



Flad

// STRATEGIC PLANNING



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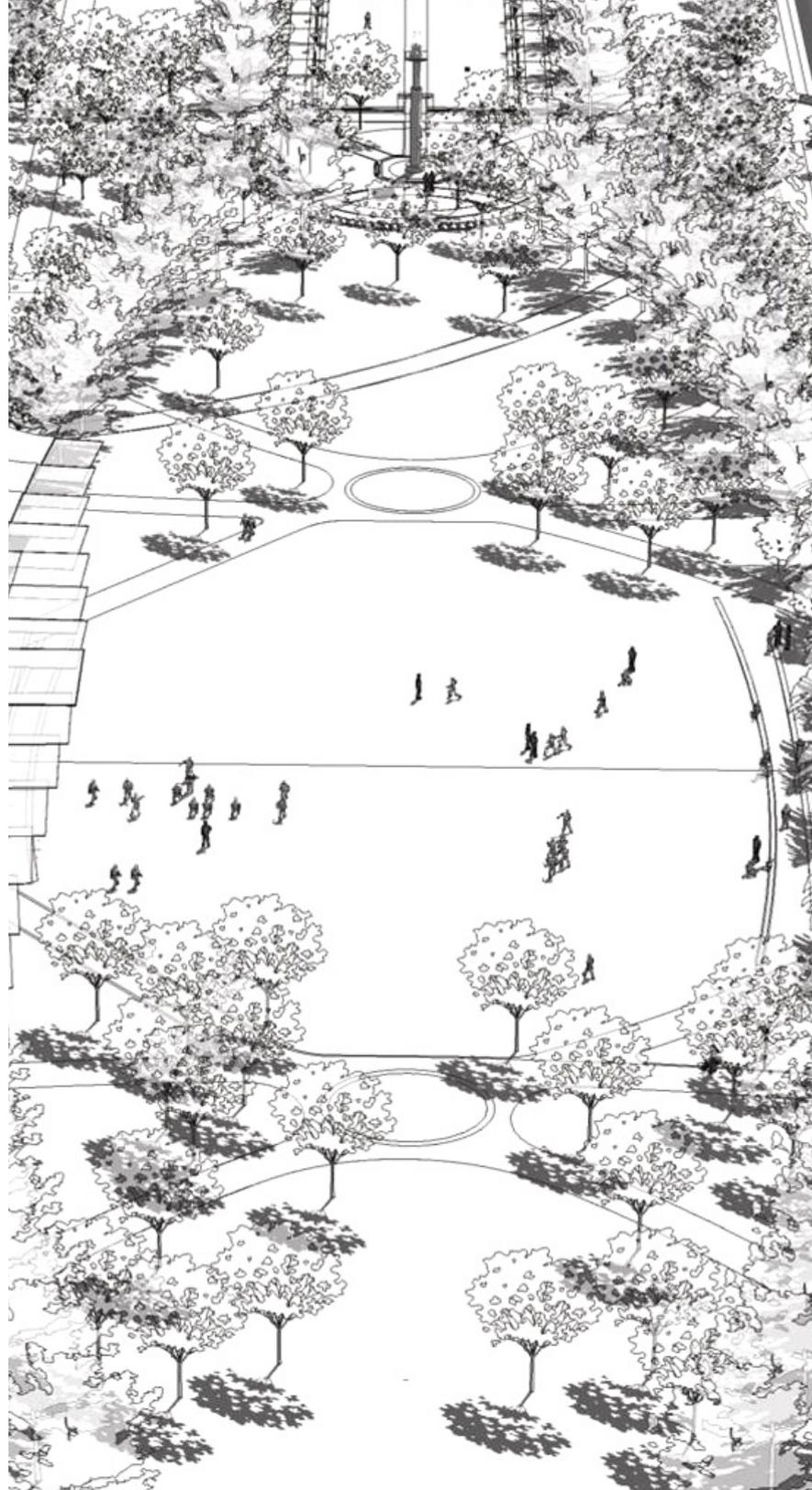
### Why Planning?

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### Our Approach

### Our Method

### Proven Value



we create  
environments  
that enhance  
human potential



Flad

92

years of experience in planning and architecture

325

dedicated staff to serve our clients

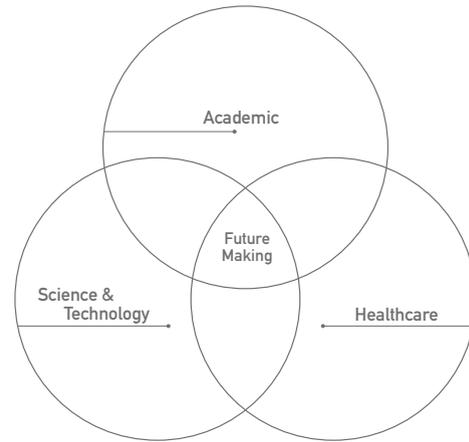
9

offices nationwide

- Atlanta, GA
- Dallas, TX
- Gainesville, FL
- Madison, WI
- New York, NY
- Raleigh, NC
- San Francisco, CA
- Seattle, WA
- Tampa, FL

32

planners: laboratories + healthcare



45 million square feet of strategic and master planning

## Services

Strategic and Master Planning

Programming and Campus Planning

Academic, Research, and Medical Planning

Site Planning and Landscape Architecture

Architectural Design

Structural Engineering

Interior Design

## Select Master Plan Experience

### NORTHWEST

- Amgen Helix
- Seattle Genetics
- PNNL Strategic Facilities
- PNNL Campus
- INL S&T Campus
- WSU Spokane
- +

### WEST

- BioMed Realty Gateway of Pacific
- Lawrence Livermore National Lab LVOC
- Genentech Campus Development
- Bayer Berkeley Campus
- UC Davis Animal Facilities
- Chiron Campus
- CSUF
- WU Health Sciences
- Romberg Tiburon SFSU
- +

### SOUTHWEST & MEXICO

- Texas Biomedical Research Institute
- U-AZ Tech Park
- U-TX Southwest Medical Center
- Texaco R&D
- Instituto Tecnológico de Monterrey
- Whirlpool Mexico
- +

### MIDWEST

- Conf Fortune 100 Co
- Conf Fortune 500 Co
- UW Engineering
- UW Letters & Science
- Mayo Clinic
- Wash Univ Medical Center
- +

### CANADA

- University of Alberta
- University of Saskatchewan Engineering
- University of Saskatchewan Health Sciences
- University of Saskatchewan Biology
- +

### EAST

- BIPI Innovation Unit
- Brookhaven National Lab
- Bayer West Haven Campus
- USAMRICD
- J&J Centocor
- +

### SOUTHEAST

- Oak Ridge National Lab Consolidated Campus
- Takeda Manufacturing
- Novartis QA/QC
- Syngenta N America Innovation Ctr
- H. Lee Moffitt Cancer Center & Research Institute
- UF Health New Campus
- +





# living our values



We honor the creative spirit in all things.



We foster an environment of trust, integrity, and respect.



We embrace both individual initiative and collaboration.



