



6. *Master Plan*

Overview

The Master Plan combines the vision of Muskegon Community College with the input of stakeholders and the assessment of existing facilities and sites to identify opportunities to maximize physical assets. The Master Plan supports the College's Strategic Plan by offering tangible facility recommendations that give structure and direction for the future development of MCC.

The Master Plan also organizes new, expanded, and renovated facilities and site projects together in a single vision for the future. This assures that any single project will be implemented within an integrated framework that anticipates infrastructure needed to support the project.

The plans that follow illustrate existing facilities, followed by a description of recommended projects. More detailed individual project descriptions are keyed to the site plan. Section 7 includes the cost summaries for each project. Section 8 describes the implementation strategy to achieve these projects.

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Proposed Projects

A. Site

Projects related to the existing MCC campus should retain MCC's core value of stewardship and enhancement of the natural environment. All projects affecting the site and individual buildings should complement the natural environment, enhance its quality, utilize the existing terrain, and take advantage of existing available infrastructure.

Following are individual site-related projects recommended for MCC:

1. Enhanced signage at the northeast corner of Marquette and Quarterline, including substantial landscaping backdrop. Improved visibility of campus buildings through existing stands of trees.
2. Definition of a clear campus edge through additional landscaping materials at southwest corner of Quarterline and Stebbins
3. Identification of a future site for potential student housing. In anticipation of potential future housing or other use, MCC should purchase, as they become available, existing residential properties along Stebbins Road to consolidate this property.
4. Expanded archery range
5. Enhanced campus safety and security
6. Renovation of existing tennis courts



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B. Buildings

Based upon the facility assessments and stakeholder input for future MCC needs, following is a description of recommended projects. For all projects and building improvements, MCC plans to demonstrate its commitment to environmental stewardship by emphasizing sustainability and recycling efforts in the planning, design, construction and operation phases.

It is worth stating here that, although not part of a specific project, addressing deferred maintenance issues is an important ongoing activity at MCC. With buildings dating back to 1965, it is important to maintain this ongoing effort. Each year MCC budgets for various improvements across campus and the expectation is that the College will continue to fund the repair and replacement of existing systems as necessary to sustain proper function and to avoid exponential costs in the future.

Examples of deferred maintenance items are:

- . HVAC system upgrades
- . Roof replacement / repairs
- . Insulation / carpet replacement
- . Window / door replacement
- . Landscaping
- . Furniture / equipment replacement
- . Golf course repairs / upgrades
- . Parking lot resurfacing

A list of specific projects budgeted by MCC for Fiscal Year 2009 / 2010 from the Renovation, Repair, and Replacement Fund can be found in the Appendix of this document.

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1. Bartels-Rode Gymnasium Expansion

The Bartels-Rode Gymnasium is perhaps the most heavily utilized facility on campus, in terms of hours of use. It is a major resource for students, faculty and the community. However, the development of PE and health-related programming, as well as the growing roster of competitive sports teams has largely removed the possibility for students or community members to use the facilities for recreational or personal wellness purposes. Existing facilities are already too small to handle existing staff needs, instructional needs, and appropriate student-athlete needs. The growing MCC enrollment only exacerbates this problem, as more students require PE credits and desire choices for recreational, intramural, and wellness programming.

The proposed expansion includes approximately 27,000 SF of new space, as well as renovation of the existing 17,500 SF facility.

The expanded area would include a new recreational floor area (competitive sports would continue to be played in the original gym.), locker rooms for men and women, a training room, offices for staff and coaches, three studio classrooms for instruction, a new fitness center, a climbing wall, a larger lobby space, a laundry facility, separate storage for indoor and outdoor activity equipment, toilet rooms, and appropriate mechanical, electrical, and custodial space. The entire expansion is visioned on one floor level with universal accessibility.

This facility could also become an extension of the existing student union in the main academic building by offering space for student organizations and limited food service options.

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2. Science Expansion and Renovation

The biology and chemistry disciplines are core to a number of academic programs at MCC, including all Health Sciences. The demand for these courses is strong and consistent. Additional lab capacity would allow the potential to increase class offerings.

The current biology and chemistry labs are located in space built in 1967. Some modifications have been made over the years, but the original configuration, finishes, and infrastructure are largely intact.

