



SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: July 1, 2023.** Please include this submission form with the electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

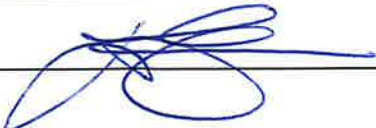
PROGRAM INFORMATION

County: Cumberland County
Program Title: Parks and Recreation Master Plan
Program Category: Parks and Recreation

CONTACT INFORMATION

Name: Derek Stamey
Title: County Administrator
Department: County Administration
Telephone: 804-892-7428 Website: www.cumberlandcounty.virginia.gov
Email: dstamey@cumberlandcounty.virginia.gov

SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: DEREK STAMEY
Title: COUNTY ADMINISTRATOR
Signature: 

VACO Awards – Parks and Recreation – Cumberland County Parks and Recreation Master Plan

Executive Summary

The Cumberland County Parks and Recreation Master Plan was initiated in March of 2022 and ultimately adopted by the Board of Supervisors at their December 2022 meeting. The effort included multiple efforts of community engagement, developing County levels of service standards for Parks and Recreation facilities, and a 5 year plan for facility development to meet the recreational needs for County residents.

The Parks and Recreation Master Plan was developed over a 10-month period by County staff, saving the County approximately \$50,000 in consultant fees for the effort. The plan has already yielded fruit in that it has guided the County in making decisions related to the current development of four (4) facilities and improvements to one (1) identified in the plan.

The model for the Master Plan is one that is easily followed and can be replicated in other localities of any size or resource level.

Defining the Problem

Cumberland County, in 2021, was the recipient of a \$250,000 corporate donation that was to be utilized for County Park development. At the time, the donation had specified generally where the parks were to be located. The donation had no stipulations as to how the funds were to be used as it related to amenities.

Cumberland County needed a roadmap for its desired recreational facility outcomes as well as something that gave it teeth as it applied for grants to fund park development. At the time of the start of the Parks and Recreation Master Plan process, there was no pre-existing plan and no funding available to hire a consultant to complete the process. Additionally, the County was looking for ways to

develop other existing assets and wanted to pursue grant opportunities to help in funding those improvements.

The Program

The Cumberland County Parks and Recreation Master Plan was spearheaded by County Administration and the Parks and Recreation department. A timeline for the project was established including community engagement, site analysis, program evaluation, and business modeling for the future of the department.

Community engagement consisted of an 18-question survey that was distributed via paper and via social media. The County received approximately 190 responses to its survey and also conducted in person interviews and feedback sessions to hear what people in the community desired. Additionally, staff researched the Virginia Outdoor Plan as well as the National Recreation and Parks Association levels of service standards for public recreational facilities. From that research and from public engagement, staff was able to clearly align priorities and recommendations for facility and program development – essentially where ever community feedback aligned with deficits in facilities, staff focused on those recommendations.

The Parks and Recreation Master Plan went beyond the usual focus on facility development. In addition, public feedback was used to assist in the identification and recommended approach for creating parks and recreation programs. Staff worked to codify and identify what other community organizations were already providing and recommended that those programs be avoided. Additionally, the plan calls for the creation of a Recreation Advisory Commission as well as a recommended business model approach to help sustain the department's ongoing programs and maintenance efforts including the creation of community based 501 c3 organizations that would assist the department in youth athletic programming and special events.

Outcomes

The Cumberland Board of Supervisors adopted the plan after a public hearing was held in December of 2022. The plan identified improvements to existing facilities as well as identified proposed locations for new facility development (which did ultimately align with the donor request).

The Plan is currently being implemented through the development of three (3) new park locations – all three of which are under development and should be completed by the end of July. All three locations are being constructed and will include amenities identified as a need within the plan. Additionally, improvements to the Madison Sports Complex have already been completed through donations as identified in the Master Plan.

From a grants perspective, the Master Plan has yielded fruit as well. The Plan identified and justified the need for a County connector trail from the Courthouse area to Bear Creek Lake State Park. As such, the County was able to use the Plan to justify its need for grant funding through the Virginia Tobacco Commission. Ultimately the project, totaling an estimated \$440,000 received 50/50 match funding and the state budget included the remainder.

Of the 9 recommended Projects identified in the Parks and Recreation Master Plan, 5 projects are currently underway and under construction and/or development – all since the plan's adoption in December 2022. That is a significant accomplishment and an incredible outcome for the residents of Cumberland County. Even more amazing is the fact that the plan was developed at no cost to the County (saving \$50,000), the parks are being constructed per the plan at no cost to the County (\$250,000 in donations and \$150,000 in administrative savings), and the Bear Creek Lake Connector Trail is being developed with grant funds at no cost to the County (\$440,000). That's an investment of just under \$900,000 in the County's park system at NO cost to the taxpayer.



Parks and Recreation

Adopted Master Plan 2023-2027

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Appendix I

Master Plan Survey Data

Board of Supervisors

District 1

Brian Stanley, Chair

District 2

Ronald Tavernier

District 3

Eurika Tyree, Vice-Chair

District 4

Gene Brooks

District 5

Robert Saunders, Jr.

County Administrator

Derek L. Stamey



Introduction

Cumberland County Parks and Recreation Mission Statement:

To enhance the quality of life of all Cumberland County residents through the development of quality facilities and the implementation of desired programming, while advocating and collaborating with community organizations.

The Cumberland County 2023-2027 Parks and Recreation Master Plan is Cumberland's effort to strategically plan for future parks and recreation facilities and services. The master plan is necessary to evaluate citizen demand for services versus current services provided, to guide planning for future facilities, and to support cost effective allocations of valuable County resources.

The plan consists of several sections. The Master Plan will; describe current service levels as it pertains to current facilities and programs, identify state and national level of service standards, summarize the data collection and analysis methodology to support the plan's recommendations, summarize the plan's recommendations, and provide a discussion on budget/funding implications for the recommendations.

The Master Plan aims to guide parks and recreation decision making in the County for the next five plus years and further intends to be the foundation for future funding and policy decisions. Ideally, the Master Plan will augment other County planning efforts including the County's comprehensive plan. Importantly, the Plan seeks to complement and not to supersede the mission of any public agencies or other policy documents or plans.



Executive Summary

The purpose of the Cumberland County Parks and Recreation Master Plan is to help identify and meet the facility and programming needs of current and future residents of Cumberland County. This plan is intended to provide clear cut direction to County staff elected officials in their efforts to provide and enhance current and future leisure and recreation services.

Cumberland Parks and Recreation Facility Overview: County Parks and Recreation facilities currently include the Madison Sports Complex, an 8 acre baseball and softball facility as well as a gymnasium, weight room, and classroom located at the Luther P Jackson Community Center.

Other non-County public recreation facilities are found in Cumberland County. Bear Creek Lake State Park, High Bridge Trail State Park, and the Cumberland State Forest offer an array of outdoor recreational activities for County residents and visitors to enjoy. In addition, there are 3 boat launch sites located in or adjacent to the County boundary, 2 along the James River to the north as well as one to the south on the Appomattox River.



Executive Summary

Recommendations

Recommendations on facility enhancement/ development and programming strategies focused on the following parameters;

1. Align with Board of Supervisor's Goals and Objectives.
2. Facility development would meet the desires/needs of the citizens.
3. Facility development would address deficits in levels of service standards.
4. Complete existing projects and facilities as a priority.
5. Improve high volume use areas and areas of historical significance.

All facilities and programming would be designed and implemented in a way as not to add significant impacts to the operating budget of Cumberland County while positively contributing to the quality of life of Cumberland citizens.

Facility Development – recommendations made on facility development would look for an intersection of two concepts. The first line would be the desires and needs of the citizens identified through the data collection methodology. The second line would flow from the identified level of service standards and deficits identified for Cumberland County. The intersection of lines would be the focal point for facility and programming recommendations. **Existing Facilities** – Existing facilities are awaiting improvement. The Plan looks to finish those endeavors as a priority. **High Volume Areas** – The Plan identifies high volume use areas and endorses the upgrading of those high traffic areas to meet existing and future citizen demand.



Executive Summary

Programming Recommendations

Programming efforts of the Department were examined, analyzed, and compared to other service providers in Cumberland County. These service providers include other government agencies, local non-profit organizations, and local businesses. An attempt was made to identify service providers who already provided programming and Parks and Recreation would seek not to directly duplicate efforts. Some overlap does occur but this is due primarily to citizen demand for certain services. Even at times of overlap, programming differential is attempted and is conscientiously maintained through Recreation staff efforts. Programming recommendations are also tied to cost recovery, staffing resources, programming locations within the County, and through citizen feedback.



Citizen Engagement

The Parks and Recreation department will be wholly committed to citizen engagement as part of its operating format. The Master Plan recommends the creation of a Board of Supervisors appointed Recreation Advisory Commission, one member from each district within the County, that will advise the department and County Administration as it relates to public recreation policies, procedures, and initiatives. In addition, it is recommended that the County pursue the recreation of a non-profit youth athletic league structure as well as work to support local non-profit agencies in their missions to improve the quality of life of all Cumberland County residents.



County Characteristics and Demographics

Cumberland County is located in central Virginia on the western edge of the Richmond Metropolitan Area and approximately 50 miles southeast of Charlottesville, 50 miles to the west of Richmond, and 60 miles to the east of Lynchburg. The County is approximately 293 square miles in area and the 2020 population estimate is 9,675. The James River flows along the County's northern border with the Appomattox River to the south. Neighboring localities include Buckingham, Fluvanna, Goochland, Powhatan, Prince Edward, and Amelia Counties.

Route 60 traverses the central part of the County from east-to-west, and Route 45 runs the length of the County from north to south.

Population Trends

April 1st, 2010 and 2020 Decennial Census Counts for Virginia and its Counties and Cities

FIPS Code	Locality	April 1, 2010 Census	April 1, 2020 Census	Change since 2010 Census	
				Numeric Change	Percent Change
049	Cumberland County	10,052	9,675	-377	-3.8%
147	Prince Edward County	23,368	21,849	-1,519	-6.5%
145	Powhatan County	28,046	30,333	2,287	8.2%
007	Amelia County	12,690	13,265	575	4.5%
065	Fluvanna County	25,691	27,249	1,558	6.1%
075	Goochland County	21,717	24,727	3,010	13.9%
029	Buckingham County	17,146	16,824	-322	-1.9%

County Characteristics and Demographics

* Census data and visuals courtesy of DATA USA

In 2020, Cumberland County, VA had a population of 9.87k people with a median age of 44.9 and a median household income of \$50,565. Between 2019 and 2020 the population of Cumberland County, VA grew from 9,824 to 9,869, a 0.458% increase and its median household income grew from \$47,469 to \$50,565, a 6.52% increase.

The 5 largest ethnic groups in Cumberland County, VA are White (Non-Hispanic) (63.4%), Black or African American (Non-Hispanic) (32.6%), Two+ (Non-Hispanic) (1.83%), Asian (Non-Hispanic) (1.03%), and Other (Hispanic) (0.659%).

