

CHAPTER 7 SITE ANALYSIS

EXISTING CONDITIONS AND ANALYSIS

Introduction

This chapter outlines discussion related to the existing campus site, analysis of the site, and proposed site improvements. For purposes of this report, the discussion is divided into sections related to land use, campus organization, access and vehicular circulation, pedestrian circulation, parking, and campus image and amenities. Refer to *Exhibit 1: Existing Campus*, *Exhibit 2: Assessment Diagram*, and *Exhibit 3: Property Ownership* for reference throughout this chapter.

Land Use

Existing Conditions: Salisbury University is located in Salisbury, Maryland, on Maryland's Eastern Shore and is divided into two campuses: the main campus and the east campus. The main campus, which contains administration, academic buildings, the library, student housing, etc., is primarily located between U.S. Route 13 and Camden Avenue which border the campus to the east and west, respectively. West College Avenue and Dogwood Drive border the main campus to the north and south, respectively. Beyond this core, the campus owns several neighboring parcels of property along West College and Camden Avenues. These parcels were originally residential properties and have maintained their residential characteristics. The main campus also includes the Allenwood Center Offices which is owned by the University Foundation but is partially leased to several commercial establishments.

The east campus is located on the east side of U.S. Route 13, a major commercial-lined highway. Here the University has primarily developed athletic fields and related facilities. New public-private student housing (apartments) has been developed near the athletic fields, south of Milford Street. The University is currently in the process of acquiring the Dresser facility for use and development. This property expands the east campus and is connected to it by Wayne Street.

For the purpose of this master plan the campus will be referred to as the main campus and the east campus and the east campus will include the Dresser facility. Specifically, the main campus consists of the following buildings: Admissions House, Alumni House, Allenwood Center Offices, Blackwell Library, Commons Building, Caruthers Hall, Choptank Hall, Community Outreach Center, Camden House, Chesapeake Hall, Chester Hall, Devilbiss Science Hall, Devilbiss Hall Annex, Dogwood Village, Foundation Center, Faculty Development House, Fulton Hall, Guerrieri University Center Annex B (Grounds), Guerrieri University Center, Holloway Hall, Honors House, Henson Science Building, Beacon House, Maggs Annex A, Maintenance Building, Maggs Gymnasium, Manokin Hall, Maggs Annex, Nanticoke Hall, Philosophy House, Pocomoke Hall, President's Residence, Resolution Center, Scarborough Leadership Center, St. Martin Hall, Student Art Center, Severn Hall, University Advancement, University Police, Visitors Center, and Wicomico Hall. The main campus also includes surface parking lots, tennis courts, protected woodland, Red Square, the mall and other significant open spaces.

The east campus consists of the following buildings: A&E Services, Athletic Team Building, Central Stores, Power Professional, Tennis Barn, and the Dresser Facility. Athletic facilities include a men's Baseball field, Intramural field, Men's soccer, Women's soccer, Lacrosse practice fields, Football practice fields, Lacrosse/ Football Stadium, Women's softball field, Women's Field Hockey field, track and Field.

Adjacent land uses include strip commercial development along U.S. Route 13, industrial uses between the athletic fields and the Dresser Facility and office uses along Milford Street.

Analysis: From a site planning perspective, land uses are distributed throughout the entire campus in an appropriate manner. Most of the academic, residential, administrative and gathering spaces are located within the main campus, while the large land consuming uses such as recreational fields are located within the east campus. While these uses are in fairly close proximity to one another, the distance between them seems to be much greater because of physical and visual barriers that separate them, including Route 13, the railroad, and commercial development. While the separation of the campuses by commercial development is unfortunate, this commercial development provides convenient services to students, faculty and administrators.

Campus Organization

Existing Conditions: The main campus is organized around a "loose formality" with an inward orientation. Buildings are located around and define both formal quadrangles and informal open spaces. The mall extends north-south and is anchored by Fulton Hall to the north and Devilbiss Science Hall to the South, with Caruthers Hall and Blackwell Library forming an important cross axis. A woodland corridor forms an east-west open space between Maggs Gymnasium, the Guerrieri Center, Devilbiss Science Hall and the Commons Building. Smaller open spaces, both formal and informal, are connected to the main mall and defined by groups of residential and academic buildings. Holloway Hall is the only major building that faces out to the street. With the exception of the Devilbiss Parking Lot, parking facilities are located around the perimeter of the campus.

Recreation fields efficiently utilize the east campus with Wayne Street acting as the central connector that links the different facilities.

