



| **Campus Plan 2050**

Blueprint for Our Future

Overview



**CAMPUS PLAN
2050**



Land Acknowledgment

The University of Michigan is located on the traditional territory of the Anishinaabe people. In 1817, the Ojibwe, Odawa, and Bodewadami Nations made the largest single land transfer to the University of Michigan. This was offered ceremonially as a gift through the Treaty at the Foot of the Rapids so that their children could be educated. Through these words of acknowledgment, their contemporary and ancestral ties to the land and their contributions to the university are renewed and reaffirmed.

As part of this forward-focused plan, the university acknowledges and respects its history, traditions, and core values of integrity, respect, inclusion, equity, diversity, and innovation. By honoring these foundational principles, the institution strives to cultivate a thoughtfully created environment that honors its history and fosters a community that is inclusive and equitable for all. This commitment to both tradition and progress helps ensure the university remains a beacon of excellence and innovation in higher education.

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Santa J. Ono, President

The University of Michigan is committed to pursuing solutions to the most pressing challenges of our time, to serving, to leading, and to becoming the defining public university. Our campus environment must evolve and develop to support and sustain that journey, responding to the call of Vision 2034 and to the academic, research, and outreach goals of the university for generations to come.

Campus Plan 2050 is the result of more than a year of engagement and deliberation with faculty, staff, students, alumni, and community partners to consider ideas for the future of the Ann Arbor campus. These contributions are inextricably woven into Campus Plan 2050 to guide the future of our physical campus and provide essential infrastructure. Our plan is essential for animating the impact areas of Vision 2034 — life-changing education; human health and well-being; democracy, civic and global engagement; and climate action, sustainability and environmental justice — through a physical environment that strengthens connections throughout the campus community and provides spaces and places for engagement and collaboration.

Long-term strategic investments in our physical environment will modernize existing academic facilities and develop new ones. Our 25-year plan identifies a range of zones for possible development and envisions new systems for thoughtful greenspaces, exciting mobility enhancements, and innovation districts offering vibrant spaces and amenities to nurture interdisciplinary discovery, entrepreneurship, and private-public partnerships.

Connectivity and collaboration are vital to our vision and foundational to our campus plan. The plan could bring bold new environmentally responsible transportation to link the five major campus areas in Ann Arbor through a possible automated transit system on an elevated guideway paired with a rapid transit bus system.

Sustainability is at the heart of it all. We will prioritize environmentally responsible practices in all aspects of campus development, from construction to transportation systems to efficient and renewable energy, eliminating direct on-campus greenhouse gas emissions by 2040 and becoming a model of sustainability and decarbonization through strategic investment and renewal.

This living plan represents our commitment to our vision, our ethos, and our mission. We will draw on more than 200 years of excellence and storied tradition to build and create, to aspire and achieve, and to create a future that exceeds our dreams.

Look to Michigan to meet tough challenges with bold innovation as we become the defining public university in service to humanity.

A handwritten signature in black ink, appearing to read "Santa J. Ono". The signature is fluid and cursive, written on a white background.

Santa J. Ono
President, University of Michigan



University of Michigan Mission

The mission of the University of Michigan is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving, and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.

Developed in parallel with the 10-year vision for the university (Vision 2034), Campus Plan 2050 offers guidance for the physical development of the Ann Arbor campus in support of the University of Michigan's mission and vision. The plan supports mission-driven needs; reinforces U-M's role in creating a welcoming, inclusive, and accessible place; promotes equitable experiences and amenities across the Ann Arbor campus; preserves and enhances connections to open space in the interest of health and well-being initiatives; guides investment in existing and new space to strengthen instruction, collaboration, and promote innovation; contributes to sustainability, resiliency, and climate action goals; and enhances mobility.





Vision 2034

The University of Michigan will be the defining public university, boldly exemplified by our innovation and service to the common good. We will leverage our interdisciplinarity and excellence at scale to educate learners, advance society, and make groundbreaking discoveries to impact the greatest challenges facing humanity.

Over the next 10 years, we will harness our unparalleled excellence and vast intellectual resources to make dramatic, focused, and demonstrable advancements in service to humanity.

Campus Plan 2050 offers physical planning for UM-Ann Arbor with the recognition that each of its five campuses does not function independently, but rather are part of a single campus. With advances in technology and the continued focus on research and interdisciplinary activities, collaboration is increasing across all units and campuses, resulting in greater opportunity for UM-Ann Arbor to better function as a unified campus.

Facilitated by a possible automated transit system (ATS) and bus rapid transit (BRT), Campus Plan 2050 supports the continued expansion of academic and research functions on a reimagined North Campus over the next 25 years — while ensuring that reinvestment in all campuses serves the community through recommendations responsive to the impact areas and core commitments of Vision 2034.

Impact Area 1

Life-Changing Education

Learning has the power to transform everything it touches — and does not merely happen inside of a classroom. Access to education and life-changing experiences expands knowledge and improves lives to create a positive impact on the future of our society. In the next decade, U-M will become the place where others turn to see what revolutionizing education can look like.

Impact Area 2

Human Health and Well-Being

Health and well-being is a fundamental human right. With this principle in mind, U-M aspires to become a model of excellence for meeting the public health challenges facing our society, as well as addressing the needs within our U-M campus communities. As an early adopter of the Okanagan Charter in the United States, U-M is committed to continuing to embed health into all aspects of our culture.

Impact Area 3

Democracy, Civic and Global Engagement

As the defining public institution, U-M promotes democratic ideals, such as freedom of expression, civil engagement, equal protection, and respect across differences. In the next decade, U-M will continue to focus on expanding our community's understanding of democratic practices and principles and work to enhance public conversation at U-M by nurturing spaces where respectful and meaningful dialogue can flourish.

Impact Area 4

Climate Action, Sustainability and Environmental Justice

U-M is uniquely positioned to demonstrate and lead climate change mitigation and adaptation through groundbreaking research, revolutionary education, campus operations, and creative programming designed to increase resilience and minimize avoidable impacts. U-M will utilize a multi-strategy approach to achieve carbon neutrality by 2040 through energy efficiency, electricity from renewables, and fossil-free heating and cooling strategies.

