



*Parks and Recreation enhances community and quality of life through people, parks, and programs.
Senior Center Network makes longer lives, better lives.*

**Meeting: Strategic Planning Subcommittee of the Grand Traverse County Parks and Recreation Commission
Monday, October 26, 2020, 6 p.m.
Senior Center
801 E. Front Street, Traverse City, Michigan 49684
AGENDA**

Subcommittee Purpose:

- Develop, present, and recommend annually or every two years a strategic plan with specific goals, strategies, and a schedule for the Commission and Department to follow to accomplish current and future park projects and Commission/Department objectives included in the five-year Parks and Recreation Plan.
- Research and recommend options to the Commission about how County Parks and Recreation can become financially more self-sustaining and less reliant on the County's General Fund.

Subcommittee Members: David Grams, Rodetta Harrand (Vice Chair), Steve Largent, Whitney Waara (Chair), Jalen Provo, John Sohacki (Citizen Member)

General Meeting Policies: Please turn off all cell phones or switch them to silent mode. Any person may make a videotape, audiotape, or other recording of this meeting. Standing equipment, cords, or portable microphones must be located to not block audience's view. If you require auxiliary assistance, please call 231-922-4780 or TDD 231-922-4412.

- A. Call to Order**
- B. Pledge of Allegiance**
- C. Roll Call**
- D. First Public Comment**

Any person shall be permitted to address the Parks and Recreation Commission, which is required to be open to the public under the provision of the Michigan Open Meetings Act, as amended (MCLA 15.261, *et. seq.*).

Public comment shall be carried out in accordance with the following Board Rules and Procedures:

1. Any person wishing to address the Commission shall state his or her name and address.
2. No person shall be allowed to speak more than once on the same matter, excluding Commissioners' questions. The Chairperson shall control the amount of time each person shall be allowed to speak, which shall not exceed three (3) minutes. The Chairperson may, at his or her discretion, extend the amount of time any person is allowed to speak.

- E. Approval of October 1, 2019 Meeting Minutes**
- F. Approval of/Additions to Agenda**
- G. Review: Updated Work Plan Draft (Discussion)**
- H. Next Steps (Discussion)**
- I. Second Public Comment** (Please refer to Item D. on agenda for rules.)
- J. Notices and Commissioner Comments**
- K. Adjournment**



*Parks and Recreation enhances community and quality of life through people, parks, and programs.
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Meeting: Strategic Planning Subcommittee of the Parks and Recreation Commission

Tuesday, October 1, 2019, 6:30 p.m.

Room 300, Third Floor, Governmental Center

400 Boardman Avenue, Traverse City, Michigan 49684

MINUTES

A. Call to Order

Meeting called to order at 6:42 p.m.

B. Pledge of Allegiance

C. Roll Call

Commissioners Present: David Grams, Rodetta Harrand, Rod Kivell, Whitney Waara, Jalen Provo (Citizen Member)

Commissioners Absent: Stave Largent

Others Present: Kristine Erickson, Director, Ryan Walsh, Office Manager, Katelynn Brown Office Coordinator, Ariel Perreault, Office Specialist, Grand Traverse County Parks and Recreation; Rod Kivell, Parks Commissioner attending as citizen

D. First Public Comment

There was no public comment.

E. Approval of/Additions to Agenda

MOTION by Provo, second by Harrand, to approve the agenda, as presented. Motion carried.

F. Continue Prioritizing Projects and Activities, and Provide Direction to Staff

Subcommittee members prioritized projects and activities for a new strategic plan.

G. Brainstorming: Framework for New Parks Projects

Committee discussed strategies for executing projects.

H. Second Public Comment

There was no public comment.

I. Notices and Commissioner Comments

There were no notices and commissioner comments.

J. Adjournment

Meeting adjourned at 8:02 p.m.



2020-2021 Work Plan: Grand Traverse County Parks and Recreation and Senior Center Network

2021 Strategic Planning Subcommittee

- Whitney Waara (Chair)
- Rodetta Harrand (Vice Chair)
- Steve Largent
- Jalen Provo
- John Sohacki (Citizen Member)

Mission

- **Parks and Recreation:** To enhance community and quality of life through people, parks, and programs.
- **Senior Center Network:** To make longer lives, better lives.

