



2016 DOWNTOWN PARK PLAN

TOWN OF
MONTROSS

A GUIDE TO DEVELOP PARKS AND
INTERACTIVE PUBLIC SPACES IN
DOWNTOWN MONTROSS

WESTMORELAND
COUNTY

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2016 DOWNTOWN PARK PLAN

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&
The Town of Montross, Virginia

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EXECUTIVE SUMMARY

Montross, Virginia is an exciting place to live and work with many new developments exemplifying the strong community character of this small town. The Downtown Park Plan, in its purpose, creates guidelines to help the community establish Montross as a compelling place to live, work and play. This plan demonstrates an environment intriguing to visitors and a place for families and children to call their own. There is no better place or time to plan a park than here in Montross, Virginia.

Many of the physical features of the site make this plan a valuable example of how communities can integrate recreation, youth activities and historic assets to create a unique experience for local residents and visitors. This plan is not a traditional approach for developing outdoor recreation but relies heavily upon designing the physical environment around social context and engaging the people who give the town its identity.

The plan's challenge, from a planning perspective, is the ability to connect vision with resources in a socially and economically sustainable way. Specifically, this involved developing a vision that utilized a vacant space in the town center as an alternative option. This vision explored how a public park could contribute to the evolving transformation of a vibrant downtown while also meeting a fundamental recreational need. Progress made in the initial stages of community visioning and planning has produced a sense of great optimism in the community. The newly formed partnership between Westmoreland County and the Town of Montross is vital to making this plan an attainable reality.

The Downtown Park Plan provides a wide-range of tools critical for planning the outdoor space. It includes both qualitative and quantitative data to help guide decisions at the local level. This group of illustrations and figures consist of visual and community surveys, economic benefits, three dimensional designs, a parking study and an observation of the social activities in downtown.

Key recommendations of the plan are primarily focused on strengthening eligibility to receive grants that will allow the community to develop a community playground and open pavilion within two years. Recommended grants rely on community participation in the construction of playground infrastructure.

Within the next six months to a year a non-profit organization should be established to begin identifying community partners and building a strong volunteer base to support the park. In addition to grants the community will have to find creative and innovative ways to balance costs and make the park sustainable.

The final phase of the plan will take place within five years and include preservation of the old jail and construction of an amphitheater with a band shell used as an outdoor venue for concerts and community events. This will be a valuable investment in the future of Montross and Westmoreland County for years to come.

CONTEXT

Client Organization

Introduction

The **Downtown Park Plan** is a guideline for developing creative community-based approaches to revitalization through design. It is an economically feasible solution to provide outdoor recreation opportunities for surrounding residents. Implications of the plan include social, health and economic benefits that contribute to the overall community quality of life.

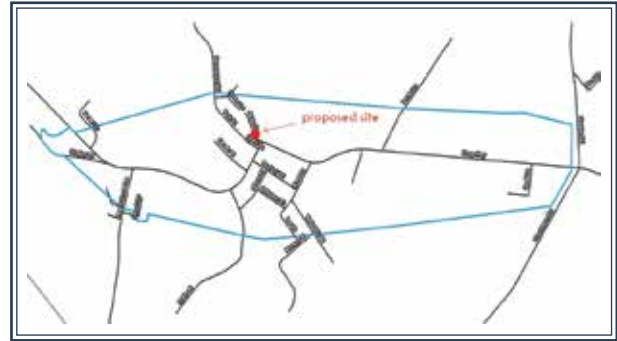
Client

The plan's primary client, Westmoreland County Local Government, is responsible for the oversight and implementation of plan objectives. Westmoreland County is located on the Potomac River in the Northern Neck region of Virginia. It consists of approximately 17,000 residents and is governed by a 5-seat elected board of supervisors. The county seat is located in the town of Montross where government, court, police, fire and emergency services are located. Montross is a central economic hub in the county and the secondary client for this plan. This small town has a population of 350 and is approximately one square mile in area

The plan is age specific; the types of uses proposed and design of the space serves a targeted age group, identified by community feedback to best use the space. Age appropriate activities also promote safety measures that make the space more enjoyable.

Approximately 250-300 households in the Town of Montross are within walking distance of the site. However, the maximum number of people the park could potentially serve in the larger Montross community is close to 5,000 (2,300 households), some of whom with the option of biking or driving to the area. There are approximately 80 school aged children in the Town of Montross that would have access to the park. The town also has a significant elderly population of approximately 86 people who are primarily between the age ranges of 55 to 59, 60

to 64, and 65 to 69. Adults ages 20-40 make up approximately 15.8 percent of the population.



Map 1.1. The project site is located in the Town of Montross. The town boundary encompasses one square mile of land area.



Map 1.2. Project Site: features the old jail (behind Area A-Parcel 34 A2 1 5 2), grassy field (Area B), empty lot of former Sheriff's office (Area A) which amount to 1.0 acre

Westmoreland County owns 2 non-taxable small parcels (equaling 1 total acre) in the town on Court Square that are both highly visible and centrally located. One vacant parcel (0.15 acres or 7,000 square feet) is situated adjacent to an old vacant brick building, known as the Stuart Building. This building was partially comprised of the Westmoreland County Sheriff's office but the other half was demolished as a result of the new court building project, completed in early 2014. The demolition of the old building, now part of the park site, occurred in early 2015. Within the immediate vicinity is an old jail facility, the courthouse lawn (a historic and popular gathering place), the old courthouse

currently serving no purpose and Angelo's Pizza, a highly frequented restaurant and a staple to the business community. Behind the old jail is another piece of county-owned property, steeply contoured and connected to a small stream at its lowest point. A public bathroom was recently constructed next to the Stuart Building.



1.48. Old Jail

The second vacant parcel (0.4 acres) is a grassy open space that is part of the same site but separated by a secondary road (Ames Lane). This parcel also borders the Montross Branch of the Central Rappahannock Regional Library. Envisioned as one continuous area, the site encompasses 1 total acre of land, including the undesignated parking area in the center.

There are two green spaces that are adjacent to each other on opposite sides of Kings Highway. There is one existing pocket park in the center of town that is designated as a small community garden. This pocket park is approximately 0.05 acres. The Courthouse lawn (0.20 acres) is located at the intersection of Polk Street, Court Square and Kings Highway.

Plan Purpose

Location, Distance, Environment and Atmosphere

Walkability

While many Montross residents visit Westmoreland

State Park to participate in recreational activities, this facility is not within a safe or comfortable walking distance for many people. Providing a park within close proximity to home and work has many health and economic implications. The concept of access, with walkability being a main component, is one of the guiding principles of the plan's design elements. The plan considers an adequate balance of parking for cars, bikes, and other modes of transportation. Encouraging and creating a culture of walking in town can alleviate overcrowding that has occurred on special events during the year, while also creating a unique social environment that is missing in many vacant downtowns across the country.

Parking

For those who prefer to drive and live outside of the town in the Greater Montross area, parking is available on the street. There are about 30 parallel stall parking spaces around the Old Courthouse on Kings Highway/Court Square. These parking spaces are for the public and also serve neighboring businesses. Surrounding businesses are entitled to a designated amount of parking. In addition, angled parking is available along Court Square and undesignated parking area exists on Ames Lane. This small parking area served as overflow parking for government uses on court days and is also used for other events, such as Fall Festival, hosted by the town each year. The availability of parking decreases when the seasonal population fluctuates, especially during special events. Special events that remove street parking and designated parking decrease the amount of parking available to the public in the town center.

The site can be accessed by pedestrian sidewalks on Kings Highway or via automobile. Parking is conveniently located directly in front of the site. However, although parking is available, there are restrictions limiting site users from using these parking spaces. Adjustments are needed to parking and zoning regulations to better support recreational uses on the parcel.

Activity

Many of the complementary uses have longer driving distances which may contribute to factors of leakage in the town's economic market. The county's great historic sites that serve recreational purposes are isolated from its main economic hub. A small park increases time spent in the town thus increasing the chance of park visitors' spending money. The most visited destinations outside of the Town of Montross are Tappahannock, Warsaw, Kilmarnock, Colonial Beach, Dahlgren, Fredericksburg and Maryland. This plan considers how to utilize formal public spaces, taking advantage of being compact within the small town area, in contrast with larger dispersed recreational sites and facilities.

Public

The public nature of the proposed park is another defining aspect of the Downtown Park Plan. A repeated theme in community conversation is the informality of private spaces satisfying the recreational needs of the community. There are instances where families (ranging from low-income to high-income) use available space within their private living space to meet recreational needs, given the rural nature of the Northern Neck and its vast availability to the natural environment. The majority of recreational opportunities in the county are open to the public but have admission fees. This plan calls for defined and structured spaces that serve the recreational needs of the public.

1. Utilize vacant spaces

Intent: With recent demolition of the old sheriff's office there is a benefit in greening the vacant space in a creative and cost effective way. Ultimately, this community space can add value to the town and play a unique role in revitalization efforts.

2. Access to local community

Intent: : Local residents need access to outdoor resources and spaces that are nearby. Favorable distances allow residents to explore alternate forms of mobility such as walking,

cycling, and driving. Residents can stay in the local community without driving longer distances to nearby towns of Warsaw and Colonial Beach.

3. Shared sense of community

Intent: Active public spaces are a valuable way to bring people together with community-oriented events. Sharing spaces fosters a sense of ownership and can create opportunities for stakeholders within and outside the community to invest in a shared experience.

4a. Recreational opportunities for residents and visitors (Active and Passive Recreation)

Intent: Age-specific infrastructure for outdoor activities support the needs of local families, children and adults. Uses may range from passive infrastructure such as statue, sculpture or amphitheater to active uses such as playgrounds and play pads.

4b. Linking park to tourism (Other Recreation)

Intent: To build upon the historic value of the area, the space may consist of a historical kiosk as another form of recreation. This connects the space to the history of place. There are also creative ways to integrate ideas into customized play structures. A creative playground set may include a representation of the jail to commemorate historical events that have taken place in Montross.

Local Assets: Westmoreland County Museum, Historic Westmoreland County Courthouse.

Other Assets: Stratford Hall, George Washington Birthplace, James Monroe Birthplace, Westmoreland State Park, etc.

5. Enhance brand

Intent: By creating an environment for resident interaction in the public life of town park users are encouraged to visit nearby local restaurants and businesses. The community space contributes to the arts and culture (murals, art show) of the revitalization.

Implementation

Implementation of this plan is divided into two sections. The first section is an immediate course of action using temporary infrastructure and largely based on active community response designed to make use of space and gain continued feedback through the Park User Survey. The survey responses and general feedback inform implementation strategies for the park as a more permanent use.

This approach also serves to help residents and visitors form mental images of social activity and landmarks as they navigate through familiar places in town. The park's partial implementation helps visualize how it fits within the spatial layout of town.

Using concepts from tactical urbanism is a cost effective solution to implementing the first set of recommendations. The second section has lower risk with greater investment with risk decreased by community support and fundraising efforts over time. Another alternative option is the County finding the temporary structures sufficient if they are utilized purposefully by park users in the circumstance of grants not being awarded to transform the infrastructure.

Community Engagement Process

To analyze community needs a process was developed to organize the range of input and identify a common consensus to help guide goals, objectives and vision of the plan. The initial community survey is multi-purpose in that it is designed to reassess prior community interest in the proposed idea and simultaneously as a tool to quantify the common themes and categories that develop subsequently. The community survey link is made available online through Survey Planet and distributed via the "Visit Montross" Facebook page and direct mailings to Montross residents.

Social Media

The role of social media in the plan is to track the growth and progression of the plan. The Montross Park Twitter, Instagram and Tumblr accounts and

Montross Park website are active outreach tools for avid users, providing information and updates in a timely and engaging method. A variety of persons and families can be better reached through these media sources.

Surveys

The community survey will have a 2 to 3 week life cycle before collecting and analyzing results. A high level of input in the community survey is essential to generating the subsequent visual preference survey. If necessary, a site specific survey will be distributed to citizens to understand more about public opinion and attitudes once the site is more fully designated to single or multi use.

After the initial community survey is distributed the attention will shift to two meetings intended to give residents an opportunity to provide feedback and participate in interactive activities.

Church Visits

Religious life in the community is integral to the historical identity of Montross. Small communities of church members who live inside and outside town boundaries of Montross are potential park users. The community survey will be made available to each church in the Montross area and during these select visits there will be discussion time or, at least, an awareness created about community happenings in town.

Churches in Town of Montross: Andrew Chapel United Methodist Church, Saint James Episcopal Church

Churches in Greater Montross Area: Siloam Baptist Church, Currioman Baptist Church, Nomini Baptist Church, Galilee Baptist Church, Shiloh Baptist Church, Salem Baptist Church, Edgewater United Methodist Church, Providence United Methodist Church, Popes Creek Baptist Church, Lebanon United Methodist Church

Theories in Planning

This plan is based on urban design theory and public spaces, primarily from the works of Jan Gehl and Kevin Lynch. The use and form of public spaces is

emphasized in these approaches. In *Life Between the Buildings* Gehl advocates for less auto dependence in land use while drafting designs more accommodating to pedestrians and bikers an approach stressing the importance of human interaction with elements of design. Scale is a concept on which Gehl built the framework of his study. As with Gehl in his previous works, it is still necessary and relevant to consider scale levels in terms of large, middle and small in the plan. A place is seen from a distance as a single unit and is also seen as a combination of structures and landscape. Sensory distance is the closest interaction between users. In Edward Hall's *Theory of Proxemics*(1966) these concepts are described and vary by distance(1– 500 meters) as being able to distinguish people from other objects, general body language and movement, gender, age and familiar persons, understandable language, facial expressions, conversation, hearing and smell.

The planning method in which these concepts apply are varied because the proposed design features precede the character of anticipated life, as Gehl describes. Based on Gehl's approach, the activities and interactions of people with each other in spaces in the community is a key point of focus. Studying the types of interactions in the community shows when the most people and specific parts of a demographic use space at specific times. One of the most interesting observations is the neighborhood residents' interaction with the street and the role the street plays in facilitating community and public life. (Gehl, 1971)

From Lynch's work this plan incorporates theories in the design of the public space by using the concepts of paths, edges, districts, nodes, and landmarks. As elements of the community are mentally mapped by visualizing nodes of activity, street connectivity, the amount and flow of traffic and walkability, they are all interrelated in the larger scheme of community (Lynch, 1960).

The project site is located on Court Square, branching off of Kings Highway in the center of town. In the past, concerns have been expressed about speeds through this central part of town, but

traffic-calming measures (e.g. crosswalks) have been installed as part of the recent town revitalization plan.



1.10. New Crosswalk

It is also important to note that the project site is not on Kings Highway, but nearby Court Square, which is a secondary road and thus less frequented. It has a perceived narrowness to drivers due to its angled parking along Court Square. It is an advantage that the site is in visible range from Kings Highway but does not have the same traffic concerns.

Regarding its edges to the east, it consists of a pair of buildings (Stuart Building, Voter Registration Office, the Jameka Building and Angelo's Pizza) separated in between by a large tree and short brick wall. It is also connected by a sidewalk with no paths intersecting it. Residents and visitors frequent Angelo's Pizza, creating activity along the sidewalk connecting to the project site. This is a positive feature because it is the only part that is uninterrupted and also connected by a sidewalk.

The edge to the project site's northwest is the Montross Public Library; it is not separated by any paths in relation to Area B. The library is closed on Sunday and Monday and has limited hours the rest of the week. The library provides activity that can benefit the site and is a good access point connecting park users who visit the library.

The edge to the project site's southwest is a single family residential dwelling and is intersected

along a natural barrier of vegetation and partially by a sand gravel driveway. Due to it being a private residence, activity will be minimal. This residence is isolated from the site by surrounding natural barriers. There are also two other multi-story residential structures on Ames Lane.

The edge to its south is the Old Westmoreland County Courthouse; it is separated by Court Square, 18 parallel parking spaces (south of the Court Square centerline) and 10 angled parking spaces (north of the Court Square centerline, directly bordering the site). The Old Courthouse will be used as a county visitors' center but is currently being renovated.

Landmarks on the Old County Courthouse lawn include the Old Westmoreland Courthouse historical marker, Confederate Soldiers Monument and Vietnam Memorial Sculpture. The Old Courthouse lawn is used for community events like Montross Market Days and Fall Festival.

It is also important to note the connectivity between the paths and nodes. There are various destinations throughout the town that are geographically close to the project site but logistically less accessible due to the absence of crosswalks or other physical barriers. It is helpful to analyze connectivity between houses and establishments in relation to forms and types of mobility and access to the site.

There is a common understanding in these theories recognizing people as the primary building block for good public spaces. Design elements are a supportive secondary means to shape public spaces in the most appropriate way that conforms to human patterns. In this context, the position of buildings and structures in relation to streets, paths and landmarks and how they conform to the landscape are objects of study. Placemaking is also an important component of the plan. In designing for walkability, the nodes of activity and walking distance are a factor in adopting the principles of placemaking.

Precedent Plans

Non-Local

- **Town of Dillon, Colorado**

The Town of Dillon is a small town an hour east of Denver, Colorado with a population of 920 residents and a total area of 2.3 square miles and 1.5 square miles of land area. Dillon has six pocket parks, an amphitheater, marina park, trails, nature preserve and a town park. The Parks and Recreation Master Plan shows the significance of developing strong and highly organized partnerships for the operation and function of local parks. The plan gives an example of benefits for a small area sharing resources between private, non-profit and government entities to provide quality public services. The Point Dillon Lawn is owned by the Town but maintenance and programming responsibilities are taken care of by surrounding associations and support groups. Other parts of the plan detail programmatic elements of the park, stressing the importance of event-based planning to keep activities open year long. Overall, one of the greatest needs is an overarching structure of planning and policy that can effectively manage all of the complex roles and responsibilities needed in this capacity. A small community's reliance on cooperation and resource sharing between multiple entities is necessary in the absence of large staffed parks and a recreation department. (Town of Dillon, Colorado, 2007)

- **Town of Lake Lure, North Carolina**

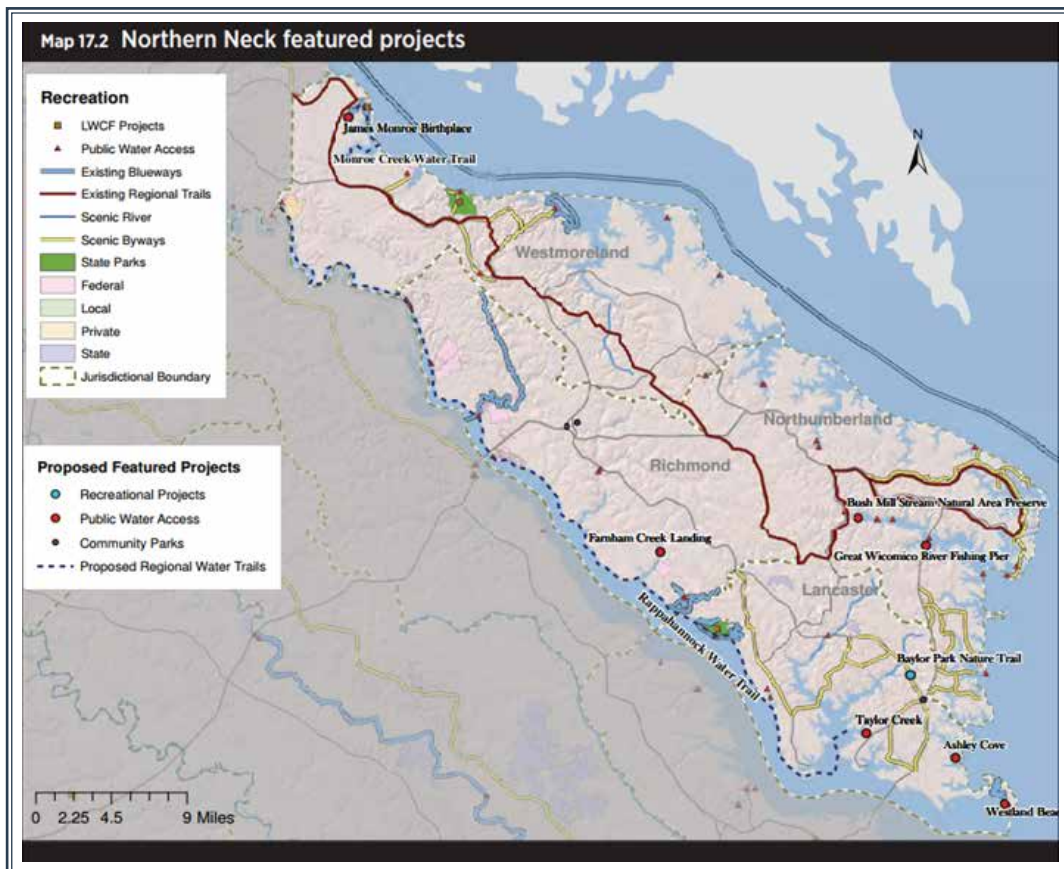
The Town of Lake Lure is a small town two hours east of Charlotte, North Carolina with a population of 1,193 residents and total area of 14.8 square miles. It has beaches, park playgrounds, marinas, golf courses and also borders Chimney Rock State Park. The Town of Lake Lure Comprehensive Plan (Parks and Recreation) has relevant information regarding the importance of connecting parks and recreation to the tourism economy. The Park Level of Service section of the plan addresses

the issue of how to accommodate a fluctuating population that reaches peaks and lows throughout the year. Using population estimates between full-time residents, part-time residents and tourists, it evaluates how many acres per person are currently available and identifies deficiencies and surpluses. These figures inform decision making and help the town plan efficiently and responsibly the future development of parks and recreation. (Town of Lake Lure, North Carolina, 2007).

● **Town of Dobson, North Carolina**

The Town of Dobson is a small town two hours southeast of Danville, Virginia with a population of 1,579 residents and total area of 1.8 square miles. The recommendations of the Comprehensive Parks, Recreation, and Green) way Master Plan propose the development of

two mini parks and a neighborhood park. There was special emphasis placed on access of recreational opportunities and highlighting the historic and cultural value on the proposed mini park site. Another unique aspect of the proposed site (2 acres) in the town’s plan includes both privately owned land and county owned property on adjacent parcels. With collaboration and coordination between these entities, the goal for two acres of mini parks would be met, being the town’s first public park. A notable aspect of the plan is the relatable type of active, passive and specialized recreation mentioned specifically for mini parks. This includes picnic tables, playground units, community gardens, historic landmarks and an outdoor gathering space. The plan also considers the costs associated for park staff needed to facilitate park programs and operations if needed in future expansion (Town of Dobson, North Carolina , 2011.



Map 1.3. Northern Neck featured projects map. Virginia Outdoor Recreation Plan. 2013, page 210.

Local

Town of Montross

Recent developments that have been implemented this year from the Downtown Montross Revitalization Plan have created an environment for positive change. This previous plan included physical improvements, marketing and branding and specific economic goals in the retention and recruitment of businesses to the town. As part of the Downtown Revitalization Plan, officials gathered community feedback. This feedback indicated that community parks and children's playgrounds were of common interest and necessary as a part of Montross's revitalization efforts. This motivates the creation of more opportunities for children, youth and families to visit and enjoy the town. (Town of Montross, Virginia, 2011)

- **Virginia Department of Conservation and Recreation**

The Department of Conservation and Recreation also identified some challenges in the 2013 Virginia Outdoors Plan. Westmoreland County as one of four Northern Neck counties does not currently have a parks and recreation department or Parks and Recreation Director. In the most recent statewide comprehensive outdoor recreation plan, the Northern Neck was identified as one region that has unique challenges in providing long range planning for recreational programs. These challenges are spread across the regional landscape of the Northern Neck but a first initial step in this process is providing local options to meet the current needs of parks and recreation at a local community level. (Virginia Department of Conservation and Recreation, 2013).