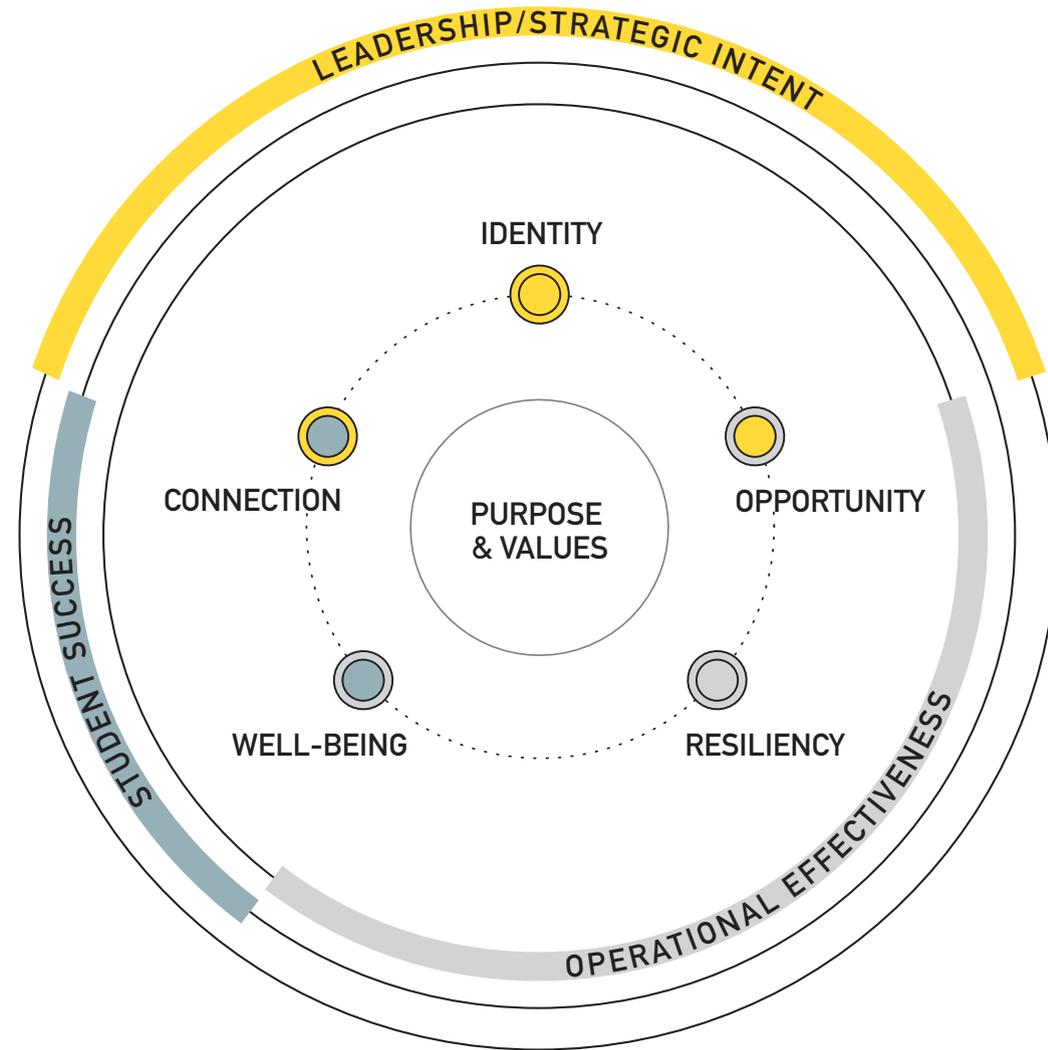
We are committed partners to our clients.

We are fundamentally charged with future making. In partnership with leading universities and research institutions, we enable our clients to create experiences that transform the lives of their students and faculty and have a profound impact on society.

We are dedicated to providing exemplary service to our clients. Fostering this collaborative approach allows

us to challenge assumptions, solve unique problems, and help our clients achieve their mission. Successful outcomes are an extension of our client's mission, increasing relevance and advancing their culture in the most authentic manner possible.

# why planning?



Campus is about a place of purpose—a setting where teaching, learning, and living interconnect. The term campus conjures up a strong sense of physical place, but also describes a social phenomenon; a multi-layer set of communities at work.

The physical form can be seen as a container or conduit which enables, and even inspires, complex dynamics to flourish. Strategic planning allows place-making to be in meaningful alignment with the institutional vision, considering five primary drivers: Identity, Opportunity, Resiliency, Well-Being, and Connection.

## Identity

The role of higher education is changing and now, more than ever, campuses are under pressure to be mission driven and accountable for student's long-term success. Planning considers the formative student and faculty experience to echo institutional aspirations, brand, and legacy.

## Opportunity

Campuses offer tremendous exposure to worlds of thinking and doing. Planning provides a platform for changing enterprise, recalibrating priorities and behaviors, integrating program, finance, and place into a cohesive whole that can be successfully navigated and used by each individual in the community in which it serves.

## Resiliency

No moment wasted paired with no space wasted requires more effective and efficient use of time and allocation of physical resources. A key planning consideration is the balance of stability and flexibility in setting a sustainable future.

## Well-Being

The physical, mental, and emotional health and safety of every member of campus is paramount to any institution's success and foundation in creating a sense of inclusion and support. Campus planning creates safe surroundings to celebrate diversity, embrace individual exploration, and develop lifelong habits for well-being.

## Connection

One of the most basic needs in a campus community is to create, protect, or restore continuity of the connecting fabric. Understanding and articulating the connected ecosystem requires substantial creative attention to leverage its place-shaping power and benefit in-culture formation.



# our approach

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**Thoughtful** We challenge assumptions, reflect on metrics and trends, provide insight based on our experience, and then apply ourselves as partners to achieve outcomes that give everyone the opportunity to work at the peak of their abilities.

**Integrated** Planning is an umbrella of exploration and discovery of what's next; an inclusive conversation about purpose and change requiring a multidisciplinary collaboration to discover and articulate existing conditions and future needs and explore the widest range of possibilities.

**Proactive** Seeking impact of evolving areas of research, pedagogies, demographics and technologies.

# our method

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## Determining the right problem

In that planning helps affect change, agreeing on what outcome is being sought helps to frame the effort and position the conversation so that everyone's efforts are pointed at the right problem. Our process starts with values, vision, and goals to help build alignment and understanding. Sometimes that earliest period of discovery will uncover surprising and unforeseen results. By diving deep, we can be sure that the context of a plan is fully understood and that it embraces the drivers and trends through which it will be exercised over time.



## Building scenarios

Equally important is our exhaustive look at scenarios that address the goals, facts, needs, and priorities. Emphasizing a single driving focus or combining the impacts of two or three areas of focus can yield outcomes that are very different from the rest. Conducting a comparative evaluation can then help everyone revisit the values, vision, and goals accordingly. Ultimately, it is in the discussion of that evaluation that the next step toward a preferred scenario can be found.



## Defining risks and opportunities

Every plan contains risk as they all contain change. Mitigating those risks involves transparency and communication with those that will be required to change, helping each person or organization find their way into a different way of being that elevates their value and their fit within any implemented plan. This process takes time to explore and ultimately gain buy-in that allows the implementation of a plan to move forward.



## Measuring outcomes

We establish a clear set of measures that actually address tangible experiences, that are evidence of behavioral shifts that support a desired culture. Whereas in the past, planning has often been focused on seeking to increase efficiencies, streamline operations, and maximize the use of resources, more emphasis is now placed on affecting behavioral changes that ultimately shift culture and promote successful daily experiences. It is in that culture and in that daily experience that identity is born and legacy is defined.



## Refining

The refinement of a plan is an open doorway to growing the quality of a plan by its most demanding stakeholders. It builds muscle and confidence. It also holds the risk of becoming so tightly defined as to not have the flexibility to respond to those known unknowns, or beyond, that inevitably will come forward. Planning must maintain enough of a flexible framework that it not be deemed outdated on the date of its adoption.



## Communicating

While we work with many constituencies through the planning process, ultimately communicating a plan is careful work each step along the way. Inevitably, since planning represents change, every group will go through a four-stage process: shock, revolt, acceptance, and finally ownership. Each of these invite conversations around the story of the plan, the many steps that have been and will be taken, the strength founded in the diversity of participants and the responsibility of examining the possibilities while never abandoning basic values and goals.

# tools



Mining & Understanding



Convergence & Consensus



Visualization & Messaging

## Surveys

Survey tools are used to gather feedback from a sample group, typically with the intent to generalize results to a larger population. Their scalability, convenience to create and use, and clean data output make them particularly beneficial for gathering useful information quickly.

## Polls

Polling tools are employed to garner the opinion or vote of participatory members, often in an in-person or web-based meeting. Polls offer the unique benefit of real-time feedback to multiple choice or ranked priorities to instantly gauge the agreeance on a particular topic.

## Assessments

Assessments establish a baseline by applying frameworks and industry expertise to objectively evaluate current state. It is not uncommon to have several assessments, each with a distinct focus, conducted simultaneously. They are especially helpful in gaining common ground before addressing the gap between present and future circumstances.

