



**Georgetown University**  
**2010-2020 Campus Plan**

**December 30, 2010**

ZONING COMMISSION  
District of Columbia

CASE NO. 10-32  
EXHIBIT NO. 8

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## EXECUTIVE SUMMARY

Georgetown University's 2010 Campus Plan is designed to advance the University's academic excellence and mission, continue its long-standing service to and engagement with the local community and the city, respond to neighborhood concerns, sustain University financial resources, and enhance the University's mutually beneficial relationship with the District of Columbia and its citizens. Elements of the 2010 Campus Plan include:

- A freeze on traditional Main Campus undergraduate enrollment at currently-permitted levels, combined with a simplified and broadened definition and an elimination of averaging;
- A voluntary enrollment maximum for Main Campus, covering both undergraduate and graduate students, allowing measured growth in graduate school and continuing studies programs;
- Continued provision of enough beds to house a greater percentage of undergraduate students than nearly any other D.C. college or university;
- Targeted improvements to academic, athletic and student life facilities on campus, including already-approved projects from the 2000 Campus Plan;
- Continuation of robust and proactive off campus student life initiatives, including University-employed off-duty police officer patrols and resident community advisors, Student Neighborhood Assistance Program car patrols, a neighborhood-located Office of Off-Campus Student Life, implementation of serious sanctions for violations of the Code of Student Conduct, and a "community contract" requirement for all undergraduates living off campus;
- Continued environmentally-sensitive and sustainable efforts with respect to buildings, transportation solutions and alternatives, and the University's carbon footprint, among others; and
- Provision for the expansion of the Georgetown University Hospital into a new facility, and improvement of current facilities to meet patient and future healthcare needs.

The development of the 2010 Campus Plan involved significant community engagement that resulted in changes to the University's initial proposals. For instance, in response to neighborhood concerns, a proposal to construct student housing on the 1789 block was withdrawn. Similarly, the University removed from the Plan a planned height extension to the chimney at the University's power plant. Community feedback also was instrumental in the University's proposal to freeze undergraduate enrollment and to adopt a voluntary Main Campus total enrollment maximum, as well as with respect to the plan for an internal loop road to improve University-provided bus service and route buses off neighborhood streets.

For the reasons described in the 2010 Campus Plan, the University respectfully submits that the uses reflected in the Campus Plan will not be objectionable as a result of student conduct impacts, traffic or parking impacts, the number of students or as a result of other objectionable conditions.

## Georgetown University 2010-2020 Campus Plan

## SECTION 1. INTRODUCTION TO THE GEORGETOWN UNIVERSITY 2010-2020 CAMPUS PLAN

### 1.1 Georgetown University: A D.C. Asset

Georgetown University is one of the world's leading academic and research institutions and the oldest Catholic and Jesuit university in the nation. As a top-ranked institution of higher education in Washington, D.C. and home to several national research centers and internationally-recognized institutes, Georgetown University attracts exceptional students as well as eminent faculty. Georgetown also serves as a significant venue for academic, political, religious, and diplomatic dialogue and inquiry, providing a forum for important intellectual engagement.

Reflecting the University's Catholic and Jesuit identity and commitment to service and civic engagement, Georgetown sets the bar in the District for community service. From health care services to pro bono legal representation to educational programs and efforts in schools, neighborhood clinics and community centers throughout the District, the University and its students, faculty, and staff support the District and its residents. As part of its Ward 7 initiative, for instance, the University is a lead partner in the DC Promise Neighborhood Initiative focusing on the Parkside and Kenilworth areas in Ward 7 and aimed at providing intensive education and community support for children to break the cycle of poverty. Each year, thousands of hours of free medical services and free legal advice are provided to D.C. residents by University personnel. Each year, hundreds of District students are tutored, mentored, educated, and sponsored by Georgetown volunteers in University-organized programs. Georgetown lives out its commitment to the District of Columbia and its residents on a daily basis, year in and year out.

By necessity, Georgetown does more with less. In contrast to the very large endowments of many of its peer institutions, Georgetown's endowment resources are relatively modest. For example, Georgetown's average per student endowment of \$76,000 compares to the average per student endowment of \$470,000 at the nation's top private colleges and universities. As a result, financially the University is notably dependent on tuition to support investments in its future – a revenue stream entirely derived from student enrollment.

Georgetown has submitted ten campus plans to the Board of Zoning Adjustment since the adoption of the 1958 Zoning Regulations. All of the property proposed for inclusion in the current plan has been included in all previous plans.<sup>1</sup> The plan's campus boundaries generally include land owned and utilized by the University for over 200 years. The 2010 Plan is designed to allow Georgetown University to maintain its role as a premier academic institution, to support the neighborhood and local community and to advance Georgetown's mutually beneficial relationship with the District of Columbia.

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<sup>1</sup> The current campus boundaries were formally adopted by the National Capital Planning Commission in 1966, as shown on NCPC Map File No. 71.30(02.20)-24498 (March 3, 1966).

## **1.2 Continued Investment in and Service to the District of Columbia**

### *1.2.1 Maintain Academic Excellence; Remain a Significant Asset to the District of Columbia*

Georgetown's status as a top-tier research university with a top-tier commitment to its community is dependent on the University's ability to continue to attract stellar students and faculty and to steward its economic resources to enhance its financial strength. The University's proximity and easy access to the intellectual, political and cultural resources of Washington, D.C. is a significant benefit to the University. At the same time, the University's location in the District is a significant benefit to the District.

Indeed, Georgetown's location in the District of Columbia is as important to the University's continued success as it is to the District's future. Not only does the University's presence in D.C. enhance the District's desirability as a place to live, work, study, locate a business and hire talented employees, the University as a whole contributes significantly to the District's continued trajectory as a worldwide intellectual, political, cultural and economic center.

As evidenced by the large number of Georgetown University alumni serving in Congress, and in federal, local and regional governmental posts, working on Capitol Hill, at the White House or otherwise in public service positions, many of the University's talented students remain in the District. Alumni hold significant nationally- and internationally-important positions, and many remain active at the University as faculty, members of Georgetown institutes and centers, and participants in Georgetown programs. These alumni are active contributors to the District's intellectual, political and cultural life as well as the District's economic well being. All told, more than 42,000 Georgetown alumni reside in the D.C. metropolitan area; of these, approximately 24,000 alumni live within District boundaries – making Georgetown one of the single biggest magnets of highly productive citizens in the city.

National leaders frequently remain in D.C. after concluding public service to serve on the Georgetown faculty, and international leaders have often sought Georgetown affiliation after their term of office, again with multiple benefits accruing to both Georgetown and the District.

Enhancing the District's workforce and tax base in other ways, the University's graduate and continuing studies programs train District professionals in specialized areas, helping to create the highly educated local workforce sought by employers of all types.

Additionally, as one of the District's largest employers and purchasers of goods and services from District-located vendors, Georgetown University in the aggregate has a materially positive economic impact on the District. In fiscal year 2009, Georgetown contributed directly to the District's economy by:

- Paying approximately \$127 million in wages and salaries to D.C. employees;
- Spending approximately \$72 million for goods and services from District vendors, \$29 million of which was paid to fifty-six Certified Local, Small or Disadvantaged Business Enterprise (CBE) organizations and has, since 1988, provided a total of \$198 million in contracts to CBEs;

- Paying approximately \$9 million in taxes to the District; and
- Employing over 8,300 employees on the Main Campus alone, approximately 38% of whom are residents of the District.

These statistics do not take into account the spending of University students and employees or the multiplier effect of University expenditures. Nor do these statistics reflect revenues relating to Georgetown's successful athletic programs, including the Hoyas men's basketball program.

For all of these reasons, Georgetown's success and the District's attractiveness, prominence and economic vitality are mutually dependent.

#### *1.2.2 Provide Continued Leadership and Innovation in Managing Off-Campus Impacts*

Part of Georgetown University's undeniable attraction is its location in historic Georgetown, which offers a blend of vibrant commercial life along M Street and Wisconsin Avenue with the historic architecture and brick sidewalks that define Georgetown's residential streets. Although a higher percentage of Georgetown's undergraduate students live in university housing than those at nearly every other District-located university, and most of the University's graduate students live outside the immediate area, some students live in the neighborhoods immediately adjacent to campus. Students who live in the adjacent neighborhoods, as well as those who live on campus and elsewhere in D.C., provide economic support for local businesses, services to fellow neighbors, and vibrancy to the environs.

Recognizing that there are community impacts associated with the students who live off-campus, the University has worked diligently to manage those impacts by developing one of the most robust off-campus student life programs in the nation. This program integrates a number of newly-implemented policies and features, and is carefully designed to educate students about their community responsibilities, enhance student and neighborhood safety, and directly respond to neighbor concerns about student impacts. A new, novel and proactive element of the program, described in detail in Section 3.3, includes Georgetown-paid full-time community advisors, who reside in the neighborhood and serve as liaisons between students and community members and who provide educational and policy enforcement support.

As a result of these ongoing efforts, the behavior of the overwhelming majority of Georgetown's off-campus students is complaint-free. When complaints do occur, they involve a small percentage of the University's off-campus student population and are taken seriously by the University. As detailed below, a strict set of sanctions has been adopted and enforced to address misconduct and deter future problems.