The proposed project meets the needs of these programs by renovating approximately 20,000 SF of existing lab and classroom space into larger, technology-rich instructional spaces. The proposed project also adds about 21,000 SF of new space for six new labs, including prep space, and six new instructional classrooms, sized not only for science instruction, but with the capacity to accommodate larger classes in other MCC programs. This new space will allow expansion of course offerings, and will create space to meet national standards for ongoing accreditation. They will also offer MCC the opportunity to expand partnerships and learning opportunities with the Intermediate School District and Muskegon's local chemical industry.

This project also includes the renovation and upgrading of the Carr-Fles Planetarium, which has served the College and the greater Muskegon area since 1972. This facility is used for instruction at MCC, and is also provided free of charge to the general public and local school systems. The entire system, however, is outdated and is based on antiquated technology. This project will upgrade the facility to a digital planetarium instrument with coordinating digital sound. In addition to the new



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equipment, the project will include new theater seating, new finishes, and mechanical and electrical upgrades.

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3. Frauenthal Fine Arts Center Expansion and Renovation for Art, Music, and Media Education

For some time, the Visual Arts Department has been located in a pre-engineered metal building, approximately 60 ft x 140 ft., near the maintenance building and remote from the main campus buildings. Inside are two floor levels: the main level houses five studio spaces for drawing, painting, and ceramics classes as well as continuing education coursework offerings. The second level is not accessible to the handicapped, so it is not used by students. The space is used largely for temporary storage of artwork.

There is no area in the existing building for art exhibition or for classroom instruction opportunities. All ceiling heights are over 20 ft. in the studio spaces, resulting in inadequate lighting and inefficient heating and cooling. Due to extreme temperatures in the building, long-term art storage is not possible.

The proposed project would relocate the art department to a new addition, approximately 26,000 SF on the south side of the Frauenthal Fine Arts Center. This direct connection to the main campus, with maximum visibility from primary parking offers a bold new public image and underscores MCC's commitment to the arts.

The new addition would include five art studios, three instructional classrooms, offices for faculty, an exhibition gallery for display of artwork, as well as support spaces such as kiln room, glaze room, and storage for bulk materials.



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This addition would also include an expanded scene shop and dressing rooms at the Overbrook Theater. The existing Overbrook Theater would be renovated, as would the band and music area of the building as part of this overall project.

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4. New University Park Golf Course Clubhouse

The nine-hole University Park Golf Course is a unique asset for MCC. It is one of two public courses within the city limits of Muskegon. Students, faculty and community members teach, learn and recreate here regularly.

Each year the course is funded by MCC for improvements and the quality of the course has steadily risen. In addition MCC is considering leveraging the value of the course by offering golf management programs, turf management curricula in partnership with Michigan State University, and general use by the Muskegon community.

The existing clubhouse is small and lacks the amenities for instructional or public use. This project includes a new clubhouse of 3,000 SF to include a pro shop, instructional teaching space, storage space, barrier-free toilet facilities, and parking lot improvements.

The existing storage building at University Park would remain as is under this project.

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5. Downtown Muskegon Campus

As part of its new strategic direction, MCC wants to strengthen its mission and position as an economic development engine for the greater Muskegon area. With new development appearing throughout Muskegon's downtown area, MCC is seriously considering a formal presence there. With the opportunity to relocate the visual art department on the main campus to new quarters, this project includes a new building of about 35,000 SF, to be built on a site within the downtown core or within walking distance of the downtown core. This campus would relate well to the art community, the museum community and the theater community already existing in downtown Muskegon, and it would offer students unique opportunities to study and explore art that would not be available on the main campus.

The project would include the same spaces proposed with the art department expansion on the main campus, plus four additional instructional classroom, offices for administrators, and a computer lab. The budget proposed in this master plan assumes new construction on a site already owned by MCC. However, the spaces could be developed within an existing building, assuming it met the criteria of size, location and access to public transportation. A separate budget anticipates this scenario.