## Dashboards

Dashboards are a type of data-interface tool to visually track, analyze, and display key metrics relevant to a particular objective or process. They can be beneficial in summarizing and highlighting information, like capacity or growth, allowing for prioritization and decision making.

## Models

Various modeling tools, are used to translate key metrics and possible opportunities into alternate scenarios that can be visualized and evaluated. Understanding a phased approach, imagining a future reality, generating excitement and funding are all examples of significant benefits achieved through modeling.

## Publications

Publication tools can range from hard-copy reports to interactive web platforms, with the goal of communicating to a broader audience and socializing an outcome or significant milestone. The publication is a compiled record for future reference and communicates the roadmap for future change.

## Forums

In addition to publications, forums can be used to further interact with a broader audience, often generating meaningful discussion, dialogue, and debate. They can foster a sense of inclusivity and offer the ability for a more personalized delivery in communicating key outcomes.

# planning experience

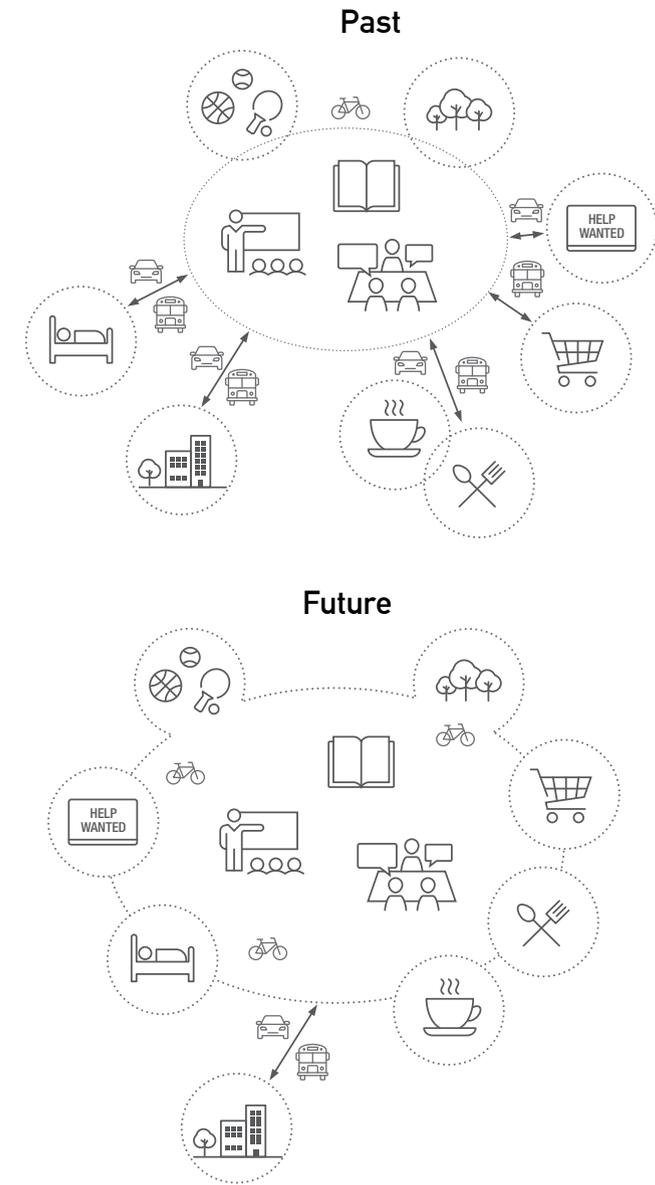
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|                                    |                                 |                                |  |   |   |
|------------------------------------|---------------------------------|--------------------------------|--|---|---|
| Auburn University                  | Georgia Institute of Technology | Purdue University              | University of Alberta                    | University of Missouri                          | Virginia Polytechnic Institute and State University |
| Baylor College of Medicine         | Gonzaga University              | Rutgers University             | University of Arizona                    | University of Nebraska                          | Wake Forest University                              |
| The California Maritime Academy    | Indiana University              | San Francisco State University | University of California                 | University of North Carolina                    | Washington State University                         |
| California State University        | Iowa State University           | Santa Fe College               | University of Chicago                    | University of Northern Iowa                     | Western University                                  |
| City University of New York        | Johns Hopkins University        | St. Petersburg College         | University of Connecticut                | University of Saskatchewan                      | Yale University                                     |
| Colorado State University          | Medical College of Wisconsin    | Stanford University            | University of Florida                    | University of Texas Southwestern Medical Center | Yale University School of Medicine                  |
| Columbia University                | New York University             | State University of New York   | University of Georgia                    | University of Toronto                           |   |
| Columbia University Medical Center | North Carolina State University | SUNY Binghamton                | University of Idaho                      | University of Washington                        |   |
| CUNY Hostos Community College      | Northwestern University         | SUNY Stony Brook               | University of Illinois at Chicago        | University of Wisconsin                         |   |
| Duke University                    | The Ohio State University       | Texas A&M University           | University of Kentucky                   | University of Wisconsin School of Medicine      |   |
| Emory University                   | PCCD Merritt College            | Tufts University               | University of Maryland                   | University of Idaho                             |   |
| Florida State University           | Polytechnic Institute of NYU    | UF Health                      | University of Mississippi Medical Center |   |   |



**PURPOSE & VALUES**

- Identity
- Opportunity
- Connection
- Resiliency
- Well-Being



# California State University, Fullerton (CSUF), Campus Master Plan

*The dynamics of every campus, the economics of higher education and the learning styles of every generation give rise to planning solutions that can differ tremendously. At CSUF, a routine Mater Plan update has given rise to its search for breathing more relevance and energy into its campus at the heart of Orange County where students, faculty, employers, and neighborhoods surrounding campus all depend on the creative and critical skills it takes to build their community over time.*

### Planning Challenge

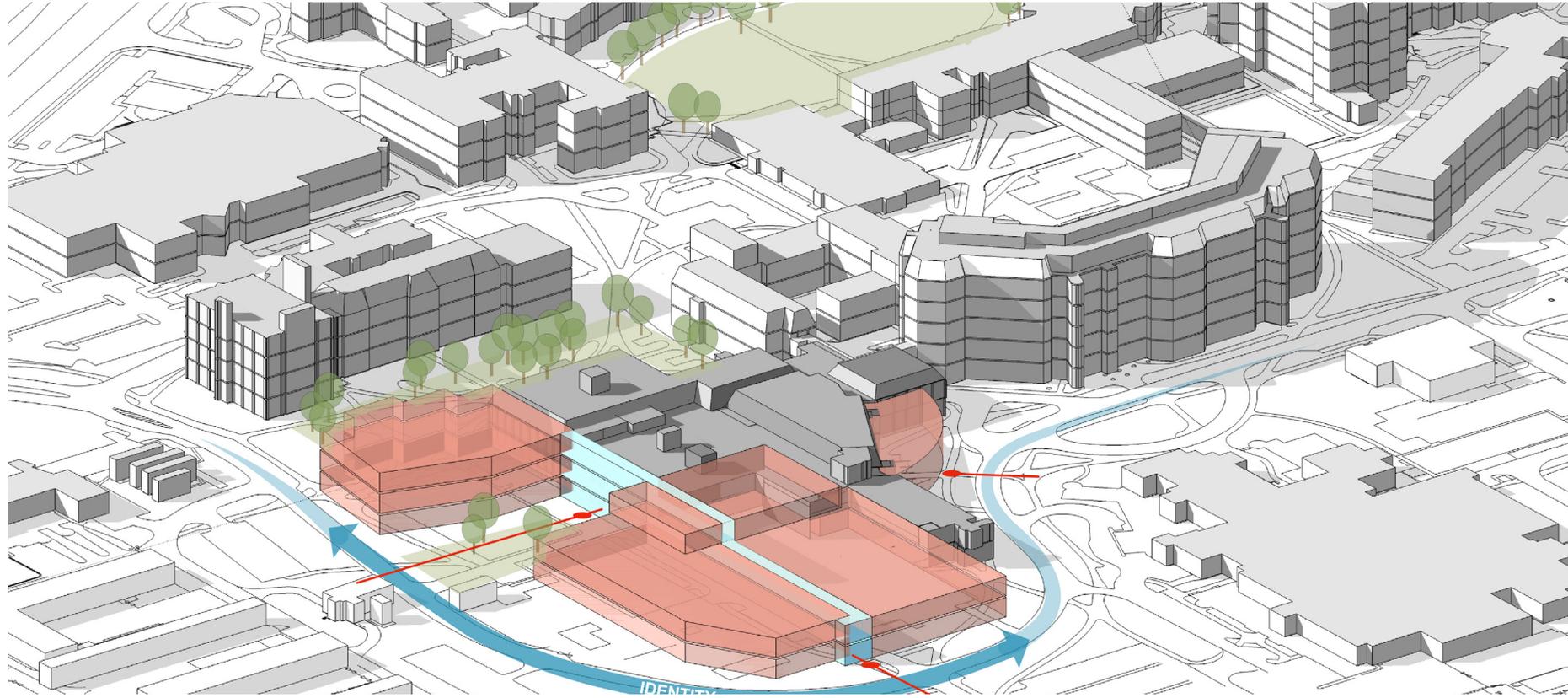
The largest CSU campus in the system, CSU Fullerton was faced with challenges in timely graduation rates, in serving shifting teaching/learning modalities that affect program vigor, and the need of greater emphasis on student innovation and health-based initiatives.

