

Resolution

Resolution No. R-14-39



A RESOLUTION ACCEPTING THE *CITY OF FAIRFAX STRATEGIC MASTER PLAN FOR PARKS, RECREATION, TRAILS, OPEN SPACE, EVENTS, AND CULTURAL ARTS*

WHEREAS, The City of Fairfax has never adopted a Strategic Plan for Parks, Recreation, Trails, Open Space, Special Events and Cultural Arts; and

WHEREAS, the Parks and Recreation Department, Parks and Recreation Advisory Board, and their expert consultants engaged the community in an unprecedented six public workshops, 20 stakeholder groups, web surveys, statistically valid random sample survey, social media, and online civic engagement; and

WHEREAS, the Parks and Recreation Department received the National Recreation and Park Association Gold Medal for Excellence in Parks and Recreation Management in 2011 and this Plan provides strategic direction to extend and maintain a gold medal standard of excellence for all existing and future parks and recreation facilities, programs, and events; and

WHEREAS, the demographics of the City of Fairfax are becoming more diverse and the population is becoming older, resulting in changing and growing needs for services; and

WHEREAS, the City's parks, recreation facilities, trails, special events, and cultural arts activities provide a unique sense of place and identity for the City of Fairfax; and

WHEREAS, the City's parks, recreation facilities, and trails provide opportunities to improve the health and wellness of area residents; and

WHEREAS, the City's parks, recreation facilities, trails, special events, and cultural arts contribute to the economic vitality of the City; and

WHEREAS, parks, recreation facilities, and open space provide unique opportunities to improve our community through conservation and stewardship of our natural resources; and

WHEREAS, the Strategic Master Plan emphasizes the leverage of strategic partnerships to maximize efficiency, increase participation, and provides outreach to our citizens; and

WHEREAS, the Strategic Planning process involved analyses of the City's needs based upon the extensive public engagement, benchmarking to similar communities, analyses of current trends in parks and recreation services, conditions of the existing parks and recreation facilities, analyses of existing program and event offerings; geographic distribution of parks and facilities, review of previous planning studies; and

WHEREAS, City Council has been involved in the process through a stakeholder meeting on June 22, 2013 and the Parks and Recreation Advisory Board and staff presented progress of the planning process to City Council on January 14, 2014, and June 3, 2014; and

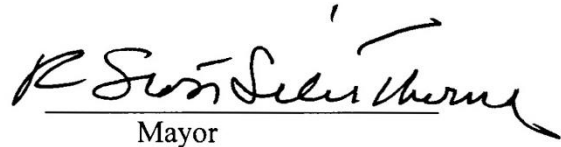
WHEREAS, the process resulted in the development of a revised vision, mission, six goal areas, 29 objectives, and 130 strategies that are based upon the public engagement and analyses; and

WHEREAS, the strategies are coordinated with the adopted City of Fairfax Comprehensive Plan; and

WHEREAS, the Parks and Recreation Advisory Board and staff reviewed the plan at ten regular and five special meetings, held a final public workshop on May 14, 2014, a work session with City Council and held joint meetings with the School Board, Senior Center Council, and Commission on the Arts to review the proposed strategies; and

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Fairfax hereby accepts the City of Fairfax Strategic Master Plan for Parks, Recreation, Trails, Open Space, Events and Cultural Arts dated June 24, 2014 without prejudice to future consideration and action by this body.

Adopted this 24th day of June 2014.



Mayor

ATTEST:



City Clerk

The vote on the motion to approve was recorded as follows:

VOTE:

Councilman DeMarco	Aye
Councilman Drummond	Aye
Councilman Greenfield	Aye
Councilman Meyer	Aye
Councilmember Schmidt	Aye
Councilman Stombres	Aye

Acknowledgements

Strategic Master Plan for Parks, Recreation, Trails, Open Space, Events and Cultural Arts

City of Fairfax, Virginia

City Council

Mayor **R. Scott Silverthorne**
Councilmember **Michael J. DeMarco**
Councilmember **Daniel F. Drummond**
Councilmember **Jeffrey C. Greenfield**

Councilmember **David L. Meyer**
Councilmember **Eleanor D. Schmidt**
Councilmember **Steven C. Stombres**

City Administration

City Manager Robert L. Sisson

Parks and Recreation Advisory Board (PRAB)

Chair (2014) Brian Knapp
Chair (2013) Joseph Harmon
Kirk Holley (Community Appearance Committee Representative)
Evie Ifantides
Vice Chair Esther Nasjleti
Jane Albro (Senior Center Council Representative)
Jennifer Passey (Planning Commission Representative)
Bob Reinsel
Zinta Rodgers-Rickert
Mike Slawski
Toby Sorensen (School Board Representative)
Douglas Stewart
Harry Wilbur (Commission on the Arts Representative)
Rebecca McNaughton (2013)

Strategic Master Plan Steering Committee Members

Joseph Harmon
Kirk Holley
Brian Knapp
Rhonda Krafchin
Al Luna
Esther Nasjleti
Johnette Peyton
Dan Philips
Bob Reinsel
Dr. Todd Rose
Tom Ross
Doug Stewart
Verne Tuininga
Armistice Turtora
Barry Thompson
Gail Wade
Harry Wilbur
Jeanne Wilson
Jeanie Winslow

Parks and Recreation Department

Director Michael McCarty, CPRP

Consultant Team

Brandstetter Carroll Inc.
2360 Chauvin Drive
Lexington, Kentucky 40517
(859) 268-1933 VOICE
(859) 268-3341 FAX

Grove Consulting LLC.
2273 Brimstone Place
Hanover, MD 21076
(703) 395-0253

Architects Project No. 13036

Lawrence W. Brandstetter, AIA,
President
Patrick D. Hoagland, ASLA, Project
Manager
Keith Rodenhauer, Planner
Mark E. Horman, Landscape
Architect
Wayne Bain
Lynda Gates, Administrative Assistant
Kathleen Prasser, President-Grove
Consulting LLC.



The Strategic Master Plan Steering Committee

Executive Summary

A unique process...to develop a unique Plan...for our unique City

What is the Strategic Plan?

This Strategic Master Plan represents a “road map” or “blue print” for the future of Parks, Recreation, Trails, Open Space, Events and Cultural Arts in the City of Fairfax. The Plan contains clear, measurable goals, objectives, and policies that the City Council, Park and Recreation Advisory Board (PRAB), Commission on the Arts (COA) and Staff may use to inform decision making related to future development, redevelopment, and enhancement of the City’s parks, open space, recreation programs, facilities, services, events and cultural arts. The Plan pronounces a vision for the future that was developed by the entire community and provides data and priorities for use in making investment, management, and operational decisions over the next five to ten years. More specifically, it outlines a clearly defined set of priorities, strategies, and actions to assist the City in “staying on course” and achieving the shared vision, while also providing metrics to measure performance and support accountability.

How Was the Plan Developed?

This Strategic Master Plan was developed through a comprehensive and inclusive two-phase planning process that was designed to engage all members of the community. Phase I of the process focused on creating a shared vision for the future of parks, recreation, trails, open space, events and cultural arts. Over the course of eight months, a series of four public workshops, twenty two stakeholder meetings, a statistically valid household survey, a web based survey, and an on-line civic engagement website were launched to solicit community input on priorities and needs for the future. Phase I activities resulted in the development of a vision statement, mission statement, operating philosophy, goals, and objectives. This information was shared with the community in another public workshop to gain critical feedback on the findings. Phase I concluded with a presentation to City Council on January 14, 2014.

Phase II of the planning process involved in-depth inventories, analyses, and evaluations. Detailed research initiatives included trends analysis, existing park and recreation facility analyses, existing program and service analyses, and benchmarking against other jurisdictions. Ultimately, the results of the public input collected in Phase I were considered with the technical research conducted in Phase II to develop a draft Action Plan that included detailed strategies the City should pursue to achieve the goals and objectives outlined in the Plan. Once the draft Action Plan was developed, several meetings were held with key stakeholders to gain additional input and concurrence. A final public workshop was held in May 2014 to share the Action Plan and gain community input. The revised Plan was discussed with City Council at a special work session on June 3, 2014 prior to presentation for acceptance on June 24, 2014.



What Were the Guiding Principles in Developing the Plan?

The City of Fairfax has a strong sense of community and an attractive small town atmosphere that residents and City leaders seek to protect and enhance, particularly through its parks, recreation and cultural arts programs. To ensure the Strategic Master Plan aligned with other City and community initiatives and supported efforts to maintain this sense of community and small town atmosphere, several guiding principles were followed.

- **Sense of Place –**
Protect and Promote the City’s Sense of Place

We are committed to protecting and promoting the unique “small town atmosphere” that is so rare in the Washington Metropolitan area. We will maintain and sustain the quality programs, events, cultural arts, services and features that our residents have cherished and valued through the years and will strive to further enhance them to contribute to our close-knit, personalized sense of community. We will ensure a balance of developed and undeveloped space, a blend of active and passive recreation, a variety and equitable distribution of park locations throughout the City, and an interconnected trail system to link neighborhoods, parks, schools, and commercial areas.



- **Health and Wellness –**
Develop the Health and Wellness of Our Residents

We are committed to promoting and developing the health and well-being of our residents by providing a wide range of programs, services and facilities. We will implement initiatives to combat sedentary lifestyles, reduce obesity and incidence of chronic disease through physical activity, provide a connection with nature to relieve stress and improve mental health, and foster overall wellness and healthy habits and opportunities that add balance to life.



- **Economic Vitality –**
Promote Economic Vitality

We recognize and are committed to enhancing the City’s economic vitality through the provision of award winning, nationally recognized park and recreation programs and services. The quality of our programs, facilities and services will improve the local tax base, increase property values, attract businesses, produce revenue to offset operating costs, and provide indirect revenues to our economy. Our highly acclaimed special events, cultural activities and services will attract commerce to our City, enhance tourism and contribute to continued growth and development.



- **Stewardship –**
Promote Conservation and Environmental Stewardship

We are committed to preserving natural resources and wildlife habitat, protecting clean water and clean air, and providing open space for current and future generations. We believe that parks provide an essential connection for people of all ages and abilities to life-enhancing benefits of nature and the outdoors. The quality of life for every person in our community is improved by clean, green, and accessible parks and open space. We are dedicated to protecting open space, educating and interpreting the value of conservation, and connecting people with nature and the outdoors.



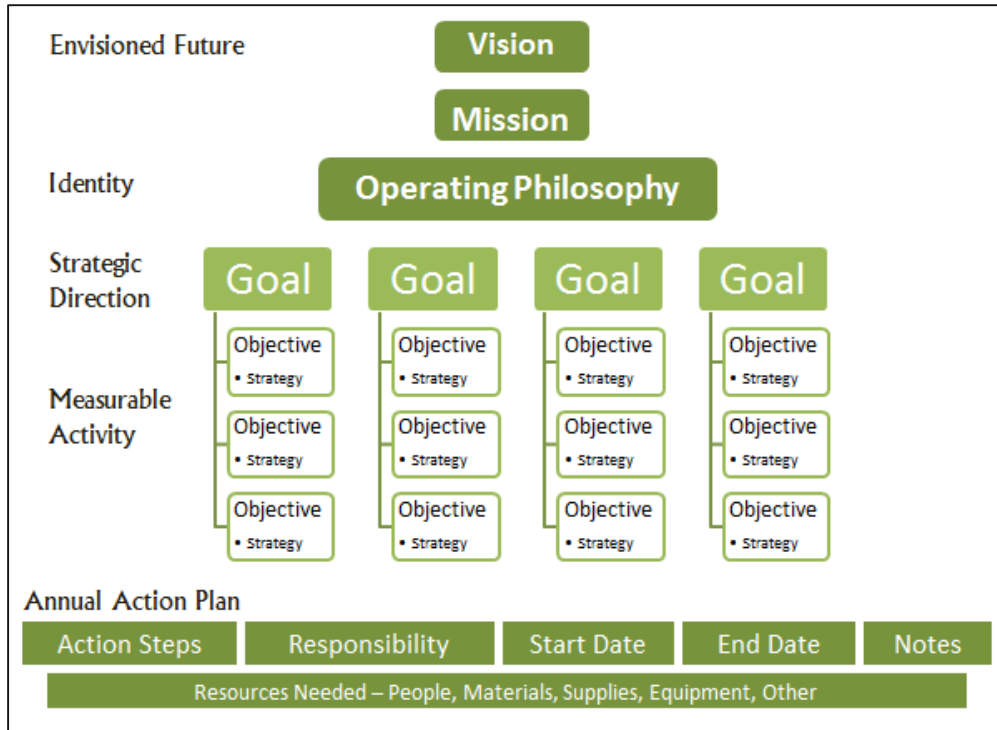
- **Partnerships –**
Leverage Strategic Partnerships

We recognize that to meet the evolving needs of our City, we are not able to accomplish this alone. We will collaborate with and leverage the support of other City departments and programs, non-profit organizations, public entities, private businesses, academic institutions, and regional, state and federal organizations to deliver quality programs, facilities and services. We are committed to forging and sustaining these relationships to create lasting impact for our City.



What Does the Plan Include?

The Plan includes a vision, mission statement, operating philosophy, goals, objectives, and strategies for the future of parks, recreation, trails, open space, events and cultural arts. The vision describes the envisioned future of what the City hopes to become and describes what it strives to attain. The mission describes the purpose or reason for being of the Parks and Recreation Department. Finally, the Action Plan (six goals, 29 objectives and 130 strategies) clearly outlines the areas of strategic priority and activity the City will emphasize to realize the vision and fulfil its mission over the next five to ten years, and beyond. The graphic below illustrates the parts of the Strategic Master Plan and their relationship.



What are the Critical Success Factors to Achieve the Vision?

Once the vision, mission, goals and objectives were clarified, several critical success factors were identified. These critical success factors represent several areas that must be given special and continuing attention to ensure success in realizing the vision and fulfilling the mission. Outlined below are five critical success factors that drive the strategies included in this Plan.

- ### Maintain National Recreation and Park Association Gold Medal Award Status

The City of Fairfax is extremely proud of its status as a recipient of the National Recreation and Park Association Gold Medal Award for Excellence in Parks and Recreation. This award was received in 2011 and was based upon achievements made in the 2005-2010 timeframe. To sustain Gold Medal Award status, the City must continue to invest in its planning efforts, make new investments in parks and recreation programs to meet identified needs of the community, pursue and implement aggressive partnerships, and evolve its management practices to meet customer needs.



- ### Maintain and Improve Existing Parks and Facilities

Over the past 10 years, the City and the Parks and Recreation Department have realized significant fiscal constraints that made it difficult to maintain and improve existing parks and facilities. While the development of new capital improvements such as Draper Drive and



Stafford Drive Parks and the Stacy C. Sherwood Community Center were achieved, the investment in these capital facilities combined with severe cutbacks and fiscal constraints resulted in the Department losing ground on its ability to adequately maintain and operate the City's nationally acclaimed parks and recreation services. While it is possible to maintain cutbacks for a period of time, sustained limits in capital investments and ongoing maintenance can and will result in severe and irreversible damage to the City's valuable park resources. The City must place critical emphasis on investing in its existing parks and facilities to ensure maximum benefit and use today and in the future.

- **Ensure Balance**

In planning for the future, the City recognizes the need to ensure balance in providing a mix of developed and undeveloped park areas, a blend of active and passive recreation opportunities, equity in services, a variety of park types, and an equitable distribution of park locations throughout the City. Future planning efforts must emphasize this balance.



- **Meet the Needs of Changing Demographics**

Over the past 10 to 20 years, the demographics of the City have changed dramatically. More specifically, the City's population has and continues to age while simultaneously diversifying in ethnicity. The median age has risen from 33.6 in 1990 to 38.9 in 2010. It is estimated that between 2005 and 2025, the population of persons aged 50 to 69 will have increased by 25 percent, and of persons aged 70+ will have increased by 58 percent.



In 1970 the City's population was 98 percent Caucasian; currently it is 61 percent. Changes in demographics result in ever changing interests and needs for park and recreation services. The City must monitor and evolve services and facilities to meet the diverse needs of the City. Emphasis should be placed on meeting the needs of varying ages, ethnicities, abilities, and interests.