- **Westmoreland County**

has a much broader overview of how parks and recreational facilities serve the county population. Parks and Recreational opportunities can be seen as sufficient for county residents because of the many parks that exist in Westmoreland County

(Westmoreland County, Virginia, 2010).

The Downtown Park Plan takes a unique approach at the town level to measure sufficiency and revisit ways to make parks more accessible to town residents. More specifically the plan considers how this park fits into the local context as a walkable public outdoor recreational space that economically strengthens the town through its social activity. The inclusion of this park is seen as a complementary use given the existing uses in the larger community. It is important to see the unique ways in which a small park is able to contribute to the positive impact of revitalization in a way that other surrounding uses may have limitations.

Data Resources and Methodology

A. Questions and Categories

The vacant parcel on Court Square is a prime location in a complimentary environment. There are economic, social, and health associated with the site. There is also a supportive local government willing to explore alternative options. Proximity to local services such as the fire department, emergency medical services, the sheriff's office and local businesses also add an additional advantage to the potential of the site.

The important questions that inform and outline objectives of this plan are predicated on two primary challenges; gaining access to adequate funding and clearly communicating a shared vision through community involvement and active participation. The effort to mobilize people and garner interest around addressing community need is important to this plan. In order to accomplish this, there must be recent and relevant feedback about community values, key priorities, the culture of the place, willingness to travel, the importance of walkable communities. This type of input can

be gathered in a collective sense but there are also other elements unique to diverse set of groups (children, adults, tourists). The way that people use space is different; part of the task is identifying the common narrative and pinpointing what place a mini park has in it. Voices of the narrative play a vital role in crafting the image of the park.

- What are creative ways to provide cost effective solutions to the recreational needs of this community?
- What are tangible ways to create a compelling vision in a way that influences decision making?
- Are there any ways in which a mini park would negatively disrupt the social or business climate of the town?
- Can small spaces be utilized in a way that yields any significant economic benefit?

This line of questions is not easily identifiable from secondary data sources and cannot be predicted or projected using trend analysis or any other statistical techniques.

B. Data Sources

The primary data sources were information collected from interviews with stakeholders and surveys distributed in the community.

Secondary sources include the U.S. Census for basic demographic information, population projections, etc. Previous plans including the Montross Revitalization Plan, Department of Conservation and Recreation Outdoor Plan and Westmoreland County Comprehensive 2030 Plan were used to gain useful information about the site.

C. Data Analysis

The four tools that are used to display data are

Geographic Information System Maps, Microsoft Excel, social media (Facebook, Instagram, Twitter) and the project website.

D. Data Organization

The most effective and useful way to manage data once it is collected and analyzed is to organize it using assets and liabilities. To promote and protect assets highlighted in the plan it is helpful to emphasize the prime location, the type of support that community members have expressed, etc. The town has a number of existing compatible surrounding uses and has been part of recent successful revitalization efforts. The site has great potential and historic value.

COMMUNITY

Social Activity

Physical elements of an outdoor space are necessary to create an environment that supports the activities and recreational needs of the community. However, the social aspect is also important in determining how the community uses particular spaces. An analysis of the social life of Montross was used to identify any activity patterns, existing user groups, gathering spots, popular businesses or other social factors. During this observation age, race, activity (sitting, talking, walking, jogging), time of day, destination and user groups were considered. These field notes were written over the course of 2 and a half months (September to November) and were part of site visits, church visits and the parking analysis. In addition to field observation, an online user based resource (Google Popular Times, [see Appendix D](#)) was used to find peak times for town businesses. Google provides data from Smartphone applications for users that allow sharing of their geographic location in synchronization with business hours.

This is a valuable set of data that will help planning efforts understand levels and times of park usage and also how the park fits within the social scene of Montross. With this information the plan considers what social conditions currently exist, when people are most likely to visit town and predictions about existing and potential users groups.

From the visible social activity (apart from special events) the most active group that visited Downtown on a regular basis after 3:00 pm were high school students. Washington and Lee High School is approximately a half mile east (or 10 minute walk) of the proposed park site. Those who travel east towards Opal Lane (Subway/Bayco Gas Station) walk approximately three quarters of a mile or 16 minutes to their destination. While a quarter of a mile is a more favorable walking distance this observation may indicate that distance and time are not deterrents given adequate sidewalk connectivity to places of interest. Outside of students visiting the convenient store, the most popular gathering spots in town were at Montross Library, Angelo's, the Art of Coffee and in front of

the Coca-Cola building. Football games are a popular event that takes place in Montross. Between after school hours and the start of football games, students have free-time to walk to nearby stores both inside and outside of Downtown Montross. In observing other specific active uses in town, there are a group of students in front of the Coca-Cola building involved in skateboarding, furthering the data that a diverse group of students uses different spaces in town. This is significant because the park space will likely attract many of the after school students as a central gathering place, a social and economic benefit. Another group of high school students participated in after school recreational activities involved running, noticed as a positive aspect for objectives of healthy living in the community.

The group with the second most visible presence in town were employees from nearby offices most likely because Westmoreland County local government is the largest employer in the Downtown area. There are also employees that work at local restaurants and businesses such as Angelo's Pizza, The Art of Coffee and Peoples Community Bank. Unlike high school students who visited the town after 3:00 pm, nearby employees visited the town around lunch time (noon). Employees walking south on Polk Street (past the Wakefield building) benefit greatly from the newly installed brick crosswalks at the intersection of Polk Street and Route 3. Future physical improvements of bricked crosswalks at the intersection of Polk Street and Court Square for museum visitors, county offices and the child care center would be a great addition. This would also be helpful at the intersection of Court Square and Ames Lane. Those employees who work at Peoples Community Bank and Saint James Episcopal Church currently use the new crosswalks on Route 3 (closest to post office) to get to Angelo's Pizza. These observations are significant because there may be a group of employees that choose to eat outdoors under the pavilion during lunch hour. Outdoor seating at restaurants is limited in Downtown Montross; therefore the park area may provide an opportunity for a casual outdoor experience.

The third group of potential users were local residents that jog or walk around town for physical exercise. Most people from this group were young adult to middle aged joggers usually seen on weekends. Walkers were virtually non-existent and could thus be a potential user group that would benefit from space in the park. A circular looping walking path around the outer edges of the park would serve as an area that could attract local residents to use the park as a destination for walking around the loop. For joggers the park could be a desirable resting place to get water from the drinking fountain or vending machine.

The last group of potential users, a group virtually non-existent in the observation were parents and children. Currently there are no playgrounds or spaces in Downtown where families can go for free interactive or programmed activities. Creation of a local park would attract this group of local residents and visitors to the space. The play area in the park could potentially serve two age groups: children aged two to five and six to twelve.

During observation, it was apparent that few conversations take place on the street. It was also noticeable that the benches in town were not used often. Most conversation took place at the post office where there was an older demographic and outside the Downtown 7-11 another popular hangout.

In summary, potential user groups that were seen walking most frequently did not have transportation or could not drive. Secondly, a group of potential users able to drive chose to walk to restaurants in town during the lunch hour. It was also evidenced in the parking study the number of vehicles parked adjacent to local restaurants, bringing attention to the potential increase in sales for the food and beverages sector. The third demographic are local residents who live close by in the neighborhood. One purpose of the park is to make Downtown Montross a more vibrant place with increased social and physical activity that will lead to better health outcomes and stronger businesses. Though there is a segment of town visitors with the option to walk or drive, the park plan greatly encourages physical

activity but makes provisions for both.

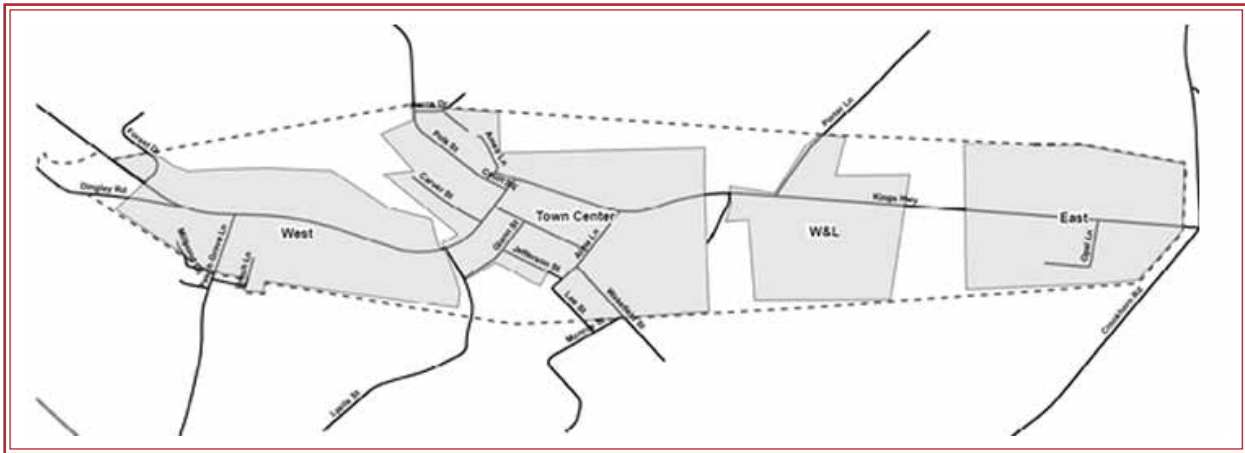
The data provided show patterns of peak times between Downtown establishments. Peak times at the Art of Coffee is 9:00 am each day of the week except for Wednesday, and noon on Wednesday and Friday. The library is most visited between 5:00 pm to 6:00 pm on Tuesday and Thursday and noon to 1:00pm on Wednesday, Friday and Saturday. Rite Aid experiences a pattern of peak times two times a day, once at noon and another peak between 4:00pm to 5:00pm, Monday through Friday, with the peak time on Saturday and Sunday at noon and 3:00 pm. Common peak times between these identified establishments indicate that the most likely time for park visitors would be between noon and 1:00 pm in the early afternoon and 3:00 pm to 6:00 pm in the evening during the regular week. Weekend times would vary, but based on peak times 11:00am to noon may be the most popular time. Refer to appendix to see peak time charts and hours of operation for town establishments.

Survey for Outdoor Recreational Use

The Community Survey for Outdoor Recreational Use was distributed online on the Visit Montross website and Facebook page. The survey was made available on September 10th, 2015 and closed on October 2nd, 2015. It received 114 total responses.

Service Area

- Approximately 120 households in the primary service core(Downtown Montross),
- Approximately 130 households in the secondary service core(Town of Montross: W&L and West)
- Approximately 2500 households in the tertiary service core(Greater Montross)



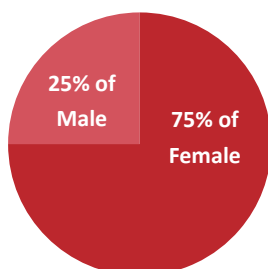
Map 1.4. Town Map

Approximately 11% of respondents were from the immediate area in Downtown Montross. Residents from the Greater Montross region made up most of survey respondents at 54%. One quarter of respondents reside within the town boundaries of Montross.

The high number of responses from Greater Montross show the importance of the downtown area as a central hub for economic and social activity. While there may be some level of services outside of downtown, it shows that people value the downtown experience and travel to Montross as part of their daily routines. This is significant because the park can be supported internally and externally.

Most respondents lived more than five miles away from the site while only 19% of respondents lived within walking distance of the site.

Survey Respondents



Those respondents who were age 60 and above made up 35% of total respondents.

[0] Survey Demographic Profile

Of those who participated in the survey, twenty six respondents indicated that they had children. The sample of children represented in the survey was

106. The age group of children represented in the survey was virtually split between the 0-5 range and the 6-12 range.

Community Values

- Economic development was not found as part of values of residents living in Montross 11 years or more
- Those who have lives in Montross 5 years or less did not list any values related to history

Supporting physical features surrounding the park are important to consider for addressing issues of accessibility. Recently, new crosswalks were installed to help calm the speed of traffic in the main stretch of Downtown. Over half of respondents indicated that the new crosswalks did help in the effort to calm traffic. Sidewalk availability is another factor that affects access and potential calls for extension of sidewalks to the different sections of the town. Over 50 percent of respondents agreed that sidewalk availability was satisfactory, important given that a third of residents live within one mile of Downtown Montross and implying that those who drive to Montross also view sidewalk availability favorably.

How residents and visitors perceive sidewalk condition will also affect how often they walk to parks. 60 percent of respondents were satisfied with current sidewalk conditions. Parking in Downtown Montross was also seen favorably by 65 percent of survey respondents.

Recreation

In assessing the importance of a local park in the community and the value of recreation the survey measured residents' satisfaction with the availability of recreational opportunities in Montross, willingness to volunteer and ways to increase vibrancy. Most respondents agreed that the presence of a park would make the town more vibrant. Only twenty percent of respondents agreed to have some type of volunteer role in the operation of the park. This feedback determines that the volunteer base will depend on a small number of dedicated long term volunteers in combination with short term volunteers that help for special event planning and coordination.

When rating outdoor recreation benefits an overwhelming amount of respondents found enjoyment of outdoors to be most important followed by preservation and scenic town beauty. Amongst the other categories of maintenance, family programs and social activity they were rated above fifty percent concerning the most important recreation benefits.

The survey also asked respondents to identify hours spent on recreational activities per week. These responses helped to determine some design aspects of the space that will help to increase and support active lifestyles. As a collective group town and county residents spent the most time walking, bicycling and picnicking. These choices were also reflected in the types of items that survey respondents selected for the proposed site.

There is a significant amount of Montross residents that travel outside of the town to meet their recreational needs. About a quarter of survey respondents indicated that they travel to the Town of Warsaw Park for outdoor recreation. Twenty percent of respondents also indicated that they travel to Colonial Beach parks for recreation. The parks at Colonial Beach and Warsaw are about 15 minutes north and south of the Town of Montross respectively. Westmoreland State Park is a common destination for local Montross residents. Approximately one third of residents use the state

park very often or regularly. There is also a small segment of residents (less than 20 percent) that don't use the park very often. Close to half of residents rely on their private yards as an informal recreational area. Less than a tenth of residents don't use their private yards at all for outdoor recreation.

Vision

Geographic

Over half of survey respondents indicated that they drive to all destinations in town. The 23 respondents that live closer than one mile reported that they do walk to local restaurants and businesses. This indicates that there is a walking culture in Montross in balance with a large number of residents outside of town who visit Montross as the economic and social hub of the county. As mentioned, the greatest amount of time spent on outdoor recreational activities was dedicated to walking for leisure which supports the fact that residents do walk to local restaurants and businesses.

Close to half of respondents only made one to two trips to town per week to shop or dine. The second most frequent response was 5 trips made to Downtown Montross per week. This is important given that the park must account for the existing workforce that is in close proximity to the site. Twenty percent of respondents indicated that they lived within walking distance of the proposed site while 66 percent lived more than a mile away.

Economic Benefit

There are potential economic benefits associated with parks and public spaces in Westmoreland County. The proposed park in Downtown Montross is located between the main business district and residential neighborhoods. The proximity of the park to its service population in combination with the relationship to the retail marketplace provides a strong foundation for this proposal. The categories considered in tax revenue through increased property values, retail sales and event based

programming are explored with an ultimate goal to create a self supported financing system for the park.

Increased Property Values

One method used to assess potential new revenue is the proximity principles, a concept introduced in 1978 by Mark Correll. The proximity principle studies distance ranges and measures the effects that parks have on residential property values. Outcomes may vary due to a range of factors associated with the type of space, geographic layout, barriers between residences, park design, park size, park age, surrounding amenities, etc. Accepted ranges for the proximity principle are usually separated into three categories: 350 to 500 feet, 500 feet to 800 feet and 800 feet to 1,000 feet. It is commonly agreed that the level of service of each park affects the total impact on property value change, but can be adjusted depending on local assessment. Park types such as mini parks are usually within the zero to 350 foot range while neighborhood parks (5 to 10 acres) are 500 to 800 feet and community parks (25 acres to 50 acres) are 800 feet to 1000 feet (James City County, 2011).

There are 81 residential properties in the core of Downtown Montross that are within walking distance of the proposed park site.

Key steps to assess the increase of residential property values

1) Annual Property Tax Capture: Use a realistic assumption to determine the park's contribution of a property's assessment value (5 to 15%) and apply it to the county's property tax rate (Westmoreland \$0.52, Town of Montross 10% of county tax rate).

2) Market Prices: Filter a list based on properties that fall within 1,000 feet of the park. Then use the fiscal year residential property sales while referencing the list to find properties that were sold. These market prices can be compared to the assessment value to

see how much higher they are.

3) Combined Assessment Value: Apply the 5% assumption to the total amount of properties within the 1,000 feet to determine the dollar amount of wealth per residential property (James City County, 2011).

The county's tax rate formula is the total property value multiplied by the county tax rate at \$0.52 per dollar. Residents in town pay county taxes and town taxes, which is 10% of the county rate. Even though Westmoreland collects taxes from all county residents, the amount received from property value increases around the park could provide the main contribution to its maintenance without additional taxes for residents living outside of Montross. Based on calculations from the proximity principle chart, the county alone would yield approximately \$3, 352 from increased property values. This translates to \$279 per month. If the county were able to collaborate with the town to allocate funds for the maintenance of the park it would be a lucrative benefit. (See Appendix E)

The potential revenue created from the park would be the most rational option to cover annual maintenance costs. Westmoreland County and the Town of Montross could directly stream the funds from increased property values to a special assessment fund dedicated strictly to the maintenance of the park. Another alternative is to create an incentive program at the state level that establishes a park district in small towns that assists taxpayers and local governments by allowing property owners to pay a set rate while allocating funds for the increased value. Another variation would be for state government to help cover a partial percentage of the increased property value incrementally as it grows over a five to ten year period. This would not only benefit Montross but would encourage areas across the state to invest in parks to build local economies and promote healthy living.

The introduction of a local public park could

increase the value of homes in the town which, in turn, increases the wealth of homeowners. A five year report (Park and Green Space Benefit Report) should be conducted to measure the impact of the park in Montross, identifying all properties within 1,000 feet of the park and analyzing the increase of property values, compare home/property prices to those outside the range, and market sales.

and dining. Downtown Montross has a number of food and retail establishments that could benefit from retaining local support and attracting outside visitors, therefore it is necessary to analyze specific industry groups with an emphasis on balancing the retail gap. Observations from the social activities in Montross also show that high school students and workers in town buy food and beverage products from nearby restaurants and convenient stores.



Map 1.7. Proximity Principle Parcels

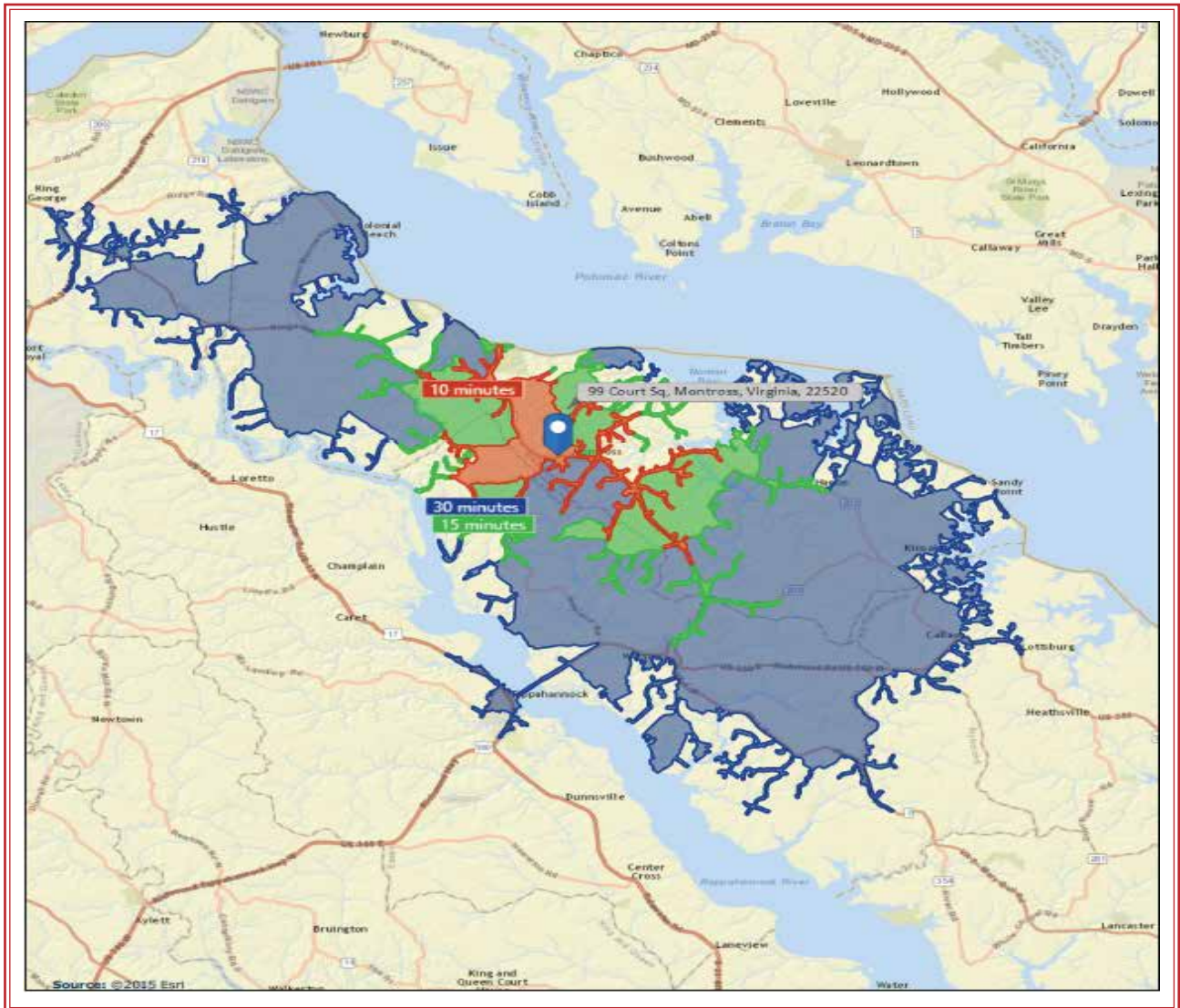
Retail Marketplace

An important part of assessing the economic impact of parks on the local economy it is helpful to understand the retail market. The public park is not a sole economic solution but does have the opportunity to contribute to the collective revitalization approach. The community survey indicates that there may be a segment of the Montross population that travel fifteen to twenty minutes outside of the Montross business district to visit park playgrounds with their children. This plan must consider what Montross residents spend in Warsaw and Colonial Beach local economies that could be potentially recaptured by creating a local public park. The families that travel outside the business district likely spend money on shopping

The retail marketplace profile is designed to identify the leakage factor in each industry group. The leakage factor is determined by analyzing the relationship between supply and demand. There are instances when the supply side of the market exceeds the present demand which means that there is surplus. Surplus in the market indicates that visitors are coming into the designated trade area from outside locations; this is a good quality that is represented by negative numbers from 0.0 to -100.0. Leakage occurs when there is demand that exceeds the supply side of the market meaning that there are no establishments in an industry group to capture the money that is being spent outside of the trade area. Positive numbers ranging from 0.0 to 100.0 indicate leakage, with 100.0 representing complete leakage into outside trade areas. A local economy is most healthy when it is balanced with the best values being closest to zero.

The retail marketplace profile generated from ESRI's Business Analyst Online Tool reports figures on distances in a ten, fifteen and thirty minutes drive shed coverage area. This area covers all establishments in Westmoreland County, the towns of Montross and Colonial Beach. It also includes the

town of Warsaw in Richmond County and the town of Tappahannock in Essex County. There are a few areas covered in Northumberland County with the unincorporated towns of Callao and Lottsburg. Select parts of King George County are also included.



