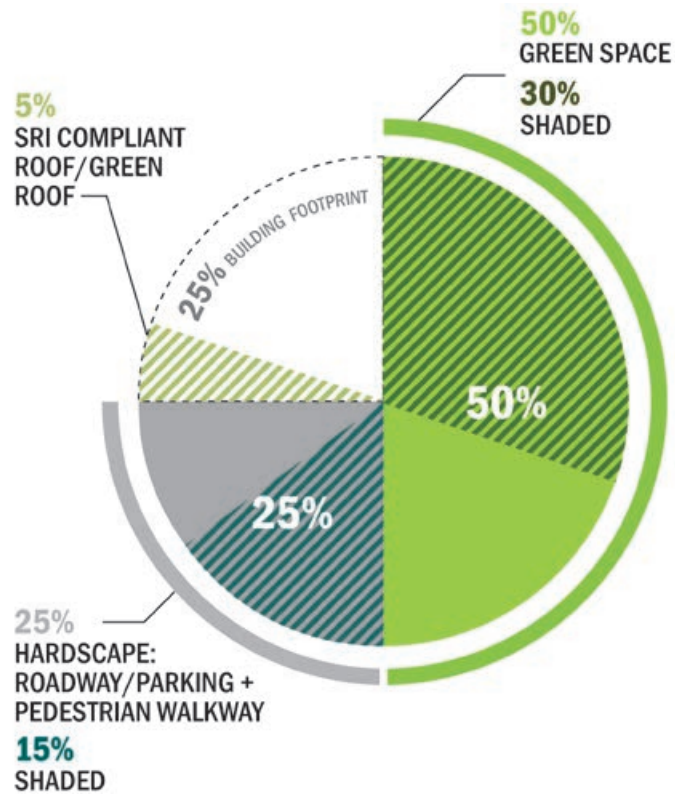
- City context
- Street network
- Vehicular circulation
- Campus parking facilities
- Campus parking utilization
- Peer campus benchmarking
- Regional and campus transit systems and utilization
- Bicycle facilities



CAMPUS STREET NETWORK

Sustainability Analysis

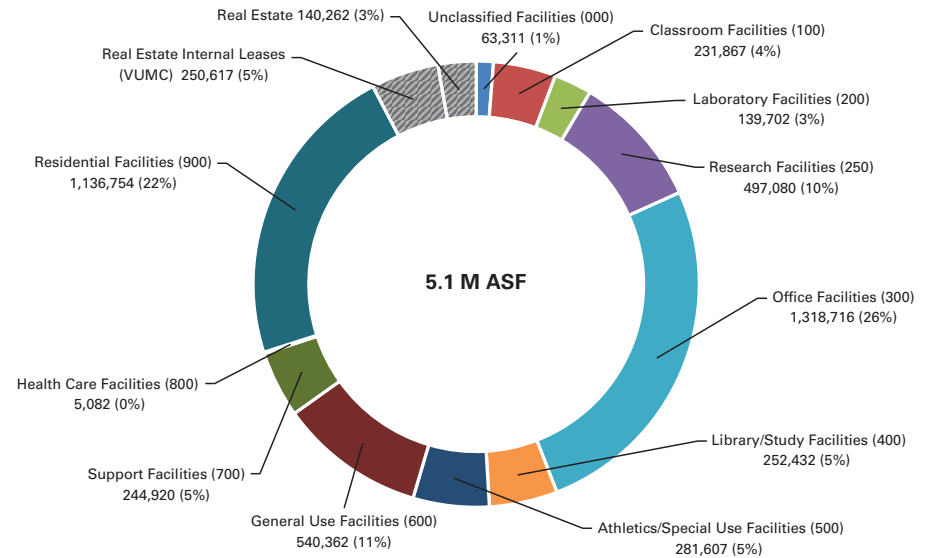
- Metro Nashville climate
- Outdoor thermal comfort
- Site and landscape
- Urban heat island effect
- Greenspace
- Hardscape
- Shading
- Stormwater management
- Water conservation
- Energy and GHG emissions
- Alternative transportation



BUILT AND OPEN SPACE TARGET

Space Needs Analysis

- Strategic drivers
- Distribution of existing space
- Peer campus benchmarking
- Instructional space utilization assessment
- Space needs projections



DISTRIBUTION OF SPACE BY FICM SPACE CATEGORY(BASED ON 2015 DATA)

OPPORTUNITIES AND OBSERVATIONS

Opportunities to meet the objectives of FutureVU are defined through a series of transformative projects. These projects have been developed to address specific opportunities and challenges that exist within the various campus neighborhoods. Neighborhood-specific ideas are built on the foundation of the transformational notion of a campus Greenway. The Greenway, a connective network of paths and open spaces, will define primary pedestrian circulation routes and collect the main public campus spaces along its way. The Greenway will create purpose for the creation of new campus gathering spaces and amenities, and be a visible, accessible and unifying thread within the campus fabric.



PROPOSED PLAN

The transformative projects focus on the following primary elements in order to bring all of the campus neighborhoods into balance:

- Greenway
- Open/Gathering Spaces
- Gateways and Edges
- Street Networks and Access
- Bikes and Pedestrians
- Parking Strategies
- Building Opportunities
- Sustainability--Site and Landscape
- Sustainability--Stormwater

Greenway: The Greenway will address two campus conditions. One, that the organic nature of the campus and unsystematic building placement has yielded a network of disparate, unconnected neighborhoods. Two, that the pedestrian network itself is undecipherable. The greenway will weave the elements of buildings, spaces and paths into a cohesive campus fabric.

Open/gathering spaces. The plan looks to balance the distribution of open lawns throughout campus with large-scale additions to the West End, Central and Highland neighborhoods. This new balance will equalize social gathering activities and potential for social programming for the overall campus. A diversity of space types will provide choices for active and passive users.

The arboretum. Expansion and preservation of Vanderbilt's arboretum remains a hallmark of campus experience and a precedent for continued expansion of campus trees. Careful stewardship of this resource will require vital consideration as campus neighborhoods are developed within the framework of FutureVU.

Gateways and edges. FutureVU endeavors to create equal, visual and identifiable thresholds into the campus at its many entry points rather than a single gateway. The existing character of the Magnolia Curtain will be embraced. Clear breaks or portals, with views into the campus open spaces, will be created in order to transform the perception of Vanderbilt's presence in the city and create understandable moments of arrival.

Safety and accessibility: FutureVU promotes improvements for overall campus accessibility. Improvements to the pedestrian network will support accessibility and safety with appropriately-sized, accessible and buffered sidewalks on both sides along the Greenway and other high-activity areas. Pedestrian-level lighting should be installed or upgraded. Marked crosswalks are recommended at intersections throughout campus where sidewalks exist. High-visibility crosswalks or other enhancements should be installed at unsignalized crosswalks

Transportation: The university's transportation systems should logically connect the campus with the city, provide effective campus access and adequately serve the campus community. A clear hierarchy of paths will be established for all modes of circulation, defining how people move and interact with campus neighborhoods, spaces, and buildings.

Existing campus streets and pathway networks will be modified to:

- Align key transportation corridors with the Greenway plan
- Promote overall connectivity with metro Nashville and within the campus
- Reduce traffic activity and speeds in high-conflict areas
- Promote traffic, pedestrian, and bicyclist safety
- Enhance transportation facilities for pedestrians, bicyclists, and transit riders
- Improve overall campus accessibility for people with disabilities

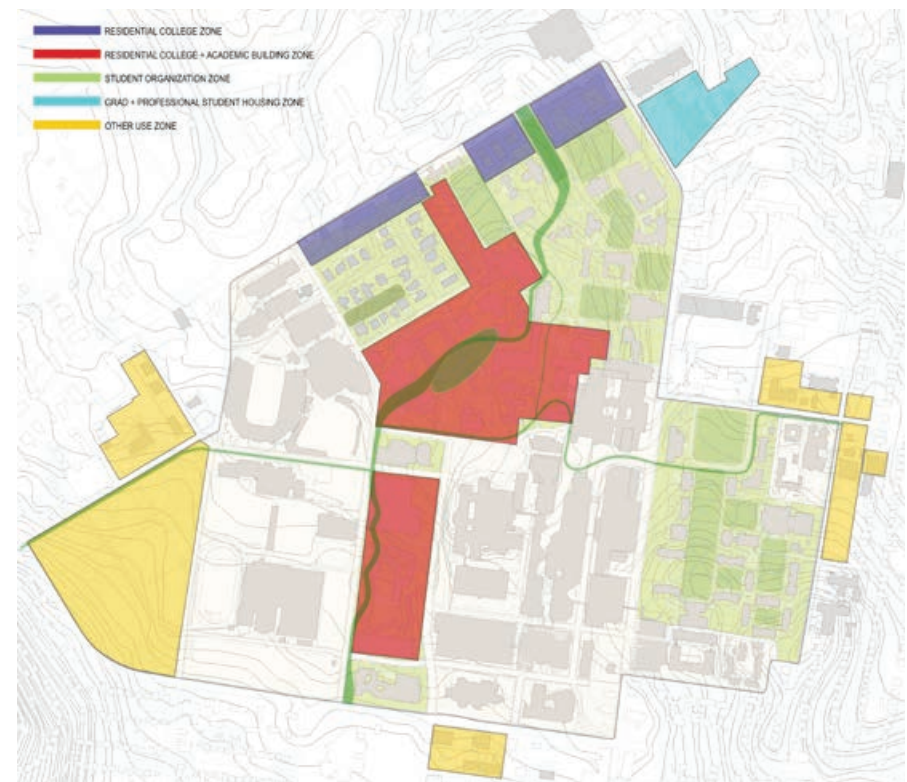
Parking: Relocating parking to the campus periphery, coupled with an expanded transportation infrastructure, will help reduce commuting by single-occupant vehicles. Facilities will be provided for regional transit accessibility and the campus transit system will be expanded. Parking will be maintained near critical buildings for accessible (ADA) parking and deliveries.

Sustainability/landscape: FutureVU ensures future development of campus-wide sustainability. This includes sustainability guidelines as well as a set of targets and goals towards a balance of open green space, built footprint and hardscape.

Sustainability/stormwater: Maintaining and increasing tree canopy will intercept rainfall, limit erosion and support tree health. Water will have increased opportunity to infiltrate, promoting capture by tree root systems. Reduction of impervious surfaces will increase infiltration and keep water on site, promoting plant growth, limiting irrigation needs and reducing loads on the municipal storm drain infrastructure. Stormwater management should be expressed as features to promote an understanding of its importance. Building project specific stormwater management should reflect an overall and consistent design strategy.

Zones of use: Current zones of use/program are somewhat evenly distributed throughout the campus. Residential buildings are located in all campus neighborhoods. The Historic Core contains most of the academic structures for the humanities, the arts and sciences, the graduate schools and the main library. First year students are all housed in the Martha Rivers Ingram Commons, while upperclass housing is located in all campus neighborhoods.

Projected development of zones of use is desired as shown: residential colleges along West End; a mix of residential, academic and research at Central and Highland; student organizations in West End; the Graduate Village across 21st Avenue and parking/other uses at the periphery of campus.



ZONES OF USE

THE VISION FOR THE FUTURE

The framework for FutureVU represents a high level, holistic and sustainable vision for physical development of the Vanderbilt campus for the next twenty to thirty years. The vision includes long term campus-scale and neighborhood-scale transformative projects, endeavoring to establish legible connections within the campus and extending to surrounding communities. FutureVU identifies existing open spaces and creates new open spaces through suggested future building placement and purposeful integrated landscape projects. Existing campus neighborhood characteristics are defined and enhanced, and emphasis is placed on the physical, humanistic experience of the campus.

FutureVU builds on the park-like setting most notably found in the Historic Core. The diverse hues of each neighborhood will be celebrated and united into an integrated palette through the following objectives:

Clarify, Strengthen

- Strengthen the beauty and diversity of the campus by clarifying and building on the unique characteristics of each campus neighborhood.

Interaction

- Protect and strengthen existing open spaces and create new open spaces as vibrant places of intellectual and social interaction.

Connection

- Connect the campus edges, spaces and destinations with a legible and logical Greenway, providing strong and appropriate paths of circulation for pedestrians, bikes and vehicles.

Views

- Open visual connections into and within the campus to increase the clarity of new and existing spaces.

Mitigation

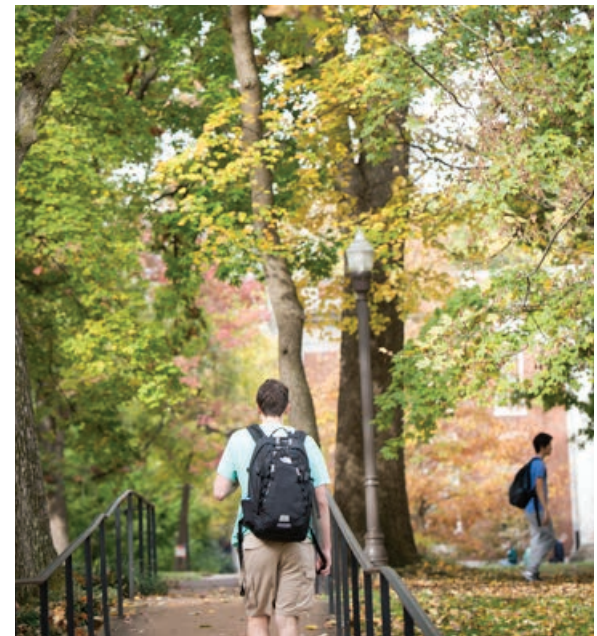
- Mitigate those factors that contribute adversely to the campus experience.

Support

- Create support systems to safeguard and conserve the campus physical resources and allow it to flourish, grow and sustain itself into the future.



EXISTING CAMPUS IMAGES





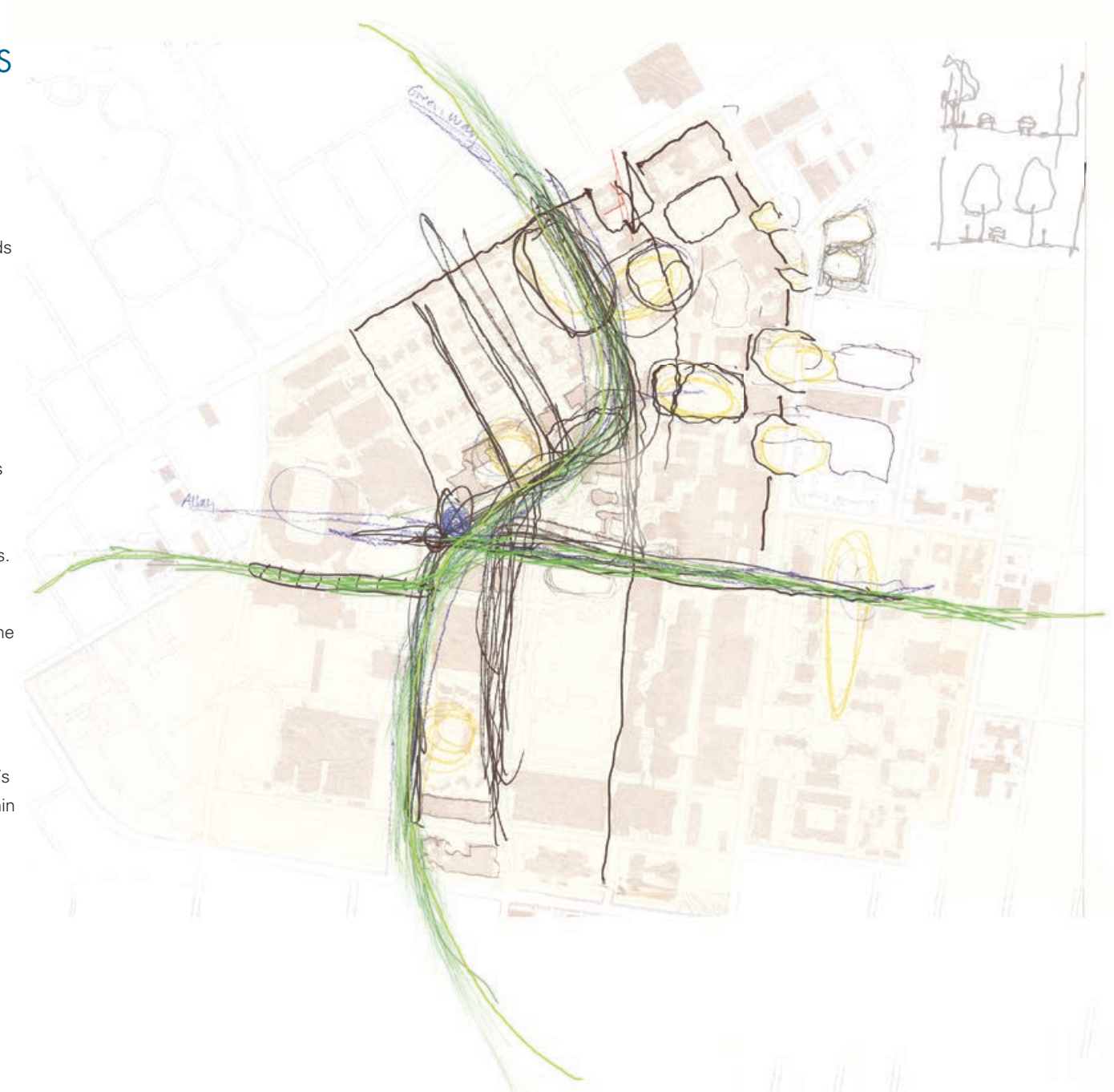
The Greenway

TRANSFORMATIVE PROJECTS THE GREENWAY

Connections between neighborhoods are essential to the formation of a coherent campus fabric. Vanderbilt's neighborhoods define the campus, but there is little that binds them to each other. The Greenway was conceived as an organic instrument of connection between edges, spaces and destinations.

The cue for the Greenway came from the visual beauty of the original, historic core. The notion of expanding on the existing language of park-like pathways and iconic green spaces became the catalyst for the Greenway and a series of transformational projects that will redefine the campus within its existing typologies and also embrace new, innovative typologies that will guide future planning concepts.

This collaborative sketch illustrates the collective thinking behind the idea of the Greenway. The gesture describes the notion that circulation through the campus is not meant to be a straight line, but rather a free path that collects and connects open spaces as it follows dominant patterns of movement and landform. The Greenway will create a new hierarchy of connections that will weave together Vanderbilt's neighborhoods, open spaces, streets and paths, both within the campus and outward to the surrounding community.





The Transformation

The Greenway concept evolved from two immediate observations of the existing campus. First, that the organic nature of the campus and unsystematic building placement has yielded a network of disparate, disconnected neighborhoods. Second, that the pedestrian network itself is undecipherable. It is both charming and confounding to traverse from one side of campus to another.

A defined Greenway will be created toward establishing recognizable connections between campus places and spaces. These connections will weave the elements of buildings, spaces and paths into a cohesive campus fabric. Establishing clear and safe connections between neighborhoods will create a more unified and accessible campus, in keeping with the One Vanderbilt principles of unity and inclusion.

