

PARKS AND RECREATION

MASTER PLAN

2022



ELEVATING STOW PARKS AND RECREATION

ACKNOWLEDGEMENTS

City of Stow Mayor

John Pribonic

Council Members

Matt Riehl, Ward I

Sindi Harrison, Ward II

Brian Lowdermilk, Ward III

Mario Fiocca, Ward IV

Jeremy McIntire, At-Large

Cyle Feldman, At-Large

Dave Licate, At-Large

Department Staff

Linda Nahrstedt, Parks and Recreation Director

Nicholas Wren, Chief of Staff/Director of Public Service

Nathan Leppo, Director of Planning and Development

Kathy Lewis, Recreation Supervisor

Marc Anderson, Deputy Service Director

Parks and Recreation Board Members

Bob Pontius

Christie Sheets

Patrick Crawford

Houston Morgan

Consulting Group

PROS Consulting, INC.

OHM Advisors

ETC Institute

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EXECUTIVE SUMMARY

Stow Parks and Recreation desired to develop a Parks and Recreation Master Plan to guide the Parks and Recreation Department for the next ten years. The primary goal of the Department was to seek community input in the master plan process to guide the Department and to gauge the level of support and interest in elevating the park and recreation system to a much higher level of impact than it has been able to make for the citizens of Stow in the last 25 years.

Currently, the Department is highly underfunded compared to similar size cities in the region where Stow is located in the state of Ohio. Existing park and recreation users support the Department but would like to see the city leaders make a more substantial investment in the system by making improvements to existing parks, adding new community-based facilities that serve the entire community and develop programs that activate park spaces and connect with the community. The Master Plan establishes a framework and roadmap for the Department to follow in the future by:

- Outlining the groundwork needed to transform the system from a limited state to a proactive state that can support economic development, community livability, health and wellness of citizens and connect residents to many positive experiences to make Stow a community of choice to live, work and play in now and for the future.
- Offer a vision for the park and recreation system that can energize the community to want to invest in and use their parks, trails, and programs more as part of their daily lives.

The Master Plan outlines the Department's obstacles over the last 25 years and provides an action plan to address them. Thus, raising the profile and value of Stow Parks and Recreation as a quality-of-life agency with an overall goal of meeting and surpassing the community's expectations for its park systems. Obstacles addressed in this master plan include:

- Operational and capital funding is low compared to similar-sized cities with similar types of parks and amenities that affect staffing, equipment and productivity of people and spaces.
- Lack of indoor community spaces that support programs that serve the whole community as it applies to services for seniors, families, youth, teens, adults, and families.
- Recreation facilities and amenities are lacking to provide year-round programming and self-directed activities such as walking and biking trails, game fields for all types of sports for children and adults, and indoor and outdoor play spaces to serve people of all ages and abilities.
- Staffing limitations to take care of and maintain the park system so that it is a source of pride for residents who live in the city.
- Providing more programming for people of all ages and abilities to learn how to use the parks and amenities that create lifetime experiences.

The aim of this master plan is to solve these systemic problems, break down institutional barriers and build bridges in their place. The Master Plan identifies four key goals and recommendations that address these elements to move the park and recreation system forward.

1. Provide a high-quality built park environment by creating a diverse set of parks and recreation amenities that provide access to everyone in the community.
2. Create parks and recreation programs that appeal to all residents of the city.
3. Create park spaces that are inviting to all user types that make the experience enjoyable, safe, and user-friendly.
4. Staff parks and recreation services based on expectations of the community for best practices in parks and recreation management.

The Master Plan emphasizes financing a network of parks, facilities, and programs to achieve equity, diversity, and inclusion across the park system. It recaptures the importance of investing in the system of parks and recreation facilities, elevating and coordinating essential work into a great public asset for everyone in the community to enjoy. These initiatives were selected based on what the system can do best and most effectively, which can be amplified for the most significant impact across the city. With the help of the Mayor, City Council, and community leaders, the recommendations in this plan are achievable and will positively impact the value of living in Stow today and for years to come.

VISION

The following vision presents how Stow Parks and Recreation Department desires to be viewed in the future:

“Our Vision, now and for the future, is to provide high-quality parks, recreation facilities, programs, and events supporting a more livable community to live, work and play.”

MISSION

The following mission is how the Stow Parks and Recreation Department will implement the vision:

“Our mission is to provide a high-quality park and a recreation system that the community and the City are willing to invest in.”

BRAND MESSAGE

“Elevating Stow Parks and Recreation”

STRATEGIC PRIORITIES

1. Develop a multigenerational community center.
2. Build staff capacity to meet the operational and maintenance needs of the citizens of Stow.
3. Expand quality programs and events to connect more residents to the services provided.
4. Maintain and upgrade existing parks, amenities, and spaces.
5. Develop sustainable funding strategies and sources.
6. Develop a connected trail system throughout the city.
7. Develop the Hanson Property across the street from the Golf Course for a new Community Park.

CONCLUSION

The Parks and Recreation Master Plan provides the Department and City Leaders with the roadmap and tools it needs to enhance the parks, facilities, programs, and events in support of the community for the next ten years and beyond. The Department Staff is grateful to the Mayor and City Council for their leadership, vision, and support of this process, and to the Parks and Recreation Advisory Committee for its guidance and ideas as the Department and the PROS Consulting Team worked through this process.

The Parks and Recreation Department is more than ready to begin the implementation process to move the park and recreation system forward by working with the Mayor, City Council and the Parks and Recreation Advisory Committee and the community on the significant initiatives recommended in this master plan in the coming months and years. Let the process begin!

CHAPTER ONE - MARKET ANALYSIS

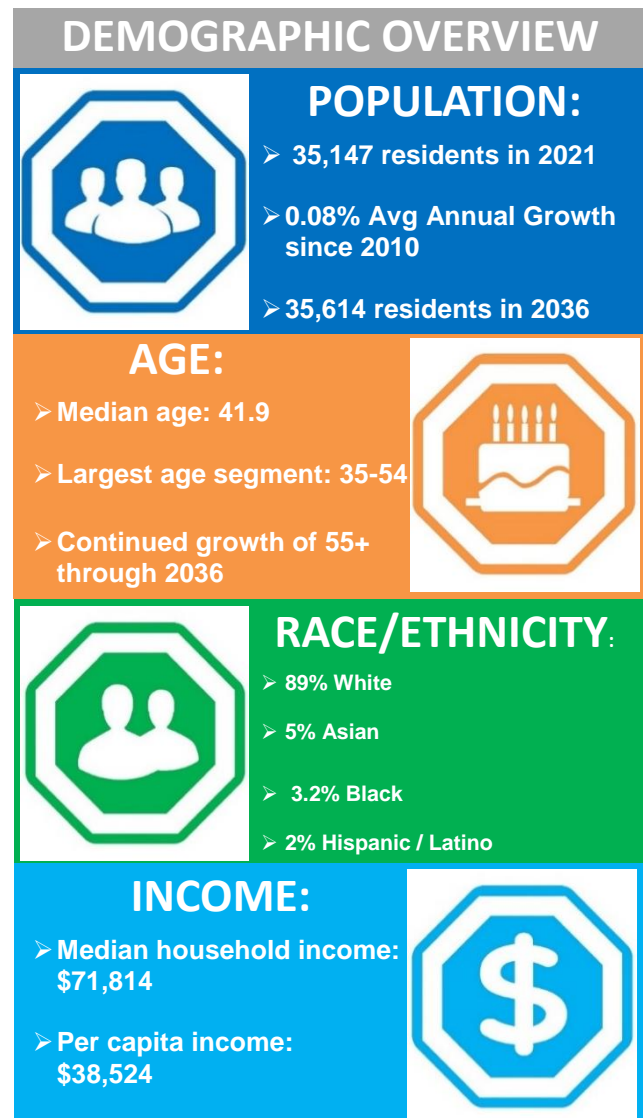
1.1 DEMOGRAPHIC ANALYSIS

A Demographic & Recreation Trends Analysis is a vital component of the Parks & Recreation Strategic Master Plan ("Plan") is a Demographic & Recreation Trends Analysis. This analysis endeavors to provide the Department of Parks and Recreation ("Department") insight into the general makeup of the population they serve and identify market trends in recreation. It also helps quantify the market in and around the City of Stow ("City") and provides a better understanding of the types of parks, facilities, and programs/services most appropriate to satisfy the needs of residents.

This analysis is two-fold – it aims to answer the who and the what. First, it assesses City residents' demographic characteristics and population projections to understand who the Department serves. Secondly, recreational trends are examined on a national and local level to understand what the population served wants to do. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the community's need for parks, trails, facilities, and recreation programs.

The Demographic Analysis describes the population within the City of Stow, Ohio. This assessment reflects the City's total population and critical characteristics such as age, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns, and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

The infographic to the right provides an overview of the City's populace based on current estimates of the 2021 population. A further analysis of each of these demographic characteristics (population, age segments, race, ethnicity, and income) can be found in section 1.1.3.



1.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the most extensive research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2021 and reflects actual numbers reported in the 2010 Census. ESRI then estimates the current population (2021) as well as a 5-year projection (2026). PROS then utilized straight-line linear regression to forecast demographic characteristics for 10 and 15-year projections (2031 and 2036).

DEMOGRAPHIC ANALYSIS BOUNDARY

The City boundaries shown below were utilized for the demographic analysis.

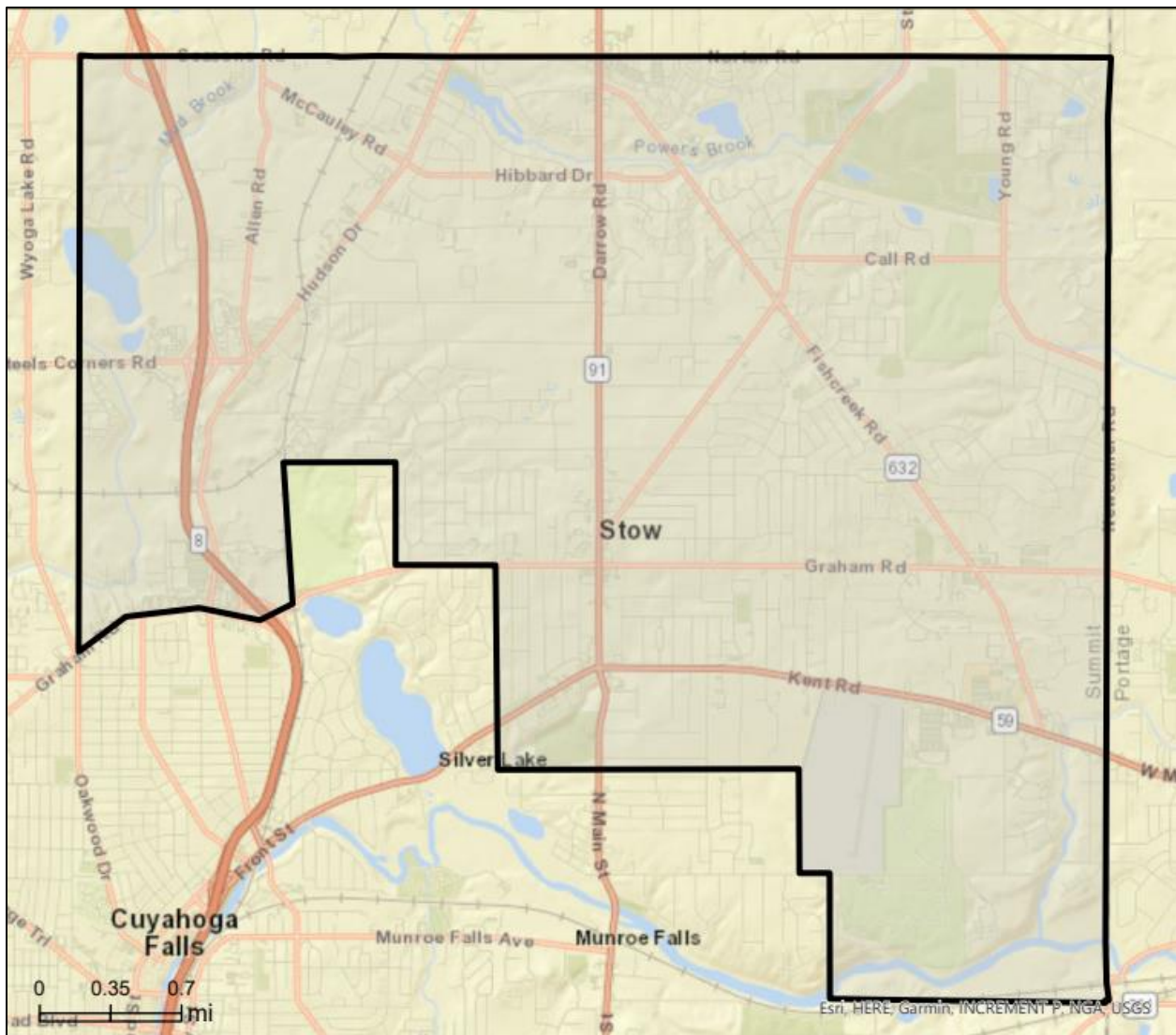


Figure 1 - City Boundaries

1.1.3 CITY POPULACE

POPULATION

The City’s population has experienced negligible growth in recent years, increasing approximately 0.89% from 2010 to 2021, or 0.08% per year. This is well below the national annual growth rate of 0.74% (from 2010-2021). Like the population, the total number of households also experienced a slight increase of 1.7% over the past 11 years, or 0.16% annually (national average = 0.76% annual growth).

Currently, the population is estimated at 35,147 individuals living within 14,470 households. Projecting ahead, the total population growth is expected to continue increasing at a below-average rate. By 2036, the City’s population is projected to be at 35,614 residents living within 14,804 households.

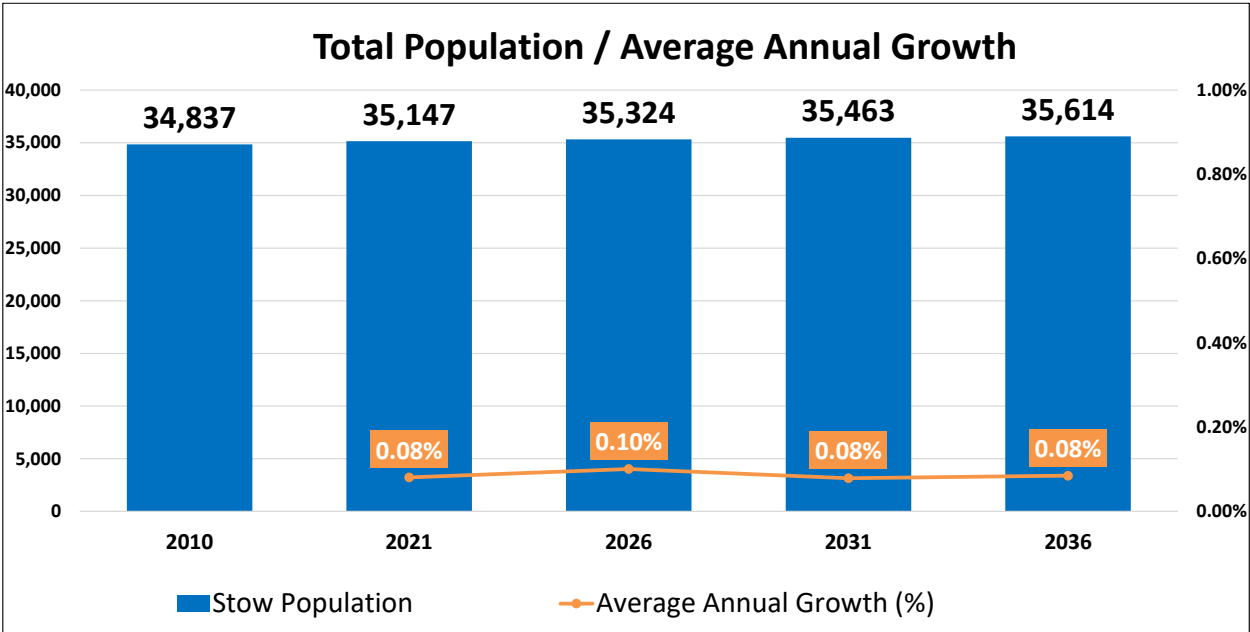


Figure 3 - Total Population

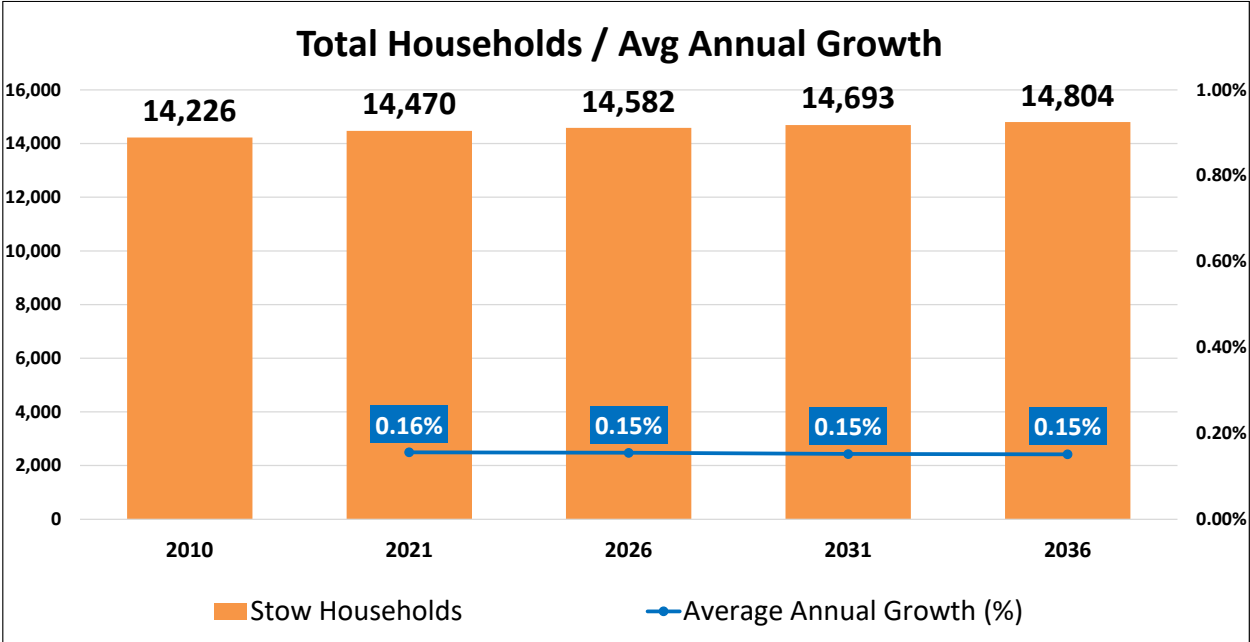


Figure 2 - Total Households

AGE SEGMENT

Evaluating the City's age segmentation, the population exhibits a slight aging trend, with approximately one-third of its residents being 55+ years old. The City's current median age is estimated at 41.9 years old, roughly three years above the U.S. median age (38.8 years old). Assessing the population, the City is projected to continue its current aging trend. Within the next 15 years, the 55+ population is expected to be nearing 40 percent of the City's total population. This is expected to be a result of increased life expectancies and most middle-aged adult residents "aging in place" while their children move elsewhere.

Due to the continued growth of the older age segments, it is useful to further segment the "Senior"

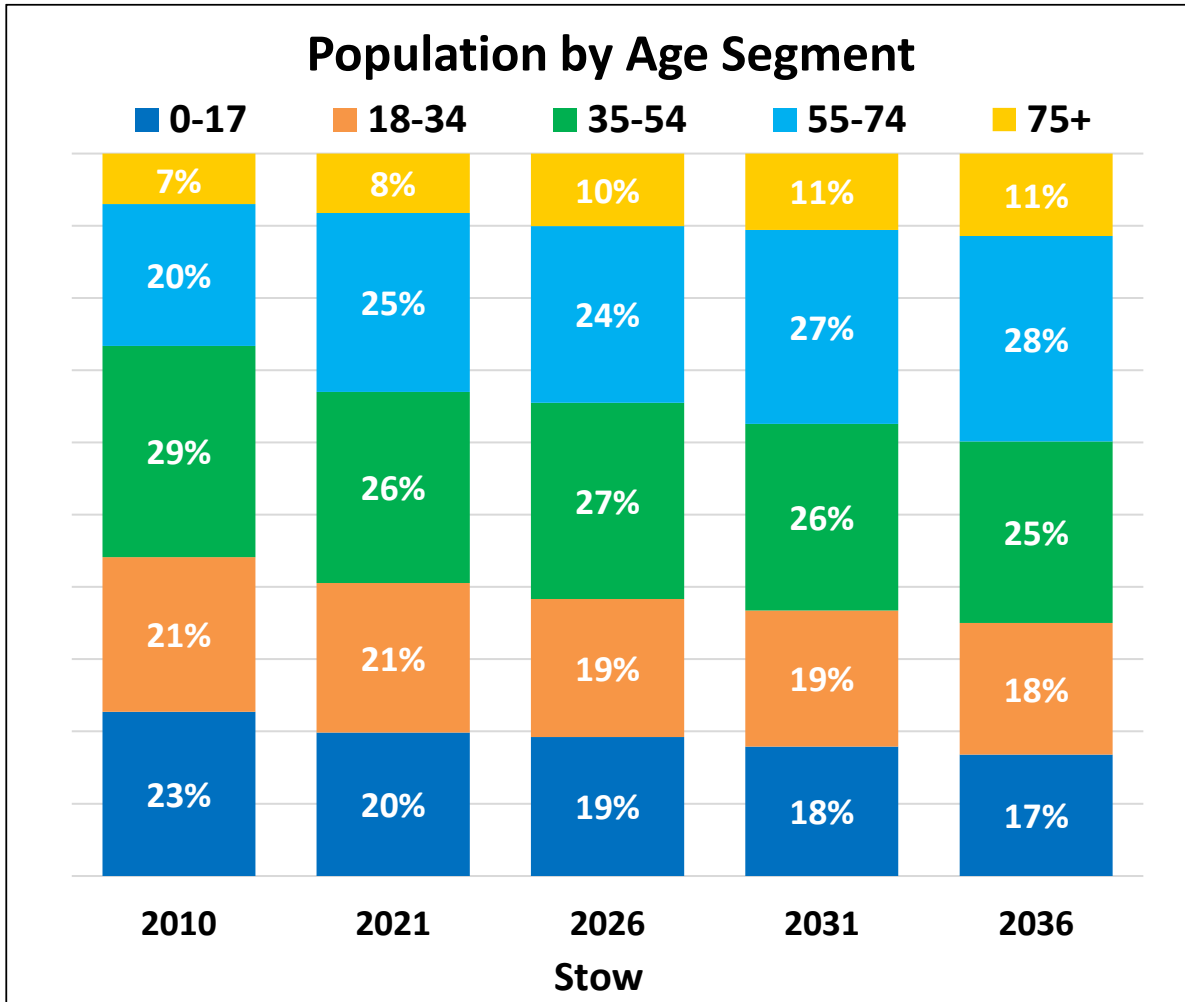


Figure 4 - Population by Age Segment

population beyond the traditional 55+ designation. Within the parks and recreation field, two commonly used ways to partition this age segment exists. One is to segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old struggling with rheumatoid arthritis may be limited to leisure recreation, while a healthy 65-year-old may still be running 5K's on an annual basis. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

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 below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- **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 East Asia, 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 Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

Please Note: The Census Bureau defines race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, Alaska Native, and Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separately from race throughout this demographic analysis.

RACE

Analyzing race, the City's current population is predominantly White Alone. The 2021 estimate shows that 89% of the population falls into the White Alone category, with Asians (5%) representing the largest minority. The 2021 estimate also portrays a below-average representation of all minority groups when compared to the national population, with Black alone (3.2%), Some Other Race (0.5%), and American Indian (0.1%) populations being substantially lower than average. Predictions for 2036 expect the population to become slightly more diverse, with a decrease in the White Alone population and minor increases to all other race categories.

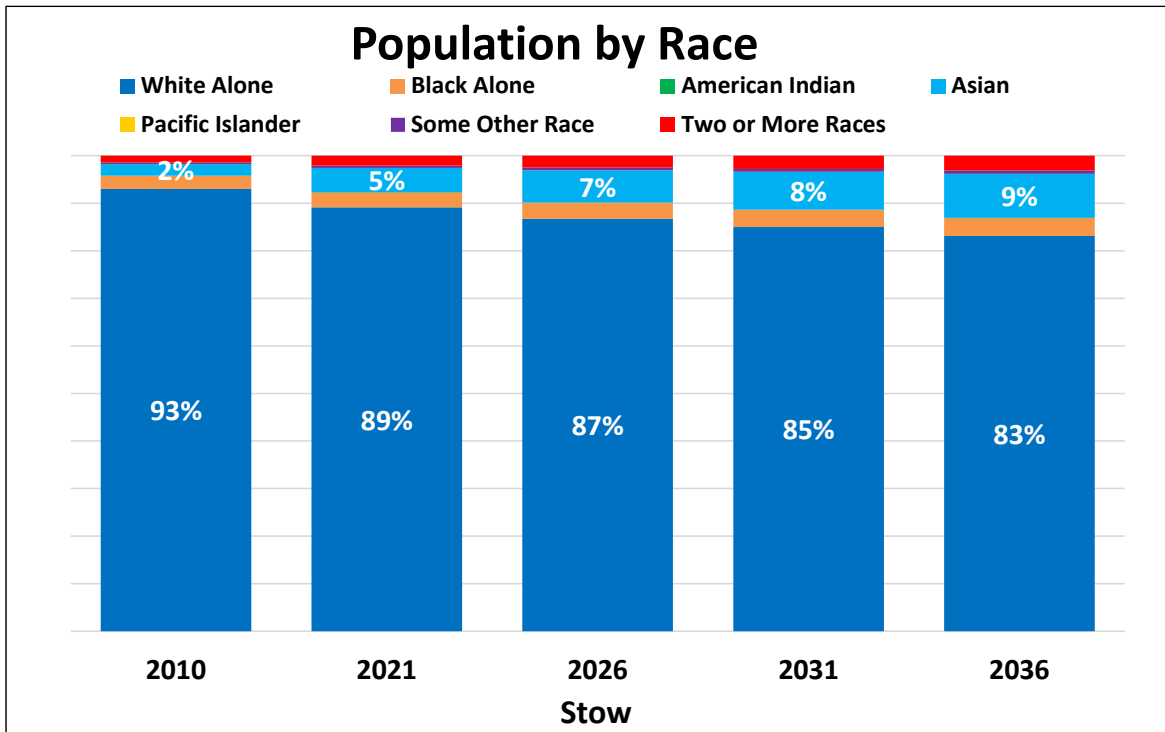


Figure 5 - Population by Race

ETHNICITY

The City's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.

Based on the current 2021 estimate, people of Hispanic/ Latino origin represent approximately 2% of the City's population, which is substantially below the national average (19% Hispanic/Latino). However, the Hispanic/ Latino population has been increasing since the 2010 census and is expected to continue growing to 4% of the City's total population by 2036.

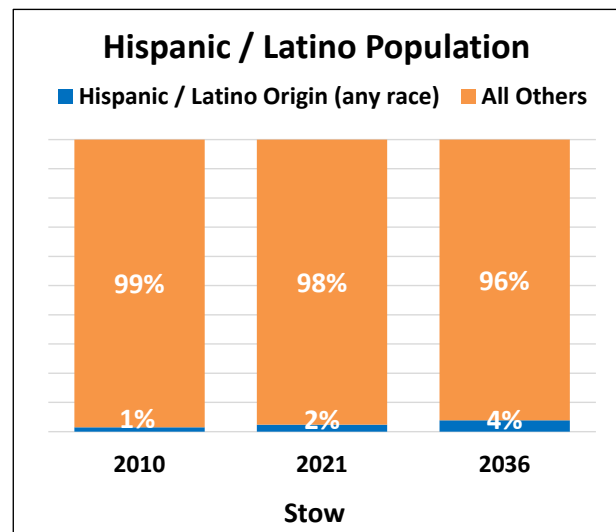


Figure 6 - Hispanic/Latino Population

HOUSEHOLD INCOME

As seen below, the City’s per capita income (\$38,524) and median household income (\$71,814) are both higher than the state and national averages. The per capita income is earned by an individual, while the median household income is based on the total income of everyone over the age of 16 living under the same roof. These above-average income characteristics should be considered when Stow Parks and Recreation Department is pricing out programs and calculating cost recovery goals. However, the Department should also consider the negative economic impact that Covid-19 has had on Stow’s residents, as this could be a significant factor in the amount of disposable income within the City.

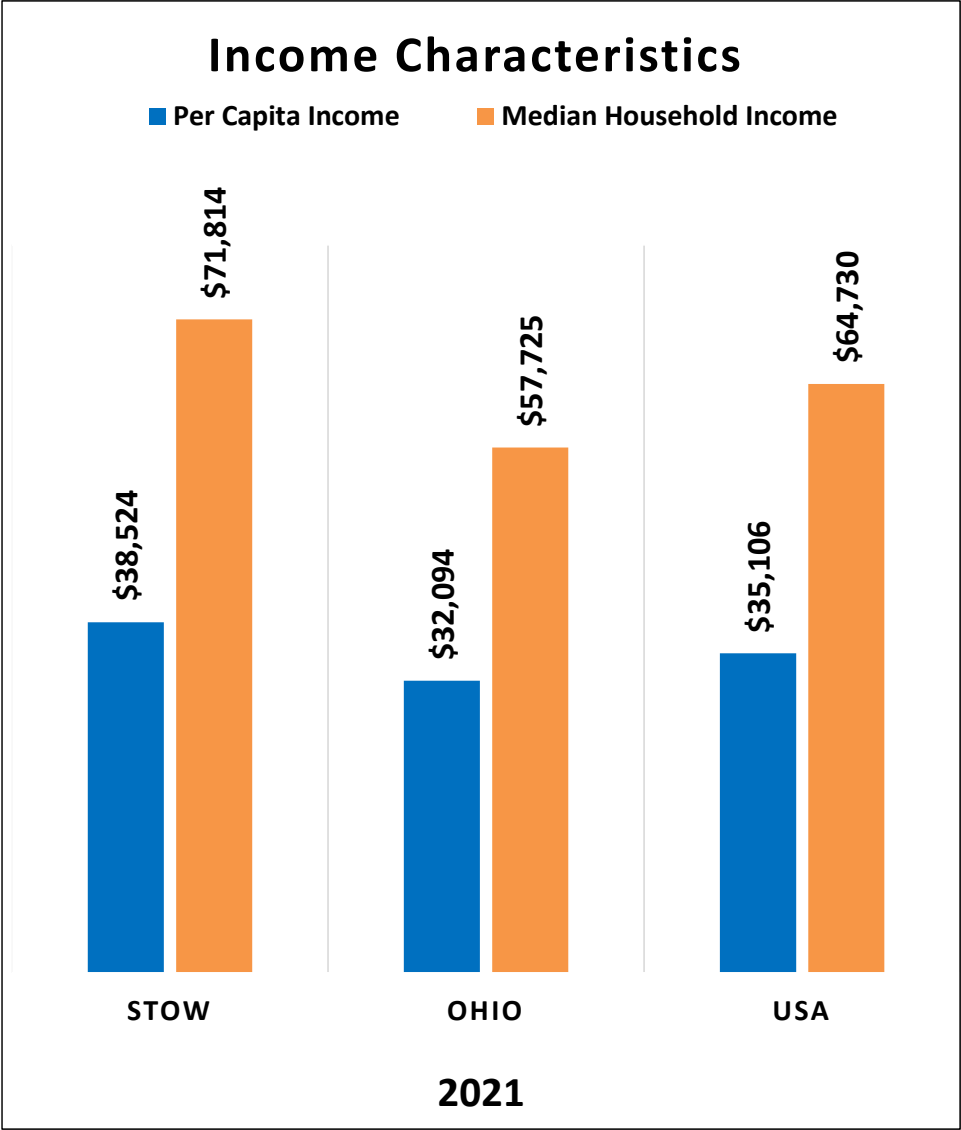


Figure 7 - Income Characteristics

1.1.4 DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the City's demographic figures. These figures are then compared to the state and U.S. populations for perspective on a regional and national scale.

2021 Demographic Comparison		Stow	Ohio	USA
Population	Annual Growth Rate (2010-2021)	0.08%	0.24%	0.74%
	Projected Annual Growth Rate (2021-2036)	0.09%	0.23%	0.70%
Households	Annual Growth Rate (2010-2021)	0.16%	0.31%	0.76%
	Average Household Size	2.40	2.42	2.58
Age Segment Distribution	Ages 0-17	20%	21%	22%
	Ages 18-34	21%	22%	23%
	Ages 35-54	26%	24%	25%
	Ages 55-74	25%	25%	23%
	Ages 75+	8%	8%	7%
Race Distribution	White Alone	89.1%	79.8%	69.2%
	Black Alone	3.2%	13.0%	13.0%
	American Indian	0.1%	0.2%	1.0%
	Asian	5.1%	2.6%	5.9%
	Pacific Islander	0.0%	0.0%	0.2%
	Some other Race	0.5%	1.5%	7.1%
	Two or More Races	2.1%	2.8%	3.6%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	2.4%	4.3%	18.9%
	All Others	97.6%	95.7%	81.1%
Income Characteristics	Per Capita Income	\$38,524	\$32,094	\$35,106
	Median Household Income	\$71,814	\$57,725	\$64,730

Figure 8 - Demographic Comparative Summary

DEMOGRAPHIC SUMMARY

- The City's recent **population annual growth rate** (0.08%) is significantly lower than the U.S.'s (0.74%) annual growth rate.
- The City's **household annual growth rate** (0.16%) is roughly one-fifth of the national average (0.76%).
- The City exhibits a slightly older population when assessing age segments than the national segment distribution.
- The City's **racial distribution** is notably less diverse than the national population distribution, with a much greater White Alone population percentage.
- Stow's percentage of **Hispanic/Latino population** (2.4%) is approximately one-eighth of the national average (18.9%).
- The City's **per capita income** (\$38,524) and **median house income** (\$71,814) are both higher than state (\$32,094 & \$57,725) and national (\$35,106 & \$64,730) averages.

1.1.2 DEMOGRAPHIC IMPLICATIONS

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for the City.

First, with the population expecting minimal growth for the near future, it is recommended that the City focus on the upkeep of existing amenities and facilities before considering building new facility spaces.

Second, the City's slight aging trend may indicate the need to provide more programs and services for the 55+ population. Such a focus could also potentially attract more baby boomers to retire in Stow. However, it will also be important to continue providing services for the 67% of residents under 55 years old.

Third, the City's above-average income characteristics suggest potential disposable income. The Parks and Recreation Department should consider this when pricing out programs and events.

Finally, the City should ensure its growing and diversifying population is reflected in its offerings, marketing/communications, and public outreach. The Department needs to build a wider audience of users through providing a wider range of core programs so all residents so they can feel a part of and benefit from the system.

1.2 RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends and recreational interest by age segments. Trends data used for this analysis was obtained from the Sports & Fitness Industry Association (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

1.2.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2021* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends
- Non-Participant Interest by Age Segment



The study is based on findings from surveys conducted in 2020 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. SFIA considers a sample size of 18,000 completed interviews to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 303,971,652 people (ages six and older).

The report aims to establish activity levels and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories, including sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on the frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each activity. For instance, core participants engage in most fitness activities more than 50-times per year, while for sports, the threshold for core participation is typically 13-times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience fewer pattern shifts in participation rates than those with larger groups of casual participants.

1.2.2 IMPACT OF COVID-19

Approximately 229.7 million people ages six and over reported being active in 2020, a 3.6% increase from 2019 and the greatest number of active Americans since 2007. Free time increased with a shift towards working remotely and children moving to virtual learning. This, coupled with stay-at-home orders and general decisions to keep out of public places, emphasize the public finding ways to occupy their time.

Participation in sports and activities that allowed people to be socially distant saw significant increases. These activities included pickleball, tennis, golf, trail running, skateboarding, surfing, day hiking, and recreational kayaking. In general, outdoor sports and racquet sports had the largest increase in participation compared to their 2019 participation numbers.

As expected, team sports showed consistent drops in participation, with all but five of the 23 tracked team sports showing decreases in overall participation. Team sports like Basketball and Soccer, which did show an increase in participation in 2020, can be attributed to recreational or backyard play, which contradicts the past decade's trend.

With gyms and health clubs being forced to close in most of the country, fitness participation levels overall decreased in 2020. However, home fitness activities that can be practiced at home, like Yoga, Pilates, and Dumbbells/Hand Weights, showed significant participation increases, while activities done generally in health clubs, studios, or pools like Aquatic Exercise, Group Stationary Cycling, Stair-Climbing Machine, and Cardio Kickboxing, experienced substantial declines. It should be noted that the long-term effects of Covid-19 on recreation programs and services are developing as the Pandemic evolves. It is expected that some changes in how individuals recreate will continue post-pandemic, such as more virtual and online program offerings. However, most other anomalies are expected to trend back to "normal," which may take several years.



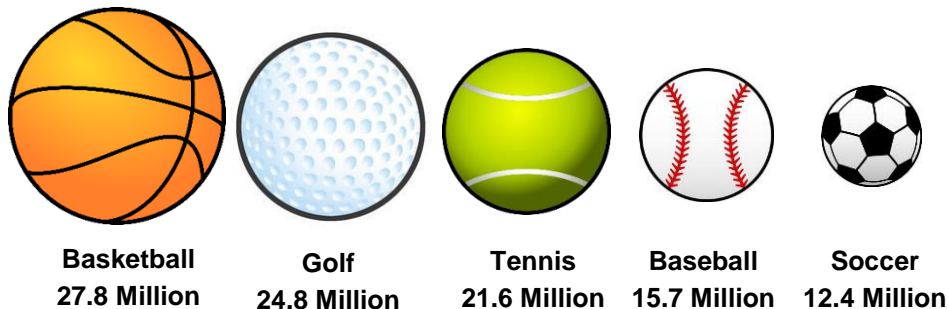
1.2.2 NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The top sports most heavily participated in the United States were Basketball (27.9 million), Golf (24.8 million), and Tennis (21.6 million) which have participation figures well in excess of the other activities within the general sports category. Baseball (15.7 million), and Outdoor Soccer (12.4 million) round out the top five.



The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with a relatively small number of participants. This, coupled with an ability to be played outdoors and/or adequately distanced, helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, making basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or Golf Entertainment Venues have increased drastically (72.3%) as a 5-year trend, using Golf Entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.



FIVE-YEAR TREND

Since 2015, Golf- Entertainment Venues (72.3%), Pickleball (67.6%), and Tennis (20.5%) have shown the largest increase in participation. Similarly, Flag Football (20.1%) and Basketball (18.6%) have also experienced significant growth. Based on the five-year trend from 2015-2020, the sports that are most rapidly declining in participation include Ultimate Frisbee (-47.3%), Squash (-32.0%), Fast Pitch Softball (-26.4%), Touch Football (-25.3%), and Roller Hockey (-21.3%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends, with Tennis (22.4%), Golf- Entertainment Venues (21.7%), and Pickleball (21.4%) experiencing the greatest increases in participation this past year. Baseball (-0.5%) is the only sport that shows a five-year trend increase but a one-year trend decreases. This is likely a direct result of the COVID-19 pandemic. Similarly, other team sports such as Fast Pitch Softball (-19.2%), Gymnastics (-18.1%), and Volleyball (-16.6%) also had significant decreases in participation over the last year.



CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, generally have a more extensive core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, we have seen the impact of the COVID-19 Pandemic as most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for Indoor and Outdoor Soccer, Baseball, and Ice Hockey in the past year. Please see **Appendix A** for the entire Core vs. Casual Participation breakdown.

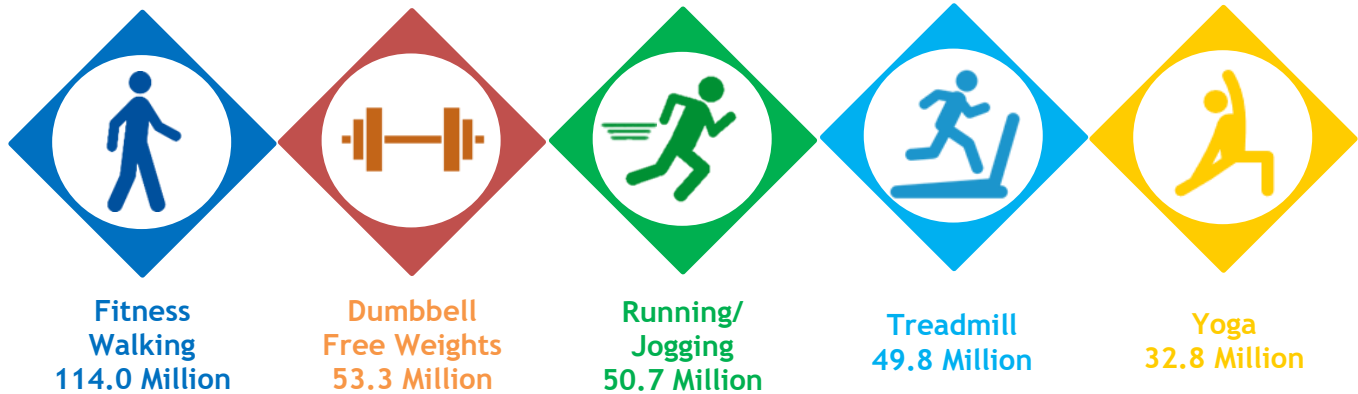
National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Basketball	23,410	24,917	27,753	18.6%	11.4%
Golf (9 or 18-Hole Course)	24,120	24,271	24,804	2.8%	2.2%
Tennis	17,963	17,684	21,642	20.5%	22.4%
Baseball	13,711	15,804	15,731	14.7%	-0.5%
Soccer (Outdoor)	12,646	11,913	12,444	-1.6%	4.5%
Golf (Entertainment Venue)	6,998	9,905	12,057	72.3%	21.7%
Football (Flag)	5,829	6,783	7,001	20.1%	3.2%
Softball (Slow Pitch)	7,114	7,071	6,349	-10.8%	-10.2%
Badminton	7,198	6,095	5,862	-18.6%	-3.8%
Soccer (Indoor)	4,813	5,336	5,440	13.0%	1.9%
Volleyball (Court)	6,423	6,487	5,410	-15.8%	-16.6%
Football (Tackle)	6,222	5,107	5,054	-18.8%	-1.0%
Football (Touch)	6,487	5,171	4,846	-25.3%	-6.3%
Volleyball (Sand/Beach)	4,785	4,400	4,320	-9.7%	-1.8%
Pickleball	2,506	3,460	4,199	67.6%	21.4%
Gymnastics	4,679	4,699	3,848	-17.8%	-18.1%
Track and Field	4,222	4,139	3,636	-13.9%	-12.2%
Racquetball	3,883	3,453	3,426	-11.8%	-0.8%
Cheerleading	3,608	3,752	3,308	-8.3%	-11.8%
Ultimate Frisbee	4,409	2,290	2,325	-47.3%	1.5%
Ice Hockey	2,546	2,357	2,270	-10.8%	-3.7%
Wrestling	1,978	1,944	1,931	-2.4%	-0.7%
Lacrosse	2,094	2,115	1,884	-10.0%	-10.9%
Softball (Fast Pitch)	2,460	2,242	1,811	-26.4%	-19.2%
Roller Hockey	1,907	1,616	1,500	-21.3%	-7.2%
Rugby	1,349	1,392	1,242	-7.9%	-10.8%
Squash	1,710	1,222	1,163	-32.0%	-4.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 9 - General Sports National Participatory Trends

1.2.3 NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

National participatory fitness trends have experienced substantial growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance their quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2020 also were those that could be done at home or in a virtual class environment. The activities with the most participation was Fitness Walking (114.0 million), Free Weights (53.3 million), Running/Jogging (50.7 million), Treadmill (49.8 million), and Yoga (32.8 million).



FIVE-YEAR TREND

Over the last five years (2015-2020), the activities growing at the highest rate are Trail Running (45.6%), Yoga (29.7%), Dance, Step & Choreographed Exercise (17.1%), and Pilates Training (15.3%). Over the same time frame, the activities that have undergone the biggest decline include: Group Stationary Cycling (-30.2%), Boot Camp Style Training (-26.1%), Traditional Triathlons (-26.1%), and Cross-Training Style Workout (-21.6%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in Trail Running (7.8%), Yoga (7.7%), and Pilates Training (7.2%). In the same span, the activities that had the most significant decline in participation were those that would generally take place in a gym or fitness class. The most significant drops were seen in Group Stationary Cycling (-39.0%), Cross-Training Style Workouts (-32.2%), Boot Camp Style Training (-27.2%), and Stair Climbing Machine (-26.7%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all had increases in their core users base (participating 50+ times per year) over the last year. These fitness activities include Fitness Walking, Free Weights, Running/Jogging, Treadmills, Yoga, and Recumbent/Upright Stationary Cycling. *Please see **Appendix A** for the entire Core vs. Casual Participation breakdown.*

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Fitness Walking	109,829	111,439	114,044	3.8%	2.3%
Free Weights (Dumbbells/Hand Weights)	54,716	51,450	53,256	-2.7%	3.5%
Running/Jogging	48,496	50,052	50,652	4.4%	1.2%
Treadmill	50,398	56,823	49,832	-1.1%	-12.3%
Yoga	25,289	30,456	32,808	29.7%	7.7%
Stationary Cycling (Recumbent/Upright)	35,553	37,085	31,287	-12.0%	-15.6%
Weight/Resistant Machines	35,310	36,181	30,651	-13.2%	-15.3%
Free Weights (Barbells)	25,381	28,379	28,790	13.4%	1.4%
Elliptical Motion Trainer	32,321	33,056	27,920	-13.6%	-15.5%
Dance, Step, & Choreographed Exercise	21,487	23,957	25,160	17.1%	5.0%
Bodyweight Exercise	22,146	23,504	22,845	3.2%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	20,464	22,044	22,487	9.9%	2.0%
Trail Running	8,139	10,997	11,854	45.6%	7.8%
Stair-Climbing Machine	13,234	15,359	11,261	-14.9%	-26.7%
Pilates Training	8,594	9,243	9,905	15.3%	7.2%
Cross-Training Style Workout	11,710	13,542	9,179	-21.6%	-32.2%
Martial Arts	5,507	6,068	6,064	10.1%	-0.1%
Stationary Cycling (Group)	8,677	9,930	6,054	-30.2%	-39.0%
Cardio Kickboxing	6,708	7,026	5,295	-21.1%	-24.6%
Boxing for Fitness	5,419	5,198	5,230	-3.5%	0.6%
Boot Camp Style Training	6,722	6,830	4,969	-26.1%	-27.2%
Barre	3,583	3,665	3,579	-0.1%	-2.3%
Tai Chi	3,651	3,793	3,300	-9.6%	-13.0%
Triathlon (Traditional/Road)	2,498	2,001	1,846	-26.1%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,744	1,472	1,363	-21.8%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend: Large Increase (greater than 25%) Moderate Increase (0% to 25%) Moderate Decrease (0% to -25%) Large Decrease (less than -25%)					

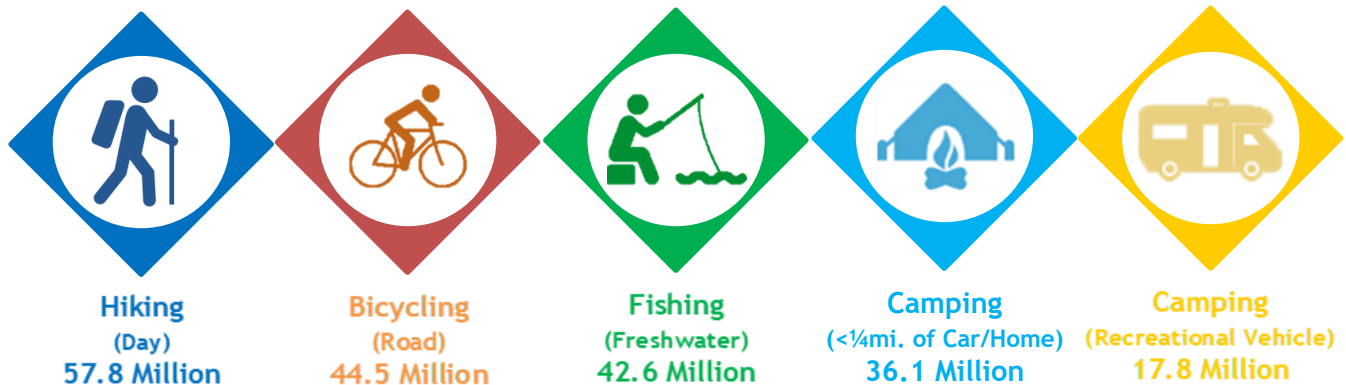
Figure 10 - General Fitness National Participatory Trends



1.2.4 NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

The SFIA report shows strong growth in participation in outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with proper social distancing in a group, and are not as limited by time constraints. In 2020, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include Day Hiking (57.8 million), Road Bicycling (44.5 million), Freshwater Fishing (42.6 million), Camping within ¼ mile of Vehicle/Home (36.1 million), and Recreational Vehicle Camping (17.8 million).



FIVE-YEAR TREND

From 2015-2020, Day Hiking (55.3%), BMX Bicycling (44.2%), Skateboarding (37.8%), Camping within ¼ mile of Vehicle/Home (30.1%), and Fly Fishing (27.3%) have undergone the largest increases in participation. The five-year trend also shows activities such as Adventure Racing (-31.4%), In-Line Roller Skating (-18.8%), Archery (-13.5%), and Traditional Climbing (-4.5%) to be the only activities with decreases in participation.

ONE-YEAR TREND

The one-year trend shows almost all activities growing in participation from the previous year. The most rapid growth was in Skateboarding (34.2%), Camping within ¼ mile of Vehicle/Home (28.0%), Birdwatching (18.8%), and Day Hiking (16.3%). Over the last year, the only activities that decreased in participation were Adventure Racing (-8.3%) and Archery (-2.7%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

Most outdoor activities have experienced participation growth in the last five- years. Although this is a positive trend, it should be noted that all outdoor activities, besides adventure racing, consist primarily of casual users. Please see **Appendix A** for the full Core vs. Casual Participation breakdown.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Hiking (Day)	37,232	49,697	57,808	55.3%	16.3%
Bicycling (Road)	38,280	39,388	44,471	16.2%	12.9%
Fishing (Freshwater)	37,682	39,185	42,556	12.9%	8.6%
Camping (< 1/4 Mile of Vehicle/Home)	27,742	28,183	36,082	30.1%	28.0%
Camping (Recreational Vehicle)	14,699	15,426	17,825	21.3%	15.6%
Birdwatching (>1/4 mile of Vehicle/Home)	13,093	12,817	15,228	16.3%	18.8%
Fishing (Saltwater)	11,975	13,193	14,527	21.3%	10.1%
Backpacking Overnight	10,100	10,660	10,746	6.4%	0.8%
Bicycling (Mountain)	8,316	8,622	8,998	8.2%	4.4%
Skateboarding	6,436	6,610	8,872	37.8%	34.2%
Fishing (Fly)	6,089	7,014	7,753	27.3%	10.5%
Archery	8,378	7,449	7,249	-13.5%	-2.7%
Climbing (Indoor)		5,309	5,535	n/a	4.3%
Roller Skating, In-Line	6,024	4,816	4,892	-18.8%	1.6%
Bicycling (BMX)	2,690	3,648	3,880	44.2%	6.4%
Climbing (Traditional/Ice/Mountaineering)	2,571	2,400	2,456	-4.5%	2.3%
Climbing (Sport/Boulder)		2,183	2,290	n/a	4.9%
Adventure Racing	2,864	2,143	1,966	-31.4%	-8.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

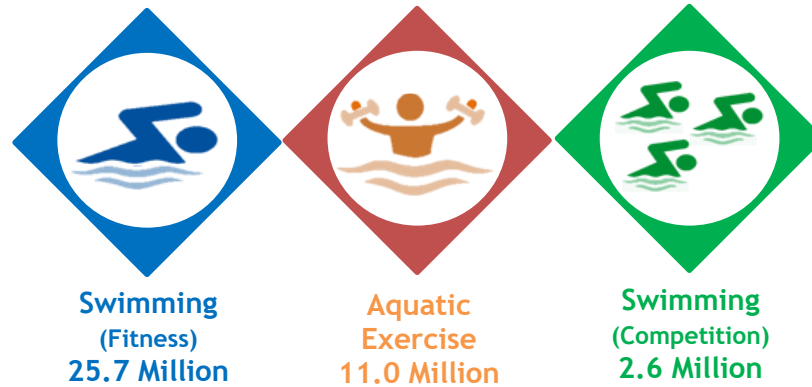
Figure 11 - Outdoor/Adventure Recreation National Participatory Trends



1.2.5 NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is considered as a lifetime activity, which is most likely why it continues to have such strong participation. In 2020, Fitness Swimming stayed the overall leader in participation (25.7 million) amongst aquatic activities, even though most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.



FIVE-YEAR TREND

Assessing the five-year trend, only Aquatic Exercise has experienced an increase (18.7%) from 2015-2020, most likely due to the ongoing research demonstrating the activity's great therapeutic benefit. While both Fitness and Competitive Swimming underwent a slight decline, dropping -2.5% and -9.6%, respectively.

ONE-YEAR TREND

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases in all activities, with Fitness Swimming (-9.0%) having the largest decline, followed by Competitive Swimming (-7.3%) and Aquatic Exercise (-2.1%).

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have increased in casual participation (1-49 times per year) over the last five years. However, they all seem to drop core participation (50+ times per year) in the same time frame. This was happening before the COVID-19 pandemic, and the large decreases in all participation rates over the last year have furthered this trend. *Please see **Appendix A** for the full Core vs. Casual Participation breakdown.*

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,319	28,219	25,666	-2.5%	-9.0%
Aquatic Exercise	9,226	11,189	10,954	18.7%	-2.1%
Swimming (Competition)	2,892	2,822	2,615	-9.6%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12 - Aquatics National Participatory Trends

1.2.6 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports/activities based on total participants in 2020 were Recreational Kayaking (13.0 million), Canoeing (9.6 million), and Snorkeling (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is likelier to participate in water activities than a region with a long winter season or limited water access. Therefore, when assessing water sports and activities trends, it is important to understand that fluctuations may result from environmental barriers that can greatly influence water activity participation.



FIVE-YEAR TREND

Over the last five years, Surfing (40.7%), Recreational Kayaking (36.9%) and Stand-Up Paddling (21.7%) were the fastest growing water activities. White Water Kayaking (3.5%) was the only other activity with an increase in participation. From 2015-2020, activities declining in participation most rapidly were Boardsailing/Windsurfing (-28.2%), Water Skiing (-22.7%), Jet Skiing (-21.8%), Scuba Diving (-21.0%), Sea Kayaking (-18.5%), and Sailing (-15.0%).

ONE-YEAR TREND

Similar to the five-year trend, Surfing (28.2%) and Recreational Kayaking (14.2%) also had the greatest one-year growth in participation from 2019-2020. Activities that experienced the most significant decreases in participation in the most recent year include: Boardsailing/Windsurfing (-9.8%), Sea Kayaking (-5.4%), and Water Skiing (-4.8%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sports and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants since frequencies of activities may be constrained by uncontrollable factors. These high casual user numbers are likely why most water sports/activities have experienced decreases in participation in recent years. *Please see **Appendix A** for the full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Kayaking (Recreational)	9,499	11,382	13,002	36.9%	14.2%
Canoeing	10,236	8,995	9,595	-6.3%	6.7%
Snorkeling	8,874	7,659	7,729	-12.9%	0.9%
Jet Skiing	6,263	5,108	4,900	-21.8%	-4.1%
Surfing	2,701	2,964	3,800	40.7%	28.2%
Stand-Up Paddling	3,020	3,562	3,675	21.7%	3.2%
Sailing	4,099	3,618	3,486	-15.0%	-3.6%
Rafting	3,883	3,438	3,474	-10.5%	1.0%
Water Skiing	3,948	3,203	3,050	-22.7%	-4.8%
Wakeboarding	3,226	2,729	2,754	-14.6%	0.9%
Kayaking (White Water)	2,518	2,583	2,605	3.5%	0.9%
Scuba Diving	3,274	2,715	2,588	-21.0%	-4.7%
Kayaking (Sea/Touring)	3,079	2,652	2,508	-18.5%	-5.4%
Boardsailing/Windsurfing	1,766	1,405	1,268	-28.2%	-9.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 13 - Water Sports/Activities National Participatory Trends

1.2.7 LOCAL SPORT AND LEISURE MARKET POTENTIAL

As provided by ESRI, the following charts show sport and leisure market potential data for Stow residents. Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation.

It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics.

When analyzing the City's MPIs, the data demonstrates well above average market potential index (MPI) numbers. This is particularly noticeable when analyzing the fitness and outdoor activity market potential charts, which both show all but one activity scoring above 100. When assessing the general sports and commercial recreation MPI charts, most of these activities also scored well above the national average (100) including: Spent \$250+ on sports/rec equipment (120), Golf (119), Attended sports events (119). These overall above-average MPI scores show that the City's residents have a rather strong participation in recreational offerings, especially fitness and outdoor activities. This becomes significant when the Parks and Recreation Department considers starting new programs or building new facilities, giving them a solid tool for estimating resident attendance and participation.

The following charts compare MPI scores for 42 sports and leisure activities prevalent for residents within the City. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate a greater likelihood that residents within the service areas will actively participate in those offerings provided by the Department.

GENERAL SPORTS MARKET POTENTIAL

The General Sports category shows all activities besides Tennis (97) and Softball (96), scoring above the national average. The top three general sports regarding MPI include Golf (119), Baseball (105), and Basketball (105).

