Strategic Business Plan for Parks and Recreation

2015-2020

Kansas City Parks and Recreation Department
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Acknowledgements

Kansas City Parks and Recreation Board of Commissioners

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CHAPTER ONE INTRODUCTION

1.1 OVERVIEW

The Kansas City Parks and Recreation Department (KCMOPRD) last developed a Comprehensive Parks and Recreation Master Plan in 2007, known as the Traditions and Trends 2017 Plan. Many changes have occurred over since that time in the City in the form of a changing demographic profile, new development, enhanced needs for open space and protection of natural resources, and the need for quality parks, recreation facilities and program services. In an effort to meet these needs and to remain ahead of development and before expiration of the Traditions and Trends Plan, the Department chose to update the Parks and Recreation Master Plan to address the expressed needs of residents for the next five years.

The goals and objectives associated with this Master Plan include the following:

- Engage the community, leadership and stakeholders in a public input process to build a shared vision for parks and recreation that supports the economic and community goals of Kansas City;

- Utilize a wide variety of data sources and best practices to predict trends and patterns of use and how to address unmet needs in the City;

- Determine unique Level of Service Standards for the City to project appropriate and prudent actions regarding program services, parks, open space, amenities, trails, cultural and natural resources;

- Shape financial and operational preparedness through innovative and "next" practices in revenue generation to achieve the strategic objectives and recommended actions, and implementation strategies outlined in the plan;

- Develop a dynamic and realistic strategic action plan that can ensure long-term success and financial sustainability for the City's parks, recreation programs and open spaces.

As with any quality comprehensive planning process, the community was involved throughout the development of the Master Plan through stakeholder and focus group meetings. Public forums were held across the city, and a citizen survey was offered that helped to prioritize and identify the issues that needed to be addressed in the Master Plan and to support the key recommendations that need to be implemented over the next five years. The Master Plan is a living document with many moving components that must be achieved simultaneously.

1.2 PROJECT PROCESS

The Kansas City Parks and Recreation Master Plan Update followed an iterative process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a logical planning path, as illustrated below:

Review of Related Planning Documents → Demographic and Trends Analysis → Stakeholder Engagement and Community Survey → Parks & Facilities Assessment → Recreation Program Assessment → Financial, Operational, and CIP Analysis → Action Plan

The Master Plan is not an end product in itself. The Master Plan is rather a means to guide the provision of parks and recreation and advance the overall mission and vision of the Kansas City Parks and Recreation Department. The goal is to a guide in the delivery of excellent parks, trails, public facilities, activities, programs, and services that will contribute to community prosperity and improve the quality of life for residents and visitors to Kansas City.

The purpose of the Master Plan efforts is three fold. First, it puts into place a systematic and ongoing inventory, analysis, and assessment process that help the City now and in the future. Secondly, this effort will determine the context of recreation facilities and programs system-wide. Thirdly, it will provide guidance in determining the effectiveness of programs and services, marketing strategies, natural areas priorities and greenways. This, ultimately, will guide KCMOPRD in an appropriate direction for current and future programs and services and provide specific means to meet the vision and mission for the Department. This, then, is essentially a process of determining the following: **"Where are we; where do we want to be and how do we get there"**

As part of the master plan, a sustained public involvement process was conducted to vet or refine community values and issues leading the city's park and recreation vision. The PROS Team utilized its Community Values Model™ as the foundation of the study. The Community Values Model™ is an innovative approach used to gather comprehensive public input and insight from key community leaders, stakeholders, general public and users of the system to define the overall guiding principles and values of the community related to the delivery of parks, recreation facilities and program services.

The Community Values Model™ is used as the basis for developing or reaffirming the vision, mission and community values-strategic objectives. The strategic objectives address six unique areas of parks and recreation planning including:

Community / Mandates Priorities	Standards	Levels of Services	Financial / Revenue	Partnerships	Governance / Organization
• Safety & Health / Wellness • Principles of Community • Mandatory Elements for Facilities, Programs & Services	• Land and Open Space • Facilities • Programs • Maintenance	• Levels of Service Delivery • Core Services • Role in Delivery vs. Other Service Providers	• Funding Mechanisms to Support Operations & Capital	• Public / Public • Public / Not-for-Profit • Public / Private	• Design / Align Organization to Support Vision and Values to Community

By utilizing this model, it provides KCMOPRD a roadmap and direction to develop a park and recreation system that will lead the community into the future.

1.3 SUMMARY OF KEY ISSUES AND NEEDS

The following key issues and needs were identified through the planning process and the application of the Community Values Model™ during development of the Parks and Recreation Master Plan Update. These issues, as well as the Action Plan, are organized into four categories: Parkland, Recreation Facilities, Recreation Programs, and Operations & Financial Sustainability.

1.3.1 KEY ISSUES AND NEEDS FOR PARKLAND

- Prioritizing the next 5-10 years of park improvements (i.e. ensuring funding for improvements go where it needs to go).

- Improving consistency in maintenance and design standards for parks and boulevards.

- Matching growth of park system and maintenance facilities to population growth, particularly in the north.

- Promoting trail/greenway connectivity within the city as well as to other cities and regional/state networks.

1.3.2 KEY ISSUES AND NEEDS FOR RECREATION FACILITIES

- Developing additional recreation centers on the east side of city and north of the river.

- Continuing to implement a business management approach, especially regarding fees, operating hours, staffing, program offerings, and partnerships.

- Ensuring the right level/type of aquatic facilities are provided.

- Promoting consistency in facility operations, management, and standards.

1.3.3 KEY ISSUES AND NEEDS FOR RECREATION PROGRAMS

- Growing facilitation or organization of sports and athletic leagues.

- Expansion of programming for seniors and inner city youth.

- Expanding partnerships, particularly for health and wellness.

- Providing the right amount of diversity in program offerings, and understanding where that diversity should occur.

1.3.4 KEY ISSUES AND NEEDS FOR OPERATIONS & FINANCIAL SUSTAINABILITY

- Continuing to align functions of park operations with recreation operations using the three district approach.

- Understanding and managing costs throughout all department functions.

- Strengthening departmental partnership policies.

- Building off of the strong brand and expanding to promote recreation.

CHAPTER TWO COMMUNITY PROFILE

2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within Kansas City, Missouri. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

2.1.1 DEMOGRAPHIC OVERVIEW

The total population of the target area had a slight increase of approximately 1.6% from 2010 to 2013. The current estimated population for 2013 is 467,338, and it is projected to steadily grow to 481,868 in 2018, and total 509,439 by 2028.

According to the U.S. Census reports, the total number of households in the service area has increased by approximately 1.8%, from 2010 to 2013. Kansas City is estimated to have 195,884 households in 2013, and is expected to grow to 214,153 households by 2028.

Based on 2013 estimates, the target area's median household income ($42,369) is both below state and national averages, while per capita income ($26,115) falls between the state and national average.

According to the 2010 Census results, the population of the Kansas City is younger (34.6 years) than the median age of the U.S. (37.2 years). Projections show that the target area will undergo an aging trend, with the 55+ group growing to represent 29.8% of the total population by 2028.

The majority of the estimated 2013 population is White Alone (59.12%), with the Black Alone (29.45%) representing the largest minority. Future projections through 2028 expect the area's racial composition to remain consistent, as White Alone decreases minimally to 57.43%, followed by Black Alone (28.15%) and Some Other Race (6.69%) minorities. The Hispanic/ Latino Ethnicity is projected to increase in size, from 9.99% in 2010 to 15.31% in 2028.

2.1.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2014 and reflects actual numbers as reported in the 2010 Census, and estimates for 2013 and 2018 as obtained by ESRI. Straight line linear regression was utilized for projected 2023 and 2028 demographics. The geographic boundary of the Kansas City was utilized as the demographic analysis boundary shown in **Figure 1.**
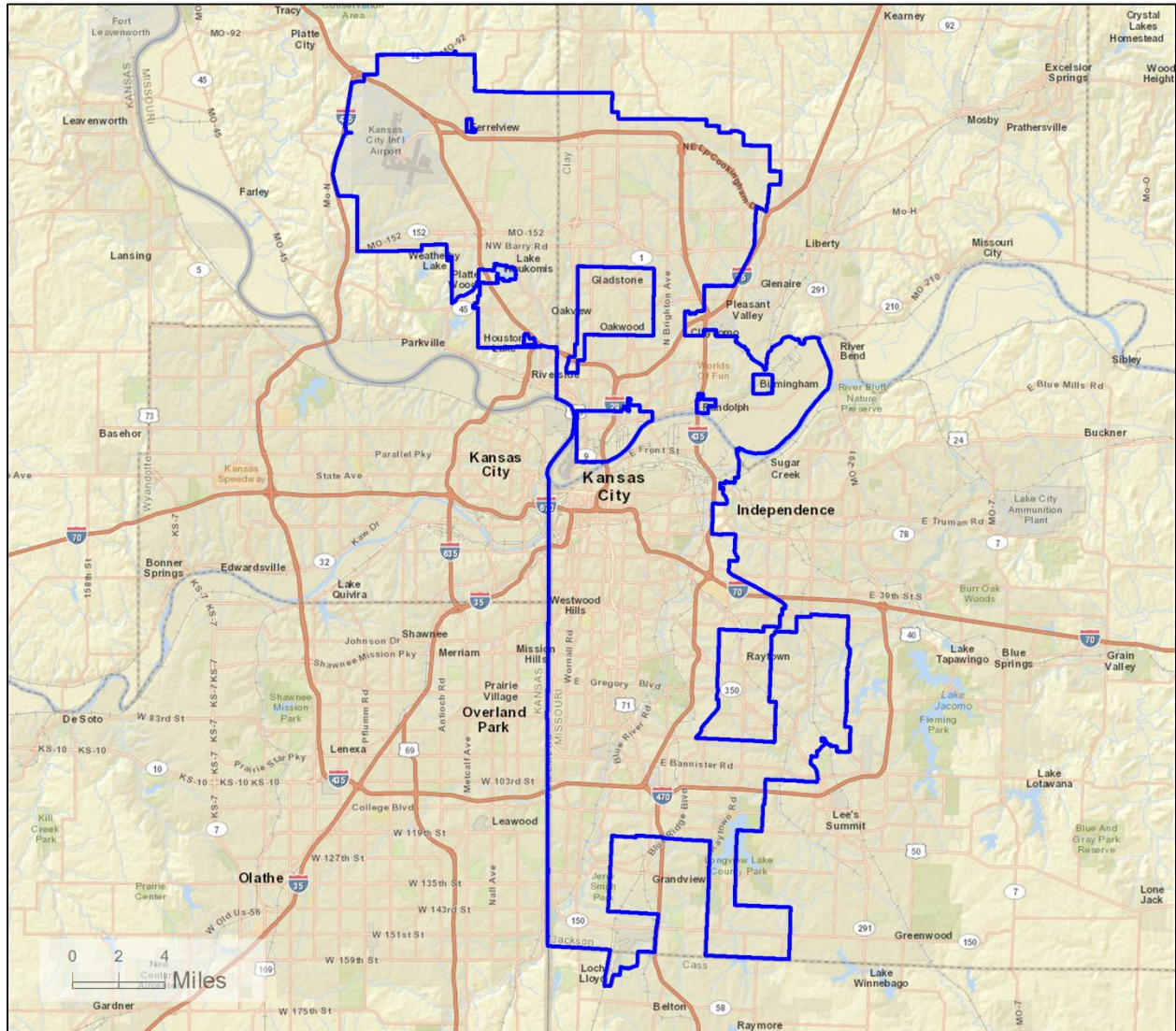
Figure 1-Target Area Boundaries

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment

- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam

- Black – This includes a person having origins in any of the black racial groups of Africa

- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

2.1.3 KANSAS CITY POPULACE

POPULATION

The target area has witnessed minimal change in recent years. From 2010 to 2013, the service area's total population underwent a slight increase of 1.6%, from 459,787 to 467,338. Projecting ahead, the total population of Kansas City is expected to gradually increase over the next 15 years. Based on predictions through 2028, the local population is anticipated to have approximately 509,439 residents living within 214,153 households. **See Figure 2.**
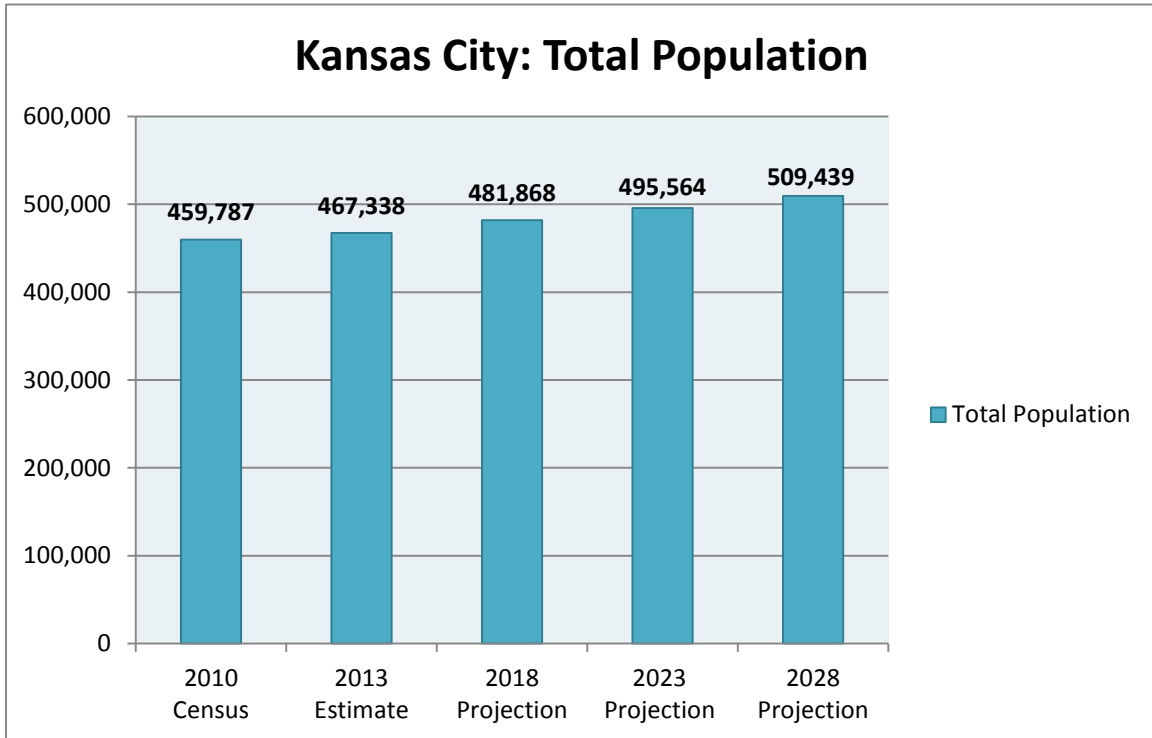
Figure 2-Total Population

AGE SEGMENT

Evaluating the distribution by age segments, the service area is fairly evenly balanced between youth, young adult, family, and senior populations. In 2010, the largest segment by population was the 35-54 group representing 27.4%, and the smallest is the 55+ segment which constitutes 22.1% of the population.

Over time, the overall composition of the population is projected to undergo an aging trend. Based on the 2013 estimate, the 35-54 segment remains the largest age group by a narrow margin at 26.5% of the population, but the 55+ is expected to grow to be the largest segment within the next five years. Future projections through 2028 show that the three youngest age segments will gradually decrease, while the 55+ group will grow to be the largest age segment, representing 29.8% of the population. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group. **See Figure 3.** The aging trend of the service area is significant because programs and facilities focused on an actively adult (55+ population) will assume an even greater importance as the population changes in the years to come.
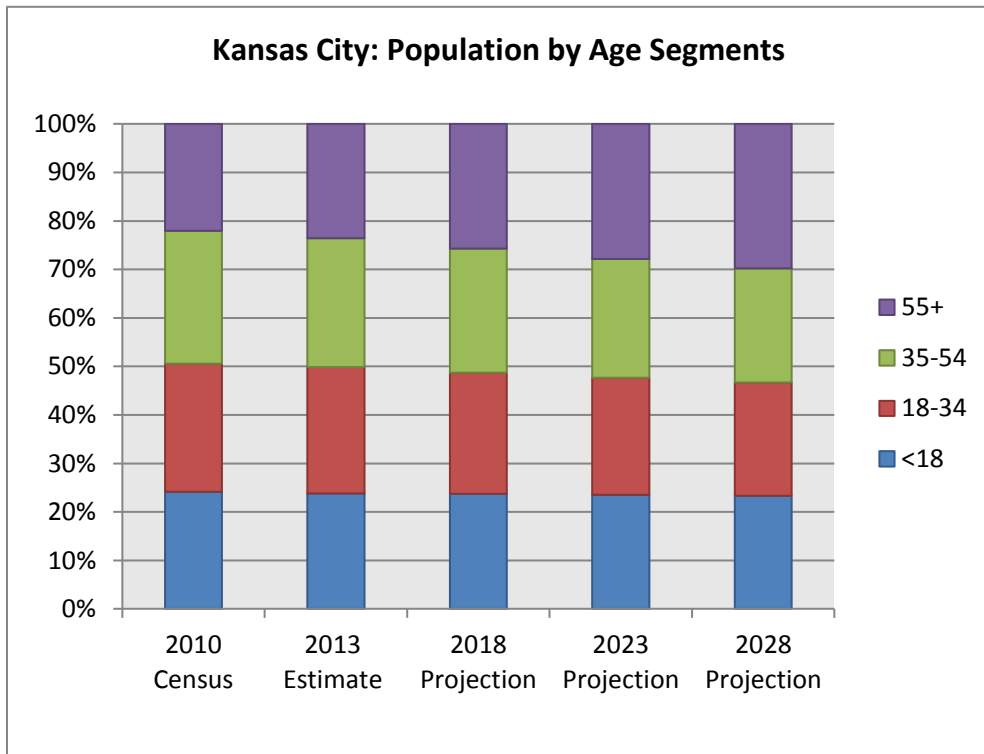
Figure 3-Population Age by Segments

RACE AND ETHNICITY

In analyzing race and ethnicity, the selected area is somewhat diverse. The 2013 estimate shows that nearly 90% of the population falls into the White Alone (59.12%) and Black Alone (29.45%) categories. Predictions for 2028 expect the population to remain mostly concentrated within the two largest racial categories, with the White Alone and Black Alone representing 57.43% and 28.15%, respectively. The Hispanic / Latino population represented 9.99% of the 2010 population, and is expected to reach 15.31% by 2028. **See Figures 4 and 5**.
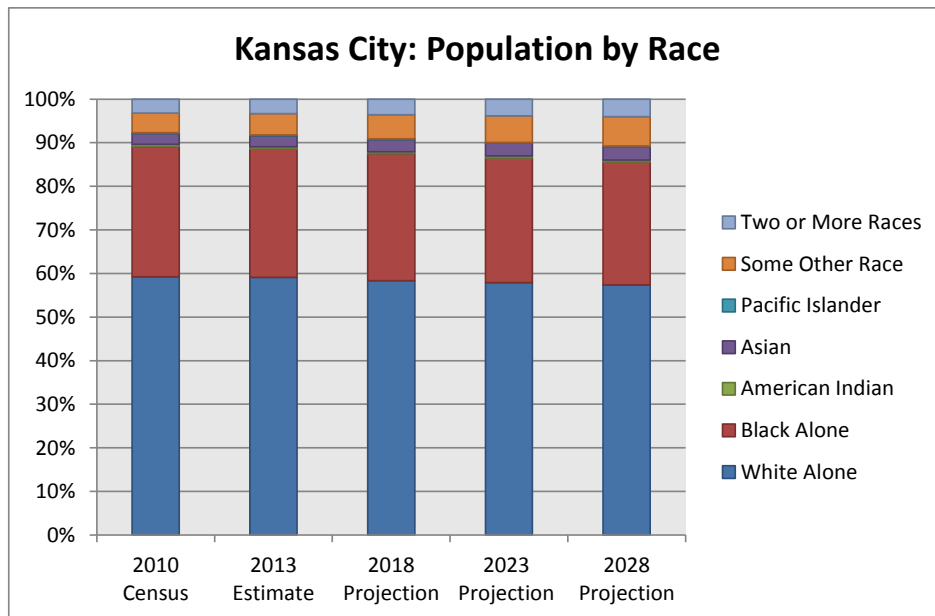
Figure 4- Population by Race
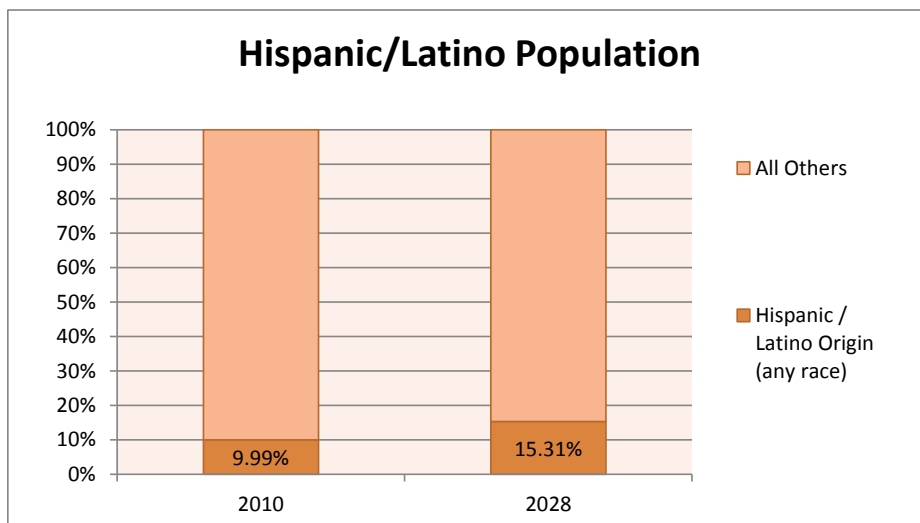
Figure 5- Hispanic / Latino Population

HOUSEHOLDS AND INCOME

Kansas City's projected income characteristics demonstrate an upward trend. The median household income is estimated to be $42,369 in 2013 and per capita income is an estimated $26,115. Household income is projected to grow to $68,112 by 2028, while per capita income will reach $37,272. The median household income represents the earnings of all persons age 16 years or older living together in a

housing unit. (**Figure 6**).

Kansas City: Household Income Characteristics
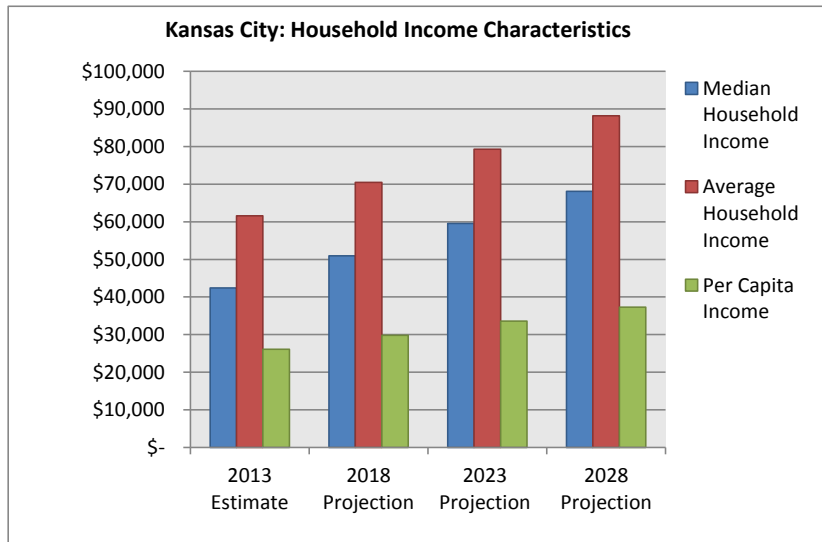
Figure 6 - Household Income Characteristics

As seen in **Figure 7**, the target area's median household income is below the state ($45,321) and national ($53,046) averages. Per capita income is above the state ($24,697) average, but below the national ($28,051) average. Future predictions expect that both median household Income and per capita income for the area will increase to $68,112 and $37,272, respectively, by 2028.

Kansas City: Comparative Income Characteristics
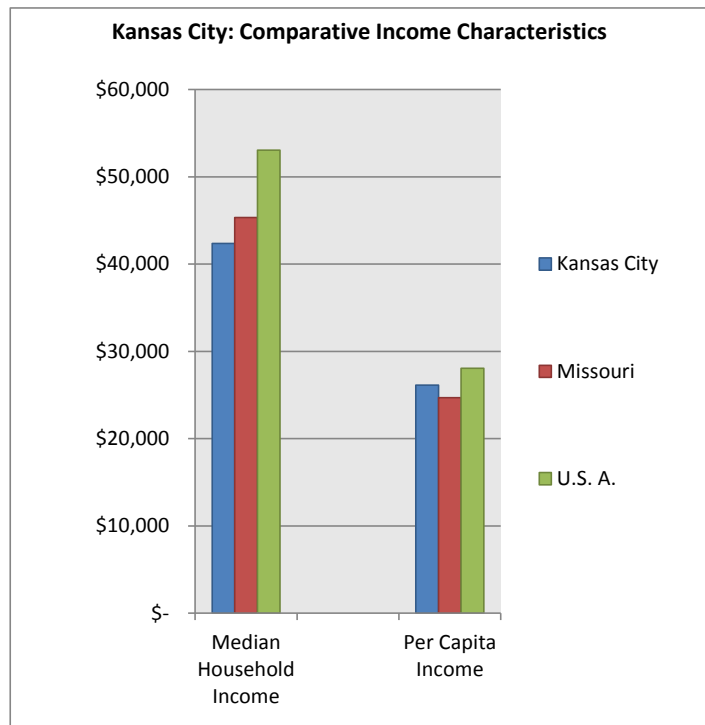
Figure 7 - Comparative Income Characteristics

2.2 MARKET PROFILE

2.2.1 LEVEL OF EDUCATION

The following chart depicts the education level of adults 25 years and older within Kansas City, Missouri. Approximately 87% of residents have at least a high school diploma, and about 30% have a Bachelor's degree or better.
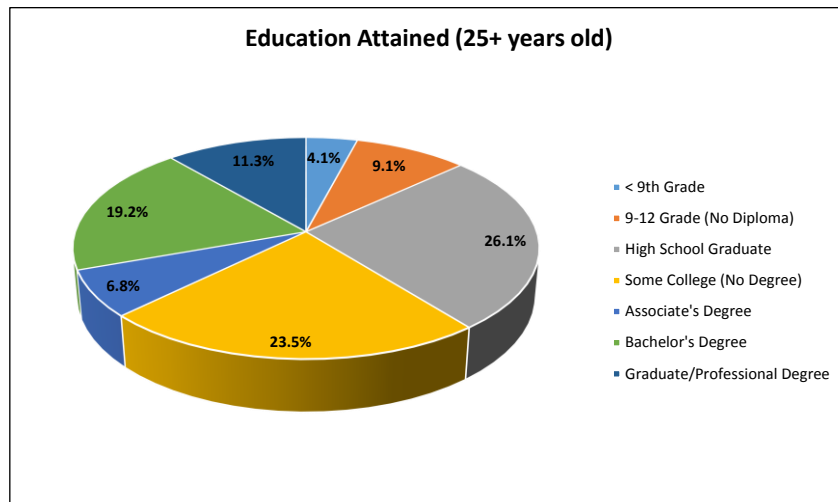
Figure 8 - Education Attained

2.2.2 UNEMPLOYMENT RATE

As seen below, 9% of residents within Kansas City were unemployed in 2013. This is much higher than the current national unemployment rate, which was reported to be 6.3% in May 2014 by the Bureau of Labor Statistics.
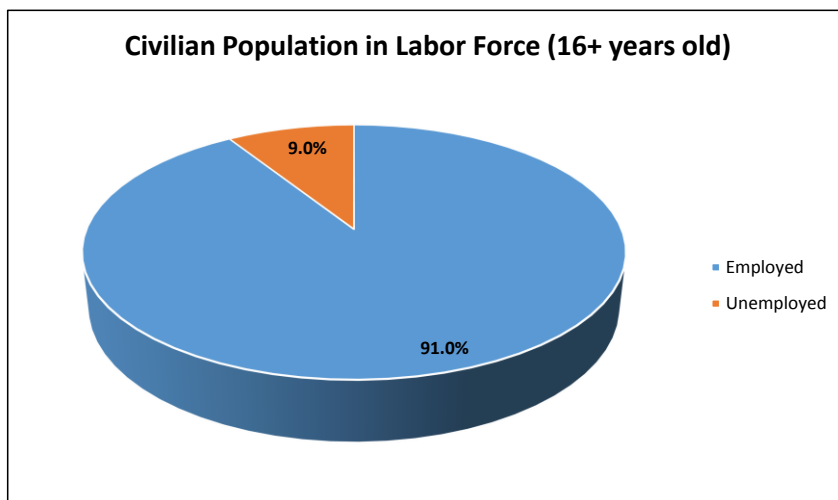
Figure 9 - Population in Labor Force

2.2.3 CONSUMER SPENDING

The graph below shows the average consumer dollars spent among residents of Kansas City in 2013. Entertainment/recreation ranks fifth out of the 14 categories reported, averaging nearly $2,900 spent per resident, which is higher than both travel and dining out and is certainly encouraging for KC Parks' offerings.

