Plans are only good intentions unless they immediately degenerate into hard work.

PETER F. DRUCKER
Implementation of the Long Range Development Plan (LRDP) requires clear vision and a logical strategy for phasing key improvements that will stimulate, frame and complement new projects. Rather than establish one preferred scenario for implementation, the implementation methods delineated in this chapter provide direction with the flexibility to adjust to unforeseen challenges and opportunities. This chapter outlines a methodology for implementation that is logical and deliberate, including criteria for prioritizing new projects and development phasing.
Plan Administration

The University of Wyoming LRDP consists of a vision for the physical development of campus, planning and design principles, and a set of design concepts that will guide future campus development. The plan framework considers both long term impacts and future needs. To this end, the plan should be continuously monitored and reviewed as it is implemented to ensure that the policies and strategies remain relevant and effective. As inconsistencies are identified, the plan may require periodic updates through amendments.

LRDP AS “LIVING DOCUMENT”

As the University implements this LRDP, each project should be carefully reviewed to ensure consistency with the LRDP vision, guiding principles and design guidelines. Communication and coordination with the City of Laramie and Wyoming Department of Transportation will also be necessary.

A complete review of University planning documents is provided in Volume III. The LRDP is the first document that unifies these various planning efforts. In addition to ensuring consistency with University planning and development policies, the LRDP follows the “best practice” of conforming to state and local regulations.

PLANNING AND DESIGN PRINCIPLES

1 EMULATE UW’S SENSE OF PLACE ON THE CENTRAL AND EAST CAMPUS NODES
2 CONNECT EAST AND CENTRAL CAMPUS WITH THE WEST CAMPUS
3 ORGANIZE CAMPUS DEVELOPMENT AROUND A HIERARCHY OF NATURAL AND LANDSCAPED OPEN SPACES
4 DEVELOP A WALKABLE, BIKEABLE AND TRANSIT-ORIENTED CAMPUS
5 LOCATE CAMPUS USES TO MAXIMIZE COLLABORATION, SYNERGIES AND EFFICIENCIES
6 OPTIMIZE THE ECOLOGICAL HEALTH AND SUSTAINABILITY OF CAMPUS
7 OPTIMIZE EXISTING CAMPUS FACILITIES
8 ESTABLISH WELL-DEFINED AND ATTRACTIVE CAMPUS EDGES AND GATEWAYS
9 CREATE FLEXIBLE LEARNING ENVIRONMENTS THROUGHOUT CAMPUS

TOP LEFT: Earth Sciences Building

TOP RIGHT: Education Annex Building
Approach
The implementation approach identifies and outlines strategies for achieving the plan’s vision. The LRDP’s multi-faceted approach is based on the following considerations:

- Uphold the foresight and guiding principles that parallel the vision for the plan. Planning recommendations and project phasing are based on UW and City/County identified planning and design goals that support the vision for this plan and the institution.
- Employ a systems approach to campus development that focuses on four fundamental design and land use systems: open space, buildings, circulation and utility corridors. The approach recognizes that each of these systems is equally important to the success of the University and that each system is linked to the other three. A change to one system affects the others.
- Expand the desired campus character by emphasizing the importance of promenades, malls and open spaces as major organizing features creating a framework to guide decisions about campus uses and design. Design guidelines for new buildings will also reinforce the character of campus while ensuring that new development is consistent with the Plan.
• Identify and implement the key improvements that will catalyze or support new projects in target locations.
• Base project decisions on review criteria and the Capital Facilities Plan to ensure that new projects meet University needs and available resources. The review criteria facilitate rational decision-making while allowing the necessary flexibility for as yet unknown opportunities.
• Ensure consistency with other planning documents reflecting the other planning efforts that affect the campus and surrounding community.

Implementation Strategies
The LRDP provides guidance for consistent and orderly growth on campus. The effectiveness of this plan is dependent upon realistic implementation strategies, rational project phasing following the review criteria, and long-term commitment and leadership. To maintain the integrity of the plan and the vision set forth by the University, plan implementation should be carefully and purposefully sequenced.