### Planning Solution

Significant changes were made in updating the physical profile and academic policies and operations aimed at increasing student success. On-campus living, with life style and support, will boost the daily campus life experience for everyone, essentially transforming CSUF into a 24-hour community. An Innovation Center and an Event Center will be located close to the campus core and newer academic buildings will replace aging and outmoded structures with more active teaching/learning and research space. Pedestrian pathways connecting to transit hubs and updated campus open spaces will reduce the need for new parking structures and serve to grow a sense of campus identity and pride.

### Planning Impact

The campus will present a more connected feeling for every person on campus with the intention that greater student-to-student relationships will boost persistence. Open spaces will serve to highlight student work and provide moments of respite and reflection. Student health will be boosted by virtue of a rejuvenated campus loop trail and with updated arboretum support facilities over time. Finally, increased campus housing will breathe new life into the campus during the evenings and on weekends.



# University of Saskatchewan College of Engineering Master Plan

*Engineering schools are reinventing themselves in order to engage in the “Grand Challenges” of our times. That reinvention meant real change was needed to reorganize and recast the functionality of this collection of buildings. The College placed its focus on re-creating a sense of identity, community, and innovation that would build resilience and increase relevance well into their future.*

## Planning Challenge

The College had grown incrementally, all by adding to a single building, making it difficult to navigate and creating functional adjacencies that no longer made sense. Several programs had long outgrown their space or had developed new space needs that could not be accommodated. Each of the departments was increasingly interested in working across disciplines and engaging more in a project-based approach to education and research. Finally, the lack of a sense of community or identity hindered any sense of belonging or pride as a college.

## Planning Solution

Through extensive research and dialogue with students and faculty, a vision for the master plan emerged that was centered on “Designing the Future Engineer.” This opened the planning process to considering greater horizons, and planning concepts were developed around a more problem-based system of academic pursuits, giving students and faculty the flexibility to apply themselves to an ever diverse array of academic pursuits.

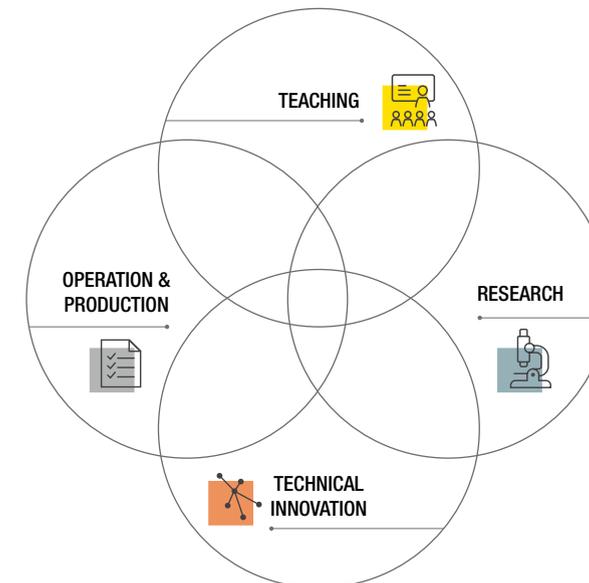
## Planning Impact

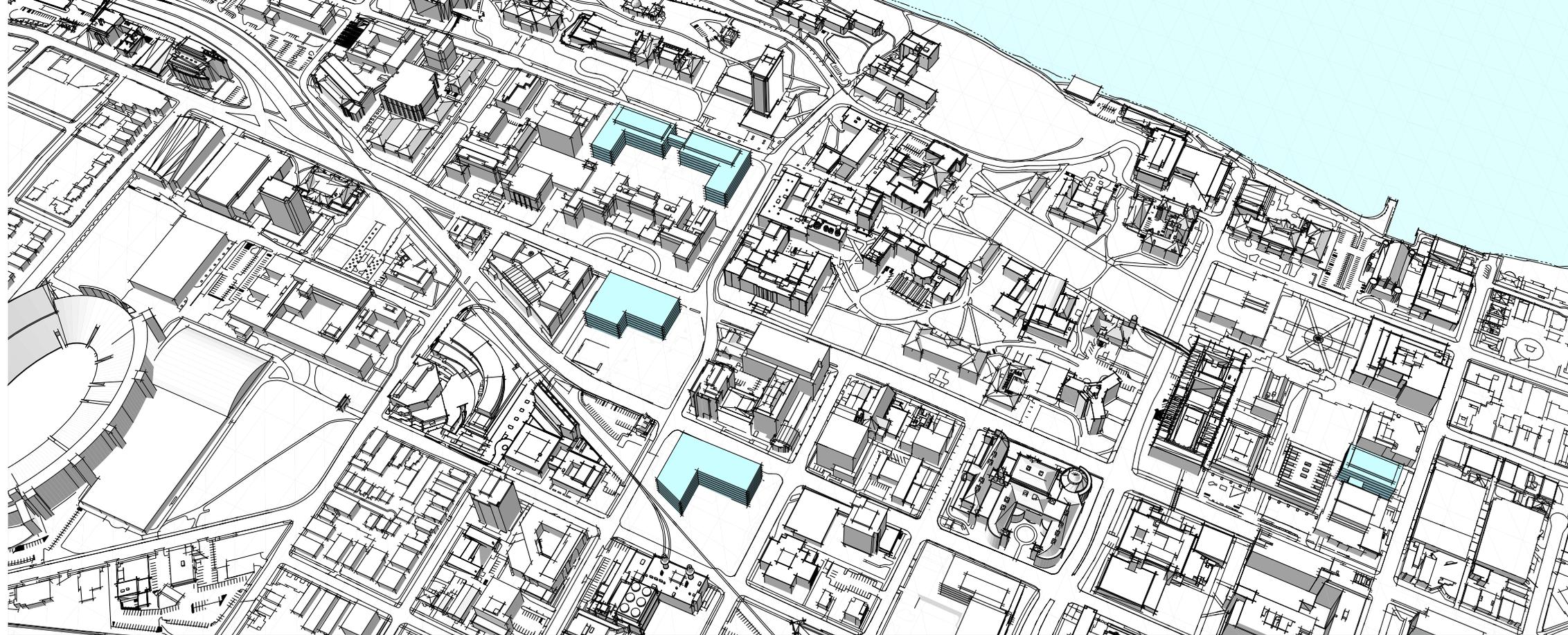
The master plan locates additions and renovation in a prioritized order in order to solve critical needs first, then increase clarity in the movement and functional logic for the College through implementation of each phase of redevelopment. The College will have a framework for future decision making aimed at a more versatile and engaging workplace, promoting active learning and a broader pursuit of innovation.

