



## RESOLUTION 2019-018

### AUTHORIZING THE CITY MANAGER TO EXECUTE A CONTRACT WITH MIG TO PREPARE A PARKS AND RECREATION MASTER PLAN UPDATE

**WHEREAS**, Sherwood's last Parks and Recreation Master Plan update occurred in 2006; and

**WHEREAS**, FY2019-2020 City Council Goals include developing and completing a Parks and Recreation Master Plan update; and

**WHEREAS**, in order to update to the Parks and Recreation Master Plan, assistance is needed from a consultant to help coordinate, facilitate, and engage the community and provide the research and expertise to develop the plan; and

**WHEREAS**, the City issued a Request for a Letter of Interest from MIG, Sherwood's only on-call planning consultant firm that specializes in Parks and Recreation Master Plans, asking the firm to submit their qualifications and proposed scope of work, budget and schedule for the project; and

**WHEREAS**, the Letter of Interest from MIG was presented to the Sherwood Parks and Recreation Advisory Board on February 4, 2019 and they voted to recommend MIG as the consultant to prepare the Parks and Recreation Master Plan; and

**WHEREAS**, MIG, Community Development, and Community Services staff worked collaboratively to refine a scope of work, schedule, and budget that provides a Parks and Recreation Master Plan update process and product that reflects the City's needs, all of which are included in the contract attached hereto as Exhibit A.

### NOW, THEREFORE, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:

**Section 1.** The Sherwood City Council hereby authorizes the City Manager to execute a contract with MIG in a form substantially similar to Exhibit A, attached hereto.

**Section 2.** This Resolution shall be effective upon its approval and adoption.

**Duly passed by the City Council this 5th day of March, 2019.**

  
Keith Mays, Mayor

Attest:

  
Sylvia Murphy, MMC, City Recorder

# Sherwood Parks and Recreation Master Plan Update

## Project Understanding

The City of Sherwood is seeking to update its 2006 Parks and Recreation Master Plan (Master Plan). The updated Master Plan should provide a wholistic approach for parks, open spaces, trails and recreation services and programs over the next 10 years. It will reflect the recreation needs and desires of the residents and business community and provides an opportunity to consider how park and recreation can best be integrated into Sherwood's growth areas. We understand that the City would like this planning effort to include a look at recreation programs and services in Sherwood and strategies to meet recreation programming needs. This process will support the City's Comprehensive Plan update process and potential subsequent update to the City's SDC methodology by providing revised recreation and open space policies and identifying capacity enhancement projects.

## Project Approach

MIG proposes a strategic and comprehensive approach to updating the City of Sherwood's Parks and Recreation Master Plan. MIG will work closely with City staff and an advisory group who will contribute community knowledge and provide direction for the planning process. Preliminarily, we recommend that the Project Advisory Group (PAG) be composed of the Parks and Recreation Board with the addition of representatives of other key recreation-related entities, including the Cultural Arts Commission, Library, School District, YMCA, and Senior Center. The PAG will provide input at key point throughout the planning process.

Our work plan is organized into six overall phases:

- 1: Ongoing Coordination and Project Management includes project start-up activities and ongoing project management.
- 2: State of the System establishes a baseline evaluation of the system today.
- 3: Community Engagement includes the broad-based community outreach activities.
- 4: Needs Assessment evaluates parks, recreation and trails needs.
- 5: Goals and Recommendations includes the development of recommendations, priorities, and strategies, along with a capital projects list.
- 6: Draft Master Plan, Review and Adoption incorporates the development of the updated Master Plan and the refinement and adoption process.

Our scope and budget assume the following:

- MIG will provide work products in electronic format, with the City responsible for printing.
- The City is responsible for coordinating meeting locations and logistics for community events.
- The City is responsible for providing one set of non-conflicting comments for each deliverable. One revision is budgeted for each major deliverable in Phases 1, 2, and 3.
- The project management budget includes biweekly coordination calls between the MIG and City project managers.
- A 12-month project timeline

## Draft Scope of Work

Our work plan is described in detail, organized into the six overall phases with a list of key deliverables by phase. This corresponds with the budget and schedule that follow.

