



COMMUNITY COLLEGE of PHILADELPHIA

**2017
Facilities Master Plan**

September 2017

WRT



The logo of the Community College of Philadelphia, which is a stylized outline of the state of Pennsylvania.

COMMUNITY COLLEGE of PHILADELPHIA

2017 Facilities Master Plan

September 2017



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Message from the President

Dr. Donald Generals

President, Community College of Philadelphia

As the College transitions from the first 50 years into the next, we have established a plan for achieving world-class facilities, in both form and function, that is designed to maximize student success. This plan was made possible through the participation of all the College stakeholders using a collaborative process and discussion around the future of the College. Each group had a highly focused component in the planning effort to increase opportunities for student success. There were six components: The Student Experience; Workforce Development, Readiness and Economic Innovation; External and Internal Community Relations; World-Class Facilities; and Fiscal Stability and Sustainability. Through this approach, a broad view became clear in addressing the educational needs and the evolving student life.

The Facilities Master Plan complements the Guided Pathways approach and aligns with the mission of the College. It provides a strategic means for active, social and collaborative learning spaces.

The Plan preserves the historical integrity of the Mint Building and takes full advantage of its architectural splendor for artistic and cultural displays.

Enjoy reading through this compendium of data, graphs and architectural renderings. Join us as we imagine the future and work toward the fulfillment of our goal to become the best community college in the nation with an uncompromising commitment to student success and world class facilities.

Contents

Message from the President

Table of Contents

Executive Summary

Section 01

Introduction

- 21 General Overview
- 23 Pillars and Master Plan Goals
- 24 Background
- 26 Campus Overview - Development Milestones
- 32 Planning Process

Section 02

Opportunities and Issues

- 37 Main Campus
- 56 Regional Centers

Section 03

Planning and Design Framework

- 62 Integrate and Re-connect the Campus with the City
- 63 Create Facilities and Infrastructure for the 21st Century
- 64 Redefine Learning Environments and Programs
- 65 Renew Urban Campus

Section 04

Programs and Spaces

- 68 Introduction
- 69 Labor Market Summary
- 70 Interview Summary
- 70 Existing Space
- 71 Strategic Drivers
- 73 Instructional Space Utilization Analysis
- 75 Order of Magnitude Overall Space Summary
- 84 Creating World-Class Spaces - Design Principles

Section 05

Plan Recommendations

- 89 Introduction
- 89 Main Campus
- 119 Regional Centers
- 123 Phasing / Implementation

Appendices

(Separate Documents)

Appendix A: Campus Community Engagement Summary

Appendix B: Online Survey Summaries



West Building

Athletic Center

Mint Building

Matthias Baldwin Park

17th St Plaza

Spring Garden St

Winnet Building

College Garage

Bonnell Building

18th St

CBI

Parking Lot

Private Garage

17th St

Daycare

Hamilton St

College Garage (Leased Out)

16th St

Carroll Hill St

Aerial view of the Main Campus looking north

Executive Summary

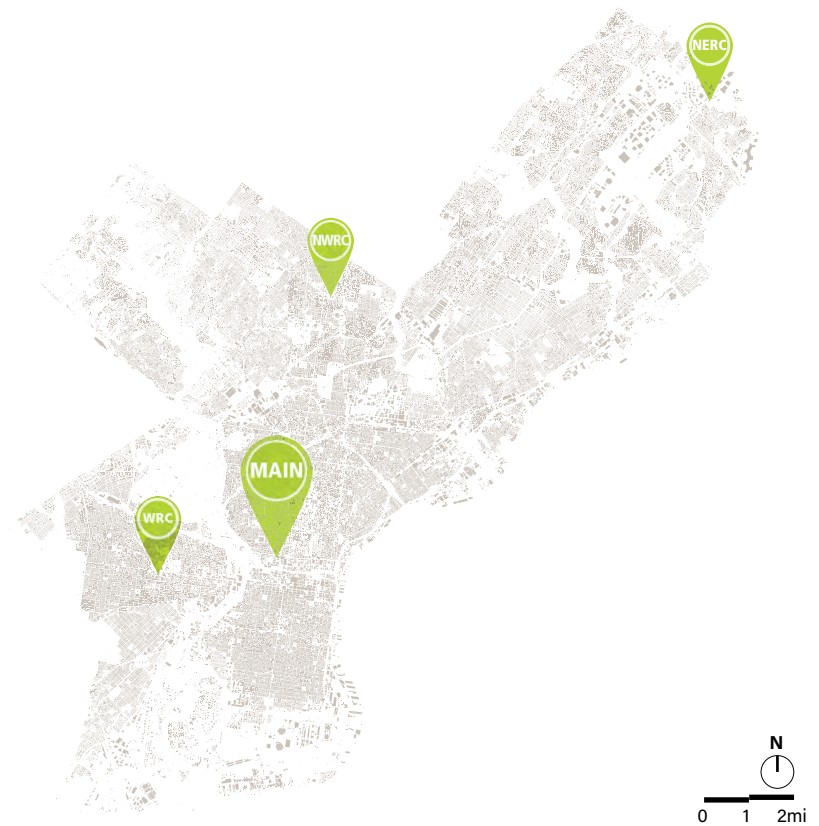
Background

As a lifeline for urban students who face daily challenges, the Community College of Philadelphia's fundamental purpose is to empower students to further their education or enter the workforce. It engages, empowers and advances more than 2,200 students into the urban workforce and further education each year. With the declining availability of high school students, the urgency cannot be more profound to create a campus environment in which students can succeed in the future.

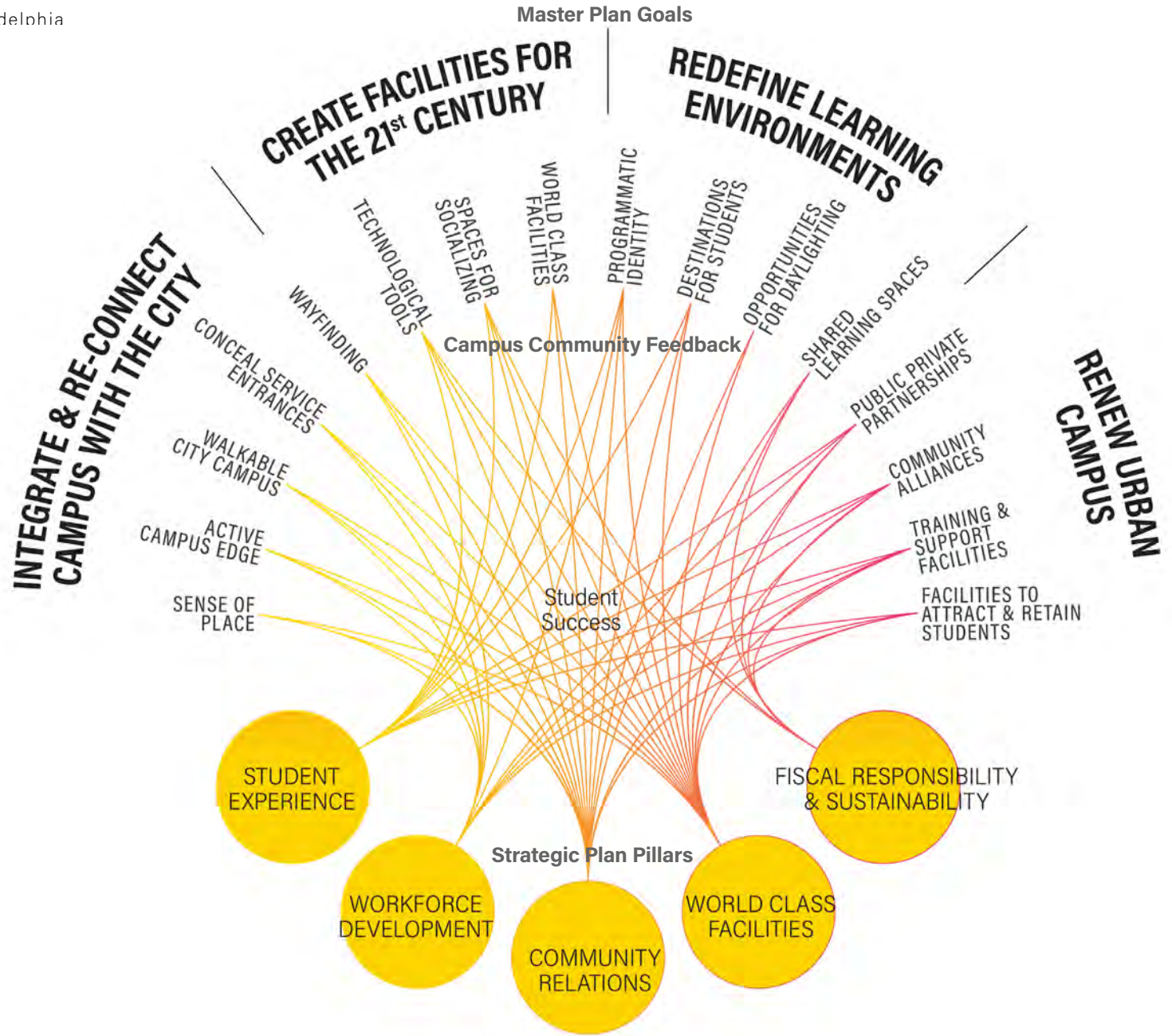
The Facilities Master Plan reviews the evolving facility needs of the College and supports its mission to provide students the knowledge and workforce skills necessary for the 21st century. Closely aligned with the College's Strategic Plan, the Facilities Master Plan addresses:

- » The condition and potential of existing College facilities;
- » Opportunities to highlight the programmatic identity of facilities;
- » Prospects for renovation, adaptive re-use and creative re-purposing of buildings;
- » Effectively enhancing the programs and facilities in the regional centers;
- » Opportunities to connect with business and the community through facilities;
- » Space design that can have a major impact on student health, wellness and academic success; and
- » Campus design that asserts the College's role as the heart of higher education throughout the City of Philadelphia.

The Facilities Master Plan is designed to meet the expectations of a rapidly changing and competitive educational environment. This includes renovating and developing new facilities to accommodate state of the art 21st century programs and advanced technologies involving manufacturing, robotics, transportation, and Integrated health sciences, among others.



Community College of Philadelphia
 Map of Philadelphia showing locations of Main Campus and
 Regional Centers



Strategic Plan Pillars, Master Plan Goals and Framework

Diagram showing Strategic Plan Pillars, Master Plan Goals and Planning and Design Framework

Master Plan Goals and Purview

The Plan provides a facilities framework for realizing the Five Pillars of the College's Strategic Plan:

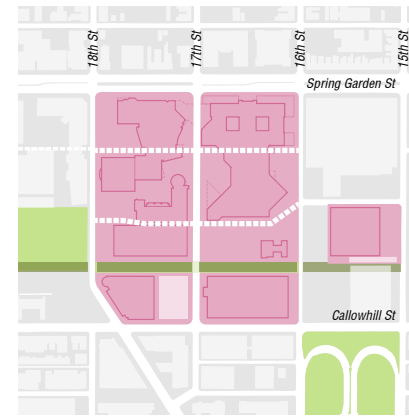
- » **The Student Experience, An Uncompromising Focus on Student Success:** The Plan helps to create a resourceful knowledge community inside and outside the classroom. Increasing programmatic identity of facilities and spaces will enhance students' knowledge of available resources.
- » **Workforce Development, Readiness and Economic Innovation:** Integrating the campus with the neighborhood and the City, the Plan nurtures innovation, entrepreneurship and the development of a 21st century workforce through shared, flexible facilities and programs that respond to business needs.
- » **External and Internal Community Relations:** The Plan accommodates new programs and resources on campus and embraces the surrounding neighborhoods, the business community and the city to foster partnerships.
- » **World-Class Facilities:** The Plan recommends new construction and the renovation and re-purposing of existing facilities and spaces so as to provide technology-rich, collaborative, inspirational environments for learning, retention, and recruitment and for enhancing health, wellness and sustainability.
- » **Fiscal Stability and Sustainability:** Strategically planned short- and long-term design projects and efficient utilization of existing space will support economic stability, reduce budget shortfalls and contribute to financial sustainability. The Master Plan supports a phased and incremental development framework.

The Plan reflects facilities support for the College's involvement in the national Guided Pathways Project, as well as the facilities needs of the College's three regional centers. The Master Plan provides opportunities to realign and co-locate existing spaces and programs within existing and proposed facilities on the main campus. Identifying facilities with specific programs will highlight those programs, facilitate navigation and increase the effectiveness of the Guided Pathways initiative.

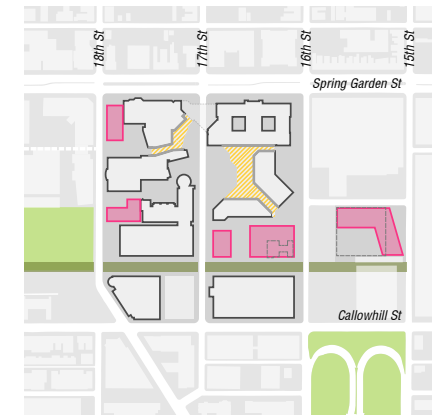
Process

Extensive community outreach and engagement, including interviews with students, administration, faculty and staff, helped to shape the recommendations of the Plan.

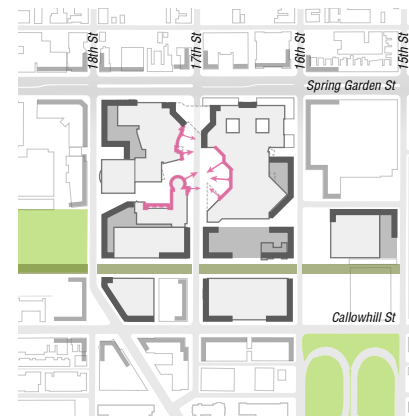
Planning and Design Framework



Integrate and Reconnect the Campus with the City



Create Facilities and Infrastructure for the 21st century



Redefine Learning Environments and Programs

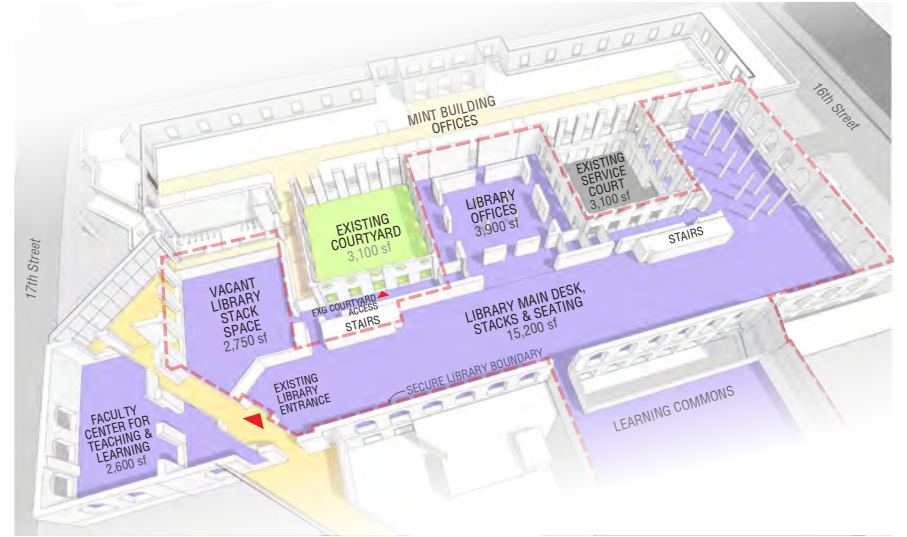


Renew Urban Campus

Community College of Philadelphia
Facilities Master Plan



Existing typical configuration of classrooms, labs and faculty offices



Existing Library Space, Mint Building

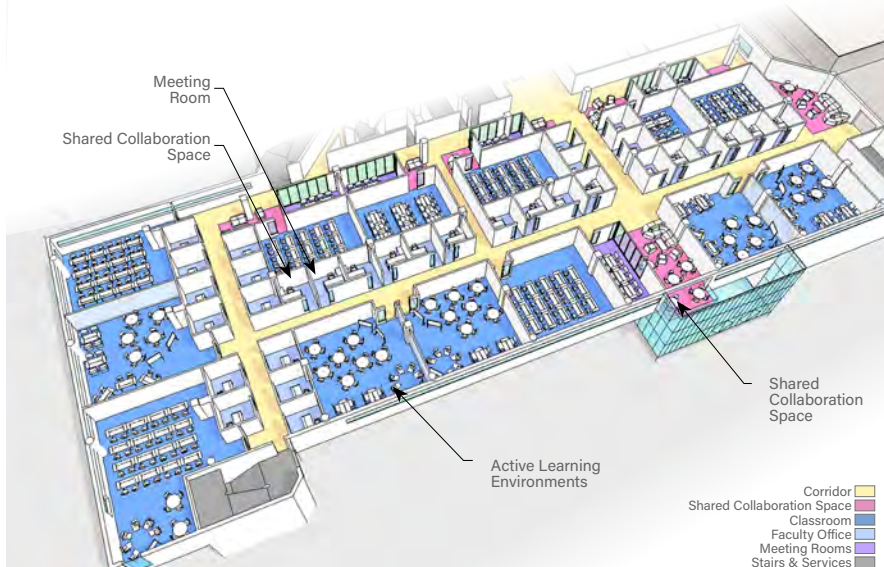


Diagram showing Master Plan recommendations for classrooms, lab and faculty offices renovations with active learning classrooms, shared collaborative spaces and meeting rooms

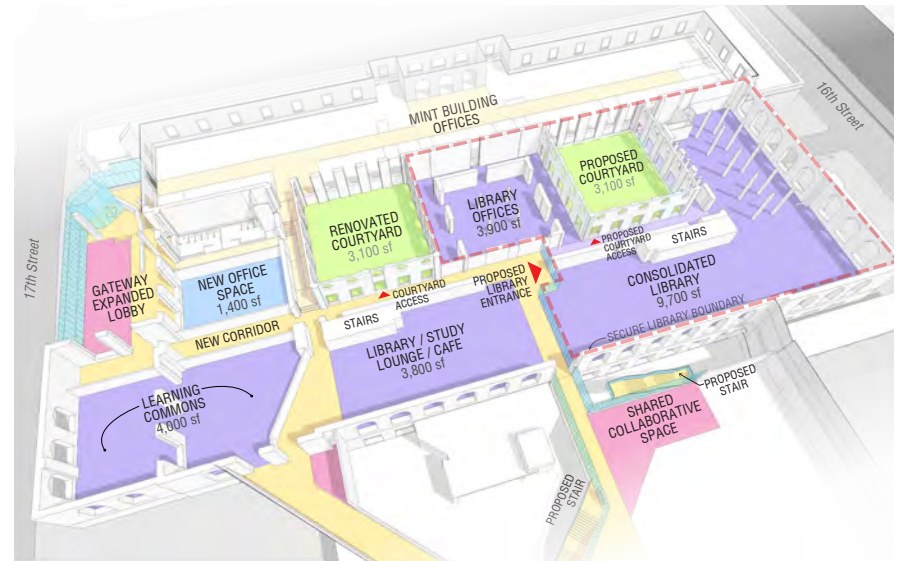


Diagram showing Master Plan recommendations for reconfiguration of Library and Learning Commons

Results

The Plan recommends modifying existing structures by consolidating spaces, functions, and repurposing underutilized spaces. Newer facilities are recommended at locations that provide active edges and better campus integration with the site.

Proposed Renovations

Main Campus Facilities

- » **Library Reconfiguration / Mint Building:** Renovations of underutilized spaces within Mint are proposed, including relocation of art studios to the proposed New Academic Building, and reconfiguring of the Library to address current uses. The reconfiguration of the Library and corresponding Learning Commons will tap underutilized and vacant study and stack space. It will create a central student / study hub within the center of the campus with additional meeting rooms and collaborative study spaces while using the Mint building to its maximum potential.
- » **Phased renovations of existing classrooms, labs, and faculty offices:** Phased renovations of existing classrooms, labs, and faculty offices will include conversion to active learning environments, providing natural light within classrooms, creation of collaborative spaces, removal of interior corridors and insertion of movable partitions.
- » **Winnet Building:** Winnet will house additional student-life spaces, creating a student hub closer to the Main Campus core. The existing academic spaces and offices currently in Winnet Building will be relocated to other facilities.
- » **Bonnell Building:** Bonnell will continue to serve as the academic hub and core of the campus. Classrooms, faculty offices and administrative spaces will be renovated in a phased manner. Additional circulation and wayfinding improvements are also proposed.
- » **Athletic Center / Gymnasium:** To meet the demand for athletic and recreation space for an all campus student body (commuter as well as proposed on-campus resident students), faculty, and staff, a state-of-the-art gym and fitness center is a vital amenity for health and wellness. The existing Athletics Center will be renovated to meet the National Junior College Athletic Association standards. The renovation will also upgrade the building facade and better connect it with the Main Campus.
- » **Proposed Conference Center at CBI:** The Plan proposes to renovate the ground floor of CBI to accommodate a conference center.

Northeast Regional Center (NERC)

NERC may require re-purposing of the existing classrooms to labs based on student demand.

Northwest Regional Center (NWRC)

The Master Plan recommends renovation of existing facilities at NWRC. These include creation of additional program spaces on the third floor of the facility (south building), and creation of new learning commons and study lounge spaces within the ground floor of the north building.

West Regional Center (WRC)

Renovations of the existing non-automotive program spaces (classrooms re-sizing and re-configuration of existing learning commons), are envisioned to consolidate existing leased spaces at WRC. These renovations are proposed in coordination with the proposed Automotive and Diesel Technology center at WRC.



Main Campus - Illustrative view showing renovation of Athletic Center and new Fitness Center Building



Integrated Health Building

West Building

17th & Spring Garden Streets Gateway

Mint Building

Athletic Center

Fitness Center Addition

New Tech Building

Winnet Building

17th St Plaza

Matthias Baldwin Park

18th St

College Garage

Bonnell Building

New Performing Arts Theater

Spring Garden St

CBI

Private Garage

17th St

College Plaza

New Academic Building

Callowhill St

College Garage (Leased Out)

16th St

The Hamilton

Main Campus illustrative rendering

Proposed New Facilities

Main Campus

- » **Proposed New Academic Building:** A new academic building is proposed at the 17th Street parking lot, designed to provide needed academic space as well as flexible additional space to allow for renovation of existing academic buildings.
- » **Proposed Fitness Center Addition:** The existing Fitness Center building would be demolished and a new Fitness Center addition built at the site, attached to the Athletic Center. Along with a new Fitness Center, the addition would house locker rooms, a pre-game area, a bookstore, and shared collaborative spaces.
- » **Proposed New Performing Arts Theater at Bonnell:** The Plan proposes a new auditorium in place of the existing auditorium on the east side of the Bonnell Building, with expanded capacity and a new lobby/reception area. It could accommodate academic spaces for the Music program, currently located on the second floor of the Mint Building, as well as shared collaborative practice spaces.
- » **Proposed New Integrated Health Sciences Building at West:** The West Building will house all STEM programs as well as existing allied health programs. A new building is proposed adjacent to West to accommodate future allied health space needs and Integrated Health Sciences programs.
- » **Proposed New Technology Building:** A new building is proposed adjacent to CBI to accommodate growth in programs on advanced manufacturing and new technologies.
- » **Proposed New Student Housing - The Hamilton:** The College has initiated public/private development of a site adjacent to the Main Campus for market rate/student apartments. Design guidelines and an urban design framework were created as part of the Master Plan to help integrate and connect this development with the Main Campus.

Northeast Regional Center (NERC) and Northwest Regional Center (NWRC)

New facilities are not envisioned at the NERC and NWRC

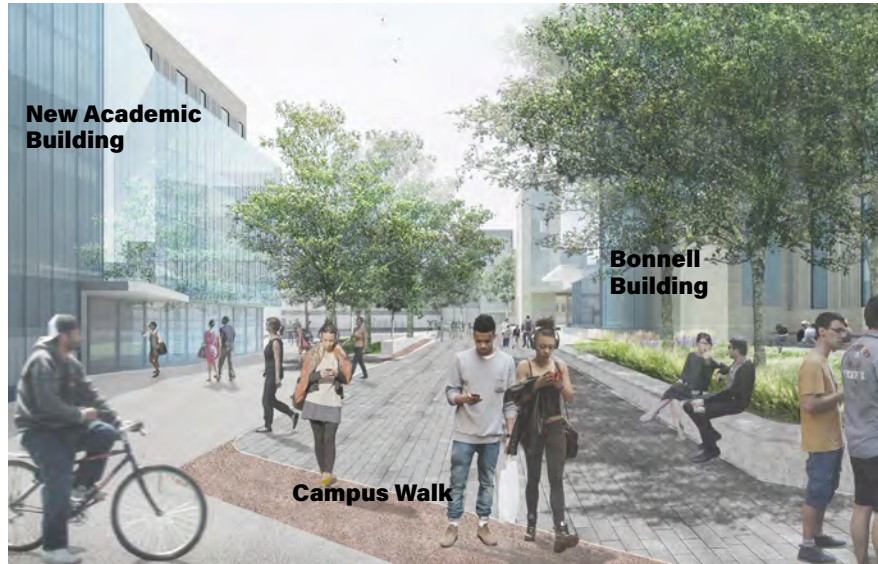
West Regional Center (WRC)

A new automotive and diesel facility in place of existing automotive technology building is proposed at WRC. The new Automotive and Diesel Technology Center will provide additional space to expand the existing program offerings at WRC.



Main Campus - Proposed Academic Building, College Plaza at 17th Street and Campus Walk

Community College of Philadelphia
Facilities Master Plan



Campus Walk at 16th and Hamilton Gateway



Campus Walk at 17th Street Center (Campus Plaza)

Landscape Framework

Main Campus

The proposed landscape framework includes the following principles to be implemented incrementally within the next 5 to 20 years:

- » Create four gateways to the campus
- » Create additional campus open spaces
- » Value the outdoor space through programming, stormwater management/green infrastructure, and outdoor learning environments
- » Establish a new first impression while upgrading campus curb appeal and a transparent face to the surrounding neighborhood and the City
- » Ensure access and integration of campus open spaces and existing and proposed facilities with the future Rail Park

A new campus walk is recommended that unites the Main Campus outdoor space and expands the pedestrian campus programming experience. The adjoining illustrations highlight the campus walk sequence from 16th and Hamilton Streets towards the Mathias Baldwin Park Gateway at 18th Street.

The proposed landscape framework also integrates recommendations and streetscape guidelines outlined within the 2013 Landscape Vision Plan.

Regional Centers

Northeast Regional Center (NERC)

No additional landscape improvements are proposed for the NERC campus.

Northwest Regional Center (NWRC)

In addition to building renovation recommendations pedestrian safety and environment improvements such as wayfinding signage, additional street and pedestrian lighting, new sidewalks and traffic calming measures in front of the building are recommended to the NWRC campus.

West Regional Center (WRC)

With the proposed automotive and diesel facility in place of existing automotive technology building - additional landscape and streetscape improvements are

proposed along Ludlow Street to integrate the non automotive and automotive program facilities on both sides of the street to create a campus feel with a sense of place.

Implementation / Phasing

The Master Plan recommends a phased/incremental approach to the reorganization and renovation of the Main Campus and regional centers. The Master Plan recommends that projects be implemented over the next twenty years in four phases, using the following principles:

- » Build each phase from the other to implement the Master Plan vision and development framework to create world-class facilities.
- » Yield demonstrable changes from each phase to build the momentum and show early results.
- » Implement circulation and wayfinding improvements as integral part of master plan projects throughout the College.
- » Implement streetscape and landscape improvements as part of phased master plan projects throughout the College.
- » Implement deferred maintenance projects that fit within the Plan framework for efficiency and resource utilization.

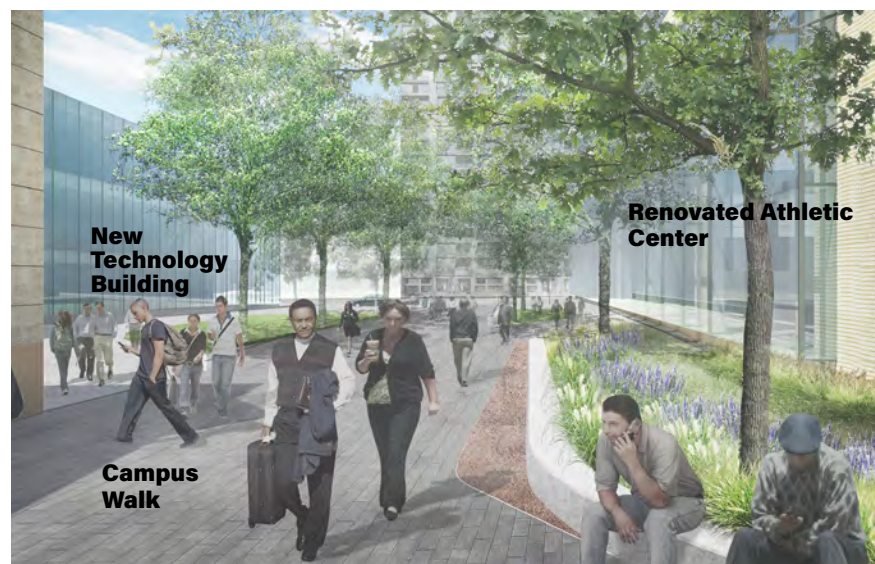
For the Main Campus, the Master Plan recommends renovation of the existing Library and Athletics Center within Phase I to use the existing space more efficiently and create student life amenities within the Main Campus. Construction of the New Academic Building is also recommended in Phase I to provide flexibility for existing academic space renovations within the Bonnell, Mint and West Buildings. Various master plan recommendations for the regional centers are also incorporated as part of the overall implementation and phasing strategy.

City Nexus

As the largest educational institution in Philadelphia, the College is singularly positioned to be the nexus of community engagement, hosting events and programs that engage, educate and inspire. With enhanced facilities and wayfinding, the College will be empowered to invite the neighborhood in, and will be able to develop partnerships and collaborations that allow shared aspirations to be realized.



Campus Walk at Campus Quad (Winnet Building Courtyard), View C



Campus Walk at Mathias Baldwin Park Gateway, View D

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01

INTRODUCTION

General Overview

Pillars and Master Plan Goals

Background

- » Planning Initiatives
- » Student Success and Guided Pathways

Campus Overview - Development Milestones

- » Main Campus
- » Regional Centers

Planning Process

- » Campus Community Outreach and Engagement



**Community
College of Phil-
adelphia's Main
Campus**

Figure 1. View of Community College of Philadelphia's Main Campus and Center City Philadelphia

General Overview

The Community College of Philadelphia Facilities Master Plan establishes a long term development framework for the Main Campus and three regional centers located within the City of Philadelphia. The Plan also lays out a vision to meet the expectations of a rapidly changing and competitive educational environment for the next decade and beyond closely aligned with the 2017-2025 Strategic Plan.

Community colleges are vital sources of higher education for all students and particularly ethnic minorities, low-income students, first-generation college students, immigrants, and student populations underserved by four-year institutions. In this context, the Community of College of Philadelphia plays a critical role in developing the workforce skills needed in the City's evolving economic, cultural and digital environments.

The Plan deals with both the qualitative and quantitative aspects of existing and future space needs, the redesign and maintenance needs of existing facilities, the improvement of the programmatic identity of facilities, and the creation of a sense of place on campus.

As the College transitions from the first fifty years to the next, it has made great academic and organizational strides in improving student success. ***The City's College: Impact 2025*** is a visionary, well-structured, educational blueprint that the Facilities Master Plan serves to advance.



Mint Building entrance on Spring Garden Street / Main Campus

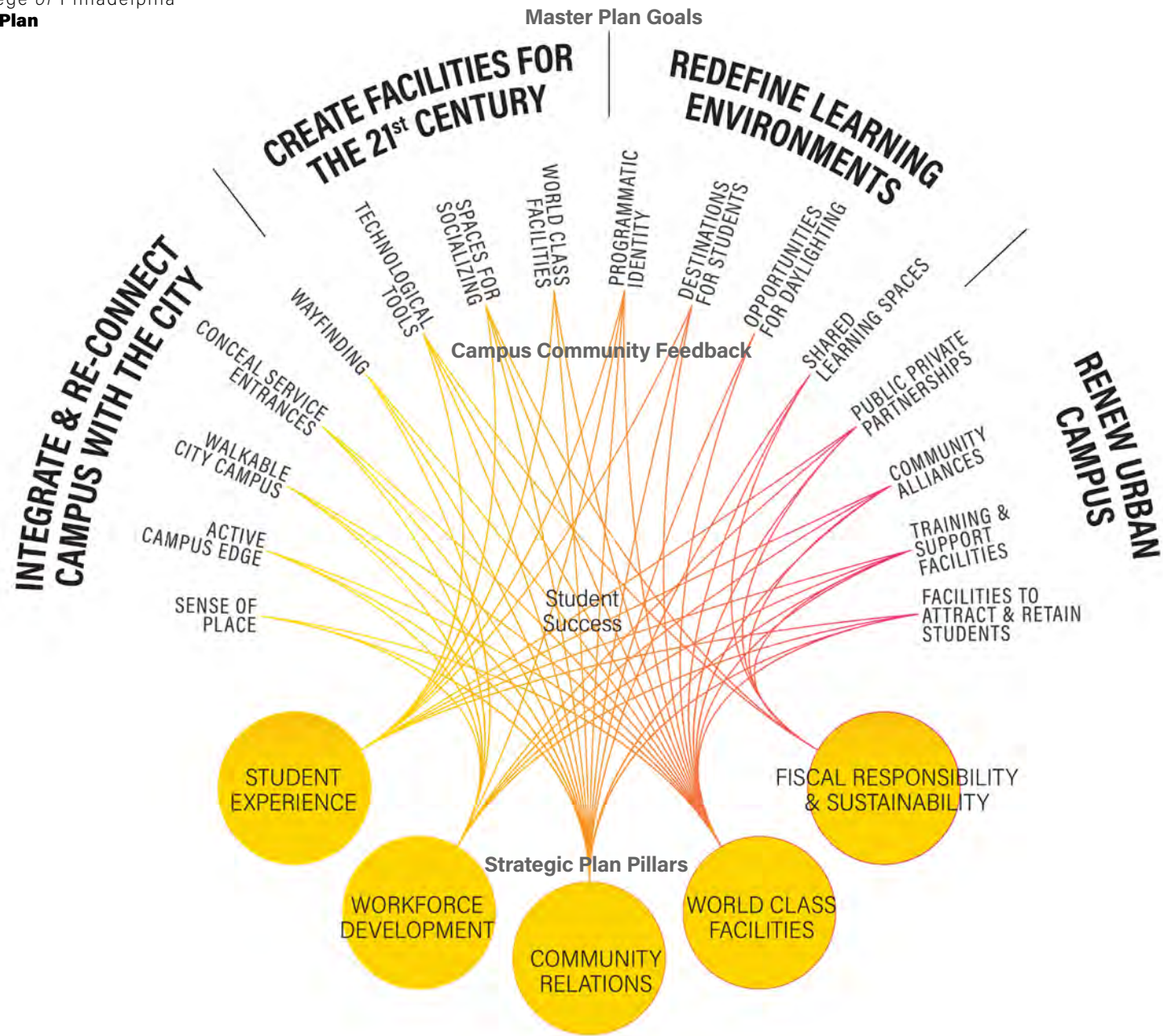


Figure 2. Pillars and Master Plan Goals

The goals of the Facilities Master Plan are closely aligned with the Five Pillars of Community College.

Pillars and Master Plan Goals

The Facilities Master Plan has been developed to provide a comprehensive framework that is closely aligned with the Five Pillars of the College and the newly developed Strategic Plan. The Five Pillars and the relationship with the Facilities Master Plan include:

- » **The Student Experience, An Uncompromising Focus on Student Success:** The Plan helps to create a resourceful knowledge community inside and outside the classroom. Increasing programmatic identity of facilities and spaces will enhance students' knowledge of available resources.
- » **Workforce Development, Readiness and Economic Innovation:** Integrating the campus with the neighborhood and the City, the Plan nurtures innovation, entrepreneurship and the development of a 21st century workforce through shared, flexible facilities and programs that respond to business needs.
- » **External and Internal Community Relations:** The Plan accommodates new programs and resources on campus and embraces the surrounding neighborhoods, the business community and the city to foster partnerships.
- » **World-Class Facilities:** The Plan recommends new construction and the renovation and re-purposing of existing facilities and spaces so as to provide technology-rich, collaborative, inspirational environments for learning, retention, and recruitment and for enhancing health, wellness and sustainability.
- » **Fiscal Stability and Sustainability:** Strategically planned short- and long-term design projects and efficient utilization of existing space will support economic stability, reduce budget shortfalls and contribute to financial sustainability. The Master Plan supports a phased and incremental development framework.

