

# POTTSTOWN AREA REGIONAL RECREATION COMMITTEE

Strategic Plan Executive Summary  
2021 to 2025



# ACKNOWLEDGEMENTS

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# Introduction



# INTRODUCTION

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The Pottstown Area Regional Recreation Committee's (PARRC) Strategic Plan provides direction for the next five years, from 2021-2025. This document provides a summary of the Strategic Plan.

The Strategic Plan's intent is to:

- Create a roadmap for the future direction of PARRC
- Confirm PARRC's mission
- Frame the Plan through feedback from committee members and strategic partners such as the Pennsylvania (PA) Department of Conservation and Natural Resources and Schuylkill River Greenway staff
- Determine key areas for future decision making, built upon the results of a demographics and trends review, on-site visitation, and review of documents and plans
- Identify the strengths, weaknesses, opportunities, and threats facing PARRC
- Unify the organization around a common vision
- Create action toward accomplishment

The Committee members were engaged throughout the process and reviewed the Plan's progress. In addition, a Strategic Plan Sub-Committee met to develop strategic direction.





The background is a dark green field with stylized, minimalist mountain shapes in a slightly lighter shade of green. On the left, there are two large triangles representing mountains, with a smaller square and two curved lines below them, suggesting a landscape. On the right, a large, solid yellow circle contains the text.

# --- **Mission Statement**



# MISSION STATEMENT

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A good starting point for strategy is a review and development of PARRC's mission.

This was achieved in successive Committee and staff workshops. Mission statements define the business or purpose of the organization. The essence of strategic planning asks these three basic questions:

**Where are we now?**

**Where do we want to go?**


**How will we get there?**

In a review of the mission, the Committee members refined the existing mission statement and developed the following:

***The Pottstown Area Regional Recreation Committee (PARRC) seeks to improve the parks, trails, open spaces and recreational opportunities in the Region through the collaborative efforts of its contributing members.***

The key words included within the mission “**seeks to improve**” and “**collaborative efforts**” are significantly mentioned throughout the strategic initiatives.



The background is a dark green field with stylized, lighter green geometric shapes representing mountains and a landscape. On the left, there are two large triangles representing mountains. Below them are several smaller squares and rectangles. Two curved lines sweep across the lower half of the image, suggesting a path or a horizon. A large, solid yellow circle is positioned on the right side of the image, containing the title text.

# **Balanced Scorecard Framework**

# BALANCED SCORECARD FRAMEWORK

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The PARRC Strategic Plan is based on the Balanced Scorecard,

a strategy framework that emphasizes the cause and effect relationships among distinct yet interrelated perspectives: customer, financial performance, internal support processes, and organizational learning and growth needs. The Scorecard focuses on the key drivers of success that lead to the achievement of mission and vision.

The Balanced Scorecard framework includes four themes:

## Community

*To achieve our mission, how should we seek to meet our customer needs?*

## Financial

*To succeed financially, how do we show evidence of our financial stewardship to our member agencies and taxpayers?*

## Learning and Growth

*To provide our services, which business practices must we do extremely well?*

## Internal Business

*To achieve our mission and vision, how will we sustain our ability to change and improve, and develop leaders among member agencies and Committee members?*

In addition to those four themes, an additional theme of Partnerships was added as a result of the importance that relationships play among Committee members, member agencies, boards and commissions, and partnering organizations such as the PA Department of Conservation and Natural Resources and Schuylkill River Greenway.



## Partnerships

Descriptions of the elements of the themes are outlined more specifically below.

### **Community**

- Community needs
- Access to services
- Parks/facilities/programs/services attributes
- Community interactions and relationships
- Service quality
- Brand and image

### **Financial**

- Revenue growth
- Productivity
- Financial results
- Cost control
- Efficiency

### **Learning and Growth**

- Human capital (workforce competencies)
- Information capital (organizational knowledge)
- Organization capital (culture, work environment, leadership)

### **Internal Business**

- Operations Management (maintenance practices, program development, park design)
- Customer management processes (support systems and technology)
- Innovation processes and systems
- Regulatory and social processes (safety and environmental)

### **Partnerships**

- Strategic partnerships
- Existing partnerships
- Existing collaborative efforts







# --- **Strategic Plan Hierarchy**



# STRATEGIC PLAN HIERARCHY

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The Plan includes a hierarchy of elements that starts with the most macro level of strategy and moves to a more micro level (moving from strategic to tactical).

The starting point for any strategic planning process is the review of the mission.