The expression of the Greenway will be derived from and reinforce the character of the neighborhoods that it traverses. A consistent character that is identifiable as VU will be established. The Greenway network of paths and open spaces will connect neighborhoods in a consistent, identifiable way while still allowing each neighborhood to maintain its unique character. In order to achieve balance, basic elements of pavement, vegetative character, stormwater and furnishings will be tuned according to both the Greenway and neighborhood character.



THE GREENWAY AS A SEQUENCE OF PATHS AND SPACES

The Greenway will unite existing open spaces and allow for the creation of new open spaces. These spaces will be held together much like charms on a bracelet. Open spaces are formed by buildings and trees, and by movement in and around them. Spaces must be sized and designed to accommodate appropriate use and occupancy. Concurrently, spaces can influence the behavior of those who occupy them. Wider paths and large spaces accommodate and create speedy movement. Narrow paths and smaller spaces encourage more leisurely passage and

quieter conversation. The edges of active open spaces are often buffered by smaller, more intimate garden spaces. These interstitial spaces can be discreet places for solitude, pass-through, transitional spaces, or unexpected found spaces. Treated appropriately they can offer opportunity for a moment's reflection for pedestrians moving along the Greenway and between the larger, more populated open spaces. The Greenway will be experienced as movement through, around and within a diverse sequence of paths and spaces.



OPEN SPACES

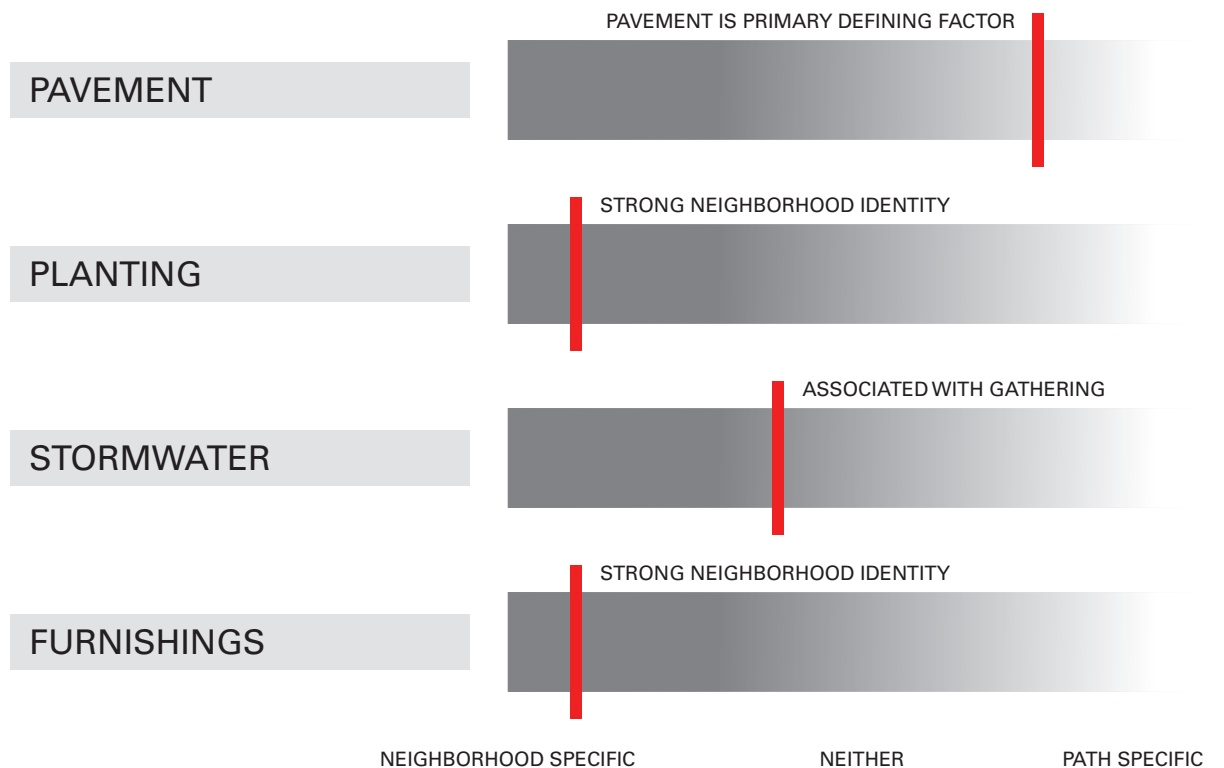


GARDEN SPACES

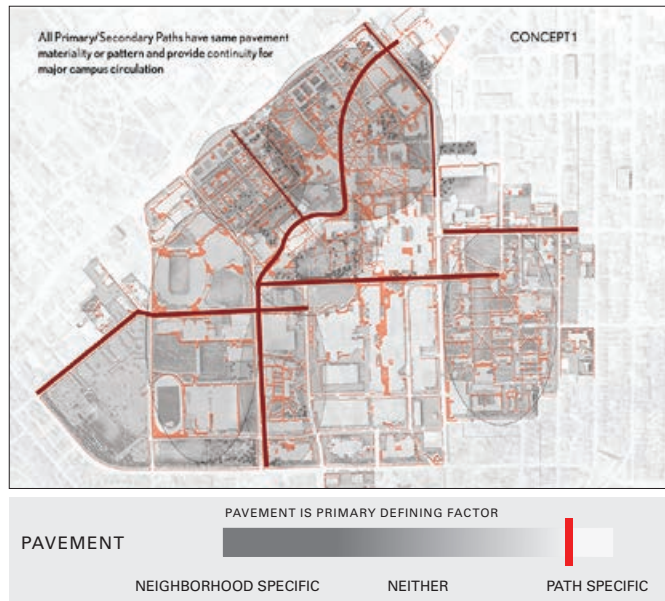
GREENWAY CHARACTER

The Greenway will be experienced at times as street, path and/or space, as it reacts with the spatial character of the various parts of the campus. Pedestrians, bikes and vehicles will be appropriately accommodated, with deference to the pedestrian experience.

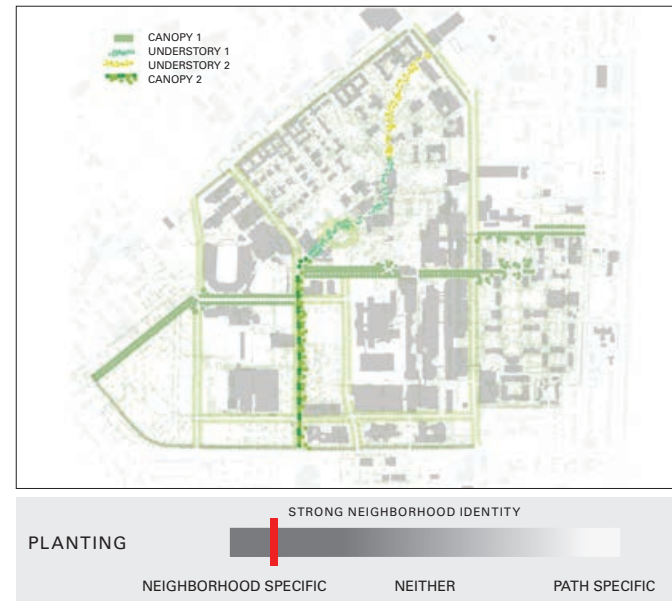
- At grade, the Greenway will incorporate a consistent palette of hardscape materials and patterns that is recognizable and selected to encourage sustainability and provide accessibility.
- The north/south and east/west Greenway paths will be slightly differentiated through hardscape materials and trees.
- Tree canopy and understory will be neighborhood specific and harmonious, and organized to clearly delineate the path and space of the Greenway.
- Visible expression of stormwater management will address specific neighborhood conditions within a defined approach and be educationally meaningful.
- Furnishings, lighting and wayfinding will be neighborhood specific, support the character of buildings and program needs, ensure safe passage and encourage social gathering.



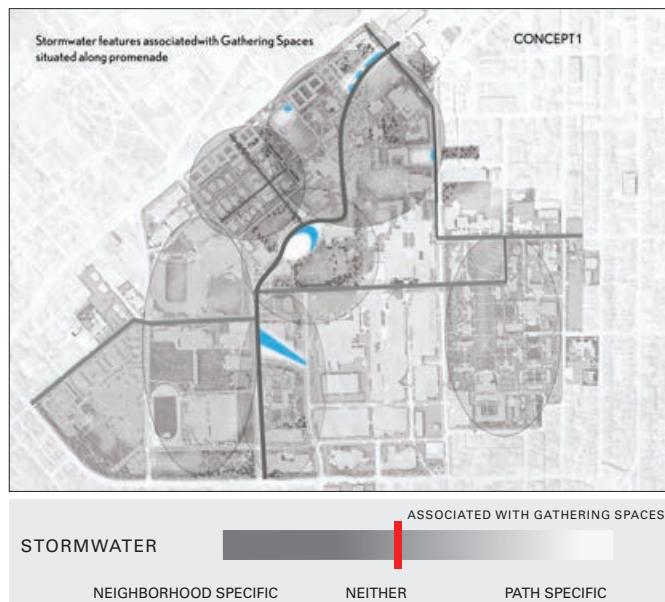
SLIDER DIAGRAMS CONVEY THE IMPACT OF THESE FOUR CONSIDERATIONS ON THE CHARACTER OF THE GREENWAY AS IT PASSES THROUGH THE NEIGHBORHOODS.



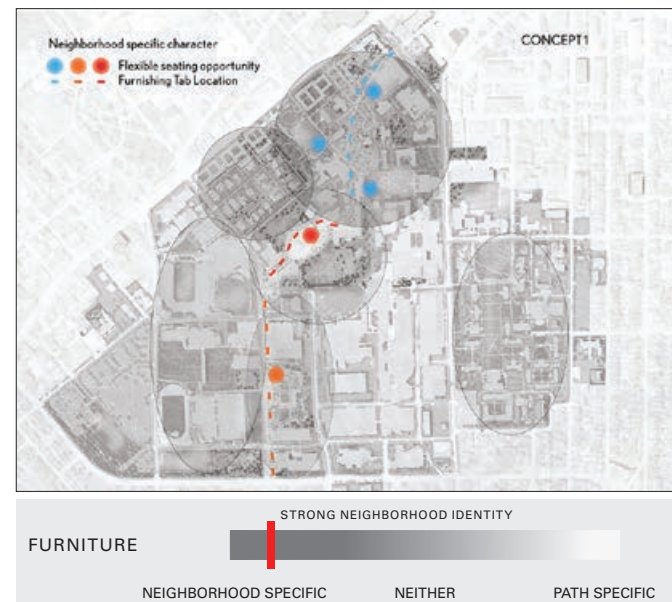
PAVEMENT CHARACTER CONSISTENT ACROSS CAMPUS



PLANTING CHARACTER SPECIFIC TO EACH NEIGHBORHOOD



STORMWATER MANAGEMENT CHARACTER SPECIFIC TO SCALE AND CHARACTER OF INTERVENTION

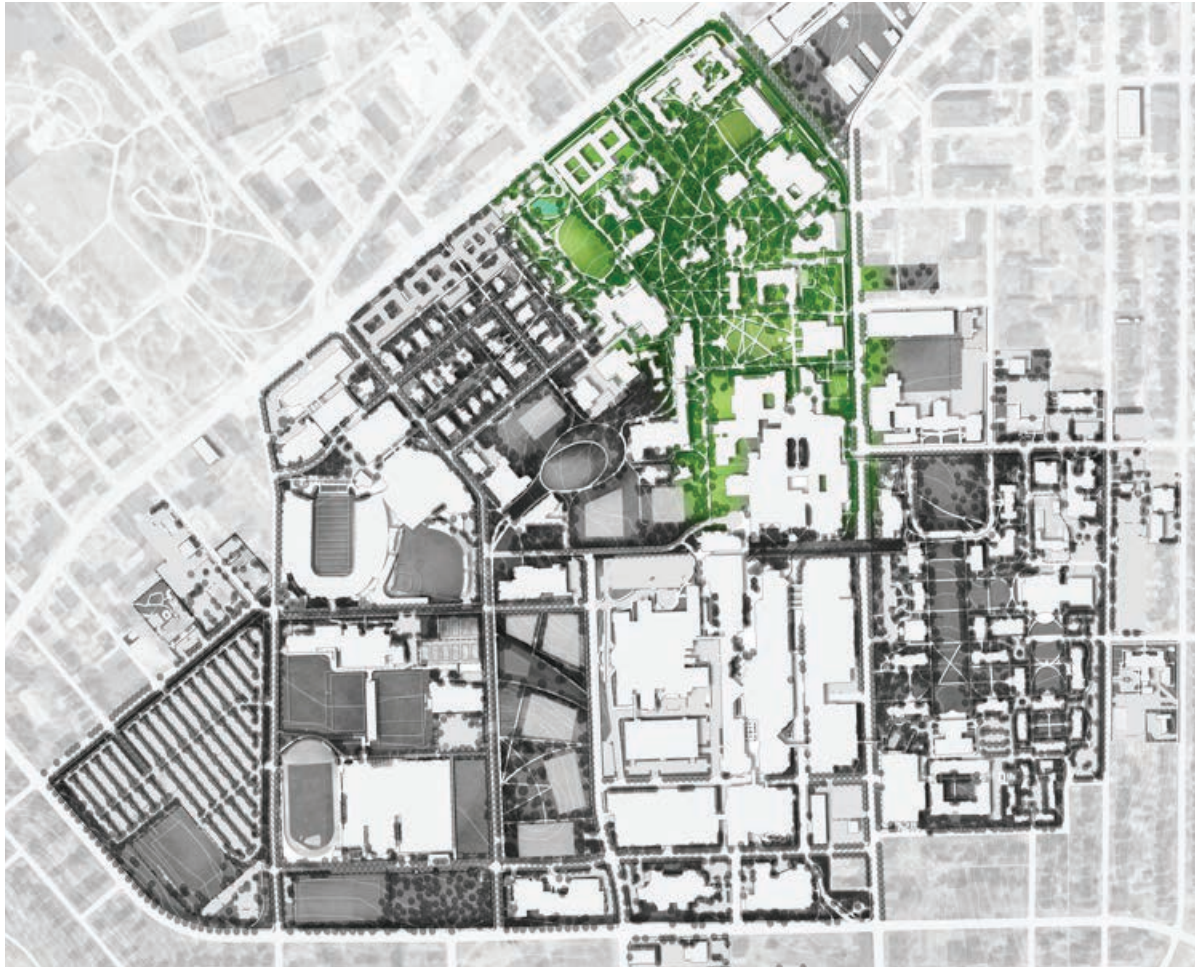


FURNISHINGS CHARACTER SPECIFIC TO EACH NEIGHBORHOOD



Historic Core

TRANSFORMATIVE PROJECTS THE HISTORIC CORE



The Transformation

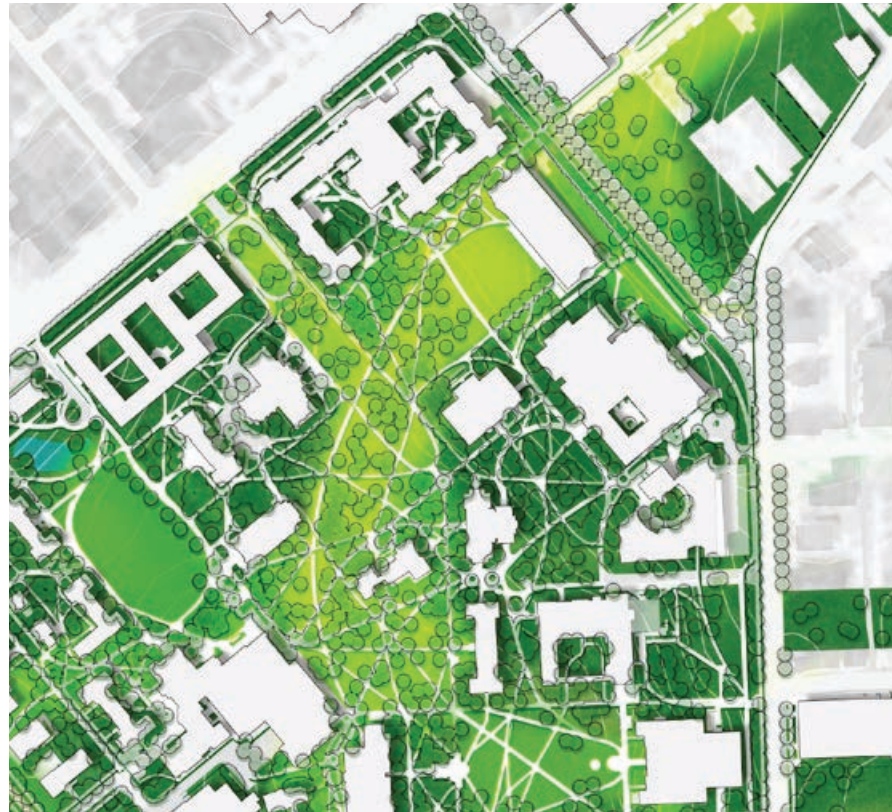
The Historic Core's park-like character distinguishes it as the most iconic campus neighborhood. The relationship of legacy buildings, majestic trees and open space provides a ready precedent to apply as enhancement for other neighborhoods. Plans for this area focus on clarification and simplification of existing conditions. One of the primary means for accomplishing this work is integration of the Greenway network.

Elements of The Transformation

- Integration of the Greenway
- Shortening the Kirkland Esplanade
- Path definition/editing
- Gateway/edge clarification
- View corridor enhancement
- Building opportunities along 21st Avenue
- Parking reduction
- Arboretum management
- Stormwater management/integration

Greenway

The shaded lawn that defines the Greenway should be reestablished as an uninterrupted ground plane that allows for clear views across the Greenway to create visual connections to buildings and clarify circulation. The Greenway provides important connections to Curry Field, the Kirkland Esplanade, Alumni Lawn and Library Lawn along this primary north/south leg in the Historic Core. Connecting these spaces with the Greenway will expand options for flexible programming, especially for large groups and events. The Greenway will reach across 21st Avenue to connect the new Graduate Village to the Historic Core and the rest of campus.



THE GREENWAY

Open/Gathering Spaces

Maximizing the amount of uninterrupted lawn will optimize the usable space at Alumni Lawn, Library Lawn and Curry Field. Selective removal of redundant paths, which currently subdivide open space, will expand the usefulness of these areas. Existing trees and vegetation should be studied. Understory trees should be limited in the large gathering spaces that typify the Historic Core. Understory trees are more appropriate for small gathering spaces, gardens and courtyards, and perimeter conditions along West End and 21st Avenue where they can be utilized to define edges, view corridors and pedestrian circulation.



OPEN SPACES

Paths

The existing “spaghetti” of meandering paths in the Historic Core needs clarification through prioritization. The new arcing Greenway path establishes a primary circulation route through the core, clearly defining pedestrian circulation that connects Central, the main shaded lawns of the Historic Core, and on to the Graduate Village.

