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Fauquier County

PARKS, RECREATION, & OPEN SPACE MASTER PLAN

DRAFT

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Executive Summary

Fauquier County's parks, recreation, and open space offerings helps make the county an outstanding place to live, work, and play. Parks are a cornerstone for community vitality, economic growth, environmental and infrastructure services, and public health and well-being.

The 2021 Parks, Recreation, and Open Space Master Plan examines current conditions of parks, facilities, programs, and operational and maintenance procedures. The findings and recommendations presented in the report enables planners and administrators to prioritize resources and make decisions for new facilities and rehabilitation projects, programs, and services in a manner that is fiscally responsible, environmentally sound, and responsive to citizen needs.

The core principals which guide and organize this needs analysis are rooted in the tenants of sustainability and include conservation, health and wellness, and equitable access to opportunities. These are the three pillars of the National Recreation and Parks Association and they are extremely meaningful in the context of Fauquier County's physical and economic condition. They provide an appropriate context when considering the value of existing and proposed improvements to parks and programs.



MISSION STATEMENT:

Creating essential community connections through people, safe places, programs, history, and conservation that enrich the quality of life for all.

VISION STATEMENT:

Meeting the diverse recreational needs of our growing community by creating opportunities to improve lives through strategic leadership, indoor and outdoor spaces, and innovative programs.

GOALS OF THE PLAN

- | | | | | |
|--|----------------------------|---|------------------------------|--|
| 1 Identify opportunities and constraints | 2 Evaluate community needs | 3 Identify improvements required to meet current and future needs | 4 Prioritize recommendations | 5 Develop cost phasing and 10-year implementation plan |
|--|----------------------------|---|------------------------------|--|

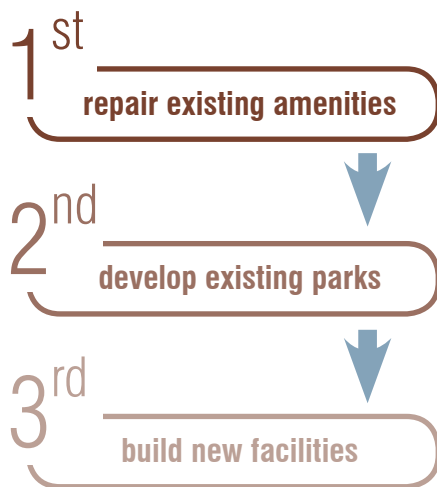


Northern Fauquier Community Park is an award-winning park on the outskirts of Marshall, Virginia.

SYSTEM WIDE CONDITION ISSUES AT PARKS/FACILITIES:

- Limited or lack of ADA accessibility
- Limited connections to surrounding neighborhoods
- Deferred site maintenance
- Aging site furnishings
- Stormwater/drainage
- Inconsistent signage

ORDER OF PRIORITY FOR IMPROVEMENTS TO PARKS AND FACILITIES



TOP PRIORITIES FOR PROGRAM INVESTMENT

- 1 Shooting sports/archery
- 2 Trips/tours
- 3 Painting/drawing classes
- 4 Summer/school break youth camps
- 5 55+ recreation programs

Facilities

The park system is well used and the community views its parks and facilities as important. There are gaps in service; however, expressed unmet need for new facilities and services is limited to a few amenities. This report identifies recommendations for how Fauquier County can enhance existing popular and unique facilities to create a world class, destination quality parks and open space system.

Findings

- Existing facilities have issues related to use and age
- Need for increased and connected trails
- Need for additional water access and aquatics
- Need for additional indoor recreation space
- Development of future park sites will mostly meet park acreage and amenity needs

Identified Priorities

- repairs and improvements
- trail network expansion
- water access
- indoor recreation center
- recreational aquatics

Recommendations for Improvements

- Repair and improve existing amenities, focusing first on safety, ADA requirements, deferred maintenance, and outdated equipment
- Establish additional multi-purpose and hiking trails, focusing on connecting existing trail networks and parks with neighboring communities
- Expand indoor recreation space, building a new southern recreation center
- Develop additional water access points
- Develop new recreational aquatics, including an outdoor pool and a splash pad
- Begin planning for the development of future parks

Programs

Fauquier County offers a wide range of recreational programs including youth and adult athletics, fitness classes, and special events. This report evaluates the current programs and program operation based on industry best practices, community demographic analysis, public input, and recreation trends and then develops recommendations. The overall focus of programs should respond to community needs and demographics.

Findings

- *Unbalanced distribution of ages served and lifecycle of programs heavily weighted towards declining*
- *Programs with the greatest unmet need are shooting sports/archery classes, trips/tours, painting/drawing classes, and summer/school break camps for children.*
- *Limited participation and cost recovery tracking, which limits the Department's planning abilities*

Identified Priorities

- *Implement consistent data tracking and use for program development*
- *Streamline classification and define core-service areas*
- *Prioritize and focus funds and staff resources on core programs*
- *Keep programming relevant to citizens' needs/interests*

Recommendations for Improvements

- *Refine core program categories and define programs*
- *Evaluate subsidies and cost recovery for program types; increase revenue from value-added programs to support core-essential programs.*
- *Develop new pricing strategies*
- *Establish clear and consistent participation and evaluation tracking and apply to program management*
- *Phase out declining programs and introduce new programs annually*
- *Create a better balance of ages served*
- *Provide additional programming for those ages 55+, in categories of 55-64, 65-74, and 75+*
- *Create an archery program, potentially in partnership*

2017 PUBLIC SURVEY

83% of survey respondents have visited FCPRD facilities in the last year

TOP FACILITY PRIORITIES:

- Greenway Trails
- River Access
- Indoor walking/jogging tracks
- Shooting ranges
- Indoor aquatic/swimming

TOP ADULT PROGRAM PRIORITIES:

- Shooting sports/archery
- Trips/tours
- Painting/drawing classes
- Senior recreation classes
- Training/certificate/education

TOP YOUTH PROGRAM PRIORITIES:

- Summer/break camps
- Shooting sports/archery
- Swim lessons
- Painting/drawing classes
- After school programs

92% think high quality P&R is **IMPORTANT OR VERY IMPORTANT**

72% are **SATISFIED** or **VERY SATISFIED** with FCPR offerings

C.M. CROCKETT PARK

highest satisfaction **98%**
54% most visited

32% of survey respondents say they do not use parks or programs more often because they **DID NOT KNOW WHAT IS OFFERED OR WHERE FACILITIES ARE**

IMPLEMENTATION AND BUDGET PLAN

Short Term

NEXT 5 YEARS (2026)
improve existing facilities;
build out capacity; set
groundwork for long term

Long Term

5-10 YEARS (2031)
expand operations of the
department

On- Going

continue existing efforts,
as new issues arise,
as resources become
available

Cost Phasing Estimate

Short-Term Costs (0-5 years)

EXISTING PARKS/FACILITIES	COST
Lifecycle Repairs	\$ 1,409,000
Capital Improvements	\$ 11,622,000
Total (incl. 25% cont.)	\$ 13,031,000

DEVELOPMENT OF NEW PARKS/FACILITIES

Undeveloped Parks	\$ 1,351,000
New Facilities/Amenities	\$ 1,938,000
Planning Reports and Studies	\$ 181,000
Total (incl. 25% cont.)	\$ 3,470,000

Grand Total (incl. 25% cont.) \$ 16,501,000

Long-Term Costs (5-10 years)

EXISTING PARKS/FACILITIES	COST
Capital Improvements	\$ 2,435,000
Total (incl. 25% cont.)	\$ 2,435,000

DEVELOPMENT OF NEW PARKS/FACILITIES

Undeveloped Parks	\$ 2,909,000
Indoor Recreation Center	\$ 12,500,000
Outdoor Pool	\$ 7,500,000
New Amenities	\$ 1,326,000
Planning Reports and Studies	\$ 81,000
Total (incl. 25% cont.)	\$ 24,316,000

Grand Total (incl. 25% cont.) \$ 26,751,000

ALTERNATE REVENUE SOURCES

1. PARKS BOND REFERENDUM
2. SPONSORSHIP
3. ADVERTISING
4. NAMING RIGHTS
5. DIFFERENTIAL PRICING FOR RESIDENT/NON-RESIDENT, PRIME/NON-PRIME TIME, ETC.

Operations and Maintenance

Operational systems determine the quality of facilities, services, and communication with the public. The community holds the quality of parks and recreation staff and service in high regard. This report identifies ways that this high level of service can continue to keep pace with the community's needs.

Findings

- The functions/services performed by the Parks Division are numerous
- Division does not have the staffing capacity to manage systems at Level 2 maintenance standard. Current ratio of FTEs to park acres is 1:27 acres. Recommended standard is 1:25 acres.
- Soon to implement a work order management system
- Good relationships/partnerships with area organizations and governing bodies, including the schools

Identified Priorities

- Consistent measurement and tracking system
- Park system standards
- Partnership and collaboration
- Planning for staffing and maintenance budget
- Sustainability

Recommendations for Improvements

- Deepen existing and establish new partnerships with other area organizations; formalize partnerships
- Increase current staffing levels and plan for expanded needs in the future as system expands
- Implement a work order management system and consistent cost tracking; use data to evaluate value of third-party contracting
- Create park standards manuals
- Consider a re-branding and marketing refresh to update logo and develop a consistent park signage package
- Undertake periodic citizen surveys to keep track of trends
- Incorporate additional environmental and sustainability practices into all levels of park and facility management and development

Introduction

Fauquier County commissioned this update to the 1993 Parks Recreation and Open Space Comprehensive Master Plan to better understand existing community needs and how to address current and future needs within the next 10 years. This report is intended to complement the series of themed plans the County has conducted in the intervening years, including the 2011 Historic Resources Preservation plan, the Connections and Destination plans updated in 2012, and the 2019 Rural Lands Plan, among others. The County should consider this Parks, Recreation, and Open Space Plan a flexible guideline for making positive changes – one that must continually take into account current trends, changing public opinions, and available funding sources.

Goals of the Plan

1. Identify opportunities and constraints facing the Department
2. Understand needs and sentiments of the community through public input
3. Recommend methods for addressing current and future needs in amenities and programming
4. Prioritize those recommendations
5. Analyze cost and budgets to implement those recommendations and priorities

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VISION STATEMENT: *Meeting the diverse recreational needs of our growing community by creating opportunities to improve lives through strategic leadership, indoor and outdoor spaces, and innovative programs.*

Core Values

The core principals which guide and organize this needs analysis are rooted in the tenants of sustainability and include conservation, health and wellness, and social equity. These are the three pillars of the National Recreation and Parks Association and they are extremely meaningful in the context of Fauquier County's physical and economic condition. They provide an appropriate context when considering the value of existing and proposed improvements to parks and programs.

National Recreation and Parks Association Three Pillars



Conservation—Parks are critical in the role of preserving natural resources that have real economic benefits for communities. The Fauquier County Parks and Recreation Department (FCPRD) is a leader for protecting open space, connecting children to nature, and providing education and programming that helps the county engage in conservation practices.



Health and Wellness—FCPRD leads the county in improving the overall health and wellness of its citizens, and is combating some of the most complicated and expensive challenges our country faces – poor nutrition, hunger, obesity, and physical inactivity.



Social Equity—Universal access to public parks and recreation is a right, not just a privilege. Each day FCPRD is working hard to ensure that ALL members of the community have access to available resources and programming.

Methodology

Land Planning and Design Associates (LPDA) with subconsultants, PROS Consulting and Wiley Wilson, collaborated with the Fauquier County Parks and Recreation Department to gather information related to parks and recreation operations, to understand how the Department and parks system functions, and to offer recommendations for addressing opportunities and constraints.

PROJECT SEQUENCE



The first portion of the process examines existing conditions within and influencing the County's Parks and Recreation system, including demographics and trends, park site conditions, recreational programming, and operation and maintenance practices. The second phase of the process expands upon this basis of understanding to identify and prioritize needs and develop an implementation plan.

LPDA and Wiley Wilson, with the assistance of County staff, assessed the existing physical conditions of parks, greenways, school facilities managed by FCPRD, and facilities using assessment score sheets. For this report, parks were considered outdoor space and facilities were considered built structures. LPDA analyzed the data and created recommendations for physical improvements and related costs.

The public and stakeholder feedback component involved receiving input from Department staff, results from a statistically valid survey conducted in 2017 by the ETC institute, public input gathered from online questionnaires, and stakeholder interviews.

Findings during the analysis of existing conditions informed recommendations for improvements to the parks system, both physical and operational. The goals of the recommendations are to offer potential solutions to current problems and to ensure that future needs would be addressed. The Implementation Plan categorized each recommendation into short-term, long-term, and on-going priorities in order to help the Department plan for funding and staffing needs necessary to carry out the recommendations in a feasible manner.

The final step in the process was to apply costs to the recommendations and re-assess priorities based on funding feasibility. Preliminary estimates related to park and facility conditions were developed using spreadsheets that incorporated current Capital Improvement Plan through Fiscal Year 2025 and generalized costs per improvement. Note that these planning-level costs are not intended to be used for design and construction purposes but for the Department to gain a broad understanding of funding levels necessary to implement various recommendations.

Existing Conditions

Demographic Trends

Part of a Needs Assessment is determining who the expected users of the park system are now and in the future. For this comprehensive plan, this was accomplished by reviewing demographic data to understand what the population of Fauquier County looks like now and how it is proposed to change in the future. These findings will be compared in Phase 2 of this report with the recommended number of parks and facilities per population. The results of this analysis guide the plan as to what types of parks and facilities should be added, expanded, or prioritized. It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections. The following is a summary. Refer to **Appendix** for the complete Demographic Analysis.

Methodology:

Demographic data used for the analysis was obtained from the U.S. Census Bureau and from ESRI, the largest research and development organization dedicated to Geographic Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in December 2019 and reflects actual numbers as reported in the 2010 Censuses and estimates for 2019 and 2024 as obtained by ESRI. Straight line linear regression was used for projected 2029 and 2034 demographics.

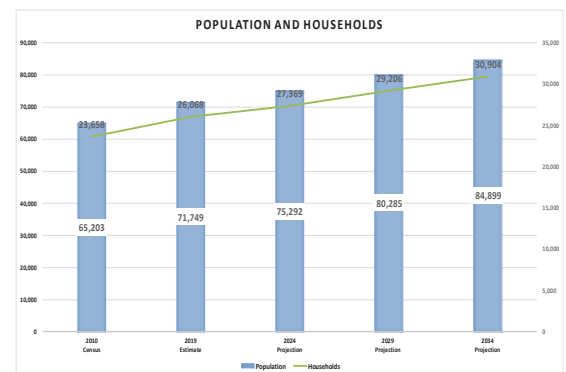
Population:

- The population is increasing and is projected to experience an 18% population growth over the next 15 years.
- **With a modestly growing population, park and recreation services will need to strategically invest, develop, and maintain parks and facilities in relation to current and future housing development areas.**

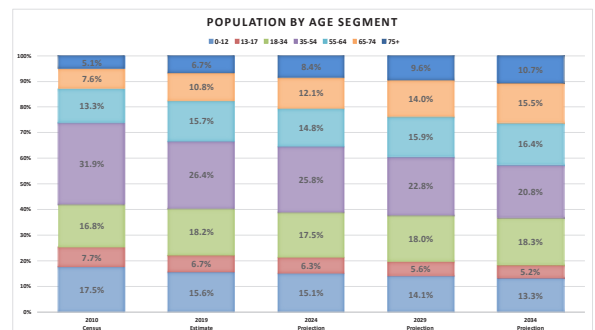
Age Segment:

- Fauquier County currently has a very unbalanced age segmentation with the largest group being 55+ with the second largest group being 35-54.
- Over the next 15 years, the 55+ age segment, which currently is the largest age segment, will increase by 9.4% while those who are 0-17 are projected to decrease by 3.8%, making up only 18.5% of the population by 2034.
- This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.
- Given the differences in how the active adults (55 and older) participate in recreation programs, the trend is moving toward having at least two to three different program age segments for older adults.
- **When developing the park and recreation system, the County should evaluate recreation experiences that would cater to active adults who are 55-64, 65-74, and 75+ age segments.**

Projected Population Growth in Fauquier County (2010 - 2034)



Projected Population Growth in Fauquier County (2010 - 2034), by Age Group



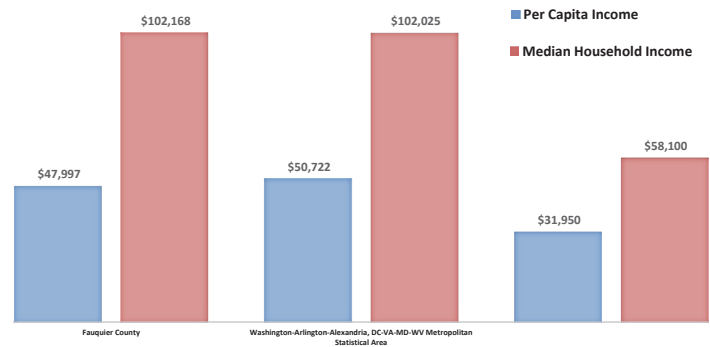
Ethnicity

- A slightly diversifying population will likely focus the County on **providing traditional programming and service offerings while always seeking to identify emerging activities and sports.**

Income:

- With median and per capita household income averages equal to that of the Metro Area averages and above national averages, it is important for the County to **prioritize providing offerings that are first class with exceptional customer service with a general focus on seeking opportunities to create revenue generation.**

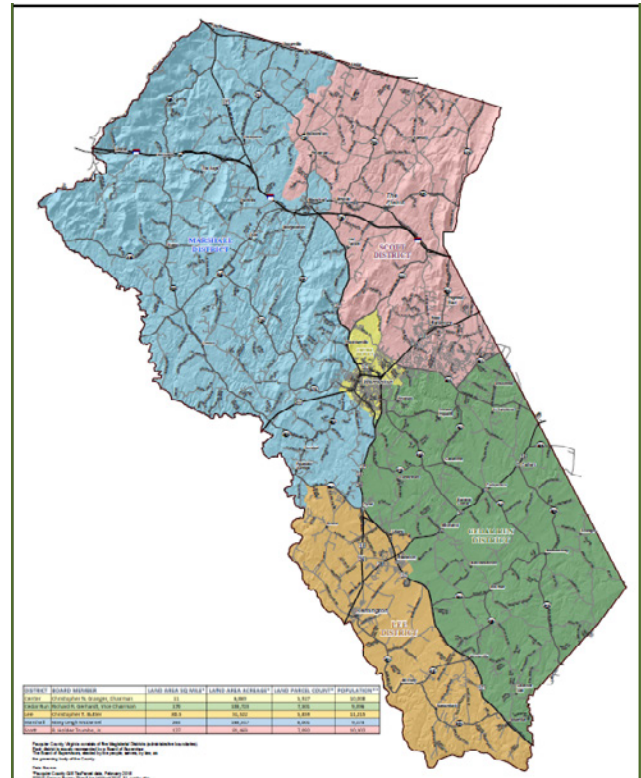
Per Capita and Median Household Income Comparison - Fauquier Co, Metro Region, VA



Demographic Breakdown by Voting District:

Given that the County is 651 square miles, it is important to recognize that the County's overall demographic information provides only a snapshot of the make-up of the County. The following provides a summary of the current and projected differences of the demographic make-up of the County broken down by Magisterial District.

Magisterial Districts of Fauquier County



2034 Projected Differences in Demographic Composition by Magisterial District

DEMOGRAPHIC PROJECTIONS for 2034				
GEOGRAPHY	POPULATION	AGE SEGMENTATION	RACE	INCOME
County as a Whole	Above Average Growth (18% over the next 15 years)	Aging Population (43% of population will be 55+)	White Alone (81%)/Black Alone (6%); Hispanic (14%)	Equal to Metro Area Averages and Well Above US Averages
Cedar Run District	Average Growth (14% over the next 15 years)	Aging Population (42% of population will be 55+)	White Alone (81%)/Black Alone (7%); Hispanic (12%)	Equal to Fauquier County and Metro Averages; Well Above US Average
Center District	Average Growth (12% over the next 15 years)	Aging Population (40% of population will be 55+)	White Alone (76%)/Black Alone (9%); Hispanic (14%)	Below Fauquier County and Metro Averages; Well Above US Average
Lee District	Above Average Growth (19% over the next 15 years)	Aging Population (38% of population will be 55+)	White Alone (76%)/Black Alone (7%); Hispanic (18%)	Well Below Fauquier County and Metro Averages; Well Above US Average
Marshall District	Average Growth (13% over the next 15 years)	Significantly Aging Population (52% of population will be 55+)	White Alone (83%)/Black Alone (5%); Hispanic (13%)	Equal to Fauquier County and Metro Averages; Well Above US Average
Scott District	Significant Growth (32% over the next 15 years)	Aging Population (42% of population will be 55+)	White Alone (85%)/Black Alone (4%); Hispanic (13%)	Above Fauquier County and Metro Averages; Well Above US Average

Local Sport and Recreation Market Potential

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the County. The MPI shows the likelihood that a resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The following tables illustrates and summarizes the indexes of the general sports, fitness and outdoor recreation general sports market potential for the County as a whole. Differences between each magisterial district were also evaluated, and can be found in the Appendix as part of the Demographic and Recreation Trends Analysis.