2013 Consumer Spending (Average Dollars Spent)
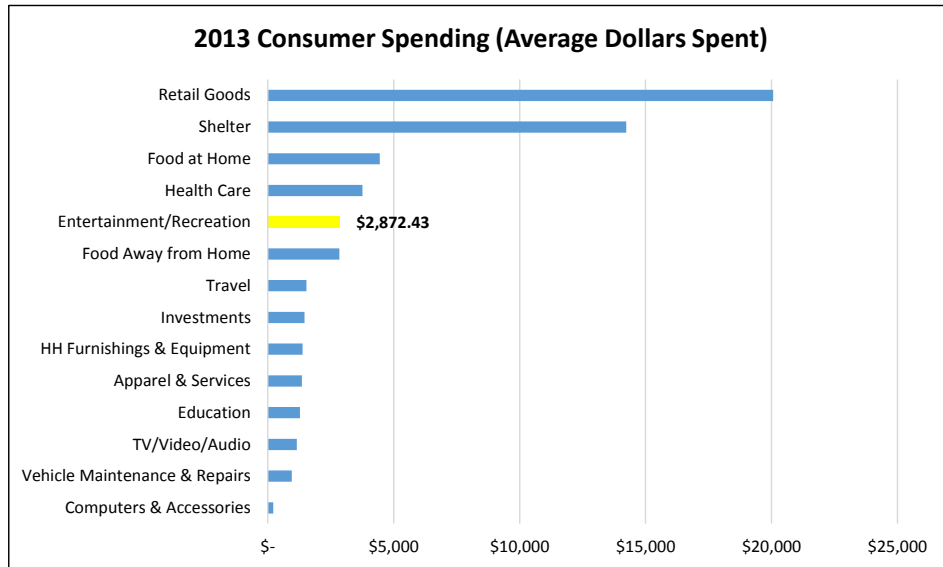
Figure 10 - Consumer Spending

2.3 TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2014 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Walking participation during the latest year data was available (2013), reported over 117 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with nearly 24 million people reportedly participating in 2013. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, gymnastics, beach volleyball, and ultimate Frisbee– all of which have experienced double digit growth over the last five years. Most recently, rugby, field hockey, and lacrosse underwent the most rapid growth among team sports from 2012 to 2013.

In the past year, there has been a slight 0.4% decrease of "inactives" in America, from 80.4 million in 2012 to 80.2 million in 2013. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. Even more encouraging is that an estimated 33.9% of Americans above the age of 6 are active to a healthy level, taking part in a high calorie burning activity three or more times per week.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2014 from more than 19,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

2.3.1 NATIONAL TRENDS IN GENERAL SPORTS

Basketball, a game originating in the U.S., is the sport with the heaviest participation level among the traditional "bat and ball" sports, with almost 24 million estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary – the last of which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

As seen in **Figure 11,** since 2008, squash and other niche sports like lacrosse and rugby have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by nearly 115% over the last five years. Based on survey findings from 2008-2013, rugby and lacrosse have also experienced significant growth, increasing by 80.9% and 66% respectively. Other sports with notable growth in participation over the last five years were field hockey (31.4%), ice hockey (27.9%), gymnastics (25.1%), and beach volleyball (18.5%). From 2012 to 2013, the fastest growing sports were rugby (33.4%), field hockey (19.2%), lacrosse (12.8%), and squash (9.6%). During the last five years, the sports that are most rapidly declining include wrestling (45.2% decrease), touch football (down 32%), and slow pitch softball (28.9% decrease).

In terms of total participants, the most popular activities in the general sports category in 2013 include basketball (23.7 million), tennis (17.7 million), baseball (13.3 million), outdoor soccer (12.7 million), and slow pitch softball (6.9 million). Although three out of five of these sports have been declining in recent years, the sheer number of participants demands the continued support of these activities.

National Participatory Trends - General Sports											
Activity	**Participation Levels**						**% Change**				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
Baseball	15,539	14,429	14,198	13,561	12,976	13,284	2.4%	-2.0%	-6.4%	-7.9%	-14.5%
Basketball	26,108	25,131	25,156	24,790	23,708	23,669	-0.2%	-4.5%	-5.9%	-5.8%	-9.3%
Cheerleading	3,192	3,070	3,134	3,049	3,244	3,235	-0.3%	6.1%	3.2%	5.4%	1.3%
Field Hockey	1,122	1,092	1,182	1,147	1,237	1,474	19.2%	28.5%	24.7%	35.0%	31.4%
Football, Flag	7,310	6,932	6,660	6,325	5,865	5,610	-4.3%	-11.3%	-15.8%	-19.1%	-23.3%
Football, Tackle	7,816	7,243	6,850	6,448	6,220	6,165	-0.9%	-4.4%	-10.0%	-14.9%	-21.1%
Football, Touch	10,493	9,726	8,663	7,684	7,295	7,140	-2.1%	-7.1%	-17.6%	-26.6%	-32.0%
Gymnastics	3,975	3,952	4,418	4,824	5,115	4,972	-2.8%	3.1%	12.5%	25.8%	25.1%
Ice Hockey	1,871	2,018	2,140	2,131	2,363	2,393	1.3%	12.3%	11.8%	18.6%	27.9%
Lacrosse	1,092	1,162	1,423	1,501	1,607	1,813	12.8%	20.8%	27.4%	56.0%	66.0%
Racquetball	4,611	4,784	4,603	4,357	4,070	3,824	-6.0%	-12.2%	-16.9%	-20.1%	-17.1%
Roller Hockey	1,569	1,427	1,374	1,237	1,367	1,298	-5.0%	4.9%	-5.5%	-9.0%	-17.3%
Rugby	654	720	940	850	887	1,183	33.4%	39.2%	25.9%	64.3%	80.9%
Soccer (Indoor)	4,487	4,825	4,920	4,631	4,617	4,803	4.0%	3.7%	-2.4%	-0.5%	7.0%
Soccer (Outdoor)	13,996	13,957	13,883	13,667	12,944	12,726	-1.7%	-6.9%	-8.3%	-8.8%	-9.1%
Softball (Fast Pitch)	2,331	2,476	2,513	2,400	2,624	2,498	-4.8%	4.1%	-0.6%	0.9%	7.2%
Softball (Slow Pitch)	9,660	9,180	8,477	7,809	7,411	6,868	-7.3%	-12.1%	-19.0%	-25.2%	-28.9%
Squash	659	796	1,031	1,112	1,290	1,414	9.6%	27.2%	37.1%	77.6%	114.6%
Tennis	17,749	18,546	18,719	17,772	17,020	17,678	3.9%	-0.5%	-5.6%	-4.7%	-0.4%
Track and Field	4,604	4,480	4,383	4,341	4,257	4,071	-4.4%	-6.2%	-7.1%	-9.1%	-11.6%
Ultimate Frisbee	4,459	4,636	4,571	4,868	5,131	5,077	-1.1%	4.3%	11.1%	9.5%	13.9%
Volleyball (Court)	7,588	7,737	7,315	6,662	6,384	6,433	0.8%	-3.4%	-12.1%	-16.9%	-15.2%
Volleyball (Sand/Beach)	4,025	4,324	4,752	4,451	4,505	4,769	5.9%	7.1%	0.4%	10.3%	18.5%
Wrestling	3,335	3,170	2,536	1,971	1,922	1,829	-4.8%	-7.2%	-27.9%	-42.3%	-45.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 11 - General Sports Participatory Trends

pros consulting INC.

2.3.2 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Swimming activities have remained very popular among Americans, and both competition and fitness swimming have witnessed an increase in participation recently. Fitness swimming is the absolute leader in multigenerational appeal with over 26 million reported participants in 2013, a 13.5% increase from the previous year (**Figure 12**). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise has a strong participation base, but has recently experienced a downward trend. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the affect that the pressure of the water assists in reducing swelling of injuries.

National Participatory Trends - Aquatics											
Activity	**Participation Levels**						**% Change**				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
Aquatic Exercise	9,512	8,965	8,947	9,042	9,177	8,483	-7.6%	-6.2%	-5.2%	-5.4%	-10.8%
Swimming (Competition)	N/A	N/A	N/A	2,363	2,502	2,638	5.4%	11.6%	N/A	N/A	N/A
Swimming (Fitness)	N/A	N/A	N/A	21,517	23,216	26,354	13.5%	22.5%	N/A	N/A	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 12 - Aquatics Participatory Trends
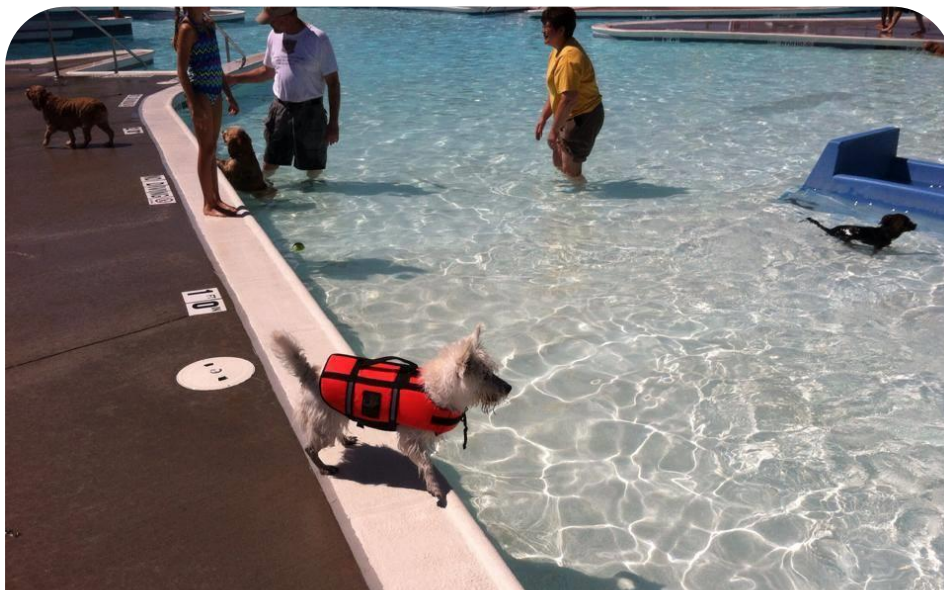
2.3.3 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in general fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, with over 117 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (over 54 million), treadmill (48.1 million), and hand free weights (43.2 million), and weight/resistant machines (36.3 million).

Over the last five years, the activities that are growing most rapidly are high impact aerobics (up 47.1%), yoga (up 36.9%), running/jogging (up 31.9%), cardio kickboxing (28.7% increase), and group stationary cycling (up 27.8%). Most recently, from 2011-2012, the largest gains in participation were in boxing for fitness (8.7% increase), Tai Chi (up 8.3%), and high impact aerobics (up 7.1%). **See Figure 13.**

National Participatory Trends - General Fitness											
Activity	**Participation Levels**						**% Change**				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
Aerobics (High Impact)	11,780	12,771	14,567	15,755	16,178	17,323	7.1%	10.0%	18.9%	35.6%	47.1%
Aerobics (Low Impact)	23,283	24,927	26,431	25,950	25,707	25,033	-2.6%	-3.5%	-5.3%	0.4%	7.5%
Aerobics (Step)	9,423	10,551	11,034	10,273	9,577	8,961	-6.4%	-12.8%	-18.8%	-15.1%	-4.9%
Boxing for Fitness	N/A	N/A	4,788	4,631	4,831	5,251	8.7%	13.4%	9.7%	N/A	N/A
Calisthenics	8,888	9,127	9,097	8,787	9,356	9,356	0.0%	6.5%	2.8%	2.5%	5.3%
Cross-Training	N/A	N/A	N/A	7,706	7,496	6,911	-7.8%	-10.3%	N/A	N/A	N/A
Cardio Kickboxing	4,905	5,500	6,287	6,488	6,725	6,311	-6.2%	-2.7%	0.4%	14.7%	28.7%
Elliptical Motion Trainer	24,435	25,903	27,319	29,734	28,560	27,119	-5.0%	-8.8%	-0.7%	4.7%	11.0%
Fitness Walking	110,204	110,882	112,082	112,715	114,029	117,351	2.9%	4.1%	4.7%	5.8%	6.5%
Free Weights (Barbells)	25,821	26,595	27,194	27,056	26,688	25,641	-3.9%	-5.2%	-5.7%	-3.6%	-0.7%
Free Weights (Dumbells)	N/A	N/A	N/A	N/A	N/A	32,309	N/A	N/A	N/A	N/A	N/A
Free Weights (Hand Weights)	N/A	N/A	N/A	N/A	N/A	43,164	N/A	N/A	N/A	N/A	N/A
Martial Arts	6,818	6,643	6,002	5,037	5,075	5,314	4.7%	5.5%	-11.5%	-20.0%	-22.1%
Pilates Training	9,039	8,770	8,404	8,507	8,519	8,069	-5.3%	-5.1%	-4.0%	-8.0%	-10.7%
Running/Jogging	41,097	42,511	46,650	50,061	51,450	54,188	5.3%	8.2%	16.2%	27.5%	31.9%
Stair Climbing Machine	13,863	13,653	13,269	13,409	12,979	12,642	-2.6%	-5.7%	-4.7%	-7.4%	-8.8%
Stationary Cycling (Group)	6,504	6,762	7,854	8,738	8,477	8,309	-2.0%	-4.9%	5.8%	22.9%	27.8%
Stationary Cycling (Recumbent)	11,104	11,299	11,459	11,933	11,649	11,159	-4.2%	-6.5%	-2.6%	-1.2%	0.5%
Stationary Cycling (Upright)	24,918	24,916	24,578	24,409	24,338	24,088	-1.0%	-1.3%	-2.0%	-3.3%	-3.3%
Stretching	36,235	36,299	35,720	34,687	35,873	36,202	0.9%	4.4%	1.3%	-0.3%	-0.1%
Tai Chi	3,424	3,315	3,193	2,975	3,203	3,469	8.3%	16.6%	8.6%	4.6%	1.3%
Treadmill	49,722	50,395	52,275	53,260	50,839	48,166	-5.3%	-9.6%	-7.9%	-4.4%	-3.1%
Weight/Resistant Machines	38,844	39,075	39,185	39,548	38,999	36,267	-7.0%	-8.3%	-7.4%	-7.2%	-6.6%
Yoga	17,758	18,934	20,998	22,107	23,253	24,310	4.5%	10.0%	15.8%	28.4%	36.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 13 - General Fitness Participatory Trends

2.3.4 NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA's *Topline Participation Report* demonstrate increased popularity among Americans in numerous general recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2013, the most popular activities in the general recreation category include road bicycling (over 40 million participants), freshwater fishing (nearly 38 million participants), and day hiking (over 34 million participants).

From 2008-2013, general recreation activities that have undergone very rapid growth are adventure racing (up 159%), non-traditional/off-road triathlons (up 156%), traditional/road triathlons (up 139.9%), and trail running (up 49.7%). In-line roller skating, horseback riding, and skateboarding have all seen a substantial drop in participation, decreasing by 40%, 29.4%, and 21.8% respectively over the last five years. **See Figure 14.**

National Participatory Trends - General Recreation											
Activity	**Participation Levels**						**% Change**				
	2008	**2009**	**2010**	**2011**	**2012**	**2013**	**12-13**	**11-13**	**10-13**	**09-13**	**08-13**
Adventure Racing	809	1,005	1,214	1,202	1,618	2,095	29.5%	74.3%	72.6%	108.5%	159.0%
Archery	6,180	6,368	6,323	6,471	7,173	7,647	6.6%	18.2%	20.9%	20.1%	23.7%
Bicycling (Mountain)	7,242	7,367	7,152	6,989	7,265	8,542	17.6%	22.2%	19.4%	15.9%	18.0%
Bicycling (Road)	38,527	39,127	39,730	39,834	39,790	40,888	2.8%	2.6%	2.9%	4.5%	6.1%
Bicycling (BMX)	1,896	1,858	2,090	1,958	1,861	2,168	16.5%	10.7%	3.7%	16.7%	14.3%
Climbing (Sport/Indoor/Boulder)	4,642	4,541	4,542	4,445	4,355	4,745	9.0%	6.7%	4.5%	4.5%	2.2%
Climbing (Traditional/Ice/Mountaineering)	2,175	2,062	2,017	1,904	2,189	2,319	5.9%	21.8%	15.0%	12.5%	6.6%
Fishing (Fly)	5,849	5,755	5,523	5,581	5,848	5,878	0.5%	5.3%	6.4%	2.1%	0.5%
Fishing (Freshwater)	42,095	40,646	39,911	38,864	39,002	37,796	-3.1%	-2.7%	-5.3%	-7.0%	-10.2%
Fishing (Saltwater)	14,121	13,054	12,056	11,896	12,000	11,790	-1.8%	-0.9%	-2.2%	-9.7%	-16.5%
Golf	28,571	27,103	26,122	25,682	25,280	24,720	-2.2%	-3.7%	-5.4%	-8.8%	-13.5%
Hiking (Day)	31,238	32,542	32,534	33,494	34,519	34,378	-0.4%	2.6%	5.7%	5.6%	10.1%
Horseback Riding	11,457	10,286	9,782	9,335	8,423	8,089	-4.0%	-13.3%	-17.3%	-21.4%	-29.4%
Roller Skating, In-Line	10,211	8,942	8,128	7,451	6,647	6,129	-7.8%	-17.7%	-24.6%	-31.5%	-40.0%
Skateboarding	8,118	7,580	7,080	6,318	6,227	6,350	2.0%	0.5%	-10.3%	-16.2%	-21.8%
Trail Running	4,537	4,845	4,985	5,373	5,806	6,792	17.0%	26.4%	36.2%	40.2%	49.7%
Triathlon (Non-Traditional/Off Road)	543	634	798	819	1,075	1,390	29.3%	69.7%	74.2%	119.2%	156.0%
Triathlon (Traditional/Road)	943	1,148	1,593	1,686	1,789	2,262	26.4%	34.2%	42.0%	97.0%	139.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 14 - General Recreation Participatory Trends

2.3.5 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in Kansas City, Missouri. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate.

The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and money spent on miscellaneous recreation. **Overall, residents of Kansas City demonstrate participation trends that have above average potential index numbers in all categories. Of particular interest are:**

- **Participation in sports, such as basketball, football, and softball**
- **Fitness related programming in jogging/running, weight lifting, and Yoga**
- **Outdoor Activities, including backpacking, hiking, and bicycling**
- **Money spent on attending college basketball and NFL games and visiting the zoo**

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within target area. Cells highlighted in yellow indicate the top three scoring activities for each category based on the purchasing preferences of residents.

GENERAL SPORTS MARKET POTENTIAL

Kansas City Participatory Trends - General Sports	
Activity	**MPI**
Participated in Baseball	102
Participated in Basketball	113
Participated in Football	111
Participated in Golf	96
Participated in Soccer	106
Participated in Softball	108
Participated in Tennis	103
Participated in Volleyball	105

FITNESS MARKET POTENTIAL

Kansas City Participatory Trends - Fitness	
Activity	**MPI**
Participated in Aerobics	103
Participated in Jogging/ Running	110
Participated in Pilates	102
Participated in Swimming	94
Participated in Walking for Exercise	97
Participated in Weight Lifting	106
Participated in Yoga	105

OUTDOOR ACTIVITY MARKET POTENTIAL

Kansas City Participatory Trends - Outdoor Activity	
Activity	**MPI**
Participated in Backpacking	**107**
Participated in Hiking	**103**
Participated in Bicycling (mountain)	**102**
Participated in Bicycling (road)	**102**
Participated in Boating (Power)	**95**
Participated in Canoeing/Kayaking	**95**
Participated in Fishing (fresh water)	**94**
Participated in Horseback Riding	**86**

MONEY SPENT ON MISCELLANEOUS RECREATION

Kansas City Participatory Trends - Money Spent on Recreation	
Activity	**MPI**
Spent on sports/rec equipment in last 12 mo: $1-99	**98**
Spent on sports/rec equipment in last 12 mo: $100-249	**97**
Spent on sports/rec equipment in last 12 mo: $250+	**94**
Attend sports event	**98**
Attend sports event: baseball game - MLB reg seas	**102**
Attend sports event: basketball game (college)	**112**
Attend sports event: football game (college)	**104**
Attend sports event: football game - NFL Mon/Thurs	**104**
Attend sports event: football game - NFL weekend	**106**
Attend sports event: high school sports	**97**
Attend sports event: ice hockey - NHL reg seas	**105**
Went on overnight camping trip in last 12 months	**92**
Visited a theme park in last 12 months	**94**
Went to zoo in last 12 months	**109**

2.4 BENCHMARK ANALYSIS

2.4.1 INTRODUCTION

PROS Consulting, LLC, along with Kansas City Parks and Recreation, identified operating metrics to be benchmarked to comparable industry leading park and recreation systems in the Midwest that are similar in size with readily available information. The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios in order to provide comparable information, as best as possible.

It must be noted that the benchmark analysis is only an indicator based on the information provided. However, every effort was made to obtain the most credible information and organize the data in a consistent and comparable format. The information sought was a combination of operating metrics with budgets, staffing, facilities, program participation, supporting plans, square footages, and acreages. In some instances, the information was not tracked or not available. The attributes considered in this benchmark study included:

- Population/ Demographics
- Size of System (square miles)
- Location

Careful attention was paid to incorporate a mix of systems that are comparable industry leaders and they include:

- Austin, Texas
- Denver, Colorado
- Minneapolis, Minnesota
- Little Rock, Arkansas
- Springfield-Greene Co., Missouri
- St. Louis, Missouri
- Wichita, Kansas

Due to difference in how each system collects, maintains and reports data, variances exist. These variations have an impact on the per capita and percentage allocations within the budget and hence the overall comparison must be viewed with this in mind. Also, there may be some portions where the data provided by the benchmarked systems was incomplete.

The benchmark data collection for all systems was obtained in May 2014, and while it is possible that there may have been changes or updates in the data provided, to ensure consistency only the original figures obtained at that time have been used in the benchmark. The goal was to evaluate where Kansas City Parks and Recreation is positioned among peer agencies as it applies to efficiency and effectiveness practices through data that offers an encompassing view of each system's operating metrics in comparison to KC Parks.

2.4.2 GENERAL COMPARATIVE OF SYSTEMS

This section provides size and population figures for the city or jurisdiction containing each system, and presents information on each system's parks and greenways, including acreage statistics. The chart below breaks down total acreage into per 1,000 population basis, as well as a percentage of total acres maintained by each parks department.

System	Jurisdiction Area (Sq. Mi.)	Current Population of City/ Jurisdiction	Population Per Square Mile	Total Number of Parks and Greenways	Total Acres Owned or Managed by System	Total Developed Acres	% Acres Maintained to Total Park Acres	Total Park Acres Per 1,000 Pop.
Kansas City	319	463,202	1,452	220	12,135	3,823	32%	26.20
Austin	318	824,205	2,592	254	19,511	12,585	65%	23.67
Denver	153	634,265	4,146	250	5,900	n/a	n/a	9.30
Minneapolis	58	392,880	6,774	182	6,749	2,700	40%	17.18
Little Rock	117	196,537	1,680	72	6,315	4,009	63%	32.13
Springfield-Greene Co.	677	287,000	424	103	3,037	2,000	66%	10.58
St. Louis	62	318,069	5,130	111	3,250	3,250	100%	10.22
Wichita	166	382,368	2,303	123	11,173	4,391	39%	29.22

NOTE: Total developed acres not available for Denver

Among systems analyzed in the benchmark comparison, Austin has the largest current population with 824,205 people, countered by Little Rock with a mere 196,537 people in its service area. Minneapolis has the highest population density with 6,774 people per square mile, which is due to the fact that it represents the smallest jurisdiction, only covering 58 square miles. The largest service area belongs to Springfield-Greene County (677 square miles), but it ranks last in population density by a large margin (424 people per square mile). Comparatively, Kansas City Parks and Recreation is the second largest in terms of area (319 square miles), and ranks third in population (463,202), but is near the bottom in population density (1,452 people per square mile).

Austin ranks highest in total number of parks (254) and total acres owned or managed (19,511). Based on total number of parks and total system acreage, Kansas City is among the upper echelon. KC Parks is one of three systems (including Austin and Denver) with over 200 parks and greenways, and it ranks second in the study for acreage with over 12,000 acres owned.

In terms of percentage of developed acres, Kansas City Parks and Recreation ranks last, maintaining only 32% of its total acres. On the other hand, Kansas City is third in park acres when compared to the population, with 26.2 park acres per 1,000 people. St. Louis maintains 100% of its 3,250 total acres, while Austin has the most total developed acres with 12,585 (65% its total acreage) by a large margin. Little Rock boasts the highest ratio of acres to people, with 32.13 total acres per 1,000 persons, followed closely by Wichita with 29.22.

2.4.3 ANNUAL OPERATING BUDGET AND COST RECOVERY

This section covers earned income revenues, operating expenses, capital expenditures, and cost recovery. Revenues and expenses were compared to each system's population served for comparison from a per capita perspective. Cost recovery for each system was calculated by taking total earned income revenue and dividing it by the operating expenses.

System	Total Population	Total Earned Income Revenues	Earned Income per Capita	Total Operating Expenses	Operating Expense per Capita	Total Capital Expenditures	Capital Expense per Capita	Cost Recovery
Kansas City	463,202	$ 16,683,650	$ 36.02	$ 37,678,107	$ 81.34	$ 34,058,829	$ 73.53	44%
Austin	824,205	$ 14,712,351	$ 17.85	$ 55,114,946	$ 66.87	$ 24,221,630	$ 29.39	27%
Denver	634,265	n/a	n/a	$ 54,530,384	$ 85.97	$ 13,867,961	$ 21.86	n/a
Minneapolis	392,880	$ 18,837,990	$ 47.95	$ 71,562,315	$ 182.15	$ 18,593,428	$ 47.33	26%
Little Rock	196,537	$ 11,646,112	$ 59.26	$ 20,497,666	$ 104.29	$ 4,836,480	$ 24.61	57%
Springfield-Greene Co.	287,000	$ 28,000,000	$ 97.56	$ 28,000,000	$ 97.56	$ 12,000,000	$ 41.81	100%
St. Louis	318,069	$ 1,696,780	$ 5.33	$ 22,145,283	$ 69.62	$ 4,360,300	$ 13.71	8%
Wichita	382,368	$ 6,117,125	$ 16.00	$ 20,909,266	$ 54.68	$ 2,810,000	$ 7.35	29%

NOTE: Revenues and expenses for Springfield-Greene Co. are budgeted figures
         Revenue figures not available for Denver

In analyzing total earned income revenue, Springfield-Greene County is the outright leader among benchmark agencies, generating $28 million in revenue and nearly $100 per resident. Kansas City brings in the third highest total with $16.7 million in revenue, and ranks fourth in earned income per capita at just over $36 per resident.

In terms of operating expenses, Minneapolis leads the pack by a significant margin at over $70 million spent on operations, trailed by Austin and Denver each spending around $55 million on operations. Minneapolis is also spending a substantially higher amount per capita at over $180 of operating expenses per resident, followed by Little Rock ($104.29) and Springfield-Greene County ($97.56) straddling $100 per capita. The most efficient system is Wichita, which is spending nearly $55 per resident based on approximately $21 million in operating expenses. Kansas City has the fourth highest total operating expense (almost $38 million), and is the fourth most efficient in operating expense per capita ($81.34 per resident).

Kansas City is spending more than any other agency on long-term assets, with over $34 million in capital expenditures. KC Parks is also spending a significantly higher amount per person on capital projects at close to $75 per capita. This suggests a strong dedication to the future success of the system and exhibits a willingness to invest in enhancing the quality of service to its residents.

Examining cost recovery levels, Springfield-Greene County is the most efficient in recovering costs at 100%, but it should be noted that this system is reporting budgeted figures and there is likely a discrepancy in the actual level of cost recovery. Little rock ranks second in cost recovery at nearly 60%, and Kansas City sits comfortably in third place among benchmarked agencies with a 44% cost recovery level.

2.4.4 COST PER MAINTAINED ACRE

This category assesses the cost to maintain each park system on a per acre basis. This figure is obtained by taking the operating expenses and dividing it by the total developed acres.

System	Total Operating Expenses	Total Developed Acres	Cost per Maintained Acre
Kansas City	$ 37,678,107	3,823	$ 9,856
Austin	$ 55,114,946	12,585	$ 4,379
Minneapolis	$ 71,562,315	2,700	$ 26,505
Little Rock	$ 20,497,666	4,009	$ 5,113
Springfield-Greene Co.	$ 28,000,000	2,000	$ 14,000
St. Louis	$ 22,145,283	3,250	$ 6,814
Wichita	$ 20,909,266	4,391	$ 4,762

NOTE: Developed acres not available for Denver

Minneapolis operates, by far, the highest cost per maintained acre ($26,505), followed by Springfield-Greene County ($14,000 per acre) with the fewest developed acres (2,000). The most efficient system is Austin, which spends $4,379 per developed acre. KC Parks has the third highest cost, spending $9,856 per maintained acre based on $37,678,107 in operating expenses on 3,823 developed acres.

2.4.5 FULL TIME EQUIVALENTS IN SYSTEM

This section shows the amount of FTE's (Full Time Equivalents) in each system, total FTE's per 1,000 population and per developed acre.

