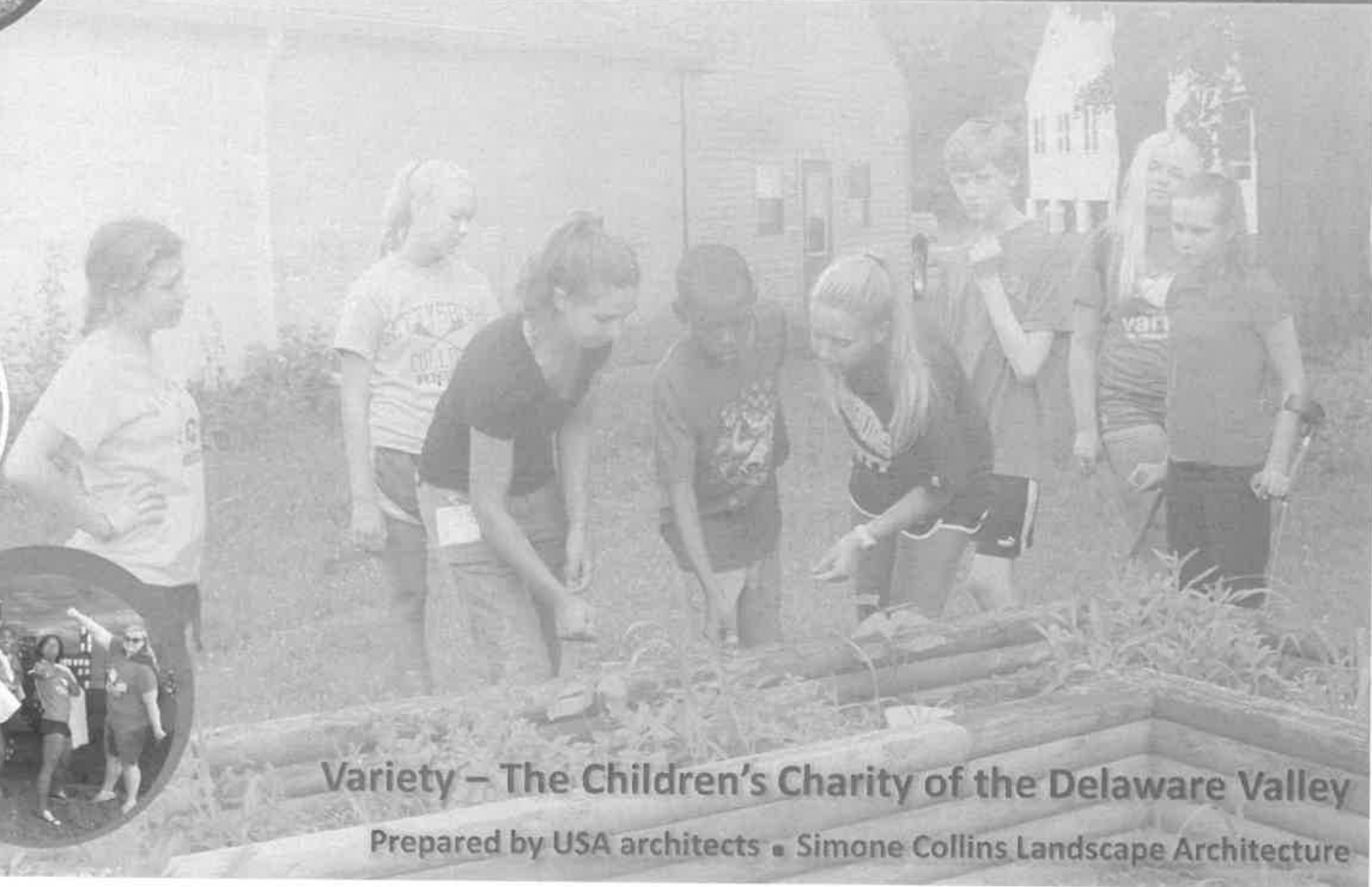




# Variety Campus Master Plan

Worcester Township Board of Supervisors  
Wednesday, February 20, 2019



Variety – The Children’s Charity of the Delaware Valley  
Prepared by USA architects • Simone Collins Landscape Architecture

# Thank you for your time this evening!

We view tonight's meeting as the start of a conversation with the Township about the future of the Variety Campus.

We believe that Variety is an important resource in the County and Township and we hope to strengthen and enhance Variety's partnership with Worcester Township through the implementation of the master plan vision.



## Variety Campus Master Plan

Variety – The Children's Charity of the Delaware Valley

USA Architects • Simone Collins Landscape Architecture

# Presentation Overview

- **Variety History & Mission**
- **Strategic Plan**
- **Master Plan**
- **Protecting the Variety Legacy**
- **Moving Forward**
- **Discussion**

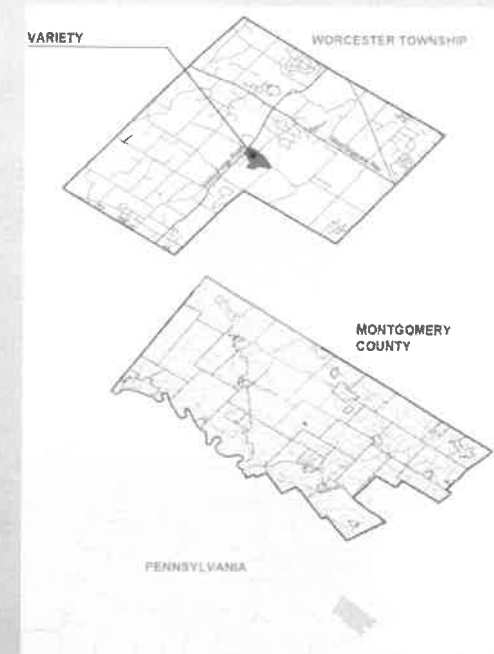


## Variety Campus Master Plan

Variety – The Children's Charity of the Delaware Valley

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Located in the center of Worcester Township and in the heart of Montgomery County, Variety is ideally located to serve a large part of the Delaware Valley.



**Vision Statement:** Variety – The Children’s Charity of the Delaware Valley seeks to be the premier organization in the region for enrichment programs that assist children and young adults with disabilities. Its summer-specific and year-round programs begin with social, educational, and developmental programs when children are younger, and then focus on pre-vocational and vocational readiness as they mature. As children progress through Variety’s programs, they are introduced to and then prepared to enter the world of work through learning opportunities, structured activities, and support. Families turn to Variety to supplement the services their children receive from schools and healthcare providers, aiming to maximize their children’s independence, self-confidence, and potential throughout their lives.



## Variety Campus Master Plan

Variety – The Children’s Charity of the Delaware Valley

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**Since 1935, Variety - the Children's Charity of the Delaware Valley has worked to achieve its mission to enrich the lives of children and young adults with disabilities through social, educational, and vocational programs that nurture independence and self-confidence, and prepare them for life. Variety has served the community from its Worcester Township location since 1949.**