None of the households in Cumberland County, VA reported speaking a non-English language at home as their primary shared language. This does not consider the potential multi-lingual nature of households, but only the primary self-reported language spoken by all members of the household.

100% of the residents in Cumberland County, VA are U.S. citizens.

In 2020, the median property value in Cumberland County, VA was \$159,600, and the homeownership rate was 76.1%. Most people in Cumberland County, VA drove alone to work, and the average commute time was 41.2 minutes. The average car ownership in Cumberland County, VA was 2 cars per household.

Cumberland County, VA borders [Amelia County, VA](#), [Buckingham County, VA](#), [Fluvanna County, VA](#), [Goochland County, VA](#), [Powhatan County, VA](#), and [Prince Edward County, VA](#).



County Characteristics and Demographics

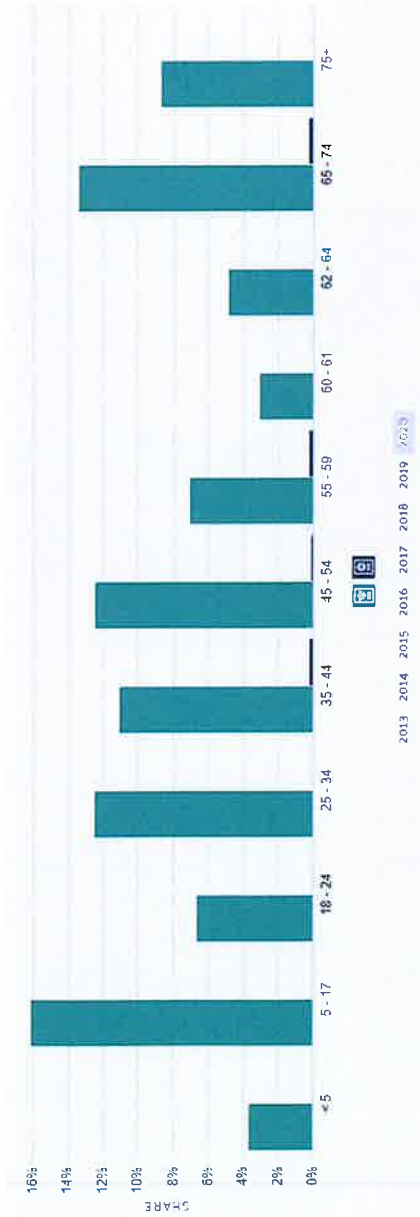
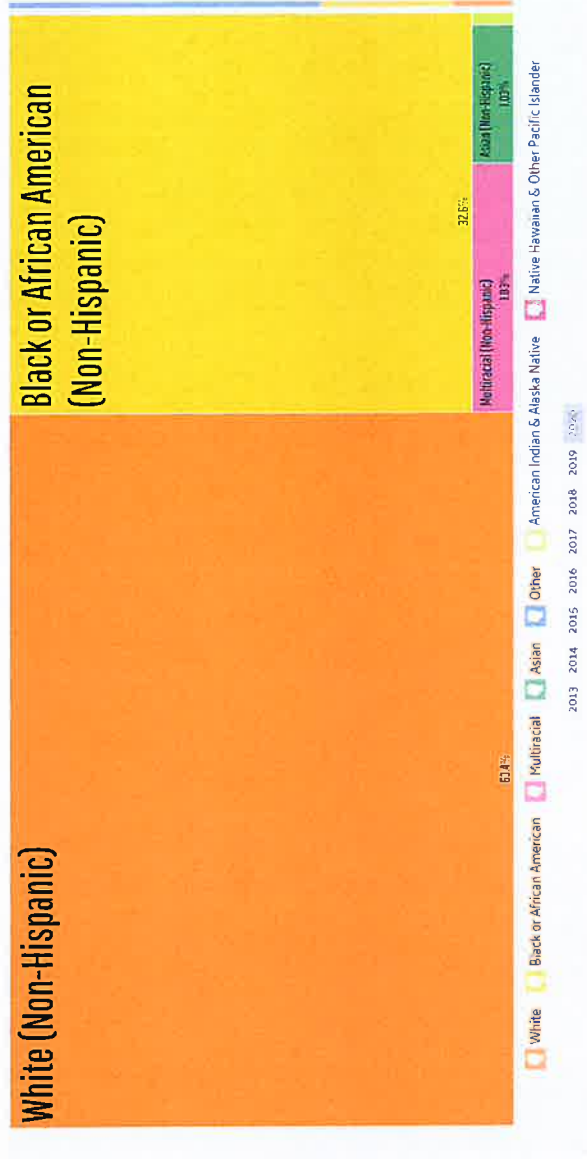
* Census data and visuals courtesy of DATA USA

RACE AND ETHNICITY

Race and Ethnicity

THE 3 LARGEST ETHNIC GROUPS IN CUMBERLAND COUNTY, VA

1. White (Non-Hispanic)
6,26K ± 18
2. Black or African American (Non-Hispanic)
3,22K ± 191
3. Two+ (Non-Hispanic)
1,61 ± 138



Age by Nativity

45 MEDIAN NATIVE-BORN AGE
= 13

59 MEDIAN FOREIGN-BORN AGE
= 30.8

In 2020, the median age of all people in Cumberland County, VA was 44.9. Native-born citizens, with a median age of 45, were generally younger than foreign-born citizens, with a median age of 59. But people in Cumberland County, VA are getting getting younger. In 2019, the average age of all Cumberland County, VA residents was 46.

Data from the Census Bureau ACS Express Estimates

County Characteristics and Demographics

Median Household Income

\$50,565
2020 VALUE
± 56,447

6.52%
1 YEAR GROWTH
± 19.9%

Households in Cumberland County, VA have a median annual income of \$50,565, which is less than the median annual income of \$64,994 across the entire United States. This is in comparison to a median income of \$47,469 in 2019, which represents a 6.52% annual growth.

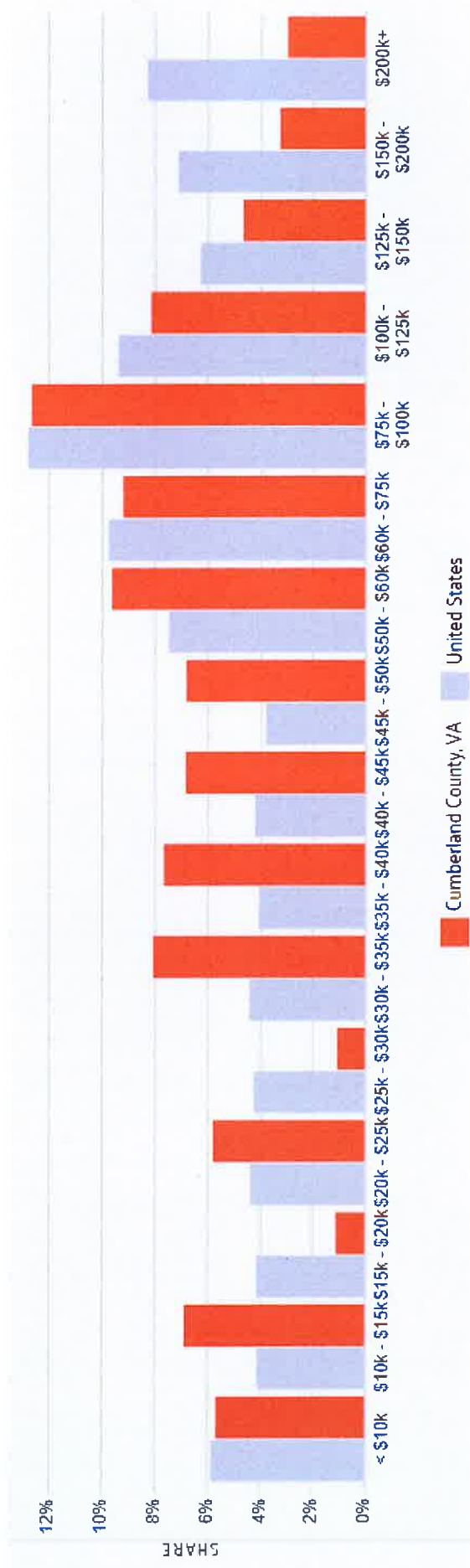
The following chart shows how the median household income in Cumberland County, VA compares to that of its neighboring and parent geographies.

Data from the [Census Bureau ACS 5-Year Estimate](#).

The data shared is targeted data as part of our survey for Cumberland County residents. This data is important for a couple of reasons. One, to truly program and make recommendations to benefit your residents, the community make up should be understood. The data also further validates survey results even though the amount of survey responses didn't meet the targeted number.

When analyzing census data versus demographic results related to the survey, two key indicators for survey representativeness dovetail. The age of respondent closely represents the median age for the County as does the data associated with household income.

** Census data and visuals courtesy of DATA USA*



Needs Assessment

The needs assessment was conducted utilizing the Master Plan survey. The survey consisted of both questions aimed at gathering both quantitative and qualitative data. Surveys sought to identify the following; location of respondent, current attitudes and uses towards existing parks and recreation amenities, programming trends, and thoughts on future development.

The Parks and Recreation Master plan process began in March 2022. The project has consisted of the following efforts:

- a. Public Input – surveys, public meetings
- b. Current Park and Programming Inventory
- c. Levels of Service Analysis – state level
- d. Trends Analysis locally and state wide
- e. Recommendations & Proposals – area and facility development/
improvement and program/service development



Needs Assessment

Demographics and Population Trends

Data was collected through the use of a simple random survey. The survey was distributed utilizing county email, social media, handouts at special events and programs. The data collected included 196 responses.

The data told us the following;

1. Based upon our sample size in relation to our estimated population, we have a confidence level of 95% with a confidence interval of 7%. **SO WHAT DOES THIS MEAN?** Most survey studies shoot for these levels and intervals on average. We are 95% confident in our answers and our margin of error is 7%.
2. The highest responding area of the County was the central portion of Cumberland followed by the northern end. The southern portion of the County had the lowest response rate.
3. Most respondents are between the ages of 35- 44, are overwhelmingly employed, and make between \$50,000 and \$75,000 per year as a household. Many respondents are empty nesters followed by homes with 1-4 children. The majority of homes with children in them have children between the ages of 7-10. Ages 16+ are the second largest grouping, followed by 0-3.



Needs Assessment

Demographics and Population Trends

True statement based upon the 196 individuals surveyed:

1. Parks and open spaces should be important considerations on future land use decisions.
2. A community's quality of life is enhanced through a well developed park system.
3. Park visitation: Most folks are willing to drive 10-20 minutes to participate in activities/ parks.
4. Amenities of Park Development: Highest Desire: Trails, Playgrounds, Picnic Areas, Multipurpose Fields, Senior Center.
5. Awareness: Folks receive information about their services by word of mouth, newspaper, Internet, and other publications.
6. Activities/Programs: Most highly desired programs and activities: exercise, weightlifting, water/river sports and activities, outdoor concerts, fishing, jogging, football, and baseball/softball.

