



PITTSYLVANIA COUNTY BOARD OF SUPERVISORS

REQUEST FOR PROPOSAL

RFP# 20230621

MASTER PLAN FOR PARKS AND RECREATION

CONTACTS:

CONNIE.GIBSON@PITGOV.ORG, 434-432-7744

JUSTIN.PRICE@PITGOV.ORG, 434-432-1764

**PITTSYLVANIA COUNTY
BOARD OF SUPERVISORS
Park and Recreation Master Plan**

1.0 **GENERAL INSTRUCTIONS**

1.1 Invitation

The Pittsylvania County Purchasing Department, on behalf of the Pittsylvania County Board of Supervisors, hereby issues to qualified firms, licensed in the State of Virginia, a Request for Proposal (hereinafter referred to as “RFP”), for updating the Parks and Recreation Master Plan.

1.2 Deadline

Three (3) copies of the sealed proposal and one (1) electronic version shall be submitted no later than 2:00 p.m., July 27, 2023 to the following:

Connie Gibson, Purchasing Manager
Pittsylvania County Purchasing Department
1 Center Street, P.O. Box 426
Chatham, VA 24531

All Proposals must be in a sealed envelope and clearly marked in the lower left corner: **"Sealed Proposal - RFP #20230621: Parks & Rec Master Plan."** Proposals not so marked or sealed shall be returned to the offeror and will not be considered. Proposals shall clearly indicate the legal name, address and telephone number of the offeror (company, firm, partnership, individual). Proposals shall be signed above the typed or printed name and include the title of the individual signing on behalf of the offeror (see page 3). All expenses for making Proposals to Pittsylvania County shall be borne by the offeror. **All Proposals shall be received by 2:00 p.m., July 27, 2023.** Any proposal received after this time and date will not be considered. The offeror has the sole responsibility to have the proposal received by the Pittsylvania County Purchasing Department at the above address and by the above stated time and date.

QUESTIONS:

1. All questions regarding this RFP must be made in writing. The written questions must be received by the County no later than 10:00 a.m., July 10, 2023. Questions may be emailed to: Connie.gibson@pittgov.org.
2. All responses to questions will be posted on Pittsylvania County website: www.pittsylvaniacountyva.gov by 4:00 p.m. July 11, 2023. The offeror has the sole responsibility to go to the website and receive the responses or by contacting Connie Gibson requesting them by emailed. The responses will be an addendum to the RFP. All such responses by the County shall become part of the RFP.
3. Oral instructions do not become part of the proposal documents.

This procurement shall be conducted in accordance with the competitive negotiation procedures of the Virginia Public Procurement Act – Section 2.2- 4302.2

Note: The County of Pittsylvania, Virginia does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, §§ 2.2-4343.1, 1950 as amended or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by Federal, State, and County law relating to discrimination in employment or contracting.

In Compliance with this Request for Proposal the named party hereby submits a proposal in response to Pittsylvania County to furnish services described in this RFP. The entire proposal, including Technical proposal, Proposal Cover Sheet, and any supplemental materials required to be provided by the offeror pursuant to the terms and conditions of the RFP, constitute the entire proposal.

The party hereby certifies that such is genuine and not collusive or sham; that said offeror has not colluded, conspired, connived or agreed, directly or indirectly, with any bidder or person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion or communication or conference, with any person to fix the bid price or affiant or any bidder, or to fix any overhead, profit or cost element of said bid price, or of that of any other bidder, or to secure any advantage against Pittsylvania County or any person interested in the proposed contract.

The party submitting the forgoing Proposal acknowledges the provisions, terms and conditions of this RFP, including all attachments and addenda, and agrees to be bound by those provisions, terms and conditions. Further, the party certifies that all information submitted in response to this RFP is correct and true. The person signing this form shall be an authorized signatory officer of the corporation or an individual authorized by the By-Laws of the Corporation that has been given authoritative responsibility to bind the firm in a contract.

Name and Address Of Firm:

_____ Date: _____

_____ By: _____
(Signature in Ink by Officer of the Corporation)

_____ Name: _____
(Please Print)

_____ Zip Code _____ Title: _____

Phone: (____) _____ Fax: (____) _____

E-mail: _____ State of Incorporation: _____

Receipt of the following Addenda are acknowledged: **Attach a copy of your company's SCC Certificate and a list of officers**

Addendum No. _____, dated _____
(Please note all addenda's)

Addendum No. _____, dated _____
(Please note all addenda's)

(Return this Form)

A. Invitation

Pittsylvania County (“County”) is seeking proposals from qualified consulting firms to update the County’s Parks and Recreation Master Plan originally prepared in 2010 (see attachment A) to reflect current national and regional industry trends; facility and programming needs and interests, as expressed by County residents; and current and forecasted County demographic trends. The update to the master plan should also have an emphasis on outdoor recreation by identifying locations, partners and stakeholders, programming, and a strategy for developing an outdoor recreation program for the County.

The updated plan should create a roadmap for ensuring fair and equitable quantity, proximity, and connections to quality parks, green space, recreation facilities, and programs throughout the community now and into the future. The County is seeking a system-wide approach in order to develop goals, policies and guidelines and prioritize strategies based on current and future funding scenarios. The updated plan will also serve as a guiding document for future development and redevelopment of the community’s system of parks and green space, recreation, and programs over the next five to 10 years.

A. Background

Geography

The County is in Central Southside Virginia in the Southern Piedmont region, and is in the Danville, Virginia (“Danville”), micropolitan statistical area. The County is bordered by Bedford and Campbell Counties to the North, Franklin and Henry Counties to the West, Danville, and the state of North Carolina to the South, and Halifax County to the East. The County has the largest land area of any jurisdiction in Virginia, covering approximately 969 square miles, with a population of 60,501, per the 2020 Census. The County is connected to the Piedmont regions of Virginia and North Carolina via US Highway 29, and to the east and west by US Highway 58. In terms of population density, the southern half of the County surrounding the City of Danville has the densest population, with the towns of Hurt, Gretna, and Chatham serving as secondary population centers, as shown in Figure 1. With thriving businesses, charming small towns, great public schools, and beautiful, natural landscapes, the County offers something for everybody.

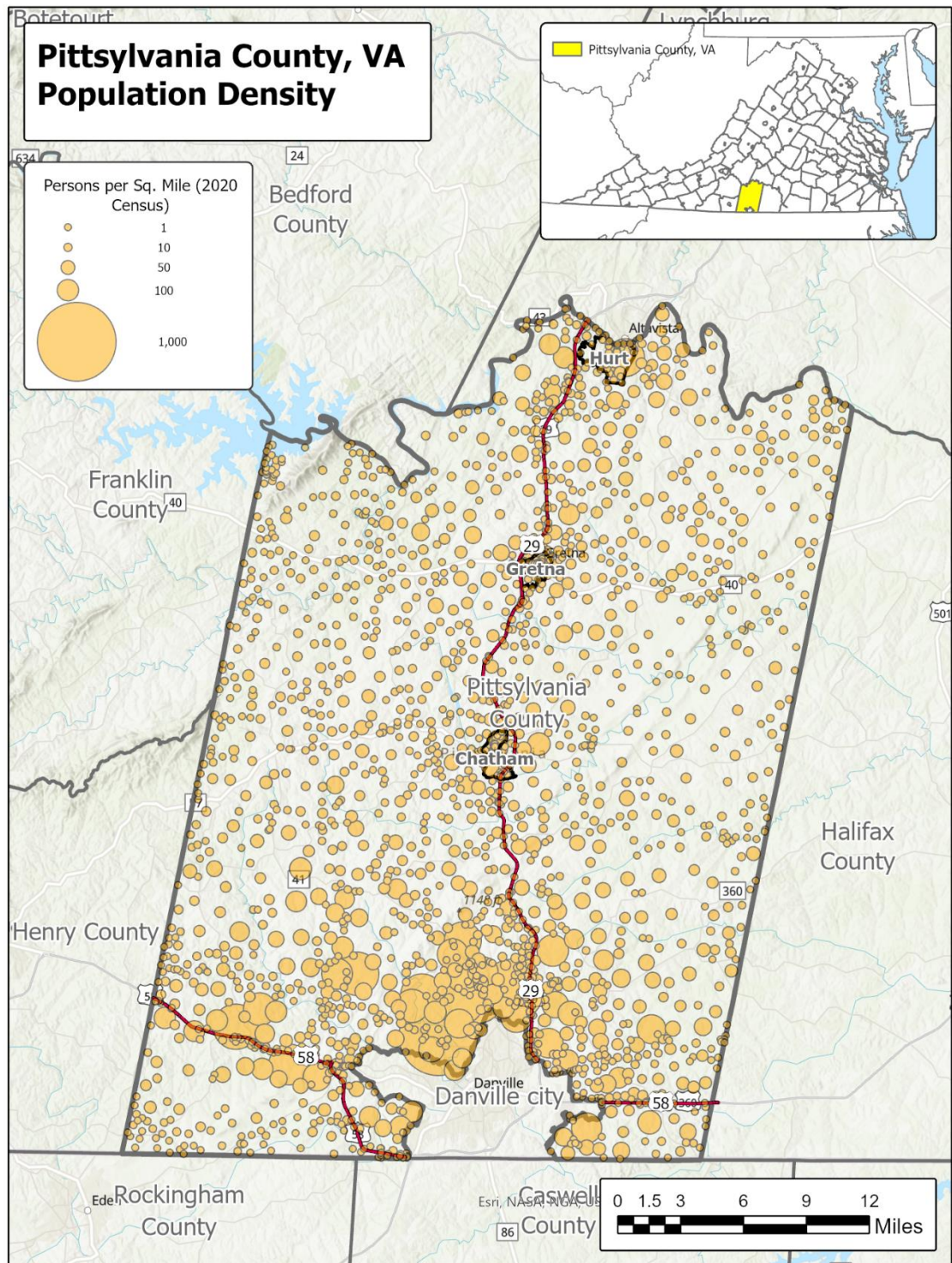


Figure 1. Population density map of Pittsylvania County, VA.

County Governance

The County is governed by a seven (7)-member Board of Supervisors (BOS), who are elected by district to four (4)-year terms. The BOS is responsible for appointing the County

Administrator and making policy decisions for the County. Among other things, the BOS has power to pass and repeal ordinances and has final approval power on the annual County budget. The current average population of each election district is approximately 8,600, per the 2020 Census. The County's election districts also apply to the County's School Board members.

History

Pittsylvania County was established in 1767 and was settled primarily by English, Irish, Welsh, Scotch, German, Scotch-Irish, and enslaved Africans, with farming and in particular tobacco farming as the primary livelihood at that time. In the 20th century The County experienced the ups and downs of an economy focused on tobacco and textiles, while enduring world wars and the Great Depression.

In the past decade Pittsylvania County has focused on rebounding and reinventing the local economy through strong – and often regional – economic development efforts. Existing companies from around the world have set up branches here, and the County still has plenty of economic potential in industrial parks around the county. Today Pittsylvania County is a vibrant, increasingly prosperous community, with an expanding and diversified economy. With an undying affection for its heritage, history, and rural roots, the people of Pittsylvania look optimistically toward the future.

Demographics and Health Indicators

According to the University of Wisconsin Population Health Institute, Pittsylvania County ranks 95th and 103rd out of 133 localities in Virginia in terms of health outcomes and health factors, respectively (University of Wisconsin Population Health Institute, <https://www.countyhealthrankings.org/explore-health-rankings/virginia/pittsylvania?year=2023>). County residents also tend to be older than the state average, with a median age of 48, as well as have higher rates of obesity and mortality. Table 1 provides an overview of several demographic, socioeconomic, and health indicators for the County, as they compare to Virginia as a whole.

Table 1. Key Demographic, Socioeconomic, and Health Indicators, Pittsylvania County, VA

<u>Criteria</u>	<u>Pittsylvania County</u>	<u>Virginia</u>
Median Age (2020) ¹	47.6	38.4
% of Population White (estimated, as of July 1, 2022) ¹	76.4%	68.8%
Median Household Income (2020) ²	\$49,520	\$76,398
% in Poverty (2020) ²	15.1%	10.0%
Death Rate (2020) ³	14.0	9.4
Premature Death (2020) ⁴	11,000	6,700
Physical Inactivity (2020) ⁴	27%	20%
% of Adult Population Obese (2020) ⁴	38%	32%

Sources:

¹<https://www.census.gov/quickfacts/fact/table/pittsylvaniacountyvirginia,VA/PST045222>

²<https://datausa.io/profile/geo/pittsylvania-county-va?compare=virginia>

³https://apps.vdh.virginia.gov/HealthStats/documents/pdf/death_1-1_2020.pdf

⁴<https://www.countyhealthrankings.org/explore-health-rankings/virginia/pittsylvania?year=2023>

Parks and Recreation

Pittsylvania County’s Parks and Recreation Department (“Department”) was formed in 2011 at the recommendation of the County’s first Parks and Recreation Master Plan (Appendix A). Prior to 2011, the County’s parks and recreation initiatives and programs were coordinated by Pittsylvania County Organized Youth Sports, a volunteer-based organization established for the purpose of managing youth teams sports programs (i.e., basketball, football, baseball, softball, and cheerleading). The Department is currently staffed by three full-time positions: a director, program assistant, and maintenance technician, along with approximately 35 part-time employees to help maintain facilities and manage youth sports leagues.

In terms of facilities, the Department currently maintains a community center, one regional park (i.e., Wayside Park), one dog park adjacent to the County’s Pet (Adoption) Center, an active transportation trail (i.e., Ringgold Rail Trail), and four parks with playground equipment and picnic shelters at the County’s four middle schools. Both the community center and Wayside Park are available to rent for special events and gatherings.

Programs

As previously stated, the roots of the County’s Parks and Recreation Department are in youth sports. The Department currently manages team sports programs for the County’s youth ranging in ages from six to 14. Table 2 provides an overview of the number of teams and participants for each team sport managed by the County’s youth sports program. Aside from youth sports, the Department also sponsors a “[Youth Commission](#),” with a purpose of promoting civic engagement and community service in high school aged youth.

Table 2. Summary of Youth Participants by Sport

Sport	# Teams	# Youth Participants
Football	11	300
Cheerleading - Football	11	200
Basketball (boys and girls)	47	400-500
Cheerleading - Basketball	20	240
Baseball and Softball	29	300-400

As far as adult recreation programs, the County’s Parks and Recreation Department offers several programs at the community center in Chatham, such as yoga, pickleball, and dance classes.

For more information about the County’s Parks and Recreation department, please visit: <https://www.pittsylvaniacountyva.gov/government/departments/parks-and-recreation>.

Outdoor Recreation

While the County's Parks and Recreation Department is in the early stages of establishing outdoor recreation programs, it does offer a 5.5-mile hiking and biking trail, the Ringgold Rail Trail, as well as Wayside Park with a natural area and historical swinging bridge over Sycamore Creek. The Virginia Department of Conservation and Recreation (DCR) also recognizes four rivers as designated scenic waterways that traverse Pittsylvania County. Figure 2 provides a map of the County's local parks, trail, and DCR's blueways and scenic waterways.

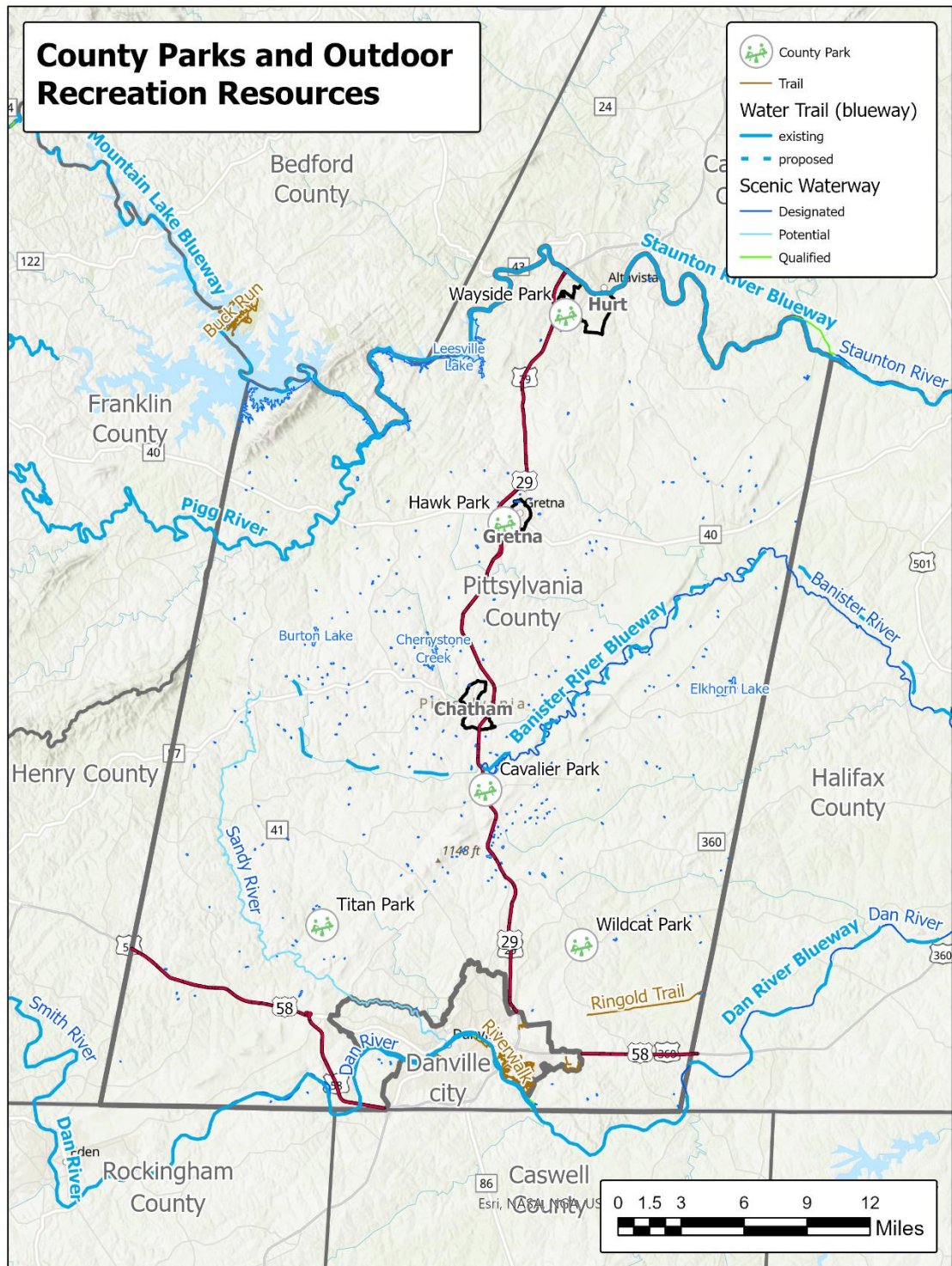


Figure 2. Map of Pittsylvania County Outdoor Recreation Resources

B. Project Description

Pittsylvania County is seeking proposals from qualified consulting firms to provide services to the Pittsylvania County to update its 2010 Parks and Recreation Master Plan. Pittsylvania County has a strong commitment to provide fair and just access to high-quality parks, green space, recreation facilities and programs for all members of the community and this master plan update will help us achieve our commitment. Specifically, the consultant will collect and analyze data to develop a clear set of goals, policies and standards for the community's park system, green space, trails, recreation facilities and program development for the next five to 10 years. The consultant will work closely with Pittsylvania County staff, Pittsylvania County Board of Supervisors and youth sport booster clubs in preparing the update to the Parks and Recreation Master Plan. The consultant will create a product for distribution to the public. The following is an outline of several key components the County is seeking with this master plan update.

- i. Evaluate progress since initial Master Plan
- ii. Evaluation of current County demographics
- iii. Evaluation of current P&R industry trends for localities of similar size and character
- iv. Community Survey
- v. Emphasis on outdoor recreation
- vi. Recommendations
- vii. The Master Plan Update requires approval from County Staff and the Board of Supervisors

C. Scope of Work

The following is a general scope of work that outlines the County's primary requirements for the Master Plan Update.

Project Administration

- Provide the Pittsylvania County staff and Board of Supervisors with a presentation of your approach to the planning process and provide monthly progress reports.
- Co-present approach to Master Plan Update along with county staff to Board of Supervisors. The awarded consultant may also be asked to provide project updates to the Board of Supervisors (no more than quarterly).
- Participate in progress meetings with the Pittsylvania County's Project Manager as often as necessary, but not less than once per month until the final plan is approved.
- Supply the Project Manager with at least one (1) copy of all completed or partially completed products as deemed necessary by the Project Manager at least three (3) working days before each progress meeting. The Project Manager shall schedule the meetings, as necessary, at key times during the update to the Master Plan.

Assessment and Evaluation of Progress since initial Master Plan

- Evaluation of progress since initial master plan in terms of the following.
 - Current Facilities
 - Current Services
 - Current Programs
 - Current Dept. Staffing (incl. volunteers and part-time employees)
 - Comparison of the County's current department with P&R industry trends for localities of similar size and character.

Community Engagement

- Identify, describe and implement a comprehensive strategy and methodology for community involvement in this Master Plan update process.

- Review existing engagement documents conducted by the park and recreation department or other departments to compile available information about community needs. Summarize and identify gaps in data.
- Provide well-organized and directed activities, techniques and formats that will ensure an equitable, inclusive, open and proactive public participation process is achieved. These methods should solicit quality input from as many people as possible, including under-resourced populations and users and non-users of the services and facilities.
- Act as professional facilitators to gather specific information about services, use, preferences and any agency strengths, weaknesses, opportunities and threats.
- Provide written records and summaries of the results of all public processes and communication strategies that can be shared with the public.
- Help to build consensus and agreement on the plan and if consensus is not possible, provide information for informed and equitable decision making for the Pittsylvania County Parks and Recreation Department and Board of Supervisors.

Resource and Data Collection

- Conduct analysis that considers the fair and just quantity, distribution, inclusivity, condition, cultural relevancy, connections and proximity of parks, green space, programs, recreation centers and services. Evaluation criteria should be based on the expressed values of the county and focus on improved health and environmental outcomes.
- Provide an assessment and analysis of the park and recreation department's current level of programs, services and maintenance in relation to present and future goals, objectives and directives.
- Gather community feedback and gauge interest in outdoor recreation opportunities; which may include, but is not limited to the development of an online survey to obtain this feedback.
- Compile an inventory and assessment of the existing parks, trails, green space and facilities in Geographic Information System (GIS), with meaningful and industry standard attributes. Compare to national benchmarking tools.
- Provide a community-wide statistically valid community needs assessment survey on recreation and park programs and facilities. The return rate should accurately represent a sampling of the population, including vulnerable populations, so that an analysis can be segmented by race, gender, age and other demographic groups.
- Review and interpret demographic trends and characteristics of the County and relate them to parks and recreation programs and services.

Implementation

- Develop an action plan that includes strategies, priorities and an analysis of budget support and funding mechanisms for the short-, mid- and long-term for the park system, green space, trails and recreation programs and services. The action plan should prioritize strategies by their level of impact on social, health and environmental outcomes.
- Prioritize recommendations for needs regarding land acquisition, and the development of parks, trails, green space, outdoor recreation programs and recreation facilities.
- Prioritize recommendations for maintenance, renovation and operations of parks, trails and recreation facilities.
- Recommend collaborative partnerships and other solutions to minimize duplications or enhance opportunities for collaborative partnerships.
- Identify areas of service shortfalls and projected impact of future trends.

- Provide useable and workable definitions and recommendations for designated park and green space with acreages and parameters defined as appropriate.
- Develop recommendations for operations, staffing, maintenance, programming and funding needs.
- Provide a clear plan for development of programming based on demand analysis.

Development of Final Plans and Supporting Materials

- The Master Plan update must include written goals, objectives, policy statements, a financial and action plan that articulate a clear vision and “roadmap” and model for the Pittsylvania County Parks and Recreation Department’s future, with an emphasis on outdoor recreation program development.
- A summary of existing conditions, inventories and system-wide metrics, distribution metrics, and population demographics and outcome metrics.
- Charts, graphs, maps and other data (including electronic data, drawing, and map files) as needed to support the plan and its presentation to the appropriate audiences.
- Minimum of three meetings with key stakeholders for required adoption of the Master Plan.

D. Proposal Packet Requirements

- Provide a narrative which introduces the firm and team highlighting the special strengths of the firm to perform the work requested in this RFP. The letter should be signed by an authorized principal of the proposing consulting firm.
- Background on the firm and its experience in preparing Master Plans for other public agencies, as well as engagements involving communities that have characteristics similar to Pittsylvania County
- Provide a narrative which shows your firm’s understanding of the project’s requirements and documents a logical technical approach to the project scope of work. Include a general work plan with cost, the proposed approach to undertaking the scope of work described earlier in this RFP. Identification of the personnel to be assigned to this engagement, including a résumé of related experience and estimated number of hours per person.
- A timeline for preparation and implementation of the Master Plan and its components.
- At least three (3) public agency references for projects of a similar nature. Include a description of the projects, including (at minimum) client, location, contact person, contact information (telephone/email address) and a brief summary of the project.
- Provide itemized project costs. The project cost for services should be a “not-to-exceed cost for services.”

E. Proposal Response

The proposal should contain all the information requested and any additional information necessary to summarize the overall benefit of the proposal to Pittsylvania County. Proposing firms should submit the proposal no later than 2:00 p.m. on July 27, 2023.

Submittals should be directed to:

Purchasing Department, att: Connie Gibson, 1 Center Street, Chatham, VA 24531

This solicitation does not commit the Pittsylvania County to award a contract, to pay any cost incurred with the preparation of a proposal, or to procure or contract for services or supplies. The Pittsylvania County reserves the right to accept or reject any or all proposals received in response to this request, to negotiate with any qualified source, or cancel in whole or part of this proposal process if it is in the best interest of the Pittsylvania County. Following contract negotiations, prospective consultants may be required to submit revisions to their proposals. All proposers should note that any contract in accordance with this proposal is dependent upon the recommendation of the Pittsylvania County staff and the approval of the County's Board of Supervisors.

F. Preliminary Project Schedule

The following tentative schedule is anticipated for selection, contract negotiations and contract award.

- Proposals due July 27, 2023.
- Proposal review and interviews to take place August 2023.
- Contract award expected in August/September 2023.
- The timeline that is projected for the preparation and completion of the Parks and Recreation Master Plan is 12 months from the Board of Supervisors award date.

G. Evaluation Criteria

The following criteria will be used to evaluate each consultant's response to this RFP, as expressed in their proposal.

- Qualifications and experience to include personnel: 30 points max
- Demonstrate expertise in parks and recreation planning: 30 points max
- Project approach, work plan, timeline, deliverables and project management. 30 points max
- Pricing and timing estimate for the completion of the project: 10 points max

H. Award Procedures

AWARD: Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the agency shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The County may cancel this Request for Proposals or reject proposals at any time prior to an award and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous (*Code of Virginia*, § 2.2-4359D). Should the County determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated.

SPECIAL TERMS AND CONDITIONS

BID ACCEPTANCE PERIOD: Any bid in response to this solicitation shall be valid for (120) days. At the end of the days the bid may be withdrawn at the written request of the bidder. If the bid is not withdrawn at that time it remains in effect until an award is made or the solicitation is canceled.

ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract as a result of this solicitation, the purchasing agency will publicly post such notice on the County's website, www.pittsylvaniacountyva.gov and on the County Public Notice Bulletin Board located at 1 Center Street, Chatham, VA 24531.

CANCELLATION OF CONTRACT: The purchasing agency reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.

OWNERSHIP/FOIA: Ownership of all data, materials and documentation originated and prepared for the County pursuant to the RFP shall belong exclusively to the County and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the Offeror must invoke the protections of Section 2.2-4342D of the Code of Virginia, in writing, either before or at the time the data or other materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and will result in rejection of the proposal.

STATE CORPORATION COMMISSION IDENTIFICATION NUMBER: Pursuant to Code of Virginia, §2.2-4311.2 subsection B, a bidder or offeror organized or authorized to transact business in the Commonwealth pursuant to B-30 Title 13.1 or Title 50 is required to include in its bid or proposal the identification number issued to it by the State Corporation Commission (SCC). Any bidder or offeror that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 or as otherwise required by law is required to include in its bid or proposal a statement describing why the bidder or offeror is not required to be so authorized. Indicate the above information on the SCC Form provided. Contractor agrees that the process by which compliance with Titles 13.1 and 50 is checked during the solicitation stage (including without limitation the SCC Form provided) is streamlined and not definitive, and the Commonwealth's use and acceptance of such form, or its acceptance of Contractor's statement describing why the bidder or offeror was not legally required to be authorized to transact business in the Commonwealth, shall not be conclusive of the issue and shall not be relied upon by the Contractor as demonstrating compliance.

COOPERATIVE PURCHASE: If authorized by the Offeror, the contract resulting from this Request for Proposals may be extended to other public bodies, public agencies or institutions within

the State of Virginia to purchase at contract prices and terms. Any public entity that uses the contract shall place its own order(s) directly with the contractor(s). Pittsylvania County Board of Supervisors is not a party to such contracts and is not responsible for placement of orders, payment or discrepancies of the participating jurisdictions. It is the Offeror's responsibility to notify the jurisdictions of the availability of contract(s). Offerors who do not wish to extend the terms, conditions and prices to other public entities shall so indicate in the proposal.