## PURPOSE & VALUES



- Identity
- Opportunity
- Resiliency





# University of Wisconsin – College of Letters & Science

*Leading with a noble mission to pursue difficult questions, push boundaries in discovery, and devise new pathways to knowledge, University leaders proactively create opportunities for growth in enrollment and research activities.*

## Planning Challenge

The College of Letters & Science is the largest and most diverse academic unit in the state with 16 nationally ranked programs and a 170-year legacy delivering premier liberal arts education. The pure scope of understanding and coordinating future priorities for 37 different departments, 73 interdisciplinary research centers, and 5 professional schools requires a highly collaborative and outcome-driven process.

## Planning Solution

The master plan provides a thoughtful and orderly facility asset strategy that supports a 20-year plan for growth, accommodates modern instructional and research methods, coordinates with the timing and funding of other College-wide strategic endeavors, and addresses outmoded infrastructure while maintaining historically significant buildings.

## Planning Impact

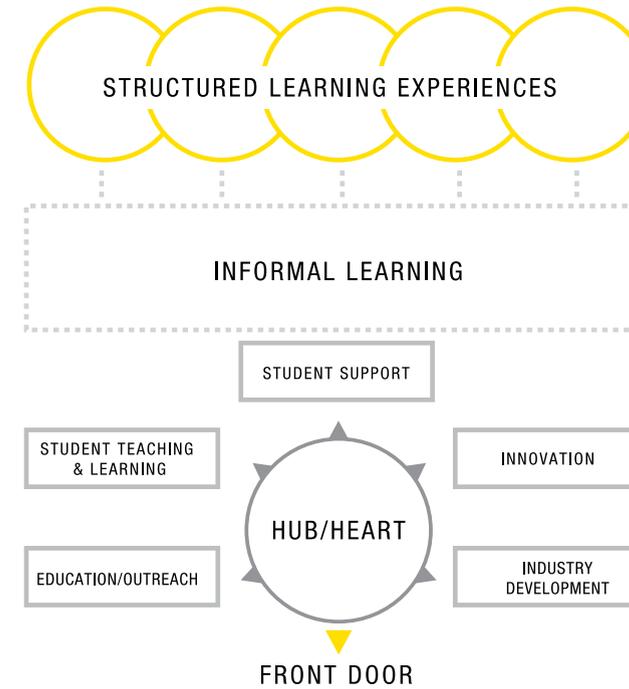
A dynamic and collaborative learning environment prepares L&S students to face workplace and societal challenges, allows faculty the flexibility to implement relevant pedagogies, recruits and retains researchers seeking quality-of-life advancements and positions the College for continued federal funding.

## PURPOSE & VALUES



- Identity
- Opportunity
- Resiliency





**PURPOSE & VALUES**

- Identity
- Opportunity
- Connection
- Well-Being

# Western University for Health Sciences

*Health sciences universities instill a value for wellness amongst all of the student body and faculty who can then affect change in their patients and their families after graduation. In the context of the greater campus settings that surround them, they can also transform the neighborhoods and towns in which they exist, playing a more active and integrated role in building relationships that promote mutual success through healthier and safer life styles and settings for communities to build on.*

**Planning Challenge**

The university enjoyed great success and grew its programs across many separate health sciences disciplines throughout its urban campus in Pomona. Despite its success, expansion of its campus was constrained, often limited by existing circumstances as it sought to make most use of a neglected portion of downtown. For the University to continue to thrive, it needed a new vision that would integrate its professions, spur innovation, and evolve its social settings.

**Planning Solution**

The plan locates future campus buildings in an orchestrated setting that provides much-needed cross disciplinary, technology-driven experiential training; laboratory; and instructional space in support of formal and informal learning. The programmatic delivery approach will lead to better ways of linking strong individual colleges and promote the notion of "One University."

**Planning Impact**

The revitalized campus will be a part of the local community to better serve as a hub of health sciences education, research and care, while enhancing the personal, familial ambiance that makes the university a welcoming place. The plan enhances student life with a new University Heart and rebalances existing and proposed new space with a better array of active learning and shared immersive and simulation technology-based spaces. Focus on the campus gateways and connections to surrounding blocks will create a safer neighborhood for the entire community.

## 1 The Stage

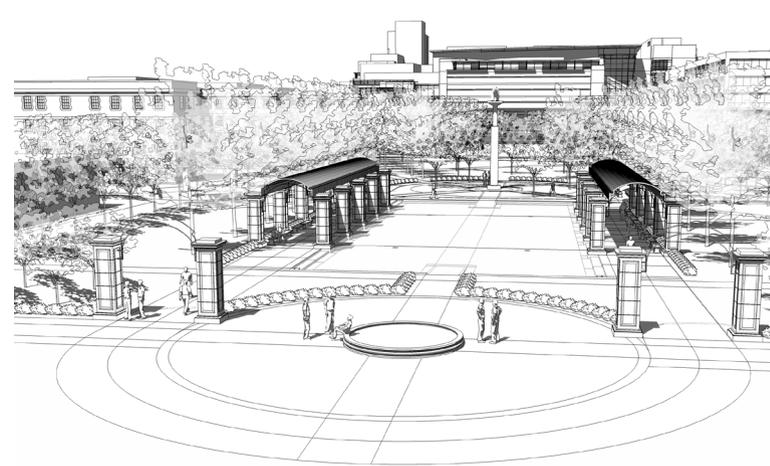
- Food Service
- Departmental Activities
- College Sponsored Events
- Socialization
- Special Events

## 2 The Field

- Impromptu Games
- Student Sponsored Events
- University Sponsored Events

## 3 The Grove

- Quiet Zone
- Small-scale Gathering
- Informal Seating
- Commemoration



### PURPOSE & VALUES

- Identity
- Connection
- Well-Being

# University of Alberta – Quadrangle Master Plan

*Destinations of distinction do not happen by mistake. Vigilant planning and careful prioritization are required to cultivate a physical and symbolic heart of campus which adequately celebrates the past, present, and future.*

### Planning Challenge

For the first 50 years since inception, campus development held true to the original conceptual plan for the University of Alberta quadrangle, first conceived in 1910. In the early 1960s, construction of additional classroom space occupied the northern one-third of the Quad, deviating greatly from the intended plan and unintentionally compromising the central, organizing space.

