

City of Fairfax, Virginia  
City Council Work Session



Agenda Item #

4a

City Council Meeting

6/3/14

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**TO:** Honorable Mayor and Members of City Council

**FROM:** Robert Sisson, City Manager *RS*

**SUBJECT:** Discussion on Phase Two of the Parks and Recreation Strategic Master Plan

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**ISSUE(S):** Staff, the Parks and Recreation Advisory Board (PRAB), and the consultant team of Brandstetter and Carroll will present the draft strategic plan and strategies.

**SUMMARY:** Phase Two of the strategic plan development process has been completed. The task of this phase was to develop draft strategies and action items. All information gathered in Phase One along with additional support documentation to support the strategies has been compiled into the Strategic Plan Document. This will be used to guide decisions and measure success of all aspects of parks, recreation, trails, open space, events and cultural arts.

PRAB along with the consultants and staff held two open stakeholder meetings, discussed and reviewed the plan at eight regular and five special meetings, held a public workshop on May 14, joint meetings with School Board, Senior Center Council and Commission on the Arts and asked for feedback through mailings, social media and the website.

The discussion will focus on the Draft Strategic Plan and the process to accept the document.

**FISCAL IMPACT:** Phase One cost was \$25,000 covered with Proffer funds. Phase Two cost is \$40,000 funded through General Fund capital

**RECOMMENDATION:** Consensus on the draft plan and bring to City Council for an acceptance resolution on June 24, 2014

**ALTERNATIVE COURSE OF ACTION:** None

**RESPONSIBLE STAFF/ POC:** Michael McCarty, Director of Parks and Recreation

**COORDINATION:** Michael McCarty, Director of Parks and Recreation

**ATTACHMENTS:** Draft Resolution of Acceptance  
Strategic Plan Overview PowerPoint Presentation  
Draft Action Plan Strategies Document

**RESOLUTION NO. \_\_\_\_\_**

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

**WHEREAS**, The City of Fairfax has never adopted a Strategic Plan for Parks, Recreation, Trails, Open Space, Special Events and Cultural Activities; 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 129 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 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 Activities* dated June 24, 2014 without prejudice to future consideration and action by this body.

Accepted this 24<sup>th</sup> day of June 2014.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

D. Drummond \_\_\_\_\_  
J. Greenfield \_\_\_\_\_  
D. Meyer \_\_\_\_\_  
E. Schmidt \_\_\_\_\_  
S. Silverthorne \_\_\_\_\_  
S. Stombres \_\_\_\_\_



# Strategic Master Plan

*for City Parks, Recreation, Trails, Open Space, Events  
and Cultural Activities*

City Council Work Session

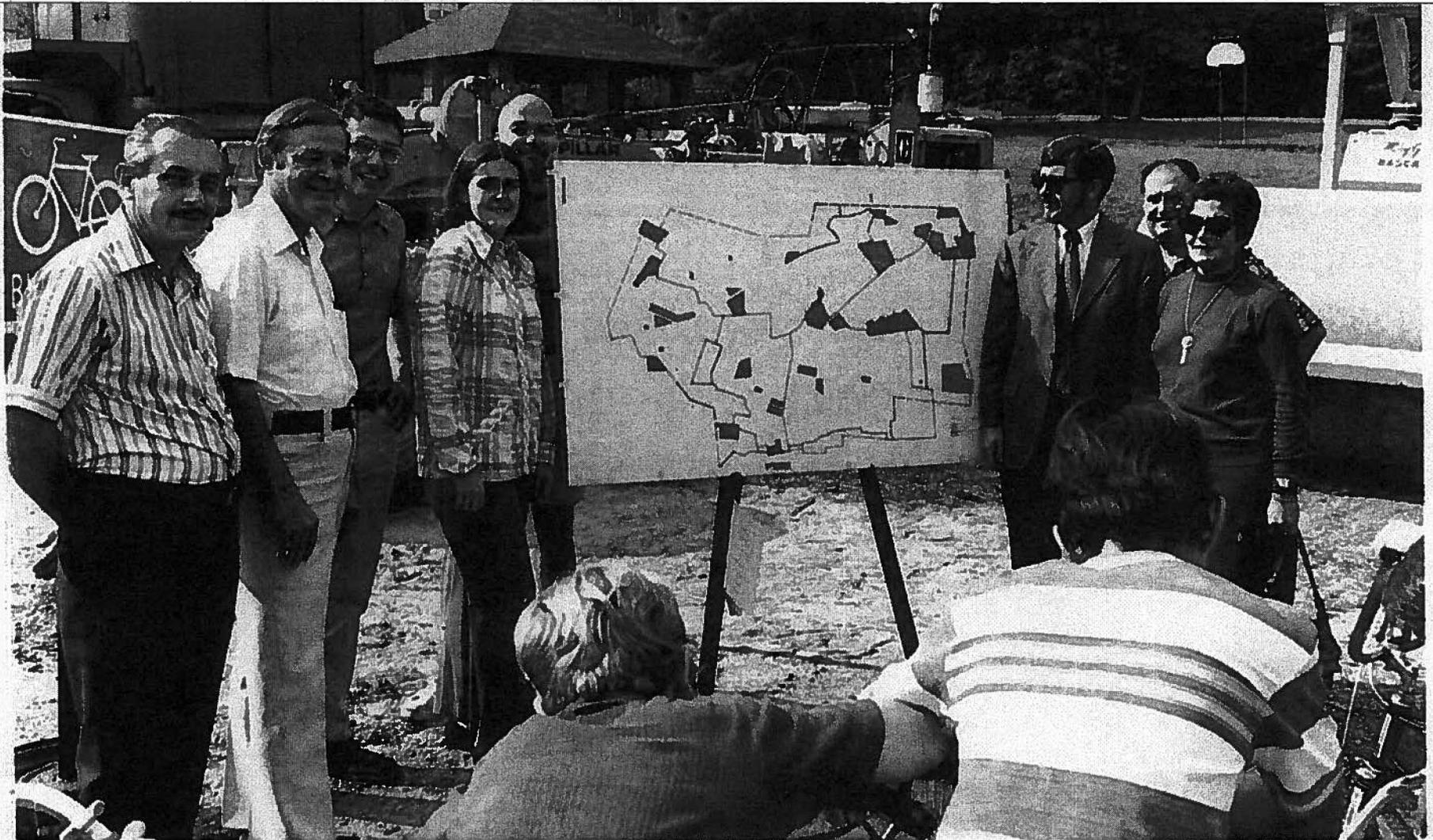
Historic Blenheim

Tuesday, June 3, 2014 – 7:00 p.m.