For more detailed data on survey based citizen feedback,
please see the appendix



Needs Assessment

Facilities

In an effort to gather a representative sample of residents, all zip codes were surveyed or were attempted to be surveyed by the Parks and Recreation Department. The respondents identified walking trails, multipurpose athletic fields, playgrounds and picnic areas as the most desired new facilities.

Service Level Standards

According to survey data and the current level of service standards, Cumberland currently sits in deficit in regards to adult sized baseball/softball fields, tennis courts, picnic shelters, playgrounds and trails. These deficits could potentially be met with modest funding and additional community involvement.

It should be noted that level of service standards does not address geographical facility deficits. Many factors influence the demand for park and recreation facilities. Primary factors include the following; population size, age distribution, popularity and satisfaction of existing and desired recreational sites, facilities, and programs.

In order to assist in the planning of parks and recreation facilities, a “levels of service” standard is employed. A level of service standards typically establish a quantity of units per population and park standards typically require an acreage requirement. This type of analysis can be determine if there are gaps in services. The National Recreation and Parks national levels of services were used as was the Virginia Outdoors Plan.



Needs Assessment

Levels of Service Standards

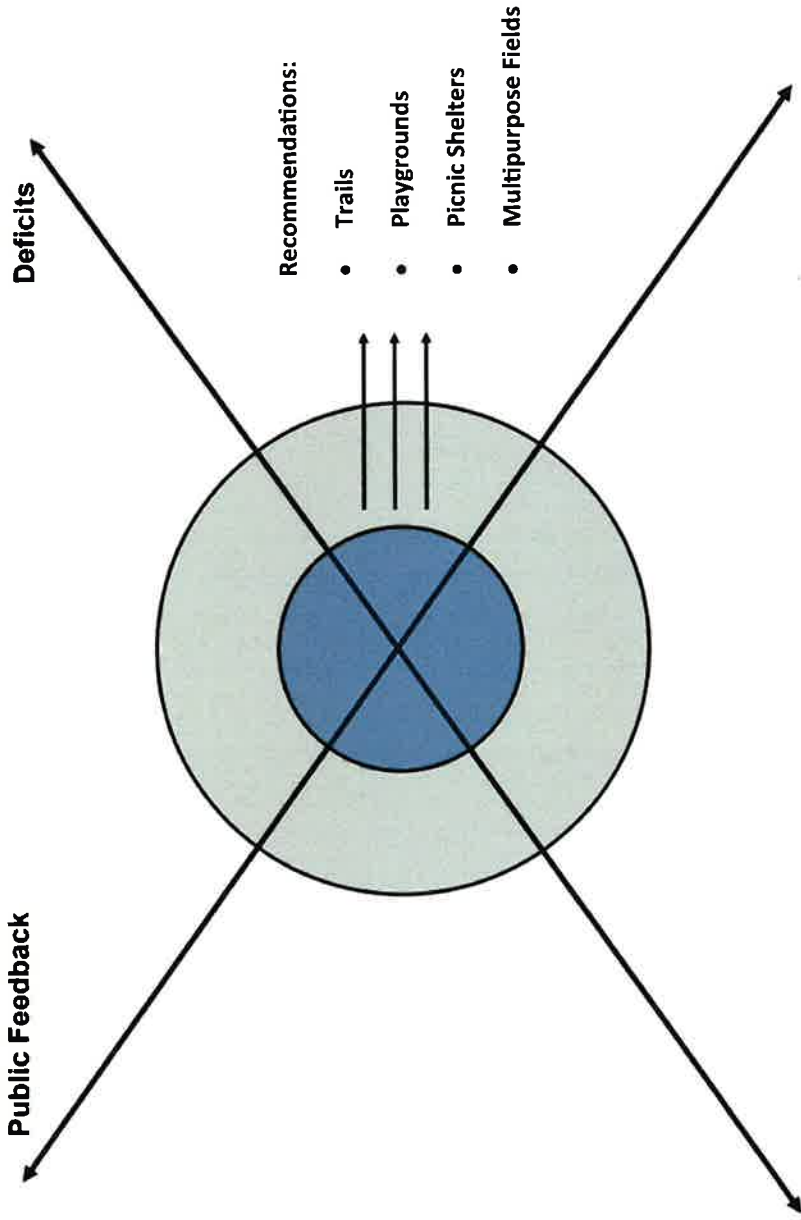
Facility Type	Level of Service Standard	Recommended Supply	County Inventory	Surplus/Deficit
Baseball Field	1 per 5,000 persons	1.94	3	1.06
Softball Field	1 per 5,000 persons	1.94	1	-0.94
Multipurpose Field	1 per 10,000 persons	0.97	1	0.03
Community Gardens	1 per 10,000 persons	0.97	1	0.03
Trails	.4 miles per 1,000 persons	3.87	0	-3.87
Playgrounds	1 per 1,000 persons	9.7	0	-9.7
Picnic Shelters	1 per 3,000 persons	3.23	0	-3.23
Tennis Courts	1 per 2,000 persons	4.84	0	-4.84
Basketball Courts	1 per 5,000 persons	1.94	0	-1.94
Senior Center	1 per 20,000 persons	0.48	1	0.52
Community Center	1 per 20,000 persons	0.48	1	0.52

From a level of service standard perspective, the following locally owned parks and recreation based amenities were shown to be in significant deficit—trails, playgrounds, picnic shelters, tennis courts, and basketball courts. Softball fields were shown to be in slight deficit. Please note that amenities at state park locations were not included in the analysis because entry into the facilities are fee based. In addition, the analysis and level of service standards also included public school facilities.

Needs Assessment

Identified Deficits

Utilizing the Virginia Outdoors Plan and National Recreation and Park Association standards, Parks and Recreation was able to develop criteria for the establishment of local standards and identify levels of service deficits as benchmarked against other localities in Virginia. Deficits were both mild and significant. Significant deficits included playgrounds, picnic shelters, and trails. Mild deficits were seen in outdoor basketball courts, youth soccer fields, tennis courts, bicycling, and equestrian areas.



Inventory of Existing Facilities

Bear Creek State Park

22 Bear Creek Lake Rd., Cumberland, VA 23040; Phone: 804-492-4410; Email: BearCreek@dcr.virginia.gov

High Bridge Trail State Park

(Mailing address) 6888 Green Bay Rd., Green Bay, VA 23942; Phone: 434-315-0457; Email: highbridgetrail@dcr.virginia.gov

Cartersville Boat Ramp

2396 Cartersville Road
Cartersville, VA 23027

Columbia Boat Ramp

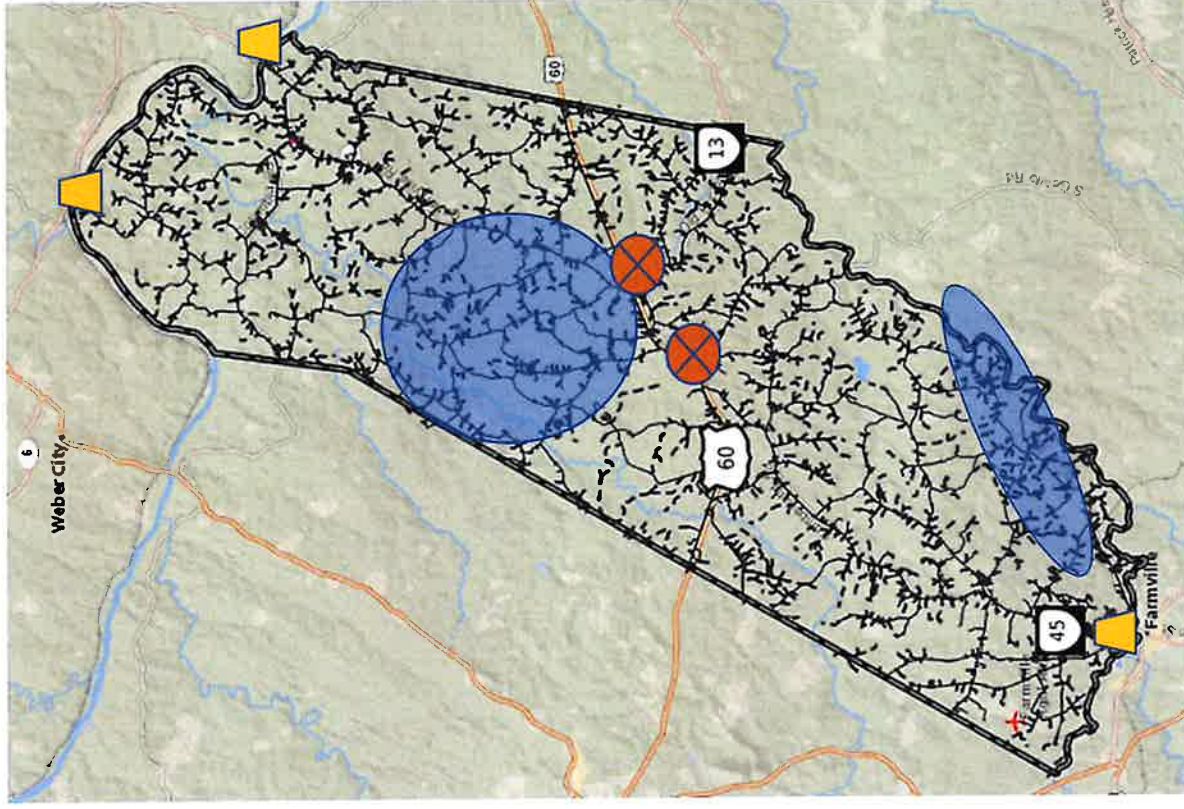
Route 690 and James River
Columbia, VA

Madison Sports Complex (MSC)

6 Old Buckingham Road
Cumberland, Va 23040

Luther P Jackson School/Community Center (LPI)

71 Community Center Drive
Cumberland, Va 23040



Inventory of Existing & Proposed Facilities

Bear Creek State Park

22 Bear Creek Lake Rd., Cumberland, VA 23040; Phone:
804-492-4410; Email: [BearCreek@dcr.virginia.gov](mailto: BearCreek@dcr.virginia.gov)

High Bridge Trail State Park

(Mailing address) 6888 Green Bay Rd., Green Bay, VA
23942; Phone: 434-315-0457;
Email: [highbridgetrail@dcr.virginia.gov](mailto: highbridgetrail@dcr.virginia.gov)

