

Determining areas appropriate to indigenous plant communities and those appropriate to a more traditional collegiate landscape of lawn, specimen trees and planting beds. The range of potential landscape expressions and potential plant communities and habitats for the Washtenaw County region could be identified and used as parts of the University landscape vocabulary.

- Implementing new techniques for water resource management, “best management practices,” which call for infiltration rather than conveyance of stormwater, to reduce run-off quantity and velocity and hence pollutants. These approaches would build on existing University efforts to reduce water pollution impact.

Correspondence and conversations with Henry Baier, Terry Alexander and others in Business Operations describe these existing initiatives, including:

- erosion and sediment control guidelines (on construction projects and on maintenance activities that disturb the soil)
- elimination of illegal dump sites
- cleanup of wetland areas
- reducing de-icing salts
- integrating pest management programs to reduce use of herbicides and fertilizers
- identifying the discharge points from facilities into either the sanitary sewer or the storm water management system.

Because greater than 10-15% of impervious areas within a watershed can lead to degradation of water quality, consider:

- Limiting impervious surface to roads, building roofs and parking lots and limiting turf to peopled campus areas, wherever possible.
- Maintaining as many permeable surfaces -- woodlands, planted areas, and porous paving -- as possible to increase stormwater infiltration and recharge groundwater.
- Using porous pavement with an infiltration basin beneath or traditional pavements piped to underground infiltration basins, to help balance demands for parking with the need for greater areas of infiltration by solving both requirements in a single area. Active recreational areas throughout the University, such as ball fields, can also serve as infiltration basins.

- Furthering a holistic view of water resource management considering the entire “water balance” of the University properties (both quantity and quality). Studies could be initiated of each sub-watershed within the University properties to record the pre-development drainage system, the present campus infrastructure, and to measure the percentages and patterns of pervious, semi-pervious and impervious surfaces in each of these sub-basins.

E. ACTIVITIES, FUNCTIONAL RELATIONSHIPS AND SPACE USE

1. Mission and Goals

- Understand the patterns of activities on campus, their internal dynamics, relations to each other, and trends in the future.
- Establish activity relationships that will help to improve the atmosphere and quality of life for students, faculty, and staff campus-wide, and for patients and their families in the Medical Center. For example, provide or support a wider and better selection of retail and restaurant uses in the North Campus.
- Create spaces campus-wide that reinforce a sense of community and encourage interaction between disciplines and between faculty and students.
- Improve linkages between uses on different campuses. For example, help connect Medical Center faculty, staff, students, patients and their families to Central and North Campuses and downtown Ann Arbor.

2. Opportunities

- The broad spectrum of available types of land on campus - - infill parcels on Central, large sites on North Campus and open landscapes on East Campus -- could support a variety of uses and relationships.
- On Central Campus, opportunities have to do with changes within the heritage of existing buildings, as policies and patterns change. Using an existing building more intensively may obviate the need to build a new building and save the lifetime costs of maintaining and operating two buildings. Many campus buildings have changed their uses over and over again, their simple, generic loft-like plans and structures allowing them to do so.



fig. 53. Engineering Arch (Photograph: Andropogon Associates)

- In the area between North University Building and the Central Power Plant are sites that could provide a location for facilities that help foster collaboration between the Sciences on Central Campus and the Medical School. This should be achieved without disturbing the functions and service linkages around the power plant, though it may require the relocation of other facilities planned for the site.

- The students and others on North Campus now could probably support a larger volume and greater variety of retail activity than exists on or near that campus; this should be verified in future phases of the plan. The popularity of the Media Center could be a catalyst for convenience and 24-hour retail uses -- late-night food outlets, for example -- and also for cultural activities that could join musicians, engineers, and architects. A jazz bar? A cyber-cafe? Dartmouth Library will have one; Harvard’s Loker Commons is home to student study groups with their laptops. Several sites on North Campus, including on the Diag, could be developed for activities and populations that augment the conviviality of the central portion of this campus.

- The large open area at the center of the Medical Campus could house important future uses that help link the Medical Center to Central Campus. A building here could help, as well, to enhance the amenity of the Medical Campus core and to re-establish its relationship to local city streets. In the near term, a reconfigured and re-landscaped parking lot is planned for the site.

- “An excellent exception within the medical campus to the absence of connectedness to non-clinical centers can be found in the Cancer Center where patient care and research are geographically bound together, inviting stronger and more productive activity from each. This center underscores the concept of programs wherein individuals, who, by the nature of their work, have strong, similar interests and goals, can come together, stepping beyond (but not out of) the more traditional boundaries of academic departments, disciplines, reporting lines and budgets.” (From MacDonald Dick II, M.D.)

- The “soft,” changeable nature of the Wall Street area, and the vacancy of the former Kroger supermarket, could help forge a supportive mix of uses there with good linkages to the Medical Center and Central Campus. This is true as well of the area west of Glen Avenue and north of East Huron Street, where affordable housing and retail uses could be a much-needed convenience to the Medical Center. These amenities need not be University-owned.

- The relocation of the Burnham House, now underway, and its reuse as the Arboretum’s visitor center, could help establish better links between the Medical Center, the Arboretum, and Central Campus, especially as the main floors of medical buildings in this south-east quadrant of the Medical Campus coincide with the exterior ground level.

- Changes within medical care provision may give opportunities for changing activities within the University hospital complex: *“Opening up public offices, waiting rooms, family rooms, eating areas would extend the principle of enhancing the human habitat. Adding business enterprises for people who move through the facility would extend the concept of medical-community integration. As the in-patient service downsizes, the top floors of the hospital can be reconfigured into apartments, preferably for retirees.”* (Macdonald Dick II, M.D.)