***“The goal of such a program is to enrich the lives of community citizens through participation in wholesome, creative, leisure-time activities.”***

**Recreation Policy for the City of Fairfax, July 1, 1964**





# Goals – Areas of Strategic Priority

## Planning & Development

- Acquire, preserve, develop, and re-develop parks, facilities and open space

## Operations & Maintenance

- Enhance safety, accessibility, quality of service, and cost effectiveness through comprehensive operations and maintenance standards and schedules.

## Programs & Services

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

## Strategic Partnerships

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

## Promotion & Marketing

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

## Funding, Management & Resources

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

## 29 Objectives & 129 Strategies



# Key Planning Themes

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- Maintain NRPA Gold Medal Status
- Maintain and Improve Existing Parks and Facilities
- Ensure Balance
- Meet the Needs of Changing Demographics
- Partnerships



# The BIG Issues

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## ***What were the BIG Issues identified in the planning process?***

- Accessibility / Americans with Disabilities Act
- Green Acres Community Center
- Senior Services
- Indoor Recreation
- Van Dyck Park
- Westmore School Site
- Athletic Fields
- Aquatics
- Trails and Connectivity
- Downtown Park
- Special Events
- Cultural Arts
- Environmental Stewardship/Conservation
- Future Park Land/Open Space

***Many City facilities do not comply with new ADA guidelines***

STRATEGY	TIMING
Perform Americans with Disabilities Act (ADA) Audit of all facilities (External Audit)	0-2 years
Green Acres Community Center accessibility	0-2 years
Advertise accessible facilities in <u>Leisure Times</u> and web site	0-2 years
Short term – 2 additional barrier-free playgrounds Van Dyck Park, Draper Drive Park	3-5 years
Accessible paths to shelters, playgrounds, spectator areas, restrooms, etc. All new facilities totally accessible	Ongoing
Consider all disabilities	Ongoing



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# Green Acres Community Center

***Building is not adequate to meet current and future needs***

STRATEGY	TIMING
Comprehensive Green Acres Community Center and Site Study (External Study) <ul style="list-style-type: none"><li>• Senior Center</li><li>• Capability to meet future program needs</li><li>• Active recreation</li><li>• Community use</li><li>• Park land</li></ul>	0-2 years
Maximize indoor space use	0-2 years
Determine best location to serve entire community	0-2 years
Rebuild or build new?	0-2 years
Joint policies on long term use	0-2 years
Define scope of services to be offered for a vibrant, robust, and dynamic program of activities	3-5 years



# Senior Services & Center

***Existing high quality programs should be leveraged to meet future needs***

STRATEGY	TIMING
Study current user demographics (Internal Study)	0-2 years
Define scope of services to be offered for a vibrant, robust, and dynamic program of activities – look to the future	0-2 years
Pursue Senior Center Accreditation (National Council on Aging)	3-5 years
Identify appropriate staff-to-participant ratio for quality and effective level of service	3-5 years



# Indoor Recreation

***Current and future demands for indoor recreation activities exceed capacity of existing City facilities***

STRATEGY	TIMING
Continue coordination to maximize use of City of Fairfax Schools (gyms and fields)	Ongoing
Partner with Fairfax County on RECenter and Community Center use - Coordinate with GMU on indoor facility use	Ongoing
Open Green Acres Community Center fitness area for adult use (non-senior center hours)	0-2 years
Evaluate potential future use of Paul VI or similar opportunity	3-5 years
Develop an indoor recreation center, gym, and fitness center in the City as part of a Green Acres Study	3-5 years





# Van Dyck Park

***Jewel of the City park system requires maintenance and improvement to meet evolving usage demands***

STRATEGY	TIMING
Update the 1967 Master Plan (External Plan Development) Improve erosion and storm water issues, functionality, accessibility, parking, traffic flow, and aesthetics	0-2 years
Redevelop/relocate the skate park	3-5 years
Upgrade the tennis courts and lighting	3-5 years
Stream bank restoration	3-5 years
Restroom	3-5 years
Transition one tennis court to 2 pickle ball courts	3-5 years
Barrier-free playground	3-5 years
Parking and traffic synergy with Sherwood Center & Police Station and Old Lee Highway	
Expand park to the south depending on county	10+ years
Potential Amphitheater	10+ years



# Westmore School Site

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***Excellent opportunity to serve the entire community and provide balance on the western side of the City***

- Master Plan the site as a “Community Park” (6-10 years) (External Plan Development)
- Potential features:
  - Barrier-free playground
  - Multi-purpose athletic field
  - Picnic shelter
  - Dog park
  - Outdoor fitness
  - Paved walking path
  - Tournament bocce
  - Pickle ball courts

**Community Park** - Capable of providing a range of intensive recreational activities; or, provides one or two activities that attract users from multi-neighborhood areas.  
Typical facilities include: court games, playgrounds, restrooms, field or court game complex, recreation or community center, etc.



