

MARSHFIELD

Parks and Recreation Master Plan



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INTRODUCTION

1.1 PLAN OVERVIEW

The City of Marshfield oversees eleven parks totaling over 135 acres. By investing in the parks and recreation system, the City can increase the quality of life offered in Marshfield, promote residential and business reinvestment, and attract and retain residents. Creating a comprehensive Parks and Recreation Master Plan, with extensive input from the public, captures the community's vision and aspirations along with proving creative strategies to guide financially responsible investments in high quality programming and services.

The Parks and Recreation Master Plan will complement current studies and future planning efforts as part of the ongoing Marshfield Community Growth Plan. Future City-wide planning efforts should incorporate the ideas and recommendations outlined in this plan.

1.2 MISSION AND VISION

The following Mission and Vision Statements provides guidance for discussions and create a measuring stick for decisions made throughout the planning and implementation process. These statements should be made readily available to the public and routinely reviewed by City leadership to ensure that decisions are aligned with the community's vision.

1.3 PURPOSE

The Parks and Recreation Master Plan is a comprehensive approach to guide long-term decision making regarding maintenance and improvements of the parks and recreation assets, funding, and management of ongoing parks and recreation activities.

“

“TO PROMOTE SAFE AND ACTIVE LIFESTYLES, WHICH WILL ENHANCE QUALITY OF LIFE FOR RESIDENTS THROUGH A VARIETY OF EXCELLENT PARKS, HISTORICAL FACILITIES, AND RECREATIONAL SERVICES.”

-MISSION STATEMENT, MARSHFIELD PARKS AND RECREATION

“

“ALL PARKS AND RECREATION ACTIVITIES ARE MODERN, SUSTAINABLE, AND ACCESSIBLE TO RESIDENTS WHILE ENSURING THE PROTECTION OF OUR NATURAL RESOURCES.”

-VISION STATEMENT, MARSHFIELD PARKS AND RECREATION

1.4 PROCESS

The Parks and Recreation Master Plan was developed in three phases. Each phase integrated input from the community and from City leadership. The end result is a Master Plan that outlines a clear vision for the future of Marshfield's Parks and Recreation Department. The Master Plan, built around a series of BIG IDEAS, also includes a series of specific recommendations and supporting action items.



FIGURE 1.1- Bridge located in North Park

PHASE 1 - NEEDS ASSESSMENT

To ensure the Needs Assessment provided a solid foundation for the Master Plan, the planning team recorded the current conditions of the parks and recreation system. An inventory of each park was completed, identifying the strengths and opportunities that exist. Community input and City leadership participation provided a comprehensive understanding of the perceptions and realities of Marshfield's parks today. The information obtained during the initial input meetings guided the development of the Mission and Vision Statements.

PHASE 2 - RECOMMENDATIONS

Based on the Needs Assessment, the planning team and City leadership outlined six BIG IDEAS that formed the basis for the specific recommendations and action items. These recommendations were presented to City leadership for review and consideration. The recommendations address all facets of the parks and recreation system, including financial, facility, operations, partnerships, tourism, governance, and the Capital Improvement Plan (CIP). These recommendations become a road-map by which City leaders can move toward the successful realization of an excellent parks and recreation system.

PHASE 3 - IMPLEMENTATION

With input from the community and City leadership, the planning team outlined a clear and manageable implementation matrix that serves as a guide for action and a tool for tracking progress. The implementation matrix can be found in Chapter 4 of the Master Plan.

1.5 MASTER PLAN SUMMARY

For a City of its size, Marshfield has a large portfolio of park facilities that range in scale, recreational opportunities, and levels of current use. Today, many of the parks are in need of investment dollars to provide greater access, more recreational opportunities, and awareness to ensure they continue to be valued assets for the community.

This Master Plan reflects a robust series of meetings and charrettes that were conducted with the community and with City leadership. As a result of these meetings, priorities were established for park improvements, additional park facilities, and improving existing sidewalks in order to strengthen the connection between parks. Facility recommendations included in the plan such as improved shelters, sports/entertainment facilities, and reconfigured or repurposed parks, would allow the City to generate additional revenue. In contrast, other recommended amenities such as walking/biking trails, improved wayfinding, and theming won't directly generate revenue. However, they can improve overall exposure and appeal of the park system to the public, expand use, and create other potential outlets for revenue growth. It will be important as the City continues to invest in parks that they adopt best practices and a business-like mindset.

After developing a comprehensive Parks and Recreation Master Plan, the challenge many municipal parks and recreation agencies face is funding the recommended improvements. To fully meet expectations of residents, a variety of funding mechanisms and budgeting is necessary to prioritize department goals. A list of financial recommendations is included in the Master Plan to help guide this process.



FIGURE 1.2- Character of Marshfield Parks



FIGURE 1.3 - Character of Marshfield Parks

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SYSTEM NEEDS

2.1 EXISTING SUMMARY

In June 2018, the team conducted a detailed inventory and assessment for each of Marshfield's parks, within the Parks and Recreation Departments maintenance areas. The assessments equipped the team with an understanding of existing features and conditions, along with size, age, and maintenance levels currently provided.

Based on these inventories, comprehensive recommendations for park classifications, based on National Recreation and Parks Association guidelines, were developed. These classifications help to define the existing level of service provided to the residents of Marshfield and form the basis for capital improvement recommendations for future improvements as well as expansion opportunities for the entire parks and recreation system.

METHODOLOGY

Inventory and assessment of each park visited included evaluation of the conditions exhibited on the site of various program elements and site features. Park program elements and site feature conditions were rated using a differential scale of +/0/-. The definition for each of these condition ratings is as follows:

RATING SYSTEM

Assessment Rating Definition

- + Program elements or site features are in **excellent** condition with no apparent immediate maintenance needed.
- 0 Program elements or site features are in **good** working condition with little or no immediate maintenance required.
- Program elements or site features are in **poor** condition requiring significant immediate maintenance, removal, or replacement.

Program elements and site features contained within individual assessments indicate various constructed elements or activities supported on site. Specific examples of program elements and features include picnic areas, playgrounds, shelters or pavilions, ball fields, sport courts, etc.



FIGURE 2.1 - Existing Conditions at Marshfield Parks

SUMMARY OF SYSTEM FACILITIES

The following City of Marshfield Parks and Recreation facilities were evaluated:

- **Ellis O. Jackson Park** / 614 North Marshall Street
- **North Park** / 307 Banning Street
- **Nelson Park** / 625 North Marshall Street
- **Hidden Waters Park** / 542 Massey Street
- **Rotary Park** / 726 South Marshall Street
- **Frisco Ball Field** / Second Street and Pine Street
- **Massey Park** / 321 North Buffalo Street
- **Hartley Park** / 325 North Clay Street
- **Shackelford Spring Park** / 258 East Bedford Street
- **Activity and Aquatic Complex**
- **Historic Route 66 Roadside Park**

Each facility was evaluated relative to amenities/activities offered, location, condition, accessibility, and potential for future improvements and/or expansion. Additional information was gathered pertaining to facility sizes, maintenance, and level of usage. A photographic inventory was assembled for each facility to document findings. The inventory and analysis for each facility are included in the Appendix (Chapter 5).



FIGURE 2.2 - Views of existing Marshfield Parks

2.2 STRENGTHS / NEEDS

The following is a brief summary of the strengths and needs that exist throughout Marshfield's Parks and Recreation facilities.

FACILITY STRENGTHS

- Natural character, large trees, stone, and springs - Marshfield's park landscapes are well maintained and the natural character with large mature trees, stone escarpments, and springs popping up within the park facilities create relaxing recreational amenities for residents.
- Connections with Route 66/Trail of Tears - Several park facilities along Highway CC (Route 66) are accessible to bicyclists throughout the year and provide opportunities to further draw in economic development into the Marshfield area. Additional historical ties to the Trail of Tears also create opportunities to draw tourists into Marshfield.
- Overall level of service - Residents are served by at least one park facility with most of central Marshfield being served by more than one neighborhood level park.
- The park facilities are clean, free of debris, and the landscape is well maintained.

FACILITY NEEDS

- Provide Connectivity - Through public input, the incorporation of trails and parking was identified as a major need within and to existing park facilities. Safe pedestrian and bicycle connections between parks, Downtown Marshfield, and other major facilities or routes are necessary to provide access to residents. On street facilities should be considered with signage for designated bike routes until bike boulevards or other improvements can be made.
- Create interactions with water - As park improvements are made, residents identified the incorporation of water as a high priority which should be considered for fishing, boating, splash pad, and swimming opportunities. Existing access to ponds and lake require residents to leave Marshfield and travel to surrounding communities.
- Concessions/Restrooms - There is a need to provide updated or improved restroom facilities and water fountains at some parks, while some facilities would benefit by the incorporation of a restroom. This will allow for park users to stay and enjoy the facilities for longer time periods, potentially increasing programming opportunities.
- ADA Facility Updates - Many facilities do not currently meet ADA accessibility requirements and improvements, which allow access to all park users regardless of age or ability, should be considered.

- Update Playgrounds - Playground elements found throughout Marshfield's park system are in need of updates. A life-cycle maximum of 25 years should be established before elements are updated or replaced. In addition, Marshfield also needs to establish surfacing replacement schedules based on a 10-15 year life cycle. Updates should address new trends in the marketplace and be varied between park facilities to encourage residents to visit each park for a different experience. Age and abilities should also be considered as updates are made to allow for a wider spectrum of residents to have their recreational needs addressed.
- Provide More Variety in Amenities - Each park should have its own unique identity. Whether active or passive amenities are incorporated, elements should serve a wide range of age ranges, interests, and abilities.
- Create Opportunities to Host Events and Tournaments - As final plans are developed for Ellis O. Jackson Park and the new active park facility, the mix of fields should be considered to allow for hosting of more events and athletics tournaments throughout the year. Expansion of existing facilities at Ellis O. Jackson should be considered to create year-round usage opportunities which may draw events such as concerts, farmers markets, classes, family gatherings, festivals, plays, and winter ice skating. Renovating existing facilities should also be considered to provide a welcome location for overnight stays for Route 66 travelers.



FIGURE 2.3 - Existing Conditions at Marshfield Parks

2.3 LEVEL OF SERVICE

Level of Service is a standard measure indicating how well residents of a community are served by park facilities. This assessment considers the size and location of parkland as well as the available amenities and services. Previously, the National Recreation and Park Association, established a standard of 10 acres of parkland per 1,000 residents to assist communities with planning, growth, and park system management. However, in 2000, the National Recreation and Park Association updated the guidelines to allow more flexibility in considering individual program elements or activities on a case by case basis in order to tailor the system to the most appropriate age range, quantity, and quality of recreational facilities within fiscal limits of the individual community. This essentially allows communities to determine what the standards should be for their community.

PARK CLASSIFICATIONS

Based on the previous National Recreation and Park Association standard, the 134.87 acres maintained by the City of Marshfield meets of the total acreage needed to adequately serve approximately 7,445 residents (2022 data). Additional information relating to general descriptions of each service level, typical program, site size standards, and area required per 1,000 residents is further outlined below. The classification categories include:

Neighborhood Parks - (5-10 acres with a half mile service radius; informal, active, and passive recreation; 4.5 acres/1,000)

Community Parks – (10-100 acres with a 2 mile service radius; 3.5 acres/1,000)

Regional Parks – (Variable based on amenities with a 10 mile service radius; 8 acres/1,000)



FIGURE 2.4 - Example of Neighborhood Park - Massey Park



FIGURE 2.5 - Example of Community Park - Rotary Park



FIGURE 2.6 - Example of Regional Park - Ellis O. Jackson Park

LEVELS OF SERVICE ANALYSIS

The Level of Service for Marshfield's system was initially calculated based on the previous National Recreation and Park Association standard (10 acres/1,000 people) in order to gain a baseline understanding of the system. A detailed assessment of the parks and open space available to Marshfield residents provides an understanding of the opportunities that might be available within the community for development of other recreational amenities.

To support the Level of Service Analysis, the service radius for parks in Marshfield and surrounding areas was delineated to illustrate coverage and help quickly identify potential service area gaps. This map, on the following page, indicates visible gaps in the western and northern portions of the City where residents may not be served as evenly by Neighborhood Park facilities as residents in central and southern portions of the City. As these areas are mostly undeveloped and future expansions planned along this edge of the City, acquisition of land during development to meet this need makes sense.

LEVELS OF SERVICE SUMMARY

Level of Service is a metric-based expression of the minimum recreation and park infrastructure capacity required to satisfy the needs of residents of the community. Agencies track Level of Service as a way to meet the desires of the community and maintain a desired state while taking into consideration limited financial and human resources.

Numeric Level of Service metrics are most commonly used when analyzing parkland and recreation facilities so as to express acreage or availability in per capita terms. A critical component of the Level of Service Analysis is to provide insight regarding how service levels should change over time given the context and trends of the community. Findings provide direction for the City to plan and are also intended to ensure that a balance of facilities and services are provided uniformly across Marshfield. The establishment of unrealistic Level of Service strategies can create a system that cannot be achieved without substantial investment in land and new facilities. However, Level of Service strategies can and will change over time as the demographics, economics, and politics of a community change.

The Level of Service Analysis considers only those facilities and parks within the limits of the planning area (i.e., within Marshfield City limits). Inventories of both the City facilities and other providers are listed to show the complete picture of facilities available to the general public. Private or membership-based facilities are excluded.

Existing Level of Service levels are listed along with National Recreation and Park Association recommended standards and/or best practices for agencies similar to Marshfield. These best practices are considered along with public/stakeholder input, staff feedback, and consultant observations to produce recommended Level of Service standards for Marshfield. The analysis also includes an assessment of how well the City is achieving these recommended standards currently (based upon the 2018 estimated population) as well as what future needs will be (based upon 2022 population projections).

Within the Level of Service analysis, surrounding service provider's facilities available to residents within the community should be taken into consideration when trying to meet service goals and standards. Following a detailed level of service review, the team identified a variety of additional service providers (reference on page 28) which help provide more complete coverage for Marshfield residents. These facilities increase the total service level to 20.23 acres/1000 residents, adding to the surplus of parkland servicing residents within Marshfield. This surplus is based on a recommended service level standard of 14 acres per thousand residents, which would incorporate additional community parks.

As development of new areas within Marshfield occurs, level of service analysis updates are needed to address coverage of these areas by neighborhood and community level park facilities. In order to maintain a high level of service, the City of Marshfield will need to analyze if a reduction in service is needed in over served areas of the community to allow for acquisition of land for community and neighborhood parks in developing areas to better serve residents. Areas not served by at least one neighborhood park within a ½ mile service radius or the 2 mile radius of a community park will need to be addressed. As development of new facilities occurs, incorporation of new trends and programs is encouraged to provide residents with recreation options and draw residents to visit other park facilities in other areas of the community.

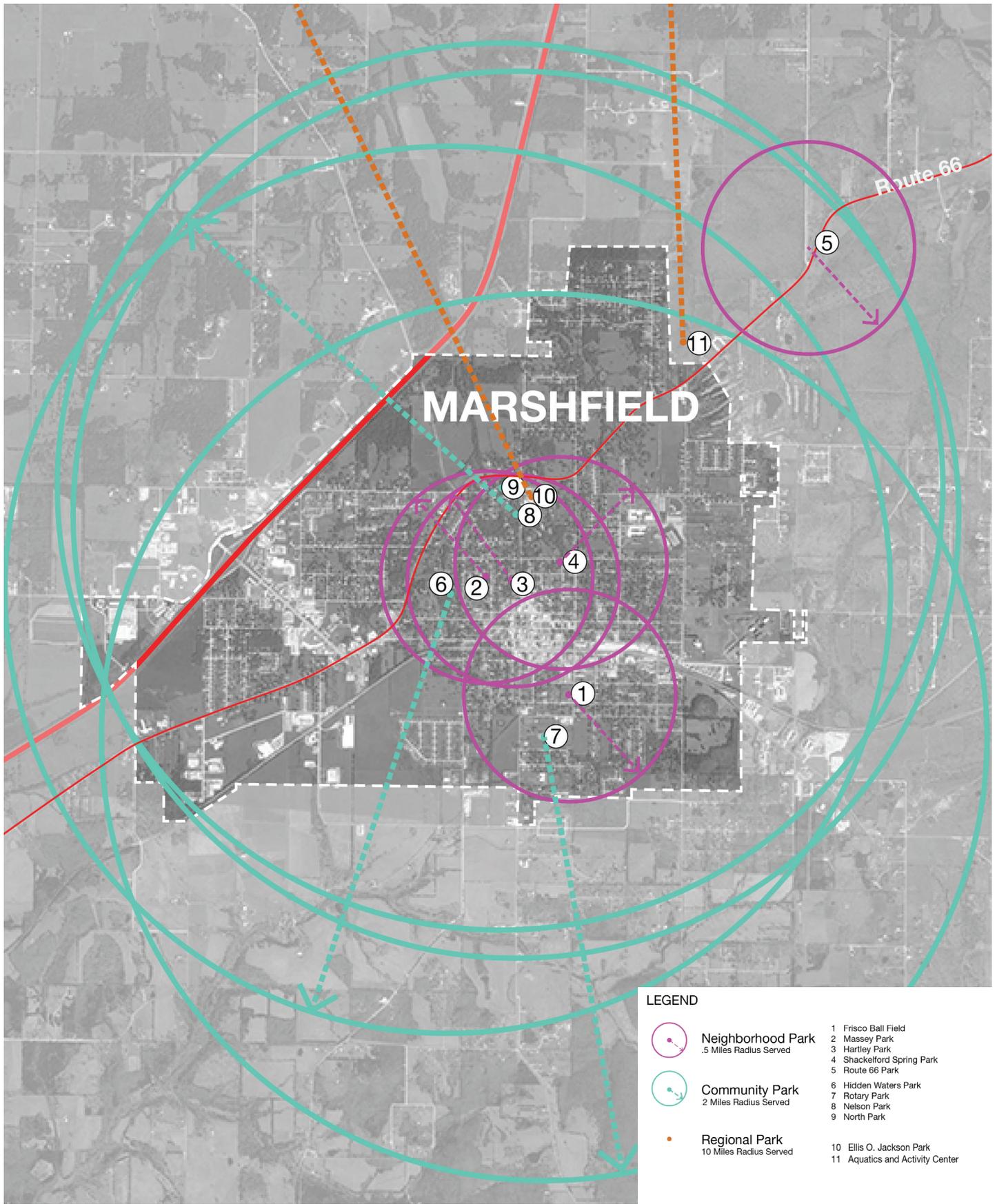


FIGURE 2.7 - Level of Service Map

Parks Facility Inventory

CITY OF MARSHFIELD		Land Acres	Flood Plain (Ac.)	Trail Loop (Mi.)	Accessibility Rating	Activities																												Notes					
						General														Passive							Active												
Facility Name						Entry Signage/Gateways	Parking/Access Drives	Turf/Landscape	Trails (Paved and Nature)	Playgrounds	Picnic Shelters/Pavilions	Handicap Accessibility	Benches	Trash Receptacles	Drinking Fountains	Restrooms	Grills	Picnic Tables	Pergola/Gazebo	Public Art	Ponds/Creek/Lake/Spring	Bridge	Horseshoe Pits	Bocce Courts	Baseball/Backstop	Softball	Football	Rectangular Fields	Open Space/Athletic Play	Basketball/Multi-Use Court	Tennis Court	Pickleball Court	Volleyball Court	Swimming Pools	Splash Pads				
Community Park	Activity Center	49.98	0	0	N/A																																		
	Ellis O. Jackson Park	18.40	0	0	2	X	X	X					X		X														X										
	Hidden Waters Park	11.30	0	0.55	3	X	X	X	X		X	X	X	X	X			X	X		X	X							X										
	Rotary Park	17.25	0	0.67	4	X	X	X	X	X		X	X	X	X	X							X			X	X	X	X	X	X	X							
Neighborhood Park	Route 66 Park	1.60	0			X	X	X																															
	Frisco Ball Field	3.15	0	0	2		X	X						X	X										X	X		X											
	Hartley Park	0.65	0	0	1			X		X								X	X									X											
	Stormwater Detention Facility	0.82	0	0	1			X													X																		
	Massey Park	1.80	0	0.07	4		X	X	X	X	X	X	X	X			X											X	X										
	Nelson Park	4.35	0	0	1			X		X											X	X						X											
	North Park	5.70	0	0	3		X	X	X		X	X	X	X	X	X					X	X							X										
Shackelford Springs Park	0.45	0	0	1			X									X				X																			

Note: This analysis does not include facilities or service levels generated by private entities/schools/parks facilities.

Activity Suitability Matrix

CITY OF MARSHFIELD		Facility Name	Suitable Activities																												Notes								
			General														Passive							Active															
			Entry Signage/Gateways	Parking/Access Drives	Turf/Landscape	Trails (Paved and Nature)	Playgrounds	Picnic Shelters/Pavilions	Handicap Accessibility	Benches	Trash Receptacles	Drinking Fountains	Restrooms	Grills	Picnic Tables	Pergola/Gazebo	Public Art	Ponds/Creek/Lake/Spring	Bridge	Horseshoe Pits	Bocce Courts	Baseball/Backstop	Softball	Football	Rectangular Fields	Open Space/Athletic Play	Basketball/Multi-Use Court	Tennis Court	Pickleball Court	Volleyball Court	Swimming Pools	Splash Pads							
Community Park	Activity Center		X	X	X	X	X	X	X	X	X	X	X	X	X					X	X	X	X	X	X	X	X	X	X	X	X	X	X						
	Ellis O. Jackson Park		X	X	X	X	X	X	X	X	X	X	X	X	X					X	X					X													
	Hidden Waters Park		X	X	X	X		X	X	X	X	X	X		X	X	X		X	X						X											X		
	Rotary Park		X	X	X	X	X	X	X	X	X	X	X	X						X				X	X	X	X	X	X	X	X	X					X		
Neighborhood Park	Route 66 Park		X	X	X			X		X	X	X			X																								
	Frisco Ball Field		X	X	X	X	X	X	X	X	X	X	X	X										X	X	X	X	X		X						X			
	Hartley Park		X	X	X	X	X	X	X	X	X	X		X	X	X			X	X						X	X										X		
	Stormwater Detention Facility		X	X	X	X		X	X	X	X	X	X			X																							
	Massey Park		X	X	X	X	X	X	X	X	X	X	X								X	X					X	X									X		
	Nelson Park		X	X	X	X	X	X	X	X	X	X	X					X	X	X	X						X											X	
	North Park		X	X	X	X	X	X	X	X	X	X	X	X				X	X	X	X						X			X								X	
Shackelford Springs Park		X		X				X	X	X	X	X					X																						

2018 INVENTORY - DEVELOPED FACILITIES													2018 Facility Standards		
Park Type	Units	Marshfield Park Inventory	Schools	State Facilities	Webster County Facilities	Total Inventory	Current Service Level Based upon 2022 Population			Recommended Service Levels; Revised for Local Service Area			Meet Standard / Need Exists	Additional Facilities / Amenities Needed	
Neighborhood Parks	Acre(s)	7.65	-	-	-	7.65	2.16	Acres per	1,000	2.00	acres per	1,000	Meets Standard	-	Acre(s)
Community Parks	Acre(s)	38.6	-	-	-	38.6	6.31	acres per	1,000	5.00	acres per	1,000	Meets Standard	-	Acre(s)
Regional Parks	Acre(s)	68.38	-	-	-	68.38	6.71	acres per	1,000	5.00	acres per	1,000	Meets Standard	-	Acre(s)
School Park	Acre(s)	-	-	-	-	-	-	acres per	1,000	-	acres per	1,000	Meets Standard	-	Acre(s)
Other Maintained Areas	Acre(s)	0.34	-	-	-	0.34	0.05	acres per	1,000	-	acres per	1,000	Meets Standard	-	Acre(s)
TOTAL PARK	Acre(s)	114.97	-	-	-	114.97	-	acres per	1,000	14.00	acres per	1,000	Meets Standard	-	Acre(s)
OUTDOOR AMENITIES:															
Picnic Shelter Small (Under 50)	Site(s)	2.00	-	-	-	2.00	1.00	site per	3,723	1.00	site per	5,000	Meets Standard	-	Site(s)
Picnic Shelter Medium (50-100)	Site(s)	1.00	-	-	-	1.00	1.00	site per	-	1.00	site per	10,000	Meets Standard	-	Site(s)
Picnic Shelter Large (100+)	Site(s)	1.00	-	-	-	1.00	1.00	site per	-	1.00	site per	50,000	Meets Standard	-	Site(s)
City/School Multi-Use Courts	Field(s)	2.00	5.00	-	-	7.00	1.00	court per	1,064	1.00	court per	2,500	Meets Standard	-	Court(s)
Rectangular Field - Youth (Soccer/Football)	Field(s)	3.00	-	-	-	3.00	1.00	field per	2,482	1.00	field per	4,000	Meets Standard	-	Field(s)
Rectangular Field - Adult (Soccer/Football)	Field(s)	-	3.00	-	-	3.00	1.00	field per	-	1.00	field per	10,000	Meets Standard	-	Field(s)
Baseball Field Youth (60ft.)	Field(s)	-	-	-	-	5.00	1.00	field per	-	1.00	field per	4,000	Meets Standard	-	Field(s)
Baseball Field Adult (90ft.)	Field(s)	-	1.00	-	-	1.00	1.00	field per	-	1.00	field per	15,000	Meets Standard	-	Field(s)
Softball Field Youth (250ft.)	Field(s)	-	-	-	-	-	1.00	field per	-	1.00	field per	4,000	Need Exists	2	Field(s)
Softball Field Adult (300ft.)	Field(s)	3.00	-	-	-	3.00	1.00	field per	-	1.00	field per	20,000	Meets Standard	-	Field(s)
Tennis Courts	Court(s)	4.00	-	-	-	4.00	1.00	court per	1,861	1.00	court per	4,000	Meets Standard	-	Court(s)
Playgrounds	Site(s)	3.00	2.00	-	-	5.00	1.00	site per	1,489	1.00	site per	2,500	Meets Standard	-	Site(s)
Off-Leash Area	Site(s)	-	-	-	-	-	1.00	site per	-	1.00	site per	40,000	Need Exists	1	Site(s)
Sand Volleyball Courts	Court(s)	1.00	-	-	-	1.00	1.00	court per	-	1.00	court per	10,000	Meets Standard	-	Court(s)
Hard Trails (Miles)	Mile(s)	1.47	-	-	-	1.47	0.20	miles per	1,000	1.30	miles per	1,000	Need Exists	9	Miles(s)
Soft Trails (Miles)	Mile(s)	0.28	-	-	-	0.28	0.04	miles per	1,000	0.10	miles per	1,000	Need Exists	1	Miles(s)
Outdoor Family Aquatic	Site(s)	-	-	-	-	-	1.00	site per	-	1.00	site per	50,000	Meets Standard	-	Site(s)

2.4 MARSHFIELD PROGRAM ASSESSMENT

Currently Marshfield Program Assessment is limited due to a lack of program staff within the Department. The Department has one person available to provide programs and services to the residents. The duties of the current position involve the following:

- Registration of residents in programs
- Permitting fields for practice and games
- Organizing volunteers to support coaching youth sports some special events
- Developing a summer youth baseball program
- Working with the high school coaches on providing limited programs and clinics for football, basketball, soccer, and softball
- Providing spring and fall soccer leagues for youth
- Spring and summer adult softball leagues

CORE PROGRAMS

To help achieve the mission outlined in the Master Plan, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget
- The program area is offered 3-4 seasons per year
- The program area has wide demographic appeal
- There is a tiered level of skill development available within the program area's offerings
- There is full-time staff responsible for the program area
- There are facilities designed specifically to support the program area
- The agency controls a significant percentage (20% or more) of the local market

EXISTING CORE PROGRAM AREAS

Currently, Marshfield provides various types of programs on a limited basis to include youth sports, adult sports, a few special events, and sports clinics.

Age Segment Analysis

Based on data from the Master Plan, Marshfield’s community is younger when comparing to the national average. Marshfield’s current median age is 36.2 while the U.S. median age is 38.0 years old. The table below shows the percent of population by age segment:

17 & Under	18 - 34	35 - 54	55 & Older
28.6%	28.1%	26.9%	24.3%

Core programs should be aligned with demographics of the City and should be reevaluated yearly as demographics can and will change over the years.

Teenagers can make up a critical user group for parks and recreation departments. This age segment tends to be one of the most elusive in terms of overall participation in programs. It is important to engage teens in recreation offerings to ensure that youth have an opportunity to pose a positive impact in the community. Furthermore, a department that is effective in capturing the teen segment is potentially tapping into strong volunteer resource to aid in the development of future leaders.

With the American population living older and active, there are two different ways to partition the 55 and older age segment. One is to simply segment by age: 55-64; 65-74; and 75+. However, as these age segments are reached, variability of health and wellness can be marked. For example, a 57-year-old may be struggling with rheumatoid arthritis and need different recreation opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.

As programs are developed to meet the needs of all ages and abilities within Marshfield, best practices should address the following items for each program:

- What age segment is being targeted
- What is the message?
- Which marketing methods are most effective for this age segment
- Is a social media campaign necessary?
- What measures of success will be used to determine continued resources are allocated to the effort.

An example of this would be a youth fair in the core program area of Community/Special Events. This would have youth focused activities, a specific message geared towards youth and their most involved parent to entice participation.

PROGRAM LIFECYCLE DISTRIBUTION		
Life Cycle Stage	Description	Best Practice Distribution
Introduction	New programs, modest participation	50 - 60%
Take-Off	Rapid participation growth	
Growth	Moderate, but consistent population growth	
Mature	Slow participation growth	40%
Saturated	Minimal to no participation growth; extreme competition	0 - 10%
Decline	Declining participation	

Program Lifecycle

A Program Lifecycle Analysis involves reviewing each program offered by the City to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the department to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data but, rather, is based on staff members’ knowledge of their program areas. The following table shows best practice distribution for each lifecycle stage.

Staff should complete a Program Lifecycle Analysis (Diagram provided on page 65) on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include annual performance measures for each core program area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

Program Classification

Conducting a classification of services informs how each program serves the overall organization mission, the goals and objectives of each core program area, and how the program should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas, private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

PROS uses a classification method based on three indicators: Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following table describes each of the three PROS program classifications in these terms.

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public Interest: Legal Mandate; Mission alignment	High Public Expectation	High Public Expectation	High Individual and interest group expectation
Financial Sustainability	<ul style="list-style-type: none"> Free, nominal or fee tailored to public needs Requires public funding 	<ul style="list-style-type: none"> Fees cover some direct costs Requires a balance of public funding and a cost recovery target 	<ul style="list-style-type: none"> Fees cover most direct and indirect costs Some public funding as appropriate
Benefits (i.e. health, safety, protection of assets)	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Access	Open access by all	<ul style="list-style-type: none"> Open Access Limited access to specific users 	Limited access to specific users

COST OF SERVICE AND COST RECOVERY

Cost recovery targets should be identified for each Core Program Area, at least, and for specific programs or events where realistic.

Determining cost recovery performance and using it to inform pricing decisions involves a three-step process:

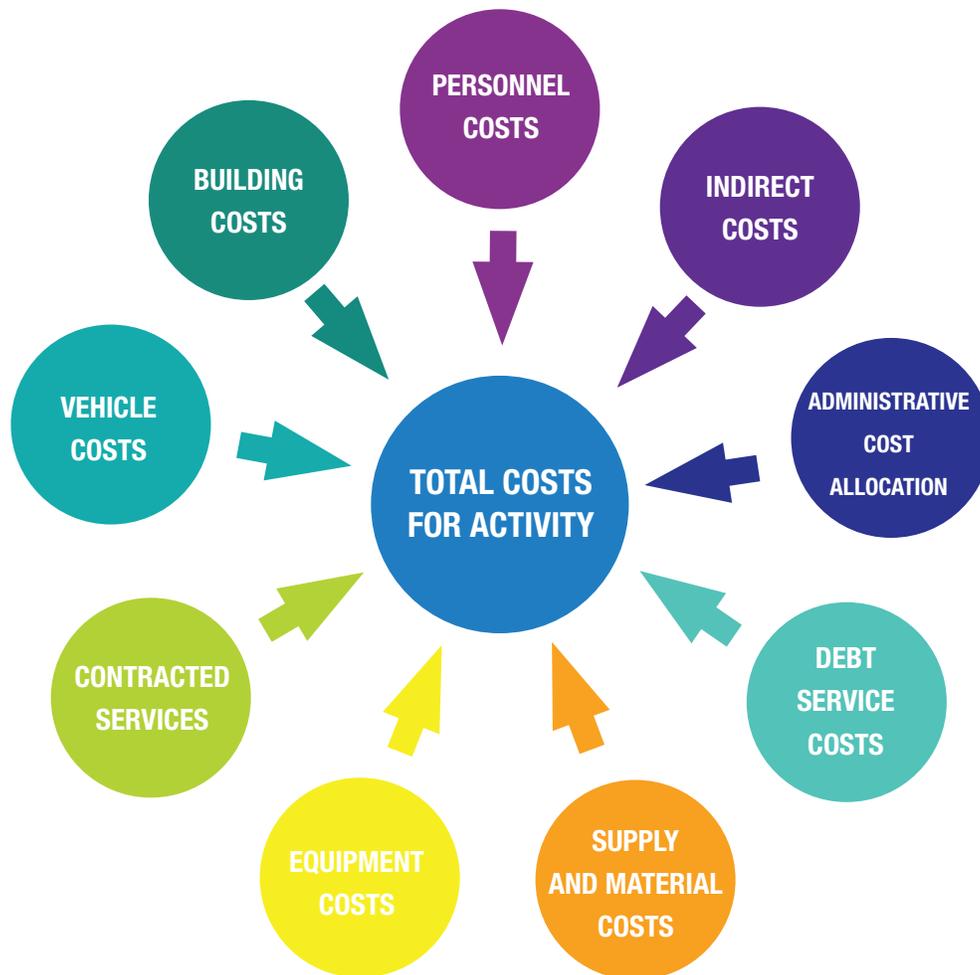
1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost of Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps, and adjust program prices accordingly.

The following provide more detail on steps 2 & 3.

Understanding the Full Cost of Service

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department's program staff should be trained on this process.

A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but provides information that can be used to price programs based upon accurate delivery costs. The figure below illustrates the common types of costs that must be accounted for in a Cost of Service Analysis:



The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost of Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the city between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus private good. Programs providing public benefits (i.e. essential programs) should be subsidized more by the City; programs providing private benefits (i.e., value-added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Description	<ul style="list-style-type: none"> • Part of the organizational mission • Serves a majority of the community • “We must offer this program” 	<ul style="list-style-type: none"> • Important to the community • Serves large portions of the community • “We should offer this program” 	<ul style="list-style-type: none"> • Enhance community offerings • Serves niche groups • “It is nice to offer this program”
Desired Cost Recovery	None to moderate	Moderate	High to complete
Desired Subsidy	High to complete	Moderate	Little to none

Programs in the Essential category are critical to achieving the organizational mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization. Programs falling into the Important or Value-Added classifications generally represent programs that receive lower priority for subsidization. Important programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall). Value Added programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

2.5 BENCHMARKING

INTRODUCTION

The Marshfield Department of Recreation hired the consultant team to assist in the development of a business plan to increase recreation activities within the department. A key component of the Business Plan is conducting a Service Provider Assessment. The purpose of this Service Provider Assessment is to identify similar service providers of recreation activities within the Marshfield service area. Similar providers would be any public or private organization that offers one or several recreation activities. The recreation activities examined within this report include; Archery, basketball, volleyball, indoor aquatics, indoor walking tracks, youth gymnastics, senior fitness programming, indoor tennis, indoor skate parks, indoor ice skating, indoor rock climbing, indoor racquetball, and farmers' markets. This would include such organizations as the Springfield Park Board, Marshfield School Corporation, local YMCAs, as well as many other private companies providing similar recreation offerings.

This type of analysis then allows the Marshfield Department of Recreation to identify which amenities and areas of recreation have the strongest need within the service area.

LOCAL RECREATION SERVICE PROVIDERS

The search yielded a variety of recreational service providers within the Marshfield service area. This list of service providers was used to research key comparable features, such as location, service offerings, pricing, and amenities. Not all facilities made this information readily available to our research team. All data was obtained directly from each facility's official website or from an on-site facility representative via phone/email.



FIGURE 2.8 - Example of Neighborhood Park - Massey Park



FIGURE 2.9 - Example of Community Park - Rotary Park

LOCAL SERVICE PROVIDERS	MONTHLY MEMBERSHIP COST	ADDITIONAL FEES
True Fitness Center	\$35	\$25 (Annual) + \$10 Access Card
Community Fitness Center	-	-
Poe Crossfit	\$10	\$0
Marshfield Fitness	\$50	\$0
Tumble Express	\$35/ week (1 session per week)	N/A
MotoMe Life Studio	-	-

(-) Unable to contact businesses to receive information regarding membership pricing.

MARSHFIELD AREA RECREATION PROVIDERS

Provider	Activity Type	Location	Time from Marshfield	Distance from Marshfield
Compton Hollow Conservation Area	Archery / Hunting / Trails	270 County Line Road Rogersville, MO 65742	29 Minutes	24.8 miles
The Courts	Sports Complex	4136 East Kearney Street Springfield, MO 65803	24 Minutes	20 Miles
Cox Fitness Center	Indoor Track / Senior Programming	1423 North Jefferson Ave Springfield, MO 65802	35 Minutes	26.1 Miles
Fair Grove Farmers Market	Farmers Market	38 South Main Street Fair Grove, MO 65648	23 Minutes	16.2 Miles
Fieldhouse Sportcenter	Recreation Center	2235 West Kingsley Street Springfield, MO 65807	39 Minutes	35.2 Miles
Genesis Health Club - Springfield North	Indoor Racquetball	1828 N Glenstone Ave Springfield, MO 65804	30 Minutes	24.9 Miles
Genesis Health Club - Springfield South	Indoor Aquatics	1249 East Battlefield Springfield, MO 65804	35 Minutes	29.9 Miles
Lake Country Soccer Complex	Indoor Soccer Complex	2334 East Pythian Street Springfield, MO 65802	30 Minutes	25.4 Miles
Marshfield First Baptist Church	Indoor Basketball	1001 S White Oak Rd Marshfield, MO 65706	1 Minute	.8 Mile
Marshfield High School	Indoor Basketball / Volleyball	370 State Hwy DD Marshfield, MO 65706	4 Minutes	1.9 Miles
Marshfield Middle School	Indoor Basketball / Volleyball	660 N Locust Street Marshfield, MO 65706	4 Minutes	1.5 Miles
Mediacom Ice Park - Springfield P & R	Ice Rink	635 East Trafficway St Springfield, MO	37 Minutes	27 Miles
Springfield Gymnastics & Aquatics Center	Aquatic Center	529 S. Cavalier Ave Springfield, MO 65802	29 Minutes	24.6 Miles
Springfield Park Board	Parks & Recreation	1923 N Weller Avenue Springfield, MO	32 Minutes	24.4 Miles
Springfield Skate Park	Skate Park	945 W Meadowmere St Springfield, MO	42 Minutes	30.4 Miles
The Tumble Express	Fitness / Tumbling / CrossFit	900 W Washington St Marshfield, MO 658903	3 Minutes	1.3 Miles
Wild Idea Archery	Archery	877 E Steel Street Seymour, MO 65746	22 Minutes	19 Miles
YMCA - Ozarks Family Branch	Nonprofit Recreation Center	122 E Washington Street Seymour, MO 65746	23 Minutes	19 Miles
YMCA - Pearson Ward Branch	Nonprofit Recreation Center	417 S Jefferson Ave Springfield, MO	35 Minutes	27.8 Miles
YMCA - Pat Jones Branch	Nonprofit Recreation Center	1901 E Republic Rd Springfield, MO	35 Minutes	31.3 Miles

RECREATION PROGRAM OFFERINGS

To show a comparison between the recreation providers, sixteen different activities were used for this analysis; archery, youth and adult basketball, youth and adult soccer, youth and adult volleyball, indoor aquatics, indoor walking track, senior programming, youth gymnastics, indoor tennis, indoor ice skating, indoor skateboarding and BMX, indoor climbing wall, indoor racquetball, and farmers' markets. In analyzing the activity offerings, the Springfield Park Board included the most activities (13), while several providers only have one offering.

The two most provided recreation services within the area are youth basketball and indoor aquatics, with seven (33%) agencies providing these services.

RECREATION OFFERINGS	Archery	Youth Basketball	Youth Soccer	Youth Volleyball	Adult Basketball	Adult Soccer	Adult Volleyball	Indoor Aquatics	Indoor Walking Track	Senior Programming	Kids Gymnastics / Tumbling	Indoor Tennis	Indoor Skating	Indoor Climbing Wall	Indoor Pickleball / Racquetball	Farmers Market
Compton Hollow Conservation Area	X															
The Courts		X		X											X	
Cox Fitness Center									X	X						
Fair Grove Farmers Market																X
Fieldhouse Sportcenter		X		X												
Genesis Health Club - Springfield North															X	
Genesis Health Club - Springfield South								X								
Lake Country Soccer Complex			X			X										
Marshfield First Baptist Church		X			X											
Marshfield Middle School		X		X												
Marshfield High School		X		X												
Mediacom Ice park													X			
Springfield Gymnastics and Aquatics								X			X					
Springfield Park Board	X	X	X	X	X	X	X	X	X	X		X	X	X		
Springfield Skate Park													X			
Tumble Express											X					
Wild Idea Archery	X															
YMCA - Ozarks Family Branch								X			X					
YMCA - Pearson Ward Branch					X			X	X					X	X	
YMCA - Pat Jones Branch		X	X	X	X			X	X	X	X					

INDOOR AQUATIC RATES

During this assessment, four different fees were examined; single monthly membership rates, family monthly membership rates, single use fees for adults, and the cost of group swim lessons.

INDOOR AQUATIC PRICING				
Agency	Aquatic Single Membership Monthly Cost	Aquatic Family Membership Monthly Cost	Adult Single Use Fee	Group Lessons Fee
Foster Recreation Center	Faculty and Staff: \$18 Family Members: \$26	N/A	\$7	6 Sessions: \$40 Members \$50 Non-Members
Genesis Health Club - Springfield South	\$30	\$50	\$5	Included in Membership
Springfield Gymnastics & Aquatics	N/A	N/A	\$5	8 Sessions: \$92
Springfield Park Board: Doling Aquatic Center, Chesterfield Family & Aquatic Center	\$32	\$49.50	\$3	6 Sessions: \$40 Members \$50 Non-Members
YMCA	\$34	\$50	N/A	8 Sessions: \$30 Members \$65 Non-Members

KEY TAKEAWAYS

Avg. Single Membership: \$28 / Month

Avg. Family Membership: \$50 / Month

Avg. Adult Single-Use Cost: \$5 / Visit

Avg. Group Swimming Lesson: \$7.60 / Lesson

INDOOR BASKETBALL / VOLLEYBALL RATES

The facilities that offer indoor basketball and volleyball leagues charge the same price for each sport. The following table is a comparison of indoor sport league fees as well as court rental rates. The Marshfield School Corporation does not rent out facilities by the hour, but by the day.

BASKETBALL / VOLLEYBALL LEAGUE AND COURT RENTAL PRICING		
Agency	Basketball / Volleyball League Rate	Court Rental Rate
The Courts	8-10 Games: \$375 per Team	Full Court: \$10 / Hour
Fieldhouse Sportcenter	8-10 Games: \$300-\$375 per Team	Full Court: \$25 / Hour
Marshfield First Baptist Church	N/A	N/A, Open Gym
Marshfield Middle School	N/A	Youth Groups: \$75 Community Groups: \$110 Private Organizations: \$190
Springfield Board Park	6 Games: \$45	Half Court: \$30 / Hour Full Court: \$50 / Hour

KEY TAKEAWAYS

Avg. League Cost: \$331 / Team

Avg. League Cost: \$47 / Person

Avg. Full Court Rental: \$28 / Hour

Avg. Full Court Rental: \$125 / Day

TUMBLING / GYMNASTICS

The table below list the agencies that provide gymnastics in the region and includes a program drop in rate, a membership rate, a session rate, a monthly rate and a weekly rate. These vary based on the skill level of the gymnast involved and how competitive they are in the sport.