Vision

- **Parks and Recreation:** To develop and operate Grand Traverse County Parks and offer recreational programs and services to improve the quality of life for all who live in and visit the region.
- **Senior Center Network:** To meet the social, recreational, and educational needs of members in an environment that is fun, safe, inclusive, and courteous for all.

Values

- SA** **Maintain Safety and Accessibility:** Invest in existing county park infrastructure to protect and serve the entire community.
- IPP** **Improve Parks and Programs:** Continue to physically enhance county park infrastructure and Senior Center Network programs to make them accessible for all and to meet future community needs. This will be built upon stakeholder and public engagement, and improve wayfinding and Parks and Recreation branding to support a strong park system.
- REC** **Increase Recreational Opportunities:** Expand existing and develop new partnerships to contribute to overall health and wellness of the region, especially vulnerable and underserved populations.

Meeting Note: For the purpose of this draft version of the Work Plan, two new columns, highlighted in yellow, have been added to the right on the following table. A list of proposed new goals, also highlighted in yellow, is included at the end of this document. Suggested language revisions are indicated in **bold, red** type. Strikeouts indicate recommended deletions.

Short-term Goals (Complete in 2021)

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
Civic Center					
<p>Create master site plan.</p> <ul style="list-style-type: none"> Develop Civic Center “Safe Routes” and Safety Garden. Make park safer: Camera near pavilion and amphitheater; upgrade current cameras; emergency phones on path and elsewhere. Enhance area around Native American Marker Tree. Landscape northwest corner. 	SA IPP REC	<p>Issue RFP and hire consultant to facilitate master site planning process. Include Influence Design Forum’s preliminary designs for north end.</p>	<p>New blueprint for Civic Center Park. List of prioritized improvements for park and schedule of improvements. Budget determined and funding plan identified for each improvement.</p>	<p>Master site plan developed and adopted by PRC October 8, 2020. Next steps: Identify costs, prioritize, raise funds. Plans include traffic garden in southeast corner of park. Following RFP process, Influence Design Forum hired to develop garden/meadow around Marker Tree. Northwest corner of park has new “connector” between path and Front Street, completed June 2020. More landscaping, based on master site plan.</p>	Continue. Prioritize individual projects within this plan and place them in the proper category in work plan, such as short-term, medium-term, or long-term.
<p>Transform old Probate Court into usable, rentable space.</p>	IPP	<p>Space has been cleaned. In October 2020, solicit and consider proposals to enhance Civic Center offerings in space.</p>	Space is rented.	Space has been cleaned and half is rented through December 31, 2020 to Parallel 45 for its offices.	Continue to rent space.

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
Connect northwest corner between walking path and Front Street sidewalk.	SA IPP	Marlin Design hired.	Connector installed.	Northwest corner of park has new "connector" between path and Front Street, completed June 2020. Margins need seeding.	Delete.
Power Island					
Draft and adopt emergency plan for the Island visitors and staff.	SA	Staff develops plan.	Plan adopted.	Plan will be completed once new campsite locations are approved.	Continue. Present to PRC by April 2021. Short-term.
Close campsites on Bassett Island temporarily, when necessary (such when water is too high), and develop new campsites on Power Island to replace them.	IPP REC	Submit map of new campsites to EGLE for approval; remove old and build new sites in spring 2020. ON HOLD IN 2020	Bassett sites to be removed when necessary; five new sites to be built on Power Island to replace them. When/if Bassett Island is opened to camping again, develop new sites there, and remove equal number of sites from Power Island.	Awaiting response from EGLE. EGLE representative is locating application.	Continue. Short-term.
Keystone Soccer Fields					
Develop and/or lease Birmley-Keystone property.	IPP REC	New agreement to soccer field use and development of Birmley property.	Property developed.	New agreement executed Dec. 2019. Birmley property will be developed according to a plan shared with board.	Change to long-term goal. Continue monitoring progress, per benchmarks in agreement.
Natural Education Reserve					
Provide river access to paddlers. Engage community to better	SA IPP	Work with Conservation District	Plan developed. Begin executing plan	Plan not developed.	Continue. Combine with post-dam removal