Secondary and tertiary routes connect to Alumni Lawn and the West End neighborhood to the west, the 21st Avenue edge along the north-eastern edge, and the Greenway to the south. These secondary paths clarify circulation to the other important green spaces in this neighborhood and to adjacent neighborhoods that are not directly connected by the main north/south primary path.



PATH HIERARCHY AND POTENTIAL EDITING

Gateways and Edges

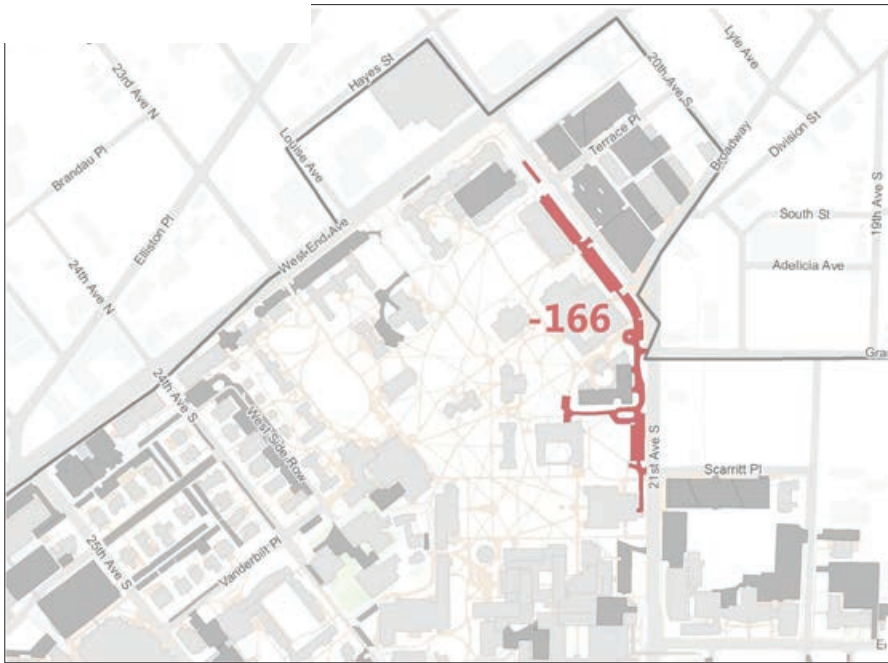
Reinforcing and extending the Magnolia Curtain as residential colleges are constructed along West End Avenue will unify this campus edge and create a buffer along the wide, busy street. Shortening the Kirkland Esplanade beyond this formal gateway will encourage cars to pick up and drop off without interrupting pedestrian circulation. Careful editing of the magnolias in front of Kirkland will establish a visual connection to Wilson Hall across Curry Field. The character of the 21st Avenue edge should become more civic and transparent, allowing views and access along its length, facilitating physical and visual connectivity between the main campus, Graduate Village and Peabody. Removal of parking allows for a new multi-use path along campus perimeter at 21st Avenue and West End Avenue, encourages pedestrian and bicycle movement across 21st Avenue, connectivity along the edge of campus and brings the character of the Historic Core to the public edge of campus. The streetscape will be improved by introducing a consistent verge with street tree planting. An existing on-grade crosswalk between the Historic Core and the Graduate Village will be enhanced to prioritize pedestrian circulation.



GATEWAYS AND EDGES

Parking Strategies

Parking, especially along 21st Avenue, has a strong presence along the most public edges of campus. Parking along this campus edge will be relocated, prioritizing the use of land for pedestrian circulation and open space. Vehicular access for drop off, service and emergency will be maintained as a limited use path, with the goal of minimizing its impact on pedestrian circulation and campus aesthetics as viewed from the campus edge and neighboring properties. Service and loading areas will be screened with walls and/or landscaping if feasible.



POTENTIAL PARKING TO BE REMOVED

Bikes and Pedestrians

Creating a formalized approach to bike circulation is a complex issue, particularly in the Historic Core because it is a neighborhood with no interior roads and a complex network of pedestrian paths. Additionally, significant pedestrian circulation at class change poses a significant challenge to bike integration. Following are two potential approaches to integrating bike circulation in this area.

The first option encourages a bike free zone within the heart of the Historic Core, such that students bike across campus, park and then walk between buildings. Those who choose to bike within the heart of the Historic Core are urged to adopt a collective path-sharing approach and use their best judgment when navigating congested walkways.

The second option selects a few key opportunities for wider shared-use paths that would create strategically placed bike connections through this part of campus, avoid the busiest areas of the Historic Core, minimize pedestrian and bike conflicts and preserve the walkable nature of the neighborhood. A bike free zone within the heart of the Historic Core could be combined with this approach.



OPTION 1

OPTION 2

Building Opportunities

Additions to the School of Nursing, Divinity and Owen Library are currently under construction. An addition to Owen is also under consideration. Planning for buildings, access and orientation will take into account the new approach to frontage along 21st Avenue. An opportunity for clarifying the new pedestrian corridor as it meets the Library exists if the second floor terrace is removed and service access is modified. Building frontage is also revised at this edge to create a formal front onto 21st Avenue. The university is also embarking on broad humanities and sciences studies that will further examine buildings in the Historic Core.



POTENTIAL FUTURE BUILDING PLACEMENT

Sustainability—Stormwater Management and Integration

Sustainable strategies:

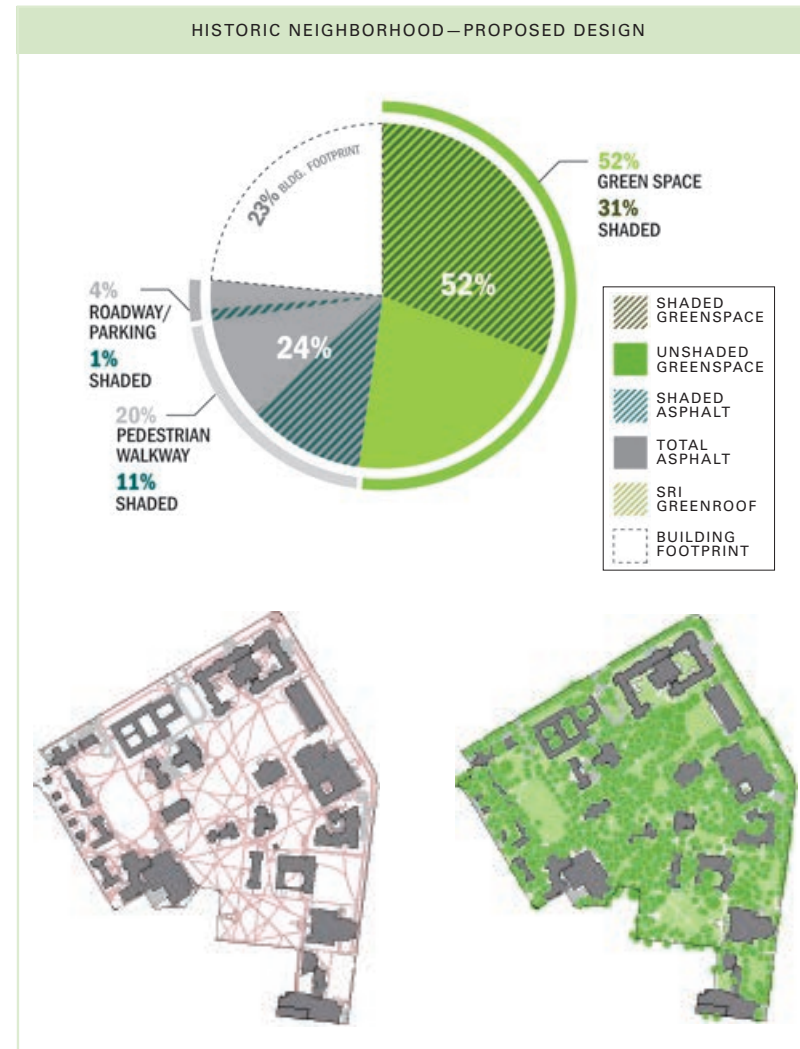
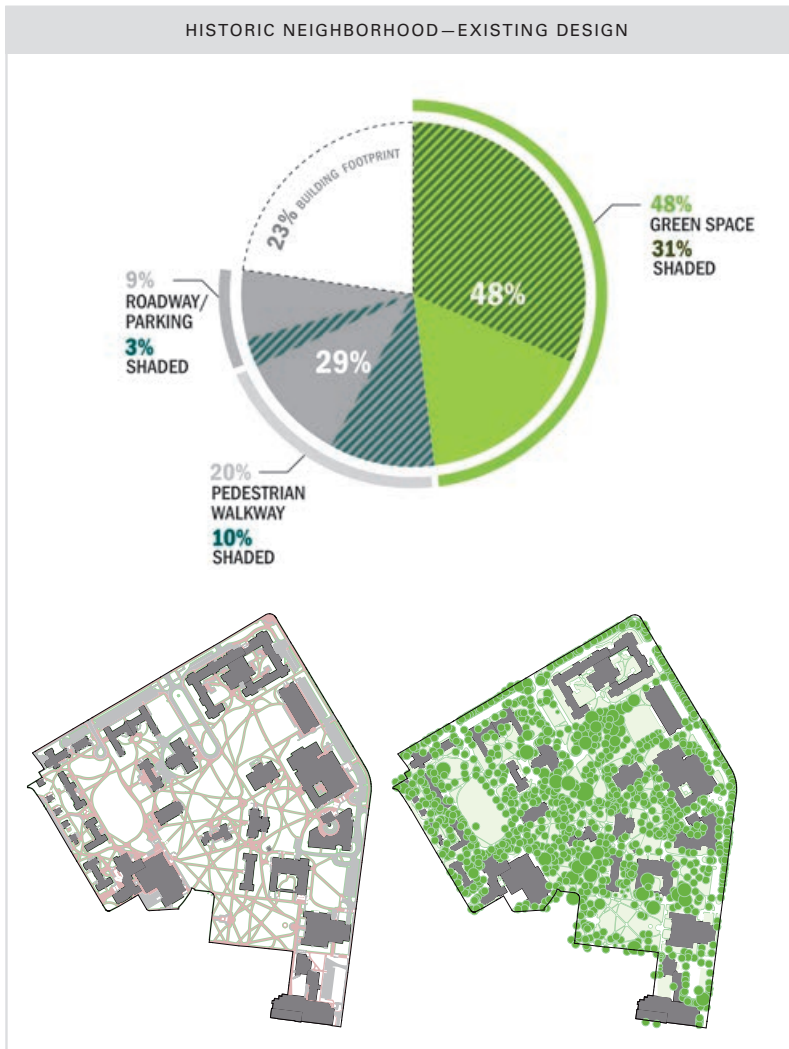
- Greening, meet the open space target—Convert existing hardscape to open space/ landscape, add permeable surfaces
- Concept 1—Incorporate minimal stormwater management elements into landscape
- Concept 2—Add linear stormwater elements associated with new paths and roadways
- Other Improvements— Minimal new building projects in this neighborhood.

A stormwater management element can be established as a feature at Alumni Lawn, at the natural low point, allowing it to function as a logical place for water collection and filtration and framing the lower portion of Alumni Lawn. Rain gardens and other small-scale elements would filter and collect water, and enhance and diversify the landscape types for the Historic Core. Scale, character and distribution should be considered with an eye toward establishing a campus-wide system of stormwater capture, filtration, detention-and-release and expression that expands beyond the current building-specific approach.



STORMWATER

Sustainability—Site and Landscape





West End

TRANSFORMATIVE PROJECTS WEST END



The Transformation

The key opportunity for improvement of the West End neighborhood is unrealized potential for inclusion and integration. A new communal “green” is created by removing parking, narrowing roads, implementing planted verges and burying utility lines. This new green space encourages collaboration and community between student organizations and the new residential colleges in this neighborhood. The scale and character of the neighborhood with its existing one-to-two story student organization buildings should be maintained and enhanced.

Elements of The Transformation

- New green/gathering space
- Reduction of hardscape
- Removal of parking
- Roads become paths
- Stronger pedestrian connection to Historic Core
- Limited access roads
- Electrical lines buried
- Strong residential college edge

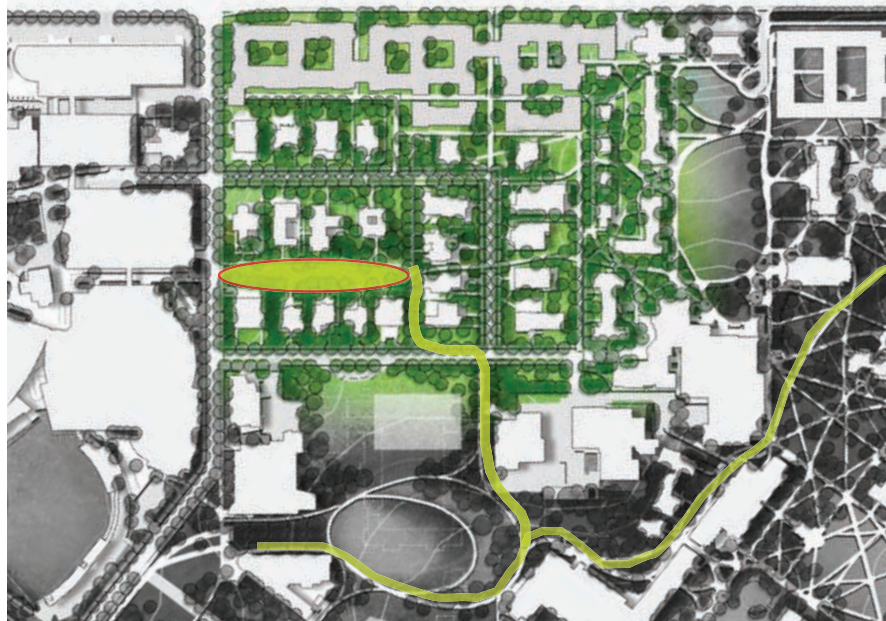
Greenway/Open/Gathering Spaces

The parking and alleys between Kensington Place and Vanderbilt Place provide an opportunity for a new public green space that can be used by all students as the main open space along the Greenway path in the West End neighborhood. This new green space and the student organization buildings are opportunities to expand the arboretum within West End. A new frontage for the residential colleges is also an opportunity for public space. Paths and plantings connect these residential colleges to the rest of the neighborhood. Added canopy trees soften the transition between the residential colleges and the smaller student organization buildings.

In addition to these large open space opportunities, visual connections to Athletics, and Greenway paths connecting to Central and the Historic Core will strengthen pedestrian connections to adjacent neighborhoods.

Gateways and Edges

At West End Avenue the magnolias should extend along the new residential colleges and across 25th Avenue, acknowledging both vehicular and pedestrian entry into the campus.



OPEN SPACE PLAN

Street Network and Access

Street improvements in the West End neighborhood focus on re-purposing parking and alleys for public gathering space. Limiting vehicular presence in this part of campus reconnects it to the Central, Athletics, and Historic Core neighborhoods. Street transformations are categorized into three main typologies: limited access streets, reinforced pedestrian paths and reclaimed pedestrian spaces. Limited access streets will be implemented on Kensington Place and 24th Avenue (between Kensington Place and Vanderbilt Place). Access should be limited to local access with credentials, service and emergency vehicles, transit vehicles, and move-in/move-out activities. Vanderbilt Place will remain the only two-way public street, principally providing service access for the Central Plant. Reinforced pedestrian paths are planned for West Side Row, 24th Avenue (between West End and Kensington Place) and immediately south of the forthcoming residential colleges. Reinforced edges allow these paths to retain access for vehicles. Reclaimed pedestrian spaces are implemented on alleys and between existing student organization buildings and Greek houses where parking is currently provided.



STREET REVISIONS

Bikes and Pedestrians

The implementation of limited access streets and pathway conversions in existing parking lots will dramatically improve pedestrian and bicycle mobility in the neighborhood. A network of sidewalks and pathways throughout the neighborhood will provide expanded walkability and an uninterrupted connection to the Historic Core. The pathway plan will also significantly improve connections for drivers parking on the edges of the neighborhood, including those parking in the Kensington Garage on 25th Avenue who will have a direct connection to the campus core via new pathway corridors where parking currently dominates.

Along the neighborhood’s western boundary, the center turn lane on 25th Avenue will be eliminated to provide additional space for bicycle lanes or streetscape elements. Cyclists will feel more comfortable riding on limited access streets with little interaction with vehicles. The combination of limited access streets with sidewalks and pathways will provide more dedicated space for both pedestrians and cyclists. The neighborhood will connect riders between the Historic Core/Central neighborhoods and planned bicycle facilities on or along 25th Avenue.

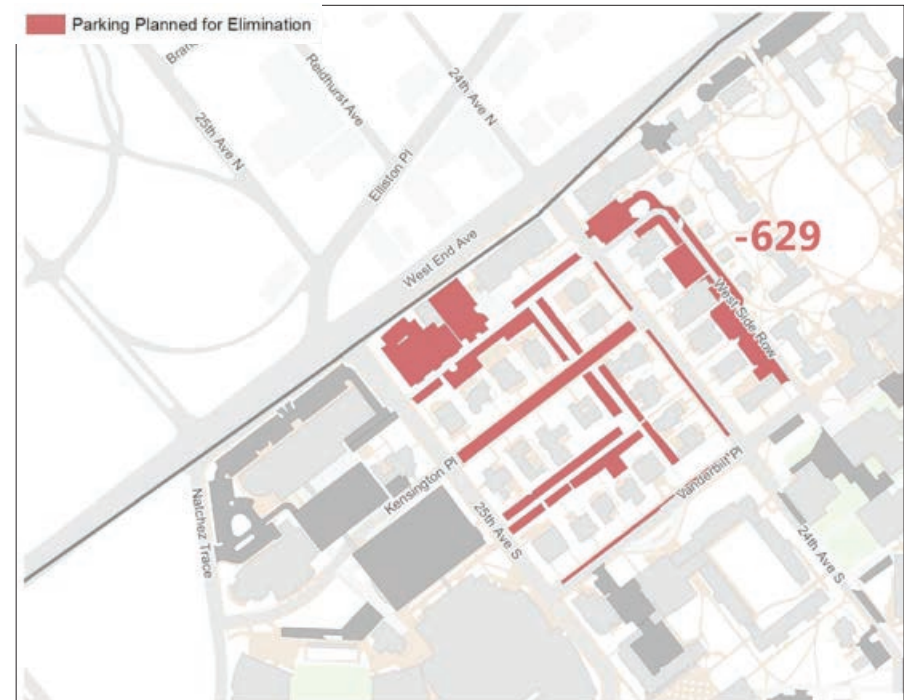


CAMPUS PATHWAY AND STREET CONVERSION PRECEDENT

Parking Strategies

The West End neighborhood plan will eliminate much of the existing on-street and off-street parking throughout the neighborhood. Parking facilities will be transformed into open spaces with enhanced pathway connections designed to foster greater connectivity and interaction between the residents and visitors to the neighborhood. A total of 629 parking spaces in the West End neighborhood will be eliminated. Vehicles currently parking in the neighborhood will be reassigned to other parking facilities based on the university’s parking permit policies.

