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EXECUTIVE SUMMARY

Franklin & Marshall College engaged Sasaki Associates, Inc. to develop a comprehensive Master Plan for transforming their newly expanded North Campus district, the former Armstrong manufacturing and Norfolk Southern rail yard, into the permanent home for all athletic and recreational venues.

Goals and Process

This six month process was built around four fundamental goals:

1. Meet the long term needs and aspirations of the athletic and recreational programs.
2. Develop sustainable strategies for campus expansion in an era of fiscal restraint.
3. Respect and build upon previous projects, including Master Plans from 2004, 2008 and 2010 and the concept design for the new Stadium.
4. Continue the culture of sharing between Athletics and Recreation.

The Sasaki team worked closely with the Franklin & Marshall Project Committee in a series of on-site workshops, document reviews, programming meetings and one-on-one discussions with administration, coaches, trainers and staff to analyze the site, understand the existing campus, buildings, venues and prior planning efforts, and to develop design concepts. After exploring the pros and cons of six alternative concepts, the committee reached consensus around the West Liberty plan, which Sasaki then developed into the Final Master Plan. All along, Sasaki carefully crafted a phased implementation strategy to ensure that each incremental change would stand alone as a meaningful improvement, a practical construction project as a piece of the larger puzzle, and an affordable capital outlay.

Program

The program evolved with input from President Dan Porterfield; Maria Cimilluca, Assoc. VP of Facilities Management; Mike Wetzel, Director of Capital Projects; Patty Epps, Athletic Director; and Shawn Carty, Senior Assoc Athletic Director. Sasaki conducted group and individual programming interviews with all athletic team coaches, athletic trainers and with Health Services, Health and Wellness Education, and Counseling Services in order to understand space needs, desired locations and adjacencies, and priorities. Three major categories of program requirements (excluding the Stadium project) emerged and are summarized as:

- Renovations 38,000 SF (portions of ASFC, Mayser, Tylus Field Facility, all of College Square)
- New Buildings 206,000 GSF (College Square / ASFC Link, Baseball & Softball Facility, Outdoor Track & Field Hockey Facility, Soccer & Tennis Facilities, Arena, ASFC Expansion, Boathouse)
- Field Venues 878,000 SF (Outdoor Track, Field Hockey Field, Throwing area, Soccer Field, Outdoor Tennis Courts, Baseball Field, Softball Field, Recreational natural turf fields).
Master Plan Framework

The design work began with a study of the existing site conditions and constraints which defined areas for potential site development. The major constraints are:

- Existing railroad land and related overhead utilities,
- Future Right-Of-Way for access to these utilities once they are placed below grade,
- Existing foundations below grade that are best to be avoided.

Other important considerations that comprised the framework for the master plan include:

- Improving the pedestrian crossing at Harrisburg Pike
- Extending the Campus Walk into North Campus and providing an appropriate terminus
- Providing ample parking appropriately located and distributed to serve the venues
- Developing a comprehensive landscape strategy to encompass pedestrian and vehicular access, service and emergency vehicle access, and continuation of the arboretum setting of Main Campus.

Master Plan Alternatives

Sasaki developed five initial concept strategies based on the location of the new arena building:

1. Arena attached to the new stadium
2. A free-standing arena at the center of the district.
3. Arena attached to the north end of the ASFC
4. Arena attached to the southwest corner of the ASFC along Harrisburg Pike
5. Arena within the ASFC as a renovation
Through several Workshops and discussions, the team developed criteria for judging the success of each proposed design:

- Near term completion of the Campus Walk, with a strong terminus.
- Distribution of venues, both buildings and fields, across the district to allow parking for each venue to be dispersed and convenient.
- Potential for LEED certification for new buildings.
- Achievement of desired adjacencies, especially for each team’s lockers and coaches’ offices to be near its performance venue and near adequate athletic training facilities.
- Transformation of College Square into a shared recreation/athletic Fitness and Strength & Conditioning Center on the first floor with an Athletic offices suite on the second floor.
- Strong adjacencies for Health and Wellness Education, Health Services, Counseling Services, and Sports Rehab.
- Phasing such that every student would see transformational progress during his/her four years on campus.
- Potential for immediate improvements that would have widespread positive impact.

Options 1 and 5 were eliminated after a workshop with the Committee, leaving three viable options for further exploration. A fourth option was then added in the second round of discussions. This option proposed the arena to be located along the extension of West Liberty Street at the eastern edge of the district. This design concept was selected as the preferred option that was developed into the Final Master Plan.

