

Town of Vienna

Parks & Recreation Master Plan

OUR PLAN TO PLAY

FEBRUARY 2026



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Purpose of this Document

Our Plan to Play is a guiding document and tool to assist Town Council and staff in making progress and to realize the 10-year vision for parks and recreation in Vienna.

Recommendations are informed by community feedback and best practices from parks and recreation agencies across the United States. Recommendations are also grounded by a careful analysis of Vienna's Parks and Recreation Department budget, operations, and recreational offerings. These three elements work together to create a community and data-driven master plan that outlines broad recommendations for Town Council to consider as they make decisions, prioritize actions, allocate resources, and program future investments in consideration of the community's expressed needs.

Our Plan to Play is a flexible framework and menu of great policies, strategies, and actions that the current and future Town Councils could choose to leverage as time, resources, opportunity, and community sentiment allow.

As a living document, the policies, strategies, and actions are meant to be updated and adjusted to meet current and future needs; not every recommendation of this document will need to be completed to achieve the vision, but every recommendation of this document is designed to make incremental progress towards the vision.

By using this Master Plan as a tool that supports and strengthens the decision-making process, the Town of Vienna can ensure that all future actions and investments are consistent with the established vision and goals, enhancing the quality of life for residents and effectively managing resources.

**Community
Needs
Inform**



**Data and
Analysis
Validates**

Vienna Guiding Documents

Strategic Plan

Our Plan to Play

Comprehensive Plan

Guides

Staff

Council

Goals/
Recommendations

How to Prioritize

1. Does this improve or upgrade an existing facility?
2. Does this meet a community need?
3. Does a new facility impact an existing facility?
4. Does this align with Our Plan to Play?
5. Does this align with Council priorities?

How Can Goals/Recommendations Be Used

- » Inform budget and Capital Improvement Plan (CIP) discussion
- » Highlight potential focus areas
- » Clarify staffing, maintenance, and operational needs
- » Introduce a menu of strategies and actions for future Council consideration
- » Identify partnerships and funding opportunities to explore



How to Interpret this Document

Think of a master plan as a comprehensive playbook for the future development, enhancement, and stewardship of the community's parks and recreation resources. Like any great playbook, the recommendations, strategies, and actions – the plays – presented in this document are flexible, actionable, and applicable to a variety of opportunities over the next 10 years. Like any great playbook, it is up to Town Council, staff, and the community – the players and coaches – to call the right plays at the most opportune time to keep making forward progress.

In order to forecast future parks and recreation needs of residents and visitors, Our Plan to Play evaluated park conditions; analyzed previous reports, plans, current and forecasted demographics, and facility and program participation; engaged the community in a robust feedback process; benchmarked Vienna's performance against peer communities; and assessed current operations and maintenance processes.

The effort provided insight into the community's priorities – what they want, what they need, what is most important to them, and what they want to see the Town invest in over the next 10 years.

The document reflects a snapshot in time. **We recognize that community priorities will change over time and recommend periodic needs assessments to track those evolving needs.** Our Plan to Play is intended to be a living document—flexible and adaptable to evolving community needs. It is expected that some of the strategies and actions of this plan will be advanced or delayed, refined or removed, as the Town Council, staff, and the community reconcile the vision with constraints (i.e. funding) and opportunities. It is expected that this document will be updated periodically to reflect current priorities and changing trends.

How this Document is Organized

The document is organized into clearly defined sections that outline the community's vision, current conditions, identified needs, and strategic recommendations.

Readers should begin with the Executive Summary for a high-level overview then explore the Vision, Mission, and Values to understand the type of community experiences the Town will continue to create through parks and recreation over the next 10 years.

The Community Needs Assessment and Existing Conditions Assessment sections will help the reader understand what is happening in the Vienna today and what the community has told us is important and needed – the foundation of the plan's priorities.

Finally, the reader should review the Goals, Recommendations, Strategies, and Action Plan, Long Range Vision, and Implementation sections to understand the actionable steps, timelines, and potential funding sources that could be used by Vienna to achieve the vision.







Dear Vienna Residents,

It is with great enthusiasm that I present the Town of Vienna's first-ever Parks and Recreation Master Plan: **Our Plan to Play**. This landmark initiative is a monumental step in shaping a future where our community thrives with bold aspirations for a vibrant, healthy, and engaged Vienna.

This plan represents the collective voice of our residents, partner organizations, and community stakeholders. Thank you to all who contributed your ideas, energy, and vision. Your feedback helped shape recommendations that are both thoughtful and forward-looking, grounded in the reality of today and the promise of tomorrow.

I would like to extend my sincere appreciation to the Mayor and Town Council for their thoughtful engagement and steadfast support for this process. I am also deeply grateful to our colleagues across Town departments who shared their expertise, lending valuable insight into the strengths and opportunities we must focus on to succeed.

Inspired by our new Vision to create a vibrant community that is healthy, active, and engaged, and guided by our revised Mission to build community through people, parks, and programs, this Master Plan lays the foundation for excellence in all we do. It reinforces our commitment to exceptional service, continuous improvement, sustainability, inclusivity, and the health and well-being of all who live, work, and play in Vienna.

From enhancing existing spaces and strengthening our operational capacity to investing in partnerships, outreach, and staff development, this plan provides a roadmap for the future. With community at its core, it reaffirms our commitment to offering meaningful spaces, programs, and special events that create lifelong memories and foster friendships, while also promoting environmental stewardship through thoughtful planning and sustainable practices that protect, restore, and preserve our natural resources for future generations.

The work ahead is exciting—and just beginning.
Thank you for being part of this journey.

With appreciation,

Leslie Herman
Director, Parks and Recreation
Town of Vienna





Executive Summary

What is the Parks & Recreation Master Plan?

A Parks and Recreation Master Plan is a strategic guide that outlines the identity, vision, goals, and actionable strategies for the enhancement, development, and management of the Town of Vienna's Parks and Recreation system. It aims to ensure that parks and recreation facilities meet the current and future needs of the community and promote equitable access, environmental sustainability, and improved quality of life for all residents. By prioritizing investment in parks, natural areas, programs, and recreation amenities, the Master Plan serves as a roadmap for fostering a healthy, unique, and connected Vienna.

How was the Plan Developed & What Does the Plan Include?

Our Plan to Play is the Town of Vienna's first Town-wide Parks and Recreation Master Plan. The Town is strongly committed to providing fair and just access to high-quality parks, open green space, and recreation facilities and programs for all community members. To continue this commitment, the Town identified a need for a Parks and Recreation Master Plan to guide and inform improvement, branding, visioning, and the overall future of parks and recreation in Vienna. This Plan was executed through a collaborative process, with multiple iterations, involving Council, staff, and community input, stakeholder group engagement, existing condition reviews, and local and national parks and recreation services and trends analysis. With each milestone, town staff, the community, and Town Council were engaged in conversation to validate findings and further co-create the plan. Each milestone has brought the process closer to completion of the Master Plan, culminating in a comprehensive report that defines the identity, vision, goals, and actionable strategies for the next decade.

What are the Goals in this Plan?

The foundation of a thriving Vienna rests on the wellbeing of its residents, and the Department of Parks and Recreation plays a pivotal role in achieving this. **Our Plan to Play** outlines the goals that can be used as a guide to the continued stewardship of parks and recreation, while remaining financially responsible to the Town's resources. These goals reflect Vienna's commitment to creating accessible, unique, and sustainable parks and recreational opportunities for all residents. From preserving natural habitats to fostering inclusive programming and solidifying partnerships, the plan addresses the diverse needs of an evolving population, ensuring that every step taken is aligned with the vision, mission, and values for long-term health and happiness in Vienna. The six primary goals to Our Plan to Play are:

Goal 1: Existing Operations & Maintenance

Goal 2: Financial Sustainability

Goal 3: Advancing Parks & Infrastructure

Goal 4: Programs, Services, & Events

Goal 5: Marketing, Outreach, & Engagement

Goal 6: Investing in Staff, Partnerships, & Collaborations



How will the Plan be Implemented?

Implementing a Parks and Recreation Master Plan involves a planned and collaborative approach to cultivate the community's Park and Recreation vision.

Our Plan to Play is expected to take multiple years to complete, with the intention of full execution by 2035. Each phase of implementation includes intentional recommendations and strategies designed to build on one another and advance progress toward completing the long-range vision. Prioritization of recommendations and strategies will consider Council priorities, fiscal feasibility, and potential to positively address residents' most urgent needs, interests to ensure the effective and appropriate use of limited resources.

To ensure fiscal sustainability for the Town, funding is expected to come from a diverse range of sources, including the Town General Fund and other internal budgets, grants, partnerships, bonds, fundraising, and donations. Town leadership and staff are the dedicated stewards to effectively execute this plan.

The Town is committed to collaborating and communicating frequently with transparency, updates, and opportunities for active participation from residents and stakeholders to ensure all stakeholders potentially affected by the plan have knowledge of and a role in planned outcomes.

This plan is designed to be adaptive, responding to community needs, opportunities, and timeline adjustments based on the success or shortcomings of its implementation. See [Project Timeline](#) for the project's full duration, and [Goals, Recommendations, Strategies, and Action Plan](#) for future Town efforts.

How Do I Get More Information?

For more information on **Our Plan to Play** or the planning process, contact Vienna Parks and Recreation Department at 703.255.6360 or visit the Town website at www.viennava.gov.

Additionally, stay up to date by connecting with your neighbors on Town news, Council meetings, and actively participating in future efforts for **Our Plan to Play**.

Acknowledgements

First and foremost, THANK YOU, to the residents of Vienna. Thank you for your passion to ensure Vienna maintains quality parks and recreation facilities for the next generation. Thank you for the survey participation, public meetings, and community engagement that you accommodated into your busy lives. Thank you to the stakeholder organizations who attended work sessions to ensure a voice for varying demographics and maximizing community involvement. And thank you for the continued partnership in these future endeavors to execute ***Our Plan to Play***.

Thank you to all the Town of Vienna Council members, staff, and everyone who participated; their leadership, insight, and vision have led to the Town's first Parks and Recreation Master Plan: ***Our Plan to Play***.

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Table of Contents

Purpose of this Document i
 How to Interpret this Document iii
 How this Document is Organized..... iii

Executive Summary..... vii
 What is the Parks & Recreation Master Plan?..... vii
 How was the Plan Developed & What Does the Plan Include? vii
 What are the Goals in this Plan?..... viii
 How will the Plan be Implemented? ix
 How Do I Get More Information?..... ix

Acknowledgements x

Introduction 1
 About Vienna, VA 1
 Project Context 1
 Project Timeline..... 2
 What is the Best Way to Read this Plan?..... 3

Vision, Mission, & Values 7
 Vision 7
 Mission..... 7
 Values & Guiding Principles 7

Community Needs Assessment 11
 Demographic Analysis..... 11
 Peer Community Recreation Trends..... 13
 National Recreation Trends 19
 Public Engagement 21
 Public Workshops 24
 Community Needs Summary..... 38

Existing Conditions Assessment 41

- Introduction..... 41
- Previous Plan Review 41
- Departmental Organization43
- Facility Inventory and Typologies 45
- Facility Evaluation..... 53

Goals, Recommendations, Strategies, & Action Plan..... 71

- Goal 1: Operations, Maintenance, Existing Services & Infrastructure72
- Goal 2: Financial Sustainability75
- Goal 3: Advancing Parks & Infrastructure.....78
- Goal 4: Programs, Services, & Events..... 82
- Goal 5: Marketing, Outreach & Engagement..... 84
- Goal 6: Investment in Staff, Partnerships & Collaborations 86
- Example Results of a Completed Master Plan 89

Long Range Vision..... 93

- Conceptual Recreation & Parks Vision Plan 93
- Funding Needed for the Future 99
- Programming Life Cycles 109
- Events 111

Implementation..... 115

- Priorities and Policy Guidance.....115
- Annual Work Plans115
- Master Plan Updates115
- Relationship to the Town of Vienna Comprehensive Plan115
- Funding the Plan116



Introduction

About Vienna, VA

Located in Northern Virginia, the quaint, suburban Town of Vienna is approximately 14 miles west from Washington D.C. Vienna is an incorporated Town within Fairfax County, surrounded by neighboring communities like Tysons Corner (Northeast), Oakton and Fairfax City (Southwest), Merrifield/Mosaic District (Southeast), and Reston (Northwest). Vienna is 4.4 square miles and home to approximately 16,000 residents with a median household income exceeding \$215,000. Vienna is primarily a single-family home residential community with at least 71 % of the land developed for residential purposes, excluding rights-of-way.

The Town is strongly committed to providing fair and just access to high-quality parks and community spaces, special events, and recreation facilities and programs for all community members. To continue this commitment, the Town has identified a need for a Parks and Recreation Master Plan to guide and inform improvement, branding, visioning, and the overall future of parks and recreation in Vienna.

Project Context

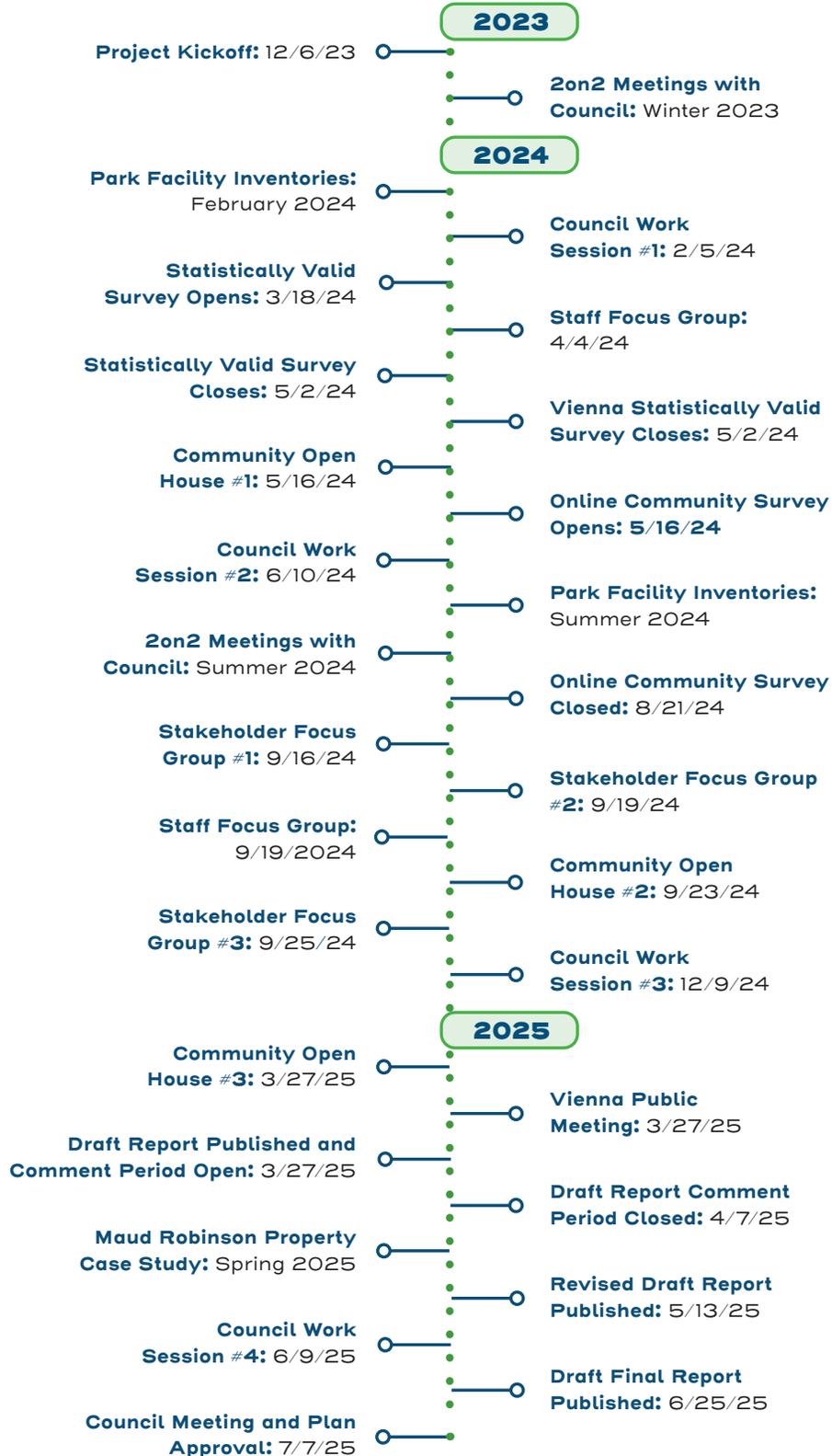
The Vienna Parks and Recreation Department created the first Town-wide Master Plan to maintain this commitment, **Our Plan to Play**. The Plan is Vienna's guide for creating spaces, experiences, and connections that bring people together. It creates a shared vision and implementable roadmap for a safe, accessible, equitable, healthy, sustainable, and community-centered parks and recreation experience in Vienna for the next decade. The Plan presents a long-range vision for future parks, recreation facilities, and programs to serve residents at a premier level today while preparing the Town to address the emerging needs of tomorrow.

This document is a comprehensive report based on work started in December 2023 and includes multiple project milestones through June 2025. The Master Plan charts a course for the Parks and Recreation Department to achieve its vision for Vienna's future, engage community members, and identify community needs and actions to meet them.

The findings of this Plan will inform Council members and residents of the current state of the Department and support and strengthen future decision-making with visioning and recommendations to define Vienna's Parks and Recreation for the next 10 years. This Master Plan consists of:

- » Vision, Mission, and Values
- » Community Needs Assessment
- » Existing Conditions Assessment
- » Goals, Recommendations, Strategies, and Action Plan
- » Long Range Vision
- » Implementation Actions
- » Robinson Property Case Study
- » Technical Appendices

Project Timeline





What is the Best Way to Read this Plan?

The Plan is a collection and summarization of community conversations, observations, data analyses, survey results, and studies. This document attempts to highlight the most important elements that are vital for data-driven and feedback-informed decision-making and Town-wide understanding. The Plan begins with an introduction outlining the scope and a defined Vision and Values, and an updated Mission. Following, the plan provides an existing community perspective on Town demographics and fiscal avenues, existing condition assessments, community participation survey results, public engagement summaries, and level of service benchmarks. Many of these topics are summarized in this plan with the full explanations and findings provided as individual reports in the appendix. Strategic goals, recommendations, and strategies comprise the last third of the report, detailing the targeted improvements, actions, prioritizations, timelines, and funding sources necessary to achieve the goals of the plan. Finally, a short vacant property case study is provided with additional appendices. Appendices may consist of illustrations, survey results, summaries, technical data or other supplemental information supporting the goals and recommendations. By navigating each section, readers will understand how the plan aims to enhance the community's parks and recreation system, and the steps required to turn the vision into reality.



referred Places

- 1) Place a pin at the location of your referred places.
- 2) Place a pin in the parks and recreation you would like to see.
- 3) Connect these pins to the pin at 100 some address with string.



- EXISTING PARKS**
 - 1. Branch Road Tot Lot
 - 2. Glyndon Park
 - 3. Meadow Lane Park
 - 4. Woodfield Park
 - 5. Northside Park
 - 6. Peterson Lane Park
 - 7. Slabury Spring Park
 - 8. South Walker Mercer Park
 - 9. Southside Park
 - 10. Veterans Dog Park
 - 11. Wetters and Cole Fields
 - 12. Millwood Park
- CULTURAL AND COMMUNITY SITES**
 - 13. Bowman House
 - 14. Friends Store
 - 15. Little Library
 - 16. Town Green
 - 17. Veterans Community Center
- PUBLIC SCHOOLS**
 - E. Elementary School
 - H. High School
- TOWN TOWN MANAGED FACILITIES**
 - 18. National Park
 - 19. Conroy Park
 - 20. Washington & 5th Dominion Trail
 - 21. Veterans Train Station
 - 22. Westwood County Club



Vision, Mission, & Values





Vision, Mission, & Values

Vision

As part of ***Our Plan to Play***, the Department of Parks and Recreation has, for the first time in its history, established a vision statement — a bold, long-range expression of what the Department aspires to achieve for the Vienna community. This vision captures the desired future impact of the Department’s ongoing pursuit of excellence and its commitment to exceptional service, continuous improvement, sustainability, inclusivity, and health and wellbeing.

“Create a vibrant community that is healthy, active, and engaged.”

This vision serves as the foundation of ***Our Plan to Play*** — guiding not only how the Department serves the community today, but also how it will grow and evolve to meet the needs of future generations. It provides a unifying focus for all areas of the Department, including programs, events, rentals, operations, park and facility maintenance, horticulture, and urban forestry.

Mission

While the vision defines where the Department is headed, the mission clarifies how the Department will work every day to get there. The current mission was refined through this planning process to ensure clarity, focus, and alignment with the newly established vision.

“Build community through people, parks, and programs.”

Rooted in the Department’s long-standing purpose, this mission reflects an everyday commitment to creating welcoming spaces, providing meaningful experiences, and fostering a sense of belonging throughout the Vienna community.

Values & Guiding Principles

These values are the heart of ***Our Plan to Play*** — guiding how the Department of Parks and Recreation serves today, and inspiring how it will lead tomorrow.

As part of ***Our Plan to Play***, staff from all levels of the Department came together to establish new departmental values and guiding principles. This collaborative effort built upon existing Town of Vienna values, reflected feedback from community engagement efforts, and encouraged staff to think deeply about what makes their work meaningful — not just today, but in the years to come.

The goal was to create a set of values that would influence day-to-day decisions, foster a high-performing and compassionate workplace culture, and attract creative, innovative team members who are passionate about serving the Vienna community.

Values reflect the core principles and ideals of the Department. They help guide everyday behaviors, shape decisions, and communicate what matters most. Guiding principles take these values a step further — serving as action-oriented statements that provide clarity on how staff strive to live out these values in their work.

Through this process, the Department identified five foundational values that will continue to guide its service to the community:



» **Exceptional Service**

» Be thoughtful, compassionate, professional, and strive for excellence



» **Continuous Improvement**

» Dedicate ourselves to learning, adapting, and being innovative



» **Sustainability**

» Use responsible practices that consider future generations to meet current needs



» **Inclusivity**

» Create a sense of belonging for all



» **Health and Wellbeing**

» Foster environments that promote social, emotional, and physical wellness

These values are intended to guide all aspects of the Department's work — from programs and events to park maintenance and operations — helping ensure that every interaction, space, and service contributes to a vibrant, healthy, and connected Vienna.

Creating the Vision & Mission



The development of the Department's new vision and refined mission was a collaborative and thoughtful process — a core part of **Our Plan to Play**.

Through staff workshops, reviewing input from the community, and guidance from the Town Council, the Department reflected deeply on what matters most: service to the community, connection to people, and stewardship of Vienna's treasured parks and public spaces.

Staff placed a high priority on creating statements that were clear, memorable, and inspiring — words that would not only guide decision-making but also ignite pride among current employees and attract future parks and recreation professionals.

The resulting vision and mission statements were intentionally designed to be broad, adaptable, and impactful — applicable across every service area of the Department. Whether planning a new park, leading a community event, maintaining green spaces, or delivering innovative programs, these statements serve as the heart of **Our Plan to Play** — shaping how the Department will continue to create a healthy, active, and engaged Vienna for all.



Community Needs Assessment





Community Needs Assessment

The Community Needs Assessment included inventory and evaluation of the current parks and recreation offerings and how changes may reflect community needs. The planning process considered strategies implemented by peer communities, national trends in recreation activity, feedback from residents and stakeholders, and benchmarking in relation to industry standards.

Collectively, this analysis identifies the community's parks and recreation needs and highlights the gaps between these needs and the Department's ability to fulfill them with current resources.

Demographic Analysis

The Demographic Analysis provides the Parks and Recreation Department with an understanding of the make-up of the community the staff serves. It quantifies Town residents and provides insight to the makeup of the community and perspective on how to provide service throughout the parks and recreation system. The following review was completed using U.S. Census Bureau information.

Over the previous decade, Vienna has maintained a stable population and demographic make up the community. As a suburban community to the Washington D.C metro area and with confined developed Town limits, the population of Vienna has remained steady over the past decade. From the previous census, the population declined slightly, however with continued national housing stress and the demand of the metro area, it is anticipated for the Vienna population to grow slightly by 2035. This growth is expected to remain consistent with current ethnicity and income demographics, with population growth amongst the white, Asian, and Hispanic community. Lastly, Vienna residents obtain an average median income which may guide Parks and Recreation pricing and financial assistance.

It is important to understand the demographics, but park system recommendations and improvements should not be solely based on this information. This provides a clear snapshot of the community as it exist today a provide a useful lens for the Town to evaluate the effectiveness and reach of current programs and services. The Town is encouraged to complete regular surveys or engagement with the community to understand the demographic makeup and current interests to ensure appropriate service is provided to future populations.



Population

Current
16,276

Population in 2020:
16,476

Change since 2020:
-0.01%

Anticipated Population 2035:
16,927 (+/- 4%)



Age

Median Age:
41.2

Under 18%:
28%

18 to 64:
58%

65 and over:
14%



Race/Ethnicity

White Alone:
70.3%

Asian Alone:
13.3%

Hispanic or Latino:
8.4%

Black Alone:
5.1%

Other Races:
2.9%



Income

Median Household Income:
\$215,556

Per capita income:
\$90,982





Peer Community Recreation Trends

To contextualize the Town's parks and recreation assets on both a regional and national scale, elements of the parks and recreation system were compared to peer communities. This comparison provides context for how precedent or unique Vienna's recreational needs are among communities with similar resources and demographic profiles. Unless otherwise noted, community statistics are obtained from 2018–2022 American Community Survey (ACS) 5-year estimates.

The following communities were evaluated as part of this peer assessment:

Regional Peers

City of Fairfax, VA

The City of Fairfax, Virginia is a suburban community of 24,835 residents located fifteen miles west of downtown Washington, DC, and approximately five miles south of Vienna. The City of Fairfax serves as a comparable peer community due to similar community principles: sense of place, health and wellness, economic vitality, environmental stewardship and conservation, and strategic partnerships. Fairfax's Park typologies compare well with Vienna's parks, with a collection of larger Signature Parks, Neighborhood Parks, and Natural Areas preserving existing landforms, waterways, and vegetation.

City of Falls Church, VA

The City of Falls Church, Virginia is a suburban community of 14,586 residents located eight miles west of downtown Washington, D.C., and approximately five miles east of Vienna. Nicknamed "The Little City," the compact land area of Falls Church lends itself to the highest population density of the peer communities. Similar to Vienna and the City of Fairfax, Falls Church strives to establish a "small-town" feel. The City of Falls Church serves as a good peer community due to its interaction with the W&OD trail, and similar land use priorities for single-family residential housing.