#### *1.2.3 Enhance the Campus Environment with Targeted Improvements*

Georgetown's main campus is one of the University's most valuable assets. Proximate to the many resources unique to the nation's capital, the campus features landmark architecture that defines the city skyline, while creating an intimate learning community for its students through a combination of quality academic facilities, housing, and other on-campus amenities. The University is committed to a vibrant, appealing campus that attracts students and functions as the center of student life.

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Under the 2000 Campus Plan, after decades of constructing on-campus housing, the University emphasized the construction of new academic, student activity, athletic, and medical space. Recently-constructed facilities include a residence hall in the Southwest Quadrangle with nearly 800 new beds, a new home for the McDonough School of Business, a performing arts center, and an addition to the Hospital for the Cyberknife medical facility, as well as a science center, which is currently under construction. (Two other projects approved for construction include modifications to the multi-sport facility and a new athletic training facility.)

Under the 2010 Campus Plan, the University will continue to improve academic, athletic, and student life facilities on campus. The Plan carries forward projects from the 2000 Plan, including modest improvements and additions to Lauinger Library, the Leavey Center, and academic facilities at the Medical Center. The Plan also includes proposed renovation of a dining hall into a student center and improvements to the athletic facilities. These improvements will enhance student life on campus, which will further the Jesuit tradition of *cura personalis* (care of the whole person) and maintain Georgetown's competitiveness as a preeminent educational institution.

### *1.2.4 Lead in Transportation Solutions and Sustainable Design*

Georgetown University has distinguished itself as a leader in transportation solutions and sustainable design over a period of decades. As an example, Georgetown's multi-modal transportation plan to reduce automobile dependence features the successful Georgetown University Transportation Shuttle (GUTS) bus program. Over two million riders per year use this shuttle service for University and Hospital students, faculty, staff, patients, and visitors, linking the campus to surrounding Metrorail stations and other destinations. During a period when Metro bus ridership has declined, GUTS ridership continues to increase.

The University likewise has been a leader in sustainable design. Georgetown began building green roofs on campus in 1972. A solar panel array was incorporated into the Bunn Intercultural Center in the early 1980s (which is the longest running installation of its scale in the country), and a thermal storage tank (that holds approximately 2.2 million gallons of water and reduces energy demand) was installed under the Leavey Center in the mid-1980s. Over the past decade, Georgetown has improved the sustainability of the entire campus. In 2009, Georgetown adopted a campus-wide commitment to achieve a minimum of LEED Silver certification in all new construction or major renovations, and the new business school, which was completed in 2009, achieved LEED Silver certification.

Georgetown's sustainable efforts extend beyond construction. Georgetown was, for example, the first university in the District to recycle or compost all food waste from the student dining hall. The composted material is then reused for campus landscaping, and all of the fryer oil is collected and reused in local bio-fuel vehicles.

As a part of the 2010 Campus Plan, the University will deepen its commitment to sustainable design and operation. In addition to continuing to target LEED Silver as the minimum standard for all new construction and major renovation projects, Georgetown has adopted a goal of significantly reducing its carbon footprint by 2020. The University also proposes to complete an on-campus loop road that will enhance GUTS service on campus and reroute buses off

neighborhood streets as requested by the local community. Further, the University will continue to advance other transportation demand management measures that will discourage private automobile use.

#### *1.2.5 Modernize and Improve Medical Facilities to Meet Needs*

Through the Georgetown University Medical Center and Georgetown University Hospital, Georgetown is an important District resource for health care education, research, patient care and employment. The Medical Center is an internationally recognized and highly-competitive academic medical center whose missions of research, teaching, and patient care are carried out with a strong emphasis on community outreach and the Jesuit ideal of care of the whole person. Medical Center scientists and physicians also conduct cutting-edge biomedical research and clinical trials on-site.

The 2010 Campus Plan provides for additions and improvements to the Medical Center's academic and research facilities. The 2010 Plan also carries forward planned improvements for the Hospital already approved in the existing campus plan, including an addition to the Lombardi Cancer Center as well as new buildings and parking facilities on Lots A and B. In addition, the 2010 Campus Plan calls for up to 500,000 square feet of new gross floor area to accommodate improvements and enhancements to existing Hospital buildings.

### **1.3 Neighborhood Context**

Consistent with its commitment to service and good citizenship, Georgetown University strives to make a positive contribution to the neighborhood and the city. University engagement and contribution occurs on many levels – through services provided, civic engagement, attention to architectural and community aesthetics and environmental consciousness, among others.

#### *1.3.1 Edge Conditions and Border Transitions*

The Georgetown University campus covers 104 acres and reflects the University's continuing sensitivity to the historical and architectural context of its Georgetown Historic District setting. The architectural heritage of the campus honored the traditional gridiron plan of surrounding Georgetown and drew inspiration from the classical campus planning theories of the Quadrangle at Cambridge University and Thomas Jefferson's Academic Village.

The campus is roughly bounded by the Georgetown neighborhood to the east, Reservoir Road and the Burleith and Hillandale neighborhoods to the north, Glover-Archbold Park and the Foxhall neighborhood to the west, and Canal Road and the Potomac River on the south. See Exhibit C (Campus Neighborhood Context Map). The M Street and Wisconsin Avenue commercial corridors are located within a few blocks of the campus.

The southern two-thirds of the campus contain the majority of the University's academic, administrative, residential, and athletic facilities, and the northern third of the campus is occupied by both Georgetown University Hospital and Georgetown Medical Center, which includes academic departments and research facilities operated by the University.

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Most of the campus is zoned R-3 and is located on a large parcel bounded by Reservoir Road on the north, Glover-Archbold Park on the West, Canal Road on the south, and 37<sup>th</sup> Street NW on the east. The campus has historically and continues to include most of four city blocks east of 37<sup>th</sup> Street as well ("East Campus"). East Campus includes a combination of residential and academic/administrative facilities, as well as some retail uses. East Campus is generally located in the R-3 Zone District as well, except for a small commercial strip zoned C-1 along 36<sup>th</sup> Street. Building types in these squares include a combination of townhouses and three- to four-story buildings.

Georgetown also owns townhouses located along 36<sup>th</sup> Street and Prospect Street. These townhouses are used as undergraduate housing and residents are subject to the same rules of conduct that apply in campus residence halls. The University also leases academic and administrative space at the Car Barn, which is located on Prospect Street across the street from the campus. Additionally, the University leases space on M Street for academic and administrative use.

The local neighborhood immediately to the east of campus is generally referred to as West Georgetown and contains a mix of single-family townhouses and larger buildings that have been converted to apartment uses. The West Georgetown neighborhood also includes other institutional uses, such as the Holy Trinity church and school and Georgetown Visitation Preparatory School, both of which are located between the campus and the surrounding residential neighborhood. Local neighborhood-serving retail uses are also scattered throughout the neighborhood, and the Georgetown commercial corridor immediately to the south and east offers a variety of shopping, dining and entertainment options for students and neighbors alike.

The local neighborhood immediately to the north of campus includes the Burleith and Hillandale neighborhoods. Like Georgetown, Burleith is also located in the R-3 Zone District and includes a blend of single-family rowhouses and institutional uses, such as Ellington School for the Arts and the Washington International School. Hillandale is located in the R-1-B Zone District, but was developed pursuant to a PUD. The French Embassy is also located across Reservoir Road from the campus.

Both the West Georgetown and Burleith neighborhoods include a mix of converted apartment buildings, basement apartments, and single-family houses that are rented by Georgetown students as well as other area students and young professionals. While most Georgetown undergraduate students live on campus, some junior and senior undergraduate students and professional students in the School of Medicine live off-campus in these rental properties. For the most part, graduate and continuing studies students do not choose to live near campus.

The primary vehicular entrance to the campus is located off Canal Road, which was recently enhanced to facilitate easier access. As a result, use of a secondary vehicular entrance at Prospect Street has decreased significantly and is used primarily for access by emergency and University service vehicles, reducing the number of vehicles on neighborhood streets in West Georgetown. The north end of campus features multiple entrances along Reservoir Road that primarily serve the Hospital and Medical Center.

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### *1.3.2 Regular and Consistent Engagement in Community Affairs*

Georgetown University has engaged the community immediately surrounding the university in numerous ways. The University's Office of External Relations as well as its Office of Off-Campus Student Life (OCSL) both work extensively on city and neighborhood relations, and leaders of both departments regularly reach out to and work with community leaders to address neighborhood issues and concerns. Exhibits O and P describe the University's community outreach efforts in further detail.

Georgetown holds regular meetings with the community to facilitate ongoing communication. Since 1990, University representatives have met on a quarterly basis with representatives of neighboring Advisory Neighborhood Commissions and community groups. Georgetown students participate in these meetings also; students have served on the local Advisory Neighborhood Commission, ANC 2E, for nearly fifteen years.

In addition, during the past decade, the University formed the Alliance for Local Living (ALL), an advisory council and community action group, for the purpose of discussing and addressing issues that arise in the surrounding neighborhoods. ALL meets monthly and serves as a regular conduit of information regarding the impact and effectiveness of Georgetown's efforts to address University impacts.