**Final Master Plan – West Liberty**

The West Liberty option located the Arena as a free-standing building at the east side of the district along the extension of West Liberty Street. A large open lawn, to be used as a recreation field, spanned the distance from the ASFC to the Arena and formed the foreground for the new Stadium. The tree-lined Campus Walk formed a pedestrian route from Harrisburg Pike, along the west side of the lawn, to the new Stadium’s showpiece grandstand building.

The team refined this design alternative with the following criteria guiding the improvements to the plan:

- Quality experience for near term students
- Symbolism of progress to current students and athletes
- Quality of phased transitions
- Visibility of stadium
- Identity and terminus of Campus Walk
- Outdoor field location and access
- Potential preservation of retail corridor
Phasing

The phases were designed to be transformative enough to impact every student during his/her tenure on campus, yet with the potential for affordable implementation. The phases align with the current design and fund raising schedule for the Stadium, with the addition of an immediate ASFC renovation that provides much needed recreational and athletic improvements positively affecting virtually the entire campus community. A major goal of the phasing strategy was to ensure that all component elements for each team moved to North Campus simultaneously: venue, locker rooms, athletic training. Coaches’ offices also move to North Campus in sequence with their teams. As teams leave Mayser Gymnasium, a phased renovation and backfill is recommended since Mayser will continue to house basketball, volleyball, wrestling and squash until the Arena is built in one of the last phases.

The ten planned phases are:

Phase 1 – ASFC Renovation
Phase 2 – Multi-purpose Stadium
Phase 3 – Mayser Backfill
Phase 4 – College Square & ASFC Renovation and Link
Phase 5 – Baseball & Softball Complex
Phase 6 – Outdoor Track & Field Hockey
Phase 7 – Tylus & Tennis Facilities
Phase 8 – Arena
Phase 9 – ASFC Recreational Gym
Phase 10 – Boathouse.

The timing for the phases is flexible, but has been estimated to span from 2013 for Phase 1 to 2025 for Phase 10.

The resulting improvements to the Final Master Plan included the following recommendations:

- Immediate renovations to the ASFC to include locker rooms for Soccer, Lacrosse and Field Hockey; Athletic Training satellite for these same teams; resurfacing of the field house/track floor (used for recreation and by all athletic teams); group exercise room.
- Adjustment of Arena location to align with West Liberty instead of the ASFC and Stadium axes
- Shift of the Baseball field to avoid existing underground utilities
- Addition of Jogging Path along the northern perimeter of district
- Evolution of the central lawn into a green with pathways (rather than a recreation field)
- Relocation of Stadium Varsity House from south to north, as originally proposed by Stadium designers.
- Fine-tuning the size and program for the new link connecting College Square to the ASFC
- Definition of two landscape elements:
  - Open space destinations such as venues, plazas, quads or fields
  - Tree-lined pathways that connect gathering nodes and frame views.
Costs

Sasaki developed order-of-magnitude construction costs for each phase of work. The total construction cost for all phases is $99,000,000 in today’s cost and is $131,500,000 when the cost for each phase is escalated to the assumed midpoint of construction, assuming 3% escalation compounded each year. Because there is no way to accurately predict the construction market over the duration of the North Campus development, all costs are shown in 2012 dollars.
Franklin & Marshall College engaged Sasaki Associates, Inc. in December 2011 to develop a master plan focused on transitioning all of their athletic and recreational venues, both indoors and outdoors, to the newly available 47 acres of former industrial land known as North Campus.

The Franklin & Marshall Project Committee was comprised of:

- Maria Cimilluca, Assoc. VP of Facilities Management
- Mike Wetzel, Director of Capital Projects
- Kent Trachte, Dean of the College
- Steve O’Day, Senior Associate Dean of the College
- David Proulx, Vice President for Finance and Administration and Treasurer
- Dean Hammer, John W. Wetzel Professor of Classics and Professor of Government
- Stan Mertzman, Professor of Geosciences, Earth and Environment
- Patty Epps, Athletic Director
- Shawn Carty, Senior Assoc Athletic Director
- John Troxell, Head Football Coach
- Missy Mariano, Head Field Hockey Coach and Senior Women’s Administrator

The Sasaki team members were:

- Bill Massey, AIA, Principal in Charge
- Nancy Freedman, AIA, Project Manager
- Linda Eastley, Planning Principal
- Russell Stevens, Project Designer
- Nancy Freedman, AIA, Project Manager
- Trey Sasser, Sports, Programming and Fields Specialist
- Stacey Beutell, Planner and Landscape Architect
- Joel Smith, Landscape Architect

Consultants to the Sasaki team were:

- Leach Wallace Associates, Mechanical, Electrical, Plumbing, Fire Protection Engineers
- Keast & Hood Engineering, Structural Engineers
- David Miller Associates Inc., Civil Engineers
- Rolf Jensen & Associates, Inc., Code Consultant
- VJ Associates of New England, Inc., Cost Consultant