Core Commitments

To fully realize our vision as the defining public university, we will make strategic investments in core commitments designed to advance our mission and boldly affirm the critical role of higher education in society for generations to come.

Purpose-Driven Education and Student Experience

U-M will lead the way to deliver a holistic approach to supporting intellectual growth and well-being while also preparing learners for careers and diverse experiential opportunities that are valuable and meaningful.

Research, Scholarship, Discovery, and Artificial Intelligence

The research enterprise at U-M generates knowledge that advances society. In the coming years, U-M will be more committed than ever to investing in new learning, design, technologies, and approaches that empower transdisciplinary research at a tremendous scale.

Community Health, Support, Prevention, and Performance

U-M will broaden efforts for improved access to health and prevention services, enhance wellness support and prevention infrastructure, and cultivate greater interdisciplinarity within healthcare education to support an environment where people thrive.

Arts and Creative Expression

The arts and humanities are essential to the flourishing of a society and its people. U-M commits to supporting the creation of art and cutting-edge spaces essential to artistic innovation and rich public engagement.

Diversity, Equity, and Inclusion

In the next decade, U-M's efforts will be dedicated to fostering a community that reflects the vision; enriches its programs, policies, and practices; and fundamentally improves the experiences of all who interact with the institution.

Faculty and Staff Engagement and Experience

U-M will develop plans that support the faculty and staff through the employment cycle, infuse the Culture Journey values into our campus ethos, and create further consistency in the faculty and staff experience.

Innovation, Partnerships, and Economic Development

U-M aims to generate a pulse of innovation and growth that reverberates across the state through stronger community partnerships, the development of an innovation district, expansion of its research enterprise, and enhanced partnerships with national laboratories.

Campus Plan 2050: Blueprint for Our Future

The University of Michigan's mission and 10-year strategic vision (Vision 2034) set the stage for the creation of this comprehensive physical campus plan, designed to respond to the ever-changing needs of a growing academic community for the next 25 years. As the university continues to evolve, it becomes increasingly important to address critical needs such as engaging in extensive reinvestment, accommodating growth, ensuring accessibility, promoting sustainability and climate action, enhancing connectivity, and providing flexibility. Each of these needs will result in future considerations surrounding housing, dining, instructional spaces, research spaces, and more.

Campus Plan 2050 addresses numerous physical improvements across academic, research, clinical, and student life areas, including deferred maintenance, accessibility improvements, technology optimizations, and other updates. To meet contemporary instructional methods and address current space constraints, the plan calls for an increase in state-of-the-art classrooms. Emphasizing the need for better-configured and technologically advanced research spaces, the creation of collaborative facilities is crucial for supporting multidisciplinary and interdisciplinary research. Furthermore, the plan recognizes the importance of expanding and enhancing the student experience through new facilities, such as housing, recreation centers, and student centers, to respond to recent growth and unmet demand, ultimately

fostering a stronger sense of community on campus. The plan emphasizes the importance of balancing parking needs across all campuses while integrating enhanced transit options into a unified approach.

These priorities reflect U-M's commitment to becoming the defining public university, meeting the diverse aspirations of its students, faculty, and staff while also tackling global challenges like carbon neutrality and democratic engagement.

Designed to align with and support Vision 2034, this plan integrates Vision's four impact areas into planning themes, adding a fifth theme focused on collaboration and connectivity. By exploring various development possibilities across all the Ann Arbor campuses, the plan stands as the most transformative and comprehensive effort to date. It provides a forward-focused, flexible physical framework for decision-making, enabling U-M to adapt to changing needs and opportunities.

Key strategies within this plan include: reinvesting in existing physical infrastructure, strategically investing in new developments, achieving our carbon neutrality goals, and enhancing connectivity across Ann Arbor's five campuses. By implementing these strategies, the university aims to create a sustainable, inclusive, and innovative environment that supports both the overarching mission and individual aspirations of U-M community members.

Campus Plan 2050 Planning Themes

- » Life-Changing Education
- » Human Health and Well-Being
- » Democracy, Civic and Global Engagement
- » Climate Action, Sustainability and Environmental Justice
- » Collaboration and Connectivity



