Strategic Master Planning Process
for City Parks, Recreation, Trails, Open Space, Events and Cultural Activities

Community Outreach Summary
Public Workshop #5
Thursday, October 17, 2013 – 7:00 p.m.
Old Town Hall
Agenda

• Welcome and Introductions
• Quick Overview of Strategic Planning Process
• Community Outreach Overview
• Results of Qualitative Outreach
• Results of Quantitative Outreach
• DRAFT Vision, Mission, Goals
• Wrap Up and Next Steps
What is the Strategic Master Plan?

• **What is it?**
  A clear, concise and measurable set of goals, policies and objectives

• **For what purpose?**
  To provide direction to the City Council, Staff, Parks and Recreation Advisory Board and Commission on the Arts

• **How will it be used?**
  To inform decision making related to the future development, redevelopment and enhancement of the City’s parks system, open space, recreation facilities, activities, events and services.
Scope

Parks
Recreation
Open Space
Trails
Cultural Activities
Special Events
What is the scope of this plan?

Two Phase Approach

• Phase I: Strategic Vision
  – ENGAGE the community in a variety of interactive public participation processes
  – Identify WHAT citizens and City Council want and will support
  – Establish clear and concise VISION, GOALS and OBJECTIVES

• Phase II: Strategic Action Plan
  – Action steps to answer WHO, WHERE, WHEN and HOW to implement the Vision
Community Outreach Methods

Qualitative Data
- Public Workshops
- Stakeholder Meetings
- Our Parks Our Future.com
- Letters and emails

Quantitative Data
- Online Survey
- Statistically Valid Random Sample Survey

Qualitative Research
- Unstructured data
- Summary
- Subjective conclusions
- Interviews, focus groups, observations

Quantitative Research
- Structured data
- Statistical analysis
- Objective conclusions
- Surveys, experiments
Community Participation

• Very engaged community
  – 514 participants in workshops and stakeholder events
• OurParksOurFuture.com
  – 2,379 visitors
  – 19,279 page views
  – 354 active participants
• Surveys
  – 668 Statistically Valid Survey responses = 23.0% return. Representing 1,523+ residents in households.
• Plus letters and emails
Public Workshops

• Purpose
  Engage current and potential residents and program, facility, event and activity participants in interactive and fun public input sessions to create a City of Fairfax Parks and Recreation Vision for the Future

• Objectives
  – Encourage and enable participation by ALL
  – Solicit input on current use, perception and vision for the future
  – Create excitement and buy-in for community wide visioning process
Public Workshops

- May 2, 2013 – Providence Elementary
  - Facilitated portion and open house format
  - Topic stations
  - Children’s activities
  - Dollar voting

- May 3, 2013 – Old Town Hall
  - Facilitated portion and open house format
  - Topic stations
  - Children’s activities
  - Dollar voting

- June 22, 2013 – Green Acres
  - Focus on indoor facilities
  - Recreation, senior, aquatics

- June 23, 2013 – Sherwood Center
  - Focus on park improvements
Stakeholder Outreach

• **Purpose**
  
  Engage special interest and key stakeholder groups to create a City of Fairfax Parks and Recreation Vision for the Future

• **Objectives**
  
  – Encourage and enable participation by ALL
  – Solicit input on unique stakeholder characteristics, needs, trends, relationship with the City and vision for the future
  – Create excitement and buy-in for community wide visioning process
Stakeholder Outreach Groups

- Trail Users
- Partners – GMU, FCPA
- City Staff
- Schools
- Teens
- Special Events
- Business Community
- Environmental
- Civic Associations, HOAs, Community Associations (2)
- Interservice Club
- Athletic Leagues and Reps
- Seniors
- Faith Based
- Families
- Special Needs
- HFCI
- Ethnic Communities
- Arts
- School Board
- City Council
- Park & Recreation Advisory Board
- Park & Recreation Staff
On-line Civic Engagement

• Purpose
  Ongoing civic engagement and public forum in a variety of languages

• Objectives
  – On-line source for Strategic Plan information and engagement 24/7;
  – Reach out to diverse population;
  – Solicit ideas from the public;
  – Gain reaction to potential solutions;
  – Test as a possible ongoing civic engagement tool for the City of Fairfax.
# Public Engagement Surveys