Town of Herndon, VA

The Town of Herndon, Virginia is a suburban community of 24,935 residents located twenty miles northwest of downtown Washington, DC, and approximately eight miles northwest of Vienna. Herndon serves as a good peer comparison to Vienna because it has similar anchoring facilities like a community center, similar interaction with the W&OD Trail, and neighborhood-scale parks. Herndon does not specifically align with Vienna in metrics of land area, population total, or median household income.

National Peers

City of Birmingham, MI

The City of Birmingham, MI is a suburban community of 21,715 residents located 16 miles northwest of downtown Detroit, MI. The city is anchored by a strong commercial core in its historic downtown, with the “shopping district” serving as a draw for residents and regional visitors. Birmingham’s Park system is diverse, with over twenty parks offering active and passive recreation, two golf courses, an ice rink, multiple athletic fields and courts, playgrounds, a wooded trail system, and uniquely, Quarton Lake located near downtown. Most of Birmingham’s parks are similar to Vienna’s on the neighborhood scale.

City of Crestwood, MO

The City of Crestwood, MO is a suburban community of 12,221 residents located 11 miles southwest of downtown St. Louis, MO. Crestwood has been recognized as a “Best Place to Raise Kids in Missouri”, based on the excellence of the school system and municipal services. Like Vienna’s relation to the W&OD trail, Crestwood is bisected by the Ulysses S. Grant Trail (Grant’s Trail), a 10-mile trail that spans St. Louis to Crestwood. The Parks and Recreation Department manages four neighborhood parks, and the City’s Signature Park, Whitecliff Park, is home to athletic courts, fields, and the City’s community center and aquatic center.

Village of Deerfield, IL

The Village of Deerfield, IL is a suburban community with 18,950 residents located 23 miles north of Chicago, IL. The Village’s origins date to the mid-1800s and today retains, celebrates, and integrates many elements of its historic infrastructure. The Parks and Facilities Department of Deerfield operates a variety of facilities with 19 parks and seven community centers. These community centers feature golf, one indoor and two outdoor swimming pools, one outdoor spray park, education centers, classrooms, indoor athletic courts, and a fitness center.

City of Summit, NJ

Summit, NJ is a suburban community of 22,342 residents located 19 miles west of Manhattan, New York, NY. Summit is a diverse community with nearly 40 spoken languages and a wide-varying economic and ethnic composition. The Department of Community Programs (DCP) strives to provide recreation and other related programs and services that meet the community’s needs, with special consideration for seniors and youth. Summit includes the Union County Open Space and Recreation Park and numerous community centers.



Table 1: Comparison of Peer Communities' Characteristics

Municipality	Relation to Urban Core	Population	Land Area (sqmi)	Acres of Parks	Population Density (pp/sqmi)	Median Household Income	Crime Rate Index*
Town of Vienna, VA	12mi W of Washington, D.C.	16,276	4.40	123.9	3,741	\$215,556	23.16 / per 1000 residents
City of Fairfax, VA	15mi W of Washington, D.C.	24,835	6.24	473	3,870	\$128,708	23.88 / per 1000 residents
City of Falls Church, VA	8mi W of Washington, D.C.	14,586	2.05	52	7,164	\$164,536	17.62 / per 1000 residents
Town of Herndon, VA	20mi NW of Washington, D.C.	24,935	4.29	191	5,812	\$133,403	31.94 / per 1000 residents
City of Birmingham, MI	16mi NW of Detroit, MI	21,715	4.79	570	4,551	\$151,556	9.49 / per 1000 residents
City of Crestwood, MO	11mi SW of St. Louis, MO	12,221	3.59	120	3,458	\$111,791	18.82 / per 1000 residents
Village of Deerfield, IL	23mi NW of Chicago, IL	18,950	5.53	195	3,472	\$185,762	9.87 / per 1000 residents
City of Summit, NJ	19mi W of New York, NY	22,342	5.99	350	3,790	\$176,702	9.04 / per 1000 residents

Source: 2018–2022 ACS 5-year estimates

*United States national average crime rate index according to World Population Review is 49.2 per 1000 residents.

Table 2: Peer Communities' Parks And Recreation Department Operating Budget And Staffing

Municipality	Adopted 2025 Budget	Budget per Capita	Number of Employees	Employees per Capita	Employees per Park Acreage
Town of Vienna, VA	5.21 million	\$320	26	1 staff per 626 people	1 staff per 10.08 acres
City of Fairfax, VA	8.78 million	\$353	31	1 staff per 801 people	1 staff per 15.26 acres
City of Falls Church, VA	3.99 million	\$273	16	1 staff per 912 people	1 staff per 3.25 acres
Town of Herndon, VA	4.80 million	\$192	26	1 staff per 959 people	1 staff per 7.35 acres
City of Crestwood, MO	3.58 million*	\$292	10.5	1 staff per 1,164 people	1 staff per 11.43 acres

* approximately 24% of the budget is allocated to the operation, maintenance, and improvement of an aquatic facility



Table 3: 2025 National Recreation And Park Association Data For Jurisdictions Less Than 20,000 Residents

Category	Upper Quartile Values for Jurisdictions Under 20,000 Residents	Town of Vienna
Population	18,492	16,276
Total Park Acres	406.8	123.9
Acres of parks per 1,000 residents	22.0	7.25
Total Annual Operating Budget	\$11.3 million	\$5.21 million
Budget per Capita	\$284	\$320
Number of full-time employees	14	26
Employees per Capita	1 staff per 560 people	1 staff per 626 people
Employees per Park acreage	1 staff per 12.3 acres	1 staff per 4.77 acres
Number of Programs Offered	120	625
Number of Fee-Based Programs	112	595
Revenue per Capita	\$104.13	\$83.62

In addition to peer communities, the analysis also considered national trends as reported from the 2025 National Recreation and Park Association Park Metrics Annual survey. The table above shows Vienna in comparison to all participating Towns with less than 20,000 residents. Towns across the United States with less than 20,000 residents are numerous, many of which have small populations and Parks and Recreation departments with limited resources. Vienna outpaces typical municipalities warranting significant operating budget and staffing. The upper quartile of communities with 20,000 or less population reflect locations with significant investments in parks at recreation – at levels that Vienna may aspire to in the future. This could result in a doubling of the annual operating budget and a 25 percent increase in revenue per capita.

Peer Communities' Analysis & Conclusions

Of the reviewed national communities, the City of Crestwood, Missouri, outside St. Louis, is the most direct peer to Vienna. Each is home to a prominent trail that bisects the municipality and supports transportation, economic, and recreation needs. Crestwood, with a significantly smaller population and median income, can support and operate an aquatic center, even with 4–total additional public and private aquatic facilities within a 3–mile radius of Crestwood's facility. With these comparable factors, accomplishing a Vienna aquatic facility may be an aspirational future capital improvement.

Locally, based on demographic characteristics and geographic influences, the City of Falls Church most closely aligns with Vienna, however, Vienna statistically outperforms many of its regional neighbors. Except the City of Fairfax, Vienna has a higher budget per capita, more staff to serve residents per capita, and is in the middle range of park acreage.

While Vienna's staffing level is among the highest considered, it is missing important context; the consistent message from community, staff, and stakeholder engagement is that staff serve the community at a significantly high level, focusing on responsiveness and exceptional customer service, at times working beyond job descriptions, and often providing solutions for community challenges that stretch the responsibilities of the department.



Additional staff, cross-training of current staff, and investing in the professional development of staff may be valid strategies to continue to achieve and exceed the community's high expectations for responsiveness and customer service. Similarly, Vienna may consider better defining expectations of service types and levels, and establishing clear boundaries, definitions, priorities, and responsibilities for the functional areas within the parks and recreation department.

Lastly, with the understanding of a potential interest in a combined aquatic and fitness facility in Vienna, the budget is being addressed with annual recurring funding to support initial operating expenses. ***This forward thinking practice should be adopted for any newly adopted programs or facilities in Vienna to ensure available funding, staffing, and management.***



National Recreation Trends

To better reflect national trends in parks and recreation programs, activities, and amenities, this Plan considered industry-wide summary reports that identify, standardize, and communicate key trends in Americans’ athletic, fitness, and recreation habits. These publications reveal current and emerging patterns in parks and recreation engagement at a scale greater than what can be assessed from direct conversations with Vienna residents alone. The reports reviewed include:

- » Topline Participation Report (Sports & Fitness Industry Association, 2024)
- » Engagement with Parks Report (National Recreation and Park Association, 2023)
- » Supporting Older Adults through Parks and Recreation (National Recreation and Park Association, 2023)

Overall engagement with parks and recreation systems has grown consistently over the past decade, reaching record highs in 2024. Currently, engagement with passive recreation exceeds engagement with active recreation. The following three charts show the most popular sports nationwide, as well as trends in activities that have increased or decreased in participation over time.

Table 4: Top Sport Participation

Sport	National Popularity Ranking	Participation (in Millions)
Exercise Walking	1	110.2
Exercise with Equipment	2	52.9
Hiking	3	51.8
Swimming	4	44.9
Running/Jogging	5	43.1

Table 5: Sport Participation Increase Over Time

Sport	2014 Participation (in millions)	2024 Participation (in millions)	Participation Increase
Pickleball	1.7	9.9	482.4%
Boxing	3.4	5.3	55.9%
Surfing	2.2	3.2	45.5%
Skateboarding	5.4	7.2	33.3%
Kayaking	9.0	11.8	31.1%

Table 6: Sport Participation Decrease Over Time

Sport	2014 Participation (in millions)	2024 Participation (in millions)	Participation Decrease
Target Shooting	20.4	20.1	-1.5%
Football (flag)	6.3	6.2	-1.6%
Baseball	11.3	11.1	-1.8%
Swimming	45.9	44.9	-2.2%
Cheerleading	3.6	3.5	-2.8%

Specific active recreation activities experiencing the greatest growth or greatest participation include pickleball, indoor workout and fitness classes, and aquatics. These trends could reinforce future investments in indoor sports courts, fitness centers, or aquatics facilities. Vienna’s access to linear trail facilities, high median income levels, and availability of open space correlate appropriately to national interests in personal fitness activities, which trend highly for all age groups and especially for higher income brackets.

Demographic factors can predict likelihood of participation. For example, parents, millennials, Hispanics, and wealthier users engage more frequently in parks and recreation than other user groups. Older adults engage with parks the most frequently, seeking safe and structured environments for social connection; external community partnerships fortify these offerings. Despite these demographic differences, perceptions of an inclusive parks and recreation system for all races, genders, and incomes doubles the likelihood of participation.

However, not all residents are likely to participate in parks and recreation offerings. As the greatest barrier to participation is time, **investing in a greater geographic distribution of lower-capital outdoor assets (e.g., pocket parks) can allow users to recreate on their own schedule and with a lower travel time cost.** Nonparticipants express the greatest interest in outdoor sports—like fishing, camping, and hiking—and personal training—namely cardio fitness, swimming for fitness, and working out with weights or machines.



Public Engagement

Public engagement was an important facet of the Master Plan process, utilizing multiple avenues to solicit feedback. Avenues to engage the public included two surveys, multiple public workshops, stakeholder group meetings, and staff focus groups. These were completed to capture community voices, provide a platform for community perspectives, and to align plan recommendations with community needs as closely as possible. This information was essential to ensure Our Plan to Play reflects resident's priorities and guides future improvements based on their needs and perspectives.

Public Surveys

Two public surveys—a statistical survey and a community survey—form the foundation of the public participation process for this Plan. While both surveys contained the same set of questions, they differed in method of distribution and means of responding.

Statistical Survey

The statistical survey was distributed to a random selection of 1,000 Town residents. Residents who did not explicitly and personally receive the survey were not able to respond. Those who received an invitation had the option to respond by mail or by using an online version of the survey, which included a Spanish language translation. Selected residents received the survey by mail in late March 2024, and survey responses were accepted until late May 2024. Over 330 statistical surveys were completed and submitted. **With a 33% response rate, the statistical survey results are considered reliable, reflecting the views of the entire town with 95% confidence and a margin of error of 5.35%. For surveys that are part of a parks master plan, a 95% confidence level with a margin of error of +/-5% is the widely accepted industry standard. This level of confidence is considered statistically valid and is used for public planning, market research, and election polling.**

The accuracy of the responses provides strong confidence in the findings, making them a valuable resource to support and strengthen thoughtful, resident-focused decision-making.

Community Survey

Unlike the statistical survey, all members of the public—residents and nonresidents alike – were invited to complete the community survey. This survey was hosted online in English and Spanish, and 576 community surveys were completed between its opening in mid-May 2024 and its closure in late August 2024. The statistical survey offers evidence-based confidence in the results, while the community survey allows for broader input, which may reflect the views of specific individuals or user groups more heavily. For purposes of the Master Plan process, the statistical survey is the core information analyzed, with the community survey used to backcheck, review, and confirm that the findings are consistent across the two platforms. Generally, the analysis concluded there was little variance in perspectives and findings across both surveys.

The summary below highlights key findings from the statistical survey with a focus on impact scores and the changes residents consider most meaningful.

88% of respondents (290 households) indicated that they or their household members have used a DPR facility or amenity during the past 12 months

92% of respondents who had an opinion on the overall quality and physical conditions of facilities expressed “satisfied” or “very satisfied” sentiments

Impact scores were calculated for each facility to express the sum of facility “importance,” “need,” and “unmet need.” The top 5 facility types by community impact scores are:

Swimming pools, indoor or outdoor, for non-competitive swim (e.g. recreation, fitness, instruction) (Impact Score 267)

Walking paths or sidewalks (Impact Score = 227)

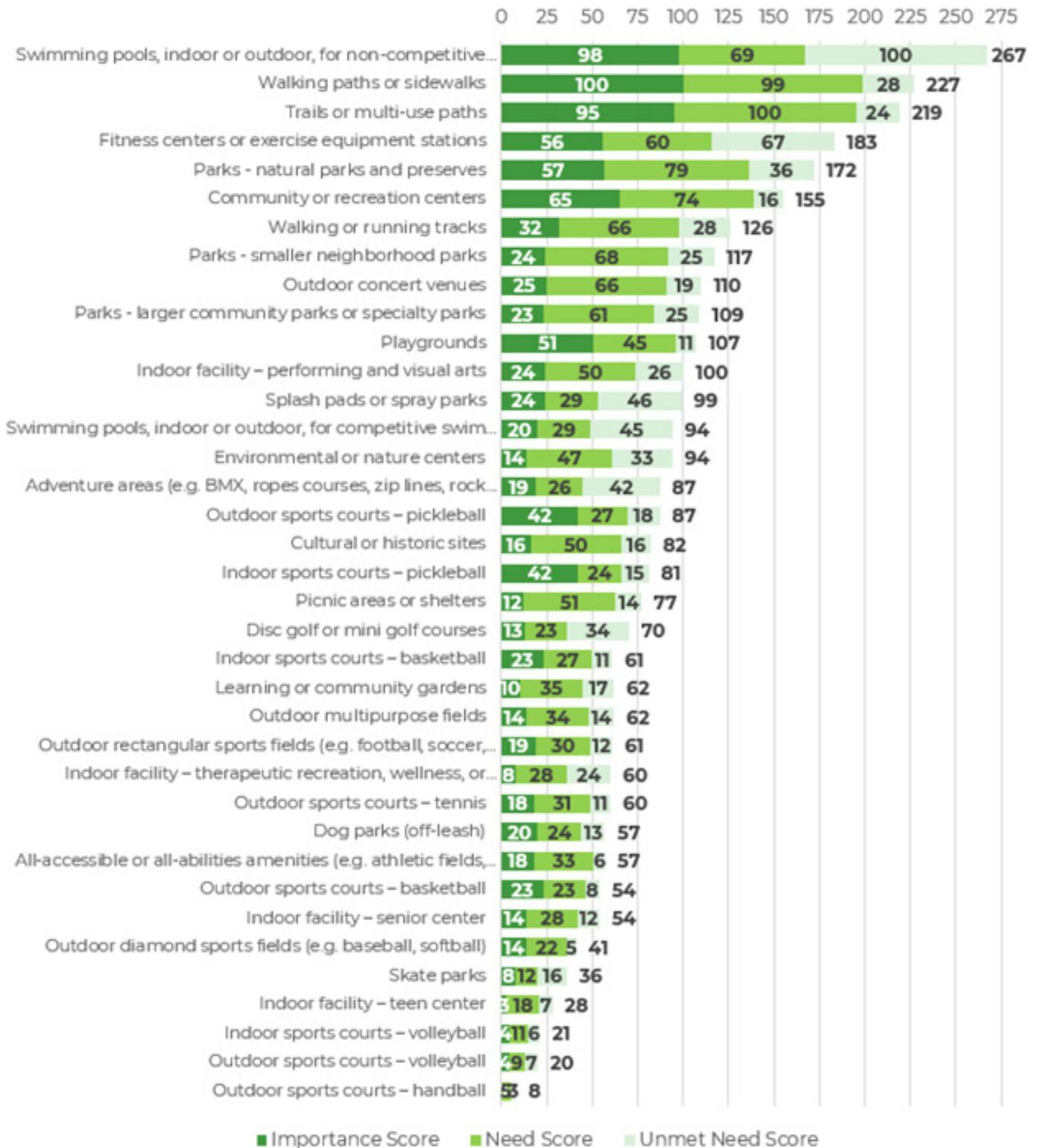
Trails or multi-use paths (Impact Score = 219)

Fitness centers or exercise equipment stations (Impact Score = 183)

Parks – natural parks and preserves (Impact Score = 172)



Figure 1: Facilities and Amenities Impact Score



Support Amenities: Based on statistical survey findings, the top five amenities that respondents found were missing or lacking in the parks and green spaces consisted of:

- » Restrooms
- » Weather or Shade Structures
- » Seating (benches or picnic tables)
- » Water Fountains
- » Fitness equipment (e.g. pull-up bar, balance beams)

Public Workshops

To ensure community voices were included in the planning process, the project team held two public meetings.

Community Meeting 1

The first of these two engagements took place from 6:00 p.m. to 8:00 p.m. on Thursday, May 16th, 2024, in the Community Room of the Vienna Community Center. After a project presentation and brief question-and-answer session, attendees were invited to participate in interactive stations assessing their satisfaction and priorities with the parks and recreation system.

Community members expressed gratitude for the diversity of existing parks and recreation amenities and events, as well as a strong interest in continued participation, investment, and engagement in additional facilities and programs. In particular, the following key messages emerged across all activity stations:

Enhancing facilities: Community members reported greater satisfaction with programs than with facilities and would therefore prioritize facility improvements over program expansions. Existing facilities do not fully satisfy community needs, especially for athletics. Key recurring facility needs include trails, additional passive recreation areas, a new aquatic facility, and a fitness center.

Cultivating open spaces: Community members place high value on the conservation and maintenance of the Town's open space network, especially for passive recreation. In addition to preserving existing open spaces, the creation of new open spaces, such as greenways or pocket parks, could further enhance this network.

Improving inclusivity: Community members hope to expand the inclusivity and accessibility of facilities and programs for all user types. Expanding transportation options at facilities and events, such as more parking or bicycle facilities, convenience to restrooms, and multi-generational facilities and sites were all of high importance.

Engaging the community: Community members appreciate the Town's communication of parks and recreation information and opportunities to engage with the Department. Participants expressed a keen interest in remaining involved in decision-making processes through the remainder of this plan development and beyond.



Community Meeting 2

The second community engagement took place from 6:00 p.m. to 8:00 p.m. on Monday, September 23rd, 2024, in the Community Room of the Vienna Community Center. Similar to the first meeting, a project presentation was shared with a brief question-and-answer session for attendees. Following this, attendees participated in interactive stations to assess funding strategies, survey results, and satisfaction with programming, and participated in a Master Plan vision exercise. The following findings were collected from each of the activity stations:

Our Preferred Places: This activity was to understand which Town-owned parks and locations the community members visit and favor the most while also gaining insight into the locations that need the most improvements. Places with a high frequency of attendance or favorite locations consisted of the Bowman House, the Town Green, the Community Center, Glyndon Park, and Wildwood Park. The W&OD Trail and Waters and Caffi Fields were also often noted, despite not being Town owned. From these conversations, two key insights identified were for maintenance improvements to occur at Southside Park and the lack of interest or appeal of sites in northwest Vienna.

Our Vision for the Future: The goal of this activity was to understand what community members envision for the 2035 future parks and recreation system. Participant responses revealed a strong emphasis on enhancing and maintaining existing parks, with a particular focus on updated playgrounds and improved upkeep of natural areas. Dedicated pickleball courts and fitness facilities were also significantly noted in discussions. Lastly, responses indicated a desire for the development of accessible ADA spaces, a vibrant community center with updated spaces for teens and older adults, and indoor aquatic facilities.

Funding Our Future: This station allowed residents to explore and vote on their preferred methods of funding future park improvements. The primary avenues expressed by the community were Development/Developer-based fees and Revenue Bonds, each exceeding 20%. This perspective expresses that private improvement within the Town should contribute to the needs and services of the Town, while simultaneously establishing bonds to support enhancements over a longer period of time. Full community results are as follows:

- » Development/Developer Based fees: 23%
- » Revenue Bonds: 20%
- » Public-Private Partnerships: 18%
- » User fees/charges (new or increased): 18%
- » Parks Foundation (non-profit): 11%
- » Reallocation of Town Funds: 6%
- » Taxes (Property, Meals, Other): 4%

Survey Results: Key questions and responses from the statistical and community survey were selected to highlight representative perspectives on satisfaction, needs, unmet needs, and community importance. This station shared insight data of the community and allowed residents to respond with their opinions to the project team about the results.





Staff & Stakeholder Discussions

To reflect the experiences, perspectives, and voices of staff in the plan development process, the consultant team conducted two focus groups with Department leadership and frontline staff and three group discussions with representatives of local community organizations.

Staff Focus Group 1

The first of these two focus groups took place from 11:00 a.m. to 1:30 p.m. on Thursday, April 4th, 2024, in the Community Room of the Vienna Community Center. The purpose of this focus group meeting was to gain staff insight into the Department's current and potential future Mission, Vision, and Values, as well as to explore its Strengths, Weaknesses, Opportunities, and Threats. These guiding conversational categories provided space for staff to offer additional feedback on perceptions of community needs. Through both conversations, Department leadership and staff demonstrated strong consensus in identifying the guiding principles and potential for future operations and services.

Through a guided conversation about the Department's strengths, weaknesses, opportunities, and threats (a "SWOT" analysis), the group identified staff as both a key strength and a major opportunity for future investment, focusing on retention and expanding a dedicated and diverse talent pool. Any stagnation in staff hiring and development weakens the Department's ability to adapt to evolving community needs. Other key weaknesses include the limited amount of programmable space to support the community's growing and diverse interests and the lack of clear pathways or limited opportunity for staff to grow within the Department. The consistent presence of numerous other jurisdictions around the Town of Vienna is a variable that may compete with the Department's ability to provide competitive services and compete to attract staff and users. The lack of affordable housing that allows staff to live in and invest in the community they serve is another key threat.

Staff Focus Group 2

The second staff focus group took place from 10:00 a.m. to 1:00 p.m. on Thursday, September 19th, 2024, in the Community Room of the Vienna Community Center. The purpose of this focus group meeting was to review and discuss the statistical and community survey results and gain staff insight on potential big ideas for the future of the parks and recreation system. Across all staff conversations, there was a strong emphasis on maintaining and enhancing existing parks and facilities before pursuing new development, while also ensuring spaces are inclusive, multifunctional, and accessible to all. Staff expressed enthusiasm for expanding diverse recreational offerings—such as an arts center, ADA-friendly playgrounds, and teen-focused spaces—while recognizing the need to strategically manage limited resources. Strengthening partnerships, diversifying funding, and improving storage and operational systems were seen as critical to sustaining long-term success. There is a shared vision of a connected, inclusive, and community-driven park system that meets the needs of all residents by 2035.

Stakeholder Groups

Three focus group discussions were held with representatives of local community organizations to share plan progress, discuss public survey results, and to obtain feedback reflective of the priorities and perspectives on the Town's parks and recreation needs and funding opportunities. These meetings were held on Monday, September 16th, Thursday, September 19th, and Wednesday, September 25th, 2024, in the Community Room of the Vienna Community Center from 6:00 p.m. to 8:00 p.m.

Despite the diverse composition of Vienna stakeholders, each group expressed consistent themes regarding the Department's successes, opportunities for enhancement, and supportive funding structures. The exceptional quality of staff and events creates a strong reputation for the Department as a group that works diligently to invest in the wellbeing and vitality of the community it serves.

Stakeholders widely agreed that funding allocations should prioritize facilities before programs. Maintenance of existing facilities, especially outdoor and green spaces, should be funded before facility upgrades or new construction. Of these facility upgrades, stakeholders reached consensus that indoor facilities should be funded before outdoor or green spaces. They also agreed that additional parks and recreation fees should not be passed along to residents and rather developer or impact fees should be established.

While the breadth of recreational programs provided by the Department exceeds expectations, the number of facilities is perceived to be lacking, and facilities feel too rigid in intended use to adequately meet the diversity of needed uses. Refurbishing and renewing the Town Green and the Dog Park, as well as expanding access to pickleball courts, could better support these needs. Similarly, investing in an aquatics center, fitness center, and arts and cultural center could better meet the needs of the community. The stakeholder groups also noted that pocket parks are missing or lacking, and all parks could be better designed to increase access to inclusive play and passive recreation.



Level of Service Analysis

The Level of Service Analysis is a critical element of the Master Plan process to compare and gauge if the amount and variety of facilities and activities offered match expectations based on population size. Within this Master Plan, a Level of Service is studied at a Town-wide level, and a quadrant basis. Some facilities are only appropriate for Town-wide community use, while others are vital at a quadrant level for access and walkability.

The Level of Service analysis is a collaborative process that collectively applies the understanding of existing facilities, community, staff and stakeholder feedback, demographic interests and trends of the Town. This process is not a scientific calculation, as local knowledge and impressions of the community are interpreted to be accounted for in the review. Nor are there strict expectations or requirements set by the National Recreation and Park Association (NRPA), allowing each analysis to be catered and unique to every municipality.

Additionally, a Level of Service analysis is a tool to understand areas where the municipality may meet or not meet the needs of the residents. It is not a prescriptive requirement or policy to address the shortfalls within this study. It is a tool to identify and understand where Vienna stands amongst its peers, and whether shortfalls are based on comparative data or on the interests of the public.

It is important to note that not all recreation needs **can or should** be met entirely with Town resources. There is a limit to the amount of land area that can be devoted to parks and recreation uses and there is also a limited amount of public funds that can be allocated to develop, operate, and maintain recreational uses.