Implementation strategies help bridge the gap between identified plan recommendations and action. The following strategies outline the necessary steps towards achieving the vision of the LRDP.
STRATEGY 1: Dedicate approximate rights-of-way and footprints for promenades, malls, open spaces and transportation and utility corridors prior to any additional campus development.

This plan identifies conceptual locations for circulation routes and spaces as key elements of the campus design. New development should respond to existing and planned circulation, open space and utility improvements as opposed to cutting off key connections or precluding future improvements.

The type of open space will vary by design, size and relationship to other buildings, accessways and utility corridors. As previously described, the open space framework will be composed of a hierarchy of different spaces that range from larger, signature spaces such as Prexy's Pasture to smaller and more intimate landscaped areas between buildings. New open spaces will fill gaps between existing facilities, provide a focal point for new clusters of buildings and enhance and complement existing campus open spaces. The open space locations will provide for proper placement and orientation of buildings.

The conceptual location of key promenades and open spaces ensures that these elements remain on equal footing with the design and layout of new buildings. This concept continues the legacy of signature spaces such as Prexy’s Pasture in new growth areas of campus. The actual location of these sites will be influenced by future site planning, building design and footprint, circulation and utility corridors.

As development continues to expand into the northern portions of West and Central Campus, the University will need to address the potential of improved connectivity through the cemetery. Through coordination with the City, the discussion should begin as the need arises and determine if improved connection is appropriate and how it should be designed.

The LRDP shows the conceptual location of proposed new open spaces, as well as the location of existing open spaces.
The plan also shows how each proposed open space relates to surrounding uses. Each of the proposed open spaces is an organizing feature and significant gathering space for an area of campus. Major open spaces are centrally located and at the heart of collections of buildings. The design and/or consideration of all four framework elements (i.e., buildings, open spaces, circulation and utilities) should be integral to every project.

The actual location of reserved infrastructure including promenades, open space and circulation and utility corridors will provide an approximate framework and boundary within which detailed site plans and the design of building clusters can occur. Promenade alignments and open spaces and utility corridors identified in the LRDP should be protected until actual improvements can be completed.

Strategy 2: Develop circulation, utilities and incremental expansion of central services within the Capital Facilities Plan (CFP).

The CFP drives the priorities of the LRDP. The capital projects and identified improvements within the CFP can be used to seek funding for campus improvements unrelated to a specific construction project. The updated CFP will provide University leaders with a detailed, realistic list of proposed capital improvements that will be critical to improving accessibility, connectivity and safety on the UW campus. Some improvements should be targeted in the short term while others will likely require a longer implementation time frame. The project list should be updated each year as part of the budget process. However, the order of project implementation is less important than upholding the long term principles and recommendations of the LRDP. Primary funding sources for capital projects should be based on state appropriations. However, the University should continue to investigate bonding, partnerships, sponsorships and donors to fund its capital projects.
A key aspect of implementing the LRDP is designating and developing the major open space and promenade network. The general locations and alignments of open space and promenades will be protected until they are improved. Future facilities will respond to planned and existing open spaces and promenades.

**Map 7A Major Open Space and Promenade Network**

A key aspect of implementing the LRDP is designating and developing the major open space and promenade network. The general locations and alignments of open space and promenades will be protected until they are improved. Future facilities will respond to planned and existing open spaces and promenades.
Map 7A **Major Open Space and Promenade Network**

- **Signature Space**
- **Quad**
- **Other Campus Open Space**
- **Promenade**
- **Major Road**
- **Minor Road**
- **Existing/Potential Campus Building**
- **Campus Boundary**

Source: University of Wyoming
STRATEGY 3: Complete site and incremental central service improvements as an integral part of individual building projects.

As the University continues to improve existing facilities and construct new facilities, development projects should extend beyond the building footprint to include development of adjacent open space, utilities and services facilities, circulation and parking. The size of a development site should be approximately four times the footprint of new construction. The site should then be developed similar to existing development patterns within the historic campus core. With some variations, half of the development site should be devoted to landscaping and open space, one-quarter developed as circulation and parking and the new facility should occupy the remaining one-quarter of the site. The Illustrative Diagram and design guidelines should be utilized when establishing site configuration and orientation. (see Figure 7.1)

STRATEGY 4: Create detailed plans for particular subareas of campus.