TUMBLING / GYMNASTICS		
Agency	Membership Rate	Drop-In Rate
Springfield Gymnastics & Aquatics	\$92 for 8 sessions	\$5 (For facility use)
Tumble Express	\$35 / Month (1 session per week)	N/A
YMCA	1 time / week: \$60 / \$105 2 times / week: \$110 / \$200 3 times / week: \$160 / \$250	N/A

KEY TAKEAWAYS

Avg. Session Cost:
\$16.80 / Session

Single-Use gymnastic sessions are not available

MISCELLANEOUS INDOOR SPORTS FEES

Additional indoor recreation options within the service area include; indoor archery, racquetball, soccer, ice-skating, and an indoor skate and BMX park.

MISCELLANEOUS INDOOR SPORT FEES				
Agency	Activity	League / Membership Cost	Single Use Fee	Facility Rental Rate
Genesis Health Club - Springfield North	Racquetball	\$30 / Month	\$5	N/A
Lake Country Soccer Complex	Soccer	\$600 / Team	N/A	\$60 / Hour
Springfield State Park	BMX, Skateboard Park	\$25 / Year	\$5 / \$10	\$150 / 2.5 Hours
Mediacom Ice Park	Ice Skating	Adult: \$120 / Year Youth: \$100 / Year Senior: \$100 / Year	Adults: \$6 Youth: \$5 Senior: \$5	\$250 / Hour
Springfield Park Board	Archery	\$15 / Month	\$5	N/A

KEY TAKEAWAYS

Avg. Facility Rental Cost:
\$123 / Hour

Avg. Sport Membership:
\$12.28 / Month

SPRINGFIELD PARK BOARD PRICING: DOLING & CHESTERFIELD CENTERS

During this assessment, four different fees were examined; single monthly membership rates, family monthly membership rates, single use fees for adults, and the cost of group swim lessons.

SPRINGFIELD PARK BOARD PRICING - DOLING, CHESTERFIELD			
Membership Type	Monthly Membership Rate	Annual Membership Rate	Day Pass
Adult	\$32	\$320	\$8
Family	\$49.50	\$495	\$22
Senior	\$21.50	\$215	\$6
Senior Couple	\$32	\$320	N/A
Corporate Adult	\$29	\$290	N/A
Corporate Family	\$45.50	\$455	N/A

KEY TAKEAWAYS

Avg. Membership Cost:
\$34.92 / Month

Avg. Membership Cost:
\$349.17 / Year

YMCA PRICING

There are three YMCA facilities within the Marshfield service area. While these YMCAs offer different recreation options, the pricing at all these facilities is the same. YMCA provides the second most recreation options behind the Springfield Park Board. The following table is a breakdown of the different membership options within the service area.

YMCA PRICING		
Membership Type	Monthly Membership Rate	Day Pass
Adult	\$34	\$30
College Student	\$20	\$0
Youth	\$17	\$0
Senior	\$24	\$10
Family	\$50	\$50
Single Adult Family	\$44	\$50
Adult Couple	\$44	\$50
Senior Couple	\$33	\$15

KEY TAKEAWAYS

Average Membership Cost:
\$33.25 / Month

COOPER TENNIS COMPLEX-SPRINGFIELD PARK BOARD

The Cooper Tennis Complex offers both indoor and outdoor tennis courts. While operated by the Springfield Park Board, the Cooper Tennis Complex is a separate membership from their other fitness facilities. The following table is a breakdown of their membership pricing options.

COOPER TENNIS COMPLEX PRICING - SPRINGFIELD PARKS AND RECREATION	
Membership Type	Membership Rate
Adult Annual	\$440
Youth Annual	\$240
Family Annual	\$605
Court Hourly Rental	\$6

KEY TAKEAWAYS

Avg. Membership Rate:
\$35.69 / Month

Court Rental Rate: \$6 / Hour

COX FITNESS CENTER

The Cox Fitness Center is one of only three facilities within the service area that offers both an indoor walking track and senior fitness programming. The following table is a breakdown of their different membership pricing options.

COX FITNESS CENTER		
Membership Type	Monthly Membership Rate	Joining Fee
Single Monthly	\$36	\$50
Single 3 Month	\$150	\$50
Single 6 Month	\$285	\$50
Single 1 Year	\$360	\$50
Senior Monthly	\$21	\$25
Senior 3 Month	\$90	\$25
Senior 6 Month	\$165	\$25
Senior 1 Year	\$210	\$25

KEY TAKEAWAYS

**Avg. Membership Cost:
\$32.44 / Month**

LOCAL HEALTH CLUB PRICING

There are additional health clubs identified in Marshfield providing a range of services and programs. The following table is a breakdown of the different membership pricing options.

LOCAL HEALTH CLUB PRICING			
Location	Single Monthly Membership Rate	Joint Monthly Membership Rate	Enrollment Fee
True Fitness	\$35	\$20	\$25 (Annual) + \$10 Access card
Poe Crossfit	\$10		No Enrollment
Marshfield Fitness	\$50	\$30	\$0

KEY TAKEAWAYS

**Average Membership Cost:
\$29.00 / Month**

SUMMARY

Based on findings from the service provider assessment, overall the recreation market surrounding Marshfield is rather diverse, but currently lacks some indoor activities.

RECREATION OFFERINGS

- 33% of Recreation Providers have indoor aquatic facilities
- 33% of Recreation Providers have indoor basketball courts
- 29% of Recreation Providers offer indoor youth volleyball
- 19% of Recreation Providers offer youth gymnastics or tumbling

RECREATION PRICING

- Average Single Monthly Membership Rate is \$33.73/ Month
- Average Family Monthly Membership Rate is \$49.98/ Month

RECREATION DEFICIENCIES

- Only two Recreation Providers for indoor archery (Springfield Park Board), Compton Hollow, and Wild Idea Archery are outdoor facilities
- Only one Recreation Provider for adult volleyball leagues
- Only one Farmers Market within the service area
- Only one Recreation Provider for indoor tennis

3

RECOMMENDATIONS

3.1 BIG IDEAS

In developing the Vision Statement and the Needs Assessment, a series of Big Ideas surfaced that became the inspiration and element of measure for the remaining components of the Parks & Recreation Master Plan. Simple, understandable, and action-oriented, these Big Ideas collectively encompass all of the issues and opportunities that Marshfield faces as it embarks on implementation of this plan over the next several years. As illustrated in the Implementation Matrix (Pages 52 - 67), each of the Plan Recommendations are aligned with at least one, and often several Big Ideas.



ECONOMICS: Leverage proximity and visibility of parks system for long term economic benefit.



CONNECTION: Provide access to high quality park facilities throughout the City.



PROGRAMMING: Provide high quality, diverse programs and services.



VISIBILITY: Improve awareness and visibility of park facilities and programs, through improved aesthetics, signage and communications with the community and residents.



HEALTH: Promote health and wellness as a City wide priority.



POPULATION: Serve all generations and socio-economic populations, through equitable geographic distribution of park facilities and services.

Based on the survey results, discussions with the community and City leadership, evaluation of existing facilities, and analysis of market data and trends, a series of specific recommendations have been developed to position the community to achieve long-term success in the delivery of parks and recreation services. The recommendations that follow are grouped into six categories:

- Financial Recommendations
- Facility Recommendations
- Operations and Programs Recommendations
- Partnership and Tourism Recommendations
- Governance Recommendations
- Capital Improvement Plan Recommendations

3.2 FINANCIAL RECOMMENDATIONS

GOAL: CREATE RESILIENT, DIVERSE, STABLE, AND PREDICTABLE FUNDING AND EARNED REVENUE STRATEGIES TO PROVIDE THE NECESSARY RESOURCES REQUIRED TO BUILD, MAINTAIN, AND OPERATE A SYSTEM OF PARKS AND PROGRAMS IN THE COMMUNITY.

The City needs to have a set parks and recreation budget in order to attract a qualified Parks and Recreation Director. The following recommendations are outlined to achieve a well balanced parks and recreation department.

- Classify recreation services for the future as core essential, important, or value added.
- Develop a pricing policy based on the level of public and private good of a service along with a pricing plan for all recreation services provided based on a cost recovery goal.
- Establish a recreation service fee for capital improvements that is dedicated to updating and building recreation facilities such as a youth sports complex, adding in additional trail miles, concession facilities, and revenue producing sports amenities.
- Design and program accessible, convenient, safe, beautiful, and multi-functional parks, public spaces, and natural and historic places that support programs and passive uses.
- Seek to institute additional 1/2 cent sales tax to support operations of the parks and recreation system. Additionally, consider a food and beverage tax of \$.01 on fast food and restaurants and bars that serve food.
- Consider development and implementation of a business plan for the fairgrounds to maximize use and revenue to the site. Incorporate ticket sales options at the fairgrounds, parking fees, and gate fees where appropriate for events.
- Use lodging taxes to fund revenue producing facilities that will attract sports tourism into the community.
- Contract with a grant writer to seek Land and Water Funds for park development, trail development, summer camp food program, and other statewide funding sources from the Missouri Department of Natural Resources.
- Establish a park foundation to financially support park related programs.
- Develop a partnership policy with the school district on development and management of sports fields in the community.
- Seek Community Development Block Grants focusing on human services enhancements, economic development, anti-poverty strategies, etc.
- Consider a land lease for a bike/RV campground along Route 66 utilizing private money to develop and operate or seek funding from H.R. 5158 funds from the national scenic byways program to develop and operate the campground.

3.3 FACILITY RECOMMENDATIONS

GOAL: EXPAND AND IMPROVE PARK FACILITIES

Extend Stays

- Incorporate restrooms, drinking fountains, park benches, shelters, and loop trails where feasible to extend users' visit times within the park.
- Continue to evaluate trends in parks and recreation to incorporate and refresh user experiences and allow for different experiences in each park facility such as pump track area, ropes/zip line course, climbing wall, mini-golf, team building obstacle course, etc.

Improve Accessibility

- Conduct an accessibility study for the City's parks and recreation areas. This study should identify non-compliance with current Federal Americans with Disabilities Act (ADA) guidelines and prioritize remedial action. All future development including new parks and other amenities such as the new Aquatics facility shall comply with these ADA standards.

Connectivity

- Develop and implement a trails Master Plan that addresses connectivity and accessibility throughout the community, including Route 66 and Trans America Trail (see growth plan). Measurable walking distances should be provided where appropriate.
- Evaluate opportunities to incorporate sharrows, bicycle boulevards, or other improvements to create bicycle corridors.



FIGURE 3.1- Sharrow

Identity

- Develop a Parks Signage Master Plan to enhance wayfinding, identification, and information signage throughout the parks system.
- Create a Site Furnishing Standard guideline for the parks system. Site furnishings should include: lighting, benches, trash receptacles, recycle receptacles, pet waste stations, pet water fountains, drinking fountains, etc.
- Establish guidelines for future playground improvements that incorporate a standard replacement timeline between 15-25 years from installation on equipment.
- Consider the variation in age ranges when incorporating new facilities and equipment.
- Integrate elements such as public and environmental art, environmental learning stations, and nature play into different program and park locations.
- Incorporate additional programming into under utilized parks.
- Update the design of sports fields to ensure they represent the best of Marshfield.

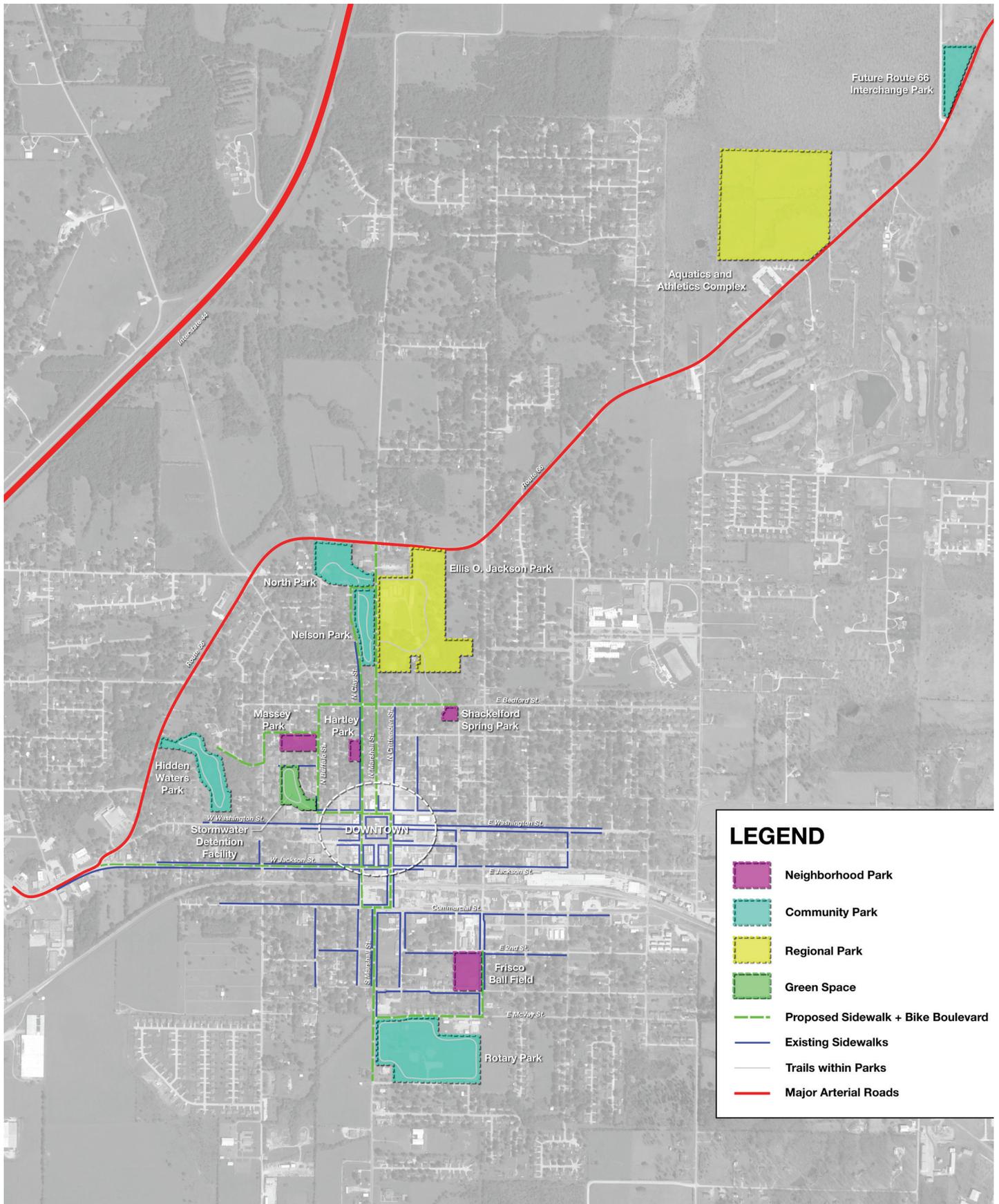


FIGURE 3.1 - Marshfield Park Connections Map

3.4 PARK IMPROVEMENT RECOMMENDATIONS

ELLIS O. JACKSON PARK

- Incorporate site furnishings based on City Furnishing Standards developed for Marshfield Parks.
- Enclose small arena and add more stalls and restrooms. Add concrete floor / bring in dirt for events when needed.
- Update aging bleachers and provide covering over existing outdoor arena with 2-way stage and outdoor amphitheater to the west.
- Construct new multi-use facility with concessions on the south end of building. New restrooms adjacent to Brooks Barn.
- Install the disc golf course as part of the North, Nelson, and Ellis O. Jackson Park.
- Develop a flexible plaza space on N. Marshall Road that can be shut down/gated periodically to accommodate food truck festivals, fair vendors, and other civic gatherings and events.
- Provide loop trail and sidewalk connections to amenities as necessary. Make connections between Ellis O. Jackson and Nelson Parks to promote larger usage of the park spaces.
- Provide public WiFi during events.
- Talk to Army Corps of Engineers about adding Culvert System over existing creek.
- Add heating, ventilation, and air conditioning system to Ellis O. Jackson Building for climate control.
- Renovate the existing pool house building into a hostel and campground site with restrooms, a bike shop, and incorporate bike lockers to further support bicycle tourism along the Historic Route 66 and Trans America Trail bicycle routes.
- Preserve open space to allow for flexible events and gatherings.

Disc Golf Course (5 of 18 holes)	\$10,000 - \$15,000
Improved Walkways / Loop Trail / Plaza Spaces	\$700,000 - \$750,000
Flexible Amphitheater	\$250,000 - \$350,000
New Building / Restroom Facility	\$975,000 - \$1,300,000
Campground	\$50,000 - \$75,000
Enclosed Arena	\$2,000,000 - \$4,000,000
Arena Improvements	\$90,000 - \$110,000
Renovated Pool House	\$250,000 - \$400,000
<i>Soft Costs / Design (+/- 25%)</i>	<i>\$1,081,250 - \$1,750,000</i>
<i>Contingency (15%)</i>	<i>\$648,750 - \$1,050,000</i>
TOTAL	\$6,055,000 - \$9,800,000

CHARACTER IMAGES





NORTH PARK

- Install the disc golf course as part of the North, Nelson, and Ellis O. Jackson Parks.
- Provide a nature playground adjacent to the creek area.
- Provide loop trail and sidewalk connections to Nelson and Ellis O. Jackson Parks.

Disc Golf Course (6 of 18 holes)	\$15,000 - \$20,000
Playground	\$150,000 - \$300,000
Loop Trail	\$105,000 - \$115,000
<i>Soft Costs / Design (+/- 25%)</i>	\$67,500 - \$108,750
<i>Contingency (15%)</i>	\$40,500 - \$65,250
TOTAL	\$378,000 - \$609,000

CHARACTER IMAGES





NELSON PARK

- Install the disc golf course as part of the North, Nelson, and Ellis O. Jackson Parks.
- Provide loop trail and sidewalk connections to North and Nelson Parks.
- Develop a flexible plaza space on N. Marshall Road that can be shut down/gated periodically to accommodate food truck festivals, fair vendors, and other civic gatherings and events.

Disc Golf Course (7 of 18 holes)	\$17,500 - \$23,500
Loop Trail	\$125,000 - \$135,000
Parking Removal + Plaza/Gathering Area	\$195,000 - \$200,000
<i>Soft Costs / Design (+/- 25%)</i>	\$84,375 - \$89,625
<i>Contingency (15%)</i>	\$50,625 - \$53,775
TOTAL	\$472,500 - \$501,900

CHARACTER IMAGES





HIDDEN WATERS PARK

- Integrate art installations along the soft surface trail to expand the existing garden walk.
- Incorporate a nature playground along existing trails.
- Provide additional lighting and drinking fountain at existing cabin.
- Provide an outdoor classroom/pavilion with interpretive signage to create opportunities to support garden clubs and children's groups visiting the site.
- Integrate Trail of Tears Historical Signage Marker.

Art Installations	Varies
Nature Playground	\$140,000 - \$200,000
Outdoor Classroom/Pavilion	\$180,000 - \$250,000
White Gardens/Landscape	\$120,000 - \$210,000
Electrical/Lighting/Amenities Improvements	To Be Determined.
Visitors Center	To Be Determined
Trail of Tears Historical Signage Marker	\$4,000 - \$6,000
<i>Soft Costs / Design (+/- 25%)</i>	\$111,000 - \$166,500
<i>Contingency (15%)</i>	\$66,600 - \$99,900
TOTAL	\$621,600 - \$932,400

CHARACTER IMAGES





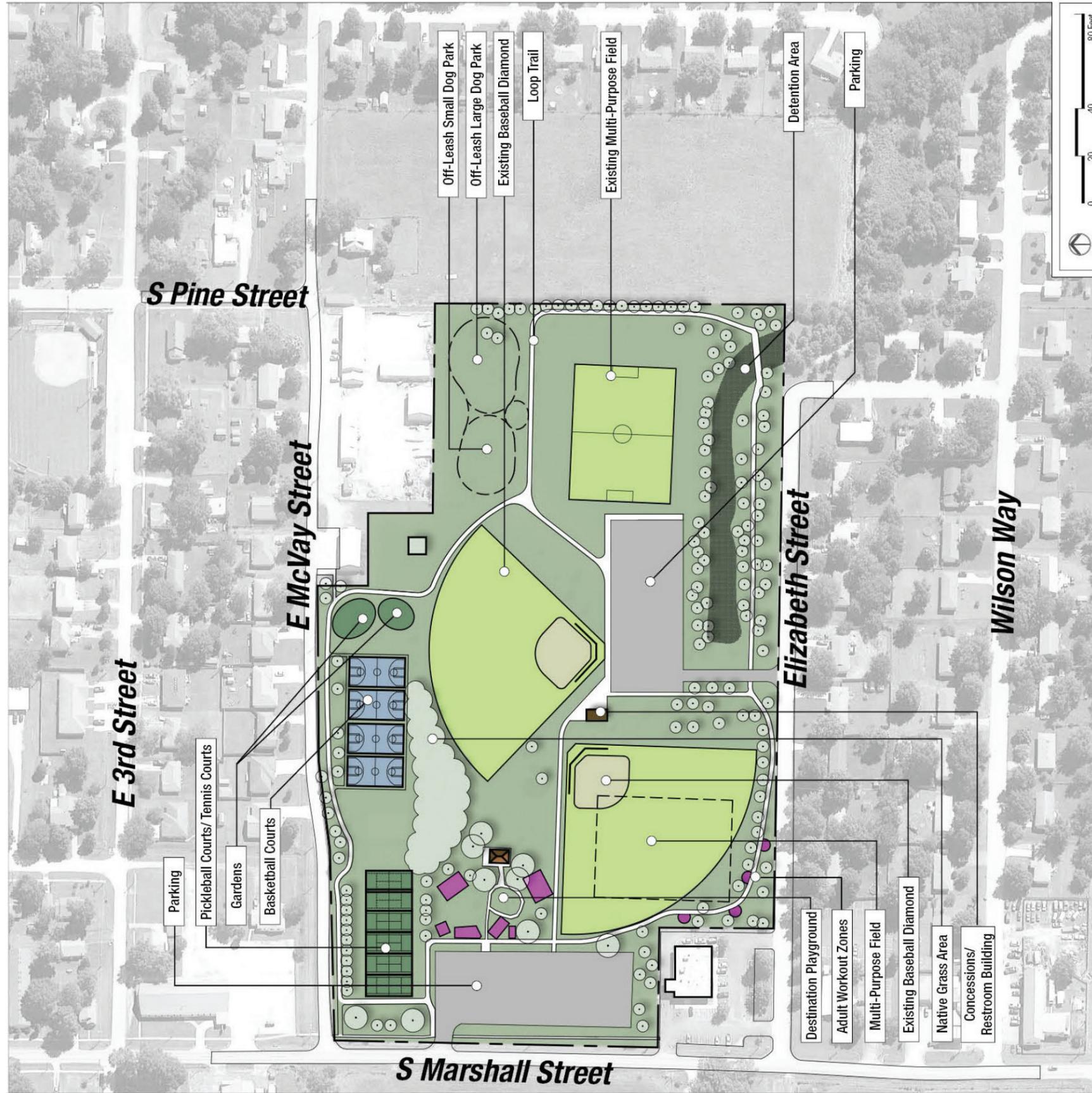
ROTARY PARK

- Incorporate public gardens to enhance the parks aesthetics and provide a quiet location for contemplation.
- Renovate playground elements at the end of their life cycle - consider combining playground elements into a single pad. Incorporate additional elements to create a large destination playground for residents to enjoy. Additional elements to be incorporated should include fully accessible options.
- After new tennis courts are constructed in partnership with Marshfield Schools, incorporate pickleball courts.
- Renovate existing baseball diamonds/multi-use fields to bring up-to-date and support larger events.
- Pave existing parking lot to support larger events and gatherings.
- Expand the trail.
- Improve lighting and security cameras along the southeast side of the trail.
- Replace basketball courts.
- Remove horseshoe pits.
- Incorporate adult workout zones.

Improve Existing Playground	\$125,000 - \$175,000
Pickleball Courts	\$100,000 - \$150,000
Parking Lot Paving	\$325,000 - \$375,000
Renovate Baseball Diamonds / Multi-Purpose Fields	Varies
Incorporate Public Gardens	Varies
Expand Trail	\$75,000 - \$80,000
Improve Lighting and Security Cameras	Varies
Replace Basketball Courts	\$160,000 - \$200,000
Relocate Dog Park	\$15,000 - \$20,000
Incorporate Adult Workout Zones	\$25,000 - \$40,000
<i>Soft Costs / Design (+/- 25%)</i>	\$206,250 - \$260,000
<i>Contingency (15%)</i>	\$123,750 - \$156,000
TOTAL	\$1,155,000 - \$1,222,000

CHARACTER IMAGES





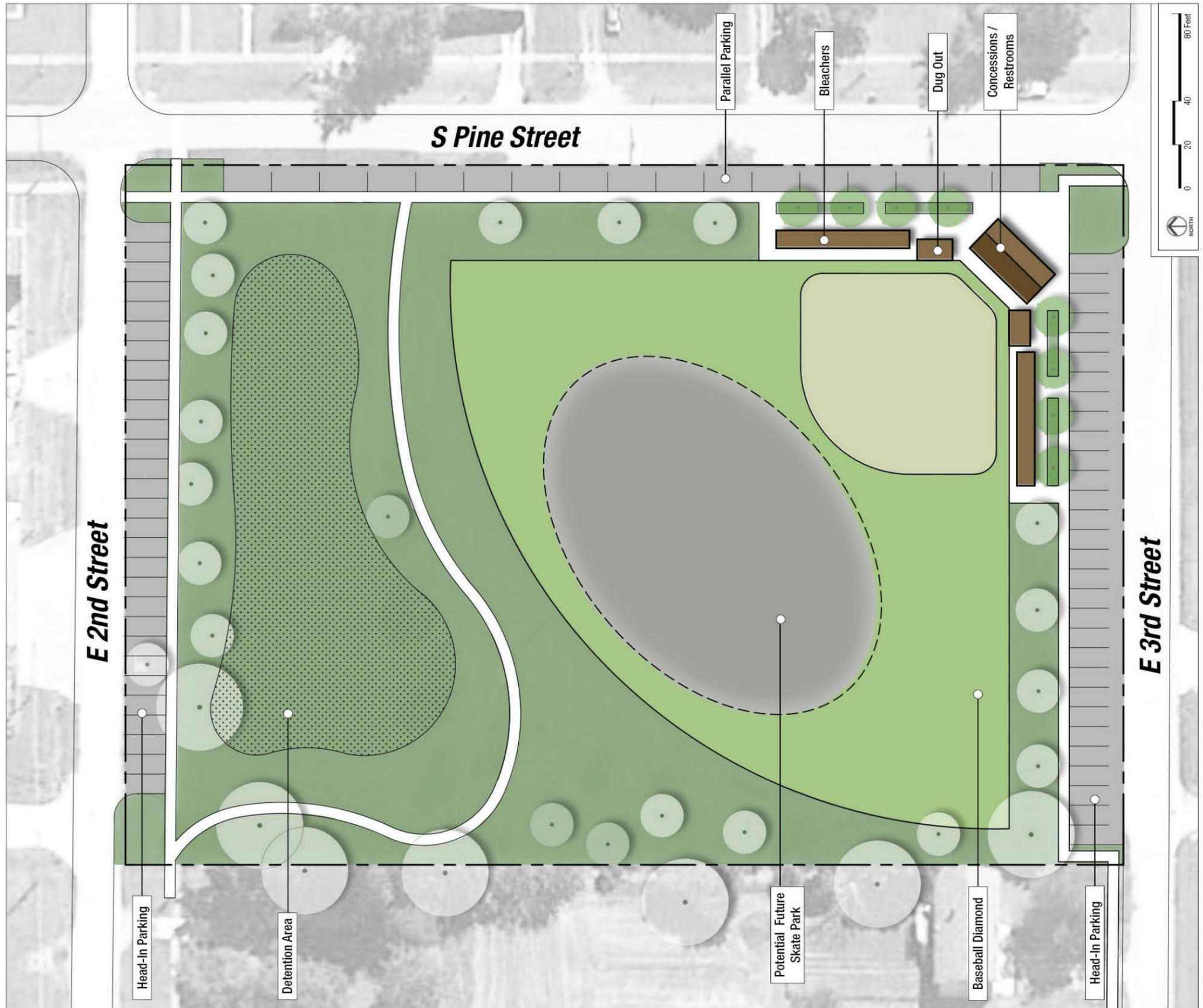
FRISCO BALL FIELD

- Renovate and update the concessions and restroom facility to meet current codes and current ADA Guidelines.
- Update fencing, bleachers, dugouts, lighting, and allow for flexible fencing to support multi-purpose fields. Incorporate a playground to support families during games.
- Consider incorporation of a skate park once the baseball field is no longer needed.

Renovate Concessions/Restrooms	\$70,000 - \$100,000
Renovate Existing Baseball Elements	\$125,000 - \$175,000
Skate Park	\$100,000 - \$150,000
Walkways	\$65,000 - \$75,000
Expanded Parking	\$240,000 - \$260,000
<i>Soft Costs / Design (+/- 25%)</i>	\$150,000 - \$190,000
<i>Contingency (15%)</i>	\$90,000 - \$114,000
TOTAL	\$840,000 - \$1,064,000

CHARACTER IMAGES





MASSEY PARK

- Renovate existing basketball court to allow for multi-use court.
- Renovate playground and surfacing at the end of its life cycle – consider combining playground elements into a single pad and eliminating fall zone conflicts of equipment adjacent to pedestrian walkways.
- Replace and expand existing site furnishings according to Marshfield Site Furnishing Standard at the end of furnishing life cycle.
- Expand parking options along W. Burford Street.
- Provide bocce ball court, horseshoe pits, and yard games to provide additional activities.
- Incorporate a restroom and water fountains to promote extended stays and gatherings.
- Provide loop trail and sidewalk connections to playground area and around perimeter of park.

Basketball Court Renovation	\$40,000 - \$50,000
Playground	\$150,000 - \$300,000
Expand Parking along Burford Street	\$45,000 - \$55,000
Yard Games	\$3,000 - \$7,500
Walkway Improvements	\$25,000 - \$35,000
Improved Facilities (Restrooms + Furnishings)	\$225,000 - \$275,000
<i>Soft Costs / Design (+/- 25%)</i>	\$122,000 - \$180,625
<i>Contingency (15%)</i>	\$73,200 - \$108,375
TOTAL	\$683,200 - \$1,011,500

CHARACTER IMAGES





HARTLEY PARK

- Replace and expand existing site furnishings according to Marshfield Site Furnishing Standard at the end of furnishing life cycle.
- Renovate playground and surfacing at the end of its life cycle – consider combining playground elements into a single pad.
- Provide loop trail and sidewalk connections to park.
- Provide paved parallel parking.
- Incorporate plantings around the existing monument to enhance the aesthetic of the monument and provide a quiet location for contemplation.
- Incorporate a multi-generational playground and several horse shoe pits.
- Incorporate a picnic area.

Playground	\$150,000 - \$300,000
Walkway Improvements	\$10,000 - \$15,000
Plantings around Memorial	\$15,000 - \$20,000
Multi-Generational Playground	\$125,000 - \$175,000
Improved Facilities (Picnic Area)	\$10,000 - \$20,000
Splash Pad	\$175,000 - \$400,000
Paved Parallel Parking	\$20,000 - \$24,000
<i>Soft Costs / Design (+/- 25%)</i>	\$126,250 - \$238,500
<i>Contingency (15%)</i>	\$75,750 - \$143,100
TOTAL	\$707,000 - \$1,335,600

CHARACTER IMAGES



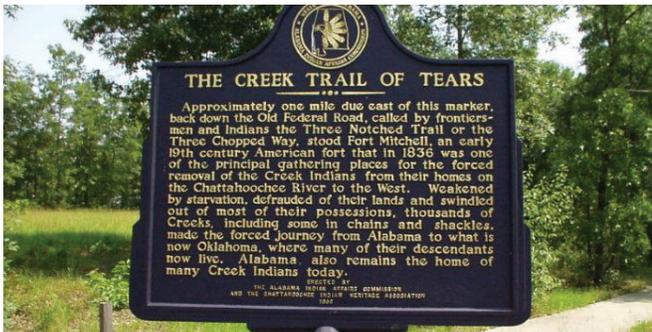


SHACKELFORD PARK

- Incorporate nature-based boulders and features.
- Plant native grasses and flowers.
- Integrate Trail of Tears Historical Signage Marker.

Nature-Based Features	\$10,000 - \$20,000
Native Plantings	\$10,000 - \$15,000
Trail of Tears Historical Signage Marker	\$4,000 - \$6,000
<i>Soft Costs / Design (+/- 25%)</i>	\$6,000 - \$10,250
<i>Contingency (15%)</i>	\$3,600 - \$6,150
TOTAL	\$33,600 - \$57,400

CHARACTER IMAGES





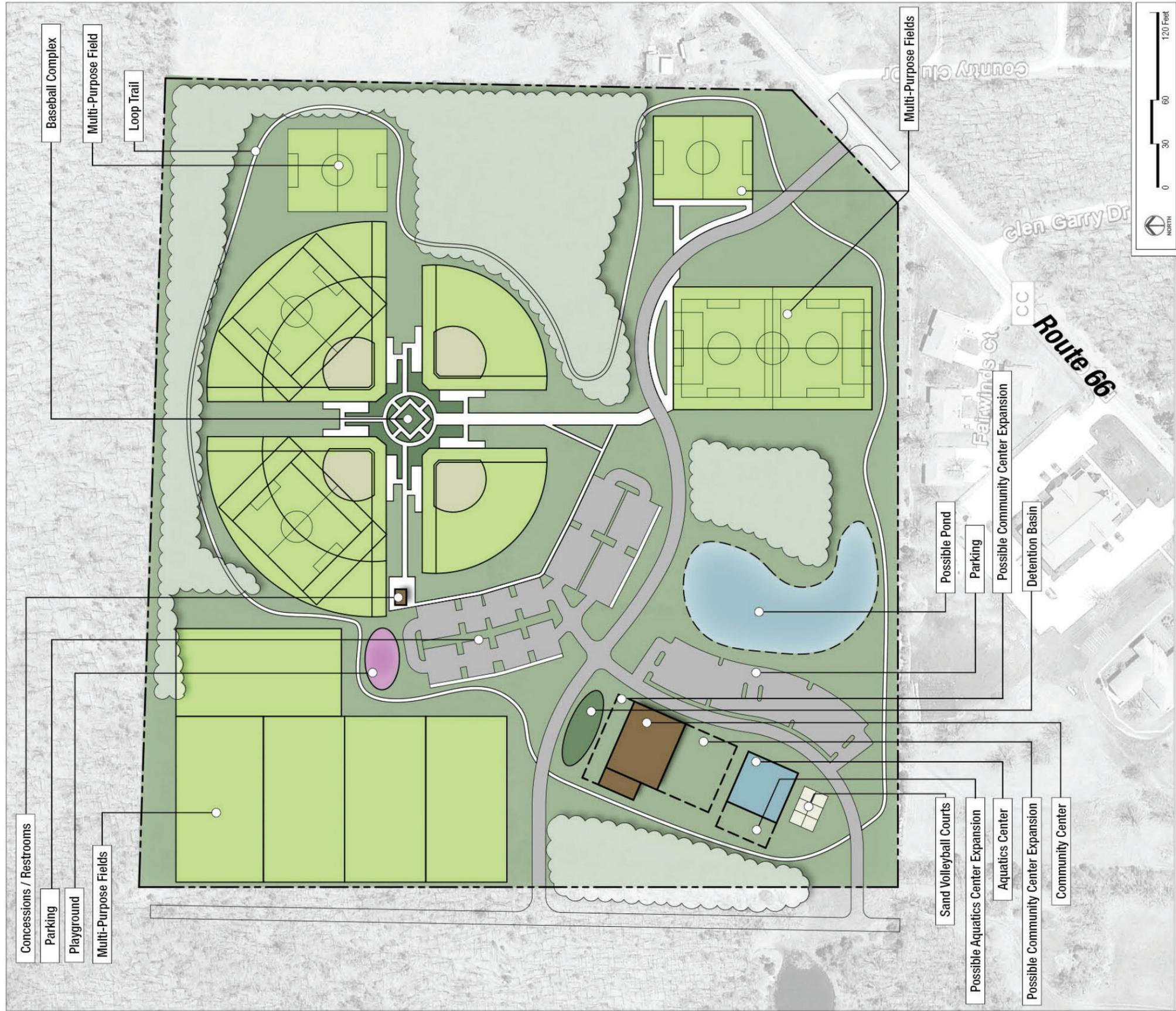
AQUATICS AND ACTIVITY CENTER

- Further develop and construct indoor activity center.
- Conduct a Park Master Plan including business plan and identify key stakeholders to be included in the planning process.
- Consider upgrades to Aquatic Center as needs arise.
- Provide loop trail and sidewalk connections to new parking area, playground area, and other amenities.
- Incorporate centralized concessions/restrooms to support large sporting and athletic events.
- Identify and provide necessary parking additions as field and indoor activity center program elements are phased into the park.
- Further investigate the opportunity to incorporate a pond into the site to provide residents access to water-based activities including fishing, kayaking, and paddle boarding.
- Incorporate sand volleyball courts adjacent to Aquatics Facility.

Loop Trail	\$450,000 - \$500,000
Baseball Complex	\$550,000 - \$650,000
Multi-Purpose Fields	\$900,000 - \$1,000,000
Community Center	To Be Determined
Aquatic Center	(Under Construction)
Concessions / Restrooms	\$200,000 - \$300,000
Parking	\$750,000 - \$800,000
Playground	\$150,000 - \$300,000
Sand Volleyball Courts	\$22,500 - \$27,500
<i>Soft Costs / Design (+/- 25%)</i>	\$755,625 - \$894,375
<i>Contingency (15%)</i>	\$453,375 - \$536,625
TOTAL	\$4,231,500 - \$5,008,500

CHARACTER IMAGES





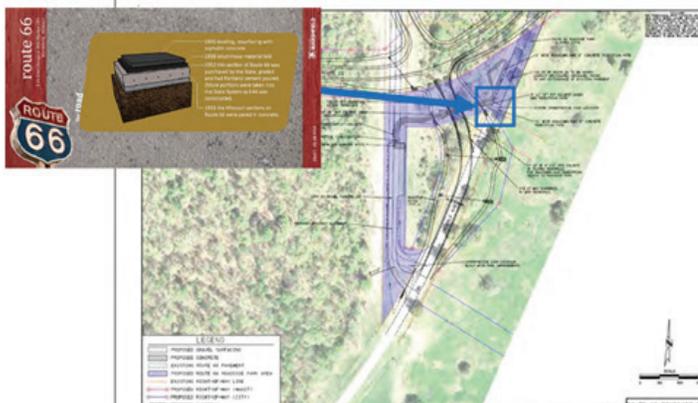
HISTORIC ROUTE 66 ROADSIDE PARK

- Partner with Webster County Route 66 Committee to continually enhance the park.
- Integrate Trail of Tears Historical Signage Marker.
- Incorporate Gravel parking lot
- Concrete handicap parking stall
- Site grading
- Park entrance interpretive/wayfinding sign
- Draining culverts
- Existing Route 66 pavement preservation
- Salvage removed Route 66 pavement
- Pedestrian box culvert

FUTURE IMPROVEMENTS

- Two additional interpretive signs (shown in plan). Location #2 to include Route 55 City Route highlighted on map along with bike route. Final designs will be worked out during future improvements.
- Lighting (site lighting and box culvert/tunnel lighting)
- Security gates on either end of box culvert with Route 66 logos on gates
- Benches and/or picnic tables
- Aesthetic improvement

INTERPRETIVE SIGN LOCATION OPTIONS



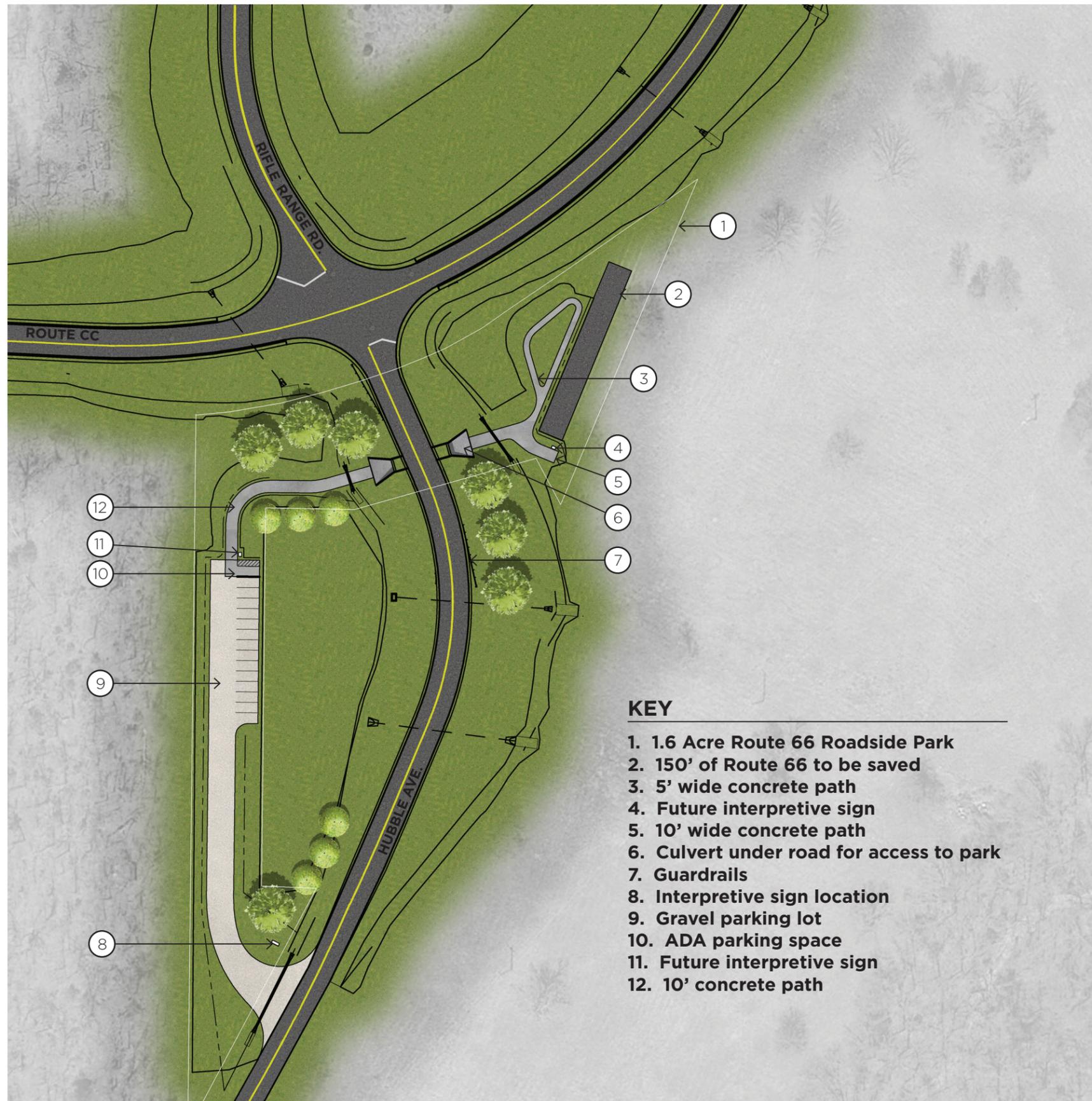
Option 1



Option 2

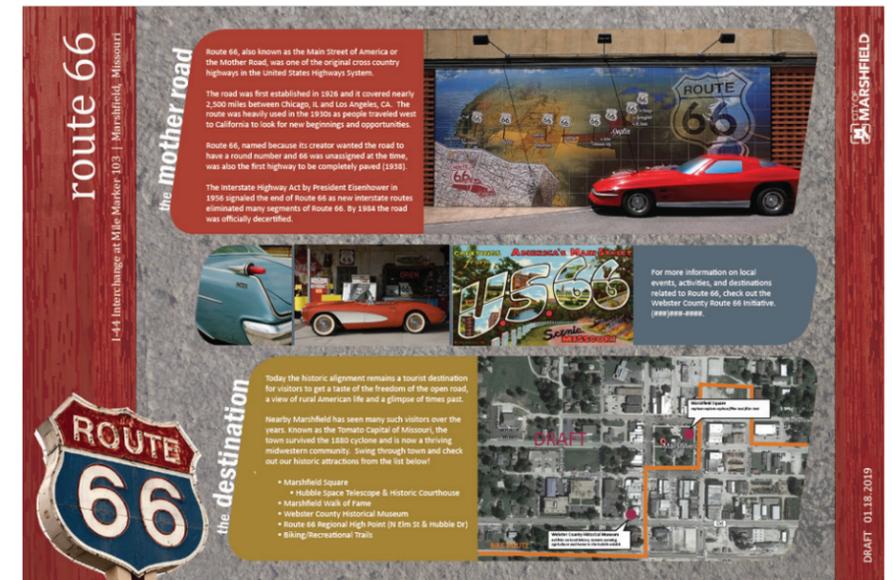


Option 3



KEY

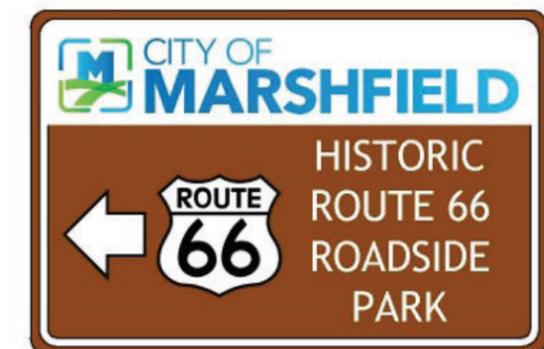
- 1. 1.6 Acre Route 66 Roadside Park
- 2. 150' of Route 66 to be saved
- 3. 5' wide concrete path
- 4. Future interpretive sign
- 5. 10' wide concrete path
- 6. Culvert under road for access to park
- 7. Guardrails
- 8. Interpretive sign location
- 9. Gravel parking lot
- 10. ADA parking space
- 11. Future interpretive sign
- 12. 10' concrete path



INTERPRETIVE SIGN - PARKING LOT SIGN



INTERPRETIVE SIGN - PAVEMENT LAYER SIGN



WAYFINDING SIGN

STORMWATER DETENTION FACILITY

- Provide a covered outdoor education area with interpretive signage to support educational opportunities for classes and camps.
- Incorporate bird and butterfly houses.
- Establish space as a designated park.