Subsequently, strategic themes and objectives were developed. After the development of the themes and objectives, strategic initiatives were developed. Each successive element of strategy more specifically details the premise of the five themes.

The following figure shows the Balanced Scorecard hierarchy presented as a pyramid:





The background is a dark green field with stylized, lighter green geometric shapes representing mountains and a winding path. On the right, a large yellow circle contains the text.

# --- **Strategic Themes, Objectives, and Initiatives**

# STRATEGIC THEMES

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As part of the process, a Strategic Plan Sub-Committee met in additional meetings to discuss strategic themes, objectives, and initiatives.

The entire PARRC Committee then reviewed the Sub-Committee's work.

**The first step in the process was the development of strategic themes**, which are broad-brushed organizational descriptions that provide direction following the four Balanced Scorecard themes of Community, Financial, Internal Business Support, and Learning and Growth, as well as the added theme of Partnerships.

The themes include:

## **Community**

Offering the Right Array of Services

## **Partnerships**

Effective Collaboration

## **Financial**

Revenue Sustainability

## **Internal Support**

Operational Excellence

## **Learning and Growth**

Growing Together

Following the development of the themes, the Subcommittee developed **strategic objectives**. The objectives are aligned with the themes and demonstrate how PARRC will work toward its strategic direction. Objectives are more specific elements of strategy PARRC must do well in support of the five themes listed above.

# STRATEGIC OBJECTIVES

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The following section lists the strategic objectives in support of the strategic themes.



The next section of the reports builds on the themes and objectives with strategic initiatives that support each objective. For example, in the objective of Build the Brand, in asking the question of how PARRC can build its brand, the initiatives provide detail about how that will occur. In this example, the initiatives include:

- Develop marketing standards
- Create awareness through effective marketing strategies

# STRATEGIC THEMES, OBJECTIVES, AND INITIATIVES

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The following are the themes, objectives, and initiatives for the next five years, 2021-2025.

Initiatives are aligned with the strategic themes and objectives, and provide greater specificity of how they will be implemented. Before each year begins, PARRC members and staff will review the initiatives for the year and detail tactics supporting each one. The initiatives are as follows:

## **1.0 Offering the Right Array of Services**

### *1.1 Identify Community Need*

- Collate individual needs assessments to assist in identifying community needs
- Identify met and unmet needs and identify opportunities for new services
- Create better balance between park and recreation services

### *1.2 Ensure Access to Services*

- Develop a Diversity, Equity, and Inclusion framework
- Coordinate programs and events among member agencies

### *1.3 Respond to Changes*

- Perform an annual review of services to ensure alignment with changing demographics

## **2.0 Effective Collaboration**

### *2.1 Develop Regional Partnerships*

- Assess how to identify partners and identify new strategic partners
- Develop regional programs and events
- Ensure effective communication among Committee members, elected officials, and municipalities

### *2.2 Strengthen and Leverage Local Partnerships*

- Develop a volunteer program for PARRC
- Ensure that parks and amenities are not duplicative among members
- Ensure that each member has a parks and recreation board



### **3.0 Revenue Sustainability**

#### **3.1 *Grow Earned Revenue***

- Develop a plan for developing and expanding earned revenue opportunities
- Seek collaborative grant opportunities among municipalities
- Educate elected officials, boards, and committees about PARRC's projects and support needed on a regular basis
- Review current level of funding with PAHWF and establish year to year goals for level of support.

#### **3.2 *Grow Number of Members***

- Research the possibility of expanding Committee membership
- Ensure that each agency creates a levy for an open space tax in collaboration with PARRC

### **4.0 Operational Excellence**

#### **4.1 *Build the Brand***

- Develop marketing standards
- Create awareness through effective marketing strategies

#### **4.2 *Develop Organizational Capacity***

- Add part-time staff support
- Research necessary steps to become a non-profit organization
- Develop a process to share best practices among agencies
- Develop methods to help ensure continuous cost control measures
- Develop a long-term capital plan

#### **4.3 *Develop Operating Standards***

- Develop signage standards
- Develop key performance indicators
- Perform a comparative analysis of similar agencies to compare resource levels
- Develop operational consistencies in pricing, programming, program evaluations, waivers, volunteers, land acquisition, safety and emergency, sustainable practices, and general park policies

### **5.0 Growing Together**

#### **5.1 *Build Institutional Knowledge***

- Initiate methods to strengthen institutional knowledge
- Create and document standard operating procedures for members

#### **5.2 *Manage Succession***

- Identify key competencies and job description for the Coordinator position

The following chart again shows the themes, objectives, and initiatives. The chart also includes timeframes for each initiative and indicates assigned accountability, or the individual(s) or Committee members responsible for working on the specific initiative.