The University's 2010 Campus Plan includes measures that will deepen Georgetown's engagement in local neighborhood issues. The University has employed two additional professional staff members (Community Advisors) to live in the West Georgetown and Burleith neighborhoods and serve as a liaison between the community and students. The University also has doubled its own private patrols of the surrounding neighborhoods (Student Neighborhood Assistance Program patrols), and hired three off-duty MPD officers to serve as active eyes on high-traffic areas during weekend nights and to proactively address potential nuisance activity, and to deter crime and enhance safety.

### *1.3.3 Service and Resources: Benefits to the Neighborhood*

As reflected elsewhere in this Campus Plan, beyond the academic and intellectual capital that the University brings to the city, the District of Columbia and D.C. residents benefit in a variety of ways from Georgetown University's presence in the city: The University is a large employer and purchaser of goods and services; University students and personnel provide thousands of hours of volunteer and pro bono services; the Medical Center and Hospital provide top notch, convenient health care; the University provides zero-cost bus service across town, removing over 7700 vehicles from city streets daily; Georgetown students who rent off-campus housing provide homeowners with additional supplemental income.

Other benefits associated with the University are not as apparent. For example, Georgetown offers its neighbors access to a range of resources, including lectures by prominent public figures and scholars; a variety of options for continuing education; a library with more than one million volumes and cutting-edge electronic research tools; religious services; performing arts and other cultural events; service and support groups; access to athletic facilities and sporting events; and free access to beautifully landscaped open space.

Significant Georgetown funding supplements District government services, improving the safety and appearance of the surrounding community at no cost to the District or its residents. Georgetown-funded services include administrative patrols at both University-owned townhouses and off-campus properties rented by students. Georgetown also assumed responsibility for trash and recycling collection from University townhouses that directly front non-University property, enabling trash and recycling containers to be relocated to the rear of the properties, and off city sidewalks. A recent example of Georgetown's spontaneous assistance to the whole community is the University's plowing of neighborhood streets during last winter's blizzards.

Student community activities likewise benefit the community in many, often unnoticed, ways. A notable example is GERMS (Georgetown Emergency Response Medical Service), a Georgetown University student-run volunteer ambulance organization that serves the Georgetown community, offering – entirely free of charge – 24/7, year-round rapid-response medical services, treatment and transport. GERMS responds to over 1,000 calls annually.

Georgetown students also provide local residents a range of welcome services – babysitting, tutoring, home, yard and pet care. Residents interested in employing students are able to connect with interested students through a publicly available student employment website, as well as through the informal personal networks that are created between students and their neighbors.

## SECTION 2. CAMPUS PLAN PROCESS

### 2.1 A Comprehensive Planning Effort to Evaluate Needs, Collect Information and Assess Perceived Impacts

Georgetown University's planning process for the 2010 Campus Plan included a comprehensive effort to evaluate the University's needs, gather information from community and city stakeholders (including information regarding the perceived impacts of the University's existing activity and proposed changes), and conduct detailed assessments of the University's operations. The result of over two years of planning and evaluation is a modest plan that accommodates the University's forecasted needs and incorporates shared benefits for the surrounding community.

During this planning period, Georgetown University:

- engaged Cooper, Robertson & Partners, an architecture and urban design firm responsible for successful campus planning within urban frameworks, such as Harvard University's Allston campus and Yale University's campus, to lead the planning and design of the 2010 Campus Plan;
- initiated an outreach effort with two all-day community-wide meetings to discuss campus plan concepts, followed by eight community meetings to solicit feedback on initial plan proposals and address community issues raised at prior meetings;
- held on-campus meetings to discuss the campus plan with faculty, staff, and students;

## Georgetown University 2010-2020 Campus Plan

- met with representatives of the Office of Planning and the D.C. Department of Transportation;
- regularly discussed the campus plan-related issues with ANC commissioners and community association chairs during regular monthly meetings and at quarterly community meetings; and
- engaged, at the request of the Office of Planning, in more formal discussions with community leaders, led by Don Edwards of Justice & Sustainability Associates, who specializes in such work and was responsible for, among other notable achievements, leading public discussions regarding the preparation of the 2006 District of Columbia Comprehensive Plan.

To address concerns about the Campus Plan articulated during the planning process, the University has taken a number of actions and made a number of significant and substantial concessions reflected in this Plan, including:

- Adopting, for the first time in University history, an overall enrollment maximum and continuing current limits on undergraduate enrollment, an undertaking with significant financial ramifications given the University's dependence on tuition revenues;
- Committing to investigate the possibility of relocating the School of Continuing Studies and certain continuing studies programs to satellite locations to manage growth projected in this Plan by shifting some programs associated with that growth to other locations;
- Enhancing the University's administrative presence in the West Georgetown and Burleith neighborhoods by doubling the University's Student Neighborhood Assistance Program (SNAP) patrol, funding three off-duty MPD officers to patrol surrounding neighborhoods, and hiring two Community Advisors who live in West Georgetown and Burleith, and facilitate communication with the residents of those communities;
- Implementing stricter sanctions for houses and students with repeated, documented violations of the Code of Student Conduct;
- Removing the proposed Convocation Center on the west part of the campus;
- Committing to complete an on-campus loop that would permit GUTS buses to be routed away from neighborhood streets;
- Making improvements to the Southwest Quad parking garage access from Canal Road to facilitate easier access during periods of peak entry;
- Agreeing to actively monitor and report plan-related commitments, such as enrollment, student housing patterns, off-campus initiatives, and transportation demand management measures;
- Retracting, in response to community feedback, a planned proposal to increase the height of the University's utility plant chimney; and

- Also retracting, in response to community feedback, a planned proposal to house undergraduates, graduates or faculty members in the east end of campus, commonly known as the “1789 block.”

Georgetown will continue to examine, consider and refine features of the Plan during the period leading up to the public hearing.

### SECTION 3. THE GEORGETOWN UNIVERSITY 2010 CAMPUS PLAN

The 2010 Plan incorporates historically- and financially-significant limits on enrollment and contemplates targeted and sustainable improvements to campus facilities and infrastructure, proactive management of off-campus impacts, and continued investment in and service to the District of Columbia.

The 2010 Plan establishes the overall parameters for future University development. Shifting economic realities and changing social, educational and other conditions present challenges to institutions of higher learning such as Georgetown. Georgetown, like similar institutions, requires sufficient flexibility to successfully address these challenges. Necessary flexibility extends to the planning for facilities, infrastructure and programmatic changes that support academics, campus life and health care delivery program needs. (By way of example, Georgetown needs sufficient flexibility to take advantage of donor opportunities that may present themselves in the future.) Significantly, the BZA and District of Columbia Court of Appeals have recognized the need for flexibility in the Campus Plan process.

#### 3.1 Maintain Top University Status

At the heart of Georgetown’s success and financial viability are its students. Drawn from all fifty states and nearly every continent worldwide, Georgetown’s students truly represent some of the best and the brightest.

##### 3.1.1 Overall Enrollment

For the first time in its history and after careful consideration, Georgetown will adopt a voluntary enrollment maximum for the Main Campus, covering both undergraduate and graduate students. Just as growth in graduate programs from 2000 to 2010 remained within the projections made in the 2000 Campus Plan, now the University plans just as carefully for a reduced rate of growth. The proposed maximum is intended to balance the University’s mission, institutional and program needs, related financial implications and feedback from a variety of stakeholders and interested parties. For the reasons discussed in detail elsewhere in this 2010 Campus Plan, the proposed number of students can be accommodated without imposing objectionable impacts on the surrounding communities.

Georgetown’s current and proposed enrollment for the Main Campus is set forth in Exhibit K.

At the graduate level, Georgetown will maintain the current size of the School of Medicine. In other graduate degree programs and the School of Continuing Studies, the University contemplates continued targeted expansion. The School of Continuing Studies has a central

focus on non-traditional education for non-traditional learners who live and work in Washington D.C. and the immediately surrounding area. The University believes that the School of Continuing Studies makes a vital contribution to building the human capital and economic potential of the region and that its growth supports many goals. The University continues to explore the possibility of identifying a new location for the School of Continuing Studies and School of Continuing Studies programs somewhere in the District closer to transport and to workplaces of prospective students. If successful, this shift in location would allow substantial growth in our ability to serve the D.C. population without impact on the Georgetown campus and might allow some relocation of programs from Main Campus as well.

Measured growth in Georgetown's graduate school and continuing studies programs advances the University's mission, contributes to its continuing top-tier status and classification as a research-intensive university, and benefits District residents and employees by providing educational opportunities to enhance the skills, and marketability of the local job force.

### *3.1.2 Undergraduate Enrollment*

Under the current Plan, Georgetown must comply with a limit on traditional full-time undergraduates that is based on the population averaged over Fall and Spring semesters, a methodology that dates back to the 1989 Campus Plan.

Under the 2010 Plan, as detailed in Exhibit L, Georgetown will:

- freeze traditional undergraduate enrollment at currently-permitted levels; and
- streamline the applicable enrollment definition to improve clarity, consistency, reporting and enrollment management.

