



Tuesday, June 2, 2026
University of Central Florida
Campus Development Agreement

INTRODUCTION

In 2024 the University of Central Florida (“UCF”) began updates to its Campus Master Plan, which the University Board of Trustees adopted on December 5, 2024. In accordance with the statutory requirements set forth in Section 1013.30, UCF and the County are required to enter into a Campus Development Agreement (“CDA”) upon the adoption of a campus master plan. UCF and the County then began coordinating on the impacts of proposed campus development on public facilities and services, including stormwater, potable water, sanitary sewer, solid waste, parks and recreation, roads, and transportation.

The CDA is intended to determine specific partnership projects between the County and UCF that can be accomplished during the term of the CDA and identifies UCF’s “fair share” of the cost of improvements. Many of the improvements needed to eliminate projected deficiencies that pertain to several transportation projects including roadway widenings and pedestrian safety improvements. The CDA establishes the funding obligations, roles and responsibilities for UCF and the County, and commits to close coordination as those projects advance.

The information below includes a review of the statutory framework, a summary of the 2016 and 2020 CDA, an overview the 2025 Campus Master Plan update, and details regarding the 2025 CDA, and concludes with the next steps.

STATUTORY FRAMEWORK

The statutory provisions for campus planning and concurrency management for Florida university campuses is found in Section 1013.30 – University campus master plans and campus development agreements, Florida Statutes.

Universities are required to prepare and adopt **campus master plans** for a 10 to 20 year period and must contain the following elements: future land use, intergovernmental coordination, capital improvements, recreation and open space, general infrastructure, housing and conservation. Master plans must be updated at least every 10 years¹.

Prior to adoption of a campus master plan, there is a 90-day review period in which the host local government reviews the master plan to ensure that it is not in conflict with the comprehensive plan.

¹ Effective July 1, 2025, CS/CS/HB 1255 amended Florida Statutes 1013.30.49(3) to read “Master plans must be updated at least every 10 years ~~5 years.~~”

Following the adoption of a campus master plan, the university is required to draft a proposed **campus development agreement** for each local government and send it to the local government. At a minimum, each CDA must:

- Identify the campus context area
- Establish the duration of the agreement
- Address public facilities and services:
 - Roads, sanitary sewer, solid waste, stormwater, potable water, parks and recreation, public transportation
- Identify the level-of-service standards and the entity that will provide the service
- Describe any financial arrangements between the university and other entities relating to the provision of the service
- Determine the impact of existing and proposed campus development expected over the term of the agreement
- Identify any deficiencies in service the proposed campus development will create
- List all improvements to facilities or services necessary to eliminate identified deficiencies
- State the fair share cost of the measure identified to eliminate identified deficiencies
- Be consistent with the adopted campus master plan and host local government comprehensive plan

Once the provisions of the CDA are agreed upon the agreement is executed by the university board of trustees and the host local government. The university is required to hold one public hearing while the host local government is required to hold two public hearings. A copy of the executed CDA is sent to the state land planning agency 14 days after the date of execution.

BACKGROUND

The purpose and intent of the UCF Campus Master Plan is to plan for future campus development, ensure compatibility with the surrounding community (context area), and concurrency management². The UCF Campus Master Plan only applies to the UCF Main Campus, with the satellite campuses subject of the comprehensive plans of the jurisdictions in which they are located.

The Campus Master Plan defines the context area surrounding the university as the area within which on-campus development may mitigate impacts to local public facilities and services and natural resources, and within which off-campus development may impact university resources and facilities. The UCF context area is shown in the image below:

² University of Central Florida, Campus Master Plan 2025-35, page 4

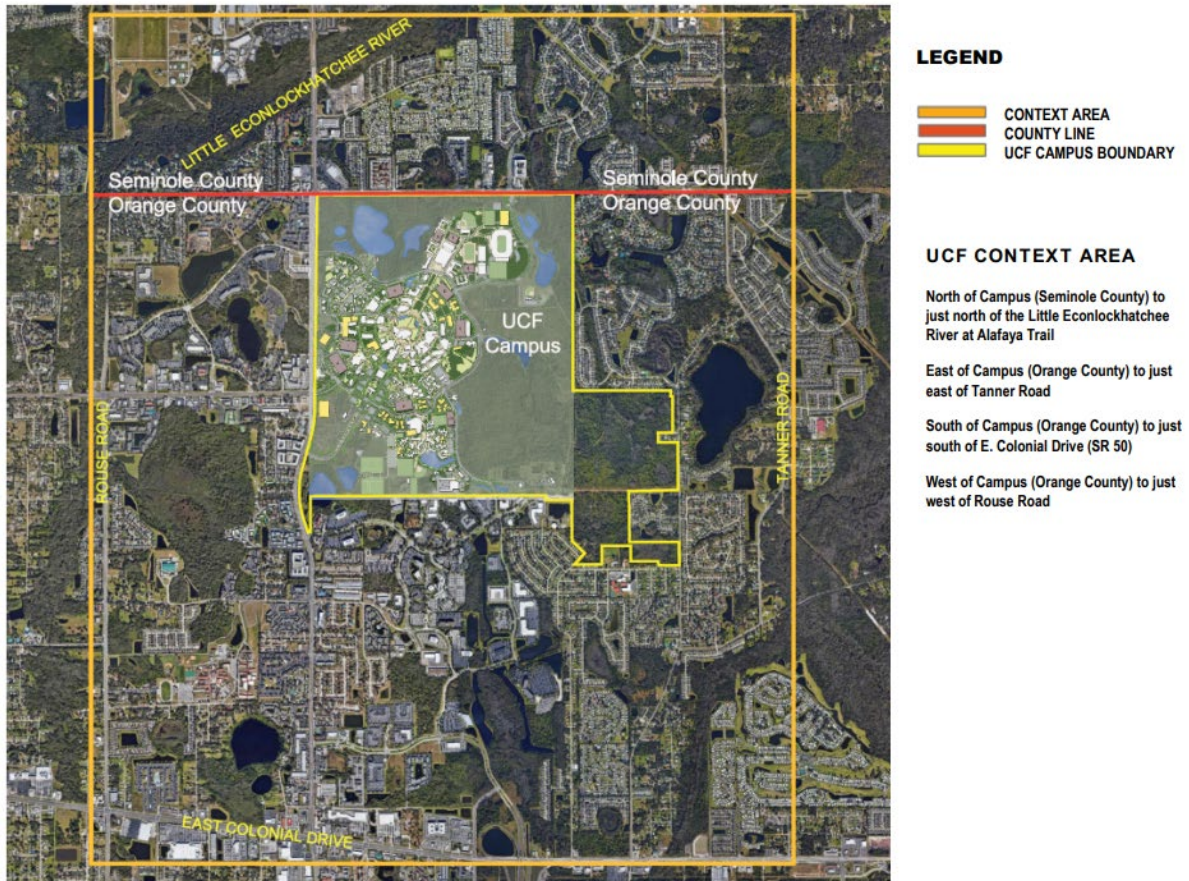


Figure 1 UCF Context Area Source: 2025-35 UCF Campus Master Plan, page 25

The CDA intended to determine specific Partnership Projects between Orange County and UCF to lessen deficiencies identified in the Campus Master Plan. It is the intent of UCF and Orange County to ensure that adequate public facilities and services are available and consistent with the Orange County Comprehensive Plan and to address the reasonably expected impact of proposed campus development reasonably expected over the term of the CDA.

UCF and the Board of County Commissioners (“the Board”) have entered into two previous agreements and the current agreement as listed below:

- 2010 Memorandum of Understanding approved by the Board on August 3, 2010
- 2016 CDA executed by the Board on November 29, 2016
- 2020 CDA executed by the Board on February 9, 2021 (current agreement)

An archive of the previous CDA’s can be found on UCF’s website:

<https://fp.ucf.edu/planning/cda/>

2016 AND 2020 CAMPUS DEVELOPMENT AGREEMENTS

Through the execution of the **2016 CDA**, UCF and the County agreed on Partnership Projects to improve road deficiencies outlined in the 2015 Campus Master Plan. The projects include:

- Participating in a University Area Pedestrian Safety Study, with UCF undertaking the following:
 - Providing additional right-of-way beyond the required
 - Designing and constructing the first phase of the Gateway Project
 - Landing pad and entryway features at University Boulevard and Alafaya Trail
 - Paying for the installation of two mid-block crossings, controlled by a traffic signal
 - Alafaya Trail near Salon Drive
 - University Boulevard at Turbine Drive
 - Installing pedestrian-scale lighting along the UCF side of Alafaya Trail
 - Includes paying the monthly rental to Duke Energy for maintenance and utilities of lighting
 - Contributing to the signalization changes at University Boulevard and Alafaya Trail
 - Developing and providing educational programs related to pedestrian safety
 - Providing wayfinding signage on Alafaya Trail and University Boulevard
- Developing and implementing a comprehensive Way Finding Signage Plan for UCF Campus
- Developing an on-campus bicycle pathway through the UCF Campus
- Conducting a study to determine the desirability of providing on-campus housing or additional online courses for at least 80% of the FTIC students by 2020
- UCF and the County evaluating the operability and compatibility of the County's traffic control system and UCF's SCOOT system
- Working in partnership to secure state funds for concurrency
- UCF and Orange County performing annual traffic counts on the identified backlogged roads