Inside the Alumni Sports & Fitness Center (ASFC)
The process began with a kick-off and goal setting meeting with the Project Committee, followed by a general programming session and tour of the ASFC, College Square and Mayser Gymnasium, each of which is a critical building for this project. President Dan Porterfield met with Sasaki to share his philosophy and vision for this project which are incorporated in the following objectives that guided the process:

1. Meet the long term needs and aspirations of the athletic and recreational programs.
2. Foster the values of integrity, educational excellence, competitiveness and community.
3. Develop sustainable strategies for campus expansion in an era of fiscal restraint.
4. Respect and build upon previous projects, including Master Plans from 2004, 2008 and 2010 and the concept design for the new Stadium.
5. Continue the culture of sharing between Athletics and Recreation.
6. Improve the College’s instrumental value by creating a more public face and a more attractive campus that appeals to all students, not just athletes.
7. Support the overall college experience in which the whole person is valued: mind, body and spirit.
8. Provide improvements that will positively impact today’s students as well as tomorrow’s.

Through a series of on-site workshops, document reviews, programming meetings and one-on-one discussions with administration, directors of athletics, recreation, club sports and intramurals, coaches, trainers and staff, more specific goals emerged:

- Upgrade outdated recreational facilities
- Improve utilization of the ASFC for the full campus community
- Finalize exact site for new Multi-purpose Stadium in the context of the entire north district
- Bring Baseball and Softball over to North Campus with appropriate support facilities
- Site a new Outdoor Track, separate from the Multi-purpose Stadium
- Transition out of Mayser Gym which will become a Student Center
- Find the most appropriate uses for College Square from among the choices of retail, administration, faculty offices, fitness, strength & conditioning, health, wellness, counseling, career services, classrooms, athletic training, sports rehab. Dovetail this with a separate simultaneous comprehensive Space Planning project.
- Maintain existing parking count
- Sequence and phase the implementation
- Develop products for fund raising to secure the gifts that will fund implementation

Over the course of six months the Sasaki team analyzed the site, existing buildings and venues, and prior planning efforts, to develop design concepts. After exploring the pros and cons of six alternative concept options, the Committee reached consensus around the West Liberty plan, which Sasaki then developed into the Final Master Plan. In addition, Sasaki carefully crafted a phased implementation strategy to ensure that each incremental change would stand alone as a meaningful improvement, a practical construction project as a piece of the larger development, and an affordable capital outlay.

In total, Sasaki held six Workshops on campus, beginning with the kick off and general programming session, ending with a review of the Final Master Plan, phasing strategy and cost estimate.
Sasaki developed a detailed program with input from President Dan Porterfield and the Project Committee that incorporated the twenty-three programming interviews held with all athletic team coaches, athletic trainers, and staff representing Health Services, Health and Wellness Education, and Counseling Services. Sasaki met with each group in order to gain a thorough understanding of space needs for buildings and outdoor venues including desired locations, adjacencies, support space needs such as lockers, storage, offices, athletic training, and priorities. Notes from all programming meetings as well as detailed program spreadsheets are in the Appendix.

The final program (excluding the Stadium) totals 344,000 square feet of built space, comprised of 138,000 net square feet of renovation plus 206,000 gross square feet of new buildings. In addition, the program calls for approximately 880,000 sf of outdoor fields consisting of 600,000 sf of synthetic turf surfaces and 280,000 sf of natural turf fields.

Renovations 138,000 NSF
- portions of ASFC
- portions of Mayser Gym
- Tylus Field Facility
- College Square

New Buildings 206,000 GSF
- College Square / ASFC Link
- Baseball and Softball Facility
- Outdoor Track and Field Hockey Facility
- Soccer and Tennis Facilities
- Arena
- ASFC Recreation Gym Expansion
- Boathouse

Field Venues 878,000 SF
- Outdoor Track, Field Hockey Field, Throwing Area
- Soccer Field (Tylus) resurfacing
- Outdoor Tennis Courts (resurfacing and new)
- Baseball Field
- Softball Field
- Recreational natural turf fields
**Program Schedule for Varsity Teams**

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<th>Men's Sports Team</th>
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**Legend:**
- Practice
- Play
- Tournament
Site Conditions

The site of the Franklin & Marshall Athletics and Recreation campus, called North Campus, is a 47-acre parcel that was a former Armstrong manufacturing complex and Norfolk Southern rail yard. Harrisburg Pike runs along the southern edge of North Campus separating it from Main Campus. An active rail line borders the northern edge of the site. A developing neighborhood with some residential, office and industrial uses connects the site to downtown Lancaster to the east. An extension of the West Liberty Street at the College Row residence halls at College Avenue is an important consideration for new access points to the athletics district. The western edge of the site is primarily commercial with fast food restaurants and other businesses.