The revised definition is more inclusive, eliminates averaging, and will correspond with Georgetown's institutional enrollment management practices. As reflected in Exhibit L, the only exclusion from the limit on undergraduate enrollment will consist of students in non-traditional programs, such as non-degree students and students returning for their second degree in nursing. These programs are not residually-based and more closely resemble graduate programs. These students will, however, be subject to the newly-proposed overall limitation on enrollment.

### *3.1.3 Faculty and Staff*

The proposed increase in graduate-level enrollment will necessitate a concomitant, limited expansion of faculty and facilities. Specifically, the University anticipates a growth in Main Campus and Medical Center headcount from 4,035 in 2010 to approximately 4,438 in 2020. See Exhibit M, which also includes the projected employment counts for MedStar Health.

## **3.2 Enhance the Campus Environment with Targeted Improvements**

The 2010 Campus Plan calls for targeted campus improvements intended to address the University's academic and operational needs and improve the movement of people and vehicles throughout campus. The University's proposed Campus Development Plan is shown on

Exhibit E. A zoning overview of the proposed new construction is included in Exhibit J and a narrative description of these improvements is included in Exhibit I.

### *3.2.1 Academic Facilities*

The 2010 Campus Plan contemplates only modest additions to academic facilities beyond those already approved in the existing Campus Plan. Specifically, the 2010 Plan includes a renovation to and expansion of the existing Reiss Science Building, whose laboratory facilities date to 1962. A connection between the renovated Reiss Science Building and the approved new science center also is contemplated. Already-approved and planned improvements to academic buildings at the Medical Center are carried forward. As reflected in prior Campus Plans, ensuring that the University's research and science facilities are up-to-date is critical in sustaining the University's record of groundbreaking research, enhancing its educational mission and maintaining its classification as a preeminent, research-intensive institution.

The 2010 Plan also features an addition and improvements to Lauinger Library. These facilities directly respond to space needs articulated by the student body and will also strengthen the University's academic quality and ability to host programs and events for students on the interior of its campus.

### *3.2.2 On-Campus Life*

A vibrant and appealing campus is central to the Georgetown experience. The 2010 Campus Plan calls for the continued implementation of programs and construction of new space intended to improve on-campus life for students, such as new spaces along Library Walk, the primary east-west corridor through campus. The Plan includes the renovation of the former New South dining hall into a student center at the heart of the undergraduate residential community on campus.

### *3.2.3 Athletics and Recreation*

Georgetown athletics is synonymous with excellence and includes nationally prominent athletic programs ranging from soccer and lacrosse to sailing and track and field and, of course, basketball. Despite their competitive successes, Georgetown's student-athletes have generally lacked the level of training, practice, and game facilities enjoyed by their rivals at peer institutions. Other members of the Georgetown community, including students, faculty, and staff, also share in the commitment to physical health and recreation, but similarly lack adequate facilities. As neighbors have the ability to access certain University athletic facilities, improved facilities would benefit the local community as well.

The 2010 Campus Plan retains the approved addition to the multi-sport facility and the approved athletic training facility, both included in the University's prior Campus Plan. In addition, Georgetown will carry forward a planned addition to McDonough Gymnasium, and proposes to construct a roof over Kehoe Field to permit year-round use of the field and address ongoing maintenance issues. The roof over Kehoe Field will also permit the University to renovate Yates Field House, which is the primary recreational center for students, faculty, and staff and for many neighbors who enjoy community memberships. The use of Kehoe Field is not intended to change with the addition of a roof; it will continue to be used for recreational purposes.

### *3.2.4 Circulation Improvements*

Under the 2010 Campus Plan, Georgetown has planned extensive landscaping and pedestrian-related improvements to Tondorf Road. Although Tondorf Road historically operated as a service road on the perimeter of the developed campus, it has become a major north-south pedestrian route during the past decade, connecting the recently-completed Southwest Quad residence hall and dining facility with the forthcoming science center, Leavey Center and the northern residential facilities. The 2010 Plan contemplates limiting vehicular use of Tondorf Road to service vehicles, and improving pedestrian use by introducing paving, landscape, and lighting. The 2010 Plan also calls for similar improvements to the east-west roadways that intersect with Tondorf Road to enhance the pedestrian experience and integrate these pathways into the overall campus pedestrian network.

### *3.2.5 Student Housing*

Georgetown University currently provides 5,053 beds for undergraduate students—housing a greater percentage of its students than other universities in the District. Existing housing options respond to student preferences and include apartment-style units and townhouses.

Georgetown regularly invests in renovations to and enhancements of on-campus housing. For example, starting in mid-2010, the University began the installation of wireless connectivity in all residence halls. Freshmen and sophomore students are required to live on campus, and the remaining housing supply accommodates the demand for housing from upperclassmen. As part of its continuing efforts to encourage on-campus residence, the University recently amended its housing policy to require that all transfer students under the age of 21 also live on campus.

As a part of the planning process for the 2010 Campus Plan, Georgetown analyzed the campus to determine whether additional sites could permit additional on-campus housing. Given the very limited land area available for new construction, the location of and commitments associated with many existing buildings (a number of which are occupied by MedStar Health and used for clinical purposes, which would need to be relocated, and the space either re-built or extensively renovated for housing use), topography limitations, and engineering and design challenges, and based on input from its consultants and others, the University concluded that meaningful additional on-campus housing generally was not feasible in the next 10 years, with the exception of the 1789 block, which was opposed by the community. All of the examined sites were either already approved in prior plan for other critical facilities (and have been through related second stage review) or were too small to accommodate enough housing units to permit an economically viable construction project.

## **3.3 Provide Continued Leadership and Innovation in Managing Off-Campus Impacts**

Georgetown University operates a comprehensive and expansive program to educate students about the responsibilities attendant to off-campus living and to address – proactively where possible – neighborhood concerns regarding noise, trash, and other impacts. Led by the Office of Off-Campus Student Life (OCSL), Georgetown’s comprehensive off-campus program is operated in coordination with the University’s Department of Public Safety and the Metropolitan Police Department.

## Georgetown University 2010-2020 Campus Plan

At the core of Georgetown's off-campus programs are successful measures that prevent the occurrence of adverse impacts due to noise, trash, and other disorderly conduct. Not only are students educated on the rules and expectations for off-campus behavior, the University also provides a multi-pronged, permanent administrative presence on neighborhood streets to monitor student conduct and deter disruptive behavior. The goal of these efforts is to directly address student activity – in student homes and on the public streets – before student behavior becomes disruptive. These efforts also serve as privately funded operations that increase neighborhood security and supplement police, trash, and transportation services provided by the District government.

In conjunction with the development of the 2010 Plan, Georgetown University renewed its commitment to assess its off-campus student life program and implemented several new and meaningful steps to further bolster this program. Described in more detail below, these enhancements include:

- The addition of three off-duty, University-paid Metropolitan Police Department (MPD) officers to patrol the neighborhoods surrounding campus during nighttime weekend hours.
- The addition of a second Student Neighborhood Assistance Program (SNAP) patrol car during nighttime weekend hours to strengthen the University's ability to proactively address, and respond to, issues of student safety, student behavior and street noise. As of 2010, SNAP coverage was also extended to the summer months, with a single car patrolling during those times.
- The addition of two full-time University-employed staff members living and working in the neighborhoods as Community Advisors, who serve as a liaison between students and community members and provide educational and policy enforcement support.

Although over time these measures may be refined and modified, and further measures may be taken, Georgetown's initiative in undertaking actions that are unparalleled in the District of Columbia evidences the University's commitment to the local community.

The core elements of the University's off-campus student life program, including the new elements incorporated as a part of the 2010 Campus Plan, are summarized below.

### *3.3.1 Well-established Office of Off-Campus Student Life In Neighborhood*

In its efforts to address community concerns about student behavior in the West Georgetown and Burleith neighborhoods, the University has developed one of the most robust off-campus student life programs in the nation, centered in the Office of Off-Campus Student Life. This office, located in the West Georgetown neighborhood, is staffed with four full-time professional staff, as well as part-time SNAP personnel and student staff. The office's approach includes proactive, affirmative educational outreach efforts and meaningful enforcement tools. This approach has been carefully designed to educate students about their responsibilities as community members, to enhance student and neighborhood safety, and to be directly responsive to concerns about student impacts in the neighborhoods.

### 3.3.2 Educational Programming

*Mandatory Orientation.* Georgetown requires all students living off-campus to participate in an orientation program that provides students with information on the applicable rules and standards governing trash disposal, noise, parties, and other potentially disruptive behavior. During this orientation, OCSL staff reinforces the University expectation that all students will conduct themselves in a respectful, dignified, and responsible manner, and adhere to all District laws, University policies, and community standards of consideration for and kindness towards others.

*New Community Contract.* Georgetown will implement a mandatory Community Contract in Fall 2011 for all undergraduate students who will live off-campus. The contract will outline the responsibilities incumbent on students living in the local neighborhoods, and students will be required to sign the Community Contract during the required off-campus orientation. The Contract will serve as an educational tool to reinforce to students the expectations for their behavior, the resources available to support them in fulfilling these obligations, and the consequences if they fail to comply with expected standards of conduct.

