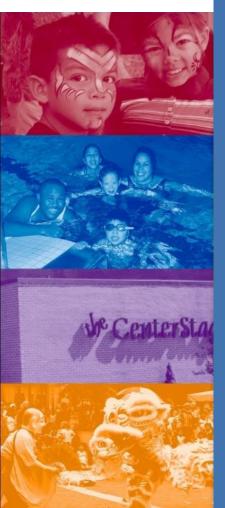


Enriching Lives. Building Community.



Reston Community Center

Community Relations and Program/Policy Joint Committee Meeting February 13, 2017

Welcome

RCC Board of Governors

Chair – Beverly Cosham

Community Relations Chair – Bill Keefe

Program/Policy Chair – Michelle Moyer

RCC Executive Director - Leila Gordon

Agenda

Update to RCC Strategic Plan 2016-2021

Facilities – Brief overview

Building Community – Brief overview

Programs – Discussion

Branding & Messaging – Brief overview

Internal Capacity & Financial Planning – Brief overview

Aquatics Facility Capital Projects

Background

Hughes Group Architects

- Observation-based Analysis of Existing Facility Conditions
- Programming for a New Aquatic Layout
- Conceptual Models

Next Steps

- Staff continue to research program concepts, aquatics facility options
- Board, staff and community reconvene March 13 to discuss feasibility, financial impacts, process intersections with FY19 budget and calendar planning

Public Comment

Individuals – Three minutes Organization Representatives – Five minutes

Facilities

Performing Arts venue planning:

Master Arts Plan Task Force

- Market Study and Needs Analysis 2017
- RCC looking to development processes for realization of a new venue; RTC or RTCN

Indoor Rec Center planning:

Fairfax County Park Authority

RTCN Phase 2 development

RCC Facilities Rental Pricing:

 Continuing merge of Founding Partner and Reston rates; non-profit discount to 10%

Building Community

Reston Marketing Initiative (RMI)

- RCC participating in Greater Reston Chamber of Commerce effort
- Purpose: to rebrand and position Reston as a premier location for business, residents and visitors
- Involves leadership from civic, non-profit and business interests in Reston
- Community Calendar
 - Web-based; adaptable to mobile
 - Includes major events
 - RCC committed to achieving this whether in RMI or on our own

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Conduct a Leisure/Culture/Aquatics Needs Assessment

- To understand competitive context
- To get input on individual and family leisure-time priorities
- To better focus partner efforts
- To establish RCC role priorities

Innovations and Content Areas Being Explored Offsite and online:

- Taking programs to neighborhoods and community complexes
- Establishment of eLearning option for online certifications
- Expansion of offerings in Reston schools

Innovations and Content Areas Being Explored New Program Concepts:

- Therapeutic Recreation
 - Adding therapeutic recreation options in existing programs
 - Creating new socialization, arts and fitness options to support people with disabilities
 - Not a medical therapy option

Innovations and Content Areas Being Explored New Program Concepts:

- Digital Media, Film and Video
 - Teaching curriculum offsite studios, school residencies for teens and adults; create studentproduced films and videos
 - Feed RCC digital platforms and YouTube Channel
 - Create products for Reston non-profits and businesses

Innovations and Content Areas Being Explored Adjust Current Adult and 55+ Offerings

- Establish as "Lifelong Learning"
 - Sharpen content focus; expand participation in both types of content – broadly appealing and more concentrated content for older adults
 - Age range 13 or 18 and older
 - Age range 55 and older more specifically geared to that population's concerns and interests

Innovations and Content Areas Being Explored Adjust Current Adult and 55+ Offerings

Administrative Changes

Make discounts and enrollment practices equitable and consistent for all age groups

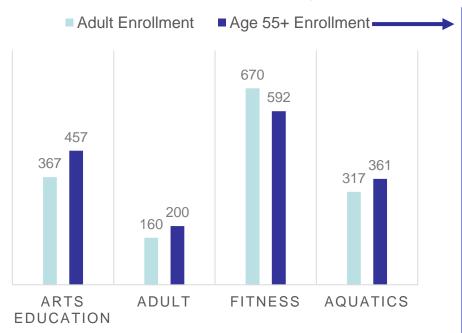
- Aquatics 50 percent discount goes to 20 percent
- No enrollment period exclusion for Reston patrons