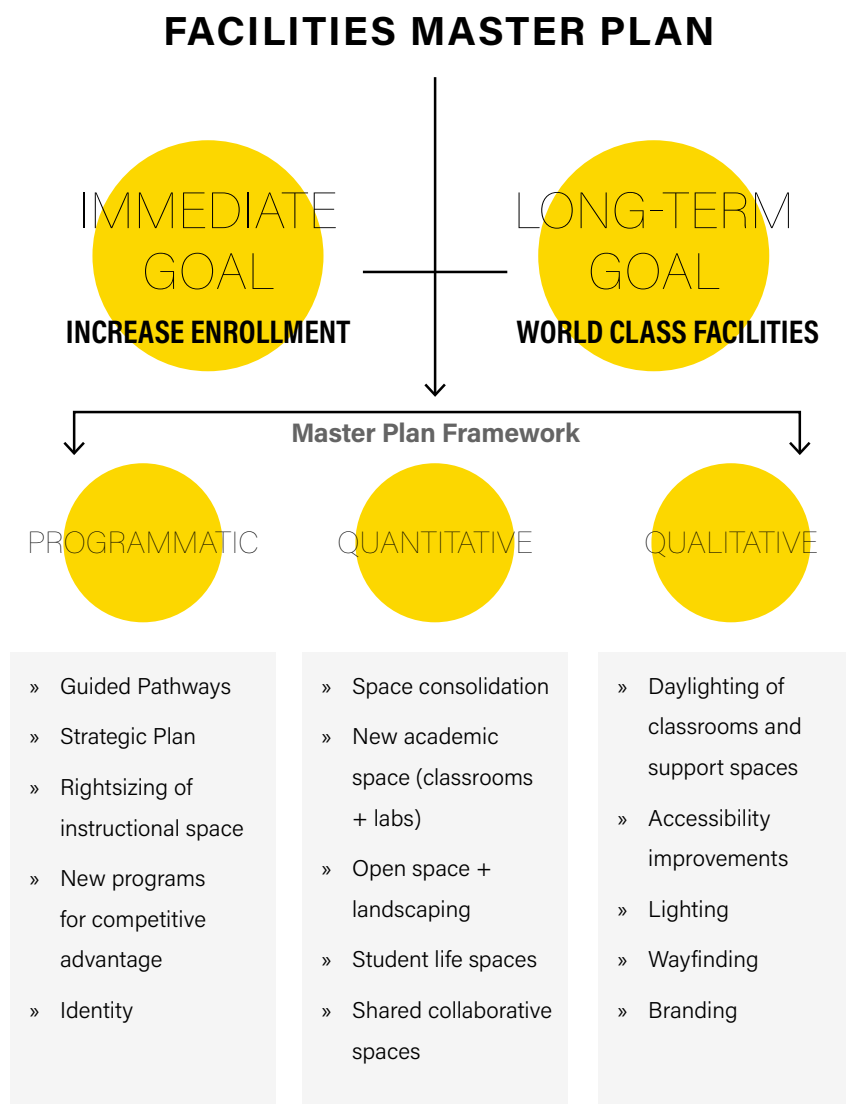


Figure 3. Immediate and Long-Term Master Plan Goals

Background

Founded in 1964, the Community College of Philadelphia is the largest public institution of higher education in the City and the sixth largest in the Commonwealth of Pennsylvania.

Planning Initiatives

The College completed its most recent facilities master plan in 2003, which was an update of the 1997 Master Plan. Among other important issues, the **2003 Facilities Master Plan** addressed the following:

- » Quantity and suitability of existing spaces in meeting specific program requirements,
- » Overall attractiveness and functionality of the Main Campus, and
- » Ongoing development of the three regional centers.

Major facilities that have since been constructed include the Pavilion Building, the new dining facility at the Main Campus, and a 60,000 SF building at the Northeast Regional Center among other renovations and building-system upgrades (HVAC, fire safety etc.).

The **2013 Landscape Vision Plan** proposed 14 intervention projects in the categories of streetscape improvements, plazas, parks, parking and service improvements and green infrastructure. These projects are integrated within the proposed landscape framework of the Master Plan.

The **Technology Strategic Plan 2014-2017** addressed improving classrooms through technology upgrades, smart classrooms and technology-rich learning spaces, including improved Wi-Fi coverage.

The **Academic Affairs Master Plan 2014-2017** of the College stressed the need to support the learning experience of students by creating infrastructure that fosters student success. The strategies to achieve this goal included understanding existing and future space needs and identifying best practices for teaching and learning.

The College updated its current Strategic Plan in parallel with the facilities master planning process. The Facilities Master Plan was developed in close alignment with the updated Strategic Plan, the Landscape Vision Plan, the Technology Strategic Plan and the Academic Affairs Master Plan.

Student Success and Guided Pathways

To increase student success and graduation rates, the College has committed to the national Guided Pathways Project, whose principles include identifying clear academic tracks to employment or further education, keeping students on those tracks, and ensuring that students are actually learning. The College was selected as one of thirty partner institutions for the project.

Participation in Guided Pathways has resulted in several initiatives:

- » Modification of the new student intake process
 - » Redesigning the comprehensive new student orientation program
 - » Development of refined curriculum maps
 - » Extensive advising and progress tracking
 - » Implementation of an early alert system
 - » Refocused efforts on professional development for faculty;
- and
- » Piloted programmatic initiatives for students needing developmental education.

Facilities and technology support for these initiatives are reflected in the Facilities Master Plan.

Strategic Plan 2017 - 2025

The overall success of this eight-year strategic plan will be measured by achieving three broad goals by 2025:

- » Goal 1: Increase credit and non-credit enrollment by 20%.
- » Goal 2: Double the graduation rate.
- » Goal 3: Double the number of opportunities for students to enroll in career programs resulting in the attainment of marketable skills leading to placement in the local and regional economy.

The Student Experience

- » Fully implement the Guided Pathways model
- » Ensure students are challenged by intellectually rigorous teaching and learning techniques inside and outside the classroom
- » Increase academic and student development opportunities

Workforce Development, Readiness, and Economic Innovation

- » Promote the College as a leading provider of workforce and economic development solutions
- » Develop programs around industry clusters
- » Connect students with the world of work

External and Internal Community Relations

- » Develop and communicate an enhanced College identity – Community College of Philadelphia Pride
- » Strengthen the relationship between the College and the City's pre-K to 16 communities
- » Expand partnerships with community organizations integrating the resources of the City
- » Provide programs for local, regional, and national communities

World-Class Facilities

- » Create facilities that optimize learning, leverage technology and enhance the student experience beyond the classroom
- » Develop facilities that inspire pride of ownership, build community among stakeholders, support a commitment to health & wellness, and exceed standards for sustainability and environmental stewardship.
- » Provide equitable facilities at all locations that are inviting, accessible and safe.

Fiscal Stability and Sustainability

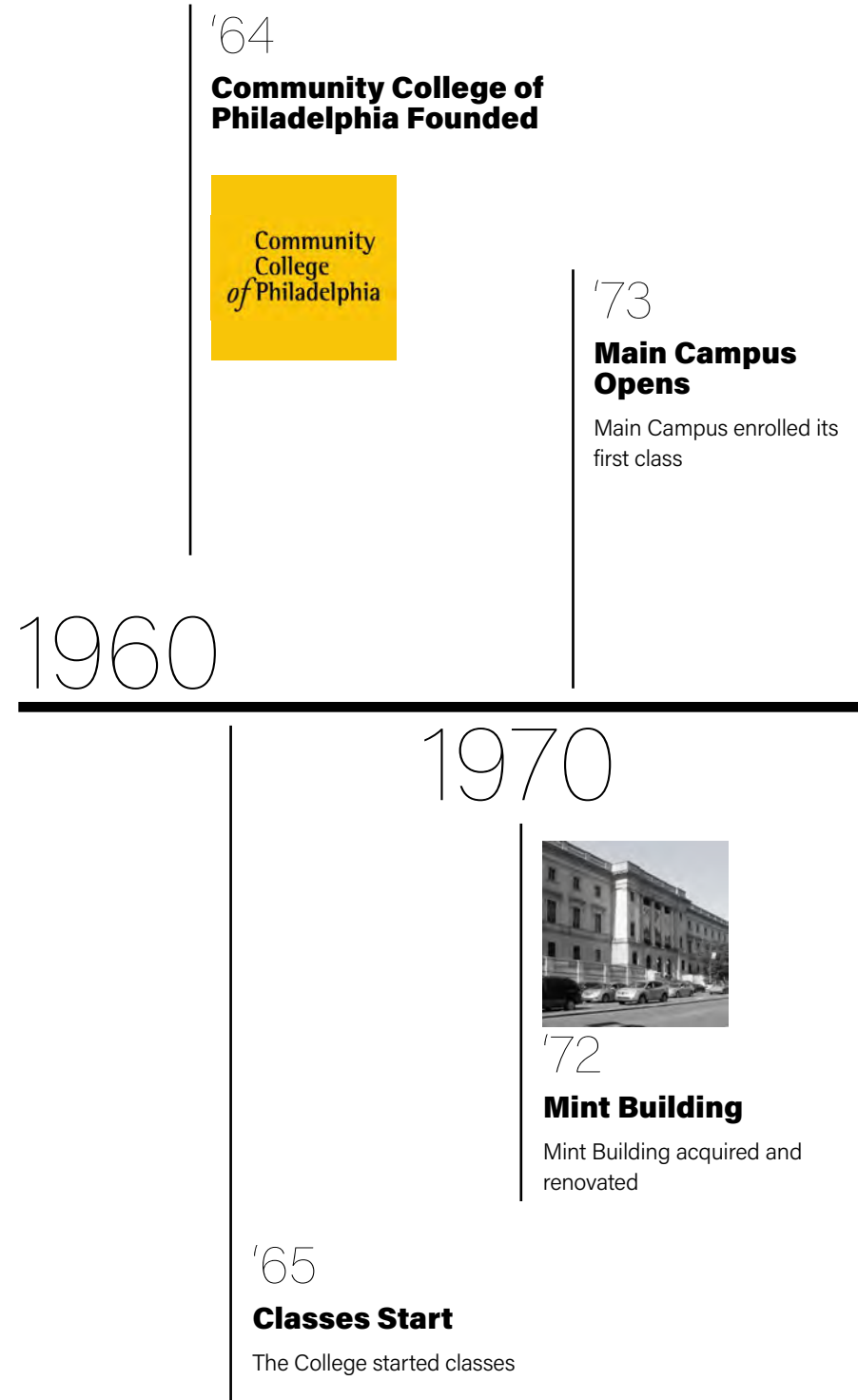
- » Build a sustainable financial model
- » Ensure all areas of the College are operating efficiently
- » Improve student success
- » Develop an entrepreneurial approach to partnering
- » Increase enrollments
- » Increase external fundraising

Figure 4. Strategic Plan Action Items and Pillars

Main Campus Development Milestones

Major development and facilities construction milestones of the Main Campus are highlighted in the adjoining timeline. The milestones include a major phase of expansion and new construction from 1989 to 2003 with over \$90 million in campus expansion and renovation projects completed.

Figure 5. Main Campus Development Milestones
Timeline depicting development milestones of the Main Campus



1980

'89

Winnett and Gymnasium Buildings

Winnett and Gymnasium constructed



'99

NWRC ESTD

Northwest Regional Center (NWRC) opened



'00

Campus Expansion

Over \$90 million in campus expansion and redesign projects completed

'10

NERC Expansion and Renovation

New building with renovations completed



2000

1990



'85

WRC ESTD

The current West Regional Center opened



'82

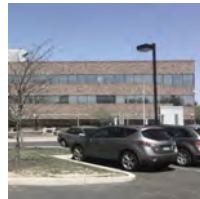
West and Bonnell Buildings

West and Bonnell Buildings constructed

'94

NERC ESTD

Northeast Regional Center (NERC) opened



2010



'11

Pavilion Building

Pavilion Building constructed



'03

Center for Business and Industry

Center for Business and Industry opened



West Building

Athletic Center

Mint Building

Matthias Baldwin Park

17th St Plaza

Spring Garden St

Winnet Building

College Garage

Bonnell Building

18th St

CBI

Parking Lot

Private Garage

17th St

Daycare

Hamilton St

College Garage (Leased Out)

16th St

Carroll Hill St

Aerial view of the Main Campus looking north

Main Campus

The campus was developed over the last four decades as a superblock with facilities facing inward towards the quad along 17th Street. Sixteenth Street and 18th Streets frontages were designed as back of the house, service and parking areas. The front face of the Main Campus was considered to be Spring Garden Street with the Mint and West Buildings forming a formidable wall to the streetscape without transparent edges or activities on the ground floor. The development of College's Main Campus can be categorized into three major phases:

- » Phase I (1965 to 1980) / Foundation
- » Phase II (1985 to 2005) / Establishment and Expansion
- » Phase III (2010 to 2015) / Improvements and Renewal

Phase 1
College Founded: 1965
Mint Bldg open for classes: 1973

Phase 2
Establishment & Expansion

Phase 3
Improvements & Renewal

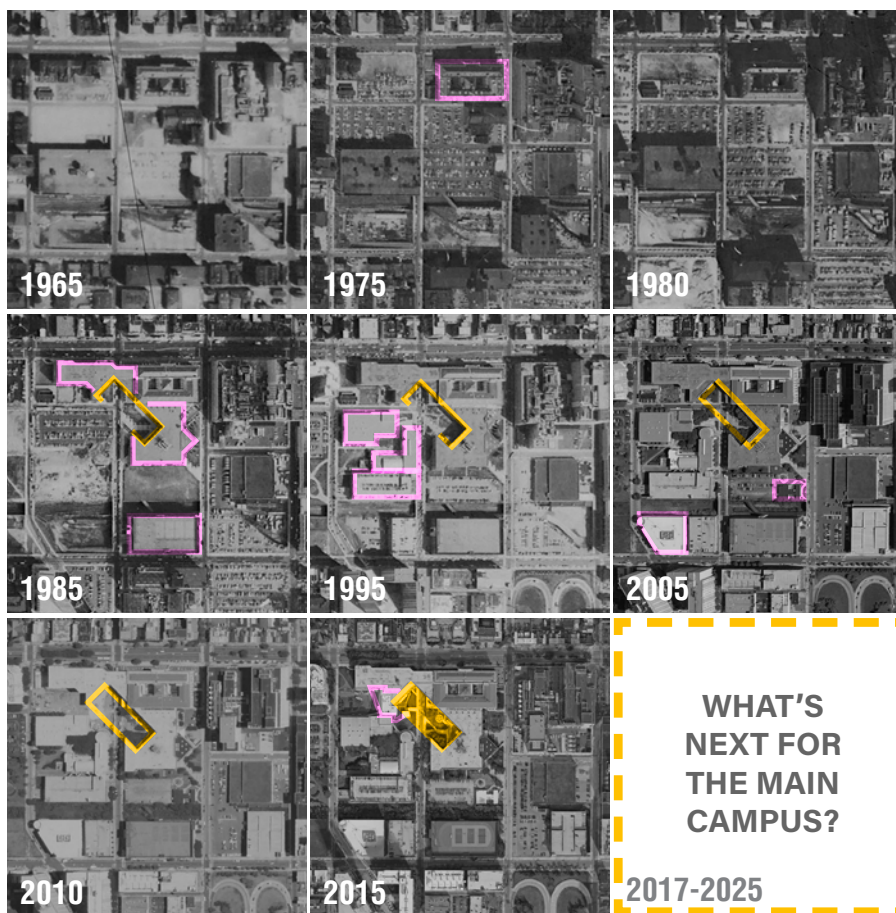


Figure 6. Three distinct phases of the Main Campus development



Collaborative study spaces at NERC campus

Regional Centers

The Community College of Philadelphia has three regional locations serving the surrounding neighborhoods:

» **Northeast Regional Center (NERC)**

NERC is located within the Somerton neighborhood in the City. A new building and the renovation of an existing building were completed in 2010. The new building was awarded a LEED Silver rating by the United States Green Building Council. It includes a number of environmental sustainability features including geo-thermal fields, a non-potable rainwater collection system among others. The Center offers a variety of degree program options including business administration, liberal arts and health care studies among others.

» **Northwest Regional Center (NWRC)**

NWRC is located between the Oak Lane/East Oak Lane and Fern Rock neighborhoods in two buildings previously occupied by the Pennsylvania College of Optometry

» **West Regional Center (WRC)**

WRC is located in West Philadelphia at 48th and Chestnut Streets. The Automotive Technology program is based there.

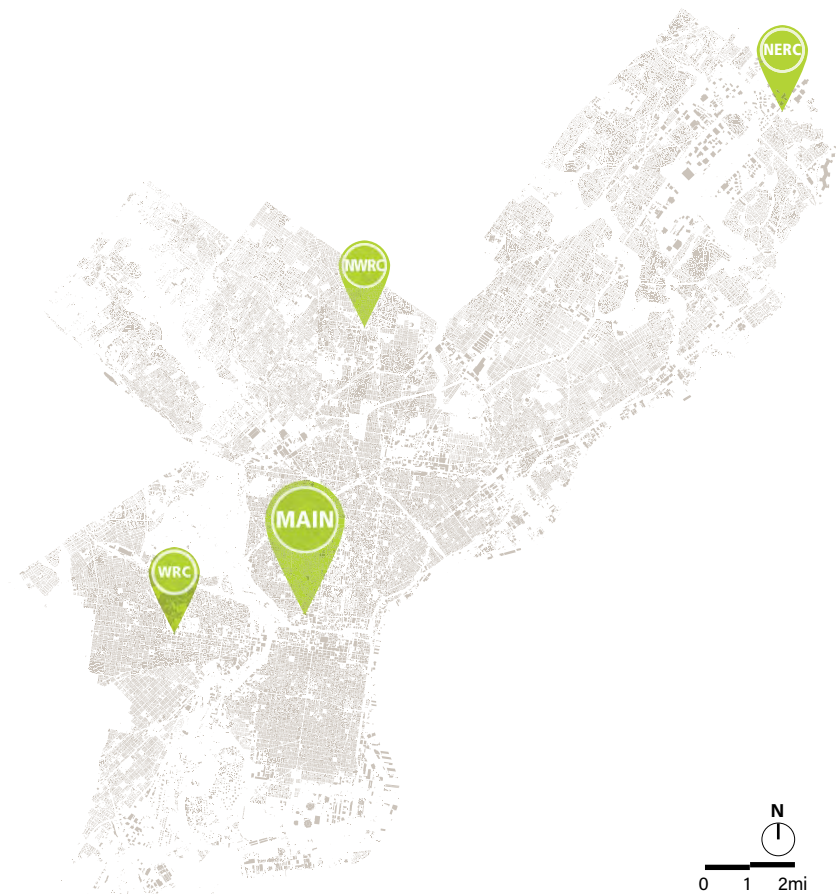


Figure 7. Community College of Philadelphia
 Map of Philadelphia showing locations of Main Campus and Regional Centers

Community College of Philadelphia
Facilities Master Plan



Campus Community Outreach and Engagement
Photos of engagement sessions with the College community

Planning Process

Campus Community Outreach and Engagement

Feedback from the outreach and engagement sessions helped shape the recommendations of this Plan. The master planning process included interviews with faculty, administration, staff and students, and focus group meetings, open house sessions at the Main Campus and the regional centers and website surveys to gather feedback. Multiple workshops were held with the administration to discuss opportunities, issues, alternatives and preferred options. The Master Plan Steering Committee reviewed the findings at each phase of the facilities master planning process.

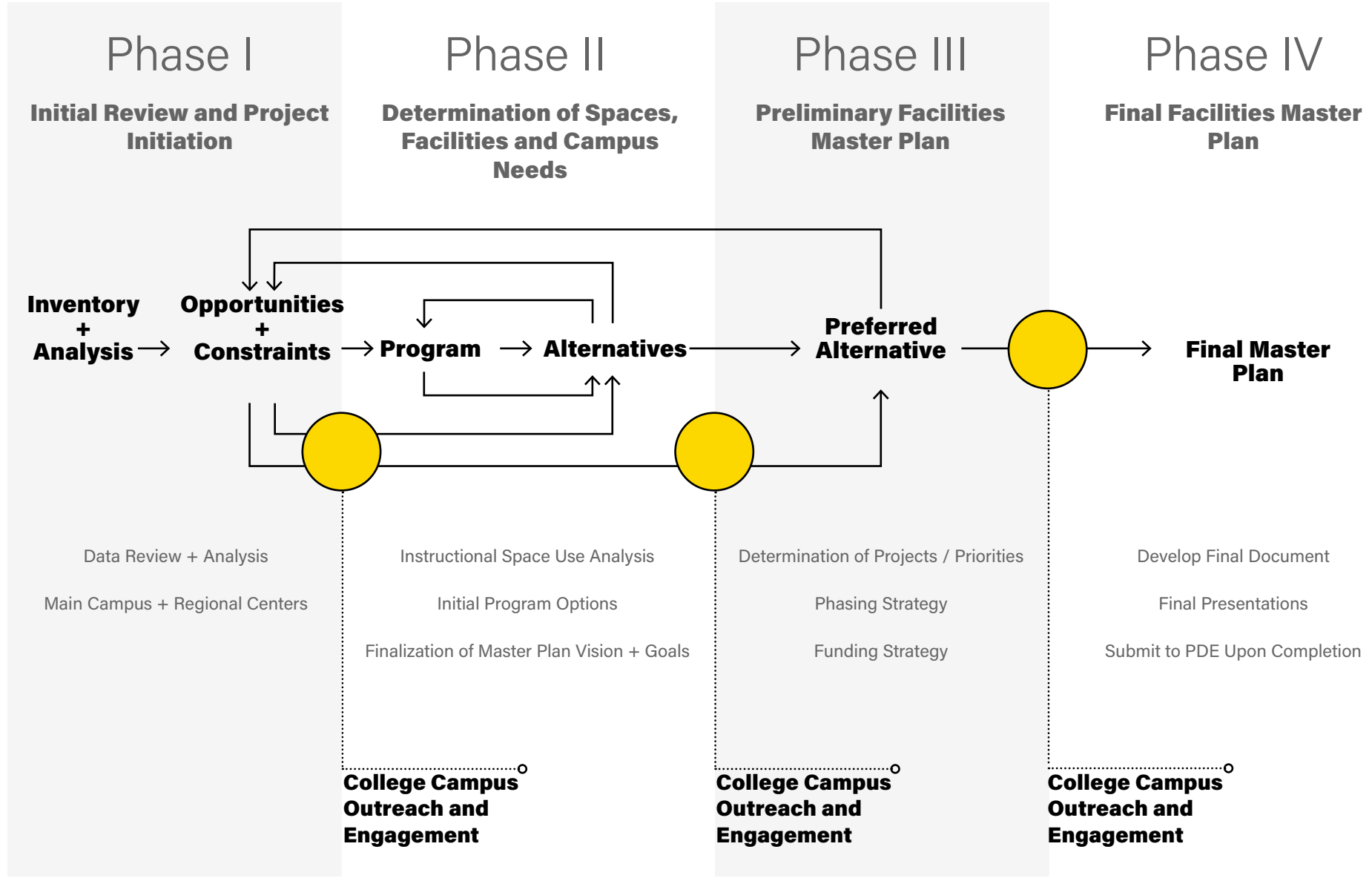


Figure 9. Planning Process
Diagram showing major phases and milestones of the Master Planning process



BONNEL BUILDING



02

OPPORTUNITIES AND ISSUES

Main Campus

- » **Context**
- » **Zoning and Development Capacity**
- » **Circulation**
- » **Campus Landscape and Spatial Organization**
- » **Facilities**
- » **Other Programmatic Needs**

Regional Centers

- » **Northeast Regional Center**
- » **Northwest Regional Center**
- » **West Regional Center**

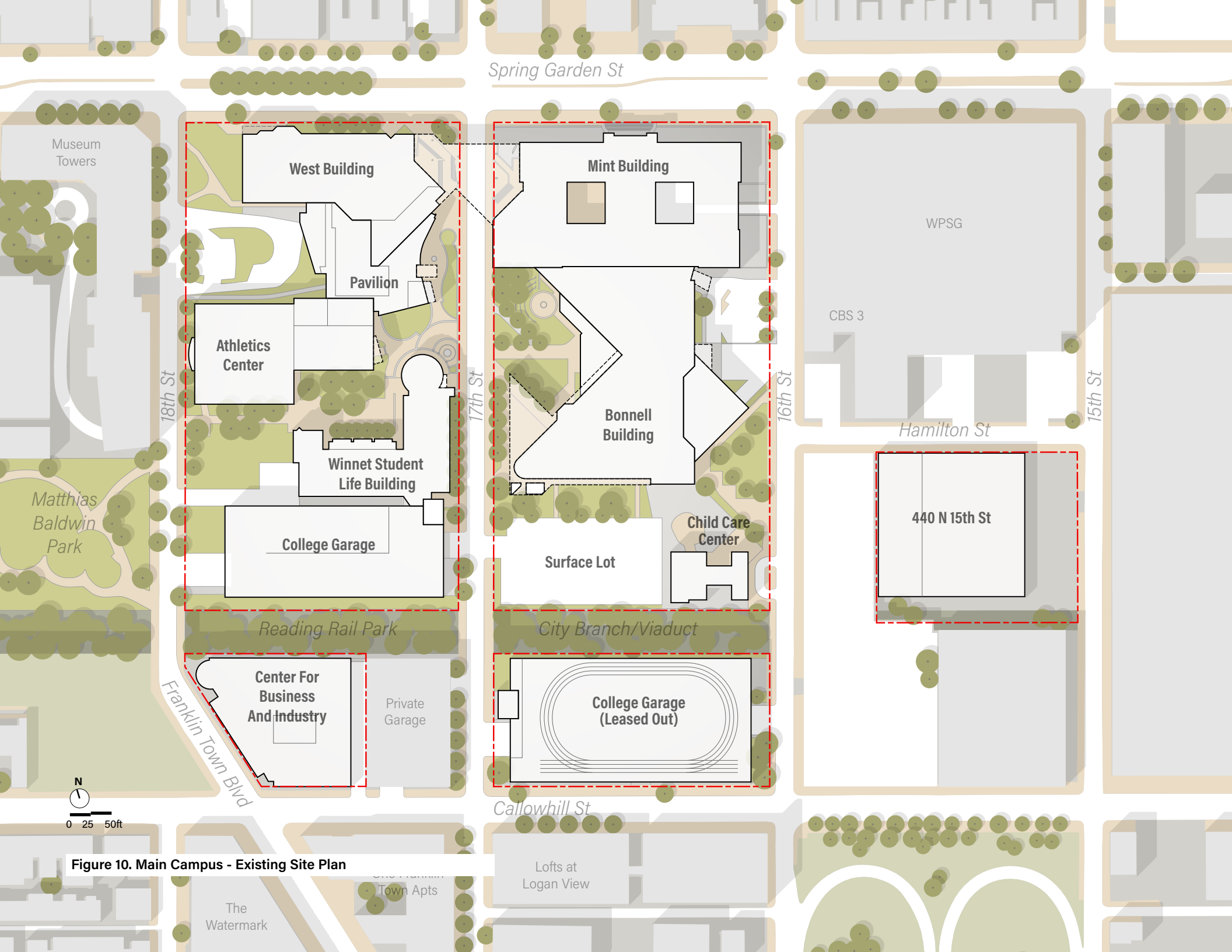


Figure 10. Main Campus - Existing Site Plan

Main Campus

Context

The College's Main Campus is located within Center City between Spring Garden Street to the north, Callowhill Street to the south, 18th Street to the west and 16th street to the east. The College also owns a property at 440 North 15th Street at 16th and Hamilton Streets. The Main Campus is surrounded by upscale residential neighborhoods to the north and west, and active commercial neighborhoods to the south and east.

The adjoining context map highlights City-led projects and initiatives, rezoning efforts as well as private sector projects within the immediate vicinity of the Main Campus. The map indicates newer mixed-use, multi-family redevelopment projects south of Spring Garden Street within walking distance of the Main Campus. Several parcels on the eastern side of the Main Campus toward Broad Street have been evaluated for future development.

The Main Campus also abuts a stretch of the old Philadelphia and Reading Railroad that is being developed by the Friends of the Rail Park. The park and recreational path will connect many neighborhoods and cultural institutions when they are complete. All of these new development activities have increased the attractiveness and real estate value of the College campus.

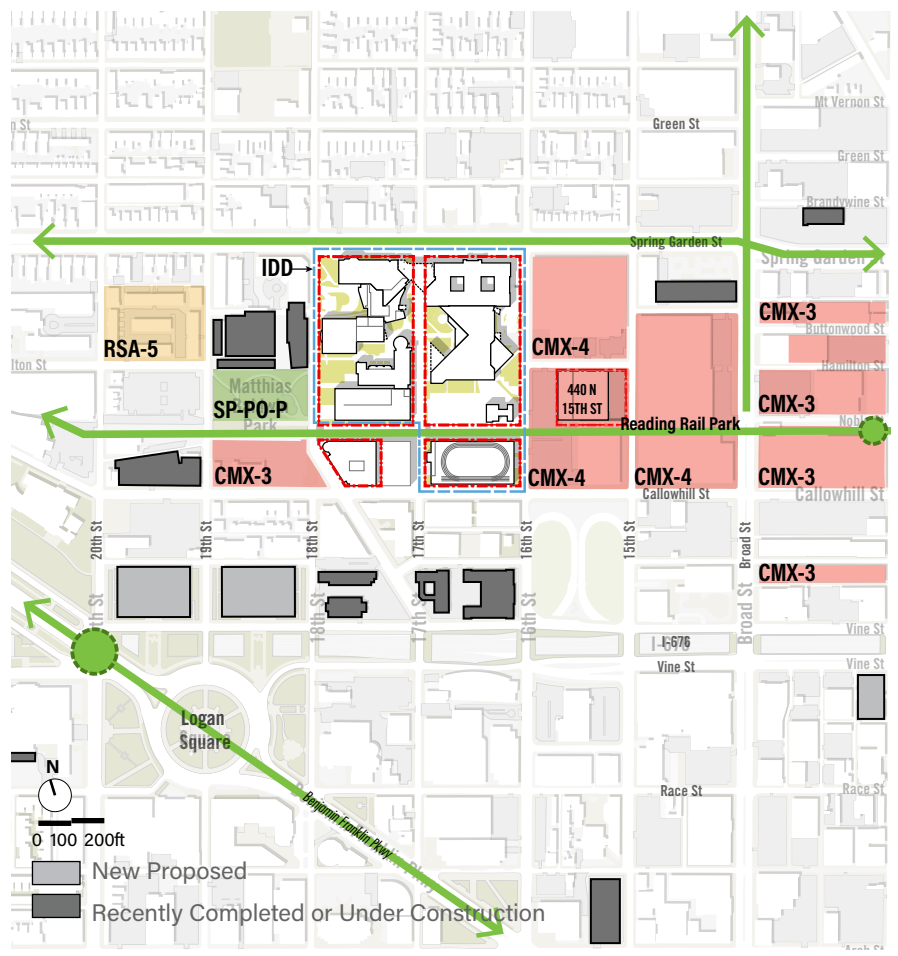


Figure 11. Main Campus context area
City zoning updates and new developments for the adjoining parcels within the context area

Community College of Philadelphia
Facilities Master Plan

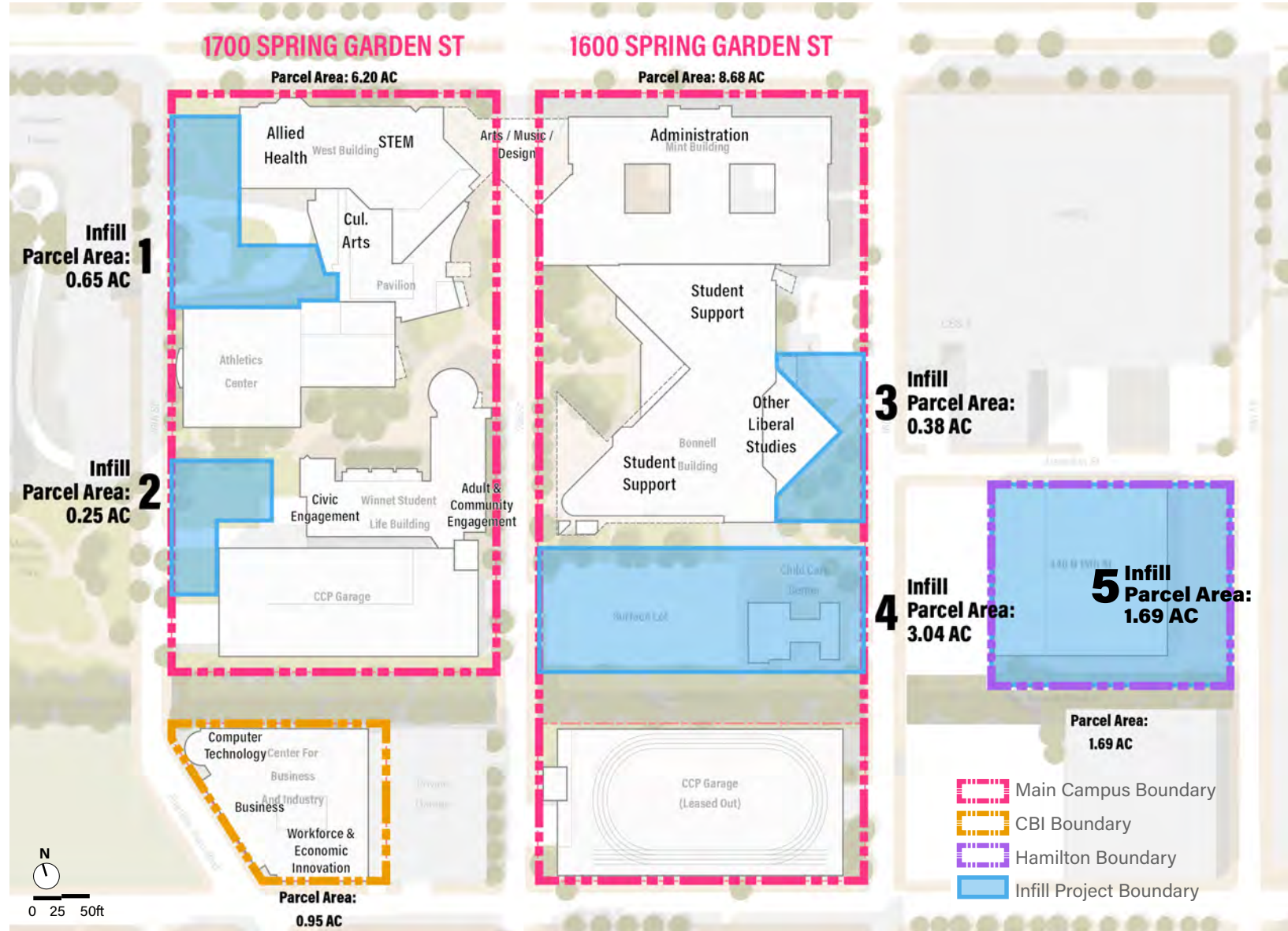


Figure 12. Main Campus potential new development opportunities

Zoning and Development Capacity

Two large parcels of the Main Campus are zoned as the Institutional Development Overlay District (SP-INS). The college also owns the Center for Business and Industry building parcel which is zoned as RMX-3, and a vacant parcel with an existing building on 15th and Hamilton Streets currently zoned as I-2 (Medium Industrial). The SP-INS zoning district allows an FAR (Floor Area Ratio) of 4.00 with 70% maximum building coverage. The adjoining map identifies potential development parcels and sites for the Main Campus. The zoning requirement of maximum ground coverage (70% of the parcel area) will determine the size and footprint of new facilities.