System	Total FTE's	Population	Total FTE's per 1,000 Pop.
Kansas City	287	463,202	0.62
Austin	1,674	824,205	2.03
Denver	746	634,265	1.18
Minneapolis	1,156	392,880	2.94
Springfield-Greene Co.	274	287,000	0.95
Wichita	224	382,368	0.59
System	Total FTE's	Developed Acres	Total FTE's per Developed Acre
Kansas City	287	3,823	0.08
Austin	1,674	12,585	0.13
Minneapolis	1,156	2,700	0.43
Springfield-Greene Co.	274	2,000	0.14
Wichita	224	4,391	0.05

NOTE: Total FTE's not available for Little Rock and St. Louis
Total developed acres not available for Denver

Based on information on FTE's, Minneapolis is the outright leader when comparing Full Time Equivalents to current population figures, with 2.94 FTE's per 1,000 people. Kansas City is next to last in staffing levels when compared to the service area's population, with only 0.62 FTE's per 1,000 people.

On a per developed acre basis, Minneapolis is the leading benchmark system in Full Time Equivalents by a large margin, with 0.43 FTE's per acre. Kansas City ranks second to last in the category, with only 0.08 FTE's per developed acre.

2.4.6 COMPARISON OF FACILITIES

This portion of the benchmark analysis reveals the total number of aquatic facilities and recreation/ community centers for each system, as well as the average size (sq. ft.) of recreation/ community centers. This section also compares the square footage of recreation/ community centers to total population.

System	Population	Total Aquatic Facilities	Total Recreation/ Community Centers	Total Square Footage of Recreation/ Community Centers	Recreation/ Community Center Avg. Square Footage	Recreation/ Community Center Square Footage per Capita
Kansas City	463,202	25	10	233,778	23,378	0.50
Austin	824,205	50	20	n/a	n/a	n/a
Denver	634,265	29	30	n/a	n/a	n/a
Minneapolis	392,880	67	50	n/a	n/a	n/a
Little Rock	196,537	4	7	101,132	14,447	0.51
Springfield-Greene Co.	287,000	8	7	304,703	43,529	1.06
St. Louis	318,069	7	9	390,000	43,333	1.23
Wichita	382,368	10	9	99,572	11,064	0.26

NOTE: Square footage figures not available for Austin, Denver, and Minneapolis

Minneapolis has the most aquatic facilities (67) and recreation/ community centers (50) in the benchmark study, trailed by Austin (50 aquatic, 20 centers) and Denver (29 aquatic, 30 centers). Kansas City has the fourth most for both types of facilities, with 25 aquatic facilities and 10 recreation/ community centers.

Analyzing square footage of recreation/ community centers, there were only five agencies with figures available, and the three systems with the most number of centers (Minneapolis, Austin, and Denver) are excluded. Among the systems with figures available, Kansas City has the most total centers (10), and each system had between 7-10 recreation/ community centers. Of the five agencies with figures available, Kansas City falls right in the middle in average center square footage (23,378 sq. ft.), and ranks next to last in square footage per capita with only 0.5 square feet of center space per resident. KC Park's 0.5 square feet per capita is a full square foot below the accepted standard level of service of 1.5 square feet of recreation/ community center per resident.

2.4.7 PROGRAM PARTICIPATION

The following table depicts the participation in programming provided by each system, and compares the total participants to the population served. It should be noted that only half of the agencies benchmarked had participation figures available. Although the number of comparable agencies are limited, Kansas City is well-positioned with 1.02 participants per capita, trailing only Minneapolis, which has 1.12 total participants per capita.

System	Population	Total Participants for Programs/ Classes	Participants per Capita
Kansas City	463,202	471,771	1.02
Austin	824,205	665,892	0.81
Minneapolis	392,880	441,475	1.12
St. Louis	318,069	93,569	0.29

NOTE: Figures for total participants not available for Denver, Little Rock, Wichita, and Springfield-Greene Co.

2.4.8 OPERATING BUDGET SOURCES

The following chart depicts the sources of operating funds for each system. Kansas City exhibits a much wider variety of operating budget sources than all other agencies in the study.

System	Operating Budget Sources						
Kansas City	Jurisdiction general fund- 48.2%	Agency fees and charges- 21%	Tax levy- 18.7%	Endow ment- 0.3%	Special use taxes- 10.5%	State grants- 0.3%	Donations- 1%
Austin	Jurisdiction general fund- 80.9%	Other- 19.1%					
Denver	Jurisdiction general fund- 85%	Other- 15%					
Minneapolis	Agency fees and charges- 24%	Tax levy- 65%	State grants- 1%	Other- 10%			
Little Rock	Jurisdiction general fund- 40%	Agency fees and charges- 60%					
Springfield-Greene Co.	Agency fees and charges- 30%	Tax levy- 60%	Other- 10%				
St. Louis	Jurisdiction general fund- 80%	Agency fees and charges- 14%	Tax levy- 3%	Endow ment- 1%	Federal Grants- 2%		
Wichita	Jurisdiction general fund- 65.2%	Agency fees and charges- 25.4%	Special use taxes- 9.2%	State grants- 0.1%	Federal grants- 0.1%		

2.4.9 CAPITAL BUDGET SOURCES

The table below describes the capital budget sources for each agency. As with operating sources, Kansas City brings in dollars from a much wider range of sources than the average benchmarked agency.

System	Capital Budget Sources						
Kansas City	Local gov't general fund (tax supported)- 4.4%	Local gov't dedicated fund (non-general funds)- 56.7%	General obligation bonds- 16.1%	Federal grants/funding- 13%	Gifts and sponsorships- 4.3%	Tax increment financing- 2.8%	Endow ment- 2.7%
Austin	Local gov't dedicated fund (non-general funds)- 3.3%	General obligation bonds- 91.5%	Other- 5.2%				
Denver	Local gov't dedicated fund (non-general funds)- 7%	General obligation bonds- 71.5%	State grants/ funding- 0.5%	Federal grants/funding- 0.25%	Private grants/ funding- 0.25%	Other- 20.5%	
Minneapolis	Local gov't general fund (tax supported)- 27%	Local gov't dedicated fund (non-general funds)- 8%	General obligation bonds- 13%	State grants/ funding- 46%	Other- 6%		
Little Rock	Local gov't general fund (tax supported)- 67%	General obligation bonds- 33%					
Springfield-Greene Co.	Local gov't general fund (tax supported)- 80%	Gifts and sponsorships- 15%	Other- 5%				
St. Louis	Local gov't general fund (tax supported)- 100%						
Wichita	General obligation bonds- 100%						

2.4.10 REVENUE SOURCES

The following shows each system's non-tax revenue sources. Kansas City demonstrates an optimal mix of sources for revenue generation when compared to all other agencies in the study.

System	Non-tax Revenue Sources						
Kansas City	Facility entry fees/ memberships- 23.8%	Programs and class fees and charges- 3.1%	Facility rentals- 10.9%	Facility, property, or ROW- 0.3%	Concessions, resale items- 9.1%	Endowment, grants, & donations- 52.4%	Permits- 0.4%
Austin	Facility entry fees/ memberships- 15.7%	Programs and class fees and charges- 66.7%	Facility rentals- 7%	Concessions, resale items- 8.4%	Other- 2.2%		
Denver	Facility entry fees/ memberships- 11%	Programs and class fees and charges- 8%	Faclity rentals- 14%	Facility, property, or ROW- 2%	Concessions, resale items- 2%	Other- 63%	
Minneapolis	Facility entry fees/ memberships- 6%	Programs and class fees and charges- 58%	Facility rentals- 11%	Facility, property, or ROW- 0.3%	Concessions, resale items- 10%	Other- 15%	
Springfield-Greene Co.	Fees and charges- 75%	Donations and other- 25%					
St. Louis	Facility entry fees/ memberships- 1%	Facility rentals- 67%	Facility, property, or ROW- 30%	Concessions, resale items- 2%			
Wichita	Facility entrance fees/ memberships- 59%	Programs and class fees and charges- 18%	Facility rentals- 10%	Facility, property, or ROW- 1%	Concessions, resale items- 12%		

NOTE: Revenue sources not available for Little Rock

CHAPTER THREE COMMUNITY NEEDS ASSESSMENT

Public engagement served as an important and critical part of the master planning process and the development of the community needs assessment. Conducting public engagement is not only necessary to effectively deliver a community-oriented park and recreation system, but also to ensure that a balanced, open, and collaborative approach is used to build public trust in the plan and the process. Engagement activities were intentionally planned to create outcomes that will secure support for the master plan by residents, governing boards, advisory groups, city management, and the diverse groups that utilize KC Parks' facilities and services. Public engagement during the planning process included interviews with community representatives, meetings with key departmental leaders, public open houses, and a city-wide web survey. Findings from each of these efforts are summarized below.

3.1 KEY LEADERSHIP AND FOCUS GROUP SUMMARY

Between April and June 2014, the consulting team conducted interviews with nine departmental leaders as well as seven focus groups that included a total of 26 community representatives. Questions for these discussions focused on strengths of the system, opportunities the department should pursue, needed facilities or services, the department's ability to communicate to residents, funding alternatives, and desired outcomes for the plan.

3.1.1 WHAT ARE THE STRENGTHS OF THE DEPARTMENT TO BUILD UPON?

- Excellent history of parks, parkways, and boulevards, including the way George Kessler's vision has been realized
- Large land base of parks with good distribution throughout the city
- Increasingly good reputation of community centers
- Appreciation of the parks by residents
- Strong maintenance of parks and fountains, making them a point of pride in the community
- Ongoing updates to parks in response to use demands
- The public image and brand of KC Parks
- The growing role that the department plays in promoting health, wellness, and fitness
- Good variety in programming and events
- The ability and willingness of the department to partner with many diverse organizations
- Dedicated employees with long history working in the department
- Ability to do well with limited resources
- Strong leadership team, including recent hires in key managerial positions
- Opportunities for new programs and services

3.1.2 WHAT OPPORTUNITIES OR IMPROVEMENTS SHOULD THE DEPARTMENT PURSUE?

- Ongoing and growing demand for trails and connectivity between parks and the community
- Assess equity throughout the system and address underserved areas and populations
- Encourage community center and park maintenance staff to get to know and develop relationships with their neighborhoods
- Take on a larger role in providing athletic, fitness, and wellness programs rather than being a facility manager and broker for other organizations offering those programs on city property
- Ensure community center hours are aligned with usage demand
- Address maintenance issues and perform repairs at existing parks
- Continue to follow recreation trends and provide facilities to accommodate emerging activities

- Expand partnerships, sponsorships, and friends groups to help with the maintenance of parks
- Additional partnerships with schools for programming and joint facility use
- New partnerships with healthcare providers and public health initiatives
- Additional special events (with partners) to promote awareness of parks and programs
- Ongoing need to match personnel with the right skills to the job, and not just placing senior or tenured employees into these positions
- Additional programs for people with disabilities, including creating convenience and comfort for those users
- Opportunity to do more neighborhood-level marketing of day-to-day offerings (beyond special events)
- Ensure that park maintenance standards are consistent between parks and continue to support Kessler's vision

3.1.3 ARE THERE KEY FACILITIES OR SERVICES MISSING?

- Additional programs and services to:
    - Promote health and wellness
    - Cater to the aging population
    - Attract teens and tweens
    - Reach inner city youth
- A community center on the east side of the city
- Aquatics facilities and programs (indoor and year-round)
- There is an increasing need for adult athletic leagues and coordination of them
- Additional features to enhance physical accessibility / ADA compliance
- New facilities and programs to accommodate the growth in the northland
- Park maintenance facility to serve the growing North District (currently the North maintenance facility is in the Central District)
- Athletic fields and general purpose fields to accommodate a variety of sports
- Addition of and protection of current trees throughout the park and boulevard system

3.1.4 HOW WELL DOES THE DEPARTMENT COMMUNICATE AND MARKET ITS FACILITIES AND SERVICES?

- Marketing and communication is multi-faceted and strategic
- Strong recent efforts to build KC Parks brand and utilize more outlets like social media
- Most efforts are focused on big-ticket city-wide events and initiatives
- Could be opportunity to do more segment- or neighborhood-specific marketing, but staffing and resources are limited
- Energy should continue on "getting the word out" to increase awareness of the programs and facilities available to the public
- Marketing efforts are shared between the marketing manager and community center managers
- Both recreation staff and park maintenance staff can be empowered more to build relationships with neighborhoods and user groups to communicate offerings and build ownership in the system
- Must continue to communicate/advertise the taxpayers' return on investment with the recent sales tax approval

3.1.5 HOW SHOULD THE DEPARTMENT BE FUNDED TO MEET NEW DEMANDS?

- Sales tax revenue and earned income will continue to fund departmental operations
- The department should explore new ways to generate revenue to take the pressure off of the sales tax revenue as the primary funding source
- Capital improvements and deferred maintenance will continue to be funded through the PIAC (Public Improvements Advisory Committee) process
- Sales tax revenue is for operations, not capital. Occasionally there is a misconception that the department does not need PIAC funding because they receive sales tax revenue, but this is not true and needs to be communicated.
- The department should continue to foster philanthropy, sponsorships, and donations to assist with the maintenance and care of parks
- A balanced and diversified funding model will be important for the department over the long-term
- Additional training is needed for recreation center managers on the principles of business and financial planning

3.1.6 WHAT KEY OUTCOMES WOULD YOU LIKE TO SEE FROM THIS PLAN?

- A communication tool for the department to use with the public to engage them in decision-making and help articulate how trade-off decisions about the use of limited resources are made.
- A communication tool for the department to use with its own staff to involve them and make them aware of the overall departmental strategy.
- A clear implementation plan tied to performance metrics for senior staff.
- Integration of recreation needs with land and facility needs.
- More community outreach; increasing access of residents to the programs and facilities of the system.
- A plan to adjust programs and services as the needs of the city evolve.
- A way to ensure that the system will be equitable to the entire city, especially as it grows and changes over time.
- Adequate funding for the department to maintain the same (or better) level of care and number of programs.
- Affordable opportunities for everyone to participate in the offerings of the department.
- A strategy for understanding and coordinating the gaps and overlaps created by similar providers in the area.
- An emphasis on taking care of what we have instead of building too many new facilities.
- Priorities on making the department more of a key player in providing health and wellness to the city.
- Ways to keep the parks well maintained and an icon for the city.
- A priority on more connectivity throughout the area through trails.
- Additional attention to accessibility and ADA compliance.
- A tool for staff development, recognizing that even if the department had all of the money it needed, it still would not be able to be successful without a capable and motivated staff.
- More emphasis on arts and culture in parks and programs.
- A plan that stays true to George Kessler's vision and legacy for the parks system by protecting park maintenance and design standards.

3.2 PUBLIC FORUM SUMMARY

Two sets of public forums were held by the department and consulting team to describe the planning process and collect input from residents.

3.2.1 PUBLIC FORUM 1

The first public forum was held on June 24, 2014 at the Southeast Community Center and included an overview of the scope of the planning project, a summary of the demographic analysis for Kansas City, a review of key recreational trends, and a participatory session with attendees to identify strengths, weaknesses, opportunities and threats. The consulting team shared their preliminary observations and engaged the audience to expand, elaborate, and add to those findings. Participants were also asked to identify their most important outcome desired from the master plan. The feedback received is summarized below. Within each list, the most frequently mentioned comments and concepts are listed first.

STRENGTHS
- Excellent history of parks, boulevards, and parkways
- Large land base of parks
- Distribution of parks throughout city
- Wide breadth of offerings of facilities, programs, and parks
- Partnership efforts
- Residents' appreciation of park system
- Brand recognition and appreciation
- Ability to do well with limited resources
- Sales tax provides sustainable funding
- Strong support from volunteers
- Accessibility at most parks and facilities

WEAKNESSES
- Gaps in trail system
- Additional community center and recreation facilities needed on east side
- Lack of awareness of all that Dept. has to offer
- Safety and lighting improvements needed
- Need to promote health and wellness opportunities more
- Need additional community services in urban core
- Variance in maintenance standards, especially in urban core
- Despite steady nature of sales tax, funding still limited
- Sales tax only for operations, not capital improvement
- Lack of dog parks

OPPORTUNITIES
- Emphasis on healthy lifestyles in parks, facilities, and programs
- Engaging residents more – especially youth and seniors
- Providing more equity in terms of access and condition throughout the system
- Additional interaction and planning with neighborhood associations
- Expanding partnerships, especially with school system and similar providers
- Expanded marketing with more segment-oriented approach
- New programs and facilities to meet emerging recreation trends

- Staff development and cross-training for enhanced department coordination
- Working with similar providers to reduce overlap and fill gaps
- Coordination with other planning efforts
- Additional promotion of recreational, historic, and cultural "gems"
- Development of parks foundation

THREATS
- Keeping up with development in north part of the city
- Funding operation of new parks and facilities over the long-term
- Protection of historical system as a whole
- Safety improvements needed
- Addressing deferred maintenance and taking care of the existing system
- Maintaining equity and balance throughout system
- Staff retirements in coming years including ensuring leadership succession and protecting institutional memory
- Need for a maintenance management plan to take care of the system
- Unauthorized use and illegal dumping in parks
- Difficult to use city web site

MOST IMPORTANT OUTCOME
- Strategy to maintain what is already owned and update underutilized parks
- Encouragement of more stewardship of parks by the community
- More involvement from volunteers
- Engagement of youth and finding ways to connect them with the system
- Need to develop parks using grant funding
- High quality park maintenance
- Skate park in Platte Woods / Park Hill area
- Easy access to outdoor pools, especially in Brookside/Waldo area
- Celebration of historic resources

3.2.2 PUBLIC FORUM 2

The second set of public forums included three meetings held in 2015 at the offices of the 3 Trails Community Improvement District on July 20 in the southern area of the city, the offices of Maincore on July 21 in the central area, and the offices of Northland Neighborhoods, Inc. in the northern area. The meetings included an overview of the planning process, key findings, and an activity for participants to indicate their highest priorities for the system based on the consulting team's draft recommendations. Results from the activity and other submitted written comments are summarized in **Appendix A**.

3.3 WEB-BASED SURVEY FINDINGS

A survey was made available to members of the Kansas City community from May 12 to August 4, 2014, in which time there were 147 participants. This questionnaire was administered via the KCMO Parks and Recreation Department website and promoted through social media in order to aid in the planning process. Questions were tailored to focus on residents' interests, needs, and use patterns of KCMO Park and Recreation facilities, as well as key issues the Department is facing. This analysis is meant to be utilized as an additional means of collecting information to complement focus group, public, and stakeholder meetings. It is also important to note that this is not a statistically valid survey. All the responses to these questions are anecdotal; the results cannot be confidently generalized to the overall population.

3.3.1 FROM THE FOLLOWING LIST, PLEASE CHECK ALL THE ORGANIZATIONS THAT YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE USED FOR INDOOR AND OUTDOOR RECREATION AND SPORTS ACTIVITES DURING THE LAST 12 MONTHS.

At 83.6%, a majority of participants indicated that they, or a member of their household had used KCMO Parks and Recreation within the last year. Just over half marked that they had visited a county park, or a park in another city within that time frame. There is also a high propensity to use fewer private organizations or providers and more community driven facilities.
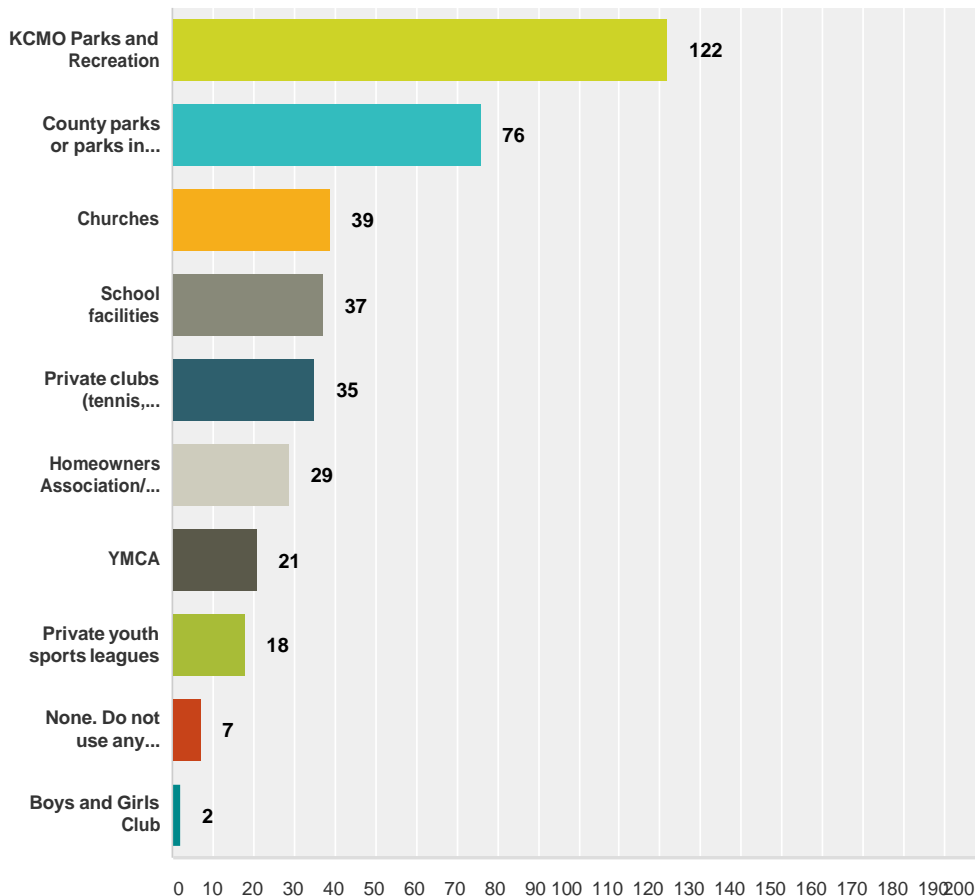
3.3.2 HOW OFTEN DID YOU OR MEMBERS OF YOUR HOUSEHOLD VISIT KCMO PARKS AND/OR FACILITIES IN THE PAST 12 MONTHS?

Within the last year, almost half of the participants visited a KCMO park or facility at least once a week, 16.0% answered a few times a month, 14.0% monthly and 15.0% said they visited less than once a month.
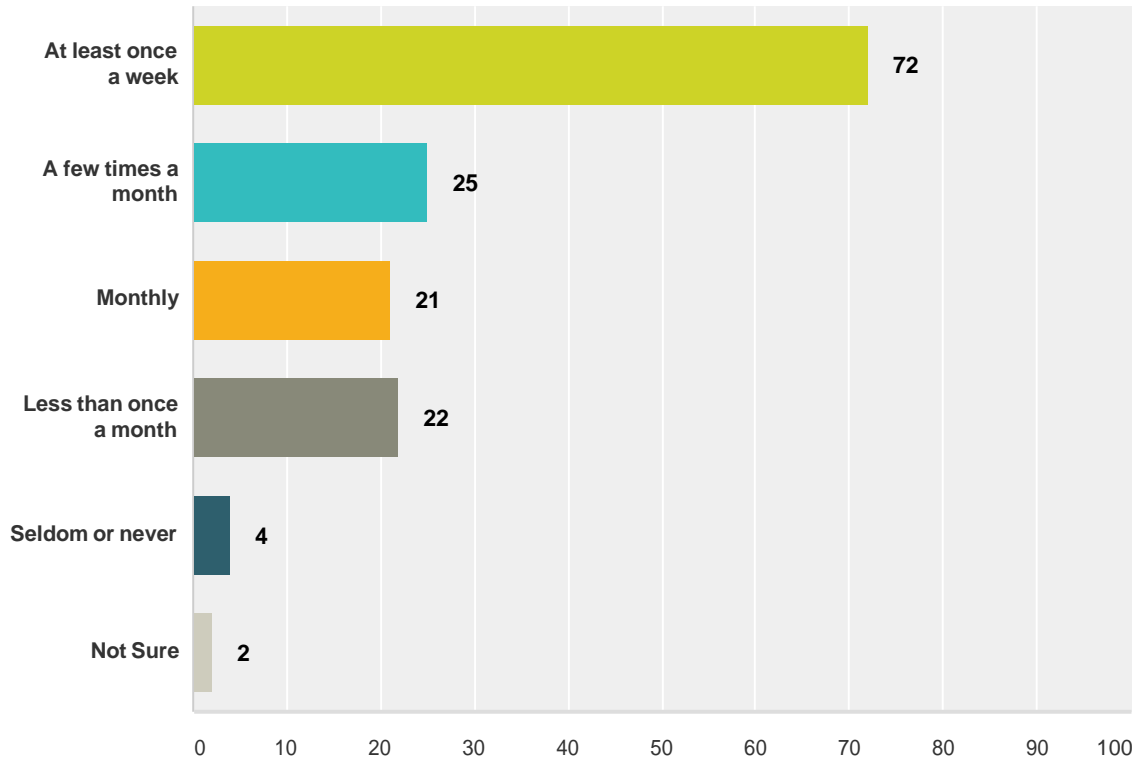
3.3.3 WHAT KCMO PARKS AND RECREATION OPERATED FACILITIES/AMENITIES DO YOU VISIT MOST OFTEN?

At almost 50.0%, exercise trails were the number one single facility most visited by those surveyed. Around 44.0% answered the zoo and fountains or monuments, and 57.0% noted that they had visited the ice arena, Loose Park or playgrounds. It is also interesting to note that more people went to the WWI Museum than to community centers.

Facility	Value
Ice Arena, Loose Park,...	82
Exercise Trails	70
Fountains/Monuments	62
Zoo	57
WWI Museum	36
Off Leash Dog Park	31
Starlight Theatre	29
Picnic Shelters	24
Community Centers	21
Swimming Pools	21
Athletic Fields	19
Lakes	16
Lakeside Nature Center	15
Disc Golf Course	15
Golf Courses	10
Shoal Creek Living Histo...	7
Skateboard Park	6
Tennis Courts	4
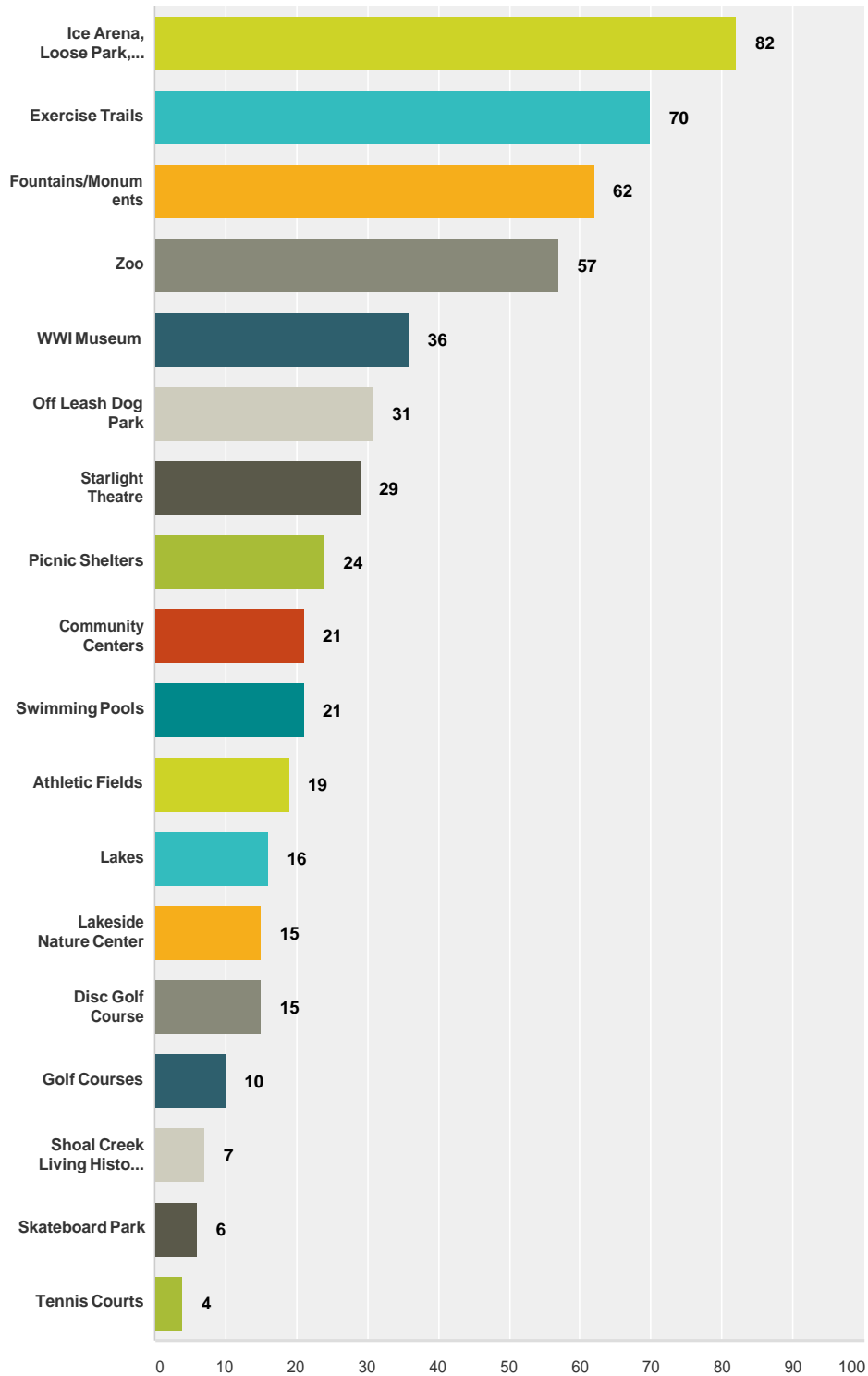
3.3.4 ON AVERAGE, WHEN YOU VISIT A KCMO PARK OR FACILITY, HOW LONG DO YOU STAY?

