SASAKI

GORDON COLLEGE
MASTER PLAN UPDATE

FEBRUARY 2011

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GORDON COLLEGE LONG TERM MASTER PLAN

INTRODUCTION
GOALS OF THE 2010 MASTER PLAN UPDATE

The 2010 Master Plan Update is designed to address growth in enrollment and land use demands at Gordon. This study builds directly upon the 2007 Master Plan, and responds to several variables that have emerged as pressing needs for the College: parking, land use management, and the recent acquisition of the 70-acre wooded parcel to the northeast of campus. This update maintains the priorities and goals of the 2007 Master Plan, and should be considered an addendum to the previous planning process. As such, please reference the 2007 Plan for chapters on the *History of the Institution*, *Goals of the Campus Master Plan*, *Existing Campus Conditions*, *Space Analysis*, and *Alternatives* discussion. Moreover, the 2007 Master Plan considered a number of changes and opportunities on campus, including enrollment, demographics, campus mission, and housing; this physical planning analysis continues to inform the decisions discussed in this new study.

Growth in student enrollment has closely matched expectations, though the accompanying pressures on land use priorities and parking spurred the need to re-examine impacts on campus development. In 2010, student enrollment grew to 4,421 HC (3,037 FTE), which matches Institutional Research's 28 percent enrollment growth projections cited in the 2007 Master Plan. While student enrollment matches the strategic planning expectations, Gordon has experienced somewhat higher than expected growth in employment and commuter students, which drives the need to reconsider the supply of parking on campus as well as the impact on land use. As a result, the actual current parking demand may be greater than expected based on this episodic growth in employment.

	PROJECTED ENROLLMENT HC (FTE)	ACTUAL ENROLLMENT HC (FTE)
2005	-	3,500 (3,014 FTE)
2010	4,500 (3,900 FTE)	4,421 (3,037 FTE)
2015	5,700 (5,000 FTE)	N/A

Moreover, the acquisition of the large-forested 70-acre parcel to the northeast of campus, bounded by Forsyth Street, Collier Road, Lafayette Street and Honeysuckle Lane, presents a valuable asset for future campus development. The September 2010 charrette workshop explored potential development ideas for this parcel. While the development of this land is not currently needed to support the academic expansion of Gordon College, it is a valuable land banking opportunity for future needs. Gordon has the potential for extraordinary enrollment growth because of its location in the Atlanta and Macon areas, as well as the increased demand for newly introduced four-year programs as Gordon transitions into a four-year college. The parcels will be important in the long term to provide support for the college, such as additional athletic fields, recreation spaces, and parking for resident students.

EXISTING BUILDINGS
PROPOSED BUILDINGS
GLAZED FACADE ATRIUMS
HISTORIC OVERLAY
NEIGHBORHOOD CONTEXT


Gordon College
Gordon College

PLANNING PRINCIPLES GUIDING THE STUDY

This Master Plan Update is guided by a set of principles that emerged from the 2007 planning process. These principles guide the goals of the plan, intended to address changed in enrollment, mission, parking and transportation, and land use priorities, opportunities, and constraints.

PRINCIPLE #1 REINFORCE THE COLLEGE'S MISSION AND GOALS

- Organize facilities to promote Gordon's mission as it moves from a two to four-year institution, including the following strategic initiatives:
  - » Quality instruction
  - » Community education
  - » Enrollment and student support
  - » Faculty and staff development
  - » Educational technology
  - » Facilities and administrative technology
  - » External/ Community relations

PRINCIPLE #2 CREATE A COHERENT CAMPUS DESIGN

- Recognize and reinforce campus planning traditions, natural environmental patterns, and surrounding neighborhood uses.
- Enhance the experience of visitors through improved wayfinding, including signage and the sequence of arrival.
- Build upon the existing consistency and quality of design in terms of landscape spaces and architectural quality.

PRINCIPLE #3 PROMOTE ENVIRONMENTS FOR LEARNING

- Develop the entire campus as the learning environment, including indoor and outdoor spaces.
- Enhance and utilize existing campus spaces.
- Create spaces for student interaction.

PRINCIPLE #4 CELEBRATE HISTORIC OPEN SPACES AND BUILDINGS

- Preserve the character of the historic buildings on campus.
- Celebrate and enhance the significant open spaces of the campus.

PRINCIPLE #5 CREATE AN INTEGRATED CIRCULATION SYSTEM

- Develop a coordinated approach to campus circulation systems that includes pedestrian, bicycle, automobile, service, and emergency access.
- Establish a pedestrian-oriented environment that emphasizes accessibility, safety, security, and comfort.
- Locate parking on the campus periphery and link it to the academic core via the enhanced pedestrian network.

PRINCIPLE #6 DEVELOP CAMPUS AND COMMUNITY RELATIONS

- Strengthen physical connections between the campus and the community.
- Pursue partnerships with the City of Barnesville to promote community education, economic development, and cultural and artistic opportunities.

