

**Action Requested/Required:**

- ☐ Vote/Action Requested
☒ Discussion or Presentation Only
☐ Public Hearing
Report Date: _____
Hearing Date: _____
Voting Date: _____

Department: Parks and Recreation **Presenter(s) & Title:** Adam Dodson
Parks and Recreation Manager

Agenda Item Title:

Discussion of the Parks and Recreation Master Plan

Summary:

On May 15 staff put out an RFP for proposals for a Parks and Recreation Master Plan. On June 29, 2023 we received a total of 7 proposals, with costs ranging from \$68K to \$240K. Staff put together a committee to review and grade each of the 7 proposals. The committee narrowed down the proposals to a top 4 and then scheduled for in-person interviews. From these interviews, the committee unanimously chose Brandstetter Carroll Inc.

Budget Implications:

Budgeted? ☒ Yes ☐ No ☐ N/A

Total Cost of Project: \$ 127,281.00 Check if Estimated ☐

Fund Source: General Fund ☐ Water & Sewer ☐ Sales Tax ☐ Other: Splost/Impact Fees

Staff Recommendations:

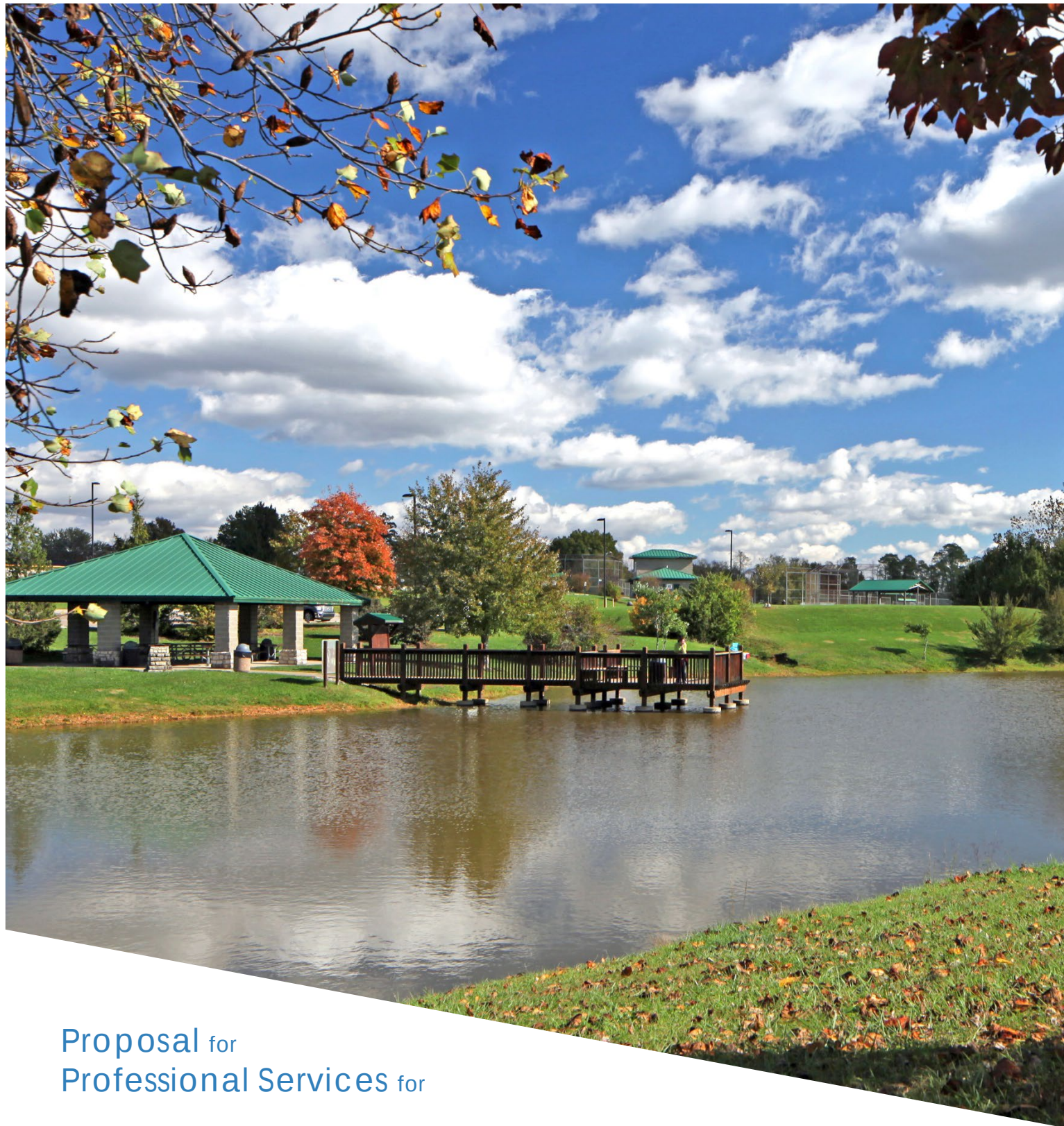
At the September 28, 2023 meeting, Staff will recommend awarding the Parks and Recreation Masterplan proposal to Brandstetter Carroll Inc., and to approve the Mayor to sign the engagement letter.

Reviews:

Has this been reviewed by Management and Legal Counsel, if required? ☐ Yes ☐ No

Attachments:

Brandstetter Carroll, Inc. Proposal for Professional Services



Proposal for
Professional Services for

Parks and Recreation Master Plan

RFP# 66114-23-RFP-0515

City of Canton, Georgia

June 29, 2023



**BRANDSTETTER
CARROLL INC**
ARCHITECTS + ENGINEERS + PLANNERS

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***We Enhance
Community and
Quality of Life***



SECTION I. COVER LETTER



**BRANDSTETTER
CARROLL INC**
ARCHITECTS + ENGINEERS + PLANNERS

June 29, 2023

2360 Chauvin Dr
LEXINGTON
KY 40517
859.268.1933

255 Seven Farms
Drive, Suite 300-A
CHARLESTON
SC 29492

17304 Preston Rd
Suite 1075
DALLAS
TX 75252
469.941.4926

308 East 8th St
CINCINNATI
OH 45202
513.651.4224

1220 West 6th St
Suite 300
CLEVELAND
OH 44113
216.241.4480

RFP Review Committee
City of Canton
110 Academy Street
Canton, Georgia 30114

RE: RFP#66114-23-RFP-0515 – Parks & Recreation Master Plan

Dear Selection Committee:

Brandstetter Carroll Inc. (BCI) is pleased to present these qualifications and proposal for the development of your Canton Parks & Recreation Master Plan. We acknowledge receipt of Addendum 1.

BCI is offering a Project Team and a Scope of Services which will address the needs of the changing Canton community. As you review this document, please consider the following points:

1. BCI has been an industry leader in the development of **COMMUNITY-DRIVEN** planning to **BUILD CONSENSUS**. Consensus is the key to Strategic Plan implementation and the reason the plans prepared by BCI have a high success rate of being implemented.
2. BCI has seen the connection between Parks and Recreation and Quality of Life. This translates into greater community well-being and enhanced property values.
3. BCI has a record of implementation as a result of their process. The Scope of Services describes an **ACTION PLAN** which focuses upon both community need as well as available resources for implementation. The firm historically has examined the effect of its planning recommendations on the budget of a community in order to determine the practicality of its proposals.
4. BCI believes in practical and detailed recommendations, such that the **ACTION PLAN** reflects the best practices in the industry and a detailed game plan for Canton.
5. BCI understands the Final Report is not a design exercise, but a consensus-building document built around community needs, bringing forth serious policy recommendations.
6. BCI has a proven process of developing Park and Recreation System Master Plans and Strategic Plans with four phases including **EVALUATE, ENGAGE, ENVISION, and PLAN**.

BCI is offering a team of recreation and planning professionals who have worked together on previous studies for **more than 95 communities** in many states including Georgia, Ohio, South Carolina, Kentucky, Virginia, Texas, and New Jersey.

Patrick D. Hoagland, ASLA, will serve as Principal-in-Charge, bringing more than 40 years' experience, having completed more than 95 similar plans, and having a national constituency. **Keith Rodenhauser, AICP**, will serve as Project Manager. He has authored more than 40 Parks and Recreation System Master Plans.

Cindie Sullivan, CPRP will assist in the recommendations for programming, finance, and operations. BCI intends to provide the services requested in the RFP to the complete satisfaction of the project requirements and to the expectations of the City.

Project Contact

Patrick D. Hoagland, ASLA
2360 Chauvin Drive
Lexington, Kentucky 40517
Phone: 859.268.1933
phoagland@bciaep.com

Our plans become **REALITY** because we urge the decision makers to **LISTEN** to their people.

We look forward to your due consideration. If there is anything else we can provide, please feel free to contact me at ben@bciaep.com or 859.268.1933.

Sincerely,
Brandstetter Carroll Inc.

A handwritten signature in blue ink, appearing to read 'B. Brandstetter', with a stylized flourish extending to the right.