Another interesting demographic note is the anticipated growth in younger age groups. It is predicted that the 0 to 19 and 20 to 49 age groups will increase 7 percent and 11 percent between 2005 and 2025 respectively.



- **Leverage Partnerships**

As noted in the Guiding Principles, to meet the evolving needs of the City, it is essential that the City leverage partnerships. It is critical that the Parks and Recreation Department collaborates with other City departments, organizations, non-profit organizations, public entities, private businesses, academic institutions, and regional, state and federal organizations to deliver quality programs, facilities and services.

What Are the Priorities in this Plan?

This Plan includes the strategic priorities for the Parks and Recreation Department over the next ten years, divided into categories of 0-2, 3-5, and 6-10 year ranges, as determined by the planning process. Throughout the planning process, several critical areas of concern emerged, including: compliance with the Americans with Disabilities Act (ADA) and ensuring accessibility to parks and programs, future of the Green Acres Community Center, enhanced programming for seniors, adequate space and facilities for growing indoor recreation needs, maintenance and improvements to Van Dyck Park, development of Westmore School site, improvement and expansion of athletic fields, access to indoor and outdoor aquatic facilities, enhancement of the City’s trail system, development and programming of the downtown park, investment in the City’s special events and cultural arts, demonstrated commitment to environmental stewardship and conservation, identification and monitoring of future parkland and open space, and a need to maintain and develop strategic partnerships. These areas are represented in the goals, objectives and strategies included in the Plan.

While all of these areas are priorities, there are several that rose to the top of the priority list and warrant particular attention and investment. Those priorities include:

- **Maintain and Improve Existing Parks and Facilities**

The Plan places emphasis on implementing maintenance and improvements to existing parks and facilities, including implementing an ADA audit and; adding/improving restrooms, playgrounds, shade structures, landscaping, parking, walkways, fields, athletic fields, game courts, and pavilions. The City has deferred maintenance on many facilities while new facilities were being developed at other parks. Park facilities need to be continually maintained and each has an expected useful life at which time they must be replaced. As examples: many playgrounds are aging, do not meet current safety and access standards, and need to be replaced; pavement on game courts, trails and parking lots needs to be maintained and periodically replaced; the skate park was the first in the region and has reached the end of its useful life and must be replaced; and bridges and other amenities need to be replaced.



- **Green Acres Community Center**

The Green Acres Community Center is deteriorating at a pace that exceeds its ability to meet the City’s current and future recreation needs. If not addressed in the next few years, it will cease to provide necessary service to our community. The Green Acres Community Center/Senior Center is currently the only facility that is dedicated to indoor park and recreation activities in the City. Major issues include: leaking roofs; inadequate parking; deteriorating flooring; heating and cooling issues; plumbing problems; need for window



replacement; restrooms designed for elementary school children; poor accessibility from the parking lot and throughout the building; lack of public transportation access; and noncompliance with the Americans with Disabilities Act. The Strategic Plan places a priority on the implementation of a comprehensive study of the Green Acres Community Center and Park to evaluate current conditions, program needs and redevelopment options. This study is critical to determining the best strategy for meeting the increasing demands for indoor recreation youth, adults, and seniors in the City.

- **Van Dyck Park**

The jewel of the City park system requires significant maintenance and improvements to meet current and evolving needs of the City. Licensed landscape architect and City of Fairfax resident Don Lederer prepared the initial master plan for the development of Van Dyck Park in 1967. The park and the community have grown considerably since that time. This park is the most used and loved by Fairfax residents and visitors as indicated in the surveys and public engagement process and is in dire need of maintenance and improvement.



Since the park was designed 47 years ago, the community's needs have evolved and some of the treasured features at the park have become worn through use and lack of necessary preventative and routine maintenance. Severe erosion problems threaten the tennis courts and trails and warrant immediate attention. The skate park, a leading edge facility when it was installed in 2002 is outdated, noisy, and if not replaced will expire its life expectancy within the next couple years. The lack of restrooms and contemporary park features limit the community's maximum use and enjoyment of this park. Insufficient parking spaces combined with high traffic adjacent to the park creates significant traffic congestion issues.



Based on changing community needs and deteriorating conditions of the park property and features, the Plan places a priority on revising the park's master plan and engineering repairs and improvements to the park to ensure its ability to meet the needs of current and future generations. The development of a revised master plan, traffic study, and engineering analysis of the erosion will set the path to allow this park to continue as the "jewel in the system" for decades to come.



- **Westmore School Site**

Formerly home to the Westmore Elementary School, the site represents a unique opportunity to not only meet the needs of the immediate neighborhood, but also balance the distribution of Community Parks by



filling the underserved southwest area of the City. The City has a shortage of Community Park land and the site's ten acre size and location in an underserved area of the City will fill some of the gaps in services and fulfill a need for park facilities that cannot be accommodated at other current parks (such as a dog park, community garden, game courts, athletic field, and other facilities.) The Plan places a priority on conducting a professional analysis and development of a master plan for this site to be used as a Community Park. Actual features of the park will be determined through a public input and master planning process.

- **Trails and Connectivity**

There is tremendous community support and demand for an enhanced trail system that provides connectivity to schools, shopping, neighborhoods, Downtown Fairfax, and commercial areas. In addition, The City of Fairfax has an opportunity to be a leader in the region and serve as a hub for trails throughout the region with connectivity to Fairfax County and NVRPA trails, Mason to Metro, and the Cross County Trail. This Plan places an emphasis on improving and developing the City's trail system. Emphasis is placed on taking advantage of transportation grants, proffers and alternative funding sources for developing the trail system. The City of Fairfax currently has several sources of grant funding approved to implement the plan. In FY 2015 there is \$40,000 approved for planning of the George T. Snyder Trail and another \$200,000 for construction in FY 2016 from the Commercial & Industrial Tax.



In FY 2019, the City has been approved to receive \$395,000 of Congestion Mitigation and Air Quality (CMAQ) (Federal funds) funds designated for "George T. Snyder Trail Extension and Willcoxon Trail Repaving". Also in FY 2019, the City is approved to receive \$460,000 for "Multi-use Trail Rehabilitation and Paving" from the Regional Surface Transportation Program (RSTP) (Federal funds).

- **Partnerships**

To achieve the goals, objectives and strategies outlined in the Plan, the City will strengthen and develop strategic partnerships within the City and with the City of Fairfax School Board, George Mason University, Fairfax County Park Authority, Northern Virginia Regional Park Authority, the City's athletic leagues, non-profit organizations, and public/private ventures.



How Will the Strategic Plan be Implemented?

The Strategic Master Plan serves as an overarching roadmap for strategic and tactical planning of activities related to parks, recreation, trails, open space, events and cultural arts. The Plan is strategic in nature and requires more detailed, tactical planning to become operational on a year-to-year basis. The Parks and Recreation Department Staff and PRAB will develop an Annual Work Plan each fiscal year that aligns with the goals, objectives and strategies included in this Plan. The Annual Work Plan will identify specific steps to take, responsible individuals or departments, and resource requirements to accomplish the Plan. The Annual Work Plan will also serve as a foundation for the Department to develop its annual operating budget and provide updated inputs to the City's Comprehensive Plan. On an annual basis, the Department will report

on progress and achievements related to implementation of the Plan. The Strategic Master Plan will be reviewed and updated every five years.

What is the Best Way to Read this Plan?

The Strategic Master Plan contains a tremendous amount of information that describes the purpose of the Plan, how it was developed, priorities for action over the next five to ten years, and a tremendous amount of background data that served as the foundation for developing the priorities for action. To gain a quick understanding of the Plan, it is recommended to begin with the Introduction, skim the Vision, Mission and Operating Philosophy and then read through the Goals and Objectives sections. For a quick overview of the goals, objectives and strategies go directly to the Detailed Action Plan in Section IV of the Plan. The Appendices contains detailed analyses conducted throughout the planning process.

How Do I Get More Information?

For more information on the Strategic Master Plan or the planning process, contact the City Parks and Recreation Department at 703.385.7858 or visit the City web site at www.fairfaxva.gov.



This page intentionally blank.

Table of Contents

Resolution	i
Acknowledgements	iii
Executive Summary	v
Table of Contents	xv
I. Introduction	1
Purpose of the Plan	1
Planning Process	2
Public Engagement Summary	2
The State of Parks and Recreation in the City of Fairfax	9
II. Vision, Mission, & Operating Philosophy	23
Vision Statement	23
Mission Statement	25
Operating Philosophy	25
III. Goals and Objectives	29
Goal 1: Planning & Development	29
Goal 2: Operations and Maintenance	29
Goal 3: Programs and Services	30
Goal 4: Strategic Partnerships	30
Goal 5: Promotion and Marketing	31
Goal 6: Funding, Management and Resources	31
IV. Detailed Action Plan	33
Action Plan Strategies	33
V. Implementation	49
Appendix A - Planning Context	
Appendix B - Public Engagement	
Appendix C - Park and Recreation Resources	
Appendix D - Programs Analysis	
Appendix E - Benchmarking Comparisons	
Appendix F - Trails Plan	
Appendix G - Letters of Support	



Table of Contents

This page intentionally blank.

I. Introduction

The City of Fairfax is a unique community nestled amidst the bustling Northern Virginia region. Residents, business owners, and employees value the City for its strong sense of community and small town atmosphere. One of the elements that contributes most significantly to that character is the City's parks, recreation, trails, open space, events and cultural arts. Honored as one of the nation's "best of the best" as demonstrated by receipt of the National Gold Medal Award, the City has a tradition of investing in and demonstrating the value of parks, recreation, trails, open space, events and cultural arts. As early as the 1950's the City exercised great foresight setting aside public spaces, designing community spaces, and delivering programs and services that have become traditions that generations of Fairfax residents have enjoyed for years. While the City has invested in significant improvements such as the development of the Stacy C. Sherwood Community Center, Draper Drive and Stafford Drive Parks, and numerous other park enhancements, the evolving demographics of the City and the aging infrastructure of the park system generate a sense of urgency to plan today to meet tomorrow's needs. Although previous attempts to create a Strategic Master Plan for Parks, Recreation, Trails, Open Space, Events and Cultural Arts, this represents the first, comprehensive, and accepted plan for the City of Fairfax.

Purpose of the Plan

The Strategic Master Plan for Parks, Recreation, Trails, Open Space, Events and Cultural Arts is the City's "road map" or "blue print" for future decision making and action planning. This Plan is long range and strategic in nature, and seeks to provide a framework for decision making over the next five to ten years. The Plan provides a clear, measurable set of goals, policies and objectives that will provide direction to City Council, Staff, the Parks and Recreation Advisory Board (PRAB), and the Commission on the Arts for future development, redevelopment, and enhancement of the City's parks, recreation, trails, open space, special events, and cultural arts.

The City will use the Strategic Master Plan as follows:

- **Create a Shared Vision**

The Plan pronounces a vision for the future of parks, recreation, open space, trails, special events and cultural arts for the City of Fairfax that was developed by the entire community

- **Serve as a Decision Making Tool**

The Plan provides City Council, the Parks and Recreation Advisory Board (PRAB), the Parks and Recreation Department, and the Community Development & Planning Department with data and priorities for use in making investment, management and operational decisions

- **Outline a Strategy and Action Plan**

The Plan outlines a clearly defined set of priorities, strategies and actions to assist the City in "staying on course" and achieving the shared vision

- **Provide Performance and Accountability**

The Plan provides metrics to measure performance and support accountability

This Plan was created to meet the unique needs and interests of the City of Fairfax. It represents a blend of strategy and specificity that is intended to guide future decision making for the City. While it may not resemble a format or structure used in other jurisdictions' master plans, it is unique and special to the City of Fairfax.

This Plan seeks to address issues from the perspective of the entire community, rather than for the benefit or detriment of any one sector of the City. All who contributed to the preparation of the Plan endeavor that it will succeed in maintaining and improving the traditional high quality of programs and services while responsibly planning for the changes and needs that lie ahead for the City of Fairfax.

Planning Process

The Strategic Master Plan was developed through a two phase approach that combined an extensive community outreach initiative with technical analysis and evaluation. Given this was the first comprehensive attempt to develop a Strategic Master Plan for the City, this Plan also serves as a baseline for future planning efforts. The two phase planning approach is summarized below.

Phase I: Creating a Vision

Phase I of the strategic planning process focused on engaging the entire community in a variety of interactive and fun public participation processes to identify what the citizens and City Council felt were priorities for the future of parks, recreation, trails, open space, events and cultural arts. The extensive community outreach effort included a series of four public workshops in varying formats, twenty two stakeholder meetings, a statistically valid random survey of 2,500 City households (668 surveys completed), a web based survey, on-line civic engagement through the *Our Parks, Our Future* website, and a follow-up public workshop to summarize and review findings. Phase I activities resulted in the development of a vision statement, mission statement, operating philosophy, goals and objectives.

Phase II: Creating an Action Plan

Phase II of the planning process focused heavily on a wide variety of inventories, analyses, and evaluations. Detailed research initiatives included trends analysis (demographics, land use, regional recreation), existing park and recreation facility analysis (classification, inventory, assessment, level of service), existing program and service analysis (inventory, program and user fee analysis, provider analysis), and benchmarking against other similar agencies. Details of these studies and analyses are included in the Appendices to the Plan. The final element of Phase II was the development of a detailed Action Plan that took into consideration the needs identified in Phase I and the qualitative and quantitative data collected in Phase II. More specifically, the Action Plan defines the detailed strategies the City will pursue to achieve the goals and objectives outlined in the Plan. Each strategy in the Action Plan indicates what will be done, over what time frame, who is responsible, potential funding source(s), and any relation the strategy has to the City's Comprehensive Plan. Details of the Action Plan are provided in Section IV of this Plan. Once the first draft of the Action Plan was developed, it was shared in a final Public Workshop for community input. Further edits were made to the Action Plan and then incorporated into the final Plan document.

Public Engagement Summary

The City was committed to implementing a robust, innovative and extensive effort to engage the entire community in developing the Strategic Master Plan. In advance of each outreach activity, the Parks and Recreation Department promoted the event using a variety of techniques including brochures, flyers, web announcements, social media, video clips, mailers to City residents, signs, placards, and announcements through key partners. An unprecedented outreach program generated tremendous participation and input. More than 500 individuals participated in public workshops and stakeholder events. More than 2,300 visitors participated in the online *Our Parks*,

Our Future web site. The statistically valid household survey generated a 23 percent response rate, with 668 households responding. Additionally, numerous emails, letters, and other forms of correspondence were factored into the community input effort. City residents vocalized a tremendous sense of pride in the City and its parks, programs and services. There was a demonstrated sense of value, appreciation, and satisfaction in the current programs and services delivered in the City, however there was also a strong desire to enhance, improve and expand current programs, parks, and services. The outreach initiative generated a long and diverse “wish list” for the future of parks, recreation, trails, open space, events and cultural arts. The following section provides a high level summary of the public engagement effort. Detailed results are included in Appendix B.

Public Workshops

A total of six public workshops were conducted throughout the planning process. The workshops were designed to engage current and potential residents and program, facility, event and activity participants in interactive and fun sessions to create the “vision” for the future of the City’s parks, recreation, trails, open space, events and cultural arts. More specifically, the workshops were designed to encourage and enable participation by all; solicit input on current use, perception, and vision for the future; and create excitement and buy-in for the community-wide visioning process. To enhance active participation by all residents, the City sponsored children’s activities and provided multi-lingual and sign language interpreters.



During May 2013, two interactive sessions were held at Providence Elementary School and in Old Town Fairfax. Both workshops provided a combination of briefings, information booths, opportunities for participants to provide comments on top priority needs, “vote with money” on the priorities they believed were highest priority for the City, children’s activities, entertainment, and opportunities to interact with Staff, PRAB and members of Council.