THE MASTER PLAN COMMITTEE EXPLORED ALTERNATIVES AT THE SEPTEMBER 2010 CHARRETTE

PLAN FORMULATION
EXPLORING ALTERNATIVES

In September 2010, the Master Plan Committee participated in a charrette exercise at Gordon College to explore alternatives. The workshop generated ideas that led to the preferred Master Plan alternative. The group divided into three teams to explore short-term and long-term solutions to address parking, land use, and development possibilities on the forested 70-acre parcel northeast of campus.

The charrette used the 2007 Master Plan as a base to explore ideas for addressing changing priorities for parking, athletics and recreation, and long-term housing.

The groups were asked to consider the following questions:

SHORT-TERM

1. Should parking be assigned by population type and, if so, where should faculty/staff, commuters, and residents park?
2. What would be an appropriate permit price?
3. What is the College's position on surface versus structured parking?
4. Where is the best place for a large parking lot?

LONG-TERM

1. What is the best long-term land use for parking and athletics?
2. What Transportation Demand Management (TDM) strategies might the College consider adopting?

PARKING

The 2007 Master Plan proposed a 500-space parking garage on the southwest corner of campus; however, upon further consideration of the neighborhood context, costs, and additional land acquisitions, this plan instead focuses on strategies to maximize existing parking resources and to maximize opportunities for surface parking. Locating additional surface parking became a priority over the garage because of the sensitive neighborhood context, with many single-family homes, concern about traffic, and further analysis of how construction expenses would require parking permit prices to rise. Therefore, this Master Plan Update specifies opportunities for additional surface parking to meet current and future parking needs.

COST COMPARISON

GARAGE CONSTRUCTION
• COST/SPACE: ~ $14,000/SPACE (~ $18,000 INCL. SOFT COSTS)
• COST/SPACE/YEAR: $1,250 (30 YEARS @ 5.5%)
• IF BUILT ON EXISTING PARKING LOT, CONSTRUCTION COST IS DIVIDED BETWEEN NET NEW SPACES
• MAINTENANCE: TYPICALLY ~ $300/SPACE/YEAR
PARKING LOT CONSTRUCTION
• COST/SPACE: ~ $1,500 – $3,000/SPACE
• COST/SPACE/YEAR: ~$150 - $300 (TEN YEAR LIFE, NO DEBT)

The result of the charrette workshop was the identification of several priorities for future parking and land use development. These include:

- Parking should be assigned, with faculty/staff and commuter students parking adjacent to the academic core, and resident students parking in the peripheral lots.
- The current permit price of $10 is nominal and is insufficient to meet the costs of providing parking.
- Surface parking is preferred because it is a more affordable alternative to structured parking and because there are sufficient land resources to support surface parking.
- The preferred location for future parking is adjacent to existing lots, near the campus core.
- There is no immediate pressure to relocate the existing athletic and recreation facilities; what's more, campus users enjoy their proximate location to the campus core. Over time, as College enrollment increases, recreation and practice fields could be located on the recently acquired 70-acre parcel. Athletics facilities will remain in their current location.

FUTURE PARKING DEMAND

There are currently 2,193 parking spaces on campus. On the basis of information provided by the College, it is estimated that currently 1,938, or 88 percent, of those spaces are occupied at peak times. This is close to the practical capacity of the parking system, since ten percent of spaces should be empty even at peak times in order to ensure convenient and efficient availability of spaces.

FUTURE PARKING SUPPLY AND NEED

In evaluating the future need for parking, in terms of both quantity and location, the goals include:

- Maintain a pedestrian-friendly environment, with a compact academic and residential campus core
- Meet parking needs while encouraging walking and bicycling
- Provide parking that is economical
- Preserve open space, urban fabric and appropriate campus borders

To accommodate future institutional growth, the Master Plan must provide adequate parking to serve the projected campus population. Estimates of parking need are shown below for years 2015 and 2025.

PROJECTED PARKING DEMAND

	CURRENT			PROJECTED						
	2010 PARKING SPACES	OCCUPIED PERMIT SPACES	2010 POPULATION	SPACES/ CAPITA	2015 POPULATION	2015 OCCUPANCY	NEED, W/ 10% CUSHION	2025 POPULATION	2025 OCCUPANCY	NEED, W/ 10% CUSHION
COMMUTER	1,450	1,350	3,990	0.34	4,509	1,526	1,695	5,101	1,726	1,918
RESIDENT	337	327	1,019	0.32	1,237	397	441	1,399	449	499
FACULTY/STAFF	276	261	491	0.53	445*	236	263	568	302	335
HP	60						70			80
VISITOR	60						68			77
RD/OTHER	10						11			13
GRAND TOTAL	**2,193**	**1,938**					**2,547**			**2,922**

ESTIMATES OF FUTURE CAMPUS POPULATION WERE MADE IN THE 2007 MASTER PLAN.
BY 2010, THE FACULTY/STAFF POPULATION HAD RISEN ABOVE THE PROJECTION FOR 2015.