Analysis: The overall organization of the main campus is quite successful and provides a strong framework for future enhancements. Many campuses are struggling with the challenge of removing vehicles from the center of the campus to the edges, to create safer and more appealing pedestrian environments with an emphasis on open spaces as opposed to parking lots. Salisbury University, for the most part, has already achieved this goal. Campus improvements should focus on reinforcing existing open spaces and defining new ones. For the east campus, campus improvements should focus on creating a stronger organization and "sense of place" for the campus.

Access and Vehicular Circulation

Existing Conditions: As with many urban campuses, both the main and east campuses are defined by an excellent road network, providing many opportunities for access to parking areas and campus facilities. Because parking areas are located along the perimeter of the main campus and

not connected internally, the campus has many “main entrances”. Three are located along U.S. Route 13, three along Dogwood Drive, and three along Camden Avenue. There is no vehicular access to the main campus from West College Avenue, per an agreement between the University and the surrounding community. Historically, the main entrance has been at Holloway Hall and visitors continue to be directed to go here.

Wayne Avenue and Bateman Street provide the main access to the east campus. College Avenue will gain a more important role in providing access to the east campus as the Dresser Facility is developed for University use.

Analysis: The multiple access points to the University facilities from the surrounding street grid function well in that all vehicular traffic is not constricted in one area, providing users with many options. While this works well for those who are familiar with the University, it can be confusing to first time visitors. All of the entrances appear to be equal in importance, with few visual clues indicating where visitors should go. Because of the University’s presence on U.S. Route 13, there is an expectation that the main visitor entrance be located there. Unless visitors are specifically directed to go to the Holloway Hall entrance, this entrance appears to be a “back door” so visitors do not naturally head in this direction. The existing sign system, while excellent in identifying campus facilities, does not provide enough information for visitors.

Pedestrian Circulation

Existing Conditions: A hierarchy of pedestrian circulation routes is clearly defined on the main campus utilizing an internal pathway and open space system and sidewalks along the perimeter streets. The mall and Red Square represent the primary pedestrian routes, off of which are links to adjacent spaces, perimeter parking areas and the surrounding streets. A pedestrian underpass creates a link across busy U.S. Route 13; all other street crossings occur at-grade at marked and unmarked crossings. A significant number of mid-block crossings occur along Camden Avenue because facilities are spread out along its length and pedestrians naturally follow the most direct desire lines, the route pedestrians desire to take. The only area within the main campus where pedestrian and vehicular circulation is not clearly separated occurs in the Devilbiss Parking Area. While sidewalks are provided along the perimeter of the parking lot, the desire line between the Commons Building and the majority of the campus extends diagonally through the parking area. The design team observed students cutting across the parking lot on several occasions.

Pedestrian circulation on the east campus primarily utilizes street sidewalks and lawn areas between fields. Not all streets have sidewalks.

Analysis: Pedestrian circulation functions well on the main campus. The mall and Red Square facilitate a strong diagonal pattern of movement from the southwest corner to the northeast corner of campus. Pathways are also well located to provide connections to perimeter parking areas and adjacent streets. In addition, there are only a few areas where worn areas (cow paths) in the lawn indicate the need for additional paved walkways.

While pathways are well located, the environment along the pathways could be enhanced in many areas. For example, low-limbed trees or dense planting often blocks views and pathways through parking areas are often exposed to the elements with no definition of overhead canopy.

Because program elements are distributed along Camden Avenue, it will be difficult to enforce crossings at controlled points. Consideration should be given, however, to enhance crosswalk

markings at all of the intersections along Camden and to work with the City in investigating other traffic-calming measures such as traffic circles at key intersections. In general, campus improvements on the main campus should reinforce existing pedestrian circulation and improve the experience for pedestrians.

The pedestrian underpass located at Bateman Street provides a well-utilized, safe, and direct connection between the main campus and the east campus athletic fields. While this connection is direct and easy to use, it does not provide for an inviting environment. On the main campus, the underpass is in a constricted area adjacent to an entrance drive. On the east campus, one emerges from the underpass into a commercial parking lot, with no definition of sidewalk area and no visual connection to the campus facilities. Safety and crossing issues will continue to arise as the University extends its bounds into the Dresser Facility which will place more emphasis on the need for a safer crossing of U.S. Route 13 at College Avenue. Campus improvements should include improved crossings at College Avenue and enhancements to the pedestrian environments between U.S. Route 13 and the east campus at both College Avenue and Bateman Street. On the opposite side of campus, Camden Avenue has been identified as a difficult road to cross due to traffic volumes and high speeds. Enhanced crossings should be considered to address these pedestrian difficulties.