### 1: ONGOING COORDINATION AND PROJECT MANAGEMENT

#### 1.1 Project Management Team (PMT) Meetings and Calls

The Project Management Team, consisting of City and MIG staff, will coordinate on a biweekly basis to ensure a coordinated effort, consensus in project direction, open communication, and deliverables that are on schedule and within budget. Most of these meetings will take place as short teleconferences. In addition, an in-person project kick-off meeting and four work sessions are planned for key points during the planning process. We anticipate these key meetings will be one-to-two-hour work sessions, where possible held on the same day as Project Advisory Group meetings.

#### 1.2 Community Engagement Strategy

Following the kick-off meeting with the PMT, MIG will prepare a Community Engagement Strategy memo, identifying target audiences and key partners to engage in the Master Plan process, defining how community engagement techniques and notification strategies will be deployed, including the identification of venues and events, and clarifying roles and responsibilities. Following review by the City, MIG will finalize the strategy to guide MIG and City engagement activities, media and social media.

#### 1.3 Project Branding

Project MIG will develop a document banner/header and customized template for use in all documents, public engagement materials, the project webpage, eblasts, and associated project materials to create a visible identity for the project that is consistent with Sherwood's identity. MIG will create a draft banner and template and revise it based on one set of consolidated comments from the City.

#### 1.4 Public Information

The MIG team will provide the City with content and/or make updates to the project webpage related to community engagement opportunities and major deliverables. We anticipate six updates over the course of the project.

#### 1.5 Ongoing Project Management and Coordination

Ongoing communication and coordination between MIG, City Staff and the subconsultant will support an efficient and effective process. Task includes monthly invoicing..

#### Phase 1 Deliverables:

- Agendas and attendance at five in-person PMT Meetings
- Draft and Final Community Engagement Strategy Memo
- Draft and final banner and document template
- Six public information updates

- Monthly invoices

## 2: STATE OF THE SYSTEM

### 2.1 Background Information Review

MIG will prepare a consolidated request for information letter identifying background information and data needs, including but not limited to GIS data, existing inventories, site master plans, relevant reports and documents, any recreation participation data, budget data, capital improvement plans, and population data relevant to the Master Plan. The City will provide requested materials, and MIG will review and create a list of sources.

### 2.2 Community Tour

MIG will spend a day touring Sherwood parks, trails, and public spaces, as well as opportunity sites and growth areas. City staff will accompany MIG. The tour will provide an opportunity to discuss strengths and challenges of the park system at representative sites and discuss issues such as operations, opportunities, planned partnerships, development or improvements, and maintenance.

### 2.3 Park System Inventory and Base Map

MIG will cross-check inventory data provided by the City against GIS parks data and park tour notes to create a more accurate and complete accounting of City park land, facilities and park amenities. Using GIS data provided by the City, we will produce a base map showing existing parks, open space, recreation facilities, and trails in and near Sherwood on an overlay of information including City planning areas, water bodies, roadways, schools, etc. MIG will provide a draft for City review. Findings will be incorporated into the State of Sherwood Parks and Recreation Summary Report.

### 2.4 Planning Context

Building from our knowledge of Sherwood's recent planning efforts and existing regulatory and planning policies, MIG will develop a summary memo documenting key considerations that will affect parks and recreation needs and the Master Plan, including land use and population projections (residential and employment).

### 2.5 YMCA Evaluation

MIG Team member Ballard\*King (B\*K) will review the existing YMCA facility from a programmatic standpoint to evaluate strengths, opportunities, and challenges to inform the assessment of indoor space and programming needs. This task includes one day on-site at the YMCA, a visual tour of the facility with the facility manager, interviews with staff, and review of facility data. B\*K will summarize findings in a memo regarding the capacity and limitations of the YMCA facility to meet Sherwood's recreation programming needs now and in the future.

### 2.6 Parks, Recreation and Community Services Analysis

MIG will prepare a snapshot summary describing how parks, recreation and community services are provided in Sherwood today. This analysis will summarize City of Sherwood functions and responsibilities related to parks and recreation, identify key other providers in Sherwood or

nearby (e.g., YMCA, Sherwood Ice Arena, the National Wildlife Refuge), and provide an overview of City of Sherwood revenues and expenditures for parks and recreation services.