## Web Based Survey

- **Purpose**
  
  Obtain feedback from the maximum number of residents

- **Objectives**
  
  - Develop a shorter and simpler survey to maximize use;
  
  - Identify satisfaction levels for current programs, facilities, and events;
  
  - Identify unmet needs for facilities and programs;
  
  - Establish priorities for parks and recreation functions;

## Statistically Valid Survey

- **Purpose**
  
  Obtain feedback from a random sample of users and non-users

- **Objectives**
  
  - Identify satisfaction levels for current programs, facilities, and events;
  
  - Identify unmet needs for facilities and programs;
  
  - Identify parks currently used:
  
  - Establish priorities for parks and recreation functions;
  
  - Results will be geo-coded and mapped;
Summary of Qualitative Outreach

- Public Workshops
- Stakeholder Meetings
- Our Parks. Our Future
General Observations

• Very engaged community
• High level of current park/recreation use
• High level of current satisfaction
• Desire to enhance, improve and expand “what we have already”
• Extremely long and diverse wish list for the future
Top Eleven List

• Trails/Connectivity
• Indoor Recreation
• Senior Services
• Aquatic Facilities
• Athletic Fields / Lighting
• Arts and Events *(programs/venues)*

• Environmental Stewardship
• Partnerships
• Community Park Re-Development *(Van Dyck, Green Acres, Westmore)*
• Specific Park Features
• Maintain Existing Parks and Facilities
Summary of Input Received

**Trails/Connectivity**

- Trails and connectivity mentioned by nearly every group
- Desire for trails and connectivity ranked high in all input
- Desire to provide safe connections between parks, schools, neighborhoods, downtown, Metro, shopping areas
- Design for a variety of uses (biking, running, walking)
- Design for a variety of users (seniors, families, school groups, commuters, etc.)
- Pedestrian friendly Downtown
Indoor Recreation

- Athletic Zone – gym, weight training
- Flexible Space/Social Zone – café, flexible space for programming
- Support Zone – locker room, storage
- Kids/Family Zone – indoor play area, rooms with mats
- Fitness machines / cardio area
- Walking track
- Game courts
- Indoor water (lap / competition pool, therapy pool)
- Indoor playground

⭐ Indoor recreation for general use or potentially co-located with senior center
Summary of Input Received

Senior Services

• Highest dollar amount spent at the first 2 workshops.
• “Improve Green Acres Center” ranked high in several aspects of the public input.
• Need significant improvements or a new Senior Center with:
  – adult sized restrooms, larger kitchen, gym with wood floor, wellness center with state-of-the-art fitness machines, access to CUE, and indoor pools.

🌟 May be stand alone center or co-located with general use recreation center
Summary of Input Received

Aquatic Facilities

- Seniors desire warm water therapy pool
- Limited lesson times at Oak Marr
- Desire for outdoor family aquatics closer to Fairfax
- Need an indoor pool
- Splash pads in parks desired
- Specific features requested:
  - Indoor lap pool, splash pads, general swimming areas, outdoor lap pool, therapy pool, sauna, spa, outdoor family aquatic center
Summary of Input Received

Athletic Fields and Lighting

- Almost 10,000 participants in athletics, growing
- Participants vary in age, gender, and sport; 40-50% are City residents
- Strong competition for limited fields
- No time for “walk on” play, field heavily scheduled
- Additional lighting will increase opportunities
- Additional synthetic turf fields (Lanier Middle School)
- Upgrade Providence School fields to provide a quality complex
Summary of Input Received

Arts and Events

- Art in the parks
- Live music
- Spice up the events – keep them current and robust
- Permanent venues downtown
- 300-600 seat theater
- Outdoor theater
- Stable funding
- Integrated arts program with full-time Arts Director
- GMU & City collaboration
Summary of Input Received

Environmental Stewardship

- Set an example for the community in recycling, energy efficiency, storm water management, sustainable buildings, green maintenance practices,
- Stream erosion a large issue
- Invasive species removal
- Protect the Accotink
- Opportunities for education partnerships in parks
Summary of Input Received

Partnerships

• GMU, Fairfax County, NVRPA, Schools, City of Fairfax and others all have large unmet needs – all benefit from partnerships

• Strengthen partnership with GMU on several fronts – recreation, arts, transportation, trails, events, etc.