Fortunately, there are multiple regional providers – Fairfax County, Fairfax County Public Schools, and NOVA Parks – within a 15 minute drive of Vienna that offer public access to parks and recreation opportunities.

Accordingly the level of service analysis presented on the following page describes the level of service that residents experience accessing parks, facilities, and amenities offered by the Town of Vienna and the **applicable** parks, facilities, and amenities offered by regional providers.

For amenities in greater Fairfax County, “applicable” means that the amenity offers some regional attraction (like pickleball courts or aquatics facilities) or is otherwise an amenity that is not expected to be satisfied entirely using Town resources (like a trail system).

Additionally, given that public access to school-based amenities is restricted during instructional hours, for Fairfax County Public Schools as an external provider, the “applicable” amenities reflects a discount. For example, if a school had 4 basketball courts, only 2 of the courts would be considered applicable.

The level of service is presented as Vienna’s 2025 population (17,091 people) divided by the quantity of each amenity. For example, 17,091 people divided by 8 diamond fields, means that Vienna offers a population based level of service of 1 site per 2,136 people for diamond fields.

Similarly, 17,091 people divided by 3 community centers (1 in Vienna and 2 in Fairfax County within 15 minutes) means that Vienna offers a population based level of service of 1 site per 5,697 people for community centers.

The table demonstrates the benefit of public access to regional recreation providers.

The level of service is compared against a population-based standard that has been informed by local and regional peer review, national best practices, and community feedback on amenity need and importance.

The level of service analysis provides a flexible framework for the Town to identify and prioritize investments in amenities that the community and Council feel to be of such need and importance that they should be Town-owned and managed.

At the same time it provides clarity on the value of regional recreation and may allow the town to focus on strategies that might strengthen regional partnership and

collaboration and identify investments that improve awareness of and access to these regional offerings.

LOS Tables are also presented for each quadrant for a subset of amenities that the community expects to be more locally serving. The quadrant tables calculate LOS based on an approximate population per quadrant and exclude amenities offered by Fairfax County.

It is noted that both the Townwide and Quadrant Tables include Peterson Lane Park and Waters and Caffi Field in their inventory totals.





Table 7: Town-wide Level of Service Analysis

Amenity	Town Inventory	Applicable FFX County, FCPS, and NOVA Parks Inventory within 15 minutes	2025 Total Inventory	2025 Services Levels (1 site per # Population)	Proposed Inventory	Proposed Standards (1 site/mile per Population)	2025 Service Level Status Compared to Proposed Standard
Diamond Field	8	2.5	10.5	1,628	11	1,600	Meets Standard
Dog Park	1	1	2	8,546	2	8,500	Meets Standard
Outdoor Fitness	0	1	1	17,091	4	4,000	Shortfall (-3 Sites)
Outdoor Stage	1	0	1	17,091	0	40,000	Meets Standard
Outdoor Track	0	1.5	1.5	11,394	0	40,000	Meets Standard
Paved Trails (miles)	1.27	2	3.27	5,227	6	3,000	Shortfall (-2 miles)
Soft Trails (miles)	0.42	0	0.42	40,693	2	7,000	Shortfall (-2 Miles)
Pickleball	0	6	6	2,849	6	3,000	Meets Standard
Multipurpose or Rectangular Field	2	3.5	5.5	3,107	3	5,000	Meets Standard
Multipurpose Field	2	2	4	4,273	3	5,000	Meets Standard
Rectangular Field	0	1.5	1.5	11,394	2	10,000	Meets Standard
Shelters (large)	5	0	5	3,418	5	3,500	Meets Standard
Skate Spot	0	0	0	0	1	20,000	Shortfall (-1 Site)
Tennis	0	2.5	2.5	6,836	2	7,000	Meets Standard

Amenity	Town Inventory	Applicable FFX County, FCPS, and NOVA Parks Inventory within 15 minutes	2025 Total Inventory	2025 Services Levels (1 site per # Population)	Proposed Inventory	Proposed Standards (1 site/mile per Population)	2025 Service Level Status Compared to Proposed Standard
Tennis/ Pickleball Dual Striping	4	0	4	4,273	2	7,000	Meets Standard
Volleyball	0	4	4	4,273	3	5,000	Meets Standard
Nature Center	0	0	0	0	0	50,000	Meets Standard
Teen Center	1	0	1	17,091	1	20,000	Meets Standard
Senior Center	0	2	2	8,546	1	20,000	Meets Standard
Community Center	1	2	3	5,697	2	10,000	Meets Standard
Recreation Center / Indoor Fitness	0	3	3	5,697	1	20,000	Meets Standard
Community Gardens	1	0	1	17,091	1	15,000	Meets Standard
Aquatic Center	0	3	3	5,697	1	20,000	Meets Standard
Outdoor Pools	0	0	0	0	0	50,000	Meets Standard
Splash Playground	0	0	0	0	2	10,000	Shortfall (-2 Sites)



Generally, and consistent with many of the data points within this Master Plan, the Town already meets, if not exceeds, many guidelines and benchmarks for facilities and programs.

This is reinforced by community feedback that the current offerings by Vienna are diverse and vast, high-quality operations, and the result is high customer satisfaction. It also reinforces community feedback that, given the wide range of current offerings, priority should be placed on improving and enhancing existing sites rather than building new.

Recreational needs for access to most facilities are being met in the Town and investment is needed to improve facility satisfaction rather than number, related to maintenance status, quality, and consistency.

Nonetheless, there are notable current shortfalls within the Vienna Town-wide Park System. These shortfalls highlight both strong public interest in these types of facilities and the fact that Vienna falls short of national and local benchmarks in providing them. These consist of:

- » Paved Trails and Soft Trails (-2 miles shortfall for each category)
- » Outdoor Fitness (-3 site shortfall)
- » Splash Pads (-2 sites shortfall)
- » Skate Spot (-1 site shortfall)

Consistent with public feedback and the Impact score noted earlier in this report, Vienna residents are interested in more means to exercise (walking paths, sidewalks, trails, and fitness areas) and facilities accommodating aquatic uses. A skatepark or skate spot may be an example of a shortfall for the Town, but if interest is limited by residents, it may not warrant addressing within the park system. It will be the Town's responsibility to continue to track resident interests and trends and whether these needs are met by the Town or by another authority.

Table 8: Quadrant Level of Service Analysis – Northeast

Amenity	Town Inventory	Applicable FFX County, FCPS, and NOVA Parks Inventory within 15 minutes	2025 Total Inventory	2025 Services Levels (1 site per # Population)	Proposed Inventory	Proposed Standards (1 site/mile per # Population)	2025 Service Level Status Compared to Proposed Standard
Basketball	1	2.5	3.5	740	1.0	2,500	Meets Standard
Outdoor Fitness	0	0	0	9	0.6	4,000	Shortfall (-0.6 Sites)
Paved Trails (miles)	0.46	0.77	1.23	2,105	0.9	3,000	Meets Standard
Soft Trails (miles)	0.02	0	0.02	129,450	0.4	7,000	Shortfall (-0.3 miles)
Playground	1	2	3	863	1.3	2,000	Meets Standard
Playground (Inclusive)	0	0	0	0	0.1	20,000	Shortfall (-0.1 Sites)
Multipurpose or Rectangular Field	0	3.5	3.5	740	0.5	5,000	Meets Standard
Shelters (large)	4	0	4	647	0.7	3,500	Meets Standard
Tennis/ Pickleball dual striping	0	0	0	0	0.4	7,000	Shortfall (-0.4 Sites)



Table 9: Quadrant Level of Service Analysis – Southeast

Amenity	Town Inventory	Applicable FFX County, FCPS, and NOVA Parks Inventory within 15 minutes	2025 Total Inventory	2025 Services Levels (1 site per # Population)	Proposed Inventory	Proposed Standards (1 site/mile per # Population)	2025 Service Level Status Compared to Proposed Standard
Basketball	0	2.5	2.5	1,427	1.4	2,500	Meets Standard
Outdoor Fitness	0	0	0	0	0.9	4,000	Shortfall (-0.9 sites)
Paved Trails (miles)	0.81	1.23	2.04	1,749	1.2	3,000	Meets Standard
Soft Trails (miles)	1	0	1	3,568	0.5	7,000	Meets Standard
Playground	1	2	3	1,189	1.8	2,000	Meets Standard
Playground (Inclusive)	0	0	0	0	0.2	20,000	Shortfall (-0.2 sites)
Multipurpose or Rectangular Field	2	3.5	5.5	649	0.7	5,000	Meets Standard
Shelters (large)	4	0	4	892	1.0	3,500	Meets Standard
Tennis/ Pickleball dual striping	2	0	2	1,784	0.5	7,000	Meets Standard

Table 10: Quadrant Level of Service Analysis – Southwest

Amenity	Town Inventory	Applicable FFX County, FCPS, and NOVA Parks Inventory within 15 minutes	2025 Total Inventory	2025 Services Levels (1 site per # Population)	Proposed Inventory	Proposed Standards (1 site/ mile per # Population)	2025 Service Level Status Compared to Proposed Standard
Basketball	2	2.5	4.5	1,918	3.5	2,500	Meets Standard
Outdoor Fitness	0	0	0	0	2.2	4,000	Shortfall (-2.2 Site)
Paved Trails (miles)	0	0	0	0	2.9	3,000	Shortfall (-2.9 miles)
Soft Trails (miles)	0.36	0	0.36	23,975	1.2	7,000	Shortfall (-0.9 miles)
Playground	2	2	4	2,158	4.3	2,000	Shortfall (-0.3 Sites)
Playground (Inclusive)	0	0	0	0	0.4	20,000	Shortfall (-0.4 Sites)
Multipurpose or Rectangular Field	0	3.5	3.5	2,466	1.7	5,000	Meets Standard
Shelters (large)	3	0	3	2,877	2.5	3,500	Meets Standard
Tennis/ Pickleball dual striping	2	0	2	4,316	1.2	7,000	Meets Standard



Table 11: Quadrant Level of Service Analysis – Northwest

Amenity	Town Inventory	Applicable FFX County, FCPS, and NOVA Parks Inventory within 15 minutes	2025 Total Inventory	2025 Services Levels (1 site per # Population)	Proposed Inventory	Proposed Standards (1 site/mile per # Population)	2025 Service Level Status Compared to Proposed Standard
Basketball	1	5	(28)	2.25	2,629	2,500	Meets
Outdoor Fitness	0	0	1	1	17,091	4000	Shortfall (-1 sites)
Paved Trails (miles)	+/-0.5	N/A	N/A	+/-0.5	8,546	3,000	Shortfall (-1.25 miles)
Playground	1	4	(43)	2	2,442	2,000	Meets
Playground (Inclusive)	0	0	1	0	0	20,000	Shortfall (-1 sites)
Rectangle Field	0	3	(38)	0.75	11,394	10,000	Meets
Picnic Shelters	0	0	(13)	0	3,418	3,500	Shortfall (-2 sites)
Soft Trails (miles)	0.15	0	N/A	0.15	0	7,000	Shortfall (-0.5 miles)
Tennis/ Pickleball – Dual Stripe	0	0	(11)	0	8,546	7,000	Shortfall (-1 sites)

Generally, at a Town and Quadrant scale, Vienna has shortfalls in Outdoor Fitness and Trails, both paved and unpaved Trails. **The need or strong interest for playground improvements have been noted throughout the community engagement process.** Although each quadrant meets the general playground criteria, upgrades and improvements may be prioritized rather than additional sites. Additionally, inclusive playgrounds are not addressed at the Town or Quadrant scale.

At the quadrant level, the Northeast Quadrant is anchored by Glyndon Park and Northside Park, it provides a well-balanced mix of active and passive recreation experiences, meeting—and in many cases exceeding—key service benchmarks.

Both the Southeast and Northwest Quadrants currently have a smaller quantity of facilities. Southeast offers, with few facilities, particularly for active recreation. These two quadrants would benefit the greatest with intentional improvements to create more recreation opportunities across the entire town.

Community Needs Summary

The Community Needs Assessment aimed to inventory current recreational offerings in the Town of Vienna and understand how changes could meet community needs. A national data comparison highlighted the increase in both active and passive recreation, parallel to the interest of Vienna residents. Surveys and public meetings indicated high satisfaction with existing programs but highlighted the need for improved existing facilities while also prioritizing interest in expanding access to aquatics and fitness. The focus groups with staff and community stakeholder organizations reinforced this need, with further discussion on maintenance, program, and facility space offerings.

Vienna's Department of Parks and Recreation meets or exceeds many local and national benchmarks, with room for improvement in aquatic facilities. Future investments should prioritize on enhancing existing facilities to meet high community expectations for quality and satisfaction.





Existing Conditions Assessment





Existing Conditions Assessment

Introduction

The Existing Conditions Assessment was an initial task to understand the Vienna Parks and Recreation system as of today. This included a review of current Town documents and funding sources, exploring how these methods could support future improvements. Evaluations were completed to understand the staffing structure and how the department as a whole compared to other municipalities. A framework was developed to guide future expectations for park types, available programs, and maintenance standards. Finally, existing sites were reviewed for current maintenance and recreational values to identify needed improvements.

Previous Plan Review

To ensure this current master plan reflected past and ongoing efforts, a literature review was conducted of the documents, plans, and studies that have guided the strategic direction and current operation of Parks and Recreation in the Town. These reports provide clarity on the current state of recreation and guide the development of recommendations that support or supplement these ongoing practices and objectives. These documents also provide information on the financial state of the Department, contextualizing the feasibility of future funding streams; departmental growth opportunities; staffing and resource needs; and long-term capital and maintenance planning strategies.

Overall, these documents reflect a vested and well-funded interest in maintaining, preserving, and enhancing a Parks and Recreation system that makes Vienna a special place to live, work, and play. The documents reviewed as part of this planning process are as follows:

- » 2015 Town of Vienna Comprehensive Plan (Chapters 3, 6, and 7)
- » 2018 National Citizen Survey
- » 2019 Town of Vienna Strategic Plan
- » 2021 Annual Comprehensive Financial Report (ACFR) and Audited Financial Statements
- » 2022 Bond Funding Credit Presentation
- » 2024 – 2025 Fiscal Year Adopted Budget, Town of Vienna
- » Town Code (Chapters 20, 25, and 27)





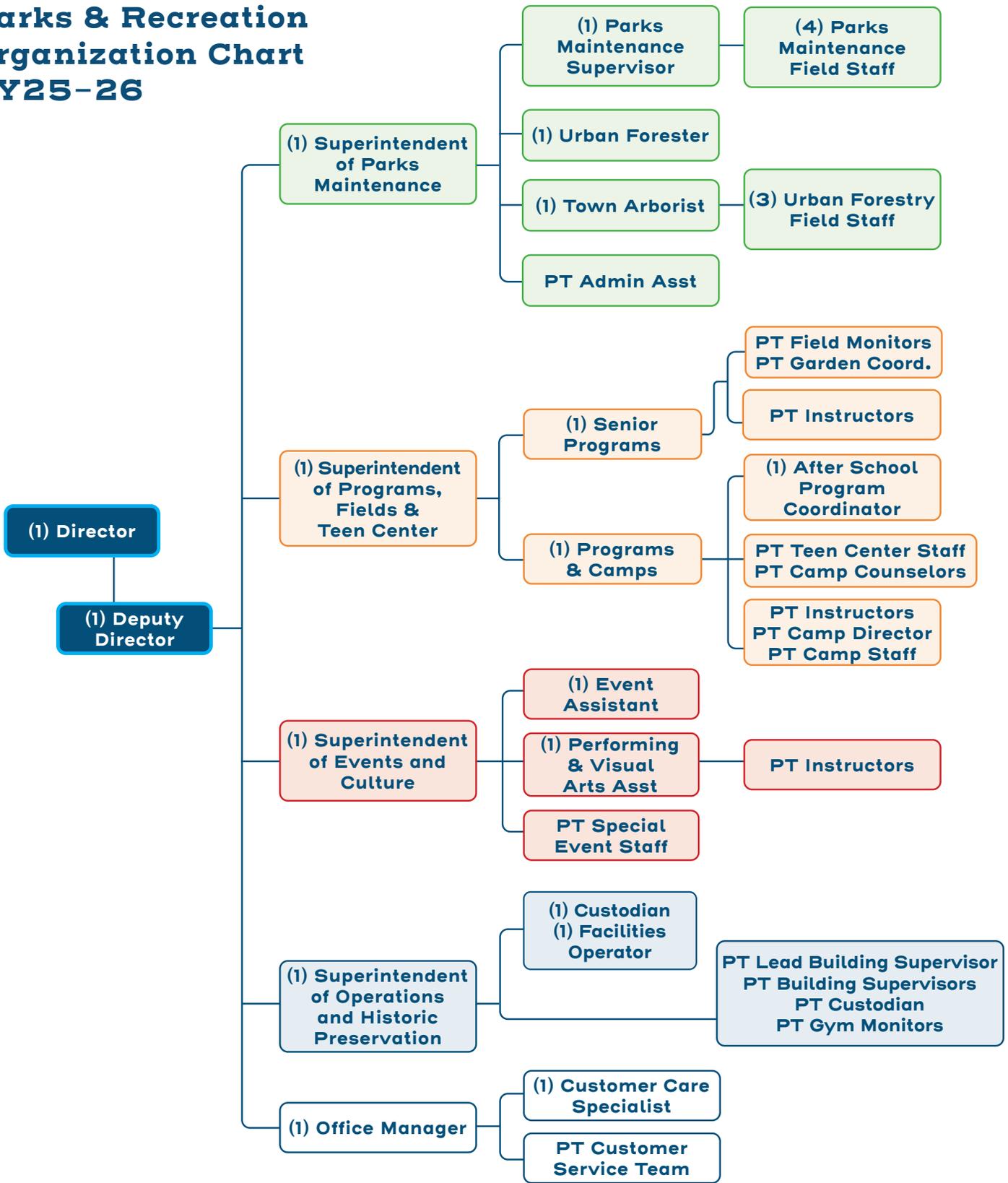
Departmental Organization

The Department of Parks and Recreation (“the Department”) is the third largest department in Town by staffing, with 26 adopted personnel positions in FY25–26. The Department is headed by one Director, who is in turn supported by one Deputy Director and four Superintendents to oversee Park Maintenance, Programs, Fields, and Teen Center, Events and Culture, and Operations and Historic Preservation. Each superintendent oversees teams of two to ten full-time support staff and various part-time employees; for example, the Superintendent of Parks Maintenance guides the Town Arborist, the Urban Forester and Forestry Field Staff, and the Parks Maintenance Supervisor and Maintenance Field Staff.

Department staff coordinates with community organizations year-round to organize popular seasonal events, such as Viva! Vienna! and Oktoberfest. The community perceives events as standout offerings, noting their appreciation for the distribution of events throughout the calendar year. In addition to several special and signature events, the breadth of ongoing classes, athletic offerings, artistic and cultural affairs, and youth programs positions the Town’s Department of Parks and Recreation apart from that of other communities.

The Parks and Recreation Department staff maintain a widespread reputation for exceptional customer service. Through guided discussion, stakeholders cited the friendliness, professionalism, and knowledge of staff and the Department’s commitment to continuous improvement as foundational to the Town’s strong reputation. These community members also noted that the strong investment in Parks and Recreation staff represents a strong investment in the health and wellbeing of the community.

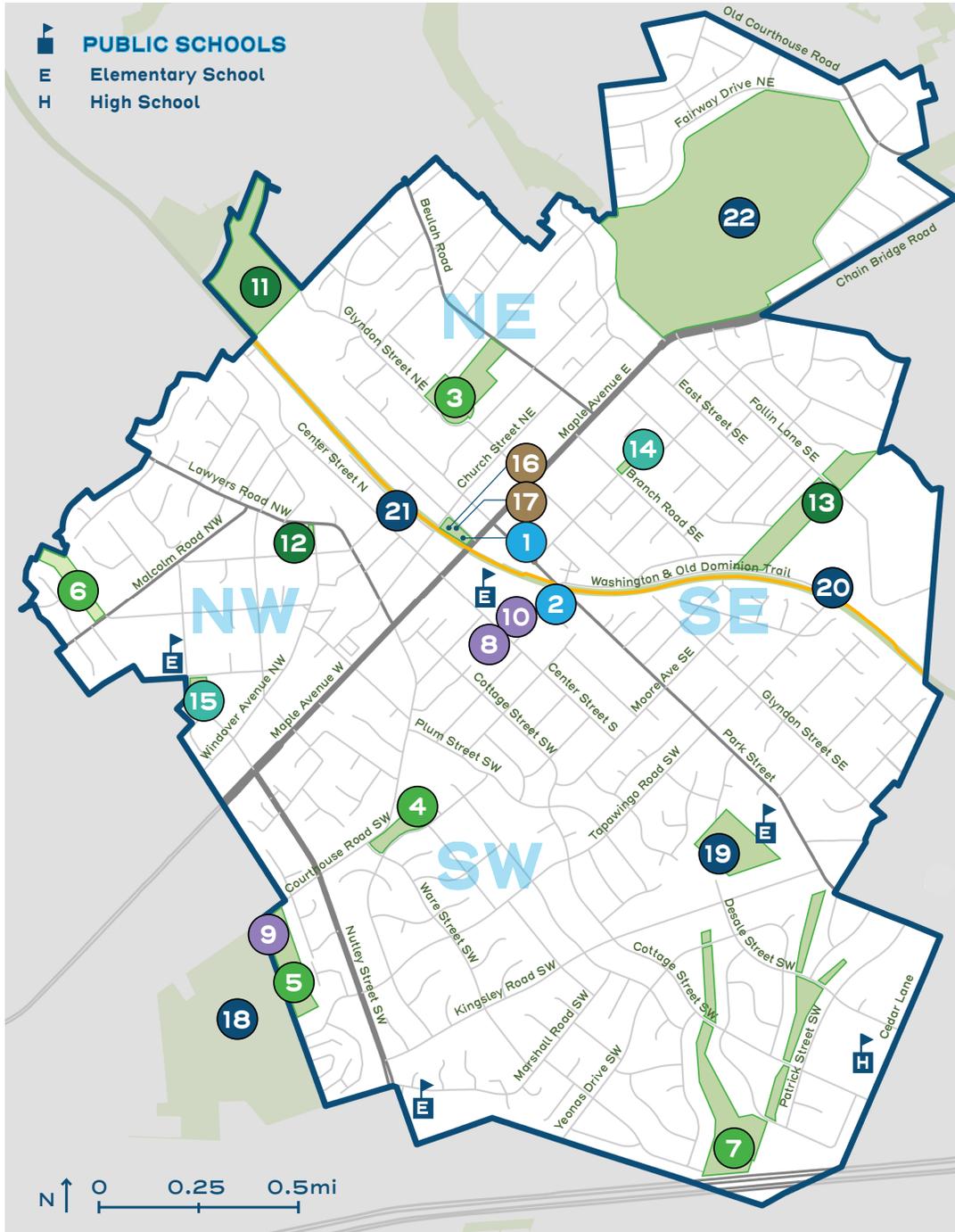
Parks & Recreation Organization Chart FY25-26





Facility Inventory and Typologies

Vienna has multiple active and passive parks that offer a variety of experiences. Small neighborhood parks, large community parks with multi-use fields and playgrounds, natural open spaces, trails, stream valleys, and even cemeteries have been integrated into the Town's blended fabric of built and natural environments.



- SIGNATURE SITES**
 - 1 Town Green
 - 2 Vienna Community Center
- NEIGHBORHOOD PARKS**
 - 3 Glyndon Park
 - 4 Meadow Lane Park
 - 5 Moorefield Park
 - 6 Peterson Lane Park
 - 7 Southside Park
- SPECIAL USE SITES**
 - 8 Bowman House
 - 9 Vienna Dog Park
 - 10 Waters and Caffi Fields (Town managed, but not owned)
- NATURAL AREAS**
 - 11 Northside Park
 - 12 Salisbury Spring Park
 - 13 Wildwood Park
- POCKET PARKS**
 - 14 Branch Road Tot Lot
 - 15 Sarah Walker Mercer Park
- HISTORIC SITES**
 - 16 Freeman Store
 - 17 Little Library
- NON-TOWN MANAGED FACILITIES**
 - 18 Nottaway Park
 - 19 Cunningham Park
 - 20 Washington & Old Dominion Trail
 - 21 Vienna Train Station (private)
 - 22 Westwood Country Club (private)

Park Typologies

Park typologies are classifications to define and provide guidelines for functionally similar sites, facilities, or properties. The classifications set expectations of offered programs, amenities, recreational opportunities, maintenance practices, and accessibility standards.

The following typologies, newly developed as part of this planning process, consider the character and context of the Town's offerings to improve consistency between similar sites, facilities, and properties. These typologies will ensure that the community's expectations are met for active and passive recreation programming at each location, as well as to establish context-appropriate maintenance standards for each.

Signature Sites

Signature Sites serve as the focal points and highlights in the community, designed to accommodate all ages and interests through various programs, events, and services. These unique sites attract not only Town residents but also visitors from neighboring communities. They offer a mix of activities, ranging from active sports and natural passive areas to community-wide events while also providing spaces for unstructured use. Signature Sites may be focal locations for Town-wide celebrations and host users for an entire day. These sites are intended to exceed community expectations as the most well-maintained facilities in the Town.

The Town's Signature Sites include the **Town Green** and **the Vienna Community Center**.

Neighborhood Parks

Neighborhood Parks are designed to compliment the character of surrounding land uses while supporting these neighbors' recreational needs. These parks cater to a mix of age groups, balancing active sports, natural passive areas, and small community rentals or events. They are ideal for both scheduled events and unstructured use, making them vibrant activity hubs for the adjacent neighborhoods. All Vienna residents should live within a half mile of a Neighborhood Park. As activity hubs within their neighborhoods, these parks should offer amenities to support recreation for at least two to four hours. A minimum of one Neighborhood Park should be developed in each Vienna quadrant.

The Town's Neighborhood Parks include **Glyndon Park, Meadow Lane Park, Moorefield Hill Park, Peterson Lane Park,** and **Southside Park**.





Special Use Sites

Special Use sites are uniquely programmed areas designed to meet the specific needs of the Town. These sites cater to all backgrounds and offer exclusive programs and activities not available elsewhere in the Town. Primarily focused on scheduled and programmed experiences, Special Use sites host events, organized sports, and specialty uses (e.g., off-leash dog areas or educational programs) alongside opportunities for both active and passive recreation. On occasion, they may provide access for passive use to a niche area of interest.

The Town's Special Use sites include **Bowman House, Vienna Dog Park, and Waters and Caffi Field.**

Natural Areas

Natural Areas are dedicated to preserving, protecting, and restoring the Town's natural landforms, greenways, waterways, and vegetation. These areas manage stormwater and provide visual relief while supporting active and passive recreation programs such as walking, hiking, birding, and environmental education. These sites serve a mix of age groups, primarily attract Town residents, and prioritize passive recreation opportunities.