Conclusion:

It is critically important for Fauquier County to understand the national participation trends in recreation activities. In doing so, the department can gain general insight into the lifecycle stage of recreation sports programs and activities and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Fauquier County.

Locally, participation in general sports, general fitness and outdoor recreation are anticipated to above or at average, though differences do exist between magisterial districts.

MARKET POTENTIAL INDEX - FAUQUIER COUNTY COMPARED TO NATIONAL AVERAGE

(national average is 100, so numbers over 100 indicate a higher than average participation rate)

General Sports

GENERAL SPORTS	National Average	County as a Whole
Golf	100	128
Ping Pong	100	122
Frisbee/Disc Golf	100	116
Tennis	100	115
Soccer	100	105
Baseball	100	103
Softball	100	99
Basketball	100	96
Volleyball	100	93
Football	100	86

General Fitness

FITNESS	National Average	County as a whole
Yoga	100	135
Weight Lifting	100	133
Pilates	100	130
Walking for Exercise	100	126
Swimming	100	124
Jogging/ Running	100	122
Aerobics	100	121
Zumba	100	104

Outdoor Recreation

OUTDOOR RECREATION	National Average	County as a whole
Canoeing/Kayaking	100	131
Bicycling (Road)	100	130
Hiking	100	129
Backpacking	100	125
Bicycling (Mountain)	100	124
Boating (Power)	100	123
Horseback Riding	100	117
Fishing (Salt Water)	100	114
Archery	100	113
Target Shooting	100	106
Fishing (Fresh Water)	100	96

2017 PUBLIC SURVEY

83% of survey respondents have visited FCPRD facilities in the last year

TOP FACILITY PRIORITIES:

- Greenway Trails
- River Access
- Indoor walking/jogging tracks
- Shooting ranges
- Indoor aquatic/swimming

TOP ADULT PROGRAM PRIORITIES:

- Shooting sports/archery
- Trips/tours
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TOP YOUTH PROGRAM PRIORITIES:

- Summer/break camps
- Shooting sports/archery
- Swim lessons
- Painting/drawing classes
- After school programs

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C.M. CROCKETT PARK

highest satisfaction **98%**
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32% of survey respondents say they do not use parks or programs more often because they **DID NOT KNOW WHAT IS OFFERED OR WHERE FACILITIES ARE**

Community Input Findings

One of the first steps in a needs assessment is to gather feedback from interested parties including parks staff, stakeholders, and general public. This input provides a baseline of community sentiment and expressed demand (what the community expresses a need for). When this input is compared against participation, usage, and demographic statistics, a holistic view emerges showing needs, shortfalls, and priorities related to the parks system.

For this plan, community input consisted of a statistically valid survey conducted in 2017, staff interviews and workshops, and a series of public input meetings to be conducted as part of Phase 2.

The following are key findings from the surveys, comments, and interviews:

- **Park and Recreation facilities are well used:** 83% of survey respondents indicated they had visited a FCPRD park, trail, sport, or recreation facility during the past 12 months. Of those who visited, 24% visited at least once a week. C.M. Crockett Park, Warrenton Branch Greenway, Northern Fauquier Community Park, Vint Hill Farms Park, Warrenton Community Center, and Vint Hill Village Green were visited by at least 25% of households.
- **Greenway trails for walking, biking, and hiking are well used and highly valued:** Twice as many respondents said greenways were the most important to them (44%), as then next highest responses, softball fields (23%), historic sites (22%), and river access (22%). Greenways were listed most often as a need (64%) and received the strongest support of tax-funded improvements (87%).
- **Additional river access needed:** River access is the greatest unmet need in the County, with an estimated 7,470 out of 26,052 total households, or 29%, not having sufficient access.
- **The Parks and Recreation Guide is the top source of information:** 58% of respondents learn about FCPR programs and activities through the guide, while 49% do through the newspaper, and 45% through friends and family. An important question to include in the next survey is how residents would prefer to receive notification. FCPRD is currently revising notification methods away from flyers sent home with school students in an effort to equalize resident awareness. There is the concern that shifting to a primarily digital information source will leave out residents with limited broadband connection on this large and rural county.



C.M. Crockett Park is the most visited park in the FCPRD system. Photo by Sonny Reynolds

- Strong public support and volunteer network:** 75% of respondents thought a high quality parks and recreation system was very important and only 8% are dissatisfied with the programs and facilities. It is important to note that FCPRD has revised their operation and management procedures beginning in 2019, which is not reflected in the 2017 survey results. There are several Friends organizations and volunteer groups supporting FCPRD. 66% of survey respondents are willing to volunteer, which the department might capitalize on through a dedicated and user-friendly volunteer system. FCPRD has received numerous generous private donations over the years to support park creation and development. This has resulted in uneven service distribution, which FCPRD can correct for by seeking new development/expansion in geographic regions identified in Phase 2 of this report.
- The program people most need more of is shooting sports and archery classes and competitions:** The statistically valid survey found shooting sports and archery was the greatest unmet need of the population, with 75% of respondents saying their needs are not met, which translates into approximately 6,374 households out of 26,052 in the County. Additional clarity about type of shooting sport programs and facilities desired and in which regions of the County may come during the series of public meetings in Phase 2.
- Fauquier County parks and programs support people with disabilities:** Survey respondents who have a disabled member in their household rated parks and facility accessibility at 58% good or excellent and accommodation at programs and events as 60% well or very well. This is an adequate level of service, but there is room for Fauquier County to develop itself as a radically inclusive locality.



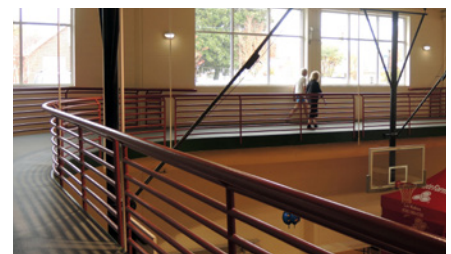
Volunteers with the FC Trails Coalition



Greenways are a top priority for citizens



Citizens want additional water access



Indoor walking/running track example

DOCUMENTS REVIEWED:

Fauquier County, Virginia
Parks, Recreation and Open
Space Comprehensive Plan,
1993

Fauquier County Rural Lands
Plan, 2018

Fauquier County FY 2018-2022
Strategic Plan

Fauquier County Parks and
Recreation FY 2019-FY2023
Strategic Plan

Fauquier County Parks and
Recreation Needs Assessment
Survey, 2017

Fauquier County Connections
Plan, 2012 Revision

Fauquier-Warrenton
Destinations Plan – Bicycle and
Pedestrian Plan, Updated 2012

Fauquier County Historic
Resources Preservation Plan,
2001

Rappahannock Station 1 and
2 Civil War Battlefield Master
Plan, 2012

Fauquier County
Comprehensive Plan, Public
Facilities and Utilities Chapter
9, 2018

Fauquier County Planning Document Review

Fauquier County has been diligent in developing planning documents for the long-term vision of the County. Documents range from the 1993 Parks, Recreation, and Open Space Comp Plan to the 2019 Rural Lands Plan. To ensure that this updated Parks and Recreation Comprehensive Plan complements other directives, those additional planning documents were reviewed and analyzed to identify where the plan goals are and are not in alignment with overall parks and recreation goals. The full analysis can be found in the Appendix.

Goal Alignment Analysis

As part of the document review, each plan was summarized and its key goals and objectives identified. All document summaries can be found in the Appendix. Thematic goals and objectives within the studies were then set into a matrix, and each document that supported those goals or objectives were marked with a 1. The higher the score, the more documents that address a goal or objective. The matrix allows quick visual understanding of priorities within County planning documents, where there are conflicts, and what each document's themes are. Refer to the matrix to the right.

Based on this analysis, the highest priority goals from the planning documents are trail/greenway connections, protection of environmental resources, and increased opportunities for recreation. These are all in alignment with FCPRD's purpose and abilities. The next highest scoring priority goals are the preservation of rural character and promotion of complete streets. These are not the Parks and Recreation Department's primary mandates, but are complementary and the Department can support these goals with their projects. The remaining document priority goals either match or do not conflict with parks and recreation's goals, and the Department will likely be able to support their fulfillment.

The highest priority objective, develop and expand greenway/trail network, is in direct alignment with FCPRD's capacity to achieve. The next highest priority objectives, promote tourism and acquire and preserve sensitive lands, FCPRD will likely support through secondary effects rather than direct action, though the Department does have the capacity to more directly support if necessary. The remaining objectives either match or do not conflict with the Department's objectives.

The matrix also notes where there might be a conflict between two or more documents over goals or objectives. Most conflicts arise between the rural, dispersed character of the County and the plan for additional greenways and trails. Rural roads are not sufficiently wide for bike lanes and low-density development limits bike and pedestrian connectivity. Parks and Recreation has the potential to address this disparity in partnership with the Community Development Department. There are opportunities to collaborate on regulations, development layout and amenities, open space management, land acquisition, and trail development.

Priority Theme Alignment in Planning Documents for Parks & Rec

GOALS	Parks & Rec Open Space Comp Plan (1993)	Rural Lands Plan	Strategic plan FY 2018-2022	Park & Recreation Strategic Plan FY 19-FY23	Parks & Recreation Needs Assessment Survey	Connections Plan	Fauquier to Warrenton Destinations Plan	Historic Resources Preservation Plan	Rappahannock Station Battlefield Master Plan	Public Facilities and Utilities	Priority Ranking
<i>Trail/Greenway Connections</i>	1	1		1	1	1	1		1	1	8
<i>Protect Environmental Resources</i>	1	1	1	1		1	1	1	1		8
<i>Increase Opportunities for Recreation</i>	1		1	1	1	1	1		1	1	8
<i>Preserve Rural Character</i>	1	1	1			1	1	1	1		7
<i>Promote Complete Streets</i>	1	1		1		1	1		1	1	7
<i>Support Economic Growth</i>			1			1	1	1	1	1	6
<i>Preserve and Protect Historical Resources</i>	1	1	1			1		1	1		6
<i>Control Growth and development</i>	1	1	1					1		1	5
<i>Promote Active Living</i>	1			1	1	1	1				5
OBJECTIVES	Parks & Rec Open Space Comp Plan (1993)	Rural Lands Plan	Strategic plan FY 2018-2022	Park & Recreation Strategic Plan FY 19-FY23	Parks & Recreation Needs Assessment Survey	Connections Plan	Fauquier to Warrenton Destinations Plan	Historic Resources Preservation Plan	Rappahannock Station Battlefield Master Plan	Public Facilities and Utilities	Priority Ranking
<i>Develop and Expand Greenway/trail Network</i>	1	1			1	1	1	1	1	1	8
<i>Promote tourism</i>	1	1	1			1	1	1 ¹	1	1	7
<i>Acquire and Preserve Sensitive Lands</i>	1	1	1	1		1		1	1		7
<i>Identify needs, gaps and priorities for Investment</i>	1		1	1	1		1			1	6
<i>Enhance access to Historical Information</i>	1	1	1					1	1		5
<i>Channel Development to Service Districts</i>	1	1	1					1			4
<i>Catalog all sites for preservation and acquisition</i>	1	1		1				1			4
<i>Require Bike/ped on all designated corridors</i>	1	1				1 ²	1 ²			1	3
<i>Adopt reduce and reuse ethics</i>	1	1						1			3
<i>Share recreation resources with public and private entities</i>	1									1	2
<i>Reqs. for amenities + recreation space in developments</i>	1		1								2
<i>Registry of outdoor resources</i>	1										1
<i>Design manual for rural site planning</i>		1				0 ⁴	0 ⁴				1
<i>Retain a defined edge to rural development</i>		1									1
<i>Design guidelines for trails & greenways and rural roads</i>						1 ³	1 ³				0

Notes/Potential Conflicts:

- ¹ Economic incentives to refurbish sites - preserve rather than tear down - are low.
- ² Few rural roads have paved shoulders and have no bike/ped facilities. Expanding some of these roads could conflict with historic preservation of side of the roadway stone wall relics, etc. Some schools are discouraging or do not allow walking/biking to and from the facility because of safety.
- ³ Update subdivision ordinances and Comprehensive Plan with latest AASHTO standards. Some standards are currently sub-adquate. Need better guidance and requirements for trails and multi-use paths.
- ⁴ Low density development limits bike/ped connectivity/access

PARKS & FACILITIES

16 county parks,
historical sites, and
special use facilities

3 community centers

1 public pool

16 school sites, managed
and maintained as public
parks

28 miles of trails and
greenways

1,040 total acres of Parks
and Recreation
land

28 acres of open water

STRENGTHS OF THE PARK AND TRAIL SYSTEM

Diversity of recreational
opportunities
Quality amenities
Modern playgrounds
New athletic complexes
Park acreage

Summary of Parks, School Sites, and Trails Conditions Assessment

Park properties and facilities are the physical backbone of the parks and recreation system which support and facilitate all programming, user experiences, and access to recreational opportunities. It is paramount that these properties and facilities be well maintained, meet current standards, and accommodate the highest and best use. The upkeep, repair, and improvements to existing facilities should be a top priority for any Parks and Recreation Department. Periodic assessment of their physical condition is critical to the department's ability to budget and implement priority repairs and improvements in an organized and timely manner.

LPDA performed and facilitated the assessment of physical conditions of County operated parks and trails, as well as school facilities maintained by the FCPRD and used for public recreation. The assessment evaluated features such as physical condition, cleanliness, security, accessibility, and parking availability. For each park and trail, a score was developed: higher scores denoted worse conditions or greater need for maintenance and repair. A facility with many amenities may garner a high score because of the quantity of amenities rather than because the facility is in terrible condition. To more fairly evaluate the relative condition of the park, trail, and school sites, the percentage of points scored is also determined. The maximum score possible for parks was 92 and for trail/greenways the maximum possible was 68.

CONDITION ISSUES AT PARKS AND SCHOOLS:

- Limited or lack of ADA accessibility
- Limited connections to surrounding neighborhoods
- Deferred site maintenance
- Aging or damaged site furnishings and equipment
- Poor drainage and stormwater management
- Athletic fields in poor condition
- Lack of consistent park signage and branding
- Underused park facilities
- Lack of restrooms at schools
- Insufficient parking at school sites

CONDITION ISSUES AT TRAILS/GREENWAYS:

- Limited or lack of ADA accessibility
- Limited connections to surrounding neighborhoods
- Poor drainage and stormwater management
- Trail surface in poor condition
- Bridges in poor condition

Condition Assessment Scoring of Fauquier County Recreation Sites

In general, most parks, trails, and school sites were in good condition and well maintained. The scoring indicates which sites need life-cycle renovations or improved or expanded amenities. Of the parks, Northern Fauquier County Community Park and Monroe Park were in the best physical condition while the John Marshall Birthplace park and C.M. Crockett Park requires the most renovations and upgrades. Examining the greenways and trails, M.M. Pierce Trail and Lord Fairfax Community Connector were in the best condition, and Warrenton Chase Trail requires the most improvements. For the school sites, M.M. Pierce Elementary School was in the best physical condition while C.M. Bradley Elementary School was found to need the most work. Refer to **Appendix** for complete site evaluation summaries and all of the score sheets and compilation spreadsheets.

Table #1, Table #2, and Table #3 to the right illustrate the assessment scoring of parks, trails, and school facilities. A higher score indicates a greater level of investment needed, be it to address many small items or a few significant items. Items highlighted in red require the most attention.



The condition of each county-owned or maintained park, trail, and facility was evaluated and a set of recommendations was developed

TABLE 1 - PARKS	SCORE
John Marshall Birthplace Park	31 of 64 (48%)
C.M. Crockett Park	32 of 72 (44%)
Vint Hill Farms Park	28 of 64 (44%)
Marshall Community Center	31 of 72 (43%)
Warrenton Branch Greenway Park	26 of 64 (41%)
Southern Fauquier Sports Complex	22 of 56 (39%)
Vint Hill Village Green	30 of 88 (34%)
Upperville Park	19 of 64 (30%)
Riverside Preserve	17 of 56 (30%)
Monroe Park	14 of 72 (19%)
Northern Fauquier Community Park	13 of 76 (17%)

TABLE 2 - SCHOOLS	SCORE
C.M. Bradly E.S.	52 of 76 (68%)
W.C. Taylor M.S.	40 of 68 (59%)
P.B. Smith E.S.	39 of 68 (57%)
Cedar Lee M.S.	39 of 72 (54%)
Marshall M.S.	31 of 64 (48%)
Warrenton M.S.	29 of 64 (45%)
W.G. Coleman E.S.	27 of 64 (42%)
Grace Miller E.S.	28 of 72 (39%)
H.M. Pearson E.S.	25 of 64 (39%)
Auburn M.S.	27 of 72 (38%)
Claude Thompson E.S.	23 of 60 (38%)
C.H. Ritchie E.S.	22 of 64 (34%)
Mary Walter E.S.	23 of 68 (34%)
Southeastern Alternate E.S.	17 of 52 (33%)
Greenville E.S.	21 of 68 (31%)
M.M. Pierce E.S.	16 of 60 (27%)

TABLE 3 - TRAILS	SCORE
Warrenton Chase Trail	29 of 52 (56%)
Stafford Farm Trail	28 of 56 (50%)
Rady Park/Silver Cup Trail	27 of 64 (42%)
White's Mill Trail	25 of 64 (39%)
Jamison Trail	20 of 64 (31%)
Riverton Trail	18 of 60 (30%)
Warrenton Branch Greenway	20 of 68 (29%)
Brookside Trail	15 of 64 (23%)
Western Bealeton Greenway-SRTS	12 of 60 (20%)
Whippoorwill Trail	11 of 52 (21%)
Lord Fairfax Community Connector	10 of 60 (18%)
Pierce Trail	10 of 60 (18%)

note: a high score indicates improvement required due to aging amenities, rather than poor maintenance

Summary of Facility Conditions Assessment

Wiley|Wilson conducted conditions assessments of park facilities (buildings) including community centers, maintenance service facilities, and offices, concessions, and restroom buildings located within County parks. Each Fauquier County Parks and Recreation Department (FCPRD) location was physically observed by Wiley|Wilson architects and evaluated for overt safety, code, and maintenance issues, as well as criteria designated in customized Facility Assessment Forms. These criteria included, but were not limited to, level of signage, site security, accessibility, parking, safety, code, and overall building conditions. Each category was assigned a numeric value (0-4), with lower numbers indicating criteria successfully met and higher numbers indicating deficiencies. A higher aggregate Facility Assessment Score signals facilities in need of attention or unable to meet community needs in their current state. The complete summary and recommendations for each facility can be found in the Appendix.

The assessment finds that FCPRD is highly responsive to the critical needs of its facilities, evidenced by proof of recent inspections, evaluations, and renovations at nearly every location. Staff is engaged and knowledgeable in the current condition of their buildings, and conducts consistent repair/maintenance, keeping even the more underutilized facilities ready to serve the public.

One of the primary challenges observed is the continual upgrading of outdated, existing facilities to meet both the expanded needs of the community and current code. During inspections, very few critical health/life safety conditions were noted, but there are instances like the Vint Hill Community Center, where buildings require significant improvements/renovations in order to satisfy prevailing laws (2010 ADA regulations, in particular). It is imperative that any of these discrepancies be resolved as quickly as possible in order to provide safe and equitable services to the community.

Overall, the majority of assessed facilities were in satisfactory-to-good functional condition and met code requirements. However, future Departmental priorities may shift toward meeting larger operational changes affecting big-picture initiatives, rather than current use/capacity or minor code issues within specific buildings.