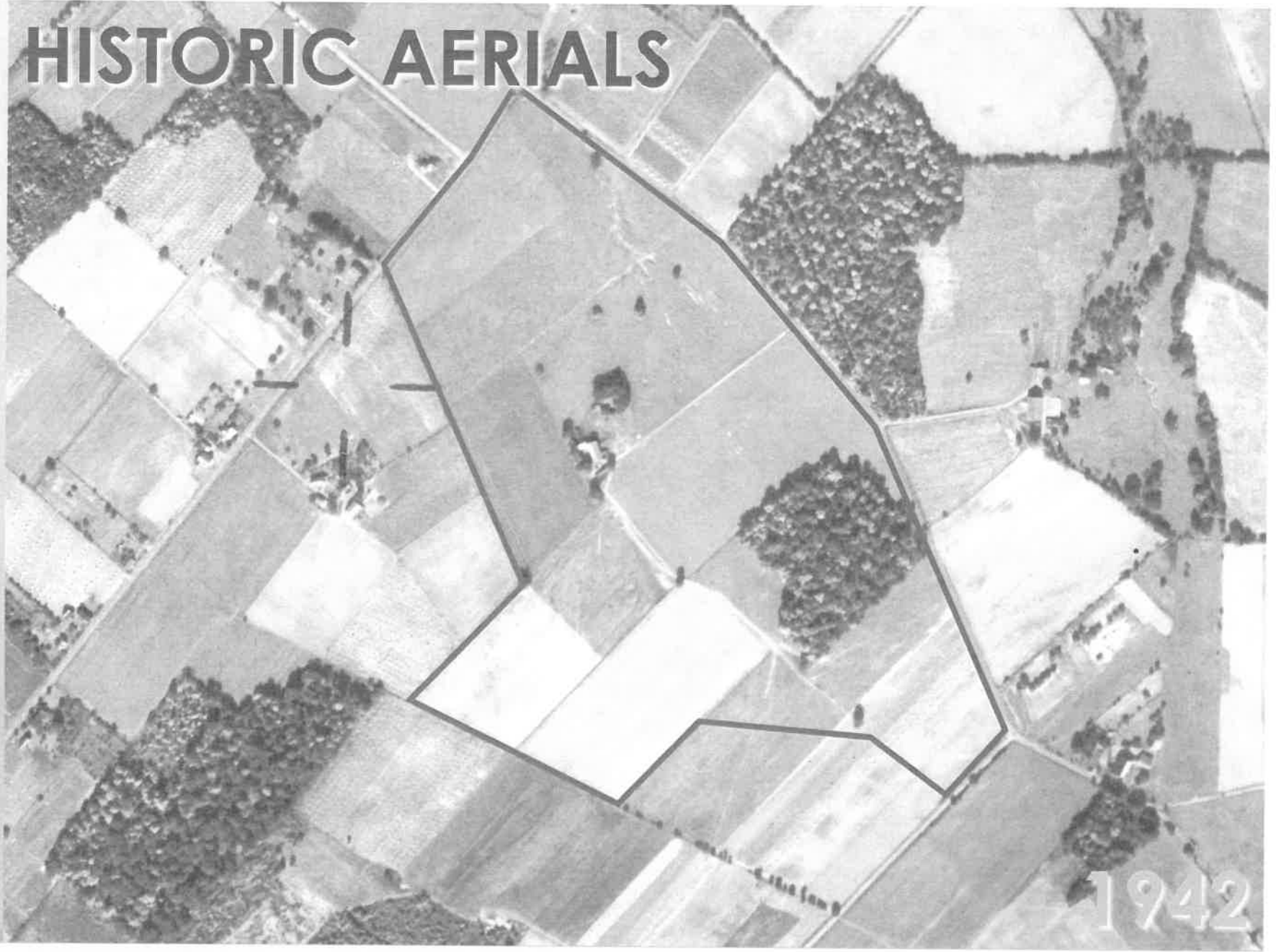


## **Variety Campus Master Plan**

**Variety - The Children's Charity of the Delaware Valley**

**USA Architects • Simone Collins Landscape Architecture**

# HISTORIC AERIALS



1942

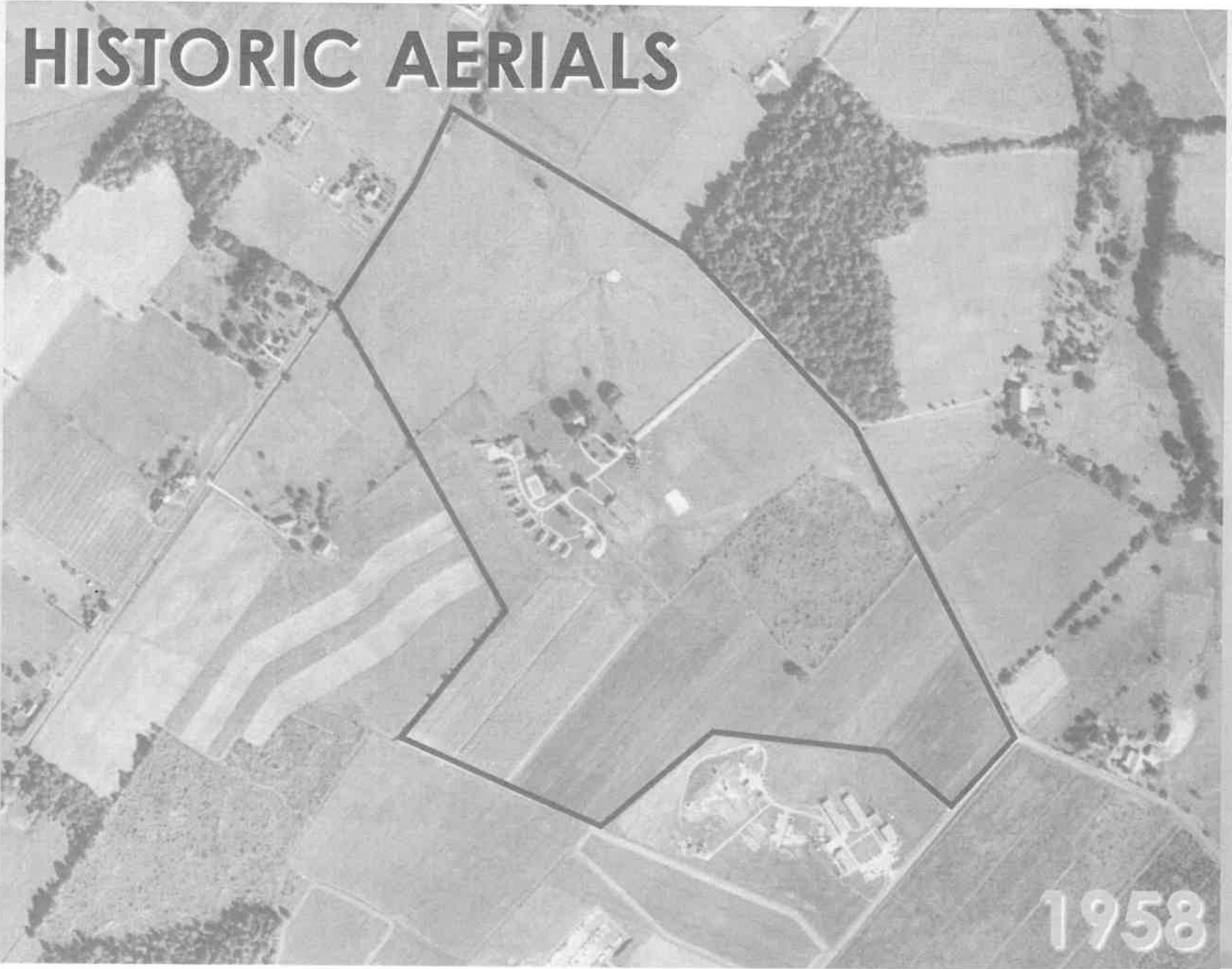


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# HISTORIC AERIALS



1958

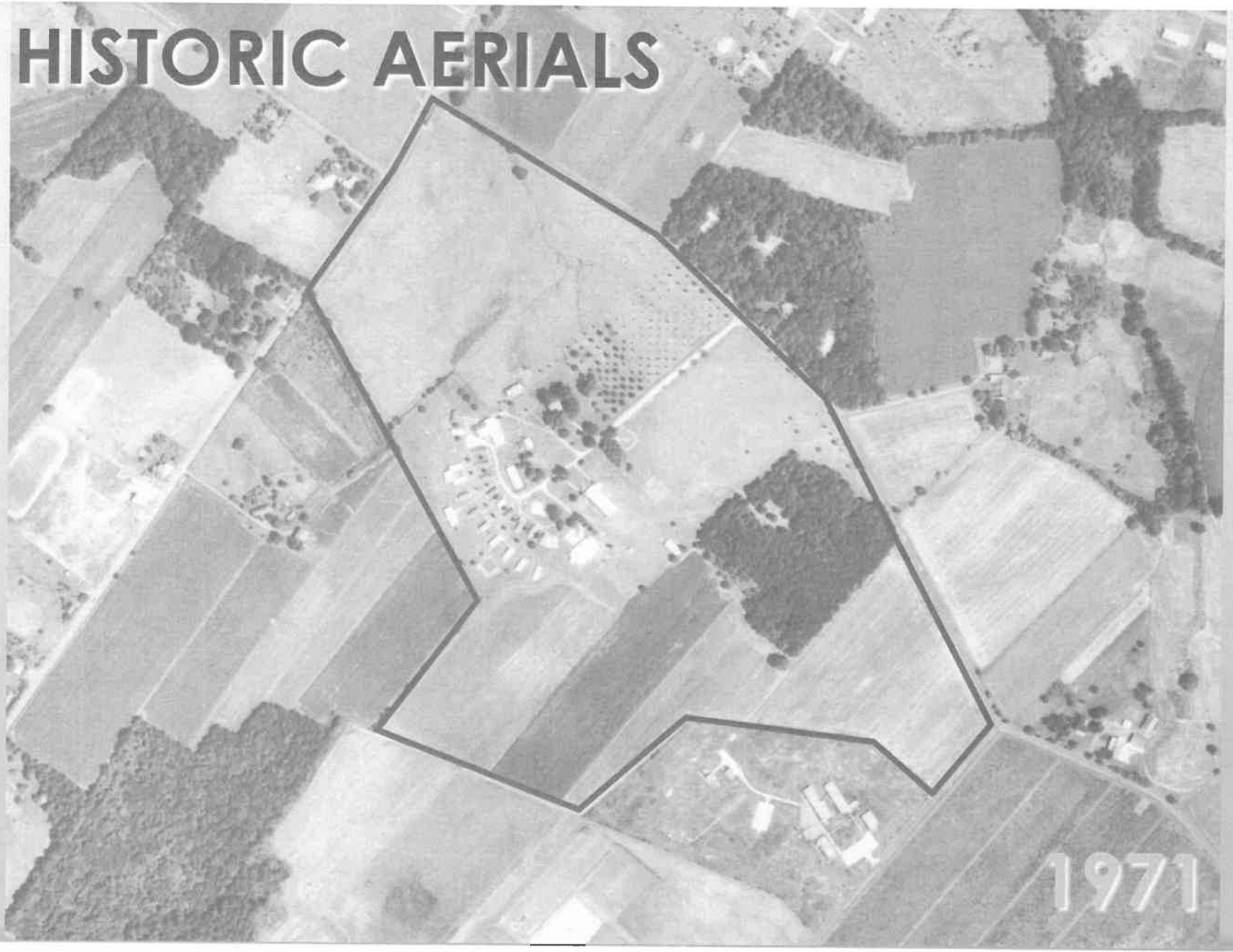


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# HISTORIC AERIALS



## Variety Campus Master Plan

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# HISTORIC AERIALS



1992



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# HISTORIC AERIALS



2004



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2012



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# 2017 Strategic Plan



1. Continue Day Camp
2. Establish Vocational Training (15-24 year olds)
3. Partner for Sustainable Agricultural Operations
4. Pursue Foundation Support (Healthy Balance Sheet)
5. Pursue appropriate public sector funding
6. Expand fee-for-service programming
7. Establish scholarship programs for camp and vocational training
8. Add human resources staff
9. Use Board of Directors skills and expertise to meet strategic plan goals
10. Expand Board membership to include specific skills and experience
11. Organize Board of Director committees around specific plan goals
12. Rebuild Variety's messaging & visibility to reflect organization's new focus



## Variety Campus Master Plan

Variety – The Children's Charity of the Delaware Valley

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# Variety Campus Master Plan

The Variety Campus Master Plan creates a vision for building and site improvements over the next 20 years, to accommodate the institution's renewed emphasis on expanded vocational training for its clients. The Master Plan re-imagines the campus to create a more beautiful, inviting and sustainable environment that both honors Variety's history and creates new and upgraded facilities for the future. The master plan optimally utilizes the site, provides stewardship of existing natural resources and respects neighbors' privacy. The plan provides for more functional and efficient vehicular circulation and creates a campus that is 100% universally accessible.

The future campus should instantly convey the institution's mission, its welcoming environment and its focus on stewardship. The new Variety Camp campus should help create more visibility for the institution in both Worcester Township and Montgomery County, and serve as a model for universal and inclusive design.

## MASTER PLAN TEAM:

- USA Architects
- Simone Collins Landscape Architecture
- Gibson-Thomas Engineering
- Skanska

## 7 MONTH MASTER PLAN PROCESS:

Task / Event	July	Aug	Sept	Oct	Nov	Dec	Jan
Notice to Proceed - Start Work	█						
Site Reconnaissance	█	█	█				
Data Collection / Background Info and Data Review							
Site Information and Analysis Plan							
Activities and Facilities Analysis							
Design Considerations and Process							
Implementation Plan and Cost Estimates							
Maintenance Operating Costs							
Plan Narrative Report							
Base Map and Site Development Drawings							
Draft Plan Presentation							
Revisions as required							
Final Plan							
Meetings							
Executive Staff Meeting #1		6th					
Executive Staff Meeting #2 Site		22nd/23rd					
Executive Staff Meeting #3 Architecture			5th/6th				
Executive Staff Meeting #4				11th			
Executive Staff Meeting #5						7th	
Meeting #1		9th					
Meeting #2			26th				
Meeting #3					1st		
Meeting with Variety Board of Directors							TBD
Key Person Interviews		28th/29th					



## Variety Campus Master Plan

Variety - The Children's Charity of the Delaware Valley

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DRAFT Program Numbers	Current		Future		Student to Staff Ratio	Sessions	Hours
	Student	Staff	Student	Staff			
<b>FULL TIME STAFF</b>							
Administrative Staff		11					
Facilities Manager		1					
Facilities Crew		4					
<b>SCHOOL YEAR PROGRAMS</b>							
Saturday Arts Program	15	6	20	7	3:1	10 weeks: Fall & Spring	9 AM - 3 PM
After School Vocational Club	10	3	20	7	3:1	Tue / Thur: Fall - Spring	3 PM - 6 PM
After School Socialization Club	7	3	10	4	3:1	Mon / Wed: Fall - Spring	3 PM - 6 PM
Saturday Socialization Club	10	4	20	8	3:1	4 weeks: Fall & Spring	9 AM - 3 PM
<b>SUMMER PROGRAMS</b>							
Camp Support Staff							
Nurses		3		5			
Program Staff		6		11			
Kitchen		3		4			
Lifeguards		4		5			
Day Camp	277	25	480	45	2:1 / 3:1	8 weeks	9 AM - 3 PM
Vocational Program	30	17	40	20	5:2	7 weeks	9 AM - 3 PM
Career Exploration							
Work Readiness							
Culinary Skills Class							
Jobs at Camp							
Overnight Camp	126	15	400	35	2:1 / 3:1	8 weeks	
Extended School Year (ESY)	68	60	75	60	1:1 / 3:1	7 weeks	9 AM - 3 AM
Before and After Care							8 AM & 6 PM
<b>YEAR ROUND PROGRAMS</b>							
Variety Works Program							
Farm to Table Vocational			60	25	2:1 / 3:1	Mon - Fri	8 AM - 5 PM
Landscape Vocational			10	4	2:1 / 3:1	Mon - Fri	8 AM - 5 PM
Assessments	2	1	20	10	2:1	Mon - Fri	8 AM - 5 PM
Job Coaching	7	1	45	10	2:1	Mon - Fri	8 AM - 5 PM
Consultants		6		6		Mon - Fri	8 AM - 5 PM
Training		6		6		Mon - Fri	8 AM - 5 PM
Coffee Cart Program	7	1	50	16	1:3		8 AM - 5 PM
Special Needs Day Care			20	13			8 AM - 5 PM
<b>QUARTERLY PROGRAMS</b>							
Weekend Retreat Camps	20	12	50	30	2:1 / 3:1	Fri to Sun 4 / year	Fri - Noon Sun
<b>BI-MONTHLY PROGRAMS</b>							
Adult Recreation Program (Alumni Program)	25	6	100	45	3:1	2nd & 4th Wed	6:30 PM - 8 PM
<b>OFF SITE PROGRAMS</b>							
Philadelphia Afterschool Program		29					
<b>TOTAL SERVED CLIENTS YEAR ROUND</b>	604		1420				
<b>TOTAL STAFF YEAR ROUND</b>		227		376			