Following the May public workshops, several key themes began to surface in the public input effort. Two additional public workshops were held in June to explore some of the high interest topics. The first session was held at Green Acres Community Center and focused on indoor facilities and programs. The second was held at the Stacy C. Sherwood Community Center and focused on Van Dyck Park and other outdoor parks and facilities. During both sessions, participants engaged in hands-on discussions to identify priorities, and even try their hand at re-designing Van Dyck Park.



Results of the first four public workshops were shared in a public workshop in October 2013 along with the resultant vision, mission, goals and objectives.

The final public workshop was held in May 2014. During this session, the detailed Action Plan was communicated. This presentation outlined the detailed strategies recommended for achieving the goals and objectives.

More details on the public workshops are provided in Appendix B, Part B.

Stakeholder Meetings

More than 20 stakeholder/partner groups were actively engaged throughout the planning process. Initially all 20+ groups participated in individualized meetings with the planning consultants to provide input on their unique characteristics, needs, trends and ideas for the future of the parks and recreation program. As the Action Plan was developed in Phase II, PRAB members and staff met with key stakeholder groups to ensure the Plan aligned with the stakeholder groups' goals and objectives. The ongoing engagement and participation in the planning effort was essential to the success and future implementation of the Plan. Stakeholder groups included trail users, teens, families, seniors, special needs individuals, ethnic communities, environmental groups, civic associations, home owner associations, community associations, athletic leagues, Commission on the Arts, Historic Fairfax City Inc., George Mason University, Fairfax County Park Authority, members of the business community, Interservice Club, City of Fairfax School Board, City of Fairfax Schools faculty and staff, City Council, PRAB and staff.



More details on the stakeholder meetings are provided in Appendix B, Part A.

Our Parks, Our Future Web Based Community Engagement

In an effort to engage all City residents, The City implemented an online civic engagement tool that enabled residents to provide input regardless of where they were located, what time of day it was, and do so in more than 75 languages. The site, *Our Parks, Our Future* was designed explicitly for the City of Fairfax and provided a forum for residents to submit ideas and recommendations, react to potential solutions, provide input on priorities, and engage in conversation with City leaders and others, and stay up-to-date on the planning process. The web site was managed and updated by the planning consultants and staff. A total of 22,623 page views, 3,168 unique visitors, and 317 active participants were involved. The average age of participants was 48 years old, with the vast majority residing in the 22030 zip code.



More details on the *Our Parks, Our Future* website are provided in Appendix B, Part C.

Community Attitude and Interest Survey

The City of Fairfax partnered with the Center for Social Science Research within the College of Humanities and Social Sciences of George Mason University (GMU) to design, conduct, analyze and report on a statistically valid survey distributed to a random sampling of City households. The survey was designed to identify satisfaction levels for current programs, facilities and events,

identify unmet needs for facilities and programs, identify current usage of parks, and establish priorities for parks and recreation functions. GMU mailed postcards and printed surveys to 2,500 City households, providing respondents with the opportunity to complete the survey online or via the hard copy survey. The 20 percent response rate goal was exceeded, as 668 responses were received representing a 23 percent response rate. One of the greatest benefits of the random sampling survey is the ability to reach non-users or inactive users of the park and recreation program. This target population was likely not to be represented at the public workshops and stakeholder meetings.

The complete survey results analysis are provided in Appendix B, Part D.

Web Based Survey

In addition to the statistically valid, random household survey, a web based survey was offered. The survey was the same content as that included in the statistically valid survey; however this survey was advertised and open to anyone that wished to participate. The survey generated 128 responses that were used to compare against the results of the statistically valid survey.

More details from the web survey are provided in Appendix B, Part E.

Common Themes from all Public Engagement

The public engagement phase of the planning process produced a vast amount of input, ideas, recommendations and priorities from many different perspectives. Amidst all the detailed input, several areas of critical concern quickly became apparent. Outlined below are the top eleven themes that emerged from all the public engagement efforts.

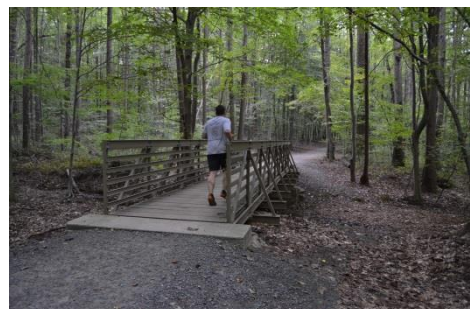
- **Maintain and Improve Existing Parks and Facilities**

The City offers a broad range of parks, programs and services, which City residents report to be of value, benefit and use. While there was significant public input related to developing new programs, services and facilities, residents emphasized the criticality of maintaining and improving the City's existing resources. On the list of items that require attention, residents noted a need to upgrade the skate park, conformance with the Americans with Disabilities Act, expand accessibility to playgrounds and pavilions, perform better maintenance on the fields, address stream erosion, remove invasive species, provide shade at playgrounds and fields, install more parking, add restrooms, and upgrade tennis and basketball courts.



- **Trails and Connectivity**

Residents of the City of Fairfax expressed a strong desire to have safe, accessible trails that provide connections to parks, schools, neighborhoods, Old Town, the Metro, and shopping areas. Trails should be designed for a variety of uses including biking, walking, and running and suitable for a variety of



users (seniors, families, school groups, commuters, etc.). Trails should enable a “pedestrian friendly” environment in the Old Town area. The City has a trails plan with identified priorities (included in Appendix C) and a designated amount of transportation grant funding has been allocated for developing the trails. Residents were in strong support of moving forward to implement the trails plan.

- **Indoor Recreation**

While the City is fortunate to have the Green Acres Community Center, Stacy C. Sherwood Community Center, Old Town Hall, access to the City schools for programming and an agreement for City residents to use Fairfax County Park Authority recreation centers, residents expressed a need to increase opportunities for indoor recreation facilities and programming. Many suggestions were made to construct an indoor recreation center within the City, offering athletics (gym, weight training, fitness, cardio), flexible space for fitness and recreation programs, locker rooms, family/children space (indoor play areas), game courts, walking track, and indoor water (lap, competition, therapy pool) and potential co-location with a new senior center. Such a facility was identified to meet general population needs and also needs specific to the City’s senior population. Residents also suggested that the facility be centrally located and along the CUE Bus route. Residents expressed a strong desire to enhance indoor recreation opportunities to meet current and future demands of the City.



- **Senior Services**

The City’s senior services are centered at the Green Acres Community Center. Tremendous input was received about the value and importance of the programs offered at Green Acres, however, there was a reported need to evolve those programs and services to meet a growing demand of this expanding portion of the population, and to continue services as senior age in place. While public input highlighted the need for expanded programs and services for seniors, the predominant input focused on the inadequacies of the Green Acres facility and its ability to meet the needs going forward. Public input focused on the deteriorating condition of the building, lack of accessibility, inappropriate design (e.g. restrooms designed for elementary children, not adults and senior citizens), leaking roof, heating/cooling problems, plumbing issues, poor parking access, and the need to address Americans with Disabilities Act (ADA) and other code requirements. There was tremendous public support for addressing both facility and programming aspects of ensuring quality programs and services to the City’s growing senior population. General public sentiment was that if the Green Acres Community Center was not addressed (through improvements) it would outlive its ability to meet current needs within the next five years, leaving the City with no venue for the crucial services provided at the Green Acres Community Center. There was also sentiment toward relocation of the center to a



central location and to be located along the CUE Bus route. Partnerships were also discussed for delivery of senior services.

- **Aquatic Facilities**

The City of Fairfax has an agreement with Fairfax County Park Authority that allows City residents to access County aquatic facilities at the same admission rate as County residents. Immediately adjacent to the City is the Oak Marr Recreation Center that offers an Olympic sized swimming pool. There are several private pools also within the City. However, City residents expressed a vocal need for indoor and/or outdoor aquatic facilities within the City. Seniors expressed a desire for warm water therapy pools. Others stated a desire for an indoor lap pool, splash pads, general swimming areas, an outdoor lap pool, and a family aquatic center. While public sentiment was strong to develop aquatic resources within the City, there were other views expressed that greater emphasis should be placed on promoting access to Fairfax County Park Authority, Northern Virginia Regional Park Authority, and George Mason University facilities and ensuring City residents have access to appropriate levels of services. It was noted that partnerships will likely be a critical success factor in meeting the City's aquatics needs.



- **Athletic Fields and Lighting**

The City, with its partners, has invested in athletic fields over the past 10 years, however public input indicates that the investments are still not keeping up with the needs. The athletic programs within the City involve more than 10,000 participants each year. Participants vary in age, gender and sport, and are approximately 50 percent City and 50 percent non-City residents. It was noted that there is strong competition for limited field space. There was a stated need to develop synthetic turf fields at Lanier Middle School, increase lighting capabilities at several fields, and the need to upgrade fields at Providence Elementary School, and the desire to review the Special Use Permits which limit field use.



- **Arts and Events**

Community pride in the City's cultural arts activities and special events resounded through the public input process. These programs, activities and services draw people to the City and contribute to the unique sense of place and small town character. It was also noted that the cultural arts and special events programs offer a unique venue to unite all members of the community. Strategies in this Plan were built off of the Commission on the Arts Strategic Plan, which included a desire to



implement an “Art in the Parks” program, offer more (number and diversity) live music, refresh/spice up the traditional events, collaborate more with GMU, provide permanent arts venues down town, develop an outdoor theater, and develop a 300-600 seat performing arts theater. There was also a stated desire to create a designated arts program with a full-time Arts Director.

- **Environmental Stewardship**

The need to ensure balance between developed, active recreation and preservation of the City’s open space was evident in the public input process. Residents expressed a desire to set an example for the community in recycling, energy efficiency, storm water management, sustainable buildings and green maintenance practices. Of particular concern was the need to address invasive species removal, stream bank erosion, and protection of the Accotink Creek. Residents also noted opportunities for partnering with the schools and others to advance environmental education.



- **Community Park Redevelopment**

Residents expressed a strong desire to place a high priority on improving and redeveloping several existing parks, including Van Dyck Park, Green Acres and the Westmore School site. There is tremendous pride in Van Dyck Park, however residents noted that it might be rearranged to function more effectively. Specific requests included updating the skate park, addressing the stream bank erosion, adding restrooms, adding a barrier free playground, enhancing trail access, adding a water feature, and adding a dog park. Suggestions for Green Acres abounded and ranged from making modifications to the existing facility to removing the facility and redeveloping the entire site to provide a multiuse recreation/ senior center and park. It was noted that it would be particularly advantageous if the City conducted a comprehensive feasibility study to determine the best use of the Green Acres site. Public input noted that the Westmore School site offered great potential for providing a broad range of services for the entire City. Suggestions included adding a barrier free playground, athletic field, picnic pavilion, dog park, outdoor fitness equipment, community garden, and a paved walking path. Recommendations for improvements to other parks included the addition of restrooms, shade



structures, barrier free playgrounds, improved access, upgraded game courts, parking, and trails.

- **Specific Park Features**

The list of specific suggestions to improve the park and recreation program was long and diverse. Several items emerged more than others and included the addition of clean/modern restrooms, a dog park, more/upgraded athletic fields (including lighting), splash pads, amphitheater, public art, barrier free playgrounds, performing arts center, updated skate park, shade, downtown as a public gathering place, full service recreation center, indoor and outdoor aquatic facilities, and community gardens.

- **Partnerships**

Residents identified a broad range of partnerships that the City should continue to develop and/or explore to assist in meeting the City's diverse needs. Specific suggestions included partnering with Fairfax County Park Authority, Northern Virginia Regional Park Authority, and City of Fairfax Schools. There was strong support for strengthening the relationship and partnership with GMU on several fronts – recreation, arts, events, trails and transportation. Residents also noted that it would be beneficial for the City to pursue expanded public/private partnerships and partnerships with non-profits and volunteer groups.



All of the data collected in the public outreach effort was reviewed, consolidated, analyzed and used to draft the vision, mission, goals and objectives of the Strategic Plan. Similarly the community input was considered in conjunction with the technical research and analysis to formulate the detailed Action Plan that defines the specific strategies the City will take to meet the needs of the community over the next five to ten years and beyond.

The State of Parks and Recreation in the City of Fairfax

While the City of Fairfax has historically placed a dedicated emphasis and commitment to its parks and recreation programs and services, the community is at a cross roads for determining future investments and maintenance of existing programs and facilities. While significant capital investments were made in recent years to develop critical park features, the challenging economic times placed severe restrictions on the Department's ability to adequately maintain its existing resources. While deferral of capital and operating expenses and investments may be implemented with limited impact over a short period of time, sustained lack of investment will result in severe and irreversible impact in the future. This section outlines an overview of the current state of the City's park and recreation system as it pertains to critical considerations for the future.

National Recreation and Park Association Gold Medal Award for Excellence in Parks and Recreation Management

In 2011, the City received national recognition in park and recreation management when the National Recreation and Park Association recognized the Department with the Gold Medal Award. This award was based on four areas of focus that included planning, new park investments to meet identified needs, aggressive partnership development, and organizational change to meet customer expectations.

While the award was presented in 2011, it recognized achievements realized in the 2005 to 2010 time frame. In its application for the award, the City was able to articulate a broad range of achievements and significant milestone events. During this time, the City:



- Purchased 44 acres of open space which allowed the City to increase its field offerings and preserved land.
- Invested \$5,600,000 to build Stafford Drive Park, renovated Draper Drive Park, built the Providence Elementary School Field #3, and developed two tennis courts at Providence Park.
- Forged a partnership with the Fairfax Police Youth Club (FPYC) to improve the parking lot and build a natural turf soccer field at Providence Park (\$167,000). Partnerships with FPYC and Fairfax Little League (FLL) led to an additional \$420,000.
- Partnered with George Mason University (GMU) to improve the fields at Green Acres with no cost to the City.
- Installed the first synthetic turf field in Northern Virginia at Fairfax High School.
- Initiated a Family Task Force which changed the way the Department communicates with the public and the how the Department provides services for the public.
- Reorganized staffing and management practices.
- Launched senior programs and services at the Green Acres Community Center and initiated recreational programming at the Center and in the City's newly renovated schools.
- Obtained a donation for development of the Stacy C. Sherwood Community Center.
- Initiated the Legacy for Fairfax Program to purchase needed equipment for City parks and facilities, and provide free/low cost cultural and recreational activities for all.
- Constructed the first skate park in the region in 2002.




The national Gold Medal Award represents excellence in the field of parks and recreation and is a unique achievement. As a Gold Medal Award recipient, the City gains national status and recognition as one of the nation's best park and recreation systems. This status provides the City with tremendous marketing potential and contributes directly to the economic vitality of the City. To sustain Gold Medal Award status, the City must continue to invest in its planning efforts, make new investments in parks to meet identified needs, pursue and implement aggressive



partnerships, and evolve its organization and management practices to meet customer expectation. Since the award was presented in 2011, the Department has struggled to keep pace with deteriorating infrastructure due to budget cut backs and financial constraints. To sustain the Gold Medal Award status, investments must be made in the City’s parks and recreation program.

Fiscal Constraints

All of the achievements that led to the Gold Medal Award were realized amidst a time of severe budget cuts and financial limitations on the City and the Department. While the achievements were great, they also represented an exponential increase in maintenance and operational workload for the Department. Unfortunately, staffing levels did not increase proportionately to the demands. The department built and expanded programs, facilities and services through community involvement and planning efforts, however critical areas were not addressed in the process. More specifically, capital improvement funding was suspended, ongoing operations and maintenance budgets were cut, recreation programs transitioned to partial or full cost recovery structures, full-time staff positions were lost, and special event programs suffered losses and cut backs. The new investments in major capital facilities for the City combined with severe cutbacks and financial constraints resulted in the Department losing ground on its ability to adequately maintain and operate the City’s nationally acclaimed parks and recreation programs and services. While it may be feasible to maintain cutbacks for a period of time, sustained limits in capital investments and ongoing maintenance can and will result in severe and irreversible damage to the City’s valuable park resources. For example, critical areas of concern include:

Areas of Concern		Impact
<ul style="list-style-type: none"> ▪ Deterioration of parks and lands 		<ul style="list-style-type: none"> • Irreversible damage • Risk of damage to park features • Safety and health risks • Reduced quality of service
<ul style="list-style-type: none"> ▪ Deterioration of park features 		<ul style="list-style-type: none"> • Irreversible damage • Removal of features and inability to replace • Safety and health risks • Reduced quality of service
<ul style="list-style-type: none"> ▪ Noncompliance with Americans with Disabilities Act (ADA) 		<ul style="list-style-type: none"> • Limited accessibility for all residents • Legal risk • Reduced quality of service

Demographics, Trends, and Benchmarking Considerations

The planning process incorporated an extensive evaluation of the City’s demographic, national and regional trends, and benchmarking against other park and recreation agencies of similar size and scope. Results of this analysis yielded comparative data and informed the development of strategic goals, objectives and strategies. Outlined below are key findings in these three areas.

