1 Chapter

EXECUTIVE SUMMARY

1.1 Introduction

Montrose Recreation District ("District") selected the PROS Consulting team to assist in developing a Parks and Recreation Comprehensive Master Plan ("Plan"). The purpose of the Plan is to serve as a "blueprint" for the District staff and Board of Directors in preparing a needs assessment and action plan to best serve the District residents.

This is intended to be a dynamic and realistic document, designed to strengthen existing programs, facilities, and amenities while serving as a road map for the future.

1.2 Comprehensive Plan Goals

The following goals were identified as a key outcome of this planning process:

01 Engage the community, leadership, and stakeholders through innovative public input means to build a shared vision for parks, open space, trails, and recreation for the next ten years.

02 Utilize a wide variety of data sources and best practices to predict trends and patterns of use to best address unmet needs in the District.

03 Determine unique Level of Service Standards to develop appropriate actions regarding parks, open space, trails, and recreation programs.

04 Shape financial and operational preparedness through innovative and "next" practices.

05 Develop a dynamic and realistic strategic action plan to attain national accreditation and long-term financial success and sustainability.

1.3 Project Process

The Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below:

Figure 1: Existing Core Program Areas

1 Where Are We Today?

- Site and facility assessments
- Programs and services assessments
- Levels of services standards
- GIS mapping and analysis

2 Where Are Going Tomorrow

- Community needs analysis
- Demographics and trends analysis
- Benchmarking and comparative analysis
- Trails and open space planning

3 How Do We get There?

- Needs prioritization
- Financial, pricing, and user fee analysis
- Maintenance & Operations planning
- Capital improvement planning
- Funding and revenue planing
- Strategic action plan

1.4 Mission, Vision, Values and Big Moves

Based on an iterative visioning process with staff and Board using community input, demographics and trends and an analysis of the District's programs, maintenance and operations and levels of service, the following Core Values, Vision and Mission Statement and Big Moves were developed by staff.

1.4.1 Core Values

The following core values were developed through an iterative process during the Visioning workshop with staff and Board. These are the core values by which staff will operate. They have also helped shape the Vision and Mission for the District.

Figure 2: Core Values

1.4.2 Vision

The following is the vision statement that the District aspires to fulfill:

"To be a leader in providing exceptional parks and recreation experiences"

1.4.3 Mission

The following mission statement serves as the "why" for the staff to do what they do every day:

"FUNdamentally improving lives by building community in fun engaging ways, and by providing excellent parks and recreation facilities, activities, and services"

1.4.4 Big Moves

Staff and Board collaborated to identify the primary District-wide outcomes they would aspire to achieve from this Plan. These Big Moves are the most significant outcomes desired and, when achieved, will serve as the legacy fulfilling the Plan's vision. The following are the 5 Big Moves that were identified through this process:

01 Develop, maintain, and sustain a full Capital Improvement Program with funding mechanisms for long-term investments in the parks and facilities

02 Develop, maintain, and sustain a multi-jurisdictional (City/County/District) cooperative to develop strong trails and connections

03 Expand programs / fill gaps identified through data-driven assessments

04 Focus on District employees, attracting / retaining highly qualified and professional staff

05 Attain CAPRA Accreditation and the National Gold Medal Award

The Board also identified their 5 Big Moves which were very similar to what staff came up with:

01 Create an award-winning trail system

02 Construct an outdoor aquatic facility

03 Create the "MRD Way" and culture for staff and service delivery

04 Increase program participation to best practice levels

05 Ensure long-term financial sustainability

1.4.5 Strategic Action Plan

In addition, the consulting team developed an Action Plan that will be updated and utilized by staff to implement and track progress on this Plan's recommendations. This was based on the key Strategic Areas identified during the Visioning Workshop. These were then organized based on Short-term (0–3 years), Mid-term (3-5 years), and On-going.

The categories and some key strategies by timelines are shown below.

Parks & Trails Strategies/Tactics

Short-Term Strategies

Assess current park system for opportunities to add pocket parks and use GIS Mapping to identify underserved areas for potential new park locations (i.e., signature park on east side of Montrose)

Use Capital Improvement Plan to develop a lifecycle replacement schedule of all recreational amenities with identified funding sources

Develop a tree replacement program and identify locations where "next generation " trees should be planted

Begin to build the framework of existing documents to incorporate into a maintenance management plan with standards and tracking instructions for the computerized maintenance management software (CMMS) (CAPRA Requirement)

Research Adopt-a-Park and Adopt-a-Trail programs in the state and region to potentially develop an MRD adoption program

Identify connector opportunities for trails within the City, School District, District and County

Develop Site Master Plan for Ute Park / McNeil Fields

Begin to implement the lifecycle replacement schedule

Identify ADA enhancement opportunities to create/improve accessibility and incorporate into a trails and walkway plan

Mid-Term Strategies

Install shade structures and plant next generation trees

Ensure adequate number of restrooms across all community parks or larger sites, as needed