- RSA-5 Residential Single-Family Attached
- RM-1 Residential Multi-Family
- RM-3 Residential Multi-Family
- RM-4 Residential Multi-Family
- RMX-3 Residential (Center City) Mixed Use
- CMX-1 Neighborhood Commercial Mixed-Use
- CMX-3 Community Commercial Mixed-Use
- CMX-4 Center City Commercial Mixed-Use
- CMX-5 Center City Core Commercial Mixed-Use
- SP-PO-A Active Parks and Open Space
- SP-INS Institutional
- I-2 Medium Industrial

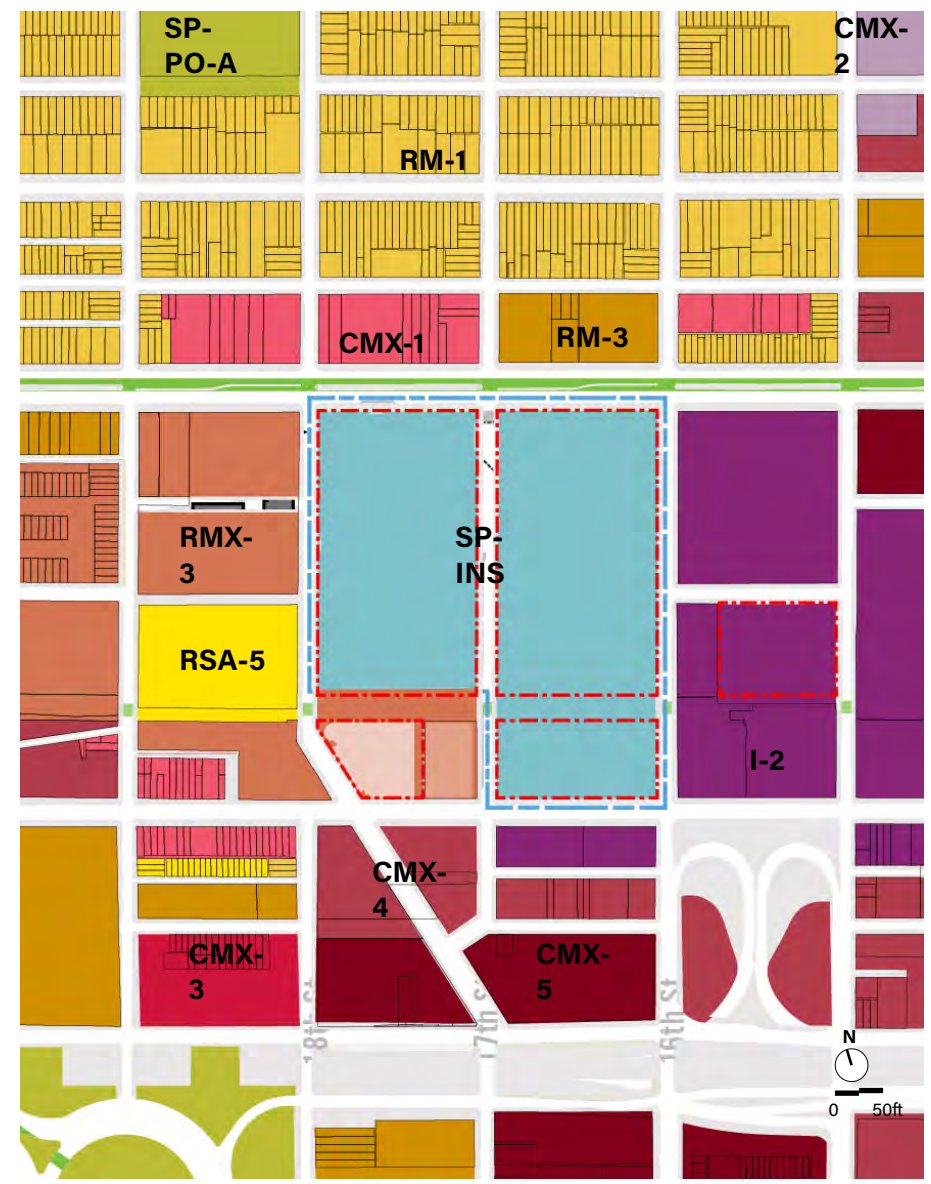
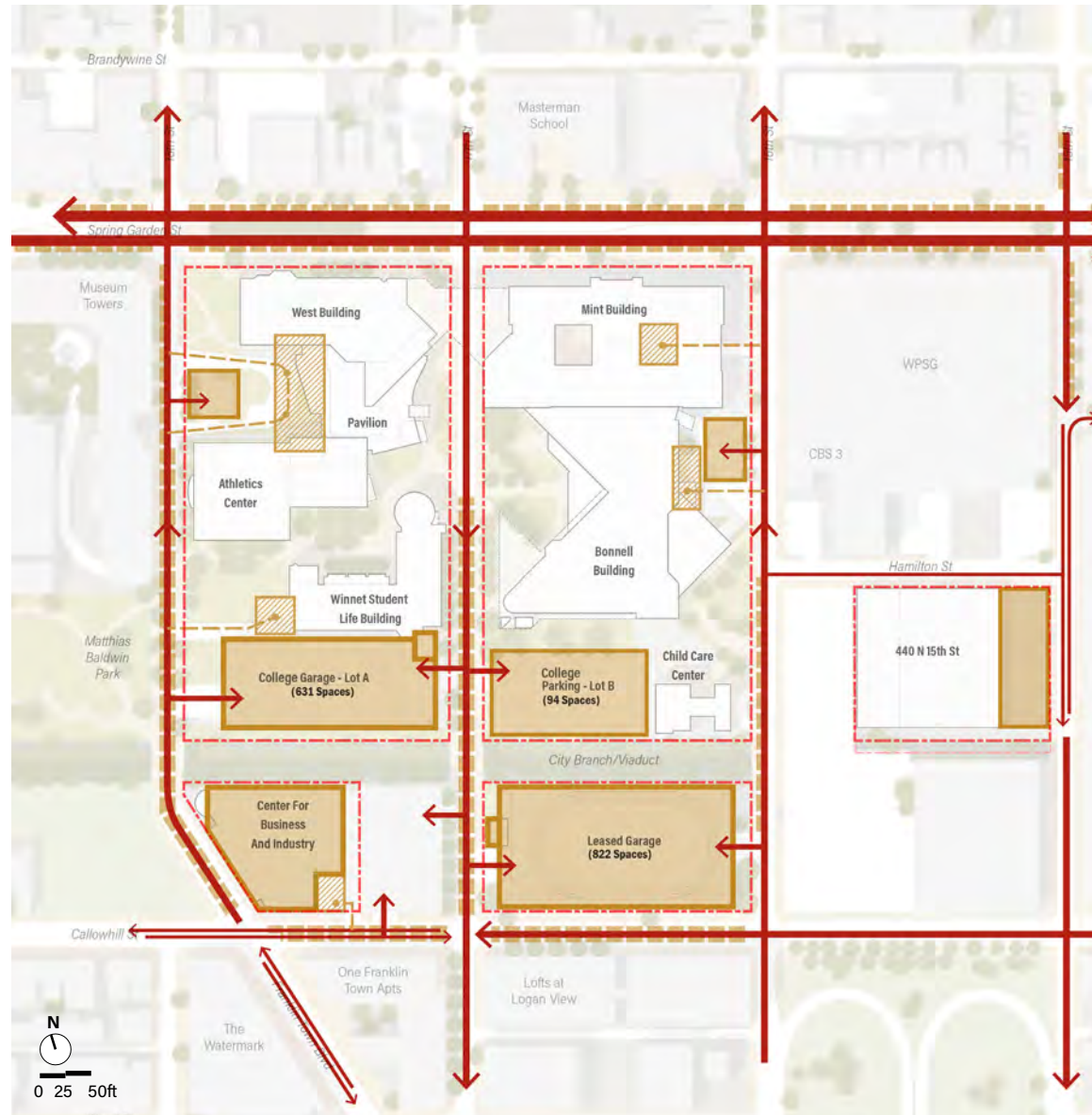


Figure 13. Main Campus existing zoning map
Source: City of Philadelphia (Sept. 2015)

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Facilities Master Plan



Off-Street Parking

CCP Garage - Lot A:	631 sp
CCP Parking - Lot B:	94 sp
C.B.I.	133 sp
440 N 15th St	45 sp
West Building Service:	9 sp
Bonnell Building Service:	17 sp
Total	929 sp

Leased Garage: 822 sp

On-Street Parking

Spring Garden St:	48 sp
16th St:	8 sp
17th St:	18 sp
18th St:	38 sp
Callowhill St:	24 sp
Total	136 sp

- Vehicular Circulation
- On-street Parking
- Vehicular Parking
- Service Access
- Service Areas/Parking

Figure 14. Main Campus existing streets, parking and service access

Circulation

Parking and Vehicular Circulation

The Main Campus is bounded by Spring Garden Street to the north, Callowhill Street to the south, 18th Street to the west and 17th Street to the east. Spring Garden Street is a major thoroughfare, with the Mint and West Buildings rising along Spring Garden Street. Major greenway improvements are planned for Spring Garden Street by the Philadelphia Streets Department.

The campus was developed with 17th Street as a core and 16th and 18th streets providing access to parking and service areas of campus buildings. Seventeenth Street traverses the Main Campus core. It is heavily used by pedestrians and for pick-up and drop-off. Street vendors serve the campus community with several lining the western edge of 17th Street from the Winnet Building to the Garage Lot A. The northern portion of 17th Street was redeveloped by the College with streetscape and pedestrian lighting in 2015.

The campus contains 929 parking spaces with an additional capacity of 136 on-street spaces. The adjoining map provides a summary of various surface and structured parking locations within the Main Campus. The Center for Business and Industry Building includes a two level underground lot. The Callowhill and 17th Street garage is currently leased by the College until 2029. The garage contains 822 parking spaces.

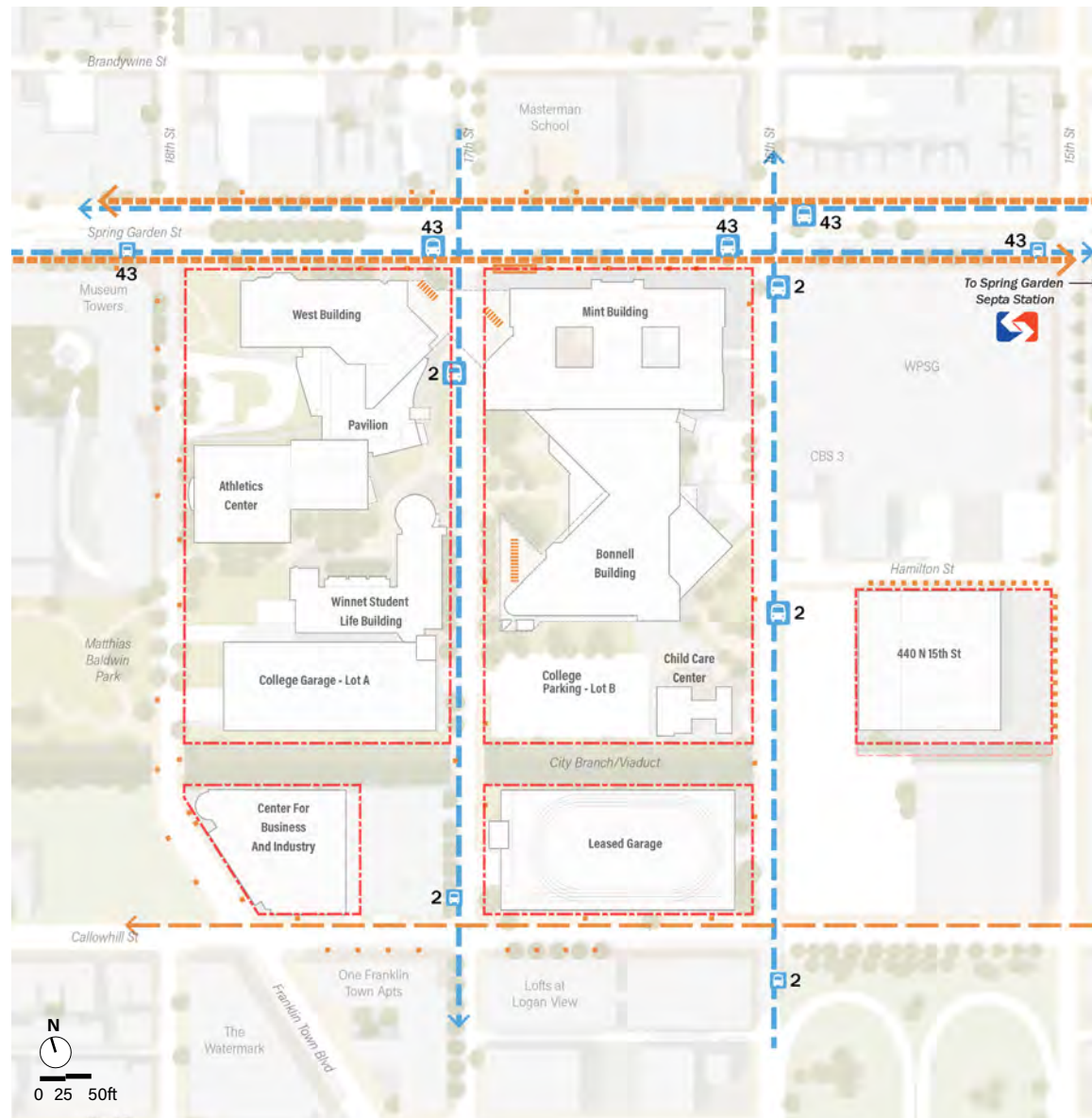
The Facilities Master Plan recommends maintaining the current levels of parking that exist within the campus while focusing on the use of alternative modes of the transportation for accommodating future growth.

Service Access

Four service courts/loading and unloading areas for large trucks with service elevators serve the Main Campus. These areas include:

- » Service court for the West and Pavilion Buildings with access from 18th Street.
- » Service court within the Mint Building's east courtyard with access from 16th Street
- » Loading dock close to the Auditorium in the Bonnell Building with access from 16th Street
- » Loading dock for the Winnet Building with access from 18th Street. The existing service area for Winnet is currently underused. **The Plan recommends closing this service entrance.**

Community College of Philadelphia
Facilities Master Plan



Existing Mass Transit, Bicycle Routes and Racks

The Main Campus provides easy access to train, bus and bicycle routes. Spring Garden Station on the Broad Street Subway line is within walking distance of the Main Campus. Several bus stops exist along Spring Garden Street, 17th Street and 18th Street providing access to bus routes 2, and 43. Dedicated bicycle lanes exist on both sides of Spring Garden Street. Callowhill Street is identified as a bicycle friendly street. There is a bike share location at Spring Garden in front of the Mint Building.

Overall the Main Campus needs additional sites for bicycle racks particularly outside the West Building, near CBI and the Athletics Gymnasium. **The Plan recommends that additional spaces be designated for car-share, charging stations for electric cars and for bicycle racks.**











-  Dedicated Bicycle Lanes
-  Bicycle Friendly Streets
-  Bicycle Rental Station
-  Bicycle Racks
-  Bus Routes & Stops

Figure 15. Main Campus existing bus, bicycle routes and location of bike racks

Campus Landscape and Spatial Organization

The 13.9-acre Main Campus includes 15% pervious area and 85% (or 11.8 acre) impervious surface. The 2013 Landscape Vision Plan identifies several improvement projects for streetscape, plaza, parks, parking and green infrastructure. These projects are integrated as part of the Master Plan within the proposed landscape framework.

The Main Campus is organized around 17th Street as the campus core with back-of-house conditions along 18th and 16th Streets. The 17th and Spring Garden Street entrance acts as a gateway to the Main Campus. The other minor gateways are shown in the adjoining map.

-  Existing Significant Campus Gateways
-  Existing Significant Open Spaces
-  Existing Campus Front-of-house
-  Existing Campus Back-of-house
-  Threshold

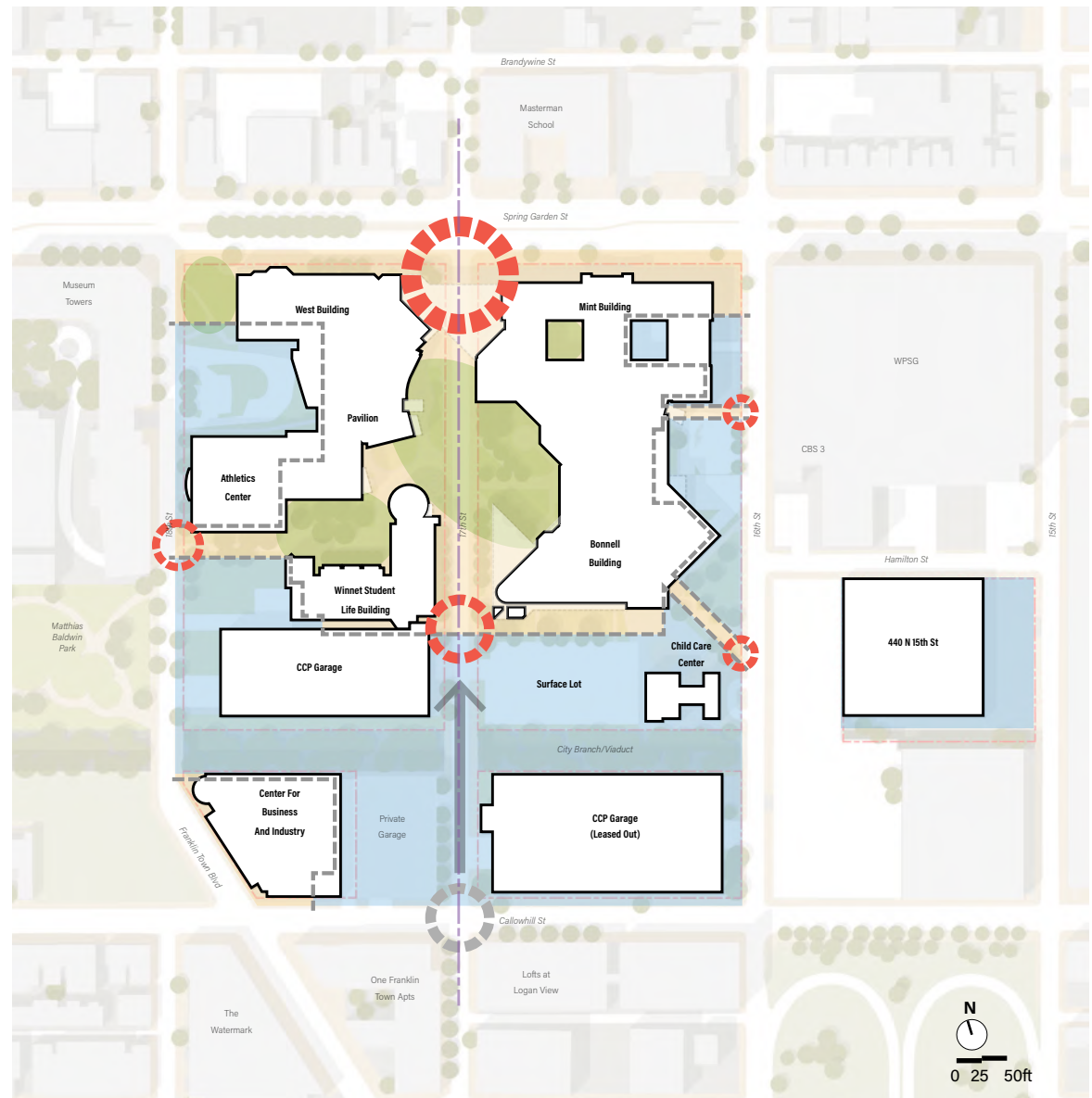
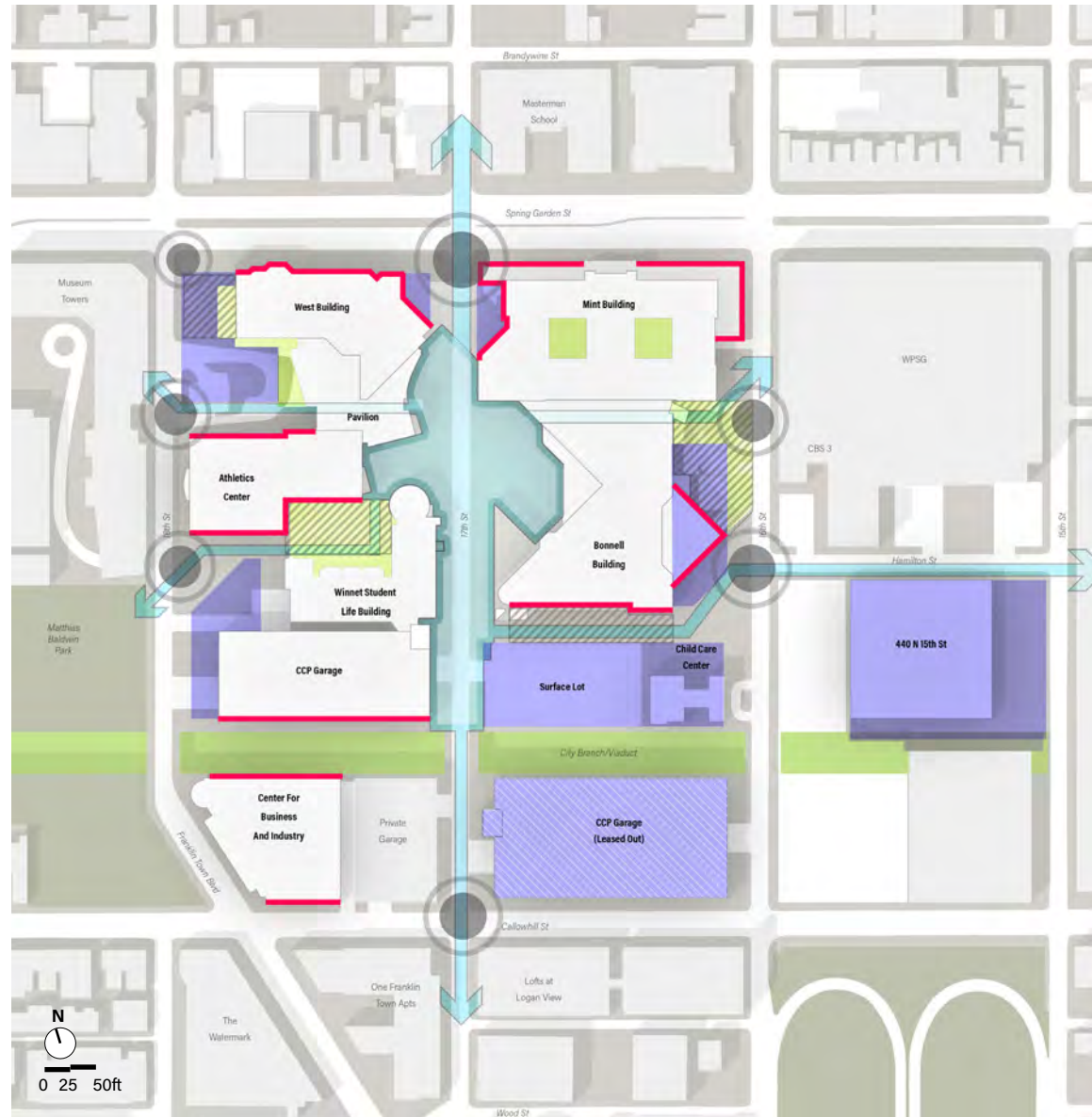


Figure 16. Main Campus existing open space, gateways, and back of house conditions



Campus Opportunities

As an urban campus with a thriving and vibrant surrounding context, key nodes at the campus periphery present an opportunity to connect with the adjacent neighborhoods and the City while creating a unified public face. Except for the Bonnell Building lobby or the Pavilion Building dining area facing 17th Street, significant outdoor landscape areas of the campus do not provide the transparency and active edges needed to engage the surrounding neighborhoods. The adjoining map highlights major and minor gateways and potential infill and new construction opportunities.



17th Street Plaza

- Gateway Node
- Opaque Urban Edges
- Potential Infill + New Construction
- Campus Center + Access
- Courtyard Spaces
- Underutilized Open Space

Figure 18. Main Campus Opportunities

Facilities

Mint Building

The landmark Mint Building is the collegiate face of the campus and accommodates administrative and academic functions. The internal layout of the 116-year-old structure is not easily re-configured for larger classrooms, digital media, technology and music department needs. At five stories and 216,000 GSF, it contains offices, smaller classrooms, the Library, two courtyards and a stunning Rotunda.

The east courtyard is close to 18th Street and is used for service access. The west courtyard is underused. The Rotunda accommodates exhibitions and events, but should be easier to access considering its public function.

The College separately conducted a study of the Library to determine better use of space as it evolves from its traditional role to a technology rich study, meeting, and learning commons.

Opportunities

Master Plan opportunities for the Mint Building include:

- » Improve facade and lighting along Spring Garden Street
- » Renovate existing courtyards
- » Clarify circulation with engaging, consistent wayfinding
- » Make the best use of the Rotunda
- » Reconfigure available office space at the Rotunda level and consolidate existing leased office space from 1500 Spring Garden Street location (approximately 10,000 SF)
- » Improve visibility of art-related programs and spaces
- » Provide visibility to existing music studios and classrooms on the second level of Mint and easy accessibility to community and external partners. These studios also need adjacency to the other performing-arts-related spaces including the auditorium for efficiency and potential to rent these spaces to other organizations.



Mint Building
Mint Building entrance on Spring Garden Street



Mint Building
Mint Building facade along Spring Garden Street

Community College of Philadelphia
Facilities Master Plan



Bonnell Building
Bonnell Building entrance and plaza along 17th Street



Bonnell Building
 Bonnell Building main entrance at 17th Street

Bonnell Building

The four-story, 234,000 GSF Bonnell building is the largest structure and serves as the heart of the Main Campus. It accommodates student services on the ground floor including the Assessment Center, Bursar's Office, Center on Disability, Counseling Center, Enrollment Center, International Student Services and Veteran's Resource Center. The ground floor was renovated as a "one-stop shop" for College services in 2012. A new building entrance was added on 17th Street. Bonnell is connected to the Mint on some floors, but wayfinding is complex and could be improved by signage.

The top three floors include classrooms, labs and a learning commons that connects with the Mint Building's Library. The second floor includes studios for Multi-Media Services. The Multi-Media Studio provides a variety of educational programming and assists the College's growing online educational needs, but is inadequate to meet the needs of students and faculty who desire state-of-the-art, multi-media and digital video production facilities.

The ground floor features a 350-seat auditorium that needs new seating and up-to-date lighting and projection equipment.

Opportunities

Master Plan opportunities for the Bonnell Building include:

- » Renovate existing classrooms, labs and learning commons for active learning, daylight and technology
- » Clarify circulation with engaging, consistent wayfinding
- » Improve the existing auditorium with the addition of larger gathering space for career fairs and large events
- » Create additional space for Multi-Media Services

West Building

West houses the nursing and dental programs and math, biology and chemistry departments, with most of the labs on the second and third floors. The College recently relocated West's Learning Commons to the Library space in Bonnell. The department of Architecture, Design and Construction is located within the bridge that connects West to Mint. West is slated for elevator and access improvements.

A portion of the ground floor at 17th and Spring Garden Streets has great potential. This space requires re-configuration to take advantage of the strategic corner of the campus to highlight the programs and academic functions within the building.

Programmatically, West will be identified as a STEM building with the consolidation of classrooms, faculty offices and administrative spaces for Allied Health. Allied Health programs need visibility in order to tap the growing nationwide interest in this field.



West Building
West Building along Spring Garden Street

Opportunities

Master Plan opportunities for the West Building include:

- » Programmatically define the West Building as a STEM building
- » Improve 17th and Spring Garden Street gateway for Mint Building and West Building bridge connector as well as West Building entrance on 17th Street.
- » Program ground floor space on 17th Street and provide visibility to the STEM programs and related activities within the West Building along Spring Garden Street.

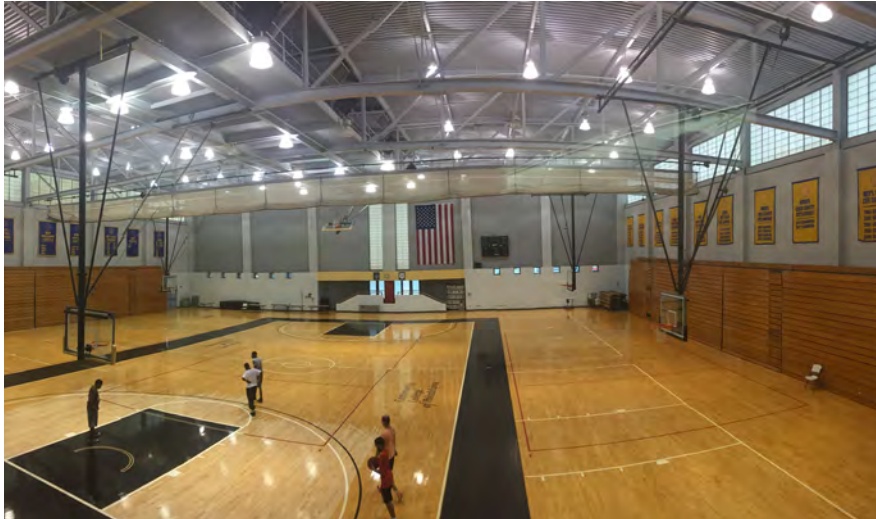
Pavilion Building

The newest building on campus, the Pavilion has a welcome center, a cafeteria, a dining hall and bookstore on the ground floor, with Culinary Arts and Hospitality Management programs on the second. It is connected to the West Building.



Pavilion Building
Pavilion Building entrance off 17th Street

Community College of Philadelphia
Facilities Master Plan



Athletics / Gymnasium Building
 Gymnasium Hall



Athletics / Fitness Center
 Fitness Center entrance off 17th Street

Athletics and Fitness Center

The College is a member of the National Junior College Athletic Association (NJCAA) within the Pennsylvania based grouping in Region 19. It competes within the Region XIX and the Eastern Pennsylvania Athletic Conference, made up of 32 two-year colleges in eastern PA, NJ and DE. In 2014, an internal audit of athletic and recreation facilities provided recommendations for creating a top quality athletics and recreation program.

The College offers men's and women's basketball, cross country, track & field and women's volleyball. Adding or bringing back other sports is currently under discussion. The Athletics / Gymnasium Building is not ADA compliant and has ventilation issues. The building provides seating capacity for approximately 700 people.

The Gym is attached to a two-story structure that houses locker rooms, squash courts and the fitness center. This facility does not provide separate paths to locker rooms for opposing teams and referees. The current configuration of the space also does not allow for separate exits and entrances at the end of each game. Additional lockers are needed to cater to the increasing use by students, faculty and staff.

Athletic tracks and tennis courts are located at the roof level of the garage at the corner of 17th and Callowhill Streets. These athletic tracks and courts are currently underused. The access elevator and staircase cannot accommodate large groups for events.

Opportunities

Master Plan opportunities for the Athletic Center include:

- » Upgrade and replace the support functions for the Athletics and Fitness Center to provide state of the art amenities to students, staff and faculty.
- » Comply with NJCAA standards and building codes.
- » Improve capacity and/or access for the rooftop athletic tracks and tennis courts.
- » Create programming possibilities on the rooftop space for outdoor large events with views of Center City.

Winnet Building

The Winnet Building was designed to be a Student Life Building. It includes offices and meeting spaces for student associations, the Women's Advocacy Center, Middle College programs, and the Center for Male Engagement. The original program spaces have evolved into classrooms and offices to meet growing needs.

Winnet is the site of the Great Hall – a multi-purpose space, capacity 300. The only large room of its kind on campus, the Great Hall is slated for minor renovations including acoustical improvements, improved AV and a coatroom. The ground floor includes unused kitchen space and a student dining space that could be re-purposed to accommodate student life activities.

Opportunities

Master Plan opportunities for the Winnet Building include:

- » Programmatically define Winnet as the Student Hub of the Main Campus. Re-assign existing non-student life spaces within other buildings.
- » Program the existing campus quad facing Winnet and existing Fitness Center building
- » Re-purpose unused kitchen and dining space

Center for Business and Industry (CBI) Building

The CBI Building accommodates the Division of Workforce and Economic Innovation and the Computer Technologies Department of the Business and Technology Division. The building is physically separate from the other buildings on campus but is seen as a resource to the business community and the College's connection to the corporate and non-profit world. The location is also convenient for the local business community who can access the parking garage below the building. Career services and the student academic computing center are located in CBI, as is the underused Trade Adjustment Assistance Community College Career Training (TAACCT) grant space.



Winnet Building
Entrance facing 17th Street



Center for Business and Industry (CBI) Building
Main entrance along 18th Street

CBI Building Opportunities

Master Plan opportunities for the CBI Building include:

- » Re-purpose the ground floor as a Conference Center.
- » Better connect the CBI building with other facilities within the Main Campus
- » Re-purpose the TAACCCT grant space.

Child Development Center (Child Care)

Located on 18th Street, the Child Care facility is open to the children of students, faculty, staff and the community. The Plan recommends demolition of this approximately 6,000 GSF structure. The existing structure is a modular facility that is past its service life.

The Master Plan recommends

- » Relocating the child care function to capture the existing site for other academic uses and incorporate child care in the proposed academic building.

Building Systems and Utilities Infrastructure

Facilities Assessment regarding MEP/FP systems was conducted by the College in March 2014. Overall the assessment found that existing MEP/FP systems have been well maintained, but most systems were found to be at or beyond their useful life expectancy. Utilities are inter-connected throughout the various facilities making incremental upgrades or improvements challenging. The faculty, student and staff engagement process highlighted problems with inadequate ventilation, temperature control and humidity levels in buildings throughout the College.

Accessibility

The Master Plan recommends a comprehensive audit of accessibility under the ADA for all the facilities within the Main Campus and regional centers. This recommendation is also supported by the Accessibility Committee at the College.

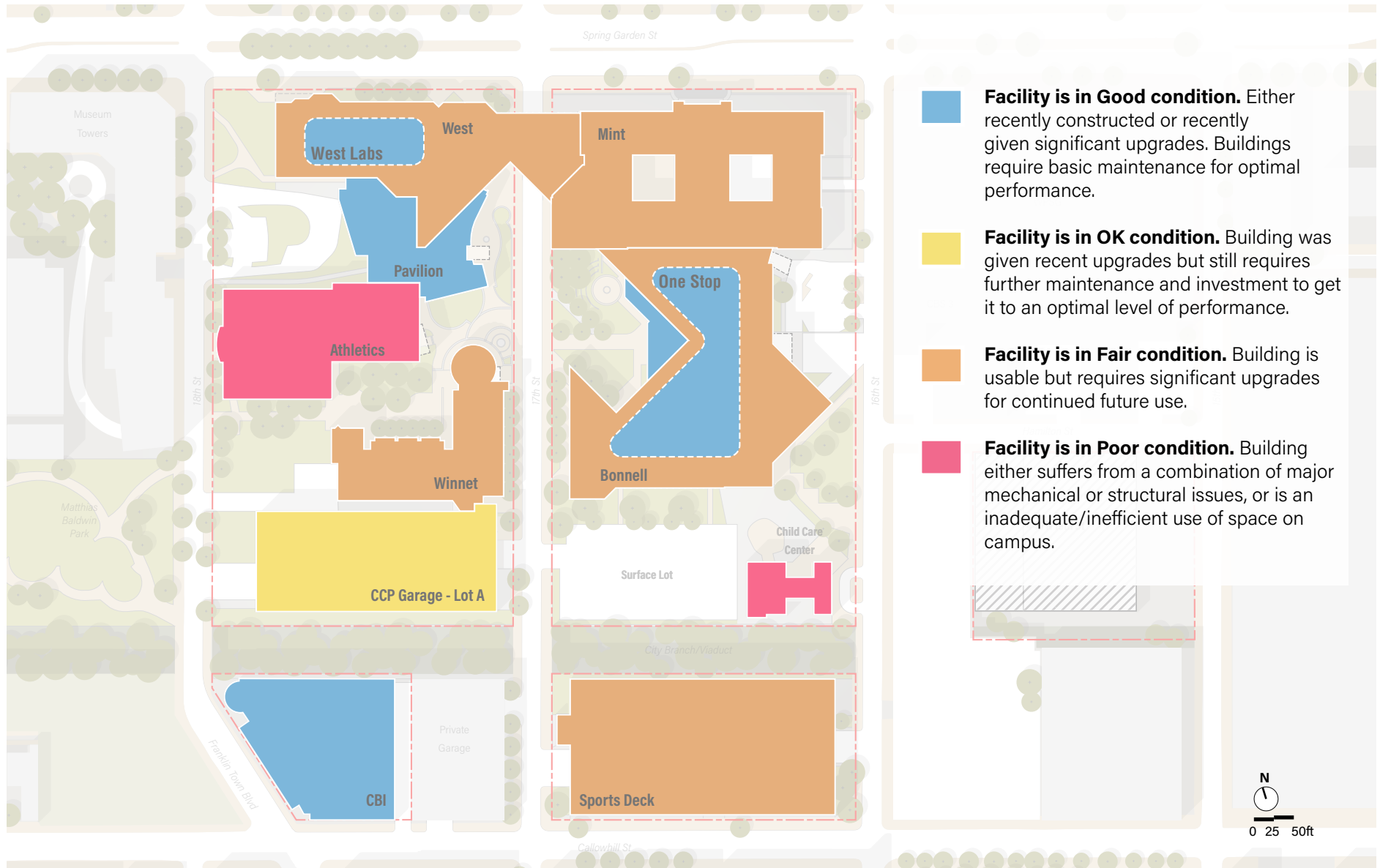
Among the issues related to accessibility are a lack of redundancy for elevators within the Mint Building and inadequate assistive technologies throughout the College. The existing elevator within Mint is outdated and difficult to repair (note: this elevator is slated for upgrade).