Map 1.6. Drive Shed Map (10, 15, 30 Minutes), ESRI

This report shows that there is extensive leakage of 11.6 million dollars in all of the industry groups combined within the 10 minute drive time. Industry groups that experience the most leakage are Electronic and Mail Shopping, Clothing and Clothing Accessories, Clothing Stores, Furniture and Home Furnishings and Electronics and Appliance Stores. Other notable industry groups that yielded expected results were Motor Vehicle & Parts Dealers, Automobile Dealers, Florists and Vending Machine Operators. These industry groups had very high negative values that indicated surplus. Gasoline

Stations was one industry group that captured some retail but had a 24.5 leakage factor.

With the opening of the county visitor's center it will attract tourists which will help to balance the leakage/surplus factor in the local economy. There is much potential for economic progress when considering the prospects of the park along with other possible future developments such as trolley or tour bus stops. All of these surrounding uses will be connected with each other in a collaborative network.



1.52 Visitor's center mural in old county courthouse

The categories of industry groups that are more relevant to the park are Limited Service Eating Places, Food and Beverage Stores Food Services & Drinking Places, Special Food Services, Drinking Places – Alcoholic and Full-Service Restaurants. From these five categories only 1 full serviced restaurant is close to a balanced leakage factor with 0.5, a retail gap of \$3,395. Special Food Services and Drinking Places – Alcoholic experienced a 100.0 leakage factor value, while Food Services & Drinking Places and Limited Service Eating Places reported surplus of -\$1,125,217. It is important to note that a new microbrewery (Montross Brewery) will be opening soon, the 100.0 leakage factor will be need to be adjusted. Overall, the total retail trade and total food & drink had surpluses with values between 25.0 and 31.0. The creation of a park would help to achieve this balance in Limited-Service Eating Places, Food & Service Drinking Places and Food and Beverage Stores. Because residents would be significantly less likely to travel outside of Montross for outdoor recreation at park playgrounds, it would increase the demand and decrease the surplus value to be more balanced.

The goal to achieve this is increasing social activity in the town by providing a public space that is frequented by families and town visitors on a regular basis. The park as a popular gathering spot will increase foot traffic in town to support local businesses. Families are more likely to shop and dine at nearby restaurants such as Angelo's. There would be a natural proclivity to create a connection between product and place. The Montross workforce could potentially purchase food or drink from the Art of Coffee or Angelo's during the lunch hour and sit to talk at the open pavilion. Similarly, after school high school students may purchase snacks and drink from Rite Aid before meeting together with friends at the park or library. The social experience helps to connect the local economy in this way. The park would also be a driving destination for Greater Montross residents. Parents with children in the two to five age range would frequent the park during the day helping to increase bi-weekly trips to Downtown Montross and minimize trips outside of the trade area.

One objective of having a healthy local economy is balancing supply and demand, effectively eliminating large retail gaps by supporting establishments that keep the leakage factor closest to zero. There needs to be a consistent stability that doesn't have excessive leakage or surplus. When values are high on the surplus side it means that there are not many local shoppers in the trade area. Montross needs a strong local economy that is supported by the community and also by visitors that come to Montross for goods and services.

A few other notable trends in the marketplace profile were that with increased driving times at 15 minutes, Food Services & Drinking Places and Limited-Service Eating Places had values that were closer to zero in comparison to the ten minute driving shed analysis. Within the fifteen minute threshold full service restaurant establishments grew by 1, the leakage factor increased to 13.3 with a retail gap of -\$329,535. This indicates that as the demographic travels further away from the Montross trade area into Warsaw, Hague and Oak Grove, there is a more balanced consumption of products in Food Services & Drinking Places, Full-Service Restaurants and Limited Service Eating Restaurants. As total population and number of households grew with increased drive times, so did levels of median disposable income.

Event-Based Programming

The third economic benefit is based on special events and programs that are planned to engage community and provide financial support for the park. The programming will include both regular and seasonal events. The seasonal events will be typically larger and require more organization. To produce a significant economic impact the park must attract large turnouts from outside of the area; this is heavily dependent on a providing a high quality concert based venue. The construction of an amphitheater with a band shell would provide this type of setting where popular bands could play. Local community organizations such as the Westmoreland Players could use this space as an outdoor venue for "Theater in the Park". Local churches could also use the space for community events like "Praise in the Park". The success of these

events would be based on fees from vendors and support from a wide-variety of sponsors.

Other events could be coordinated on a more regular basis to provide health, arts & culture and educational activities. These would be designed less for financial support and more for community engagement, allowing residents to enjoy the public space.

Tourists

Montross is a very socially active community that hosts small and large events throughout the year. Fall Festival, First Fridays and Market Days are the most well-known events. It is important to understand the demographic profile when proposing strategies to revitalize communities. There is a seasonal influx of tourists that significantly increase the population of Montross and consequently grow the local economy in a positive way. The old jail highlights the historical significance of the site and provides tourists with a snapshot of Montross history. The park creates an opportunity to circulate new money in the economy helping Montross to benefit from visitor spending while retaining local spending.

Retirees

The retiree population of Montross is potential user group that has both disposable income and leisure time to participate in events and social activities. There are three main reasons why retirees are a valuable asset to developing a park in the Montross community. Some researchers believe that attracting businesses require large incentive programs that exhaust resources. Localities have to invest significant amounts in improving infrastructure to attract businesses and lower vacancy rates. This can be seen as a higher risk than investing in amenities that attract retirees, an integral part of the community that has disposable income. Analyzing the type of income that can be used to support events is beneficial. The strength of a local economy is based on money that enters the

area from the outside as a new source. The main sources of retirement income are social security benefits and pensions. This type of income is generated outside of the economy but is spent at local businesses and events. This is part of a non-traditional approach of community revitalization by targeting and realizing the value of people in innovation and social capital, combined with strategies for attracting and retaining businesses.

As part of the *Park and Green Space Benefit Report* economic data that includes sales information, foot traffic patterns attributed to the event, normal foot traffic patterns, event type, product type, outside visitors (zip code), local customers, etc. The purpose of this section of the report would be to draw inferences about how increased foot traffic increases retail sales.

Community Values

An overwhelming amount of respondents identified the small town feel or sense of community, the friendly people and family friendly atmosphere as being the most valued aspect of life in Montross.

The second most frequent response was related to the natural beauty of the area with close proximity to water, wildlife and other outdoor activities.

The third identified value of Montross was associated with shopping and dining opportunities in the town.

The fourth value was related to central place, location, walkability and proximity to surrounding assets (County seat, shops, bank, post office, etc.)

Other values listed identified historic aspects of Montross, safety and low crime, ethnic diversity and economic development.

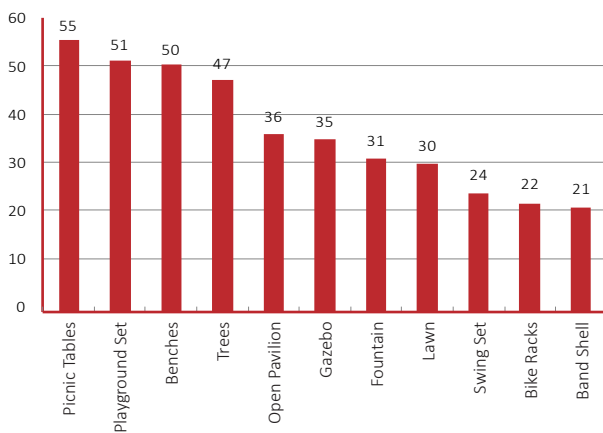
The survey results show that about half of people walk to different sites in town while the other half drives to all destinations not being dependent on distance.

Vision for the proposed site

- Approximately 17 percent of respondents envisioned the proposed site as being a **family oriented place for children**
- 13 percent of respondents envisioned the proposed site as an outdoor space to be used for community events and activities
- Approximately 8 percent had a negative view of the proposed mini park site. One small segment of respondents felt that another type of use at the site would be better. Another segment thought that the project wasn't worth pursuing because a park alone wasn't enough to make a significant impact on revitalization efforts

Site Features

The top choices for features to be used for the proposed 1-acre site are as follows:



1.1 Site Features Chart

Apart from seating, playground was one of the most popular responses as 70 percent of the combinations chosen included a playground or some type of play feature for children.

29 percent of responses in this section included combinations without a playground set.

From survey comments there was an even amount of respondents who identified a preference for a particular use of the site.

- 19 percent preferred a single use, meaning that they would want the site to be used exclusively for one purpose with either all active uses that have a lot of energy and social interaction. Likewise there were many who preferred a more quiet and serene environment void of excessive activity, noise and commotion
- 21 percent preferred multi use, meaning that there was an emphasis on the site being used for different purposes amongst different groups of people. This group saw a need to engage both children, teens and adults from all backgrounds if possible.

Visual Preference Survey

A visual preference survey was conducted at the September 25th public meeting. It consisted of three sets of photos that were based on selections from the Community Survey for Outdoor Recreation. The visual preference survey was designed to assess community response to the following factors:

- High Cost/ Low Cost:
 - Feasible and attainable financial goals in timeline
 - Additional sources of revenue (rentable space)
 - Grants allocated to specific features on the site (historic kiosk, playground set, etc.)
- High Maintenance/ Low Maintenance (excessive quantity of flower beds and landscaping):
 - Supportable with limited staff and volunteer base
 - Safe environment for visitors
 - Aesthetically appealing to attract park users
- Mobility/Stationary:
 - Adaptable ways to use outdoor space
 - To account for or future expansions of surrounding properties
 - Balance community uses with physical design
- Usability (Seasonal/Daily):
 - Regular and frequent use of the site
 - Functional use of the site
 - Accommodate for special events

These categories give the community a sense of shared responsibility in decision making because specific choices have drawn out implications. They are also a helpful guideline to develop realistic goals and expectations for the mini park on the proposed 1 acre site.

Key Priorities

A place where families can come to bring their children and socialize with each other in central gathering space.

1. Play Area: a space for children (0-12) to have interactive free play

2. Sitting Area: an open area with seating for workers in the area at lunchtime and a place for reflection and casual conversation
a – covered open structure

3. Historical Connection: Light Horse Harry Lee was a prominent member of the Lee Family of Virginia. His history provides a unique experience for visitors to the area.



*Tillery Park
Fort Worth, Texas*



*Eagle Valley and District Cemetary
Sicamous, British Columbia, Canada*



*Memorial Garden
New Alresford Town, Hampshire, England*



*Cabarrus County, North Carolina
Frank Liske Park*



*Sandpoint's Farmin Park
Sandpoint, Idaho*



*Avery Park
South Haven, Michigan*



*Rocky Mountain National Park
Moraine Park Amphitheater, Estes Park, Colorado*



*Historic Downtown, Monroe Greenway
Monroe, NC*

1.31 – 1.39 Visual preference survey photos

Linking Elements

The common theme that connects Area A and Area B is the historic aspect that highlights the old jail with a kiosk feature and a customized playground that conforms to the history of the site.

Intense sporting activities (volleyball, tennis courts) were not identified as immediate needs. Modernized features with high physical or technical maintenance are difficult to maintain. More basic concepts were chosen to accentuate the rural charm of Montross. This survey identified specific compatible features using local knowledge and a unified consensus.

Highly Preferred Items

Playground
Covered Shelter
Picnic Tables
Clock
Amphitheater
Water Fountain

Less Preferred Items

Decorative Fountain
Koi Pond
Statue
Community Garden
Grill
Docking Station

The other theme that was identified from the visual preference survey was the selection of more open concepts (open pavilions) and shared space between Area A and B while maintaining defined uses for each area. Ames Lane is a road that separates the site into two distinct parts. As a multi-use site there is a balance between the active elements that bring energy and life to area in coexistence with the casual gathering space.



1.5 Meeting 2 – Group activity (1)

Public Meetings

- Site Design
- Each participant was placed in a group with a 34 x 44 map and was instructed to choose site features for the map while considering costs, maintenance and infrastructure.



1.1 Group activity (1)



1.2 Group activity (2)

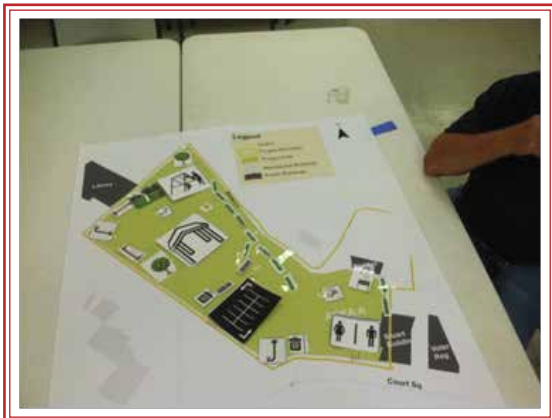


1.6 Meeting 2 – Group activity (2)

- These maps are guidelines to developing a final proposed conceptual drawing



1.3 Meeting 1 – Design map – Group A



1.4 Meeting 1 – Design map – Group B

- Village Park at Montross: a potential name for the proposed park was agreed upon after a short discussion between meeting participants
- Kiosk Design (Connecting Place to Space)
 - Established that the kiosk is a site specific structure to information
 - Points tourists and locals to the Visitor center for more information
 - The Old Courthouse Visitors Center will house information about shopping/dining, other activities around the county
- Accessibility and Mobility
- Identified if any improvements are needed for the existing sidewalk structure

- Identified if there were additional traffic calming measures need to slow traffic at the site
- Explored possible ideas of how to coordinate shared space between neighboring facilities for access points.

There is an emphasis on town residents exercising the opportunity to walk to the park. There are a segment of outside visitors from the Greater Montross area that are willing to drive to the park on a regular basis. Some residents currently visit Westmoreland State Park and A.T. Johnson for weekend sports. The park will give residents the opportunity to make more trips to town.

- Recreational Programming – YMCA
- Pocket Park and Other Green Spaces/Volunteer Base – 4H

Free Interactive Play

It is important to provide an interactive space for young children to play, be amongst their peers and develop social skills. This concept extends beyond the simple placement of a playground set but is built on the idea of there being a central gathering place where parents bring their kids to play together with other children and not alone. In more structured programs there is more organization that appropriately classify children into specific age related classes and activities. With the inclusion of proper parental supervision it decrease the risk of injury.

Age Specific Activity

The three target age groups for the mini park can be classified in three categories:

- 0 to 5
- 6 to 12
- Senior Adults (60+)

Both younger age groups have a similar number with the 5 to 9(278) and 0 to 5(262)category which creates a demand and designated play area for

these two groups. There are parents that have children in both age groups that are potential park users.

As expressed by some community residents there are void areas in park design that exclude very young children (0-5) and adolescence groups. However, an option to broaden the scope and accommodate children in both groups is to consider a set that primarily serves 6-12 but adjoining features that are for 0-5. Because of the size limitation of the site it is difficult to include larger and more intense uses for adolescence. Students from Washington & Lee are within walking distance to the park and are inevitably linked to the site. After school students frequently visit the local library and walk to surrounding businesses inside and outside of Downtown Montross.

Parent-Child Relationship

Safety measures and parental supervision are essential requirements for operating the park. The social element that exists between adults can also distract parents from monitoring their children. Negligible parents increase the level of safety risk. Parents have the responsibility of accompanying their children to the park, walking across the site to the public bathroom near the Voter Registration building.

Surrounding Uses

Identifying overlapping uses, conflicts or compatibility issues is important because of the number of existing recreational opportunities that exist county-wide. Most of the assets in the county are scattered throughout the landscape but the proposed park is central in town and would not have many overlapping uses. One of the main objectives is to interconnect the uses around the site for the maximum benefit to the area. The Old Courthouse (future visitors center), Westmoreland County Museum, Montross Library are all in the immediate vicinity and within close walking distance (less than ¼ mile).

Pocket Park: This small space is less than a quarter of an acre (0.05) and is currently an ornamental garden. It was started 7-8 years ago in 2007 by 4-H Club youth program. The 4-H group no longer maintains the garden but there were recent improvements for the pocket park last year.



1.14. Pocket Park

Westmoreland Museum Courtyard: The enclosed brick wall area between the museum and Wakefield building has one sitting area facing three busts of presidents George Washington, James Monroe and James Madison, important national historical figures from Westmoreland County. This small hidden 590 square foot area (0.01 acre) is not visible from the street but it is in the core of town adjacent to the old county courthouse.



1.49. Museum Courtyard

Courthouse Lawn: This space in the central core of town is only used for special events (Fall Festival, Market Days, etc.). It is about a quarter of an acre and has historic stone monuments in the front.



1.15. Courthouse Lawn

Recreational

Washington & Lee Future Athletic Complex:

Washington and Lee High School is within walking distance for town residents of Montross and has a large enough parking lot to accommodate many uses. There are current plans for Westmoreland County to move the site of the high school to a nearby site in the near future. A 192 acre site was purchased to be the new site of the high school but no current plans exist detailing what the old high school will be used for. The high school has three fields that are used by its football, softball and baseball teams, thus the old high school field may be a potential opportunity for land acquisition to develop a larger neighborhood park. This is only if the new athletic facility at the high school does not offer access to local residents. There was one previous effort in 2012 with the Westmoreland Youth Athletics Complex just north of the town boundary.



1.50. Westmoreland County Athletic Complex

YMCA: The one story A.T. Johnson building currently houses office space for the YMCA. Its most active recreational uses are walkers who use the interior of building to exercise by walking the hallways in a continuous loop. The outdoor soccer field in the back of the facility is used for YMCA sports and high school soccer. The YMCA is responsible for the recreational programming in the county and acts as the quasi parks

and recreation department. It is 3 miles away from the Town of Montross.



1.28. A.T. Johnson Field

Montross Middle: This school facility has two baseball fields that are used by the school and for Little League. It is 4 miles away from the Town of Montross.



1.26. Montross Middle Field

Hurt Field: is a privately owned baseball field just north outside of the Town of Montross on Route 3. The VFW allows the Little League to use this space for baseball games. It is 1.5 miles north of Montross just across Chandlers Millpond.



1.29. Hurt Field



1.30. Stratford Harbour



1.17 Robin Grove Park

Oak Grove Park: has two baseball fields that are close to Mattox Creek. This facility is 13 miles north of the Town of the Montross.



1.21 Oak Grove Park – Hamblin Field



1.18 Washington Avenue Park

Colonial Beach Parks:



1.16 Castlewood Park



1.19 Lions Club Park



1.20 Beach Avenue Park



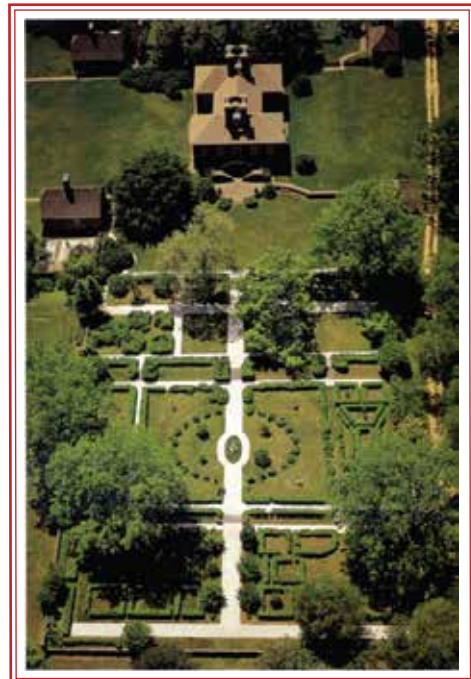
1.23 George Washington Birthplace herb garden

Westmoreland State Park: is an extensive 1,299 acre area that has lodging facilities, kayaks, a pool and playground. The state park is one of the most important assets to the county and brings great economic and recreational benefit to the area. It is 6 miles north of Montross. Westmoreland State Park had 200,000 visitors in 2014; it also generated \$8 million dollars in economic activity. (Journal Press)

Stratford Hall: is the historic home of the Lee Family of Virginia and the boyhood home of Robert E. Lee. It has nature trails, beach and overlook area and gardens. It is 4 miles north of Montross.



1.15 Westmoreland State Park



1.22 Stratford Hall Gardens

Historic Sites

George Washington Birthplace: This is a national site that highlights the birth of George Washington and the history of his colonial family. This site has a walking trail, historic area, picnic area and beachfront to fish. It is 12 miles north of Montross.

James Monroe Birthplace: consists of a visitor's center, birthplace farmhouse, birding trails and walking trails. It is 17 mile north of Montross in the Colonial Beach area.

Natural Area Preserve

Voorhees Nature Preserve: is a 729 acre natural area on the Rappahannock River that is part of the Nature Conservancy. It offers trails with scenic views. It is 18.5 miles south of the Town of Montross.



1.25 Voorhees Nature Preserve



1.50 James Monroe Birthplace

Social Capital and Community Building

Community involvement is the foundational block that defines the potential and future outlook of the park. In establishing the volunteer base there are a combination of long term commitments and short term project community service tasks.

Potential Volunteer Organization

- Northern Neck Master Gardeners: to help teach programs about healthy landscaping.
- Westmoreland Family YMCA
- 4-H Youth Program
- Local Churches (St. James, Galilee, Siloam, Andrew Chapel, Shiloh, Nomini, Currioman)

Future need of parks and recreation

The capacity of parks in Westmoreland County is not very high (refer to surrounding uses), this means the current level of demand doesn't necessitate the development of parks and recreation department to program activities.

The parks and recreation department was closed 16 years ago in 1999. Over the years there has been a decrease in funding for recreational development. The former parks and recreation department operated on \$300,000 budget, but the priority for this department has become significantly lower. The YMCA is a non-profit organization that provides this service to the county in an efficient operation and also working out of a significantly lower budget.

Potential Park Programs: There may be opportunities for 3-5 programmed events to take place in the park on a regular and annual basis.

- Walk Montross Campaign
- Art in the Park
- Movies in the Park/Screen on the Green
- Outdoor Yoga
- Library Coordinated Programs (Storytime on the Lawn)

There have been previous attempts to use green space to do community events but many families

choose to stay home because there are no activities for their children to be engaged in. With the presence of the mini park there is a close outdoor space that children could use while parents enjoy community activities.

Social Media

The level of response from the online survey was a strategic way to engage the community and provide an opportunity for area residents to participate. Social media allows visitors to share feedback and get updated information about different events. There is a small network of organizations in Montross that work together and share information in a mutually beneficial way.

Educational Value and Benefit

Because of the site being a green space and possessing a rich historical aspect it is an opportunity for educational learning for children and adults. Coordinated programs between community organizations (YMCA, 4-H, Library) would be an additional asset to the site. There may also be efforts to integrate the park into the academic curriculum to create learning opportunities for high school students. Washington and Lee high school is a ten minute walk from the site and would provide a mutual benefit for students and local residents. It would be a positive advantage to have future shared opportunities for outdoor sports or other types of new uses.



1.53 W&L Football Field



1.54 W&L Softball Field



1.55 W&L Baseball Field



1.56 W&L Track and Field

DESIGN

Site Selection Criteria

The town is 1 square mile; there are no other properties which meet the criteria listed. All the criteria must be met to select the best site for this project.



1.7 Existing Conditions

The site assessment was determined through the geographic analysis in coordination with the intended purpose of the plan. The layout of the one residential neighborhood in downtown Montross provided a narrowed number of possible locations. The core of residential properties in Montross are the densest given that areas outside of the Downtown area are scattered throughout the rural landscape. The site selected met all of the criteria listed below.

