Fairview Park Master Plan Steering Committee

Michael Funkhouser (Chair), Woodstock Town Council
William Boaz, Park Commission
Harry Combs, Park Commission
Ben Lineberry, Park Commission
Jerry Walters, Park Commission
Chris Cook, Assistant Principal, Central High School
Floyd Heater, President, Shenandoah Memorial Hospital
Pam Sheets, Director, Shenandoah County Department of Parks & Recreation
D. Patrick (Pat) O’Brien, Luray Parks and Recreation Director

Town Staff:

Larry Bradford, Town Manager
Brent Manuel, Assistant Town Manager/Planner
Angela Clem, Assistant Town Planner

Master Plan Consulting Team:

David Bushman, PE / Bushman Engineering, PC
Barry Carpenter, ASLA, CLA / Sympoetica
Craig Levin / Brailsford & Dunlavey
Jason Thompson /, Brailsford & Dunlavey
Mark Gionet, ASLA / Lewis Scully Gionet

This Master Plan was adopted by the Woodstock Town Council on February 5, 2008.
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Executive Summary

In its on-going effort to provide quality park and recreation opportunities for a growing area population, the Town of Woodstock purchased approximately 73.2 acres for a new town park site at North Street and Interstate 81. Both the Town’s Comprehensive Plan and the Shenandoah County Indoor/Outdoor Recreation Master Plan call for expansion of town park facilities. In late 2006, the Town selected a multi-disciplinary team to develop the master plan for the new Fairview Park. Shortly thereafter, the Town Council appointed a master plan steering committee to guide the preparation of the plan. This group was comprised of nine recreation and community stakeholders, including representatives from the town, from the adjacent neighborhood, and from potential recreation partner agencies and institutions. The Fairview Park Master Plan is intended as a long-range guide for the development of park and recreation facilities and amenities over a 15 to 20 year timeframe.

The steering committee and consultant team undertook a year-long park master planning process which included multiple committee worksessions and two public information and input forums. As part of the master planning effort the team was asked to perform additional recreation-oriented studies. First, a Town-Wide Trails System Concept Plan was developed. This provided a framework for the long-range development of a comprehensive pedestrian and bicycle system for Woodstock. Carried through the same steering committee and public forum process as the master plan, the trails plan will be incorporated by the Town in its current update of the comprehensive plan. A second study provided an assessment summary of existing recreation facilities at the two existing Town parks, W.O. Riley and Riverview, to provide a recreational facility baseline for the Fairview Park plan effort. An analysis of the Fairview park site was conducted to identify both natural and man-made opportunities and constraints as they affect park development. A wide range of program ideas were identified through the inclusive planning process, and these set the basic park program concepts for Fairview. In many ways, the public called for the development of a community-level indoor aquatics & recreation center for all ages, outdoor sports fields & courts, and complementary passive recreation activities such as outdoor seating areas, walking/nature trails, an arboretum, an amphitheater and natural areas. Of particular note is a common desire to preserve and adaptively reuse the historic Wetzel house and barn on-site to create a valuable community asset for generations to come. In 2004, Woodstock fielded its first team in the Valley Baseball League, the Woodstock River Bandits. There is great local interest in building a new ballpark at Fairview for the River Bandits, tournament play, and for use by local high schools.

A preferred park master plan and program were prepared, incorporating direction from the steering committee and public forum input. The plan shows the proposed site layout, including programmed facilities and amenity areas. In order to create a ‘flagship’ park for the Town and surrounding area, a philosophy of partnering was embraced by the steering committee. Many of the projects described in the Master Plan are termed ‘Special Partner Projects’ --- these are significant undertakings, in scope, quality and management requirements, that will require the added resources of other governmental, institutional and/or corporate partners. This master plan document provides the basis for the Town to pursue a variety of facility funding options, including grants, partnerships, sponsorships, user fees, donations, as well as local government funding options. Draft Master Plan implementation tools and strategies are included in this report, including facility phasing & concept cost summaries, and a Seven Year Action Plan that sets out more specific phasing measures for Short Range Projects.

This executive summary provides only an introductory summary to this document, and should not be considered a full account of the Fairview Park Master Plan.
1.0 Introduction

Project History & Purpose

As part of its on-going efforts to provide quality park and recreation opportunities for a growing area population, the Town of Woodstock (Town) purchased an approximately 50.2 acre parcel in 1999 to for a new town park site. The parcel is located on the northern town limits on North Street, adjacent to Interstate 81. Both the Town’s Comprehensive Plan and the Shenandoah County Indoor/Outdoor Recreation Master Plan called for expansion of town park facilities. Subsequently later that year, the Town conducted a public forum to gather input from local citizens on potential program ideas for that new town park. The forum generated a wide range of ideas for both active and passive recreation facilities for the site. These ideas ranged from sports fields and courts to passive recreation areas and trails to special indoor recreation and aquatics facilities. So extensive were the potential facility suggestions generated in the forum and identified in the County-wide recreation study, that the Town then considered obtaining additional property for the park site.

In 2005, the Town conducted a feasibility study of the Fairview Park site as well as of an adjacent 23 acre parcel to gauge the potential of that parcel’s recreation facility capacity when joined with the existing Fairview Park site. This study determined that the additional property was needed to accommodate stated future local park and recreation needs and desires. Later that year the Town submitted an application to the Virginia Land Conservation Fund Grant Program, as administered by the Commonwealth of Virginia Department of Conservation and Recreation, for a matching grant to purchase the 23 acre parcel. This funding effort was successful and the property was purchased in 2006. Shortly thereafter the Town offered a Request for Proposals for the master planning of the now 73.2 acre park site. The Town selected a multi-disciplinary team to lead master planning effort and its work began in late 2006. An overview of the planning principles and process follows.
What is a Master Plan?

A master plan is a comprehensive guide for the long-term physical development of a large, complex park, based upon: community values & program input, demographic and recreation market characteristics and conditions, and site analyses. More than just a ‘map’ of planned facilities, the park master plan provides a framework for the phasing and development of the park, a guide and resource for park project funding, and a guide with the ability to accommodate change in recreation demands, trends, development models, and technologies. The Fairview Park Master Plan is intended as a long-range guide for the development of park and recreation facilities and amenities over a 15 to 20 year timeframe.

Park Master Planning Principles

The Steering Committee and consulting team developed a set of guiding principles for the creation of the Fairview Park Master Plan. Various citizens and stakeholders expressed the desire for the park to be more than just an active recreation, sports-oriented park, rather, they wanted it to have quiet seating areas and walking trails as well as natural areas, and to serve a range of user ages and types. These planning principles include:

*Strive for Balance*: The park master plan and program should strike the proper balance between active and passive uses. The new park environment should serve a variety of needs for a range of users through an equitable balance between nature, walking trails, beautiful landscapes, historic buildings, and active sports facilities, fields and programs.

*Respect the Site’s Historic & Natural Assets*: Park development should avoid, to the greatest extent possible, negatively impacting sensitive environmental and historical/cultural assets on the site. A Low Impact Development (LID) approach will be employed for the development of roadway, parking area and rooftop drainage systems; this approach features bio-swales and special retention-detention facilities for storm water management. The historic Wetzel farmhouse and barn complex should be considered both a ‘front door’ image and cultural centerpiece for the park.

*Understand the Site’s Context & Neighbors*: Take under consideration the opportunities and potential impacts for master plan development based upon the site’s location and adjacent uses. Use natural terrain, sensitive facility placement and landscape buffers to mitigate

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negative impacts on neighboring residential areas. Take advantage of the site’s visibility from I-81 to showcase key destination recreation facilities.

**Connect/Link to the Town:** Create a variety of vehicular, bicycle and pedestrian connections to the future town-wide trails system. Provide for long-range future vehicular access from the potential new I-81 interchange north of the site and from the east off Swartz Road.

**Provide for Flexibility in the Long Range Plan:** Create a master plan framework that exhibits flexibility for future programming changes. Provide “opportunity” sites for special, long-range, “partnership projects’, such as the ballpark and recreation/wellness center; however, allow for interim uses on those sites and for flexibility for a change of use in the future.

**Master Planning Process**

At the outset of the study, the master plan team conducted a kick-off meeting with the Town to refine the project approach and assist in setting the general parameters for the creation of a citizen steering committee to direct the preparation of the master plan. The Town Council appointed a group comprised of nine recreation and community stakeholders to the steering committee, including representatives from the adjacent neighborhood and potential recreation partner agencies and institutions. A full list of the Fairview Park Master Plan Steering Committee can be found on the cover sheet of this report.

Following is an outline of the tasks, analyses and products comprised the Fairview Park Master Planning Process:

**Phase I. Project Initiation & Analysis, and Town-wide Trails System Concept Plan**

The master plan team prepared site surveys, base maps, and geological and wetlands analyses for the site. Research and analysis was conducted in the areas of area-wide demographics, recreational markets, active and passive recreation program elements, and special community-wide recreation facilities. As part of the master planning effort the team was asked to perform additional recreation-oriented studies. First, a Preliminary Town-Wide Trails System Concept Plan was developed. The team also conducted field assessments of existing facilities at W.O. Riley and Riverview Parks. A Steering Committee Worksession, followed by a public forum (4/12/07), were conducted for presentation of Phase I findings and
obtaining input and guidance on the analysis findings and recommendations.

Phase II. Preparation of Alternative Master Plans & Programs

Building upon the preceding programming effort, as well as Steering committee and public forum input, the master plan team prepared two alternative site concept plans. Each plan showed proposed site access and circulation patterns, programmed park and recreation uses and facilities, major trails, parking areas, major landscaping and vegetation save areas, storm water management facilities, and key amenity areas. Special attention was given to the role of the historic Wetzel farmhouse and barn complex, particularly in terms of the adaptive reuse potential of these structures within the new park master plan. Also, the team prepared summary programs for each concept plan. A final version of the Town-Wide Trails Concept Plan was prepared. These plans and programs were presented to the Steering Committee and at a second public input forum (8/16/07).

Phase III. Preparation of the Preferred Master Plan & Program, and Supporting Documentation

Using the direction from the Steering Committee and public forum input, the master plan team prepared a preferred park master plan and program. The plan showed, in a more refined level of detail, proposed site access and circulation patterns, programmed park and recreation uses and facilities, major trails, parking areas, major landscaping and vegetation save areas, storm water management facilities, and key amenity areas. Key park development areas are named and described in a program summary. A concept grading plan was prepared for the plan, along with conceptual-level park development costs. Multiple alternative development programs and development budgets were prepared for wellness/recreation center and ballpark facilities. Partnering and funding opportunities were identified as part of the plan’s implementation strategy, and a Seven-Year Action Plan was prepared for Phase 1 and 2 facilities. Once the draft master plan is approved by the Steering Committee, the master planning team will present the plan to the Town Council for its approval.
2.0 Master Plan Context

As part of the master planning effort the team was asked to perform additional recreation-oriented studies. First, a Town-Wide Trails System Concept Plan was developed. This provided a framework for the long-range development of a comprehensive pedestrian and bicycle system for Woodstock. Carried through the same steering committee and public forum process as the master plan, the trails plan will be incorporated by the Town in its current update of the comprehensive plan. A second study provided an assessment summary of existing recreation facilities at the two existing Town parks, W.O. Riley and Riverview. The intent here was to provide a recreational facility baseline which would inform the planning and programming process for Fairview Park.