### **2.7 Project Advisory Group Meeting #1**

The first meeting with the Project Advisory Group will orient the group to the planning process, provide an opportunity to discuss and provide feedback on Phase 2 work, and allow the PAG to provide additional input on the planned community engagement activities.

### **2.8 State of Sherwood Parks & Recreation Summary Report**

The State of Sherwood Parks & Recreation Summary Report will provide a user-friendly, digestible summary of the opportunities and challenges for parks and recreation in Sherwood today. As an Appendix, MIG will prepare a table-format inventory of parks and recreation assets in Sherwood, including non-City assets. This will serve as the baseline of information for the Needs Assessment and will become input for the Master Plan document prepared in later phases.

#### **Phase 2 Deliverables:**

- Request for Information Letter
- Draft and Final Base Map & Inventory
- Planning Context Summary Memo
- Draft and Final YMCA Evaluation Findings Memo
- PAG meeting agenda, presentation and brief meeting summary
- Draft and Final State of Sherwood Parks & Recreation Summary Report

## **3: Community Engagement**

### **3.1 Stakeholder Interviews**

One-on-one interviews will be held early in the planning process with key decisionmakers to identify opportunities and issues for the Master Plan to address. MIG will conduct six to eight 45-minute interviews. Preliminarily, we recommend interviews with City Council members, the City Manager, key partners and/or other decisionmakers with substantial influence in Sherwood. The final list of interviewees will be determined in consultation with City staff. MIG will provide an interview tool, allow one day of time for back-to-back interviews, and summarize key themes to inform the planning process.

### **3.2 Online Questionnaire**

MIG will develop and program an online questionnaire that is tablet, computer and smart-phone friendly. It will be customized to Sherwood's project needs, addressing questions about parks, recreation facilities, trails, programs and services, and potentially focusing on use, recreation preferences, desired benefits, and service improvements. MIG will draft questions, revise them based on one set of comments from City staff, program the questionnaire online and provide a link to the City for web posting and distribution. MIG will analyze the results and provide a summary memo.

### **3.3 Focus Groups**

Focus group meetings allow an opportunity to dial into the needs of specific groups such as organized sports interests, youth, and seniors to identify their key issues, priorities, and perceived needs related to recreation. MIG will provide discussion questions, facilitate 3 meetings scheduled to occur on the same day (with 8-12 participants at each meeting), create a data input form for additional focus group meetings facilitated by City (if desired), and summarize key themes emerging from all focus group meetings in a summary memo.

### **3.4 Pop-Up Engagement**

MIG will design three to four interactive display boards and conduct up to three “pop-up” activities near popular community gathering places such as the library or Handels Ice Cream, at recreation facilities (such as the YMCA) or in conjunction with planned community events. These pop-ups use interactive displays that allow residents to identify community needs and priorities and learn about the planning process. This format is effective at capturing the ideas of residents who may not normally participate through other, more conventional activities. MIG will draft questions for City review, incorporate the questions into large interactive display boards and revise materials based on one set of consolidated edits. MIG can train City Staff and/or PAG volunteers so the City can conduct more pop-ups, if desired. MIG will create a single summary for the pop-ups

### **3.5 Community Workshop: Priorities and Trade-offs**

To get community input on Master Plan recommendations and the trade-offs required, MIG will design a community workshop designed to elicit priorities. This will be paired with an online version of the workshop to extend opportunities for participation.

MIG will design the prioritization exercise (which may use our electronic keypad polling system), develop an agenda and materials and facilitate the workshop. We will provide an online version of the in-person workshop, which the City will publicize to extend the engagement opportunity. After the close of the online version (approximately 2 weeks after the workshop), MIG will prepare a single summary.

#### **Phase 3 Deliverables:**

- Stakeholder Interview Tool and Summary Key Themes
- Draft and Final Questions, Programmed Questions/Link, Summary Report for the Online Questionnaire
- Draft and Final Focus Group Agenda and Summary
- Draft and Final Pop-Up Boards and Summary
- Draft and Final Community Workshop Agenda, Exercise, Online Workshop and Summary

## 4: Needs Assessment

### 4.1 Trends Analysis

The MIG Team will identify key trends and innovations for providing parks, facilities, and programs that are relevant to Sherwood. Findings will be incorporated into the Needs Assessment Report.