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
communicate with paddlers about safety and etiquette.	REC	and other partners to make plan.	summer 2020.		recreation plan. Short-term? Medium-term?
Develop post-dam removal recreation plan.	SA IPP REC	Work with Conservation District and other partners to make a plan.	Plan developed. Begin executing plan summer 2020.	Plan not developed.	Continue. Combine with post-dam removal recreation plan.
Develop design and apply for grants and seek other funding to establish east-west connectivity from Natural Education Center to Medalie Park.	SA IPP REC	Work with Conservation District and other partners to make a plan.	Plan developed. Begin executing in 2021-2022.	Plan not developed.	Continue. Raise funds for design work in 2021?
Medalie Park	Values	Execution	Performance Measures		
Develop as a trailhead for Boardman Lake Loop Trail, including electrical upgrades for energy efficiency.	SA IPP REC	Work with TART Trails and City to finalize design for Medalie Park. Seek funding to make improvements.	Funds are identified. Medalie Park improvements coincide with completion of Boardman Lake Loop Trail project.	Trail and park design finished. Majority of funds identified. PRC approved installing a pavilion-like sculpture to recognize donors. TART raising funds.	Continue. Work to be completed in 2021.
Put park safety and sanitation plan in place.	SA	Appoint and work with team to develop plan.	Finish and execute plan spring 2020.	Added more trash cans; followed up with American Waste. Tritons and River help maintain park. No cameras yet.	Continue. Identify funding for cameras in 2021.
Maple Bay Park and Natural Area	Values	Execution	Performance Measures		
Work with TART Trails and Networks Northwest on the TC to Charlevoix Trail and designate Maple Bay Park as trailhead.	SA IPP REC	Share designs of proposed trail routes with Parks and Recreation Commission and County Board.	County Board and Parks and Recreation Commission pass resolutions of support.	Preliminary design for Maple Bay to Elk Rapids developed. Continuing to work with TART and NNW on the Acme to	Continue. Medium-to-long-term.

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
				Maple Bay portion of trail.	
Restore land beneath removed house.	SA	Work with Facilities Management to identify costs and excavators.	Parkland restored.	Land restored by Facilities Management, week of June 15, 2020.	Delete.
Senior Center Network	Values	Execution	Performance Measures		
Support friends group raising funds for new building in Traverse City	IPP REC		Funds for project identified and raised.	No additional funds yet. Friends pursued millage request with county and city. Millage request is not on November 3, 2020 ballot.	Combine with "Determine and finalize location and funding" and make medium-term.
Determine and finalize location and funding	SA IPP REC	Finalize design for building in 2019. Identify actual construction costs in 2019. City issues RFP for construction firm in 2020.	Building constructed in 2021. Late 2021/early 2022	In September 2020, PRC approved forming an ad hoc committee of county officials and staff to explore locations and county resources for this project.	Continue. Rewrite and combine with "Support friends group." Medium-term.
Expand marketing and offerings at all five Senior Center Network locations.	IPP REC		Membership will increase; participation in those locations will increase.	On hold during pandemic.	Continue. Medium-term now?
General	Values	Execution	Performance Measures		
Track park use and increase usership based on measurements.	IPP REC	Track reservations; obtain statistics and reports from partners; purchase counters.	Usership increases. Better understanding of user groups, times of use, etc., to determine other potential partners.	State and local park use statistics only. No counters in county parks for tracking. 160% increase in park use during pandemic.	Continue. Seek funding for park counters. Medium-term.

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
				83% of U.S. adults agree visiting local parks, trails and open spaces essential to mental and physical well-being during pandemic. Shared Google calendar with all park reservations helps staff identify use trends, along with reports from programmers.	
Purchase and install online reservation software.	IPP REC	Work with IT to identify and price options.	System in place in 2020.	Working with IT and Dude Solutions on system to be ready by January 1, 2021.	Continue. Short-term.
Increase park reservations each year.	REC	Increase marketing.	Year 1: 6 percent; Year 2: 8 percent; Year 3: 10 percent.	Marketing expanded during pandemic because county park facilities in some cases are an alternative to venues that are cancelling events. Staff will tally reservations at year's end. Approximately \$100,000 in reservation revenue projected for 2021.	Continue marketing facilities for events and business meetings. Continue tracking reservations. Short-term and long-term.
Build Parks and Recreation maintenance fund, starting with	SA IPP	Continue to add funds to line item.	Parks and Recreation less reliant on Facilities	Components have been built into rental	Continue with this agreement model.