**PITTSYLVANIA COUNTY
GENERAL TERMS AND CONDITIONS
(not all will be applicable)**

Any Special terms and conditions will supersede the below terms and conditions

- A. **VENDORS MANUAL**: This solicitation is subject to the provisions of the Commonwealth of Virginia *Vendors Manual* and any changes or revisions thereto, which are hereby incorporated into this contract in their entirety.
- B. **APPLICABLE LAWS AND COURTS**: This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia, without regard to its choice of law provisions, and any litigation with respect thereto shall be brought in the circuit court of Pittsylvania County. The county and the contractor are encouraged to resolve any issues in controversy arising from the award of the contract or any contractual dispute using Alternative Dispute Resolution (ADR) procedures (*Code of Virginia*, § 2.2-4366). ADR procedures are described in Chapter 9 of the *Vendors Manual*. The contractor shall comply with all applicable federal, state and local laws, rules and regulations.
- C. **ANTI-DISCRIMINATION**: By submitting their (bids/proposals), (bidders/offerors) certify to the County that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act and § 2.2-4311 of the *Virginia Public Procurement Act (VPPA)*. If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender sexual orientation, gender identity, or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*Code of Virginia*, § 2.2-4343.1E).

In every contract over \$10,000 the provisions in 1. and 2. below apply:

1. During the performance of this contract, the contractor agrees as follows:
 - a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 - b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
 - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.

- d. The requirements of these provisions 1. and 2. are a material part of the contract. If the Contractor violates one of these provisions, the Commonwealth may terminate the affected part of this contract for breach, or at its option, the whole contract. Violation of one of these provisions may also result in debarment from State contracting regardless of whether the specific contract is terminated.
 - e. In accordance with Executive Order 61 (2017), a prohibition on discrimination by the contractor, in its employment practices, subcontracting practices, and delivery of goods or services, on the basis of race, sex, color, national origin, religion, sexual orientation, gender identity, age, political affiliation, disability, or veteran status, is hereby incorporated in this contract.
2. The contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.
- D. **ETHICS IN PUBLIC CONTRACTING:** By submitting their (bids/proposals), (bidders/offerors) certify that their (bids/proposals) are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other (bidder/offeror), supplier, manufacturer or subcontractor in connection with their (bid/proposal), and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.
- E. **IMMIGRATION REFORM AND CONTROL ACT OF 1986:** Applicable for all contracts over \$10,000:
By entering into a written contract with the Commonwealth of Virginia, the Contractor certifies that the Contractor does not, and shall not during the performance of the contract for goods and services in Pittsylvania County , knowingly employ an unauthorized alien as defined in the federal Immigration Reform and Control Act of 1986.
- F. **DEBARMENT STATUS:** By participating in this procurement, the vendor certifies that they are not currently debarred by the Commonwealth of Virginia from submitting a response for the type of goods and/or services covered by this solicitation. Vendor further certifies that they are not debarred from filling any order or accepting any resulting order, or that they are an agent of any person or entity that is currently debarred by the Commonwealth of Virginia.
- If a vendor is created or used for the purpose of circumventing a debarment decision against another vendor, the non-debarred vendor will be debarred for the same time period as the debarred vendor.
- G. **ANTITRUST:** By entering into a contract, the contractor conveys, sells, assigns, and transfers to Pittsylvania County all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by Pittsylvania County under said contract.
- H. **CLARIFICATION OF TERMS:** If any prospective (bidder/offeror) has questions about the specifications or other solicitation documents, the prospective (bidder/offeror) should contact the buyer whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the buyer.
- I. **PAYMENT:**
1. **To Prime Contractor:**
 - a. Invoices for items ordered, delivered and accepted shall be submitted by the contractor directly to the payment address shown on the purchase order/contract. All invoices shall show the contract number and/or purchase order number; social security number (for individual contractors) or

the federal employer identification number (for proprietorships, partnerships, and corporations).

- b. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days, however.
- c. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the contractor at the contract price, regardless of which public agency is being billed.
- d. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.
- e. **Unreasonable Charges.** Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, contractors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be resolved in accordance with *Code of Virginia*, § 2.2-4363 and -4364. Upon determining that invoiced charges are not reasonable, the County shall notify the contractor of defects or improprieties in invoices within fifteen (15) days as required in *Code of Virginia*, § 2.2-4351.. The provisions of this section do not relieve an agency of its prompt payment obligations with respect to those charges which are not in dispute (*Code of Virginia*, § 2.2-4363).

2. To Subcontractors:

- a. Within seven (7) days of the contractor's receipt of payment from the County, a contractor awarded a contract under this solicitation is hereby obligated:
 - (1) To pay the subcontractor(s) for the proportionate share of the payment received for work performed by the subcontractor(s) under the contract; or
 - (2) To notify the county and the subcontractor(s), in writing, of the contractor's intention to withhold payment and the reason.
- b. The contractor is obligated to pay the subcontractor(s) interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the contractor that remain unpaid seven (7) days following receipt of payment from the County except for amounts withheld as stated in (2) above. The date of mailing of any payment by U. S. Mail is deemed to be payment to the addressee. These provisions apply to each sub-tier contractor performing under the primary contract. A contractor's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of the County.

3. The Pittsylvania County encourages contractors and subcontractors to accept credit card payments.

J. **PRECEDENCE OF TERMS:** The following General Terms and Conditions *VENDORS MANUAL, APPLICABLE LAWS AND COURTS, ANTI-DISCRIMINATION, ETHICS IN PUBLIC CONTRACTING, IMMIGRATION REFORM AND CONTROL ACT OF 1986, DEBARMENT STATUS, ANTITRUST, MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS, CLARIFICATION OF TERMS, PAYMENT* shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.

K. **QUALIFICATIONS OF (BIDDERS/OFFERORS):** Pittsylvania County may make such reasonable investigations as deemed proper and necessary to determine the ability of the (bidder/offeror) to perform the services/furnish the goods and the (bidder/offeror) shall furnish to the County all such information

and data for this purpose as may be requested. The County reserves the right to inspect (bidder's/offeror's) physical facilities prior to award to satisfy questions regarding the (bidder's/offeror's) capabilities. The County further reserves the right to reject any (bid/proposal) if the evidence submitted by, or investigations of, such (bidder/offeror) fails to satisfy the County that such (bidder/offeror) is properly qualified to carry out the obligations of the contract and to provide the services and/or furnish the goods contemplated therein.

- L. **TESTING AND INSPECTION:** Pittsylvania County reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.
- M. **ASSIGNMENT OF CONTRACT:** A contract shall not be assignable by the contractor in whole or in part without the written consent of Pittsylvania County.
- N. **CHANGES TO THE CONTRACT:** Changes can be made to the contract in any of the following ways:
 - 1. The parties may agree in writing to modify the terms, conditions, or scope of the contract. Any additional goods or services to be provided shall be of a sort that is ancillary to the contract goods or services, or within the same broad product or service categories as were included in the contract award. Any increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
 - 2. The Purchasing Department may order changes within the general scope of the contract at any time by written notice to the contractor. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The contractor shall comply with the notice upon receipt, unless the contractor intends to claim an adjustment to compensation, schedule, or other contractual impact that would be caused by complying with such notice, in which case the contractor shall, in writing, promptly notify the Purchasing Department of the adjustment to be sought, and before proceeding to comply with the notice, shall await the Purchasing Manager's written decision affirming, modifying, or revoking the prior written notice. If the Purchasing Department decides to issue a notice that requires an adjustment to compensation, the contractor shall be compensated for any additional costs incurred as the result of such order and shall give the Purchasing Department a credit for any savings. Said compensation shall be determined by one of the following methods:

Any additions or changes to the contract shall be mutually agreed upon between the parties in writing and approved by the Purchasing Manger before the changes take affect.

- O. **DEFAULT:** In case of failure to deliver goods or services in accordance with the contract terms and conditions, the County, after due oral or written notice, may terminate this contract and procure all goods and/or services contracted for, from other sources and hold the contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the County may have.
- P. **TAXES:** Sales to Pittsylvania County are normally exempt from State sales tax. State sales and use tax certificates of exemption, Form ST-12, will be issued upon request. Deliveries against this contract shall usually be free of Federal excise and transportation taxes. The County's excise tax exemption registration number is 54-6001508.

If sales or deliveries against the contract are not exempt, the contractor shall be responsible for the payment of such taxes unless the tax law specifically imposes the tax upon the buying entity and prohibits the contractor from offering a tax-included price.

- Q. **USE OF BRAND NAMES:** Unless otherwise provided in this solicitation, the name of a certain brand, make or manufacturer does not restrict (bidders/offerors) to the specific brand, make or manufacturer named, but conveys the general style, type, character, and quality of the article desired. Any article

which the public body, in its sole discretion, determines to be the equivalent of that specified, considering quality, workmanship, economy of operation, and suitability for the purpose intended, shall be accepted. The (bidder/offeror) is responsible to clearly and specifically identify the product being offered and to provide sufficient descriptive literature, catalog cuts and technical detail to enable the Commonwealth to determine if the product offered meets the requirements of the solicitation. This is required even if offering the exact brand, make or manufacturer specified. Normally in competitive sealed bidding only the information furnished with the bid will be considered in the evaluation. Failure to furnish adequate data for evaluation purposes may result in declaring a bid nonresponsive. Unless the (bidder/offeror) clearly indicates in its (bid/proposal) that the product offered is an equivalent product, such (bid/proposal) will be considered to offer the brand name product referenced in the solicitation.

- R. **TRANSPORTATION AND PACKAGING:** By submitting their (bids/proposals), all (bidders/offerors) certify and warrant that the price offered for FOB destination includes only the actual freight rate costs at the lowest and best rate and is based upon the actual weight of the goods to be shipped. Except as otherwise specified herein, standard commercial packaging, packing and shipping containers shall be used. All shipping containers shall be legibly marked or labeled on the outside with purchase order number, commodity description, and quantity.
- S. **INSURANCE:** By signing and submitting a bid or proposal under this solicitation, the bidder or offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with §§ 2.2-4332 and 65.2-800 et seq. of the *Code of Virginia*. The bidder or offeror further certifies that the contractor and any subcontractors will maintain these insurance coverages during the entire term of the contract and that all coverage will be provided by companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

MINIMUM INSURANCE COVERAGES AND LIMITS:

- 1. Workers' Compensation - Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirements under the *Code of Virginia* during the course of the contract shall be in noncompliance with the contract.
- 2. Employer's Liability - \$100,000.
- 3. Commercial General Liability - \$1,000,000 per occurrence and \$2,000,000 in the aggregate. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia shall be added as an additional insured to the policy by an endorsement.
- 4. Automobile Liability - \$1,000,000 combined single limit. (Required only if a motor vehicle not owned by the Commonwealth is to be used in the contract. Contractor must assure that the required coverage is maintained by the Contractor (or third party owner of such motor vehicle.)

<u>Profession/Service</u>	<u>Limits</u>
Accounting	\$1,000,000 per occurrence, \$3,000,000 aggregate
Architecture	\$2,000,000 per occurrence, \$6,000,000 aggregate
Asbestos Design, Inspection or Abatement Contractors	\$1,000,000 per occurrence, \$3,000,000 aggregate
Health Care Practitioner (to include Dentists, Licensed Dental Hygienists, Optometrists, Registered or Licensed Practical Nurses, Pharmacists, Physicians, Podiatrists, Chiropractors, Physical Therapists, Physical Therapist Assistants, Clinical Psychologists, Clinical Social Workers, Professional Counselors, Hospitals, or Health Maintenance Organizations.)	

Code of Virginia § 8.01-581.15

<https://law.lis.virginia.gov/vacode/title8.01/chapter21.1/section8.01-581.15/>

Insurance/Risk Management	\$1,000,000 per occurrence, \$3,000,000 aggregate
Landscape/Architecture	\$1,000,000 per occurrence, \$1,000,000 aggregate
Legal	\$1,000,000 per occurrence, \$5,000,000 aggregate
Professional Engineer	\$2,000,000 per occurrence, \$6,000,000 aggregate
Surveying	\$1,000,000 per occurrence, \$1,000,000 aggregate

T. **ANNOUNCEMENT OF AWARD:** Upon the award or the announcement of the decision to award a contract as a result of this solicitation, the purchasing agency will publicly post such notice on the County's website (www.pittsylvaniacountyva.gov) for a minimum of 10 days.

U. **DRUG-FREE WORKPLACE:** Applicable for all contracts over \$10,000:

During the performance of this contract, the contractor agrees to (i) provide a drug-free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, "*drug-free workplace*" means a site for the performance of work done in connection with a specific contract awarded to a contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

V. **NONDISCRIMINATION OF CONTRACTORS:** A bidder, offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the bidder or offeror employs ex-offenders unless the state agency, department or institution has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

W. **AVAILABILITY OF FUNDS:** It is understood and agreed between the parties herein that the agency shall be bound hereunder only to the extent that the Board of Supervisors has appropriated funds that are legally available or may hereafter become legally available for the purpose of this agreement.

X. **Small, Women-, Minority and Service Disabled Veteran-Owned Business Participation.**

The Purchasing Department will try to facilitate the participation of small, women-, minority-, and service disabled veteran-owned businesses in the procurement transactions of the County. The County grants no preferences or set-asides to such businesses. The Purchasing Department shall assist any such business in understanding bids or proposals.

A. **Discrimination Prohibited.**

In the solicitation of awarding of contracts, The County shall not discriminate against any bidder or offeror because of race, religion, color, sex, national origin, age, disability, status

as a service disabled veteran, or other basis prohibited by state or federal law relating to discrimination in employment.

Pittsylvania County shall not discriminate against any faith-based organizations.

CONTRACTOR ELIGIBILITY CERTIFICATION

This is to certify that this person/firm/corporation has not been barred from bidding on contracts by any agency of the Commonwealth of Virginia, nor is this person/firm/corporation a part of any firm/corporation that has been barred from bidding on contracts by any agency of the Commonwealth of Virginia.

Name of Official

Title

Pittsylvania County Parks & Recreation Comprehensive Master Plan

June 2010

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Executive Summary	1
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Prepared By:



With:



Dewberry[®]



Pittsylvania County Recreation Board Comprehensive Master Plan Priorities

The Pittsylvania County Recreation Board has reviewed the following Parks and Recreation Comprehensive Master Plan and would like to change the program recommendations offered within to the following:

Priority One

Establish a county run recreation department along with a director to organize all recreation on county owned property. We would like to do this with an agreement between the county and the school board.

Priority Two

It is the viewpoint of the recreation board that the high school gyms are not sufficient to hold all of the activities that are required. Boys' basketball JV and varsity, girls' basketball JV and varsity, wrestling and volleyball are going on at the same time. The middle school facilities and cafeteria spaces are therefore being used to accommodate the needs of the high school age children. These gyms are not large enough to accommodate special events like tournaments or graduations. We would recommend a large gym comparable to Bassett or Magnavista High Schools be built at the four high schools. The parking lots behind the current gyms and shops could accommodate these.

Priority Three

It is the viewpoint of the recreation board that the middle school facilities need to be improved for use by children younger than high school age. Fields, restrooms, concession stands, lights and gym seating are some of the things lacking at these facilities. We feel that this is crucial to care for the needs of all the children in Pittsylvania County.

Priority Four

We, the board would like to see the recommendations with the complexes and parks become a reality for our long term goals. We feel this would benefit our county both socially and economically.

Thank you,

The Pittsylvania County Recreation Board

Executive Summary

Introduction

The Pittsylvania County Parks and Recreation Comprehensive Master Plan includes two parts: a Needs Analysis and Recommendations. The goal of the Needs Analysis is to provide a comparative analysis of available resources, public demand, and facility needs and to use those findings to create an appropriate program for Pittsylvania County. The Recommendations draw on the analysis to identify the appropriate amount and type of facilities and amenities. In general, this document provides a flexible decision-making guide for the County.

Summary of Findings

Pittsylvania County is located in the southern central portion of Virginia. The county borders North Carolina and is adjacent to the City of Danville. Chatham, the county seat, is 140 miles from Richmond, 68 miles from Roanoke, 50 miles from Lynchburg, and 96 miles from Raleigh, North Carolina

Existing recreational facilities are minimal and the County operates only one park: Wayside Park near Hurt, Virginia. Other parks discussed in this document are operated by the towns in which they are located, such as Elba Park in Gretna and Hurt Park in Chatham. Most athletic facilities are part of the County school system and reside on school grounds. The recreational and athletic facilities are typically in fair or poor condition from over-use or lack of maintenance.

Demographics analysis show that the Pittsylvania County population will not increase or decrease in the near future, but the population will be aging quickly and diversifying in terms of race. The resultant population will require a broad range of recreation activities that are geared toward senior citizens, families, and multi-cultural groups.

When asked about active recreation activities, public surveys showed a high demand for running/walking; swimming; picknicking; bicycling; and hiking. The same surveys showed a high demand for leisure activities such as going to museums; visiting battlefields and historic sites; watching live stage theater; and going camping. Surveys taken by leaders of organized group sports showed demand for improved playing fields; sports complexes; and more and larger gymnasiums.

Statistical data shows that there are shortfalls in many amenity categories which is natural given that the County does not currently have an organized parks and recreation system. However, it should be noted that quantity of facilities does not equate to quality. For example, while the County may have enough baseball fields according to State standards, those fields may require extensive maintenance to be functional. In addition, the majority of athletic facilities are located on school property and those facilities may have limited availability in the future due to school budget limitations.

Overall, the County must invest in creating new types of parks in all portions of the County that meet a variety of recreation and leisure needs that are not oriented solely to youth sports. The County must invest in maintaining and upgrading existing facilities and understand that it may not be able to rely on school facilities to meet its recreational needs.



Stone Bridge at Wayside Park.

Facilities Analysis

Existing Conditions Overview

According to the County's website, Pittsylvania County has the largest county acreage in Virginia and consists of approximately 983 square miles of land. It is situated in the south-central Piedmont plateau geophysical region and contains a rolling and hilly landscape with most elevations averaging between 400 and 800 feet above mean sea level. The highest point in the County is Smith Mountain whose elevation is 2,043 feet above mean sea level.

The county borders North Carolina and surrounds the City of Danville. Chatham, the county seat, is 140 miles from Richmond, 68 miles from Roanoke, 50 miles from Lynchburg, and 96 miles from Raleigh, North Carolina.

Pittsylvania County contains the City of Danville and the Towns of Chatham and Gretna and several other smaller towns. As the County seat, Chatham is the largest town in Pittsylvania.

Refer to the Existing Facilities Matrix at the end of this section. Refer also to Appendix A - Facilities Assessments for detailed descriptions of each inventory facility.

Existing Public Recreation Facilities

Pittsylvania Wayside Park

Pittsylvania Wayside Park is located in the County and south of Hurt, Virginia. The park has two components: an automobile pull-off with associated picnic area and a larger park immediately to the southwest that is accessed by a separate driveway.

The automobile pull-off and picnic area are generally in disrepair. The picnic area contains grills, picnic tables, an in-ground trash can, and restroom facility that are all in need of updating, repair, or replacement. About 1500 linear feet of trail—constructed by a local Boy Scout troop—connects this area to the larger park to the north and west.

The formal Wayside Park is in much better condition with a number of unique features that are likely historic. The stone walls, bridge abutments, and other stone work may have been constructed between 1940 and 1960. The park contains open grass areas, a baseball field, parking lot, stone bridge over Sycamore Creek, picnic shelter, picnic tables, and a restroom facility. Three small hobby horses are located on the southern side of the creek but are in disrepair.

This park has great potential to be a gateway into the County, given its northern location. The primary drawbacks are lack of entry and wayfinding signage, no ADA handicap accessibility over the creek, and limited parking.

Elba Park

Elba Park and Blairs Community Center are the closest non-school facilities in the County to an athletic complex. Much of Elba Park's acreage is comprised of a football field and two baseball/softball fields. The park also contains a parking lot, shelter, and a playground. A wood sign marks the entrance on Chaney Lane.

The sports fields are in fair-to-poor condition; the football field is better maintained perhaps because it is home to the Gretna Falcons football team.



Pittsylvania County



Wayside Park near Hurt, VA.



Elba Park Entrance in Gretna, VA.

The parking lot needs to be re-designed with proper dimensions and paving. At least one of the footbridges over the creek should be made ADA-accessible. The play equipment is cracked and/or rusted.

In general, the facilities in Gretna Park need to be repaired and maintained and made more pedestrian-friendly and accessible.

Frances Hallam Hurt Park

Frances Hallam Hurt Park is a small pocket park tucked behind the Chatham Town Hall. It is a passive park that contains a picnic shelter, gazebo, playground, log cabin, restrooms, storage shed, and various planting beds.

The park has great potential to be used as a lunch spot for Town residents and workers and visitors; this already may be the case. A small arboretum would also be appropriate here. However, the park has low visibility and only one sign to denote its existence.

The play equipment, shed, gazebo, and planting beds require some maintenance and repair.

Blairs Community Center

The outdoor recreational components of Blairs Community Center, located in Blairs, VA are comprised of a running track that contains a football field, baseball field, and basketball court in the infield and separate soccer fields. Bleachers and a concession stand sit adjacent to the running track.

A large gymnasium is located inside the building. The gym appears large enough for competitive basketball games and also has retractable bleachers to allow for other events.

The outdoor facilities are all in fair to poor condition. The track is unusable and the baseball and football fields are likely not in good-enough condition to be used for competition. The soccer fields are in fair condition, but don't appear to have formal striping required for competition.

Harris Field (Town of Chatham)

Although not on the inventory list provided by the County, the project team visited Harris Field; a baseball/softball complex operated by the Town of Chatham. This complex was in good condition and the two ball fields appeared to be competition-ready.

Existing School Recreation Facilities

Brosville Elementary

Listed as the most-used athletic facility in the Organized Group Leader surveys (completed by athletic team coaches and organizers), Brosville Elementary contains one stand-alone baseball field and two baseball/softball fields overlaid on a football field. A concession stand, scoreboard, wood steps leading down to the football field, and portable bleachers are also located on site. A playground is on the opposite side of the school.

While this is one of the better-maintained facilities in the County, the baseball/softball fields need upgrading. It is likely that the football field must be reconditioned before every season due to its joint-use as an outfield.



Elba Park Football Field.



Frances Hallam Hurt Park in Chatham, VA.



Blairs Community Center in Blairs, VA.



Blairs Football Field.



Gretna High School Football Field.

Gretna System

The Gretna School District contains Gretna, Hurt, and Mount Airy Elementary, Gretna Middle, and Gretna Senior High Schools. The schools are located primarily in the northern portion of the County. Gretna High School grounds include the majority of standardized athletic facilities while the middle and elementary school grounds have informal open fields and paved areas that are used for recreational purposes.

Chatham System

The Chatham School District contains Union Hall, Twin Springs, and Chatham Elementary Schools and Chatham Middle and Senior High Schools. These schools are located in the central portion of the County. Chatham High School grounds include a baseball field, football field, concession building, and a track. Chatham Middle School contains two informal practice fields, while the elementary school has a baseball field.



Chatham High School Football Field and Track.

Tunstall System

The Tunstall School District contains Brosville and Stony Mill Elementary Schools and Tunstall Middle and High Schools. This district is located in the southern portion of the County and closer to Danville. Tunstall High School grounds contain baseball and softball diamonds, a football field and track, and a rectangular practice field. Tunstall Middle School grounds include a soccer field and hard court areas. Stony Mill Elementary grounds contain a baseball diamond, hard court area, walking track, and open fields.

Dan River System

The Dan River School District contains Southside and Kentuck Elementary Schools and Dan River Middle and Senior High Schools. These schools are located in the southeastern portion of the county. Southside Elementary is located adjacent to Blairs Community Center and may share facilities. Kentuck Elementary grounds includes a baseball diamond, rectangular field, and playground. Dan River Middle School has many informal rectangular fields which appear to be set up for soccer. Dan River Senior High School grounds include a football field and track, a baseball diamond, and a softball diamond.



The Community Center at Chatham Indoor Gym.

Existing Private & Non-Profit Recreation Facilities

The Community Center at Chatham

The Community Center is located in the heart of Chatham and is a private, non-profit facility that was built in 2008 using grant funding. It is the home



Crider Field in Chatham, VA.

base for the local Boys & Girls Club but is also rented for other events and activities.

The Center contains a large, open-air central room that is used for larger events; a smaller side-room that doubles as meeting/event/fitness space; a kitchen; a computer lab; and a gymnasium.

Crider Field

J. Haywood Crider Memorial Field is a private baseball facility located on Davis Road southeast of Chatham. The facility consists of one baseball field; parking for roughly 20 cars; a concession stand; and a fenced-in viewing area that has picnic tables and tot-sized play equipment.

While the baseball field is in good condition, the accessory facilities require attention. The concession stand bathrooms are not handicap-accessible and the building needs gutters. The viewing area could also be formalized with concrete surfacing or unit pavers. Parking is also of non-standard design.

Other Facilities

White Oak Mountain Wildlife Management Area

As noted on the Virginia Department of Game and Inland Fisheries' website, the topography of the White Oak Mountain Wildlife Management Area is actually moderately rolling with elevations ranging from about 550 to 900 feet. Located 12 miles northwest of Danville, the area's 2,748 acres are about two-thirds forested. Timber types are mixed hardwoods and pines including loblolly, and Virginia pine. Hardwood species are primarily the upland oaks—white, black, chestnut, and southern red. Habitat enhancement is accomplished by a combination of forest management, annual and perennial plantings, and an aggressive prescribed burning program in the open areas. The area is dotted with ponds that range in size up to about one acre. The area's meandering northwest boundary is formed by the Banister River. This WMA also contains a sighting-in range shooting range facility.

Richmond and Danville Rail-Trail (5.5 miles)

This trail is approximately 5.5 miles in length and extends between Ringgold Depot Road and Kerns Church Road northeast of Danville. It travels past farmlands and through light woods, providing a flat route for a walk or bike ride in the rural Virginia countryside. The trail features a wetland area with prime waterfowl watching, plaques along the way detail significant Civil War events that happened near the rail-trail, and a restored railroad depot and an old red caboose.

Other Facilities

Other private facilities located throughout Pittsylvania County include five golf courses, model airplane fields, indoor recreation facilities, and campgrounds. It is not likely that these facilities could be incorporated into the County's future parks and recreation system.



White Oak Mountain Wildlife Management Area.

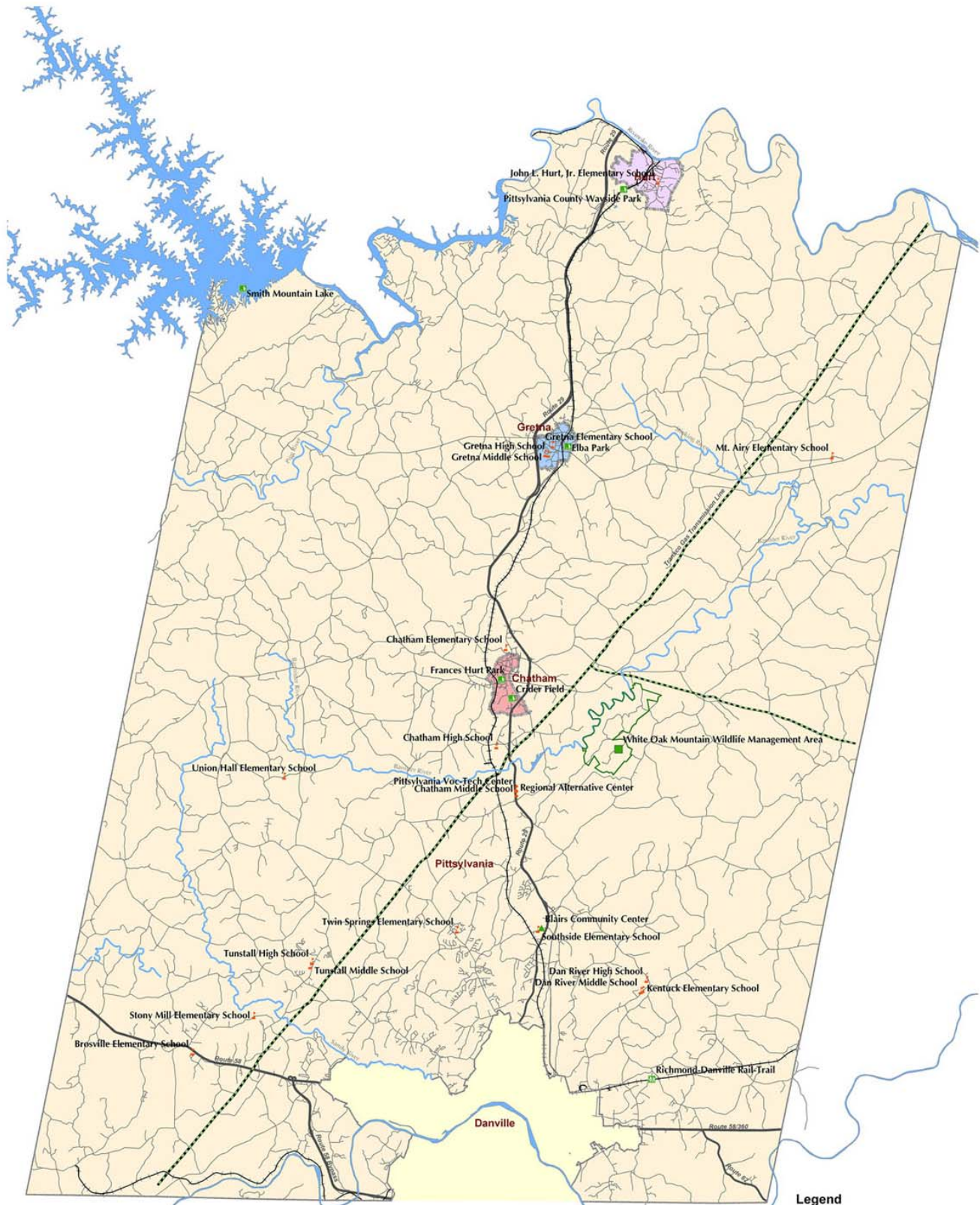


Richmond and Danville Rail-Trail Stone Bridge.