# Athletic Fields

***High demand, limited real estate requires effective and efficient use of available fields***

STRATEGY	TIMING
Regional cooperation to maximize field use	Ongoing
Equity of baseball and softball fields	Ongoing
Upgrade Providence School Fields	3-5 years
Develop new Memorandum of Understanding (MOU) with Fairfax Little League and Fairfax Police Youth Club for replacement of synthetic turf at Stafford and Draper, and refurbish Providence Field #3	3-5 years
Review Special Use Permits restricting use at Draper Drive, Stafford Drive, and Providence Parks	3-5 years
Synthetic turf fields at Lanier Middle School	6-10 years



# Aquatics

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## *Partnerships will be critical success factor in meeting aquatics needs*

- **Publicize** Fairfax County Park Authority RECenters, Northern Virginia Regional Park Authority, Fairfax County Neighborhood and Community Services, George Mason University, civic association, Fairfax Swimming Pool, Mosby Woods Pool, Country Club Hills Pool, Jewish Community Center, and neighboring town's indoor and outdoor aquatic facilities
- Actively **work with partners** to provide appropriate levels of aquatic activities and programs for all City residents
- Identify methods of providing therapeutic aquatics for seniors
- Public/Private Partnerships

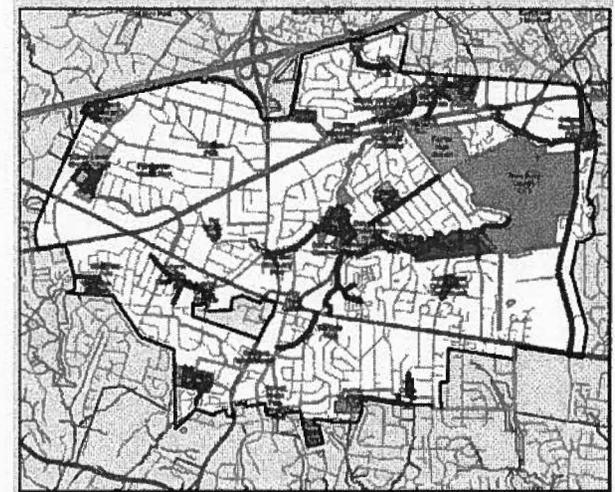


# Trails & Connectivity

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## *Trails plan has been developed; need to implement it*

- Priority Projects
  - Pickett Road Crossing
  - Complete Snyder Trail
  - Resurface existing trails
  - Van Dyck to Fairfax Blvd.
  - Plan trail west of Kamp Washington
  - Tank farm to Daniels Run Park
- Regional cooperation
- Proffers and development conditions in new areas
- Update park and trail maps (0-2 years)
- Transportation funding available
- Designate a Trail/Park Planner (3-5 years)

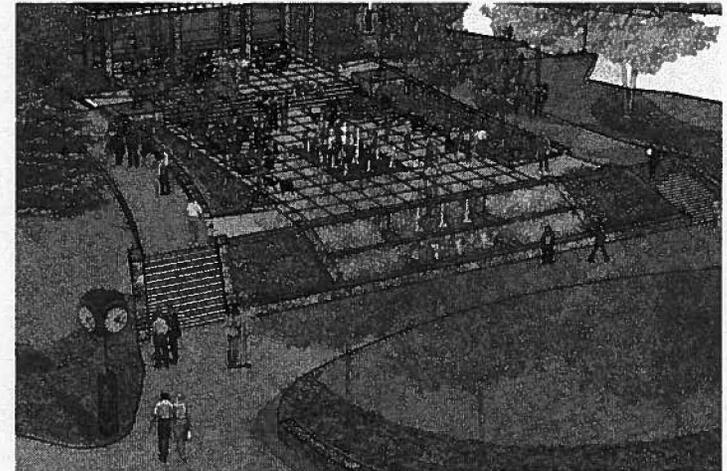




# Downtown Park

*The Downtown Park will provide venue for a vibrant, exciting destination and community gathering place*

- Program and promote the park to serve as a dynamic and lively community gathering area (0-2 years)
- Host special events
- Promote **economic growth & impact**
- Develop Downtown branding/identity campaign (3-5 years)
- Improve pedestrian and bike access to and through Downtown (3-5 and 6-10 years)



NOV 28, 2012  
Old Town Square

Illustration of plaza terraces facing SE



# Special Events

***The City’s special events attract participation from across the region, create positive economic results, and contribute to “sense of place”***

STRATEGY	TIMING
Embrace diverse population in current and new offerings	Ongoing
Evaluate need and ability to modify or add events to increase economic impact, tourism, community unity, and the City’s unique sense of place	0-2 years
Special events smart phone APP	3-5 years
Develop new events embraced by City Council	Ongoing
Evaluate current and potential locations	3-5 years





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# Cultural Arts

***The City's cultural arts programs contribute to developing community pride and unite all members of the community***

STRATEGY	TIMING
Coordinate with the recent Commission on the Arts Strategic Plan that was adopted by City Council	Ongoing
Establish Art in the Parks Program in cooperation with Commission on the Arts	3-5 years
Partner with GMU to promote opportunities	Ongoing
Rebrand the Department to include "Cultural Arts" in the name	3-5 years
Determine appropriate staff time allocated all Cultural Arts Programs	0-2 and 3-5 years
Community Theater	10+ years



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# Environmental Stewardship

***Conservation and stewardship activities are necessary and beneficial***

STRATEGY	TIMING
Keep 50% of park land undeveloped (unmowed areas)	Ongoing
Stream bank restoration	Ongoing
Partner with the Environmental Sustainability Committee	Ongoing
Partnerships to provide nature education programs	Ongoing
Use parks as example of BMP (Best Management Practices)	Ongoing
Inventory of natural and historical resources for educational purposes	Ongoing
Establish sustainable maintenance practices	0-2 years
Recycling Program in parks	0-2 years
Volunteer crew for trails and invasive species	3-5 years
Storm Water Assessment funds for demonstration projects	3-5 years
Conservation Areas Program	3-5 years