Eliminating parking in the neighborhood will minimize vehicle intrusion in one of the most walkable and residential areas on campus. This plan will improve pedestrian safety and significantly reduce pedestrian-vehicle conflicts at crossing locations. This evolution in the parking system supports overall campus transportation and sustainability goals to reduce dependence on single-occupant vehicle trips and enhance safety.

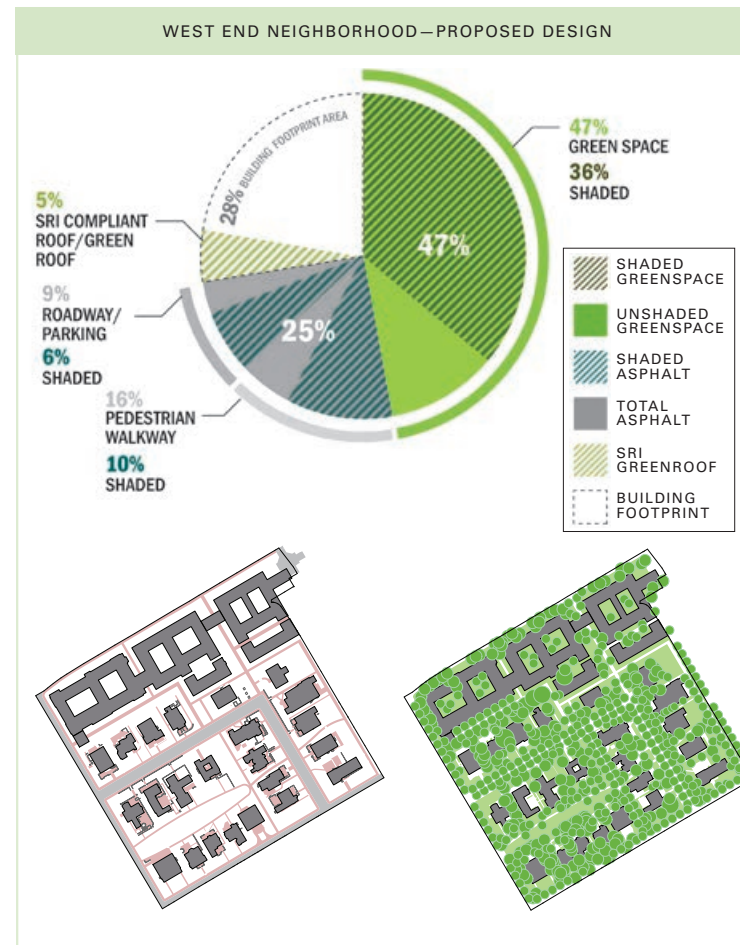
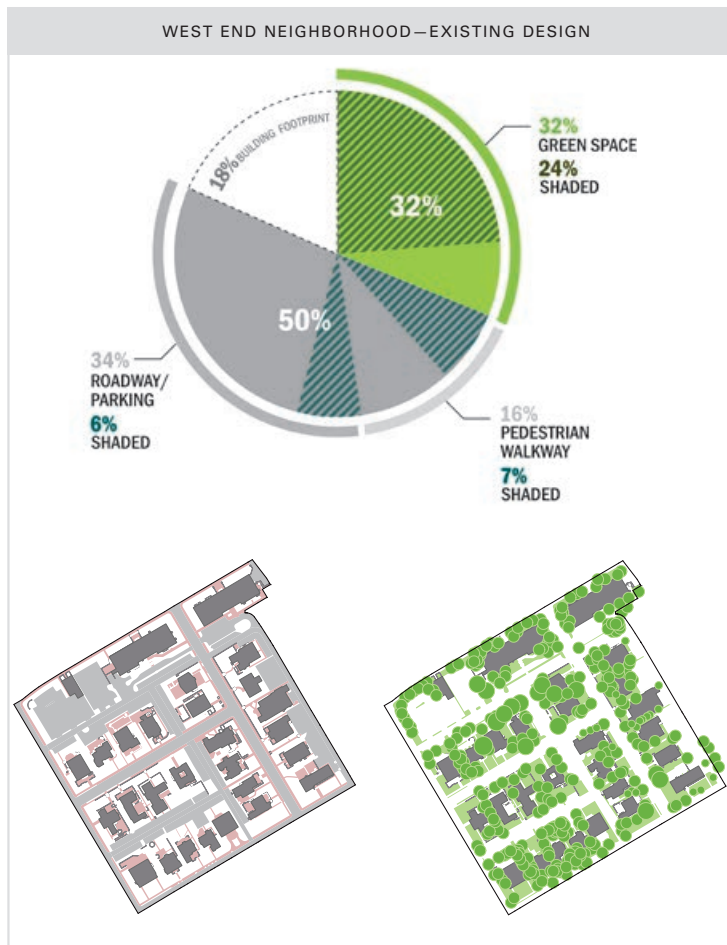


POTENTIAL PARKING TO BE REMOVED

Sustainability—Site and Landscape/Stormwater Management

Sustainable strategies:

- Greening, meet the open space target—Convert existing hardscape to open space/landscape, add permeable surfaces.
- Concept 1—Incorporate minimal stormwater management elements into landscape
- Concept 2—Add linear stormwater elements associated with new paths and roadways
- Other Improvements—Manage stormwater to 95th percentile event for new building projects



EXISTING SITE CONDITIONS AGAINST PROPOSED CONDITIONS



Central

TRANSFORMATIVE PROJECTS CENTRAL NEIGHBORHOOD



The Transformation

This neighborhood is the geographic center of the campus and is the crossroads between the north/south and east/west legs of the Greenway, making it a critical component for connecting the other reaches of the campus. The Greenway will play a large role in linking this central area to the rest of the campus, all of which is within a ten-minute walk. A new, significant open space and amphitheater, enlivened by and located adjacent to the Greenway, will create a vibrant space for social gathering and draw the Vanderbilt community to the Central neighborhood.

Elements of The Transformation

- Integration of the Greenway
- New significant open space
- Amphitheater
- Removal/burial of Bryan Building
- Removal/relocation of electrical substation
- Power lines buried
- New residential college and academic buildings
- Stormwater management/integration

The Greenway

The Greenway is a central feature of this neighborhood and represents a linear open space to frame new building locations and allow for clarity of movement. These improvements will transform this part of campus into a lively, pedestrian activated hub.

The Garland Avenue corridor, along the southern boundary of the Central neighborhood, will be an important east/west branch of the Greenway, providing access for a wide range of users and re-purposed as a pedestrian-friendly shared use condition. Parking that is currently accessible from Garland Avenue will be largely eliminated and vehicle access to Garland Avenue will be limited to essential types, including campus transit, service and emergency vehicles, special credentials, student health and clinical trial activities.



FINAL PLAN

Open/Gathering Spaces

Redevelopment within this neighborhood provides an opportunity to introduce a new, central open space on the scale of Alumni Lawn, introducing the open lawn and shaded lawn typologies into Central, and expanding the network of large open spaces beyond the Historic Core and Peabody neighborhoods.

This open space is the site for a potential new amphitheater to support educational and social events. The amphitheater is topographically designed to accommodate small and large gatherings with a southwest orientation and provides screening of the Central Plant. The landform also helps to manage local stormwater within the neighborhood.

The arboretum is expanded within Central, through both heritage and urban zone typologies. The plaza between the Student Life Center and E. Bronson Ingram Studio Arts Center is replanted with canopy trees. This space is transformed to have an outdoor canopy that extends the ceiling of the arcade into the plaza and creates a threshold for this main thruway to the Historic Core.



AMPHITHEATER PRECEDENT

Gateways and Edges

As the geographic center of campus, the Garland Avenue/25th Avenue intersection sits at a very important moment of transition. It is the crossroads of the main north/south and east/west branches of the Greenway, and the point where the shift of metro Nashville’s street grid orientation is resolved on campus. This key internal campus intersection has the potential to highlight major moments of arrival and transition between campus neighborhoods. This important location holds significant potential for a prominent central public space for gathering and social activation and should be reconsidered as a major hub of pedestrian access within the heart of campus.

The natural topography shifts along with the street grid, at this “knuckle” or high point. In order to accommodate all of the programmatic needs at this key point of circulation the existing drop off road should be reconfigured to work with the natural topography and minimize the overlap between pedestrian and vehicular circulation patterns.

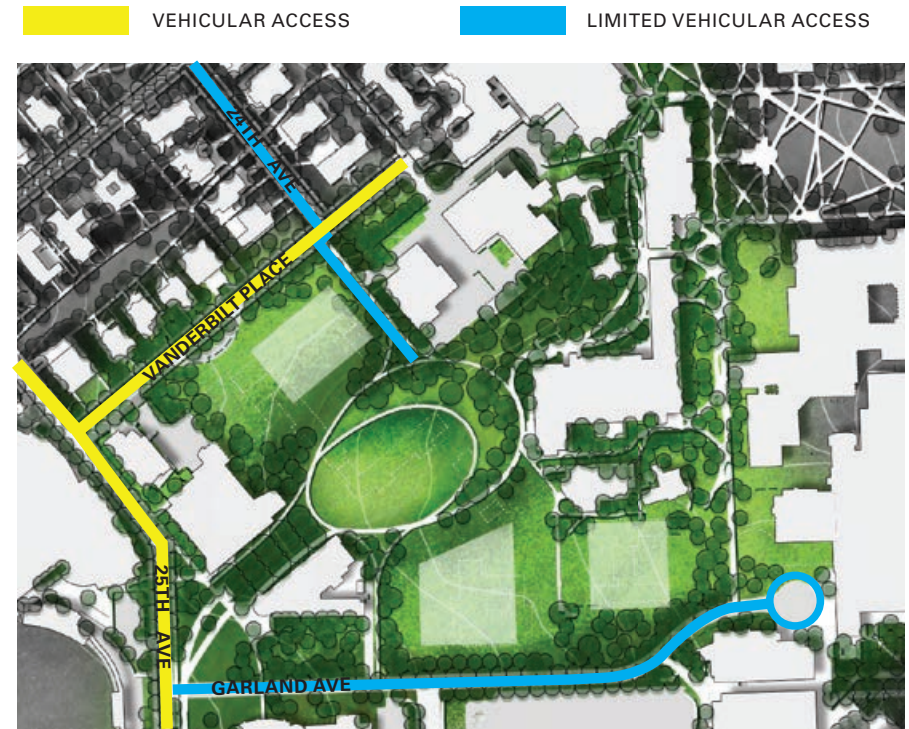


POTENTIAL GATEWAY

Street Network and Access

Limiting vehicle access in this neighborhood is essential to establishing a walkable and collegiate environment. Garland Avenue will be absorbed into the Greenway as a pedestrian and bike friendly corridor. The road will be narrowed and transformed with trees and improved hard surface materials. Vehicular access will be limited to service, emergency and shuttle bus traffic. Paired with the building and Greenway transformations, these circulation improvements will create direct connections toward both Historic Core and Peabody, and position the Central neighborhood as a vital hub for gathering and circulation.

By removing parking along 24th Avenue and accommodating necessary service and emergency access on a reinforced pedestrian path, the center of campus can become a large gathering space and a main artery for pedestrian circulation into the Historic Core. 25th Avenue will become more landscaped and reconfigured to accommodate safe bike travel.



STREET CONVERSIONS

Bikes and Pedestrians

The Greenway will function as the primary spine for pedestrian activity in the Central neighborhood and provide connections directly to neighboring areas. Pedestrian and biking activity will dominate the environment in this neighborhood, defining and increasing the vibrancy of the setting.

Garland Avenue will provide a primary bicycle route as part of the eastern branch of the Greenway. This link will facilitate bicycle activity between the Central neighborhood and areas to the east, including the Stevenson Center, Medical Center and Peabody.

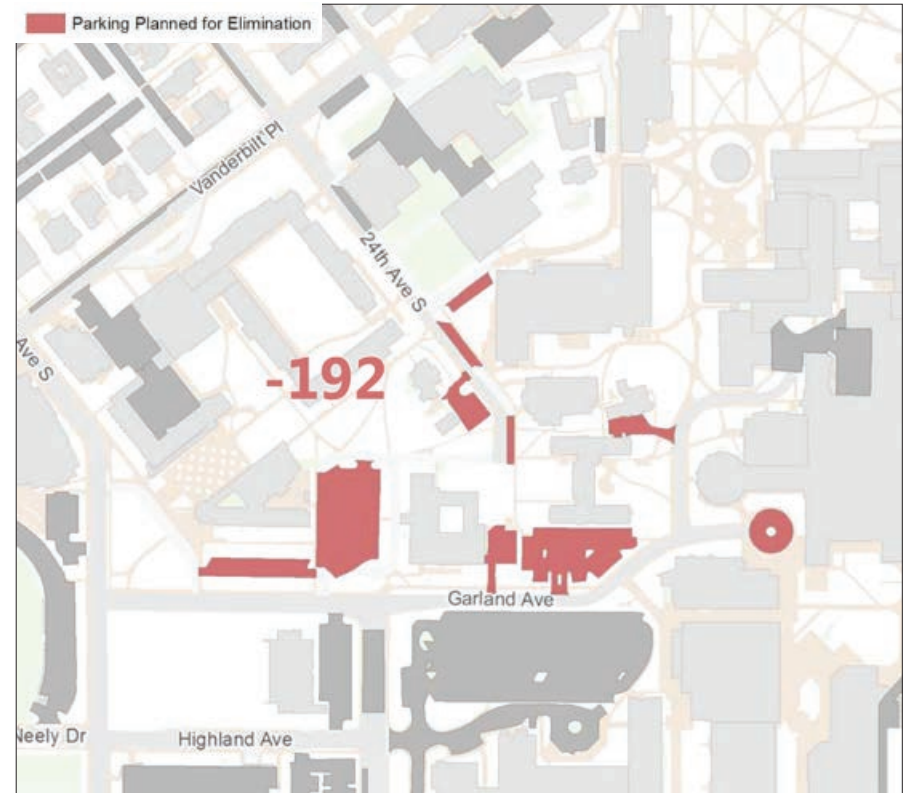


PRECEDENT IMAGES

Parking Strategies

A total of 192 parking spaces in the Central neighborhood will be eliminated as part of the neighborhood redevelopment plan. Vehicles currently parking in the neighborhood will be reassigned to other parking facilities based on the university’s parking permit policies.

Space currently reserved for parking will be redeveloped to leverage the highest and best use of central campus property. This evolution in the parking system supports overall campus transportation and sustainability goals to reduce dependence on single-occupant vehicle trips and enhance safety.



POTENTIAL PARKING TO BE REMOVED

Building Opportunities

FutureVU calls for redevelopment of aging Central neighborhood buildings and quads to provide space for congregation and circulation through the geographic center of the campus.

It is anticipated that new residential colleges and academic buildings will replace Branscomb, the University Club, McTyeire, the Chaplain/Religious Life Building, the 24th Avenue Annex, a portion of the Central Plant and the series of parking lots located along Garland Avenue. New buildings will be sited to frame the central open space and amphitheater. New open spaces will clarify connections to the Greenway and other parts of campus.

The physical intrusion of the electrical substation, Central Plant and high voltage lines will be eased through architectural and landscape screening until such time that these elements can be removed, relocated or buried. FutureVU envisions eventual relocation of the existing electrical substation, including underground relocation of the high power lines. Implementation of this work will be coordinated with life-cycle replacement of existing equipment in order to maximize efficiencies in resource allocation.