- **Land Availability/Space:** legal ownership of property is important aspect of planning the park
- **Walkable Community:** the location of the property site should be in a location that allows residents to walk within ¼ mile to ½ mile (so it has to be located close to the denser housing area of Montross)
- **Safety (Crime and Community):** proximity to police/sheriff's office (law enforcement will pass by project site periodically to get to its office, serves as eyes on the street.
- **Traffic Flow:** This project site is also not on Kings Highway (main traffic) but rather off of Kings Highway on Court Square, less constant traffic at significantly slower speed.

- **Land Usability:** Specifically looking for a cleared parcel of land that has supporting natural features (limited tree cover, fields, etc.)
- **Acreage:** The project site acreage must be able to serve at least as a mini park and potentially as a neighborhood park in case of scenario of future expansion or additional land acquisition
- **Compatibility:** The location of the project site must lend itself to meeting a need that isn't met by any other service nearby. It must also not replace any existing services but rather complement them in a way that is compatible. The county already has a state park, YMCA, Little League baseball field, and historic homes, within close driving distance.
- **Relational Location:** there should be access to site without going through undesignated paths, etc. It should also be away from busy highways and unsafe environments. (refer to traffic flow)
- **Integration:** the project site should be visible seen by the public as a part of the town, not a separated feature. This accomplishes objectives for safety including eyes on the street and vibrancy for community activity.
- **Central Location and Visibility:** the project site should be visible from the road by drivers, pedestrians and visitors in the town. No other site lends itself to be visible in the same way. The central location in town is surrounded by other important historic landmarks and related uses (museum, future visitors center.)

The criteria listed above is weighted with more value attributed to geographic location and proximity in Downtown Montross. Other aspects such as crime,

traffic flow, usability and compatibility did not have as high values as did those associated with location and distance.

| Parking

General

Parking was studied the week of September 28th to October 1st and again on October 9th through October 11th. The observation analyzed how many spaces were occupied in the Downtown area at eight o'clock in the morning, twelve o'clock noon and four o'clock in the afternoon. The scope of observation extended from Alma Lane to the east extent and Lyells Street to the western extent.

The prime parking areas that park visitors are most likely to use are the east side of the Old Courthouse, angled parking on Court Square, library parking, side parking on Court Square, on-street parking on Polk Street and in front of Angelo's restaurant or expanded library parking. There may be some users that park in front of Town Hall, Courthouse Corner, or street parking in front of Rite Aid and Westmoreland County Museum which are very close to the crosswalks.

Towing enforced parking restrictions at local businesses that provided off-street parking. There were approximately 90 off-street parking spaces identified in the observation area. These spaces do not include the many undesignated off street parking areas that didn't have painted lines or any type of demarcation. There were 35 designated on-street parking spaces in the observation area.

The hours of operation (refer to appendix 1.4) vary between the different businesses in town but is important to note because of the potential for shared spaces to utilize existing parking in town. National standards for parking requirements are also based on the square footage of buildings. When a business is open it requires a certain number of parking spaces. When a business is not in operation it changes the scenario for that given time.

Angled Parking

There are 9 spaces of angled parking on Court Square. During the week these spaces are not used by patrons. The only case in which 1 space is used is for construction workers working on temporary projects for the installation of the public restrooms.

The condition of the 9 spaces is fair, but not painted well or clearly designated for parking. The spaces on Court Square could be improved by sealing and marking. The former use of the parking spaces were for the Sheriff's office but now that the office has relocated it is not clear who this parking is designated. The spaces on Court Square could be improved by sealing and marking.



1.12 Angled Parking

The street parking between the Stuart Building and the Jameka Building is normally occupied by one vehicle. There is one employee that works in voter registration building (next to Stuart building).

Courthouse Square Parking

There are 12 spaces directly in front of the Old Courthouse that are not frequently occupied by patrons. While these parking spaces are available and are initially welcoming and convenient as a central point in entering Downtown, residents and town visitors are aware of the difficulty of exiting these spaces. Because of the speed of vehicular traffic on the main street and its position around a blind curve it makes these spaces less desirable and give drivers a heightened sense of caution. Although the speed limit is 25 miles per hour in Downtown it is not always followed and becomes a safety issue for drivers who back out of these spaces. Out of an entire week during the times of eight o'clock in the

morning, twelve o'clock at noon and four o'clock in the afternoon not one vehicle was recorded in these parking spaces.



2.28 Old Courthouse Parking



2.29 Old Courthouse Parking (Front)

Ultimately because these spaces are not used often other than for special events there may be need to repurpose this space by extending the green space, adding aesthetic improvements(ex: garden, narrowing by filling concrete, etc.) as a traffic calming measure to encourage drivers to slow down through Downtown. The quantity of parking for local businesses in the Downtown is a priority but when considering quality; the best use of space for parking should fit the patterns that are shown in daily activities.

Library Parking

Currently the library is open from late afternoon to 9pm on Tuesdays and Thursdays. On Wednesdays and Fridays it is open until 2 pm. Saturday it is open from 10am to 2 pm and is closed on Sundays and Mondays. During its open hours, on average about 7-10 spaces out of 32 are occupied.



2.20 Library Parking Lot (Montross Branch Library)

As a shared space park visitors using library parking would be sufficient to meet parking needs. The best use of parking should utilize this usable space while also distinguishing the two entities by installing signage that communicate any restrictions or regulations that the park and library have agreed upon.. The designation of parking should be clearly communicated to library patrons and park users and should be based on opening and closing hours and peak times of activity in the town.

Maximize Parking

On an average day Montross has adequate space for parking where necessary. However, when special events are held, especially with an increased seasonal population, parking is a scarce commodity. This creates a sense of urgency for additional parking that isn't visible on the surface level but is justified by annual and seasonal events. First Fridays and Market Days provide a vibrant scene of activity during the summer months that fully utilizes existing parking. Fall Festival, the largest event of the year raises parking to maximum capacity given that street parking is eliminated during this time. As the town becomes more vibrant through events, activities and new uses additional parking will be needed to satisfy the demand.

These scenarios show use for more parking at designated times. On a more regular basis parking can be provided to account for higher capacity events but creates a situation where there are unused parking spaces on multiple days of the

week. This opens a gap that may satisfy parking for three to four times a week but leaves three remaining days where there is a void empty lot. With the addition of a local park these spaces can be occupied more frequently. Park visitors may use the park 3 to 4 times a week including weekends and days that other businesses are closed.

Designated Parking Area

By combining and sharing space with the library it would divert traffic from the congested area and provide more efficient parking along Route 3 and Court Square. The surrounding entities in direct proximity would benefit from parking being closer to those buildings. In this way Little Eagles Child Development Center, county government offices and the library could more easily access the park while still allowing the park to capture the existing customer base in town.

Patterns

From field observation there were patterns that were identified in Downtown parking. The early 8'o clock hour is characterized by a concentration of parking at the Art of Coffee and Rite Aid. These spaces on Rectory Road remain highly occupied through noon time. Courthouse Square parking on the east side is also highly occupied during the noon hour. Street parking in front of Town Hall and Allegiance Title Insurance is also fully occupied at this time. There are three to fives spaces occupied on Polk Street during noon that decrease to one to two spaces by 4 pm. At the four o'clock hour the parking decreases significantly in Downtown. In conclusion, parking availability for park users would only be stressed around noon, the lunch hour, which is the busiest time in town.

After observing all the times, twelve o'clock noon presents the greatest challenge to accommodating parking for park users in combination with current restaurant patrons. Specifically, the parking space at the east side of the Old Courthouse are used to near full capacity very frequently at the twelve o'clock hour. Because of the level of activity during this

time of the day it is important to consider what the parking scenario might look like when the visitor center is open in addition to a local park.

Scenarios

Angled Parking and Courthouse Parking(east side)

In the scenario where angled parking is adjacent to the east side of Courthouse parking it might be difficult for cars to enter and exit those spaces safely. With the busy lunch hour it may present a logistical challenge for park users and restaurant patrons who use these parking spaces simultaneously.

The angled parking spaces are not currently used and are not clearly communicated as designated parking. The Courthouse Square parking is used minimally on court days.

Polk Street Exit

With a new use being implemented it could potentially make traffic avert Court Square in favor of Polk Street. Restaurant patrons that use Courthouse Square parking usually can enter and exit from Route 3. With a new audience of park visitors using angled parking it would direct restaurant patrons to exit around Court Square to Polk Street instead of going back out to Route 3.

Limited Parking

There is a balanced approach in understanding demand and demographic. With newly added crosswalks and sidewalks that connect to the proposed site, the park is a pedestrian oriented destination. It is designed to primarily serve the population in its immediate vicinity, those living within a quarter of a mile(or 5 minute walk). This also includes employees that work at the county offices and neighboring businesses and restaurants. This primary group of potential park users do not require additional parking or justify the need to retain existing parking. Limited parking encourage local residents within close proximity to walk, fulfilling the objectives of healthy, walkable communities. It also ensures that there isn't overcrowding of the mini-park.

However, the secondary group of users that live more than a mile away will use cars to access the site and do require parking. To account for this demographic, there should be parking for visitors who travel from long distances where it is not possible to walk. There are many residents that live

outside of Montross that come Downtown to shop and dine or attend special events. Another part of this demographic currently travels outside of Montross to surrounding towns like Warsaw and Colonial Beach solely for interactive outdoor recreation.



Map 1.5 Outdoor Recreation in Westmoreland County, Virginia

The preceding map shows the distribution of historic assets and outdoor recreational uses that residents and visitors can drive to within the county. There are a variety of different types of recreation that exists, including gardens, park playgrounds, one state park, soccer and baseball fields, sitting areas, courtyards and natural areas.

From visibly analyzing the map, the initial assessment may be that the recreational needs of county residents are fully satisfied. However, the private-public element and type of outdoor use must be considered at every level of service. There are many informal uses of recreation at private residences including access to water or large lots of land but this is not equally available to all. Many of the recreational sites are scattered throughout the county and require a specific mode of transportation. An efficient mode of public transportation such as a trolley would increase accessibility to the park and counterbalance stressed parking scenarios. When considering the absence of neighborhood parks (5 acres to 10 acres) and mini parks (less than 1 acre) within walking distance it justifies the need to increase public recreational opportunities.

It is also important to note the changes that have occurred over the past decade. Since the last county comprehensive plan in 2000, there have been changes in the Hague and Montross area. The Bushfield Golf Course is no longer active (a former private use) and the tennis court in the town of Montross no longer exists. There may be opportunities in the future to reintroduce public tennis courts and a golf facility to the county. The county will have to assess the potential impact of different types of outdoor recreation and weigh its priorities to invest in the best outcome for its citizens.

From a county-wide perspective, the ultimate goal is to provide access to parks and green space to each community in a way that is equally distributed across the geographic landscape. The development of a park in the town of Montross would serve two very important purposes in relation to its surrounding counterparts. First, a more equal distribution of parks within the county would help to form a balance and alleviate overcrowding at surrounding parks in Colonial Beach. The Town of Colonial Beach 2009 Comprehensive Plan provides a more detailed description of park usage and conditions in the locality. Secondly, the creation of a local park in the town would help to establish Montross as a more walkable and livable community. It would encourage local residents to utilize existing recreational resources and help citizens to be less auto-dependent. This could also be a deciding advantage in attracting businesses and families to the region. The town of Montross has an existing sidewalk network that is a critical piece of supporting infrastructure needed to connect people to parks.



Map (1.8) Recreational Opportunities from Westmoreland County 2000 Comprehensive Plan

Sidewalks and Crosswalks

Sidewalk Condition

Sidewalks in Downtown Montross extend throughout the entire span on the south side of the street. The sidewalk on the north section of the street starts at the first residence that runs diagonally to the northwest of the Alma Lane entrance. It continues around the curve on Route 3 and ends at the Old Coca Cola building. The sidewalks are in overall good condition with some segments being recently replaced and therefore in very good condition with no cracks, uneven surfaces or protruding vegetation.



1.8. Sidewalk Conditions



1.9. Crosswalk on Polk Street

Sidewalk Extensions and Crosswalk Connections

There is no sidewalk connection from the Inn at Montross to the proposed park site. This is an

important crossing point for likely users at Little Eagles Child Development Center, Museum visitors and employees at county offices.

Sidewalk extension might be best applied to the small segment(130 feet) from the Inn at Montross to the proposed park site. However, this may not be possible given that this segment is on private property. There is also another small segment that would be greatly enhanced by a crosswalk at the curved section of Court Square. This would be a crosswalk at the midway point of Court Square, just beyond the last east side parking space. Previously mentioned, the sidewalk to the north side of the street ends at the Coca Cola building and does not extend to the West end of the Town of Montross which includes a combination of 20 residences and businesses.



1.11 Sidewalk End at Coca Cola Building

Inventory of Events

	Event	Location Description/Spatial	Event Description	Day	Time	Date(s)
1	Fall Festival	Downtown	Large and Attractive Event	Saturday	All Day	October 3 rd
2	Montross First Fridays Art Walk in the Village		First Friday of Every Month			
3	Montross Market Days(Saturdays)	Downtown				
4	2015 Art and Wine	Westmoreland County Museum Original Building and Inn at Montross		3 rd Wednesday (Except March and June)		
5	Weddings	Courthouse Square				
6	Special Olympics Run	Downtown				
7	July 4 th Parade	Downtown		Saturday		
8	July 4 th Concert	Downtown		Saturday		
	Stratford Hall Wine and Oyster Festival	Stratford Hall		Saturday, Sunday	11am-5pm	September 19 th , 20 th
11	Share on Square: Annual Antique Car Show and Food Drive	Courthouse Square		Saturday	10am-2pm	November 1 st
12	Montross Christmas Spirit Festival	Bridget's Boutiques, Carrot Cottage, Eagles Catch Antiques, Compulsive Cravings Antiques and Gifts, Diane Jackson Art and Studio Gallery, Union First Market Bank, Peoples Community Bank, Bank of Lancaster, St. James Episcopal Church, Museum, Wakefield Building, Library, Inn at Montross, Art of Coffee, Fire Dept, Old Courthouse		Friday, Saturday, Sunday		
13	Montross Kid's Day	Wakefield Building, Inn at Montross, Museum, Bridget's Boutiques, Library, NNK Chevrolet		Saturday	11am-2pm	March 28 th
14	Wine & Grits			Sunday		April 26 th
15	BINGO	Inn at Montross, Museum, Library		Friday		June 5 th
16	Westmoreland Museum Summer Camp	Multiple Locations, Montross Library...				July 30 th , 31 st and August 1 st
17	Haunting of Montross	Library(6-9), Fire Dept(6-8), O'Gara(6-9), Art of Coffee(6-8), Museum & Inn at Montross(7-9;8-10), NNK Chevrolet(630-930)		Thursday, Friday, Saturday	10am – 4pm	October 30, October 31, November 1

1.2. Inventory of Events

RECOMMENDATIONS

The following recommendations are categorized into four groups covering site design, program development, organizational structure and external demand. These recommendations are based on the results of the community survey for outdoor recreational use, the visual preference survey, formal and informal interviews, field observation and best practices. All categories listed are not mutually exclusive but rather fit together in an interrelated network.

Vision Statement

The Downtown Park Plan’s vision is to reinvigorate interest in green space in a way that promotes the benefits of healthy and active lifestyles, economic vitality, and the preservation of historic resources that will lead to an overall better quality of life for the entire community.

Goal 1: Functional Spaces and Infrastructure- Create and shape the physical environment to compliment human activity	
OUTCOME MEASURES	
<ul style="list-style-type: none"> • Park Usage Survey • Conditions Report 	
Objectives and Measures	Initiatives/Action
1.1 - Interconnection # of multiple uses # shared patrons (survey) # of visitors from library (survey) # of visitors from visitor’s center (survey) # of visitors from county offices (survey) # of visitors from Little Eagles (survey) # of visitors fro Angelo’s (survey) # increased foot traffic (home to park)	<ul style="list-style-type: none"> • Opening of Visitor’s Center • Installation of Paths and Loops • New Crosswalk at Court Square/Ames Lane • Sidewalk Extension • Opening of Amphitheater
1.2 - Parking # parking capacity # daily occupancy of angled parking # of patching repairs	<ul style="list-style-type: none"> • New Crosswalk at Court Square/Ames Lane • Sidewalk Extension • Opening of Amphitheater
1.3 - Safety and Security	<ul style="list-style-type: none"> • Installation of surveillance camera • Entry gate and fencing • Routes(Law Enforcement) • Stationary Monitoring(Law Enforcement) • Safety Inspections
1.4 - Signage # impulse stop percentage	<ul style="list-style-type: none"> • Installation of future project sign • Installation of entrance sign • Construction of kiosk • Posting of parking regulations

Goal 2: Engaging Programs and Activities- Develop programs to meet the physical and social needs of the community	
OUTCOME MEASURES	
<ul style="list-style-type: none"> • Quantity of outdoor programs • Registration totals 	
Objectives and Measures	Initiatives/Action
2.1 - Youth Programs Provide programs for children between the ages of 2-5 and 6 - 12	<ul style="list-style-type: none"> • Story time in Park • Kids Day
2.2 - Adult Programs Provide programs and activities for adults 21 and older	<ul style="list-style-type: none"> • Yoga in the Park • Theater in the Park
2.3 - Programs for All Ages Provide family-oriented programs for all ages	<ul style="list-style-type: none"> • Movie in the Park • Art in the Park • Praise in the Park

Goal 3: Collaborative Efforts- Form partnerships with local entities to develop community based approaches for outdoor recreation and public space	
OUTCOME MEASURES	
Objectives and Measures	Initiatives/Action
3.1 - Organizational Structure Define administrative functions that guide and direct the proper maintenance, finance and security of the park.	<ul style="list-style-type: none"> • Creation of policy and procedures for Downtown Park
3.2 - Staff Use internal resources for maintenance of park.	<ul style="list-style-type: none"> • Hire part-time park manager or utilize existing Staff
3.3 - Support Coordinate with surrounding entities	<ul style="list-style-type: none"> • Communicate plan for shared spaces with library and visitor's center
3.4 - Partnership Create new or use existing revitalization partnership as a 501 (c) 3 in order to gain eligibility status for grants # of grants available	<ul style="list-style-type: none"> • Greater Montross Partnership for Parks
3.5 - Volunteer Base Establish a volunteer base that will assist in managing special events and maintenance tasks # of participants registered for tasks # of volunteers per event	<ul style="list-style-type: none"> • Online Platform • Short Term Service Projects • Long Term Dedicated Volunteers

Goal 4: Recreational Assessment and External Demand- Assess the outdoor recreational needs of surrounding communities within the county that visit the local park frequently.

OUTCOME MEASURES

- Level of Service
- # of day trips from point of origin

Objectives and Measures	Initiatives/Action
<p>4.1 - Other Public Parks</p> <p>Promote the availability of parks for the total population</p>	<ul style="list-style-type: none"> • Oak Grove Park
<p>4.2 - Foundation Organizations</p> <p>Support organizations providing privately owned public space</p> <ul style="list-style-type: none"> • Kinsale Foundation 	<ul style="list-style-type: none"> • Kinsale Day • Christmas in Kinsale • 4th of July
<p>4.3 - Designate mini parks per neighborhood based on proximity and population density</p> <p>Local Churches</p> <ul style="list-style-type: none"> • Little Zion Baptist Church • Nomini Baptist Church • Currioman Baptist Church • Providence United Methodist Church <p># of playground sets on church grounds</p> <p># % of acreage dedicated to public use</p> <p># inventory of adjacent properties that are >3 acres</p>	<ul style="list-style-type: none"> • Create special inventory for church properties • Offer incentive programs for non-profit organizations providing outdoor recreation

1. Site Design

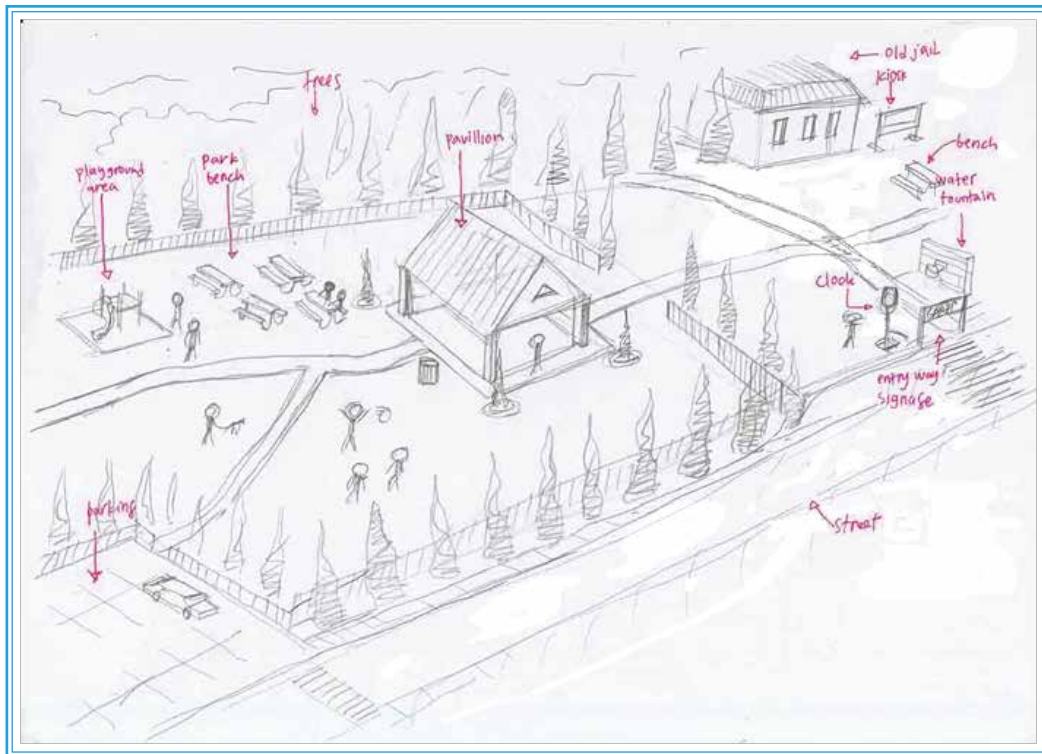
The ability to use the physical landscape to complement patterns of human activity is an essential component of this plan. The key aspects that these set of recommendations accomplish are defining shared spaces, increasing accessibility, taking proactive measure for safety, and communicating public use.

The design proposed for the one acre site incorporates multiple uses to accommodate different user groups. The playground set and open pavilion provide a covered sitting area and designated space for children ages 2-5 and 6-12 to participate in free interactive play. These features are adjacent to the library and arranged in a way to make future provisions for a library expansion. The alternative option to this site layout is to create a

buffer between the library and the park and parking would be improved but remain in its current location. The first option is highly recommended and best for the functionality of this site.



1.1 Site Layout



1.2 Sketch

Parking Extension

As part of the recommended site design, ten 90 degree parking spaces are relocated to add an extension to the existing library parking. This creates the main access point to the park through the library entrance. Because of this close proximity it is important to view the surrounding elements as an interconnected space rather than separate entities. In the immediate vicinity there is the library, Old Courthouse (visitor center), and the old jail. In long term planning the old jail may also possibly serve as an access point to an outdoor amphitheater. This design encourages families to bring their children to the library to participate in reading programs while enjoying outdoor recreation. It also encourages visitors to stop, view the site and experience a unique historical display while resting from long road trips.

Defining Parking

The other access point to the site is from the east side on Court Square where the pedestrian sidewalk ends approaching Ames Lane. There are also 9 angles parking spaces and 2-3 90 degree on-street

parking spaces off of Route 3. These spaces are not well defined and could use new paint to demarcate the spaces. This small physical improvement would be a way to communicate the availability of these spaces to park users.

Paths

The recommended design also includes paths that extend from the parking area across the entirety of the site. This physical feature is based on the current use of the site given that visitors walk this unofficial path. The pathway also provides a space for physically active users to walk for exercise.