Benjamin E. Brandstetter, P.E.
President



SECTION II. FIRM INFORMATION

FIRM OVERVIEW



***“We Enhance
Community and
Quality of Life”***

Brandstetter Carroll Inc. (BCI) is a firm of Architects, Engineers, Landscape Architects, and Planners founded in 1979 with the express purpose of providing professional design services to public sector clients. Since the firm’s inception, BCI has grown to include a staff of 70 and maintains offices in Lexington, Cincinnati, Cleveland, Dallas, and Charleston. The firm’s in-house services include architectural and engineering planning and design, landscape architecture, park and recreation system planning, interior design, construction administration, and resident inspection on the following project types:

ARCHITECTURE

Recreation Centers
Libraries
Public Safety Buildings
Courthouses
Public Administration
Higher Education
Interior Design

RECREATION & LANDSCAPE

ARCHITECTURE

Master Plans
Park Design
System Planning
Aquatic Facility Design
Nature Centers and Camps
Sports Complexes
Feasibility Studies
Trail Planning and Design

ENGINEERING

Aquatic Engineering
Roadway Design
Traffic Planning
Sewer and Water Systems
Aviation Engineering
Streetscape Design
Site Development

FIRM QUALIFICATIONS

BCI’s history includes more than 40 years of consistent growth in serving local governments. Municipal buildings were among the assignments in the first five years of the firm and the co-founders attended countless council and related meetings in the execution of services. This enabled senior management to understand the municipal client and build upon that understanding for four decades. In addition, the founders learned much about funding including grants, general obligation bonds, revenue bonds, tax increment financing, property assessments, and capital improvement funds. Finally, all BCI professionals have come to understand the decision-making process of local government.

Locations:

2360 Chauvin Drive Lexington, KY 40517 859.268.1933 (Phone)	308 East 8th Street Cincinnati, OH 45202 513.651.4224 (Phone)	1220 West 6 th Street Ste 300 Cleveland, OH 44113 216.241.4480 (Phone)	17304 Preston Road Ste 1075 Dallas, TX 75252 469.941.4926 (Phone)	255 Seven Farms Drive 300-A Charleston, SC 29492 859.268.1933 (Phone)
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PARK, RECREATION, AND OPEN SPACE SYSTEM MASTER PLANNING

BCI began by providing planning and design services for parks and recreation clients on a regional basis. The firm has been a leader in the evolution of Park System Planning, spearheading the first "Master Plan for Service Delivery" for the Cincinnati Recreation Commission in 1996. This plan raised Community Engagement to new levels by holding local meetings in more than 17 city neighborhoods. This plan resulted in the implementation of more than \$60 million in improvements over 10 years. Many other communities around the nation followed this example, creating a new paradigm in the industry. This became a prototype Vision Plan.

BCI has taken other leading roles in the development of park facilities in aquatics, recreation center design, senior centers, and facilities for special populations. The firm also has recently assisted several cities in implementing voter-approved bond levies for capital construction. Finally, BCI has assisted many cities in forming partnerships with nonprofit providers (P3) in the implementation of joint facilities and programs. Some of these providers include The Cleveland Clinic, Parma Hospital, The Kroger Company, The Salvation Army, and several YMCAs.

BCI has developed Park System Master Plans and Strategic Plans for more than 95 communities. More significant plans include the plan for Cincinnati Parks and Greenways Master Plan, and Cincinnati Recreation Commission Master Plan for Service Delivery. Other communities with BCI Park System Plans include: Roswell, Georgia; Charleston, South Carolina; Princeton, New Jersey; Fairfax, Virginia; and Austin (Aquatic), Grand Prairie, Colleyville, and Garland, Texas.

RECREATION CENTER PLANNING AND DESIGN EXPERIENCE

BCI has designed more than 50 Recreation Centers for municipalities. In the past 15 years, there has been much greater emphasis placed on operating **COST RECOVERY** as a way to defer the large annual operating costs. BCI has designed two large centers with 100% cost recovery, and most recover 50-85% of annual expenses. As previously mentioned, BCI is well versed in capital funding, whether it be bond issues, grants, or P3 partnerships.

AQUATIC FACILITIES PLANNING AND DESIGN

BCI is also an industry leader in aquatic facilities planning and design. BCI has completed Aquatic System Master Plans for Lexington and Louisville, Kentucky; Columbus and Cincinnati, Ohio; and Austin and Garland, Texas. BCI has designed more than 230 aquatic facilities (aquatic centers and spraygrounds) in communities in dozens of states. Most of these projects started with a study of the need and financial feasibility of the community to support a facility, including an operating pro-forma and maintenance plans.

CAPRA STANDARDS

BCI has prepared several plans that led to either initial CAPRA Accreditation or Reaccreditation and two which led to the community being awarded as an **NRPA Gold Medal Community** (Fairfax, Virginia, and Grand Prairie, Texas.) BCI monitors the CAPRA standards and annual changes in the priorities for the program. Master Plans and Strategic Plans by BCI assisted these communities reach initial accreditation or reaccreditation: Lexington, Kentucky; Cincinnati, Ohio; Fairfax, Virginia; and Grand Prairie, Texas.



SECTION III. FIRM EXPERIENCE

REFERENCES

Roswell Recreation, Parks, Historic & Cultural Affairs 5-Year Master Plan

Owner: City of Roswell, Georgia
Contact: Jeff Leatherman, Director, Roswell Recreation, Parks, Historic & Cultural Affairs Dept.
Phone: 770.641.3705
Email: jleatherman@roswellga.com
Key Dates: August 2022
Scope: BCI was selected to lead the City through a Strategic Planning process to accomplish a vision for the Gold Medal Award-winning and CAPRA-certified department. The City manages more than 1,000 acres including greenways, a trail system, historic homes, sports complexes, recreation centers, art centers, and protected natural resource areas. The Chattahoochee River Parks are the pride of the community. All properties and facilities were assessed, and a series of open houses and surveys were used to allow residents to provide input. Service area mapping and GIS analyses were used to identify gaps in service.

Lexington Parks and Recreation Master Plan and Aquatics Master Plan

Owner: City of Lexington, Kentucky
Contact: Monica Conrad, Director, City of Lexington Parks & Recreation Department
Phone: 859.288.2965
Email: mconrad@lexingtonky.org
Key Dates: System Plan – 2017; Aquatics Plan – February 2016
Scope: Two separate assignments - Comprehensive Master Plan for a park system in a community of 235,000 residents with aging infrastructure. The robust public engagement process was used to identify needs and priorities which led to several major improvements. The Engage Phase and Strategic Plan portion of the plan identified the vision, values, goals, and objectives. BCI prepared the Action Plan with recommendations for park improvements, programs, revenue generation, new park needs, Department organization, staffing, and much more. The Aquatics Master Plan was prepared prior to the System Master Plan to provide specific recommendations for the City's current aquatic facilities.

Charleston Park and Recreation Master Plan

Owner: City of Charleston, South Carolina
Contact: Laurie Yarbrough, Director, Charleston Recreation Department
Phone: 843.720.3894
Email: yarbroughl@charleston-sc.gov
Key Dates: April 2022
Scope: The City had 150 properties over 1,750 acres including greenways, a trail system, historic urban plazas, sports complexes, and protected natural resource areas. The process involved extensive public engagement, even during the Covid-19 pandemic, with statistically valid surveys, web surveys, online engagement, and in-park interviews as well as partnering with the City Plan online public workshops. The process provided recommendations for recreation programming, operations, funding, revenue generation, best practices, policies, marketing, and much more.

Boone County Parks and Recreation Master Plans

Owner: Boone County, Kentucky
Contact: David Whitehouse, Director, Boone County Parks and Recreation Department
Phone: 859.334.2117
Email: dwhitehouse@boonecountky.org
Key Dates: April 2021
Scope: The Project consisted of a Strategic Plan for the acquisition and development of parks in this rapidly growing county. Surveys of residents, workshops, and focus groups were used to determine the future needs.



EXPERIENCE MATTERS

GEORGIA PARKS AND RECREATION SYSTEM MASTER PLANS

Roswell
Thomasville
Newnan
Villa Rica

OTHER STATES - PARKS AND RECREATION SYSTEM MASTER PLANS

Abilene, Weatherford, Colleyville, Garland, Grand Prairie, Garland (Aquatics), Austin (Aquatics), **Texas**

Charleston, **South Carolina**

Bernardsville, Scotch Plains, Westfield, Clifton, Morris County, Princeton, Middletown, Franklin Township, **New Jersey**

Fairfax, **Virginia**

KENTUCKY PARKS AND RECREATION SYSTEM MASTER PLANS

Berea
Boone County
Boone County (Update)
Bowling Green
Campbell County
Covington
Danville
Frankfort
Georgetown-Scott County
Glasgow
Lexington
Madison County
Mt. Sterling-Montgomery County
Muhlenberg County
Murray-Calloway
Oldham County
Paducah
...and more

OHIO PARKS AND RECREATION SYSTEM MASTER PLANS

Beavercreek
Beavercreek City and Township
Boardman Township
Cuyahoga Falls
Dayton
Elyria
Green
Kent
Liberty Township
Loveland
Monroe
North Ridgville
Orange Township
Portage Park District
Strongsville
Tallmadge
Westlake
....and more

RECREATION, PARKS, HISTORIC & CULTURAL AFFAIRS 5-YEAR MASTER PLAN

Roswell, Georgia



PROJECT SUMMARY

The Roswell City Council established a Vision “to be the #1 Family Community in America.” BCI was selected to lead the City through a Strategic Planning process to accomplish that vision for this Gold Medal Award-winning and CAPRA-certified department.