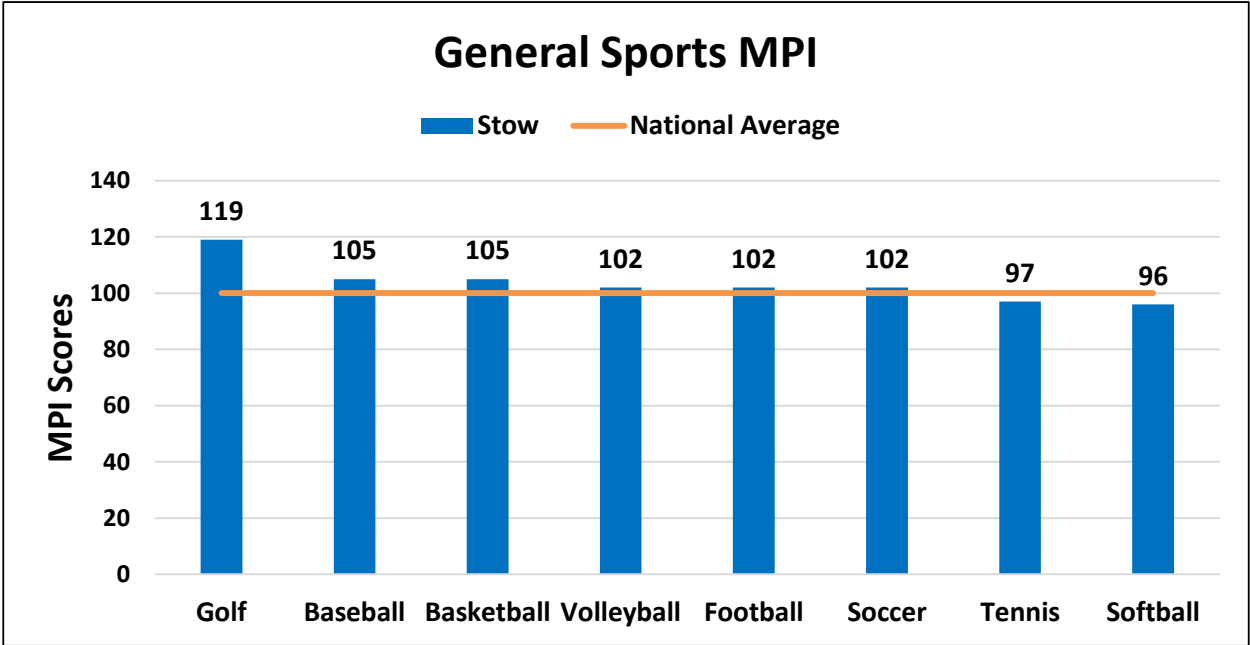


Figure 14 - General Sports MPI

FITNESS MARKET POTENTIAL

Assessing MPI scores for the Fitness Activity category reveals that overall City residents are most likely to participate in activities/programs pertaining to Weight Lifting (117), Jogging/Running (115), Walking for Exercise (114), and Swimming (114) when compared to the national average.

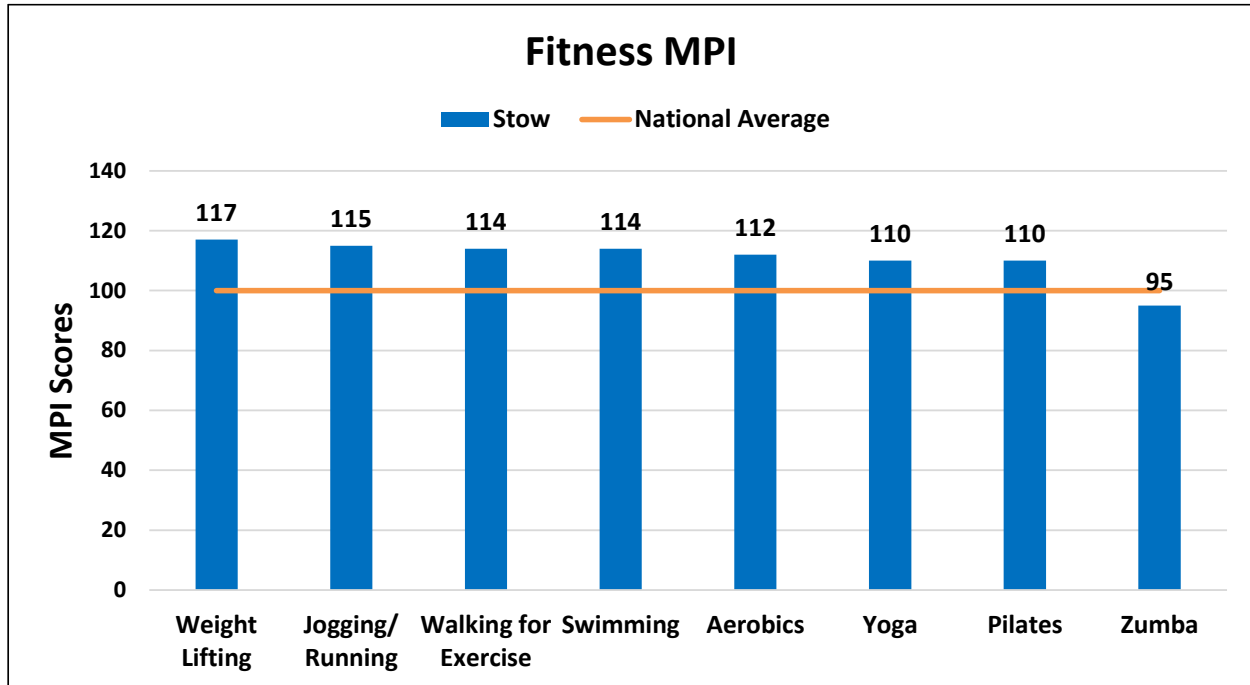


Figure 15 - Fitness MPI

OUTDOOR ACTIVITY MARKET POTENTIAL

Overall, the Outdoor Activity MPI chart reflects some of the highest MPI scores among the four assessed categories, with Canoeing/Kayaking (123), Bicycling (116) and Hiking (115) all scoring well above the national average (100).

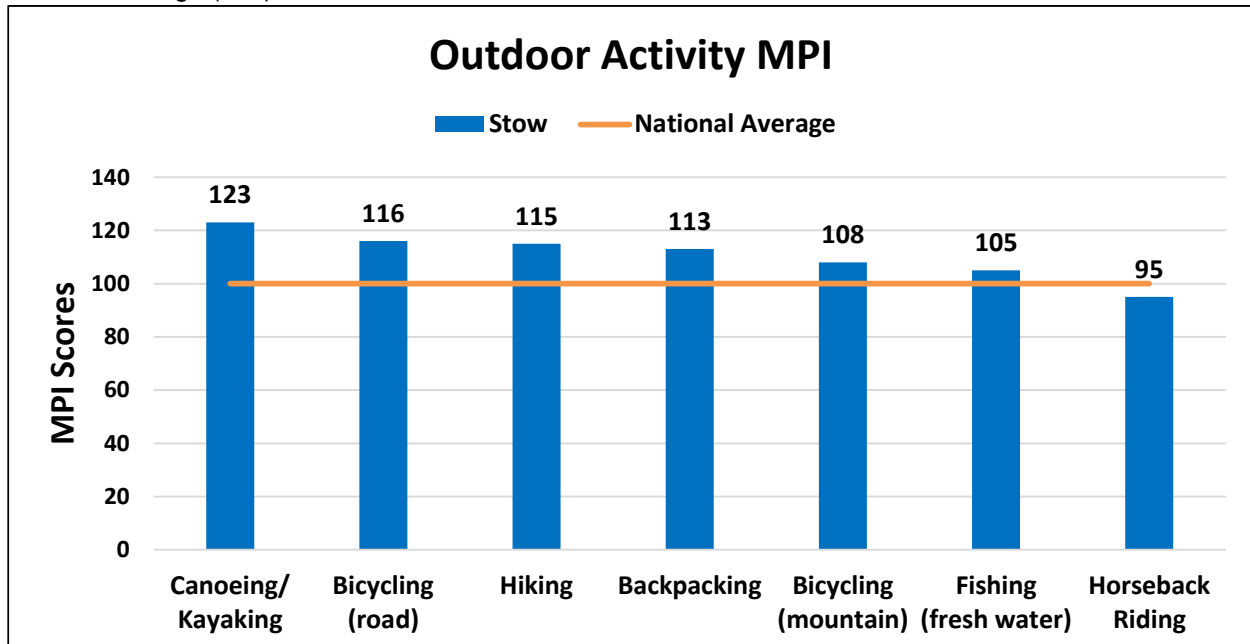


Figure 16 - Outdoor Activity MPI

COMMERCIAL RECREATION MARKET POTENTIAL

The Commercial Recreation category reveals multiple activities having MPI scores above the national average, with the highest scores going to Did photography (117), Attended dance performance (109), and Went overnight camping (109). We also see a willingness to attend events of facilities in which residents perceive value as Went to art gallery (106), Visited a zoo (106), Visited a theme park (106), Went to a live theater (104), and Attended a sports event (103) was all above the National Average. Also noticeable is an above-average propensity to spend money on Sports/Recreation Equipment.

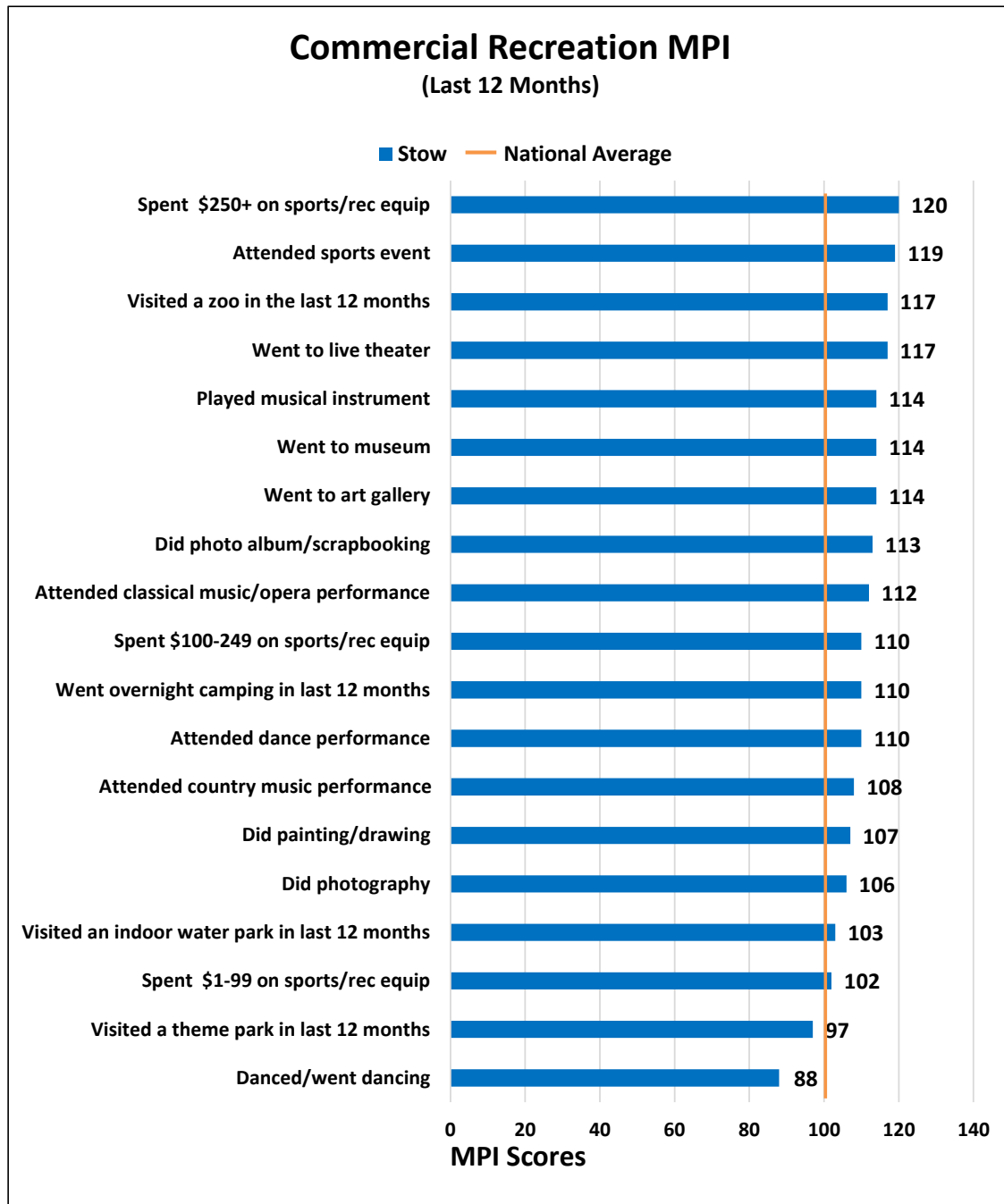


Figure 17 - Commercial Recreation MPI

1.3 BENCHMARK ANALYSIS

A Benchmark Analysis was conducted as part of the Parks and Recreation Master Plan for the City of Stow, OH. The analysis compares Stow Parks and Recreation with five like agencies and comparable size cities in Ohio using a specific set of metrics. The metrics for comparison were developed by PROS Consulting and the Stow Parks and Recreation Department staff for areas which Stow will evaluate their programs for changes they are considering. The information in this analysis will complement other work in the Master Plan and be used by Stow to compare their park system to: park size, staff, programs offered, and financial information.

1.3.1 METHODOLOGY

Areas of interest that Stow chose as their benchmarking metrics were organized into topic categories and sent to the agencies listed in **Figure 18**. Data obtained in this process was provided from each participating agency, and while park systems collect, process, and maintain their data differently, some minor variations may exist. The agencies have made efforts to provide data that was least affected by the pandemic and use previous years' data to determine a close estimate for the time frame COVID-19 affected their park operations.

Data from all benchmark agencies were categorized and placed in charts and graphs along with a brief narrative to outline key points.

1.3.2 PARK DATA

The parks compared in this benchmark analysis are in cities with similar population categories as the chart below depicts.

The total population of Stow at 34,483 is in the middle of populations for the other benchmark agencies and is the only city where the daytime population is lower than the total population. Stow is the third from lowest in area size of the city (17.3 square miles), which is just over half the size of the City of Green, the largest benchmark size in square miles. Two cities are smaller in area size than Stow, and three have more square miles than Stow.

CITY POPULACE				
City / Agency	Population	Daytime Population	Sq. Miles of the City	Population Density (population / sq. mile)
Cuyahoga Falls Parks and Recreation 2310 2nd Street, Cuyahoga Falls, OH	51,114	n/a	25.65	1,992 / sq. mi.
City of Green Parks and Recreation 1755 Town Park Blvd., Green, OH	27,500	30,000	33.5	821 / sq. mi.
Hilliard Parks and Recreation 3800 Veterans Memorial Dr, Hilliard, OH	37,114	40,000	14.45	2,568 / sq. mi.
Solon Parks and Recreation 35000 Portz Pkwy, Solon, OH	22,779	37,000	21	1,085 / sq. mi.
Stow Parks and Recreation 3760 Darrow Rd, Stow, OH	34,483	30,345	17.3	2,033 / sq. mi.
Westerville Parks and Recreation 350 N Cleveland Ave, Westerville, OH	41,103	52,259	12.62	3,256 / sq. mi.

Figure 18 - City Populace

DEMOGRAPHICS

The juvenile population of four benchmark agencies and Stow is in the 20% range, with only Cuyahoga Falls slightly lower at 19%. **(Figure 19.)** This places Stow fifth at 20% of their population as juveniles. Westerville has the highest juvenile percent population at 27.8%. The highest percentage of residents below the poverty line is Green at 11%, and the lowest is Hilliard, with 4.9% below the poverty level. Regarding median household income, Solon has the highest with \$104,626, and the lowest is Cuyahoga Falls with \$54,688.

DEMOGRAPHICS				
City / Agency	Percent Juvenile	Percent of Individuals below poverty line	Median Household Income	Percent of Owner Occupied Houses
Cuyahoga Falls Parks and Recreation	19%	10%	\$54,668	N/A
City of Green Parks and Recreation	21.10%	11%	\$75,717	N/A
Hilliard Parks and Recreation	26%	4.9%	\$96,959	70.6%
Solon Parks and Recreation	26.30%	4.60%	\$104,626	82.90%
Stow Parks and Recreation	20%	5.6%	\$73,435	70%
Westerville Parks and Recreation	27.8%	6.5%	\$93,717	77.6%

Figure 19 - Benchmark Cities Demographics

1.3.3 PARK LAND INFORMATION

Seven metrics were used to benchmark Stow against the participating agencies. Each of these metrics speaks to the size of the parks and ratios and percentages related to acres in the park. SPRD wanted to know what agencies are CAPRA approved to consider whether or not this certification would be necessary to their system if enough benchmark agencies had attained the accreditation.

Only one agency was CAPRA Accredited, while the other agencies did not attain this national certification. That agency was Westerville.

Stow is fifth in population size compared to other benchmark agencies with 12 parks in their system. The average number of parks for all five agencies is 21.6, putting Stow considerably below that average.

With the residents per park metric, Stow is highest with one park for every 2,874 residents, yet they are lowest with 450 acres compared to the five agencies in total acres in their system. The highest number of acres in the system is Green Parks and Recreation with 714.5 acres. The average acres in a park system are 625.42 acres, and this puts two agencies below that number of acres and three above the average.

Comparing developed acres, Hilliard Parks and Recreation has the highest number of developed acres in their system, with 498 acres. This is 166 acres more than Stow Parks and Recreation. **(Figure 21.)** The difference in the size of park system for total park acres shows Stow at 450 acres to Green at 714.5 acres, a difference of 264.5 acres. Using percentages to compare total acres of park land to total developed park acres, Stow is second at 71.56%. The highest percentage is Hilliard Parks and Recreation at 75.45% of their parks space developed, making Stow only 3.89% below Hilliard Parks and Recreation for percent of parks acres developed. The smallest percentage of developed acres to total park acres is Solon Parks and Recreation at 20% of their park land developed.

Considering population of cities for the benchmark agencies, park acres were also calculated per 1,000 residents, and Hilliard Parks and Recreation is first with 13.41 acres per 1,000 residents, yet they are second in total park acres in their system. The acres per 1,000 residents is an accurate method to compare the population and parkland as a ratio (the number of acres /per 1,000 residents). Stow was 9.47 acres per 1,000 residents.

PARK LAND IN SYSTEM							
City / Agency	CAPRA Accredited	Number of Parks in the System	Residents per Park	Total Acres in the System	Total Developed Acres	Percentage of developed acres of total park acres	Total Acres per 1,000 Residents
Cuyahoga Falls Parks and Recreation	No	26	1,965.92	576.6	367.6	64%	7.21
City of Green Parks and Recreation	No	14	1,964	714.5	200	27.99%	7.41
Hilliard Parks and Recreation	No	25	1,485	660	498	75.45%	13.41
Solon Parks and Recreation	No	9	2,531	520	106	20%	4.65
Stow Parks and Recreation	No	12	2,874	450	322	71.56%	9.47
Westerville Parks and Recreation	Yes	34	1,208	656	444	67.68%	10.8

Figure 20 - Parkland

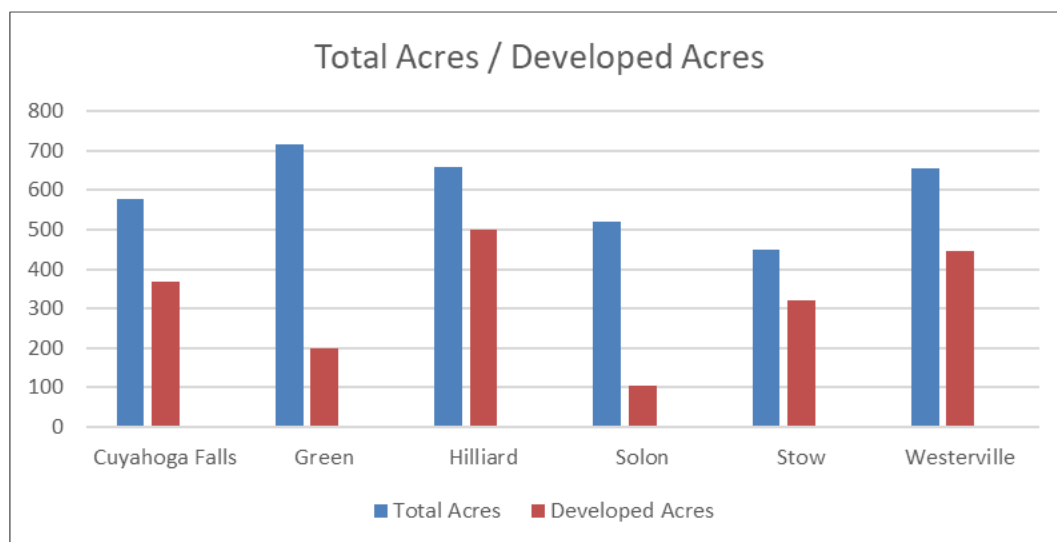


Figure 21 - Acres Comparison

1.3.4 TRAIL MILES

The graph below (Figure 22.) shows how the benchmark municipalities rank in total trail miles and trail miles per 1,000 residents ratio. Westerville is easily the number one municipality with 50 total trail miles. Hilliard and Stow are close in second and third, (19.95 miles and 17.8 miles, respectively). The remaining three municipalities are all under ten total miles of trails: Solon at fourth, 8.9 miles / Green. at 8.4 miles / Cuyahoga Falls P&R at 2.8 miles.

All benchmark municipalities have under 1.5 miles of trails per 1,000 residents. Stow has just over .52 miles per 1,000 residents, making it third with all agencies, then Solon 0.39 miles per thousand, Cuyahoga Falls: .05, and Green 0.03 miles per 1,000 residents.

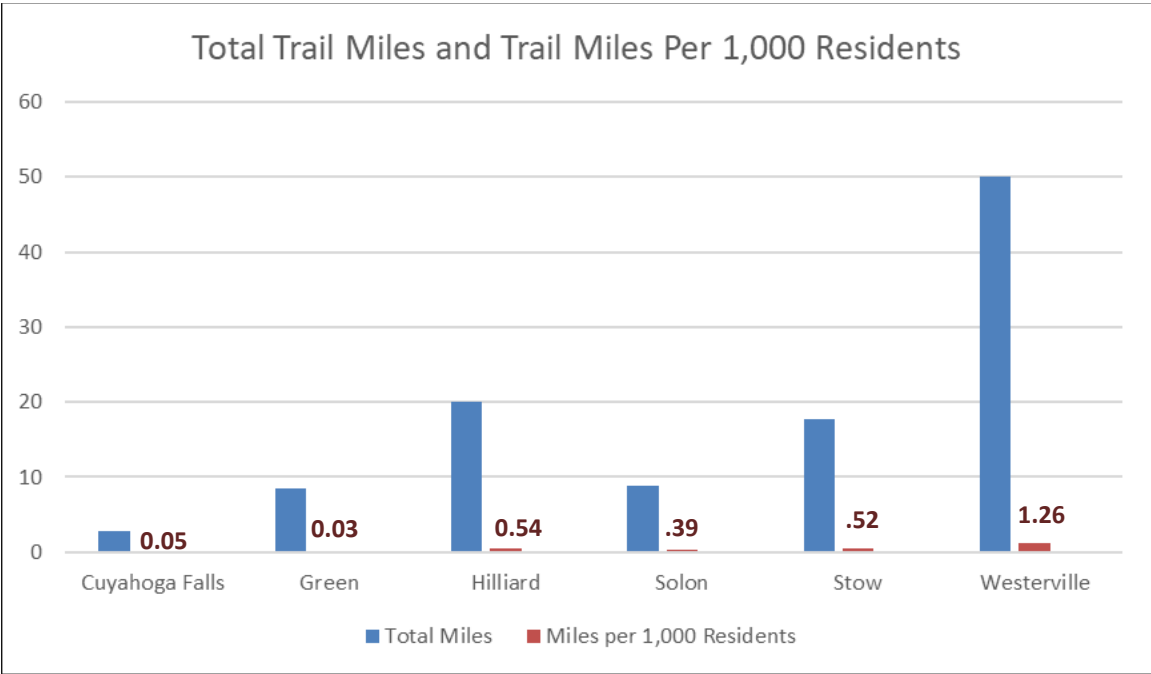


Figure 22 - Trail Miles

1.3.5 PARKS FINANCIALS

The financial data was also used in the benchmark comparison. (Figure 23.) These amounts are the most current data per year available and may vary from previous years due to the financial effect of the pandemic. However, agencies provided data as accurately as possible.

The median earned income revenue to support operational costs of all five benchmark agencies is \$1,038,500, with the city of Green as the lowest (\$135,538) and Westerville as the highest (\$13,130,025). Stow is second lowest, with a total revenue of \$451,373.

Total Operational Expenditures within the benchmark communities ranged from \$2.1M to \$11.4M. Stow is by far the lowest with operational expenditures of less than \$1M (\$855,575) or \$24.81 per capita spending for parks and recreation services.

Non-tax revenue benchmarking had two municipalities well above all others, including Stow. The highest non-tax revenue was Cuyahoga Falls at \$6.2M, and the second is Westerville with \$5.9M. Stow is fifth among benchmark agencies, with \$89,000 in non-tax revenue reported.

Green has an extremely low revenue per capita, with \$4.93 per resident, and Stow has \$13.09. The two highest revenue per capita benchmark municipalities are Westerville with \$330.42, and second is Cuyahoga Falls with \$174.76. These top two municipalities are the only ones that have revenue per capita over \$150.00.

Operating expense per capita follows revenue per capita in amount rankings, with Westerville Parks and Recreation the highest at \$287.74, Cuyahoga Falls Parks and Recreation with \$190.47, Solon Parks and Recreation with \$153.71 operating expense per capital, Hilliard Parks and Recreation \$103.90, and Green Parks and Recreation with \$76.57 operating expenses per capita. Stow is drastically lower than all benchmark agencies, with \$24.81 operating expenses per resident in their city.

PARKS FINANCIAL DATA							
City / Agency	Total Revenue	Total Operational Expenses for P&R	Total Non-Tax Revenue (supports P&R)	Revenue per Capita	Operating Expense per Capita	Operational Cost Recovery	Annual Capital Improvement money for P&R
Cuyahoga Falls P&R	\$6,432,478	\$9,735,529	\$6,223,562	\$174.76	\$190.47	66%	\$1,500,000
Green P&R	not provided	\$2,105,690	\$135,538	\$4.93	\$76.57	6.40%	\$1,700,000
Hilliard P&R	\$1,038,500	\$3,859,045	\$90,000	\$27.96	\$103.90	27%	\$2M - \$3M
Solon P&R	\$2,019,304	\$3,501,534	\$22,678	\$88.65	\$153.71	58%	\$433,570
Stow P&R	\$451,373	\$855,575	\$89,000	\$13.09	\$24.81	53%	Variable
Westerville P&R	\$13,130,025	\$11,433,876	\$5,896,525	\$330.42	\$287.74	87%	\$200K - \$500K

Figure 23 - Parks Financial Data

Two benchmark agencies, Hilliard Parks and Recreation Department and Westerville Parks and Recreation Department reported a dollar range for their capital improvement funding, while three agencies provided a specific dollar amount. (Figure 24,)

Considering the high range of capital improvements, these agencies are investing in keeping parks and recreation facilities at their best.

- Westerville Parks and Recreation Department, with their Annual Capital Improvement funding at \$500,000
- Hilliard Parks and Recreation Department, with their Annual Capital Improvement funding at \$3,000,000

Hilliard Parks and Recreation has the highest amount, with Green Parks and Recreation as the second highest agency at \$1,700,000. This puts Cuyahoga Falls Parks and Recreation Department with \$1,500,000. Solon Parks and Recreation Department is far below all other agencies at \$433,570.

With data categorized in dollar amount ranges provided by benchmark agencies and improvements under a specific range approved, this benchmark for the Annual Capital Investment metric cannot be calculated as a comparison between all agencies against Stow. Capital improvements expenditure will always vary based on the availability of funds, size of the park system and the growth of the city.

ANNUAL CAPITAL IMPROVEMENT MONEY TYPICALLY AVAILABLE EACH YEAR FOR PARKS AND RECREATION	
Agencies	Amount
Cuyahoga Falls P&R	\$1,500,000 on average
City of Green P&R	\$1,700,000
Hilliard P&R	\$2M to \$3M Annually the City splits between all departments
Solon P&R	Varies: 5 year Average \$433,570
Stow P&R	Variable
Westerville P&R	\$200,000 - \$500,000

Figure 24 - Capital Improvement Funding

1.3.6 STAFFING

Benchmark Parks and Recreation Departments have an average of 28.8 Full-Time Equivalent (FTE) employees as their staff. (Figure 25.) Westerville and Solon is the only benchmark agency higher than the average number of FTEs, with the remaining agencies lower than the average FTEs. Stow is significantly lower (by 17.8 FTEs) than the average with 11 FTEs. Stow also has the lowest number of FTEs than all benchmark agencies compared to Solon Parks and Recreation Department, with 31.52 FTEs. Westerville Parks and Recreation Department had the most of all agencies being compared with 58 FTEs.

FTEs per population is affected by the city's size of the park system. Stow has the lowest number of FTEs (11) and the highest number per population served with one employee serving 3,134 residents. At the other end of the spectrum, Westerville Parks and Recreation has the highest number of FTEs with 58 FTE's per population and has the lowest number of residents served with 708 residents per employee.

Cuyahoga Falls Parks and Recreation provided a range of 800 – 1200 hours of volunteer support each year. Stow reported 1,000 volunteer hours, Green Parks and Recreation did not provide hours, and Solon Parks and Recreation Department reported zero volunteer hours. As the figures above indicate, Westerville has the highest number of volunteer hours at 2,380.

The average volunteer hours of the three benchmarking agencies are 3,525.28. Stow is below average at 1,000, which would tie with Cuyahoga Falls Parks and Recreation Department in mid-range hours (1,000 of the 800 to 1,200 hours). Hilliard utilized volunteers the most of all agencies combined with 7,195.85 hours.

FULL TIME EQUIVALENT STAFF / VOLUNTEERS			
Agency	Total Number FTE's in P&R Department	Total FTE's per Population	Total Volunteer Hours
Cuyahoga Falls P&R	30	1,703.8	800-1200 variable
Green P&R	24.5	1,122.45	N/A
Hilliard P&R	19	1,953.37	7,195.85
Solon P&R	31.5	723.1	0
Stow P&R	11	3,134.8	1,000
Westerville P&R	58	708.67	2,380

Figure 25 - Staffing

1.3.7 COMMUNITY CENTER

Four of the five benchmark agencies have community centers and reported the square feet of their facility. Stow and the City of Green do not have a community center, while the largest community center in the benchmark communities is 145,000 square feet which is Westerville Parks and Recreation. At the same time, the other three benchmark agencies were below 100,000 square feet. Solon Parks and Recreation Department is close to 100,000, with their facility at 92,500 square feet. The remaining two agencies are considerably smaller: 30,000 square feet in the community center of Cuyahoga Falls, and a 27,000 square feet facility at Hilliard Parks and Recreation Department. Hilliard is building a new community center that will be 90,000 square feet and is set to open in 2025.

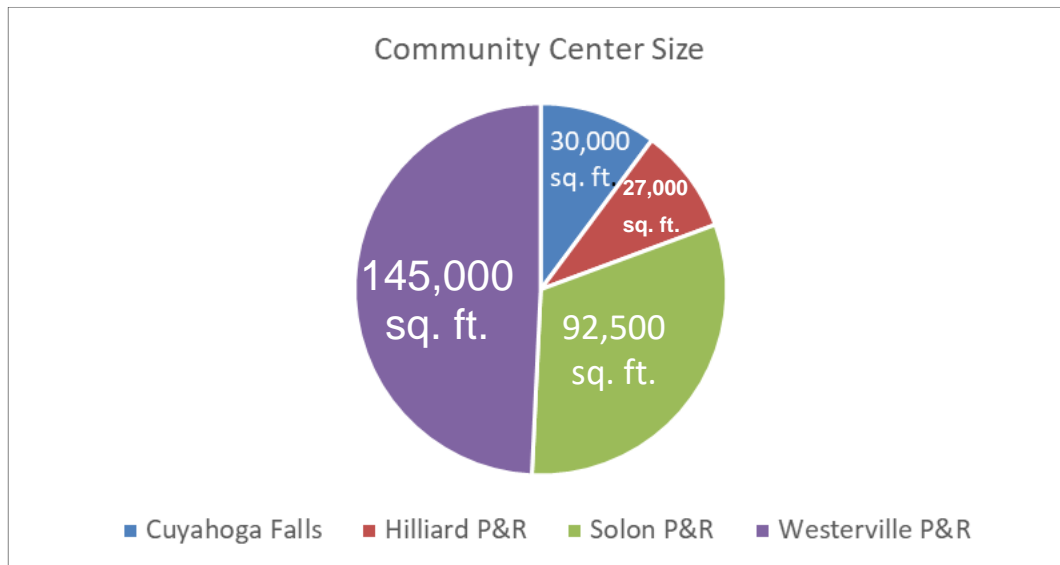


Figure 26 - Community Center Size

1.3.8 SPORTS PROGRAMS

All five benchmark agencies provide a total of sixteen different sports they offer for youth and adults (Figure 27.) The list that follows are sports offered in all agencies in the benchmark communities.

- Adults
 - Adaptive Sports: 1 agency
 - Archery: 0
 - Badminton: 1 agency
 - Baseball: 1 agency
 - Basketball (indoor): 2 agencies
 - Basketball (outdoor): 0
 - Disc Golf: 1 agency
 - Flag Football: 0
 - Golf: 2 agencies
 - Kickball: 1 agency
 - Pickleball: 4 agencies
 - Soccer: 0
 - Softball: 4 agencies
 - Swimming / Lessons: 1 agency
 - Tennis: 1 agency
 - Volleyball: 4 agencies
- Youth
 - Adaptive Sports: 0
 - Archery: 1 agency
 - Badminton: 0
 - Baseball: 1 agency
 - Basketball (indoor):
 - Basketball (outdoor): 1 agency
 - Disc Golf: 0
 - Flag Football: 3 agencies
 - Golf: 0
 - Kickball: 0
 - Pickleball: 0
 - Soccer: 0
 - Softball: 1 agency
 - Swimming / Lessons: 2 agencies
 - Tennis: 2 agencies
 - Volleyball: 2 agencies

COMMONALITIES OF SPORTS PROGRAMS AMONG BENCHMARK AGENCIES

1. The sports programs offered at the most benchmark agencies for youth are: (Tied with 2 agencies) Flag Football, Volleyball, Tennis, Swimming / Lessons, Indoor Basketball)
2. Stow Parks and Recreation Department matches with the most offered adult sports are: Pickleball and Softball
3. The Sports offered at the most benchmark agencies for youth are Basketball / (tied: Flag Football / Swimming Lessons, and Tennis)

4. Stow Parks and Recreation Department matches with the most offered youth sports such as: Basketball, Flag Football

SPORTS PROVIDED FOR YOUTH / ADULTS						
Sport	Y - Youth			A - Adult		C - Child
	Cuyahoga Falls	Green P&R	Hilliard P&R	Solon P&R	Stow P&R	Westerville P&R
Adaptive Sports	A					
Archery		Y				
Badminton					A	
Baseball	Y A		C	Y		
Basketball (indoor)	Y	A	C	Y	Y	Y A
Basketball (outdoor)					Y	
Disc Golf			A			
Flag Football			C	Y	Y	
Golf	A	Y	A		Y A	
Kickball	A					
Pickleball		A	A	A	A	A
Soccer			C	Y		
Softball	Y A	A	A	Y	A	
Swimming / Lessons			C	Y		Y A
Tennis				Y	Y A	Y A
Volleyball	A	A	A	Y A	Y	Y A
Others (not specified)	Y A	Y				

Figure 27 - Sports Provided for Youth/Adults

When examining the benchmark data, there are 22 Youth Programs (not including 5 “mini” or child sports), 22 Adult Programs and 5 Child Only sports programs are offered at all agencies. Four of the same sports programs are offered for Youth and Adults from the Benchmark Agencies.

Benchmarking Stow against these agencies yields:

- Stow is the only agency that offers Badminton for adults.
- Indoor basketball, Stow has Indoor Youth Basketball as does 2 other agencies.
- Stow is the only agency that offers Outdoor Basketball for youth.
- For Youth Flag Football, Stow and one other agency offer this sport.
- Stow and one other agency offer Youth Volleyball.
- Stow offers 7 Sports Programs, and the average sports programs offered by all Benchmark Agencies is 7.8.

1.3.9 PARTNERED SPORTS AND FITNESS PROGRAMS

The benchmarked agencies provided 22 programs where they partner with contractor(s) outside the park system. **(Figure 28.)**

- Lacrosse is offered as partnered programs at all six agencies.
- Soccer, Baseball and Football are offered as partnered programs by four agencies including Stow.
- Fitness and Wellness (2 agencies), Karate (3 agencies), Softball (2 agencies), Swimming (2 agencies) and Yoga (3 agencies) are offered as partnered programs. Stow partners on Karate and Yoga as partnered agencies in delivering programs to the community.
- Senior Programs / Rugby / Flag Football / Field Hockey / Fencing / Disc Golf / Cheerleading / are offered as partnered programs at two agencies. Stow partners on Cheerleading.

Comparing Stow to the benchmark agencies in programs where they partner with outside agencies, groups, or organizations, Stow offers eight programs with other organizations for their delivery of sports and fitness programs, and they are: Baseball, Cheerleading, Football, Karate, Lacrosse, Soccer, Tennis and Yoga.

PARTNERED SPORTS AND FITNESS PROGRAMS						
PROGRAM	Cuyahoga Falls P&R	Green P&R	Hilliard P&R	Solon P&R	Stow P&R	Westerville P&R
Ballroom Dancing					X	
Baseball		X	X		X	X
Bodysculpt					X	
Cheerleading				X	X	
Disc Golf			X			
Fencing				X		
Field Hockey			X			
Fitness and Wellness		X	X			
Flag Football			X			
Football		X	X		X	X
Jazzercise					X	
Karate	X		X		X	
Lacrosse	X	X	X	X	X	X
Rugby			X			
Senior Programs		X				
Soccer		X	X		X	X
Softball		X	X			
Swimming / Lessons	X		X			
Tennis			X		X	
Tae Kwon Do				X		
Track				X		
Yoga	X		X		X	

Figure 28 - Partnered Sports and Fitness Programs

CHAPTER TWO – PUBLIC ENGAGEMENT

2.1 STAKEHOLDER AND FOCUS GROUP SUMMARY

2.1.1 STAKEHOLDER INTERVIEWS

To assist the City of Stow, OH, in making decisions regarding priorities for parks, trails, recreation facilities, programs, and services within their Parks and Recreation. An interview process was used to question individuals within the Stow community as stakeholders: business owners, school officials, administrators of non-profit organizations, youth sports leaders, and government officials. This interview process engaged the residents that live and interact in the community, know of / or use the Stow Park system are aware of issues with the parks, and aspire for improvements.

Sixteen individual interviews were conducted, and some of those interviewed were members of an organization or social group within the community. The interviews were conducted by phone with a PROS team member asking a series of ten questions and answers were captured in writing. The interviewees were encouraged to be candid in their answers and were told their names would not be used in the Master Plan study. The questions spanned program priorities, park uses, management of the parks and how the parks play a role in the community. Everyone interviewed expressed they were glad to participate and hoped their answers would help in the Master Plan study for the parks.

Following are the questions asked of the stakeholders, followed by a summary of the answers and a sample of answers.

WHAT IS YOUR CURRENT CONNECTION WITH THE PARKS AND RECREATION SYSTEM?

Stakeholders were comprised of Stow residents representing city officials, community organizations and a variety of people that engage in the city by participating with the parks and recreation system in some way. The parks and recreation staff chose people to provide a representative sample of individuals in the community familiar with the parks system and were in some way linked as group members or co-workers. The individuals were eager to participate in the process and participated openly with their comments and answers.

- As a parent, I enjoyed the parks with my kids when they were little.
- I am a chamber member and I help to promote and support their events.
- I am a Girl Scout Leader for girls within the Stow School System and we do a lot of volunteer work for parks and recreation.
- I have been a Parks Board Member for over 25 years.
- I work on activities (basketball and football) the parks provide in program services.

HOW WELL DO YOU FEEL THE PARKS AND RECREATION SYSTEM IS DOING TO MEET THE COMMUNITY'S NEED FOR SERVICES?

Parks and Recreation has a visible and positive presence in the Stow community to fulfill residents' needs with programs to serve all ages, especially working with youth. Programs for kids and seniors, and other programming is done internally by the parks staff and activities are also organized and done well. Working parents struggle to get their kids to programs at the times scheduled and wish the programs could be offered during other times outside of working hours.

Some answered negatively regarding how parks are doing with program offerings, and "above average" was a direct answer that was freely given. Doing the best with what they have was a casual theme voiced by stakeholders and some also said that parks are not as bad as they appear. Efforts by the parks staff in programs are adequate. During the pandemic, parks and recreation set in motion many social and

recreational activities aside from the restrictions for all communities occurring across the state. Residents deeply appreciated that the Stow Parks and Recreation system stepped up to provide as many services as possible under the circumstances.

Politics do play a role in how communications between Parks and Recreation and the City Council are portrayed. This needs improvement which the Master Plan study could help the system benefit from a better relationship with city council.

Maintenance was a common topic among those interviewed and there were comments about how the parks should look, that better maintenance and updating of amenities in the parks is needed. Money should be allotted to refurbish the parks, yet the parks are a bright spot in the community.

- They do Okay with the resources they have.
- They put out programs that everyone can be involved in.
- Stepped up to help manage during COVID-19 and that is a good thing.
- They are one step above “poorly.”
- I wish park maintenance were more of a priority to the city in parks.

DO YOU FEEL THERE ARE AREAS OF MANAGEMENT WITHIN THE SYSTEM THAT NEED TO BE IMPROVED? IF SO WHAT AREAS?

Parks could benefit from having more staff on board, but the hiring process needs to be more effective and utilizing part-time employees should be considered to fill some positions. There is a limited perception that management is not accessible and is more experienced in some areas of the park system more than others. Politics can be an obstacle with parks and recreation, but it was also noted that working through political issues is happening now and seems to be getting better. The staff has restrictions that hinder them from working within the budget they have allocated to them. Moving into the financial future of the parks should follow a detailed financial plan as well as a system master plan. Financial risk must be thoroughly considered, while it was thought the fiscal health of the agency was secure and more money does need to be spent on the parks system.

With maintenance coming from a different department than parks and recreation, communication can be an issue between public works and parks. Developing new partnerships would be beneficial for the system, however, communication issues with existing partners should be focused upon.

Great leadership is seen by residents, and they feel their parks have better activities than other communities. There are some program areas that are better than others, some seem to be redundant, and there should be more consistency from program to program, yet most feel that parks and recreation is doing well in the programs they offer and deliver.

WHAT AREAS OF THE SYSTEM NEED TO CHANGE AND IMPROVE WITH THE CITY IN PARKS AND RECREATION SERVICES?

More funding is needed to improve maintenance practices and replacement of park amenities. More updates are needed throughout the parks, which has been an issue for many years, which may be why people are using the parks less often. Developing and following a system master plan would help establish and improve the communication with maintenance and services and help connect with the community by providing residents more information about parks, recreation programs, facilities, and activities.

In the parks, more greenspaces would provide needed connectivity to trails, provide special event areas, and more park amenities for residents to experience the park system. The parks programming pleases the interviewees, and fees are an excellent value for the quality of the programs they receive, yet more diverse

programs, kid related activities, and water activities with a splash pad would add more enjoyment in the parks if they were available.

DO YOU FEEL THE PARK AND RECREATION SYSTEM IS ADEQUATELY FUNDED? IF NOT, WHAT AREAS IN THE PARKS AND RECREATION SYSTEM NEED STRONGER FUNDING?

Overwhelmingly the participants feel that parks and recreation are underfunded, and maintenance is one of the specific areas lacking in funds. The Park system is trying to marginally get by in maintaining the parks with what they have but the community can tell those repairs are not being done effectively.

Parks always need money, and people indicate that City Council can be difficult to work with and obtaining needed funds is difficult at times when parks do not ask for funds. There is not a plan for ongoing funding, so the possibility of increasing taxes is not popular with residents. Finances within the city may be incorrectly intermingled and managing funds is not effective, but it seems better than other communities around Stow. Most interviewees were not sure how funding works within the park system, but the growing population will require more money for parks and with reasonable program costs, there will eventually be financial issues that will be difficult to overcome.

- There are not enough funds for parks and recreation to provide them a good direction, vision, or a master plan in place, but through this process, there is optimism the City Council will see the value of having a great park and recreation system.
- Funding is said to be sufficient in some interviewees' minds, but they have no comparison of what is truly needed for the city.
- If the parks had more money, they would use it well.
- They try to band-aid everything instead of replacing what is needed.
- For the city's size, there is not enough funding for parks and recreation.
- The parks should always get more money.

DO YOU FEEL THE COST RECOVERY LEVELS FOR SPECIFIC PARKS, FACILITIES, AND PROGRAMS ARE MEETING YOUR EXPECTATIONS?

When asked about cost recovery, participants were mixed in their answers, and some commented on the fees of some programs. In contrast, others felt they could not comment accurately because they did not know the specifics of how that process is calculated. Knowing that the parks staff attempt to establish fees for programs that are fair, if the costs for everything that goes into a program is not considered, then it was doubtful whether the parks are recovery some of their cost or just breaking even on programs. Providing programs for free was thought to be beneficial in some ways if it did not dip too far into the operating funds the park and recreation system when they need to continue operating.

- No, they need to increase fees.
- I do not think they are making any money. If they are making money – I do not know where it is going.
- They should work to obtain more cost recovery.
- Most programs are not cost effective, and users should expect them to cover material costs.
- They try to keep fees fair.
- They are not transparent, and I have not seen the financials.
- Many programs do not have a fee, and that is ok if they are not hurting the system.

ARE THERE FUNDING METHODS THE DEPARTMENT IS NOT USING THAT THEY SHOULD BE TO SUPPORT THE DEPARTMENT'S OPERATIONAL COSTS? HOW ABOUT CAPITAL COSTS?

Understanding how internal funding operates makes it difficult for several participants to comment on what funding sources should be used beyond what is already being used. Parks do need funding and capital projects should be managed effectively. Funding works at times, and it does not work for the whole system to manage the operational costs of the department. More funding is needed to increase the number of employees who take care of maintenance. Commonly known sources of funding assist the parks system, and others should be pursued: grants, sponsorships, endowments, and partnerships are some others. Some amenities such as the dog park should be charging a fee to help with operational expenses and program fees could contribute more. It was stated that parks do need some type of additional funding to improve the system, and while increasing taxes or implementing a levy may help generate money – residents are not receptive to increasing taxes. Politics can be hurdles to obtaining funds and with the ongoing need of money to operate a park system, there is always more that can be done to locate new funding sources.

- Use sponsorships, both corporate and local sources.
- Parks should not move forward with a project unless they have the funds to operate it.
- I cannot really answer.
- Yes, they should pursue additional funding for capital improvements and maintenance operations.
- They do not look at grant funding and should do that more.
- They are doing fine.

ARE STAFFING LEVELS ADEQUATE TO MEET WHAT THE COMMUNITY EXPECTS IN PARKS, RECREATION FACILITIES, AND PROGRAMS?

Staffing levels are getting better and since programs are going well, it appears the parks were managed well during COVID-19. It is evident to some that parks need more staff members - especially in maintenance where contract labor may help, and most interviewees feel more staff is needed. Some interviewees were unsure or unaware if more employees are needed in the park system, however there were comments that the office has enough employees.

- During COVID-19, parks still provided some activities, and they were creative to make things happen.
- No, there are not enough people in maintenance.
- Absolutely, they need more staff.
- If they had more personnel and resources for the staff, things could be improved greatly.
- No, a huge no.
- Staffing levels are hard to tell with parks and maintenance.

IF YOU COULD CHANGE ONE THING ABOUT THE DEPARTMENT OVER THE NEXT THREE YEARS, WHAT WOULD IT?

This question provided the most variety of individual answers, with most participants mentioning programming would be the one thing they would change. Programs and activities that were developed during COVID-19 were popular and should be kept after the pandemic. It would be excellent for the community to prioritize programs that meet residents' needs for all ages with youth as the top priority, and the development of more greenspace and open space would benefit everyone.

Within the parks, a sense of pride with the staff and better internal communication would ensure tasks are done and more maintenance staff in the park system would improve the parks and by updating existing

amenities and facilities would encourage the community to use the parks more. New ways of communicating with the community through bold and creative ways would increase park use by informing residents of new programs and events.

If parks and the city would communicate more effectively about capital improvements, an opportunity to build a community rec center may materialize. Internally, taking steps to make sure the amenities and facilities in the park system are evaluated and assure that safety and ADA compliance is up to code, would show the community the park system is working for them and striving to be “tradition-centered – future focused” as a participant said.

- I would like to see social media ramped up, 100%.
- It would be good have Parks and Recreation a bigger part of the city administration and have more say so.
- More maintenance to take care of what we have is one thing.
- They could provide more programming for different age groups.
- Do not abandon programs that were implemented during the pandemic.
- I would like to see a Community Recreation Center.

WHAT QUESTIONS DO YOU HAVE FOR US THAT WE CAN RESPOND TO IN OUR WORK WITH THE CITY?

Overall, participants were satisfied with the questions and had only a minimum of follow up questions for the interviewers. A few asked how this process all comes together, how it would be done, if there is a schedule for the project from here on, while more participants made clear there were interviews previously for a project like this, and nothing came from them. Comments were made about new amenities, facilities, or programs they wanted for the park and recreation system to pursue. The individuals were pleased they were chosen to be interviewed for the study and felt the questions were appropriate about the parks system.

2.1.2 FOCUS GROUPS INTERVIEWS

Stakeholder meetings were conducted as virtual interviews with community members assembled into six focus groups with a total of 52 total participants. The meetings with the groups were to discuss the City of Stow Parks and Recreation system and were started with an introductory presentation made by the interviewer who included general information about the existing parks and recreation system then conducted the interviews by asking five questions of each group and documented comments and answers. The individuals in the groups had opportunities to discuss the questions with others in the group and provide feedback about their knowledge of the past, present, and future of Stow Parks.

WHAT IS WORKING WELL TODAY WITH PARKS AND RECREATION?

Comments were made regarding the uniqueness of the parks and that they have facilities and amenities that appeal to most everyone, including rental facilities, biking, and hiking trails, and they have many parks for kids to enjoy. Silver Springs is a well-known park in the region and other parks also have good programming at a variety of locations. The parks are popular, and residents recognize they are valuable to the community.

- There is a good number of rental facilities.
- Silver Springs is a regional gem.
- There is a variety of park programs, locations, and unique features.
- There are good hiking trails.

WHAT NEEDS IMPROVEMENT IN THE PARKS SYSTEM?

The groups openly discussed areas where they felt improvements could be made to park facilities and added comments about amenities that would be considered improvements. Adding a variety of activities and events were mentioned as improvements, as well as water activities (pool/splash pad), adding more trails, and including non-traditional activities. Residents like the park system but would like to see and enjoy new park features – if the existing facilities and amenities were taken care of. A community recreation center was an extremely popular suggestion and desired from nearly all individuals. Making it a multi-generational facility that would include indoor sports courts, a pool, a gym, and meeting facilities would benefit everyone. Communicating with residents and, marketing what the parks are offering including upcoming events, and providing information about programs would be welcomed. Recognizing that funding is important to keeping the parks sustainable, more rental facilities, sports fields, and revenue-generating opportunities would generate funds for the system. Sufficient access for disabled individuals is not present in many areas of the parks and ADA compliance is a priority need. The parks need to be the identity of Stow and could include volunteers and donations to make that happen.

- More trails are needed and should include signage, wayfinding, trail connections, and more sidewalks.
- Multi-generational activities should include events, gatherings, amenities, and other things that appeal to everyone.
- All weather turf fields and revenue-generating facilities would be improvements in the parks.
- We really need a community recreation center with a pool, indoor sports courts, and a gym would be great.
- More city events are needed: Farmers Market, food trucks, concerts, and other activities would improve the parks.
- Improvements like those of the former SKIP Park; new playground, community gathering areas, an amphitheater, a city center, and other facilities and amenities.

2.1.3 INFORMAL POLLING:

In the form of a verbal list, the interviewer asked the groups about several topics to see how they felt about park types, specific amenities, facilities, and activities to find out of what they desired in their community, and they replied with a wide variety of what they would like to see in the parks.

WHAT NEW FACILITIES, AMENITIES, AND/OR ACTIVITIES DO YOU THINK ARE DESIRED IN YOUR COMMUNITY?

A community recreation center with a pool, turf fields, sports courts, meeting rooms, and a gym were popular answers from most everyone, while some participants wanted more of those same amenities in the outside areas of the parks. Maintenance was brought up as a current need and that it should be a priority in the future to care for any new facilities and amenities that are added to the parks. Multi-generational parks with accessibility for everyone, an amphitheater, food truck areas, and community gathering areas were chosen from the list. Not mentioned by the interviewer, and yet was a comment that created discussion, was to develop the central downtown area as the core of the city. Participants knew this was not included as a part of the study but felt it could assist in creating an identity for Stow.

- Accessibility
- Community Recreation Center
- Multigenerational Parks

- Pool
- Artificial game fields; both indoor and outdoor
- Maintenance

THE PUBLIC PROCESS OF THIS MASTER PLAN STUDY INCLUDES A COMMUNITY SURVEY. WHAT WOULD YOU LIKE TO LEARN FROM YOUR COMMUNITY?

Finding out what is needed in the parks regarding amenities, sports facilities, a community recreation facility, indoor facilities, and other features interested the participants, as well as knowing how often they would be used. Paying for these additions and options for funding, such as increasing taxes, were brought up by only one participant, and an additional finance comment was made regarding what percentage of the budget should be expected for the city to spend on parks and recreation. To determine if additions would truly be used in the future, asking residents if, and how often they use amenities and facilities currently or if they go elsewhere for recreation would be helpful. Questions for residents suggested by the groups included what items in the parks today need improved or require attention. “Would you as a resident be willing to volunteer to help these with these projects?” was given as an idea to ask on the survey. Comments were made about asking residents what their identity is of Stow and if specific amenities or activities in the downtown area would help Stow to be recognized.

Questions recommended for a community survey included:

- Are you willing to pay more taxes to bring a facility to our city?
- Rank the order of parks needing improvement.
- Are you proud to call Stow home? Why or why not?
- What amenities are you most interested in?
- Would a downtown/entertainment area be desired?

DO YOU BELIEVE THE CITY HAS ADEQUATELY INVESTED IN PARKS AND RECREATION IN THE LAST 20 YEARS?

Individuals voting no were slightly more than twice as many as those that said the city’s investment has been adequate. The majority of no votes shows strong opinions that parks have been neglected for funding by the city, resulting in the public’s desire for improvements and/or additions within the system.

- No – 27 participants
- Yes – 13 participants

IF YOU DON’T THINK THE CITY HAS INVESTED ADEQUATELY IN PARKS AND RECREATION, PLEASE EXPLAIN WHY.

Interviewees responded in three areas: Political reasons, internal park situations, or the community. The City Council is not only unresponsive to what residents want and they are not prioritizing what is wanted, indicating the council is a barrier to what the system could be. Participants also commented there are cities near Stow that have much better park systems, which also points to the lack of funding by the city. Parks are known for lacking staff, and maintenance personnel react to upkeep needs in the parks instead of being proactive and organized in their care of the system. This continues while the condition of the parks declines, and the minimal maintenance is fueled by the lack of funds the system must work with. Some felt that community involvement or volunteer help in the parks are issues that could also add to the city being reluctant to make park funding a priority.

2.2 COMMUNITY ONLINE SURVEY

PROS Consulting conducted an online survey (powered by SurveyMonkey) to better understand the characteristics, preferences, and satisfaction levels of Stow's Parks and Recreation users. The survey was open for four weeks, from January 3rd through January 31st, 2022, and received a total of 1,065 responses.

This online survey mirrored the statistically valid survey conducted back by ETC Institute. This allowed residents who may not have been randomly selected to participate in the statistically valid surveys an opportunity to be part of the community input process.

2.2.1 FINDINGS

PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS USED ANY OF THE FOLLOWING CITY OF STOW PARKS / FACILITIES DURING THE PAST 12 MONTHS.

Based on the number of responses, the most utilized park is Silver Springs Park (88%), followed by Adell Durbin Park (49%) and Oregon Trail Park (46%). The least utilized parks/facilities by survey respondents were the Stow Senior Center (3%), Crestdale Park (5%), and Northport Neighborhood Park (5%).

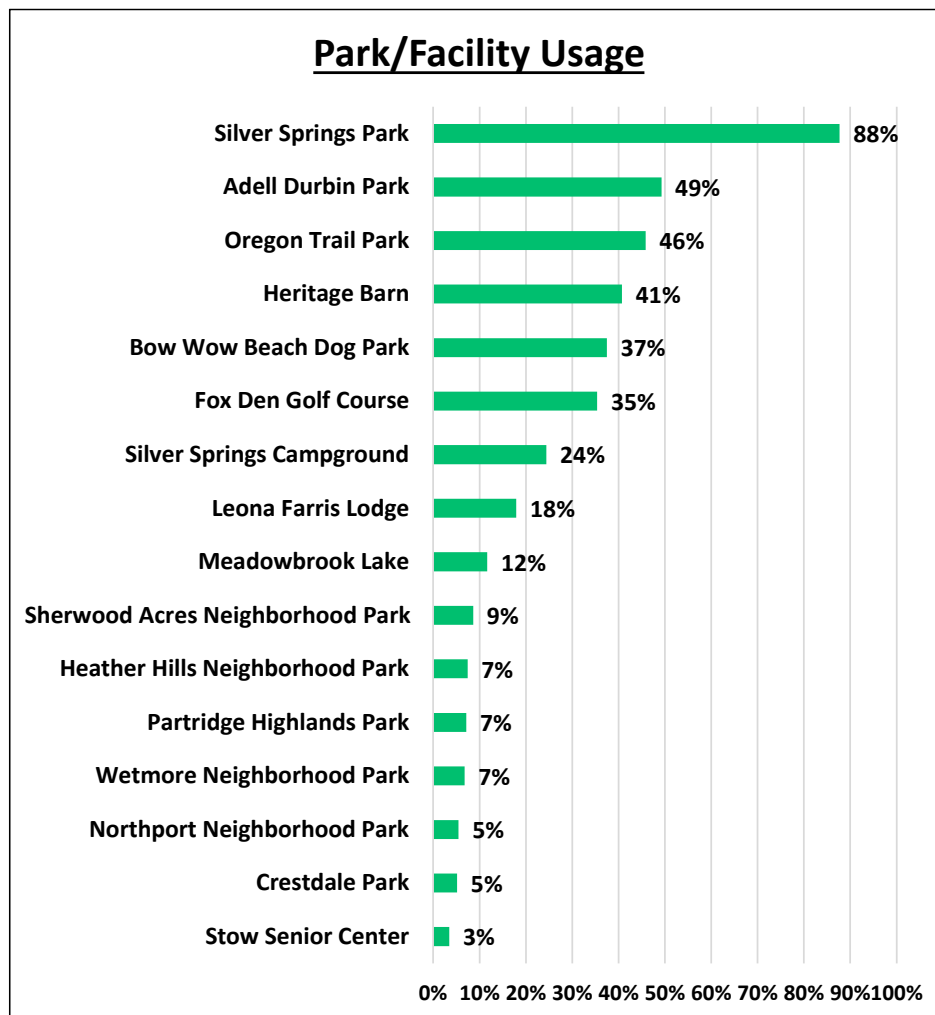


Figure 29 - Park/Facility Usage

IF YOU ANSWERED YES TO QUESTION 1.2.1, PLEASE RATE THE CONDITION OF THE PARKS/FACILITIES.