Outdoor Classroom	\$50,000 - \$75,000
Landscape	\$25,000 - \$30,000
Bird/Butterfly Houses	\$2,500 - \$4,000
<i>Soft Costs / Design (+/- 25%)</i>	\$19,375 - \$27,250
<i>Contingency (15%)</i>	\$11,625 - \$16,350
TOTAL	\$108,500 - \$152,600

CHARACTER IMAGES





3.5 OPERATIONS AND PROGRAMS RECOMMENDATIONS

Marshfield provides local recreation and tourist needs. A needs assessment should be completed every five years to identify what types of programs, facilities, and services are most needed.

Core Programs for Residents during the year might include the following:

- Youth sports for baseball, softball, soccer, flag football, wrestling, basketball, cheerleading, swim team, and volleyball at a minimum for recreational and competitive teams. These could include leagues, tournaments, and clinics.
- Summer aquatics programs that include open swim, swim lessons, family swim, baby swim classes, silver club aquatic classes, special movie night, scuba and snorkeling lessons, water polo, synchronized swimming, kayaking and canoe lessons, and paddle boarding.
- Special events in the community for holidays such as Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas. These events could include parades, fireworks, music, food, entertainment, tree lighting ceremony, car shows, fairs, etc.
- Programs for active seniors could include group fitness, pickleball, walking clubs, sightseeing, educational trips, holiday dances, etc.
- Fitness programs such as yoga in the park, running, biking, and walking events.
- Art programs such as visual and performance art.

GOAL: SUPPORT ACTIVE LIVING THAT CONTRIBUTES TO A HEALTHY COMMUNITY

- Create and support re-development of existing parks, fairgrounds, and recreation facilities to provide affordable and quality recreation programs and experiences for people of all ages.
- Seek to establish the following program areas including youth sports, outdoor education and recreation, aquatics, special events and summer camps for the first five years of implementing this plan.
- The youth sports commission should include the president of each youth sports board, city representatives, school district athletics directors, and possibly directors of the City Chamber/Visitors Bureau. Chairman of the sports commission should rotate yearly between each representative. The partnership of this group will share schedules, facility availability and usage, training of officials and coaches, establish sportsmanship standards for community to be upheld, establish tournaments, and general oversight of Marshfield athletics programs.
- Create at least four major special events a year that bring people to Marshfield and support uniting the community together.
- Develop programs and facilities that implement a community-wide healthy living initiative.
- Develop facilities and programs that promote social interactions.

GOAL 1: PROMOTE AGE-FRIENDLY DESIGN IN ALL OUTDOOR SPACES AND PUBLIC FACILITIES. ADOPT AND IMPLEMENT POLICIES THAT CONSIDER THE NEED OF PERSONS OF ALL AGES AND ABILITIES. INCORPORATE EASY- TO-READ WAY FINDING ELEMENTS THROUGHOUT THE PARKS. EVALUATE THE APPROPRIATE MATERIALITY OF TRAILS, PARKS, AND OUTDOOR SPACES WITHIN CLOSE PROXIMITY OF HIGHER CONCENTRATIONS OF OLDER ADULTS TO MAXIMIZE COMFORT/EASE OF USE.

GOAL 2: ENSURE THAT PARKS, OUTDOOR SPACES AND PUBLIC FACILITIES INCLUDE ACCOMMODATIONS/ AMENITIES THAT MEET THE NEEDS OF ALL USERS. PROMOTE THE CITY’S MEMORIAL BENCH PROGRAM. SELECT A “PILOT PARK” TO DESIGN SOLUTIONS. PROVIDE ACCESS TO PHYSICAL AND DIGITAL MAPS OF THE PARKS & TRAIL SYSTEM. EXPLORE OPPORTUNITIES TO DEVELOP A SMARTPHONE MAPPING APPLICATION FOR THE CITY’S PARKS AND TRAIL SYSTEM.

GOAL 3: PROMOTE BOTH PASSIVE AND ACTIVE FORMS OF RECREATION IN PUBLIC PARKS AND FACILITIES. EXPLORE OPPORTUNITIES TO PROGRAM FITNESS EQUIPMENT THROUGHOUT RAYMORE’S PARKS.

PROGRAM STRATEGY RECOMMENDATIONS

The Department's staff should begin a cycle of evaluating programs. The following tools and strategies can help facilitate this evaluation process:

Pricing Policy

The department should develop a written formal pricing policy ensure financial sustainability. A Pricing Policy will provide staff with consistent guidelines in pricing admissions to the new pool, use of facilities, and establishing program and service fees. The policy will help address revenue goals to support operational costs, provide greater fairness in pricing services to users, and help support the implementation of future programs, facilities, and services.

Mini Business Plans

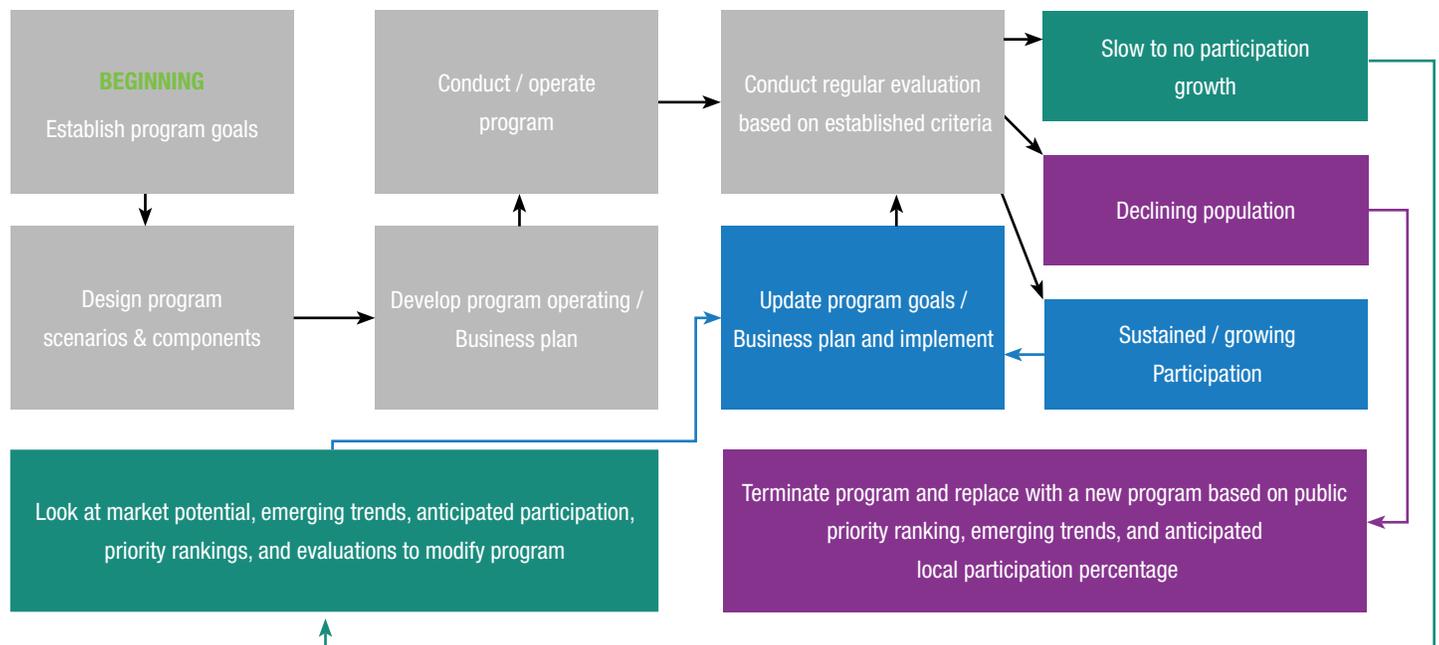
Mini Business Plans (2-3 pages) for each Core Program Area can be developed and updated on an annual basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost service and recovery, and marketing strategies that are to be implemented. This will be an effective tool for budgeting construction and justification processes in addition to marketing and communication tools.

Program Decision-Making Matrix

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information, along with the latest demographic trends and community input, should be factors that lead to program decision-making.

Program Evaluation Cycle

Using the Age Segment and Lifecycle analysis and other established criteria, staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle can be found below. During the introductory stages program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. All stages of the lifecycle will conduct/operate the program and conduct regular evaluations to determine the future of the program. If participation levels are still growing, continue to provide the program. When participation growth is slow to no growth, or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the publics' priority ranking, in activity areas that are trending, while taking into consideration the anticipated local participation percentage. (A costing form and Performance metrics template are included in the Appendix on pages 202-205.)



3.6 PARTNERSHIP AND TOURISM RECOMMENDATIONS

GOAL: ROUTE 66/TRANS AMERICA TRAIL TOURIST STOP

- Direct travelers on Route 66 and the Trans America Trail to Ellis O. Jackson, North, and Nelson Parks. Provide dedicated bike and pedestrian connections to draw visitors into Downtown Marshfield.
- Construct a camping/hammocking area and renovate the old pool house to create opportunities for a hostel, shower/restroom facility, and bike shop.
- Incorporate bike lockers to allow for secure overnight stays for visitors.
- Develop landmarks, attractions, and events that showcase Route 66 and the Trans America Trail.

GOAL: EVENTS AND BUSINESS

- Evaluate the opportunity to cover the outdoor event venue to allow for year-round gatherings and events including Farmers Markets, Concerts/Performances, Ice Skating Rink, and Fairground activities.
- Allow for Marshall Street to be temporally shut down for events, fairs, and festivals in order to incorporate a food truck/event plaza.
- Identify opportunities to incorporate boutique shop/restaurant spaces within the existing Ellis O. Jackson building or a new facility adjacent to the Ellis O. Jackson building to draw people to the park throughout the year.

GOAL: TOURNAMENTS AND RECREATION LEAGUES

- Within the communities' recreational programs and facilities, look for opportunities to host tournaments.
- Develop schematic plans for the new Aquatic Center and Recreation site for Marshfield's recreational leagues and out of town tournaments. Plan development should incorporate feasibility of potential partnerships including USSA, ASA, and other competitive leagues.

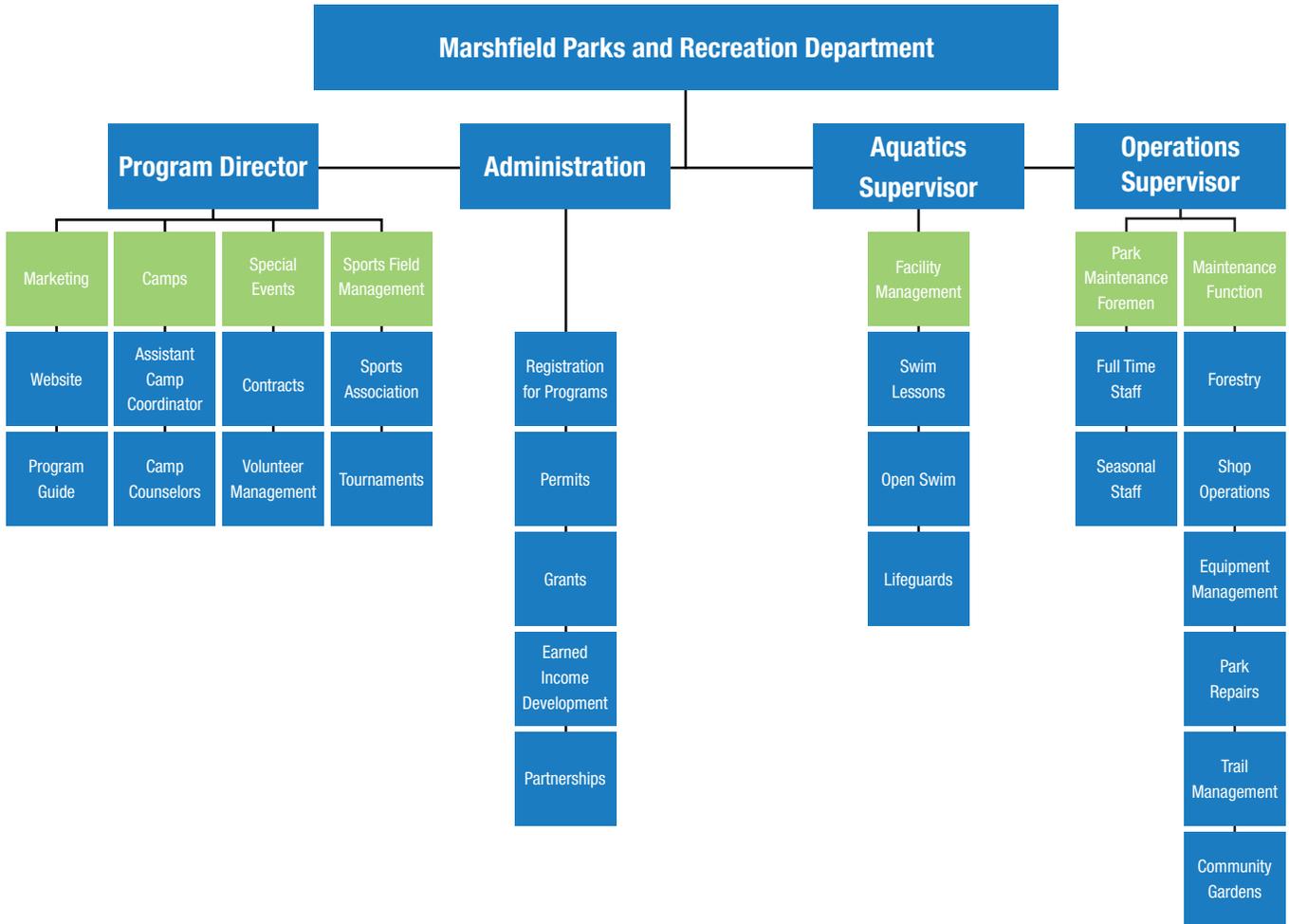
MARKETING AND PROMOTION RECOMMENDATIONS

Marketing efforts must build upon and integrate with supporting plans such as the Master Plan, maintenance plan, capital improvements plan, financial plan, and directly coordinate with organization priorities. Every initiative born out of the Master Plan needs a strategic communication component in order to avoid misinformation. This will require a coordinated effort to achieve a better level of communication with the community. The following are potential opportunities to create an appropriate balance of resources to improve marketing and image:

- Ensure that future plans of the Department include marketing, messaging, communication of the plan, its goals, its priorities, and the implementation of them.
- It is important for the staff to collaborate on strategies and delivery of messaging telling the department's story in a compelling manner that makes a human connection with the target audience.
- Make marketing a priority by dedicating staff, resources, time, and money to get out in front of operations proactively rather than reactively. Best practice for allocating funds for marketing investment is 3% to 4% of the departments overall budget (excluding salary dollars).
- Create college internships to help with the workload. There are three internship seasons a year, January – May, May – August, and August – December. Reach out to nearby colleges to get into their program and career centers.
- Expand the City's existing branding style guide to include Marshfield's Park and Recreation Department standards.
- Provide continuing education on marketing strategies to staff.
- Document the marketing decisions and track the Key Performance Indicators (KPI) to ensure that the department's objectives are being achieved.

3.7 GOVERNANCE RECOMMENDATIONS

The City needs to provide a staffing plan and organizational structure based on the recommendations that come from the Master Plan. PROS developed a new updated functional organizational chart below, based on the recommendations for parks, recreation facilities, programs, maintenance, and administration as outlined in the Master Plan report. The goal of the staffing plan will center on staffing costs remaining to be in the 55%-60% of the operational costs. The boxes don't necessarily represent people but represent functions the department provides to the community. In boxes, it lists functions such as park and recreation director, program director, aquatics supervisor, and administration and operations supervisors as functions with no names for the future as the department grows.



Organizational Design and Staffing

- The Departments approach to staffing needs to be based on operational maintenance standards for parks, trails, and sports fields based on a unit cost or a staffing level of care for per park-maintained acreage. The department needs to track unit costs for what it cost to maintain an acre of maintained park property, a sport field, a mile of trail, a picnic shelter, or a specific program. Most of these costs are driven by the operational budgets and what the staff can reasonably absorb in the time they have available.
- Staffing levels need to be determined by function and hours to achieve outcomes as it applies to full-time staff, part-time staff, and seasonal staff to achieve the community expectations for maintenance of parks, trails, aquatic facilities, and sports fields. To achieve a higher level of impact in the community, the organization needs to have the appropriate balance of people to maintain its parks and development.
- The Department is lacking significant program staff to activate the parks and recreation facilities as well as to administer the elements of program registration, marketing of services, contract management of instructors, and maintenance contractors working in the parks.

GOAL: CREATE AN INNOVATIVE, EFFICIENT, AND EFFECTIVE ORGANIZATIONAL STRUCTURE THAT IS RESPONSIVE TO CHANGING COMMUNITY NEEDS.

- Hire a full-time dedicated Park and Recreation Director who has experience in developing a startup from a proven parks and recreation department.
- Hire at least four qualified program and office staff to oversee youth sports and aquatics, youth services for summer day camps, outdoor adventure and special events, and registration of program participants and permits, marketing of services including managing the park and recreation department's website, and data management.
- Hire a part-time volunteer coordinator to help existing staff maintain parks, the fairgrounds, help coach sports teams, beautify the City, and help host special events in the City.
- Recruit and retain qualified staff and invest in them through continued training on how to deliver parks and recreation programs and manage parks and recreation facilities that creates community pride.
- Consider moving or adding three maintenance staff to manage the parks new aquatic facility supplemented with part-time and seasonal staff to maintain a quality experience for all users of parks and recreation facilities.
- Establish best practices in process management including policies, procedures, budgeting, marketing and communications, and performance outcome management.

3.8 CAPITAL IMPROVEMENT PLAN RECOMMENDATIONS

As the City of Marshfield looks to implement the Master Plan recommendations, it is important to continue capital planning efforts. Recommendations to work toward as part of the Capital Improvement Plan are identified below. They should be used to supplement the current planning efforts and used as topics of discussion. Recommendations made in all areas of this chapter are meant to be prioritized by the City as funds are made available and funding sources are identified.

GOAL: PROVIDE ACCESSIBLE, SAFE, CONVENIENT, AND ATTRACTIVE PARKS AND FACILITIES THAT ARE EXPERIENCED-BASED THAT ACCOMMODATE MULTI-FUNCTIONAL USE BOTH INDOORS AND OUTDOORS.

- Seek a dedicated funding source for capital improvements.
- Develop feasibility and business plans for all facilities that cost more than \$50,000 a year to operate.
- Ensure that program drives the design of all facilities to maximize the use and return on investment.
- Seek partnerships that can provide needed capital resources through shared use.

4

IMPLEMENTATION

4.1 Implementation

A Master Plan is only as good as its action steps. With input from City Staff and the City leadership, the planning team outlined a clear and manageable action matrix that organizes the information necessary to successfully implement the highest priority recommendations over the next 5-10 years. This matrix, contained in the following pages, highlights the plan recommendations, strategies to support implementation, anticipated financial impacts/needs, and priority level. Additionally, the matrix identifies a responsible party for each item along with suggested performance measures to foster ownership and accountability.

FINANCIAL RECOMMENDATIONS					
NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
GOAL: CREATE RESILIENT, DIVERSE, STABLE, AND PREDICTABLE FUNDING AND EARNED REVENUE STRATEGIES TO PROVIDE THE NECESSARY RESOURCES REQUIRED TO BUILD, MAINTAIN, AND OPERATE A SYSTEM OF PARKS AND PROGRAMS IN THE COMMUNITY.					
A1.1	<i>Classify recreation services for the future as core essential, important, and value added.</i>	<i>City Staff</i>	<i>Low Cost, High Impact</i>	   	Classification of recreation services as essential
A1.2	<i>Develop a pricing policy based on the level of public and private good of a service along with a pricing plan for all recreation services provided based on a cost recovery goal.</i>	<i>City Staff</i>	<i>Low Cost, High Impact</i>	 	Development of pricing policy
A1.3	<i>Establish a recreation service fee for capital improvements that is dedicated to updating and building recreation facilities such as a youth sports complex, adding in additional trail miles, concession facilities and revenue producing sports amenities.</i>	<i>City Staff</i>	<i>Low Cost, High Impact</i>	  	Establishment of recreation service fee
A1.4	<i>Design and program accessible, convenient, safe, beautiful, and multi-functional parks, public spaces, and natural and historic places that support programs and passive uses.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>	    	Classification of recreation services as essential
A1.5	<i>Seek to institute additional 1/2 cent sales tax to support operations of the parks and recreation system. Additionally, consider a food and beverage tax of \$.01 on fast food and restaurants and bars that serve food.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Consideration of tax implementation
A1.6	<i>Consider development and implementation of a business plan for the fairgrounds to maximize use and revenue to the site. Incorporate ticket sales options at the fairgrounds, parking fees, and gate fees where appropriate for events.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>	 	Consideration of business plan for fairgrounds

KEY: Priority Level 1 = 1-3 YEARS
Priority Level 2 = 4-7 YEARS
Priority Level 3 = 8-10 YEARS
R = Recommendation, A = Action Item

NOTE: All estimated costs are based on 2018 dollars and should be adjusted annually for inflation.

 Economics  Connection  Programming  Visibility  Health  Population

FINANCIAL RECOMMENDATIONS (CONT.)

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
A1.7	Use lodging taxes to fund revenue producing facilities that will attract sports tourism into the community.	City Staff	Medium Cost, High Impact	 	Use of TOT Taxes
A1.8	Contract with a grant writer to seek Land and Water Funds for park development, trail development, summer camp food program, and other statewide funding sources from Missouri Department of Natural Resources.	City Staff	Medium Cost, Medium Impact	  	Grant writer contracted
A1.9	Establish a park foundation to financially support park related to programs.	City Staff	Medium Cost, High Impact	  	Park Foundation established
A1.10	Develop and a partnership policy with the school district on development and management of sports fields in the community.	City Staff	Medium Cost, High Impact	   	School District partnership implemented
A1.11	Seek Community Development Block Grants focusing on human services enhancements, economic development, anti-poverty strategies, etc.	City Staff	Medium Cost, High Impact	 	Community Development Block Grant funds obtained
A1.12	Consider a land lease for a bike/RV campground along Route 66 utilizing private money to develop and operate or seek funding from H.R. 5158 funds from the national scenic byways program to develop and operate the campground.	City Staff	High Cost, High Impact	  	Land lease considered

KEY: Priority Level 1 = 1-3 YEARS
 Priority Level 2 = 4-7 YEARS
 Priority Level 3 = 8-10 YEARS
 R = Recommendation, A = Action Item

NOTE: All estimated costs are based on 2018 dollars and should be adjusted annually for inflation.

 Economics  Connection  Programming  Visibility  Health  Population

FACILITY RECOMMENDATIONS

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
GOAL: EXPAND AND IMPROVE PARK FACILITIES					
	<p><i>Extend stays:</i></p> <ul style="list-style-type: none"> Incorporate restrooms, drinking fountains, park benches, shelters, and loop trails where feasible to extend users' visit times within the park. Continue to evaluate trends in parks and recreation to incorporate and refresh user experiences and allow for different experiences in each park facility such as pump track area, ropes/zip line course, climbing wall, mini-golf, team building obstacle course, etc. <p><i>Improve Accessibility:</i></p> <ul style="list-style-type: none"> Conduct an accessibility study for the City's parks and recreation areas. This study should identify non-compliance with current Federal Americans with Disabilities Act (ADA) guidelines and prioritize remedial action. All future development including new parks and other amenities such as the new Aquatics facility shall comply with these ADA standards. 				
R2	ELLIS O. JACKSON PARK				
A2.1	Incorporate site furnishings based on City Furnishing Standards developed for Marshfield parks.	City Staff	Medium Cost, Medium Impact	 	Installation of new furnishings
A2.2	Enclose small arena and add more stalls and restrooms. Add concrete floor/bring in dirt for events when needed.	City Staff	High Cost, Medium Impact	 	Upgrades to small arena
A2.3	Update aging bleachers and provide covering over existing outdoor arena with 2-way stage and outdoor amphitheater to the West.	City Staff	High Cost, High Impact	 	Upgrades to bleachers / Construction of amphitheater
A2.4	Construct new multi-use facility with concessions on the south end. New restrooms adjacent to Brooks Barn.	City Staff	High Cost, High Impact	  	Construction of new multi-use facilities and restrooms
A2.5	Install disc golf course as part of the North, Nelson, and Ellis O. Jackson Parks.	City Staff	Medium Cost, High Impact	 	Installation of disc golf course
A2.6	Develop a flexible plaza space on N. Marshall Road that can be shut down/gated periodically to accommodate food truck festivals, fair vendors, and other civic gatherings and events.	City Staff	High Cost, High Impact	  	Implementation of plaza space
A2.7	Provide loop trail and sidewalk connections to amenities as necessary. Make connections between Ellis O. Jackson and Nelson Parks to promote large usage of the park spaces.	City Staff	Medium Cost, High Impact	  	Installation of loop trail and sidewalk connections
A2.8	Provide public WiFi during events.	City Staff	Medium Cost, High Impact	  	WiFi installed
A2.9	Talk to Army Corps of Engineers about adding Culvert System over existing creek.	City Staff	High Cost, Medium Impact		Culvert Constructed

KEY: Priority Level 1 = 1-3 YEARS Priority Level 3 = 8-10 YEARS
 Priority Level 2 = 4-7 YEARS R = Recommendation, A = Action Item

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FACILITY RECOMMENDATIONS (CONT.)

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
A2.10	Add heating, ventilation, and air conditioning system to Ellis O. Jackson Building for climate control.	City Staff	Medium Cost, High Impact	 	Heating, ventilation, and air conditioning system installed
A2.11	Renovate the existing pool house building into a Hostel and Campground site with restrooms, a bike shop, and incorporate bike lockers to further support bicycle tourism along the Historic Route 66 and Trans America Trail bicycle routes.	City Staff	High Cost, High Impact	   	Implementation of plaza space
A2.12	Preserve open space to allow for flexible events and gatherings.	City Staff	Low Cost, High Impact	 	Implementation of plaza space
R3	NORTH PARK				
A3.1	Install disc golf course as part of the North, Nelson, and Ellis O. Jackson Parks.	City Staff	Medium Cost, High Impact	 	Installation of disc golf course
A3.2	Provide a nature playground adjacent to the creek area.	City Staff	Medium Cost, Medium Impact	  	Installation of playground
A3.3	Provide loop trail and sidewalk connections to Nelson and Ellis O. Jackson Park.	City Staff	Medium Cost, High Impact	   	Installation of loop trail and sidewalk connections
R4	NELSON PARK				
A4.1	Install disc golf course as part of the North, Nelson, and Ellis O. Jackson Parks.	City Staff	Medium Cost, High Impact	 	Installation of disc golf course
A4.2	Provide loop trail and sidewalk connections to North and Nelson Parks.	City Staff	Medium Cost, High Impact	   	Installation of loop trail and sidewalk connections
A4.3	Develop a flexible plaza space on N. Marshall Road that can be shut down/gated periodically to accommodate food truck festivals, fair vendors, other civic gatherings, and events.	City Staff	Medium Cost, High Impact	  	Installation of plaza space

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FACILITY RECOMMENDATIONS (CONT.)

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
R5	HIDDEN WATERS PARK				
A5.1	<i>Integrate art installations along the soft surface trail to expand the existing garden walk.</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>		Installation of art pieces
A5.2	<i>Incorporate a nature playground along existing trails.</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>		Installation of nature playground / multi-generational playground
A5.3	<i>Provide additional lighting and drinking fountain at existing cabin.</i>	<i>City Staff</i>	<i>Low Cost, Medium Impact</i>		Additional lighting and drinking fountain provided
A5.4	<i>Provide an outdoor classroom/pavilion with interpretive signage to create opportunities to support garden clubs and children's groups visiting the site.</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>		Installation of outdoor classroom
A5.5	<i>Integrate Trail of Tears Historical Signage Market</i>	<i>City Staff</i>			
R6	ROTARY PARK				
A6.1	<i>Incorporate public gardens to enhance the parks aesthetics and provide a quiet location for contemplation.</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>		Installation of botanic plantings
A6.2	<i>Renovate playground elements at the end of their life cycle-consider combining playground elements into a single pad. Incorporate additional elements to create a large destination playground for residents to enjoy. Additional elements to be incorporated should include fully accessible options.</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>		Renovation and consolidation of playground
A6.3	<i>After new tennis courts are constructed in partnership with Marshfield Schools, incorporate pickleball courts.</i>	<i>City Staff</i>	<i>High Cost, Medium Impact</i>		Removal of tennis courts and installation of Pickleball Courts
A6.4	<i>Incorporate adult workout zones</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>		Install adult workout zones

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FACILITY RECOMMENDATIONS (CONT.)

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
A6.5	<i>Pave existing parking lot to support larger events and gatherings.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>		Construction of hard surface parking area
A6.6	<i>Renovate existing baseball diamonds/multi-use fields to bring up-to-date and support larger events.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>		Renovation of existing athletic fields
A6.7	<i>Expand the trail.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Expand the trail
A6.8	<i>Improve lighting and security cameras along the southeast side of the trail.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Install lighting and security cameras
A6.9	<i>Replace basketball courts.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>		Replace basketball courts
A6.10	<i>Remove horseshoe pits.</i>	<i>City Staff</i>	<i>Medium Cost, Low Impact</i>		Remove Horseshoe Pits
R7	FRISCO BALL FIELD				
A7.1	<i>Renovate and update the concessions and restroom facility to meet current codes and current ADA guidelines.</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>		Renovation and update of concessions / restrooms
A7.2	<i>Update fencing, bleachers, dugouts, lighting, and allow for flexible fencing to support multi-purpose fields.</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>		Renovation of fencing, bleachers, dugouts and lighting
A7.3	<i>Incorporate a playground to support families during games.</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>		Installation of playground
A7.4	<i>Consider incorporation of a skate park once the baseball field is no longer needed.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>		Construction of skate park

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FACILITY RECOMMENDATIONS (CONT.)

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
R8	MASSEY PARK				
A8.1	Renovate existing basketball court to allow for multi-use court.	City Staff	Medium Cost, Medium Impact	 	Renovation of basketball court
A8.2	Renovate playground and surfacing at the end of its life cycle - consider combining playground elements into a single pad and eliminating fall zone conflicts of equipment adjacent to pedestrian walkways.	City Staff	Medium Cost, Medium Impact	  	Renovation and consolidation of playgrounds
A8.3	Replace and expand existing site furnishings according to Marshfield Site Furnishing Standard at the end of the furnishing life cycle.	City Staff	Medium Cost, Medium Impact	 	Replacement and expansion of new site furnishings
A8.4	Expand parking options along W. Burford Street	City Staff	High Cost, High Impact	 	Construction of new parking
A8.5	Provide bocce ball court, horseshoe pits, and yard games to provide additional activities.	City Staff	Medium Cost, Medium Impact	 	Installation of Bocce Ball Court and yard games area
A8.6	Incorporate a restroom and water fountains to promote extended stays and gatherings.	City Staff	Medium Cost, High Impact	 	Construction of restroom facility
A8.7	Provide loop trail and sidewalk connections to playground area and around perimeter of park.	City Staff	Medium Cost, High Impact	   	Installation of loop trail and sidewalk connections

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FACILITY RECOMMENDATIONS (CONT.)

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
R9	HARTLEY PARK				
A9.1	Replace and expand existing site furnishings according to Marshfield Site Furnishing Standard at the end of the furnishing life cycle.	City Staff	Medium Cost, Medium Impact	 	Replacement and expansion of site furnishings
A9.2	Renovate playground and surfacing at the end of its life cycle - consider combining playground elements into a single pad.	City Staff	Medium Cost, Medium Impact	  	Renovation and consolidation of playgrounds
A9.3	Provide loop trail and sidewalk connections to new park.	City Staff	Medium Cost, High Impact	  	Installation of loop trail and sidewalk connections
A9.4	Incorporate plantings around the existing monument to enhance the aesthetic of the monument and provide a quiet location for contemplation.	City Staff	Medium Cost, Medium Impact	 	Installation of botanic plantings
A9.5	Incorporate a multi-generational playground and a few horse shoe pits.	City Staff	Medium Cost, Medium Impact	  	Installation of multi-generational playground
A9.6	Incorporate a picnic area.	City Staff	Low Cost, Medium Impact	 	Installation of picnic area
A9.7	Provide paved parallel parking.	City Staff	Medium Cost, Medium Impact		Installation of parallel parking
R10	SHACKELFORD PARK				
A10.1	Incorporate nature-based boulders and features.	City Staff	Medium Cost, Medium Impact	 	Installation of natural features
A10.2	Plant native grasses and flowers.	City Staff	Low Cost, Medium Impact		Install native plantings
A10.3	Integrate Trail of Tears Historical Signage Marker.	City Staff	Low Cost, Medium Impact		Installation of signage marker

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FACILITY RECOMMENDATIONS (CONT.)

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
R11	AQUATICS AND ACTIVITY CENTER				
A11.1	Provide loop trail and sidewalk connections to new parking area to playground area, and other amenities.	City Staff	Medium Cost, High Impact	   	Installation of loop trail and sidewalk connections
A11.2	Incorporate centralized concessions/restrooms to support large sporting and athletic events.	City Staff	Medium Cost, Medium Impact	  	Construction of Concessions / Restrooms
A11.3	Further develop and construct indoor activity center.	City Staff	High Cost, High Impact	   	Further develop plans for new Aquatic Center and Recreation site for Marshfield's recreational leagues
A11.4	Conduct a Park Master Plan including business plan and identify key stakeholders to be included in planning process.	City Staff	High Cost, High Impact	   	Further develop plans for new Aquatic Center and Recreation site for Marshfield's recreational leagues
A11.5	Consider upgrades to Aquatic Center as needs arise.	City Staff	High Cost, High Impact	   	Further develop plans for new Aquatic Center and Recreation site for Marshfield's recreational leagues
A11.6	Identify and provide necessary parking additions as field and indoor activity center program elements are phased into the park.	City Staff	Medium Cost, Medium Impact	 	Further develop parking needs and additions
A11.7	Further investigate the opportunity to incorporate a pond into the site to provide residents access to water-based activities including fishing, kayaking, and paddle boarding.	City Staff	High Cost, High Impact	  	Further develop plans for pond feature
A11.8	Incorporate sand volleyball courts adjacent to aquatics facility.	City Staff	Medium Cost, High Impact	  	Installation of sand volleyball courts
R12	HISTORIC ROUTE 66 ROADSIDE PARK				
A12.1	Partner with Webster Country Route 66 Committee to enhance the park.	City Staff	Medium Cost, High Impact	   	Construction of park pavilion
A12.2	Integrate Trail of Tears historical signage marker.	City Staff	Low Cost, Medium Impact		Installation of signage marker

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FACILITY RECOMMENDATIONS (CONT.)

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
A12.3	<i>Incorporate gravel parking lot</i>	<i>City Staff</i>	<i>Low Cost/, Medium impact</i>	 	Installation of gravel parking lot
A12.4	<i>Concrete handicap parking stall</i>	<i>City Staff</i>	<i>Low Cost/, High impact</i>	 	Construction of handicap parking stall.
A12.5	<i>Concrete ADA pathway</i>	<i>City Staff</i>	<i>Medium Cost/, High impact</i>	   	Installation ADA pathway
A12.6	<i>Site grading</i>	<i>City Staff</i>	<i>High Cost, High impact</i>		Grade the site
A12.7	<i>Park entrance interpretive/ wayfinding sign</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Creation of interpretive/wayfinding sign
A12.8	<i>Drainage culverts</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Construction drainage culverts
A12.9	<i>Existing Route 66 pavement preservation</i>	<i>City Staff</i>	<i>Low Cost, High Impact</i>		Preservation of existing pavement
A12.10	<i>Salvage removed route 66 pavement</i>	<i>City Staff</i>	<i>Low Cost, Medium Impact</i>		Salvage removed pavement
A12.11	<i>Pedestrian box culvert</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>	 	Installation of Pedestrian box culvert
A12.12	<i>Two additional interpretive signs (shown on page 60). Location #2 to include Route 66 City Route highlighted on map along with bike route. Final designs will be worked out during future improvements.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Creation of additional interpretive signs
A12.13	<i>Lighting (site lighting and box culvert/tunnel lighting)</i>	<i>City Staff</i>	<i>Low Cost, High Impact</i>	  	Installation of site/box culvert/tunnel lighting
A12.14	<i>Security gates on either end of box culvert with Route 66 logos on gates.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Implementation of security gates
A12.15	<i>Benches and/or picnic tables</i>	<i>City Staff</i>	<i>Low Cost, High Impact</i>	 	Construction of benches/picnic tables
A12.16	<i>Aesthetic improvements</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>	   	Incorporation of aesthetic improvements

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FACILITY RECOMMENDATIONS (CONT.)

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
A13	STORMWATER DETENTION FACILITY				
A13.1	<i>Provide a covered outdoor education area with interpretive signage to support educational opportunities for classes and camps.</i>	<i>City Staff</i>	<i>Medium Cost, Medium Impact</i>	 	Construction of outdoor classroom
A13.3	<i>Incorporate bird and butterfly houses.</i>	<i>City Staff</i>	<i>Low Cost, Low Impact</i>		Install bird and butterfly houses
A13.4	<i>Establish space as a designated park.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>	 	
	GOAL: CONNECTIVITY				
A14.1	<i>Develop and implement a trails Master Plan that addresses connectivity and accessibility throughout the community, including Route 66 and Trans America Trail (see growth plan). Measurable walking distances should be provided where appropriate.</i>	<i>City Staff</i>	<i>Low Cost, High Impact</i>	  	Completion of trails Master Plan
A14.2	<i>Evaluate opportunities to incorporate sharrows, bicycle boulevards, or other improvements to create bicycle corridors.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>	   	Evaluation of bicycle connections
	GOAL: IDENTITY				
A15.1	<i>Develop a Parks Signage Master Plan to enhance wayfinding, identification, and information signage throughout the parks system.</i>	<i>City Staff</i>	<i>Low Cost, High Impact</i>	 	Creation of Parks Signage Master Plan

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FACILITY RECOMMENDATIONS (CONT.)

A15.2	<i>Create a Site Furnishing Standard guideline for the parks system. Site furnishings should include: lighting, benches, trash receptacles, recycle receptacles, pet waste stations, pet water fountains, drinking fountains, etc.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Creation of a site furnishing standard for the parks system
A15.3	<i>Establish guidelines for future playground improvements that incorporate a standard replacement timeline between 15-25 years from installation on equipment.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>	 	Creation of guidelines for future playground improvements
A15.4	<i>Consider the variation in age ranges when incorporating new facilities and equipment.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>	 	Creation of guidelines for future playground improvements
A15.4	<i>Integrate elements such as public and environmental art, environmental learning stations, and nature play into different program and park locations.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>	 	Installation of public and environmental art, environmental learning stations, and nature play
A15.5	<i>Incorporate additional programming into underutilized parks.</i>	<i>City Staff</i>	<i>Low cost, High Impact</i>	 	Create additional programming
A15.6	<i>Update the design of sports fields to ensure they represent the best of Marshfield in a sports related experience for participants, coaches, officials and parents.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Redesign Sports Fields

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OPERATIONS AND PROGRAMS RECOMMENDATIONS

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
GOAL: SUPPORT ACTIVE LIVING THAT CONTRIBUTES TO A HEALTHY COMMUNITY					
A16.1	<i>Create and support re-development of existing parks, fairgrounds, and recreation facilities to provide affordable and quality recreation programs and experiences for people of all ages.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>	  	Redevelopment of existing parks, fairgrounds and recreation facilities
A16.2	<i>Seek to establish the following program areas including youth sports, outdoor education and recreation, aquatics, special events and summer camps for the first five years of implementing this plan.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>	  	Establishment of six core recreation program areas
A16.3	<i>The youth sports commission should include the president of each youth sports board, city representatives, school district athletics directors, and possibly directors of the City Chamber/Visitors Bureau. Chairman of the sports commission should rotate yearly between each representative. The partnership of this group will share schedules, facility availability and usage, training of officials and coaches, establish sportsmanship standards for community to be upheld, establish tournaments, and general oversight of Marshfield athletics programs.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>	  	Establishment of Youth Sports Commission
A16.4	<i>Create at least four major special events a year that bring people to Marshfield and support uniting the community together.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>	  	Creation of four major special events throughout the year
A16.5	<i>Develop programs and facilities that implement a community-wide healthy living initiative.</i>	<i>City Staff</i>	<i>Low Cost, High Impact</i>	   	Creation of programs and facilities
A16.6	<i>Develop facilities and programs that promote social interactions</i>	<i>City Staff</i>	<i>Low Cost, High Impact</i>	   	Creation of programs and facilities

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PARTNERSHIP AND TOURISM RECOMMENDATIONS

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
GOAL: ROUTE 66/TRANS AMERICA TRAIL TOURIST STOP					
A17.1	Direct travelers on Route 66 and the Trans America Trail to Ellis O. Jackson, North, and Nelson Parks. Provide dedicated bike and pedestrian connections to draw visitors into Downtown Marshfield.	City Staff	High Cost, High Impact	   	Connect Route 66 / Trans America Trail to Ellis O. Jackson, North and Nelson Parks
A17.2	Construct a camping/hammocking area and renovate the old pool house to create opportunities for a hostel, shower/restroom facility, and bike shop.	City Staff	High Cost, High Impact	   	Installation of camping / hammocking area
A17.3	Incorporate bike lockers to allow for secure overnight stays for visitors.	City Staff	Low Cost, High Impact	  	Installation of bike lockers at existing pool house facility
A17.4	Develop landmarks, attractions, and events that showcase Route 66 and the Trans America Trail.	City Staff			Installation of landmarks and attractions
GOAL: EVENTS AND BUSINESSES					
A17.5	Evaluate the opportunity to cover the outdoor event venue to allow for year-round gatherings and events including Farmers Markets, Concerts/Performances, Ice Skating Rink, and Fairground activities.	City Staff	Medium Cost, High Impact	  	Evaluation of covering outdoor event venue for year-round gatherings
A17.6	Allow for Marshall Street to be temporarily shut down for events, fairs, and festivals in order to incorporate a food truck/event plaza.	City Staff	Medium Cost, High Impact	  	Evaluation for the opportunity to incorporate a food truck / event plaza area along Marshall Street
A17.7	Identify opportunities to incorporate boutique shop/ restaurant spaces within the existing Ellis O. Jackson building or a new facility adjacent to the Ellis O. Jackson building to draw people to the park throughout the year.	City Staff	Medium Cost, High Impact	  	Identification for boutique shop and restaurant opportunities

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PARTNERSHIP AND TOURISM RECOMMENDATIONS (CONT.)