The Alumni Sports and Fitness Center (ASFC), Tylus Field and the tennis courts represent the beginning of the migration of F &M's athletics facilities to North Campus. In addition to these permanent structures, two natural turf practice fields serve the institution's field sports and a jogging/exercise trail gives purpose to the remainder of the site while it awaits additional sports venues. College Square, the building adjacent to the ASFC, is now home to two restaurants, College offices, and a strength and conditioning weight room. This building will play a more integral role in supporting athletics and recreation in the future. All of these facilities set the framework for locating new athletic venues, pedestrian networks, vehicular circulation, landscape, and parking resources on North Campus.
Site Constraints

To successfully connect and develop the former industrial site, several key site design issues were identified early in the planning process:

- Reclamation of railroad land and relocation of overhead utilities
- Identification of existing foundation locations
- Extension of Campus Walk and a safe pedestrian crossing at Harrisburg Pike
- Accommodation of parking.

Norfolk Southern Rail Easement

The Norfolk Southern Rail yard, a significant barrier to the development of the campus, will be removed in the short term. Rail traffic is anticipated to cease on this section of tracks by early 2013. The rail tracks and associated equipment will be removed during the following year. Thus, to the best of our knowledge, the land will be available for the College sometime in 2014. We understand that the burial of the overhead lines east of the site are part of the demolition of the rail yard, which will be done by others. The burial of 7 poles and associated overhead lines within the North Campus is a cost borne by the College, and is including in Sasaki’s cost estimate as part of the Stadium project which is Phase 2. This will remove the visual distraction and significantly lessens the development constraint, with the only remnant being an easement to access the buried lines. Our understanding is that the easement precludes the location of any buildings within the right-of-way, but allows fields and circulation routes to encroach. The Norfolk Southern Rail constraints were important both in terms of site design and implementation phasing to ensure that the Master Plan respects the future easement and coordinates the timing of construction of the Stadium to mesh with demolition and cleanup of the district.

Foundations

Given the industrial history of the site and its intended new use, the Sasaki team mapped out existing foundations that remain on the site below the surface to avoid the premium costs of removing them whenever possible. All new buildings and the majority of new venues avoid these locations with the exception of the Outdoor Track and Field Hockey complex which is mostly surface work.

Campus Walk and Pedestrian Access

The Campus Master Plan (2008) developed a college-wide pedestrian corridor called Campus Walk that extends from the southern edge of campus to North Campus. This walk establishes a character that is distinctly F&M and is seen as a unifying feature that connects the new athletics and recreation district with Main Campus. On North Campus, the walk begins at the Harrisburg Pike crossing and leads past the ASFC to the planned athletic venues beyond. Two important goals of the planning project were (1) to ensure a safe pedestrian crossing from Main Campus to North Campus at Harrisburg Pike, and (2) to design a significant and appropriate extension and terminus to this Walk. All efforts should be made to improve traffic light timing and walk signals at this location, although this work is not included in the phasing or costs associated with the Athletics and Recreation Master Plan.
Parking

In anticipation of the multi-purpose stadium construction, the College has already addressed the overall parking requirement for expansion in North Campus. Although no additional parking was required as part of this planning process, the configuration of the parking lot behind College Row was a complicating factor in achieving a design solution. A lease agreement dictates that the number of spaces behind College Row remains the same. To create a pedestrian friendly gateway at the Harrisburg Pike crossing, a large number of spaces must be removed and replaced in a newly designed lot. While this constraint did not ultimately limit the design solution, it was a contributing factor in determining the plan for North Campus.

Site Framework

The master plan process set out to establish a logical layout of athletic venues within a pedestrian-oriented campus that is accessible by car on its edges and has sufficient spectator parking convenient to each venue. Based on the premise of the Campus Walk, the main gateway to the facilities would begin at the crossing of Harrisburg Pike. The Campus Walk would continue into the district and either would terminate at a venue or in a central plaza or gathering space. Additional pedestrian connections would lead east and west linking all venues from Tylus Field to the neighborhood district to the east.

Vehicular circulation through the site would be minimal and include primarily service and emergency vehicles. Drop off zones and ADA parking would be provided close to each venue to facilitate access for those who need it. The majority of parking would remain on the periphery.