Existing Facilities Matrix

	Playground Equipment	Under 10 Playground	Baseball Diamond	Softball Diamond	Shelter	Drinking Fountain	Basketball Court	Tennis Court	Swimming Pool	Rest Rooms	Concession Stand	Nature Trail	Outdoor Grills	Fishing	Horseshoe Pits	Picnicking	Bicycling	Underdeveloped Park Land	Scenic Overlook	Benches/Picnic Tables	Showers	Arboretum	Football Field	Volleyball Court	Historical Marker	Soccer Field	Exercise Equipment	Gazebo	Pedestrian Bridge	Water Access	Greenways	Skateboard	Open Space or Fields	Lighted Water Fountain	Flower Garden	Handicap Playground	Administration Building	Storage Building	Dog Park	Senior Center	Racquetball Court	Running Track	Indoor Rec. or Gym	Hard Court Area									
Full Access Facilities																																																					
Wayside Park	x	x			x	x				x		x	x			x																																					
Elba Park	x	x	x		x	x				x		x	x										x																														
Frances Hallam Hurt Park	x	x			x					x							x																																				
Restricted Access Facilities																																																					
Blairsville Community Center			x				x				x												x																														
Cridler Field			x					x																																													
Limited Access Facilities																																																					
Brosville Elementary	x	x	x			x					x																																										
Stony Mill Elementary	x	x	x				x																																														
Kentuck Elementary	x		x																																																		
Gretna Elementary																																																					
Mount Airy Elementary	x																																																				
Hurt Elementary	x		x																																																		
Tunstall Middle																																																					
Dan River Middle																																																					
Chatham Middle																																																					
Gretna Middle																																																					
Tunstall Senior			x																																																		
Dan River Senior			x																																																		
Chatham Senior			x																																																		
Gretna Senior			x																																																		

x Existing Features
o Future Features

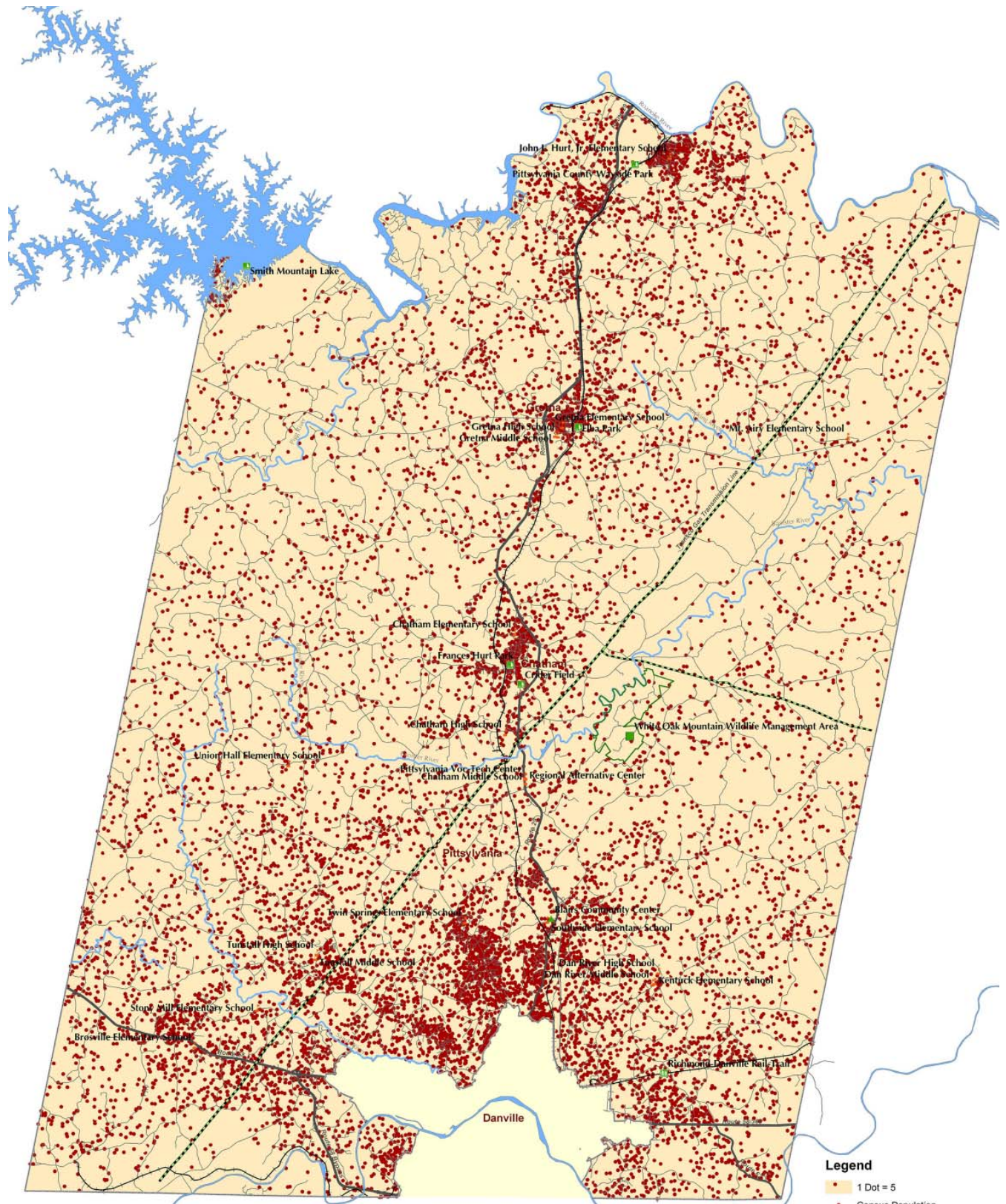


- Legend**
- ▲ Community Center
 - ▣ Multi-Use Trail
 - Recreational Park
 - Wildlife Mgmt. Area
 - County Schools
 - Railways
 - Gas Transmission Line
 - Rivers



**Pittsylvania County
Parks & Recreation Comprehensive Master Plan
Existing Parks & Schools**

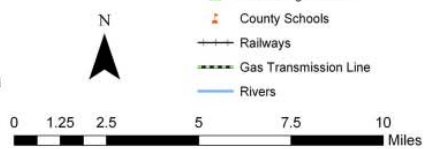
April 2010



Note:
Based on the 2000 U.S. Census, the total population of Pittsylvania County is 61,475 people.
The projected 2008 population is 62,396 people.

**Pittsylvania County
Parks & Recreation Comprehensive Master Plan
Pittsylvania County Population Distribution**

April 2010



Needs Analysis

Introduction

The Needs Analysis identifies gaps in current parks and recreation system offerings based on input derived from four sources: public feedback, organized group leader feedback, relevant demographic data, and current athletic use data available for the area and region. These sources were combined in a comparative analysis of how the parks and recreation system functions at present and how it can be improved to better serve the citizens of Pittsylvania County. The findings from the Needs Analysis provide the basis for recommendations detailed later in this report.

Public and Organized Group Leader Input

Public and stakeholder input was obtained through a series of surveys. An Organized Group Leader survey was sent to athletic team coaches and organizers in order to gauge how items such as how many participants each team had, what facilities they used most often, what condition those facilities were in, and what changes would improve their experience. An on-line survey was advertised to all County residents through a newspaper article and on the County's website. Almost 450 responses were received from the on-line survey and tabulated for this analysis.

Organized Group Leader Results

The Organized Group Leader respondents included representatives from football, cheerleading, wrestling, baseball, softball, and basketball teams. A summary of survey results is included below and a more complete tabulation is located in Appendix B - Survey Results.

Football and cheerleading respondents said that there were enough or just slightly less than enough facilities available for their use in the County. Baseball, softball, basketball, and wrestling respondents noted that there were far less facilities than they required.

In regard to physical condition of available facilities, baseball, softball, cheerleading, and wrestling respondents said their facilities were far inferior than others in the region. Football and basketball respondents noted that their available facilities were just somewhat behind others in the region.

Of all the facilities currently in use by the respondents, Brosville Elementary was by far the most-used facility. The County's four high schools are also heavily used. Of the non-school facilities currently in used, Elba Park in Gretna received the highest use with Blair Community Center and Crider Field next in order.

When asked what changes or additions to the current facilities would improve their athletic experience, respondents were split into two categories: indoor and outdoor sports.

Indoor sports respondents—basketball, cheerleading, and wrestling—overwhelmingly asked for more and larger gymnasium space for practices and competitions. They also requested facilities that met high school athletic regulations.

Outdoor sports respondents—baseball, softball, football—had two primary requests: improvements to existing facilities and new sports complexes. Im-

Top 3 Organized Group Leader Requests...

- *Improved Playing Fields*
- *Sports Complexes*
- *More & Larger Indoor Gyms*

Top 3 Most-Used Athletic Facilities...

- *Brosville Elementary School*
- *Tunstall High School*
- *Gretna High School*

provement requests included concessions stands, restrooms, field lighting for night games, and improvements to the quality of the playing fields. Football and baseball/softball respondents felt that new complexes for their sports would improve the quality of play and draw teams and visitors from outlying areas.

Public Survey Results

The general public was able to provide feedback via an on-line survey. These respondents were asked primarily about their current and desired recreation and leisure time activities and their thoughts about a parks and recreation system. A complete list of questions is available in Appendix A.

General demographics showed that survey respondents were primarily 35-54 years of age with the 55-64 year-old age category having more respondents than those 25-34 years old. Most respondents live in the Chatham School District, followed closely by the Tunstall district. The Dan River district had the fewest respondents.

When asked to identify recreation activities they participated in from those currently available in the County, on-line survey respondents primarily identified non-team activities. In order, the following activities had the highest participation rates:

- running (80.8%)
- swimming (66.4%)
- picnicking (63.5%)
- bicycling (61.6%)
- hiking (54.1%)
- boating/canoeing (51.4%)

Of active team sports, basketball had the highest participation rates. In order, the following team sports had the highest participation rates:

- basketball (50.9%)
- baseball (42.9%)
- soccer (41.2%)
- football (41.0%)
- softball (40.0%)
- volleyball (34.6%)

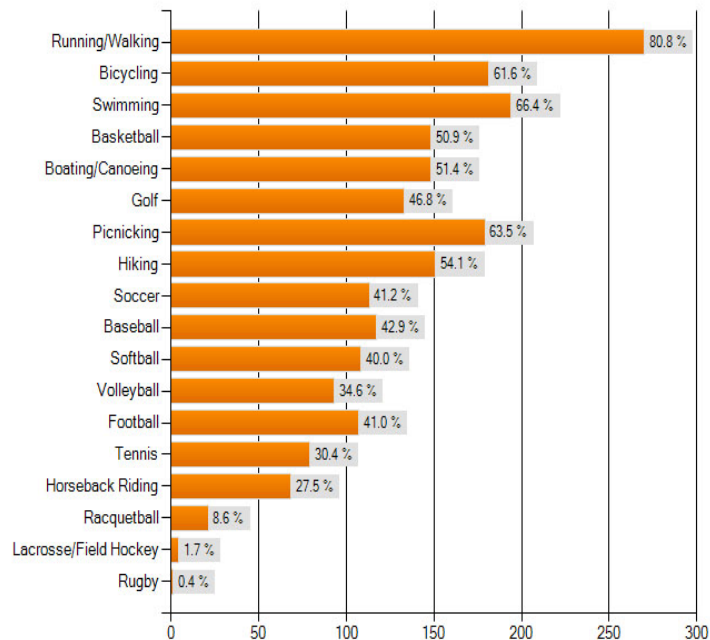
Top 5 Public Recreation Activities...

- *Running/Walking*
- *Swimming*
- *Picnicking*
- *Bicycling*

Recreation Locations...

- *Respondents cited numerous locations where they recreate, from Gretna to North Carolina.*
- *Most respondents stated that they visited Dan Daniel Park most often to meet their recreational needs.*

This is a list of recreational activities available in the Danville / Pittsylvania County area. Please check which recreational activities you or anyone in your household participate in and where.



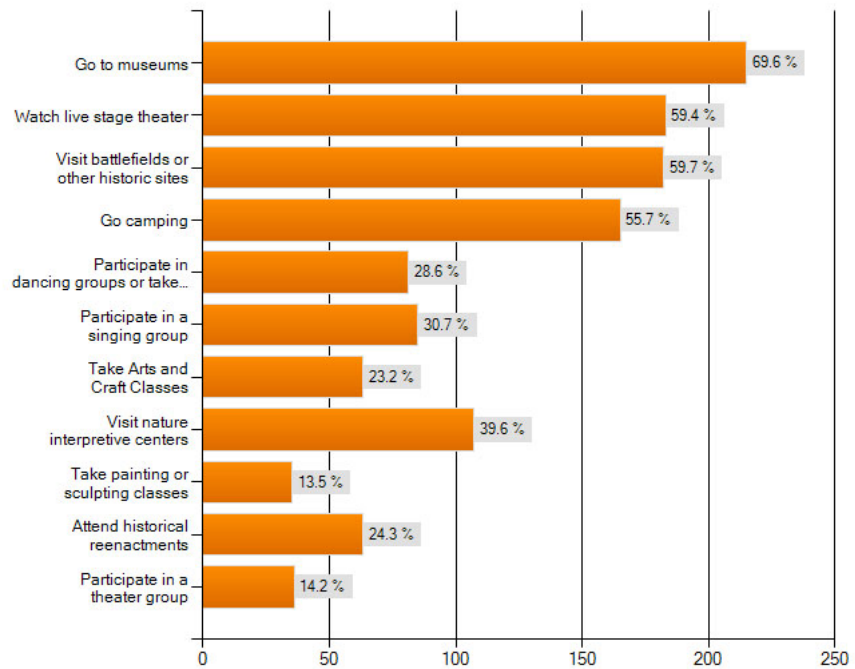
It is notable, however, that the highest overall participation rates were in the non-team, non-organized recreation category with many fewer people participating in sports.

When asked what recreation activities they participated in that were not already mentioned in the survey, the overwhelming response was fishing. Fishing was followed by hunting, camping, and aerobics/exercising.

From this analysis, it is clear that public recreation facilities need to accommodate more than just organized team sports and parks that have no sports facilities will likely be just as well-used as those that do. In addition, water access for fishing, boating, and canoeing is a priority.

When asked to identify leisure activities in which they participated, most respondents stated that they went to museums, visited battlefields or historic sites, watched live stage theater, and went camping. Additional replies included visiting nature centers, participating in singing or dancing groups, attending historical re-enactments, and taking arts and crafts classes.

Please check which leisure time activities you or anyone in your household participates in or attends. Do you, or anyone in your household:



When asked what leisure activities they participated in that were not already mentioned in the survey, the highest response, again, was fishing followed by photography, hunting, reading, watching movies/DVDs, and gardening.

When asked what types of recreational, leisure, and cultural activities they would like to see more of in the County, the majority of respondents said they wanted more performing arts, concerts, festivals, and events. They also wanted to see “learn how” classes (such as photography and cake decorating), water-related activities such as swimming and canoeing, and walking.

Most people undertook leisure activities outside of Pittsylvania County. The most common locations were North Carolina, Danville, Gretna, numerous Vir-

ginia battlefields, and camping throughout the region and in adjacent states.

An analysis of these responses shows that the parks and recreation system might include indoor and outdoor museum and historic venues and an amphitheater for outdoor shows. The need for water access is also reinforced and the County should invest in purchasing properties with shoreline, lakes, ponds, and boat ramps. Also, classes and clubs offered in the County rather than Danville will likely be well used. This may mean photography classes or clubs, book clubs, gardening clubs and landscaping classes, and movie clubs.

When asked how far they would be willing to travel for recreational purposes, the majority of people stated that they would drive about 20 miles and up to 50 miles. This equates to between 30 minutes to 1 hour of driving time. 20 miles is roughly the distance between Hurt and Chatham and between Chatham and Danville.

Respondents were asked what types of new parks and facilities they would like to see (or see more of) in the County. The top responses were:

- Trails (Hiking, Walking, and Bike)
- Sports Complex
- Pools and Swimming Areas
- Baseball/Softball Fields
- Picnic Areas

New trails was the overwhelming response showing that the County must consider creating parks and facilities that accommodate passive recreation and not just youth sports.

In summary, the public surveys showed that people drive quite a ways to engage in recreational and leisure activities but would prefer to stay within the County. People want to see more multi-use areas that aren't just oriented to youth sports but contain nature opportunities such as walking/hiking, fishing, and canoeing. County-offered group exercise and activity classes will likely be well attended. The County must make certain that classes and activities are available to its population north of Chatham.

Demographic Data

PROS Consulting prepared a demographic analysis for Pittsylvania County's current population as a way of gauging the County's growth rate and population characteristic to determine how many—and what type of—parks and recreation facilities may be needed to meet future demand. The complete report is available later in this report under "Demographics and Trends." Refer also to the Population Distribution Map located earlier in this report.

From a population standpoint, Pittsylvania County's population remained steady at about a 0.1% annual growth rate between 2000 and 2009. By 2024, the current County population of about 62,000 people is expected to remain the same with little or no growth.

The Pittsylvania County population by major age segment demonstrates a rapid aging trend. Currently, 60% of the population is over the age of 35 and growing older. The 35-54 age segment is in the midst of a rapid decline that started earlier in the decade and is projected to continue. On the other hand, the 55+ age segment is projected to increase by over 50% in the same time frame. Thus

Demographic Snapshot...

- *The County population will remain static for the foreseeable future*
- *The County population is aging quickly*
- *County parks facilities and programs will need to cater to an aging and family-oriented population*

by 2024, the population composition will have only 36% of the population under age 35. The aging population will entail a marked shift in parks and recreation programming. The current emphasis on youth sports and summer camps as primary program areas complemented by other smaller programs may not be an effective model in the future. Programming must focus on the existing majority active adult population but seek to attract younger families.

PROS noted that the gender distribution was fairly equal with women comprising 50.8% of the population; a demographics which is projected to remain consistent in the future. However, given the aging population and the tendency for women to live longer than male counterpart, recreation programming must take into account the needs of active older women.

Nationally, women's participation rates in sports or recreational activities are slightly lower than men's: 61% of women participate at least once a year in a sport or recreational activity compared to a 69% participation rate for men. However, women tend to outlive men and continue to be active later into their lives, which means that recreational opportunities should be provided for both genders at all stages of life. PROS also notes that the mature female demographic is opting for less team-oriented activities than their younger counterparts and instead shifting toward a more diverse selection of individual participant activities such as walking, swimming, and aerobics.

The County is primarily comprised of two races/ethnicities: White Alone (about 70%) and Black Alone (about 30%). Just over 1% of the population considers themselves another race or combination of races. The Black Alone and other racial/ethnic group population is expected to grow in the County. While the White Alone group participates in team and individual sports, they also tend to favor outdoor/non-traditional sports such as hunting and mountain biking. Statistically speaking, the Black Alone population historically has higher participation rates for active team sports such as football, basketball, and baseball. The Black populace exhibits a strong sense of community through large special events and gatherings with extended family and friends. Parks and recreation programming must take into account the needs of many different cultures and social traditions by providing diverse activities and park settings.

Household income data shows that while Pittsylvania County's median household income is expected to increase over time, it still lags behind the rest of the State and nation.

In sum, Pittsylvania County must provide a wide variety of recreational and leisure activities and settings given the diversity of the population in terms of income and racial make-up. Programming must be mindful of the aging population and provide events and activities that are desirable to people over age 55. Yet programming for younger adults and families must be included to draw these populations from surrounding areas.

Athletic Use Data

Athletic use data was used to determine what facilities shortfalls currently exist within the County. Data was obtained primarily from the 2007 Virginia Outdoors Plan (VOP). The VOP provided statistical data that related what types of recreation activities Virginians and Pittsylvania County residents typically engage in and how many recreation facilities should exist in any given area based on population.

The VOP offers standards for how many facilities of a particular type should be located per number of population. For example, the plan recommends that an area should contain at least 1 baseball field for every 6,000 residents. These standards were adjusted as needed and applied to the current and projected Pittsylvania County population to determine where facility shortfalls existed. In other words, using the VOP standards and 2009 population data and tempered with demand from survey respondents, it is possible to determine whether Pittsylvania County currently has enough baseball fields to meet demands or if more need to be constructed. This data was compiled into the matrix found at the end of this section. Population data was taken from the PROS Consulting demographic study located later in this report.

The matrix shows that there are major shortfalls in almost every category including neighborhood and community parks, camping, disc golf, swimming pools, indoor recreation space, skateboard parks, trail systems, and volleyball courts. The only categories that were sufficient were State parks, baseball diamonds, football fields, shooting ranges, and running tracks. It should be noted here that although some facility standards appear to have been met, this does not equate to well-maintained facilities only that these facilities are available for use. In other words, although the matrix shows that the County contains enough baseball diamonds to meet current needs, the existing diamonds may not be in good condition.

Analysis Findings

Based on the data above, it is clear that Pittsylvania County would benefit from additional and improved recreational and park facilities in multiple locations throughout the County. The main findings are as follows:

- Population numbers will stay steady but the population is aging and becoming more diverse, thus requiring multi-use facilities not solely related to youth sports.
- The County must address the needs of families and adults as well as youth sports. Surveys show that there is currently a heavy emphasis on youth sports recreation in the County but a large demand for other recreation and leisure activities that will increase as the population ages.
- The County has significantly less park land than needed to meet the State requirements of 10 acres per 1000 people in the County. Shortfalls exist in every category of park except for State parks, which is fulfilled by Smith Mountain Lake State Park.
- Public surveys showed that most people go outside of the County or State to participate in recreation and leisure activities; Danville and North Carolina were among the most popular destinations. However, surveys showed that people would be willing to stay in the County if facilities and programs were offered closer to home.
- Surveys also showed that very few people knew about any County-sponsored recreation and leisure activities and did not receive any type of program or mailing. Most people also said that they felt increased advertising and communication would help inform people about offerings and enhance a parks and recreation system.
- Public surveys show that water access is in high demand for activities such as fishing, canoeing, kayaking, and swimming. This equates to boat ramps,

blueways, shoreline access for fishing, and swimming lakes and pools.

- The northern part of the County—specifically north of Gretna—is under-represented in terms of available recreation and leisure opportunities.
- Public surveys showed demand for multi-use parks that incorporate both athletics and unorganized activities such as walking and picnicking.
- Both the public and organized group leaders thought that constructing a sports-only complex would be beneficial for the County. Both groups noted that a sports complex would bring revenue to the area and increase available playing and practice space.
- An indoor recreation center would meet the needs of respondents who requested swimming pools; wrestling, cheerleading, and basketball practice space; and classroom space for fitness and leisure activities.
- Most respondents noted that they are willing to drive 20 miles to participate in an activity. Many people were willing to drive up to 50 miles depending on the activity.

Priorities

The final step is to compare all the requests and data and prioritize the findings. The matrix on the opposite page, also used to determine service shortfalls and gaps earlier in this section, ranks facilities in order of high, moderate, and low priority. The priorities were determined by mitigating public and organized group leader demand with statistical demand. Where the two demands overlapped, a facility had high priority. Where the public or data demand existed but was not overwhelming, a facility had moderate priority. Where no demand existed or was negligible a facility was deemed to have low priority. Priorities will change depending on the future availability of school facilities.

The recommend program described in the next section utilized these rankings to determine what facilities would be well-used in Pittsylvania County. It should be noted that the matrix gives a general idea of programming requirements and a certain amount of flexibility should be maintained to allow for the removal or addition of certain elements.

According to the matrix, the facilities that have the highest priority are:

- New Neighborhood, Community, and District Parks
- Boat/Canoe Ramps
- Fishing Access
- Indoor Recreation Space
- Picnic Areas
- Swimming Pools
- Trails
- Blueways

Needs Analysis and Priorities Matrix

PRIORITY	FACILITY TYPE	GENERAL LOCATION/ FACILITY NAME	COUNTY STANDARD/ POPULATION	TOTAL NEED	EXISTING COUNTY/PUBLIC FACILITIES	EXISTING SCHOOL FACILITIES	EXISTING PRIVATE FACILITIES*	2010 Shortfall/ Surplus	2013 Shortfall/ Surplus	2023 Shortfall/ Surplus
	Neighborhood Park	Elba Park	3 ac/1000	187 acres	11 acres	0	0	(-176 ac.)	(-156 ac.)	(-157 ac.)
	Community Park	Wayside Park	3 ac/1000	187 acres	53 acres	0	0	(-134 ac.)	(-186 ac.)	(-187 ac.)
	District Park		4 ac/1000	250 acres	0	0	0	(-250 ac.)	(-249 ac.)	(-250 ac.)
	Regional Park		<>	100 acres	0	0	0	(-100 ac.)	(-99 ac.)	(-100 ac.)
	State Park	Fairy Stone Park	10 ac/1000	624 acres	4537 acres	0	0	3913 ac.	3917 ac.	3912 ac.
	Baseball Field	Public & School Fields	1/5000	12	4	8	0	0	0	0
	Basketball (outdoor full)	Blairs & Tunstall Middle	1/5000	12	1	1	0	(-10)	(-10)	(-10)
	Boat/Canoe Ramp		1/8miles	14	2	0	0	(-10)	(-4)	(-4)
	Camping	Elkhorn Lake	10ac/1000	624 acres	0	0	1	(-624 ac.)	(-620 ac.)	(-624 ac.)
	Disc Golf		1/25000	3	0	0	0	(-3)	(-3)	(-3)
	Dog Park		<>	1	0	0	0	(-1)	(-3)	(-3)
	Fishing (From Bank)		<>	1	0	0	0	(-1)	(-4)	(-4)
	Football Field	Elba Park & Schools	1/10000	6	2	7	0	3	0	0
	Horseshoes		1/10000	6	0	0	0	(-6)	(-6)	(-6)
	Indoor Rec Space	Blairs Community Ctr.	.75 SF/resident	46,797 SF	32,000 SF	0	0	(-14,797 SF)	(-14502 SF)	(-14843 SF)
	Shooting Range	White Oak Mtn. WMA	1/50,000	1	1	0	0	0	0	0
	Skateboard Park		1/25,000	3	0	0	0	(-3)	(-3)	(-3)
	Picnic areas	Wayside, Elba, & Hurt	1 unit/1000	62	3	0	0	(-59)	(-59)	(-59)
	Running Track	Blairs & Schools	<>	1	1	4	0	5	0	0
	Soccer	Blairs & Schools	1/5000	12	2	2	0	(-8)	(-8)	(-8)
	Softball Field (Adult & Youth)	Brosville & High Schools	1/4000	15	0	5	0	(-10)	(-19)	(-19)
	Swim Pool Olympic		1/20000	3	0	0	0	(-3)	(-3)	(-3)
	Tennis		1/2000	31	0	0	0	(-31)	(-31)	(-31)
	Trails	R&D Rail Trail	1 system/region	4	1	0	0	(-3)	(-3)	(-3)
	Blueways (Canoe/Kayak)		1/river	5	0	0	0	(-5)	(-5)	(-5)
	Volleyball (Outdoor)		1/10000	6	0	0	0	(-6)	(-6)	(-6)

62,396
62,003
62,457



Priority is based on demand expressed in surveys and shortfalls shown in this spreadsheet

Estimated 2009 Population based on US Census Bureau
2013 shortfall based on projected population of
2023 shortfall based on project population of

*Private Facilities not included in shortfall/surplus totals
<> No expressed standard

Parks & Recreation System Program Recommendations

Overview

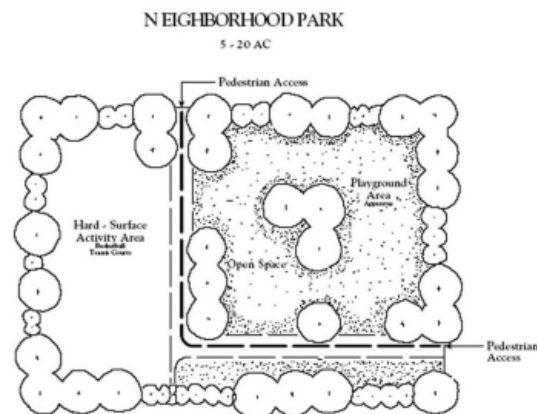
This section of the plan draws from the Needs Analysis findings in order to determine the best potential program for a new parks and recreation system within Pittsylvania County. Recommendations describe the best type of parks for the County, what type of facilities should be housed within those parks, what types of leisure activities may be appropriate, where these parks and facilities might be located, and general costs associated with implementation.

While these recommendation are intended to be as accurate as possible, it must be noted that they are to be used as guidelines, not hard-and-fast rules. Implementation is dependent on a variety of factors including available land, funding, and public interest.

Recommended Parks Program

Neighborhood Parks

These parks are the backbone of any park system. They are located within convenient walking distance of homes and are the focal point for social and recreational activities. Elba Park in Gretna is an example of a neighborhood park. Neighborhood parks should accommodate a wide variety of activities and not be so specialized as to limit participation by age group or activity level. These parks often have multi-use athletic fields, playgrounds, walking trails, picnic areas, and court games. They range in size from 5-20 acres and have a service radius of up to 1.5 miles. About 3 acres of this park type should be provided for every 1000 people in the County. Pittsylvania needs to create an additional 163 acres of neighborhood parks to meet state standards.