*New Community Advisors.* In August 2010, Georgetown hired two new professional staff members to serve as Community Advisors, and to live in the surrounding neighborhoods. The Community Advisors, who are trained student affairs staff members similar to residence hall directors on campus, facilitate communication between students and neighbors, and lead proactive initiatives to identify and address individual issues as they arise. Community Advisors are key partners in the University's multi-faceted efforts to educate students about the responsibilities and expectations for off-campus living. Community Advisors are available during evening and weekend hours, and work closely with the Student Neighborhood Assistance Program described below.

*Student Neighborhood Assistance Program (SNAP).* SNAP is a hallmark of the University's OCSL program. A unique and innovative effort to engage students affirmatively, prevent problems before they occur, and be available to respond promptly when issues are reported, SNAP is a neighborhood patrol service, and is staffed by a team of trained student affairs professionals and private security officers who patrol the Burleith and West Georgetown neighborhoods in marked cars on Thursday, Friday, and Saturday nights. While on patrol, SNAP regularly and proactively engages students to advise them when behavior or actions could become disruptive. SNAP is also strategically directed to pay specific attention to certain houses or blocks that may be more likely to generate reports of misconduct. SNAP is highly effective in deterring potential instances of misconduct before they arise. To be more responsive to community concerns and to minimize student impacts, Georgetown added a second SNAP patrol car in spring 2010, which allows one car to focus on West Georgetown and another to focus on Burleith. SNAP officers carry cell phones, the numbers for which are provided to the community on a regular ongoing basis such that they may call SNAP directly as issues arise, further enhancing the ability for SNAP to respond promptly.

*MPD Reimbursable Detail.* As a part of the University's on-going efforts to minimize impacts on its neighbors and to develop a robust educational program for its students, Georgetown agreed to fund three off-duty MPD officers (a "reimbursable detail") on Thursday, Friday, and Saturday nights during the academic year. These off-duty officers directly supplement the city-funded

police presence around the University and help to address safety and quality of life issues. They closely coordinate their activities with the University and, through strategic positioning and patrolling at key locations, work to address community safety concerns and to deter potential student noise and other misconduct, both at student houses and on the surrounding neighborhood streets.

*Addition of Summer SNAP and Reimbursable Detail.* In 2010, Georgetown provided proactive patrolling during the summer months, including one SNAP car and two reimbursable detail officers, during Thursday, Friday, and Saturday nights.

### *3.3.3 Alternative Transportation Services Designed to Minimize Impacts*

*Shuttle Services.* The University offers a late-night shuttle service on weekends around the Burleith and West Georgetown neighborhoods. By providing students an alternative to walking in neighborhood streets late at night, the shuttle services are designed to offer students additional security and reduce walk-by noise on neighborhood streets. The shuttle service operates in a continuous loop from 11 PM until 3 AM Thursday through Saturday. The University also provides the SafeRides service, which enables students to request an individual ride to or from campus and any location in the Burleith or West Georgetown neighborhoods. SafeRides is available seven days a week.

### *3.3.4 Real-Time Response to Allegations of Student Misconduct*

While Georgetown's efforts to educate and prevent disruptive behavior are successful at avoiding most disruptive behavior, the University also makes a concerted effort—and expends considerable resources—to develop a coordinated response and tracking system that is directly responsive to all complaints. The University responds to complaints in two primary ways. First, when SNAP is in operation on Thursday, Friday and Saturday nights, its trained professionals can directly respond to reports of disruptive behavior. Second, after each weekend, the University collects complaints of student misconduct from multiple sources (Hotline, MPD, DPS, SNAP, etc.), carefully reviews each of them, and determines whether disciplinary action is warranted.

*Hotline.* Georgetown operates a 24-hour hotline to provide neighbors with the ability to seek the University's assistance in real time. The number, **202-687-8314**, is publicized to the community and actively promoted by the University as a means for addressing concerns regarding student behavior. On Thursday, Friday, and Saturday nights, Hotline calls are directly routed to SNAP, so that the patrol cars already present in the community will be able to promptly respond to and address each complaint in real time. The University documents each report of misconduct and refers it to an appropriate administrator for response and follow-up.

*SNAP and Reimbursable Detail.* As noted above, the University has increased the number of SNAP patrols and added three off-duty MPD reimbursable detail officers as part of its effort to promptly and immediately respond to reports of disruptive behavior. The University's Department of Public Safety provides additional patrol and response presence on East Campus.

*Collecting Reports of Student Behavior.* Each Monday morning, OCSL collects activity reports from the Hotline and SNAP, as well as from the off-duty MPD reimbursable detail and from MPD's Second District, when available. Any reports received directly from a neighbor to a recipient other than the Hotline or SNAP are also referred to OCSL for review and further action as appropriate.

*Weekly Evaluation and Review.* OCSL staff evaluates all reports of misconduct they receive from any source, including reports resulting from proactive interactions with students and those that were responses to reports of misconduct. These evaluations also permit OCSL staff to determine, on a weekly basis, whether adjustments should be made to SNAP patrols, reimbursable detail locations, or other measures to more effectively target objectionable behavior.

### *3.3.5 Robust Conduct Policies and Enforcement to Deter Future Misconduct*

Georgetown University takes seriously the conduct of students who live in properties off-campus. In instances where students have breached the University's expectations for behavior as outlined in the Code of Student Conduct, the University pursues appropriate sanctions.

*Sanctions.* Georgetown investigates each allegation to confirm whether a violation of the Code of Student Conduct occurred. Among other things, these investigations include requiring students about whom the University receives conduct complaints to have an in-person meeting with a University administrator. When a violation of the University's Code of Student Conduct is confirmed, the University follows up with sanctions pursuant to the Code. The severity of each sanction depends on the facts and circumstances surrounding each incident of misconduct, and can range from a warning to disciplinary probation for first-time incidents. When appropriate, the University also provides notification of the confirmed violation to other parties, including the landlord, parents, and academic deans and athletic coaches. Sanctions have proven to be effective in deterring future misconduct.

*Serious Sanctions for Repetitive Misconduct.* Georgetown takes very seriously repeated violations of its community standards, and the University imposes rapidly accelerating and serious sanctions when students or addresses have repeated, documented violations of the Code of Student Conduct. These sanctions may include parental notification, imposition of disciplinary probation, relocating a student to on-campus housing and/or imposing disciplinary suspension.

*Repetitive Concerns Policy.* When an address is subject to multiple complaints for any reason (trash, noise, etc.), the University, through OCSL, sends a letter to the property owner notifying the owner of the repeated complaints, explaining the nature of those complaints. If the problems are not remedied, the address may be removed from the Off Campus Housing website, and future student residents will be required to meet with OCSL staff to ensure they are aware that the address has a history of ongoing issues, and that they will be held accountable for future misconduct.

### **3.4 Leading Sustainable Design and Transportation Solutions**

The 2010 Campus Plan continues Georgetown's long tradition of integrating smart and sustainable initiatives into campus development and operations. A full discussion of existing and proposed sustainability initiatives is attached as Exhibit Q.

#### *3.4.1 Advancing Progressive, Sustainable Design and Operations*

Under the 2010 Campus Plan, Georgetown will continue to design all new facilities and major renovations to existing facilities to a minimum of LEED Silver certification. Future buildings also will utilize storm water management features similar to those used throughout the campus, including green roof facilities and pervious surfaces. The new science center will utilize a cistern to store rainwater which will be treated for reuse in irrigation. Wind spires are being studied as a source of power for exterior lighting.

Georgetown has also adopted a goal of significantly reducing its carbon footprint by 2020. In 2008, Georgetown University completed its first greenhouse gas inventory and carbon footprint estimate. Over 98% of the University's greenhouse gas emissions are from electricity and natural gas used for heating and cooling. Reducing emissions tied to these activities will be the focus of the University's efforts. Overall, emissions per square foot have fallen by approximately 19% since 2006 due to a variety of factors, including improved efficiency at the central heating and cooling plant, energy conservation initiatives, changes in the mix of energy used, and a greater use of "clean" sources of energy by local energy companies.

#### *3.4.2 Improving a Comprehensive Multi-Modal Transportation Plan*

For decades, Georgetown has developed and implemented an aggressive Transportation Demand Management (TDM) program that promotes the use of alternative modes of transportation and creates disincentives relating to single occupancy automobile use. The University's program is detailed on the TDM matrix attached as Exhibit R. Reflecting the University's commitment to self-assess, the 2010 Campus Plan includes commitments to monitor and report on the performance of its TDM programs.

#### *GUTS and Campus Circulation Improvements*

The centerpiece of the University's TDM program continues to be the successful Georgetown University Transportation Shuttle (GUTS) bus program. Established in 1974 as an alternative to driving for students, faculty, and staff, GUTS serves over two million riders per year. In conjunction with other Transportation Demand Management (TDM) measures, GUTS significantly reduces private automobile trips to and from the campus and demand for on-campus parking.

In the 2010 Campus Plan, the University is prepared to fund construction of an internal loop road that will improve GUTS service on campus by creating stops for major routes on both the north and south ends of campus. Combined with signal timing adjustments at the University's Canal Road entrance and relief from left-turn restrictions and Canal Road capacity constraints in consultation with DDOT, and assuming receipt of necessary regulatory approvals, the internal loop road also will permit the University to reorient GUTS buses away from neighborhood

## Georgetown University 2010-2020 Campus Plan

streets. Georgetown also will improve pedestrian facilities and amenities at GUTS stops. The improvements required to route GUTS buses away from neighborhood streets will require significant expense to the University, both to construct the initial improvements and to maintain the roadways over the life of the 2010 Plan and beyond.