• Potential for public-private partnerships for larger facilities

• Partnerships with non-profits and volunteer groups essential for programs, events, and arts.
Summary of Input Received

**Community Park Re-Development**

- High priority placed on improving existing resources
- Top 3 Opportunities – Van Dyck, Green Acres and Westmore
  - Van Dyck Park is great, but could be rearranged to function better (water feature, bathrooms, trail access, skate park improvements, dog park, etc.)
  - Green Acres need significant improvements; conduct feasibility study
  - Westmore has tremendous potential (rec center, aquatics, gardens, etc.)
- Several comments for restrooms, shade, better playgrounds, improved access and parking, trails.
- Enhance Downtown as the Center of the Community
Summary of Input Received

Specific Park Features

- Dog park
- More / upgraded athletic fields / lights
- Splash pads
- Amphitheater
- Public Art
- All-access playground
- Performing Arts Center
- Updated skate park
- Clean, modern restrooms
- Shade – trees and shade structures
- Downtown as the center of the community
- Full service recreation center
- Community gardens
Summary of Input Received

Maintain Existing Parks and Facilities

- Upgrade skate park
- Accessible playgrounds and shelters
- Better maintenance on fields
- Invasive species removal
- Stream erosion
- Shade at playgrounds and basketball courts
- Upgrade tennis and basketball courts
- Consistent signage-branding
- More parking

Current Parks Standard of Care
- Exceptional Care
- Basic Care
- Below Average Care
Summary of Quantitative Outreach

Community Attitude and Interest Survey

The Center for Social Science Research,
George Mason University

Detailed analysis still underway.
Survey Methodology

- Postcards and printed surveys mailed to a random sample of 2,500 City of Fairfax households
- Option for on-line or printed survey
- 668 responses = 23.0% return. Goal was 20%
2007 survey indicated **72%** Visitation. Number in () indicates web survey.
## Top Ten Visited Facilities

<table>
<thead>
<tr>
<th>Park</th>
<th>Survey</th>
<th>Web</th>
<th>Web Rank</th>
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<tbody>
<tr>
<td>1. Van Dyck Park</td>
<td>68%</td>
<td>78%</td>
<td>(1)</td>
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<tr>
<td>2. Daniels Run Park</td>
<td>44%</td>
<td>44%</td>
<td>(4)</td>
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<tr>
<td>3. Oak Marr RECenter</td>
<td>41%</td>
<td>32.5</td>
<td>(9)</td>
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<tr>
<td>4. Sherwood Center</td>
<td>40%</td>
<td>53.5</td>
<td>(2)</td>
</tr>
<tr>
<td>5. Fairfax County Parks</td>
<td>38%</td>
<td>40.4%</td>
<td>(5)</td>
</tr>
<tr>
<td>6. Fairfax High School</td>
<td>34%</td>
<td>53%</td>
<td>(3)</td>
</tr>
<tr>
<td>7. NVRPA Regional Parks</td>
<td>33%</td>
<td>28%</td>
<td>(14)</td>
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<tr>
<td>8. Old Town Hall</td>
<td>31%</td>
<td>40%</td>
<td>(6)</td>
</tr>
<tr>
<td>9. Green Acres Center</td>
<td>29%</td>
<td>23%</td>
<td>(8)</td>
</tr>
<tr>
<td>10. Kitty Pozer Garden</td>
<td>27%</td>
<td>26%</td>
<td>(15)</td>
</tr>
</tbody>
</table>
## Top Ten Needed Facilities

<table>
<thead>
<tr>
<th>Facilities</th>
<th>Web Survey Rank</th>
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</thead>
<tbody>
<tr>
<td>1. Paved walking and biking trails</td>
<td>(1)</td>
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<tr>
<td>2. Small neighborhood parks</td>
<td>(3)</td>
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<tr>
<td>3. Large community parks</td>
<td>(6)</td>
</tr>
<tr>
<td>4. Natural areas/ nature parks</td>
<td>(4)</td>
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<tr>
<td>5. Non-paved walking and hiking trails</td>
<td>(2)</td>
</tr>
<tr>
<td>6. Performing arts venue</td>
<td>(8)</td>
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<tr>
<td>7. Picnic shelters / picnic areas</td>
<td>(9)</td>
</tr>
<tr>
<td>8. Indoor swimming pool</td>
<td>(5)</td>
</tr>
<tr>
<td>9. Horticulture center / community gardens</td>
<td>(17)</td>
</tr>
<tr>
<td>10. Playgrounds</td>
<td>(7)</td>
</tr>
</tbody>
</table>
# Top Ten Unmet Facility Needs