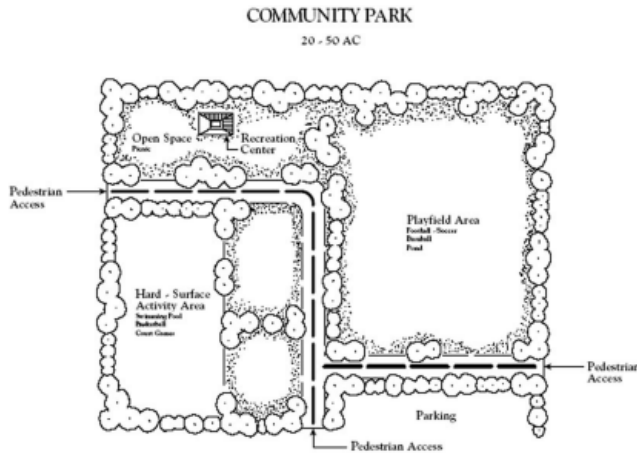
Community Parks

These parks fulfill the larger need of a community and can sometimes be used in place of neighborhood parks in more rural areas such as Pittsylvania County. Wayside Park near Hurt is an example of a community park. They primarily support active recreational activities and must be capable of withstanding intensive use while still containing a fair amount of open space. A recreation center is typically the focal point of a community park. Typical amenities of a community park include playgrounds, ball diamonds, picnic facilities, basketball courts, football/soccer fields, trails, fishing lakes or streams, swimming pools, and natural areas. A community park is often 20-50 acres in size and has

Recreation Facility Program Elements...

- *Neighborhood Parks*
- *Community Parks*
- *District Parks*
- *Regional Parks*
- *Indoor Recreation Center*
- *Sports Complex*
- *Canoe/ Boat Ramps*
- *Trails and Blueways*
- *Fishing/ Shoreline Access*
- *Public Campground*
- *Picnic Locations*
- *Playing Fields*
- *Basketball Courts*
- *Amphitheater*

a service radius of 7 miles. About 3 acres of this park type should be provided for every 1000 people in the County. Pittsylvania needs to create an additional 134 acres of community parks to meet state standards.



District Parks

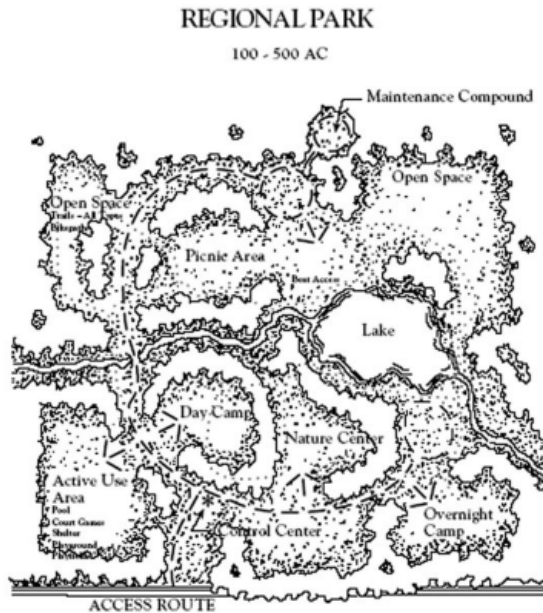
These parks serve a larger portion of the population. They contain a wide variety of intensely-developed areas for day use recreation while providing ample open space with generous buffers between activity areas. Dan Daniel Park in Danville is an example of a district park. In general, they serve the broad purposes of providing access to open space and general recreation. A stream or lake is very desirable. Typical amenities in this park include playgrounds, athletic fields, recreation centers, trails, natural areas, fishing and boating areas, golf courses, and swimming pools or beaches. A district park ranges from 50-150 acres in size and has a service radius of 15 miles. About 4 acres of this park type should be provided for every 1,000 people in the County. Pittsylvania needs to create an additional 250 acres of district parks to meet state standards.



Regional Parks

These parks serve a large, regional population and draw people from all parts of the County. Regional parks are centrally located with access from at least one major road. They offer a variety of passive and active recreational opportunities with an emphasis on open space to allow for hiking, birdwatching, and

other passive activities. Both day and overnight camping may take place in a regional park. Access to lakes, ponds, or rivers is desirable. Typical amenities include camping facilities, open spaces and natural areas, picnic facilities, an amphitheater, athletic fields, boating facilities, and fishing areas. A regional park may range from 100-500 acres in size and have a 25-mile service radius, which is capable of serving the entire county as well as Danville. Pittsylvania needs to create between 100 and 500 acres of this park type to meet state standards.



Recommended Facilities Program

Indoor Recreation Centers



Indoor Recreation Center.

Recreation centers are found in all types of parks as long as the demand exists for amenities such as swimming pools, gymnasiums, meeting rooms, and classroom space. Recreation centers range in size from 15,000 square feet to 60,000 square feet depending on the intended use. Smaller centers serve around 5,000-8,000 residents while larger centers can serve communities of between 50,000 and 80,000 people.

- The County may choose to rehabilitate Blairs Community Center to serve as a recreation center for the southern part of the County.
- A new recreation center should be created in the northern part of the County. Gretna may be a good location for this.
- Construct a swimming pool within one or more recreation centers.

Athletic Complexes



Athletic Complex.

These facilities accommodate concentrated use of intensely programmed athletic fields and related structures and amenities. They are typically provided on a few strategically-located sites to serve the greatest population. They are generally at least 25 acres in size. They are best located convenient to transportation routes and not near neighborhoods or areas where night lighting and noise are unwelcome. If space is available, an athletic complex should contain playing space for multiple sports.

- Locate an athletic complex in or near Chatham.

Canoe/Boat Ramps

Canoe and boat ramps should be located in parks with water access. Boat ramps must accommodate power boats, jet skis, and non-motorized craft such as canoes and kayaks. Canoe ramps are much smaller and will only be used for non-motorized craft. If a boat ramp is to be used for both motorized and non-motorized craft, the ramp must be large enough to allow for space between boat trailers and canoe launches. Canoe ramps can be simple concrete pads, pads with wood sliding boards, or a more involved canoe slide system. Canoe ramps should be able to accommodate kayaks and small john boats.

The County does not currently operate boat ramps, although two river access points are located below bridges on the Banister River. Boat ramps should be located about every 8 miles in popular boating locations to make put-in and take-out points easily available. A minimum of two boat ramps should be located at each river in the County that is navigable by canoe or motorized boat.

- Locate boat and/or canoe ramps on the Pigg, Stinking, Banister, Dan, and Sandy Rivers.
- The Banister River should receive multiple ramps as one of the more popular waterways in the County.

Trails

Trails are among the highest-used recreational facility in the State and were highly-requested by survey respondents. Most trails are multi-use and accommodate walkers, runners, and bicyclists. Some trails accommodate equestrian use as well. Multi-use trails should be at least 8 feet wide. If equestrian use is anticipated, trails should be at least 10 feet wide. Backcountry trails may be narrower when going through natural and/or wooded areas and ADA-accessibility is not required. Trail surfaces typically can be compacted earth, crushed stone, or asphalt depending on ADA-accessibility requirements, maintenance concerns, and funding.

- Multi-use trails should be included in every community, district, and regional park within the County.
- The County should develop a trails master plan to identify, locate, and guide trail construction in order to create a unified, efficient, and enjoyable trail system.
- Linkages should be made to the Richmond & Danville Trail near Ringgold and any Danville trail systems.
- Separate mountain bike trails should be created to prevent conflicts with other trail users.
- Create at least 1 trail system per region of the county. This equates to roughly 4-5 trails systems for each quadrant and center of the county.

Bluenways

A bluenway is essentially a water-based trail. They may include both public and private lands, with some or all of the latter open only to users specified by the owners. They are primarily for non-motorized vessels, but given enough river width, they can accommodate motorized boats. The most enjoyable bluenways pass by attractive scenery, wildlife, and/or have stopping points at towns, campsites, trailheads, or parks. An important ingredient in the concept of the modern bluenways, and probably most significant in its long-term effect, is an ethic of low-impact use and personal stewardship of the lands and waters be-



Small Canoe Ramp.



Nature Trails.



Paved Trails.



Bluenways.



Public Campground.

ing used. Pittsylvania contains five rivers and numerous streams that can be utilized for blueways.

- Develop a blueways master plan, similar to a trail plan, that identifies the best locations and linkages for blueways among the available water routes. The plan should include boat/canoe ramp locations, water routes and navigation aids, cultural and natural highlights, and portage areas.
- Create at least one blueway per river. Consider beginning with the Banister River as a demonstration project and add other waterways as funding and interest grows.

Public Campground

Public campgrounds are best located in larger parks that have plentiful natural areas. Regional parks are typically the best location for overnight camping, although large district parks can contain campgrounds. Public campgrounds typically require user fees and reservations and may include amenities such as bathrooms, showers, fire pits, and electrical hook-ups and pump stations for RVs. Primitive camp sites may contain only cleared ground for tents and perhaps composting toilets. Although this plan recognized the demand for camping, the county should perform further investigations into which type of campground (tent, RV, or a mixture) will be well-used.

- At a state standard of 10 acres of campground space per 1,000 people, the County needs to create 624 acres of various campground types throughout Pittsylvania. However, while demand exists, it was not overwhelming. One public campground at a large district or regional park may suffice for the County's needs.

Fishing/Shoreline Access



Fishing/Shoreline Access.

Fishing access was in surprisingly high demand among public survey respondents. Fishing locations include river bank, on-boat, and pond or lake shore. The County currently has no public fishing access. Fishing access is best located where the fish population is plentiful and fishing will not damage the population or habitat. It should also be located where there are minimal conflicts with other waterway users such as canoers/kayakers and motorized boats.

- Fishing access may include fishing from a bank, shore, or constructed pier.
- Fishing piers should accommodate people with disabilities. Pier designs are available that allow wheelchair users to comfortably cast and fish.
- Locate fishing access points and piers at any of the conceptual park locations with water frontage.

Picnic Locations



Picnic Locations.

Picnicking was one of the highest non-organized activities in which County residents participated. While the County owns Wayside Park which has picnic facilities, there are no other County-run shelters or picnic areas south of Hurt. Picnic shelters are often used to generate revenue through rental fees and can be booked months in advance in more popular locations. Picnic shelters and grassy areas for blanket picnics should be located in all community, district, and regional parks.

- Provide both quiet and active picnic locations to cater to different groups of people.
- Consider providing amenities such as grills, fire pits, water fountains, and electrical outlets at some picnic locations.

Playing Fields

Playing fields include rectangular fields for soccer and football and diamonds for baseball and softball. The Needs Analysis showed a need for more and improved softball and soccer fields. Numbers of football fields and baseball diamonds were adequate to meet demand yet needed improvement. However, most of these facilities were located on school properties and access may become limited due to budgetary concerns. The County must consider building County-owned, stand-alone athletic fields in parks or a sports complex.

Softball fields should be provided for both competitive leagues—such as girls' fastpitch—and intra-mural leagues like church leagues, men's, and co-ed slow-pitch teams. It is assumed that County school teams practice and play on their own fields. The County needs to provide 10 more softball fields to meet demand.

Soccer fields should be provided for both practice and competitive play to reduce wear on the playing surfaces and provide additional space for multiple teams. Soccer fields can be located within any community, district, or regional park or within a stand-alone sports complex. The County needs to provide 8 more soccer fields to meet state standards.

- Provide a variety of softball field types for competitive play.
- Provide both practice and competitive play fields for soccer.
- Consider a stand-alone sports complex to house additional softball and soccer fields.

Basketball Courts

Public surveys showed that, of all the listed organized sports, most people participated in basketball. Basketball outranked baseball, soccer, football, softball, and volleyball. However, the County owns and operates only one outdoor basketball court and one indoor court at Blairs Community Center. The outdoor court is in poor condition and is not suitable for formal play. While the Needs Analysis showed basketball courts as a moderate priority, it is likely that any new courts will be well-used. The County needs to construct 10 more courts to meet state standards.

- Locate outdoor basketball courts in any neighborhood, community, or district park.
- In highly-visible areas, light courts for evening and night-time play.
- Provide half-courts in smaller parks if space or funding are limited.

Amphitheater

A number of survey respondents stated that they currently attend, and would like to see more of, cultural activities such as live stage theater and concerts. An amphitheater would address this need for County residents as well as bring tourists in from other locations.

Amphitheaters work as stand-alone facilities or as part of regional parks. Because of their start-up expense, public-private partnerships may be necessary.

- Investigate purchase and re-development of White Oak Mountain Amphitheater near Dry Fork or construction of a new facility in a regional park.
- Smaller amphitheaters for more intimate plays and performances may be located in any community or district park.



Football Field.



Nature Trails.



Basketball Court.



Small Amphitheater.

Conceptual School Facility Diagrams

Although the use of school grounds for private athletic activities is changing due to budgetary concerns, County schools continue to represent the most-used facilities for organized team sports. Certain schools have land that is not used or under-utilized that could support ball fields, rectangular playing or practice fields, walking trails or tracks, and other recreation amenities.

Refer to Appendix C for four conceptual diagrams showing how various school sites might be developed to enhance recreation use. The four County middle schools (Gretna, Tunstall, Chatham, and Dan River) were selected for these concepts because they offer the most available, un-programmed land.

Any future Parks & Recreation Department must work closely with the school system to ensure that school facilities remain available for use by non-academic organizations. Without the school facilities, the County faces even deeper recreational shortfalls than currently exist.

Recommended Park and Facility Locations

Introduction

This section discusses conceptual park and facility locations based on shortfalls identified in the Needs Analysis, geographic location, available land, and/or population density. The locations shown on the maps and described herein may not be suitable upon detailed investigation due to inability to secure required acreage, lack of funding, or lack of political support. However, they conceptual locations provide a general idea of where each type of park might be sited in the future in order to serve the greatest number of County residents.

The County must take the next step of identifying parcels of land to purchase for a parks and recreation system either for immediate use or to hold when construction funding comes available. In certain cases, parcels may be purchased individually so that future accumulation will add up to enough land to support a neighborhood, community, district, or regional park.

Service Radius Standards

The Virginia Outdoors Plan (VOP) identifies “service radius standards” for each type of park. A service radius is the maximum distance from any park that people can comfortably and efficiently access the park. For example, neighborhood parks in rural areas have a 1.5 mile service radius. That means that people living within 1.5 miles of the park should have little trouble accessing the facility. As parks increase in size, so do their service radii. This is because larger parks can contain more facilities that serve more people. Below is a list of VOP standard service radii used in this plan:

- Neighborhood Park = 1.5 miles
- Community Park = 7 miles
- District Park = 15 miles
- Regional Park = 25 miles

Conceptual Park Locations

In conjunction with service radius standards, this plan provides conceptual locations of where new parks might be located based on service radii, population, available land, and existing natural features.

The maps on the following pages show what portion of the county is served by

existing parks and recreation facilities and what portion may be served through the addition of new facilities. New locations should be considered only as guidelines and may not equate to the actual location of constructed parks. Below are descriptions of conceptual park locations.

Conceptual Neighborhood Parks

Elba Park in Gretna and Blairs Community Center in Blairs already exist and serve as neighborhood parks. “Brosville Park” in Brosville could be associated with the Brosville Elementary School property. “Whitmell Park” could be placed on or near Tunstall schools property or located closer to the center of the residential district in Whitmell. “Kentuck Park” could be located on County school property or located near a residential area. “Chatham Park” should be centrally located in Chatham, preferably on County-owned land that meets Neighborhood Park characteristics. “Hurt Park” should be centrally-located in Hurt and potentially associated with Hurt Elementary property.

Conceptual Community Parks

Wayside Park is currently the only Community Park type in the County. “Climax Park” is shown in the Town of Climax because it appears to be one of the more developed localities in the northwestern portion of the County. “Banister River Park” is located at the intersection of the Stinking and Banister Rivers in order to take advantage of plentiful water access. Although the conceptual park is not associated with a town, water access could make this a well-visited park and draw people from surrounding residential areas. “Dry Fork Park” was located in Dry Fork to fill a service gap in that area. This park could draw people from Chatham, Dry Fork, Twin Springs, Blairs, and Whitmell. “Kentuck Community Park” could take the place of “Kentuck Park” neighborhood park if enough contiguous land can be purchased. Either park in this region will fill a large service gap. “Brosville Community Park” could also take the place of “Brosville Park” neighborhood park for the same reasons.

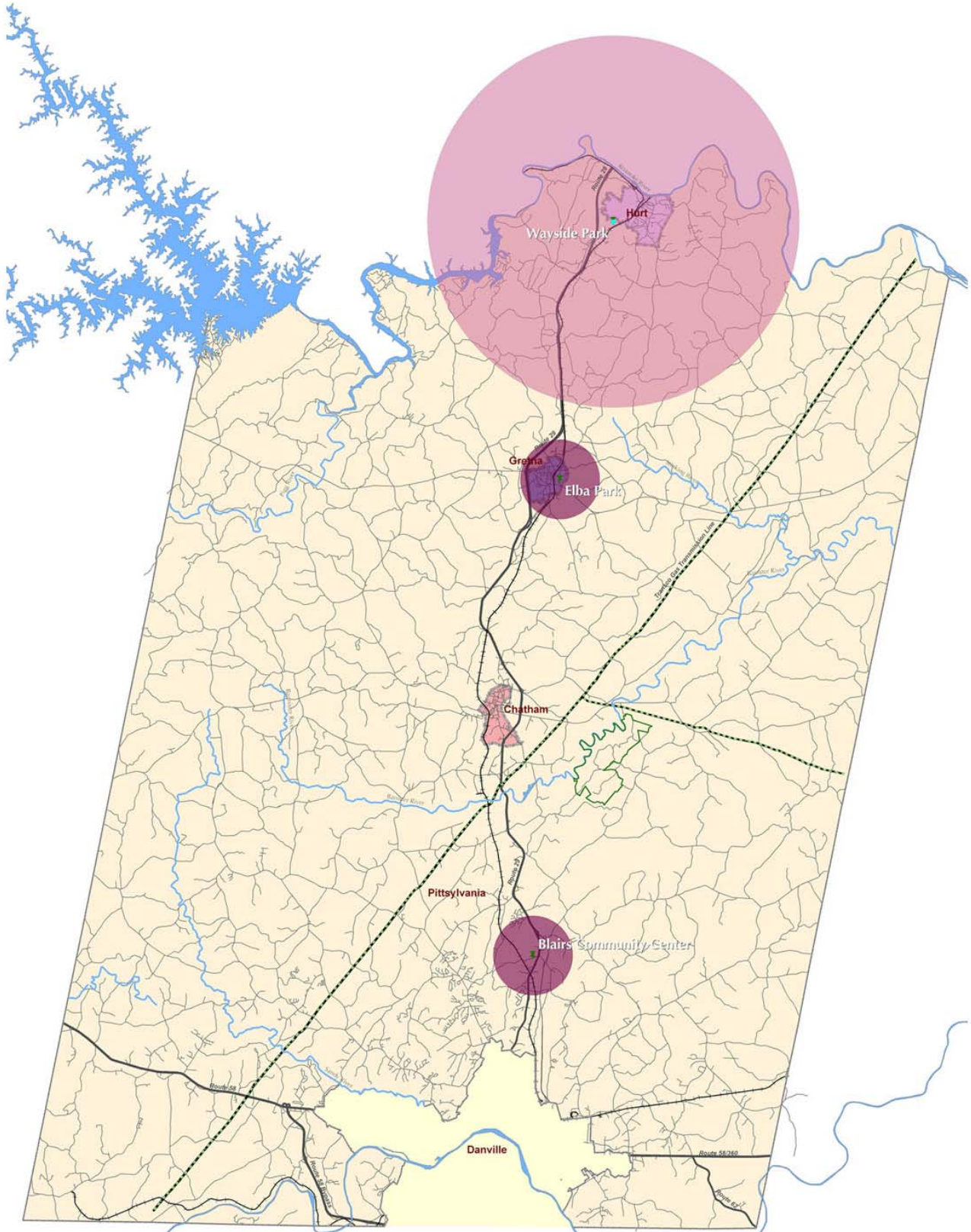
Conceptual District Parks

“Gretna District Park” was shown on a parcel owned by the Town of Gretna on North Music Street that met the acreage needs for a district park. If a stand-alone stheltic complex is not created in the County, a park of similar size and location to this one could support several athletic fields and serve the northern part of the County.

“Hughes Memorial Park” was selected based on stakeholder information that the Hughes Foundation may be willing to donate the land to the County for use as a park. The location and size meet the needs for a district park in the southern portion of the County.

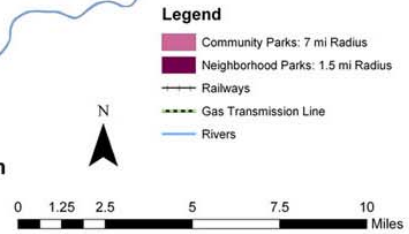
Conceptual Regional Parks

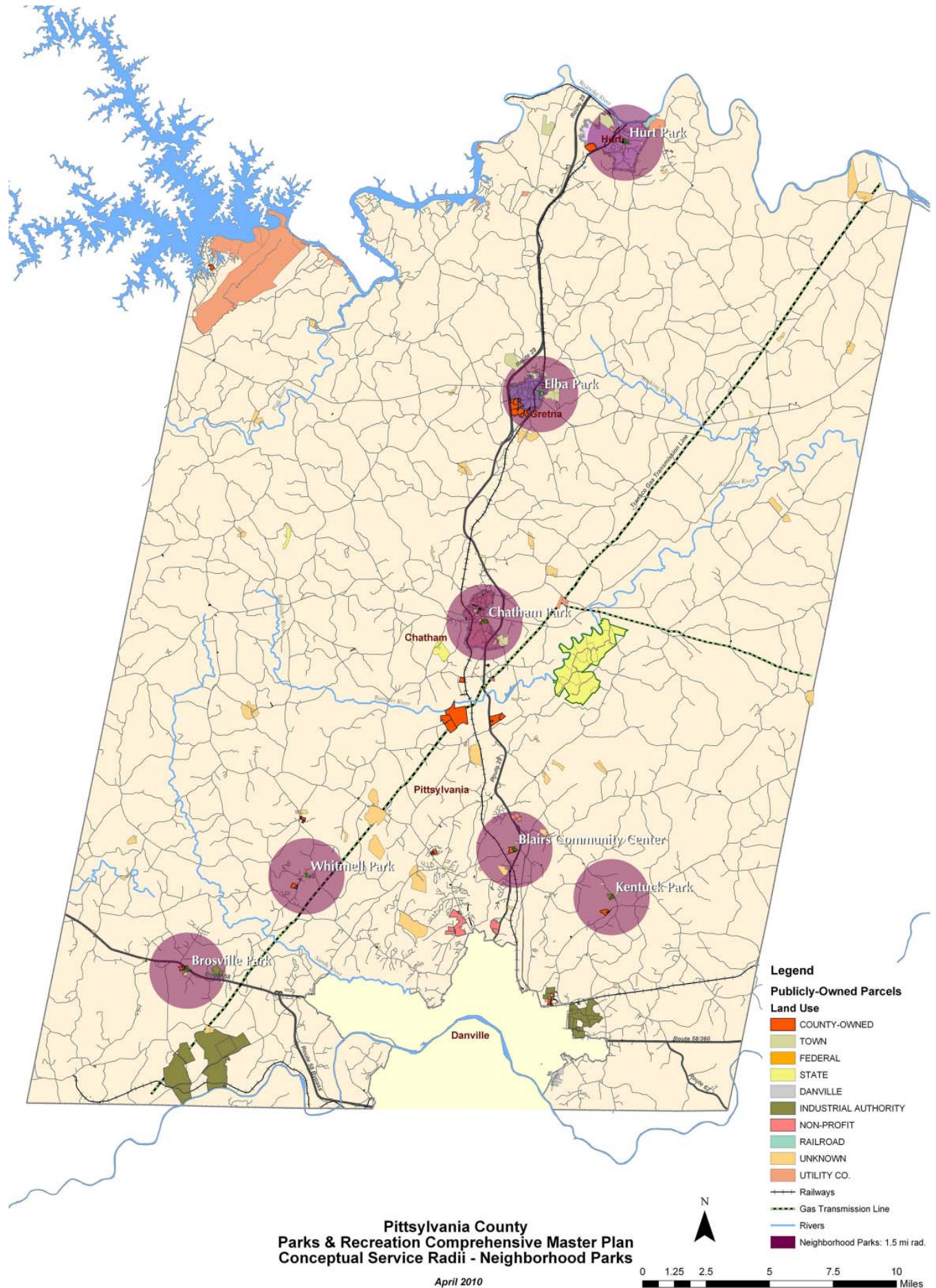
If enough land around the reservoir is available and regulatory concerns can be addressed, the Chatham Reservoir would be a good regional park and could serve the entire County. Built in 1967, the reservoir (Cherrystone Lake) is the result of Cherrystone Creek Dam #1 on Cherrystone Creek. The reservoir is used for flood control and recreation purposes.