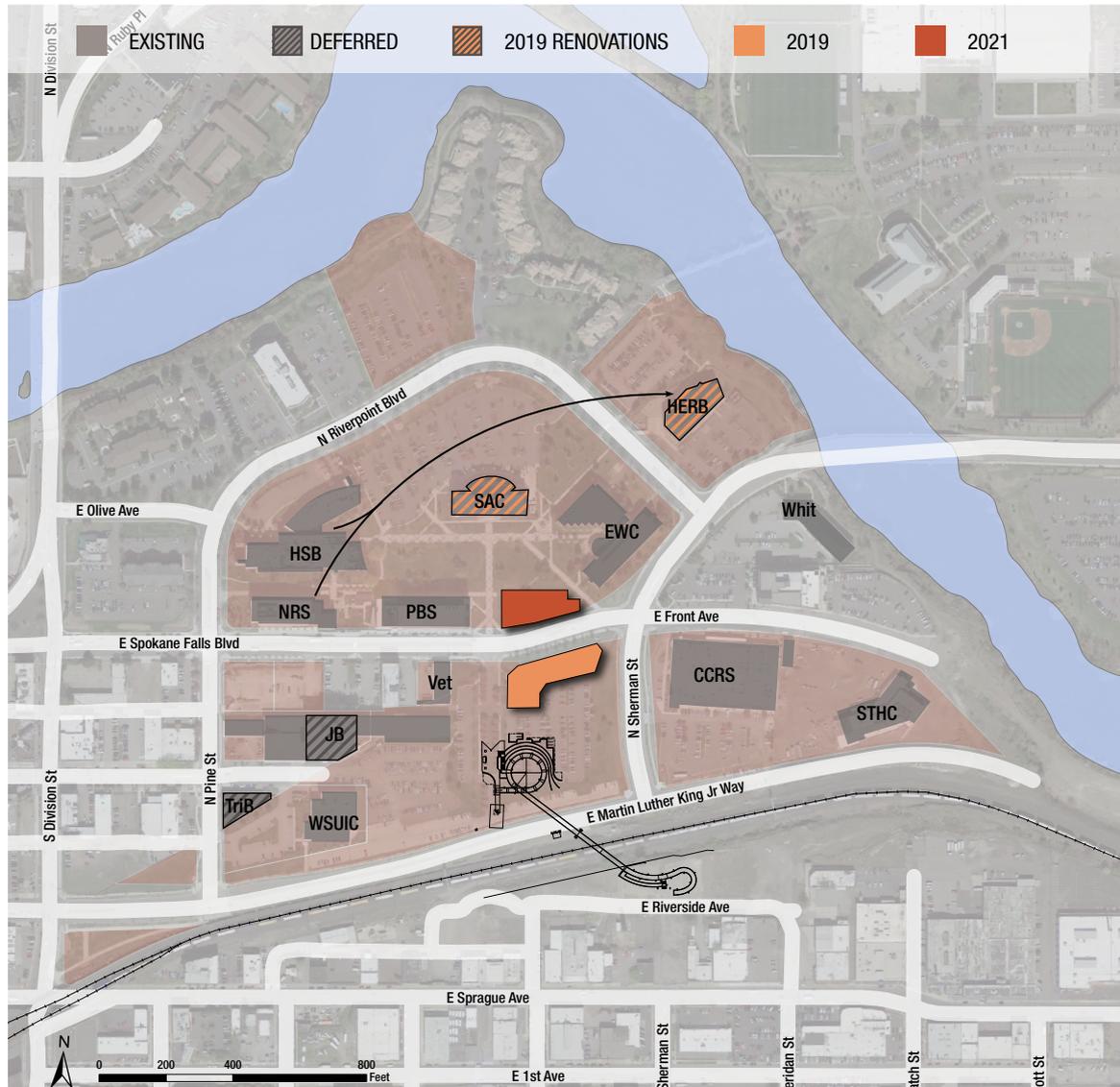
### Planning Solution

The reinforcement of the primary principles of common space, pedestrian activities, and human-scale architecture restore the original concepts for the quadrangle. Introducing new organizing elements—the elliptical pathway, the arcaded structure, and the interior pavilion—encourage campus-life connectivity, complete the central core and “front door” entry, and creates a compelling sense of place.

### Planning Impact

“People who live and work in academic settings depend on the definition of a network of campus places to enrich both their daily lives and their sense of identity.” Stefanos Polyzoides

Through redevelopment of the Quadrangle, the community can experience a diverse range of gathering and celebration, adaptable to varied activities and interests, in a space that is symbolic of the place, capturing the spirit and vitality of the university for all.



**PURPOSE & VALUES**



- Identity
- Opportunity
- Connection

**INTERPROFESSIONAL CAMPUS GATEWAY**

| VISION  |   |
|---|---|
| Deliver Graduates who Develop New Knowledge       | ● |
| Advance Team-Based Teaching & Learning            | ● |
| Advance Patient Centered Care                     | ● |
| Generate Marketable Health Products               | ◐ |
| Advance Rural & Regional Health                   | ● |
| FUNCTION  |   |
| Colleges Needs Addressed                          | ● |
| Attract & Retain Best-in-Class Students & Faculty | ● |
| Advance Interprofessional Opportunities           | ● |
| Enhance Campus Amenities & Experience             | ● |
| INTEGRITY   |   |
| Critical Campus Adjacencies                       | ● |
| Maximize WSU Space Use                            | ● |
| Opportunities for Growth and Change Preserved     | ◐ |
| Identity and Open Space                           | ● |
| Advance Community Connections                     | ◐ |
| Health Partner Connections Improved               | ◐ |
| LOGISTICS   |   |
| Prioritized Needs Served                          | ● |
| Disruption Minimized                              | ○ |
| Accelerate Development of Space                   | ○ |
| Leases Honored                                    | ○ |
| COST  |   |
| Capital Construction                              | ✓ |
| Lease   |   |

- EXCELLENT
- ◐ AVERAGE
- POOR

# WSU Spokane Campus

*Health education continues to revolutionize itself, driven by an expansion of diagnostic technologies, new research that powers delivery of individualized medicine and an economy that favors team-based, patient-focused care. Creating stronger ties to research, simulating team-based care, and building ties to public health initiatives are all a part of expanding the breadth and depth of daily learning experiences in a wellness-based culture.*

**Planning Challenge**

WSU Spokane Campus has been expanding in its scope and size significantly over the last ten years and is challenged with the task of even more growth with the recent approval to expand its medical college enrollment. The campus needed a pathway to catch up with the evolution of its approach to medical education, based on persistent learning through immersive and simulated experiences and a guide to how best to accommodate a rapidly expanding research enterprise. All of this had to balance the University's intentional outreach to the private healthcare businesses and industries that are seeking to develop their relationships with campus.

**Planning Solution**

The new plan incorporates right sizing of medicine, pharmacy, nursing and allied health sciences, and directs growth toward future and renovated structures at the heart of its campus. Teaching/learning and clinical practice are adjacent to each other to ease movement between them while research is concentrated in a cluster across a primary campus roadway and planned for multi-disciplinary occupation including some shared core facilities. The plan integrates with a newly developed pedestrian bridge that leads to an associated private development zone, helping to connect and build the quality of town gown relationships with an area of Spokane that is seeking wholesale transformation.

**Planning Impact**

The plan accurately describes and locates activities based on experience desired, not by program silos. This will lead to more cross-disciplinary research and over time allow programs to negotiate accreditation requirements in ways that better predict practice environments. Further, the ease of movement between public and private health-focused populations should serve to spur entrepreneurial activity and lead to a more fully developed live/learn/work/play neighborhood.

# Romburg Tiburon SFSU Campus Master Plan

*Marine life health; environmental studies; and complementary, supportive partnerships all play a role in addressing global change at this site. In this case, development planning was focused helping CSU play an increasing role in the research community focusing on the health of San Francisco Bay. Not surprisingly, the plan acts in deference to the long-term health of its natural environs in doing so.*

## Planning Challenge

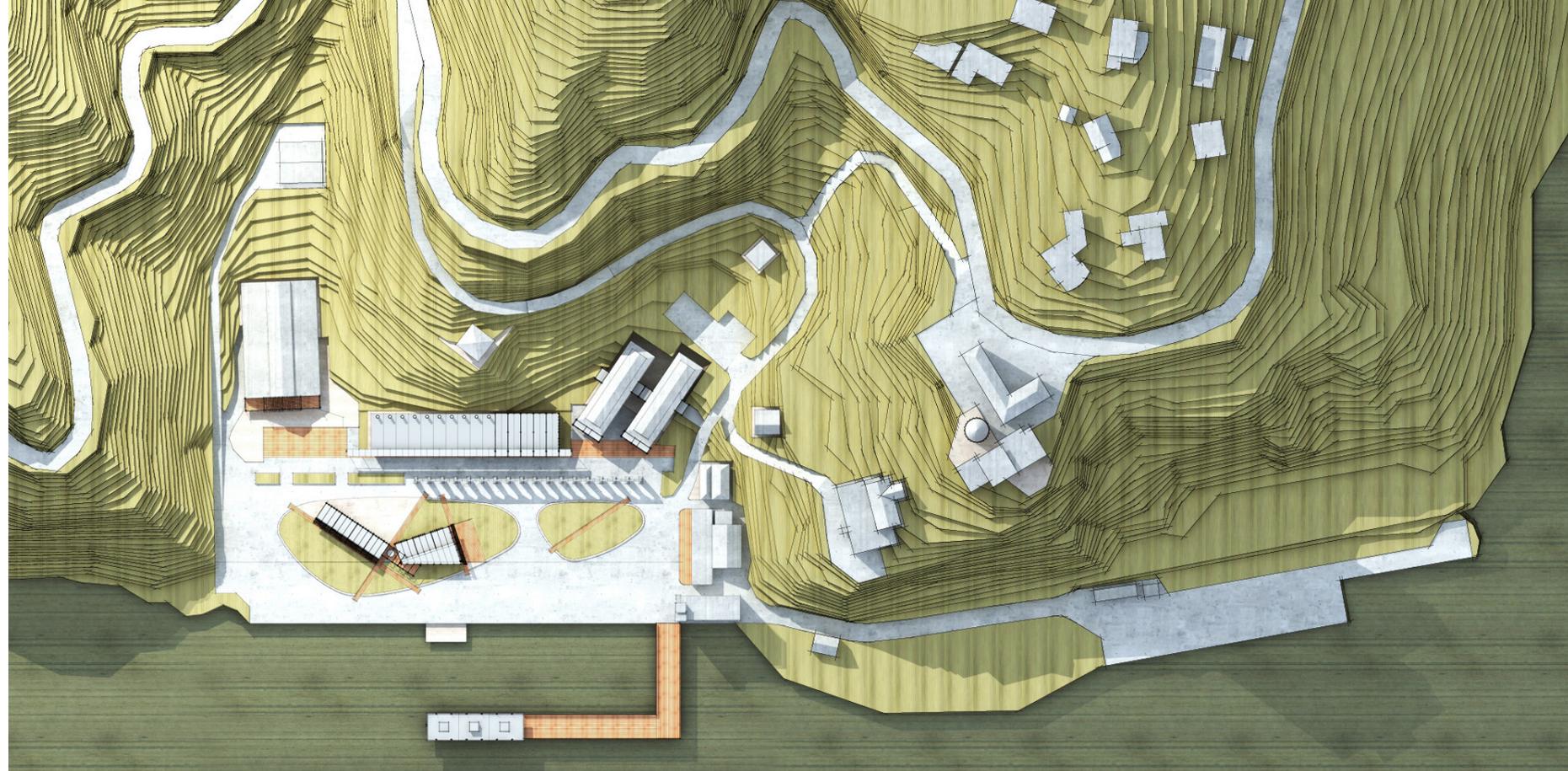
The Romburg Tiburon SFSU Campus, located on the north shore of San Francisco Bay, occupies an enviable location wherein the landscape falls off steeply into the bay making it possible for research vessels to dock in direct proximity to on-shore facilities. Through the years, functional needs changed, and the work of those on site was hindered by a lack of quality facilities. The planning challenge was to assess what could be preserved and improved, what should be added and how best to accomplish this plan in ways that would preserve and enhance a sensitive natural environment.