Cartersville Boat Ramp

2396 Cartersville Road
Cartersville, VA 23027

Columbia Boat Ramp

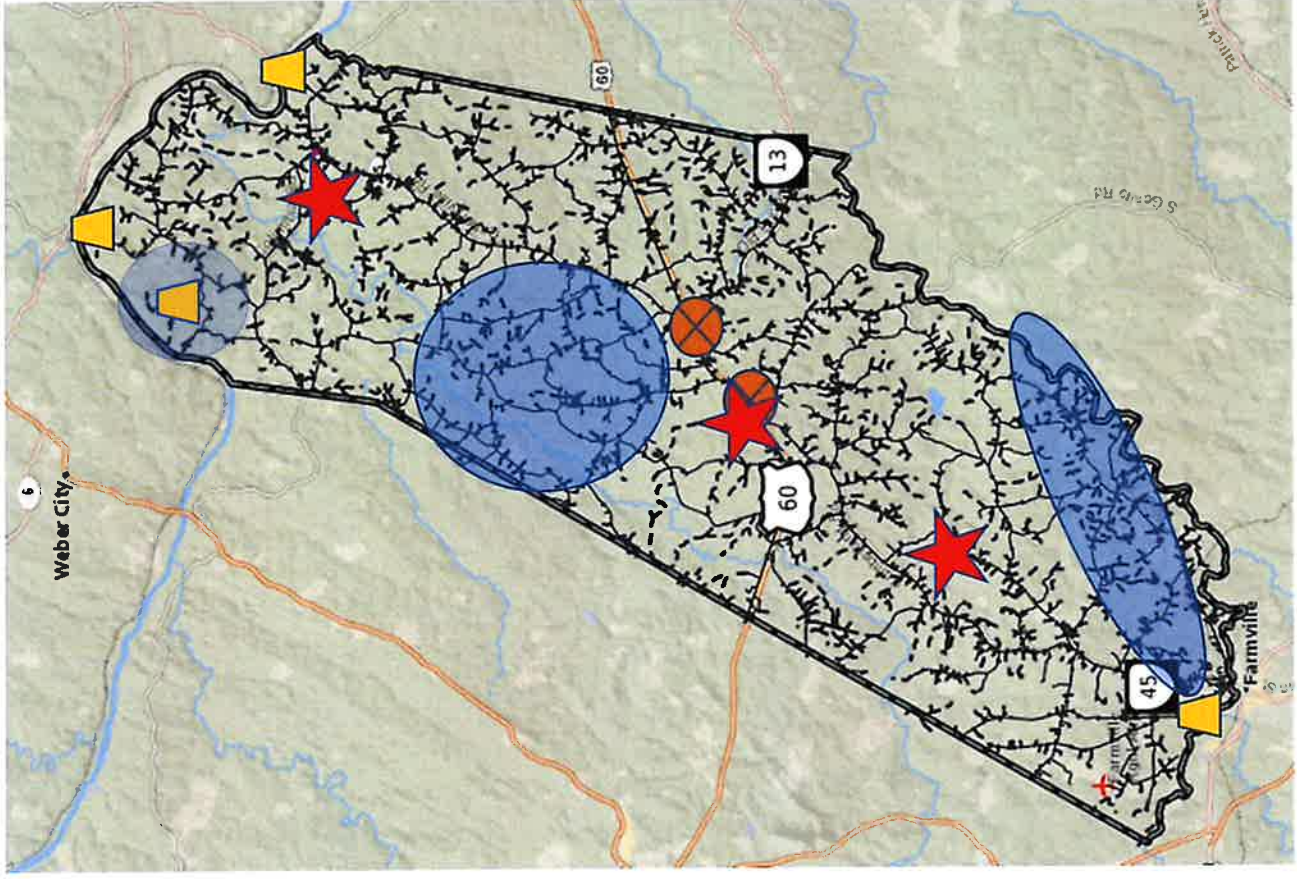
Route 690 and James River
Columbia, VA

Madison Sports Complex (MSC)

6 Old Buckingham Road
Cumberland, Va 23040

Luther P Jackson School/Community Center (LPJ)

71 Community Center Drive
Cumberland, Va 23040



Recommendations for Facility Development and Improvement

Madison Sports Complex

Recommended Improvements:

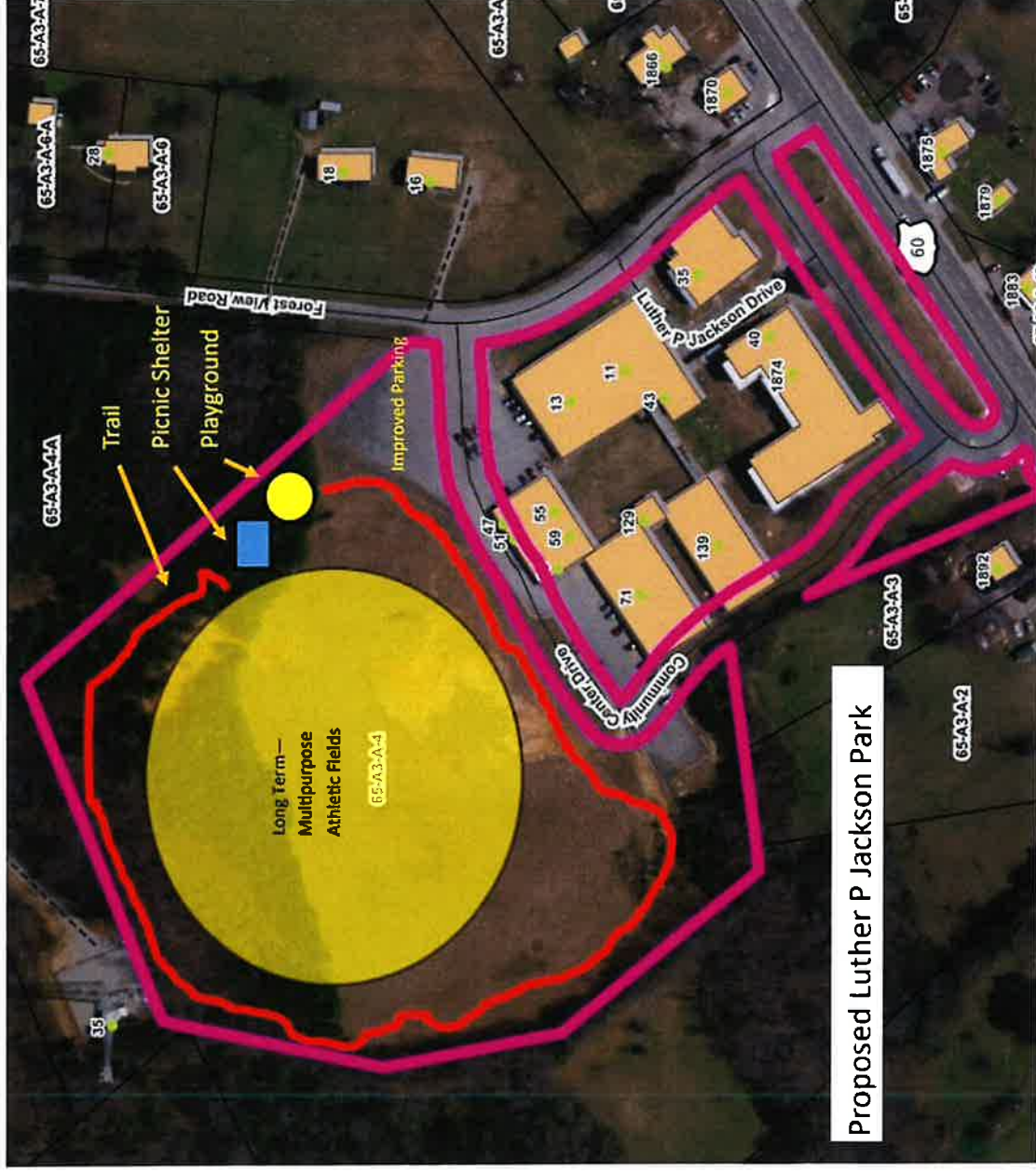
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|--------------------------------------|-----------|
| 1. Irrigate all outfields | \$50,000 |
| 2. Improve and expand parking | \$175,000 |
| 3. Upgrade lighting | \$250,000 |
| 4. Construct Additional Batting Cage | \$35,000 |
| 5. Construct New Playground | \$35,000 |
| 6. Construct New Storage Facility | \$35,000 |
| 7. General Facility Improvements | \$40,000 |
| 8. Purchase New Equipment | \$30,000 |



Estimated Total Cost for Improvements: \$650,000

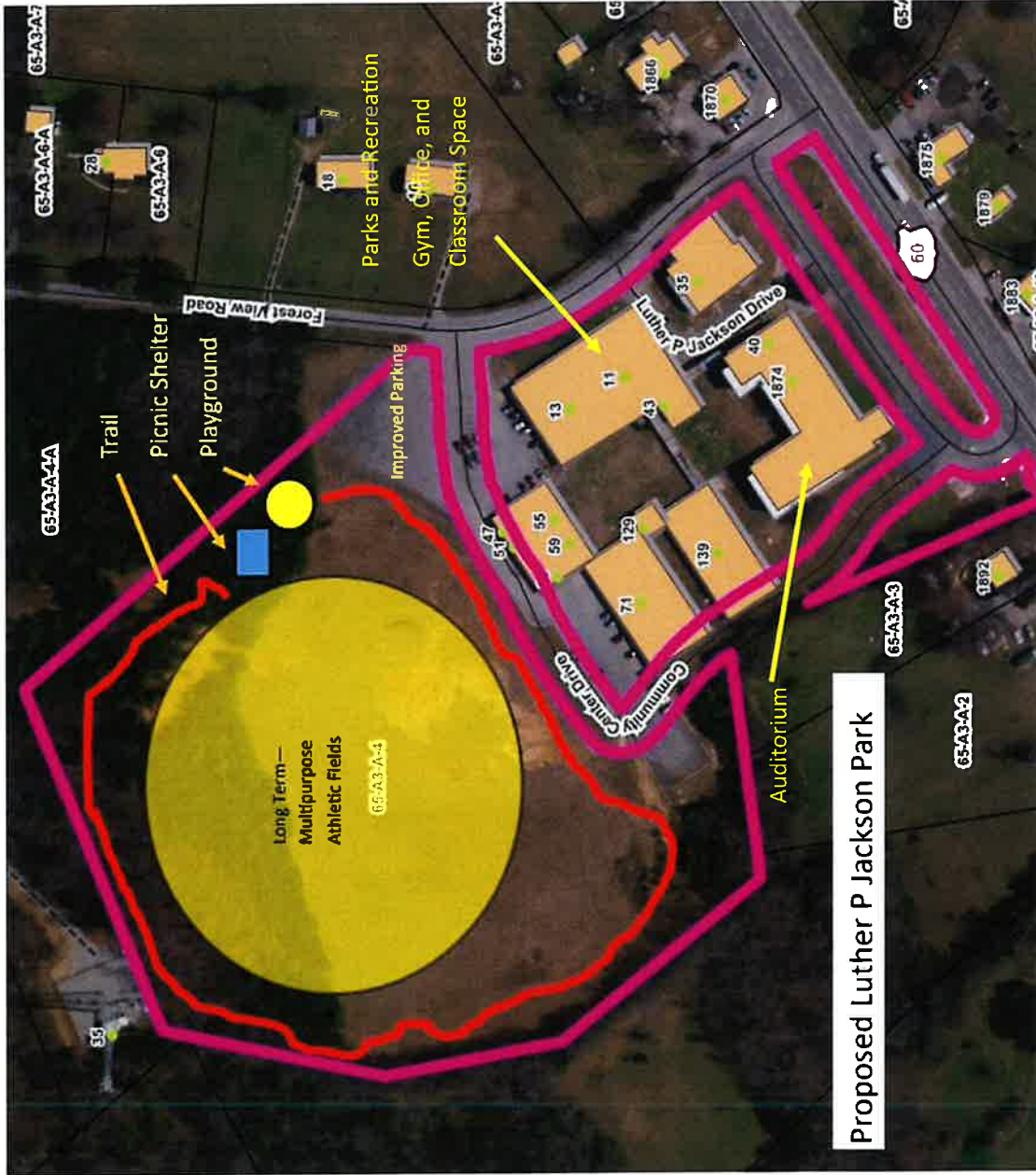
Funding for improvements could be phased over several years and may include fundraising efforts on behalf of the youth league, the selling of field naming rights, and grants.