- The University’s holdings east of Highway 23 are more opportunity than actuality for the University now, and mostly in relation to their size and ecological importance. What activities might this area support? How does the “East Medical Campus” figure in the Health System’s plans?

- What opportunities does South Campus offer? Should it contain academic facilities?

3. Problems

- Campus uses are widely dispersed over a large geographic area.
- Patterns of campus activities may not reflect present-day relationships; for example, the departments involved in biological, psychological, biomedical and bioengineering research are geographically distant from one another, spread over the Medical Campus, North Campus and Central Campus.
- “Squatting rights” have perhaps played too large a role historically in assigning space uses.
- Most students live far from academic areas. There is more demand for on-campus housing than can be met.
- There are few campus spaces that encourage interaction. According to James Christenson, Director of Plant Operations, “The one feature this campus has too little of is ‘people pockets’ -- places where people can naturally gather to study, observe and discuss the day’s events. We have some benches here and there, but few configured to encourage dialog.”
- There are few restaurants close to the Medical Center.
- In a recent survey, a number of respondents expressed dissatisfaction with the number and quality of available restaurants and convenience retail on North Campus.

4. Issues

- What relationships between housing, academic, social and recreational areas would contribute to academic and student life?
- How should schools, departments, programs, services and administrative functions be allocated among campuses?
- How can the campus and the patterns it supports help to increase the frequency and fertility of interdisciplinary

interactions? How can the physical environment be planned to satisfy the unknowable relationships of tomorrow?

- What kinds of spaces and proximities are needed to facilitate collaborations? For example, how should the Sciences grow together?
- Which facilities should be mixed use and which single use -- at the scale of a particular space, building, precinct or campus?
- How will shifts in teaching method affect classroom demand by type, size and location? Should classrooms continue to be scheduled by individual schools or should some be centrally scheduled by the Registrar?
- How should student life and student residential life facilities evolve to meet changing life patterns of students? How should they relate to academic cores?
- How should changing dining habits in the University community be reflected in University food service facilities? Should traditional residence halls with dining facilities be maintained?
- Central Campus seems the most unchanging to us; nevertheless, because it is central, the great academic growths and shifts will, in the first instance, play over it. How will the Life Sciences and Medicine collaborate in space? What may be the succession in uses of the traditional science buildings as this shift occurs? What is the shifting pattern in the arts? How should the Museum, the Arthur Miller Theater, Architecture and Music relate to this pattern? How should Liberty Street fit with it? What does this imply for the overall pattern of LSA? How will Administration reassess its campus-wide distribution? Will this involve an increased density of administrative functions on or near Central Campus? What new role does Central Campus foresee for itself? A partner with downtown? A first among equals with the other campuses? A quadrant in a four-campus center? “Old town” to some other growing campus?
- How should the North Campus develop? As a forest clearing for mystical communication with a northern pine succession? Like Central Campus but for engineers? Its own built up campus with exurban outriggers? Site of a new relationship to be forged between Medicine and Engineering? How should the plan respond to the perceived need of students for augmented convenience goods, food services and transportation shelters?
- If the North Campus nucleus were to grow, what should it include? What mix of uses would make North Campus more convivial? Retail? Other academic uses? Administration? Satellites of Central Campus student services, such as the Bursar, Counseling or Health Clinic? How could the Bentley Library add depth to the North Campus nucleus?
- Should North Campus housing look north toward its shopping center and residential neighbors? To what extent does it share facilities with its academic co-tenants on this Campus? Should it rather be considered a part of the suburban pattern developing around it and around the University properties to the east?

- The School of Music Building is in a clearing in the forest; what other kinds of community do they need? What if they say “none”?

- Should there be other small groups metaphorically in forest clearings in the campus landscape? What kinds of communities and relationships does the University want to reinforce?

- What uses could -- now or in the future -- be envisioned for the University’s properties east of Highway 23? What uses are part of the University’s mission but do not require close physical proximity to academic cores?

- What kinds of linkages and connections are desirable between Nichols Arboretum and Matthaei Botanical Gardens? What kinds of links should these have to the School of Natural Resources and Environment, Architecture and Urban Planning and other University schools and colleges?

- Should the East Properties be developed in clearly defined precincts -- health center, athletics and research park, for example -- or should more integrated land uses be considered?

- Should the University continue the pattern of suburban development at the properties east of Highway 23, densify and urbanize the pattern of development, or create new patterns based on other models?

- What kinds of connections should exist between the East Properties and North Campus? And between them and the region?

5. Options

The following ideas for different activities, relationships and spaces are initially unconnected to the general options above, but could be clustered, as appropriate, within one or several of them.

- A wider selection of restaurants near the Medical Campus could help promote collegiality by increasing opportunities for interaction of faculty and students from within the Medical School and between colleges and departments.
- Locating administrative units on North Campus could promote activity on North Campus by increasing the population and promoting a mix of students, faculty and staff.
- A wider selection of restaurants and retail shops and increased opportunities for entertainment on North Campus could help promote conviviality there. Adding food and convenience outlets to the Media Union could increase North Campus food options and support the Union’s 24-hour activity
- Adding activities in residence halls without duplication could encourage students to travel between dorms.
- By locating similar uses on both sides of roadways, streets could be connectors rather than dividers.
- More casual outdoor spaces, perhaps including computer outlets, could help encourage informal interaction.