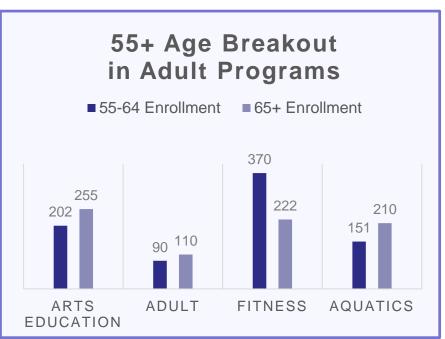
What does that look like to our patrons?

Programs: 55+ Participation Analysis

2016 Total Enrollment in Adult Programs

(does not include 55+ programs)





Enrollment figures suggest 55+ patrons are comfortable participating in Adult program offerings. 55+ patrons also account for 96 percent of drop-in aquatics pass usage for ages 18+.

Programs: Lifelong Learning Pricing

CURRENT STATUS OF ADULT or 55+ PROGRAM				LIFELONG LEARNING ADJUSTMENT		
Program	Past Age Range	Past Price (Reston)	Past 55+ Discount/Price	New Age Range	New Price (Reston)	New 55+ Discount/Price
Aqua Burn	13 and up	\$66	50%/\$33	13 and up	\$50	20%/\$40
Water Aerobics Pass	Adult	\$5.25	None	Adult	\$5.25	None
Water Aerobics Pass	Youth (under 18) or 55 and older	\$3.25	None	Youth (under 18) or 55 and older	\$3.25	None
Stained Glass	18 and older	\$180	20%/\$144	18 and older	\$180	20%/\$144
Learn to Play Mahjongg	55 and older	\$42	None/\$42	18 and older	\$52	20%/\$41.60
Medicare and Medigap Explained	55 and older	\$5	None/\$5	55 and older	\$6	20%/\$4.80
Library of Congress Trip	55 and older	\$20	None/\$20	18 and older	\$25	20%/\$20
55+ Ceramics – new title: Creative Hands	55 and older	\$60	None/\$60	18 and older (program title will change)	\$75	20%/\$60

Programs: Lifelong Learning Offerings

Programs Remaining as 55+

Cohort	Actv #	Activity Description	Time Period
Lifelong	509605	American Mah Jongg	9:30A-12:00P
Lifelong	509603	Bridge Mondays	10:00A- 2:00P
Lifelong	505551	Bridge Tuesdays	10:00A- 1:00P
Lifelong	509610	Current Issues Discu	10:00A-12:00P
Lifelong	505533	ESL I	1:00P- 2:00P
Lifelong	505565	ESL II	2:00P- 3:00P
Lifelong	505534	ESL III	1:00P- 2:00P
Lifelong	500399	ESL IV	2:00P- 3:00P
Lifelong	500402	Medicare 101	2:00P- 3:30P
Lifelong	509609	OAM event	2:30P- 4:30P
Lifelong		OLLI classes	Varies
Lifelong	504989	Open Pinochle	10:30A- 1:00P
Lifelong	500365	St. Patrick's Day So	12:00P- 2:30P
Lifelong	Varies	Senior Socials	1:00P-3:00P
Fitness	306106	Gentle Movement	10:30 - 11:30A
Fitness	304995	Gentle Yoga	9:45 - 12:00P
Fitness	398523	Gentle Yoga II	9:30 - 12:00P
Fitness	300129	Joint Friendly Fitness	12:15 - 1:15P
Fitness	300169	Slow Flow Hatha Yoga	1:15 - 2:15P
Fitness	301059	Strength Training for Seniors	9:00 - 10:00A
Fitness	306001	Zumba Gold	9:00 - 10:30A
Fitness	305636	Hi/Lo & Strength	10:00-11:00A
Arts Ed		Encore Chorale of Reston for Singers 55+	2:00P- 3:30P