Town-Wide Trails System Concept Plan

The benefits of walks, trails, bicycle facilities & greenways include:

- **Provision of Opportunities for Economic Growth, Revitalization & Development**, including: direct & indirect support to recreation & tourism-related services; creation of links to historical, cultural & natural areas; creation of desirable amenities for neighborhoods resulting in increased property values; and, providing an overall quality of life enhancement for the entire community.

- **Provision of Safe and Healthy Transportation Alternatives**, including: the reduction of personal auto usage and enhancement of walkability for a more sustainable community; the provision of links to work, school, shopping/entertainment, transit and recreation; and, providing access to nature and tourist attractions.

- **Enhancement of Recreation & Healthy Lifestyle Opportunities**, including the reduction of personal auto usage for short trips; provision of links to work, school, shopping/entertainment, transit and recreation; and, air quality benefits of reduced auto usage & emissions.

- **Provision of Educational Experiences**, including: the study of natural, cultural and historic resources, and creating opportunities for outdoor classroom and interpretive opportunities (natural, historical, cultural)

- **Enhanced Environmental Protection and Resource Preservation** through the creation of Greenways, including: preservation of natural floodplains; prevention of unsafe development in floodplains; creation of riparian buffers to protect water quality; and, preservation and protection of open space, environmentally sensitive areas and wildlife habitats.
The Town-Wide Trails System will contain a hierarchy of walks and trails, including:

- Downtown promenades and walks; historic tours; Historic district/neighborhoods walks
- New neighborhood walks and trails
- Town-wide walks and trails
  - Major arterial streets sidewalks / Multi-use trails
  - Spring Hollow Run Greenway / Multi-use trail
  - Minor greenways and buffers
- In-town bicycle routes (on-street)
- Regional Bicycle Routes (on-street) and Regional Rail Trail
  (Potential use of existing right of way, if abandoned for railway use)

Key destinations will be connected by the proposed trails system, including:

- Residential Neighborhoods
- Schools & Parks
- Downtown Shopping Districts / Retail Centers
- Government Centers, Employment Centers & Institutions
- Transit Stops & Centers
- Area Attractions
  - Seven Bends State Park
  - Valley Pike
  - Scenic Roadways
  - Towns & Villages
Map Key:

- Public Streetscape Opportunities
- Neighborhood Sidewalks
- Town-Wide Sidewalks
- Multi-Use Trails
- Downtown & Special Streetscapes

Greenway Trails Opportunities
- Spring Hollow Run
- Regional Trail Opportunities
- Potential Future Rail-Trail Route
- Potential Future Town Park

Town-Wide Trails System Concept Plan
Town of Woodstock, Virginia

July 19, 2007
In Association With
Brailsford & Dunlevy
& Lewis Scally Glonet

BUSHMAN ENGINEERING PC
sympoetica
3.0 Site Inventory & Analysis

Site Context

The Fairview Park site is located at the northern Town limits on the northeast side of North Street (Fairview Road), adjacent to Interstate 81. The site is comprised of 73.2 acres, 67 acres of which lies on the east side of Interstate 81, and 6.2 acres of which lies across Interstate 81, isolated from the main parcel. Inasmuch as the isolated tract is very narrow and deep (approximately 140’W x 1900’D), with a major municipal water tower dominating the North Street frontage and undulating topography, the area was not considered suitable for traditional park use.

The primary focus of the park master planning process was the 67-acre parcel. Since the site is within the Town limits, it will be served by Town water and sewer. Access is readily available from North Street, which provides 900’ of road frontage to the site. It is important to note that there is a planned extension of Hisey Avenue from Route 42 which will connect to North Street just across the interstate from the primary park site; this connection will provide a more direct link to the site from the Route 43 / I-81 interchange. There is also public street access via a stub street, Kern Street, into the eastern part of the site, known as the Epard tract. Since Kern Street is a local residential neighborhood street, it is considered a low-level access which will be controlled by a gate and used infrequently for special and emergency access purposes. (Potential access points are noted on the Summary Site Analysis map.)

The areas neighboring the park site are predominantly agricultural and residential in nature. A neighborhood of single-family detached homes is located adjacent to the southern site boundary, and there are planned residences across North Street to the southeast. A tree row and stream valley define the edge with the adjacent neighborhood. Agricultural uses occur on the adjacent properties to the east, north and northwest, as well as across the interstate. The agricultural areas are located outside the Town limits in Shenandoah County. Interstate 81 is a dominant feature along the northwest edge of the site. Predominant views into the
site from the interstate are from the south-bound lanes, particularly into the northernmost area of the site.

**Summary of Site Opportunities & Constraints**

A Summary Site Analysis was prepared as a framework for the development of alternative and refined master plan layouts. This summary analysis, shown below, provides key site-related opportunities and constraints, both natural and man-made, which will influence the location of facilities, access roads and amenity areas within the new park.

Existing Structures:

The primary structures on the site comprise the historic Mary E. Wetzel house and farmstead (ca, 1890’s), which occupies the North Street frontage. The house is a substantial wood frame building in the late-Victorian architectural style. A Preliminary Assessment of Architectural Significance and Condition with Preservation Recommendations was prepared for the property by

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Massey Maxwell Associates, Historic Preservation Consultants, Strasburg, Virginia (March 17, 1999). Key historical aspects of the farm complex include:

**Architecture**
- Late Victorian house with Italianate features
- Noteworthy exterior & interior features
- Rear wing originally had (vernacular) open porches
- Interior largely intact except for first floor southwest room and kitchen
- Bank barn of same period

**Conditions**
- Good condition overall; some subsidence
- House needs structural investigation

**Preservation & Historic Features**
- Many fine elements for preservation
- Bank barn of same period
- Construction ca. 1895; possibly earlier

The Wetzel farmstead is a key asset. There is a great opportunity to preserve and adaptively reuse the house and the barn within the framework of the new park master plan.

**Vegetation, Landform & Orientation**

The site is primarily open with interim agricultural uses predominating, including hay crops and cattle grazing. A number of mature trees and shrubs surround the Wetzel house and barn and a nice hedgerow defines the old garden plot beside the house. These plants should be preserved to the greatest extent possible during park facility design and development. Tree rows occur along the old fence lines, providing a buffer to many of the adjoining residences. The terrain is gently to moderately rolling with a defining swale and stream valley bisecting the site, located behind the farm building complex and along the residential boundary. This stream valley, gently sloped toward the interstate and more steeply defined along the adjoining neighborhood, provides a connective greensward thorough the site. As noted on the Summary Site Analysis map, the upland areas consist of four land units including: the Historic Wetzel Farm, the Hilltop, the Upper Plateau and the Lower Plateau. These land units provide an organizing framework for master plan layout.
alternatives. The Historic Wetzel Farm land unit is the ‘front door’ image for the park. The Hilltop and Plateau land units can accommodate large-scale recreational facility development opportunities and offer long-range views of the Massanutten Mountain range to the north and northeast.

An opportunity exists for a key pedestrian link between the Wetzel farm complex, the wetland on the Hilltop and future recreational uses on the Upper Plateau.

Geotechnical and Wetland Conditions

The site features a karst landscape that is common to the Shenandoah Valley and particularly this area of Shenandoah County. Karst is a distinctive topography that indicates dissolution of underlying soluble rocks by surface water or ground water and commonly features sinks and crevices and other cavities. Both a Karst Reconnaissance Study and a Wetlands Delineation study were conducted for the park site in late 2006 by ESC Mid-Atlantic, LLC. These studies provided mapping of existing karst and wetland features on the site, and are shown on the Summary Site Analysis map. For the most part the karst features, usually minor to moderate sinks, were clustered within the Lower Plateau land unit, but a few were scattered elsewhere on site. Particularly interesting is a sink that contains a (regulated) wetland area, located on the hilltop in the center of the site. This feature will be preserved and protected. An old farm pond on the north boundary of the site is a regulated wetland, but as a man-made wetland can be adapted for use as a storm water management facility. The master plan principle of employing Low Impact Development techniques, in concert with avoiding the locating of major facilities on these features, will minimize the environmental impacts of park development on the site.
4.0 Special Recreation Facilities: Demographic and Market Overview, Recreation Trends & Program Concepts

Methodology

The approach for this study included both qualitative and quantitative analyses of market demand for a recreation facility and a ballpark. Brailsford & Dunlavey (B&D) initiated the study by meeting with key stakeholders to understand current and future desires with respect to recreation and a ballpark. The methodologies employed in this study included the following: a demographic analysis of the Fairview Park development target market population; an examination of existing recreation/wellness and ballpark facilities utilized by the target market population, a review of comparable regional facilities, and, to a lesser extent, a look at comparable national facilities. Relevant facilities were profiled to provide the client with benchmarking data regarding facility design/amenities, program spaces, levels of service, development budgets/costs, and revenue opportunities. B&D also developed an ideal recreation/wellness facility outline architectural program, as well as the development of an ideal ballpark outline architectural program, based on their assessment of the target market’s recreational/wellness needs. Finally, development budgets were prepared for the preferred outline architectural programs for both the recreation/wellness facility and ballpark. The development budget provided estimated hard and soft costs associated with the construction of the preferred program.

Findings & Recommendations

Demographics:
The overall region is experiencing moderate growth pressures, and the growing senior citizen population is a demographic trend that will likely continue. Home ownership rates are high, and home values are increasing at a rate higher than that of the state. This site is situated proximate to Route 81, a heavily traveled north-south corridor. A recreational sport facility in this area would serve a modest but growing population of families locally, and be may suited as a regional destination from the surrounding markets.

Comparable Facilities:
Woodstock has a number of public and private facilities offering a variety of programs and activities. Within close proximity to the site.
are two facilities geared toward physical rehabilitation as well as fitness; one is a private facility and the other is part of the Shenandoah Memorial Hospital. The region is served by one aquatics facility that is in need of major repairs and within the last year was close to shutting down its operation. The facility is currently being leased to an independent swim club for the next two years with no long range plan for the future. Past public forums and stakeholder input indicate that there is interest in exploring the possibility of building a new facility in the area that, with support of the local hospital, may include an aquatics component. In terms of indoor spaces (i.e. courts), the area relies on local schools to provide these facilities. Usage time and availability are dictated by the individual schools. There is growing demand for indoor spaces to support youth and adult leagues, tournaments, and other activities. To the same degree, outdoor field spaces at schools and local parks are under the same pressures. Based on conversation with various individuals there is a perceived lack of quality outdoor spaces.

**Current Trends in Community Recreation:**
Increasingly, recreation facilities must be planned to have the ability to adapt to change. The new role for recreation centers is to provide not only health/wellness opportunities, but also an appeal to broader social aspects of community. Reflecting the country’s aging population, there has been a dramatic senior club participation increase over the last 20 years (583% for senior club membership vs. 138% for general membership). There is a new emphasis on intergenerational & community programming. Quality facility design is key as demand for social spaces & comprehensive programming increase.

In current recreation trends there is a major shift --- from *fitness* to *wellness*, and a new dimension --- *promotion of healthy lifestyles*. Major funding for public recreation facilities was traditionally from support by tax dollars and user fees; now, there is an emphasis on partnerships and other opportunities. The traditional tax dollars are supplemented with grants, donations and fund-raising, from such sources as: Park Districts, Municipalities, Hospitals, School Districts, Institutions, and Corporations.