## Planning Solution

The new plan stages activities naturally up the hillside starting from the water's edge with a wholly restored wharf and pier facilities, flanked by teaching and research facilities, and finally, establishing a conference center and campus resident housing. The waterside facilities also act through partnership with local agencies as a staging platform for launching emergency response efforts involving both boat and helicopter facilities.

## Planning Impact

Existing structures are leveraged through careful renovation, and site development is recalibrated to simply make more and better work possible. Functional adjacencies that now make sense means that better work can be accomplished more easily, and the whole collection of site user groups can be confident in the robust and thoughtful facilities now at their disposal.



## PURPOSE & VALUES

- Identity
- Opportunity
- Connection

# Lawrence Livermore National Laboratory and Sandia National Laboratories Livermore Valley Open Campus Master Plan

*The DOE's National Laboratories play an increasingly important role in helping promote discovery and innovation in partnerships with the private sector. Doing so means there can be distinct advantages in co-locating on property that is beyond the secure perimeter of a national lab. Creating such a setting spurs opportunities for greater exchange of knowledge and ideas.*

## Planning Challenge

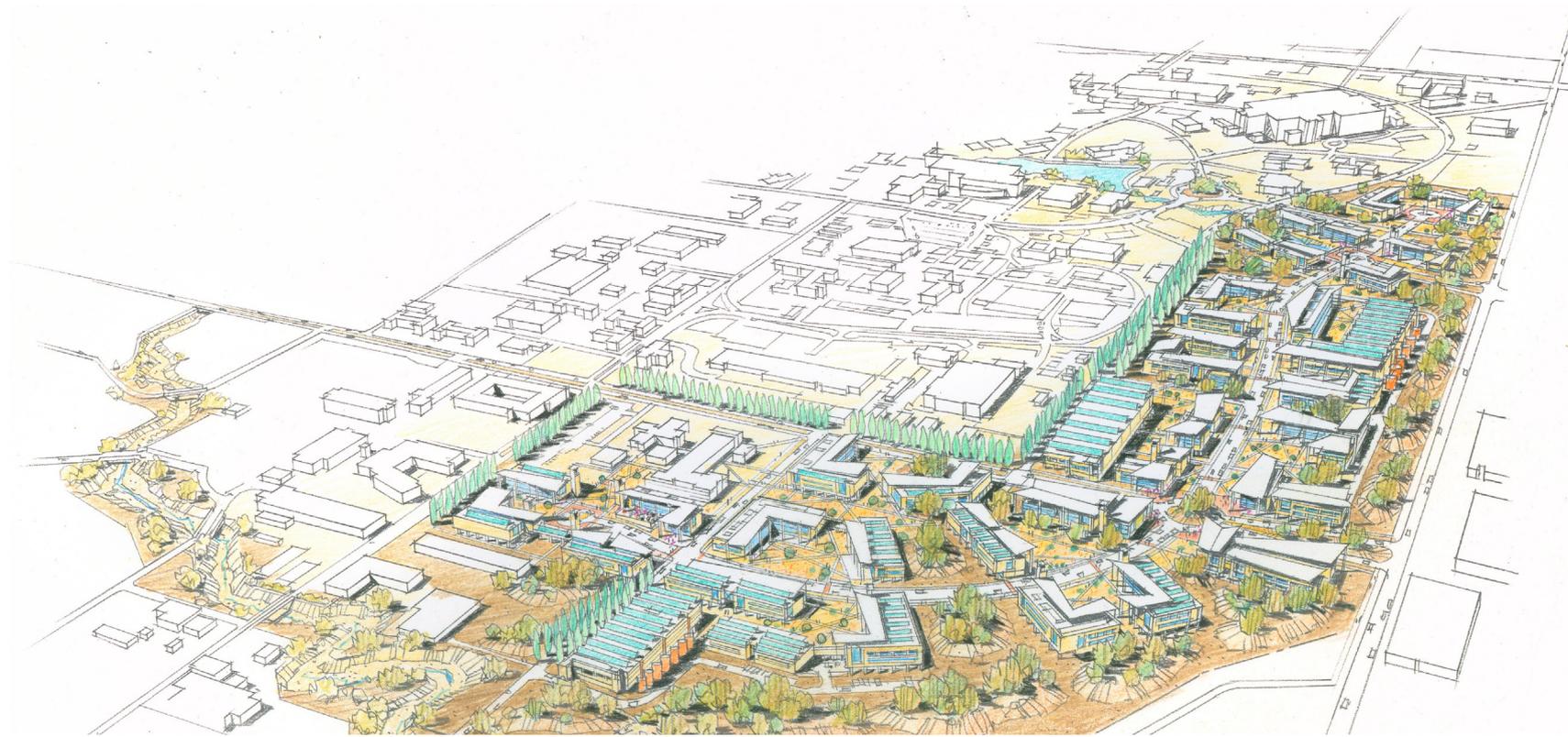
The Bay Area is host to one of the world's great centers of scientific and technology-based research and innovation. However, there was no connection to the DOE's national labs, the federal government's most prolific research organization. This master plan sought to create a new, jointly occupied research-based campus in order to initiate greater opportunities for exchange and collaboration at the highest levels.

## Planning Solution

The plan introduces more than one million square feet of building area in an urban research park setting and creates a framework for physical development. The site is approximately one mile long, organized along a central roadway that forms the backbone along which development is concentrated in three distinct hubs or "villages." These hubs establish identity and will encourage the growth of a community of researchers through a lively streetscape and the introduction of lifestyle supporting services.

## Planning Impact

Several founding facilities have been developed on site to spur interest in its development. The national labs are currently seeking companies, research organizations, universities, and other laboratories with interests in energy, computing, homeland security, and other laboratory mission areas.



## PURPOSE & VALUES

Opportunity  
Connection

# Lawrence Berkeley National Laboratory Infrastructure Vision Study

Master planning can sometimes be most helpful by first assessing current conditions, identifying the health of infrastructure, and then characterizing the general outlook for organizational growth and change. This approach can provide clarity for the reasoning behind projection of future needs and build confidence in proposed planned solutions.