In combining responses of “Excellent” and “Good” the parks/facilities with the highest condition ratings are Leona Farris Lodge (92%), Heritage Barn (88%), and Fox Den Golf Course (85%). The sites with the lowest condition approval scores were Sherwood Acres Neighborhood Park (29%), Northport Neighborhood Park (29%), and Heather Hills Neighborhood Park (32%).

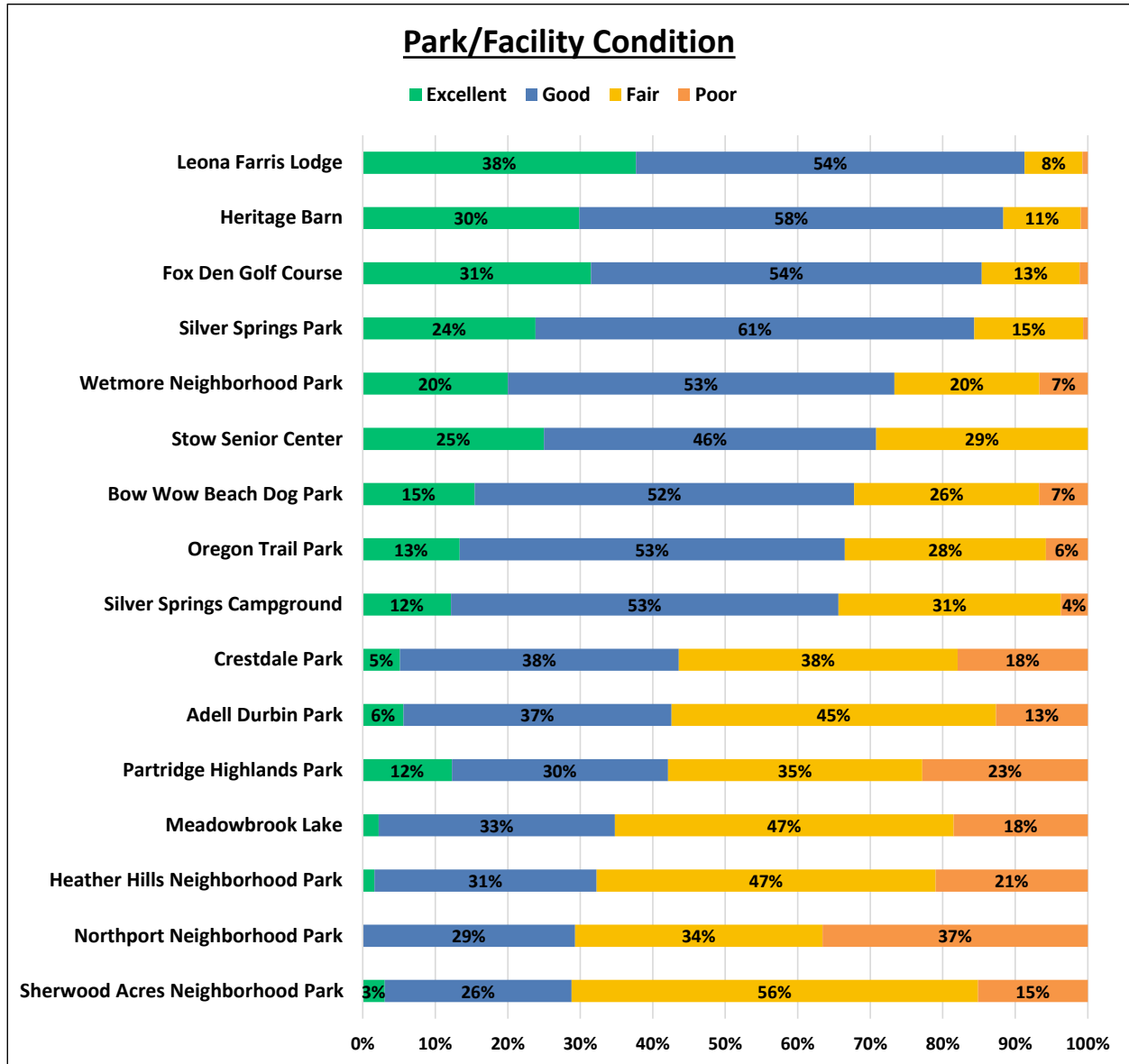


Figure 30 - Park/Facility Condition

HAVE YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD PARTICIPATED IN ANY RECREATION PROGRAMS OFFERED BY THE CITY OF STOW PARKS AND RECREATION DURING THE PAST 12 MONTHS?

Almost three-fifths of respondents (59%) have participated in a program offered by the City of Stow Parks and Recreation Department within the last year.

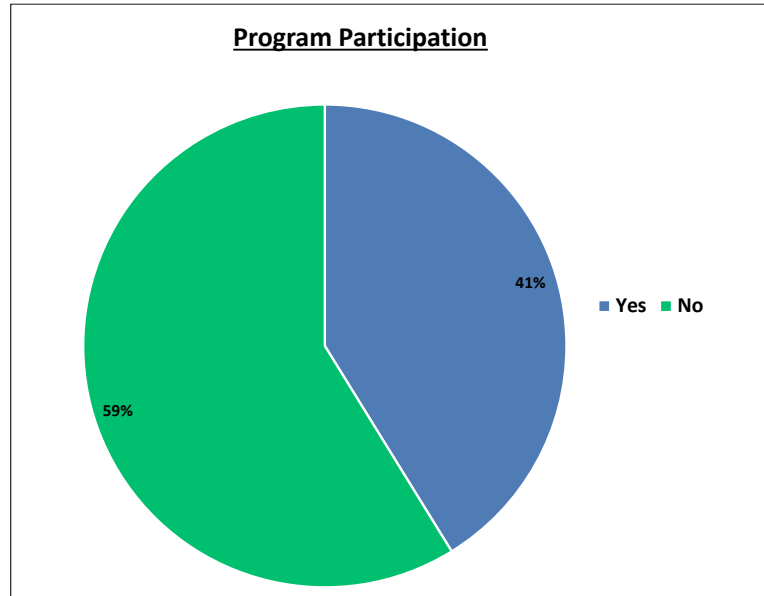


Figure 31 - Program Participation

IF YOU ANSWERED YES TO QUESTION 1.2.3, APPROXIMATELY HOW MANY DIFFERENT RECREATION PROGRAMS OFFERED BY THE CITY OF STOW PARKS AND RECREATION HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD PARTICIPATED IN OVER THE PAST 12 MONTHS?

Almost three quarters (73%) of residents have participated in multiple programs put on by the City of Stow Parks and Recreation Department.

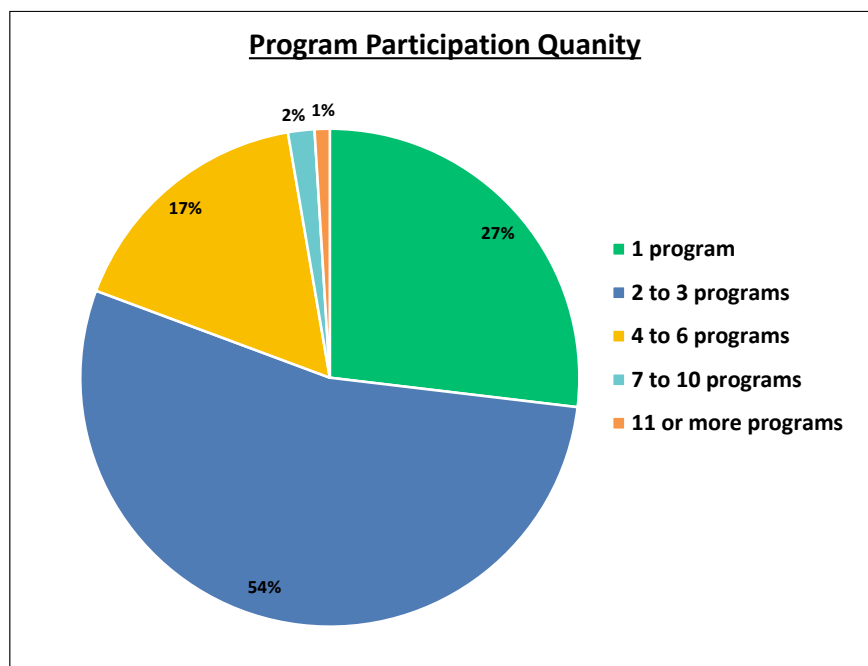


Figure 32 - Program Participation Quantity

FROM THE FOLLOWING LIST, PLEASE SELECT THE THREE PRIMARY REASONS WHY YOUR HOUSEHOLD HAS PARTICIPATED IN CITY OF STOW PARKS AND RECREATION PROGRAMS.

The top three reasons respondents participate in Stow Parks and Recreation programs/activities are location, friend participation, and quality programs.

The most popular reason is location of program facilities are convenient (59%), friends' participation in programs/activities (46%), and the quality of program content (41%). The least cited reasons that increase participation included quality of instructors (13%) and quality of program facility (19%).

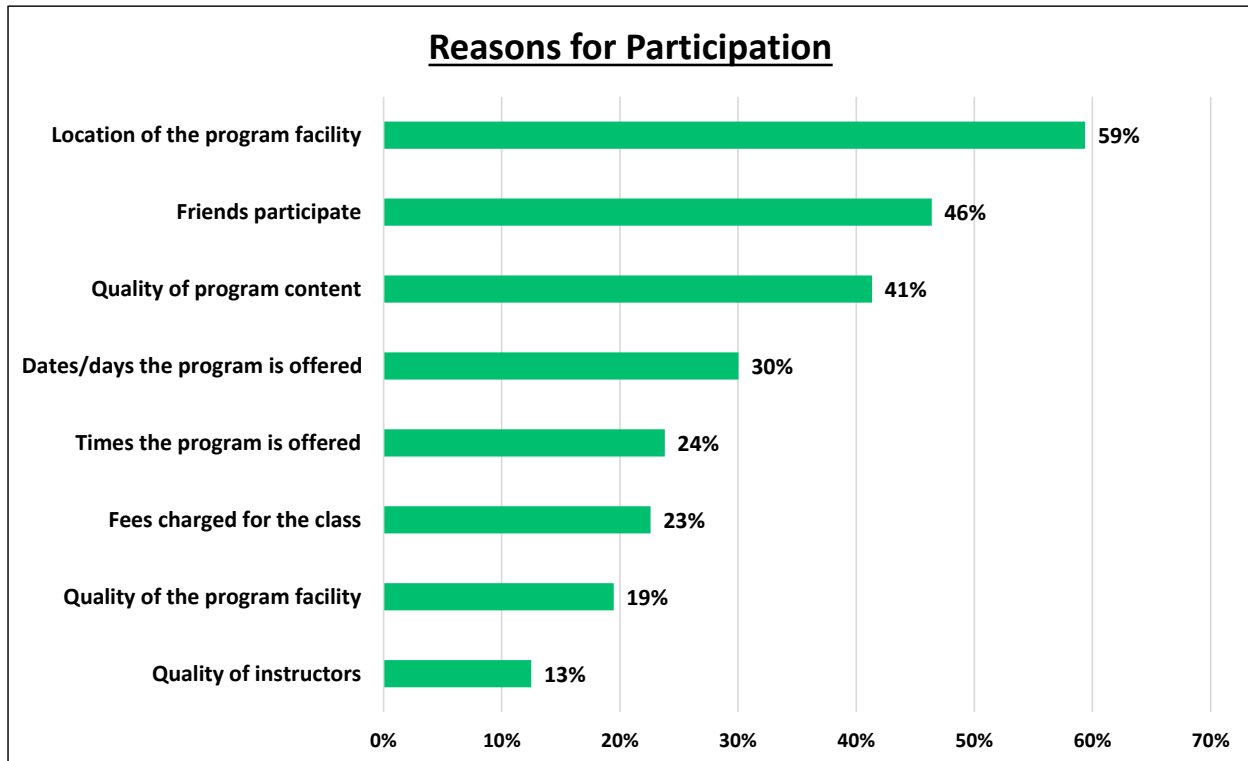


Figure 33 - Reasons for Participation

HOW WOULD YOU RATE THE OVERALL QUALITY OF THE CITY OF STOW PARKS AND RECREATION PROGRAMS THAT YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE PARTICIPATED IN?

For those respondents who have participated in a program offered by Stow Parks and Recreation Department, 85% gave a satisfactory rating of either “Excellent” (26%) or “Good” (59%), while the remaining 15% of participants rated the programs “Fair” (14%) or “Poor” (1%).

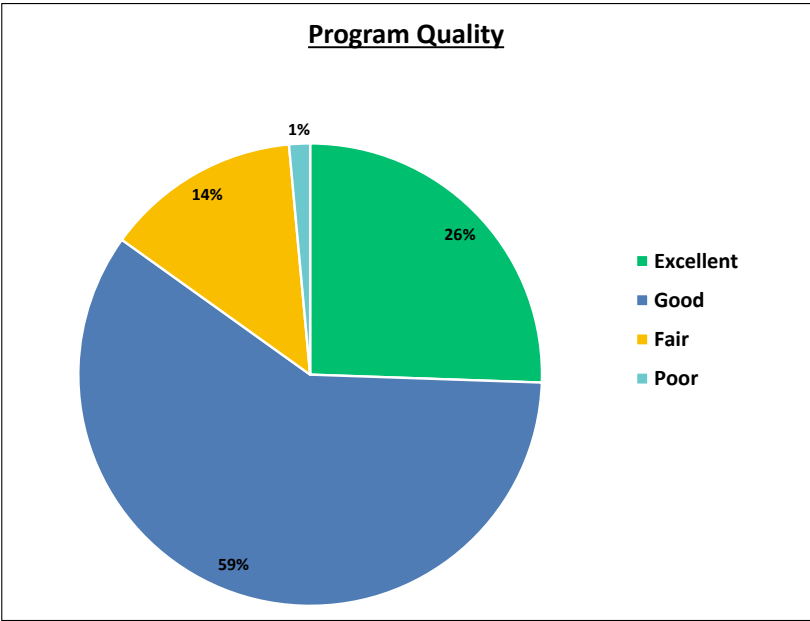


Figure 34 - Program Quality

PLEASE SELECT ALL OF THE WAYS YOU LEARN ABOUT CITY OF STOW PARKS AND RECREATION PROGRAMS AND ACTIVITIES. [SELECT ALL THAT APPLY]

The top two most effective marketing methods for survey participants are both digital, which may have further increased due the primarily online nature of offerings during the pandemic, Facebook (74%) and the Website (50%). The least effective mediums are Twitter (3%), Parks/Rec staff (4%), Flyers at City facilities (5%), and Instagram (5%).

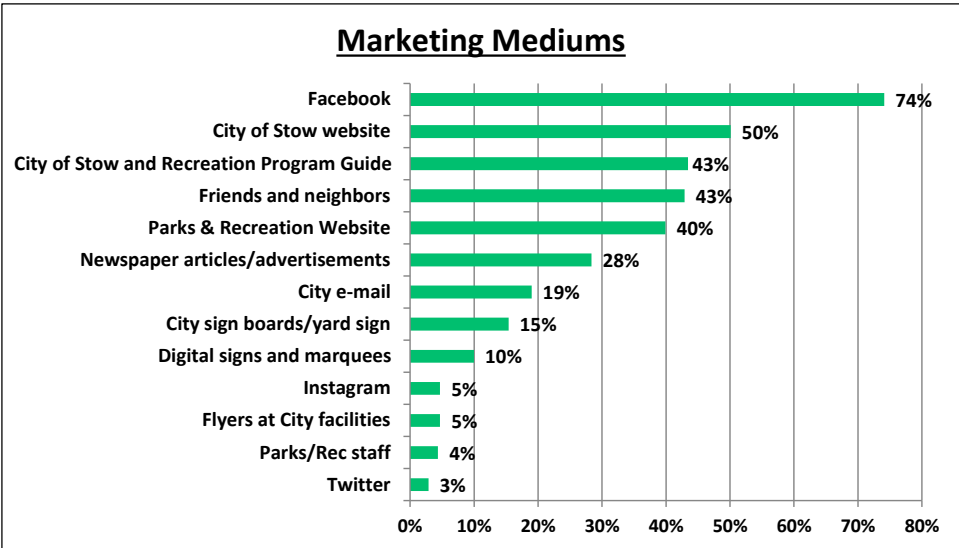


Figure 35 - Marketing Mediums

WHICH THREE OF THE INFORMATION SOURCES LISTED BELOW DO YOU MOST PREFER TO USE TO LEARN ABOUT CITY OF STOW PARKS AND RECREATION PROGRAMS AND ACTIVITIES?

The most preferred marketing methods for survey respondents are Facebook (70%), City of Stow Website (48%), and the Departments Program Guide (42%). The least preferred mediums are Parks/Rec staff (1%), Flyers at City facilities (1%), and Twitter (3%).

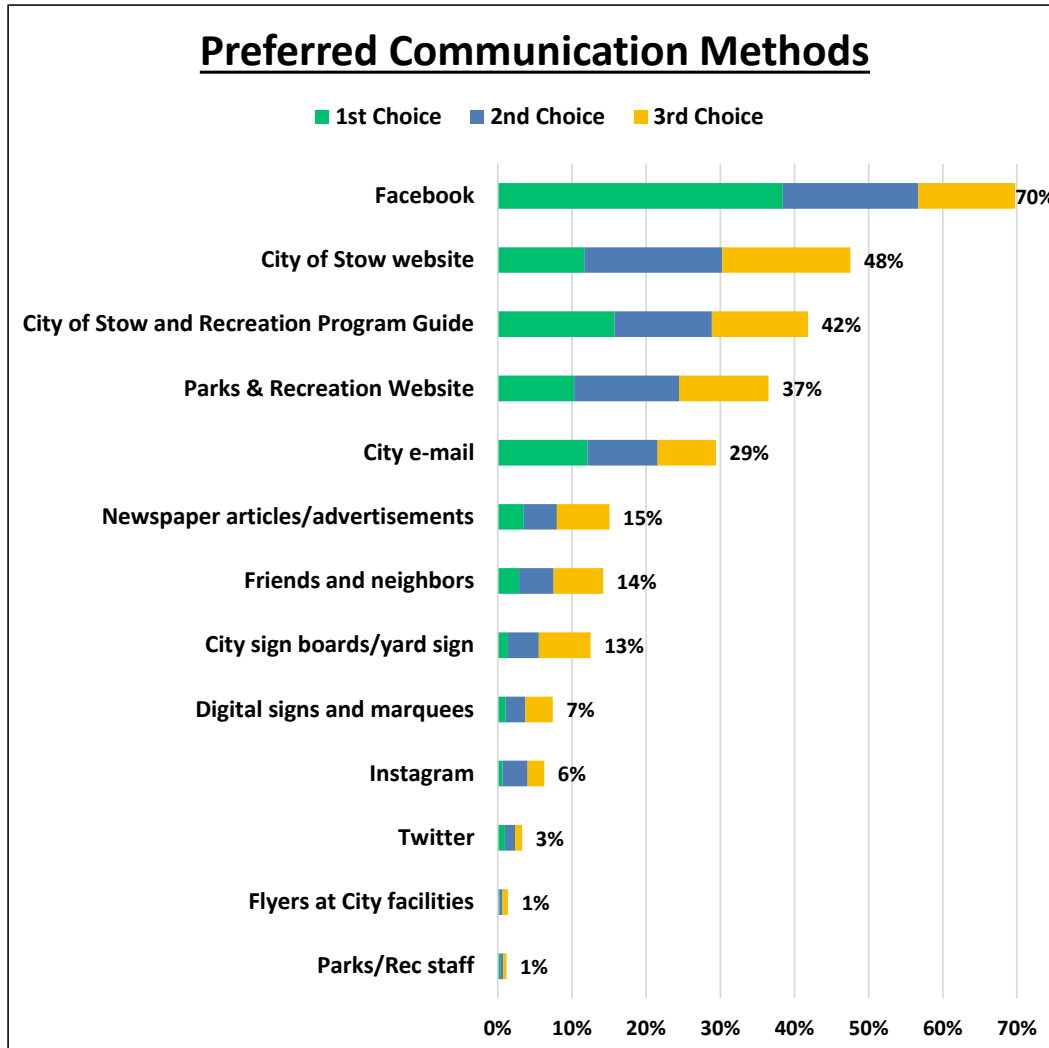


Figure 36 - Preferred Communication Methods

PLEASE SELECT ALL OF THE FOLLOWING REASONS THAT PREVENT YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD FROM USING PARKS, RECREATION FACILITIES, AND PROGRAMS OF THE CITY OF STOW MORE OFTEN.

Residents are most deterred from using Stow's parks more frequently due to not knowing what is being offered (42%), not having an indoor Community Center (38%), and health/safety concerns due to Covid-19 (30%). It should be noted that a lack of awareness as a barrier to participation is not unique to Stow. In fact, it is consistently one of the top three barriers to participation in such surveys done nationwide.

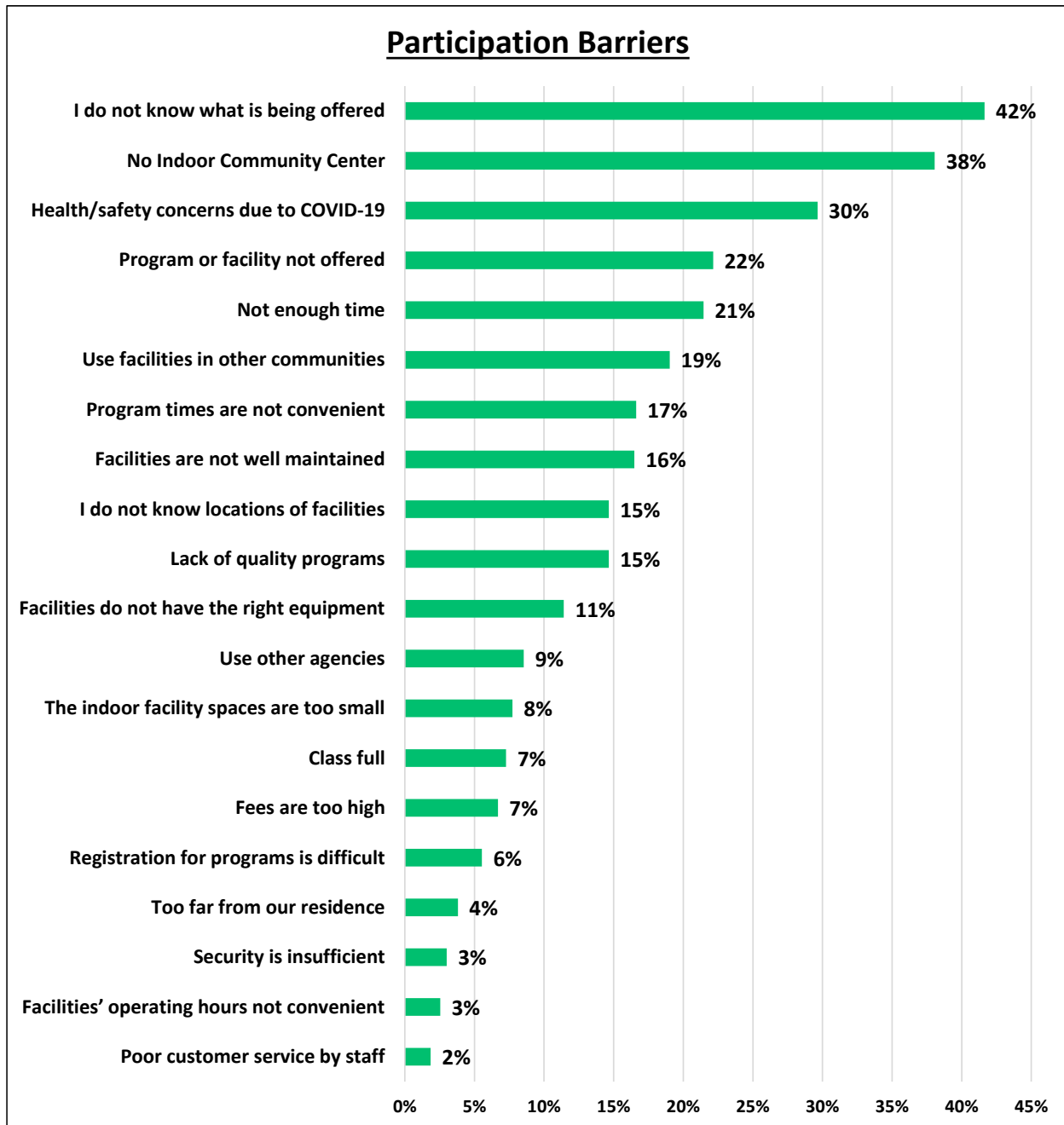


Figure 37 - Participation Barriers

SELECT ALL OF THE ORGANIZATIONS THAT YOU AND MEMBERS OF YOUR HOUSEHOLD USE FOR PARKS AND RECREATION PROGRAMS, SERVICES, AND FACILITIES.

The most utilized organizations for recreation programs and facilities among respondents were Summit Metro Parks (64%) followed by City of Stow Parks and Recreation (61%), Cuyahoga Valley National Park (57%), and Neighboring Cities (49%).

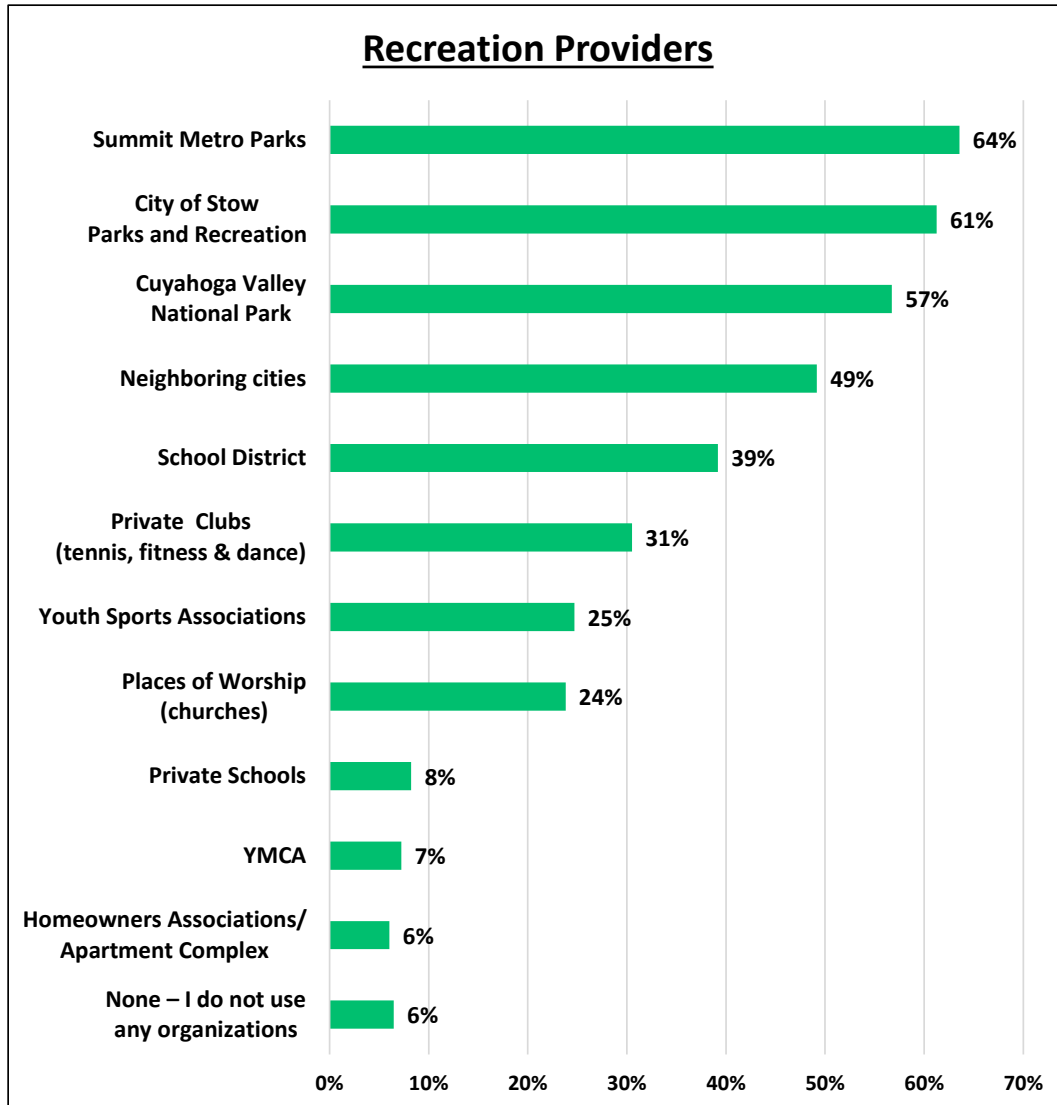


Figure 38 - Recreation Providers

RATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENTS ABOUT SOME POTENTIAL BENEFITS OF THE CITY OF STOW'S PARKS, FACILITIES, AND RECREATION PROGRAMS OR SERVICES.

In combining responses of "Strongly Agree" and "Agree," approximately 78% of survey respondents are in agreement that the City of Stow's parks, facilities, and recreation programs or services Improves my (my household's) physical health and fitness (78%). Makes Stow a more desirable place to live (78%) and preserves open space and protects the environment (77%) also both receive a high amount of agreement by survey participants. The lowest amount of agreeability was received for providing volunteer opportunities for the community (62%), Helps to reduce crime in my neighborhood and keep kids out of trouble (63%), and positively impacts economic/business development (64%).

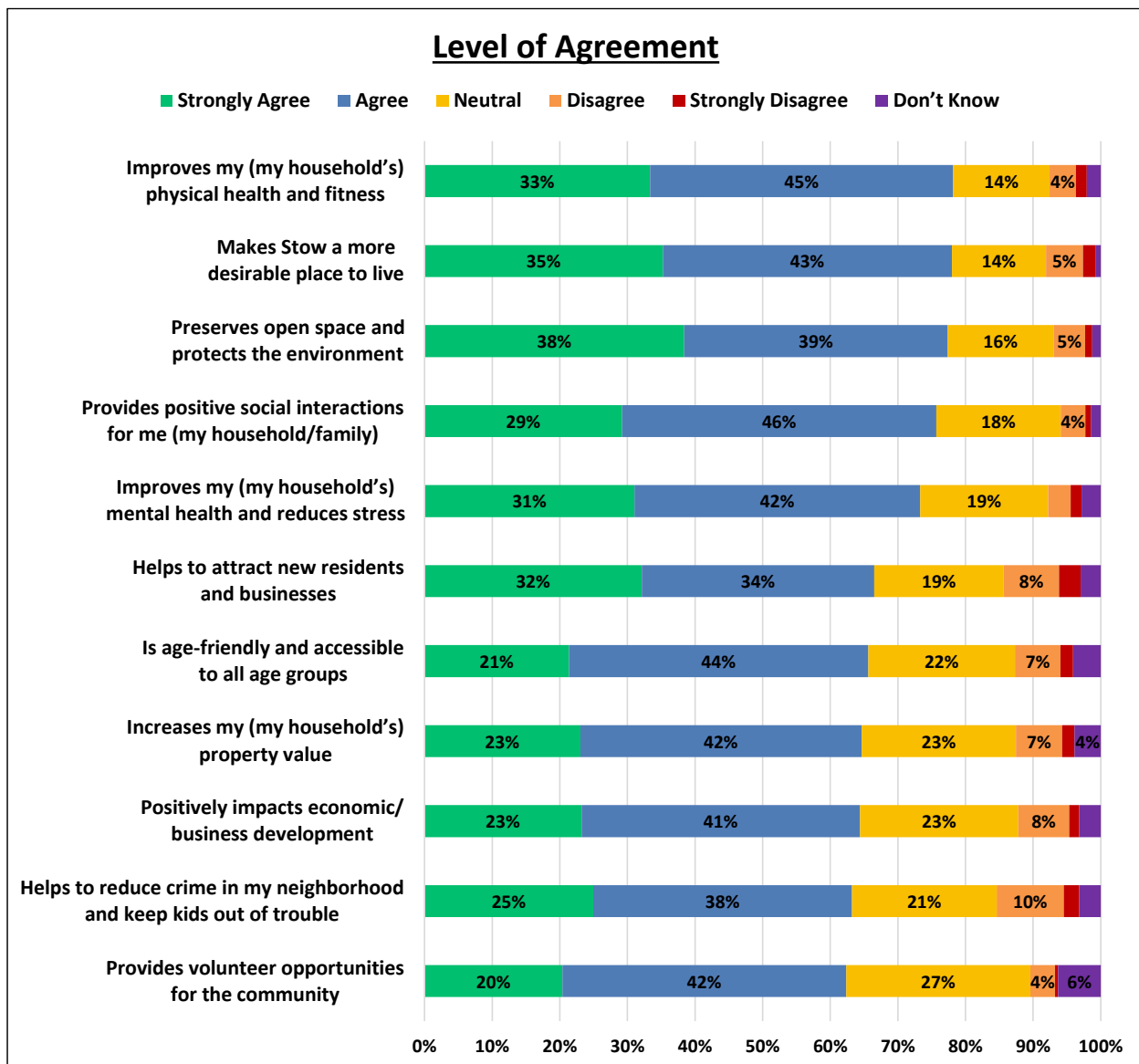


Figure 39 - Level of Agreement

INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE AMENITIES/FACILITIES LISTED BELOW

IF YOU OR YOUR HOUSEHOLD HAVE A NEED, INDICATE IF YOUR NEEDS ARE CURRENTLY BEING MET BY THAT TYPE OF AMENITY/FACILITY.

The table below reveals the number of survey participants who answered “Yes, my household has a need” as well as “No, my needs aren’t being met.” This helps to identify facilities/amenities with the highest level of community need. The facilities/amenities that emerged as having the highest need and highest unmet need were a community center/Recreation center, Indoor running/walking tracks, and Indoor swimming pool.

Facility/Amenity	Is there Need?	Is that need being meet?
	Yes	No
Trails (paved walking and biking trails)	646	22%
Community center/Recreation center	603	92%
Indoor running/walking tracks	570	93%
Indoor swimming pool	561	92%
Natural parks and preserves	556	28%
Restrooms	528	39%
Community/Social gathering spaces	509	64%
Outdoor swimming pool	493	87%
Playgrounds	484	12%
Picnic areas/shelters	482	23%
Larger community parks	427	46%
Splashpads	417	95%
Kayaking/Canoeing access	413	73%
Special event spaces/performance spaces/stage	357	83%
Indoor basketball/volleyball courts (indoor gyms)	345	84%
Outdoor recreation (camping, fishing, archery)	341	53%
Golf	296	13%
Smaller neighborhood parks	291	36%
Dog parks (unleashed)	280	21%
Performing arts theater	275	78%
Soccer, lacrosse and football size fields	259	45%
Outdoor basketball courts	238	36%
Baseball and softball fields	231	22%
Mountain bike trails	202	68%
Disc golf courses	201	87%
Outdoor fitness equipment	196	89%
Tennis courts	170	43%
Pickleball courts	150	75%
Skate parks	126	52%

Total Responses: 743

Figure 40 - Facility/Amenity Need

WHICH FOUR OF THE AMENITIES/FACILITIES FROM THE LIST BELOW ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

Survey respondents indicated that the most important facilities/amenities to their households were Community center / Recreation center (375), an Indoor swimming pool (276), Trails (paved walking and biking trails) (219), and Indoor running/walking tracks (210). The least important facilities/amenities indicated were Skate parks (18), Outdoor fitness equipment (18), and Tennis courts (14).

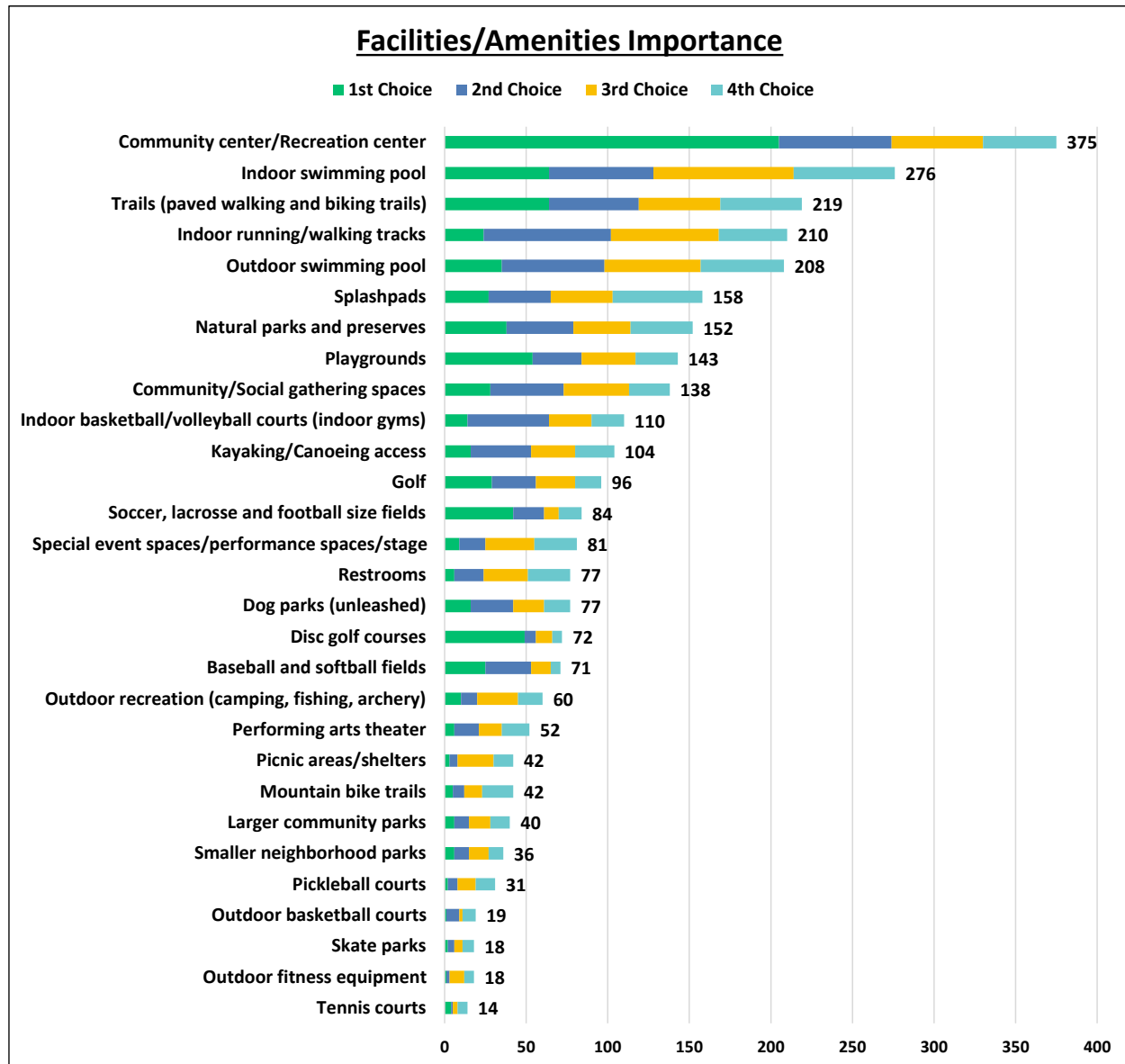


Figure 41 - Facility/Amenity Importance

INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE RECREATION PROGRAMS LISTED BELOW.

IF YOU OR YOUR HOUSEHOLD HAVE A NEED, PLEASE INDICATE IF YOUR NEEDS ARE CURRENTLY BEING MET BY THAT TYPE OF RECREATION PROGRAM.

The table below reveals the number of survey participants who answered “Yes, my household has a need” as well as “No, my needs aren’t being met.” This helps to identify programs/activities with the highest level of community need. The facilities/amenities that emerged as having the highest need and highest unmet need were Outdoor adventure programs, adult sport programs, and Water fitness programs.

Program/Activity	Is there Need?	Is that need being meet?
	Yes	No
Adult fitness and wellness programs	474	83%
Special events	307	54%
Outdoor adventure programs	306	95%
Youth sports programs	304	38%
Swim lessons	269	86%
Adult sports programs	255	90%
Water fitness programs	254	93%
Nature Education Programs	251	86%
Youth fitness and wellness programs	248	87%
STEM (science, technology, engineering, math) Tech Classes	211	90%
Golf (leagues, lessons, open play)	195	42%
Walk/Run 5K event	188	46%
Youth summer camp programs	186	65%
Youth development programs	179	88%
Youth art, dance, performing arts	177	83%
Teen programs/trips	165	99%
Adult art, dance, performing arts	165	91%
Break Camps (spring break, winter break)	154	88%
Gymnastics/tumbling programs	147	82%
Before and after school programs	137	82%
Senior programs	101	80%
ESports/Virtual Gaming	95	92%
Senior Trips	89	79%
Pre-School programs	87	67%
Virtual programs	74	90%
Tennis lessons and leagues	72	75%
Programs for people with special needs	65	96%

Total Responses: 636

Figure 42 - Program/Activity Need

WHICH FOUR OF THE PROGRAMS FROM THE LIST BELOW ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

Survey respondents indicated that the most important programs/activities to their households were adult fitness and wellness programs (304), Youth sport programs (164), Swim lessons (145), and Special events (141). The least important programs/activities indicated were Virtual programs (16), Tennis lessons and leagues (21), Programs for people with special needs (32), and ESports/Virtual Gaming (34).

It is also important to understand that programs that are usually rated the highest in terms of importance tend to serve a much broader audience (e.g., Youth sports, Adult fitness and wellness, Special events) while programs that cater to a niche user group are typically rated lower (e.g., Virtual programs, Tennis lessons/leagues, Programs for people with special needs). It is, thus, important for Stow's staff to ensure that they balance a broader community importance with being inclusive with programs for smaller groups.

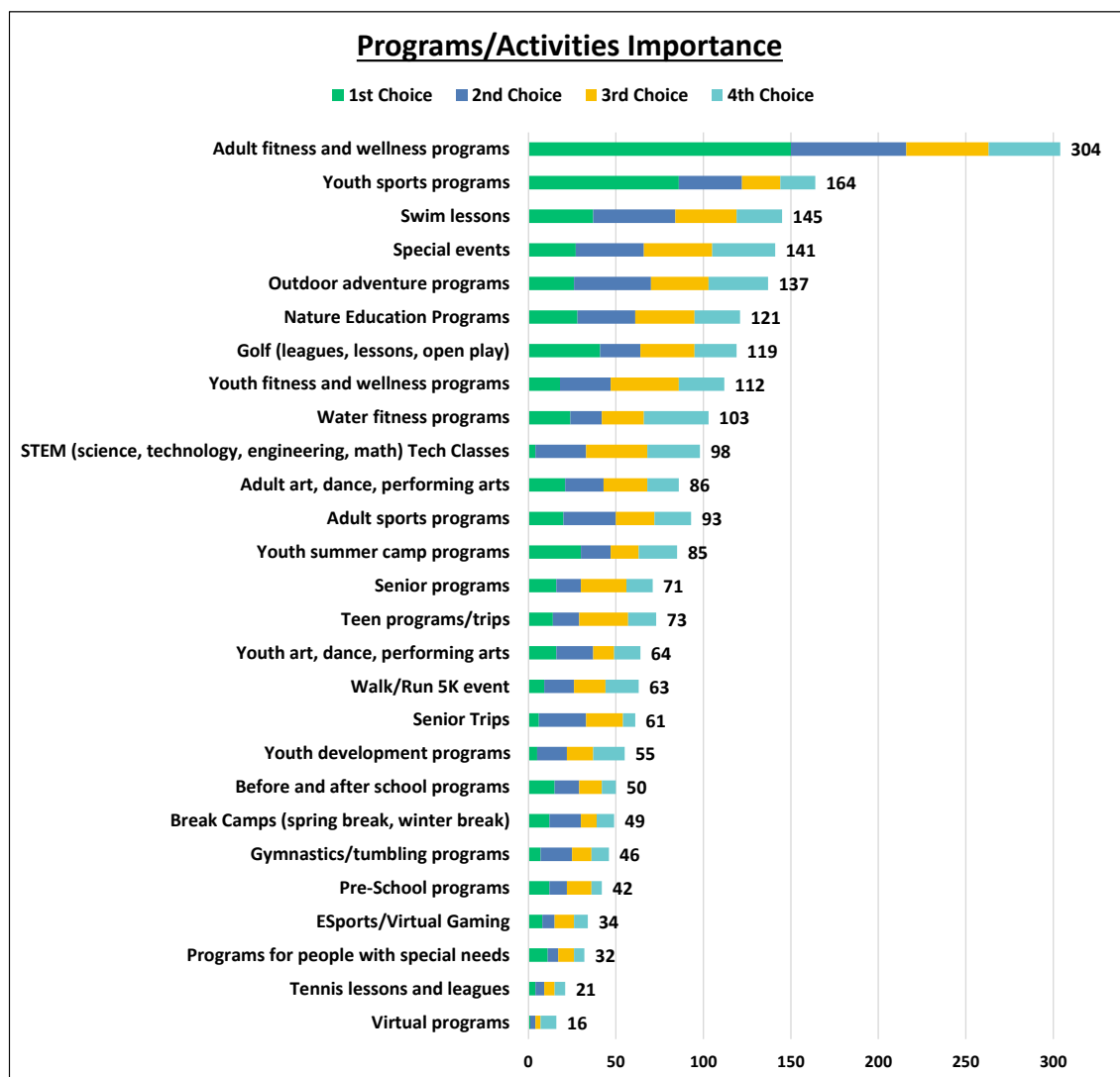


Figure 43 - Program/Activity Importance

FROM THE FOLLOWING LIST, PLEASE SELECT ALL OF THE CITY OF STOW EVENTS AND FESTIVALS YOUR HOUSEHOLD HAS ATTENDED IN THE PAST 2 YEARS.

The most popular events/festivals amongst survey respondents were Stow 4th of July Parade (79%), Stow Summer Sunset Blast (75%), and Glow with Stow holiday Lights (62%).

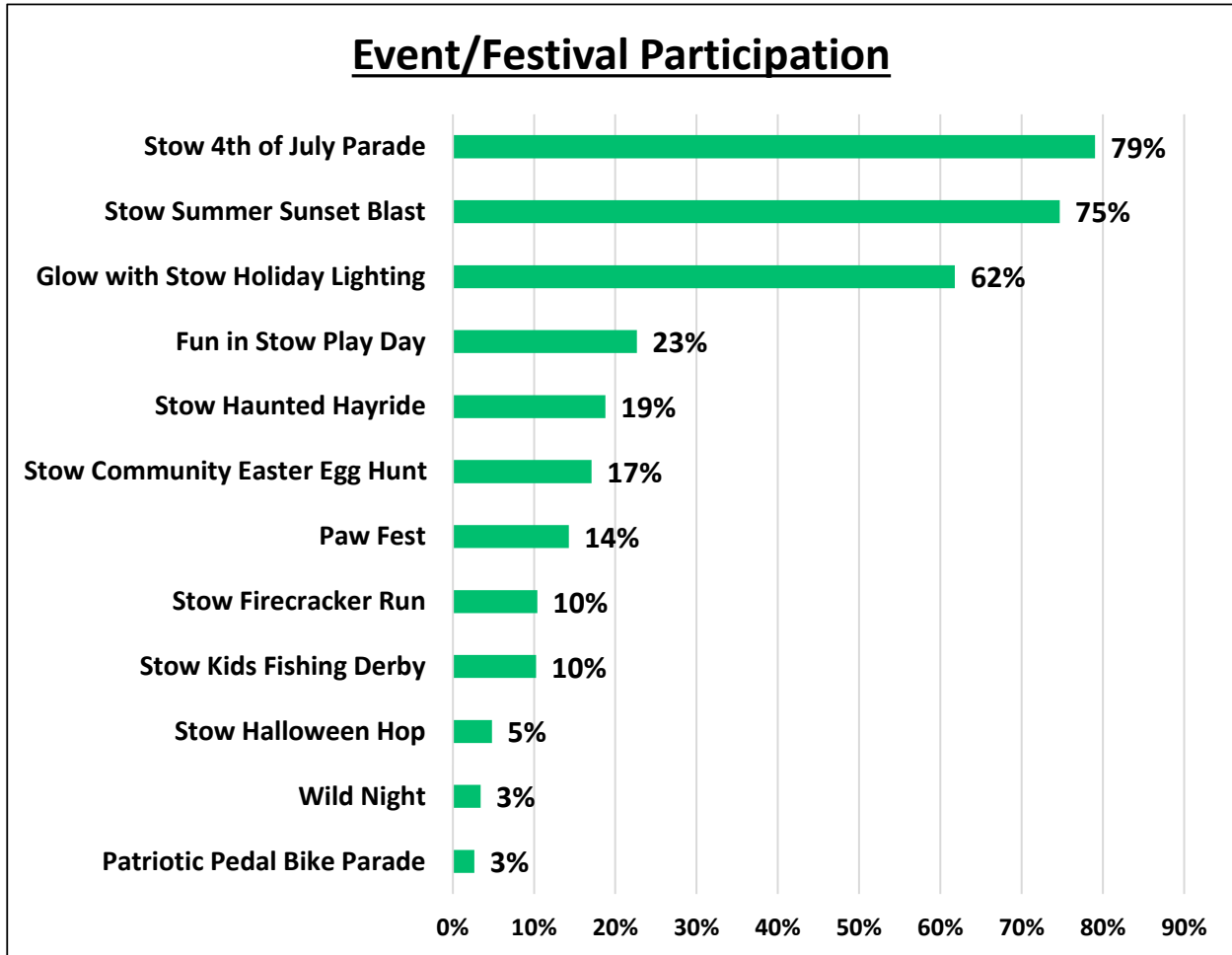


Figure 44 - Event/Festival Participation

SELECT THE DAYS OF THE WEEK THAT MEMBERS OF YOUR HOUSEHOLD WOULD MOST PREFER TO USE RECREATION PROGRAMS OFFERED BY THE CITY OF STOW PARKS AND RECREATION DEPARTMENT.

The table shows that all age segments agree that Saturday is the most preferred day to participate in recreation programs offered by the City. The next most preferred days were Sunday and Friday. This was particularly true for Families who were least interested in participating in program offerings throughout the work week (Monday-Thursday).

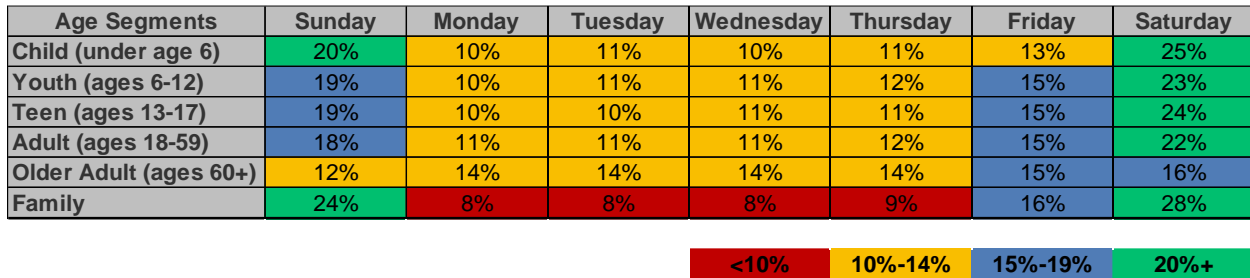


Figure 45 - Preferred Days

SELECT THE TIME OF DAY THAT MEMBERS OF YOUR HOUSEHOLD WOULD MOST PREFER TO USE RECREATION PROGRAMS OFFERED BY THE CITY OF STOW PARKS AND RECREATION DEPARTMENT.

Overall, the most preferred times for programs to be offered are “Anytime” or in the “Evenings.” Children under 6 and older adults (60+) also prefer “Morning” programs. However, “Mornings” are the least preferred time for programs for all other age groups.

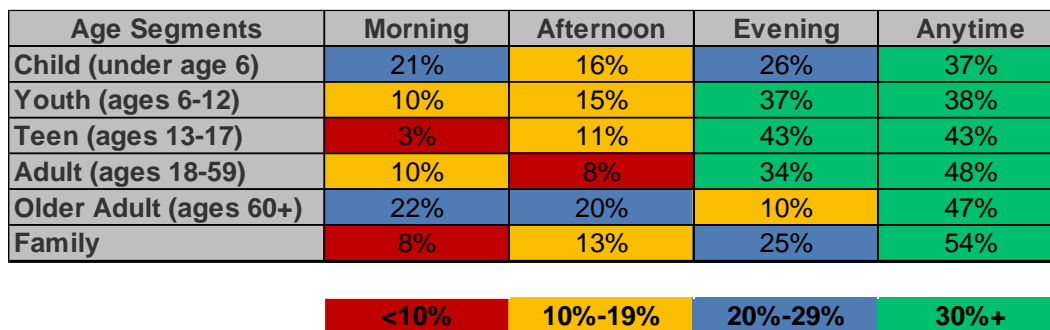


Figure 46 - Preferred Time

INDICATE HOW SUPPORTIVE YOU WOULD BE OF EACH OF THE FOLLOWING MAJOR ACTIONS THAT THE CITY OF STOW COULD TAKE TO IMPROVE THE PARKS AND RECREATION SYSTEM.

In combining responses of “Very Supportive” and “Somewhat Supportive,” approximately 93% of survey respondents would be supportive to some extent with Improving existing parks and improving existing trail system. Developing a new community recreation center (91%) and improving existing park restrooms (91%) also both receive a strong amount of support by survey participants. The lowest amount of support was received for Develop new synthetic turf fields (45%), Improve Bow Wow Dog Park (58%), and develop additional sports fields (63%).

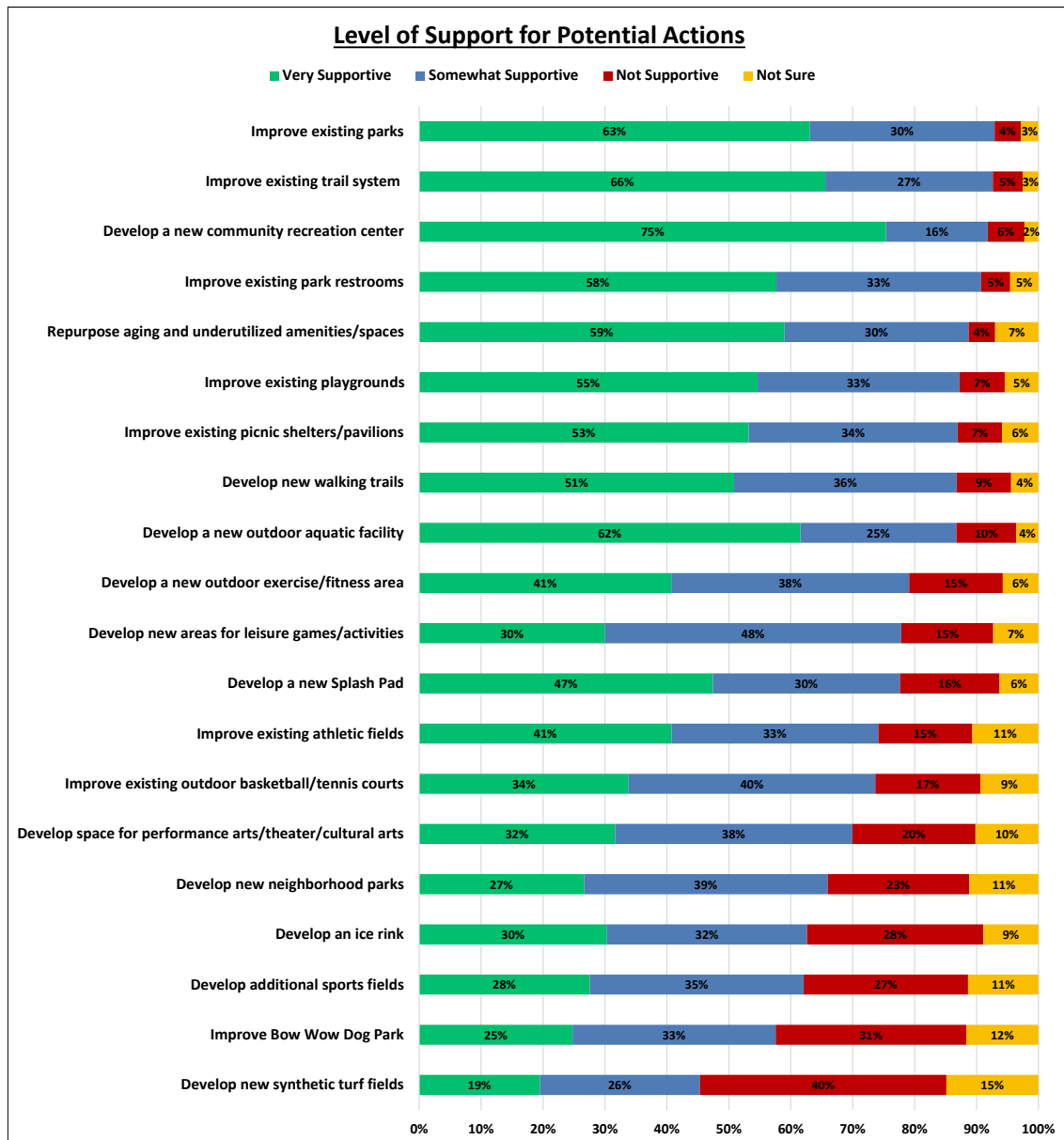


Figure 47 - Level of Support

WHICH FOUR OF THE ITEMS LISTED BELOW WOULD YOU BE MOST WILLING TO FUND?

Survey respondents indicated that the most supported action that they would be willing to fund are Develop a new community recreation center (455), Develop a new outdoor aquatic facility (327), and develop a new Splash Pad (205). The least supported potential actions indicated were Improve existing outdoor basketball/tennis courts (27), Improve existing picnic shelters/pavilions (44), and develop new neighborhood parks (46).