FACILITY CONDITION SCORING, from higher needs for improvement to lower needs for improvement

Type	Facility Name	Overall Score	Primary Issues
Community Center	Marshall Community Center	12	Severely insufficient parking, space limitations, incomplete ADA compliance
Community Center	Warrenton Community Center & Central Region Office	10	Insufficient parking, space limitations, limited ADA accessibility
Historical	Vint Hill Theater on the Green	10	limited ADA accessibility, HVAC upgrade
Historical	School House #18	8	limited ADA accessibility, lighting, minor maintenance
Historical	Monroe Park Gold Mining Museum	6	Lack of on-site storage space
Community Center	Vint Hill Village Green Community Center	6	limited ADA accessibility, limited storage space, expanded facilities needed

Summary of Programming Assessment

The Fauquier County Parks and Recreation Department has a professional staff that annually delivers over 240 programs and services. Department staff are responsible for the management and implementation of a diverse array of recreation programs, special community-wide events, and the operation of multiple facilities. PROS Consulting in conjunction with Department staff evaluated the Department's programming component. The assessment identified opportunities and constraints, programming gaps and issues, and areas for improvement. The full report is available in **Appendix**.

PROGRAM AREAS:

aquatics
arts
arts & entertainment
camps
crafts
dance
environmental
health & fitness
historical
sciences
special events
sports
trips

Program Lifecycle

The program assessment included a lifecycle analysis completed by Parks and Recreation staff. This analysis is not based on strict quantitative data, but rather on staff's knowledge of their program areas. A life cycle analysis evaluates the number of years a program has been offered and the levels of participation in the program over time. A program in the "introduction" stage has just been started and participation levels are still low, but may increase in the "take-off" and "growth" stages. The lifecycle arc continues into the "mature" and "saturation" stage where participation levels peak, and then shifts to the "decline" stage where participation levels drop. By offering new programs and discontinuing declining programs the Department works to meet the program needs of the citizens. The chart below shows how Fauquier County's programs are distributed compared to best practices. Overall, the lifecycle analysis results indicate a less than ideal distribution of all programs across the lifecycle. The County is close to the desired range for introductory and growing programs, but has a much higher level of saturated and declining programs than desirable. It is recommended that the County phase out declining programs and use their resources to introduce new programs based on community needs. It is important to have stable core segment of programs that are in the Mature stage. Staff may want to reevaluate the classification of some saturated programs as mature; popular programs should not be dropped just because they are long-running. Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance

LIFECYCLE PROGRAM ANALYSIS: *A Comparison between the distribution of Fauquier County's Programs with Best Practice distribution*

Recreation All Programs: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	8%	21	46.8%	50-60%
Take-Off	11%	28		
Growth	27%	69		
Mature	9%	23	9.1%	40%
Saturated	25%	64	44.0%	0-10%
Decline	19%	47		
Total	100%	252		

Program and Service Classification

When evaluating programs to support and subsidize, the Department needs to consider the programs' priority level: core-essential services, important services, and value added services. These priority level categories are based on the impact the program has on citizens' health and safety, the number of people served, and who bears the cost of the program. The Parks and Recreation Department does not currently categorize each program. Categorizing each program will inform the Department on cost recovery goals.

Categories of Program Types:

Core-Essential:	
1. Part of the organization mission 2. Serves a majority of the community 3. "This is a keystone program"	0% - 25% Cost Recovery
Important:	
1. Meaningful to the community 2. Serves large portions of the community 3. "This is an important program"	25% - 75% Cost Recovery
Value-Added:	
1. Enhanced community offerings 2. Serves niche groups 3. "This is a desirable program"	75% + Cost Recovery

Understanding the Full Cost of Service

To properly fund all programs, either through tax subsidies or user fees, and to establish the right cost recovery targets, a Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program but provides information that can be used to price programs based upon accurate delivery costs.



Cost Recovery Situation

The Department does not currently track actual cost recovery for all program areas, though it does have some cost recovery goals established.

Solutions

develop new pricing policy based on classification of programs and services and associated cost recovery goals

develop additional pricing strategies to increase sales and maximize utilization of FCPRD's park, programs, and recreation



dance event at the Marshall Community Center

Key Findings

- Unbalanced distribution of ages served. Primarily serves elementary, adult, and older adult age groups
- Lifecycle distribution of programs weighted towards declining programs, which make up 44% of programs offered. Only 9% of programs are mature, the recommendation is for 40%
- Department does not classify program by service category - core-essential, important, value added. These classifications help to determine funding sources and department focus
- Cost recovery is not currently fully tracked, which limits the Department's planning abilities
- Methods for program management (program evaluation, customer satisfaction and retention, staff training/evaluation, public input, marketing) are lacking, inconsistent, or inefficient
- Current performance measure tracking software does not quantitatively measure the success of the operation

Recommendations

- Create better balance of ages served, striving for each market to be served by three or more program areas.
- Given the projections of an aging population, provide additional programs for those ages 55+ in categories of 55-64, 65-74, and 75+
- Phase out declining programs, introduce new programs to meeting community need, and establish a dependable core of mature programs
- Develop a definition for each classification and classify all programs provided by the Department. Can use the recommendations in the Programs Assessment report as a starting point.
- Develop a new pricing policy based on classification of programs and services
- Develop additional pricing strategies
- Put in place clear and consistent tracking and evaluation techniques that will provide input for future improvements to programming management
- Use performance tracking software that gives information necessary to make intelligent decisions about work that is performed

Summary of Park Maintenance Assessment

As part of the Master Plan development process, the consulting team performed a Park Maintenance Assessment of the services offered by the Fauquier County Parks and Recreation Department. The assessment offers a perspective of the maintenance program and standards and helps to identify strengths, challenges, and opportunities. The consulting team based these findings and comments from a review of information provided by the Agency including maintenance standards, financial data, statistically significant survey feedback, park typology, third party contracted work and workshops with staff. Refer to the full park maintenance assessment in the **Appendix**.

Key Findings

- The core lines of service (functions) performed by the Parks Division are numerous.
- Staff does not lack the necessary equipment or resources to perform tasks at a high level, however, lack of staff creates hardships when managing turf, trees, and landscaping.
- Division does not have the staffing capacity to manage systems at Level 2 maintenance standard. Current ratio of FTEs to park acres is 1:27 acres. Recommended standard is 1:25 acres.
- P&R contracts with third-party providers for general lawn and athletic field maintenance. Spending on lawn maintenance (\$825/ac) is within best practice standard (\$750-\$1,000/ac). For athletic fields, spending per acre is in line with standards, while the spending on diamond fields are slightly below standards.
- Very little time lost to traveling and loading/unloading (20% average). Greatest time lost is in Central Region (37%), likely due to traffic congestion and one site outside of general proximity.
- 80% of maintenance labor is attributed to scheduled maintenance, 6.4 hours of an 8-hour shift. Best practice guideline is 5.25 hours.

Recommendations

- Implement a Work Order Management System that tracks maintenance and asset replacement schedules.
- Track unit activity costs to evaluate the efficiency of contracting with third-parties for routine maintenance.
- Adjust park/facility operation and maintenance funding annually as park system expands commensurate with population growth.
- Hire 2 additional FTEs within the next two years to achieve 1:25 acre ratio. Adjust FTE levels over time to match system capacity.
- Update work plans based on maintenance standards as needed.
- Look for strategies to reduce maintenance costs through operational partnerships and adopt-a-park programs.

PARK MAINTENANCE

PARKS AND SPECIAL USE FACILITIES RECREATION ACREAGE 2020

Pocket Parks	
Neighborhood/School Parks	122.21
Community Parks	105.96
District Parks	802.86
Greenbelts and Open Space/ Conservation Parks	8.46
Total 1039.49	

61% or 638 acres
are actively maintained or managed
(parks manages ~91 ac. of school grounds)

CORE MAINTENANCE SERVICES:

- park lands management and maintenance
- urban forestry management and maintenance
- community partnerships and events

STAFFING 10 full-time employees
5.6 part-time employees
insufficient staff levels to manage
system at a Level 2 Standard

FUNDING \$2,923,301 annual funding
\$2,812 /acre avg.
(\$3,623) /acre nat. avg.
\$4,582 /acre actively
managed

BUDGET 65% of total P&R budget
44% is national average
\$40.74 per capita
\$34.62 is national average

Park Classifications

Over the last 10 years, Fauquier County's park system has expanded and grown more diverse in the experiences that it provides to its residents. As the park system has evolved so has the need for classification system that the County utilizes to classify its parks. The consulting team recommends the adoption of the park classification system and design principles found in the following sections. Park sites are classified into eight categories differentiated by size, service radius, and types of recreational use. See **Appendix X - Park Classification and Level of Service** for additional information about park classification and design standards.

Pocket Parks

less than 5 acres, 1/4 mile service radius, provide 0.1 ac./1,000 people

A pocket park is a small outdoor space most often located in an urban or residential areas where larger park acreage is difficult to acquire. Pocket parks have minimal amenities and often serve one key function, like as a small event area, play space, green space, or linkage.



Warrenton Branch Greenway Park is an example of a small pocket park.

Neighborhood/School Parks

5-10 acres, 1/2 mile service radius, provide 2 ac./1,000 people

Neighborhood parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity. Many Fauquier County public school campuses serve dual purpose as neighborhood parks. Neighborhood parks offer a variety of passive and active recreational amenities appealing to multiple age groups. It is important for neighborhood parks to have sidewalk and trail connections to the surrounding community and adjacent parks.



Cedar Lee Middle School is an example of a school park that serves both the school and the neighborhood with active and passive recreational opportunities.

Community Parks

20-50 acres, 3 mile service radius, provide 1 ac./1,000 people

Community parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. When possible, the park may be developed adjacent to a school. Community parks have the capacity to serve as Neighborhood Parks for the local area. Community parks offer multiple amenities and serve large groups of users simultaneously. Active recreation amenities, often athletic fields, as well as passive use areas are included in the park. Shared-use paths and trail connections to surrounding areas or other parks are important for access to the park.



Vint Hill Village Green (VHVG) is a community park offering multiple amenities. Featured above is a shared-use path at VHVG that provides connections to the park and surrounding neighborhoods.



Northern Fauquier Community Park is a district park that includes a variety of facilities such as large picnic shelters, that attract residents county-wide.



The Central Sports Complex is designated as a district park, but functions as an athletic complex.



The Larry Weeks Community Pool is an example of a special use park with a single recreational opportunity for swimming.



Whitney State Forest is a state forest conservation area and sanctuary including recreational trails for low-impact exploration.

District Parks

50 acres or greater, up to 60 mile service radius, 12.4 ac/1,000 people

A district park functions as a destination location that serves a large area of several communities, residents within a county, or, in some instances, across multiple counties. Depending on activities within a district park, users may travel as many as 60 miles for a visit. Although district parks usually have a combination of passive areas and active facilities, they are likely to be predominantly natural resource-based parks. A district park focuses on activities and natural features not included in most types of parks and often, and often contains specialized amenities unique to the county. District parks can and should promote tourism and economic development. District parks can enhance the economic vitality and identity of the entire region.

Sports Complex

no acreage or service standard

Sports complexes at community parks, district parks, and stand-alone sports complexes are developed to provide 4 to 16+ fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single focused or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted and irrigated to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Special Use Parks

no acreage or service standard

Special use parks are those spaces that don't fall within a typical park classification. A major difference between a special use facility and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a special use facility to be located inside another park. Special use facilities include historic/cultural sites, indoor recreation or community centers, pools, and specialty outdoor recreation, like a BMX track or dog park.

Natural Areas/Open Space/Conservation Lands

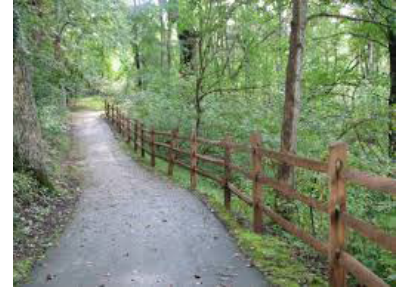
no acreage or service standard

Open space/conservation lands are undeveloped but may include natural or paved trails. Open space/conservation lands contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open space/conservation lands also can provide opportunities for nature-based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

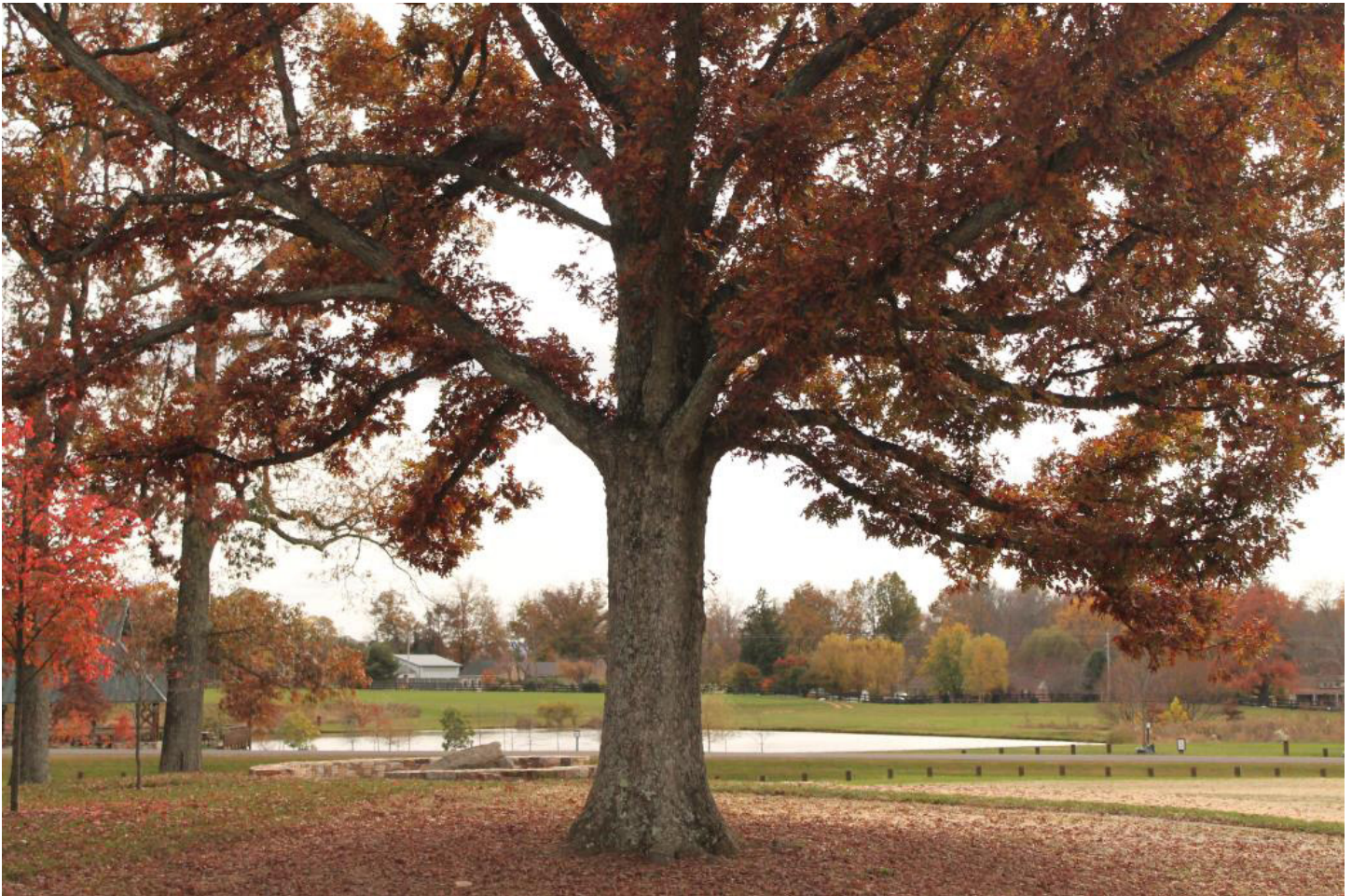
Greenways/Trails

no acreage or service standard

Greenways are recognized for their ability to connect people and places while serving as active transportation facilities. Linking neighborhoods, parks, recreation facilities, attractions, economic enterprises, historic sites community partners and natural areas with a multi-use trail fulfills four guiding principles simultaneously: 1) protecting natural areas along river and open space areas, 2) providing people with a way to access and enjoy them, 3) providing people with a way to improve their health and well-being and 4) providing a safe, alternative form of active transportation.

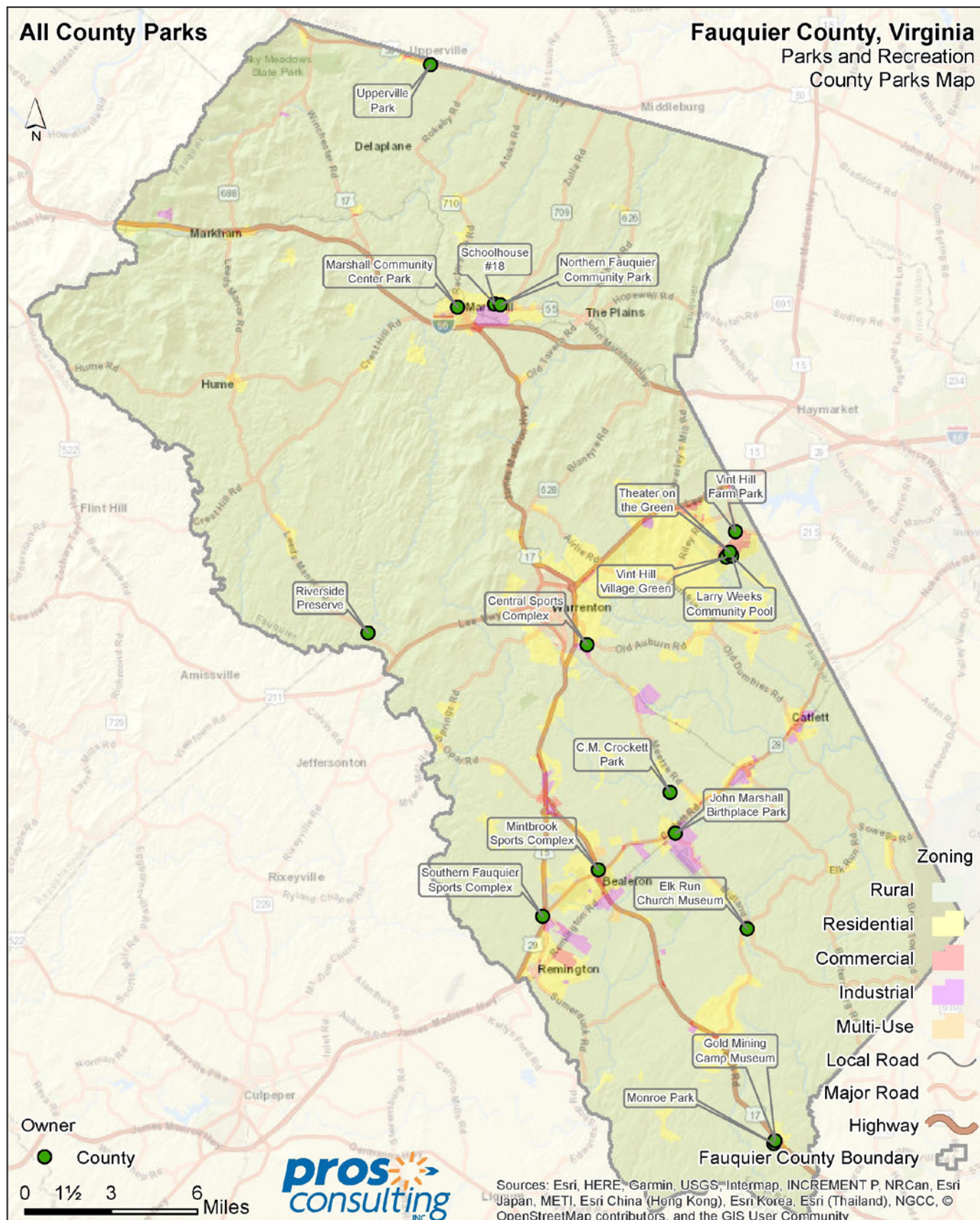


Cedar Run greenway trails link areas of the community while providing biking, hiking, and wildlife viewing opportunities.