## Planning Challenge

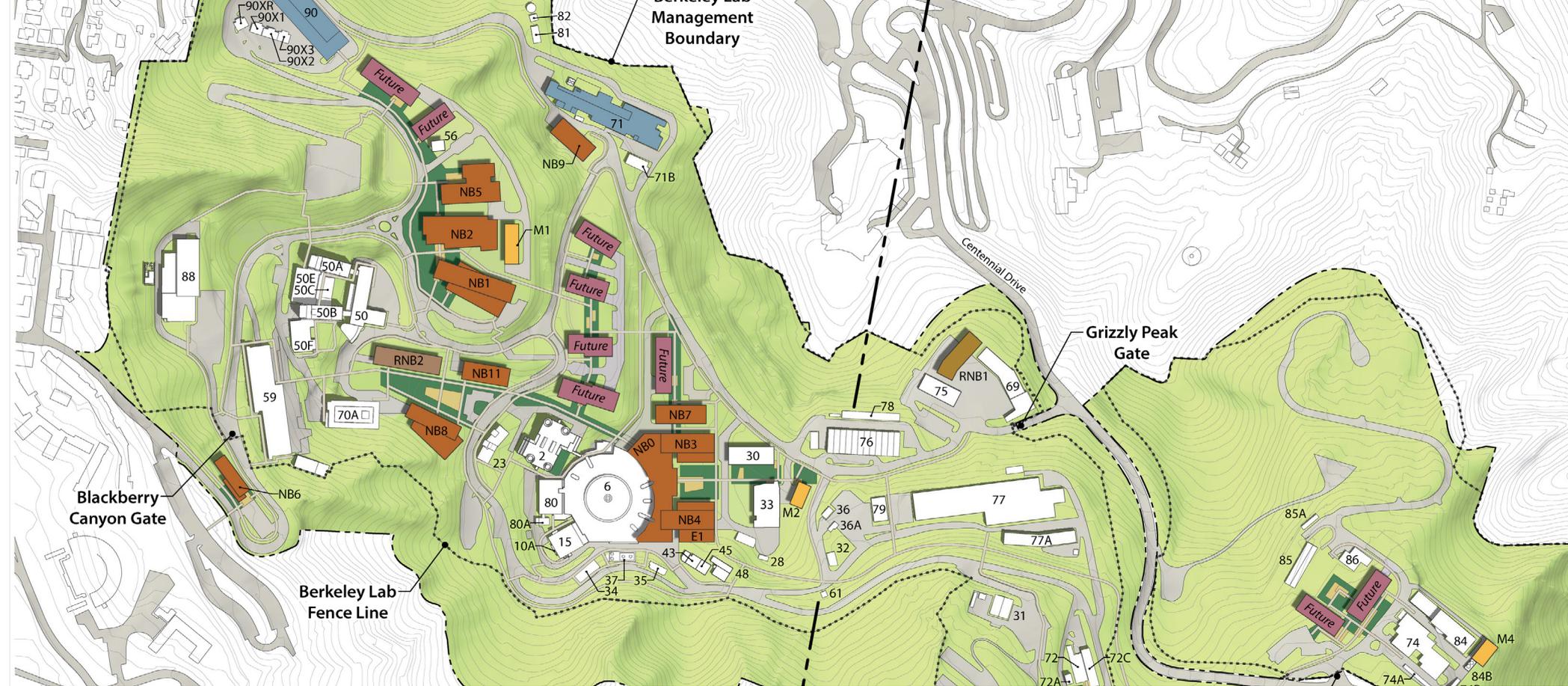
This planning effort was aimed at developing the next steps for implementing a Development Plan that had been in place for some time. That plan required more detailed examination of existing buildings and infrastructure as well as creating an update to the needs assessment of the Lab's seven directorates and their divisions and administrative support units.

## Planning Solution

From this comprehensive and collaborative process, the plan yielded a ten-year vision for the campus. The planning scope identified 24 legacy facilities to be removed from inventory, 16 new building projects, 52 building renovations and relocations, and separate projects for infrastructure and sustainable development. These projects were organized by type and implementation date. Clusters were composed and connective elements and public open spaces created a landscape for incremental development.

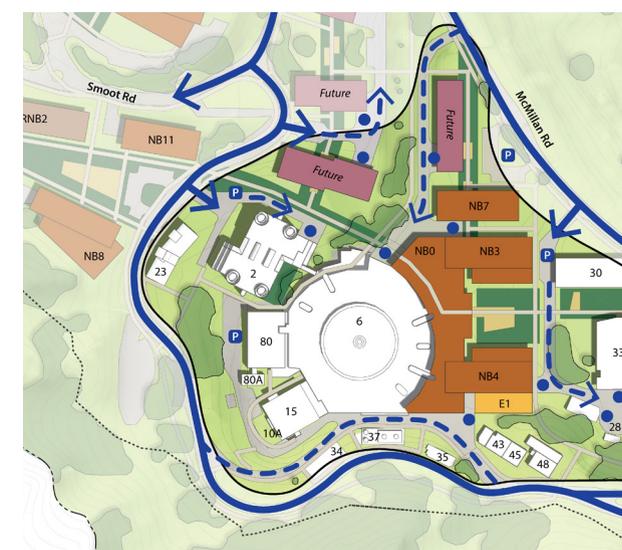
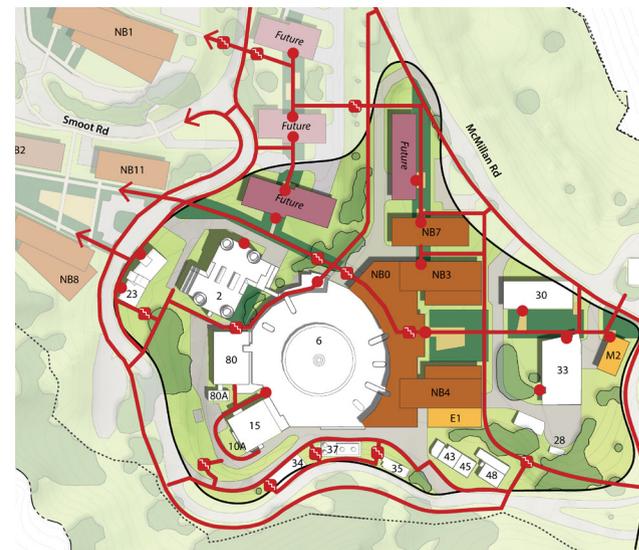
## Planning Impact

In addition to providing infrastructure and development-related information, this study enumerates where further information and planning are needed, identifying potential for more detailed, programmatic definition. The study sets the stage for future cross-scientific area prioritization and considers the incremental costs of potential development activity.



PURPOSE & VALUES

Identity  
Resiliency





# Brookhaven National Laboratory Discovery Park Master Plan

*Master plans are often incorporated into greater business plans, especially when a physical response is required to deliver strategic change. Creating an integrated set of actions that are based on a shared vision and common understanding gives these efforts the solid ground that can sustain efforts for an extended period of time.*

## Planning Challenge

In support of Brookhaven National Laboratory's vision to grow its external partnerships, Discovery Park was tasked to serve as a gateway to the science at BNL, offer a "Portal to Discovery" education program, and enable opportunities with research partners.

## Planning Solution

To assist BNL in articulating a business plan for this initiative, Flad developed an analysis of campus infrastructure utilization, site access and circulation, buildable area, and future zoning. Subsequently, we considered BNL's funding capabilities, sourcing, and schedule to arrive at a ten-year Core Facility Revitalization Plan. The anchor facility is the Portal to Discovery which will serve as both the entrance to the BNL campus and a hands-on STEM education center.



## PURPOSE & VALUES

- Opportunity
- Connection
- Resiliency

## Planning Impact

In addition to new facility capabilities dedicated to serve ongoing research needs, the development included new facilities to house BNL's role in solving regional and national energy challenges including the 32MW Long Island Solar Farm; BNL's Micro Grid; and the Advanced Electric Grid Innovation and Support Center for electric network monitoring, analysis, and modeling; all emerging fields of study.