Programs: Lifelong Learning Offerings

Changing from 55+ to 18 years and older

Cohort	Activity#	Activity Description	Time	Comments
		All the Classes with the exception of those		Most of the current 55+ classes are free or have a nominal
Lifelong		listed above	Varies	fee. Pricing will only need to be slightly modified if at all.
				New Price - \$110. After 20% discount the price will be \$88,
Fitness	300014	Fitness Fusion	12:00-1:00P	which is equivalent to current 55+ fee
				New Price - \$100. After 20% discount the price will be \$80,
Fitness	306025	Tai Chi Chuan - Eight Ways	11:30A-12:30P	which is the current 55+fee
				New Price - \$100. After 20% discount the price will be \$80,
Fitness	306010	Tai Chi Yang Style Short Form	11:30A-12:30P	which is the current 55+fee
				New Price - \$100. After 20% discount the price will be \$80,
Fitness	306011	Tai Chi Yang Style Short Form - Continuing	10:15-11:15A	which is the current 55+fee
				New Price - \$56. After 20% discount the price will be \$44.80,
Fitness	300145	Strength & Conditioning	6:30-7:30P	which is equivalent to current 55+ fee
				New title - Creative Hands (18 years and older). \$75 with a
Arts Ed	452509	55+ Ceramics	10:00A-12:30P	20% discount to 55+ making the price \$60
				Now 18 years and older. Cost to patron will be \$56 with a
Arts Ed	455011	Acrylic Painting for Beginners	10:00A- 1:00P	20% discount to 55+ making price \$44.80
				Now 18 years and older. Cost to patron will be \$56 with a
Arts Ed	455012	Intermediate Watercolor Painting	1:30P- 3:30P	20% discount to 55+ making price \$44.80
				Now 18 years and older. Cost to patron will be \$56 with a
Arts Ed	455526	Watercolor for Beginners	1:30P- 3:30P	20% discount to 55+ making price \$44.80
				The offering will have a new name. This is a drop-in daily or
				pass class so the price points won't change, the audience is
Aquatics	Daily/Pass	Fit After Fifty	10:00-10:50A	just broadened.
				The offering will have a new name. This is a drop-in daily or
				pass class so the price points won't change, the audience is
Aquatics	Daily/Pass	Senior Water Exercise	11-11:50A	just broadened.

Branding & Messaging

Continue refinement of our print publications
Continue expansion of our digital tools

Internal Capacity & Financial Planning

Adoption of new Fee Waiver Program parameters

- Expanded income eligibility ranges
- Increased individual account limit

Accreditation effort

Capital Project and Reserves Management

- Review scope of repair & maintenance costs against renovation potential in Aquatics
- Continue to manage cost recovery in a balanced budget structure

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Aquatics Facility Capital Projects

Background

RCC total cost for replacement of nearly all Terry L. Smith aquatics facility systems over the next two-year cycle: approximately \$1.2M

Can a renovation project more effectively meet our current and future needs?

Hughes Group Architects

- Analysis of Existing Facility Conditions
- Programming for a New Aquatic Layout
- Conceptual Layout and 3D Models

Next Steps

- Staff continue to research program concepts and refine aquatics facility options
- Board, staff and community reconvene March 13 to discuss feasibility, financial impacts, and the process intersections with FY19 budget preparation and RCC calendar planning

Public Comment

- Individuals: Three minutes
- Organizations: Five minutes

Please also provide a written version of your statement to: RCCContact@fairfaxcounty.gov.

That will assure our record of your input will be accurate. Thank you for participating tonight and always in planning for RCC's future.

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Reston Community Center Strategic Plan 2016 – 2021

Adopted by Reston Community Center's Board of Governors June 6, 2016





VISION

Reston Community Center enriches lives and builds community for all of Reston.

MISSION

To create positive leisure, cultural and educational experiences which enhance the quality of life for all people living and working in Reston by:

- Providing a broad range of programs in arts, aquatics, recreation, enrichment and life-long learning.
- Creating and sustaining community traditions through special events, outreach activities and facility rentals.
- Building community through collaboration and celebration.