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
GOAL: TOURNAMENTS AND RECREATION LEAGUES					
A18.1	<i>Within the communities' recreational programs and facilities, look for opportunities to host tournaments.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>	  	Addition of new tournaments to Marshfield
A18.2	<i>Develop schematic plans for the new Aquatic Center and Recreation site for Marshfield's recreational leagues and out of town tournaments. Plan development should incorporate feasibility of potential partnerships including USSA, ASA, and other competitive leagues.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>	   	Further develop plans for new Aquatic Center and Recreation site for Marshfield's recreational leagues

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GOVERNANCE RECOMMENDATIONS

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
GOAL: CREATE AN INNOVATED, EFFICIENT, AND EFFECTIVE ORGANIZATIONAL STRUCTURE THAT IS RESPONSIVE TO CHANGING COMMUNITY NEEDS.					
A18.3	<i>Hire a full-time dedicated Park and Recreation Director who has experience in developing a startup from a proven parks and recreation department.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>		Full-time Parks and Recreation Director hired
A18.4	<i>Hire at least four qualified program and office staff to can oversee youth sports and aquatics, youth services for summer day camps, outdoor adventure and special events, registration of program participants and permits, marketing of services including managing the park and recreation department's website, and data management.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>	 	Three qualified program and office staff members hired
A18.5	<i>Hire a part-time volunteer coordinator to help existing staff maintain parks, the fairgrounds, help coach sports teams, beautify the City, and help host special events in the City.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>		Part-time volunteer coordinator hired
A18.6	<i>Recruit and retain qualified staff and invest in them through continued training on how to deliver parks and recreation programs and manage parks and recreation facilities that creates community pride.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>	 	Qualified staff recruited and retained
A18.7	<i>Consider moving or adding three maintenance staff to manage the parks new aquatic facility supplemented with part-time and seasonal staff to maintain a quality experience for all users of parks and recreation facilities.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>	 	Three maintenance staff members added to manage the parks
A18.8	<i>Establish best practices in process management including policies, procedures, budgeting, marketing and communications, and performance outcome management.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Establishment of best practices

KEY: Priority Level 1 = 1-3 YEARS Priority Level 3 = 8-10 YEARS
 Priority Level 2 = 4-7 YEARS R = Recommendation, A = Action Item

NOTE: All estimated costs are based on 2018 dollars and should be adjusted annually for inflation.

 Economics  Connection  Programming  Visibility  Health  Population

CAPITAL IMPROVEMENT PLAN RECOMMENDATIONS

NO.	RECOMMENDATION + ACTION ITEMS	RESPONSIBILITY	FINANCIAL IMPACT (PLANNING LEVEL COSTS, LOW VS. HIGH)	BIG IDEA(S) SUPPORTED	PERFORMANCE MEASURE
GOAL: CREATE AN INNOVATIVE, EFFICIENT, AND EFFECTIVE ORGANIZATIONAL STRUCTURE THAT IS RESPONSIVE TO CHANGING COMMUNITY NEEDS.					
A19.1	<i>Seek a dedicated funding source for capital improvements.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>		Dedicated funding source implemented
A19.2	<i>Develop feasibility and business plans for all facilities that cost more than \$50,000 a year to operate.</i>	<i>City Staff</i>	<i>High Cost, High Impact</i>		Development of feasibility and business plans
A19.3	<i>Ensure that program drives design of all facilities to maximize the use and return on investment.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>		Design of facilities is driven by program
A19.4	<i>Seek partnerships that can provide needed capital resources through shared use.</i>	<i>City Staff</i>	<i>Medium Cost, High Impact</i>	 	Implementation of partnerships with local stakeholders

KEY: Priority Level 1 = 1-3 YEARS Priority Level 3 = 8-10 YEARS
 Priority Level 2 = 4-7 YEARS R = Recommendation, A = Action Item

NOTE: All estimated costs are based on 2018 dollars and should be adjusted annually for inflation.

 Economics  Connection  Programming  Visibility  Health  Population

5

APPENDIX

A LONG RANGE VISION PLAN FOR MARSHFIELD PARKS & RECREATION STEERING COMMITTEE MEETING #1 JUNE 21, 2018 – (6:00-8:00 P.M.)

Planning Team

- **Confluence**
 - Chris Cline, Principal
 - Hank Moyers, Project Manager
- **PROS Consulting, Inc.**
 - Leon Younger, President

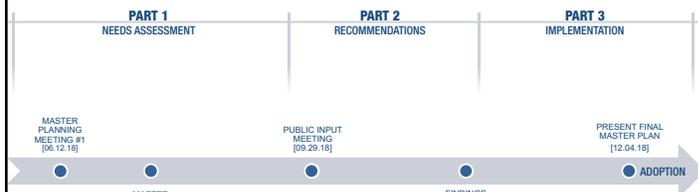


Agenda

- Process + Timeline
- Roles + Responsibilities
- Marshfield Demographics
- Trends in Parks and Recreation
- Inventory of Existing Park Facilities
- Vision Casting Responses
- Mission, Vision + Guiding Principles
- Summarize + Next Steps



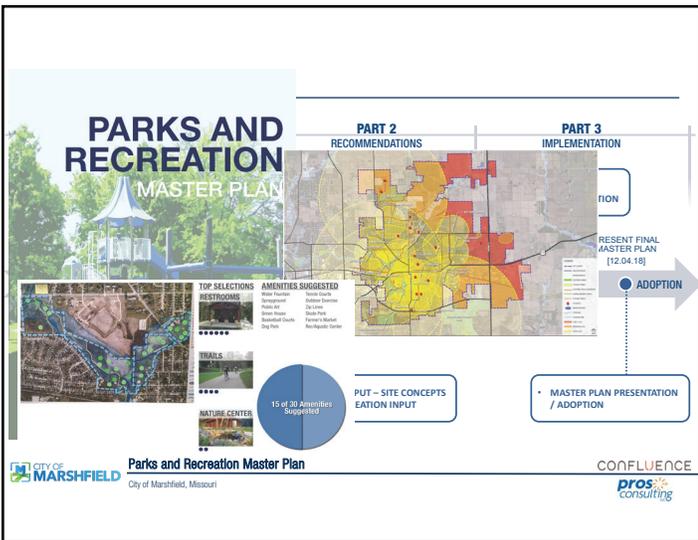
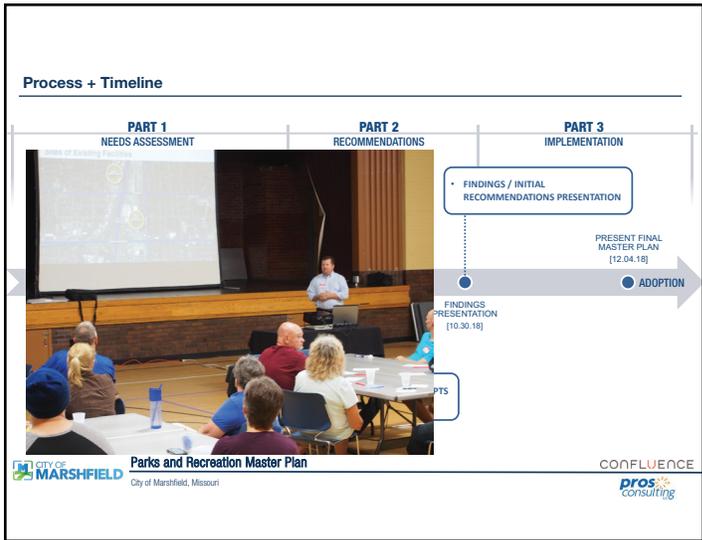
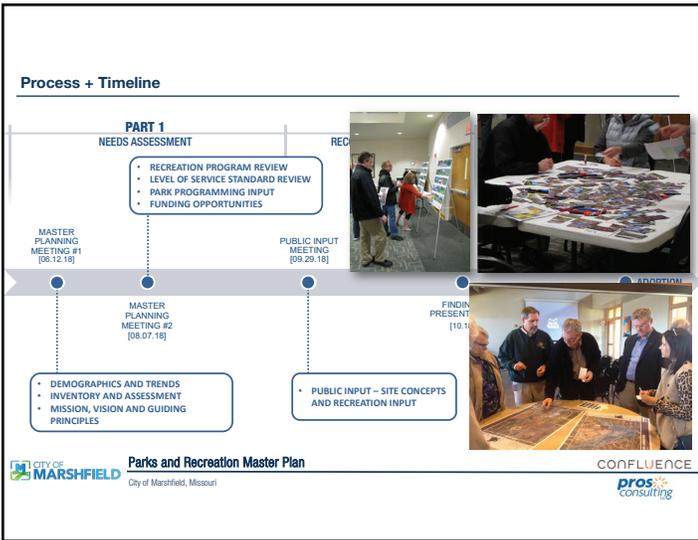
Process + Timeline



Process + Timeline

Process + Timeline

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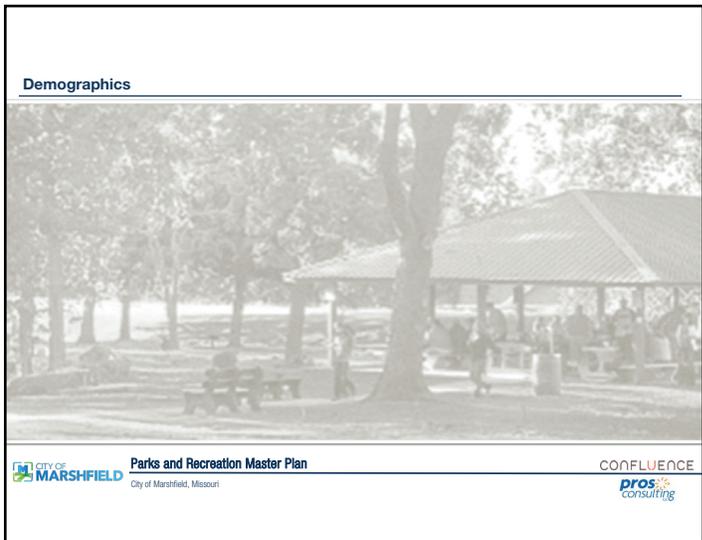
Why Plan?

- Define Community Vision
- Understand needs in light of new information.
- Plan to meet those needs.
 - > Community desires & aspiration
 - > National/local trends
 - > Economic competitiveness
 - > Etc.
- Strategic/Prioritized Funding and Implementation
 - > Operations & infrastructure

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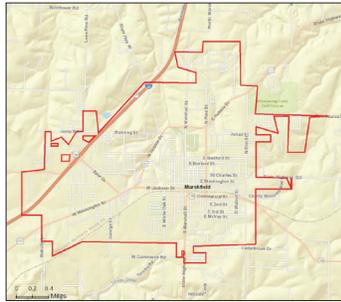
- ### Roles + Responsibilities
- #### STEERING COMMITTEE
- Provide historical context for consultant team
 - Assist in development of survey instruments (formal and informal)
 - Provide sounding board for consultant/staff team to test questions and recommendations
 - Plan on reading/reviewing the full document and providing comments
 - Assist in soliciting public participation throughout the process
 - Serve as liaisons to your respective Board or Commission to report progress
 - Assist in developing final recommendations for Alderman consideration and adoption
- CITY OF MARSHFIELD** Parks and Recreation Master Plan
City of Marshfield, Missouri
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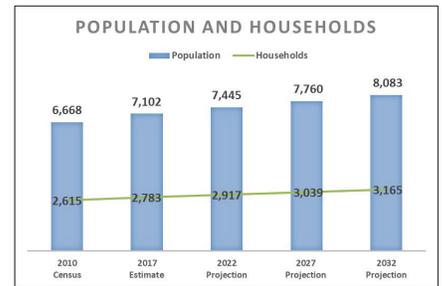
Methodology

- City limits for Marshfield, Mo. was utilized for demographic analysis



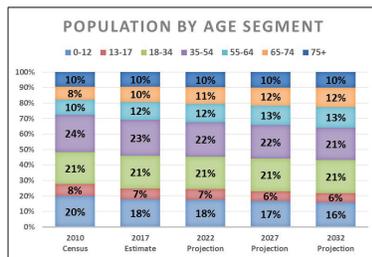
Population Trend

- Population is expected to grow to 8,083 by 2029.



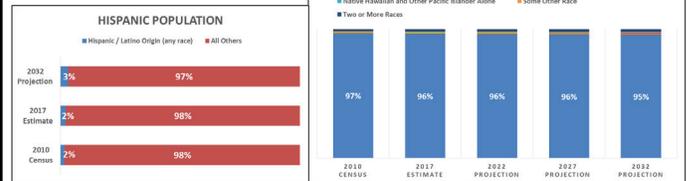
Age Segment Distribution

- Current median age 38.4 years old similar to the U.S. median age of 38.2
- Slight growth expected in the 55+ age segment, encompassing over one-third of the population by 2032 (35%)
- Slight decline in the youth (17 & younger) age segment



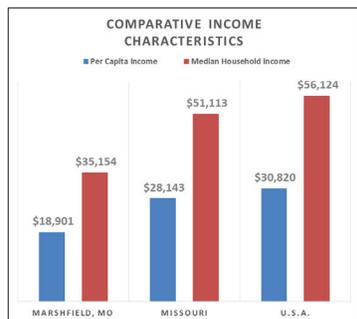
Population by Race

- Population is predominately white, 95% by 2032
- Hispanic/Latino origin representing only 3% of the population by 2032



Comparative Income Characteristics

- Marshfield's median household and per capita income is lower than state and national levels



Comparative Income Characteristics

- City demographic figures compared to state and national averages

2017 Demographic Comparison		The City	Missouri	U.S.A.
Population	Annual Growth Rate (2010-2017)	0.35%	0.46%	0.87%
	Projected Annual Growth Rate (2018-2028)	0.33%	0.40%	0.83%
Households	Annual Growth Rate (2010-2017)	0.27%	0.40%	0.73%
	Average Household Size	2.48	2.46	2.59
Age Segment	Ages 0-12	10%	16%	16%
	Ages 13-17	7%	6%	6%
	Ages 18-34	21%	27%	24%
	Ages 35-54	21%	25%	26%
	Ages 55-64	17%	13%	13%
	Ages 65-74	17%	10%	9%
Race Distribution	White Alone	96.2%	81.9%	70.2%
	Black Alone	0.5%	11.7%	12.8%
	American Indian	0.2%	0.5%	1.0%
	Asian	0.2%	2.1%	5.6%
	Pacific Islander	0.0%	0.1%	0.2%
	Some other race	0.5%	1.6%	6.8%
Two or More Races	Hispanic / Latino Origin (any race)	1.9%	2.0%	3.4%
	All Others	2.2%	4.3%	18.1%
Income	Per Capita Income	\$18,901	\$28,143	\$30,820
	Median Household Income	\$35,154	\$51,113	\$56,124

Recreation Participation Trends Analysis



National Recreation Trends

- Activity Level
 - Approximately 30% of Americans (ages 6+) are active to a healthy level (High Calorie Burning Activities)
- Inactives
 - 82.4 million people did not participate in any recreation activity; up from last year from 81.4 million



National Recreation Trends

Most popular sport and recreational activities

- Fitness Walking (110 million)
- Treadmill (53 million)
- Free Weights (53 million)
- Running/Jogging (51 million)
- Hiking (45 million)



National Recreation Trends

Activities with most rapid growth over the last five years

- Stand-Up Paddling (+139%)
- Rugby (+83%)
- Bicycling-BMX (+83%)
- Triathlon – Non-Traditional/Off-Road (+75%)
- Trail Running (+58%)

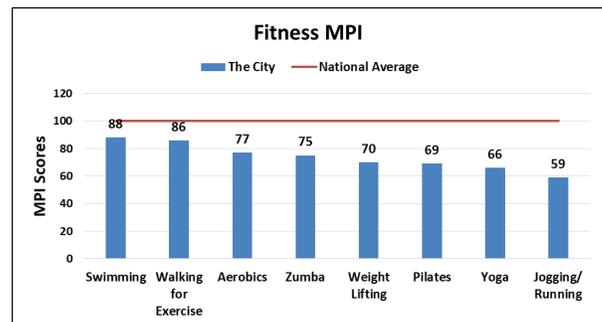


Local Leisure Market Trends

- Recreation participation compared to national average
 - Fishing Fresh Water (37% higher)
 - Football (9%)
 - Attended a country music performance (9%)
 - Horseback riding (8%)
 - Spend \$1-99 on sports/recreation equipment (4%)

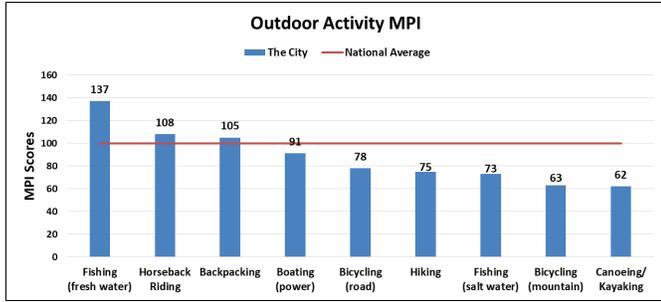


Local Trends - Fitness

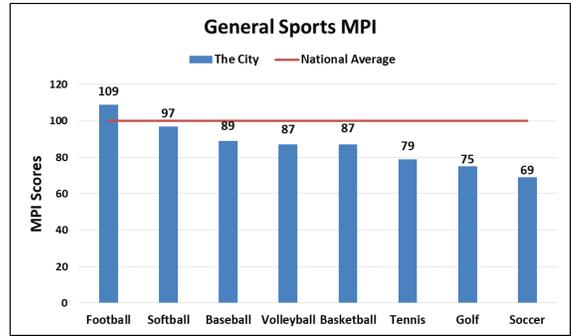


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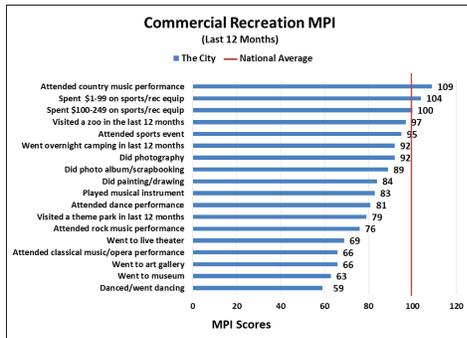
Local Trends – Outdoor Activity



Local Trends – General Sports



Local Trends – Commercial Recreation



National Recreation Trends



Large Multi-gen / Multi-Purpose Centers



Economic Development: Cultural Partnership w/ Trail Art



Adventure Parks



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Trails as Transit and Destinations



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Restaurants & Bike Shops Along Trails



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Infrastructure Synergy



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Community Gardens



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Activating Streets for Recreation



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Special Event Facilities and Parks



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Restaurants



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Glamping



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Extreme Camping – Bubble Tents



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Aerial Adventure Parks



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Adventure Biking



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White Water Facilities



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Aquatic Centers



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Splash Grounds / Spray Pads



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Target Golf/ Top Golf



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Pickleball



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Platform Tennis



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Athletic Complexes



Fieldhouses



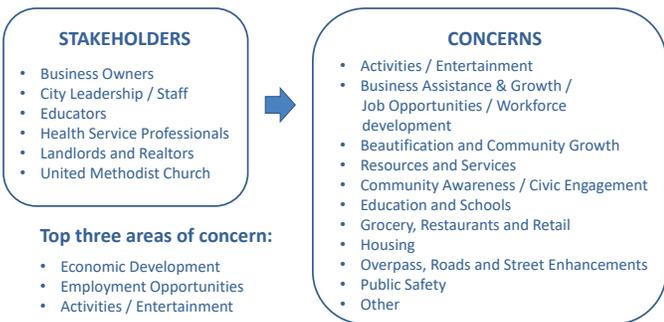
Field Sports



Vision Casting



Vision Casting – Overall Responses



Vision Casting – Opportunities for Improvement

Program:

- Activities for Young Children and Seniors
- Sports Programming
- Better Security

Amenities:

- Playground and Restroom Updates
- Pool, Courts/Fields and Trails
- Better Maintenance

Vision Casting – Greatest Need For Attention / Priorities

Program:

- Youth/Senior Activities
- Swim Lessons
- Security

Amenities:

- Fields
- Trails + Playgrounds
- Maintenance



Vision Casting – Activities or Program Citizens Travel Outside For

Program:

- Youth Athletics
- Swimming
- Concerts / Events

Amenities:

- Trails + Hiking
- Pools
- Athletic Fields



Inventory of Park Facilities

- Frisco Ball Field
- Massey Park
- Hartley Park
- Nelson Park
- Rotary Park
- Hidden Waters Park
- North Park
- Ellis O Jackson Park
- Shackelford Springs Park
- Pool / Activity Complex
- Stormwater Detention Facility
- Marshfield Cemetery

Inventory of Park Facilities

- Pedestrian Trails / Connectivity
- Upgrades of Playgrounds / Restrooms
- ADA Accessibility / Connectivity Improvements
- Good Variety of Park Types / Spaces
- Equitable Distribution to be Reviewed
- Activity Center Site – Land for Other Park Uses
- Jackson Park / Fairgrounds – Opportunities?



Mission, Vision + Guiding Principles



Mission, Vision + Guiding Principles

- Define "who you are, where you're going and how you'll get there".

MISSION is a statement about your core purpose, why you exist, and is best stated in the present tense.

VISION is a statement about your desired state, where you want to go, and is best stated in the future tense.

While you might find these interspersed throughout both your mission and vision, your **GUIDING PRINCIPLES** are defined by the values of your organization, how you behave and interact with your staff and the community.

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Mission + Vision Statement

Mission Statement

Keep Marshfield dynamic by providing quality services with a "Together" attitude

Vision Statement

Provide our community with thoughtful planning, projects, programs and city services while promoting educational and economic opportunity, community character, and continued city growth

Purpose

"Build Community Together"

Homework

Please review the following questions and respond to the email address provided at the end of the presentation by June 27th.



The Power of Words...

List the 3 best things about your existing Parks & Recreation system.



The Power of Words...

List 3 things about the Parks & Recreation system that provide the greatest opportunity for improvement.



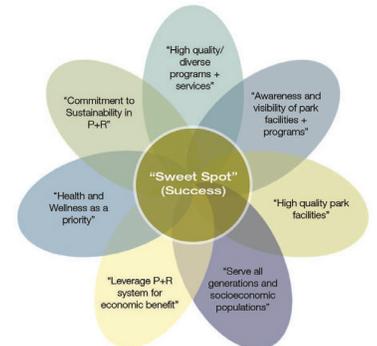
The Power of Words...

10 years from today, looking back...what 3 things have occurred that indicate this planning effort was a success? Looking beyond 10 years.....



Marshfield Parks and Recreation Guiding Principles

The values and success factors that will guide this master planning process... Please provide 3-5 guiding principles that you think are important to the overall success and values of the Marshfield Parks Dept.



Next Steps

08.07.18

- Recreation program review
- Level of service standard review
- Park programming input
- Funding opportunities

09.29.18 – Park Palooza

- Public Input – Site Concepts and Recreation Input

10.30.18

- Findings / Initial Recommendations Presentation

12.04.18

- Master Plan Presentation / Adoption

Contact Information

Confluence

Hank Moyers – Project Manager

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hmoyers@thinkconfluence.com

PROS Consulting, Inc.

Leon Younger – President

leon.younger@prosconsulting.com

Service Analysis



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**A LONG RANGE VISION PLAN
FOR
MARSHFIELD PARKS & RECREATION
MASTER PLANNING MEETING #2
AUGUST 07, 2018 – (6:30-8:30 P.M.)**



Parks and Recreation Master Plan
City of Marshfield, Missouri



Agenda

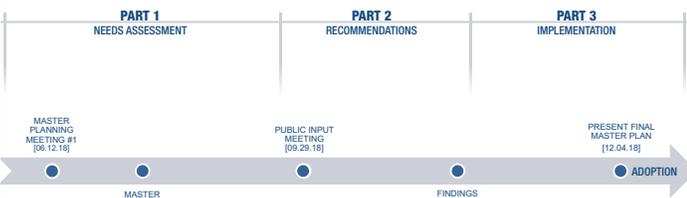
- Mission, Vision + Guiding Principles
- Demographic Analysis
- Recreational Trends Analysis
- Next Steps
- Programming Exercise
- Summarize + Next Steps



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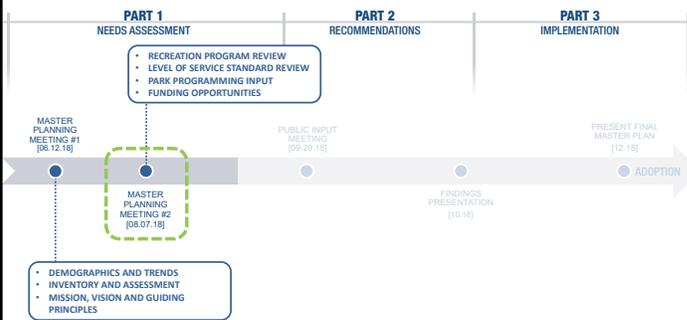
Process + Timeline



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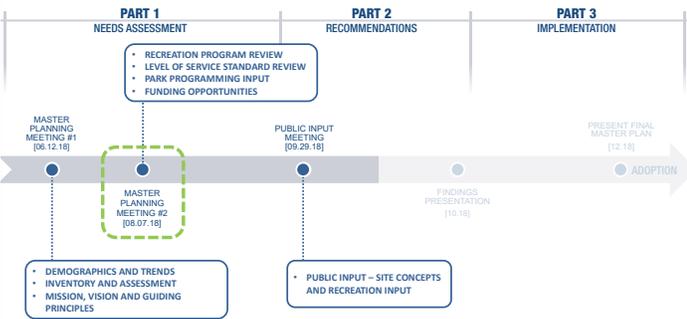
Process + Timeline



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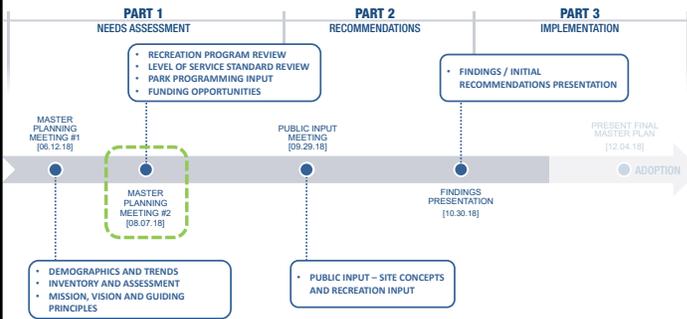
Process + Timeline



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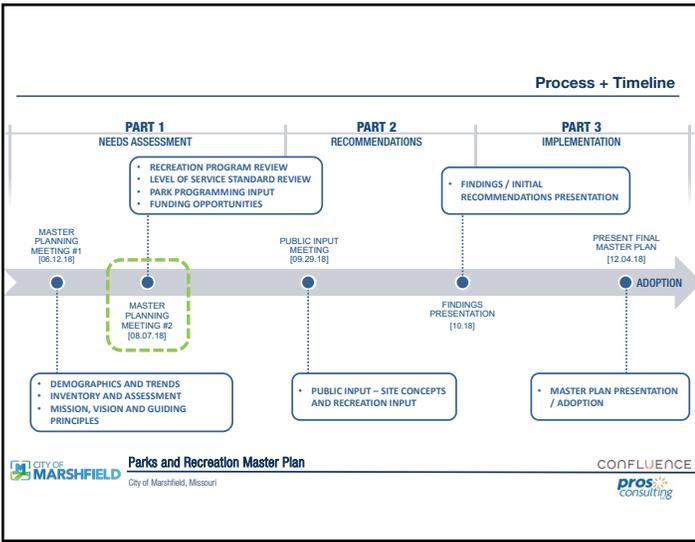
Process + Timeline



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City of Marshfield, Missouri



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Mission, Vision + Guiding Principles

- Define "who you are, where you're going and how you'll get there".

MISSION is a statement about your core purpose, why you exist, and is best stated in the present tense.

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While you might find these interspersed throughout both your mission and vision, your **GUIDING PRINCIPLES** are defined by the values of your organization, how you behave and interact with your staff and the community.

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	List the 3 best things about the City's existing parks and recreation system	List 3 things about the existing Parks & Recreation System that offer the greatest opportunity for improvement	10 years from now, what 3 things have occurred that indicate this planning effort was a success?	Provide 3-5 principles that you think are important to the overall success and values of the Marshfield Parks Dept.
Danielle Cron - Parks and Recreation	<ul style="list-style-type: none"> Variety per park. Each one has their own identity Location Beautiful 	<ul style="list-style-type: none"> Upgrades to the recreation fields Upgrades to playground equipment (Kinley Hervey Park) Upgrade to the Tennis Court 	<ul style="list-style-type: none"> The City (Mayor, Administration, Parks and Rec) etc. They have the citizens in mind The Citizens they are truly hearing the changes in Marshfield are for the better The culture Committing to the plan and sticking with it 	<ul style="list-style-type: none"> Recreational needs Strengthen the parks system Support from the citizens
Natalie McKittrick - Senior Auditor	<ul style="list-style-type: none"> The citizens have embraced the current offerings with high participation in most activities. The City employees and board committee volunteers are willing to put in effort to make the world better for its citizens. The department has formed relationships with outside (non-city government) organizations who have embraced the park mission and provided aid for many improvements. 	<ul style="list-style-type: none"> Programming Facilities Accessibility 	<ul style="list-style-type: none"> Programming available for all ages, and for a more diverse range of interests (we can do more than sports) Parks and related programming are financially viable (sometimes require use of General Revenue Funding) 	<ul style="list-style-type: none"> Community: Parks and programming are a testament of building a community of neighbors instead of strangers. Health: Parks and programming help teach the importance of active lifestyles to younger generations and while teaching healthy lifestyles in older generations. Inclusivity & Diversity: Parks and programming should be available to all, and provide a diverse public for a wide range of interests. This also allows community members to grow in appreciation for others and our differences. History: Marshfield is rich in history that should be preserved and celebrated.
Martha Foglesong	<ul style="list-style-type: none"> Good walking places Peace of green spaces and open spaces Things to do offered at history 	<ul style="list-style-type: none"> More organized sports for young and old Standard plan to get maintenance off the streets Place for outside programs 	<ul style="list-style-type: none"> Keep parks director educated and updated on what is going on and successful in towns the same size as ours Listen and know the community Use parks as much as possible for whatever the best people feel their experience 	<ul style="list-style-type: none"> Just hoping that teens and other people have plenty of things to do in Marshfield outside and that our parks are very safe and well kept and we use them being used
Gary Gray	<ul style="list-style-type: none"> The legacy/memories of our children when they left their children this is when I learned to love the parks and our activities include a broad range of ages We have a fantastic director that works not only for the city of Marshfield, but for its future, our kids. 	<ul style="list-style-type: none"> I see an improvement for our existing budget, fitness I see an improvement, as a couple of our parks, in that we either put the money into parks or sell the land. Our music and some outdoor sports need more improvement 	<ul style="list-style-type: none"> One of those things that have occurred that indicates this planning was a success were the volunteers of long ago who laid the foundation for the future of our parks and rec center The second indicator that our planning effort was a success 10 years from today would be the Marshfield citizen who supported our efforts to improve our parks and build a park and rec center. The third and final indicator that our planning efforts were a success would include the following people: our mayor, city administration, parks director and those who have served and are serving on the parks and rec committee. 	<ul style="list-style-type: none"> Meet changing recreation needs Strengthen and foster community partnerships Be stewards and have a great passion for parks

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	List the 3 best things about the City's existing parks and recreation system	List 3 things about the existing Parks & Recreation System that offer the greatest opportunity for improvement	10 years from now, what 3 things have occurred that indicate this planning effort was a success?	Provide 3-5 principles that you think are important to the overall success and values of the Marshfield Parks Dept.
Brian Brooks	<ul style="list-style-type: none"> Community loyalty to existing programming - soccer, baseball, etc. Dedicated involvement by Parks to improve the "backstop" park History of some of the smaller parks 	<ul style="list-style-type: none"> The municipalities to improve old buildings/programs with having to central everyone that was previously involved to get their services. Facilities upgrades in the older, more "historic" parks Bathroom facilities that are maintained and opened/closed with regular timing 	<ul style="list-style-type: none"> Active and consistent use of each park Facility upgrades in the older, more "historic" parks Bathroom facilities that are maintained and opened/closed with regular timing 	<ul style="list-style-type: none"> To remember the current needs of the community and not to forget about the future needs. To remain transparent in all major decisions, and to encourage involvement by all groups of citizens to ensure that the needs of everyone is met to the best of the city's ability
Robert Williams - Mayor of Marshfield	<ul style="list-style-type: none"> Each park has its own character and purpose Good support system. The three major parks have strong civic support, and the Parks & Recreation Advisory Committee is a great team of folks dedicated to better programs and resources to support the parks. Maintenance - with the contact moving the parks are increasingly good. This is work to say they don't have maintenance issues, but that their general appearance is good. 	<ul style="list-style-type: none"> Recreational Programs - We had for a short of excellence in regard to well structured, promoted, and managed programming Theme - Each park is a site and looks completely with an overall park system. It would be good to have a total system that pulled from together, and coordinate like a system with the city of Grove or certain equipment that fit them together. Programming - We need more neighborhood parks and a restructuring of land use so that the land serves the best purpose for the community. Specifically - Elm St. Jackson needs to be a private - public development. This could mean relocating the playgrounds, but maybe not. However it turns out, it needs to be consistent with the future of our town. 	<ul style="list-style-type: none"> We have an intentional approach to park and recreational development that fits in with the character of our community and meets the needs of our citizens. Our parks are an attraction that bring kids from all around our area to do the things they cannot do in their hometown. Our parks are consistent and enjoy various as part of the overall development of our community. We will have a plan that works. 	<ul style="list-style-type: none"> A solid plan that is owned and embraced by organizations in the community, along with the city Participation that serves the best interest of our community. It is not enough to have always involved in a park, there needs also be a plan for future investment and development that is embraced and set in place by the city, civic or business partners, and the community. Program set in place - we have to be willing to give things up in order to bring fresh things in. We need to continually assess in the functioning of our parks so they are always offering something new and still maintaining their historic character. A team of dedicated leaders that bring activity, excitement, and growth to the residents in our park system. Start with a blank page - Always look at the land use and zoning as if there was nothing there and the space had to be developed. What would it be? What should it be? Answer those questions based on the best information available regarding other development and then go to work making it happen. It has to be a use, high energy, intended, and well planned effort.
Deag Lertzen	<ul style="list-style-type: none"> Scattered across the city Peace equipment (safety parks) Walking trails 	<ul style="list-style-type: none"> Longer walking paths Improved playground equipment Playgrounds are too wide open (needs more of a tunnel so parents can observe children easier) 	<ul style="list-style-type: none"> More attendance More community events at the park (i.e. concerts, shows at the park, etc.) Park is still timely, updated equipment and style 	<ul style="list-style-type: none"> Community atmosphere Looking the bigger picture Keeping the facility and opportunities can change as it develops so being flexible

CITY OF MARSHFIELD Parks and Recreation Master Plan
City of Marshfield, Missouri

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Mission + Vision Statement

Mission Statement

To promote healthy, safe and entertaining lifestyles which will enhance all of Marshfield and surrounding community's residents through high quality and diverse parks, historical facilities, and recreational services.

Vision Statement

All residents have access to financially and environmentally sustainable, modern parks, trails and recreation programming.

CITY OF MARSHFIELD Parks and Recreation Master Plan
City of Marshfield, Missouri

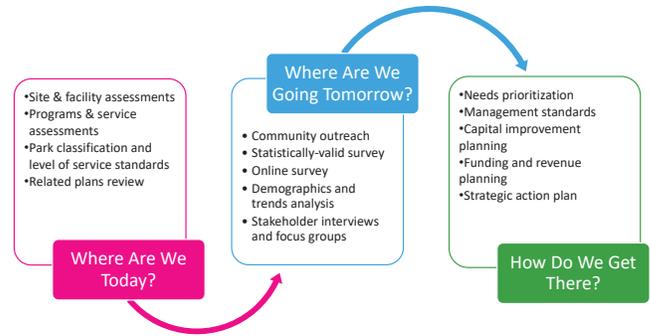
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Marshfield Master Plan Public Meeting Powerpoint - 08.07.18

Guiding Principles

- **Health:** Promote health and wellness as a City-wide priority
- **Economics:** Leverage economically viable options for improving and maintaining the parks and recreation system
- **Visibility:** Preserve and celebrate the history of community while improving aesthetics, awareness and continuing to update parks and programming to meet changing recreation needs
- **Programming:** Provide a variety of high quality programs and services to all members and interests in the community
- **Population:** Provide facilities and services to all generations, socio-economic populations, and interests
- **Connectivity:** Provide access to parks, trails and programming to serve all parts of Marshfield

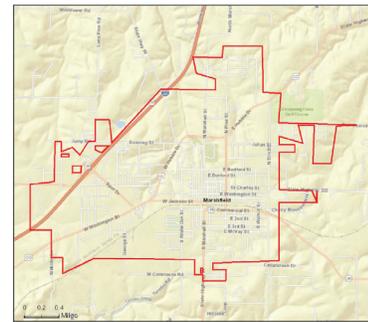
Project Process



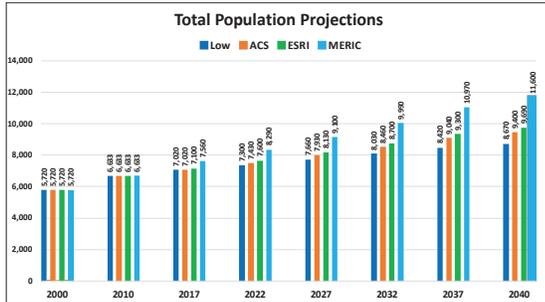
Demographic Analysis



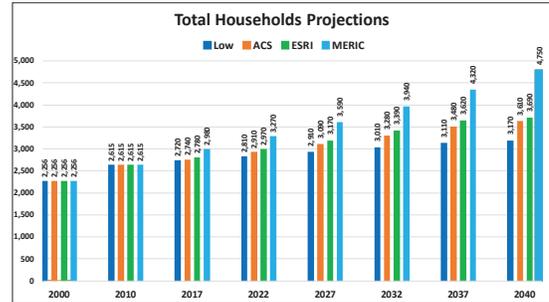
Site Map



Population



Households



Stakeholder Summary



Parks and Recreation Master Plan
City of Marshfield, Missouri



Program Assessment

The following is an outline of what is covered.