Start building trail connectors based on identified priorities

Continue lifecycle replacement for recreational amenities

Long-Term Strategies

Increase overall connectivity throughout the system (trails, parks, neighborhoods) - Partner with the City and property owners to increase connectivity

Ongoing Strategies

Update the ADA Transition Plan annually to capture progress on increased/improved accessibility

Continue data entry, tracking and setting goals from the CMMS

Continue cooperative relationship with the City and look for opportunities to expand and strengthen the partnerships in development, maintenance, and programs

Develop list of innovative ideas to activate outdoor spaces (Fitness/wellness, nature programs, senior programs, outdoor adventure and art/dance/performances, special events)

Continue to monitor growth and development patterns to provide future parks and trail opportunities

Incorporate resilience in design and sustainable practices in all existing and future operations and development

Facilities, Programs & Events Strategies/Tactics

Short-Term Strategies

Utilize findings in statistically-valid survey to expand on program offerings outdoors (Fitness/wellness, nature programs, senior programs, outdoor adventure and art/dance/performances, special events)

Ensure offerings that reflect the District's cultural diversity. (E.g., cultural festivals, signature holiday themed events, cultural immersion events, etc.)

Develop a site Master Plan for MRC and Field House

Complete the cost recovery and subsidy investment strategy and incorporate into Programming Plan (CAPRA Requirement)

Develop standards for all recreation sites - program and service delivery / custodial standards

Mid-Term Strategies

Build a new warehouse/storage area/maintenance workshop with restroom at Ute / McNeil (specific location TBD)

Long-Term Strategies

Map program offerings to identify sites and amenity types and ensure greater access - consider GIS mapping to demonstrate equity of access

Ongoing Strategies

Conduct program feedback through the HAPPiFEET App, participation surveys and intercept surveys to enhance programs during the annual program evaluations

Update Program Assessment Data Annually to track the evolution of programs and events for improved decision-making

Continue to address unmet needs through new program and special events offerings

Maintenance, Operations & Staffing Strategies

Short-Term Strategies

Identify foundational knowledge needed for new fulltime staff, seasonal part-time staff and develop onboarding checklist

Create in-depth staffing plan that addresses recruitment, onboarding, training, retention, staffing levels, succession planning, and a salary analysis

Utilize Grant Writer / Data Analytics position to help the District generate additional revenue and make better data-driven decisions

Create standard operation procedures for all routine maintenance, recreation, facilities, custodial and customer service (CAPRA Standards)

Mid-Term Strategies

Maximize use of online registration software with increased staff knowledge and capacity for impact

Develop a succession plan with growth opportunities and professional development tracks by key positions

Pursue CAPRA accreditation

Utilize asset depreciation fund using asset lifecycle replacement schedule

Long-Term Strategies

N/A

Ongoing Strategies

Annually review policies and procedures and update according to needs and changes in operation (CAPRA Requirement)

Proactively assess District safety and risk management opportunities

Prioritize ways to strengthen workplace culture and employee morale

Continue data tracking on staff hours and costs through "Upkeep" - computerized maintenance management software (CMMS)

Utilize asset depreciation fund using asset lifecycle replacement schedule

Funding Strategies/Tactics

Short-Term Strategies

Assess current District rental program to identify what facilities/amenities can or should be added

Increase external funding opportunities

Complete the cost recovery and subsidy investment strategy and incorporate into Programming Plan (CAPRA Requirement)

Research earned income policies and develop District philosophy through discussions with the Board, develop policy and present for adoption

Mid-Term Strategies

Develop business plans for all revenue generating facilities and core program areas

Offer additional large, revenue generating events (E.g., 5k race series, concerts at the park, multiple day festivals, etc.)

Long-Term Strategies

Establish at least one dedicated fund for capital improvements

Ongoing Strategies

Conduct annual fee study to review and update fees and charges as necessary

Annually review District Rental Policy to update standards and guideline for District rentals

Marketing & Branding Strategies/Tactics

Short-Term Strategies

Assess current District marketing / branding efforts and develop branding guidelines and standards

Update District-wide Marketing Plan to CAPRA standards

Ensure consistency in social media approach and outreach

Calculate and measure marketing ROI (Return on Investment)

Establish priority segments to target in terms of new program/service development and communication tactics

Establish points of interest in the parks (E.g., murals, natural vistas, or 3D art in which people take selfies and they post it on social media increasing reach) and promote the locations

Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes

Increase the Division's marketing budget from established marketing fee incorporated into programs

Mid-Term Strategies

Create training for staff to tell the District's story across all mediums

Long-Term Strategies

Ensure consistent and impactful signage / wayfinding across District properties and offerings

Ongoing Strategies

Annually review marketing ROI and adjust for greater effectiveness and reach

Ensure consistent branding District-wide

Utilize taglines and hashtags / sponsored ads on various social media platforms

Establish and review regularly performance measures for marketing; performance measures can be tracked through customer surveys as well as some web-based metrics

Emphasize telling the District's story - the work it does and the impact on the community

Identify and share social media analytics, review and update social media policy and practices and assess new social media