Through the execution of the **2020 CDA**, UCF and the County agreed on Partnership Projects to improve road deficiencies outlined in the 2020 Campus Master Plan. The projects include:

- Working in partnership to facilitate pedestrian safety improvements to the McCulloch Road corridor:
 - County initiated a Roadway Conceptual Analysis to evaluate the potential widening of McCulloch Road from Ken Dixon Way (fka Orion)/Lockwood Boulevards to North Tanner Road.
 - The County is working with Seminole County regarding the addition of roadway lighting along the north lane of McCulloch Road in Seminole County
 - The County will collaborate with UCF and Seminole County in investigating the planning and funding of a mid-block crossing at Northgate Circle – to be controlled by a pedestrian-operated traffic signal

- UCF will work with the County to provide any temporary construction easements to support improvements
- The County will initiate the Northeast Orange County Area Study to evaluate and identify increasing mobility needs in east Orange County and to identify projects that will improve network connectivity and provide relief to constrained corridors. (Study Completed)
- UCF will investigate the planning and funding on an on-campus walkway leading from West Plaza Drive to the mid-block crossing at McCulloch and Northgate Circle
- UCF will develop an on-campus bicycle pathway through the UCF Campus linking the existing trail systems of Orange County and Seminole County
- UCF and Orange County performing annual traffic counts on the identified backlogged roads

The 2020 agreement also lists the projects from the 2016 agreement that were underway and previously completed.

CAMPUS MASTER PLAN UPDATE – 2025-35 CAMPUS MASTER PLAN

On July 31, 2024, UCF initiated the 90-day host local government Campus Master Plan review period. Orange County staff and the District 5 Commissioner Office were provided an opportunity to review, to determine if the plan is in conflict with the County’s adopted comprehensive plan, and comment on the Campus Master Plan update. On October 25, 2024, the County provided a comment letter.

On December 5, 2024, the University Board of Trustee adopted the 2025-35 Campus Master Plan. Following the adoption of the Campus Master Plan, the negotiation process of the CDA began.

2025/26 CAMPUS DEVELOPMENT AGREEMENT

On August 5, 2025, UCF provided the first draft of the Campus Development Agreement, beginning the negotiation process between the University and the County.

As noted above, the CDA is intended to ensure that adequate public facilities and services, including stormwater management, potable water, sanitary sewer, solid waste, parks and recreation, roads, and public transportation facilities are available and consistent with the Orange County Comprehensive Plan and to address the reasonably expected impact of proposed campus development reasonably expected over the term of the CDA. Section 1013.30(11)-1013.30(13) F.S. specifics the items that are required to be included in the CDA, including the duration of the agreement (10-year term), context area, description of public facilities and services, level-of-service standards, financial arrangements, impacts of campus development on public facilities and services, improvements to eliminate deficiencies, and “fair share” of cost for measures to eliminate deficiencies.

The agreed upon improvements to Eliminate Deficiencies are found in Section 11. These improvements include:

- Partnership Projects carried over from the 2016 CDA, the 2020 CDA, and new Partnership Projects

- Widening of the McCulloch Road Corridor
 - Planned and programmed improvements to McCulloch Road from Ken Dixon Way/Lockwood Boulevard to North Tanner Road
 - Acknowledging the need for additional stormwater capacity to support the widening of McCulloch Road
- Pedestrian safety improvements along McCulloch Road Corridor
 - Enhanced pedestrian infrastructure at the intersection of McCulloch Road and Lockwood Boulevard/Ken Dixon Way
 - UCF coordinating with the County and Seminole County on a signalized mid-block crossing on McCulloch Road near the Northgate Lakes entrance to be controlled by a pedestrian-operated traffic signal
- On Campus Multi-Modal Systems and off Campus Trail Connections
 - Consistent with the 2020 CDA, UCF shall develop an on-campus bicycle pathway through the Camus linking the existing trail systems of Orange and Seminole Counties
 - The County and UCF will work together to identify the most appropriate location for the proposed Innovation Way North Trail Extension
- UCF and the County will equally fund a traffic study to evaluate the potential local impacts and regional transportation benefits associated with a new eastern gateway of UCF's campus, generally connecting to Percival Road
- UCF and the County will continue to engage and participate in any studies needed to address campus and traffic utilizing private infrastructure in the Central Florida Research Park
- UCF and Orange County performing annual traffic counts on the identified backlogged roads
- UCF and the County agree to continue to collaborate with transit service providers in the review of public transportation utilization and to work together to increase ridership on public transit and UCF shuttle buses
 - UCF will continue to monitor the development of off-campus student focused housing and will work to provide efficient and effective shuttle services to these communities
 - The County commits to include UCF as a key stakeholder in its planned Quadrangle small area study

The 2020 agreement also lists the projects from the 2016 agreement that were underway and completed, including the County funding and constructing a 10-foot multi-purpose path along McCulloch Road from Alafaya Trail to Ken Dixon Way.