Recommendations for Facility Development and Improvement



- Park Development
- Includes:
 - Playground
 - Parking Lot
 - Shelter 20 x 20
 - Walking Trail
- Estimated Expense: \$80,000

Recommendations for Facility Development and Improvement



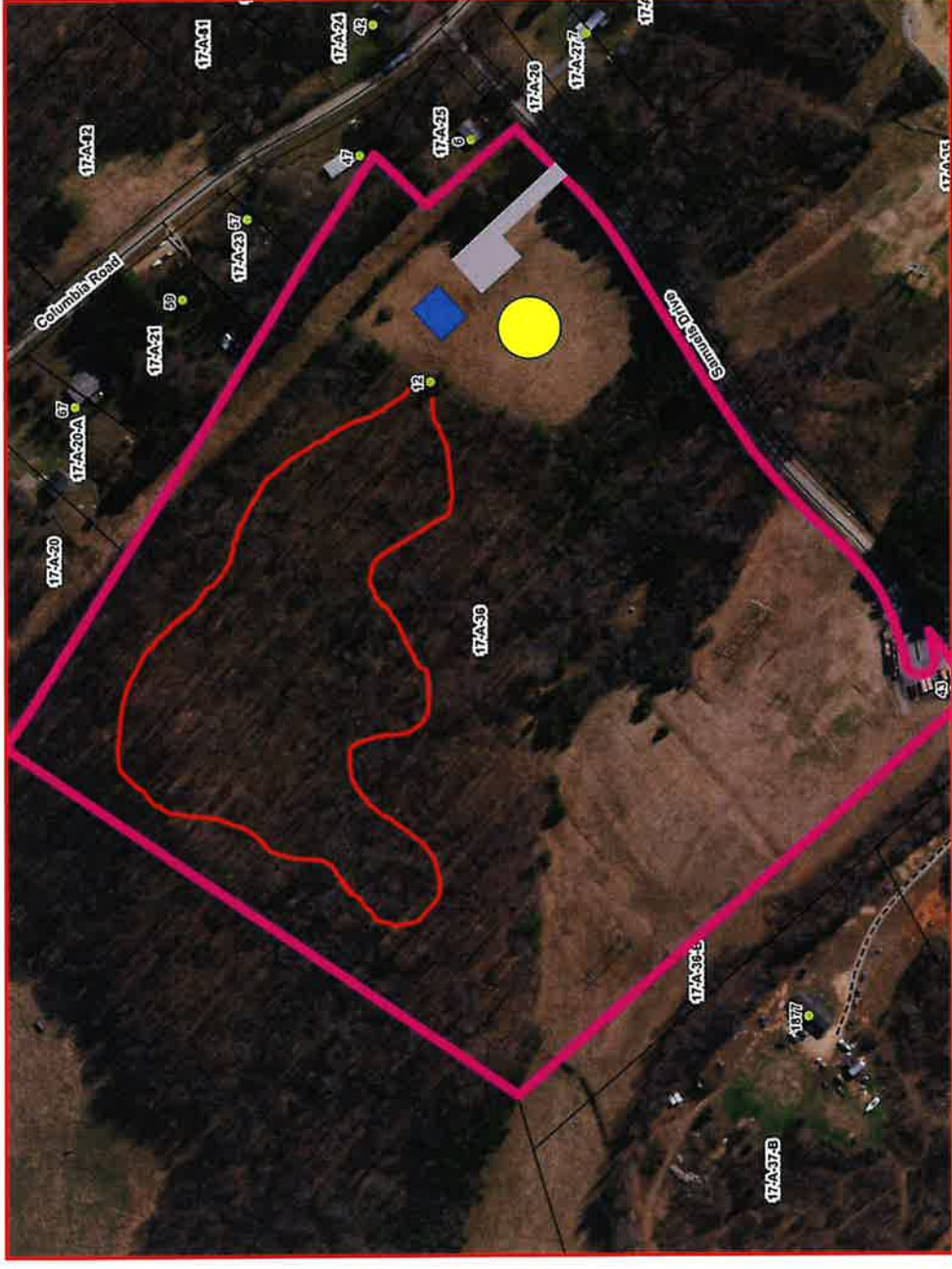
Additional Parks and Recreation Development would Include the Following as it Relates to Indoor Facilities:

1. Maintain the Gym, cafeteria, kitchen area, and adjacent classroom for parks and recreation indoor specific use only.
2. Renovate the existing auditorium in order to create a multipurpose theatre environment which would be used for programming, rentals, and meetings.
3. Develop the exterior rear of the facility into lighted multipurpose athletic field areas.
4. Future identified uses of the Luther P Jackson School are still in development for both the front building as well as the currently occupied pod buildings located to the rear. The County's 25 Year Public Facility Master Plan will guide further facility based decision making.

Total Estimated Cost: \$3.5 million

Recommendations for Facility Development and Improvement

- Park Development
- Includes:
 - Playground
 - Parking Lot
 - Shelter 20 x 20
 - Walking Trail
- Estimated Expense: \$80,000

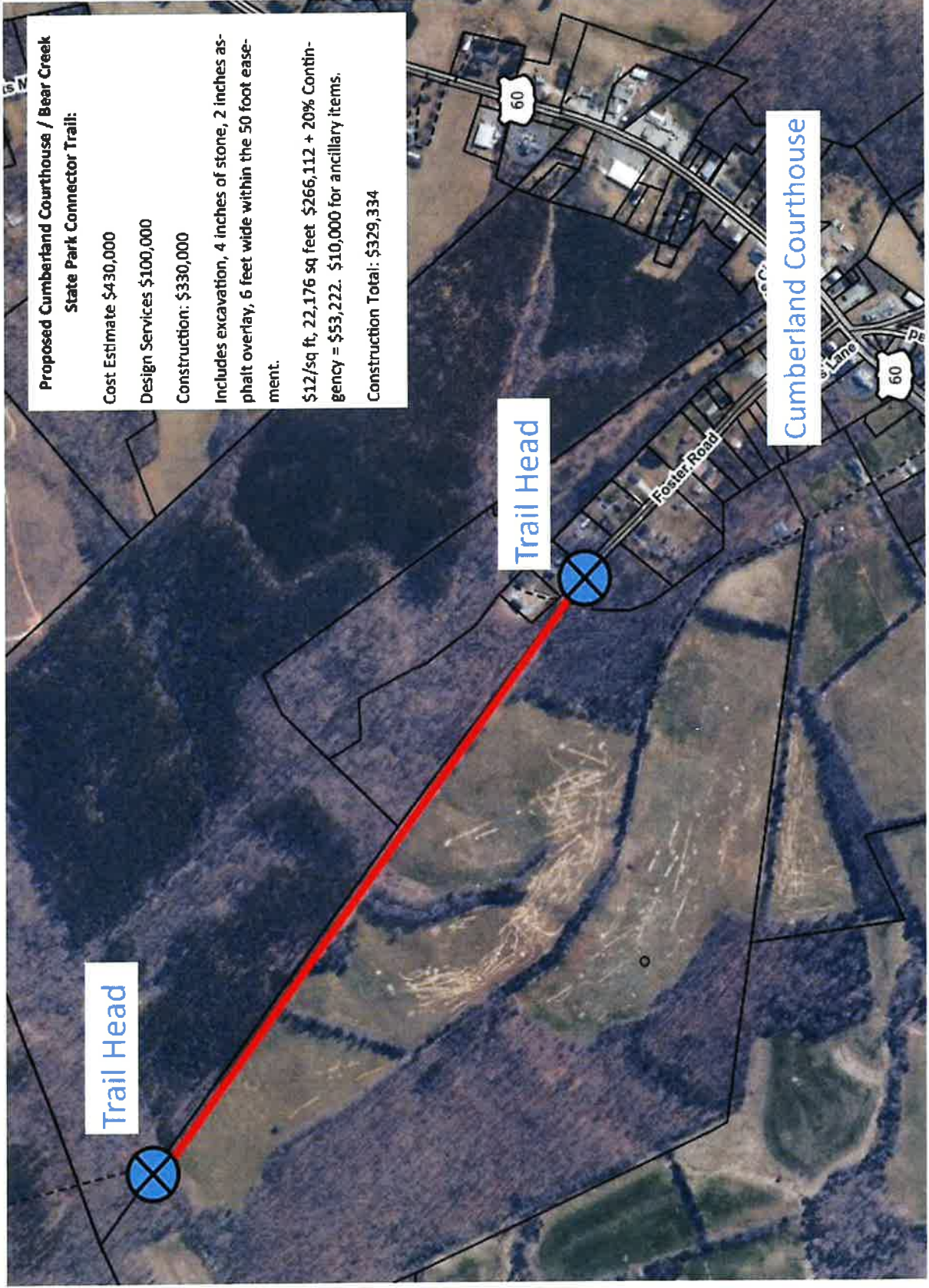


Recommendations for Facility Development and Improvement

- Park Development Includes:
 - Parking Lot
 - Shelter (20 x 20)
 - Playground
 - Walking Trail (.5 miles)
- Estimated Expenditure:
\$80,000



Recommendations for Facility Development and Improvement



Recommendations for Facility Development and Improvement

Historical Jail Renovation

1. Remove non-historical related features
2. Power wash off the white paint.
3. Seal the exterior envelope of the building.
4. Renovate the interior to serve as the home of the County's visitors center
5. Would also serve as the gateway to the proposed Bear Creek Lake State Park connector trail.