- Age segment distribution
- Lifecycle analysis
- Core program analysis and development
- Similar provider analysis/duplication of service
- Market position and marketing analysis
- User fee analysis for facilities and programs/services
- Review of program development process
- Backstage support, or service systems and agency support needed to deliver excellent service



Parks and Recreation Master Plan
City of Marshfield, Missouri



Fairground Review

- Facility has a large amount of land to work with but needs facility enhancement
- Facility and Nelson Park and North Park next to it provide a great Central park concept that could benefit both parks tremendously
- Arena facility could have greater use with a covered arena
- Could be a destination park with added year round amenities



Parks and Recreation Master Plan
City of Marshfield, Missouri



Governance Review

- The system is in need of playing a much larger role in the community as a park and recreation provider and program provider than it does now. This is about quality of life and economic development tool for the city
- The most discussed core services was special events, youth and adult sports, farmers market, active adults programs, fitness, and youth before and afterschool and summer camps



Parks and Recreation Master Plan
City of Marshfield, Missouri



Next Steps

09.29.18 – Park Palooza

- Public Input – Site Concepts and Recreation Input

10.30.18

- Findings / Initial Recommendations Presentation

12.04.18

- Master Plan Presentation / Adoption



Parks and Recreation Master Plan
City of Marshfield, Missouri



Contact Information

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Parks and Recreation Master Plan
City of Marshfield, Missouri



Marshfield Master Plan Public Meeting Powerpoint - 08.07.18

**A LONG RANGE VISION PLAN
FOR
MARSHFIELD PARKS & RECREATION
RECOMMENDATIONS MEETING
NOVEMBER 06, 2018 – (6:30-8:30 P.M.)**



Parks and Recreation Master Plan
City of Marshfield, Missouri



Agenda

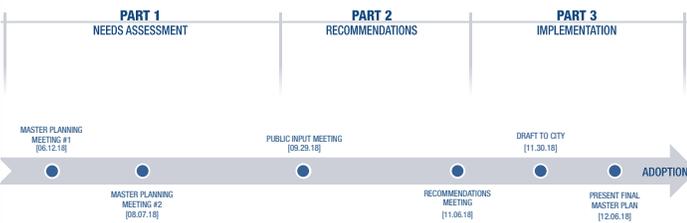
- BIG IDEAS
- Recommendation Categories
 - Operation and Program Recommendations
 - Facility Recommendations
 - Partnership and Tourism Recommendations
 - Governance Recommendations
 - Financial Recommendations
- Capital Improvement Plan
- Next Steps



Parks and Recreation Master Plan
City of Marshfield, Missouri



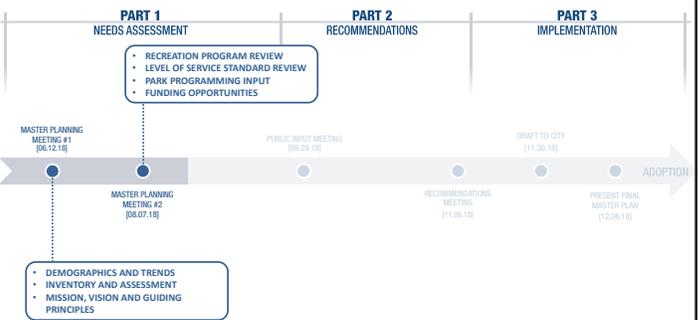
Process + Timeline



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City of Marshfield, Missouri



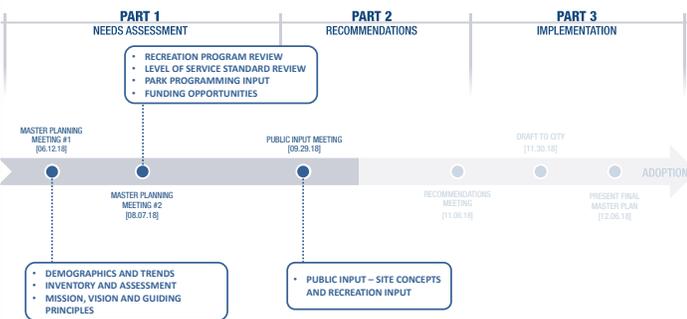
Process + Timeline



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City of Marshfield, Missouri



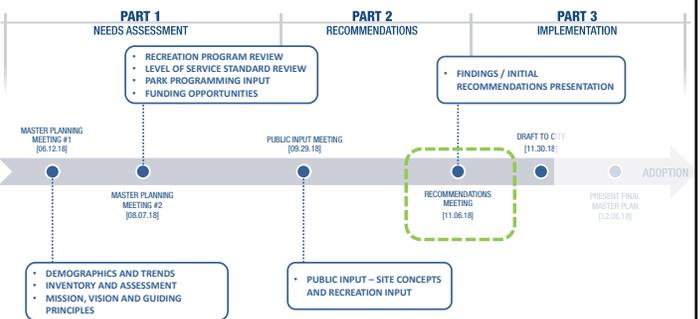
Process + Timeline



Parks and Recreation Master Plan
City of Marshfield, Missouri



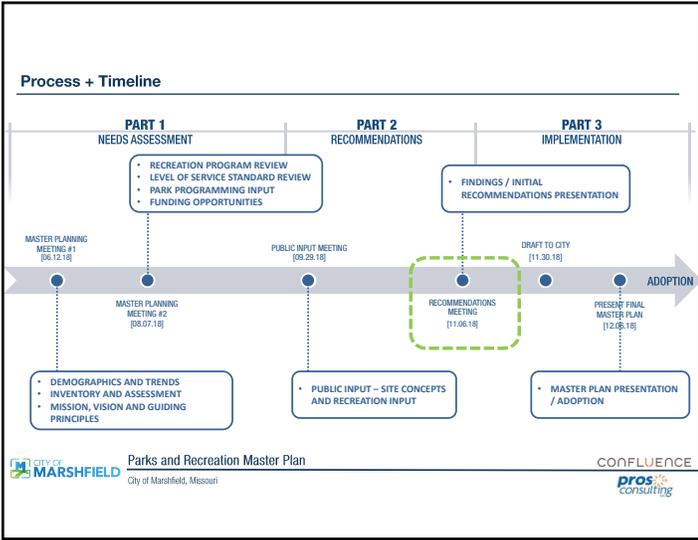
Process + Timeline



Parks and Recreation Master Plan
City of Marshfield, Missouri



Marshfield Master Plan Recommendations Meeting Powerpoint - 11.06.18



- ### 6 Big Ideas
- Economics**
Leverage proximity and visibility of parks system for long term economic benefit
 - Connection**
Provide access to high quality park facilities and trails throughout the city
 - Program**
Provide high quality, diverse programs and services
 - Visibility**
Improve awareness and visibility of park facilities
 - Health**
Promote health and wellness as a city wide priority
 - Population**
Serve all generations and socio economic populations
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- ### Recommendation Categories
- Operation and Program Recommendations
 - Facility Recommendations
 - Partnership and Tourism Recommendations
 - Governance Recommendations
 - Financial Recommendations
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- ### Recommendations
- ## Operations and Programs Recommendations
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- ### Operations and Programs Recommendations
- GOAL: SUPPORT ACTIVE LIVING THAT CONTRIBUTES TO A HEALTH COMMUNITY.**
- Create and support re-development of existing parks, fairgrounds, and recreation facilities to provide affordable and quality recreation programs and experiences for people of all ages.
 - Seek to establish six core recreation program areas in you sports, outdoor education and recreation, aquatics, special events and summer camps for the first five years of implementing this plan.
 - Develop a Youth Sports Commission to help staff to over see the quality development of sports for kids K-6th grade and 7th and 12th grade in football, baseball, softball, volleyball, soccer, wrestling, tennis, golf, and any other sports that are provided at the high school level. This would include recruiting and training coaches, umpires and officials for these sports.
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- ### Operations and Programs Recommendations
- Update the design of sports fields to ensure they represent the best of Marshfield in a sports related experience for participants, coaches, officials and parents.
 - Create at least four major special events a year that are centered on the fair, 4th of July, Christmas and historic Route 66 that bring people to Marshfield and support uniting the community together.
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Marshfield Master Plan Recommendations Meeting Powerpoint - 11.06.18

Recommendations

Facility Recommendations

Park Type	Units	2018 INVENTORY - DEVELOPER FACILITIES				2018 Facility Standards							
		Marshall Park Territory	Schools	State Facilities	Wilder County Facilities	Total Inventory	Current Service Level	Recommender Service Levels	Most Standard / Most Facility	Additional Facilities / Amenities Needed			
Neighborhood Park	Acre	16.12	-	-	-	16.12	2.16	2.00	2.00	2.00	Meets Standard	-	Amenity
Community Park	Acre	48.55	-	-	-	48.55	4.25	4.00	4.00	4.00	Meets Standard	-	Amenity
Regional Park	Acre	48.48	-	-	-	48.48	8.75	8.00	8.00	8.00	Meets Standard	-	Amenity
Multi-Generational Site	Acre	21.33	-	-	-	21.33	2.84	3.00	3.00	3.00	Meets Standard	-	Amenity
School Park	Acre	-	-	-	-	-	-	3.00	3.00	3.00	Meets Standard	-	Amenity
Other Recreational Area	Acre	0.00	-	-	-	0.00	0.00	0.00	0.00	0.00	Meets Standard	-	Amenity
TOTAL	Acre	134.47	-	-	-	134.47	-	14.00	14.00	14.00	Meets Standard	-	Amenity

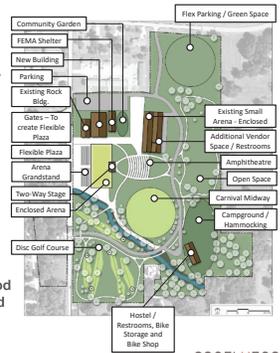
Facility Recommendations

GOAL: EXPAND AND IMPROVE PARK FACILITIES

- Extend Stays
 - Incorporate restrooms, drinking fountains, park benches, shelters and loop trails where feasible to extend user's visit times within the park.
- Continue to evaluate trends in parks and rec to incorporate and refresh user experiences and allow for different experiences in each park facility.

Facility Recommendations – ELLIS O. JACKSON PARK

- Incorporate site furnishings based on City Furnishing Standards developed for Marshfield Parks.
- Enclose small arena and add more stalls and restrooms.
- Update aging bleachers and provide covering over existing outdoor arena with 2-way stage and outdoor amphitheater to the west.
- Remove aging buildings on site and replace with a community garden and new multi-use facility.
- Install the disc golf course as part of the North, Nelson and Ellis O. Jackson Parks.
- Develop a flexible plaza space on N. Marshall Road that can be shut down/gated periodically to accommodate food truck festivals, fair vendors and other civic gatherings and events.



Facility Recommendations – ELLIS O. JACKSON PARK

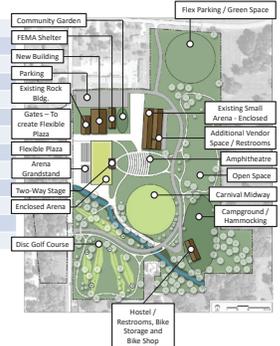
- Provide loop trail and sidewalk connections to amenities as necessary. Make connections between Ellis O. Jackson and Nelson Parks to promote larger usage of the park spaces.
- Renovate the existing pool house building into a Hostel and Campground site with restrooms, a bike shop and incorporate bike lockers to further support bicycle tourism along the Historic Route 66 and Trans America Trail bicycle routes.
- Preserve Open Space to allow for flexible events and gatherings.



Facility Recommendations – ELLIS O. JACKSON PARK

Disc Golf Course (5 of 18 Holes)	\$10,000 - \$15,000
Improved Walkways / Loop Trail / Plaza Spaces	\$700,000 - \$750,000
Amphitheatre	\$250,000 - \$350,000
Community Garden	Varies
New Building (Demolition of old Building)	\$750,000 - \$1,025,000
Restroom Facility	\$225,000 - \$275,000
Campground	\$50,000 - \$75,000
Arena Improvements	\$2,000,000 - \$4,000,000
Enclosed Arena	\$90,000 - \$110,000
Renovated Pool House	\$250,000 - \$400,000
Soft Costs / Design (+/- 25%)	\$1,081,250 - \$1,750,000
Contingency (15%)	\$648,750 - \$1,050,000
TOTAL	\$6,055,000 - \$9,800,000

*Does not include utilities / grading / additional work needed due to unforeseen conditions.



Facility Recommendations – NORTH PARK

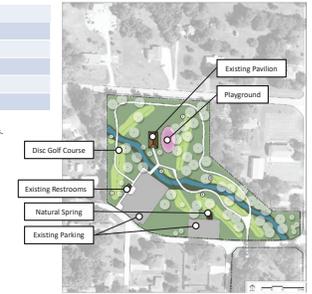
- Install the disc golf course as part of the North, Nelson and Ellis O. Jackson Parks.
- Provide a playground adjacent to the existing pavilion to support gatherings and birthday parties.
- Provide loop trail and sidewalk connections to Nelson and Ellis O. Jackson Parks and other existing park amenities.



Facility Recommendations – NORTH PARK

Disc Golf Course (6 of 18 Holes)	\$15,000 - \$20,000
Playground	\$150,000 - \$300,000
Loop Trail	\$105,000 - \$115,000
Soft Costs / Design (+/- 25%)	\$67,500 - \$108,750
Contingency (15%)	\$40,500 - \$65,250
TOTAL	\$378,000 - \$609,000

*Does not include utilities / grading / additional work needed due to unforeseen conditions.

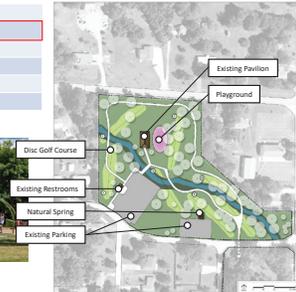


Facility Recommendations – NORTH PARK

Disc Golf Course (6 of 18 Holes)	\$15,000 - \$20,000
Playground	\$150,000 - \$300,000
Loop Trail	\$105,000 - \$115,000
Soft Costs / Design (+/- 25%)	\$67,500 - \$108,750
Contingency (15%)	\$40,500 - \$65,250
TOTAL	\$378,000 - \$609,000



\$150,000 ----- \$300,000



Facility Recommendations – NELSON PARK

- Install the disc golf course as part of the North, Nelson and Ellis O. Jackson Parks.
- Provide loop trail and sidewalk connections to North and Nelson Parks and other existing park amenities.



Facility Recommendations – NELSON PARK

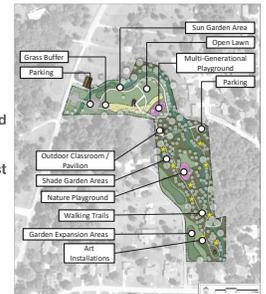
Disc Golf Course (7 of 18 Holes)	\$17,500 - \$23,500
Loop Trail	\$125,000 - \$135,000
Parking Removal + Plaza / Gathering Area	\$50,000 - \$70,000
Soft Costs / Design (+/- 25%)	\$48,125 - \$57,125
Contingency (15%)	\$28,875 - \$34,275
TOTAL	\$269,500 - \$319,900

*Does not include utilities / grading / additional work needed due to unforeseen conditions.



Facility Recommendations – HIDDEN WATERS PARK

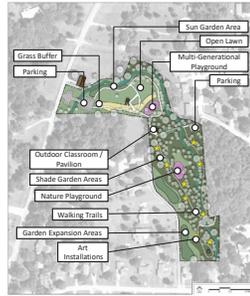
- Integrate art installations along the soft surface trail to expand the existing garden walk.
- Incorporate a nature playground and multi-generational playground along existing trails.
- Provide an outdoor classroom / pavilion with interpretive signage to create opportunities to support garden clubs and children's groups visiting the site.
- Create garden expansion areas in open spaces along West Washington Terrace and to the north along the creek with shade, sun and native grass landscape areas.



Facility Recommendations – HIDDEN WATERS PARK

Art Installations	Varies
Nature Playground	\$140,000 - \$200,000
Multi-Generational Playground	\$125,000 - \$175,000
Outdoor Classroom / Pavilion	\$180,000 - \$250,000
Garden Expansion Area	Varies
Landscape	\$120,000 - \$210,000
Soft Costs / Design (+/- 25%)	\$141,250 - \$208,750
Contingency (15%)	\$84,750 - \$125,250
TOTAL	\$791,000 - \$1,169,000

*Does not include utilities / grading / additional work needed due to unforeseen conditions.

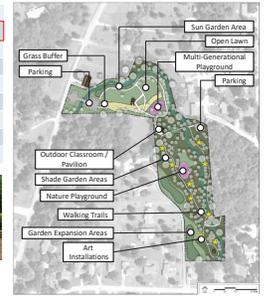


Facility Recommendations – HIDDEN WATERS PARK

Art Installations	Varies
Nature Playground	\$140,000 - \$200,000
Multi-Generational Playground	\$125,000 - \$175,000
Outdoor Classroom / Pavilion	\$180,000 - \$250,000
Garden Expansion Area	Varies
Landscape	\$120,000 - \$210,000
Soft Costs / Design (+/- 25%)	\$141,250 - \$208,750
Contingency (15%)	\$84,750 - \$125,250
TOTAL	\$791,000 - \$1,169,000



\$140,000 ----- \$200,000



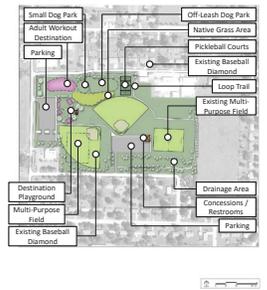
Facility Recommendations – ROTARY PARK – Option 1

- Provide an event lawn, pavilion, and restrooms to support Marshfield festivals, events, and performances.
- Incorporate botanic plantings/public garden opportunities to enhance the parks aesthetics and provide a quiet location for contemplation.
- Renovate playground elements at the end of their life cycle – consider combining playground elements into a single pad. Incorporate additional elements to create a large destination playground for residents to enjoy. Additional elements to be incorporated should include fully accessible options.
- Remove existing tennis courts and incorporate a destination adult exercise/obstacle course area.



Facility Recommendations – ROTARY PARK – Option 1

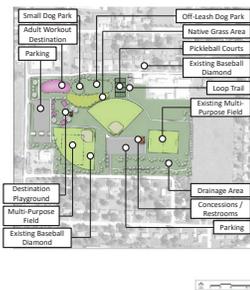
- Provide a small and large dog park area with washing stations. Fences should provide separation between the areas for safety of small and large dogs.
- Incorporate four (4) pickleball courts to allow for resident tournaments.
- Renovate/relocate the existing softball field / multi-purpose fields to allow for reorganization of the park, provide better field orientations and improvements to be made to existing facilities.
- Establish an organized hard surface parking area on the south side of the park off Elizabeth Street to support larger gatherings and parking closer to the athletic fields.
- Relocate Concessions / Restrooms to better serve the athletics facilities. Improvements should meet current City codes and ADA Guidelines.



Facility Recommendations – ROTARY PARK – Option 1

Improve Existing Playground	\$125,000 - \$175,000
Pickle Ball Courts	\$100,000 - \$150,000
Adult Exercise / Obstacle Course	\$225,000
Dog Parks (Small and Large)	\$70,000 - \$100,000
Renovate Baseball Diamonds / Multi-Purpose Fields	Varies
Parking Lot Paving	\$325,000 - \$375,000
New Concessions / Restrooms	\$225,000 - \$275,000
Soft Costs / Design (+/- 25%)	\$267,500 - \$325,000
Contingency (15%)	\$160,500 - \$195,000
TOTAL	\$1,498,000 - \$1,820,000

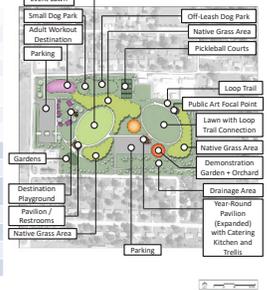
*Does not include utilities / grading / additional work needed due to unforeseen conditions.



Facility Recommendations – ROTARY PARK – Option 2

Improve Existing Playground	\$125,000 - \$175,000
Pickle Ball Courts	\$100,000 - \$150,000
Adult Exercise / Obstacle Course	\$225,000
Dog Parks (Small and Large)	\$70,000 - \$100,000
Renovate Baseball Diamonds / Multi-Purpose Fields	Varies
Parking Lot Paving	\$325,000 - \$375,000
New Concessions / Restrooms	\$225,000 - \$275,000
Year-Round Pavilion	\$400,000 - \$700,000
Event Lawn	\$40,000 - \$60,000
Botanical Garden / Children's Garden / Demonstration Garden	Varies
Landscape	\$95,000 - \$105,000
Soft Costs / Design (+/- 25%)	\$401,250 - \$516,250
Contingency (15%)	\$240,750 - \$309,750
TOTAL	\$2,247,000 - \$2,891,000

*Does not include utilities / grading / additional work needed due to unforeseen conditions.



Facility Recommendations – ROTARY PARK – Option 2

Pavilion with Restrooms / Concessions

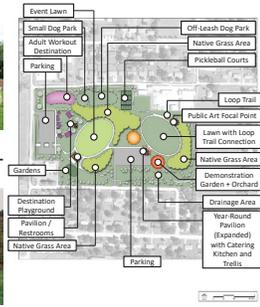


\$225,000 ----- \$275,000

Year-Round Pavilion



\$400,000 ----- \$700,000

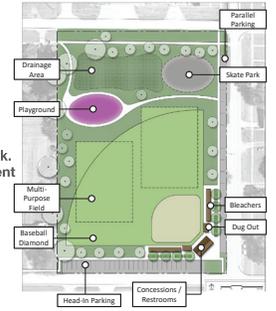


Parks and Recreation Master Plan
City of Marshfield, Missouri



Facility Recommendations – FRISCO BALL FIELD – Phase 1

- Renovate/update the concessions/restroom facility to meet current codes and current ADA Guidelines.
- Update fencing, bleachers and dugouts and lighting and allow for flexible fencing to support multi-purpose fields.
- Incorporate a playground to support families during games.
- Create a master plan for the incorporation of a skate park. Community input should be solicited as design development occurs to understand citizen's desired elements.



Parks and Recreation Master Plan
City of Marshfield, Missouri



Facility Recommendations – FRISCO BALL FIELD – Phase 1

Renovate Concessions	\$70,000 - \$100,000
Renovate Existing Baseball Elements	\$125,000 - \$175,000
Playground	\$150,000 - \$300,000
Skate Park	\$100,000 - \$150,000
Walkways	\$65,000 - \$75,000
Soft Costs / Design (+/-25%)	\$127,500 - \$200,000
Contingency	\$76,500 - \$120,000
TOTAL	\$714,000 - \$1,120,000

*Does not include utilities / grading / additional work needed due to unforeseen conditions.

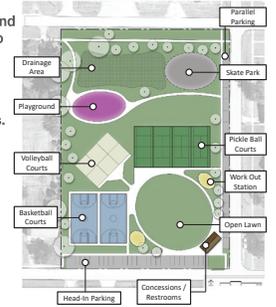


Parks and Recreation Master Plan
City of Marshfield, Missouri



Facility Recommendations – FRISCO BALL FIELD – Phase 2

- With the addition of the Athletic Complex, there may be less of a need in the future for large multi-purpose fields and baseball diamonds. Frisco Ball Field has the opportunity to incorporate other elements that would better serve the community.
- Incorporate other athletic / sports elements such as Basketball Courts, Volleyball Courts, and Pickleball Courts.
- Implement open lawn for smaller events / sporting tournaments.
- Incorporate work out stations around loop walkway.



Parks and Recreation Master Plan
City of Marshfield, Missouri



Facility Recommendations – FRISCO BALL FIELD – Phase 2

Renovate Concessions	\$70,000 - \$100,000
Renovate Existing Baseball Elements	\$125,000 - \$175,000
Playground	\$150,000 - \$300,000
Skate Park	\$100,000 - \$150,000
Walkways	\$65,000 - \$75,000
Volleyball Courts	\$180,000 - \$190,000
Workout Stations	\$8,000 - \$12,000
Basketball Courts	\$220,000 - \$230,000
Additional Walkways	\$70,000 - \$80,000
Soft Costs / Design (+/- 25%)	\$247,000 - \$328,000
Contingency (15%)	\$148,200 - \$196,800
TOTAL	\$1,383,200 - \$1,836,800

*Does not include utilities / grading / additional work needed due to unforeseen conditions.



Parks and Recreation Master Plan
City of Marshfield, Missouri

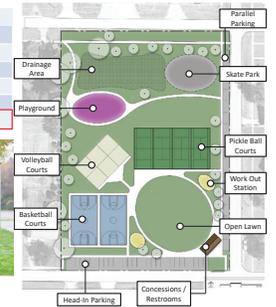


Facility Recommendations – FRISCO BALL FIELD – Phase 2

Renovate Concessions	\$70,000 - \$100,000
Renovate Existing Baseball Elements	\$125,000 - \$175,000
Playground	\$150,000 - \$300,000
Skate Park	\$100,000 - \$150,000
Walkways	\$65,000 - \$75,000
Volleyball Courts	\$180,000 - \$190,000
Workout Stations	\$8,000 - \$12,000



\$8,000 ----- \$12,000

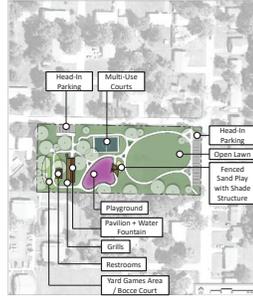


Parks and Recreation Master Plan
City of Marshfield, Missouri



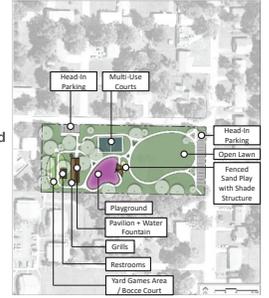
Facility Recommendations – MASSEY PARK

- Renovate existing basketball court to allow for multi-use court.
- Renovate playground and surfacing at the end of its life cycle – consider combining playground elements into a single pad and eliminating fall zone conflicts of equipment adjacent to pedestrian walkways.
- Replace and expand existing site furnishings with new Marshfield Site Furnishing Standard at the end of furnishing life cycle.
- Incorporate sand play area with fence and shade structure.



Facility Recommendations – MASSEY PARK

- Provide bocce ball court and yard games to provide additional activities to support the use of the existing pavilion.
- Incorporate a restroom to promote extended stays and gatherings. Improvements should meet current City codes and ADA Guidelines.
- Provide loop trail and sidewalk connections to playground area and other amenities.



Facility Recommendations – MASSEY PARK

Basketball Court Renovation	\$40,000 - \$50,000
Playground	\$150,000 - \$300,000
Sand Play Area	\$12,000 - \$16,000
Shade Structure	\$30,000 - \$100,000
Yard Games	\$3,000 - \$7,500
Walkway Improvements	\$25,000 - \$35,000
Improved Facilities (Restrooms)	\$225,000 - \$275,000
Soft Costs / Design (+/- 25)	\$121,250 - \$195,875
Contingency (15%)	\$72,750 - \$117,525
TOTAL	\$769,000 - \$1,096,900

*Does not include utilities / grading / additional work needed due to unforeseen conditions.

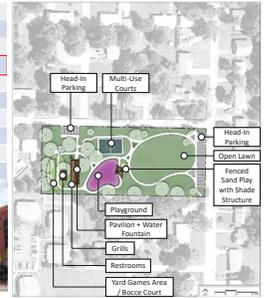


Facility Recommendations – MASSEY PARK

Basketball Court Renovation	\$40,000 - \$50,000
Playground	\$150,000 - \$300,000
Sand Play Area	\$12,000 - \$16,000
Shade Structure	\$30,000 - \$100,000
Yard Games	\$3,000 - \$7,500
Walkway Improvements	\$25,000 - \$35,000
Improved Facilities (Restrooms)	\$225,000 - \$275,000
Soft Costs / Design (+/- 25)	\$121,250 - \$195,875
Contingency (15%)	\$72,750 - \$117,525
TOTAL	\$769,000 - \$1,096,900

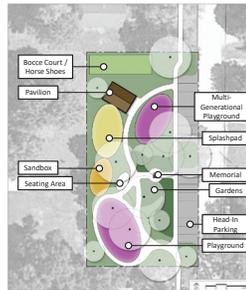


\$30,000 ----- \$100,000



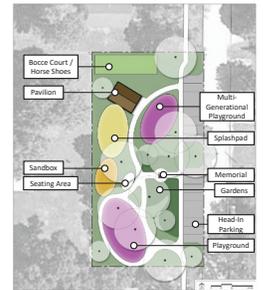
Facility Recommendations – HARTLEY PARK

- Replace and expand existing site furnishings with new Marshfield Site Furnishing Standard at the end of furnishing life cycle.
- Renovate playground and surfacing at the end of its life cycle – consider combining playground elements into a single pad.
- Incorporate sand play area with fence.
- Provide loop trail and sidewalk connections to new parking area to playground area and other amenities.
- Incorporate botanic plantings around the existing monument to enhance the aesthetic of the monument and provide a quiet location for contemplation.



Facility Recommendations – HARTLEY PARK

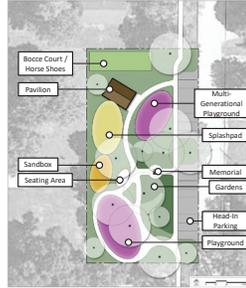
- Incorporate a multi-generational playground.
- Provide bocce ball court and yard games to provide additional activities to support a new pavilion.
- Incorporate a pavilion to allow park users a shaded location to sit and gather. Improvements should meet current City codes and ADA Guidelines.
- Incorporate a splash pad to provide access to alternative aquatic activities in the northeast area of Marshfield.



Facility Recommendations – HARTLEY PARK

Playground	\$150,000 - \$300,000
Sand Play Area	\$20,000 - \$25,000
Walkway Improvements	\$10,000 - \$15,000
Botanic Plantings around Memorial	\$40,000 - \$60,000
Multi-Generational Playground	\$125,000 - \$175,000
Bocce Ball Court / Yard Games	\$3,000 - \$7,500
Improved Facilities (Pavilion)	\$75,000 - \$150,000
Splash Pad	\$175,000 - \$400,000
Soft Costs / Design (+/- 25%)	\$149,500 - \$283,125
Contingency (15%)	\$89,700 - \$169,875
TOTAL	\$837,200 - \$1,585,500

*Does not include utilities / grading / additional work needed due to unforeseen conditions.

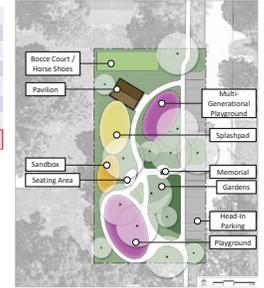


Facility Recommendations – HARTLEY PARK

Playground	\$150,000 - \$300,000
Sand Play Area	\$20,000 - \$25,000
Walkway Improvements	\$10,000 - \$15,000
Botanic Plantings around Memorial	\$40,000 - \$60,000
Multi-Generational Playground	\$125,000 - \$175,000
Bocce Ball Court / Yard Games	\$3,000 - \$7,500
Improved Facilities (Pavilion)	\$75,000 - \$150,000
Splash Pad	\$175,000 - \$400,000

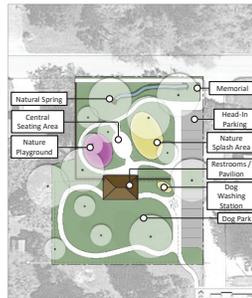


\$175,000 ----- \$400,000



Facility Recommendations – SHACKELFORD SPRING PARK

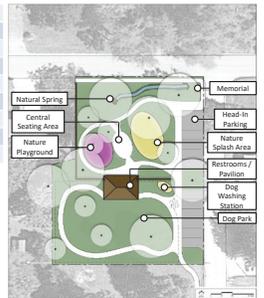
- Incorporate a nature-based playground and splash pad.
- Incorporate a restroom/pavilion to allow parents and dog owners using the park a shaded location to sit. Fencing along the dog park edge should be incorporated as the barrier wall. Improvements should meet current City codes and ADA Guidelines.
- Provide a small dog park with washing station.
- Provide loop trail and sidewalk connections to new parking area to playground area and other amenities.



Facility Recommendations – SHACKELFORD SPRING PARK

Nature-Based Playground	\$140,000 - \$200,000
Splash Pad	\$175,000 - \$350,000
Dog Park	\$30,000 - \$65,000
Restroom Facility	\$225,000 - \$275,000
Dog Park Washing Station	\$2,000 - \$3,000
Improved Walkways	\$25,000 - \$35,000
Soft Costs / Design (+/- 25%)	\$149,250 - \$232,000
Contingency (15%)	\$89,550 - \$139,200
TOTAL	\$835,800 - \$1,299,200

*Does not include utilities / grading / additional work needed due to unforeseen conditions.

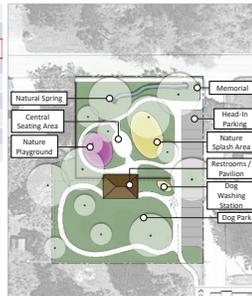


Facility Recommendations – SHACKELFORD SPRING PARK

Nature-Based Playground	\$140,000 - \$200,000
Splash Pad	\$175,000 - \$350,000
Dog Park	\$30,000 - \$65,000
Restroom Facility	\$225,000 - \$275,000
Dog Park Washing Station	\$2,000 - \$3,000
Improved Walkways	\$25,000 - \$35,000
Soft Costs / Design (+/- 25%)	\$149,250 - \$232,000
Contingency (15%)	\$89,550 - \$139,200
TOTAL	\$835,800 - \$1,299,200



\$30,000 ----- \$65,000



Facility Recommendations – STORMWATER DETENTION FACILITY

- Provide an Outdoor Classroom and Boardwalk with Interpretive Signage to support educational opportunities for classes and camps.
- Provide a pavilion to create an opportunity for picnicking, birthday parties and other gatherings.



Facility Recommendations – STORMWATER DETENTION FACILITY

Outdoor Classroom	\$140,000 - \$160,000
Boardwalk	\$95,000 - \$105,000
Pavilion	\$75,000 - \$100,000
Walkways	\$60,000 - \$70,000
Landscape	\$75,000 - \$125,000
Soft Costs / Design (+/- 25%)	\$111,250 - \$140,000
Contingency (15%)	\$66,750 - \$84,000
TOTAL	\$623,000 - \$784,000

*Does not include utilities / grading / additional work needed due to unforeseen conditions.

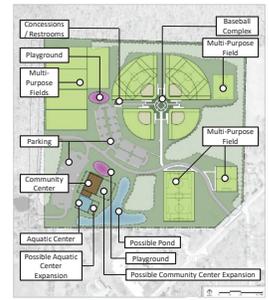


Parks and Recreation Master Plan
City of Marshfield, Missouri



Facility Recommendations – AQUATICS AND ACTIVITY CENTER

- Provide loop trail and sidewalk connections to new parking area to playground area and other amenities.
- Within the master planning process, the need has been expressed for a larger sports complex to accommodate local team needs. Further develop plans for the new Aquatic Center and Recreation site for Marshfield's recreational leagues (Marshfield Boys Baseball/Girls and Adult Softball) and out of town tournaments. Further study of plan development should incorporate feasibility of potential partnerships including USSA and ASA and other competitive leagues. Verification of number of fields and sizes needed to host tournaments should also be provided.
- Further develop concepts for the Community Center based on initial concept plans.



Parks and Recreation Master Plan
City of Marshfield, Missouri



Facility Recommendations – AQUATICS AND ACTIVITY CENTER

- Identify necessary parking additions as field and community center program elements are phased into the park.
- Provide a playground adjacent to the future community center and field areas to support gatherings and activities during athletics events.
- Further investigate the opportunity to incorporate a pond into the site to provide residents access to water-based activities including fishing, kayaking and paddle boarding.
- Continue to evaluate trends in parks and rec to incorporate and refresh user experiences and allow for different experiences. Analyze additional active recreation opportunities that can be incorporated into this facility as requested by residents including a pump track area, ropes/zip line course, climbing wall, and mini-golf.



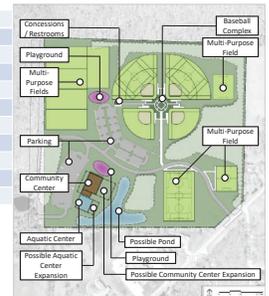
Parks and Recreation Master Plan
City of Marshfield, Missouri



Facility Recommendations – AQUATICS AND ACTIVITY CENTER

Loop Trail	\$450,000 - \$500,000
Baseball Complex	\$550,000 - \$650,000
Multi-Purpose Fields	\$900,000 - \$1,000,000
Community Center	T.B.D.
Aquatic Center	(Under Construction)
Concessions / Restrooms	\$300,000 - \$300,000
Parking	\$750,000 - \$800,000
Playground	\$150,000 - \$300,000
Soft Costs / Design (25%)	\$750,000 - \$887,500
Contingency (15%)	\$450,000 - \$532,500
TOTAL	\$4,200,000 - \$4,970,000

*Does not include utilities / grading / additional work needed due to unforeseen conditions.



Parks and Recreation Master Plan
City of Marshfield, Missouri



Facility Recommendations

GOAL: CONNECTIVITY

- Develop a trails master plan that addresses connectivity and accessibility throughout the City of Marshfield and to adjacent Route 66 and Trans America Trail.
- Evaluate opportunities to incorporate share rows, bicycle boulevards, or other improvements to create bicycle corridors.
- Identify additional sidewalks needed throughout the city to connect under-served or inaccessible areas.
- Provide loop trails within parks and connections where possible between adjacent park facilities that provide measurable walking distances.



Parks and Recreation Master Plan
City of Marshfield, Missouri



Facility Recommendations

GOAL: IDENTITY

- Develop a Parks Signage Master Plan to enhance wayfinding, identification, and information signage throughout the Parks System.
- Create a Site Furnishing Standard guideline for the parks system. Site furnishings should include, but not be limited to: lighting, benches, trash receptacles, recycle receptacles, pet waste stations, pet water fountains, drinking fountains, etc.
- Establish guidelines for future playground improvements that incorporate a standard replacement timeline between 15-20 years from installation on equipment. Consideration should also be given to variation in age ranges with incorporation of activities for aging adults.
- Integrate elements such as public and environmental art, environmental learning stations, and nature play into different program and park locations.



Parks and Recreation Master Plan
City of Marshfield, Missouri



Recommendations

Partnership and Tourism Recommendations

Partnership and Tourism Recommendations

GOAL: ROUTE 66 / TRANS AMERICA TRAIL TOURIST STOP

• Make connections to Route 66 and the Trans America Trail with Ellis O. Jackson, North and Nelson Parks. Provide dedicated bike and pedestrian connections to draw visitors into Downtown Marshfield.



• Construct a camping/hammocking area and renovate the old pool house to create opportunities for a hostel, shower/restroom facility and bike shop.



• Incorporate bike lockers at the existing pool house building to allow for secure overnight stays for visitors.



Partnership and Tourism Recommendations

GOAL: EVENTS AND BUSINESSES

• Evaluate the opportunity to cover the outdoor event venue to allow for year-round gatherings and events including Farmers Markets, Concerts/Performances, Ice Skating Rink, and Fairground activities



• Incorporate roll down doors to the existing covered arena space to allow for year-round flexible classroom space, display kitchen, etc.



• Further study the opportunity to incorporate a food truck/event plaza on North Marshall Street which allows for Marshall to be shut down for events, fairs and festivals.



• Identify opportunities to incorporate boutique shop/restaurant spaces within the existing stone building at Ellis O. Jackson or a new facility adjacent to the stone building to draw people to the park throughout the year.



Partnership and Tourism Recommendations

GOAL: TOURNAMENTS AND RECREATION LEAGUES

• Incorporate a disc golf course into Nelson, North and Ellis O. Jackson Parks to draw visitors in from other areas and allow Marshfield to host regional disc golf tournaments.



• Within the master planning process, the need has been expressed for a larger sports complex to accommodate local team needs. Further develop plans for the new Aquatic Center and Recreation site for Marshfield's recreational leagues (Marshfield Boys Baseball/Girls and Adult Softball) and out of town tournaments. Further study of plan development should incorporate feasibility of potential partnerships including USSA and ASA and other competitive leagues. Verification of number of fields and sizes needed to host tournaments should also be provided.



Recommendations

Governance Recommendations

Governance Recommendations

GOAL: CREATE AND INNOVATED, EFFICIENT AND EFFECTIVE ORGANIZATIONAL STRUCTURE

THAT IS RESPONSIVE TO CHANGING COMMUNITY NEEDS.

• Hire a fulltime dedicated Park and Recreation Director who has experience in developing a startup agency from a proven parks and recreation department.



• Hire at least three qualified program and office staff to can oversee youth sports and aquatics, youth services for summer day camps, outdoor adventure and special events, and one person overseeing registration of program participants and permits, marketing of services including managing the park and recreation department's web site and data management.



• Hire a part-time volunteer coordinator to help existing staff maintain parks, the fairgrounds, help coach sports teams, beautify the city and help host special events in the city.



Governance Recommendations

- Recruit and retain qualified staff and invest in them through continued training on how to deliver parks and recreation programs, manage parks and recreation facilities that creates pride for people who live in Marshfield.



- Consider moving or adding three maintenance staff to manage the parks, new aquatic facility supplemented with part-time and seasonal staff to maintain a quality experience for all users of parks and recreation facilities.



- Establish best practices in process management including policies, procedures, budgeting, marketing and communications and performance outcome management.



Recommendations

Financial Recommendations

Financial Recommendations

GOAL: CREATE RESILIENT, DIVERSE, STABLE AND PREDICTABLE FUNDING AND EARNED REVENUE STRATEGIES TO PROVIDE THE NECESSARY RESOURCES REQUIRED TO BUILD, MAINTAIN AND OPERATE A SYSTEM OF PARKS AND PROGRAMS IN THE CITY.

- Classify recreation services for the future as core essential, important and value added.



- Develop a pricing policy based on level of public and private good of a service along with a pricing plan for all recreation services provided based on a cost recovery goal.



- Establish a recreation service fee for capital improvements that is dedicated to updating and building recreation facilities like a youth sports complex, adding in additional trail miles, concession facilities and revenue producing sports amenities.



Financial Recommendations

- Design and program accessible, convenient, safe, beautiful, and multi-functional parks, public spaces, and natural and historic places that support programs and passive uses.



- Seek to institute a (1) cent sales tax for parks and recreation with 1/2 cent used for aquatics management, 1/4 cent used to finance an indoor community center and 1/4 cent to support operations of the parks and recreation system. Or consider a food and beverage tax of .01 cent on fast food and restaurants and bars that serve food.



- Consider development and implementation of a business plan for the fairgrounds to maximize use and revenue to the site. Incorporate ticket sales options at the fairgrounds, parking fees and gate fees where appropriate for events.



- Use TOT taxes to fund revenue producing facilities that drive sports tourism into the city.



Financial Recommendations

- Consider developing a BID district for the downtown area for enhancing the streetscape, lighting, landscaping and value of downtown to residents and visitors to the city.



- Contract with a grant writer to seek Land and Water Funds for park development, trail development, summer camp food program, and other statewide funding sources from Missouri Department of Natural Resources.



- Establish a park foundation to help raise money for park related to programs for kids in the city.



- Develop and a partnership policy with the school district on development and management of sports fields in the city.



Financial Recommendations

- Seek CDBG funds for park improvements for block grants focusing on Human Services Enhancements, Economic Development and Anti-poverty strategies.



- Consider a land lease for a bike/RV campground along Route 66 utilizing private money to develop and operate or seek funding from H.R. 5158 funds from the national scenic byways program for developing the campground and operating the campground themselves.



C.I.P.

Capital Improvement Plan

C.I.P.

GOAL: PROVIDE ACCESSIBLE, SAFE, CONVENIENT AND ATTRACTIVE PARKS AND FACILITIES THAT ARE EXPERIENCED-BASED THAT ACCOMMODATE MULTIFUNCTIONAL USE BOTH

INDOORS AND OUTDOORS.

- Seek a dedicated funding source for capital improvements.
- Develop feasibility and business plans for all facilities that cost more than \$300,000 a year to operate.
- Ensure that program drive design of all facilities to maximize the use and return on investment.
- Seek partnerships with the schools, health care providers, the county or any non-for profit that can provide needed capital resources through shared use.