Deferred Maintenance

The Master Plan provides a development framework within which deferred maintenance needs can be addressed as part of facilities renovations over a period of time. Short-term, intermediate and long-term projects should be part of the phased implementation.

Facilities Conditions Overview

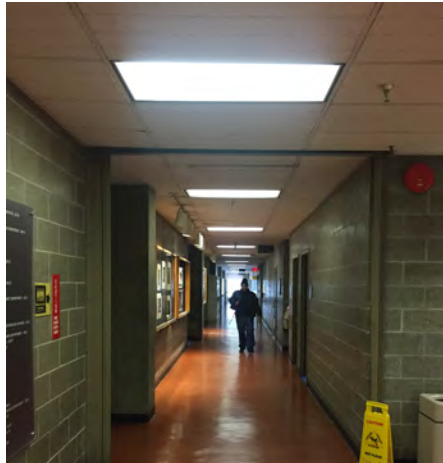
An overview assessment of buildings derived from facilities data, walk-throughs and interviews was conducted. Further assessment will be needed to verify the extent and severity of critical issues in existing facilities and the proper strategies to resolve these issues. The plan proposes to establish a Deferred Maintenance Reserve to address these issues.



- Facility is in Good condition.** Either recently constructed or recently given significant upgrades. Buildings require basic maintenance for optimal performance.
- Facility is in OK condition.** Building was given recent upgrades but still requires further maintenance and investment to get it to an optimal level of performance.
- Facility is in Fair condition.** Building is usable but requires significant upgrades for continued future use.
- Facility is in Poor condition.** Building either suffers from a combination of major mechanical or structural issues, or is an inadequate/inefficient use of space on campus.

Figure 19. Main Campus existing facilities conditions

Community College of Philadelphia
Facilities Master Plan



Internal Circulation

Photos of internal circulation corridors within Bonnell and Mint Buildings



Classrooms and Learning Commons

Photo of the Learning Commons and typical classroom space

Internal Circulation

Six facilities within the campus are physically connected through interior corridors. These inter-connected facilities are a labyrinth of program spaces, stairs, elevators and connecting corridors, making it difficult to distinguish one building from another and challenging to navigate.

Retrofits and new construction elements inserted into existing spaces have added to the complexities of internal circulation. This also makes the ventilation and temperature controls hard to manage.

Opportunities

Master Plan opportunities for Internal Circulation include:

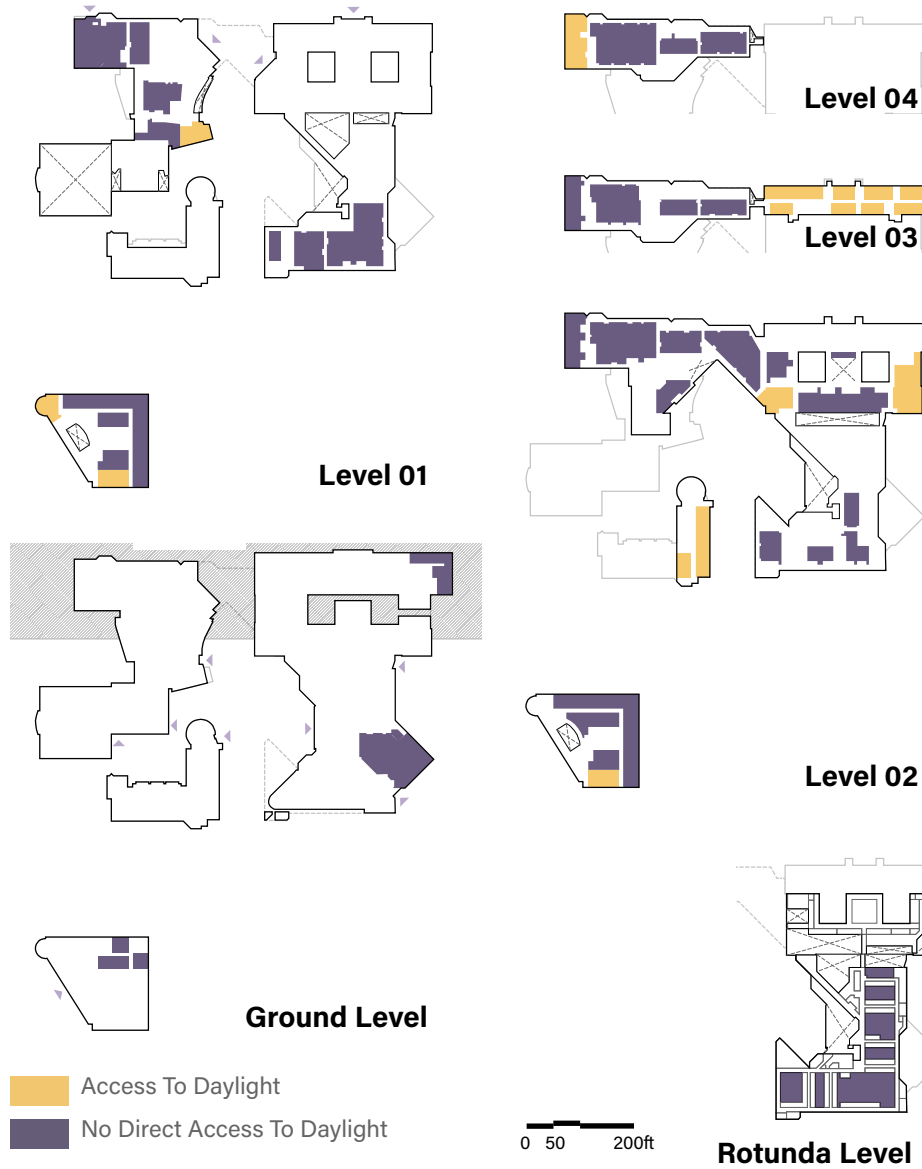
- » Simplify navigation and wayfinding for students, visitors, faculty and staff
- » Integrate accessibility / ADA improvements
- » Provide collaborative study, learning and meeting spaces along major circulation pathways within the facilities
- » Reduce time it takes to travel between classes

Qualitative Analysis / Existing Classrooms / Daylight and Technology

Several qualitative issues of space emerge that highlight the need to re-purpose and renovate existing space. Approximately 18% of general purpose classrooms have direct access to natural light. The Master Plan explores conceptual options to provide natural light to existing classrooms and labs. Additional studies may be needed to implement these options.

Although the college has been increasing the number of classrooms with smart technology, such as smart boards and smart podiums, (Approx. 51% of classrooms have interactive surfaces such as white boards and approximately 22% of classrooms have smart podiums as of Fall 2016), **a comprehensive review of various general purpose classrooms may be needed for retrofitting them with flexible active learning furniture and technology in concert with departments and faculty.**

The College embarked on a pilot project to retrofit two existing classroom for active learning environments. These initial results suggest the potential to retrofit additional classrooms for active learning based on further discussion with the faculty and analysis of academic and student success.



18%
Of Classrooms Have
Direct Access To
Natural Light



51%
Of Classrooms Have
Interactive Surfaces
(White Boards/Wall Surface)



22%
Of Classrooms Have
Smart Podiums

Figure 20. Main Campus existing facilities

Signage and Wayfinding

The Master Plan recommends upgrading the existing signage and wayfinding for the Main Campus and regional centers. Such improvements shall be coordinated with streetscape improvements including addition of banners along major streets. Other interactive digital stations / kiosks / mobile apps could also be added throughout the College facilities for wayfinding. The College is considering adding outdoor digital informational signs at key locations at the Main Campus.

Other Programmatic Needs

Student Hub

The Main Campus needs a destination space for group meetings, activities and student life programs. The academic and administrative use of various student life program spaces within the Winnet Building has increased the need for such a student hub space.

The College Student Government conducted a survey to ascertain the need of a new student union building at the Main Campus and potential amenities that students may be looking for in such a building. The survey confirmed the need for a student union or hub building at the campus. The desired program and amenities included a theatre, lounge spaces, study center, and café. Amenities suggested for the regional centers included study / lounge spaces and computer rooms. These findings were confirmed by the student, faculty and staff engagement sessions conducted throughout the Master Planning process.

Collaborative Study / Meeting Spaces / Large Event Space

The student, faculty and staff engagement and outreach highlighted the need for the following kinds of spaces:

» Decentralized informal / collaborative spaces

The College needs more decentralized gathering, informal group and study spaces. These spaces need to be distributed throughout the campus indoors and outdoors.

» Meeting and Study Spaces

The College needs additional meeting rooms for the faculty to meet informally with students and student groups, and for student groups to meet outside of classrooms.

» Need for large event space

The Main Campus requires a large event multi-purpose space (indoors or outdoors) to provide a venue for college gatherings, ceremonies, fund raising activities and other programs.



Existing collaborative learning spaces

Photos of collaborative learning/study spaces within Mint Library, Pavilion and Bonnell Buildings

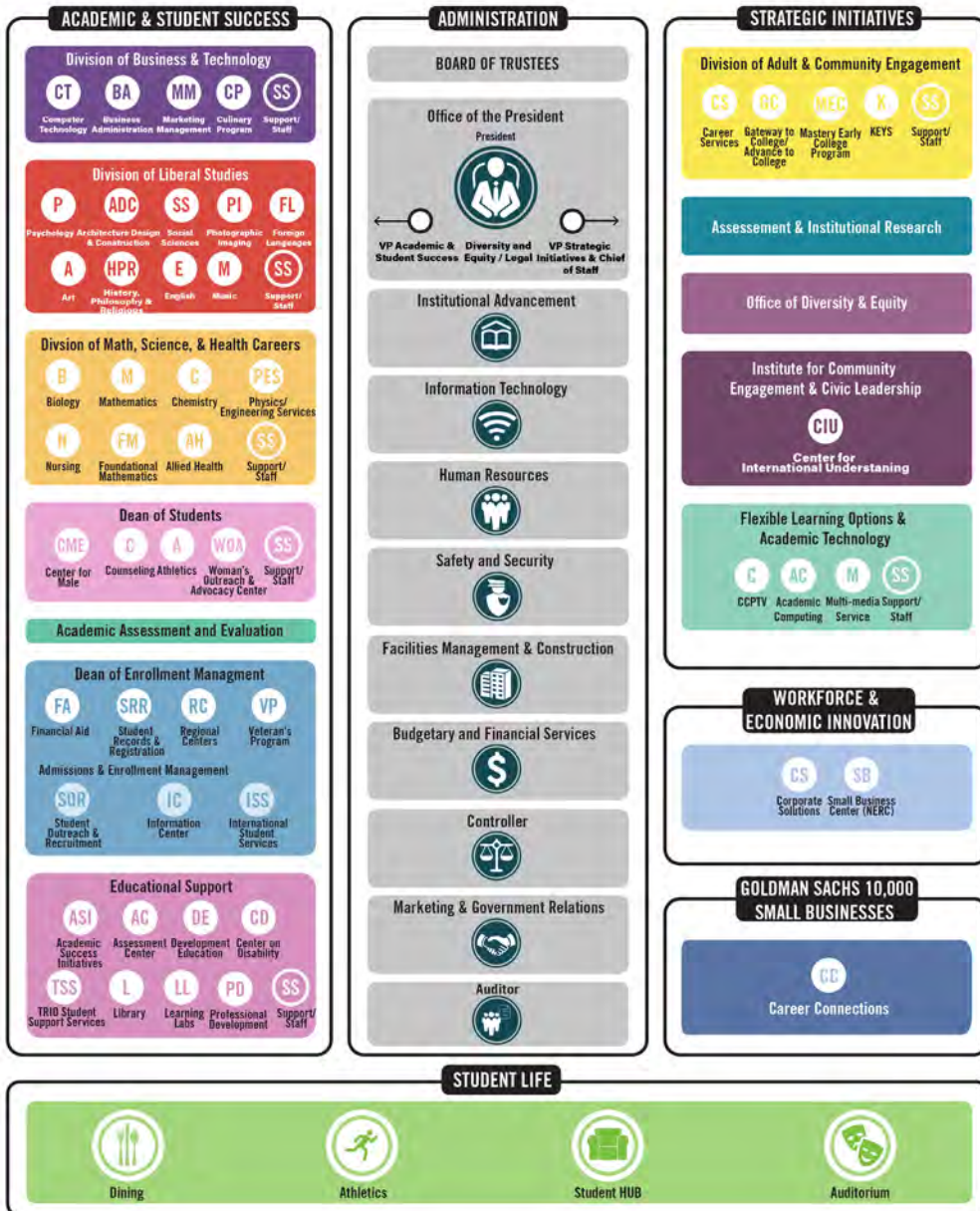


Figure 21. Existing organizational structure of the Community College of Philadelphia

Programmatic Identity

The adjoining diagram provides an overview of the existing organizational structure of the College along with major academic, administrative and strategic programming units. The diagram below highlights the existing location of these programming units indicating lack of functional / programmatic identity of the facilities. Identifying facilities with specific programs will highlight those programs, facilitate navigation and increase the effectiveness of the Guided Pathway initiative.



Figure 22. Main Campus Location of various program elements within the main campus



Northeast Regional Center



Northwest Regional Center

Regional Centers

The three regional centers serve students and the general population within the surrounding neighborhoods. The College has been exploring the potential of the three regional centers becoming more specialized program and destination centers. **Partnering with other institutions to expand educational opportunities for students within adjacent neighborhoods is also being explored by the College.**

Northeast Regional Center (NERC)

The facility was renovated and expanded in 2010, adding additional classrooms, labs and a learning commons.

Northwest Regional Center (NWRC)

The NWRC campus includes an existing 3 story building within the Oak Lane section of Northwest Philadelphia. The building has two distinct north and south wings connected by a ground floor lobby. The northern wing includes administration, computer classrooms, library and learning commons. A bookstore and student lounge in the basement are underused due to lack of visibility. The basement also has had flooding issues.

Both wings need extensive renovation and general upgrades to make the building more appealing to new students and attract faculty. NWRC needs additional classrooms, labs, computer labs etc. The cafeteria on the ground floor of the south wing requires HVAC upgrades. There is a need for additional conference rooms for student faculty discussion and collaborative study spaces. The third floor of the south wing is currently vacant. The library, learning commons and administrative space on the ground floor of the north wing are crowded and untenable. A combined biology and chemistry laboratory located on the second floor of the south wing is divided due to additional demand for biology related classes.

The College has increased academic programs in collaboration with the adjacent Salus University's Eye Institute for optometry related associate degree programs.

West Regional Center (WRC)

The WRC provides automotive technology and non-automotive technology programs within West Philadelphia. The non-automotive program includes a facility at Chestnut and 48th Street. Approximately 9,000 GSF portion of this building is leased by the College. The automotive technology building is located across Ludlow Street with an adjoining parking lot owned by the College. Both facilities are within walking distance of SEPTA's 48th Street station. Both programs at WRC need increased student enrollment. In addition to providing educational opportunities during weekdays, evenings and weekends, the WRC also provide community meeting rooms to West Philadelphia residents and neighborhoods.

CCP's strategic plan seeks to increase the student enrollment to approximately 150 FTE which will require a suitable facility able to accommodate the proposed diesel program. The programming study for the existing WRC programs and an expanded Automotive and Diesel Technology program identified 44,000 ASF of space will be needed for the Automotive and Diesel program. To meet that goal, the College anticipates demolition of the existing automotive facility and construction of a new facility on the existing site, the two adjoining sites, recently acquired by the College, and a third site, which will be leased.

The new facility will provide space to expand the existing program offerings and expand CCP's presence and outreach in the community.



Learning Commons at West Regional Center



View of West Regional Center

Campus Community Survey Summary

In addition of open houses, focus group meetings and interviews, a survey of the Main Campus and Regional Centers students, staff and faculty was undertaken throughout the Master Planning process. Approximately 900 responses from the campus community were received for the survey. Summary highlights of the survey are provided here. Detailed survey responses are provided in the appendices.

Entrances most used by students:

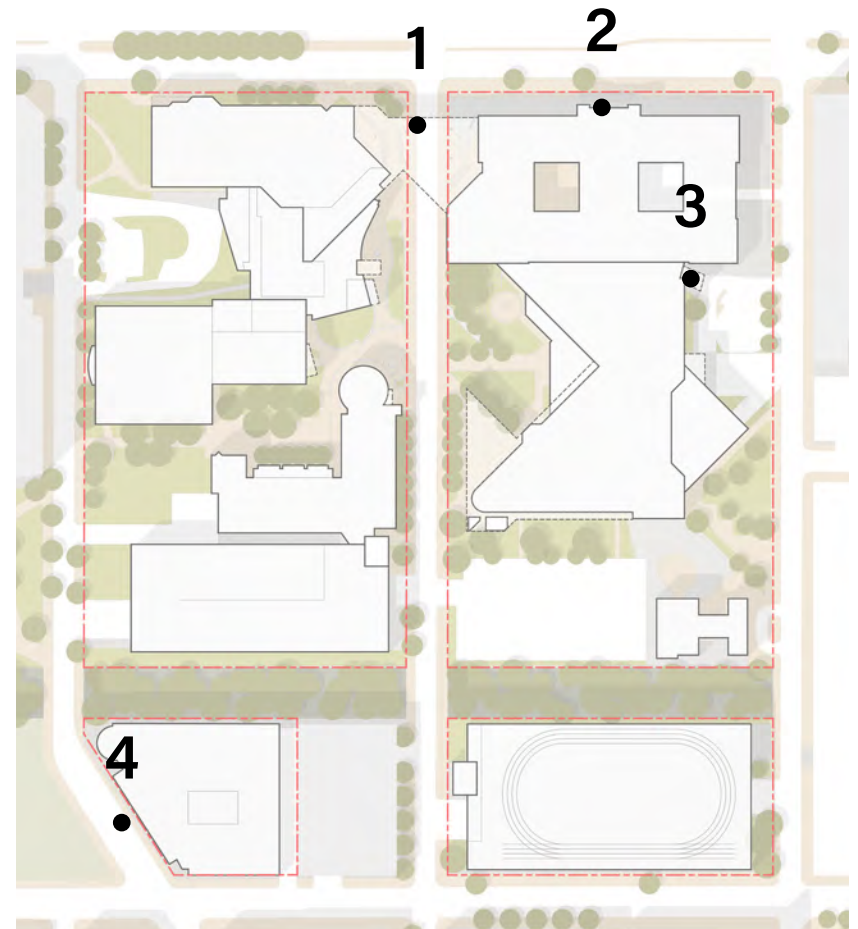


Figure 23. Entrances most used by students:

73% of Students Arrive by Bus to Main Campus

TOP 3'S

Campus Navigation Impediments

- 1 Security thresholds too slow
- 2 Building navigation confusing
- 3 Room signage unclear

Favorite Spaces On Campus

- 1 Don't have one, but need one
- 2 Library
- 3 Learning Labs

Least Favorite Spaces On Campus

- 1 Don't have one
- 2 Library
- 3 Student Spaces at Winnet

Main Campus Improvements

- 1 Stronger/Faster Wi-Fi
- 2 Department Identity
- 3 More lounge/Sitting areas

Classroom Improvements

- 1 Better seating
- 2 Less crowded classroom
- 3 Better glare control





03

PLANING AND DESIGN FRAMEWORK

Integrate and Reconnect the Campus with the City

Create Facilities and Infrastructure for the 21st Century

Redefine Learning Environments and Programs

Renew Urban Campus

1

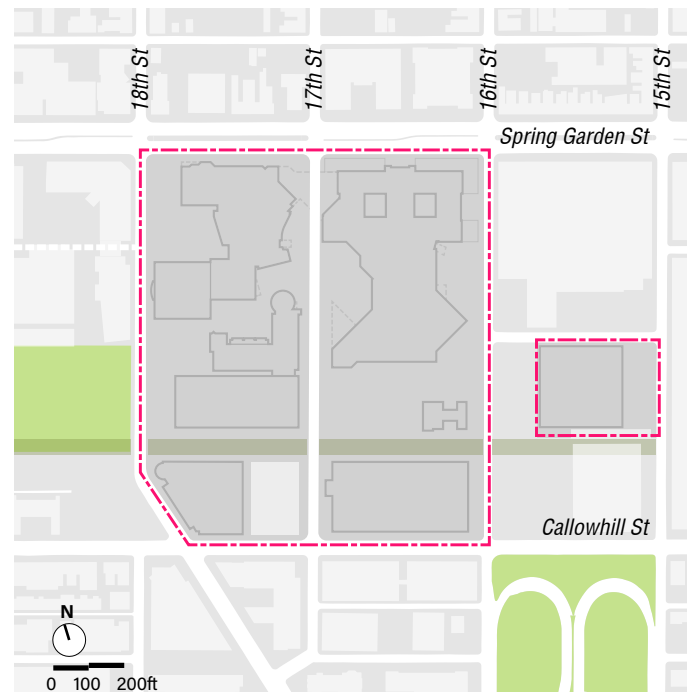
Four larger Ideas define the planning and design framework for the Main Campus and its Regional Centers.

Integrate and Re-connect the Campus with the City

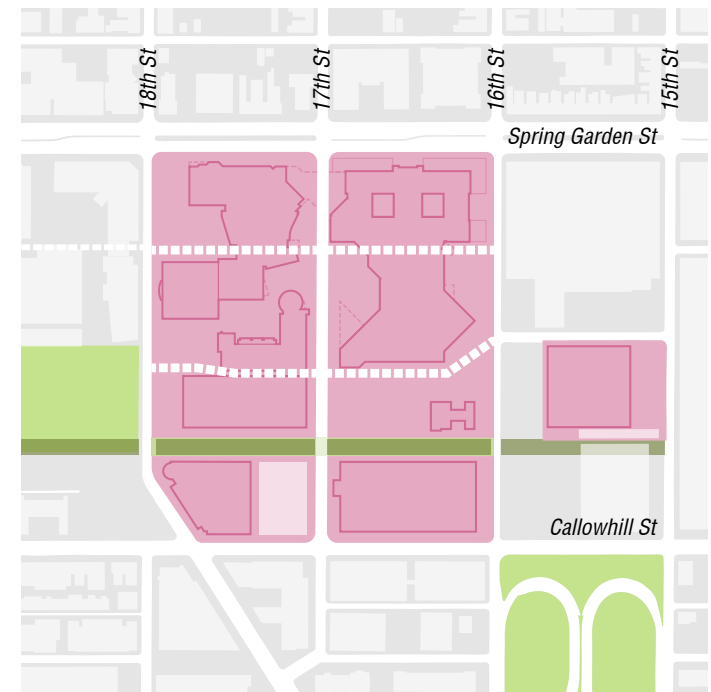
(Community Relations and Student Experience)

- » Open the core campus and create a sense of place
- » Develop a defined & active campus edge with spaces that reveal student activities
- » Create a walkable city campus
- » Integrate & conceal service entrances with buildings and landscape
- » Enhance wayfinding and accessibility

Existing



Proposed



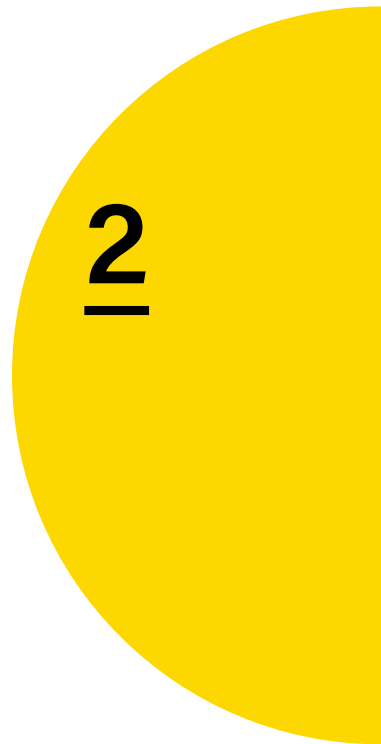
Connect the core campus with adjacent neighborhoods and city

Figure 24. Conceptual diagrams illustrating existing condition and proposed planning and design principle of reconnecting the campus with the city

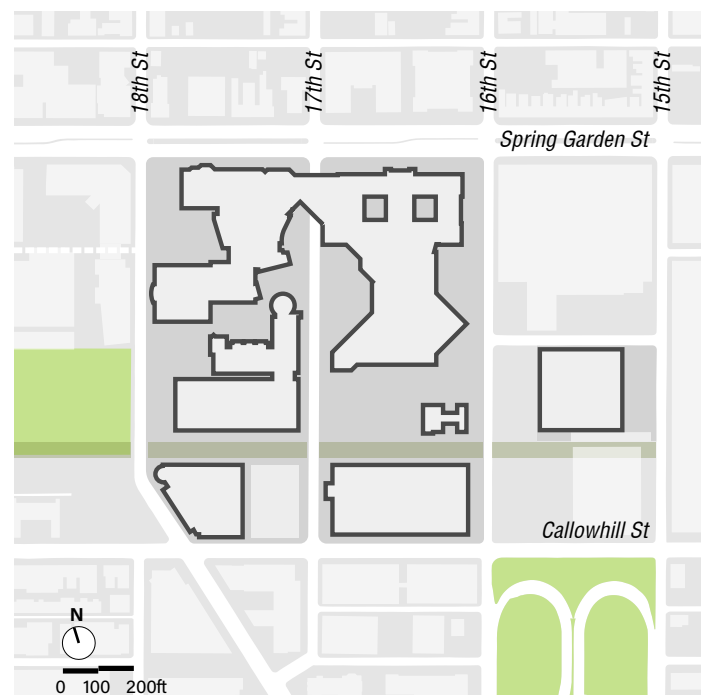
Create Facilities and Infrastructure for the 21st Century

(World-Class Facilities and Workforce Development)

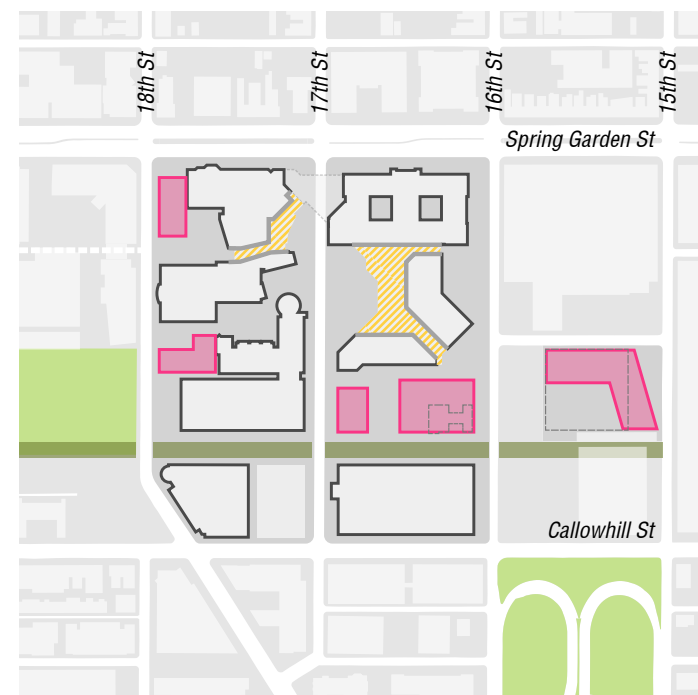
- » Equip spaces with technological tools that will help students succeed
- » Accommodate support spaces for socializing and academic success. Combine classroom renovations with offices, support spaces, and shared spaces
- » Create efficient world-class facilities and cost-effective, sustainable infrastructure



Existing



Proposed



- Potential development opportunities
- Existing student life / activity areas

Figure 25. Conceptual diagrams illustrating existing condition and proposed planning and design principle of creating world class facilities

3

Redefine Learning Environments and Programs**(Student Experience)**

- » Develop programmatic identities for facilities through re-purposing and consolidation of spaces
- » Provide destinations for students outside of the classroom
- » Create opportunities for daylighting
- » Create collaborative and shared learning spaces

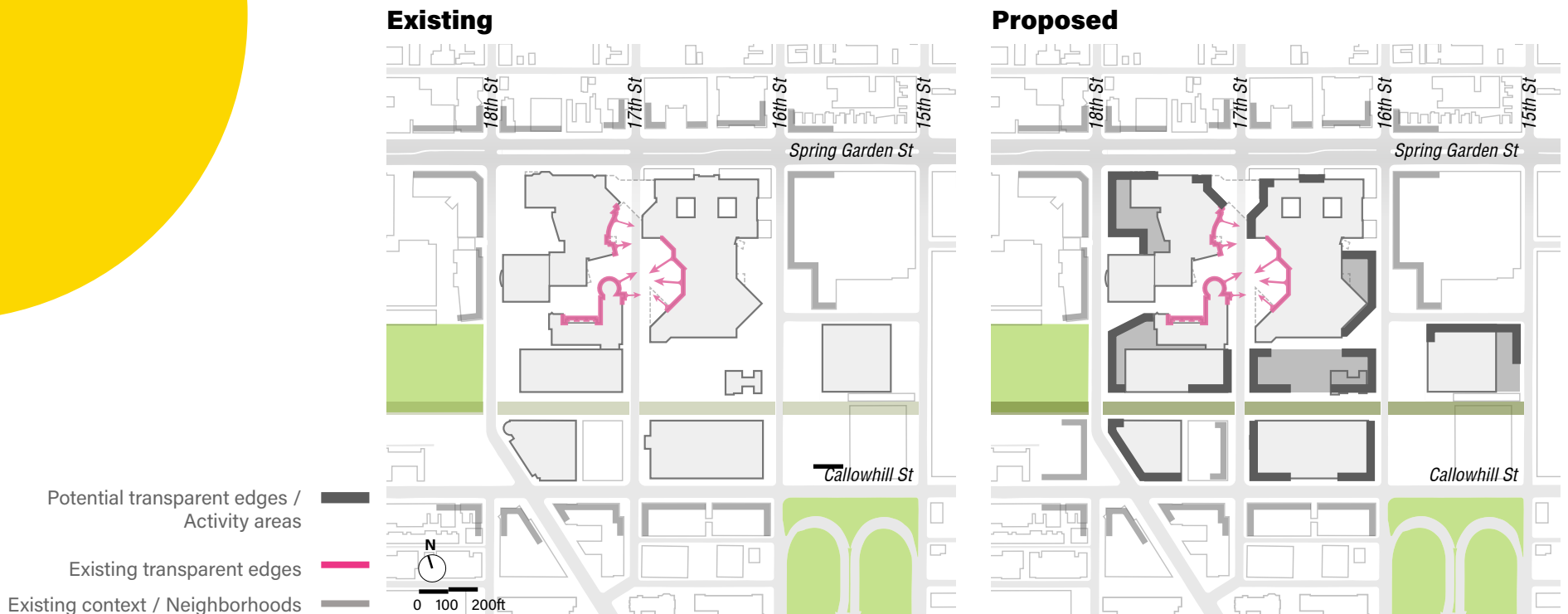
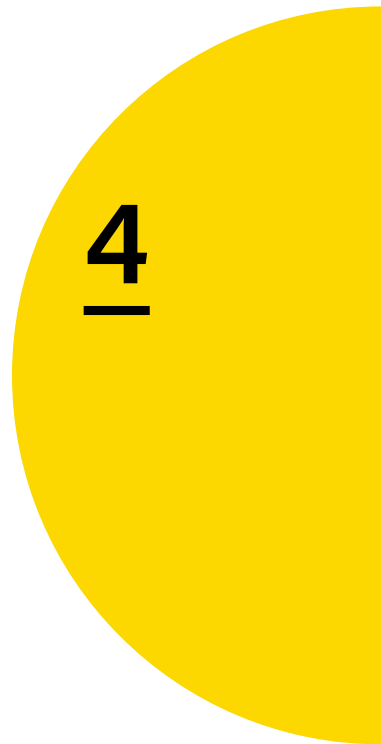


Figure 26. Conceptual diagrams illustrating existing condition and proposed planning and design principle of redefining learning environments

Renew Urban Campus

(Fiscal Responsibility and Sustainability, Workforce Development, Community Relations)

- » Forge public and private partnerships and sponsorship possibilities
- » Partner with the City and surrounding neighborhoods
- » Provide for training and support facilities for industry and business community
- » Create programmatically competitive spaces and facilities to attract and retain students
- » Reconfigure pedestrian paths to improve sightlines and establish a College green.
- » Unify the campus through wayfinding and signage.



Existing

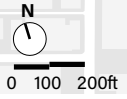


Proposed



- Proposed gateways
- Open space / campus connections
- Proposed Campus Walk

Figure 27. Conceptual diagrams illustrating existing condition and proposed planning and design principle of renewing urban campus







04

PROGRAMS AND SPACES

Introduction

Labor Market Summary

Interview Summary

Existing Space

Strategic Drivers

Instructional Space Utilization Analysis

Order of Magnitude Overall Space Summary

Main Campus

Regional Centers

Creating World-Class Spaces - Design Principles

Community College of Philadelphia
Facilities Master Plan



17th Street Plaza - Existing Main Campus

Introduction

Sub-consultants Rickes Associates conducted an instructional Space Utilization Analysis for the Main Campus and the Regional Centers, as well as a targeted review of the space for Automotive and Diesel Technology at WRC. The instructional space program needs analysis included the following key Strategic Drivers:

- » Enrollment: historical, current and projected
- » Personnel: faculty and staffing levels, current and projected
- » Space Inventory: organizational structure, space assignments and distribution
- » Instructional Space Utilization Analysis: scheduling and space use
- » Programmatic Changes: current and anticipated programs
- » Interviews: qualitative input from a cross section of stakeholders

The order of magnitude instructional space use analysis identified areas of deficiencies and where space could be re-allocated. The analysis serves as the foundational data for the Facilities Master Plan.

Several separate documents were prepared as final deliverables for the Space Programming Study and are provided in the appendices. Key findings are as follows.

Labor Market Summary

A review was conducted of projected job openings by occupation in the local area and of program alignment to those occupational program areas offered at the College.

Labor Market Review

The Pennsylvania Department of Labor and Industry has published the top 100 projected average annual job openings by US Department of Labor Standard Occupational Classifications (SOCs) for Philadelphia for 2012 through 2022. The alignment of the Main Campus and Regional Center programs was compared to projected Citywide job openings.

Projected Employment Openings - Program Alignment

The examined Program alignment with those SOCs which required a postsecondary non-degree award; some college, but not degree; an associate degree; or a bachelor's degree as the typical education needed for entry, according to the US Department of Labor. The data were then sorted by projected average annual job openings and filtered to show those SOCs with an annual average of 50 or greater job openings. Each SOC was able to be matched with the College's offered program in all but four of the listed occupations (Hairdressers, Hairstylists and Cosmetologists; Financial Managers; Heavy & Tractor-Trailer Truck Drivers; and Human Resource Specialists).