The landscape in its current state is distinctly different from the old trees and sloping quadrangles on main campus. However, as this site develops, it will borrow from the landscape character of the historic campus while establishing a landscape aesthetic appropriate to the scale and function of an athletics campus. The new landscape should give purpose and organization to land that is not a playing surface.
Vehicular Circulation Routes
With a good understanding of the program, existing buildings, the site and its constraints, Sasaki developed five initial concept strategies with the most notable variant being the location of the new arena building.

1. Arena attached to the new stadium
   - Arena (3000 seats) joined to south of Stadium, directly attached to the Stadium. Varsity House which is relocated to the south side of Stadium. Arena includes all lockers, sports medicine, strength & conditioning, and wrestling above the lockers.
   - College Square has cardio and weights on half of 1st floor, and group exercise upstairs, linked to ASFC. The other half of building could be Health and Counseling or other offices, occupying half of each floor.
   - Squash attached to north end of ASFC, near tennis, to create a racquet sports zone
   - ASFC lockers become general locker rooms for recreation
   - Could keep Stadium Varsity House on north and attach Arena to north (1a)
   
   This alternative was eliminated due to the compromises it would impose on the design of the new Stadium and the desire for the Varsity House to be distinct and visible.

2. Stand Alone Arena
   - Arena NW of Stadium, providing terminus to Campus Walk through a central sports courtyard or plaza. This locates lockers close to fields, which move to northeast area of site.
   - College Square ground floor is Strength & Conditioning. All Athletic offices and recruiting on upper floor.
   - Outdoor Track and Field Hockey located northeast of Arena.
   - Baseball and Softball located in northeast corner of site, east of West Liberty Street expansion.
   - New Tennis Courts placed just east of existing.

Reactions to this alternative included:
- Enhances sense of place with Campus Walk leading to the focal point of a sports courtyard or plaza between ASFC, Arena, and Stadium. Creates a functional outdoor space.
• Separate smaller buildings preferred over one mega building: better for security and human scale, better donor opportunities, better architecture.

• Locates lockers closer to fields, and pushes fields to more remote locations in northeast and northwest corners of the site. Access for visiting teams and spectators via Liberty Street to Baseball & Softball Complex would be good.

• College Square currently has a good and successful higher end restaurant (Gibraltar) and is part of the retail corridor – could/should the restaurant stay there? Could it become the Healthy Eating Cafe? Incorporate outdoor seating? Could Gibraltar move? Is revenue from Gibraltar to be considered?

3. **Arena attached to north end of ASFC**

- Creates outdoor zone between ASFC/Arena and Stadium
- Requires finding new service area for ASFC

Reactions to this alternative included:

- Monolithic - requires new central lobby on east side
- Preference is to have more distinct and smaller building masses
4. Arena attached to southwest corner of ASFC

- Creates synergy with Tylus
- Creates a more urban setting for Arena on Harrisburg Pike
- Creates a new plaza between Arena and College Square

Reactions to this alternative included:
- Preferred over the North connection
- Eliminates popular faculty parking especially as Williamson lot disappears
- Arena becomes the gateway to F & M from the West – is this the statement F & M wants to make?

5. Arena within ASFC

- Arena with retractable seating is located within the ASFC track area.
- Squash is added to the north, attached.

This alternative was eliminated due to the compromises it would impose on the indoor track facility and program, as well as the limitation of other sports not having access to an indoor venue for practice.
- Tight fit with retractable seating – this would interfere with the existing elevated track. Retractable seats would sit on the lower track when retracted.
- Arena does not really fit without destroying the indoor track program.
- Cleats would need to be kept off the wood floor.
• 2 wood courts and 2 synthetic courts would remain – not enough to meet demand
• Baseball and softball would be precluded from indoor practice
• Tennis would be precluded from ASFC
• LEED would not be achievable.

Through several Workshops and discussions spurred by these initial designs, the team developed criteria for judging the success of the next round of alternative concepts:
• Near term completion of the Campus Walk, with a strong terminus
• Distribution of venues, both buildings and fields, across the district to allow parking for each venue to be dispersed and convenient
• Potential for LEED certification for new buildings
• Achievement of desired adjacencies, especially for each team’s lockers and coaches’ offices to be near its performance venue and near adequate athletic training facilities
• Transformation of College Square into a shared recreation/athletic Fitness and Strength & Conditioning Center on the first floor with an Athletic offices suite on the second floor.
• Strong adjacencies for Health and Wellness Education, Health Services, Counseling Services, and Sports Rehab
• Phasing such that every student would see transformational progress during his/her four years on campus.
• Potential for immediate improvements that would have widespread positive impact.