The projections above show the predicted growth in parking demand over the 2010 parking supply: by 2015, a growth of 354 spaces (an increase of 16 percent) and, by 2025, a projected need for an additional 729 spaces (increase of 33 percent). The projected need is estimated with a 10% cushion, which is a standard measure to ensure that the supply stays ahead of demand. Thus, the projected need in 2015 is 2,547 spaces, and the projected need in 2025 is 2,922.

GORDON COLLEGE SHORT TERM MASTER PLAN

MASTER PLAN: SHORT TERM

The short- and long-term Master Plans synthesize the proposals for future development. The schemes consider strategic planning across a number of framing principles, including Land Use, Open Space, Circulation, Building Use, and Athletics and Recreation. Following from the 2007 Master Plan, the short- and long-term preferred alternatives were derived from the following set of principles that guided the decision-making process:

- REINFORCE THE COLLEGE'S MISSION AND GOALS BY ORGANIZING FACILITIES AND SPACES TO ENABLE A SMOOTH TRANSITION INTO A FOUR-YEAR INSTITUTION.
- CREATE A COHERENT CAMPUS DESIGN BY STRENGTHENING THE TRADITIONAL AESTHETIC OF THE BUILDINGS AND GROUNDS, AND BY ENHANCING WAYFINDING SIGNAGE.
- PROMOTE ENVIRONMENTS FOR LEARNING AND INTERACTION IN BOTH INTERIOR AND EXTERIOR SPACES.
- CELEBRATE HISTORIC BUILDINGS AND OPEN SPACES ON CAMPUS.
- CREATE AN INTEGRATED CIRCULATION SYSTEM THAT ENHANCES THE PEDESTRIAN EXPERIENCE AND LOCATES PARKING AT THE PERIPHERY OF THE CAMPUS.
- DEVELOP CAMPUS AND COMMUNITY RELATIONS THROUGH PHYSICAL CONNECTIONS AND OUTREACH PROGRAMS.

The most significant change for land use was the strategic acquisition of the 70-acre parcel, which will support future growth of the College. The parcel extends the borders of the campus eastward and represents and important land-banking opportunity for growth outside the campus core. Similarly, the Plan maintains the same landscape framework that is the backbone of the open space system, and preserves the trail system in the wooded area. Moreover, the Plan reinforces the pedestrian mall on the linear axis along College Drive.

While the core movements of the vehicular circulation and parking framework remain the same, there are a number of changes that provide more opportunity for surface parking and make the campus feel more unified. The short-term Master Plan identifies three new priorities related to parking:

1. **Removes proposed parking structure** on the west edge of campus in order to maintain a soft edge with the residential neighborhood. Instead, **additional surface parking i**s provided along Florida Street, south of Georgia Avenue.

2. Provides **additional parking along the eastern edge of Parking Lot C** between the academic core and the athletics district.

3. **Reconfigures and expands the parking lot along Gordon Road**, which replaces future residence halls in this location.

Aside from the change to prioritizing parking over residence halls along Gordon Road, the short term Master Plan maintains the same building use and athletics and recreation framework as the 2007 Master Plan.

EXISTING BUILDINGS
PROPOSED BUILDINGS
GLAZED FACADE ATRIUMS
HISTORIC OVERLAY
NEIGHBORHOOD CONTEXT

GORDON COLLEGE LONG TERM MASTER PLAN

MASTER PLAN: LONG TERM

The long-term Master Plan extends the principles and framework of the short term priorities to the longer term.

The underlying linear patterns of the campus provide a strong formal logic to the experience of Gordon College. Furthermore, this pattern framework establishes opportunities to strengthen the campus as a learning environment. In this way, the Master Plan continues to build off of the linear axis formed by Alumni Memorial Hall, Gordon Commons, Gordon Hall, and College Drive, and reinforces the formal clarity of visual corridors, pathways, and deliberate outdoor spaces that frame the landscape with a series of new parking lots, buildings, and recreation fields.

Major initiatives include:

1. A new **two-story parking deck east of College Drive**. The deck is built into the topography of the site, with three open sides, to reduce the need for costly ventilation and internal ramps typically associated with a traditional parking structure.
2. **Residence halls** bordering the pond
3. New **mixed use buildings along Gordon Road**, between the academic core and the athletics district, for both academic and potential residential use.
4. **Recreation and practice fields** and **parking** in the 70-acre wooded parcel.

In summary, the long-term Master Plan combines the vision of the 2007 Master Plan with strategic adjustments in response to changing constraints and opportunities that have emerged over the past five years. This addition to the 2007 framework refines the development priorities related to land use, parking, and recreation to guide future growth at Gordon.