It will be necessary to create more detailed plans for the more complex subareas of campus. Detailed plans will be particularly useful for subareas targeted for development partnerships. The University may be able to augment conventional ground leasing scenarios by undertaking a master developer role. Certain projects may require additional incentives for private partners. The provision of adjacent site improvements and development-ready sites will be enticing to potential investors. Such scenarios will also help to ensure that private development on University land fulfills the
LRDP’s vision for campus development including the necessary open space, circulation and utilities, sustainability and central support facilities.

**STRATEGY 5: Create a major gift catalog with an expanded listing of small items and large-scale projects.**

Continuing with the success of the UW Foundation’s gift catalog for trees and benches, the University should develop a comprehensive gift catalog providing greater options and ideas for prospective donors. Catalog items should reflect a range of proposed projects identified in the LRDP including trees, benches, open spaces, plazas, promenades, malls, buildings, building additions, parking structures and associated utility and support services infrastructure. Thus the gift catalog will overlap, but remain distinct from, the CFP described above. Securing a donor for a project on the CFP will allow a lower priority CFP project to be implemented sooner. Similarly, a donor willing to fund a proj-
ect lower on the CFP priority list can help UW realize construction of a significant but lower priority facility. In addition to major projects, the gift catalog could include options to support smaller, individual improvements that are part of a larger site, such as pathways and lawns adjacent to new buildings. While not included in the gift catalog, raw land acquisition, landscaping materials, lighting and other furnishings can also be targeted for donor funding. Similar to a gift registry, the catalog can be routinely updated to reflect current needs and funding shortfalls.

**STRATEGY 6: Pursue opportunities for land acquisition and development.**

The University should continue to purchase parcels north and south of the existing campus (between Grand Avenue and Harney Street) as they become available. The University has acquired property south of Ivinson Street and north of Lewis Street on a parcel-by-parcel basis using an opportunity-based approach. Expansion of the campus core south of Ivinson Street will allow UW to control much of the public edge along the north side of Grand Avenue. The additional area can also provide new administrative space and opportunities for living learning, various institutes and centers.

Expansion of the campus core north of Lewis Street will build upon recent investments in the Anthropology building and provide an opportunity to create a pleasing campus edge that transitions well and improves connectivity with adjacent neighborhoods. Expansion in this area will allow living learning opportunities, new academic buildings, support facilities and research laboratories close to the existing academic core. As suitable property becomes available, the University will continue to acquire property from willing sellers based on fair market value.

**STRATEGY 7: Ensure operational and maintenance efficiency.**

Adequate main line and major feeder utilities and services should be appropriately sized for expected future projects, avail-
able and installed prior to completion of new development projects. The location and design of new projects should follow locations identified in the framework maps and Illustrative Plan, be energy and resource efficient and take into account long-term maintenance and operational needs. As the extent of central services and operations expands and new technology evolves, the University will need to retain experienced staff with appropriate expertise to manage these new facilities.

STRATEGY 8: Implement and periodically review the LRDP.

The Long Range Development Plan establishes a new framework for future campus uses and development. Reviewing new project proposals in relation to the LRDP will be critical to ensure that new projects fit the campus and community vision for future development. As development occurs and projects are implemented, the plan will also require periodic review by Facilities Planning Office staff. Any necessary amendments to the plan should be compiled by the Facilities Planning Office and reviewed by the Vice President of Administration. Any modifications deemed necessary by the Vice President of Administration will be brought to the Board of Trustees.

STRATEGY 9: Continue collaborative project teams for design and construction.

Project development benefits from a multidisciplinary team and campus involvement. Project architects, engineers and planners should continue to collaborate...
with University faculty, staff and students where appropriate. In the long run, successful projects incorporate a wide range of perspectives to create vibrant and well-used places.

**STRATEGY 10: Update the University of Wyoming’s Instructions to Architects and Engineers (November 2007) to reflect the University’s Long Range Development Plan.**

The Instructions to Architects and Engineers provides design standards to which all campus development projects must adhere. It should place a special focus on sustainable building principles and design; both concepts are central to the University’s LRDP. The instructions incorporate Wyoming Public Works Standards and City of Laramie Standard Details.