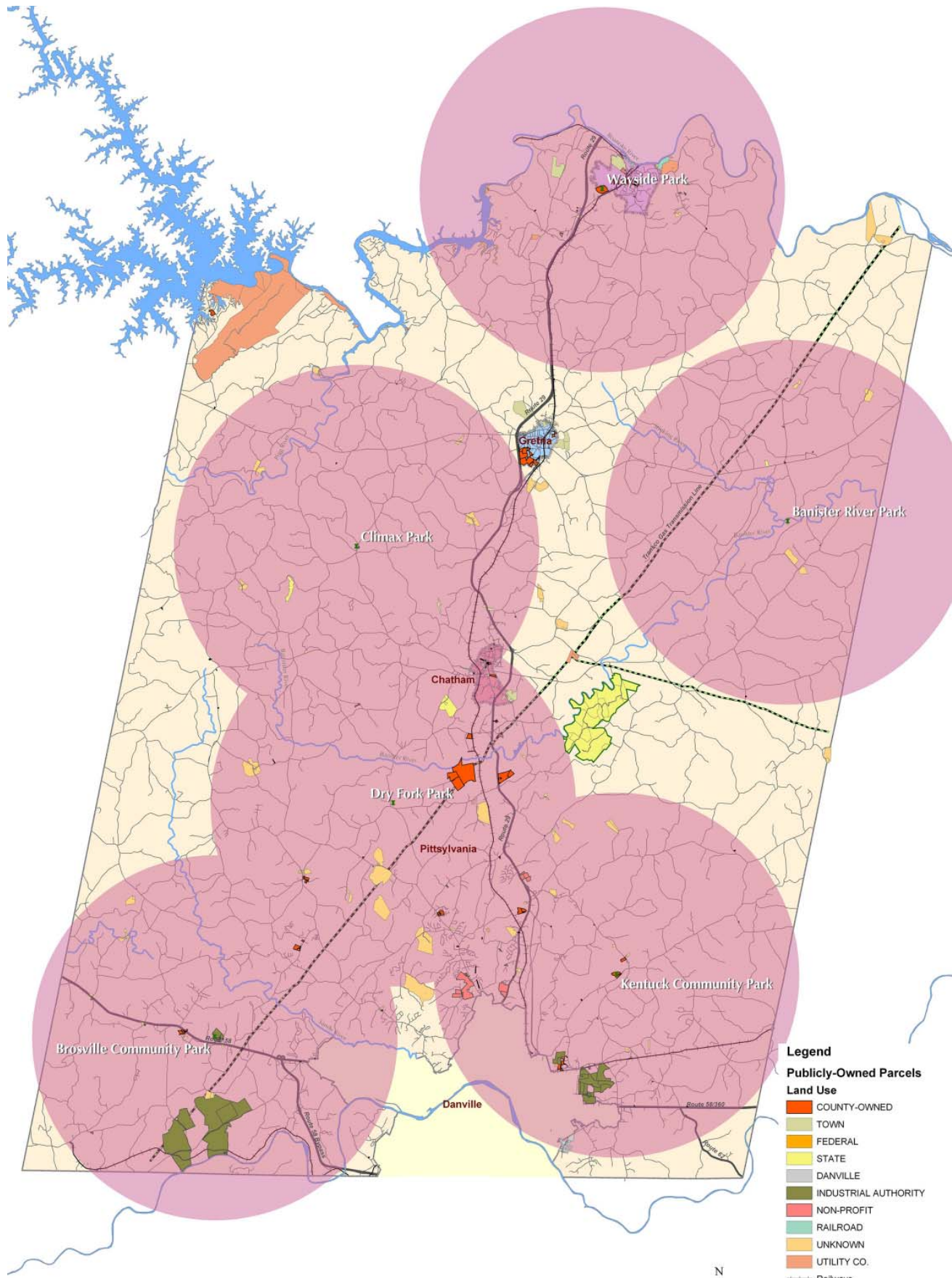


**Pittsylvania County
Parks & Recreation Comprehensive Master Plan
Existing Service Radii**

April 2010

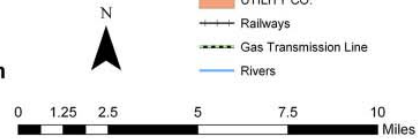


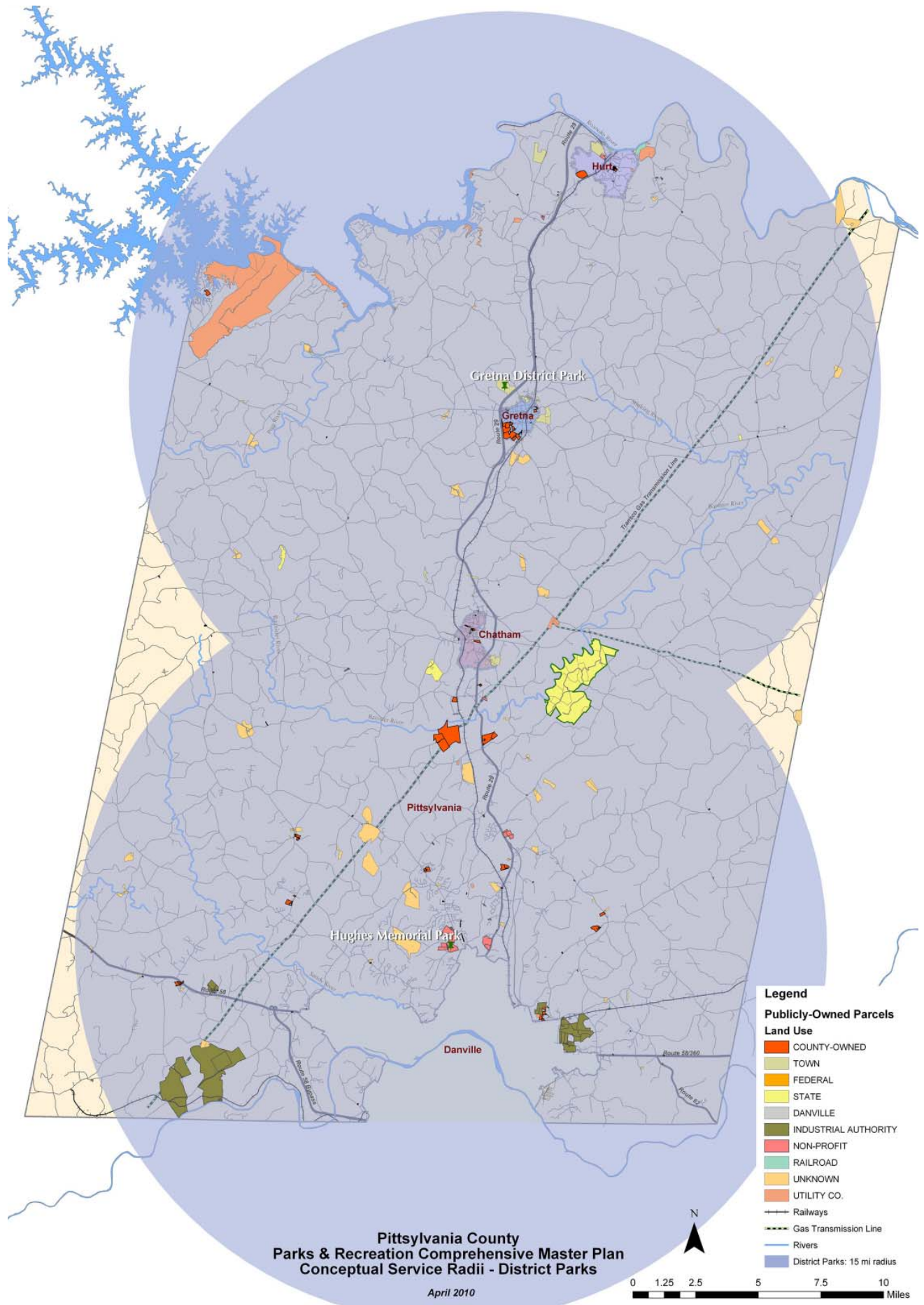


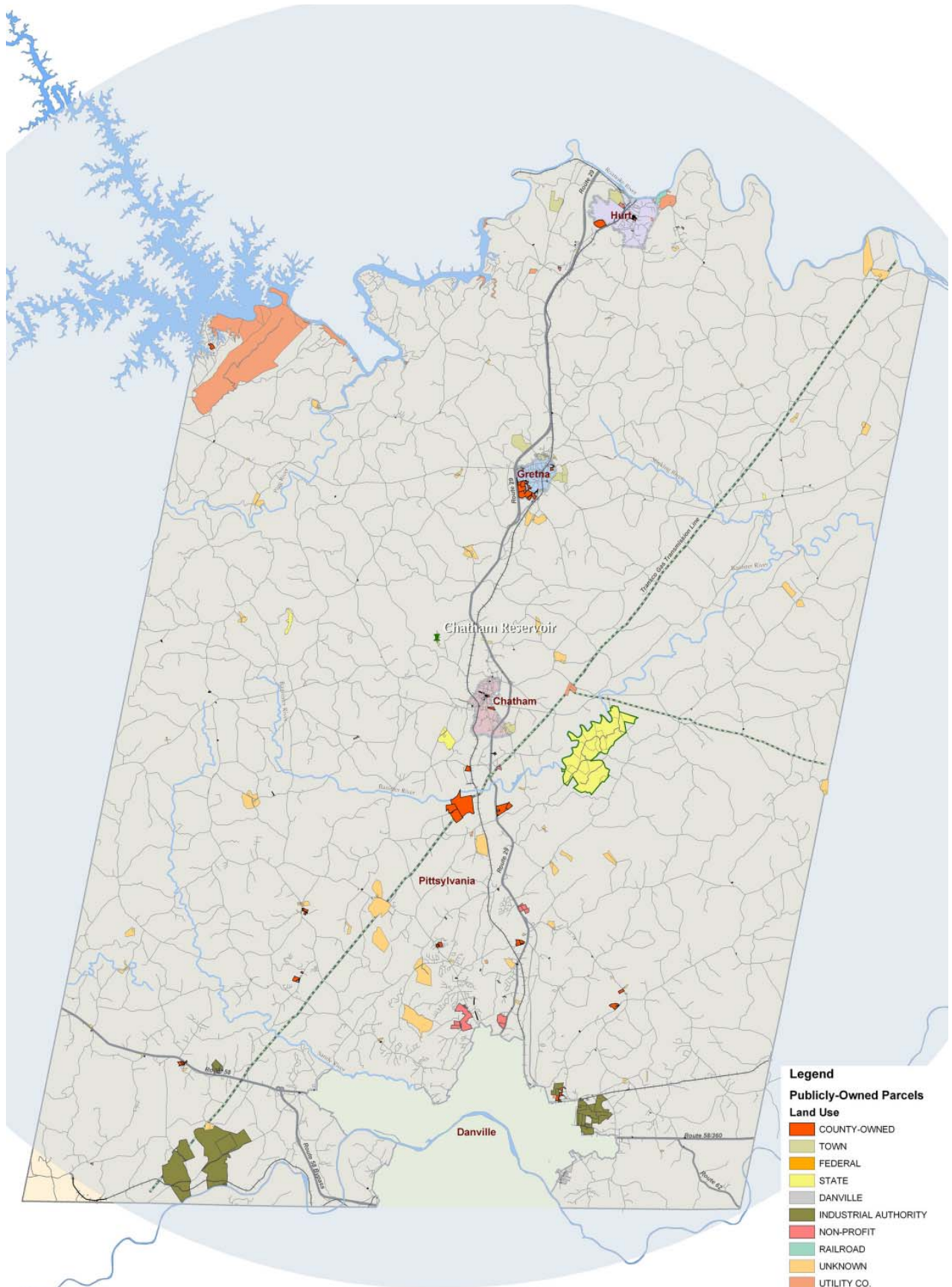


**Pittsylvania County
Parks & Recreation Comprehensive Master Plan
Conceptual Service Radii - Community Parks**

April 2010

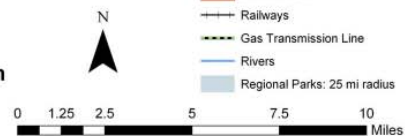


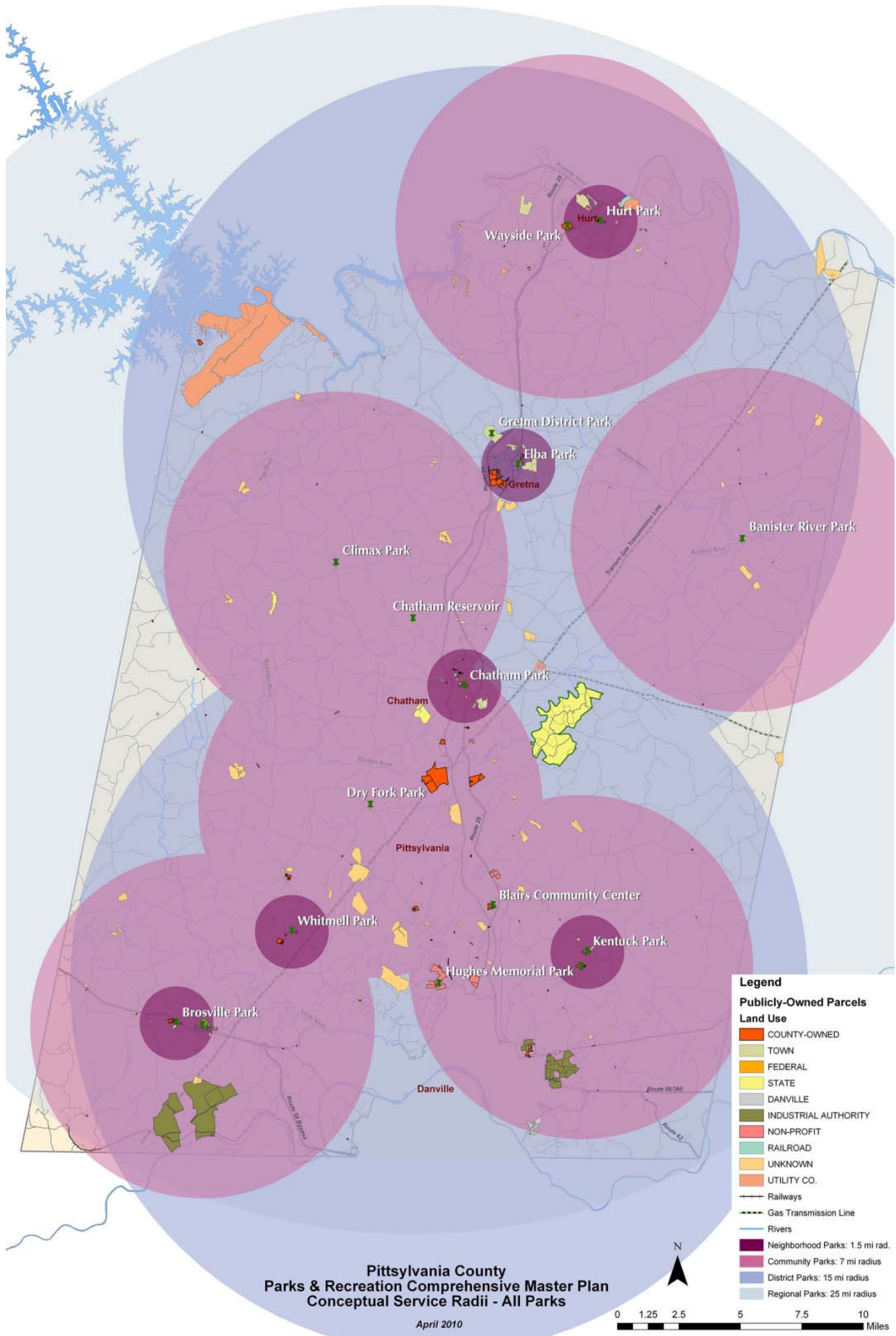




**Pittsylvania County
Parks & Recreation Comprehensive Master Plan
Conceptual Service Radii - Regional Parks**

April 2010





General Types of Land to Purchase or Utilize

The implementation and success of the future Pittsylvania County Parks and Recreation System depends greatly on the availability of land on which to build facilities. While it is not within the scope of this project to identify all available parcels of land that could be utilized for parks and recreation, general guidance is provided below to consider.

- Look for parcels whose acreage meets the needs of the particular park recommended for that area.
- Purchase or convert parcels of varying size for either immediate use or future park land.
- Purchase or convert parcels in varying locations throughout the County to ensure the needs of all residents are met, including those in the northern part of the County.
- For smaller parcels of under 5 acres, look for land that is relatively level with a mix of open areas and woods. Avoid hilly land that may need excessive grading in order to build playgrounds, recreation centers, ball fields, or other amenities.
- For parcels over 5 acres and where multiple uses will be incorporated, look for land with at least a few of the following characteristics: varying topography; a mix of woods and open spaces; pleasant views; pond, river, or lake access; easy access from a nearby road; and good soils for construction.
- For athletic complexes, look for land that is relatively level to minimize grading needed for athletic fields. Good soils, drainage, access from a nearby road, and a location away from neighborhoods are desirable characteristics.
- Inspect any potential park parcels for natural hazards such as sinkholes, flooding, poor soils, or endangered plant and animals species. In small amounts, these features can provide visual and educational benefit. In larger amounts, they can prohibit any kind of development including trails and buildings.
- Inspect potential parcels for environmental hazards such as underground tanks, trash piles, hazardous wastes, and abandoned underground utilities. Mitigation of these items may be cost prohibitive.
- When thinking about what types of features and how many amenities might fit onto a piece of property, consider not only the space required for each ball field or playground, but also space for parking, restroom buildings, maintenance areas and garages, septic fields and wells, and other auxiliary (yet necessary) items.

Facility Costs

The facility costs shown below are rough estimates based on built examples and estimates for proposed facilities. Costs for any of the items listed below will vary greatly from year-to-year, from contractor-to-contractor, and depending on specific location and the complexity of each project. The costs provided in this section are shown at the higher end of potential price ranges.

Athletic Complex (\$5 to \$8 million)

Athletic complex costs vary widely depending on what types of facilities are included. Complexes with parking and fields are much less expensive than those with concessions stands, restrooms, and bleachers.

A 50-acre complex that contains football, baseball, softball, and soccer fields along with parking, concession stand, restrooms, basketball courts, and playgrounds could cost between \$5 and \$8 million.

Indoor Recreation Center (\$10 to \$15 million)

Recreation center costs vary greatly depending on the amenities included. A recreation center without a swimming pool will be vastly less expensive than one with a pool. The same rule applies for including indoor gymnasiums versus simple classrooms and meeting space. A small recreation center of about 10,000 SF could cost about \$1,000,000.

The cost above is for a complete recreation center with swimming pools, an indoor gymnasium, classrooms, locker rooms, and other interior facilities. For reference, the Smith Aquatic Center in Charlottesville—to be completed in 2010—contains about 24,000 SF of space and includes locker rooms, one 6-lane competition pool, and one family/recreation pool at a cost of about \$11.5 million. The proposed YMCA in Charlottesville will contain 61,000 SF of space and will include a swimming pool, gymnasium, and fitness rooms at a cost of about \$15 million.

Multi-Use Trail (Varies)

Trail costs vary depending on the type of material and width. Asphalt trails will cost more than crushed stone trails. A VDOT-standard 14-foot-wide trail will cost more than a trail that is 8 feet in width. The cost of asphalt trails also varies depending on the current cost of oil at the time of bid.

In general, an asphalt trail will cost between \$25 and \$30 per linear foot. A crushed stone trail will cost between \$15 and \$25 per linear foot.

Softball Field (\$200,000 to \$250,000)

An average new amateur slowpitch softball field with a clay infield, sod outfield, subdrainage, backstop, benches, bases, dugout, lighting, and irrigation will cost between \$200,000 and \$250,000. Without irrigation and lighting, the field would cost approximately \$90,000 to \$110,000. Costs vary greatly depending on the use of seed versus sod and the competition standards to which the fields are built.

Baseball Field (\$250,000 to \$300,000)

An average, competition-grade high school baseball field with a sod infield, sod outfield, subdrainage, backstop, benches, bases, dugout, lighting, and irrigation will cost between \$250,000 and \$300,000. Without irrigation and lighting, the field would cost approximately \$135,000 to \$185,000. Costs vary greatly depending on the use of seed versus sod and the competition standards to which the fields are built.

Soccer Field (\$50,000 to \$55,000)

The cost above reflects a single soccer field. Costs include grading, importing and placing topsoil, sod, field striping, goals, and drainage. Costs are greatly reduced with the use of seed instead of sod.

Canoe/Boat Ramp (\$1,500 to \$3,000)

Canoe and boat ramps vary greatly in cost depending on size, location, and

their ability to handle vessels of different sizes. The cost above reflects a simple concrete canoe launch with wood strips to serve as a boat slide. More complicated ramps will increase in cost.

Outdoor Amphitheater (Varies)

Amphitheater costs are difficult to pinpoint until a program and site are selected. Costs vary depending on location, stage size and type, proximity to utilities and roads, desired number of attendees, and a host of other items. A small clam-shell-type covering housing about 4,000 people may cost \$3 million whereas larger amphitheaters with seating, lawn area, and parking may range between \$10 and \$20 million.

Public Campground (\$750,000 to over \$1,000,000)

The costs above include a main building with office, laundry, store, and game room; 90-100 camp sites, and 5 cabins, as well as utilities, parking, lighting, and other earthwork. Campground costs will increase with optional facilities such as swimming pools, playgrounds, trails, and outdoor grills.

Fishing Pier (\$30,000 to \$50,000)

Fishing piers can be as simple as a narrow dock extending from a shore or a wide deck with multiple alcoves and decorative railings. The above costs reflect piers that are roughly 375 to 600 SF in size and that have ADA-accessible fishing slots.

Picnic Shelter (\$20,000 to \$30,000)

An average picnic shelter covers an area that is 20' x 20' or 24' by 24'. However, any size roof is available in stock or custom square footage. The costs above reflect a pre-fabricated shelter system available from manufacturers such as Enwood or Poligon. Costs vary depending on size, post material, roof material, and shipping location.

Outdoor Basketball Court (\$10,000 to \$12,000)

This cost reflects an asphalt-surface, 84' x 50' basketball court on a gravel sub-base with two recreation-grade hoops systems.

Demographic Analysis and Organizational Development



CHAPTER ONE DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the general populace of the County of Pittsylvania. This analysis demonstrates the overall size of total population by specific age segment, race and ethnicity, and the overall economic status and disposable income characteristics of the residents through household income statistics.

All future demographic projections are based on historical trends. All projections should be utilized with the understanding that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

1.1 PITTSYLVANIA COUNTY DEMOGRAPHIC OVERVIEW

It is important to note that while the demographic analysis evaluates the population characteristics based on the jurisdictional boundaries of the County, it is not uncommon to experience surplus and leakage within the consumer goods market – including recreation and entertainment – in metro and super-regional areas. This means that in the eye of the consumer and/or participant, jurisdictional boundaries can be inconsequential. The expanse and location of Pittsylvania County in relation to regional and metro/super-metro areas – some municipalities within the County’s external boundaries – lends itself to the potential leakage of usage, and thereby revenues, to competing entities.

In terms of **total population**, the Pittsylvania County service area has demonstrated a mildly fluctuating, largely flat-lined growth pattern over the last several years. From 2000 to 2009, the County service area has experienced a 0.1% annual rate of growth and projecting ahead, the County population is expected to flat-line at virtually the same population figures up to 2024.

Population categorization by major **age segment** demonstrates a rapid aging trend with a visible increase in the 55+ age population at the cost of a decline in the 35-54 population. Currently, 60% of the total County population is over the age of 35 and growing older. The 35-54 age segment comprised 32.1% of the population in 2000 and is projected to reduce to 25% by 2024. On the other hand, 55+ age segment is projected to increase from 25% in 2000 to almost 39% in 2024.

From a **race and ethnicity** standpoint, The Pittsylvania County service area is diverse and primarily comprised of two races. Almost seventy-two (71.98%) of the service area is classified as White Alone while 27% is made up of Black Alone racial composition. This diversity is projected to increase further in the coming years.

The **gender** composition is marginally in favor of females (50.8%) and this trend is projected to remain constant over the years.

The service area’s median **household income** (2009 estimated median income of \$42,390) has increased from \$35,141 in 2000 and has been projected to increase over the next several years



(\$51,830 by 2024). However, the income levels are lower in comparison to the state of Virginia and national trends.

1.2 METHODOLOGY

Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in January 2010, and reflects actual numbers as reported in the 2000 Census and demographic projections for 2009 and 2014 as estimated by ESRI; straight line linear regression was utilized for projected 2019 and 2024 demographics. The Pittsylvania County service area was utilized as the demographic analysis boundary (**Figure 1**).

1.2.1 RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2000 data on race are not directly comparable with data from the 1990 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2000) definitions and nomenclature are used within this chapter of the Business Plan.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black – This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Cuban, Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race



1.3 THE PITTSYLVANIA COUNTY POPULACE

1.3.1 POPULATION

The Pittsylvania County service area has demonstrated a mildly fluctuating, largely flat-lined growth pattern over the last several years. From 2000 to 2009, the County service area has experienced a 0.1% annual rate of growth. This translates into a negligible increase of approximately 651 people over the last 10 years. Projecting ahead, the County population is expected to flat-line at virtually the same population figures over the next several years up to 2024. Based on the projections through 2024, Pittsylvania County is expected to have a total population of 62,454 and approximately 26,880 households.

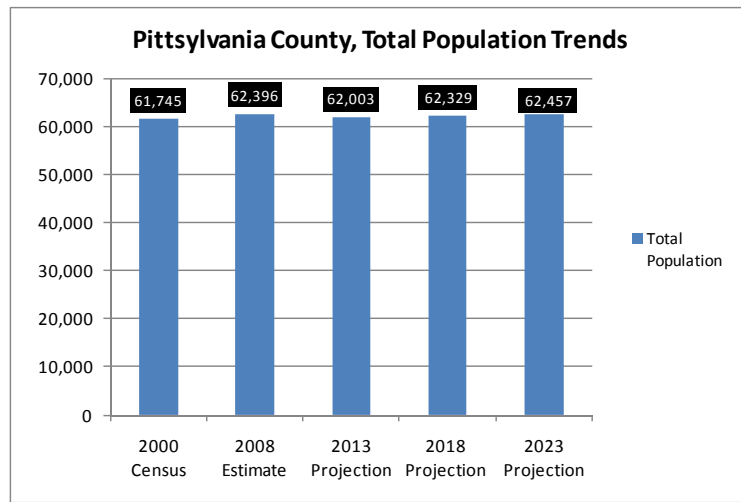


Figure 1 – Pittsylvania County Population Trends

1.3.2 AGE SEGMENT

Population categorization by major age segment demonstrates a rapid aging trend with a visible increase in the 55+ age population at the cost of a decline in the 35-54 population (see Figure 2).

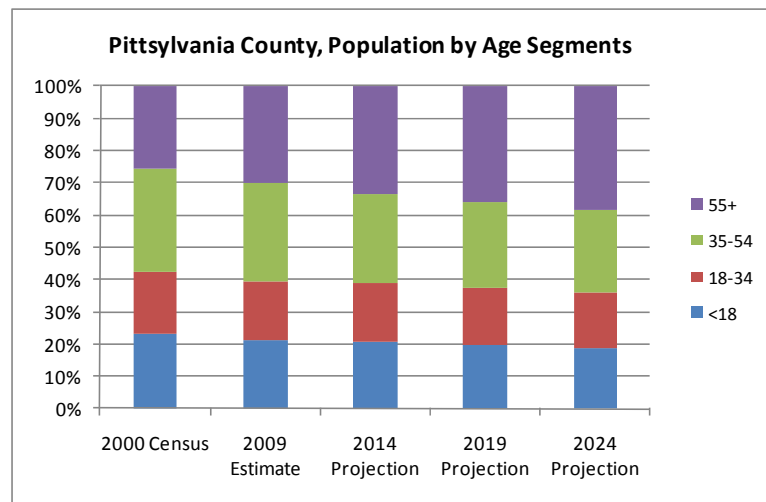


Figure 2 – Pittsylvania County Population by Major Age Segment



This aging trend is visible nationwide, too, as a result of the baby boomer population growing older and medical advances contributing to increased life expectancies. However, the population numbers in Pittsylvania County are on the higher side compared to observed national trends.

Currently, 60% of the total County population is over the age of 35 and growing older. The 35-54 age segment is in the midst of a rapid decline that started earlier in the decade and is projected to continue going ahead. This age segment comprised 32.1% of the population in 2000 and is projected to reduce to only 25% by 2024.

On the other hand, 55+ age segment is projected to increase by over 50% in the same time frame. This age segment is expected to increase from 25% in 2000 to almost 39% in 2024.

Thus, by 2024, the population composition will have only 36% of the population under in the 35 or under age groups. Essentially, just one out of three individuals in Pittsylvania County would be younger than 35 years by that time. This would entail a marked shift in the programming mix and types of facilities that must be developed in the County over the next decade. The erstwhile emphasis on youth sports and summer camps as the primary program areas complemented by other smaller programs might not be an effective model going ahead.

This population composition would require the County to provide a wide variety of recreational, educational, and entertainment options that focus on the existing majority active adult population but also seek to attract younger families in their midst. These could include programs that will place a heavy emphasis on community wide special events, performing arts, traditional team sports, therapeutic recreation, family activities such as biking, walking, and swimming, life skill programs and general entertainment and leisure activities.

The five age segments with the largest percentage growth from 2008 to 2013 are:

1. 30 – 34 years of age; 39.9% five year increase
2. 60 – 64 years of age; 38.9% five year increase
3. 65 – 69 years of age; 36.8% five year increase
4. 55 – 59 years of age; 33.5% five year increase
5. 85+ years of age; 32.3% five year increase

Four of the top five ranked age segments in terms of percent growth from 2008 to 2013 (60-64, 65-69, 55-59 and 85+) contribute to the 55+ age segment (see Figure 2).

However, it is important to note that percent growth is not reflective of the entire story. For example, though the 85+ years age group has a 32.3% growth from 2008 – 2013 the actual increase in the number of people is 1,280. On the other hand, the 20-24 year age group only has an 18.9% increase over five years, yet it translates into an increase of 1,721 people.



1.3.3 GENDER

The gender distribution of the Pittsylvania County service area shows the female population being slightly higher and accounting for 50.8% of the total population (**Figure 3**). This distribution is projected to remain constant throughout the next five, ten, and fifteen year study periods.

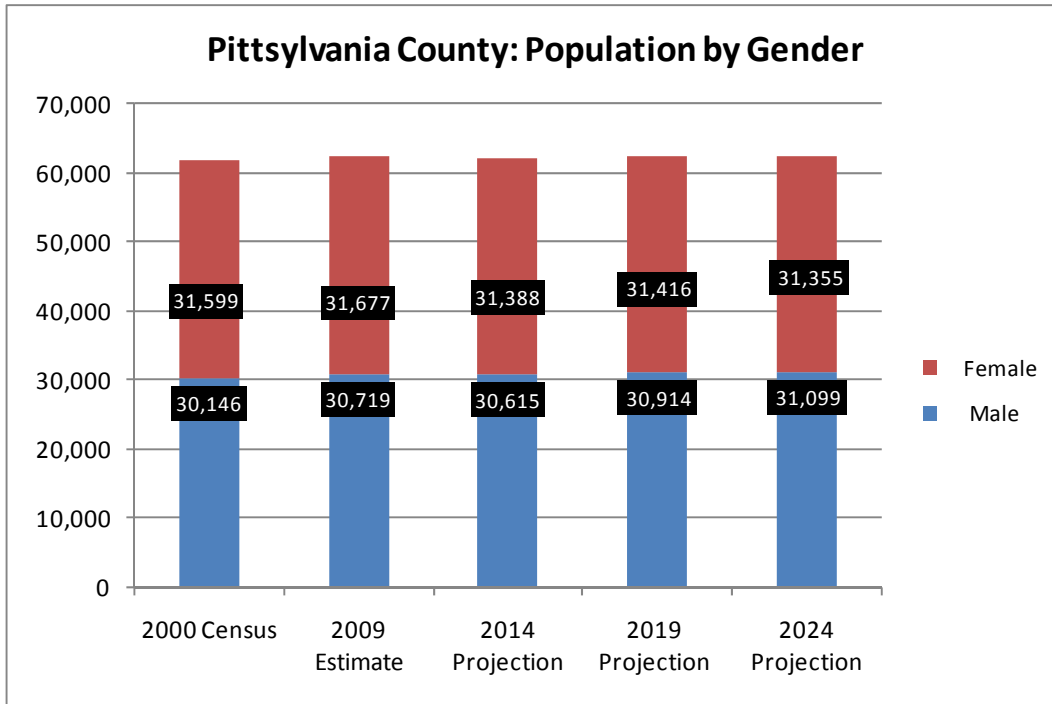


Figure 3 - Pittsylvania County Gender Composition

Current recreational trends indicate that Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Women participation rates, however, are slightly lower than their male counterparts – 61% of women participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men. According to recreational trends research performed in the industry over the past twenty years, the top ten recreational activities for women are currently:

- Walking
- Aerobics
- General exercising
- Biking
- Jogging
- Basketball
- Lifting weights
- Golf
- Swimming
- Tennis

The top ten recreational activities for men are:

- Golf
- Basketball
- Walking
- Jogging
- Biking
- Lifting weights
- Football
- Hiking
- Fishing
- Hunting



While men and women share a desire for six of the top ten recreational activities listed above, men claim to participate in their favorite activities more often than women in any ninety-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team oriented activities which dominate the female youth recreational environment. Instead they are shifting more towards a diverse selection of individual participant activities, as evident in the top ten recreational activities mentioned above.

1.3.4 RACE AND ETHNICITY

The Pittsylvania County service area is primarily comprised of two races. Almost seventy-two (71.98%) of the service area is classified as White Alone, accounting for approximately 44,899 total persons. The next largest single race is Black Alone (27.34%; 16,260 persons), as shown in **Figure 4**.

Projecting ahead, the Black Alone population is expected to increase to over eighteen thousand people (18,708) and make up 30% of the population. The rest of the races and all others combined make up an fairly small portion of the population.