The Town's Natural Areas include **8600 Wall Street, Bear Branch Stream Valley East Fork, Bear Branch Stream Valley West Fork, East Creek Stream Valley, Moorefield Hill Park, Northside Park, Salsbury Spring Park, Wildwood Park and Stream Valley, and Wolf Trap Creek Stream Valley.**

Pocket Parks

Pocket Parks are the smallest park sites. They offer users intentional spaces and amenities nestled within neighborhoods, blending active and passive recreational opportunities. Pocket Parks may support the preservation of natural features while supplementing with built features. A Pocket Park is anticipated to be less than one acre, but it may operate as an activity hub and gathering site for the immediate neighborhood.

The Town's Pocket Parks include the **Branch Road Tot Lot and Sarah Walker Mercer Park.**

Historic Sites

Historic Sites offer specialized programs and services unique to properties with historical relevance, attracting interest from Town residents and neighboring municipalities. The impact of these sites is significant, as they help maintain the historic richness of Vienna and continue to enhance the cultural storyline of the community. These sites primarily provide passive recreation through educational activities and scheduled events.

The Town's Historic Sites include the **Broadwater Cemetery, Freeman Store and Museum, Little Library Museum, Lynn Street Cemetery, Moorefield Cemetery, and the West End Cemetery.**

Municipal Service Facilities

Municipal Service Facilities are essential for the operation and management of Town-wide properties and utilities. These sites may contribute to preserving natural conditions and managing stormwater, but their primary purpose is to house Town-managed utilities, equipment, resources, and staff. Unlike other parks and recreational areas, no recreational programs or services are offered at these sites and are not intended for public use. Within this plan, these facilities are generally omitted from strategic consideration due to their restrictions on public access and use.

The Town's Municipal Service Facilities include **(440-442) Beulah Road Mulch Yard, Nutley Property Yard, Creek Crossing Pump Station, Tapawingo Water Tower, and Wall Street Water Tower.**

Unclassified Properties

Unclassified Properties are parcels acquired for municipal purposes that have not yet been designated for recreational use. These sites, which vary in size, may be utilized for utility functions, stormwater management, natural preservation, or as overflow areas for nearby recreational programs. While long-term uses have not yet been identified for these properties, this Plan recommends strategies to align their future development with community needs.

The Town's Unclassified Properties include **the Annex, Desale Street, Lullaby Lane, and the Robinson Property.**





Recommended features by classification

The chart below identifies recommended features per park typology. Park features may vary depending on park topography, size, environmental conditions, contextual constraints, community input, Town program needs, and as identified by Park and Recreation staff and approved by Town Council.. The legend below identifies:

- » A checkmark (✓), allows for that feature to be located within the park typology
- » A hyphen (–), may allow that feature to be located within the park typology
- » An ex (✗), does not allow for that feature to be located within the typology

Table 12: Recommended Features by Park Typology

	Signature Park	Neighborhood Park	Special Use	Natural Area	Pocket Park	Municipal Service Facility	Historical Site	Unclassified Property
Amphitheater or Stage	✓	–	✓	✗	–	✗	–	✗
Athletic Courts – Basketball	✓	✓	✓	✗	✓	✗	✗	✗
Athletic Courts – Pickleball	✓	–	–	✗	✗	✗	✗	✗
Athletic Courts – Tennis	✓	✓	✓	✗	✓	✗	✗	✗
Athletic Courts – Volleyball	✓	✓	✓	✗	✓	✗	✗	✗
Athletic Courts Other	✓	–	✓	✗	–	✗	✗	✗
Athletic Fields – Baseball	✓	✓	✓	✗	✗	✗	✗	✗
Athletic Fields – Football	✓	–	✓	✗	✗	✗	✗	✗
Athletic Fields – Soccer	✓	–	✓	✗	✗	✗	✗	✗
Athletic Fields – Other	✓	–	✓	✗	✗	✗	✗	✗
Benches	✓	✓	✓	✓	✓	–	–	–
Bike Racks	✓	✓	✓	✓	✓	–	–	–
Bollards	–	–	–	–	–	–	–	–
Drinking Fountain with Dog Bowl	✓	✓	✓	✓	✓	–	–	✗
Fencing	✓	✓	✓	–	✓	✓	–	–
Flagpoles	✓	✓	✓	✗	–	✗	–	✗

	Signature Park	Neighborhood Park	Special Use	Natural Area	Pocket Park	Municipal Service Facility	Historical Site	Unclassified Property
Fountains	✓	∣	✓	✗	∣	✗	✗	✗
Grills	✓	✓	✓	✗	✓	✓	✗	✗
Irrigation	✓	∣	✓	✗	∣	✗	∣	∣
Landscape Plant Material	✓	✓	✓	✓	✓	∣	✓	✓
Lighting – Street/Parking Lights	✓	✓	✓	∣	✓	∣	∣	✗
Lighting – Pedestrian/Path Lights	✓	✓	✓	∣	✓	∣	∣	✗
Parking Lot	✓	∣	∣	∣	∣	∣	∣	✗
Pet Waste Dispensers	✓	✓	✓	✓	✓	✗	∣	∣
Picnic Pavilions	✓	✓	✓	✓	✓	✗	∣	✗
Picnic Tables	✓	✓	✓	✓	✓	∣	∣	∣
Playgrounds	✓	✓	✓	∣	✓	✓	✗	✗
Restrooms	✓	✓	✓	∣	✓	∣	∣	✗
Signage/Wayfinding	✓	✓	✓	✓	✓	∣	✓	∣
Storage/Maintenance/Utility Building	✓	∣	∣	∣	∣	✓	∣	✗
Trails/Pathways	✓	✓	✓	✓	✓	∣	∣	∣
Trash/Recycling Receptacles	✓	✓	✓	✓	✓	✓	✓	∣



Access to Other Parks and Recreation Providers

Due to its geographic proximity to overlapping community and county boundaries, Vienna residents can also access recreational facilities and programs offered by other public jurisdictions or private service providers. While Vienna manages its own parks and recreation facilities and programs, it is influenced by nearby regional recreation providers like NOVA Parks and the Fairfax County Park Authority. As residents of Fairfax County, Vienna residents have access to a greater variety of recreation opportunities. Most notably, the Washington and Old Dominion (W&OD) Trail, a multimodal trail and NOVA Parks facility, runs directly through the center of the Town. Vienna is located in the middle of this 43-mile spine, which serves as a recreational and commuter pedestrian and bicycle route between Washington D.C. and western Loudoun County.

Table 13: Park Typology Level of Service

Park Typology	Town Inventory (Acres)	2024 Services Levels (acres per population)	Proposed Standards (acres per population)	Meets / Shortfall
Signature Sites	4.61	1 acre per 3710 residents	1 acre per 1,429 residents	Shortfall (-7.4 acres)
Special Use	7.28	1 acre per 2,348 residents	1 acre per 2,000 residents	Shortfall (-1.3 acres)
Neighborhood Parks	32.09	1 acre per 532 residents	1 acre per 500 residents	Shortfall (-2.1 acres)
Pocket Parks	1.03	1 acre per 16,594 residents	1 acre per 10,000 residents	Shortfall (-0.7 acres)
Municipal Service Facilities	12.04	N/A	N/A	N/A
Historic Sites	1.30	N/A	N/A	N/A
Natural Areas	77.81	1 acre per 220 residents	1 acre per 348 residents	Meets or Exceeds Standard
Active Parkland Acreage (not including municipal service, historic sites unclassified, or natural areas)	45.0	1 acre per 380 residents	1 acre per 303 residents	Shortfall (-11.4 acres)
Total Parkland Acreage	122.8	1 acre per 139 residents	1 acre per 127 residents	Shortfall (-11.4 acres)

Includes the inventory from Peterson Lane and Waters and Caffi Fields.

The earlier level of service analysis indicated that Vienna meets the expected service levels for most recreational amenities. In contrast, there is a shortfall in the total park acreages. Real estate is at a premium in Northern Virginia, so it is understandable that meeting acreage is a challenge in a dense urban area. Signature Sites and other Active Parkland are the most significant deficits. These typologies can serve the larger community needs as a focal improvement for the Town, while addressing shortfalls within the Levels of Service. Additionally, with Neighborhood and Pocket Parks also experiencing a shortfall, it suggests the consideration of reusing vacant or unused space to provide additional park space within the Town. **Vienna should consider capitalizing on existing sites owned by the Town to address recreation shortfalls by 2035. Vienna appears to currently own sufficient land to meet current resident population and needs without the need to purchase additional land.**



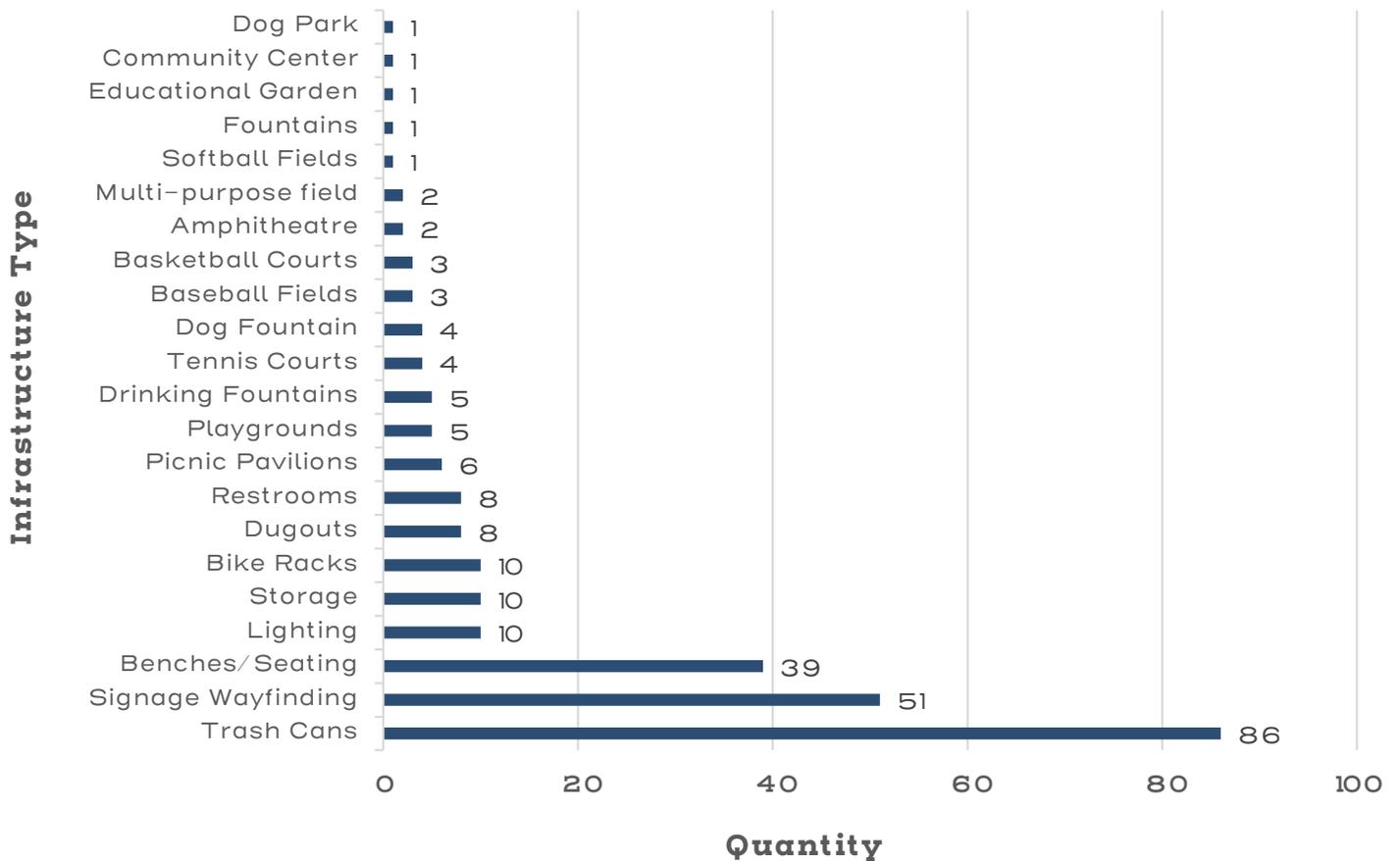


Facility Evaluation

Throughout 2024, in-person site and facility evaluation was conducted of each of the Town’s parks and recreation properties. This assessment evaluated the current amenities, uses, conditions, and maintenance statuses at each location. A secondary spot review of select facilities was performed again in Summer 2024 to control for seasonal bias.

The results of this evaluation create an inventory of which assets are present or absent from the Town’s park System, whether or not they meet residents’ needs and quality expectations, and where gaps exist in facilities, amenities, or services. This inventory guides how future investments can be focused to achieve quality standards and to develop a consistent park identity within the Town.

Chart below illustrates systemwide counts of support amenities and infrastructure tabulated from this inventory.



Despite the availability of benches, wayfinding signs, and trash cans across all sites, their styles, materials, and maintenance conditions vary greatly. This inconsistency creates an undefined visual identity, differences in maintenance and purchasing schedules, and varying states of deterioration which affect park aesthetics. **It is recommended that the Town adopt a standardized approach to materials and furnishings to simplify procurement, replacement and maintenance operations, and to establish a character unique to Vienna.** This standardization may apply to furnishings, court and field layouts, materials, and expected means of construction.

Part of the evaluation involved assessing each site using a set of questions designed to measure its use, condition, recreational value, and overall role within the Parks and Recreation system. The assessment focused on eight primary categories:

» **Design & Construction**

- » This category assessed whether the site is designed, furnished, and built appropriately to serve user needs.

» **Effectiveness**

- » This category assessed if the site offers amenities that are widely used by residents.

» **Condition**

- » This category assessed the condition of materials and facilities and if the site is well maintained.

» **Comfort and Image**

- » This category assessed whether the sites image was appropriate for an expected Vienna park and whether users felt safe here.

» **Access and Linkages**

- » This category assessed if the site was not only ADA accessible, but accessible within and to the site from the surrounding area.

» **Sustainability & Culture (with 3 subcategories):**

» **Sociability**

- » These subcategory assessed whether the site promoted social interactions and a healthy lifestyle.

» **Environmental**

- » This subcategory assessed if the site supported ecological benefits on site or within the largest contextual environment.

» **Economic**

- » This subcategory assessed whether the site promoted economic programs either on site or within the surrounding context.



Assessment Approach

The assessment of each site against these categories was filtered through two lenses:

- » a **recreational value** that describes how well the site satisfies the public’s need for recreation
- » a **maintenance value** that describes how well the site satisfies the public, staff, and Town Council expectations for condition and quality

Generally, the higher the recreational value of each site, the greater the requirement and expectation to maintain these sites in a safe, usable, and good condition for public use.

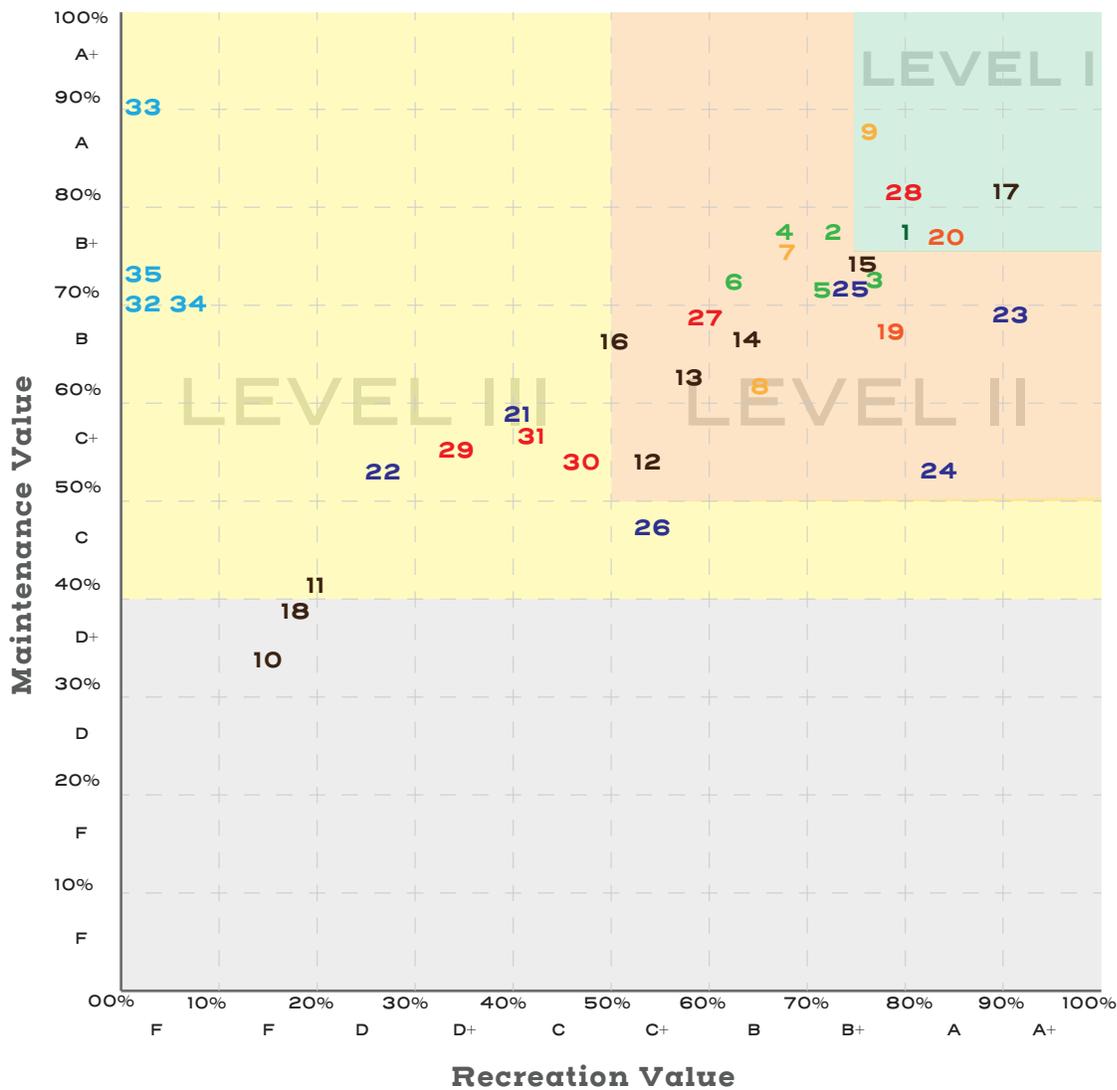
Additionally, each park typology has an expected or baseline anticipated recreational and maintenance values. As an example, Signature Sites are anticipated to have greater recreational value than Neighborhood or Pocket Parks and, accordingly, Signature Sites are expected to be maintained to a higher standard. Park typologies further refine the recreational and maintenance value of these sites, as not every question asked is applicable to each park typology. For example, sites defined as Municipal Sites, with a primary function for municipal operations, do not have applicable Sustainability and Culture – Sociability questions as these sites are not intended to support the public’s social pursuits.

Using the collected field data, the relevant questions for each typology, and the expected scoring range for each typology, a recreational and maintenance value score was developed for each site. The following chart displays individual sites and park typology groupings recreational and maintenance values in the grading scale for the individual categories. These charts allow for each site to be reviewed on individual performance but assists in identifying weaknesses or trends within a certain category across the park system. The individual scoring for each park within a typology can be used to develop an overall score for that typology.

The chart also introduces three maintenance levels. Level I is the highest maintenance expectation where staff will be present at these sites daily to weekly to ensure the operation and quality of conditioned facilities and programs. For level II sites, staff will visit these sites multiple times a week for regular upkeep and maintenance (mowing, cleaning, operational checks). For Level III sites, staff will visit these bi-weekly to monthly bases on seasonal needs. Minimum desired maintenance values are B+, B to C+, and C for Levels I, II, and III, respectively. It is noted that improvements should be identified to raise the maintenance values of all typologies.

Table 14: Park Typology Recreation and Maintenance Scoring

Park Typology	Recreation Grade	Maintenance Grade
Signature Sites	B+	B+
Neighborhood Parks	B+	B+
Special Use	B	B+
Natural Areas	C	C+
Pocket Parks	B+	B+
Municipal Service Facilities	B	C+
Historic Sites	C+	B
Unclassified Properties	N/A	B+
Overall	B	B



SIGNATURE SITES LEVEL I SITES

1 - TOWN GREEN

NEIGHBORHOOD PARKS LEVEL II SITES

- 2 - GLYNDON PARK
- 3 - MEADOW LANE
- 4 - MOOREFIELD HILL PARK
- 5 - PETERSON LANE PARK
- 6 - SOUTHSIDE PARK

SPECIAL USE LEVEL II SITES

- 7 - BOWMAN HOUSE
- 8 - VIENNA DOG PARK
- 9 - WATERS AND CAFFI FIELD

NATURAL AREAS LEVEL III SITES

- 10 - 8600 WALL STREET
- 11 - BEAR BRANCH STREAM VALLEY (E)
- 12 - BEAR BRANCH STREAM VALLEY (W)
- 13 - EAST CREEK VALLEY STREAM
- 14 - MOOREFIELD PARK NATURE AREA
- 15 - NORTHSIDE PARK
- 16 - SALSBURY SPRING
- 17 - WILDWOOD PARK AND STREAM VALLEY
- 18 - WOLF TRAP STREAM VALLEY

POCKET PARKS LEVEL II SITES

- 19 - BRANCH ROAD TOT LOT
- 20 - SARAH MERCER PARK

MUNICIPAL FACILITIES

LEVEL III SITES

- 21 - 440 BEULAH
- 22 - 442 BEULAH MULCH YARD
- 23 - PUMP STATION
- 24 - NUTLEY PROPERTY
- 25 - 411/413 TAPAWINGO
- 26 - WALL STREET WATER TOWER

HISTORIC SITES LEVEL III SITES

- 27 - BROADWATER CEMETERY
- 28 - FREEMAN STORE
- 29 - LYNN STREET CEMETERY
- 30 - MOOREFIELD CEMETERY
- 31 - WEST END CEMETERY

UNCLASSIFIED SITES LEVEL III SITES

- 32 - CENTER STREET (THE ANNEX)
- 33 - DESALE STREET
- 34 - LULLABY LANE
- 35 - ROBINSON PROPERTY



Most notably, the Natural Areas have the greatest variances across the sites in both recreation and maintenance value. Natural Areas are Level III sites, which have minimum site visits and regular upkeep from staff. However, during site evaluations, multiple sites were identified with significant stream erosion, fallen trees, overgrowth, and debris. Additionally, Natural Areas have the opportunity to support passive recreation and connectivity goals throughout the Town. These areas could warrant enhanced focus through the Master Plan process.

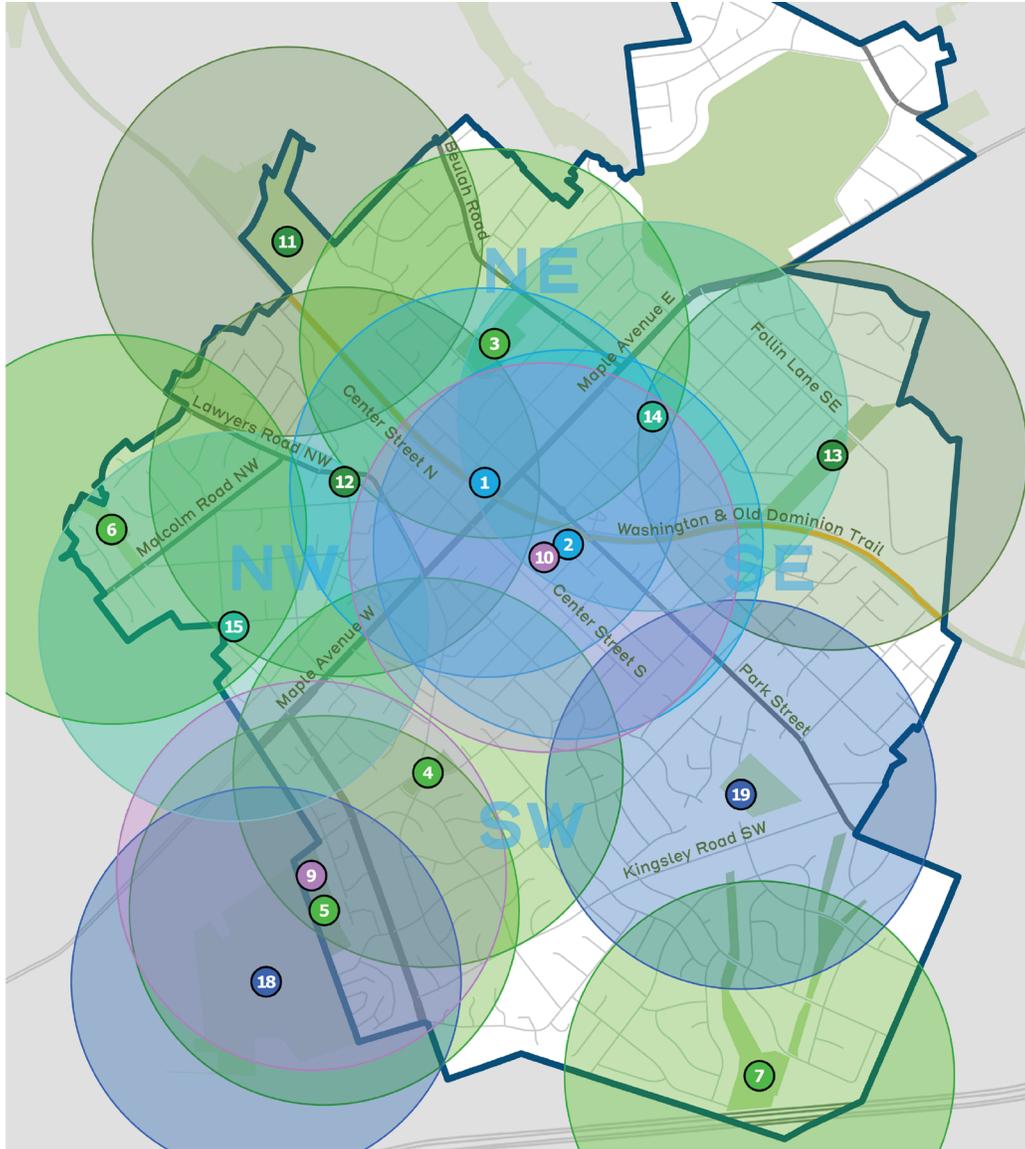
Historic Sites have the second greatest variance of scores for recreation and maintenance. However, all sites are currently adequately maintained as defined by the maintenance levels. Nonetheless, Historic Sites may also require improvement to support passive recreation. These sites may be appropriate for low-impact recreation such as bird watching, environmental or historical education, and environmental services for native species or stormwater management through alternative paving materials.