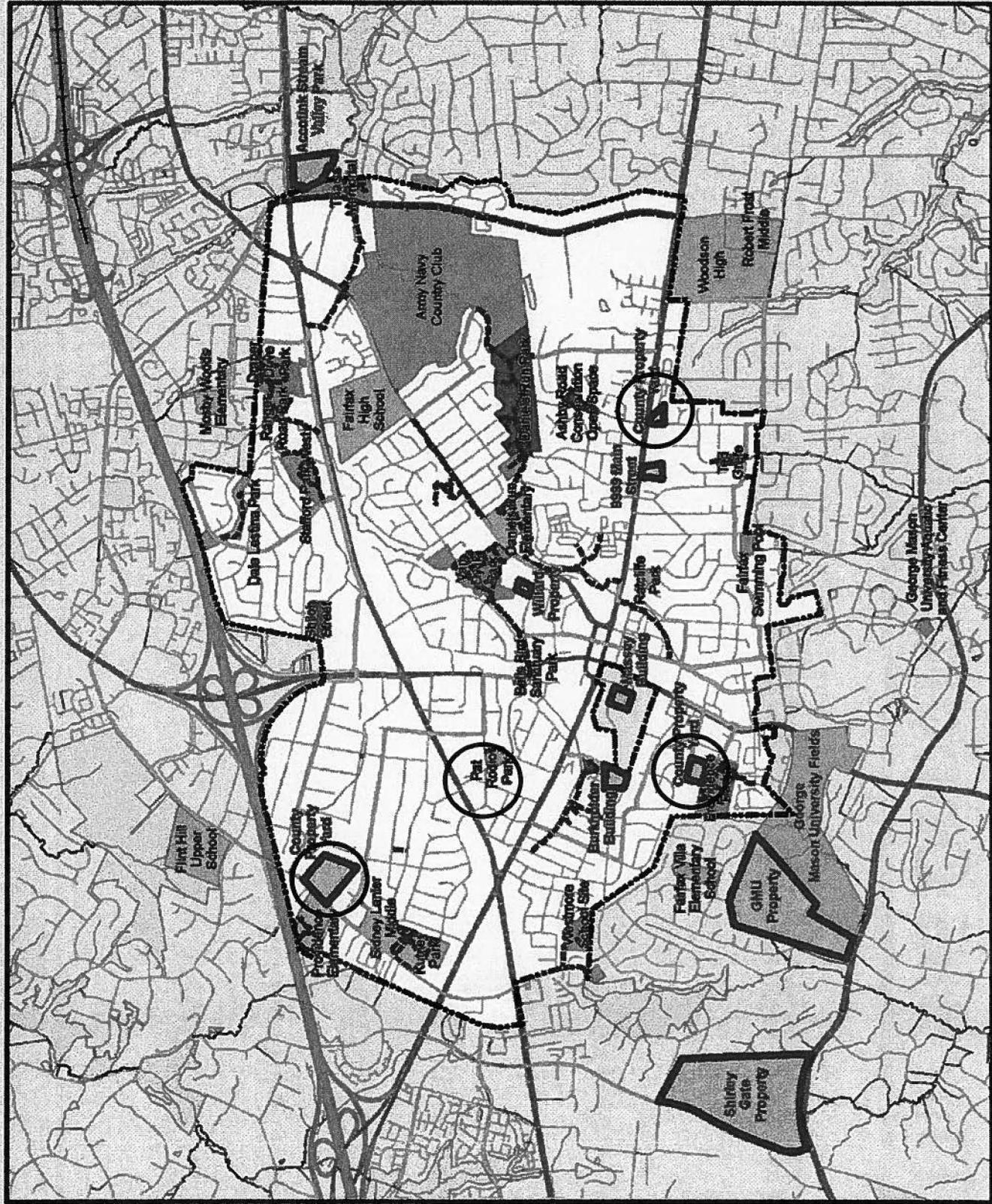
# Potential Future Park Land

***Opportunities exist to re-use sites for park and recreation purposes***

POTENTIAL PROPERTY	TIMING
Fairfax County property yards	Ongoing
Unused City land	Ongoing
Burkholder and Massey Buildings	3-5 years
9999 Main Street (life estate)	3-5 years
Better use and Proffers policies for parks and trails	3-5 years
New Park on Fairfax County land adjacent to Thaiss Park at Rt. 50	6-10 years
Squares in Fairfax Blvd. Development	6-10 years
Willard Buildings at Sherwood Center	10+ years
Neighborhood Parks in southeast and northwest	10+ years
Paul VI	Ongoing



**Potential  
Future  
Park Land  
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# The **BIG** Opportunities

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## ***How will we be able to address all of the BIG Issues?***

- Partnerships
  - Within the City
  - Regional Partnerships
- Revenue/Funding
  - Alternative revenue sources
  - Other revenue sources



# Partnerships – Within the City

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- School Board – *maximize significant assets of the schools (Indoor & Outdoor)*
- Commission on the Arts – *leverage strength of outstanding arts program*
- Spotlight on the Arts, City Band, Art League
- Community Appearance Committee
- Community Inclusion Task Force
- Environmental Sustainability Committee
- Economic Development Authority
- Proposed Park and Trails Planner in Community Development and Planning
- City Marketing Manager
- All other City Boards and Commissions
- George Mason University



# Partnerships – Regional

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- George Mason University
- Fairfax County Park Authority, Fairfax County Neighborhood and Community Services, Northern Virginia Regional Park Authority
  - Indoor and outdoor aquatics (including therapeutic programs)
  - Nature education programming
  - Special needs programming
  - Regional trails coordination
  - Facility use and recreation programs
  - Cross promote facilities and programs to fill voids
- Fairfax Police Youth Club (FPYC) & Fairfax Little League (FLL) – Athletic League Scheduling and Operations -
- Health care programs
- Proffers from developers
- Public/Private partnerships and ventures



# Alternative Revenue Sources

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- Investigate sources of future revenue and leverage entrepreneurial funding opportunities (i.e. bonds, tax, proffers, grants, public/private and other partnerships, etc.)
- Review fee policies and targets for cost recovery
- Increase sponsorships
- Percentage of the existing Storm Water Assessment for stream bank erosion and storm water Best Management Practices (BMP)
- Leverage Transportation Grants
  - **Utilize existing transportation grant funding** from Congestion Mitigation and Air Quality Improvement (CMAQ), Regional Surface Transportation Program (RSTP) and Commercial and Industrial (C&I) “Transportation Tax Fund” resources to refurbish, rebuild, design, acquire and build new trails and trail connections to increase capacity and multi-modal transportation alternatives.