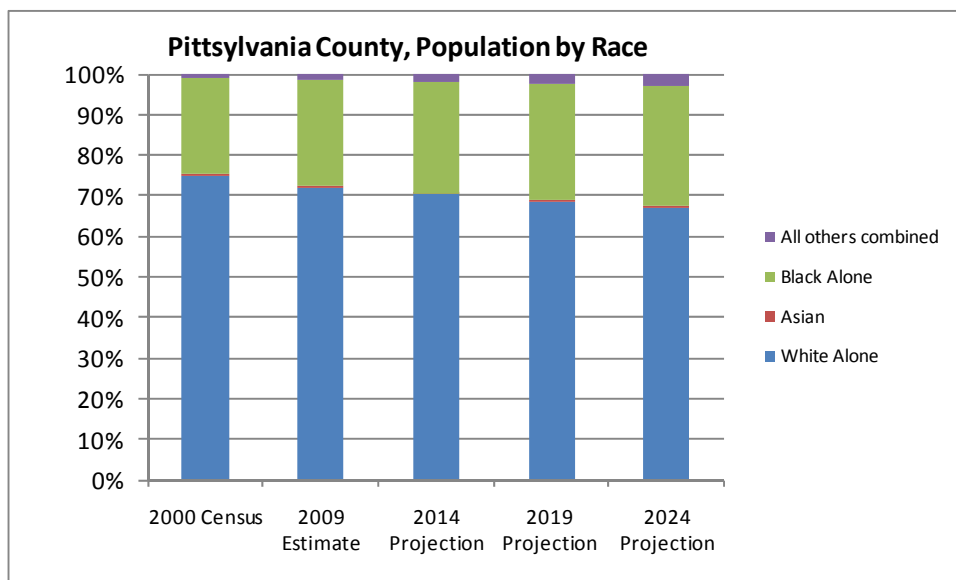


Figure 4 – Pittsylvania County Population by Race/Ethnicity

Persons of any race in combination and classified as being of Hispanic or Latino origin accounted for barely one percent of the population (1.20%) and they are projected to increase to 3.4% by 2024.

1.3.4.1 PARTICIPATION TRENDS BY RACE/ETHNICITY

The white population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the white populace has an affinity for outdoor non-traditional sports.



Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with white middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire and both the minority and youth populations continue to increase.

The Black population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The black populace exhibits a strong sense of neighborhood and local community through large special events and gathering with extended family and friends including family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain biking, are not much of a factor in the participatory recreational activities.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics.

The Asian population is a very different yet distinct ethnic group compared with the three main groups in the U.S. – white, black, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports and water based activities.

Utilizing the Ethnicity Study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to each race/ethnic group.

A participation index was also reviewed. An index is a gauge of likelihood that a specific ethnic group will participate in an activity as compared to the U.S. population as a whole. An index of 100 signifies that participation is on par with the general population; an index less than 100 means that the segment is less likely to participate, more than 100 signifies the group is more likely than the general public to participate.

The most popular activities for those classified as white alone in terms of total participation percentage, the percentage by which you can multiply the entire population by to arrive at activity participation of at least once in the past twelve months, are:

1. Recreational Swimming – 38.9% participation rate (38.9% of the population has participated at least once in the last year);
2. Recreational Walking – 37.0% participation rate;
3. Recreational Bicycling – 20.6% participation rate;
4. Bowling – 20.4% participation rate;
5. Treadmill Exercise – 19.1% participation rate;



High participation percentages in freshwater fishing (17.3% participation rate), hiking (17.2% participation rate), and tent camping (17.2% participation rate) demonstrate the high value that the white population places on outdoor activities. Sailing (Index of 124), kayaking (Index of 121), and golf (Index of 120) are three activities that the white population is more likely to participate in than the general public.

The top five recreational activities for the Asian populace in regards to participation percentages are:

1. Recreational Walking – 33.3% participation rate;
2. Recreational Swimming – 31.9% participation rate;
3. Running/Jogging – 21.6% participation rate;
4. Bowling – 20.5% participation rate;
5. Treadmill Exercise – 20.3% participation rate;

Analyzing the top five activities that the black populace participates in at the greatest rate results in:

1. Recreational Walking – 26.7% participation rate;
2. Recreational Swimming – 20.2% participation rate;
3. Basketball – 19.8% participation rate;
4. Bowling – 17.5% participation rate;
5. Running/Jogging – 14.3% participation rate;

The black population, like the Hispanic population, is more than twice as likely to participate in boxing (Index of 208). Football (Index of 199) and basketball (Index of 160) are also among the higher participated in activities among the black populace, however, BMX bicycling surprisingly has a higher index than basketball – 172 to 160.

The Asian populace participates in multiple recreational activities at greater rate than the general population with lacrosse being the activity boasting the greatest index of 615. squash (Index Of 414), mountain/rock climbing (Index of 262), yoga/tai chi (Index 229), martial arts (227), artificial wall climbing (224), badminton (222), and rowing machine exercise (206) each represent an activity that Asian's are more than twice as likely to participate in than the general public.

The five most popular and most participated in activities for those of Hispanic descent are:

1. Recreational Swimming – 33.2% participation rate;
2. Recreational Walking – 31.2% participation rate;
3. Recreational Bicycling – 19.7% participation rate;
4. Bowling – 18.5% participation rate;
5. Running/Jogging – 18.0% participation rate;



In terms of participation index, the Hispanic populace is more than twice as likely as the general population to participate in boxing (Index of 264), very likely to participate in soccer (Index of 177), and more likely to participate in paintball (Index of 155) than any other ethnic group. For comparison reasons, although Hispanics are nearly twice as likely to participate in soccer as any other race, only 9.0% of the Hispanic population participated in the sport at least once in the last year.

1.3.5 HOUSEHOLDS AND INCOME

Currently, it is estimated that there are 25,753 households in the Pittsylvania County service area with an average household size of 2.41 persons.

The service area’s median household income (2009 estimated median income of \$42,390) has increased from \$35,141 in 2000 and has been projected to increase over the next several years (\$51,830 by 2024). The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income is projected to increase by 50% from \$16,991 in 2000 to \$23,965 by 2024 (Figure 5).

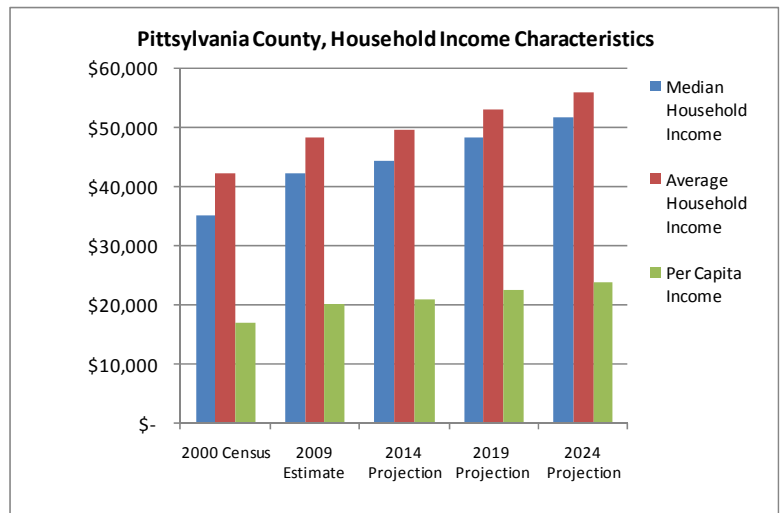


Figure 5 – Pittsylvania County Service Area Income Characteristics

Additionally, as Figure 6 illustrates, the median household income and per capita income in Pittsylvania County fall short in comparison with those of the state of Virginia as well as national averages.

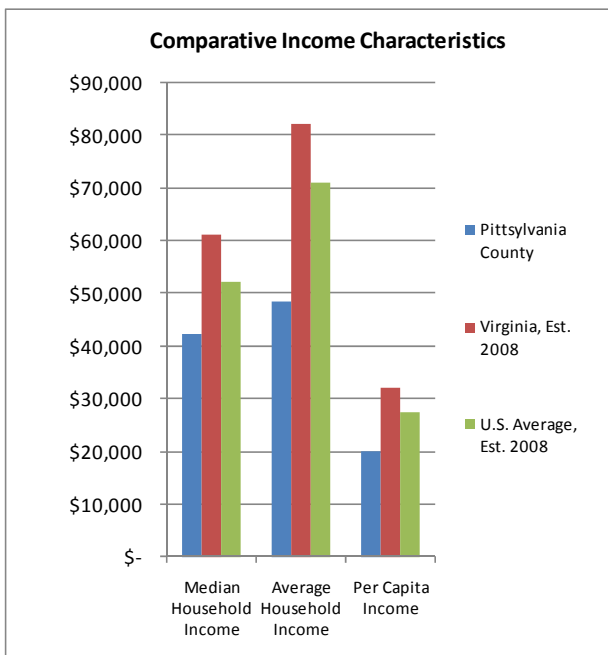


Figure 6 - Pittsylvania County Comparative Income Characteristics

Pittsylvania County’s 2009 median household income of \$42,390 is lower than that of Virginia (\$61,004; 2008 estimated) and the national average (\$52,175; 2008 estimated). Given the current economic conditions and the limited income characteristics of the population, it is imperative to provide a mix of recreation opportunities that cater to a diverse audience and are cost-effective.



CHAPTER TWO ORGANIZATIONAL DEVELOPMENT

Through the years Pittsylvania County has evolved into a “privatized” recreation market where individual leagues and organizations have developed into the sole provider of recreation. The fundamental issues of this current model which are threatening the equitable delivery of recreation County-wide is twofold – the County’s vast size (983 square miles) and the current inequity between organizations that have the means to provide services and those that do not.

Based on observations and findings assimilated from the community input, a need exists in the community for an organized approach to County recreation. Virginia statutes pave the way for the formation of recreation authorities (see Appendix: Creation of Authority; Code §15.2-5602). It is recommended that the authority origination entail the following:

1. The County of Pittsylvania and the Town of Chatham authorize the recreation authority to administer the duties and responsibilities to achieve the mission and goals as defined by the community; authority will be responsible for financial management, operations, and programming of recreational activities and associated assets
2. A board of advisors, endorsing policy design and strategic guidance through a collaborative approach, should be established; this board is also responsible for the placement of the authority’s executive director
3. Appointment of the executive director by the board, granting a contract of employment; initially, due to funding limitations, this position may have to be filled with a dedicated volunteer; eventual growth of authority could result in a full-service parks and recreation provider and associated organizational structure (see example organization chart in Appendix)
4. Recreation authority to explore/obtain partnerships (financial and equitable) and establish user agreements for all facilities and/or assets (i.e. sports fields, gymnasiums, etc.) for an agreed upon period
5. Recreation authority to create a detailed pro forma and operating and management plan (i.e. business plan)
6. Executive director employ functional management positions (i.e. facility and grounds, recreation program, planning and design, administrative) and associated staff; as with all authority management/staffing, initial positions may have to be comprised of dedicated volunteers until fiscal viability is achieved
7. Recreation authority to determine recreational program, associated costs, pricing, prioritized usage, and scheduling
8. Delivery of services



It is recommended this initiative is organized and executed; however, as with any organizational endeavor, governance and funding – both operational and debt – will ultimately determine the dynamic of such a recreational authority. Due to the historical precedence within the County of funding for public recreation (maximum funding peaked in the \$30K to \$40K range prior to the disbandment of the recreation department), it should not be assumed that the County will have an active role in the financing of the recreational authority. Issues that could be barrier to success for the recreation authority include, but are not limited to:

- Limited fiscal resources
- The need for sustainable operations; assets/system will need to cover development and operating costs
- Location/number of assets required for an equitable distribution/service area to County constituents
- Program and facility/assets will have to service multi-age segments and variety of interests to be economically viable
- Need to attract equitable partners to work in conjunction with the recreation authority
- Ability to convey and deliver quality of services and an associated charge; user fees must be aligned with the value received
- Ability to garner voter support for a recreation facility bond issue as the need arises for dedicated facilities/assets

2.1 COLLABORATIVE MANAGEMENT

Establishing a sound recreational authority will require a consensus among the County's recreational providers, founded on the understanding that recreational providers within Pittsylvania County work together more closely to manage all resources – human, financial, and physical – in a unified, strategic direction. The challenge of coordinating management decisions for a recreational authority as a whole with multiple entities and organizations has the potential to inhibit collaborative management opportunities from reaching their potential. There has been coordination between some of these entities based upon necessity and occasional opportunities; however the prevailing result is management clusters focused on specific recreational activities instead of consistent coordination between all recreational and sport organizations operating within the County.

Collaborative management recommendations of this Comprehensive Parks and Recreation Master Plan include the following critical aspects:

- A collaborative management approach must not dilute the ownership and sense of control of the individual leagues over their team operations. Authority management should be the sole



responsibility of an executive director; this position may have to be phased in as a full-time/paid position over a five-year period

- A collaborative committee comprised of representatives from each of the leagues should be formalized with designated membership. This board of representatives should be restricted to policy design and authorization only. An expanded sub-committee can be created to involve key County operational partners and stakeholders; requirements, conditions, and terms of board members should be determined prior to commencement of the authority
- The expectations of a formalized collaborative committee comprised of representatives from each of the leagues must not extend beyond a policy and advisory capacity
- Meetings of the collaborative management committee should be regular, with a minimum frequency of bi-monthly for the first year. Meeting frequency could be adjusted to meet the expressed need over time. It is the duty of the executive director to manage the daily duties as well as inform the collaborative management committee of significant occurrences
- Meetings of the collaborative management committee should be organized to address topics and outcomes in the following key areas:
 - Goals and priorities – clarify and update the goals and priorities of the collaborative management committee as needed to keep the committee productive and aligned with the vision/mission of the recreational authority
 - Programs and services – coordinated planning and scheduling; routine and preventative maintenance; special events
 - Facilities and assets – facility and asset management issues; envisioned new facilities or assets under construction
 - Marketing and promotion – coordinated marketing efforts including a recreational authority website featuring schedules and key information
 - Infrastructure – utilities and supporting infrastructure that needs repair or replacement; coordinated repair and replacement schedules where relevant; new infrastructure requirements and initiatives
 - Funding and fundraising – coordinated efforts for raising funds for programs, services, facilities, amenities, and/or infrastructure requirements to meet the strategic objectives of the recreational authority
 - Other – additional issues that arise where collaborative awareness or support creates opportunities



- Leadership of the collaborative management committee should be the sole responsibility of the executive director; additional league/entity membership on the committee should be the result of committee consideration and approval

2.2 COOPERATIVE BRANDING AND MESSAGING

It is critical that cooperative branding and messaging inform County and local municipality residents and visitors to the area that the Pittsylvania County's recreational authority is a full-service provider of recreational activities. Leagues and entities can retain their individual distinction while engaging in a co-branding campaign that features standard messages of the recreational authority. This message will provide residents and visitors to the County a greater sense of the importance that a collaborative approach to recreation provides the region.

Specific examples of co-branding and messaging vehicles and opportunities include, but are not limited to:

- Collaborative website that is updated routinely with schedules, results, events, amenity descriptions, league/entity information, and links to websites of sponsors and stakeholders
- Collaborative promotional material

2.3 STRENGTHEN SENSE OF ORGANIZATION

There are a multitude of tasks that can dramatically strengthen the sense of the recreational authority's mission. These include consistency of maintenance standards, design and operating standards for amenities and assets, and delivery of the authority's message to the community. Strategies include:

- Consistent signage themes and appearance throughout the County where the recreational authority hosts games and practices
- Consistent maintenance standards for facilities, structures, and grounds utilized by the recreational authority
- Consistent design standards for facilities and assets constructed by the recreational authority
- Consistent messaging associated with any publication, press release, or promotional material of all leagues/entities belonging to the recreational authority. This would include a single, consistent statement that defines the activity, event, experience, amenity, and/or destination as a component of recreational authority, and briefly summarizes the value of the authority to the local community; this could include the mission statement

2.4 UPGRADE INFRASTRUCTURE

There are numerous examples of aged infrastructure currently being utilized by many of the leagues/entities that detract from either experience and/or the operating potential of amenities.



Further, site specific master planning featuring diverse, yet relevant public opinion regarding the prioritization and appropriateness of facilities and infrastructure required for the delivery of recreational activities should be initiated. This process should reflect a balance of core values, as well as the needs of the recreational authority to deliver an equitable, high quality community good that meets the recreational needs of the public.

2.5 ORGANIZATIONAL DEVELOPMENT

Strategic planning – the essence of the Comprehensive Parks and Recreation Master Plan – focuses on the approach to preparing for the future; the process, organization, objectives, and timeframes. The key to any type of planning is the follow through: strategic deployment. This is where the plan takes shape and “comes to life”, where strategy is converted into action. The action plan focuses on the resource allocation, performance measures, communication, and ultimately, visual evidence. As the recreational authority begins to evolve, the implementation and deployment of the strategies will be instrumental in the long range success of the authority.

The biggest obstacle facing many of the leagues/entities currently as well as the development of a recreational authority is the scarcity of resources. Strategic planning for an organization aligns the organizational, divisional, and individual responsibility into a collaborative, or team, approach, improving the decision making process by focusing on a specific outcome. The ability to for the leagues and entities of Pittsylvania County to collaborate on the delivery of recreational activities will ultimately reduce the randomness of scarce resources; this however could be an obstacle.

2.6 GOVERNANCE

For long-term sustainability, operating standards for the recreation authority should be developed to meet the desired outcomes. The standards include the recreation authority’s philosophy, the focus for each market segment targeted, activities, programs and events, and the pricing philosophy. The operating standards drive the business decisions, budgeting, organization design, and staffing.

2.6.1 OPERATIONAL GUIDELINES

The fundamental guideline of the recreational authority should be to establish balance in services and amenities/facilities through baseline standards. This approach provides capacity to meet the local market needs of the community with consideration for overall sustainability. Operational guidelines should be founded on the fundamental practice of the business management model that embraces proactive planning, consistent standards, data based decision making, and accurate measurement of efficiency and effectiveness; this balanced approach should:

- Recognize the community’s socio-economic diversity
- Focus on creating sustainability in all aspects of delivery by meeting explicit need
 - Understand true cost of service, which will assist in pricing services correctly with the appropriate cost recovery goals



- Incorporate a maintenance plan (routine and preventative) and asset lifecycle management plan that is directly related with the delivery of all services and activities of the recreational authority
 - Establish maintenance standards so all interested and affected organizations and elected officials know resources required to deliver on community expectations, or, alternatively, reduce standards to meet the staffing levels appropriated
- Comprehend other service providers (i.e. municipalities, neighboring counties, etc.) and limit or eliminate the duplication of services
 - Recreational authority should gain effective customer feedback to assess the quality of each program participated in with the authority and with other providers as well as gain an understanding of program needs the community desires
- Tiered level of services and/or amenities/facilities to recover costs allowing resource to be redirected to baseline standards
 - This means that those activities that are more exclusive in nature or not meeting that core mission and values of the recreational authority should be priced in a manner to generate profit to enhance operational resources
- Utilize key fundamental performance measures to demonstrate efficiency and effectiveness and hold the authority, league/entity members, and participants accountable

2.6.2 RESOURCE MANAGEMENT

As resources are reallocated to the authority as a whole, leagues/entities with superior resources have little incentive to cooperate. It is imperative that the recreational authority understand these issues prior to formation. Strategies to offset the inequity in resource allocation can include:

- User agreements that compensate the “resource-rich” organizations with prioritized usage of these assets
- Incentivize individual leagues/entities to fundraise via usage agreements that grant additional access to assets based on the level of contribution to the recreational authority maintenance fund or capital improvement fund
 - A baseline of usage (hours/events) should be granted to all leagues/entities of the recreational authority regardless of fundraising capabilities
- The recreational authority should continue to employ the current practice of utilizing local third-party resources to administer the delivery of services; however, it is important to remember that these partnering entities are often not in the “business” of recreation



- This generally means that the recreation authority will not have first choice in usage of the assets in question and that typically, prioritized usage agreements will allow for the authority to utilize the amenities/facilities only when the parent organization has fulfilled their primary responsibilities
- As funding initiatives for all organizations become strained, national trends indicate that more than ever, adequate compensation for the use of partner entity amenities/facilities is becoming the norm
- Specifically, the continued usage of Pittsylvania County school facilities could be negatively impacted due to the budget deficits schools are facing as a result of reduced tax support; as such, to meet the mission of public education, activities not directly related to education could be effected
 - Continued use of school facilities may require equitable compensation, including but not limited to, reimbursement for utilities, janitorial/custodial services, administration/security, capital depreciation, etc.
- Compensation for facility usage through equitable partnerships would still be in the best interest of the recreational authority since capital, labor, and maintenance costs would only be a fraction of operational costs associated with a full-time facility
 - As the recreational authority evolves and debt capacity and operational funds increase, future master planning efforts should strategize for facility development

2.6.3 PROGRAM

Although a person's age should be considered when planning for program opportunities – recreational programs should be available for each of the targeted age segments – age alone should not define the ultimate program offering.

The evolution of the recreational authority will depend largely on the operational capacities of both monetary and human resources. The inaugural venture should build upon the strong recreational youth sports program currently in existence, creating a foundation of potential lifetime users. As resource capacities increase, the recreational authority should branch out into lifecycle programming based on the expressed need of the community.

Age is one of many defining factors in recreation participation patterns. Personality, social influences, early life recreation experiences, and leisure attitudes also shape recreation behavior throughout the lifetime. A report distributed by the *Leisure Information Network* theorized multiple motives which decline in importance with age, and conversely, is generally considered a priority for young, maturing person. This means that as individuals age, the declining motivation effectively reduces their desire to



participate in certain learning or skill building programs. These principals and motives include, but are not limited to:

- Improving skills or knowledge or learning new skills/abilities – valuable asset for a young person or maturing adult; as one ages, the desire, need, and ability to improve skill sets generally decline
- To compete/for a challenge – competitor based programs are generally targeted toward the youth or young adult segments
- For excitement – as with competitor based programming, as the populace ages, thrill seeking and extreme adventure generally levels off
- Motivational principals which are often sought after and can increase in importance with age
- To help/be an asset for the community – volunteerism and public stewardship generally increases with age; one explanation of increased stewardship is the amount of available “free time” the maturing demographic has due to a reduced workload as a result of a partial-retirement or total retirement
- Relaxation – in stark contrast to the thrill seeking commonly associated with a youthful age segment, an aging populace generally seeks out activities which are stimulating while allowing for a regeneration of the mind and body

Reasons which are particularly important to young adults and older adults but of less importance in the mid-adult years:

- To show others I can do it
- To keep busy
- To be creative
- To do things with friends
- To meet new people
- Possess skill

A robust, sustainable multi-generational program is a function of market need. However, to accommodate passive and active use activities a program plan must have enough revenue generating activities to alleviate and/or offset operational costs of said activity as well as the non-revenue generating activities. An example being:



- Trails are typically one of the top-5 most “needed” park and recreation assets nationwide; however, trails are predominantly passive use assets which typically are provided to the public without a charge
- Costs associated with a lineal foot of trail can total anywhere from \$8/LF (6ft soft surface) to \$90+/LF (12ft concrete); annual maintenance costs can range from \$0.50/LF to more than \$1.00/LF depending on trail design and maintenance standards

2.6.4 FUNDING ANALYSIS

The key to economic viability is a successful pricing plan and philosophy centering on knowing the costs to produce a service and/or product, creating need based products/services, having quality and knowledgeable staff and volunteers in place, and creating a memorable and fun experience. Economic viability should be a function of value-driven finances. The recreational authority should focus on generating and managing resources to gain the best return on investment through sound business practices and fiscal stewardship.

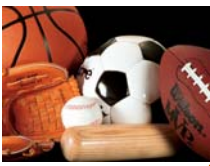
Two basic options exist for the funding of the recreation authority; 1) the authority can absorb the leagues/entities operations, and therefore the funding mechanisms and operate the conglomerate with guidance from the collaborative management committee administered by the executive director, or 2) the recreational authority can charge an assessment to each league/entity based on the number of participants and the intensity of use (hours) each league/entity schedules; this second option is recommended by the Project Team.

As the recreation authority evolves, one of the primary expenditures will be maintenance of the facilities. A key to providing positive user experiences is to the set maintenance standards that consistently meet or exceed the users' expectations throughout the entire system. Documenting maintenance standards presents the required resources (human, equipment, supplies, and materials) that are needed for each aspect of service delivery to meet the predetermined standards.

2.6.4.1 POTENTIAL FUNDING SOURCES

Alternative funding sources help support needed capital and operational costs of the recreation authority. These opportunities require further discussion, review, and exploration over the next several years; the recreation authority can research possibilities in these areas. Strategies are listed by category:

- Fees/Charges
- General Obligation Bonds
- Acquisition Costs
- Sponsorship, Partnership, and Outsourcing
- Maintenance Endowment



- Volunteer Corps
- Volunteer Grants/Quality Control Coordinator
- Activity Based Costing
- Cost Avoidance

The recreation authority would be responsible for implementing ideas relating to acquisition and lifecycle replacement as well as be responsible for all earned income opportunities. It is recommended that the recreation authority develop one of these funding sources, or alternatives not listed here, each year. This will help reduce the variation associated with the highs and lows of dedicated funding sources and market shifts that can cause some declines in traditional funding sources from user fees and charges.

FEES/CHARGES

Fees and charges are the primary revenue generation means for the majority of recreational providers across the country. It is important that the costs to administer services/activities are understood so as to not undervalue delivery. Fees and charges must be market-driven and based on both public and private facilities within the service area. The potential outcome of revenue generation is consistent with national trends relating to the park industry and recreational agencies, which generate an average 35% to 50% of operating expenditures via user fees and charges.

GENERAL OBLIGATION BONDS

- General Obligation Bonds – bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

ACQUISITION COSTS

- Sale of Naming Rights – this funding source is used by many park systems and recreation providers to sell the naming rights for a 10 to 15 year period for a set amount based on the number of impression points the authority can bring to the company or individual providing the funding for the naming rights. Naming rights typically cover at least 25% of the cost of an amenity or recreation facility.
- Foundation Support for Land Acquisition – this funding source helps secure land for matching money to help acquire or develop property. Foundations that support land acquisition are usually in the form of community foundations and/or are large corporate foundations that are recreation and/or quality of life conscious of the community they live in.

SPONSORSHIP, PARTNERSHIP, AND OUTSOURCING

- Sponsorships – sponsorships are the most common form of outside funding support in the parks and recreation industry. It is mostly done in the form of advertising in program guides, at sports fields, at special events, or through facility naming. Community feedback is usually general



acceptance from many communities as long as it is tasteful in the appropriateness of the sponsor and the method for recognition. Sponsors must be approached from the business perspective of evaluating their cost per impression for their sponsorships, and not from a philanthropy perspective. Relationships with major sponsors can be achieved if the recreation authority can demonstrate the inherent value based on the business exposure to the sponsor.

- Partnerships – partnerships can take many forms including:
 - Event partners (special events shared risk and reward; regional tournament events)
 - Contractual partners (concessions with a guaranteed lease plus percentage of the profits)
 - Facility enhancement partners (local businesses, community groups, or agency developing an element in a park; could be done in conjunction with contractual partners)
 - Non-profit partners (shared resources with a community agency; fundraising expertise, equipment, etc.)
 - Interagency partners (joint ownership of a facility with shared revenue; shared use of major equipment)
 - Product partners (annual contribution for scoreboards)
 - School partners (equitable use <i.e. financial compensation> of shared gymnasium/classroom facilities)

In any true partnership, it is imperative to understand that the relationship is more than that of a sponsor. It is a contractual relationship that involves risk and reward for both (or all) partners. All parties bring their unique strengths to the table and in that the overall objective of each individual partner is achieved to the highest level.

It will be beneficial to establish a recovery goal of 10-15% of budget revenues through sponsorships and partnerships. Initiating a campaign to identify the natural partnerships for a variety of program areas and begin to court these marriages will help to achieve this goal.

- Outsourcing – outsourcing is another way to provide quality services at competitive costs. To use this tool, the recreation authority must develop activity based costing to understand the true cost of delivering services to the public. The ABC Model will help identify cost reduction opportunities in addition to the outsourcing option. Units that have outsourced successfully within the parks and recreation industry across the country include: mowing, horticulture work, custodian services, concessions, printing, marketing, and construction management. It is important to consider that these were done in the context of understanding the internal costs and comparing these to outside vendors.



MAINTENANCE ENDOWMENT

Any time funds are raised to develop or acquire a park and/or land, a maintenance endowment should be included in the formula. Using conservative formulas, the endowment should be built anticipating a 2-4% annual rate increase noting that this inflation should be adjusted for specialized assets. For developed parkland the recreation authority should project a \$3,000 per year maintenance budget per acre. Using a 40-acre park as a model and assuming 60% development, this assumes a 24 acre developed park. At \$3,000 per acre for maintenance, multiplied by 24 acres, the recreation authority could expect \$72,000 per year for maintenance. Using a 5% payout, the endowment to fully support this park would need to be \$1,440,000.

CREATE A VOLUNTEER CORPS

To enhance the potential for authority success, initial growth and maintenance support may depend on the creation of a Volunteer Corps. Volunteers can be used in a variety of organizational capacities as maintenance support, program assistants and office help. There are tremendous opportunities to use retired individuals, parents, and special interest groups to foster community growth, legislative initiatives, and maintenance/enhancement projects.

EMPLOY A VOLUNTEER GRANTS/QUALITY CONTROL COORDINATOR

Managing volunteers is a vast undertaking. As the recreation authority evolves, management and staff may require assistance in the management of volunteer resources. A Volunteer Coordinator will enhance the structure of the recreation authority by focusing on the recruitment, retention, and recognition of the volunteers. The recreation authority can gain many benefits through a strong, well-coordinated volunteer effort. The effort expands the potential resources in the community.

DEVELOP ACTIVITY BASED COSTING (ABC)

As the recreation authority evolves, it will be imperative to determine and understand exactly how many and what services/activities are provided and the true costs of those services. By understanding the true costs, the authority can achieve savings through cost controls.