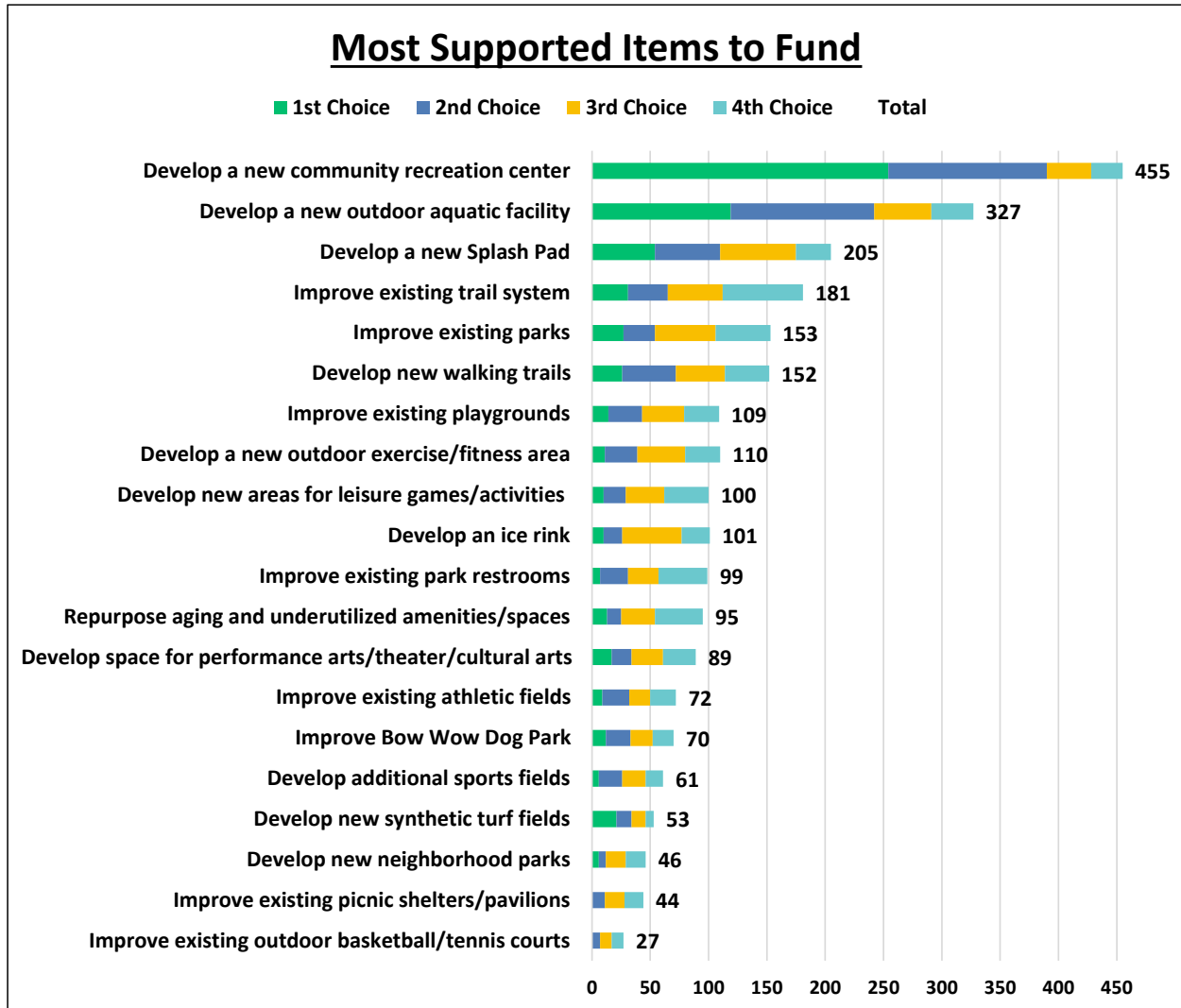


Figure 48 - Most Supported Items to Fund

IF YOU HAD A BUDGET OF \$100 FOR SERVICES PROVIDED BY THE CITY OF STOW PARKS AND RECREATION DEPARTMENT, HOW WOULD YOU ALLOCATE THE FUNDS AMONG THESE CATEGORIES?

Of the categories listed below, survey participants were most supportive of Developing a new indoor community recreation center (\$49.59) followed by Improvements/maintenance of existing parks and recreation facilities (\$25.74). Respondents allocated the least amount of money towards Improvement/maintenance of existing restrooms (\$14.01).

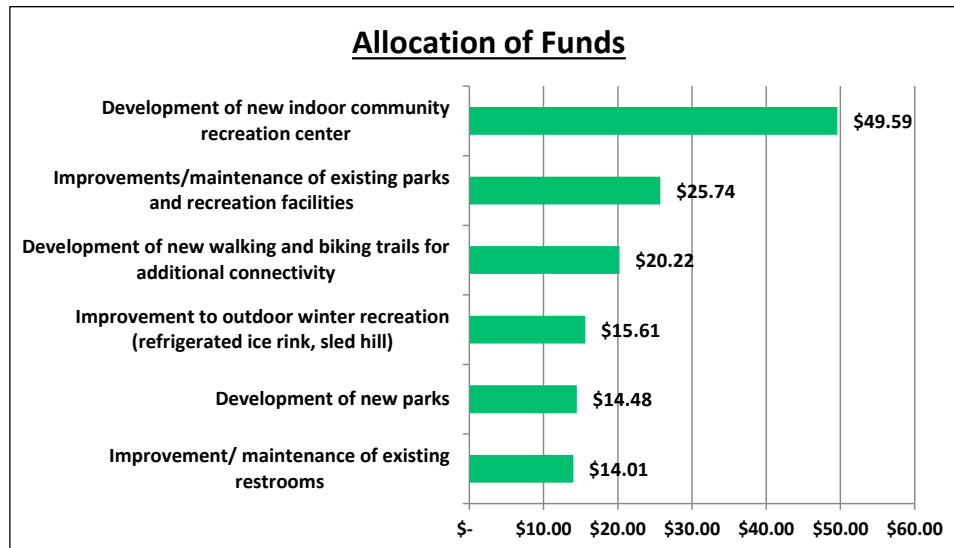


Figure 49 - Allocation of Funds

GIVEN THE RECENT COVID-19 PANDEMIC, HOW HAS YOU AND YOUR HOUSEHOLD'S PERCEPTION OF THE VALUE OF PARKS, TRAILS, OPEN SPACES AND RECREATION CHANGED?

In combining responses of "Value has significantly increased" and "Value has somewhat increased," approximately three-fourths (74%) of survey respondents stated that their perceived value of parks, trails, open spaces, and recreation has increased to some extent. While only 2% of respondents stated that their perceived value has decreased.

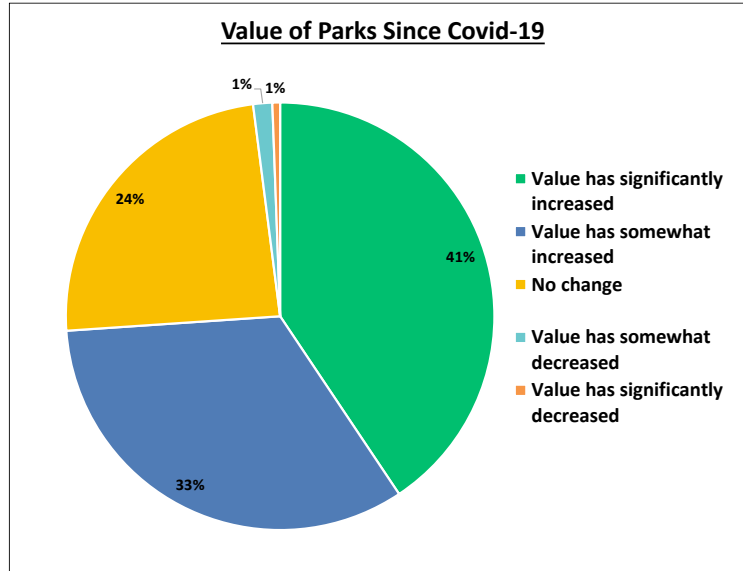


Figure 50 - Value of Parks

BASED ON YOUR PERCEPTION OF VALUE IN THE PREVIOUS QUESTION, HOW WOULD YOU WANT THE CITY OF STOW TO FUND FUTURE PARKS, RECREATION, TRAILS AND OPEN SPACE NEEDS?

The chart below indicates that 65% of survey participants believe that the City should increase funding for future parks, recreation, trails, and open space needs, followed by 24% wanting to Maintain existing funding levels and just 1% believing the City should Reduce funding.

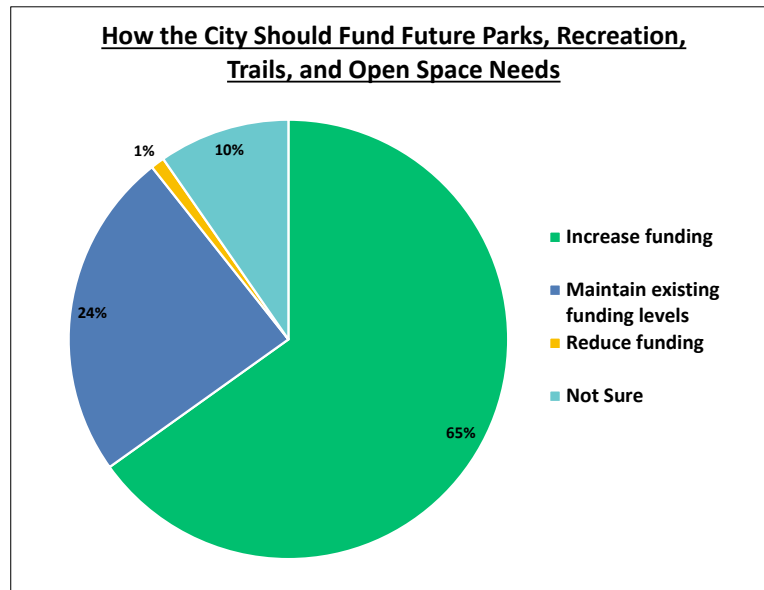


Figure 51 - Funding Methods

RATE YOUR LEVEL OF SATISFACTION WITH THE OVERALL VALUE YOUR HOUSEHOLD RECEIVES FROM THE CITY OF STOW PARKS AND RECREATION DEPARTMENT.

For those residents who participated in the survey, 65% stated that they were either “Very Satisfied” (17%) or “Somewhat Satisfied” (48%) with the overall value they received from the City of Stow’s Parks and Recreation Department. Approximately 21% stated they were “Neutral”, while the remaining 14% were either “Somewhat Dissatisfied” (9%), “Very Dissatisfied” (3%), or “Don’t Know” (2%).

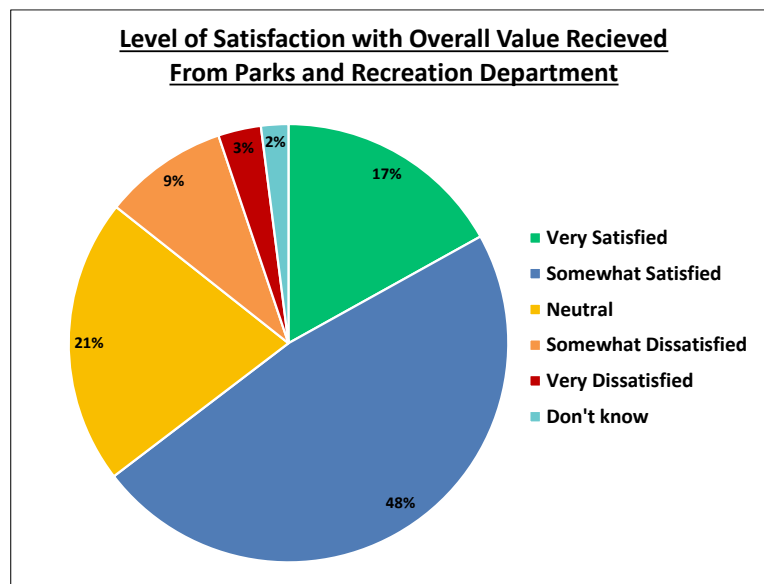


Figure 52 - Overall Value

2.2.2 DEMOGRAPHICS

COUNTING YOURSELF, HOW MANY PEOPLE IN YOUR HOUSEHOLD ARE IN EACH OF THE FOLLOWING AGE CATEGORIES?

The chart below reveals the makeup of survey respondent households by age segments. Most participants were young to middle-aged adults with children between the ages of 5-14 years old.

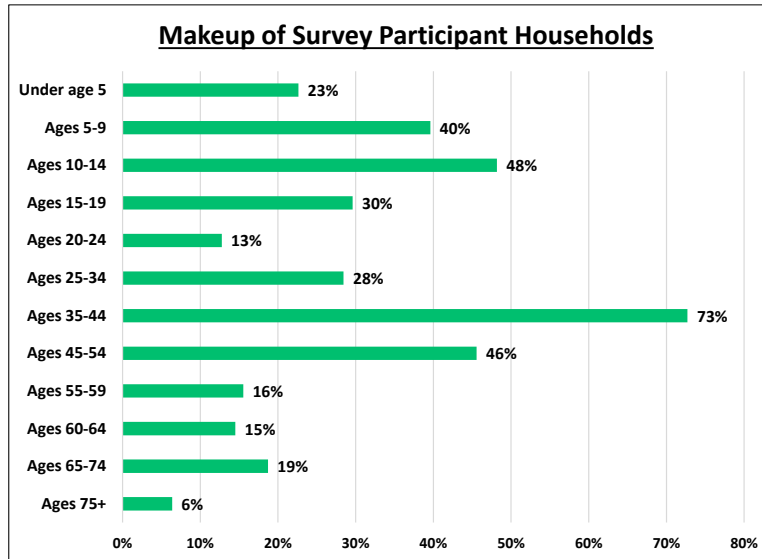


Figure 53 - Makeup of Households

WHAT IS YOUR AGE?

The youngest survey participant was 16 years old and the oldest was 80 years old, with the median age of survey respondents being 46 years old.

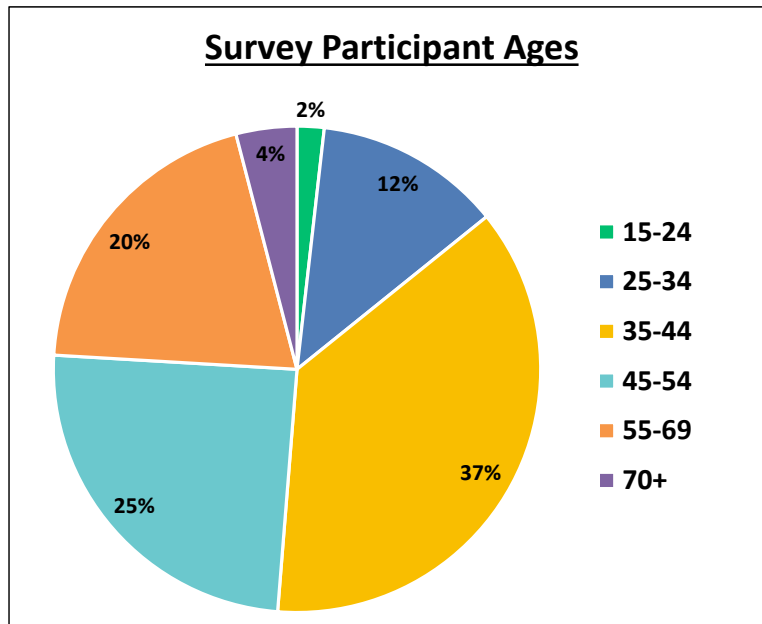


Figure 54 - Age

WHAT IS YOUR GENDER?

Approximately three out of 4 survey respondents were female (73%), while the remaining fourth were either male (24%) or preferred not to answer (3%).

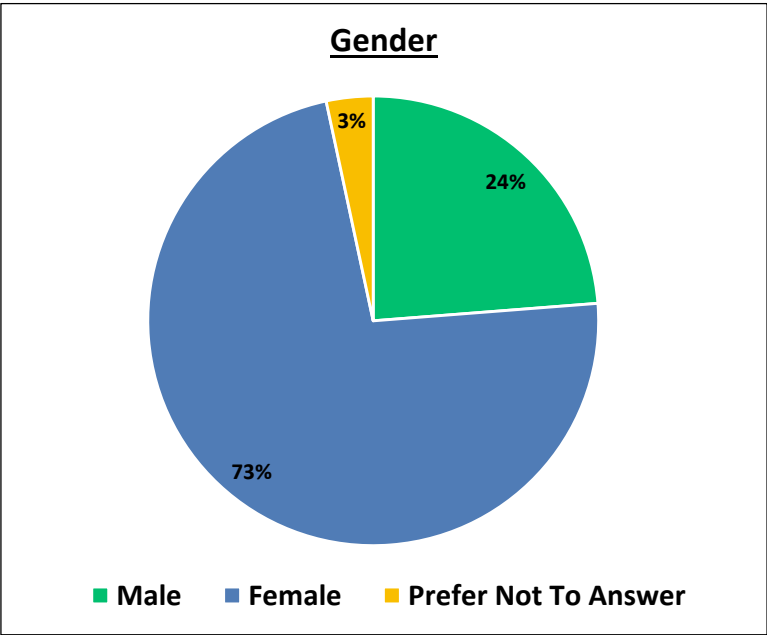


Figure 55 - Gender

HOW MANY YEARS HAVE YOU LIVED IN THE CITY OF STOW?

Roughly 1 out of 3 survey participants have lived in the City of Stow for 10-years or less, with the majority of survey participants having lived in Stow for 21-30 years.

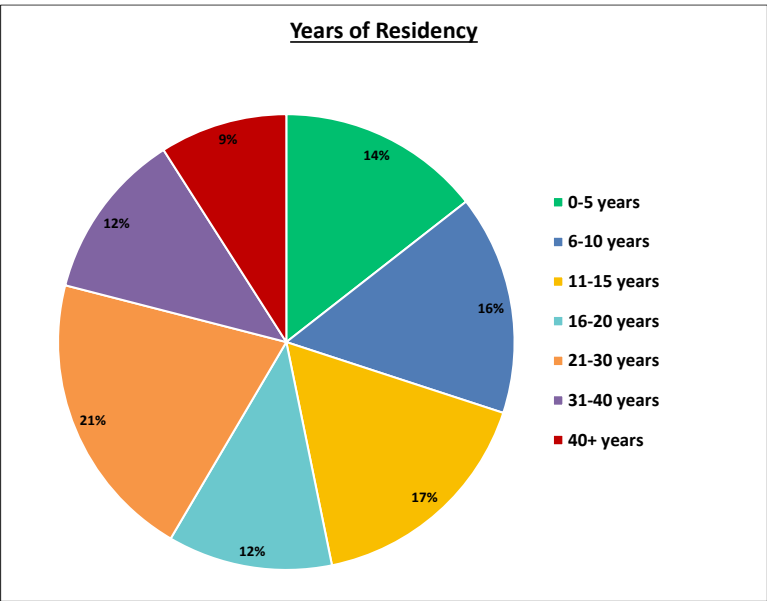


Figure 56 - Years of Residency

2.3 STATISTICALLY VALID SURVEY

ETC Institute administered a Parks and Recreation Needs Assessment for the City of Stow, Ohio. The City initiated a Parks and Recreation Master Plan and, as part of the effort, conducted a citywide survey that will provide key data and information to form an effective and visible plan for the future. Information compiled from this survey will assist City leaders in more efficient delivery of recreation programs/services and provide guidelines on how to manage parks, park facilities, and other assets in the future.

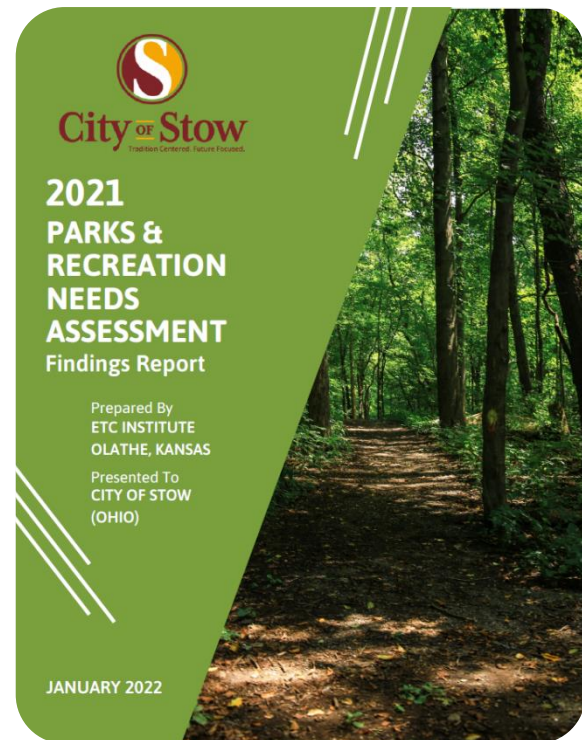
2.3.1 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Stow, Ohio. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Households who received the survey were given the option of returning the survey by mail or completing it online at StowSurvey.org.

To encourage participation, approximately ten days after the surveys were mailed, ETC Institute sent emails/text messages to the households that received the survey. The email/text contained a link to the online version of the survey to make it simple for households to complete. To prevent people who were not residents of the City from participating, everyone who completed the survey online were required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain 350 completed surveys from respondents. A total of 480 surveys were collected.

The overall results for a sample of 480 surveys have a precision of at least +/- 4.4% at the 95% level of confidence.



2.3.2 AMENITY, FACILITY, AND PARK NEEDS

PARKS AND RECREATION FACILITY/AMENITY NEEDS

Respondent households were asked to identify if they had a need for 39 facilities/amenities and rate how well their needs for each were currently being met. The top three facilities/amenities with the highest percentage of households with the greatest unmet needs are listed below.

- Community center/recreation center – 7,968 households (55.7%)
- Indoor swimming pool – 7,413 households (51.8%)
- Indoor running/walking tracks – 7,333 households (51.3%)

The percentage of households that have unmet needs for each of the 29 facilities/amenities is shown below.

Q8. Percentage of Households Whose Needs for Facilities/ Amenities Are Being Met Less Than 50%

by percent of households with a need for parks and recreation facilities/amenities
(based on the estimated number of 14,299 households in Stow, OH)

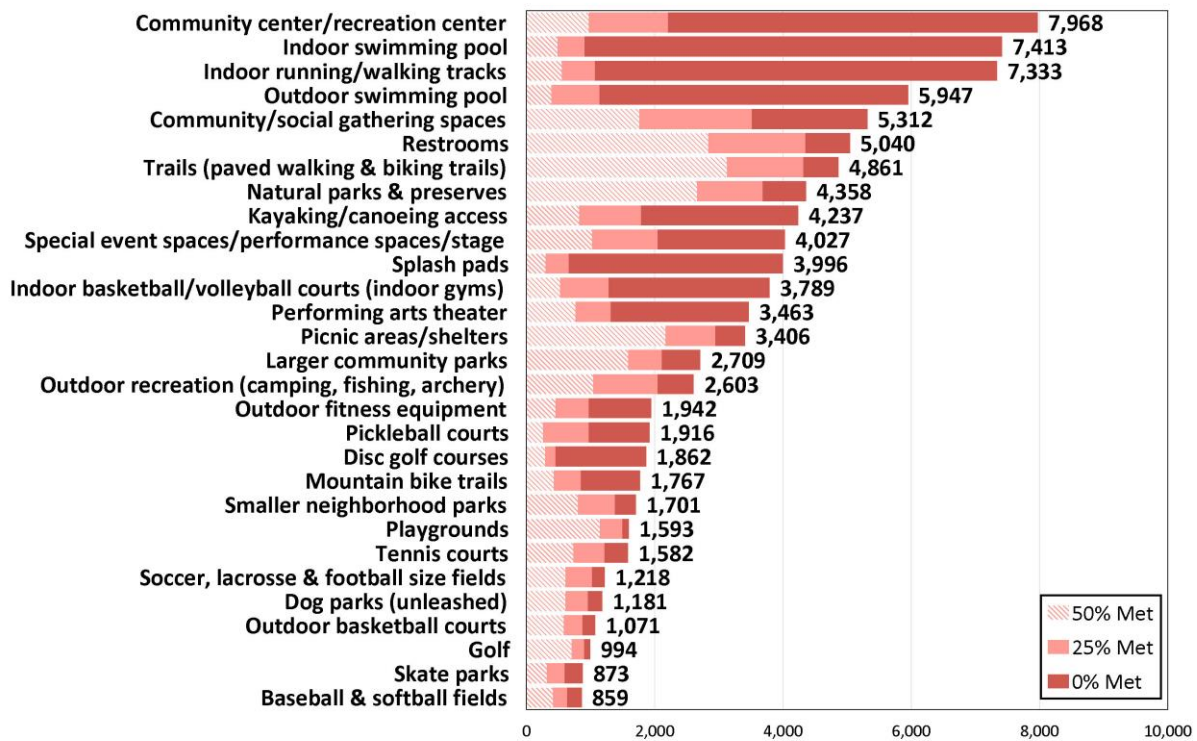


Figure 57 - Facility/Amenity Needs

IMPORTANCE OF PARKS AND RECREATION FACILITIES/AMENITIES

In addition to assessing the needs for each facility and amenity, ETC Institute also evaluated the importance that respondents placed on each one. Based on the sum of households' top four choices, the two most important Parks and Recreation facilities/amenities are listed below.

- Paved walking & biking trails (39.3%)
- Community center/recreation center (39.0%)

The percentage of respondents who selected each facility/amenity as one of their top four choices is depicted below.

Q9. Parks and Recreation Facilities/Amenities That Are Most Important to Households

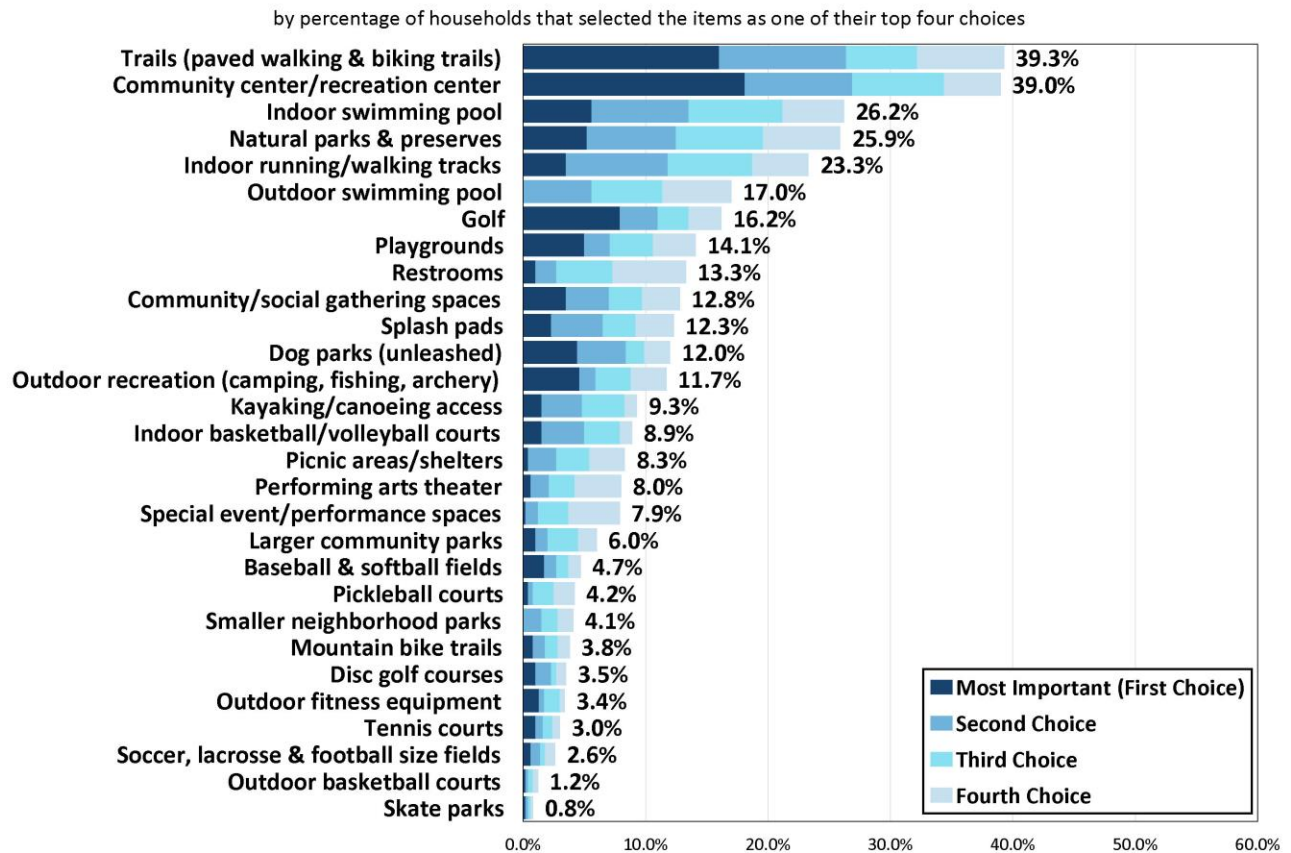


Figure 58 - Facility/Amenity Importance

PARKS AND RECREATION PROGRAM NEEDS

Households were asked to identify if they had a need for 27 programs and rate how well their needs for each were currently being met. The program with the highest percentage of estimated households who have the greatest unmet needs are listed below.

- Adult fitness & wellness programs – 8,527 households (59.6%)

The percentage of households that have unmet needs for each of the 27 programs analyzed is shown.

Q10. Percentage of Households Whose Needs for Facilities/ Amenities Are Being Met Less Than 50%

by percent of households with a need for programs
(based on the estimated number of 14,299 households in Stow, OH)

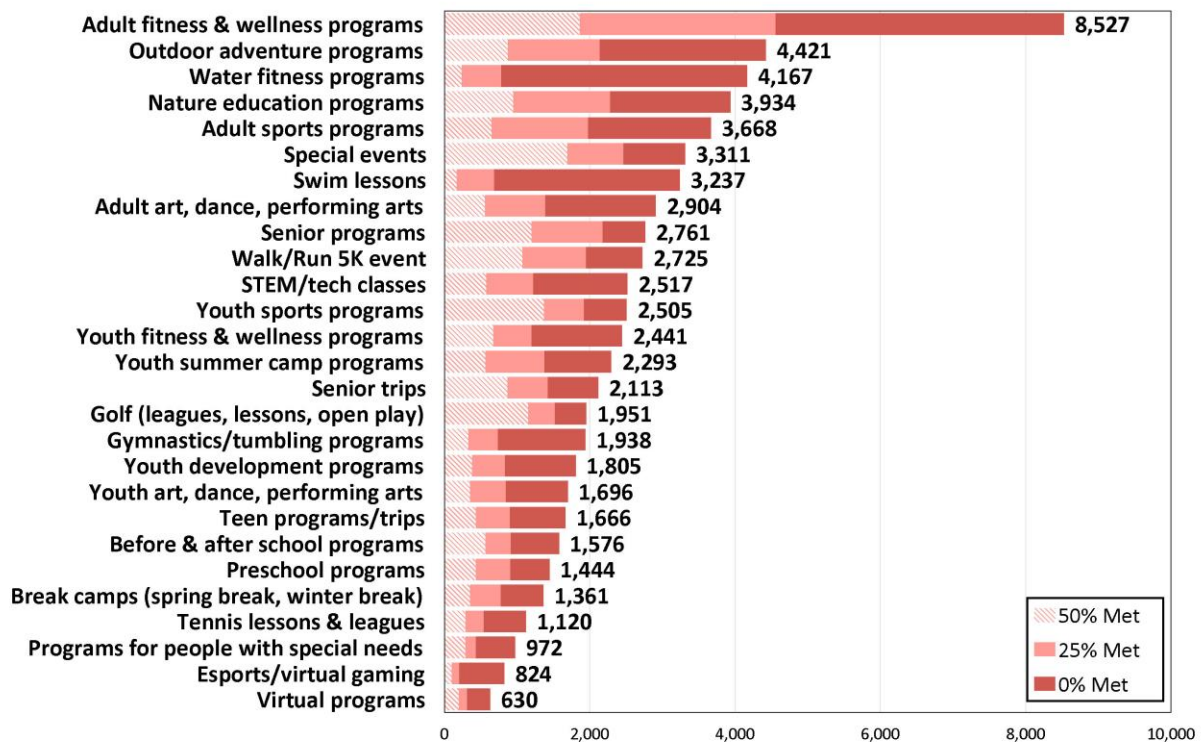


Figure 59 - Program Needs

IMPORTANCE OF PARKS AND RECREATION PROGRAM

In addition to assessing the needs for each program, ETC Institute also assessed the importance that respondents placed on each one. Based on the sum of households' top four choices, the program that respondents considered most important is listed below.

- Adult fitness & wellness programs (47.0%)

The percentage of respondents who selected each recreational program as one of their top four choices is depicted below.

Q11. Parks and Recreation Programs That Are Most Important to Households

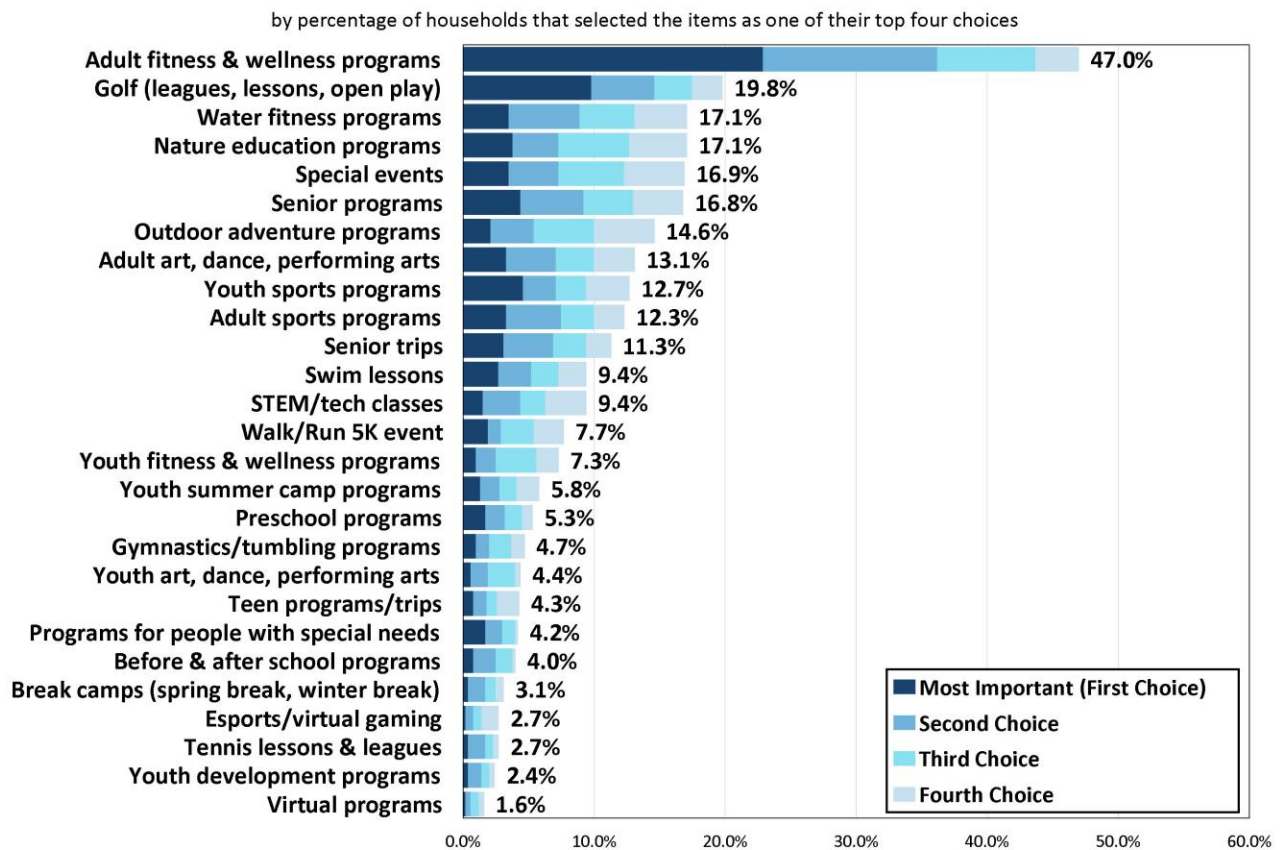


Figure 60 - Program Importance

2.3.3 ADDITIONAL FINDINGS

- Over two-thirds (67.7%) of households used the Silver Springs Park and over one-third (34.4%) of households used the Adell Durbin Park during the past 12-months.
 - 91.6% of households that visited Silver Springs, during the past 12-months, rated the condition as either excellent or good; 8.0% gave a rating of fair and 0.3% gave a rating of poor.
 - 64.6% of households that visited Adell Durbin Park, during the past 12-months, rated the condition as either excellent or good; 27.8% gave a rating of fair and 7.6% gave a rating of poor.
 - The top three parks/facilities that received the highest ratings of excellent/good, regarding their condition, were:
 - Heritage Barn (97.1%)
 - Leona Farris Lodge (93.8%)
 - Fox Den Golf Course (92.4%)
- A quarter (26.0%) of households indicated they or members of their household have participated in recreation programs offered by the City Parks and Recreation during the past two years. Of these households, 51.7% indicated they participated in approximately 1 to 3 programs during the past two years, 41.3% participated in 4 to 10 programs, and 6.9% participated in 11 or more programs.
 - Households were asked, from a list of six (6) various reasons, why their household has participated in City programs. The top three responses were: location of the program facility (56.8%), quality of the program's content (42.4%), and friends participate (40.0%).
 - Most (93.5%) of households that have participated in City programs rated the overall quality of parks and recreation programs as either excellent or good and 6.5% rated the quality as fair.
- The top five ways households learn about City of Stow Parks and Recreation programs and activities are to use.
 - Newspaper articles/advertisements (45.8%)
 - City of Stow website (39.2%)
 - City of Stow & Recreation Program Guide (39.0%)
 - Friends & neighbors (37.7%)
 - Facebook (37.3%)
- The top four information sources that households most prefer to use to learn about City Parks and Recreation programs and activities, based on the sum of their top three choices, are.
 - Facebook (41.1%)
 - City of Stow website (34.8%)
 - Newspaper articles/advertisements (33.0%)
 - City of Stow & Recreation Program Guide (32.5%)
- The top four reasons that households indicated were reasons that prevent them or other household members from using parks, recreation facilities, and programs of the City of Stow more often were:
 - I do not know what is being offered (44.6%)
 - No indoor community center (33.8%)
 - Not enough time (22.9%)
 - Health/safety concerns due to COVID-19 (17.9%)
- Organizations that are used by over most households, for parks and recreation programs, services, and facilities, are Summit Metro Parks (60.2%) and Cuyahoga Valley National Park (58.1%).

- 49.4% of households indicated they use the City of Stow Parks and Recreation for parks and recreation programs, services, and facilities.
- Households strongly agree/agree that the City of Stow parks, facilities, and recreation programs/services provides them and the community preservation of open space and protects the environment (83.3%), makes the City a more desirable place to live (82.4%), and improves physical health and fitness (77.1%).
- In the past two years, over half of households (55.2%) attended the Stow 4th of July Parade, 45.8% attended the Stow Summer Sunset Blast, and 33.1% attended the Glow with Stow Holiday Lighting.
- Households were asked which days of the week and time of the day members of their household would more prefer to use recreation programs offered by the City.
 - Children (under age 6):
 - Most preferred day of the week: Saturday (67.1%)
 - Most preferred time(s) of the day: morning (35.6%) and afternoon (24.4%)
 - 26.7% responded with anytime
 - Youth (ages 6-12):
 - Most preferred day of the week: Saturday (60.4%) and Sunday (14.3%)
 - Most preferred time(s) of the day: evening (30.9%) and afternoon (29.9%)
 - 25.8% responded with anytime
 - Teen (ages 13-17):
 - Most preferred day of the week: Saturday (53.3%) and Sunday (18.7%)
 - Most preferred time(s) of the day: evening (42.0%) and afternoon (26.1%)
 - 23.9% responded with anytime
 - Adult (ages 18-59):
 - Most preferred day of the week: Saturday (47.9%) and Sunday (18.3%)
 - Most preferred time(s) of the day: evening (34.0%) and anytime (31.1%)
 - Older Adult (ages 60 years or older):
 - Most preferred day of the week: Saturday (23.1%), Wednesday (21.9%), Monday (18.3%), Sunday (14.8%), and Tuesday (14.2%)
 - Most preferred time(s) of the day: morning (30.5%) and afternoon (27.8%)
 - 28.3% responded with anytime
- Households were asked how supportive they would be for major actions that the City could take to improve the parks and recreation system. The top five actions that had the highest level of support (sum of very supportive/somewhat supportive responses) from households were:
 - Improve the existing trail system (79.6%)
 - Improve the existing parks (79.4%)
 - Develop new walking trails (79.2%)
 - Develop a new community recreation center (79.0%)
 - Improve existing park restrooms (77.1%)
 - Based on the sum of household's top four choices, the action that the majority (51.3%) of households would be most willing to fund is to develop a new community recreation center.
 - Households were asked if they had a budget of \$100 to spend on parks and recreation services, how would they allocate the funds among categories of services.
 - Households would allocate an average of,
 - \$36.32 dollars to the development of a new indoor community recreation center,
 - \$17.02 to the development of new walking and biking trails for additional connectivity,

- \$16.77 for improvements/maintenance of existing parking and recreation facilities,
- \$10.45 for the improvement/maintenance of existing restrooms,
- \$8.11 for the improvement to outdoor winter recreation,
- \$7.23 to the development of new parks, and
- \$4.10 to other categories.
- Based on the household's perception of value, 51.1% of households would want to increase funding to fund future parks, recreation, trails, and open space needs, 35.7% would maintain existing funds, 0.4% would reduce funding, and 12.8% are not sure.
- Sixty-one percent (61.2%) of households are very satisfied/somewhat satisfied with the overall value their household receives from the City Parks and Recreation Department; 29.0% are neither satisfied or dissatisfied and 9.8% are very dissatisfied/somewhat dissatisfied.

2.3.4 CONCLUSION

To ensure that the City of Stow Parks and Recreation Department continues to meet the needs and expectations of the community, ETC Institute recommends that the Park and Recreation Department sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The ratings for Parks and Recreation facilities, amenities, programs, and events are listed below.

- Parks and Recreation Facilities and Amenities Rated as High Priority Items:
 - Community center/recreation center (PIR Rating = 199.2)
 - Paved walking & biking trails (PIR Rating = 161.0)
 - Indoor swimming pool (PIR=159.7)
 - Indoor running/walking tracks (PIR=151.3)
 - Natural parks & preserves (PIR Rating = 120.6)
 - Outdoor swimming pool (PIR Rating = 117.9)
- Parks and Recreation Programs Rated as High Priority Items:
 - Adult fitness & wellness programs (PIR Rating = 200.0)

CHAPTER THREE – PARK AND FACILITY ASSESSMENT

3.1 INVENTORY ASSESSMENT

This information was gathered during field visits to all the parks and recreation sites, focus group sessions, and discussions with Parks and Recreation staff members. Once all the information was collected and the park data was filed, a report was created to showcase these results. This report is intended to describe the facilities and programs in the recreation system, including programs and activities at each site, maintenance issues, preventive maintenance needs, risk management issues, among other maintenance assessment observations. An associated parks map was created to identify where existing parks and recreation sites are located and distributed throughout the City of Stow.

As a result, there were some key findings from the inventory assessment that the consultant team observed and incorporated into our park masterplans and overall recommendations. These key recommendations include implementation of design standards for both neighborhood and community parks, unique regional park program elements, revenue generation from existing park amenities, additional trail connections, larger maintenance staff warranted for the amount of parkland, and a need for a multi-generational center. Overall, the park maintenance and features are in good condition and well maintained within the existing parks. See the Parks Assessment report in the **Appendix G** for additional key findings and recommendations.



3.2 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards are guidelines that define service areas based on population that supports investment decisions related to parks, facilities, and amenities. LOS standards can and will change over time as the program lifecycles change and demographics of a community change.

Every agency has diverse needs depending on the demographics of the community, the residents' interests, the history and culture of the area, as well as the geography and climate. All these issues are factors that need to be considered when evaluating what programs, services, and infrastructure should be included in a Parks and Open Space Master Plan Update.

To establish what the wants and needs of the community are for this updated plan, Stow Park and Recreation staff relied on the following data sources and evaluations:

- National Parks and Recreation Association (NRPA) recommendations for the number of facilities per population.
- A 2022 statistically valid survey conducted for the City of Stow conducted by ETC Institute that asked a number of questions about park related needs, recreation programming needs and resident overall needs in the City.
- Interviews with Department staff and key leaders.

It is important to note that these LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Stow, gaps or surpluses in park and facility types are revealed.

According to the LOS, there are multiple needs to be met in Stow to properly serve the community today and in the future. For example, hiking/fitness trail standards have increased due to the community's wants and needs.

The standards that follow are based upon population figures for 2021 and 2026, the latest estimates available at the time of analysis.

Current Inventory					Current LOS			Recommended Standard			2021 Current Needs			2026 Need Forecast		
Item	Stow	Schools	Summit Metro Park	Total Inventory	Service Level Based on Current Population			Recommended Service Levels for Study Area			Assessment	Additional Need		Assessment	Additional Need	
PARKLAND																
Neighborhood Parks	76.8	-		76.8	2.19	acres per	1,000	2.50	acres per	1,000	Need Exists	11	Acres	Need Exists	12	Acres
Community Parks	331.0	-		331.0	9.42	acres per	1,000	9.75	acres per	1,000	Need Exists	12	Acres	Need Exists	13	Acres
Special Use Parks/Facilities	156.5	-		156.5	4.45	acres per	1,000	4.50	acres per	1,000	Need Exists	2	Acres	Need Exists	2	Acres
Total Developed Park Acres	564.3	-		564.3	16.06	acres per	1,000	16.75	acres per	1,000	Need Exists	24	Acres	Need Exists	27	Acres
Undeveloped Parks		-		-	-	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres
Total Park Acres	564.3	-		564.3	16.06	acres per	1,000	16.75	acres per	1,000	Need Exists	24	Acres	Need Exists	27	Acres
TRAILS																
Hiking/Fitness Trails	9.00	-	13.50	22.50	0.64	miles per	1,000	0.75	miles per	1,000	Need Exists	3.86	Miles	Need Exists	3.99	Miles
OUTDOOR FACILITIES																
Shelters/Pavilions	7	1		8	1	site per	4,393	1	site per	4,000	Need Exists	1	Sites	Need Exists	1	Sites
Rectangular Fields (Football, Soccer, Multipurpose)	6	2		8	1	field per	4,393	1	field per	4,000	Need Exists	1	Fields	Need Exists	1	Fields
Baseball/Softball Diamonds	7	3		10	1	field per	3,429	1	field per	3,000	Need Exists	1	Fields	Need Exists	2	Fields
Basketball Courts	4	0		4	1	court per	8,270	1	court per	5,000	Meets Standard	-	Courts	Need Exists	3	Courts
Tennis Courts	4	2		6	1	court per	6,390	1	court per	7,000	Meets Standard	-	Courts	Meets Standard	-	Courts
Playgrounds	10	2		12	1	site per	2,929	1	site per	2,500	Need Exists	2	Sites	Need Exists	2	Sites
Dog Parks	1	-		1	1	site per	35,147	1	site per	40,000	Meets Standard	-	Sites	Meets Standard	-	Sites
Skate Park	1	-		1	1	site per	35,147	1	site per	40,000	Meets Standard	-	Sites	Meets Standard	-	Sites
Outdoor Pools		-		-	1	site per	#DIV/0!	1	site per	40,000	Need Exists	1	Sites	Need Exists	1	Sites
INDOOR FACILITIES																
Indoor Recreation/Gymnasium (Sq. Ft.)	11,050	-		11,050	0.31	SF per	person	1.50	SF per	person	Need Exists	41,671	Sq. Ft.	Need Exists	41,936	Sq. Ft.
Indoor Aquatics (Sq. Ft.)	-	-		-	-	SF per	person	0.50	SF per	person	Need Exists	17,574	Sq. Ft.	Need Exists	17,662	Sq. Ft.

2021 Estimated Population	35,147
2026 Estimated Population	35,324

Notes:
Population is based on Stow City limits
School inventory has been reduced to 25% of total amount due to the lack of accessibility to the general public.

Figure 61 - Level of Service Standards

3.3 EQUITY MAPS

Service area maps and LOS standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across Stows' service area, and how effective the service is as it compares to the demographic densities. In addition, reviewing per capita guidelines enables the Department to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is oversaturated.

Based on this, the Department's leadership can make appropriate capital improvement decisions that meet systemwide needs while assessing the ramifications of the decision on a specific area.

The following list shows the Equity Maps that were developed for each of the major parks, facilities, and amenities

- Parkland
 - Neighborhood Parks
 - Community Parks
 - Special Use Parks
- Trails
 - Hiking/Fitness Trails
- Outdoor Facilities
 - Shelters/Pavilions
 - Rectangular Fields
 - Baseball/Softball Diamonds
 - Basketball Courts
 - Tennis Courts
 - Playgrounds
 - Skate Park
- Indoor Facilities
 - Indoor Recreation/Gymnasium

The source for the population totals used for LOS standard development is the estimated 2021 population as reported by ESRI. The shaded circular areas in the Equity Maps below indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section. The shaded areas vary in size and are dependent upon the quantity of a given amenity (or acre type) at each site and the service levels available to the surrounding population. The larger the circle, the more people a given amenity or park acre serves and vice versa. Additionally, some circles are shaded a different color which represents the "owner" of that particular amenity or acre type.

There is a legend in the bottom left-hand corner of each map depicting the various owners included in the equity mapping process. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type.