Half of participants indicate they visit a park for 1-2 hours on average, about 20.0% say either 30 minutes to an hour or 2 or more hours, with only 3.5% visiting for less than 30 minutes. This means that almost 75.0% stay for more than an hour in KCMO parks.
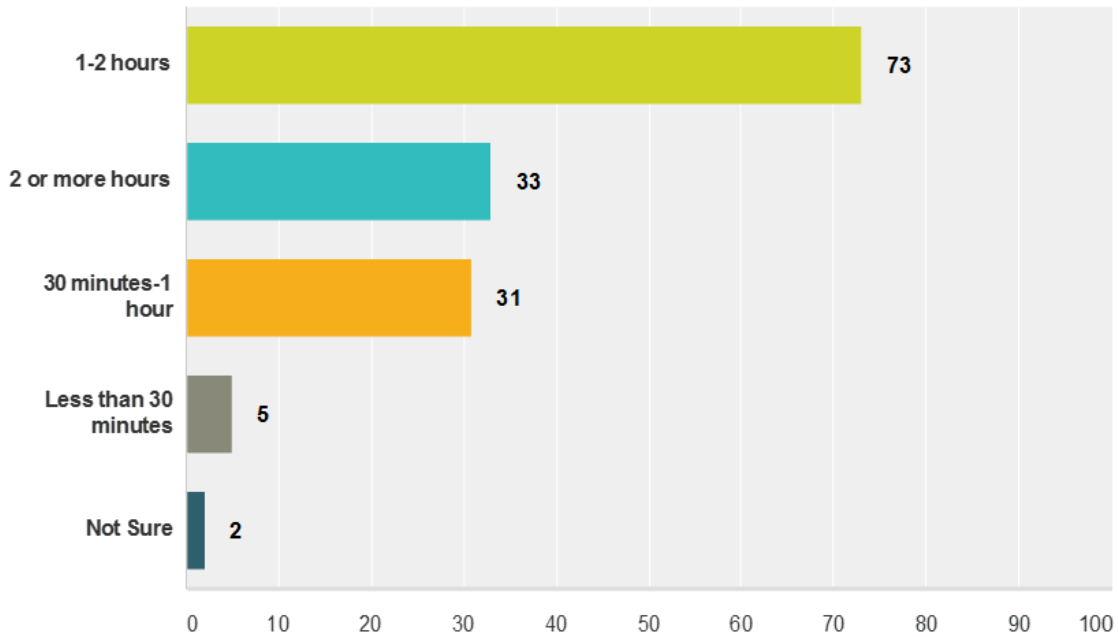
3.3.5 HOW IMPORTANT TO YOU ARE EACH OF THE FOLLOWING BENEFITS PROVIDED BY PARKS AND RECREATION? PLEASE RANK YOUR TOP FOUR.

Of the 145 individuals answering this question, 114 (78.6%) indicated "enjoyment of open space/nature" as one of their top four of seven most important benefits of parks and recreation. "Preservation and management of open space/nature" (73.8%) and "Maintenance of parks" (67.6%) also received top rankings. "Entertainment" (27.6%) and "Social interaction" (26.2%) were cited least often of all options as most important benefits.

	First Choice	Second Choice	Third Choice	Fourth Choice	Total
Enjoyment of open space/nature	40	32	26	16	114
Preservation and management of open space/nature	26	28	27	26	107
Maintenance of Parks	38	21	18	21	98
Physical Activity/Health	19	22	24	24	89
Beauty and Aesthetics	8	23	24	21	76
Entertainment	5	9	14	12	40
Social Interaction	7	7	7	17	38

3.3.6 PLEASE CHECK ALL THE REASONS THAT PREVENT YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD FROM USING PARKS, RECREATION AND SPORTS FACILITIES OR PROGRAMS OF THE KCMO PARKS AND RECREATION DEPARTMENT MORE OFTEN.

Poor maintenance of facilities and parks being too far from residences were the top reasons for users who did not visit parks. At 40.0%, participants cited either unfamiliarity of programs being offered, or the location of parks as a main source of non-use.

Reason	Value
Facilities are not well...	55
Too far from our residence	55
Security is insufficient	40
I do not know what is bein...	38
Program or facility not...	25
Facilities lack the rig...	24
Use facilities in other cities	18
Lack of quality...	16
Program times or facility...	16
Lack of parking by...	16
Use services of other...	15
I do not know locations of...	13
Fees are too high	10
Facility operating ho...	8
Poor customer service by...	5
Registration for programs...	4
Class full	3
Not accessible for people w...	3

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3.3.7 HOW SATISFIED ARE YOU WITH THE OVERALL QUALITY OF KCMO PARKS AND RECREATION PROGRAMS?

Approximately 37.67% of respondents were satisfied with the quality of Parks and Recreation Programs, 10.0% being very satisfied and another 10% expressing dissatisfaction.   Questions 7-12 show an overall satisfaction with the quality of the KCMO Department with a large number of neutral participants. This sets up the opportunity to increase these users' levels of satisfaction.
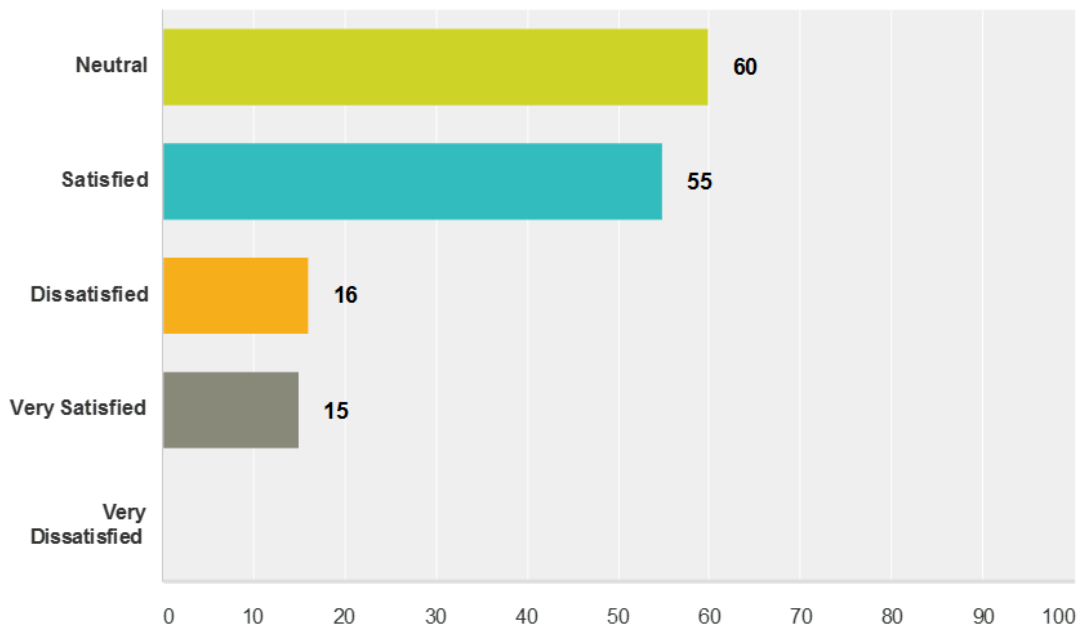
3.3.8 HOW SATISFIED ARE YOU WITH THE MAINTENANCE OF CITY PARKS?
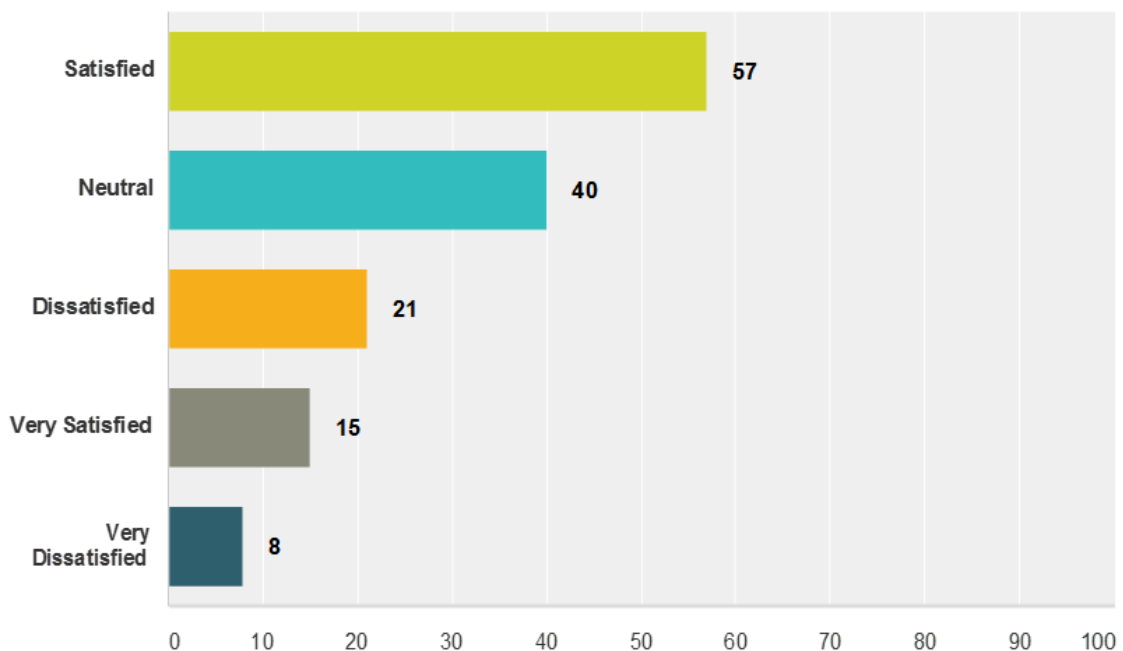
3.3.9 HOW SATISFIED ARE YOU WITH THE MAINTENANCE OF BOULEVARDS AND PARKWAYS
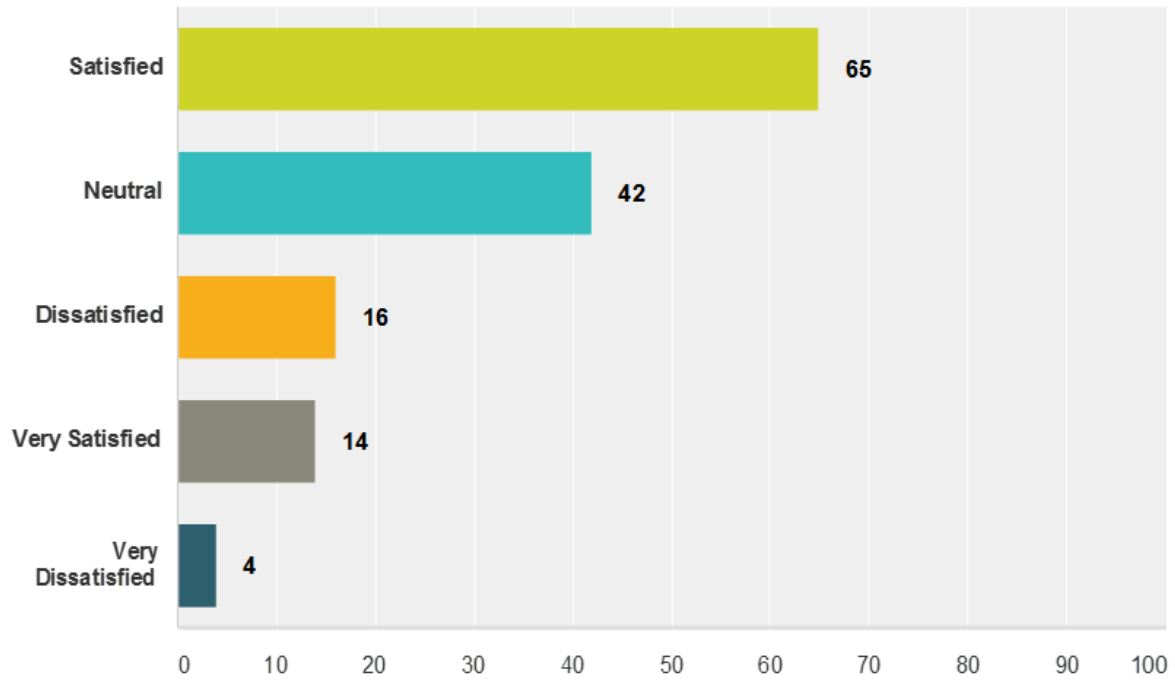
3.3.10 HOW SATISFIED ARE YOU WITH THE MOWING AND TREE TRIMMING ALONG CITY STREETS?

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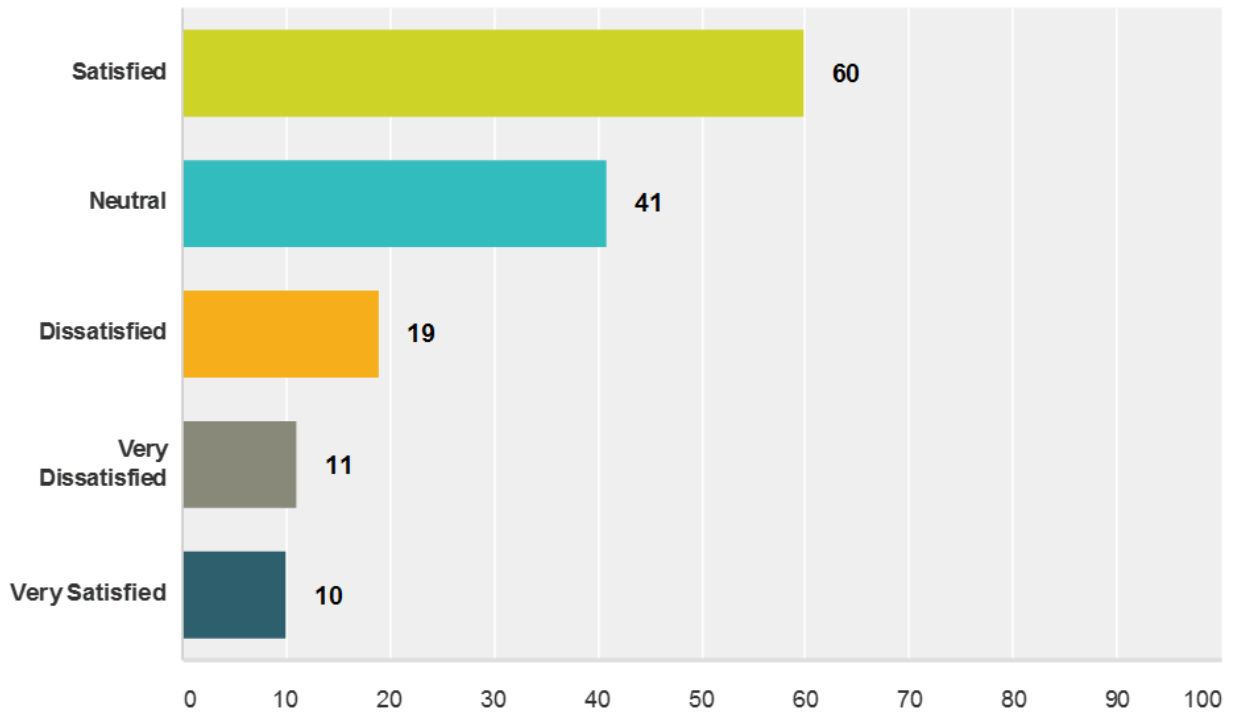
3.3.11 HOW SATISFIED ARE YOU WITH THE QUALITY OF FACILITIES (PICNIC SHELTERS/PLAYGROUND) IN THE PARKS?

Category	Value
Satisfied	62
Neutral	43
Dissatisfied	24
Very Satisfied	9
Dissatisfied	3
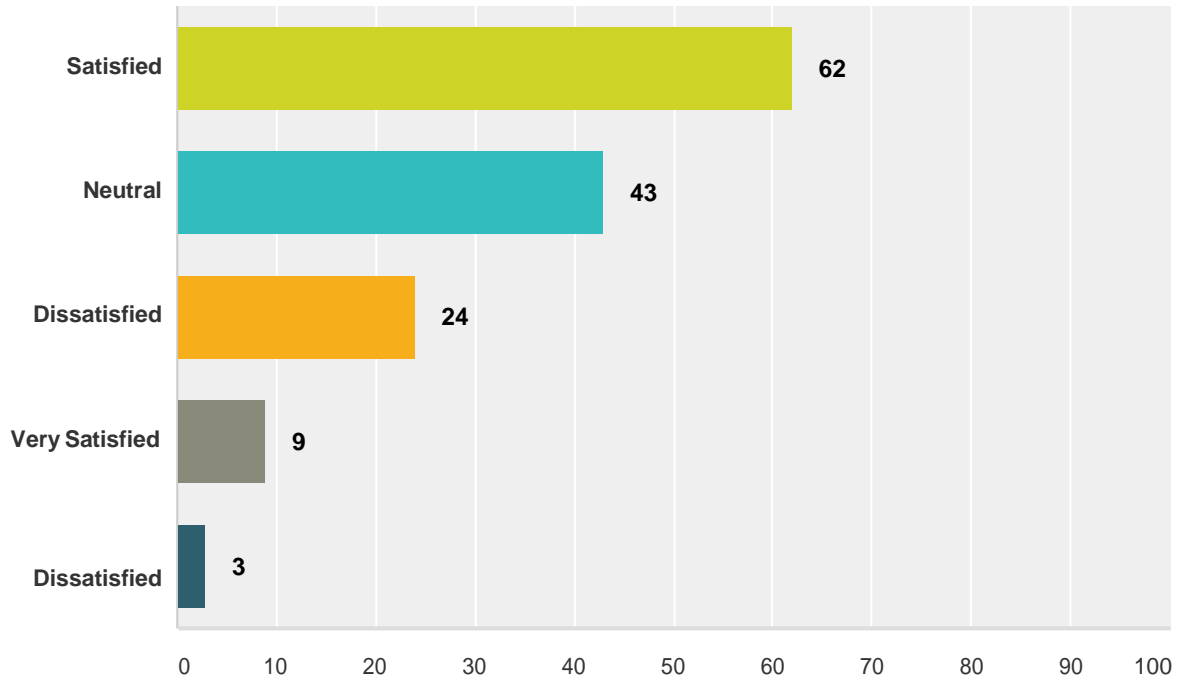
3.3.12 HOW SATISFIED ARE YOU WITH THE WALKING AND BIKING TRAILS IN THE CITY?

Category	Value
Satisfied	43
Neutral	37
Dissatisfied	26
Very Dissatisfied	18
Very Satisfied	16
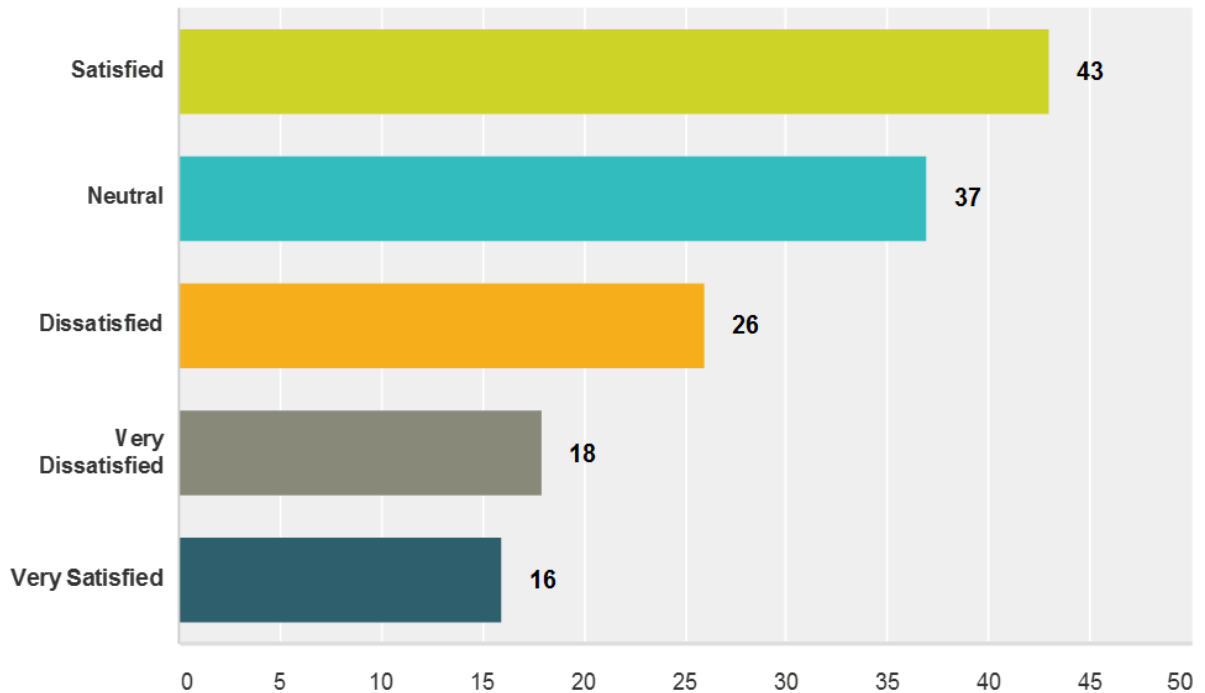
3.3.13 HOW SATISFIED ARE YOU WITH THE QUALITY OF CUSTOMER SERVICE FROM KCMO PARKS EMPLOYEES?

Questions 13-16 are heavily program focused and all responses carry a neutral heavy theme. This could indicate that users may not have engaged enough in the specific programs to form a valid opinion or that they express a level of somewhere between the categories of satisfied and dissatisfied.
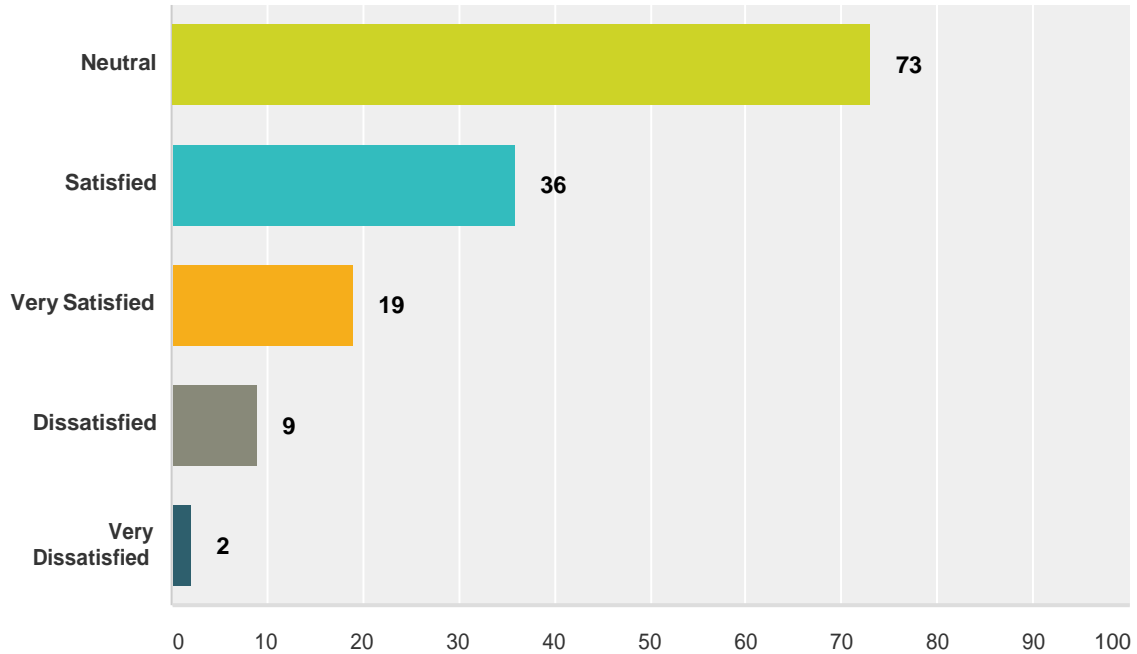
3.3.14 HOW SATISFIED ARE YOU WITH THE REASONABLENESS OF FEES CHARGED FOR RECREATION PROGRAMS?

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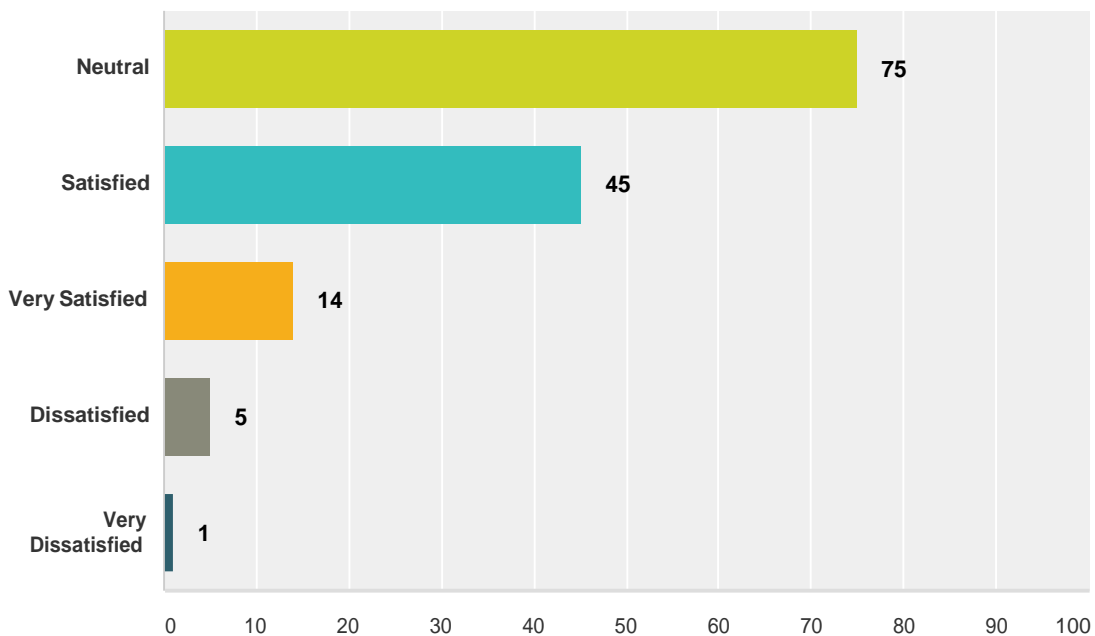
3.3.15 HOW SATISFIED ARE YOU WITH THE CITY'S SWIMMING POOLS/PROGRAMS?

Neutral	89
Satisfied	19
Dissatisfied	16
Very Dissatisfied	9
Very Satisfied	4
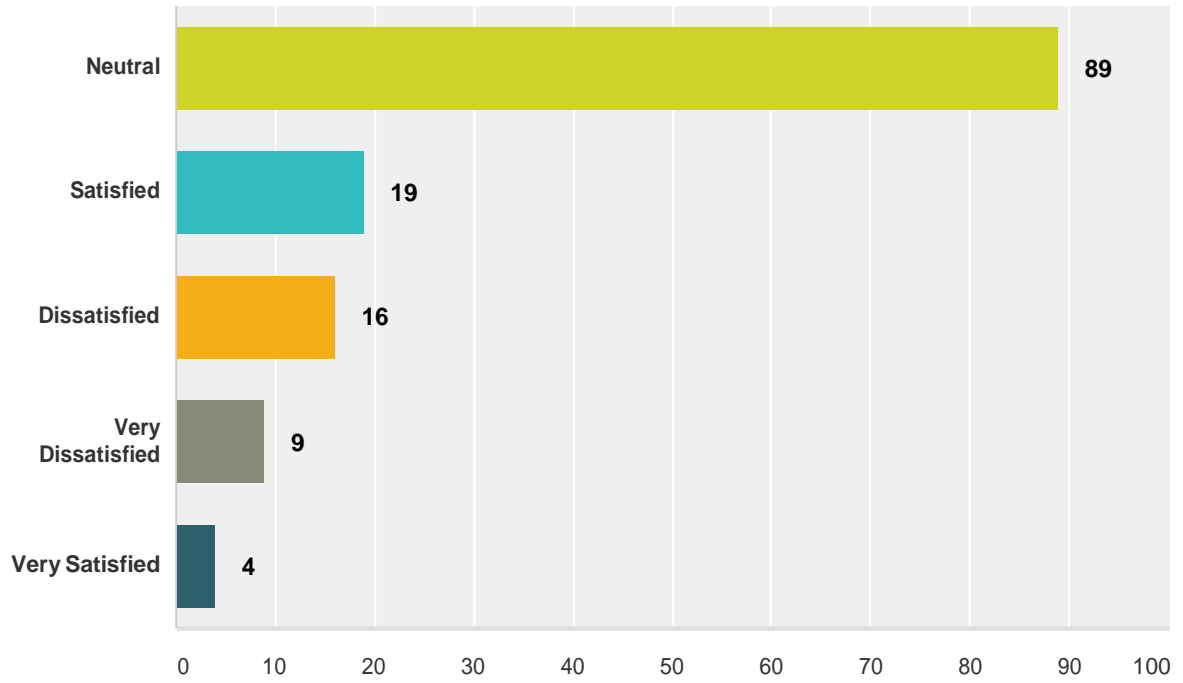
3.3.16 HOW SATISFIED ARE YOU WITH THE CITY'S YOUTH PROGRAMS?