Figure 01. Ann Arbor Campus 2050
Current Conditions

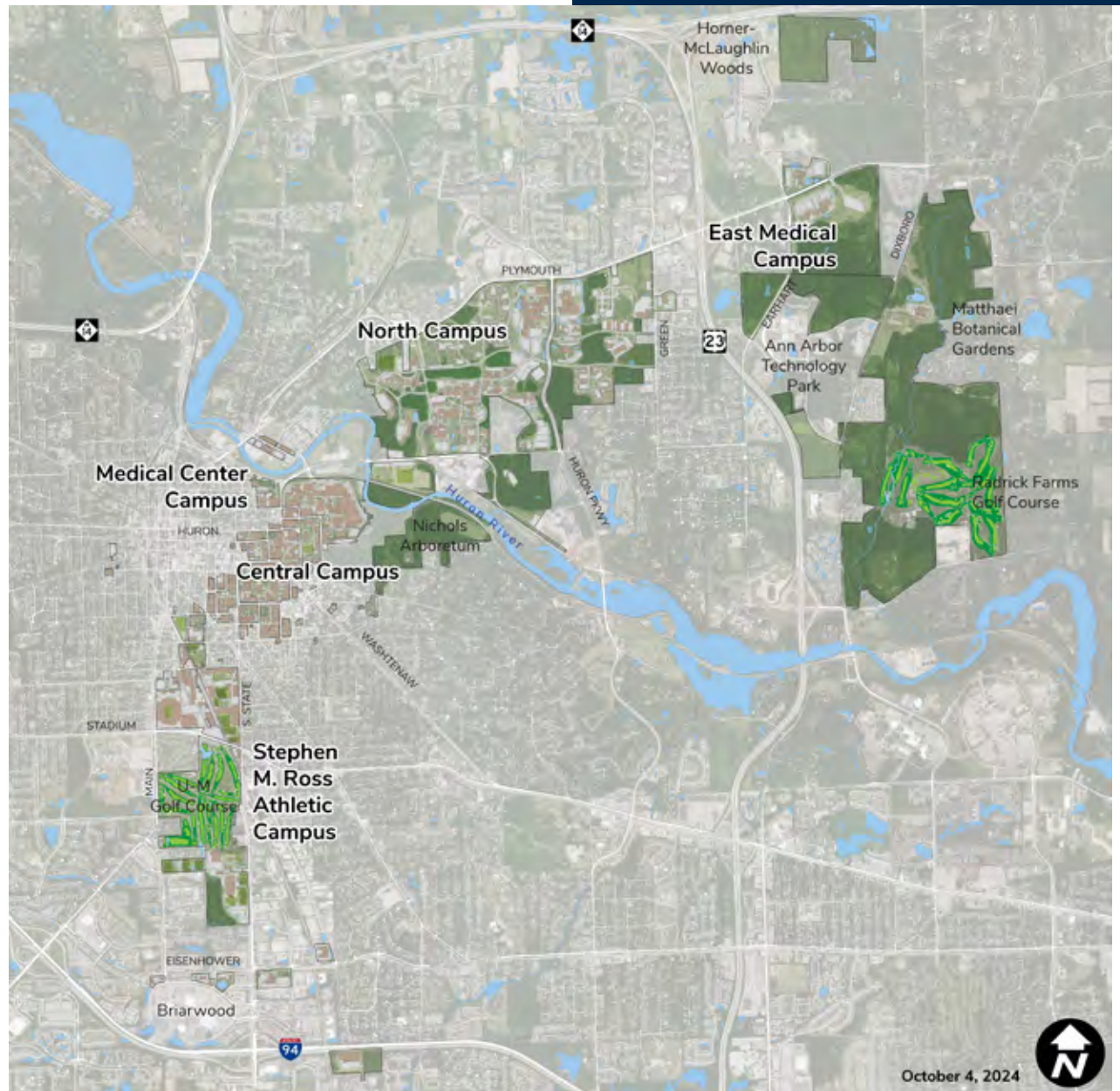
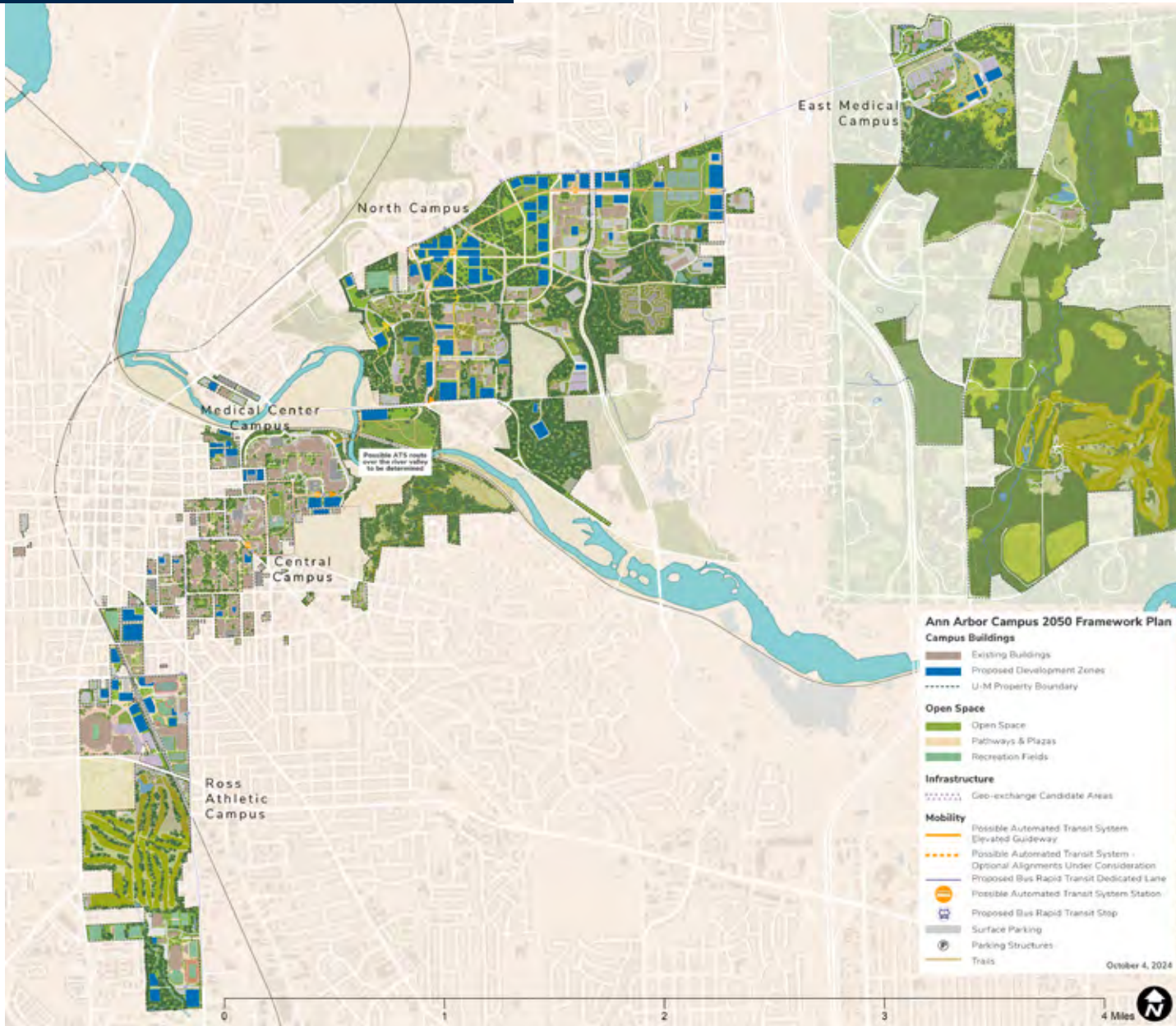


Figure 02. Ann Arbor Campus 2050 Framework Plan



Campus Plan 2050 Summary

The University of Michigan is a world-class, preeminent research institution comprising multiple schools, colleges, institutes, Michigan Medicine, an intercollegiate athletics program, and student life programs—each with a unique mission and each in pursuit of excellence. Campus Plan 2050 coordinates the respective missions of each unit with Vision 2034 and broader campus planning goals and objectives. In doing so, it provides a context for decision-making, with a transformative 25-year view of the Ann Arbor campus.