- Reducing costs of service outcomes
- Redesigning programs
- Increasing volume relative to cost conditions
- Understanding the delivery/program design integration

COST AVOIDANCE

The recreation authority must take a position of not being everything for everyone. It must be driven by the market and remain committed to the authority's core businesses. By remaining committed to the market driven need, costs associated with non-core or non-market driven activities are not incurred. This is cost avoidance. Savings in conjunction with the delivery of non-essential services/activities could



be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility.

2.6.4.2 PRICING STRATEGIES

A pricing strategy is designed to provide the recreational authority with guidelines in pricing services/activities, admissions, retail items, etc. This allows the authority, community, and users to better understand the philosophy behind pricing a service. Furthermore, the level of service and benefits users receive is translated into a price that is based on a set subsidy level, or on the level of individual consumption or exclusivity that is involved outside of what a general taxpayer receives.

To gain and provide consistency among user groups, visitors, and staff, a philosophical revenue and pricing foundation must be implemented. The recreational authority should adopt a revenue philosophy that not only promotes revenue production to offset operating cost, but also allows revenues to be reinvested in the authority and eventually, the authority's amenities/facilities. User support for pricing services is cultivated as the dollars expended are reinvested in the authority, enhancing the recreational experience.

2.6.4.3 EXAMPLE SHORT-TERM OPERATIONAL SNAPSHOT

The evolution of the recreation authority will be an arduous process that could take five to ten years before reaching its full potential. Understanding the ability of the recreation authority to attain operational viability and sustainability is not known at his exploratory stage of the process. It will be vital for the recreation authority to undertake a business planning process early on so that a detailed program, asset and space utilization, and operational and management plan can be established; this process will be instrumental in guiding the decision making process of the recreation authority.

An example operational snapshot of short term operations – i.e. potentially years one through three; not full scale operations – was created to provide a high level understanding of the importance of ancillary, non-user fee revenues to the recreation authority. For this snapshot, six major operational line items were bulleted; these include:

- Youth sports programs
- Adult sports programs
- Youth educational, environmental, and cultural programs
- Adult educational, environmental, and cultural programs
- Special events
- Operations and maintenance

Based on these operational categories, objective averages were utilized to provide a direct cost recovery of the major operational line items. Based on this high level analysis, the short-term operational



snapshot conveys an annual operational shortfall of approximately \$135,000. This analysis does not include benefits, utilities, supplies and materials, or capital outlay typical of full service recreation providers. The assumptions and high level analysis are presented in Figure 7.

Core Program	Program Descriptions	Program Assumptions	Participation/Registrant*	Average Charge/Fee	Estimated Revenues	Estimated Expenditures	Direct Cost Recovery
Youth Sports	Includes recreational league play, i.e. baseball, softball, soccer, football, etc.	Two officials per contest (\$25/per contest); average of 10 contests per team per year; utility and other operational costs not accounted for	125.0	\$ 350.00	\$ 43,750.00	\$ 31,250.00	\$ 12,500.00
Adult Sports	Includes recreational league play, i.e. baseball, softball, soccer, football, etc.	Two officials per contest (\$25/per contest); average of 10 contests per team per year; utility and other operational costs not accounted for	75.0	\$ 400.00	\$ 30,000.00	\$ 18,750.00	\$ 11,250.00
Youth Programs	Includes educational, environmental, and cultural programs, etc.	One instructor per program (\$35 per session); average of 30 programs per year, 6 sessions per program; only direct operating costs accounted for	300.0	\$ 35.00	\$ 10,500.00	\$ 6,300.00	\$ 4,200.00
Adult Programs	Includes educational, environmental, and cultural programs, etc.	One instructor per program (\$35 per session); average of 30 programs per year, 6 sessions per program; only direct operating costs accounted for	250.0	\$ 40.00	\$ 10,000.00	\$ 6,300.00	\$ 3,700.00
Special Events	Community gatherings, summer concert series, etc.	Operating cost include in operations and maintenance line item; 8 events per year	1,600.0	\$ 4.50	\$ 7,200.00	n/a	\$ 7,200.00
Operations and Maintenance	Associated operational components	One executive director (\$65K/YR), one maintenance supervisor (\$45K/YR), and two maintenance staff members (\$32K/YR each); benefits and various operational costs (i.e. supplies and materials) not accounted for	n/a	n/a	n/a	\$ 174,000.00	\$ (174,000.00)
Estimated Annual Totals Over (Under):							\$ (135,150.00)

*Note: Youth Sports and Adult Sports charge/fee is based on per team costs

Figure 7 - Example of Short-Term Operational Snapshot

As unknown variables begin to materialize – i.e. confirmed recreation authority partners and the extent of commitment, facility usage agreements, program plan, partners and sponsorships, etc. – it is recommended that a more detailed analysis be completed that provides for a clear understanding of the phased approach to administering recreation to the County.

2.6.5 PERFORMANCE MEASURES

Performance measures should be established based on the strategic goals of the recreational authority. As the authority’s mission or circumstances change, so should the measurement. These measures should be reviewed annually by the collaborative management committee to confirm that the measurement is relevant and valuable. Those measures deemed outdated or extraneous should be replaced with indices that focus on the outcome expectations of the recreational authority.

The purpose of performance measurements can include a multitude of initiatives, most of which center on critical resources – manpower, financial, and physical – and gauge the effectiveness of program delivery through a ratio. Performance measures by area of understanding can include, but are not limited to:

- Programs
 - Program offering



- Cost recovery
- Current Participation, retention, and new participation
- Human resources required for delivery of program
- Participant feedback results
- Achievement of sponsorship/partnership/grant goals
- Facilities
 - Number of total facilities
 - Facility usage by participant and hours
 - Facility type per population count (i.e. 1 Field per 7,000 Persons; equity based delivery)
 - Average drive time of facilities to population densities (access based delivery)
 - Number of special events
 - Facility condition
 - Achievement of sponsorship/partnership/grant goals
- Capital improvements
 - Budget to actual
 - Project timing versus planned timing
 - Construction completion to planned schedule
 - Achievement of sponsorship/partnership/grant goals



CHAPTER THREE APPENDIX

3.1 CODE OF VIRGINIA

The Public Recreational Facilities Authorities Act, Code §15.2-5600, outlines the authorization enabling local government agencies to create regional recreational facility authorities that would be political subdivisions of the Commonwealth of Virginia with the power to undertake projects such as, without limitation, construction, development, and management of sports facilities. Key components of this Act are presented in the following subchapters.

3.1.1 CREATION OF AUTHORITY (CODE §15.2-5602)

A locality may by ordinance or resolution, or two or more localities, may by concurrent ordinances or resolutions, signify their intention to create an authority under an appropriate name and title containing the word "authority." Each participating locality shall hold a public hearing, notice of which shall be given by publication at least once, not less than ten days prior to the date fixed for the hearing, in a newspaper having general circulation in the locality. The notice shall contain a brief statement of the substance of the proposed authority, shall set forth the proposed articles of incorporation of the authority and shall state the time and place of the public hearing. The locality, by resolution, may call for a referendum on the question of the creation of an authority, which shall be held as provided by § 24.2-681 et seq. When a referendum is to be held in more than one locality, the referendum shall be held on the same date in all of such localities.

B. The articles of incorporation shall set forth:

1. The name of the authority and address of its principal office.
2. A statement that the authority is created under this chapter.
3. The name of each participating locality.
4. The names, addresses and terms of office of the first members of the authority.
5. The purpose or purposes for which the authority is to be created.

C. Passage of such ordinance or resolution by the governing body or governing bodies shall constitute the authority a body politic and corporate of the Commonwealth.

D. Any locality may become a member of an existing authority, and any locality which is a member of an existing authority may withdraw therefrom, but no locality shall be permitted to withdraw from any authority that has outstanding obligations unless United States securities have been deposited for their payment or without the unanimous consent of all holders of the outstanding obligations.



E. Having specified the initial purpose or purposes of the authority in the articles of incorporation, the governing bodies of the participating localities may, from time to time by subsequent ordinance or resolution, after public hearing, modify the articles of incorporation and the purpose or purposes specified therein. Such modification may be made either with or without a referendum.

3.1.2 BOARD TO EXERCISE POWERS OF AUTHORITY (CODE §15.2-5603)

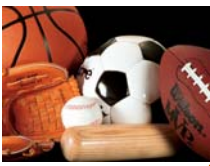
The powers of each authority created hereunder shall be exercised by a board which shall consist of not less than five nor more than seventeen members who shall be appointed by the participating localities and who shall be selected in the manner and for the terms provided by the ordinance or resolution creating the authority. Officers and employees of the participating localities may be appointed to the board and may constitute a majority of the members of the board. The members of the board shall elect one of their number chairman and shall elect a secretary and treasurer who need not be members of the board. The offices of secretary and treasurer may be combined. A majority of the members of the board shall constitute a quorum and the vote of a majority of such members shall be necessary for any action taken by the authority. No vacancy in the membership of the board shall impair the right of a quorum to exercise all the rights and perform all the duties of the authority. The members of the board shall be reimbursed for the amount of actual expenses incurred by them in the performance of their duties. The localities may provide for compensation of the members of the board; provided no compensation shall be paid for meetings not attended.

Alternate members of the board may also be selected. Such alternates shall be selected in the same manner as the members. The term of each alternate shall be the same as the term of the member for whom each serves as an alternate; however, the alternate's term shall not expire because of the member's death, disqualification, resignation or termination of employment with the member's locality. If a member is not present at a meeting of the authority, the alternate for the member shall have all the voting and other rights of a member and shall be counted for purposes of determining a quorum at any meeting of the authority.

3.1.3 POWERS OF AUTHORITY GENERALLY (CODE §15.2-5604)

Each authority created hereunder shall be a political subdivision of the Commonwealth Virginia and shall be an instrumentality exercising public and essential governmental functions to provide for the public health and welfare. Each authority is authorized and empowered:

1. To have existence for such term of years as specified by the participating localities;
2. To contract and be contracted with; to sue and be sued; to make and from time to time amend and repeal bylaws, rules and regulations not inconsistent with general law to carry out its purposes; and to adopt a corporate seal and alter the same at its pleasure;



3. To acquire, purchase, lease as lessee, construct, reconstruct, improve, extend, operate and maintain projects within or outside any of the participating localities; and to acquire by gift or purchase lands or rights in land in connection therewith and to sell, lease as lessor, transfer or dispose of any property or interest therein acquired by it, at any time;
4. To lease all or any part of any project upon any such terms or conditions and for such term of years as it may deem advisable to carry out the provisions of this chapter;
5. To regulate the uses of all lands and facilities under control of the authority;
6. To fix and revise from time to time and to charge and collect fees, rents and other charges for the use of any project or facilities thereof owned or controlled, and to establish and revise from time to time regulations in respect of the use, operation and occupancy of any such project or facilities thereof;
7. To enter into contracts with any participating locality, the Commonwealth, or any other political subdivision, agency or instrumentality thereof, any federal agency or with any person providing for or relating to any project, including contracts for the management or operation of all or any part of a project;
8. To accept grants and gifts from any participating locality, the Commonwealth or any other political subdivision, agency or instrumentality thereof, any federal agency and from any person;
9. To issue bonds and refunding bonds of the authority, such bonds to be payable solely from funds of the authority; and from such other sources of payment as are authorized by § 15.2-5607;
10. To make and enter into all contracts and agreements necessary or incidental to the performance of its duties and the execution of its powers under this chapter, including a trust agreement or trust agreements securing any bonds or refunding bonds issued hereunder; and
11. To do all acts and things necessary or convenient to carry out the powers granted by this chapter.

3.1.4 TRANSFERS OF PROPERTY, APPROPRIATIONS AND CONTRACTS BY PARTICIPATING LOCALITIES (CODE § 15.2-5605)

Each participating locality is authorized and empowered:

1. To transfer jurisdiction over, to lease, lend, grant or convey to the authority at its request, with or without consideration, such real or personal property as may be necessary or desirable to carry out the purposes of the authority, upon such terms and conditions as such participating locality shall determine to be for its best interests;
2. To make appropriations and to provide funds for any purpose of the authority, including the acquisition, construction, improvement and operation of any project or facilities thereof and payment of principal and interest on its indebtedness;



3. To enter into contracts agreeing to carry out any of the provisions set forth in subdivisions 1 or 2, providing for the operation and maintenance of all or any part of a project or otherwise facilitating the construction, development, operation or financing of all or any part of a project; and

4. To enter into leases with the authority pursuant to which a project or any part thereof is leased to the locality. The lease may be for a term ending not later than the end of the then current fiscal year of the locality and renewable for additional terms of one fiscal year each or as may be agreed upon by the parties provided that the total of the original term and any renewals shall in no event exceed fifty years. Each renewal shall be at the option of such locality and the lease may provide that it is renewed for an additional term if the locality fails to cancel the lease in writing on or prior to sixty days before the end of the then current term. Rentals under such lease may be computed at fixed amounts or by a formula based on any factors provided therein and the rentals payable may include provision for all or any part of or a share of the amounts necessary (i) to pay or provide for the expenses of operation and maintenance of a project, (ii) to provide for the payment of principal and interest on any bonds of the authority, and (iii) to maintain such reserves or sinking funds as may be required by the terms of any contract of the authority or as may be deemed necessary or desirable by the authority. Such payments shall be payable only from revenues of the locality available during the fiscal year during which the lease is in effect. Notwithstanding the provisions of § 15.2-5606 or any other provision hereof the authority or the locality leasing the project may contract with a person as sublessee or operator of the project at a compensation to be agreed upon by the parties.

3.1.5 ACQUISITION, MAINTENANCE AND OPERATION OF PROJECTS; REVENUES FROM PROJECTS (CODE §15.2-5606)

The authority may acquire or construct and maintain and operate any one or more projects under this chapter in such manner as the authority may determine, and the authority may operate each project separately or it may operate one or more projects together. The authority shall have exclusive control over the revenues derived from its operations and may use revenues from one project in connection with any other project. No person shall receive any profit or dividend from the revenues, earnings or other funds or assets of the authority other than for debts contracted, for services rendered, for materials and supplies furnished and for other value actually received by the authority.

3.1.6 AUTHORITY TO ISSUE BONDS; SOURCE OF PAYMENT (CODE §15.2-5607)

The authority is authorized to issue bonds from time to time in its discretion for the purpose of paying all or any part of the cost of acquiring, purchasing, constructing, reconstructing, improving or extending any project and acquiring necessary land and equipment therefor. The authority may issue such types of bonds as it may determine, including (without limiting the generality of the foregoing) bonds payable as to principal and interest: (i) from its revenues generally; (ii) exclusively from the income and revenues of a particular project; or (iii) exclusively from the income and revenues of certain designated projects, whether or not they are financed in whole or in part from the proceeds of such bonds.



Any such bonds may be additionally secured by a pledge of any grant or contribution from a participating locality, the Commonwealth or any political subdivision, agency or instrumentality thereof, any federal agency or any unit, private corporation, copartnership, association, or individual, or a pledge of any income or revenues of the authority, or a mortgage on any project or other property of the authority, or any contract obligation or undertaking, whether in the nature of a guaranty or otherwise, of any participating locality. However, any such contract obligation or undertaking by any participating locality which is a city or town shall not be considered an indebtedness within the meaning of any debt limitation or restriction and that any such contract obligation or undertaking by a participating locality which is a county shall be authorized in accordance with the provisions of Article VII, Section 10 (b) of the Constitution of Virginia.

Neither the members of the board of the authority nor any person executing the bonds shall be liable personally on the bonds by reason of the issuance thereof. The bonds and other obligations of the authority (and such bonds and obligations shall so state on their face) shall not be a debt of the Commonwealth or any political subdivision thereof other than the participating localities which have entered into contract obligations or other undertakings with respect to the repayment thereof as authorized in the preceding paragraph, and neither the Commonwealth nor any political subdivision thereof other than the authority and, to the extent provided in the preceding paragraph, participating localities, shall be liable thereon, nor shall such bonds or obligations be payable out of any funds or properties other than those of the authority and those created by contract obligations or undertakings of any participating localities entered into pursuant to the preceding paragraph. The bonds shall not constitute an indebtedness within the meaning of any debt limitation or restriction. Bonds of the authority are declared to be issued for an essential public and governmental purpose.

3.1.7 FEES, RENTS AND OTHER CHARGES; RESERVES (CODE §15.2-5610)

The authority is authorized to fix, revise, charge and collect fees, rents and other charges for the use of any project and the facilities thereof. The fees, rents and other charges shall be fixed and adjusted so as to provide funds, which when added to other funds, are sufficient to pay: (i) the cost of maintaining, repairing and operating the project and (ii) the principal and any interest on the bonds as the same shall become due and payable. Reserves may be accumulated and maintained out of the revenues and receipts of the authority for extraordinary repairs and expenses and for such other purposes as may be provided in any resolution authorizing a bond issue or in any trust indenture securing the authority's bonds. Such fees, rents and charges shall not be subject to supervision or regulation by any commission, board, bureau or agency of the Commonwealth or any participating locality.

§ 15.2-5611. Moneys received deemed trust funds.

All moneys received pursuant to the provisions of this chapter, whether as proceeds from the sale of bonds or as revenues, shall be deemed to be trust funds to be held and applied solely as provided in this chapter.



§ 15.2-5613. Authority to exercise a governmental function; exemption from taxation.

The exercise of the powers granted by this chapter shall be in all respects for the benefit of the inhabitants of the Commonwealth, for the increase of their commerce, and for the promotion of their safety, health, welfare, convenience and prosperity, and as the operation and maintenance of any project which the authority may undertake will constitute the performance of an essential governmental function, no authority shall be required to pay any taxes or assessments upon any project acquired and constructed by it under the provisions of this chapter. The bonds, notes, certificates or other evidences of debt issued under the provisions of this chapter, their transfer and the income therefrom including any profit made on the sale thereof, shall at all times be free and exempt from taxation by the Commonwealth and by any political subdivision thereof.



3.2 EXAMPLE ORGANIZATION CHART

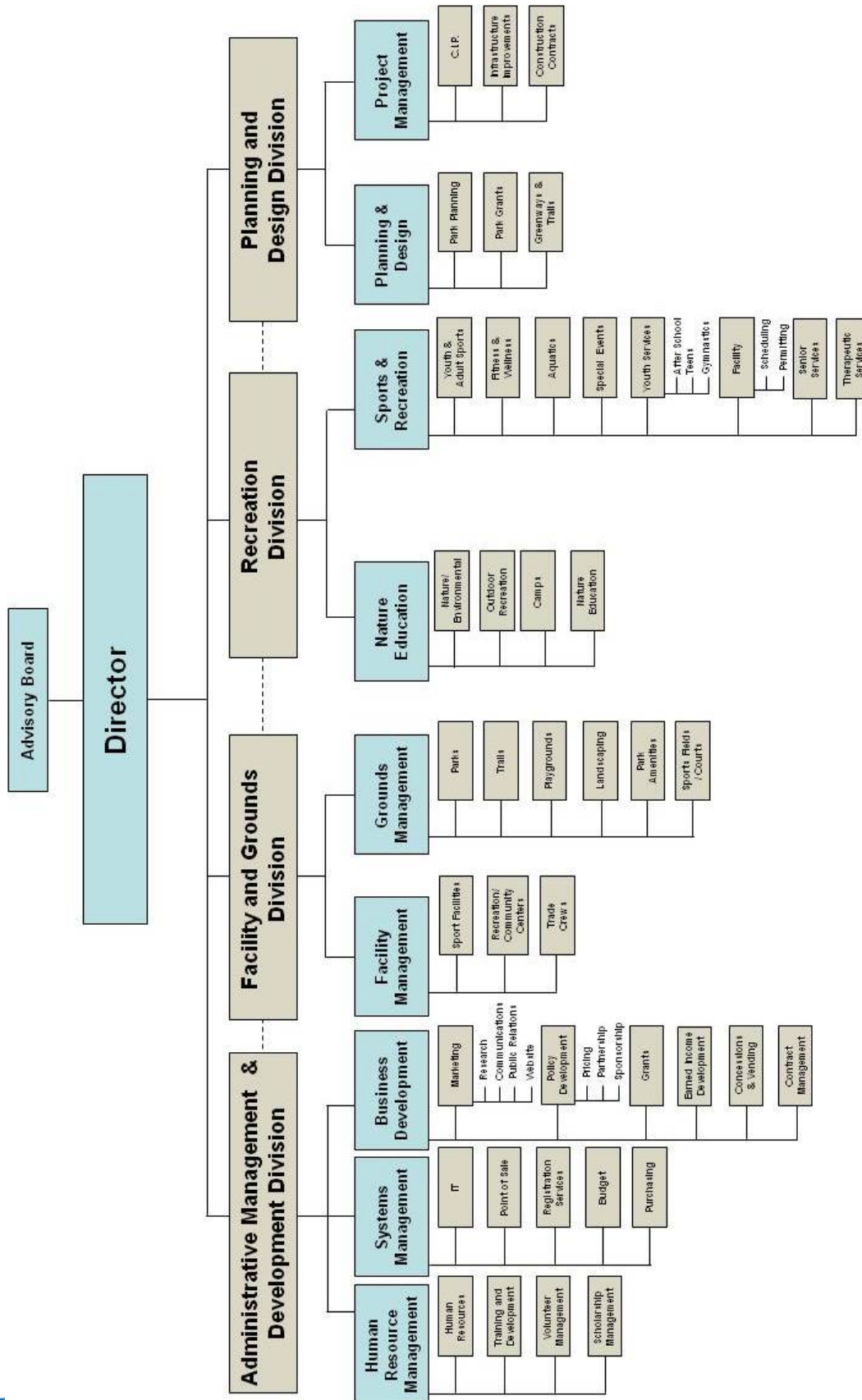


Figure 8 - Example Organizational Chart at Full Scale Operations

Appendix A
Facilities Assessments

Site Evaluation Matrix

Property • Pittsylvania County, VA
LPDA, Inc.

Date: 1/13/2010

Evaluator: Joshua Barrett

Park: Elba Park

Facility/Amenity	Code Compliance	ADA Compliance	Physical Condition	Physical Appearance	Life Cycle Condition	Program Adaptability	Install/Const. Date	Overall Adaptability	Potential Capacity	Comments/Recommendations
	Y/N	Y/N	G/F/P	G/F/P	G/F/P	Y/N	Year	H/M/L	#	
Playground	N	N	F	P	P	Y	1989	L	N/A	Rusted equipment, can be repaired or replaced. Outdated swings.
Roads	N/A	N/A	F	F	F	Y	1989	M	N/A	Good gravel & asphalt roads, can be used in as-is condition.
Bathrooms at Covered Shelter	N	Y	F	P	F	Y	1989	L	N/A	Bathrooms are in need of repair, one bathroom door was off the hinges.
Covered Shelter	N	Y	F	P	F	Y	1989	M	N/A	Covered shelter has broken light fixtures and is in need of repair. Tables can be moved and shelter adapted to various programs.
Football Field	N/A	N/A	F	F	F	Y	1989	H	N/A	The football field is lighted, area can be adapted to various uses.
Baseball Fields (2)	N/A	N/A	F	P	P	Y	1989	M	N/A	Each of the two baseball fields have infields in need of repair. To utilize the eastern field equipment from football would need to be relocated.
Concession Stand	N/A	N	G	F	F	N	1989	N/A	N/A	Concession stand was locked, outside appears in good condition.
Bathhouse near Concessions			F	F	F	N	1989	N/A	N/A	Bathrooms were locked, ramp leads to entrance. A small covered shelter is attached with a few picnic tables.
Storage Buildings (2)	N	N	F	F	F	Y	1989	L	N/A	Both storage building need to be painted.
Bleachers	Y	N	F	P	P	Y	1989	M	N/A	Bleachers can be relocated throughout the park.
Grandstand	Y	N	F	F	F	Y	1989	M	N/A	Grandstand and loudspeakers system can be utilized in different programs held in the vicinity of the football field.

Appendix B

Survey Results

Public Survey Questions

(Administered at www.surveymonkey.com)

Demographics

1. Are you a resident of Pittsylvania County?
2. What school district do you live in?
3. Is your age:
4. How many people in your household are:

Utilization

1. This is a list of recreational activities available in the Danville / Pittsylvania County area. Please check which recreational activities you or anyone in your household participate in and where.
2. Are there other recreational activities you or members of your household participate in that are not mentioned?
3. Please check which leisure time activities you or anyone in your household participates in or attends. Do you, or anyone in your household:
4. Are there other leisure time activities you or other members of your household participate in that have not been mentioned?

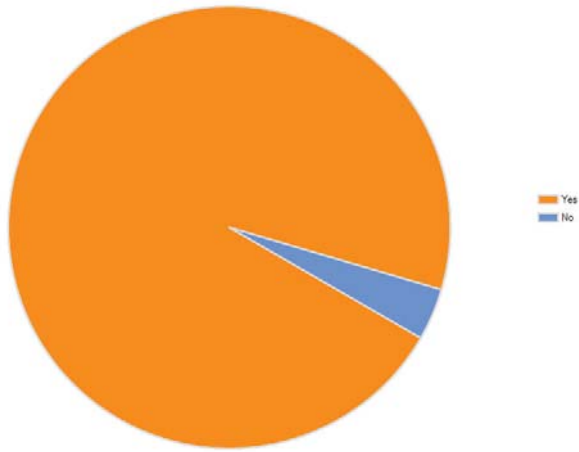
Facilities

1. How far would you be willing to travel to a facility for recreational purposes?
2. What types of new parks and facilities would you and your household like to see offered in Pittsylvania County?
3. Should present school recreational facilities be improved to accommodate today's increased participation in sports?
4. How should recreational facilities be paid for? Check all that apply.

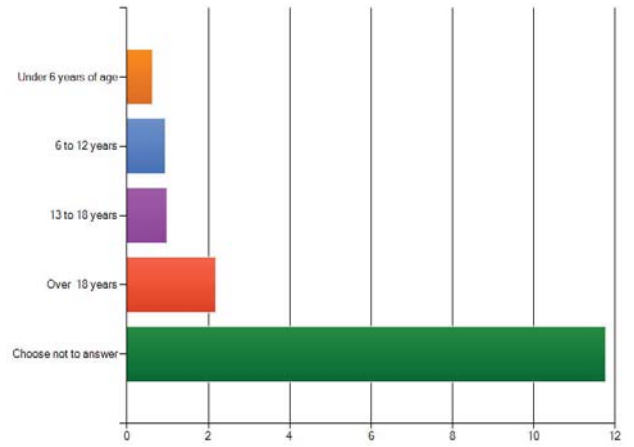
Program

1. The following is in regards to the programs and classes that Pittsylvania County offers. Do you currently receive the Recreation and Parks Program Guide distributed by Pittsylvania County?
2. What is your main source of information regarding parks and recreational activities?
3. Which Pittsylvania County programs, classes, or activities have you or other members of your household participated in during the past 12 months; thinking of the whole year -- spring, summer, fall and winter.
4. Are there any programs, classes, or activities offered by Pittsylvania County that you or members of your household would like to participate in but haven't?
5. What could Pittsylvania County do to make the existing programs, classes or activities more appealing - in other words, what would make you or other members of your household use the programs more than they do now?
6. What new programs, classes, or activities would you like to see Pittsylvania County offer?
7. What other types of recreational, cultural or other leisure activities would you or other members of your household like to see more of?
8. What could a recreation department do to enhance Pittsylvania County?
9. What is your main source of information about recreation activities?
10. Is cost a factor in determining whether you or your child participates in sports in Pittsylvania County?
11. Would you or your child participate in organized activities if they could do it at school immediately after regular school hours?
12. Would you like an opportunity to participate in a meeting about Pittsylvania County's Parks and Recreational facilities?

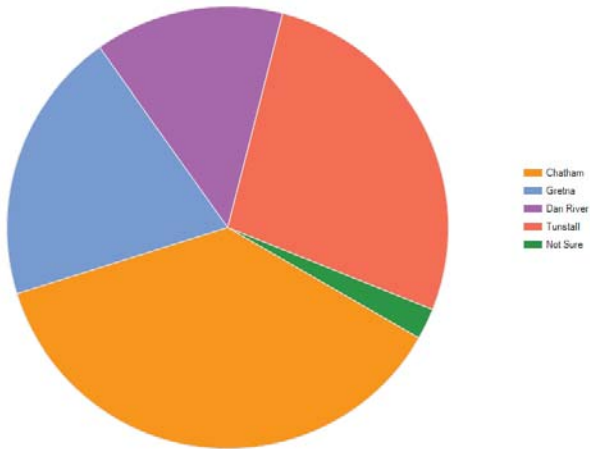
Are you a resident of Pittsylvania County?



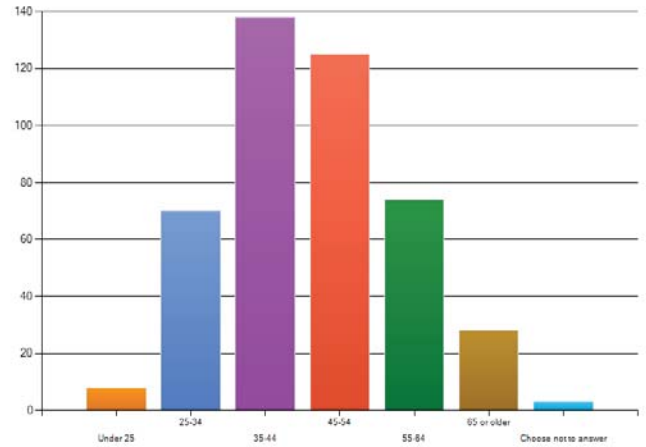
How many people in your household are:



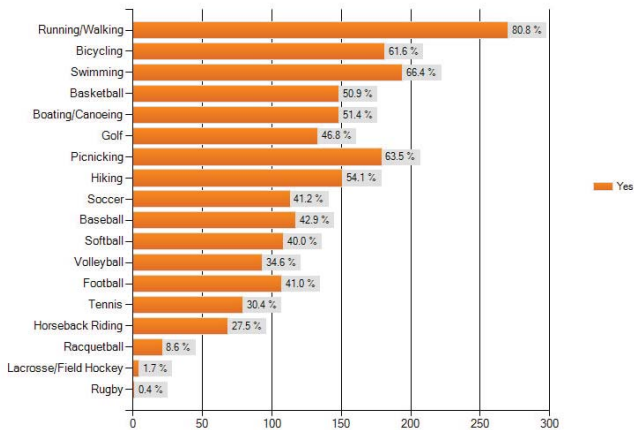
What school district do you live in?