TOP PHILADELPHIA JOB OPENINGS + CCP PROGRAMS						
OCCUPATION	JOBS (ANNUAL)	CAMPUS				EDU. NEEDED
		MAIN	NRC	NWRC	WRC	
Registered Nurses	765	██████████				Associate Degree
Nursing Assistants	310	██████████				Post Sec. (non-degree)
Accountants & Auditors	261	██████████	██████			Bachelor's Degree
Gen. & Operations Managers	169	██████████	██████	██████		Bachelor's Degree
Licensed Prac. & Voc. Nurses	157	██████████				Post Sec. (non-degree)
Secondary School Teachers	151	██████████	██████	██████		Bachelor's Degree
Elementary School Teachers	144	██████████	██████	██████		Bachelor's Degree
Teacher Assistants	144	██████████				Some college, no degree
Medical Assistants	109	██████████				Post Sec. (non-degree)
Child, Fam., Sch. Social Workers	108	██████████	██████	██████	██████	Bachelor's Degree
Paralegals & Legal Assistants	106	██████████				Associate Degree
Preschool Teachers	95	██████████				Bachelor's Degree
Market Analysts & Specialists	94	██████████	██████	██████		Bachelor's Degree
Hairstylists & Cosmetologists	94	██████████				Post Sec. (non-degree)
Med. & Health Service Mang.	84	██████████	██████	██████		Bachelor's Degree
Comp. User Support Specialists	82	██████████				Some college, no degree
Comp. Systems Analysts	73	██████████				Bachelor's Degree
Financial Analysts	72	██████████	██████	██████		Bachelor's Degree
Med. Rec. & Health Info Techs	69	██████████				Post Sec. (non-degree)
Ment. Health S.A. Social Workers	66	██████████	██████	██████	██████	Bachelor's Degree
Management Analysts	65	██████████				Bachelor's Degree
Med. & Clinical Lab Techs	64	██████████	██████	██████		Associates Degree
Financial Managers	60	██████████				Bachelor's Degree
Heavy & Tractor Trail. Drivers	57	██████████				Post Sec. (non-degree)
Emergency Med. Tech & Para.	56	██████████	██████	██████		Post Sec. (non-degree)
Securities, Comm, Fin. Sales	56	██████████				Bachelor's Degree
Civil Engineers	56	██████████	██████	██████		Bachelor's Degree
Human Resources Specialists	54	██████████				Bachelor's Degree

Figure 28. Occupations with 60 or More Projected Openings per Year in Philadelphia vs. Community College Programs

Community College of Philadelphia
Facilities Master Plan

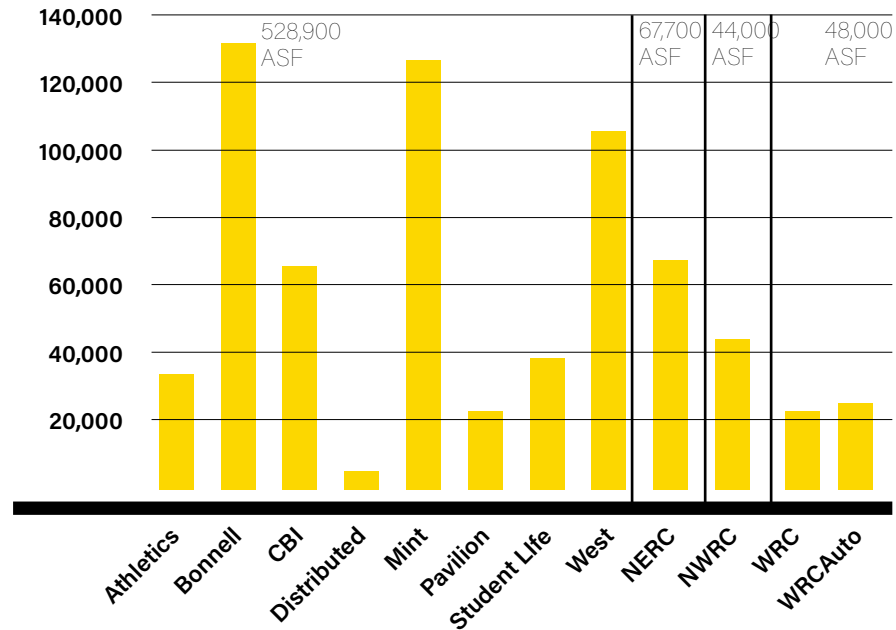


Figure 29. Existing Space by Facility at each campus

Interview Summary

As part of the Master Planning process several on-campus interviews and conference calls were conducted to understand space and programming needs. Interview comments were summarized as part of the Study and organized according to the space use categories listed below. Detailed comments are provided in the Appendix and a number of key interview comments are included in various sections of this summary as well.

1. Classrooms and Labs (FICM 100 & 200)
2. Offices (FICM 300)
3. Library and Study (FICM 400)
4. Athletics/Recreation, Dining, Gathering (FICM 500 & 600)
5. Central Services (FICM 700)
6. Health Care (FICM 800)

* FICM: Facilities Inventory Classification Manual

Existing Space

Using the existing Access Space Inventory as a framework, the existing space is summarized by overarching space types as defined by the Facilities Inventory Classification Manual (FICM), and augmented with interview findings.

The adjoining chart shows the Total Assignable Square Footage (ASF) by Building by Campus, including the ASF for the Main Campus, the Regional Centers plus Western Regional Center (Automotive Program).

Except for the Athletic Center and the Pavilion Building, all existing facilities on the Main Campus include a mix of academic, administrative, general use and support spaces.

Strategic Drivers

Enrollment is holding steady with an increase in part-time students. This is a trend among many community colleges. Decline in high school graduates through 2020 has created increased competition for students from local / out-of-state institutions. Approaches discussed by the College to increase enrollment include enhanced outreach through workforce development, becoming more "known", increased involvement with pre-college students and the community, defining an identity for the Regional Centers, and promoting and advancing Automotive Tech at WRC.

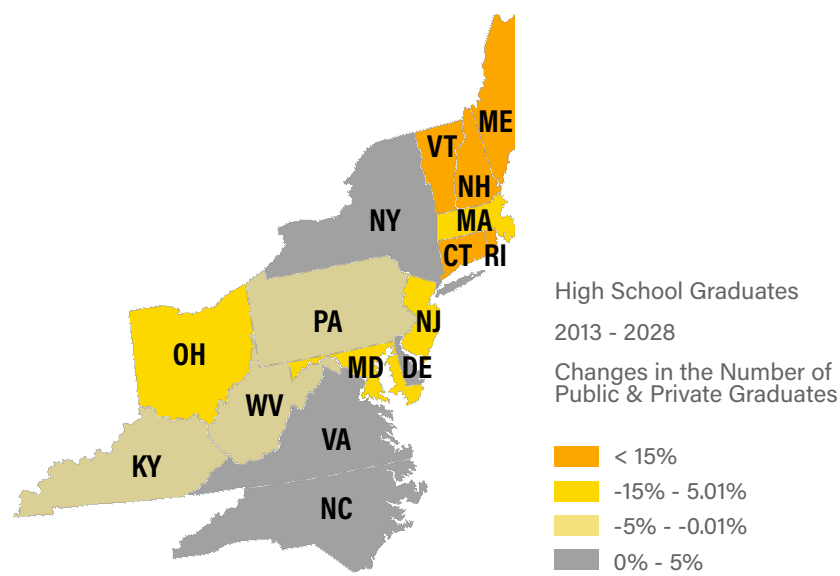


Figure 31. Changes in the Number of Public & Private Graduates

Projected Enrollment

A review of the 5-year weighted average/straight-line/and 2% growth in enrollment and its impact on future space needs was also conducted as part of the master plan. The impact was minimal and space needs were within the margin of error. Space recommendations are predicated on current need using FTE and personnel distribution as provided by the College.

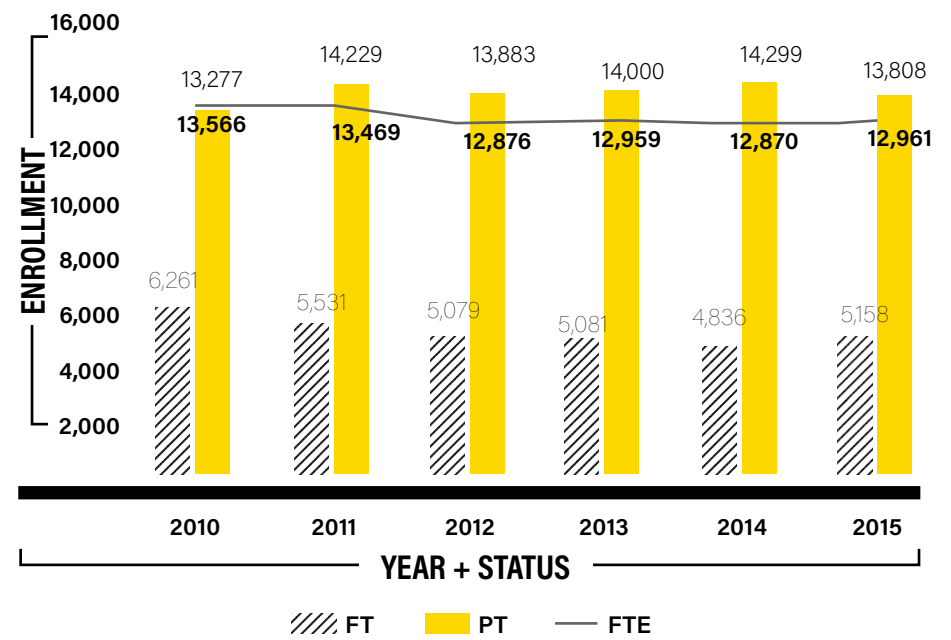


Figure 30. Student Distribution by Year and Status (Unduplicated Headcount)
© Rickes Associates; Data Source: WICHE Knocking at the College Door: Projections of High School Graduates Dec. 2012.

Note: The overall FTE includes all those served under the umbrella of the College regardless if the students are on campus or on-line.

Community College of Philadelphia
Facilities Master Plan

	ANNEX	BONN	CBI	GYM	LIBR	MINT	NERC	NWRC	WERC	WEST	WINN	(UNASSIGN)	GRAND TOTAL
Executive: President						1							1
Faculty		207	14		7	32	23	7	4	99		21	414
Maintenance						10					1	3	14
Maintenance / Campus Services						25	4	2		2		5	38
Paraprofessional	6	24	5	2	10	53	8	7	1	12	7	219	354
Professional	31	70	15	4		108	7	2	2	24	22	14	299
PT / Adjunct		153	11		1	16	8	1	2	42	1	1,025	1,260
Technical						12		2		1		75	90
Grand Total	37	454	45	6	18	257	50	21	9	180	31	1,362	2,470

Figure 32. Personnel by Main Campus Facilities

Personnel

Faculty and staff figures are a second major driver of space needs; these are folded into calculations for the general campus space with a direct link to offices and support space. Data from Human Resources was sorted into a chart by building assignment and personnel numbers (excluding students). Of the total number of personnel (2,470) from the HR payroll for Fall 2015, more than 50% (1,362) did not have a designated building assignment.

Programs

Providing adequate space to advance academic programs is key to the success of an institution. The need for workforce development and provision of short-term training / education / improvement has been increasing at the College. New initiatives and programs are in progress, but there is little physical space identified to support these initiatives. There are a number of outreach programs through Continuing Education, Student Services, Gateway to College, Middle College, Women's Outreach, Center for Male Engagement, etc. that may require further alignment for additional efficiencies. There is an increased need for community outreach and ESL offerings, which may be a higher priority with more international students on campus.

Instructional Space Utilization Analysis

This section provides a review of the methodology used for the analysis of Fall 2014 instructional space and course-scheduling data and outlines applicable guidelines. A widely used and accepted statistical methodology was used, incorporating the following three metrics: utilization, occupancy and capacity. A summary of the findings is below.

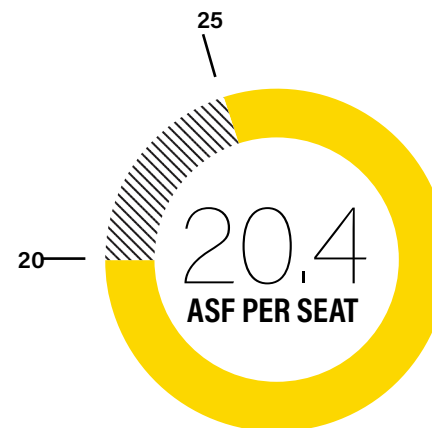
Main Campus Classrooms

There are 93 classrooms at the College's Main Campus, 92 of which have 100 or fewer seats. For those 92 classrooms, the overall daytime hour utilization is at 61%, below the 67% guideline. With respect to occupancy, small capacity rooms (up to 30 seats) have much higher than guideline occupancy rates compared with larger capacity classrooms (41-50 seats and 71-80 seats). The average seat size is 20.3 ASF per seat; on average the goal is 22 ASF per seat and higher in those classrooms where problem-based instruction is desirable. Only two courses were scheduled in the classroom containing more than 100 seats (Center for Business & Industry C2-28 with 105 seats).

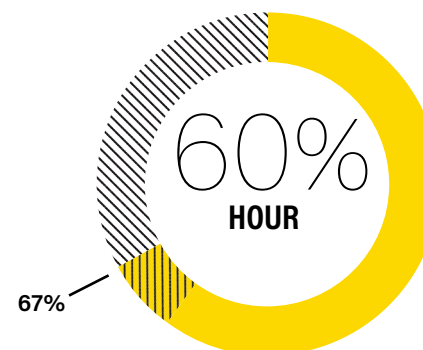
A total of 918 courses were scheduled in the College's 93 classrooms using 13 day combinations (MWF, TR, etc.). The College's formal daytime scheduling window contains 14 official time blocks to organize class start and end times. (The Study revealed almost 30% of the daytime courses were not scheduled in standard time blocks. This practice needs to be examined further as it erodes efficient space utilization.)

Current Classroom Need

Calculations based on utilization, occupancy and capacity metrics indicate an optimal need for 84 appropriately sized classrooms. Sixty-three classrooms have more seats than ideal and 24 rooms have fewer seats than ideal, based on a target of 22 ASF/seat. The Study noted this "rightsizing" must only be applied with careful consideration and on a room-by-room basis. While current instructional demand calls for nine fewer classrooms, the rooms required would be of a different capacity distribution and would require an additional 4,050 ASF. Rickes Associates also provided a graphic Hallway Analysis, requested by the College, for the number of students, by building, in transit at class end-times.

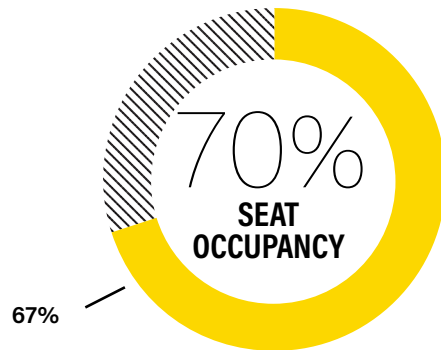


Capacity: average amount of space per student seat
Target: 20 – 25 ASF / seat
Current: 65,800 ASF | 93 Rooms



Utilization: extent to which classrooms are used within the scheduling window
Target: 67% of available time
Current: 50 weekly day hours

Figure 33. Instructional space utilization analysis findings and guidelines



Occupancy: extent to which the seats in a room are occupied when scheduled
Target: 60-70% of the seats
Current: 3,219 seats

Specialized Instructional Spaces

Daytime use was assessed for the 63 Specialized Instructional (SI) spaces. The Average weekly daytime hour utilization for SI spaces was 43%; the guideline calls for 50% scheduling of the daytime scheduling window. Thirty-four of the 63 spaces were scheduled at or above the scheduling guideline. The average daytime occupancy rate for the SI spaces was 79% which approaches the goal of 80 percent. It is recommended that six specialized instructional spaces be added, totaling 7,520 ASF, while also maintaining the College's current complement of 63 SI spaces comprising 63,110 ASF.

Main Campus Instructional Space Summary and Recommendations

Recommendations include both non-capital and capital suggestions.

Non-capital suggestions included:

- » Review low-use classrooms / specialized spaces;
- » Develop and enforce consistent scheduling policies, practices, and procedures;
- » Assess space utilization every two to three years;
- » Implement a campus-wide standard for classroom fixtures, furnishings, equipment, and educational technology. Devise and follow a regular maintenance and renewal cycle for these items.

Capital suggestions included:

- » Prepare phased right-sizing and implementation plan for general purpose classrooms. (Based on the detailed analysis of general-purpose classrooms, 84 classrooms are needed (down from 93), but at an additional 4,000 sf of total classroom space.)

Northeast Regional Center and Northwest Regional Center

There is capacity for additional students and courses in NERC and NWRC for classroom and specialized instructional spaces.

West Regional Center

There is also available classroom capacity for additional students and courses in WRC. There are three non-automotive and three automotive SI spaces at the WRC. It was found that the current distribution of these SI spaces at WRC is sufficient to meet current instructional demand.

Order of Magnitude Overall Space Summary

This section summarizes the College's overarching space challenges with respect to major space use classifications.

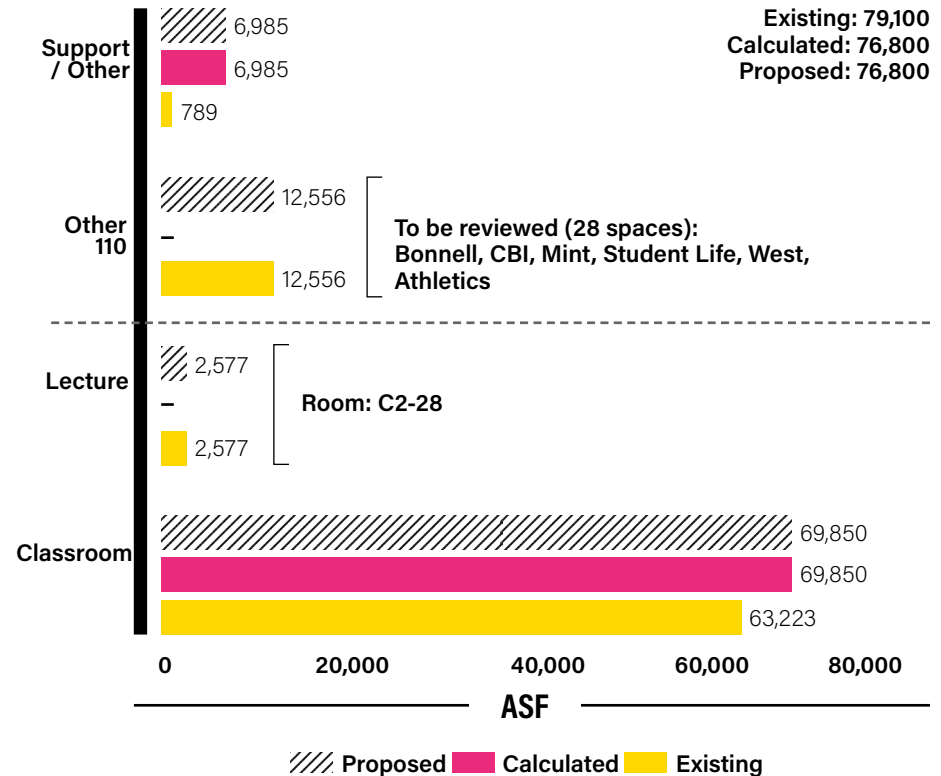
- » **Existing:** extracted from the space inventory provided by CCP
- » **Calculated:** based on existing guidelines and associated multipliers; pure quantitative analysis
- » **Proposed:** generally equals the calculated, however in some instances this need is adjusted based on culture, location, or qualitative information provided at the aggregate level.

Main Campus Classrooms

While technology in the classroom is being addressed, additional study is needed regarding furniture type, collaborative instruction, number of courses and section sizes. Students want collaborative instructional space, available and working technology, flexible furniture that supports socializing and studying, in addition to chairs in a more traditional instructional setting. The College needs to address the evolving pedagogy and its implications for space.

The Study also identified the following main points for classroom space:

- » A number of rooms are overcrowded and should be de-compressed. The College may have some flexibility to address this overcrowding through selective renovation, and renewal. Additional review is needed for the spaces coded as non-scheduled 110 classroom space. Perhaps some dedicated conference/ seminar departmental rooms should be re-assigned.
- » Fewer classrooms are needed, but more ASF to meet current pedagogy.
- » Opportunity to revamp and redesign for collaborative instruction.
- » Retain the Lecture Space for events and meeting space. It is not needed for instructional as the largest enrolled course is roughly 45 students.
- » Adequate classroom capacity exists for 8,100 FTE (undersized for existing enrollment)

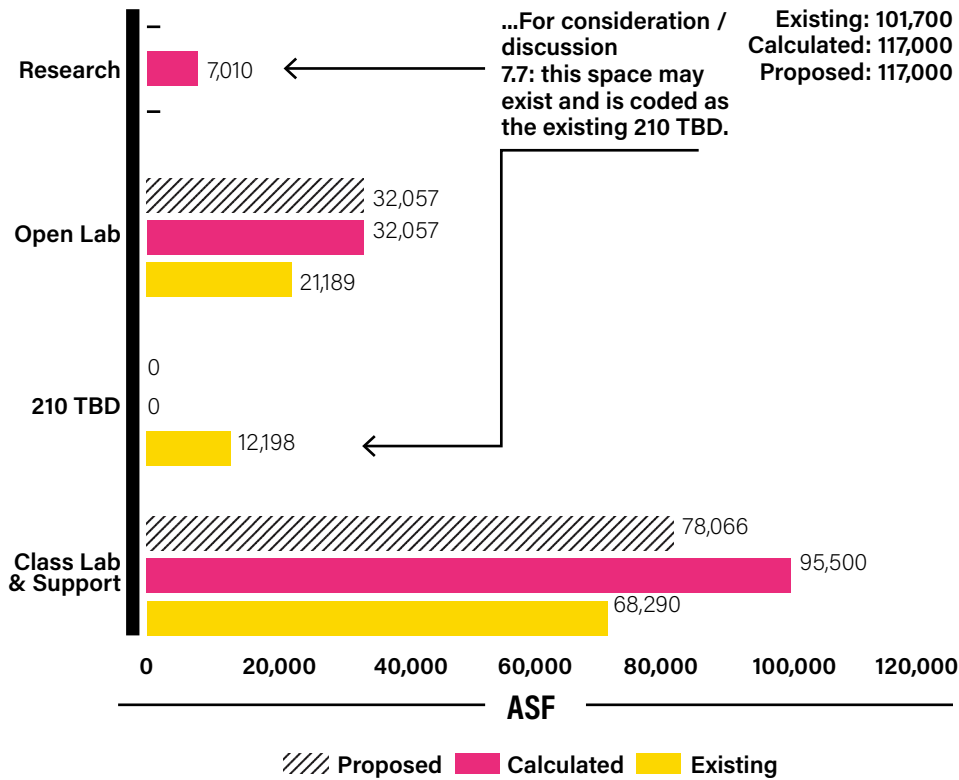


Existing: 79,100
 Calculated: 76,800
 Proposed: 76,800

To be reviewed (28 spaces):
 Bonnell, CBI, Mint, Student Life, West, Athletics

Room: C2-28

Figure 34. Main Campus Classrooms Space



101,667 ASF Specialized Instructional

Figure 35. Specialized Instructional Space at Main Campus

Specialized Instructional

Specialized instructional space includes science laboratories, art studios, computer classrooms, etc. There are some low/non-scheduled instructional labs. While a detailed room-by-room analysis was conducted, need is based on course discipline to allow for appropriate allocation of space to support discipline specific pedagogy. There is a net need for six additional specialized spaces totaling 7,520 ASF. The existing 63 spaces have been maintained, although some may be undersized in terms of ASF per station. For example: a computer classroom calculating at 16.9 ASF/seat vs. recommended 25 to 30 ASF/seat.

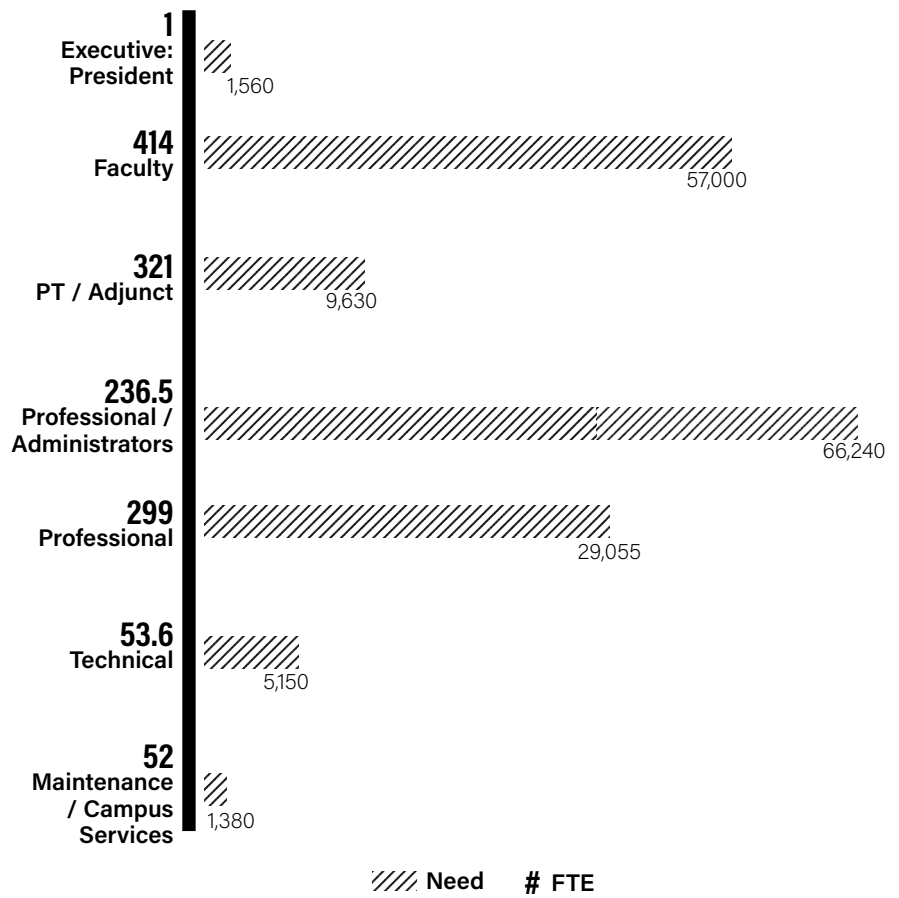
Offices

Personnel are assigned to one of three defined levels with associated space multipliers that incorporate base office space and associated support areas such as conference, workrooms, as follows:

- » **Executive/Faculty/Professional:** generally allocated private office and dedicated or shared support space.
- » **Paraprofessional:** personnel who may require a private or semi-private office with reduced ASF.
- » **Technical:** personnel such as safety/security, maintenance, technicians, who do not need office space, but need to access support areas such as workrooms, conference space, etc.

The Study identified the following qualitative findings:

- » Several departments are fragmented across campus and many offices are overcrowded
- » A number of personnel are assigned carrels, or are working the "hallways" of office suites
- » Several personnel are in rented space in the Annex (included in space need calculation)
- » The College identified the need to add personnel, however there is no existing appropriate space
- » There is a lack of storage, work areas and meeting spaces across the campus
- » Office capacity: for 1,900 head count (undersized for existing personnel)

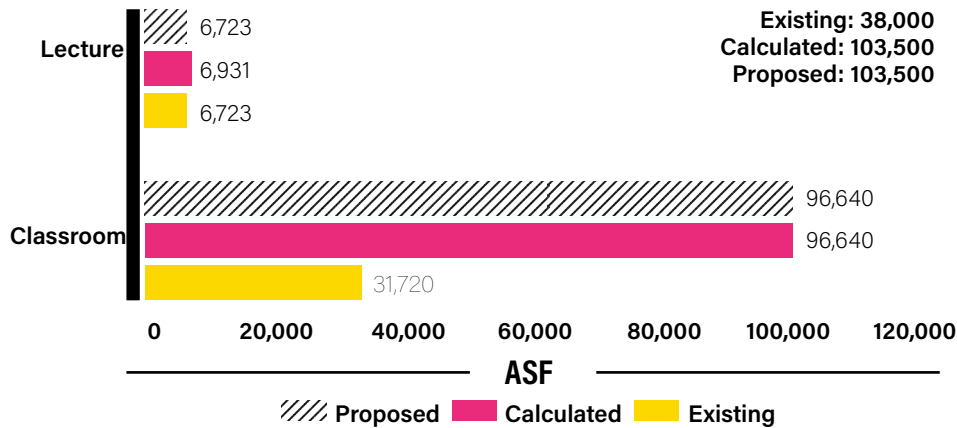
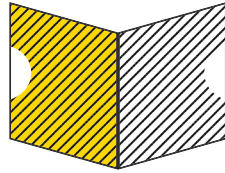


164,000 ASF Office & Support

Figure 36. Office and Support Space Calculation Include Personnel Currently Assigned to Annex (Spring Garden Street leased space)

**101,667 ASF Study / Library
 Need: 49,123 ASF**

- » Support additional tutoring / outreach services
- » Optional food and coffee areas
- » Reduce bound volumes
- » Increase seating, lounge areas, and collaborative and individual study rooms



38,443 ASF Athletics / Media Production

Figure 37. Athletics / Media Production space at Main Campus

Library

The role of the library has been steadily shifting with the emergence of digital information and resources. At the overarching level, the existing space identified as Library/Study space appears to be less than what is needed for a campus of this enrollment. The library must support additional tutoring / outreach services / learning commons for both faculty and students. Food and coffee areas are often co-located with these activities. In addition, while the projected goal is to reduce bound volumes, an increase in seating, lounge areas, collaborative and individual study rooms is needed.

» **Learning Centers/Tutoring**

Access to tutors is imperative to provide students with a clear academic path, confidence, and the resources to achieve. The centralization of these areas provides opportunities for the campus to reach out to their untapped community, as well as increasing the success and retention of the students enrolled in basic skills courses.

» **Learning Commons**

The relocation of learning centers to the Library has been an on-going trend in higher education. These spaces should be purpose-built with an opportunity for expansion and flexibility to meet changing needs. The College needs to consider potential implications on facilities such as the Learning Commons as it considers initiatives such as increasing international student enrollment.

Athletics and Media Production

Athletics is a driver of campus space needs and will require deeper analysis and programming based on the College's new status and the current sharing of space with Intramural Sports, the lack of appropriate space for visiting teams, and so forth. The space need included here is a place holder based on available information and no qualitative data. The calculated capacity for this space category is 3,200 FTE

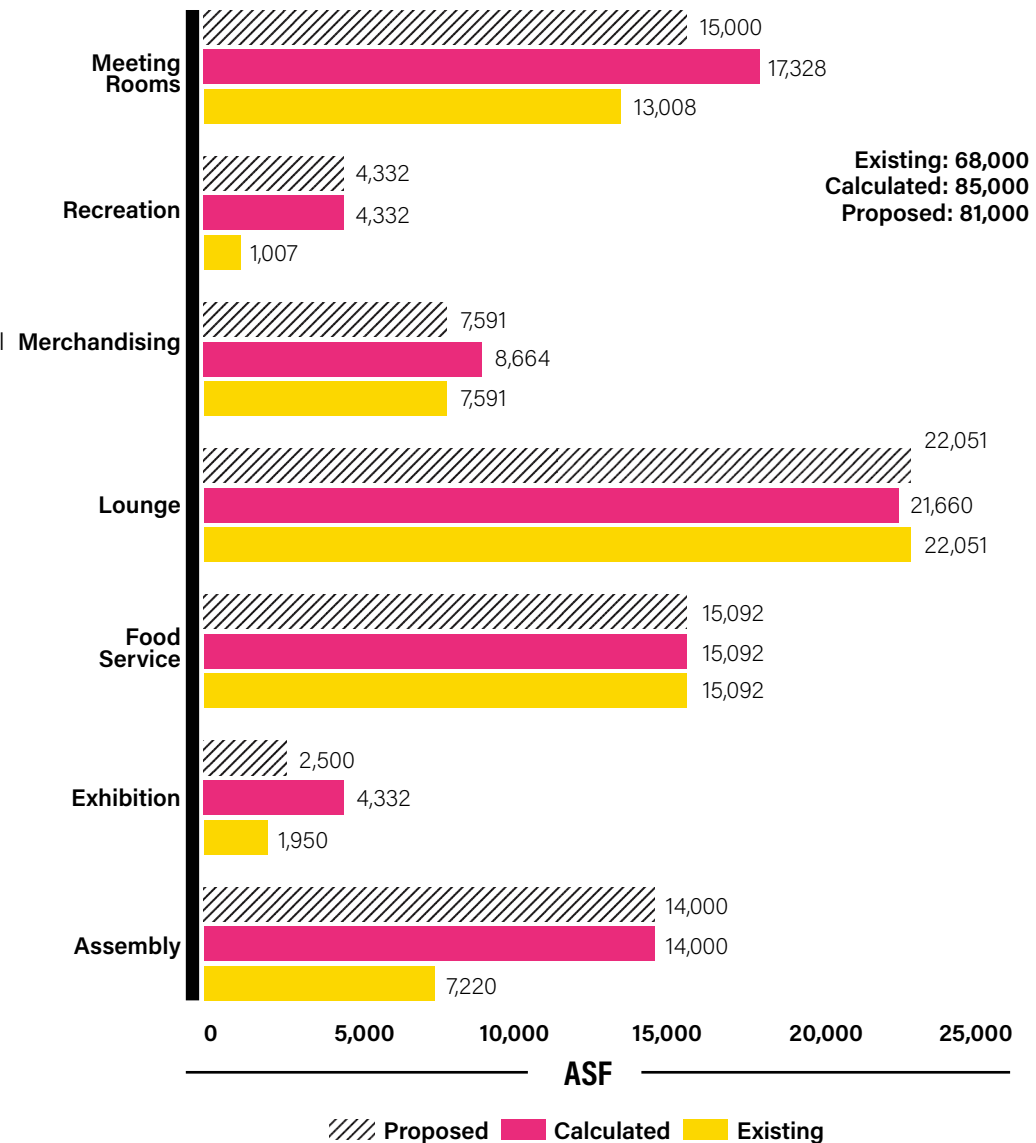
(undersized for existing student body).

General Use Space

General Use encompasses various student spaces often found in a student center/ union, including the following:

- » **Assembly:** includes theaters, auditoriums, conference halls used for events and large meetings. The calculated/proposed need may be reduced if other options exist and/or the existing 7,000 ASF meets the needs for the campus.
- » **Exhibition:** for display of art, materials, etc. and is meant for public and campus viewing. There has been a request by the Art Department for a dedicated display area. The proposed ASF could be part of the dedicated display area and additional exhibitions could be scattered about campus.
- » **Food service:** was recently renovated to provide more intimate tables and gathering space. Often used by study groups.
- » **Lounge space:** can be distributed across campus.
- » **Merchandising:** is mainly the bookstore or associated campus "quickmart". This space has been held constant.
- » **Recreation:** includes exercise and general fitness space, game rooms, TV rooms, etc. These spaces are often found in a student union/center.
- » **Meeting Rooms:** used mainly for internal meetings, student organizations, etc. Findings indicated that it may be difficult to find meeting spaces on campus.

Several facilities were identified as potential space opportunities, including the Winnet Student Life kitchen/serving area, Mint Building Language Lab, and Child Care.



67,919 ASF General Use

Figure 38. General Use Space at Main Campus
General use capacity - 7,000 FTE - is undersized for existing student body

Community College of Philadelphia
Facilities Master Plan

MAIN CAMPUS SUMMARY: SPACE + CAPACITY

Select Categories	Existing ASF	Proposed ASF	Capacity (FTE)	Delta To Exist. FTE Of 8,664
Classroom (110)	65,800	69,850	8,161.65	(502.35)
Specialized (210/215)	68,290	78,066	7,579.03	(1,084.97)
Open Lab (220/230)	21,189	32,057	1,945.83	(6,718.17)
Office & Support (300's)	164,409	170,000	1,945.83	(6,718.17)
Athletics (520's)	31,720	96,640	2,843.77	(5,820.23)
Media (530's)	6,723	6,931	8,403.75	(260.25)
Assembly (610's)	7,220	14,000	4,468.15	(4,195.85)
Exhibition (620's)	1,950	2,500	6,757.92	(1,906.08)
Food (630's)	15,092	15,092	8,664.00	-
Lounge (650's)	22,051	22,051	8,664.00	-
Merchandising (660's)	7,591	7,591	8,664.00	-
Recreation (670's)	1,007	4,332	2,014.00	(6,650.00)
Meeting Rooms (680's)	13,008	15,000	7,513.42	(1,150.58)
Total	528,964	631,000 - 639,000	7,249 - 7,158	

528,964 ASF

8,664 FTE*

Figure 39. Summary: Space + Capacity

Current ASF / FTE = 61. The campus is built to support roughly 7,200 FTE and is currently serving 8,664 FTE. Food and Merchandising have been held consistent maintaining existing FTE.