VALUES

In accomplishing our Vision, RCC will be:

- A respectful organization that supports and nurtures its constituents, patrons, volunteers, board and staff;
- A welcoming community resource committed to improving citizens' quality of life in Reston;
- A builder of Reston's sense of place and community traditions;
- Celebratory of people's traditions and cultural and recreational aspirations;
- An active partner with other Reston organizations;
- An organization free of physical, financial and cultural barriers;
- An accepting and open organization; and
- A responsible and accountable steward of community resources.

Reston Community Center Strategic Plan 2016 – 2021

INTRODUCTION

Reston Community Center underwent extensive discussion and community engagement to craft this Five Year Strategic Plan. Every January, board and staff gather for a Strategic Planning weekend to examine how we are performing and look ahead to coming challenges and opportunities. In January 2015, we anticipated the conclusion of our existing Strategic Plan and what issues we might address or continue to address in this Strategic Plan. During that year, we spent monthly Finance Committee and other Board Committee meetings considering not just performance but also trends that ought to be informing the 2016 – 2021 framework.

With January 2016's meetings, we embarked on engagement with our community and our partners to obtain their feedback and input and this Strategic Plan reflects the bounty of creativity and thoughtful consideration they provided. We approach the years ahead confident that our partners will be with us; making Reston true to its foundational values and using them to provide the highest quality of life for all who live and work here.

Building on the success of the 2011 – 2016 plan, we look to the future with renewed commitment to these overarching principles of our work:

- RCC will expand Reston's access to cultural and recreational amenities, programs and services.
- RCC will leverage the strength of partnerships and collaborations with other Reston and Fairfax County agencies or organizations to serve the community.
- RCC will remain flexible in responding to changing trends and emerging community needs.
- RCC will deliver programs and services with superb and skilled staff using the best practices for stewardship of Reston's investment to maintain the public's trust.

The Strategic Plan 2016 – 2021 incorporates goals and objectives in the following focus areas:

- Facilities
- Building Community
- Programs
- Branding and Messaging
- Internal Capacity and Financial Planning

Ultimately, we want the people we serve to see their own future in this plan and to be excited about the possibilities it offers for their enrichment and enjoyment.

FACILITIES

Goal: RCC facilities are flexible, technologically advanced, beautiful and environmentally friendly. RCC facilities are considered within the context of other community assets and planning for facilities.

Objectives:

- a. To conduct market surveys and feasibility studies to determine optimum facilities and facility functions that will serve a growing and changing community. RCC's competitive context is becoming more complex and RCC facilities should be considered within increasing numbers of public and private options for recreation and cultural pursuits.
- b. To include existing users and community considerations as renovations and facility enhancements or new facilities are contemplated and implemented.
- c. To evaluate existing RCC facilities for their potential to meet market demands suitable to RCC's mission and to maximize their utilization.
- d. To maintain and renovate existing RCC facilities in responsive approaches to community needs.
- e. To incorporate and continuously update technology available to users that supports program and rental patron needs.

Update: January 2017

- Engagement planning for existing users and patrons launching in February 2017.
- Master Arts Plan Task Force: will conduct a comprehensive market and needs analysis consultant delivered study in 2017.

BUILDING COMMUNITY

Goal: RCC reaches the broadest possible levels of participation in civic life by seeking and implementing strategic partnerships with other Reston/County organizations to achieve collective impact for Reston. RCC's approach to collaboration is managed within an institutional framework that strengthens the community, leverages the partners' respective strengths and is consistent with Reston's founding values.

Objectives:

- a. To coordinate efforts that assure Reston residents and businesses have broad knowledge of RCC programs and services and how those may appeal to employees and visitors.
- b. To identify and implement systems and resources that intersect with community initiatives that are supported by RCC's mission and coordinated with our partners.
- c. To be particularly attentive to cultural, health and wellness concerns developing in the community.
- To reach out to new neighbors and under-served areas of the broader community with programs and services delivered where people are and to

- leverage those experiences to inspire these "micro-communities" to engage deeply with the broader community.
- e. To support development of a community calendar of important event and activity dates in conjunction with our partners.