Summary Recommendations

The following recommendations for the built environment take into consideration current needs, future opportunities, existing facility conditions, the university's broader commitment to climate action by eliminating direct, on-campus greenhouse gas emissions by 2040, and addressing the embodied carbon in building materials. Along with guidance from Vision 2034, a significant amount of input from the engagement process easily coalesced into five planning themes. The recommendations are organized in response to those themes and summarized as follows:

Planning Theme 1: Life-Changing Education

Learning Environments

Deliver enhanced and new state-of-the-art classrooms, teaching labs, and other learning spaces supporting active learning and collaboration on Central, Medical Center, and North campuses.

Research and Innovation

Renovate and expand research space across UM-Ann Arbor in support of the research mission. Bring more contemporary, shared research spaces online to enable more multidisciplinary research so facilities will be infused with the necessary resources to support and enhance discovery.

Campus Life

Increase social and recreational space to support health and well-being and campus growth. Create welcoming and inclusive spaces in support of diversity, equity, inclusion, and accessibility initiatives.



Figure 03. Preliminary Illustration: Possible North Campus 2050 Innovation District looking northeast

Planning Theme 2: Human Health and Well-Being

Michigan Medicine

Renovate and replace aging structures and infrastructure on the Medical Center Campus and relocate select research activity to North Campus and select outpatient services to East Medical Campus and/or other regional health centers.

Athletics

Enhance the student-athlete and visitor experience with new and upgraded athletic facilities and amenities.

Accessibility

Enhance space inclusivity beyond code compliance, creating accessible spaces that prioritize physical, cultural, and health and wellness-focused design elements. U-M will implement holistic accessibility, supporting our diverse community in future campus improvements.

Planning Theme 3: Democracy, Civic and Global Engagement

Public Realm and Engagement

Create indoor and outdoor spaces that encourage civic, cultural, and global engagement. Renovate and establish student centers as hubs for connection, free speech, and community interaction. Expand amenities that build community and shared responsibility. Improve campus cohesion with welcoming gateways and better wayfinding for a more accessible, inviting experience. Foster

environments that promote respectful discourse and bolster a strong sense of belonging and interaction.

Arts and Humanities

Incorporate the arts and humanities as central elements of the campus experience and create flexible environments for interdisciplinary collaboration. Expand performance and event spaces; enhance campus aesthetic and promote public art.



Figure 04. Preliminary Illustration: Proposed East Medical Campus Fleming Creek Trail looking southwest

Planning Theme 4: Climate Action, Sustainability and Environmental Justice

Climate Action

Implement campus-based climate action solutions that model a just energy transition and aim to benefit the broader community. Design and renovate buildings to consume less energy, replace infrastructure to transition from fossil fuels to electricity, and generate electricity from renewable energy. Implement large-scale installations of geo-exchange and ground source heat pumps to meet the

heating and cooling needs of campus facilities, and integrate solar photovoltaics (PVs) at the site and building level. Prioritize building renovations based on the assessment of facility conditions and energy use intensity. Develop and promote opportunities to integrate research and learning as living lab experiences across building projects wherever feasible.



Figure 05. Geothermal drilling on Hayward Street

Sustainability

Create a campus that integrates and visibly demonstrates all dimensions of sustainability, making it a living and learning laboratory. This includes caring for water resources, maintaining healthy habitats and open spaces, implementing effective waste and procurement practices, and fostering healthy food systems. These efforts will cultivate an exceptional experience for students, faculty, staff, and visitors.

Environmental Justice

Showcase what a just energy transition looks like on a campus scale, emphasizing broader community benefits during the transition and ensuring justice in the sourcing and disposal of materials for construction and renovation.

Planning Theme 5: Collaboration and Connectivity

Connectivity

Enhance convenient and rapid connectivity to optimize the residential, academic, and research environments. This plan contemplates establishing a possible automated transit system (ATS) and bus rapid transit (BRT) to better link the Ann Arbor campuses, optimizing space utilization across the university.

Collaboration Networks

Develop a network of hubs created to foster collaboration across campus. These nodes will encourage interdisciplinary engagement, learning, research, and innovation, uniting diverse groups within the U-M community.

Workplace and Office

Develop policies and strategies to efficiently utilize office and workstation space including hybrid work models. Consider ways “to grow in place” within existing facilities with the goal of sustainably accommodating workplace needs.



Figure 06. Preliminary Illustration: Possible Mitchell Field Area redevelopment, view from East Medical Center Drive looking northeast

Reinvestment in Existing Facilities

Campus Plan 2050 offers planning guidance for the five Ann Arbor campuses, focusing on their roles in supporting the university's mission and improving connectivity within and between the campuses and the surrounding community.

As part of this plan, a significant focus is placed on deep reinvestment over the next 25 years in existing facilities. While new developments and the redevelopment of existing buildings are highlighted, maintaining and improving current structures remains fundamental. Future plans aim to address programmatic needs, deferred maintenance, and sustainability within these existing buildings. Moving forward, U-M hopes to uncover near- and long-term renovation needs and determine how to best coordinate such renovations.

Sustainable growth in the university's infrastructure will involve a balanced approach of creating new facilities and reinvesting in existing ones. This ensures a robust, adaptable, and forward-thinking campus environment. Continued engagement with various academic and non-academic units is essential to address evolving needs and identify opportunities for collaborations and synergies.

Of the 19 U-M schools and colleges, more than 10 have expressed needs to update their facilities. This accounts for units that have formally shared their proposed vision with leadership in recent years and serves as a snapshot of existing stated requests. These needs will most likely change over time.

The following provost-reporting units are those having formally informed leadership of a need to address their facilities: College of Literature, Science, and the Arts; Law School; Marsal Family School of Education; Matthaei Botanical Gardens and Nichols Arboretum; School of Dentistry; School for Environment and Sustainability; School of Music, Theatre & Dance; School of Public Health; School of Nursing; Stamps School of

Art & Design; Taubman College of Architecture and Urban Planning; and the University Library.