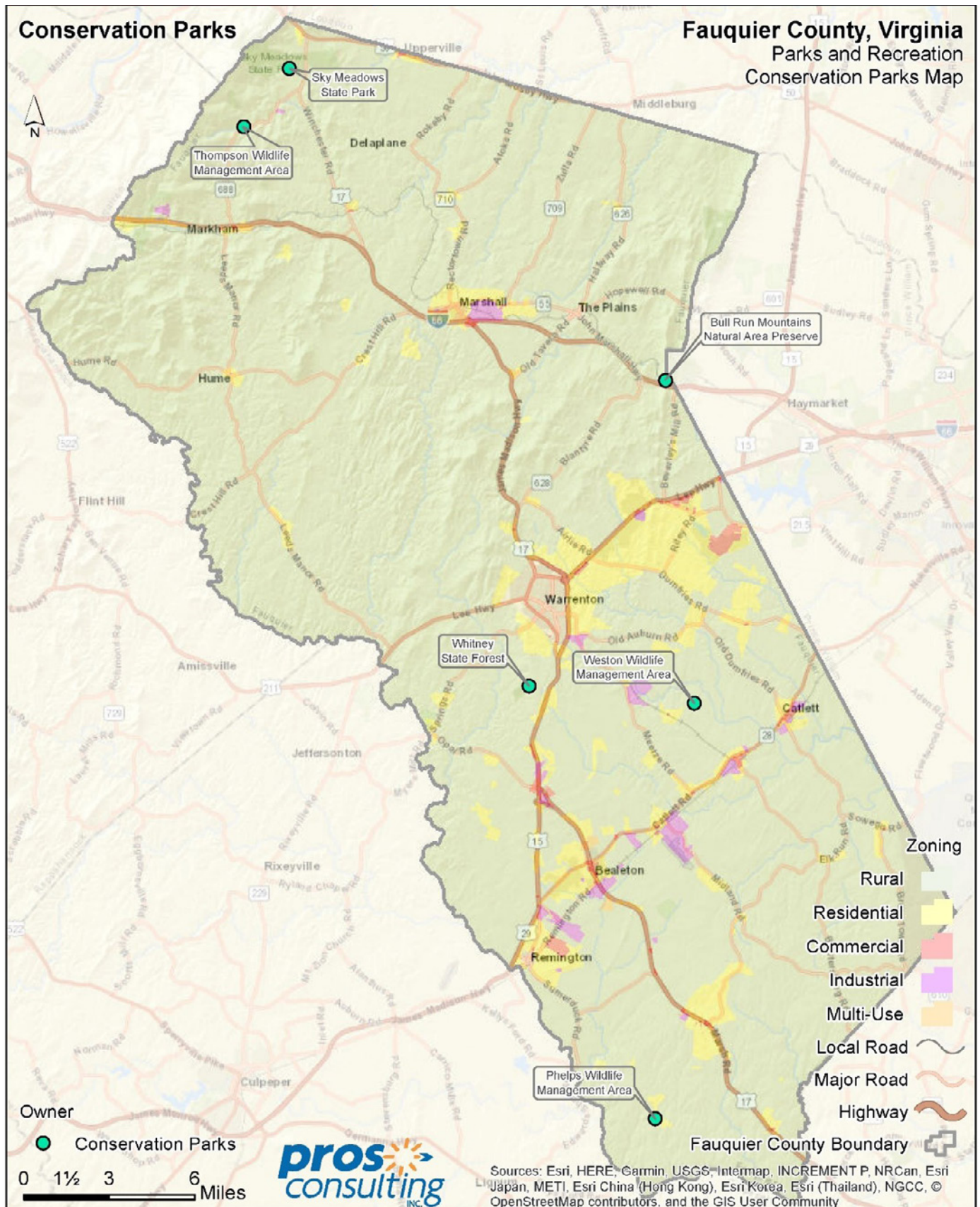


Northern Fauquier Community Park is a district park offering a wide variety of recreational opportunities within a beautifully landscaped setting.

FAUQUIER COUNTY PARKS SYSTEM MAP



CONSERVATION PARKS MAP



FAUQUIER COUNTY PARKS AND RECREATION FACILITIES

	Total Acreage	Square Footage
Pocket Park	6.4	
Academy Hill Park (Town of Warrenton)	4.6	
Sam Tarr Park (Town of Warrenton)	1.8	
Warrenton Branch Greenway Park	1.05	
<i>Clifton Street Site</i>	2.4	
Neighborhood Parks (5-20 ac.)	31.2	
Upperville Park	5.9	
Vint Hill Farm Park	10.5	
Monroe Park	14.8	
<i>Foxmeade Property</i>	6.5	
<i>John Randolph Kerrick Park</i>	7.9	
<i>Raymond Farm Property</i>	19.2	
Eva Walker Park (Town of Warrenton)	5.6	
Rady Park (Town of Warrenton)	6.9	
Community Parks (20-50 ac.)	53.0	
Marshall Community Center Park	20.7	
Vint Hill Village Green Park	32.3	
<i>Calfeft Park</i>	28.5	
District Parks (50+ ac.)	855.8	
C.M. Crockett Park	214.0	
Riverside Preserve	196.0	
Northern Fauquier Community Park	85.3	
Southern Fauquier Sports Complex	201.0	
Central Sports Complex	72.0	
Mintbrook Sports Complex	87.5	
Warrenton Sports Complex, WARF (Town of Warrenton)	64.5	
Greenway		
Cedar Run Greenway - White's Mill Trail		
Cedar Run Greenway - Warrenton Chase Trail		
Cedar Run Greenway - Woods at Warrenton		
Lucky Hill Greenway - Riverton Trail		
Northern Remington Greenway - Pierce Trail		
Vint Hill Greenway - Brookside Trail		
Warrenton Branch Greenway		
Southeast Warrenton Greenway - Stafford Farm Trail		
Southeast Warrenton Greenway - Lord Fairfax CC Trail Connector		
Western Warrenton Greenway - Rady Park Trail		
Western Warrenton Greenway - Silver Cup Trail		
Western Bealeton Greenway - SRTS Cedar Lee Middle School		
Whippoorwill Greenway - Jamison Trail		
Whippoorwill Greenway - Whippoorwill Trail		
<i>Bowens Run Greenway - Mintbrook Trail</i>		

Key:
Existing FC P&R park/facility
Proposed FC P&R park/facility
Existing park/facility managed by others

	Total Acreage	Square Footage
Special Use (Historical, Equestrian, Dog Park)	8.5	9915
John Marshall Birthplace Park	6.6	
Larry Weeks Community Pool		2560
Theater on the Green		4769
Elk Run Church Museum	0.5	400
Gold Mining Camp Museum		2150
Schoolhouse #18	1.4	36
<i>Rappahannock Station Park</i>	27.7	
<i>Rappahannock Rector Tract</i>	1.8	
Fauquier Education Farm (Fauquier Co/Fauquier Education Farm 501c3)	11.5	
Lake Brittle (VA Dpt of Game and Inland Fisheries)	110.0	
Fauquier County Fairgrounds	10.2	
Vint Hill Dog Park	1.5	
Warrenton Dog Park	0.3	
Lee's Glen Trail (HOA)	0.3	
Lake Ann (Property not yet accepted by County)	27.6	
Others Existing Subtotal	161.4	
Natural Area		
Whitney State Forest - (Operated by: VA Dept of Forestry)	148.0	
Sky Meadows State Park- (Operated by: VA Dept of Conservation and Rec)	1860	
Thompson Wildlife Management Area - (VA Dpt of Game and Inland Fisheries)	4000	
Phelps Wildlife Management Area - (VA Dept of Game and Inland Fisheries)	4182	
Bull Run Mountains Natural Area Preserve - (Virginia Outdoors Foundation)	2486.0	
Weston Wildlife Management Area (VA Dpt of Game and Inland Fisheries)	271.0	
Others Existing Subtotal	12947.1	
Indoor Recreation Centers	6	44,733
Vint Hill Village Green Community center		17409
Marshall Community Center		15324
Warrenton Community Center	5.6	12000
Warrenton Aquatic and Recreation Facility		59738
TOTALS for Existing (FC):	982.5	54648.0
TOTALS for Proposed (FC):	93.9	
TOTALS for Others:	13186.2	59738.0
School Parks		
Auburn MS	8.3	
Cedar Lee MS	11.1	
CH Ritchie ES	4.7	
Claude Thompson ES	2.3	
CM Bradley ES	6.8	
Coleman ES	5.0	
Grace Miller ES	5.2	
Greenville ES	4.0	
HM Pearson ES	8.3	
M.M. Pierce ES	0.4	
Marshall MS	5.3	
Mary Walter ES	5.8	
P.B. Smith ES	5.0	
Southeastern Alternative School	1.4	
Warrenton MS	6.5	
WC Taylor MS	5.5	
TOTALS for Existing:	85	
James G. Brumfield ES (Fauquier County Public Schools)	4.0	
Undeveloped Land		
Shepherdstown Road Property	3.9	
Totals for Undeveloped:	3.9	

EXISTING PR MANAGED GRAND TOTALS:	1068.0	54648
PROPOSED PR MANAGED GRAND TOTALS:	93.9	
EXISTING MANAGED BY OTHERS GRAND TOTALS:	13190.2	59738

FAUQUIER COUNTY PR MANAGED GRAND TOTALS:	1165.8	54648
FAUQUIER COUNTY GRAND TOTALS:	14355.9	114386

Parks and Recreation Service Standards

Level of Service Standards

Parks and recreation Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. LOS standards can and will change over time; as the population increases, the need to acquire additional land and develop parks also increases as will the costs to do so. The Consulting Team created customized LOS standards for Fauquier County using a combination of resources. These resources included: the 2015 Comprehensive Plan Policy document, National Recreation and Park Association (NRPA) guidelines, national and regional recreation trends, citizen input, and the County's ability to financially sustain a high-quality park system

The LOS standards should be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. These standards should be used to inform decisions when planning to develop new parks, facilities, and amenities. By applying these standards to the population of Fauquier County, gaps and surpluses in park and facility/amenity types are revealed.

The LOS evaluation evaluates the current service levels, based on a 2020 estimated county population of 71,749 people, against the recommended LOS and determines if there is a surplus or shortfall of parks or amenities. The LOS evaluation also evaluates the projected need in 2030, when the population is estimated to grow to 80,285 people, to identify potential future shortfalls. Some of the future need will be met by the construction of proposed parks, but the County must also begin planning for additional facilities.

All publicly available sites and amenities are included in the LOS inventory, including Fauquier County parks and recreation sites, Town of Warrenton parks and recreation facilities, public school sites, and state parks and conservation land. Private or fee-based club amenities and land are excluded from the total, as these sites are not available to the general public, though the County would need to consider them during market feasibility studies for new facility development. Historic Sites/Conservation Parks and Trails were not calculated in this population-based service level analysis because they are based on opportunity based acquisition and/or connected networks rather than population.

Current Level of Service Findings:

Based on a thorough review of the parks and recreation system and public input, it is recommended that the County pursue further development of specific parks and recreation amenities that meet the needs of the community and address the gaps per park type to increase the current level of service standard for the projected population in 2030.

- The current total LOS is 17.9 acres of parks per 1,000 residents based on the County's population.
- The consulting team is recommending to decrease the LOS standard for parks to 17.5 acres/1,000 population as a goal. To keep up with the projected population growth, the County will need to develop a total of 130 additional acres of parks to the system by the year 2030 in order to achieve the recommended standard.
- The top three park classification needs the County is projected to be deficient in the future are Neighborhood parks, Community parks and District parks.
- The County will need to add amenities to the park system to meet 2030 standards for most outdoor park amenities, including pickleball courts, dog parks, outdoor pools and picnic shelters.
- The County should consider an additional 56,000 square feet of indoor recreation facility space.

FAUQUIER COUNTY LEVEL OF SERVICE STANDARDS - EXISTING

Fauquier County Level of Service Standards - Existing											
Recreation Component	2020 Inventory				Service Levels			2020 Standards		2030 Standards	
	County-Inventory	School Inventory	Other Inventory	Total Inventory	Current Service Level based upon County Population (71,749)	Recommended Service Levels	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed in 2030 (est. pop. 80,285)	
PARKS AND SPECIAL USE FACILITIES											
Pocket Parks			7.50	7.50	0.10	ac. per	1,000	Meets Standard	Need Exists	1	Acre(s)
Neighborhood School Parks	31.20	89.00	12.50	132.70	1.85	ac. per	1,000	Need Exists	Need Exists	28	Acre(s)
Community Parks	53.00			53.00	0.74	ac. per	1,000	Need Exists	Need Exists	27	Acre(s)
Special Use Parks	8.50		161.40	169.90	2.37	ac. per	1,000	Meets Standard	Meets Standard	-	Acre(s)
District Parks	855.80		65.50	921.30	12.84	ac. per	1,000	Meets Standard	Need Exists	74	Acre(s)
Total	948.50	89.00	246.90	1,284.40	17.90	ac. per	1,000	1,000	Need Exists	130	Acre(s)
Special Use (Historical, Nature Area)											
Historical Sites/Conservation Parks			12,947.13	12,947.13	180.45	acres per	1,000	Meets Standard	Meets Standard	-	Acre(s)
OUTDOOR AMENITIES											
Diamond Field - 60'	14.00	16.00	2.00	32.00	1.00	field per	2,242	Meets Standard	Meets Standard	-	Field
Diamond Field - 90'	2.00	5.00		7.00	1.00	field per	10,250	Need Exists	Need Exists	1	Field
Multi-Purpose Rectangular Field	16.00	5.00	11.00	32.00	1.00	field per	2,242	Meets Standard	Meets Standard	-	Field
Soccer Field	2.00	6.00	2.00	10.00	1.00	field per	7,175	Need Exists	Need Exists	1	Field
Football Field		3.00		3.00	1.00	field per	23,916	Meets Standard	Meets Standard	-	Field
Dog Park	-		2.00	2.00	1.00	site per	35,875	Need Exists	Need Exists	1	Site
Indoor Gymnasium	2.00			2.00	1.00	gym per	35,875	Need Exists	Need Exists	1	Gym
Indoor Pool			1.00	1.00	1.00	pool per	71,749	Need Exists	Need Exists	1	Pool
Outdoor Pool	1.00			1.00	1.00	pool per	71,749	Need Exists	Need Exists	0	Pool
Picnic Shelter	16.00		3.00	19.00	1.00	Site per	3,776	Need Exists	Need Exists	4	Site
Playground	8.00	10.00	3.00	21.00	1.00	Site per	3,417	Meets Standard	Need Exists	2	Site
Outdoor Basketball Court	1.50	14.00	1.00	16.50	1.00	court per	4,348	Meets Standard	Need Exists	1	Court
Outdoor Pickleball Court	1.00		3.00	4.00	1.00	court per	17,937	Need Exists	Need Exists	4	Court
Tennis Court	2.00	11.00	-	13.00	1.00	site per	5,519	Meets Standard	Meets Standard	-	Site
Skate Park			1.00	1.00	1.00	Site per	71,749	Need Exists	Need Exists	1	Site
Outdoor Volleyball Court	3.00		1.00	4.00	1.00	court per	17,937	Need Exists	Meets Standard	-	Court
Disc Golf Course	1.00		-	1.00	1.00	course per	71,749	Need Exists	Need Exists	1	Course
INDOOR FACILITIES											
Vint Hill Village Green Comm. Center	17,409			17,409	0.24	SF per person		Person	Meets Standard	-	Sq. Feet
Marshall Community Center	15,324			15,324	0.21	SF per person		Person	Meets Standard	-	Sq. Feet
Warrenton Community Center	12,000			12,000	0.17	SF per person		Person	Meets Standard	-	Sq. Feet
Warrenton Aquatic and Recreation Facility			59,738	59,738	0.83	SF per person		Person	Meets Standard	-	Sq. Feet
GRAND TOTAL	44,733		59,738	104,471	1.46	SF per person	2	Person	Need Exists	39,027	Sq. Feet
										56,099	Sq. Feet

Future Level of Service Findings:

As Fauquier County has developed over the last decade, a number of future parks have been conceptualized. The classification and acreage of undeveloped parks are showing in the future planned park chart to the right. The table identifies an additional 64.49 acres that, when developed, will be added to the County's parks system.

Please note, the table does not include potential 35.13 acres of land in Remington, Virginia that may be proffered to the County as it is currently unknown if that land will be absorbed into the parks and recreation system within the 10 year planning horizon of this plan.

The comparative Level of Service table below the impact that the future parks will have on the County's ability to meet the LOS standard needs.

FAUQUIER COUNTY FUTURE PLANNED PARKS

Recreation Component	FUTURE PLANNED PARKS
PARKS AND SPECIAL USE FACILITIES	
Pocket Parks	2.42
Neighborhood School Parks	33.61
Community Parks	28.46
Special Use Parks	
District Parks	
Total	64.49

FAUQUIER COUNTY LEVEL OF SERVICE STANDARDS - EXISTING AND FUTURE

2020 Inventory						Service Levels		2030 Standards (BEFORE)		2030 Standards (AFTER)	
Recreation Component	County Inventory	School Inventory	Other Inventory	FUTURE PLANNED PARKS	Total Inventory	Recommended Service Levels	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed in 2030 based on projected population of 80,285	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed in 2030 based on projected population of 80,285 IF PLANNED PARKS ARE CONSTRUCTED	
PARKS											
Pocket Parks			7.50	2.42	9.92	0.10 acres per	1,000 Meets Standard	1 acres per	Meets Standard	- Acre(s)	
Neighborhood School Parks	31.20	89.00	12.50	33.61	166.31	2.00 acres per	1,000 Meets Standard	28 acres per	Meets Standard	- Acre(s)	
Community Parks	53.00			28.46	81.46	1.00 acres per	1,000 Meets Standard	27 acres per	Meets Standard	- Acre(s)	
Special Use Parks	8.50		161.40		169.90	2.00 acres per	1,000 Meets Standard	- acres per	Meets Standard	- Acre(s)	
District Parks	855.80		65.50		921.30	12.40 acres per	1,000 Need Exists	74 acres per	Need Exists	74 Acre(s)	
GRAND TOTAL	948.50	89.00	248.90	64.49	1,348.89	17.50 acres per	1,000 Need Exists	130 acres per	Need Exists	74 Acre(s)	

The development of the future parks has an impact on three park classification categories and is summarized as follows:

- **Pocket Parks:** The development of 2.42 acres of future pocket parks will fully satisfy the County's 2030 pocket park acreage needs.
- **Neighborhood/School Parks:** The development of 33.61 neighborhood park acres will fully satisfy the County's 2030 neighborhood/school park acreage needs.
- **Community Parks:** The development of 28.46 acres of future community parks will fully satisfy the County's 2030 community park acreage needs.

Service Area Equity Mapping

The Fauquier County Parks and Recreation system has “evolved over time” and distribution of sites and facilities throughout the community is reflected in the current site locations.

To further illustrate the distribution of current park types and park assets of the parks and recreation system across the entire community, an equity-mapping analysis was conducted. The maps included show the service areas of the current inventory of park types and park assets based on the recommended level-of-service standard. The recommended standard established per 1,000 residents per acre of park type or number of residents per type of park asset are also indicated in the map title.

The service area is calculated by the quantity of inventory of each site extended in a uniform radius until the population served by the recommended standard is reached. Shaded areas indicate the extent of the service area based on recommended inventories; unshaded areas indicate locations that would remain outside of the standard service area for each park type or park asset. Unshaded areas are not always the most appropriate location for future parks or park assets. They only represent areas that might be more thoroughly reviewed for potential additional facilities.

Although there are occasions when the service area may extend beyond Fauquier County borders, only Fauquier County’s population was utilized for calculating service area standards in this analysis.