The City currently manages more than 1,000 acres including greenways, a trail system, historic homes, sports complexes, recreation centers, art centers, and protected natural resource areas. The Chattahoochee River Parks are the pride of the community. All properties and facilities were assessed.

A series of open houses and surveys were used to allow residents to provide input. Service area mapping and GIS analyses were used to identify gaps in service.

The plan led to passage of a **\$107.6 million bond** for parks and recreation in 2022.

COMPLETED	SIZE	COST	ROLE	CONTACT
2022	1,000 acres	\$107,000 (fee)	Park System Master Plan	Jeff Leatherman, Director Roswell Recreation, Parks, Historic & Cultural Affairs Department 770.641.3705 jleatherman@roswellga.com

THOMASVILLE PARKS AND RECREATION MASTER PLAN

Thomasville, Georgia



PROJECT SUMMARY

BCI worked with the City to conduct a Comprehensive Parks Assessment, then created a Parks and Recreation System Master Plan. The City has a mix of recreational parks and smaller neighborhood parks, and they were looking for cohesion within the system. The plan includes unmet needs, prioritization of those needs, and most importantly, the wishes of the community, collected from community engagement opportunities.

COMPLETED	SIZE	COST	ROLE	CONTACT
2023	City-Wide	\$72,000 (fee)	Park System Master Plan	Kenneth Thompson, AICP, City Planner 229.227.4118 Kenneth.Thompson@thomasville.org

PARKS AND RECREATION MASTER PLAN

Newnan, Georgia



PROJECT SUMMARY

The City of Newnan experienced rapid growth from approximately 16,000 residents in 2000 to more than 32,000 in 2009. As a result, the City also experienced strong demands for additional recreational opportunities. The City hired BCI to lead them through a community-driven Parks and Recreation Master Planning process to plan for future park and recreation needs of the community. Extensive public participation with focus groups, statistically valid survey, a community steering committee, and neighborhood and community workshops were used to gather public input. The recommendations plan for new parks, improvements to existing parks, and partnership opportunities, identifies standards for facilities and maintenance, and provides a detailed Action Plan for implementation.

COMPLETED
2009

SIZE
City-Wide

COST
\$88,000 (fee)

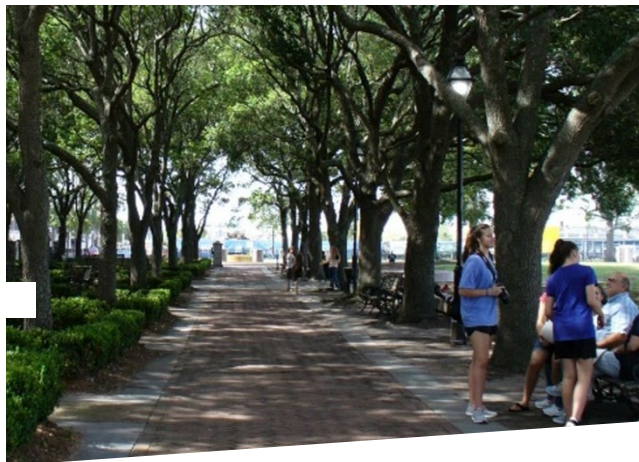
ROLE
Park System Master Plan

CONTACT

Cleatus Phillips, City Manager,
Planning & Zoning Director
770.254.2358
cphillips@cityofnewnan.org

PARKS AND RECREATION MASTER PLAN

Charleston, South Carolina



PROJECT SUMMARY

The BCI Team was selected to lead the City of Charleston through its first-ever Parks and Recreation System Master Plan. The City currently has 150 properties over 1,750 acres including greenways, a trail system, historic urban plazas, sports complexes, and protected natural resource areas. The process involved extensive public engagement, even during the Covid-19 pandemic, with statistically valid surveys, web surveys, online engagement, and in-park interviews as well as partnering with the City Plan online public workshops. All properties and facilities were assessed.

A Social Needs and Conditions Index© was prepared to identify areas of the City that would benefit most from park, recreation, and social services. In addition, Service Gaps Analysis mapping was prepared to identify underserved areas

COMPLETED
2022

SIZE
1,750 acres

COST
\$335,000
(fee)

ROLE
Park System Master Plan

CONTACT

Laurie Yarbrough, Recreation Director
843.720.3894
YarbroughL@charleston-sc.gov

PARKS AND RECREATION MASTER PLAN

Lexington, Kentucky



PROJECT SUMMARY

BCI developed a long-range System Master Plan for the CAPRA-Accredited system serving more than 300,000 residents with more than 100 parks and 4,415 acres of park land. The system includes a variety of neighborhood and community parks with athletic complexes, golf courses, nature parks, arts facilities, aquatic facilities, community centers, trails, and a wide variety of programs and special events. The process involved a detailed assessment of all the City's parks and recreation facilities, programs assessment, extensive public engagement, an active Community Steering Committee, benchmarking to other communities, strategic visioning, and detailed Action Plan.

COMPLETED	SIZE	COST	ROLE	CONTACT
2017	4,415 acres	\$250,000 (fee)	Park System Master Plan	Monica Conrad, Director of Parks and Recreation Department 859.425.2255 mconrad@lexingtonky.gov

STRATEGIC PLAN FOR PARKS, RECREATION, TRAILS, OPEN SPACE, EVENTS, AND CULTURAL ARTS

Fairfax, Virginia



PROJECT SUMMARY

BCI assisted the City of Fairfax, in preparing its first Strategic Plan for Parks, Recreation, Trails, Open Space, Events, and Cultural Arts. The first phase included the establishment of a Strategic Vision based upon extensive public engagement. The process involved public workshops/events and more than 20 stakeholder groups which included more than 500 residents. In addition, nearly 2,400 residents participated in an online community engagement website (hosted by MindMixer), which allowed residents to share ideas, vote on instant polls, and respond to drafts of the Plan. Phase 2 included detailed facility assessments, Gap Analysis Mapping, development of Level-of-Service Guidelines, park concept planning, and a detailed Action Plan with goals, objectives, and 130 detailed strategies in a timeline format.

COMPLETED	SIZE	COST	ROLE	CONTACT
2014	City-wide	\$95,000 (fee)	Park System Master Plan	Cathy Salgado, Director 703.385.7858 cathy.salgado@fairfaxva.gov



SECTION IV. FIRM QUALIFICATIONS



UNIQUE CAPABILITIES OF THE BCI TEAM

BCI is unique in that the firm has Market Sector Leaders with support from other Divisions of the firm. **Patrick D. Hoagland, ASLA** is the Market Sector Leader for Recreation, Planning, and Landscape Architecture; **Philip N. Schilffarth, AIA** is the Market Sector Leader for Recreation Architecture, and **Charles L. Schneider, P.E.**, is the Market Sector Leader for Aquatics. The firm has been providing park and recreation system master planning since 1989 with more than 90 projects.

With this vast experience, the BCI team does not just prepare a capital facilities plan, but also understands all aspects of the delivery of a strong parks, recreation, trails, programs, and greenway system. A successful plan is one which provides clients with the knowledge and backup to not just build outstanding facilities, but have the resources to operate, maintain, and program the facilities and parks to better meet the needs of the residents of Canton.

This background and a national market allow our staff to understand the trends impacting communities across the country and in the region. Our cost estimates are based upon dozens of recent projects providing for greater accuracy. The team will provide guidance on programming, staffing, management, marketing, and funding the system. These capabilities reinforce the BCI Mission ***We Enhance Community and Quality of Life.***

MARKET SECTOR LEADERS

In 2011, BCI recognized the marketplace was demanding specialized professionals for a given project type, whereas in times past, being a generalist was acceptable. The Market Sector Leader program was born out of this realization. Market Sector Leaders (MSL) are professionals who focus on a specific project type in their practice, continuing education, and affiliations. At BCI, there are seven MSL professionals who focus their energies within their field.

RECREATION, PLANNING, AND LANDSCAPE ARCHITECTURE

Patrick D. Hoagland, ASLA, has more than 40 years of experience, focused on parks and recreation planning and design, including extensive public engagement and consensus-building projects. In 1989, BCI recruited Mr. Hoagland to become Division Principal, charged with growing the firm's park planning and design expertise. In the ensuing 30 years, he has developed a staff that includes planning, design, and engineering. **He has become recognized nationally in the field of Park System Planning and Citizen Engagement, all the while completing more than 300 park design assignments and System Master Plans in more than 80 communities.** Additionally, he has facilitated strategic planning for several communities as part of Park System Master Planning and recently led the Kentucky Recreation and Parks Society through their Strategic Plan.

Mr. Hoagland has made presentations to the NRPA Annual Congress and State Park and Recreation Associations in Ohio, Kentucky, Texas, New Jersey, West Virginia, and Arizona. Topics of these presentations have included: Park and Recreation Master Planning; Social Needs and Conditions Index - Neighborhood Based Needs Assessments; Community Master Planning Toolbox; Trends in Parks and Recreation; Aquatic Facility Planning and Design; Parks Maintenance; and Skate Park Planning and Design.