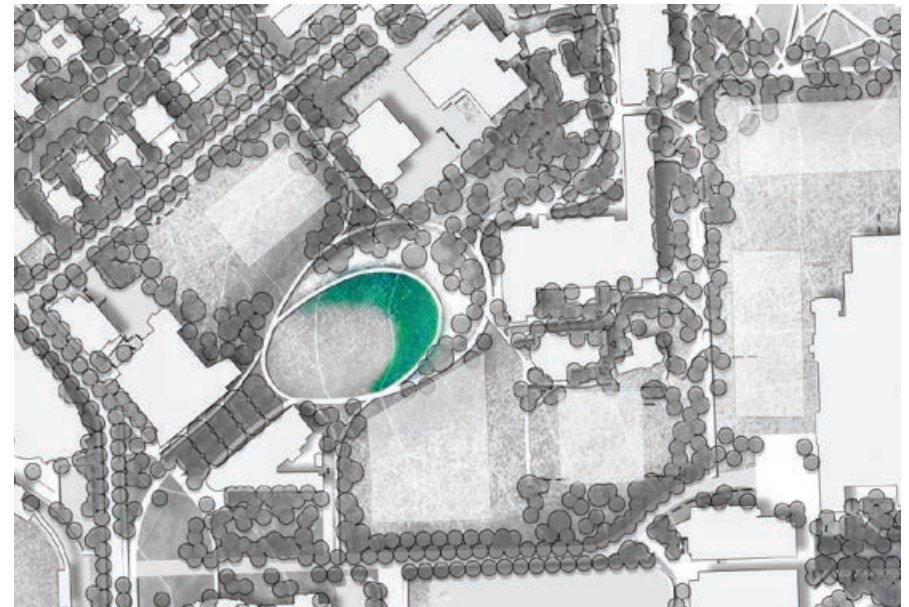


POTENTIAL FUTURE BUILDING PLACEMENT

Sustainability—Stormwater Management

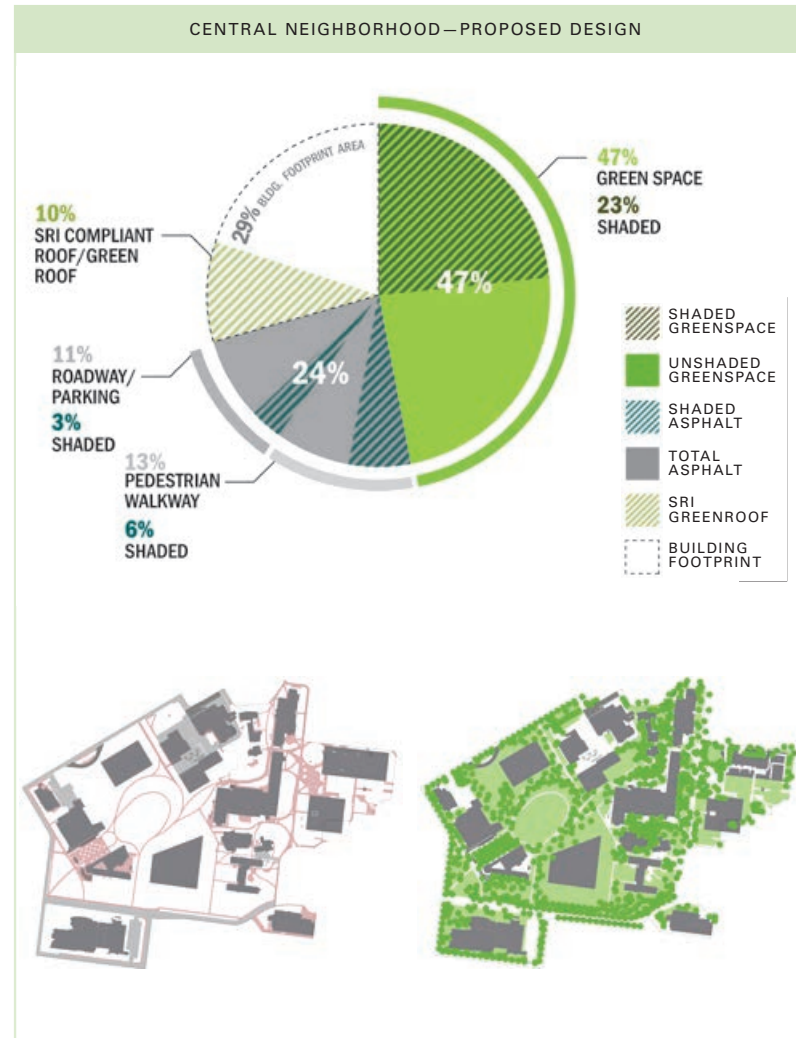
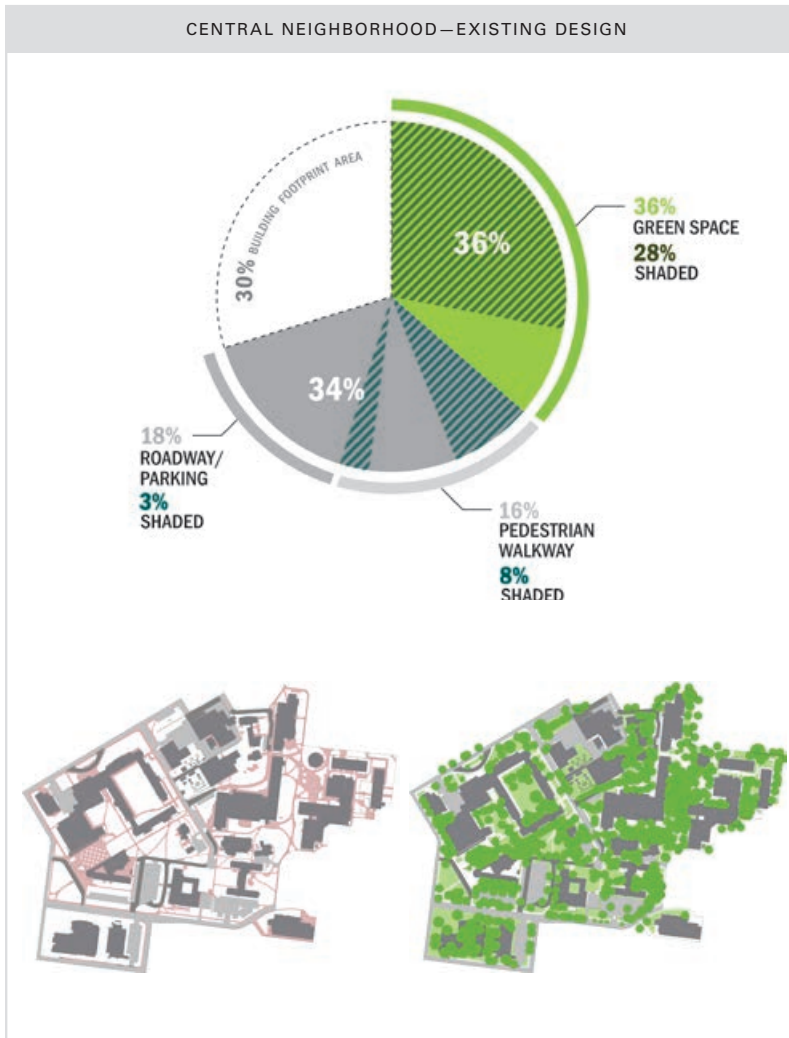
Sustainable strategies:

- Greening, meet the open space target—Convert existing hardscape to open space/landscape, add permeable surfaces
- Concept 1—Incorporate large stormwater management elements into landscape
- Concept 2—Add linear stormwater elements associated with new paths and roadways
- Other Improvements—Manage stormwater to 95th percentile event for new building projects
- The use of landform to create an amphitheater at Central may allow for the creation of a depressed area for detention and filtration of stormwater.



STORMWATER

Sustainability—Site and Landscape



EXISTING SITE CONDITIONS AGAINST PROPOSED CONDITIONS



Highland



TRANSFORMATIVE PROJECTS HIGHLAND

The Transformation

Removing the 25th Avenue Garage and the above-grade portion of the West Garage will immediately alleviate the literal isolation of this neighborhood, providing visual and spatial connections north to Central and south to Blair School of Music. Redevelopment of the entire block will provide an opportunity to engage with the natural topography through organic site-responsive building placement. Additionally, the site's potential for flooding will be addressed with a stormwater treatment and detention feature. This feature will showcase the water and surrounds as a small park for social gathering and provide the opportunity to function as an educational demonstration landscape.

The Greenway will function as a redefined streetscape condition along 25th Avenue, hugging the western edge of the block and expanding spatially to interact with courtyards, the natural landform and the water feature as it links to Central.

Elements of The Transformation

- Integration of the Greenway
- New open spaces
- Removal of parking structures
- Strengthened visual and physical connections to the rest of campus
- Future buildings respect/respond to natural topography
- New residential college, academic and research buildings
- Stormwater management/integration feature

The Greenway

The north/south Greenway path extends from Blair School of Music, through the Highland quad’s shaded courtyard, along the edge of the reflecting pool and across Garland Avenue to Central. The Greenway will thus draw this important education facility back into the campus open space network and link it through efficient circulation into the campus core.

Opportunities for urban zone tree planting occur along this portion of the Greenway. The existing swale will be enhanced to create a reflecting pool. This feature, directly accessible from the Greenway, will also provide opportunities for social gathering, relaxation, quiet respite and research in addition to its stormwater function and aesthetic appeal. Activating the edges with furnishing and paths that respond to topography and desire lines will connect the Greenway to buildings and open spaces. The Greenway also connects to two new open space lawns, linking them to the network of campus open spaces.



GREENWAY

Open/Gathering Spaces

The open lawn adjacent to the swale creates visual connections into the reflecting pool, provides a frontage for the adjacent buildings, and frames views to the campus beyond. A shaded lawn is located at the high point of the neighborhood, adjacent to the Greenway. The lawn frames the residential colleges that skirt the crest of the landform and provides an opportunity to add heritage zone trees to the arboretum.

Gateways and Edges

The north/south Greenway axis begins near Blair, at the corner of 25th Avenue and Blakemore and extends along the Highland quad and across Garland Avenue to Central. The opportunity for a campus Gateway exists at either Blakemore or just north of Children’s Way.



OPEN SPACES

Street Network and Access

FutureVU calls for the 25th Avenue Garage to be demolished which will allow for transformational redevelopment, including residential and academic buildings. This element of FutureVU is the keystone project in the plan’s campus-wide program to de-emphasize the prominence and convenience of centralized on-campus parking. Elimination of this garage will significantly reduce traffic activity on 24th Avenue and 25th Avenue currently associated with the garage. Reduced vehicular traffic will improve pedestrian and bicycle safety, as students, faculty and staff must cross several campus streets to walk or ride to all other campus neighborhoods.

- VEHICULAR ACCESS/DEDICATED BIKE LANES
- VEHICULAR ACCESS
- LIMITED ACCESS



STREET CONVERSIONS

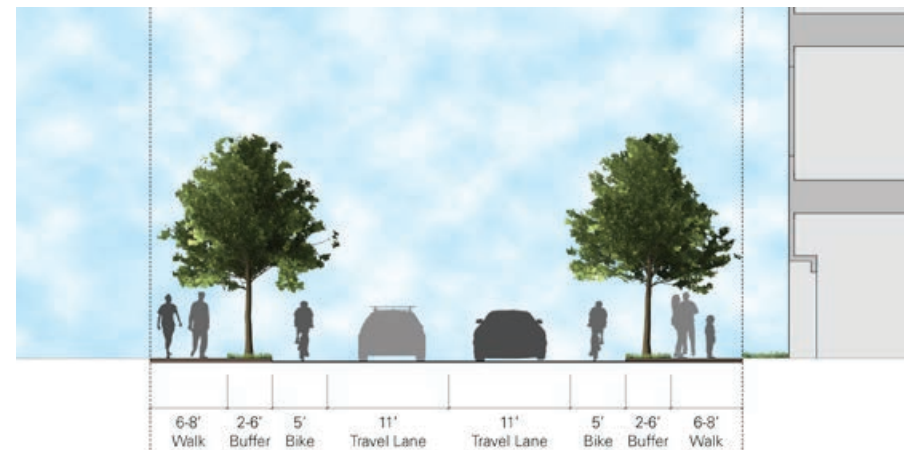
Bikes and Pedestrians

25th Avenue

The Greenway will extend along 25th Avenue to the southern boundary of the campus. The roadway cross-section should be reconsidered and the center two-way turn lane should be eliminated. The edge street condition of 25th Avenue along the west side of Highland will be redefined. Space for non-motorized users can be expanded within the corridor in multiple ways:

On-street Bicycle Facilities – The remaining two travel lanes can be aligned in the center of the street, providing space for on-street bicycle lanes.

Road Diet Option – Shifting the curb limits toward the center of the road on one or both sides of 25th Avenue will provide additional space on the roadside for streetscape, sidewalks, or pathways.



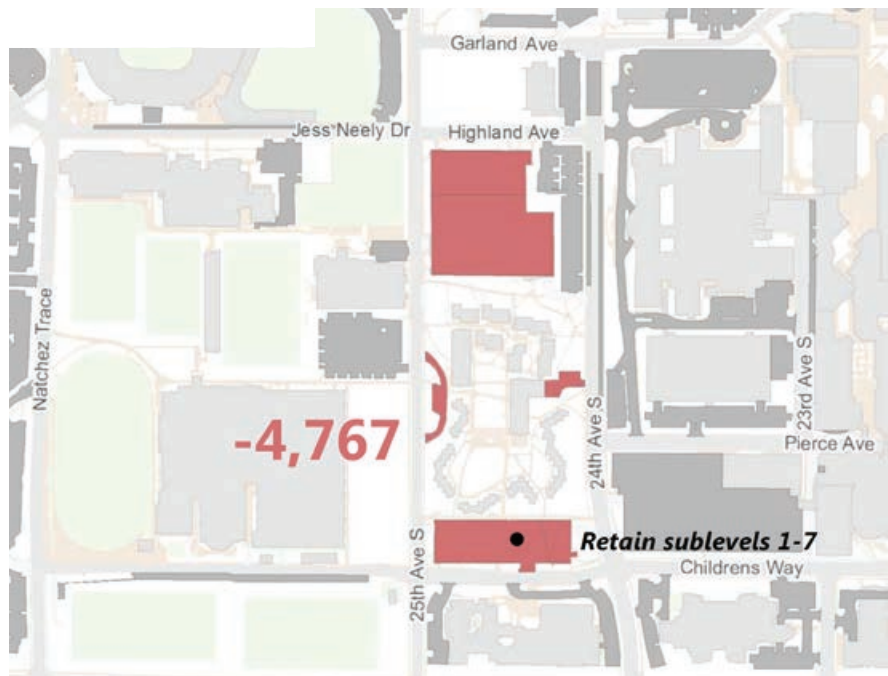
STREET CROSS SECTION PRECEDENT

Parking Strategies

Eliminating the 25th Avenue Garage will reduce parking capacity in the neighborhood by 4,100 parking spaces. VUMC leases approximately 2,600 parking spaces in the 25th Avenue Garage from the university.

Additionally, the long-term plan recommends eliminating the above-ground levels of the West Garage and a handful of parking spaces in small surface lots, enabling additional development and open space potential. This strategy will eliminate approximately 667 additional parking spaces, while retaining several levels of the West Garage below-ground.

Overall, the parking plan eliminates 4,767 parking spaces in Highland. Alternative transportation strategies and initiatives will offset parking needs on campus in general. The university should monitor parking space utilization to determine if sites for new or expanded parking facilities are required to meet adjusted, collective parking needs.

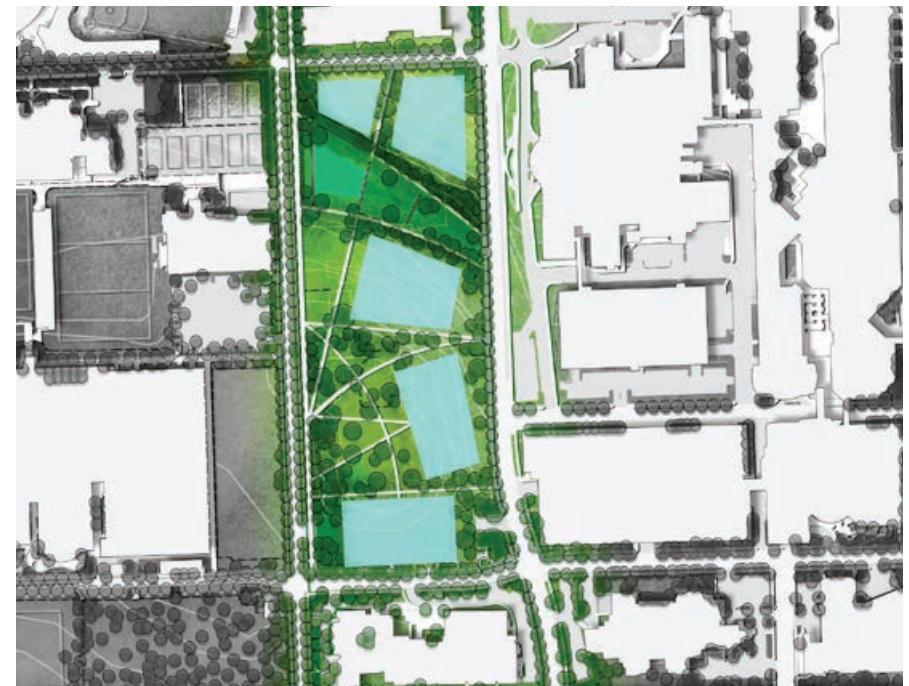


POTENTIAL PARKING TO BE REMOVED

Building Opportunities

Removing the 25th Avenue Garage and the above-grade portion of the West Garage will allow this neighborhood to be redeveloped with buildings that more appropriately engage with the natural topography and potential for views to the main campus. Thoughtful placement of new buildings relative to the Greenway will strengthen this block as a viable component of the Greenway network and the built fabric of the campus. New residential colleges will be sited in a more organic manner, creating lawns and courtyards that connect them to the land and to the Greenway.

Academic and research buildings can be sited to connect with research/science buildings to the north to form a science hub or to provide an academic building connection to Blair School of Music across Children's Way.



POTENTIAL FUTURE BUILDING PLACEMENT

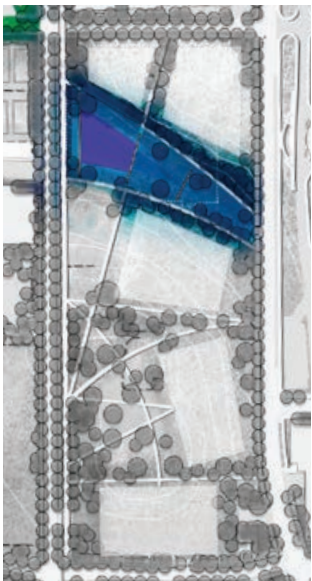
Sustainability—Stormwater Management and Integration

The existing swale extending from the southeast to northwest across Highland acts as a major campus-wide drainage path. Removal of the 25th Avenue Garage and redevelopment of Highland allows this low point to be enhanced as a series of retention and detention pools to mitigate flooding, filter stormwater and remove sediment, transforming the space into an iconic campus destination.

The presence of groundwater, which is pumped out of the West Garage basement at a rate of 250 gallons per minute, could be utilized as a resource to maintain a permanent reflecting pool at the lowest level of the tiered pool system. Installation of weirs could allow the reflecting pool to be maintained, with the ability to expand as needed to manage stormwater runoff.



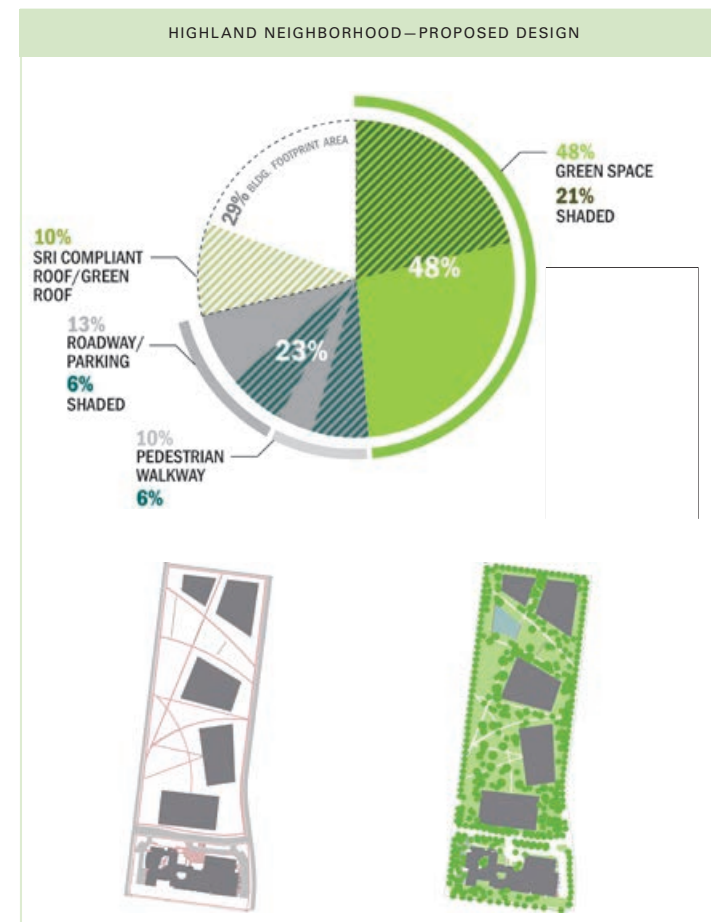
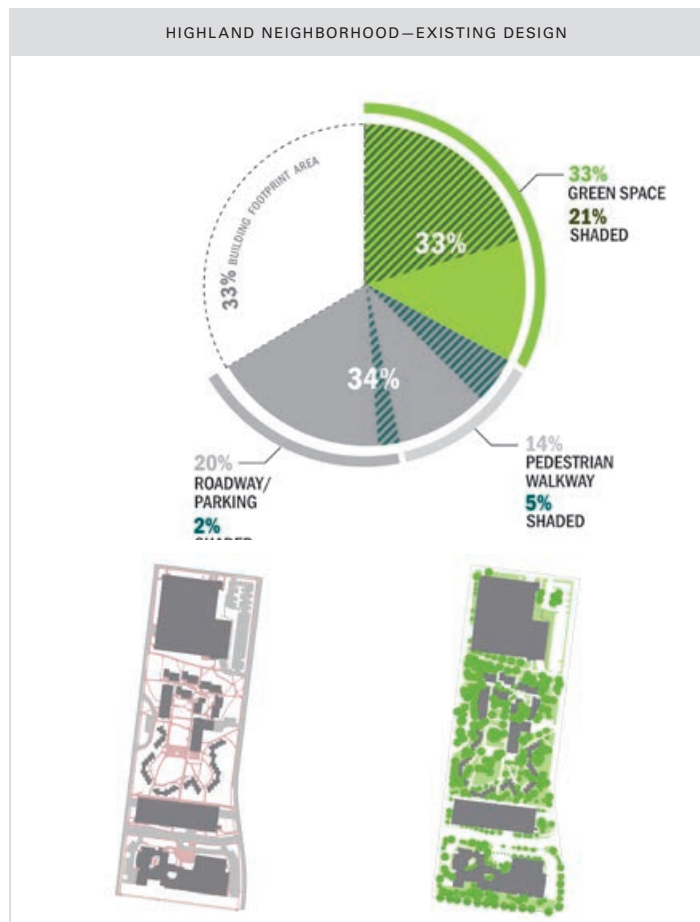
STORMWATER FEATURE PRECEDENTS