Crosswalk

It is recommended that a crosswalk be installed on Court Square between the Old Courthouse and the west side of the Ames Lane entrance. The purpose of this crosswalk is to provide a connecting point for potential park users (Little Eagles, Westmoreland County Offices, Westmoreland Museum) that have to cross Polk Street and Court Square to access the park. There is one existing crosswalk that extends from Polk Street to the Old Courthouse.

Safety and Security

Using physical design to address safety issues associated with the site is a necessary and proactive approach. These precautions don't guarantee that park visitors will use the space appropriately or as expected but it does provide a set of parameters that guide human activity. The first feature to consider is a surveillance camera to ensure protection of park users and the park owner in the case of injury or emergency, to monitor suspicious activity, provide a set of eyes and to prevent the destruction of property. Secondly, there should be fencing around Area B primarily to prevent young children from wandering into the street or parking lot area. A three foot high wooden fence with an entry gate would also allow the park to be open and closed at the designated park hours of operation. The third aspect is the location of the playground area being adjacent to the east side of the library providing an extra set of eyes on the street for monitoring the park. The type of vegetation should be low maintenance and should also provide a high

level of visibility without major obstruction. The placement and height of trees should be no more than 6 feet high allowing passersby to see activity in the park. Three suggested trees that fit the previously stated criteria are Zelkovas, London Planes and Red Maples. As law enforcement takes a route around the park there should be a clear field of vision. Appropriate lighting will be needed for special events that extend beyond daytime park hours of operation.

Signage

Appropriate entrance signage (24 ft x 36 ft) should be provided for the two access points at the library and Court Square. Preceding the official signage there should also be a "home of future park" sign with date projections and a conceptual drawing. The shared parking area between the library needs signage to inform patrons of any restrictions during or outside of the hours of operation. This may



Illustration (1.3) 3d image

include the designation of parking spaces for library patrons and park users in a scenario where either may overlap. Signage listing the park rules and regulations will be required as a legal responsibility. Drivers who enter Ames Lane and Court Square should be aware of their speed and reminded by caution signs that say “Slow, Children Playing”. With set hours of operation from dawn to dusk, no trespassing signage should be posted on the site.

The historic kiosk(10 ft x 10 ft) should be located by the old jail, allowing visitors to read about the history of Light Horse Harry Lee who was a part of the Lee family of Virginia. This kiosk may also include some facts about the jail’s history through a timeline. The jail will serve as a landmark and identifying feature of the site.

2. Program Development – Arts, Culture, Education and Recreation

Providing a social environment for public gatherings is part of community involvement and usability of the space. If this space is to be sustained over time as a type of destination it needs to be active, functional and regularly used. Organizing quality programs from existing resources will give community partners a stake in the development of the park. These programs will be designed to get local residents and visitors out to town on a more regular basis. This will make the town more vibrant and serve to build momentum and support (financial, social, etc.)

It is important that children get the opportunity to interact with each other, learn, and develop their social skills through youth programs. One of the benefits of being located close to the library is being able to coordinate programs such as a “Storytime in the Park” event where children can learn about the natural environment and other topics of interest. This type of program is designed to engage children in this outdoor space on a regular basis. There has also previously been a “Kid’s Day” held in the town

of Montross, which is an annual event. (Westmoreland News)

The purpose of program development in the park is to engage different segments of the population for specific needs and interests. A proposed program for adults is “Yoga in the Park”. This would involve local Yoga instructors using the outdoor space on a regular basis to engage adults with physical activity. The Yoga instructors would rotate and develop classes based on schedule, difficulty level and other factors. The second type of adult program would involve working with the Westmoreland Players to develop a “Theater in the Park” spring and summer series. This would be a monthly outdoor event in the amphitheater behind the old jail. The Westmoreland Players, located in Callao, Virginia (Northumberland County) would bring their set to the park and perform their plays, creating an attractive community event for adults for years to come.

The proposed programs for all ages include special community events that would be held in the warm summer months (June – August). “Movies in the Park”, similar to previous event held in Montross called “Screen on the Green” would involve a mobile projector on the open space area of the park where families would bring their lawn chairs and blankets. Another proposed event is “Art in the Park” which allows artists to showcase their artwork and also provide a space where artists could have a creative space to do their work. “Art in the Park” could have historic themes where children could also come for face painting, and young and old couples could come to get their portraits drawn, while all mutually benefiting the community. “Praise in the Park” is an annual event that local churches in the area could participate in at the future amphitheater.

3. Organization Structure

Structural framework and coordination between internal and external entities is necessary to maintain the operation of the local park. An organized partnership that consists of community partners, county and town representatives and

local residents is a core component the plan. This will also involve establishing a volunteer base in combination with utilizing existing resources within the county.

List of Entities: Westmoreland County, Town of Montross, Montross Library, Westmoreland Sheriff's Office, Washington, Lee High School etc.

To develop this framework it would involve establishing the Greater Montross Partnership for Parks. This would involve contacting members of the previous revitalization team and identifying who can contribute and make a commitment to this project. Because of the element of shared and interconnected space a strong relationship must be created between the county and library to communicate and coordinate rules, obligations and physical elements (such as signage, maintenance, safety).

Secondly, establishing the volunteer base will be critical to maintaining the park in a cost effective way. Because of the overwhelming online response to the Community Survey for Outdoor Recreational Use it warrants the development of an online platform to capture financial support and continued community feedback. This platform is envisioned as an online resource to sign up for specific tasks or short term projects, to check recent updates and to raise funds for specific items in the park. Transparency is one of the key elements that drive the community to participate and be enthusiastic about the progress of the project. It is important for contributors to be able to choose where they want money to go on the item list, to see where their donations are going and how long the projected timeline of the project based on rate of giving.

Within the volunteer base there are organizations and individual interested in short term service projects to improve and develop the park. These types of volunteers will make up the majority of the base. Long term dedicated volunteers are willing to take on a higher level of responsibility in tasks such as event coordination and site maintenance. The volunteer base would work closely with the designated county employee.

4. External Demand

Alternative Spaces for Meeting Demands Outside of Montross

With an increase in demand for public outdoor public recreation over the long term it will be necessary to consider additional options to meet the local needs of county residents. In assessing these needs in the scope of healthy, walkable communities a few options will be explored for the future development of parks and recreation in the county. The Community Survey for Outdoor Recreational Use revealed that there is a large segment of the Greater Montross community (outside of walking distance) that expressed a great need for parks.

Local churches provide a community based approach to addressing outdoor recreation needs. These small communities are dispersed equally across the county landscape and are a representative segment of the total population. They are situated in distinct neighborhoods and have been a part of the community fabric for centuries. Many churches were organized and built before the introduction of the automobile; hence their quantity and location reflect a more pedestrian oriented concept. Because of this many churches are within walking distance of many neighborhood areas. There is potential to address a growing external demand for parks and recreation in the future by taking into account some of the local examples listed below:

4.1 Local Churches and Semi-Public Parks

There are local churches that organize events and share their recreational space with the larger community. These serve to function as semi-public spaces meaning that the community does have access to these areas but the space is owned by a private entity that has designed it for its primary use.

LITTLE ZION BAPTIST CHURCH
7748 Leedstown Road, Colonial Beach, Virginia



1.41 Little Zion Baptist Church

This three acre site is located adjacent from the church. It consists of an outdoor asphalt basketball court, open pavilion and play area. The church hosts community events throughout the year. It is approximately one half mile away from Oak Grove Park, a twenty nine minute walk. It is a sixteen minute drive north of the Town of Montross. Stratford Hall, George Washington National Birthplace and Westmoreland State Park are along this route.

SALEM BAPTIST CHURCH
1310 Erica Road, Montross, Virginia



1.42 Salem Baptist Church

This three acre site is also located across the street from the church and is primarily used for church-related events. The site consists of an open pavilion and picnic tables. It is located in the small community of Erica, Virginia. This site is fourteen minutes east of the Town of Montross and is part of the Greater Montross area. It is important to observe that many churches were built based on walking distances in small distinct communities. This can be used as a balanced approach to help communities meet their outdoor recreational needs. This would make access to parks and green spaces more equally dispersed across the county.

4.2 Local Churches and Private Playgrounds

There are other local churches in Montross who have seen the need to provide recreation for their children and have built basic playgrounds on church property. These churches include Currioman Baptist Church, Nomini Baptist Church and Providence United Methodist Church.

4.3 Other Private Organizations

The Kinsale Foundation operates a small, 2-acre park in the unincorporated town of Kinsale off of the Yeocomico River. The foundation holds family events during the year including the Kinsale Independence Day celebration, Kinsale Day and Christmas in Kinsale (Kinsale Foundation, 2015).



1.24 Gazebo at the Park

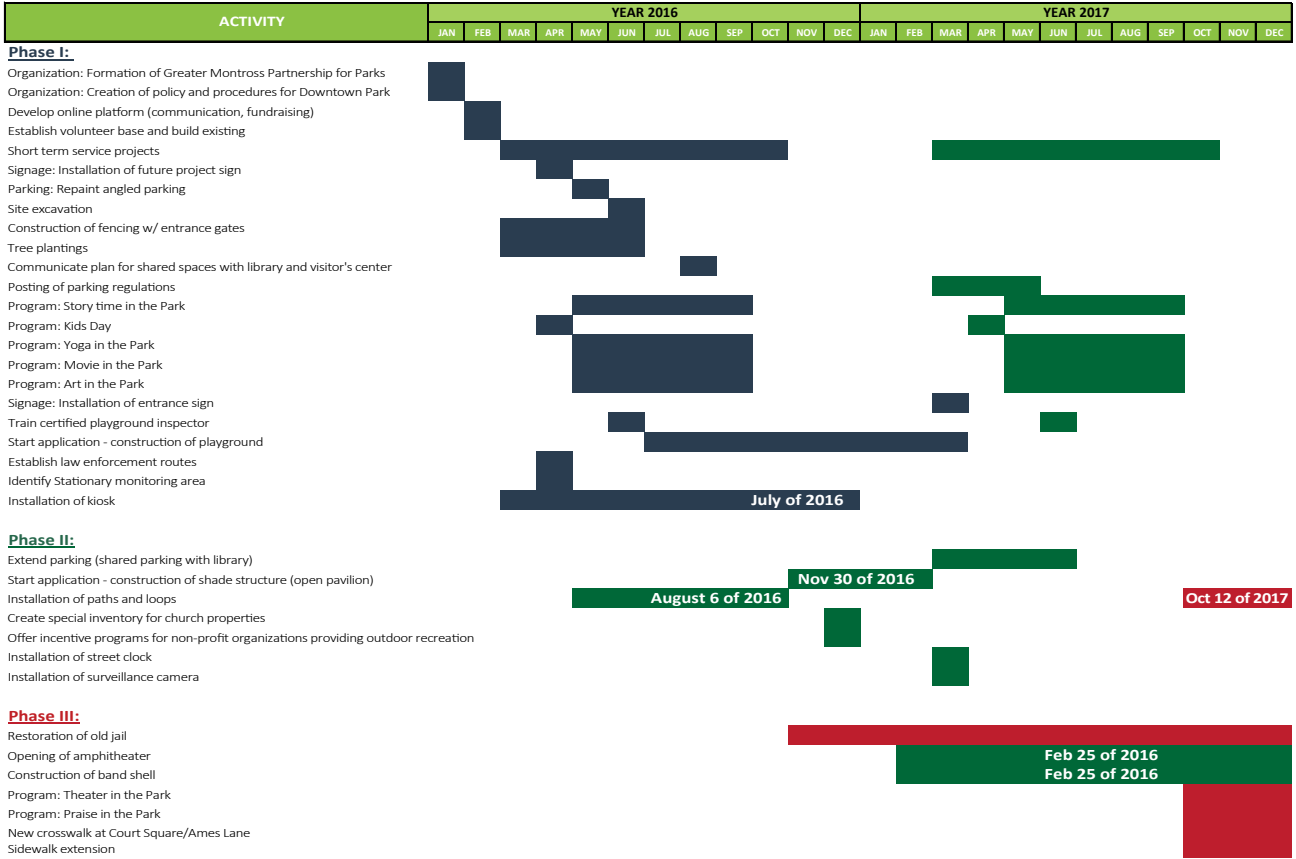


1.24.2 Welcome to Kinsale

4.4. Potential Churches (Siloam Baptist Church, Ebenezer United Methodist Church, New Jerusalem Baptist Church, etc.)

IMPLEMENTATION

IMPLEMENTATION TIMELINE



Costs and Funding

The next step in achieving the vision involves evaluating the cost of the project and developing a strategy to implement it through multiple phases. This section will layout the different funding options that this community can explore to meet existing demand. It will account for present and future needs associated with the maintenance, operation, construction and acquisition of local parks in Montross. This includes adopting a fiscally balanced approach that will create a sustainable service for the community.

The following five categories are the proposed methods for funding the park over the next 15 years (in coordination with next comprehensive plan after 2030 plan). Each category will give a description and

specific example of how the proposed funding option can be implemented. These sources will be designated to specific items on the site but it remains important to view the project site collectively. The organization of funds will be allocated to up front building construction costs, operation and maintenance costs and establishing a reserve.

The five categories of funding to support the construction, programs and maintenance of the park will come from grants, annual budgets, individual donations, user charges for special events and incentive programs.

Village Park at Montross- Area B Cost Estimate*				
	Qty	Dimensions	Cost per unit	Total amount
Site Work				
1 Clearing and Grubbing	1		\$1,500	\$1,500
2 Grading and Drainage	1		\$1,500	\$1,500
			Total	\$3,000
Paved Surfaces				
3 Paved Asphalt Parking Lot	1	52 x 63	\$6,200	\$6,200
			Total	\$6,200
Amenities				
Grant Items				
4 Open Pavilion	1	16 x 28	\$8,797	\$8,797
5 Playground set	1	27 x 29	\$18,371	\$18,371
6 Interlooping trail and path	1	500 LF	\$2,000	\$2,000
			Total	\$29,168
Non-Grant Items				
7 Fencing(Split Rail Fence)	1	560 LF	\$5.00 - \$8.00/LF	\$2,500
8 Picnic tables	4	28x33	\$160	\$640
9 Future project sign	1		\$100	\$100
10 Trees(Zelkova, London Planes, Red Maple)	8 to 10		\$250-500	\$2,000
11 Grass Seeding	125 lb		\$18.48	\$2,310
12 Benches (Aluminum)	3	68 x 35	\$307	\$921
13 Clock	1	10'	\$2,640	\$2,640
14 Entry signage	1	24 x 36	\$250	\$250
15 Trash receptacles	2		\$240	\$480
			Total	\$11,841
Other				
16 General Administration	n/a			\$2,500
17 Design Fees (topographic site survey)	n/a			\$2,500
18 Construction Administration	n/a			\$5,000
19 Civil Engineer	n/a		8% of subtotal	\$5,097
20 Landscape Architect	n/a		8% of subtotal	\$5,097
21 Permitting/Environmental Clearances	n/a			\$3,500
22 Contingency Fees	n/a		10% - 20% of subtotal	\$12,742
			Total	\$36,435
			Total Cost	\$64,194 - 86,644

1.3. Park Item List

* The figures above are estimates for the development of Area B(Parcel 34A2 1 4 6), these costs are ranges and rough estimates

Village Park at Montross- Area A Cost Estimate*				
	Qty	Dimensions	Cost per unit	Total amount
Site Work				
1 Clearing and Grubbing	1		TBD	\$20,000
2 Grading and Drainage	1		TBD	TBD
			Total	N/A
Amenities				
Grant Items				
3 Kiosk	1	10 x 10	\$1,700	\$1,700
4 Amphitheater	1		N/A	\$45,000
5 Band shell	1		TBD	TBD
6 Jail Restoration	1		TBD	TBD
			Total	N/A
Non-Grant Items				
7 Drinking Fountain	1		\$1,785	\$1,785
8 Picnic tables	1		\$160	\$160
9 Benches	1		\$307	\$307
10 Entry signage	1		\$250	\$250
11 Trash receptacles	1		\$240	\$240
12 Vending Machine	1		\$3,000	\$3,000
			Total	N/A
Other				
13 General Administration			TBD	TBD
14 Design Fees (topographic site survey)			TBD	TBD
15 Construction Administration			TBD	TBD
16 Permitting/Environmental Clearances			TBD	TBD
			Total	N/A
Total Cost				TBD

1.3.2 Park Item List

* The figures above are estimates for the development of Area A (Parcel 34A2 1 5 2), these costs are ranges and rough estimates. TBD= To be determined at later date by official site survey

The five categories of funding to support the construction, programs and maintenance of the park will come from grants, annual budgets, individual donations, user charges for special events and incentive programs.

Grants (Construction Costs)

There are a variety of grants available through private foundations and public entities at the state and federal level. The multi-use element of the park (Area A-C) requires a more focused approach that aligns with the

phase implementation of the plan. There is a significant differentiation in the range of grant awards that each organization offers, making it necessary to consider a combination of large and small grants to secure funding for the construction of the park. Each grant has a specific emphasis and set of criteria that include outdoor recreation, trail connectivity, historic preservation, health, playground infrastructure, community and economic development, tourism, arts and culture, prevention of childhood obesity, environmental stewardship, technology development and policy initiatives.

There are approximately 16 physical items identified in chart 1.2. Each grant was evaluated to determine its compatibility with the listed items, determined by the type of grant, eligibility, financial restrictions, process, deadlines and phase. With the availability of grant opportunities provides three options, including applying for small grants for each individual item, one grant that covers all costs and phases of the project or a combination of large grants and small grants.

As a county owned property leased to a 501 (c) (3) non-profit organization the partnership will be eligible for grants from private foundations. In prioritizing the list of grants it would be most beneficial to apply for grants to cover each individual item in the designated phases.

Phase one (summer 2016) of the project will include securing funds for the playground set, kiosk, interactive website, fencing and landscaping on Area B (Parcel 34 A2 1 4 6). The Jesse DuPont Fund is a private foundation that provides a technical assistance grant of up to \$4,000 that could be used for an interactive website allowing donating supporters to be actively involved with updates and project progress. It is important to be able to build the volunteer base and establish a foundation of donors as grant applications are opened. Let's Play is another private organization that offers the Let's Play Construction Grant for the installation of playground infrastructure using the community-based KaBoom! Model.

When a community participates in the Let's Play program they become eligible for the alumni network which offers exclusive grants for items such as shade structures (pavilion) that would also be a part of phase two of the project (Let's Play, 2015). The Duff McDuff Green Jr. Fund is provided through the Community Foundation of the Rappahannock River Region, but there may be difficulty in applying for the grant because organizations outside of the four county Fredericksburg region do not normally qualify and Westmoreland County, the Town of Montross and the partnership all lie outside of the jurisdiction. This fund awards grants ranging from \$2,500- \$5,000 and has a specific emphasis on youth, providing recreational opportunities and preserving historic resources (The Community Foundation, 2015). The park is an ideal

candidate for the grant because it meets all three criteria areas given the location of the old jail on the site. The remaining items in phase one include tree plantings, picnic tables, benches, future project sign, trash receptacles, a vending machine and surfacing.

Phase two (Fall 2016) will include securing funds for the pavilion, looping walking trail (0.15 miles), extended parking adjacent to the library, program development and implementing an incentive program to capture streams of revenue. To construct the looping community walking trail the Dominion Fund awards grants ranging from \$25,000 to \$35,000 for environmental stewardship projects (The Dominion Fund, 2015). The deadline to submit applications for the Dominion Fund is in early October. The list of program listed in the second set of recommendations on page 42 could be supported by the Virginia Tourism Growth Fund which provides grants from \$1,500 to \$50,000.

Phase three will include securing funds from large grants for the amphitheater, band shell and restoration or preservation efforts of the old jail on Area A (Parcel 34 A2 1 5 2). In following the vision for the third phase of the project, the amphitheater is viewed as an event venue where programs such as Praise in the Park, Theater in the Park and other concerts could be held, bringing economic vitality to the town and creating revenue to support the park. The Land and Conservation Water Fund is federal reimbursement program made available through the National Parks Service and administered by the Virginia Department of Conservation and Recreation. An important note about the land and conservation water grant is that it is a 50-50 match program which reimburses the recipient after the project is complete, therefore the locality must have 100% of the funds before it is reimbursed by the program. Lastly, the property owner must display Land and Conservation Water Fund signage designating it as a public outdoor recreation area that is open through all seasons, must operate in perpetuity and cannot be changed or adapted to provide any other service (Virginia Department of Conservation and Recreation).

The 1772 Foundation specializes in the preservation of historic buildings and provides large historic preservation matching grants for nonprofit

organizations. It is a matching grant that ranges from \$2,750 to \$100,000. Its primary grantees are from Connecticut, Massachusetts and New Jersey but it does allow other states like Virginia to participate in its grant program by invitation (The 1772 Foundation, 2015).

The Virginia Department of Historic Resources also has a historic rehabilitation tax credit project that could help to alleviate the overall costs (Virginia Department of Historic Resources, 2015).

No	Item	Grantee	Phase	Deadline	Item(s) Cost	Organization	Grant Name	Grant Range	Type
1	Programs: Theater in the Park, Movie Night, etc.	Westmoreland Co. or Partnership	P3	Open ended	\$10,000	Virginia Tourism Corporation	Virginia Tourism Growth Fund	\$1,500 - \$50,000	small
2	Playground, Track + Pavilion(nutrition site)/Farmer's Market() + Community Garden	Westmoreland Co.	P1	2014-2016	\$80,000	Virginia Foundation for Healthy Youth	Childhood Obesity Prevention Grant	Open	large
3	Playground	The Partnership	P1	Open ended	\$18,000	Let's Play	KaBoom, Let's Play Construction Grant	\$15,000 - \$20,000	medium
4	Pavilion	The Partnership	P1, 2	Open ended	\$8,797	Let's Play	KaBoom, Let's Play Shade	\$15,000	medium
5	Playground? Signage? Eating Areas(picnic?) Pavilion?	The Partnership	P2	Nov. 30, 2015/Nov. 30, 2016	\$8,797	American Academy of Dermatology	Shade Structure Grant Program	\$8,000	small
6	Community Walking Trail and Path	Westmoreland Co., The Partnership	P1,2	Aug 6 of 2016	\$2,000	DCR	Virginia Recreational Trails Program	\$100,000 - \$250,000	large
7	Community Walking Trail and Path	Westmoreland Co. or Partnership	P 1,2	October 12 of 2015	\$2,000	The Dominion Fund	Environmental Stewardship Fund	\$25,000-\$35,000 and \$50,000	large
9	Kiosk	The Partnership	P 1,2	July of 2016	\$1,700	Community Foundation of Rappahannock	Duff McGruff Green Jr Fund	\$2,500-\$5,000	small
9	Department of Historic Resources	Town of Montross or Westmoreland	P1,2	Open ended	\$1,700	Virginia Department of Historic Resources	CLG Program	need more info	need more info
10	Old Jail	The Partnership	P2	2017	\$5,000	1772 Foundation	Matching Grant for Historic Preservation	\$2,750 - \$100,000	large
11	Complete Project(Amphitheater)	Westmoreland Co.	P2,3	Feb. 25, 2016	\$80,000	DCR	Land and Conservation Water Fund	\$300,000 - \$500,000	large

1.4 Available Grants

Individual donations (operation and maintenance)

The second source of funding is attributed to individual donations from local residents and community partners. Further developing marketing campaigns such as “Support the Park” will build the community organization necessary to sustain the park through volunteerism. These social elements will help create a sense of ownership and responsibility that will also lead to a higher level of financial support.



Logo 1.1 Support the Park

With a sufficient amount of organizational support and strong community interest park infrastructure can be paid from the selected item list. Grant applications are strengthened when grantors are able to observe community efforts towards achieving vision. While the cost of less expensive items can be more easily managed it is still helpful to generate partial contributions with realistic benchmarks of 25 percent and 50 percent of total costs.