**Special Facility Program Options:**

**Recreation/Wellness/Community Center:** B&D developed three program options for a recreation facility based on the preliminary market research, input from the working committee, and public input. Following is a summary of the program elements under each option; facility sizes are in gross square feet of building area:
Ballpark & Multi-Use Venue: Two options were developed for the Ballpark facility. Following is a summary of the program elements under each option; facility sizes are in gross square feet of building area:
5.0 Alternative Master Planning and Program Elements

Early Program Concepts: Community-Based

The development of the master plan program for Fairview Park has been an evolutionary process which had its origins in the form of input from local citizens at public forums occurring as far back as July, 1999, when the Town held a public forum to obtain ideas for potential recreation facilities at Fairview Park. During the year 2000, a great deal of public input on local recreation needs and desires was received through citizen and student surveys, as well as through multiple public forums, conducted as part of the preparation of the Shenandoah County Indoor/Outdoor Recreation Master Plan (adopted November, 2000).

A wide range of program ideas were identified through these recreation forums, surveys and analyses, but there are a number of recurring programmatic themes that form a basis for defining early park program concepts under this study. In both the Town and County efforts, the public called for the development of a community-level indoor aquatics & recreation center for all ages, outdoor sports fields & courts, and complementary passive recreation activities such as outdoor seating areas, walking/nature trails, an arboretum, an amphitheater and natural areas. Of particular note is the Town’s forum participants desire to preserve and adaptively reuse the historic Wetzel house and barn at the Fairview site so that is becomes a valuable community asset for generations to come. In 2004, Woodstock fielded its first team in the Valley Baseball League, the Woodstock River Bandits. The team currently plays at the Central High School baseball field, a venue that is unsuitable for long-term use by the team, so there has been great local interest in building a new ballpark at Fairview Park for the River Bandits, tournament play, and possibly for use by the Central High School team.

As this master plan study process began in early 2007, the Fairview Park Master Plan Steering Committee provided their own unique contributions toward refining the program concepts for the park. The committee refined the preliminary program concepts that encompassed both active and passive recreation opportunities as well as calling for broader town-wide linkages and sensitivity to neighboring residential neighborhoods. An emphasis was placed on balancing active
and passive recreation elements and activities, and on providing recreation opportunities for all age groups, particularly the older population. The Steering Committee generated the following early program concepts to be applied and tested in the preparation of alternative master plan concepts:

**Special Activity Facilities:**
- Recreation/Wellness/Community Center (See Section 4.0 for resulting program options.)
  - Meeting spaces
  - Indoor pool (for all ages; water aerobics; rehab/physical therapy)
  - Indoor pool (competition)
  - Indoor courts (multi-purpose, including wrestling & gymnastics)
  - Indoor track (walking/jogging)
  - Fitness facilities
- Ballpark (College-level; high school use; high quality; See Section 4.0 for resulting program options.)
- Wetzel House & Farm Historical Center and Special Events Area
  - Mary E. Wetzel House adaptive reuse opportunities
  - Bank Barn adaptive reuse opportunities
  - Interpretive opportunities

**Field Sports:**
- Multi-purpose fields for:
  - Soccer
  - Lacrosse
  - Football (County Recreation League use)
- Baseball / Softball fields (adult; lighted)
- Cross-country course (High School)

**Hard Surface/Court Facilities:**
- Tennis courts (competition)
- Basketball
- Multi-purpose / specialty courts

**Special Outdoor Facilities:**
- Arboretum
- Amphitheater (Small)
- Nature trail / fitness trail (loops) & natural/wildlife areas
- Pond with aquatic/wetland/nature interpretation
- Picnic shelters / tables (various sizes)
- Playgrounds (adjacent to activity areas)
- Benches / seating areas
- Signage (entry, directional, informational, interpretive)
Circulation, Parking, Trails and Buffer Areas:
- Walking Trails / Footpaths / Paved trails / Biking / Handicapped Accessibility
- Connections to Town-wide Trails System
- Vehicular Circulation (Site access opportunities & interior site circulation)
- Parking (use-related and shared parking potential)

Environmental Aspects:
- Best Management Practices / Bio-retention facilities
- Karst topographic conditions
- Native plants & grasses
- Vegetative buffers/screens

Alternative Plans / Concepts

The master planning team developed two alternative master plan concepts, integrating the Steering Committee’s park planning principles and program concepts with the site’s unique characteristics. The programs for the ballpark and the recreation / wellness center facilities were refined by the team’s facility planning specialists, so that plans representing realistic programs could be shown to-scale on the alternative master plan layouts. Further research was done to create a layout template for multi-purpose sports fields, culminating in the creation of a ‘field sports rectangle’ that would accommodate soccer, lacrosse and football fields, as well as providing for a ‘run out’ zone around the field perimeter. Broad new themes and identities were developed as a framework for accommodating active, passive, and environmental / cultural education facilities, such as a ‘Central Park” area, the Green Ravine, and the Wetzel Farm Historical & Events Center.

It was decided that a “Low Impact Development (LID)” approach would be employed in developing the master plan. LID strategies strive to allow natural infiltration of storm water to occur as close as possible to the original area of rainfall. LID practices include the use of bio-retention cells (grass buffers, ponding areas, etc.), vegetated swales, filter strips, disconnected impervious areas, and cistern collection systems for roof drainage. LID site design methods include reducing roadway surfaces, using permeable pavement surfaces and using vegetative roof systems on buildings when appropriate.
Programmatically, the alternative concept plans are similar, but differ in terms of facility location, roadway circulation, and the arrangement and location of parking. Key program elements for both alternative plans include:

Park Entry Road & Landscaping
Wetzel Farm Historical & Events Center
Field Sports Complex (2 ‘field sports rectangles’ for soccer, lacrosse, recreation league football, overlapping adult softball)
Tennis Complex (Competition-level)
Central Park (pastoral passive park with pond, gazebos, special pathways, walks and seating areas, picnic facilities, landscaped areas and meadow, and restroom facilities)
Small Amphitheater (within Central Park)
Arboretum
The Green Ravine & Nature Pond (stream valley restoration & interpretation)
Picnic, Playground & Restroom Facilities
Park-wide Trails & Landscaping
Park Edge Buffer Plantings
Park Maintenance & Storage Compound
Major & Minor Parking Facilities
Park-wide Storm-water Management Facilities
Ballpark & Multi-Use Venue (College-level ballpark)
Recreation / Wellness / Community Center

**Fairview Park Collector Road:** The LID approach to site drainage, as well as the design intent to make the park a very green experience, guided the selection of design parameters for the park roadways. A simple roadway cross-section with two eleven (11) foot lanes and no curb and gutter was selected for the interior roadways. Adjacent to the roadway edges will be grassed shoulders (6’-wide) bounded by a bio-swale / rain garden system (12’-wide) to accommodate the storm water runoff from the roadway pavement. These vegetated swales reduce runoff velocity and allow filtration, while high volume flows are channeled away safely to larger storm water management facilities. The basic internal roadway zone will be 58’ to 60’ wide. Park-wide multi-use trails may be located adjacent to these bio-swales; these trails would be 10’ wide within a 12’-wide (minimum) trail zone. At the park entrances to North Street, a central landscaped median is recommended, along with signature park entry signing and landscaping.
**Alternative Concept Plan A**: This alternative promotes the separation of the more passive ‘park-like’ facilities from the more active recreation facilities. The park loop road encompasses mostly passive recreational activities. The Wetzel farm compound is the ‘front door’ image for the park; it is a special events area with adaptively reused historic Wetzel house and bank barn as the major attractions and community facilities. The old house garden area becomes an events lawn with the option of erecting large tents for festivals and special functions. The Central Park, a pastoral park focused on a man-made pond and landscaped stream valley, offers a high-quality passive recreation experience. The wetland on the hilltop is preserved and protected and is the focus of wetland and geological interpretation. An upland meadow provides a unique park experience. The Tennis Complex is the only active recreation element within the loop road. Grouped outside the loop road, on the upper and lower plateau areas, are the primary active recreation facilities, including the Field Sports Complex, the Ballpark & Multi-Use Venue and the Recreation / Wellness / Community Center sites. These major facilities surround a central parking area. Roadway, parking lot, building roofs and other paved area runoff will be managed by an LID system of linear bio-swales and centralized management facilities.

**Alternative Concept Plan B**: In this alternative, the primary park loop road extends deeper into the site from access points on North Street. In addition to encompassing all the facilities as described under Alternative A, it also encompasses the Recreation/Wellness/Community Center and its parking area. The concept here was to create a mixed recreation experience within the park core area, including the much more active recreation elements of the tennis complex and indoor recreation center. The larger gymnasium space could be utilized as an indoor venue for special events to complement the primarily outdoor activities at the Wetzel house and Central Park. The recreation center parking is brought closer to the loop core to provide special events parking opportunities. The passive recreation elements and environmental infrastructure in this option reflect those in Alternative A.
6.0 Preferred Master Plan and Program Elements

Defining the Preferred Plan

The alternative master plans and programs were presented to the Steering Committee to gain their input, comments and direction on the content of a preferred plan which embodies their vision of the best elements from both alternative plans. A public forum was also held to provide broad input on the alternatives. The Steering Committee provided specific direction to guide the preparation of the Preferred Master Plan. Key committee comments included:

- Consensus to go forward with the Alternative Concept Plan A layout because it’s clear park ‘districts’, access & circulation, and enhanced program flexibility. Specific direction included: Moving the loop road inward, relocating the Tennis Complex outside the loop; Including green buffer and/or fencing along I-81; Considering ‘grass block’ along sections of the loop road shoulders for use as overflow parking; Maintaining the Kern Street access as gated; Considering optional layouts for overlapping softball fields; Using directed field lighting to reduce glare and off-site light spillage; and, Considering at least one of the fields to have artificial surface, lighting and some spectator seating.

- Recreation / Wellness Center: Consensus to show on the preferred master plan a reserved site which would accommodate Program Option A (see Section 4), thereby ensuring adequate site area for whatever size facility is finally decided upon. The committee clarified its reasoning on the recommended recreation center program, noting that Option A reflects the recreational needs expressed by the public in various forums. The committee emphasized that the facility program is flexible and that there are many other options, depending on what activities are included and the size of those activity areas. The facility cost issue will be determined as part of on-going studies for this facility. Successful development of the facility is a long-term effort requiring partnership with other governmental, institutional and/or private entities, which is a long-term effort.

- Ballpark & Multi-Use Venue: Consensus to show the Preferred Program Option (see Section 4) for the Ballpark on the master plan. An optional program would exclude the clubhouse / administrative building and picnic area seating, all of which could be phased in later. The proximity of the ballpark facility to the Recreation/Wellness facility was considered a plan key attribute.

