

## Project Plan

### Project Summary

**Project Title:** Stow Parks & Recreation Master Plan

**Project Execution Date:** July 2021

**Project Plan Date:** July 1, 2021

**Project End Date:** April 2022

### Desired Project Outcomes

- **Engage the community** leadership and stakeholders through innovative public input means to build a shared vision for parks, facilities, programming, and special event services, as well as open space in trails in the City of Stow;
- **Utilize a wide variety of data sources and best practices**, including a statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the community;
- **Determine unique Level of Service Standards** that to develop appropriate actions regarding parks, open space, trails, and recreation that reflects the City's strong commitment in providing high quality recreational activities for the community;
- **Shape financial and organizational preparedness** through innovative and "next" practices to achieve the strategic objectives and recommended actions with achievable strategies;
- **Develop a dynamic and realistic strategic action plan** that creates a road map to ensure long-term success and financial sustainability for the City's parks and recreation services and amenities, as well as action steps to support the family-oriented community and businesses that call the City of Stow home.

## Scope Summary

Task/Item	Lead	Projected Completion	Notes
<b>Task 1. Project Management</b>			
A. Kick-off Meeting, Tour, and Project Management	PROS	Utilize: New Census Demographics and Trends when available	<ul style="list-style-type: none"> <li>• Kick-off meeting</li> <li>• Discuss Outcome Expectations</li> <li>• Data request will be sent to client: after Kick-Off</li> <li>• Introduction of Teams.</li> <li>• Establish lines of communication and contacts</li> <li>• Project Progress &amp; Scheduling</li> <li>• Discuss opportune dates for OHM visit(s) / parks tour</li> <li>• Initiate Stakeholder Database</li> </ul>

<b>TASK 2.</b>			
<b>Community Profile and Public Engagement</b>			
A. Demographic Trends Analysis	PROS	July – Aug.	<ul style="list-style-type: none"> <li>The Consulting Team will utilize the City of Stow’s projections and supplement with census tract demographic data in tandem with Environmental Systems Research Institute, Inc. (ESRI).</li> <li>Use the information to understand Market Areas of the City and customer groups.</li> <li>Determine the City’s changes and assist in providing pro-active methods necessary.</li> </ul>
B. Benchmark Analysis	PROS	July – Aug.	<ul style="list-style-type: none"> <li>The report will compare Stow P&amp;RD System to five other relevant peer agencies. 15 key metrics of comparison will be surveyed and analyzed.</li> </ul>
C. Preparation for Interviews	Stow P&R / PROS	July	<ul style="list-style-type: none"> <li>Initiate the process of identifying potential interviewees. PROS will provide guidance contacting and scheduling interviews.</li> <li>Evaluate their vision for recreation in the Stow community, their values, and determine the priorities for recreation facilities and programming needs of the Department.</li> </ul>
D. Key Leadership / Focus Group Interviews	PROS /Stow P&RD	July	<ul style="list-style-type: none"> <li>Over a 2-day period, conduct (Zoom / phone / in person) interviews for up to six (6) focus groups, key leadership interviews, and other key officials (up to 12) in the community.</li> </ul>
E. Public Forums & Workshops	PROS	August	<ul style="list-style-type: none"> <li>Conduct two public forums:               <ol style="list-style-type: none"> <li>Initial forum at project mid-point. Introduce the project, goals, direction and findings to date and gain community input.</li> <li>Final briefing with community input about the draft plan</li> </ol> </li> </ul>

F. Electronic Survey	PROS	July – Oct.	<ul style="list-style-type: none"> <li>• Work with Stow P&amp;RD to develop questions and create an on-line Survey to be promoted by the City’s website, and other media outlets.</li> <li>• Utilize data to develop recommendations for amenities / programs, facility components, usage and pricing strategies</li> </ul>
G. Statistically Valid Needs Analysis Survey	ETC	July 30 – Oct. 29	<ul style="list-style-type: none"> <li>• Develop and perform a random scientific valid community-wide household survey</li> <li>• Quantify residents’ needs, unmet needs, priorities and support for system improvements</li> </ul>
H. Crowdsourcing Project Website	PROS	July – Oct.	<ul style="list-style-type: none"> <li>• Develop a customized project website: July <ul style="list-style-type: none"> <li>○ Identify project updates for the entire community via crowd-source information during the project</li> <li>○ Website can Workshop be combined with input through social media and could also host videos through a dedicated YouTube Channel</li> <li>○ #1. with Staff: Present Key Needs and Finding</li> </ul> </li> </ul>