This approach to funding the construction and maintenance of the park allows individuals and partners from inside and outside of the community to contribute to the cause, recognizing the park’s potential benefits and showing the desire and means to support it. One example of this type of approach is evidenced in the 2014 playground project that was completed at Stecoah Valley Cultural Arts Center in Robbinsville, North Carolina, a small town of 607 people. The Stecoah Valley playground was part of a community based effort to develop a park in Graham County, North Carolina and was completely funded by private donations from dedicated individuals, churches and local businesses. Additional efforts to make the playground more handicap accessible have been

supported by a \$5,000 Wells Fargo Endowment. The town of Stecoah Valley also has an active online presence with a highly functional and navigable website highlighting the many available opportunities and programs offered (Stecoah Valley, 2015).

A local example of successful partnerships and fundraising efforts are seen in the Hull Spring Farm of Longwood University in the Tidwells area of Westmoreland County. The financial resources of the Hull Spring project were categorized by an endowment, revenue generation, grants and private support. Professors in A Sustainable Chesapeake Better Models for Conservation, it states that through fundraising efforts, “\$396,000 was raised from 26 individual, donors, 7 private foundations, 1 corporation and 3 government grants” (Burke, Dunn, 2010).

To focus efforts on a community based approach to funding the park through donations, a highly interactive online platform should be provided allowing the community to participate in park programs and activities, stay informed on new updates and to support financially. There are traditional forms of fundraising and outreach that shouldn’t be neglected but online capability in this context will help to reach the demographic. With an interactive online website some supporters can contribute remotely. This site should be organized specifically to target different types of volunteers. These categories should allow users to sign up for short term service projects, regular maintenance and special events. It should also help to manage and organize support teams and equally allocate volunteers per activity.

The live and interactive element of the site should allow visitors to view each individual item to see the amount given towards purchase. As a user donates an amount towards an item, he or she will be able to see the monetary amount immediately. This level of transparency is designed to build trust in the community and allow each group or individual to take on a particular task. In this way it will be apparent what resources are need to complete the project and the projected timeline. Park supporters would also be encouraged to provide “sweat equity” hours of time and skills or to donate items for the development of the site.

User Charges for Special Events

Annual and seasonal programs in the park will be an expense and potential source of revenue to reduce operation and maintenance costs. During low peak times of the park, the facilities at the pavilion, playground and amphitheater could be made available at a rental rate to recover funds towards the annual maintenance budget. When the space is used for special events or programs such as Farmer's Markets or Band Concerts, vendors who sell products or reserve space in the park would be charged a fee. In these cases it is critical to maintain a balance of public use at the park while also utilizing the space to help support it.

Visitors that reserve the park would be charged based on their usage at a specific time. The park user would help to financially support the programs and facilities through fees as usage fluctuates over time.

Incentive Programs

The fourth funding option for the park can be made available through state sponsored incentive programs that allow localities to capture the revenue raised through increasing property values in proximity to the park. This type of program would ease the tax burden of localities, help surrounding property owners and help to reinvest into parks to make them sustainable. Consequently it would promote healthy communities and encourage more physical activity like walking and jogging which in turn has positive health outcomes. Legislation could be passed that identifying key areas in Virginia, largely cities and towns, which possess at least one public park within walking distance of a dense neighborhood.

Surrounding property owners and businesses would help sustain the park through government provision in a way that is mutually beneficial to all parties.

Increased property values vs. additional tax

The economic benefits that surrounding businesses will gain through the presence of the park creates a conducive environment to sustain the park in the long term. The amount of money captured from local residents and visitors who previously traveled over ten

miles to other parks will increase cash flow and create higher profits which in turn allows businesses to donate more regularly to worthy community causes like the park.

These park districts or park zones would include towns and cities within a densely concentrated core in walking distance of residential neighborhoods. The purpose is to capture and redirect a growing source of tax revenue back to local governments to reduce costs and consequently help to provide and encourage healthy outdoor recreation opportunities for their citizens (Next City, 2015). In the Northern Neck Region the Town of Warsaw, Town of Kilmarnock have newly created parks since the publishing of the most recent Virginia Outdoors Plan. With the inclusion of Montross and Colonial Beach the Northern Neck has at least four to five potential areas for zone or district designation.

County and town budget

Priorities of public services

While there are other important public services (education and public safety) in the county that are higher priorities and more essential for the community, parks and recreation is still an important asset to overall quality of life. Therefore this proposed park requires at least a percentage of the budget to help support its annual maintenance costs. According to the Virginia Department of Recreation Outdoor Plan, Westmoreland County has decreased \$5.04 since 2007, dropping from \$10.33 per-capita spending on parks and recreation to \$5.92 in 2013. (Virginia Department of Conservation and Recreation, 2013)

The local government uses taxes to support the maintenance of the local park as a public service. This plan does not call for an additional tax or increased tax rate for county residents. Funds that are currently allocated for maintenance of existing county properties should also be partially attributed to the park. Much of the park infrastructure is proposed to be included in the grant applications. This one acre proposed park would also utilize existing staff to maintain the premises. For expenses exceeding the amount currently allocated to county maintenance, a re-assessment is necessary as the

county considers alternative funding options.

Summary

The funding options presented above are beneficial in many various ways. The plan emphasizes minimizing the necessity of creating a demanding tax burden on citizens and local governments, thus all proposed funding options are centered on this idea as incentive programs become the catalyst for larger regional implications. Park Districts and Park Zones serve as a non-traditional method to fund public services (Next City, 2015). The phase implementation aspect of the plan is another approach that itemizes the park infrastructure. The source of funding from individual donations is important, especially an interactive online platform measuring live progress in an accessible and transparent way. This project has a strong emphasis on the community based approach as a means to improve quality of life by providing access to outdoor recreation. Lastly, new sources of revenue will be created due to the proximity of the park to surrounding businesses. The park's priority to use existing resources at the sheriff's office, local restaurants and shared spaces at the library helps support the local economy. As visitors spend more time in the park, there is also a greater chance that they will spend money that will circulate throughout the Montross community which can eventually be reinvested back into the park.

There are also challenges associated with the proposed funding options for the park.

The waiting period that is part of the grant application process may hinder community interest, making it hard to rebuild momentum. It is hard for potential park users to see the benefits of the park without timely completion of phases, thus affecting the level of investment. It becomes important to justify why property values are increasing and why additional taxes aren't necessary without beneficial results. This will require the balancing of up front construction and installation costs of the park infrastructure with the annual maintenance of the park. Maintenance of the park will require user charges for special events; this is reasonable but there must be an emphasis on the

public aspect of the park. Lastly, the distribution of costs to users, taxpayers and charitable donors and organizations in parallel with direct and indirect beneficiaries of the park ultimately lead decision makers to weigh interests based on equitable terms.

Maintenance

The park is owned by Westmoreland County, who is responsible for maintaining the property. Given the absence of a county parks and recreation department, the size of the park and its status as the first public park of its kind in Montross, it doesn't require typical support positions. If the public park system in Westmoreland grew to include multiple facilities with larger scaled programs the county might consider creating jobs for a parks and recreation director, program supervisor, recreation specialist, administrative assistant, park maintenance supervisor, and park ranger. The director of parks and recreation would be a full-time position with a maximum salary of \$40,000. The other positions would most likely be part-time positions not exceeding \$20,000. However, for the one acre site at Court Square this extensive organization is not necessary. Maintenance tasks will be managed by existing county facilities staff. Individual donations and tax revenue received from the proximate properties will support the maintenance of the park. (See Appendix E) The estimated amount from those two sources will range from \$3,000 to \$5,000. In addition to the newly installed restrooms, the park will include a playground set, open pavilion and wooden fencing. These are fixed items that will not have to be replaced on a regular basis. The main tasks for maintenance will include daily trash collection and safety inspections. Other tasks are seasonal, requiring time and attention to remove leaves, brush and tree branches. Mowing is another seasonal task in the spring, summer and early fall months.

The maintenance schedule for daily tasks should take place during opening and closing hours. The park will open at dawn and close at dusk, daily. During these two times the daily tasks can be

performed concurrently as the public restrooms are being cleaned. Additional shifts will be based on necessity of daily trash load and other noted requests.

The other options for park maintenance is to organize community clean-up days in coordination with a group of volunteers. These volunteer groups may come from local schools, local churches, community residents and other civic organizations. The park area is also an opportunity for community service for those who have been assigned a number of hours by the court. The park would need to be added to the list of streets, highways and places that require trash collection.

Task	Schedule
1 Trash collection	daily
2 Debris removal (Leaf Blowing...)	seasonal
3 Tree maintenance/pruning	seasonal
4 Equipment repair	as needed
5 Safety inspections	daily
6 Sign maintenance/installation	as needed
7 Staining of wood structures	(optional)
8 Pest control	as needed
9 Animal litter	daily
10 Mowing	seasonal
11 Weed control	seasonal
12 Fertilizing	seasonal
13 Irrigation repairs	as needed
15 Cleaning (Restrooms, Fountain...)	daily

1.5 Maintenance Tasks

Park Safety

The park is located in a generally safe area that has not experienced much disturbance or cases of vandalism. The only existing neighboring recreational uses currently affecting town residents are high school football games with a minimal level of noise and lighting from 7:00pm to 10:00pm one night a week. An analysis of social activity in the town

indicates that there will be additional user groups likely to use the park area, creating a central gathering place. This makes it necessary to monitor how this dynamic may change the scale of balance in the community. Key factors to consider about the park are the isolation from high levels of through traffic, proximity to emergency services and other surrounding uses. The assessment of local resources will help to conceptualize how the park fits into the community and help to preserve the perception of safety. There are three categories of proactive approaches that can be used to maintain a high level of safety.

Supervision/monitoring of Park

The presence of law enforcement in the park area is one of the most noted concerns voiced by participants in the community survey. A positive aspect for the park is its proximity to law enforcement and public safety headquarters. The park is about 700 feet (less than ¼ mile) from the Sheriff's office on Polk Street. Additionally, it is approximately 900 feet (less than ¼ mile) from the Westmoreland Fire Department (Rectory Road) and 1,800 feet (1/3 mile) from the Emergency Medical Services building on Lyells Street.

Due to proximity, the sheriff's office has the ability to use soft enforcement by driving the routes on Court Square and Ames Lane instead of directly on Polk Street. As law enforcement officers return to the headquarters they could use these two routes for scheduled monitoring at designated times (4:00pm, after school). The other option to increase the presence of law enforcement, if necessary, is to identify a stationary area where officers could police the scene for short periods of time. These actions would not be burdensome to the Sheriff's office and would not require an excessive amount of resources. Addressing criminal activity is not likely to be a recurring problem at the park; more emphasis should be placed on minimizing the volume of calls for reports of suspicious activity.

The library will also play a critical role in park safety. There is an open window that faces the park and could be used as eyes on the street, providing less of

a chance that unlawful behaviors go unnoticed with the park being monitored during its operation. The library is closed during early morning hours and on Sundays and Mondays, so a surveillance camera would be useful in that it would provide evidence for any legal case involving injuries or disputes on park property. It would also provide a certain perception that would make more park visitors feel safer and also deter unlawful behavior.

Design and physical structures

Fencing: The purpose of a wooden fence around the park is to provide a barrier between the street for child safety. A fence would also serve to eliminate through traffic (walking, bicycling) during after hours; this minimizes risks and enforces trespassing signage. Fencing will also create a defined space and compliments the aesthetics of the area.

Trees: Acting as barriers and also creating shade which provides safety from over excessive sun and heat exposure, trees lessen the impact of noise and visibility for neighboring residential properties.

Rules and procedures

Park rules communicate a written description of how the park should be used, its opening and closing times and other helpful information. The county and community should collaborate on establishing commonly agreed rules in the park. While not exhaustive, a list of rules should be considered to address the follow issues on pet policy, age appropriate equipment, restrictions on public contact with the old jail(until renovated or structurally reinforced), park capacity, rental fees, parental supervision and child neglect.

Although, Virginia code protects localities that provide public recreational opportunities, it is critical that a process be implemented to identify and train certified park playground inspectors that can check all equipment routinely, helping the site avoid safety problems in the future.

Legality and Liability

The legal and legislative foundations relevant to the proposed site should be carefully considered by decision makers and administrators in the provision of this public service. The following section lists a general set of guidelines to help minimize risks, identify responsibilities, protect assets and provide a safe environment for park users.

The suggestions in this section are not a substitute for legal counsel; please consult with a county attorney for specific legal matters.

A- Certified park-playground inspector: One of the most important steps of precaution to ensure the highest standards of safety and protection is to invest in a certified park playground inspector. This certification can be applied as part of a new position or an internal task to train an existing staff member. This would allow all playground equipment to be properly inspected on regular basis, providing opportunity to identify or repair any deficiencies that don't meet accepted standards. The park must avoid any situation where a visitor is injured because of the lack of care or improper maintenance of play equipment or ground surfacing.

B- Registration and Documentation: For all visitors participating in programmed activities a waiver form that states the acknowledgement and acceptance of the risk and potential for injury should be provided at county offices and on-site. Incident forms that any injuries or accidents occurring at the park must also be on file. The ability to document, log and track all incidents in an organized process is critical.

C- Design: Design aspects can also be implemented to minimize risk. These features of the physical environment set parameters and guide behavior but does not fully guarantee that park users will use the space appropriately as intended. Introducing an open concept will eliminate blind spots in isolated and remote areas by placing eyes on street. The library's east window is situated directly on the adjacent parcel and has a full view of the playground and pavilion. A security camera is another option to monitor the site when physical law enforcement presence is not able to be provided. It also gives 24 hour surveillance to address the possible issues of vandalism, injury, incidents of assault, accidents or

D- Signage: Posting signage in the park indicates safety rules, park hours, how-to instructions, warnings, weight and height capacities and age limitations. It is never safe to assume park visitors know all of the rules; to this end, language barriers, disabilities (blindness) and illiteracy must also be considered when informing park visitors of the appropriate usage of park facilities.

E- Park closure: The park should have designated and enforceable opening and closing hours. With fencing around the site it will be necessary to lock the entry gate at closing time, which could be dusk, to avoid possible situations where a person could forcefully enter the gate and trespass on the site to injure themselves or vandalize property.

F- Child supervision guidelines: Children who are at the playground should be supervised by an adult. The lack of supervision is a threat to the child's safety and well-being and should be reported if the child is neglected. The code of Virginia (16.1-228) defines child neglect as, *"any child under 18 years of age whose parent, guardian, or other person responsible for the child's care abandons such child"* (Legislative Information System, 2015). Some localities such as Fairfax County developed their own child supervision guidelines within their community, determining that *"children 7 years and under should not be left alone for any period of time, including leaving children unattended in cars, playgrounds, and backyards"* (Fairfax County, 2015). A similar commonly agreed upon set of standards could also be implemented in Montross and posted on the county and town website.

G-For matters concerning legality one should seek counsel from the county attorney. This document is not a substitute for proper legal counsel.

There are legal liability issues for the following circumstances: playground injuries – falls, broken bones, parking lot accidents, defective equipment/proper surfacing, negligence (abandonment), vehicular access, noise ordinance, disability accessibility, trespassing (after hours), and vandalism.

Code of Virginia

"15.2-1809. Liability of localities in the operation of parks, recreational facilities and playgrounds.

No city or town which operates any park, recreational facility or playground shall be liable in any civil action or proceeding for damages resulting from any injury to the person or from a loss of or damage to the property of any person caused by any act or omission constituting ordinary negligence on the part of any officer or agent of such city or town in the maintenance or operation of any such park, recreational facility or playground. Every such city or town shall, however, be liable in damages for the gross negligence of any of its officers or agents in the maintenance or operation of any such park, recreational facility or playground.

The immunity created by this section is hereby conferred upon counties in addition to, and not limiting on, other immunity existing at common law or by statute" (Legislative Information System, 2015).

There are a wide range of issues associated with the operation of local mini park. The natural usage of the park presents a risk or level of injury and property damage. Even for a one acre site many facets need to be considered. Identifying the relationship between user and provider is a key aspect in understanding the unique challenges that exist in the outdoor environment. While these categories are not fully exhaustive, they highlight a number of the most common issues that occur between site users and providers at parks.

Provider

As the county directly provides outdoor recreation for the community, it is responsible for the property in its maintenance, accessibility and compatibility to other surrounding uses. Regular inspection of playground equipment including requirements for surfacing, weight capacity and other safety measures (listed in manual) are critical. Communicating information to the specific use of equipment and facilities through signage is also highly important.

Providing adequate parking for users in relation to access points to the site require regulation as well as necessary provisions for disabled persons. It is

especially true for patrons that use multiple surrounding uses (library, visitor's center, restaurants, and park) simultaneously as a shared space during town visits. Access to the site during the set hours of operation allow users to move freely across connecting streets and areas using designated pathways, sidewalks and crosswalks.

User

During the hours that the park is closed, all gates are locked restricting the access and use of playground equipment and the pavilion, lessening the chance of injury while the park is not open. There are possible scenarios where unlawful users could breach the fencing surrounding the park and trespass on the site to vandalize property.

During hours the park is open, users have a responsibility to use the park as intended and abide by the posted rules. These rules may indicate restrictions on alcohol usage and smoking on the site, as well as pet leash policies and animal waste disposal.

While there is a human factor to park usage, issues can arise when there is improper use of equipment based on age specifications (posted on signage) resulting in physical injuries. Parental supervision is another responsibility for users who have children. In the absence of supervision child neglect is a serious problem that should be addressed accordingly.

Outside of its normal operation the park could be used for special events that may include sales and fees for concessionaires. Given that the park is part of a residential area, users of the park must also consider the noise ordinance for community events such as concerts, plays and other social activities. Listed below are 4 important cases that describe actual events involving parks and playgrounds and their ultimate outcomes.

Precedent Cases

Kane v. Landscape Structures, Inc., 309 Ga. App. 14; 709 S.E.2d 876; 2011 Ga. App. LEXIS 321 (4/5/2011)

The findings from this case illustrate the circumstances that occur when older children inappropriately use equipment designed for younger age groups. When equipment is not used for its intended use serious injuries can happen. In this case a nine year old boy attempted to climb an infant maze with his other older friends and fell to ground resulting in a serious injury. The claim was that there was failure of warning and no signage indicating the danger, therefore the manufacturer was at fault. However, it was proven that the child did assume a certain level of risk when attempting to reach the top of the roof of the infant play structure. Ultimately the child knew of the consequence of falling and voluntarily chose to proceed disregarding the design of the structure. The court ruled in favor of playground equipment manufacturer because of the assumption of risk.

Swinehart v. City of Spokane, 187 P.3d 345 (Wash.App. 7/15/2008)

The main subject presented in this case was the presence of proper surfacing on a playground slide for the prevention of injury. There was a small child at a public park who was accompanied by her grandfather. The grandfather was in the process of taking photographs and exited the slide and suffered a back injury as he slid to the bottom. He claimed that the surfacing was not up to standard and that the city should be held liable for his injury because of this. The provision in state law that protects public landowners that open their property for public recreational use was cited as part of the defense. This public park did receive daily inspections but even with those precautions in place the wood chips can still become displaced as the park is actively used. The plaintiff presented photographs of the surfacing as evidence against the defendant which showed the surfacing to be disturbed. This in fact showed that the surfacing was displaced but also that it was visibly identifiable by park users to make a conscious decision about personal safety when using the slide. The plaintiff failed to prove negligence because the harm or threat in improper surfacing would have to be shown as not obviously visible; therefore the provision given to the city providing access and

availability to public recreation was protected.

Platovsky v. City of Long Beach, 2011 N.Y. Misc. LEXIS 1125; 2011 NY Slip Op 30664U (3/7/2011)

The greatest significance of this case is found in the proper inspection and maintenance of park playground equipment. A young three year old child fell off of a slide and was injured. The plaintiff claimed that there should have been warnings on signage indicating the age restrictions for the equipment. The plaintiff also argued that children under the age of five shouldn't have been playing on the equipment given that each set of equipment is designated for a certain age.

The deciding factor of this case came from a testimony from a safety compliance manager that stated that the playground equipment was properly installed and inspected and that it did indeed serve children from age's two to twelve. The court ruled in favor of the defendant, the playground manufacturer. This highlights the importance of having a certified inspector testing equipment by age requirement on a regular basis (Kozlowski, 2012).

Shu-ra Ali vs. City of Boston

This case is important because it involves the issue of residents accessing a public park after hours and sustaining injuries. The plaintiff used a pedestrian bike path as an alternative route to his home. There was closed gate in the middle of the path that was designed to restrict access to the park after hours. The park was public in that provided recreational space for visitors without charge or fee which provided the city with immunity against liability other than claims of negligence.

The definition of the term recreational user was cited as the reason that the city should be held liable for the injuries suffered. The plaintiff claimed that he was not using the park for recreational use when he rode his bike through the park to get home and therefore voids the state legislation that protects localities that provide public outdoor recreation. He also noted the absence of indicators such as proper lighting, signage and warnings to notify persons that a physical barrier existed that could cause harm to passersby.

The court distinguished the obligation of safety the city had to lawful visitors and trespassers. Because

the plaintiff used the bike path to travel through the site he was identified as a recreational user even though the park was closed. There was no evidence that the city acted recklessly in upholding the standard of safety with the path or gates and was not found liable for the injury (Massachusetts Cases, 2004).

Providing services in a public park gives the community an opportunity to enjoy outdoor recreational activities. Within this, there are responsibilities for both the provider and user to ensure the best possible outcomes for all. There is a certain level of proactive measures that can be taken to achieve these outcomes but there are countless scenarios to be considered that can only be addressed re-actively.

Conclusion

Past, Present and Future

Over the last century Montross residents have enjoyed outdoor recreation in one of Virginia's best parks in Westmoreland State Park, in addition to other historic landmarks in the region, George Washington's National Birthplace and Stratford Hall. For many years visitors both far and near have traveled to these destinations to be connected to the region's history. Downtown Montross has always played an important role in the social fabric and culture of the area. In the past it has been a place for entertainment, business, parks and community gatherings. In so many ways the recent developments and revitalization efforts truly mirror the past with an emphasis on a return to the village, re-creating many of the popular themes of preceding generations.

The park experience in Montross is unique in the sense that it is a small space that will have a large and positive impact in the community, serving needs of many residents. This outdoor space is ideal for recreation and community events for many different reasons but primarily because it is centrally located within walking distance of surrounding businesses and households. Ultimately the park serves as a catalyst and important component of larger revitalization initiatives in Montross.

With an outlook of the future in view, the recreational needs of Montross can be fully achieved at all levels of service given the current access to a nearby state park,

the prospects of a local mini park and the future development of an athletic facility at Washington and Lee High School. The ability to provide these types of recreational opportunities will be largely based on collaboration and partnerships between local entities in

the area. The development of parks in Montross is a great way to draw families and attract visitors to an outdoor recreation experience that highlights historic assets and provides a public space for social life in the town.

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Photo 1.31 – 1.39 Visual preference: *Alresford, Tillery Park, Cabarrus County, South Haven, Hendricks, Enquirer Journal, RUMC, Vernon Society*

Photo 1.40 Little Zion Baptist Church: *Darrin Lee*

Photo 1.42 Salem Baptist Church: *Darrin Lee*

Photo 1.48 Old jail: *Darrin Lee*

Photo 1.49 Museum courtyard: *Darrin Lee*

Photo 1.50 Westmoreland County Athletic Complex: *Google Maps*

Photo 1.52 Visitor's center mural in old county courthouse *Visit Montross*

Photo 1.53 W&L Football Field *Darrin Lee*

Photo 1.54 W&L Softball Field *Darrin Lee*

Photo 1.55 W&L Baseball Field *Darrin Lee*

Photo 1.56 W&L Track and Field *Darrin Lee*

Aerial Photographs 2.1 – 2.27 Downtown parking: *Google Maps*

Photo 2.28-2.29 Old Courthouse parking: *Darrin Lee*

Illustrations

Illustration 1.1 Site layout: *Darrin Lee*

Illustration 1.2 Sketch (Drawing): *99 Designs*

Illustration 1.3 Three Dimensional Image: *99 Designs*

Logo 1.1 Support the Park Logo: *Deaudrea Rich*

APPENDICES

Appendix A. Community Survey for Outdoor Recreational Use

1) What two things do you value most about Montross?