- Summary comments included: Successful development of many of the park program elements require partnering with other governmental, institutional and/or private entities. The Town is a catalyst but not always the leader in such partnerships.
Preferred Master Plan & Program

A preferred park master plan and program were prepared, incorporating direction from the Steering Committee and public forum input. The plan showed, in a more refined level of detail, the proposed site layout, including programmed facilities and amenity areas. Key park facilities are identified and described in a program summary. A concept grading plan and concept-level development costs were prepared, along with a Short-Range Action Plan for Phase 1 and 2 facilities. The **Preferred Master Plan** is shown below. Following are profiles of the key park program elements.
The Wetzel Farm Historical & Events Center
Special Partner Project

The historic Wetzel farm complex is a community-wide asset that will be preserved and adaptively reused under the Fairview Park Master Plan. The late 19th century vernacular buildings and surrounding green space provide opportunities for a variety of venues for special events and festivals of all sizes. Restoration and adaptive reuse of the house and barn will be done in two steps. First, both the house and barn will be stabilized and winterized, including exterior repairs and painting; then, a major interior renovation will be undertaken so that the buildings can be adaptively reused. Key Project Program Elements Include:

Wetzel House and Barn Renovation and Adaptive Reuse: The Mary E. Wetzel house is anticipated to house the Town parks and recreation office in the short term after the building is stabilized and winterized. The bank barn may be used as interim storage for park operations. Any exterior or interior improvements will be done in accordance with accepted historic rehabilitation guidelines. The mid- to long-term improvements to both structures will allow for community use, while preserving the historical qualities of the architecture and interior finishes for interpretive purposes.

Picnic Pavilion, Lawn and Outdoor Furnishings: A key role for the farm complex is to accommodate outdoor events and festivals. The ‘old garden’ area south of the house is an ideal events lawn which can accommodate multiple small event pavilions or one very large one. A picnic pavilion is planned for the area to the north of the house; this pavilion will feature a covered picnic area and outdoor grills.

Special Plazas & Paths: The events center grounds will feature improved pedestrian facilities, including major plazas, walks and pathways. Along the North Street frontage and internally reaching into the park proper, there will be a series of area-wide trails for enhanced connectivity. An important off-site pedestrian/bike link is the Old Hisey Avenue Greenway, across North Street.

Garden Architecture, Fountains or Sculptural Elements: Throughout the complex there will be extensive landscaping, outdoor furnishings, signage, period style lighting and special garden fountains, sculptures and/or architectural elements.
**Field Sports Complex**  
**Special Partner Project**

The lower plateau will feature a major field sports complex with ‘sports fields rectangles’, overlapping softball fields, user services and a field sports pavilion, including:

**Sports Field Rectangles:** The ‘sports field rectangle’ concept was developed to accommodate a range of field sports including: football, soccer and lacrosse. The maximum dimensions of the field of play were determined for these sports, resulting in a maximum field of play dimension of 225’ W X 360’ L; an additional 15’ perimeter ‘run-out’ zone creates an overall sports field rectangle dimension of 255’ W X 390’ L. Two rectangles are proposed, featuring natural turf, lighting, scoreboards and spectator seating. New technology, neighbor-friendly, field lighting is proposed; light is directed toward the field with little or no glare or outside spillage. In order to expand the usage capacity, an option for the use of artificial turf on one of the fields will be considered.

**Overlapping Adult Softball Fields:** Each of the sports field rectangles will feature an overlapping adult softball field (280’ down the lines). These softball fields will feature natural turf, lighting and spectator seating. The skinned infield, backstop, dugouts and spectator seating for each softball field will be located outside the perimeter of the sport field rectangle. Should the artificial turf option be used for one of the sports rectangles, the overlapping softball field for that facility will also feature artificial turf.

**Field Sports Pavilion:** Situated at the upper end of the sports field complex will be a field sports pavilion of approximately 1,600 gross square feet in size. The front portion of the structure will be open, providing a wide view of the field complex. This facility will include concessions, restrooms, storage, office and field lighting controls.

**Picnic Facilities, Basketball Court, Trails, Furnishings, General Landscape Plantings:** Picnic tables and grills will be provided for approximately 75-100 people. These facilities will be located adjacent to the pavilion building and basketball court. Outdoor furnishings, including benches, trash receptacles and bike racks, will be distributed throughout the area. Lighted multi-purpose trails will connect the sports and picnic areas and link to surrounding park facilities. Landscaping will be provided for shade and beauty.

**Vehicle Access & Parking:** The site is served by the primary park loop and secondary drive. Parking is provided for 180 cars.
The Green Ravine

A drainage swale, gently sloped toward the interstate and more steeply defined along the adjoining residential neighborhood, provides an opportunity for a connective greensward thorough the site. The swale becomes more of a stream valley along the southern edge of the sports field complex, creating a strong topographic edge toward the adjacent neighborhood. Now a cattle pasture monoculture, the stream valley will be stabilized and restored to a lush, wooded wildlife habitat. Extensive landscaping will be used to transform the ravine and provide improved storm water runoff quality as well as to create a buffer to the adjoining residences.

A new wetland/nature interpretive pond, doubling as a storm water management/retention facility, will be constructed at the lower end of the ravine. The pond will aid in controlling site runoff and will be designed and landscaped to create a nature pond environment. The perimeter trail along the top of the ravine will provide access to this new green ribbon within the park. A special spur trail will be created from the perimeter trail down to the nature pond. At pond-side will be a bench and interpretive signing for environmental education, leading to a boardwalk and floating dock to provide access to the aquatic life for nature study purposes. Both the pond and access trail will be designed to be handicapped accessible.
Central Park

This important park centerpiece evokes a landscape theme like that of Frederick Law Olmsted’s concept for Central Park, but at a much smaller scale. The park is not rustic, but instead ‘pastoral’ in design, emphasizing gently rolling landforms, still water surfaces, naturalistic tree plantings, and meandering paths and ‘carriageways’, with special outdoor park spaces and landscape elements. ‘Central Park’ is the passive recreation complement to the active sports facilities at Fairview. It includes:

The Pond: A man-made pond almost two-thirds of an acre in surface area. It is the focal point of Central Park, featuring primarily soft edges and a waterside terrace. The pond’s water level can be adjusted to detain storm water when necessary.

Park Structures: In addition to offering views of the pond and surrounding landscape, the two octagonal pond-side ‘wedding’ gazebos will provide venues for special occasions such as weddings, reunions, retreats, and other revenue-producing activities. A picnic pavilion, overlooking a lawn and the pond, will feature tables and outdoor grills. A restroom, storage and event control building is located between the pond and the Wetzel House.

Garden Architecture, Fountains or Sculptural Elements: Throughout the park there will be extensive landscaping, outdoor furnishings, signage, period style lighting and special garden sculptures and/or architectural elements.

Special Pathways & Landscapes: Two significant pathways link the park internally and to the rest of the Fairview complex. The ‘Serpentine Path’ is a primary east-west multi-purpose path, featuring special paving, benches, furnishings and lighting. It connects the Wetzel Farm Events Center with ‘The Spiral’, a wetland preservation and interpretation area, and the Hilltop Meadow, both central to the park site. The ‘Carriageway’, is a north-south pathway that intersects the serpentine path and connects the park’s core to outlying areas and parking. This path can accommodate delivery and service vehicles when needed, but is intended to be the park’s ‘Main Street’ for festivals. A system of secondary and loop paths will serve all the park’s special landscapes, including ‘The Ramble’, a steep slope that will be landscaped in colorful native plants.

Vehicle Access & Parking: The site is served by the primary park loop road. Parking is shared with the Wetzel Center and includes over 100 paved and 75 grass overflow spaces.
The Amphitheater in Central Park
Future Special Partner Project

The amphitheater is a long-range project set above the garden pond within a topographic bowl in Central Park, just off the parking area at the Wetzel Barn. It will be intimate in scale, with a seating capacity of approximately 80. The early design concept calls for special paving along walks and stone seat walls. Buffer and ornamental plantings line the circular perimeter path, which connects the amphitheater to the rest of Central Park. The amphitheater represents a true partnering opportunity, especially in terms of private or institutional sponsorship for its development.

Perimeter Landscaping & Trails

Site-wide, the park will feature both ornamental and buffer landscaping intermittently along its perimeter. A multi-purpose trail will meander along the primary perimeter as well, and will feature links to park facilities which create a series of smaller trail loops for varied trail experiences.

Tennis Complex

A key finding of the assessment of existing recreation facilities at W.O. Riley Park was the need for the total replacement of the tennis court battery there. The Steering Committee agreed with the master planning team’s recommendation to include a new competitive tennis complex at Fairview Park, where it could be a key element within the overall recreational assets of the new park. The intent here is to relocate the competitive tennis facility only from W.O. Riley; this would allow more space there for one or two tennis courts for local neighborhood use only. The new tennis complex at Fairview will feature six regulation courts, with lighting for night play. The courts are arranged in two batteries: a four-court; and a two-court with spectator seating. A bathroom and storage building, parking, fencing, landscaping, and pedestrian paths and furnishings will be provided. The complex is located immediately adjacent to the site of the recreation / wellness center, which would provide locker facilities for court users. There is a strong development partnership potential with the Shenandoah County Schools.
Arboretum

The arboretum represents the finest park element at Fairview. It is envisioned as a tranquil garden with access from the main park trail loop across the ravine via a pedestrian bridge. This bridge acts as a gateway and transition to the arboretum, which will feature lush native plantings of all types, each identified for educational purposes. High quality furnishings will be provided, including, lighting, signing, benches, trash receptacles, and special garden elements, possibly including fountains, sculptures, arbors and other garden architecture.

The arboretum is represents a partnering opportunity with groups such as garden clubs, landscape & nursery businesses, college art departments and art guilds (for outdoor art and sculpture projects) and others in the landscape arena. There will be opportunities for individuals and groups to sponsor key elements of the arboretum, from the plants themselves to garden pathways, furnishings and architecture.

Park Maintenance & Storage Compound

A centralized maintenance and storage compound will serve the park facilities. The location for the compound is along the interstate right-of-way, between the ballpark and recreation / wellness center sites. As an ‘industrial’ type use within the park confines, this facility was compatible with the highway noise, and it provides direct access for maintenance of the ballpark and recreation / wellness center. The compound will be screened from views from the interstate by solid fencing and landscaping. The layout of the complex allows for large truck deliveries and turnaround.

The compound is comprised of several structures which serve the greater park, including a park maintenance and administration building (with vehicle service bays; 2400 gsf), a vehicle equipment storage shed (2500 gsf), and open materials storage bins. Also included in the complex is the Ballpark Support Storage Building. This structure would be constructed as part of the ballpark project; it is immediately adjacent to and provides direct access to the concourse area of the ballpark.
The vision for the Ballpark is to create a facility that will function not only as the premier baseball facility in the region, but also as a venue for a variety of community-wide events. It is understood that the facility will likely be developed through a partnership with governmental, institutional and corporate groups, such as the Shenandoah County School Board, the Woodstock River Bandits, corporate sponsors, and others.

The ballpark will function as a multi-use facility for both baseball and non-athletic events. Opportunities exist for the ballpark to complement other functions of the Master Plan in terms of operations, concessions, and recreation. Two alternative programs were developed for the Ballpark facility, a Preferred Program with the full complement of facilities, and an Optional Program which defines a more basic facility. Following is a summary of the program elements under the Preferred Program, with notations regarding the Optional Program. The outline architectural program has been developed to respond to both Town needs and objectives, and to the needs and sensitivities of the target market. The program reflects the requirements generated by an analysis of the market and input from stakeholders. In each option, facility sizes are in gross square feet of building area:
Spectator Seating: The initial concept for the ballpark includes 1,000 fixed seats and ancillary seating for an additional 850 spectators. The 850 seats include two areas: 750 seats on a berm (”grass slope”) area with unobstructed views of the playing field, and 100 seats in a picnic area to host group functions. No suites were included in the program. The numbers of public restrooms are a function of capacity and therefore dictated by the number of seats.

Food and Retail Facilities: The number of concessions stands is determined by the capacity of the ballpark. The standard ratio is 1 stand per 350 seats plus associated storage. Adjacencies is important in considering location for the ballpark in that the concessions could also serve the other components of the Master Plan (i.e. tournaments on the fields, community functions, and other special events).