Municipal sites are expected to have minimal recreational value. These sites should primarily be well-maintained to provide safe and efficient workspaces that enable staff support of public services.

Overall, as best put by residents during community engagement: “the parks are good, but not great – and we should strive for great.” Much of the park system scores appropriately for the expected recreational and maintenance values of the affiliated park typology, but both values could be improved across all sites. Most notably, the Natural Areas are recognized as the priority locations that warrant improvement in both recreational and maintenance value. Generally, on an individual basis and from a typology perspective, the facilities that comprise the Vienna Parks and Recreational System score a “B.”



All Parks Half Mile Access

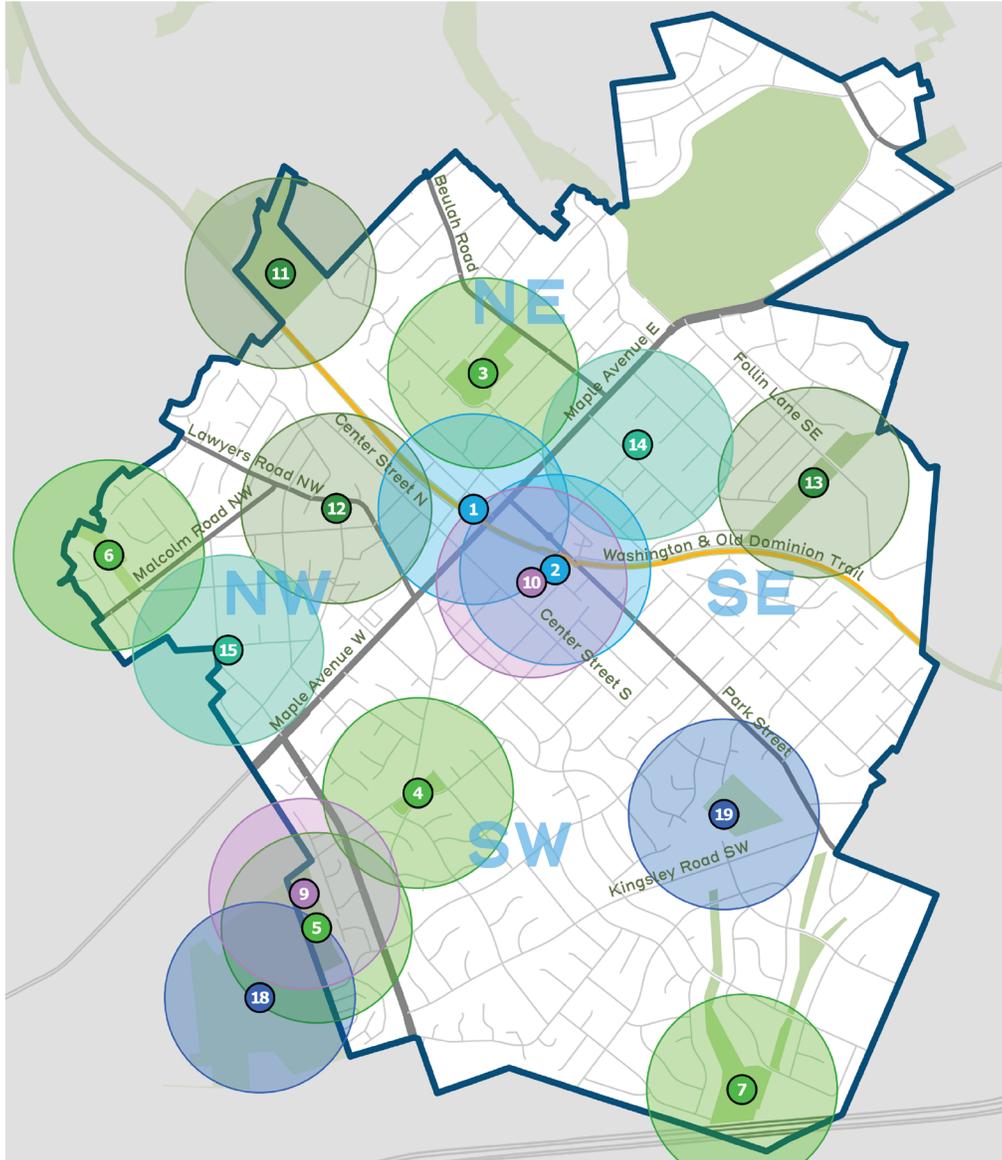


- | | | |
|---|--|--|
| <ul style="list-style-type: none"> ● SIGNATURE SITES 1 Town Green 2 Vienna Community Center | <ul style="list-style-type: none"> ● SPECIAL USE SITES 9 Vienna Dog Park 10 Waters and Caffi Fields
<small>(Town managed, but not owned)</small> | <ul style="list-style-type: none"> ● POCKET PARKS 14 Branch Road Tot Lot 15 Sarah Walker Mercer Park |
| <ul style="list-style-type: none"> ● NEIGHBORHOOD PARKS 3 Glyndon Park 4 Meadow Lane Park 5 Moorefield Park 6 Peterson Lane Park 7 Southside Park | <ul style="list-style-type: none"> ● NATURAL AREAS 11 Northside Park 12 Salisbury Spring Park 13 Wildwood Park | <ul style="list-style-type: none"> ● NON-TOWN MANAGED FACILITIES 18 Nottaway Park 19 Cunningham Park |
- N ↑ 0 0.25 0.5mi

92% of Vienna households are within a 10-15 minute walk to a park



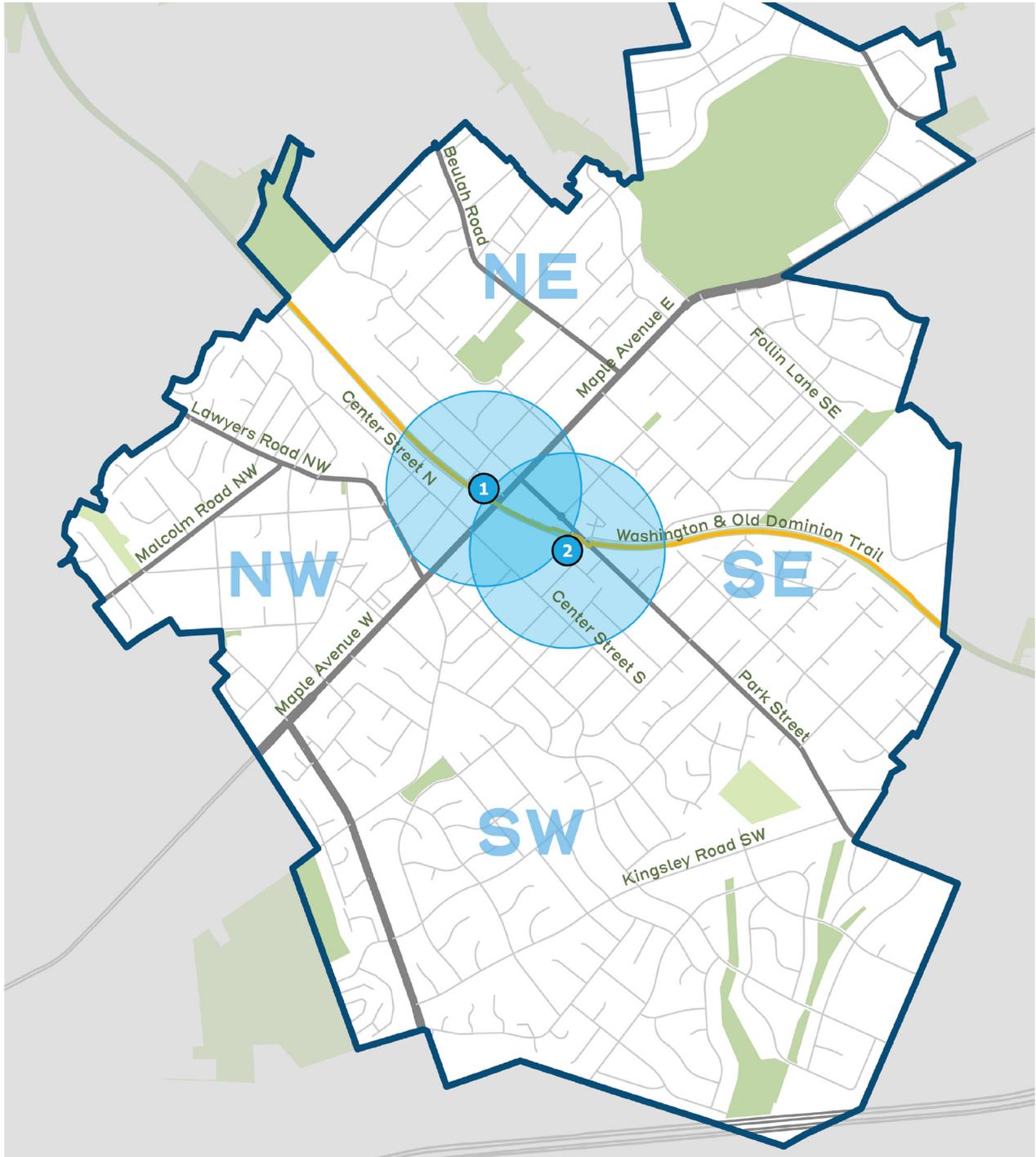
All Parks Quarter Mile Access



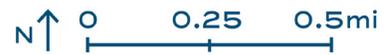
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- N ↑ 0 0.25 0.5mi

44% of Vienna households are within a 5-10 minute walk to a park

Signature Sites Quarter Mile Access

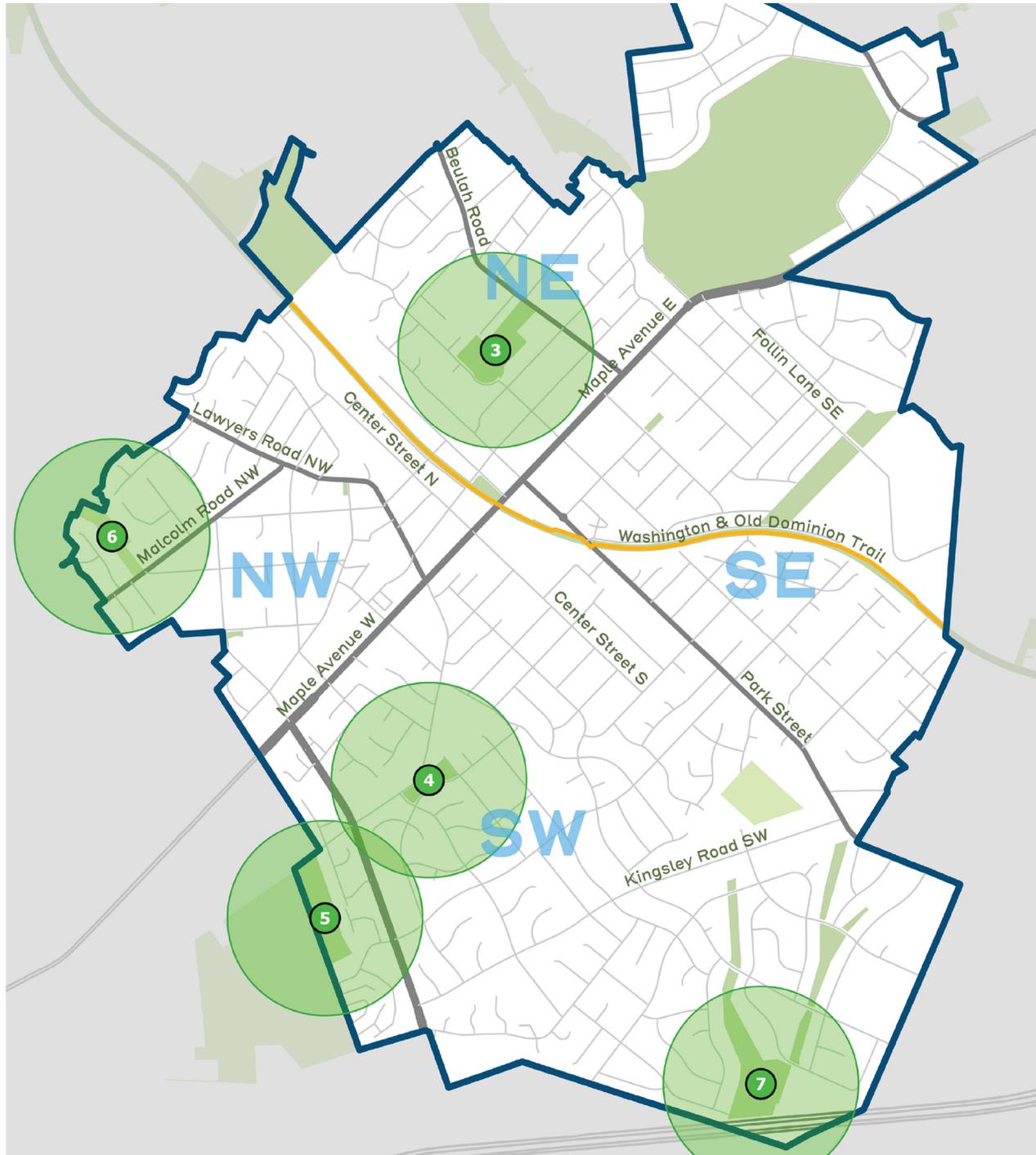


- SIGNATURE SITES**
- 1 Town Green
- 2 Vienna Community Center





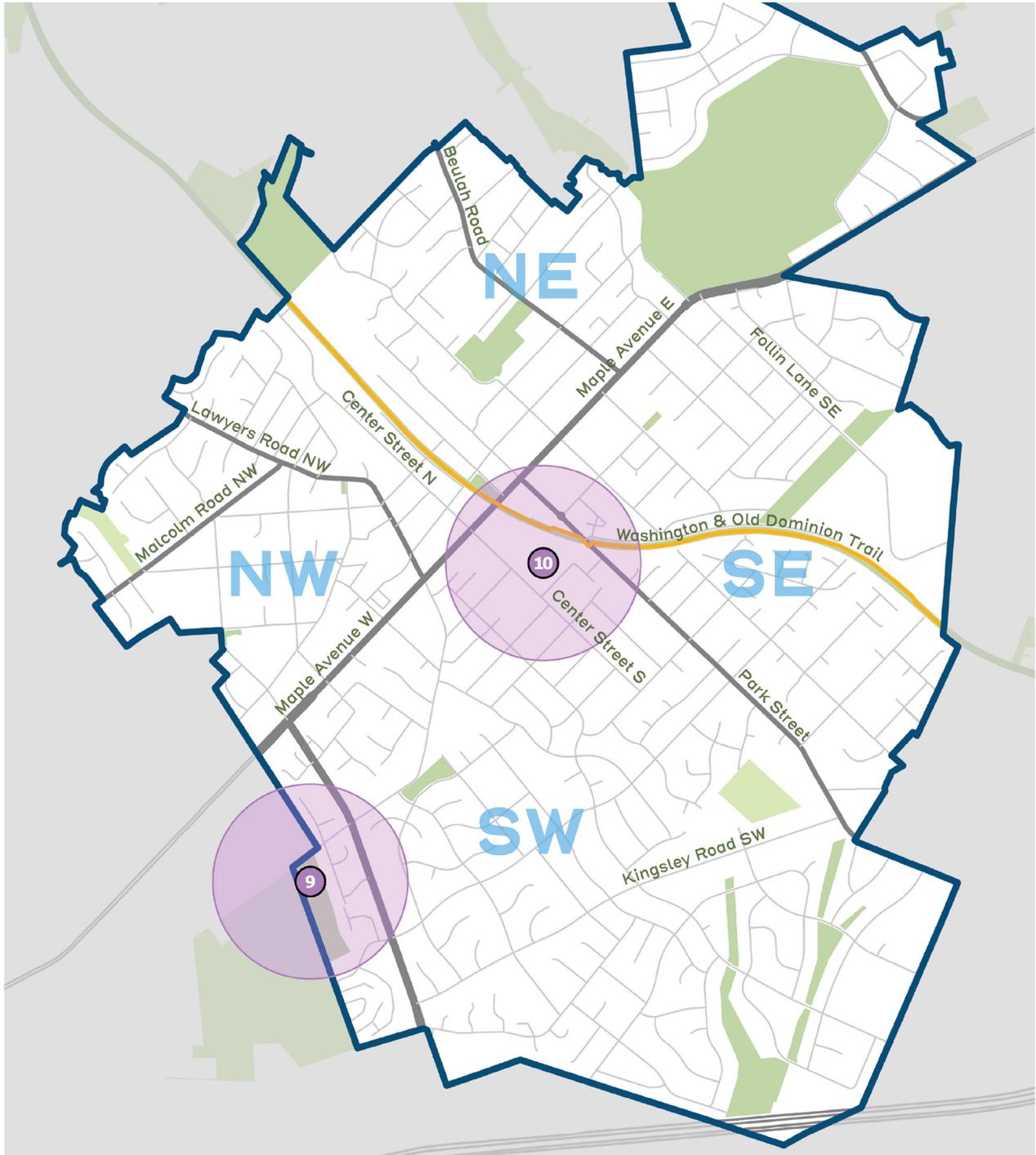
Neighborhood Sites Quarter Mile Access



- **NEIGHBORHOOD PARKS**
- 3 Glyndon Park
- 4 Meadow Lane Park
- 5 Moorefield Park
- 6 Peterson Lane Park
- 7 Southside Park



Special Use Sites Quarter Mile Access

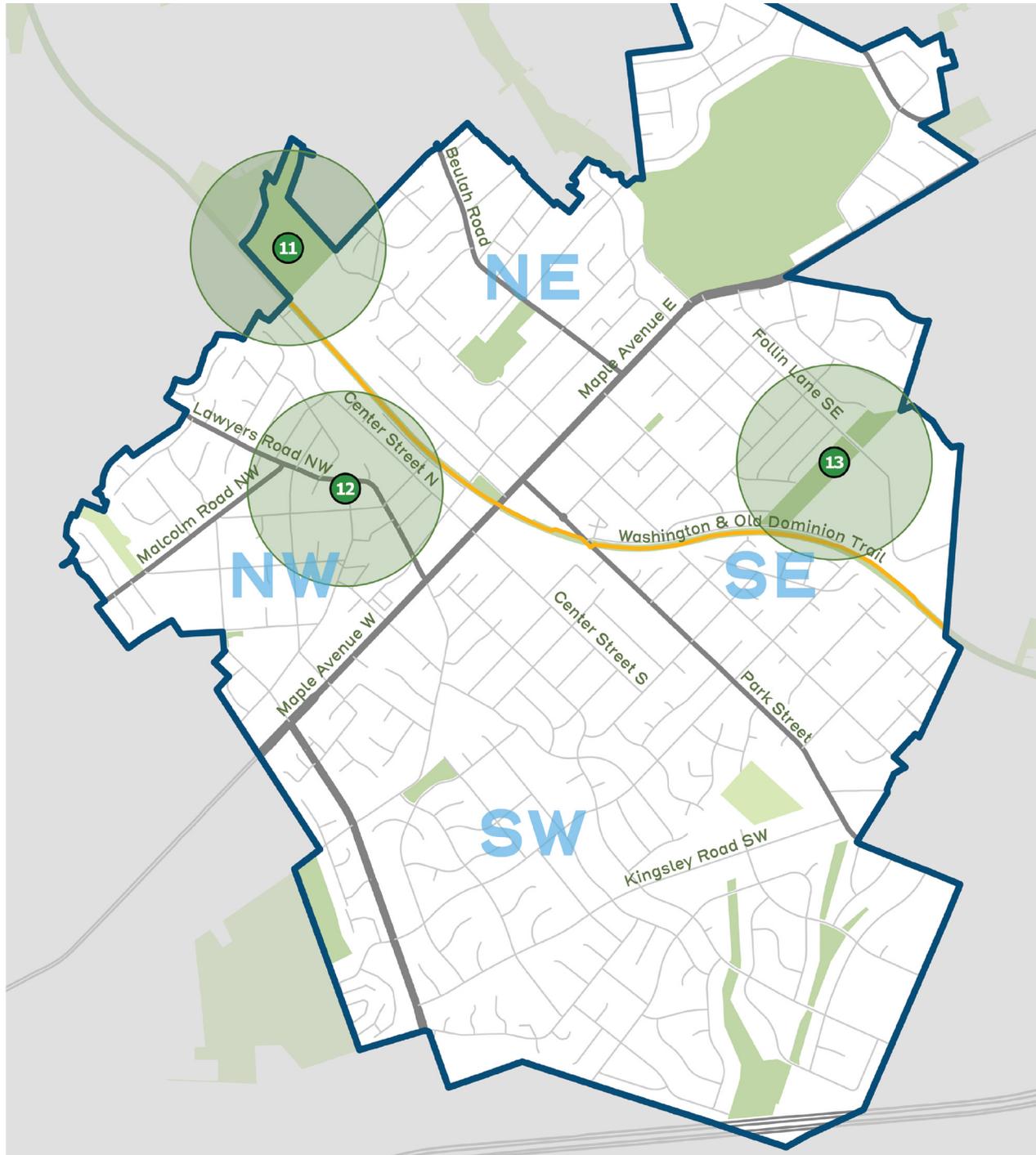


- SPECIAL USE SITES**
- 9** Vienna Dog Park
- 10** Waters and Caffi Fields
(Town managed, but not owned)





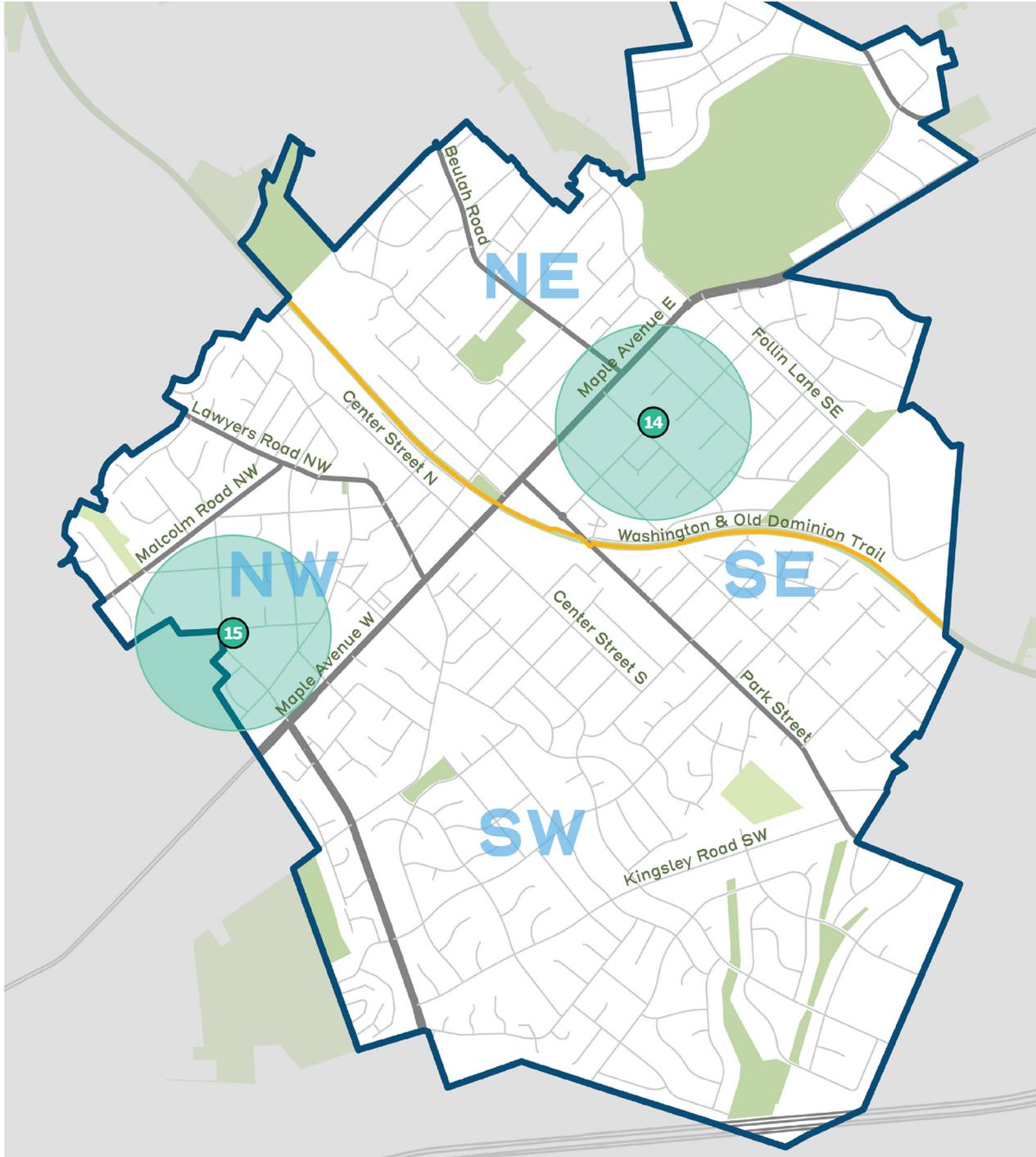
Natural Areas Quarter Mile Access



- **NATURAL AREAS**
- 11 Northside Park
- 12 Salsbury Spring Park
- 13 Wildwood Park