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# Other Revenue Sources

STRATEGY	TIMING
Open fitness area at the Green Acres Community Center for adult use	0-2 years
Legacy options to fund capital maintenance	0-2 and 3-5 years
Ongoing Sunday rentals at Blenheim & Sherwood Center	0-2 years
Upgrade picnic shelters with kitchens and restrooms to increase rentals	3-5, 6-10 and 10+ years
An Indoor Recreation Center	3-5 years





# Priorities

## *What are the most critical priorities?*

STRATEGIC PRIORITIES	TIMING
<b>Maintain and Improve:</b> improve existing parks and facilities	Ongoing
<b>Green Acres:</b> Master plan new Green Acres Community Center to include senior services	0-2 years
<b>Van Dyck:</b> Master plan and redevelop Van Dyck Park	0-2
<b>Trails:</b> Design and build interconnecting trail system and use of transportation funding	Ongoing
<b>Partnerships:</b> Develop and leverage strategic partnerships to deliver on park, facilities and service needs	Ongoing
<b>Westmore:</b> Master plan Westmore school site	6-10 years

# Summary

- Sense of Place
- Health & Wellness
- Economic Vitality
- Conservation & Stewardship
- Strategic Partnerships

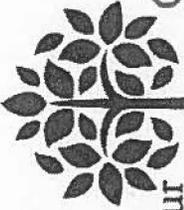




# Recommendations

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- The Parks and Recreation Advisory Board and Staff are seeking consensus to move forward with an acceptance resolution at the June 24, 2014 City Council Meeting



Our Our  
Parks, Future

ACTION PLAN					Updated 5/20/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
<b>Legend of Abbreviations/Organizations</b>							
Staff = City of Fairfax Parks and Recreation Department Staff	Partner = Other organizations (i.e. Business, FPYC, FLL, JCC, 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						
<b>Notes</b>							
1 "Developed" means any area that is mowed, paved, or maintained. "Undeveloped" is natural areas or open space that may have unpaved trails.							
2 Where no element of measure is listed, the time frame is the measure.							
<input type="checkbox"/> = Initial Actions; "Ongoing" = Ongoing and continuing actions							
<b>Goal 1: Planning and Development</b>							
<b>Acquire, preserve, develop and re-develop parks, facilities, trails, and open space.</b>							
<b>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.</b>							
<b>Strategy 1.1.1:</b> Develop policies and guidelines for the preparation of master plans to guide decision making and improvement for each City Park. No significant capital improvements shall be added without a current master plan or approved conceptual site plan.	<input type="checkbox"/>				Staff, PRAB	OP, CIP	PFS 1.5
<b>Strategy 1.1.2:</b> Conduct a comprehensive feasibility study of the Green Acres Community Center including the Senior Center, active recreation program offerings, community use and the Green Acres park land to determine options for redevelopment, use and possible relocation to better accommodate uses.	<input type="checkbox"/>				Staff, City, PRAB, City Schools	OP, CIP	PRO 3.4
<b>Strategy 1.1.3:</b> Update the 1967 Master Plan for Van Dyck Park with the goal of improving its functionality, accessibility, erosion and storm water issues, parking, traffic flow and aesthetics.	<input type="checkbox"/>				Staff, City, PRAB	OP, CIP	PRO 3.2
<b>Strategy 1.1.4:</b> Develop a Park Master Plan for Westmore School Park Site to serve as a Community Park. Proposed facilities should have community-wide appeal and could include: athletic field; picnic shelter; tournament bocce and/or pickle ball courts; dog park; paved walking path; large barrier-free playground; fitness equipment; and more.			<input type="checkbox"/>		Staff, City, PRAB, Partner	OP, CIP, Partner	PRO 3.2
<b>Strategy 1.1.5:</b> Perform an ADA assessment of all facilities including but not limited to playgrounds, shelters, walking paths, community gardens, parking, and building. 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
<b>Strategy 1.1.6:</b> 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"/>			Staff, City, PRAB	OP, CIP	PRO 3.6
<b>Strategy 1.1.7:</b> 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
<b>Strategy 1.1.8:</b> 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