F. CIRCULATION, TRANSIT AND PARKING

1. Mission and Goals

- Consider all forms of transportation, by mode, responsible agency, and ridership, within an overall concept for circulation in Ann Arbor and on campus.
- Provide better, more easily visualized transportation connections between campuses and between the University and Ann Arbor.
- Create or enhance pedestrian-friendly, weather-appropriate access between Central, Medical, Athletic and North Campuses and between the campuses and downtown.
- Provide a multi-target, client-oriented parking plan, within the bounds of responsible stewardship of the environment, consideration of campus edges and avoidance of overtaxing the Ann Arbor street system.
- Continue to promote alternatives to car travel to reduce pressure on existing and future parking facilities.
- Reduce traffic congestion in and around Central Campus.
- Plan for and leave open opportunities for future transportation technologies.

2. Opportunities

- The popularity of the University's commuter parking system, which currently transports over 500,000 passengers a year on its buses, could indicate one direction for further reducing the number of cars downtown and on campus.
- The extended, unevenly distributed population of parkers across the campus suggests the opportunity for a complex, multi-tiered parking strategy targeted to its many diverse user groups and tied to transit vehicles at its destination points.
- According to the Office of Business Operations, there are *"approximately 400 UM sedans leased to departments. These either circulate during the day or are storage parked in prime locations. If we could augment the transit systems and/or provide stronger incentives to use personal vehicles, this number could be reduced by 250 to 300, we would reduce the number of illegal parkers and, perhaps, reduce the congestion in Church and Hill structures..."*
- Population increase on the North Campus, brought about by development there of the Engineering School, that School's connections to the Medical Center and the existence of large parking areas near Bonisteel Boulevard, suggests the possibility there exists a critical mass of riders who would use a more visible, visibly amenable, and quick (though probably still rubber-tired) transit system, to and from the North Campus.
- Areas where pedestrians and cyclists illegally cross the railroad tracks may be areas where safer crossings and more direct routes between campuses could be developed.

- The proposed highway interchange from M-14 on Dixboro road could, in the long term (20+ years) change access patterns east of Highway 23.
- The University's research on transportation issues might help point the way to new solutions and possible sources of funds.
- The mass processional of pedestrians southward for athletic events could be an opportunity to make their route a memorable and festive element in the University circulation system.
- The Broadway Bridges project now underway could help provide better, more imageable connections across the Huron, and could, if successful, provide a model for other crossings.
- University Planner Frederick Mayer notes that the existing need to extend telecommunications and electrical lines between South and Central Campuses could provide an opportunity for upgrading pedestrian walkways along State Street from Hill to Hoover.