### 4.2 Park and Facility Needs

MIG will evaluate how well the City's existing parks and recreation facilities meet the community's recreation needs and desires, factoring in trends. This analysis will identify where there is a need for new or expanded recreation facilities and amenities. Findings will be incorporated into the Needs Assessment Report.

### 4.3 Park and Facility Needs in Planned Growth Areas

MIG will look at the planned growth areas to identify opportunities for park, recreation and trail development. This analysis will consider potential trail connectivity and recreational access to natural areas. The connectivity between existing parks and recreation facilities and the new growth areas will also be considered. This task will inform recommended standards for these growth areas.

### 4.4 Recreation Services Needs

This analysis will focus on the recreation programs and services provided by the City of Sherwood and other providers in the area. It will incorporate existing participation data (where available) to define the City's major program service areas. Incorporating recreation trends and public outreach findings, recreation gaps and needs will be identified. Findings will be incorporated into the Needs Assessment Report.

### 4.5 PAG Meeting #2: Outreach Findings and Preliminary Needs

This meeting will update the PAG on key findings from the outreach and preliminary conclusions from the Needs Assessment. At this session, we will facilitate a discussion about needs and their relative priority.

### 4.6 City Council Work Session

This work session will update Council on the planning process and share findings from the first two phases, with an emphasis on preliminary conclusions on needs.

### 4.7 Parks, Facilities, and Programs Needs Assessment Report

This report will incorporate all the Phase 4 analysis tasks and the public input collected through the initial community engagement tasks, overlaid with key findings from the baseline analysis conducted in Phase 2. Guidance from PAG and Council will be incorporated into the report.

#### Phase 4 Deliverables:

- Draft and Final Needs Assessment Report
- PAG meeting agenda, presentation and summary
- City Council presentation

## 5: Goals and Recommendations

### 5.1 Systemwide Recommendations

MIG will prepare policy recommendations applicable to the entire park system in Sherwood, defining ways to meet needs, promote connectivity, maximize assets and achieve cost efficiencies. These policies will address systemwide policies, including recommendations that can be translated into the General Policy Goals and Objectives in the City's Comprehensive Plan. capital projects and operational considerations, such as site maintenance and programming. Different maintenance levels of service and priorities will be defined for parks, with sites assigned to appropriate levels based on the age, condition and types of facilities, level of site use, asset value and function, and similar site characteristics.

### 5.2 Site Recommendations and Capital Projects List

MIG will develop recommendations for each existing site in the system, including proposed new parks and facilities. This will be accompanied by a capital projects list summarizing recommended improvements in a matrix.

### 5.3 Prioritization Criteria

MIG will develop criteria to prioritize recommendations and improvements and a process for evaluating priorities regularly to incorporate into annual CIP planning and budgeting.

### 5.4 Funding Strategies

MIG will review existing funding sources and evaluate potential new funding sources in a memo. This will evaluate the potential of each funding source to be a good fit for Sherwood and the types of projects and programs prioritized by the community.

### 5.5 PAG #3: Recommendations and Capital Projects

MIG will present the results of Phase 5 and facilitate an exercise with the PAG to apply the prioritization criteria.

#### Phase 5 Deliverables:

- Systemwide Policy Recommendations
- Site Specific Recommendations
- Capital Projects List
- Funding Strategies Memo
- PAG #3: meeting agenda, presentation and summary

## 6: Draft Master Plan, Review and Adoption

### 6.1 Administrative Draft Master Plan

MIG will create an administrative draft of the entire Master Plan for internal review by City Staff.



**6.2 Updated Comprehensive Plan Policies**

MIG will review the City's Recreation and Natural Areas Comprehensive Plan policies and update them to reflect the direction of the Master Plan.

**6.3 City Council Work Session: Draft Plan Recommendations**

MIG will present results from the Community Workshop and PAG #3 with the recommendations and capital projects, to obtain Council feedback before creating the public draft of the Master Plan.