3.3.1 NEIGHBORHOOD PARKS

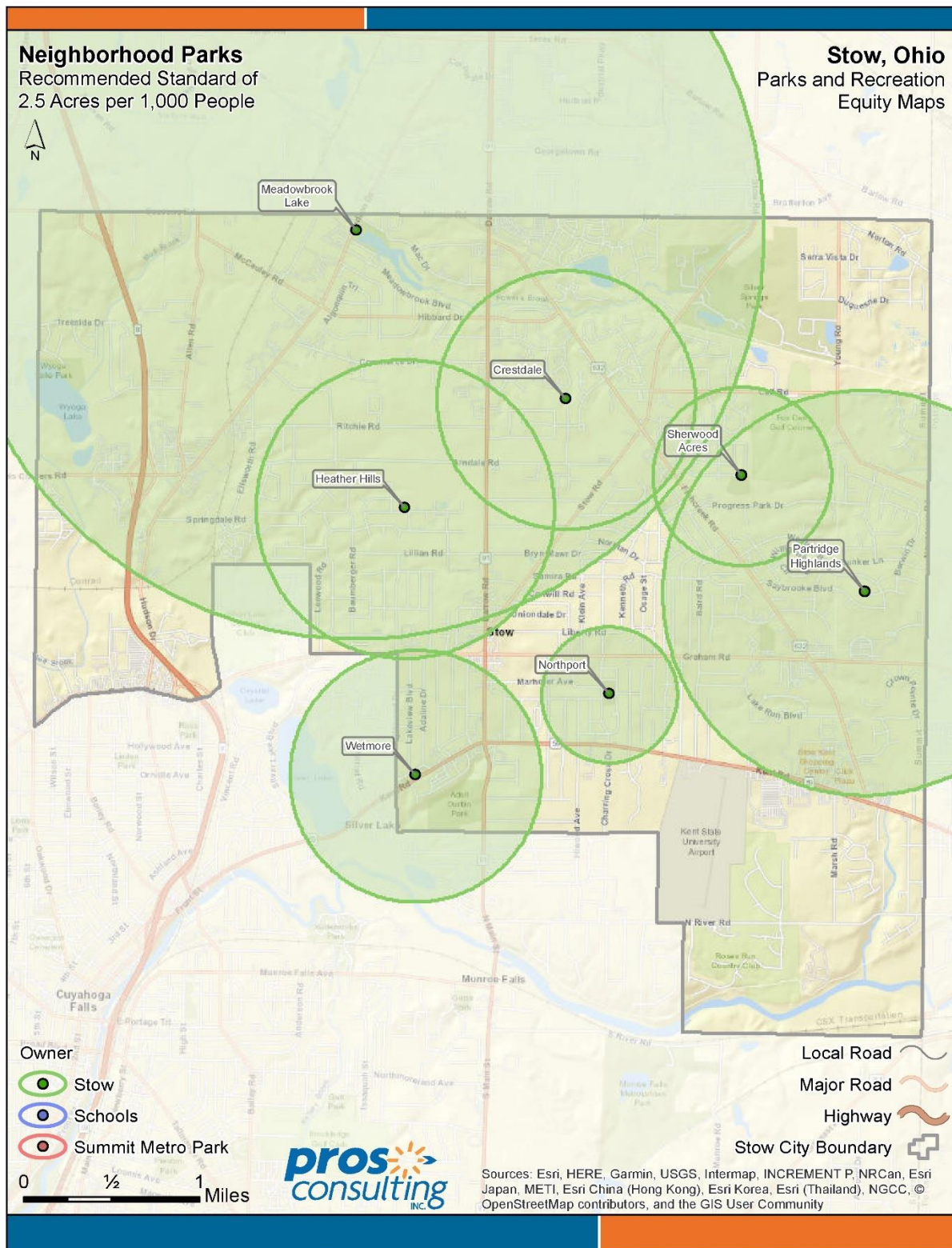


Figure 62 - Neighborhood Parks

3.3.2 COMMUNITY PARKS

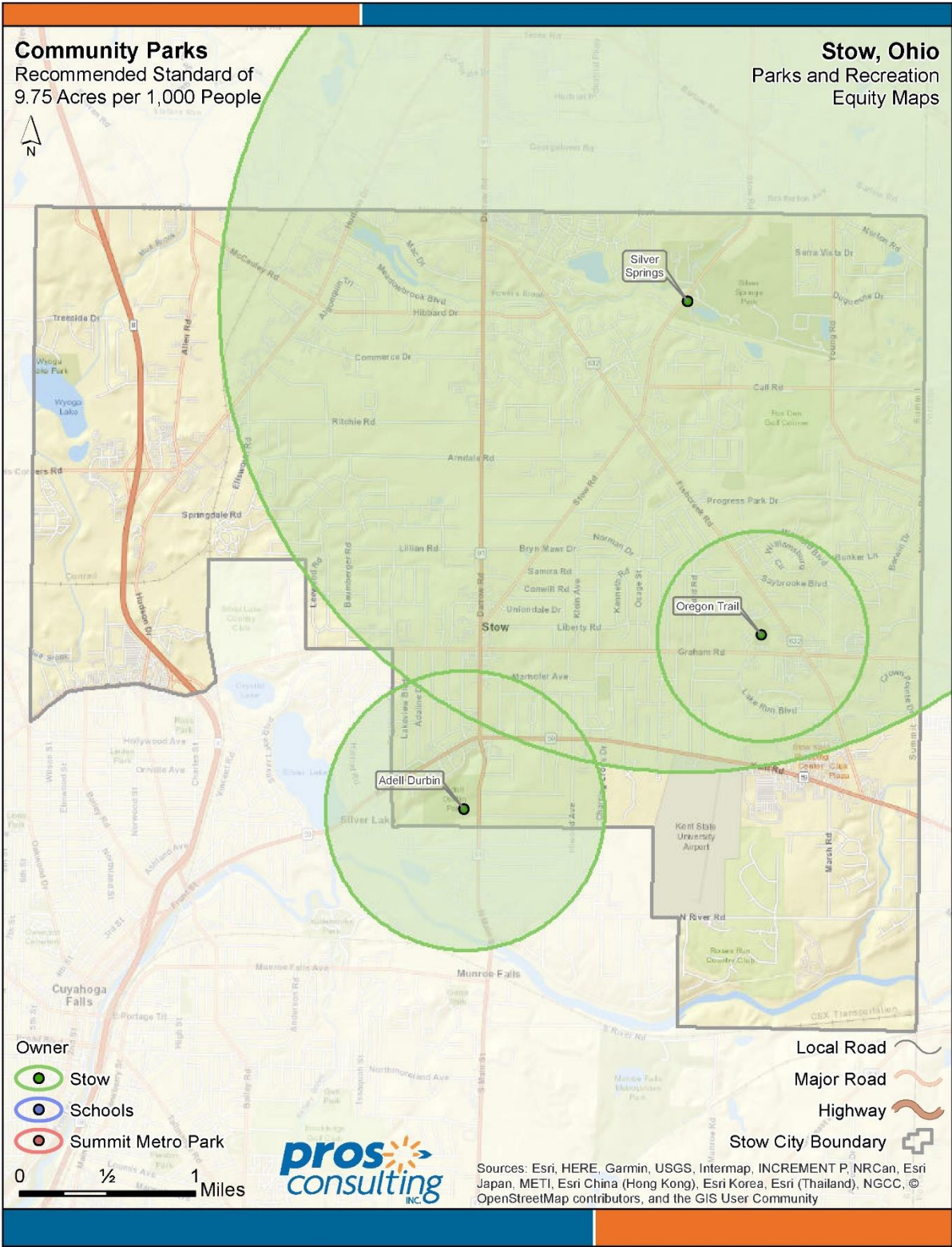


Figure 63 - Community Parks

3.3.3 SPECIAL USE PARKS/FACILITIES

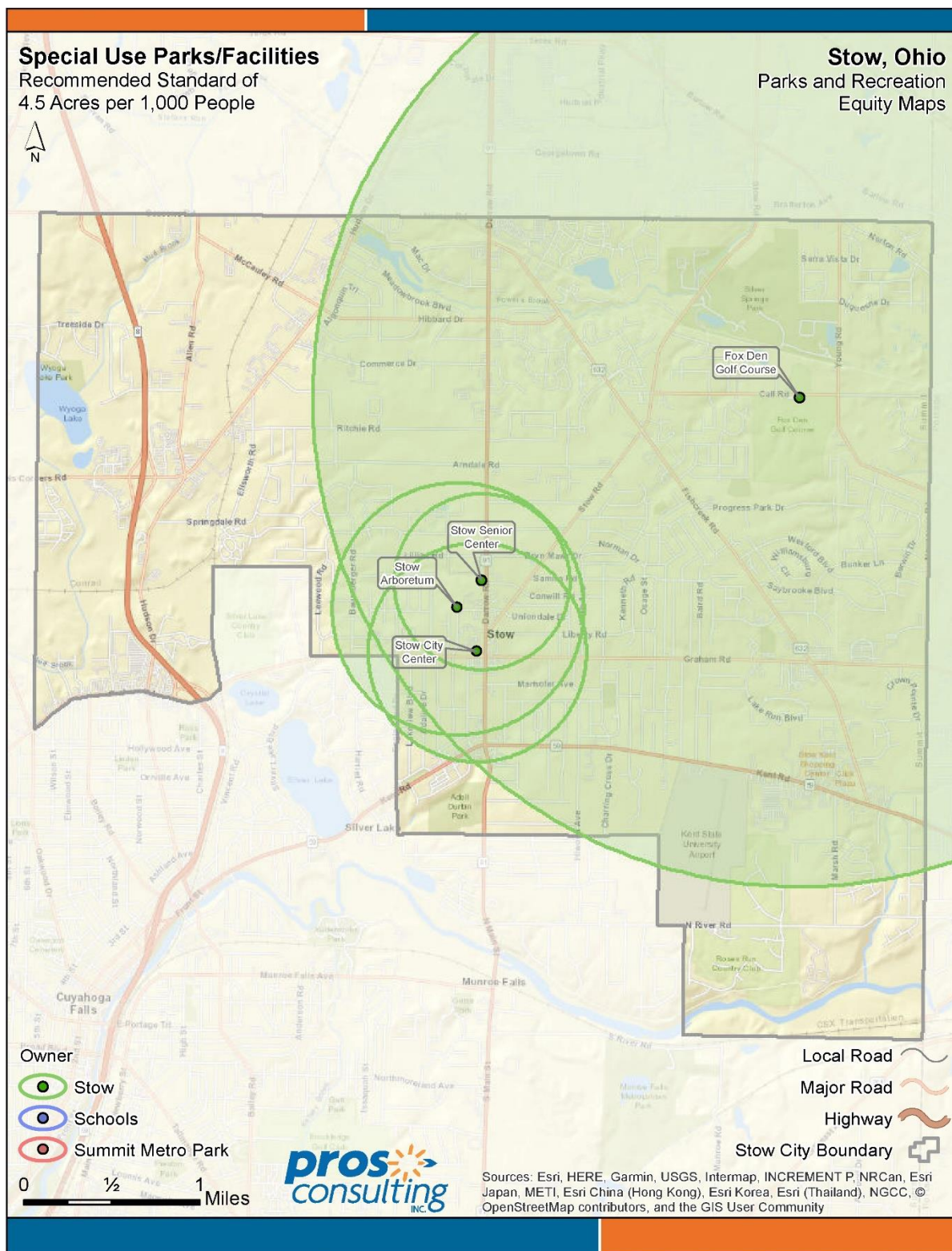


Figure 64 - Special Use Parks/Facilities

3.3.4 HIKING/FITNESS TRAILS

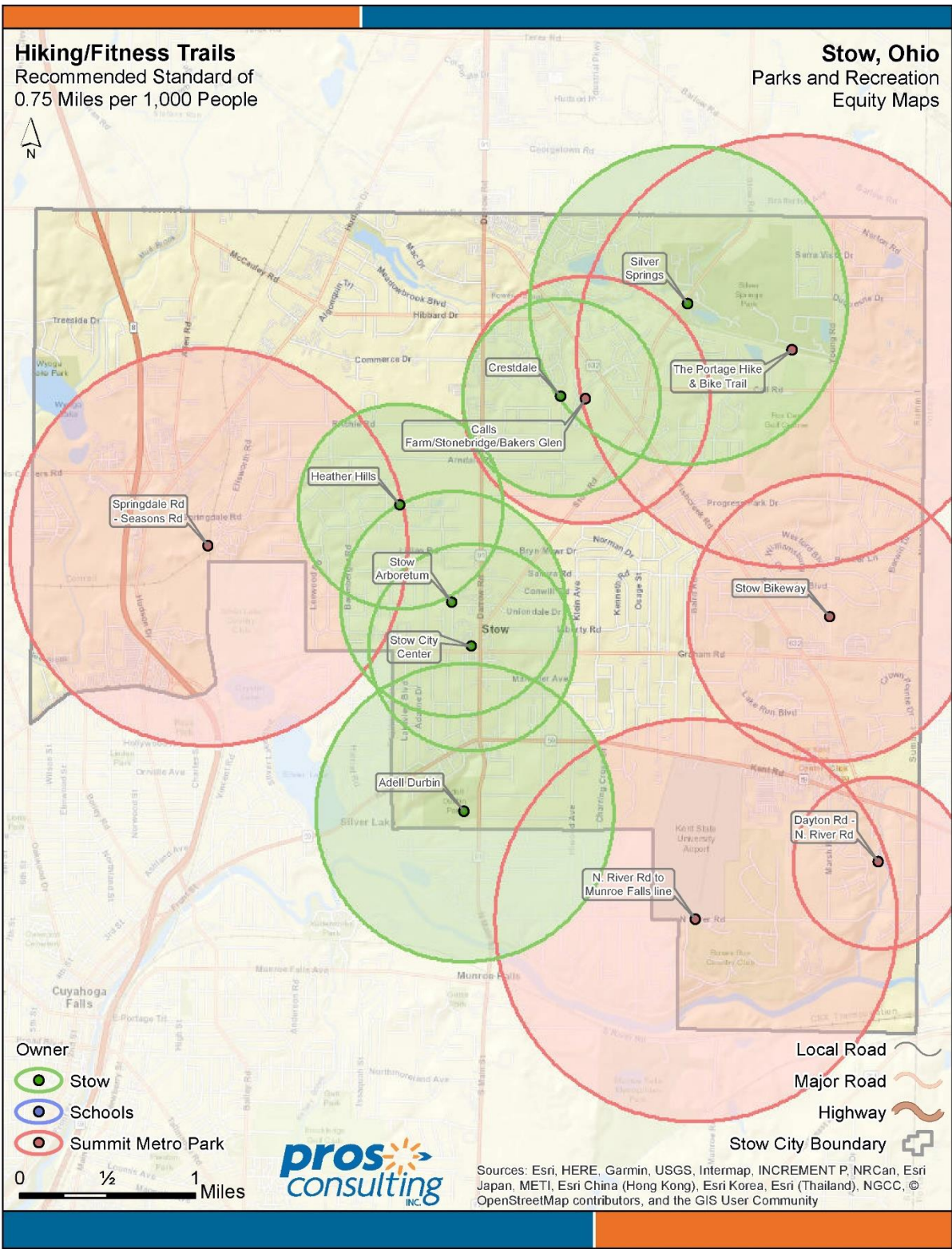


Figure 65 - Hiking/Fitness Trails

3.3.5 SHELTERS/PAVILIONS

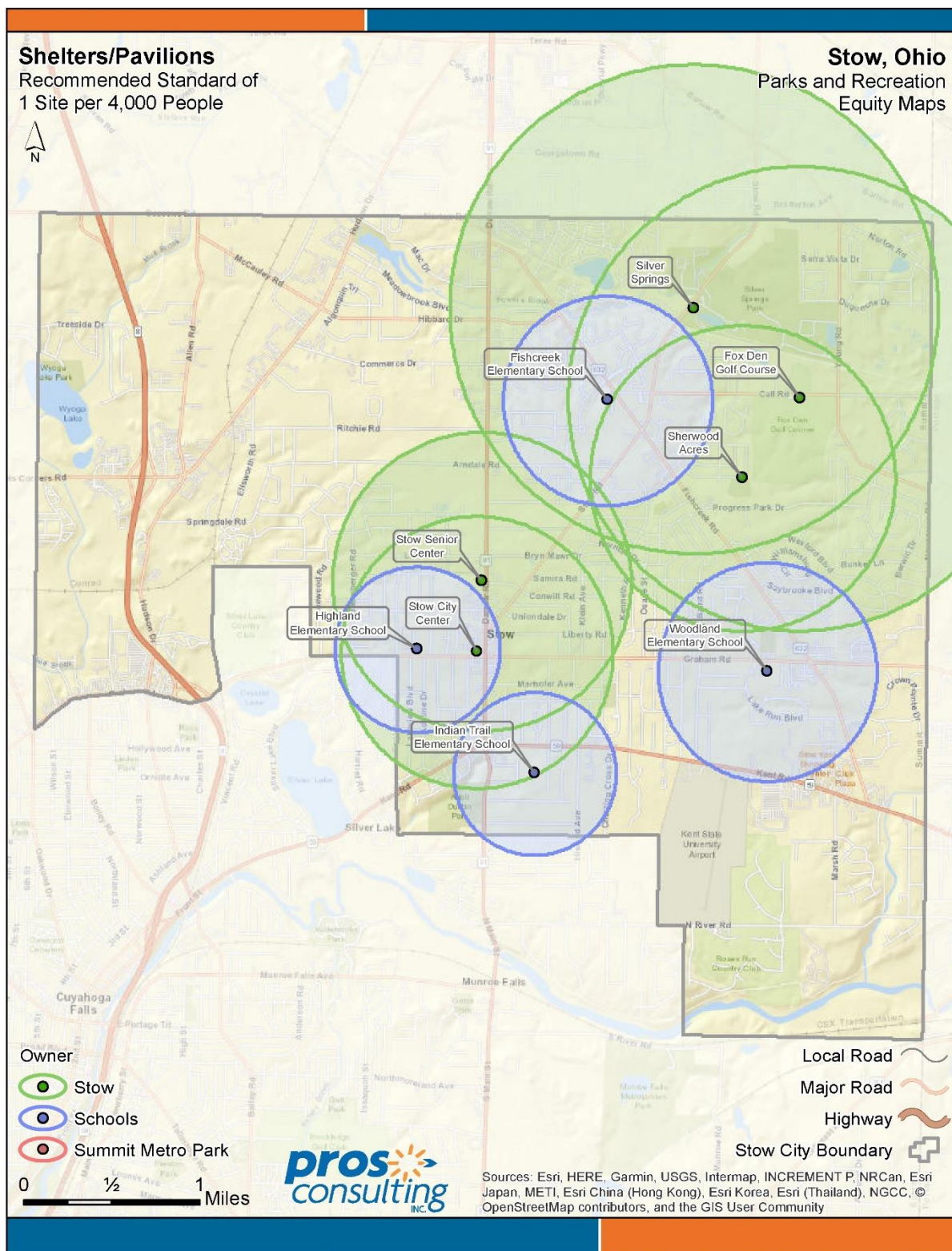


Figure 66 - Shelters/Pavilions

3.3.6 RECTANGULAR FIELDS

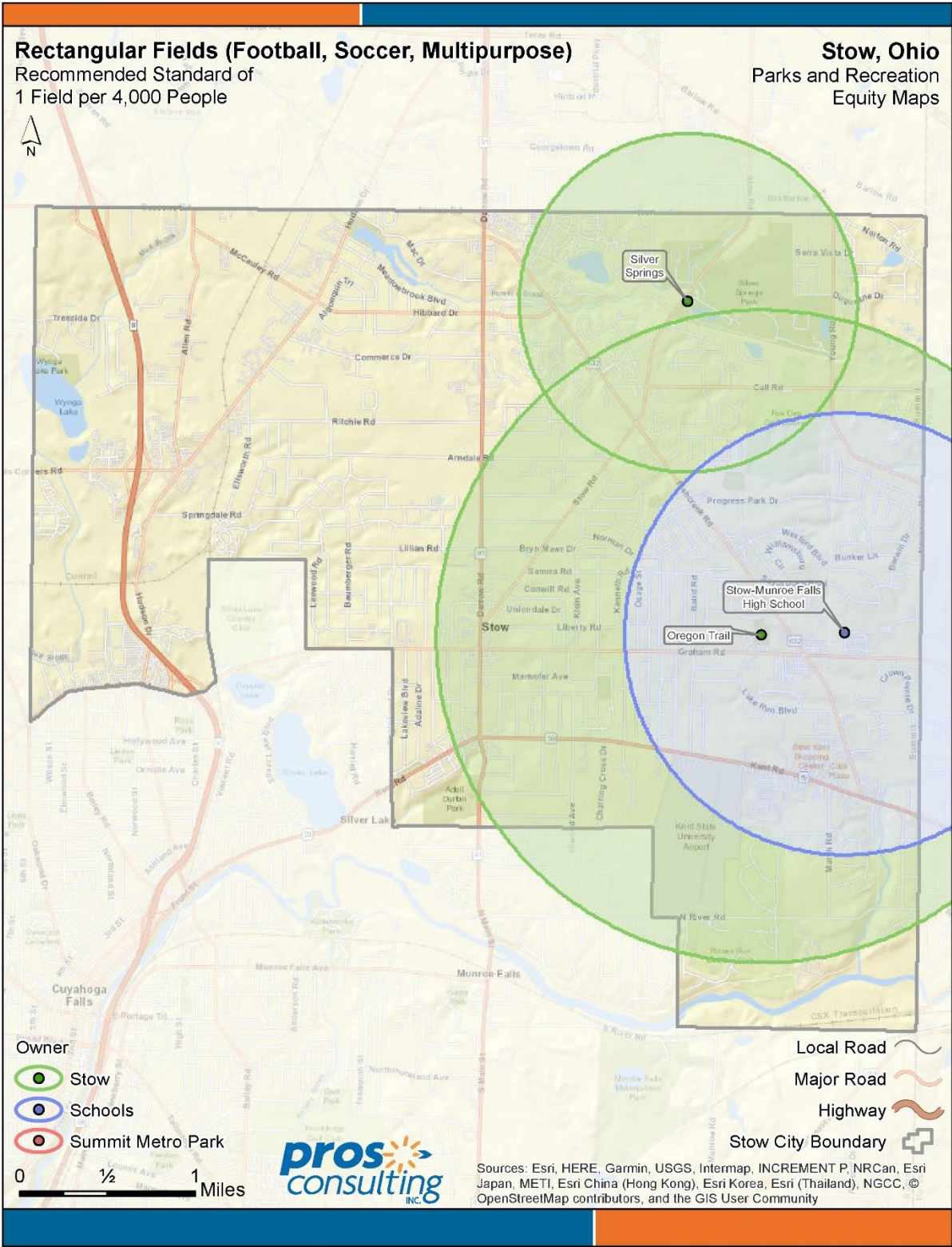


Figure 67 - Rectangular Fields

3.3.7 BASEBALL/SOFTBALL DIAMONDS

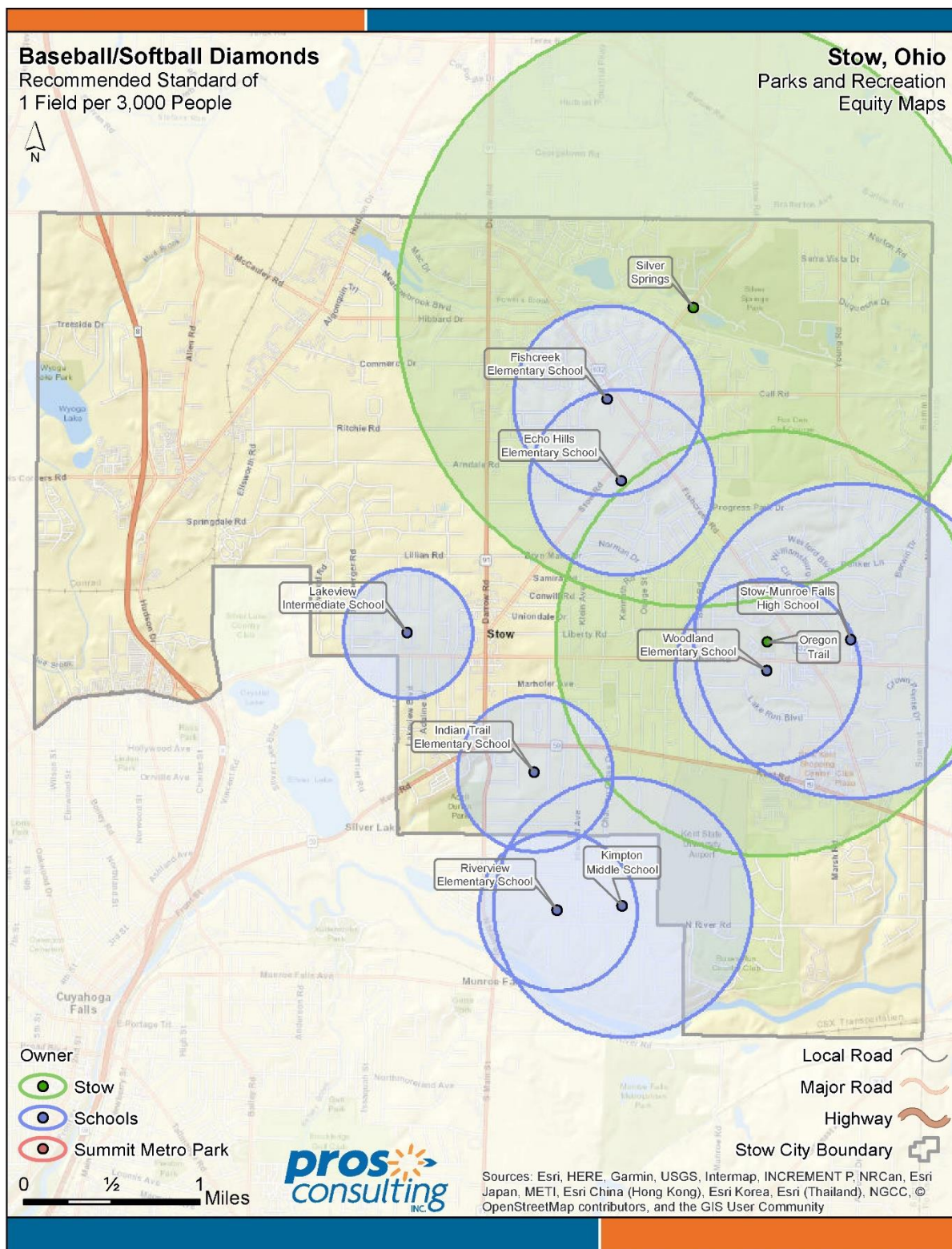


Figure 68 - Baseball/Softball Diamonds

3.3.8 BASKETBALL COURTS

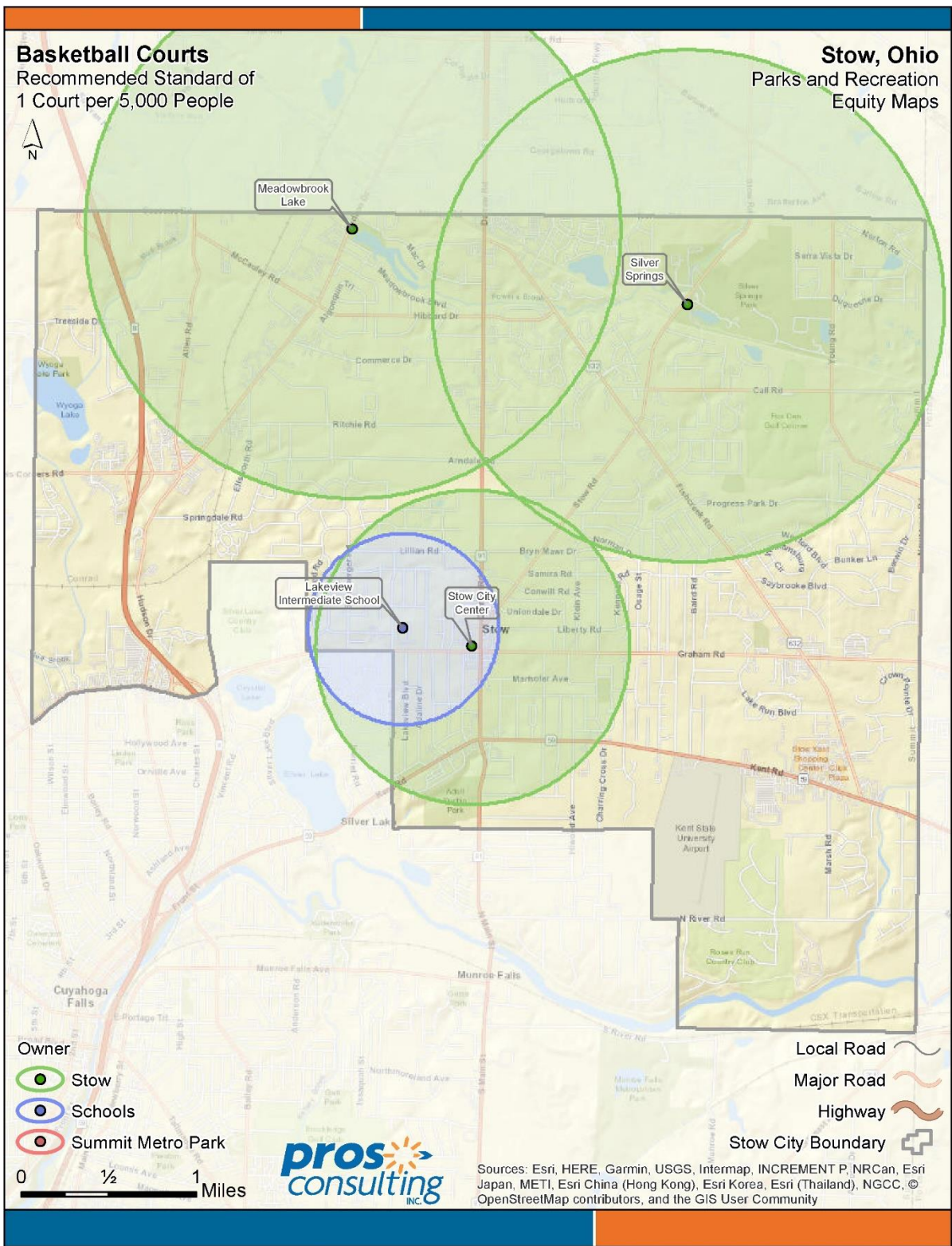


Figure 69 - Basketball Courts

3.3.9 TENNIS COURTS

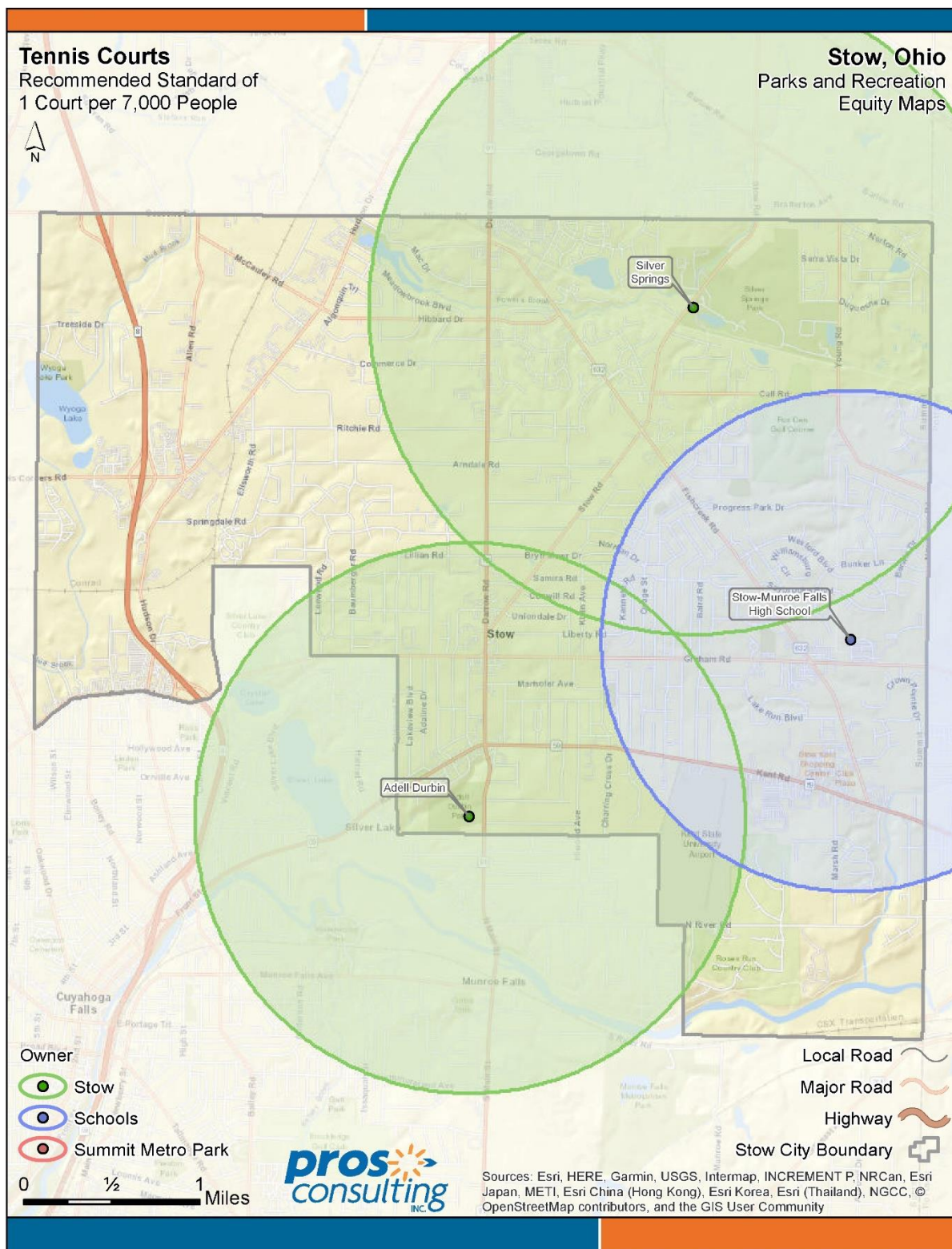


Figure 70 - Tennis Courts

3.3.10 PLAYGROUNDS

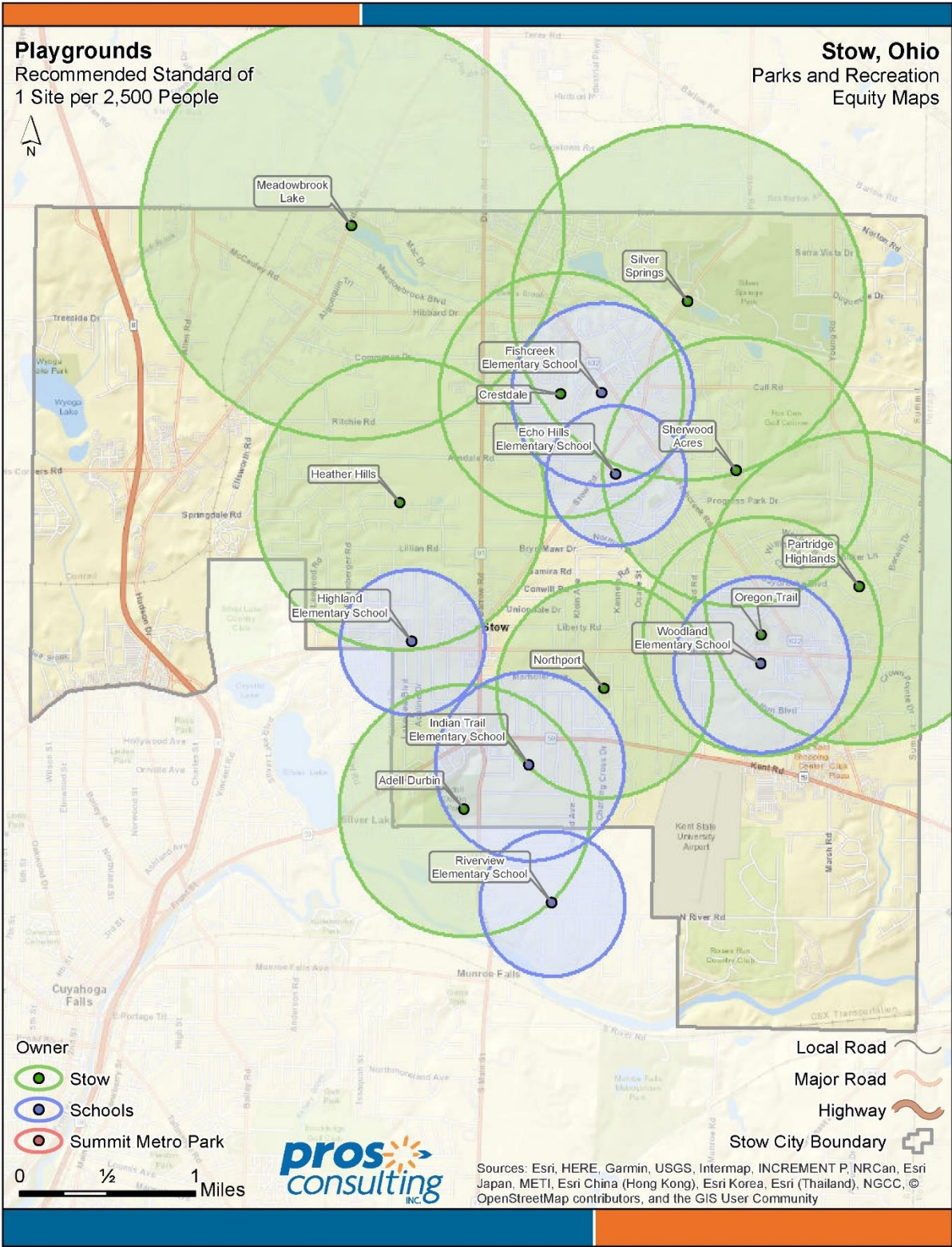


Figure 71 - Playgrounds

3.3.11 DOG PARKS

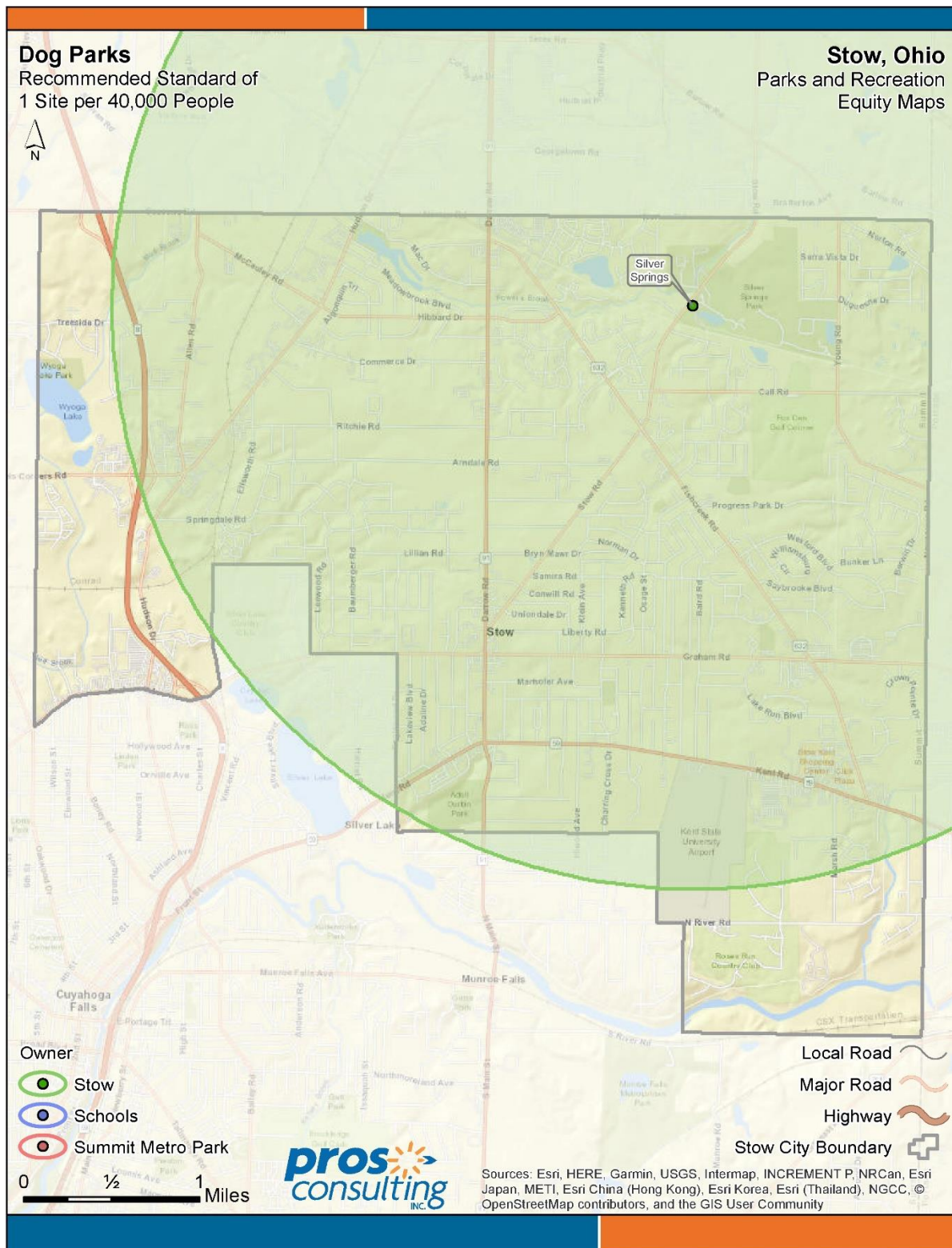


Figure 72 - Dog Parks

3.3.12 SKATE PARK

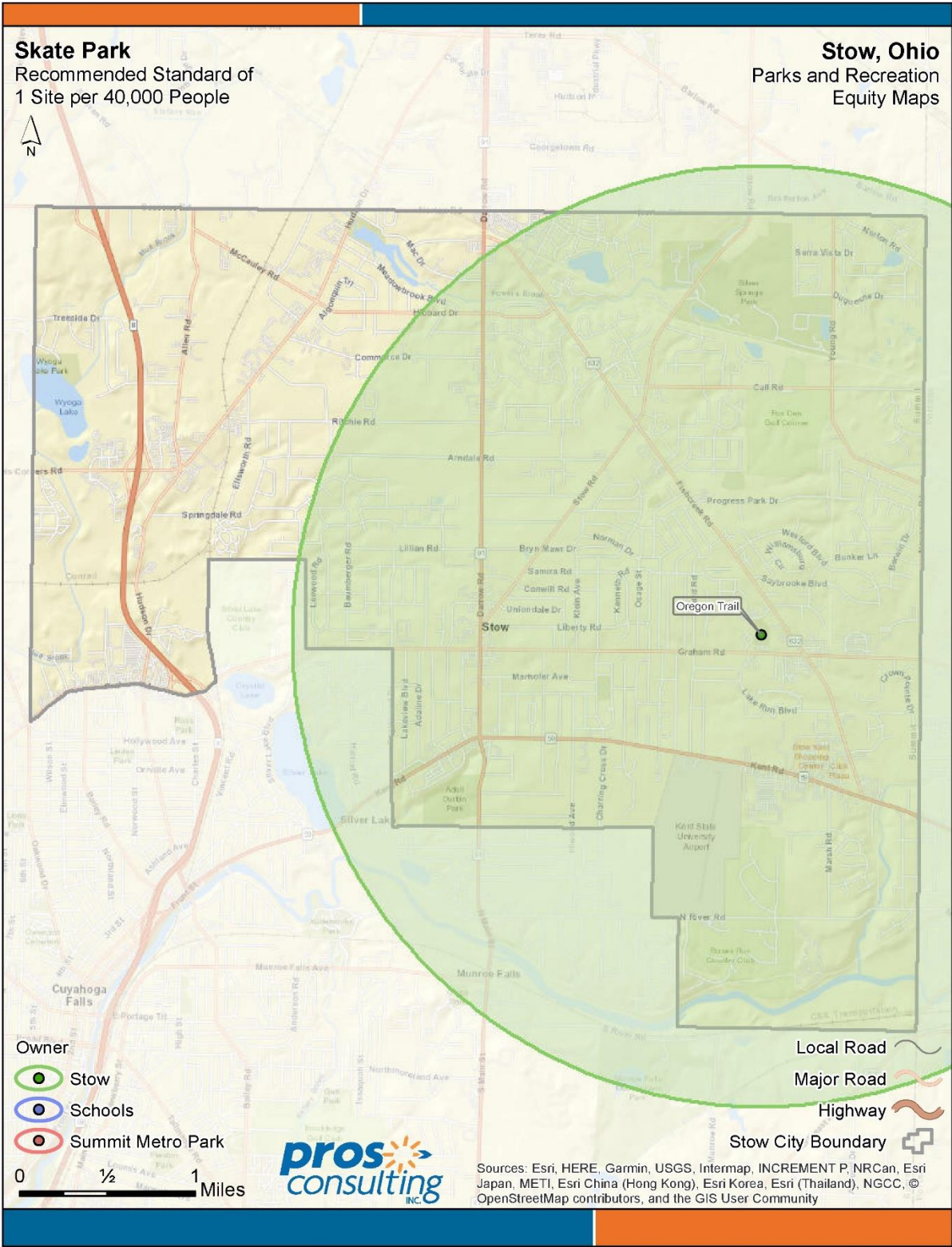


Figure 73 - Skate Parks

3.3.13 INDOOR RECREATION/GYMNASIUM

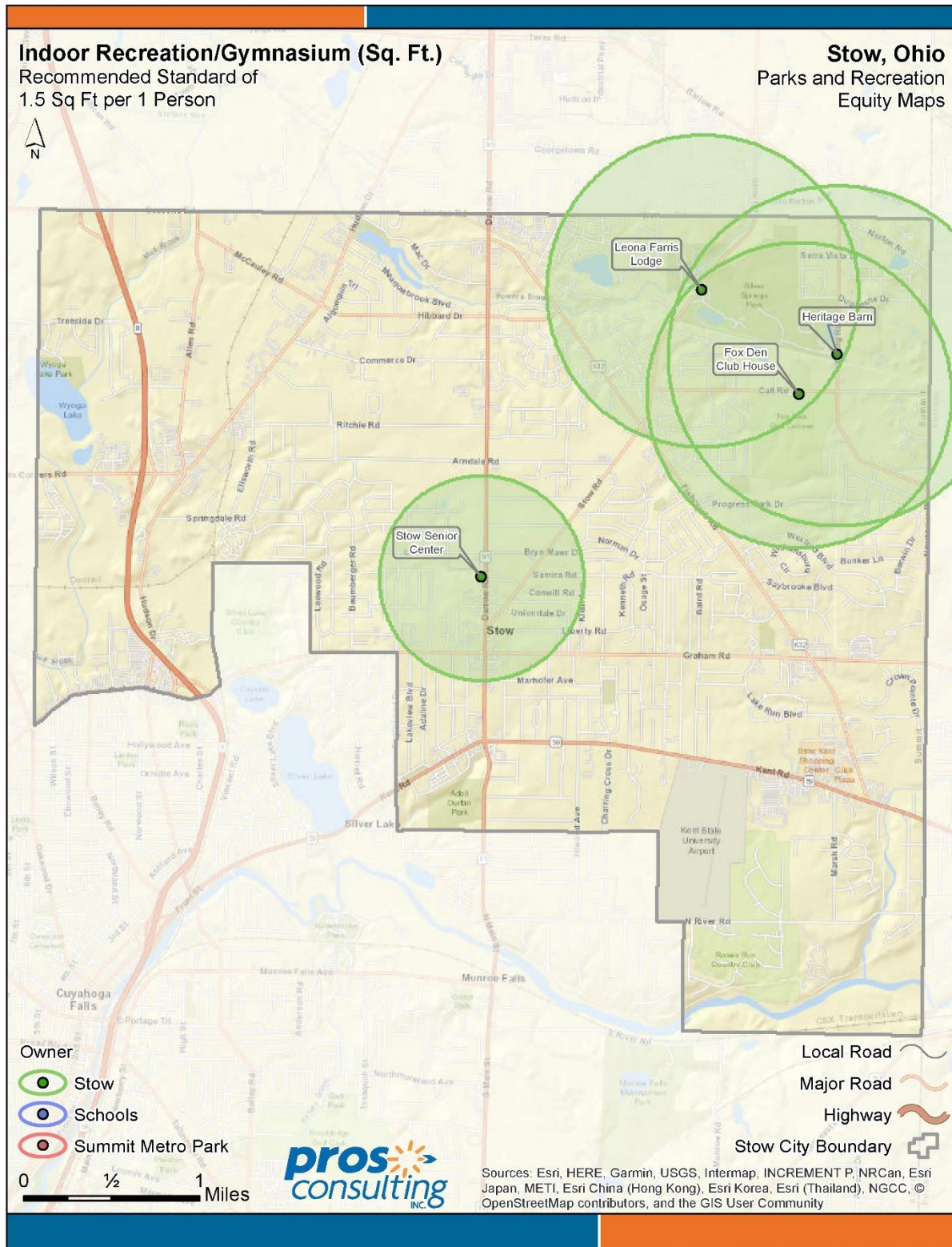


Figure 74 - Indoor Recreation

3.4 AMENITY AND PROGRAM PRIORITY RANKINGS

3.4.1 PRIORITIES FOR PARKS AND RECREATION FACILITY AND AMENITY INVESTMENTS.

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that households place on each facility/amenity/program and (2) how many households have unmet needs for the facility/amenity/program. Details regarding the methodology for this analysis are provided in the Findings Report. Based on the Priority Investment Rating (PIR), the six facilities and amenities that were rated as high priorities for investment are listed in the chart to the right.

Top Priorities for Investment for Recreation Facilities & Amenities

Based on the Priority Investment Rating (PIR)

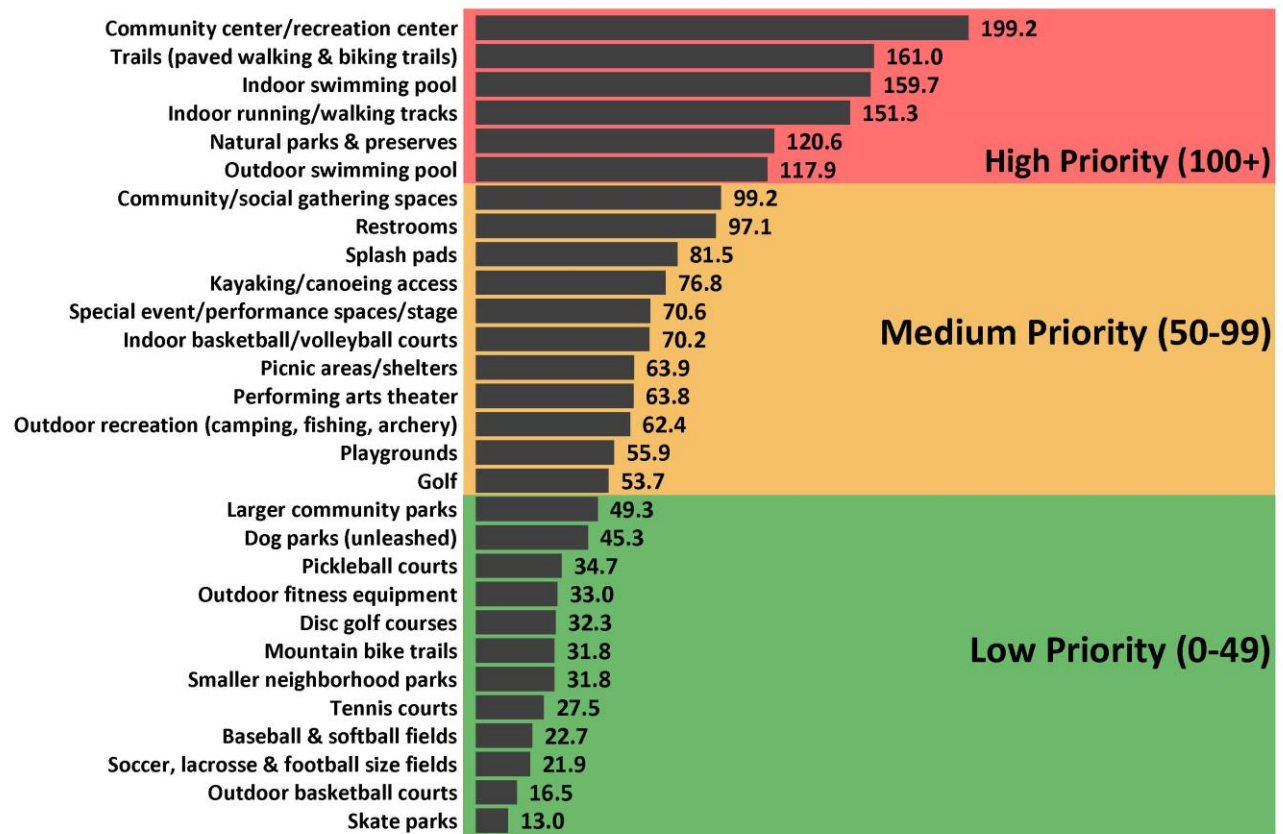


Figure 75 - Top Priorities for Facilities and Amenities

3.4.2 PRIORITIES FOR RECREATIONAL PROGRAM INVESTMENTS

Based on the Priority Investment Rating (PIR), the recreational program that rated as a high priority for investment was:

- Adult fitness & wellness programs (PIR Rating = 200.0)

Top Priorities for Investment for Recreation Programs

Based on the Priority Investment Rating (PIR)

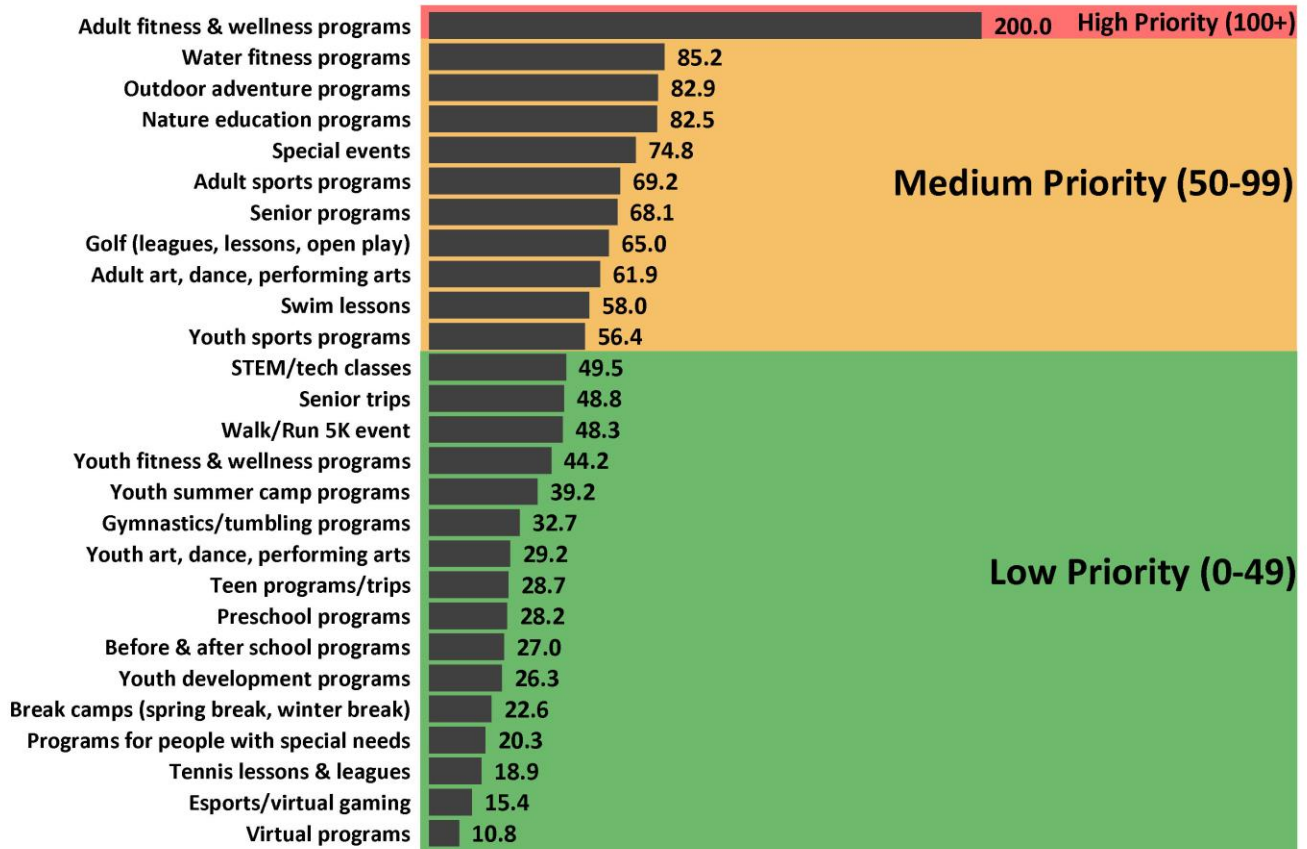


Figure 76 - Top Priorities for Recreation Programs

CHAPTER FOUR – PROGRAM, OPERATIONS AND MAINTENANCE REVIEW

4.1 RECREATION PROGRAM ASSESSMENT

As part of the Stow Parks and Recreation Master Plan, the consulting team conducted a Recreation Program Assessment of the services offered by the City's Parks and Recreation Department ("Department"). The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The consulting team based these program findings and comments from a review of information provided by the Department, including program descriptions, financial data, website content, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs.

4.1.1 FRAMEWORK

The mission of the Stow Parks and Recreation Department is to "provide FUN AND INTERESTING recreational opportunities that enhance your quality of life and that promote your physical health." To help achieve this mission, the Department provides a broad range of recreation and leisure programming for all ages. These program offerings are supported with dedicated spaces which includes: (10) neighborhood/community parks, (1) golf course, (1) dog beach, (1) campground, (2) rental facilities (Heritage Barn and Leona Farris Lodge), and several trails.



4.1.2 PROGRAM ASSESSMENT OVERVIEW

Below are some overall observations that stood out when analyzing the program assessment sheet:

- Overall, the **program descriptions/goals** do an excellent job of effectively communicating to the public key benefits and desired outcomes of each Core Program Area.
- **Age segment distribution** is aligned with the community's current population but needs to be monitored annually to ensure program distribution continues to match Stow's demographics.
- **Program lifecycles:** Approximately 6% of the system's current programs are categorized in the Introduction Stage, while 7% of programs fall into the Decline Stage. A complete description of Lifecycle Stages can be found in **Section 4.1.4**
- The City currently does not have a formal **volunteer program** that allows residents and organizations to easily get involved and give back to the community. However, the Department does offer various volunteer opportunities throughout the year (e.g., Team Up 2 Clean Up Stow). Moving forward, it is recommended that the Department focuses on a volunteer program initiative to better recruit and engage residents to give back. This process should be tracked and monitored to ensure predetermined outcomes are being met but needs to be better tracked and managed to guarantee efficiency.
- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including printed and online program guides, the City's website, flyers/brochures, direct mail, email blasts, marquee signs, TV advertisements, newsletters, QR codes, and various social media channels as a part of the marketing mix.
- The Department would benefit from identifying Return on Investment (ROI) for all marketing initiatives.
- Opportunity to increase the number of cross-promotions.
- Currently, **customer feedback methods** are somewhat limited. Moving forward, it is highly recommended that the Department begins incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time. Specifically, pre-program evaluation, lost customer surveys, and focus groups are all strong feedback tools that should be considered moving forward.
- **Pricing strategies** are rather consistent but limited across all Core Program Areas. Currently, the most frequently used approaches are age segment pricing, residency rates, cost recovery goals, and customer's ability to pay. These are all useful strategies in increasing participation as well as helping the Department become more self-sufficient and should be continued. Additionally, the Department should contemplate implementing some new pricing strategies.
- **Financial performance measures** such as cost recovery goals are currently being utilized for most programs. Moving forward, it is recommended for staff to begin tracking cost recovery for all program areas. When doing so, the staff should factor in all direct and indirect costs pertaining to programming. A focus on developing consistently earned income opportunities would be beneficial to the Department's overall quest for greater fiscal sustainability.

4.1.3 CORE PROGRAM AREAS

To help achieve the Department's mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public in focusing on what is most important to the community. Program areas are considered as Core if they meet most of the following criteria:

- The program area has been provided for an extended period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively substantial portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

EXISTING CORE PROGRAM AREAS

In discussions with the Department staff, six Core Program Areas were identified that are currently being offered.



CORE PROGRAM AREA DESCRIPTIONS, GOALS, & EXAMPLE PROGRAMS

Arts/Initiatives		<p>Description: Programming and initiatives offered in a variety of levels; visual arts, theater arts, culinary arts, crafts, and general feel-good programs.</p> <p>Goals: Provide opportunities to participate in quality arts programs and community initiatives; explore creative outlets, work together to advance the community in ways that are marked by a sense of belonging, stewardship, and willingness to act for the common good.</p>	<ul style="list-style-type: none"> • 9/11 Rock Painting • Christmas Eve Jingle • Community Gardens • Paint Your Pet • Stow Scarecrows on the Plaza • Window Painting Event
Camps		<p>Description: Programs that offer socialization and learning in a group setting, longer in duration than regular programs.</p> <p>Goals: Provide opportunity for kids to come together to have fun, develop a sense of independence, gain new skills, develop social skills, try new adventures in a safe environment.</p>	<ul style="list-style-type: none"> • Art Camp • Lacrosse Camp • Safety Town • Summer Day Camp
Events/Festivals		<p>Description: Special events occurring at City Parks/facilities, with larger participation than other programs.</p> <p>Goals: Provide outlets/opportunities that bring family, friends, residents together to make new memories and keep old traditions alive, attract new visitors, build a strong sense of pride for the community.</p>	<ul style="list-style-type: none"> • 4th of July Parade • Escape the Senior Center • Family Movie Night • Paw Fest • Summer Sunset Blast • Trick or Treat Street
Exercise/Fitness		<p>Description: Programs that provide exercise and wellness activities to all ages.</p> <p>Goals: Provide fitness opportunities for all levels, and group classes/programs across a spectrum of exercise-based disciplines.</p>	<ul style="list-style-type: none"> • Ballroom Dance Lessons • Body Sculpting • Fit4Mom / Stroller Strides • Fitness: Sr. Yoga • Hiking Group

Seniors



Description: Programming offered to those ages 55+.

Goals: Provide quality opportunities for education, physical exercise, social interaction, and mental stimulation to the population of 55+ members.

- Brain Games
- Crafting with Kristin
- Fitness and Nutrition as We Age
- Lunch Bunch
- Pinochle & Canasta

Sports



Description: Sports leagues and programs offered for youth and adults.

Goals: Provide the opportunity for sports skill development, sportsmanship, and fun in a participation-based atmosphere.

- Golf – kids
- Karate
- Lacrosse – Girls
- Pickleball
- Soccer
- Softball - men

EXISTING CORE PROGRAM AREA RECOMMENDATIONS

These existing Core Program Areas provide a generally well-rounded and diverse array of programs for the community. Based upon the observations of the consulting team as well as demographic and recreation trends information, Department staff should evaluate Core Program Areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. Furthermore, based on community input, residents have a need for additional exercise/fitness programs, catered towards adults, as well as events/festivals, adult sports, and senior program offerings.



POTENTIAL NEW CORE PROGRAM AREA RECOMMENDATIONS

The Department should explore offering additional Core Program Areas to assist in fulfilling existing unmet needs. Based on the results from the Community Survey, Stow residents have a strong interest in participating in Aquatic Programs, such as water fitness classes and swim lessons. Additionally, there is a need for Outdoor Adventure Programs as well as Nature/Environmental Education. All three of these program areas received a high amount of interest from Stow residents and should be considered when the Department elects to add new Core Program Areas. (See Figures 77)

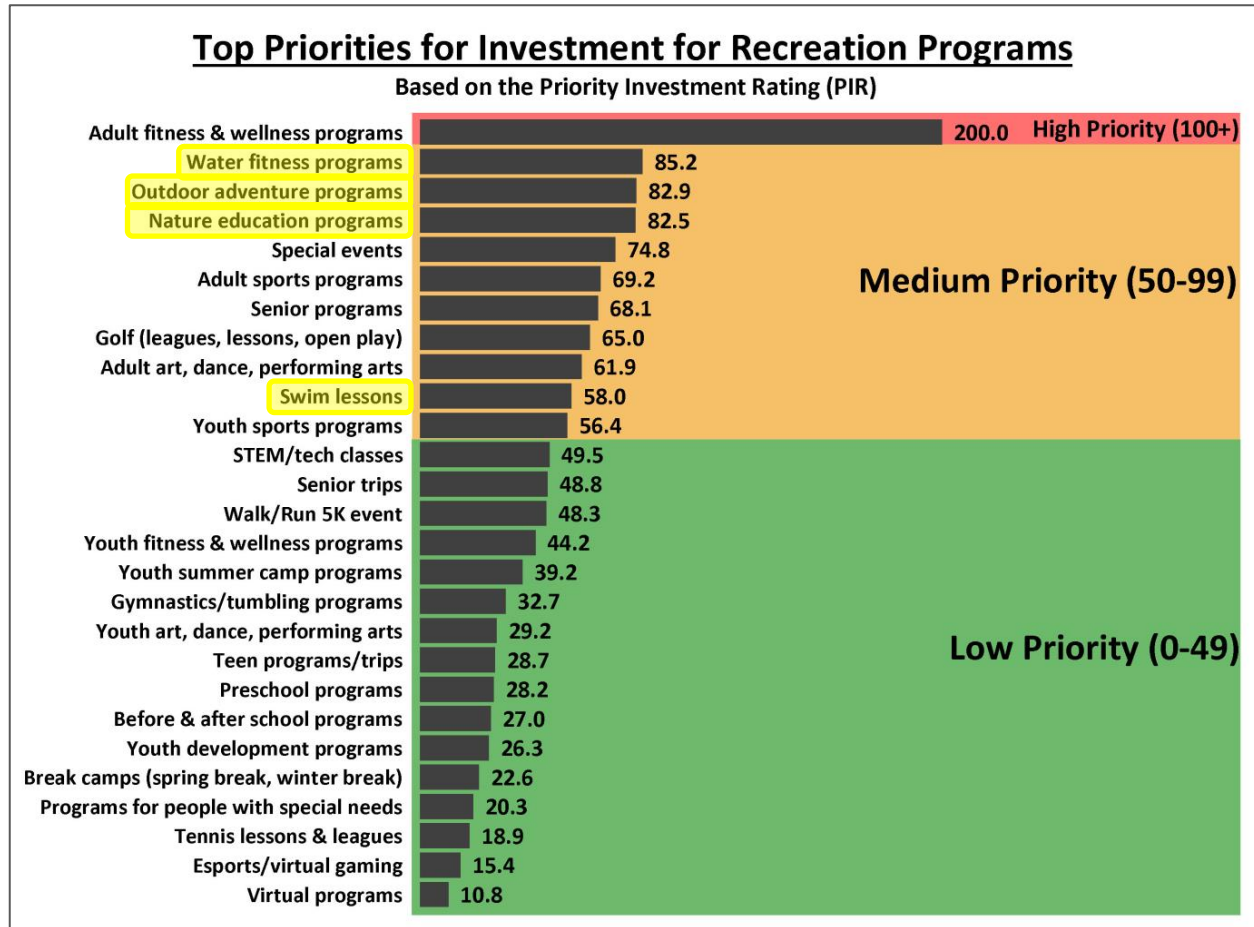


Figure 77: Activities Residents are Most Interested in Participating in

NATIONAL RECREATION TRENDS

Based on the Priority Investment Ratings (PIR), it may be further beneficial for the Department to analyze national trend data to better identify some potential new programs. Below are the outdoor/adventure and aquatic national trends for the most recent year.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Hiking (Day)	37,232	49,697	57,808	55.3%	16.3%
Bicycling (Road)	38,280	39,388	44,471	16.2%	12.9%
Fishing (Freshwater)	37,682	39,185	42,556	12.9%	8.6%
Camping (< 1/4 Mile of Vehicle/Home)	27,742	28,183	36,082	30.1%	28.0%
Camping (Recreational Vehicle)	14,699	15,426	17,825	21.3%	15.6%
Birdwatching (>1/4 mile of Vehicle/Home)	13,093	12,817	15,228	16.3%	18.8%
Fishing (Saltwater)	11,975	13,193	14,527	21.3%	10.1%
Backpacking Overnight	10,100	10,660	10,746	6.4%	0.8%
Bicycling (Mountain)	8,316	8,622	8,998	8.2%	4.4%
Skateboarding	6,436	6,610	8,872	37.8%	34.2%
Fishing (Fly)	6,089	7,014	7,753	27.3%	10.5%
Archery	8,378	7,449	7,249	-13.5%	-2.7%
Climbing (Indoor)		5,309	5,535	n/a	4.3%
Roller Skating, In-Line	6,024	4,816	4,892	-18.8%	1.6%
Bicycling (BMX)	2,690	3,648	3,880	44.2%	6.4%
Climbing (Traditional/Ice/Mountaineering)	2,571	2,400	2,456	-4.5%	2.3%
Climbing (Sport/Boulder)		2,183	2,290	n/a	4.9%
Adventure Racing	2,864	2,143	1,966	-31.4%	-8.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend: Large Increase (greater than 25%) Moderate Increase (0% to 25%) Moderate Decrease (0% to -25%) Large Decrease (less than -25%)					

Figure 79 - Nation Participatory Trends in Outdoor Recreation

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,319	28,219	25,666	-2.5%	-9.0%
Aquatic Exercise	9,226	11,189	10,954	18.7%	-2.1%
Swimming (Competition)	2,892	2,822	2,615	-9.6%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend: Large Increase (greater than 25%) Moderate Increase (0% to 25%) Moderate Decrease (0% to -25%) Large Decrease (less than -25%)					

Figure 78 - National Participatory Trends for Aquatics

4.1.4 PROGRAM STRATEGY ANALYSIS

AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified.