ACTION PLAN					Updated 5/20/2014							
Goals, Objectives, and Strategies					0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY	
<b>Strategy 1.1.9:</b> Evaluate parking expansion opportunities at Thaiss Memorial, Providence, Draper Drive Parks to address parking needs.						<input type="checkbox"/>			Staff, City, PRAB, Schools	OP, CIP	PRO 3.2	
<b>Strategy 1.1.10:</b> 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	
<b>Strategy 1.1.11:</b> Evaluate current and alternative location of events to determine the feasibility of hosting events in other areas of the city for increased economic impact.						<input type="checkbox"/>			Staff, City, PRAB	OP	EC 1.3	
<b>Strategy 1.1.12:</b> 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	
<b>Strategy 1.1.13:</b> 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	
<b>Objective 1.2:</b> Provide a balance of active recreation, passive recreation, open spaces, and natural environments that are evenly distributed throughout the City.												
<b>Strategy 1.2.1:</b> 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	
<b>Strategy 1.2.2:</b> 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	
<b>Strategy 1.2.3:</b> 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	
<b>Strategy 1.2.4:</b> 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	
<b>Strategy 1.2.5:</b> 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	
<b>Strategy 1.2.6:</b> 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	
<b>Strategy 1.2.7:</b> Coordinate with Fairfax County to provide guidance in the planned reuse of the Burkholder and Massey Building sites as potential enhancement park space, open space, and connectivity to the City trail system.						<input type="checkbox"/>			County, City	OP	PRO 1.1, 1.2;	
<b>Strategy 1.2.8:</b> 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;	
<b>Strategy 1.2.9:</b> 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	
<b>Strategy 1.2.10:</b> 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	
<b>Objective 1.3:</b> Evaluate current and emerging needs to develop and implement feasible standards of service for the City of Fairfax												
PRT	<b>Strategy 1.3.1:</b> 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

ACTION PLAN					Updated 5/20/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
<b>Strategy 1.3.2:</b> Monitor demographic and park/program use trends annually, especially related 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	OP	PRO 3.3; PFS 1.4
<b>Strategy 1.3.3:</b> 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
<b>Objective 1.4:</b> Meet current and future needs and standards of service for the City of Fairfax through acquisition, development, partnerships, and redevelopment strategies and priorities.							
<b>Strategy 1.4.1:</b> 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
<b>Strategy 1.4.2:</b> 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
<b>Strategy 1.4.3:</b> 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
<b>Strategy 1.4.4:</b> Re-Install a playground at Draper Drive Park.	<input type="checkbox"/>				Staff, City	CIP	PRO 3.2
<b>Strategy 1.4.5:</b> 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
<b>Strategy 1.4.6:</b> Monitor and evaluate the feasibility of acquiring all or part of the Paul VI property if the Diocese moves the school out of the City as it provides an opportunity and 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
<b>Strategy 1.4.7:</b> 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
<b>Strategy 1.4.8:</b> Consolidate City parks with multiple parcels to single parcels.		<input type="checkbox"/>			Staff, Planning	OP	
<b>Strategy 1.4.9:</b> Consider establishment of a "Park Zone" as part of the City's Zoning Rewrite effort.		<input type="checkbox"/>			Staff, Planning	OP	CA 1.1
<b>Strategy 1.4.10:</b> Provide guest Wi-Fi service in all Community and Special Use Parks/Facilities.		<input type="checkbox"/>			Staff	CIP	PFS 1.3
<b>Strategy 1.4.11:</b> 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
<b>Objective 1.5:</b> 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.							
<b>Strategy 1.5.1:</b> 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
<b>Strategy 1.5.2:</b> 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 5/20/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
<b>Strategy 1.5.3:</b> 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
<b>Strategy 1.5.4:</b> 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
<b>Strategy 1.5.5:</b> 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
<b>Strategy 1.5.6:</b> 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
<b>Objective 1.6: Establish Downtown Fairfax as a community gathering place</b>							
<b>Strategy 1.6.1:</b> 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
<b>Strategy 1.6.2:</b> 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
<b>Strategy 1.6.3:</b> 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
<b>Strategy 1.6.4:</b> 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
<b>Objective 1.7: Foster an appreciation of the natural environment and promote sustainable natural resource management practices.</b>							
<b>Strategy 1.7.1:</b> 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
<b>Strategy 1.7.2:</b> 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
<b>Strategy 1.7.3:</b> 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
<b>Strategy 1.7.4:</b> 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
<b>Strategy 1.7.5:</b> 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
<b>Strategy 1.7.6:</b> 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
<b>Strategy 1.7.7:</b> 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
<b>Goal 2: Operations and Maintenance</b>							

ACTION PLAN					Updated 5/20/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
<b>Enhance safety, accessibility, quality of service, and cost effectiveness through comprehensive operations and maintenance programs and practices.</b>							
<b>Objective 2.1:</b> Research operations and maintenance best practices to establish and implement sustainable maintenance and operations standards and schedules.							
<b>Strategy 2.1.1:</b> Establish maintenance Best Practices Guidelines with standard maintenance levels for each park type.	<input type="checkbox"/>				Staff	OP	PRO 3.1
<b>Objective 2.2:</b> Establish and maintain adequate staffing and funding resources to efficiently operate and maintain the parks and facilities according to established standards and schedules.							
<b>Strategy 2.2.1:</b> 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
<b>Strategy 2.2.2:</b> 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
<b>Strategy 2.2.3:</b> 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
<b>Objective 2.3:</b> Evaluate, schedule, and operate programs and events to maximize park and facility space utilization and cost recovery.							
<b>Strategy 2.3.1:</b> 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
<b>Strategy 2.3.2:</b> Conduct an analysis and implement measures to maximize uses at outdoor parks.		<input type="checkbox"/>			Staff	OP	PRO 3.3
<b>Strategy 2.3.3:</b> 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
<b>Goal 3: Programs and Services</b>							
<b>Deliver programs and services to meet the ever changing and diverse needs of the community.</b>							
<b>Objective 3.1:</b> Conduct ongoing customer satisfaction evaluations and assess emerging needs to enhance existing and develop new programs, services, and events for the City of Fairfax.							
<b>Strategy 3.1.1:</b> 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
<b>Objective 3.2:</b> Continue to provide and enhance an array of services to serve all area populations. (children, youth, adults, seniors, families, diverse nationalities)							
<b>Strategy 3.2.1:</b> 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
<b>Strategy 3.2.2:</b> Expand the type and number of recreation programs and classes targeted for adults by 10%.		<input type="checkbox"/>			Staff	OP	PRO 3.3
<b>Strategy 3.2.3:</b> 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