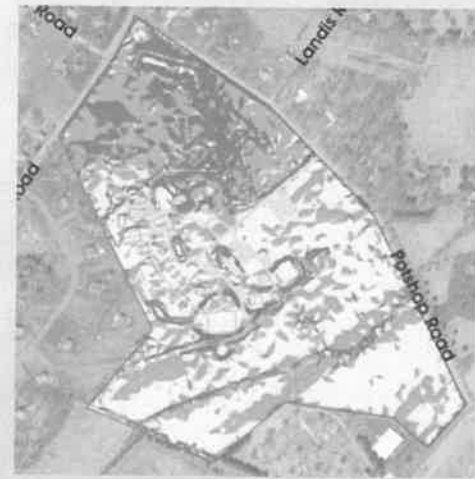
# Site Analysis Mapping



Soils



Elevations



Slopes



Slope Aspect



Hydrology



Access & Circulation



Variety Campus Master Plan

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# Existing Site Conditions



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# Existing Site Conditions



## Variety Campus Master Plan

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**LEGEND**

**SITE IMPROVEMENTS:**

- ① Agricultural Fields
- ② Future Access Drive (Typ.)
- ③ Baseball Field
- ④ Synthetic Multi-Purpose Field
- ⑤ Grass Multi-Purpose Field
- ⑥ Nature Base Playground
- ⑦ Stormwater BMP (Typ.)
- ⑧ Hardcourt / Garden Playground
- ⑨ Picnic Lawn / Flagpole
- ⑩ Splash Pad
- ⑪ Memorial Garden
- ⑫ Inclusive Play Area
- ⑬ Tennis Courts
- ⑭ Accessible Tent Camping
- ⑮ Future Development Area
- ⑯ Cut Flower Field
- ⑰ New Sign (Typ.)
- ⑱ Meadow Area (Typ.)
- ⑲ Demonstration Garden / Outdoor Seating

**CAMPUS BUILDINGS:**

- A Campus Center
- B Renovated Recreation Hall
- C VarietyWorks
- D Foodery
- E Renovated Widener Gym
- F Posel Village
- G Pool House / Restrooms
- H Pavilion / Grill Pit
- I Renovated Amphitheater
- J Existing Farmhouse
- K Tree-house/Nature Center
- L Store/Cafe
- M Pavilion / Restrooms
- N VarietyFarms
- P Hoop Houses



# Master Plan



**Variety Campus Master Plan**  
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# Master Plan



## Variety Campus Master Plan

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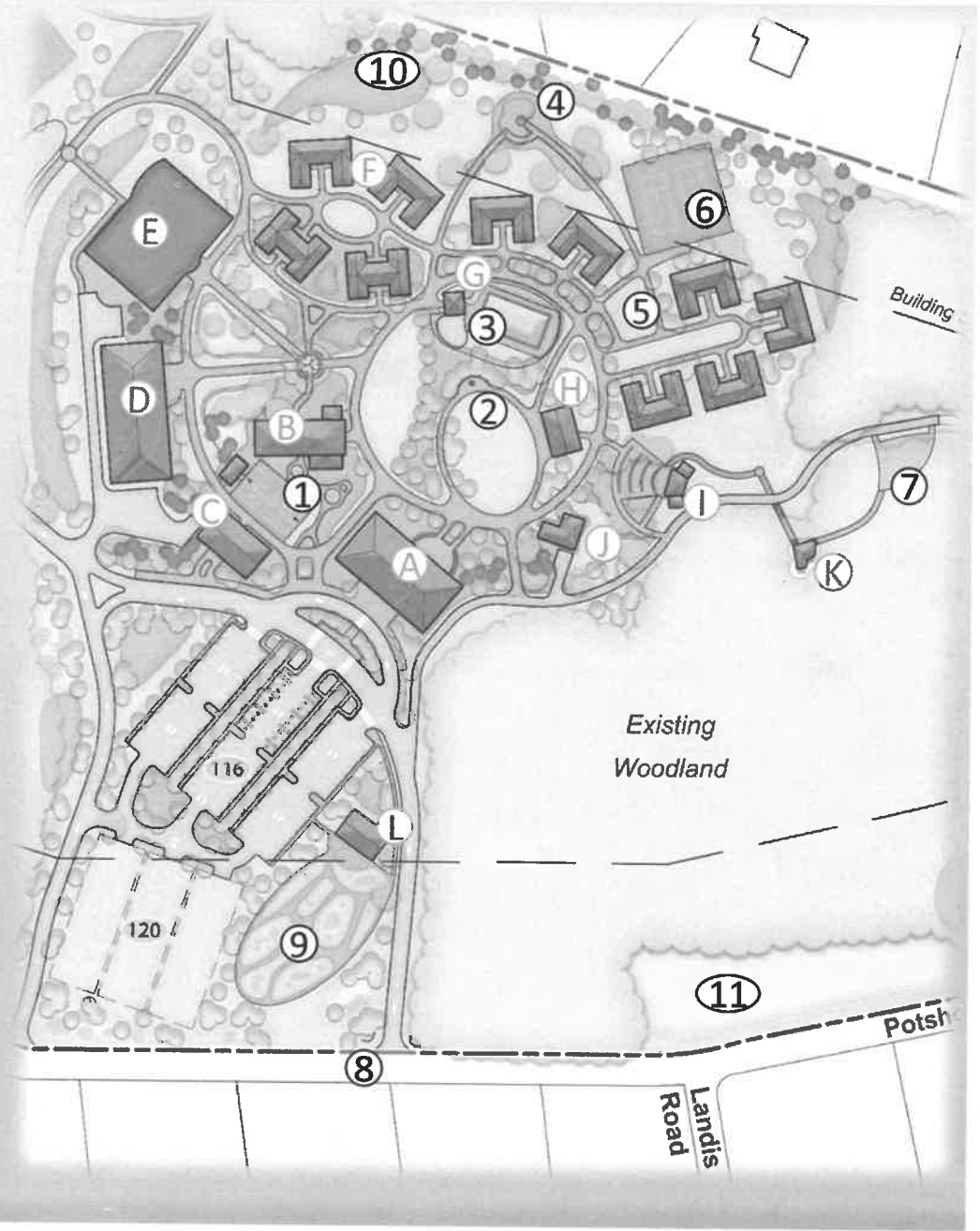
# Core Campus

## Campus Buildings:

- (A) Campus Center
- (B) Existing Recreation Hall
- (C) VarietyWorks
- (D) Foodery
- (E) Renovated Widener Gym
- (F) Posel Village
- (G) Pool House / Restrooms
- (H) Pavilion / Grill Pit
- (I) Renovated Amphitheater
- (J) Existing Farmhouse
- (K) Tree-house/Nature Center
- (L) Store/Cafe

## Site Improvements:

- (1) Hardcourt / Garden Playground
- (2) Picnic Lawn / Flagpole
- (3) Splash Pad
- (4) Memorial Garden
- (5) Inclusive Play Area
- (6) Tennis Courts
- (7) Accessible Tent Camping
- (8) New Sign Meadow Area (Typ.)
- (9) Demonstration Garden /Outdoor Seating
- (10) Stormwater BMP (Typ.)
- (11) Meadow (Typ.)



## Variety Campus Master Plan

Variety – The Children's Charity of the Delaware Valley

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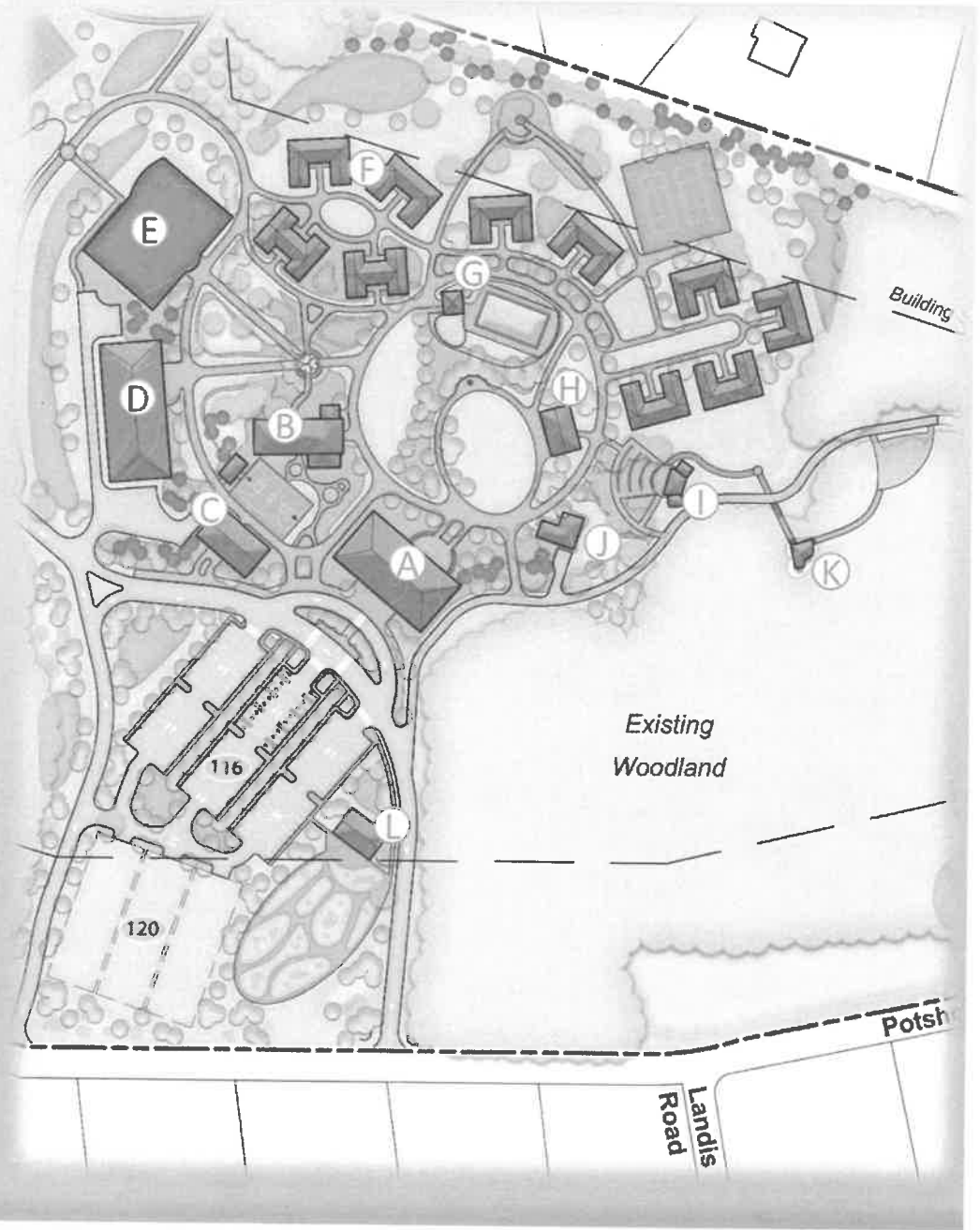
# Core Campus

## Campus Buildings:

- (A) Campus Center
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- (C) VarietyWorks
- (D) Foodery
- (E) Renovated Widener Gym
- (F) Posel Village
- (G) Pool House / Restrooms
- (H) Pavilion / Grill Pit
- (I) Renovated Amphitheater
- (J) Existing Farmhouse
- (K) Tree-house/Nature Center
- (L) Store/Café

## Site Circulation:

- One-way Vehicular Access at main Entrance
- 116 Parking Spaces
- 120 Overflow Spaces
- Drop-off Loop
- Bus / Van Pickup Lane
- Main Campus Walks 12 ft widths accommodate Emergency & Maintenance Vehicles
- Secondary Walks 5 to 8 ft Wide