Pocket Parks Quarter Mile Access

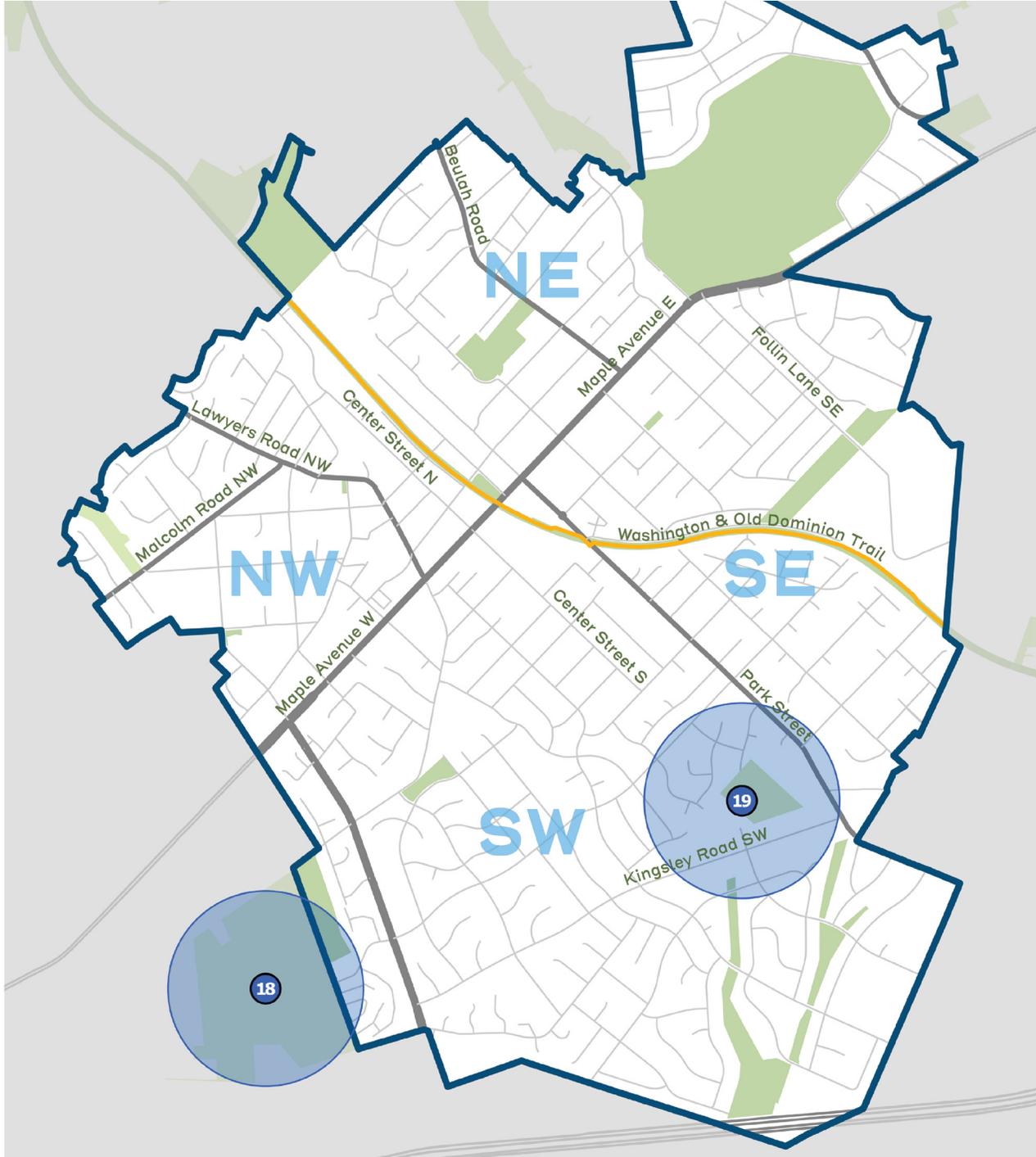


- POCKET PARKS**
- 14 Branch Road Tot Lot
- 15 Sarah Walker Mercer Park

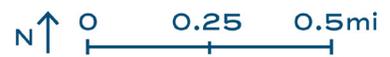




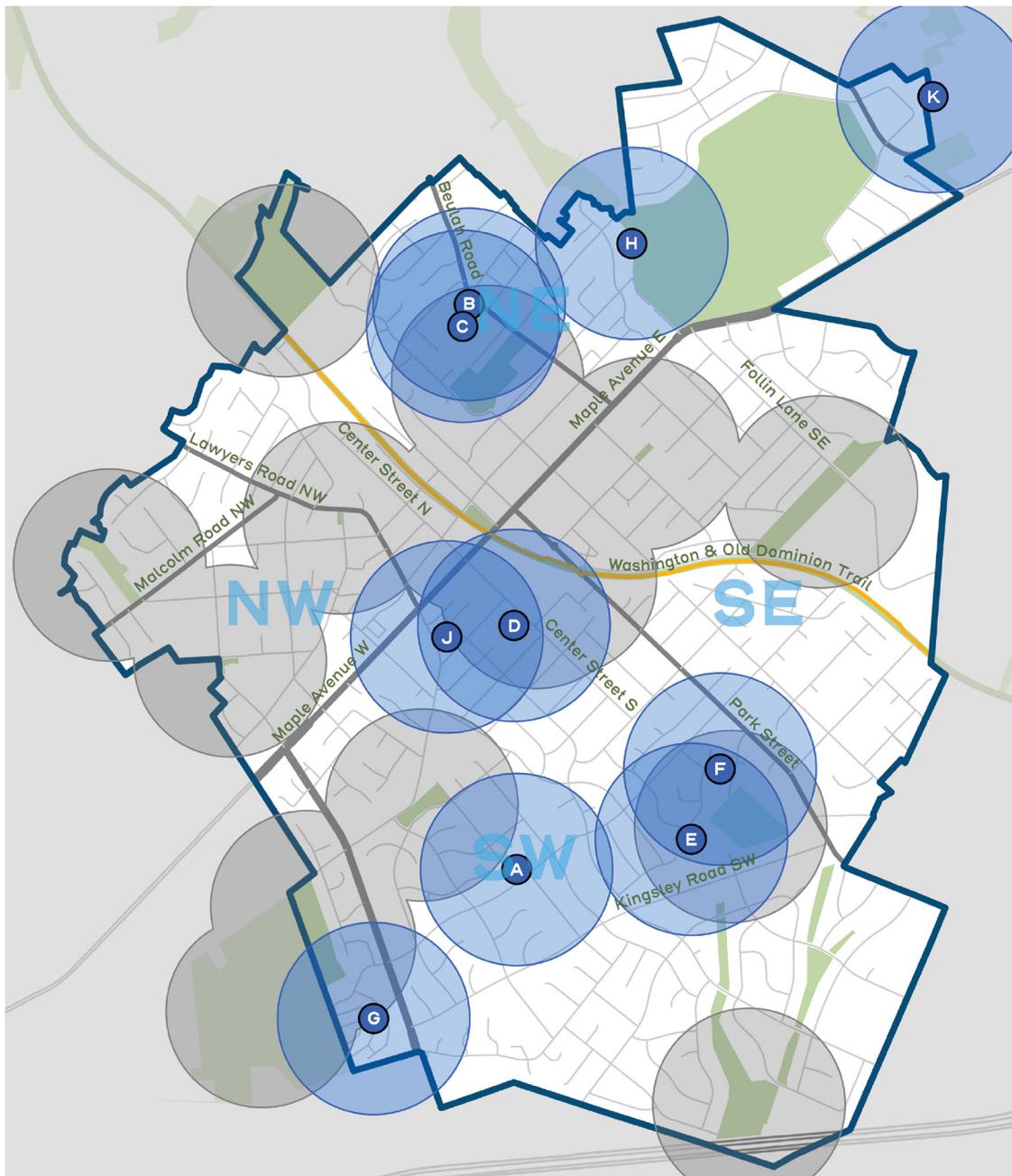
Non-Town Managed Facilities Quarter Mile Access



- **NON-TOWN MANAGED FACILITIES**
- 18 Nottaway Park
- 19 Cunningham Park



Municipal and Unclassified Properties Quarter Mile Access



- **MUNICIPAL AND UNCLASSIFIED PROPERTIES**
- A 411/413 Tapawingo
- B 440 Beulah
- C 442 Beulah Mulch Yard
- D The Annex
- E Desale Street
- F Lullaby Lane
- G Nutley Property
- H Pump Station
- J Robinson Property
- K Wall Street Water Tower

● **EXISTING PARKS**





Criteria to Improve Existing Facilities

As the Town continues to prioritize the enhancement and maintenance of existing facilities, improvements should evaluate the following criteria in order of importance:

» Safety and Security:

- » Evaluate measures to maintain a safe environment related to trip hazards, access, lighting, and landscape material

» Accessibility:

- » Design the park to be inclusive for people of all ages and abilities
- » Meet and exceed ADA requirements
- » Adopt universal design standards

» Existing Infrastructure and Maintenance:

- » Ensure improvements reduce or more efficiently balance operational costs and reflect consistent maintenance practices

» Financial Considerations:

- » Prioritize projects offering the greatest community benefit or high impact

» Community Reflection:

- » Ensure enhancements meet the community's desires

Ensure improvements meet user groups such as seniors, children, or minority groups

Existing Conditions Summary

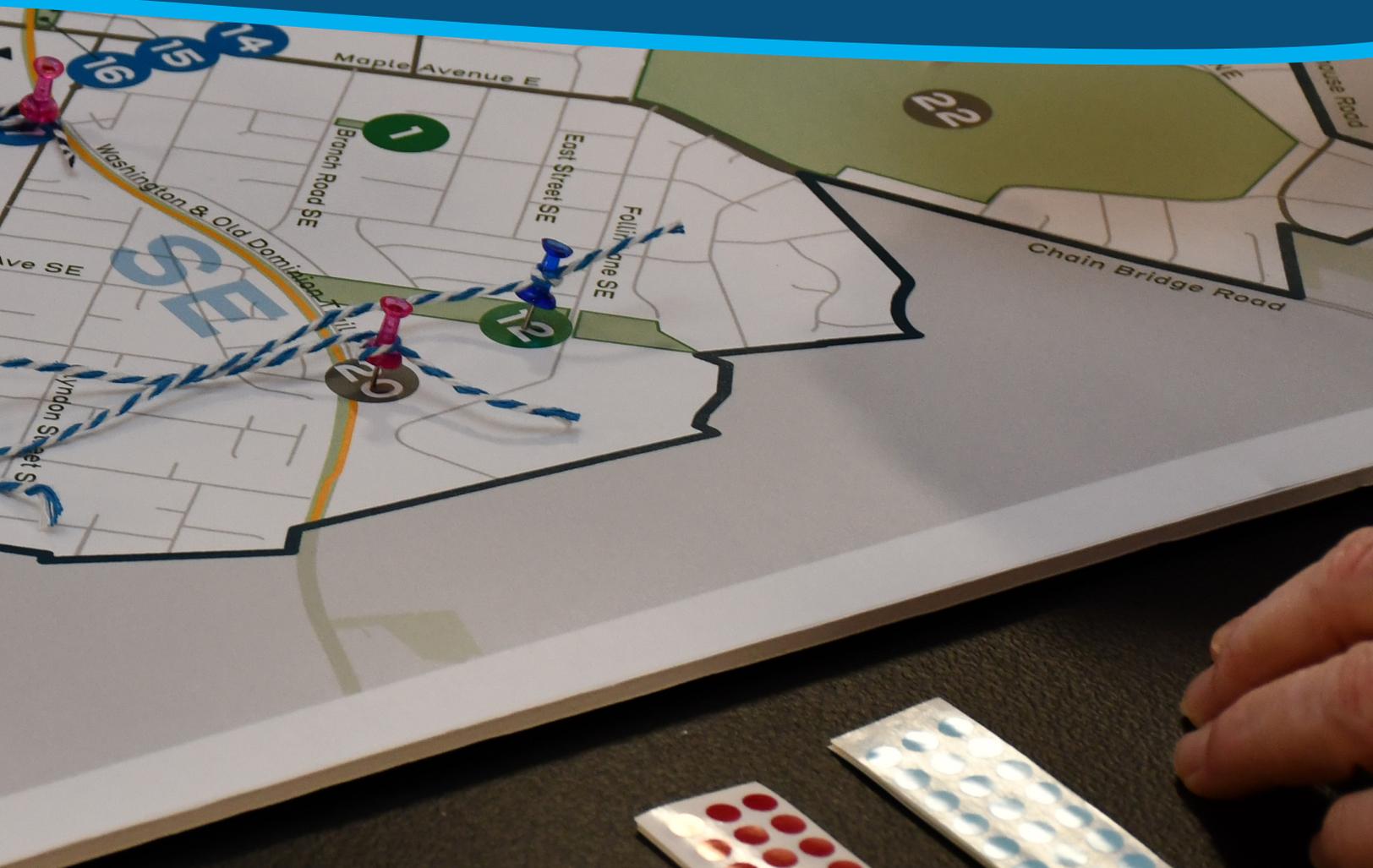
The Town of Vienna Park System is unique, diverse, and a valued asset to the Town and residents. The Town offers numerous active and passive recreation opportunities, programs, and services that perform at a high level and quality, to enrich the lives of residents. When compared to local and national communities, Vienna is considered exceptional, and out-paces most statistical quantifiers consistent with staff and offerings. Based on the site assessments, the overall park system is in good condition but there are areas for improvement within each park typology.







Goals, Recommendations, Strategies, & Action Plan





Goals, Recommendations, Strategies, & Action Plan

To successfully enhance the Town’s parks, recreation facilities, programs, and events, this Master Plan includes a detailed roadmap of goals, recommendations, strategies, and action steps. While rooted in long-range planning, this section also serves as a functional Strategic Plan—one that guides the department in carrying out its mission and vision through practical, measurable steps. While many of the items are intentionally detailed and granular, they are designed to be flexible and responsive—able to adapt to evolving community needs, recreational trends, and available resources. This framework complements the Town’s broader Strategic and Comprehensive Plans and works in support of a shared vision for a vibrant, healthy, and engaged community.

Goals: A larger, overarching category for the Department’s operation and management. Goals explore existing and future conditions and resources to ensure the Department’s improvements are well-rounded and serve all residents.

Recommendations: Identified areas of improvement for each Goal. The Recommendations are ideas, practices, initiatives, and policies that create meaningful impact and change to fully execute the Master Plan.

Strategies: Specific actions by staff, Council, and residents to achieve. Each strategy contributes to achieving the Recommendation, while the collection of strategies positively transform recreational experiences in Vienna. Some strategies may be completed in months, while other initiatives may require years to complete.

Action Plan: The Action Plan is the collection of Goals, Recommendations, and Strategies, and be the primary reference of action by the Town. Within the Plan identifies viable timeframes and funding resources to achieve each strategy. The Action Plan may inform annual budgets and work plans to continue progress in the Master Plan. The Action Plan may also act as the milestone gauge, ensuring timely progress and improvement continues within the Town to achieve the vision.

Goals Table Legend: Possible Funding Sources

GF = General Funds

IF = Impact Fees

D = Donations

G = Grants

S = Sponsorships

T = Taxes

F = 501c3 Foundation

MT = Meal Taxes

U = New or Increased User Fees

P3 = Public/Private Partnership

CIP = Capital Improvement Plan

N/A = Not Applicable

Goal 1: Operations, Maintenance, Existing Services & Infrastructure

A. Recommendation: Prioritize, above all other initiatives, the improvement, maintenance, and quality of existing facilities, amenities, and spaces.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
<p>1. <i>*Conduct a biennial review of site conditions to evaluate the Recreational and Maintenance value of each facility using the Existing Facilities Evaluation form. Plan, budget, and make improvements accordingly using the CIP and annual budget process.</i></p> <p>» Address the previous year's issues in off-years.</p>				✓	GF, CIP
<p>2. <i>Evaluate the need for additional maintenance and custodial staff or contracted services to support existing Town-managed acreage and facilities.</i></p>				✓	GF
<p>3. <i>*Develop maintenance standards based on the park typology and frequency of use (such as rentals and events), reviewing existing standards to adopt or retain strategies that are cost-effective and efficient to reduce recurring maintenance requirements.</i></p>	✓				N/A

B. Recommendation: Annually review the Department's budget for staffing, operational, maintenance, and life cycle needs.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
<p>1. <i>Confirm that sufficient resources are available to maintain and operate existing facilities before pursuing new initiatives, purchases, or projects.</i></p>				✓	GF, F, IF, T, D, G, and S
<p>2. <i>Regularly evaluate and update job descriptions, to define roles according to evolving departmental levels of service.</i></p>				✓	N/A

*Future Tasks/Sub-Projects



Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
3. When introducing new amenities, consider contracted services as a strategic option to mitigate risk and ensure full operational costs are understood before assuming long-term internal responsibility.				✓	P3, GF
4. In response to deficiencies identified in the Long Range Vision, add maintenance and custodial staff or contracted services as needed to adequately support Town-managed acreage and facilities.				✓	GF

C. Recommendation: Establish system-wide standards for materials, furnishings, signage, and construction practices to enhance recognition and create character consistent with Department branding while simplifying maintenance and operation.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. *Implement a Town-wide re-branding of parks and facilities to identify unified materials, furnishings, and signage to establish standard products, streamline maintenance, and create a Town identity.	✓				GF, G, S, D, and F
2. *Establish design standards for gateway, threshold, or entrance features at park sites to strengthen Town identity.		✓			GF

D. Recommendation: Prioritize multi-generational and accessibility functions for programs, services, and facilities to serve all Town residents.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Establish accessibility requirements and goals for all current and new programs, services, programs, and projects.	✓				GF
2. *In collaboration with Town-wide efforts, conduct an accessibility assessment of all facilities to identify issues of compliance and create an ADA Transition Plan.		✓			GF

*Future Tasks/Sub-Projects

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
3. Establish accessible parking, bathroom, and water fountain requirements within appropriate park typologies.				✓	CIP, G, S, and D
4. Increase the quantity of universally accessible amenities and design elements.				✓	GF, G, and CIP

E. Recommendation: Upgrade facilities to elevate the quality of conditions and rental value.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. *Complete upgrades related to new shelters, painting improvements, restrooms, electricity or lighting, or upgraded amenities to support a variety of gathering sizes.				✓	GF, G, and CIP
2. Continue regular evaluation of fees and charges, with adjustments prioritized in coordination with facility upgrades or replacements.				✓	U

F. Recommendation: Expand Wi-Fi access in park spaces where appropriate, based on park typologies and available facilities. Wi-Fi connections encourage greater public use and can assist with security and monitoring of park usage.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. *Implement infrastructure to offer free Wi-Fi in all park typologies except where it would cause considerable financial burden to the Town.			✓		GF

*Future Tasks/Sub-Projects



Goal 2: Financial Sustainability

A. Recommendation: Continue to conduct feasibility studies to ensure new proposals and capital improvements will not negatively impact existing programs, services, maintenance, or facilities.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
<p>1. Before approving the execution of a new capital project, require documentation that outlines how the project will be supported financially and operationally. Each project should include:</p> <ul style="list-style-type: none"> » Financial self-sustainability assessment of operational impacts. » Projected return on investment (ROI) evaluated for sustainability. » Integration plan within existing budgets and funding sources. » Identification of funding gaps and potential sources. » Staffing and equipment needs. » Operations and maintenance funding strategy. » Revenue generation potential (if applicable). 				✓	GF, F, IF, T, D, G, and S
<p>2. Maintain adequate funding and resources for marketing and communication efforts vital to cost recovery goals.</p>				✓	GF, G

*Future Tasks/Sub-Projects

B. Recommendation: Pursue new funding avenues that leverage partnerships and funding from sources besides Town budget. Potential options include:

- » Establishment of Parks Foundation (non-profit)
- » Establishment of Development/ Developer Impact fees
- » New or Increased User fees
- » Establishment or increase in taxes (Property, Meals, Other)
- » Reallocation of Town Funds towards Parks and Recreation department
- » Grants
- » Sponsorships
- » Public-Private Partnerships
- » Proffers
- » Donations or Fundraising for specific projects
- » Endowments
- » Bonds

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Consider Capital Campaigns to assist in funding major projects				✓	CIP, F, IF, T, D, G, and S
2. Establish criteria or protocol if considering naming rights and donations intended for major capital projects.	✓				N/A
3. If grants are prioritized as a funding source, dedicated staff capacity – either through new positions or reassigned responsibilities – is essential to support consistent grant development and management.		✓			GF or F

C. Recommendation: Continue to build upon the Department’s cost recovery goals to create a tiered system where any revenue generating initiative with higher need, greater participation, or stronger support of mission and vision retain a lower cost recovery goal compared to revenue generating initiatives that serve more narrow purposes.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. *Formalize a cost recovery plan for the Department taking into account all facets of the operation to include recreation and parks.	✓				N/A
2. Based on the evaluation of true service costs, historical departmental data, national benchmarks, and guidance from Town Council, establish a cost recovery goal that aligns with the Department’s mission and community values.	✓				N/A

*Future Tasks/Sub-Projects



Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
3. Using the evaluative data from Strategy 1, categorize programs as new or existing, then assign them to a program pyramid that visually represents service demand, individual vs. community benefit, and the appropriate cost recovery level.	✓				N/A
4. *Establish a biennial review of the cost recovery goals and program placement within the pyramid to ensure alignment with community demand, market conditions, and evolving service priorities; adjust more frequently as needed.				✓	N/A

D. Recommendation: Continue formalizing policies, procedures, and partnerships that provide financial assistance for individuals unable to afford program or activity fees.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Develop policies and qualifying criteria consistent with seniors, military families, and family financial status.	✓				N/A

*Future Tasks/Sub-Projects

Goal 3: Advancing Parks & Infrastructure

A. Recommendation: Over the next 10 years, implement up to two (2) strategic capital investment projects that enhance the Department's offerings and respond to resident or staff needs identified through previous and ongoing needs assessments. Options include:

An Aquatic and Fitness Center

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. <i>*Prior to the development of an aquatic and fitness center, consider alternative sites with potential for greater return on investment, such as the Beulah property.</i>	✓				GF or CIP

Development of vacant property, such as the Robinson, Beulah, or Unclassified properties to improve community access to passive recreation or natural areas.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
2. <i>Prior to development, complete a Site Plan that assesses programmatic, maintenance, and operational needs, incorporates community input, and provides a rough-order-of-magnitude cost estimate.</i>		✓			GF, G, F, D, S, IF, MT, and CIP

Formulate a Town-wide Playground Revitalization Framework

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
3. <i>*Create a Town-wide playground plan to assess current conditions, guide future replacements, enhance inclusivity, and establish consistent themes, equipment types, and material preferences.</i>		✓			GF, F, IF, T, and D

Redevelop or overhaul existing maintenance properties to improve storage and functionality.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
4. <i>Evaluate existing and potential maintenance areas for storage and operation needs and use.</i>	✓				N/A

**Future Tasks/Sub-Projects*



B. Recommendation: Continue expanding the trail networks and improving sidewalk connections to ensure all residents live within a 10-minute walk of a park, while further supporting a more walkable and connected community.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Evaluate neighborhood rights-of-way, streets, sidewalks, trails, park sites, and stream valleys to identify opportunities for improved connectivity and progress toward a fully walkable community.				✓	CIP, G
2. *Prioritize the development of pathways from park sites, facilities, and other important Town landmarks to neighborhoods, schools, commercial areas, civic facilities, and landmarks.				✓	CIP, F, IF, T, D, G, and S
3. *Incorporate pathways in natural areas to further enhance connectivity through park space.		✓			CIP, F, IF, T, D, G, and S
4. Create, maintain, and promote publicly accessible maps of parks, facilities, and trails to increase awareness and encourage broad participation.		✓			GF, if needed

C. Recommendation: Enhance environmental stewardship initiatives, programs and partnerships to advance conservation and management of the Town's natural resources.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. *Fully develop the Tree Advocacy Committee to promote and protect the health and safety, and appearance of trees, shrubs, and other plant material on public and private properties throughout Vienna.	✓				GF, D, G, S, P3, and CIP
2. *Support the development of a Natural Resources Management Plan.		✓			N/A

*Future Tasks/Sub-Projects

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
3. <i>*Develop standards for management and maintenance for park landscapes consistent with park typologies, tree canopy coverage goals, mulching, invasive species management, native meadow development, soft and hard trail condition practices, and wildlife management practices.</i>	✓				N/A
4. <i>Develop policies and guidelines to protect environmental features such as stream corridors, tree canopy, specimen trees, and sensitive habitats; and consider a conservation open space requirement of 25% or more for neighborhood parks and signature sites, based on site conditions.</i>		✓			N/A
5. <i>Utilize parks and small spaces to publicly demonstrate best practices in sustainable design or green infrastructure for stormwater management and alternative maintenance practices. Options include rain gardens, pollinator meadows, and landscaping with native plants.</i>				✓	GF
6. <i>Develop sites to incorporate passive or self-directed recreation that promotes access to nature for the improvement of physical and mental wellness. Passive recreation examples may include garden spaces, educational or cultural signage, environmental observation areas, and small activity or gathering spaces.</i>				✓	GF, CIP
7. <i>Continue to preserve natural spaces through establishing small parks.</i>				✓	GF, F, IF, T, D, G, and S

**Future Tasks/Sub-Projects*



D. Recommendation: Conduct additional statistically valid surveys to stay current with resident needs, interests, and trends.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. <i>*Complete a statistically valid survey at least twice within the ten-year life cycle of the Master Plan.</i>		✓	✓		GF

E. Recommendation: Improve park facilities in under-served quadrants to ensure equitable access to amenities across all areas of Town.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. <i>*Focus improvements within the Northwest and Southeast Quadrants with emphasis on basketball courts, pavilions, and paved and unpaved trails. Periodically reevaluate service levels in quadrants and adjust focus for improvements accordingly.</i>				✓	GF, G, D, S, and CIP

**Future Tasks/Sub-Projects*

Goal 4: Programs, Services, & Events

A. Recommendation: Develop a comprehensive Program Plan to ensure that programs, services, and events are consistent with industry, national, and local interests.					
Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. <i>*Adopt a tiered cost recovery plan for current and future programs, services, and events, ensuring that all expenses and anticipated revenues are clearly understood in the program, services, and event proposal process.</i>	✓				IF, U
2. <i>Develop a programs and service determinants model for new initiatives to align with departmental goals, resident input, and local, regional, and national trends.</i>	✓				N/A
3. <i>Avoid expanding special or signature events without additional staffing and resources to ensure sustainability and success.</i>				✓	GF
4. <i>Continuously evaluate customer service feedback to ensure programs, events, and facilities are safe, equitable, accessible, and meet residents' needs. Additionally, develop new opportunities targeting specific user groups (children, youth, teens, adults, families, and older adults) based on public input and trends, while monitoring demographic and park/program use patterns to anticipate and adapt to future needs.</i>				✓	N/A
5. <i>Track program lifecycles annually to assess program performance in relation to SMART Goals, and reposition or eliminate poorly performing programs. Ensure that only a small percentage of programs remain in the decline stage, with any remaining in that stage for two consecutive years being redeveloped or replaced.</i>				✓	N/A

*Future Tasks/Sub-Projects



B. Recommendation: Partner with educational institutions, religious organizations, and Fairfax County resources to explore opportunities for additional indoor programmable space.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Consider non-traditional spaces for the delivery of programs in the Town. Utilize new indoor spaces to expand new and existing programs.				✓	P3
2. Consider expanding program delivery models to include more third-party or rental services for the purpose of expanding community offerings.				✓	P3
3. Pilot new programming through trials or testing to evaluate community interest and participation, determining whether they should be fully adopted.				✓	GF, G, D, and S
4. Consider further expansion of after-school programs that allow for opportunities for multi-generational support (i.e. teaching).				✓	P3, G, and S