- **Demographics**

Over the past 10 to 20 years, the demographics of the City of Fairfax have changed dramatically. More specifically, the City’s population has and continues to age while simultaneously diversifying in ethnicity. The median age has risen from 33.6 in 1990 to 38.9 in 2010. It is estimated that between 2005 and 2025, the population of persons aged

50 to 69 will have increased by 25 percent, and of persons aged 70+ will have increased by 58 percent (Source: Fairfax County 50+ Action Plan; Fairfax County Forecast for Ages 50-80+; Fairfax County web site). While the population is aging, demands for fitness, access to trails, indoor and outdoor fitness facilities, aquatic facilities and other recreation services have not decreased. Residents 50 years and older increasingly demand recreation opportunities scaled to meet their active recreation needs.

While the average age of the City's population has increased, the ethnic diversity of the City has also increased. In 1970 the City's population was 98 percent Caucasian; currently it is 61 percent. The City's ethnic populations are generally younger and have larger families. They bring differing customs, needs, and traditions that require consideration when planning programs, facilities and services.

Another interesting demographic note is the anticipated growth in younger age groups. It is predicted that the 0 to 19 and 20 to 49 age groups will increase 7 percent and 11 percent between 2005 and 2025 respectively. The City will need to factor this increase in population growth when planning programs and services. More details on demographic trends are included in Appendix A, Parts B and C.



▪ Trends

An evaluation of national and regional trends identified several areas that have direct relationship to the City of Fairfax including the need to ensure universal access to programs and facilities, high demand for dog parks, design and development of "extreme parks," and revenue generation and economic development through athletic tournament hosting. Similar to park and recreation agencies nationwide, the City of Fairfax



needs to ensure accessibility and compliance with the Americans with Disabilities Act. The barrier free playground at Stafford Drive Park is a good first step, but the City should strive to make all facilities accessible and attractive to individuals of all abilities. Dog parks have gained tremendous popularity nationwide and were identified as a priority during the public engagement process in the City of Fairfax. The City should consider opportunities to meet these needs as existing and new parks are developed.

In 2002 the City of Fairfax was on the cutting edge, installing the first skate park in Northern Virginia. As the years passed, the demand for skate parks has remained steady and new technologies have been implemented to construct skate parks made of concrete and blend into the landscape. The existing, outdated skate park requires update and replacement.



As park and recreation agencies struggle to find alternative sources of revenue and attempt to meet ever increasing needs related to athletic field use, many agencies have

realized the benefits of enhancing athletic facilities to host revenue producing tournaments. To successfully accomplish this, agencies invest in facility improvements to provide high quality facilities that attract team participation. In doing so communities are able to increase revenues and realize positive economic impact in their communities. The City of Fairfax has an opportunity to enhance the fields at Providence Elementary School and Lanier Middle School to serve as tournament sites.

More details on trends are included in Appendix A.

- **Benchmarking**

Two different sources of benchmarking data were used in comparisons. One was a survey of Northern Virginia Parks and Recreation Departments and the other was through the use of the National Recreation and Park Association (NRPA) PRORAGIS program in which departments input data to a common database. In the PRORAGIS analysis, comparisons were made to communities in Virginia and Maryland, as well as other recent NRPA Gold Medal finalists that were in similar size categories as the City of Fairfax. The details of the Benchmarking Analysis are included in Appendix E.

The operating cost per capita for parks and recreation in the City of Fairfax is \$169, which is considerably lower than other Gold Medal communities at \$232, but slightly higher than the Northern Virginia communities at \$160. This indicates the City of Fairfax is managing its resources efficiently and similarly to other communities in Northern Virginia, but at considerably less cost than the median of the Gold Medal finalist communities throughout the country. Neighboring jurisdictions may have a slightly lower operating cost due to their ability to provide revenue producing facilities not present in the City of Fairfax.

This cost effectiveness is further evidenced by the fact that the City of Fairfax recovers 41% of its operating costs in revenue generation as compared to the average of other Northern Virginia communities of 37.6%. County and regional agencies indicate higher percentage of revenue generation because they have the benefit of larger fee based facilities to offset their operating costs such as recreation centers and water parks.

The City of Fairfax provides 13.66 acres of park land per 1,000 residents compared to 9.22 acres for Northern Virginia communities and 27.6 for an average of 29 communities that were either located in Virginia or Maryland, or were national Gold Medal award finalists. This indicates that the City is providing more park land than their neighboring communities, but about half as much land as many of the higher quality park systems in the country.

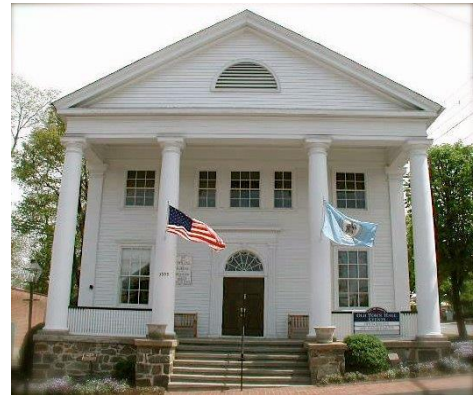
Critical Facility and Programming Considerations

The public outreach combined with detailed facility and program analyses revealed critical data points with regard to the current status and future needs of the City's facilities and programs. Outlined below are key findings in these two areas. More detailed information is included in Appendices C and D.

- **Critical Facility Considerations**

Despite its compact size of only six square miles, the City of Fairfax offers more than 283.47 acres of park land, comprised of 25 parks that may include amenities such as: rentable pavilions, playgrounds, athletic fields, and 13 miles of shared use trails

(separated from roads) within the parks and another 15 miles along roads and between parks. The City also offers other recreation areas, including basketball, tennis, and volleyball courts. Parks range in size and features from small “pocket parks,” neighborhood parks, trails on up to larger and more diverse community parks. The Department also operates the Stacy C. Sherwood Community Center, Green Acres Community Center, Old Town Hall, and rentals at Historic Blenheim. Survey respondents indicated that 87 percent had visited a City park. The most frequently visited City parks were Van Dyck Park, Daniel’s Run Park, Stacy C. Sherwood Community Center, Old Town Hall and Green Acres. High visitation rates were also noted at the Fairfax County Park Authority’s Oak Marr Recreation Center.



The greatest facility needs expressed included trails (walking, biking, hiking), small neighborhood parks, large community parks, and natural areas. There was also significant input received regarding the need for indoor recreation space, indoor/outdoor aquatics facilities, increased athletic fields, and a performing arts venue. Overall, there was noted community support to upgrade older parks and recreation facilities (Green Acres, Van Dyck Park, Westmore School Site, neighborhood parks), develop new trails, and connect existing trails, ensure accessibility to parks and facilities, improve/expand athletic fields, and preserve open space. An evaluation of the existing parks and facilities identified a variety of deficiencies and gaps that align with the input received through the public outreach effort. Of critical consideration is compliance with the Americans with Disabilities Act (ensures accessibility of City Parks), severely deteriorating conditions at the Green Acres Community Center, rapidly aging conditions of Van Dyck Park and the need to re-plan and develop the site, underutilization of the Westmore School site and need to master plan and redevelop the site, inadequate athletic field space to meet rapidly growing community needs, deteriorating conditions of parks due to neglected maintenance, and the lack of adequate indoor recreation programming space/need to maximize use of existing resources.

More detailed inventory of parks and recreation resources are included in Appendix C.

- **Critical Programming Considerations**

The City offers an array of structured recreation programs and events that cater to the needs and interests of a broad cross section of the City. Programs are offered for children, youth, adults and seniors. Activities include sports, fitness, dance, enrichment, camps, and after school programs. Programs are offered at varying days, times and locations. Several youth leagues also offer a wide range of organized athletic programs that attract more than 10,000 participants of all ages on an annual basis. The City’s cultural arts programs are extensive and include Spotlight on the Arts,



performance series (including children’s series), music club, Art League shows, opera, City Band, and more.

Large scale community events that draw significant attendance include the Independence Day Parade (60,000) and Fireworks Celebration (15,000), and Fall Festival (25,000). Smaller events include the Holiday Craft Show and Festival of Lights and Carols. Both the cultural arts and special events programs provide a unique opportunity to unite members of the entire community, particularly the vast array of ethnicities and cultures that make up the City of Fairfax. The breadth and depth of programs offered through the Department are highly valued and attended by City residents and visitors from all over the region. Approximately 65 percent of survey respondents noted that they had attended the City’s events or cultural arts activities. However, only 33 percent noted participation in an organized program/class. The greatest expressed needs for programming include events, festivals, adult and senior wellness/fitness/education programs, and programs related to history and nature. The most frequently noted reasons why residents did not currently participate in activities were inconvenient times of the programs, programs of interest not offered, and the need for more information about what the City offers. In comparison to neighboring jurisdictions, the City offers similar programs and services at comparable rates. Significant differences in program offerings include the City’s lack of aquatics and nature education programs.



The City, however, does offer a dedicated senior center that is not typical in all neighboring jurisdictions. City residents indicated use of neighboring jurisdiction programs, particularly for aquatics programs and unstructured recreation activities. Given this data, the City should continue to deliver existing programs and activities, leverage partnerships with neighboring jurisdictions to fill programming gaps (e.g. aquatics and nature education programming), and further promote all program offerings to raise public awareness and increase participation. Program and activity fees structure and cost recovery models should be monitored and updated on an ongoing basis.

The detailed information and analyses of the City’s programs is included in Appendix D.

Key Planning Considerations

Considering the data collected in the public outreach effort and the results of the evaluation of the City’s park and recreation facilities and programs compared to national trends and benchmarking data, several critical planning considerations emerged. These considerations represent the areas of greatest strategic priority for the City over the next five to ten years. While the Strategic Master Plan addresses a broad range of issues, these areas rise to the top of the list of critical concerns.

- **Americans with Disabilities Act (ADA) Compliance and Accessibility**

While the City has made strides in increasing accessibility to its park facilities (e.g. barrier free playground at Stafford Drive Park), most of the park facilities are not compliant with the Department of Justice Americans With Disabilities Act Title II



Regulations (28CFR Part 35 - effective March 2012). These regulations require that all new facilities meet the standards and requires agencies to conduct an accessibility audit of existing facilities. Deficiencies identified in the audit will require the development of an implementation plan to improve them. The City should place a priority on conducting a comprehensive ADA audit of its facilities, develop and implement an action plan to address deficiencies identified in the audit, make the Green Acres Community Center accessible to current and future users, provide accessible paths to athletic fields and spectator areas, increase the number and locations of barrier free playgrounds, picnic pavilions, and ensure accessibility to all parks and facilities in the City.

- **Green Acres Community Center**

The Green Acres Community Center, formerly the Green Acres Elementary School, serves as the home base of the City's Senior Services and is the only center in the City offering indoor recreation for persons of all ages. The facility houses the senior center and a private preschool. Rooms are available in the Center for free use by community groups; this is the only facility that offers free community use. The facility is aging, in deteriorating condition, and was architecturally designed for elementary age students.



The restroom facilities are inadequate to meet the needs of the primary facility users (seniors) and pose a safety risk given they are designed for small children. Fitness areas, meeting rooms, the small gym, and recreational spaces are inadequate for meeting current and future indoor recreation needs. The building has significant functional issues with leaking roofs, inadequate heating/cooling, plumbing, deteriorating/nonfunctional windows, parking access, neighborhood traffic, and lack of access to the CUE Bus line. Additionally, the facility is not in compliance with accessibility guidelines and regulations (Americans with Disabilities Act.) This facility will not be able to continue operating without major repairs or reconstruction within the next five years. The City should place a priority on conducting a feasibility study to determine the best use of the Green Acres site (indoor and outdoor) and to review alternative locations for the services offered at the Center.. Without significant investment in this facility, it will become ineffective for service over the course of the next several years.

- **Senior Services**

The City's 65+ age population represented three percent of the total population in 1970. In 2010, that age group expanded to represent 14 percent of the City's total population. The median age has risen from 33.6 in 1990 to 38.9 in 2010. It is estimated that between 2005 and 2025, the population of persons aged 50 to 69 will have increased by 25 percent, and of persons aged 70+ will have increased by 58 percent. This age group is anticipated to continue on a steady growth trajectory in the years to come. Increased interest and demand for quality recreational services for this segment of the population is also anticipated in the next five to ten years. Current programs and services are rated extremely



high in value and need and demand is great to expand these services further. The single greatest barrier in providing these services is an adequate facility to do so (see Green Acres section above). The City should conduct ongoing user analyses to define a scope of services to adequately meet the growing demands for senior programs.

- **Indoor Recreation**

The City is fortunate to have the Stacy C. Sherwood Community Center, Old Town Hall, Green Acres Community Center, and access to the City of Fairfax schools for indoor recreation programming. However, public input suggests that adult wellness and recreational programming for children are significant needs that are not currently being met within the City. There is also a shortage of indoor gymnasium space for recreational programming in the City. The City should evaluate and ensure maximum use of the City's school facilities and partner more closely with Fairfax County Park Authority and GMU to ensure adequate indoor recreation opportunities are available to City residents. The City should also investigate the potential of developing an indoor recreation center that offers a gym and fitness center as a component of the aforementioned Green Acres feasibility study. Additionally, the City should monitor potential opportunities in the future to acquire or collaborate with public/private partnerships to develop a City community center with indoor recreation features that is centrally located and on the CUE Bus route.



- **Van Dyck Park**

The jewel of the City park system, Van Dyck Park was originally master planned in 1967 by licensed landscape architect Don Lederer and is recognized as the most valued and used park in the City. City residents cherish the park, however vocalize the need to make significant investment to ensure its ability to serve the needs of current and future generations. The City's needs have evolved, facilities have aged, severe erosion issues and storm water represents risk to the integrity of the park, the once innovative skate park is drawing to the end of its lifespan and requires replacement, and the heavy visitation at the park warrants the addition of restroom facilities. City residents have many ideas and recommendations for the future of Van Dyck Park, as evidenced in their handiwork and drafting of revised master plans during one of the public workshops. The City should place an immediate priority in conducting a professional analysis and development of a Master Plan for Van Dyck Park. The park also needs improved parking access and traffic pattern with multiple traffic generating facilities located on Old Lee Highway such as the Stacy C. Sherwood Community Center, Historic Blenheim, and several churches and schools. In addition,



engineering studies need to be completed to solve the severe erosion which is threatening the park facilities.

- **Westmore School Site**

The Westmore School Site was the former home of Westmore Elementary School. The school was removed and the property now serves as a park with limited features. The park represents an outstanding opportunity to not only meet the needs of the immediate neighborhood, but also to serve the entire City as a well-planned and developed community park and to fill a gap in the availability of community park land in the southwest portion of the City. The City lacks balance and has a shortage of community park land and the site's ten acre size



and location in an underserved area of the City will fill some of the gaps in services and fulfill a need for park facilities that cannot be accommodated at other parks (such as a dog park, community garden, game courts, athletic field, and other facilities.) The City should conduct a professional analysis and development of a master plan for the Westmore School Site. Possible features that may be factored in the plan include a barrier free playground, a multi-purpose athletic field, a picnic pavilion, dog park, outdoor fitness, paved walking path, and pickle ball courts. Actual features would be determined through the public input and the master planning process.