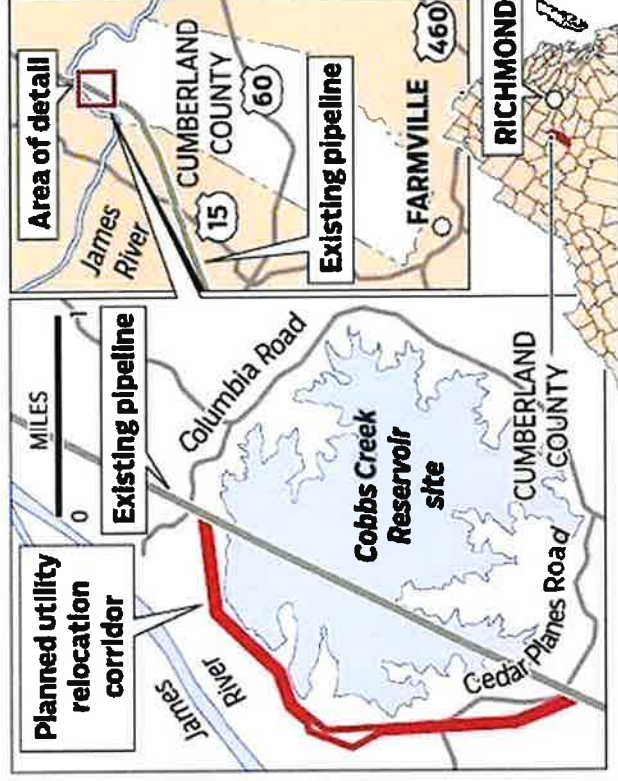
Total Estimated Cost: \$600,000



Recommendations for Facility Development and Improvement

Cobbs Creek Reservoir

1. Public Boat Launch is already identified and constructed as part of the project.
2. Work with Henrico County to identify additional public access points around the 1,117 acre reservoir.
3. Collaborate with Dominion Energy to utilize utility easements for multi-use trails.
4. Total Estimated Cost: \$250,000



JOHN G. OWNBY/TIMES-DISPATCH

Funding Sources & Operating Impacts

Total Estimated Capital Improvement Costs for Parks and Recreation Facility Development

<u>Outdoor Facilities</u>	<u>Estimated Investment</u>	<u>Annual Operating Impact</u>
1. Randolph Park	\$80,000	\$4,000
2. Luther P Jackson Park Phase 1	\$80,000	\$4,000
3. Cartersville Park	\$80,000	\$4,000
4. Upgrades to Existing Madison Sports Complex	\$650,000	\$5,000
5. Luther P Jackson Park Phase 2	\$750,000	\$20,000
6. <i>Luther P Jackson Parks and Recreation Indoor Facilities</i>	<i>\$2,500,000</i>	<i>\$75,000</i>
7. <i>Cumberland Courthouse Welcome Center</i>	<i>\$600,000</i>	<i>\$10,000</i>
8. <i>Bear Creek Lake Connector Trail</i>	<i>\$430,000</i>	<i>\$5,000</i>
9. <i>Cobbs Creek Reservoir</i>	<i>\$250,000</i>	<i>\$3,000</i>
Total Capital Investment	\$5,420,000	\$125,000

- Currently \$250,000 is funded and appropriated. County anticipating an additional \$100,000.
- Grant opportunities do exist, most likely requiring matching funds for all projects identified in this plan.
- This plan is purely conceptual in nature and does not set aside additional funds for any of the above projects. All projects would be required to be approved by the Board and funding identified prior to work beginning on any above project.

Business Model Recommendations

Cost Recovery and Self Sustaining Approach—Programming

It is recommended that County staff approach the creation, design, implementation, and evaluation of parks and recreation programs utilizing a high level cost recovery approach. This would include the utilization of contracted instructors as well as part time staff in the implementation of programming. Contracted instructors would be compensated on a pay as you go/registration method where county costs are covered by each registrant. Part time staff costs would be factored into each program's fee structure.

It is recommended that programming be conducted on a 3 season cycle - Winter/Spring, Summer, and Fall, managed with hard deadlines for program development and contractual infrastructure. Contracted instructors would be compensated using an 80/20 split for paid programs.

It is recommended that the Parks and Recreation department develop complimentary programs to other organizations within the County including the Public Library and the Cooperative Extension. Staff will be responsible for cataloguing programming efforts to ensure no duplication occurs and that partnerships are appropriately leveraged to maximize all resources.

It is recommended that the County works to develop 501c(3) non-profits to implement the County's youth sports program as well as to assist with the development and implementation of County special events. Given the level of County resources and limited staffing component of the parks and recreation department, this model will be the most effective, freeing the Parks and Recreation Director from directly managing the county youth athletic leagues and events—taking on more of a facilitation and support role for both.

It is recommended that the Parks and Recreation business plan be reviewed and modified annually to ensure that all recommendations are being implemented and evaluated properly.

Business Model Recommendations

Citizen Engagement & Communication

It is recommended that the Parks and Recreation department work with County Administration and the Board of Supervisors in creating a Recreation Advisory Commission—consisting of 5 appointed individuals to represent each District. The Commission will serve as an advisory group that will advise the county on policy matters, budget requests, and assist with programming and special events. Additionally, it is recommended that Parks and Recreation routinely survey program participants and visitors to the County park system.

It is envisioned that the Recreation Advisory Commission would meet every other month in order to conduct the business necessary to advise the Recreation department and would conduct open to the public, properly noticed meetings where the public has an opportunity to speak to the RAC on matters pertaining to Recreation services. It is important to note that the RAC is an advisory body only and would not have the final say in operational matters.

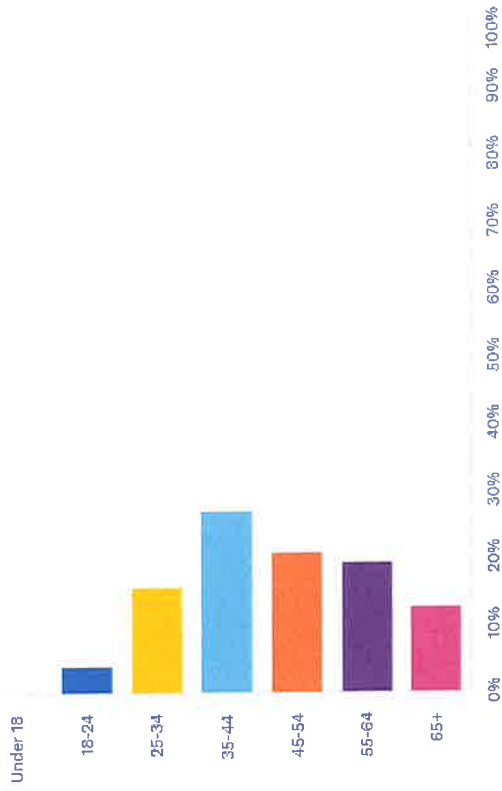
It is recommended that Parks and Recreation spearhead the production of the “Cumberland County Community Guide” that will be produced in conjunction with the programming cycle. This guide will include information from all of the human service related organizations that meet the County’s deadlines for information submission. Parks and Recreation will serve as the “conduit” for information exchange.

In addition to the print guide, it is recommended that Parks and Recreation expand its footprint via social media as well as within the Farmville Herald. Targeted communication of programs will need to occur.

Appendix II—Master Plan Survey

What is your age range

Answered: 196 Skipped: 0



ANSWER CHOICES

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

TOTAL

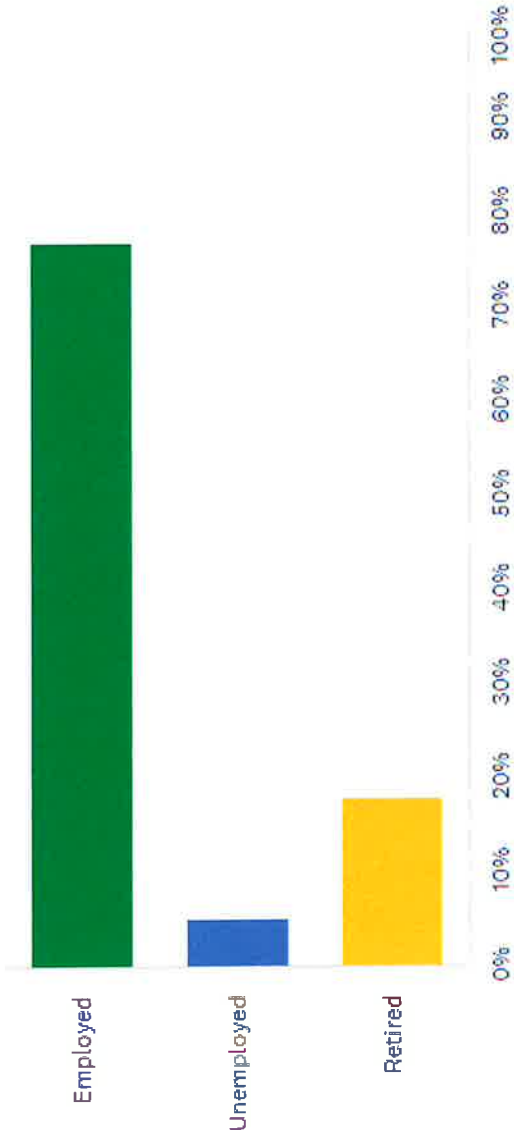
RESPONSES

0	0.00%
8	4.08%
31	15.82%
53	27.04%
41	20.92%
38	19.39%
25	12.76%
196	

Appendix II — Master Plan Survey

What is your current employment status?