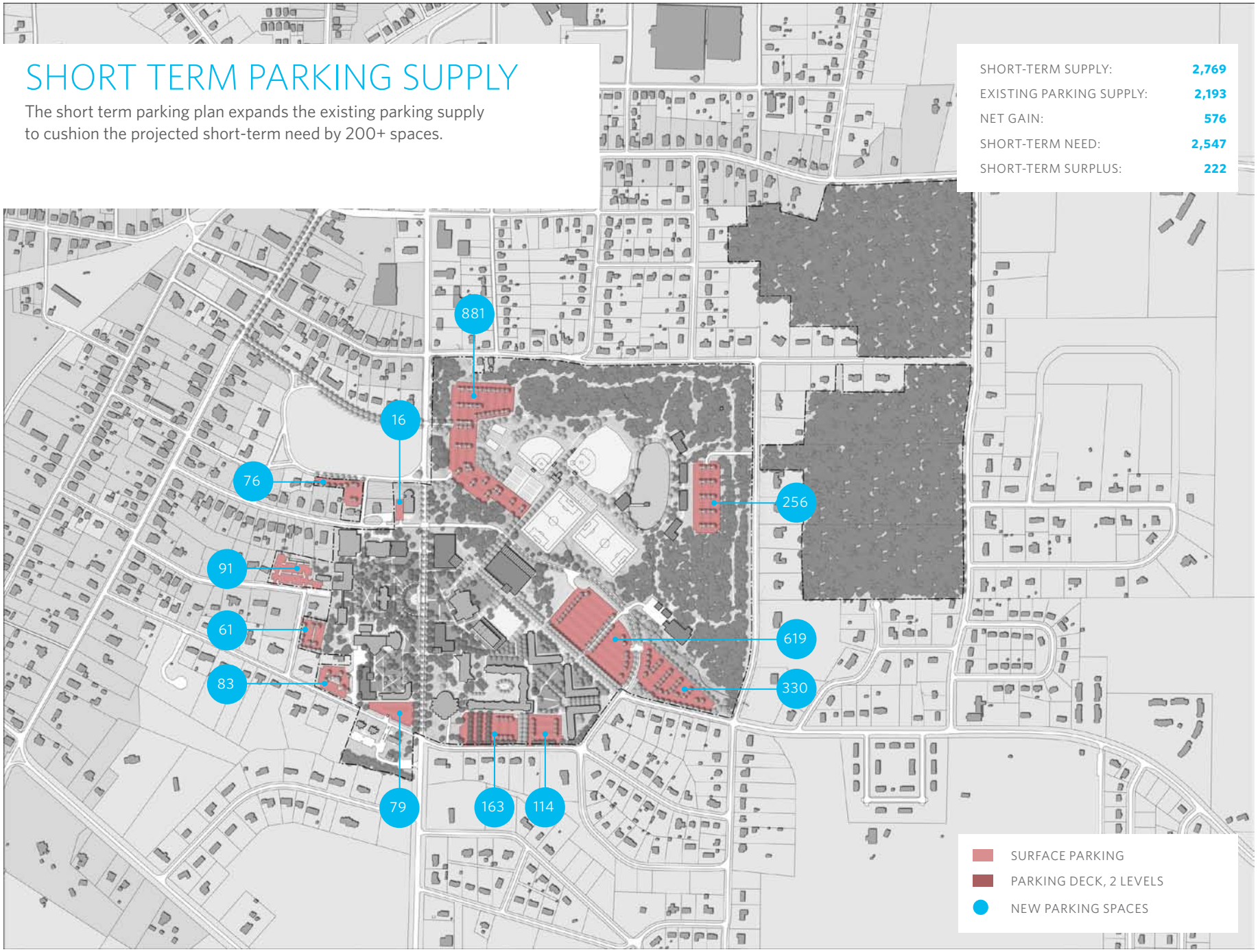
The following pages illustrate how the short- and long-term parking supply will be distributed across the campus. The analysis underling the parking strategies is discussed in the sections following the parking diagrams.