## Variety Campus Master Plan

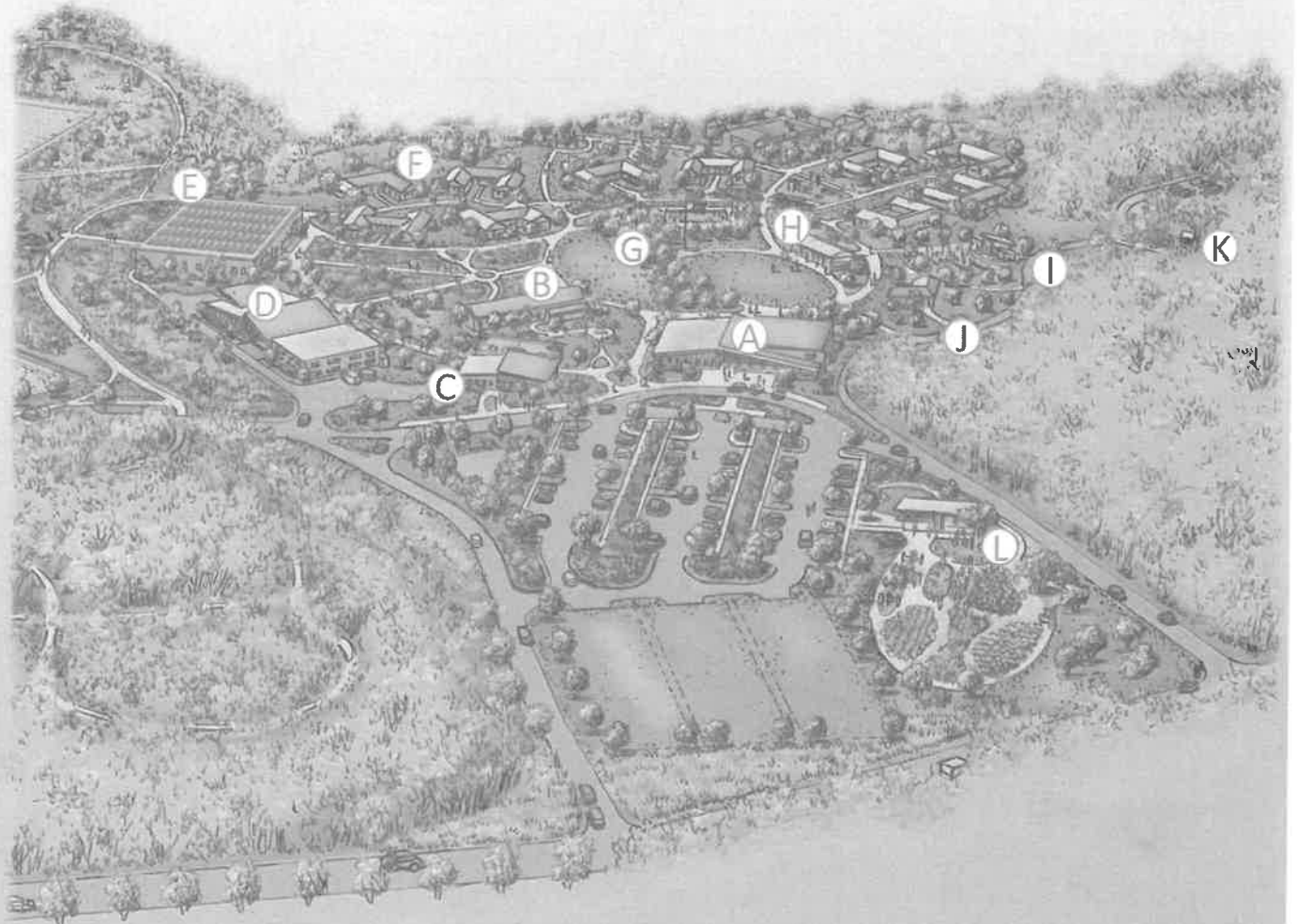
Variety – The Children's Charity of the Delaware Valley

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# Master Plan – Core Campus

## Campus Buildings:

- A Campus Center
- B Existing Recreation Hall
- C VarietyWorks
- D Foodery
- E Renovated Widener Gym
- F Posel Village
- G Pool House / Restrooms
- H Pavilion / Grill Pit
- I Renovated Amphitheater
- J Existing Farmhouse
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- L Store/Cafe



## Variety Campus Master Plan

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# Recreation Fields

## Campus Buildings:

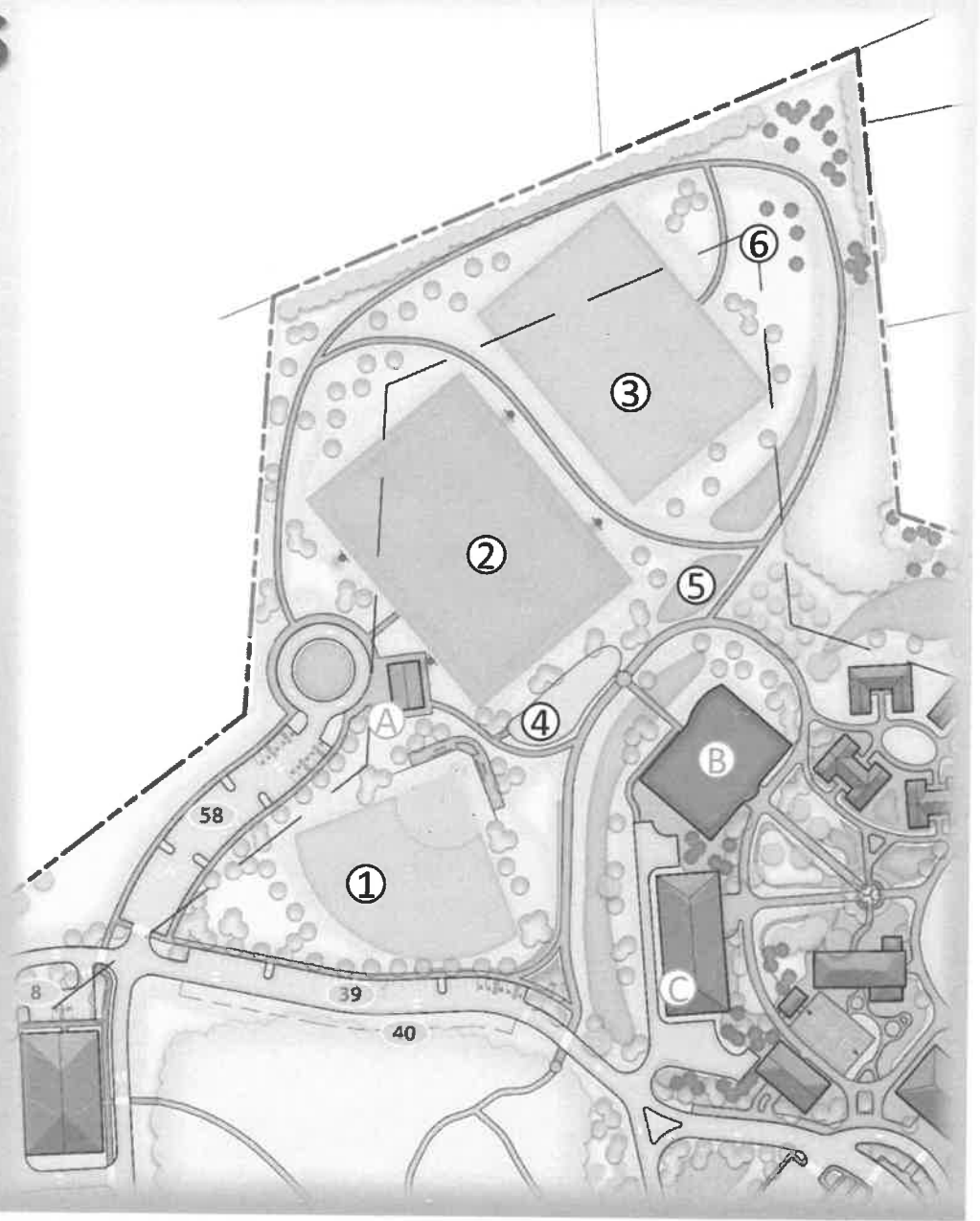
- (A) Pavilion / Restrooms
- (B) Renovated Widener Gym
- (C) Foodery

## Site Improvements:

- ① Baseball Field
- ② Synthetic Multi-Purpose Field
- ③ Grass Multi-Purpose Field
- ④ Nature Base Playground
- ⑤ Stormwater BMP (Typ.)
- ⑥ Meadow Area (Typ.)

## Site Circulation:

- 97 Parking Spaces
- 40 Overflow Parking Spaces
- Drop-off Loop
- Trail Outer Loop – 0.6 Miles



## Variety Campus Master Plan

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# Master Plan - Recreation Fields

## Campus Buildings:

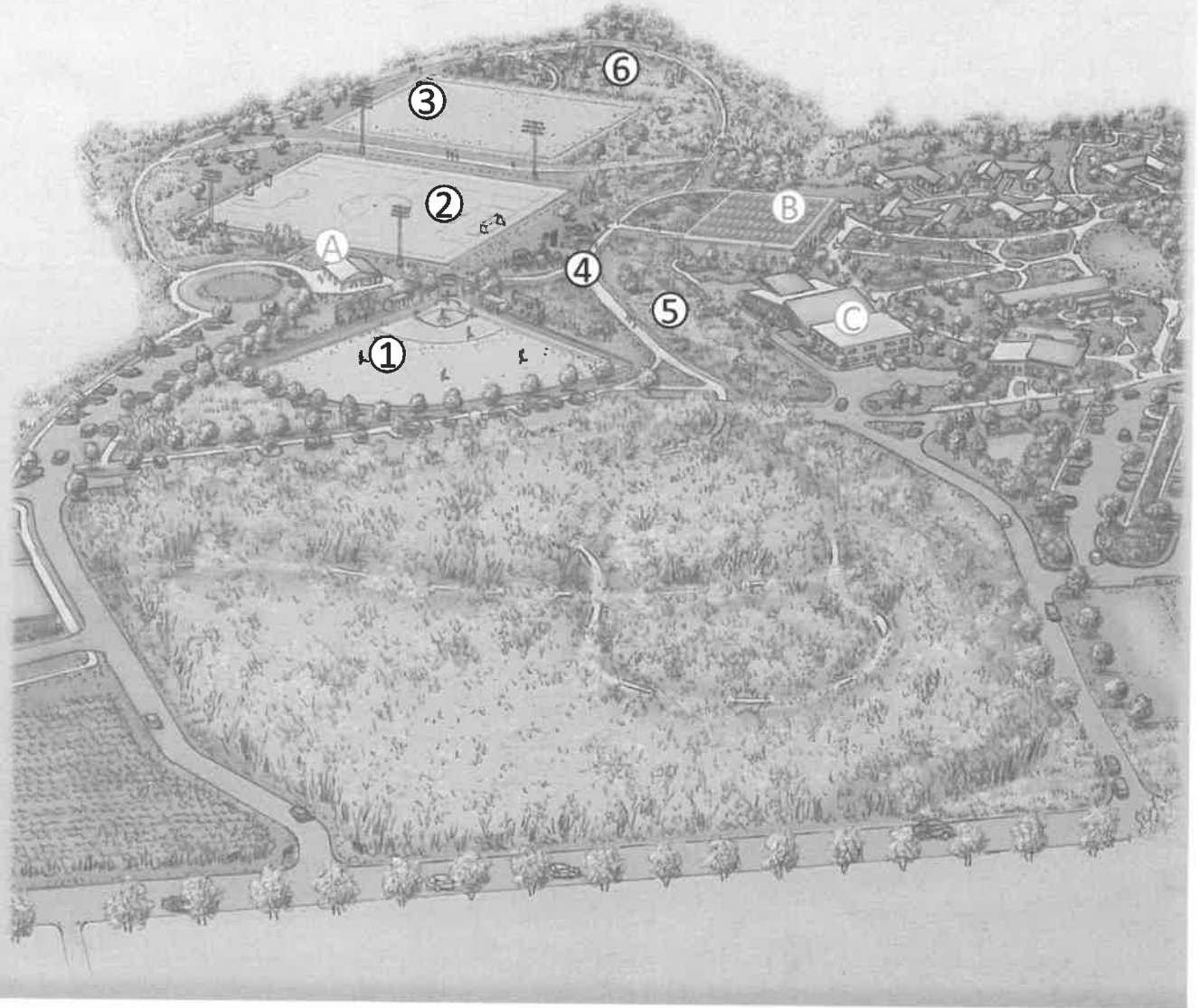
- A Pavilion / Restrooms
- B Renovated Widener Gym
- C Foodery

## Site Improvements:

- 1 Baseball Field
- 2 Synthetic Multi-Purpose Field
- 3 Grass Multi-Purpose Field
- 4 Nature Base Playground
- 5 Stormwater BMP (Typ.)
- 6 Meadow Area (Typ.)