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Section 7 contains two project cost estimates for a new downtown center: one is for new construction on property already owned by the College. The other assumes the repurposing / adaptive reuse of an existing downtown Muskegon building. In the case of repurposing an existing building, many variables play a role in developing a project cost, i.e., condition of the existing building envelope, suitability of the structure for educational settings, remediation of hazardous materials, potential for adaptability and flexibility, expansion potential, zoning or historic restrictions, proximity to utilities, and costs of bringing the existing building up to current educational and building code compliance.

This project would represent a major departure from the consolidated campus at Marquette and Quarterline, but it would set a new direction of outreach and community engagement for MCC.

Implementing this project is not without drawbacks:

- a. The sense of separation of students and faculty from the rest of the MCC community would be formalized with this downtown location. This could be seen by some as “exciting pioneering spirit”, and by others as “exile”.
- b. Many students who take art courses also take other MCC courses. The ability of students to travel to and from downtown to the main campus could be problematic. For this reason, several general classrooms are envisioned as part of the downtown campus, in order for some courses to be offered to conveniently supplement the art programs.



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- c. Also, it is important that students be supported by a reliable public transportation system between main campus and downtown. The Muskegon Area Transit System (MATS) currently offers three hourly daytime routes connecting downtown with MCC (Apple #1, Apple #2, and Getty-Wood), as well as two hourly nighttime routes available up to 10:28 p.m. (Apple #2 and Getty-Wood). The selected site for the downtown campus should be located on one of these two downtown routes that offer both daytime and nighttime transportation opportunities.
 - d. The operational cost of a new facility remote from the main campus would increase, both in terms of utility costs and staffing costs.



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6. Infrastructure Improvements

- a. New Emergency Generator
- b. HVAC Improvements
 - . Back-up cooling for IT Center
 - . Integrate existing four chillers into one piping loop to serve existing and future additions without adding cooling capacity
 - . Domestic hot water circulation
 - . Humidity control
- c. Electrical Improvements
 - . Electrical distribution system

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7. **Technology**

As in the 2000 Master Plan, technology plays a more central role in delivering, receiving, creating and researching knowledge than ever before. Technology is:

- . *An integral part of the curriculum*
- . *A necessity in the administration of the college*
- . *A marketing tool to attract customers in a competitive environment*
- . *A significant expense, in terms of both initial purchase, as well as long term costs of software, repair and replacement of hardware, and support staff.*

MCC has made advances over the past decade to create and sustain a robust technology capacity. The purpose for this project recommendation is to identify costs related to technology improvements that would not otherwise be included in the specific projects mentioned above.

- a. Replace student-use computers within a four-year life cycle.
- b. Expand bandwidth capacity to support streaming video across all curricula.
- c. Create a remote data center location for the protection and security of data.
- d. Connect all areas of campus, including remote locations, to campus-wide network.
- e. Make every instructional space a “smart” room.



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- f. Expand the digital limits for students.
 - g. Create a new student ID card system that coordinates with the College's security system.
 - h. Enhance the security system, including additional camera locations, across campus.
 - i. Provide digital messaging boards / kiosks throughout campus.
 - j. Establish a web portal to improve internal and external communications.

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8. Wayfinding and Signage

From the 2000 Master Plan, wayfinding recommendations for exterior signs have been successfully implemented. However, recommendations for interior wayfinding have not, owing primarily to the high quantity, quality, and cost of the recommended signage.

The process of developing this 2010 Master Plan included much commentary by faculty, staff and students about the confusion of the existing room numbering system. Commonly, building floors are numbered from the bottom to top, but MCC numbers its floors from top to bottom, which can be very disorienting to first-time visitors. Equally unusual is the room numbering methodology, with even numbers on the east side of the building and odd numbers on the west. This can lead to further confusion. Universally, the request for a new room numbering scheme was near the top of all lists of campus-wide issues to be resolved.

One method to resolve the numbering system would be to start over with a new numbering system throughout campus. However, in addition to the need for new signs, there would be a large institutional cost in time and capital to convert its computer systems, records, publications, electronic communications, etc. to a new numbering system.



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Another method, and the one proposed in this plan, is to revisit and update the recommendations from the 2000 Master Plan, including new font and logo designs, and develop and fund a plan of implementation across campus. This will require staff time to develop and implement such a plan, but it will result in the most comprehensive and cost-effective solution to the orientation and wayfinding issues at MCC.