- **Athletic Fields**

The City of Fairfax has made significant investments in recent years to develop its athletic fields. There is tremendous public support for and involvement of all age groups in the City's athletic programs. The City also benefits from outstanding partnerships with the Fairfax Police Youth Club and the Fairfax Little League to sustain the City's athletic facilities. However, demand for field time exceeds the limited field space available in the City and many of the existing fields are in need of improvement. There is



also limited real estate available for possible future development. The City should place a priority on investing in and maximizing use of its current field resources. More specifically, The City should seek regional cooperation to maximize field use, upgrade the fields at Providence School, revisit the special use permits at Draper Drive, Stafford Drive, and Providence Parks relative to field use times and lighting, and add two lighted synthetic turf fields at Lanier Middle School. In addition, the City must address the inequality between boys' baseball and the shortage of girls' softball fields.

- **Aquatics**

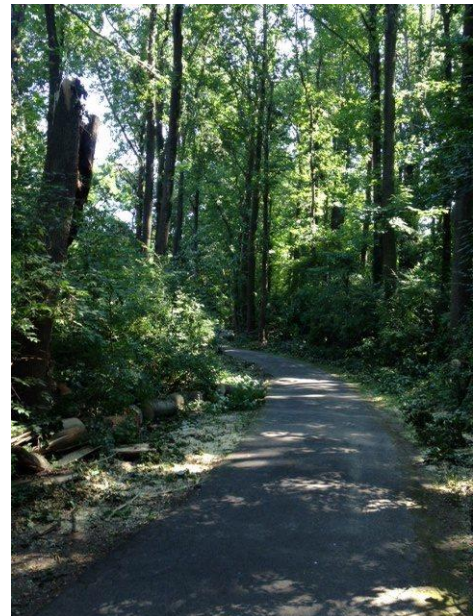
The City of Fairfax has long standing cooperative agreements with Fairfax County Park Authority and the Northern Virginia Regional Park Authority that allow City residents to use County and Regional facilities at the same rate as County residents. These

agreements provides City residents with access to several large, indoor recreation centers within close proximity to the City and several large, regional outdoor family aquatic centers within 20 to 30 minutes from the city. Additionally, there are several private pools within the City limits. While there is an expressed desire to locate aquatic facilities within the boundaries of the City, limited space and extremely high development and operating costs limit the feasibility of doing so. The City should promote and educate residents on the availability of resources offered by the Fairfax County Park Authority and Northern Virginia Regional Park Authority. Additionally, the City should work with these partners to ensure City residents are provided appropriate levels of aquatic activities. Finally, public/private partnerships should be pursued as an additional alternative to meet expressed needs.



- **Trails and Connectivity**

The City and the Northern Virginia region offers a variety of excellent trails and trail systems. The City’s Trails Committee developed a comprehensive Trails Plan that outlines priorities for development in the future (included in Appendix F). There is tremendous public support and demand for trails that connect parks, schools, neighborhoods and commercial areas within the City and across the region. The City of Fairfax has an opportunity to be a leader in the region and serve as a hub for trails throughout the region with connectivity to Fairfax County and NVRPA trails, Mason to Metro, and the Cross County Trail,. The City should focus on the high priority trails projects, utilize available grants and proffers, update the City trails map, and develop expertise in the City Community Development and Planning Department specific to trails and park planning. Emphasis is placed on taking advantage of transportation grants, proffers and alternative funding sources for developing the trail system. The City of Fairfax currently has several sources of grant funding approved to implement the plan. In FY 2015 there is \$40,000 approved for planning of the George T. Snyder Trail and another \$200,000 for construction in FY 2016 from the Commercial & Industrial Tax. In FY 2019, the City has been approved to receive \$395,000 of Congestion Mitigation and Air Quality (CMAQ) (Federal funds) funds designated for “George T. Snyder Trail Extension and Willcoxon Trail Repaving”. Also in FY 2019, the City is approved to receive \$460,000 for “Multi-use Trail Rehabilitation and Paving” from the Regional Surface Transportation Program (RSTP) (Federal funds).



- **Downtown Park and Gathering Place**

The City is committed to promoting Old Town Fairfax as the City’s historic core and downtown cultural activity center. There is an expressed desire to offer activities that draw people to Old Town, reinforce the distinctive identity of Old Town Fairfax, and increase

pedestrian access to the area. At the time this plan was in final development, the City was entering into an agreement with a contractor to begin construction of the Downtown Park. The park will provide a venue for a vibrant, exciting destination and community gathering place. To realize the full potential of this park, the City should program and promote it as a public gathering place, host special events, develop a downtown branding and identify campaign, and improve pedestrian and bike access to and through the downtown area.



- **Special Events**

The City's special events represent the fabric of Fairfax and contribute significantly to the City's unique sense of place, identity and "small town" atmosphere. The events represent traditions that young and old love and look forward to each year. In addition to drawing generations of City residents, the events also attract large numbers of visitors to the City who shop in the stores and eat in the restaurants; representing a positive impact on the City's economy. The City should continue investing in these long standing special events, refreshing them from time to time and adding new/different events to meet the evolving interests of the community. Given the rapidly changing demographics of the City, special events provide an excellent opportunity to unite the community and engage the many cultures in the City.



- **Cultural Arts**

The City's cultural arts programs contribute to developing community pride and serve as a means to unite all members of the community. The Commission on the Arts, Spotlight on the Arts, Fairfax City Band, Fall for the Book, and many other arts organizations strive to encourage, promote and provide a broad range of arts events, programs and activities in the City. The Commission on the Arts developed and the City Council adopted a strategic plan for the arts that includes long term objectives to create a separate City department and staffing dedicated to the arts (as opposed to part time resources falling under the Parks and Recreation Department) and the development of a community theater. The City should ensure that until such time as the long term objectives of the Commission on the Arts Strategic Plan are achieved that the Parks and Recreation Department collaborate with the Commission to achieve objectives of the Commission's strategic plan, establish an Art in the Parks Program, partner with GMU to promote opportunities and ensure appropriate staff time is allocated to cultural arts activities.



- **Environmental Stewardship and Conservation**

The City is committed to environmental stewardship and conservation of resources for the good of the community. There is an expressed desire to ensure the balance of active and passive recreation and ensure the preservation of open space. The City's Environmental Sustainability Committee is a valuable resource for providing focus on these matters. There are severe erosion issues at Daniels Run Park, Van Dyck Park and other areas in the City. If not addressed soon, these conditions will lead to further damage to existing park facilities, such as the tennis courts at Van Dyck Park. Due to recent budget constraints, the ability to properly maintain existing park facilities has been severely hampered, leading to further deterioration. The City should address the erosion and maintenance issues, create and implement sustainable maintenance practices, implement volunteer initiatives to assist with trail maintenance and removal of invasive species, and inventory the natural and cultural resources for use in educational and demonstration programs.



- **Future Park Land/Open Space**

Although the City is mostly developed, opportunities exist for re-use of sites for park and recreation purposes. In 2004 the City's Open Space Task Force identified properties for potential park and recreation use. This initiative resulted in the identification of 44 acres of open space and eventually led to the development of Stafford Drive and Ted Grefe Parks and others. The strategic planning process provided an opportunity to refresh the work completed by the Open Space Task Force in 2004 and resulted in the identification of multiple sites that could serve as future park and recreation spaces. These properties are identified as possibilities and should be monitored for possible acquisition and/or development in the future. (See Appendix C for a discussion and map of potential park sites)



- **Strategic Partnerships**

To successfully meet the needs and demands for park and recreation services in the City of Fairfax, the City will rely heavily on strategic partnerships. Critical relationships within the County include partnerships with the City of Fairfax School Board, Commission on the Arts, Community Appearance Committee, Community Inclusion Task Force, Environmental Sustainability Committee, Economic Development Committee, and all other City boards and commissions. External to the City, partnerships with George Mason University, Fairfax County Park Authority, Fairfax County Neighborhood and Community



Services, Northern Virginia Regional Park Authority, Fairfax Police Youth Club, and Fairfax Little League have proven successful and should be sustained. Additional partnership opportunities that should be explored include public/private ventures, health care programs/providers and opportunities to secure proffers from developers. Leveraging mutually beneficial relationships will assist the City in achieving its goals.



▪ **Alternative Funding**

Communities across the country and region have been reducing spending and seeking alternative funding sources for years. While the difficult economic times of the past several years are improving, park and recreation agencies continue to struggle to secure adequate operational and capital budgets to meet critical needs. There is an increased emphasis on cost recovery. Neighboring park and recreation agencies operate at a 12% to 84% cost recovery; the City of Fairfax is currently at 41%. The need to seek innovative, alternative revenue sources is essential. The City of Fairfax should explore alternative funding sources including grants, a dedicated tax, proffers, and public/private partnerships. Opportunities exist for the City to use the Storm Water Assessment for stream bank erosion and storm water Best Management Practices. Existing funding from Congestion Mitigation and Air Quality Improvement (CMAQ), Regional Surface Transportation Program (RSTP), and Commercial and Industrial (C&I) Transportation Tax Fund resources may be used for trails and connectivity.



II. Vision, Mission, & Operating Philosophy

The Strategic Master Plan represents the collective vision for parks, recreation, trails, open space, events, and cultural arts for the City of Fairfax. This vision was formulated through an interactive process that engaged the entire community. It represents the City’s aspirational view of the envisioned future of parks and recreation. Outlined below is the vision, mission and operating philosophy that guide this Strategic Plan and the future of parks, recreation, trails, open space, events and cultural arts for the City of Fairfax.

Vision Statement

A vision statement represents the envisioned future. It provides a glimpse into what the City hopes to become. It is intended to be far reaching and aspirational by nature. The vision statement for parks, recreation, trails, open space, events, and cultural arts is – *Amazing Experiences!*

Amazing Experiences!

Description of Our Vision

The City of Fairfax is a unique and special place; a gem located amidst the sprawling Northern Virginia landscape. The City provides a distinctive, hometown setting and offers amazing experiences for residents and visitors alike. Our diverse and vibrant community is bound together by an array of parks, recreation activities, trails, open space, cultural arts activities and special events. We enjoy a wide variety of innovative, varied and affordable experiences that may be enjoyed by ALL members of our community. Our programs, services, and facilities are easily accessible and connect people, places, and parks. We nurture innovation and demonstrate creativity in all we do, especially in working together and forging partnerships to create unimaginable experiences. We are stewards of our environment and our rich historical resources, and are committed to investing in the ongoing maintenance and upkeep of our parks and facilities. We cherish our uniqueness as a community, celebrate our thriving downtown, and foster ongoing development of this sense of community. Members of our community are actively engaged in healthy activities and consider the City of Fairfax a healthy place to live.

Guiding Principles

To assist us in realizing this vision, we follow a set of Guiding Principles. These guiding principles assist in defining our priorities, actions, and investments. They align and compliment initiatives with other programs and departments of the City to ensure the City of Fairfax retains the unique character that makes it so special.

- **Sense of Place: Protect and Promote the City’s Sense of Place**

We are committed to protecting and promoting the unique “small town atmosphere” that is so rare in the Washington Metropolitan area. We will maintain and sustain the quality programs, events, cultural arts, services and features that our residents have cherished and valued through the years and will strive to further enhance them to contribute to our close-knit, personalized sense of community. We will ensure a balance of developed and undeveloped space, a blend of active and passive recreation, a variety and equitable distribution of park locations throughout the City, and an interconnected trail system to link neighborhoods, parks, schools, and commercial areas.



- **Health and Wellness: Develop the Health and Wellness of Our Residents**

We are committed to promoting and developing the health and well-being of our residents by providing a wide range of programs, services and facilities. We will implement initiatives to combat sedentary lifestyles, reduce obesity and incidence of chronic disease through physical activity, provide a connection with nature to relieve stress and improve mental health, and foster overall wellness and healthy habits and opportunities that add balance to life.



- **Economic Vitality: Promote Economic Vitality**

We recognize and are committed to enhancing the City's economic vitality through the provision of award winning, nationally recognized park and recreation programs and services. The quality of our programs, facilities and services will improve the local tax base, increase property values, attract businesses, produce revenue to offset operating costs, and provide indirect revenues to our economy. Our highly acclaimed special events, cultural activities and services will attract commerce to our City, enhance tourism, and contribute to continued growth and development.



- **Stewardship: Promote Conservation and Environmental Stewardship**

We are committed to preserving natural resources and wildlife habitat, protecting clean water and clean air, and providing open space for current and future generations. We believe that parks provide an essential connection for people of all ages and abilities to life-enhancing benefits of nature and the outdoors. The quality of life for every person in our community is improved by clean, green, and accessible parks and open space. We are dedicated to protecting open space, educating and interpreting the value of conservation, and connecting people with nature and the outdoors.



- **Partnerships: Leverage Strategic Partnerships**

We recognize that to meet the evolving needs of our City, we are not able to accomplish this alone. We will collaborate with and leverage the support of other City departments and programs, non-profit organizations, public entities, private businesses, academic institutions, and regional, state and federal organizations to deliver quality programs, facilities and services. We are committed to forging and sustaining these relationships to create lasting impact for our city.





Vision, Mission, & Operating Philosophy

Mission Statement

The mission statement seeks to define the purpose or reason for being of the City's parks, recreation, trails, open space, events, and cultural arts.

The mission of the Parks and Recreation Department is:

To enrich the quality of life in the City of Fairfax and maintain the unique hometown character that makes the City a special place to live, work, and play.

We will fulfill our mission through the following areas of emphasis:

Preservation and Stewardship

Protect and preserve resources to ensure environmental stewardship and availability of resources for current and future generations

Development

Plan, develop, and re-develop land, facilities and programs to meet ever changing community needs

Acquisition

Identify and acquire, when feasible, diverse park and recreation land, facilities, and resources

Operation

Operate programs, facilities, and services to maximize quality and diversity of experience

Maintenance

Schedule and maintain land and facilities to maximize safety, quality experience, and cost savings

Programming – research, plan, and program innovative, affordable, and varied activities, special events, cultural arts, and programs that meet diverse community needs

Partnerships

Explore and develop a broad range of partnerships that enhance and expand access to a variety of facilities, programs, and services

Promotion

Engage, promote, advertise, and celebrate the array of programs and services offered

Management

Fund, manage, and apply industry best practices to ensure organizational effectiveness, efficiency and performance.

Operating Philosophy

Our efforts to realize the vision and fulfil the mission are guided by a set of core operating philosophies which include:

Superior Customer Service

We are committed to and passionate about providing amazing experiences to the residents, visitors and businesses in the City of Fairfax through outstanding customer service. Consistent with the unique small town charm and atmosphere of our City, we strive to know our residents personally, understand their unique needs and work tirelessly to not only meet those needs, but exceed them. We are dedicated to engaging with our customers on a regular basis, asking

questions, listening actively, and following up so they know we are serious about addressing their concerns. We work hard to make sure we are accessible, approachable, and responsive. Our communication is frequent, clear, and delivered in a variety of ways to reach all members of our community. We employ, train, develop and reward a talented, motivated, and committed staff that gains personal satisfaction from delivering exceptional customer service.

Outstanding Maintenance

We take seriously our role in being stewards of the City's parks, open space, trails and facilities. We are committed to researching, developing, implementing and constantly improving best practices in maintaining our parks and facilities. We recognize the criticality of developing and ensuring compliance with maintenance standards and practices that ensure our community has access to safe and enjoyable parks and facilities today and into the future. Park design and development initiatives take into account maintenance and operational considerations to ensure efficiency and cost savings. We actively look for innovative maintenance practices that support sustainable and environmentally friendly operations. We recognize the importance of advance planning to ensure equipment, capital development, and capital repair and replacement needs are addressed. Our highly trained and committed staff takes pride in providing well maintained, safe, and accessible parks and recreation facilities.



Maximum Inclusiveness

Our City is made up of individuals of varying age, ethnicity, family structure, education, religion, ability, marital status, mobility, income, and many other characteristics. We are committed to ensuring our parks, recreation facilities and programs are accessible to all City residents. We are dedicated to removing barriers and reaching out to engage and invite all residents to participate and reap the rewards and benefits of the City's parks, recreation, trails, open space, events and cultural arts. We value the diversity of our City and strive to serve individual needs while also uniting the community as a whole through an array of programs and services.