## Site Circulation:

- 97 Parking Spaces
- 40 Overflow Parking Spaces
- Drop-off Loop
- Trail Outer Loop – 0.6 Miles



## Variety Campus Master Plan

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# VarietyFarms Complex

## Campus Buildings:

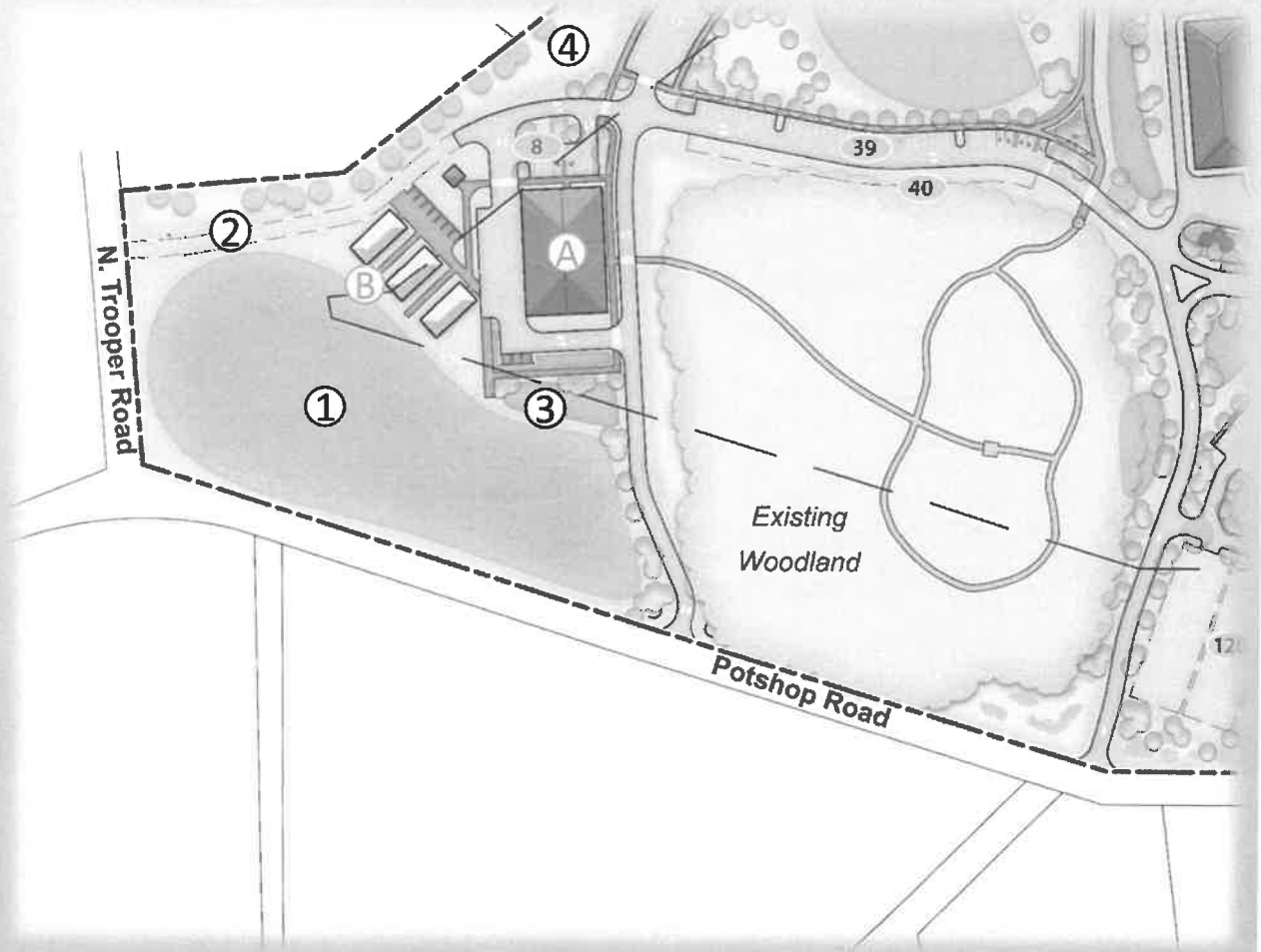
- Ⓐ VarietyFarms
- Ⓑ Hoop Houses

## Site Improvements:

- ① Agricultural Fields
- ② Future Access Drive (Typ.)
- ③ Stormwater BMP (Typ.)
- ④ Meadow Area (Typ.)

## Site Circulation:

- New Entrance from Potshop Road
- 8 Parking Spaces
- Paved Work Yard



## Variety Campus Master Plan

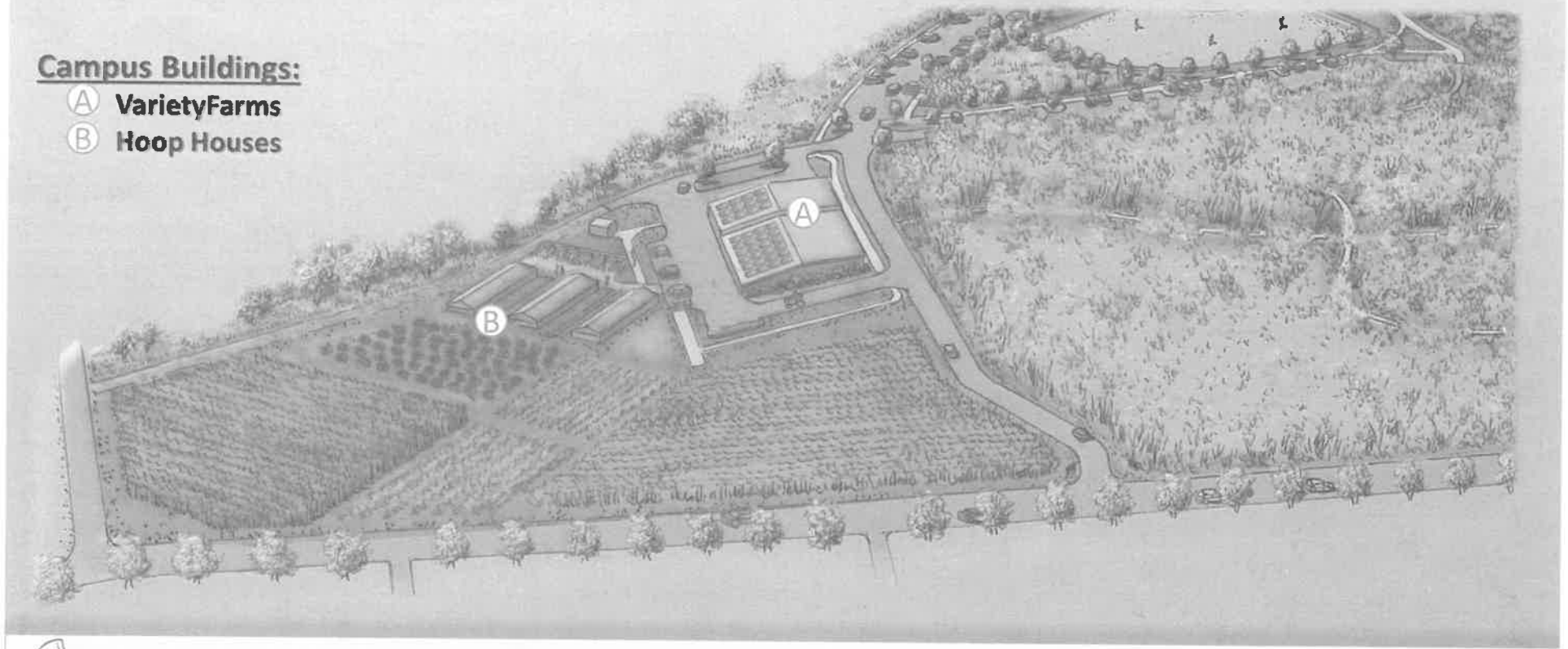
Variety – The Children's Charity of the Delaware Valley

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# Master Plan - VarietyFarms Complex

## Campus Buildings:

- (A) VarietyFarms
- (B) Hoop Houses

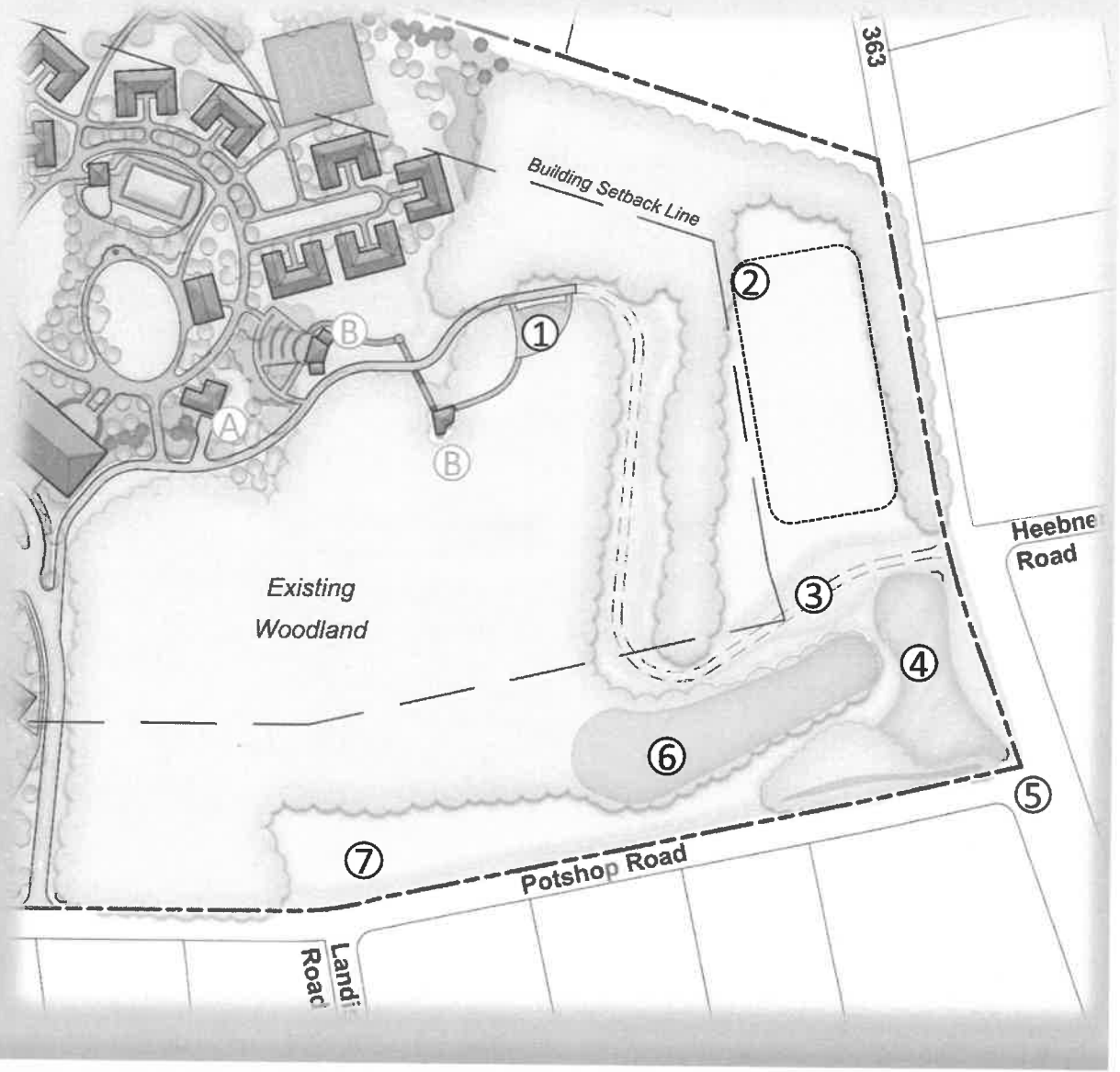


## Variety Campus Master Plan

Variety – The Children's Charity of the Delaware Valley

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# Valley Forge Road Frontage



## Campus Buildings:

- Ⓐ Existing Farmhouse
- Ⓑ Renovated Amphitheater
- Ⓑ Tree-house / Nature Center

## Site Improvements:

- ① Accessible Tent Camping
- ② Future Development Area
- ③ Future Access Drive
- ④ Cut Flower Field
- ⑤ New Sign (Typ.)
- ⑥ Stormwater BMP (Typ.)
- ⑦ Meadow Area (Typ.)