Update: January 2017

- Participating in Reston Marketing Initiative March, 2017 deadline to resolve future of this undertaking.
- Sponsored the "RestON: Opportunity Neighborhood" Launch event in October 2016.
- If Reston Marketing Initiative folds efforts, prepare to stand up a Community Calendar as a function of RCC Community Building objectives.

PROGRAMS

Goal: RCC programs evolve and adapt to a changing community; programs are delivered both in RCC facilities and other community settings to assure RCC offers programs where people are living, working and playing. RCC programs serve diverse interests and are high quality, well attended and affordable.

Objectives:

- a. To use market analysis/needs assessment results to inform programming design and decision-making.
- b. To preserve the broadest possible access to offerings.
- c. To develop a system to bring programming into neighborhoods and private settings such as multi-family dwellings and businesses.
- d. To balance services to neighborhoods within Reston with programming that brings the community together and fosters a sense of belonging to the community as a whole.
- e. To explore the potential for RCC to sponsor intramural sports leagues for ages 12 and older.

Update: January 2017

- Recreation and community capacity building needs analysis to be designed for delivery in 2017.
 Will investigate intersections feasible with Park Authority efforts related to indoor recreation facility planning for Reston and will seek differentiation from Reston Association efforts to date.
- Fee Waiver program expanded in 2016; individual limit increased to \$250; income eligibility thresholds increased.
- In 2016: Launched eLearning (5 enrollees in first 6 months, 2017 goal to increase to 30).
- Expanded Langston Hughes Middle School after-school drop-in programming (increased by adding cooking workshops, fashion sewing workshop, Zumba fitness in addition to the Game Day offering. September through December: 3,053 drop-in visits).
- October to December 2016: offered four Minecraft clubs at Dogwood Elementary School serving 3rd through 6th graders. September through December: 269 visits).
- Sponsored purchase of a garden tiller for Dogwood Elementary outdoor education program.
- Sponsored a Green House for Terraset Elementary outdoor education program.
- Presented a Yoga Workshop for residents of Harbor Park. Well attended; will continue pursuit of similar offerings there.
- Outreach to Harrison and BLVD pending.

- Planning to coordinate program offerings with Cornerstones for their Youth Summer Series to be able to support their Cedar Ridge, Southgate, Crescent and South Glade communities.
- Continued support of the YMCA Reston Kids Tri; expanded connections to youth triathlons to include training sessions for Amy's Amigos in 2016.
- Expansion of summer concert series to add a new Sunday series at Reston Town Center and a Friday series at Reston Station at Wiehle Avenue.

BRANDING & MESSAGING

Goal: RCC is recognized as an essential ingredient of the Reston lifestyle. RCC is a trusted community partner in achieving broad civic engagement and efforts that enhance Reston's cultural, recreational and leisure-time experiences.

Objectives:

- a. To build on market and needs analysis results to target marketing to appropriate audiences.
- b. To highlight RCC's strengths and positive impacts on community life.
- c. To increase awareness of RCC through external and internal branding and marketing strategies that reinforce a distinctly "RCC" image.
- d. To use all available platforms to communicate including digital, multilanguage and traditional print.
- e. To develop and deploy an "app" for RCC and Reston to be used on the spur of the moment by residents, employees or visitors to participate or enroll.
- f. To coordinate RCC marketing across and among partner platforms.
- g. To ensure messaging consistently reflects our vision, mission and values.

Update: January 2017

- Continuing to evaluate and refine existing print publications.
- Expanded social media outreach; continue efforts to use social media to launch communication products (2016: two monthly e-newsletters).
- Evaluating CMS for current website; possible transition to WordPress.
- Expansion of social media and digital outreach; increase in digital media relationships (e.g., Viva Reston, Reston Now, Reston Patch).

INTERNAL CAPACITY & FINANCIAL PLANNING

Goal: RCC achieves accreditation from the National Recreation and Parks Association (NRPA) demonstrating that we employ best practices with sound governance and stewardship to deliver the optimum results for our community. RCC financial planning considers facility development impacts within a ten-year time horizon.

Objectives:

a. To assure that equitable access and practices are principles applied to programs, services and facilities.