Neutral	98
Dissatisfied	10
Satisfied	8
Dissatisfied	4
Very Satisfied	3
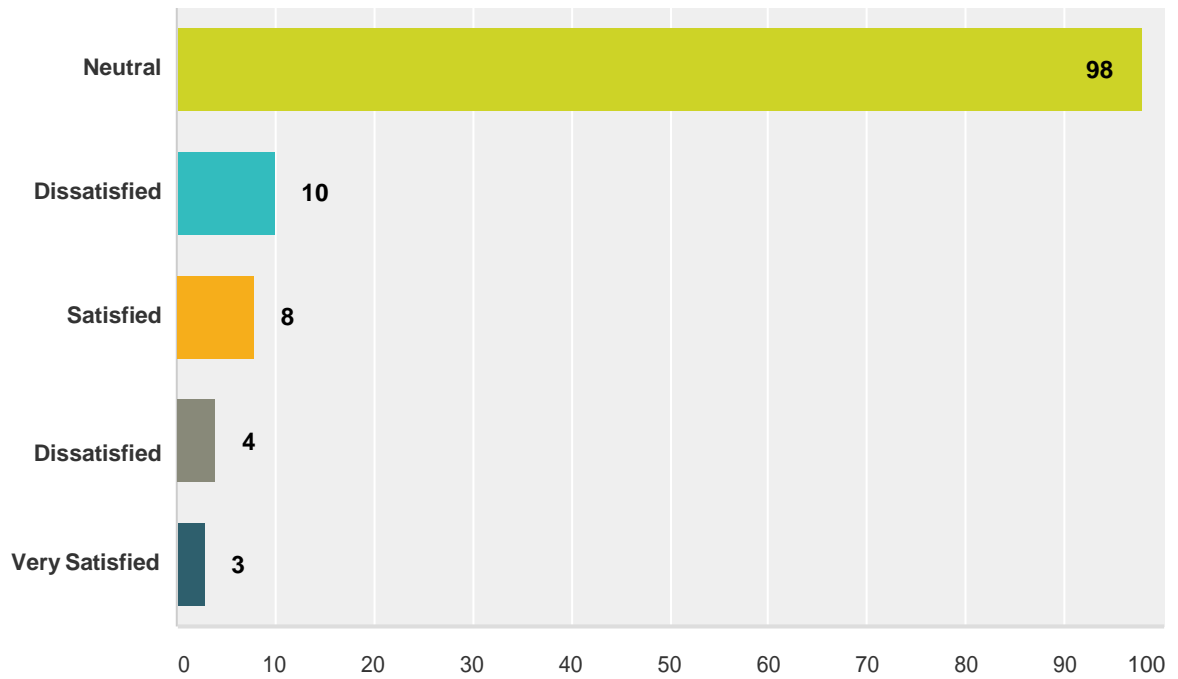
3.3.17 IF AN ADDITIONAL $100 WERE AVAILABLE FOR KCMO PARKS, TRAILS, SPORTS, AND RECREATION FACILITIES, HOW WOULD YOU ALLOCATE THE FUNDS AMONG THE CATEGORIES OF FUNDING LISTED BELOW? [PLEASE BE SURE YOUR TOTAL ADDS UP TO $100.] IF YOU CHOOSE "OTHER" AS AN OPTION PLEASE DESCRIBE IN QUESTION 18.

The highest allocation of funds from among participants was both the maintenance of current parks and facilities, along with acquisition of new parkland and trails. While these were of high value, there was a notable lack of interest in recreation programming.

Category	Value
Maintenance of existing par...	35
Acquisition and developm...	33
Maintenance of existing...	22
Acquisition of new park lan...	18
Offering more recreation,...	12
Development/ improvement of...	13
Construction of new sport...	14
Other	53
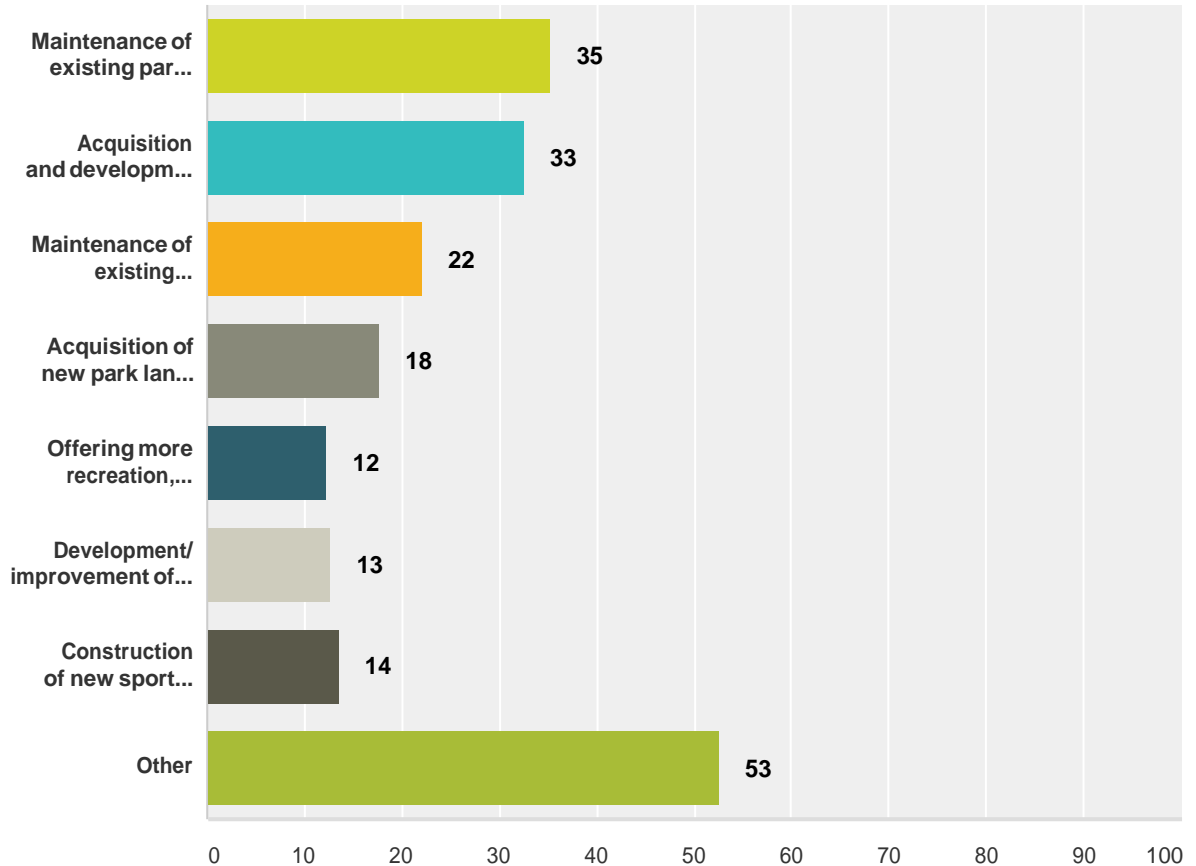
3.3.18 IF "OTHER" WAS CHOSEN FROM QUESTION 17, PLEASE DESCRIBE.

The main answers from the choice "other" were an avocation for public pools, followed by playgrounds, bike lanes and dog parks.

Below is a list of all the responses from participants. All bolded words are products of our consultant emphasis to point out key themes and ideas throughout the response.

- **Playgrounds** in every park, parity of services across the city. like in the northland there's more activities with gladstone, liberty and nkc than kcmo
- **Add bike lanes** (preferably protected) to every boulevard where it can feasibly done. I frequently bike on boulevards such as Admiral, Paseo & Armour, and the amount of right-of-way dedicated to cars is out of proportion to the actual amount of traffic I observe. Adding bike lanes would improve safety and be an easy way to entice people to cycle and improve the park-like feel of the city's boulevards.
- Second **sheet of ice at Line Creek**
- Please provide better **access to non-motorized transportation on boulevards**. Armour and Gillham for example could stand to be narrowed with added bike lanes and traffic calming. Also improve pedestrian connections around parks. Coordinate with Public Works! It's very unfortunate and ironic that it is so incredibly difficult to walk to the 15 or so parks within 2 mile of our home. Bike lanes, crosswalks and sidewalks on boulevards!
- I'd pay more for highly qualified, **experienced personnel** with clear expectations of performance and a 1 year trial basis
- Buy Bingham Jr High on Wornall, and make it a **new city park**, preferably with an **off leash dog area**. Or else finally build the off leash area at Sunnyside. It would help drive the homeless people out of camping in the park to have the constant activity of people.
- Building new **fountains**
- The **lack of options in the Northland** yet paying for these services in taxes is unfair. Constructing a facility is a priority. Secondarily, there is a **lack of sand courts** in the northland and only Lee's Summit has one with some cover.
- **Kansas City Museum** renovation and maintenance
- Put in an **outdoor pool** with lifeguards.
- Build a nice **pool** in Midtown, the one in south hyde park is a mess
- I would use this money to build and maintain a high-quality **neighborhood pool** like every KS suburb has (Fairway, Prairie Village, Mission, etc). This amenity is severely lacking in KCMO, especially in the midtown area. Additionally, I would use this money to solve the homeless situation in Roanoke Park. Roanoke Park is a beautiful area with improving playgrounds, great trails, etc, but the **homeless population** continues to maintain a stronghold there... Drinking by the playgrounds, verbally assaulting park-goers, staring down young moms and kids, living on the trails. It's a problem.
- More neighborhood **pools**
- Construct more community **pools**.
- Several years ago the city council stripped the Parks Department of the money that had been set aside to rebuild the Swope Park Greenhouse. I would like to see the **greenhouse restored** so that the Parks Department can return to growing their own plants instead of purchasing them from vendors and having contractors do the planting.
- Our **youth** need things to do.

- Maintain **natural plant communities**; defend from invasive species; reduce/remove non-native plants that require mowing in favor of plants that do not need mowing or only need mowing once or twice a year (sedge lawn; buffalo grass) freeing up money spent on **mowing services**
- There needs to be more care of the **ceramics studios**. as they are. The space needs to be reevaluated and the equipment needs to be better maintained.
- Please notice what want even considered an option: **Ceramic**, drawing, painting would be wonderful. Here in Old Northeast we have a ton of kids because of affordable housing, but in the summer they just drift around causing trouble in the neighborhood. We need a **community center** to focus their energy into something constructive.
- **Water feature** at an off leash dog park. Access to **clean water for dogs to swim in**
- Maintain current **dog park**a and create new ones
- **Indoor pool** with deep/er water
- **Installing a pool** or spray ground in south KC/ Ward Parkway area in a good Neighborhood/ part of town.
- **Clean up** of the **Indian Creek trail**. It's full of trash, in the water, along the trail
- For more recreation, **fitness and sports programs** more effective programs effectively offered, effectively marketed and effectively funded to effectively bring more **KC youth** into park service
- KC has an utter **lack of quality pools**, spray facilities, etc. for children & families alike, ESP persons of lower economic status that cannot afford to pay large amts of money to go to "The Bay" and other such water parks.
- KCN Railroad
- The money should go towards **staffing** for **more programs at your community centers**. As well keeping your **website** updated, the centers information is always wrong.
- **Mountain bike trails**

3.3.19 PLEASE CHECK ALL THE WAYS YOU WOULD PREFER TO RECEIVE PARKS-RELATED INFORMATION.

The greatest majority of answers were preferences to receive information through the website, social media and emails. But there is a strong segment that still prefers to receive a physical copy. This demonstrates a need to have both forms of communication. Survey responses seem to indicate that public service announcements (PSA's) are not the most efficient use of the department's resources.

Category	Value
Website	84
Emails	67
Facebook, Twitter and...	67
Activity Guide	47
Materials at parks &...	41
Direct Mail	27
Flyers/newsletter	25
Newspaper	24
PSAs	11
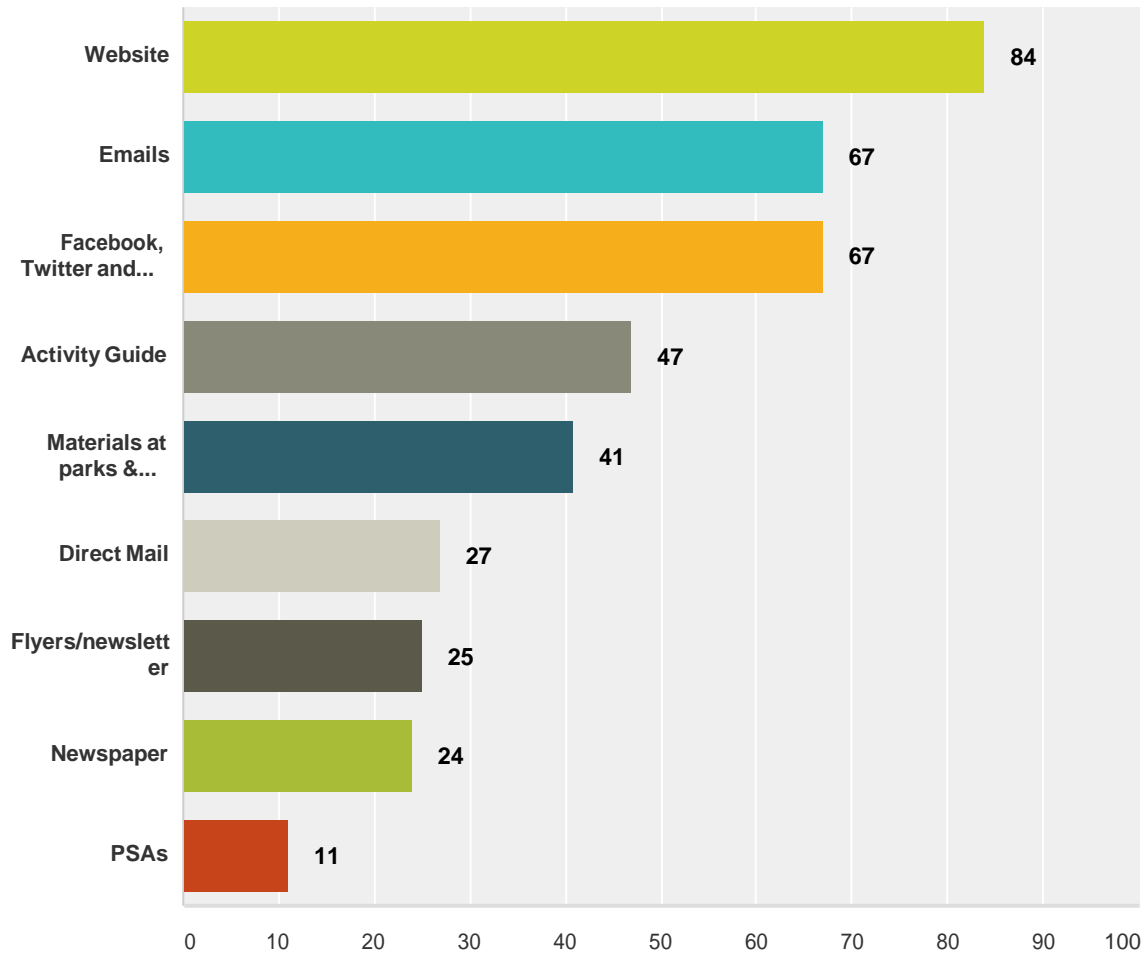
3.3.20 DO YOU LIVE/WORK IN KCMO?

These next questions provide valuable insight as additional statistics allow us to further analyze the motivations, conditions and reasons behind certain behaviors or preferences of participants involved in the survey.
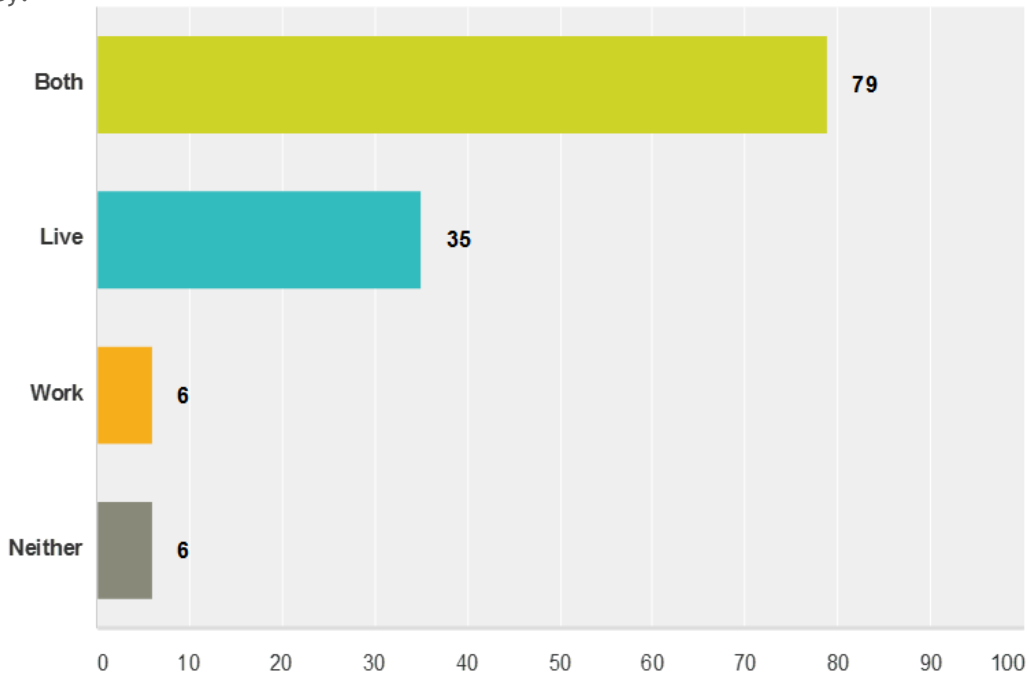
3.3.21 WHAT IS YOUR AGE?
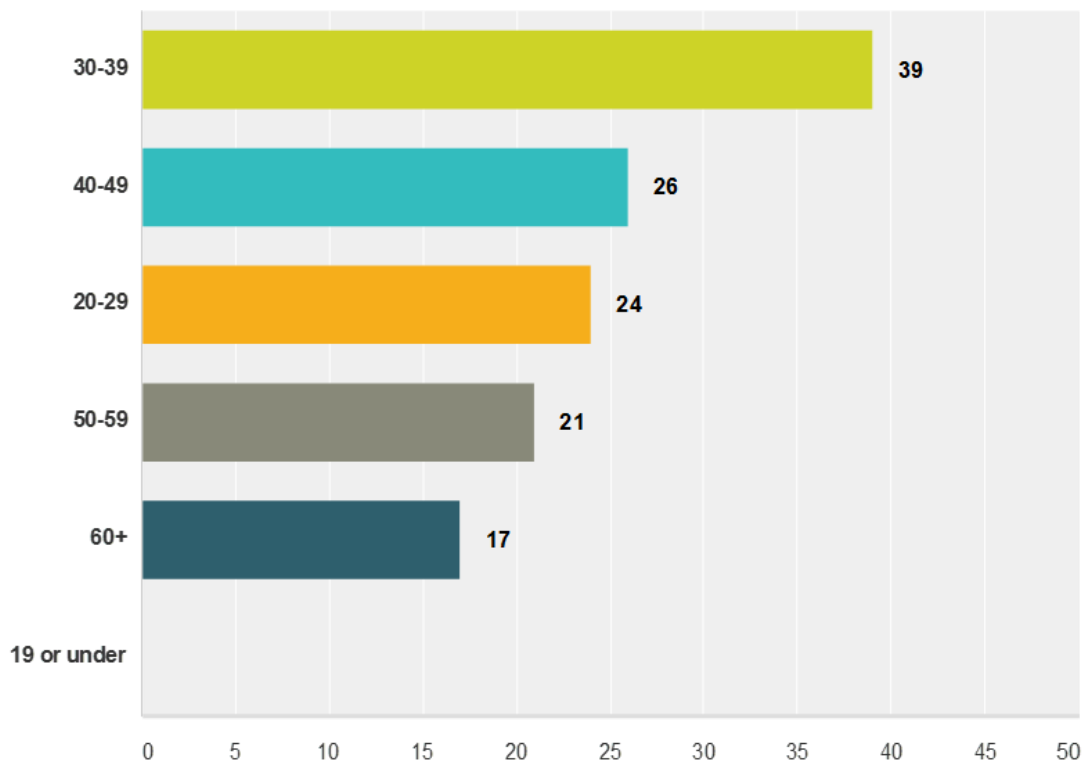
3.3.22 WHAT IS YOUR GENDER?

The statistics for this graph show a value of 59.05% for female participants and 40.95%, for males. The U.S Census data records the Kansas City female and male populations at 51.50% and 48.5% respectively.
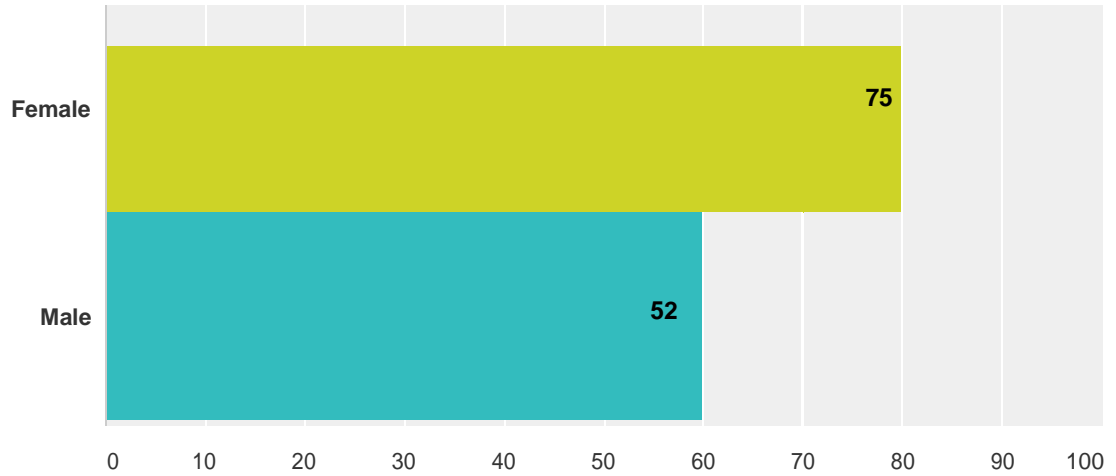
CHAPTER FOUR PARK, FACILITY, AND PROGRAM ANALYSIS

4.1 PARK AND FACILITY ASSESSMENT

4.1.1 INTRODUCTION

The consulting team in conjunction with KCMOPRD staff assessed the inventory of parks within the Department. The assessments provide an understanding of existing offerings of the system and an understanding of existing conditions, size, age, strengths, weaknesses, opportunities, and maintenance or operational issues within parks. Based upon these assessments, comprehensive recommendations for classifications based on National Recreation and Park Association (NRPA) guidelines can be developed. Using these classifications, a standard for Level of Service to the residents of Kansas City can be identified and allow for the formulation of capital improvement recommendations for future enhancements for the full system.

All parks within the system are listed in **Appendix B**. The name, location, classification, overall park condition rating, park district, council district, acreage, county, and year acquired are specified. A profile of each park, including property descriptions, strengths, weaknesses, and site-specific recommendations is provided in **Appendix C**.

4.1.2 METHODOLOGY

Overall evaluation of the park system included three approaches:

- Field observations by the consulting planning team
- Staff observations provided by KCMOPRD employees
- Comparison of the park system with best practices within the parks and recreation profession as developed by the Trust for Public Lands, the National Recreation and Parks Association and the consulting planning team.

Each park has been rated based on its physical condition (i.e., Excellent, Good, Fair, and Poor) and has also been categorized by its type (Mini Park, Neighborhood Park, Community Park, Regional Park, Special Use Park, or Preserve/Greenway). A list of the park ratings and parks by type has been compiled and these lists have been used as follows: a) for overall park system analysis to determine the percentage of parks which have been rated as either Excellent, Good, Fair, or Poor; b) to compare the park system with national benchmarks; c) and to use the data from the park inventory to develop recommendations that KCMOPRD can use to make changes that will reduce the number of parks in the poor and fair categories by elevating them to a higher level.

- **Excellent** is reserved for those parks that are state-of-the-art in both construction and design. These parks will not require any major repairs or modernization for at least ten years. Very little leeway is given for imperfections such as peeling paint, graffiti, rust, or inadequate play area surfacing, etc.
- **Good** is a rating given to those parks whose design and amenities are strong in appearance but are showing the normal wear and tear expected throughout a park system. Maintenance appears to be regular, the grass is mowed, play area surfacing is kept at an acceptable condition or depth and free of weeds, structures are painted, and major repairs or renovations are at least five to ten years away.
- **Fair** is a rating in which the property itself may very well be attractive but the amenities are in a state of decline. Maintenance is less frequent or at least cannot turn back the clock on

normal decline. Play equipment is still safe but maybe rusting, bleaching or worn; structures such as restroom buildings are in need of repairs such as paint, shingles or cleaned of graffiti; ball fields are playable but the infields are grass covered creating a hazard, fencing is warped or rusting, dugouts are undersized or may not drain well after it rains and bleachers are not up to code. These parks need major repairs or renovation within three to five years.

- **Poor** is a rating for which the park and its amenities, as a whole, are at the end of their life cycle. Typically, a park in poor condition may not be well maintained. There may be trash on site as well as glass and weeds. The amenities are out of date and in many cases are unsafe or fail to meet current codes. Frequently, parks in this category appear to have been all but abandoned. These parks need rebuilding following a new master plan as soon as it can be scheduled.

4.1.3 PARK TYPE DESCRIPTIONS

The KCMOPRD park system includes at least one example of each of the park types that are described below. As this plan is implemented, it may be necessary to adjust a park's classification to fit the intended purpose of the individual park. This is important to provide focus and clarity to the development of each property.

MINI PARKS

Mini parks are the smallest park classification and are used to address limited, isolated or unique recreational needs. Examples of mini parks include: isolated development areas; unique recreational opportunities; landscaped public use areas; scenic overlooks; or play areas adjacent to downtown shopping districts. Examples of mini parks in Kansas City include Manheim Green, Marlborough Community Center Grounds, Ewing Park and Garment District Place.

NEIGHBORHOOD PARKS

Neighborhood parks are the basic unit of the park system which serve as a recreational and social focus of a neighborhood with both passive and active activities. They are not intended to be used for programmed activities that result in overuse, noise, parking problems, and congestion. They should be geared for those living within the service area. A neighborhood park accommodates a variety of ages including children, adults and seniors. These parks are usually not smaller than five (5) acres in size and are developed centrally within the neighborhood to encompass a service radius of ½ mile. Neighborhood parks primarily facilitate recreational activities including play structures, sitting areas and open space. Ideally, these parks are linked to the neighborhood and to each other by a pathway or walk system and respond to the need for basic recreational amenities close to home. Examples of neighborhood parks in Kansas City include Brookside, Gage, Blenheim, Ivanhoe and Romey Hills.

COMMUNITY PARKS

Community parks are larger in size and serve a broader purpose than neighborhood parks. Their focus is on meeting the recreational needs of several neighborhoods or large sections of the community as well as preserving unique landscapes and open spaces. They allow for group activities and offer other recreational opportunities not feasible, nor desirable, at the neighborhood level. As with neighborhood parks, they should be developed for both active and passive recreation activities. Optimal size for a community park should exceed 25 acres. Design features might include large play structures, informal fields for youth play, tennis courts, volleyball courts, horseshoe areas, swimming pools, disc golf, trails, group picnic areas, open space and unique landscapes/features, nature study areas, ornamental

gardens and facilities for cultural activities such as plays and concerts in the park. Some of the community parks include Loose Park, Brush Creek, and Englewood.

REGIONAL PARKS

Regional parks serve a larger purpose than community parks. Regional parks are larger and have more amenities than community level parks and attract users for longer time due to their size and features. Regional parks typically include features such as playgrounds, shelters, walking trails and athletic facilities. Some of the most notable regional parks are Swope Park, Hodge Park, and Penn Valley Park.

PRESERVES/GREENWAY PARKS

Preserves/greenway parks are created to preserve land as undeveloped greenway space in and around communities. These parks often follow natural drainage ways or utilize land that is not developable, thus they require minimum maintenance and capital improvement dollars. Trails are a great addition to these parks and are a great way to link neighborhoods within the community. Most of the preserves/greenway parkland in the Kansas City park system are the result of foresight by the Board of Parks and Recreation Commissioners when land was set aside in areas where future growth was eminent. These undeveloped parcels now act as green space for the residential and commercial developments and land that drastically enhances the quality of life and value of property in Kansas City. Most of these parks are undeveloped and a majority of them are north of the Missouri River. Examples of Preserves/Greenway Parks are Line Creek Greenway, Greenhills and Buckeye Greenway.