Parks and amenities identified in the Needs Assessment, and major park assets, were mapped. They include:

- | | | |
|-----------------------------------|----------------------------|----------------------------|
| ● Pocket Parks | ● Soccer Field | ● Outdoor Pickleball Court |
| ● Neighborhood School Parks | ● Football Field | ● Tennis Court |
| ● Community Parks | ● Dog Park | ● Skate Park |
| ● Special Use Parks | ● Indoor Gymnasium | ● Outdoor Volleyball Court |
| ● District Parks | ● Indoor and Outdoor Pools | ● Disc Golf Course |
| ● Diamond Field - 60’ and 90’ | ● Picnic Shelter | ● Indoor Recreation and |
| ● Multi-Purpose Rectangular Field | ● Playground | Community Centers |
| | ● Outdoor Basketball Court | |

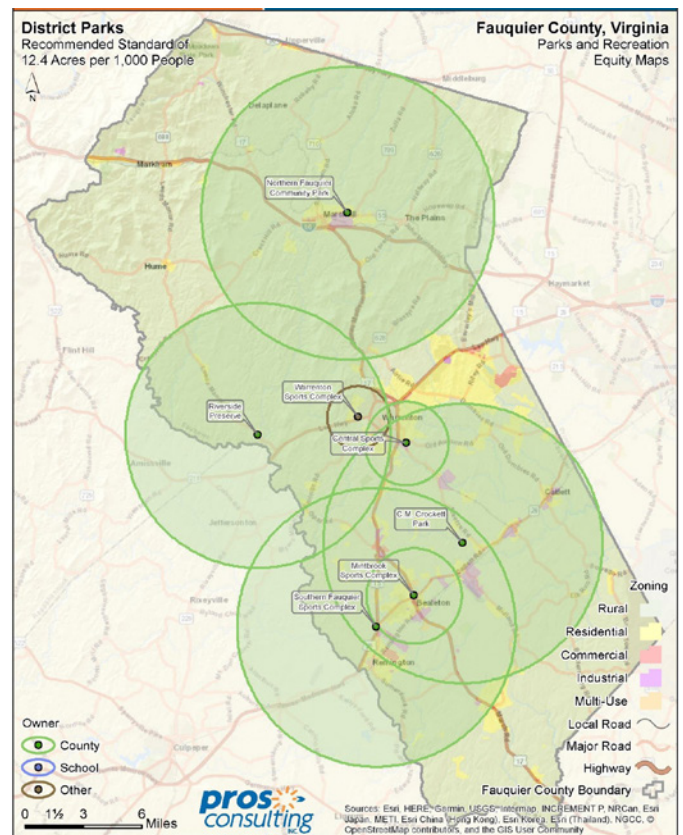
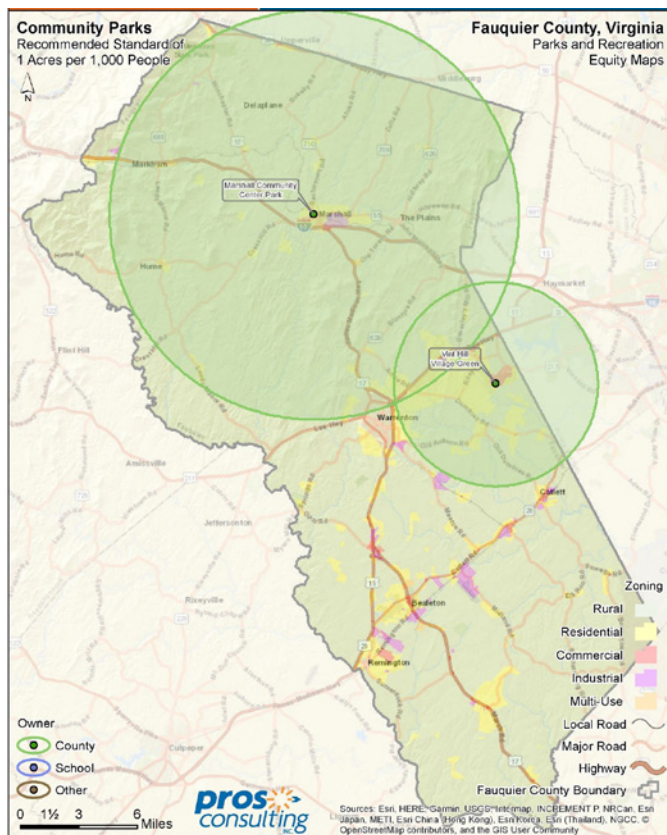
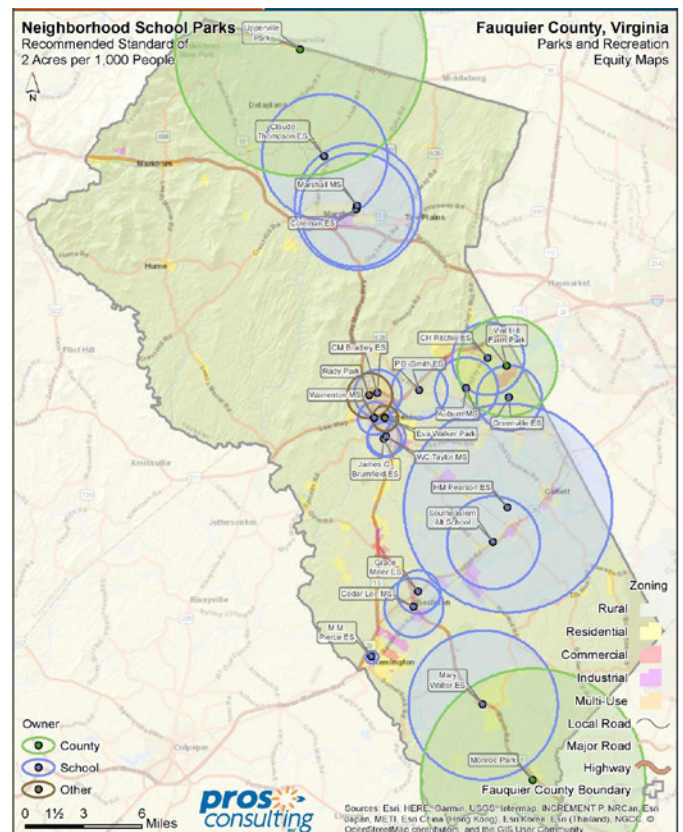
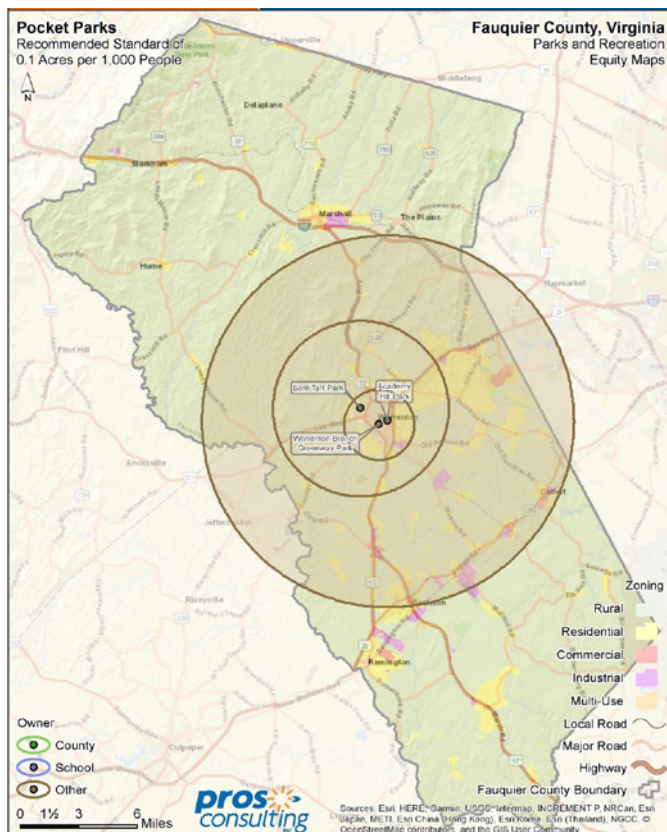
The maps on the following pages show a sampling of the amenity service area mapping. Refer to **Appendix X - Park Classification and Level of Service Standards** for all facility maps.

The park classification maps show that the entire County is served by some type of park, though the distribution of certain types may be uneven. For example, Pocket Parks are clustered in Warrenton, which is logical because this type of park is intended to serve more densely developed areas where smaller parcels are available for parks. A purely geographically even park distribution is not an efficient planning mechanism. Community needs and development patterns must also be considered.

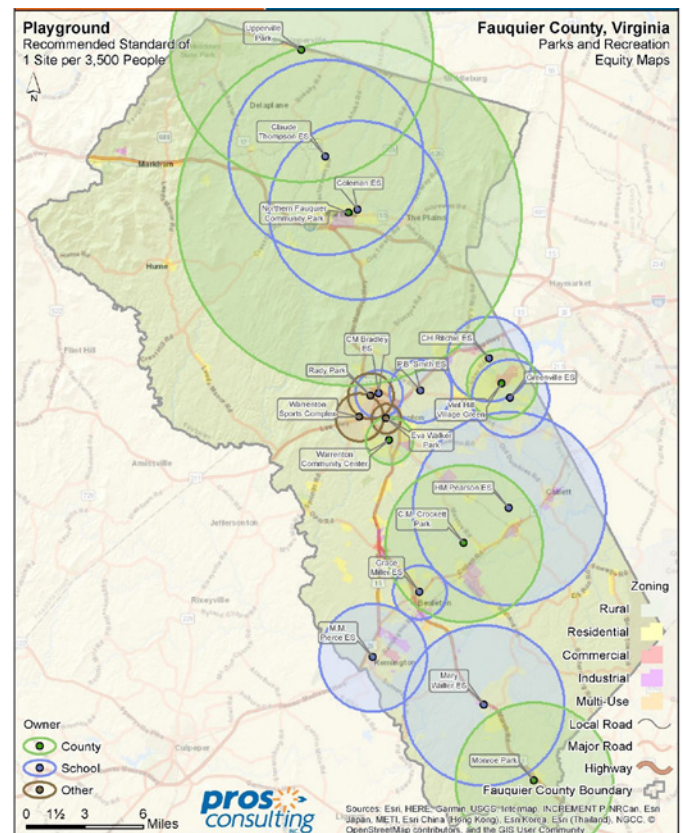
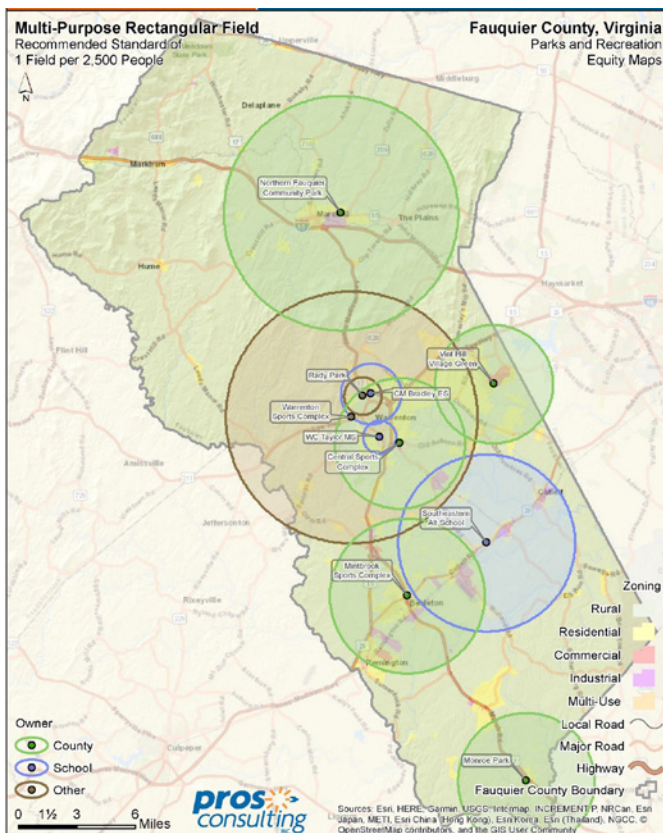
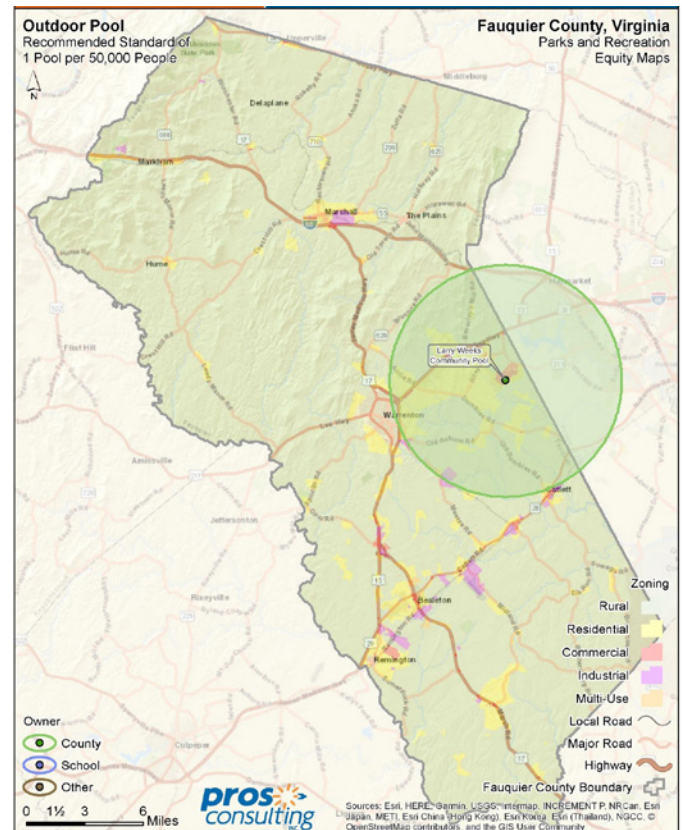
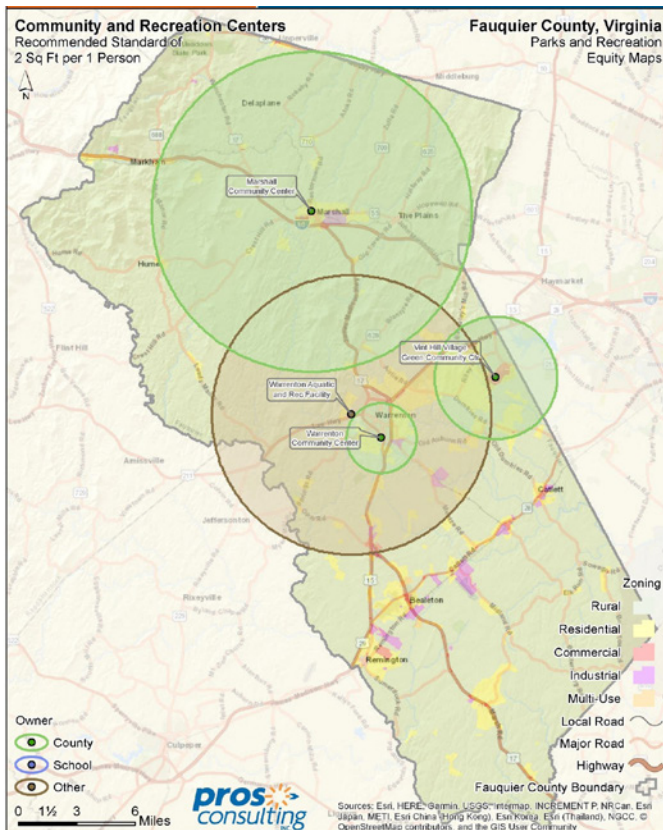
The park amenity service area maps show that some amenities are numerous and the entire County is served by them, like playgrounds. Other amenities have gaps in distribution. For example, the southern region is underserved by indoor recreation centers, indicating a need for a new southern rec center. Other amenities are very limited in quantity and most of the county is underserved. For example, there is one outdoor pool in the entire County, which drives the recommendation for additional types of recreational aquatics to be developed in the northern and southern regions.

If the planned future park sites are developed, there will be additional distribution of park access, shown in the future service area maps. The Remington area is underserved by Neighborhood and Community Parks; to address this shortfall, these style amenities style amenities are included in the development of the adjacent District Park (Southern Sports Complex).

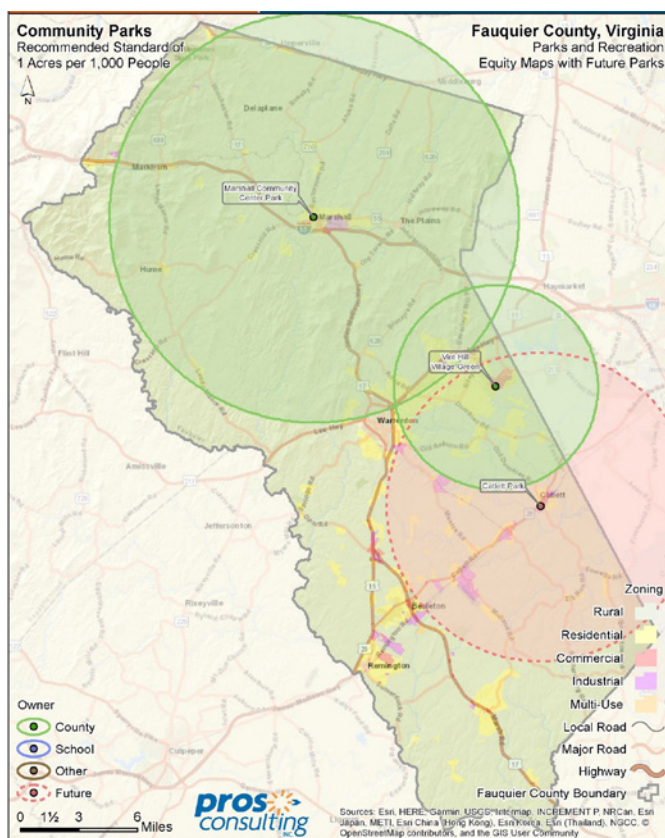
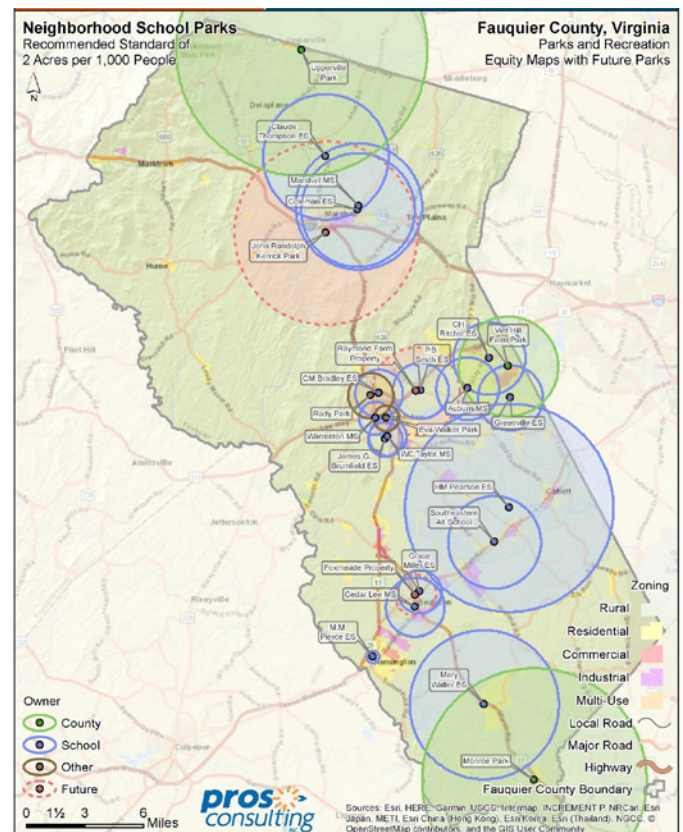
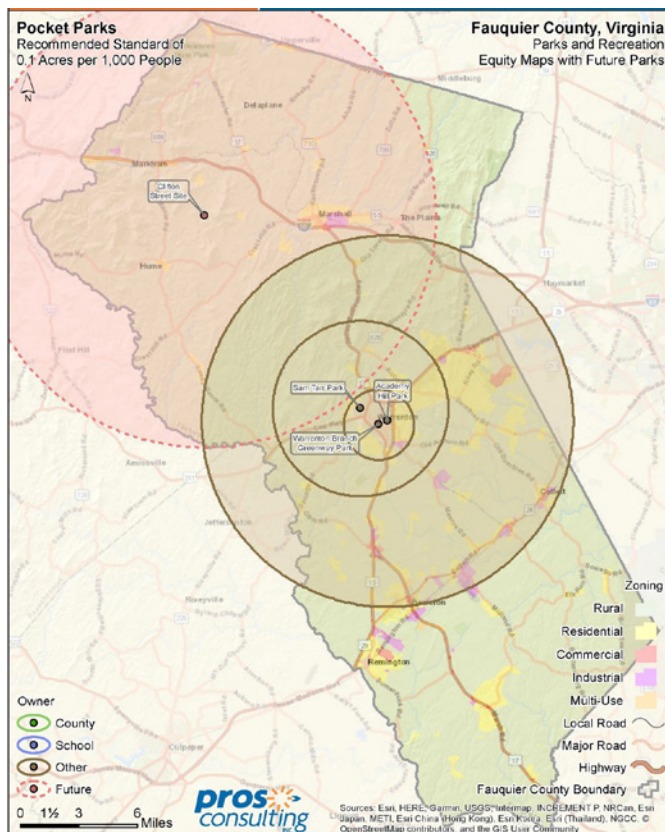
SERVICE AREAS - POCKET, NEIGHBORHOOD, COMMUNITY, AND DISTRICT PARKS



SERVICE AREAS - REC CENTERS, OUTDOOR POOLS, RECTANGULAR FIELDS, PLAYGROUNDS



EXISTING AND FUTURE SERVICE AREAS - POCKET, NEIGHBORHOOD, AND COMMUNITY PARKS



Priorities for Facility Investment

Fauquier County enjoys and extensive parks, recreation, and open space system. Maintaining and improving the parks system should be a priority along with meeting existing shortfalls in service and future growth needs. Citizen preference as well as the order of safety improvements are two factors in determining the final phased implementation plan, along with cost and feasibility.