Options 1 and 5 were eliminated, leaving three viable options for further exploration. A fourth concept was added in the second round of discussions. This option proposed the arena to be located along the extension of West Liberty Street at the eastern edge of the district. The four final alternative options were:

Option 1 - Harrisburg Pike
• Arena attached to the southwest corner of the ASFC, with frontage along Harrisburg Pike, becoming the first campus building visible from the west.
• Campus Walk continues through the district but does not terminate at any one venue.
• Informal landscape in which plantings mimic a succession landscape with meadow grasses, groupings of trees and sweeping views. This is a low expense and low maintenance landscape.

This option was eliminated for the following reasons:
• Venues are very compact but the size of the ASFC becomes too large.
• Arena would become the campus entrance – would need to be carefully designed
Parking would be a problem with so many indoor venues in such close proximity.

"Walls off" the North Campus instead of celebrating the depth of the new acreage.

Site remediation would be expensive on the Arena site

Option 2 – ASFC Expansion

- Arena attached to north end of ASFC.
- New entry to ASFC can align with the stands of the Stadium, with a new central plaza or green space between them.
- Campus Walk terminates at the baseball stadium and forms a diagonal path through the large new quad that connects the ASFC with the Stadium.
  - Landscape form and plantings are similar to the collegiate quad spaces on Main Campus with trees strategically placed to frame views and spaces.

This option was eliminated for the following reasons:

- As in Option 1, this makes the ASFC a huge monolithic building.
- Construction will be disruptive to ongoing activities in ASFC.
- Lack of built terminus for Campus Walk.
- No separate Recreational Gym.
- Compromised Donor Opportunity.
- LEED would be very difficult to achieve for a renovation/expansion of ASFC.
Option 3 – Arena/Stadium Quad

- Arena located as a free-standing building in the center of the district to the north of a new formal quad that connects the ASFC to the Stadium.
- New Locker Rooms and Athletic Training are in the Arena and central to the district.
- College Square has Weights and Fitness on 1st floor, Health and Counseling Services on 2nd floor. Half of the building is reserved for retail. A sub-option is to locate athletic offices in College Square either permanently (instead of retail), or short term until Arena is built.
- Campus walk is a formally planted treed walkway leading toward the Stadium before it turns and terminates at the Arena.
- Landscape form and plantings are formal and become a statement equal in stature to that of the venues that surround it.

This option was a strong contender for the Final Master Plan but ultimately was eliminated for the following reasons:

- Central Quad included parking or service area for Stadium – F & M prefers all green space here.
- Tailgating on visitor (east) side is not ideal – better to use the east side of Stadium for Recreational Field and have tailgating in tents in the Central Quad.
- Campus Walk would have no terminus until the Arena is built 10-15 years from now.

Option 4 – West Liberty

- Arena located as a free-standing building at the east edge of the district along the extension of West Liberty Street.
- Campus Walk can terminate in Stadium Head House (south of Stadium), or into the Stadium (with Head House at north).
- Campus Walk leads through a central green that can be used as a recreation field and a tailgating location with the landscape as a backdrop to the three venues that surround it: the ASFC, the Stadium, the Arena.
This option was selected as the Preferred Option to be developed into the Final Master Plan for the following reasons:

- Good phasing potential with Stadium terminating the Campus Walk – completing the Campus Walk in first phase.
- Arena could use Barnstormers’ parking too. Parking for Arena needs to be proximate, since Basketball is a winter sport (whereas people don’t mind walking further from parking to the Stadium)
- Ensure 20 parking spaces near to Stadium for service.
- LEED certification is achievable for free standing buildings.

Critiques of this option to be addressed in Final Master Plan included:

- Locating the Arena far away from ASFC may limit its use for Recreation, may limit flexibility. May want to shift Arena further west so that ASFC, Stadium and Arena are in closer proximity.
- Design the façades of ASFC and Arena that front the Quad in a way that knits the space together.
- The back side of the Stadium Stands is only seen from Tennis and parking – lost opportunity.
- Move Baseball & Softball further south and flip the parking to north to lessen the distance to these venues.
- Flip Baseball and Softball so that the smaller Softball field can be tucked in closer to the center of the district.
The team refined the preferred alternative, West Liberty, with the following design drivers guiding the improvements to the plan:

- Quality experience for near term students
- Symbolism of progress to current students and athletes
- Quality of phased transitions
- Visibility of stadium
- Identity and terminus of Campus Walk
- Outdoor field location and access

Key improvements to the Final Master Plan included:

- Potential preservation of retail corridor
- Phasing opportunities
- Athletic office location and relocation phasing strategy
- Support space allocation and location
- Parking distribution and convenience
- Service access

Key improvements to the Final Master Plan included:

- Immediate renovations to the ASFC to include locker rooms for Soccer, Lacrosse and Field Hockey; Athletic Training satellite for these same teams; resurfacing of the field house/track floor (used for recreation and by all athletic teams); group exercise room.
• Transformation of College Square into a visible recreation center component, including Weights & Fitness and Group Exercise spaces, adjacent to Strength & Conditioning and Sports Rehab. All of these spaces have a shared purpose and synergy.