RECREATION ARCHITECTURE

Philip N. Schilffarth, AIA, CID, LEED AP, AFO, has more than 15 years of experience, focusing his efforts on recreation and aquatics. He is a Licensed Architect, member of the American Institute of Architects, a LEED-Accredited professional, and maintains credentials as an Aquatic Facility Operator. Mr. Schilffarth is a graduate of the University of Kentucky School of Architecture and focuses most of his professional development in recreational and aquatic design.

BCI has taken leading roles in the development of community/recreation center design, aquatics, park facilities, senior facilities, trail systems, and facilities for special populations. **The number of Recreation and Community Center projects exceed 50.** This includes traditional recreation, fitness, and wellness facilities as well as buildings that house senior citizens and youth development activities, cultural arts centers, and mixed-use facilities serving a variety of public social needs. These project types are vital to the health of communities and enhance quality of life for a multitude of ages from all demographics.

AQUATIC ENGINEERING

Charles L. Schneider, P.E. works almost exclusively on aquatic facilities and also provides similar services to other Architectural firms as a consultant, increasing the breadth of his experience. He will be responsible for both Aquatic and Civil Engineering.

BCI has completed **145 outdoor municipal aquatic facilities, 35 natatoriums, 50 spray grounds, 15 city-wide aquatic facility Master Plans, and more than 100 aquatic or recreation center feasibility studies.** The firm's work has been featured in national, state, and local publications including World Water Park Association, Aquatics International, Columbus Monthly, The Cincinnati Magazine, and OPRA Connections.

BCI also has conducted Aquatic Symposiums throughout the United States. These symposiums have examined issues related to indoor and outdoor municipal aquatic centers such as risk management, operations, revenue generation capabilities, staffing needs, programming, and design.

WHY BCI?

Why is BCI the best choice for Canton to select for this Master Plan?

Please consider the following factors.

- **BCI Master Plans get implemented.** This is clearly evidenced by most plans leading to design and construction projects.
- BCI Plans are based upon **extensive public engagement**. The team is committed to meaningful public engagement through a wide variety of formats and venues. BCI understands a limited number of people attend public meetings due to busy schedules, so the team provides a variety of alternative and fun methods to gain the needed input.
- The proposed **Project Team has a high level of experience** and a national perspective. Senior staff will be assigned to this project.
- BCI staff **design park facilities** as well as perform system planning. This design expertise and feedback from Owners of previous projects results in accurate cost estimates and a comprehensive understanding of the total project including maintenance. Facilities designed by staff include sports fields and complexes, trails, game courts, creative playgrounds, recreation centers, senior centers, picnic shelters, nature study areas, and much more.
- **BCI has completed 95 System Master Plans.** Each has brought unique challenges and as a result of those challenges, BCI methods have improved. The methods and tools BCI uses today are much more robust compared to past plans—especially in the area of public engagement. Some of the new components used in recent plans include:
 - Use of social media and **MindMixer** for 24/7 public engagement that can be done on a computer, tablet, or smartphone.
 - Open House formats for public workshops to allow residents to spend a few minutes rather than two hours at a workshop. These have become events in themselves by taking advantage of the creative programming expertise of the Parks and Recreation Department staff.
 - Use of fun and interactive engagement techniques such as voting with dollars and dot voting.
 - Moving the engagement process to the people through booths at community events.
 - Use of walk and drive times in GIS for the Service Gaps Analysis which is superior at accounting for geographic and traffic barriers than the traditional ¼ or ½ mile radii.
 - Development of a Composite Service Analysis which brings all of the facilities' gap areas into one map.
 - Use of both a statistically valid and random sample survey as well as a web and handout version. The random sample reaches a true cross-segment of the community, and the online and handout versions allow everyone to have their say in the future of their parks, recreation, and cultural arts programs.
 - Along with these new strategies, BCI also still will use the proven stakeholder conversations, engaged steering committee, and other methods that have been successful over the years.
 - **Improved GIS and Graphics Capabilities** – With a full-time Planner with GIS skills, BCI now has much stronger abilities for the analyses and the communication of the recommendations.



SECTION V. PROJECT TEAM



PATRICK D. HOAGLAND, ASLA

Principal-in-Charge

Mr. Hoagland will serve as the main point of contact for the City.

RELEVANT EXPERIENCE

ROSWELL RECREATION, PARKS, HISTORIC, AND CULTURAL AFFAIRS 5-YEAR MASTER PLAN

Roswell, Georgia

PARKS AND RECREATION MASTER PLAN

Thomasville, Georgia

PARKS AND RECREATION MASTER PLAN

Newnan, Georgia

VILLA RICA PARKS AND RECREATION MASTER PLAN

Villa Rica, Georgia

CHARLESTON PARKS AND RECREATION MASTER PLAN

Charleston, South Carolina

BOWLING GREEN PARKS AND RECREATION MASTER PLAN

Bowling Green, Kentucky

NEWPORT PARKS AND RECREATION MASTER PLAN

Newport, Kentucky

COVINGTON PARKS AND RECREATION MASTER PLAN

Covington, Kentucky

LEXINGTON PARKS AND RECREATION MASTER PLAN

Lexington, Kentucky

EDUCATION

The Ohio State University,
B.S. Landscape Architecture

REGISTRATIONS

Registered Landscape
Architect:

CLARB 1339
Georgia LA001486
Indiana LA22100014
Kentucky 316
New Jersey 21AS00096200
Ohio 663
South Carolina LSA 1475
Tennessee 0487
Texas 2781
Virginia 0406001787
West Virginia 352



KEITH RODENHAUSER, AICP, GISP, SITES AP

Project Manager/Planner & GIS Specialist

Mr. Rodenhauser will provide planning analysis, research, data collection, and survey review for the related sections. An accomplished writer, Mr. Rodenhauser authors most of the text of planning studies, coordinating graphics with the BCI graphic specialist. He has developed System Plans in Georgia, Kentucky, Virginia, New Jersey, Ohio, and Texas.

RELEVANT EXPERIENCE

ROSWELL RECREATION, PARKS, HISTORIC, AND CULTURAL AFFAIRS 5-YEAR MASTER PLAN

Roswell, Georgia

PARKS AND RECREATION MASTER PLAN

Thomasville, Georgia

VILLA RICA PARKS AND RECREATION MASTER PLAN

Villa Rica, Georgia

CHARLESTON PARKS AND RECREATION MASTER PLAN

Charleston, South Carolina

LEXINGTON PARKS AND RECREATION MASTER PLAN

Lexington, Kentucky

EDUCATION

University of Cincinnati,
Master of Community Planning
Environmental Planning

Graduate Certificate
Geographic Information
Systems

The Ohio State University, B.A.
Sociology



CINDIE SULLIVAN, CPRP

Programs, Operations, and Management Specialist

Ms. Sullivan is the retired Assistant Director of the Somerset County Park Commission (SCPC), with 40 years of parks and recreation experience. She served as the chief operating staff member responsible for the park facilities and programs. During her tenure at SCPC, she was instrumental in helping to develop the agency's 20-year Capital Facilities Plan, and the development of agency-wide master plans and specific park and facility development plans. Ms. Sullivan also served as liaison to the consultant to develop the ADA Transition Plan and implementation. In addition, she managed the agency-wide marketing plan, which won an NRPA national award.

BACKGROUND

Former Assistant Director –
Somerset County Park
Commission

American Academy of Park
and Recreation Administration
Board of Directors

American Park and Recreation
Society Board of Directors

Two-time recipient of New
Jersey Park and Recreation
Administration President's
Service Award

Recipient of American
Academy of Park and
Recreation Administration
President's Service Award

RELEVANT EXPERIENCE

20-YEAR CAPITAL FACILITIES PLAN

Somerset County Park Commission, New Jersey

BELLE MEAD GSA DEPOT MASTER PLAN

Somerset County Park Commission, New Jersey

FAMILY AQUATIC CENTER, RECREATION CENTER, AND FIELDHOUSE FEASIBILITY STUDY

Somerset County Park Commission, New Jersey



DARRELL DOUGLAS, RLA, LEED AP

Park Designs Concepts

Mr. Douglas has 30 years of experience. His background includes design for parks, athletic complexes, and outdoor recreation areas, as well as master planning for a variety of businesses and military installations. Additionally, he has performed site development and construction administration for schools, banks, restaurants, judicial centers, and healthcare facilities, among others.