Exciting Promotion

To create amazing experiences, we are committed to amazing promotions. Our team recognizes the importance and value of innovative techniques to develop public awareness, strengthen community relations, invest in media relations and implement a broad range of marketing and public relations techniques. We are motivated to use traditional and state-of-the-art technologies such as social media, web based technologies, television, video, print media, partnerships, and outreach initiatives to promote our parks, programs and services to all members of our community. We recognize that



promoting our programs and services not only enhances participation in the programs, but it also enhances overall promotion and economic growth of our City.

Innovative Leadership

The National Recreation and Park Association recognized our Parks and Recreation Department as one of the best in the nation; a leader in the provision of parks and recreation. We are extremely proud of being designated as a Gold Medal Award winner and are committed to maintaining that leadership status in the years ahead. In addition to being a national leader, we are committed to being a leader in our community, serving as a catalyst and coalition builder, bringing others together to improve our City. We are committed to providing superior management of our financial, physical and staffing resources and are dedicated to operating in an ethical and accountable way. We are passionate about being leaders, innovators, and change agents, focused on improving the quality of life for the residents, visitors and businesses in the City.





Vision, Mission, & Operating Philosophy

This page intentionally blank.

III. Goals and Objectives

The Strategic Master Plan includes six goals that represent the areas of strategic priority for the next five to ten years. Objectives represent the specific areas of emphasis for each goal area, to which the City will invest time, energy, and resources over the next five to ten years. Strategies are the concrete, specific actions the City will take to accomplish the objectives. The following section outlines the six goals and 29 objectives included in the Strategic Master Plan. A consolidated table of the goals, objectives, 130 strategies and corresponding timelines, funding sources and responsibilities is located in Section IV, Detailed Action Plan.

Goal 1: Planning & Development

Strategically plan for and implement strategies to acquire, preserve, develop and redevelop parks, facilities and open space.

Objectives:

- 1.1. Conduct regular assessments and evaluations of existing parks and facilities for their functionality, accessibility, aesthetics, and ability to meet established standards of service.
- 1.2. Provide a balance of active recreation, passive recreation, open spaces, and natural environments that are evenly distributed throughout the City.
- 1.3. Evaluate current and emerging needs to develop and implement feasible standards of service for the City of Fairfax.
- 1.4. Meet current and future needs and standards of service for the City of Fairfax through acquisition, development, partnerships, and redevelopment strategies and priorities.
- 1.5. Ensure the City of Fairfax is a well-connected and accessible city; using a series of multi-use trails to connect neighborhoods, parks, schools, shopping areas, and downtown for both recreational and transition uses.
- 1.6. Establish Downtown Fairfax as a community gathering place.
- 1.7. Foster an appreciation of the natural environment and promote sustainable natural resource management practices.

Goal 2: Operations and Maintenance

Enhance safety, accessibility, quality of service, and cost effectiveness through comprehensive operations and maintenance programs and services.

Objectives:

- 2.1. Research operations and maintenance best practices to establish and implement sustainable maintenance and operations standards and schedules.
- 2.2. Establish and maintain adequate staffing and funding resources to efficiently operate and maintain the parks and facilities according to established standards and schedules.
- 2.3. Evaluate, schedule and operate programs and events to maximize park and facility space utilization and cost recovery.

Goal 3: Programs and Services

Deliver programs and services to meet the ever changing and diverse needs of the community

Objectives:

- 3.1. Conduct ongoing customer satisfaction evaluations and assess emerging needs to enhance existing and develop new programs, services and events for the City of Fairfax.
- 3.2. Continue to provide and enhance an array of services to serve all area populations (children, youth, adults, seniors, families, diverse nationalities).
- 3.3. Expand community outreach efforts to develop and implement enhanced programs and services that engage individuals with disabilities.
- 3.4. Provide a balance of arts, physical activity, indoor, outdoor, environmental, events and other programmed services to meet the ever changing needs of the City.
- 3.5. Develop, enhance and implement programs to improve the health and well-being of area residents as part of the "Get Fit City of Fairfax" initiative.

Goal 4: Strategic Partnerships

Leverage strategic partnerships to enhance and expand delivery of program, facility, and service offerings.

Objectives:

- 4.1. Enhance and strengthen the partnership with the City of Fairfax School Board to fully maximize the availability of recreation and education facilities and spaces for use by the community.
- 4.2. Expand and enhance existing partnerships with the Fairfax County Park Authority (FCPA), Northern Virginia Regional Park Authority (NVRPA), Fairfax County School Board (FCSB), George Mason University (GMU), Fairfax County Neighborhood and Community Services (FCNCS), and others to meet common needs of the community.
- 4.3. Strengthen, expand, and define strategic partnerships with George Mason University to meet mutual recreation, program, event, and cultural arts objectives and services.
- 4.4. Establish relationships and partnerships with the various underrepresented, underserved, or diverse demographic groups in Fairfax to assist in identifying and developing programs and services to meet the needs of these communities.
- 4.5. Maintain and expand relationships with businesses and other organizations to compliment service offerings for the City of Fairfax.
- 4.6. Pursue strategic partnerships and community development initiatives to facilitate achievement of park and recreation development goals and objectives.
- 4.7. Pursue partnerships for development and programming of the Senior Center.

Goal 5: Promotion and Marketing

Increase awareness, participation, and support of programs, facilities and services using innovative promotional and marketing initiatives.

Objectives:

- 5.1. Develop and implement innovative promotion and marketing strategies for programs, facilities, events, and cultural arts that enhances the City of Fairfax's unique identity as an outstanding place to live, work, and play
- 5.2. Develop and implement communication strategies that maximize parks, recreation, trails, open space, cultural activities, and special events in promoting and developing the economic vitality and development of the City of Fairfax

Goal 6: Funding, Management and Resources

Expand and enhance facility, program, and service offerings through innovative funding, management best practices, and cost recovery efforts.

Objectives:

- 6.1. Expand and enhance alternative funding and revenue sources.
- 6.2. Develop and implement a cost recovery structure and user fee policies and guidelines.
- 6.3. Implement strategies to enhance staff recruitment, training, professional development, and retention.
- 6.4. Develop a larger volunteer support base to supplement staff and to act as ambassadors for PRAB and the Parks and Recreation Department.
- 6.5. Pursue accreditation of the Park and Recreation Department in appropriate services as a method of achieving and maintaining quality services.

This page intentionally blank.

IV. Detailed Action Plan

Action Plan Strategies

The tables on the following pages summarize the strategies recommended to implement this Plan. A total of six goals, 29 objectives, and 130 strategies are presented. This total is extensive for a typical strategic plan, but since this is the first for the City of Fairfax, there are several basic action items that will not be necessary in subsequent updates to this Plan.

The top portion of the table identifies the abbreviations used in the table, primarily in the columns for “Responsibility” and “Funding Source”. Also notice the colors of the topic areas which are included in the left hand column to identify topic areas of parks, recreation, trails, open space, cultural arts, or events. Some strategies apply to more than one of these topic areas and are so indicated by the color and initials.

The table identifies the goal, objective, and strategies to meet the objective. Boxes are included in columns for items to be completed in years 0-2, 3-5, 6-10, or over 10 years. Boxes were used so that they may be checked off as the strategy is completed. Some strategies are indicated as “ongoing” as they apply to all time frames.

Columns on the right side indicate the organization responsible for the strategy and potential funding sources.

The far right column links the strategy to the related strategies indicated in the City of Fairfax Comprehensive Plan.

This page intentionally blank.

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Legend of Abbreviations/Organizations							
Staff = City of Fairfax Parks and Recreation Department Staff	Partner = Other organizations (i.e. Businesses, FPYC, FLL, JCC, Schools, Civic Assoc, Community Pools)						
PRAB = Parks and Recreation Advisory Board	COA = Commission on the Arts						
City = City of Fairfax	Spotlight = Spotlight on the Arts						
NVRPA = Northern Virginia Regional Park Authority	Schools = City of Fairfax Schools						
GMU = George Mason University	OP = Operating Budget						
FCPA = Fairfax County Park Authority	CIP = City Capital Improvement Plan						
Parks, Recreation, Trails, Open Space, Cultural Arts, Events	Planning = Community Development and Planning Department						
Notes							
1	"Developed" means any area that is mowed, paved, or maintained. "Undeveloped" means natural areas or open space that may have unpaved trails.						
2	Where no element of measure is listed, the time frame is the measure.						
	☐ = Initial Actions; "Ongoing" = Ongoing and continuing actions						
Goal 1: Planning and Development							
Acquire, preserve, develop and redevelop parks, facilities, trails, and open space.							
Objective 1.1: Conduct regular assessments and evaluations of existing parks and facilities for their functionality, accessibility, aesthetics, and ability to meet established standards of service.							
	<input type="checkbox"/>				Staff, PRAB	OP, CIP	PFS 1.5
	<input type="checkbox"/>				Staff, City, PRAB, City Schools	OP, CIP	PRO 3.4
	<input type="checkbox"/>				Staff, City, PRAB	OP, CIP	PRO 3.2
			<input type="checkbox"/>		Staff, City, PRAB, Partner	OP, CIP, Partner	PRO 3.2

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Strategy 1.1.5: Perform an ADA assessment of all facilities including but not limited to playgrounds, shelters, walking paths, community gardens, parking, and buildings. The assessment and improvements must consider sight and hearing impaired as well as other physical or developmental disabilities.	<input type="checkbox"/>				Staff, City, PRAB	OP, CIP	PRO 3.6
Strategy 1.1.6: Implement ADA improvements to ensure that at least one park in three geographic areas of the City are totally accessible, including playgrounds, shelters, walking paths, community gardens, parking, and buildings are accessible.	<input type="checkbox"/>	<input type="checkbox"/>			Staff, City, PRAB	OP, CIP	PRO 3.6
Strategy 1.1.7: Establish three playgrounds in strategic geographical locations to serve as larger barrier-free and sensory rich environments. Van Dyck Park and the replacement playground at Draper Drive Park are logical locations.		<input type="checkbox"/>			Staff, City, PRAB	CIP	PRO 3.6
Strategy 1.1.8: Restore eroded stream banks at Van Dyck, Daniels Run, and Ranger Road Parks.		<input type="checkbox"/>	<input type="checkbox"/>		Staff, City	OP, CIP	ENV 1.5
Strategy 1.1.9: Evaluate parking expansion opportunities at Thaiss Memorial, Providence, and Draper Drive Parks to address parking needs.		<input type="checkbox"/>			Staff, City, PRAB, Schools	OP, CIP	PRO 3.2
Strategy 1.1.10: Increase parking at Kutner Park when synthetic turf fields are added to Lanier to accommodate additional parking.			<input type="checkbox"/>		Staff, City, PRAB, Schools	OP, CIP	PRO 3.2
Strategy 1.1.11: Evaluate current and alternative locations of events to determine the feasibility of hosting events in other areas of the City for increased economic impact.	<input type="checkbox"/>	<input type="checkbox"/>			Staff, City, PRAB	OP	EC 1.3
Strategy 1.1.12: Evaluate existing and future maintenance yard and storage needs. Also evaluate functionality of the current Parks Division area in the Property Yard to maintain existing and future parks and facilities.		<input type="checkbox"/>			Staff, City, PRAB	OP	PFS 2.2
Strategy 1.1.13: Evaluate and implement additional security strategies to enhance safety in the parks and facilities (i.e. security cameras). Utilize Environmental Design for Crime Prevention Standards in all future improvements.	<i>Ongoing</i>				Staff, City, PRAB	OP	PFS 2.2, 2.4
Objective 1.2: Provide a balance of active recreation, passive recreation, open spaces, and natural environments that are evenly distributed throughout the City.							
Strategy 1.2.1: Conduct user demographic analysis for Green Acres Senior Center, factoring in impact assessment of the new Fairfax County Providence Community Center to be located near the Vienna Metro Station, aging in place seniors, and increase in senior population.	<input type="checkbox"/>				Staff	OP	PRO 3.4
Strategy 1.2.2: Preserve at least 50% of the total amount of park land from development. (The current ratio is approximately 35% developed to 65% undeveloped)	<i>Ongoing</i>				PRAB, Staff, City		PRO 1.2; ENV 1.3
Strategy 1.2.3: Ensure that at least 40% of parks designated as "Community Park" land (i.e. Van Dyck Park and Providence Park) remains undeveloped and is maintained as open space and buffer to maintain a balance of active and passive areas at each designated "Community Park." Trails could be located in the undeveloped portion. (The current ratio is approximately 42% developed to 58% undeveloped)	<i>Ongoing</i>				PRAB, Staff, City		PRO 1.2; ENV 1.3

ACTION PLAN					Updated 6/14/2014						
Goals, Objectives, and Strategies					0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
	Strategy 1.2.4: Develop two lighted, synthetic turf athletic fields at Sidney Lanier Middle School to provide fields on the western portion of the City, and increase access to fields.						<input type="checkbox"/>		PRAB, Staff, Schools, City	CIP	PRO 3.2
	Strategy 1.2.5: Prepare a Park Master Plan for the land at 9999 Main Street currently in a life estate that will become City park land in the future.					<input type="checkbox"/>			PRAB, Staff	OP	PRO 3.5
	Strategy 1.2.6: Encourage Fairfax County to move its three property yards outside the City limits. Reclaim these lands as open space and parks.				<i>Ongoing</i>				County, City	OP	PRO 1.1, 1.2; LU 2.4
	Strategy 1.2.7: Monitor the use and redevelopment of all facilities owned by the County within and adjacent to the City as potential opportunities to partner or enhance the City parks and recreation services if appropriate and consistent with the Strategic Master Plan of 2014, Comprehensive Plan, and guidelines of the Historic Overlay District.					<input type="checkbox"/>			County, City	OP	PRO 1.1, 1.2;
	Strategy 1.2.8: Coordinate with Fairfax County when and if the County plans to redevelop or move the Belle Willard and Joseph Willard buildings, as a means to enhance and expand Van Dyck Park and the Stacy C. Sherwood Community Center.							<input type="checkbox"/>	County, City	OP	PRO 1.1, 1.2;
	Strategy 1.2.9: Acquire land and develop new Neighborhood Parks in the southeast and central-northwest areas of the City.							<input type="checkbox"/>	Staff, City	CIP, OP, Partner, Proffer	PRO 1.1, 1.2
	Strategy 1.2.10: Cooperate with FCPA on use of land adjacent to Thaiss Park and Route 50 near Pickett Road as a potential City park.						<input type="checkbox"/>		Staff, City	CIP, OP, Partner	PRO 1.1, 1.2
	Objective 1.3: Evaluate current and emerging needs to develop and implement feasible standards of service for the City of Fairfax										
PRT	Strategy 1.3.1: Update the Strategic Plan at intervals of no more than 5 years to evaluate progress and reassess goals and priorities.					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	PRAB, Staff	OP	PRO 3.3; PFS 1.5
	Strategy 1.3.2: Monitor demographic and park/program use trends annually, especially related to the numbers of children and seniors, to meet and anticipate program and facility needs. Coordinate closely with Fairfax Schools on trends for youth.				<i>Ongoing</i>				Staff, Planning, Schools	OP	PRO 3.3; PFS 1.4
	Strategy 1.3.3: Analyze the need for equality of the quantity of baseball and softball fields. Convert fields as needed based upon current and projected trends in the programs.				<i>Ongoing</i>				Staff, PRAB	OP	PRO 3.3
	Objective 1.4: Meet current and future needs and standards of service for the City of Fairfax through acquisition, development, partnerships. and redevelopment strategies and priorities.										
	Strategy 1.4.1: Focus short term capital improvement projects on renovation/improvement to existing facilities, especially the basic facilities of trail surfaces, playgrounds, game courts, picnic shelters, signage, athletic fields, and the addition of restrooms. (The strategy is to upgrade the quality of all facilities and improve cost effectiveness of maintenance operations.)				<input type="checkbox"/>	<input type="checkbox"/>			Staff, City	OP, CIP	PRO 3.1