Public Need Priority

The public need priority ranking shows the level of need for a variety of facilities in Fauquier County. The public need priority ranking evaluates several factors of public need, assigning a value in each category for the type of facility. The resulting totals are then ranked, identifying the high, moderate, and limited priority facilities in Fauquier County. The evaluation categories are public input from surveys and stakeholder interviews, the priority investment rating developed from the 2017 Needs Survey, gaps in service identified in the Level of Needs Analysis, and consultant evaluation based on demographics, trends, and conditions. Refer to **Appendix X** for the full evaluation matrix. High priority needs include multiple types of trails, recreational water access and facilities, indoor fitness center and amenities, shooting range, dog parks, and picnic areas/shelters.

Order of Improvements

The order of improvements to the parks and recreation system is based on ensuring public safety and allocating resources efficiently. The first items to be addressed are the maintenance and safety of the existing system, then improving the existing system and finally to building new projects. This priority framework ensures that there is a consistent level of safety and appearance through the entire park and recreation system and that the department will continue to operate and grow within its resource capacity, including staffing and budget.

Public Need Priority	
Type of Facility	Priority
Multi-use paths	HIGH NEED
Nature/Hiking Trails	
Boat ramp/slide	
Fishing Areas	
Indoor Walking/Running Track	
Shooting range	
Swimming Pools	
Dog Parks	
Fitness Center	
Picnic Areas/ Shelters	
Sprayground	MODERATE NEED
Ball Fields	
Indoor Gym	
Pickleball Courts	
Disc Golf Course	
Historic Sites	
Playgrounds	
Skate Park	
Basketball Courts	
Climbing Walls	
Outdoor Exercise Equipment	
Outdoor Volleyball	
Soccer	
Multi-Use Fields	SOME NEED
Tennis Courts	
Football Fields	
Golf	
Mountain Biking Trails	
Ampitheater	
Event Pavilion	
Restrooms	
Running Track (Outdoor)	
Horseshoes	
Open Play Areas	

Priority Order of Repairs and Improvements

1. Safety:	2. Code:	3. Deferred	4. Obsolescence/	5. Park	6. System
<i>tripping hazards,</i>	<i>ADA, ingress/egress,</i>	<i>Maintenance:</i>	<i>Replacements:</i>	<i>Improvements:</i>	<i>Expansion:</i>
<i>broken railings,</i>	<i>lighting, fire</i>	<i>paint, equipment</i>	<i>obsolete non-</i>	<i>to address program</i>	<i>innovations and</i>
<i>standing water,</i>		<i>repairs</i>	<i>standard/ non</i>	<i>needs, current use,</i>	<i>additions to the</i>
<i>broken play</i>			<i>code-compliant</i>	<i>and add value</i>	<i>county park system</i>
<i>equipment, surfacing</i>			<i>amenities, features</i>		

Priorities for Programming

Continuing high quality service of a diverse range of programming and streamlining the operation of programming services should be a goal of this Parks and Recreation Department. Priority recommendations are based on expressed public need, staff input, local demographics, recreation trends, and planning team observations. The chart to the right shows priority recreational program/services based on a weighted scoring system. Key priorities for programming are:

- Streamline classification and define core-service areas
- Prioritize and focus funds and staff resources on core programs
- Consistent program data tracking, including participation and evaluation, to inform future offerings
- Keep programming relevant to citizens by annually introducing new programs and eliminating programs with declining participation
- Focus cost recovery on non-core programs to achieve higher cost recovery

Priorities for Operations and Maintenance

Fauquier County has a comprehensive system of park sites, facilities, programs, and historical and natural resources. Efficiency in operation is a primary goal. Specific priorities to reach this include:

- Implementing quantitative performance measurement and tracking system
- Developing park system standards
- Deepen existing and establish new partnerships
- Expand maintenance budget and staffing commiserate with new park and facility development
- Incorporate sustainability into all levels of operation/management

Recreation Need Priority	
Recreation Program/ Service	Priority
Shooting sports/archery classes	HIGH NEED
Trips/tours	
Painting/drawing classes	
Children and Youth Camps	
Senior recreation programs	
Training/certifications/education	
Environmental education	MODERATE NEED
Swim Lessons	
After school programs	
Martial arts/Tai Chi classes	
Equestrian programs	
Climbing	
Soccer leagues	
Tennis lessons/leagues/clinics	
Running leagues/competitions	
Basketball leagues	
Youth baseball/softball programs	
Open gym for pick-up basketball	SOME NEED
Adult basketball/volleyball	
Softball leagues	
Baseball leagues	
Volleyball leagues	
Flag football leagues	
Horseshoes	
Disc golf	
Dodge ball competitions	
Lacrosse leagues	
Football leagues	
Ultimate frisbee	
Cheerleading programs	
Field hockey leagues	
Pickleball	

Recommended System Wide Priorities

FACILITIES	PROGRAMS	OPERATIONS
repairs & improvements	core programs	measurement and tracking system
trail network expansion	program tracking	park system standards
water access	balance age groups served	deepen and expand partnerships
indoor recreation	cost recovery	staffing/maintenance budget
recreational aquatics	program classification	sustainability

Recommendations for Improvements

Recommendations were developed through review of the parks and facilities existing conditions assessments; programs existing conditions assessments; operations and maintenance assessment; public, stakeholder, and staff feedback; and results of the Level of Service analysis. Recommendations include improvement of existing parks and facilities, addition of new parks and facilities, improvements to programming, and revisions to operations and management.

FACILITIES

Renovations to Existing Facilities

Address safety hazards:

Safety hazards including tripping hazards, broken railings, standing water, trash accumulation, and uneven surfacing should be addressed immediately at all county maintained sites. The conditions assessments found limited instances of safety hazards, but all should be addressed immediately.

Review and address ADA compliance:

Most of the parks and facilities assessments noted a lack of ADA accessibility in a portion of each site. The Department conducted an ADA accessibility study of all park and facility sites circa 2010 and should continue implementing the recommendations from that study. The recommendations for each site should be reassessed and updated during redevelopment of park and facility sites.

Plan for equipment replacement:

A number of assessments noted that park or facility equipment was older yet still usable. At some point this older equipment will need to be replaced rather than repaired and the Department's budget must take this into account and begin to set aside funding. The assessments identified the following equipment as older: Upperville Park softball backstop; Marshall Community Center play equipment; Vint Hill Village Green courts, athletic equipment, and picnic amenities; and John Marshall Birthplace picnic amenities. Several school sites have older athletic equipment like goal posts, backstops, and basketball hoops. The department may seek to partner with the school board and/or PTAs to plan for the replacement of this equipment.

Improve trail surfacing conditions:

The conditions assessment noted that several trails have sections with poor surface conditions, including Warrenton Chase Trail and Cedar Run Greenway. Rustic trails should be improved with resurfacing, retrofit with trail best practices for construction, or realigned for better slopes and runoff, as appropriate in each situation. Multi-use trail surfaces should be improved to meet ADA recreation facility requirements, including firmness and stability. Standards and best practices described in the



Park 365 in Richmond, VA has ADA accessible paths and facilities, enabling access for all.



At Vint Hill Village Green, cracked courts need resurfacing.

Virginia Department of Conservation and Recreation's Greenways and Trails Toolbox should be followed for trail improvement and all new trail construction. A regular trail maintenance schedule should be developed and sufficient funding included in the annual budget. Organize volunteer groups and local trails groups to assist with trail maintenance.

Improve trail bridges:

The Department conducted a trail bridge evaluation in 2019. The Department should continue following through on the recommendations in that assessment and ensure that adequate funding is designated for the work.

Improve linkages to adjacent neighborhoods:

Several parks and facilities lack non-vehicular connections to adjacent neighborhoods. Ideally, people who live near a park can walk, bike, or take mass transit to reach the park. This increases physical activity, reduces reliance on automobiles, and creates stronger ties between community members and the area in which they live. Several planning studies have been conducted in the past 15 years that examine these connections at a regional scale, including the Fauquier County Connections Plan (2007, 2012) and the Fauquier to Warrenton Destinations Plan (2012). The County should develop an action plan in line with these previous studies to develop linkages to each park and recreation facility. Methods include adding or improving sidewalks; adding or altering bus service; implementing bike lanes; and constructing multi use trails. The plan should be coordinated among all county departments and boards- including Planning Commission, Transportation Committee, and Virginia Regional Transit - as well as local pedestrian and bicycle advocates. This improved linkage plan should align with any new county-wide Bike and Pedestrian Access Master Plan.



Clear, consistent signs welcome and orient visitors at Kilmarnock Town Center in Kilmarnock, VA.

Install a consistent logo and signage system for the parks system:

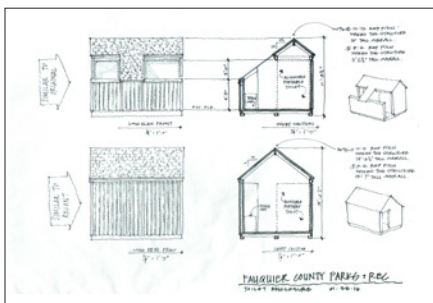
The Department should commission a professionally developed standardized sign package and install them at all County facilities. The sign package family will include range of different types of signs, eg., entrance, directional, and orientation signage. There is the potential that the signage package will encompass themes for types of parks, but all signs will look like the design "family". Currently there is missing, incomplete, and inconsistent signage which causes confusion and lower usage rates. Parks with trails and greenway systems should include a trail system map at the trailheads.

Install standardized site furnishings:

The parks currently have inconsistent or are lacking siting furnishings. The Department needs to select a family of site furnishings (benches, tables, trash and recycling receptacles, bike racks, etc.) and install them at all park facilities. Consistent furnishings give cohesion and branding to the park's system. Furnishing specifications may be developed to reduce dependence on a specific manufacture's product.



Site furnishings at C.M. Crockett Park vary in functional style, but are aesthetically consistent in color and material.



Schematic restroom illustration for Fauquier County Parks.



Stormwater management at Town Centre Park in Kilmarnock, VA, is integrated as an aesthetic amenity for the park.



The historic museum site at the Yorktown Interpretive Area in Williamsburg, VA offers visitors a rich interpretive and interactive experience of early American History.

Install additional restroom facilities:

All park sites and major trailheads should have a restroom facility, typically 1 per 20 acres of park or sports complex. Only if there was no signature amenity (playground, sprayground, sport court, gazebo) at the park would no restroom facility be needed. It is recommended that Community Parks, District Parks, and Sports Complexes install a restroom building rather than a porta-john. All porta-johns should have a screening shelter constructed around them, per County standards. All parks currently have a restroom facility.

Construct appropriate stormwater management facilities:

All new park development or retrofits should follow Chesapeake Bay Preservation Act (CBPA) regulations and the Virginia Stormwater Management Program (VSMP) regulations. Stormwater management features should be integrated into the park program as an amenity that creates spaces, habitat, and educational opportunities. Best management practices (BMPs) should be implemented in existing parks to address stormwater drainage issues. Multiple parks report standing water, washout, or sedimentation of water bodies including Vint Hill Farms Park, Monroe Park, Vint Hill Village Green, C.M. Crockett Park, John Marshall Birthplace Park, and the Marshall Community Center. Several school sites also exhibit stormwater concerns, including Cedar Lee Middle School, C.H. Ritchie Elementary School, and Marshall Middle School. Several trails also have portions with drainage issues, including Cedar Run Greenway, White's Mill Trail, Northern Remington Greenway, Vint Hill Warrenton Branch Greenway, the Silver Cup Connector Trail (Warrenton Branch Greenway West). Stormwater management techniques like regrading, yard or french drains, or BMPs should be implemented to address these health and safety concerns and provide proper stormwater drainage. Stormwater management improvements can be spot improvements or integrated with site redevelopment, depending on the extent of the problem and the Department's plan for site redevelopment. The Department should develop an improvement schedule to address existing stormwater issues at managed parks and facilities.

Manage historic sites to enhance recreation opportunities:

Identify improvements and enhancements to historical sites to enrich the visitor experience and maintain the historic integrity. Explore viewshed and buffer easements and acquisition of adjacent property as development patterns dictate. Control of viewsheds and buffers around these sites is equally important to the preservation and quality visitor experience by mitigating contrasting development and other adjacent detrimental operations.

Replace damaged and install additional interpretive signage:

Several sites have damaged interpretive signage that should be replaced, including Monroe Park. There are also opportunities to install additional interpretive signage at park and open space sites. The County should work with local historical societies to develop a list of locations, subjects, and content for interpretive signage. Potential new signage locations include Vint Hill Village Green, C. M. Crockett Park, and Riverside Preserve. The interpretive sign standards should be updated and applied uniformly throughout the system. High impact vandal-resistant material and finishes should be used.

Convert unused lawn areas to managed meadow:

Several parks have large sections of mowed lawn that are unprogrammed and not used as open play areas. To reduce mowing needs, decrease carbon footprint, and provide additional habitat these areas should be converted to managed meadow. Conversion to meadow does not preclude the future construction of an alternate amenity at that location. Parks that have potential areas for meadow conversion include Upperville Park, Northern Fauquier Community Park, and Riverside Preserve. The County should follow industry best practices to establish and maintain a native grass meadow.

Convert underused areas in parks into environmental improvements:

Underused spaces within parks should be developed to provide space for environmental benefit, like flood control, stormwater management, water quality improvement, habitat creation, and public demonstration areas. These features should be treated as amenities to the park and integrated into the park's programming. Existing parks can be retrofit as spot treatments, dedicated environmental redevelopment, or during an overall park redevelopment process. New parks should be designed for dual-functionally park and environmental amenities. Converting underutilized spaces within parks will provide infrastructure services (eg, flood control, protect pipes/roads/bridges) and health benefits (eg, cleaner air and water, pollinator habitat) as well serve the Department's goal of environmental stewardship.



At Hite Road Park in Kearneysville, WV, unused lawn areas were converted to native grass meadows.

Evaluate parking needs and capacity:

The conditions assessments noted that many park, trail, and facility sites have insufficient parking for the current level of use and programming. A parking plan should be developed for each site identified by the conditions assessment, looking at ways to meet the programming needs. Any sites with expanded programming should evaluate the parking availability and use to determine if new parking solutions are required, though current levels may be sufficient for current programming. Alternate solutions should be explored for any site that faces parking shortages. Potential solutions include new parking lot construction, overflow parking areas with grass-pave or an alternate multi-use surface, shared use agreements and signage to adjacent parking areas, or shuttle service during special events. Only if no other option is feasible or would address the situation should new single-use parking areas be constructed.

Invest in replacement and repair of amenities at CM Crockett Park:

CM Crockett Park is a heavily used but aging park, with much of its infrastructure reaching the end of its lifespan. A facilities replacement plan should be developed for the park that addresses the construction of a replacement fishing pier, redesign the boat dock and ramp to eliminate steps, repair and improve the function of the amphitheater, replace damaged picnic grills, improve the bench swing, repair and replace failing railings, repair/replace existing sidewalks, construct new access routes along desire lines, and remove the defunct ropes course. The buildings at the park are aging and have insufficient storage. An improvement plan should be developed for the gatehouse and office/concessions buildings.

Renovate the Theater on the Green:

The Theater on the Green, the historic movie theater currently used for live theater, is not universally accessible. The facility should be renovated to provide ADA accessibility, support film screenings, and provide sufficient back-stage facilities. All improvements should respect the character of the historic building and preserve the front façade. The County had budgeted funds for these improvements in the 2021-2025 CIP.

Construct a vestibule at the Marshall Community Center:

Construct the proposed vestibule connecting the Marshall Community Center and gymnasium building. The vestibule will enable consistent public use of the gym/auditorium and provide improved ADA access. The vestibule should include restroom facilities to meet the code service requirements for the combined programming.

New Facilities

Address trail needs:

The citizens of Fauquier County want more walking, biking, and hiking trails. The County should seek to develop connections between existing trail systems, trail connections between parks, and paths between parks and the surrounding areas. The County is currently pursuing several trail projects, including the expansion of the Warrenton Branch Greenway and constructing Safe Routes to Schools trails. The County should continue these initiatives and look for additional trail connection possibilities. Greenways function as alternate transportation routes and are important piece of the County's transportation network. The County should also integrate some type of trail system into every park, be it walking paths, a paved multi-use trail, or hiking trails. A variety of experiences should be provided in the county trail system, with different trail surfaces, length of walking time, looping trails, and level of accessibility. There is also a strong equestrian community in Fauquier County. Establishing a network of shared hiking-equestrian trails at a District Park would add a unique amenity to the County's offerings.

Prepare an updated County Bike and Pedestrian Master Plan:

Fauquier County has prepared several bike and trail master plans, the Fauquier County Connections Plan (2007, 2012) and the Fauquier to Warrenton Destinations Plan (2012), in the last 14 years. The County Bike and Pedestrian Master Plan should be updated and expanded to reflect on completed objectives, current planning efforts and goals, take into account stakeholder and bike/pedestrian advocate feedback, identify new trail routes and linkages, and implementation strategies, budgets, and prioritization.

Construct a new recreation community center:

Based on the level of service analysis and public feedback, additional recreation center space is needed to serve all generations. The County currently operates three community centers that provide indoor recreation and community space and the Town of Warrenton operates an indoor aquatics and recreation facility. The County currently has a shortfall of 39,000 sf of indoor recreation space, which grows to a 56,000 sf shortfall in 2030. The need for a new recreation center is shown in public feedback and a geographic analysis showing a gap in service in the southern portion of the county. A new recreation center should be located in the southern portion

of the county, preferably within walking distance of an urban center. The center should include indoor fitness facilities, exercise facilities, athletic courts, and community rooms. There is the potential to add an indoor pool in a phased construction schedule to the new center, which would address the 2030 square footage shortfall as well aquatic needs.

The County can also consider addressing some of the square footage shortfall by expanding or relocating existing community centers to a new building. To aid decision making, a feasibility study should be conducted on a recreation center before any additions or relocations. Facility needs, building condition, and redevelopment requirements should all be considered.

Construct a new indoor pool:

Citizens are in need of an additional indoor pool. The indoor pool facility can be part of the new recreation center facility and consideration of the potential for a pool should be included in the planning process for the recreation center. The County should conduct a pool feasibility study to identify development options, potential amenities, development costs, and operational structures.

Construct a new outdoor pool:

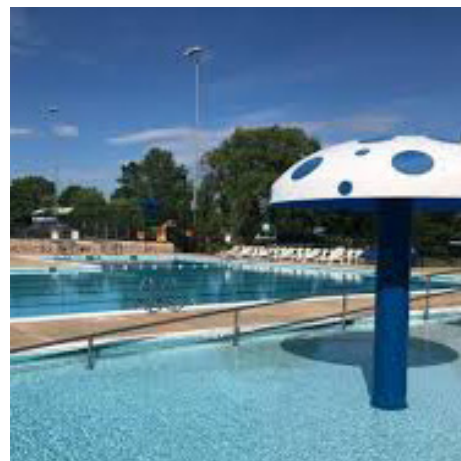
The county is currently served by one public outdoor pool which is insufficient for the population level and demand. A second outdoor pool should be constructed in the northern or southern area of the county to increase the equitability of access. The County has been investigating the construction of a pool in the Marshall area, the northern part of the county. The Department should select a site and pursue master planning for the pool.

Construct new spraygrounds:

The public indicated a strong need for additional aquatic facilities. To equitably provide recreational aquatic facilities as well as increase the type of amenities offered in the county, the Department should construct new spraygrounds as standalone facilities or in conjunction with pool facilities. In either the northern or southern regions of the county, whichever region does not have a new pool constructed. A sprayground consists of a level surface (typically concrete with a non-slip texture) that hosts various types of water play elements such as spray jets, overhead buckets, and bubbler fountains. Spraygrounds are not a replacement for swimming pools, but will reduce some of the demand for water play, particularly in the summer months. The geographic distribution of other aquatic facilities should be considered when locating the spraygrounds to ensure equitable access to aquatics throughout the County.