<b>TASK 3.</b>			
<b>Parks and Facilities Review and Assessment</b>			
Inventory and Assessment	PROS OHM	Sept. – Nov.	<ul style="list-style-type: none"> <li>• Provide an electronic form to Stow P&amp;RD for a complete inventory of facilities and amenities, and site design.</li> <li>• PROS will tour the Parks with Operations, Maintenance and Programming staff (date TBD)</li> <li>• OHM: Findings of the inventory compiled in a data collection form with:               <ul style="list-style-type: none"> <li>○ Photos and narrative</li> <li>○ General condition</li> <li>○ Neighborhood Compatibility</li> <li>○ Aesthetics and Design</li> <li>○ Safety &amp; Security</li> <li>○ Public Access</li> <li>○ Program Capacity and Compatibility</li> <li>○ Partnership Opportunities</li> <li>○ Revenue Generation Opportunities</li> </ul> </li> <li>• Complete an Assessment Summary Report</li> </ul>
A. Facility Classifications and Level of Service (LOS) Standards	PROS	Nov. 15 – Dec. 15	<ul style="list-style-type: none"> <li>• Review, confirm, and modify existing park classifications, and preferred facility standards for all park sites, trails, open space, and amenities including common areas and indoor and outdoor facilities.</li> <li>• Any new or modified classification or standard will be approved as required.</li> <li>• These standards will be adapted based on the needs and expectations of the Department.</li> </ul>
B. Geographical Analysis	PROS	Nov. 15 – Dec. 15	<ul style="list-style-type: none"> <li>• Determine appropriate GIS mapping. The Consulting Team would utilize GIS to perform geographical mapping to identify service area analysis for specific facilities and programs.</li> </ul>

through Mapping			<ul style="list-style-type: none"> <li>Stow P&amp;RD to provide base GIS information, inventory, park sites, and amenities for use in the process.</li> </ul>
C. Recreation Program Analysis	PROS	Sept. 1 – Nov. 15	<ul style="list-style-type: none"> <li>Prepare a written assessment of how well Stow P&amp;RD aligns with community needs to provide enhancements for new programming.</li> <li>Include insight into recreation programs trends from other national agencies.</li> <li>Create a dynamic recreation program plan: increase registration, drives customer retention and loyalty, improve customer satisfaction, and increase revenues.</li> <li>Additionally, provide help to focus Department efforts in core program areas.</li> </ul>
D. Review of Current Maintenance and Operations	PROS	Sept.	<ul style="list-style-type: none"> <li>Analyze current maintenance and operational practices.</li> <li>Identify staffing needs, operational efficiencies, policy development.</li> </ul>
E. Prioritize Park and Facility / Program Priority Rankings	PROS ETC	Dec. 15 – Jan. 15	<ul style="list-style-type: none"> <li>Synthesize all findings, information and data acquired to date in the project.</li> <li>Develop a priority listing that will be compared against gaps or surplus in facilities and amenities, as well as programs to: <ul style="list-style-type: none"> <li>Prioritize the facility, infrastructure, amenities, and program needs for the recreation system to provide guidance for the Capital Improvement Plan.</li> <li>Consider future recreation facilities and program needs based on community input, as well as state and national user figures and trends.</li> <li>Conduct a work session with the Department to review the findings and make revisions as necessary.</li> </ul> </li> </ul>