Sustainability—Site and Landscape

Sustainable strategies:

- Greening, meet the open space target—Convert existing hardscape to open space/landscape, add permeable surfaces
- Concept 1—Incorporate large stormwater management elements into landscape
- Concept 2—Add linear stormwater elements associated with new paths and roadways
- Other Improvements—Manage stormwater to 95th percentile event for new building projects

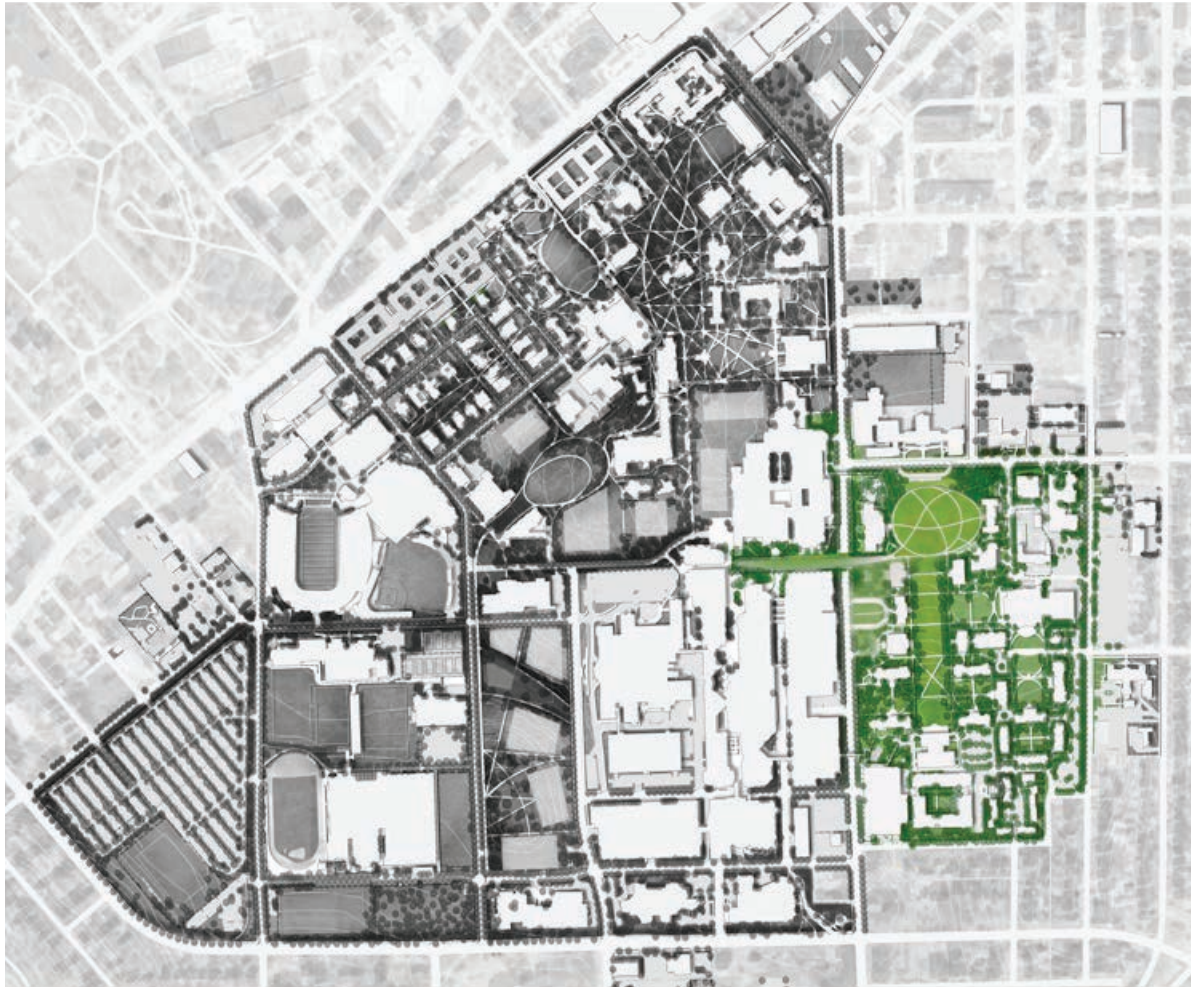


EXISTING SITE CONDITIONS AGAINST PROPOSED CONDITIONS



Peabody

TRANSFORMATIVE PROJECTS PEABODY



The Transformation

Connections from Peabody to the main campus will be strengthened both at and above grade. The at-grade crossings of 21st Avenue at Edgehill and Medical Center Drive will be enhanced to be safer and more pleasant. A new grade-separated bridge, as part of the Greenway system, will create a direct connection between the heart of the Peabody lawns and the main campus. This bridge - "The Vandy Highline" - will be experienced as an elevated linear park; wide enough to safely accommodate pedestrians and bikes, and landscaped with trees so that it is perceived as an extension of the Peabody Esplanade and Magnolia Lawn.

Magnolia Lawn and Circle will be reconsidered as a more defined space and enhanced with the removal of all parking. The Greenway/Vandy Highline will be designed to integrate smoothly with the flow of pedestrian traffic as it moves west toward the main campus and east as the Greenway reaches Edgehill Avenue towards the Chestnut Campus.

Parking will be removed from interior portions of the neighborhood. Appleton Place will be reconsidered to be more efficiently configured and used as a limited access street.

Elements of The Transformation

- Strengthened physical connections to the main campus at and above grade
- Future Vandy Highline across 21st Avenue
- Redefine Magnolia Lawn and Circle
- Remove parking
- Reconsider street use and access

The Greenway

One of the key functions of the Greenway at Peabody is to strengthen and clarify connectivity across 21st Avenue, to and from the main campus. The primary point of connectivity is proposed as a wide, tree-planted bridge, the Vandy Highline, to accommodate pedestrian and bicycle circulation. East of the proposed bridge, the Greenway establishes connections to Magnolia Lawn and Peabody Esplanade open spaces, turning north to terminate at Edgehill Avenue.

Open/Gathering Spaces

FutureVU recommends converting Magnolia Circle to open space and pathway corridors. Vehicle access will be minimized and a parking/drop-off area along Edgehill Avenue at the north end of Magnolia Lawn will be provided to support the daycare facility in One Magnolia Circle. This parking/drop-off area also provides a good location for a rideshare (i.e., Uber or Lyft) stop. The arboretum is expanded within Peabody, through both heritage zone and urban zone typologies.

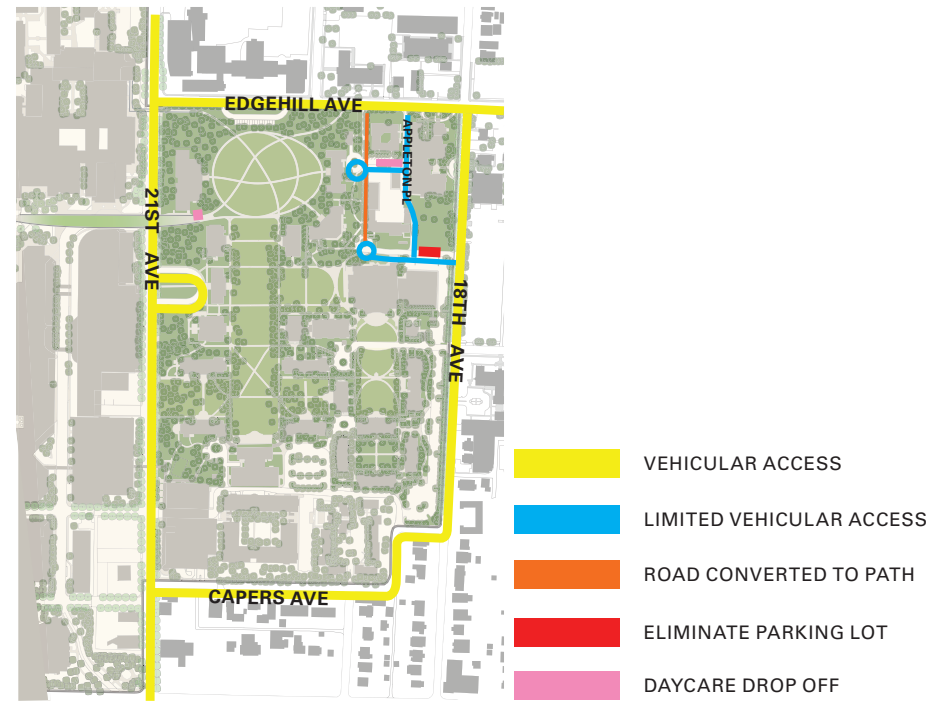


FINAL PLAN

Street Network and Access

The access drive from 21st Ave to Peabody Administration, the Library and Cohen will be reconfigured, reducing the amount of hardscape and facilitating the elimination of parking Lot 95. Opportunities for urban zone tree planting will emerge.

Appleton Place will be converted to a reinforced pathway corridor and the maintenance shop alley to a limited access, one-way street. Only credentialed (i.e. facilities), service, emergency, and daycare-related vehicles should be permitted to use the street. Access for facilities and service/delivery vehicles to the maintenance yard and Commons Center/Hill Center loading docks will be maintained. The university should eliminate most parking along Appleton Place (23 spaces) and in Lots 78A/79 (174 spaces). Displaced vehicles can be accommodated in nearby parking facilities including lots 77, 82 and others on the periphery.



STREET CONVERSIONS

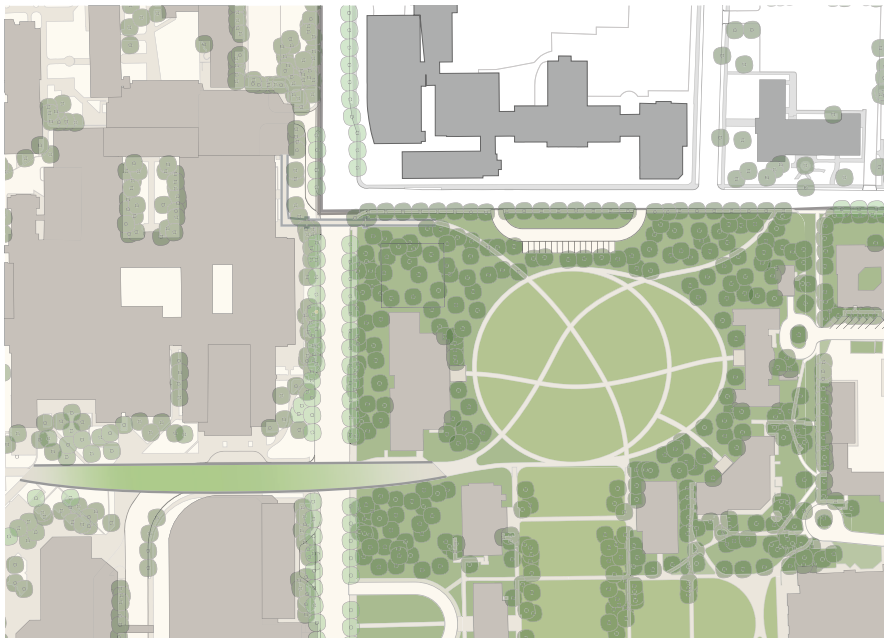
Pedestrian Bridge/Highline Concept

A grade-separated pedestrian/bicycle bridge provides the best and safest option to improve pedestrian/cyclist connectivity and continuity of campus character through the Medical Center to and from Peabody.

A pedestrian bridge must meet basic functional requirements to be effective. These requirements include accessibility, adequate pathway width, logical take-off points and necessary clearance over roads and utilities. A standard pedestrian bridge can be functional, but the Highline concept offers enhanced opportunities to establish continuity of campus character.

The bridge concept takes advantage of high elevation points for take-off locations near Eskind Library and Peabody Library. Alignment along north side of Medical Center Drive affords the most (perhaps only viable) space for structural elements. Overhead utility lines on the east side of 21st Avenue may need to be relocated underground.

Feasibility for a new bridge through the Medical Center depends on minimal impacts to Medical Center Drive. The Medical Center must maintain efficient vehicular access. Input from stakeholders will be required to determine critical access requirements. A pedestrian bridge that eliminates traffic lanes on Medical Center Drive should include a detailed traffic analysis to address traffic operations.



HIGHLINE-STYLE BRIDGE MAINTAINS CAMPUS CHARACTER



HIGHLINE PRECEDENT

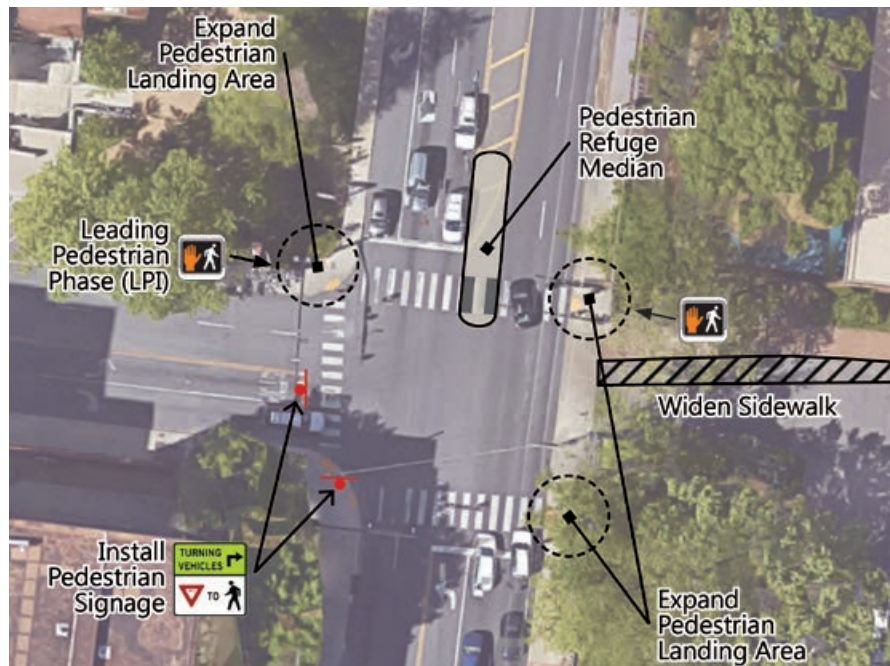
Bikes and Pedestrians

A secondary path is established as an at-grade crossing for bicycle traffic to cross 21st Avenue at Edgehill Avenue. This path will connect to the proposed perimeter path farther north, along the western edge of 21st Avenue. This becomes the primary route for bicycle traffic headed into the Historic Core and will deter bike traffic on the existing Edgehill pedestrian bridge.

The 21st Avenue/Medical Center Drive/Lot 95 driveway intersection currently provides several beneficial features for pedestrian mobility/safety, including high-visibility crosswalks, countdown pedestrian signals, ADA-compliant ramps, and turning restrictions.

Additional treatments will enhance pedestrian safety at this location:

- Larger pedestrian landing areas
- Lead pedestrian interval phasing (i.e., head start for pedestrian signal phase) or quick-response pedestrian signals
- Enhanced pedestrian warning signs (e.g. R10 15)
- Raised median refuge on southbound 21st Avenue

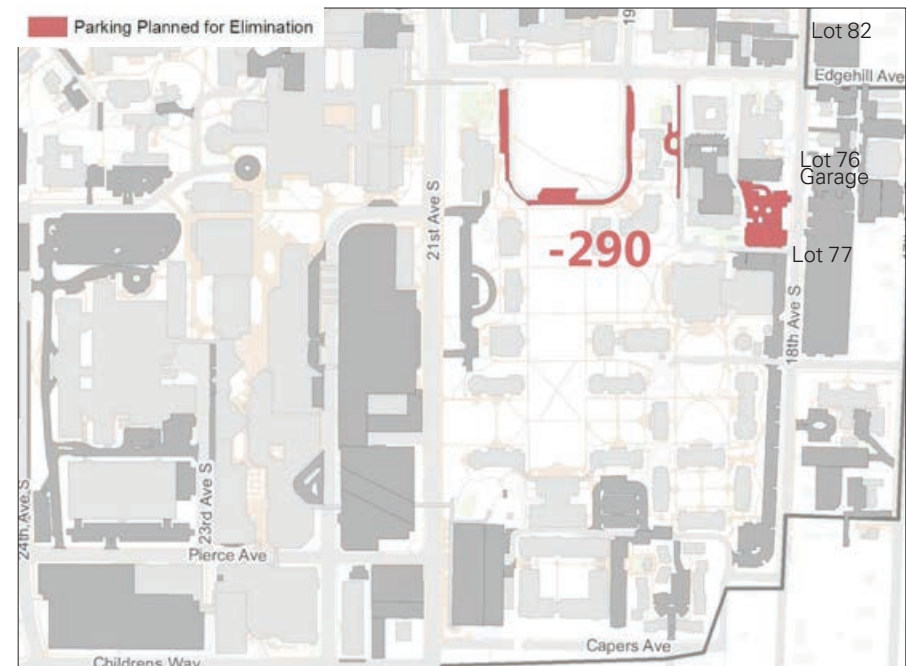


STREET TREATMENTS

Parking Strategies

A total of approximately 290 parking spaces at Peabody will be eliminated to provide additional open space and reduce pedestrian-vehicle conflicts along Magnolia Circle and Appleton Place. Parking is maintained for daycare facilities and provides up to sixteen replacement parking spaces at the north end of Magnolia Lawn, along Edgehill Avenue. Vehicles parked in the areas recommended for elimination should be relocated to under-utilized parking Lots 76 Garage, 77, 82 and others on the periphery.

Over the long-term, Lot 77 is a candidate location for a new parking structure to help replace planned parking losses. The university may want to consider constructing approximately 500-1,000 parking spaces in a parking structure along 18th Street.