Provide additional fishing access:

Provide additional fishing access along the Rappahannock River and other water bodies in the county. Access can be from the bank or piers. It is recommended that there are at least two ADA accessible fishing locations within the county.



Outdoor pool at W.O. Riley Park in Woodstock, VA.



Spraygrounds at Town Centre Park, in Kilmarnock, Virginia offer an alternative aquatic option to swimming pools.



Canoe/kayak launch at C.M. Crockett Park, one of the county's largest lakeside parks.



At Memorial Recreation Park in Fredericksburg, VA, new pickleball facilities were built to help meet the growing demand.



At C.M. Crockett Park, picnic shelters accommodate large groups and are located in close proximity to parking areas.



Park 365 is a playground in Richmond, VA designed for inclusive play and ADA accessibility.

Provide canoe/kayak launch sites along the Rappahannock River:

There is high demand for recreational water access of all types along the Rappahannock River. There should be at least two canoe/kayak launches constructed along the Rappahannock River. Ideally, these sites would be located to provide a put-in and take-out for a Rappahannock Blueway Trail.

Establish a blueway trail along the Rappahannock River:

The County should continue with the plans to establish a blueway trail along the Rappahannock River. The current plan to theme it with Civil War sites will create a unique amenity that will serve local citizens as well as draw regional tourism.

Develop additional pickleball courts:

Pickleball is a recent sport with fast growing popularity. The County has an immediate need for an additional 3 pickleball courts, and a total of 4 new courts by 2030, based on current projections. It is recommended that a new cluster of 4 dedicated pickleball courts is developed in a northern or southern location in the county to provide more even availability through the county. The county has surplus of tennis courts, so existing courts could be converted to pickleball courts. To supplement the new courts, existing tennis courts can be double striped to accommodate both games.

Construct additional picnic shelters:

The County should construct four additional picnic shelters over the next 10 years. These shelters will likely be included as an amenity during the development of proposed parks. New shelters should be easily accessible to restrooms, parking, and recreation areas. Existing shelters should be evaluated to assess the need for supporting amenities. As picnic shelter structures and amenities reach the end of their lifespan, their location should be evaluated. The County should explore the need for large and enclosed picnic shelters to provide event rental options for large groups. Large picnic facilities will require focused site planning to accommodate parking and support amenities.

Construct additional playgrounds:

There is high public interest in playgrounds and the County has a projected need for two additional playgrounds by 2030. Playgrounds may be integrated into the new neighborhood and community parks as well as included in park expansions. Themed playgrounds or unique equipment would diversify experiences. Playgrounds should be designed for inclusive and universally accessible play. As playgrounds are replaced, universal access play apparatus should be added. All playgrounds should be designed for play by 5-12 year olds, with additional toddler play as appropriate.

Construct additional dog parks:

Public survey indicates strong interest in fenced dog parks. These parks can be located in existing parks or incorporated into the program plan for new parks. It is recommended that a new dog park be constructed in the southern portion of the county to serve the population centers there.

Provide additional disc golf course facilities:

Construct an additional disc golf course in the central or northern part of the county to complement the existing disc golf course at the Southern Sports Complex. The new disc golf course should provide an alternative playing experience to the course at the Southern Sports Complex. Ideally one course would be at a beginner to intermediate level and the other would be intermediate to advanced. Considering expanding the 9-hole course at Southern Sports Complex to 18 holes as interest and popularity of the sport increases.

Construct an archery range:

Demand for shooting sport facilities and programs is very high in the county. The County should construct an archery range with a FITA style target up to 90 meters and a field archery course for general shooters.

Construct an additional soccer field:

Construct an additional regulation size soccer field. Field should be lit and may be striped for multi-use. Ideally the field would be located in the southern part of the county to address the gap in geographic service area.

Construct an additional 90' ball diamond:

Construct one new 90' ball diamond with night lighting. Ideally, the field would be located adjacent to an existing 90' diamond to provide appropriate facilities for tournament games.

Construct an additional basketball court:

Based on the level of service analysis, one additional basketball court is needed. As new community and neighborhood parks are constructed, basketball courts can be included. Expansion of current park sites in high use areas should be considered first.

Construct a skate park:

Construct an additional skate park in the northern or southern part of the county to address unmet need and geographic coverage gaps. The skatepark should be located to be easily accessible by youth who want to walk, skate, bike, or take public transportation to the park rather than rely on car transportation.

Construct an outdoor volleyball court:

Construct one additional league standard, outdoor sand volleyball court.



A disc golf basket at Monroe Park is shown above. Disc golf is disproportionately available in the southern portion of the county and should be considered for expansion into the central and northern parts of the county.



Skate park in Charlottesville, VA is a popular destination for kids of all ages.

Develop the planned future pocket, neighborhood, and community parks:

Proceed with the development of the planned future parks, developing master plans first if there are none currently existing. Developing this parkland will fulfill acreage level of service standards for pocket, neighborhood, and community parks. Priority should be given to developing neighborhood and community park sites, Foxmeade, John Randolph Kerrick Park, Raymond Farm, and Catlett Park, park types which face an existing shortfall of acreage.

Purchase land and develop a new district park:

Based on projected population growth, the County will need an additional District Park of at least 74 acres by 2031. The County should investigate potential locations for a new park that is integrated and accessible to the community. Current district parks are well distributed through the county, with no underserved areas that should be targeted by a new district park. Once the land is acquired, the County should develop a park master plan and include a development budget in the CIP.

Develop parks as dual-purpose recreational and environmental spaces:

As a best-practice, the Department should consider the equal integration and management of parks as recreational and environmental service facilities. Park land acquisition should consider potential environmental services, like habitat protection or flood control measures, during the selection and master planning of a site. As well as providing environmental benefit and potentially infrastructure services to the County, the dual-purpose acquisition and management could potentially expanding funding sources for park construction and maintenance.

Develop a park master plan for the Southern Sports Complex:

The Southern Sports Complex is an under-developed park site that has great potential to provide services to the underserved Remington and Bealeton areas of the county, providing neighborhood and community park level services as well as regional district park level amenities. There is an opportunity to locate some specialty recreation amenities identified in the needs and level of service assessment at the Southern Sports Complex, like an archery range, skatepark, dog park, or equestrian trails, as well as other adventure recreational opportunities. It is recommended that the site be developed with neighborhood/community park style amenities as well as destination type amenities, rather than as a sports complex. A master plan should be developed for the site and as part of the process a more applicable name chosen for the park.



The Southern Sports Complex has the potential to accommodate specialty recreation amenities, such as a new dog park, that were identified in the needs and level of service assessments. Image: Town Center Park, Kilmarnock, VA.

Update master plans for existing parks:

Master plans for existing parks should be updated to reflect the development over time and to align with the current Parks, Recreation, and Open Space Master Plan.

Develop a Maintenance Facilities Improvement Plan:

The conditions assessment noted that many of the maintenance compounds are aging, in poor condition, and/or inadequately sized/arranged for the needed use. A Maintenance Facilities Improvement Plan should be developed with specific recommendations, feasibility, cost, and implementation plan for all County facilities.

Programs

Consider refining core program categories:

The Department currently offers programs in fourteen defined program categories. It is recommended that the Department consider consolidating the program areas into nine core program areas: aquatics; art, culture, and history; athletics; enrichment; environmental education; health and fitness; out of school camps; senior services, including trips; and special events. Refining the core program categories into these broader definitions means that the Department can provide a core program mix that reflects the changing leisure and recreation trends, demographics, and needs of the residents.

Regularly evaluate the mix of programs:

The current Core Program Areas provided by the Department currently appears to meet some of the major needs of the Fauquier County community, but the program mix must be evaluated on a regular and reoccurring basis to ensure that the offerings within each Core Program Area – and the Core Program Areas themselves – align with changing leisure and recreation trends, demographics, and needs of residents.

Classify services and programs:

The Department should classify all services and programs into three categories: Essential, Important, and Value-Added. Classifying programs and services is an important process for an agency to follow in order to remain aligned with the community's interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. The programs shall be classified by their intended purpose and what benefits they provide, which will inform how the costs of the services are supported and by what funding source. For example, a program classified as “essential” directly fulfills the Department's mission, serves a majority of the community, and would as a result be highly subsidized. Alternatively, a program classified as “value-added” enhances the community, serves a niche group, and would as a result have limited to no subsidy. Appendix X, the Program and Services Assessment, includes a chart of recommended classifications for each program currently offered by the Department.

Develop new pricing policy based on classification of programs and services:

To gain and provide consistency, a revised pricing policy should be adopted in order for the Fauquier County Parks and Recreation Department to operate effectively and efficiently to meet the program cost recovery goals. Allowing the staff to work within a pricing range tied to cost recovery goals will permit them to set prices based on market factors and differential pricing (prime-time/non-primetime, season/off-season rates) to maximize user participation and also encourage additional group rate pricing where applicable. It is expected that an iterative implementation process of introducing the classification methodology and a new pricing policy along with the refinement of Department's cost of service analysis will occur over the next five years. Appendix X, the Program and Services Assessment, includes a chart of recommended pricing strategies and cost recovery goals for each program currently offered by the Department.

Develop pricing strategies:

The Department currently utilizes three pricing strategies: cost recovery goals, customer's ability to pay, and residency. A range of pricing options gives customers the opportunity to choose which option best fits their schedule and price point. The consulting team recommends that the Fauquier County Parks and Recreation Department continue to explore pricing strategies that create options for the customer. The most appropriate strategies for the Fauquier County to consider adding are as follows:

- Primetime and non-primetime pricing: the price is set based on the time of day/week when the demand is highest. This technique regulates the demand curve and assists in maximizing the use of facilities.
- Premium pricing: The price is set high to reflect the exclusiveness of the product.

Track program participation data consistently:

Through consistent participation data analysis across all core program areas, refine recreation program offerings to reduce low enrollment or canceled programs due to no enrollment.

Provide programs for all age segments:

The current program offerings are weighted heavily towards three age segments: Elementary, Adult, and Older Adult, leaving the remaining four age segments, Preschool, Teens, Young Adult, and Senior, underserved. The Department should strive to create better age segment balance by targeting each age segment as a primary market served by three or more core program areas. The Department should update this Age Segment Analysis every year to note changes or to refine age segment categories. Age Segment Analyses should ideally be done for every program offered by the Department.

Expand programs and services for ages 55+:

Given the projections of an aging population, provide additional programs for those aged 55+ in categories of 55-64, 65-74, and 75+.

Create shooting sports and archery programs:

There is high public demand for shooting sport and archery programs and competitions for youth and adults. The Department should identify partners with whom to provide opportunities for these activities.

Develop new park visitation programs:

Develop interactive park programming to encourage independent visitation of parks and learning about the natural, cultural, and historical features of the park. For example, a park passport or activity kit program.

Track program lifecycles:

Track program lifecycles on an annual basis to ensure that there are a decreasing number of programs in the saturated and declining stages while ensuring there is an increasing number of programs in the introduction



Playgrounds appeal to the younger age segment and families with younger children.



Information signs and plaques, along the Appomattox Greenway Trail, encourage independent park visitation and educational opportunities for all age groups.



Multi-use trails in Eastham Park, Virginia, offer recreational opportunities for all age groups.

stage. Eliminate or reposition the bottom 5% of all poorly performing programs. Establish a performance metric to ensure that a set percentage of programs only should be in the decline stage and any programs staying in that stage for two years should be repositioned and eliminated in favor of new programs.

Improve the strategy for public feedback:

The Department should update, refine and develop a strategy to seek feedback on the quality of existing programs being offered as well as residents' desires for new programming.

Track and assess program evaluation data consistently:

Implement a program assessment and evaluation tool and track the data consistently. Data will provide input for future improvements to programming management.

Develop and implement a Marketing Plan:

The Department should develop and implement a Marketing Plan that blends a system-wide marketing approach while creating methods to target specific populations (age segments, geography) through the most effective and efficient means.

Operations and Maintenance

Deepen existing and establish new partnerships with area organizations and governing bodies:

The Department has been able to multiply outreach through diverse partnerships. The Department should continue to build existing relationships and look for new partnership opportunities to expand offerings, manage facilities, and share resources.

Formalize partnerships:

The Department should memorialize all partnerships in formal agreements, including the shared use agreement with the public school system.

Continue coordination with other County departments:

Coordinate efforts with other departments to streamline maintenance services supporting maintenance and operational needs.

Coordinate with Economic Development and Tourism groups:

Work with, or continue to work with, Fauquier County and Town of Warrenton Economic Development and Tourism staff and revitalization groups in order to share resources and cross-market programs, plans, and activities. Parks and Recreation is an economic generator and sustainer for the County and Town and undoubtedly shared information between the Department and economic-related groups would be mutually beneficial.

Encourage volunteer opportunities:

Parks and Recreation has partnered with the PATH Volunteer Hub to promote some of the volunteer opportunities that are available for the Department. The Department should continue to post volunteer opportunities as well as advertise the opportunity to volunteer.

Undertake periodic surveys to keep track of trends:

Consider obtaining demographic and participation data through the use of on-line public surveys every 2 to 5 years to keep track of parks and recreation trends in the county. Examining this data will ensure that the needs of people of all ages, races, ethnicities, and genders are met to the greatest extent possible. These surveys will also help the Fauquier County Parks and Recreation Department adjust priorities and funding.

Diversify information sources:

People are interested in the programs and facilities offered by the Department, but are not always aware of what is being offered. The County has been revising their policies and procedures since 2019, including how programs are advertised. The Department has begun mailing the Parks and Recreation newsletter to homes directly, rather than distributing them through the school system. This method expands the Department's information coverage to the public. The Department should continue to advertise in a variety of ways and periodically survey the public to assess how they would prefer to receive information. The Department should ensure that announcements and schedules are kept updated on all outreach platforms.

Develop an Invasive Species Management Plan:

The Department should develop an invasive species management plan and implement at all county-managed sites. As part of the invasive species management plan a "no-plant" list of invasive and aggressive exotic plants should be created and adopted County-wide and included as an evaluation factor for all projects approved by the Planning Department. The Department likely does not currently have the available and trained staff to expand park maintenance to implement invasive species management. It is recommended that this work be contracted out to a professional firm.

Develop Park and Facilities Design Guideline Standards:

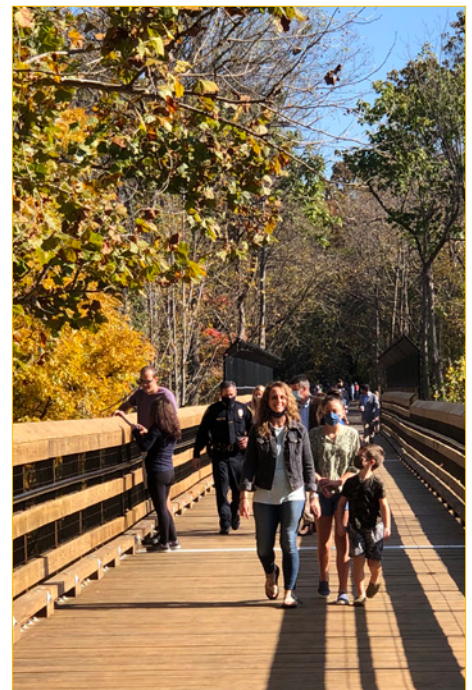
The County should develop and implement a Park and Facilities Design Guidelines Standards document. Design and development guidelines are intended to provide planning and site programming guidance to ensure equity of service, system cohesiveness, and ease of maintenance in the existing system and to guide the growth and expansion of the parks system over time. Guidelines will address development standards for each park type as well as standards for site furnishings, materials, architectural styles, amenities, and construction details. Design standards give cohesion and branding to the park's system, as well as ensure quality of construction and streamline maintenance actions. The Standards should be implemented at all new parks, and phased into existing parks as part of lifecycle replacement, infill construction, and maintenance.

Reevaluate Northern Fauquier Community Park's maintenance manual:

Northern Fauquier Community Park's landscape maintenance manual should be reevaluated and updated to match programming changes and County standards of maintenance practices and staffing.

Develop a standard County Park Maintenance Manual:

The Department should develop a standardized maintenance manual for the management of all parks and recreation sites. The revised Northern Fauquier Community Park's maintenance manual is comprehensive and can be used as a starting reference for the creation of a county-wide maintenance manual. The manual should reference customized maintenance standards levels, 1, 2 and 3 typically, for each type of amenity within the parks and recreation system and identify the desired maintenance levels at each facility.



Establishing design guideline standards will help to brand the county's parks and require a standard of excellence in materials, styles, construction details and amenities.

Incorporate sustainability into all levels of parks and facility management:

The Department lists environmental protection as an objective, but does not currently have specific sustainability and environmental protection goals or a plan. A sustainability plan is good public policy that protects the environment and often reduces costs. The Department might consider evaluating a system-wide recycling program (for both the public and internal park management); stream and river protection; pollutant management; maintenance fleet management (e.g. oil/fluid disposal policies; reducing idling times; investing in hybrid vehicles); and pesticide/herbicide management. Incorporating the use of best management practices for stormwater management in conjunction with plans for park improvements or new parkland is another positive move.



Environmental protection plans should strive to protect and preserve stream and river corridors, which are important park assets in Fauquier County.

Explore new materials and methods:

Reduce maintenance cost, frequency, and labor as well as operating costs by switching materials or procedures. The Department should explore and adopt new technologies, materials, and procedural innovations to improve service delivery.

Re-branding and marketing refresh:

The Department should consider rebranding and updating the logo as part of a marketing push. The refreshed logo and updated graphic standards would be applied to all Department platforms including the website, social media, and park signage. The updated branding would reflect the Department and County's current character and draw attention to the previous decade's improvement as well as new project investment.

Develop a quantitative Department performance measurement and tracking system:

The Department should develop a performance measurement tool with three to five key performance measures for each line of service, including but not limited to, cost recovery, program service delivery, facility maintenance, and marketing and technology solutions to determine and, in turn, communicate the level of success they are achieving on an annual basis. A template is provided in the Program and Services Assessment Report in Appendix X.

Implement a work order management system:

A work order system should be used to track lifecycle maintenance requirements that are tied to weekly and monthly work orders. This will help the staff to stay ahead of preventative maintenance and limit breakdowns. Further, utilizing the system will provide staff the necessary "actual cost" data for work being performed.

Implement a systematic approach to contracting services:

Implement a unit activity cost tracking system as part of a work order management system. This will allow the Department to analyze the unit cost of performing tasks internally against the unit cost to perform work through a third-party vendor.

Hire two additional FTEs to increase staff to park acreage ratio:

The Parks Division does not have the staffing capacity to manage the developed parks system consistently at a Level 2 maintenance standard as the current ratio of combined full-time employees (FTEs) to park acres is 1:27 acres. Best practice is 1:25 staff to actively maintained acres. The Department needs to hire or contract two additional FTEs to have a 1:25 ratio. Maintain the 1:25 ratio of FTEs as the park system develops and expands.

Regularly assess operation and maintenance funding:

It is recommended that the current cost per acre be adjusted annually and serve as a guide for operational budget development as the park system expands in commensuration with population growth.

Update work plans based on maintenance standards as needed:

Maintenance standards are based on a Level (1), (2) and (3) modes (tasks and frequencies of each task) and follow best practices as established by the National Recreation and Park Association. The Division can continue to customize the standards based on the values of the Fauquier County community and need to be adopted and implemented by staff and followed regardless of whether work is performed by County staff or third-party contractors.

Explore options to reduce maintenance expenditures:

Maintenance operations are typically spent in Divisions that do not have direct revenue sources that can offset expenditures. There are opportunities, however, to reduce expenditures through the following strategies:

- Adopt-a-Trail Programs: These are typically small-grant programs that fund new construction, repair or renovation, maps/brochures, and facilities (bike racks), as well as providing maintenance support.
- Adopt-a-Park Programs: These are small-grant programs that fund new construction and provide maintenance support.
- Operational Partnerships: Partnerships are operational funding sources formed from two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Two partners jointly share risk, operational costs, responsibilities, and asset management based on the strengths of each partner.