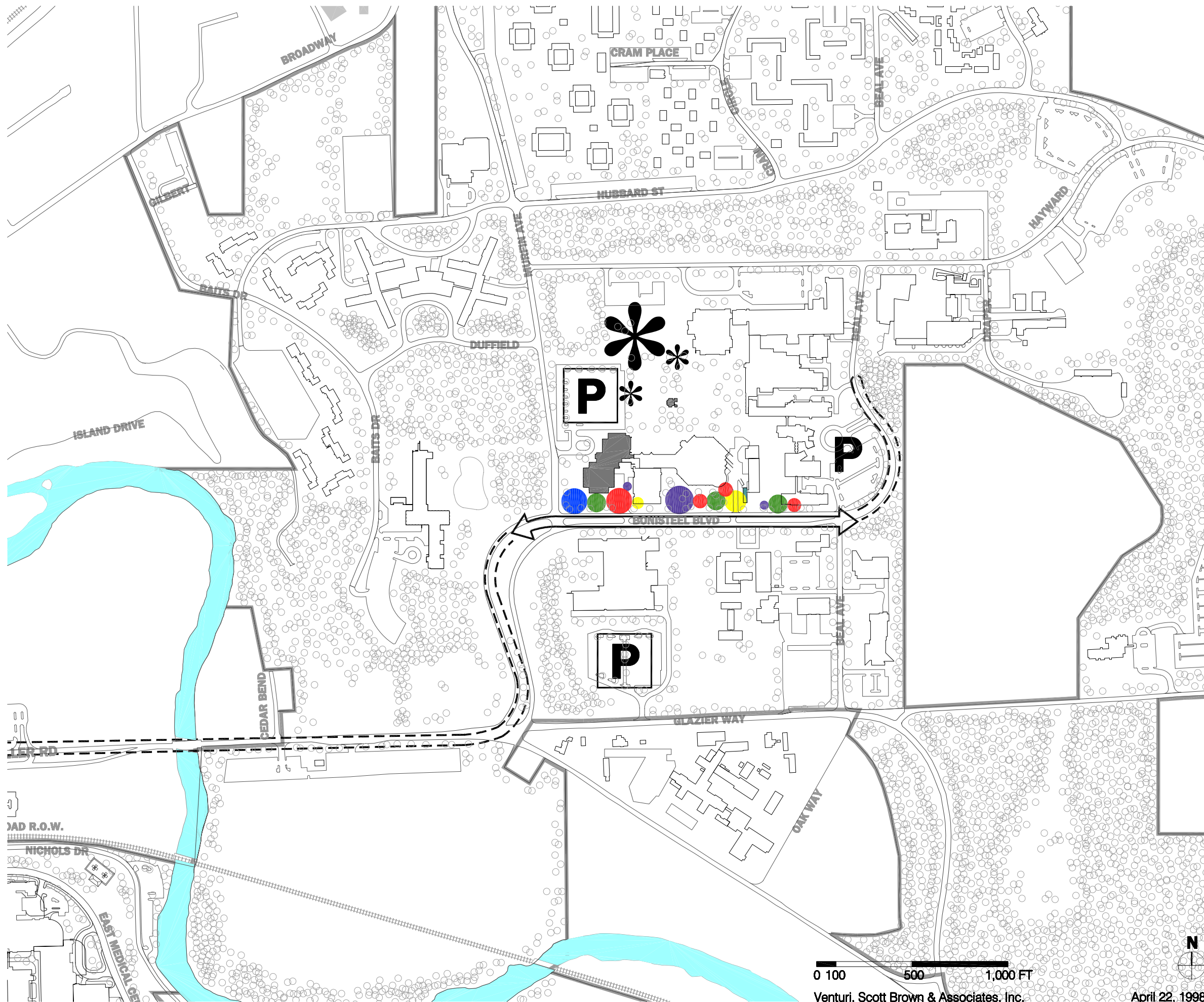
3. Problems



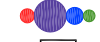







- Connections between the University's dispersed campuses and properties are difficult and must be made constantly by fleets of University vehicles and private cars.
- It is not possible to move as the crow flies from Central Campus, through the Medical Center and across the flood plain to the North Campus.
- Access into and across the Huron River Valley, except for vehicles, is poorly accommodated. Access is especially lacking from the Central and Medical to the North Campus.
- The north (Glazier Way) commuter lot is often filled to capacity; additional cars park along the residential streets in the vicinity. The South (Crisler) commuter parking lot bus is considered by users to be overcrowded. The nature of the problems points to the success of the program.
- Some streets, especially Washtenaw and Huron, have become barriers between precincts owing to road width and traffic speed.
- Pedestrian crossings described as particularly problematic include Catherine Street near the Taubman Library, the intersection of Huron and Zina Pitcher, Zina Pitcher and East Ann, and across the Medical Center Drives.
- The railroad, roughly parallel to the river, is an impediment to pedestrian and bicycle access from campus to and across the river.
- Pedestrians going from Central or Medical Campus to the athletic fields or parking lots on the north side of the river cross the railroad bridge illegally.
- According to its planners (JJR), the Medical Center loop road is at capacity, and further clinical facilities cannot be added without reevaluating the road system.

- As Ann Arbor's 1992 Central Area Plan notes, competition for limited on-street parking detracts from the residential character of the neighborhoods surrounding the University.
- Parking on football Saturdays is problematic, albeit only about six times per year.
- University service vehicles, contractors, vendors and delivery trucks park on campus sidewalks and open spaces, creating areas of conflict between service vehicles and pedestrians.

4. Issues

- What new transportation systems should evolve to meet the developing, University-wide pattern of activities? How should these relate to existing transportation systems, which includes large and small buses, lift-equipped buses, passenger vans and cabs?
- Should a plan emphasize providing better transportation connections between distant points, or locating and densifying uses so that less transportation is necessary? Or a combination?
- What new land use patterns can emerge which would reduce dependency on the automobile?
- As posed by the Office of Business Operations, "How can transit be more appealing and efficient than bringing a vehicle to campus?"
- To quote Jim Christenson, Director of Plant Operations, *"Whether it is deliveries of goods or movement of people to work, the movements need to be examined. Should we dump goods and people at remote sites, sort them, and then move them in groups to their specific destination? Or, in the case of people, should we move them in larger groups to a few transportation nodes where circulating buses can get them closer to their destination? How can we entice people to do that instead of competing for a parking space two minutes from the office or laboratory? How can we meet our goal of a pedestrian-oriented campus, if members of the University community don't want to be pedestrians?"*
- Should a people-mover -- or perhaps some other 21st-century transportation technology -- be considered to make faster, easier connections? Could a rubber tired system simulate some of the advantages of high-tech transit? What is feasible in the near and long terms? Could the schools and programs that most use this "public good" contribute proportionally to its funding? What can be done now to keep future options open?
- The University and AATA have cooperative programs, for example, the Bus Pass Program and the Park and Ride system; bus routes are coordinated with common transfer points. What additional areas of collaboration and coordination between the University and the AATA would be most beneficial?



- KEY**
-  New Buildings around North Diag (Engineering, Non-engineering, or University-wide Activities)
 -  Introduction of Smaller Scale Buildings & Spaces to North Diag
 -  Intensification of Use
 -  Eventual Parking Structure?
 -  Parking
 -  Bonisteel Transit Trip
 -  Ann Arbor Retail
 -  Ann Arbor Entertainment
 -  UM Nodes: Michigan Union, Michigan League, & Pierpont Commons
 -  UM Property

OPTIONS:
BONISTEEL TRANSIT TRIP
 University of Michigan Campus Plan, Phase I

Base Map Source: UM Facilities, Planning & Design
 Information Source: Hatcher Graduate Library Map Room



Venturi, Scott Brown & Associates, Inc.

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- UM Parking Services Manager Susan Kirkpatrick asks, “*How can technology unite University and community parking and transportation as one system for the customer? What will our future system look like? Will we ultimately have one card for access to University, DDA and City parking areas? Will that same card be used for access to AATA buses, University Transportation, and the Parking Express Shuttle system?*”
- How can arterial roads bounding present superblocks be made pedestrian-friendly?
- Should the University continue the practice of closing streets to create pedestrian precincts? (This is discussed in relationship to integration of city and University in Section III.A.)
- What parking policy would suit the evolving patterns of campus activity and future changes in the transit systems?
- According to the State Department of Transportation, an expressway interchange at M-14 and Dixboro Road is a future (20 years+) possibility; how would this affect the development of University properties east of Highway 23?
- To what extent should the University become engaged in addressing regional transportation problems?