Spectator Amenities: Due to the location and function of this facility the need for retail is very limited. Storage space is included for tables that will be set up as temporary vendor stations. The main component of this program element is the ticket office which will is critical for the operation of a venue driven facility. This office will contain two box office windows and a secure room counting money. During the workshops the steering committee identified the need for additional playgrounds. New ballparks typically include a “kid’s zone” that provides an area for youth to play in a safe environment during sporting events. This area would not only serve as a play area during events but would be designed to allow access during non-event days.

Circulation: Circulation is comprised of finished outdoor concourse space that allows fans to move around the interior of the ballpark. The amount of circulation space is dictated by venue capacity. The entry into the ballpark is the same elevation as the concourse, which offers easy access to the spectator seating, which is built into a slope surrounding the lower playing field.

Baseball Facilities: The baseball event facilities, including the playing field (natural turf) and supporting spaces including dugouts and bullpen’s can be further described as:
- Playing field size: approximately 122,000 square feet
- Orientation: There is flexibility in the layout as long as the line from home to second base runs N/NE. Orientation is generally acceptable if the line is between N and E orientation. Center Field – 400 ′ -410’
- Distance Down the Line – 300-330’
- Two dugouts
Team & Official Facilities: This element includes home team clubhouse, smaller visiting team clubhouse, umpire or game official’s room, and an auxiliary room for other events. These spaces could also serve as support spaces for other events outside the ballpark. Also included are two batting cages to serve the needs of the home and visiting teams and can be used by the public on non-event days. Note: this facility is not included in the Optional Program.

Administration: The Administrative space provides for two offices for the primary tenant, as well a small custodial area. These facilities are located in the clubhouse.

Media Facilities: This area is used to accommodate space for various media outlets including: one booth for the writing press, one booth for the radio broadcast, and one booth for public announcer, scoreboard, and message board operator.

Operations Support: The operations support space includes elements that not only serve the ballpark but can be used for the entirety of the complex. For instance the maintenance area should be separate and distinct from the ballpark with the capacity to store equipment for the entire complex. Also included in the area would be storage, janitorial and mechanical space primarily to serve the needs of the ballpark. The Preferred Master Plan places the operations support building in the park maintenance & storage compound, which is located adjacent to the ballpark, and which would have direct access to the concourse.

Parking: The number of spaces for a venue of this type is typically predicated on capacity. These spaces could be shared between different uses such as the recreation/wellness center or other parking within the complex. It recommended that a minimum of 200 parking spaces be dedicated for ballpark use.

Following is the representative (Draft) Preliminary Program Outline for the Preferred Ballpark Alternatives:
### Ballpark: Preferred Building Program

<table>
<thead>
<tr>
<th>I. Spectator Facilities</th>
<th>Units</th>
<th>SF/Unit</th>
<th>Total SF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Spectator Seating</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Fixed Seating</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1) Reserve: Armchair seating</td>
<td>1,000</td>
<td>6.5</td>
<td>6,500</td>
</tr>
<tr>
<td><strong>Total Fixed Seating</strong></td>
<td>1,000</td>
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<td></td>
</tr>
<tr>
<td>b. Ancillary Seating Areas</td>
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</tr>
<tr>
<td>1) Small Picnic Area</td>
<td>100</td>
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<tr>
<td>2) Berm seating</td>
<td>750</td>
<td>12.0</td>
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</tr>
<tr>
<td><strong>Total Planned Capacity</strong></td>
<td>1,850</td>
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</tbody>
</table>

| 2. Public Toilet Rooms   |       |         |          |
| a. Concourse Level Public Toilet Rooms  |       |         |          |
| 1) Men's Toilets:        |       |         |          |
| (a) Urinals (1:100)      | 9     | 65      | 585      |
| (b) Water Closets (1:450) | 2     | 75      | 150      |
| (c) Lavatories (1:150)   | 6     | 35      | 210      |
| 2) Women's Toilets:      |       |         |          |
| (a) Water Closets (1:75) | 12    | 75      | 900      |
| (b) Lavatories (1:150)   | 6     | 35      | 210      |
| 3) Family Toilets        | 2     | 80      | 160      |
| b. Press Box Toilet Rooms |     |         |          |
| 3) Press Toilet Rooms    | 1     | 80      | 80       |
| **Subtotal: Spectator Facilities** | 18,995 |         |          |

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<tr>
<th>II. Food and Retail Facilities</th>
<th>Units</th>
<th>SF/Unit</th>
<th>Total SF</th>
</tr>
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<tbody>
<tr>
<td><strong>1. Concession Stands</strong></td>
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</tr>
<tr>
<td>a. Public Concession Stands (1 POS:350 seats)</td>
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<td>740</td>
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<tr>
<td>b. Outfield Food Service Area for Picnic Area</td>
<td>1</td>
<td>500</td>
<td>500</td>
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<tr>
<td><strong>2. Kitchens</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>a. Centralized Storage</td>
<td>1</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td><strong>3. Concession Administration</strong></td>
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<td></td>
</tr>
<tr>
<td>a. Money / Counting Room</td>
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<td>150</td>
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<td><strong>Subtotal: Food and Retail Facilities</strong></td>
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<tr>
<th>III. Spectator Amenities</th>
<th>Units</th>
<th>SF/Unit</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Retail Sales</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>a. Retail Storage</td>
<td>1</td>
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<tr>
<td><strong>2. Kids’ Area</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Playground</td>
<td>1</td>
<td>1,800</td>
<td>1,800</td>
</tr>
<tr>
<td><strong>3. First Aid / Security</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>a. Security Command</td>
<td>1</td>
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<tr>
<td><strong>4. Ticket Office</strong></td>
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<td></td>
</tr>
<tr>
<td>a. Box Office Windows</td>
<td>2</td>
<td>50</td>
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</tr>
<tr>
<td>b. Ticket Manager Office / Money Room</td>
<td>2</td>
<td>120</td>
<td>240</td>
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<td><strong>Subtotal: Spectator Amenities</strong></td>
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<tr>
<td>IV. Circulation</td>
<td>Units</td>
<td>SF/Unit</td>
<td>Total SF</td>
</tr>
<tr>
<td>-----------------</td>
<td>-------</td>
<td>---------</td>
<td>----------</td>
</tr>
<tr>
<td>1. Concourse</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Main Level Concourse</td>
<td>1,850</td>
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<tr>
<td>Subtotal: Circulation</td>
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<table>
<thead>
<tr>
<th>V. Event Facilities</th>
<th>Units</th>
<th>SF/Unit</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Playing Field</td>
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</tr>
<tr>
<td>a. Ball Field</td>
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<td>0</td>
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<tr>
<td>b. Dugouts</td>
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<td>650</td>
<td>1,300</td>
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<tr>
<td>c. Storage</td>
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<td>100</td>
<td>200</td>
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<tr>
<td>d. Pitcher’s Bullpens</td>
<td>2</td>
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</tr>
<tr>
<td>2. Scoreboard</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. Field Lighting</td>
<td>1</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Subtotal: Event Facilities</td>
<td></td>
<td></td>
<td>1,500</td>
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</table>

<table>
<thead>
<tr>
<th>VI. Team &amp; Officials Facilities</th>
<th>Units</th>
<th>SF/Unit</th>
<th>Total SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Home Team Clubhouse</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Team Locker Room</td>
<td>1</td>
<td>800</td>
<td>800</td>
</tr>
<tr>
<td>b. Showers &amp; Toilets</td>
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<td>350</td>
<td>350</td>
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<tr>
<td>c. Training Room</td>
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<td>300</td>
</tr>
<tr>
<td>d. Equipment Manager / Storage Room</td>
<td>1</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>e. Custodial</td>
<td>1</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>f. Circulation (@15% of net clubhouse space)</td>
<td>15%</td>
<td>1,900</td>
<td>285</td>
</tr>
<tr>
<td>Subtotal Home Clubhouse</td>
<td></td>
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<td>2,185</td>
</tr>
<tr>
<td>2. Tunnels</td>
<td></td>
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<tr>
<td>a. Batting Cages</td>
<td>2</td>
<td>1,800</td>
<td>3,600</td>
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<tr>
<td>Subtotal Tunnels</td>
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<td>3,600</td>
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<tr>
<td>3. Visiting Team Clubhouse</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Team Locker Room</td>
<td>1</td>
<td>650</td>
<td>650</td>
</tr>
<tr>
<td>b. Showers &amp; Toilets</td>
<td>1</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>c. Custodial</td>
<td>1</td>
<td>50</td>
<td>50</td>
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<tr>
<td>d. Circulation (@15% of net clubhouse space)</td>
<td>0.15</td>
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<tr>
<td>Subtotal Visiting Clubhouse</td>
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<td></td>
<td>1,150</td>
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<tr>
<td>4. Auxiliary Rooms</td>
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<td></td>
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<tr>
<td>a. Player Locker Room</td>
<td>1</td>
<td>500</td>
<td>500</td>
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<tr>
<td>Subtotal Auxiliary Rooms</td>
<td></td>
<td></td>
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<td>5. Officials Lockers</td>
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</tr>
<tr>
<td>a. Lockers</td>
<td>1</td>
<td>300</td>
<td>300</td>
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<tr>
<td>b. Shower &amp; Toilet Room</td>
<td>1</td>
<td>250</td>
<td>250</td>
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<tr>
<td>Subtotal Officials Lockers</td>
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<td></td>
<td>550</td>
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<tr>
<td>Subtotal: Team &amp; Officials Facilities</td>
<td></td>
<td></td>
<td>7,985</td>
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<td>VII.</td>
<td>Administration</td>
<td>Units</td>
<td>SF/Unit</td>
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<td>---------</td>
<td>----------------</td>
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<td>---------</td>
</tr>
<tr>
<td>1.</td>
<td>Administration Offices</td>
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<tr>
<td>a.</td>
<td>Offices</td>
<td>2</td>
<td>150</td>
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<tr>
<td>b.</td>
<td>Toilet Rooms</td>
<td>1</td>
<td>100</td>
</tr>
<tr>
<td>c.</td>
<td>Custodial</td>
<td>1</td>
<td>50</td>
</tr>
<tr>
<td>d.</td>
<td>Circulation (@ 15% of net admin. space)</td>
<td>0.15</td>
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<td></td>
<td><strong>Subtotal: Administration</strong></td>
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<td></td>
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<tr>
<td>VIII.</td>
<td>Media Facilities</td>
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<td></td>
</tr>
<tr>
<td>1.</td>
<td>Press Box</td>
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<td></td>
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<tr>
<td>a.</td>
<td>Writing Press Booth w/ Lounge</td>
<td>1</td>
<td>150</td>
</tr>
<tr>
<td>b.</td>
<td>Radio Broadcast Booth</td>
<td>1</td>
<td>150</td>
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<tr>
<td>c.</td>
<td>PA / Scoreboard / Message Board / Sound</td>
<td>1</td>
<td>150</td>
</tr>
<tr>
<td>d.</td>
<td>Equipment Room</td>
<td>1</td>
<td>75</td>
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<tr>
<td>e.</td>
<td>Storage Room</td>
<td>1</td>
<td>75</td>
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<tr>
<td></td>
<td><strong>Subtotal: Media Facilities</strong></td>
<td></td>
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</tr>
<tr>
<td>IX.</td>
<td>Operations Support</td>
<td></td>
<td></td>
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<tr>
<td>1.</td>
<td>Event Storage</td>
<td></td>
<td></td>
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<tr>
<td>a.</td>
<td>Multi-purpose Equipment</td>
<td>1</td>
<td>2,000</td>
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<tr>
<td>2.</td>
<td>Maintenance</td>
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<td></td>
</tr>
<tr>
<td>a.</td>
<td>Playing Field Maintenance</td>
<td>1</td>
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<td>b.</td>
<td>Stadium Maintenance</td>
<td>1</td>
<td>300</td>
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<tr>
<td>3.</td>
<td>Janitorial</td>
<td></td>
<td></td>
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<tr>
<td>a.</td>
<td>Central Janitorial Supply Storage</td>
<td>1</td>
<td>250</td>
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<tr>
<td>4.</td>
<td>Mechanical</td>
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<td></td>
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<tr>
<td>a.</td>
<td>Mechanical Room</td>
<td>1</td>
<td>750</td>
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<tr>
<td></td>
<td><strong>Subtotal: Operations Support</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>BUILDING NET TOTAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Plus Net-to-Gross Multiplier</td>
<td>10%</td>
<td>4,437</td>
</tr>
</tbody>
</table>
Recreation / Wellness / Community Center

The vision for the Recreation / Wellness / Recreation Center is to provide a top quality, state-of-the-art aquatics, sport, fitness, and wellness center serving a broad range of users in the Town of Woodstock and the region. It is understood that the facility will likely be developed through a partnership with governmental, institutional and corporate groups, such as the Shenandoah Memorial Hospital, Valley Health Systems, and others.