Virginia Capital Trail is available for adoption across VDOT maintained segments. Photo credit: Virginia Capital Trail Foundation

Implementation and Budget Plan

Implementation planning takes recommendations made in earlier sections and converts them into tangible results. The plan includes prioritization of recommendations and a phased cost estimate. The goal of the plan is to identify the most efficient way to sequence and fund the recommendations in order to balance citizen needs with County resources. Refer to **Appendix** for related materials.

Implementation Phasing

Phasing is determined by overlaying the public need priorities, order of repairs, and cost and construction feasibility findings on the list of recommendations for sustaining the parks and recreation system. For example, recommendations that address safety, code, or access or could be implemented easily with low cost are categorized as an immediate priority. A facility that has high public need, funding could be readily available to remedy the issue, or would be easily feasible would be rated as a short-term project. Long-term priorities involve recommendations that require in-depth consideration, compilation of larger funding amounts, extended demographic shifts, and long-range planning. On-going efforts are implementation items that can be done on an as-needed basis, should be done on a periodic (seasonal, annual, or other cycle) basis, and as funding becomes available.

Phases are divided into the following categories:

- **Short-term – Complete within the next 5 years (by 2026):**
Improve existing facilities and practices; build out to the capacity of existing facilities; set groundwork for long-term actions
- **Long-Term – Complete within the next 5-10 years (by 2031):**
Expand operations of the Department
- **On-going:**
Complete as on-going effort, as issues arise, or as land or funding becomes available

The order of recommendations should be reviewed every year to reflect budgets, staffing levels, new policies, usage trends, and citizen demand. Phasing may shift if opportunities arise to implement recommendations sooner than listed in this plan. To track an stay on top of changing priorities and needs the *Parks, Recreation, and Open Space Master Plan* should be updated every five years and coordinated with other county departments and planning documents.

10-Year Implementation Plan

The recommendations for park and facility improvement, new development, programming, and operations and maintenance procedures are categorized below in a 10-Year Implementation Plan. Improvements with high priority are called out in italics at the beginning of each section. An item is designated as high priority either because of great public need, importance to Department management or function, or being a critical step before proceeding with other items.

Short-term (within 5 years)

Existing Facilities

- *Address safety hazards and ADA compliance.*
 - *Repair and maintain existing amenities and facilities.*
 - *Replace the ADA accessible fishing pier at CM Crockett Park.*
 - *Convert unused lawn areas into managed meadows.*
 - *Partner with a local organization to construct 1-2 miles of hiking trails at the Southern Sports Complex to expand recreational offerings at the site.*
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| <ul style="list-style-type: none">● Improve trail surfacing conditions.● Improve trail bridges per 2019 bridge evaluation recommendations.● Develop an action plan for each park and facility to connect to surrounding neighborhoods.● Commission a standardized parks signage package, incorporating an updated logo.● Install new signs in parks using the new signage package.● Address minor stormwater issues at parks and trails.● Coordinate with local historians to replace damaged and install additional interpretive signage.● Assess parking needs and solutions at sites noted in the "Conditions Assessment Report".● Renovate the Theater on the Green. | <ul style="list-style-type: none">● Develop a facilities replacement and refurbishment plan for CM Crockett Park and begin implementation.● Construct a vestibule at the Marshall Community Center, including ADA accessible restrooms.● Evaluate existing recreation centers for feasibility of expansion.● Install screening shelters around portable toilets in parks.● Construct a new small picnic shelter at Vint Hill Farm Park.● Construct a new unique, inclusive, and universally accessible playground at Marshall Community Center.● Construct a disc golf course in Northern Fauquier Community Park. |
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Short-term (within 5 years)

New Facilities

- *Develop additional public access points along the Rappahannock River that include fishing access, wading, and canoe/kayak launches.*
 - *Establish a Blueway Trail on the Rappahannock River.*
 - *Identify two adjacent underused tennis courts in the northern or southern regions and convert them to four pickleball courts.*
 - *Construct a new fenced dog park in the southern region of the county.*
 - *Develop plans for the construction of a new outdoor pool in the Marshall area.*
 - *Construct linkage paths where short connections are required to link trail systems within the park or outside the park to other parks, neighborhoods, and civic centers.*
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| ● Prepare an updated County Bike and Pedestrian Master Plan. | ● Update the master plans for existing parks as infill or redevelopment is considered. |
| ● Begin feasibility study and planning process for a new recreation center in the southern region of the county. | ● Develop a master plan for the Southern Sports Complex that focuses on adventure recreational opportunities. |
| ● Begin feasibility study and planning process for a new indoor pool, potentially as a future expansion of the new indoor recreation center. | ● Develop a master plan for Riverside Preserve. |
| ● Construct a new sprayground. | ● Develop master plans for Catlett Park and a Neighborhood Park, incorporating basketball courts, themed playgrounds, picnic shelters, and internal and connecting trail systems as appropriate. |
| ● Construct an outdoor sand volleyball court. | ● Develop Phase I of Rappahannock Station Park. |
| ● Construct a skate park in the northern region of the county. | |

Programs

- *Redefine core program categories and classify all programs and services by essential/important/value-added.*
- *Develop new pricing policy and strategies.*
- *Begin tracking program participation data consistently.*
- *Implement a program assessment and evaluation tool and track the data consistently.*
- *Create an archery program, potentially in partnership with an area organization or private agency.*
- *Provide additional programs and services for those 55+*

Short-term (within 5 years)

- Provide additional program for pre-schoolers, teens, and young adults.
- Develop new interactive park visitation programs, like a park passport.
- Improve the strategy for public feedback.
- Develop and implement a Marketing Plan. Commiserate

Operations and Maintenance

- *Formalize all partnerships in written agreements, including the shared use agreement with public schools.*
- *Develop a quantitative performance measurement and tracking system.*
- *Implement a work order management system, including a unit activity cost tracking system.*
- *Hire two additional full-time equivalent (FTE) employees to have the recommended 1:25 staff/acre ratio.*

- Diversify information sources and advertisement methods.
- Develop an Invasive Species Management Plan.
- Develop a standard Park Maintenance Manual, incorporating custom maintenance standards. The Manual can be based on the Northern Fauquier Community Park's Maintenance Manual
- Develop Parks and Facilities Design Guideline Standards.
- Update Northern Fauquier Community Park's maintenance manual to match programming changes and County standards of maintenance.
- Commission a re-branding and marketing refresh, including updating the Parks and Recreation logo.
- Systematically evaluate the need for contracting services, using the unit activity cost tracking
- Explore options to reduce maintenance expenditures.

Long-term (5-20 years)

Existing Facilities

- Continue the refurbishment of CM Crockett Park.
- Update Vint Hill Village Green's master plan and begin construction.

New Facilities

- Develop additional fishing access points.
- Construct high-priority and/or easily feasible trails identified in the updated County Bike and Pedestrian Master Plan.
- Construct a new recreation center, to provide approximately 40,000 sf of additional indoor recreation space.
- Construct a new outdoor pool.
- Construct a new soccer field.
- Construct a new 90' ball diamond.
- Construct at least one mountain bike trail system, potentially as part of the Southern Sports Complex and/or Riverside Preserve.

Long-term (5-20 years)

New Facilities, continued

- Begin construction of Catlett Park and a Neighborhood Park (Foxmeade, John Randolph Kerrick, or Raymond Farm properties) to address current park acreage shortfall in the community and neighborhood park categories.
- Begin construction of Riverside Preserve per the master plan.
- Develop master plans for the remaining planned parks, incorporating basketball courts, themed playgrounds, picnic shelters, and internal and connecting trail systems as appropriate.
- Purchase land and begin master plans for a new District Park, at least 74 acres.
- Update the master plans for existing parks as infill or redevelopment is considered.
- Develop a Maintenance Facilities Improvement Plan.

On-going

Existing Facilities

- Plan for equipment replacement.
- Develop underutilized areas in parks for environmental benefit

New Facilities

- Plan new facilities for dual recreation and environmental services.
- Construct trails identified in the updated Bike and Pedestrian Master Plan, striving for loop trails within parks and connecting multi-use paths between parks, neighborhoods, and civic centers.

On-going

Programs

- Update program age segment analysis annually to note changes or refine offerings.
- Track program participation data.
- Evaluate program offerings and remove programs with saturated or declining participation.
- Track program cost recovery.

Operations and Maintenance

- Undertake periodic surveys, approximately every 3-5 years, to keep track of trends.
- Deepen existing and establish new partnerships with area organizations and governing bodies.
- Coordinate with economic development, tourism, and historical groups for partnerships, joint programming, and cross-promotion.
- Continue to encourage volunteer opportunities.
- Incorporate sustainability into all levels of park/facility management.
- Explore new materials and methods.
- Maintain staff to park acreage ration of 1:25 FTEs.
- Regularly assess operation and maintenance funding.
- Update work plans based on maintenance standards and system expansion.

Analysis of Cost for Improvements to Parks, Trails, and Facilities

An important piece of the plan is to determine how much to budget for the recommended improvements identified in the conditions assessments, shortfalls identified in the Level of Service analysis, and the recommended system-wide recommendations. The cost analysis will be updated to include system-wide recommendation once those are compiled. The cost analysis shows gross approximate figures and is not intended to be used for specific financial determinations. The purpose of the analysis is to give the Department enough information to begin thinking about planning efforts related to funding and priorities.

Methodology

The general approach to preparing this section was to identify current and proposed costs, including lifecycle and capital costs. Lifecycle costs are expenses incurred to maintain and improve a park or facility to prevent it from falling into disrepair. Capital costs are typically larger expenses for one-time improvements or new additions. When considered together, a more complete picture of overall expenses becomes evident. These costs are presented in **Appendix**.

Costs were prepared using a menu of facilities developed in the Needs Assessment and put forth in the recommendations. Costs also include FY 2021-2026 CIP budgeting. Prior year appropriates were not included in the costs, so the cost total may be used for future budgetary planning. The proposed improvements were based on shortfalls identified in the Conditions Assessments and Level of Service Analysis. This cost considers only publicly available amenities controlled or maintained by the FCPRD, and does not include maintenance buildings. The cost of features and amenities improvements is an approximation based on current materials costs, bid tabs, and manufacturer pricing and the actual cost of a feature will vary dependent on site condition, level of service provided, and local construction environment. The accumulated costs developed for the proposed features does not include site specific planning costs such as utilities, entrance roads, amenities, surveying, permitting, or engineering fees. A contingency of 25% was added to cover these costs.

Detailed cost estimates and planning studies will need to be prepared for each proposed park and facility as the County commits to implementation. The estimated cost of developing existing parcels into new parks includes site master planning and the construction of basic site infrastructure, like parking, restroom facilities, and picnic shelters, as appropriate for the type of park. It is anticipated that the actual capital investment amount for new parks will be higher, based on the final site master plans.

The costs for each existing and proposed park or facility are categorized into a short term or long term implementation phase. Costs were categorized based on the factors described in the phasing and priority ranking methods described earlier in this report. These tables create a total cost for each priority category to help the Department understand how and when they need to begin accumulating funds if they choose to implement a project or improvement within a certain timeframe.

10- YEAR PARK IMPROVEMENT COST ESTIMATE (2021-2031)

EXISTING PARKS/FACILITIES		DEVELOPMENT OF NEW PARKS/FACILITIES	
Lifecycle Repairs	\$ 1,409,000	New Parks	\$ 4,260,000
Capital Improvements	\$ 14,057,000	Indoor Recreation Center	\$ 12,500,000
		Outdoor Pool	\$ 7,500,000
		Other Projects	\$ 3,526,000
Total	\$ 15,466,000	Total	\$ 27,786,000

Cost and Funding Overview

The conclusions from a preliminary review of the estimated improvement budget are discussed below. Refer to **Appendix X** for cost estimation and analysis spreadsheets.

- Projections of costs for required facilities recommended far exceed the department's current budget. For this reason, any large-scale improvements will need to be financed by Capital Improvements provided by the Board of Supervisors or some other revenue source capable of large fiscal appropriations.
- The total lifecycle and capital improvements calculated by this report for all recommendations is \$43.25 million.
- The lifecycle and capital improvements costs calculated by this report for existing parks and facilities totals \$15.47 million.
- The lifecycle and capital improvements expenditures for proposed parks, facilities, and master plans estimated by this report totals \$27.79 million.
- Recommended short-term improvements (within 0-5 years) to existing facilities total \$13.03 million. Recommended development of new facilities and planning documents in the short-term totals \$3.47 million. Combined, recommended improvements and new development in the mid-term totals \$16.50 million.
- Recommended long-term improvements (within 5-10 years) to existing facilities totals \$2.44 million. Recommended development of new facilities and planning documents in the long-term totals \$24.32 million. Combined, recommended improvements and new development in the long-term totals \$26.75 million.
- The most significant recommended budget item is the development of a new indoor recreation center, estimated at \$12.5 million. This accounts for almost half of the total \$26.75 million recommended long-term improvements.
- Average annual recommended lifecycle repairs costs to existing facilities within the first five years will be \$260,000.

Cost Phasing Estimate

Short-Term Costs (0-5 years)

EXISTING PARKS/FACILITIES	COST
Lifecycle Repairs	\$ 1,409,000
Capital Improvements	\$ 11,622,000
Total (incl. 25% cont.)	\$ 13,031,000

DEVELOPMENT OF NEW PARKS/FACILITIES

Undeveloped Parks	\$ 1,351,000
New Facilities/Amenities	\$ 1,938,000
Planning Reports and Studies	\$ 181,000
Total (incl. 25% cont.)	\$ 3,470,000

Grand Total (incl. 25% cont.) \$ 16,501,000

Long-Term Costs (5-10 years)

EXISTING PARKS/FACILITIES	COST
Capital Improvements	\$ 2,435,000
Total (incl. 25% cont.)	\$ 2,435,000

DEVELOPMENT OF NEW PARKS/FACILITIES

Undeveloped Parks	\$ 2,909,000
Indoor Recreation Center	\$ 12,500,000
Outdoor Pool	\$ 7,500,000
New Amenities	\$ 1,326,000
Planning Reports and Studies	\$ 81,000
Total (incl. 25% cont.)	\$ 24,316,000

Grand Total (incl. 25% cont.) \$ 26,751,000

*This estimate represents 2021 dollars. Costs will need to be re-examined in subsequent years for increases in material and labor costs and inflation. Estimate totals have been rounded to the nearest \$1,000

- The 2021-2026 CIP total budget for Parks and Recreation is \$9.35 million, all of which is included in the short-term 0-5 year cost estimation. The CIP includes funding for ball fields, greenways/trails, and playground projects; Central Sports Complex; Rappahannock Station - Phase I, and renovations to the Vint Hill Community Center and Theater. This means that the current shortfall for the identified short-term 5 year improvements is \$7.15 million.
- The 2021-2026 CIP identifies projects for planned future CIP funding, totaling \$22.34 million. The long-term 5-10 year cost estimation includes all of this total, which means that the difference between the CIP planned expenditures and the estimated development is \$4.41 million.
- The total costs identified in the 10-year Implementation Plan are \$43.25 million, \$31.69 million of which are included in the 2021-2026 CIP budget and planned future CIP spending. If the County intends to follow the 10-year Implementation Plan in this report, an additional \$11.56 million will need to be allocated towards Parks and Recreation development.
- The Department may need to postpone some improvements past the term goal recommended earlier in this report. These decisions must be made after a thorough assessment of available funding and needs.

Addressing funding shortfalls will become a balancing act between increasing funding requests from the County, asking residents to help pay for the amenities they are requesting, and identifying new sources of money. These new sources may be bonds, tax increases, development-based proffers, new or increased user fees, or corporate partnerships that are not currently in place.

It is important to allocate additional maintenance funding to support capital expenditures and system expansions. These cost estimates do not include additional maintenance funding that would be required.

The Department should maintain and expand its grant funding whenever possible. It should be noted that, with limited exceptions, grant funding cannot support parks and recreation improvements on a large scale or for the long term.

Also, please note that the estimates in this report represent 2021 dollars. Costs will need to be re-examined in subsequent years for increases in material and labor costs and inflation.

PARKS & RECREATION 2021-2025 AND FUTURE CIP BUDGET PLAN, *Selection from the Fauquier County FY 2021-2025 Adopted Capital Improvement Plan*

Bond and Cash Funded Capital Improvement Plan

Department/Project						FY 2021-25		Future Years
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total		
<u>Parks & Recreation</u>								
Ball Fields, Greenways/Trails & Playground Projects ¹ \$	200,000	\$ 200,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 1,750,000	\$ 450,000	
Central Sports Complex ¹	-	-	4,400,000	-	-	\$ 4,400,000	-	
Rappahannock Station - Phase I	-	-	1,000,000	-	-	\$ 1,000,000	-	
Vint Hill Community Ctr & Theater Reno/ADA	-	-	-	440,000	1,760,000	\$ 2,200,000	-	
Marshall Community Center	-	-	-	-	-	\$ -	1,893,735	
Northern Swimming Pool	-	-	-	-	-	\$ -	6,000,000	
Southern Sports Complex	-	-	-	-	-	\$ -	5,000,000	
Southern Community Center	-	-	-	-	-	\$ -	3,000,000	
Southern Pool	-	-	-	-	-	\$ -	6,000,000	
Sub-total, Parks & Recreation	\$ 200,000	\$ 200,000	\$ 5,850,000	\$ 890,000	\$ 2,210,000	\$ 9,350,000	\$ 22,343,735	

Funding Strategies

There are several funding sources with potential for use in Fauquier County a list of which is provided below. The Department already employs several of these strategies, but there is the opportunity to expand and refine them.

POTENTIAL FUNDING SOURCES

- CIP Budget (include park development projects in the County's short and long range Capital Improvement Plan)
 - Parks Bond Referendum (voters approve the County borrowing money to finance park projects)
 - Corporate Sponsorships (corporate investment in amenities and/or events)
 - Partnerships (joint funding with shared risks, assets, and management)
 - Grants (from foundations or through governmental recreation, transportation, community development, or environmental programs)
 - Foundations/Gifts (funding from tax-exempt, non-profit organizations)
 - Private Donations (donations of funds, land, facilities, or other items)
 - Friends' Associations (special interest groups raising funds for a purpose)
 - Irrevocable Remainder Trusts (individuals leave portion of wealth as a trust fund to be used by an agency)
 - Special Fundraisers (luncheons, brick sales, or other events that trade donations for a good or service)
 - User Fees/Charges (fees charged for usage of an amenity or service)
 - Ticket Sales/Admissions (fees charged for admission to a special event)
 - Permits (fee-based permits provided to use park property for financial gain)
 - Reservations (fees charged to reserve public property for a specific time frame)
 - Equipment Rentals (fees charged to rent tables, chairs, tents and similar items)
 - Land Trusts (trusts set up to secure funding for land acquisitions)
 - Volunteers (unpaid workers donating time and effort)
 - Concession Management (funds obtained from retail sales)
 - Private Management (contracting with private entities to run a public facility resulting in financial savings and possibly additional percentage of income)
 - Naming Rights (funding obtained from allowing private businesses to place their name on a public facility)
 - Crowd Funding (smaller donation amounts provided by large amounts of people)
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Higher-dollar-amount and more complex projects require funding sources with greater monetary resources and assured delivery methods. For example, a recreation center would benefit from a bond referendum, corporate sponsorships, and/or private management. Alternatively, funds for a picnic shelter could be raised through fundraisers, small grants, and small donations. Lastly, it is important to note that these funding sources can and should be mixed and matched to achieve the desired dollar amount.

Adjusting Priorities Based on Available Funding

Based on demand and current funding levels, the Department should focus on addressing repairs and maintenance, diversifying programming, improving departmental operations, expanding the trail network, increasing river access, developing additional recreational aquatics, and planning for the development of new parks.

Fauquier County should use this report and their professional knowledge as a guide for how to move forward with necessary and desirable improvements, particularly for more costly enhancements that require long lead times.

Conclusion

Parks play an essential role in community vitality, economic growth, environmental and infrastructure services, and public health and well-being. Prioritizing parks and recreation as “green infrastructure” and integrating the development and management of parks with other compatible county services will multiply the benefits and return on investment into the parks, recreation, and open space system.

Fauquier County is delivering a diverse parks and recreation system that is well used and valued by the public. Certain improvements will increase the quality of offerings and enhance the parks into a destination-quality park system that complements the existing amenities and character of the County. Ultimately, it will be up the Department and County leaders to decide exactly how to leverage its resources to implement these priorities. Fauquier County is in a great position to establish itself as a recreation destination and to maintain a high quality of life for its citizens and foster economic development.



Warrenton Branch Greenway Park, old rail yard trail head