5. Options

What options might encourage the use of transit and improve intercampus connections? The University already has many programs in place to reduce dependence on personal automobiles in congested areas, including commuter parking lots, areas of cooperation with the Ann Arbor Transit Authority (AATA) and a bus system that serves over 3.8 million passengers a year.

A transit system (p. 85) to improve intercampus connection and communications would need to be a multi-layered augmentation of an already multi-layered system. It could involve combining:

- an imageable transit route (possibly high-tech, more probably rubber-tired) with about 10 stops, linking activities and parking on four campuses
- a “more seamless” UM-AATA bus transit system, to quote Parking Services Manager, Susan Kirkpatrick
- a “UM flyer” express system linking outlying commuter parking lots directly to campuses.

A relatively short, highly imageable transit route -- a “zigzag?” -- with relatively few stops could help make connections between North Campus, the Veterans Administration Hospital, Medical Campus, Central Campus, and the Stadium. Like London’s Oxford Street underground line, the system could develop its own identity through its simplicity, through the facilities at each stop, and through the conveniences there -- intense retail in some areas and just a pushcart vendor in others. These would help users visualize

sequences, relationships and distances. Vehicles would be and look distinctly different from the present buses -- more intimate and friendly, perhaps using alternative sources of fuel. If demand is high -- and the route short -- using such a system could be more convenient than driving, even for gold parking pass holders. This system -- in tandem with parking along its route -- could help encourage people to leave their cars outside congested central areas.

How short and direct must such a route be? To connect the entire campus, from Briarwood to the properties east of Highway 23, in this way would not, we imagine, be feasible. Along a route from the Engineering School to the South Campus there could be, we believe, 10 stops, but the aim should be that most needed connections be accomplished with four or fewer stops and that headways be no more than five or six minutes. Would designated transit lanes -- for AATA and UM vehicles and possibly others -- be feasible along parts of the route?

How can *transit* become *rapid transit*? In the long term, high-speed people movers may be feasible. In the nearer term, we must investigate the most recent information on high-technology transportation to see if options for the near future have increased, and to search for convenient, imageable routes and rights-of-way.

The parking system described by Susan Kirkpatrick could be tied to the transit system outlined above, to provide:

- visible parking for visitors, as now, around most public areas of Central and North Campuses
- parking structures organized by pay and allocation systems as now, but with structured parking (plus convenience retail) added near the route of the proposed “zigzag” transit system
- on lot parking as demolition and construction permit
- on street, metered parking
- frequent monitoring of the system, by computer, to fit parking supply to customer demand.

The commuter parking lot system could be expanded. Express shuttle buses, “UM flyers,” could transport people from outlying parking directly to their workplaces without intermediate stops.

Other options could complement the transit system:

- Making bus interiors more pleasant and increasing, enlarging and heating bus shelters could help make riding more amenable.
- Placing real-time locations of late night buses on the Internet might help night-owls in the Medical Center and elsewhere.
- Further increasing coordination between AATA and the University bus system could help make transitions between systems more seamless.

Placing convenience stores in tandem with city parking structures and remote lots could help reduce traffic congestion and increase use of outlying facilities by making them more convenient.

Promoting bicycle use, especially during warmer months, could help reduce pressures on Central Campus parking lots. The *Ann Arbor Bicycle Master Plan* suggests that use of bicycles could be promoted by establishing bike lanes and other bicycle-related amenities; rehabilitating existing travel surfaces; providing a range of parking facilities for bicycles; and providing bicycle storage at perimeter commuter lots.

A more developed pedestrian and bicycle path between the North, Medical and Central campuses could become part of a continuous pathway along the Huron River valley.

