

# Chapter 11

## Physical Resource Planning

### *Case Studies*

#### **Case Study #1: Master Site Plan and Phased Development**

##### **Situation:**

The City of Canterbury has been involved with an aggressive annexation plan for approximately two years. The City's planners targeted two adjacent townships for acquisition. The annexation of both areas required approval of their respective voters which did occur within the last six months. One of the townships had a small parks department and a seasonal summer recreation department and the other was serviced and funded through a special park and recreation district.

Board and staff members of the "Special District" were opposed to the annexation because Canterbury has a highly successful park and recreation department and it appeared that the forthcoming annexation would bring with it the demise of the District and its personnel. In an effort to thwart the annexation, the Special District undertook a very aggressive areas and facilities expansion program. The District board felt that the City of Canterbury would lose interest in annexing their jurisdiction given the significant \$35 million debt recently incurred by the District's facilities expansion program. Canterbury would be required to assume that debt upon annexation. That rationale and activity did not deter the annexation.

The other smaller township, however, anxiously awaited the annexation. The entire community was excited about the prospects of having improved facilities and services, which was one of the commitments made by Canterbury officials.

##### **Problem:**

You are the senior manager of the Canterbury parks and recreation department. The City Manager instructed you and your management staff to formulate a new fiscal plan for the immediate future followed by creation of a comprehensive park and recreation master plan for future growth, development, and programming.

1. *Identify the major challenges you will face and how you would prepare for each of these situations.*
2. *Prepare a 12-month Gantt chart describing projected activities required to achieve the City Manager's directive two directives.*

#### **Case Study #2: Feasibility Studies and Resource Management Plan**

##### **Situation:**

The Signature Hotel chain has approached the Phaeton County Commissioners with an interesting proposal. Signature would like to build a 2000-room luxury resort. In addition to several on-site recreation improvements, they have planned two separate golf courses. Their proposal would permit the county to enter into a renewable lease for both courses at \$1 a year with two major stipulations. The county would be responsible for all operation and maintenance

functions, and all guests of Signature would have priority for tee times. County residents would otherwise have unlimited access to the new golf facilities.

**Problem:**

The land selected for the new hotel is unique. The golf courses as proposed would be bordered on one side by a state wildlife preserve. A former sanitary landfill surrounds the remainder of both proposed course perimeters. The hotel would be built in and around an abandoned gravel pit.

As the parks manager for Phaeton County, you have been asked by the commissioners to provide staff input and recommendations within 60 working days.

1. *What data do you need for the recommendation?*
2. *What are the environmental and safety issues?*
3. *How might the approval of this proposal affect the County Parks Master Plan?*

**Case Study #3: Citizen Involvement and Competent Planning Personnel**

**Situation:**

Crown Point is a community of 36,000 residents located in the Midwest. The city may be considered typical for its size and location. The only noteworthy or unique natural resource is a river that flows through the city. There are three city parks located along the bank of the river.

The Crown Point Parks and Recreation Department is an agency which functions under the direction of a legally constituted park board. All members of the board are appointed by the mayor, who is a “strong” mayor, now in his third successive term of office.

The parks board has a history of 60 years of service to the community. Its inventory consists of 12 sites containing a well-balanced array of developed features. The agency has a staff of experienced professional personnel.

The park board has been given 17 acres of undeveloped land for future park development. The property is strategically located in a quadrant of the city having the least park and recreation resources.

The largest park in the Crown Point system is only 25 acres, consequently the new site is considered a large parcel. Because of size and site limitations, all the parks in the system have been very carefully planned in compact fashion to serve the recreation needs of this community.

**Problem:**

The neighborhood surrounding the 17-acre site consists of upper middle class and affluent residents. The site has been continuously maintained in its natural condition (grass, trees, wild flowers) as it was before any residential or community development.

The neighborhood would like the park to be kept in its natural state and limited to passive activities. They have voiced objection to any development that invites active use. However the parks and recreation department has a current need for soccer fields and other active sport areas to serve this section of the city. Open space is quite scarce and the 17-acre parcel is ideally located to accommodate needed recreation and park development.

The community has taken pride in having solved similar dilemmas successfully without any outside assistance from consultants. There is a history of cooperation.

As the acting parks and recreation director for Crown Point, please consider the following:

1. *What strategy would you use to involve the City Council, the City Administration, and the citizens of the community in the public planning process?*
2. *What are the alternatives? What are the consequences?*
3. *How might you involve citizens in the actual planning of this specific park?*
4. *How might the existing master plan of development complicate or benefit this project?*