C. Recommendation: Consider programming opportunities that expand arts and culture.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Evaluate the need for a Public Arts Commission and support its potential redevelopment through strategic planning and visioning, a policy framework, partnership building, funding or grant support, program development, and marketing.	✓				N/A
2. *Develop short- and long-term plans to provide experiences designed for multiple generations in performing and visual arts, and musical or cultural experiences .		✓	✓		N/A
3. Develop partnerships and collaboration with local art councils, museums, libraries, colleges, music venues, nonprofits, and cultural organizations.		✓	✓		N/A

*Future Tasks/Sub-Projects

Goal 5: Marketing, Outreach & Engagement

A. Recommendation: Continue requiring all proposed capital improvement projects to include meaningful public engagement as part of the planning and decision-making process.					
Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Adopt in-person and virtual public engagement methods for all significant capital project efforts.				✓	N/A
2. Maintain consistent community engagement through social media, Vienna Voice, and other media outlets to encourage widespread participation.				✓	N/A
3. Leverage existing Town events to solicit feedback on future programs and offerings.				✓	N/A
B. Recommendation: Continue offering volunteer opportunities to support programs, events, trails and pathways, environmental stewardship, invasive species management, reforestation, and park maintenance.					
Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. To significantly grow volunteer opportunities, establish a volunteer-coordinator responsible to support Town staff in recruitment, orientation, recognition, and management of volunteers.			✓		GF, P3
C. Recommendation: Evaluate events for effectiveness and impact.					
Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Identify and remove ineffective or low impact events.				✓	N/A
D. Recommendation: Explore opportunities to enhance existing events by incorporating new experiences, informed by peer community comparisons and emerging technologies that improve participant engagement					
Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Regularly evaluate peer communities to consider gaps in events that may interest residents.				✓	N/A

*Future Tasks/Sub-Projects



Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
2. Consider the adoption of a web-based application to enhance participants' experience at events. Web-based uses may include maps, transactions, experience information or interactions, donor recognition, general information, and emergency service access.			✓		GF

E. Recommendation: Increase the use of social media and other viable communication strategies to share successes, promote events, activities, and programs, and garner community support for parks and recreational initiatives.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Partner with the Public Information Office to monitor and track success and engagement and strive for annual growth from engagement.				✓	N/A
2. Develop a formal marketing plan for programs, services, and special events offered by the department.		✓			GF, G
3. Create and share regular Parks and Recreation Highlights to promote the department's impact and successes using infographics and storytelling to show key stats like program participation, event turnout, environmental efforts, and volunteer contributions. These should be brief, visually engaging updates shared throughout the year to build community awareness and support.				✓	GF
4. Consider contracted marketing and promotional services to improve the quality and reach of outreach efforts, while reducing the burden on staff and allowing them to focus on core responsibilities. Contracted professionals can bring expertise in design, messaging, and community engagement to enhance visibility and impact.				✓	GF

*Future Tasks/Sub-Projects

Goal 6: Investment in Staff, Partnerships & Collaborations

A. Recommendation: Re-evaluate maintenance responsibilities and agreements with partners to ensure they remain equitable, efficient, and aligned with current use and conditions.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Regularly review and update partner agreements to clarify maintenance and operational responsibilities, adapting as needed to reflect changes in facility use, staffing, or service levels.				✓	N/A

B. Recommendation: Expand partnerships with organizations to support, fund, and maintain operations and services within Parks and Recreation.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. Incentivize organization partnerships with prioritization, price reductions, and/or other benefits to encourage partnership.		✓			N/A
2. Facilitate organization-led programs in park spaces that align with the group's mission or expertise. (ex. Sierra Club, Scouts, Ayr Hill Garden, etc.).				✓	N/A
3. Evaluate the feasibility of establishing a 501(c)(3) foundation to support fundraising efforts on behalf of the department.	✓				N/A

*Future Tasks/Sub-Projects



C. Recommendation: Maintain ongoing coordination with neighboring jurisdictions and authorities to explore potential partnerships, services, and events that can be made accessible to Vienna residents to enhance regional awareness of available resources and determine which future improvements can be handled by the Town or supported through external sources.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. <i>Create a convenient and accessible physical and virtual hub where residents can easily find information on alternative services and resources available through partnerships or other sources.</i>		✓			N/A

D. Recommendation: Form a task force dedicated to advocating for and promoting support for underserved and underrepresented groups, including older adults, individuals with physical impairments, veterans, and minorities.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. <i>*Through the task force, identify gaps in the park system and develop actionable opportunities or solutions to address the needs of underserved and underrepresented groups.</i>		✓			G, S, D, and P3

E. Recommendation: Continue to foster a culture of excellence through professional development.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. <i>Recognize and reward employees for becoming experts in subject matters and actively contributing to professional organizations.</i>				✓	GF
2. <i>Create and implement individualized and unique career development plans for all staff. Plans should be developed mutually among senior leadership and staff, project to a long-term timeframe as informed by staff, be updated and discussed regularly, and establish quantifiable targets and goals for feelings of growth and accomplishment.</i>				✓	N/A

*Future Tasks/Sub-Projects

F. Recommendation: Celebrate the accomplishments of staff, donors, and volunteers publicly.

Strategy	0-3 Years	4-6 Years	7-10 Years	Ongoing	Possible Funding Source
1. <i>Create and circulate articles that celebrate the work, passion, accomplishments, and legacy of donors, volunteers, and town staff.</i>				✓	N/A
2. <i>Utilize social media, Vienna Voice, and other avenues to highlight and celebrate the people of Vienna in partnership with the Public Information Office.</i>				✓	N/A

*Future Tasks/Sub-Projects



Example Results of a Completed Master Plan

By addressing the recommendation and strategies of each Goal, Vienna can improve the quality of life for residents in meaningful ways. The following are examples outcomes of Master Plan, related to each goal, to demonstrate how the plan can be used to address Town and resident needs. Not all of these examples need to be completed for the Master Plan to be considered successful or for the overall vision to be achieved, as the Master Plan is intentionally adaptable over time to serve current and future resident needs.



1. High quality, well-maintained, and all-abilities accessible, facilities



2. Healthy Town budget, from multiple sources, not just by taxes



3. 2 new park facilities that address community needs



4. Diverse programs and events that cater to community interests



5. Communication opportunities to provide feedback and learn of Town offerings



6. A united Town staff, residents, and surrounding communities to serve a higher quality of life





Long Range Vision





Long Range Vision

A long-range vision for a Parks and Recreation Master Plan is a forward-thinking blueprint designed to guide the financial development of Vienna's recreational services and facilities over the next 10 years. This vision aims to create a cohesive network of parks, trails, and facilities that serve the diverse needs of the community. It strives to balance revenue versus expenses when maintaining current facilities, considering new improvements, and preserving natural spaces. By anticipating future demographic, economic, and environmental trends, the long-range vision guides Town Council and staff in decision-making to ensure Vienna remains accessible, safe, and healthy for residents to maintain a strong sense of pride and quality of life.

Conceptual Recreation & Parks Vision Plan

Operations, Maintenance & Staffing

Vienna's Master Plan emphasizes the importance of efficient operations, adequate staffing, and diligent maintenance to ensure that the parks and facilities remain safe, welcoming, and enjoyable for all users. By strategically enhancing operational procedures, optimizing staff deployment, and implementing comprehensive maintenance schedules, the Department can provide exceptional recreational experiences. This Master Plan serves as a blueprint for future growth and development, ensuring parks and recreational spaces continue to enhance the quality of life for residents and visitors alike.

Generally, Vienna has been increasing the annual budget year over year since 2020. This has allowed staff to grow events and programs, operate a teen center, and expand maintenance to include urban forestry in addition to outdoor maintenance of fields, parks, and horticulture. When compared to National Recreation and Park Association (NRPA) statistics, Vienna is a premier

municipality with its budget allocation exceeding that of an average upper quartile jurisdiction with 20,000 or fewer residents over 1.5 million dollars. However, it is important to stress that higher rates and spending are reflective of the Northern Virginia and Fairfax County economic conditions. Even though Vienna's budget and spending are higher than national benchmarks by comparison, it does not equate to a surplus of staff or resources. As programs, events, and services continue to grow and evolve, the budget needs to proportionally grow with the services of the Department.

Nonetheless, how Town staff allocate their time, and the number of staff needed to serve the community needs to be evaluated. The following chart displays Town responsibility compared to NRPA statistics.

Vienna staff time is consistent with national data and reaffirms that the time and resources provided by staff is appropriately balanced for the services they provide.

Reviewing the data, considerations may be valid on whether some administrative tasks can be automated or supplemented by new tools or technology. Also, new equipment, standardization, or practices may assist with minimizing maintenance items or time.

Some intentional interventions may allow staff to continue serve residents at a high-level even in the face of limited time and competing responsibilities:

- » Give part-time or seasonal workers more responsibility with clear guidelines and training.
- » Cross-train staff to handle multiple roles (e.g., programming, maintenance, outreach) to increase flexibility.
- » Conduct quick surveys or use existing data to prioritize what matters most to residents
- » Use simple tools (like spreadsheets or apps) to monitor what is and isn't meeting residents' expectations

In addition to the above, the Town should consider strategic investment in additional staff.

Current Town revenue has varied year over year but assists in identifying valuable avenues to further support funding and budget for the Town. Revaluation of pricing and fees across each revenue generating line of service can support not only further budget for the Town, but also the cost recovery for Town services. Typically, the Town hovers near the 25% recovery mark for services but should consider striving for closer to 30% cost recovery year over year. If Vienna consistently ranks in the highest percentiles of offerings, budget, and staff, it should also be in that capacity for cost recovery.

Table 15: Actual and Adopted Parks and Recreation Budget (FY20-FY24)

	FY23-24 Adopted	FY22-23 Actual	FY21-22 Actual	FY20-21 Actual
Administration	1,134,060	1,067,503	958,391	862,777
Park Maintenance	1,651,420	1,740,700	1,471,768	987,653
Community Center Ops	840,190	886,595	801,985	624,975
The Annex	46,500	0	0	0
Programs	631,680	718,461	521,122	285,189
Special Events	216,020	173,794	181,314	40,569
Teen Center	269,410	248,861	200,312	177,631
Historic Preservation	31,000	31,228	27,003	20,600
Total	4,810,280	4,867,142	4,161,895	2,999,394

Table 16: Vienna Parks and Recreation Budget Allocation

NPRA Member Agencies		Town of Vienna FY22-23	
Operations & Maintenance	46%	Park Maintenance	33.4%
		Operations	15.2%
Programming	31%	Programs	20.8%
Administration	16%	Administration	12.3%
Other	4%	Other ¹	18.3%
Capital Development	3%		

¹ Other is the combination of The Annex, Events, Arts, and Culture, Teen Center, and Historic Preservation



Table 17: Actual and Adopted Parks and Recreation Budget (FY20–FY24)

Program/ Function	FY24–25 Anticipated	FY23–24 Actual	FY22–23 Actual	FY21–22 Actual	FY20–21 Actual
Adult Trips	40,000	36,764	34,670	23,567	26,465
Youth Camps	755,000	588,545	648,882	511,590	367,077
Class Program Fees	705,000	635,082	530,183	357,892	171,937
Special Events	115,000	77,732	60,815	34,993	17,692
Theater Tickets	45,000	42,871	41,330	16,479	0
Rentals/CC	0	0	101,743	87,271	13,903
Teen Center Sales	0	0	6,823	3,278	116
Donations	61,253	47,357	30,745	41,235	22,277
Cost Recovery Percent	29.3%	24.0%	29.9%	25.9%	20.7%
Total	1,721,253	1,428,351	1,455,191	1,076,890	620,781

Many Parks and Recreation Departments around the Country operate and maintain their own social media pages to share news and updates about services. With regards to marketing, many Parks and Recreation Departments around the country operate and maintain their own social media pages to share news and updates about services. Currently, social media activity is managed by the Public Information Office for the Town, and the Department’s primary avenue is a seasonal brochure. The brochure avenue, in both print and digital, should be continued but it is encouraged for the Town to consider accommodation with the Parks and Recreation Department for greater flexibility and transparency to market Parks and Recreation operations. If Parks and Recreation are given their own avenue for marketing, a designated staff member is needed to manage these responsibilities. The current marketing avenues of the Department are well-executed, but for a highly-effective Department like Vienna, exploration of different avenues is encouraged.

With the continued evolution of staffing and resident needs, the Town should evaluate the need for staff or contracting out services to operate or provide services for the Town. Throughout the duration of the Master Plan, Vienna shall continue to operate with varying models of program models consistent with self-run, contract, and rentals.

Table 18: Adopted and Proposed Full-Time Equivalent (FTE) Positions

	Adopted FY23-24	Adopted FY24-25	Proposed FY25-26
ADMINISTRATION			
Director of Parks and Recreation	1	1	1
Deputy Director of Parks and Recreation	0	1	1
Recreation Program Manager	1	1	0
Special Events Coordinator	1	1	0
Recreation Program Coord II	1	1	0
Recreation Program Coord I	2	2	0
Office Manager	1	1	1
PARKS MAINTENANCE, URBAN FORESTRY, HORTICULTURE			
Superintendent	1	1	1
Supervisor of Park Maintenance	1	1	1
Town Arborist	1	1	1
Urban Forester	1	1	1
Maintenance Field Staff	8	8	7
OPERATIONS			
Superintendent of Operations and Historic Preservation	1	0	1
Community Center Supervisor	1	1	0
Facilities Operator	0	1	1
Custodian	2	1	1
Customer Care Specialist	1	1	1
PROGRAMS AND FIELDS			
Superintendent of Programs, Fields, and Teen Center	0	0	1
Rec Program Coord Youth	0	0	1
Rec Program Coord Mature Adults	0	0	1
EVENTS, ARTS, AND CULTURE			
Superintendent of Programs, Fields, and Teen Center	0	0	1
Rec Program Coord Youth	0	0	1
Rec Program Coord Mature Adults	0	0	1
TEEN CENTER			
Recreation Coord I Youth	1	1	0
After-School Program Coord	1	1	1



Table 19: Total Adopted and Proposed Full-Time Equivalent (FTE) Employees by Division

DIVISION	Adopted FY23-24	Adopted FY24-25	Proposed FY25-26
Administration	7	8	3
Parks Maintenance, Urban Forestry, Horticulture	12	12	11
Operations	5	4	4
Programs and Fields	0	0	3
Events, Arts, and Culture	0	0	3
Teen Center	2	2	1
Total	26	26	25

As of January 2025, the department completed an organizational restructuring. This change occurred to assist in transparency in Department organization and expand the clarity on how resources are allocated. While the department significant exceed expected number of staff for agency service less than 20,000 residents, Vienna significantly exceeds the expected number of staff. Understanding the responsibilities of the staff managing facilities and acreage, there is an identified shortfall in service. Currently, with full-time and seasonal maintenance staff, Vienna has one maintenance staff per 12.5 acres of park land. Notably too, an equal shortfall is identified with custodial staff in recreational space. Both service areas could expand staffing levels to improve the maintenance of high-quality facilities.

Other areas of note within staffing pertains to the Teen Center and marketing. Due to increasing costs of childcare and a growing need for after-school programs, the services of the Teen Center are anticipated to grow over time. As demand increases, additional staff may be required to operate the Teen Center and maintain the Town's commitment to high quality service.





Funding Needed for the Future

It is anticipated that over time, the Parks and Recreation budget will need to evolve as responsibilities grow and change within the department and as Town Council works with staff and the community to identify and address priorities.

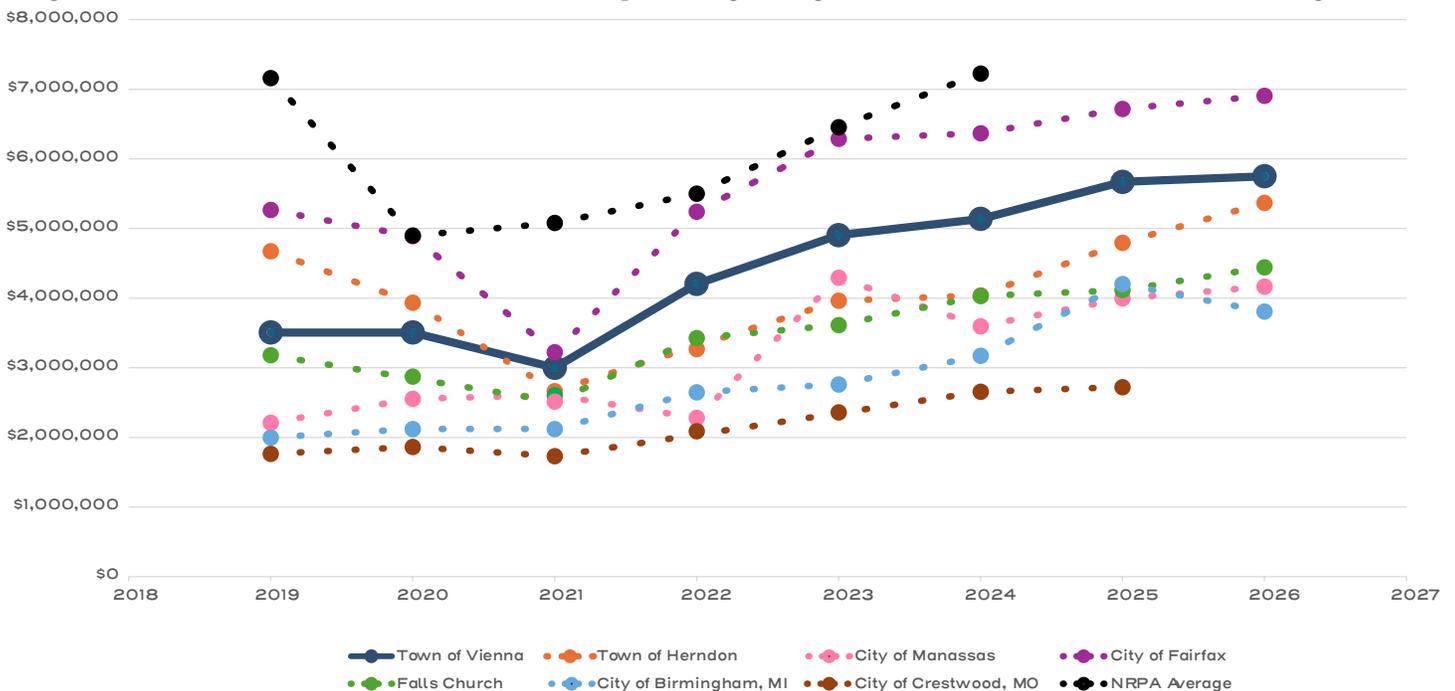
If the Town simply retained the current status quo in terms of the Parks and recreation offerings and maintenance levels, an annual budget increase of approximately 3 to 5% would still be advisable to accommodate the project impact of future inflation. This recommendation would safeguard the Town against external economic factors and ensure that the department has the appropriate spending power to meet today's service level expectations.

To implement the capital components identified in the master plan, (such as potentially executing two significant capital improvement projects over the next 10 years), the operating budget of the department and capital improvement plan would each have to increase even beyond inflationary increases.

It is anticipated that the potential annual operating budget could increase from \$5.75M in 2026 to a range of \$9.5M to \$11.5M by 2036 (a budget increase of 65% to 100% over 10 years).

Similarly it is anticipated that the capital improvement plan amount could increase to \$2.5M to \$4.6M annually (a CIP increase of 144% and 367% compared to the current CIP).

Figure 2: Annual Parks and Recreation Operating Budgets of Town of Vienna and Peer Agencies



The values above are illustrative and subject to significant variability over a 10-year period. Nor do they supplant the critical budget process and CIP discussions that staff and Council hold each year.

These estimates are based on current market conditions, economic forecasts, and assumed rates of inflation, among other factors. The numerous unpredictable elements such as changes in material costs, labor rates, regulatory requirements, technological advancements, and economic fluctuations can impact actual costs.

The value of these numbers is that they present the impact of potential future decision-making and they suggest the need for more diversified funding sources to achieve the parks and recreation vision.

Table 20: Parks and Recreation Budget Per Capita

Jurisdiction	2019	2020	2021	2022	2023	2024	2025	2026
Town of Vienna	\$212.73	\$212.40	\$181.34	\$253.68	\$295.51	\$309.03	\$340.45	\$345.31
Town of Herndon	\$194.12	\$163.16	\$110.41	\$135.27	\$163.74	\$166.76	\$197.75	\$221.38
City of Manassas	\$52.85	\$60.99	\$62.23	\$54.42	\$102.38	\$85.76	\$95.26	\$99.27
City of Fairfax	\$218.44	\$202.80	\$133.65	\$217.32	\$260.64	\$263.96	\$278.43	\$286.18
Falls Church	\$221.02	\$199.22	\$174.07	\$236.54	\$248.91	\$277.14	\$282.27	\$304.73
City of Birmingham, MI	\$94.47	\$99.92	\$99.66	\$124.19	\$129.15	\$147.92	\$195.50	\$177.08
NRPA Median	\$81.19	\$103.13	\$93.01	\$94.77	\$99.47	\$103.13		
NRPA Upper Quartile	\$149.60	187.8	171.18	173.05	183.96	\$188		

Takeaways

- » Since 2019, Vienna Budget has grown an average of 9 percent per year. Per Agencies budgets have grown an average of 8 percent per year. The maximum average annual growth of a peer’s budget was ~13% (for both the City of Manassas and City of Birmingham, Mi – though it is noted that each of these jurisdictions started with a \$2019 budget smaller than Vienna’s).
- » Vienna spends more on Parks and Recreation per resident than peers. This could also be indicative of the regional draw of that Vienna parks, recreations, events, and programs have for people that live outside of the Town. Vienna may be serving more external customers and as such its budget appears higher than expected than Vienna was only serving residents. It is noted that Vienna has a high cost of living, higher rates of compensation, and high cost of goods – this could also contribute to the values shown above.
- » Per NRPA, Vienna is closer aligned with how communities of 20,000–50,000 people budget for parks and recreation (median of \$1.4M in 2024) than how communities of less than 20,000 budget (median of \$3.7M in 2024).



Table 21: Parks and Recreation Historic Operating Budgets

Description	2019	2020	2021	2022	2023
Budget	\$3,506,683	\$3,507,136	\$2,999,394	\$4,202,939	\$4,904,332
Budget (Inflation Adjusted to \$2025)	\$4,402,015	\$4,388,143	\$3,602,981	\$4,663,576	\$5,186,147

Description	2024	2025	2026 (Anticipated)	8-Year Growth	Annual Growth
Budget	\$5,137,245	\$5,669,204	\$5,750,160	64%	9%
Budget (Inflation Adjusted to \$2025)	\$5,255,981	\$5,669,204	\$5,750,160	31%	4%

Takeaways

- » While the magnitude of Vienna’s Parks and Recreation budget has grown significantly since 2019 (by 64% or 9% annually), when accounting for inflation the value of the funding has only increased by 31% or 4% annually.

Table 22: 5YR Parks and Recreation Capital Improvement Plan

Jurisdiction	2019 CIP	2024 CIP	2030-→2038 Capital Budget	% Growth	Annual % Growth
	2020- →2024 Capital Budget			Of 5YR Capital Budget	Of 5YR Capital Budget
				Between 2019 CIP and 2024 CIP	Between 2019 CIP and 2024 CIP
Vienna	\$4,630,500	\$7,470,000	\$2,355,000	61%	12%
NRPA	\$5,000,000	\$12,650,000		153%	31%

Note: Vienna data is from the 2019 CIP for years 2020-→2024 and the 2024 CIP for years 2026-→2030.

Takeaways

- » Vienna was close to the NRPA Average for 5YR CIP for years 2020-→2024. There is an ~5M gap for years \$2026-→2030. Vienna CIP growth is also trailing NRPA’s.
- » There will always be significant fluctuations in CIP between peer agencies based on where each agency is on the maintain, repair/improve/renovate, construct, acquire phase.
- » CIPs should be project based instead of magnitude based. However, the NRPA average ranges are informative of the magnitude of capital investment in occurring parks and recreation departments across the US.
- » Based on Projects already programmed in the CIP, Vienna expects \$9,825,000 of Capital expenses between 2026 and 2036, frontloaded in 2026 to 2030
- » Based on potential projects coming out of the parks master plan in the near- (0-3 years), mid- (4-6 years), long-term (7-10 years), and beyond 10 years, Vienna may consider the following illustrative 10-year CIP values:
 - » Excluding aquatic/fitness: \$24.4M
 - » Including aquatics/fitness: \$46.9M
- » **It is noted that the values above do not take the place of the formal CIP process, and that Town Council will be able to advance or reprioritize budget as need, opportunity, and fiscal realities allow.**



Table 23: Parks and Recreation Operating Budget Projection Scenarios

Scenario	Description	2027	2028	2029	2030	2031
A	9% Annual Growth (based on last 8 years of Vienna P&R Budget)	\$5,980,000	\$6,285,000	\$6,595,000	\$6,905,000	\$7,215,000
B	8% Annual Growth (based on last 8 years of Peers P&R Budget)	\$5,635,000	\$5,900,000	\$6,165,000	\$6,430,000	\$6,695,000
C	Based on Meeting 3% Inflation, Projected from 2026 Budget	\$5,925,000	\$6,105,000	\$6,290,000	\$6,480,000	\$6,675,000
D	Based on Closing the Gap between the Current NRPA Median Budget over a period of 5 years and meeting 3% inflation	\$6,225,000	\$6,710,000	\$7,210,000	\$7,725,000	\$8,255,000
E	Based on Standing up a \$2.4M New Functional Area in 2029 with a Cost Recovery of 85% and meeting 3% inflation	\$5,925,000	\$6,105,000	\$6,745,000	\$7,235,000	\$7,660,000
F	Based on Standing up a ~\$2.4M New Functional Area in 2029 with an average Cost Recovery of 80% and meeting 3% inflation	\$5,925,000	\$6,105,000	\$6,835,000	\$7,520,000	\$8,240,000

Scenario	Description	2032	2033	2034	2035
A	9% Annual Growth (based on last 8 years of Vienna P&R Budget)	\$7,525,000	\$7,830,000	\$8,140,000	\$8,450,000
B	8% Annual Growth (based on last 8 years of Peers P&R Budget)	\$6,965,000	\$7,230,000	\$7,495,000	\$7,760,000
C	Based on Meeting 3% Inflation, Projected from 2026 Budget	\$6,875,000	\$7,080,000	\$7,290,000	\$7,510,000
D	Based on Closing the Gap between the Current NRPA Median Budget over a period of 5 years and meeting 3% inflation	\$8,505,000	\$8,760,000	\$9,025,000	\$9,295,000
E	Based on Standing up a \$2.4M New Functional Area in 2029 with a Cost Recovery of 85% and meeting 3% inflation	\$8,105,000	\$8,570,000	\$9,050,000	\$9,545,000
F	Based on Standing up a -\$2.4M New Functional Area in 2029 with an average Cost Recovery of 80% and meeting 3% inflation	\$8,995,000	\$9,790,000	\$10,645,000	\$11,525,000



Notes:

- » Peers: Falls Church, Manassas, Fairfax, Herndon, Birmingham (MI)
- » Rounded to the Nearest \$5,000
- » Example New Functional Area (Aquatics/Fitness) Cost based on Potential Annex Scenario as Presented to Town Council on 9/30/2024
- » NRPA data based on Annual Agency Performance Review Report (Years 2020, 2021, 2022, 2023, 2024, and 2025)
- » Current Median NRPA P&R Budget is \$7225000 (2024). Vienna's shortfall from this median is \$2.1M in 2024 and \$1.5M in 2026 (projected)

Takeaway

- » 2036 Budget range of \$7.5M to \$11.5M, a 30 to 100% increase compared to the Proposed 2026 Budget
- » At a minimum, meet inflation (assumed to be 3%) so the Town still has the same spending power in 10 years to satisfy community needs. This equates to a budget of \$7.5M or larger.
- » Potentially target closing the gap between NRPA Median Agency Budgets (\$7.3M in 2024) and Town of Vienna Budget. This gap is estimated to be \$1.5M in 2026. Closing this gap would either allow for standing up a new functional area (i.e. like aquatics/fitness) or for enhanced investment on maintenance and renovation).