SPECIAL USE PARKS

Special use parks are designed to serve the entire community with specialized facilities such as a sports complex, golf course or aquatic facility. Size is determined by the demand for the facilities located there and their space requirements. The location of special use parks has to be carefully planned to ensure that access, traffic control, lighting issues and noise issues do not negatively impact neighborhoods. Kansas City has a few special use parks, including the Springs Aquatic Complex, Union Waddell Park, and the Tracy Arts Center.

UNDEVELOPED LAND

Undeveloped or remnant land in the City's inventory has been acquired in a variety of ways. Sometimes, these sites can serve a useful purpose while other times they cannot. It is important that each parcel be periodically evaluated for its usefulness as a valuable asset to the park system and developed accordingly. If there is no possibility of a useful purpose, disposal should be pursued.

4.1.4 PARKS RATED BY CONDITION

The following section contains a list of all parks organized by condition rating. See Section 4.1.2 for definitions of each rating.

PARKS RATED 'EXCELLENT'

Park Name	Park Location	Classification	Overall Park Rating
Arno Park	Ward Parkway & W. 69th St.	Neighborhood	Excellent
Bloch, Richard & Annette, Cancer Survivors' Park (Roanoke Plaza)	Roanoke Parkway & W. 47th St.	Community	Excellent
Cafe Corner Park	Ward Parkway & J.C. Nichols Parkway	Mini	Excellent
Loose, Jacob L., Park	W. 51st St. & Wornall Road	Community	Excellent

Figure 15 - Park Rated in Excellent Condition

PARKS RATED 'GOOD'

Park Name	Park Location	Classification	Overall Park Rating
9th & Van Brunt Athletic Fields	E. 9th St. & Van Brunt Blvd.	Regional	Good
Amity Woods Nature Park	MO Hwy. 152 & N. Amity Rd.	Neighborhood	Good
Arbor Villa Park	E. 66th Terr. & Main St.	Neighborhood	Good
Barry Road Park	8299 N. Congress Ave.	Community	Good
Bent Tree Park	Harris St. & View High Dr.	Neighborhood	Good
Blue Hills Park	E. 53rd St. & Brooklyn Ave.	Neighborhood	Good
Blue Valley Recreation Center Park	1801 White Ave.	Community	Good
Blues Park	E. 20th St. & Prospect Ave.	Neighborhood	Good
Boone Hays Park	East 63rd St. and Euclid	Undeveloped	Good
Briarcliff Greenway	N.W. 36th St. to N.W. 40th St. along Briarcliff Road	Neighborhood	Good
Brookside Court	Brookside Boulevard & W. 63rd St.	Neighborhood	Good
Brookside Park	Brookside Boulevard & E. 56th St.	Neighborhood	Good
Brookside Triangle Park	Brookside Boulevard & E. 59th St.	Neighborhood	Good
Brown, Sanford Plaza	Linwood Boulevard & Brooklyn Ave.	Neighborhood	Good
Brush Creek Greenway	Along Brush Creek, from Brookside Boulevard to the Blue River	Regional	Good
Cameron, Dr. Jeremiah Park	43rd St. & Broadway Blvd.	Mini	Good
Case, Ermine, Jr., Park	W. 10th St. & Jefferson St.	Special Use	Good
Cave Spring Park	7200 Westhavens Road	Neighborhood	Good
Central Park	Linwood Boulevard & Bales Ave.	Neighborhood	Good
Chelsea Park	E. 27th St. & Chelsea Ave.	Neighborhood	Good
Chouteau Greenway	N.E. 38th St. to N.E. 43rd St.	Preserves-Greenways	Good
Chouteau Greenway Park	N.E. 42nd St. & Chouteau Trfwy.	Neighborhood	Good
Chouteau Park	N.E. 46th St. & Chouteau Trfwy.	Neighborhood	Good
Clark-Ketterman Athletic Field	E. 107th St. & Skiles Ave.	Neighborhood	Good
Clayton Park	N.E. 64th Terr. & N. Belleview St.	Neighborhood	Good
Cleveland Park	E. 43rd St. & Cleveland Ave.	Community	Good

Figure 16 - Parks Rated in Good Condition

Commonwealth Green	Armour Boulevard & Gillham Road	Neighborhood	Good
Corrington Park	E. 18th St. & Corrington Ave.	Neighborhood	Good
Cypress Park	E. 29th St. & Cypress Ave.	Neighborhood	Good
Davidson Park	N.E. 53rd St. & N. Woodland Ave.	Neighborhood	Good
Davis, Ilus W., Park	E. 11th St. & Oak St.	Community	Good
Davis, Murray, Park	E. 40th St. & Main St.	Special Use	Good
Dietrich, Sheila Kemper, Park	Gillham Road & E. 27th St.	Neighborhood	Good
Douglass Playground At Grace Williams Nicholl Park	2632 Jarboe St.	Neighborhood	Good
Dunbar Park	E. 36th St. & Oakley Ave.	Neighborhood	Good
Englewood Park	Englewood Road & N. Troost Ave.	Community	Good
Fairview Park	E. 38th St. & Arlington Ave.	Neighborhood	Good
Fox Hill Park	N.E. 104th St. & N. Chowning Dr.	Neighborhood	Good
Freeway Gardens	E. 14th St. & Indiana Ave.	Special Use	Good
Gage Park	W. 23rd St. & Jarboe St.	Neighborhood	Good
Garment District Place	W. 8th St. between Washington St. & Broadway	Mini	Good
Gillham, Robert, Park	Gillham Road, from 39th St. to Brush Creek Boulevard	Neighborhood	Good
Goin' To Kansas City Plaza At Twelfth Street And Vine	The Paseo & E. 12th St.	Mini	Good
Harmony Park	E. 10th St. & Agnes Ave.	Neighborhood	Good
Hibbs Park	E. 59th St. & Spruce Ave.	Neighborhood	Good
Hidden Valley Park	N.E. Russell Road & N. Bennington Ave.	Community	Good
Highland View Park	N.E. 85th Terr. & N. Virginia Ave.	Neighborhood	Good
Hodge, Robert H., Park	7000 N.E. Barry Road	Regional	Good
Holmes Park	Holmes Road & E. 69th St.	Neighborhood	Good
Hospital Hill Park	Gillham Road & E. 22nd St.	Neighborhood	Good
Hyde Park	Gillham Road & E. 38th St.	Neighborhood	Good
Indian Creek Greenway	Along Indian Creek, from State Line Rd. to the Blue River	Neighborhood	Good
Indiana Park	E. 25th St. & Indiana Ave.	Neighborhood	Good
Ingels Park	E. 118th St. & Bristol Ave.	Neighborhood	Good
Ivanhoe Park	E. 43rd St. & Brooklyn Ave.	Neighborhood	Good
Jarboe Park	W. 17th St. & Jarboe St.	Neighborhood	Good
Kemp, Margaret, Park	E. 10th St. & Harrison St.	Neighborhood	Good
Kiely, Thomas J., Park	The Paseo & Volker Boulevard	Neighborhood	Good
Lakewood Greenway	I-35 to Penguin Park, parallel to N. Norton Ave.	Neighborhood	Good
Legacy West Park	E. 94th St. & Troost Ave.	Neighborhood	Good
Little Blue Valley Park	Noland Rd. & E. 75th St..	Regional	Good
Longfellow Park	Gillham Road & E. 25th St.	Neighborhood	Good
Lykins, Dr. Johnstone, Square	E. 8th St. & Myrtle Ave.	Neighborhood	Good
Manheim Green	Manheim Road & E. 40th St.	Mini	Good
Maple Park	Maple Boulevard & Lexington Ave.	Neighborhood	Good
Maplewoods Greenway	N.E. 96th St. & N. Lydia	Preserves-Greenways	Good

Figure 17 - Parks Rated in Good Condition (cont.)

Marlborough Community Center Grounds	8200 The Paseo	Mini	Good
Memorial Hill	Pershing Road & Main St.	Regional	Good
Migliazzo, Carl, Park	Minor Dr. & Pennsylvania Ave.	Neighborhood	Good
Mill Creek Park	J.C. Nichols Parkway, from W. 43rd St. to Ward Parkway	Neighborhood	Good
Montgall Park	E. 22nd St. & Agnes Ave.	Neighborhood	Good
Mulkey Square	W. 13th St. & Summit St.	Neighborhood	Good
Noble Park	E. 75th St. & Cleveland Ave.	Neighborhood	Good
North Congress Greenway	N.W. 68th St. & Mace Road	Neighborhood	Good
Northeast Athletic Fields	6500 E. St. John Ave.	Community	Good
Observation Park	W. 20th St. & Holly St.	Neighborhood	Good
Paige, Satchel, Stadium	5200 E. 51st St.	Special Use	Good
Palmer Park	E. 53rd St. & Smalley Ave.	Neighborhood	Good
Penguin Park	N.E. Vivion Road & N. Norton Avenue	Community	Good
Penn Valley Park	W. 28th St. & Wyandotte St.	Community	Good
Pioneer Park	Broadway Blvd. & Westport Road	Special Use	Good
Prospect Plaza Park	E. 12th St. & Prospect Ave.	Neighborhood	Good
Reed, James A., Park	E. 89th St. & James A. Reed Road	Neighborhood	Good
Riverfront Park	Riverfront Road & N. Monroe Ave.	Community	Good
Roanoke Park	Valentine Road to 34th St. & Karnes Boulevard	Neighborhood	Good
Romey Hills Park	N.E. 101st Pl. & N. Main St.	Neighborhood	Good
Russell, Majors, Waddell Park	State Line Road & W. 83rd St.	Special Use	Good
Santa Fe Trail Park	E. 23rd St. & Topping Ave.	Special Use	Good
Schumacher Park	6201 E. 93rd St.	Neighborhood	Good
Scott Park	4141 E. 100th Terr.	Neighborhood	Good
Seven Oaks Park	E. 39th St. & Kensington Ave.	Neighborhood	Good
Skiles Park	E. 47th St. & Skiles Ave.	Neighborhood	Good
South Oak Park	E. 83rd St. & Oak St.	Neighborhood	Good
Southmoreland Park	Emanuel Cleaver II Blvd. & Oak St.	Neighborhood	Good
Spring Valley Park And Plaza	E. 27th St. & Woodland Ave.	Community	Good
Sunnyside Park	W. 83rd St. & Summit St.	Neighborhood	Good
Swope, Thomas H., Park	Swope Parkway & Meyer Boulevard	Regional	Good
Sycamore Knoll Park	Byfield Ave., north of N.W. Barry Road	Preserves-Greenways	Good
Sycamore Park	E. 108th St. & Sycamore Ave.	Neighborhood	Good
Terry R. Dopson, Parks, Recreation & Boulevards Administration Building Grounds	4600 E. 63rd St. Trafficway	Special Use	Good
The Concourse	Benton Boulevard & St. John Ave.	Neighborhood	Good
The Grove	Benton Boulevard & Truman Road	Community	Good
The Parade	The Paseo & Truman Road	Community	Good
Theis, Frank A., Park	Volker Boulevard & Oak St.	Neighborhood	Good
Tiffany Hills Park	N. Congress Ave. & Tiffany Springs Rd.	Community	Good
Tiffany Springs Park	N.W. 88th St. & N. Hampton Road	Regional	Good

Figure 18 - Parks Rated in Good Condition (cont.)

Timber Valley Park	E. 62nd St. Terr. & Marion Dr.	Neighborhood	Good
Town Fork Creek Greenway	Blue Parkway & Cleveland Ave., south to E. 59th St. & S. Benton Ave.	Neighborhood	Good
Traber, Lafayette, Garden	Woodland Ave. & Pendleton St.	Neighborhood	Good
Tracy Arts Park	E. 21st St. & Tracy Ave.	Special Use	Good
Troost Park	The Paseo & E. 31st St.	Neighborhood	Good
Van Brunt Park	Van Brunt Boulevard & E. 16th St.	Neighborhood	Good
Vineyard Park	E. 40th Terr. & Vineyard Dr.	Neighborhood	Good
Vivion Road Backyard Wildlife Demostration Garden	N.E. 47th St & N.E. Vivion Rd.	Special Use	Good
Warford Park	E. 114th St. & Cleveland Ave.	Neighborhood	Good
Waterwell Athletic Complex	MO Hwy. 9 & N. Broadway	Community	Good
Waterworks Park	N.E. 32nd St. & N. Oak Trafficway	Community	Good
West Terrace Park	West Bluff, from W. 6th St. to W. 17th St.	Neighborhood	Good
Westwood Park	W. 47th St. & Wyoming St.	Neighborhood	Good
Wildberry Park	N.W. 87th St. & Pomona Ave.	Neighborhood	Good
Winner Park	8400 E. Independence Ave.	Neighborhood	Good

Figure 19 - Parks Rated in Good Condition (cont.)

PARKS RATED 'FAIR'

Park Name	Park Location	Classification	Overall Park Rating
Admiral Plaza	Admiral Boulevard & Oak St.	Neighborhood	Fair
Agnes Park	E. 74th St. & Agnes Ave.	Neighborhood	Fair
Arleta Park	E. 77th St. & Prospect Ave.	Neighborhood	Fair
Ashland Square	E. 23rd St. & Elmwood Ave.	Neighborhood	Fair
Bannister Park	9800 James A. Reed Road	Neighborhood	Fair
Big Shoal Greenway	Parallel to N.E. 56th St., from N. Antioch Road to centerline of Thornton's Mill Creek	Preserves-Greenways	Fair
Blenheim Park	Gregory Boulevard & The Paseo	Neighborhood	Fair
Blue Valley Park	E. 23rd St. & Topping Ave.	Community	Fair
Budd Park	St. John Ave. & Brighton Ave.	Neighborhood	Fair
Chaumiere Woods Park	N.E. 43rd St. & N. Indiana Ave.	Neighborhood	Fair
Columbus Square	Missouri Ave. & Holmes St.	Neighborhood	Fair
Cooley Park	N. Antioch Road & Winn Road	Community	Fair
Countryside Park	Brookside Blvd. & E. 54th St.	Neighborhood	Fair
Creekwood Park	N.W. 78th St. & N. Hickory	Neighborhood	Fair
Crestview Park	N.E. 43rd St. & N. Troost Ave.	Neighborhood	Fair
Crews, Nelson C., Square	E. 27th St. & Woodland Ave.	Neighborhood	Fair
Daniel Morgan Boone Park	E. 63rd St. & Euclid Ave.	Special Use	Fair
Darter, Jerry, Park	E. 105th St. & Hillcrest Road	Neighborhood	Fair
Drips, Andrew Park	W. 16th St. & Belleview Ave.	Neighborhood	Fair
Dunn, Wilbur H., Park	The Paseo & Meyer Boulevard	Neighborhood	Fair
Essex Park	N.E. 87th St. & N. Mersington Ave.	Preserves-Greenways	Fair
Ewing Park	E. 107th St. & Ewing Ave.	Mini	Fair
Fairfield Park	N.E. Cookingham Drive & N. Charlotte St.	Preserves-Greenways	Fair
Garrison Square	E. 5th St. & Troost Ave.	Neighborhood	Fair
Golden Oaks Park	N.E. 46th St. & N. Antioch Road	Neighborhood	Fair
Gorman, Anita B., Park	N. Holmes St. at N.E. Vivion Road	Community	Fair
Independence Plaza	Independence Boulevard & Park Ave.	Mini	Fair
Indian Mound	Gladstone Boulevard & Belmont Boulevard	Special Use	Fair
Iser Park	E. 112th Terr. & Sycamore Ave.	Neighborhood	Fair
Kessler, George E., Park	The Paseo to Belmont Boulevard, North Bluffs	Community	Fair
Kirby Creek Park	N.E. 81st St. & N. Woodland Ave.	Preserves-Greenways	Fair
Klapmeyer Park	W. 126th St. & State Line Road	Neighborhood	Fair
Legacy East Park	E. 91st St. & Brooklyn Ave.	Neighborhood	Fair
Liberty Park	E. 34th Terr. & Stadium Dr.	Neighborhood	Fair

Figure 20 - Parks Rated in Fair Condition

Line Creek Greenway	N.W. 70th St. to N.W. Barry Road	Preserves-Greenways	Fair
Line Creek Meadows	Line Creek Parkway & N.W. 85th St.	Preserves-Greenways	Fair
Linwood Green	Linwood Boulevard, from Lister Ave. to Poplar Ave.	Neighborhood	Fair
Minor, William, Park	Red Bridge Road & Holmes Road	Regional	Fair
Nashua Water Tower Playground	10945 N. Oak Trfwy.	Mini	Fair
North Brook Park	N.E. 79th St. Terr. & N. Sycamore Dr.	Preserves-Greenways	Fair
North Hampton Park	N.E. 116th St. & N. Stark Ave.	Preserves-Greenways	Fair
North St. Clair Park	N.W. 79th St. & St. Clair Ave.	Preserves-Greenways	Fair
Northwood Park	N. Park & N.W. 56th St.	Preserves-Greenways	Fair
Oak Park	E. 43rd St. & Agnes Ave.	Neighborhood	Fair
Park Forest Park	N.W. 75th St. & N. Autumn Ave.	Neighborhood	Fair
Platte Purchase Park	N.W. 100th St. & Platte Purchase Drive	Community	Fair
Pleasant Valley Road Athletic Complex	6401 N.E. Pleasant Valley Road	Community	Fair
San Rafael Park	N.E. 53rd St. & San Rafael Dr.	Neighborhood	Fair
Santa Fe Trace Park	Martha Truman Rd. & Holmes Rd.	Neighborhood	Fair
Searcy Creek Greenway	N.E. Parvin Road to N.E. 56th St. along Searcy Creek	Community	Fair
Sheffield Park	E. 12th St. & Winchester Ave.	Neighborhood	Fair
Smith, Jerry Park	E. 135th St. & Prospect Ave.	Regional	Fair
Strathbury Park	I-29 & N.W. 60th St.	Neighborhood	Fair
Tower Park	Holmes Road & E. 76th St.	Neighborhood	Fair
Union Cemetery	Warwick Boulevard & E. 28th St.	Special Use	Fair
Vaydik, Frank, Park	N.W. 56th St. & N.W. Waukomis Dr.	Community	Fair
Washington Square Park	Pershing Road & Grand Boulevard	Neighborhood	Fair
West Pennway Park	W. 20th St. & Madison Ave.	Neighborhood	Fair
Winnwood Park	N.E. 44th St. & N. Cypress Ave.	Neighborhood	Fair
Woodgate Park	E. 97th St. & Elm Ave.	Neighborhood	Fair
Woodsmoke Park	N.W. 70th St. & Hilldale Dr.	Neighborhood	Fair

Figure 21 - Parks Rated in Fair Condition (cont.)

PARKS RATED 'POOR'

Park Name	Park Location	Classification	Overall Park Rating
Belvidere Park	Independence Ave. & Lydia Ave.	Neighborhood	Poor
Big Blue Battlefield Park	E. 63rd St. & Manchester Trfwy.	Community	Poor
Blue River Athletic Field	I-435 & E. 104th St.	Community	Poor
City Hall Grounds	414 E. 12th St.	Special Use	Poor
French Tract	Bannister Road	Neighborhood	Poor
Heim Park	Chestnut Trfwy. & Martin Ave.	Neighborhood	Poor
King, Martin Luther, Jr., Square	Swope Parkway & Woodland Ave.	Neighborhood	Poor
Longview Tract	7101 Longview Road	Neighborhood	Poor
Marlborough Park	E. 83rd St. & Park Ave.	Preserves-Greenways	Poor
North Hills Park	South of N.E. 36th St. at N. Wayne Ave., west of I-29/I-35	Preserves-Greenways	Poor
Old State Line Greenway	N. Hickory, from N. Hidden Lakes Dr. to N.W. 80th St.	Preserves-Greenways	Poor
Prather Park	Parvin Road & Prather Road	Neighborhood	Poor
Ruskin Way Park	E. 114th St. & Ruskin Way	Neighborhood	Poor
Terrace Park	E. 115th St. & Cleveland Ave.	Neighborhood	Poor
White Oak Park	E. 89th St. & Crescent Ave.	Neighborhood	Poor

Figure 22 - Parks Rated in Poor Condition

4.1.5 GENERAL OBSERVATIONS

Observations from the consulting team along with input from KCMOPRD staff have informed the following assessment of parks. Observations are summarized, and recommendations (if applicable) for improvement are provided.

OVERALL INDIVIDUAL PARK RATINGS

Of the 201 parks that received condition assessment ratings as part of this planning process, a total of four (4) were rated as "Excellent," 121 as "Good," 61 as "Fair," and 15 were rated as "Poor." This is summarized in **Figure 23** below, and **Appendix B** provides a listing of all parks and their condition rating. The percentage breakdown of park condition ratings from the 2007 Master Plan is also provided for comparison.

Rating	2015 Master Plan Update		2007 Master Plan
	#	%	%
Excellent	4	2.0	3.0
Good	121	60.2	37.7
Fair	61	30.3	42.6
Poor	15	7.5	16.7
TOTAL	201	100.0	100.0

Figure 23 - Number and Percentage of Parks by their Condition Rating

Overall, the range of "Excellent" to "Poor" is typical of many large urban systems. It is worth noting that a significant percentage of parks have improved in condition since completion of the 2007 plan:

- The percentage and number of "Poor" parks has decreased by roughly half;
- The percentage and number of "Good" parks has approximately doubled; and
- The number of "Fair" and "Excellent" parks has remained about the same.

A general conclusion is that on an aggregate level, many "Poor" and "Fair" parks have improved in condition to "Good," plus many of the parks not assessed in 2007 have also received a "Good" rating. Despite this accomplishment, a goal of the Department should be to eliminate all "Poor" elements in the park system and achieve a rating of at least "Fair" for the remaining parks not assessed in this analysis.

PLAY EQUIPMENT

Play equipment throughout the park system varies widely in quality, quantity, size, style, and condition. Many of the play structures and areas surveyed are old, in need of repair, vandalized, and/or not compliant with accessibility standards.

A standard of excellence should be adopted for all play areas and equipment. All play equipment should be safe and inviting to children. Play areas should be modified as needed to create a situation where, at a minimum, 25% of every play area is accessible. Play area equipment should also be upgraded to provide the safest pieces available. Older pieces that are less safe sh ould be phased out and a program of systematic replacements implemented. It is important to remember, however, that not every park needs to have play equipment. Safety is more important than quantity and must be independent of budget.

RESTROOM AND CONCESSION BUILDINGS

A regrettable fact of public restrooms and concession buildings is that even the new ones look dated and dirty in a very short time. Several restrooms and concessions are not accessible, have drainage problems, are marked with graffiti, and/or are generally dated. Another necessary fact of public park restrooms is the use of portable restrooms in many of the parks, which are generally unsightly because they are typically located in highly visible locations for safety and ease of maintenance purposes.

A systematic program of upgrades, remodeling, and replacements should be implemented. New restroom facilities should be added as needed wherever demand warrants to help eliminate some of the portable restrooms. Since portable restrooms are both economical and unsightly, they should be carefully located in areas that are less conspicuous and screening, either fencing or stone enclosures, should be used to help lessen the negative visual impacts of portable restrooms in each park.

DRIVES AND PARKING

The asphalt drives and parking areas in most parks are in poor condition with cracks and potholes. In many cases, curbing does not exist and cars are controlled by the use of concrete parking stops or wood bollards lined up along the edges, which is unsightly and is often not uniform, instead of permanent concrete curbs. Also, bay striping has worn away and parking is somewhat unorganized. Parks without curbs should be scheduled for that installation and a program of continual renewal should be considered. Curbs provide safety, erosion control, access control, a sense of quality, and visual organization.

Parking areas and drives need to be resurfaced and/or sealed on a regular schedule and parks without curbs should be scheduled for that installation and a program of continual renewal should be considered. Bay striping should be repainted as needed.

SIGNAGE

Park signs throughout the park system range from metal and concrete cantilever signs to routed wood signs to custom stone engraving. A consistent style for most park signs should be implemented. This new style should be something that is unique and that can become a landmark that identifies the park as part of the KCMOPRD park system. A program to phase in the new signs would benefit the look and perception of the park system.

In an attempt to encourage citizen input and involvement, each park has a small metal sign on a metal pole, usually near the permanent park sign, if one exists, that lists the park district and contact information for problems or comments about the park. In many of the park districts, the staff person to whom you are directed to contact is no longer the correct person. If this practice is to continue, the sign should only have the KCMOPRD main phone number on it, or possibly a number directed to a hotline or service, for

reporting problems or comments for each district.

TREES AND LANDSCAPING

In many cases, parks contain older trees and shrubs that are losing branches or are nearing the end of their life cycle. Often, parks contain elms, silver maples and cottonwoods that are poor varieties of trees due to their disease susceptibility and growth habitats. Over the long term, landscaping has not been supplemented so that there is a constant removal of plant material to keep a fresh look. The tree and landscape management style is that of removing plant material once it is dead or has proven to be a hazard to users.

A tree and landscape management program should be devised and implemented throughout the park system. Superior tree and shrub varieties should be used in all new plantings. Superior tree varieties include oaks, patented purple ash, some species of patented maples, London Plane Tree, lindens, etc., and there are many varieties of superior shrubs. A landscape plant material pallet should be developed for reliability within the park system.

SPORTS FIELDS AND COURTS

Many sports fields and courts have rusty fencing and some have bent or bowed fencing and poles. Many sports fixtures within the parks, such as basketball goals and tennis nets, are damaged or are missing parts which discourages park use. Bent or bowed fencing should be replaced as soon as possible but rusted fencing should receive a higher priority for repair or replacement. All sports fields and courts should always be equipped with w orking fixtures and accessories to encourage use of the amenities within each park. When fixtures are bent or broken, they should be replaced or repaired and nets should be in place on all tennis and volleyball courts and basketball goals.

A large portion of baseball and softball fields contain weeds and grass in the infields and the infield surface has been lowered over time from skinning and dragging which has created a lip around the perimeter of the infield that is dangerous and that traps water. All baseball/softball infields that are not to have turf should be skinned and dragged on a regular basis to help eliminate weeds and grass. It is also necessary to re-grade infields more than once a year so that the lowering of the infield caused by continuous dragging patterns and subsequent trapping of water and dangerous "lip" at the outer edge of the infield is eliminated.

The entrances into many enclosed tennis and/or basketball courts throughout the park system are very narrow to keep bicycles and motorcycles out, but likewise, some people, especially those in a wheelchair, would not be able to access the courts for use. This system should be rethought and a new way to deal with access to enclosed tennis and/or basketball

courts should be implemented. Bicycles do not appear to be the problem they once were.

PATHS, TRAILS, AND CONNECTIVITY

Nearly all of the parks lack accessible routes that connect park amenities. Hard surface paths should be added to accommodate all users. In many cases, existing access paths are not wide enough for city maintenance trucks, therefore, rutting is a problem on either side of the path because the trucks straddle the path to pick up trash or perform maintenance duties. A path wide enough to accommodate the trucks should be installed in each park if there is a clear-cut route, or maintenance workers should vary their driving patterns more within the parks while making their rounds.

In general, parks lack a connection to the surrounding neighborhoods and to other park spaces. Overall, connectivity of parks with their surrounding neighborhoods, especially north of the river, needs to be improved to promote park use by potential users living within close proximity to each park. A system should be devised to connect the parks with the surrounding neighborhoods that include, at a minimum, demarcation on the pavement for pedestrian street crossings to the park and signage for safety. North of the river, paths and trails should be developed to link parks and take advantage of the miles of wooded river and creek edge that is an available commodity.

PICNIC FACILITIES

Picnic facilities in many of the parks lack organization. Picnic tables are often simply placed under a tree, near the parking area or near the play equipment in grass areas, usually only one per area. There are typically no paths to, or around, the picnic tables for accessibility. Grills are not always available near the picnic tables and if they are, the griddle or entire unit usually needs to be replaced. Designated picnic areas should be located within most parks, complete with multiple picnic tables, grills and shelter(s). When locating picnic tables in parks frequented by large groups, place tables, grills, and trash receptacles in groups of two or more to accommodate the size of the gatherings. All picnic areas should be accessible with hard surface paths to and from parking areas, adjacent sidewalks and/or other park amenities.

STONE WORK

Due to the age of several parks in the system, stone walls, and steps that were once beautiful assets and a defining aesthetic element have become a liability because of deterioration and they are often a danger to park users. Because they are one of the most expensive items to repair, the maintenance of stone walls and steps has been deferred for decades. The old stone walls and steps that have deteriorated need to either be replaced or repaired. Because stone work and renovation is very expensive and because park maintenance budgets are always being reduced, special funding needs to be identified for this purpose.

TRASH RECEPTACLES

Trash receptacles within the parks are generally plentiful. But in certain situations, 50-gallon drums are not the most appropriate containers because they are unsightly and are not permanently attached to anything. Permanent trash receptacles that have some design value should be used to replace the existing drums to help improve the image of the parks. Consistent styles in trash receptacles, benches, etc., will help give a uniform image throughout the park system.

4.1.6 PARK DESIGN PRINCIPLES

When developing design principles for parks it is important that each park be programmed, planned, and designed to meet the needs of its service area and classification within the overall park and recreation system. The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs. The program for a site can include such elements as ball fields, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship, open meadows, nature preserves, or interpretive areas. These types of amenities are categorized as lead or support amenities. The needs of the park's population it serves must be considered and accommodated at each type of park.