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
\$5,000 in 2020.			Management budget as a Parks Maintenance budget.	agreements, such as with TBAYS, I.C.E., and Norte.	Short-term and long-term.
Continue to monitor and resolve safety issues in all parks. More specific?	SA IPP	Document all complaints; address all safety concerns; develop policies and make improvements, as necessary.	County parks are safe, clean, and family friendly.	Added cameras to Power Island. Planning to add to Twin Lakes Park, pending funding. Working on trash plan for Civic Center. Posted signs in parks during pandemic.	Continue. Short-term and long-term.
Promote water safety and increase knowledge in the community.	SA IPP	Work with Grand Traverse Bay YMCA and other local water safety experts (such as Coast Guard) to promote and educate.	Fewer water-related accidents and drownings each year.	On hold.	Continue. Medium-term.
Develop a wayfinding signage/branding plan.	SA IPP	Staff works with a small team on a pilot project.	Wayfinding signage added in parks and Parks and Recreation branding increases. Community recognizes difference between County and City parks.	County Board to select new county logo in December 2020. New logo will be adaptable by county departments. Parks will use new logo on wayfinding project.	Continue. Short-term.
Continue to improve park amenities to serve users, such as restrooms, parking, lighting, benches, picnic tables, etc., and develop a maintenance plan for every park.	SA IPP REC	Obtain list of assets and conditions from Facilities Management and share a system for scheduling maintenance and improvements.	Parks continue to offer more services and amenities each year.	Working with Facilities on an overall parks' maintenance plan. Restrooms at Medalie Park and Civic Center Park becoming	Continue. Short-term and medium-term.

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
<p>Solidify and expand partnerships and collaborations to improve and maintain parks [add “and programs”].</p>	<p>SA IPP REC</p>	<p>Continue to develop partnerships (such as Parallel 45 Theatre and Norte) to share park improvement and maintenance costs.</p>	<p>Parks are improved with less or no taxpayer dollars.</p>	<p>“touchless”. Renewed agreements with Tritons, River, Norte, Meyer House tenant. Tritons helping improve Medalie Park restrooms. Norte will help raise funds to support Civic Center master plan projects. New agreement with Magic Shuttle Bus for use of Civic Center lot for remainder of 2020. Rent will help with park maintenance. Fit by Brit to begin programming at Twin Lakes Park in November 2020. Grand Traverse Regional Land Conservancy budgeting \$500 annually to maintain road into Maple Bay Park.</p>	<p>Continue. Combine P45’s office rental agreement with amphitheater rental agreement; pursue Conservation District’s “learning farm” concept for Meyer property. Short-term.</p>
<p>Increase recreational opportunities and services at all five Senior Center locations and in all county parks.</p>	<p>IPP REC</p>	<p>Assess current services and interview seniors in all locations and use that information to better serve all. Partner when possible.</p>	<p>Recreational opportunities and services are added.</p>	<p>On hold.</p>	<p>Continue.</p>

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
Continue to partner with TART Trails, Grand Traverse Conservation District, Grand Traverse Regional Land Conservancy, and other entities to provide further County-wide connectivity through non-motorized and multi-modal trails.	SA IPP REC	Study current trail system and identify locations for expansion.	Increased connectivity, making it easier to get around the county by foot or bicycle.	Boardman Lake Loop Trail construction underway; portion of Nakwema Trail designed. More trails developed at Natural Education Reserve, post-dam-removal.	Continue. Long-term.
Develop partnership policy.	REC	Staff develops and shares a policy for approval by Parks Board.	Policy is developed, thereby standardizing certain aspects of partner agreements and relationships.	Policy remains a draft.	Continue. Short-term.

Medium-term Goals (Begin in 2021; Finish in 2022)

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
Civic Center					
Secure and maintain concessions vendor.	IPP	Indoor concession provider hired in 2019 through May 2020.	Concessions are successful and continue beyond May 2020, indoors and outdoors.	On hold due to pandemic.	Continue. Short-term.
Medalie Park					
Develop marketing plan.	REC	Staff works with partners to develop plan.	Plan is executed.	No progress.	Continue. Work with TART, Garfield Township, and City to promote finished Boardman Lake Loop Trail and Medalie Park in 2021. Short-term.
Senior Center Network					
Seek accreditation by the National Institute of	SA IPP	Once new building is completed,	Senior Center is accredited.		Delete.