*Note: The overall College enrollment is 12,961 FTE (Fall 2015). It includes all those served under the umbrella of the College regardless if the students are on campus or on-line.

Main Campus Summary Space and Capacity

In summary, **the Main Campus has a space shortage; the campus is built to serve 7,200 FTE and is presently serving 8,664 FTE.** Below is a brief list of comments by space type.

- » **Classroom:** Some overcrowding exists in a number of classrooms. Existing space supports 8,100 FTE. Classroom support (not shown here) is calculated at 10% but is fungible and may not be necessary.
- » **Specialized Instructional space:** maintain existing spaces; add six appropriately sized spaces and support. Existing space supports 7,500 FTE.
- » **Open Laboratory:** provides opportunity for additional drop in computer labs, self-study/practice space, etc. Allocation may be reduced depending on use of current spaces and identification of more specific needs. Existing space supports 5,700 FTE.
- » **Research:** There is a trend toward increased involvement of undergraduate students in faculty research. The College may consider pursuing this path adding/ combining this space into instructional labs or creating flexible laboratory space.
- » **Office and Support:** space needs to be addressed to meet the needs of new hires and expected expansion in various departments/units. Offices are oversized or not properly designed. Personnel are fragmented and in leased space. All personnel assigned to main campus are included in the calculation (includes Annex personnel). Existing space supports 1,900 FTE personnel.
- » **Athletics:** needs detailed space program to meet needs for Team Space and intercollegiate allowances, locker requirements, etc. Existing space supports 2,800

PROGRAMS AND SPACES

FTE.

- » **Assembly/Exhibition:** provide distributed exhibition- core assembly should be reviewed in terms of event use and need for a campus that may be able to utilize area conference centers/meeting areas. Existing space supports 4,500 and 6,700 FTE, respectively.
- » **Lounge:** generally distributed gathering spaces. Existing space supports 8,600 FTE.
- » **Recreation:** centralized in student union/center. Existing space supports 2,000 FTE.
- » **Food / Merchandising:** held- space is determined by holding manager company.
- » **Meeting Rooms:** could be reduced based on location and access to outside services. Existing space supports 7,500 FTE.

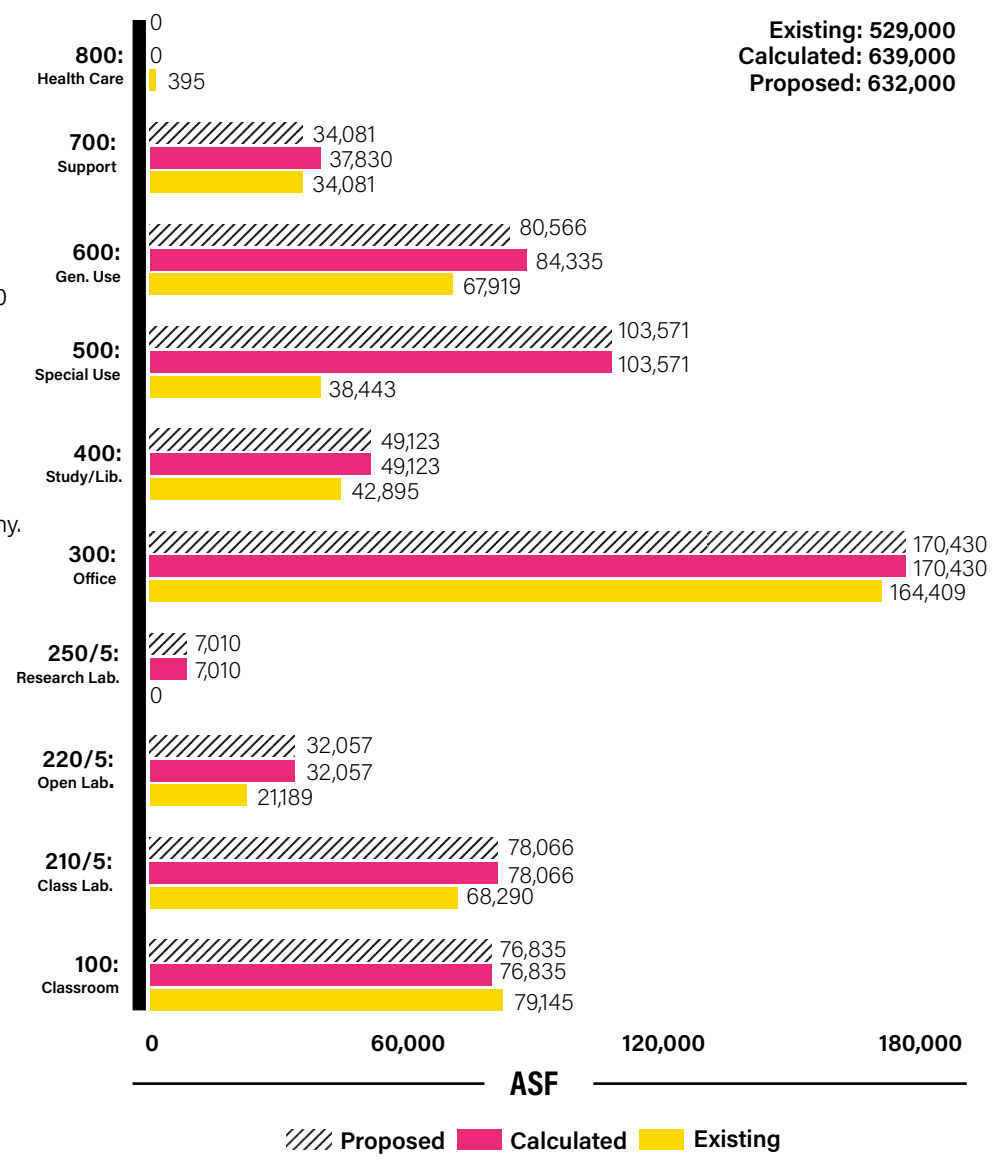


Figure 40. Order-of-Magnitude Space Analysis - Main Campus

Regional Centers

Northeast Regional Center

Based on space calculations provided in the Study, the existing amount of ASF supports the current 1,550 FTE students; however, it may not represent the correct type or use of space. The campus can support additional FTE in classrooms if the space types coded in the hundreds are, in fact, classrooms. There is minimal additional capacity in lounge areas, and, as shown in the chart below, some space types do not exist at this center.

SUMMARY: NERC SPACE + CAPACITY				
Select Categories	Existing ASF	Proposed ASF	Capacity (FTE)	Delta To Exist. FTE Of 1,550
Classroom (110)	27,567	15,070	2,835.36	1,285.36
Laboratory (200's)	12,575	16,731	1,164.98	(385.02)
Athletics (520's)	0	0	0.00	(1,550.00)
Media (530's)	-	0	0.00	(1,550.00)
Assembly (610's)	0	0	0.00	(1,550.00)
Exhibition (620's)	0	0	0.00	(1,550.00)
Food (630's)	4,657	4,657	1,550.00	-
Lounge (650's)	3,922	3,900	1,558.74	8.74
Merchandising (660's)	1,511	1,552	1,509.05	(40.95)
Recreation (670's)	-	1,000	0.00	(1,550.00)
Meeting Rooms (680's)	2,659	3,100	1,329.50	(220.50)
TOTAL	67,700	66,000		

Figure 41. Summary space analysis at NERC | 43 ASF / FTE

Northwest Regional Center

The existing amount of ASF will support 880 FTE; however, it may not represent the correct type or use of space. There is additional capacity in lounge areas; as at NERC, some space types do not exist on this campus..

SUMMARY: NWRC SPACE + CAPACITY				
Select Categories	Existing ASF	Proposed ASF	Capacity (FTE)	Delta To Exist. FTE Of 1,550
Classroom (110)	11,683	7,271	1,279.01	483.01
Laboratory (200's)	8,544	9,222	737.48	(58.52)
Athletics (520's)	0	0	0.00	(796.00)
Media (530's)	-	0	0.00	(796.00)
Assembly (610's)	0	0	0.00	(796.00)
Exhibition (620's)	0	0	0.00	(796.00)
Food (630's)	1,913	1,913	796.00	-
Lounge (650's)	7,420	2,000	2,953.16	2,157.16
Merchandising (660's)	1,785	800	1,776.08	980.08
Recreation (670's)	-	500	0.00	(796.00)
Meeting Rooms (680's)	-	1,500	0.00	(796.00)
TOTAL	44,000	41,000		

44,000 ASF 796 FTE

Figure 42. Summary space analysis at NWRC | 55 ASF / FTE

23,000 ASF

339 FTE

WRC



Current

23,000 ASF / 339 FTE

=

60 ASF / FTE

Available space to be developed based on programmatic development

- » Automotive technology (program provided)
- » Workforce development
- » Community outreach
- » Others

West Regional Center

WRC is the site of the College's Automotive Technology program. Programmatic changes for this facility have been discussed; the Study provides a separate space program for the College to review and consider. Additional evaluation is needed to determine the optimal curriculum and if the existing program should be revamped or expanded through outreach to the community, to SEPTA, or in another direction. The space program for WRC will need to be revised going forward.

BEST PRACTICES

The following lays out design principles for creating flexible world-class spaces within the existing and new facilities at the College.

» **Teaching Spaces / Classrooms**


- » Flexible spaces with movable furniture
- » Significant technology support
- » Walls prepared for presentation (white boards, pin-up space, projections)
- » Teaching stations with laptop interface and lighting controls
- » Windows for maximum daylighting

» **In-between Spaces : Lobbies, help desks, courtyards, departmental lounge space**

- » Significant wireless technology support
- » Informal gathering areas for small/large groups
- » Comfortable seating and horizontal work surfaces
- » Vertical collaboration and presentation surfaces
- » Ever-changing display of student and faculty work
- » Windows with views to key campus spaces

HPI School of Designing Thinking

Hasso-Plattner-Institut with the d.school in Stanford uses collaborative spaces and unique teaching methods to promote "Design Thinking."



» **Learning Commons / Collaboration Spaces / Library**

- » Variety of open/closed and large/small collaboration and study space options
- » Significant technology/multi-media support
- » Vertical collaboration and presentation surfaces (white boards and pin-up space)
- » Flexible spaces with movable furniture
- » Research teaching/learning environments
- » Windows for maximum daylighting

» **Student Hub**

- » Formal and informal student meeting spaces
- » Multi-purpose event space
- » Center for student organizations
- » Windows with views to key campus spaces





05

MASTER PLAN RECOMMENDATIONS

Introduction

Main Campus

- » Illustrative Site Plan
- » Programmatic Identity
- » Phased Renovations
- » New Facilities

Landscape Framework

- » Campus Walk

Regional Centers

- » Northeast Regional Center
- » Northwest Regional Center
- » West Regional Center

Phasing / Implementation



Figure 43. Illustrative Site Plan - Main Campus

Introduction

The Plan provides a development framework for addressing programmatic, quantitative and qualitative aspects of the College's facilities and space in both the immediate and long term. Together, these aspects articulate a vision addressing the aspirations of the College through its Strategic Plan, and its commitment to making its facilities competitive for a new generation of students.

Main Campus

Illustrative Site Plan

The adjoining illustrative site plan shows the location of proposed buildings and the reconfiguration of the existing landscape on the College's Main Campus.

The Master Plan identifies a wealth of opportunities to enhance academic achievement and well-being on the Main Campus. The Plan recommends modifying existing structures by consolidating rooms and functions, re-purposing underutilized spaces and adding new programs. New buildings are proposed to accommodate current and future space needs as well as provide swing space during the renovations of existing facilities. The following functions and spaces are proposed within the Main Campus:

Proposed Modifications

- » **Phased renovations of existing classrooms, labs, and faculty offices,** including conversion to active learning environments, providing natural light within classrooms, creation of collaborative spaces, removal of interior corridors and insertion of movable partitions etc.
- » **Mint Building:** Renovation of underutilized spaces within Mint are proposed, including relocation of art studios to the proposed New Academic Building, and reconfiguring of the Library to address current uses. The reconfiguration of the Library and corresponding Learning Commons will tap underutilized and vacant study and stack space. It will create a central student / study hub within the center of the campus with additional meeting rooms and collaborative study spaces while using the Mint building to its maximum potential.
- » **Winnet Building:** Winnet will house additional student-life spaces, creating a student hub closer to the Main Campus core. The existing academic spaces and offices currently in Winnet Building will be relocated to other facilities.

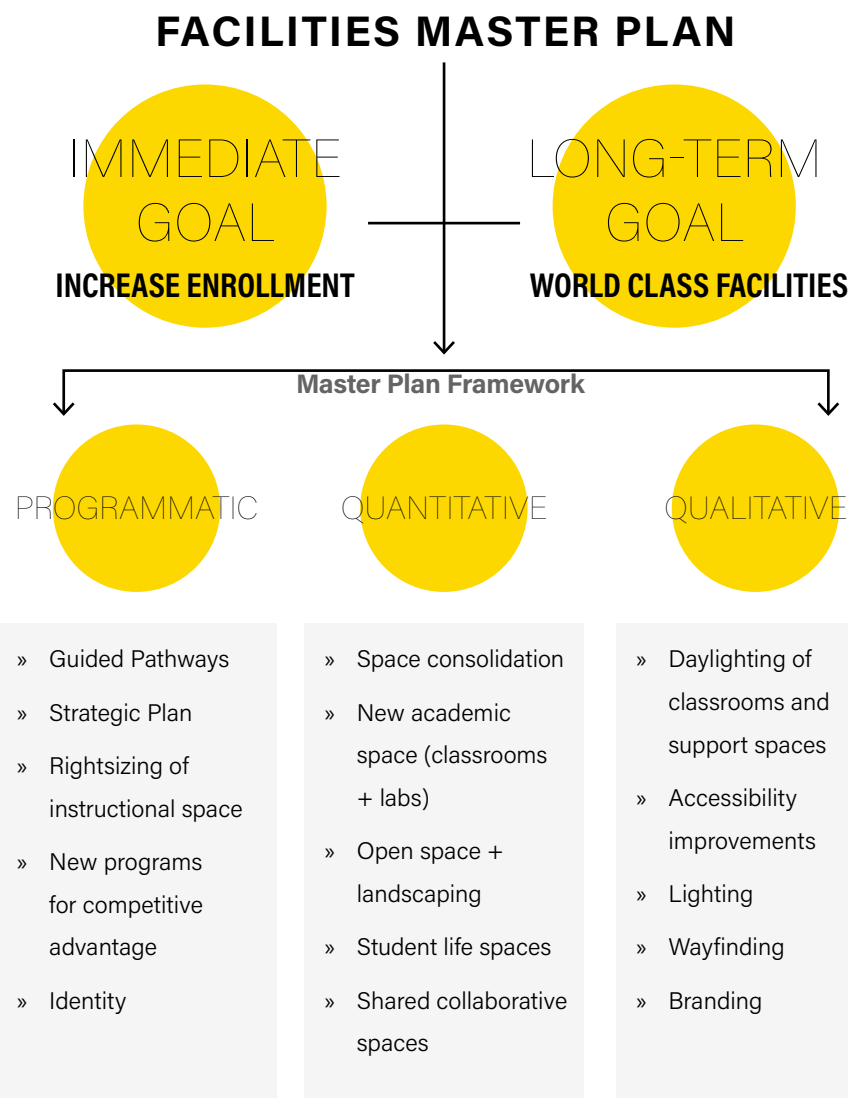


Figure 44. Immediate and Long-Term Master Plan Goals



Figure 45. Illustrative view of the Main Campus
Showing Master Plan recommendations and new buildings

- » **Bonnell Building:** Bonnell will continue to serve as the academic hub and core of the campus. Classroom, faculty offices and administrative spaces will be renovated in a phased manner. Additional circulation and wayfinding improvements are also proposed.
- » **Athletics Center / Gymnasium:** To an all-commuter student body, a state-of-the-art gym and fitness center are vital amenities for health and wellness. The existing Athletics Center will be renovated to meet the National Junior College Athletic Association standards. The renovation will also upgrade the building facade and better connect it with the Main Campus.
- » **Proposed Conference Center at CBI:** The Plan proposes to renovate the ground floor of CBI to accommodate a conference center.

New Facilities

- » **Proposed New Integrated Health Sciences Building at West:** The West Building will house all STEM programs as well as allied health programs. A new building is proposed adjacent to West to accommodate future allied health space needs and Integrated Health Sciences programs.
- » **Proposed New Technology Building:** A new building is proposed adjacent to CBI to accommodate growth in programs on advanced manufacturing and new technologies.
- » **Proposed Fitness Center Addition:** The existing Fitness Center building would be demolished and a new Fitness Center addition built at the site, attached to the Athletics Center. Along with a new Fitness Center, the addition would house locker rooms, a pregame area, a bookstore, and shared collaborative spaces.
- » **Proposed New Performing Arts Theater at Bonnell:** The Plan proposes a new auditorium in place of the existing auditorium on the east side of the Bonnell Building, with expanded capacity and a new lobby / reception area. It could accommodate academic spaces for the Music program, currently located on the second floor of the Mint Building, as well as shared collaborative practice spaces.
- » **Proposed New Academic Building:** A new academic building is recommended at the 17th Street parking lot, designed to provide needed academic space as well as flexible additional space to allow for renovation of existing academic buildings.
- » **Proposed New Student Housing-The Hamilton:** The College has initiated public / private development of a site adjacent to the Main Campus for market rate / student apartments. Design guidelines and an urban design framework were created as part of the Master Plan to help integrate and connect this development with the Main Campus.

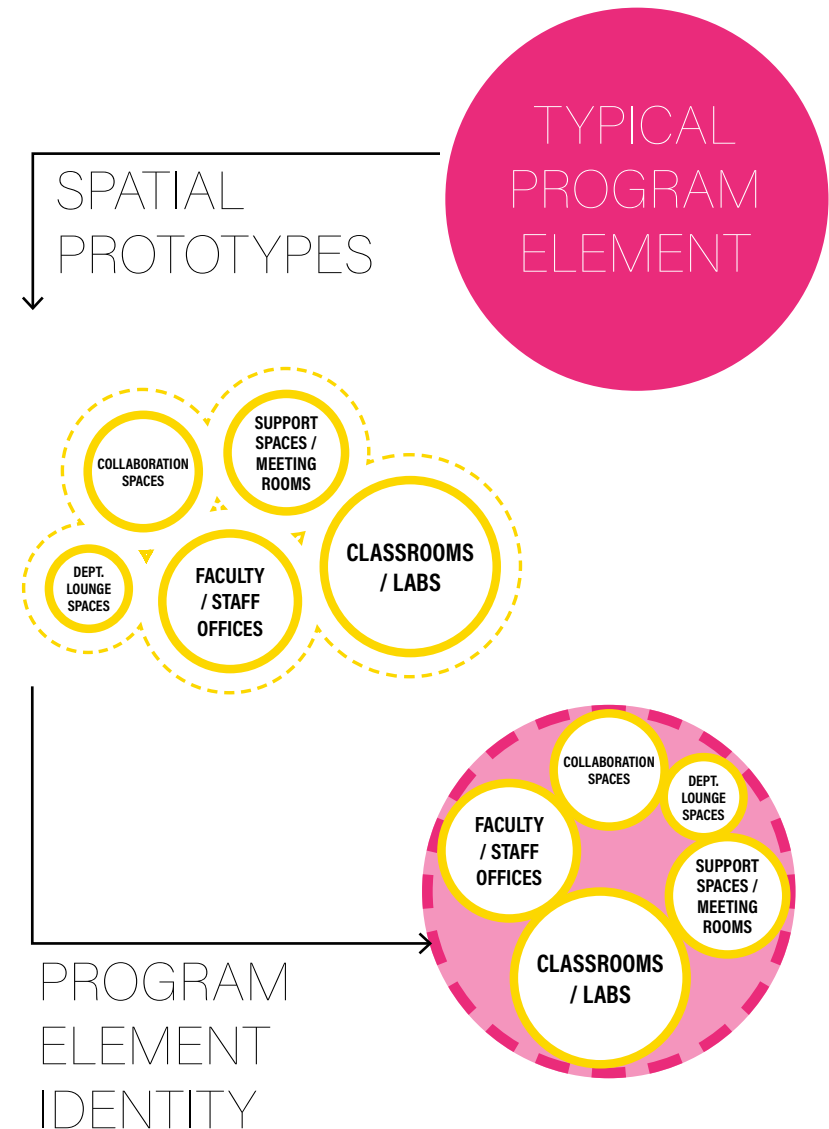


Figure 46. Programmatic Identities -
Conceptual diagram showing approach to re-organization of existing space to develop programmatic identities

Community College of Philadelphia
Facilities Master Plan

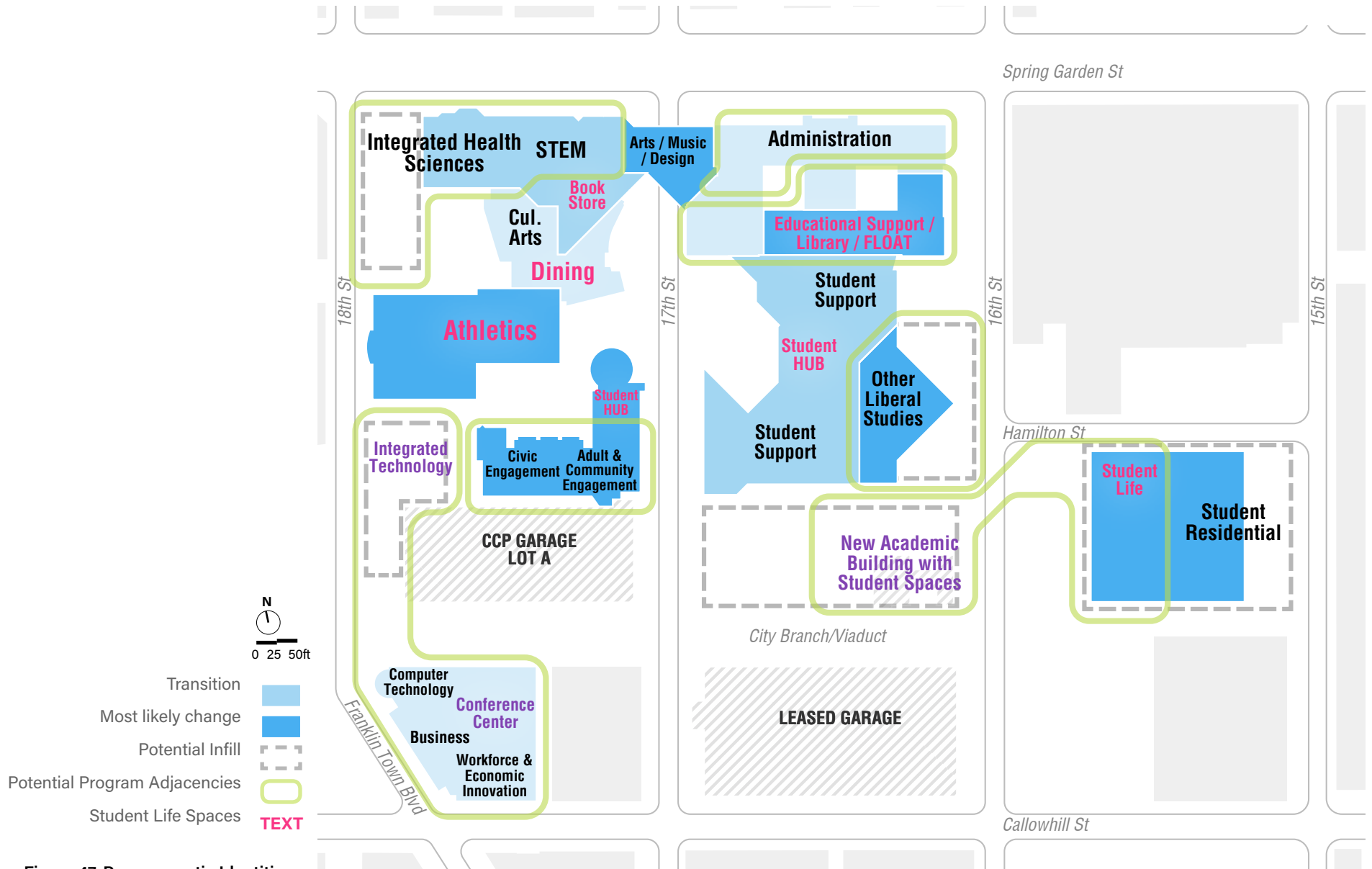


Figure 47. Programmatic Identities
 Master Plan recommendations and programmatic identities at the Main Campus

Programmatic Identity

The Master Plan provides opportunities to realign and co-locate existing spaces and programs within existing and proposed facilities on the main campus. Creating programmatically identifiable facilities will increase the effectiveness of Guided Pathways initiatives by clarifying program spaces, facilitating navigation on campus and providing a flexible framework for adjusting to curricular changes and new programs and spaces within the College.

Identifying facilities with specific programs will highlight those spaces, facilitate navigation and increase the effectiveness of the Guided Pathways initiative.

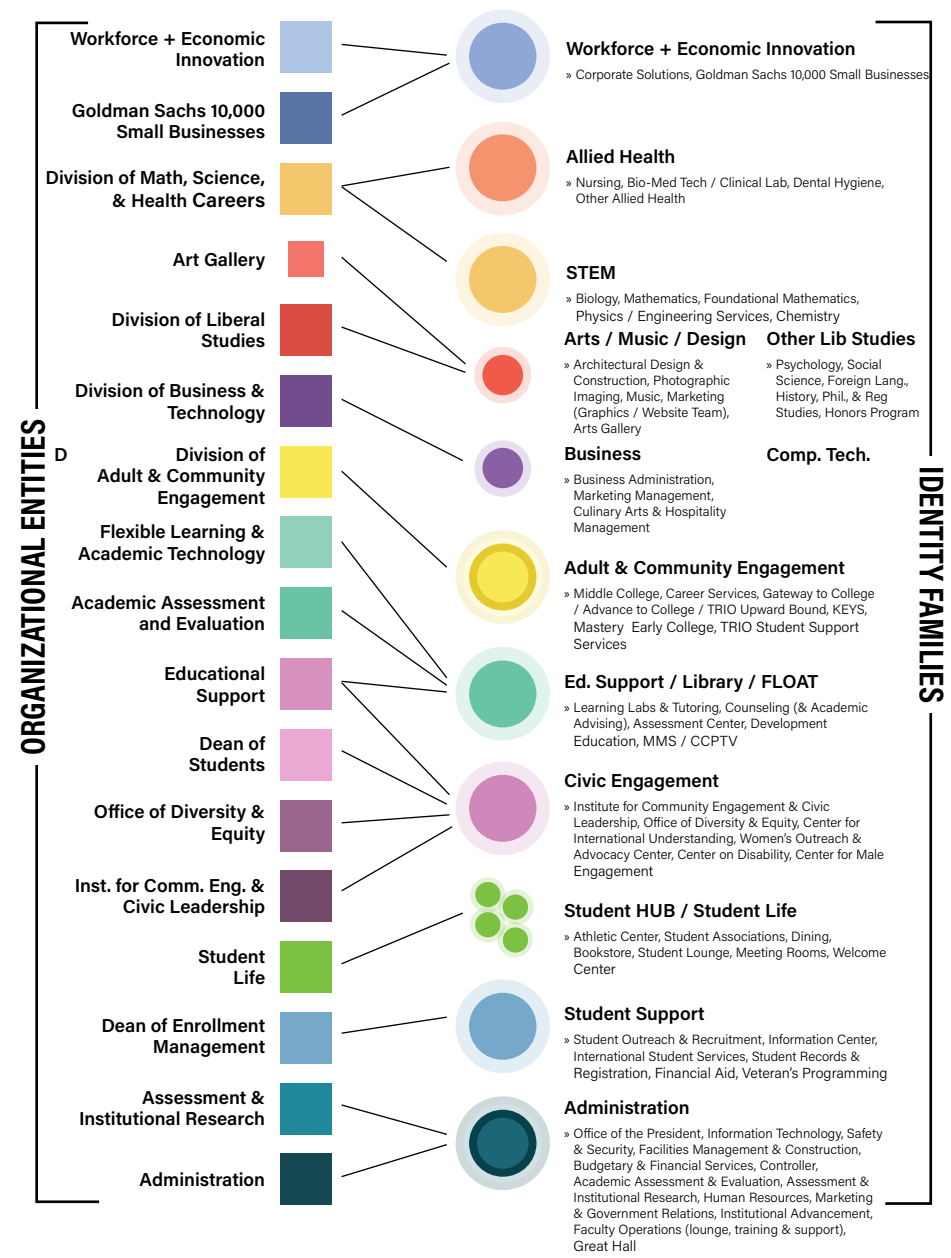


Figure 48. Programmatic Identities
Suggested adjacencies to develop programmatic identities within Main Campus

Proposed

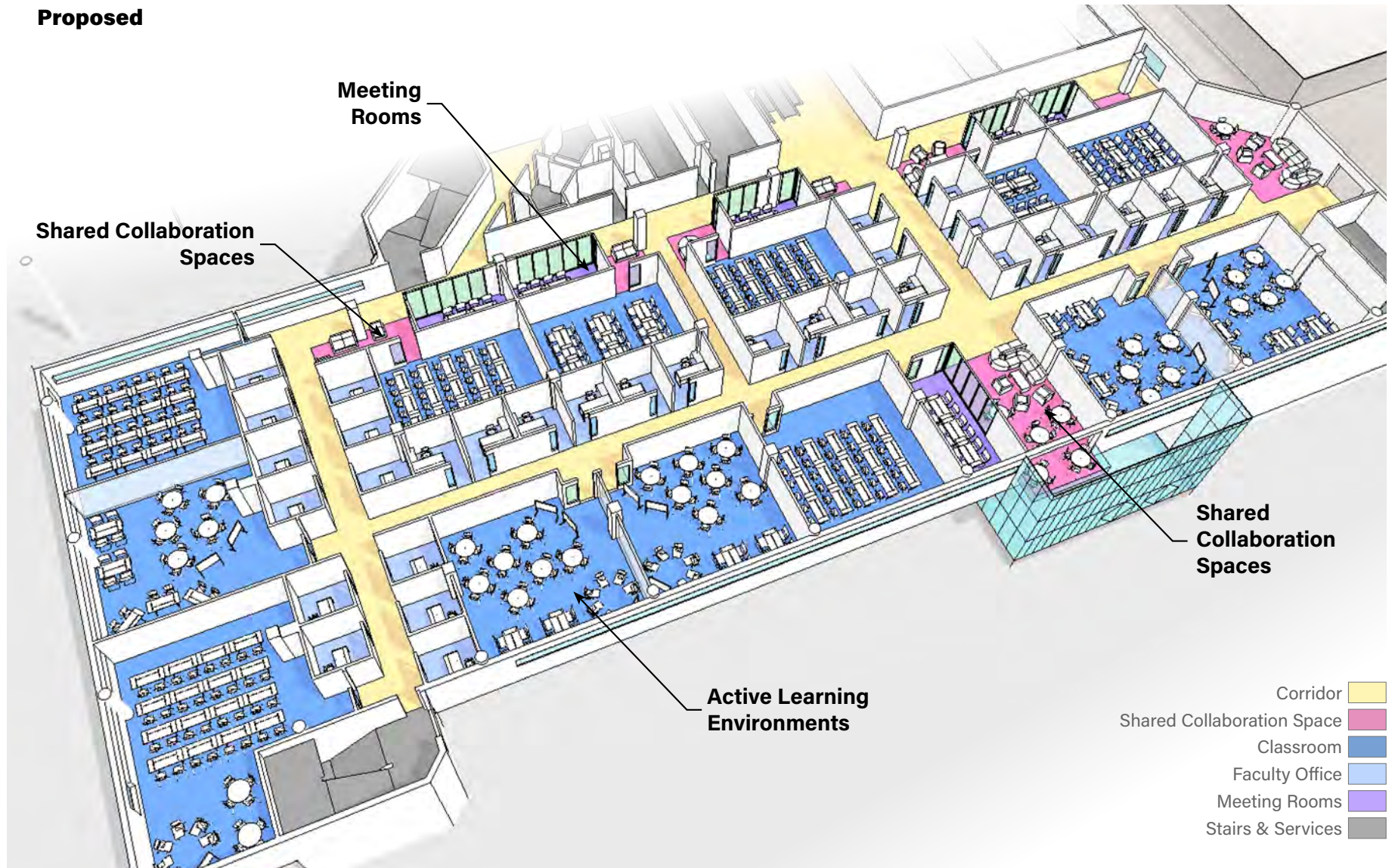


Figure 49. Proposed reconfiguration of learning spaces , faculty offices and shared collaborative spaces

Phased Renovations Classrooms, Labs and Faculty Offices

Many of the College's classrooms, labs, faculty offices, meeting rooms, and study areas are crowded, have little access to daylight, feature long corridors, and lack study areas and furniture that would encourage a collaborative learning environment.

Existing classroom spaces and labs need to be renovated for pedagogically recommended class sizes, to add more natural light where possible, and to accommodate new technologies and classroom furniture. Such renovations provide opportunities to create "identity" spaces for each department, such as meeting areas, conference rooms, lounges, and collaborative study spaces.

The Master Plan recommends phased retrofits of existing academic facilities and academic units, combining classroom renovations with renovations of faculty offices and support spaces. New collaborative spaces and meeting rooms could be added during these renovations to provide departmental identity spaces.

Proposed improvements to the learning environment include recommendations for staged renovations of academic areas within each facility (particularly in the Bonnell and West Buildings).

Existing

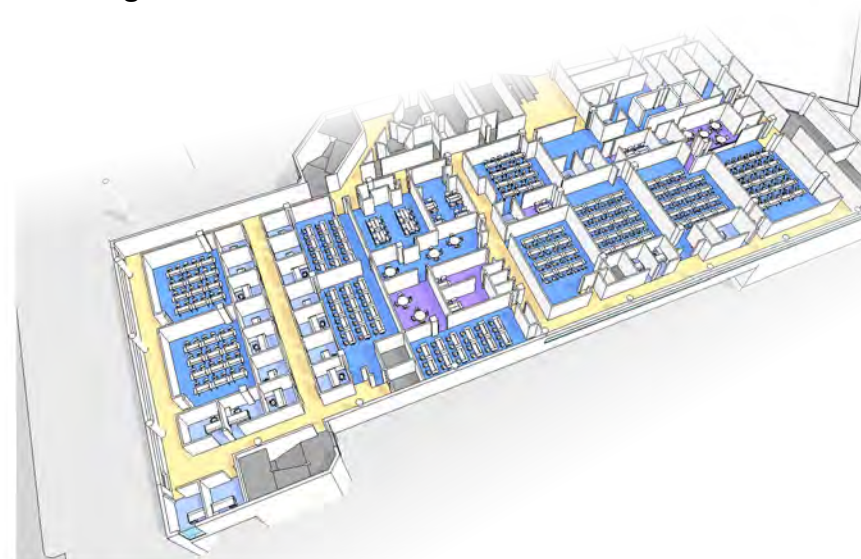


Figure 50. Typical layout of existing classrooms, faculty offices and meeting rooms

Phased Renovations of Classrooms, Labs and Faculty Offices | Design Principles

- » Increase the size of classrooms by removing interior corridors and aligning new corridors with exterior walls for access to daylight.
- » Convert at least 30% of classrooms into active learning environments.
- » Provide flexibility in classroom size by adding removable partitions.
- » Reorganize circulation corridors by creating major and minor access routes. This reorganization would align with existing and proposed entrances, stairways and elevators.
- » Locate shared collaborative spaces and meeting rooms along major access routes.