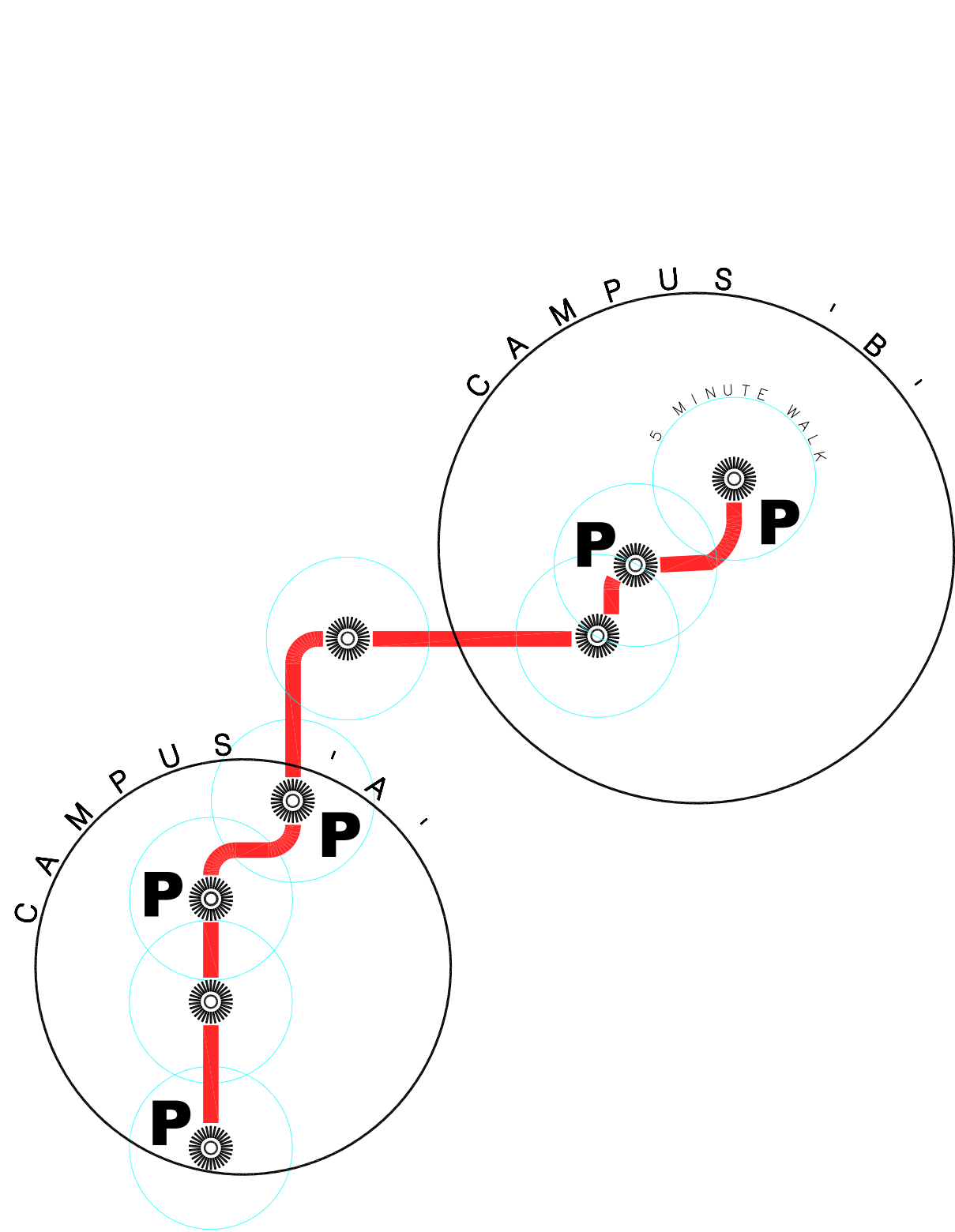
A designated crossing over the railroad tracks could become an important linkage for University pedestrian and bicycle commuters and reduce conflicts with the railroad. An above-grade crossing at the base of the Medical Center could make a popular walking path safer and provide part of a more direct path to North Campus. A safe crossing could also form part of bicycle and walking paths linking the Arboretum and Gallup Park.

Narrowing Bonisteel Boulevard, perhaps through the introduction of the Bonisteel Transit Trip (p. 83), could help connect uses and activities across the road.

Increasing the integration of residential and social spaces on campus could increase safety and reduce the demand for parking.

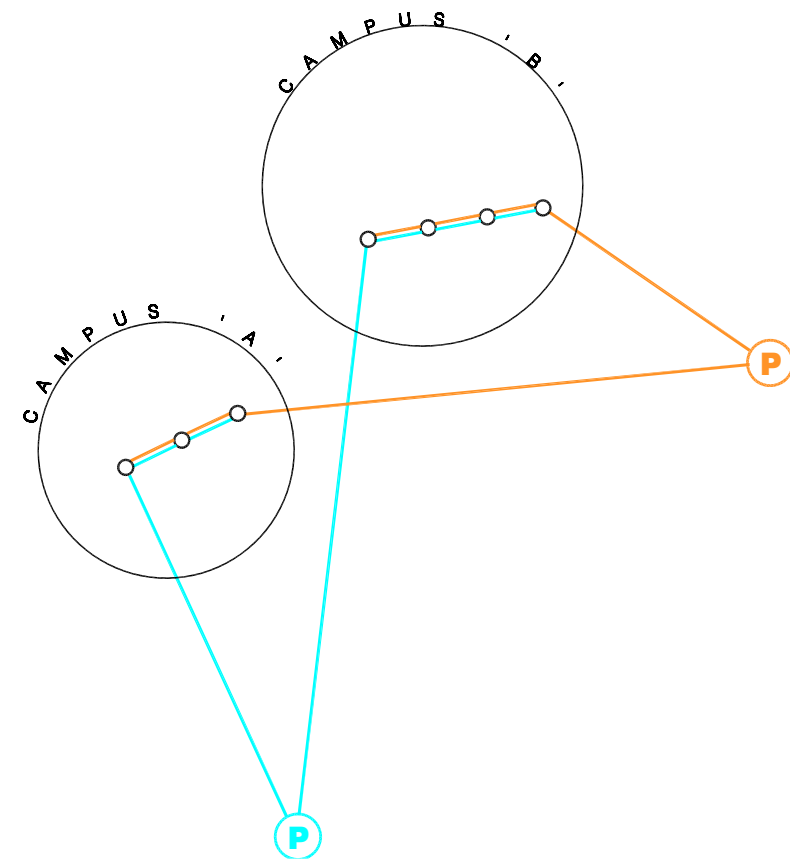
A processional corridor along the major pedestrian route to the stadium, paralleling the “zigzag” could add safety, convenience, imageability and a new icon to the University.