## Variety Campus Master Plan

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# Master Plan - Valley Forge Road Frontage

## Campus Buildings:

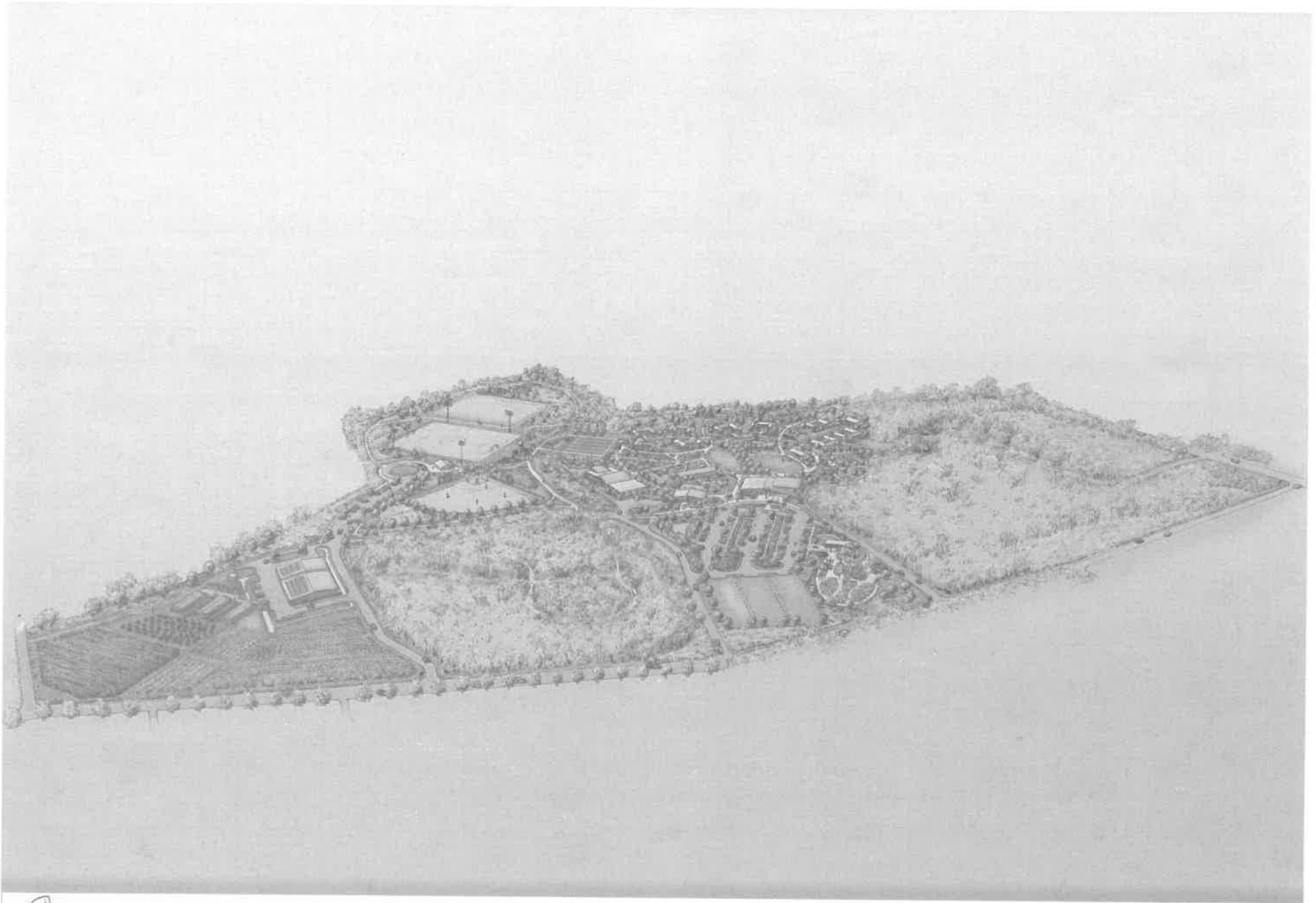
- (A) Existing Farmhouse
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- (C) Tree-house / Nature Center



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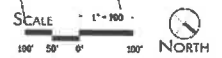
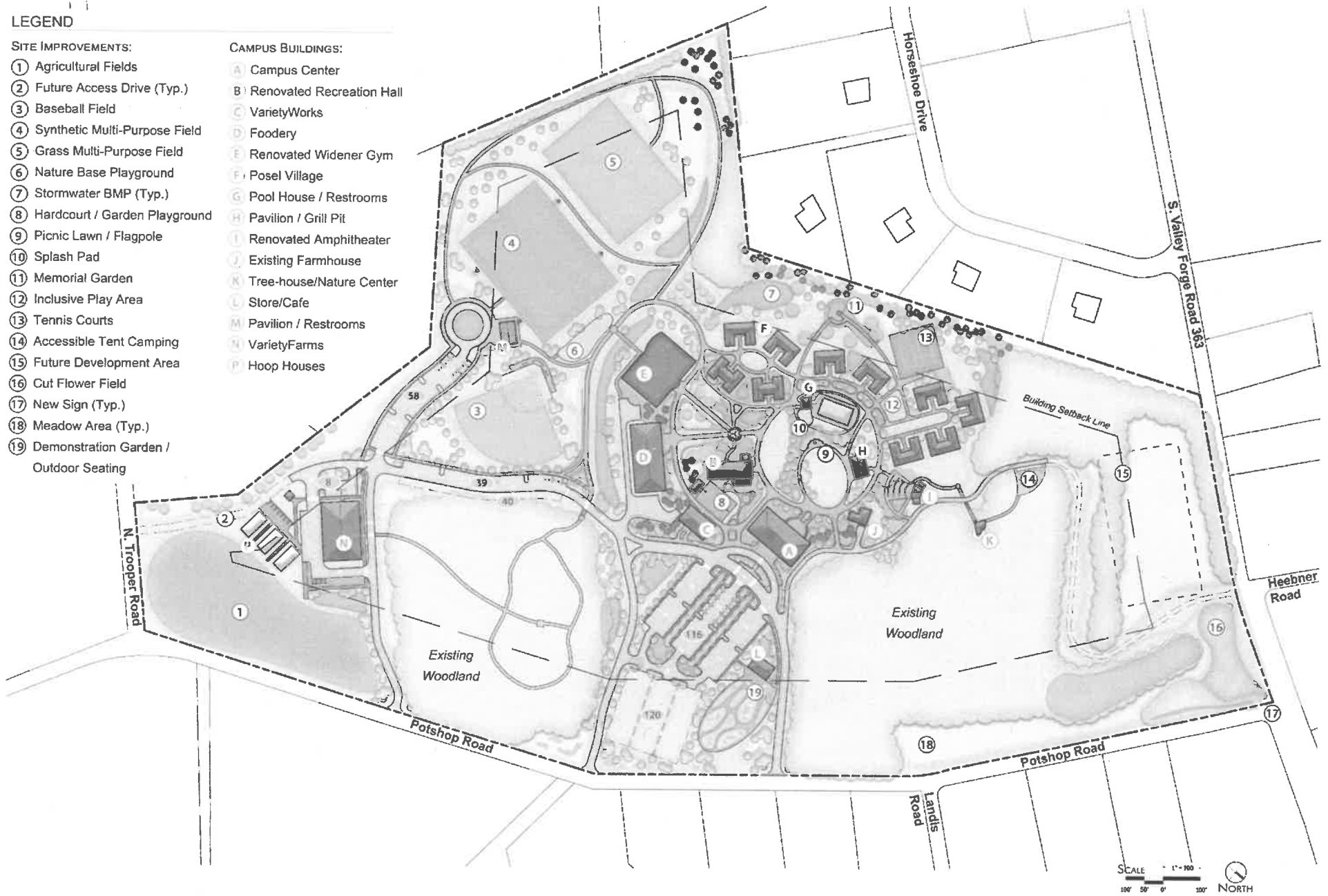
**LEGEND**

**SITE IMPROVEMENTS:**

- ① Agricultural Fields
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- ⑥ Nature Base Playground
- ⑦ Stormwater BMP (Typ.)
- ⑧ Hardcourt / Garden Playground
- ⑨ Picnic Lawn / Flagpole
- ⑩ Splash Pad
- ⑪ Memorial Garden
- ⑫ Inclusive Play Area
- ⑬ Tennis Courts
- ⑭ Accessible Tent Camping
- ⑮ Future Development Area
- ⑯ Cut Flower Field
- ⑰ New Sign (Typ.)
- ⑱ Meadow Area (Typ.)
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- L Store/Cafe
- M Pavilion / Restrooms
- N VarietyFarms
- P Hoop Houses



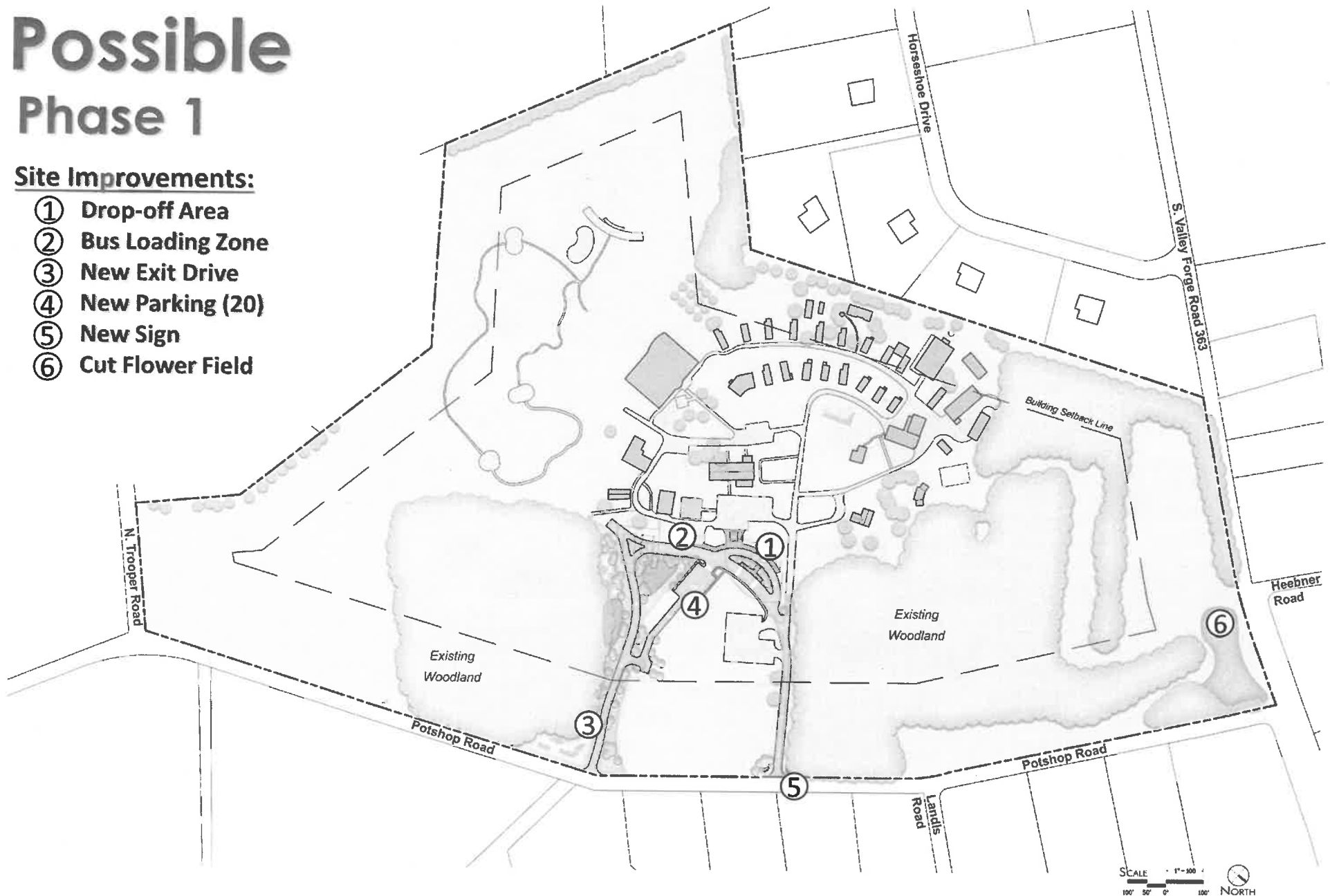
**Variety Campus Master Plan**  
 Variety – The Children’s Charity of the Delaware Valley