**STRATEGY 11: Adopt and implement the LRDP Design Guidelines.**

As part of the Long Range Development Plan process, a set of design guidelines was crafted to help guide the design and development of open space, buildings and circulation and utility routes on the UW campus. The guidelines ensure the integrity of the campus and the vision articulated by the LRDP, while maintaining adequate flexibility to allow for contemporary design, technologies, sustainability and creativity.
Phasing Criteria

The University of Wyoming Long Range Development Plan will be implemented over several years as funding allows. The University does not have the resources to meet all projected needs in the short term, nor can it implement all recommended projects immediately. Along with projects identified in the Capital Facilities Plan, phasing criteria help determine which projects should be implemented first to maximize the success of the plan.

Not all land identified as an opportunity area is immediately available for development or even owned by the University at this time. Before land is acquired, the University should conduct an in-depth analysis of each potential site to identify site constraints and issues as well as potential impacts to adjacent uses.

Future projects need to be consistent with the vision, guiding principles and development concepts outlined in this plan. For projects that support the intent of the LRDP, four phasing criteria have been identified to help prioritize campus improvements:

- Support of academic objectives;
- Location;
- Timing; and
- Funding.

By determining how well projects meet these criteria, the University can make decisions about which projects should move forward first in alignment with the campus vision, principles and development concepts set forth in this plan.

DEVELOPMENT CONCEPTS FROM CHAPTER 6

A CREATING A HIERARCHY OF OPEN SPACES AND GREEN LINKAGES

B CONNECTING EAST, CENTRAL AND WEST CAMPUS

C CREATING A CRITICAL MASS OF ACADEMIC USES ON CENTRAL CAMPUS

D EXPANDING THE WEST CAMPUS ACADEMIC CORE

E ALLOWING FOR FUTURE EXPANSION OF THE RESEARCH AND BUSINESS PARK

F ENHANCING FRATERNITY MALL

G REDEVELOPING SUMMIT VIEW APARTMENTS AREA

H ENHANCING AREAS ADJACENT TO PREXY’S PASTURE

I CREATING A SIMPLIFIED, CLEAR PEDESTRIAN AND VEHICULAR SYSTEM

J ENHANCING THE VISITOR EXPERIENCE

K CREATING WELL-DEFINED CAMPUS EDGES AND ENTRIES

L ESTABLISHING COMPREHENSIVE SIGNAGE AND WAYFINDING

SUPPORT OF ACADEMIC OBJECTIVES

The UW Academic Plan sets goals, direction and priorities for academic programs and advancement at the University. Creation of the Future: University Plan 3 identifies existing and future academic programs and articulates a vision for those programs. Facilities are often a key aspect of the vision for an academic initiative as
they can create a signature space on campus, provide a new type of space, attract top faculty and students and reposition the University relative to peer institutions. Thus, development projects that directly or indirectly support academic advancement of individuals or programs should receive the highest priority for planning and design, funding and construction.

LOCATION
The existing campus contains a mix of developed and undeveloped land, making some areas easier to develop more quickly. Infill projects and redevelopment of developed sites should be prioritized over greenfield projects on undeveloped land because the needed infrastructure may already be in place. Congruity of existing academic and service units along with incremental expansion of operations must also be considered. Redevelopment sites, additions to existing buildings and close-in sites that are near existing services and infrastructure should generally be prioritized to prevent more costly leapfrog development. With that said, strategic projects (e.g., development with educational partners like Laramie County Community College) may target undeveloped property along 22nd Street and/or Harney Street.

TIMING
Projects should be realistic and based on expected timing of surrounding uses and development. Not all potential opportunity areas for expansion and campus growth are currently under University ownership. The timeline for land acquisition and development may depend on a variety of factors including land availability, cost and an owner’s willingness to sell. For this reason, timing is a critical factor that will help determine a project’s priority for implementation. Priority acquisition areas include the majority of parcels north of Lewis Street to Flint Street and south of Ivinson Street to Grand Avenue.
These areas should be acquired when the opportunity exists to do so. For this reason, development on University-owned property on Central and East campus will generally occur before development in these areas. The opportunities presented by donations and grants should be accommodated but may not align with planned timelines.