Senior Centers:		accreditation process will begin.			
General					
Develop forestry management, conservation, and invasive species plans for all parks.	SA IPP	Work with partners to develop plan.	Park vegetation is managed and invasive species are removed on a consistent basis.	Invasive species removal at Maple Bay Park and Medalie Park	Continue and make plan for all parks. Long-term.
Assess all parks and develop plan to make all as ADA-accessible as possible.	SA IPP	Work with Disability Network to develop plan.	Parks are prioritized, funds are identified, and project begins, one park at a time.	Master site plan for Civic Center approved, with universal access included.	Continue and make plan for all parks. Short, medium, and long-term.

Long-term Goals (Begin Planning in 2022)

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
Civic Center					
Develop plan for Campbell Community Playground, Phase II.	SA IPP REC	Work with playground vendors on preliminary designs and cost quotes.	Plan is developed, funds are identified, and playground Phase II is constructed.	Included in master site plan for Civic Center Park.	Continue. Term depends on priority.
Build pickle ball courts.	IPP REC			Included in master site plan for Civic Center Park.	Continue. Term depends on priority.
Develop an adult fitness playground or stations.	IPP REC	Work with playground vendors on preliminary designs and cost quotes.	Plan is developed, funds are identified, and adult playground is constructed.	Included in master site plan for Civic Center Park.	Continue. Term depends on priority.
General					
Identify opportunities for place making projects in county parks.	IPP REC			New county logo will be available by end of 2021, pending County Board	Continue. Short-term.

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
				approval. Staff has identified place making projects, and the Civic Center master site plan includes such projects.	
Explore opportunities for bringing cultural events to county parks.	IPP REC	Second Crooked Tree Arts Center Art Fair scheduled for 2020. Agreement with Parallel 45 Theatre for 2020 and 2021 use of amphitheater and former Probate Court building.	Amphitheater is rented for concerts and other arts events in shoulder seasons. Other visual arts opportunities are brought to the park.	Norte and P45 held joint summer camps during summer 2020. P45 offering acting lessons at its office and planning a winter arts carnival for 2021. Crooked Tree Arts Center Art Fair to return in 2021.	Continue by marketing amphitheater at Civic Center, especially. Short-term.
Medalie Park					
Make a nonmotorized connection from NER to park.	IPP REC	Identify location of proposed connection(s).	Connections are developed and used.		Continue by identifying location and developing design. Medium-term.
Bring more recreation/revenue to park.	IPP REC	River restoration and trailhead project will naturally bring more recreation; identify additional partners to provide programming; current partners add programming.	Medalie Park is no longer a "commuter" park, visited by vehicles more than pedestrians and cyclists, it is a destination and a hub of recreation on the south end of Boardman Lake.		Continue. Part of Boardman Lake Loop project. More marketing once trail is finished in 2021. Short-term.
Start implementing plan to establish east-west	SA IPP	Work with Conservation	Plan developed. Begin executing in 2021-2022.		Continue. Medium-to-long-term.

Park/Goal	Values	Execution	Performance Measures	Status: October 2020	Continue? Reprioritize? Delete?
connectivity from Natural Education Center to Medalie Park.	REC	District and other partners to make a plan.			

Proposed New Goals

General: Hire full-time, "roving" park attendant. Short-term goal.

General: Lease a vehicle for park maintenance. Short-term goal.

General: Make a plan for managing high water issues in county parks. Short-to-long-term goal.

General: Update/Amend 2018-2023 Parks and Recreation Plan to include Civic Center master site plan. Short-term goal.

Senior Center Network: Fully staff and fully train staff to serve seniors.

Senior Center Network: Expand virtual access and services (such as aiding with TeleHealth and live-streaming programs).

Senior Center Network: Board takes active role in determining programming needs and services for seniors.

Civic Center: Implement trash plan. Short-term goal.

Civic Center: Prioritize projects on Civic Center master site plan. Make a plan for raising funds for projects to be completed in 2021 and 2022. Short-term and medium-term goal.

Meyer Property: Develop "learning farm" on Meyer property. Medium term goal.

Twin Lakes: Reinstate full-time caretaker at Twin Lakes Park. Short-term goal.

Twin Lakes: Expand assets to expand services. Refer to BDT to update business plan in 2021. Short-term goal.

COVID-19: Any suggestions?