Answered: 196 Skipped: 0



ANSWER CHOICES

- ▼ Employed
- ▼ Unemployed
- ▼ Retired

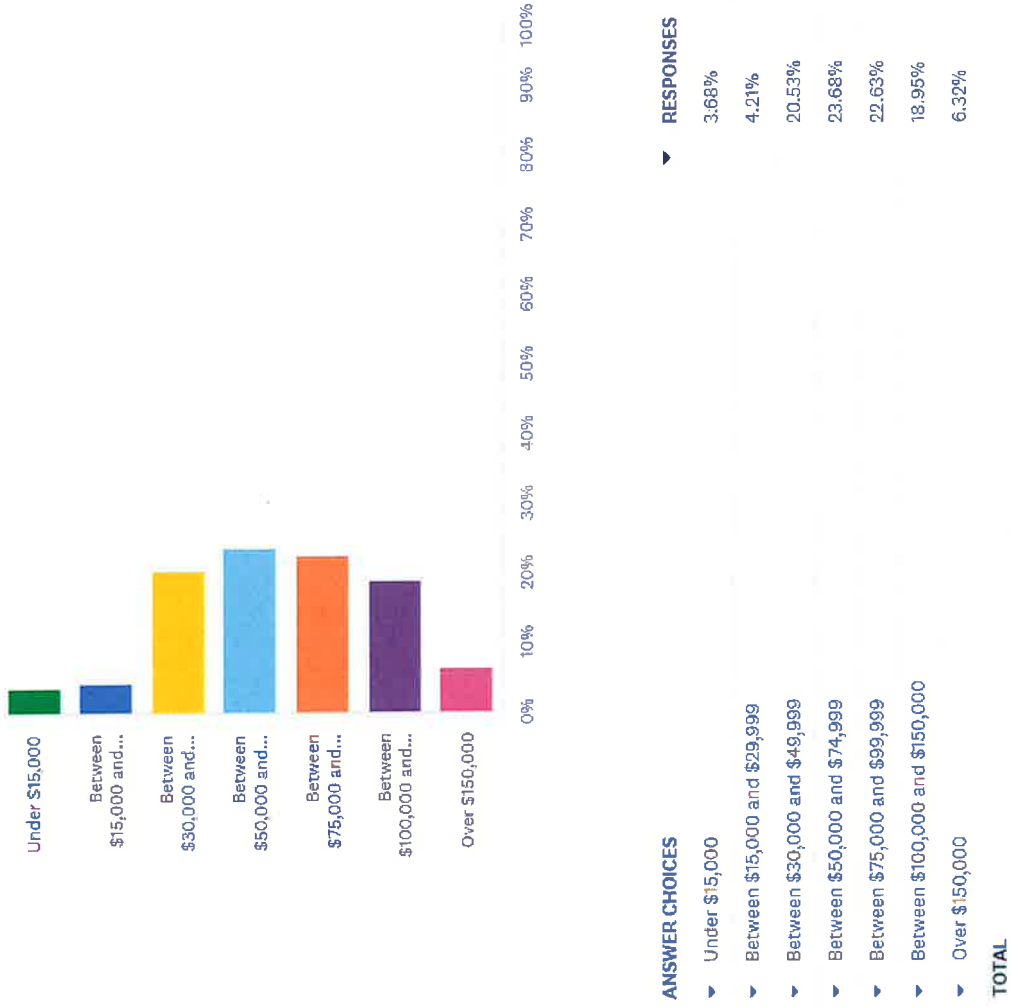
RESPONSES

Employed	151
Unemployed	10
Retired	35
TOTAL	196

Appendix II—Master Plan Survey

What is your average household income?

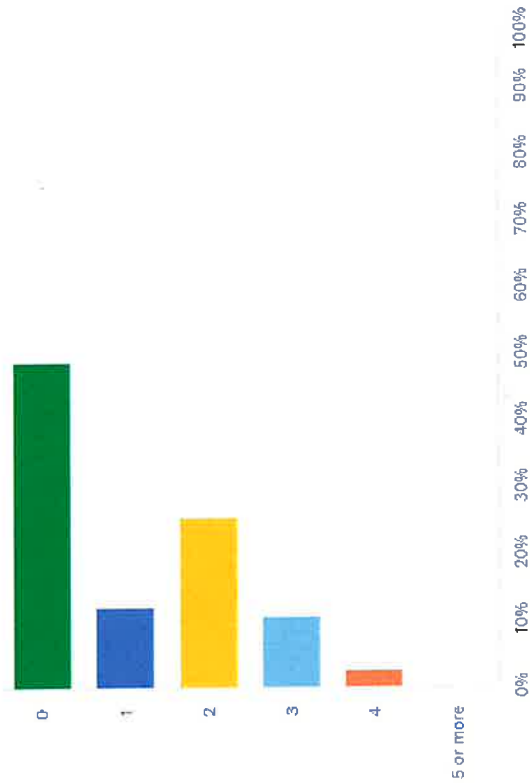
Answered: 190 Skipped: 6



Appendix II—Master Plan Survey

How many children are in your household?

Answered: 196 Skipped: 0

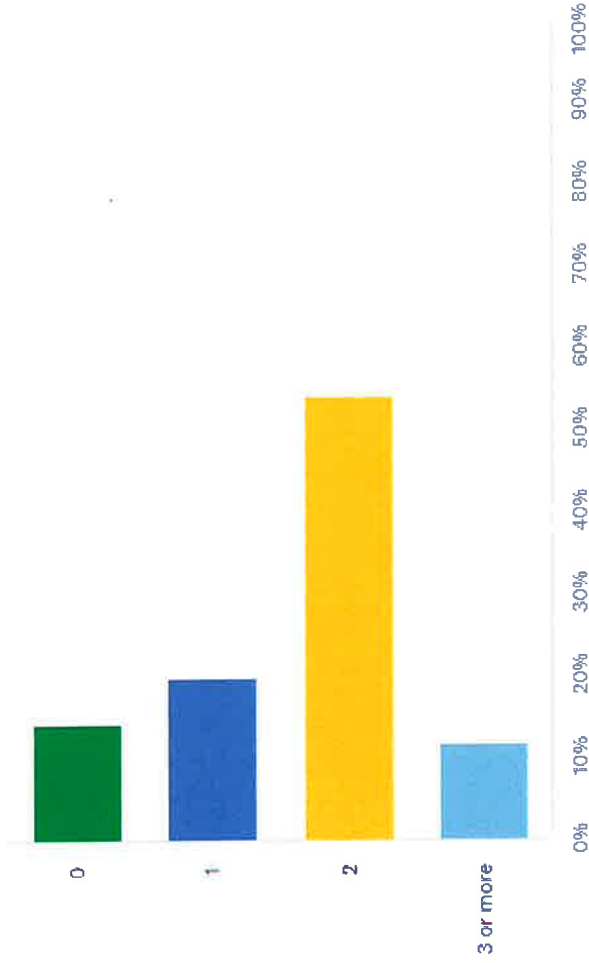


ANSWER CHOICES	RESPONSES
▼ 0	96
▼ 1	24
▼ 2	50
▼ 3	21
▼ 4	5
▼ 5 or more	0
TOTAL	196

Appendix II—Master Plan Survey

How many active adults/seniors are in your household?

Answered: 196 Skipped: 0

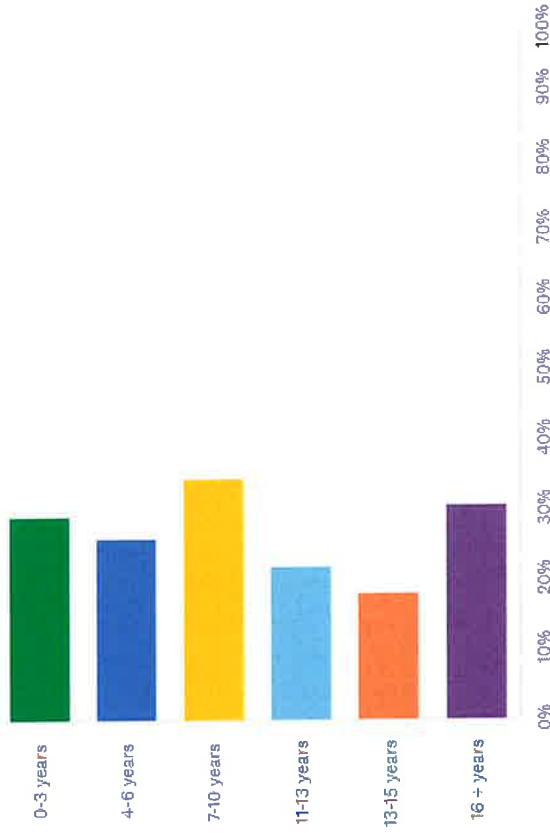


ANSWER CHOICES	RESPONSES
▼ 0	28 14.29%
▼ 1	39 19.90%
▼ 2	106 54.08%
▼ 3 or more	23 11.73%
TOTAL	196

Appendix II—Master Plan Survey

Please identify your child's age range (if applicable)?

Answered: 127 Skipped: 69



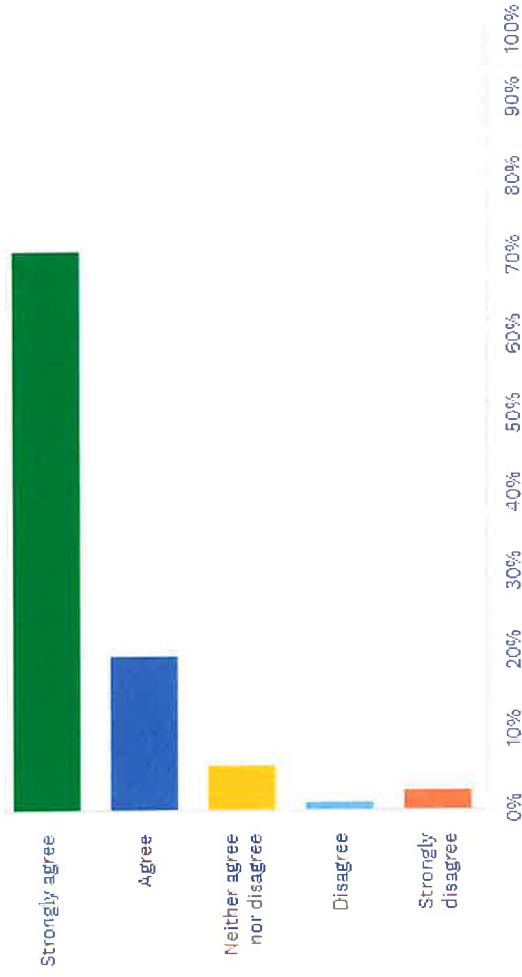
ANSWER CHOICES	RESPONSES
▼ 0-3 years	37
▼ 4-6 years	33
▼ 7-10 years	44
▼ 11-13 years	28
▼ 13-15 years	23
▼ 16+ years	39

Total Respondents: 127

Appendix II—Master Plan Survey

Please indicate how true the following statements is: parks and open spaces should be important considerations in future land use decisions

Answered: 193 Skipped: 3

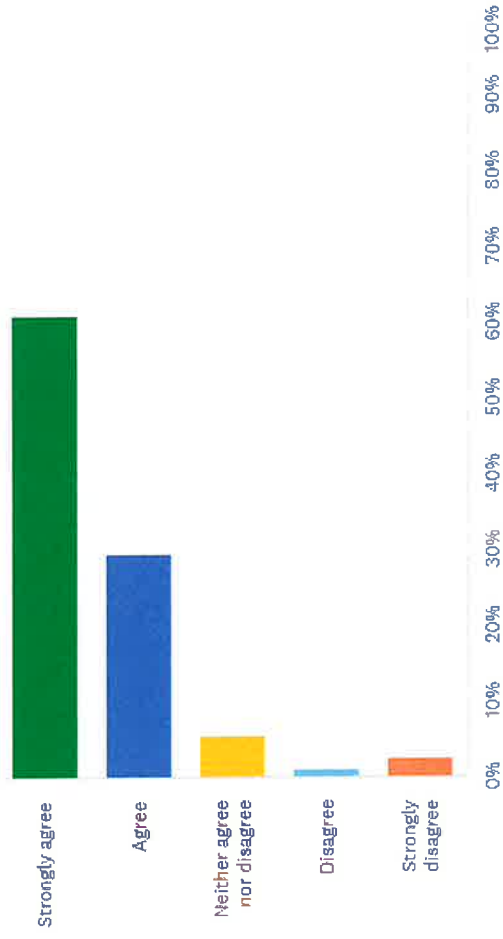


ANSWER CHOICES	RESPONSES
Strongly agree	137
Agree	38
Neither agree nor disagree	11
Disagree	2
Strongly disagree	5
TOTAL	193

Appendix II — Master Plan Survey

Please indicate how true the following statement is: a community's quality of life is enhance through a well developed park system.