F. Capital Improvement Plan	PROS OHM	Dec 21' – Jan. 22'	<ul style="list-style-type: none"> <li>Develop a three-tier capital improvement plan that will assist the City in the inevitable and continuous rebalancing of priorities and associated expenditures.               <ol style="list-style-type: none"> <li><u>Sustainable Alternative</u>: Prioritize spending, Capital Improvement, explanations for renovating parks and evaluate potential funding sources.</li> <li><u>Expanded Services Alternatives</u>: Describes extra services or capital improvement when additional funding is available. Concepts for strategically enhancing and renovating existing parks and facilities. In coordination with City Council, the Department would evaluate and analyze potential sources of additional revenue, including - but not limited to capital bond funding, partnerships, grants, and existing or new taxes.</li> <li><u>Visionary Alternative</u>: Develop a complete set of services and facilities desired by the community that is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate long terms goals for the future. Also addresses complete renovations of aging parks and facilities and the development of new parks and facilities.</li> </ol> </li> <li>Demonstrate how funding for visionary projects would be derived from partnerships, private investments and new tax dollars.</li> </ul>
Five Park Design Conceptual Master Plans	OHM	Dec. 15 – Jan.15	<ul style="list-style-type: none"> <li>OHM Advisors will complete five park conceptual Master Plans for specific parks.</li> </ul>

<b>Task 4. Strategic Action Plan &amp; Master Plan Development</b>			
Develop Vision, Mission and Goals / Objectives	PROS OHM	Jan. 15, - Feb. 15, 22"	<ul style="list-style-type: none"> <li>• Conduct Workshop #2. with the Department to present and modify vision and mission statements utilizing action strategies from work previously completed.</li> </ul>
A. Funding and Revenue Strategies	PROS	Feb 15, 22'	<ul style="list-style-type: none"> <li>• Funding strategies will be developed from analysis of the facilities as well as the national experience brought by the Consulting Team.</li> <li>• Identify numerous funding options that can be applied to the Master Plan based on the community values.</li> <li>• The funding strategies to be evaluated for recommendations will include at a minimum:               <ul style="list-style-type: none"> <li>○ Fees and charges options</li> <li>○ Endowments/Non-profits opportunities for supporting operational / capital costs</li> <li>○ Sponsorships to support programs, events, and facilities</li> <li>○ Partnerships with public/public partners, public/not-for-profit partners and public/private partnerships</li> <li>○ Dedicated funding sources to support land acquisition and capital improvements</li> <li>○ Development agreements to support park acquisition, open space and park and facility development</li> <li>○ Earned Income options to support operational costs</li> <li>○ Land or facility leases to support operational and capital costs</li> </ul> </li> <li>• Identify grant opportunities and resources to construct facilities identified in the Master Plan including suggested timelines</li> </ul>



B. Strategic Action Plan	PROS	Feb. 28, 2022	<ul style="list-style-type: none"> <li>• Will include recommendation in the following areas for short and long term:               <ul style="list-style-type: none"> <li>○ Park Development and Improvements to enhance park development, improvements, and land acquisition in the city.</li> <li>○ Park, Facility, and Natural Resource Management to enhance park, facility, and natural management practices of the Department.</li> <li>○ Programs and Services –development and maintenance of programs and services including opportunities to improve meeting user needs.</li> <li>○ Financial and Budgetary Capacity Development enhancement of the financial and budgetary capacity of the Department related to facilities and lands.</li> <li>○ Policies and Practices – Specific policies and practices for the Department that will support the desired outcomes of this Master Plan</li> </ul> </li> </ul>
C. Draft Report Preparation and Briefings		Mar. 11, 2022	<ul style="list-style-type: none"> <li>○ Development of a Master Plan with instrumental strategies gleaned from all analyses performed and includes one electronic copy for public information. A presentation of the draft report will be made to the Parks and Recreation Board.</li> </ul>

Final Master Plan Presentations, Preparation, and Production	PROS	Mar. 31, 2020	<ul style="list-style-type: none"> <li>• Upon comments by City staff, the Parks and Recreation Board, as well as the community, the Consulting Team will revise the Draft Master Plan to reflect all input received.</li> <li>• With the draft Master Plan approved by the Parks and Recreation Board, the Consulting Team will prepare a final summary report and present to the Department for final approval and adoption.</li> <li>• The final plan will be prepared and delivered with a Summary Report and associated appendices (technical reports). The final report will include the executive summary with five printed copies and an electronic copy.</li> </ul>
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