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# Possible Phase 1

## Site Improvements:

- ① Drop-off Area
- ② Bus Loading Zone
- ③ New Exit Drive
- ④ New Parking (20)
- ⑤ New Sign
- ⑥ Cut Flower Field



## Variety Campus Master Plan

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# Possible Phase 2

## Site Improvements:

- ① Improved Driveway
- ② Parking
- ③ Baseball Field
- ④ Synthetic Multi Purpose Field
- ⑤ Grass Multipurpose Field
- ⑥ Nature base Playground
- ⑦ Hardcourt / Garden Playground
- ⑧ Agricultural Fields
- ⑨ Walking Path
- ⑩ Future Driveway

## Campus Buildings

- Ⓐ VarietyWorks
- Ⓑ Variety Farms
- Ⓒ Hoop Houses
- Ⓓ Pavilion / Restrooms

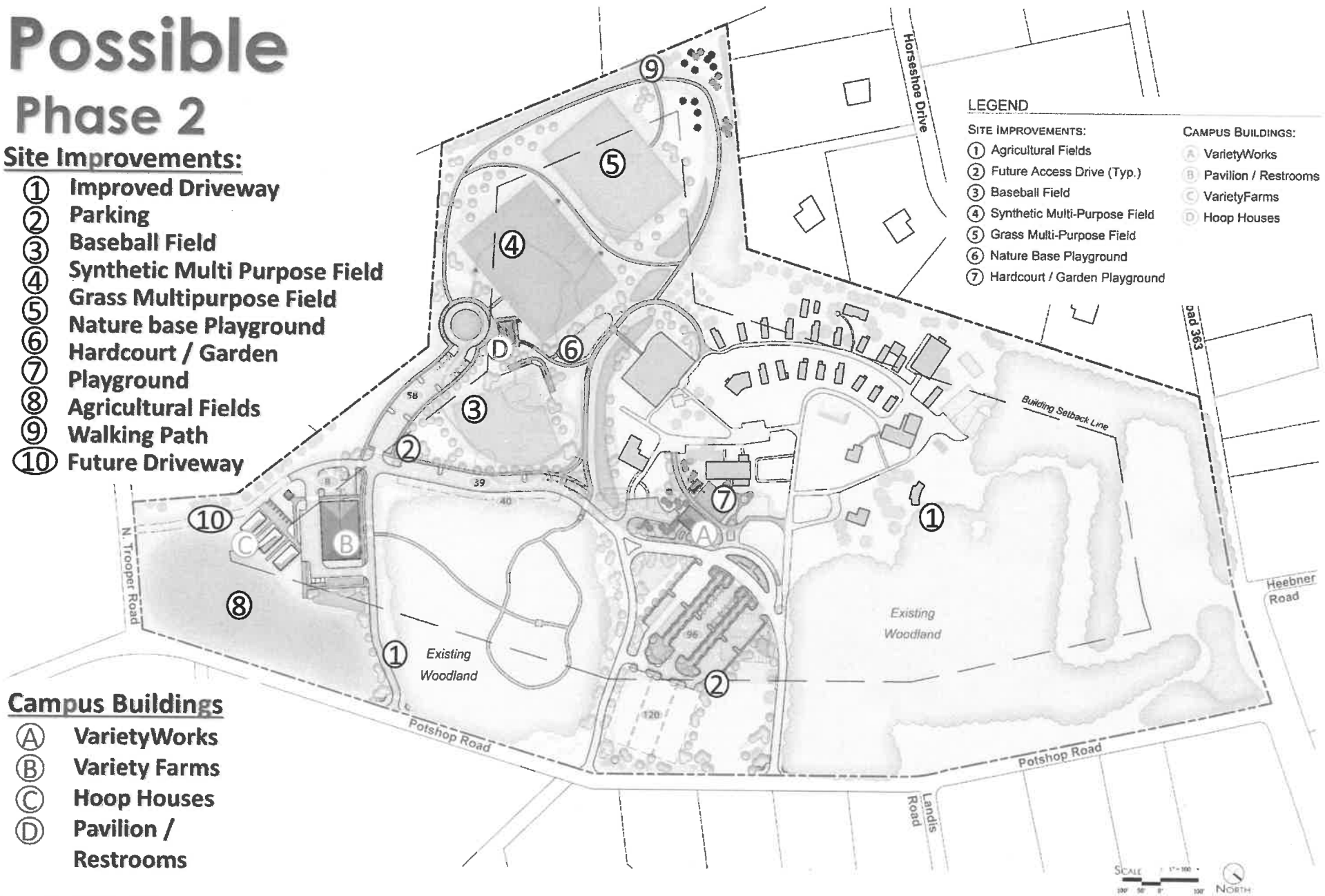
## LEGEND

### SITE IMPROVEMENTS:

- ① Agricultural Fields
- ② Future Access Drive (Typ.)
- ③ Baseball Field
- ④ Synthetic Multi-Purpose Field
- ⑤ Grass Multi-Purpose Field
- ⑥ Nature Base Playground
- ⑦ Hardcourt / Garden Playground

### CAMPUS BUILDINGS:

- Ⓐ VarietyWorks
- Ⓑ Pavilion / Restrooms
- Ⓒ VarietyFarms
- Ⓓ Hoop Houses



SCALE 1" = 100'  
100' 50' 0' 100' NORTH



## Variety Campus Master Plan

Variety – The Children's Charity of the Delaware Valley

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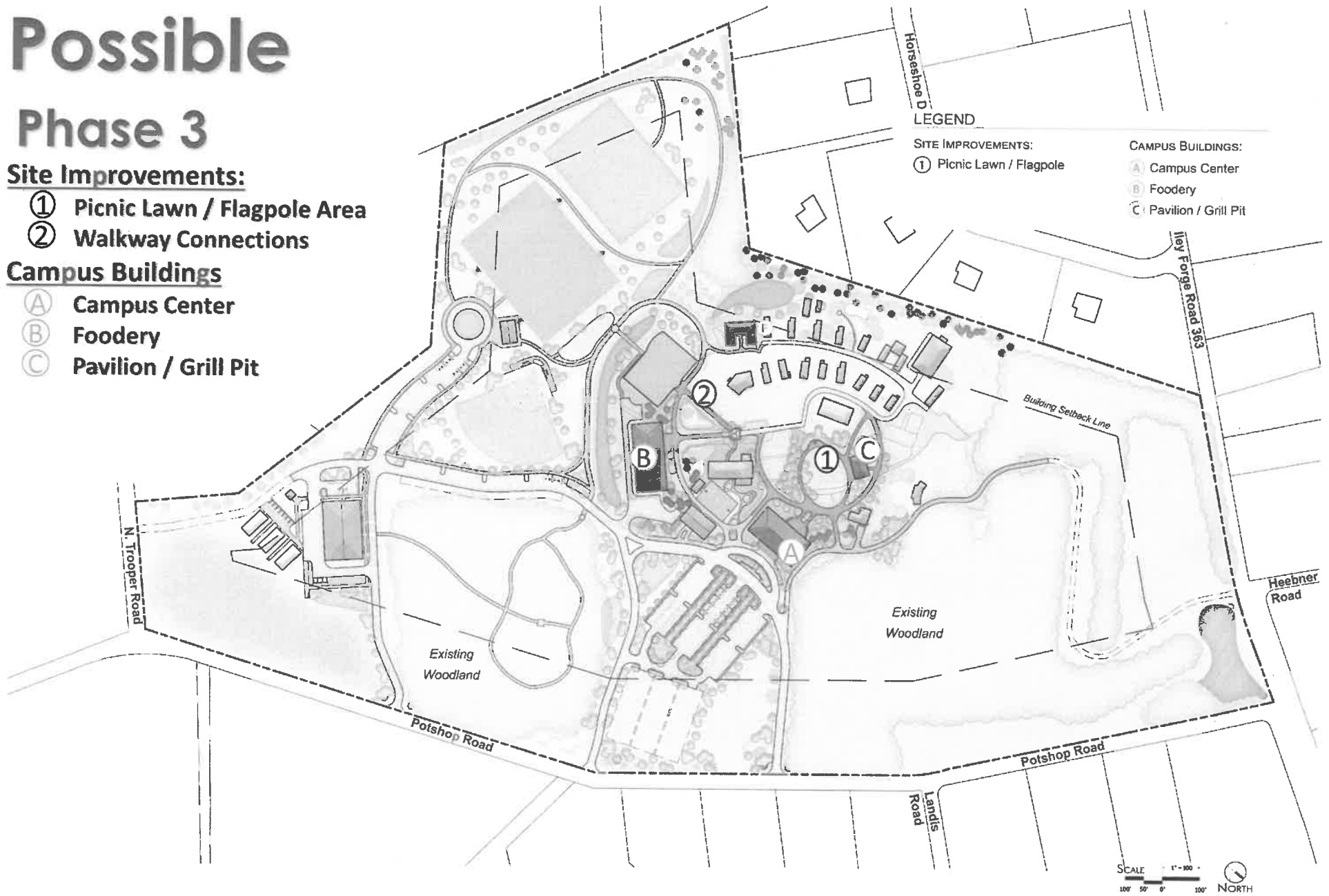
# Possible Phase 3