RELEVANT EXPERIENCE

BOONE COUNTY PARKS AND RECREATION MASTER PLAN

Boone County, Kentucky

AUSTINBURG PARK

Covington, Kentucky

MONROE BICENTENNIAL COMMONS PHASES I AND II

Monroe, Ohio

VICTORY PARK

South Euclid, Ohio

HARBIN PARK

Fairfield, Ohio

HOWE ROAD PARK

Tallmadge, Ohio

EDUCATION

University of Kentucky, B.S.
Landscape Architecture

REGISTRATIONS

Registered Landscape
Architect:

Kentucky 547

LEED AP



PHILIP N. SCHILFFARTH, AIA, CID, LEED AP, AFO

Architectural Analysis

RELEVANT EXPERIENCE

ROSWELL RECREATION, PARKS, HISTORIC, AND CULTURAL AFFAIRS 5-YEAR MASTER PLAN

Roswell, Georgia

CHARLESTON PARKS AND RECREATION MASTER PLAN

Charleston, South Carolina

LEXINGTON PARKS AND RECREATION MASTER PLAN

Lexington, Kentucky

AMERICAN LEGION PARK POOL AND SPRAY PAD

Elizabethtown, Kentucky

WHITAKER FAMILY YMCA

Lexington, Kentucky

MUHLENBERG COUNTY PARK

Muhlenberg County, Kentucky

MUNDAY SENIOR CENTER

Owensboro, Kentucky

CINCINNATI PARKS FACILITIES ASSESSMENT

Cincinnati, Ohio

CLIPPARD PARK

Colerain Township, Ohio

EDUCATION

University of Kentucky, College of Design, Bachelor of Architecture

PSMJ Project Manager Bootcamp – 2014

REGISTRATIONS

Registered Architect:

Florida AR102008

Indiana AR12100070

Kentucky 7451

Ohio ARC1817464

Certified Interior Designer:

Kentucky #0318CID

LEED AP #10375089



CHARLES L. SCHNEIDER, P.E., AFO, CPO

Site/Civil & Aquatic Engineer

RELEVANT EXPERIENCE

LEXINGTON PARKS AND RECREATION MASTER PLAN

Lexington, Kentucky

AUSTIN AQUATIC FACILITIES ASSESSMENT AND MASTER PLAN

Austin, Texas

WHITAKER FAMILY YMCA POOL AND SPRAYGROUND

Lexington, Kentucky

PARADISE COVE FAMILY AQUATIC CENTER

Richmond, Kentucky

JUNIPER HILL AQUATIC CENTER AND SPRAYGROUND

Frankfort, Kentucky

CORBIN SPRAYGROUND AND RESTROOMS

Corbin, Kentucky

PADUCAH RECREATION CENTER

Paducah, Kentucky

MUHLENBERG COUNTY PARK

Muhlenberg County, Kentucky

EDUCATION

University of Texas, University of Kentucky, B.S.C.E Hydrology and Hydraulics

REGISTRATIONS

Registered Engineer:

Kentucky 22599



SAMANTHA VEITCH

Planner

Ms. Veitch graduated from the University of Cincinnati with a Bachelor of Urban Planning in 2020. While pursuing her degree she completed four internships with the Clinton County, Ohio, Regional Planning Commission; Hamilton County, Ohio, Planning & Development; Anderson Township, Ohio, Planning & Development; and more recently, the Cincinnati Recreation Commission.

RELEVANT EXPERIENCE

ROSWELL RECREATION, PARKS, HISTORIC, AND CULTURAL AFFAIRS 5-YEAR MASTER PLAN

Roswell, Georgia

PARKS AND RECREATION MASTER PLAN

Thomasville, Georgia

VILLA RICA PARKS AND RECREATION MASTER PLAN

Villa Rica, Georgia

2022 ORANGE TOWNSHIP 10-YEAR MASTER PLAN FOR PARKS RECREATION, AND TRAILS

Orange Township, Ohio

DAYTON PARKS AND RECREATION MASTER PLAN

Dayton, Ohio

OLON PARKS AND RECREATION MASTER PLAN

Solon, Ohio

EDUCATION

University of Cincinnati, B.S.
Urban Planning



LISA W. SHUSTER, RLA, LEED GA

Recreation Planner/Landscape Architect

Ms. Shuster graduated from The Ohio State University with a Bachelor of Science in Landscape Architecture and a minor in City and Regional Planning in 2007, just before she began working at Brandstetter Carroll Inc. She is a LEED Green Associate, and her experience includes site design for community parks, feasibility studies, and GIS mapping. Her design work encompasses projects in the Georgia, Kentucky, Ohio, New Jersey, and Texas.

RELEVANT EXPERIENCE

GEORGETOWN-SCOTT COUNTY PARKS AND RECREATION MASTER PLAN

Georgetown-Scott County, Kentucky

OLDHAM COUNTY PARKS AND RECREATION MASTER PLAN

Oldham County, Kentucky

BEAVERCREEK PARKS AND RECREATION MASTER PLAN

Beavercreek, Ohio

LIBERTY TOWNSHIP PARKS AND RECREATION MASTER PLAN

Butler County, Ohio

GARLAND AQUATICS MASTER PLAN

Garland, Texas

FRANKLIN TOWNSHIP PARKS, RECREATION, OPEN SPACE AND PRESERVATION MASTER PLAN

Franklin Township, New Jersey

EDUCATION

The Ohio State University, B.S.
Landscape Architecture, Minor,
City and Regional Planning

REGISTRATIONS

Registered Landscape
Architect:

Kentucky 956

USGBC LEED Green Associate



SECTION VI. SUBCONTRACTORS



SUB-CONSULTANTS

BCI proposes one sub-consultant for this project if the City chooses to include a statistically valid household needs survey.

ETC Institute - BCI and the ETC Institute have worked together on dozens of projects since they first teamed together for the Morris County Park Commission Strategic Plan in 2003. ETC provides statistically valid Household Needs Assessments through Community Surveys as part of their services. ETC has completed more than 700 Parks and Recreation Needs Assessment Surveys in 49 states. They recently worked with BCI on the surveys for Roswell, Georgia, and they also have worked with BCI on surveys for communities in Kentucky, South Carolina, Texas, and New Jersey.



SECTION VII. SCOPE OF SERVICES



PROJECT STATEMENT

PROJECT UNDERSTANDING

The City of Canton has already established its **Roadmap for Success** and the Guiding Tenets of that document will provide a framework for this process and report. These eight tenets set the stage for the planning process design, commitment to community engagement, prioritization of plan elements/programming, and implementation/decision making. These tenets include:

- Creating Great Neighborhoods
- Diversity, Equity, Inclusion, and Belonging
- Advancing Regional Economic Success
- Enhancing Historic Downtown Canton
- Sustaining and Protecting our Natural Environment
- Connecting Citizens to Parks and Recreation
- Improving Infrastructure for Future Demands
- Leading with Excellence

The Roadmap for Success already has identified some of the strategies to reach these goals. This plan will provide deeper and more thorough analyses specific to the delivery of parks and recreation services and facilities.

The City currently offers nine parks and parkways for residents and visitors. Canton is bisected by the Etowah River which winds through the city and provides opportunities for nature education, kayaking, trails, and much more. The city has experienced 56% growth since 2010 and is continuing to grow, putting increased pressure on the City to maintain the level of excellence desired. Another challenge is meeting the needs of this growing population which is also becoming more diverse.

A UNIQUE APPROACH ADDRESSING PARKS EQUITY

BCI leads an **Interactive Strategic Plan Process** with staff and key stakeholders which evaluates and identifies the mission, vision, core values, goals, and objectives that will lead the City into the future.

A Team assesses the conditions of existing facilities and programs. This Team is composed of design professionals that have designed parks, trails, aquatic centers, recreation centers, all types of park structures, and more. **Cindie Sullivan, CPRP**, a well-respected former Assistant Director of the Somerset County (NJ) Park Commission who helped oversee a large county-wide system will analyze the programs, finances, and operations for the project.

These processes typically are combined with a detailed assessment of the facilities, programs, operations, and finances of the Department necessary to develop a realistic and implementable **Action Plan** for the future with innovative and creative solutions.

The BCI Team understands the scope of analyzing and evaluating to provide a thorough parks system needs assessment, vision, and strategy for the City of Canton. In order to provide a thorough needs assessment, there will need to be a complete inventory and study of these properties, inclusive of existing and future community parks, neighborhood parks, and special-use facilities. BCI will lead the effort to coordinate the overall process.

Using sound planning and design principles, the BCI Team can help identify potential strategies for practical and affordable community benefits, especially concerning multiple outcome scenarios between other City of Canton plans. These may take the form of design sketches or illustrations to realize better development potentials. They can lead to solutions such as increased land use and activity, additional phasing opportunities, or simplified operational routines.

PROJECT APPROACH

Brandstetter Carroll Inc. has assisted communities realize their visions for improved parks and recreation services in more than 95 communities in numerous states over the past 30 years. BCI's vast experience has clearly identified successful Master Plans are ones in which the community truly is engaged throughout the process and the recommendations are based upon the community engagement. To accomplish this, there must be a progression as shown to the right and as outlined in the Scope of Services:



BCI will use a variety of public engagement methods to gather the input necessary for a successful plan. These methods include:

- An engaged Advisory Committee
- FUN and interactive public workshops that are community events—not just typical evening meetings
- Stakeholder groups of interested groups and individuals to gain insight on the particulars of their organization's trends and needs
- Surveys
- Web-based community engagement through **MindMixer**

- Promotion on social media
- Public presentations of interim findings and reports from draft to final

These methods build a solid platform for community-supported recommendations and a **consensus vision**.

Public engagement is augmented with a variety of analyses to identify the key **Gaps** in service delivery. These analyses include demographic analysis, benchmarking to other successful communities, and service area analyses. The **Service Areas Analysis** maps the walk and drive times to your parks, but also maps the walk and drive times to a variety of specific facility types, such as picnic shelters, trails, playgrounds, tennis courts, ball diamonds, rectangular fields, and much more. These separate analyses are then combined into a **Composite Service Area Map** which provides a clear view of the gaps in your current system and where facilities are needed. The **Social Needs and Conditions Analysis** identifies those areas of Canton that would benefit the most from park and recreation services, as well as other social services.