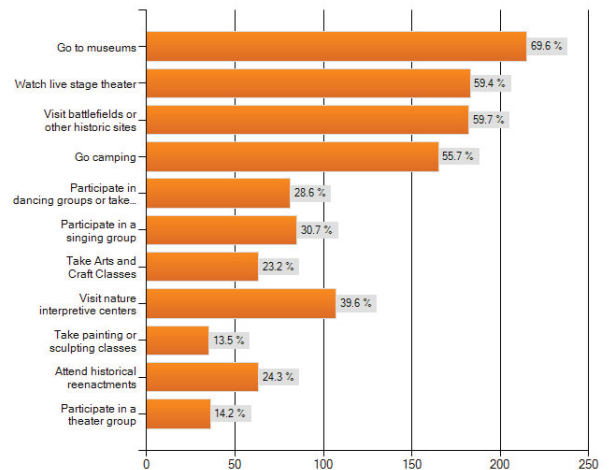
Is your age:



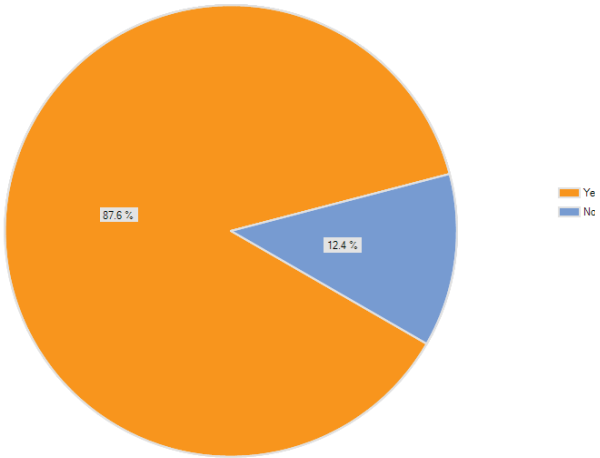
This is a list of recreational activities available in the Danville / Pittsylvania County area. Please check which recreational activities you or anyone in your household participate in and where.



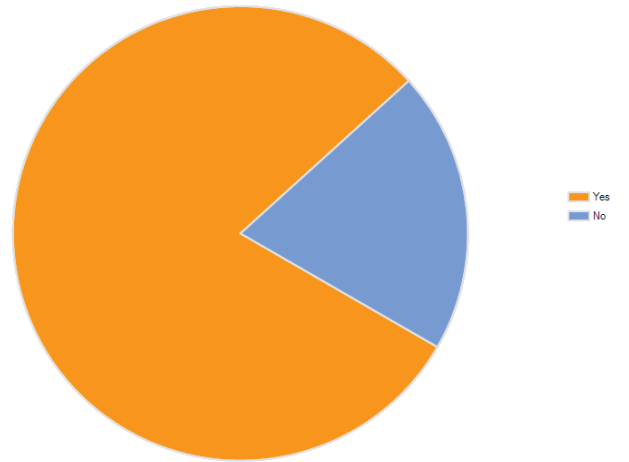
Please check which leisure time activities you or anyone in your household participates in or attends. Do you, or anyone in your household:



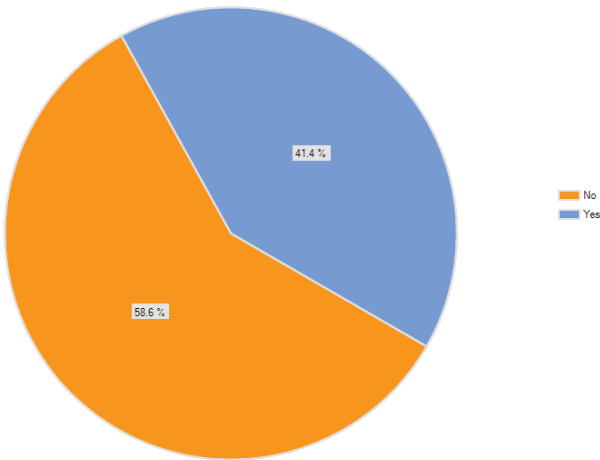
Should present school recreational facilities be improved to accommodate today's increased participation in sports?



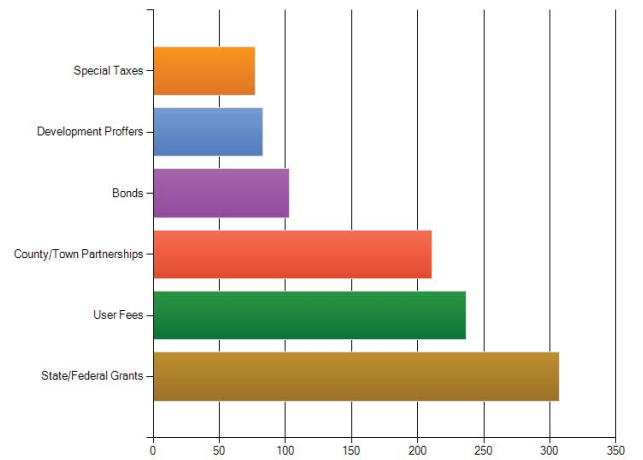
Would you or your child participate in organized activities if they could do it at school immediately after regular school hours?



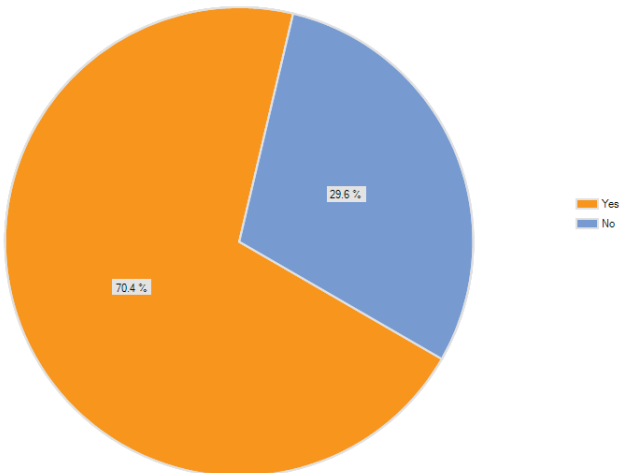
Is cost a factor in determining whether you or your child participates in sports in Pittsylvania County?



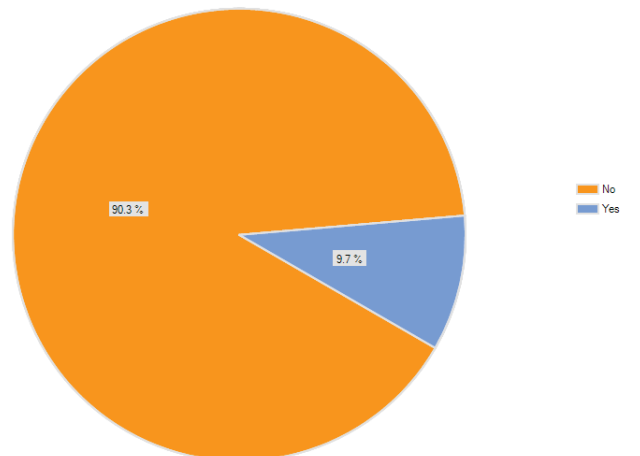
How should recreational facilities be paid for? Check all that apply.



Would you like an opportunity to participate in a meeting about Pittsylvania County's Parks and Recreational facilities?



The following is in regards to the programs and classes that Pittsylvania County offers. Do you currently receive the Recreation and Parks Program Guide distributed by Pittsylvania County?



Organized Group Leader Survey

(Administered by Pittsylvania County)

Comprehensive Parks & Recreation Master Plan, Pittsylvania County Organized Group Leader Survey Worksheet

Pittsylvania County is conducting an assessment of parks and recreational needs within the County. This worksheet is intended to simplify the information gathering process. It provides a place to record all of the detailed information we will need regarding your program or league. We encourage you to record the information directly onto the worksheet.

Please fill out this survey worksheet if your organization serves and uses facility within Pittsylvania County. You do not need to fill out the worksheet if you believe you do not serve the area described above.

Please return the worksheet to one of the following:

William D. Sleeper, County Administrator
Pittsylvania County Government
21 North Main Street
P.O. Box 426
Chatham, Virginia 24531

or George Winn

Thank you for your cooperation!

Respondent Name: _____ Address: _____
Organization Name: _____
Phone Number: _____

Leisure Activity or Sport offered by Program or League		
Total Number of Teams or Participants in League or Program		
Total Number of Participants/Team Members in League or Program		
Type of Team or Group	Children:	Adult:

Number of Players/Participants by Gender	Male:	Female:
Number of Players/Participants by Age	7-11 yr olds:	12-17 yr olds:
	18-22 yr olds:	23-27 yr olds:
	28+ yr olds:	
Number of Players/Participants by place of Residence	Pittsylvania County	
	Other Towns:	
Number of Different Fields or Facilities Used During Season for Games, Practices, or Scheduled Programs		
How would you describe the overall availability of facilities in Pittsylvania County and the surrounding area for your activity? Would you say the area has: (please check to the right of the one that most applies)	More than what it needs	
	Exactly what it needs	
	About what it needs	
	Less than what it needs	
	A lot less than what it needs	
In your opinion, what types of facilities are either lacking or are needed the most for your activity?	Don't Know	
When comparing facilities available in the Pittsylvania County area with those you've seen or used elsewhere, how do they compare? Would you say the facilities in Pittsylvania County area are:	Far superior to others	
	Somewhat ahead of others	
	About the same as others	
	Somewhat behind others	
	Far inferior to others	
In addition to how you currently use the area facilities, we are also interested in the future needs of your league/program. What would you say your future needs are regarding athletic fields and facilities? (use separate sheet if necessary)	Don't Know	
What would you like to see change regarding the existing facilities?		

What would you like to see stay the same regarding the existing facilities?	
---	--

Please note what specific facilities you use.

Names of Each Facility Used	Type of Facility	Location	Rating for Physical Condition of Each Field				Number of Times Played on Each Field
			Excellent	Good	Fair	Poor	
1.							
2.							
3.							
4.							
5.							
6.							

Please use this space if you have any additional comments or suggestions related to facilities in the Pittsylvania County area.

Summary of Group Leader Surveys

Participating Sports Groups:

Softball/Baseball/T-Ball

Football

Basketball

Cheerleading

Wrestling

Softball/Baseball/T-Ball

• There are less to a lot less than needed baseball/softball/T-ball fields and facilities

- Facilities are far inferior than those in other areas

The most requested changes or additions are:

- Restrooms near the fields
- Concessions facilities
- More & improved ball fields
- Field lighting
- A youth and/or adult sports complex

The facilities used most are:

- Brosville Elementary School
- Gretna High School
- Other County High Schools
- Elba Park in Gretna

Football

- There are about enough or less than needed football facilities (with one exceptional field in the County.)
- Facilities are somewhat behind the others and perhaps far inferior.

The most requested changes or additions are:

- A football complex
- Restrooms
- Concessions
- Field lighting
- Storage building
- Community center/classroom/meeting building

The facilities used most are:

- Brosville Elementary School
- Chatham Middle School
- Dan River Middle School
- Elba Park in Gretna

Basketball

- There are less facilities than needed for basketball
- The facilities are somewhat behind others in the area

The most requested changes or additions are:

- Larger gyms
- Gyms that meet high school athletic regulations
- Bathrooms in elementary school gyms
- Practice facilities
- Improve or remove Blairs facility

The facilities used most are:

- All County schools

Cheerleading

- There are about as many facilities as needed for cheerleading
- The facilities are far inferior to others in the area

The most requested changes or additions are:

- Larger gyms/facilities
- Playing fields that are up to regulation and well-maintained

The facilities used most are:

- Tunstall High School
- Dan River High School
- Chatham High School
- Gretna High School

Wrestling

- There are a lot less facilities than needed for wrestling
- The facilities are far inferior to others in the area

The most requested changes or additions are:

- Stand-alone wrestling facilities (wrestling rooms)
- More gym space

The facilities used most are:

- Tunstall High School
- Chatham High School

Facility Usage

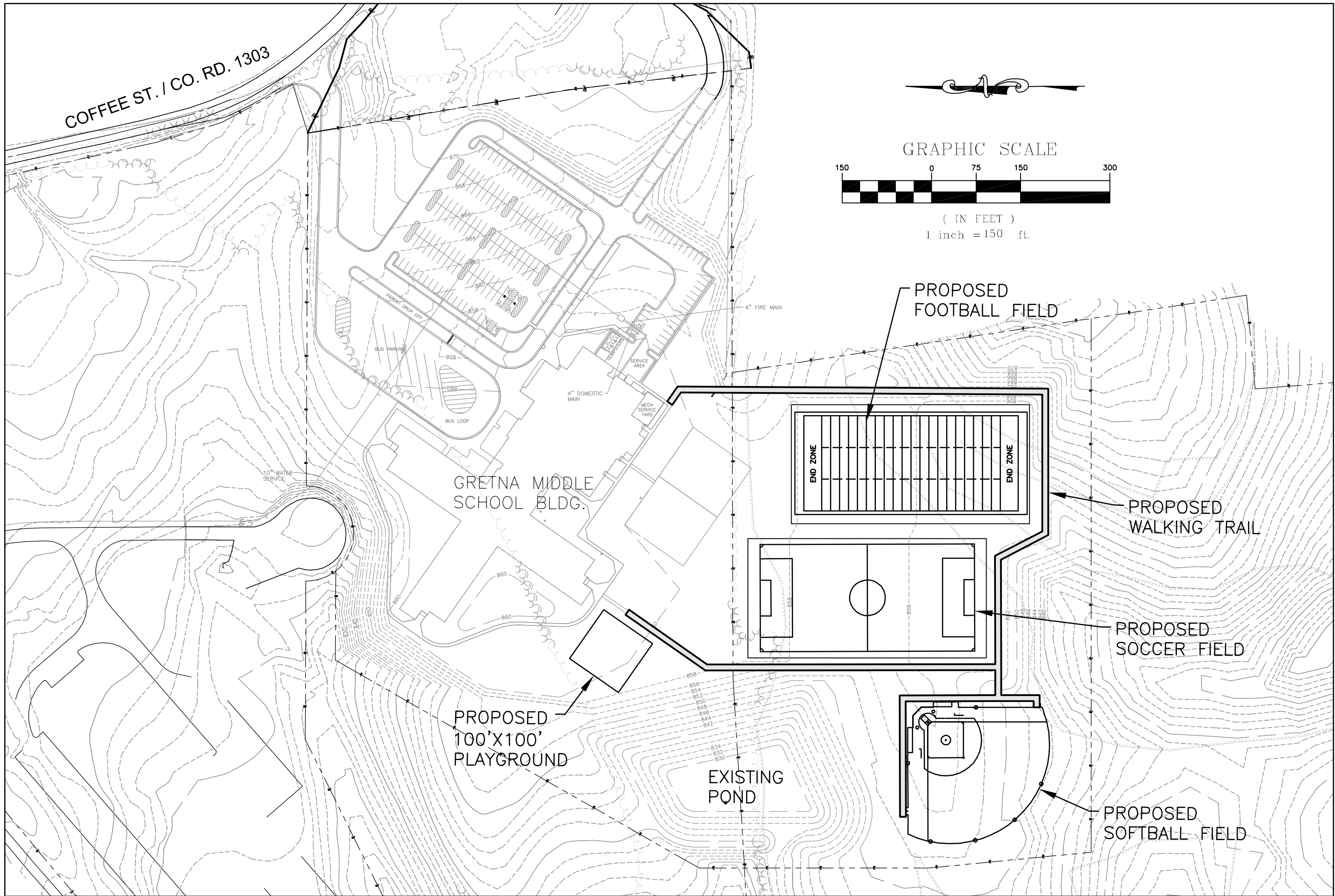
Of all the facilities used, the following are ranked in order of heaviest use:


1. Brosville Elementary
2. Tunstall High School
3. Gretna High School
4. Chatham High School
5. Dan River Senior High School
6. Chatham Middle School
7. Dan River Middle School
8. Elba Park in Gretna
9. Gretna Elementary School
10. Gretna Middle School
11. Twin Springs Elementary School
12. Kentuck Elementary School
13. Blairs Community Center
14. Chatham Elementary School
15. Tunstall Middle School
16. Crider Field

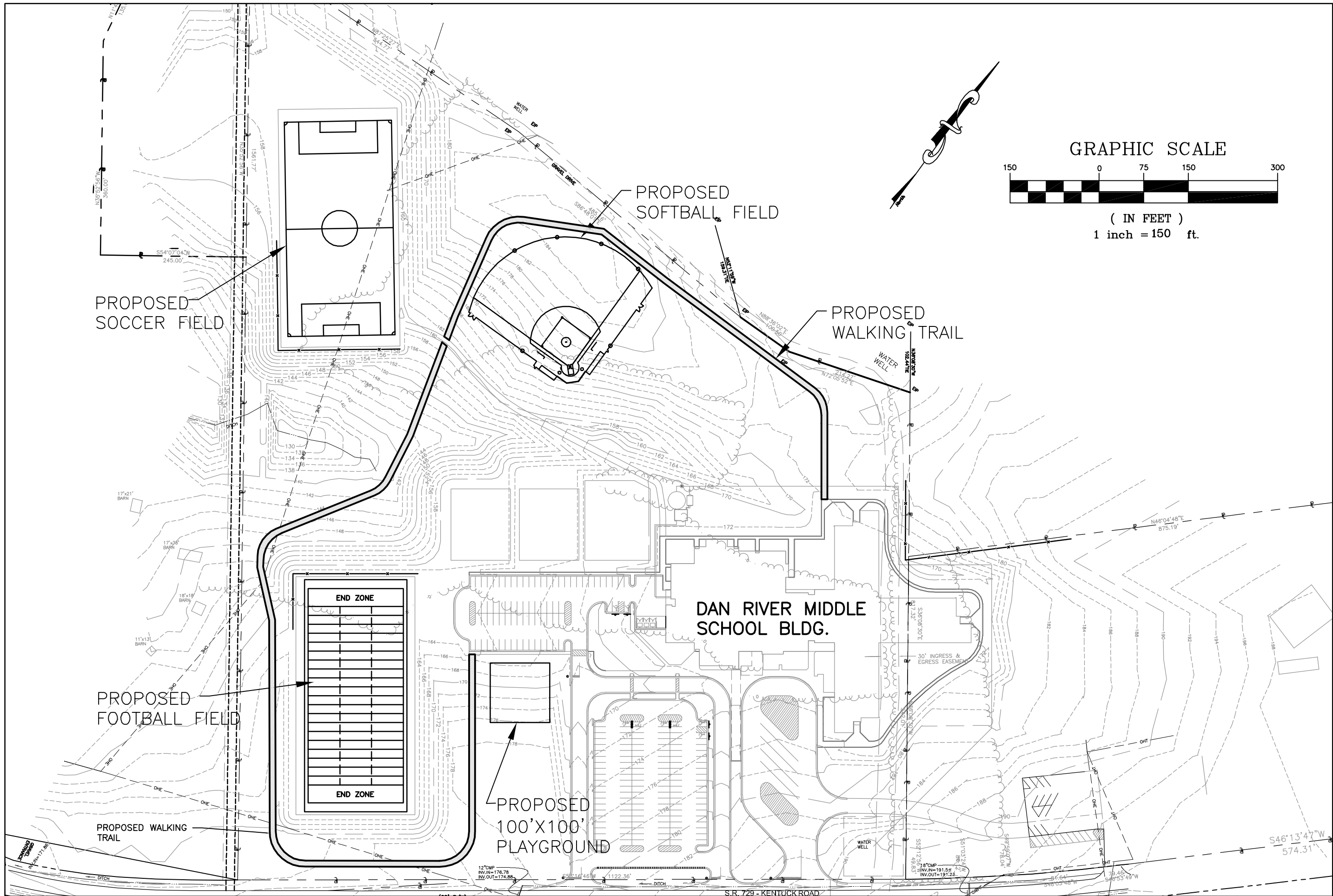
Of the parks facilities listed, the following are ranked in order of heaviest use:

1. Elba Park in Gretna
2. Blairs Community Center
3. Crider Field

Appendix C
Conceptual School
Facility Diagrams



 Dewberry Dewberry & Davis, Inc. 551 PINEY FOREST ROAD DANVILLE, VA 24540 PHONE: 434.797.4487 FAX: 434.797.4341	DATE April 27, 2010	SCALE 1" = 150'	TITLE Gretna Middle School Proposed Plan	SHEET NO.
	PROJ. NO. 50038557	PROJECT Pittsylvania County Comprehensive Parks and Recreation Master Plan		



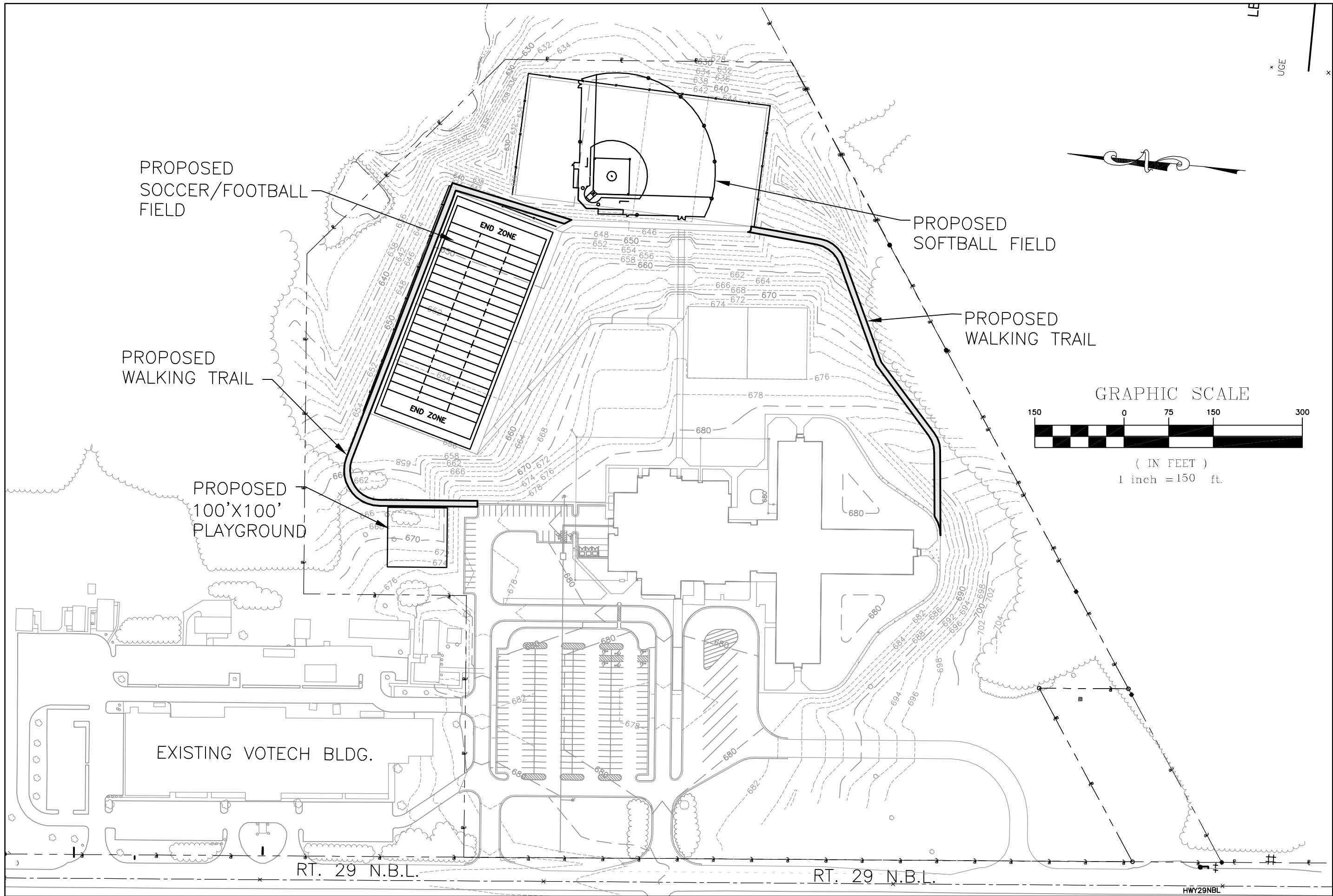
SHEET NO.


TITLE
Dan River Middle School Proposed Plan
Pittsylvania County Comprehensive
Parks and Recreation Master Plan

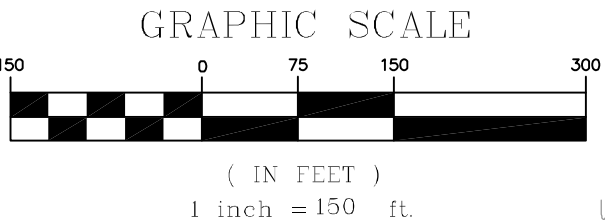
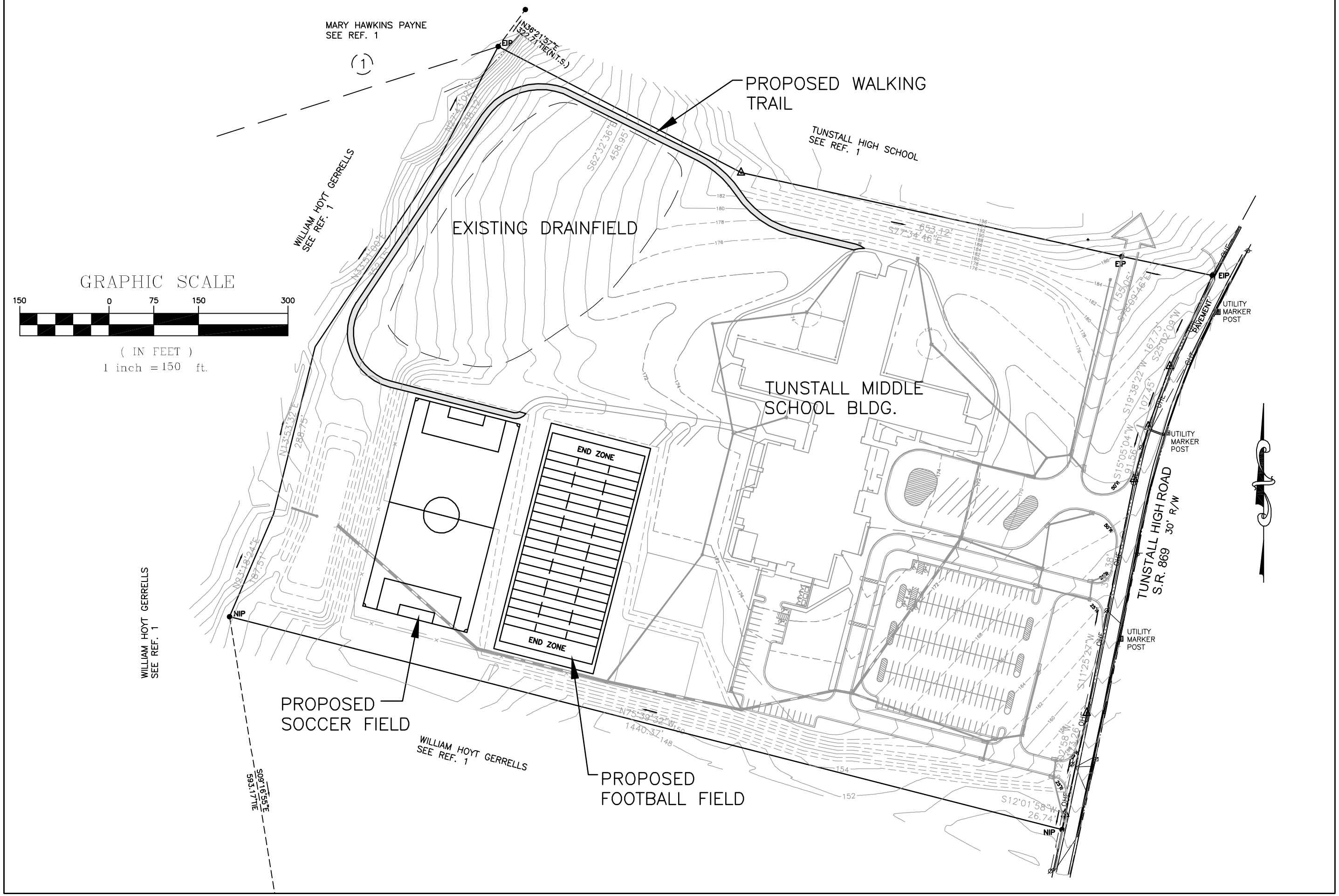
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551 PINEY FOREST ROAD
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FAX: 434.797.4341



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	PROJ. NO. 50038557	PROJECT Pittsylvania County Comprehensive Parks and Recreation Master Plan		



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		PROJ. NO.	50038557	PROJECT	Pittsylvania County Comprehensive Parks and Recreation Master Plan			