Service vehicle and delivery organizations might require traffic management and small-scale, curb and bollard physical interventions more than planning. Susan Kirkpatrick suggests, to relieve congestion and conflicts with pedestrians at loading docks, “*we could identify what items and areas should best be handled through central receiving and what dock areas should be off-limits to semis because of safety reasons and dock capacity.*”



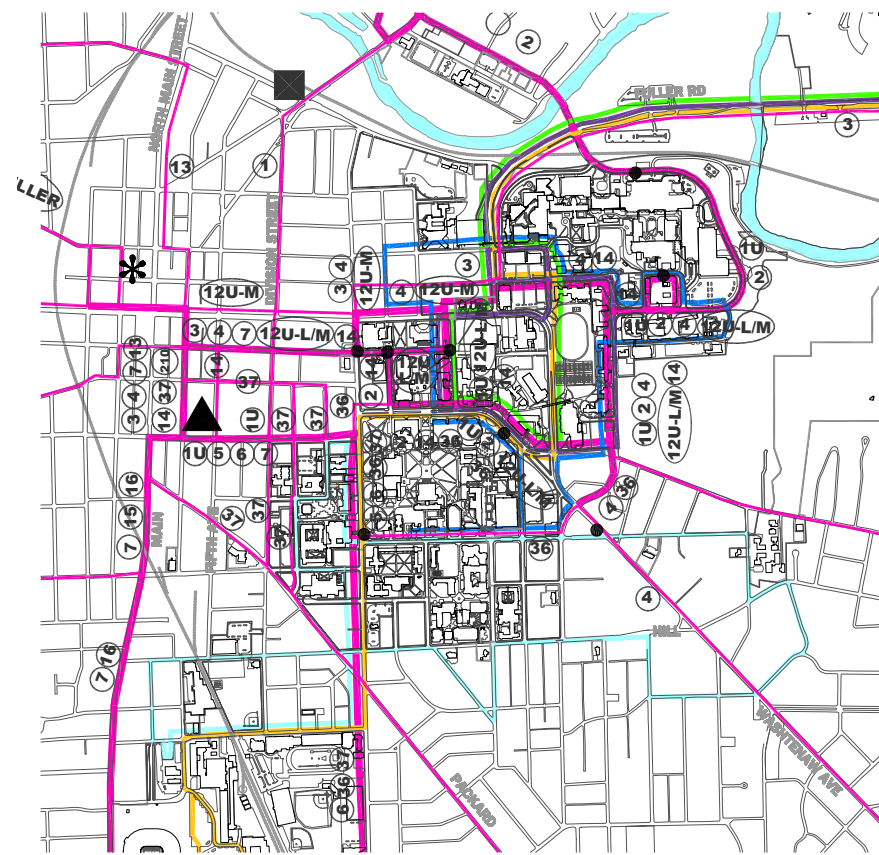
'ZIG ZAG' TRANSIT ROUTE

NOT TO SCALE



'FLYER' SHUTTLE

NOT TO SCALE



AATA AND UNIVERSITY OF MICHIGAN TRANSIT ROUTES

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KEY

- UM Northwood Route
- UM Commuter Route
- UM Bursley-Baits Route
- UM Night Owl North Route
- UM Night Owl South Route
- AA Single Bus Route
- AA Multiple Bus Route
- ▲ Blake Transfer Center
- Terminus for all AA routes except: 1U, 12U-Liberty, 12U-Miller, 22, 38
- * Greyhound Bus Station
- Amtrak Station
- AATA Primary Stops
- Transit Stop
- ☀ Transit Stop with intensified use
- P Parking
- Ⓟ Satellite Parking
- UM Property Limit

OPTIONS: TRANSPORTATION

University of Michigan Campus Plan, Phase I

Base Map Source: UM Facilities Planning & Design
 Information Sources: Ann Arbor Transportation Authority, UM Bus Schedule Map

G. TOWN-GOWN RELATIONSHIPS AND THE COMMUNITY

1. Mission and Goals

- Support a strong, lively and safe downtown for Ann Arbor with close ties to the University.
- Initiate and maintain outreach to Ann Arbor and other communities.
- Coordinate planning efforts among County, Township, City, and University governments and their agencies. Increase coordination at all levels with the Ann Arbor and Washtenaw County governments.
- Help maintain economic and social stability, by supporting improvements to off-campus commercial and residential areas, particularly along major arrival routes such as Packard Street and South State Street.
- Support stable, attractive and safe residential neighborhoods around the University campuses.

2. Opportunities

- Liberty Street could become a stronger connection between Central Campus and downtown Ann Arbor and, with the extension eastward on campus of an axis of related activities, could be the locus of town and campus performance facilities (p. 73).
- Deteriorating neighborhoods at campus edges suggest the University could take the opportunity to support constructive change, possibly in relation to University residential and administrative location policies.



fig. 54. Residential Neighborhood in Ann Arbor
(Photo: Andropogon Associates)

- The reduction of on-campus crime in the last several years, and the coordinated efforts of various University departments to help achieve this, could indicate means of achieving the goal of the 1990 Task Force on Safety and Security to provide “an environment that is physically safe.”

- Ongoing town-gown cooperation at the staff level exists in many areas -- including snow removal, the logistics of major events such as the Art Fair, and public safety initiatives such as joint bicycle patrols and a combined Public Safety-Ann Arbor Police Department office in Mason Hall. *Ad hoc* groups such as the Joint City-University Planning Committee, the Joint City-University Transportation and Parking Committee meet regularly, and the Department of Public Safety has weekly meetings with the Ann Arbor Police Department. Could this type of cooperation lead the way to increased cooperation at the highest levels of administration?

- Opportunities for University properties east of Highway 23 need to be examined in relation to growth and development in the regions west and east of it. What would these suggest?

3. Problems

The *Town/Gown Study* completed by the College of Architecture and Urban Planning in 1993 noted several categories of town-gown problems:

- *Land acquisition* by the University, resulting in dissimilar program and scale relationships, displacement of strong ethnic neighborhoods, “institutional creep,” and land removed from tax rolls.
- *Traffic and parking problems*, including parking availability, cost of expanding roads to meet volume strains, and costs of road maintenance.
- *Housing problems*, including dilapidated student neighborhoods and high housing costs and, as a corollary, reduced opportunity for ethnic and class diversity within the community.
- *The high cost of living* in university towns.
- *Police problems*, including increased risks owing to round-the-clock use of campus facilities and gathering of homeless and panhandlers.