The public engagement, benchmarking, and BCI experience are used to develop **Level-of-Service Guidelines** specific for Canton to identify the need for facilities now and into the future.

SCOPE OF SERVICES

The following text provides responses to the steps outlined in the RFP.

EVALUATE PHASE

A. Community Background and Needs Assessment

1. **Staff Advisory Committee** – BCI will meet regularly with a committee of key staff members.
2. **Master Plan Advisory Committee** – The City will appoint an Advisory Committee to work with the Consultants throughout the process. The Consultants will meet with them regularly with updates of the findings and the Committee will assist in establishing the future vision, goals and objectives, and priorities. The Committee may include the City Staff, representatives of the City Council, City Administration, and other community representatives appointed by the City.
3. **Previous Study Review** – Review previous, current, and ongoing planning efforts including, but not limited to:
 - a. Canton 2040 Comprehensive Plan
 - b. City of Canton's Roadmap for Success
 - c. Annual Adopted Budgets
 - d. Canton Transportation Plan
 - e. Canton Arts Master Plan
 - f. Previous Parks and Recreation Master Plan
 - g. Comprehensive Plan survey results
 - h. Previous five years' Parks and Recreation Capital Improvement Plan
 - Identify previous projects from the past five years, including intended and realized goals from some of these projects.
 - i. Other previous plans
4. **Demographic Analysis** – Using information provided by Canton and other sources, perform an analysis of the demographic and population characteristics of Canton.

- a. **Using ESRI Business Analyst Software** and by coordinating with the Canton staff, identify the demographic and land use trends and characteristics within the city limits. Information may include:
 - Demographic characteristics (quantity, ages, race, etc.)
 - Five-year population projections
 - Household size
 - Average or median household income and per capita income
5. **Social Needs and Conditions Analysis** – Utilizing data from the CDC Social Vulnerability Index, this task will map those census tracts that would benefit most from social services. The Index uses 16 US Census variables to identify those neighborhoods that are most at risk.
6. **Funding Analysis** – Review the past five years' budgets and the proposed future operating and capital budgets.
7. **Management Structure Review** – Perform a review of the existing management structure, staff levels, policies, and operations.
8. **Ordinance and Policy Review** – Perform an analysis of Canton's policies, ordinances, and mandated plans as they impact parks, recreation, facilities, and open space.
9. **Benchmarking Comparisons to Similar Systems** – Compare Canton Parks and Recreation facilities, programs and services, and CIP spending with that of other peer cities based on population.
 - a. **Benchmarking Comparisons to Similar Systems** – Using the NRPA ParkMetrics (formerly PRORAGIS) program to compare facilities, programs, operating budgets, etc., with other like agencies. Communities throughout Georgia and surrounding states with similar populations and characteristics will be included in the analysis.
10. **Trends Analysis** – Identify trends at the local, state, regional, and national levels, and discuss their application to Canton:
 - Tourism
 - Economic
 - Health
 - Demographic
 - Technological
 - Urban Development
 - Parks and Recreation Administration
 - National Recreation
 - Parks, Recreation Facilities, and Programming

B. Existing Conditions Analysis

1. **Facility Assessment** – Complete a full assessment of existing Canton Parks and Recreation facilities:
 - a. Review the City's current asset management system for parks, facilities, trails, and open space which includes detailed facility, system, and condition data.
 - b. Complete a Qualitative Assessment Form for each park and facility. Review the condition of amenities, structures, aquatic facilities, program buildings, wayfinding, furnishings, accessibility, and overall maintenance of existing facilities with emphasis on the quality, significance, and functionality of the assets.

2. **Geographic Distribution – Service Gap Analysis** – Prepare an analysis of the current service gaps by mapping the locations of current parks by park-type categories using walk and drive times. Specific facilities also will be mapped to compare the household locations with the facility locations. Individual maps will be prepared for recreation centers, picnic shelters, trails, playgrounds, soccer fields, aquatic facilities, baseball/softball diamonds, and more to identify the distribution of the specific facilities throughout the community. A Composite Service Areas Map will be prepared which identifies the overall service delivery throughout the City.
 - a. Provide input on the local perspective of service level intended and perceived on various park facilities.
 - b. Analyze the level-of-service by the five villages of the City to analyze the equity of facilities.
3. **Analysis of Underserved Markets** – Utilize GIS analysis to combine the results of the Composite Service Areas with the **Social Vulnerability Index** (by CDC) mapping to identify city areas most in need of improved parks and recreation services.
4. **Programs Analysis** – Conduct an analysis of the programs and attendance offered over the past five years to determine the populations served, types of programs, income generated, gaps in services, etc.
5. **Operational Analysis** – Perform a high-level review of the operational and efficiency analysis of all facilities to determine the adequacy and long-term use for each structure.
6. **Land Use Analysis** – Meet with the City Administrative staff including the City Manager, Planning Department, Public Works, and Parks and Recreation to review and understand the long-term goals for park land use and development needs within the city. This analysis will consider park and facility long-range planning.
7. **Report and Presentation** – Prepare a report summarizing this phase and make a presentation of the findings to the Master Plan Advisory Committee.
8. **Technical Report and Review Meeting** – Prepare a report summarizing this phase and make a presentation of the findings to the Advisory Committee.

ENGAGE PHASE

A. Community Engagement

1. **Outreach and Marketing** – Prepare an Outreach Plan to market the public engagement processes and opportunities. The Plan will utilize newspaper articles, press releases, PSAs, and social media to promote the project and input methods. A goal will be to reach the general population as well as the underserved communities and typically under-represented populations, such as youth, minority, low to moderate income, elderly, and disabled residents.
2. **Initial Community Open Houses** – Conduct interactive community open houses at convenient locations to identify the community perception of park facilities and programming needs. The purpose of these community workshops will be to solicit input from the residents and users regarding their concerns and opinions about existing facilities and programs, and their requests for future facilities and programs. The workshops will be interactive and involve all participants in a variety of methods such as dollar voting on



City parks and recreation investment priorities, dot voting for preferred programs and facilities, comment boards to identify what makes Canton parks great and what could make them better, and promotion of the surveys.

3. **Staff Input** – Conduct interviews with the Canton staff members regarding their perceptions of the public's needs and concerns, and the potential for improved services, facilities, programs, and public access. Identify the strengths, weaknesses, service needs, and impediments (SWOT) to current operations.
4. **Household Needs Assessment Survey** – The input from the workshops, stakeholder groups, and staff will be utilized to develop a statistically valid mail and/or phone survey with a minimum of 400 responses from residents of Canton. Surveys will be mailed to at least 2,000 households. The base survey included in this proposal is a five-page survey. The responses will be geocoded to allow analysis by geographic area. Cross tables will be generated to analyze specific items such as priorities of families with children, households with seniors, by income levels, etc. The survey will be used to identify:
 - Current satisfaction levels with programs and facilities
 - Participation and satisfaction with current programs
 - Parks currently used
 - Needs for various indoor and outdoor facilities and programs
 - Identification of the most needed indoor and outdoor facilities
 - Identification of the primary functions that should be performed by Canton regarding parks, recreation, open space, greenways, trail linkages, arts, programs, and facilities
 - Specific questions pertaining to any proposed new facilities
5. **Web-Based Survey** – Conduct a shorter web-based survey asking similar questions to the Household Needs Assessment Survey. Whereas the statistically valid mail survey will reach a selected, random sample of residents, the goal of this survey is to engage as many residents as possible. The survey will utilize the BCI subscription to Survey Monkey. Questions will be approved by the Master Plan Advisory Committee. Canton will promote the use of the web survey through email blasts, newsletter announcements, placement on their web page, and other methods. A printed version also will be available which can be printed and/or handed out at City buildings and program sites.
6. **Stakeholder Meetings** – Conduct up to 12 Stakeholder group meetings and round table discussions with various special interest and user groups, City staff, Village representatives, Cherokee County Schools, Planning Commission, Cherokee County, sports organizations, stakeholders, youth organizations, senior residents, business community, partner organizations, and others as will be appointed by the City. The questions will be sent to the Stakeholder group participants for discussions with their organizations before the actual focus group. Both in-person and virtual meetings may be held to accomplish this task.
7. **Technical Report and Review Meeting** – Prepare a report summarizing this phase and make a presentation of the findings to the Advisory Committee.

ENVISION PHASE

- A. **Vision for the Future** – Working with the Master Plan Advisory Committee, and using the *Roadmap for Success* Tenets as a guide, develop the following:
 1. **Vision, Values, Goals, & Objectives** – Using all the previous findings, complete the following:
 - Develop/update the mission statement for the Parks and Recreation Department

- Identify key Core Values that are most important to lead decisions
 - Identify the Future Vision for Parks and Recreation in Canton
 - Identify proposed Level-of-Service Standards for park land and specific recreation facilities
 - Identify Short-Term Goals and Objectives
 - Identify Long-Term Goals and Objectives
2. **Facility Needs Analysis & Level-of-Service Guidelines** – Develop Level-of-Service Guidelines for Canton based on the public input, the Benchmarking Comparison Survey, and with standards and guidelines developed by the Consultant based on previous experience. The standards will identify guidelines and definitions for park types and their respective service areas and characteristics, facility types and criteria, facility per population standards, and geographic distribution criteria.
 3. **Priorities** – Lead the Advisory Committee through a process to rate the key high-level recommendations to assist in establishing priorities for the Action Plan in the next phase.