Beyond academic facilities, there are several other potential projects from additional areas of campus, such as Student Life, Athletics, Michigan Medicine, and other necessary campus support buildings that will also require reinvestment in existing facilities through renovations in the future.

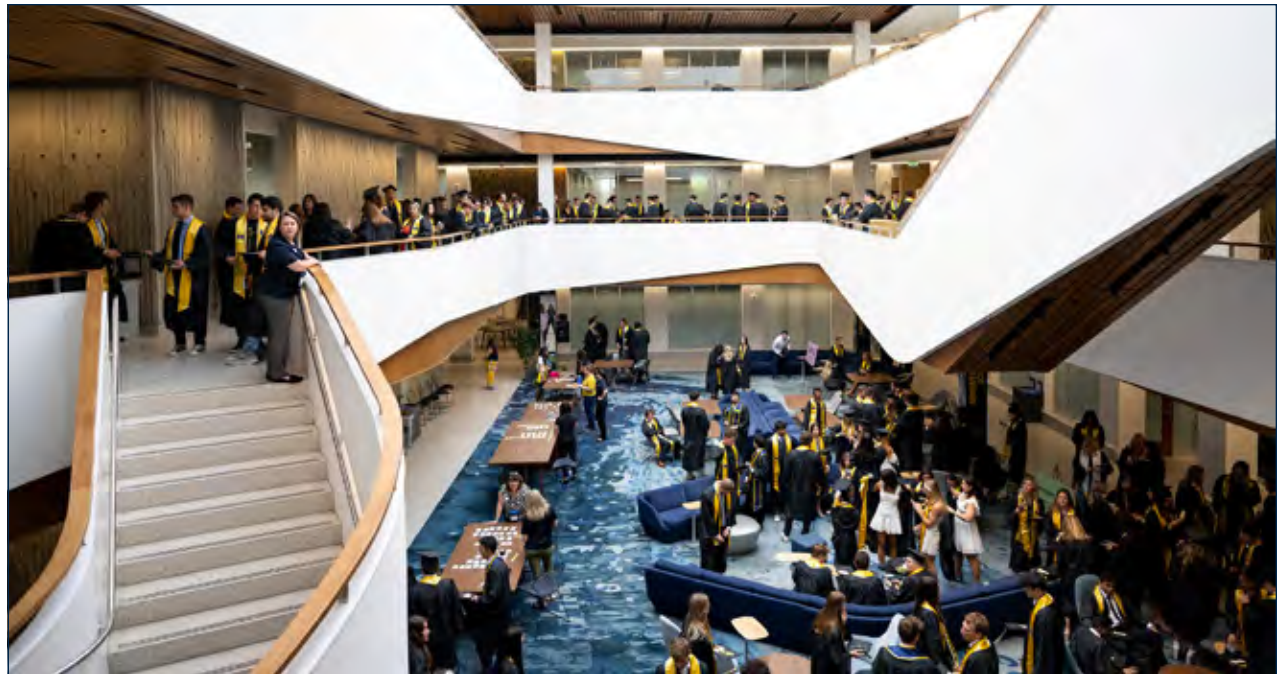


Figure 07. University of Michigan School of Kinesiology

Central Campus

Campus Plan 2050 maintains and enhances the historic integrity of Central Campus buildings and landscapes through reinvestment and the introduction of new programmatic uses, with the goal of contributing to a welcoming, equitable, and inclusive experience for students, faculty, staff, and visitors.

The established character and history of Central Campus, combined with limited available land area, reinforces the need to reinvest in existing structures. Campus Plan 2050 calls for the renovation of many existing buildings to respond to current and future programmatic needs, support energy efficiency and decarbonization goals, and address deferred maintenance. Redevelopment, renovation, and infill development can create dynamic, future-oriented spaces. Moreover, due to space constraints, major new projects will also be evaluated for suitability in other areas of campus. Today, one significant parcel between Madison Street, South Division Street, Hill Street, and South Fifth Avenue is in early planning for additional undergraduate housing.

Sustainable infrastructure recommendations for Central Campus include geo-exchange bores and ground source heat pump infrastructure on select sites and solar photovoltaic cell (PV) installations

where optimal. The plan also recommends the use of stormwater management best practices suitable for urban conditions, especially in areas identified for major landscape improvements.

Mobility and connectivity improvements for Central Campus include the introduction of proposed BRT lanes and bicycle and pedestrian pathway improvements. The mobility system is enhanced by a

new transit station that would service a possible ATS and BRT. The possible ATS system would include an elevated station at the Central Campus Transit Station providing connectivity to the Medical Center Campus and North Campus. In addition, a new Madison Transit Center is proposed at East Madison and Packard to support BRT.



Figure 08. Preliminary Illustration: Possible Central Campus 2050 looking northeast

Figure 09. Central Campus 2050 Framework Plan



Medical Center Campus

The Medical Center Campus is enhanced in Campus Plan 2050 as a world-class center for Michigan Medicine's clinical, research, and educational mission with the goal of creating a welcoming, inclusive experience for patients, families, and caregivers.

At just over 100 acres in size, but with about 10 million gross square feet (GSF), the Medical Center Campus is the most densely developed campus. With Central Campus directly to its south, city parkland to its north, the Huron River Valley and Nichols Arboretum to its east, and downtown Ann Arbor to its west, there is little room for expansion.

Campus Plan 2050 calls for the renovation of existing buildings and redevelopment of select sites in support of the mission and programs, and to address deferred maintenance issues. Redevelopment sites are prioritized to make way for future clinical and other development. In support of campus vibrancy and the user experience, new amenities and services are envisioned with landscape pathways, food service, retail, and services beneficial for the U-M community and visitors.

The dense development pattern on the Medical Center Campus limits the opportunities for the integration of geo-exchange and ground source heat pump areas and open space amenities. As a result, geo-exchange bores and ground source heat pumps are proposed for exploration in university-owned open areas of Mitchell

Field, connected via a new pedestrian bridge over the rivers and railroad. The plan also recommends solar PVs on all existing and future parking structures, and on all future buildings as appropriate. A new parking structure on Zina Pitcher Place is anticipated to support needs associated with the new D. Dan and Betty Kahn Health Care Pavilion.