Age Segment Analysis						
Core Program Area	Preschool (5 & under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Arts/Initiatives	P	P	S	P	S	
Camps		P	P			
Events/Festivals						P
Exercise/Fitness	S		S	P	P	
Seniors					P	
Sports		P	P	S	S	

Figure 80: Stow Program Priority by Age Segment

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs to gain a more nuanced view of the data. Based on the age demographics of the City, current programs are well-aligned with the community's age profile. With approximately ¼ of Stow's population falling within the Senior age segment (55+), it is fitting that the Senior segment is highly catered to.

The Department has also done an excellent job catering to the remaining ¾ of the community by ensuring all age segments have dedicated programming geared towards them. Moving forward, it is recommended that the Department continues introducing new programs to address any potential unmet needs. Such programs as Nature Kids, Water Aerobics, and Hiking Clubs are popular programs and were all ranked high in terms of interest in the Community Survey.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It would be best practice to establish a plan including what age segment to target, establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.



PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs if any, need to be discontinued. This analysis is not based on strict quantitative data, but rather, is based on staff members’ knowledge of their programs. The following table shows the percentage distribution of the various lifecycle categories of the City’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New Programs; modest participation	6%	69%	50%-60% Total
Take-Off	Rapid participation growth	24%		
Growth	Moderate, but consistent participation growth	39%		
Mature	Slow participation growth	21%	21%	40%
Saturation	Minimal to no participation growth; extreme competition	3%	10%	0-10% Total
Decline	Declining participation	7%		

Figure 81: Stow Program Lifecycle Distribution

The Lifecycle Analysis depicts a healthy program distribution when compared to the Recommended Distribution. Approximately 69% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). It is recommended to have 50-60% of all programs within these beginning stages because it provides the Department with an avenue to energize its programmatic offerings. Eventually, these programs will begin to move into the Mature stage, so these stages ensure the pipeline for new programs is there.

It may be cause for concern that only 6% of all programs are in the Introductory stage. However, this may be a result of the Covid-19 Pandemic and should be monitored over the coming years. It is key to continue adding new programs in the Introduction stage as those programs are meant to progress through the lifecycle stages. According to staff, 21% of all program offerings fall into the Mature Stage. This stage anchors a program portfolio, and it is recommended to have roughly 40% of programs within the Mature category to achieve a stable foundation.

Additionally, 10% of programs are identified as Saturated or Declining. It is a natural progression for programs to eventually evolve into saturation and decline stages. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for the programs. As programs enter the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Department should modify these programs to begin a new lifecycle within the Introductory stage or replace the existing programs with new programs based on community needs and trends.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

PROGRAM CLASSIFICATION

Conducting a classification of services analysis informs how each program serves the overall organization mission, the goals, and objectives of each Core Program Area, and how the program should be funded regarding tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the Department used a classification method based on three categories: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications.



Figure 82: Program Classifications

With assistance from staff, a classification of programs and services was conducted for all the recreation programs offered by the Department. The results presented in the following table represent the current classification of recreation program services. Programs should be assigned cost recovery goal ranges within those overall categories. A full program list organized by Core Program Areas can be found in **Appendix C**.

Stow Program Classification Distribution		
Essential	Important	Value-Added
10%	30%	60%

Figure 83 - Stow Program Classification Distribution

As the Department continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below in **Figure 84**.

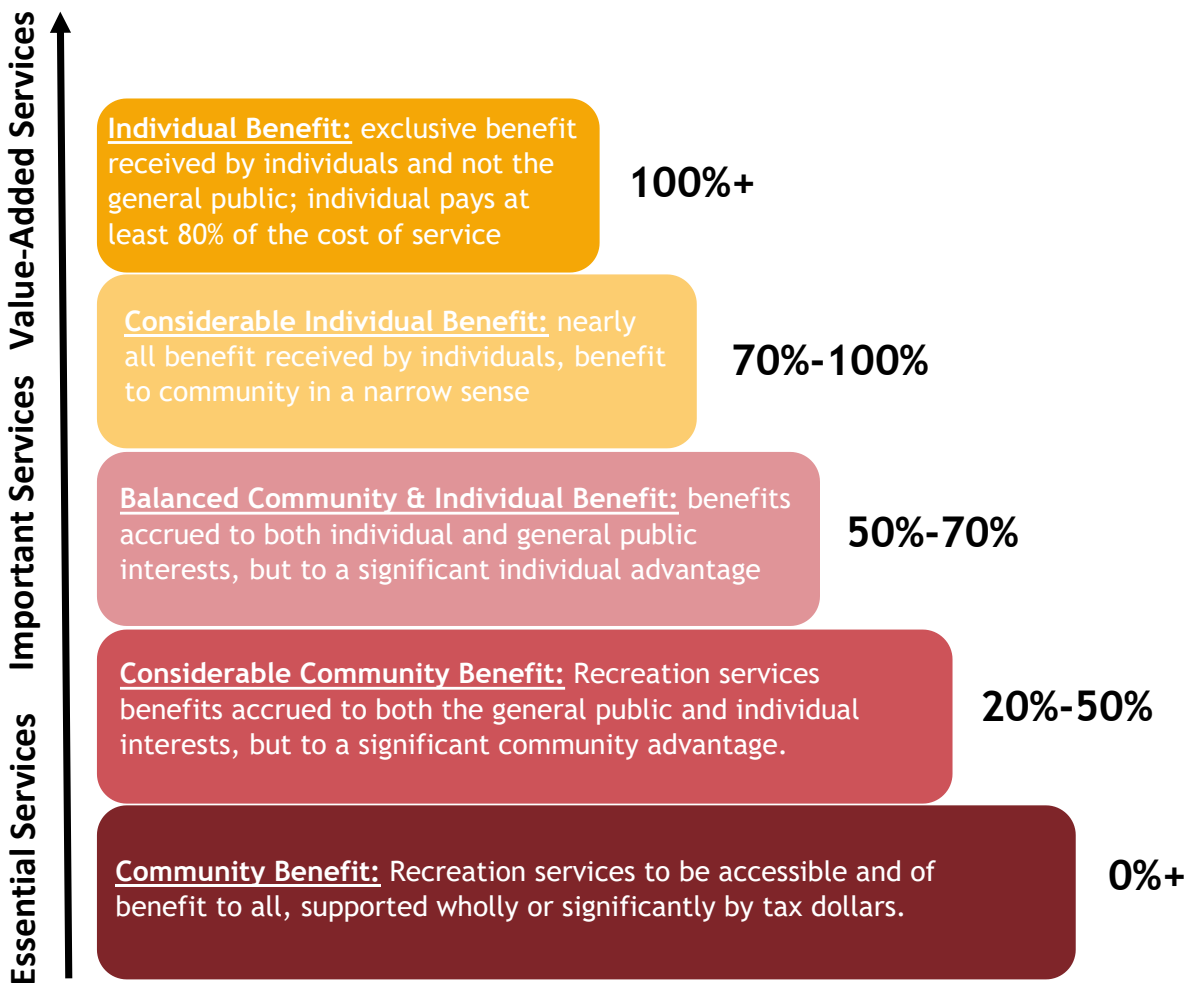


Figure 84: Cost Recovery Model

Given the broad range of cost recovery goals (i.e., 0% to 40% for Essential Services or 40% to 80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the previous Figure. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected/desired cost recovery goals based on a greater understanding of the program's goals (e.g., Pure Community services versus Mostly Community Services or Community and Individual Mix versus Mostly Individual Mix).

COST-OF-SERVICE & COST RECOVERY

Cost recovery targets should at least be identified for each Core Program Area, and for specific programs or events when realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics, including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following section provides more details on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created for each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department's program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. **Figure 85** illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.



Figure 85: Cost-of-Service Analysis

The methodology for determining the total Cost-of-Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost-of-Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should be trained on the process of conducting a Cost-of-Service Analysis and the process should be undertaken on a regular basis.

CURRENT COST RECOVERY

The Department currently tracks cost recovery on a per program basis for most of their recreational offerings. This is a great practice and should continue to be calculated and tracked annually to help ensure goals are being met. Below, **Figure 86** provides the current cost recovery goal ranges for each Core Program Area.

The Department's current Core Program Area with the greatest average cost recovery is Camps (168%). The Core Program Areas with the next highest average cost recovery goals are Arts/Initiatives (156%) and Sports (143%).

Cost Recovery Goal by Core Program Area			
Core Program Area	Current Cost Recovery Goals	Core Program Area	Current Cost Recovery Goals
Arts/Initiatives	Min: 100%	Exercise/Fitness	Min: 50%
	Max: 300%		Max: 100%
	Avg: 156%		Avg: 78%
Camps	Min: 125%	Seniors	Min: 20%
	Max: 210%		Max: 120%
	Avg: 168%		Avg: 89%
Events/Festivals	Min: 20%	Sports	Min: 70%
	Max: 150%		Max: 200%
	Avg: 82%		Avg: 143%

Figure 86: Cost Recovery by Core Program Area

As shown in the table above, cost recovery targets can vary based on the Core Program Area, and even at the program level within a Core Program Area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and most important, program classification. These are best practices for Core Program Areas. Programs within each Core Program Area will vary in price and subsidy level. The program mix within each Core Program Area will determine the cost recovery capabilities. The Department should determine the current cost recovery of each Core Program Area to begin establishing goals. With an approved cost recovery goal, annual tracking, and quality assurance cost recovery goals will improve. Use this key performance indicator in **Figure 86** and update it annually to include the actual cost recovery achieved. Each Core Program Area can be benchmarked against itself on an annual basis.

COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e., Essential programs) should be subsidized more by the Department; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

- **Essential Programs**-category are critical to achieving the organizational mission and providing community-wide benefits and therefore, receive priority for tax-dollar subsidization.
- **Important or Value-Added** program classifications represent programs that receive lower priority for subsidization.
 - **Important** programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall).
 - **Value-Added** programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or more than 100%.

PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which the Department uses various pricing strategies is consistent. Pricing tactics are concentrated in age segment pricing, residency rates, cost recovery goals, and customer's ability to pay.

Currently, the Core Program Area that utilizes the largest variety of pricing strategies is Camps which uses five of the 11 tactics mentioned. Moving forward, the Department should consider implementing some additional strategies, when deem appropriate, such as weekday/weekend rates, prime/non-prime time rates, and group discount rates as well as applying family/household discounts more frequently as they are all valuable strategies when setting prices. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and adjust, as necessary. It is also important to continue monitoring for yearly competitors and other service providers (i.e., similar providers) as found in **Appendix D**. The table below details pricing methods currently in place by each Core Program Area and additional areas for strategies to implement over time.

Pricing Strategies											
Core Program Area	Age Segment	Family/ Household Status	Residency	Weekday/ Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay	Contractor Ran
Arts/Initiatives	X									X	
Camps	X	X	X						X	X	
Events/Festivals	X		X								
Exercise/Fitness	X		X								X
Seniors	X								X	X	
Sports	X		X						X	X	

Figure 87: Pricing Strategies

PROGRAM STRATEGY RECOMMENDATIONS

In general, the Department program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, if each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

MINI BUSINESS PLANS

The consulting team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, Cost-of-Service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information, along with the latest demographic trends and community input, should be factors that lead to program decision-making. Community input can help staff focus in on specific program areas to develop new opportunities in what group of citizens to target, including the best marketing methods to use.

A simple, easy-to-use tool like **Figure 88** below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods by completing a similar exercise as the one seen below.

Marketing & Promotion Methods				
Program Idea (Name or Concept): _____				
Marketing Methods	Content Developed	Contact Information	Start Date	
Activity Guide				
Website				
Newspaper Article				
Radio				
Social Media				
Fliers - Public Places				
Newspaper Ad				
Email Notification				
Event Website				
School Flyer/Newsletter				
Television				
Digital Sign				
Friends & Neighbors Groups				
Staff Promotion @ Events				

Internal Factors			
Priority Ranking:	High	Medium	Low
Program Area:	Core	Non-core	
Classification	Essential	Important	Discretionary
Cost Recovery Range	0-40%	60-80%	80+%
Age Segment	Primary	Secondary	
Sponsorship/Partnership			
Potential Partnerships	Monetary	Volunteers	Partner Skill
Potential Sponsors	Monetary	Volunteers	Sponsor Skill
Market Competition			
Number of Competitors			
Competitiveness	High	Medium	Low
Growth Potential	High	Low	

Figure 88: Mini Business Plan Examples

PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in **Figure 89**. During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.

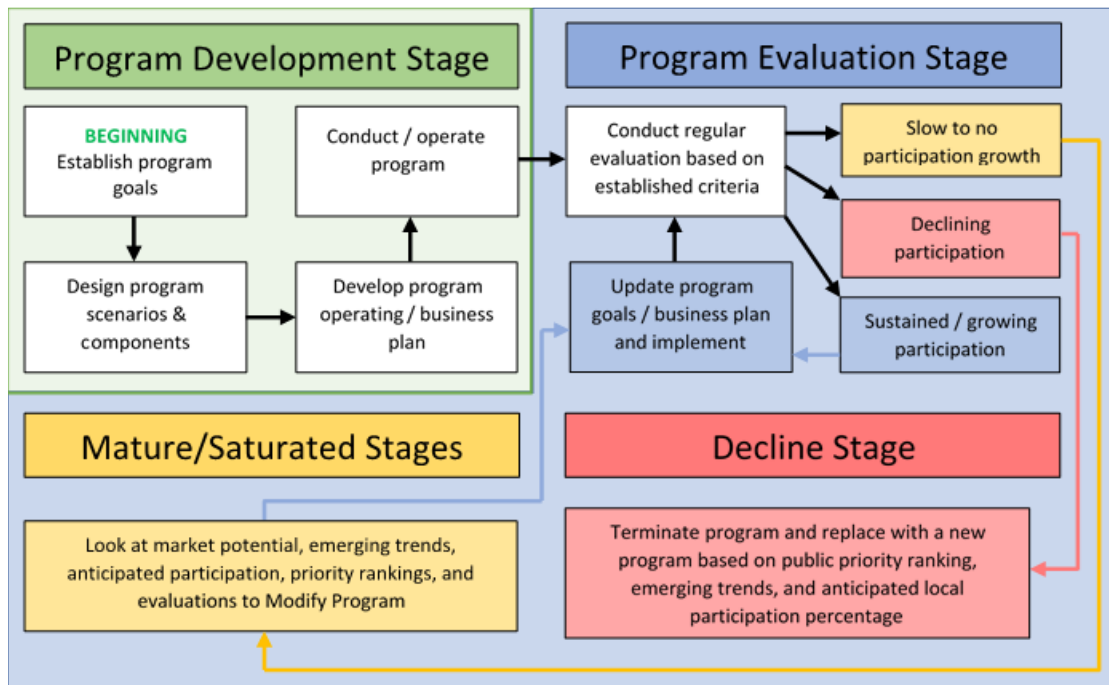


Figure 89: Evaluation Cycle with Program Lifecycle Logic Matrix

4.1.5 MARKETING, VOLUNTEERS, AND PARTNERSHIPS

CURRENT RECREATION MARKETING AND COMMUNICATIONS

The Department's current marketing plan utilizes several communication methods to connect with residents, including printed and online program guides, the City's website, flyers/brochures, direct mail, email blasts, marquees signs, TV advertisements, newsletters, QR codes, and various social media channels.

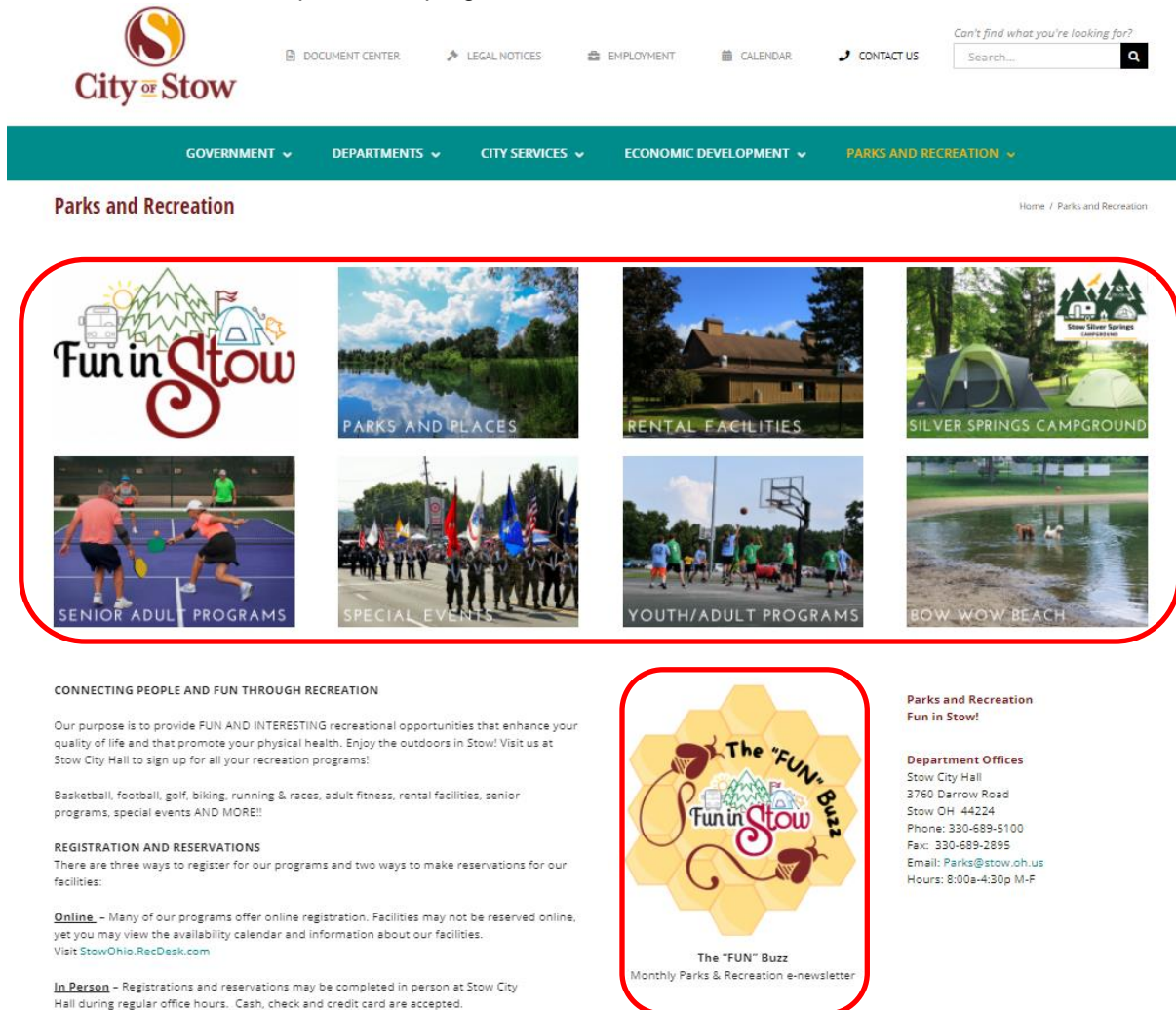
Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. The Department has a broad distribution of delivery methods for promoting programs. It is imperative to continue updating the marketing plan annually to provide information for community needs, demographics, and recreation trends.

An effective marketing plan must build upon and integrate with supporting plans and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the Department's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.



WEBSITE

The Department's website (<https://stowohio.org/parks-and-recreation/>) has several features making it easy to navigate and user friendly. There are several clickable icons located at the top of the Parks and Recreation homepage (e.g., Parks and Places, Rental Facilities, Special Events, etc.) making it easy for users to navigate and find frequently sought information. Additionally, the "FUN" Buzz icon, located in the middle of the homepage, takes residents directly to the monthly parks and recreation e-newsletter. This is a valuable tool that can help increase program/event awareness.



MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Ensure the marketing plan includes the components and strategies identified in this section.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly performance measures for marketing; performance measures can be tracked through customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.
- Explore additional marketing mediums (e.g., a Parks & Recreation App)

VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's realities require most public parks and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the City to meet the needs of the community in the years to come.

CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the City and its offerings. Currently, Stow has volunteer opportunities available for residents, but they are not easily accessible on the City's website. Moving forward, it is highly recommended that the Department moves this information to their homepage to increase resident awareness and improve volunteer turnout.

Furthermore, management of volunteers is currently inconsistent. It is recommended that the Department begin tracking volunteers consistently, on an annual basis. Key performance indicators such as number of volunteers, volunteer hours, type of volunteers (E.g., community service, special event, intern, etc.) should be tracked. Tracking volunteer hours can be used in budget discussions showing how well the Department is able to leverage limited resources.

Additionally, it is strongly encouraged that the Department formalize/adopt a volunteer policy to help minimize inconsistencies. A complete list of volunteer recommendations and best practices can be found in Appendix E.



The City of Stow invites its residents to volunteer and assist with trash pickup along major roads in the city! You will be working with a small group and assigned an area to pick up trash along the streets and sidewalks. If you helped last year, dig out your safety green t-shirt; if you're new to the group, please advise your preferred t-shirt size when registering for any or all of the following clean up dates.

MAY 21, 2022
JUNE 25, 2022
AUGUST 27, 2022

Trash bags, latex gloves and T-shirts will be provided.
You may want to bring gardening or work gloves.

Questions may be directed to Teresa at 330-689-2700.

Thank you for volunteering and helping to keep Stow beautiful!

Register at StowOhio.RecDesk.com



RECREATION PROGRAM PARTNERSHIPS

The Department currently works with several diverse types of partners throughout the community. These partnerships support facilitation of programs and sponsorships of community events. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff can leverage resources. In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. It is not suggested that the Stow's existing partnerships are inequitable; rather, in general many parks and recreation agencies' partnerships tend to be inequitable.



Thank you to our Sponsors!



The following recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership, including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring towns/cities, colleges, state or federal agencies, non-for-profit organizations, as well as with private or for-profit organizations. There are recommended standard policies and practices that will apply to any partnership and those that are unique to relationships with private, for-profit entities.

VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the best practice listed in the previous section as well as in **Appendix E**, continue to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the Department encounters. Additionally, begin tracking volunteer metrics more consistently, including individual volunteers used annually and volunteer hours donated annually. Lastly, begin identifying measurable outcomes for each partnership and track these metrics annually.

4.2 MAINTENANCE STANDARDS

Maintenance standards are organized by three Levels of Service. Maintenance standards can change by season and month depending on the type of park area level of use. Standards shall be calculated by time and equipment proposed for all parks in the system.

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. Following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

Three maintenance levels are defined. The difference between levels is frequency of maintenance as determined by ability. Maintenance Standards have these three general characteristics.

- **Level 1 Maintenance** – High profile areas where the entire area is visible to foot traffic such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include mowing and edging twice per week, 95 percent turf coverage at start of season with 5 percent weeds and 0 percent bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.
- **Level 2 Maintenance** – Moderate to heavy use typical of most parks. Example maintenance activities include mowing and edging once per week, 88 percent turf coverage at start of season with 8 percent weeds and 4 percent bare area, tree pruning cycle every seven years, litter pickup once per week.
- **Level 3 Maintenance** – Typical for low usage parks or when funding is limited. Example maintenance activities include mowing and edging every 10 days, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability. **The goal would be to manage and maintain the park system primarily at a Level 2 level of care with the exceptions of the golf course and competitive sports fields maintained at a Level 1.**

4.2.1 LEVEL ONE MAINTENANCE STANDARDS AND DEFINITIONS FOR PARKS

- Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)
 - Mowing will occur two times/week
 - Mowing heights
 - 2 ½" during warm season (daytime highs consistently above 75 degrees)
 - Edging of all turf perimeters will occur one time/week
 - 95% turf coverage
 - Three percent weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
 - Two percent bare area
 - Remove grass clippings if visible
 - Aerate one time/year (additionally if needed)
 - Inspect thatch layer regularly and remove as needed
 - Test soil and water annually
 - Additional testing will occur if deemed necessary
 - Soil moisture will be consistent

- No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize three times per year
- Top dress/over seed once a year
- Tree and Shrub Maintenance
 - Prune/trim trees and shrubs as dictated by species twice annually during spring and fall
 - Remove sucker growth annually
 - Test soil annually to ensure application of appropriate nutrients as needed
 - Apply fertilizer to plant species according to their optimum requirements as needed or yearly
 - Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
 - Place 2" of organic mulch around each tree within a minimum 18" ring
 - Place 2" of organic mulch around shrub beds to minimize weed growth
 - Remove hazardous limbs and plants immediately upon discovery
 - Remove dead trees and plant material immediately unless located within an environmental area
 - Remove or treat invasive plants within 5 days of discovery
 - Flower bed maintenance done yearly
 - Fertilize once a year
 - Pond maintenance done yearly and inspect weekly
 - Water features maintained weekly
 - Invasive plant removal annually
- Storm Cleanup
 - Inspect drain covers at least twice monthly, before rain and immediately after flooding
 - Remove debris and organic materials from drain covers immediately
 - Maintain water inlet height at 100% of design standard
- Irrigation Systems
 - Inspect irrigation systems at least once per month or computer monitors as necessary
 - Initiate repairs to non-functioning systems within 24 hours of discovery
 - Back flow testing done annually
- Litter Control
 - Pick up litter and empty containers at least once daily or as needed
 - Remove leaves and organic debris once a week or as necessary
- Playground Maintenance
 - Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission "Handbook for Public Playground Safety"
 - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately, and initiate other repairs within 48 hours of discovery
 - Complete high-frequency inspections at least weekly

- Grooming surface three times weekly, nine months a year
- Hard Surface Maintenance
 - Remove debris and glass immediately upon discovery
 - Remove sand, dirt, and organic debris from walks and hard-court surfaces weekly
 - Remove trip hazards from pedestrian areas immediately upon discovery
 - Paint fading or indistinct instructional/directional signs annually
 - Blow grass clippings after mowing around hard surfaces
 - Remove grass growing in cracks as needed
- Outdoor Court Maintenance
 - Inspect tennis and basketball courts at least once monthly. Complete all repairs within 48 hours of discovery
 - Repaint lines at least once each year
 - Replace basketball nets when frayed, broken, or removed
 - Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications
- Trail Maintenance
 - Inspect hard and soft surface trails at least once monthly
 - Remove dirt, sand, and organic debris from hard surfaces at least once weekly
 - Remove organic debris from soft surfaces at least once weekly
 - Always maintain a uniform 3 to 4" depth of compacted material on soft surface trails
 - Graffiti removed weekly
 - Remove overhanging branches within 84" of the trail surface at least twice annually
 - Mechanically or chemically control growth 24" on either side of the trails
 - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
 - Inspect and make necessary repairs to lighting systems at least once monthly
 - Repair / replace bulbs to maintain lighting levels to always design specifications
- Site Amenity Maintenance
 - Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery
 - Cleaning, scrub, and power wash of amenities twice yearly
 - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Athletic fields grounds maintenance (Baseball, Soccer, Softball and Rugby)
 - Fields that are dedicated to softball, baseball, soccer, and rugby only
 - Use mower capable of "striping" the turf
 - Mowing will occur twice weekly
 - Mowing heights
 - 2" during cool season (daytime highs consistently below 75 degrees)
 - Edging of field perimeters will occur twice monthly
 - 95% turf coverage at the start of every season
 - 80% turf coverage after play begins
 - Five percent weed infestation
 - No bare areas at the start of every season
 - 15% bare and weak areas will be acceptable after play begins
 - Apply pre-germinated seed to heavily worn areas after every tournament

- Remove grass clippings if visible
 - Aerate three times annually
 - Spot aerate high use areas as needed
 - Inspect thatch layer regularly and remove as needed
 - Test soil and water annually
 - Additional testing will occur if deemed necessary
 - Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
 - Inspect daily for insects, disease and stress and respond to outbreaks within 24 hours
 - Fertilize monthly
 - Aerate and over seed yearly
- Fence and Gate Maintenance
 - Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
 - Annually free fence of debris
- Sign Maintenance
 - Inspect sign lettering, surfaces, and posts at least once monthly
 - Repair / replace signs to maintain design and safety standards within 24 hours of discovery
 - Clean signs twice a year
 - Cut back plant material annually or more if needed
- Pest Control
 - If the city has an Integrated Pest Management Program (IPM) policy, address problem areas and inspected monthly and remedied immediately upon discovery
- Vandalism and Graffiti Removal
 - Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- Picnic Shelters
 - Reserved units cleaned and litter removed prior to and after each reservation
 - Minor repairs are made immediately upon discovery
 - Non-reserved units are cleaned weekly by power washing, or as necessary
- Lighting Security/Area
 - Foot-candle levels will be maintained to preserve original design
 - Inspect once monthly
 - Repairs/bulb replacement will be completed within 24 hours of discovery
- Aquatic Center Standards, if a pool is developed at some point in Stow
 - Vacuum pool weekly
 - Manually check water chemistry every two hours of operation
 - Check water electronically on a continuous basis
 - Water checked for temperature, chlorine, and pH
 - Check flow rates every 2 hours of operation
 - Water checked for clarity on a continuous basis
 - Clean concrete areas daily

- Repaint pool tank every two years
 - Pressure wash concrete areas weekly
 - Clean restrooms two times daily
 - Inspect facility and associated equipment daily
 - Maintain all equipment per manufacturers suggestions
 - Inspect sand filter annually
- Broken Equipment Standard
 - Broken equipment shall be repaired immediately, as staff is capable, and parts are available when noticed or reported
 - If staff is not able to repair, the broken equipment will be signed and roped off with emergency tape indicating that the amenity is broken, not to be used and if and when it will be repaired
- Lifecycle Replacement
 - The city should develop a lifecycle replacement program that must be built into the Capital Improvement Program based on contractor and product specifications
- Concession Standards (outdoor) when developed in the future
 - Concession facilities cleaned, wiped down, and sanitized before opening
 - Electrical appliances checked for compliance and repaired if damaged
 - Lights checked and repaired as needed
 - Concession operating permits secured before opening
 - Appliances cleaned thoroughly before opening
 - Prices for concessions will be posted
 - Cash registers tested to ensure they work properly
 - Circuit breakers tested prior to opening
 - Cleaning and sanitization supplies on hand before opening
 - Pick up debris daily
- Closing Concession Standards (outdoor)
 - Equipment cleaned thoroughly
 - Supplies removed and discarded
 - Electricity should be turned off
 - Refrigerators and cables turned off and sealed
 - Facility floors, sinks, and counters cleaned thoroughly
 - Hoses cleaned and drained
 - Kitchen cleaned thoroughly
 - Inspections of standards will occur monthly
- Restrooms
 - Restrooms cleaned twice per day unless contracted
 - Restrooms inspected hourly
 - Restrooms locked/unlocked daily
 - Replace waterless urinal cartridges monthly
 - Leaks dealt with immediately and repaired within 24 hours of discovery
- Open Space Standard
 - Maintain natural appearance to open space areas
 - Remove trees and branches that pose a hazard to the users of the area
 - Respond to disease and insect outbreaks within 24 hours of identification
 - Inspect areas monthly

- Remove and clean dump sites within 48 hours of identification
- Post and maintain appropriate signage for each individual area
- Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
- No large branches or debris will be allowed in parks and along perimeters

4.2.2 LEVEL TWO MAINTENANCE STANDARDS FOR PARKS

Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

- Turf Maintenance
 - Mowing will occur once weekly
 - Mowing heights
 - 2½" during cool season (daytime highs consistently below 75 degrees)
 - Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
 - 88% turf coverage
 - Eight percent weed infestation
 - Four percent bare area will be acceptable after play begins
 - Remove grass clippings if visible
 - Aerate once annually in low use areas
 - Aerate twice annually in high use areas (additional if needed)
 - Inspect thatch layer regularly and remove as needed
 - Test soil and water annually
 - Additional testing will occur if deemed necessary
 - Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
 - Inspect weekly for insects, disease, and stress and respond to outbreaks within 24 hours
 - Fertilize twice yearly
- Tree and Shrub Maintenance
 - Prune/trim trees and shrubs as dictated by species at least once annually
 - Apply fertilizer to plant species only if plant health dictates
 - Remove sucker growth as needed
 - Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
 - Place 2" of organic mulch around each tree within a minimum 18" ring
 - Place 2" of organic mulch around shrub beds to minimize weed growth
 - Remove hazardous limbs and plants immediately upon discovery
 - Remove dead trees and plant material within 30 days of discovery
 - Remove or treat invasive plants yearly
- Storm Cleanup
 - Inspect drain covers at least once monthly and immediately after flooding occurs

- Remove debris and organic materials from drain covers within every other month
 - Inspect and clean drains before forecasted storms begin
 - Maintain water inlet height at 100% of design standard
 - Invasive plant removal once a year or as needed
 - Drain system maintenance done once a year
- Irrigation Systems
 - Inspect irrigation systems a minimum of once per month and as necessary
 - Initiate repairs to non-functioning systems within 48 hours of discovery
 - Annual back flow inspection done yearly
- Litter Control
 - Pick up litter and empty containers at least every other day or as needed
 - Remove leaves and organic debris once a week
- Playground Maintenance
 - Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission "Handbook for Public Playground Safety"
 - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
 - Complete high-frequency inspections at least weekly
 - Grooming surface two times weekly
- Hard Surface Maintenance
 - Remove debris and glass immediately upon discovery
 - Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
 - Remove trip hazards from pedestrian areas immediately upon discovery
 - Paint fading or indistinct instructional/directional signs every other year
 - Remove grass in the cracks monthly
- Outdoor Court Maintenance
 - Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
 - Repaint lines at least once every 2 years
 - Replace basketball nets within 10 days when frayed, broken, or removed
 - Maintain basketball goal posts, backboards, rims, fencing and hardware to original design specifications. Complete repairs within 10 days of discovery
- Trail Maintenance
 - Inspect hard and soft surface trails at least once monthly
 - Remove dirt, sand, and organic debris from hard surfaces at least once monthly
 - Remove organic debris from soft surfaces at least once monthly
 - Maintain a uniform 2-4" depth of compacted material on soft surface trails
 - Mechanically or chemically control growth 24" on either side of the trails
 - Remove overhanging branches within 84" of the trail surface at least once annually
 - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- Site Amenity Maintenance

- Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
 - Cleaning and washing annually
 - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Athletic Field Grounds Maintenance (baseball, soccer, softball, and rugby)
 - Fields that are dedicated to soccer, baseball, softball, and rugby only
 - Mowing will occur twice weekly
 - Mowing heights
 - 2 ½" during cool season (daytime highs consistently below 75 degrees)
 - 3" during warm season (daytime highs consistently above 75 degrees)
 - Edging of all field perimeters will occur once monthly
 - 80% turf coverage at the start of every season
 - 65% turf coverage after play begins
 - 20% weed infestation
 - Five percent bare area at the start of every season
 - 15% bare and weak areas will be acceptable after play begins
 - Remove grass clippings if visible
 - Aerate once annually
 - Inspect thatch layer regularly and remove as needed
 - Test soil and water annually
 - Additional testing will occur if deemed necessary
 - Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fence and Gate Maintenance
 - Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
 - Clean debris annually
- Sign Maintenance
 - Inspect sign lettering, surfaces, and posts at least once every 3 months
 - Repair/replace signs to maintain design and safety standards within 5 days of discovery
 - Clean sign once a year
- Pest Control
 - In accordance with the Department's Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery
- Vandalism and Graffiti Removal
 - Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- Picnic Shelters
 - Reserved units cleaned and litter removed prior to and after each reservation
 - Minor repairs are made immediately upon discovery
 - Non-reserved units are cleaned bi-weekly, or as necessary
- Lighting Security/Area
 - Inspect quarterly

- Repairs/bulb replacement will be completed within 72 hours of discovery
- Restrooms
 - Restrooms cleaned daily unless contracted
 - Restrooms inspected every three hours
 - Restrooms locked/unlocked daily
 - Replace waterless urinal cartridges monthly
 - Leaks dealt with immediately and repaired within 24 hours of discovery

4.2.3 LEVEL THREE MAINTENANCE STANDARDS FOR PARKS

Maintenance Standards can change by season and month depending on the type of park and level of use. Standards will be calculated by time and equipment needed to develop required operation budgets.

- Turf Maintenance (dog parks)
 - Mowing will occur once every 10 days
 - Mowing heights
 - 2½" during cool season (daytime highs consistently below 75 degrees)
 - 50% turf coverage
 - Up to 50% weed coverage for existing
 - Up to 20% bare area
 - Safety of hazard only action

4.2.4 DOG PARKS MAINTENANCE

- Mow park at least once a week at 3 inches
- Pick up trash daily in parking lots
- Clean restroom at least once a week
- Inspect signage on how to use the park properly
- Move dog areas every two weeks to keep areas from getting beat down
- Grade parking lot monthly or as needed
- Inspect fencing on a weekly basis
- Inspect safety lighting on a weekly basis

4.2.5 MAINTENANCE STANDARDS FOR GOLF COURSE

- Golf - Bunker (Level 1 Maintenance)
 - Goal: To provide a quality obstacle to enhance the golf experience
 - Rake 7x/week
 - Supplement sand 1x/annually
 - Remove water and check drains As needed
 - Cut edges 1x/month and as needed
- Golf - Bunker (Level 2 Maintenance)
 - Goal: To provide a quality obstacle to enhance the golf experience
 - Rake 3 - 5x/week and as needed
 - Supplement sand 1x/annually
 - Remove water and check drains As needed
 - Cut edges 1 - 2x/year and as needed
- Golf - Fairways (Level 1 Maintenance)
 - Goal: To provide a quality surface to hit the golf ball of

- Mow, blow trimmings 3 or 4x/week
 - Repair holes and divots 7x/week
 - Aerate 1x/year
 - Overseed 1x/year
 - Fertilizer 3x/year
 - Apply Pre-emergent, fungicide 1x/month
 - Apply pesticide 1x/year
 - Adjust flags/signs 1x/week
 - Inspect markers 1x/week
 - Paint Tee markers 1x/year
 - Water As required for green, smooth playing surface 1"/week
 - Manage leaves 2x/year and as needed
- Golf - Greens (Level 1 Maintenance)
 - Goal: To provide a quality putting surface for golfers to enjoy
 - Mow, blow as necessary 7x/week
 - Collars mowed 3x/week
 - Aerate up to 3x/year
 - Lightly Top-dressed 1x/2 weeks or as needed
 - Overseed 3x/year
 - Fertilizer 1x/2 weeks
 - Water As required for green playing surface
 - Manage leaves/debris 2x/year and as needed
 - Verticut 3x/year
 - Roll As required for green playing surface
 - Change cups 7x/week
 - Apply pesticide 1x/week or as needed
- Golf – natural areas (Level 3 Maintenance)
 - Goal: Eliminate invasive species and enjoy a weed-free surface
 - Mow 1x/year
 - Apply herbicide 1x/year or as needed
 - Sign 1x/year
- Golf - Roughs (Level 2 Maintenance)
 - Goal: To provide a semi-level hitting surface for golfing playability
 - Mow 2x/week
 - Overseed As needed
 - Trim Trees 1x/year and as needed
 - Apply herbicide/pesticide 1x/year
 - Fertilizer 1x/year
 - Manage leaves 2x/year and as needed
 - Vegetation Control 3x/year
 - Golf - Tees (Level 1 Maintenance)
 - Goal: To provide a quality hitting surface for golfers to tee off from
 - Pick up tees 3x/week and daily by rangers
 - Mow 3x/week
 - Replace divots with grass and sand 7x/week
 - Blow 7x/week

▪ Move markers	7x/week
▪ Inspect signs	7x/week
▪ Repair signs	As needed
▪ Check and replenish ball washer fluids	7x/week
▪ Empty trash cans	7x/week
▪ Aerate	5x/year
▪ Overseed	2x/year and as needed
▪ Fertilizer	1x/month
▪ Pre-emergence	1x/year
▪ Water	7x/week
▪ Manage leaves	2x/year and as needed

4.2.6 MAINTENANCE ITEMS FOR WATER PARKS-IF DEVELOPED IN THE FUTURE

The Department shall establish and implement a maintenance program to assure safe and enjoyable water park conditions.

MINIMUM STANDARD

The Department shall establish and administer programs for all areas of the water parks. These shall be maintained in good condition in conformance with the Department's minimum standards. The policies that will govern minimum standards for maintenance operations include but not are limited to:

- Customer Service
 - Safety and directional signs are properly positioned
 - Entrance is clearly visible with appropriately placed road signs to access the water park
 - Entrance is professionally landscaped with a "Welcome To" sign in place
 - Parking lot is clean and well maintained
 - Parking lot has designated handicapped slots
 - Area surrounding water park is neatly groomed and landscaped
 - Maintenance building is neat and clean
- Buildings and structures
 - Bathhouse and restrooms floors should be disinfected daily
 - Pool decks should be rinsed daily
 - Buildings and structures shall be always maintained in good repair in a fashion which is consistent with fire and safety codes and regulations.
 - Tools, supplies and equipment will be organized in an orderly fashion
 - Chemical storage shall be reported to the Department on an annual basis as part of SARA III reporting requirements. All chemicals shall be stored in a fashion consistent with local/state storage recommendations
- Restrooms shall be checked at least hourly daily and maintained in a manner to provide clean and sanitary facilities. Soap, towels, toilet issue, etc., shall be always provided in adequate quantities.
- Water Park (when developed)
 - Check the operation of the recirculation pump and motor daily
 - Check the operation of the disinfectant and pH chemical feeder daily
 - Check the filter operation, read the pressure gauges, and backwash, if necessary, daily
 - For all closed filters, manually release the air daily
 - Skimmer strainer baskets must be cleaned daily
 - Clean the bottom of the pool and manually skim debris from the surface daily

- Measure and record the chlorine or bromine residual and the pH at least twice a day
- The staff shall keep true, accurate, and complete records of water park maintenance, chemical applications, and safety inspections
- Planters (All areas planted with ornamental plants, and having a definable border)
 - Planters shall be maintained free of trash and debris such as (e.g., paper, drinking cans, bottles, fallen limbs and leaves, and etc.)
 - Planters shall be maintained free of weeds or grass by mechanical, manual, or chemical means
 - Plant material (e.g., trees, shrubbery, and ground covering) in planters shall be trimmed for protection from wind, insect damage, and appearance
 - Various planting areas throughout the facility will be cultivated, weeded, pruned, and fertilized regularly, with at least two replanting programs for annuals scheduled yearly
- Irrigation (All equipment required to irrigate all areas of the property)
 - Repair or replace all heads, valves, control equipment, wiring and pipe as needed to maintain the proper operation of the irrigation system on an ongoing basis
- Fences (All fences, chain links, walls, or barbed wire on or within boundaries of the property)
 - Repair all broken or damaged fencing as necessary
 - Immediately repair or replace all fences, gates and locking devices as needed for the protection of the water park
- Parking, Sidewalks and Hardscape
 - All sidewalks, patios, and concrete paths must be kept edged. Edging around valve boxes, meter boxes, backflow preventers, etc., shall be done as needed to ensure there is no obstruction of play or maintenance from growth around these areas
 - Any change in the physical characteristics of the water park or the modification of any portion of the grounds or structures, shall only be undertaken with the direct approval of the Department
 - Trash and refuse shall be collected daily and removed from the property as necessary to ensure minimal problems from refuse odors, insects, etc.
- Park Amenities and Slides
 - All slides are inspected daily for problems. Slides are waxed on a yearly basis
 - All in-park amenities are inspected daily and repaired as need
 - Sand in play areas is raked daily as it applies to play areas and volleyball areas
 - Picnic areas washed down daily prior to visitors the water park and tables inspected for repairs
 - Lazy river painted and repaired yearly as needed
 - Park pool painted and striped on a yearly basis
 - All tubes are inspected weekly

CHAPTER FIVE – - FINANCIAL ANALYSIS

5.1 CAPITAL IMPROVEMENT PLAN

The capital improvement plan was developed to show the improvements of each park in a three-tier approach. These categories are to assist the City of Stow in the inevitable and continuous rebalancing of priorities with associated expenditures. The three tiers are described below:

- **Critical Improvements** - Upgrades to facilities and amenities that are vital to bringing the sites to an acceptable level for users
- **Secondary Improvements** - Upgrades that would add value where needed at sites with new and desired facilities and amenities desired by the community
- **Visionary Improvements** - Looking to the future of the community and bringing the recreational needs of residents to reality at sites by supporting their needs

Overall, the capital improvement opinion of probable cost is over 65 million that includes over 40% in contingencies, permitting and construction items. The proposed improvements range from a Treehouse Village experience at Silver Springs to improved landscaping and wayfinding at Crestdale.

A detailed capital improvement plan for Stow parks can be found in **Appendix F**.

Overall CIP Stow, OH

Description	Total Item Price
Critical Improvements	\$4,480,000
Secondary Improvements	\$6,130,000
Visionary Improvements	\$36,200,000
Total Improvements (Without Soft Costs)	\$46,810,000
General Permitting & Construction Items (15%)	\$ 7,021,500.00
Contingency Allowance (25%)	\$ 11,702,500.00
TOTAL CIP OPINION OF PROBABLE COST	\$ 65,534,000.00

Figure 90 - Overall CIP

5.2 FUNDING AND REVENUE STRATEGIES

Park and Recreation systems across the United States today have learned to develop a clear understanding to optimize revenue generation options that support parks and recreation services with limited tax dollars available. They no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

The following sources are financial options the City currently implements and alternative sources to consider for supporting the recommendations outlined in the Master Plan. This list is intended to serve as a resource to align with a variety of projects, operational needs, or partner-specific initiatives as well as provide inspiration while considering other strategies beyond these suggestions.

Below is a list of funding sources that the Stow Parks and Recreation Department has used or is currently using:

User fees help offset operational costs. These are fees for golf, recreation programs, reservations for community rooms, picnic shelters, camping reservation sites, and permits for special use areas in the parks. Examples of these fees:

- Program fees for classes, sport leagues and lessons.
- Permit fees for access to special facilities such as tennis, special events, picnic shelters and rental space in community facilities.
- Golf course fees for access, leagues, tournaments, clinics, lessons, and food service.
- Concessions

Based on the review of the program assessment, the department operates in a strong business culture with nearly half of the recreation operational budget covered by user fees. The Department has a pricing policy that covers primarily the direct cost associated with the programs they provide. Classifying programs by “core essential, important and value added” would provide clarity for a schedule to update prices for programs and services in the future.

5.2.1 EXTERNAL FUNDING SOURCES

External funding sources are opportunities for the staff to increase cost recovery in existing and future facilities they may develop. The following are funding options that could be pursued further or implemented in the system over time. This is best done with a dedicated staff person to focus on business development and pursue these potential revenue sources.

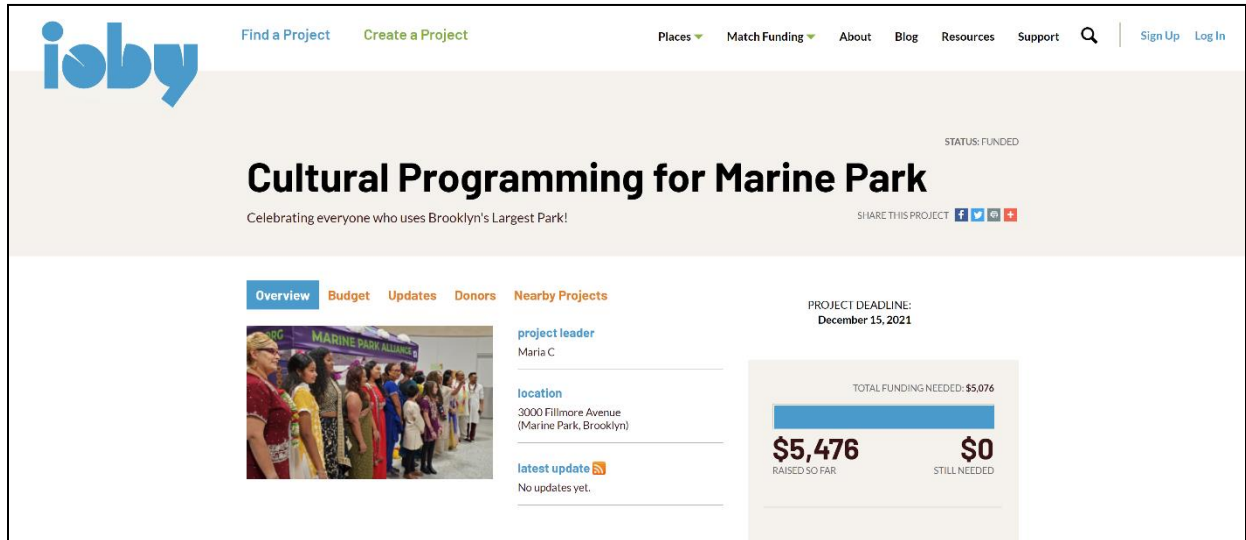
CORPORATE SPONSORSHIPS

Corporate Sponsorships are currently in place to offset costs of supplies and services in some recreation programming and special events. This revenue-funding source allows corporations to invest in the development or enhancement of new or existing programs and events put on by the Department.

Implication for Stow: While the city already uses this funding source for their special events, the opportunity to leverage this source of revenue usually requires dedicated staff and contract support.

CROWDFUNDING

This is a web-based source that aggregates funds from a group of people who are willing to support a specific project, be it program or facility related. Some sites that successfully utilize this method are www.kickstarter.org, www.indiegogo.com and www.mightycause.com as well as other similar web-based sites. This funding strategy is an opportunity for the city to explore and is best used for individual projects that serve a special interest group. In Our Backyard (IOBY) www.ioby.org is a regional crowdfunding platform operating in New York, Detroit, Pittsburgh, and other major cities that raises funds for community-based program or capital needs.



The screenshot shows the IOBY website interface. At the top, there's a navigation bar with links like 'Find a Project', 'Create a Project', 'Places', 'Match Funding', 'About', 'Blog', 'Resources', 'Support', 'Sign Up', and 'Log In'. The main heading is 'Cultural Programming for Marine Park' with a subtext 'Celebrating everyone who uses Brooklyn's Largest Park!'. Below the heading, there are tabs for 'Overview', 'Budget', 'Updates', 'Donors', and 'Nearby Projects'. The 'Overview' tab is selected. It shows a project leader 'Maria C', a location '3000 Fillmore Avenue (Marine Park, Brooklyn)', and a project deadline of 'December 15, 2021'. A funding progress bar shows '\$5,476 RAISED SO FAR' out of a 'TOTAL FUNDING NEEDED: \$5,076'. The status is 'STILL NEEDED'.

Implication for Stow: This funding source could be managed through the city. The most likely revenue would be under \$100,000 and this could encourage matching donations from corporate partners also.

PARTNERSHIPS

The city currently implements this funding strategy in nominal amounts with various partnerships that are joint development funding sources or operational funding sources between two separate agencies: government entities, a non-profit and a governmental entity or a non-governmental business and a governmental entity. Together, two partners develop revenue producing park and recreation facilities and share the risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner. This could include another park agency like Summit Parks or the local hospital in development of community recreation spaces that benefit school kids and residents with health and wellness facilities such as a therapy pool.

Implication for Stow: Continue to build upon partnerships and develop specific policies to manage public, private, and non-profit partnerships differently. This could be in the form of partnerships for sports fields, a community center, nature centers, special use programs and events the city currently provides.

FRIENDS GROUPS

The value of Friends' Groups is in the form of time, labor, funding, and capital improvements. These groups are formed to raise money, typically for a single focus purpose that could include a park facility or program that will better the community as well as special interests of residents.

Implication for Stow: Establishing Friends' Groups to help raise money for capital needs, operational and maintenance needs for some special facilities in Stow, such as a nature center and special use parks in

Stow. Friends' groups could also be established in the city for neighborhood parks to support their needs for clean-up and fix-up activities.

VOLUNTEERISM

This is an indirect revenue source where individuals donate time to assist the department in providing a product or service on an hourly basis. This reduces the organization's cost to provide the service and builds advocacy into the system. These hours are converted to "in-kind" dollars that can be used as matching money for grants the department applies for in the future.

Implication for Stow: The city currently implements this funding strategy, but it could be broadened with other forms of volunteers. Many volunteer programs are available throughout the department and there is an opportunity for systemization and improved utilization. The goal should be to reach 12-15% of the total paid staffing hours supported by volunteer hours to help operate the system. This usually takes a full-time or dedicated part-time volunteer coordinator to achieve this hourly volunteer goal and coordinate volunteer efforts, but it can be accomplished very effectively.

PRIVATE DONATIONS

Private Donations may also be received in the form of capital and operational funds. Donations can also include land for new parks or for conservation purposes or for needs in existing facilities, all types of recreation experiences, recreation equipment, art, or in-kind services. A scholarship program for low-income families could also be established.

Implication for Stow: Private donations require a strategy to identify the people capable of investing in the park system's future in various ways.

SPECIAL FUNDRAISERS

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. Promotional products or merchandise branded for the park system generates funds and promotes the park or a special activity. Special events, celebrations and activities promote community interaction and can be held at park facilities or on park land to promote the system. Vendors can be present at these community events and add to the revenue stream.

Implication for Stow: Currently, there are not any special fundraisers for parks and recreation in the city. If the city decided to pursue this revenue source, it requires a cost / benefit analysis for the staff time required versus the return on investment (ROI).



5.2.2 CAPITAL FUNDING SOURCES

CAPITAL FEES

Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are removed after the improvement or facility is paid off. The City operates special facilities in Stow now and charges user fees to cover operating expenses and contribute to the cash balance. This can be used to reinvest in the golf course operations and facilities and could be applied to sports complexes, the campground or toward a new indoor community center.

Implication for Stow: The city should consider a capital fee in their golf fees and their sports complexes, and it can also be dedicated to capital improvements for the future.

DEVELOPMENT FEES AND IMPACT FEES

Impact fees are assessed on the development of new residential properties with the proceeds to be used for parks and recreation purposes, such as acquiring land for new parks and creating neighborhood and community parks. A land dedication fee and park impact fee treat parks as infrastructure and are not any different than roads and sewers in the community. The impact fee can be anywhere between \$1,500 to \$5,000 per home developed, depending on the value of the house being constructed. The developer pays the impact fees in advance for getting the permit.

Implication for Stow: At this time, the city does utilize this funding source because the city is almost fully developed in residential areas. As a consideration for the future, it could be used in areas being redeveloped. This could be a major source for the city to create new parks, or a new indoor community center space.

REDEVELOPMENT FUNDS

Redevelopment dollars from the County or the State can be used to promote tourism and economic development in an area identified for redevelopment. Agencies specializing in redevelopment are typically located as part of cities and counties in most states, and this could be a useful source utilize for a portion of the capital costs needed for improvement of parks and facilities.

Implication for Stow: The city should explore the implementation and feasibility for use of redevelopment funds for the golf course or projects in one of its signature parks.

PUBLIC PRIVATE PARTNERSHIPS (P3)

These P3 arrangements are between the city and a private company to contract and finance infrastructure projects. Private sector financing can help to bring projects in on time and under budget with the risk held by the contract partners. The city is required to provide payment over an identified period of time from an existing or newly developed source or incorporate capital fees to users of the project.

Implication for Stow: The city could explore this opportunity particularly for future recreation development, such as a community center, aquatic center, or a signature park.

HOTEL TRANSIENT TAXES:

Hotel Transient Taxes are used to finance many parks type projects across the United States. This source is usually used for revenue producing facilities that create events to draw people to visit and use accommodations in the city. This could be applied to sports complexes, community centers and special event areas.

Implication for Stow: This funding source could be valuable in the future for updating sports complex facilities as well as a community center.

5.2.3 USER FEES

RECREATION SERVICE FEES

This is a dedicated user fee that can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purpose, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, pickleball, softball leagues, youth baseball, soccer, golf, football, softball leagues and special interest classes.

All special facilities charge user fees that contribute towards cash balances and may be used to reinvest into the cost of the facilities' operations.

Implication for Stow: The city needs to complete an updated fee survey and pricing policy to determine where current pricing identifies and explore the feasibility and implementation of this strategy at existing facilities, as well as potential future facilities such as a new Community Recreation Center.