EXISTING BUILDINGS
PROPOSED BUILDINGS
GLAZED FACADE ATRIUMS
HISTORIC OVERLAY
NEIGHBORHOOD CONTEXT

SHORT TERM PARKING SUPPLY

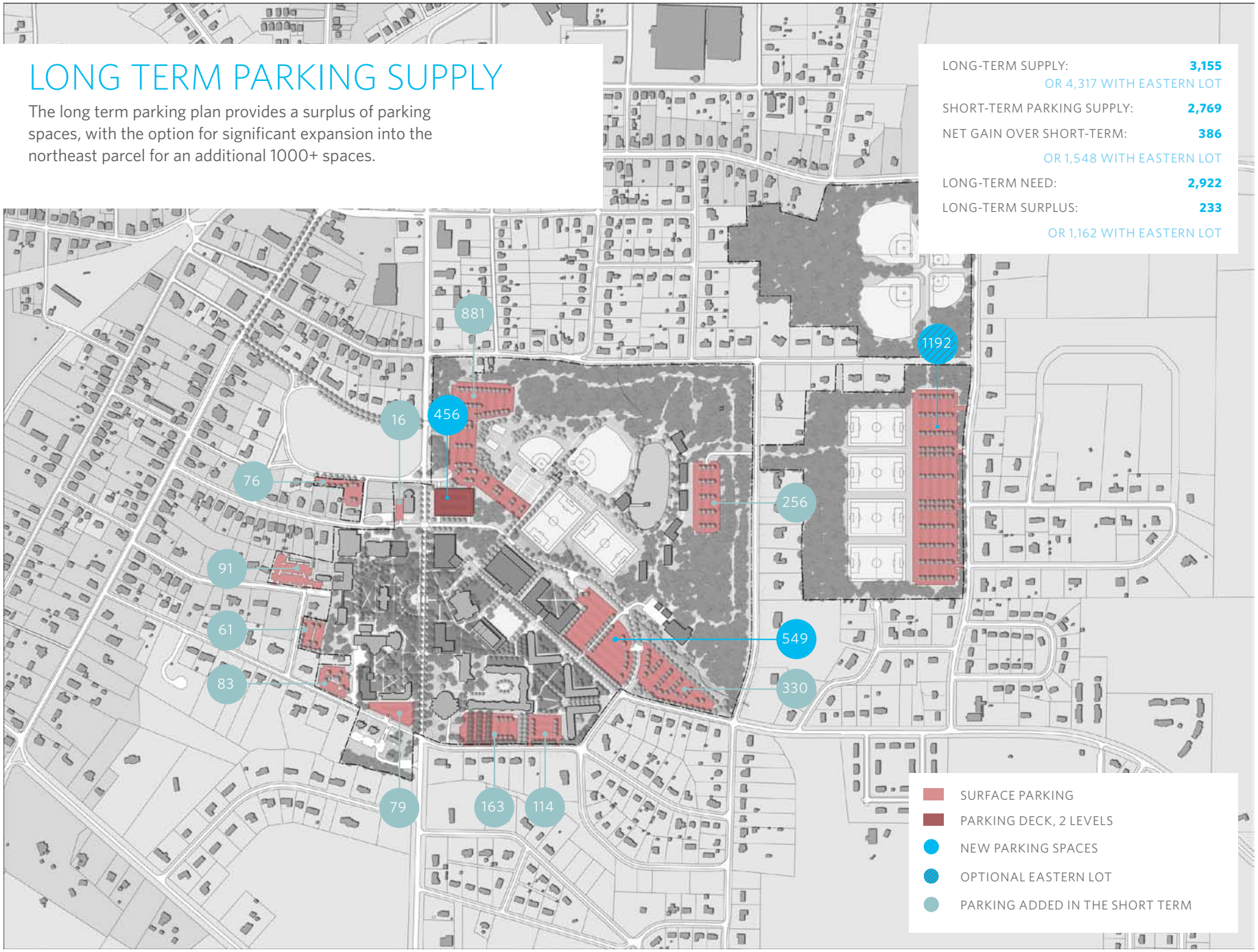
The short term parking plan expands the existing parking supply to cushion the projected short-term need by 200+ spaces.

SHORT-TERM SUPPLY:	2,769
EXISTING PARKING SUPPLY:	2,193
NET GAIN:	576
SHORT-TERM NEED:	2,547
SHORT-TERM SURPLUS:	222



LONG TERM PARKING SUPPLY

The long term parking plan provides a surplus of parking spaces, with the option for significant expansion into the northeast parcel for an additional 1000+ spaces.



VEHICULAR CIRCULATION AND PARKING

This Master Plan builds on existing road and parking patterns to improve the campus environment and to simplify vehicular and pedestrian access. The Master Plan addresses the following issues:

- Faculty/Staff parking is sufficient but not always proximate to offices, leading to the perception of lack of availability of parking spaces
- Commuter student parking is in short supply
- The garage proposed in the 2007 Master Plan should be re-examined
- Currently little effort is made to minimize auto use or encourage alternative modes

In terms of circulation and access, this Master Plan focuses on reducing the impact of vehicular traffic on the campus core and on pedestrian safety/amenity. Some parking has been relocated to the periphery, outside the core but within walking distance of campus destinations. At the same time, new parking will be added to ensure adequate supply and to eliminate the traffic associated with searching for a space. The Master Plan increases the net number of parking spaces on campus by 576 spaces in the short term, and a minimum of 962 over the long term. Moreover, this plan maintains the recommendation of the 2007 Master Plan: all existing and proposed lots should be enhanced with landscaping and pedestrian accommodations, and future lots should be sited behind buildings to create an uninterrupted street façade.