Next Steps

- June 12, 2018 – Master Plan Meeting #1
- August 7, 2018 – Master Plan Meeting #2
- September 29th, 2018 – Parkapalooza Event
- November 6th, 2018 – Recommendations Meeting
- ★ November 30th, 2018 – Draft Report submitted to City
- December 6th, 2018 – Presentation of Final Plan / Adoption of Final Plan

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	List the 3 best things about the City's existing parks and recreation system	List 3 things about the existing Parks & Recreation System that offer the greatest opportunity for improvement	10 years from now, what 3 things have occurred that indicate this planning effort was a success?	Provide 3-5 principles that you think are important to the overall success and values of the Marshfield Parks Dept.
Danielle Cron - Parks and Recreation	<ul style="list-style-type: none"> Variety per park. Each one has their own identity Location Beautification 	<ul style="list-style-type: none"> Upgrades to the recreation fields Upgrades to playground equipment (Mainly Hartley Park) Upgrade to the Tennis Court 	<ul style="list-style-type: none"> The City (Mayor, Administrator, Parks and Rec Manager etc. They have the citizens in mind) The Citizens- they are finally seeing the changes in Marshfield are for the better The outcome-Committing to the plan and sticking with it 	<ul style="list-style-type: none"> Recreational needs Strengthen the parks system Support from the citizens
Natalie McNish - Senior Auditor	<ul style="list-style-type: none"> The citizens have embraced the current offerings with high participation in most activities. The city employees and board/committee volunteers are willing to put in effort to make Marshfield better for its citizens. The department has fostered relationships with outside (non-city government) organizations who have embraced the park mission and provided aid for many improvements. 	<ul style="list-style-type: none"> Programing Facilities Accessibility 	<ul style="list-style-type: none"> Programming available for all ages and for a more diverse range of interests (we can do more than sports). Parks and related programing are financially viable (limited/no required use of General Revenue Funding). 	<ul style="list-style-type: none"> Community: Parks and programming are a vital part of building a community of neighbors instead of strangers. Health: Parks and programming help teach the importance of active lifestyles to younger generations and while fostering healthy lifestyles in older generations. Inclusivity & Diversity : Parks and programming should be available to all, and provide a diverse palate for a wide range of interests. This also allows community members to grow in appreciation for others and our differences. History: Marshfield is rich in a history that should be preserved and celebrated.
Martha Foglesong	<ul style="list-style-type: none"> Good walking places Plenty of picnic places and green spaces Things to do offered at Rotary 	<ul style="list-style-type: none"> More organized sports for young and old Skateboard place to get skateboarders off the streets Place for outside programs 	<ul style="list-style-type: none"> Keep parks director educated and updated on what is going on and successful in towns the same size as ours Listen and know the community Use parks as much as possible for whatever so that people feel their importance 	<ul style="list-style-type: none"> Just hoping that teens and older people have plenty of things to do in Marshfield outside and that our parks are pretty and well kept and we see them being used
Gary Gray	<ul style="list-style-type: none"> The legacy/memories of our children when they tell their children this is where I, learned to.... Easy access to the parks and our activities include a broad range of ages. We have a parks/rec director that works not only for the city of Marshfield, but for its future, our kids. 	<ul style="list-style-type: none"> I see improvement for our nostalgic ballpark, Frisco. I see an improvement, in a couple of our parks, in that we either put the money into park or sell the land. Our tennis and sand volleyball court/s need much improvement. 	<ul style="list-style-type: none"> One of three things that have occurred that indicates this planning was a success were the visionaries of long ago who laid the foundation for the future of our parks and rec center. The second indicator that our planning effort was a success 10 years from today, would be the Marshfield voter who supported our efforts to improve our parks and build a pool and rec center. The third and final indicator that our planning efforts were a success would include the following people: our mayor, city administrator, parks director and those who have served and are serving on the parks and rec committee. 	<ul style="list-style-type: none"> Meet changing recreation needs Strengthen and foster community partnerships Be stewards and have a great passion for parks

Marshfield Parks Questionnaire Responses

<p>John Benson</p>	<ul style="list-style-type: none"> The citizens have embraced the current offerings with high participation in most activities. The city employees and board/committee volunteers are willing to put in effort to make Marshfield better for its citizens. The department has fostered relationships with outside (non-city government) organizations who have embraced the park mission and provided aid for many improvements. 	<ul style="list-style-type: none"> Programming Facilities Accessibility 	<ul style="list-style-type: none"> 1- Programming available for all ages and for a more diverse range of interests (we can do more than sports) 2- Parks and Related programming are financially viable (limited/no required use of General Revenue Funding) 	<ul style="list-style-type: none"> 1- Community: Parks and programming are a vital part of building a community of neighbors instead of strangers 2- Health: Parks and programming help teach the importance of active lifestyles to younger generations and while fostering healthy lifestyles in older generations 3- Inclusivity and Diversity: Parks and programming should be available to all, and provide a diverse palate for a wide range of interests. This also allows community members to grow in appreciation for others and our differences 4- History: Marshfield is rich in a history that should be preserved and celebrated
<p>Brian Brooks</p>	<ul style="list-style-type: none"> Community loyalty to existing programming - soccer, baseball, etc. Dedicated involvement by Rotary to improve the "flagship" park History of some of the smaller parks 	<ul style="list-style-type: none"> The unwillingness to remove old features/programs w/o having to consult everyone that was previously involved to get their blessing Feature upgrades in the older, more "neglected" parks Bathroom facilities that are maintained and opened/closed with regular timing 	<ul style="list-style-type: none"> Active and consistent use of each park Feature upgrades in the older, more "neglected" parks Bathroom facilities that are maintained and opened/closed with regular timing 	<ul style="list-style-type: none"> To remember the current needs of the community are just as important as the future needs. To remain transparent in all major decisions, and to encourage involvement by all groups of citizens to ensure that the needs of everyone is met to the best of the city's ability
<p>Robert Williams - Mayor of Marshfield</p>	<ul style="list-style-type: none"> Each park has its own character and purpose. Good support system - The three major parks have strong civic support, and the Parks & Recreation Advisory committee is a great team of folks dedicated to better programs and resources in regard to parks. Maintenance - with the contract mowing the parks are reasonably kept. This is not to say they don't have maintenance issues, but that their general appearance is good. 	<ul style="list-style-type: none"> Recreational Programs - We fall far short of excellence in regard to well structured, promoted, and managed programming. Theme - Each park is a silo and lacks connection with an overall park system. It would be good to see a trail system that pulled them together, and activities like a system wide Frisbee golf Course or exercise equipment that tie them together. Programming - We need more neighborhood parks and a restructuring of land use so that the land serves the best purpose for our community. Specifically - Ellis O. Jackson needs to be a private / public development. This could mean relocating the fairgrounds, but maybe not. However it turns out, it needs to be consistent with the future of our town. 	<ul style="list-style-type: none"> We have a intentional approach to park and recreational development that ties in with the character of our community and meets the needs of our citizens. Our parks are an attractor that bring folks from all around our area to do the things they cannot do in their hometown. Our parks are consistent and nicely woven as part of the overall development of our community. We will have a plan that works. 	<ul style="list-style-type: none"> A solid plan that is owned and embraced by organizations in the community, along with the city. Partnerships that serve the best interest of our community. It is not enough to have always invested in a park, there must also be a plan for future investment and development that is embraced and set in place by the city, civic or business partner, and the community. Proper use of land - we have to be willing to give things up in order to bring fresh things in. We need to continually invest in the transitioning of our parks so they are always offering something new, and still maintaining their historic character. A team of dedicated leaders that bring activity, excitement, and growth to the services in our park system. Start with a blank page - Always look at land use and offerings as if there was nothing there and the space had to be developed. What would it be? What should it be? Answer those questions based on the best information available regarding other development and then go to work making it happen. It has to be a very high energy, intentional, and well planned effort.
<p>Doug Lurten</p>	<ul style="list-style-type: none"> Spread across the city Fitness equipment (rotary park) Walking trails 	<ul style="list-style-type: none"> Longer walking areas Improved playground equipment Playgrounds are too wide open (needs more of a funnel so parents can observe children easier) 	<ul style="list-style-type: none"> More attendance More community events at the park i.e. concerts, movie at the park, runs Park is still trendy, updated equipment and style 	<ul style="list-style-type: none"> Community atmosphere Looking at the bigger picture Knowing that things and opportunities can change as in donations so being flexible

Marshfield Parks Questionnaire Responses

 1. Outdoor Theatre ●●●●●●●●●●	 2. Disc Golf Course ●●●●●●●●●●	 3. Multi-Generational Playground ●●●●●●●●●●	 4. Spray Park ●●●●●●●●●●
 5. Baseball / Softball Fields ●●●●●●●●●●	 6. Dog Park ●●●●●●●●●●	 7. Multi-Use Fields ●●●●●●●●●●	 8. Nature-Based Playground ●●●●●●●●●●
 9. Trails ●●●●●●●●●●	 10. Basketball Courts ●●●●●●●●●●	 11. Farmers Market ●●●●●●●●●●	 12. Mini-Golf ●●●●●●●●●●

CITY OF MARSHFIELD Parks and Recreation Master Plan | City of Marshfield, Missouri **CONFLUENCE**

 13. Zip Lines ●●●●●●●●●●	 14. Bocce Ball Courts ●●●●●●●●●●	 15. Ice Rink ●●●●●●●●●●	 16. Outdoor Exercise ●●●●●●●●●●
 17. Public Art ●●●●●●●●●●	 18. Ropes Course ●●●●●●●●●●	 19. Nature Center ●●●●●●●●●●	 20. Outdoor Classroom ●●●●●●●●●●
 21. Pickle Ball ●●●●●●●●●●	 22. Restrooms ●●●●●●●●●●	 23. Sand Volleyball Court ●●●●●●●●●●	 24. Skate Park ●●●●●●●●●●

CITY OF MARSHFIELD Parks and Recreation Master Plan | City of Marshfield, Missouri **CONFLUENCE**

August Public Meeting Character Images Tally Results



25. Botanical Garden



26. Climbing Walls



27. Community Garden



28. Playground



29. Pump Track



30. Sandbox



31. Tennis Courts



32. Year-Round Event Space



33. Greenhouses



34. Hammocking



35. Horseshoes



36. Interpretive Panels



Parks and Recreation Master Plan | City of Marshfield, Missouri

CONFLUENCE



37. Memorial Garden



38. Mountain Bike Track



39. Observation Platform



40. Open Lawn



41. Oversized Games



42. Picnic Areas



Parks and Recreation Master Plan | City of Marshfield, Missouri

CONFLUENCE

August Public Meeting Character Images Tally Results



TOP THREE SELECTIONS	AMENITIES SUGGESTED
 Multi-Use Fields 1	
 Basketball Courts 1	
 Ice Rink 1	

1 Frisco Ball Field



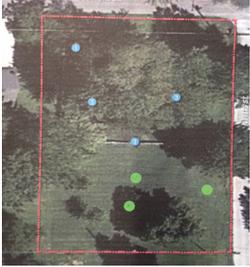
TOP THREE SELECTIONS	AMENITIES SUGGESTED
 Restrooms 2	Outdoor Theatre Multi-Generational Playground Spray Park Dog Park
 Sand Box 1	
 Bocce Ball Courts 1	

2 Massey Park



TOP THREE SELECTIONS	AMENITIES SUGGESTED
 Outdoor Exercise 2	Multi-Generational Playground
 Spray Park 1	
 Bocce Ball Courts 1	

3 Hartley Park



TOP THREE SELECTIONS	AMENITIES SUGGESTED
 Dog Park 2	Nature Center
 Nature Center 1	

4 Shackelford Spring Park



TOP THREE SELECTIONS	AMENITIES SUGGESTED
 Disc Golf Course 3	Multi-Use Fields Multi-Generational Playground Nature Center Climbing Walls
 Dog Park 1	
 Outdoor Classroom 1	

5 North Park



TOP THREE SELECTIONS	AMENITIES SUGGESTED
 Skate Park 2	Nature-Based Playground (2) Spray Park Ice Rink Ropes Course Outdoor Classroom Pump Track
 Mini-Golf 2	
 Pickle Ball 2	

6 Nelson Park



TOP THREE SELECTIONS	AMENITIES SUGGESTED
 Outdoor Theatre 10	Trails Ice Rink Outdoor Exercise Ropes Course Community Garden Year-Round Event Space
 Farmers Market 3	
 Zip Lines 3	

7 Ellis O. Jackson Park



TOP THREE SELECTIONS	AMENITIES SUGGESTED
 Disc Golf Course 2	Pickle Ball (2) Multi-Generational Playground Playground Spray Park Multi-Use Fields Farmers Market
 Basketball Courts 2	
 Sand Volleyball Court 2	

8 Rotary Park

	TOP THREE SELECTIONS	AMENITIES SUGGESTED
	 Public Art	Botanical Garden
	 Nature-Based Playground	
	 Multi-Gen Playground	

9 Hidden Waters Park

	TOP THREE SELECTIONS	AMENITIES SUGGESTED
	 Baseball / Softball Fields	<ul style="list-style-type: none"> Multi-Use Fields (2) Mini-Golf (2) Multi-Generational Playground Dog Park Basketball Courts Zip Lines Bocce Ball Courts Ropes Course Tennis Courts
	 Trails	
	 Disc Golf Course	

10 Athletics and Aquatic Complex



 1. Spray Park 50	 2. Ropes Course 44	 3. Outdoor Theatre 36	 4. Mini-Golf 35
 5. Dog Park 30	 6. Pump Track 29	 7. Nature-Based Playground 28	 8. Ice Rink 25
 9. Skate Park 23	 10. Farmers Market 23	 11. Multi-Generational Playground 21	 12. Multi-Use Fields 21

 Parks and Recreation Master Plan | City of Marshfield, Missouri 

 13. Zip Line 20	 14. Climbing Walls 20	 15. Restrooms 20	 16. Baseball / Softball Fields 20
 17. Public Art 19	 18. Hammocking 18	 19. Restaurant / Cafe 17	 20. Nature Center 17
 21. Trails 16	 22. Outdoor Classroom 16	 23. Outdoor Exercise 15	 24. Oversized Games 12

 Parks and Recreation Master Plan | City of Marshfield, Missouri 

Parkapalooza Character Images Tally Results



Parakapalooza Character Images Tally Results

Frisco Park

Prefer to repurpose

Take baseball field out – too small of area for a field, too close to houses

Like volleyball courts, basketball courts, concessions

Make skate park larger – no tennis courts

Love parking around 2 sides, and water fountains by restrooms

Shawnie:

I like option 1. I'm not really in favor of losing that ball field unless we had plans to replace it elsewhere, and even then, we would need to not only replace it but add more fields as well, as we don't have enough fields as it is.

I like the idea of a small playground (maybe train themed since it is Frisco park) in that area, which could service that neighborhood and also be used by families during games and practices.

A skate park would be a nice addition for that neighborhood as well. Thinking ahead, I would love the ability to sell sponsorship signs for this ball field. Field really would need to be fenced-in to avoid signage vandalism.

Gary Grey:

OPT 1

Since Rotary Park is down to 1 baseball field, I would have to say we need another baseball diamond, but the athletic complex looks to have 4 fields. So if we go with the 4 fields at the athletic complex, 1 at frisco , and 1 at frisco, that gives us 6 fields, 2 more than what we have now. Can we utilize all fields

No volleyball courts

No pickleball courts

I do not know how much we would utilize a skate park

OPT 2

I really like what this option offers. In the future, if we can see that we will not need another ball field, I like this option

I believe there are too many tennis courts

Are we looking at 2 tennis and 2 pickleball

As for 2 full court basketball courts, I do not think that is necessary unless there are plans for an outdoor tournament

This is no playground

Rotary Park

Really fix up the baseball fields- keep and add nice bleachers – covered, covered dugouts etc. Think of these fields as competitive little league kids – do tournaments for little ones

Keep soccer fields but add parent seating areas

Pave the parking in back

New restroom

New concessions, water fountains throughout area

Expand the adult workout stations throughout

Change the tennis court to pickleball court – hold lessons on how to play

Add dog park here – ensure security so females and dogs do not feel isolated

No to pond fishing here

Create more beauty/gardens throughout area

Create large lawn area – take out sand volleyball- utilize in a different park

There is a somewhat hidden garden area right in front of park- needs to be opened up it has randal use there

No to fire pits or grills

Yess to adding a small pavilion by dog park

Keep 4 horseshoe pits, get rid of rest of them but reenact the horseshoe club and tournaments to better utilize

Ann Rost:

I like water features at other parks (Forest Park, Central Park) but not our park. We can't supervise it enough. Given that we already have a walking trail here, let's add more exercise equipment along trail. Even the ropes/climbing, etc. and a dog park.

Shawnie:

There is not enough parking at Rotary now. The land to the east of the park is just pasture. I wonder if part or all of it could be bought.

Option 1: I don't think I like the idea of off-leash dog park that close to a playground area. We don't have enough baseball fields. So once again, like previous comment above, if we are going to lose one of them in this park we need to replace it and then some elsewhere. The area where you are proposing multipurpose fields to be moved to has a real drainage issue now.

Option 2: I like the idea of pickle ball courts located at the old tennis court area. I really think we just need to try to get the school nailed down to having tennis courts and allowing public access to their courts and the city opt out of being in the tennis business. I don't think we have enough tennis interest to justify the school having courts and the city having courts.

I love, love, love the pond idea, but seems like this would be a huge expense to keep up/stock and an even bigger liability.

Gary Grey:

OPT 1

As for our outdoor athletics events, we keep them in the same location as they have been for years. (Multi fields) Event Lawn is a great idea as long as it will be utilized. I would place a bigger pavilion on the event lawn.

No park pond

OPT 2

I like the idea of a park pond, but in my experience with Doling Park in Springfield, they built a park pond to give instructions/events for canoe, kayak, paddle boats. That was 8 years ago or more. Justin Smith, the park director, told me that it was due to insurance. The pond has fish, but fishing is not allowed

The park does not offer the same quality of multiuse fields as option 1

Shackelford Spring Park

Love idea of a memorial related to spring or some monument about spring

I believe there are too many tennis courts

Are we looking at 2 tennis and 2 pickleball

As for 2 full court basketball courts, I do not think that is necessary unless there are plans for an outdoor tournament

This is no playground

Rotary Park

Really fix up the baseball fields- keep and add nice bleachers – covered, covered dugouts etc. Think of these fields as competitive little league kids – do tournaments for little ones

Keep soccer fields but add parent seating areas

Pave the parking in back

New restroom

New concessions, water fountains throughout area

Expand the adult workout stations throughout

Change the tennis court to pickleball court – hold lessons on how to play

Add dog park here – ensure security so females and dogs do not feel isolated

No to pond fishing here

Create more beauty/gardens throughout area

Create large lawn area – take out sand volleyball- utilize in a different park

There is a somewhat hidden garden area right in front of park- needs to be opened up it has randal use there

No to fire pits or grills

Yess to adding a small pavilion by dog park

Keep 4 horseshoe pits, get rid of rest of them but reenact the horseshoe club and tournaments to better utilize

Ann Rost:

I like water features at other parks (Forest Park, Central Park) but not our park. We can't supervise it enough. Given that we already have a walking trail here, let's add more exercise equipment along trail. Even the ropes/climbing, etc. and a dog park.

Ann Rost:

I like open green space at Massey. I think we should program more activities there – like outdoor yoga or other exercise classes for adults, and also for children – croquet tournaments or lawn darts or whatever. Also, continue to improve on the ADA play equipment at this park, maybe add more early childhood play equipment, or sand/water play

Shawnie:

Like the ideas you have here. This “open lawn” area might be another option for a place to put a skate park.

Maybe a dog park works a little better here than at Shackleford springs, but really, I think a dog park would be a big draw and probably needs to be at a park closer to a major highway.

Hartley Park

Love the memorial and gardens in the center

Love the parking added, pavilion and restrooms and water fountains needed

Prefer the larger kids playground, larger multigenerational playground and adding the splashpad – be sure you add lots of seating and some shade – this is close to where our seniors live and walk

They might come enjoy the multigeneration and then sit and watch , add some walk trail around for exercise

Ann Rost:

This is where horseshoes belong (if we are going to have horseshoes). It has close, accessible parking. Add bocce ball, and multigenerational equipment

Shawnie:

This is another park that I question whether we need to keep as a city-maintained park. I like your design but maybe this needs to be implemented at a new (currently non-existent) city park, possibly on land near new interchange. Seems like it could be a good short stopping point for interstate travelers.

Gary Grey:

Anything will be better than what is there, bocce/horseshoes.

I am not convinced that a splashpad and sandbox is a necessity for this location

Stormwater Detention Facility

Not an official park yet

Trail now in

Native grasses and plant planting starting this month Oct 2018

Will take 3 years to fully develop native flowers/grasses to attract birds, butterflies, add outdoor classroom, extent over top of native area for field trip

Develop signs that identify what is planted here

Love the boardwalk to outdoor classroom

The native grasses/plants are actually being planted in the detention area to beautify – mowing will occur around trail

Benches and trees will be added next

Adding a pavilion would be nice for picnicking if allowed

A multigenerational and wheelchair swing would be nice here as it is between 2 senior housing complexes

Want a handicapped paved between community garden placed near here or senior center by trail- the raised beds much higher for wheelchair access

Shawnie:

First of all...it needs a new name. Also, the multigenerational equipment would probably go over well in this park.

Gary Grey:

Keep the outdoor classroom and continue to make this as much of a natural area as we can. Missourui grasses, flowers, etc... anything to keep our butterfly (butterfly house), hummingbirds, bats, etc...

Ellis O. Jackson Park (Fairgrounds)

Yes yes yes to frisbee disc golf as long as there is a safe connection between all 3 parks

Keep frisbee golf away from prime use areas to enhance economic use

Yes on a zip line to center of frisbee golf with ropes course

How about a team building rope course where you work together to complete

Will zipline and rope course be a fee? Monitored? Liability to city if left unmonitored

No community garden here

No to pump track here

No to playgrounds here

Look at Jackson Park as an adult park or at least family monitored

Drive that goes around this park needs to be expanded and made 2way

Better fenced/gated around entire park to create event entry

Cover the area stands completely to get better use

Can put concrete base and bring in the dirt for various events then remove, put in synthetic ice and lighting for day/night ice skating, hot chocolate stand café added nearby

Create amphitheater into hill where pump track was planned

Cover the large stage and have open air for audience

Create an entire tent camping, hammocking, showers, restrooms, water fountains shade, bicycle lockers in this area to cater to our bike traffic, charge \$15/night fee to city

Create some nice gardens to be beautify park around the areas used

Love enclosing long arena building with garage doors for most of year use

Do not tear down rock building maybe make it a restaurant year-round to draw in folks, more parking needed!

Acquire and tear down apartments next to park and expand event space

Maybe add a civic center for year round events needs to hold at least 500-1000 people

Make Marshall St. wider, create Marshall St. 'Event Street' for vendors, antiques etc.
close off area for events

Gary Grey:

I really like the idea of a disc golf, but to travel across Marshall Street in the future is probably not a good idea. At Nelson Park, I would like to see an outdoor classroom. The reason I would like to see an outdoor classroom in this area, is due to the natural spring. Where there is water, there is another aspect of 'life' we could capitalize

Aquatics and Athletics Complex

Make high level athletic park here geared for attracting travel and tournaments

Should have playgrounds very near tournament fields for younger kids while older kids play ball

Love the pond/fishing created in this park – use an area that is not buildable!

Large parking areas by pool and athletics fields – lots of parking and lights and emergency speaker system, alarms here!

Multiple concession areas, beautification gardens throughout

Large community/civic center with commercial kitchen and have community garden serving the kitchen seasonally

Large indoor athletic complex with equipment, basketball for tournament play, another recreational basketball court

Above 2 story walking trail overlooking courts, workout rooms-classes

Cooking healthy classes in comm kitchen events

First aid health of c inside athletic complex, nurse on duty

Yes for multi-purpose fields, maybe develop a mini-golf course around the outer area but charge a fee to play

Increase all athletic fees, increase fees for practice use, limit practice use to maybe Rotary fields or create one field at new park that is for practice to not tear up tournament fields

Leave room to expand water park and to expand community center

Bring together all the sports being run by outside organizations into one globally run sports mega, create areas at this park to do all the programs

Do we need a recreation football field in back of park or on one of the multi use parks?

Do we want to consider a tennis indoor complex since high school doing outdoor for tournament play year-round - creates more \$\$

Look to expand to have an indoor pool for pool meets and competition year-round – creates more \$\$

Hidden Waters Park

Additional parking needed badly, it is highly utilized especially during events

Love an outdoor classroom kept 'natural'

Love adding tons of additional garden areas to enhance the beauty here

The nature playground would be okay if their own board approved

Grass buffer is great

open lawn areas nice

There is already walking trails, I say keep them rustic and natural

The art through the park is ideal for this park and expand art to the back part of park as well to encourage people to walk the entire park

This park has so much beauty already and natural springs, is there a way to develop some type of 'surprise' censored light misters around springs upon walking past them -could turn sensors off seasonally

There are already the start of h---- and find here. Examples: Marshfield Rocks- where community paints rocks, hides in various parks, others find them move them to new locations in town, maybe downtown, maybe another park or a business other is geocache-ing this park already hidden out folks find them with GPS north/west crossing coordinates, record the find on paper in geocache and website tracking

then return geocache back where they found it

expand these hunt/find concept here and other parks

want to add a walking story in this park geared to elementary age to start off and seasonally change- tearing out pages to book mount and space apart walk and read along trail!

Shawnie:

I don't think Hidden Waters needs much attention. It's probably our best park. There is not enough parking there as is, so keep that in mind when planning any activities/amenities that increase draw. I think a nature playground would be a nice addition, maybe in the front area instead of back area (better access from parking lot and visibility from highway). I like the idea of multi-generational equipment, but only if it comes in a natural look, no primary colors and bare metal. Some art exhibits would be great. I like the idea of an outdoor classroom, but would prefer to see that developed at North Park so would have better access to all the stuff we talked about doing at Jackson Park.

Shawnie:

Yes to all of it. Four baseball fields are not enough to accommodate all the existing practice needs, so we need to maintain as many of the fields in our existing parks as we can.

Also, FYI, in an effort to avoid traveling to Springfield, one of the club baseball teams in Marshfield is looking to upgrade an existing old softball field near the school football stadium. One of the player's dad (Sam James) thinks his company may be willing to put in some money for field dirt. Rather than see them invest into an old school practice field, is there a possibility of getting one of these four fields roughed in enough to at least get it suitable for practice in the near future?

Gary Grey:

I like what Confluence has to offer including the outdoor classroom.

North Park

Yes yes yes to frisbee disc golf throughout

Use green and hill areas

No to playground

No to mini golf

Add some garden beautification area where mini golf was planned and add here also a 'route 66' pull off roadside park with memorial historical sign for photo op and rest area right off marshall. The Marshfield rocks hunt and find is already here in this park especially by/in creek, expand this and geocaching here

Shawnie:

We pretty much covered already at the meeting. Just to re-iterate...no mini golf!
Outdoor classroom here would be really nice.

Gary Grey:

I really like the idea of a disc golf, but to travel across Marshall Street in the future is probably not a good idea. At Nelson Park, I would like to see an outdoor classroom. The reason I would like to see an outdoor classroom in this area, is due to the natural spring. Where there is water, there is another aspect of 'life' we could capitalize

Nelson Park

Yes yes yes to frisbee disc golf here as long as we can create a safe way to move from all 3 parks in this area

Yes to walking trail

Please add benches throughout near frisbee areas for rest along the way to encourage use for all

Add restroom in center with water fountains

Create a wedding arch and natural venue here

Gary Grey:

I really like the idea of a disc golf, but to travel across Marshall Street in the future is probably not a good idea. At Nelson Park, I would like to see an outdoor classroom. The reason I would like to see an outdoor classroom in this area, is due to the natural spring. Where there is water, there is another aspect of 'life' we could capitalize

Frisco Park #2 I like it. It has more. Rotary Park – keep garden add pond. I enjoy the pool idea and putting kid in with elders. I've never heard of Hartley Park. Massey Park I think would be a good idea.

Rotary Park – Love the outdoor activity place and the off-leash dog area. Hartley – love the splash pad, love the natural playground. Stormwater detention facility is a wonderful idea. Outdoor classrooms a must.

Rotary could use a pond. Frisbee golf is a great idea. Every park should have something water related. There should be some type of bowling.

Rotary Park pond is a great idea. More activities the better. Dog washing spot!! Fire Pits (smiley face), putt-putt (smiley face)

I think that there should be more for young adults to do. Instead of them having to go to Springfield, keep business in Marshfield.

Likes option #1 for Frisco Park. Likes option #2 for Rotary Park. Please refinish tennis courts.

Rotary Park – park pond, rock wall and playground (kids age 5-10). Massey Park – Bathrooms, sandbox, playground. Frisco- Skate park, baseball field, playground. Hartley – sandbox, splashpad

Really great ideas! We really like outdoor theatre, farmers market, multi-generational playground, ice rink. Something for everyone!!

Frisco Park #2 is the better plan. Rotary Park #2 but with potential gardens. Love the aquatics center ideas. Love the ideas for Massey Park.

Indoor pool needed badly!!

Frisco Park #2 – I like the plans. Rotary Park #2 – I like everything but no off-leash dog park. Big NO. Marshfield Aquatics and Athletics Complex – I like the area. Stormwater Detention Facility – I like that it would be a good plan. Hartley Park – I like the plans. Hidden Waters Park – I like that they want to expand it more. Shackelford Spring Park – I like the plans. Massey Park – I like the plans. Nelson/North/Jackson – I like how they want to change it.

Frisco Park #1 – Keeps ball field, add playground. Rotary Park #2 – We want the pond stocked. Marshfield Aquatics and Athletics Complex – no pond. Stormwater Detention Center – Possibly turn into a stocked pond. Hartley Parks – Yes to a splash pad! Hidden Waters – yes to the playgrounds! Shackelford – love the nature playground, splashpad, dog washing station. Nelson/North/Jackson Parks – Love all of the ideas! Maybe add some fire pit areas.

I like most of these ideas but see two things that I don't really like: 1. Taxes going up to support all of it. 2. Losing our rural feel and having increased traffic, traffic lights, etc.

Parkapalooza - Public Responses

We really need senior housing and a crew for maintenance of units and a crew to do the landscaping care of the complex.

Outdoor classroom! Pump track. Disco Golf- yes. Frisco Park #1. Rotary Park #2. Pond yes. Walking/biking trails. Outdoor venue.

Frisco Park #2 – I like the plans. Rotary Park #2 – I like everything but no off-leash dog park. Big NO. Marshfield Aquatics and Athletics Complex – I like the area. Stormwater Detention Facility – I like that it would be a good plan. Hartley Park – I like the plans. Hidden Waters Park – I like that they want to expand it more. Shackelford Spring Park – I like the plans. Massey Park – I like the plans. Nelson/North/Jackson – I like how they want to change it.

Like Ellis Jackson Park.

Frisco Park #2 – Leave off tennis part and expand skate board area. Rotary Park #2 – Great! Aquatics center needs a crosswalk w/ stoplight to safely cross CC. Shackelford Spring Park – separate large and small dogs. Nelson/North Love the ice rink and designated bike path.

Frisco – Option #1 is the best. Rotary – Off leashing dog park -YES!! Rotary Option #1 – we don't like the pond. Art in the parks – yes! Frisbee golf – yes! Hartley – splash park! Bike hostel – yes! Zip line (star). Grills / Firepits – cannot be used with current codes.

Good bike trail. Small dog park. Mini golf. Like the stormwater detention facility. Things for older people + disabled.

Love Rotary Park Option 2. Love the ideas for the splash parks and dog parks too.

Obstacle course ropes. Restrooms. Hammocks. Splash Park.

Restroom at hidden waters and Hartley park. Signs to Hartley park. Park with splash areas.

Frisco Park #1. Rotary Park #2. Splash pad. Multi-generational park. Dog park.

Frisco Park should have a smaller baseball field. Massey Park Option 2. Option 2 Fairgrounds.

Frisco Park #2 has more stuff. Rotary Park keep garden, add pond. I enjoy the pool idea and putting kids in with elders. Hartley Park is a good idea for the little kids. Shackelford Spring park is a good idea for everyone to join.

Rotary Park Option 2 – A dog park would be cool. Lots of people have dogs. Loving the idea. I am really, really, liking the plans for Shackelford Spring Park and Massey Park. That would be really cool. I LOVE ALL THE IDEAS FOR THE PARKS.

Yes to all the park improvements! I think the plan without the ball field would be more ideal. Rotary Park would be amazing with a pond! We live on Victoria and own multiple kayaks. My husband and I would be interested in helping with making that happen!

Frisco – love skate park and playground; still want baseball field. Rotary – water pond and gardens, love. North – definitely want ice skating park. Hate driving somewhere else for kids.

Frisco #2 but with playground. Rotary #2 but is there enough money to maintain it and help it look nice / not smell. Hartley Park is a good idea for the little kids. Shackelford – love the nature playgrounds.

Love skatepark! Pond!!! Yes, Yes, Yes!! Is there a fence around the off-leash dog park? Off leash dog park sounds dangerous and unsafe. Basketball courts at pool location? More parking for Hartley Park (splash pad will have high traffic). Love the art at Hidden Waters. Large sandbox at Massey will be full of cat poop. Not good. Not crazy about Fairgrounds having covered area where tractor pulls are. Some things should stay traditional. Not all parks need to have playgrounds. Maybe two natural playgrounds because not everyone wants to hear kids playing.

Frisco Park 1. Rotary Park 2. Aquatics and athletic complex. Hartley Park. Massey Park. Nelson/North/Jackson Parks.

Skate park. Come to Rotary Park and never see people play tennis at them or even seen them play tennis in Forsythe Park. Outdoor racquetball. ½ court racquetball. Driving range even. Niangua cannot afford golf and so a lot of kids come to Marshfield Park due to lack of a park.

Batting cages. Driving range.

How is the city going to take care of all this? Love ideas but more to it. How to maintain? Arborist?

Like the look of baseball field in Option 1 Frisco Park. Like the dog park idea. Hartley Park #1

Rotary – pond and workout areas. Massey – Sand play, bathrooms, new equipment

Frisco Park #1: My boys like the baseball field and playground, basketball area. Rotary Park: Rock climbing area. More seating at ball park area. We need trails to run and walk on. Shackelford Spring Park – My boys like the waterpark area, playground area. Zip line and ropes course.

Basketball and softball facilities to keep teams here in town. Organized events with staff.

Frisco Park – my 11 year old likes the idea of the big baseball and pickleball area. My son plays baseball every year and we would like to see more shaded areas and

Parkapalooza - Public Responses

seating. We love the waterpark idea, like what Stafford has. My son likes the ropes course. We like the mountain bike trail. We need more baseball fields (baseball complex) with plenty of parking.

Frisco Park Option #1 – like adding baseball/multi-field, skate park. Rotary Park – like dog park area, add more playground, like pond for fishing. Aquatic Complex – like ball fields together and community center. Hartley – Love sandbox. Hidden waters – add playground/ Nelson/North/Jackson – Ice skating, zip lines.

Better organized sports. Qualified coaches. Adult organized sports. Adult exercise programs. More competitive sports. Travel teams. Better fields. Healthy café.

We have so many nice parks in Marshfield. Improvements for all age groups would be great.

Overall – just moved here would love more exercise equipment. Frisco Park #1 – lots of walking tracks. Rotary Park – Swing area. Hartley Park – Biking trail. Massey Park – Exercise stuff. Hidden Waters – Put-put golf. Shackelford Spring Park – Horseshoes. Nelson Park – Pawns. North Park – Go-cart track for grand kids.

Need sidewalks/bike paths linking neighborhoods to the pool / activity complex. The ideas for Frisco and Rotary Parks are great but I don't like the idea of the new activity complex replacing the current fields. Marshfield needs to have more fields so we can bring little league ball to the city. As well as being able to have a larger/diverse adult ball leagues. We need to bring youth leagues baseball/softball to Marshfield. The community should not be leaving Marshfield to play youth sports in Springfield. Parks and Rec should be used as an entryway for youth to experience and try different sports. If not little league comes the parks and rec needs to become a larger program with advertising and promoting to get community engaged. At this time, my kids will likely not play parks and recs sports again. Lack of knowledge/experience from coaches and too much gap in kids ages. For example, youth softball youngest 6 or 7 years old and oldest 11 years old. Parks and rec needs a park/athletic director to create and maintain the youth leagues and attributes. Need adult basketball leagues.

North park needs something for kids to play on.

Frisco Park – love the idea of skate park! Rotary Park Option 2. Love the hidden waters with the art.

Frisco Park – parking issue not enough. Using city streets to moveover cars at parking. Rotary Park – bad night lighting. Stormwater retention @ senior center – why build a pavilion in storm area?

Need racquetball with ice park maybe. How do you control fish at pond?

Frisco Park

Likes option #1 for Frisco Park

Frisco Park #1 – Keeps ball field, add playground

Frisco Park #1 – Is the best

Frisco Park #1 – Frisco Park should have a smaller baseball field

Frisco Park #1 – Like the look of baseball field in Option 1 Frisco Park

Frisco Park #1: My boys like the baseball field and playground, basketball area

Frisco Park #1 – like adding baseball/multi-field, skate park.

Frisco Park #1 – lots of walking tracks.

Frisco Park – love the idea of skate park!

Frisco Park – parking issue not enough. Using city streets to move over cars at parking.

The ideas for Frisco Park are great but I don't like the idea of the new activity complex replacing the current fields.

Frisco Park – my 11 year old likes the idea of the big baseball and pickleball area. My son plays baseball every year and we would like to see more shaded areas and seating.

Frisco Park – love skate park and playground; still want baseball field

Frisco Park – Skate park, baseball field, playground

Frisco Park #2 is the better plan

Frisco Park #2 – I like the plans

Frisco Park #2 I like it. It has more.

Frisco Park #2 – I like the plans

Frisco Park #2 – Leave off tennis part and expand skate board area.

Frisco Park #2 has more stuff

Frisco Park #2 but with playground

Rotary Park

Rotary Park – keep garden add pond. I enjoy the pool idea and putting kid in with elders.

Rotary Park – Love the outdoor activity place and the off-leash dog area.

Rotary could use a pond.

Rotary Park pond is a great idea. More activities the better.

Rotary Park – park pond, rock wall and playground (kids age 5-10).

Rotary Park keep garden, add pond.

Rotary – pond and workout areas.

Rotary – Off leashing dog park -YES!! Rotary Option #1 – we don't like the pond.

Rotary Park would be amazing with a pond!

Rotary – water pond and gardens, love.

Rotary Park: Rock climbing area. More seating at ball park area. We need trails to run and walk on.

Rotary Park – like dog park area, add more playground, like pond for fishing.

Rotary Park – Swing area.

The ideas for Rotary Park are great but I don't like the idea of the new activity complex replacing the current fields.

Rotary Park – bad night lighting.

Need racquetball with ice park maybe. How do you control fish at pond?

Likes option #2 for Rotary Park. Please refinish tennis courts.

Rotary Park #2 but with potential gardens.

Rotary Park #2 – I like everything but no off-leash dog park. Big NO

Rotary Park #2 – We want the pond stocked.

Rotary Park #2 – I like everything but no off-leash dog park. Big NO

Rotary Park #2 – Great!

Rotary Park #2. Pond yes. Walking/biking trails. Outdoor venue.

Rotary Park Option 2 – A dog park would be cool. Lots of people have dogs. Loving the idea.

Rotary #2 but is there enough money to maintain it and help it look nice / not smell.

Pond!!! Yes, Yes, Yes!! Is there a fence around the off-leash dog park? Off leash dog park sounds dangerous and unsafe.

Rotary Park #2 Come to Rotary Park and never see people play tennis at them or even seen them play tennis in Forsythe Park. Outdoor racquetball. ½ court racquetball. Driving range even. Niangua cannot afford golf and so a lot of kids come to Marshfield Park due to lack of a park.

Shackelford Spring Park

Shackelford Spring Park – I like the plans.

Shackelford – love the nature playground, splashpad, dog washing station.

Shackelford Spring Park – I like the plans.

CC. Shackelford Spring Park – separate large and small dogs.

Shackelford Spring park is a good idea for everyone to join.

I am really, really, liking the plans for Shackelford Spring Park

Shackelford – love the nature playgrounds.

Shackelford Spring Park – My boys like the waterpark area, playground area.

Shackelford Spring Park – Horseshoes.

Massey Park

Massey Park I think would be a good idea.

Massey Park – Bathrooms, sandbox, playground.

Love the ideas for Massey Park.

Massey Park – I like the plans

Massey Park – I like the plans

Massey Park Option 2

I am really, really, liking the plans for Massey Park. That would be really cool.

Large sandbox at Massey will be full of cat poop. Not good

Massey Park.

Massey – Sand play, bathrooms, new equipment

Massey Park – Exercise stuff.

Hartley Park

I've never heard of Hartley Park.

Hartley – love the splash pad, love the natural playground.

Hartley – sandbox, splashpad

Hartley Park – I like the plans.

Hartley Parks – Yes to a splash pad!

Hartley Park – I like the plans.

Hartley – splash park!

Restroom at Hartley park. Signs to Hartley park. Park with splash areas.

Hartley Park is a good idea for the little kids.

More parking for Hartley Park (splash pad will have high traffic).

Hartley Park.

Hartley Park #1

Hartley – Love sandbox.

Hartley Park – Biking trail.

Stormwater Detention Facility

Stormwater detention facility is a wonderful idea. Outdoor classrooms a must.

Stormwater Detention Facility – I like that it would be a good plan.

Stormwater Detention Center – Possibly turn into a stocked pond.

Like the stormwater detention facility.

Stormwater retention @ senior center – why build a pavilion in storm area?

Outdoor classroom!

Ellis O. Jackson Park (Fairgrounds)

Frisbee golf is a great idea.

Really great ideas! We really like outdoor theatre, farmers market, multi-generational playground, ice rink. Something for everyone!!

Nelson/North/Jackson Parks – Love all of the ideas! Maybe add some fire pit areas.

Nelson/North/Jackson – I like how they want to change it.

Like Ellis Jackson Park.

Frisbee golf – yes!

Fairgrounds having covered area where tractor pulls are. Some things should stay traditional.

Nelson/North/Jackson Parks.

Nelson/North/Jackson – Ice skating, zip lines.

Bike hostel – yes! Zip line (star).

Option 2 Fairgrounds.

Pump track. Disc Golf- yes.

Nelson/North/Jackson Love the ice rink and designated bike path.

Aquatics and Athletics Complex

Love the aquatics center ideas.

Marshfield Aquatics and Athletics Complex – I like the area.

Marshfield Aquatics and Athletics Complex – no pond.

Marshfield Aquatics and Athletics Complex – I like the area

Aquatics center needs a crosswalk w/ stoplight to safely cross CC.

Aquatics and athletic complex.

Aquatic Complex – like ball fields together and community center.

Hidden Waters Park

Hidden Waters Park – I like that they want to expand it more.

Hidden Waters – yes to the playgrounds!

Hidden Waters Park – I like that they want to expand it more.

Art in the parks – yes!

Love the art at Hidden Waters.

Hidden waters – add playground.

Hidden Waters – Put-put golf.

Love the hidden waters with the art.

North Park

North – definitely want ice skating park. Hate driving somewhere else for kids.

North Park – Go-cart track for grand kids.

North park needs something for kids to play on.

Nelson Park

Nelson Park – Pawns.

General Comments

Every park should have something water related. There should be some type of bowling.

Dog washing spot!! Fire Pits (smiley face), putt-putt (smiley face)

I think that there should be more for young adults to do. Instead of them having to go to Springfield, keep business in Marshfield.

Indoor pool needed badly!!

I like most of these ideas but see two things that I don't really like: 1. Taxes going up to support all of it. 2. Losing our rural feel and having increased traffic, traffic lights, etc.

We really need senior housing and a crew for maintenance of units and a crew to do the landscaping care of the complex.

Grills / Firepits – cannot be used with current codes.

Good bike trail. Small dog park. Mini golf. Things for older people + disabled.

Love the ideas for the splash parks and dog parks too.

Obstacle course ropes. Restrooms. Hammocks. Splash Park.

Splash pad. Multi-generational park. Dog park.

I enjoy the pool idea and putting kids in with elders.

I LOVE ALL THE IDEAS FOR THE PARKS.

Yes to all the park improvements! I think the plan without the ball field would be more ideal. We live on Victoria and own multiple kayaks. My husband and I would be interested in helping with making that happen!

Love skatepark!

Basketball courts at pool location?

Not all parks need to have playgrounds. Maybe two natural playgrounds because not everyone wants to hear kids playing.

Skate park.

Batting cages. Driving range.

How is the city going to take care of all this? Love ideas but more to it. How to maintain? Arborist?

Like the dog park idea.

Zip line and ropes course

Basketball and softball facilities to keep teams here in town. Organized events with staff.

We love the waterpark idea, like what Stafford has. My son likes the ropes course. We like the mountain bike trail. We need more baseball fields (baseball complex) with plenty of parking.

Better organized sports. Qualified coaches. Adult organized sports. Adult exercise programs. More competitive sports. Travel teams. Better fields. Healthy café.

We have so many nice parks in Marshfield. Improvements for all age groups would be great.

Overall – just moved here would love more exercise equipment

Need sidewalks/bike paths linking neighborhoods to the pool / activity complex. The ideas for Frisco and Rotary Parks are great but I don't like the idea of the new activity complex replacing the current fields. Marshfield needs to have more fields so we can bring little league ball to the city. As well as being able to have a larger/diverse adult ball leagues. We need to bring youth leagues baseball/softball to Marshfield. The community should not be leaving Marshfield to play youth sports in Springfield. Parks and Rec should be used as an entryway for youth to experience and try different sports. If not little league comes the parks and rec needs to become a larger program with advertising and promoting to get community engaged. At this time, my kids will likely not play parks and recs sports again. Lack of knowledge/experience from coaches and too much gap in kids ages. For example, youth softball youngest 6 or 7 years old and oldest 11 years old. Parks and rec needs a park/athletic director to create and maintain the youth leagues and attributes. Need adult basketball leagues.

FOCUS GROUPS WERE CONDUCTED WITH SEVERAL KEY COMMUNITY REPRESENTATIVES WITH QUESTIONS REGARDING THEIR ORGANIZATIONS AND EXISTING RELATIONSHIPS THEY HAVE WITH THE CITY

The consultant team conducted focus groups with the City of Marshfield, Missouri Park and Recreation community partners and the park and recreation commission. This interaction provided an insight toward identifying issues and key themes among those stakeholders about the current relationships the city has with these groups. The intent of the focus groups was to also understand what these partners perceive as needs that exist in the community.

The work conducted in this study enlightened the consulting team with an understanding of apparent issues that exist among these groups in the community. As is customary in what PROS call a community mining process, the consultant team developed a focus group facilitation guide that included a series of questions designed to stimulate conversation. Follow up questions were asked as appropriate. Involved organizations included:

- *Tree City- Paul Johnson and Eric Yarnell*
- *Webster County CommUnity Health Partnership*
- *High School Coaches*
- *Hidden Waters Foundation*
- *Fair Board*
- *Community Theater*
- *Park and Rec Commission*

Synthesis

Prior to initiating each focus group, the PROS representative explained the City of Marshfield Master Plan process. From those discussions, the focus group participants were asked to provide their insight toward the relationship that currently exists between the city and their organization and the needs of their organization and those of the residents of the community. After conducting the focus groups with the designated constituent groups themes began to emerge that are helpful when communicating the findings with the participants of the process and representatives of the City of Marshfield. It was difficult to define the themes from the meetings as it appears the recreation department provides little in the form of services to the community other than baseball fields and parks. Programming is conducted by many other organizations such as the foundation, the fair board and community theater.

What did take place was the understanding of the following 1. Tree management programs and care represent a principle desire of all groups in the community; 2. Population shifts, and travel programs may have reduced the youth market participation rate as several programs such as soccer and baseball have declined. Other sports such as football, volleyball and wrestling are increasing; 3. Each of the focus group participant groups focused on their own identity for needs rather than have a consolidated desire for growth of programs and systems in the community. Groups appear to be existing in the cocoon of their own existence; 4. Groups appear to have wishes for services and facilities that are independent of one another without the consideration of other groups; 5. Excellent desires exist among all groups however, without one central organization to orchestrate the implementation of those desires will make movement difficult; 6. Funding is an obstacle for any initiative to be implemented; 7. Focus group participants desire new indoor and outdoor activity in the community; and 8. The community is looking for direction by the city through this planning process.