PLAN PHASE

A. Recommendations

1. **City-Wide Park and Facility Improvement Recommendations** – Prepare a city-wide map illustrating proposed general locations of new parks by park type categories (mini-park, neighborhood, community, special use, nature, or linear park).
2. **Individual Park Recommendations and Costs** – Identify the specific needed improvements at each park or recreation facility. The goal will be to re-conceptualize the parks to attain maximum usage, connectivity, beautification, and efficiency. Recommendations may be made to remove or alter areas that no longer serve their intended purpose or have outlived their usefulness. Prepare level-of-magnitude costs for each capital improvement recommended in the plan.
3. **Capital Improvement and Land Acquisition Priorities** – Work with Canton staff and the Master Plan Advisory Committee to prioritize, by selected facility type, the capital improvements, and acquisitions. This process will identify the short-range (0-2 years), mid-range (3-5 years), and long-range (6-10 years) recommendations. Proposed land acquisition also will be prioritized. Facilities and services will be prioritized by neighborhood, region, natural areas, etc.
4. **Programs and Operations Recommendations** – Provide recommendations for improving the delivery and equity for recreational programs. Identify methods for future analysis to keep the offerings fresh and relevant.
5. **Report** – Prepare a summary report of the Plan Phase.
6. **Presentations** – Present the plan and recommendations to the Advisory Committee and City Council.

B. Action Plan – Develop:

1. **Phased Implementation Plan** with specific strategies and recommendations for:
 - Guidelines for prioritization of future capital improvements
 - Parks, greenway, and open space land acquisition
 - Facility recommendations
 - Park and facility operations recommendations
 - Programs and services recommendations

- Budgeting and funding/financial management recommendations and priorities
 - Other specific issues to be identified in the planning process that impact the park system
 - This process will identify the short-range (0-2 years), mid-range (3-5 years) and long-range (6-10 years) action steps along with the responsible party and potential funding sources
 - The strategies will be referenced to the Canton Comprehensive Plan
2. **Funding Recommendations** – Identify potential funding sources and their applicability for the recommendations in the Master Plan.
 3. **Draft Master Plan** – Prepare a Draft Master Plan for review by the City staff and Master Plan Advisory Committee.
 4. **Action Plan Presentation** – Make a presentation of the Draft Action Plan and Final Needs Assessment recommendations to the Master Plan Advisory Committee and other groups as identified.
 5. **Final Master Plan** – Following the reviews of each of the separate reports, prepare a Final Master Plan that includes all components of the planning process.
 6. **Final Presentations** – Make presentations of the Final Master Plan to the Master Plan Advisory Committee, the public, and City Council.
 7. **Executive Summary** – Prepare an Executive Summary that summarizes the findings, recommendations, and actions.

C. Deliverables

1. **Final Deliverables** – The consultant shall compile all project information into a report document in both digital and hard copy format (10 copies). All maps, graphics, images, data, and other imagery developed as a part of the document will be shared in digital format.
2. **Executive Summary** – Prepare an Executive Summary of the document.





SECTION VIII. COST



FEE PROPOSAL

The BCI Team analyzed the Scope of Services and applied hours and hourly rates for the specific tasks to determine the fee. Upon selection, the BCI Team would work with the City Staff to further refine a Scope of Services and then update the itemized list of tasks that would be divided by phases of the project. This Scope would be used by our team to identify specific tasks and the appropriate personnel by phases and estimate the hours required for each team member by task. This spreadsheet is attached to illustrate the hours and fee for each task as outlined in the RFP. The phasing will provide milestone categories for invoicing purposes.

FEE PROPOSAL

The following are maximum fees per phase as outlined in the Scope of Services:

EVALUATE PHASE	\$34,841
ENGAGE PHASE	\$43,262
ENVISION PHASE	\$ 4,986
PLAN PHASE	<u>\$44,192</u>
TOTAL FEE	\$127,281

CONDITIONS

General

1. City staff will accompany the review teams into existing structures and provide insight concerning known issues. City staff will open all enclosed areas such as pipe chases. Some sites may require two visits by staff once the full scope needed at each site is evaluated.
2. City will provide digital base maps of each site. Consulting Team to add identifiers for individual facilities if they are not already noted (example: shelter names, trail segment designations, parking lot or area names/labels, etc.).
3. The City will provide GIS database for mapping.
4. The Consultant will invoice monthly for the work completed in the previous month.
5. The City will be responsible for the invitations, meeting space, and promotion of the public engagement meetings and methods.

TASK	Total Hours	Task Fee	Subtotal by Phase
EVALUATE PHASE			
A. Planning Context			
Initial Coordination Meetings	16	\$4,616	
Previous Study Review	20	\$1,746	
Demographics Analysis	12	\$948	
Social Vulnerability Analysis	13	\$1,369	
Funding Analysis	7	\$1,079	
Management Structure Review	6	\$1,014	
Ordinance & Policy Review	6	\$584	
Trends Analysis	6	\$584	
Benchmarking Analysis	9	\$895	
Technical Report and Review Meeting	13	\$2,375	
Subtotal Hours	108		
Subtotal Fees	\$15,210		\$15,210
B.Existing Conditions Analysis			
Parks, Facilities, & Open Space Inventory	21	\$2,335	
Site Visits - Qualitative Assessments	38	\$7,254	
Parks Facilities Map	24	\$2,880	
Rec Programs Analysis	8	\$1,200	
Geographic Distribution Analysis	17	\$1,855	
Land Use Analysis	8	\$824	
Analysis of Underserved Markets/Populations	9	\$1,151	
Technical Report and Review Meeting	10	\$2,132	
Subtotal Hours	135		
Subtotal Fees	\$19,631		\$19,631
ENGAGE PHASE			
C. Needs Assessment			
Outreach Plan	6	\$758	
Public Open Houses/Kick-Off Event	46	\$7,402	
Staff Input	12	\$1,772	
Stakeholder Groups (up to 12)	38	\$6,140	
Household Needs Survey	20	\$18,856	
Web and Handout Survey	24	\$2,536	
Technical Report and Review Meeting	20	\$3,192	
Needs Assessment Presentation	22	\$2,606	
Subtotal Hours	188		
Subtotal Fees	\$43,262		\$43,262
ENVISION PHASE			
D. Vision, Goals, and Objectives			
Strategic Plan - Mission, Vision, Goals & Objectives	18	\$2,426	
Level of Service Guidelines	5	\$687	
Technical Report and Meeting	9	\$1,873	
Subtotal Hours	32		
Subtotal Fees	\$4,986		\$4,986
PLAN PHASE			
E. Recommendations			
City-wide Recommendations Mapping	24	\$3,092	
Park & Facility Improvements/Costs	26	\$3,038	
Capital Improvement Priorities	8	\$1,308	
Funding Recommendations	6	\$1,014	
Land Acquisition Strategies & Priorities	9	\$1,031	
Programs & Operations Recommendations	8	\$1,200	
Technical Report & Review Meeting	18	\$2,978	
Subtotal hours	99		
Subtotal Fees	\$13,661		\$13,661
F. Action Plan			
Phased Implementation Plan	28	\$3,336	
Draft Master Plan/Action Plan	88	\$8,724	
Draft Action Plan Presentation	12	\$1,568	
Final Master Plan	60	\$5,684	
Executive Summary	12	\$1,058	
Printing Final Plan (10)	4	\$2,260	
Final Presentations - Steering Committee & Council	41	\$7,901	
Subtotal Hours	245		
Subtotal Fees	\$30,531		\$30,531
TOTAL HOURS	761		
TOTAL FEE	\$127,281		\$127,281



SECTION IX. COMMUNITY OUTREACH



COMMITMENT TO COMMUNITY-DRIVEN PLANNING

BCI is committed to Community-Driven Planning, a method that contributes to the success of our many System Planning projects. Nearly every planning and design project involves a wide variety of public participation processes to engage stakeholders throughout the process. These processes include steering committees, public workshops, statistically valid market research surveys, web surveys, park user intercept surveys, open houses, interviews, web-based interviews, online civic engagement, and much more. Building consensus is the most important factor for implementing public projects. During the Cincinnati Recreation Commission Master Plan for Service Delivery, for example, BCI conducted public workshops in many neighborhoods, more than 40 stakeholder group discussions, statistically valid needs assessment survey, and worked with a 25-member Community Steering Committee. The result was a \$60 million, 10-year capital improvement plan that was completed in a 10-year span in times of reduced budgets.

This commitment is the reason BCI began subscribing to [MindMixer](#). BCI has employed MindMixer with tremendous success on the Strategic Master Plan for Parks, Recreation, Trails, and Open Space for the City of Fairfax, Virginia, and in Westlake, Ohio, for its Parks and Recreation System Plan. This online program develops a unique website for the City's specific Plan. The website would be available in more than 70 languages, for communities with diverse demographics, and it allows residents to participate in a dialogue on the current topic. The page also can be continuously updated with new topics and questions as the process progresses.