**6.4 Public Draft Master Plan**

MIG will revise the Administrative Draft document into a Public Draft Plan suitable for public circulation and review, incorporating City Council feedback from the work session. MIG will provide web- and print-ready PDF files of the plan document. We will also provide an online review form to collect and track public comment.

**6.5 PAG #4: Draft Plan**

MIG will present the Public Draft Plan for review, discussion, and potentially for Parks and Recreation Board members to recommend the Plan for to Council for adoption.

**6.6 City Council Meeting**

MIG will present the Public Draft Plan at a City Council work session or regular meeting for review, discussion, and potentially adoption.

**6.7 Final Master Plan and Project Closeout**

MIG will finalize the Master Plan and transmit all plan deliverables and GIS data to the City.

**Phase 6 Deliverables:**

- Administrative Draft Master Plan
- Public Draft Master Plan
- Online Review Form for Master Plan Public Comment
- Final Master Plan

## Project Schedule

The table below illustrates the proposed timeline for the Parks and Recreation Master Plan Update. We anticipate a year-long process, wrapping up early in 2020.

	2019												2020	
	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	
1: Ongoing Coordination and Project Management														
2: State of the System														
3: Community Engagement		3.1	3.3 3.2	3.4					3.5					
4: Needs Assessment														
5: Goals and Recommendations														
6: Draft Master Plan, Review and Adoption														

Approximate timing for the Community Engagement Tasks is indicated on the schedule.

- 3.1 Stakeholder Interviews
- 3.2 Online Questionnaire
- 3.3 Focus Groups
- 3.4 Pop-Up Engagement
- 3.5 Community Workshop: Priorities and Trade-offs

## Core MIG Team

MIG has assembled a top team of planners and specialists to assist the City of Sherwood in creating an updated Park and Recreation Master Plan. Our team has extensive experience working with some of the most innovative park and recreation agencies in Oregon and the country. These experts are based right here in Oregon and bring knowledge of the Northwest, and particularly Oregon's park and recreation systems.

**Lauren Schmitt, ASLA, AICP** will be the Principal-in-Charge on the project. She will set the overall strategy for the project and ensure the highest level of quality and oversight. Lauren guides the development of action-oriented tools and clearly communicates direction to move forward. For over 18 years she has worked with communities across the United States to plan and design parks and recreation systems plans. Her facilitative leadership and strong project management skills have ensured the success of many complex, multi-objective projects involving parks, recreation facilities, natural and cultural resources, trails, open space and events/ programming.

**Molly Cooney-Mesker** will serve as the Project Manager and oversee the day-to-day organization of the team and delivery of products. Molly has supported the development of parks and recreation plans throughout a diverse range of communities in Oregon and California. She specializes in inclusive community engagement processes that identify community priorities that achieve community goals. Molly is skilled at producing accessible and usable plan documents and interim work products that help staff advance projects and policies.

**Cindy Mendoza, CPRP**, is MIG's Director of Parks + Recreation. She will provide strategic advice and guidance, particularly around recreation service provision. Over the last 20 years Cindy Mendoza has guided agencies in planning and designing park and recreation systems by emphasizing public outreach, engagement and collaboration. Cindy brings leadership in recreation programming (youth development and coaching) to inspire community's health and wellness strategies. Her integrated approach allows communities to address key questions in park policy, operations, and funding in a proactive and practical way.

**Matt Straite** will contribute his extensive knowledge of the City of Sherwood to the team, including his knowledge of key planning documents and the planning context. He will help identify key issues and opportunities and will provide key insights into the future needs of the planned growth areas, drawn from his years of land use and master planning experience.