As a part of the 2010 Campus Plan, the University will work with DDOT to explore the potential realignment of the intersection of the campus entrance at 38th Street and Reservoir Road, including the addition of a short left turn lane from Reservoir Road into campus. The Hospital will evaluate pick-up and drop-off locations, including taxi and valet operations, as future hospital improvements are designed to avoid conflicts with traffic flowing to and from the parking garages.

### *Pedestrians*

Given the range of amenities available both on-campus (including a grocery store, bank, convenience stores, and dining options) and within walking distance (the Georgetown shopping district), walking is the mode of choice for most students and many faculty and staff. As addressed elsewhere, the 2010 Campus Plan incorporates improvements that will improve pedestrian mobility and minimize pedestrian-vehicular conflicts on campus.

### *Bicycles*

Georgetown currently provides over 1,600 bicycle parking spaces at 97 racks in 43 locations throughout the campus, including at all residence halls and most academic and administrative buildings. In addition, all students, faculty, and staff are able to shower at Yates Field House, and a locker in the Field House is available for a nominal fee. Georgetown promotes cycling use, and recently worked with DDOT to establish a location for a Capital Bikeshare station at the campus main gates at 37<sup>th</sup> and O Streets.

During the period covered by the 2010 Campus Plan, the University will monitor bicycle parking demand, add new bicycle racks where needed, explore opportunities for additional covered bicycle parking options, and work with DDOT to identify potential locations for future expansion of the Capital Bikeshare program on and near campus.

### *Parking*

The University currently operates with a parking cap of 4,080 spaces. These spaces are allocated between the University and the Hospital pursuant to the University's lease agreement with MedStar, with 2,700 spaces allocated for Hospital use and 1,380 spaces allocated for use by the University for faculty, staff, visitors, and, on nights and weekends, students.

Georgetown aggressively manages its limited parking supply to reduce parking demand. The University:

- controls the number of parking permits issued, and does not issue on-campus permits to students;

- has increased parking rates by 78% over the past ten years to discourage driving, using the rate increase-related revenue to fund, in part, the GUTS program;
- offers satellite parking at discounted rates, with transportation to campus provided through the GUTS program;
- subsidized satellite parking at a cost of \$750,000 in FY 2009;
- shifted the work schedule for several hundred service employees from days to nights in part to manage parking demand and initiated telecommuting in some departments, which has resulted in reduced demand for parking, particularly during peak periods;
- improved access to the Southwest Quad garage; and
- offers deeply discounted parking rates for evening and weekend students to encourage parking on campus rather than on neighborhood streets.

Notwithstanding these efforts, the campus parking supply often reaches capacity during the off-peak periods in the middle of the day, due to added demand from visitors and, in the case of the Hospital, patients. While GUTS and other TDM measures are publicized and open to visitors and patients, shuttles are not often used because of the irregular nature and short duration of visitor and patient trips. Further, Hospital patients who are ill or have mobility difficulties are better served by taxi or other means.

To accommodate these visitors and patients, Georgetown requests on MedStar's behalf an additional 750 new on-campus spaces. These parking spaces will be included in the parking structures carried over from the 2000 Campus Plan or will otherwise be incorporated in future Hospital improvements, subject to conforming amendments in the lease between Georgetown and MedStar.

In addition, to accommodate increased University needs and to take pressure off of residential street parking, Georgetown requests permission to use 250 existing, but unused, parking spaces. These spaces are located primarily in the Southwest Quad garage and in the lot in front of McDonough Gymnasium, but are not used because of the existing parking cap. These spaces, which are at the south end of campus and are easily accessed from the Canal Road entrance, could be put immediately into service to address parking demand for University visitors without any new cost or construction.

The University and Hospital will continue to manage the issuance of parking permits to faculty and staff members to ensure that the additional parking spaces are primarily available for visitor and evening student use. With these additional spaces, the University and Hospital will be able to accommodate the increased parking demand for visitors and patients.

### **3.5 Modernize and Improve Medical Center and Hospital Facilities to Meet Patient Needs**

The 2010 Campus Plan retains a series of critical facility improvements relating to the Medical Center and Hospital contained in the existing Campus Plan. In conjunction with MedStar

Health, Georgetown provides neighborhood and District residents with cutting-edge medical care through the Hospital and Medical Center. To keep pace with technological and regulatory changes and to meet anticipated patient demands, the Hospital and Medical Center must upgrade their facilities.

Plans for the Medical Center carry forward projects that were included in the 2000 Campus Plan and incorporate additions and improvements needed to advance the Medical Center's educational and research missions. The 2010 Campus Plan also carries forward planned improvements for the Hospital already approved in the existing campus plan, including an addition to the Lombardi Cancer Center, new buildings and parking facilities on Lots A and B. In addition, the 2010 Campus Plan calls for up to 500,000 square feet of new gross floor area to accommodate improvements and enhancements to existing Hospital buildings.

## SECTION 4. BENEFITS OF THE 2010 CAMPUS PLAN

The 2010 Campus Plan is intended to balance the University's needs and the concerns of the surrounding communities and the interests of the city as a whole. This plan provides a level of predictability with respect to the location, density, and use associated with future University development projects. In addition to the physical features of the Plan, the University has agreed to make numerous and substantial commitments in response to community concerns.

### 4.1 Key Commitments

#### 4.1.1 *Provide Consistent Measurement and Management of Student Enrollment*

For the first time, Georgetown will voluntarily agree to a total Main Campus student enrollment maximum as a part of the 2010 Campus Plan. This proposed maximum will accommodate existing population as well as anticipated growth in the graduate and continuing studies programs that, as described elsewhere in this Campus Plan, will not have objectionable impacts on the surrounding communities.

Also for the first time, Georgetown will not request a further increase in undergraduate enrollment. The University will freeze traditional Main Campus undergraduate enrollment at currently-permitted levels.

As detailed in Exhibit K and Exhibit L, Georgetown has proposed clear and enforceable definitions in connection with the total student enrollment maximum and the traditional undergraduate maximum. In both cases, the University will work with the Office of Planning to finalize clear, enforceable definitions and will submit these as conditions of approval of the Campus Plan.

#### 4.1.2 *Identify and Pursue Opportunities to Establish Satellite Locations for Continuing Studies Programs*

Georgetown will, as a part of the 2010 Campus Plan, identify and pursue opportunities to establish satellite locations for some of continuing studies programs. Georgetown currently is

exploring potential transit-oriented locations elsewhere in the District. Moving continuing studies programs – a possibility that the University has committed to investigate – will reduce traffic impacts on Main Campus and also will allow growth and new audiences to benefit from these programs.

#### *4.1.3 Enhance the Campus-Based Undergraduate Residential Experience*

Georgetown will continue to provide 5,053 beds for undergraduate students for the duration of the 2010 Campus Plan period.

The 2010 Campus Plan calls for improvements such as a new student center, improved athletic facilities, and an addition to the main library that will promote vibrant academic, social, and co-curricular activities centered on campus. Continued improvement of campus pedestrian facilities also is contemplated by the 2010 Campus Plan. Altogether, these improvements will strengthen the campus-based residential experience for undergraduate students.

#### *4.1.4 Increase Accountability and Strengthen Enforcement of the Off-Campus Student Life Program*

As a part of the 2010 Campus Plan, Georgetown has implemented multiple enhancements to its off-campus student life program, including doubling the number of SNAP patrol cars, funding three off-duty MPD officers on weekend nights and placing two Community Advisors in the surrounding neighborhoods, which dramatically increase the University's administrative presence in the surrounding neighborhoods in a variety of ways. As described in this Campus Plan, increased educational programming regarding conduct, enhanced enforcement and strict sanctions for violations also have been implemented. These additional measures will further the off-campus student life program's educational mission, permit greater proactive deterrence of misconduct, and improve the program's effectiveness.

#### *4.1.5 Develop all New Construction to LEED Silver Certification and Significantly Reduce the University's Carbon Footprint.*

The 2010 Campus Plan incorporates Georgetown's commitment to smart and sustainable growth, including a commitment to construct all new buildings and major renovations to a minimum of LEED Silver and a commitment to reduce the University's carbon footprint significantly through operational and program changes by 2020.

#### *4.1.6 Construct an On-Campus Loop Road to Enhance GUTS Service and Reroute Buses off Neighborhood Streets*

The 2010 Campus Plan calls for the completion of an on-campus loop road that will permit GUTS buses to turn around on campus. The on-campus loop road will significantly enhance GUTS service by permitting major lines to serve both ends of campus, and will permit the University to reroute GUTS buses off neighborhood streets. Note, however, that the University's ability to implement this improvement is contingent upon cooperation from federal and District agencies, including the National Park Service and the District Department of Transportation, similar to the coordinated approach taken with respect to the Canal Road entrance.