Based on the estimated number of households in the City of Fairfax whose needs are not met at all.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Pet exercise/dog park</td>
<td>2,000</td>
</tr>
<tr>
<td>2. Indoor swimming pool</td>
<td>1,990</td>
</tr>
<tr>
<td>3. Horticulture centers/Community gardens</td>
<td>1,906</td>
</tr>
<tr>
<td>4. Spraygrounds or Splash Pads</td>
<td>1,865</td>
</tr>
<tr>
<td>5. Outdoor swimming pool/aquatic center</td>
<td>1,399</td>
</tr>
<tr>
<td>6. Fitness trail / Par course</td>
<td>1,336</td>
</tr>
<tr>
<td>7. Campgrounds</td>
<td>1,263</td>
</tr>
<tr>
<td>8. Paved walking &amp; biking trails</td>
<td>1,049</td>
</tr>
<tr>
<td>9. Indoor gyms</td>
<td>1,048</td>
</tr>
<tr>
<td>10. Teen center</td>
<td>970</td>
</tr>
</tbody>
</table>
Dollars for Facilities Allocation

How Respondents Would Allocate $100 Among Various Parks and Recreation Facilities in the City of Fairfax

- Improvement/maintenance of existing facilities, $19.90
- Acquisition of land, $18.44
- New walking and biking trails, $16.34
- New indoor athletic facilities, $5.21
- New indoor facilities, $8.99
- Senior center facilities, $14.08
- New outdoor aquatic center, $4.68
- Other facilities, $7.87
- New outdoor facilities, $4.49

Total: $100
Top Ten **Needed** Park Improvements

<table>
<thead>
<tr>
<th>Improvement</th>
<th>Survey</th>
<th>Web Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improve/add restrooms</td>
<td>44%</td>
<td>62% (1)</td>
</tr>
<tr>
<td>2. Trails and sidewalks</td>
<td>39%</td>
<td>55% (2)</td>
</tr>
<tr>
<td>3. Expand trails</td>
<td>38%</td>
<td>55% (2)</td>
</tr>
<tr>
<td>4. Bike trails and bike lanes</td>
<td>31%</td>
<td>48% (4)</td>
</tr>
<tr>
<td>5. Drinking fountains</td>
<td>29%</td>
<td>49% (3)</td>
</tr>
<tr>
<td>6. Natural areas</td>
<td>28%</td>
<td>40% (5)</td>
</tr>
<tr>
<td>7. Add urban green spaces</td>
<td>27%</td>
<td>36% (6)</td>
</tr>
<tr>
<td>8. Park security lighting</td>
<td>24%</td>
<td>35% (8)</td>
</tr>
<tr>
<td>9. Dog park</td>
<td>23%</td>
<td>22% (18)</td>
</tr>
<tr>
<td>10. Picnic tables and benches</td>
<td>22%</td>
<td>25% (15)</td>
</tr>
</tbody>
</table>
Top Ten Actions **Supported** to **Improve** Parks & Services

Combination of “Somewhat Supportive” and “Very Supportive” responses. Web survey rank in ( ).

1. Upgrade older parks and recreation facilities (1)
2. Purchase land to preserve open space, natural and historic areas (8)
3. Develop new trails and connect existing trails (2)
4. Upgrade existing youth/adult athletic fields, including new lighting (3)
5. Improve Green Acres Senior Center (9)
5. Restore stream corridors (5)
6. Develop new programs for teens (6)
7. Partner with GMU Recreation on outdoor fields (12)
7. Develop new commuter bike trails (7)
8. Purchase land to connect existing parks (13)
9. Purchase land for developing athletic fields (10)
10. Develop new nature, history and horticultural facilities (14)
Participated in a Special Event/Cultural Arts Activities?