• Integration of Health Services, Counseling Services and Health and Wellness Education into College Square, proximate to Sports Rehab as requested

• Adjustment of Arena location to align with West Liberty instead of the ASFC and Stadium axes

• Flip of Softball and Baseball, with the addition of a recreation field north of Softball

• Eastward shift of Baseball to avoid existing underground utilities

• Addition of Jogging Path along the northern perimeter of district

• Evolution of the central quad into a green with pathways (rather than a recreation field)

• Relocation of Stadium Varsity House from south to north, as originally proposed by Stadium designers, allowing views into the Stadium from Campus Walk

• Fine-tuning the size and program for the new link connecting College Square to the ASFC

• Definition of two landscape elements:
  - Open space destinations such as venues, plazas, quads or fields
  - Tree-lined pathways that connect gathering nodes and frame views.

The site design evolved in conjunction with the building and venue refinements:

Vehicular Access

Although the campus community will typically experience the athletics district on foot, spectators arriving in cars can park in convenient lots located near to each venue.
at the southwest, southeast, and northeast corners of the North Campus. Vehicular access within the campus will be restricted to service, emergency and handicap access only. A small parking lot serving the stadium is designed for daily use by coaches and other staff with offices in the district, as well as providing ADA parking. Drop off areas will be designed at the ASFC, stadium, and arena.

Pedestrian Circulation

Using the Campus Walk as the central pedestrian route between Main Campus and North Campus, the master plan lays out a logical pedestrian network that connects each of the venues. In addition to the Campus Walk, a major east-west corridor connects Tylus Field to the proposed baseball field in the northeastern corner of the site. Secondary pathways connect venue entrances and parking areas. A jogging trail follows the northern boundary of the site and connects to the walkway network to provide a continuous loop around the district.

Landscape Approach

The approach to landscape is based on framing views, connecting venues, and creating purposeful gathering spaces. Through the strategic placement of trees and other plantings, walkways lead through a series of spaces that frame the entrance to each venue. The major pedestrian corridors are designed as shaded walkways that provide some protection and sense of scale when moving through this district. The area between the ASFC, stadium, and arena is modeled after a classic collegiate quadrangle. Tailgating and other major celebrations can occur on game day, and the space can be used for informal play on all other occasions. Pathways cross the space at logical locations and will correspond to entries. The large parking lot will be screened with densely planted vegetation to create a barrier between parked cars and the quad. Other large open spaces in the district will be framed informally with trees to give them shape, but remain flexible to accommodate multiple uses.
Campus Walk
PHASING

Implementation phasing for the master plan accomplishes several goals:

- Initiate immediate improvements that will upgrade the ASFC to positively impact the widest number of constituents.
- Improve locker room conditions for Field Hockey, Women’s Soccer and Women’s Lacrosse as soon as possible, locating them close to their venues and to Athletic Training.
- Ensure that all component elements for each team move to North Campus at one time: venue, locker rooms, athletic training.
- Plan for coaches’ offices to move to North Campus in sequence with their teams and close to their performance and practice venues.
- Sequence necessary improvements to Mayser Gymnasium such that vacated spaces can be well utilized and the building can remain functional for the next several decades while designated teams gradually transition out to North Campus.

The phasing plan sets the sequence and composition of each phase. However the actual timing will depend on available funds. Phases 5 – 10 are somewhat flexible and could occur in any order as donor interest and funding may dictate.

Phase 1: ASFC Renovation

- Resurface Field House
- Create 2 locker room in ½ of existing Kitchen on 1st floor
- Renovate existing general locker rooms to accommodate occasional team and visiting team use.
- Create Group Exercise and Athletic Training Satellite in existing Woods Room
- Upgrade Laundry and Equipment Issue
Phase 2: Multi-Purpose Stadium

- Synthetic Turf Field
- Varsity Field House
- Lockers – Football, M/W Soccer, M/W Lacrosse, Field Hockey
- Spectator Seating
- Press, Suites, Concessions, Restrooms, Athletic Training
- Campus Walk
- Athletics Quad
- Submersion of High Voltage Lines
- Recreation Fields
- Parking

Phase 3: Mayser Backfill

- Upgrade / Expand Athletic Training
- Renovate Locker Rooms

Phase 2

Phase 3

Phase 2 Satelite Layout
Phase 4: College Square & ASFC Renovation

- College Square 1st Floor
  - New Weights & Fitness
  - New Strength & Conditioning
  - New Sports Rehab