Three alternative programs were developed for the Recreation / Wellness / Community Center facility: a full-service facility program (A) with the full complement of facilities; a smaller facility program (B) with basically the same range of facility type, but at a reduced scale; and, a third, yet smaller facility program (C) which offers a more basic facility without a competitive aquatics component. Following is a description of the Program A facility elements. The outline architectural program has been developed to respond to both Town needs and objectives, and to the needs and sensitivities of the target market. The program reflects the requirements generated by an analysis of the market and input from stakeholders. In each option, facility sizes are in gross square feet of building area.

Facility Goals, Attributes and Principles:

In addition to the overarching vision, the planning processes identified a number of goals, attributes and principles for the facility, and the programs and services it will offer. They are summarized below by category:

The aquatics component should meet the community’s needs for recreation, instruction, therapeutic programs (therapy pool) and competition and training for competitive sports. The design of this component should allow for both recreational swimming and competitive events. The therapy pool is included to address the wellness component and an aging population in the local and regional market.

The size of the weight and fitness area should not be the focus of the facility rather it creates a unified and comprehensive facility serving the needs of a wide array of constituents. This component will also serve the wellness aspect identified as a key component of the facility.
The four court gymnasium should be able to accommodate a wide variety of sports activities as well as large indoor sports events.

Multipurpose rooms and studios should be flexible spaces to allow for a wide variety of activities both active and passive.

Building design should be inviting and exciting, and take advantage of adjacencies with other site components.

The facility should accommodate partnership and sponsorship opportunities to the greatest practical degree.

Programmatic Goals, Attributes and Principles:

The facility will host a wide range of recreational and competitive aquatics, sport and fitness activities, programs and spaces for all ages and abilities.

Programs and services for all age groups will be offered. The facility must incorporate appropriate accommodation for all users of all ability levels ranging in age from young children to senior citizens.

While maximizing flexibility and multiple uses of spaces is desirable, it is recognized that the facility cannot be “all things to all people.” The function of the facility as a top-quality aquatics, sport, and fitness center should not be compromised by trying to accommodate too wide a variety of other functions.

Facility Design:

The new facility is to be organized around a central Primary Circulation Core. This non-assignable element, when designed successfully, will serve the following functions:

- To serve as an inviting introduction to the building and its facilities.
- To serve as a place from which users can view a diverse range of activity spaces, understand the building’s layout, and determine what facilities are available for use.
- To allow the building’s circulation to be clearly readable and efficient.
- To host a variety of active and passive social spaces available to both “members” and “non-members.”

Program elements are clustered into “zones” indicating areas of the building that can function cohesively and have a similar level of user access. For security and control purposes, the
recreation facility will be divided into three zones, a Free Zone, an Activity Zone, and a Support Zone:

The following information provides a narrative description of the function for the major program elements:

**Free Zone**

The Free Zone is composed of the elements that must have some degree of access to the general public. Access to other parts of the facility will be strictly controlled from points within this zone, notably at the Admissions Control desk. The Free Zone should function as a secure “bubble” that controls access into the Activity and Support Zones.

The Free Zone is comprised of administrative offices, building-wide user support facilities, and support for outdoor spaces and activities that must be accessible to patrons who may not necessarily be allowed into the rest of the building. The Free Zone should function such that access into the Activity Zone and the Support Zone can be either permitted or denied based on the building’s security controls. The Activity Zone and Support Zone are restricted to access by users with membership in the facility and are comprised of the recreational activity spaces, locker rooms, event spaces and other user support spaces.

The Administrative Office Suite provides for the operation and control of the building’s daily activities. The Administrative Office Suite will provide workspace for the staff of the facility that will be responsible for administering the facility and its programs. The Administrative Office Suite should be designed to act as a quiet refuge from the Center’s activity areas, providing private working environments within a concentrated area so that staff members are easily accessible to each other.

The Admissions Control area, which employees may occupy by entering from within the Administrative Suite to minimize staffing requirements, shall act as the conduit between the Free Zone and Activity Zone.

In addition to private offices for full-time professional staff and open-plan work areas for administrative assistants, part-time staff, the office suite will also include a variety of support spaces. Support areas will include a Marketing Production area, a Conference Room, Office Support, and Administrative Area, and a Pantry / Lounge. A Lobby / Guest Seating Area and Administrative Assistants’ Work Stations will welcome visitors to the office suite. The design of the office suite should incorporate zoning so that unoccupied office
areas can remain secure outside of business hours yet allow staff access to spaces required for building operation.

Activity Zone

The Activity Zone contains the active, recreation/wellness-oriented elements of the building. The outline program divides these spaces into three general areas, the Multi-Activity Center, Specialized Activity Spaces and Aquatics.

Multi-Activity Center

The new facility will include a four-court gymnasium and an Elevated Jogging Track. The gymnasium will be designed to accommodate a wide variety of activities including drop-in and scheduled basketball, volleyball, badminton, indoor soccer, floor and roller hockey, and other sports; and walking and jogging on the suspended track. The track should not necessarily be confined only to the gymnasium. The gymnasium space should occupy a prominent location within the Activity Zone and be accessible from the Primary Circulation Core. The gymnasium should also be designed as a separate zone to allow it to be closed off for special events without otherwise affecting the operation of the rest of the facility. Circulation space adjoining the gymnasium should be designed to act as a break-out space for events with a separate event entrance and public restrooms.

Specialized Activity Areas

Each of the Specialized Activity Areas responds to the unique needs of a particular sport or narrow range of activities. In most cases, the program elements should be located and designed to maximize the visibility of the activities within the Primary Circulation Core including. The Multipurpose Rooms and some portions of the Weight/Fitness area are exceptions because a high degree of visibility into these areas from public spaces would detract from the comfort level and effectiveness of the activity space. The Multipurpose Rooms are intended to be primarily used by group fitness and wellness. Some areas of the Weight/Fitness Area should be more private to accommodate specialized programming. In all cases, these spaces should be in less prominent locations and do not require visual connections to other spaces.

Natatorium

The Natatorium incorporates two bodies of water, including a 50-meter competition pool, and a warm water therapy pool. A portion of the Natatorium should be visible from the Primary Circulation Core to advertise its presence and bring light and a sense of activity.
into the public spaces of the building. The Natatorium incorporates support spaces, spectator seating, and wet classroom spaces. An additional lobby space and zoned entrance is intended to make the Natatorium function more efficiently as a competition venue. The pool will also be designed to allow for recreational swimming and not just competitive events.

**Support Zone**

The Support Zone contains the elements within the security envelope that support other activity spaces and allow users the broadest range of recreational opportunities.

**User Support Facilities**

The general use locker rooms have a large number of lockers, evenly distributed between men’s and women’s, with additional Assisted Change Rooms. Additionally, the locker rooms are expected to be divided into two areas, one each supporting the pool area the weight/fitness area. This will allow teams to use the pool area locker rooms (during competitions) without affecting the use of the rest of the facility. The weight/fitness area locker rooms will provide changing, locker, shower, and toilet facilities for users of the rest of the building. The Assisted Change Rooms will be private rooms with a limited number of lockers that may be used by families when an opposite-sex child is too old to use the general locker facilities, by persons with disabilities who require assistance, and by other patrons who feel uncomfortable using a large public locker room.

General Building Storage, and the Maintenance Service Area should be visually secluded from activity and primary circulation areas.
Following are illustrative (Draft) Preliminary Program Outlines for Alternatives A and C:

<table>
<thead>
<tr>
<th>Recreation/Wellness Center</th>
<th>Program A</th>
<th>Program C</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRELIMINARY PROGRAM</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### I. FREE ZONE

**A. Administrative**
- Administrative Suite (Office, Conference Room) 1 750 750
- Lobby 1 500 500
- Admissions Control 1 150 150
- Storage 1 50 50

**B. User Support**
- Vending Area 1 100 100

### II. ACTIVITY ZONE

**A. Multi-Activity Center**
- Four Court Gymnasium (84 ft Courts) 1 25,544 25,544
- Four Court Gymnasium Storage 1 250 250
- Running/Track 1 5,000 5,000
- Gymnasium Spectator Seating 100 7 700

**B. Specialized Activity Spaces**
- Weight & Fitness Center 1 2,500 2,500
- Weight & Fitness Center Storage 1 250 250
- Large Group Exercise Room 1 1,250 1,250
- Large Group Exercise Room Storage 1 200 200
- Medium Group Exercise Room 1 750 750
- Medium Group Exercise Room Storage 1 100 100
- Community Meeting Spaces 2 400 800

**C. Aquatics**
- Competitive Natatorium (50m x 25 yd) 1 20,000 20,000
- Natatorium Lobby 1 500 500
- Therapy Pool 1 800 800
- Natatorium Seating 200 6 1,200
- Natatorium Meeting Rooms 1 500 500
- Wet Classroom/Party Room 1 1,250 1,250

**III. SUPPORT ZONE**
- Men's Locker Room 1 1,000 1,000
- Women's Locker Room 1 1,000 1,000
- Family Locker Room 1 750 750
- Equipment Issue/Maintenance/Storage 1 1,000 1,000

**TOTAL**

| Total NASF | 67,294 |
| Building Core & Circulation With Building Efficiency @ 75% | 22,400 |
| Total Building Envelope | 89,725 |

### Source:
Bradford & Durant

<table>
<thead>
<tr>
<th>Aquatics</th>
<th>Square Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-6 feet per lane</td>
<td></td>
</tr>
<tr>
<td>50 m x 25 yards - 164-75 feet</td>
<td>12300</td>
</tr>
<tr>
<td>25 yard x 25 meter - 75x52 feet</td>
<td>6150</td>
</tr>
</tbody>
</table>

Total NASF 28,252
Building Core & Circulation With Building Efficiency @ 75% 9,400
Total Building Envelope 37,669
Site Lighting, Signage & Furnishing Design Themes

The following roadway, pathway and special area lighting, signage and furnishings illustrate a desired design theme for Fairview Park’s landscape development. The various districts within the park, such as the Central Park and the Green Ravine, can be unified through the use of a ‘family’ of outdoor furnishings. Yet, each district or sub-area can retain its unique design character through the use of color variation, and even some minor style variations, within the overall outdoor furnishings family. The more formal areas of the park, such as Central Park and the Arboretum, should feature more refined streetscape and garden furnishings.