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Strategy 1.4.2: Develop restroom solutions at parks with the highest use levels, initially to include Van Dyck and Draper Drive Parks.		<input type="checkbox"/>			Staff, City	OP, CIP	PRO 3.2, 3.6
Strategy 1.4.3: Replace the skate park at Van Dyck Park. Preferably the skate park would be relocated within Van Dyck Park in accordance with the Van Dyck Park Master Plan.		<input type="checkbox"/>			Staff, City	CIP	PRO 3.2
Strategy 1.4.4: Reinstall a playground at Draper Drive Park.	<input type="checkbox"/>				Staff, City	CIP	PRO 3.2
Strategy 1.4.5: Develop an indoor recreation, gymnasium, and fitness center within the City in conjunction with the Green Acres Community Center.		<input type="checkbox"/>			Staff, City	OP, CIP, Partner	PRO 3.4
Strategy 1.4.6: Monitor and evaluate the feasibility and opportunity that any change of use or ownership of the Paul VI property may provide for a central location for active indoor recreation space, gymnasium, senior activities, a theater, field space, and ensure parking for Pat Rodio Park		<input type="checkbox"/>			Staff, City, COA	CIP, OP, Partner	PRO 3.4; EC 1.3
Strategy 1.4.7: Develop small parks and squares throughout the Fairfax Boulevard Corridor and provide unique pedestrian experiences. (To be completed by developers as part of the development)			<input type="checkbox"/>		Developers	Partners, Proffers, Developers	PRO 2.2, 4.1; EC 1.4; LU 3.1
Strategy 1.4.8: Consolidate City parks with multiple parcels to single parcels.		<input type="checkbox"/>			Staff, Planning	OP	
Strategy 1.4.9: Consider establishment of a "Park Zone" as part of the City's Zoning Rewrite effort.		<input type="checkbox"/>			Staff, Planning	OP	CA 1.1
Strategy 1.4.10: Provide guest Wi-Fi service in all "Community" and "Special Use" Parks/Facilities.		<input type="checkbox"/>			Staff	CIP	PFS 1.3
Strategy 1.4.11: Coordinate with multiple partners and the business community to meet future needs for indoor and outdoor aquatics.				<input type="checkbox"/>	Staff, Partners	OP, Partners	PRO 3.2
Objective 1.5: Ensure the City of Fairfax is a well-connected and accessible city; using a series of multi-use trails to connect neighborhoods, parks, schools, shopping areas, and downtown for both recreational and transportation uses.							
Strategy 1.5.1: Repair/improve existing trails and develop new trails. Priority connections include: Snyder Trail; resurface existing asphalt trails; tank farm connection from Daniels Run Park; trails extending west of Kamp Washington; and connecting Van Dyck Park to Fairfax Boulevard.	<i>Ongoing</i>				PRAB, Staff, City	OP, CIP, Grants	PRO 4.1, 4.2; ENV 6.3; T 7.2.3
Strategy 1.5.2: Establish a designated person among the existing staff within the Community Development and Planning Department to coordinate Park Planning, Trail Planning and Design, and the proposed Bike/Pedestrian Planning effort. (not a new FTE).		<input type="checkbox"/>			Staff, PRAB, Planning	Planning	ENV 1.6; PRO 4.2; T 7.2.3

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Strategy 1.5.3: Investigate cooperation with FCPA, GMU, and NVRPA for a potential regional trails coordinator position.			<input type="checkbox"/>		Staff, PRAB, Planning, FCPA, NVRPA	Planning, FCPA, NVRPA, GMU	ENV 1.6; PRO 4.2; T 7.2.3; LU 5.3, 6.1
Strategy 1.5.4: Use proffers or other development conditions to acquire land, fund planning and maintenance, acquire easements, and develop trail linkages in new development areas to link to surrounding neighborhoods and attractions.	<i>Ongoing</i>				City	Proffers	PRO 1.3; ENV 6.3
Strategy 1.5.5: Implement the current plans for the Pickett Road Underpass to link Thaiss Park and the Cross County Connector Trail to Gateway Park and the Willcoxon Trail.	<input type="checkbox"/>				City, NVRPA	City, CIP	PRO 4.2; ENV 1.6; T 7.2.3; LU 5.3, 6.1
Strategy 1.5.6: Identify parcels that could be incorporated into the City parks network as open space and trail connections.	<i>Ongoing</i>				Staff, City	OP, CIP	PRO 1.1, 1.2; ENV 6.1, 6.2, 6.3; T 7.2.3; LU 2.4
Objective 1.6: Establish Downtown Fairfax as a community gathering place							
Strategy 1.6.1: Implement a City and Downtown branding/identity campaign to support already strong special event use, draw people in for other revenue-generating programs, and to support downtown businesses representative of our diverse community.		<input type="checkbox"/>			Staff, City	OP, CIP	EC 1.1, 1.3, 1.5; CA 4.1, 4.3
Strategy 1.6.2: Implement the current plans to develop a Downtown Urban Park. Program and promote the park to serve as a vibrant and lively community gathering area.	<input type="checkbox"/>				Staff, City	OP, CIP	EC 1.3, 1.5; CA 4.1; CR 2.2; LU 4.6
Strategy 1.6.3: Investigate and pursue the development of a permanent community theater space and an outdoor amphitheater.				<input type="checkbox"/>	Staff, City, COA	OP, CIP, Fundraising	EC 1.3, 1.5; CR 1.1, 2.2
Strategy 1.6.4: Plan and implement trail and bicycle connectivity to and through Downtown.		<input type="checkbox"/>	<input type="checkbox"/>		Staff, City	OP, CIP, Grants	PRO 4.2; EC 1.5; LU 4.1; T 7.10.2
Objective 1.7: Foster an appreciation of the natural environment and promote sustainable natural resource management practices.							
Strategy 1.7.1: Partner with the City's Environmental Sustainability Committee to assist in implementing environmental strategies.	<i>Ongoing</i>				Staff, PRAB	OP, CIP	ENV 1.1, 5.2
Strategy 1.7.2: Utilize parks as examples of Best Management Practices (BMP) for storm water detention, rain gardens, vernal pools, etc. The goal is to reduce Total Maximum Daily Loads (TMDL) in the creeks.	<i>Ongoing</i>				Staff, City, Partners	OP, CIP	ENV 2.1, 2.3, 5.1; CA 3.5
Strategy 1.7.3: Promote recycling in all parks through implementation of programs and providing appropriate facilities and operational resources.	<input type="checkbox"/>				Staff, City	OP, CIP	PFS 2.3, 5.1; ENV 5.3
Strategy 1.7.4: Develop and train a team of staff and volunteers in trail maintenance and the removal of invasive species in the parks and open spaces.	<i>Ongoing</i>				Staff, City	OP, CIP, Grants	ENV 1.6, 5.1

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Strategy 1.7.5: Perform a detailed inventory of the natural and cultural/historic features in the parks which could be enhanced, protected, and used for educational purposes. Interpretation could be self-guided through signage, web, apps, or with interpretive staff of the City, schools, GMU, FCPA, NVRPA, or other partner.		<input type="checkbox"/>			Staff, Partners	OP	ENV 1.4; PFS 2.1; HR 1.2; CR 1.5; EC 4.1
Strategy 1.7.6: Implement best practices in establishing green infrastructure and sustainable design and maintenance practices.	<i>Ongoing</i>				Staff, City	OP, CIP, Grants	ENV 2.3, 5.1; CA 3.5
Strategy 1.7.7: Establish a Conservation Area Program with signage and use of associated best management practices.		<input type="checkbox"/>			Staff, City	OP, CIP	PRO 1.4; ENV 1.5, 5.1, 6.1, 6.2
Strategy 1.7.8: Consider the inclusion of community gardening opportunities if funding is available and feasible as part of a park site master plans.	<i>Ongoing</i>				Staff, City	OP, CIP	PRO 3.2, 3.3; PFS 1.1
Goal 2: Operations and Maintenance							
Enhance safety, accessibility, quality of service, and cost effectiveness through comprehensive operations and maintenance programs and practices.							
Objective 2.1: Research operations and maintenance best practices to establish and implement sustainable maintenance and operations standards and schedules.							
Strategy 2.1.1: Establish maintenance Best Practices Guidelines with standard maintenance levels for each park type.	<input type="checkbox"/>				Staff	OP	PRO 3.1
Objective 2.2: Establish and maintain adequate staffing and funding resources to efficiently operate and maintain the parks and facilities according to established standards and schedules.							
Strategy 2.2.1: Implement the one new budgeted park maintenance position funded for 2015 for maintenance of the new downtown park and the recycling program.	<input type="checkbox"/>				Staff, City	OP	PRO 3.1; PFS 2.5
Strategy 2.2.2: Elevate two current maintenance positions to supervisory roles to more efficiently manage the maintenance efforts with the new strategies. Supplement in busy seasons with seasonal staff.		<input type="checkbox"/>			Staff, City	OP	PRO 3.1; PFS 2.5
Strategy 2.2.3: Evaluate the need for additional equipment, supplies, or staff prior to the development of any new facilities, trails, or parks.	<i>Ongoing</i>				Staff, City	OP	PRO 3.1; PFS 2.5
Objective 2.3: Evaluate, schedule, and operate programs and events to maximize park and facility space utilization and cost recovery.							
Strategy 2.3.1: Conduct an analysis and implement measures to maximize indoor program space uses at the Green Acres Community Center, Stacy C. Sherwood Community Center, and Fairfax Schools.	<input type="checkbox"/>				Staff, Schools	OP	PRO 3.4; CR 1.2
Strategy 2.3.2: Conduct an analysis and implement measures to maximize uses at outdoor parks.		<input type="checkbox"/>			Staff	OP	PRO 3.3

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Strategy 2.3.3: Review the Special Use Permits (SUP) for Draper Drive Park, Stafford Drive Park, Providence Park, and other parks to allow better utilization of fields and lights to increase revenue potential, increase access for adult use, and to host tournaments.		<input type="checkbox"/>			Staff, City, PRAB, Schools	OP	PRO 3.1
Goal 3: Programs and Services							
Deliver programs and services to meet the ever changing and diverse needs of the community.							
Objective 3.1: Conduct ongoing customer satisfaction evaluations and assess emerging needs to enhance existing and develop new programs, services, and events for the City of Fairfax.							
Strategy 3.1.1: Maintain a quality ranking level of over 90% "excellent" and "good" as identified in both the 2007 and 2013 Community Attitude and Interest Surveys.	<i>Ongoing</i>				Staff	OP	PFS 1.5
Objective 3.2: Continue to provide and enhance an array of services to serve all area populations. (children, youth, adults, seniors, families, diverse nationalities)							
Strategy 3.2.1: Secure a teen member to join PRAB and assist in developing and promoting teen specific programs.	<input type="checkbox"/>				Staff, Schools	OP	PFS 1.5
Strategy 3.2.2: Expand the type and number of recreation programs and classes targeted for adults by 10%.		<input type="checkbox"/>			Staff	OP	PRO 3.3
Strategy 3.2.3: Define the desired scope of services and programs to be offered to seniors to ensure the vibrant, robust, and dynamic aspect of what the City currently provides and with a need to utilize existing, new, or renovated facilities to meet the growing and aging seniors program needs.		<input type="checkbox"/>			Staff, PRAB, City	OP	PRO 3.4
Strategy 3.2.4: Perform research and case studies to identify the appropriate staff-to-participant ratio to maintain cost effective and quality programs for seniors and implement standards to obtain and maintain Senior Center accreditation. Short term solution is to elevate a current 0.75 FTE Recreation Admin position to 1 FTE Assistant Senior Center Coordinator. Supplement additional staff needs with temporary employees.	<input type="checkbox"/>	<input type="checkbox"/>			Staff	OP	PRO 3.3
Strategy 3.2.5: Evaluate, develop, and implement expanded out-of-school opportunities, camp offerings, and other programs for children.		<input type="checkbox"/>	<input type="checkbox"/>		Staff	OP	PRO 3.3
Strategy 3.2.6: Conduct an evaluation of current special events to implement initiatives to modify or add events to increase economic impact, tourism, community unity, and the City's unique sense of place.	<input type="checkbox"/>				Staff	OP, Partners	EC 4.2; CR 1.3
Strategy 3.2.7: Coordinate with partners and the business community to identify methods of offering opportunities for therapeutic aquatic activities for seniors.	<input type="checkbox"/>				Staff	OPO, Partners	PRO 3.3, 3.4
Strategy 3.2.8: Embrace the diverse population and cultures in the region in events and program offerings.	<i>Ongoing</i>				Staff, City, Partners	OP, City, Partner	PRO 3.3; EC 1.3, 4.2

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Objective 3.3: Expand community outreach efforts to develop and implement enhanced programs and services that engage individuals with disabilities.							
Strategy 3.3.1: Partner with FCPA, GMU, and Fairfax County Neighborhood and Community Services to promote and offer programs for persons with special needs.	<i>Ongoing</i>				Staff, Partners	OP	PRO 3.3; CR 1.5
Strategy 3.3.2: Promote fully accessible facilities and programs in <u>Leisure Times</u> , park maps, web site, and other promotional material.	<i>Ongoing</i>				Staff	OP	PRO 3.6
Objective 3.4: Provide a balance of arts, physical activity, indoor, outdoor, environmental, events, and other programmed services to meet the ever changing needs of the City.							
Strategy 3.4.1: Partner with GMU, FCPA, Schools, and NVRPA to offer increased nature oriented educational programming. Opportunities may include: field trips to partner facilities; use of land in the City of Fairfax with interpretation by experts from partner agencies; and bringing nature education into existing park venues such as Ashby Pond, Daniels Run, and Kutner Parks	<i>Ongoing</i>				Staff, Partners, Schools	OP, Partners	ENV 5.1; EC 4.1
Strategy 3.4.2: Establish an "Arts in the Parks" program in cooperation with Commission on the Arts.		<input type="checkbox"/>			Staff, City, COA, Spotlight	OP	CA 3.3; CR 2.1
Strategy 3.4.3: Expand the role of the current part-time Cultural Arts Manager position to more effectively promote and coordinate the Cultural Arts elements of this Strategic Plan which contribute to the unique sense of place of the City of Fairfax (addition of 0.5 FTE), until such time that a separate Cultural Arts Department may be established.		<input type="checkbox"/>			Staff, City, COA, Spotlight	OP	CR 1.3; EC 4.2
Objective 3.5: Develop, enhance and implement programs to improve the health and well-being of area residents as part of the "Get Fit City of Fairfax" initiative.							
Strategy 3.5.1: Establish partnerships with health care providers to offer programs related to health, and wellness, and therapeutic recreation.		<input type="checkbox"/>			Staff, Partner	OP	PRO 3.3
Strategy 3.5.2: Develop and implement new series of health and wellness programs that contribute to healthy lifestyles.	<input type="checkbox"/>	<input type="checkbox"/>			Staff	OP	PRO 3.3
Strategy 3.5.3: Develop outdoor fitness areas or fitness trails in at least three parks located throughout the City.		<input type="checkbox"/>	<input type="checkbox"/>		Staff	CIP	PRO 3.2, 3.3
Strategy 3.5.4: Open the Green Acres Center fitness room to teens, adults, and seniors after Senior Center hours and on weekends.	<input type="checkbox"/>				Staff	CIP	PRO 3.3, 3.4