- (A) _____
 (B) _____

2) How long have you lived in Montross?

- (A) 0 to 5 years
 (B) 6 to 10 years
 (C) 11 to 20 years
 (D) 20 or more years
 (E) I do not live in Montross

3) For the following statements please indicate how much you agree or disagree with the statement.

The availability of recreational opportunities is important to my satisfaction with living in Montross

- (A) strongly disagree
 (B) disagree
 (C) neither agree or disagree
 (D) agree
 (E) strongly agree

I think additional parks are needed in Montross.

- (A) strongly disagree
 (B) disagree
 (C) neither agree or disagree
 (D) agree
 (E) strongly agree

I would join a volunteer program to assist in the operation of a local park in Downtown Montross

- (A) strongly disagree
 (B) disagree
 (C) neither agree or disagree
 (D) agree
 (E) strongly agree

A local park in Montross will make the town more vibrant

- (A) strongly disagree
 (B) disagree
 (C) neither agree or disagree
 (D) agree
 (E) strongly agree

4) If a park was developed in Montross, which features would you choose for the proposed 1 acre site (old sheriff's office location). Choose 4 items

- | | |
|-----------------------------|--------------------------------|
| (1) Gazebo | (21) Fountain |
| (2) Historic Marker | (22) BBQ Grill |
| (3) Trees | (23) Outdoor Learning Area |
| (4) Benches | (24) Square Table/Chess Insert |
| (5) Picnic Tables | (25) Band Shell |
| (6) Statue | (26) Open Pavilion |
| (7) Kiosk | (27) Interpretive Signage |
| (8) Metal Climber | (28) Park Labyrinth |
| (9) Sandbox | (29) Fit Station |
| (10) Tic Tac Toe Panel | (30) Ball Toss |
| (11) Playground Set | (31) Lawn |
| (12) Swing Set | (32) Plaza |
| (13) Community Garden Plots | (33) Fencing |
| (14) Sculpture | (34) Hammock |
| (15) Clock | (35) Volleyball Net |
| (16) Seat Walls | (36) Horseshoe Pit |
| (17) Spraygrounds | (37) See Saw |
| (18) Koi Pond | (38) Merry Go Round |
| (19) Bike Racks | (39) Play Mound |
| (20) Dynamo Cables | (40) Tetherball |

5. Of the following outdoor recreation benefits listed below, how would you rate each category.

	not very important	not very important	somewhat important	very important	most important
Physical activity/health benefits	1	2	3	4	5
Social activity	1	2	3	4	5
Enjoyment of outdoors	1	2	3	4	5
Family friendly programs	1	2	3	4	5
Preservation of natural green space	1	2	3	4	5
Park maintenance	1	2	3	4	5
Scenic and aesthetic town qualities	1	2	3	4	5

6) For each of the following activities please indicate how many hours you and your family spent on each activity in an “average week” over the past 12 months.

- Walking for leisure _____
- Jogging or running for exercise _____
- Picnicking _____
- Bicycling on paved roads or paths _____
- Outdoor court games (volleyball, basketball, tennis, etc.) _____
- Outdoor field games (softball, baseball, soccer, football) _____

7.) Do you walk to local restaurants and businesses in town? How often?

- (A) Yes (B) No (C) No, I drive

8) How many trips do you make to Downtown Montross per week to shop, dine, etc.?

9.) How far are you from the proposed site (empty lot at old sheriff’s office)?

- (A) zero to quarter mile away
- (B) quarter mile to half mile away
- (C) half mile to three-quarter mile away
- (D) three-quarter to one mile away
- (E) more than one mile away
- (F) more than five miles away

10) Community Facilities

On a scale of 1 to 10, with 1 being very dissatisfied and 10 being very satisfied, please select your level of satisfaction concerning community services in Montross. If you do not know an answer, leave it blank. Feel free to make additional comments at the end of this section.

- very dissatisfied (1-3)
- about average (4-7)
- very satisfied (8-10)

- (A) quality of parks
1 2 3 4 5 6 7 8 9 10
- (B) fire department service
1 2 3 4 5 6 7 8 9 10
- (C) sheriff’s office
1 2 3 4 5 6 7 8 9 10
- (D) emergency medical service
1 2 3 4 5 6 7 8 9 10
- (E) quality of recreational programs
1 2 3 4 5 6 7 8 9 10
- (F) quantity of recreational programs
1 2 3 4 5 6 7 8 9 10
- (G) condition of community streets
1 2 3 4 5 6 7 8 9 10
- (H) condition of community sidewalks
1 2 3 4 5 6 7 8 9 10
- (I) availability of community sidewalks
1 2 3 4 5 6 7 8 9 10
- (J) traffic speed with addition of new crosswalks
1 2 3 4 5 6 7 8 9 10
- (K) goods and services within walking distance
1 2 3 4 5 6 7 8 9 10
- (L) regional bike trails
1 2 3 4 5 6 7 8 9 10
- (M) parking in Downtown Montross
1 2 3 4 5 6 7 8 9 10

11) How often did you visit or participate in recreational activities at the surrounding parks in the area (including Warsaw, Colonial Beach) over the past year?

Choose:

(1) for 'not at all', (2) for 'not very often', (3) for sometime, (4) for 'regularly', (5) for 'very often', (6) for 'always'.

- (A) Washington Avenue 1 2 3 4 5 6
- (B) Robin Park 1 2 3 4 5 6
- (C) Monroe Park 1 2 3 4 5 6
- (D) The Plaza 1 2 3 4 5 6
- (E) Castlewood Park 1 2 3 4 5 6
- (F) Warsaw Town Park 1 2 3 4 5 6
- (G) Westmoreland State 1 2 3 4 5 6
- (H) Private Space (yard) 1 2 3 4 5 6

12) Do you feel that a local park would fit well in the community? Please Explain.

13) Are there any additional comments or concerns that you would like to mention that were not part of this survey?

Demographic Profile

Please take a minute to answer the following demographic questions. I want to learn how to best accommodate a wide variety of interests and activities in a recreational environment for a diverse community. Neighborhoods will help me to study factors of distance and walkability. The categories (excluding neighborhood) below are based on the U.S. Census. [Select the appropriate answer for each category.]

Choose your sub-neighborhood:

(A) Town Center, (B) East, (C) West, (D) W&L

(E) Outside of Town(22520) (Zacata, Mt. Holly, Erica, Tidwells, Hinnom, Stratford Harbor, Baynesville, Neenah, Templeman, Menokin,Peeds, Lerty, Chiltons,Nomini Grove, Machodoc, Glebe Harbor)

(F) Outside of Montross Zip Code_____ (Enter Zip Code; Kinsale, Hague, Colonial Beach, Fredericksburg, Richmond, etc.)

Gender:

(A) Male (B) Female

Age:

(A) 20-24 (B) 25-29 (C) 30-34 (D) 35-39 (E) 40-44
 (F) 45-49 (G) 50-54 (H) 55-59 (I) 60-64 (J) 65-69
 (K) 70+

Household: *Indicate the number of people currently living in your household, including yourself.*

(A) 1 (B) 2 (C) 3 (D) 4 (E) 5 (F) 6 (G) 7 or more

How many children under the age of 18 years live in your home?

(A) none (B) 1 (C) 2 (D) 3 (E) 4 (F) 5 (G) 6
 (H) 7 or more

Please select the appropriate age group for your child or children.

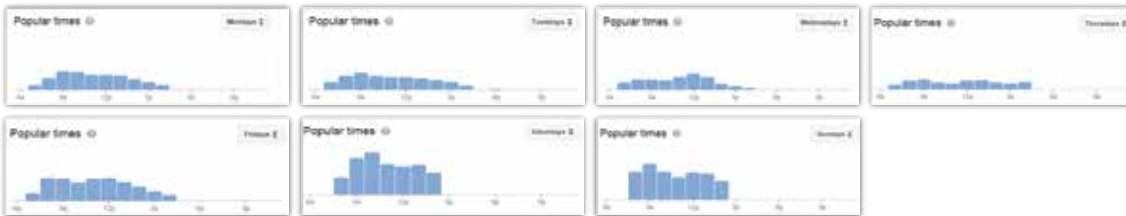
(A) 0-1
 (B) 2-5
 (C) 6-8
 (D) 9-12
 (E) 13 and above
 (F) N/A

Appendix B. Business Hours of Operation

	Montross Library		Voter Registration		Visitor's Center		Angelo's Restaurant		Art of Coffee		Courthouse Corner		Town Hall		Little Eagles CDC		Westmoreland Offices	
	Open	Close	Open	Close	Open	Close	Open	Close	Open	Close	Open	Close	Open	Close	Open	Close	Open	Close
M	x	x	9am	5pm	n/a	n/a	11am	9pm	7am	5pm	10am	5pm			645a	545p	9am	5pm
T	2pm	9pm	9am	5pm	n/a	n/a	11am	9pm	7am	5pm	10am	5pm			645a	545p	9am	5pm
W	10am	5pm	9am	5pm	n/a	n/a	11am	9pm	7am	5pm	10am	5pm			645a	545p	9am	5pm
T	2pm	9pm	9am	5pm	n/a	n/a	11am	9pm	7am	5pm	10am	5pm			645a	545p	9am	5pm
F	10am	5pm	9am	5pm	n/a	n/a	11am	10pm	7am	5pm	10am	5pm			645a	545p	9am	5pm
Sa	10am	2pm	9am	5pm	n/a	n/a	11am	10pm	8am	3pm	10am	5pm			x	x	x	x
Su	x	x	9am	5pm	n/a	n/a	12pm	8pm	8am	3pm	12am	5pm			x	x	x	x

Appendix C. Google Popular Times

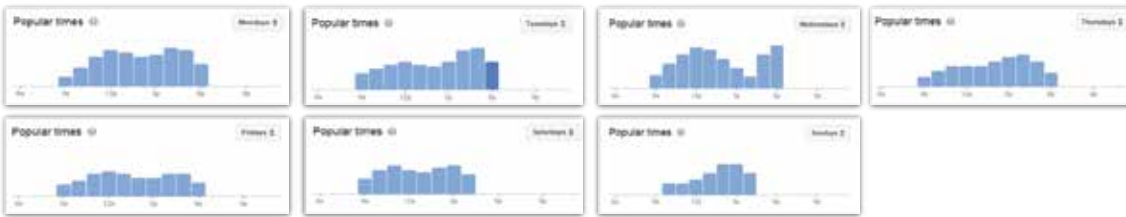
Art of Coffee



Montross Library



Rite Aid



Appendix D. Proximity Principle

PARCEL	VALUE	COUNTY TAX	TOWN TAX	(W) 5% GAIN(YR)	(W) 5% GAIN(MTH)	(M) (5%) GAIN(YR)	(M) 5% GAIN(MTH)	(W)+(M) 5% (YR)	(W)+(M) (MTH)
34 13E	171100	889.72	88.97	44.49	3.71	4.45	0.37	48.93	4.08
34 13G	151300	786.76	78.68	39.34	3.28	3.93	0.33	43.27	3.61
34 13F	178000	925.6	92.56	46.28	3.86	4.63	0.39	50.91	4.24
34A1 2 2 10	134600	699.92	69.99	35	2.92	3.5	0.29	38.5	3.21
34A1 2 2 11	118600	616.72	61.67	30.84	2.57	3.08	0.26	33.92	2.83
34 135	69400	360.88	36.09	18.04	1.5	1.8	0.15	19.85	1.65
34 133	355200	1847.04	184.7	92.35	7.7	9.24	0.77	101.59	8.47
34A2 4 5	144200	749.84	74.98	37.49	3.12	3.75	0.31	41.24	3.44
34A2 4 1	158700	825.24	82.52	41.26	3.44	4.13	0.34	45.39	3.78
34A2 5 10	129600	673.92	67.39	33.7	2.81	3.37	0.28	37.07	3.09
34A2 5 9	160100	832.52	83.25	41.63	3.47	4.16	0.35	45.79	3.82
34A2 5 7	163300	849.16	84.92	42.46	3.54	4.25	0.35	46.7	3.89
34A2 5 5A	223000	1159.6	115.96	57.98	4.83	5.8	0.48	63.78	5.31
34A2 5 5	89400	464.88	46.49	23.24	1.94	2.32	0.19	25.57	2.13
34A2 5 4	95300	495.56	49.56	24.78	2.06	2.48	0.21	27.26	2.27
34A2 5 3	109000	566.8	56.68	28.34	2.36	2.83	0.24	31.17	2.6
34A2 5 1	143500	746.2	74.62	37.31	3.11	3.73	0.31	41.04	3.42
34A2 4 6	161100	837.72	83.77	41.89	3.49	4.19	0.35	46.07	3.84
34A2 4 2	81500	423.8	42.38	21.19	1.77	2.12	0.18	23.31	1.94
34A2 1 6 18	200300	1041.56	104.16	52.08	4.34	5.21	0.43	57.29	4.77
34A2 1 6 20	156700	814.84	81.48	40.74	3.4	4.07	0.34	44.82	3.73
34A2 1 6 19	177400	922.48	92.25	46.12	3.84	4.61	0.38	50.74	4.23
34A2 1 6 21	143800	747.76	74.78	37.39	3.12	3.74	0.31	41.13	3.43
34A2 1 6 23A	234600	1219.92	121.99	61	5.08	6.1	0.51	67.1	5.59
34A2 1 6 22	140300	729.56	72.96	36.48	3.04	3.65	0.3	40.13	3.34
34A2 2 9	72000	374.4	37.44	18.72	1.56	1.87	0.16	20.59	1.72
34A2 2 10	88900	462.28	46.23	23.11	1.93	2.31	0.19	25.43	2.12
34A2 4 13	214500	1115.4	111.54	55.77	4.65	5.58	0.46	61.35	5.11
34A2 4 7	93600	486.72	48.67	24.34	2.03	2.43	0.2	26.77	2.23
34A2 4 8	109800	570.96	57.1	28.55	2.38	2.85	0.24	31.4	2.62
34A2 4 9	142500	741	74.1	37.05	3.09	3.71	0.31	40.76	3.4
34A2 4 10A	128000	665.6	66.56	33.28	2.77	3.33	0.28	36.61	3.05
34A2 2 3B	98700	513.24	51.32	25.66	2.14	2.57	0.21	28.23	2.35
34B 2 2 17	214400	1114.88	111.49	55.74	4.65	5.57	0.46	61.32	5.11
34B 2 2 11	245800	1278.16	127.82	63.91	5.33	6.39	0.53	70.3	5.86
34B 2 2 28	196800	1023.36	102.34	51.17	4.26	5.12	0.43	56.28	4.69
34B 2 2 27	270500	1406.6	140.66	70.33	5.86	7.03	0.59	77.36	6.45
34A2 1 3 1B	199500	1037.4	103.74	51.87	4.32	5.19	0.43	57.06	4.75
34 13D	186500	969.8	96.98	48.49	4.04	4.85	0.4	53.34	4.44
34A2 1 5 1B	68600	356.72	35.67	17.84	1.49	1.78	0.15	19.62	1.63
34A2 1 4 5	319500	1661.4	166.14	83.07	6.92	8.31	0.69	91.38	7.61
34A2 1 4 1A	160700	835.64	83.56	41.78	3.48	4.18	0.35	45.96	3.83
34A2 1 4 2	99000	514.8	51.48	25.74	2.15	2.57	0.21	28.31	2.36
34A2 1 4 3C	139400	724.88	72.49	36.24	3.02	3.62	0.3	39.87	3.32
34A2 1 4 3	140300	729.56	72.96	36.48	3.04	3.65	0.3	40.13	3.34
34A1 2 2 13	150000	780	78	39	3.25	3.9	0.33	42.9	3.58
34A1 2 2 12	134200	697.84	69.78	34.89	2.91	3.49	0.29	38.38	3.2
34A1 2 5	202200	1051.44	105.14	52.57	4.38	5.26	0.44	57.83	4.82
34A1 2 6	132400	688.48	68.85	34.42	2.87	3.44	0.29	37.87	3.16
34A1 2 4	186700	970.84	97.08	48.54	4.05	4.85	0.4	53.4	4.45
34A1 2 7	157700	820.04	82	41	3.42	4.1	0.34	45.1	3.76
34A1 2 3	165800	862.16	86.22	43.11	3.59	4.31	0.36	47.42	3.95
34A1 2 9	139900	727.48	72.75	36.37	3.03	3.64	0.3	40.01	3.33
34A1 2 1	134100	697.32	69.73	34.87	2.91	3.49	0.29	38.35	3.2
34A1 2 2	112900	587.08	58.71	29.35	2.45	2.94	0.24	32.29	2.69
34A1 4 28	163400	849.68	84.97	42.48	3.54	4.25	0.35	46.73	3.89
34A1 4 29	182400	948.48	94.85	47.42	3.95	4.74	0.4	52.17	4.35
34A1 4 26	198900	1034.28	103.43	51.71	4.31	5.17	0.43	56.89	4.74
34A1 4 1	167800	872.56	87.26	43.63	3.64	4.36	0.36	47.99	4
34A1 4 25	188400	979.68	97.97	48.98	4.08	4.9	0.41	53.88	4.49
34A1 4 3A	223400	1161.68	116.17	58.08	4.84	5.81	0.48	63.89	5.32
34A1 4 22	120400	626.08	62.61	31.3	2.61	3.13	0.26	34.43	2.87
34A1 4 21	93100	484.12	48.41	24.21	2.02	2.42	0.2	26.63	2.22
34A1 4 20	146300	760.76	76.08	38.04	3.17	3.8	0.32	41.84	3.49
34A1 4 18	98100	510.12	51.01	25.51	2.13	2.55	0.21	28.06	2.34
34A1 4 6A	80100	416.52	41.65	20.83	1.74	2.08	0.17	22.91	1.91
34A1 4 7A	78600	408.72	40.87	20.44	1.7	2.04	0.17	22.48	1.87
34A1 4 8A	141400	735.28	73.53	36.76	3.06	3.68	0.31	40.44	3.37
34A1 4 16	114300	594.36	59.44	29.72	2.48	2.97	0.25	32.69	2.72
34A1 4 23A	130000	676	67.6	33.8	2.82	3.38	0.28	37.18	3.1
34 137A	117200	609.44	60.94	30.47	2.54	3.05	0.25	33.52	2.79
34 13C	203700	1059.24	105.92	52.96	4.41	5.3	0.44	58.26	4.85
34A2 1 7 2	224800	1168.96	116.9	58.45	4.87	5.84	0.49	64.29	5.36
34A2 1 7 4	135700	705.64	70.56	35.28	2.94	3.53	0.29	38.81	3.23
34A2 1 7 5	160500	834.6	83.46	41.73	3.48	4.17	0.35	45.9	3.83
34A2 1 7 6	156800	815.36	81.54	40.77	3.4	4.08	0.34	44.84	3.74
34A2 1 7 7	315700	1641.64	164.16	82.08	6.84	8.21	0.68	90.29	7.52
34A2 1 6 23	129400	672.88	67.29	33.64	2.8	3.36	0.28	37.01	3.08
34 121B	508600	2644.72	264.47	132.24	11.02	13.22	1.1	145.46	12.12
33 47A	220000	1144	114.4	57.2	4.77	5.72	0.48	62.92	5.24
Totals	\$12,893,900.00	\$67,048.28	\$6,704.83	\$3,352.41	\$279.37	\$335.24	\$27.94	\$3,687.66	\$307.30

Appendix E. Retail MarketPlace Profile

Retail MarketPlace Profile

99 Court Sq, Montross, Virginia, 22520
Prepared by Esri

10 minute drive time

Source: Esri and Dun & Bradstreet. Copyright 2015 Dun & Bradstreet, Inc. All rights reserved.