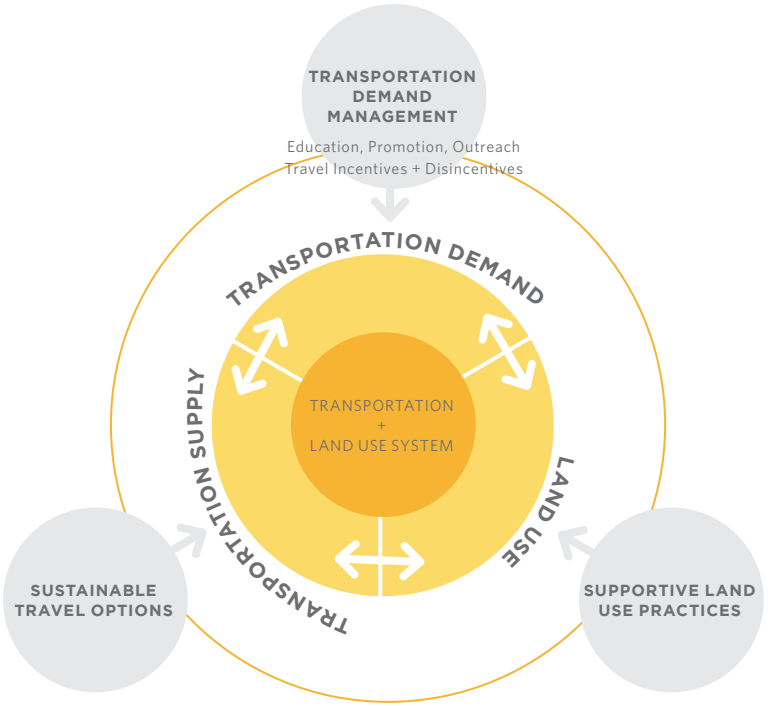
To maximize the utility of parking, both in the core and on the edges of campus, parking management should strive to provide parking users with spaces appropriate to their needs. Faculty and staff should be assigned the most central spaces, particularly those, who may need to make trips off campus and back during the day. Commuter students should park in large peripheral lots where spaces are always available and walk times to classes are predictable. Resident students should be assigned to the most remote parking areas, as their vehicles are parked long-term and used less frequently.

In general, demand-side measures, such as Transportation Demand Management (TDM), should be utilized where feasible. Walking and bicycling should be promoted as alternatives to single-occupant driving, and both students and employees should be encouraged to reduce their reliance on cars. Moreover, carpooling and ridesharing programs are also important sustainable travel options that will lower transportation demand. In particular, parking policies should strongly support a 'park once' attitude, and should discourage short mid-day auto trips.

TDM focuses on changing behavior patterns: on reducing demand for parking, not increasing supply. Strategies address administrative structures, physical infrastructure, regulations, and pricing. Many TDM measures are inexpensive, and can be linked with existing programs. A TDM program should combine multiple measures, and make them a part of a comprehensive program.

TDM measures include:

- Bicycle / Pedestrian programs and facilities
- Ridesharing
- Transit
- Parking Management
- Marketing
- Institutional Policies
- Monitoring and Evaluation



