



# FAIRFAX COUNTY PARK AUTHORITY



## M E M O R A N D U M

**TO:** Chairman and Members  
Park Authority Board

**VIA:** Kirk W. Kincannon, Executive Director

**FROM:** David Bowden, Director  
Planning and Development Division

**DATE:** October 6, 2016

### *Agenda*

**Committee of the Whole**  
**Wednesday, October 26, 2016 – 6:30 p.m.**  
**Boardroom – Herrity Building**  
**Chairman: William G. Bouie**  
**Vice Chair: Ken Quincy**

1. Great Parks, Great Communities – Park Authority Master Plan – Information\* (with presentation)

\*Enclosures



If accommodations and/or alternative formats are needed, please call (703) 324-8563. TTY (703) 803-3354

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## **INFORMATION (with presentation)**

### Great Parks, Great Communities - Park Authority Master Plan

The Park Authority Master Plan (master plan) project is being initiated as the next step in the planning process following the completion of the 2015 Parks Count Needs Assessment. The master plan updates the 2011 Great Parks, Great Communities Park System Comprehensive Master Plan and is designed to guide Park Authority decision making to ensure the right parks, programs and amenities are in the right places to serve the right needs and protect the right resources. As the long-range plan for the agency, the master plan will inform aspects of future strategic planning efforts, which together with future resource allocation will serve as a tool for implementing the master plan. The major master plan objectives include: incorporate new and updated data and information; meet accreditation standards by early 2018; and align major agency plans to ensure consistent agency direction and park system delivery.

#### *New & Updated Data & Information*

The master plan builds on the extensive community and staff outreach conducted as part of the 2015 Park Counts Needs Assessment process. This initial engagement includes input from over 4,300 community members who responded to a survey about Park Authority programs and facilities. Additional quality input from leadership, staff and community members was also gathered through a series of interviews, focus groups, community meetings, and crowdsourcing. The master plan will incorporate this input regarding community preferences and priorities for parks and recreation programs and facilities.

The master plan will also incorporate updated demographic information to reflect the growing and diverse community, as well as county and agency strategic initiatives (e.g., Health in All Policies, One Fairfax, and others). New data and information regarding age, race, and income will be utilized to address the relationship of issues such as equity, health, and aging to park system delivery. The 2016 Bond, Tririga data, and the outcomes of the RECenter Study will also inform the master plan update. Much of this additional information will help in measuring and reporting around several important themes that emerged from community and staff engagement during the Needs Assessment process.

#### *Meet Accreditation Standards by Early 2018*

Since 2008, the Park Authority has demonstrated a commitment to excellence by earning and maintaining Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation. Accreditation is evaluated by CAPRA on a five-year cycle and

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includes annual reporting requirements. The master plan is being prepared to support CAPRA National Accreditation Standards that include requirements for the Park and Recreation System Master Plan (2.4) as follows:

“The agency shall have a comprehensive park and recreation system plan that provides recommendations for provision of facilities, programs and services; parkland acquisition and development; maintenance and operations; and administration and management. The plan shall be officially adopted by the policy-making body, updated periodically and linked with a capital improvement budget and a phased development program. The system master plan shall implement policies adopted in the comprehensive plan for the jurisdiction. Interested and affected agencies, organizations, and groups shall be engaged in the process.”

*Align Major Plans to Ensure Consistent Agency Direction & Park System Delivery*

Planning is conducted at all levels of the Park Authority and serves as a fundamental tool for achieving the agency mission and vision. Internal agency plans include site-level tactical plans, division work and program plans, financial plans, and strategic-level plans. As part of the master plan update, plan owners were interviewed in August and September 2016 in order to better understand plan purposes and relationships and to initiate cross-agency collaboration. The next five-year Strategic Plan (2019-2024) will kick off in March 2017 and will align with, be informed by, and partially implement the master plan. In addition to internal plans, the Park Authority is responsible for elements of county-owned plans, including the Comprehensive Policy Plan - Parks & Recreation Section. Recognizing the Park Authority's central role in shaping the quality of life for county residents, the agency also strives to contribute to the achievement of county-level goals, plans, and initiatives. Overall, more than 20 plans, initiatives, and strategies were reviewed for alignment.