- b. To add tools, processes and systems approaches that are consistent with NRPA accreditation requirements to existing policies, procedures and governing documents where necessary.
- c. To employ user-friendly online enrollment and/or purchasing options.
- d. To develop and deploy easy-to-use feedback loops for programs and services evaluation.
- e. To consider long-term facility-related demands and other relevant factors in financial planning for capital projects, core budget considerations and reserves management.

Update: January 2017

- Adopted new Fee Waiver program practices.
- Accreditation efforts underway; staff to attend NRPA workshop in February 2017 (coordinated via Park Authority). Employee Manual draft in progress.
- RecTrac upgrade scheduled in February 2017. Achieved new gateway processing contract in 2016.
- Refinement of Capital Project and Reserves strategies in January 2017.

METHODOLOGY

To meet the Goals and Objectives of the Reston Community Center Strategic Plan 2016 – 2021, the Board and staff establish annual work plans/budgets and associated criteria for success. Measures we use annually across programs and services areas tell us that our direction and activities are sound, e.g., participation, cost recovery within targets, patron satisfaction feedback and community meetings or other types of engagement. There are also specific measurable objective outcomes associated with the five focus areas of this plan. The staff reviews our plan objectives and the associated activities with the Board of Governors every January. From February through June, culminating with the Annual Public Hearing for Programs and Budget, the Board and staff report our progress in achieving our objectives; gather new information from the community; adjust if needed to changing circumstances; and produce the next budget and capital improvements/maintenance plans accordingly.

General Evaluation/Measurement Tools

These data points are benchmarks that will be reflected in our budget documents and Annual Reports.

- a. Participation and Program Highlights
- b. Customer Satisfaction Surveys Programs and Services
- c. Cost Recovery
- d. Business Systems Performance for Patrons Use of e-commerce; social media metrics

Facilities

Outcomes to be measured with respect to "Facilities" Goals and Objectives include:

- a. Market surveys and feasibility studies are completed (addressing both recreational and cultural/arts environments). Results are shared with the community and stakeholders.
- b. Renovation and capital project/maintenance plans for existing facilities include updated technology, address current and future program participation and provide for high levels of utilization.

Building Community

Outcomes to be measured with respect to "Building Community" Goals and Objectives include:

- a. Participation in RCC programs and services by the community, particularly Reston employees, is increased.
- b. RCC outreach to various Reston neighborhoods is established.
- c. A Reston marketing campaign with multiple partners is established that includes a community calendar function.

Outcomes to be measured with respect to "Programs" Goals and Objectives include:

- a. Market analysis and needs assessment provide direction to program planning and implementation.
- b. Agreement frameworks are established that outline the relationships between RCC and partners or program sites.
- c. Reston's "Opportunity Neighborhood" initiative reaches under-served youth across the community to improve their health, academic performance and wellbeing.
- d. The best role for RCC to play to foster more youth involvement in intramural sports activities is determined.

Branding and Messaging

Outcomes to be measured with respect to "Branding and Messaging" Goals and Objectives include:

- a. Communication platforms expand and feature new inclusion strategies such as use of non-English language formats.
- b. RCC has communications strategy agreements with its partners.
- c. The RCC "app" to promote enrollment and/or involvement is deployed and use can be measured.

Internal Capacity and Financial Planning

Outcomes to be measured with respect to "Internal Capacity and Financial Planning" Goals and Objectives include:

- a. RCC is NRPA accredited.
- b. Online transactions comprise a significant level of enrollment and other purchasing.
- c. A Ten Year Capital Project/Maintenance Planning Framework is established that includes funding strategies.

CONCLUSION

Strategic planning is an approach to marshaling resources to achieve a common good with purpose and efficiency. This plan is not set in stone – it is intended to be a guide to help us stay on course, adjust course or change course as our community circumstances may prescribe. It's a plan that will seek involvement from the people we serve and reflect their interests and contributions. We look to the future with excitement and are mindful of the period of change ahead for Reston. Given the Reston hallmarks of inclusivity, creativity and imaginative planning, we are confident the years ahead will be Reston's best – for the people of our great community and their community "center." Let's get started!