Park Design Principles in this document will apply to existing and future parks needing Master Plans. Every park, regardless of type, needs to have an established set of outcomes. Park planners will then design to those outcomes, including operational and maintenance costs associated with the design outcomes.

Each park classification category serves a specific purpose. Features and facilities in the park must be designed for the number of age segments the park is intended to serve, the desired length of stay deemed appropriate, and the uses it has been assigned. Recreation needs and services require different design standards based on the age segments that make up the community that will be using the park. A varying number of age segments will be accommodated with the park program depending on the classification of the park. The age segments are:

- Ages 2-5
- Ages 6-8
- Ages 9-12
- Ages 13-17
- Ages 18-24
- Ages 25-34
- Ages 35-44
- Ages 45-54
- Ages 55-64
- Ages 65-75
- Ages 76+

DEFINITIONS USED IN PARK DESIGN PRINCIPLES

Land Use: This term represents the percentage of space identified for either passive use or active use in a park. A park master plan needs to follow land use recommendations.

Recreation Programming: The site can include active programming opportunities or passive use. Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive or "drop-in" programming is self-directed by the user at their own pace. Examples of passive programming include playground, picnicking, Disc golf, reading, or dog walking.

Maintenance Standards: Three maintenance levels are generally defined. The difference between the three levels is equal to the frequency of maintenance as determined by funding availability. Maintenance Standards have the following general characteristics:

- **Level 1 Maintenance** – High profile areas where the entire area is visible to foot traffic such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include mowing and edging twice per week, 95% turf coverage at start of season with 5% weeds and 0% bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.
- **Level 2 Maintenance** – Moderate to heavy use typical of most parks. Example maintenance activities include mowing and edging once per week, 88% turf coverage at start of season with 8% weeds and 4% bare area, tree pruning cycle every seven years, litter pickup once per week.
- **Level 3 Maintenance** – Typical for low usage parks or when funding is limited. Example maintenance activities include mowing and edging every 10 days, 80% turf coverage at start of season with 20% weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

  In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability.

Park/Facility Classifications: For the purposes of these design principles, classifications referenced include the following: Neighborhood Park, Community Park, Regional Park, Sports Complex Facility, Special Use Park/Facility, Greenbelts/Trails/Paseos, and Open Space/Natural Area.

Revenue Facilities: These include facilities where a fee is assessed to use them. The fee will be in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, shelters that are reserved, outdoor or indoor theatre spaces, and special event spaces.

Signature Facility/Amenity: This is an enhanced facility or amenity viewed by the community as deserving of special recognition due to its design, location, function, natural resources, etc.

NEIGHBORHOOD PARK STANDARDS

A neighborhood park is considered to be five to 10 acres; however, some neighborhood parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is one half mile or six blocks. Neighborhood parks will have safe pedestrian access for surrounding residents; parking may or may not be included but if included accounts for less than ten cars and provides for ADA access. Neighborhood parks serve the recreation and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity.

- Size of park: Five to 10 acres (usable area measured). Preferred size is eight acres.

- Service radius: 0.5-mile radius.

- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks.

- Length of stay: One hour experience or less.

- Amenities: One signature amenity (i.e., major playground, spray ground park, sport court, gazebo); no restrooms are necessary unless there is a signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12 with some shaded elements; no shelters that can be reserved; loop trails; one type of sport court; no non-producing/unused amenities; benches, small picnic shelters next to play areas. Amenities are ADA compliant.

- Landscape Design: Appropriate design to enhance the park theme/use/experience.

- Revenue facilities: none.

- Land use: 85% active/15% passive.

- Programming: Typically none, but a signature amenity may be included which is programmed.

- Maintenance Standards: Provide the highest-level maintenance standard with available funding. Seek a goal of Level 2 maintenance. Some amenities may require Level 1 maintenance.

- Signage: Directional signs and facility/amenity regulations to enhance user experience.

- Parking: Design will include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park.

- Lighting: Security or amenity only. Lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Naming: Consistent with the town's ordinances for naming of parks, or may be named after a prominent or historic person, event, or natural landmark.

- Other: Customized to demographics of neighborhood; safety design meets established CPTED standards; integrated color scheme throughout.

COMMUNITY PARK STANDARDS

Community parks are intended to be accessible to multiple neighborhoods and will focus on meeting community-based recreation needs, as well as preserving unique landscapes and open spaces. Community parks are generally larger in scale than neighborhood parks, but smaller than regional parks.   They are designed typically for residents who live within a three-mile radius. When possible, the park may be developed adjacent to a school. Community parks provide recreation opportunities for the entire family and often contain facilities for specific recreation purposes: athletic fields, swimming pool, tennis courts, an extreme sports amenity, recreation center, loop trails, picnic areas, picnic shelters that can be reserved, sports courts, permanent restrooms, large turfed and landscaped areas, and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place in community parks.

Community parks generally range from 20 to 100 acres depending on the community. Community parks serve a larger area – radius of one to three miles and contain more recreation amenities than a neighborhood park.

- Size of park: 20 to 60 acres normally. Can be up to 100 acres (usable area measured).

- Service radius: One to three mile radius.

- Site Selection: On two collector streets minimum and preferably one arterial street. If near an arterial street, a natural or artificial barrier is provided. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on the fourth side. Encourage trail linkage to other parks.

- Length of stay: Two to three hour experience.

- Amenities: Four signature amenities at a minimum: (i.e., trails, sports fields, large shelters/ pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms, ample parking, and security lighting. Amenities are ADA compliant. Sport fields and sport complexes are typical at this park.

- Revenue facilities: One or more (i.e., pool, sports complex, pavilion).

- Land use: 65% active and 35% passive.

- Programming: Minimum of four essential program services (i.e., sports, day camps, aquatics).

- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance. Some amenities may require Level 1 maintenance.

- Parking: Sufficient to support the amenities; occupies no more than 10% of the park. Design will include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park.

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Signage: Directional signs and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.

- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout the park.

- Naming: Consistent with the town's naming right ordinance, may be named after a prominent or historic person, event, or natural landmark.

- Other: Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; partnerships developed with support groups, schools, and other organizations; loop trail connectivity; linked to Regional Park, trail or recreation facility; safety design meets established CPTED standards. Telephone/cable TV conduit.

REGIONAL PARK STANDARDS

A regional park serves a large area of several communities, residents within a town, city or county, or across multiple counties. Depending on activities within a regional park, users may travel as many as 60 miles for a visit. Regional parks include recreation opportunities such as soccer, softball, golf, boating, camping, conservation-wildlife viewing, and fishing. Although regional parks usually have a combination of passive areas and active facilities, they are likely to be predominantly natural resource-based parks.

A common size for a regional park is 100 to 1,000 acres but some parks can be 2,000 to 5,000 acres in size. A regional park will focus on activities and natural features not included in most types of parks and often based on a specific scenic or recreation opportunity. Facilities could include those found in a community park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and most time will promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region.

- Size of park: 100 to 1,000 acres.

- Service radius: Three miles or greater.

- Site Selection: Prefer location that can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.

- Length of stay: All day experience.

- Amenities: 10 to 12 amenities to create a signature facility (i.e., golf course, tennis complex, sports complex, lake, regional playground, 3+ picnic shelters available to reserve, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, restaurant, specialty facilities) with public restrooms, concessions, ample parking, and special event site. Sport fields and sport complexes are typical at this park.

- Revenue facilities: More than two; park designed to produce revenue to offset operational costs.

- Land use: Up to 50% active/50% passive.

- Programming: More than four recreation experiences per age segment with at least four core programs provided.

- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance. Some amenities may require Level 1 maintenance.

- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park.

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Signage: Directional signs and facility/amenity regulations to enhance user experience, may include kiosks in easily identified areas of the facility.

- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.

- Naming: Consistent with the jurisdictional naming ordinance, may be named after a prominent or historic person, event, or natural landmark.

- Other: Safety design may meet CPTED safety standards; integrated color scheme throughout the park; linked to major trails systems, public transportation available, concessions, food and retail sales available, dedicated site managers on duty. Telephone/cable TV conduit.

SPORTS COMPLEX STANDARDS

Sports complexes at community parks, regional parks, and stand-alone sports complexes are developed to provide four to 16 fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields are lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs.

Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between town and schools and or sports associations and dependent upon adequate funding.

- Size of park: Preferably 40 or more acres for stand-alone complexes.

- Service radius: Determined by community demand.

- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.

- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events.

- Amenities: Four to sixteen fields or sports courts in one setting; public restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting. Amenities are ADA compliant.

- Revenue facilities: Four or more (i.e., fields, concession stand, picnic pavilion).

- Land use: 95% active and 5% passive.

- Programming: Focus on active programming of all amenities.

- Maintenance Standards: Provide the highest-level maintenance with available funding. Plan for Level 1 and sometimes 2 level maintenance at signature facility.

- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park.

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Signage: Directional signs and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.

- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex.

- Naming: Consistent with the town's naming ordinance, may be named after a prominent or historic person, event, or natural landmark.

- Other: Integrated color scheme throughout the park; safety design meets established CPTED standards. Telephone/cable TV conduit.

SPECIAL USE PARK/FACILITY STANDARDS

Special use facilities are those spaces that do not fall within a typical park classification. A major difference between a special use facility and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a special use facility to be located inside another park. Special use facilities generally fall into three categories:

Historic/Cultural/Social Sites – unique local resources offering historical, educational, and cultural opportunities. Examples include historic downtown areas, commercial zones, plaza parks, performing arts parks, arboretums, display gardens, performing arts facilities, indoor theaters, churches, and amphitheaters. Frequently these are located in community or regional parks.

Golf Courses – Nine and 18-hole complexes with ancillary facilities such as clubhouses, driving ranges, program space, and learning centers. These facilities are highly maintained and support a wide age level of males and females. Programs are targeted for daily use play, tournaments, leagues, clinics, and special events. Operational costs come from daily play, season pass holders, concessions, driving range fees, earned income opportunities, and sale of pro shop items.

Indoor Recreation Facilities – specialized or single purpose facilities. Examples include community centers, senior centers and community theaters. Frequently these are located in community or regional parks.

Outdoor Recreation Facilities – Examples include aquatic parks, disk golf, skateboard, BMX, and dog parks, which may be located in a park.

- Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards.

- Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population.

- Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site will be located where it is appropriate for its use.

- Length of stay: varies by facility.

- Amenities: Varies by facility.

- Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This strategy needs to be determined at a policy level before the facility is planned and constructed.

- Land usage: Varies by facility.

- Programming: Varies by facility.

- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance. Some amenities (i.e., rose gardens) will require Level 1 maintenance.

- Parking: On-street or off-street parking is provided as appropriate. On street parking will include widened on-street parking areas adjacent to park. Goal is to maximize usable park space. As necessary, provide five to 10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park.

- Lighting: Security or amenity only. Lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Signage: Directional signs and facility/amenity regulations to enhance user experience.

- Landscape Design: Appropriate design to enhance the park theme/use/experience.

- Naming: Follows town ordinance for naming or may be named after a prominent or historic person, event, or natural landmark.

- Other: Integrated color scheme throughout the park; safety design meets established CPTED standards. Telephone/cable TV conduit as appropriate.

GREENBELT, TRAIL, AND PASEO STANDARDS

Greenbelts/trails/paseos are recognized for their ability to connect people and place and often include either paved or natural trails. Trails can also be loop trails in parks. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with a multi-use trail fulfills two guiding principles simultaneously: protecting natural areas along river and open space areas, and providing people with a way to access and enjoy them. Multi-use trails also offer a safe, alternative form of transportation; provide substantial health benefits, habitat enhancements for plants and wildlife, and unique opportunities for outdoor education and cultural interpretation.

- Size: Typically at least 30-foot width of unencumbered land for a greenbelt or paseo. May include a trail to support walk, bike, run, and equestrian type activities. Typically, an urban trail is 10-foot wide to support pedestrian and bicycle uses. In open space areas, trails include 2-feet of decomposed granite on both sides of the trail for walkers and bicyclists. Trails incorporate signage to designate where a user is located and where the trails connect in the town.

  Equestrian uses can occur in both urban and open space settings by adding 10 more feet of space to separate equestrian use from pedestrian/bike use. In urban settings, equestrian use includes five feet of decomposed granite plus a five-foot landscaped separation from the pedestrian/bike trail. In open space settings, equestrian use includes five foot of harrowed soil plus a five-foot natural separation from the pedestrian/bike trail.

- Site Selection: Located consistent with approved Trails Master Plan.

- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail.

- Maintenance Standards: Demand based maintenance with available funding.

- Lighting: Security lighting at trailheads and high use areas. Lighting on dual system with 50% of lights off at a set time and 50% on all night for security.

- Signage: Mileage markers at half-mile intervals. Interpretive kiosks as deemed appropriate.

- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas.

- Other: Connectivity to parks or other town attractions and facilities is desirable.

OPEN SPACE AND NATURAL AREA STANDARDS

Open space/natural areas are undeveloped but may include natural or paved trails. Grasslands under power line corridors are one example; creek areas are another. Open space contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality, and endangered species. Open space also can provide opportunities for nature based, unstructured, low-impact recreation opportunities such as walking and nature viewing.

- Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation and education facilities.

- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.

- Lighting: None.

- Signage: Interpretive kiosks as deemed appropriate.

- Landscape Design: Generally none. Some areas may include landscaping, such as entryways or around buildings. In these situations, sustainable design is appropriate.

SPORTS FIELD STANDARDS

BASEBALL FIELD AMENITIES – YOUTH SIZE

- Field size: Preferred: 225-foot outfield fence with 10-foot warning track with 4-foot high outfield fence. Alternate: 215-foot outfield fence with 8-foot high outfield fence.
- Baselines and infield: 60-foot and 70-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by town and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.

- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- Raised pitching mound with two pitching rubbers (46-foot and 50-foot to home plate). Equipment installed by town maintenance staff.
- Interior warm up/practice pitching mound along sideline fences backing up to outfield fence (46-foot distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.

BASEBALL FIELD AMENITIES – ADULT SIZE

- Field size: 320-foot down the foul line and 385-foot in center field. Includes 10-foot warning track,
- Baselines and infield: 90-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by town and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 4-foot high sideline and outfield fence (black vinyl coated chain link). Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- Raised pitching mound with pitching rubbers 60-foot, 6-inches to home plate). Equipment installed by town maintenance staff.
- Interior warm up/practice pitching mound along sideline fences near outfield fence (60-foot, 6-inches to home plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.

SOFTBALL FIELD AMENITIES – YOUTH SIZE

- Field size: Preferred: 225-foot outfield fence with 10-foot warning track with 4-foot high outfield fence. Alternate: 215-foot outfield fence with 8-foot high outfield fence.
- Baselines and infield: 50-foot and 60-foot baseline w/ base sleeves on completely skinned infield. Home plate included. Bases specified by town and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Three pitching rubbers (30-foot/35-foot/40-foot to home plate). Equipment installed by town maintenance staff.
- Interior warm up/practice pitching area along sideline fences backing up to outfield fence (30-foot/35-foot/40-foot to home plate distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.
- Bomber system for watering infield preferred.

SOFTBALL FIELD AMENITIES – ADULT SIZE

- Field size: 300-foot outfield fence with 10-foot warning track and 8-foot high outfield fence.
- Baselines and infield: 60-foot/ 65-foot/ 70-foot/ 80-foot baseline w/ base sleeves on skinned infield. Home plate included. Bases specified by town and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 8-foot high sideline & outfield fence (black vinyl coated chain link). Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.

- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Two pitching rubbers (50-foot /54-foot to home plate). Equipment installed by Town maintenance staff.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.
- Bomber system for watering infield preferred.

MULTIPURPOSE FIELDS (SOCCER/FOOTBALL/LACROSSE/FIELD HOCKEY)

- Field size: Regulation field – 360-foot by 240-foot. Limited space field– 210-foot by 150-foot. 25-foot buffer on same plane as field with no obstructions or drainage fixtures. Buffer applies to both field sizes.
- Goals: Portable, with size specified by user group and provided by town.
- No bleachers or players benches.
- Field lighting at community and regional parks.

RESTROOMS AND CONCESSION BUILDINGS

- Restroom: typically installed at 1 per 20 acres of community park, regional park, or sports complex. Minimum of one restroom at parks with programmed fields.
- Concession Building: Provided when three or more fields exist at a community park or regional park. Owned by town. Rental agreement required for user group use of facility, which includes cost of building depreciation, building upkeep, and utilities. Building includes shelving, electrical, three-partition sink with hot water, and separate sink for hand washing. Facility built to health code requirements. Equipment supplied by user group.

STRATEGIC DESIGN PRINCIPLES FOR SUSTAINABLE PARKS

To conclude this section on design principles, consider the following fifteen core strategies. Implementation of these strategies on a system-wide level will help ensure financial, ecological, and social sustainability and relevance of the park and recreation system to the community overall.

1. Design to mission and community values
2. Design within the authority of the Park and Recreation Board and based on what is desired by the community based on community input from surveys, focus groups and public forums
3. Design for revenue operations, return on investment, value of the build and cost benefit and cost recovery goal
4. Design to core programs to be provided on site and desired capacity
5. Design to the systems level of capacity and capability
6. Design for specific population segments
7. Consider designing for Length of stay, age segments and experiences
8. Design for the system and regional specific themes
9. Design for cross promoting regional attractions or other elements of the system
10. Design for partnership compatibility
11. Design to your organizational and operational standards as well as to maintenance and landscape standards
12. Design within the capital cost to build and the ongoing maintenance and operational budgets
13. Design to transportation levels and ease of access recognizing multiple transportation modes
14. Design for sustainable and conservation principles
15. Design for clean, safe and natural experiences

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4.2 RECREATION PROGRAM ASSESSMENT

An assessment of recreation programs was performed by the consulting team to provide an in-depth perspective of the recreation offerings provided by KCMOPRD. This analysis helps identify strengths, weaknesses, opportunities, and threats as well as identifying core programs, program gaps within the community, and determining future recreation services for residents in the Kansas City area. During the course of this section, we will seek to reconcile key, system-wide issues by recommending viable solutions based on our data and observations.

The assessment findings and observations were based on a review of information provided by the Department including previous planning documents, program descriptions, participation statistics, financial data, website content, focus group meetings, stakeholder interviews, and discussions with city staff. This assessment addresses the program offerings from a systems perspective for the entire portfolio of programs in addition to individual program information.

4.2.1 OVERVIEW OF RECREATION PROGRAMS AND FACILITIES

The Recreation Division provides a wide variety of activities and services to the residents of Kansas City. Recreation staff are responsible for the management and implementation of recreation programs, special community-wide events, and the operation of multiple facilities. Employees are engaged year round in planning, implementing, conducting, and evaluating programs and events.

All functions within the Recreation Division combine to provide hundreds of programs in the following five core program areas:

- **Aquatics** – includes programs that teach youth to swim; provide quality, affordable, accessible opportunities for seniors; and offer opportunities to enjoy open swimming at community centers.
- **Athletics** – offers a wide variety of youth and adult recreation, from competitive leagues to youth sports clinics.
- **Health & Fitness** – focuses on providing fun, affordable, and high quality fitness options for citizens through a wide range of individual and group fitness classes, affordable personal training, and wellness instruction.
- **Creative Outlets** – offers a diverse group of arts and crafts options through programs for people of all ages, with a focus on youth and seniors. Programs include traditional crafts classes, performing arts instruction, and courses to develop skills and techniques.
- **Education & Leisure** – includes programs geared toward youth and seniors that provide opportunities to socialize, learn new skills, and explore new activities and interests.

The Division also operates 10 recreation centers and specialized facilities throughout the city. **Figure 24** on the following page provides an overview of the facilities and programs offered by KCMOPRD.

In addition to the provision of services provided directly by the Department at city facilities, partnerships with other organizations are utilized throughout the service area. Through formal and informal cooperative relationships, partners assist with delivering select programs, training of KCMOPRD staff, granting access to specialized facilities, and providing support to programs with supplies and materials.

The remainder of this chapter will recap stakeholder and citizen input received regarding recreation programming, then discuss core program areas, program lifecycles, program finances, standards, volunteerism, partnerships, and marketing for recreation services.

COMMUNITY CENTERS	Kansas City North	Garrison	Southeast	Marlborough	Westport Roanoke	Line Creek	Brush Creek	Hillcrest	Tony Aguirre	Gregg/Klice
TOTAL WEEKLY OPERATING HOURS	94.5	69	93	74	85.5	103.5	80	85	90.5	93
AMENITITES										
GYMNASIUM	*	*	*	*	*	*	*	*	*	*
WIFI	*	*	*	*	*	*	*	*	*	*
WALKNG TRACK			*					*		
FITNESS AREA	*	*	*	*	*			*	*	*
SWIMMING POOL (indoor)			*						*	*
CHILD WATCH										
GAME ROOM	*	*	*	*	*			*		*
MEETING ROOM/SPACE	*	*	*	*	*	*	*	*	*	
CRAFT ROOM	*	*	*	*	*		*	*		
COMPUTER LAB	*	*	*	*	*		*	*		*
VENDING AREA	*	*	*	*	*	*	*	*	*	*
ICE RINK						*				
SWIMMING POOL (OUTDOOR)							*			
KITCHEN	*	*	*	*	*		*	*	*	*
CORE PROGRAMS (P=Primary Focus; S=Secondary Focus)										
AQUATICS	-	-	P	-	-	-	-	-	P	P
ATHLETICS	P	P	P	S	-	P	S	S	-	S
HEALTH & WELLNESS	P	-	P	-	P	-	S	S	S	P
CREATIVE OUTLETS	-	P	S	P	P	-	P	P	-	-
EDUCATION & LEISURE	S	P	S	P	S	-	P	P	P	P

Figure 24 – Overview of Recreation Facilities and Programs

4.2.2 COMMUNITY AND STAKEHOLDER INPUT

The process of community involvement helps establish priorities for the improvement and direction of management when planning for the future. Focus groups, public forums, and interviews with staff and key stakeholders enable the Department and Board understand what users of the system value and identify the unmet needs of residents. As part of the process for developing this Master Plan, a total of sixteen interviews and focus groups representing various residents, stakeholders, and staff members were conducted. In addition, the consulting team offered two public forums to collect information from the general public. Participants provided the following insights about recreation programs and facilities provided by the Department (a full report of public input findings can be found earlier in this Master Plan).

RECREATION STRENGTHS
- Staff welcoming and interested in visitors lives
- Sense of community/family
- Locations – centers are accessible for the community and centered in the community
- Affordable programming and membership
- Nice facilities, strong senior programs
- Supportive of volunteer efforts/ great volunteer program
- Summer youth events at centers are great
- Strong youth programs and events
- Good customer service

RECREATION OPPORTUNITIES
- Expand the following program types:
  - Aquatics
  - Sport leagues/clubs
  - Fitness
  - Educational / life skills
  - Travel programs for seniors
  - After school and teen programming
  - STEM-based programming (Science, Technology, Engineering, and Math)
  - Athletic programming for girls and young women
  - Programming for individuals with special needs
  - Programming for LGBT individuals (Lesbian, Gay, Bisexual, and Transgender)
- Expand or add the following recreation facilities:
  - Indoor recreation space for programming and meeting space
  - Fitness trail loops and other amenities to support walking/running
  - Outdoor aquatic facilities
  - Playgrounds
  - Sports fields
  - Community gardens
- Hold more frequent special events to help bring more users to different parks
- Enhance communication for programming opportunities in community centers
- Use social media for more day-to-day offerings to promote regular programs
- Continue to add social activities and events at parks and community centers
- Inclusive/bundled membership – include prices for classes offered at center
- Implement Youth Advisory Board at each community center

4.2.3 CORE PROGRAMS

It is important to use the core program approach as a way to accommodate both current and future needs as well as to create a sense of focus around specific program categories of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people, especially in a community such as Kansas City. The core program philosophy assists staff in being able to focus on what is most important. As mentioned previously, currently KCMOPRD has identified the following core program areas: Aquatics, Athletics, Health & Wellness, Creative Outlets, and Education & Leisure.

Programs are categorized as core programs if they meet a majority of the following categories:

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

It is important to recognize that limits on the Department's staffing, resources, and availability of space may hinder some of the efforts to maintain or expand core programs; therefore, it is essential that staff commit to a concerted effort towards managing and prioritizing these core program areas in the coming years when new facilities come on line.

4.2.4 LIFECYCLE ANALYSIS

A lifecycle analysis involves reviewing every program identified by KCMOPRD staff to determine the stage of growth or decline for each as a way of informing strategic decisions about the overall recreation program portfolio managed by the Department. This analysis is not based on strict quantitative data, but rather is based on staff members' knowledge of their program areas. **Figure 25** shows the percentage distribution of the various lifecycle categories of the Department's 400+ recreation programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff.

Lifecycle Stage	Description	Actual Program Distribution		Recommended Distribution
Introduction	New program; modest participation	23%		
Take-Off	Rapid participation growth	11%	65% total	50-60% total
Growth	Moderate, but consistent population growth	31%		
Mature	Slow participation growth	24%	24%	40%
Saturation	Minimal to no participation growth; extreme competition	6%	11% total	0-10% total
Decline	Declining participation	5%		

Figure 25 - Recreation Program Lifecycle

Overall, the lifecycle analysis results indicate a generally fair balance of all recreation programs across the lifecycle. A combined total of 65% of programs fall into the Introduction, Take-Off, and Growth stages. The consulting team recommends that this total be between 50-60%, suggesting that KCMOPRD should allow several of these programs to mature before developing new programs. It is positive that the Department offers a sufficient number of new or emerging programs that align with trends and help meet the evolving needs of the community. Many of these programs are also good candidates for revenue generation due to their novelty, popularity, and/or growth.

As alluded to above, it is also important to have a stable core segment of programs that are in the Mature stage. Currently, Kansas City Parks and Recreation has about 24% of their programs in this category. The consulting team recommends this be about 40% so as to provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the lifecycle. Programs in the Mature stage should be tracked for signs they are entering the Saturation or Decline stages.

A total of about 11% of programs are in Saturation or Decline. Programs in the Decline stage must be closely reviewed to evaluate repositioning them or eliminating them. The consulting team's recommendation is to terminate or modify these programs to begin a new lifecycle with the Introductory stage. Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include a performance measure of percentage of total number of new programs offered annually as an incentive for more innovation.

From a strategic perspective, based on continuous increases in programs and the growing demand for health/wellness, youth, aquatics, and senior programming, the Department needs to identify ways to increase capacity for recreation programs through optimized facility use with new or expanded facilities and partnerships / leases or agreements with similar providers to carve out distinct market niches for the future that can be moved into a future recreation facility.

4.2.5 COST RECOVERY AND PRICING

Finding ways to sustain cost recovery and improve service pricing strategies are priorities for KCMOPRD. To that end, the consulting team assessed program cost recovery and pricing strategies based upon information provided by staff and included in analysis within the *2013 Parks and Recreation Community Facilities Operations Plan*.

COST RECOVERY STRATEGIES

According to information provided to the consulting team, cost recovery performance is currently tracked at an overall level and by recreation center. Cost recovery metrics are critical in assessing the viability of centers, helping to determine if they should continue operating "as-is" or if a different management plan is needed to ensure their financial sustainability. **Figure 26** below depicts the cost recovery levels and square footage of the Department's community centers. There is a clear theme that emerges as one assesses the cost recovery by center. The centers that are less than 25,000 square feet in size have a lower than 20% rate of cost recovery, while the only centers with a cost recovery rate higher than 30% are greater than 30,000 square feet in size (e.g. Line Creek Community Center and Southeast Community Center).

Community Center	Size (sq. ft.)	Cost Recovery
NORTH		
Line Creek Community Center	33,237	62.07%
Kansas City North Community Center	19,522	n/a
CENTRAL		
Tony Aguirre Community Center	24,505	n/a
Garrison Community Center	13,913	3.62%
Westport/ Roanoke Community Center	11,463	18.10%
Gregg/Klice Community Center	34,290	n/a
SOUTH		
Bush Creek Community Center	19,990	15.38%
Marlborough Community Center	8,265	9.44%
Hillcrest Community Center	21,838	18.88%
Southeast Community Center	46,755	34.73%

Figure 26 – Cost Recovery and Square Footage of Community Centers

In addition to tracking cost recovery at the community center level, the consulting team recommends using programs areas as an additional basis for categorization. Cost recovery targets should be identified for each program area, at least, and for specific programs or events if necessary. The previously identified core programs would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals.

Targets should reflect the degree to which the program area provides a public versus private good. Programs providing public benefits should be subsidized more by the Department; programs providing private benefits should seek to recover costs and/or generate revenue for other services. Generally, non-core programs, which are less critical to the organizational mission, should aim to yield a higher cost recovery rate to sustain themselves, leaving the limited tax-based appropriations to fund core programs.

Figure 27 presents cost recovery benchmarks based upon common program areas. National median cost recovery percentages are presented for comparison using data provided by the 2012 National Benchmarking Survey of Fee Policies and Program Costs Recovery published by Leisure Vision, which included a sample of 139 park and recreation agencies across the country. Cost recovery in that report is defined as the percentage of direct costs recouped through program fees; no values over 100% are depicted. The survey of agencies asked only for cost recovery ranges, therefore precise averages cannot be reported.