*Planning Process & Timeline*

In order to achieve these objectives, a 13-month timeline for project completion was developed that includes the following major milestones:

- 2015 – July 2016 – Community, staff and leadership engagement
- Fall 2016 – Data collection, research, and preliminary analysis
- Spring 2017 – Writing, preparing draft plan
- May 2017 – Park Authority Board approval of draft plan
- Summer 2017 – Publication of draft plan, community meetings, and plan revisions
- November 2017 – Park Authority Board approval of final plan

The planning process will include on-going leadership, community, and staff engagement through the use of crowdsourcing, news articles, and other outreach strategies. In addition, quarterly updates will be provided to the Park Authority Board.

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ENCLOSED DOCUMENTS:

None

STAFF:

Kirk W. Kincannon, Executive Director

Sara Baldwin, Deputy Director/COO

Aimee L. Vosper, Deputy Director/CBD

Cindy Walsh, Director, Resource Management Division

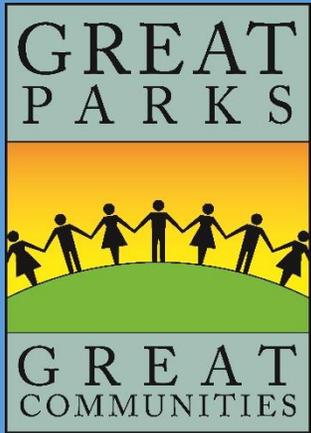
Todd Brown, Director, Park Operations Division

Barbara Nugent, Director, Park Services Division

David Bowden, Director, Planning & Development Division

Judy Pedersen, Public Information Office

Janet Burns, Fiscal Administrator



# Great Parks, Great Communities The Park Authority Master Plan

Presentation to PAB Committee as a Whole

Sandy Stallman & Samantha Hudson

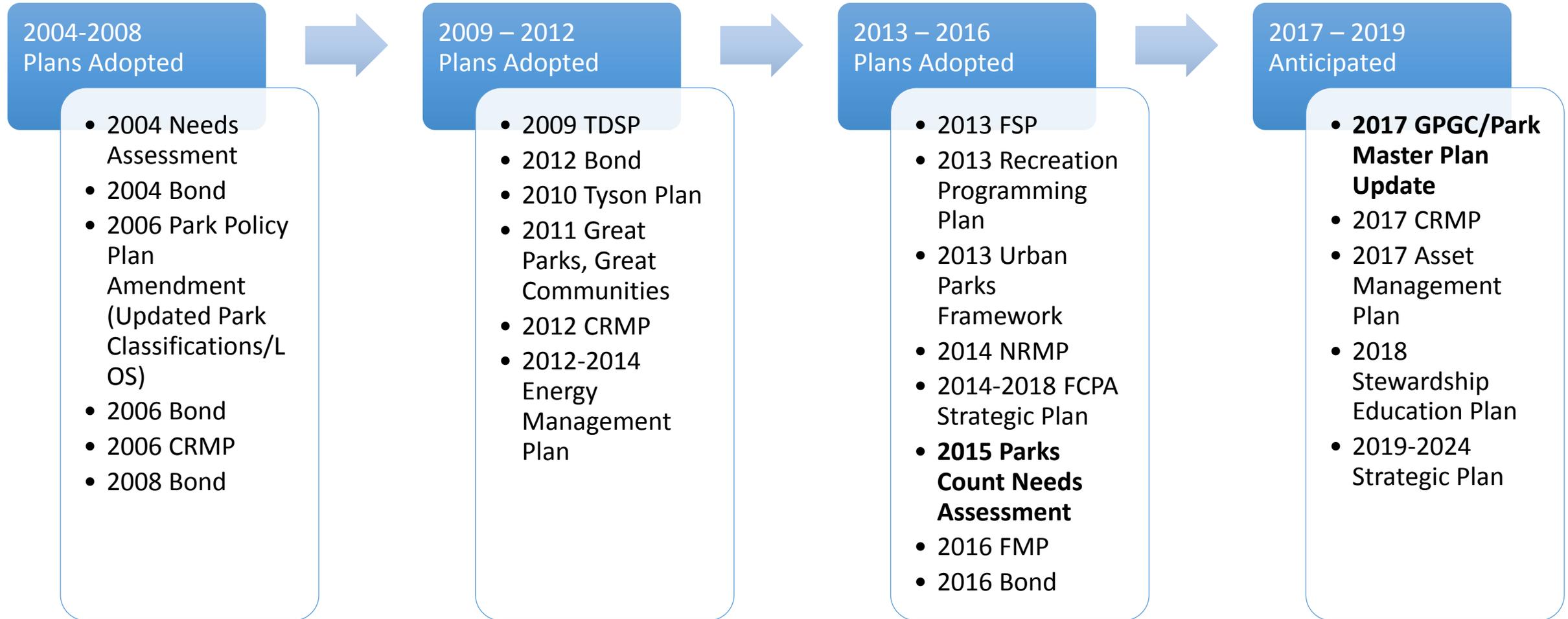
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## Agenda