- Yes: 65% (97.4%)
- No: 35%
Top Ten Special Event/Cultural Arts Participation

1. Independence Day Celebration
2. Fall Festival
3. Independence Day Fireworks
4. Festival of Lights & Carols
5. City Band Concerts
6. Center for the Performing Arts at GMU
7. Fall for the Book
8. Old Town Plaza Summer Series
9. City of Fairfax Antique Car Show
10. Spotlight on the Arts
2007 survey indicated 45% Participation. Number in () indicates web survey.
Top Ten Program Needs

1. Special Events / Community Festivals (2)
2. Adult wellness and fitness (1)
3. Adult education and enrichment classes (3)
4. Local history programs (5)
5. Nature programs (9)
6. Water fitness programs (8)
7. Senior adult programs (12)
8. Adult sports programs (11)
9. Adult art, dance, and performing arts (10)
10. Tennis lessons and leagues

() indicates rank in web survey. Other web survey top ten: 4 - Youth summer camp; 6 - Teen programs; 7 - Youth sports programs
Top Ten Unmet Program Needs

Based on the estimated number of households in the City of Fairfax whose needs are not met at all.

<table>
<thead>
<tr>
<th>Program</th>
<th>Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Water fitness</td>
<td>1,709</td>
</tr>
<tr>
<td>2. Pet exercise / Dog park</td>
<td>1,627</td>
</tr>
<tr>
<td>3. Nature Programs</td>
<td>1,309</td>
</tr>
<tr>
<td>4. Adult sports programs</td>
<td>1,065</td>
</tr>
<tr>
<td>5. Tennis lessons and leagues</td>
<td>1,049</td>
</tr>
<tr>
<td>6. Adult education &amp; enrichment</td>
<td>1,011</td>
</tr>
<tr>
<td>7. Adult fitness &amp; wellness</td>
<td>964</td>
</tr>
<tr>
<td>8. Senior adult programs</td>
<td>761</td>
</tr>
<tr>
<td>9. Teen programs</td>
<td>664</td>
</tr>
<tr>
<td>10. Local history programs</td>
<td>654</td>
</tr>
</tbody>
</table>
How Fairfax City Residents Learn about Recreation Facilities and Activities

(multiple responses allowed so sum is greater than 100%)

- Leisure Times Brochure: 57%
- City Scene Newsletter: 57%
- Word of mouth: 47%
- Newspaper: 42%
- Website: 41%
- City of Fairfax Government: 24%
- Social networking: 19%
- Youth sports organization: 13%
- School newsletter: 9%
- Visited or called a City office: 9%
- Cable television (Channel 12): 8%
- Radio: 5%
- Chamber of Commerce: 3%
- Other: 7%
Organizations that Fairfax City Residents Use for Parks and Recreation Programs and Facilities

- City of Fairfax Parks and Recreation: 65%
- Fairfax County Park Authority: 50%
- City of Fairfax Schools: 37%
- Northern Virginia Regional Park Authority: 36%
- Neighboring/cities/counties/state parks: 29%
- Churches: 24%
- College or university: 18%
- Private clubs (tennis, health & fitness): 16%
- Fairfax Police Youth Club (FPYC): 15%
- Public & private golf courses: 14%
- Homeowners/apartment complex: 12%
- GMU Outdoor Recreation Space: 9%
- Private youth sports leagues: 8%
- Fairfax Little League: 7%
- Country Clubs: 7%
- GMU Indoor Recreation Space: 6%
- Private schools: 5%
- YMCA/YWCA: 1%
- None, do not use any organizations: 12%
- Other: 5%

- 0% - 80%
Reasons for Not Participating

Why Fairfax City Residents Do Not Use Facilities and Programs More Often

- Program times are not convenient: 23%
- Program or facility not offered: 19%
- I do not know what is being offered: 16%
- Use facilities in other park systems: 15%
- Fees are too high: 11%
- I do not know location of facilities: 8%
- Lack of quality programs: 8%
- Facilities are not well maintained: 7%
- Facilities’ operating hours not convenient: 7%
- Too far from our residence: 6%
- Personal disability: 6%
- Facilities don’t have the right equipment: 6%
- Availability of parking: 5%
- Class/es full: 4%
- Use other agencies in City of Fairfax: 4%
- Lack of transportation: 3%
- Safety concerns: 3%
- Registration for programs is difficult: 2%
- Poor customer service by staff: 2%
- Other: 26%
Driving Preferences

How Long Fairfax City Residents are Willing to Drive to Attend Programs or Facilities

- 0-5 minutes, 6.6%
- 5-10 minutes, 21.8%
- 10-15 minutes, 39.6%
- 15-30 minutes, 27.8%
- Over 30 minutes, 4.2%
Decision Making Criteria

What decision making factors are most important for the City to use in establishing priorities for recommendations of the Strategic Plan? In priority order based on voting on the web site and in a public workshop.