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Goal 4: Strategic Partnerships							
Leverage strategic partnerships to enhance and expand delivery of program, facility, and service offerings.							
Objective 4.1: Enhance and strengthen the partnership with the City of Fairfax School Board to fully maximize the availability of recreation and education facilities and spaces for use by the community.							
	<i>Ongoing</i>				Staff, PRAB, City, Schools	OP	PRO 3.3
	<input type="checkbox"/>				Staff, PRAB, City, Schools	OP	PRO 3.4
Objective 4.2: Expand and enhance existing partnerships with the Fairfax County Park Authority (FCPA), Northern Virginia Regional Park Authority (NVRPA), Fairfax County School Board (FCSB), George Mason University (GMU), Fairfax County Neighborhood and Community Services (FCNCS), and others to meet common needs of the community.							
	<i>Ongoing</i>				Staff, Partners, FCPA, NVRPA, GMU	OP	PFS 1.5; CR 1.5; LU 6.1; EC 4.1
PRT CE	<i>Ongoing</i>				Staff, Partners, FCPA, NVRPA, GMU	OP	EC 2.2; CR 1.5
	<input type="checkbox"/>				Staff, Partners	OP	LU 6.1
	<i>Ongoing</i>				Staff, Partners	OP	PRO 3.3; PFS 1.6
	<i>Ongoing</i>				Staff, Partners	OP, NVRPA, FCPA, Partners	PRO 3.3; PFS 1.6
	<i>Ongoing</i>				Staff, FCPA	OP	PRO 3.3; PFS 1.6
		<input type="checkbox"/>			Staff, Partners	OP	PRO 3.1

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Strategy 4.2.8: Develop new Memorandum of Understanding (MOU) with Fairfax Police Youth Club (FPYC) and/or other partners for the development and maintenance of synthetic turf fields with lights at Sidney Lanier Middle School.			<input type="checkbox"/>		Staff, Partners	OP	PRO 3.1
Strategy 4.2.9: Publicize nearby outdoor and indoor aquatic facilities offered by Fairfax County, Reston, NVRPA, GMU, civic associations, Jewish Community Center, and local swim clubs.	<i>Ongoing</i>				Staff, Partners	OP	PRO 3.3; PFS 1.6; CR 1.5; EC 4.1
Objective 4.3: Strengthen, expand and define strategic partnership opportunities with George Mason University to meet mutual recreation, program, event, and cultural arts objectives and services.							
Strategy 4.3.1: Establish formal partnership initiatives with GMU. Possibilities include arts programming, arts venues, facility space, outdoor athletic field use, volunteers, use of the GMU RAC Fitness and Gymnasium Center, Aquatic Center, nature education programs, senior programs and services, and more.	<i>Ongoing</i>				Staff, GMU, COA, Spotlight	OP	HOU 5.1; EC 2.2, 4.1; CR 1.5
Objective 4.4: Establish relationships and partnerships with underrepresented, underserved, and diverse demographic populations in Fairfax to assist in identifying and developing programs and services to meet the needs of these communities							
Strategy 4.4.1: Participate with the City's Community Inclusion Task Force to develop a long range plan of action to more effectively integrate various nationalities into City Boards, programming, and events.	<input type="checkbox"/>				Staff, City	OP	PRO 3.3
Objective 4.5: Maintain and expand relationships with businesses and other organizations to complement service offerings for the City of Fairfax							
Strategy 4.5.1: Establish a forum for business community interaction with staff involved with recreation and cultural arts programs, events, senior programs, etc. for the purpose of promoting the businesses and developing sponsorships and public/private partnerships.	<input type="checkbox"/>				Staff, COA, Spotlight	OP	EC 1.3
Objective 4.6: Pursue strategic partnerships and community development initiatives to facilitate achievement of park and recreation development goals and objectives.							
Strategy 4.6.1: Establish City policies and procedures for the use of proffers, public/private partnerships, and other development methods/incentives for the acquisition of land, development of parks and recreation facilities, open space, park planning funds, maintenance funds, and trail access in developing areas of the community, especially as part of the Fairfax Boulevard center development.		<input type="checkbox"/>			Staff, City, Planning	City	PRO 4.1
Objective 4.7: Pursue partnerships for development and programming of the Senior Center							
Strategy 4.7.1: Research and evaluate potential partners in the development and programming of the Senior Center, such as Easter Seals and their Senior Plus program and GMU and their Osher Lifelong Learning Institute (OLLI).		<input type="checkbox"/>	<input type="checkbox"/>		Staff, City	OP	PRO 3.4

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Goal 5: Promotion and Marketing							
Increase awareness, participation and support of programs, facilities, and services using innovative promotional and marketing initiatives.							
Objective 5.1: Develop and implement innovative promotion and marketing strategies for programs, facilities, events, and cultural arts that enhances the City of Fairfax's unique identity as an outstanding place to live, work, and play.							
	<i>Ongoing</i>				Staff	OP	PFS 1.6
	<input type="checkbox"/>				Staff	OP	PRO 4.2
	<input type="checkbox"/>				Staff, PRAB, City, COA, Spotlight	OP	CR 1.3;
			<input type="checkbox"/>		City	OP	PFS 1.6
		<input type="checkbox"/>			Staff	CIP	EC 1.2, 5.4; CA 3.2; T 7.9.2
		<input type="checkbox"/>			City	CIP	EC 1.2, 5.4; CA 4.1
PRT CE	<i>Ongoing</i>				Staff	OP	PFS 1.6
Objective 5.2: Develop and implement communication strategies that maximize parks, recreation, trails, open space, cultural activities, and special events in promoting and developing the economic vitality and development of the City of Fairfax.							
PRT	<i>Ongoing</i>				Staff	OP	PFS 1.6
	<input type="checkbox"/>				Staff, COA, Spotlight	OP	PFS 1.6

ACTION PLAN					Updated 6/14/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Goal 6: Funding, Management, and Resources							
Expand and enhance facility, program, and service offerings through innovative funding, management best practices, and cost recovery efforts.							
Objective 6.1: Expand and enhance alternative funding and revenue sources.							
Strategy 6.1.1: Investigate sources of new revenue to fund park capital improvements. (i.e. issuance of bonds or set a tax amount)	Ongoing				Staff, PRAB	CIP	PRO 1.3
Strategy 6.1.2: Define Legacy options and establish policies for naming the downtown park and any new parks and facilities as a method to offset capital costs.	<input type="checkbox"/>	<input type="checkbox"/>			Staff, PRAB	OP	PRO 1.3
Strategy 6.1.3: Investigate opportunities to allow Sunday ongoing rentals at Sherwood Center and Blenheim to increase revenue.	<input type="checkbox"/>				Staff, PRAB	OP	CR 1.2
Strategy 6.1.4: Evaluate and invest in technical equipment and storage facilities for Old Town Hall and Blenheim rentals.		<input type="checkbox"/>			Staff	CIP	PFS 2.1
Strategy 6.1.5: Explore opportunities for outside sources of funds and revenue from grants, sponsorships, proffers, and partnerships.	Ongoing				Staff	OP, Grants, Partners	PRO 1.3, 4.1
Strategy 6.1.6: Investigate the potential and establish a policy regarding allowing cell towers in the parks to provide income.	<input type="checkbox"/>				Staff, City, PRAB	OP	PRO 1.3
Strategy 6.1.7: Improve key rental picnic shelters with larger shelters, restrooms, electricity, and kitchenette to attract a higher level of rentals and fees.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff	CIP	PRO 3.1
Strategy 6.1.8: Grow and keep vibrant the Legacy Fund Program and Invest the Sherwood Center Legacy Account into an interest bearing account to increase the Legacy Fund.		<input type="checkbox"/>			Staff	CIP	PRO 3.1
Objective 6.2: Develop and implement a cost recovery structure and user fee policies and guidelines.							
Strategy 6.2.1: Review and reestablish formalized fee policies and targets for cost recovery.		<input type="checkbox"/>			PRAB, Staff	OP	PRO 3.1
Strategy 6.2.2: Conduct an economic impact study of the major special events to ensure the Department captures the true financial benefit of major events and tourism.	<input type="checkbox"/>				PRAB, Staff	OP	EC 4.2
Strategy 6.2.3: Implement a more accurate accounting system of revenue and expenses for the Parks and Recreation Department to better identify the true cost/benefit of each event, activity, or program.	<input type="checkbox"/>				PRAB, Staff, City	OP	

ACTION PLAN		Updated 6/14/2014						
Goals, Objectives, and Strategies								
		0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
	Strategy 6.2.4: Explore various types of sponsor relationships and how those can be applied to current and future festivals and events.		<input type="checkbox"/>			PRAB, Staff	OP	EC 4.2
	Strategy 6.2.5: Develop a policy where private companies and/or individuals may host events by obtaining a permit. A standard location in the City for self-directed events should be identified. This policy will establish a location(s) in the City to allow for non-City sponsored festivals and events to increase tourism and participation with the different ethnic communities.		<input type="checkbox"/>			PRAB, Staff	OP	EC 1.3
	Strategy 6.2.6: Evaluate funding for Fall for the Book, City Band, Commission on the Arts, etc., to determine proper level of funding and account for it in a separate fund account from Parks and Recreation.		<input type="checkbox"/>			PRAB, Staff, City, COA, Spotlight	City	CR 1.3; EC 1.3
	Strategy 6.2.7: Determine the appropriate staffing for Cultural Arts activities and the proper allocation of Department time allocated to Spotlight on the Arts.	<input type="checkbox"/>				PRAB, Staff, COA, Spotlight	OP	CR 1.3; EC 1.3
	Strategy 6.2.8: Research and establish consistent policies and procedures for financial assistance offered to individuals who cannot afford program and activity fees.		<input type="checkbox"/>			PRAB, Staff	OP	PRO 3.3
	Strategy 6.2.9: Request a percentage of the Storm Water Assessment be used to address storm water and stream erosion issues in the parks.		<input type="checkbox"/>			PRAB, Staff	OP	ENV 2.1
	Objective 6.3: Implement strategies to enhance staff recruitment, training, professional development, and retention.							
PR TO CE	Strategy 6.3.1: Recognize and reward employees for becoming recognized experts in their field and actively contributing/participating in professional organizations.	Ongoing				Staff	OP	PFS 2.5
	Strategy 6.3.2: Create and implement professional and career development plans for all staff. Management level staff should attend professional development programs such as the Revenue School, Maintenance Management School, Director School, Leadership Training Institute, local, regional, and national training and pursue designation as a Certified Park and Recreation Professional (CPRP).	Ongoing				Staff	OP	PFS 2.5
	Strategy 6.3.3: Establish and ensure compliance with mandatory staff training/certification requirements.	Ongoing				Staff	OP	PFS 2.5
	Strategy 6.3.4: Elevate one current Superintendent position to a Deputy Director position to provide additional oversight and coordination of the Department and to provide a succession plan for the Department.		<input type="checkbox"/>			Staff	OP	PFS 2.5
	Strategy 6.3.5: Develop a Senior Center Operational Manual	<input type="checkbox"/>				Staff	OP	PFS 2.5

ACTION PLAN		Updated 6/14/2014						
Goals, Objectives, and Strategies								
		0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
	Objective 6.4: Develop a larger volunteer support base to supplement staff and to act as ambassadors for PRAB and the Parks and Recreation Department.							
	Strategy 6.4.1: Establish a centralized volunteer coordination function responsible for recruitment, orientation, recognition, and management of volunteer resources.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff	OP	PFS 2.5
	Objective 6.5: Pursue accreditation of the Park and Recreation Department in appropriate services as a method of achieving and maintaining quality services.							
PRT	Strategy 6.5.1: Achieve Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation.		<input type="checkbox"/>			Staff, PRAB	OP	PFS 2.5
	Strategy 6.5.2: Achieve Senior Center accreditation.		<input type="checkbox"/>			Staff, PRAB	OP	PFS 2.5
Totals			Ongoing = 36	35	53	16	7	

V. Implementation

The Strategic Master Plan serves as the overarching roadmap for strategic and tactical planning of activities related to parks, recreation, trails, open space, events and cultural arts for the City of Fairfax. The Plan is strategic in nature and requires more detailed, tactical planning to become operational on a year-to-year basis. Outlined below are the ways in which the Plan will be operationalized and implemented.

Priorities and Policy Guidance

The Strategic Plan is intended to serve as a guide to City Council, Parks and Recreation Advisory Board, Parks and Recreation Department, Community Development and Planning, Commission on the Arts, and others for future development, redevelopment, and enhancement of the City's system of parks, open space, trails, recreation facilities, recreation, events and cultural arts, and services.

The Plan will serve as the primary document guiding the future planning, development, and transformation of the City's park system and recreation service delivery for the next five to ten years and beyond. The Plan is also intended to establish priorities for expenditures for operations and capital needs.

The goals, objectives and strategies included in the Plan are the result of extensive public engagement and coordination with each of the departments, commissions, boards, organizations, and agencies which will be tasked with implementing the Plan's recommendations. Therefore, this document should be a constant reference to these groups in the establishment of policies, plans, and priorities.

- **Annual Work Plans**

This Strategic Plan is a road map providing direction. More specific action steps to achieve the strategies will be identified through annual Work Plans prepared by Staff and reviewed by PRAB. The Annual Work Plans will identify specific action steps to take, responsible individuals or departments, and resource requirements to accomplish the strategy. Each strategy in this Plan will be identified in the respective Annual Work Plan.

- **Strategic Plan Updates**

Progress toward achieving the goals, objectives and strategies included in this Plan will be reviewed as part of the Annual Work Plan. The entire Strategic Master Plan will be reviewed and revised no less than every five years.

One PRAB meeting per year will be dedicated to reviewing progress on the Strategic Plan.

A similar Community Attitude and Interest Survey should be completed at five year intervals as a method to measure satisfaction levels and to monitor the community's response to the actions taken by the City.

- **Relationship to the City of Fairfax Comprehensive Plan**

The Strategic Master Plan was developed to align directly with the City's Comprehensive Plan. The detailed Action Plan outlined in Section IV, clearly notes the relationship of each goal, objective and strategy to the City's Comprehensive Plan. The two documents should support and complement each other. Subsequent Comprehensive Plan Updates should incorporate the goals, objectives, and strategies of this Plan.

Funding the Plan

Implementation of this Plan and realization of the level of service and facilities recommended in this Plan will require additional funding. No one source will be adequate or desired to fund all of the improvements. Several strategies address the need for alternative funding, use of proffers in newly developing areas, analysis of existing fee structures, use of grants, sponsorships, Legacy Funds, and strategic partnerships.

Although there are many recommendations in this Plan, they do not all need to be provided by the City. The Fairfax County Park Authority, Northern Virginia Regional Park Authority, Fairfax County Neighborhood and Community Services, George Mason University, some community associations, schools, and others also play roles in the delivery of park and recreation facilities and services. As identified through the public engagement in this Plan, several of these entities have overlapping and common unmet needs.

Major capital improvements may require a dedicated tax or lease financing as has been accomplished for open space acquisition in the past. The Plan also recommends improvements which will make rental facilities more desirable to generate additional revenue. In addition, the Plan recommends reviews of policies which would allow increased use of its revenue generating facilities, such as ongoing Sunday rentals of indoor facilities which are mainly vacant on Sundays, and review of the Special Use Permits at Draper Drive and Stafford Drive Parks which limit times of use of the facilities.

Memorandums of Understanding (MOU) have been implemented for some major user groups, such as the Fairfax Police Youth Club (FPYC) and Fairfax Little League (FLL) in which the organizations annually contribute funds to be used for field maintenance, renovations, and synthetic turf replacement.

- **Funding for Trails**

The City of Fairfax currently has several sources of grant funding approved to implement the plan. In FY 2015 there is \$40,000 approved for planning of the George T. Snyder Trail and another \$200,000 for construction in FY 2016 from the Commercial & Industrial Tax.

In FY 2019, the City has been approved to receive \$395,000 of Congestion Mitigation and Air Quality (CMAQ) (Federal funds) funds designated for “George T. Snyder Trail Extension and Willcoxon Trail Repaving”.

Also in FY 2019, the City is approved to receive \$460,000 for “Multi-use Trail Rehabilitation and Paving” from the Regional Surface Transportation Program (RSTP) (Federal funds).

- **Proffers**

Proffers and development conditions are also recommended as a means to fund the development of trails and other improvements in growth and redevelopment areas of Fairfax. As examples, the Layton Hall Proffer will result in \$45,000 to the City for the planning, design, and /or construction of recreational amenities at Van Dyck Park and \$10,000 for way-finding, park entry, or trail signs. The Fairfax Circle proffers will fund \$50,000 for signage, \$30,000 for a basketball court at Ranger Road Park, and \$20,000 for other park projects approved by City Council.