- Background
- Major Objectives
- Planning Status
- Plan Alignment
- Data
- Framework
- Way Ahead

# Background - Major Park Authority Initiatives



# Background - CAPRA Standards

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## Big Picture - What we are & what we want to be

### Master Plan

#### CAPRA Standard 2.4 – Parks & Recreation System Master Plan

- *“...provides recommendations for the provision of facilities, programs and services; parkland acquisition and development; maintenance and operations; and administration and management...The Plan shall be officially adopted by the policy-making body...”*

## Nuts & Bolts - How we get there

### Strategic Plan

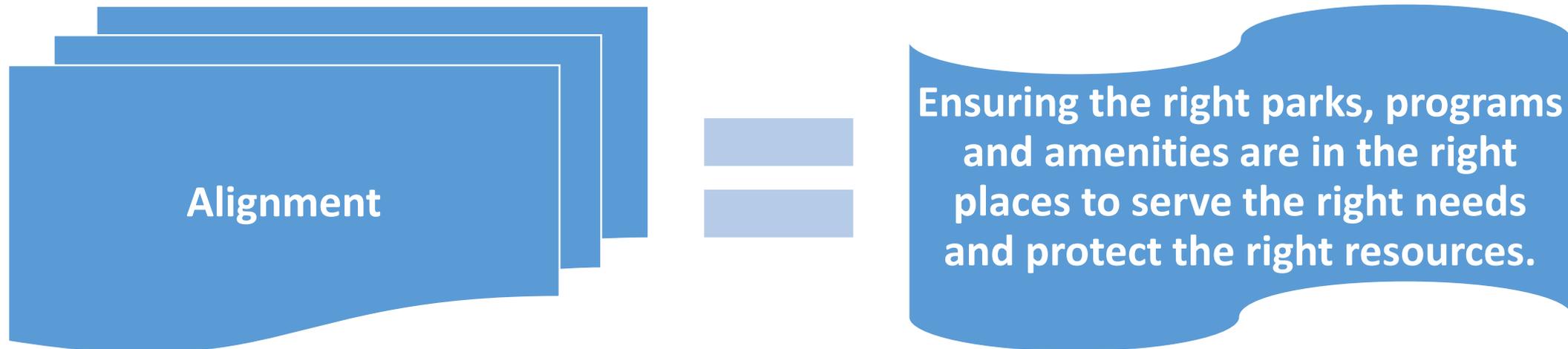
#### CAPRA Standard 2.5 – Strategic Plan

- *“...stating how the agency will achieve its mission, goals and objectives...the strategic plan shall support the priorities and initiatives of the whole organization...the strategic plan is a tool to implement the Parks and Recreation System Master Plan...”*