ACTION PLAN					Updated 5/20/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
<b>Strategy 3.2.4:</b> 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
<b>Strategy 3.2.5:</b> 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
<b>Strategy 3.2.6:</b> 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
<b>Strategy 3.2.7:</b> 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
<b>Strategy 3.2.8:</b> 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
<b>Objective 3.3:</b> Expand community outreach efforts to develop and implement enhanced programs and services that engage individuals with disabilities.							
<b>Strategy 3.3.1:</b> 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
<b>Strategy 3.3.2:</b> 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
<b>Objective 3.4:</b> Provide a balance of arts, physical activity, indoor, outdoor, environmental, events, and other programmed services to meet the ever changing needs of the City.							
<b>Strategy 3.4.1:</b> 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
<b>Strategy 3.4.2:</b> 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
<b>Strategy 3.4.3:</b> 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
<b>Objective 3.5:</b> Develop, enhance and implement programs to enhance the health and well-being of area residents.							
<b>Strategy 3.5.1:</b> 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
<b>Strategy 3.5.2:</b> 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
<b>Strategy 3.5.3:</b> 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
<b>Strategy 3.5.4:</b> 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
<b>Goal 4: Strategic Partnerships</b>							

ACTION PLAN					Updated 5/20/2014			
Goals, Objectives, and Strategies								
		0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
<b>Leverage strategic partnerships to enhance and expand delivery of program, facility, and service offerings.</b>								
<b>Objective 4.1:</b> 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.								
<b>Strategy 4.1.1:</b> Coordinate with the City Schools, School Board, and City Council to monitor conditions and use of the school facilities for indoor and outdoor programs and to maximize possible use of school facilities.		Ongoing			Staff, PRAB, City, Schools	OP	PRO 3.3	
<b>Strategy 4.1.2:</b> Establish joint policies with PRAB, City Council, and the School Board on the long term use of Green Acres Community Center and grounds.		<input type="checkbox"/>				Staff, PRAB, City, Schools	OP	PRO 3.4
<b>Objective 4.2:</b> 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.								
<b>Strategy 4.2.1:</b> Participate in needs assessments, strategic plans, and master plans performed by FCPA, NVRPA, GMU, neighboring communities, and others which impact park and recreation offerings in and adjacent to the City of Fairfax.		Ongoing			Staff, Partners, FCPA, NVRPA, GMU	OP	PFS 1.5; CR 1.5; LU 6.1; EC 4.1	
PRT CE	<b>Strategy 4.2.2:</b> Establish and formalize bi-annual meetings with Staff, FCPA, NVRPA, Fairfax County Neighborhood and Community Services, and GMU to discuss mutual needs, concerns and issues.		Ongoing			Staff, Partners, FCPA, NVRPA, GMU	OP	EC 2.2; CR 1.5
<b>Strategy 4.2.3:</b> Participate in the planning process for Fairfax County's Providence Community Center and factor impact assessment data into program and facility planning efforts.		<input type="checkbox"/>				Staff, Partners	OP	LU 6.1
<b>Strategy 4.2.4:</b> Partner with the Town of Vienna to cross promote arts, wellness, and education classes.		Ongoing			Staff, Partners	OP	PRO 3.3; PFS 1.6	
<b>Strategy 4.2.5:</b> Partner with FCPA, NVRPA, Reston, and Alexandria to better publicize and access nearby Nature Centers.		Ongoing			Staff, Partners	OP, NVRPA, FCPA, Partners	PRO 3.3; PFS 1.6	
<b>Strategy 4.2.6:</b> Partner with Fairfax County to better publicize and access nearby RECenters.		Ongoing			Staff, FCPA	OP	PRO 3.3; PFS 1.6	
<b>Strategy 4.2.7:</b> Develop new Memorandums of Understanding (MOU) with Fairfax Police Youth Club (FPYC) and Fairfax Little League (FLL) for the replacement of artificial turf at Stafford Drive Park and Draper Drive Park and for the refurbishment of Providence Field #3.			<input type="checkbox"/>			Staff, Partners	OP	PRO 3.1
<b>Strategy 4.2.8:</b> 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
<b>Strategy 4.2.9:</b> Publicize nearby outdoor and indoor aquatic facilities offered by Fairfax County, Reston, NVRPA, GMU, civic associations, Jewish Community Center, and local swim clubs.		Ongoing			Staff, Partners	OP	PRO 3.3; PFS 1.6; CR 1.5; EC 4.1	
<b>Objective 4.3:</b> Strengthen, expand and define strategic partnership opportunities with George Mason University to meet mutual recreation, program, event, and cultural arts objectives and services.								
<b>Strategy 4.3.1:</b> 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.		Ongoing			Staff, GMU, COA, Spotlight	OP	HOU 5.1; EC 2.2, 4.1; CR 1.5	