Findings

- » Vienna should explore how to achieve a minimum \$7.5M parks and recreation annual operating by 2036 to meet/exceed inflation.
- » Vienna could target closing the budget gap with NRPA Median Agency budget value to continue to offer an exceptional level of service to residents and visitor and to prepare for the next wave of capital investments.
- » If Vienna plans to stand up a new functional area in the future, the Town should aim for a 2036 annual operating between \$9.5M and \$11.5M.
- » **It is noted that Vienna should continue to diversify the sources of funding for the budget.** Per NRPA's 2025 report, for all agencies surveyed, on average 63% of operating expense comes from a general fund/appropriation. Other sources include: earned revenue (20%), special taxes (12%), public grants (2%), other (3%), and sponsorship/donations/private grants (1%). Additionally, agencies surveyed have an average cost recovery of 27.2%

Example of Trade Off Scenario

Town of Vienna may consider an aquatic facility during the lifespan of Our Plan to Play. Current understanding is this facility would be located on a 3-acre property in the center of Town. However, a recommendation is noted to consider other sites and how it contributes to the financial trade offs for the Town. Below is an elaboration of this example and how it affects long-term financial planning for the Town.

Development on smaller site (approx. 3 acres)

» Pros

- » Site has a completed feasibility study.
- » Site can accommodate the intended program of aquatic and fitness.
- » Less capital required for the Town is relative to a larger facility on a different site.
- » More near-term project, with planning, design, and construction; potential to be open and operating within next 5 years.

» Cons

- » Smaller facility, relative to a larger facility on a different site, that accommodates less rental space.
- » Less cost recovery opportunity given the above.
- » Smaller facility may not accommodate additional space to meet public needs such as community rooms, senior center, and other programmable space.
- » Higher operating costs relative to size and scale given membership and fee limitations .

Development on larger site (greater than 5 acres)

» Pros

- » A larger facility accommodates more rental space that can contribute back to operating costs
- » Site can accommodate the intended program of aquatic and fitness, and potentially more community needs (ex: dedicated space for Older Adults) internal and external to the building
- » With higher revenue sourcing, operating costs can be tempered by facility revenue, assisting with the responsibility of Town budget year over year

» Cons

- » Alternative site would need additional feasibility study completed
- » Additional public outreach needed as part of feasibility study
- » More capital required for Town in long-term
- » Long-term project, with planning, design, and construction likely to exceed the next 5 years



Programming

The Department offers an immense variety of program offerings, for beginners to advanced, and is celebrated for the diversity and high-quality execution. Program offerings are designed to offer experiences in arts, crafts, camps, day trips, education and lectures, fitness, and sports. The Town is able to accomplish many of these through its own staff and resources; however, others—particularly sports—are provided through the efforts of various leagues and non-profit organizations. This combination of Town and private resources is an example of a strong partnership, that results in a highly successful and well-executed program system. The Town of Vienna is encouraged to continue to outsource and partner with other external organizations when it is feasible to continue providing varying program offerings.

Table 24: Program Offering and Participation

	2022	2023	2024
Total Programs Offered	671	729	858
Below Max. Participation	312	359	431
At Max. Participation	45	56	71
Over Max. Participation	15	33	31
Programs w/ Waitlists	252	240	254
Cancelled	47	41	71
Total Enrollment	8,095	9,947	10,038

	2022	2023	2024
Below Max. Participation	46.5%	49.2%	50.2%
At Max. Participation	6.7%	7.7%	8.3%
Over Max. Participation	2.2%	4.5%	3.6%
Programs w/ Waitlists	37.6%	32.9%	29.6%
Cancelled	7.0%	5.6%	8.3%

Table 25: Teen Center Participation

	2022	2023	2024
Total Teens Registered	272	572	745

For the Master Plan, programming data was only reviewed going back to 2022, where typically a 5-year review is recommended. In this case, years 2020 and 2021 were excluded from review as programming was affected by the COVID-pandemic, and the data set of these years significantly vary and do not reflect typical operating conditions. Nonetheless, it is believed that the 3-year data set accurately represents the state of programming within the Town.

Over this time period, Vienna has increased its programming offerings year over year from 8–17%. **The Vienna data set is very impressive and far exceeds both local and national municipal peers of 20,000 residents or less municipal peers both locally and nationally.** Vienna demonstrates their ability to expand programming at a healthy pace, while transitioning underperforming programs to new opportunities; all while maintaining a high-quality experience. Vienna currently has over 50% of their programs reaching a minimum participant level, while 41.5% of programs either meet or exceed maximum participation capacity. Notable in the data set is 29.6% of Waitlist Participants. Vienna should investigate the why and how these participants could be captured for the programs. Common barriers that may be embedded in this item are limited space, time, or available instructors.

The cancelled data is extraordinarily low compared to National data, as comparable municipalities of similar volume of programs and resources see cancellation rates vary between 25–40%. Vienna should feel immense pride in its ability to serve the community at a high level on a consistent basis. However, typically municipalities with cancellation rates below 10% face challenges of growing programs as residents are interested in current offerings and poor performing programs are not prevalent for elimination. If expansion of programs is considered, the Town should continue to monitor below maximum participant programs and identify programs with annual decreasing attendance for potential elimination.

The Teen Center is a highly effective program in Vienna and should be an example blueprint for other municipalities nationally and locally. Active participation has recovered from the pandemic and provides numerous offerings. Currently, participations are approximately split 50/50 on residents to non-residents, with anticipated growth in both parties for the next 10 years as childcare demands continue to increase. With expected growth and evolution of the needs to serve participants, additional Teen Center staff may be required.

This data adequately presents that Vienna is capable to offering numerous programs that are well aligned to a committed audience of residents who are eager to participate. The continued evaluation process by the Town of gauging interest in new programs, sunsetting under-performing, and growing offerings should be continued, contingent on equal resources being provided for these offerings. **A primary future challenge for the Department will be physical space to accommodate new programs.**



Programming Life Cycles

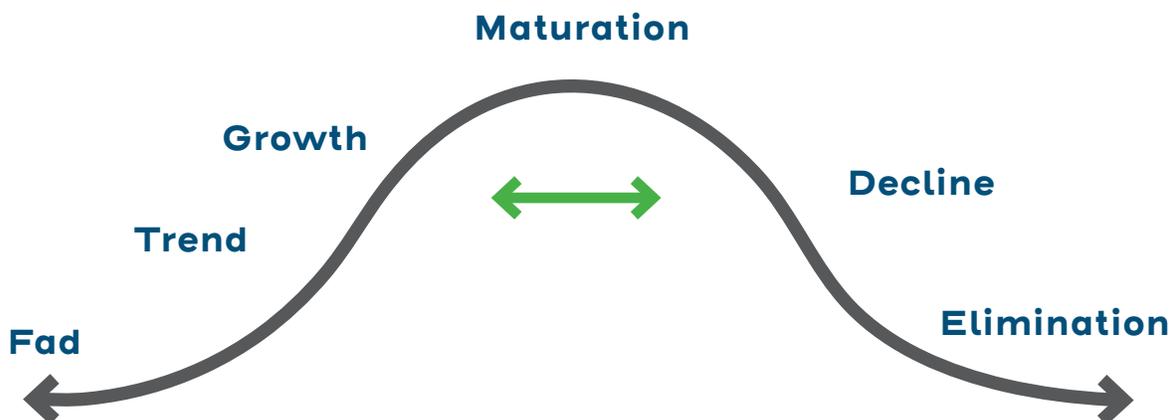
When introducing new or expanded programs, it is important that the Department take a focused approach. For programs to be successful they must be introduced in a purposeful way. Prior to implementing a program there are three very important questions for the Department to answer:

- » Does it align with the vision and mission?
- » Are there adequate facilities or resources needed to offer this program?
- » Will the new initiative displace a long-standing, high-impact (or high-mission) program?

If the Town answers these questions and proceeds with considering a new program, a program proposal form should be amended and utilized to understand the need to offer a program, staffing costs, and participation fees required to achieve a particular cost recovery rate. Another items for the Department to consider is where this program is in the local and national life cycle trend. Is the program a new trend or interest? Is it in the early stages of a fad or trend? Or is there evidence of growth or decline that warrants the adoption or elimination of a program? Understanding where the activity currently lives in this cycle will further inform the department of whether a new activity is worth pursuing at that time.

When the Department is ready to move forward with the implementation of a new program, staff must determine the best method for implementation. There are a variety of different ways that new programs can be introduced:

- » **Special Events** – An offering may take place concurrently with an existing special event to garner exposure and potentially minimize needed or extended facility time.
- » **Tournaments** – Rather than offering immediately as an extended activity over a period of time, offer it as a 1-day weekend opportunity to introduce the new program.
- » **Drop-In** – Offer as a convenient drop-in experience to gauge initial interest and provide exposure to the activity or program.



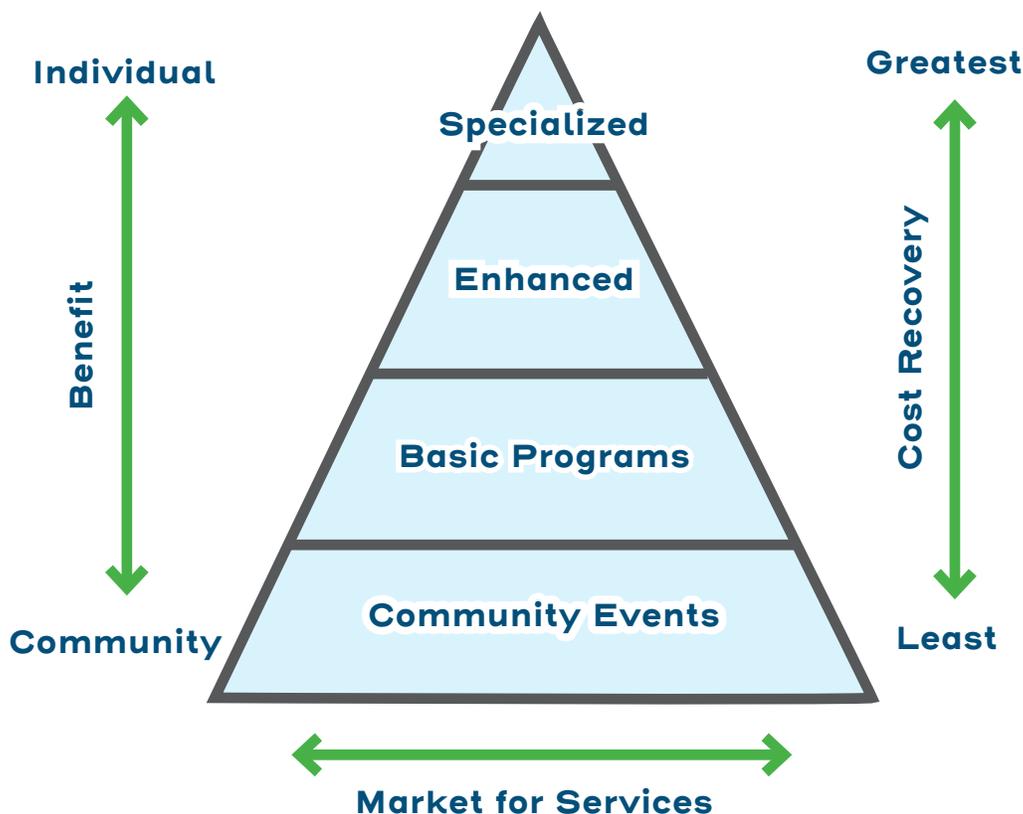
» **Reduced Rate** – To gain interest in a program, some agencies will offer the first session at a reduced or free rate. While this tactic can be successful, it can also negatively impact some initial participants who may not be able to participate in a program when the fee increases.

In some cases, new programming efforts are not successful. When that occurs, it is important to have a debrief on why that program was not successful. Not every program will work in every community or neighborhood, but the Department should strive for willingness to try, and potentially retry, after adjusting their efforts.

As the Department moves into the future, staff should categorize their program offerings so that they align with a program pyramid of their own design. The pyramid

provides a visual explanation of the market of services, community versus individual benefit, and cost recovery. With varying categories or programs, the illustration demonstrates that as one moves up the pyramid the market decreases, the individual benefit increases as does the cost recovery.

The adoption of a program pyramid, along with a pricing policy and cost recovery policy/strategy is a common practice, and one the department should consider. The program pyramid can help staff introduce new programs, identify target audiences, and align offerings with either a cost recovery or revenue-neutral pricing model.





Events

One of the primary reputational identities of Vienna’s Parks and Recreation Department is their ability to host events. The following chart identifies the number and approximate attendees to Vienna events, and consistent with other data points, Vienna excels in this area.

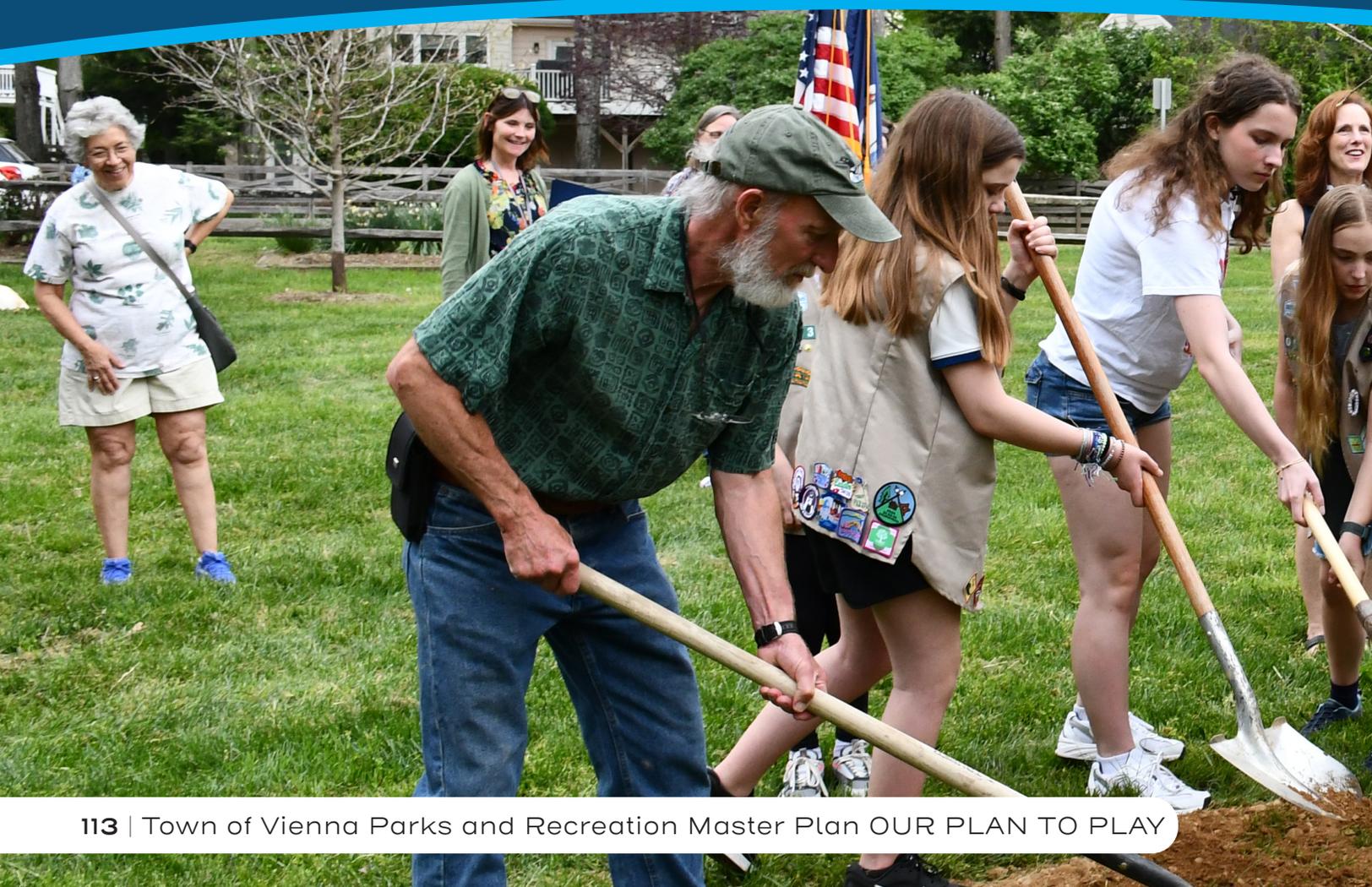
Table 26: Event Participation

	FY22-23	FY23-24	Partial FY24-25
Number of Events	123	130	104
Estimated Attendance Total	114,804	153,459	113,346

As of April 4, 2025, 15 events had not yet been held in Fiscal Year 24-25.

Again, the quantity of events is very impressive, and exceeds peer communities. Additionally, the popularity and growth in attendance for these events have grown and are expected to continue to grow. Although Vienna should be commended for the number of events they provide, it can pose a challenge and detract from day-to-day responsibilities. It is not recommended to expand the number of events based on what is currently provided. However, if additional staff and other resources are added, expansion could be considered. Until then, evaluation of events and interest in new events should be monitored, and underperforming events may be eliminated for new events as replacements. The Town should continue to itemize Special Events as part of their budget allocation.





Implementation





Implementation

Priorities and Policy Guidance

As Vienna continues to grow and change, the significance of a well-maintained and thoughtfully operated parks and recreational system becomes increasingly paramount. The Master Plan seeks to address this need by establishing a clear set of goals as priorities to guide the enhancement of the quality of life for all residents. This document intentionally orders the goals as priorities, to emphasize the current needs and interests of Vienna residents. Recommendations and strategies are intentionally flexible, allowing Town leadership, Parks and Recreation staff, and community input to inform on the most urgent items to execute. Policy, decision-making, and any adaptations to this Master Plan should be done with the identified goals in mind. By focusing on these key goals and recommendations, Vienna will foster a healthier, safe, accessible, and well-maintained community for future generations.

Annual Work Plans

The Annual Work Plan designed to accompany this Master Plan serves as a strategic guide for implementing the annual improvement, development, and maintenance of Vienna's recreational resources. This plan outlines specific projects, initiatives, events, priorities, and staff to lead the work, that aligns with the long-term vision for Vienna. The Annual Work Plan aims to ensure that the parks and recreation system meets the diverse needs and expectations of all residents. Through careful planning and dedicated implementation, the commitment to fostering a healthier, active, engaged, and connected community will be realized year after year.

Master Plan Updates

Updating a Master Plan is an important milestone to ensure parks and recreational spaces continue to meet the changing needs and desires of the community. This Master Plan outlines the key recommendations and strategies necessary for executing the plan within a 10-year timeline. However, this document is a guideline or roadmap to assist in improving and growing in the next decade but can be adapted and updated intermittently as necessary. It is recommended to update the plan significantly every 10 years, to maintain a current vision and plan to serve Vienna. Any forthcoming updates should engage community stakeholders and conduct thorough assessments of the facilities, to integrate current practices that align with the Master Plan goals. By following this approach, we can ensure that the parks and recreation system remains vibrant, sustainable, and accessible, and enhance the overall wellbeing and quality of life for all residents.

Relationship to the Town of Vienna Comprehensive Plan

The Parks and Recreation Master Plan should remain intricately aligned with the broader Town Comprehensive Plan to ensure a cohesive and integrated approach to community development. By establishing a clear relationship between these two plans, we can effectively coordinate land use, transportation, environmental conservation, with recreational amenities. This alignment ensures that parks and recreational facilities are not only strategically located and well-connected,

but also contribute to the overall goals of sustainability, economic vitality, and enhanced quality of life as outlined in the Comprehensive Plan. Through this synergy, the Department can create a more resilient, vibrant, and inclusive community, where recreational opportunities are thoughtfully integrated into the fabric of everyday life.

In the operation for Vienna, the Parks and Recreation Master Plan is intentionally flexible, capable of responding to resident needs or interests, trends, and Town-wide objectives established in the Comprehensive Plan. The Comprehensive Plan establishes the Town-wide goals or objectives while the Parks and Recreation Master Plan is an avenue to execute and accomplish these objectives to serve the overall resident quality of life. These documents should align, but the Parks and Recreation Master Plan may pivot to prioritize items within the Comprehensive Plan. Examples of this process are that the Comprehensive Plan may create objectives consistent to Sustainability Practices or Walkability within the Town. The Parks and Recreation Master Plan executes approaches to meet these objectives as well as its own Plan's goals and recommendations. Ways to accomplish these examples may be consistent with maintenance or best-management practices adopted into the parks, or the construction of new or expanded sidewalks or trails throughout the park system. The Comprehensive Plan establishes the overarching guidelines to ensure a quality resident lifestyle, while the Parks and Recreation is the form of mobilization to execute actionable tasks.

Funding the Plan

Funding a Parks and Recreation Master Plan requires a multifaceted approach, leveraging a combination of public, private, and philanthropic resources to ensure sustainable financial support. Strategies may include municipal budgets, bonds, and grants from local, state, and federal governmental agencies. Additionally, partnerships with private enterprises, community organizations, and nonprofit foundations can provide additional financial contributions. Securing sponsorships, executing fundraising campaigns, and encouraging volunteerism are also fundamental in garnering community involvement and support. It is recommended that the Town of Vienna explore these alternative funding sources and not rely only on tax revenue for these improvements. By diversifying funding sources, Vienna can better support well-resourced parks and recreation departments capable of delivering high-quality services. A variety of avenues can be sourced consistently with:

- » Establishment of Foundation (non-profit)
- » Establishment of Development/Developer Impact fees
- » New or Increased User fees
- » Establishment or increase in taxes (Property, Meals, Other)
- » Reallocation of Town Funds towards Parks and Recreation department
- » Grants
- » Sponsorships
- » Public-Private Partnerships
- » Donations or Fundraising for specific projects
- » Endowments
- » Bonds



A viable and effective avenue is the establishment of a non-profit Parks and Recreation Foundation as a diverse tool to garner funds to support parks and recreation improvements. As a 501c3, a foundation may be eligible for certain grants not traditionally allocated for government departments. Supporting the creation of a separate foundation will open new opportunities that can be applied to the continued evolution support for Parks and Recreation facilities, programs and events. A foundation can solicit donations from individuals, corporations, and philanthropic organizations to create endowments to support long-term projects. A foundation may operate their own fundraising events, campaigns or memberships to collect donations to support initiatives. Sponsorships, partnerships, and naming rights can be spearheaded by this organization to support funding and maintenance of current and new facilities. Discretion when considering naming rights as a form of sponsor recognition, ensuring alignment with community values, long-term goals, and the character of public spaces.

A current and active action that may provide funds to the Town is implementing a developer or development fee for construction within the Town limits. This is a policy that may not be implementable by the Parks and Recreation Department but can benefit the department in maintenance and construction. This policy would require the Town leadership to establish a fee that directly contributes to the maintenance and operation of current offerings. This solution may relieve existing residents from the burden of continued rising taxes or other cost-of-living requirements and place the burden on developers and new

residents entering the Town. With the current housing strain within the United States and particularly in the Washington D.C metro region, the expectation in the next decade is for the Town to continue seeing residential and commercial development. It is currently an untapped source for the Town that contains benefits for the Town to receive contributions to support services. Consequently, it may further limit or slow down development and growth in the Town and may further exacerbate the cost of entering the Town as a new resident. Nonetheless, it tempers the strain on resources for residents while further gaining support to operate the facilities for a growing Town. Any revenue garnered through this avenue is best applied directly to the maintenance of facilities and programs.

A dynamic approach to support existing and new initiatives with the Parks and Recreation Department is to reallocate Town funds. A significant financial shift has occurred in the last 5 years for the Department, but within the execution of the Master Plan, further recalibration may be needed. As significant capital investments for the Town are on the horizon, the Parks and Recreation Department will require additional staff and funding to operate adequately. From FY20-21 to FY21-22 the Department received a 38+% increase, while a future increase may warrant between 20-30% increase. This increase in budget is assumed to support staff and operational costs for services. However, this increase is likely unfeasible without the support of additional funding avenues implemented consistently with those identified in this report section.

Throughout the public feedback and survey response phase of the Master Plan, residents had varying opinions on a tax increase. Generally, residents were open to a tax increase, but the amount was indeterminate. Although the reception for an increase is worth considering, this practice has been a common route already applied by the Town and has caused strain for some residents. In particular, the Meals Tax has been considered most commonly as a source that directly funds capital projects and provides significant funding annually. It is lucrative but compounds the cost-of-living expense requirements for this region and may hinder residents' continued involvement in local business and Town services. It is recommended that alternatives, such as a capital campaign, establishment of a foundation, and other alternatives be used to reduce the need for a meals tax increase. Nonetheless, an increase in the meals tax to match the surrounding county is a very viable means to support significant capital projects. Creative implementation is encouraged, with continued use of phased rollouts and clearly defined sunset timelines.

Residents were also receptive to new or increased user fees. The Town actively reviews pricing and benchmarks against peers, and it is worth considering an aggressive approach to this source. The Master Plan has established that Vienna's offerings are at a premier level nationally, and pricing equal to the premier service may be warranted. These fees likely may not cover the expense of operations but may support the overall Department budget as a revenue-neutral strategy. Regardless of the approach to taxes or user fees, the Town should continue to offer financial assistance to the community members who need it to ensure offerings are accessible to all.



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