Streetscape & Pathways Furnishings

Passive Area Furnishings
Active Recreation and Nature Area Furnishings
7.0 Implementation Measures:
Phasing, Funding & Partnering

The following implementation measures address ways to achieve the type of park and recreation development that is desired at Fairview Park.

In order to create a ‘flagship’ park for the Town and surrounding area, a philosophy of partnering must be embraced. Many of the projects described in the Master Plan are termed ‘Special Partner Projects’ --- these are significant undertakings, both in scope, quality and management, that will require the added resources of other governmental, institutional and/or corporate partners. Some special facilities may be sponsored by individuals or by private business entities, such as the amphitheater and the ballpark. Other partnerships may come from shared values and missions, such as those of the Town and Shenandoah Memorial Hospital, both of whom have missions to provide for the public safety and welfare of the community. Others may come from shared mandates to serve the recreation needs of youth, such as the County School Board and Parks & Recreation Department. The historic Wetzel Farm complex may be an attractive partnership project for the Town and historic preservation groups.

This master plan will guide park’s development to its full potential over a 15 to 20 year timeframe, so it must provide guidance yet offer flexibility for the Town to implement individual projects as needed and as market, funding and partnering opportunities arise. Consequently, the implementation approach is to provide here a project-specific program, concept cost and design guidance for each element of the plan, while setting out more specific phasing measures for the short range projects in the form of a Seven Year Action Plan. Many of the park projects are preliminarily slated for development in the mid- to long-range timeframes. The Steering Committee decided to not impose a specific priority for those projects, rather to allow flexibility for doing any of those projects as market, partnering and funding opportunities became available.
Following is a Draft Master Plan Program Phasing & Concept Cost Summary that outlines Short Range Projects (Phase 1 & 2), with the remaining Future Projects falling within the Mid- and Long Range timeframes. A Seven Year Action Plan sets out more specific phasing measures for the Short Range Projects.

<table>
<thead>
<tr>
<th>Park Development Projects &amp; Phases</th>
<th>Est. 2010 Concept Cost</th>
<th>Cumulative Concept Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short Range (Phase 1) / 1-3 Year Timeframe</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Park Entry Road</td>
<td>$665,000</td>
<td></td>
</tr>
<tr>
<td>Field Sports Complex</td>
<td>$3,700,000</td>
<td>Special Partner Project</td>
</tr>
<tr>
<td>Wetzel House / Initial Rehabilitation</td>
<td>$490,000</td>
<td>Special Partner Project</td>
</tr>
<tr>
<td>The Green Ravine</td>
<td>$135,000</td>
<td>Special Partner Project</td>
</tr>
<tr>
<td><strong>Subtotal Phase 1 Projects</strong></td>
<td>$4,990,000</td>
<td>$4,990,000</td>
</tr>
<tr>
<td><strong>Short Range (Phase 2) / 3-7 Year Timeframe</strong></td>
<td></td>
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</tr>
<tr>
<td>Park Entry Road &amp; Buffer Plantings</td>
<td>$715,000</td>
<td></td>
</tr>
<tr>
<td>Central Park</td>
<td>$1,950,000</td>
<td></td>
</tr>
<tr>
<td>Tennis Complex</td>
<td>$900,000</td>
<td>Special Partner Project</td>
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<tr>
<td><strong>Subtotal Phase 2 Projects</strong></td>
<td>$3,565,000</td>
<td>$8,555,000</td>
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<tr>
<td><strong>Future Projects (Special Park Areas)</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>Mid-Range / 7-12 Year and Long-Range / 12-20 Year</strong></td>
<td></td>
<td></td>
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<tr>
<td>Arboretum</td>
<td>$425,000</td>
<td></td>
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<tr>
<td>Wetzel Farm Historical &amp; Events Center</td>
<td>$1,350,000</td>
<td>Special Partner Project</td>
</tr>
<tr>
<td>Amphitheater (Future Project within Central Park)</td>
<td>$190,000</td>
<td>Special Partner Project</td>
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<tr>
<td>East-side I-81 Perimeter Trail Link &amp; Landscaping</td>
<td>$220,000</td>
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<tr>
<td>West-side I-81 Landscaping</td>
<td>$107,500</td>
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<tr>
<td>Park Maintenance &amp; Storage Compound</td>
<td>$975,000</td>
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<tr>
<td>Central Parking Facility, Amenities &amp; Trails</td>
<td>$1,880,000</td>
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<tr>
<td><strong>Subtotal Future Projects (Special Park Areas)</strong></td>
<td>$5,147,500</td>
<td>$13,702,500</td>
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<td><strong>Baseline Park Facilities</strong></td>
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<tr>
<td><strong>Ballpark &amp; Multi-Purpose Venue</strong></td>
<td>Mid-Range $4,255,000</td>
<td>Special Partner Project</td>
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<tr>
<td><strong>Note:</strong> Alternative Ballpark Cost for a Refined Option / Basic Facility is $2,835,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recreation/Wellness/ Community Center</strong></td>
<td>Long-Range $28,525,000</td>
<td>Special Partner Project</td>
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</tbody>
</table>
| **Note:** This is an estimated budget for Program Option A: Alternative Rec Center Programs & Costs studied include:  
  Option B / Mid-Level Facility / 56,000 gsf / $17,925,000  
  Option C / Basic Facility / 38,000 gsf / $12,725,000  
| **Notes:**  
  This program summary reflects facilities shown on the Preferred Master Plan dated September, 2007.  
  This document offers conceptual, planning-level cost estimates/budgets for planning purposes only; not for construction.  
  Program elements and estimated concept costs are subject to change with Client guidance, design/engineering refinements.  
  All conceptual construction costs and budgets are shown in 2010 US Dollars; annual escalation at 8%.  
  Further detail for the Recreation/Wellness Center & Ballpark/Multi-Use Venue is provided elsewhere.  
  *Special facility construction budget estimate-based.
### SEVEN YEAR ACTION PLAN

#### PHASE 1 PROJECTS

<table>
<thead>
<tr>
<th>Action</th>
<th>Year</th>
<th>Implementation Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Park Entry Road (Initial Segment)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prepare grant proposals for park access road funding; (Park MP document as basis)</td>
<td>1</td>
<td>Town &amp; VDOT &amp; Possibly DEQ (Town Resolution/Request for Recreation Access Program)</td>
</tr>
<tr>
<td>• Approve grant matching funds for inclusion into the CIP</td>
<td>1-2</td>
<td>Town Council</td>
</tr>
<tr>
<td>• Allocate project design &amp; engineering fees into the CIP</td>
<td>2</td>
<td>Town</td>
</tr>
<tr>
<td>• Upon grant approval, begin project design, engineering &amp; construction process</td>
<td>2-3</td>
<td>Town and Master Plan Consultant; Project Contractor</td>
</tr>
<tr>
<td>• Initiate Staffing Assessment; fund position in CIP, as needed (Parks &amp; Rec Director)</td>
<td>2</td>
<td>Town</td>
</tr>
<tr>
<td>• Upon Final Plan Approval, begin Project Advertising &amp; Bidding Process</td>
<td>2-3</td>
<td>Town and Master Plan Consultant Team</td>
</tr>
<tr>
<td>• Contract Award &amp; Construction</td>
<td></td>
<td>Town; Project Contractor</td>
</tr>
<tr>
<td>• Hire Parks &amp; Rec Director</td>
<td></td>
<td>Town</td>
</tr>
<tr>
<td><strong>Field Sports Complex &amp; The Green Ravine</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Conduct &amp; complete project partnership agreement process</td>
<td>1</td>
<td>Town, Shenandoah County School Board &amp; Shenandoah County Parks &amp; Rec; Other partners?</td>
</tr>
<tr>
<td>• Prepare grant proposal for project development</td>
<td>1</td>
<td>Partnership Group &amp; DCR (Partners’ Resolution/Request for grant: LWCF; VA DOF; USDA)</td>
</tr>
<tr>
<td>• Approve grant matching funds for inclusion into the CIP</td>
<td>1-2</td>
<td>Partnership Group members, as appropriate</td>
</tr>
<tr>
<td>• Allocate project design &amp; engineering fees into the CIP</td>
<td>2</td>
<td>Town &amp; Partners share</td>
</tr>
<tr>
<td>• Initiate Staffing Assessment; fund position(s) in CIP, as needed</td>
<td>2</td>
<td>Town &amp; Partners share cost</td>
</tr>
<tr>
<td>• Upon Final Plan Approval, begin Project Advertising &amp; Bidding Process</td>
<td>2-3</td>
<td>Town and Master Plan Consultant Team; Project Contractor</td>
</tr>
<tr>
<td>• Contract Award &amp; Construction</td>
<td></td>
<td>Town &amp; Partners</td>
</tr>
<tr>
<td>• Hire additional staff as needed</td>
<td></td>
<td>Town &amp; Partners (fund positions)</td>
</tr>
</tbody>
</table>
### Seven Year Action Plan / Phase 1 (continued)

<table>
<thead>
<tr>
<th>Action</th>
<th>Year</th>
<th>Implementation Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wetzel House</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial Rehabilitation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Identify potential partners &amp; complete partnership agreements</td>
<td>1</td>
<td>Non-profit groups, corporations, institutions; individuals, DHR</td>
</tr>
<tr>
<td>• Prepare grant proposals for initial rehabilitation</td>
<td>2</td>
<td>Town, Partners &amp; DHR</td>
</tr>
<tr>
<td>• Upon grant approval, begin project design, engineering &amp; construction process</td>
<td>3</td>
<td>Town and MP Consultant Team; Project Contractor</td>
</tr>
<tr>
<td>• Upon Final Plan Approval, begin Project Advertising &amp; Bidding Process</td>
<td>3</td>
<td>Town and MP Consultant Team; Project Contractor</td>
</tr>
<tr>
<td>• Contract Award &amp; Rehabilitation</td>
<td>3</td>
<td>Town and MP Consultant Team; Project Contractor</td>
</tr>
</tbody>
</table>