**FUNDING**

The availability of funding is critical in determining which projects move forward. Adequate funding should be available to support the project itself and necessary improvements associated with the project (e.g., circulation, open space, etc.). Only capital projects identified in the Capital Facilities Plan receive necessary support and funding. For projects not in the CFP, all available funding sources should be considered, including state and federal appropriations, bonds, grants and donations. However, the implementation of priority projects should be flexible enough to take advantage of unique or unforeseen opportunities. The University should carefully shape opportunities such as major donations as they occur; ensuring all projects fit the LRDP vision and intent. Holding donor-funded projects to the same standards as all other projects will be instrumental to successful fulfillment of the LRDP vision. Donor-funded projects should generally receive high priority along with projects with strong political support and close alignment with the institutional mission.
APPLYING PHASING CRITERIA
The above phasing criteria are intended for use by the various levels of decision makers for campus development. Development and Facilities recommendations are made to the Board of Trustees by the President and the Vice President of Administration. When a development action is recommended to the Board of Trustees, the project or strategy will support and be supported by the LRDP. The Vice President of Administration and the Facilities Planning Staff will navigate projects through the process guided by the increasingly focused lenses of the mission and vision, guiding principles, the development framework, development concepts, design guidelines and implementation strategies.

APPLYING THE CRITERIA: AN EXAMPLE
To illustrate use of the criteria, there are two projects proposed for construction on Central Campus: a new parking structure near the stadium and a new building north of Lewis Street. Both proposals would be brought before the facilities planning staff where they would be reviewed for consistency with the various framework elements. Staff would review the new parking structure proposal and determine that the design of the facility is consistent with the LRDP development concepts. The location is acceptable as it is similar to the location shown on the Development Plan and will replace existing surface parking. The University already owns the property and there is sufficient funding to complete the project meeting both the timing and funding criteria.

The Facilities Planning Office would then forward recommendations to the Vice President of Administration for approval. Based on the proposal, staff would decide if the design meets the intent of LRDP development concepts and if the ideal location is identified. But because the structure is proposed to the north of existing campus on property that the University does not yet own, the timing is complicated and necessitates additional pre-planning. Based
on this hypothetical example, staff could then decide to prioritize a recommendation for the parking structure because it best meets the intent of the LRDP and all of the implementation criteria.

**Sequencing Development**

The UW campus is expected to experience overall facility growth in gross square footage of 10 to 35 percent over the next 20 years. With efficient use of existing property and strategic land acquisitions and development, UW will be able to accommodate projected growth and associated new development projects.

**DIRECTING NEW GROWTH**

Most of the projects recommended in the LRDP will be concentrated in growth opportunity areas where land is available for development. Based on existing characteristics, the campus has three distinct areas: West Campus, between 9th and 15th Streets; Central Campus, between 15th and 22nd Streets; and East Campus, east of 22nd Street. The majority of developable campus property is separated from West Campus by 15th Street and the Greenhill Cemetery. Central Campus between Grand Avenue and Willett Drive is built out to the extent that the greatest opportunities for new development are on the sites of existing surface parking lots and existing buildings. However, there is adequate space to expand central services and facilities north of the cemetery. The area north of Willett Drive (east of 19th Street) also contains the greatest concentration of development opportunities in close proximity to established campus activity nodes.

The largest quantity of undeveloped land contiguous with the main campus is on East Campus. Large undeveloped areas exist north of the existing recreation fields and east of Jacoby Golf Course. Redevelopment and/or reuse opportunities include the Summit View Apartments site and the Armory, which is located near the corner of 30th Street and Armory Road. The Laramie County Community College will have a presence north of the planned
Visual Arts Building to maximize use of nearby public facilities including the athletic fields and parking. Undeveloped areas located in Central and East Campus will continue to serve as campus open space until future needs require redevelopment of these site.