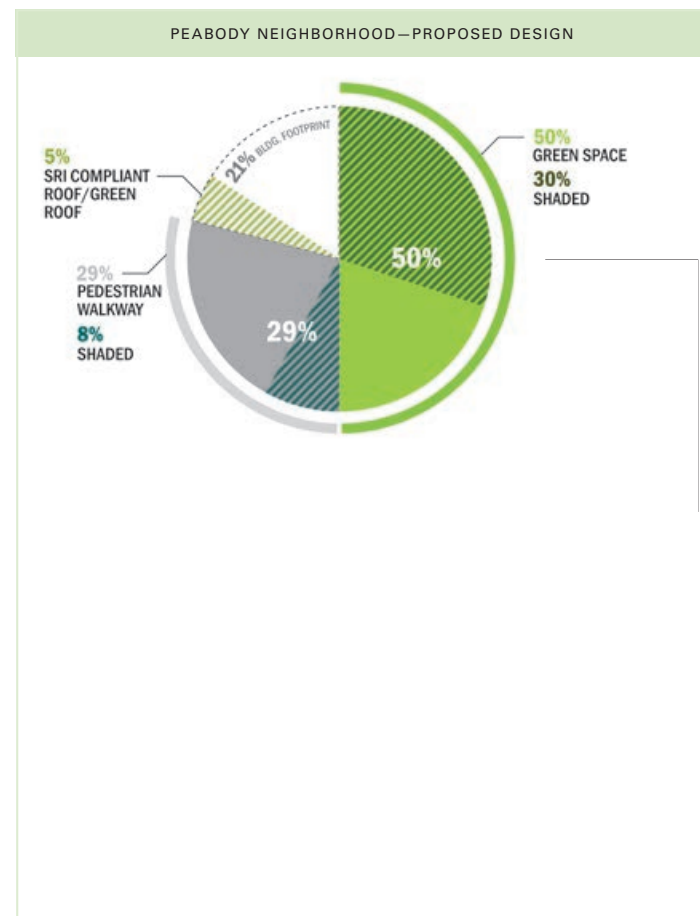
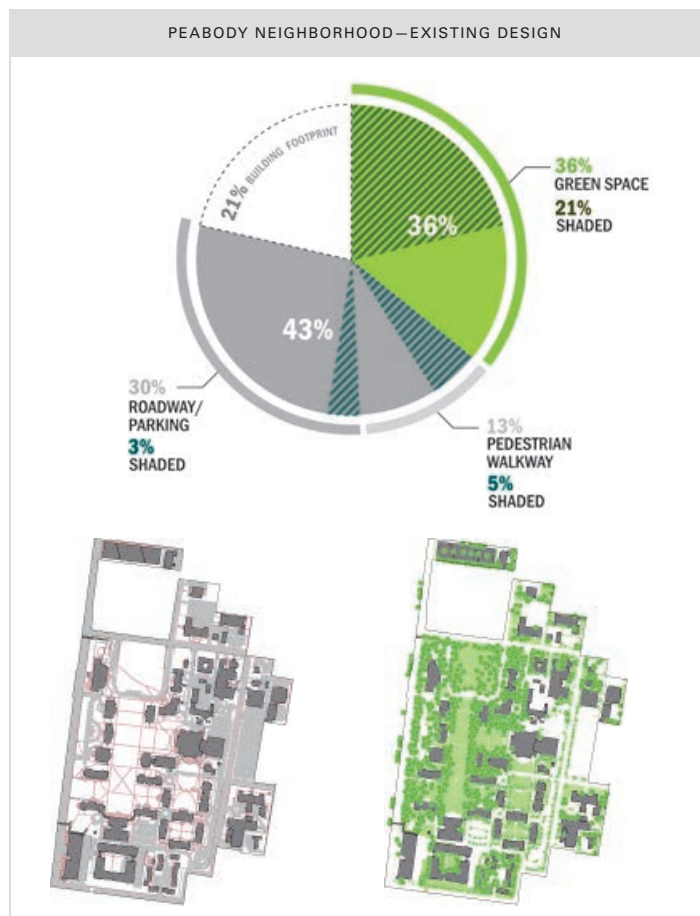


POTENTIAL PARKING TO BE REMOVED

Sustainability—Site and Landscape/Stormwater Management

Sustainable strategies:

- Greening, meet the open space target—Convert existing hardscape to open space/landscape, add permeable surfaces
- Concept 1—Currently there is no plan for stormwater management elements into landscape
- Concept 2—Add linear stormwater elements associated with new paths and roadways
- Other Improvements—FutureVU anticipates a new pedestrian bridge "Vandy Highline" crossing 21st Avenue



EXISTING SITE CONDITIONS AGAINST PROPOSED CONDITIONS



Graduate Village

TRANSFORMATIVE PROJECTS

GRADUATE VILLAGE



The Transformation

The establishment of a new Graduate Village will provide much needed housing and support facilities for Vanderbilt's graduate and professional students. The proposed location is ideal as it is in close proximity to the Historic Core and graduate schools of Law and Owen, as well as within walking distance of additional graduate schools. Graduate students prefer to have their own spaces, distinct from those provided for undergraduates.

Revitalizing this underutilized real estate will also create an opportunity for safer and more visual and physical connections across 21st Avenue. Programming for the Graduate Village will include housing and other amenities, including street activating functions at ground level. Significant greenspace will allow the Graduate Village to feel in keeping with the character of the Historic Core. This neighborhood is also a potential site for a mini transportation hub, including a rideshare (i.e., Uber or Lyft) stop.

Elements of The Transformation

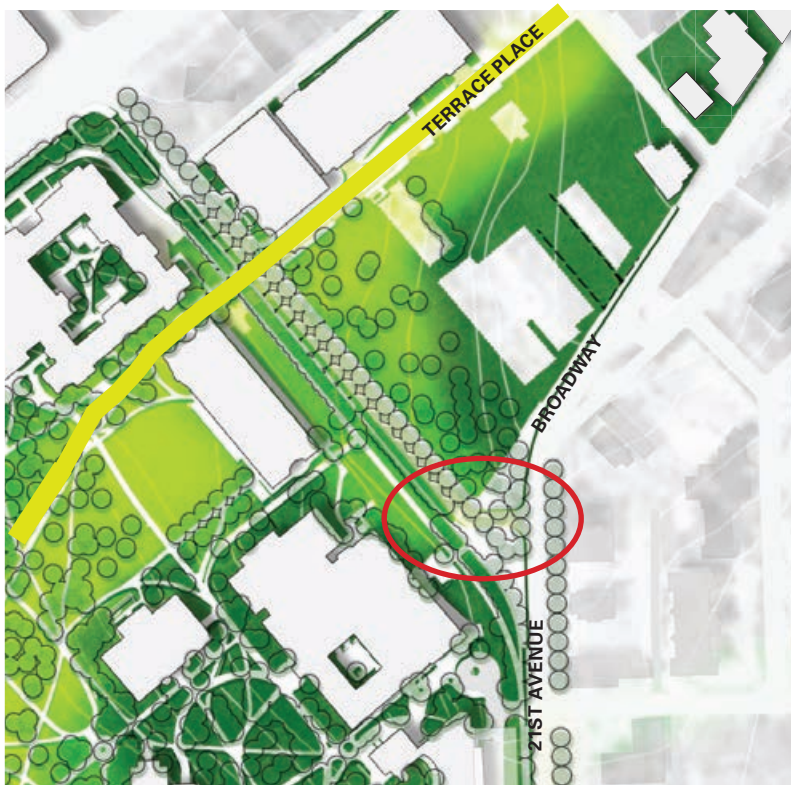
- Provide housing for graduate and professional students
- Create visual and physical connections to the rest of the campus
- Create green space
- Potential site for mini transportation hub

Greenway

A connection will be established between the Historic Core and Graduate Village via the primary Greenway path that continues between Wilson Hall and Warren and Moore residential college. The existing crossing should be enhanced to allow for a safe, strong visual connection to continue across 21st Avenue and along Terrace Place.

Gateways and Edges

Elimination of parking and establishment of a new multi-use path at the 21st Avenue perimeter will provide for secondary connections at Wilson Hall, the Law School and Owen. A means of reestablishing the historic gateway location at Broadway should be studied.



GREENWAY, GATEWAYS AND EDGES

Street Network and Access

The street network serving the Graduate Village is planned to remain largely unchanged. Connectivity to the Terrace Place Garage will be maintained and service/delivery access to existing and new buildings should be addressed through implementation.

The segment of 21st Avenue along the southwest edge of the Graduate Village is four lanes wide, operates in a one-way southbound direction with excessive lane capacity, and represents a pedestrian safety challenge. This segment can be modified to provide fewer travel lanes by implementing a combination of road diet, bicycle facility, and/or on-street parking treatments.

Multi-modal Transportation Center

Metro Nashville's nMotion Plan recommends a transit center in the vicinity of the Graduate Village. A multi-modal transportation hub in or near the Graduate Village could provide a logical destination for the campus shuttle system on the north side of the campus and a strong connection with regional public transportation services.



MULTI-MODAL TRANSPORTATION CENTER PRECEDENT

Bikes and Pedestrians

The Greenway plan connects the Graduate Village with the Historic Core via a crossing on 21st Avenue at Terrace Place. Vanderbilt should coordinate with metro Nashville Transportation Planning and Public Works departments to reduce the number of travel lanes on 21st Avenue. Reducing the number of lanes will narrow the street to provide enhanced pedestrian space, increase pedestrian conspicuity, and reduce the crossing distance thereby minimizing pedestrian exposure to traffic.

The crossing on 21st Avenue should be designed to enhance pedestrian and bicycle safety. Potential treatments include high-visibility crosswalk markings, in-road pedestrian crossing signs, and flashing beacon sign options (i.e., Rapid Rectangular Flashing Beacons). Further evaluation may be necessary to determine whether the crossing’s characteristics warrant a pedestrian signal.

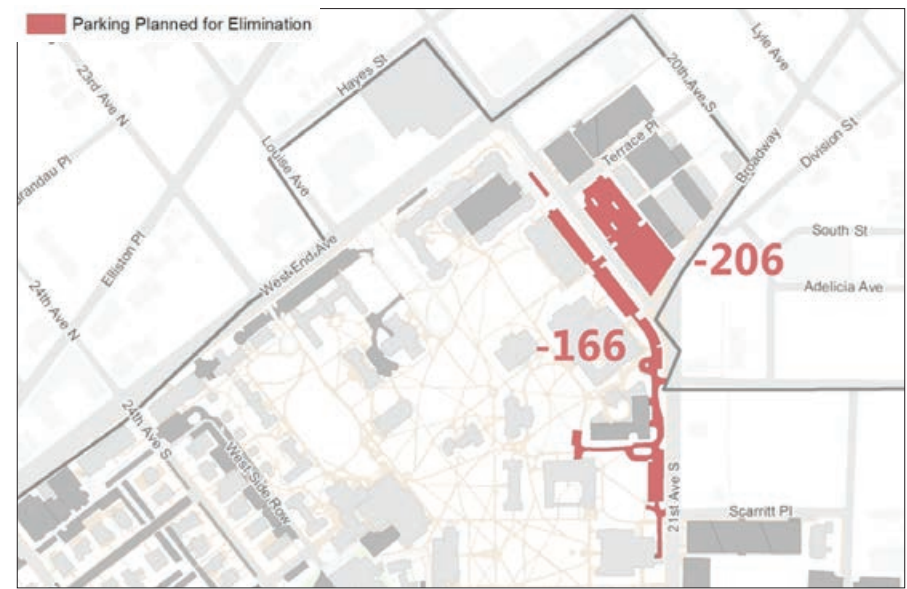


STREETS AND SIDEWALKS TO ENHANCE PEDESTRIAN AND BIKE SAFETY

Parking Strategies

The existing parking lots 5, 5A, 5B and 6 currently create physical and visual barriers between the Historic Core and Graduate Village neighborhoods. Removal of parking will allow for establishment of new open spaces straddling 21st Avenue. Open space along the east side of 21st Avenue will act as a gateway into the Graduate Village, buffer vehicular traffic, and create dedicated open space that can be programmed to accommodate social gathering for occupants and visitors of graduate and professional student housing.

Existing surface parking along the northeast side of 21st Avenue will be eliminated to provide new open space or building sites. The Graduate Village is a new parking opportunity site in a walkable location to the Historic Core, and may be particularly attractive if paired with a campus shuttle station to support commuters traveling from the campus periphery to more central locations.

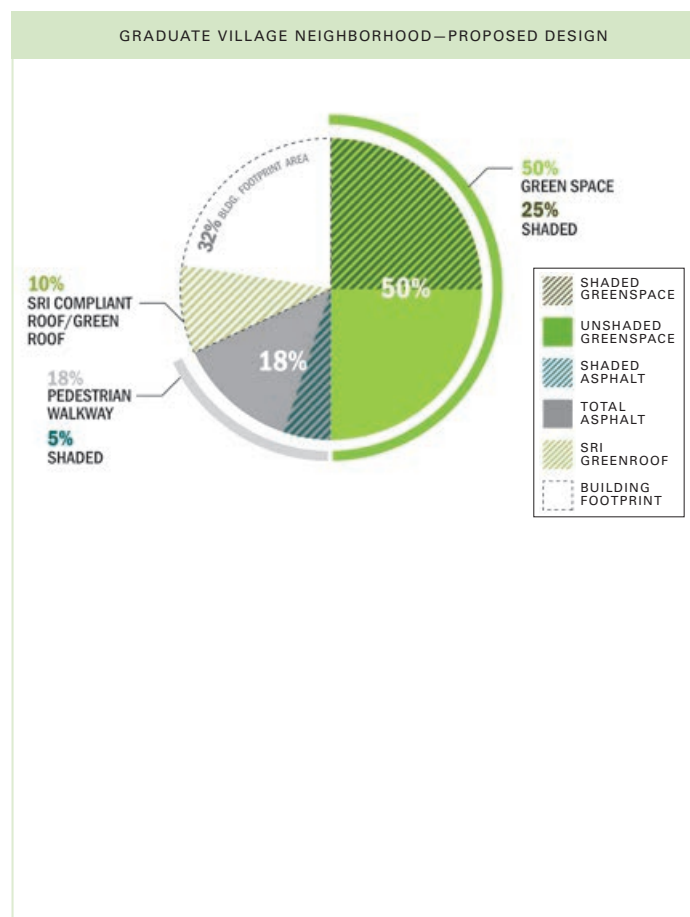
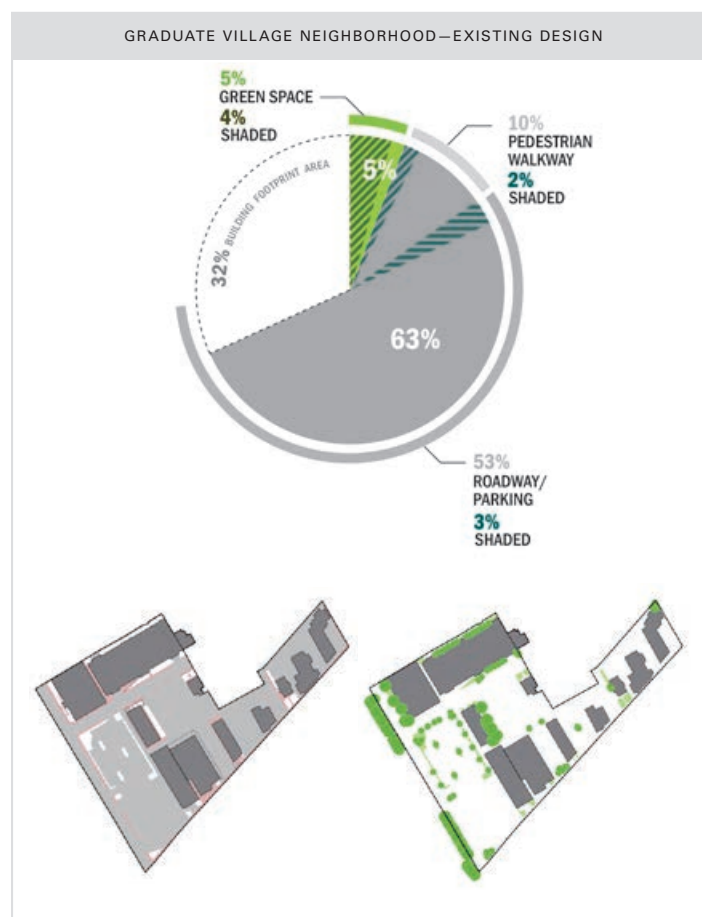


POTENTIAL PARKING TO BE REMOVED

Sustainability—Site and Landscape/Stormwater Management

Sustainable strategies:

- Reduce hardscape and increase green space
- Shade greater area of green space
- Integrate SRI compliant and pervious pavement in place of current roadway and parking asphalt pavement
- Shade greater area of non-SRI hardscape area
- Incorporate SRI compliant roof materials or green roof



EXISTING SITE CONDITIONS AGAINST PROPOSED CONDITIONS



Triangle

TRANSFORMATIVE PROJECTS TRIANGLE



The Transformation

Pedestrian circulation along the Vanderbilt Place parking lot is currently disconnected from the rest of campus. A lack of pedestrian sidewalks leading to and through this space along with existing grade challenges creates a significant divide between parking and user destinations.

Transformation at the Triangle focuses on pedestrian connectivity to and from Athletics, pedestrian safety and comfort, stormwater management, reduction of heat island effect, efficient vehicular circulation and maximizing parking capacity.

Elements of The Transformation

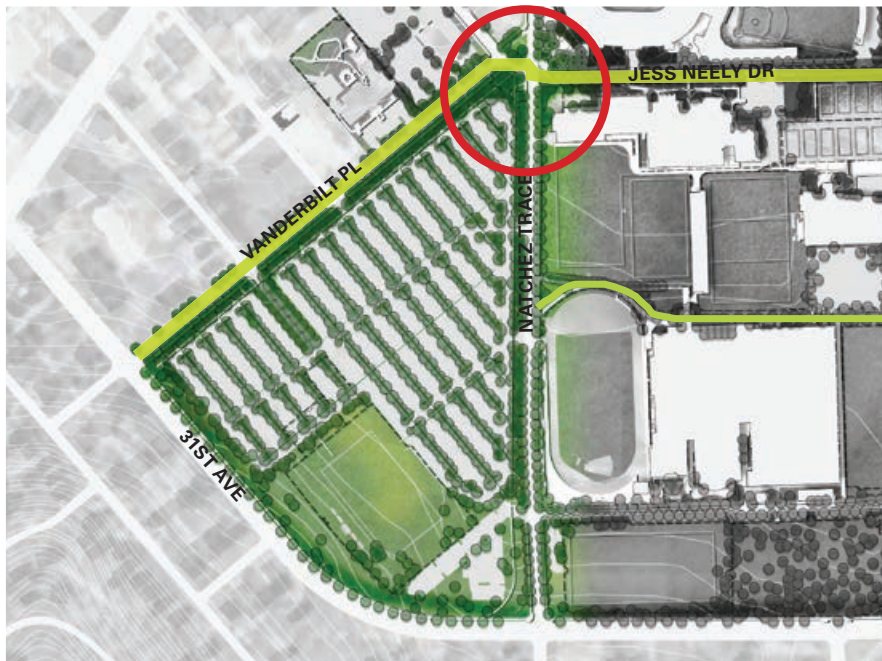
- Strengthen the pedestrian experience via the Greenway along Jess Neely Drive and Garland Avenue
- Improve parking lots
- Reconsider street use and access
- Potential site for multi-modal transportation hub

Greenway

The east/west branch of the Greenway will cross Natchez Trace at Jess Neely Drive and continue along the south side of Vanderbilt Place to 31st Avenue. The Greenway takes advantage of the parking reorganization in order to allow pedestrian circulation to flow on the same high ridge as the parking lot. Pedestrian circulation paths from the surface parking lot extend north to tie into the Greenway.