Parking

Existing Conditions: With the exception of the Devilbiss Parking Lot, parking areas are well located at the perimeter of the main campus. On the east campus, most of the parking resources are located along Wayne Street, however, a significant number of parking spaces will be included as part of the Dresser Facility. Current parking counts are identified in the table on the following page and in *Exhibit 1, Existing Campus*.

Analysis: The concept of keeping parking to the edge of the campus is a good one in that it allows for the internal campus to be pedestrian-oriented. There are some drawbacks, however. The first is that the image of the campus from the surrounding street network, primarily U.S. Route 13, is that of parking areas, with the campus buildings set back and distant. For many, the only contact that they have with the University is driving past it. The second is that as more and more program elements are developed on the east campus, the perimeter parking areas weaken the connection between the two campuses and increase the perceived distances between facilities on each campus.

The campus is now at a point where it cannot absorb additional development and maintain surface parking areas in close proximity without jeopardizing the open spaces. As the density of campus development increases, new parking facilities in the form of structured parking will need to be considered. This will not only provide new close-in parking resources, but will also allow existing surface parking areas to be considered for future building programs.

Existing Parking Facilities

<i>Parking Area</i>	<i>Existing Parking Spaces</i>	
Main Campus		
Holloway Hall	14	
Library	230	
Devilbiss	302	
Commons Circle	10	
Dogwood	395	
Asbury Church	99	Leased
Physical Plant	133	
Maggs	28	
University Police	148	
Caruthers	363	
Chesapeake	504	
St. Martins	250	
Existing Tennis Courts	8	
Alumni House	17	
Admissions	24	
Leadership Center	104	
Philosophy House	10	
Allenwood	0	
<i>Subtotal</i>	2639	
East Campus		
Power Professional	145	
Stadium	115	
Baseball Field	50	
Indoor Tennis	22	
Wayne Street	137	
<i>Subtotal</i>	469	
Dresser Facility		
Main Lot	533	
Small Lot	132	
<i>Subtotal</i>	665	
<i>Total</i>	3773	

Campus Image and Amenities

Existing Conditions: The main campus currently projects a positive image. The grounds are well maintained, landscaping is lush and its status as an arboretum provides for a wide variety of plant materials. In addition, while the primary image of the campus from the perimeter is of parking areas, these parking areas are well landscaped along the street edges, particularly the Chesapeake Lot which comprises the campus's most important corner at College Avenue and U.S. Route 13. The image along Camden and College Avenues responds well to the residential

neighborhoods bounded by these two streets. A variety of campus open spaces also provides for a rich campus environment. The protected woodland, the Holloway Lawn and the Mall, all contribute to the main campus's positive image.

For the east campus, facilities are hidden behind strip commercial development and the athletic fields comprise one large open space. Wayne Street bisects this space and functions primarily as a parking lot for the athletic fields. The Dresser Facility contains a landscaped parking area and projects a corporate image along College Avenue. The remainder of the property presents an industrial image.

Analysis: For the main campus, the wide variety of plant material contributes to the richness of the campus landscape; however, there is a lack of a unifying landscape element to visually tie different parts of the campus together. In addition, many plants are inappropriate for their locations. Plantings in many of the current open spaces are somewhat visually distracting. Species selection and their placement filter aesthetic views, distract from focal points, and help create visual clutter. For example, large canopy trees should be used to reinforce open spaces while allowing distant views beneath their canopies. In many places, particularly the north end of the mall near Fulton Hall, smaller flower trees are planted within the open space, blocking important views through the space. The raised planting bed in front of Blackwell Library, while beautifully matured and maintained, creates a dense barrier between the library and the mall. Model campus spaces include the lawn in front of Holloway Hall where trees are planted to the edges of the space, framing the building as well as defining an important open space.

The east campus is in need of stronger spatial definition through landscape. Wayne Street, in particular, presents a barren environment. In the hot summer months there is little physical or psychological relief in the form of shade and no division of the overall space into smaller spaces. The Dresser Facility presents a very positive corporate image along College Avenue. Landscape enhancements throughout the east campus can define and reinforce space and help assimilate the master plan.