## Site Improvements:

- ① Picnic Lawn / Flagpole Area
- ② Walkway Connections

## Campus Buildings

- (A) Campus Center
- (B) Foodery
- (C) Pavilion / Grill Pit



## Variety Campus Master Plan

Variety – The Children’s Charity of the Delaware Valley

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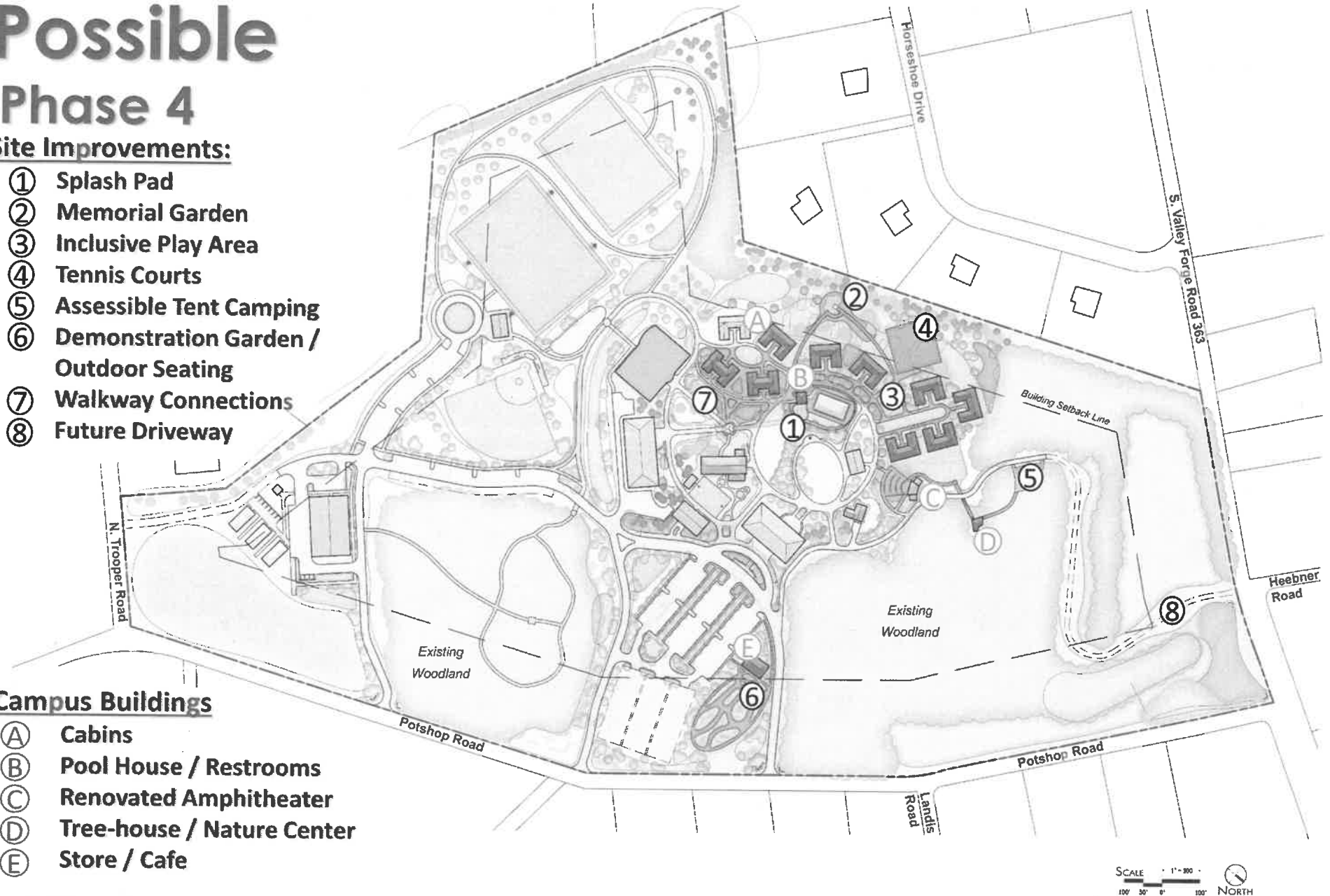
# Possible Phase 4

## Site Improvements:

- ① Splash Pad
- ② Memorial Garden
- ③ Inclusive Play Area
- ④ Tennis Courts
- ⑤ Assessable Tent Camping
- ⑥ Demonstration Garden / Outdoor Seating
- ⑦ Walkway Connections
- ⑧ Future Driveway

## Campus Buildings

- Ⓐ Cabins
- Ⓑ Pool House / Restrooms
- Ⓒ Renovated Amphitheater
- Ⓓ Tree-house / Nature Center
- Ⓔ Store / Cafe



## Variety Campus Master Plan

Variety - The Children's Charity of the Delaware Valley

USA Architects • Simone Collins Landscape Architecture

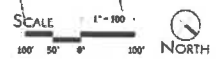
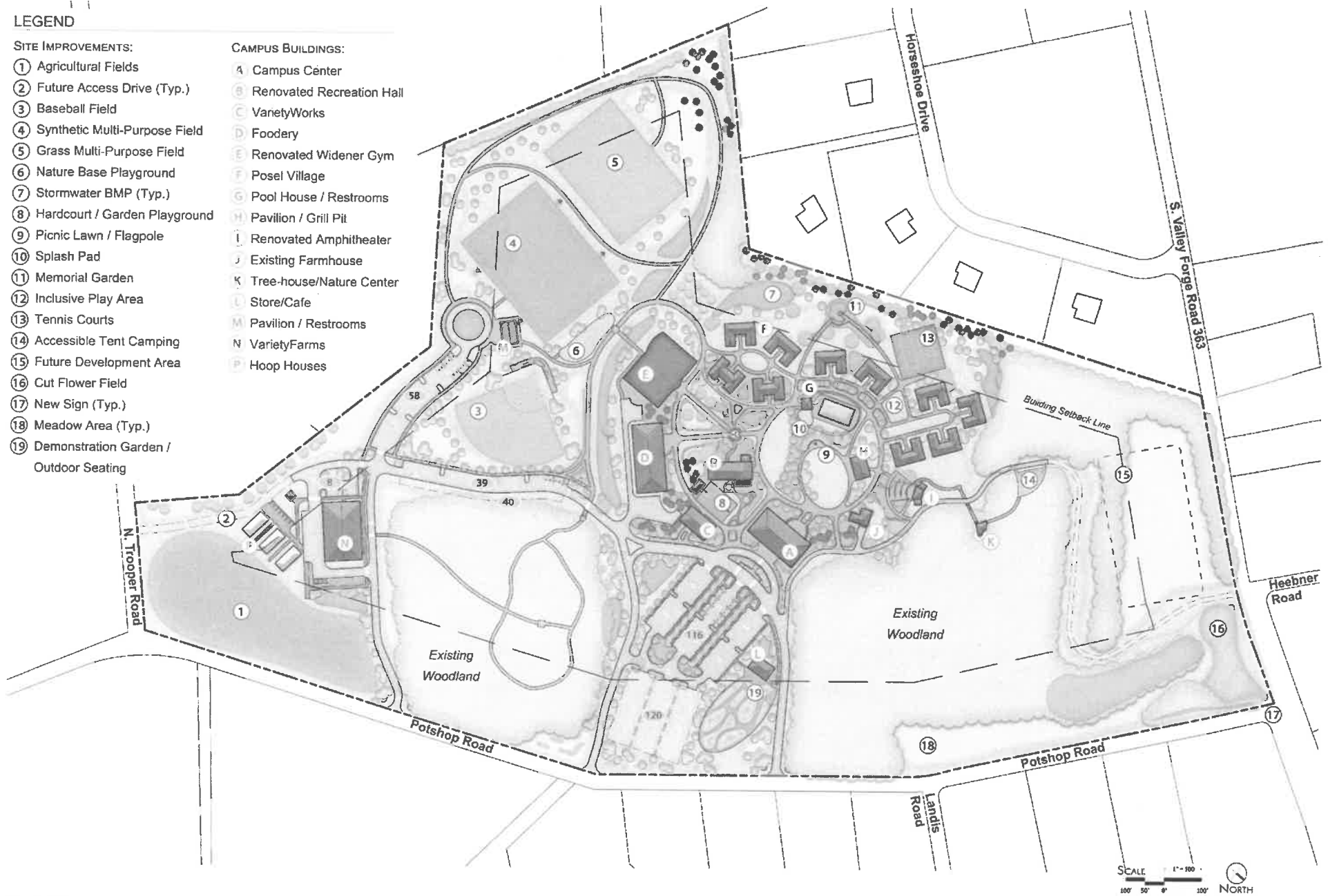
**LEGEND**

**SITE IMPROVEMENTS:**

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- ⑱ Meadow Area (Typ.)
- ⑲ Demonstration Garden / Outdoor Seating

**CAMPUS BUILDINGS:**

- A Campus Center
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- N VarietyFarms
- P Hoop Houses



# Priority Improvements

- Circulation

Others may be based on donor interest

- VarietyFarms
- VarietyWorks
- Foodery
- Campus Center



## Variety Campus Master Plan

Variety – The Children's Charity of the Delaware Valley

USA Architects • Simone Collins Landscape Architecture

# Project Costs

## Variety Campus Master Plan Probable Cost of Development

Total Proposed Site Improvements	\$ 5,933,200.00
Total Proposed Architectural Improvements	\$ 18,624,400.00
Mobilization (3% All Improvements)	\$ 736,800.00
Construction Surveying (2% All Improvements)	\$ 491,200.00
Erosion and Sedimentation Control (2% All Improvements)	\$ 491,200.00
Stormwater Management (2.5% All Improvements)	\$ 614,000.00
Electrical Improvements	\$ 260,000.00
Sewer Improvements	\$ 400,000.00
Site Improvements Construction Contingency (10% Site Improvements)	\$ 593,400.00
Architectural Improvements Construction Contingency (10% Architectural Improvements)	\$ 1,862,500.00
Sewer Building Connection Contingency (2% Architectural Improvements)	\$ 350,000.00
Site Work Design and Engineering Fees (15% Site Improvements)	\$ 890,000.00
Architectural Improvements Design and Engineering Fees (15% Architectural Improvements)	\$ 2,793,700.00
Sewer Design and Permitting Fees	\$ 185,180.00
<b>Total Estimated Project Costs</b>	<b>\$ 34,226,000.00</b>



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# Existing Zoning

## AGR AGRICULTURAL DISTRICT

### Permitted Uses:

- Agriculture.
- Single-family detached dwellings:
- Accessory uses

### Conditional Uses:

- Country club
- Public or private schools
- Noncommercial playing fields, parks, playgrounds, passive recreation areas, nature preserves, forest preserves and nature centers
- Place of religious worship
- Day camp
- A farm market or roadside
- A residential life-care facility
- Municipal use
- No-impact home-based business



# Existing Zoning

## AGR AGRICULTURAL DISTRICT

### Yard regulations.

Nonresidential uses. All nonresidential uses shall be governed by the following yard requirements:

- **Two hundred fifty feet** shall be the minimum size of **front yards** and **125 feet** shall be the minimum size of **side and rear yards** for all structures except single-family detached, religious and agricultural uses.

### Coverage regulations.

- Building coverage: Ten percent maximum
- Impervious coverage: Twenty percent maximum

### Height regulations.

- Building height. Thirty-five feet, not exceeding 2.5 stories
- Sixty feet shall be the maximum height for silos used to store ensilage.
- Eighty-five feet shall be the maximum height for steeples and/or bell towers of places of worship.



# Existing Zoning

## CONDITIONAL USES.

The Supervisors may grant approval provided that the following standards are met.

- Complies with the declaration of legislative intent as stated in Article I
- Compliance with conditions of the conditional use
- Shall not adversely affect neighboring land uses in any way and shall not impose upon its neighbors in any way
- Properly serviced by all existing public service systems.
- The peak traffic accommodated for in a safe and efficient manner
- Accommodated by other public service systems including police, fire protection, utilities, parks and recreation.
- Properly designed with regard to internal circulation, parking, buffering and all other elements of proper design.
- Provide sufficient plans, studies or other data
- Other conditions including planting and buffers, harmonious design of buildings.





# Existing Zoning

## EXPIRATION OF CONDITIONAL USES.

Unless otherwise specified in the decision of the Board of Supervisors, a **conditional use shall expire** if the applicant **fails to obtain a building permit** in connection therewith **within one year** of the date of the order of the Board or court granting such conditional use. In those instances where **land development** or subdivision approval is a necessary prerequisite prior to obtaining a building permit, the **conditional use shall expire** if the applicant **fails to make a diligent effort** to obtain such approval **within six months** following the date of conditional use approval. **Upon receipt of land development approval**, the **conditional use shall expire** if a **building permit is not obtained within six months** of the date of land development approval



# Moving Forward

Realization of a new Variety Campus will require a number of years. Since Variety is a donor supported organization, the long-term Vision for the institution is key to garnering long-term and continuing support. Donors must know that their investment in the institution is protected.

The campus current zoning status does not ensure the long-term viability of the institution. Additionally, donors cannot be assured that their investments will bear fruit if every campus enhancement might be subject to a new public hearings and approvals.

**Variety is interested in partnering with Worcester Township to determine the best way to ensure that the institutional goals for the master plan are met while the interests of the Township and community are protected.**



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# Moving Forward

- **Conversations Worcester Township**
- **Present to Montgomery County**
- **Explore RACP funding opportunity**
  - Redevelopment Assistance Capital Program
  - State program funds governments & non-profits
- **Advance projects through Variety's donor base**
- **Engineering, Design & Land Development**



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# Discussion



Thank you!



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