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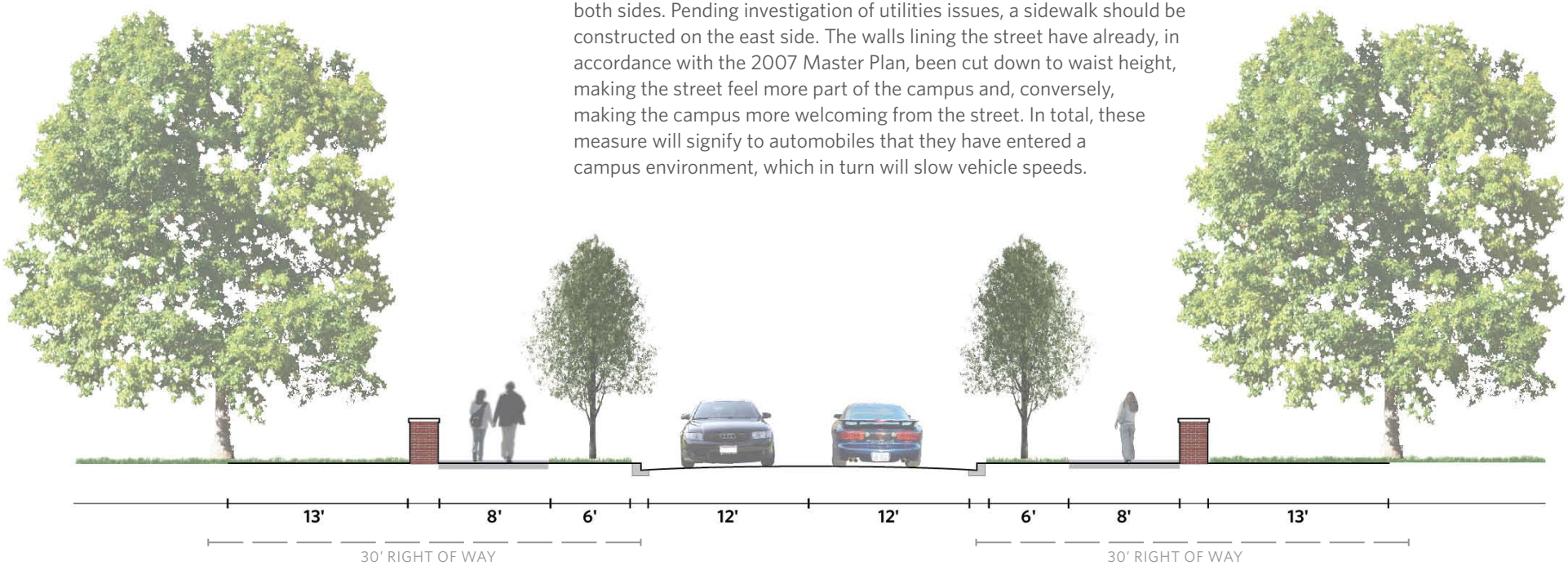
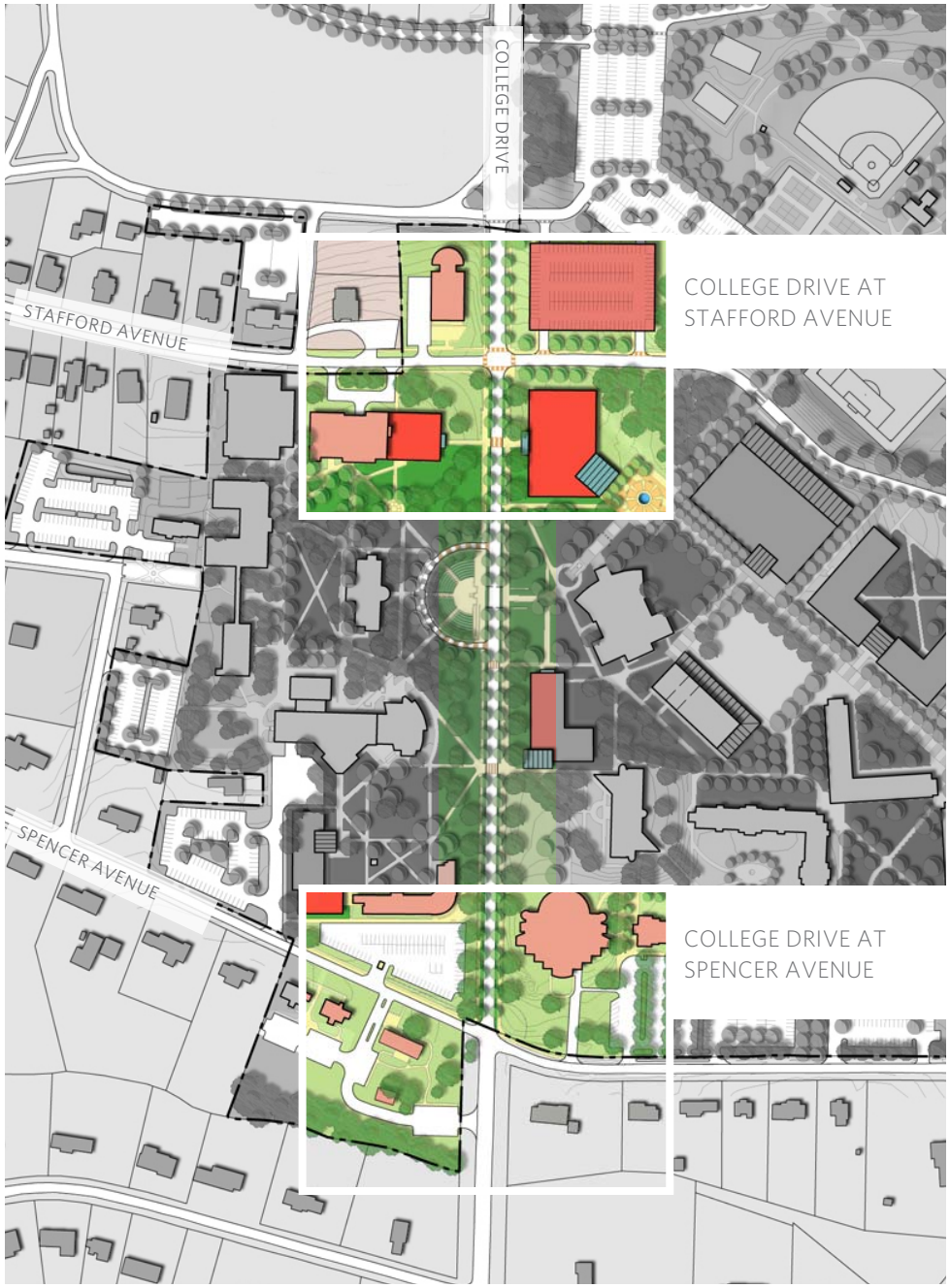
STREETSCAPE

In addition to the analysis of supply and demand, streetscape design and strong gateways to campus will impact circulation as well as the campus sense of place. Based on feedback from the charrette, the study focused particular attention to two important gateways to campus: College Drive at Stafford Avenue, on the northern border of campus, and College Drive at Spencer Avenue, at the southern border of campus. These two intersections were identified as important gateways that have high rates of traffic flow and an existing design that favors vehicles over pedestrian traffic. This study considered several dimensions for addressing traffic volumes on College Drive, including redefining the street corridor with landscape and sidewalk improvements, and emphasizing the entrance to campus with a gateway arch or statuesque signage.