Answered: 196 Skipped: 0



ANSWER CHOICES

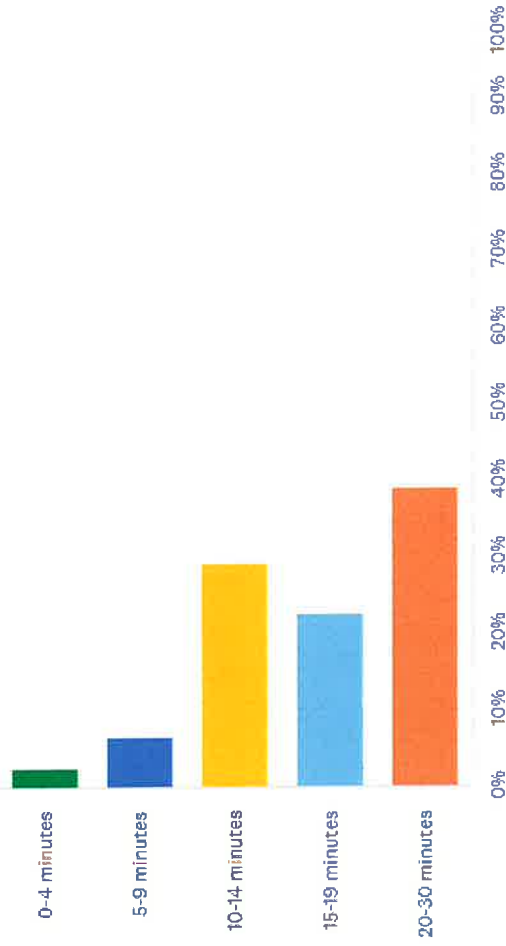
ANSWER CHOICES	RESPONSES
Strongly agree	120
Agree	58
Neither agree nor disagree	11
Disagree	2
Strongly disagree	5

Total Respondents: 196

Appendix II—Master Plan Survey

How far would you be willing to travel to participate in parks and recreation activities or facilities?

Answered: 195 Skipped: 1



ANSWER CHOICES	RESPONSES
▼ 0-4 minutes	5 2.56%
▼ 5-9 minutes	13 6.67%
▼ 10-14 minutes	57 29.23%
▼ 15-19 minutes	44 22.56%
▼ 20-30 minutes	76 38.97%
TOTAL	195

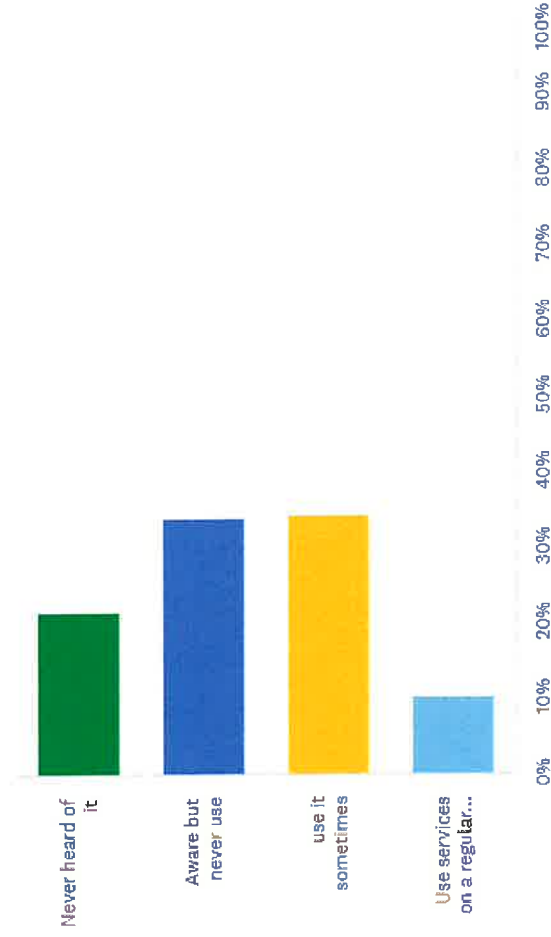
Appendix II—Master Plan Survey

	HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY	(NO LABEL)	(NO LABEL)	TOTAL	WEIGHTED AVERAGE
Senior Center	34.72% 67	45.08% 87	19.69% 38	0.00% 0	0.52% 1	193	1.87
Community center	51.81% 100	36.27% 70	11.92% 23	0.00% 0	0.00% 0	193	1.60
Baseball/Softball Fields	45.31% 87	27.60% 53	26.56% 51	0.00% 0	0.52% 1	192	1.83
Community Gardens	25.77% 50	36.60% 71	36.08% 70	0.52% 1	1.03% 2	194	2.14
Multipurpose Fields (soccer, football, lacrosse)	48.96% 94	32.29% 62	18.23% 35	0.00% 0	0.52% 1	192	1.71
Trails	57.65% 113	33.16% 65	8.67% 17	0.00% 0	0.51% 1	196	1.53
Playgrounds	71.13% 138	22.68% 44	5.67% 11	0.00% 0	0.52% 1	194	1.36
Tennis Courts	13.02% 25	33.33% 64	52.08% 100	1.04% 2	0.52% 1	192	2.43
Basketball Courts	38.34% 74	34.72% 67	26.42% 51	0.00% 0	0.52% 1	193	1.90

Appendix II—Master Plan Survey

How familiar are you with Cumberland County Parks and Recreation

Answered: 195 Skipped: 1

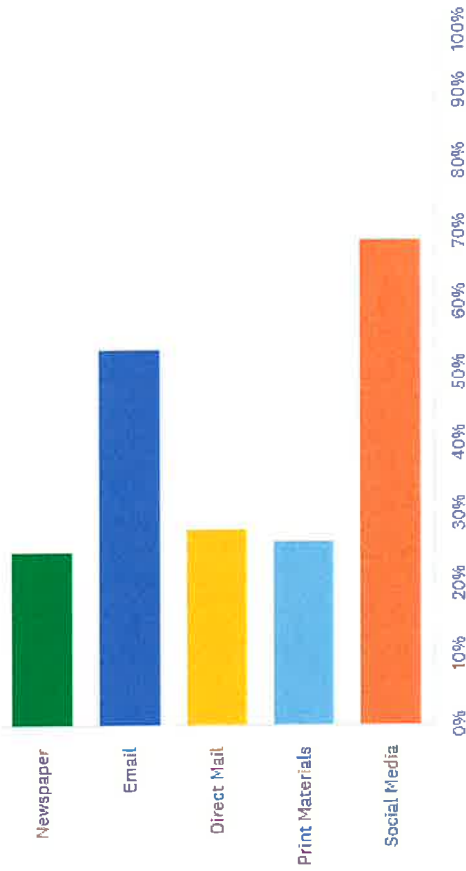


ANSWER CHOICES	RESPONSES
▼ Never heard of it	42 21.54%
▼ Aware but never use	66 33.85%
▼ use it sometimes	67 34.36%
▼ Use services on a regular basis	20 10.26%
TOTAL	195

Appendix II—Master Plan Survey

How would you like to hear about Parks and Recreation and other County services?

Answered: 194 Skipped: 2



ANSWER CHOICES	RESPONSES
▼ Newspaper	48 24.74%
▼ Email	104 53.61%
▼ Direct Mail	54 27.84%
▼ Print Materials	51 26.29%
▼ Social Media	134 69.07%

Total Respondents: 194

Appendix II—Master Plan Survey

Please indicate your interest in participating in the activities listed

	OFTEN	SOMETIMES	ONCE	NEVER	IF OFFERED	TOTAL	WEIGHTED AVERAGE
Arts and Crafts	23.53% 44	52.94% 99	0.53% 1	17.11% 32	5.88% 11	187	2.29
Basketball	14.50% 27	21.51% 40	2.69% 5	56.45% 103	4.84% 9	186	3.16
Bridges/Card Games	5.38% 10	33.87% 63	4.84% 9	48.39% 90	7.53% 14	186	3.19
Dance	18.50% 35	38.62% 73	6.35% 12	29.63% 56	6.88% 13	189	2.68
Cultural Arts	20.11% 38	46.56% 88	4.03% 8	20.63% 39	8.47% 16	189	3.51
Education/Enrichment Classes	31.25% 50	48.96% 94	3.13% 6	9.38% 18	7.29% 14	192	2.13
Exercise	47.89% 91	37.37% 71	1.58% 3	7.37% 14	5.79% 11	190	1.86
Gymnastics	17.11% 32	18.18% 34	3.21% 6	50.94% 99	8.56% 16	187	3.18
Volleyball	14.81% 28	30.16% 57	4.76% 9	43.39% 82	6.88% 13	189	2.97
Playgrounds	51.31% 98	25.13% 48	2.09% 4	16.75% 32	4.71% 9	191	1.98
Baseball/Softball	28.34% 53	26.74% 50	5.35% 10	35.29% 66	4.28% 8	187	2.60
Football	22.53% 41	20.33% 37	6.59% 12	46.70% 88	3.85% 7	182	2.89
Weightlifting	21.81% 41	28.19% 52	2.13% 4	38.83% 73	9.04% 17	186	2.85
Basketball	18.82% 35	17.74% 33	9.14% 17	48.92% 91	5.38% 10	186	3.04
Water/River Sports and Activities	38.34% 74	36.27% 70	5.70% 11	13.99% 27	5.70% 11	193	2.12
Golf	13.83% 26	22.87% 43	7.98% 15	50.00% 94	5.32% 10	186	3.10
Equestrian	10.11% 19	25.53% 48	8.51% 16	47.34% 89	8.51% 16	188	3.19
Lacrosse	3.23% 6	8.60% 16	5.38% 10	75.81% 141	6.99% 13	186	3.75
Nature Study	19.17% 37	43.01% 82	10.88% 21	19.69% 38	7.25% 14	193	2.83
Outdoor Concerts	54.64% 106	31.44% 61	1.55% 3	5.67% 11	6.70% 13	194	1.78
Fishing	46.07% 88	28.80% 55	4.71% 9	16.75% 32	3.66% 7	191	2.03
Jogging	25.00% 47	31.91% 60	8.51% 16	30.85% 58	3.72% 7	186	3.56