SECTION X. PROPOSED SCHEDULE

SCHEDULE

Task	1	2	3	4	5	6	7	8	9	10
EVALUATE PHASE										
A. Community Background & Needs Assessment										
1. Initial Coordination Meeting	▲									
2. Steering Committee Meetings	●			●		●		●		
3. Demographics Analysis										
4. Review Previous Studies										
5. Budget and Funding Analysis										
6. Management Structure Review										
7. Ordinance & Policy Review										
8. Trends Analysis										
9. Benchmarking Analysis										
10. Social Needs and Conditions Analysis										
12. Underserved Markets										
13. Benchmarking Analysis										
B. Existing Conditions Analysis										
1. Parks, Facilities, and Open Space Inventory										
2. Parks Facilities Map										
3. Site Visits - Qualitative Assessments										
4. Programs Analysis										
5. Geographic Distribution Analysis										
6. Technical Report and Review Meeting										
C. Needs Assessment										
1. Public Open Houses										
2. Staff Input (SWOT)										
3. Stakeholder Groups										
4. Household Needs Assessment Survey										
5. Web/Handout Survey										
6. Online Engagement - MindMixer										
7. Technical Report and Review Meeting										
D. Vision for the Future										
1. Strategic Plan - Mission, Values, Vision, Goals and Objectives										
2. Level of Service Guidelines										
3. Facility Needs Analysis										
4. Priorities Session										
E. Recommendations										
1. City-wide Recommendations Mapping										
2. Park and Facility Improvements & Costs										
3. Land Acquisition Priorities										
4. Programs & Operations Recommendations										
5. Capital Improvement Priorities										
6. Technical Report and Review Meeting										
F. Action Plan										
1. Phased Implementation Plan										
2. Funding Recommendations										
3. Draft Action Plan										
4. Final Master Plan										
5. Executive Summary										
6. Final Presentations										
7. Implementation										

● Advisory Committee Meeting

■ Review / Progress Meeting

▲ Technical Memo

■ Public Meeting / Workshop

▲ City Council Meeting



SECTION XI. DIVERSITY & INCLUSION

DIVERSITY AND INCLUSION

BCI always looks to involve the best Team available to complete a project to the client's expectations and satisfaction. This process often results in teaming with sub-consultants from minority or under-represented populations. For this project, BCI has included the Team it feels best fits the needs of the City of Caton and with whom BCI has a good working relationship. BCI is open to teaming with other firms if desired by the City.

BCI regularly utilizes the services of minority sub-consulting firms on complex projects, especially within larger cities where these services are required.

AFFIRMATIVE ACTION POLICY

Brandstetter Carroll Inc. recognizes its responsibility to provide equal employment opportunity to members of minority groups and, consequently, has developed a written Affirmative Action Program. Brandstetter Carroll Inc. will take affirmative action and eliminate discrimination to assure minorities' equal opportunity. An increased effort will be made to inform employees and community groups of the firm's EEO Policy so the utilization of minorities can be increased throughout the firm. At appropriate intervals, Brandstetter Carroll Inc. will revise and update this Affirmative Action Program to set new goals and objectives so the firm's EEO Policy can be furthered in the future.

EQUAL EMPLOYMENT POLICY STATEMENT

It is the policy of Brandstetter Carroll Inc. to provide equal opportunity employment to all qualified employees and applicants for employment without regard to race, creed, color, sex, age, religion, national origin, physical or mental handicap, or veteran status. Consequently, Brandstetter Carroll Inc. will recruit, hire, and promote all employees without discrimination because of race, creed, color, sex, age, religion, national origin, physical or mental handicap, or veteran status, and will treat all employees equally in regard to compensation, advancement, upgrading, promotion, and transfers. Decisions regarding employment will be based solely upon the qualifications and seniority as related to the requirements of the position for which the individual is being considered. This policy will ensure all personnel actions such as compensation, dismissals, transfers, firm sponsored training, benefits, education, and tuition assistance programs will be administered without regard to race, creed, color, sex, age, religion, national origin, physical or mental handicap, or veteran status. Brandstetter Carroll Inc. agrees to assist leadership within the community to achieve full employment and utilization of the capabilities and productivity of citizens without regard to race, creed, color, sex, age, religion, national origin, physical or mental handicap, or veteran status. The Company also will take affirmative action to make known equal employment opportunities exist within Brandstetter Carroll Inc. and to encourage persons to seek employment with this firm and strive for advancement.



SECTION XII. NARRATIVE QUESTIONS



RESPONSE TO RFP QUESTIONS

12. Please answer the following questions in a narrative format:

- A. *How will you design and implement an “equity-driven” planning process to ensure a dissemination and gathering of information from a broad community spectrum, and how will you develop an equity-driven Master Plan and plan recommendations (programs, services, facilities, amenities, partnerships)?*

BCI has many tools to engage and plan for a diverse community such as:

1. **Social Needs and Conditions Analysis** – BCI pioneered the development of a Social Needs and Conditions Index as part of the Cincinnati Recreation Commission Master Plan for Service Delivery in 1998. Since then, BCI has used this method in Master Plans for racially and socioeconomically diverse communities such as Roswell, Thomasville, and Villa Rica, Georgia; Cincinnati, Dayton, Lima, and Elyria in Ohio; Lexington, Covington, and Louisville, Kentucky; Austin, Garland, Abilene, Weatherford, and Grand Prairie, Texas; Charleston, South Carolina; and Clifton, New Jersey. This process identifies those census tracts that would benefit the most from social services. Since BCI first developed the process, the CDC has developed their Social Vulnerability Index with much of the same data and that information currently is used for this process.
2. **Gaps Analysis** – BCI maps the 10-minute walk and 5-minute drive times to parks by park type and then also for various park facilities. These individual maps are then combined into a Composite Service Gaps Analysis to identify those areas with less service. This then is compared to the Social Needs Analysis to identify the **Priority Areas for Investment** to achieve equity.
3. **Random Sample Mail Survey** – Two types of surveys are recommended. A statistically valid survey mailed to a random sample of homes in Shaker Heights. This process has typically resulted in a good sample of residents that come close to the actual demographics of the community. In addition, the analysis by BCI includes cross-tables to examine the results by racial groups, families with children, lower income households, seniors, and others. The general location of respondents is mapped to guarantee even distribution throughout the community.

4. **Web/Handout Survey** – This is emailed and/or printed to allow for involvement by everyone. Typically, this survey is sent to those registered for your programs, participants in programs and sports teams, and other current users of parks and recreation activities. All are encouraged to participate. Paper copies can be available at recreation program venues, City Hall, senior facilities, and other venues for those without computer access.
5. **MindMixer** – An online program developed for the City's specific plan and available in more than 70 languages so a diverse group of the community can participate.
6. **Public Open Houses** – Fun and interactive workshops for anyone in the community.
7. **Community Events** – BCI Staff can attend your community events to take the message and gain critical input from the community. BCI also will provide tools for City Staff to use to gain further input.
8. **In-Park Engagement** – Another method to reach a diverse population is to meet people in the parks where they play. This especially was useful during the Covid period when public gatherings were discouraged. BCI Staff met people in the parks while wearing bright green T-shirts that say **Let's Talk Parks & Rec** on the back. The locations and times were planned to maximize participation and target underserved areas.
9. **Demographic Analysis** – Often these areas are lacking in service, so these are analyzed to determine gaps in service.

- B. *Protection from climate change and resiliency are a priority of the City. How will that priority be identified throughout the planning process and be incorporated into the plan and recommendations?*

Parks are a great opportunity to address some of the issues related to climate change and resiliency. The recent plan for Charleston, South Carolina, looked at parks as places to store storm water with multipurpose spaces that serve this purpose as well as provide recreation and open space. Parks are also perfect venues to demonstrate best-management practices. The BCI Team would coordinate with the Canton Engineering Department, US Army Corps of Engineers, and others to identify the potential for parks to assist in mitigating storm and flood water issues.

- C. *The City of Canton has a significant amount of Park and Recreation related assets, and we operate our premier parks system with limited staffing and financial capacity. How will you incorporate those factors into the planning process and recommendations while still striving for the highest quality parks system and programming possible?*

As part of every System Master Plan, BCI staff performs a **Qualitative Facility Analysis** which inventories the facilities and ranks the conditions as excellent, good, fair, or poor. The analysis is documented on iPads. Then a cost is assigned to identify the financial need to upgrade the facility to current desired standards. BCI recently completed such an analysis for **Roswell, Georgia**, which led to the passing of a **\$107 million bond for improvements** to their existing parks. Another recent example is an Infrastructure Analysis for all 106 parks for the Cincinnati Park Board. This was especially challenging for this park system which has facilities that are more than 100 years old.

- D. *When looking at the varied condition of our park and trail facilities, how will you develop a sustainable model for the ongoing maintenance and renewal of our built assets?*

Through the **benchmarking analysis, using case studies, and BCI's vast experience**, our Team will assess the current level of service and cost to operate these facilities and determine the cost, in both financial and human resources, required to maintain the quality system the community desires. The recommendations also will include proactive measures to plan for the necessary resources to maintain the system into the future.

BCI also will identify a series of maintenance levels based on the usage level and establish a cost for maintenance for each level. This process can be further refined over time based upon your actual costs, as long as the City staff document to an appropriate level to assist in this process.



SECTION XIII. OTHER