Existing Learning Commons at Bonnell

Proposed

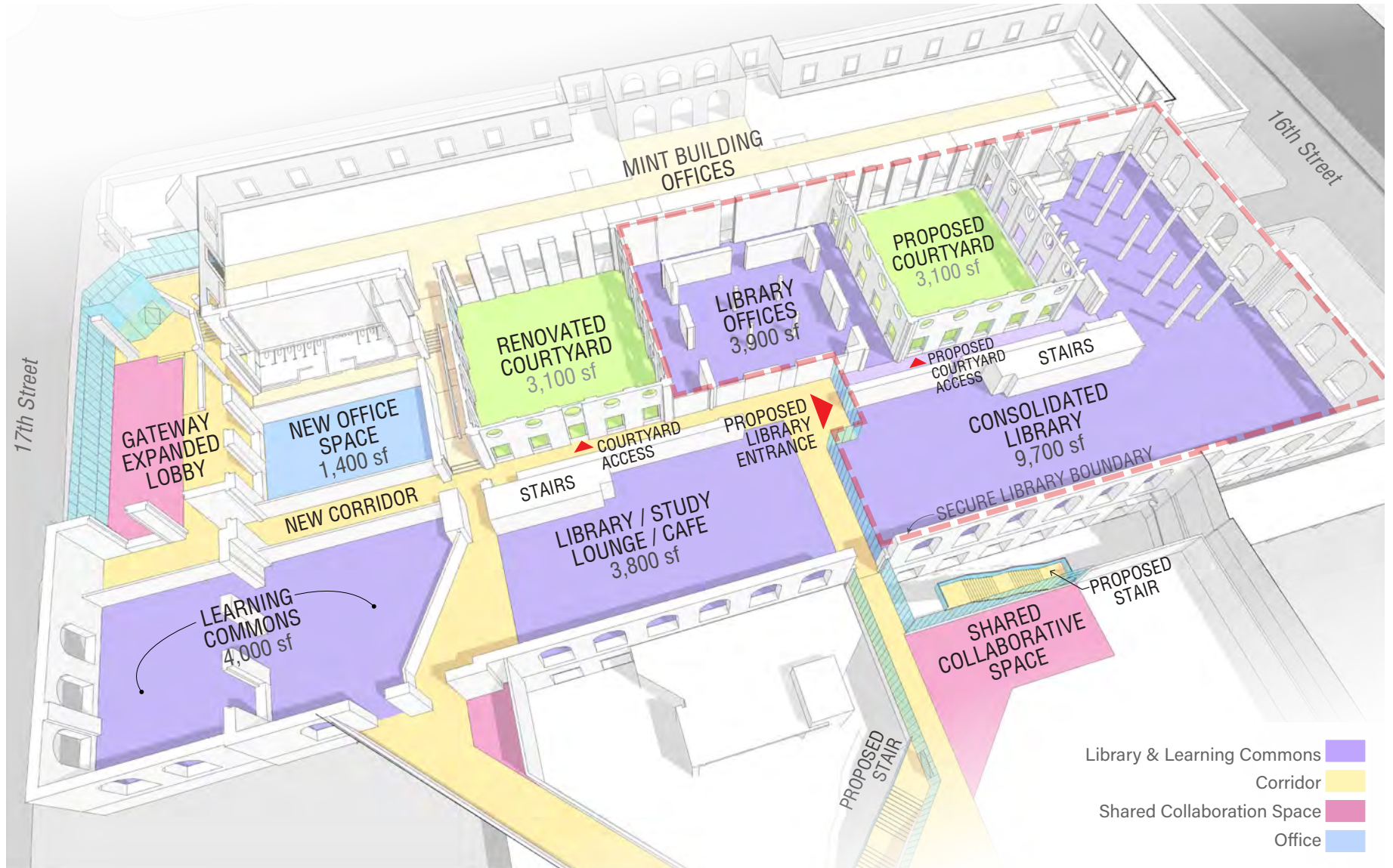


Figure 51. Reconfiguration and Programming of Existing Library and Learning Commons

Library and Learning Commons

The reconfiguration of the Library and corresponding Learning Commons will tap underutilized and vacant study and stack space. It will create a central student / study hub within the center of the campus with additional meeting rooms and collaborative study spaces while using Mint to its maximum potential.

The College conducted a separate study of the Library that recommended making the main entrance of the library more central and adding a variety of other spaces, including quiet rooms, study rooms, spaces for groups and a cafe. These recommendations are incorporated within the Master Plan for the Library. The reconfiguration of the Library space includes following recommendations:

- » Create a new entrance to the library along the main Mint-Bonnell north-south circulation corridor. This centrally-located new entrance will be visible from Mint's 17th Street entrance and accessible from the ground floor of Bonnell by a new staircase.
- » Create new study / lounge space closer to the new entrance and the existing Mint courtyard. This space could also include a café and would better connect with the 17th Street Mint entrance.
- » Reconfigure the existing Library administrative offices located at the Mezzanine level around the courtyard to create better office and study spaces within the library.

The proposed Library renovations would also include connecting to the underutilized Mint Rotunda and to vacant office space around the west courtyard.

Existing

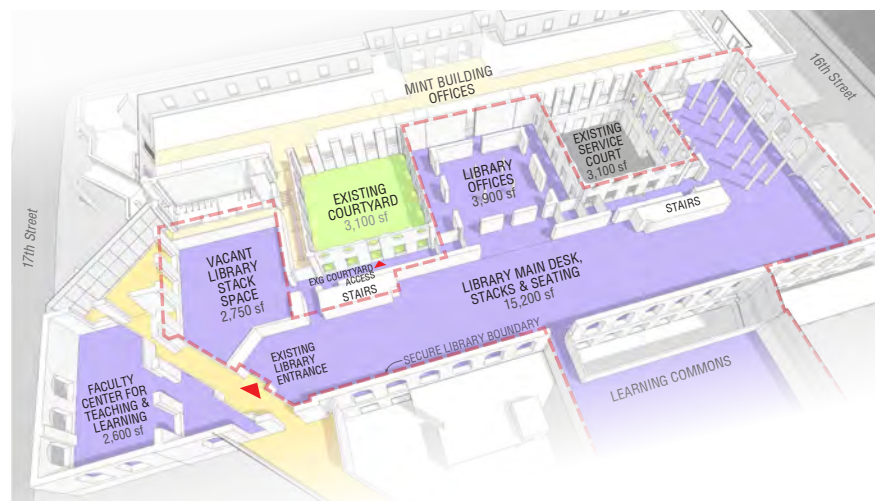


Figure 52. Existing Library at Mint



Quiet study area within the Library

Proposed

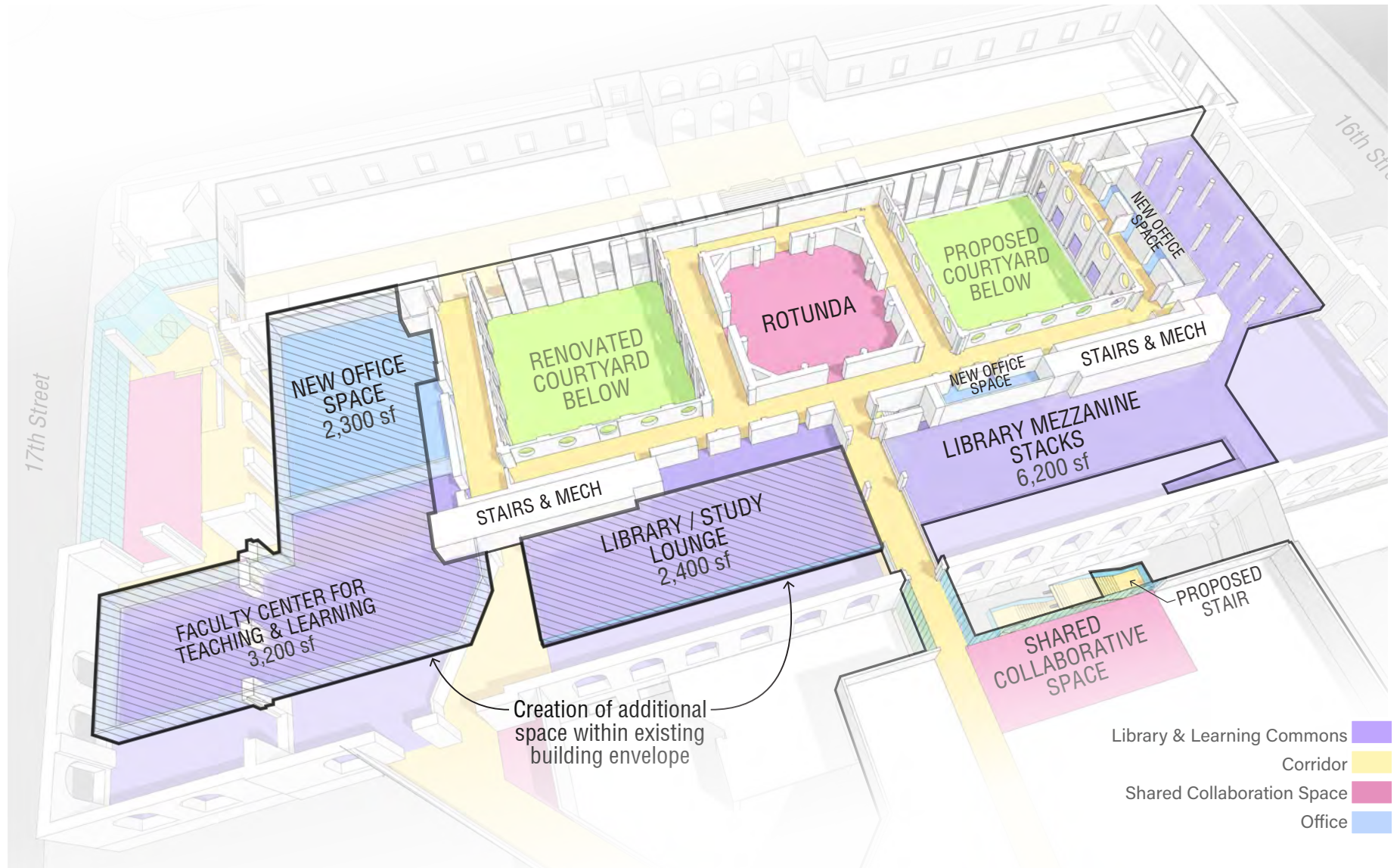


Figure 53. Reconfiguration and Programming of Existing Library Space - Rotunda Level

Existing

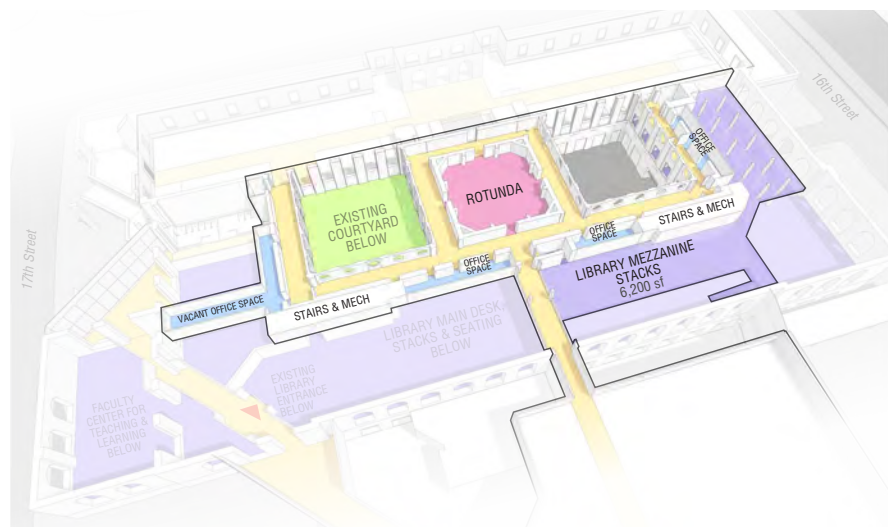


Figure 54. Existing Library Rotunda Level

Learning Commons and Faculty Center for Teaching and Learning

The Library renovations also provide an opportunity to consolidate Learning Commons spaces in the Library. The Master Plan recommends moving the Learning Commons from Bonnell to a location closer to the 17th Street Mint entrance. The Faculty Center for Teaching and Learning could be relocated to the expanded Rotunda mezzanine above the learning commons.

Re-using Existing Courtyards

If the east-side service courtyard were capped with a skylight, and a floor added above the service area, it would create a sunny indoor courtyard within the Library. The Library's administrative offices could be reorganized around this courtyard for better use of space.

Making Existing Office Space More Efficient

The expansion of the Rotunda level Mezzanine floor will provide an opportunity to increase the efficiency of underutilized office space. This would create additional office space within the Mint Building for the administration. The reconfiguration would allow better use of the Rotunda level and would optimize daylighting on the courtyard and upper levels.



Mint Building - Rotunda Level
Photos of underused spaces at Mint Rotunda Level



Mint Building - Courtyard



College Garage

New College Plaza

Bonnell Building New Entrance

Bonnell Building

Campus Walk

New Performing Arts Theater

New Academic Building

16th Street

Hamilton Street

Figure 55. Proposed new Performing Arts Theater, Campus Walk and new Academic Building at 16th and Hamilton street

New Performing Arts Theater at Bonnell

New Theater / Auditorium

The Master Plan recommends building a new, larger auditorium in place of the existing area on the east side of the Bonnell Building, with a new lobby / reception area. With an entrance at 18th and Hamilton, the venue would be able to accommodate external events for rental fees. The existing service entrance would also be reconfigured.

Music Program / Space Consolidation

The expanded auditorium space would include additional academic spaces for the Music program, which is currently located on the second floor of the Mint Building, as well as shared collaborative spaces for music practice.

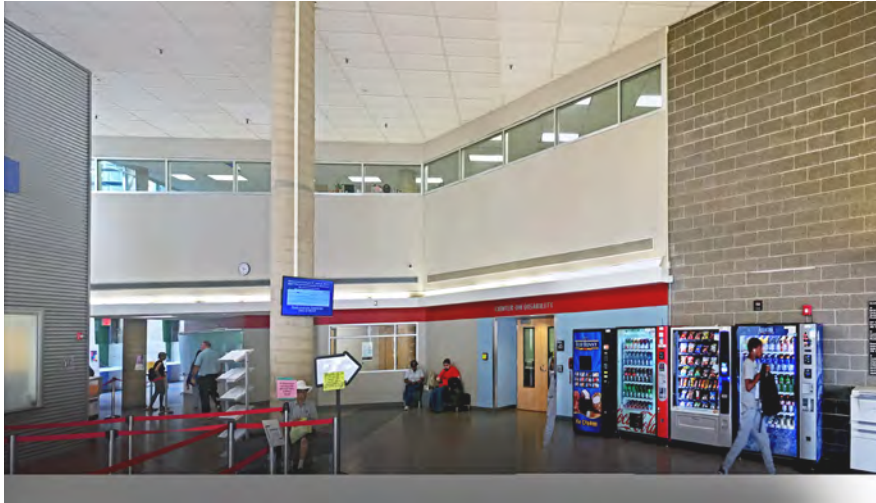
Existing



Main Campus - Bonnell Building
Aerial view of Main Campus along 16th Street

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Facilities Master Plan

Existing



Existing lobby at Bonnell Building

Existing



Existing light well at Bonnell Building

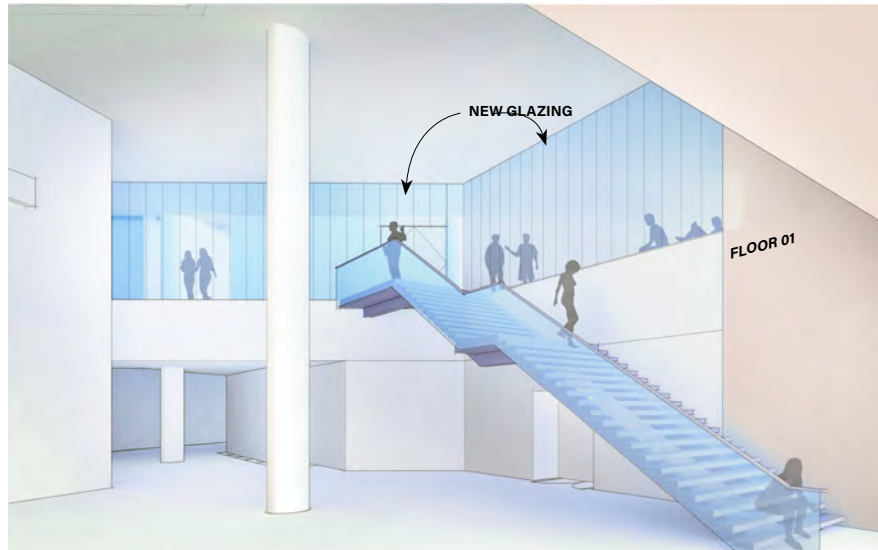


Figure 56. Proposed new staircase to connect library with ground floor at Bonnell Building

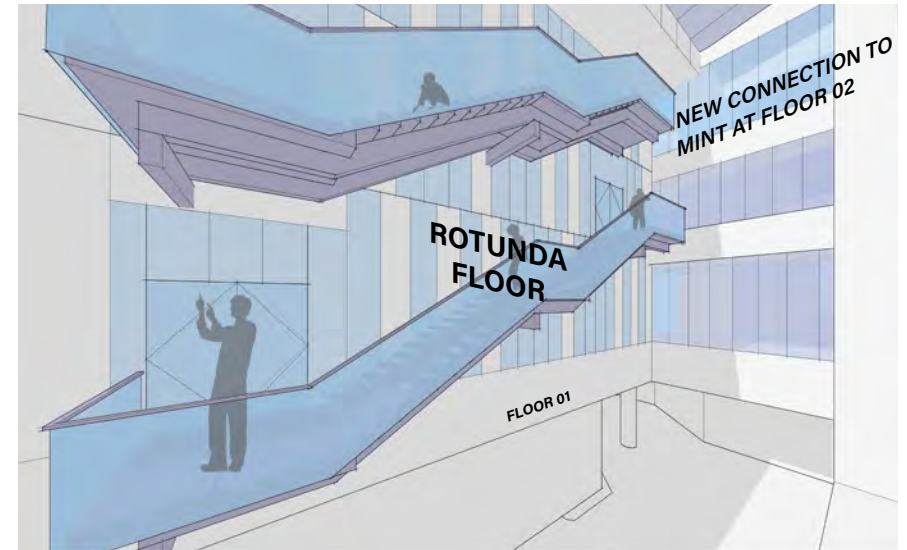


Figure 57. Proposed new staircase to connect first floor and top floors of Bonnell with Mint

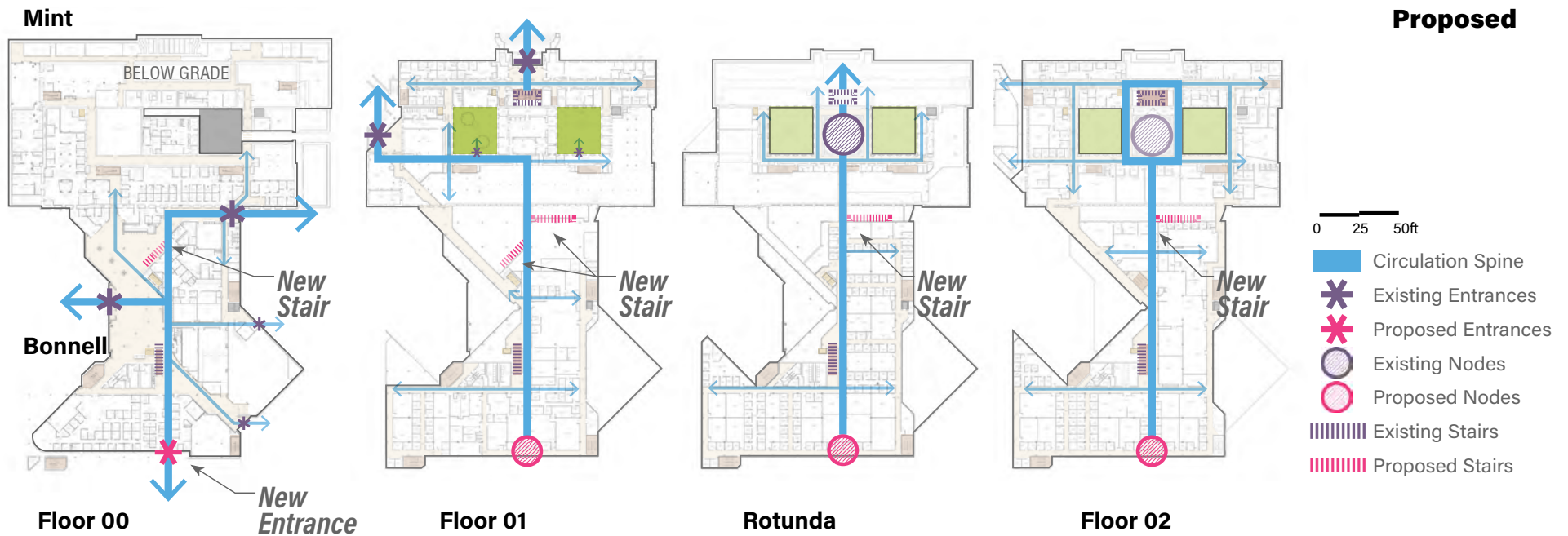


Figure 58. Proposed circulation improvements within Mint and Bonnell Buildings

Circulation Improvements

The proposed renovations of classrooms, laboratories, faculty offices, library, learning commons and performing arts facilities provide opportunities to realign existing corridors and elevators in order to improve internal circulation, navigation and accessibility for all users. The Master Plan recommends the following circulation improvements:

Mint Building

- » Reconfigure the Mint Building entrance and expand the lobby on 17th Street.

Bonnell Building

- » Create a main circulation corridor, or spine, connecting the Mint Rotunda to the Bonnell Building. This corridor would serve as the primary access between Bonnell and Mint. It would connect the second level, Rotunda level and third floors of the two buildings, creating a seamless transition.
- » Add new entrance on the south side of Bonnell to give a fourth face to the building and connect it with the south side of campus.
- » Build a new staircase connecting the renovated Library on the second floor with student services on the ground floor.
- » Add a new staircase on the north side of Bonnell connecting the first and second floors with Mint.



Figure 59. Illustrative view of West and Mint Building Gateway Improvements (highlighting STEM programs within West)



Figure 60. Alternative Option



Figure 61. Proposed West Building entrance re-configuration



Existing condition

17th and Spring Garden Streets Gateway

The Plan proposes reconfiguration of the existing gateway connecting the Mint and West Buildings. This includes expanding the existing entrances of Mint and West on 17th and Spring Garden Streets. Expansion of the West Building entrance will provide indoor lobby and outdoor seating areas where students, faculty and staff can meet and collaborate. These improvements will add much-needed lounge space to these buildings. The indoor lobby within West will provide additional seating adjacent to the existing Pavilion dining area.

Proposed

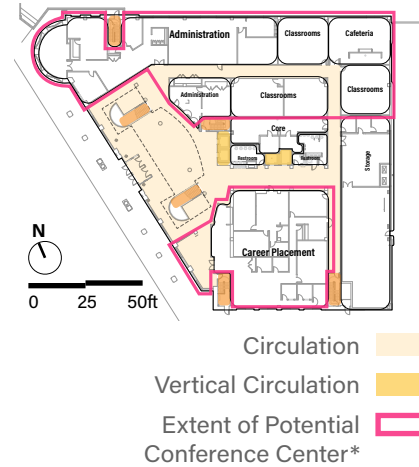


Figure 62. West and Mint Buildings facade and entrance improvements | Site Plan

CBI Conference Center

The existing CBI building ground floor space is proposed to accommodate a 200-seat Conference Center with meeting rooms and other support spaces. The addition of a Conference Center will increase the ability of the College to host events related to workforce and economic development programs, business functions and corporate training. Availability of parking within the building provides an additional convenience that can be utilized particularly during the weekends. The existing administrative functions on the ground floor will be relocated to the upper levels of the building. The career placement office would also need to be accommodated in the Bonnell Building.

Existing



Existing entrance lobby at CBI Building

Figure 63. Existing first floor plan of CBI Building
Potential areas to accommodate 200-250 seat conference hall & support spaces



**The Hamilton
Market Rate and
Student Housing**

**New Performing
Arts Theater**

Hamilton Street

**Bonnell Building
New Entrance**

**New Academic
Building**

16th Street

**Bonnell
Building**

**Campus
Walk**

Campus Walk

College Plaza

17th Street

Rail Park Viaduct

Figure 64. Illustrative view showing proposed Academic Building and Campus Walk

New Facilities

New Academic Building

A new Academic Building is proposed at the site of the 17th Street parking lot. The new academic building would better connect the campus with the future Rail Park with active ground floor uses. The building is proposed to have a two-level underground parking garage that will replace the lost parking spaces.

The flexible building program would include the following:

- » Classrooms (active learning and lecture rooms) and labs, faculty offices
- » Art studios and an art gallery
- » Meeting rooms and shared collaborative lounge spaces
- » Middle College program and other Winnet classrooms and offices
- » Computer rooms
- » Terrace for gathering area/outdoor classroom space
- » Underground parking
- » Café

Existing



Bonnell Building, Daycare and 17th Street Parking Lot
Aerial view of 17th Street Parking Lot south of Bonnell Building



West Building

New Integrated Health Building

Athletic Center Addition

**Renovated Athletic Center /
Gymnasium**

**COMMUNITY
COLLEGE OF
PHILADELPHIA**

Spring Garden St

Figure 65. Proposed Integrated Health Sciences Building and Athletic Center addition at 18th and Spring Garden Streets

Integrated Health Sciences Building

A new addition to West is proposed at the corner of 18th and Spring Garden Street to house the Integrated Health Sciences program. The addition will give a face to the College at a key corner of the campus and the City. It will provide space for expanding allied health programs and related support services.

Existing



West Building and Athletic Center
Existing view of 18th and Spring Garden Streets corner looking South



New Technology Building

New Integrated Health Building

Athletic Center Addition

Renovated Athletic Center Gymnasium

Spring Garden Street

Matthias Baldwin Park

Figure 66. Illustrative view showing renovation of existing Athletic Center and new Fitness Center building

Athletic and Fitness Center

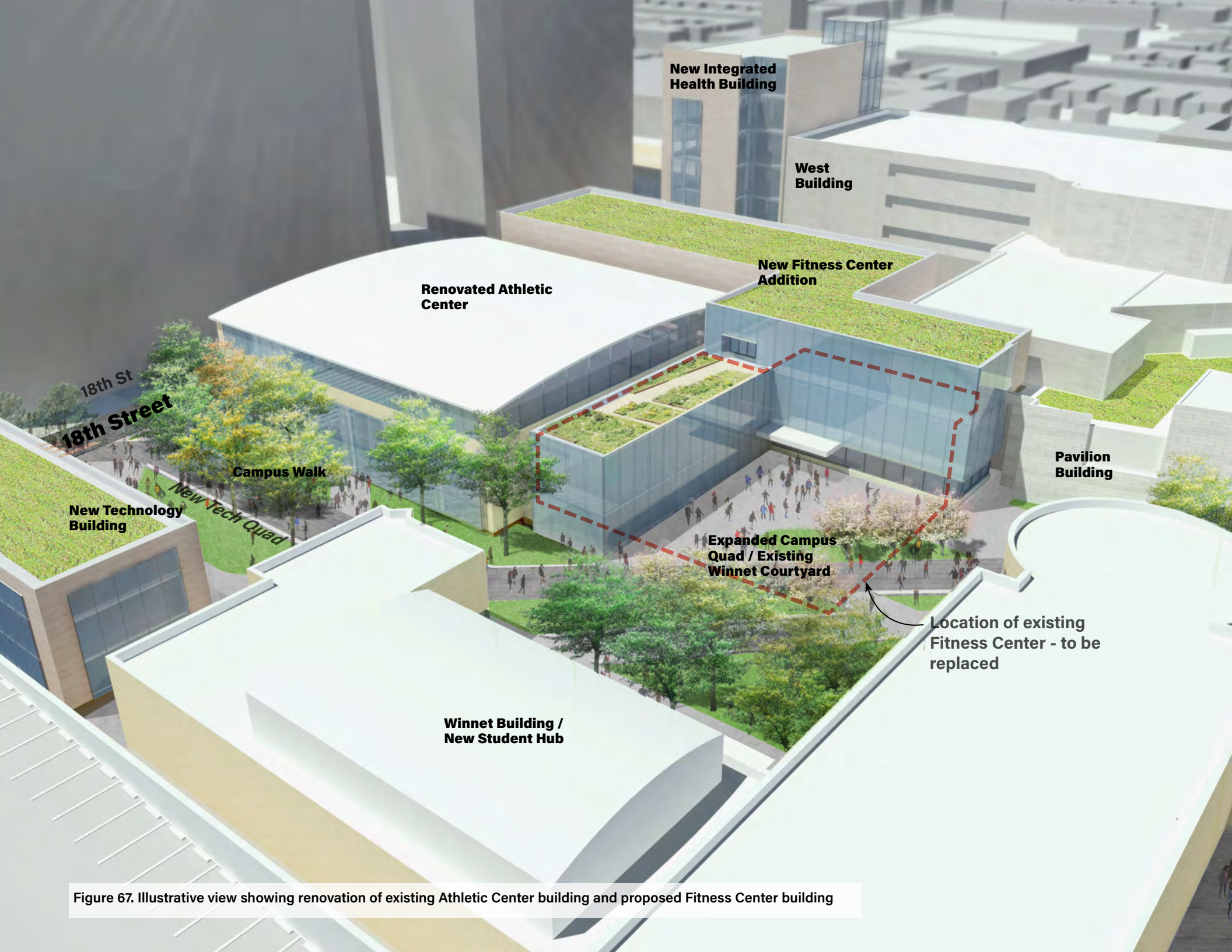
Athletics Center Renovation

The existing Athletics Center will be renovated to comply with NJCAA standards and building codes. The renovation will upgrade the building facade and better connect it with the Main Campus.

Existing



Gymnasium / Athletic Center
View of Gymnasium / Athletic Center along 18th Street



New Integrated Health Building

West Building

New Fitness Center Addition

Renovated Athletic Center

Pavilion Building

18th St

18th Street

Campus Walk

New Technology Building

New Tech Quad

Expanded Campus Quad / Existing Winnet Courtyard

Location of existing Fitness Center - to be replaced

Winnet Building / New Student Hub

Figure 67. Illustrative view showing renovation of existing Athletic Center building and proposed Fitness Center building

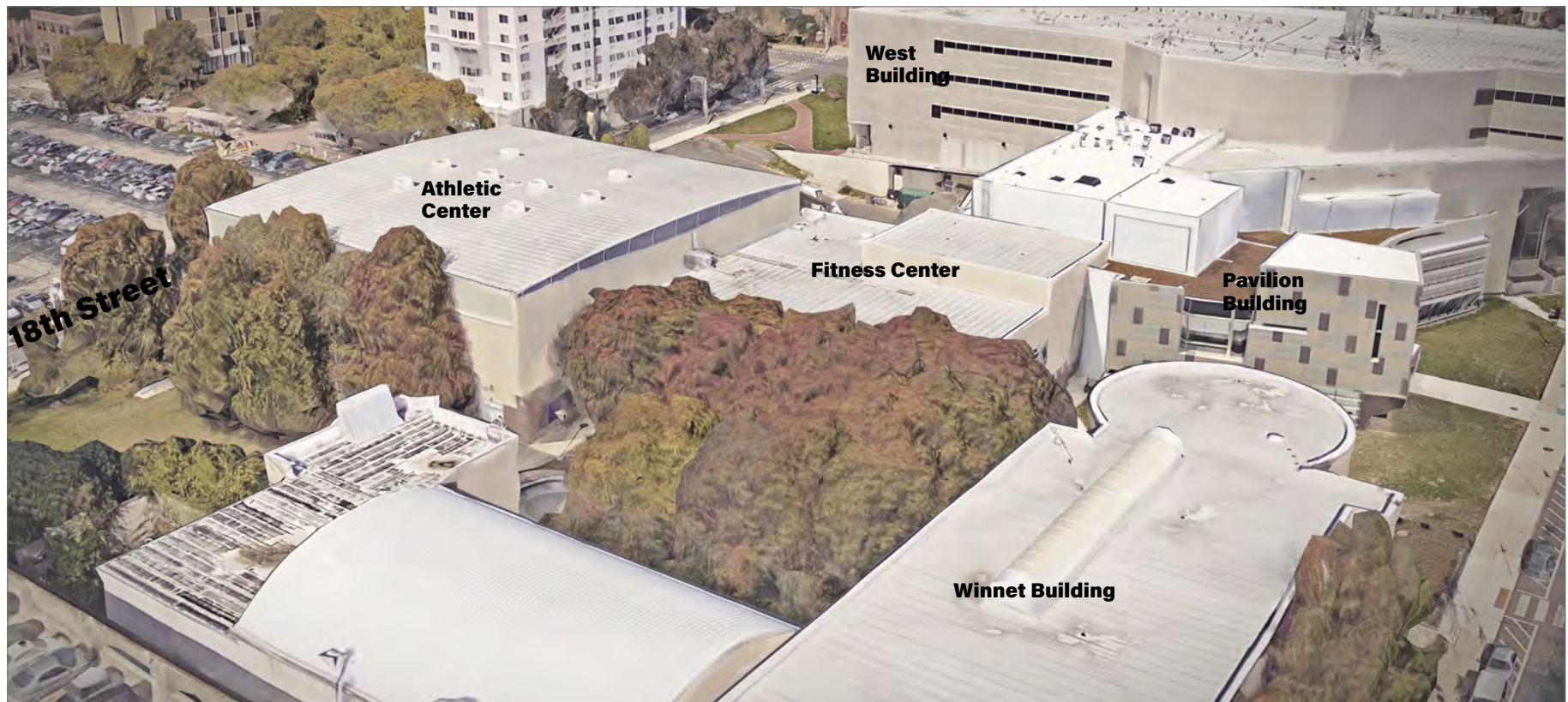
New Fitness Center Addition

The existing Fitness Center building would be demolished and a new Fitness Center addition built at the site, attached to the Athletics Center. Along with a new Fitness Center, the addition would house locker rooms, a pregame area, a bookstore, and shared collaborative spaces. This addition would reduce the size of the existing service courtyard while still providing a drop-off space for buses and service vehicles. The new fitness center addition would have an entrance on 17th and 18th Streets. The new building would also have a presence at 18th and Spring Garden Streets.

New Technology Building

This new building would provide more space to accommodate advanced manufacturing programs in the future and connect CBI with the heart of the Main Campus programmatically. If the proposed Academic Building wraps the parking garage on the side closer to the Winnet Building, the existing service access for Winnet will need to be removed.

Existing



Aerial view of Winnet Building , Fitness Center, Gymnasium and Pavilion Buildings

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Facilities Master Plan

Existing



Existing site at 15th and Hamilton Street

Proposed



The Hamilton / Student Housing

The College has initiated public / private development of a site adjacent to the Main Campus for market rate / student apartments. Design guidelines and an urban design framework were created as part of the Master Plan to help integrate and connect this development with the Main Campus.

The development consists of two apartment towers constructed on a podium containing lobbies, retail, parking, loading docks and interior and exterior resident amenity spaces. The development will be constructed in two phases: The first phase consists of a 9 story tower located on the west side of the site and the segment of the podium incorporating and modifying the existing brick structure. The second phase will consist of a 15 story tower on the east side of the site and remainder of the podium.



Figure 68. The Hamilton - Proposed market rate and student housing on 15th and Hamilton Street

Source: Courtesy RPG Group and MY Arch (April 2017)

Landscape Framework

The landscape framework includes following principles to be implemented incrementally within the Main Campus. It provides a strategy to implement each of the principles within the next 5 to 20 years.

- » Create four gateways to the campus
- » Create additional campus open spaces
- » Value the outdoor space through programming and outdoor learning environments
- » Establish a new first impression while upgrading campus curb appeal and a transparent face to the neighborhood and the City
- » Ensure access and integration of campus open spaces and existing and proposed facilities with the future Rail Park

A new campus walk is recommended that unites the Main Campus outdoor space and expands the pedestrian campus programming experience.

The Campus Walk provides opportunities for donor contributions and marketing. The adjoining illustrations highlight the campus walk sequence from 16th and Hamilton Streets towards to the existing Mathias Baldwin Park Gateway at 18th Streets.

- » 16th and Hamilton Gateway
- » Campus Quad (Winnet Courtyard)
- » Mathias Baldwin Park Gateway
- » 17th Street Center
- » College Plaza

The proposed landscape framework also integrates recommendations and streetscape guidelines outlined within the 2013 Landscape Vision Plan.