# Major Master Plan Objectives

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- Meet CAPRA accreditation standards by early 2018
- Incorporate new and updated data and information into agency planning (i.e. Needs Assessment – community & staff input, demographics, etc.)
- Align major agency plans to ensure consistent agency direction and park system service delivery



# Planning Status

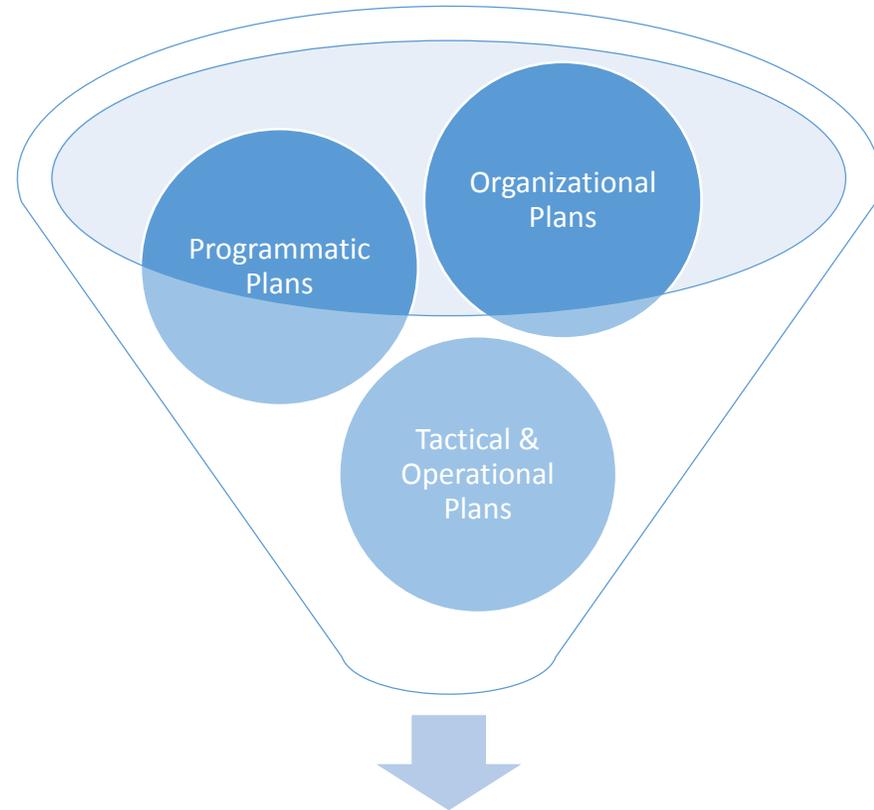
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- Completed
  - ✓ Needs Assessment – Initial Community & Staff Engagement
    - ✓ > 4,600 survey respondents
    - ✓ Community Open House
    - ✓ 27 leadership meetings
    - ✓ 5 focus group meetings
    - ✓ Extensive website, email, crowdsourcing outreach
  - ✓ Review of existing FCPA plans & discussions with FCPA plan owners
  - ✓ Assessment of data needs & gaps
  - ✓ Identification of lessons learned from previous planning efforts
  - ✓ Review of other models for best practices
  - ✓ Initial discussions with division-level staff, DO, LT, & PAB

# Plan Alignment

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- FCPA plan review
- FCPA plan owner discussions
  - Financial Management – 8/22
  - Trails – 8/24
  - NRMP – 8/25
  - Asset Management – 8/29
  - Marketing & Business – 8/29
  - Planning & Development – 9/1
  - CRMP – 9/7
  - Programs & Services – 10/12
  - Stewardship Education – 10/12
- Opportunity for cross-agency team building, learning and silo-busting