One of the major issues remaining from the 2007 Master Plan is the impact of College Drive on the campus. Thru traffic disrupts pedestrian flow, divides the campus, creates safety concerns and emits noise and fumes. Since College Drive is a City (though no longer a State) route, its arterial function and basic dimensions cannot be changed. Moreover, the right of way extends 30 feet towards campus from each curb edge. However, the College, with the City's cooperation, can make marginal improvements that will slow auto traffic and will 'claim' the street as part of the campus, prompting drivers to respect its special nature.

Most of these recommendations were part of the 2007 Master Plan; they are reiterated here. College Drive should be planted with substantial tree rows on both sides. Pending investigation of utilities issues, a sidewalk should be constructed on the east side. The walls lining the street have already, in accordance with the 2007 Master Plan, been cut down to waist height, making the street feel more part of the campus and, conversely, making the campus more welcoming from the street. In total, these measure will signify to automobiles that they have entered a campus environment, which in turn will slow vehicle speeds.





COLLEGE DRIVE AT STAFFORD AVENUE

COLLEGE DRIVE AT SPENCER AVENUE

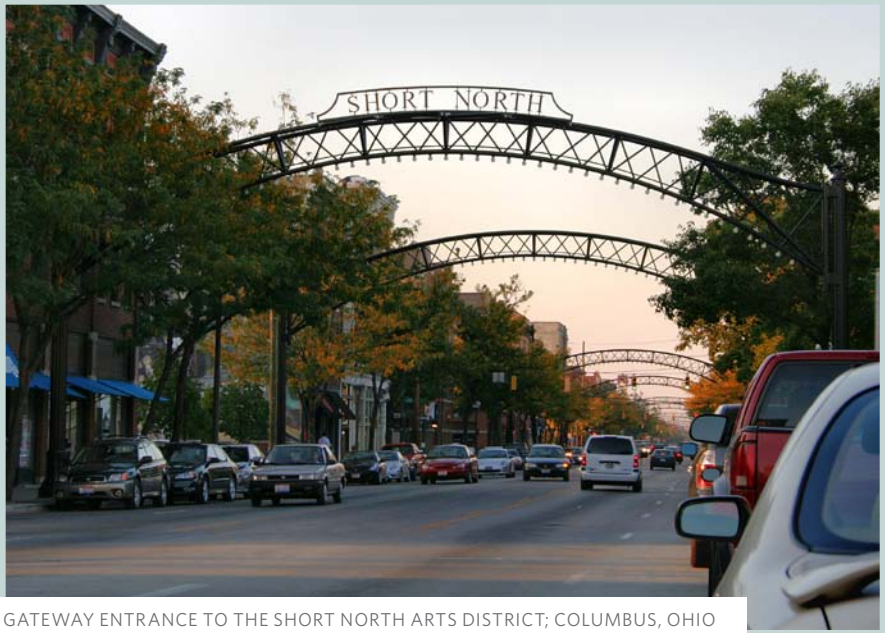
GATEWAYS

A new element in this Master Plan, related to the impact and function of College Drive, is a recommendation to establish formal campus gateways on either end at Stafford Avenue and Spencer Avenue. These two gateway intersections represent opportunities to establish a strong College identity and, in so doing, to influence driver behavior and remind them that they are traveling through a campus. The gateway structures could take a variety of forms, but should be clearly visible and should emphasize, through symmetry, that College Drive is a portal from the public streets into a more pedestrian-oriented realm.

At Spencer Avenue, the gateway should also address and protect pedestrian crossings of College Drive. A pedestrian-actuated signal is one option; another is a highly visible crosswalk, marked with a special pavement treatment. A four-way Stop is not recommended, as it would not safely prioritize vehicular and pedestrian movements in all directions.

CONCLUSION

In summary, this 2010 update to the 2007 Master Plan reflects the need to revisit and reevaluate changing conditions on campus, and aims to bring the Master Plan into realignment with the original goals and land use framework. The Short Term Master Plan identifies priority actions that can be pursued immediately and are not contingent on other initiatives. The Long Term Master Plan reflects the potential for changing enrollment and growth conditions, and identifies investment opportunities that are only necessary should enrollment continue to grow.



GATEWAY ENTRANCE TO THE SHORT NORTH ARTS DISTRICT; COLUMBUS, OHIO

TREE-LINED AVENUES LEAD TO BOSTON COLLEGE; BOSTON, MA

A BOLD, ARCHITECTURAL SIGN ANNOUNCES THE ENTRANCE TO ST. EDWARDS UNIVERSITY; AUSTIN, TEXAS