DEVELOPMENT OPPORTUNITY SITES

Introduction

The analysis of the site facilities, as described in the previous section, help to define a framework for identifying a number of appropriate development sites for short and long-term development opportunities. Based on the site analysis, the master planning team has identified several guidelines for siting new development on the main and east campuses. Generally, new building development should:

1. Provide for stronger linkages between the main and east campuses.
2. Extend the University presence out to the perimeter streets in high visibility areas while reinforcing the concept of perimeter parking areas.
3. Reinforce existing open spaces and pedestrian linkages.
4. Define new open spaces.
5. Provide a higher and better use for underutilized sites.
6. Provide for enhanced relationships among various campus functions.
7. Accommodate flexibility for changing priorities and future development opportunities.

Following is a brief description of the development opportunity sites identified in *Exhibit 4: Concept Development Diagram* and important considerations for each site.

Site Descriptions

Sites 1, 2, and 3: These sites are located within the existing Chesapeake Parking Area. New buildings on one or all of these sites would provide a strong University identity at U.S. Route 13 and College Avenue, reinforce and create a stronger linkage to the Dresser Facility, and, coupled with St. Martins and Fulton Halls, define a potential new campus open space. These sites could be developed as two or three separate buildings or as one larger building.

Site 4: This site is located on the existing tennis courts and development here would require their relocation to the east campus. This site is well suited for expansion of Fulton Hall or for development of surface parking. The balance of the site could be developed as parking.

Site 5: This site is located within the existing Caruthers Parking Area. Because this site is located mid-block between College Avenue and Bateman Street, there is little opportunity for using this site to create a stronger linkage to the east campus. Therefore, it should remain parking in the form of surface or structured parking. If structured parking is utilized, it should be developed in a manner to allow views into Site 9.

Sites 6, 7, and 8: These sites are located within the existing footprint of Caruthers Hall. As a one-story building, Caruthers represents an underutilization of this prominent site. While these three sites could be developed as one building, they are shown as three separate sites because they each respond to different influences. Site 7, or this portion of a single site, should respond to and reinforce Red Square and the mall without impeding the pedestrian circulation route from the northeast. Site 8 should respond to and reinforce the open space partially defined by Henson Science Building and Maggs Gymnasium. Site 6 is less significant and could be developed as parking, open space, or service.

Site 9: This site is at a prominent location which contains the existing University Police building. Developing a significant new building on this site accomplishes several important goals: it would help to reinforce the open space partially defined by Henson and Maggs, it would create a significant presence on U.S. Route 13 at one of the campus entrances, and it would help to reinforce the pedestrian connection to the east campus at Bateman Street and help to reduce the perceived distance between the two.

Sites 10 and 11: These sites occur within the existing Blackwell Library and the Library Parking Area. New development here could be in the form of an expansion to the existing library, or could replace the existing library with a new structure.

Site 12: This site presents an opportunity for additional campus housing which could divide a rather large quadrangle into smaller, individual open spaces.

Sites 13: This site is currently occupied by Devilbiss Science Hall. This is presented as a long-term opportunity site for a time when it is no longer feasible to maintain the existing building. Because it occupies a prominent site at the southern end of the mall, it should be reserved for the development of a prominent structure. We do not see this as a site for development within the next ten years and recommend that Devilbiss be re-evaluated in future master plans.

Sites 14 and 15: These sites are located within the existing Devilbiss Parking Area. Building development here could convert the only internal parking area on campus into building and open space program. Development of any program on these sites should define a major new open space and pedestrian walkway that links the Commons Building to the heart of the main campus.

Site 16: This is the current location of Dogwood Village. Because this site is located at the perimeter of the campus where no strong linkages are required across the street, it is best reserved for parking opportunities in the form of surface parking or a low-scale parking structure. Sensitivity to the adjacent residential community is an important consideration in development of this site.

Sites 17 and 18: These sites are located within the existing Dogwood Parking Area. Building development here could work with the Guerrieri University Center in defining a major new open space that fronts onto Dogwood Street.

Sites 19 and 20: These sites occupy the existing Maintenance Building and Maintenance Parking Area. The sites are well suited for a building program element that requires adjacency to the surrounding community road network as well as one that would benefit from adjacencies to the protected woodland area.

Site 21: This site occupies the Allenwood Center Offices and its parking lot. Because of its adjacency to the commercial area and its location at the southern end of campus between two non-university commercial businesses, it is best suited as a potential parking resource.

Sites 22 and 23: These sites comprise the Dresser Facility and, because of the land area, present opportunities for large footprint uses such as a field house and additional athletic fields. They also present an opportunity for future parking resources. Regardless of how they are developed, careful attention should be given to presenting a positive image along College Avenue and reinforcing the linkage to the east campus recreation fields to the south.