*4.1.7 Establish Regular Monitoring and Reporting of Compliance with Conditions and Commitments*

The 2010 Campus Plan includes a commitment to provide annual reporting on adherence to key commitments, including enrollment, housing, student conduct, and transportation demand management measures.

**SECTION 5. COMPLIANCE WITH PROVISIONS OF THE CAMPUS PLAN REGULATIONS**

In all respects, the 2010 Campus Plan fully complies with Section 210 of the District of Columbia Zoning Regulations. Specific zoning requirements are addressed in the sections that follow.

**5.1 Sub-section 210.1 - College or University which is an Academic Institution of Higher Learning.**

See Act of Congress, attached hereto as Exhibit A, dated September 18, 1814, establishing the College of Georgetown in the District of Columbia.

**5.2 Sub-section 210.2 - Such Use is Located so that it is not Likely to Become Objectionable to Neighboring Property.**

*5.2.1 Uses Contemplated by Georgetown's 2010 Campus Plan Will Not Become Objectionable Due to Student Conduct Impacts*

*Undergraduate Students*

The proposed Campus Plan will not create objectionable conditions resulting from student conduct due to a combination of four measures:

- Freeze on traditional undergraduate enrollment at currently-permitted levels;
- Provision of University housing for the large majority of the undergraduate population;
- Positive effects of the comprehensive off-campus student life program; and
- Enhancement of on-campus student life amenities.

Each of these elements goes beyond the efforts of other universities in the District and is effective at reducing impacts associated with students who live in the surrounding neighborhoods.

Georgetown's off-campus student life program, in particular, takes aggressive proactive measures to educate students regarding the responsibilities and expectations for behavior off-campus and to enforce those expectations. The University has deployed significant resources to the surrounding neighborhoods as constant reminders of these expectations, both on a day-to-day basis and, in particular, on Thursday, Friday, and Saturday evenings. Together, program efforts

such as SNAP, MPD reimbursable detail, and the community advisors have proven to be effective in deterring potential misconduct. All of these efforts are reflected in the 2010 Campus Plan.

Georgetown's off-campus program also incorporates extensive measures that respond to reports of misconduct and enforce the Code of Student Conduct. The additional SNAP staff and off-duty MPD officers under the 2010 Campus Plan, in particular, bolsters the University's ability to provide a real-time response to calls to the University Hotline as well as to quiet street noise or house activity encountered during patrols. After each weekend, Georgetown reviews and evaluates all recorded encounters and incidents—as well as reports received from MPD—and determines whether additional sanctions or measures are warranted, and, if so, what sanctions or measures are appropriate. When imposed, sanctions have proven to deter future misconduct. To address the few students or addresses that have repeated, documented violations despite the measures taken by the University, the University imposes strict and appropriate sanctions.

#### *Graduate, Professional and Continuing Studies Students*

Likewise, Georgetown's graduate, professional, and continuing studies populations will not impose objectionable impacts. The majority of these students generally live outside of the immediate neighborhoods surrounding campus, and those that do choose to live in apartments and other one- or two-bedroom arrangements tend not to live in group houses.<sup>2</sup> This is not surprising as the average graduate student is over 29 years old and often has job, lifestyle, family, and other priorities that dictate housing choices, rather than proximity to school.

The University's experiences indicate that Georgetown graduate students who do live in the neighborhoods surrounding Georgetown rarely generate complaints. To the extent that graduate students do live in the local neighborhoods, Georgetown's off-campus initiatives also apply to these older students and will proactively address or respond to reports of misconduct.

Continuing studies students, like the University's graduate and professional students, generally have demographic characteristics that are very different from those of undergraduate students. In addition to being older, many continuing studies students seek career and job opportunity enhancement, often while maintaining existing employment.

Given all of the above, the uses contemplated by Georgetown's 2010 Campus Plan will not become objectionable due to either undergraduate or graduate, professional or continuing studies student conduct.

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<sup>2</sup> Students in the School of Medicine are an exception to this pattern; they are more likely to live near campus and in group houses because of rigors of the M.D. program and the importance of proximity to the Medical Center and Hospital. Just as the University has agreed to freeze undergraduate enrollment to currently permitted levels, the University has agreed to freeze School of Medicine enrollment at current levels (approximately 830 students per semester) over the ten-year period of the 2010 Campus Plan.

*5.2.2 Uses Contemplated by Georgetown's 2010 Campus Plan Will Not Become Objectionable Due to Traffic or Parking Impacts*

*Traffic*

As discussed above and detailed in Exhibit R, Georgetown University has effectively implemented a strong series of Transportation Demand Management measures for decades. Anchored by the GUTS shuttle bus system, which carries over 2 million riders per year, these measures have proven to encourage transit use and discourage driving. Georgetown also has invested in campus improvements that have, over the past decade, enhanced the ability of the Canal Road entrance to handle traffic entering from the south.

Going forward, Georgetown will maintain and enhance these TDM efforts. In particular, as part of this Campus Plan, the University proposes to complete an on-campus loop road that will permit the two primary GUTS lines (the Dupont Circle and Rosslyn Metro shuttles) to serve both ends of campus, further increasing the effectiveness of GUTS as a convenient and reliable alternative to driving. The proposed on-campus loop also will permit routing the Dupont Circle shuttle bus to the Canal Road rather than the Reservoir Road campus exit, avoiding transit through the Georgetown neighborhoods and reducing the traffic impact of GUTS buses in the residential neighborhood. Note, however, that the full implementation of the on-campus loop requires cooperation from both federal and District agencies.

*Parking*

Georgetown currently provides 4,080 on-campus parking spaces, including 1,380 spaces for University use and 2,700 spaces for Hospital use. See Exhibit S. As reflected elsewhere in this Plan, Georgetown's campus-wide TDM efforts are effective in managing parking demand for those who come to campus on a regular basis.

During the off-peak travel periods in the middle of the day, however, insufficient parking is available to meet the demand of infrequent visitors, such as Hospital patients and visitors to the University and Hospital. Despite the University's extensive efforts to publicize the multiple modes of transportation to campus, those coming for one-time or irregular visits are more likely to drive to campus. Campus visitors, for example, are often prospective students, families or other out-of-town visitors. Hospital-relating parking demand stems in part from the needs of patients, who may require rapid transport, or who may be ill or have mobility challenges, making public transit difficult. Based on healthcare trends reflecting a shift towards ambulatory and outpatient services and an increase in the number of individuals seeking care due to expanded healthcare insurance coverage, Hospital-related parking needs are expected to increase over the period of the 2010 Campus Plan.

Georgetown proposes an increase in the number of parking spaces on behalf of MedStar and with respect to University operations, to be created as detailed above. See Section 3.4.2. In both cases, the additional parking spaces will accommodate visitors and patients coming to campus during non-peak travel hours.

Notwithstanding this proposed increase in the number of parking spaces, Georgetown will continue to implement parking demand measures to discourage driving to campus. These

## Georgetown University 2010-2020 Campus Plan

measures will include: maintaining high parking rates for on-campus permits; offering discount parking rates at satellite parking locations; managing the issuance of on-campus parking permits to faculty and staff; and declining to provide students with on-campus parking permits. For these reasons, the additional parking supply is not expected to generate objectionable traffic impacts during the peak commuter periods.

### *5.2.3 Uses Contemplated by Georgetown's 2010 Plan Will Not Cause Objectionable Impacts Due to the Number of Students*

#### *Undergraduate Students*

As discussed in this 2010 Campus Plan, the University will freeze traditional Main Campus undergraduate enrollment at currently-permitted levels, will continue to provide the same number of on-campus beds, will continue its on-campus residence policies, will enhance the on-campus environment and experience, and will continue its robust implementation and enforcement of off-campus conduct policies and management efforts. As a result, the University would not expect the number of undergraduate students living in the surrounding neighborhoods to increase.

The impacts of students living in the local community will be managed by a number of elements described in this Campus Plan that, taken together, will address community concerns, including:

- 5,053 on-campus beds made available by the University, including a variety of housing types, combined with continued improvements to the quality of on-campus housing;
- Policies requiring all freshmen and sophomores, as well as transfer students under 21, to reside on-campus;
- Enhancing the comprehensive Off-Campus Student Life programs, which proactively address potential impacts and provide a real-time response to actual impacts;
- Policies and practices that discourage students from bringing cars to the District; and
- Improvements to on-campus programming and facilities.

#### *Graduate and Continuing Studies Students*

Although this Campus Plan contemplates an increase in the number of graduate and continuing studies students over the next decade, these students are older, more mature, and less likely to live in the surrounding neighborhoods. The average graduate student is over 29 years old and often has job, lifestyle, family, and other priorities that dictate housing choices, rather than proximity to school. The Zoning Commission has previously found that such graduate students are “not likely to relocate in close proximity to the University and thus will not affect the housing market.” See Z.C. Order No. 02-20 at 8 (Catholic University of America 2002 Campus Plan).

To the extent that graduate students choose to live in the neighborhoods surrounding Georgetown, they do not impose objectionable impacts on the neighboring properties. Graduate students, because of their age and place in life, are more likely to live in apartments and other one- or two-bedroom arrangements than in group houses. Furthermore, graduate students

generate very few complaints, and in any event would be subject to the full range of the University's off-campus initiatives, including related enforcement and sanctions for misconduct.