Consistency with the Orange County Comprehensive Plan

Section 1013.30(11)(g) requires the issues addressed in the CDA be consistent with the adopted campus master plan and the host local government's comprehensive plan. The following Orange County Comprehensive Plan policies support the adoption and execution of the CDA.

FLU7.3.1 Orange County shall review the campus master plan, development proposals, and other development plans of the university to ensure compatibility with off campus surrounding uses and to determine the impacts of the development on Orange County residents.

- OBJ T2.2** The County shall maintain a concurrency management system that ensures that transportation facilities and services needed to support development and redevelopment are available concurrent with the impacts of such development. (Objective 1.4)
- T2.5.8** Multimodal Street Design and Operation. The County shall establish multimodal street cross-sections, design standards, and operational measures (e.g. pre-emptive signals, dedicated bus lanes, etc.) to ensure streets are safe, convenient, and appealing for all modes of travel, including transit, automobiles, trucks, bicycles, and pedestrians. Strategies shall include marked crosswalks, wider sidewalks, on-street parking, bus turnouts, traffic calming, raised medians, adequate drainage, or other appropriate safety enhancements that reduce hazardous conflicts between modes and that are consistent with the planned functions of the roadway. (Added 09/11, Ord. 2009-28; Amended 01/16, Ord. 2016-04)
- T3.4.1** The County, in collaboration with Florida Department of Transportation (FDOT), Metro-Plan Orlando, LYNX, local governments, Central Florida Expressway Authority, and the private sector, will plan the development and operation of viable and financially feasible transportation systems on a local and regional scale that use state-of-the-art and energy-efficient infrastructure, vehicles, materials, technologies, and methodologies, where economically feasible. (Added 05/04, Ord. 04-06, Policies 1.7.1-r, 1.7.3-r, 3.1.1-r, 3.1.2-r, Objective 3.2-r, Policy 3.4.1; Amended 11/15, Ord. 2015-20)
- T.3.4.2** The County will continue to coordinate with Florida Department of Transportation (FDOT), MetroPlan Orlando, Central Florida Expressway Authority, local governments, and private entities to identify needed transportation projects. These include projects named on the Orange County Five-Year Capital Improvements Program and Ten-Year Capital Improvements Schedule, MetroPlan Orlando Transportation Improvement Program, State Transportation Improvement Program, and MetroPlan Orlando Long Range Transportation Plan. (Objective 1.3-r, Policies 1.3.1-r, 1.3.4-r, 3.1.1-r, 3.1.3-r; Amended 11/15, Ord. 2015-20)
- ICE1.20.1** Orange County shall review the campus master plan, development proposals and other development plans of the University to ensure compatibility with off campus surrounding uses and to determine the impacts of the development on Orange County residents.
- ICE1.20.5** Orange County shall work with the University of Central Florida (UCF) to establish additional opportunities for increased coordination as identified in the Campus Master Plan.

Adoption Process

Pursuant to Section 1013.30(15) F.S., once the university and the host county agree on the provisions of the CDA, the CDA is executed by the university board of trustees and the host local government. A copy of the executed CDA is sent to the state land planning agency 14 days after the date of execution.

The UCF Board of Trustees executed the CDA at their April 15, 2026, meeting. The next steps include two public hearings by the County. The first public hearing is before the Local Planning Agency and the second public hearing before the Board. These public hearings are required to be noticed in a newspaper and notice of intent is required to be mailed to affected property owners before the first public hearing. The public hearings dates are as follows:

- ✓ UCF Board of Trustees – April 15, 2026
- ✓ Local Planning Agency – May 21, 2026³
- Board of County Commissioners – June 2, 2026
- Transmittal to the state land planning agency – June 16, 2026

Requested Action

Make a finding of consistency with the Comprehensive Plan and approve and execute the 2026 Campus Development Agreement between the University of Central Florida Board of Trustees and Orange County.

³ The Local Planning Agency will render a recommendation following the deadline for this report. The LPA recommendation will be stated during the Board's public hearing.