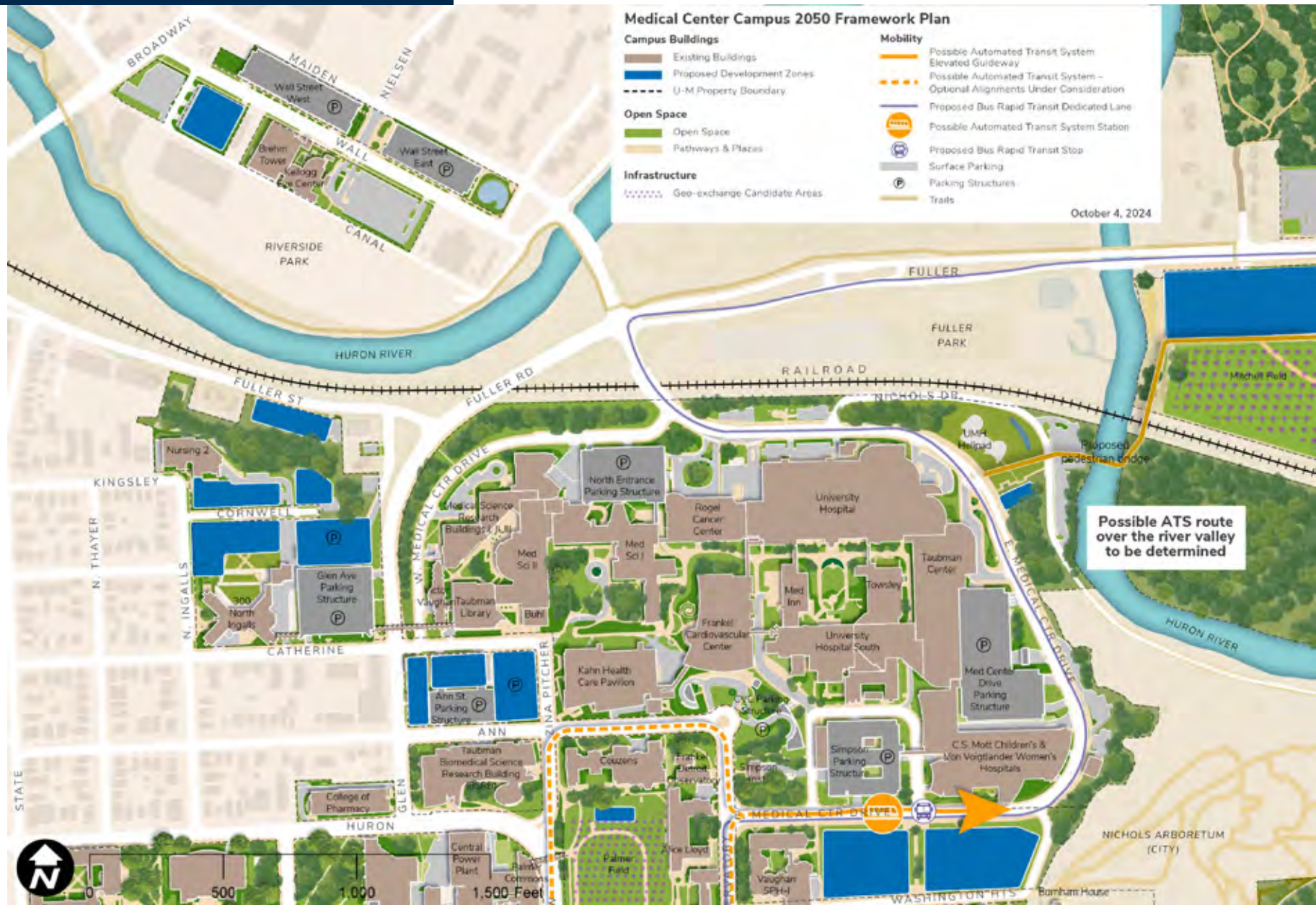
Campus Plan 2050 integrates proposed BRT lanes along East Medical Center Drive; a proposed pedestrian and bicycle bridge, leading from East Medical Center Drive's outer pedestrian path, over the Huron River and railway to connect with Mitchell Field; and a combined possible ATS and BRT transit station forming an important new gateway to the Medical Center Campus. The adjacent Arboretum and new redeveloped open spaces on Mitchell Field are integrated with the circulation facilities from the Medical Center Campus to provide access to nature.

The plan also recognizes and enhances important connections within the Wall Street and North Ingalls sub-campus areas, as well as the future North Campus Innovation District, as important geographic centers contributing to the Michigan Medicine enterprise. A new childcare center is envisioned near term in the North Ingalls Area.



Figure 10. Preliminary Illustration: Possible Medical Center Campus 2050 looking northeast

Figure 11. Medical Center Campus 2050 Framework Plan



Stephen M. Ross Athletic Campus

Campus Plan 2050 supports athletic excellence and provides a positive day-to-day and game day experience for students, student-athletes, and visitors on the Stephen M. Ross Athletic Campus.

The Ferry Field Area of the Ross Athletic Campus includes some of the most iconic and memorable athletic facilities of the university. The plan maintains the Ferry Field Area and its heritage facilities and calls for renovations of select facilities to address programmatic needs, improve energy efficiency, and address deferred maintenance. The proposed demolition of Weidenbach Hall and Cliff Keen Arena enables the restoration of the historic open gateway to Ferry Field from the northeast. The plan calls for the long-term expansion of athletics facilities in the Kipke Drive Area by relocating non-athletic uses to other campuses. The plan also enhances vibrancy and user experience by means of new pathways, an accessible pedestrian bridge over the railway connecting Ferry Field to Michigan Stadium, and a future dedicated TV fan zone and lawn east of the stadium to further enhance the football game day experience.