Key Findings:

1. What core services do you provide for residents of Marshfield?

Among the representatives participating in the focus groups services range from the care for trees and tree inventory; providing volunteer services to support park enhancement; health services that include responding to disasters, environmental health, mental health and sanitation concerns; the importance of providing athletics to the community without the benefit of quality facilities; nature guides in parks; a county fair that offers a variety of programs, competitions; and the community theater that offers several theater events throughout the year.

The President and Vice President of the City Park and Recreation Commission

- Advisory Council for the tree infrastructure primarily on the parks
- We have had work days in the park on volunteer services. We focus on emerging issues, tree inventories, we have had a few management plans for some parks

Webster County Community Partnership Health Committee

- Sanitation
- Environmental
- Mental Health
- Opioids
- Responding to Disasters

High School Coaches

- We need multipurpose facility like a YMCA
- Tennis court renovation
- Updated the baseball/softball fields
- Trails system and walking paths
- We don't have enough practice fields
- A turf field would be the best thing we can have if we can afford

Hidden Waters Foundation

- Most of the changes to the park is what the board comes up with
- The Board is the nature guides in the parks

Fair Board

- We have education and entertainment activities/programs
- House of arts
- We have truck pulls
- District judging contests

Community Theater

- We have been around for 15 years and conduct four theater events a year
- They do fundraiser such as a haunted house
- Currently looking for a building to acquire
- We do a musical as the first show
- Adult acting

2. Is your participation growing or declining or staying stable? Level of participation now?

It appears participation in a couple sport activities such as soccer and baseball has declined, however other sports are showing an increase such as football, volleyball, basketball and wrestling. Lower grade school enrollment is influencing lower participation at the grade school levels. The junior high school does not sponsor school sports. Travel teams and the lack of marquee facilities are a negative influence on in-town participation. Volunteerism is declining in the community and young people are not as interested in getting involved in the parks.

High School Coaches

- Youth numbers are down because we take kids out of town
- We are slowly growing to 75 to 80 out for football
- Volleyball numbers are deep and volleyball club programs are growing
- Our numbers are down in baseball
- Soccer numbers are down, travel program is expensive
- We don't have a Jr. high program
- We need a quality host facility to increase play from other communities
- We doubled our wrestling club last year
- Basketball is 1st and 2nd is the main market for basketball

Hidden Waters Foundation Group

- We are not getting the number of volunteers and concert participation they would like in the park
- It is hard to get young people to get involved in the park

3. What would you like to see the outcomes be from this master planning process?

Focus group participants felt a quality comprehensive tree management program would benefit the community. The theater group would like to identify a location that can be called home to their programs and grow the program beyond four shows a year. The high school coaches would like to see the development of a quality volunteer coach and officials' program. There is a lack of quality facilities in the community. The foundation would like to see a Route 66 park developed and the trail system enhanced. The fair representatives would like to see the fairgrounds enhanced. There is a need for more parking and security during events. An improvement to the campground would potentially increase use by campers.

Commission

- The trees would be appropriate focus in the master plan
- We need a long-term plan for the system

Theater

- Their participation is growing
- We can only seat 250 and we sell out shows, looking at 400 to 500 seat theaters

High School Coaches

- Need to have more facilities for play
- 160 kids in youth basketball through the church program
- The city needs to have a development program for coaches and clinics for every sport
- Need a youth sports commission for helping to put up a culture of sports

Hidden Waters Foundation

- They are on the Trail of Tears and Route 66 which is good
- Route 66 association members
- We need to remodel the house it will cost approximately 100K

- The trails could be enhanced

Fair Board

- Improve the park for parking
- The park is not secured
- We would like to see an upgrade to the campers
- Everything is outdated and electrical needs update- important
- Bleachers need to be updated
- Need better lighting for the arena

4. Does your organization have any facility or program plans set that we need to be aware of that could impact this parks and recreation plan?

The park and recreation commission participate in Arbor Day events. CommUnity Partnership would like to see more community garden initiatives. There is a desire to incorporate a splash pad or sprayground in one of the parks. Community wide health programs would be enhanced through the promotion of walking, active living and smoking cessation programs. New spaces need to be created for indoor sport and programs. The Foundation has funds that could be used for the development of programs, parks or services. They have plans to create a trail connection in the future for older adults. The fair board offers kitchen cooking outdoors along with other programming activities during the fair. The Relay for Life is active at the fairgrounds. There are great volunteers working with the theater. They offer a lot of theater related programs.

Webster County CommUnity Partnership

- Need more community gardens started
- Need a splash pad or spray ground
- Community wide health
- Kids don't have a place to congregate
- We need to address youth programs

Hidden Waters Foundation

- They have the park mapped
- They have 100k in funds in the bank now
- The senior citizens trail connection is the next big move

Fair Board

- They do all the kitchen cooking outside and would like a 24 x24 ft shelter
- Relay for life does their program there

Theater

- We offer a lot of art programs and clinics to bring awareness
- We have a bunch of local directors that have grown up in theatre
- We have great volunteers to work with

5. What role do you see the city parks and recreation system playing in your cores services that you provide now if any?

The commission wants to remain as an advisory committee but would like to be involved in any new park plans. The CommUnity Partnership would like to see growth in indoor and outdoor facilities that serve the athletic and programming needs of the community. Outdoor activities could include music concert, special events and camps. There is a desire for the parks and recreation commission to organize similarly to other nearby communities. It is felt the organization of the programs is poor with few opportunities for instruction, practice and games. There is an interest in promoting volunteerism to enhance programs.

Webster County CommUnity Partnership

- Music in the parks
- Put a space for special events
- We need to have an organized parks and recreation system
- The organization of the programs is very poor and there is very little instruction like practices and games
- We need to train volunteers who help the system

6. What’s the biggest obstacle you deal with in delivery of your services in the city that the city could help you overcome?

Funding is the biggest obstacle the system faces along with quality maintenance. The nurturing and creation of a partnership with the county and other entities need to be examined to help the system reinvent how it is operated. Programs need to be improved to attract non-residents. A mention of a county sales tax to support the parks system is noted.

Webster County CommUnity Partnership

- We should work with the county for a partnership for development of the system
- We need to have a nonresident user fee
- County sales tax to support the parks system

7. What is your vision for parks and recreation in the city of Marshfield?

There needs to be a wide variety of activities that involves the community. Develop a volunteer corps to help maintain parks and programs. Trees need to be a community mantel piece front and center. A recreation center with many amenities for the residents to use. A website that is more functional is necessary to improve transparency with many organizations. Recreation enhancements are mentioned in focus groups that include walking trails, a splash pad and park enhancements. There is a desire for a community garden and outdoor education programs for all ages. It is felt that quality partnership development will aid in the improvement of the system.

Webster County CommUnity Partnership

- We need a gym for people to go to in the system
- We need to combined web site
- Need a bike trail that connects with Route 66
- Need a trail to access to the aquatic park
- We need to address and work closely with GRO Marshfield

High School Coaches

- We need improved or better facilities for residents
- Connecting the youth coaches with the high school coaches would benefit consistency in programs
- Need to improve umpire skills
- Need to build new facilities that people will encourage visits to the community

8. What haven't I asked you that you would like to see in this system master plan?

There is an interest in understanding what the expectations of the city is for new growth or improvements in facilities, programs and parks. There needs to be a focus on a comprehensive tree management program that is supervised by a certified arborist.

- We need to know what the city demands are
- Green infrastructure needs to be addressed in the plan
- We need to look at how the universities might conduct a tree inventory, assessment and GPS
- Tree City
- We would like to be consulted on the new water park
- We would love to see a city arborist hired at some point

Raw Data:

Tree City

1. What core services do you provide for residents of Marshfield?

- These guys are the president and vice president
- Advisory Council for the tree infrastructure primarily on the parks
- We have some management plans for downtown
- We have had work days in the park on volunteer services. We focus on emerging issues, tree inventories, we have had a few management plans for some parks
- We have used some trim plans

Webster County CommUnity Partnership Health Committee

- Nursing
- Sanitation
- Environmental
- Mental Health
- Opioids
- Low Impact families
- Farmers Market
- Responding to Disasters

High School Coaches

- We need multipurpose facility like a YMCA where we can have multiple courts
- 21,000 square feet facility
- Need to do a level of service assessment
- Tennis court renovation
- Sand Volleyball
- Updated the baseball/softball fields
- Trails system and walking paths
- We are starting to get a handle on football we need to have flag football program
- We need a football field
- We don't have enough practice fields
- A turf field would be the best thing we can have if we can afford

Hidden Waters Foundation

- Most of the changes to the park is what the board comes up with
- No barbecue grills in the parks
- Nature parks
- The Board is the nature guides in the parks
- Retired teachers in October coming in for a tour

Fair Board

- We have education and entertainment
- House of arts
- Home
- Fundraisers
- Auction for food pantry

- We use to have a rodeo
- We have truck pulls
- City permits the site
- 12 to 14 activities
- 4 H has a deal
- Community theater
- District judging contests
- Three bread associates
- Show and sale – Dexter Cattle
- The people that goes through the park would be the used contract

Community Theater

- We have been around for 15 years
- We do four years a year
- They do fundraiser
- We don't own a building
- We are currently looking for a building to acquire
- We would like to consider the old pool site for a small event
- We did a feasibility years ago and theater came in low years ago
- We do a musical as the first show
- They do a haunted house
- They rent the auditorium at the high school
- Adult acting

2. Is your participation growing or declining or staying stable? Level of participation now?

High School Coaches

- We are up 10 kids from last year on football
- Youth numbers are down because we take kids out of town
- We are slowly growing to 75 to 80 out for football
- Volleyball numbers are as deep as we have ever been
- Our club programs are growing for volleyball
- We only have a jr high gym
- Our numbers are down in baseball
- High school down
- Soccer numbers are down
- We don't have a jr high program
- Soccer is expensive for traveling program
- We need to do clinics for soccer in the lower levels
- Need to have quality of fields
- We need to host facility here versus just playing ourselves
- We need to open registration to other towns would help in baseball
- We need to grow the programs for the city by opening to outside small teams
- We doubled our wrestling club last year
- Class 3 or 4 -900 + in high school
- How connected is the parks and recreation system to the park system?
- Basketball 1st and 2nd is the main market for basketball

Hidden Waters Foundation Group

- We are not getting the number of volunteers and concert participation they would like in the park
- It is hard to get young people to get involved in the park
- We can't get master Gardner's to get involved
- We need to get a water source next to the park
- We could get support from the city in removing of debris
- They had 170 people in the park in June

3. What would you like to see the outcomes be from this master planning process?

Tree City

- The trees would be appropriate focus in the master plan
- We are replacing trees as they die
- We are very reactive versus proactive and we have a lot of aging trees
- We need a long-term plan for the system
- We need to have a full inventory of trees, GPS managed and conditions for all the park trees
- We think there is 5000 some trees in the system
- We think we need to address this
- We get some city budget money for them. They do a tree sale
- We don't have a adopt a tree program
- We try to have a mix of trees in the system

Theater

- Their participation is growing
- We can only seat 250 and we sell out 4 shows
- We are looking at 400 to 500 theaters
- We would like to buy or share a 5-acre park and share parking to build a site
- We have not partnered enough with the city
- The city has approached us
- We would like to go beyond the four shows

High School Coaches

- Need to have more facilities to play in
- 160 kids in youth basketball through the church program
- The city needs to have a development program for coaches from the school district
- We are fully going to embrace a k-6 needs to be coached well and the 7th-12-year program
- Need coaches' clinics for every sport
- They don't have a youth sports commission for helping to put up a culture of sports

Hidden Waters Foundation

- They are on the Trail of Tears and Route 66 which is good
- We have had bike jam through the park
- Route 66 association members
- They have a mascot called Hunter
- We need volunteers help from the city marketing us
- They would like to remodel the house
- We need to remodel the house it will cost approximately 100K

- Union Pacific has some grants to draw on
- The trails could be enhanced

Fair Board

- Improve parking
- 501 C 3 now and a separate entity
- The park is not secured
- They don't have a business plan
- The police do security checks
- We would like to see an upgrade to the campers
- Everything is outdated and electrical needs update- important
- Bleachers need to be updated
- Connect with the parking lots
- Need better lighting for the arena
- Need another set of bleachers
- The two parks amount to approximately 40 acres
- Master layout of where everything goes
- They can handle 2,000 people the goal is try to get it to 3500

4. Does your organization have any facility or program plans set that we need to be aware of that could impact this parks and recreation plan?

Tree City

- We have a Facebook page and we are on the city's web site
- We hand out tree samples at events in the city
- We participate in arbor day events

Webster County CommUNITY Partnership

- Need more community gardens started
- We need more gardens
- There is nothing do in our community
- Fun affordable and free programs
- Summer programs
- Need a splash pad or spray ground
- Strategic Plan is being developed and setting goals now
- Bridges for youth. There is a real hole in school and after school programs that is organized
- Stress management is an issue and a peace garden or reading garden is needed
- Community wide health
- Smoking reduction programs
- Walking programs
- Active living programs
- Health and Fitness monitoring
- We need an indoor walking track and programs
- We need to get the parks system and the Health Coalition together
- Older children need space to hang out
- We need to bring teens together
- Kids don't have a place to congregate

- Everyone does volunteers for little kids
- We need to address youth programs
- Parks beautification

High School Coaches

- Sign up and administration is the thing that needs to be supported by the parks and recreation system
- Lack of quality coach translate into performance on the field
- Maybe having players coach some
- Quality officials is a problem
- High school players need quality officials
- We need to protect officials from the fans and we need to support them
- Need to do parents clinics on how to behave
- Need train kids on being officials

Hidden Waters Foundation

- They have the park mapped
- They have 100k in funds in the bank now
- This park has its own marketing materials
- They have 14 springs
- They had a princess event to take pictures including weddings
- Need to have indoor restroom for the future
- The senior citizens trail connection is the next big move
- They are setting up for wedding plans
- Wildlife gardens
- The Amphitheatre could be developed by the field
- We need to encourage the city to improve their web site

Fair Board

- They do all the kitchen cooking outside and would like a 24 x24 ft shelter
- Bleachers is the biggest complaint
- The fair is the only rodeo
- They don't do any flea markets or gun sales
- Relay for life does their program their
- FFA and 4H not very active with them

Theater

- We offer a lot of art programs and clinics to bring awareness
- Costuming is gotten so much
- They have a play bill to raise money
- We have a bunch of local directors that have grown up in theatre
- We have great volunteers to work with

5. What role do you see the city parks and recreation system playing in your core services that you provide now if any?

Tree City

- We want to remain as an advisory committee
- We would like to be involved in any new park plans

Webster County CommUNITY Partnership

- We need to give them something to do
- Something for teenagers
- We need a place be able to do
- Local of bands
- Special events that appeal to them and is safe
- Skatepark
- Physical places for kids away from their IPAD
- Outdoor fitness space
- Music in the parks
- Put a space for special events Route 66 to acquire the land
- Put out a survey to where teenagers want to go now. What do they want to do outside?
- Hammocking park would be nice
- Parks are for little kids and picnics
- We need a basketball court
- We need to have an organized parks and recreation system
- It is hard to get my kids to Springfield
- The organization of the programs is very poor and there is very little instruction like practices and games
- We need to train volunteers who help the system
- We need to get college interns out to help the system
- We need to have kids helping small kids coach kids
- We need to provide kids transportation to get home
- On some of the pavilions we must reserve more than reservable shelters
- Rotary Park gets a lot of use
- Senior center gets a lot of use
- The tennis courts are in poor shape and need updated
- Pickleball
- People of all ages are getting back to being active
- We need organization options and self-directive options
- Farmers market needs a place of their own
- Needs children's events and we need a place
- We need education and marketing of our events
- We need a bike campground

Hidden Waters

- The city provides good support for the park
- The staff and volunteers work hard to keep that park in good shape

Fair Board

- Swine area is needed
- Need air conditioning in the WPA building
- Head waters all split at this town

Theater

- We would love to have a theater camp

6. What's the biggest obstacle you deal with in delivery of your services in the city that the city could help you overcome?

Tree City

- Funding is the biggest obstacle we face and maintenance
- We have eight committee members

Webster County CommUNITY Partnership

- We need a horse pit and bag pit
- We should work with the county for a partnership for development of the system
- We need to have a nonresident user fee (Parks does)
- We need to have a county wide use
- Seek county support for a farmer's market/ county park
- County sales tax to support the parks system

7. What is your vision for parks and recreation in the city of Marshfield?

Tree City

- It needs to have a wide variety of community activities that the community wants to be involved
- We need to have trees front and center
- We need more volunteers in the parks to help maintain
- They are getting the Trail of Tears sign at the visitor center

Webster County CommUNITY Partnership

- We need a gym for people to go to in the system
- We need to get out the message
- Better web sites
- We need to combine web sites
- The MAC Center could be used.
- Need to Create Partnerships
- Is there grant money available
- The Farmers Market gets a lot of grants we need to check this out
- USDA grants for Farmers Market
- OPIOD Crisis grants
- A beautiful pavilion, with electricity and restrooms for Farmers Market and can be rented out
- Walking trails
- A state Park
- A Splash Pad
- We need to have a Route 66 named Park
- Need to have a commercial kitchen
- Park System needs a Route 66 park
- Partnerships is the only thing that will work- we need to have one goal
- We need to have an outstanding community garden
- We need to have an outdoor education programs for kids and adults
- Need bike trails in the system
- Need a bike trail that connects with Route 66
- Need a trail to access to the aquatic park
- We need to address and work closely with GRO Marshfield
- Need a youth employment program through the parks system

High School Coaches

- We have a lot of interest in tennis and need courts to accommodate the interest
- We need improved or better facilities for residents
- Connecting the youth coaches with the high school coaches would benefit consistency in programs
- Need to improve umpire skills
- Need to build new facilities that people will encourage visits to the community
- Putting the right emphasis on winning at the right age like the 5th grade

Hidden Waters Foundation

- We mow for the concerts in the park
- The park has tremendous history

Fair Board

- Improve the facilities and getting it, all laid out is a major piece
- Community event and the largest event
- 10 dollars and 5 to get in

Theatre

- Need a good place to call home
- We have a good web site

8. What haven't I asked you that you would like to see in this system master plan?

- We need to know what the city demands are
- Green infrastructure needs to be addressed in the plan
- We need to look at how the universities might conduct a tree inventory, assessment and GPS
- Tree City
- We need to maintain it
- We need to address the tree policy and ordinance on when trees are taken down
- We don't have a booth at the fair
- They used to do the Cherry Blossom Festival and it was moved/changed to the Health and Wellness special
- We need to address the opportunity to ask for tree damages to go back to the Tree Board
- We would like to be consulted on the new water park
- There are some ash trees in parks now but it is minor
- We do have some boy scouts and girl scouts and Rotary help us on planting days
- We would love to see a city arborist hired at some point

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FACILITY INVENTORY

CONFLUENCE

Name of Site: Frisco Ball Field

Date Completed: June 21, 2018

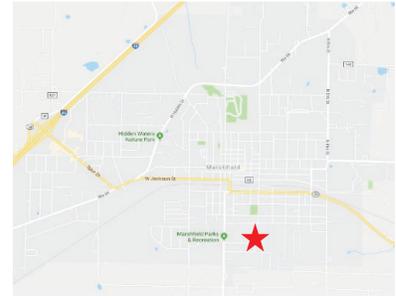
Completed By: Hank Moyers



1. SITE LOCATION:

Frisco Ball Field is located between 2nd and 3rd Street along South Pine Street south of Downtown Marshfield. The park is surrounded by single family residences on three sides and a commercial lumber yard to the north.

The City of Marshfield does not own this property – BNSF property



2. GENERAL SITE DESCRIPTION:

Size: **3.15 Acres**

Classification: **Neighborhood Park**

Frisco Ball Field is a fully equipped baseball field complete with bleachers, concessions, restrooms and scoreboard. Parking is available along S. Pine Street and E. 3rd Street. A small green space just north of the softball field allows for some passive recreation activities.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Baseball Field: **0**

Concessions: -

Lighting: -

Restrooms: -

Bleachers: -

On-street parking: **0**

Digital scoreboard: +

Covered dugouts: **0**

RATING KEY

+ Excellent Condition

0 Good Condition

- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths:

This long-standing facility holds a strong nostalgic value for many residents of Marshfield. Frisco Ball Field serves Marshfield resident's need for lighted recreational baseball facilities.

Opportunities:

Improvements to the Ball Fields including updated fencing, concessions and restroom building and bleachers are needed. A loop trail around the field would provide the community with opportunities to have a measurable walking trail and allow for pedestrian connections to be made from the parking area to the bleachers and concessions/restroom building. The walkway would also allow for additional support amenities including a playground to allow children not playing in games on the field a recreational alternative to watching the game or practice.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5):

Rating: **2**

Parking is directly adjacent to seating facilities but lacks direct paved connections. Sidewalk that circumvents the park is dilapidated and needs repair. Additional connections are needed for access to the concessions and restroom facilities to be fully accessible.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **Active**

7. PHOTO INVENTORY:



01. Baseball diamond



02. Bleachers and Dugout



03. Bleachers with adjacent parking



04. Concessions / Restrooms 01



05. Concessions / Restrooms 02



06. Bleachers / Dugout from street



07. Existing sidewalk condition



08. Restrooms



09. Drinking fountain



FACILITY INVENTORY

CONFLUENCE

Name of Site: Massey Park

Date Completed: June 21, 2018

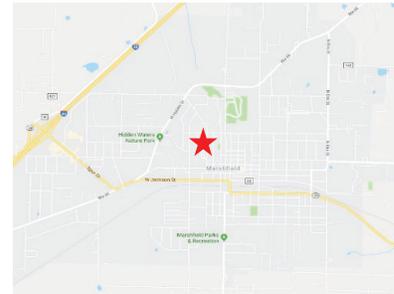
Completed By: Hank Moyers



1. SITE LOCATION:

Massey Park is located north of Downtown Marshfield on the corner of North Buffalo Street and West Burford Street. It is adjacent to single and multi-family residences.

321 N. Buffalo Street



2. GENERAL SITE DESCRIPTION:

Size: **1.8 Acres**

Classification: **Neighborhood Park**

Massey Park is a small neighborhood park complete with open lawn, a basketball court, playground, a large grill, picnic tables and a pavilion structure. Mature trees exist on the southern edge of the park and around the playground and pavilion structure.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Playground: **0/-**

Shelter: **+**

Basketball court: **0**

Walkways: **0**

Grills: **0**

Open green: **0**

RATING KEY

+ Excellent Condition

0 Good Condition

- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths:

Adequate parking on street and in a dedicated lot have been provided for this neighborhood park to serve the large shelter. Most of the playground equipment provided on this project is in good shape and an inclusive swing with access to the walkways has been provided. Pour-in-place rubberized playground material is planned for this park playground through grant money.

Opportunities:

A larger community amenity would be created by acquiring the adjacent residence or establishing a trail easement through the back yards on the adjacent properties to connect the park's pathways to the loop trail around the City-owned regional detention facility to the South. Pathways through the park should be extended along with a loop to all parking areas and provided around the playground to allow playground elements to be moved or combined into a single pad. Older elements such as the merry-go-round should be removed as they pose safety concerns for kids. Additional consideration should be made for renovating the basketball court on the property. Restrooms, a splash pad or small dog park should be considered as an opportunity to extend visitor stays at the park. Possibility of small concrete pads being used for recreational activities such as 4-Square. An area for yard games, such as Bocce Ball should be considered.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5):

Rating: **4**

There are two parking lots for Massey Park, one along W. Burford Street and one along N. Buffalo Street. The parking on N. Buffalo Street does not have a direct paved connection to the different components of the park requiring the use of streets to gain access to the W. Burford Street entrance.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **Passive**

7. PHOTO INVENTORY:



01. Open Lawn



02. Parking



03. Playground Area 01



04. Playground Area 02



05. Pavilion



06. Grills



07. View from Pavilion



08. Historic Memorial Marker



09. Unused pads scattered through park



FACILITY INVENTORY

CONFLUENCE

Name of Site: Hartley Park

Date Completed: June 21, 2018

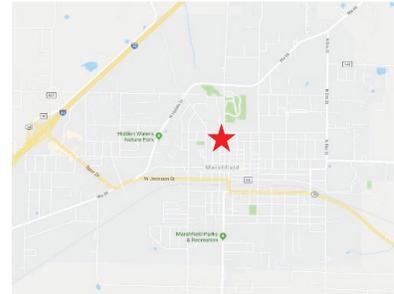
Completed By: Hank Moyers



1. SITE LOCATION:

Hartley Park is located on North Clay Street in a single-family residential neighborhood. The mid-block park is just north of Downtown Marshfield.

325 N. Clay St.



2. GENERAL SITE DESCRIPTION:

Size: **0.65 Acres**

Classification: **Neighborhood Park**

Hartley Park is slightly larger than a 1/2 acre and is complete with playground equipment, a grill and gazebo. The park is surrounded on three sides by single-family homes. A few mature trees are present in the park.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Playground equipment: –

Monument: **0**

Gazebo: **0**

Picnic Table: **0**

RATING KEY

+ Excellent Condition

0 Good Condition

- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths:

This small pocket park provides a quiet shaded area under the gazebo for a small gathering or personal reflection close to the downtown square. The location also allows for support or spillover from downtown events. Pour-in-place rubber playground material is planned for this park through grant money.

Opportunities:

Opportunities exist for incorporation of small community garden spaces, yard games, a small event space/pavilion, splash pad and outdoor exercise equipment. Furthermore, outdated playground elements should be removed and updated with contemporary play structures to draw additional visitors to this neighborhood park.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5)

Rating: **1**

Hartley Park is a small neighborhood park with no dedicated parking for the site. A sidewalk connection leading to the south into downtown has been provided and extends north to the residential parcels adjacent to Nelson Park. The park features a gazebo and various playground elements located in the middle of the park with no accessible connections to them.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **Passive**

7. PHOTO INVENTORY:



01. View from N. Clay St.



02. Playground Equipment



03. Gazebo



04. Historic Monument



05. Well Remnant Lid



06. Street Presence

Name of Site: Nelson Park

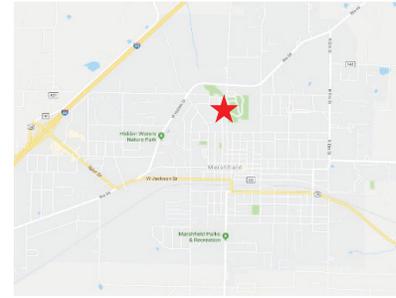
Date Completed: June 21, 2018

Completed By: Hank Moyers

1. SITE LOCATION:

Nelson Park is located on North Marshall Street just north of Downtown Marshfield. Nelson park is across the street from Ellis O. Jackson Park and adjacent to single-family residences.

625 N. Marshall St.



2. GENERAL SITE DESCRIPTION:

Size: **4.35 Acres**

Classification: **Neighborhood Park**

Nelson Park is a small linear neighborhood park adjacent to North Park and Ellis O. Jackson Park, featuring a creek connecting north to North Park and large mature trees shading most of the park. A pavilion with chimney is the lone improvement within the park.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Pavilion (With fire chimney): **0**

Open Space: **+**

Picnic tables: **0**

RATING KEY

+ Excellent Condition

0 Good Condition

- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths:

Nelson Park provides an aesthetically pleasing greenbelt connection between North Park and Ellis O. Jackson Park. This greenbelt also serves as a link to the south towards downtown. The large trees, topography and creek provide a relaxing and natural character to the neighborhood park.

Opportunities:

The natural character of Nelson Park lends itself well to the incorporation of a nature play area, loop trails, a natural water collecting runnel and splash pad or outdoor classroom and garden spaces. This linear greenway park also serves as an opportunity to provide a connection between North Park and Ellis O. Jackson park into a larger community resource.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5):

Rating: **1**

Nelson Park has very limited direct parking access or accessible paths along N. Marshall Street across from Ellis O. Jackson. There are no walkways through or adjacent to this park.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **Passive**

7. PHOTO INVENTORY:



01. Drainage Area



02. Open Lawn



03. Pavilion



04. Mature Trees



05. View from N Clay St. (Footbridge)



06. View from NE Corner of Park



FACILITY INVENTORY

CONFLUENCE

Name of Site: Hidden Waters Park

Date Completed: June 21, 2018

Completed By: Hank Moyers

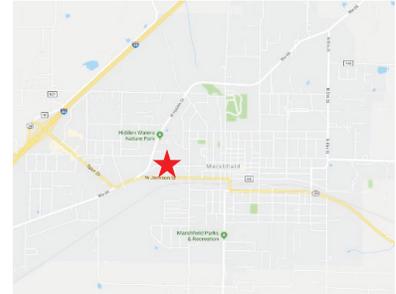


1. SITE LOCATION:

Hidden Waters Park is located between Massey Street and W Hubble Drive / Highway CC with access located on West Washington Street and W Hubble Drive / Highway CC. The park is surrounded by single-family residences.

542 Massey St.

Ownership is both the City and the Hidden Waters Park Foundation.



2. GENERAL SITE DESCRIPTION:

Size: **11.3 Acres**

Classification: **Community Park**

Hidden Waters is a nature park located between Mussey Street and W Hubble Drive / Highway CC with many natural springs emerging within the park. It is defined by a natural forest and offers amenities such as a trail, boardwalks, ponds, waterfalls, woodland gardens, native plants and bridges. Also located on the site is the Callaway Cabin from 1853. There is physical evidence of the trail of tears through the park.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Trail (aggregate): **0**

Trail (asphalt): **0**

Boardwalks: **0**

Pergola: **+**

Parking Lot: **+**

Gardens: **+**

Cabin: **+**

Portable Restroom: **0**

RATING KEY

+ Excellent Condition

0 Good Condition

- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths:

The strong historical background and rustic/natural feel of this park makes this unique park a true City jewel. The park provides residents an oasis for escaping the City to enjoy shaded walks, gardens, trails, art and gardens not found in other parks within Marshfield. Events are held in the park such as 'Music in the Park' regularly and are well attended.

Opportunities:

An existing house on Hwy CC adjacent to the Hidden Waters Park parking lot serves as an opportunity for a future visitor's center and potential year-round event pavilion. Continuing to develop the existing gardens would draw residents back to the site for a new experience with each visit. Creating a trail connection to the sidewalk along Washington Street would create greater access into the park from the Downtown area. Furthermore, strengthening the pedestrian connection from Hidden Waters Park, East, to the trail around the City-owned stormwater detention facility. Enhancing the historical attributes of the physical evidence of the Trail of Tears is an important opportunity.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5):

Rating: **3**

A small surface parking lot off Highway CC provides vehicular access to the park with a smaller parking lot off Massey Street serving the natural area to the southwest. Several paths traverse the park offering different options to get around the park on both aggregate and asphalt walks and boardwalks through the trees.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **Passive**

7. PHOTO INVENTORY:



01. Creek



02. Footbridge over Creek



03. Pergola Structure



04. Memorial Garden



05. Walking Path



06. Open Lawn



07. Historic Cabin



08. Passive Landscape



09. Parking Lot

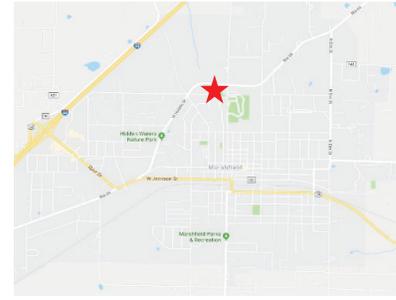
Name of Site: North Park

Date Completed: June 21, 2018

Completed By: Hank Moyers

1. SITE LOCATION:

North Park is located between Banning Street and W Hubble Drive / Highway CC (Route 66) in a residential neighborhood. Situated north of Downtown, the park is adjacent to Nelson Park and near Ellis O. Jackson Park.



307 Banning St.

2. GENERAL SITE DESCRIPTION:

Size: **5.7 Acres**

Classification: **Neighborhood Park**

North Park follows a natural creek bed and contains amenities for large gatherings including a pavilion, gazebo, picnic tables, restroom facilities, a large grill and open space. Cyclone Spring is in North Park and is a historical feature within Marshfield.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Restrooms (Heated): **0**
 Pavilion: **0**
 Bridges and Trails: **0**
 Grills: **0**

Parking: **0**
 Gazebo: **–**
 Picnic Tables: **0**
 Spring Surround: **–**

RATING KEY

- +** Excellent Condition
- 0** Good Condition
- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths:

North Park is home to the most used pavilion within Marshfield’s Parks and Recreation system. The heated restroom support year-round activity at this park. Large trees spread throughout the site provide a wide range of spaces for active and passive activity.

Opportunities:

North Park sits adjacent to Nelson and Ellis O. Jackson Parks off of W Hubble Drive / Highway CC (Route 66). Providing connections between the parks would support a bigger greenway network that could support a larger disc golf course, dog park, and trails network. In addition, renovations of the existing restroom would support more people camping overnight on bike trips along Route 66 and the Transcontinental Bike Route 76.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5):

Rating: **3**

A surface parking provides vehicular access off of Banning Street into North Park. A small footbridge provides a connection over the small creek to the gazebo and pavilion. Other elements in the park remain inaccessible for people with disabilities.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **Passive**

7. PHOTO INVENTORY:



01. Memorial



02. Restroom Facilities



03. Shaded Area



04. Gazebo



05. Footbridge over Creek



06. Picnic Table and Grill



07. Creek Bed



08. Pavilion



09. Natural Spring



FACILITY INVENTORY

CONFLUENCE

Name of Site: Rotary Park

Date Completed: June 21, 2018

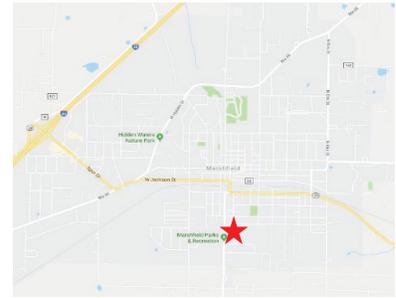
Completed By: Hank Moyers



1. SITE LOCATION:

Rotary Park is located on South Marshall Street a few blocks south of Downtown Marshfield and adjacent to Marshfield City Hall.

726 S. Marshall St.



2. GENERAL SITE DESCRIPTION:

Size: **17.25 Acres**

Classification: **Community Park**

Rotary Park is a multi-sport complex featuring tennis courts, horseshoe pits, sand volleyball, basketball courts, soccer fields, lighted baseball fields with bleachers, exercise features and walking track for active recreation. Also present in the park, is a playground area, pavilion, two grills, restrooms and concessions. A few mature trees exist on the site with many smaller adolescent trees. The open lawn, athletic fields, and playground area are the primary features of Rotary Park.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Multi-Use Trail loop (3375'): **0**

Playgrounds: **0/-**

Baseball fields (2): **0/-**

Shelter/Pavilions: **0**

Sand Volleyball: **0**

Main Soccer Field: **+**

Practice Soccer Fields (3): **0**

Horseshoe pits: **-**

Concessions / Restrooms: **-**

Basketball Courts: **0**

RATING KEY

+ Excellent Condition

0 Good Condition

- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths: Rotary Park serves as the primary athletics facility for the City. The loop trails provide access to most of the park. The wide variety of programming options serves most age ranges and interests. Pour-in-place rubberized material is existing with additional pour-in-place material to be added around playground features and exercise features, through grant money within the next 2 years.

Opportunities: Opportunities exist to expand this park are open through vacant land east of the soccer field. Renovations should be made to update older playground elements. Updates to old and dilapidated ball field facilities should be a priority with lighting improvements considered.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5):

Rating: **4**

Rotary Park has many accessible features. A large surface parking lot located within the park provides close vehicular access to a loop trail which connects the various elements of the park such as the baseball diamond, soccer field, tennis courts and playgrounds. However, an interior gravel lot does not provide adequate access to park facilities and should be improved. Circling the entire park, this trail provides accessibility to the majority of the facility.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **Active**

7. PHOTO INVENTORY:



04. Pavilion / Tree Grove



05. Baseball Diamond



06. Horseshoe Pits



04. Large Soccer Fields



05. Playground Area



06. Tennis Courts



FACILITY INVENTORY

CONFLUENCE

Name of Site: Ellis O. Jackson Park

Date Completed: June 21, 2018

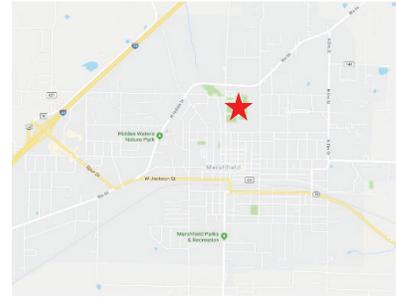
Completed By: Hank Moyers



1. SITE LOCATION:

Ellis O. Jackson Park is located on W Hubble Drive / HWY CC and on Marshall Street north of Downtown Marshfield. This larger park is across the street from Nelson Park and is primarily adjacent to residential neighborhoods.

614 N. Marshall St.



2. GENERAL SITE DESCRIPTION:

Size: **18.4 Acres**

Classification: **Community Park**

Ellis O. Jackson Park is a larger facility with an outdoor arena, kitchen facilities, out buildings, FEMA shelter, yard waste drop off site and many acres of open space. The Webster County Fair is held at this park annually. Events such as a truck and tractor pull, rodeo, and demolition derby take place at Ellis O. Jackson Park. The Webster County Fair takes place in this park every summer.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Restrooms: **0**

FEMA Storm Shelter: **+**

Bleachers: **+/-**

Entry Signage: **0**

Outdoor Arena: **0**

Aquatic Center: **-(Closed)**

Compost Site: **-**

Basketball Court: **-**

Show Arena: **0**

Barns: **0**

RATING KEY

+ Excellent Condition

0 Good Condition

- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths:

Ellis O. Jackson Park has a long-standing history serving as the Webster County Missouri Fairgrounds, yearly in the first week of July. The proximity of this park to North and Nelson Parks and Route 66 serve as an opportunity to provide an interconnected greenway from Route 66 as well as the planned second interchange on I-44 to downtown Marshfield.

Opportunities:

Ellis O. Jackson Park provides possible tourist connections with Route 66 as part of a larger green space along with Nelson and North Parks. Programming elements for consideration include an amphitheater/events venue, a covering over the existing show area and space for the City's farmers market to draw more usage to the park throughout the year. In addition to the program amenities above, the existing composting facility on the site should be removed to allow for additional amenities on the site. Pedestrian connections to North and Nelson Parks and a loop trail would also draw residents to utilize this site throughout the year. Camping sites for Route 66 and the Transcontinental Bike Route 76 would also be a huge draw for travelers. The former pool house should be renovated to serve as a hostel.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5):

Rating: **2**

The majority of the park is accessible by roads that serve the needs of the fairgrounds. The large facilities located in this park are all within close proximity of these roads, however there are no pedestrian walkways within this facility and all event parking is done in grassed areas.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **Passive**

7. PHOTO INVENTORY:



01. Grandstand



02. Open Air Pavilion



03. County Fair Buildings 01



04. County Fair Buildings 02



05. County Fair Buildings 03



06. Open Lawn / Loop Road



07. Rodeo 01



08. Rodeo 02



09. Compost Pile



FACILITY INVENTORY

Name of Site: Shackelford Springs Park

Date Completed: June 21, 2018

Completed By: Hank Moyers

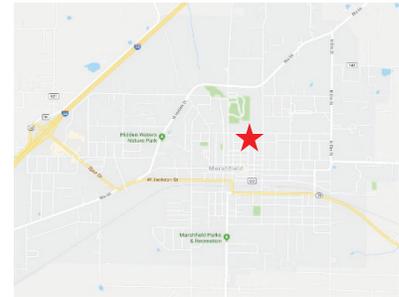
CONFLUENCE



1. SITE LOCATION:

Shackelford Springs Park is located on the corner of East Bedford Street and North Pitts Street. This small pocket park is north of Downtown Marshfield and surrounded by single family residences on all sides.

258 E. Bedford St.



2. GENERAL SITE DESCRIPTION:

Size: **.45 Acres**

Classification: **Neighborhood Park**

Shackelford Springs Park is a small pocket park adjacent to a historic roadside spring. Several large mature trees exist on the site along with a stone wall that divides the site into two pieces. Remnants of the historic concrete spring that served as an important water source for early settlers remain on the site. Several rock outcroppings are exposed on the surface of the ground within the park and trees within the space provide visitors with a shaded experience.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Spring: **0**

Picnic Tables: **0**

Stone wall surrounding site: **+**

Monument: **0**

RATING KEY

+ Excellent Condition

0 Good Condition

- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths:

The natural character with tree cover, rock outcroppings and spring create a quiet respite for surrounding residents to picnic and relax. This park parcel provides many opportunities for incorporating additional elements to draw more visitors to this facility.

Opportunities:

The character and features of this site provide an opportunity to incorporate a nature play playground element within Shackelford Park for kids to create their own play experiences rather than incorporating off the shelf playground elements. The open area further to the north also serves as an opportunity to incorporate a small dog park area with pavilions and enclosures. The stone wall naturally divides the park between the playground area and dog park opportunities.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5):

Rating: **1**

This park has no accessible features. Due to there being no parking, this park can only be reached by foot. No paths exist from the surrounding residential areas or within the park.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **Passive**

7. PHOTO INVENTORY:



01. Historic Wall



02. Shaded Picnic Grove



03. Natural Spring 01



04. Natural Spring 02



05. Wooded Feeling



06. Neighborhood Park Character



FACILITY INVENTORY

Name of Site: Marshfield Cemetery

Date Completed: June 21, 2018

Completed By: Hank Moyers

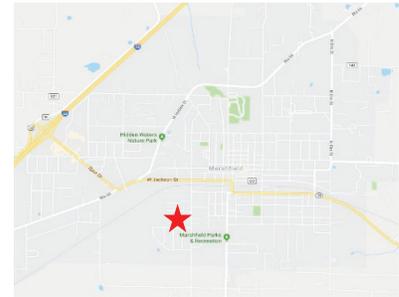
CONFLUENCE



1. SITE LOCATION:

Marshfield Cemetery is located on South White Oak Road to the southwest of Downtown Marshfield. It is located within a residential area of Marshfield and is adjacent to agricultural fields to the west.

627 S. White Oak Rd.



2. GENERAL SITE DESCRIPTION:

Size: **21.5 Acres**

Classification: **Maintained Properties**

This large and flat parcel of land with 6 interior roads allow for circulation of visitors throughout the property with a maintenance shed located in the southeast corner and a small pavilion located in the center of the cemetery. The site is mostly made up of open lawn, however a cluster of trees does exist on the northern end of the site along with a few additional trees peppered throughout the grounds. The cemetery is run by the cemetery board.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Maintenance Facility: +

Mausoleum: +

Shelter (Pavilion): +

Veterans area: 0

RATING KEY

+ Excellent Condition

0 Good Condition

- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths:

This facility is well maintained by the City of Marshfield and additional land owned to the west allows for future expansion as needed. This facility will serve the needs of the City of Marshfield for many years to come.

Opportunities:

Additional Memorial sites and garden spaces would allow residents to have more options for resting places for loved ones. The option for differing gardens and memorials would also incorporate variety into the landscape of this space and allow for additional tree cover creating a more welcoming experience.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5):

Rating: **3**

6 vehicular roads provide access into the cemetery from S White Oak Rd. The gravesites are reachable from these roads. A small pavilion in the center of the cemetery is reachable by two paths that extend from two of the roads.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **N/A**

7. PHOTO INVENTORY:



01. Cemetery Character 01



02. Cemetery Character 02



03. Pavilion



04. Cemetery 03



05. Cemetery Character 04



06. Cemetery Road



FACILITY INVENTORY

Name of Site: Stormwater Detention Facility

Date Completed: June 21, 2018

Completed By: Hank Moyers

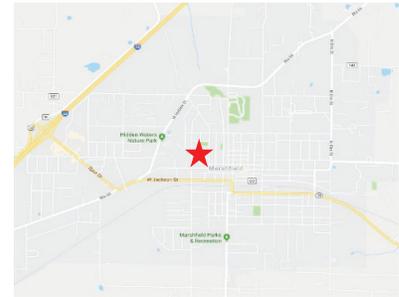
CONFLUENCE



1. SITE LOCATION:

The Marshfield Stormwater Detention Facility is located behind the Marshfield Senior Center on West Washington Street, directly west of Downtown. The facility is surrounded by the senior center, and multi-family units.