ACTION PLAN					Updated 5/20/2014		
Goals, Objectives, and Strategies							
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
<b>Objective 4.4:</b> Establish relationships and partnerships with under-represented, under-served, and diverse demographic populations in Fairfax to assist in identifying and developing programs and services to meet the needs of these communities							
<b>Strategy 4.4.1:</b> 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
<b>Objective 4.5:</b> Maintain and expand relationships with businesses and other organizations to complement service offerings for the City of Fairfax							
<b>Strategy 4.5.1:</b> 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
<b>Objective 4.6:</b> Pursue strategic partnerships and community development initiatives to facilitate achievement of park and recreation development goals and objectives.							
<b>Strategy 4.6.1:</b> 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
<b>Objective 4.7:</b> Pursue partnerships for development and programming of the Senior Center							
<b>Strategy 4.7.1:</b> 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
<b>Goal 5: Promotion and Marketing</b>							
<b>Increase awareness, participation and support of programs, facilities, and services using innovative promotional and marketing initiatives.</b>							
<b>Objective 5.1:</b> 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.							
<b>Strategy 5.1.1:</b> Continue to use <u>Leisure Times</u> and <u>City Scene</u> to promote programs.	<i>Ongoing</i>				Staff	OP	PFS 1.6
<b>Strategy 5.1.2:</b> Prepare and maintain an updated map of City parks and trails. Publish the maps in <u>Leisure Times</u> and on the web site.	<input type="checkbox"/>				Staff	OP	PRO 4.2
<b>Strategy 5.1.3:</b> Rebrand the Department name to include Cultural Arts.		<input type="checkbox"/>			Staff, PRAB, City, COA, Spotlight	OP	CR 1.3;
<b>Strategy 5.1.4:</b> Elevate the current Parks and Recreation part time Marketing Manager position to a full-time City Marketing Manager position under the City Manager. The position would market all City functions, tourism, advertising, branding, etc. (Increase from 0.5 to 1.0 FTE for the City).			<input type="checkbox"/>		City	OP	PFS 1.6
<b>Strategy 5.1.5:</b> Implement a signage program for consistent and attractive park entrance signs, directional signs, trail system identification, wayfinding, etc.		<input type="checkbox"/>			Staff	CIP	EC 1.2, 5.4; CA 3.2; T 7.9.2
<b>Strategy 5.1.6:</b> Develop gateways at park entries into the City of Fairfax to welcome people into the City and to promote the City identity.		<input type="checkbox"/>			City	CIP	EC 1.2, 5.4; CA 4.1
<b>Strategy 5.1.7:</b> Increase use of the internet and social media to inform and promote programs, events, and services. Continue use of the <u>Our Parks Our Future</u> interactive web site as a tool for community engagement.	<i>Ongoing</i>				Staff	OP	PFS 1.6

ACTION PLAN				Updated 5/20/2014				
Goals, Objectives, and Strategies								
		0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
	<b>Objective 5.2:</b> 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	<b>Strategy 5.2.1:</b> Maintain adequate funding and resources for marketing and communication efforts vital to cost recovery goals.	Ongoing				Staff	OP	PFS 1.6
	<b>Strategy 5.2.2:</b> Develop an event web/smart phone application to enhance participants' experiences at Independence Day, Fall Festival, Chocolate Lovers Festival, Spotlight on the Arts, and other major events.		<input type="checkbox"/>			Staff, COA, Spotlight	OP	PFS 1.6
<b>Goal 6: Funding, Management, and Resources</b>								
<b>Expand and enhance facility, program, and service offerings through innovative funding, management best practices, and cost recovery efforts.</b>								
<b>Objective 6.1:</b> Expand and enhance alternative funding and revenue sources.								
	<b>Strategy 6.1.1:</b> 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
	<b>Strategy 6.1.2:</b> 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
	<b>Strategy 6.1.3:</b> Investigate opportunities to allow Sunday ongoing rentals at Sherwood Center and Blenheim to increase revenue.	<input type="checkbox"/>				Staff, PRAB	OP	CR 1.2
	<b>Strategy 6.1.4:</b> Evaluate and invest in technical equipment and storage facilities for Old Town Hall and Blenheim rentals.		<input type="checkbox"/>			Staff	CIP	PFS 2.1
	<b>Strategy 6.1.5:</b> 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
	<b>Strategy 6.1.6:</b> 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
	<b>Strategy 6.1.7:</b> Improve key rental picnic shelters with larger shelters, restrooms 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
	<b>Strategy 6.1.8:</b> 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
<b>Objective 6.2:</b> Develop and implement a cost recovery structure and user fee policies and guidelines.								
	<b>Strategy 6.2.1:</b> Review and re-establish formalized fee policies and targets for cost recovery.		<input type="checkbox"/>			PRAB, Staff	OP	PRO 3.1
	<b>Strategy 6.2.2:</b> 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
	<b>Strategy 6.2.3:</b> 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	
	<b>Strategy 6.2.4:</b> 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

ACTION PLAN					Updated 5/20/2014			
Goals, Objectives, and Strategies								
		0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
	<b>Strategy 6.2.5:</b> 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
	<b>Strategy 6.2.6:</b> 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
	<b>Strategy 6.2.7:</b> 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
	<b>Strategy 6.2.8:</b> 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
	<b>Strategy 6.2.9:</b> 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
	<b>Objective 6.3:</b> Implement strategies to enhance staff recruitment, training, professional development, and retention.							
PR T CE	<b>Strategy 6.3.1:</b> Recognize and reward employees for becoming recognized experts in their field and actively contributing/participating in professional organizations.	<i>Ongoing</i>				Staff	OP	PFS 2.5
	<b>Strategy 6.3.2:</b> 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).	<i>Ongoing</i>				Staff	OP	PFS 2.5
	<b>Strategy 6.3.3:</b> Establish and ensure compliance with mandatory staff training/certification requirements.	<i>Ongoing</i>				Staff	OP	PFS 2.5
	<b>Strategy 6.3.4:</b> 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
	<b>Strategy 6.3.5:</b> Develop a Senior Center Operational Manual	<input type="checkbox"/>				Staff	OP	PFS 2.5
	<b>Objective 6.4:</b> Develop a larger volunteer support base to supplement staff and to act as ambassadors for PRAB and the Parks and Recreation Department.							
	<b>Strategy 6.4.1:</b> 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
	<b>Objective 6.5:</b> Pursue accreditation of the Park and Recreation Department in appropriate services as a method of achieving and maintaining quality services.							
PRT	<b>Strategy 6.5.1:</b> Achieve Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation.		<input type="checkbox"/>			Staff, PRAB	OP	PFS 2.5
	<b>Strategy 6.5.2:</b> Achieve Senior Center accreditation.		<input type="checkbox"/>			Staff, PRAB	OP	PFS 2.5
<b>Totals</b>			<b>Ongoing = 36</b>	<b>31</b>	<b>55</b>	<b>16</b>	<b>7</b>	