- College Square 2nd Floor
  - New Athletic Offices – M & W Soccer, Baseball, Softball, Field Hockey, M & W Lacrosse, Track & Field, Cross Country, Tennis, M & W Golf, Rowing
  - New Team Meeting Rooms
  - New Health, Wellness, & Counseling suites
  - New Group Exercise Room (2400 sf)

- College Square Link to ASFC
- ASFC
  - Renovate Lobby, add Café
  - Convert Athletic Training to Group Exercise Room
  - Convert Weights/ Fitness into Yoga Studios and Golf Simulator
  - Convert Offices to Meditation Rooms
  - Expand Pool Seating
Phase 5: Baseball & Softball Complex

- Fields, Dugouts, Covered Batting Cages
- Support Building: Athletic Training Satellite, Locker rooms – Baseball, Softball, M/W Track & Field
- Facilities / Maintenance Building
- Recreation Field
- Jogging Trail

Phase 6: Outdoor Track & Field Hockey

- 400 meter outdoor track
- Astroturf infield
- Support Building
Phase 7: Tylus & Tennis Facilities

- Tylus Field Stadium Renovation
- Athletic Training Satellite
- Outdoor Tennis Improvements (resurface 8 courts, add 4 new courts)
- Indoor Tennis Facility (4 courts)

Phase 8: Arena

- Men’s/Women’s Basketball, Volleyball, Wrestling, Squash, Indoor Rowing Area
- Venues, Locker Rooms, Offices
- Athletic Training Satellite

Phase 7

Phase 8
Phase 9: ASFC Recreational gym
Phase 10: Boathouse (Off Campus)

The building program and phasing summary below identifies program space in existing buildings to be renovated as totaling 138,000 net square feet, and new space to be built in new buildings as 206,000 gross square feet. The summary chart lists program areas by phase of implementation.
### Franklin & Marshall College Athletic & Recreation Master Plan
#### Building Program Summary
May 16, 2012

<table>
<thead>
<tr>
<th>Phase</th>
<th>Venues</th>
<th>Program (NSF)</th>
<th>GSF</th>
<th>Phase</th>
<th>Venues</th>
<th>Program</th>
<th>GSF</th>
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<td>ASFC Renovation</td>
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<td>M &amp; W Team Locker Rooms renovation</td>
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<td>ASFC Lobby Renovation incl café</td>
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<td>Arena - Basketball/Volleyball</td>
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<td>Renovate Weights/Fitness to Yoga Rooms</td>
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<td>Wrestling</td>
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<td>Renovate 2nd Floor Offices into Meditation Rooms</td>
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<td>Indoor Rowing Area</td>
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<td>Renovate 2nd Floor Ex Athletic Training to Multi-purpose Room</td>
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<td>Athletic Team Locker Rooms</td>
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<td>Expanded Pool Seating</td>
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<td>Equipment &amp; Laundry</td>
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<td>Golf Simulator</td>
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<td>4C</td>
<td>College Square / ASFC Link</td>
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<td>ASFC Renovation II</td>
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<td>ASFC/College Square Lobby Link</td>
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<td>10</td>
<td>Boathouse (Off Campus)</td>
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<td>Recreation Gym</td>
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<td>TOTAL NEW GSF (Does not include Stadium)</td>
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<td>TOTAL RENOVATED NSF</td>
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</table>
Sasaki developed order-of-magnitude construction costs for each phase of work. The total construction cost for all phases is $99,000,000 in today’s cost and is estimated to be $131,500,000 when the cost for each phase is escalated to the assumed midpoint of construction, using 3% escalation compounded each year.

The cost for each phase, stated in 2012 dollars (without escalation) is:

Phase 1: ASFC Renovation $1,761,851
Phase 2: Multi-Purpose Stadium $25,893,246
Phase 3: Mayser Backfill $1,175,946
Phase 4: College Square & ASFC Renovation $9,409,807
Phase 5: Baseball & Softball Complex $9,883,629
Phase 6: Outdoor Track & Field Hockey $7,188,425
Phase 7: Tylus & Tennis Facilities $10,945,464
Phase 8: Arena $26,921,301
Phase 9: ASFC Recreational gym $4,892,651
Phase 10: Boathouse (Off Campus) $976,738

TOTAL $99,000,000

Refer to the Appendix for the full cost estimate including escalation that correlates to the timeframe assigned.
Master Plan

- Field Hockey
- Outdoor Track
- Baseball & Softball Complex
- Stadium
- Arena
- College Square
- ASFC
- Parking
- Outdoor Tennis
- Indoor Tennis
- Recreation Field
- Tylus Field
- Parking
- Outdoor Track
- Baseball & Softball Complex