The proposed fan zone and lawn area east of Michigan Stadium contribute to the open space character of the campus. Geo-exchange bores and ground source heat pumps are integrated in open space and under plazas resulting in capacity in excess of that required for existing and future needs in the Ferry Field and Kipke Drive Areas. The plan also encourages stormwater strategies be implemented wherever feasible to ensure a resilient landscape.

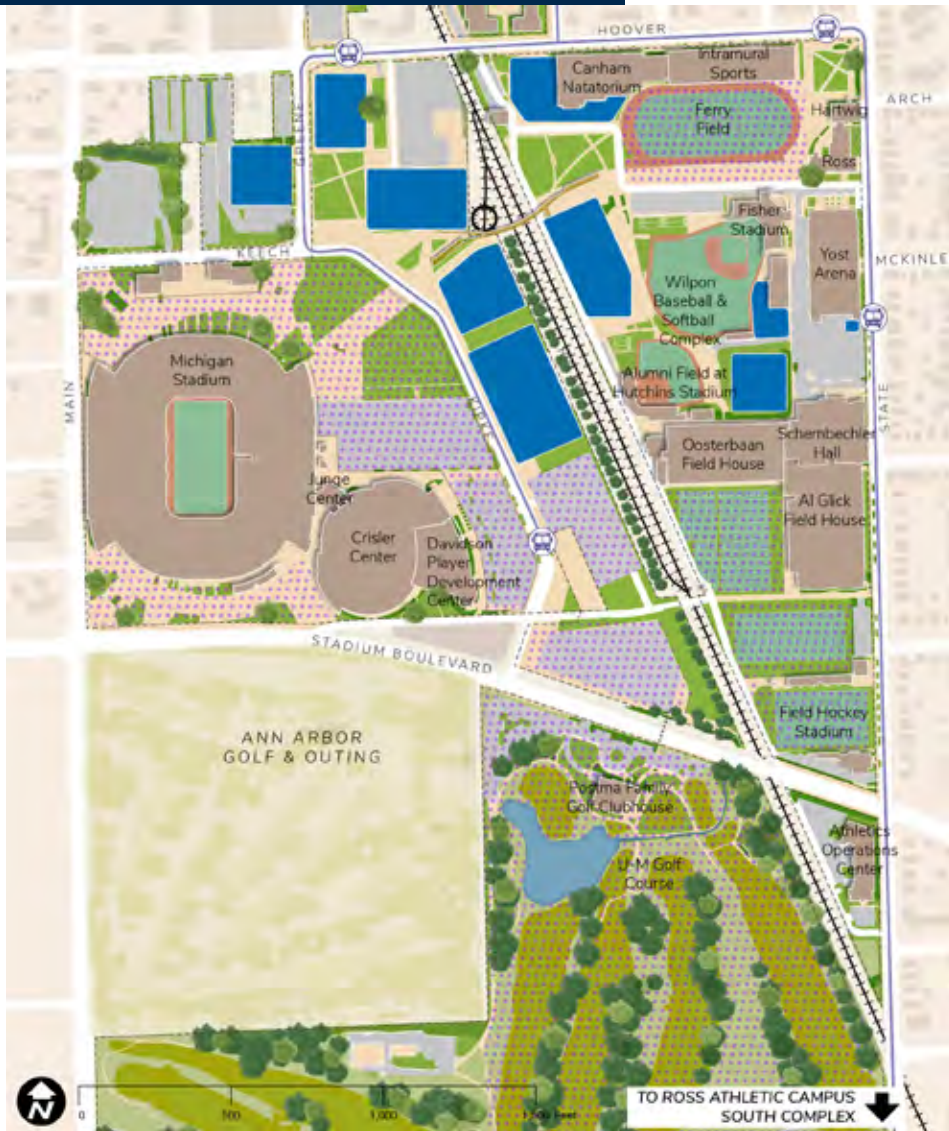
Campus Plan 2050 integrates proposed BRT routes connecting the Kipke Drive Area to the future Madison Transit Center and other areas on Central Campus and beyond. Proposed BRT services connect the Ferry Field Area to the Ross Athletic Campus-South Complex (South Complex) and Wolverine Tower to the south.

Several future development zones are also identified for expansion in the South Complex Area. Finally, ongoing commuter parking areas located on the Ross Athletic Campus provide perimeter employee parking from the south with convenient and reliable transit service via proposed BRT into the Central and Medical Center campuses.



Figure 12. Preliminary Illustration: Proposed Stephen M. Ross Athletic Campus redevelopment looking north

Figure 13. Stephen M. Ross Athletic Campus
2050 Framework Plan



Map continues in Figure 14, Ross Athletic Campus-South Complex



Figure 14. Ross Athletic Campus - South Complex
2050 Framework Plan

Stephen M. Ross Athletic Campus 2050 Framework Plan

- | | |
|-------------------------------|---|
| Campus Buildings | Infrastructure |
| Existing Buildings | Green-exchange Candidate Areas |
| Proposed Development Zones | Mobility |
| U-M Property Boundary | Proposed Bus Rapid Transit Dedicated Lane |
| Open Space | Proposed Bus Rapid Transit Transit Stop |
| Open Space | Surface Parking |
| Pathways & Plazas | Parking Structures |
| Recreation and Amateur Fields | |

October 4, 2024



East Medical Campus

Campus Plan 2050 designates the East Medical Campus as an inpatient and outpatient clinical center for Michigan Medicine.

Located in Ann Arbor Township, about two-thirds of this nearly 200-acre campus is undeveloped and covered with open fields and a high-quality, dense tree canopy. Campus Plan 2050 identifies expansion options for future facilities southeast of the existing complex of buildings within existing open fields. Existing structures on the East Medical Campus are 30 years old or less. The plan integrates geo-exchange bores and ground source heat pumps under existing and future parking areas to support long-term needs. Substantial solar PV installations are possible over existing and future parking as well as on future buildings.

The plan protects the Fleming Creek natural system and integrates it into the open space network of the campus, including new pathways providing opportunities for passive recreation in support of health and well-being initiatives. New stormwater management facilities are integrated to meet current and future needs. Combined, the creek and high-quality woodlands contribute to the biophilic qualities of East Medical Campus.