Most proposed land uses and development will occur within these identified opportunity areas. A long term prospect for the University is to shape development along the northern edge of Grand Avenue from 9th Street to 22nd Street, excluding the Ivinson Home for Aged Ladies. Flint Street could eventually become the northern boundary of West Campus. The timing of new commercial and mixed-use development on the campus should consider the intricate relationship between the campus and the larger Laramie community. It will be important to balance the amount and location of commercial development, especially between the area along Grand Avenue, 22nd Street and Downtown. Overall, redevelopment along 22nd Street will focus on creating a walkable, safe and inviting environment allowing for vehicular connectivity while reducing conflicts between motorists, bicyclists and pedestrians. Detailed design of specific projects in this corridor must ensure that 22nd Street does not inadvertently become a barrier that requires addressing in the next LRDP planning process. New retail, office and industrial space should be differentiated from other offerings in Laramie to promote synergy rather than competition.
KEY INFRASTRUCTURE IMPROVEMENTS

Strategic development will establish the underpinnings of the multi-faceted framework delineated throughout the LRDP and will provide a foundation for all future campus development. Shorter term improvements will serve as catalysts for development projects in an effort to provide a sense of place, connectivity and/or necessary infrastructure where it is currently limited or non-existent. Like the street network of a new neighborhood, circulation, open space and utilities improvements serve as the framework around which future projects will be built.

Areas of campus expected to develop or redevelop in the near term should include adjacent infrastructure improvements (e.g., open space, circulation improvements and utilities). Any new projects should be responsible for the site improvements within their respective project boundaries including utilities, open space and circulation. Segments of the overall framework adjacent to development projects can be included in those individual projects depending on how project site boundaries are defined. At a minimum, individual facility project sites will be responsible for extending utilities and circulation improvements to the edges of the site boundary. Though improvement of identified open space will also be required, the design and extent of their completion will be based on the development status of adjacent sites and will require additional coordination.
The phasing strategy identifies four key framework improvements necessary for supporting growth and improving connectivity. As described below, these improvements include strategic phasing of the promenades, transit mall, campus gateways, utility and central services and redevelopment of 15th Street.

Promenades
Promenades are intended for the exclusive use of pedestrians and bicyclists to improve active, non-motorized transportation.

The conversion of Sorority Row to a promenade provides a critical link in the promenade and walk system as it expands eastward. In addition to improving pedestrian and bicycling opportunities, promenades can also be used by service and emergency vehicles as needed to improve campus safety. Opportunities for utility corridors placed within the promenade should continue to be explored as well.

Transit Malls and Routes
The distances between destinations on the West Campus, Central Campus and East Campus require the creation of strong east-west connections. The shuttle loop will connect Lewis Street, Ivinson Street, Fraternity Row and Willett Drive as well as improve walkability and bikability for these critical connectors. Opportunities for utility corridors placed within the mall should continue to be explored as well. Steam heat pipes under sidewalks, for example, will reduce the need for snow removal. There are no current examples of a transit mall on the UW campus.
Campus Gateways

Formal and informal gateways create desirable entryways that signal when users have entered or exited a unique campus space. Signage, landscaping, distinctive architecture, edges and streetscape features can be used to create these gateways.

Five major campus gateways are proposed. Fifteenth and 9th Streets currently serve this purpose but will play a lesser role over time. However, future improvements will still allow for connectivity along these roadways. To increase the role of 13th and 22nd Streets, these entries will be well-signed and will include a collection of gateway features such as unique paving, entry monuments and gateway signs. Gateways can also be reinforced by distinctive architectural design and building orientation that should also fit with the overall campus character and design guidelines described in the LRDP, Volume 1. Additional gateways will be established around the UW campus as well as for transitions between areas of campus and between campus and adjacent development.

15th Street Redevelopment

Providing a safe and inviting crossing along 15th Street is key to the successful development on Central and East Campus. Other than Grand Avenue, 15th Street is currently the busiest and most dangerous street on or adjacent to campus. The real and perceived barrier created by 15th Street separates West Campus from Central and East Campus. Improvements to

TOP LEFT: Existing promenade

TOP RIGHT: Transit shelter

BOTTOM: Illustration of proposed transit mall
the roadway will be phased according to future development considerations but initial improvements should be a top priority. The phasing will allow for gradual redevelopment of 15th Street and include a combination of lane reconfiguration to three lanes with a center turn lane/median; on-street parking; curb extensions to decrease crossing distances; pedestrian refuge islands; distinctive materials and/or colors at intersections to identify potential conflict areas; a chicane or curved street near the Fraternity Mall; and additional trees and landscaping with appropriate utility improvements.