FEES AND CHARGES

Fees and charges must be market-driven and should be in line with what comparable cities charge and based on both public and private facilities in the region. The potential outcome of revenue generation from fees and charges should be consistent with national trends relating to public park and recreation agencies and generate an average of 30% to 40% of operating costs.

Implication for Stow: The department already utilizes this source for generating funds. Fees and charges produce a good portion of the department's current budget. There are other opportunities to explore user fees in the department, as an example where the user pays for a level of exclusive use and receives a higher benefit than the general taxpayer.

PERMITS (SPECIAL USE PERMITS)

Individuals that use specific park property for financial gain should pay for a special use permit. The city either receives a set amount of money or a percentage of the gross service that is being provided.

Implication for Stow: The city has some mobile food permits and is evaluating the ongoing need to implement additional permits. The city also permits caterers to provide food at events held in their permitted facilities and this revenue generating method needs to continue and expand as another funding source for the department.

RESERVATIONS

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to meeting rooms for weddings, reunions, special use facilities (golf outings) or other use of facilities for special activities.

Implication for Stow: Reservations are already in place at all community park picnic areas, sports facilities, golf courses, campgrounds and for reservable public buildings. Presently there is an opportunity to reevaluate the rental pricing based on the market, quality of the experience and differential pricing using prime time / non-prime time, weekday/weekend rates as well as other time frames or special use.

EQUIPMENT RENTAL

Equipment rental as a revenue source could be made available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, kayaks, boats, and other amenities in the system that are used for recreation purposes.

Implication for Stow: The city has not applied this funding strategy. Equipment rentals could be made available at parks in Stow in a variety of ways to benefit park users.

5.2.4 GRANTS

CDBG FUNDING

Funding is received in accordance with the Community Development Block Grant (CDBG) Programs via national objectives established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as infrastructure improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, Economic Development and Anti-poverty strategies.

Implication for Stow: This funding source could be used for scholarships in the past, but now could be used for other purposes in the park system that help improve neighborhood park related facilities.

CLEAN OHIO FUNDS

Many systems have developed grant requests for Clean Ohio Funds to help secure and fund the cost for acquiring land needed to be preserved and protected for greenway purposes or for environmental purposes. This could be a reliable source to examine for the acquisition of future land for parks as well.

Implication for Stow: This funding strategy is an opportunity for the city to explore and use in appropriate ways throughout the system.

5.2.5 TAX FUNDING SOURCES

PARKS AND RECREATION “SPECIAL PARK AND RECREATION SALES TAX”

One new tax that the city could consider, if appropriate, is a “special park and recreation sales tax,” and like many other taxes, it does not require voter approval. A special sales tax would provide dedicated revenues exclusively for parks and recreation projects such as acquiring park land, development of recreation and park facilities and could be applied the form of a ½ cent sales tax with much of the tax being paid by people who live outside of the city but use city services.

Implication for Stow: This funding strategy is an opportunity for the city to consider implementing. This existing revenue source has been highly successful in funding park systems nationwide and most recently in Hilliard, Ohio where it provides \$8 million a year for parks development and improvements in the city over 20 years. This tax is extremely popular in high traffic tourism type cities and with county and state parks.

SPECIAL IMPROVEMENT DISTRICT/BENEFIT DISTRICT

Taxing districts are established to provide funds for certain types of improvements that benefit a specific group of select properties. Improvements may include landscaping, acquisition of art and supplemental services for promotion which can include recreation and cultural enhancements.

Implication for Stow: This is an opportunity for funding as a strategy for the city to explore. This may require voter approval in Ohio but there are many options for improvements along the river that are a true benefit to the city and would provide an elevated level of economic impact to the city.

FOOD & BEVERAGE SALES TAX

The tax is usually associated with fast food restaurants carry-out food locations where cities have used this tax as a revenue source for places that sell fast food and beverages. They receive a portion of this funding source for operational or capital expenses.

Implication for Stow: The city should research this type of funding as a strategy and consider including it as a revenue source. This tax is usually in the ¼ percent or ½ percent category on fast food only.

EARNINGS TAX

Many cities in Ohio use an earning tax to support community facilities that benefit residents and people who work in the city. Westerville, Ohio used this source successfully to help fund their community center.

Implication for Stow: it would be a dedicated source of funding to help develop a community center or other major facility for the community.

5.2.6 FRANCHISES AND LICENSES

POURING RIGHTS

Private soft drink companies that execute agreements with organizations for exclusive pouring rights within facilities. That is, they get pouring rights at all public buildings, concessions, exhibit halls and special events. A higher portion of the gross sales goes back to the organization than a normal contract.

Implication for Stow: The city does not use pouring rights as a revenue generating source. There may be an opportunity for a citywide vending agreement for a favorable source of revenue, but the beverage sales volume must be high enough to qualify, so further analysis would be required.

PRIVATE CONCESSIONAIRES

Private concessionaires are used for contracted classes and golf course management operations. Research for other areas of operations should be periodically researched for viability. This funding source is a legal agreement with a non-governmental business to provide and operate desirable recreation activities that are financed, constructed, and operated by the private sector and include additional compensation paid to the organization.

Implication for Stow: The city should consider using private concessionaires as a revenue stream for the park system since they are not currently using it.

ADVERTISING SALES

Advertising can be included on golf scorecards and golf carts themselves as well as scoreboards at sports complexes. While some of these opportunities may exist already but could be expanded to advertisements in the Recreation Program Guide and other areas through the park system if appropriate. This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in an organization's print materials, on scoreboards, and other visible products or advertisements for services that are consumable or permanent promoting the product or service to the community.

Implication for Stow The city does little in this funding area but should consider its revenue capabilities.

INTER-LOCAL AGREEMENTS

The city is already doing a portion of this method with the school district, but additional opportunities exist. Contractual relationships between two or more local units of government and between a local unit of government and a non-profit organization for the benefit of joint usage and development of sports fields, regional parks, or other facilities.

Implication for Stow: The city currently implements this funding strategy, expanding this method can benefit the park system and other agencies.

5.2.7 BUILD ON FINANCIAL STRENGTHS

The Department displays above average management of financial and budgeting functions internally when compared to most park and recreation agencies. While the Department experienced some revenue volatility due to Covid-19, some funds did very well, especially the golf fund. The strategies presented in this report are intended to build the department's successes and strengths to obtain funding and generate revenue is methods they currently use and implement new strategies. The department may consider the following principles and identified strategies when setting operational and budgetary goals.

5.2.8 REVENUE POLICIES

The Department performs an annual budget review of programs and operations to provide an assessment of the revenue recovery and operating costs for each program area. The next step in revenue formulation is updating their pricing policy and earned income policy.

The pricing policy is designed to provide the park systems consistent guidelines for admissions, facilities, and program services. This allows the 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 involved outside of what a general taxpayer receives. The subsidy levels should be in line with the department's program plan.

Pricing policies provide a basis for clearly understanding the level of benefit and exclusivity the user receives above what a general taxpayer receives as well as the costs to provide services, programs, or facilities. The pricing policy is expressed in terms of the percentage of cost recovery the agency is trying to recover against the agency's overall budget and the activity goal within a specific core program area.

Having optional funding strategies for the department provides more opportunities to deliver a higher level of service to the community and it will make the park and recreation system stronger. Stow Parks and Recreation Department has a good meaningful approach to delivering great services in a responsible manner.

CHAPTER SIX - STRATEGIC ACTION PLAN

6.1 VISION

The following vision presents how the Stow Parks and Recreation Department desires to be viewed in the future:

“Our Vision, now and for the future, we strive to provide high-quality parks, recreation facilities, programs, and events supporting a more livable community to live, work and play.”

6.2 MISSION

The following mission is how the Stow Parks and Recreation Department will implement the vision:

“Our mission is to provide a high-quality park and a recreation system that the community and the City are willing to invest in.”

6.3 BRAND MESSAGE

“Elevating Stow Parks and Recreation”

6.4 STRATEGIC PRIORITIES

1. Develop a multigenerational community center.
2. Build staff capacity to meet operational and maintenance needs of the citizens of Stow.
3. Expand quality programs and events to connect more residents to the services provided.
4. Maintain and upgrade existing parks, amenities, and spaces.
5. Develop sustainable funding strategies and sources.
6. Develop a connected trail system throughout the city.
7. Develop the Hanson Property across the street from the Golf Course for a new Community Park.

6.5 RECOMMENDATIONS

6.5.1 PARKLAND AND TRAILS

COMMUNITY VISION FOR PARKLAND AND TRAILS

“Our vision goal for park land is to design, maintain and create destination park spaces for people of all ages that creates exceptional experiences and pride for people living in Stow”

GOAL

Provide a high-quality built park environment through creating a diverse set of parks and recreation amenities that provide access to everyone in the community.

STRATEGIES AND TACTICS

- Develop a connected park trail system with Summit County Parks with a goal of adding another four miles of connecting trails over the next five years.
 - Coordinate with Summit County Parks in developing trails through the city that allow for complete connectivity within Stow without getting on streets or coming to a dead-end.
 - Develop loop trails in parks that allow for users to exercise in a safe environment and incorporate a heart-healthy trail component for park visitors to use when appropriate.
 - Complete the existing trail plan developed for the city by the planning and engineering division of the city.
- Update community parks with new site master plans that add new amenities most desired by the community as described in the master plan.

- Implement at least one of the five new park site master plans every two years while implementing the ten-year master plan.
 - Develop a maintenance management plan on what it will cost to maintain the updated park site master plans and ensure maintenance money is available for staff to take care of the updated park site.
 - Incorporate a maintenance management plan for each park in the system and train staff on how to manage to the desired maintenance standards.
 - Develop a philosophy that incorporates a “Parks for All” approach for each updated park site.
 - Track customer use and satisfaction with the new updated parks in the city.
- Develop the Hanson Community Park across the street from the golf course with the new amenities outlined in the site master plan as Stow’s newest community park.
 - Finalize the master plan for the site and establish the funding sources to develop the site.
 - Develop a business plan for the site to ensure that it is staffed, maintained, programmed properly, and priced correctly to achieve the maintenance and financial goals desired for the park.
 - Establish a marketing plan for the site when completed.
 - Establish the order of development of the park amenities for the new park site over a three-year period to maximize the value and use by all park visitors of the site.
- Update the Silver Springs Community Park with improved roads, RV campground and Treehouse Village, Amphitheater, sports fields, trails, and new site amenities that maximize the value and the revenue that can be earned from the site to offset operational costs.
 - Develop a finalized site master plan for the park.
 - Develop a capital improvement plan and a funding source over a three-year period for the site and improvements based on the site master plan.
 - Develop a marketing strategy for the campground to help promote use of the site during the year to offset operational costs.
 - Once upgrades are completed, change the pricing structure to comparable market rates for RV Parks in the region as well as pricing for other site amenities in the park.
 - Develop a program plan for the park and include innovative programs for the Outdoor Learning Center, Treehouse Village, soccer field and the Amphitheater.
- Enhance sports fields in the parks to have a combination of practice fields, recreation fields and competitive fields in the city to meet the community’s expectation for a quality sports experience.
 - Over the course of five years, determine which fields are practice fields, recreation fields and competitive fields in the city and determine a strategy to update competitive sports fields first, recreation fields second and practice fields third.
 - Work with sports groups to determine the order of enhancements for soccer, baseball, and softball fields.
 - Increase the maintenance standards on sports fields in the city to Level One for competitive fields and Level Two for recreational and practice fields.
- Update the Oregon Trail Park site over a two-year period that follows the site master plan.
 - Add six new pickleball courts with restrooms to the park site.
 - Update the soccer fields and the existing baseball field to maximize their use and value to the community.
- Update Adell Durbin Park over the next five years to follow the site master plan.

- Develop a program plan for the park that matches the design and includes three seasons of use.
- Change the name of the park to Adell Durbin Nature Park to demonstrate what the amenities include and what programs will occur on site.
- Improve the park amenities to follow all new elements of the park and increase the use and the age segment appeal.
- Before the park is reopened, develop a maintenance management plan, and ensure the operational maintenance dollars are included in the budget
- Develop an updated site master plan for the Stow City Center Complex.
 - Acquire the needed property to achieve the full design and that it can be updated to include the new site improvements.
 - Make the site improvements to accommodate the event space, stage and amphitheater, splash pad and the multigenerational community center.
 - Seek a voter approved bond issue over the next four years to support site improvements to the site.
- Update neighborhood parks to serve the neighborhoods surrounding the neighborhood park with enhanced amenities that support the needs of the residents. These include Meadowbrook Park, Wetmore Park, Sherwood Acres, Heather Hills, Crestdale, Partridge Highlands, Northport.
 - Update site master plans for each neighborhood park with enhanced playgrounds, sports courts, parking, access to the playground, loop trails, signage, and lighting that provides an exceptional experience.
 - Theme neighborhood parks to provide a higher level of presence to the neighborhood they serve.
 - Seek to provide at least six park experiences in a neighborhood park that does not exceed an hour in individual time. An experience could include a loop trail, sport court, playground, picnic area, fitness pod, spray ground, fishing docks, practice field, and community gathering space are examples of experiences.

6.5.2 FACILITIES, PROGRAMS AND EVENTS

COMMUNITY VISION FOR FACILITIES, PROGRAMS AND EVENTS

“Our vision for facilities, programs and events is to create new or updated recreation facilities, programs and events envisioned by the community, providing a multi-generational appeal.”

GOAL

Create parks and recreational facilities that appeal to all residents of the city.

STRATEGIES AND TACTICS

- Develop a feasibility study/ business plan based on the community survey in the Master Plan for the multi-generational community center with preliminary designs to achieve the program needs for the community, including spaces for all age groups and user types in the city.
 - Seek public input for the design of the community center. Develop a steering committee to help in the design of the facility.
 - Seek to include six core spaces for all ages, including spaces for seniors, a walking track, sports courts, aquatics, health, and wellness and youth and teen spaces.
 - Develop a funding strategy for the development of the community center.

- Seek to develop a partnership with a local hospital or another agency to help develop the multi-generational center in Stow.
 - Consider a partnership with another agency for an aquatic or gym component with the building.
 - Consider a local hospital to develop a wellness component in the facility to include a therapeutic pool.
- Develop a program plan for the Department that focuses on the following core programs; senior services, therapeutic recreation, camps, health and wellness, sports, youth programs, special events, outdoor adventure/nature education, arts, aquatics, and family programs.
 - Consider adding one new core program area each year based on the availability of facilities and amenities to support the program.
 - Develop a pricing policy to support each core program area based on classifying each program as core essential, important and value added.
 - Seek out a partnership to develop and deliver the program.
 - Develop the appropriate staffing model to support the needs of the core program area and deliver the community needs of the program
- Develop a marketing plan for the new programs and facilities to ensure the community knows where the new updated facilities and programs are in the city and how to access them.
 - Develop a funding strategy for how to implement a marketing plan for the Department that includes funding for social media, program guides, special event promotion, web site development, market research, newspaper awareness, improved signage, and app development.
 - Seek sponsorships for various events and core programs in the city with health care providers, restaurants, grocery stores, car dealerships and other businesses.
 - Develop an earned income policy that allows for the department to seek and collect earned income that can be added to their operational funds that will support the marketing costs for events across the city.
 - Develop new customer service feedback methods to gain a stronger understanding of what the users enjoyed about the program or service and how to keep them involved as a lifetime user.
- Develop a program plan for each park and amenity in the park system based on three seasons a year for directed programs on site to grow the public's awareness and opportunities in parks across the city.
 - Develop indoor and outdoor programs to activate spaces in the parks that provides residents an appreciation for the value of the space and how to maximize its use.
 - Introduce new program spaces that were previously not used to encourage new users to enjoy the space.
 - Invite partners to bring programs into the parks and provide new opportunities for citizens to experience the parks and trails.
- Develop performance measures for park and recreation programs that help to achieve desired key outcomes.
 - Key performance measures include programs offered versus programs held, programs that meet the desired standards, achieve the desire cost recovery goal, have a high level of returning users, program user outcomes achieved for the program and user satisfaction is 90% or greater by the participants of the program.

- Teach and train staff and contractors about customer service as it applies to program delivery.
 - Inspect how the contract instructors deliver programs and seek user input.
 - Consider pre and post evaluations for users to respond about how programs were delivered.
- Develop volunteerism as a core program of the department and teach and train staff on how to manage volunteers who work in the system.
 - Develop a volunteer guide for the department.
 - Seek to recruit and train volunteers in park maintenance, delivering programs, coaching, inspecting, assisting in hosting events in the parks and in facilities owned by the city.
 - Develop a volunteer recognition program and celebrate improvements and success on a yearly basis.
- Develop a complete program plan for the new community center to demonstrate to the community and elected officials how the facility will be used.
 - Work directly with the facility designer about how core spaces will be programed so the space is designed correctly to fit the needs of the program not where the program must fit the design.
 - Establish a staffing plan to implement programs in the new facility to achieve the maximum value for the space based on prime time and non-prime use.
 - Tie the program plan to the business plan for the community center so everyone knows their tasks and job expectations.
- Continue to develop and maintain existing special events as well as develop new events that bring recognition to the city as an event provider.
 - Continue to develop events that bring the community together such as the 4th of July Parade, Summer Sunset Blast, Holiday Lighting Event, Paw Fest, and Haunted Hayrides.
 - Consider adding events such as a Mayor's Golf Tournament, a Bike Race or Road Race through the city, a music fest for kids, corporate challenge for businesses or sports tournaments in soccer, baseball and softball for youth or adults.

6.5.3 MAINTENANCE

COMMUNITY VISION FOR MAINTENANCE

"Our vision for park maintenance is to advance a maintenance management plan to achieve the quality of maintenance that citizens desire."

GOAL

Create park spaces that are inviting to all user types that make the experience enjoyable, safe and user friendly.

STRATEGIES AND TACTICS

- Establish best practices for maintenance management standards in the parks and implement them every day in the park system.
 - Determine what maintenance standards the department can afford now and what they want to do in the future and find methods to fund these practices. Focus on level two maintenance for most of the park system.
 - Establish the staffing levels required to achieve the maintenance standards in the parks on a yearly basis.

- Establish and acquire the maintenance equipment needed to achieve the maintenance standards desired.
- Develop an updated maintenance management plan for all the parks based on approved maintenance standards that achieve Level Two Maintenance across the park system. Add the needed staff to achieve a one person per 28 acres maintained across the Department with included maintenance equipment needed to achieve that standard.
 - Determine how many true acres of land are maintained and the level of care now to determine what it will cost to update the system to a Level Two Standard.
 - Present the changes to the city council and gain approval for the necessary budget dollars to achieve the Level Two Standard.
 - Track the level of visitor satisfaction across the system with the improved park maintenance and share the information with city council.
- Develop a trail maintenance management plan for both hard surface and soft surface trails.
 - Establish a standard of care for hard surface trails that compares with Summit County's efforts or contract maintenance for the same level of care.
 - Establish a soft surface maintenance standard that encourages positive use where appropriate.
 - Update signage along trails to match the quality of Summit County Trail Markers and signs.
- Establish a ballfield maintenance crew that only focuses on ballfield maintenance to bring the sports fields up to a competitive standard for league and tournament play.
 - Seek support from users of the parks who are permitted exclusive use of the fields to participate in the cost of the ballfield care.
 - Consider developing sports tournaments in the city to attract economic development at hotels and restaurants. This will require a higher level of sports field maintenance.
 - Consider implementing three levels of maintenance for sports fields: practice, recreational and competitive.
- Acquire a maintenance management software program that is easy to use and provides data on standards met, work orders and costs to maintain all elements of the park system.
 - Review what other park systems are doing in similar size agencies in Ohio and what maintenance software they are using to track work orders, cost, lifecycle maintenance and standards.
 - Provide and train the staff how to use workbooks in their vehicles to record daily activity.
 - Share the daily activity workbook results with staff so they understand where they are efficient in their current practices and where they are not.
- Develop a lifecycle replacement schedule for the park system's assets so the staff can manage the park needs for updating their assets each year for public enjoyment.
 - Attempt to invest 5% of the total asset value less land value on capital replacement each year to keep the parks in good condition.
 - Track the cost the park system is worth each year and share with the Mayor and Council the amount of dollars being spent to protect the public's investment each year.
 - Build a data base so future staff can learn the past efforts of the maintenance staff to make transition smooth.
- Develop a forestry plan for parks combine it with the street trees section of maintenance to have a complete plan.
 - Track the types, age, and condition of the street trees in the city and place a value on them.

- Develop an 8–10-year pruning schedule for the street trees in the city to keep them hardy and healthy.
- Dedicate some of the wheel tax money from the city to maintain the street trees.
- Hire additional park maintenance positions that include (6) new maintenance positions that allow the division to achieve 1 FTE to maintain 28 acres of developed park property which is best practice for park maintenance.
 - Positions to consider are a sports field maintenance staff, playground specialist, maintenance tech to track work orders, park data and capital improvements, and repair of equipment staff.
 - Ensure staff are well trained and can act independently.
- Develop additional indoor workspaces for park staff to store equipment and supplies and allow for workspace for staff to do work in the wintertime.
 - Consider satellite shops at regional parks that can accommodate equipment used at that site so not have to road equipment from park to park.
 - Provide equipment that is the most cost effective and provide the best use of staff time.

6.5.4 OPERATIONS

COMMUNITY VISION FOR OPERATIONS

“Our vision for operations and staffing is to create staffing positions that follow the needs and expectations of the community for parks and recreation services.”

GOAL

Staff parks and recreation services based on expectations of the community for best practices in park and recreation management.

STRATEGIES AND TACTICS

- Before developing any new parks or facilities, the Department will provide a cost to maintain the park or amenity so operational dollars are included in capital improvements, so the department is not overly stressed when they have just built a new facility or amenity.
 - Establish cost of service for maintenance for all special events, new park developments, and updates to existing parks so operational dollars follow capital improvements.
 - Incorporate maintenance costs into inclusive park usage agreements so those dollars can come back from user groups to support operational costs.
 - Seek to achieve a reasonable staff to acre balance of 1 FTE to 28 maintained acres
- Develop a strong training program for part-time and seasonal staff to help maintain the parks and facilities in the system.
 - Establish a training program for full-time, part-time, and seasonal staff on how to properly maintain parks and recreation facilities in the system.
 - Develop a volunteer training program for park maintenance where appropriate to help maintain the parks system in area such as the campground, special events, sports fields, dog park area and special use areas of the parks
- Update and add new key staffing positions to help move the organization forward and update the organizational structure to reflect the new positions needed.
 - Add a business manager to help with implementing new financial funding sources and operational practices.
 - Add a full-time Urban Forester with (2) part-time seasonal positions to support the position.

- Add a volunteer coordinator to help build staff capacity at special events hosted by the Department and to build advocacy
- Add part-time data manager to manage Dude Solutions data for the park maintenance team.
- Add a full-time janitorial position or contract a group to support cleaning facilities the Department is responsible for maintaining.

6.5.5 FINANCING

COMMUNITY VISION FOR FINANCING

“Create a well-funded, sustainable park and recreation system that includes capital costs and will meet the community’s expectations for well-maintained parks with desirable recreation facilities and programs to create an excellent park and recreation system for the residents of the city.”

GOAL

Adequately fund the Parks and Recreation Department through a combination of funding sources.

STRATEGIES AND TACTICS

- Improve organizational capability and effectiveness to maximize efficiency and revenue opportunities.
 - Hire the right people in the right job to achieve the right outcome where needed.
 - Consider combining parks, recreation, forestry, and golf into one department.
- Develop new earned income opportunities to support daily operations.
 - Create five new earned income opportunities each year to achieve at least 30 funding sources for the department to access resources from.
 - Teach and train staff in pricing, earned income development and cost of service tracking.
- Make all partnership agreements equitable in managing costs to provide facilities, programs, and amenities.
 - Develop partnership policies for public/public partners, public/not-for-profit partners, and public-private partners to manage equity of dollars spent and entitlement of users.
- Develop a dedicated funding source for parks and recreation for the future to be used for capital improvements and some operational costs.
 - Work with the Mayor and City Council to determine a dedicated funding source that can be used to enhance the park and recreation system that can be used for capital and operational costs for the future.
- Enhance the use of performance metrics to assess results.
 - Develop performance metrics that demonstrate how well the department is delivering on services and financial expectations.
 - Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all ages of the department to meet user expectations in parks, trails, recreation facilities and programs.
 - Track the economic value that parks, and recreation brings to the city each year and report out annually.
- Optimize the use of technology to drive efficiency and productivity, to improve services.
 - Develop a strong communication process to reach citizens via a department app, communication boards, web site, social media outlets and platforms to inform, engage and connect with residents of the city.

6.6 FIVE PARK SITE MASTER PLANS

6.6.1 SILVER SPRINGS



LEGEND:

- | | |
|---|--|
| 1 Kayak Launch | 10 Observation Deck |
| 2 Road Relocation | 11 Disc Golf Course |
| 3 RV slips (26) | 12 Improvements to Existing Trail |
| 4 Tent Sites (7) | 13 Existing Shelter |
| 5 Treehouse Village | 14 Additional Parking |
| 6 Dump Station with Shelter and Restrooms | 15 Outdoor Learning Center / Rental Building |
| 7 Existing Soccer Fields | |
| 8 Amphitheater with Overlook/Food Truck Plaza | |
| 9 Nature Trail with Boardwalk | |

6.6.2 HANSON PROPERTY



LEGEND:

1 Grass Tee	12 Bier Garden
2 Target Greens (typ.)	13 Sand Volleyball Courts (2)
3 Chipping Greens	14 Retention Pond
4 Teaching Building	15 Concessions Building
5 Practice Greens	16 Fishing Dock
6 Covered Structure	17 Mini Courts/Fields
7 Storage Building	18 Proposed Cemetery
8 Parking	19 Proposed Trail
9 Fairway	
10 Rock Climbing Wall	
11 Mini Golf Course	



HANSON PROPERTY - CONCEPT PLAN

6.6.3 OREGON TRAIL PARK



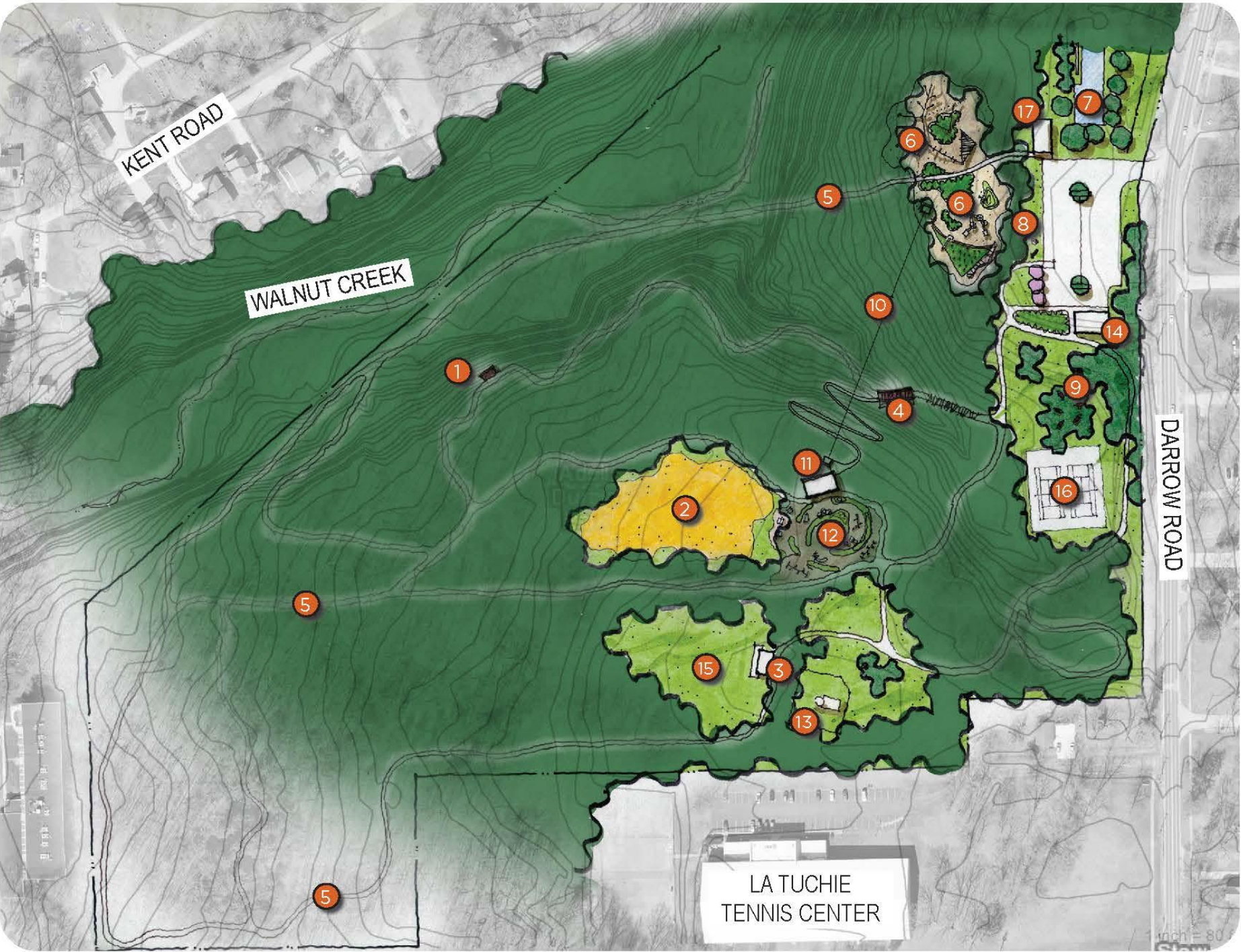
LEGEND:

1 Pickle Ball Courts (6)	11 Perimeter Loop Trail (+/- .58 Miles)
2 Existing Safety Town	12 Improved Pedestrian Crossing
3 Existing Parking	13 Existing Baseball Field
4 Additional Parking	14 Existing Playground
5 Enhanced Sledding Hill	15 Shelter
6 Soccer Field (150'x 225')	16 Existing Restroom
7 Educational Habitats/ Rain Gardens	17 Existing Maintenance Building
8 Existing Picnic Area	
9 Restroom Building/Shelter	
10 Interactive Play	



OREGON TRAIL PARK - CONCEPT PLAN

6.6.4 ADELL DURBIN



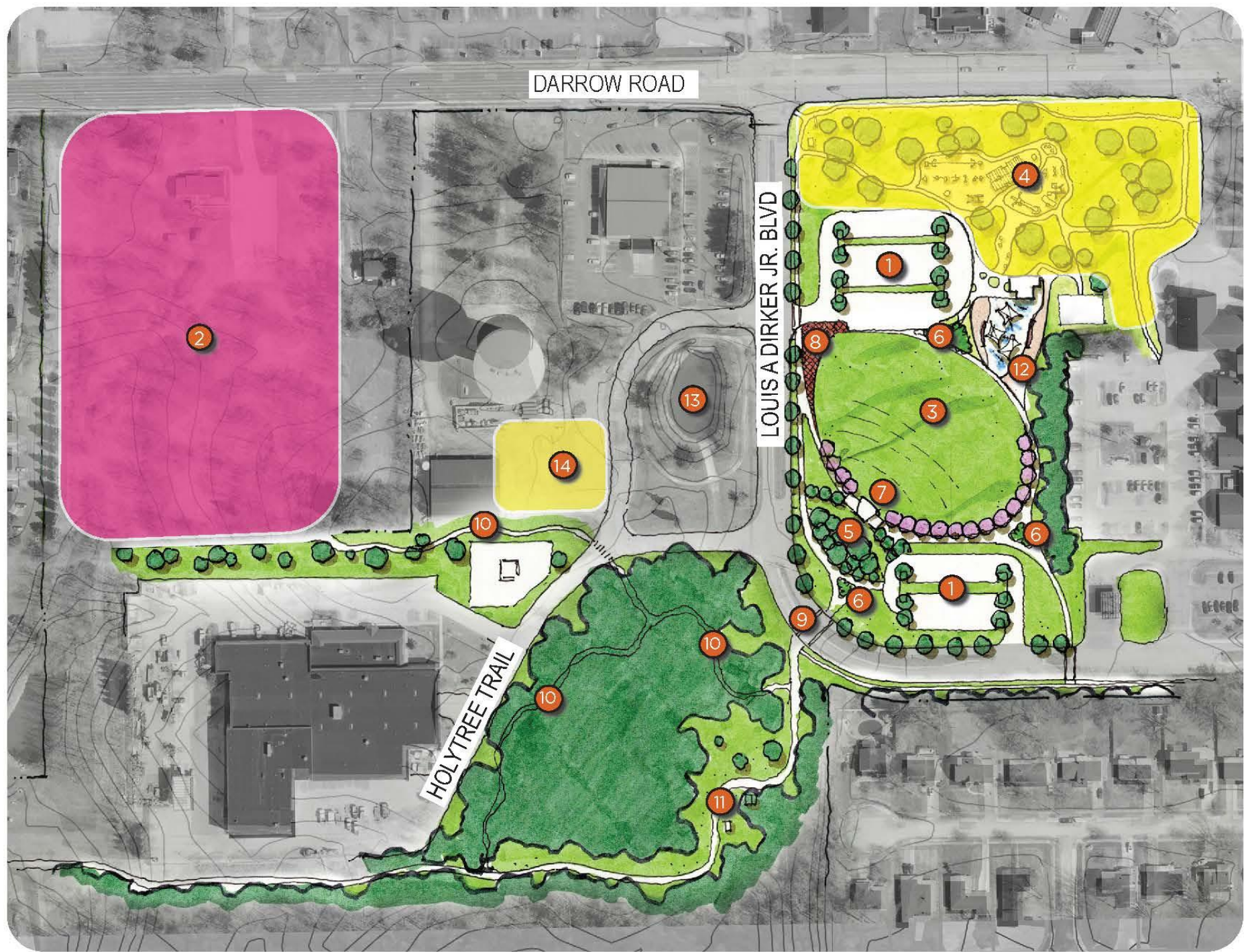
LEGEND:

1 Overlook	11 Nature Center
2 Existing Wildflower Meadow	12 Nature Play
3 Event Shelter	13 Ex. Cell Phone Tower
4 Existing Bridge	14 Ex. Restroom Building
5 Existing Trail (typ.)	15 Outdoor Event Space
6 Adventure Play	16 Ex. Tennis Courts
7 Existing Playground	17 Ex. Maintenance/Storage Building
8 Ex. Native American Statue	
9 Hammock Grove/Picnic Area	
10 Zipline	



ADELL DURBIN - CONCEPT PLAN

6.6.5 STOW CITY CENTER



LEGEND:

1 Existing Parking	8 Vehicular Hardscape
2 Potential Multi-Generational Center Site	9 Enhanced Pedestrian Crossing
3 Flexible Event Lawn	10 Additional Trail
4 New Skip Playground	11 Existing Path
5 Backstage Access	12 Splash Pad
6 Planting Island	13 Existing Pond
7 Amphitheater/Stage	14 Additional Parking

STOW CITY CENTER - CONCEPT PLAN

APPENDIX A – CORE VS CASUAL PARTICIPATION TRENDS

ACTIVITY GROUPS

GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	23,410	100%	24,917	100%	27,753	100%	18.6%	11.4%
<i>Casual (1-12 times)</i>	7,774	33%	9,669	39%	11,962	43%	53.9%	23.7%
<i>Core(13+ times)</i>	15,636	67%	15,248	61%	15,791	57%	1.0%	3.6%
Golf (9 or 18-Hole Course)	24,120	100%	24,271	100%	24,804	100%	2.8%	2.2%
Tennis	17,963	100%	17,684	100%	21,642	100%	20.5%	22.4%
Baseball	13,711	100%	15,804	100%	15,731	100%	14.7%	-0.5%
<i>Casual (1-12 times)</i>	4,803	35%	6,655	42%	8,089	51%	68.4%	21.5%
<i>Core (13+ times)</i>	8,908	65%	9,149	58%	7,643	49%	-14.2%	-16.5%
Soccer (Outdoor)	12,646	100%	11,913	100%	12,444	100%	-1.6%	4.5%
<i>Casual (1-25 times)</i>	6,698	53%	6,864	58%	8,360	67%	24.8%	21.8%
<i>Core (26+ times)</i>	5,949	47%	5,050	42%	4,084	33%	-31.3%	-19.1%
Football (Flag)	5,829	100%	6,783	100%	7,001	100%	20.1%	3.2%
<i>Casual (1-12 times)</i>	3,105	53%	3,794	56%	4,287	61%	38.1%	13.0%
<i>Core(13+ times)</i>	2,724	47%	2,989	44%	2,714	39%	-0.4%	-9.2%
<i>Core Age 6 to 17 (13+ times)</i>	1,276	53%	1,590	56%	1,446	61%	13.3%	-9.1%
Softball (Slow Pitch)	7,114	100%	7,071	100%	6,349	100%	-10.8%	-10.2%
<i>Casual (1-12 times)</i>	3,004	42%	3,023	43%	2,753	43%	-8.4%	-8.9%
<i>Core(13+ times)</i>	4,110	58%	4,048	57%	3,596	57%	-12.5%	-11.2%
Badminton	7,198	100%	6,095	100%	5,862	100%	-18.6%	-3.8%
<i>Casual (1-12 times)</i>	5,032	70%	4,338	71%	4,129	70%	-17.9%	-4.8%
<i>Core(13+ times)</i>	2,166	30%	1,756	29%	1,733	30%	-20.0%	-1.3%
Soccer (Indoor)	4,813	100%	5,336	100%	5,440	100%	13.0%	1.9%
<i>Casual (1-12 times)</i>	2,157	45%	2,581	48%	3,377	62%	56.6%	30.8%
<i>Core(13+ times)</i>	2,656	55%	2,755	52%	2,063	38%	-22.3%	-25.1%
Volleyball (Court)	6,423	100%	6,487	100%	5,410	100%	-15.8%	-16.6%
<i>Casual (1-12 times)</i>	2,849	44%	2,962	46%	2,204	41%	-22.6%	-25.6%
<i>Core(13+ times)</i>	3,575	56%	3,525	54%	3,206	59%	-10.3%	-9.0%
Football (Tackle)	6,222	100%	5,107	100%	5,054	100%	-18.8%	-1.0%
<i>Casual (1-25 times)</i>	2,842	46%	2,413	47%	2,390	47%	-15.9%	-1.0%
<i>Core(26+ times)</i>	3,380	54%	2,694	53%	2,665	53%	-21.2%	-1.1%
<i>Core Age 6 to 17 (26+ times)</i>	2,539	46%	2,311	47%	2,226	47%	-12.3%	-3.7%
Football (Touch)	6,487	100%	5,171	100%	4,846	100%	-25.3%	-6.3%
<i>Casual (1-12 times)</i>	3,809	59%	3,065	59%	2,990	62%	-21.5%	-2.4%
<i>Core(13+ times)</i>	2,678	41%	2,105	41%	1,856	38%	-30.7%	-11.8%
Volleyball (Sand/Beach)	4,785	100%	4,400	100%	4,320	100%	-9.7%	-1.8%
<i>Casual (1-12 times)</i>	3,348	70%	2,907	66%	3,105	72%	-7.3%	6.8%
<i>Core(13+ times)</i>	1,438	30%	1,493	34%	1,215	28%	-15.5%	-18.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Pickleball	2,506	100%	3,460	100%	4,199	100%	67.6%	21.4%
<i>Casual (1-12 times)</i>	2,628	105%	2,207	64%	2,835	68%	7.9%	28.5%
<i>Core(13+ times)</i>	1,048	-5%	1,253	36%	1,364	32%	30.2%	8.9%
Gymnastics	4,679	100%	4,669	100%	3,848	100%	-17.8%	-17.6%
<i>Casual (1-49 times)</i>	3,061	65%	3,004	64%	2,438	63%	-20.4%	-18.8%
<i>Core(50+ times)</i>	1,618	35%	1,695	36%	1,410	37%	-12.9%	-16.8%
Track and Field	4,222	100%	4,139	100%	3,636	100%	-13.9%	-12.2%
<i>Casual (1-25 times)</i>	1,973	47%	2,069	50%	1,589	44%	-19.5%	-23.2%
<i>Core(26+ times)</i>	2,249	53%	2,070	50%	2,046	56%	-9.0%	-1.2%
Racquetball	3,883	100%	3,453	100%	3,426	100%	-11.8%	-0.8%
<i>Casual (1-12 times)</i>	2,628	68%	2,398	69%	2,476	72%	-5.8%	3.3%
<i>Core(13+ times)</i>	1,255	32%	1,055	31%	950	28%	-24.3%	-10.0%
Cheerleading	3,608	100%	3,752	100%	3,308	100%	-8.3%	-11.8%
<i>Casual (1-25 times)</i>	1,968	55%	1,934	52%	1,931	58%	-1.9%	-0.2%
<i>Core(26+ times)</i>	1,640	45%	1,817	48%	1,377	42%	-16.0%	-24.2%
Ultimate Frisbee	4,409	100%	2,290	100%	2,325	100%	-47.3%	1.5%
<i>Casual (1-12 times)</i>	3,371	76%	1,491	65%	1,476	63%	-56.2%	-1.0%
<i>Core(13+ times)</i>	1,038	24%	799	35%	849	37%	-18.2%	6.3%
Ice Hockey	2,546	100%	2,357	100%	2,270	100%	-10.8%	-3.7%
<i>Casual (1-12 times)</i>	1,219	48%	1,040	44%	1,165	51%	-4.4%	12.0%
<i>Core(13+ times)</i>	1,326	52%	1,317	56%	1,105	49%	-16.7%	-16.1%
Wrestling	1,978	100%	1,944	100%	1,931	100%	-2.4%	-0.7%
<i>Casual (1-25 times)</i>	1,094	55%	1,189	61%	1,239	64%	13.3%	4.2%
<i>Core(26+ times)</i>	885	45%	755	39%	692	36%	-21.8%	-8.3%
Lacrosse	2,094	100%	2,115	100%	1,884	100%	-10.0%	-10.9%
<i>Casual (1-12 times)</i>	1,146	55%	1,021	48%	902	48%	-21.3%	-11.7%
<i>Core(13+ times)</i>	947	45%	1,094	52%	982	52%	3.7%	-10.2%
Softball (Fast Pitch)	2,460	100%	2,242	100%	1,811	100%	-26.4%	-19.2%
<i>Casual (1-25 times)</i>	1,187	48%	993	44%	650	36%	-45.2%	-34.5%
<i>Core(26+ times)</i>	1,273	52%	1,250	56%	1,162	64%	-8.7%	-7.0%
Roller Hockey	1,907	100%	1,616	100%	1,500	100%	-21.3%	-7.2%
<i>Casual (1-12 times)</i>	1,382	72%	1,179	73%	1,129	75%	-18.3%	-4.2%
<i>Core(13+ times)</i>	525	28%	436	27%	371	25%	-29.3%	-14.9%
Rugby	1,349	100%	1,392	100%	1,242	100%	-7.9%	-10.8%
<i>Casual (1-7 times)</i>	918	68%	835	60%	807	65%	-12.1%	-3.4%
<i>Core(8+ times)</i>	431	32%	557	40%	435	35%	0.9%	-21.9%
Squash	1,710	100%	1,222	100%	1,163	100%	-32.0%	-4.8%
<i>Casual (1-7 times)</i>	1,293	76%	747	61%	669	58%	-48.3%	-10.4%
<i>Core(8+ times)</i>	417	24%	476	39%	495	42%	18.7%	4.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	109,829	100%	111,439	100%	114,044	100%	3.8%	2.3%
<i>Casual (1-49 times)</i>	35,563	32%	36,254	33%	34,742	30%	-2.3%	-4.2%
<i>Core(50+ times)</i>	74,266	68%	75,185	67%	79,302	70%	6.8%	5.5%
Free Weights (Dumbbells/Hand Weights)	54,716	100%	51,450	100%	53,256	100%	-2.7%	3.5%
<i>Casual (1-49 times)</i>	18,491	34%	19,762	38%	20,070	38%	8.5%	1.6%
<i>Core(50+ times)</i>	36,225	66%	31,688	62%	33,186	62%	-8.4%	4.7%
Running/Jogging	48,496	100%	50,052	100%	50,652	100%	4.4%	1.2%
<i>Casual (1-49 times)</i>	22,337	46%	24,972	50%	24,438	48%	9.4%	-2.1%
<i>Core(50+ times)</i>	26,158	54%	25,081	50%	26,214	52%	0.2%	4.5%
Treadmill	50,398	100%	56,823	100%	49,832	100%	-1.1%	-12.3%
<i>Casual (1-49 times)</i>	23,136	46%	28,473	50%	19,549	39%	-15.5%	-31.3%
<i>Core(50+ times)</i>	27,262	54%	28,349	50%	30,283	61%	11.1%	6.8%
Yoga	25,289	100%	30,456	100%	32,808	100%	29.7%	7.7%
<i>Casual (1-49 times)</i>	14,947	59%	18,953	62%	19,337	59%	29.4%	2.0%
<i>Core(50+ times)</i>	10,341	41%	11,503	38%	13,471	41%	30.3%	17.1%
Stationary Cycling (Recumbent/Upright)	35,553	100%	37,085	100%	31,287	100%	-12.0%	-15.6%
<i>Casual (1-49 times)</i>	18,512	52%	19,451	52%	13,249	42%	-28.4%	-31.9%
<i>Core(50+ times)</i>	17,042	48%	17,634	48%	18,038	58%	5.8%	2.3%
Weight/Resistant Machines	35,310	100%	36,181	100%	30,651	100%	-13.2%	-15.3%
<i>Casual (1-49 times)</i>	14,654	42%	14,668	41%	10,940	36%	-25.3%	-25.4%
<i>Core(50+ times)</i>	20,655	58%	21,513	59%	19,711	64%	-4.6%	-8.4%
Free Weights (Barbells)	25,381	100%	28,379	100%	28,790	100%	13.4%	1.4%
<i>Casual (1-49 times)</i>	9,860	39%	11,806	42%	13,428	47%	36.2%	13.7%
<i>Core(50+ times)</i>	15,521	61%	16,573	58%	15,363	53%	-1.0%	-7.3%
Elliptical Motion/Cross Trainer	32,321	100%	33,056	100%	27,920	100%	-13.6%	-15.5%
<i>Casual (1-49 times)</i>	15,729	49%	17,175	52%	14,403	52%	-8.4%	-16.1%
<i>Core(50+ times)</i>	16,593	51%	15,880	48%	13,517	48%	-18.5%	-14.9%
Dance, Step, Choreographed Exercise	21,487	100%	23,957	100%	25,160	100%	17.1%	5.0%
<i>Casual (1-49 times)</i>	14,137	66%	16,047	67%	16,652	66%	17.8%	3.8%
<i>Core(50+ times)</i>	7,350	34%	7,910	33%	8,507	34%	15.7%	7.5%
Bodyweight Exercise	22,146	100%	23,504	100%	22,845	100%	3.2%	-2.8%
<i>Casual (1-49 times)</i>	9,346	42%	9,492	40%	9,581	42%	2.5%	0.9%
<i>Core(50+ times)</i>	12,800	58%	14,012	60%	13,264	58%	3.6%	-5.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact/ Intensity Training)	20,464	100%	22,044	100%	22,487	100%	9.9%	2.0%
<i>Casual (1-49 times)</i>	11,723	57%	12,380	56%	12,743	57%	8.7%	2.9%
<i>Core(50+ times)</i>	8,742	43%	9,665	44%	9,744	43%	11.5%	0.8%
Trail Running	8,139	100%	10,997	100%	11,854	100%	45.6%	7.8%
Stair-Climbing Machine	13,234	100%	15,359	100%	11,261	100%	-14.9%	-26.7%
<i>Casual (1-49 times)</i>	7,960	60%	10,059	65%	6,339	56%	-20.4%	-37.0%
<i>Core(50+ times)</i>	5,275	40%	5,301	35%	4,922	44%	-6.7%	-7.1%
Pilates Training	8,594	100%	9,243	100%	9,905	100%	15.3%	7.2%
<i>Casual (1-49 times)</i>	5,201	61%	6,074	66%	6,668	67%	28.2%	9.8%
<i>Core(50+ times)</i>	3,394	39%	3,168	34%	3,237	33%	-4.6%	2.2%
Cross-Training Style Workout	11,710	100%	13,542	100%	9,179	100%	-21.6%	-32.2%
<i>Casual (1-49 times)</i>	6,038	52%	7,100	52%	3,476	38%	-42.4%	-51.0%
<i>Core(50+ times)</i>	5,672	48%	6,442	48%	5,704	62%	0.6%	-11.5%
Martial Arts	5,507	100%	6,068	100%	6,064	100%	10.1%	-0.1%
<i>Casual (1-12 times)</i>	1,793	33%	2,178	36%	2,679	44%	49.4%	23.0%
<i>Core(13+ times)</i>	3,714	67%	3,890	64%	3,385	56%	-8.9%	-13.0%
Stationary Cycling (Group)	8,677	100%	9,930	100%	6,054	100%	-30.2%	-39.0%
<i>Casual (1-49 times)</i>	5,561	64%	6,583	66%	3,134	52%	-43.6%	-52.4%
<i>Core(50+ times)</i>	3,116	36%	3,347	34%	2,920	48%	-6.3%	-12.8%
Cardio Kickboxing	6,708	100%	7,026	100%	5,295	100%	-21.1%	-24.6%
<i>Casual (1-49 times)</i>	4,579	68%	4,990	71%	3,438	65%	-24.9%	-31.1%
<i>Core(50+ times)</i>	2,129	32%	2,037	29%	1,857	35%	-12.8%	-8.8%
Boxing for Fitness	5,419	100%	5,198	100%	5,230	100%	-3.5%	0.6%
<i>Casual (1-12 times)</i>	2,787	51%	2,738	53%	2,962	57%	6.3%	8.2%
<i>Core(13+ times)</i>	2,633	49%	2,460	47%	2,268	43%	-13.9%	-7.8%
Boot Camp Style Training	6,722	100%	6,830	100%	4,969	100%	-26.1%	-27.2%
<i>Casual (1-49 times)</i>	4,488	67%	4,951	72%	3,204	64%	-28.6%	-35.3%
<i>Core(50+ times)</i>	2,234	33%	1,880	28%	1,765	36%	-21.0%	-6.1%
Tai Chi	3,651	100%	3,793	100%	3,300	100%	-9.6%	-13.0%
<i>Casual (1-49 times)</i>	2,237	61%	2,379	63%	1,858	56%	-16.9%	-21.9%
<i>Core(50+ times)</i>	1,415	39%	1,414	37%	1,442	44%	1.9%	2.0%
Barre	3,583	100%	3,665	100%	3,579	100%	-0.1%	-2.3%
<i>Casual (1-49 times)</i>	2,881	80%	2,868	78%	2,721	76%	-5.6%	-5.1%
<i>Core(50+ times)</i>	703	20%	797	22%	858	24%	22.0%	7.7%
Triathlon (Traditional/Road)	2,498	100%	2,001	100%	1,846	100%	-26.1%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,744	100%	1,472	100%	1,363	100%	-21.8%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	37,232	100%	49,697	100%	57,808	100%	55.3%	16.3%
Bicycling (Road)	38,280	100%	39,388	100%	44,471	100%	16.2%	12.9%
Casual (1-25 times)	18,845	49%	20,796	53%	23,720	53%	25.9%	14.1%
Core(26+ times)	19,435	51%	18,592	47%	20,751	47%	6.8%	11.6%
Fishing (Freshwater)	37,682	100%	39,185	100%	42,556	100%	12.9%	8.6%
Casual (1-7 times)	20,206	54%	20,857	53%	24,309	57%	20.3%	16.6%
Core(8+ times)	17,476	46%	18,328	47%	18,247	43%	4.4%	-0.4%
Camping (< 1/4 Mile of Vehicle/Home)	27,742	100%	28,183	100%	36,082	100%	30.1%	28.0%
Camping (Recreational Vehicle)	14,699	100%	15,426	100%	17,825	100%	21.3%	15.6%
Casual (1-7 times)	7,843	53%	8,420	55%	11,281	63%	43.8%	34.0%
Core(8+ times)	6,856	47%	7,006	45%	6,544	37%	-4.6%	-6.6%
Fishing (Saltwater)	11,975	100%	13,193	100%	14,527	100%	21.3%	10.1%
Casual (1-7 times)	6,971	58%	7,947	60%	9,109	63%	30.7%	14.6%
Core(8+ times)	5,004	42%	5,246	40%	5,418	37%	8.3%	3.3%
Birdwatching (>1/4 mile of Vehicle/Home)	13,093	100%	12,817	100%	15,228	100%	16.3%	18.8%
Backpacking Overnight	10,100	100%	10,660	100%	10,746	100%	6.4%	0.8%
Bicycling (Mountain)	8,316	100%	8,622	100%	8,998	100%	8.2%	4.4%
Casual (1-12 times)	3,862	46%	4,319	50%	4,803	53%	24.4%	11.2%
Core(13+ times)	4,454	54%	4,302	50%	4,194	47%	-5.8%	-2.5%
Skateboarding	6,436	100%	6,610	100%	8,872	100%	37.8%	34.2%
Casual (1-25 times)	3,867	60%	4,265	65%	6,315	71%	63.3%	48.1%
Core(26+ times)	2,569	40%	2,345	35%	2,557	29%	-0.5%	9.0%
Fishing (Fly)	6,089	100%	7,014	100%	7,753	100%	27.3%	10.5%
Casual (1-7 times)	3,843	63%	4,493	64%	5,020	65%	30.6%	11.7%
Core(8+ times)	2,246	37%	2,521	36%	2,733	35%	21.7%	8.4%
Archery	8,378	100%	7,449	100%	7,249	100%	-13.5%	-2.7%
Casual (1-25 times)	7,038	84%	6,309	85%	6,102	84%	-13.3%	-3.3%
Core(26+ times)	1,340	16%	1,140	15%	1,147	16%	-14.4%	0.6%
Climbing (Indoor)		n/a	5,309	100%	5,535	100%	n/a	4.3%
Roller Skating (In-Line)	6,024	100%	4,816	100%	4,892	100%	-18.8%	1.6%
Casual (1-12 times)	4,246	70%	3,474	72%	3,466	71%	-18.4%	-0.2%
Core(13+ times)	1,778	30%	1,342	28%	1,425	29%	-19.9%	6.2%
Bicycling (BMX)	2,690	100%	3,648	100%	3,880	100%	44.2%	6.4%
Casual (1-12 times)	1,457	54%	2,257	62%	2,532	65%	73.8%	12.2%
Core(13+ times)	1,233	46%	1,392	38%	1,348	35%	9.3%	-3.2%
Climbing (Traditional/Ice/Mountaineering)	2,571	100%	2,400	100%	2,456	100%	-4.5%	2.3%
Climbing (Sport/Boulder)		n/a	2,183	100%	2,290	100%	n/a	4.9%
Adventure Racing	2,864	100%	2,143	100%	1,966	100%	-31.4%	-8.3%
Casual (1 times)	1,121	39%	549	26%	328	17%	-70.7%	-40.3%
Core(2+ times)	1,743	61%	1,595	74%	1,638	83%	-6.0%	2.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	26,319	100%	28,219	100%	25,666	100%	-2.5%	-9.0%
Casual (1-49 times)	17,059	65%	19,480	69%	17,987	70%	5.4%	-7.7%
Core(50+ times)	9,260	35%	8,739	31%	7,680	30%	-17.1%	-12.1%
Aquatic Exercise	9,226	100%	11,189	100%	10,954	100%	18.7%	-2.1%
Casual (1-49 times)	5,991	65%	8,006	72%	8,331	76%	39.1%	4.1%
Core(50+ times)	3,236	35%	3,183	28%	2,623	24%	-18.9%	-17.6%
Swimming (Competition)	2,892	100%	2,822	100%	2,615	100%	-9.6%	-7.3%
Casual (1-49 times)	1,482	51%	1,529	54%	1,524	58%	2.8%	-0.3%
Core(50+ times)	1,411	49%	1,293	46%	1,091	42%	-22.7%	-15.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	9,499	100%	11,382	100%	13,002	100%	36.9%	14.2%
Canoeing	10,236	100%	8,995	100%	9,595	100%	-6.3%	6.7%
Snorkeling	8,874	100%	7,659	100%	7,729	100%	-12.9%	0.9%
Casual (1-7 times)	7,002	79%	6,192	81%	6,374	82%	-9.0%	2.9%
Core(8+ times)	1,872	21%	1,468	19%	1,355	18%	-27.6%	-7.7%
Jet Skiing	6,263	100%	5,108	100%	4,900	100%	-21.8%	-4.1%
Casual (1-7 times)	4,425	71%	3,684	72%	3,783	77%	-14.5%	2.7%
Core(8+ times)	1,838	29%	1,423	28%	1,116	23%	-39.3%	-21.6%
Surfing	2,701	100%	2,964	100%	3,800	100%	40.7%	28.2%
Casual (1-7 times)	1,665	62%	2,001	68%	2,507	66%	50.6%	25.3%
Core(8+ times)	1,036	38%	962	32%	747	34%	-27.9%	-22.3%
Stand Up Paddling	3,020	100%	3,562	100%	3,675	100%	21.7%	3.2%
Sailing	4,099	100%	3,618	100%	3,486	100%	-15.0%	-3.6%
Casual (1-7 times)	2,818	69%	2,477	68%	2,395	69%	-15.0%	-3.3%
Core(8+ times)	1,281	31%	1,141	32%	1,091	31%	-14.8%	-4.4%
Rafting	3,883	100%	3,438	100%	3,474	100%	-10.5%	1.0%
Water Skiing	3,948	100%	3,203	100%	3,050	100%	-22.7%	-4.8%
Casual (1-7 times)	2,835	72%	2,355	74%	2,189	72%	-22.8%	-7.0%
Core(8+ times)	1,112	28%	847	26%	861	28%	-22.6%	1.7%
Wakeboarding	3,226	100%	2,729	100%	2,754	100%	-14.6%	0.9%
Casual (1-7 times)	2,308	72%	1,839	67%	2,007	73%	-13.0%	9.1%
Core(8+ times)	918	28%	890	33%	747	27%	-18.6%	-16.1%
Kayaking (White Water)	2,518	100%	2,583	100%	2,605	100%	3.5%	0.9%
Scuba Diving	3,274	100%	3,715	100%	2,588	100%	-21.0%	-30.3%
Casual (1-7 times)	2,405	73%	2,016	54%	1,880	73%	-21.8%	-6.7%
Core(8+ times)	869	27%	699	46%	708	27%	-18.5%	1.3%
Kayaking (Sea/Touring)	3,079	100%	2,652	100%	2,508	100%	-18.5%	-5.4%
Boardsailing/Windsurfing	1,766	100%	1,405	100%	1,268	100%	-28.2%	-9.8%
Casual (1-7 times)	1,461	83%	1,112	79%	1,015	80%	-30.5%	-8.7%
Core(8+ times)	305	17%	292	21%	253	20%	-17.0%	-13.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

APPENDIX B- ADDITIONAL COMMENTS

DO YOU HAVE ANY OTHER COMMENTS ABOUT THE SERVICES PROVIDED OR THE JOB THAT THE CITY OF STOW PARKS AND RECREATION DEPARTMENT IS DOING?