Campus Plan 2050 integrates proposed BRT services connecting East Medical Campus to the rest of the Ann Arbor campuses.



Figure 15. Preliminary Illustration: Proposed East Medical Campus 2050 looking northwest

Figure 16. East Medical Campus 2050 Framework Plan



North Campus

As U–M’s largest Ann Arbor campus, North Campus is key to the future of the academic, research, innovation, student life, and partnership mission. It is here that opportunities exist to create a model of campus planning shaped by goals for life-changing education; diversity, equity, and inclusion; accessibility; health, and well-being; arts and humanities; academic, research, and partnership innovation; environmental stewardship; sustainability and carbon neutrality; and mobility and connectivity.

Campus Plan 2050 envisions the transformation of North Campus. The plan calls for strategic infill and reinvestment in existing buildings within the academic core in support of the mission, programmatic needs, and opportunities to improve energy efficiency. The plan also examines the long-term redevelopment potential of the Northwood Areas I-IV, combined with the North Campus Research Complex, as an Innovation District. The plan demonstrates a development approach responsive to density and land use efficiency goals that results in a vibrant public realm with strategic connectivity that promotes collegiality and collaboration between the North Campus academic core, the new Innovation District, the entire Ann Arbor campus, and the community at large.

Campus Plan 2050 celebrates and incorporates the existing natural features of North Campus, including its woodlands, streams, wetlands, and steep slopes. The

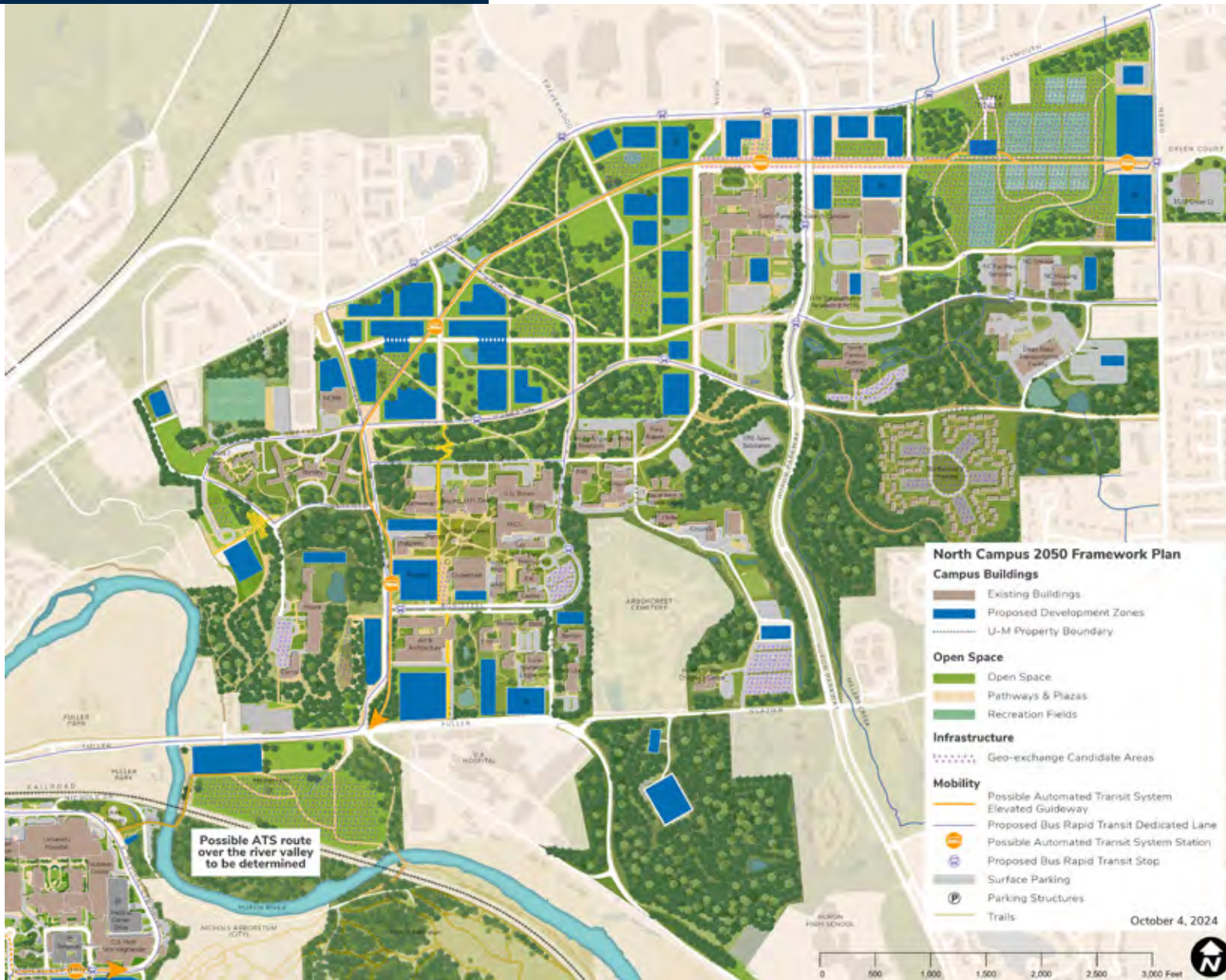
plan also envisions a highly sustainable, carbon-neutral campus. In response, geo-exchange and ground source heat pumps and solar PV installations are sized to meet current and future energy needs. New buildings take into consideration embodied energy, while existing buildings undergo energy efficiency upgrades. Goals for biodiversity, carbon sequestration, and stormwater management inform the broader landscape, accessible pathways, and open space strategy for the campus.

The plan integrates new possible ATS services offering convenient connectivity between Central, Medical Center, and North campuses. The possible ATS is supplemented by an extensive proposed BRT network, which connects across the entire Ann Arbor campus. Both systems are coordinated with enhanced pathway and bicycle networks to reduce reliance on private vehicles and integrate with community networks, including the Huron River Valley network of parks, pathways, and ecosystems.



Figure 17. Preliminary Illustration: Possible North Campus 2050 redevelopment looking north

Figure 18. North Campus 2050 Framework Plan





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