The timeframes are divided into three categories:

- Short-Term: 2021-2022
- Mid-Term: 2023-2024
- Long-Term: 2025+

Many of the initiatives fall into more than one category of time. Some are repeated throughout the entire time.

Pottstown Area Regional Recreation Committee		Short Term 2021-2022	Mid Term 2023-2024	Long Term 2025+	Assigned Accountability
Strategic Themes	Strategic Objectives and Initiatives				
Offering the Right Array of Services	<b>Identify Community Need</b>				
	Collate individual needs assessments to assist in identifying community needs		X	X	Individual Committee Members, Coordinator, PAHWF *
	Identify met and unmet needs and identify opportunities for new services		X	X	Individual Committee Members, Coordinator, PAHWF
	Create better balance between park and recreation services		X	X	Individual Committee members; Coordinator, PAHWF
	<b>Ensure Access to Services</b>				
	Develop a Diversity, Equity and Inclusion framework	X	X		DEI Sub-Committee
	Coordinate programs and events among member agencies	X	X	X	Program Sub-Committee
	<b>Respond to Changes</b>				
	Perform an annual review of services to ensure alignment with changing demographics	X	X	X	Individual Committee Members, Coordinator, PAHWF
Effective Collaboration	<b>Develop Regional Partnerships</b>				
	Assess how to identify partners and identify new strategic partners		X	X	Coordinator; individual committee members
	Develop regional programs and events	X	X	X	Program Sub-Committee
	Ensure effective communication among Committee members, elected officials and municipalities	X	X	X	Individual Committee Members
	<b>Strengthen and Leverage Local Partnerships</b>				
	Develop a volunteer program for PARRC		X		PT Assistant
	Ensure that parks and amenities are not duplicative among members	X	X	X	Coordinator
	Ensure that each member has a parks and recreation board	X	X	X	Individual Committee Members
Revenue Sustainability	<b>Grow Earned Revenue</b>				
	Develop a plan for developing and expanding earned revenue opportunities	X	X	X	Individual Committee Members, Coordinator
	Seek collaborative grant opportunities among municipalities	X	X	X	Individual Committee Members, Coordinator
	Educate elected officials, boards, and committees about PARRC's projects and support needed on a regular basis	X	X	X	Individual Committee Members and Coordinator
	Review current level of funding with PAHWF and establish year to year goals for level of support.		X		Entire Committee; Coordinator
	<b>Grow Number of Members</b>				
	Research the possibility of expanding Committee membership		X		Entire Committee; Coordinator
	Ensure that each agency creates a levy for an open space tax in collaboration with PARRC	X	X		Individual Committee Members and Coordinator

Pottstown Area Regional Recreation Committee		Short Term 2021-2022	Mid Term 2023-2024	Long Term 2025+	Assigned Accountability
Operational Excellence	<b>Build the Brand</b>				
	Develop marketing standards		X		PT Assistant/Coordinator
	Create awareness through effective marketing strategies		X		PT Assistant/Coordinator
	<b>Develop Organizational Capacity</b>				
	Add part-time staff support		X		Sub Committee/Coordinator
	Research necessary steps to become a non-profit organization	X			Sub Committee/Coordinator
	Develop a process to share best practices among agencies		X		PT Assistant/Coordinator
	Develop methods to ensure continuous cost control measures	X	X	X	Coordinator
	Develop a long term capital plan		X		Individual Committee Members and Coordinator
	<b>Develop Operating Standards</b>				
	Develop signage standards		X		Coordinator and Individual Committee Members
	Develop key performance indicators	X			Sub Committee/Coordinator
	Perform a comparative analysis of similar agencies to compare resource levels		X		Coordinator; PT Assistant
	Develop operational consistencies in pricing, programming, program evaluations, waivers, volunteers, land acquisition, safety and emergency, sustainable practices, and general park policies	X	X	X	Sub Committee/Coordinator
Growing Together	<b>Build Institutional Knowledge</b>				
	Initiate methods to strengthen institutional knowledge		X	X	Coordinator
	Create and document standard operating procedures for members	X	X		Coordinator/Sub Committee
	<b>Manage Succession</b>				
	Identify key competencies and job description for the Coordinator position	X			Individual Committee Members

\*PAHWF will offer support in these areas