Park Authority Master Plan

2011 GPGC Themes

Preliminary New Themes based on NA & Guidance

	PLANS	Connectivity	Community Building	Service Delivery	Facility Reinvestment	Land Acquisition	Resource Interpretation	NRMP & CRMP	Equity, Health & Well-Being	Fiscal & Facility Sustainability	Innovation & Partnerships	Resource Stewardship & Education
BOS\County	BOS Goals & Vision		•					•				
	Econ Success		•	•	•							
	Enviro Vision		•	•				•				
	One Fairfax		•	•	•							
	Healthy Fairfax	•	•	•	•							
	50+		•	•								
FCPA	FCPA Strat Plan		•	•	•			•				
	FCPA Policy Manual			•	•	•		•				
	CRMP/NRMP						•	•				
	Program Plans			•			•					
	GPGC, NA	•	•			•	•	•				
	Trails	•	•	•	•	•						
	CIP				•							
	Energy Mgmt				•							
	FMP/CAFR				•	•						
	ADA Transition	•			•	•						
	Asset Mgmt				•	•						
	Business & Marketing				•	•		•				
	Work Plans	•	•	•	•	•	•	•	•			
	Ops Plans				•	•			•			
	Communications			•	•							
	IT Plan			•	•	•						
Emergency Mgmt				•								

DRAFT

To Be Determined

# Themes

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## 2011 GPGC Themes

- Connectivity
- Community Building
- Service Delivery
- Facility Reinvestment
- Land Acquisition
- Resource Interpretation
- Natural Resource Management
- Cultural Resource Management

## Preliminary New Themes based on NA & Guidance

- Equity, Health & Well-being
- Fiscal & Financial Sustainability
- Innovation & Partnerships
- Resource Stewardship & Education

# Data Driven

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- Efficient data management
- Replicable analysis & process
- Collaborative sourcing for consistency & efficiency
  - Agency data
  - County data and information



# Planning Framework

## Ongoing Stakeholder Engagement & Outreach

### Process

2014–  
July 2016

- Open House, Community Survey, PAB, and BOS interviews
- Needs Assessment Data Collection & Analysis

August–  
December  
2016

- Leadership & Staff Engagement
- PAB Presentation
- Data Collection & Preliminary Analysis

January–  
May 2017

- Draft plan with LT endorsement & PAB approval
- Finalize analysis
- SP 2019-2024 Kick-Off in March 2017 (staff lead)

### PAB

- Needs Assessment, 2016 Bond

- COW October presentation
- Nov 16<sup>th</sup> - Workshop on themes
- Dec – Approve themes

- COW plan element workshops and approvals

### Product

#### Key Components

- Public Input Summary Report
- Capital Improvement Framework
- Integrated assessment of facilities, land, & program elements
- Resource Mgmt Studies
- RECenters Condition Assessment

#### Key Components:

- Plan alignment matrix & documentation
- Plan structure refined
- Establish advisory & project teams
- Baseline data & preliminary analysis
- Communications Plan

#### Key Components:

- Iterative development of plan
- Preliminary/final draft of plan
- Interactive web-page, outreach & engagement materials

# Planning Framework

## Ongoing Stakeholder Engagement & Outreach

### Process

June–  
August  
2017

- Community meetings
- Comment responses
- Plan revision

September–  
November  
2017

- Plan Finalization
- Community Sharing
- PAB Approval

December–  
January  
2018

- Plan Publication
- CAPRA Accreditation

### PAB

- Participation in community meetings

- Evaluate public input & staff recommendations for plan approval

- CAPRA process support

### Product

#### Key Components:

- Community outreach materials
- Documentation of community input & responses
- Revisions of plan sections & elements

#### Key Components:

- Final plan
- PAB resolution & approval
- Accreditation materials developed and/or compiled

#### Key Components:

- Plan published on website
- Final accreditation materials completed

# Way Ahead – Next Steps

- Upcoming & On-going Engagement
  - Develop Communications Plan
    - Webpage, crowdsourcing & online outreach
  - Staff engagement
  - LT meetings to share & guide progress
  - PAB workshops
  - BOS engagement
- Collect, align and manage data
- Begin analysis & drafting of plan



Thank You!