	0-5yrs	5-10yrs	10-15yrs	15-25yrs
Create 4 Doors for the Campus to Open up to the City	Gateways	Perimeter Streetscape Improvements	Perimeter Streetscape Improvements	Extend Streetscape Connectivity South 17th Gateway
Create Significant Open Space on Campus	New Academic Quad Campus Walk - East Viaduct: Ph 1 (Pre-activation/ Flex Space)	Campus Walk - West Campus Quad Viaduct: Ph 2 (City Plaza)	New Tech Quad: Ph 1 (Pre-activation/ Flex Space)	New Tech Quad: Ph 2 17th Street Plaza The Rail Park
Value the Open Space	Outdoor Classrooms Stormwater Management Daylight Buildings to Campus Open Space Interior Campus Connections	Stormwater Management Exterior Campus Connections	Stormwater Management Exterior Campus Connections Outdoor Classrooms	Stormwater Management Extend Streetscape Initiatives beyond the Campus
Establish a New First Impression	Strategic Environmental Graphics for Entire Campus	Environmental Graphics for Hamilton St & Perimeter Streets	Environmental Graphics for Perimeter Streets & 17th Street	South 17th Gateway

Figure 69. Proposed Landscape Framework

Community College of Philadelphia
Facilities Master Plan



Figure 70. Campus Walk at 16th and Hamilton Gateway



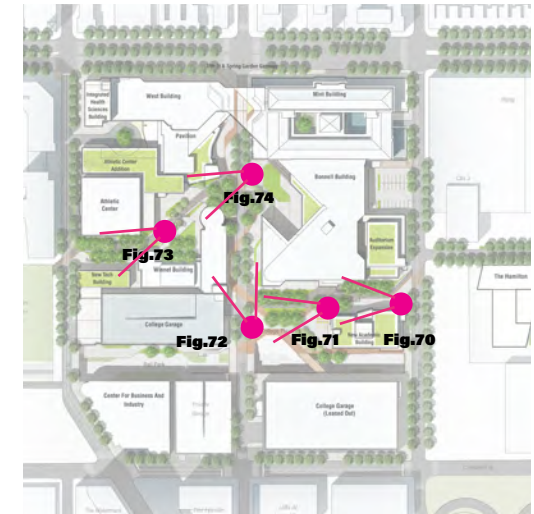
Figure 71. Campus Walk at College Plaza (17th Street)



Figure 72. Campus Walk at 17th Street Center



Figure 73. Campus Walk at Mathias Baldwin Park Gateway



Key Map

Figure 74. Campus Walk at Campus Quad (Winnet Building Courtyard)

**New Academic
Building**

**Existing Bonnell
Building / New Entrance**



New Campus Walk

Figure 75. Campus Walk at 16th and Hamilton Gateway

Regional Centers

Northeast Regional Center

The space needs study has confirmed that NERC has capacity to accommodate an increase in student enrollments for the immediate future. NERC may require re-purposing of the existing classrooms to labs based on student demand. No additional landscape improvements are proposed for the NERC campus.

Northwest Regional Center

NWRC requires existing space renovations and upgrades. The master plan recommends renovations of the vacant third floor of the south building to accommodate additional classrooms and to separate the existing combined biology and chemistry laboratory. Creation of additional program spaces on the third floor of

the south building would expand the existing library space and create new learning commons and study lounge spaces within the ground floor of the north building. A new entrance lobby is proposed to meet the need for shared collaborative spaces. Renovations of the ground floor of the north building are proposed, including an atrium space to bring sunlight into the basement, and creating additional shared study and student life spaces.

In addition to building renovation recommendations pedestrian safety and environment improvements such as wayfinding signage, additional street and pedestrian lighting, new sidewalks and traffic calming measures in front of the building are recommended to the NWRC campus.

Existing

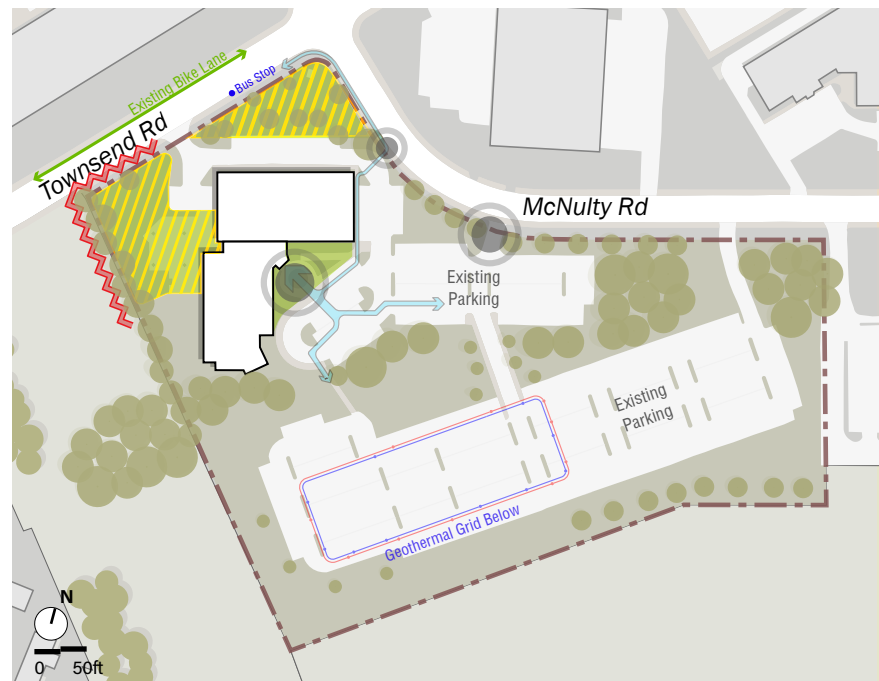


Figure 76. Existing site plan-NERC

Existing

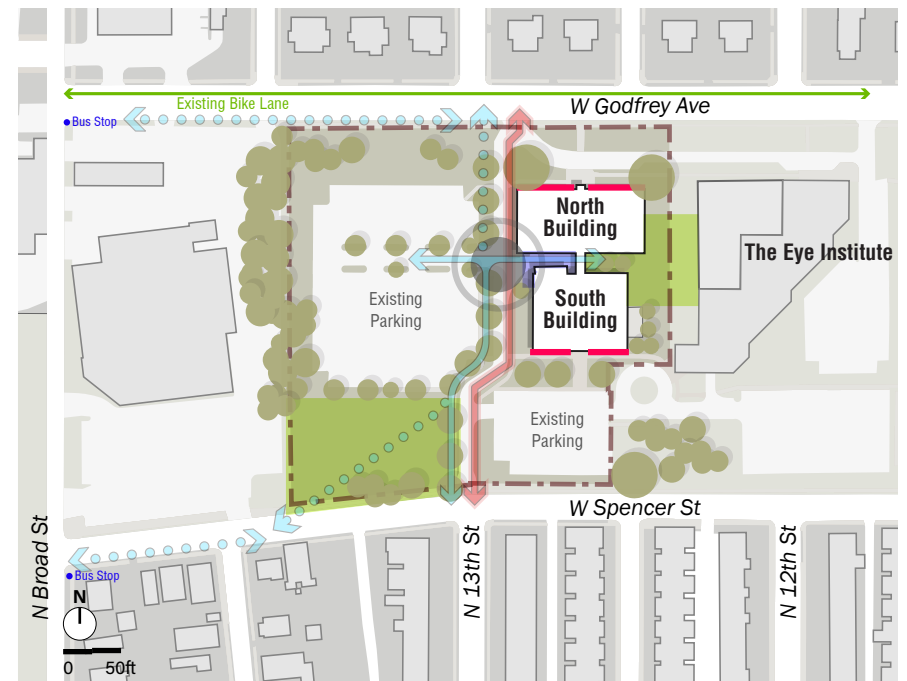


Figure 77. Existing site plan-NWRC

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Facilities Master Plan

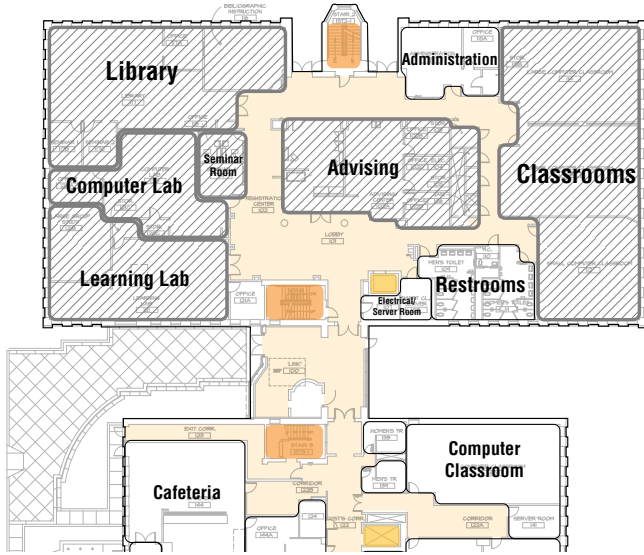


Figure 78. Existing North Building floor plan
 Ground Floor

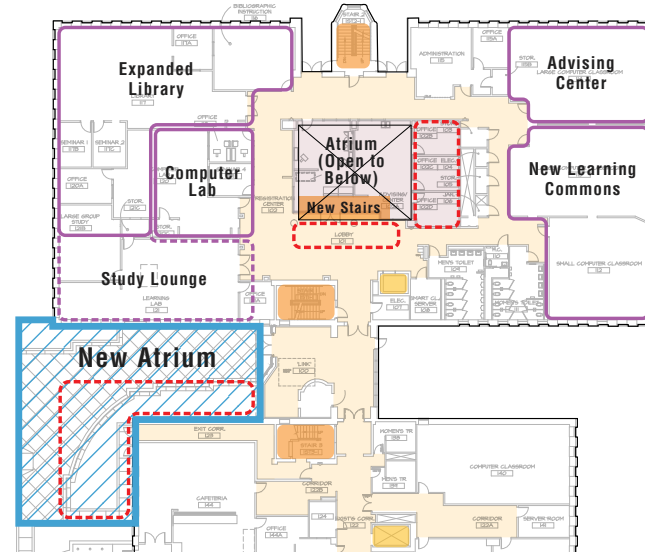


Figure 79. Alternative plan
 Ground Floor

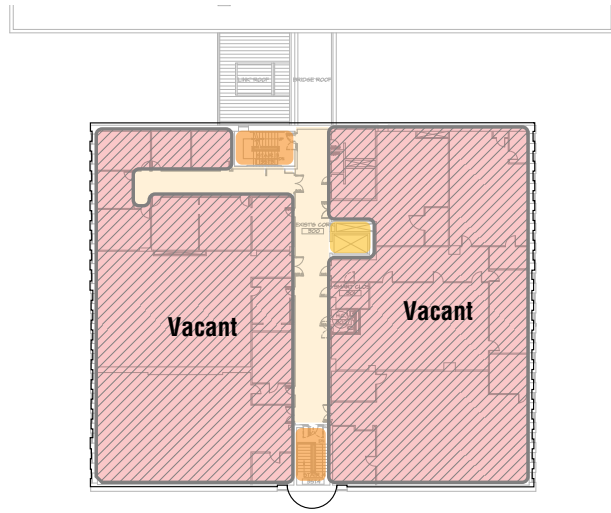


Figure 80. Existing South Building floor plan
 Floor 03

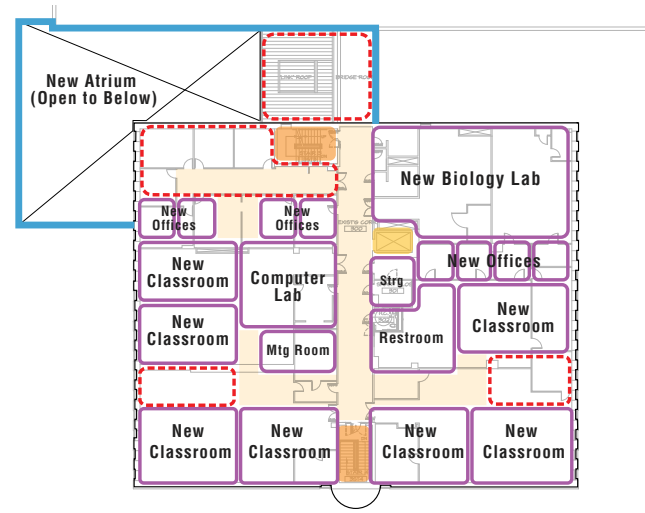


Figure 81. Alternative plan
 Floor 03

- Circulation
- Elevators
- Stairs
- Demolition
- Vacant
- New Construction
- Shared Collaboration Spaces
- Underutilized Spaces

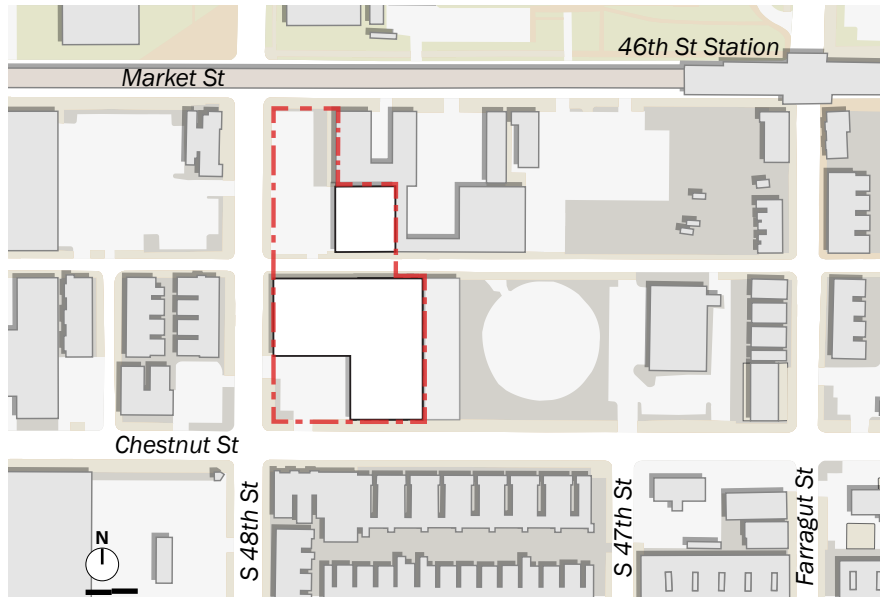


Figure 82. Existing site plan-WRC

West Regional Center

A separate order of magnitude space-programming study was completed by Rickes Associates to evaluate the space needs for the existing WRC programs and for an expanded Automotive and Diesel Technology program in the future. The study found no need for additional space for the existing non-Automotive Technology programs. Approximately 44,000 ASF of additional space is identified to be needed for an expanded Automotive and Diesel program.

The College also provided a strategic plan for the West Regional Center Automotive and Diesel program expansion that foresees increasing the existing student enrollment to approximately 150 FTE if a suitable facility accommodating the potential diesel program is provided. The Master Plan team evaluated various options to accommodate space needs for a new Transportation Technology and Logistics Center at the WRC campus. The College has explored the possibility of acquiring one or two adjoining vacant parcels, to see if such an acquisition would help fulfill its needs.

With the proposed automotive and diesel facility in place of existing automotive technology building - additional landscape and streetscape improvements are proposed along Ludlow Street to integrate the non automotive and automotive program facilities on both sides of the street to create a campus feel with a sense of place.

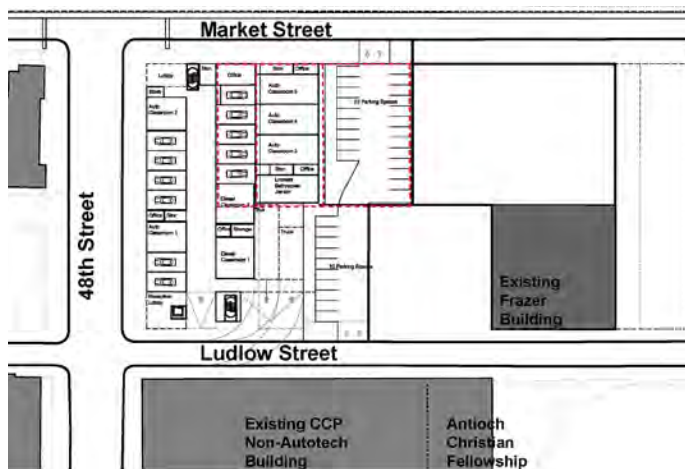


Figure 83. Proposed Automotive and Diesel Technology Center, Concept Plan



Figure 84. Illustrative rendering of the proposed Automotive and Diesel Technology Center at WRC



Figure 85. Illustrative rendering of the proposed Automotive and Diesel Technology Center at WRC

Phasing / Implementation

The Master Plan recommends a phased approach to the re-organization and renovation of the Main Campus and Regional Centers. It provides programmatic identities, replaces outdated spaces, and creates inviting, connected and inspirational educational environments that are closely aligned with the strategic plan and mission of the College.

The Master Plan recommends the following phasing framework for the plan implementation:

- » Each phase builds from the other to implement the Master Plan vision and development framework to create world-class facilities.
- » Each phase will yield demonstrable changes to build the momentum and show early results.
- » Implement circulation and wayfinding improvements as integral part of master plan projects throughout the College.
- » Implement streetscape and landscape improvements as part of phased master plan projects throughout the College.
- » Implement deferred maintenance projects that fit within the Plan framework for efficiency and resource utilization.

For the Main Campus, the Master Plan recommends renovation of the existing Library and Athletics Center within Phase I to utilize the existing space more efficiently and create student life amenities within the Main Campus. Construction of the New Academic Building is also recommended in Phase I to provide flexibility for existing academic space renovations within the Bonnell, Mint and West Buildings.

Phasing Strategy

Based on the phasing framework described above the following four major phases are recommended for the Main Campus and regional centers incorporating various plan recommendations or projects. These include:

- » Phase I (0–5 years)
- » Phase II (5–10 years)
- » Phase III (10–15 years)
- » Phase IV (15–25 years)

Phase I: Immediate Term (0 - 5 Years)

Main Campus

Main Campus

1. Library Renovation and Learning Commons

- » Library Consolidation and New Stair
- » Courtyard Renovation
- » Learning Commons, Faculty Training Center Renovations
- » Mint Rotunda Level Office Expansion and Renovations

2. Academic Building

- » New Academic Building
- » Underground Parking
- » Hamilton Walk Landscape and Open Space
- » Daycare Demolition

3. The Hamilton and Hamilton Street Streetscape

Northwest Regional Center

4. Third Floor Renovations

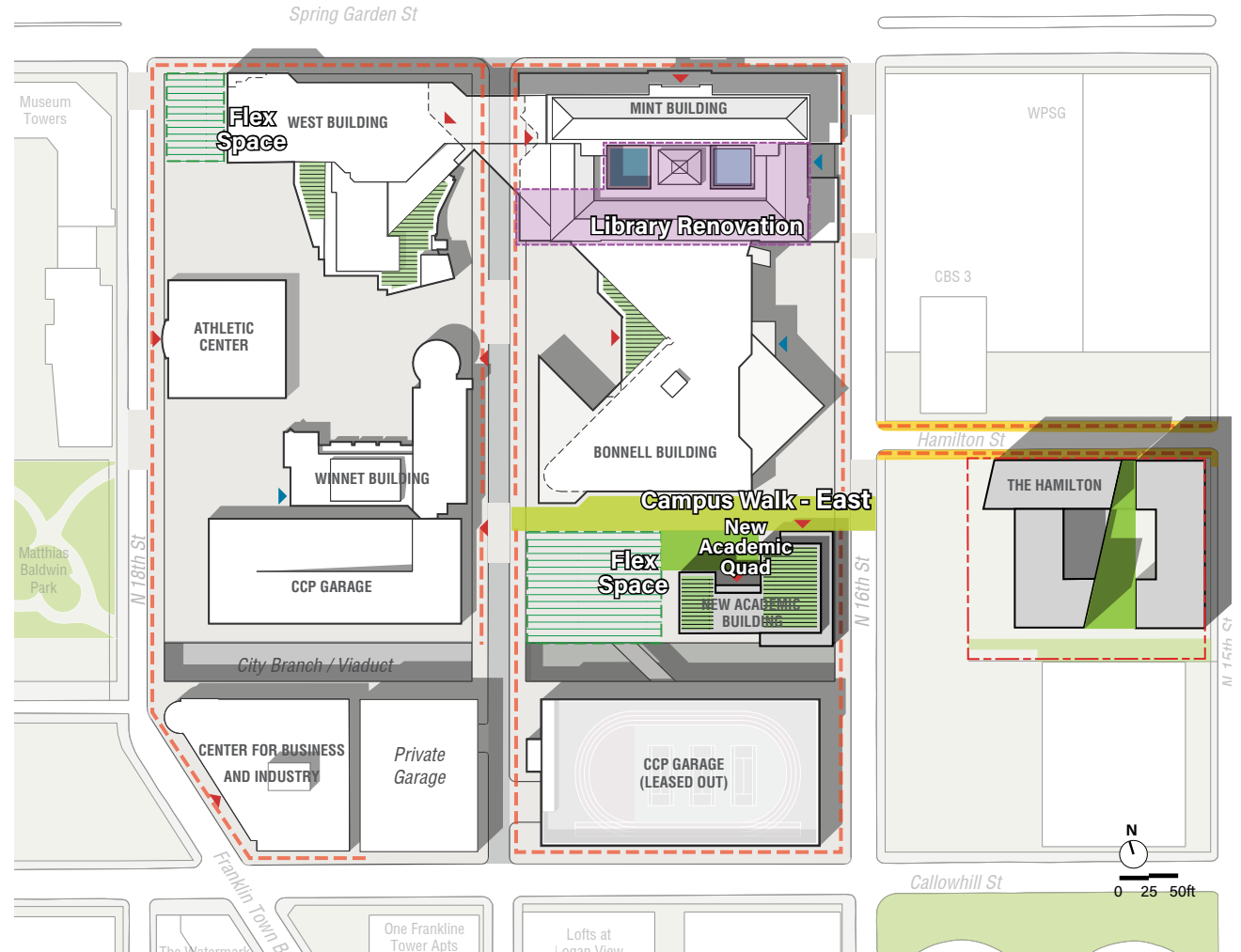
5. Entrance Lobby Renovations

West Regional Center

6. New Automotive and Diesel Technology Center

All Campuses

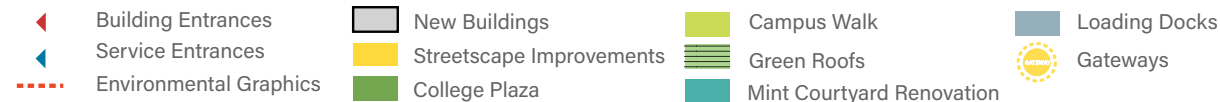
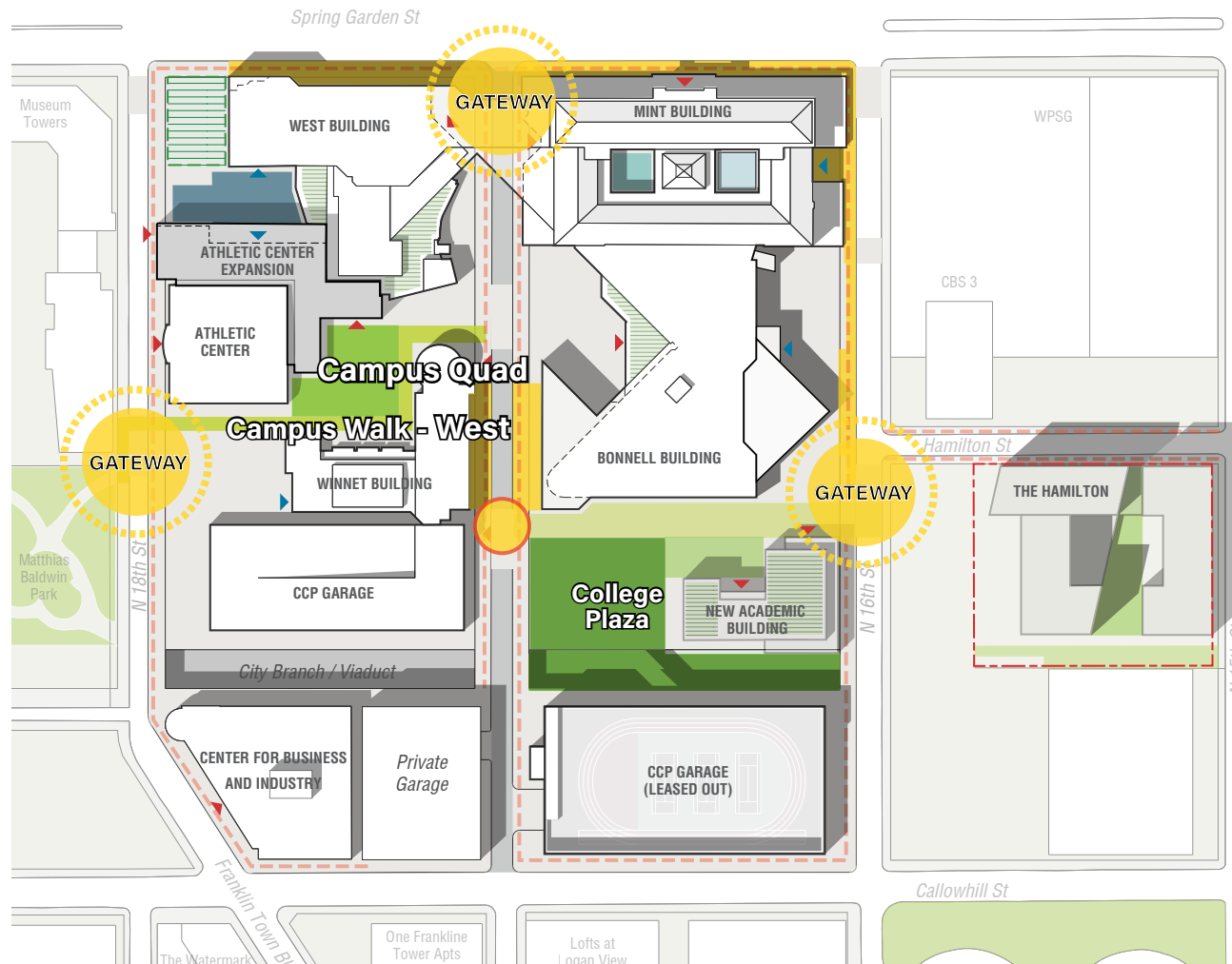
7. Deferred Maintenance Projects



- | | | | |
|------------------------|--------------------------|---------------------------|---------------|
| Building Entrances | New Buildings | Campus Walk | Loading Docks |
| Service Entrances | Streetscape Improvements | Green Roofs | |
| Environmental Graphics | Community Green | Mint Courtyard Renovation | |

Phase II: Medium Term (5 - 10 Years)

Main Campus



Main Campus

- 8. Athletic Center Renovation, Fitness Center Demolition and New Fitness Center
 - 9. Main Campus Quad Expansion
 - 10. Bonnell Ground Floor Circulation Improvements
 - 11. Bonnell Classroom Renovations First Floor
 - 12. Bonnell Classroom Renovations Second Floor
 - 13. 17th and Spring Garden Mint Gateway
 - 14. Art Studios Mint Building Retrofits
 - 15. Mint Building 3rd Floor Office Consolidation (1500 Spring Garden lease)
 - 16. Winnet Student Hub Renovations
- ### Northwest Regional Center
- 17. Basement & Ground Floor Renovations
- ### All Campuses
- 18. Classroom Renovations
 - 19. Deferred Maintenance Projects

Phase III: Long Term (10-15 Years)

Main Campus

Main Campus

20. New Performing Arts Theater at Bonnell

21. New Integrated Health Building

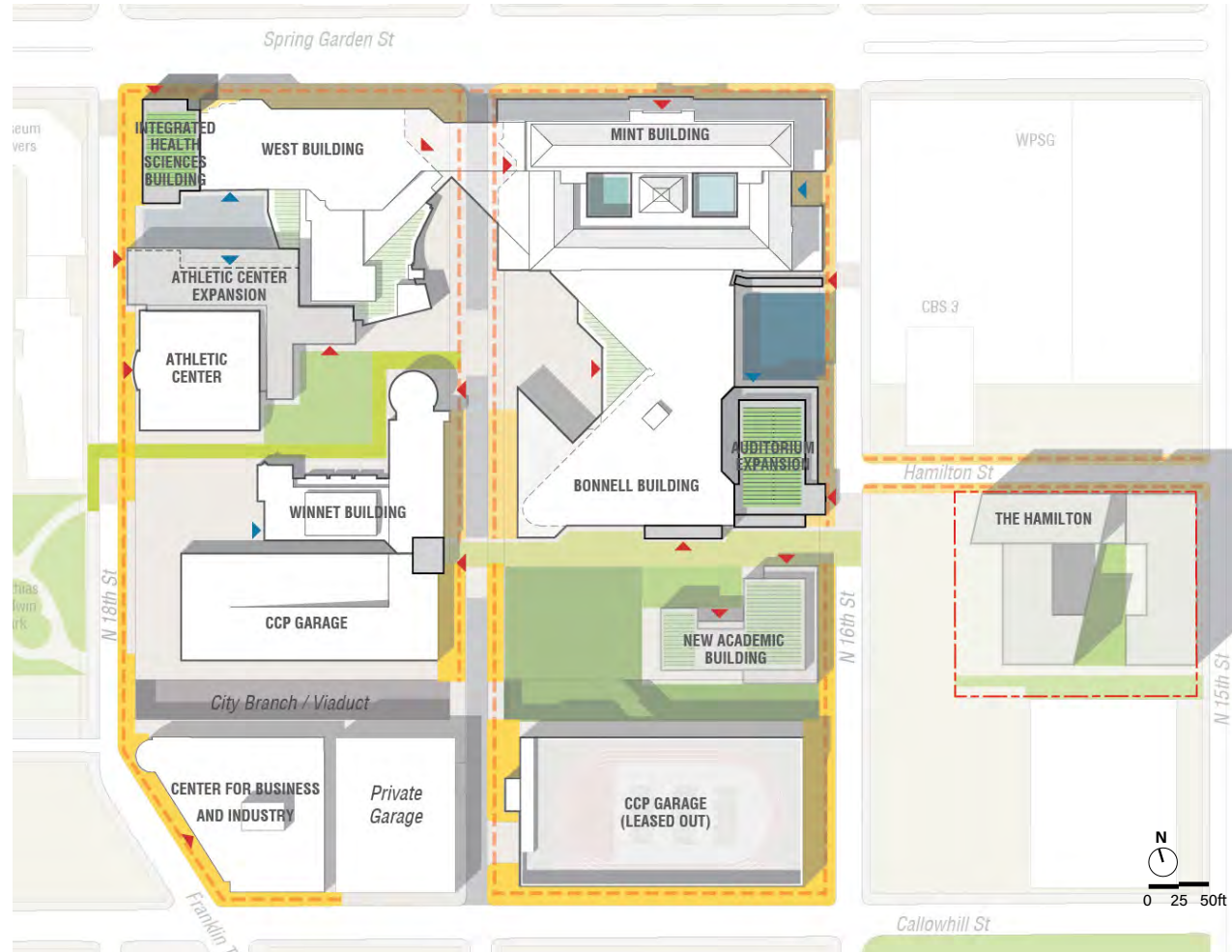
22. Bonnell Classroom Renovations Third Floor

Northwest Regional Center

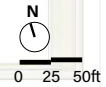
23. Classroom and Lab Renovations

All Campuses

24. Deferred Maintenance Projects

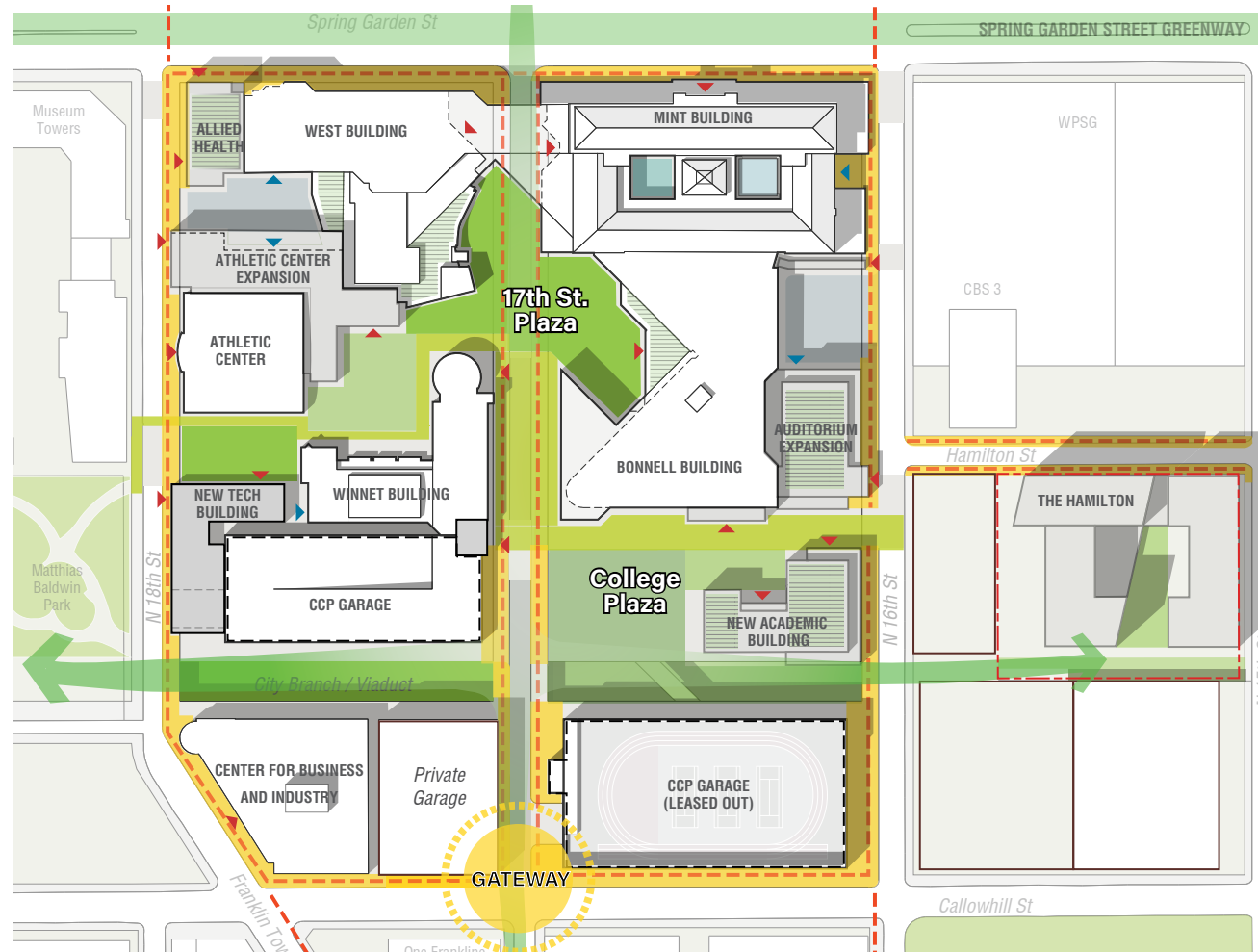


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|--|------------------------|--|--------------------------|--|-------------|--|---------------------------|
| | Building Entrances | | New Buildings | | Campus Walk | | Loading Docks |
| | Service Entrances | | Streetscape Improvements | | Green Roofs | | Mint Courtyard Renovation |
| | Environmental Graphics | | Community Green | | | | |



Phase IV: Future Term (15 - 25 Years)

Main Campus



- ◀ Building Entrances
- ◀ Service Entrances
- Environmental Graphics
- New Buildings
- Streetscape Improvements
- College Plaza
- Campus Walk
- Green Roofs
- Mint Courtyard Renovation
- Loading Docks
- Gateways

Main Campus

25. New Technology Building

West Regional Center

26. Site Improvements

The Team

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Business, Finance & Treasurer

Dr. Samuel Hirsch

Vice President

Academic & Student Success

Dr. Judith Gay

Vice President

Strategic Initiatives & Chief of Staff

Dr. Sharon Thompson (retd.)

Associate Vice President

Strategic Initiatives

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Assistant Vice President

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Dean

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