SEQUENCING
Sequencing of the key improvements is based on the conceptual outline of major circulation and utility routes. These routes follow a systems approach to phasing campus development, rather than a focus on the construction of individual buildings. While the approach considers improvements to the entire campus, several of the planning and design principles focus on growth and investment into Central Campus and developing new connections between East and West Campus.

The sequencing plan includes completion of the campus-wide transit route, gateways, street improvements and promenades as well as extension of utilities and central services infrastructure; each of these is critical to improving connectivity and access to Central and East Campus. Infrastructure phasing for these enhancements will be implemented gradually throughout campus.
Implementation of these projects is ultimately based on the Capital Facilities Plan (CFP). Once identified in the CFP, design and development of key improvement projects will be based on criteria presented earlier in this chapter. The criteria will establish parameters that University staff can use to prioritize projects. Criteria will generally be based on timing, funding and conformance with the CFP, the Utilities Master Plan (developed in parallel with the LRDP) and the proposed infrastructure sequencing strategy.

The proposed infrastructure sequencing strategy describes the timing and extent of new campus circulation projects. These projects can be broken down into three phases:

- Phase 1 (immediate to short term)
- Phase 2 (intermediate term)
- Phase 3 (long term)

**Phase 1**

On West Campus, Phase 1 projects include the realignment of and improvements to 15th Street. Improvements to the realigned, curvilinear street will begin at the western terminus of Willett Drive and extend south to Ivinson Street. In addition, the West Campus extension of the Willett Drive transit mall should be implemented as a Phase 1 project.

Also during Phase 1, two major east/west connections should be developed in Central Campus. Construction of the Willett Drive transit mall will continue from West Campus at the intersection of 15th Street, extending east to the Arena.
Auditorium. Utilities will also be upgraded with development and extended along the transit mall. Fraternity Row will be redeveloped at this stage to accommodate campus transit, bicycles and pedestrians, as well as service and maintenance vehicles. Sorority Row will be redeveloped into the primary east/west campus promenade, paralleling the transit route. The Central Campus promenade built during Phase 1 will begin at 15th Street and continue east to 22nd Street. Portions of both Fraternity

Mall circulation routes will be dependent on the pending project development and expansion of the Fine Arts Center. The 22nd Street campus gateway and street improvement should be completed with redevelopment of the Rocky Mountain Research Station and Summit View Apartments site. Improvements to 22nd Street will begin at Grand Avenue and end at Arrowhead Lane.

Phase 2

There are four Phase 2 projects on West Campus. The first project will extend the Willett Drive transit route north, beginning at the terminus of Phase 1 improvements and extending to Lewis Street. Because a portion of Lewis Street may not meet timing criteria, only a section of Lewis Street improvements will occur in Phase 2. This includes the realignment of Lewis Street beginning at 13th Street and ending at 11th Street, where pending development will continue street improvements west to 9th Street. Another Phase 2 project will include transit mall improvements to Ivinson Street, beginning at the intersection of 9th
Street and terminating at 15th Street. The final Phase 2 project in West Campus is the improvement of 13th Street between Ivinson Street and Grand Avenue, including additional gateway improvements to the University’s 13th Street entrance.

Two Phase 2 projects are proposed for Central Campus. The north/south promenade will begin as a connection to the east/west promenade just west of the stadium. During Phase 2, the promenade will continue north to Harney Street. Utilities will also be extended within the promenade right of way where possible. The second project in Central Campus Phase 2 is the 19th Street gateway and street improvements. Improvements to 19th Street continue until the street bends west, adjacent to the Corbett Physical & Health Education building. The pending expansion of the Fine Arts Center will include improving the site’s frontage on the Willett Drive transit mall that connects to South 19th Street.