Summary Demographics						
2015 Population						811
2015 Households						352
2015 Median Disposable Income						\$35,833
2015 Per Capita Income						\$24,692
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$8,583,217	\$16,111,171	-\$7,527,954	-30.5	13
Total Retail Trade	44-45	\$7,787,210	\$14,780,043	-\$6,992,833	-31	11
Total Food & Drink	722	\$796,007	\$1,331,128	-\$535,121	-25.2	3
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$1,646,659	\$5,448,839	-\$3,802,180	-53.6	2
Automobile Dealers	4411	\$1,439,636	\$3,936,486	-\$2,496,850	-46.4	1
Other Motor Vehicle Dealers	4412	\$102,041	\$0	\$102,041	100	0
Auto Parts, Accessories & Tire Stores	4413	\$104,983	\$192,804	-\$87,821	-29.5	1
Furniture & Home Furnishings Stores	442	\$168,717	\$0	\$168,717	100	0
Furniture Stores	4421	\$89,850	\$0	\$89,850	100	0
Home Furnishings Stores	4422	\$78,867	\$0	\$78,867	100	0
Electronics & Appliance Stores	443	\$164,005	\$0	\$164,005	100	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$277,576	\$1,561,228	-\$1,283,652	-69.8	1
Bldg Material & Supplies Dealers	4441	\$231,272	\$1,561,228	-\$1,329,956	-74.2	1
Lawn & Garden Equip & Supply Stores	4442	\$46,304	\$0	\$46,304	100	0
Food & Beverage Stores	445	\$1,243,200	\$2,463,061	-\$1,219,861	-32.9	2
Grocery Stores	4451	\$1,172,224	\$1,191,851	-\$19,627	-0.8	1
Specialty Food Stores	4452	\$20,671	\$44,111	-\$23,440	-36.2	1
Beer, Wine & Liquor Stores	4453	\$50,306	\$1,227,099	-\$1,176,793	-92.1	1
Health & Personal Care Stores	44,64,461	\$616,150	\$3,163,376	-\$2,547,226	-67.4	1
Gasoline Stations	44,74,471	\$821,165	\$498,306	\$322,859	24.5	1
Clothing & Clothing Accessories Stores	448	\$452,405	\$0	\$452,405	100	0
Clothing Stores	4481	\$329,471	\$0	\$329,471	100	0
Shoe Stores	4482	\$62,195	\$0	\$62,195	100	0
Jewelry, Luggage & Leather Goods Stores	4483	\$60,739	\$0	\$60,739	100	0
Sporting Goods, Hobby, Book & Music Stores	451	\$195,469	\$68,271	\$127,198	48.2	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$154,694	\$68,271	\$86,423	38.8	1
Book, Periodical & Music Stores	4512	\$40,774	\$0	\$40,774	100	0
General Merchandise Stores	452	\$1,414,856	\$614,856	\$800,000	39.4	1
Department Stores Excluding Leased Depts.	4521	\$458,161	\$614,856	-\$156,695	-14.6	1
Other General Merchandise Stores	4529	\$956,695	\$0	\$956,695	100	0
Miscellaneous Store Retailers	453	\$211,906	\$120,767	\$91,139	27.4	1
Florists	4531	\$10,833	\$92,015	-\$81,182	-78.9	1
Office Supplies, Stationery & Gift Stores	4532	\$73,942	\$22,095	\$51,847	54	1
Used Merchandise Stores	4533	\$23,896	\$0	\$23,896	100	0
Other Miscellaneous Store Retailers	4539	\$103,234	\$0	\$103,234	100	0
Nonstore Retailers	454	\$575,102	\$819,475	-\$244,373	-17.5	1
Electronic Shopping & Mail-Order Houses	4541	\$480,170	\$0	\$480,170	100	0
Vending Machine Operators	4542	\$12,052	\$819,475	-\$807,423	-97.1	1
Direct Selling Establishments	4543	\$82,880	\$0	\$82,880	100	0
Food Services & Drinking Places	722	\$796,007	\$1,331,128	-\$535,121	-25.2	3
Full-Service Restaurants	7221	\$365,664	\$362,269	\$3,395	0.5	1
Limited-Service Eating Places	7222	\$378,763	\$968,859	-\$590,096	-43.8	1
Special Food Services	7223	\$30,649	\$0	\$30,649	100	0
Drinking Places - Alcoholic Beverages	7224	\$20,931	\$0	\$20,931	100	0

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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Summary Demographics						
2015 Population						2,464
2015 Households						996
2015 Median Disposable Income						\$37,170
2015 Per Capita Income						\$24,965
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$25,276,160	\$34,673,760	-\$9,397,600	-15.7	25
Total Retail Trade	44-45	\$22,936,353	\$31,957,492	-\$9,021,139	-16.4	21
Total Food & Drink	722	\$2,339,807	\$2,716,268	-\$376,461	-7.4	4
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$4,856,649	\$14,838,111	-\$9,981,462	-50.7	3
Automobile Dealers	4411	\$4,241,472	\$10,007,813	-\$5,766,341	-40.5	1
Other Motor Vehicle Dealers	4412	\$305,643	\$4,558,442	-\$4,252,799	-87.4	1
Auto Parts, Accessories & Tire Stores	4413	\$309,533	\$271,855	\$37,678	6.5	1
Furniture & Home Furnishings Stores	442	\$493,185	\$0	\$493,185	100	0
Furniture Stores	4421	\$262,746	\$0	\$262,746	100	0
Home Furnishings Stores	4422	\$230,439	\$0	\$230,439	100	0
Electronics & Appliance Stores	443	\$483,336	\$0	\$483,336	100	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$832,623	\$2,208,810	-\$1,376,187	-45.2	1
Bldg Material & Supplies Dealers	4441	\$697,429	\$2,152,610	-\$1,455,181	-51.1	1
Lawn & Garden Equip & Supply Stores	4442	\$135,194	\$0	\$135,194	100	0
Food & Beverage Stores	445	\$3,656,044	\$6,821,439	-\$3,165,395	-30.2	5
Grocery Stores	4451	\$3,446,142	\$5,058,051	-\$1,611,909	-19	3
Specialty Food Stores	4452	\$60,637	\$143,617	-\$82,980	-40.6	2
Beer, Wine & Liquor Stores	4453	\$149,265	\$1,619,771	-\$1,470,506	-83.1	1
Health & Personal Care Stores	44,64,461	\$1,813,280	\$4,237,629	-\$2,424,349	-40.1	2
Gasoline Stations	44,74,471	\$2,426,577	\$657,764	\$1,768,813	57.3	1
Clothing & Clothing Accessories Stores	448	\$1,324,036	\$88,028	\$1,236,008	87.5	1
Clothing Stores	4481	\$959,844	\$88,028	\$871,816	83.2	1
Shoe Stores	4482	\$181,763	\$0	\$181,763	100	0
Jewelry, Luggage & Leather Goods Stores	4483	\$182,430	\$0	\$182,430	100	0
Sporting Goods, Hobby, Book & Music Stores	451	\$572,475	\$143,061	\$429,414	60	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$454,151	\$143,061	\$311,090	52.1	1
Book, Periodical & Music Stores	4512	\$118,324	\$0	\$118,324	100	0
General Merchandise Stores	452	\$4,156,511	\$1,173,184	\$2,983,327	56	1
Department Stores Excluding Leased Depts.	4521	\$1,343,872	\$1,173,184	\$170,688	6.8	1
Other General Merchandise Stores	4529	\$2,812,638	\$0	\$2,812,638	100	0
Miscellaneous Store Retailers	453	\$627,075	\$228,214	\$398,861	46.6	3
Florists	4531	\$31,177	\$128,596	-\$97,419	-61	1
Office Supplies, Stationery & Gift Stores	4532	\$219,266	\$57,385	\$161,881	58.5	1
Used Merchandise Stores	4533	\$69,684	\$0	\$69,684	100	0
Other Miscellaneous Store Retailers	4539	\$306,948	\$0	\$306,948	100	0
Nonstore Retailers	454	\$1,694,561	\$1,474,450	\$220,111	6.9	1
Electronic Shopping & Mail-Order Houses	4541	\$1,416,686	\$0	\$1,416,686	100	0
Vending Machine Operators	4542	\$35,416	\$1,081,708	-\$1,046,292	-93.7	1
Direct Selling Establishments	4543	\$242,460	\$0	\$242,460	100	0
Food Services & Drinking Places	722	\$2,339,807	\$2,716,268	-\$376,461	-7.4	4
Full-Service Restaurants	7221	\$1,074,091	\$1,403,626	-\$329,535	-13.3	2
Limited-Service Eating Places	7222	\$1,116,795	\$1,312,643	-\$195,848	-8.1	2
Special Food Services	7223	\$88,040	\$0	\$88,040	100	0
Drinking Places - Alcoholic Beverages	7224	\$60,881	\$0	\$60,881	100	0

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

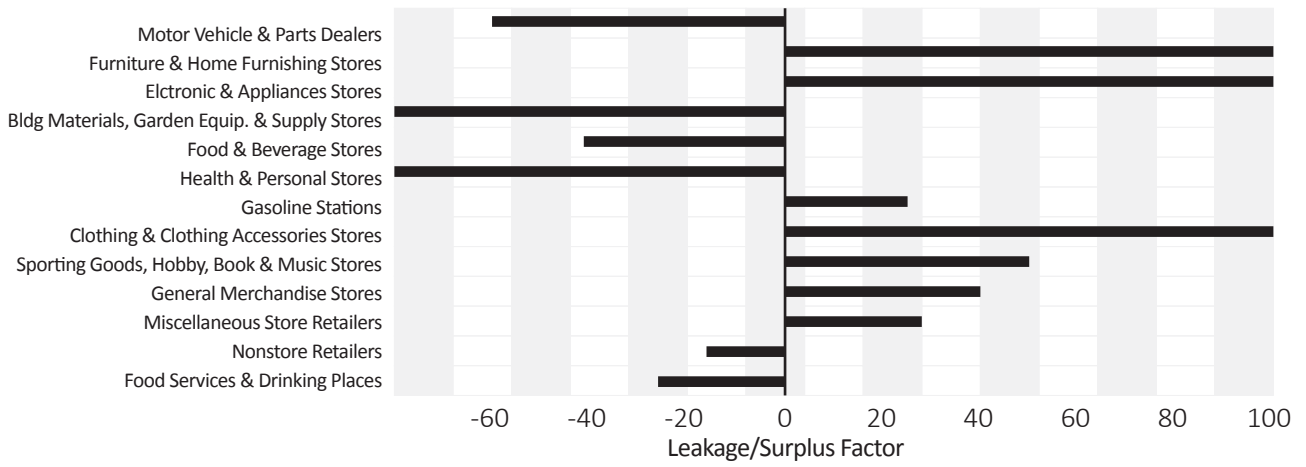
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Summary Demographics						
2015 Population						26,795
2015 Households						10,377
2015 Median Disposable Income						\$37,269
2015 Per Capita Income						\$23,315
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$265,386,560	\$282,314,637	-\$16,928,077	-3.1	200
Total Retail Trade	44-45	\$241,544,480	\$257,184,378	-\$15,639,898	-3.1	167
Total Food & Drink	722	\$23,842,080	\$25,130,259	-\$1,288,179	-2.6	33
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$51,379,964	\$40,890,550	\$10,489,414	11.4	2
Automobile Dealers	4411	\$44,803,579	\$30,667,879	\$14,135,700	18.7	1
Other Motor Vehicle Dealers	4412	\$3,417,328	\$8,280,708	-\$4,863,380	-41.6	0
Auto Parts, Accessories & Tire Stores	4413	\$3,159,056	\$1,941,964	\$1,217,092	23.9	1
Furniture & Home Furnishings Stores	442	\$4,983,657	\$3,803,241	\$1,180,416	13.4	0
Furniture Stores	4421	\$2,665,268	\$2,475,086	\$190,182	3.7	0
Home Furnishings Stores	4422	\$2,318,389	\$1,328,155	\$990,234	27.2	0
Electronics & Appliance Stores	443	\$4,932,881	\$602,474	\$4,330,407	78.2	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$8,779,200	\$15,061,261	-\$6,282,061	-26.4	1
Bldg Material & Supplies Dealers	4441	\$7,310,347	\$13,138,015	-\$5,827,668	-28.5	1
Lawn & Garden Equip & Supply Stores	4442	\$1,468,853	\$1,923,246	-\$454,393	-13.4	0
Food & Beverage Stores	445	\$38,676,813	\$65,157,159	-\$26,480,346	-25.5	2
Grocery Stores	4451	\$36,525,847	\$55,537,773	-\$19,011,926	-20.7	1
Specialty Food Stores	4452	\$640,037	\$1,673,733	-\$1,033,696	-44.7	1
Beer, Wine & Liquor Stores	4453	\$1,510,930	\$7,945,653	-\$6,434,723	-68	1
Health & Personal Care Stores	44,64,461	\$19,321,189	\$50,363,971	-\$31,042,782	-44.5	1
Gasoline Stations	44,74,471	\$25,989,647	\$15,090,990	\$10,898,657	26.5	1
Clothing & Clothing Accessories Stores	448	\$13,327,689	\$4,513,505	\$8,814,184	49.4	0
Clothing Stores	4481	\$9,654,283	\$4,300,712	\$5,353,571	38.4	0
Shoe Stores	4482	\$1,866,096	\$0	\$1,866,096	100	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,807,310	\$212,793	\$1,594,517	78.9	0
Sporting Goods, Hobby, Book & Music Stores	451	\$5,933,240	\$2,673,307	\$3,259,933	37.9	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$4,752,026	\$2,624,693	\$2,127,333	28.8	1
Book, Periodical & Music Stores	4512	\$1,181,214	\$48,614	\$1,132,600	92.1	0
General Merchandise Stores	452	\$43,655,878	\$47,619,878	-\$3,964,000	-4.3	1
Department Stores Excluding Leased Depts.	4521	\$13,859,253	\$6,633,730	\$7,225,523	35.3	1
Other General Merchandise Stores	4529	\$29,796,624	\$40,986,148	-\$11,189,524	-15.8	0
Miscellaneous Store Retailers	453	\$6,706,558	\$3,209,581	\$3,496,977	35.3	1
Florists	4531	\$317,735	\$512,261	-\$194,526	-23.4	1
Office Supplies, Stationery & Gift Stores	4532	\$2,290,750	\$706,573	\$1,584,177	52.9	1
Used Merchandise Stores	4533	\$700,238	\$1,330,858	-\$630,620	-31	0
Other Miscellaneous Store Retailers	4539	\$3,397,834	\$659,890	\$2,737,944	67.5	0
Nonstore Retailers	454	\$17,857,765	\$8,198,459	\$9,659,306	37.1	1
Electronic Shopping & Mail-Order Houses	4541	\$14,807,040	\$0	\$14,807,040	100	0
Vending Machine Operators	4542	\$372,762	\$1,245,600	-\$872,838	-53.9	1
Direct Selling Establishments	4543	\$2,677,963	\$6,820,284	-\$4,142,321	-43.6	0
Food Services & Drinking Places	722	\$23,842,080	\$25,130,259	-\$1,288,179	-2.6	3
Full-Service Restaurants	7221	\$10,881,717	\$14,213,143	-\$3,331,426	-13.3	1
Limited-Service Eating Places	7222	\$11,466,634	\$9,175,979	\$2,290,655	11.1	1
Special Food Services	7223	\$890,475	\$360,612	\$529,863	42.4	0
Drinking Places - Alcoholic Beverages	7224	\$603,254	\$1,380,526	-\$777,272	-39.2	0

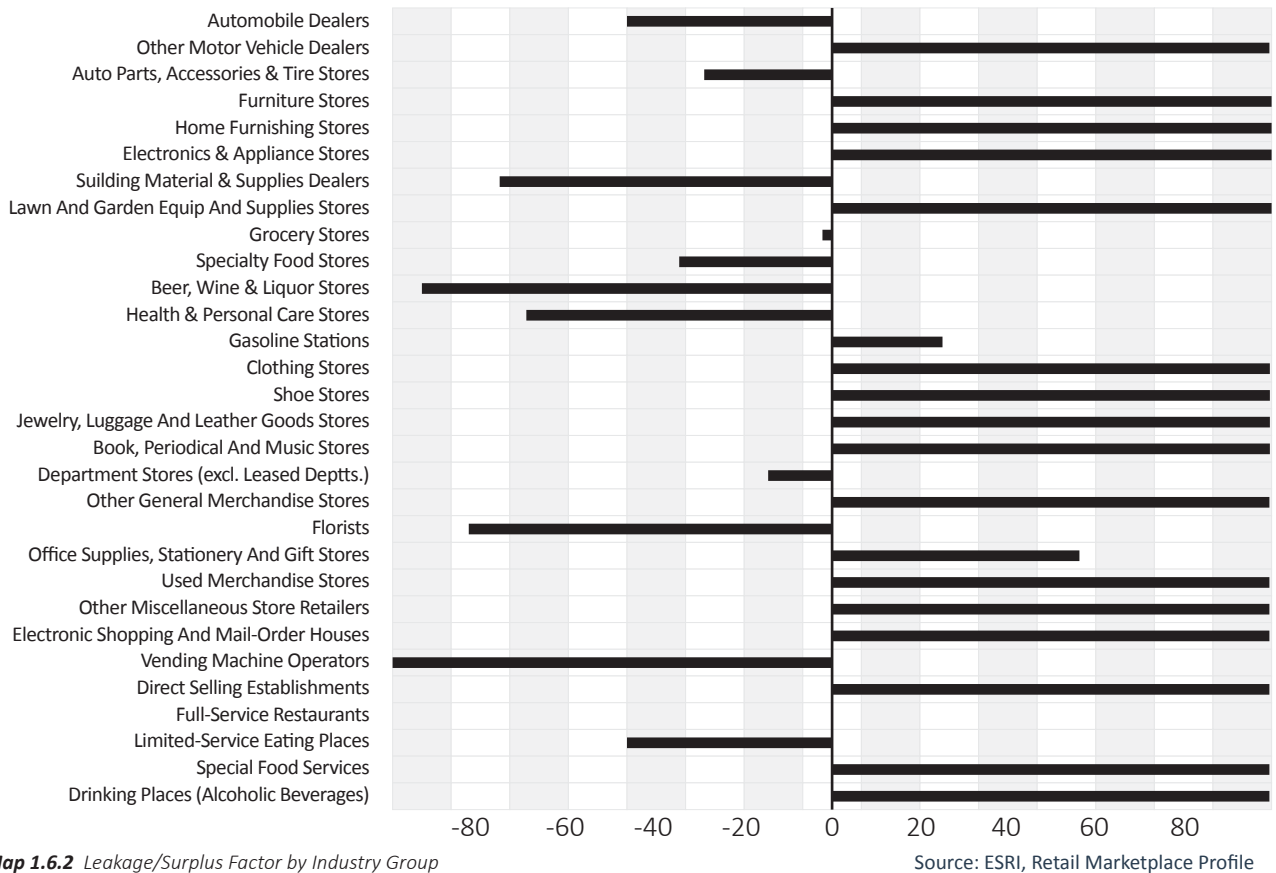
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

LEAKAGE/SURPLUS FACTOR BY INDUSTRY SUBSECTOR



Map 1.6.1 Leakage/Surplus Factor by Industry Subsector

LEAKAGE/SURPLUS FACTOR BY INDUSTRY GROUP

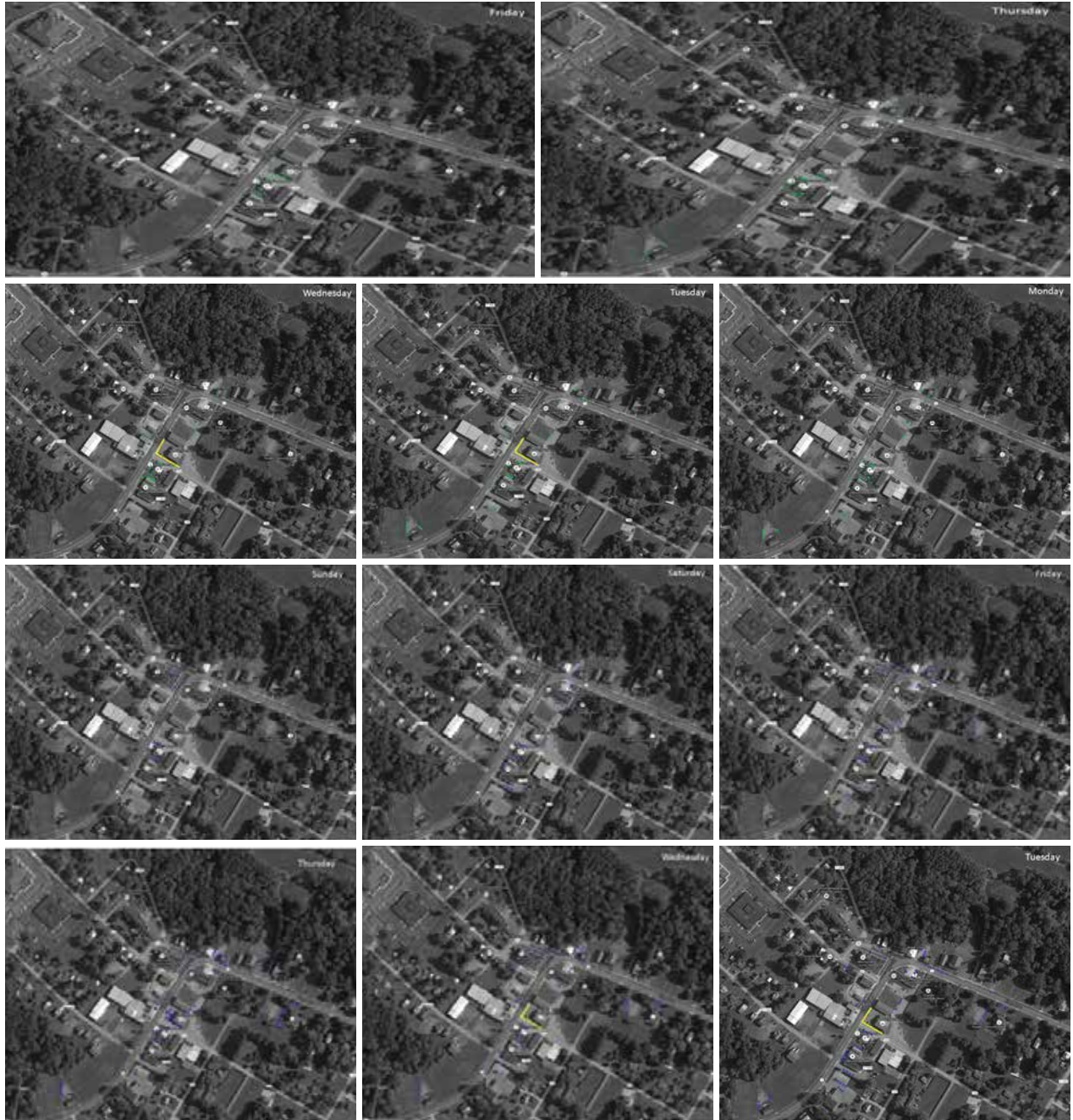


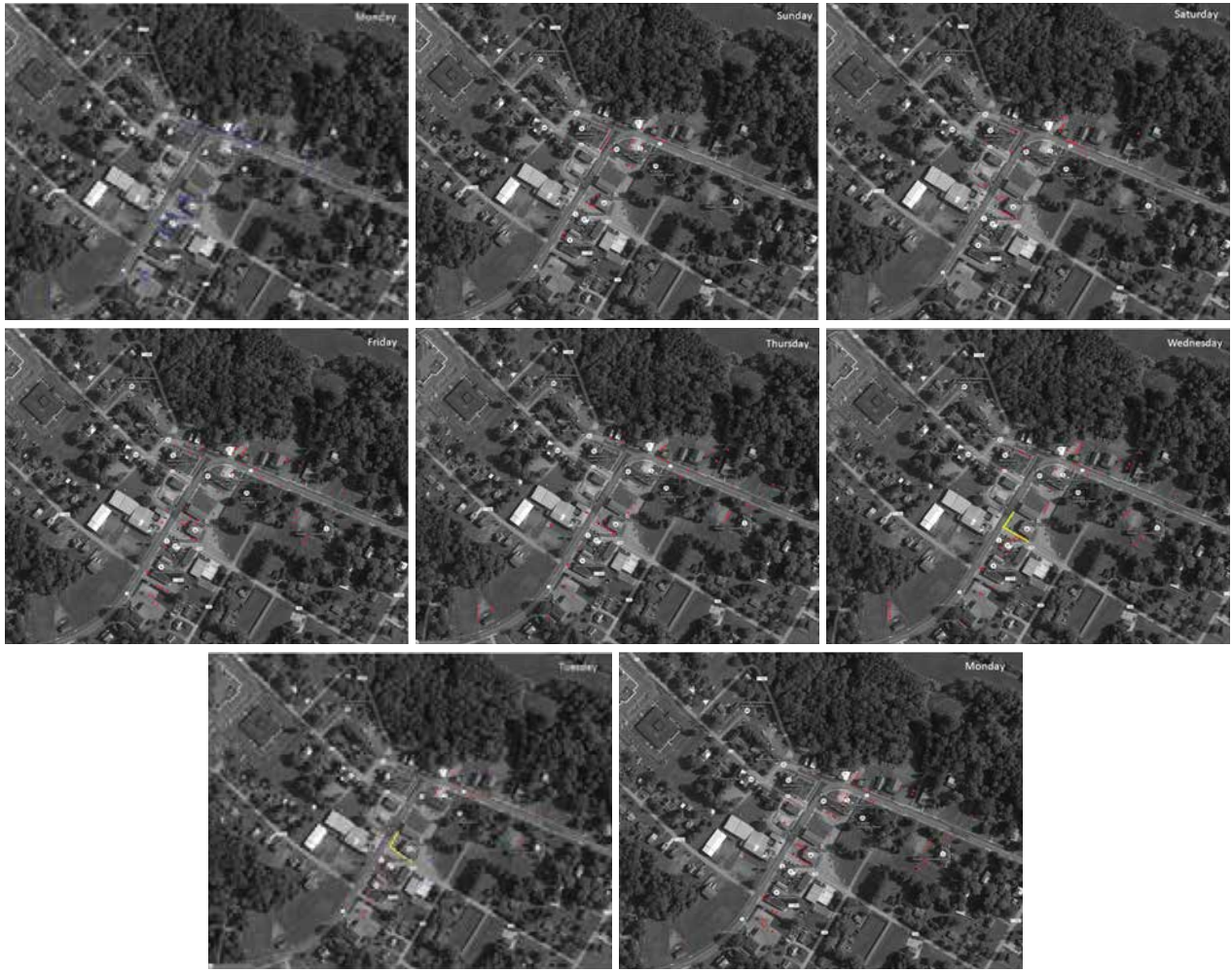
Map 1.6.2 Leakage/Surplus Factor by Industry Group

Source: ESRI, Retail Marketplace Profile

Appendix F. Parking Analysis

Downtown Parking (Aerial Photographs 2.1 - 2.19)





Library Parking (Aerial Photographs 2.20 - 2.26)