Gateways and Edges

The internal campus intersection where Natchez Trace meets Jess Neely Drive is a major collection point for pedestrians and vehicles and has the potential to highlight a moment of arrival and transition between campus neighborhoods. This intersection provides an opportunity for establishment of a gateway that moderates pedestrian circulation from the parking lot into the Athletics neighborhood. A pocket park at this location will be a collection point and place of respite for pedestrians.



GREENWAY, GATEWAYS AND EDGES

Street Network and Access

Vehicular movement is a primary function of this neighborhood. FutureVU's goal is to organize circulation for maximum efficiency, stormwater management and minimal pedestrian/vehicular overlap. While keeping the existing curb cuts, the parking lot is reorganized into logical parking bays with central tree planting and an infiltration strip to capture stormwater and provide consistent shade. Parking bays are oriented perpendicular to existing grade in order to maximize stormwater capture. Main pedestrian circulation is directed to the edge of the parking lot to facilitate movement via the east/west Greenway. Jess Neely Drive will function as a limited access road. The informal pedestrian path between the Triangle, the VRWC and Highland will be enhanced and supplemented with an additional pocket park.

- VEHICULAR ACCESS
- LIMITED VEHICULAR ACCESS
- MAIN PEDESTRIAN CIRCULATION

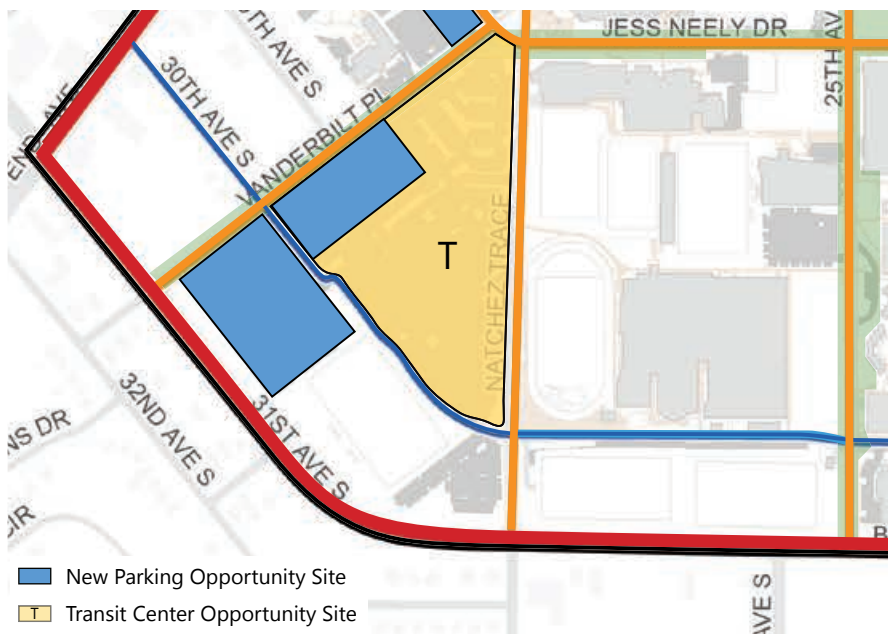


STREET CONVERSIONS

Parking Strategies

The N Lots located in the Triangle neighborhood provide approximately 1,980 parking spaces that are leased to VUMC for use by Medical Center employees. This represents a significant repository of remote surface parking. Several of the N lots are currently less than 60% utilized during peak conditions. The Triangle parking is served by the VUMC shuttle system, which provides direct transportation for VUMC employees to the Medical Center North cul-de-sac.

The Triangle neighborhood is a logical location to address parking demand that will be displaced from other parts of the campus. Over the long-term, the neighborhood offers multiple sites for new parking structures that can accommodate vehicles displaced from the 25th Avenue Garage and West Garage. Sites within the N Lots or on property used by Vanderbilt Public Safety can also provide reasonably proximate parking for events held at the Stadium and Memorial Gymnasium. To help address the future loss of parking the university should consider constructing approximately 1,000-1,500 new parking spaces in the Triangle area.



PARKING STRATEGIES

Multi-modal Transportation Center

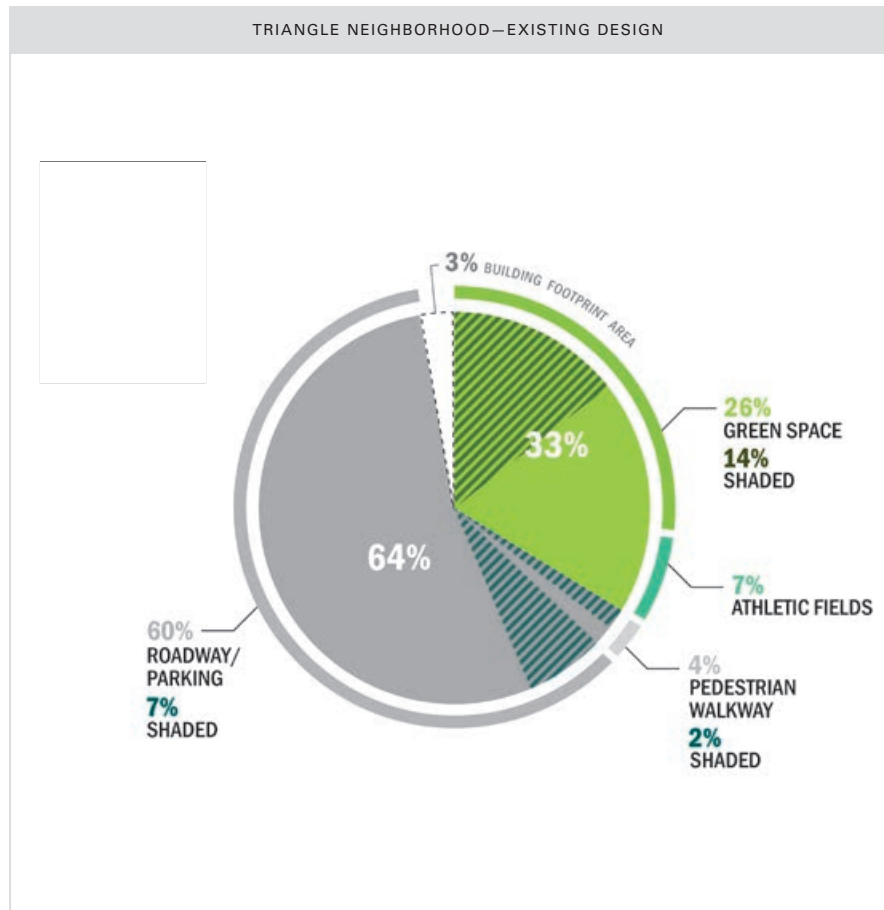
To support greater reliance on remote parking for the university, the campus shuttle system will need to provide reliable transportation for commuters parking in the Triangle neighborhood. A planned transportation center in the Triangle will provide common location for commuters to board campus shuttles, as well as an on-campus location for regional RTA/MTA service to Vanderbilt with transfers to the campus shuttle routes. The transportation center needs to be sized to allow for concurrent operations by regional public transit service, VUMC shuttles and the Vandy Van/campus shuttle service.

A multi-modal transportation center should also provide connectivity to other forms of alternative transportation. A Bikeshare station located within the transportation center would provide another mobility option for commuters and transit riders. Covered and secure bicycle parking should also be provided at this location, and a bicycle maintenance shop would increase the importance and functionality of this facility for the university cyclist community.



MULTI-MODAL TRANSPORTATION CENTER PRECEDENT

Sustainability—Site and Landscape



FutureVU does not include projected work for this neighborhood.

This graph indicates existing conditions. Proposed target conditions to match other neighborhoods.

EXISTING SITE CONDITIONS

Sustainability—Stormwater Management

Sustainable strategies:

- Greening, meet the open space target—Currently the same as existing
- Concept 1— Currently there is no plan for stormwater management elements into landscape
- Concept 2—Add linear stormwater elements associated with new paths and roadways
- Other Improvements— This neighborhood is under consideration for a future multi-modal hub.



Athletics

TRANSFORMATIVE PROJECTS

ATHLETICS



The Transformation

Changes in the Athletics neighborhood focus on creation of gathering space to accommodate large crowds and promote school spirit. Many of the fields and program spaces accessed by the public have main entrances along Jess Neely Drive. Designating this road as a limited use condition and removing parking, similar to Garland Avenue, allows this space to be reclaimed as a major pedestrian plaza. Tailgating and other athletics related events can be programmed in this reclaimed space.

Elements of The Transformation

- Strengthen the pedestrian experience via the Greenway along Jess Neely Drive
- Reduce conflicts between pedestrians, bikes and vehicles

Greenway

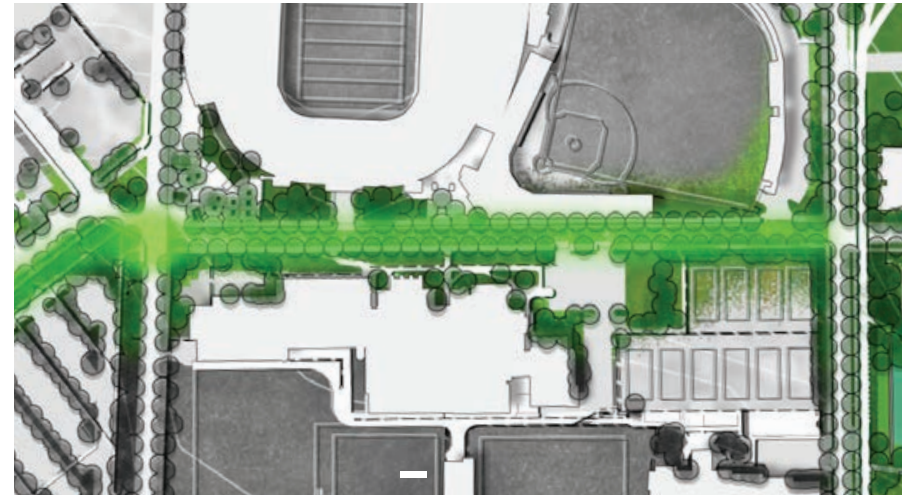
The east/west Greenway travels along Jess Neely Drive to connect Athletics and the Triangle with the rest of campus. Connectivity between the stadia, fields and other activity-specific hubs within Athletics are the focus of secondary and tertiary paths.

Street Network and Access

Two major projects are proposed for the Athletics neighborhood. Both projects will require coordination with metro Nashville Transportation Planning and Public Works departments in order to implement. The first project creates a limited use condition along Jess Neely Drive, similar to Garland Avenue, allowing opportunities for plaza space and pedestrian movement. This extends pedestrian circulation across the east/west axis of campus from the Triangle neighborhood to Peabody and completes the east/west leg of the Greenway.

The second project addresses the 25th Avenue corridor. The street will be narrowed by removing the center turn lane to provide a verge with street trees as a buffer for pedestrians and dedicated bicycle facilities.

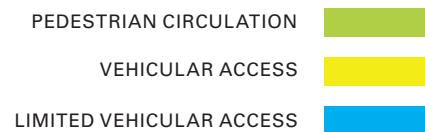
A similar road diet project will be evaluated for Natchez Trace. Necessary traffic access to parking in the Triangle should be properly considered before any road design projects are adopted along this corridor.



GREENWAY AT JESS NEELY DRIVE



STREET CONVERSIONS



Bikes and Pedestrians

The limited access condition planned for Jess Neely Drive will provide a continuous and dedicated east/west corridor for pedestrian and bicycle activity. The pacified street will limit vehicle conflicts with pedestrians both walking along or crossing the street between athletics complexes. Cyclists will be provided with a dedicated corridor.

Bike lanes or shared lane markings may be provided on both 25th Avenue and Natchez Trace, which will better connect cyclists with existing bicycle lanes on Natchez Trace south of the campus. In addition to enhancing internal campus mobility, continuous bicycle treatments on these streets would also provide a highly desirable link in the regional bicycle network by connecting cyclists from south of the campus with the trail system in Centennial Park.

The Vanderbilt Recreation and Wellness Center (VRWC) is a facility with significant potential to support additional bicycle activity on campus, and is located along the Greenway with planned bicycle treatments along 25th Avenue. Convenient covered and secure bicycle parking should be provided in the VRWC or near the north entrance to the building. The VRWC is also a logical Bikeshare station location. In addition, the informal pedestrian path between the Triangle, through Athletics, to the VRWC and Highland will be enhanced.

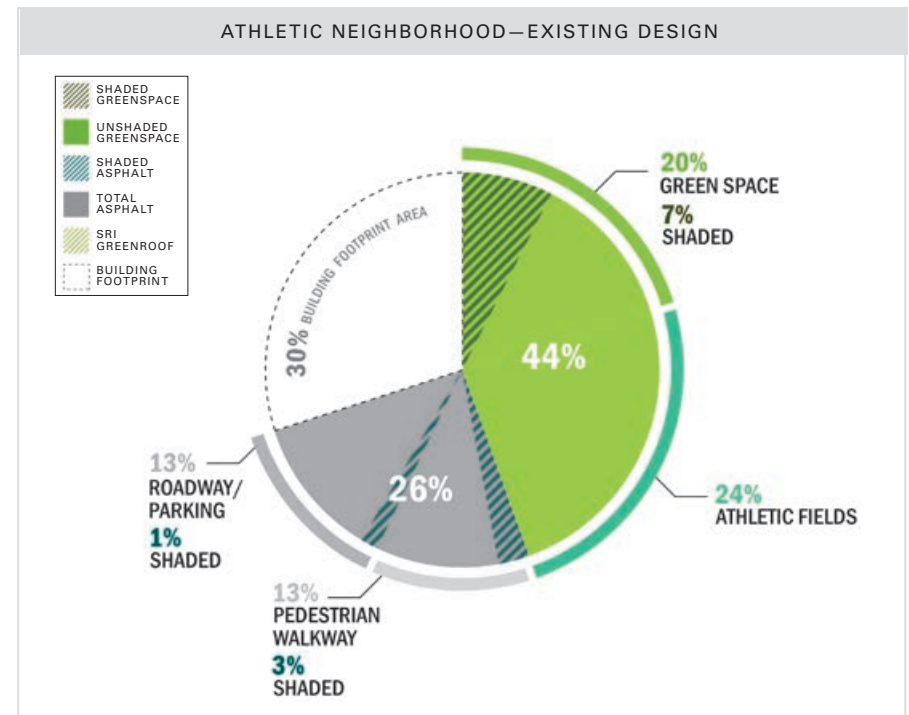


DEDICATED BIKE CORRIDOR PRECEDENT

Sustainability—Site and Landscape

Sustainable strategies:

- Greening, meet the open space target—Currently the same as existing
- Concept 1— Currently there is no plan for stormwater management elements into landscape
- Concept 2—Add linear stormwater elements associated with new paths and roadways
- Other Improvements— Currently there is no plan for new building projects



FutureVU does not include projected work for this neighborhood.

This graph indicates existing conditions. Proposed target conditions to match other neighborhoods.

EXISTING SITE CONDITIONS

PHASING AND IMPLEMENTATION

The implementation of FutureVU will be a complex process. Universities are dynamic and constantly evolving entities, under pressures from unpredictable forces. The path to success will require constant vigilance and advocacy from within the university, with a maintained commitment to the principles, goals and recommendations of FutureVU.

Implementation of the transformative projects will be guided by many factors, including evolving university priorities, financial challenges and opportunities, academic and research objectives, planned and unforeseen infrastructure enhancement and societal and cultural forces. Judicious oversight of FutureVU in light of these internal and external pressures will ensure a successful path towards implementation.

The transformative projects each have general implementation phasing strategies. For example, the West End neighborhood will move forward with the work described for the student organization spaces simultaneously with programming efforts for the residential colleges. The Historic Core will pursue the described building additions in conjunction with improvements to the 21st Avenue edge condition. The Central and Highland neighborhood projects in particular present a variety of phasing opportunities.



ACKNOWLEDGMENTS

We extend our gratitude to the many people from the Vanderbilt community - faculty, students and staff - who enthusiastically and generously gave their time toward the creation of FutureVU. Their passion for and devotion to their campus, the mission and the humanist values that are embodied within the past, current and vision for the future of Vanderbilt was humbling, and gave immense value to this effort.

The project was conceived and guided under the auspices of the Office of the Chancellor, championed by the clear vision and inspiration of Chancellor Nicholas S. Zeppos. The Land Use Trustee Working Group, chaired by Martha Rivers Ingram, guided the work of FutureVU with wisdom and an unwavering commitment to defining the objectives and planning for real implementation.

Special consideration and thanks are due to Vice Chancellor for Administration Eric Kopstain, whose boundless energy and excitement brought many layers of thought to the work. Provost Susan Wentz contributed her immense knowledge and devotion to Vanderbilt, and Michael G. Perez, Associate Vice Chancellor and Chief Facilities Officer kept the process focused and on track.

Key to the success of the project was Leigh Shoup, Chief of Staff, Office of the Vice Chancellor for Administration, who worked tirelessly on every aspect of the work, with wide ranging skills at all levels. Ashley Majewski, Program Coordinator, Office of the Vice Chancellor for Administration contributed quietly and efficiently. Lori Hemmer, Chief of Staff, Office of the Chancellor, was instrumental in getting the project off the ground.

A number of university advisory groups and committees contributed initiatives and valuable feedback throughout the process:

- Faculty Advisory Committee on Land Use
- Graduate and Professional Student Housing Working Group
- Well Building Working Group
- Vanderbilt Student Government
- Wond'ry Transportation Working Groups

Many university divisions and departments contributed significant support and insight to the work. Their collective knowledge of the campus condition was invaluable to the process, including Vanderbilt University Public Safety, a variety of departments in Academic Affairs (Provost's office, Academic Dean's Council, Academic and Strategic Affairs, Dean of Students, Learning & Residential Affairs, University Enrollment & Admissions, and the Vanderbilt Institutional Research Group) and, in particular, Vanderbilt Facilities (Campus Planning and Construction, Plant Operations, Real Estate, and Sustainability and Environmental Management).

For Pelli Clarke Pelli Architects:

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 Kristin Hawkins, Associate Principal
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We were joined by our talented team of consultants:

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Atelier Ten, Sustainability Consultants:

Nico Kienzl, Junko Nakagawa, Kaley Blackstock, Geffen Oren, Steve Benz (SITEGreen)

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Dan Lovas, Chris Lovett, Timothy Tresohlavy

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