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<th>LOCATION</th>
<th>PHASE 1</th>
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<tr>
<td>West Campus</td>
<td>15th Street realignment and improvements</td>
<td>Extend Willett Drive route to north</td>
<td>Continuation of 15th Street improvements</td>
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<td></td>
<td>West Campus Willett Drive transit mall improvements</td>
<td>Lewis Street realignment and improvements</td>
<td>Lewis Street to Prexy’s Pasture promenade improvements</td>
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<td>Ivinson Street transit mall improvements</td>
<td>13th Street gateway and street improvements</td>
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<td>Central Campus</td>
<td>Willett Drive transit mall</td>
<td>Central Campus promenade and extension of utilities</td>
<td>Continuation of Willett Drive transit mall</td>
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<td>Central Campus and extension of utilities</td>
<td>19th Street gateway and street improvements</td>
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<td>Redevelopment of Fraternity Row into Transit Mall</td>
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<td>Redevelopment of Sorority Row into promenade</td>
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<td>Armory Road improvements</td>
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Street and terminating at 15th Street. The final Phase 2 project in West Campus is the improvement of 13th Street between Ivinson Street and Grand Avenue, including additional gateway improvements to the University’s 13th Street entrance.

Two Phase 2 projects are proposed for Central Campus. The north/south promenade will begin as a connection to the east/west promenade just west of the stadium. During Phase 2, the promenade will continue north to Harney Street. Utilities will also be extended within the promenade right of way where possible. The second project in Central Campus Phase 2 is the 19th Street gateway and street improvements. Improvements to 19th Street continue until the street bends west, adjacent to the Corbett Physical & Health Education building. The pending expansion of the Fine Arts Center will include improving the site’s frontage on the Willett Drive transit mall that connects to South 19th Street.
The phasing plan for the future development of the UW campus serves as a guide for sequencing key projects. The phases represent three broad time periods with projects for all areas of campus included in each phase. The earlier projects are intended to connect East, Central and West Campus and to establish the major plan framework elements.
Map 7B Phasing Concept

Phase 1 (immediate to short-term)
- Promenade
- Transit Route
- Transit Mall

Phase 2 (intermediate term)
- Promenade
- Transit Route
- Transit Mall

Phase 3 (long term)
- Promenade
- Transit Route
- Existing/Planned Campus Building
- Potential Campus Building
- Campus Open Space
- Campus Boundary

Source: University of Wyoming
Phase 3

During Phase 3, improvements to 15th Street are continued to Lewis Street. Improvements to 15th Street will also include gateway features such as signage and landscaping. At this intersection, street improvements will continue west, terminating at the Lewis Street realignment completed in Phase 2. Another improvement to West Campus is construction of the promenade connecting Lewis Street to the northwest corner of Prexy’s Pasture. This major bicycle/pedestrian route will help link future development north of Lewis Street to the campus’ signature open space.

Two Phase 3 projects will be implemented in Central Campus. One of these projects continues the Willett Drive transit mall from the terminus completed during Phase 2 east to 22nd Street. The other improves 22nd Street from the Summit View apartment site north to Harney Street.

Additionally, two Phase 3 projects are proposed for East Campus, as well as a third project shared with Central Campus. At the far east end of campus, portions of 30th Street and Willett Drive will be improved to complete the transit mall design treatment on East Campus. This includes installation of utilities to serve East Campus. During this phase, improvements will include functional and aesthetic improvements to the easternmost portion of the transit loop. Improvements to Armory Road to better accommodate pedestrians and bicyclists will also occur during this time.

ADDITIONAL PRIORITIES

Along with key infrastructure improvements, there are a number of additional action items that should be prioritized. Completion of these priorities will continue the strong momentum developed during the planning process and build the organizational support system to ensure successful plan implementation. These action items include:
• Develop a refined Capital Facilities Plan delineating specific projects necessary to complete the key infrastructure improvements; include investments on or adjacent to campus planned by the City of Laramie and the Wyoming Department of Transportation;

• Create the gift catalog for potential donors that includes trees, benches, paths, promenades, malls, open spaces, buildings, and central services that may enhance the University position with energy conservation and carbon neutrality;

• Update the Instructions to Architects and Engineers;

• Complete existing development projects; and

• Develop detailed plans for the redevelopment of Summit View Apartments and the research/business park area.

ABOVE: Illustration of King Row as proposed