Other published reports address issues of mutual concern:

- The Report of the 1997 Task Force on Safety and Security noted that -- despite “considerable improvements...to the physical environment yielding solid progress in the quest for a safe environment” -- by comparison with five Midwestern universities the Michigan “appears to have a higher number of robbery (armed and unarmed), burglary, theft, and arson incidents than other universities. In terms of reported offenses per 100 students, UM is highest for robbery theft and arson...[and] third on instances of sex offenses.”

- The 1992 Ann Arbor Central Area Plan noted that conversion of single-family homes to multi-family dwellings has contributed to increases in density in Central Area neighborhoods. These neighborhoods typically lack adequate parking, recreational facilities, grocery stores, and other services.

- The Central Area Plan also suggests that “*the transitory nature of the student neighborhoods may contribute to conflict relating to lifestyle differences between students and other residents. ...The lack of a clear identity can cause disinterest and apathy in the neighborhood, resulting in less neighborhood cohesion. When this happens, safety, property maintenance and sense of place may be sacrificed.*”

Beyond these lists, we have noted that:

- Although there are many informal, staff-level channels of communication, there are few formal mechanisms for regular reviews and exchange of information between University and local County and Township governments.
- In a meeting with City and County officials at the beginning of Phase I, several expressed the opinion that the University administration makes decisions based on the needs of the University without giving sufficient consideration to their impact on Ann Arbor and Washtenaw County, and noted that it is not clear to them who represents the University in these activities.
- At the same meeting, some City officials expressed the opinion that the University does not provide adequate financial support to Ann Arbor.

4. Issues

- What should be the nature of the University’s cooperation and coordination with City and County governments?
- Should the University consider a larger rental component to its land acquisition and use policy, in the interest of helping to maintain its own flexibility and Ann Arbor’s tax base?
- What should be the nature of the University’s cooperation (if any) with private sector entities in the City or County? Are there areas in which the University should consider public-private partnerships? Do these have physical corollaries?
- What role should the University assume in Ann Arbor planning and development issues?
- Should the physical campus be further integrated with Ann Arbor? Previous sections have considered some opinions of those within the University regarding a greater integration of town and gown. How would the *City* view the University’s expanding its uses further into the community?
- How should town and gown collaborate over areas of interface?
- What does this mean on the Central Campus, in view of plans such as those for the Arthur Miller Theater?

- What does this mean in the suburban context of North Campus or the rural context of the properties east of Highway 23?
- What responsibility does the University have for student housing off-campus? Has that responsibility changed as the student population has grown? What responsibility does it have for the social and aesthetic qualities of the surrounding student neighborhoods?

5. Options

- Re-evaluate philosophies regarding University property ownership and rental.
- Enhance the character and porosity of campus edges, perhaps by integrating campus uses with off-campus residential and commercial uses in shared public spatial systems.
- Inclusion of City and County officials and staff, merchants' groups, neighborhood groups and other civic organizations in the master planning process could help improve town-gown relations and open up new avenues of communication.
- The *Town/Gown Study* completed by the College of Architecture and Urban Planning in 1993 suggested that the universities and colleges with the most progressive town-gown relationships are those that have a task force of six to eight people representing the institution and the city. Could this work in Ann Arbor?

H. THE PLANNING PROCESS

1. Mission and Goals of the Plan

- Promote participation by all levels of the University community, including students, faculty and staff, and by Ann Arbor citizens and city, county and state agencies in the present planning processes.
- Help to evolve the structure of an ongoing planning process in line with the evolving University polity, its approach to governance and its methods of making decisions.
- Evolve a plan-for-continuing-to-plan that can be administered after we consultant planners have left the campus.

2. Opportunities

- The availability of e-mail could provide a tool for developing a consensus for the master plan.
- The new administration can devise a planning and decision-making process that suits its own mandates and proclivities.

3. Problems

- A highly decentralized system of facilities planning has enabled vast growth to take place on campus, expedited by one of the most expert academic facilities planning and operating offices in the United States. A perceived problem with the process now is that physical planning has not been sufficiently integrated with academic, financial and administrative planning at the highest levels.
- A number of individuals and groups within the University and Ann Arbor community feel they should play a greater role in the process than they have done in the past. In particular, notes the University's Office of Business Operations, "students and faculty sometimes feel left out of planning processes."

4. Issues

- How does the University want to define the place of direct democracy, representational democracy, advising, guiding and steering in the project planning and decision-making processes?
- How will these roles be undertaken by various project stakeholders?
- How should the present and ongoing planning and decision processes respond to the suggestions of the plan? To the processes of the plan? To what extent and when should executive-level academic and financial planning be involved in decisions on campus development?
- What processes can be devised that help the plan benefit from both the insider's knowledge and the outsider's point of view?
- How can the University most productively use the expertise of those who comprise it, in the plan and in exploration of possible solutions to larger problems? To what extent can the physical campus be a laboratory for that exploration?

5. Options

- As a result of the interactions during Phase I of the project, it is hoped that a structure of governance for subsequent phases can be evolved.
- This in turn should give rise to ideas on the location and guidance of physical planning and facilities design within the decision-structure of the new administration.



fig. 55. Liberty Street Looking East to Burton Bell Tower

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