## Supporting Team Members

The core MIG team will be supported MIG's multidisciplinary staff of graphic designers, landscape architects, planners and community outreach specialists.

estimated project cost

		MIG, Inc.		Direct Costs	Professional Fees Totals
		MIG Totals	Sherwood Park Totals		
<b>1 Ongoing Coordination and Project Management</b>					
1.1	Project Management Team (PMT) Meetings and Calls	79	\$12,285	\$250	\$12,535
1.2	Community Engagement Strategy	21	\$2,240		\$2,240
1.3	Project Branding	29	\$3,560		\$3,560
1.4	Public Information	19	\$1,990		\$1,990
1.5	Ongoing Project Management and Coordination	40	\$4,780	\$50	\$4,830
	<i>Subtotal</i>	<b>188</b>	<b>\$24,855</b>	<b>\$300</b>	<b>\$25,155</b>
<b>2 State of the System</b>					
2.1	Background Information Review	12	\$1,300		\$1,300
2.2	Community Tour	24	\$4,040	\$50	\$4,090
2.3	Park System Inventory and Base Map	25	\$2,420		\$2,420
2.4	Planning Context	25	\$3,220		\$3,220
2.5	YMCA Evaluation	4	\$665	\$7,500	\$8,165
2.6	Parks, Recreation and Community Services Analysis	26	\$5,320		\$5,320
2.7	Project Advisory Group Meeting #1	14	\$2,030	\$50	\$2,080
2.8	State of Sherwood Parks & Recreation Summary Report	88	\$6,070	\$25	\$6,095
	<i>Subtotal</i>	<b>198</b>	<b>\$25,065</b>	<b>\$7,575</b>	<b>\$32,640</b>
<b>3 Community Engagement</b>					
3.1	Stakeholder Interviews	21	\$3,335	\$50	\$3,385
3.2	Online Questionnaire	72	\$6,740	\$3,000	\$9,740
3.3	Focus Groups	39	\$4,020	\$100	\$4,120
3.4	Pop-Up Engagement	57	\$5,720	\$350	\$6,070
3.5	Community Workshops: Priorities and Trade-offs	82	\$6,420	\$50	\$6,470
	<i>Subtotal</i>	<b>241</b>	<b>\$26,235</b>	<b>\$3,550</b>	<b>\$29,785</b>
<b>4 Needs Assessment</b>					
4.1	Trends Analysis	19	\$1,865		\$1,865
4.2	Park and Facility Needs	13	\$2,040		\$2,040
4.3	Park and Facility Needs in Planned Growth Areas	18	\$2,500		\$2,500
4.4	Recreation Services Needs	14	\$2,220		\$2,220
4.5	PAG Meeting #2: Outreach Findings and Needs	14	\$2,030	\$50	\$2,080
4.6	City Council Work Session	12	\$1,880	\$50	\$1,930
4.7	Parks, Facilities, and Programs Needs Assessment	82	\$7,300	\$50	\$7,350
	<i>Subtotal</i>	<b>150</b>	<b>\$19,835</b>	<b>\$150</b>	<b>\$19,985</b>
<b>5 Goals and Recommendations</b>					
5.1	Systemwide Recommendations	48	\$6,420		\$6,420
5.2	Site Recommendations and Capital Projects List	34	\$4,440		\$4,440
5.3	Prioritization Criteria	10	\$1,440		\$1,440
5.4	Funding Strategies	20	\$3,260		\$3,260
5.5	PAG #3: Recommendations and Capital Projects	14	\$2,030	\$50	\$2,080
	<i>Subtotal</i>	<b>128</b>	<b>\$17,590</b>	<b>\$50</b>	<b>\$17,640</b>
<b>6 Draft Master Plan Review and Adoption</b>					
6.1	Administrative Draft Master Plan	70	\$7,980	\$50	\$8,030
6.2	Updated Comprehensive Plan Policies	28	\$4,145		\$4,145
6.3	City Council Work Session: Draft Plan Recommendations	12	\$1,880	\$50	\$1,930
6.4	Public Draft Master Plan	34	\$4,010	\$100	\$4,110
6.5	PAG #4: Draft Plan	14	\$2,030	\$50	\$2,080
6.6	City Council Meeting	12	\$1,880	\$50	\$1,930
6.7	Final Master Plan and Project Closeout	16	\$1,770		\$1,770
	<i>Subtotal</i>	<b>186</b>	<b>\$23,695</b>	<b>\$300</b>	<b>\$23,995</b>
Professional Time and Costs Subtotal		<b>1087</b>	<b>\$137,275</b>	<b>\$7,500</b>	<b>\$144,775</b>
5% Administrative Mark Up				\$224	
<b>Total Project Cost</b>					<b>\$149,349</b>