1. Maximize Existing Resources
2. Location
3. Demographics
4. Development/Preservation Balance
5. High Value/Low Cost
6. Economic Impact
7. Active/Passive Recreation Balance
8. Partnerships
Using the Data to Create a Vision

Mission & Vision
VISION – Long View, Inspiring Amazing Experiences!
We will know we have realized this vision when the City of Fairfax achieves:

- **Sense of Place** – maintain Fairfax as a unique community
- **Healthy Community** – opportunities for residents to maintain healthy lifestyles
- **Diversity** – engage and serve ALL members of the community
- **Variety** – offer innovative, varied, and affordable experiences
- **Connectivity** – connect people, places, and parks
- **Accessibility** – provide easy access to parks and recreation
- **Partnerships** – maximize a broad range of partnerships to deliver innovative programs, facilities, and services
- **Innovation** – nurture and demonstrate creativity and innovation
- **Economic Development** – boost economic development through parks and recreation
- **Downtown** – emphasize and support a thriving Downtown
- **Stewardship** – demonstrate environmental and historical stewardship and a commitment to sustainability
- **Maintenance** – invest in the ongoing maintenance of existing resources
Mission – Contribution, Purpose

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

Goals – High Level

Detailed strategies, projects, timelines in Phase II
Goals – Areas of Strategic Priority

Park Planning, Development, & Re-Development
Strategically plan for and implement strategies to acquire, develop and re-develop parks, facilities and open space

Operations & Maintenance
Plan, schedule, invest in, and implement comprehensive operations and maintenance programs to enhance safety, accessibility, quality of service and cost effectiveness

Programs & Services
Plan, develop, and deliver an innovative suite of programs and services to meet the ever changing and diverse needs of the community
**Goals – Areas of Strategic Priority**

**Strategic Partnerships**
Explore, develop, and maximize strategic partnerships to enhance and expand delivery of program, facility, and service offerings

**Promotion and Marketing**
Implement innovative promotional and marketing initiatives to engage, activate, and increase awareness, participation and support of programs, facilities and services

**Opportunities for Funding and Resources**
Explore and implement innovative funding and revenue sources to expand and enhance facility, program and services
Comments/Questions
# Phase I Timeline

<table>
<thead>
<tr>
<th>Event</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
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<tbody>
<tr>
<td>Steering Committee Meetings</td>
<td>3/20</td>
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<td>Mind Mixer Kick Off</td>
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<tr>
<td>Public Workshops</td>
<td>5/2-3</td>
<td>6/22-23</td>
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<td>Prior Studies, Demographic, Inventory, and Trends</td>
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<tr>
<td>Stakeholder Meetings</td>
<td>May</td>
<td>June</td>
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<td>Needs Assessment Survey</td>
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<td>July</td>
<td>Aug</td>
<td>Sep</td>
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<tr>
<td>Public Workshop</td>
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<td>Mission, Vision, Goals, Objectives</td>
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<td>Council Draft Presentation</td>
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## Phase I Timeline Details

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| October 16, 2013   | Steering Committee/PRAB              | • Review Outreach Results  
|                    |                                      | • Discuss DRAFT Vision, Mission, Goals, Objectives                   |
| October 17, 2013   | Public Workshop #5                  | • Present Outreach Results  
|                    |                                      | • Review DRAFT Vision, Mission, Goals, Objectives                    |
| November 12, 2013  | City Council Meeting                 | • Present Status Report and Next Steps  
|                    |                                      | • Outreach Results  
|                    |                                      | • Vision, Mission, Goals Overview  
|                    |                                      | • Outline of Final Report  
|                    |                                      | • Phase II Overview                                                  |