As discussed above, the demographic characteristics of continuing studies students, combined with the University's commitment to explore the possibility of relocating some School of Continuing Studies programs to other DC locations, support the conclusion that the proposed increase in continuing studies enrollment will not result in objectionable impacts relating to conduct in the Main Campus community.

Finally, the graduate and continuing studies students will not impose objectionable parking or traffic impacts. The GUTS bus system and other University TDM measures provide ample alternatives for graduate students to come to campus by means other than private vehicle. Furthermore, the University does not issue parking permits to graduate students, which discourages daytime graduate students from driving to campus.

While continuing studies students in evening programs are more likely to drive to campus (primarily because most come directly to class from their daytime employment), Georgetown has addressed these impacts in the 2010 Campus Plan through measures that have improved access to the Canal Road entrance. In addition, the University has committed to continue investigating the relocation of some continuing studies programs to other DC locations that are public transit-convenient.

Therefore, for all of the reasons discussed above, the existing number of undergraduate students and proposed increase in graduate and continuing studies students enrolled at the University will not generate objectionable impacts.

#### *5.2.4 Uses Contemplated by Georgetown's 2010 Campus Plan Will Not Generate Other Objectionable Conditions*

The 2010 Campus Plan will not create other objectionable conditions; in fact, Georgetown's continued investment in and service to its community through excellence in sustainable design and operation, significant outreach and service initiatives, job creation, and other positive social and economic impacts will create positive impacts for the surrounding neighborhoods as well as the District of Columbia as a whole.

### **5.3 Sub-section 210.3 - Compliance with the Maximum Bulk Requirements**

The campus is located within the R-3 and C-1 zoning district and its total gross floor area cannot exceed the R-5-B limit of 1.8 FAR. The proposed additional gross square footage and existing square footage will result in a FAR of 1.56, or 0.24 below the 1.8 FAR permitted under the zoning regulations. See Exhibit J.

#### **5.4 Sub-section 210.4 - Submission of the Plan as a Whole Showing Location, Height and Bulk, Where Appropriate of All Present and Proposed Improvements**

##### *5.4.1 Buildings, Parking and Loading Facilities*

As shown on Exhibits E and J, the University has developed a plan for the campus as a whole that shows the location, height and bulk of all proposed improvements. These new buildings, when combined with the proposed improvements to pedestrian pathways, campus roadways, and open spaces, will result in a more attractive, walkable, and sustainable campus.

##### Buildings

The University has conducted a study using internal analysis and benchmarking with peer institutions to quantify the space required for its needs. Consistent with the results of the study, the proposed Campus Plan calls for new building development as set forth below:

- Academic/administrative: 194,500 square feet of gross floor area
- Residential/campus life/athletics space: 196,500 square feet of gross floor area
- Medical/health care space: 1,041,436 square feet of gross floor area
- Academic/administrative/medical/health care space: 97,500 square feet of gross floor area

##### Parking and Loading

As discussed in detail above, the 2010 Campus Plan calls for substantial improvements to campus roadways intended to improve pedestrian movement through campus and to provide separate roadways for ease of circulation by campus service vehicles, including GUTS buses.

The current locations of campus parking facilities are shown on Exhibit S. These spaces are largely concentrated in the Southwest Quad parking garage, Leavey Center garage, and other garages associated with the Hospital on the north side of campus. Under the 2010 Campus Plan, the University proposes additional parking spaces to accommodate visitor and patient demand. Again, spaces needed to accommodate the University's visitor demand are already constructed and immediately available for use, and are accessed from Canal Road. Other parking spaces would require construction and would likely be located on the north end of campus adjacent to the Hospital.

West Road is the primary artery for campus service vehicles, and existing as well as proposed service and loading areas are accessed from the network of service drives through campus. See Exhibit T. Under the 2010 Campus Plan, the completion of the on-campus loop road will permit more efficient on-campus circulation of emergency, GUTS shuttle, and other service vehicles. See Exhibit U. The completion of the loop road also will permit the University to use Tondorf Road primarily for pedestrian use. See Exhibit V.

#### *5.4.2 Screening, Signs, Streets, Public Utility Facilities*

##### Landscaping

As an integral part of the 2010 Campus Plan, Georgetown will enhance the prominence of open space on the campus to maximize use and enjoyment in keeping with the environmental integrity and historic context of the campus. The landscape plan integrates new buildings and open spaces into the campus through the extension and enhancement of the pedestrian pathway grid. These landscape improvements will reinforce the transformation of this portion of campus into a more pedestrian-dense environment as a result of the completion of the Southwest Quad and the new academic quad containing the business and science buildings. A common language of paving materials, site furnishings, and planting will continue to unify the campus.

##### Signage

The University will enhance its visual and graphic communication on-campus through updates to its way-finding system and related design guidelines as part of the overall campus planning efforts.

##### Utilities

Georgetown University is well served today because of an extensive retrofit of its utility infrastructure undertaken in the mid-1990s. As discussed above, the central heating and cooling plant produces steam and chilled water to serve University and Hospital needs, and other campus buildings contain sustainable features such as solar panels and a thermal storage tank that supplement the central plant's operations.

#### *5.4.3 Athletic and Other Recreational Facilities*

The 2010 Campus Plan continues Georgetown's efforts to improve the University's athletic and recreational facilities for both intercollegiate athletics and recreational use alike. In addition to completing the improvements previously approved under the 2000 Campus Plan, such as the multi-sport facility and the athletic training facility, the 2010 Campus Plan proposes an addition to McDonough Gymnasium, improvements to North Kehoe Field, and a roof over Kehoe Field to permit year-round use of that field. Kehoe Field also serves as the roof to the primary on-campus recreation facility, the Yates Field House. Completion of the roof over Kehoe Field will also address long-standing water damage issues that affect Yates Field House below, and permit the future renovation of that facility as well.

#### *5.4.4 A Description of All Activities Conducted or to be Conducted therein and of the Capacity of All Present and Proposed Campus Development*

The activities conducted on the Main Campus include activities associated with general university use as well as auxiliary uses. The following general mixed-use categories generally describe the activities on campus:

- Academic/administrative – classrooms; laboratories; libraries; faculty offices; parking; administrative offices; conference facilities; auxiliary services; and accessory uses such as child development centers, heating and cooling plant, and limited support functions.
- Residential/campus life/athletic – housing both temporary and long term; athletic facilities; auxiliary services; and student activity facilities.
- Medical/health care –hospital; clinics; physicians’ offices; medical school; medical library; parking; conference facilities; research laboratories; and administrative and related support functions.
- Commercial/investment properties - commercial and/or income producing properties.

Exhibits F and G illustrate the uses of all existing and proposed buildings, respectively, and a narrative description of the existing areas of campus as well as proposed improvements under the 2010 Campus Plan is included in Exhibit I. These uses, at the sizes and locations proposed, are unlikely to generate objectionable impacts on the surrounding community.

#### **5.5 Sub-section 210.5 - No Interim Use of Property is Proposed**

No interim use of residentially-zoned property within a reasonable distance of campus is proposed.

#### **5.6 Sub-section 210.6 - No Major New Building is Proposed to be Moved Off-Campus**

The 2010 Campus Plan does not include a proposal to move any major new building off-campus.

#### **5.7 Sub-section 210.7 - Compliance with the Policies of the District Elements of the Comprehensive Plan**

The 2010 Campus Plan will be implemented in a manner that fulfills the goals of the District of Columbia Comprehensive Plan. In general, implementation will encourage private sector growth and will improve community labor force skills and employment opportunities. The 2010 Campus Plan also supports objectives in the Comprehensive Plan relating to solid waste management, improved air quality, land area protection, environmental health, sanitation, and energy conservation.

The 2010 Campus Plan will fulfill major goals of the Comprehensive Plan pertaining to architectural character, building height limitations, physical and symbolic imagery, streetscapes, sidewalks, urban parks and places. With regard to architecture and planning, the 2010 Campus Plan will fulfill the goals related to historic preservation and stabilization of neighborhood character. Consistent with the objectives of the Comprehensive Plan, the University intends to develop facilities offering unique opportunities for learning, teaching and research.

Finally, the 2010 Campus Plan addresses the goals of the District Comprehensive Plan related to the containment of health care costs and the extension of medical services to all areas of the city.

**5.8 Sub-section 210.8 - Certification: The Proposed Buildings are Within the Floor Area Ratio Limit for the Campus as a Whole**

Exhibit J lists the computation of the FAR of the proposed construction, FAR of the existing structures that will remain after the completion of new construction, as well as FAR of building projects approved by the Zoning Commission but not yet constructed.

**5.9 Sub-section 210.9 - Referral to the District of Columbia Office of Planning and the District of Columbia Department of Transportation**

The 2010 Campus Plan application was referred to the Office of Planning and the DC Department of Transportation for their review and report.

**SECTION 6. CONCLUSION**

For the reasons set forth above, the 2010-2020 Georgetown University Campus Plan fully satisfies the requirements of the Zoning Regulations. The University respectfully requests that the Zoning Commission schedule a public hearing, and looks forward to the opportunity to present this application to the Commission.