### SEVEN YEAR ACTION PLAN

#### PHASE 2 PROJECTS

<table>
<thead>
<tr>
<th>Action</th>
<th>Year</th>
<th>Implementation Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park Entry Road (Final Segment)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prepare grant proposals for park access road funding; (Park MP document as basis)</td>
<td>3</td>
<td>Town &amp; VDOT &amp; Possibly DEQ (Town Resolution/Request for Recreation Access Program)</td>
</tr>
<tr>
<td>• Approve grant matching funds for inclusion into the CIP</td>
<td>3-4</td>
<td>Town Council</td>
</tr>
<tr>
<td>• Allocate project design &amp; engineering fees into the CIP</td>
<td>2</td>
<td>Town</td>
</tr>
<tr>
<td>• Upon grant approval, begin project design, engineering &amp; construction process</td>
<td>4-5</td>
<td>Town and Master Plan Consultant; Project Contractor</td>
</tr>
<tr>
<td>• Upon Final Plan Approval, begin Project Advertising &amp; Bidding Process</td>
<td>6</td>
<td>Town and MP Consultant Team; Project Contractor</td>
</tr>
<tr>
<td>• Contract Award &amp; Construction</td>
<td>6</td>
<td>Town and MP Consultant Team; Project Contractor</td>
</tr>
<tr>
<td>Action</td>
<td>Year</td>
<td>Implementation Partners</td>
</tr>
<tr>
<td>--------</td>
<td>------</td>
<td>-------------------------</td>
</tr>
<tr>
<td><strong>Central Park</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| • Prepare grant proposal, as needed, for project development  
• Identify project phases | 3 | Partnership Groups/Sponsors, as available; Non-profit groups, corporations, institutions; individuals |
| • Approve needed development funds & grant matching funds for inclusion into the CIP  
• Allocate project design & engineering fees into the CIP | 4-5 | Partnership Group members, as appropriate  
Town & Partners share |
| • Begin project design, engineering & construction process | 5 | Town and MP Consultant Team;  
Project Contractor |
| • Upon Final Plan Approval, begin Project Advertising & Bidding Process; can be in construction phases  
• Contract Award & Rehabilitation | 5-7 | Town and MP Consultant Team;  
Town; Project Contractor |

| **Tennis Complex** | | |
| • Prepare grant proposal, as needed, for project development | 3 | Town, Shenandoah County School Board & Shenandoah County Parks & Rec; Other partners |
| • Approve needed development funds & grant matching funds for inclusion into the CIP  
• Allocate project design & engineering fees into the CIP | 4-5 | Partnership Group members, as appropriate  
Town & Partners share |
| • Begin project design, engineering & construction process | 5 | Town and MP Consultant Team;  
Project Contractor |
| • Upon Final Plan Approval, begin Project Advertising & Bidding Process; can be in construction phases  
• Contract Award & Rehabilitation | 5-7 | Town and MP Consultant Team;  
Town; Project Contractor |
Fairview Park Funding Opportunities:

CIP Funding

Local governments can commit an annual appropriation for park and open space development through a Capital Improvements Program (CIP). The park master plan will define projects for inclusion into the CIP. CIP funds can be earmarked for matching funds when seeking grants with such requirements. CIP funding excludes yearly maintenance costs which are funded through the Parks and Recreation annual Operations Budget.

Bond Referendums

Local governments may place propositions for park and open space acquisition and development on local ballots for voter approval.

Special Appropriations

Funds not identified in the Capital or Operating Budgets can also be appropriated by the town Council or Board of Supervisors as a special project initiated by that legislative body.

Park Trust Fund

A trust fund can be created for facility development which can be administered by a private non-profit advocacy group, or by a local commission. A trust fund can aid in the development of large projects. Funding the trust fund can come from many sources, including local government (Town and County) general funds, private grants, and gifts.

Local Private-Sector Funding

Private industries and businesses may donate cash, materials, and/or in-kind services. Examples include: Donations of cash to a specific park project; donations of services by businesses to reduce the cost of park implementation expenses including equipment and labor costs; discounted materials costs.
Volunteer Organizations

A volunteer organization called Friends of Fairview Park can be created. Volunteers are an invaluable resource either in actual greenway construction or by conducting fund-raisers. A manual for park volunteers should be developed to guide and regulate their work. The manual should include a description of appropriate volunteer efforts, request forms, waiver and release forms, and a completion form (where volunteers are asked to summarize their accomplishments). Virginia State Parks has been quite successful in using such ‘friends’ groups for special park project implementation.

Trail and Greenway Sponsors

A sponsorship program for park amenities especially pavilions and trails system elements of the master plan, allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements can include mile markers, call boxes, trash receptacles, benches, entry signage, directional signs, interpretive brochures, bollards, and picnic areas.

State & Federal Government Funding Sources

There are a wide range of grants available from state and federal agencies and programs, as well as from institutions and foundations. Some state monies are pass-through funds from federal agencies; most grant opportunities require a ‘local match’ and some are reimbursement-based. A more detailed description of potential state and federal grant that may be used in the implementation of Fairview Park can be found in the study appendices. Following is a summary outline of those funding sources:

State Government Funding Sources
- Recreational Access Program (VDOT)
- SAFETEA-LU Grants (VDOT)
- Safe Routes to School Program (VDOT)
- Virginia Land Conservation Foundation
- Virginia Department of Conservation and Recreation (DCR)
- Virginia Recreation Trails Fund
- Land and Water Conservation Fund (LWCF)
- Virginia Department of Forestry (DOF)
- Water Quality Improvement Fund
Federal Government Funding Sources:
- Community Development Block Grant Program
- U.S. Department of the Interior Fish and Wildlife Service (FWS)
- North American Wetlands Conservation Act Grants (NAWCA)
- U.S. Environmental Protection Agency, Environmental Education Grants Program
- Chesapeake Bay Gateways Program
- Conservation Reserve Program (USDA)
- Wetlands Reserve Program (USDA)
- Watershed Protection and Flood Prevention (Small Watersheds) Grants (USDA/NRCS)
- Urban and Community Forestry Assistance Program (USDA)
- Small Business Tree Planting Program (SBA)
- Economic Development Grants for Public Works and Development of Facilities (The US Department of Commerce, Economic Development Administration (EDA))
- Design Arts Program / Community Improvement Grants (The National Endowment for the Arts) provides grants to states and local agencies, individuals,

Potential Partnering Opportunities

Community recreation facilities are traditionally funded through bond referendums that require the support of local citizens. Although demand may exist for community recreation, funding may be limited due to more pressing community needs, and sensitivity of using tax dollars for specific projects. Therefore traditional funding mechanisms are giving way to unique partnerships among public and private entities. These partnerships can be structured in a number of ways with the goal of providing support both financially as well as programmatically. Potential partners include, but are not limited to:

- Park Districts
- Municipalities (City, County)
- Hospitals
- School Districts
- Corporations
- Boys and Girls Clubs
- YMCA
Other Funding Sources:

There are a number of partnerships that can be created to specifically meet the diverse needs of a community with respect to funding and programming. In addition to partnership, additional funds can be generated through the following activities to help offset development costs.

**Fundraising:** The YMCA is a good example of this opportunity. All YMCA facilities rely on fundraising and support of the community to develop facilities. This requires a market study that is funded by the community that expressed interested in building a YMCA in their area. The market study projects membership and gauges support for fundraising. A capital campaign is initiated with a target goal. Once that goal is reached they begin development of the facility. Similar campaigns are used for other public recreation facilities.

**Sponsorship and Advertising:** Naming rights are becoming increasingly prevalent revenue opportunities for various facility types. The pricing of these rights varies and can have a significant impact on financing this type of facility. Naming rights, sponsorships, and advertising are types of contractually obligated income (COI) used in financing these types of facilities. These income sources are usually long term contracts and are considered relatively stable and credit worthy. The amount of participants attracted to a facility typically dictates the amount of advertising income that can be generated. The greater the number of participants, the more likely advertisers will support the facility.

**User Fees:** In B&D's experience, recreation facilities that don’t fit certain profile (i.e. membership-based fitness centers), rarely turn a profit. Most of the successful venues include some type of public contribution, usually in the way of free land and/or infrastructure costs. Once the building is developed user fees (membership fees), rental revenues, and other revenue streams are used to support operating expenses. These revenues can be supplemented with grants, donations, and other fund-raising activities. Below is a list of grants types available through various, federal and state agencies as well as from foundations. Most of these grants can be located at [www.nrpa.org](http://www.nrpa.org).

- Grants for Programs for Children and Youth

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• Grants to Promote Health
• Grants for Seniors Programs
• State and Regional Agency Federally Sponsored Grants
• Natural Resources Grants
• Grants for Gardens
• The Department of Conservation and Recreation administers a grant-in-aid program for the acquisition and development for public outdoor recreation areas and facilities.

In addition to public grants there are a number of private organizations that supply seed money for various projects that promote health, art, education, etc.

• Lowe’s Charitable and Educational Foundation
• Home Depot
• NBA, NFL, MLB, MLS
• Sports Associations

**Implementation Strategy for Special Facilities**

In moving forward with this project the following steps are recommended to further define the range of programs and activities, as well as the capacity to phase the project, and gauge support for operating the facility.

**Programmatically**

To assess the feasibility of developing a new community recreation center, the client must understand the size and nature of the facility required to meet demand as well as the revenue streams potential derived in if that demand is met.

In order to determine the optimum program for the facility the following steps are recommended:

• A detailed market study to determine the optimal program for a recreation facility that would involve:

• Conduct focus groups with various community groups and potential partners to understand specific demand for programs and activities. Additional meetings with stakeholders and citizen groups, community organization, sports clubs and organizations are important as well.

• Conduct community survey to qualitatively and quantitatively assess current interest in recreation, demand for specific programs and activity spaces, and ideal operating parameters such as hours of operation, services, and fees. The survey can be conducted via telephone or mail. The survey also will help
determine facility usage patterns over the course of a typical day for the entire facility and for specific program areas to optimize business and operations planning.

- Based on results of the survey a proposed facility concept(s) would be created for the “optimal” facility. The “optimal” facility will be based on the survey-driven results of the Demand-Based Programming analysis. The best facility will be based on the “optimal” facility and the prioritization of activity spaces from the depth and breadth analysis of demand. The concept(s) will include an outline architectural program(s) and development budget; a defined set of operating parameters including marketing position, price structure, and programmatic offerings (preliminary business plan); and a conceptual architectural design.

**Financially**

- Develop an integrated financial model and 10-Year operating pro forma for the concept(s). The financial model and operating pro forma will be integrated with the architectural program and preliminary business plans. The pro forma will include summaries of the models’ detailed schedules of revenues, operating expenses, and development costs (debt service). The model will include analyses of debt coverage ratios, summaries of hard and soft costs of development, and outlines of all relevant financing parameters.

- Identify possible funding sources from similar projects. The funding sources are based on appropriate public versus private ownership, interest rates, tax allocations, private donation, and state appropriations with each variable to remain flexible in order to accommodate various financial structure requirements.
  - Naming rights and sponsorships
  - Non-profit organizations
  - Sports leagues and organizations
  - Hospitals and wellness facilities

**Alternative Scenario**

If the Town has limited funding capacity and is not interested in funding this project, they want to consider developing an RFP to test private development interest. The RFP should be flexible enough to allow for maximum creativity among the responses but rigid enough to ensure that Fairview Park design guidelines and program needs addressed in this study are met. In B&D’s experience, there are only a handful of groups that have this expertise, so the responses would be limited.
Economic Impact Analysis

This is an optional step that would analyze the economic impact of the new facility’s operation on the community.

Site Analysis / Conceptual Design

B&D will conduct a General Conditions Analysis to determine the degree to which the physical characteristics of the site, its utilities, and its overall size are suitable for the proposed recreation center development. Next, B&D will conduct a Market Factors Analysis to analyze the impacts of site-specific issues on the recreation center’s ability to satisfy market demand and co-exist with competing facilities.

Phasing Approach

Depending on the structure and funding sources, the Town may also consider phasing the project based on demand. This would involve designing a facility that can be added to as more funding is identified.

Once the detailed market study is complete the next steps involve design and ultimate construction of the facility.

- Detailed Programming
- Business Planning
- Engage Architect through RFP process
- Begin Design Process