228 N Crittenden St.



2. GENERAL SITE DESCRIPTION:

Size: **0.34 Acres**

Classification: **Maintained Properties**

The Marshfield Stormwater Detention Facility is an open depressed field designed to collect stormwater runoff from surrounding streets. A culvert extends into the site from North White Oak Street and acts as the main thoroughfare for water to enter the site. Due to the prevalence of standing water, this site is not conducive to recreational activities.

3. INVENTORY OF FACILITY AMENITIES AND CONDITIONS:

Trail: +

RATING KEY

- + Excellent Condition
- 0 Good Condition
- Needs Improvement

4. STRENGTHS AND OPPORTUNITIES:

Strengths:

The newly constructed loop trail provides a measurable walking trail to surrounding residents and the adjacent senior center for exercise.

Opportunities:

Consideration should be given to acquiring a trail access easement to allow the walkways within this park to be connected to Massey Park. Upon completion of the MDC and conservation grants to complete native grass and wildflower plantings, opportunities would exist to build additional outdoor classroom spaces within the detention area to allow students to learn about ecology and wildlife drawn to the site. Exercise stations along the loop trail would also support the use of the loop trail as an exercise opportunity.

5. ACCESSIBILITY RATING (SCALE OF 1 TO 5):

Rating: **1**

The stormwater detention facility contains no accessible features such as parking additional connections are needed from the loop trail to the surrounding community walkways and sidewalks.

6. GENERAL NOTES:

% Floodplain: **0**

Maintenance Schedule: **Weekly**

Active/Passive: **Passive**

7. PHOTO INVENTORY:



01. Stormwater Collection Area 01



02. Stormwater Collection Area 02



03. Stormwater Collection Area 03



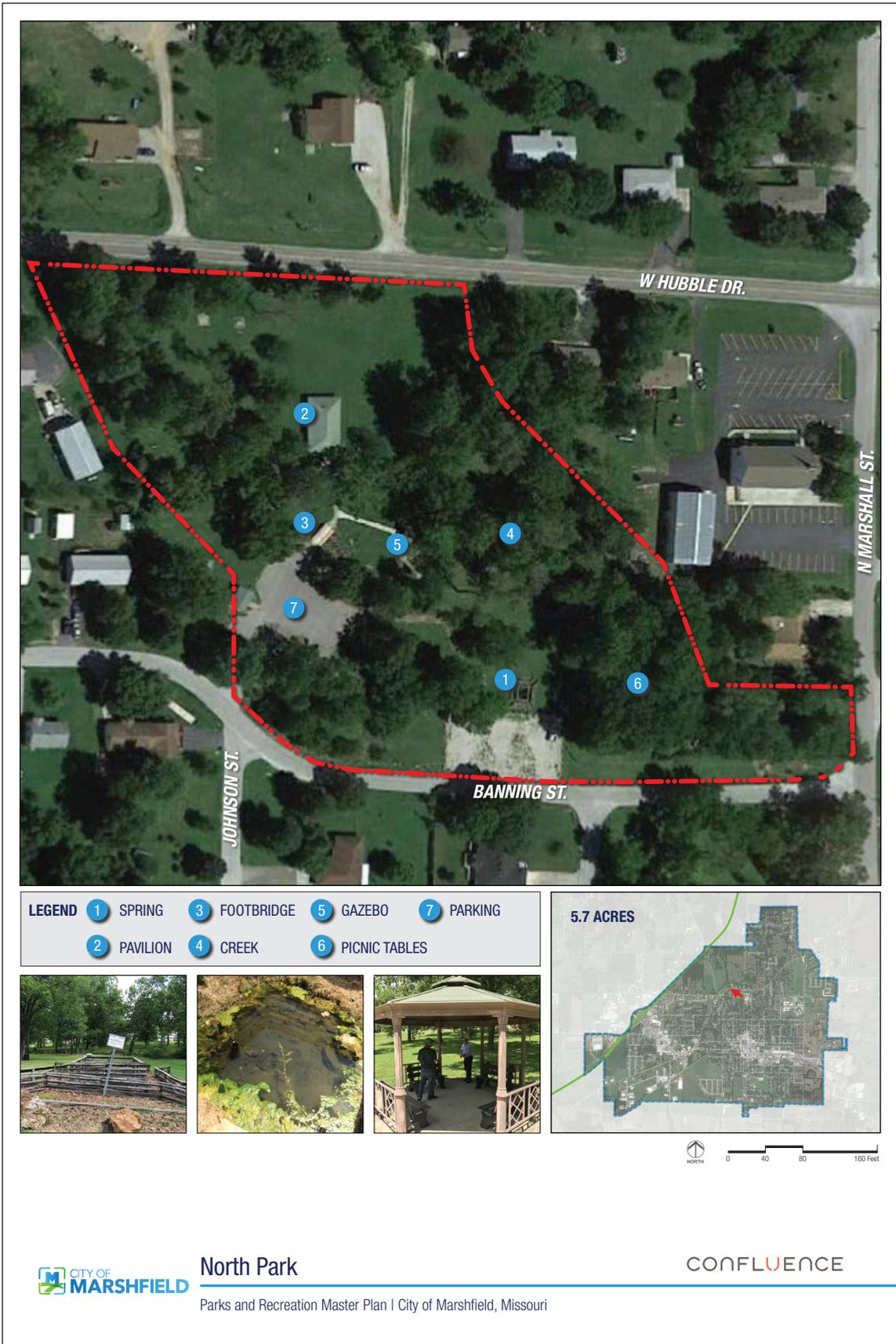
04. Walking Path



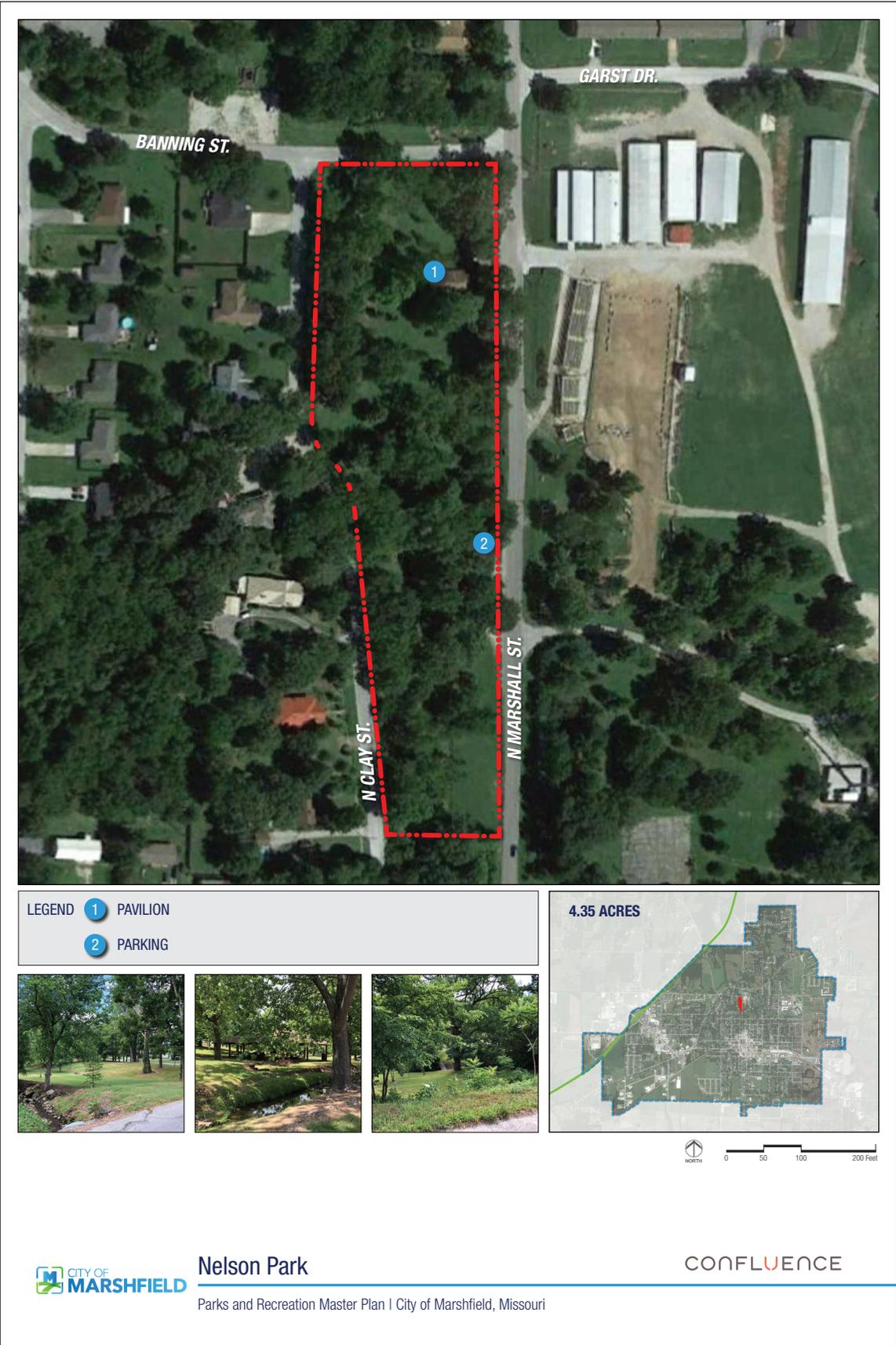
05. Stormwater Collection Area 04



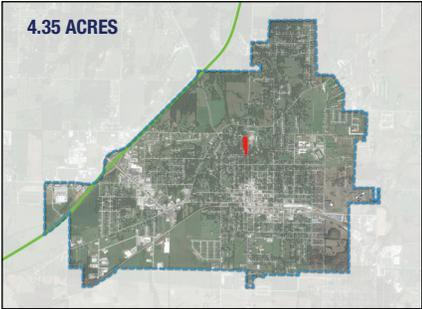
Park Inventory Basemaps



Park Inventory Basemaps



LEGEND	1	PAVILION
	2	PARKING



Nelson Park

Parks and Recreation Master Plan | City of Marshfield, Missouri

CONFLUENCE

Park Inventory Basemaps



Park Inventory Basemaps



Rotary Park

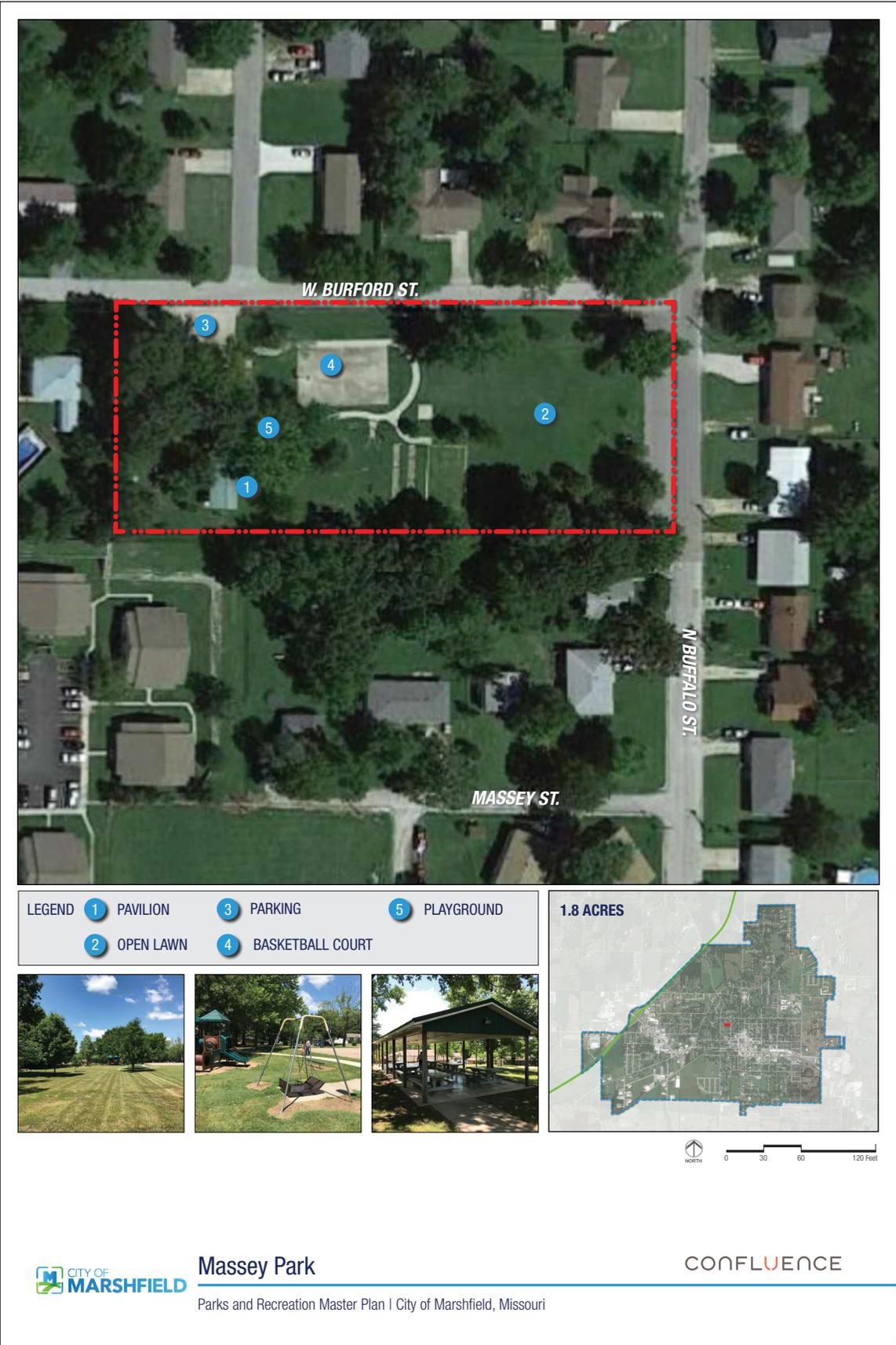
Parks and Recreation Master Plan | City of Marshfield, Missouri



Park Inventory Basemaps



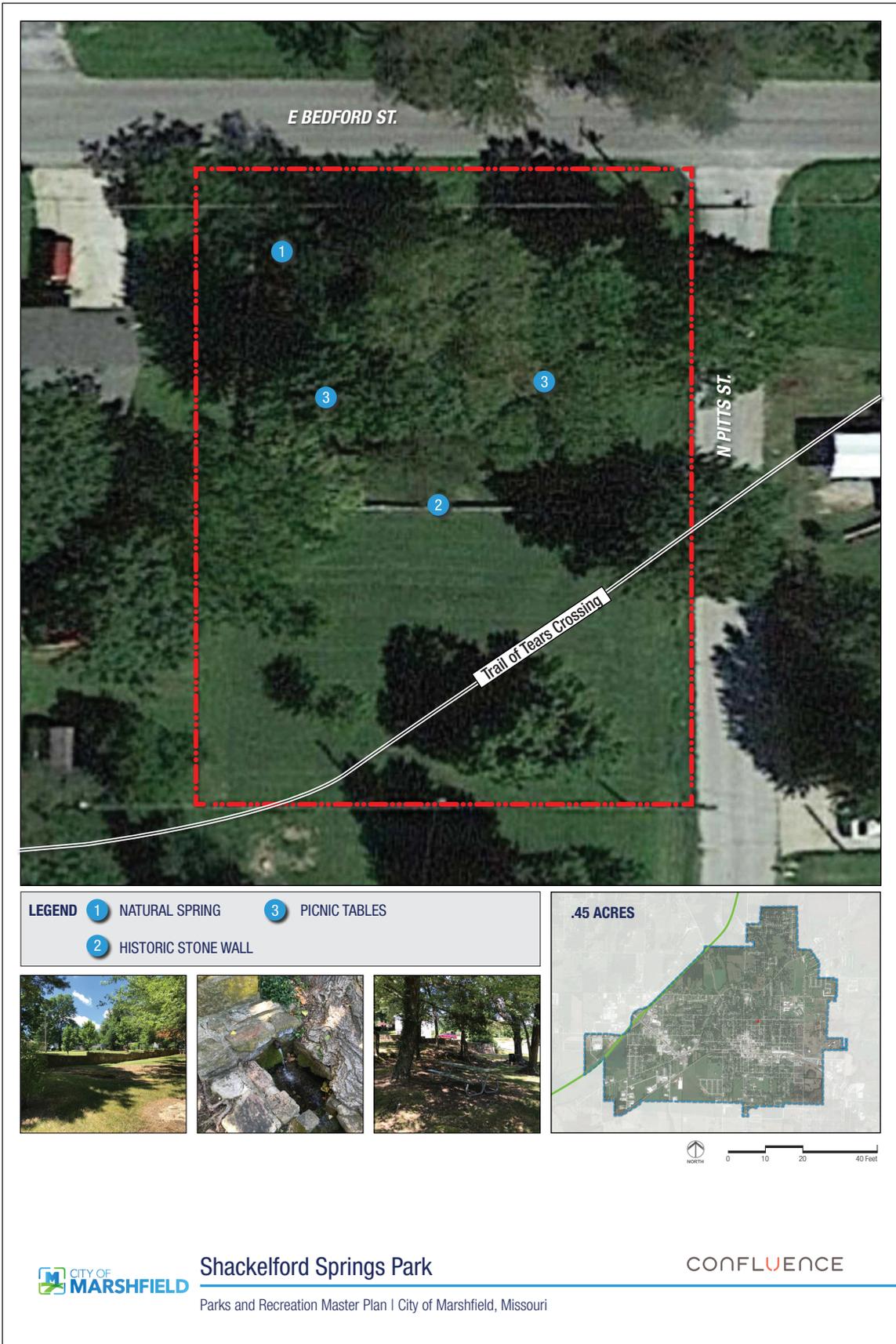
Park Inventory Basemaps



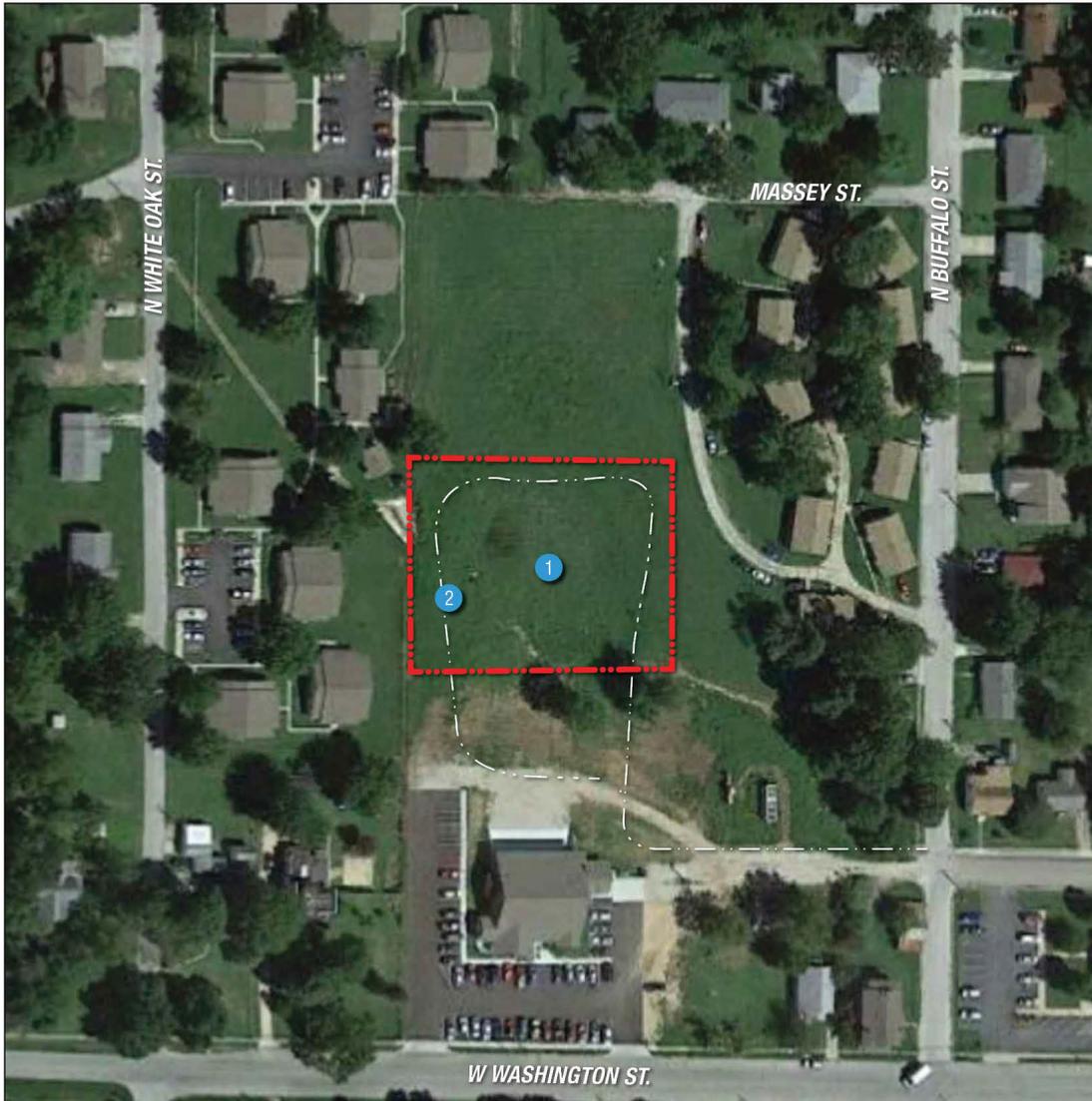
Park Inventory Basemaps



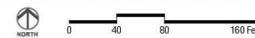
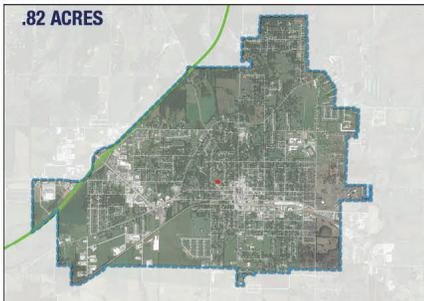
Park Inventory Basemaps



Park Inventory Basemaps



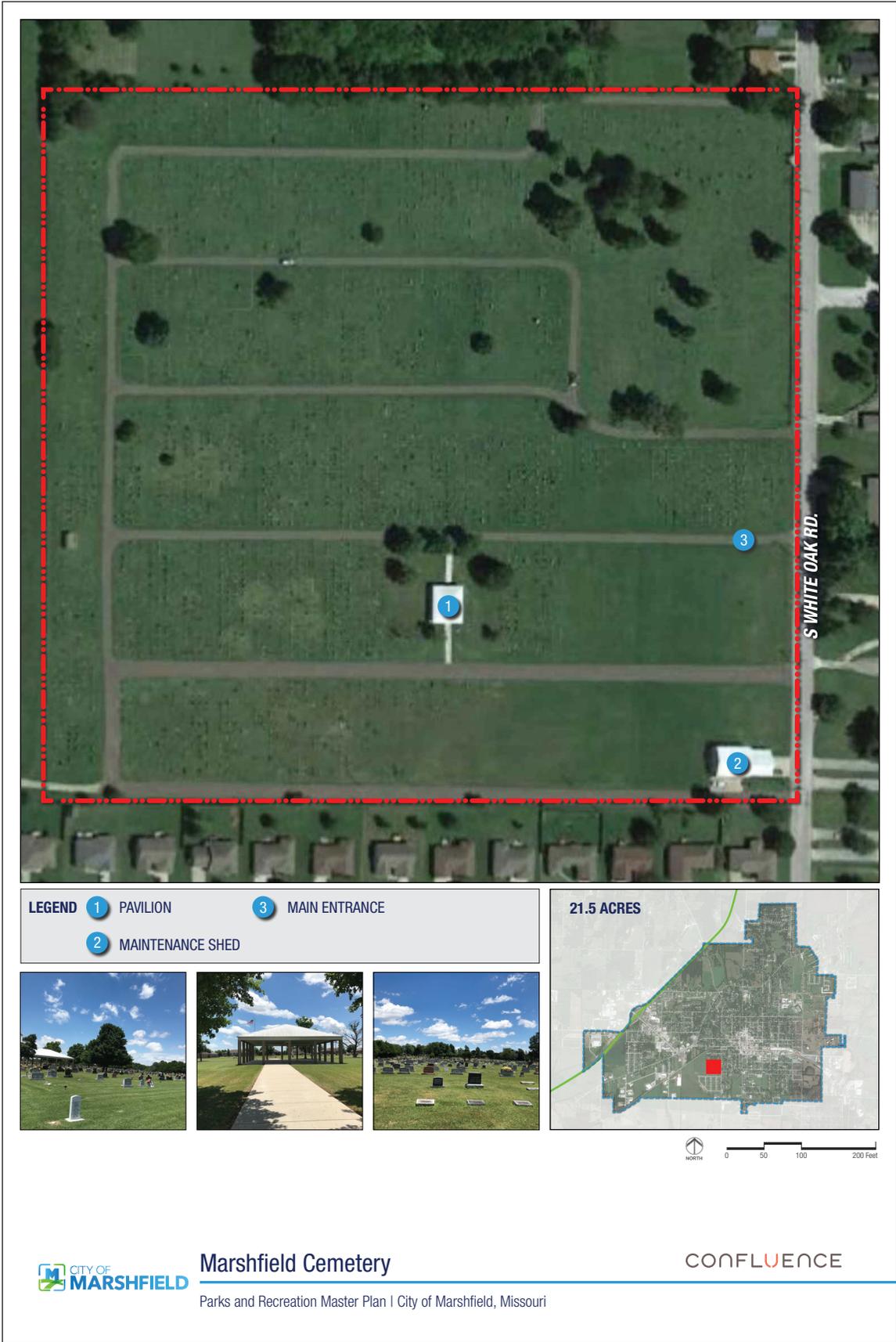
- LEGEND**
- 1 STORM WATER DETENTION AREA
 - 2 LOOP TRAIL



Stormwater Detention Facility

Parks and Recreation Master Plan | City of Marshfield, Missouri





Park Inventory Basemaps



1. Water Fountain



2. Restrooms



3. Shelter / Pavilion



4. Interpretive Panels



5. Farmers Market



6. Nature Center



7. Year-round Event Space



8. Dog Park



9. Outdoor Theatre



10. Public Art



11. Greenhouses



12. Observation Platform



13. Open Lawn



14. Picnic Areas



15. Outdoor Classroom



Parks and Recreation Master Plan | City of Marshfield, Missouri

CONFLUENCE

Character Image Boards (Presented at August Public Meeting)



16. Restaurant / Cafe



17. Memorial Garden



18. Community Garden



19. Botanical Garden



20. Spray Park



21. Playground



22. Sand Box



23. Nature-Based Playground



24. Oversized Games



25. Multi-Generational Playground



26. Sand Volleyball Court



27. Baseball / Softball Fields



28. Disc Golf Course



29. Horseshoes



30. Multi-Use Fields



Parks and Recreation Master Plan | City of Marshfield, Missouri

CONFLUENCE

Character Image Boards (Presented at August Public Meeting)



31. Tennis Courts



32. Pickle Ball



33. Basketball Courts



34. Mini-Golf



35. Bocce Ball Courts



36. Outdoor Exercise



37. Skate Park



38. Ropes Course



39. Trails



40. Mountain Bike Track



41. Ice Rink



42. Hammocking



43. Zip Lines



44. Climbing Walls



45. Pump Track



Parks and Recreation Master Plan | City of Marshfield, Missouri

CONFLUENCE

Character Image Boards (Presented at August Public Meeting)

ABC Costing Form

Program Name				Budget Code				
Preparer Name		Year		Expenditure Quarter	1	2	3	4

Type of Service:	Private	Merit	Public
------------------	---------	-------	--------

Expenditures: Only incorporate those costs associated with the program and include direct and indirect costs.

I. Salaries - Character 01	Actual \$
Bi-weekly salaries	
Part-time Year-round	
Seasonal	
Overtime Straight	
Overtime Premium	
PERF (full-time/part-time .08)	
FICA (.765)	
In-house Maintenance Charges (Maintenance Budget)	
Total	\$

II. Supplies - Character 02 (continued)	Actual \$
Other Equipment (under \$300)	
Training Materials	
Uniforms	
Other Supplies	
In-house Maintenance Supplies (Maintenance Budgets)	
Total	\$

II. Supplies - Character 02	Actual \$
Janitorial Supplies	
Safety Supplies	
Fist Aid Supplies	
Concession Food	
Concession Ice	
Other Concession - Retail	
Stationary Supplies	
Copy Machine Supplies	
Other Office Supplies	
Printing Paper	
Other Printing	
Arts & Crafts Supplies	
Sports Supplies	
Pool Supplies	
Reference Materials	
Training Equipment	

III. Other Services and Charges - Character 03	Actual \$
Postage	
Long Distance Service	
Local Telephone Service	
Mileage Local (.45 city vehicles)	
Mileage Travel (.45)	
Electric Yearly ÷ sq. ft. of building	
Gas ÷ sq. ft. of building	
Water ÷ sq. ft. of building	
Sewer ÷ sq. ft. of building	
Staff Conference Fees	
Advertising	
Other Equip. Repair	
Rent Building Space	
Copy Machine Rental	
Telephone Pagers	

ABC Costing Form

III. Other Services/Charges - Character 03 (continued)	Actual \$
Newspapers	
Magazines	
Arts Grants	
Special Financial Assist.	
Membership Dues	
Contracted Entertainment	
Pest Control	
Security Services	
Other Services/Charges	
In-house Maintenance Equip. (Maintenance Budget)	
Total	\$

IV. Equip. - Character 04	Actual \$
Copy Machines	
File Cabinets	
Other Office Equip.	
Office Chairs	
Desks/Amortized over 10 years	
Tables/Amortized over 8 years	
Other Office Furniture	
Total	\$

Expenditures Summary	Actual \$
Total/ Expenditures	
Add Indirect Cost - ____%Total Expenditures	
Grand Total	\$

Estimated Program Revenue - Means of Financing the Program

I. Participation Fees	Total \$
Cost per Person	

Min # Users	x User Fee	
Max # Users	x User Fee	

II. League Fees			
Cost per team			
Min # Teams	x User Fee		
Max # Teams	x User Fee		
III. Resales (Concession/Resale Items)			
Minimum Revenue			
Maximum Revenue			
IV. Facility Rental Fees			
Min Rev.	x # Users		
Max Rev.	x # Users		
V. Admission Fees			
	Fee\$	# Users	x User Fee
Youth			
Adult			
Senior			
Group			
Spec. Event			
Misc.			
VI. Sponsorship/Donations			
Total			
Financial Summary	Minimum	Maximum	
Estimated Revenue			
Actual Expenditure			
Estimated Carry Over (tax support)			
% of Tax Support			= Expenditure

Key Measurement Examples:
 Cost per Class
 Cost per Program
 Cost per Person

Revenue to Experience
 Subsidy Level Met
 Cost per Team
 Cost Per Player

Cost Per Day
 Program User Retention

GENERAL AGENCY METRICS

Jurisdiction
Population comparison by city or county
Number of voter elections held in the last 20 years and the percentage that passed

System Characteristics

Accredited by NRPA
Total number of parks in the system
Total park acres
Total maintained acres
Total park acres per 1,000 residents
% of undeveloped park land as percent of total park land
Total maintained park acres per 1,000 population
% percent maintained to total park acres
Number of water access acres

Attendance

Park attendance by type of park
Number of visitors each year to a nature center or park attraction

FINANCIAL

Budget

Operational budget
Total annual capital budget
Total capital budget per capita
Total capital budget spent to repair what is owned versus new each year
Total 2017 budget
Per capita budget each year
% of non-tax budget (revenue producing of the total budget)
Total non-tax budget of total budget
Net capita per person
Asset value of the park system
Operational Cost to maintain the park system against total maintained acres
Number of earned income opportunities that make up your annual budget
Ability to retain revenues as part of total budget
Natural resources budget per natural acre

Cost Recovery, Pricing, and Unit Costs

Track indirect and direct costs
Pricing policy in place
Cost recovery for zoo
Cost recovery by program type
Cost recovery goal by type of amenity
Nature center cost recovery goals
Cost per program
Cost per visitor to a park on an annual basis
Cost per experience for special event
Cost per hour for recreation program
Cost per mile of maintained trail
Cost per square foot of facility space
Maintenance costs per capita
Maintenance cost per type of amenity
Revenue to expense by regional park
Revenue per square feet of facility space
Number of grants applied for each year and success rate
Number of grants received against total earned income dollars
Food Concession dollars earned per person, per game, per event, etc
Retail Concession earned per person per event, golf course, marina
Park foundation in place and what level of income generated per year

Performance Metrics

SYSTEMS

Staffing
Employee classifications number
FTE's for the agency and by department
Staff retention levels for FT, PT, Seasonal Staff on a yearly basis
Total number of volunteer hours against total paid staff hours
Ratio of instructor to participant ratio by park program type
Percent of staff off each year because of injury
Percent of total staff by division against total assets
Staff productivity levels by operational unit
Number of volunteers as a agency, and by department
Average amount of time a volunteer spends each year in the park

Programming
Breakdown of users by age segment for all core programs
Programs offered versus programs held that meet minimums to hold the class
Program standards in place

Planning and Policies
Number of resource management plans in place
Productivity of park amenities such as marina's, campgrounds, sports fields, picnic shelters, golf course, etc
Partnership policy in place
% of partnerships with written agreements

Operations and Maintenance
Asset management software in place
Maintenance Standards met each year
Written maintenance standards in place
Drive time analysis of maintenance workers on a daily basis
Supervisor standards in place
Current assets value by park amenity and where they are in their Lifecycle

CUSTOMER SERVICE

Customer Satisfaction/Retention
Customer satisfaction levels met
Customer assurance standards in place by type of program and park amenity
Level of volunteer satisfaction
Retention of memberships
Retention of users to a park, facility or reservation type
Retention of sports leagues by sport
Percent of citizen complaints against total number of users
Quality of customer experience by amenity type
Length of time to get a purchase order requested by staff
Time it takes to pay a vendor from a invoice
Time it takes to respond to a customer complaint

Safety
Number of car break-ins each year
Number of hours law enforcement spends help other jurisdictions against total hours available
Number of hours to repair a called in vandalism report

early use of road before main Cherokee removal:

prehistoric hunting and/or trade

early historic Osage trade to and from St. Louis (Osage Trace)

early American tribal relocation - Western Cherokee, Delaware, Shawnee, Kickapoo (Kickapoo Trace)

early statehood homesteading and commerce – 1820s & 30s

Cherokee removal and the Marshfield vicinity:

A handful of early homesteads stretched along the road used by the Cherokee. The Flanagans located above what is now called Shackelford Spring. Just to the west was the location of William Burford at present Burford Spring. His location is well demonstrated by the 1845 survey map. Burford's sons were said to operate a trading post and freighting business further west on Pleasant Prairie – the earliest place name associated with what is now Marshfield. William Burford is especially noteworthy today as the major donor of land upon which the county seat of Webster would be located.

B. B. Cannon headed a military escort which led the first Cherokee detachment through what is now Marshfield on December 14, 1837. He had spent the previous night west of the Burnett farm on a branch of Bowen Creek. Recorded interaction there was with early settler James Edington. Passing through the future site of Marshfield he recorded no further interaction with locals, noting only that camp was made that night on James Fork – a site today located due south of Northview MO.

National Register of Historic Places
Continuation Sheet

Section No. E Page 21

Cherokee Trail of Tears in Missouri, 1837-1839
State of Missouri

II. Historic Context: Northern Route of the Trail of Tears through Missouri, 1837 to 1839

Detachments on the Northern Route

Lt. B. B. Cannon led the first large entirely overland detachment of Cherokee following the Treaty of New Echota. Leaving the Cherokee Agency near Charleston, Tennessee in October 1837, Cannon and approximately 365 Cherokee set what became known as the Northern Route of the Trail of Tears. This route was followed by eleven detachments of Cherokee under the direction of John Ross in 1838 and 1839 and took an arching path northwest out of Tennessee, through southern Illinois, central and southwest Missouri and northwestern Arkansas. The following detachments traveled through Missouri in the winter of 1838-39.⁸⁰

Conductor	Assisted by:	Enumeration upon leaving per US military (Per Chief John Ross, in parenthesis)	Enumeration upon arrival	Deaths reported in US military reports	Days on Road
Hair Conrad (replaced by Colston)	Daniel Colston	710 (729)	654	54	143
Elijah Hicks	White Path (died en route -replaced by William Arnold)	859 (858)	744	34	126
Jesse Bushyhead	Roman Nose	846 (950)	898	38	178
Situwakee	Evan Jones	1205 (1255)	1033	71	149
Old Field	Steven Foreman	841 (983)	921	57	153
Moses Daniel	George Still	1031 (1035)	924	48	164
Choowalooka (replaced by Thomas N. Clark before reaching Missouri)	J.D. Wofford	1120 (1150)	970		162
James Brown		745 (850)	717		
George Hicks	Collins McDonald	1031 (1118)	1039	34	177
Richard Taylor	Red Watt Adair	897 (1029)	942	55	186

A detachment lead by Peter Hildebrand also followed the Northern Route, though the group took a variation of the route out of Cape Girardeau County passing through Fredericktown and traveling through portions of present-day Iron, Reynolds, Dent, Texas, and Wright counties before reconnecting with the Northern Route in Webster County. Hildebrand lead a detachment of 1449 (1766 per Ross) and arrived with 1311. They spent 154 days on the road.⁸¹

The Route: Places and Experiences

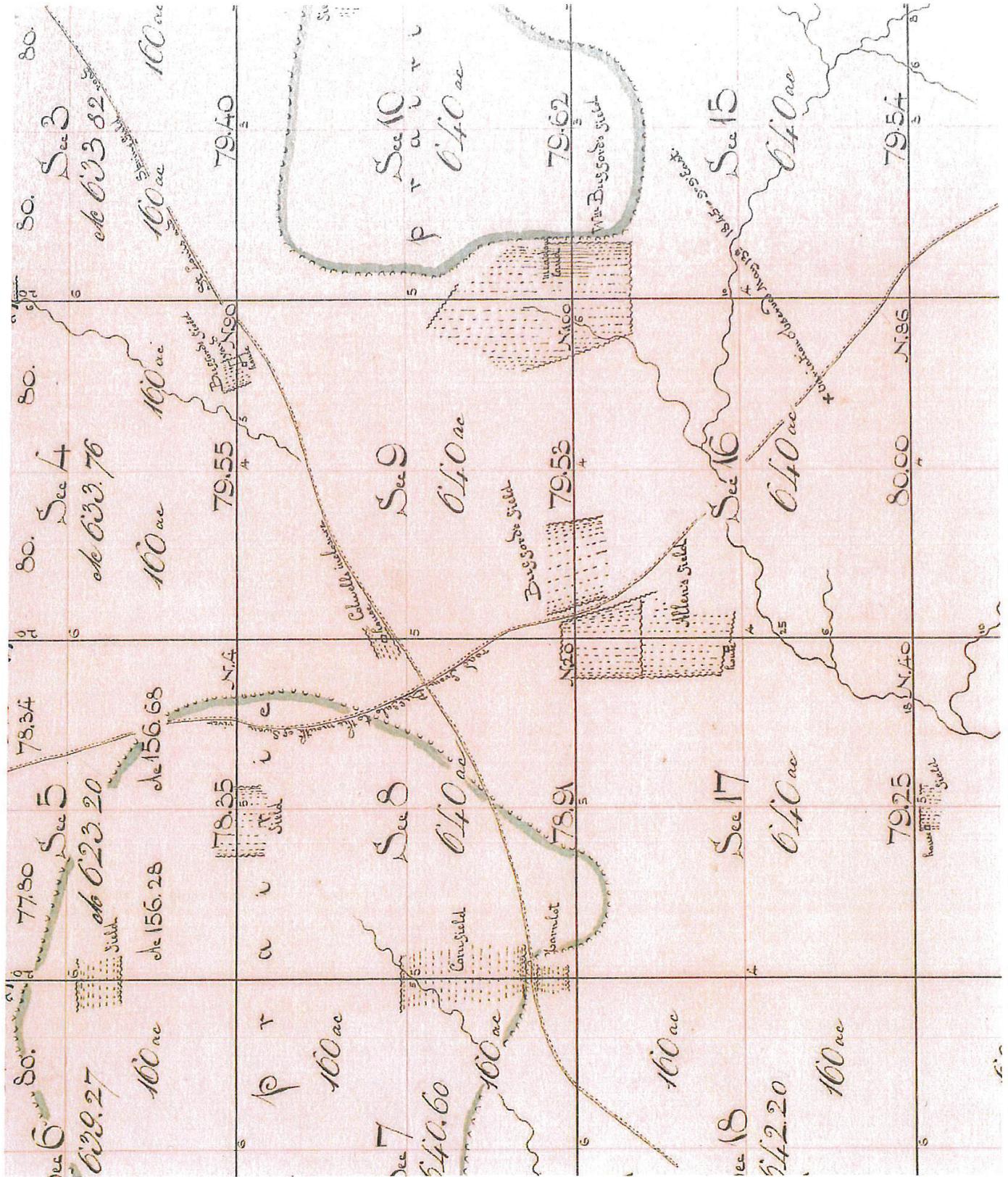
⁸⁰ Table derived from information provided in "Historic and Archeological Resources of the Cherokee Trail of Tears," E,20-21, and Emmet Starr, *History of the Cherokee Indians*. (Oklahoma City: n.p., 1921, reprinted Baltimore: Genealogical Printing Co., 2004), 103. For reference purposes, the detachments took on the name of their conductor.
⁸¹ Ibid.











National Register of Historic Places Multiple Property Documentation Form

This form is used for documenting property groups relating to one or several historic contexts. See instructions in National Register Bulletin *How to Complete the Multiple Property Documentation Form* (formerly 16B). Complete each item by entering the requested information. For additional space, use continuation sheets (Form 10-900-a). Use a typewriter, word processor, or computer to complete all items.

New Submission Amended Submission

A. Name of Multiple Property Listing

Cherokee Trail of Tears in Missouri, 1837-1839

B. Associated Historic Contexts

(Name each associated historic context, identifying theme, geographical area, and chronological period for each.)

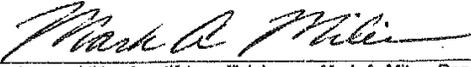
- I. Bengé Route of the Trail of Tears through Missouri, 1838
- II. Northern Route of the Trail of Tears through Missouri, 1837 to 1839

C. Form Prepared by

name/title Tiffany Patterson
organization Missouri Division of State Parks date December 2013
street & number P.O. Box 176 telephone 573-522-8773
city or town Jefferson City state MO zip code 65102
e-mail Tiffany.patterson@dnr.mo.gov

D. Certification

As the designated authority under the National Historic Preservation Act of 1966, as amended, I hereby certify that this documentation form meets the National Register documentation standards and sets forth requirements for the listing of related properties consistent with the National Register criteria. This submission meets the procedural and professional requirements set forth in 36 CFR 60 and the Secretary of the Interior's Standards and Guidelines for Archeology and Historic Preservation.
(See continuation sheet for additional comments.)


Signature and title of certifying official Mark A. Miles, Deputy SHPO
Missouri Department of Natural Resources
State or Federal Agency or Tribal government

FEBRUARY 18, 2014
Date

I hereby certify that this multiple property documentation form has been approved by the National Register as a basis for evaluating related properties for listing in the National Register.

Signature of the Keeper

Date of Action