1	Overall Stow is a great place to live and I would just like to see more additions and improvements made.
2	I have some concerns about safety on the hike & bike trails. I know these are Summit Metro parks but around Silver Springs Park I have seen suspicious people & have wondered about drug dealing there. I run or walk there several times a week & until the past couple years never felt that way.
3	Improve what we already have parks, places to rent for small parties (bridle/baby showers, small gatherings,
4	My family and I have really enjoyed the extra programs and playground updates/maintenance that have been done the last 1 1/2. Thank you. It has not gone unnoticed during these difficult times.
5	Historically city run recreation facilities operate at a deficit because of unqualified staff. Stow does not have the right people in place to operate a new facility successfully. Our rec department has given up control of many programs to outside clubs. I'm not confident my tax dollars would be spent properly. Collaboration with an already existing club or organization seems more feasible.
6	I really felt that living on the lake that some big developers would make this with condos or nicer homes instead of John Charlie Street rental homes. My family and others enjoy sled riding in the winter, you can rent kayaking or canoeing for people to rent, lower the lake to skate or ice fishing. People enjoy paddle boat swimming, basketball but the playground is old and many people sit down there and enjoy eating lunch and taking their kids at the park
7	Seems as stow should get together with Hudson and see what is it, they do that works and attracts people.
8	We utilized the day camp in the summer in 2016. We liked it. I used to look at the Falls for classes and activities. We were members of the Nat for a year, but it was really expensive for us. We have not looked for activities though the rec center since the Rona started, but this makes me want to see what is available.
9	Regrade the campground so the lower sections don't become a tow out zone when we have a rainy summer
10	Oregon Trail soccer field drainage needs to be vastly improved. Soccer sessions are canceled every spring due to the field being a saturated swamp after rain. The stow soccer program has very high participation levels every season, therefore this improvement would have a very widespread impact.

11	Love programs like the paint and sip, youth programs for kids. Would love to see additional kids' programs - like painting, cooking, other classes to learn life skills that aren't taught in schools (money management, etc.). Would love low-cost solutions for fitness and access to a pool. Improvement for fields - especially lacrosse. They run out of space for practice and sometimes don't get to practice much because they don't have the right field.
12	We greatly appreciate the emphasis being out on recreation at this time. Fox Den has greatly improved, and we are so thankful. We look forward to seeing even more improvements.
13	Thanks for all you do! Keep up the good work!
14	The existing parks are well maintained, but Fox Den needs a lot of updates to compete with neighboring city owned courses. I would also love to see a city indoor recreation/fitness facility and an outdoor pool facility. These could be great money makers and make Stow more desirable.
15	I love all the new things added each year, great to see so many people using the programs. Would love to see more things geared towards teens. Many things are geared towards little kids 😊😊😊
16	Please repave the walking path at Crestdale Park and add shade to the playground area.
17	Overall, they do a great job
18	The city we moved from had a beautiful indoor facility for residents.
19	I think Stow has a great recreation program! And that they do a great job!
20	We love our parks; those taking care of the facilities work hard & do a good job. We live on Young Rd (N of Sierra Vista) & will pick up trash as we walk (S) to the park. Not sure how, but a littering deterrent would be nice (cameras?); same to deter those who drive onto the grass & tear up the grass at the park.
21	Get more involved in managing fields for youth baseball. Do not rely on Stow Youth Baseball organization to manage fields.
22	I think they offer great programs. As stated previously I feel like the website could use some help, it is hard to navigate sometimes I feel it leads me in loops! I think pre-teen/teen activities could be improved. More spaces for functions for family or groups activities especially now that Stow-Kent Lanes are gone. :(A rec center would be amazing, indoor skating rink, bowling, jump yard etc. we have none of that IN Stow.
23	Bring back the day camps for kids without the restrictions this summer, no masks, or restrictions whatsoever! Please! Let the kids be normal.
24	I would like the city to offer free green spaces just as much as maintaining existing parks. It is very important to my family that our wildlife has natural spaces, NOT manicured lawns. I love many of the current summer programs offered, but I would like to see more variety. I also think city-wide communication could be improved so people know what is offered. Thank you for the opportunity to provide my feedback!

25	Current means of notifying residents of activities, how to sign up, and spaces offered is horrible. Plus, WTH happened to S.K.I.P.!!!
26	We appreciate the offered services. Our priorities are improvement to softball fields, improving/adding/connecting walking/biking trails, reopen swimming at Monroe falls swim lake, community rec center/aquatic center (like CF Natatorium), central downtown area (like Hudson greens).
27	I have always been impressed with Stow Parks and Rec. I need to do a better job of learning about/accessing what is already out there. Keep up the great work and thank you!
28	Nice Job, thank you very much. You are our lifeline!
29	Improve and add on
30	Every city around us has attractions that bring in revenue...i.e., swim parks, city centers with shopping and restaurants. We are lacking in those areas. I take my kids to Tallmadge, Cuyahoga Falls, Kent, and Hudson for most of those activities. I do appreciate the great parks and trails we have here in Stow. I would love more events like the Summer Sunset Blast, you all did a phenomenal job with that last year. I would also love to have the Rib-Burnoff back or something like that. And please, please, please return the 4th of July Parade back to its normal site on 59. Thank you.
31	Parks are nice and we love Bow Wow Beach. Would like to utilize a fitness center and outdoor pool instead of going to other communities.
32	I'm not sure if they would be part of this, but a centralized downtown like Hudson that includes trail access. NOT at 91 near the post office. The traffic is awful. Thanks!
33	The department seems to do a good job with what they have, but Stow is falling behind neighboring communities. There is much potential, but the city needs to make the commitment.
34	Maintenance of soccer fields please
35	The dept has some very high-quality people that really care about their job and the city of Stow.
36	Over the years the customer service I received was not good. They were downright rude.
37	<p>All I can think about while doing this survey is the difference that mayor Pribonic has made. He has started so many amazing programs and we are all so very grateful for all that he has done and does! My hope and prayer for Stow is that it continues to grow in a positive manner. We so badly need a central meeting place for all ages regardless of income and money to spend. We lack so many things that the surrounding communities have and though I am grateful that we can take advantage of these, I want my city to have these things and I know it would be supported. The turnout at the holiday festival shows how much people need and want things for their family to do. A rec center, a pool, a central meeting place, Stow needs it! Thank you so much for putting time and effort into this cause. I have a lot of friends and family in this area, and we are all on the same page with wanting stow to be all of our forever homes where we grow and support and participate in but without these things I don't know if it will be...</p> <p>Thanks again!</p>

38	We really need more indoor activities for kids for during the winter to help them stay active and get their energy out. Cafe O Play was amazing, but as soon as my son hit 4, he was too big for that.
39	Please fund & build a rec. center
40	Doing great! Please don't let anyone build a facility without a pool.
41	We absolutely love bow wow beach. We wish it was a little more family friendly because we went from going daily during its open season to twice a week because we could not push our stroller through there. Other than that, the facility is amazing, and we have loved living in Stow!!!!
42	Over the last few years, stow has started in the right direction regarding the parks and rec department. There are some dedicated people involved, as we see them at most events, who are really doing well. I feel we need to continue to cultivate the large community events throughout the year, continue building on program offerings, and set forth and execute capital projects in a timelier manner. The fact that the parks and rec department has still, yet to figure out the skip park/splash pad situation, would be its largest deficiency thus far. Moving forward with the talk of a potential sports facility for the high school would be a total disaster if it executed before skip and done so without being primarily a community rec center.
43	I know my family really wants some useful recreational area with an indoor and outdoor pool that's affordable and could have events...look at Middleburg heights rec center it's literally like being at a resort. There could be Friday dances or movie swims for the teenagers and all sorts of events and that's like create jobs too. I would love a roller rink!
44	I think an indoor rec center would do great things for Stow and the residents!
45	Thank you for all that you do!
46	I hesitate in recommending more \$\$ for our Stow Parks because my number 1 want/need would be indoor rec and outdoor redevelopment. If it involves incorporation of our parks, for it.
47	We constantly leave stow for shopping, dining and many outdoor activities like hiking, splash pads, playgrounds, swimming, etc. I really want to love living in Stow, but when you compare it to neighboring communities like Hudson, Kent and Cuyahoga Falls it really comes up short. We talk about moving all the time. I like it here, i just wish I loved it here. I cannot express how disappointed my family is that the wooden playground was torn down and there is still nothing there in its place. My kids will be grown by the time anything gets put in there. It was within walking distance, and we enjoyed it multiple times per week with my youngest for about a year and the it was gone.
48	Overall doing a pretty good job
49	The person responsible for Rec basketball 2-3 years ago was difficult to deal with in the past and not very kind to children.
50	I think they do a pretty decent job with the funds available to them.
51	I work at 2 gyms/community centers that aren't in Stow teaching fitness classes, I'd love to teach fitness classes in Stow if we had a facility!

52	It's a valuable part of Stow. We greatly appreciate it.
53	I would love to see more activities for kids in the 9-14 age group, especially boys. A lot of the programs seem to be more geared towards young children, especially girls (a lot of princesses).
54	The gravel cut through road by skip park IS AN ACCIDENT WAITING TO HAPPEN....there should not be a cut through by this playground.
55	Recreation Center is a must!
56	<p>John Prebonic is awesome. So is Tracie McNutt! I love the city email to keep me up to date. My mom rants and raves about senior activities. It's so awesome that she can make those connections. Again, we need places we can rent.</p> <p>Also, I hiked Adell Durbin park-those trails are in need of such repair! We got lost in the middle of the park! What a beautiful park that is severely underutilized! Same thing with the trails at Silver Springs!</p> <p>I have no interest in funding a wellness center. Lifecenter, the Y, the Nat, the Wellness Center by Steels Corners is enough!</p>
57	Great job...no complaints. Please don't get rid of the driving range or golf course.
58	I don't want to see any increase in property taxes. I feel that we already pay a ton in city taxes and property taxes and yet there's still leaks in school buildings and roads need repaired. I'm tired of paying almost \$6k annually just in property taxes. It's a huge chunk of my income. I feel that my home is just slightly above average so it's not like I live in Pambi Farms or anything.
59	Couldn't ask for a better mayor.
60	Nothing in this survey discussed the campgrounds. It would be great to have a nice restroom/shower facility. We love the campground.
61	Mowing and maintaining all outdoor soccer fields, rolling, filling holes, seeding etc.
62	<p>As a member of Stow Players (Stow's local non-profit theater), I greatly appreciate the City of Stow's support in helping make space affordable for our programs 6 months out of the year. I would love Stow to invest in a new building or repurpose a building to become a new community center. Two examples are Hudson's Barlow community center and Cuyahoga Falls Quirk cultural center. Both offer a variety of rooms, and each has a very nice auditorium with a stage. If such a stage was available in the summer, it would be great for a youth theater programs.</p> <p>I would also like to see continued care for Silver Springs non-paved hiking trail which our family uses often.</p>
63	Form a team with new younger members to motivate growth in Parks and rec
64	We love city activities like "Glow in Stow," Summer Sunset Blast," and "Haunted Hayride" and wish there were more activities or additional free community events like this. We love that the city uses community members (like the Boy Scouts and Cub Scouts) to help fulfill volunteer

	opportunities and to save taxpayer dollars for the events. Finally, we would like to see something beneficial created for all in the city center. Something that will be used year-round, like a great playground with additional space for recreational activities for teens and adults, like picnics, meeting space, bocce, volleyball, and maybe a splash pad/fountain.
65	When our kids were younger, they enjoyed the soccer, basketball, football, and baseball programs. Grateful for the coaches and facilities. We had to go to other nearby towns for softball (did not want to play on Sunday) and for Recreation Center (members at LifeCenter and The Natatorium). Used their indoor and outdoor pools. Also did many of their summer sport camps along with CVCA's camps. Went to Cfalls for adult softball leagues.
66	Please bring a water line to the small dog area of the bow wow beach dog park. That is most important to me
67	We need our own recreation center!
68	I love that things are finally starting to improve in stow over the last few years. I look forward to see how Stow really comes together as a community in the future. Would be so great to not have to go to Hudson for everything!
69	Overall doing well. We are big into sports. An ice rink (indoor) would be amazing with a new rec center. Stow could DEFINITELY use a rec center so we don't have to go to neighboring towns
70	I enjoyed using some of the programs for my son when he was younger. It would have been nice to have more items for teens. The staff has always been helpful and friendly. A nice rec center like the Natatorium would be great!
71	<p>I feel that charging children for Safety Town is outrageous! It's a public safety thing....AND, almost NONE of the surrounding communities charge for Safety Town: Bath, Copley, Fairlawn, Tallmadge, Cuy Falls do NOT charge. Apparently, only Stow and Hudson do. And there is no good rational for doing so: all your organizers have to do is solicit donations from the community to cover the costs. All the other communities manage to take the time to get the donations--why isn't Stow???</p> <p>Another thing is, we have never rented one of the lodges because they are outrageously priced compared to Cuyahoga Falls. It costs \$395 to rent a lodge from Stow--but it's only \$250 in Cuy. Falls. So, guess where we go? Cuy Falls. I've also heard that people pay many times more for fines in the mayor's court, compared to the other cities. So, it seems like Stow has a money problem if everything costs more here. Even our property taxes are high. It doesn't make me feel good about our community, and I end up going to other communities for what we need (including swimming lessons for our kids and pool memberships, besides rental facilities).</p>
72	The parks are fine open a rec center please!
73	I'd like to see improvements to the campground. Expanded amenities including a shower house will attract more users.
74	Disc golf course would be great to have
75	A new disc golf course would be very nice

76	Beautiful parks, would like to see some of the unused wooded and/or open area be developed into a disc golf course. Most courses can be built out of the way in the woods or etc. so that it's not in the way of other park facilities. I think the rate at which the course would be used would be mind-blowing. Since the pandemic we have seen local disc golf courses packed with new players. It would only get more people playing as well.
77	A disc golf course(s) within the city would be beneficial. It would bring extra income to other local businesses, especially if there is a league or tournament played at the course(s). The city could benefit greatly.
78	Such a beautiful place to expand. Needs more disc golf in the area. Fastest growing sport in the world right now. Get on or get left behind.
79	Please build disc golf courses:) such a great way for the community to get outside and enjoy nature and anyone can do it
80	With disc golf growing so fast, it would be a great opportunity to add a course in Stow. It is a fun activity for all ages.
81	I would love to see disc golf courses come to the park systems
82	Would love a disc golf course to be built at silver springs park!
83	The Parks and Rec Dept is doing a great job with what they have BUT the City of Stow is more than big enough to support its own community fitness center. Why does the city want their citizens to leave to utilize another communities' amenities? Imagine the revenue leaving our borders. Keep it in Stow! People WANT to live here, and the city council needs to listen to what they want.
84	I love the events that Fun in Stow puts out. I'd like to see improvements in athletic fields but would also love to bring people to our city for things we go elsewhere for like the Nat and splash pads. It's such a great place. I also wish we could take over the swim lake in Munroe falls!
85	We appreciate very much what you are doing for the community. We moved here from Chicago, where the city recreation program offers a TON of programs for very inexpensive. I have to say I was pretty disappointed to find the limited programs available in Stow when we moved here. Obviously, Stow is a much smaller community than Chicago, so it is understandable. However, I would love to see more programs offered for toddlers (music, dance, art, gymnastics, etc.) and a wider array of sports programs for kids. We also would LOVE a community pool (indoor and outdoor). There are a lot of great private programs around here, but they can be quite costly. Thank you for all you do and for taking the time to send out this survey!
86	I lived in Stow for 22 years and now live in Wadsworth, but my parents still live in Stow, and we go to visit a lot and use the public parks from time to time
87	Keep up the great job of being innovative and forward thinking.
88	Everyone at the department is helpful and accommodating, though I would love an indoor rec center and aquatic facilities, I fear we have already missed out on this opportunity for our own family. There just aren't great opportunities aside from private clubs for this right now. We

	really enjoy the existing trails and walkways and don't think any more resources would need to go to that. Improvement in ball fields at silver springs would be a great enhancement (see what C. Falls, Streetsboro, Hudson have done with theirs locally). That would be a value-added addition to our city.
89	<p>Generally, the programs offered have been great for my family. The family and offerings for kids are a real attraction for staying in Stow.</p> <p>The things I want to see more of is youth basketball year-round or at least more than in winter and STEM activities like math/science camps clubs etc. Which might go well with a community center!</p>
90	Bow Wow Beach is unbelievably valued and appreciated by our household (we are Munroe Falls residents). So much so, it made its way into our wedding vows, lol. I tell people near and far how lucky we are to have that resource so close, attached to an equally beautiful "human" park. As much as we love Bow Wow, there's a lot of room for improvement. Maintenance suffers during peak times (trash, broken and dangerous chunks of toys, etc.), equipment is run down (agility, fencing, wash stations, etc.) and I'd be willing even to participate in a Friends of Bow Wow group or would even like to see paid options to help foster improvement (tennis ball dispenser? Shampoo dispenser? Just ideas!). I have on more than one occasion brought a trash bag with me and helped pick up as we walked. We just treasure this space and I'd love to see more love given to it routinely.
91	Need to model HCER programs. We use their programming because of the abundance of offerings and the quality. Also, NO REC CENTER! They are a drain on city finances and will put a strain on gyms in Stow. Akron General and other small gyms would be in jeopardy of closing and that would generate an income loss for Stow.
92	They're grrrrrrrrreat!
93	We have children that live in different states, and they have the most amazing water parks. Not like the wimpy one in Hudson. Such a wonderful thing for families. Please research before you put one in.
94	I would think that the amount of money that this city spends every year that the Parks and facilities would be much better. I am very disappointed in the degrading condition of the parks and playground areas over the last ten years.
95	I would prefer if membership in outdoor aquatic facility could be tied with membership in indoor facility. I like the idea of an outdoor aquatic center, but the season is too short to justify the cost of membership by itself.
96	Would very much like to have a center in Stow similar to the Nat. We would have so much added value to our community!
97	My only complaint is with the youth sports. When a kid is signed up for a sports team, notification of times and days for practices and games is last minute and that has been the case in all the years my kids have participated. When there is a mandatory coaches meeting, they are notified just hours before.
98	Thank you for all you do. A community rec center with a pool would be amazing!

99	Since Mayor Pribonic has been in office offering have improves significantly and we feel a much greater connection to the city and other residents. We are looking forward to continued improvements so we can participate in more extracurriculars we enjoy within our own city rather than traveling elsewhere.
100	City does a poor job of marketing the services it offers. Better maintenance of facilities needed - Like the city of stow, the park system seems piece meal together with no comprehensive plan - the entire silver springs area is a great example of a piece meal plan
101	Stow Parks does a great job, but when you look at surrounding communities there is definitely room for improvement!
102	For the most part, very happy!
103	Fix all parks and forget a new Skip, use the funds for a recreation center everyone can use
104	We have traveled somewhat since retiring the last few years and our park system is so below the level of other cities and states that it is an embarrassment when our adult children come home to visit. There is NO comparison to other states.
105	I think Stow Parks and Recreation does an admirable job. My grandkids are very involved.
106	Fantastic Mayor
107	Please erect a deer fence around the Community Garden to put Stow on par with neighboring communities! The expense would be minimal, and it would greatly benefit- -and perhaps even help to expand- -the number of residents utilizing this facility. Many thanks for your attention to, and consideration of this request...
108	Stow Parks and Recreation is great. Don't build a rec center - it is not needed. Everything listed is already in our community or very close by.
109	Overall, the mayor and city board members are very proactive in being open to new ideas and I am very thankful for that! I do feel an indoor community center would change things 110% and I would be more than happy to help in any way necessary.
110	I think the parks do fine. Our household is not big on outdoor recreation. In this day and age, I would not attend anything that congregates people indoors or out.
111	They do a great job under sometimes difficult circumstances. I appreciate that open spaces are maintained and hope for fewer developments that reduces limited green space. Please keep the golf course!
112	I've always been very impressed with the parks dept & the events offered for our community. I would love an opportunity to reflect or give feedback after a season or program has ended. And am thankful for this opportunity to weigh in on our community programs
113	Summer camp program for kids is awesome, maybe add a few more different activities but overall, we are highly satisfied
114	I feel that stow Parks and Rec is doing the best they can with what they are given. But the community has been longing for a "downtown" or a recreation center. A centrally located place

	that is accessible to all Stow residents. That's what bring communities together throughout the year. Not just during special events/holidays.
115	I do NOT WANT TO PAY FOR A REC CENTER with my taxes.
116	Stow is doing a very good job and I know with more support you can do even better.
117	The Oregon Trails Baseball fields need new benches for parents to sit. The metal has snapped in some of the benches. Also, there are a few holes in the grass that need filled.
118	I have two teens and one that will soon be a team. So, this is my main concern. Having a place for them to be social with other teens that is in a natural gathering center with things that interest them.
119	I think the rec department is boring with programs. We need a rev facility like the falls and Kent.
120	Parks and Recs was a major factor in our decision to retire to Stow.
121	Money can be better spent on street repairs!!!!
122	In general, very good. After seeing other community facilities for indoor rec center and basketball courts and the quality of outdoor soccer fields, we are WAY BEHIND.
123	This department does a very good job, has great programs, and provides almost everything you want to do!
124	We love Stow City events (e.g., 4th of July parade) and are very interested in Parks & Rec programs, but COVID-19 has put our participation on hold for anything involving crowds. There's no lack of interest though!
125	Have really seen an improvement of communication via Facebook for upcoming events and links for registrations. Also follow the Mayor and his posts of events held that I may have missed or was unable to attend. Want more activities and facilities for my six grandchildren for health, fitness, and well-being.
126	I believe the department is doing what they can with existing funding. We need to increase dollars available to increase/improve the areas discussed in this survey.
127	I really appreciate all of the work that goes into this department and understand that it is incredibly difficult to meet the needs of all residents. I commend the efforts being made to keep up with cultural and community shift and look forward to what our future looks like.
128	We walk daily with our dog. I would like to see Adell Durbin be accessible to pets.
129	I think Stow Parks do a great job trying to keep Stow a well-rounded family orientated community. However, I think with more funding, service projects and contests for families and youth to help "make stow better" would benefit all. We love participating in adopt a spot and the scare crow competition. If there were more activities that the whole family can get involved in chili cook offs, Christmas tree or light decorating, secret Santa's, scavenger hunts, youth activities/groups that don't revolve around the school because our children our homeschooled. Go back to a time the small town feel when a band would play outside on a Friday night, we go to the drive in all the time, bring in more food trucks or vendors. 🍷

130	Heritage lake needs trash cans. Catch and release signs and no dogs swimming/must be on leash signs...
131	An indoor community center would be great.
132	Stow has great parks! We especially love the trails, campground, playground, & dog park at silver springs! Wish we had a disc golf course in our community!
133	Need more adult programs and social programs
134	Keep up the good work!!
135	I'm an avid camper and I'm really frustrated with our current campground. It's a gem but needs attention. With a 30% Increase (still a deal) there have been no maintenance or upgrades performed. Please don't continue to ignore it.
136	We as a family wish there were more to do in Stow, develop something like the new downtown Cuyahoga Falls. Mainly and most importantly we would love a rec center, so we don't have to go to the Nat in the Falls.
137	Keep up the good work!
138	I think they are doing what they can with what they have but Stow is in desperate need of a Recreation Center.
139	Would definitely LOVE to see a rec center developed to help our community come together!
140	New soccer fields an indoor rec center please
141	The campground is such a wonderful space, it needs some improvement though. New gravel roads throughout and back filling the sites due to the mud created in the low spots by storms
142	Everything we've attended has been great. I would love to see more programs/ events offered, more often.
143	My family has thoroughly enjoyed the events planned by the Rec Dept ... When I tell others outside the community what we are doing and that the city puts it on, they are baffled and wishes their city would have the same activities ... The events bring the community together and we appreciate meeting new people and friends at these creative and enjoyable events - I know there is a lot of preparation and work and love that goes into them
144	We need a comparable waterworks and CFO Nat in the falls.
145	Stow has beautiful parks, and the campground is really one of my favorite places to be. It could be so much better with a little effort. So many people in Stow don't even know it exists.
146	Glad to hear money will be put into improving Fox Den GC and the driving range and other proposals in the works.
147	Lacking big ideas and simple management, very reactive. No urgency. Build us a rec center, keep people in Stow!
148	We need a better variety of activities and topics. We go to Hudson because they have better and varied programs, accessible website where you can register and view programs, and facilities where you can take art courses, learn about different topics such a cooking or bee

	keeping or whatever and our city has a very dated looking brochure and only sports. Not everyone likes sports and its very one-sided here in that regard. People want to engage in natural history, history and genealogy, culinary skills, etc. Please don't just focus on sports although outdoor trails and fitness would be a great addition
149	Stow has done the best it can with the funds they receive. My hope is that we can somehow have a more centralized Downtown area that everyone can enjoy. For example: Kent, Hudson, and CF
150	Please get a Rec Center built into our city.
151	I think lately park and rec has stepped it up but overall, I would say the job they do is poor. You don't look at the whole community. You don't have enough facilities to support programs. You tear down lodges, playgrounds, sled hills, restrooms, with no immediate plans to replace them. You don't keep up with maintenance of facilities. You let them go enough that they become unsafe. Years ago, we had so many more opportunities to rent halls and gazebos, we had areas to go to swimming parks, picnic areas to choose from. You let so much go to disarray. I am ashamed especially with Adell Durbin. It use to be a first-class park. The trails are dangerous, no lodges, no bathrooms. Sad.
152	Think unique, know your limitations, you can't and won't please everyone, so when you so something think it all the way through and be smart about it
153	Soccer fields need cut more often or allow the club to cut them as well.
154	I would love to see a rec center built in Stow.
155	Keep up the good work with helping draw families to Stow!
156	We have some great parks... but they have deteriorated drastically. Pavilions & playgrounds removed/not replaced. Several with little public access. The parks need to be brought back to what they were.
157	-Bring back Wilma the White Whale! -The teens need more activities on weekend evenings -More Adult only not just family pm weekend activities -Grounds and parks look great thank you!
158	The program lacks diversity and inclusion efforts to ensure services and opportunities are available to all residents. Separately, there have been a couple occasions where staff has actively discriminated against groups utilizing outdoor space for activities the staff didn't understand/approve of. Complaints are ignored. Ultimately, management and leadership need to stop treating Stow as 100% white middle-class suburb families and realize the city is far more diverse.
159	I really appreciate the new sidewalks on Darrow Road!
160	Great improvement over last couple of years - thank you! My kids are too old for a splash pad at this point but we visited Hudson, Cuy Falls and Green to use theirs. Adell Durbin has great hiking trail, maybe best in city albeit short, but needs safety improvements. SOAR and Oregon Trail park may just need improvements, but they have stood test of time for fun equipment.

	Summer Camp programs for tweens please. We participated in the art summer program last summer and loved it. Summer sports programs/camps are easy to come by, but art or a fun dance class would be welcomed with a target for tweens. It's a shame Leisure Time is gone - that was a great pool and perfect solution for Stow. The trails in Stow seem well maintained, but many of us use the metro parks for hikes which is hard to compete with - Adell Durbin is the closest for a quick wooded hike. Neighborhood parks, even though they may not have the equipment that SOAR, or Oregon Trail has, they are nearby to walk to as a destination for kids or families. We used the ice rink in Cuy Falls and Kent this winter.
161	I'm very happy and proud to be a resident of stow but wish I did not have to travel to other cities for exercise and athletic facilities,
162	Need better service when looking to speak with someone directly as this has been especially challenging during the pandemic.
163	I'm close to leaving stow because it does not feel family oriented anymore.
164	It is regrettable that users are often abusers, causing damage and leaving trash. the city generally does a good job of maintaining the Facilities. It will be great when pre-COVID programs, such as adult art and dance classes, can resume "normal" operations-- if there is ever a "normal".
165	I appreciate them!
166	Turf fields for sports would be a great addition. You should have bought the Leisure Time pool by Stow Cafe, but instead let Baker's Glen to be built over it instead.
167	Stow doesn't offer any inclusive activities for kids with special needs and it is disappointing that we have to travel to other cities for our child to participate.
168	We need eating and shopping area.
169	Department is doing an excellent job!
170	Please help improve the soccer fields. The grass is always overgrown, with divots all over which have resulted in numerous ankle issues with my son. I am genuinely embarrassed when teams from other communities come to play on our fields.
171	The programs offered are great but wish we had updated outdoor pavilions, leisure activities, and more walking trails
172	Needs to improve youth sports You shouldn't need a travel team to learn the sport
173	Hudson has so many more offerings, esp. in winter (I.e.: e gaming & ski club)
174	Get rid of the dog park. Should have a indoor Rec center and make bow wow beach a public community swim park like it was. Now the park/dog park is gross.

175	Get rid of bow wow beach. Should have made it a nice community swimming area like it used to be. Now it's just nasty and there is no need for a dog park within the city. Do something else with it.
176	We need a downtown area. Less Mexican restaurants. Less doctor offices. Less car washes. There are 2 restaurants beside Mexican in the main area of stow. Excluding steels corners. Beef o Brady's and wing warehouse. There needs to be stuff to do without going to surrounding cities.
177	Everybody is doing great with what they have to work with. We need funding
178	Our soccer fields are in terrible shape. There are large holes that create a safety issue. The fields are not mowed appropriately. The grass needs to be replanted and fertilized. The fields are covered in clover, which attracts bees and leads to many players being stung. In the spring season, the fields are so water logged that Stow Soccer Club has to schedule all games away in other communities. The children have a difficult time playing in grass that is way too high. Visiting teams often complain about the state of our fields. We also don't have enough fields to accommodate games and practices for all of our recreational and travel soccer teams. We need more, better maintained natural grass fields and/or turf fields. We also need indoor facilities appropriate for winter training.
179	Stop spending our money in this way, stow offers nothing worthwhile to its community, other than bringing in smoke shops and dollar generals? We need an area like Cuyahoga falls has, to bring in people and keep people from the city spending their money here.
180	We're past the age for most of the activities, but do like the new sidewalk along Darrow Road.
181	Would really like to see the soccer fields taken better care of. We have seen many cities with beautiful fields and ours can sometimes be almost dangerous to play on. Simple maintenance like filling in holes, leveling fields and even some weed and feed would make our playing surfaces much better for the kids.
182	Keep up the great work.
183	These things would make our great city so much better. We could stop going to Talkmadge and Cuyahoga Falls and invest in our own city. I love living here but Stow would really become a place to be proud to be from. Thank you for considering these things!
184	Rebuild SKIP Park properly, safely, quickly!!!
185	There seems to be a lot of litter laying around the park. This was not a problem when Mr. Anderson worked there. There were more trash cans then. My husband and I frequently pick up trash while we are walking our dogs, so much so, we should be on the payroll.
186	I think there are plenty of parks, but many are not well maintained. I feel there a strong need for a community area or downtown area to bring a stronger sense of community to our city.
187	I appreciate what you do!
188	Thank you. Keep up the good work. Continue with family-oriented functions.
189	Thank you for all you do. Would just love to see us offer more so people didn't have to go outside of Stow for services.

190	I previously worked for parks and rec in a nearby community and I feel that community has so much more to offer. My son now currently works for that same community's park and recreation department.
191	As long as there is communication as to what increased funding would provide, I would be open to the fund increase
192	I feel that the school should have their own field house and weight room for student athletes only
193	I think the parks and rec board is doing great with what they have! Love the increased programs and marketing of them since mayor Pribonic has been in office. Wish council would approve splash pad! Bummed that we have been asking for it for 7 years and my kids are going to be aged out of it if we ever get it. :(
194	Not enough communication to single person households.
195	We need a ref center!!! Tired of going to other cities for everything
196	A rec center would be nice, but not sure of the value
197	We will NEVER support the funding of a Rex center. Especially since our entire household lost our income in the last 2 years. A text center is NOT something we would support. EVER.
198	I think the city has done the best they could do with what they have. If our community wants a pool, a rec center, etc.... they need to step up too and help find ways to fund them!
199	<p>Meadowbrook Park is poorly maintained and is clearly not a priority for the city. It has been neglected for at least twenty years. I certainly hope this neglect is not because it serves such a poor neighborhood.</p> <p>The outdoor basketball park at silver springs was a godsend for our teenage son during the pandemic (after they put the nets back up). The bike and hike trails are fantastic. Now wow beach is great but some of those buildings are quite an eyesore.</p>
200	As runners, we use the trails quite often and when we see staff on the trails, they are always friendly. We love the outdoors and want to live in a community that supports healthy living and promotes, values, and preserves green space.
201	I find it very disappointing that most surrounding communities have outdoor water parks, recreation centers, ice rinks, and other amenities for the community to use. Our parks and rec department has let what few amenities we have fall apart. Very disappointing. Our friends in neighboring communities always joke about how we don't even have a parks and rec department. Why do we have to go into other cities to utilize their services because, as a resident of Stow, we have next to nothing
202	It may be my own fault, but I'm not very familiar with activities around stow and would like more advertising primarily on Facebook.
203	I see no reason to build new parks when we have severe issues maintaining the ones we already have. Maintain and enhance what we already have and then see if we need more.

204	Stow really needs to get some type of aquatic center as well as some type of recreational centers such as Tallmadge has within basketball and jogging tracks. We have nothing so we are forced to go to other communities
205	Playground maintenance needs to be improved. Would love for Stow to add a seasonal mini golf course. Would love to see a roller skating or ice-skating rink in Stow. Good job coming up with general community activities though. Holiday lights were great. Parade excellent as well.
206	Would like to see water tower with STOW name on it one of these days... it's been white too long.
207	I'd like to see investment in the existing parks to make them clean and modernized before significant new construction.
208	We would really love to see a rec center put in with indoor pools!
209	Parks were great when my kids were younger. Would love aquatics and rec. center things for teens. Also, very difficult to bike around town for kids due to low number of sidewalks (love the new stretch on Darrow though!).
210	You do a great job serving seniors and your events are awesome! Maintenance, thanks for keeping the parks cleaned up!! I appreciate you
211	I think parks and Rec have really great programs for young families. I would love to see more; however, I think they do great in that area. I do think stow is lacking in rec activities for all, but especially young families. We leave stow a lot for activities with kids
212	Linda does an awesome job!!!
213	I think in general the Parks & Rec department is doing a good job but there is a lack of facilities. We belong to an outdoor pool in Tallmadge. We use the ice rinks in Kent and Cuyahoga Falls. We take swim lessons in Kent. The only things we do in Stow are sports like Soccer with Stow Soccer Club and Softball. When we had T-ball in 2019 at Oregon Trail Park the fields were a disaster. Not taken care of or graded. Benches were broken. Then when replaced huge holes were left where the old benches were secured in the ground. It was a mess. I think there is opportunity for improvement.
214	Thanks for taking the time to ask for input! I know there are a lot of requests from the community, and it can be difficult to manage all everything.
215	All the parks we visit are clean. Thank you.
216	Recent purchase at Fox Den was smart
217	I think that the 5K entry fee for the Fourth of July Race is way too high! It should be less, to try to include as many residents as possible.
218	I am pleased with the progress they have made in the last year, however the progress needs to continue and not left unfinished.
219	Some of the local parks (for example, Partridge Highlands) seem to need work. A rec center is a nice idea but the funding would be difficult in Stow given our tax base.

220	Communication regarding activities and events need improved. Not all residents receive the Stow Scentry or get the event guide through the schools. We often find out about an event after it has taken place. Aquatics facility should be both indoor and outdoor to promote year-round activities for residents so we don't have to continue to go outside of Stow.
221	Please please improve the skate park if you do nothing else.
222	Would love the rec center, aquatic center! An ice rink would be nice too since we've been using neighboring city rinks this winter. We currently go to neighboring cities for Rec center and outdoor aquatic center & have been for years. Would be nice to put the money back in our own community.
223	I would like to see a fence around the community garden. I do not support a splash pad or Rec center but would like an indoor community space that could be used for a variety of items such as sports, theatre, senior programs, etc.
224	Parks and rec does an amazing job! Would love to see a community rec center with aquatics and a return of preschool camp in the summer
225	Please spend more resources at Silver Springs Park. There is so much more land and options there rather than at city hall. It is hands down the largest asset the city has however we only seem focused on developing the city hall area which would be far less used by families and younger adults.
226	Looking forward to the new SKIP park. When I was in elementary school kids wore their t-shirts from helping build it with so much pride! Would love to see that again in the community.
227	My biggest issue is lack of awareness of all that parks and rec has to offer. I'm not sure where to go to find the information.
228	Cannot stress enough how much Stow needs a rec center with indoor and outdoor swimming so Stowites can stop paying nonresident fees to the surrounding community rec centers. Please consider Macy's as a location to preserve green space.
229	Keep up the great work and build on it! We appreciate what you do. A larger sense of community and more resources to build on that community are important in beating the reputation that Stow has among many. (Boring, bad zoning, no real sense of community)
230	I would like all parks to be inclusive. Not all children communicate in the same fashion, so seeing communication boards at all playgrounds would help make them inclusive. Not sure what a communication board is, then reach out to me at 330-703-1088. It's needed and only fair.
231	We need to be competitive and look at the surrounding communities and what they offer. We need people to spend their money here!
232	I utilize the bike and hike trails whenever possible. They're great, but the connection points can still be improved. I'd prefer to not have to bike between access points on roads at all, if possible. I appreciate all the efforts!
233	Love to have a gathering space
234	Linda and her team are outstanding - they make so much happen in our city!

235	Improvement of current facilities is more important than developing new properties. However, we would like a paid year-round community fitness center like the Nat or Lifecenter. Our family money goes out of the city to these centers!
236	I wish programs and information about programs was more easily accessed. I always feel as I miss the less popular, but appealing to me/my household, events.
237	So sad that the current park management has let things like trails, restrooms, and playgrounds (skip) fall apart from lack of care
238	More communication, improvement of advertisements and amount of youth programming.
239	Mayor is awesome and I can see he's moving things in the right direction
240	I love the initiative and action of our mayor. I just really want to see more being put into bringing sports and people to our city. So tired of traveling outside of the city for sports facilities. I would like to see more softball fields as well instead of boy's baseball fields.
241	I have lived in 6 states all over the Midwest and never lived in a community in which the parks and rec offered so little to the community. Fields are in poor shape, never mowed and border line dangerous. There are few programs offered and if they are being offered, finding program information is difficult. Also never lived in a community in which most of the sports programs are run separate from parks and rec.
242	I just feel like they are doing a wonderful job and I am happy with the number of activities for myself and my family. I wish city council would approve a splash pad because we frequent other cities for that at least once a week in the summer months.

APPENDIX C - PROGRAM CLASSIFICATION

Core Program Area Key		
Arts/Initiatives	Events/Festivals	Seniors
Camps	Exercise/Fitness	Sports

Classifications		
Essential		
Basketball - K-6	Memorial Day Ceremony	Summer Sunset Blast
4th of July Parade	Pizza Palooza	Memorial Tree Planting
9/11 Memorial Ceremony	SMF Community Showcase	Santa's Mailbox
Easter Egg Hunt	Stow Tree Festival	Summer Day Camp
Holiday Lighting - Glow with Stow		

Classifications		
Important		
Basketball - 7th & 8th	Stow National Night Out	Adopt-a-Spot
Basketball - High School	Team Up 2 Clean Up	Stow Players Productions
Flag Football	Touch A Truck	Stow Scarecrows on the Plaza
Golf - adult	Halloween Decoration Tour	Window Painting Event
Golf - kids	Patriotic Pedal	Christmas Eve Jingle
Lacrosse - Girls	Santa & Friends Drive Thru	Turn on Porchlight
Outdoor Basketball	Santa's Workshop	You Matter Initiative
Basketball - Outdoor	Wild Night of Valentine Lights	Traffic Signal Box Art
Lacrosse - Boys	Halloween Hayride	Women in Art Event/Month
Pickleball	Chocolate Binge Drive Thru	9/11 Rock Painting
Firecracker Run	Fall Fling Dance	Safety Town
Harvest Fest	Spring Fling Dance	Art Camp
Stow Kids Fishing Derby	Community Gardens	Lacrosse Camp
Paw Fest		

Classifications		
Value-Added		
Fit4Mom / Stroller Strides	Brain Games	Family Movie Night
Tinkergarten	Breakfast Buddies	Fishcreek Raccoon Run
Ballroom Dance Lessons: BEG, INT, ADV	Dominoes	Halloween Hop
Body Sculpting	Cards	Holy Family 5K & Fun Run
Dance Class - Beginner Line Dancing	Care and Share Volunteers	Stow, Munroe Falls, Hudson Relay for Life
Fitness: Balance & Stability	Cookie Decorating	An Enchanted Afternoon
Fitness: Sr. Stretch	Cookies and Conversations	Drive In Movie Theater
Fitness: Sr. Yoga	Cooking with Cindy	Pet Pictures with the Easter Bunny
Fitness: Sr. Cardio	Crafting with Kristin	Superhero Training
Fitness: Tia Chi	Fitness and Nutrition as We Age	Winter Wonder Palace
Fitness: Tia Chi Intermediate	Footcare	Bunco Party
Hiking Group	Pinochle & Canasta	Escape the Senior Center
A Matter of Balance	Plant Exchange	Music and a Meal
Basketball - Lady Bulldog Camp	Poker	Movie Matinee
Basketball - Men's	Trivia Time	Trunk or Treat
Basketball - Travel	Community Bus Trips	Thanksgiving Feast
Co-ed Open Gym & Badmitton	Zoom Coffee and Conversation	Paint Your Pet
Karate	Drive in Bingo	Stow Players Youth Theatre Workshop
Softball - men	Lunch Bunch	Graduating Senior Banner Program
Tennis - adult	Fawn & Fanny - Make it take it	Armed Forces Banner Program
Tennis - kids	Something Special with Cindy	Holiday Decoration Tour
Mah Jongg	History Talk	Beat the Winter Blues Craft Box
Right Sizing Your Life	Price is Right Luncheon	Camp 2 Go
Basket Full of Sunshine	Drive by Grab a Pie	Cupid's Cuties Valentine Box
Bingo	Drive Thru Thanksgiving Feast	Halloween Craft Box
Blanketeers	Beer Fest - Community Foundation	Paint & Pour
		Adult Craft 2 Go Boxes

APPENDIX D - SIMILAR PROVIDER BENCHMARK

Other Service Providers				
<i>Name of Agency</i>	<i>Location in the City / County</i>	<i>Operator</i>	<i>General Description</i>	<i>Distance</i>
LifeCenter Plus	Hudson	Private	Private Fitness facility - indoor and outdoor pool	10-minutes
Cuyahoga Falls Natatorium	Cuyahoga Falls	Public	Municipal Fitness facility - Indoor pool	15-minutes
Tallmadge Rec Center	Tallmadge	Public	Municipal fitness facility, courts, no pool	20-minutes
Fitworks	Stow	Private	Private Fitness facility - rudimentary	5-minutes
Kent State University	Kent	State	State university - runs a Day Camp, rec center, ice rink	15-minutes
Macedonia Rec Center	Macedonia	Public	Full Rec Center	N/A
Lifestyles - Akron General/CLE Clinic	Stow	Private	Full rec center, indoor pool	25-minutes
Anytime Fitness	Cuyahoga Falls	N/A	Bare bones gym	15-minutes
Planet Fitness	Stow	N/A	Bare bones gym	10-minutes
Summa Wellness Center	Hudson	N/A	Full fitness center, no pool	10-minutes
Orangetheory Fitness	Hudson	Private	Fitness	15-minutes
Flourish Yoga	Kent	Private	Yoga studio	10-minutes
Red Door Yoga	Hudson	Private	Yoga studio	15-minutes
One Love Yoga	Kent	Private	Yoga studio	15-minutes
Yoga Lounge and Barre	Hudson	Private	Yoga, spinning, other	N/A
T-Flex Gym	Stow	Private	Private Fitness facility - local owned. Group fitness, other craft classes	5-minutes
YMCA	Cuyahoga Falls	Non-Profit	Day Camp/Before and After School	15-minutes
World Elite Kids Gymnastics	Hudson	Private	Gymnastics	15-minutes
Ms. Miki's Gymnastics	Stow	Private	Gymnastics	5-minutes
Flytz Gymnastics Academy	Cuyahoga Falls	Private	Gymnastics	15-minutes
<i>Name of Agency</i>	<i>Location in the City / County</i>	<i>Operator</i>	<i>General Description</i>	<i>Distance</i>

Grace in Motion Dance Studio	Solon	Private	Dance studio	25-minutes
Dance Evolution	Stow	Private	Dance studio	5-minutes
SMF Public Library	Stow	Public	Preschool and school age programs, community programs /events	5-minutes
Stow Travel Basketball	Stow	Not-For-Profit	3-6 Train, coach, leagues, tournaments	N/A
Stow YES (Youth Elite Sports)	Stow	Not-For-Profit	(Girls) 6-17fast pitch, travel, skills, etc.	N/A
I9 Sports	Cuyahoga Falls	Private	All sports, 4-14, recreational	N/A
Upward Sports	Stow	Not-For-Profit	Faith/church-based sports for youth	5-minutes
Goldfish Swim School	Hudson	Private	N/A	20-minutes
Hickey Karate Center	Stow	Private	Karate studio - all ages	5-minutes
Strikeforce Baseball Academy	Hudson	Private	Baseball - Indoor/Outdoor clinics, leagues	15-minutes
Jumpstart Sports	Hudson	Private	Youth recreational sports	15-minutes
NC Soccer Club	Hudson	Private	Soccer - Indoor/outdoor leagues, you & men's	15-minutes
Edge Sports Academy	Twinsburg	N/A	Spiritual based youth sports and arts, competitive, intense	25-minutes
Little League North Baseball	N/A	N/A	N/A	N/A
Stow Soccer Club	Stow	Not-For-Profit	K-6 leagues, travel	Use Our Park
Stow Youth Football	Stow	Not-For-Profit	K-6 leagues, travel	School Facility
Stow Youth Baseball	Stow	Not-For-Profit	K-6 leagues, travel	5-minutes
SMF Chamber of Commerce	Stow-Munroe Falls	Not-For-Profit	Special events	No facility
local artists	Stow	Private	Classes, paint, crafts, etc.	No facility
Summit Metro Parks	Summit County	Public	Nature programs, group hiking	All around us
MACA Pool	Tallmadge	Public	Municipal outdoor pool	20-minutes
Waterworks Outdoor Aquatic Center	Cuyahoga Falls	Public	Municipal outdoor pool, lazy river, etc.	20-minutes
Name of Agency	Location in the City / County	Operator	General Description	Distance

Maplewood Pool	N/A	Private	Basic outdoor pool	5-minutes
Brookledge Golf Course	Cuyahoga Falls	Public	Municipal Golf Course	20-minutes
Raccoon Hill Golf Course	N/A	Private	N/A	10-minutes
Ellsworth Meadows Golf Course	N/A	Private	N/A	10-minutes
Tallmadge Parks & Rec	N/A	Public	Day camp, other	15-minutes
Cuyahoga Falls Parks & Rec	N/A	Public	Events & programs	10-minutes

APPENDIX E - VOLUNTEER/PARTNERSHIP BEST PRACTICES & RECOMMENDATIONS

BEST PRACTICES IN VOLUNTEER MANAGEMENT

In developing a volunteer policy, some best practices that the Department should be aware of include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics like those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs or discounted pricing at certain programs, rentals or events, or any other Town function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to the number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work is important:

- **Regular volunteers:** Those volunteers whose work is continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community service volunteers:** Volunteers who are volunteering over a specified period to fulfill a community service requirement.

The Department should encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to the Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of the Department's facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, the Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals, and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year, or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, if the outcomes are achieved, and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director or their designee.

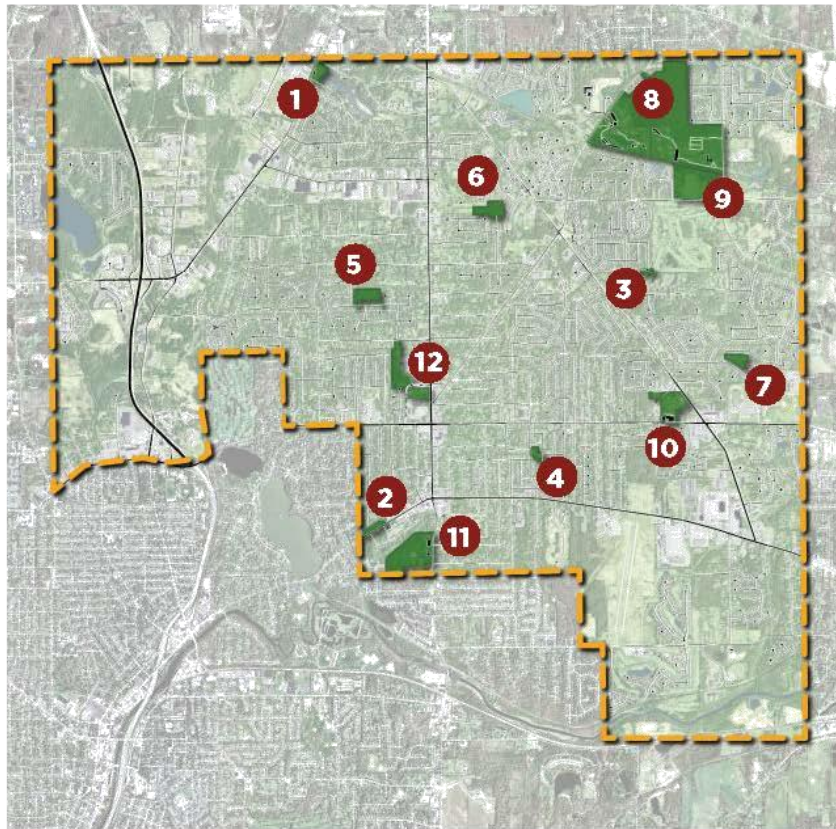
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsel. If none can be achieved, the partnership shall be dissolved.

PARTNERSHIP OPPORTUNITIES

The Department currently has a strong network of recreation program partners. Therefore, the following recommendations are both an overview of existing partnership opportunities available to the Department as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but this list can be used as a reference tool for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the Department to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the Town or Department in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Department in exchange for sponsorship or co-branded programs, events, marketing, and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives

APPENDIX F – DETAILED CIP FOR STOW PARKS



LEGEND

- 1** Meadowbrook Lake Park
- 2** Wetmore Park
- 3** Sherwood Acres Park
- 4** Northport Park
- 5** Heather Hills Park
- 6** Crestdale Park
- 7** Partridge Highlands Park
- 8** Silver Springs Park
- 9** Hanson Property
- 10** Oregon Trail Park
- 11** Adell Durbin Park
- 12** Stow City Center

1 MEADOWBROOK LAKE PARK OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. Pond Dredging	\$3,000,000
2. Landscaping - Pond Enhancement	\$100,000
TOTAL	\$3,100,000

General Permitting & Construction Items (15%)	\$465,000.00
Contingency Allowance (25%)	\$775,000.00

TOTAL PARK OPINION OF PROBABLE COST	\$4,340,000.00
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2 WETMORE PARK OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. 8' Asphalt Perimeter Loop Trail	\$80,000
2. Fitness Nodes (3)	\$50,000
3. Picnic Tables and Pads (3)	\$15,000
4. Landscaping	\$25,000
TOTAL	\$170,000

General Permitting & Construction Items (15%)	\$25,500.00
Contingency Allowance (25%)	\$42,500.00

TOTAL PARK OPINION OF PROBABLE COST	\$238,000.00
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IMPROVEMENTS KEY

Critical Improvements
Secondary Improvements
Visionary Improvements

3 SHERWOOD ACRES PARK

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. New Roof on Shelter	\$25,000
2. Landscaping	\$25,000
3. Playground Component Replacement	Already Ordered
TOTAL	\$50,000

General Permitting & Construction Items (15%)	\$7,500.00
Contingency Allowance (25%)	\$12,500.00

TOTAL PARK OPINION OF PROBABLE COST	\$70,000.00
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6 CRESTDALE PARK

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. Trail Head	\$50,000
2. Landscaping	\$10,000
3. Improved Wayfinding	\$15,000
TOTAL	\$75,000

General Permitting & Construction Items (15%)	\$11,250.00
Contingency Allowance (25%)	\$18,750.00

TOTAL PARK OPINION OF PROBABLE COST	\$105,000.00
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4 NORTHPORT PARK

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. Half-Court Basketball Courts (2)	\$80,000
2. Shelter	\$50,000
3. Landscaping	\$15,000
4. Playground Equipment Replacement	Already Ordered
TOTAL	\$145,000

General Permitting & Construction Items (15%)	\$21,750.00
Contingency Allowance (25%)	\$36,250.00

TOTAL PARK OPINION OF PROBABLE COST	\$203,000.00
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7 PARTRIDGE HIGHLANDS PARK

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. Fitness Nodes (3)	\$50,000
2. Small Nature Play	\$50,000
3. Picnic Tables and Pads (3)	\$15,000
4. Perimeter Loop Trail	Funded in 2022
TOTAL	\$115,000

General Permitting & Construction Items (15%)	\$17,250.00
Contingency Allowance (25%)	\$28,750.00

TOTAL PARK OPINION OF PROBABLE COST	\$161,000.00
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5 HEATHER HILLS PARK

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. Re-Connect Trail (4' Mulch)	\$15,000
2. Entry Plaza	\$15,000
3. Fitness Nodes (3)	\$50,000
4. Improved Wayfinding	\$10,000
5. Picnic Tables and Pads (3)	\$10,000
6. Landscaping at Entry	\$35,000
TOTAL	\$135,000

General Permitting & Construction Items (15%)	\$20,250.00
Contingency Allowance (25%)	\$33,750.00

TOTAL PARK OPINION OF PROBABLE COST	\$189,000.00
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8 SILVER SPRINGS PARK

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. Prairie/ Naturalized Areas	\$200,000
2. Trail Restoration (4' Mulch)	\$120,000
3. Disc Golf	\$50,000
4. 8" Asphalt Trails	\$375,000
5. Kayak Launch	\$50,000
6. Amphitheater	\$350,000
7. Shelter with Restrooms	\$500,000
8. Boardwalk/ Overlooks/ Observation Deck	\$300,000
9. Outdoor Learning Center/ Rental Building	\$150,000
10. Campground Improvements	Funded 2022
11. Improved Wayfinding	\$35,000
12. Treehouse Village	\$1,000,000
13. Landscaping	\$150,000
TOTAL	\$3,280,000
General Permitting & Construction Items (15%)	\$492,000.00
Contingency Allowance (25%)	\$820,000.00
TOTAL PARK OPINION OF PROBABLE COST	\$4,592,000.00

9 HANSON PROPERTY

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. Putt Putt Golf Course	\$200,000
2. Asphalt Pathways	\$120,000
3. Concessions/ Icecream	\$50,000
4. Rock Climbing Wall 50'	\$350,000
5. Sand Volleyball (2)	\$150,000
6. Parking Lot	\$400,000
7. Cemetery Improvements	\$2,000,000
8. Small Courts	\$1,000,000
9. Bier Garden	\$200,000
10. Fishing Dock	\$50,000
11. Driving Range	\$1,500,000
12. Landscaping	\$100,000
TOTAL	\$6,120,000
General Permitting & Construction Items (15%)	\$918,000.00
Contingency Allowance (25%)	\$1,530,000.00
TOTAL PARK OPINION OF PROBABLE COST	\$8,568,000.00

10 OREGON TRAIL PARK

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. 8" Asphalt Perimeter Loop Trail (.6 Miles)	\$180,000
2. Pickle Ball Courts (6)	\$150,000
3. Picnic Shelter with Restrooms	\$500,000
4. New Parking Lot - North End	\$100,000
5. Enhanced Sledding Hill	\$20,000
6. Improved Wayfinding	\$25,000
7. Landscaping	\$35,000
8. Educational Habitat/ Boardwalk	\$100,000
9. Interactive Play Features	\$250,000
10. Shelter	\$50,000
TOTAL	\$1,410,000
General Permitting & Construction Items (15%)	\$211,500.00
Contingency Allowance (25%)	\$352,500.00
TOTAL PARK OPINION OF PROBABLE COST	\$1,974,000.00

IMPROVEMENTS KEY

Critical Improvements
Secondary Improvements
Visionary Improvements

11 ADELL DURBIN PARK

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. Overlook	\$40,000
2. Nature Play Playground	\$300,000
3. Trail Restoration (4' Mulch)	\$200,000
4. Adventure Play	\$750,000
5. Shelter	\$50,000
6. Nature Center	\$1,200,000
7. Hammock Grove	\$20,000
8. Zipline	\$50,000
9. Improved Wayfinding	\$25,000
10. Landscaping	\$50,000
TOTAL	\$2,685,000

General Permitting & Construction Items (15%)	\$402,750.00
Contingency Allowance (25%)	\$671,250.00

TOTAL PARK OPINION OF PROBABLE COST	\$3,759,000.00
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12 STOW CITY CENTER

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
1. Event Space/ Lawn	\$150,000
2. Food Truck Pad	\$75,000
3. Trails (4' Mulch)	\$100,000
4. Updates to Sancturetum	\$200,000
5. Stage/ Amphitheater	\$300,000
6. Multi-Generational Center (70,000 sq. ft.)	\$28,000,000
7. Landscaping	\$200,000
8. Splash Pad	\$500,000
TOTAL	\$29,525,000

General Permitting & Construction Items (15%)	\$4,428,750.00
Contingency Allowance (25%)	\$7,381,250.00

TOTAL PARK OPINION OF PROBABLE COST	\$41,335,000.00
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OVERALL CIP

OPINION OF PROBABLE COST

Improvement Description	Total Item Price
Critical Improvements	\$4,480,000
Secondary Improvements	\$6,130,000
Visionary Improvements	\$36,200,000
TOTAL	\$46,810,000

General Permitting & Construction Items (15%)	\$7,021,500.00
Contingency Allowance (25%)	\$11,702,500.00

TOTAL CIP OPINION OF PROBABLE COST	\$65,534,000.00
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APPENDIX G – PARK ASSESSMENTS

APPENDIX H –CONNECTIVITY PLAN