ADULT PROGRAMS (overall)	100%		YOUTH PROGRAMS (overall)	76-99%
Swimming lessons	100%		Preschool programs	76-99%
Tennis classes	100%		Youth tennis classes	100%
Arts and crafts classes	100%		Arts and crafts classes	76-99%
Trips	100%		Performing arts classes	100%
Dance classes	100%		Fitness classes	76-99%
Aerobics/fitness classes	100%		Golf classes	100%
Martial arts lessons	100%		Swimming lessons	76-99%
Water aerobics classes	76-99%		After school programs	76-99%
			Martial arts classes	76-99%
ADULT SPORTS (overall)	76-99%			
Adult men's softball	76-99%		YOUTH SPORTS (overall)	76-99%
Adult women's softball	76-99%		Youth softball	76-99%
Coed softball	76-99%		Youth baseball	76-99%
Adult soccer	76-99%		Youth volleyball	76-99%
Men's basketball	100%		Youth football	76-99%
Women's basketball	76-99%		Youth lacrosse	76-99%
Coed basketball	100%		Youth basketball	76-99%
3 on 3 basketball	100%		Youth soccer	76-99%
Adult lacrosse	100%			
Adult volleyball	100%		YOUTH CAMPS (overall)	76-99%
Adult baseball	76-99%		Youth day camps	76-99%
			Evening camps	76-99%
PROGRAMS FOR PEOPLE W/ DISABILITIES (overall)	76-99%		Performing arts camps	76-99%
Preschool programs	76-99%		Sports camps	100%
Tennis classes	76-99%		Arts and crafts camps	76-99%
Arts and crafts classes	76-99%			
Performing arts classes	76-99%			
Fitness classes	76-99%			
Basketball leagues	76-99%			
Dance classes	76-99%			
Golf classes	76-99%			
Swimming lessons	51-75%			
After school programs	76-99%			
Martial arts classes	76-99%			
Baseball/softball leagues	76-99%			
Social clubs	51-75%			
* Among those agencies that charge fees in each program area				

Figure 27 - National Median Cost Recovery Rates

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To further assist plan and implement cost recovery policies, PROS has developed the following definitions presented in **Figure 28** to help classify specific programs within program areas.

Category	Description	Cost Recovery	Subsidy
Core-Essential	• Part of the organizational mission • Serves a majority of the community • "We *must* offer this program."	None to moderate	High
Important	• Important to the community • Serves large portions of the community • "We *should* offer this program."	Moderate	Moderate
Value-Added	• Enhanced community offerings • Serves niche groups • "It would be *nice* to offer this program."	High to complete	Little to none

Figure 28 - Cost Recovery and Subsidy Program Categories

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 to or in excess of 100%.

To develop specific cost recovery targets, full cost of accounting should 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 Department staff should be trained on this process.

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PRICING STRATEGIES

The pricing of programs and services should be established based on the cost of services, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy goals. According to staff, the Department currently uses several pricing strategies (see Figure XX).

	Currently Used	Recommended
Age Segment	✓	✓
Family/Household Status	✓	✓
Residency		
Weekday/Weekend	✓	✓
Prime/Non-Prime Time	✓	✓
Group Discounts	✓	✓
By Location	✓	
By Competition (Market Rate)		✓
By Cost Recovery Goals		✓
By Customer's Ability to Pay	✓	✓

Figure 29 - Pricing Strategies

Currently, KCMOPRD uses age segments, household status, weekday/weekend, prime/non-prime time, group discounts, location, and ability to pay as pricing strategies. It is a recommendation of the consulting team that the additional strategies of pricing by competition and cost recovery goals be used. Some program areas, such as Aquatics, have taken initial steps towards using market rates and cost recovery goals to set prices; these practices should be continued and expanded to all core program areas.

Overall, the degree to which pricing strategies are used currently is fair but could be much stronger with the adoption of a policy to set prices explicitly based upon cost recovery goals. Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies of KCMOPRD. It is also important for yearly competitor and other service providers to be benchmarked, shopped, and evaluated, in order to monitor changes and track how those other providers compare with departmental programs.

Furthermore, the consulting team recommends that mini-business plans (2-3 pages) be created for each core program service area on a yearly basis. These plans should evaluate the program area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be

implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes outside of the marketing and communication planning process.

4.2.6 PROGRAM STANDARDS AND PERFORMANCE MEASUREMENT

The relationship between meeting the needs of the community, achieving the agency mission, and executing service delivery is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the service foundation that already exists within the agency. As observed from the discussions with and data from the staff, the community seems to exhibit a high level of satisfaction with the offerings provided by KCMOPRD. Based on the consulting team's observations, the department's operations and program offerings are solid, but enhancements to performance management practices would yield overall improvements to the services provided to the community. This section is intended to move KCMOPRD to a higher level of sophistication in quality management and move it into the realm of state- and national-level best practices.

PROGRAM STANDARDS

The practice of using program standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. One of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with thousands of service transactions, in-person and online, from multiple staff members dealing with a diverse audience at a variety of facilities within the system. Furthermore, the heavy reliance on part-time and seasonal staff in the service delivery process creates even greater challenges. These dynamics result in significant program and service quality variation.

In reviewing the information collected from staff, there is some evidence of the ongoing use of performance measures throughout the Department to gauge performance. Examples of measures in place include:

- Total participants

- Participant to staff ratios

- Customer satisfaction level

- Programmatic benchmarking with comparable providers

- Staff performance training and performance management

Staff indicate that some select performance measures are used across all core program areas, and several others are used only for particular program types. This is acceptable, and even desirable, as long as the universal measures are reflective of core performance outcomes applicable across all departmental programming, and that specific/specialized measures are used to track critical attributes unique to certain programs. According to the consulting team's observations of other agencies, however, there is a danger of using performance measurement in excess, creating a situation wherein staff are hampered by the bureaucratic process of tracking performance rather than benefiting from it. Again, this issue can be mitigated by identifying critical program outcomes, developing a limited yet comprehensive set of performance metrics, and deploying them across the agency with an emphasis on efficient measurement by staff.

Additional performance metrics for staff to consider for department-wide implementation, if they align with desired organizational outcomes, include the following:

- Program cancelation rate

- Cost per participant or resident

- Program and facility availability by geography

- Household percentage of program participation

- Program availability distribution by age group

- Percentage of local schools reached

QUALITY MANAGEMENT METHODS

Given the organizational goals of the Department, trends in the park and recreation profession, and the level of performance reflected by KCMOPRD in the area of programming, the consulting team recommends the following methods and best practices in order to maintain a culture of quality management in program delivery. These overall approaches reflect some of the observations presented previously and also include additional considerations based upon best practices and the organizational goals of the Department. Some practices are already undertaken by the Department in conjunction with other organizational processes and are re-emphasized here due to their criticality. Others represent new practices to be implemented.

- **Annual Review Process:** Staff present their yearly goals for program areas to senior leadership and/or the Parks Board. This would include policy reviews, financial and registration performance, customer issues, and plans for the future. This process helps to ensure good communication and cooperation for supporting departments, such as parks, administration and technology as well.

- **Documented Program Development Process:** This is required in order to reduce service variation and assist in training new staff. A common approach is to use a process map that provides guidance to staff for consistently developing new programs. It can help to diminish the learning curve for new staff and reinforce program development as a core competency. This is created in a flow chart format showing the steps in the process for program development including writing class descriptions, process steps, hiring staff, using contractual employees, and the list of standards.

Establish program goals	Design program scenarios and components	Develop program operating/business plan	Conduct/operate program	Conduct regular evaluation based on established criteria

Modify program · Continue program · Terminate program
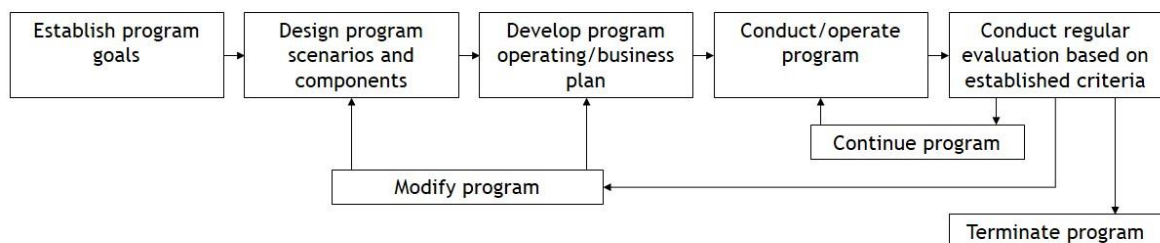
- **Instructor/Contractor Tool Kit:** Kits need to be created by the staff that outline information about the department, including mission, vision, values, goals, organizational structure, roster of users, program guides, program standards, evaluation forms, registration forms, important phone numbers, name tags, thank you cards, and program learning objectives.

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- **On-going Connections with Part-time and Seasonal Staff:** There should be on-going processes and events to connect part-time and seasonal programming staff, as well as some contractors, with full-time personnel through meetings, email, newsletters, staff recognition, and random visits by management. This also assists with determining and managing job satisfaction of these employees.

- **Ongoing Identification of Customer Requirements:** Staff identify customer requirements for core program areas on an ongoing basis. This is important to emphasize with staff that directly interface with customers. Requirements relate to those service attributes that are most important to a customer, and requirements should be developed with customer input. Each core program area should include a listing of approximately five key customer requirements. For example, in a sports skills program, key requirements could include: overall safety of the program, instructional quality, convenience and ease of registration, cost of the program, and skill development.

- **Ongoing Environmental Scan of Best Practices:** Staff identify key competitors or similar providers, both locally and nationally, of core program areas. Every year staff should develop a matrix of information to compare services in areas that have the greatest importance to customers. Benchmarking other nationally renowned agencies also can provide a process to continuously improve programming.

4.2.7 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's economic climate and political realities require most public park and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Because of the constraints facing KCMOPRD, effective partnerships and meaningful volunteerism are a key strategy areas for the agency to meet the needs of the community in the years to come.

VOLUNTEERS

When managed with respect and used strategically, volunteers can serve as the primary advocates for the Department and its offerings. Best practices that the Department should be aware of in managing volunteers includes:

- Involve volunteers in cross-training to expose them to various departmental functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.

- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- Categorize and track volunteerism by type and extent of work, such as:
  - **Regular volunteers** - Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
  - **Special event volunteers** - Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
  - **Episodic volunteers** - Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
  - **Volunteer interns** - Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
  - **Community service volunteers** - Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.
- Encourage employees to volunteer themselves in the community. Exposure of KCMOPRD staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

PARTNERSHIPS

KCMOPRD has a strong partnership network that shows strong signs of further growth. Current partners include the school district, private businesses, civic groups, and nonprofit organizations. A community and organizational goal is to further expand and formalize partnerships for the agency. A foundational necessity for managing multiple partnerships in Kansas City that expand upon existing relationships is to ensure the overall partnership philosophy is supported by a policy framework for managing these relationships. Many times partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes.

Partnerships can be pursued and developed with other **public** entities such as neighboring cities, schools, colleges, state or federal agencies; **nonprofit** organizations; as well as with **private**, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

POLICY RECOMMENDATIONS FOR ALL PARTNERSHIPS

All partnerships developed and maintained by KCMOPRD should adhere to common policy requirements. These include:

- Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the Director, along with the other partner's highest ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.
- Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of city facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publically-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, KCMOPRD staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- As an outcome of the partnership, KCMOPRD must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by KCMOPRD. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both

partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.

• The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the KCMOPRD Director or their designee.

• The agency has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.

• If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

4.3 LEVEL OF SERVICE ANALYSIS AND PRIORITIES

4.3.1 LEVEL OF SERVICE STANDARDS OVERVIEW

Level of Service Standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. Level of Service Standards can and will change over time as the program lifecycles change and demographics of a community change.

PROS evaluated park facility standards using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2014 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and the Kansas City area, community and stakeholder input, and general observations. This information allowed standards to be customized to KCMOPRD.

These standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the population of Kansas City, gaps and surpluses in park and facility/amenity types are revealed. Currently, there are needs to be met in Kansas City to meet the needs of the community now and in the future. The standards outlined are not aggressive, but are conservative.

The standards that follow are shown for the whole KCMOPRD system (**in Figure 30**) as well as broken into three districts (North, Central, and South in **Figures 31-33**) to show where gaps and surplus lie within Kansas City. These standards could be used to help make informed decisions when planning to develop new parks, facilities, and amenities.

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4.4 SERVICE AREA AND EQUITY ANALYSIS

Service area maps (equity maps) and standards assist staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across the City's service area and how effective the service is as it compares to the demographic densities.

In addition, looking at guidelines with reference to population enables the Department to assess gaps in services, where there are gaps or overlaps with respect to a specific facility or amenity. This allows the department to make appropriate capital improvement/development decisions based upon need for a system as a whole and the consequences that may have on a specific area. The service area maps that were developed for each of the following major assets:

- Neighborhood Parks
    - Citywide
    - North District
    - Central District
    - South District
- Community Parks
- Regional Parks
- Preserves-Greenways
- Community Centers
- Outdoor Aquatic Centers

The shaded areas in the equity maps indicate the service level (e.g. the population being served by that park type/amenity) as outlined in the facility/amenity levels of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity while the ring extends out to how far that amenity serves the population based on the number of amenities at that location, the levels of service standards established and the density of population in that place.

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4.4.1 ALL PARKS CITY WIDE

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4.4.2 CITY WIDE NEIGHBORHOOD PARKS

Neighborhood Parks
Recommended Standard of
4 Acres per 1000 People

Kansas City, Missouri
Parks and Recreation
Master Plan 2015

Legend:
- Park & Rec Site
- Site Service Area
- Local Road
- Major Road
- Highway
- Park Management District
- Kansas City, MO Boundary

Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

0 1 2 4 6 Miles

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4.4.3 NORTH NEIGHBORHOOD PARKS

Neighborhood Parks
Recommended Standard of
4 Acres per 1000 People
North District

Kansas City, Missouri
Parks and Recreation
Master Plan 2015

N

Nashua Water
Tower Playground

Fox Hill
Park

Romey
Hills Park

Creekwood
Park

Highland View Park

Woodbrooke
Park

Wildberry
Park

Amity Woods
Nature Park

Park Forest Park

Robinhood
Park

Woodsmoke
Park

Clayton
Park

North Congress
Greenway

San Rafael
Park

Lakewood Greenway

Davidson Park

Golden
Oaks Park

Strathbury
Park

Chouteau
Park

Briarcliff
Greenway

Prather Park

Winnwood Park

Crestview Park

Chaumiere
Woods Park

Chouteau
Greenway Park

Riverview
Greenway

Park & Rec Site

Site Service Area

Local Road

Major Road

Highway

Park Management District

Kansas City, MO Boundary

Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN,
Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

pros consulting INC.

0 1 2 4 6 Miles

4.4.4 CENTRAL NEIGHBORHOOD PARKS

Neighborhood Parks
Recommended Standard of
4 Acres per 1000 People
Central District

Kansas City, Missouri
Parks and Recreation
Master Plan 2015
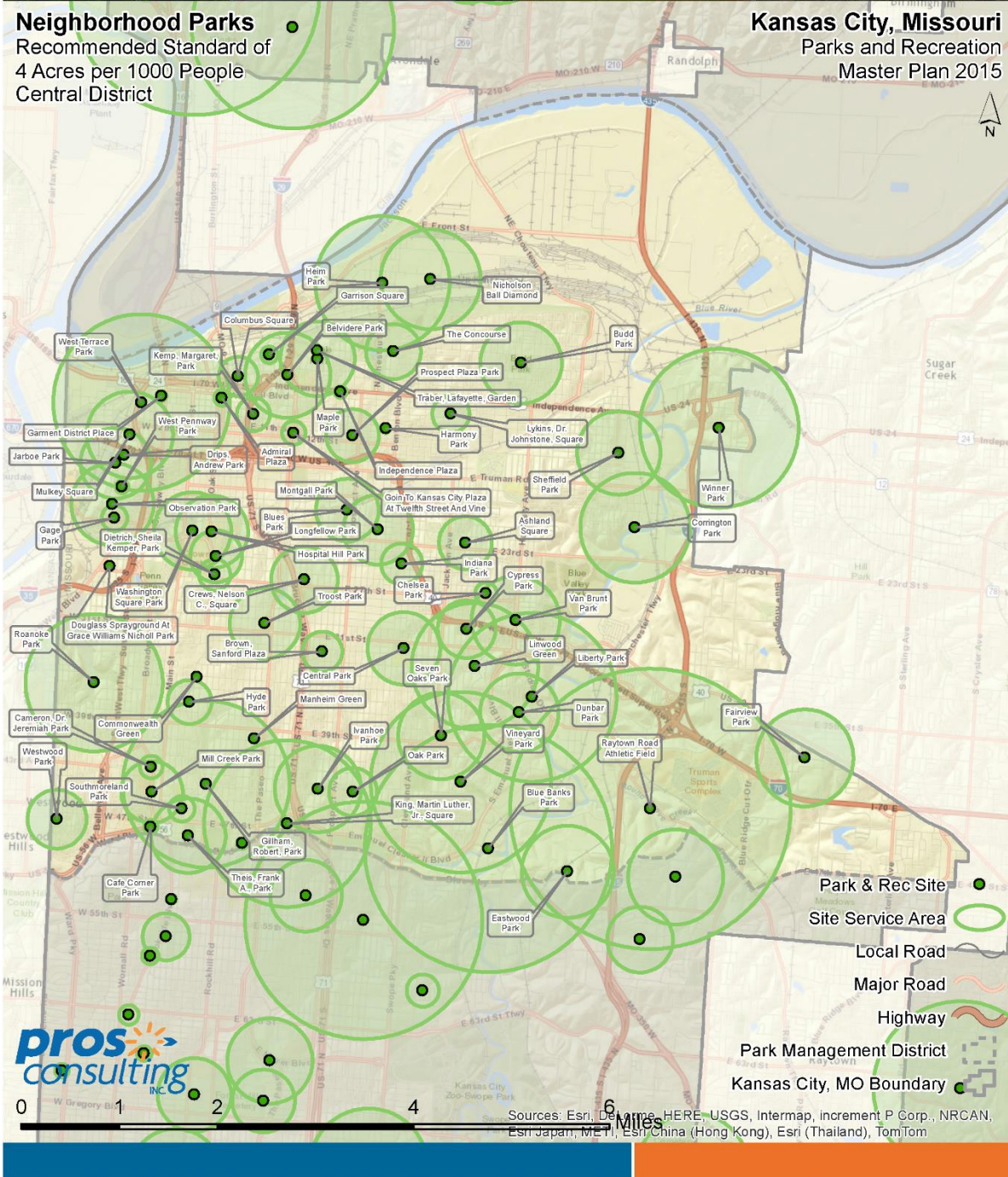
4.4.5 SOUTH NEIGHBORHOOD PARKS
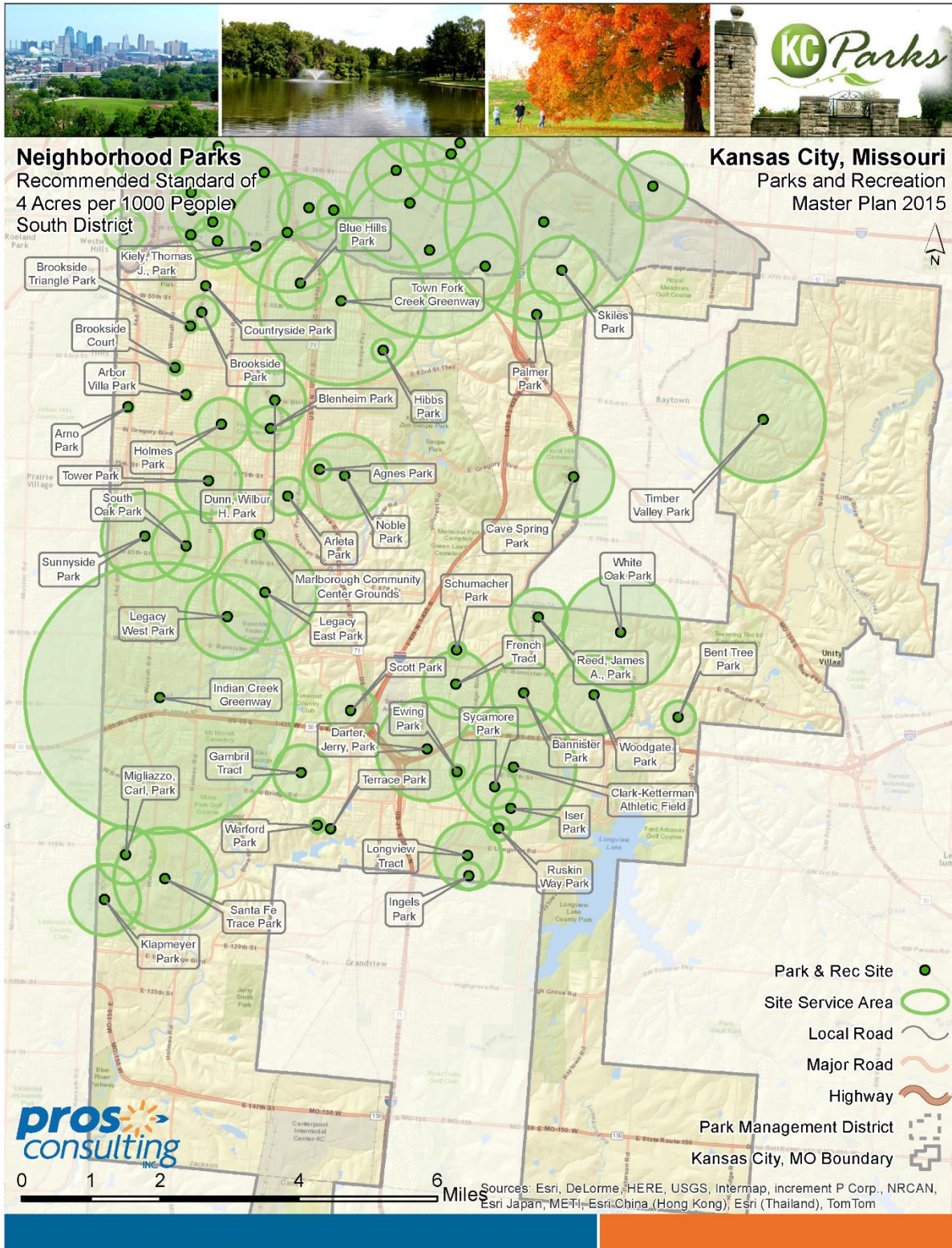
4.4.6 COMMUNITY PARKS

Community Parks
Recommended Standard of
7 Acres per 1000 People

Kansas City, Missouri
Parks and Recreation
Master Plan 2015

Platte Purchase Park
Tiffany Hills Park
Garney, Anne, Park
Barry Road Park
Englewood Park
Pleasant Valley Road Athletic Complex
Houston
Gorman, Anita B., Park
Vaydik, Frank, Park
Cooley Park
Searcy Creek Greenway
Waterwell Athletic Complex
Waterworks Park
Hidden Valley Park
Penguin Park
Kessler, George E., Park
Riverfront Park
Davis, Ilus W., Park
Northeast Athletic Fields
Penn Valley Park
The Grove
Spring Valley Park And Plaza
Blue Valley Recreation Center Park
Bloch, Richard & Annette, Cancer Survivor's Park (Roanoke Plaza)
The Parade
Blue Valley Park
Cleveland Park
Big Blue Battlefield Park
Loose, Jacob L., Park
Blue River Athletic Field

Legend:
- Park & Rec Site
- Site Service Area
- Local Road
- Major Road
- Highway
- Park Management District
- Kansas City, MO Boundary

0 1 2 4 6 Miles

Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

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4.4.7 REGIONAL PARKS

Regional Parks
Recommended Standard of
15 Acres per 1000 People

Kansas City, Missouri
Parks and Recreation
Master Plan 2015

Tiffany
Springs Park

Hodge, Robert
H., Park

Memorial
Hill

9Th & Van Brunt
Athletic Fields

Brush Creek
Greenway

Little Blue
Valley Park

Swope, Thomas
H., Park

Minor,
William, Park

Smith,
Jerry Park

Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Park Management District
Kansas City, MO Boundary

0 1 2 4 6 Miles

pros consulting INC.

Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

4.4.8 PRESERVES & GREENWAYS

Preserves & Greenways
Recommended Standard of
2 Acres per 1000 People

Kansas City, Missouri
Parks and Recreation
Master Plan 2015

Legend:
- Park & Rec Site
- Site Service Area
- Local Road
- Major Road
- Highway
- Kansas City, MO Boundary

Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

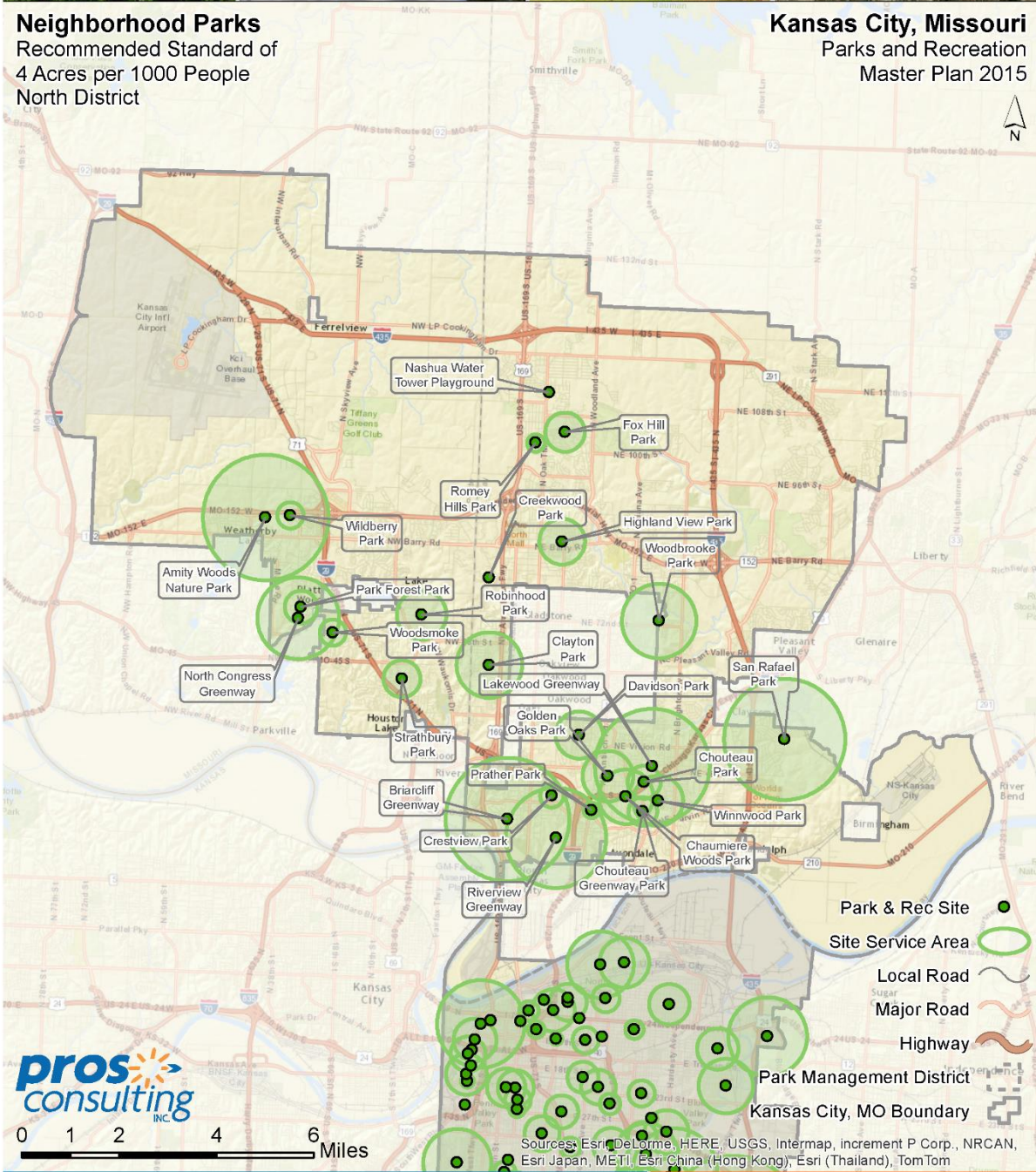0 1 2 4 6 Miles

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4.4.9 COMMUNITY CENTERS

Community Centers
Recommended Standard of
1.5 Sqft per Person

Kansas City, Missouri
Parks and Recreation
Master Plan 2015

Line Creek Community Center & Ice Arena

Garrison Community Center

Kansas City North Community Center

Aguirre, Tony, Community Center

Gregg, John H., Arrington Klice Community & Fitness Center

Westport-Roanoke Community Center

Brush Creek Community Center

Marlborough Community Center

Southeast Community Center In Swope Park

Hillcrest Community Center

Park & Rec Site
Site Service Area
Local Road
Major Road
Highway
Park Management District
Kansas City, MO Boundary

0 1 2 4 6 Miles

pros consulting INC.

Sources: Esri, DeLorme, HERE, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

4.4.10 OUTDOOR AQUATICS

Outdoor Aquatics
Recommended Standard of
1 Site per 20000 People

Kansas City, Missouri
Parks and Recreation
Master Plan 2015

4.5 CAPITAL IMPROVEMENT PLAN
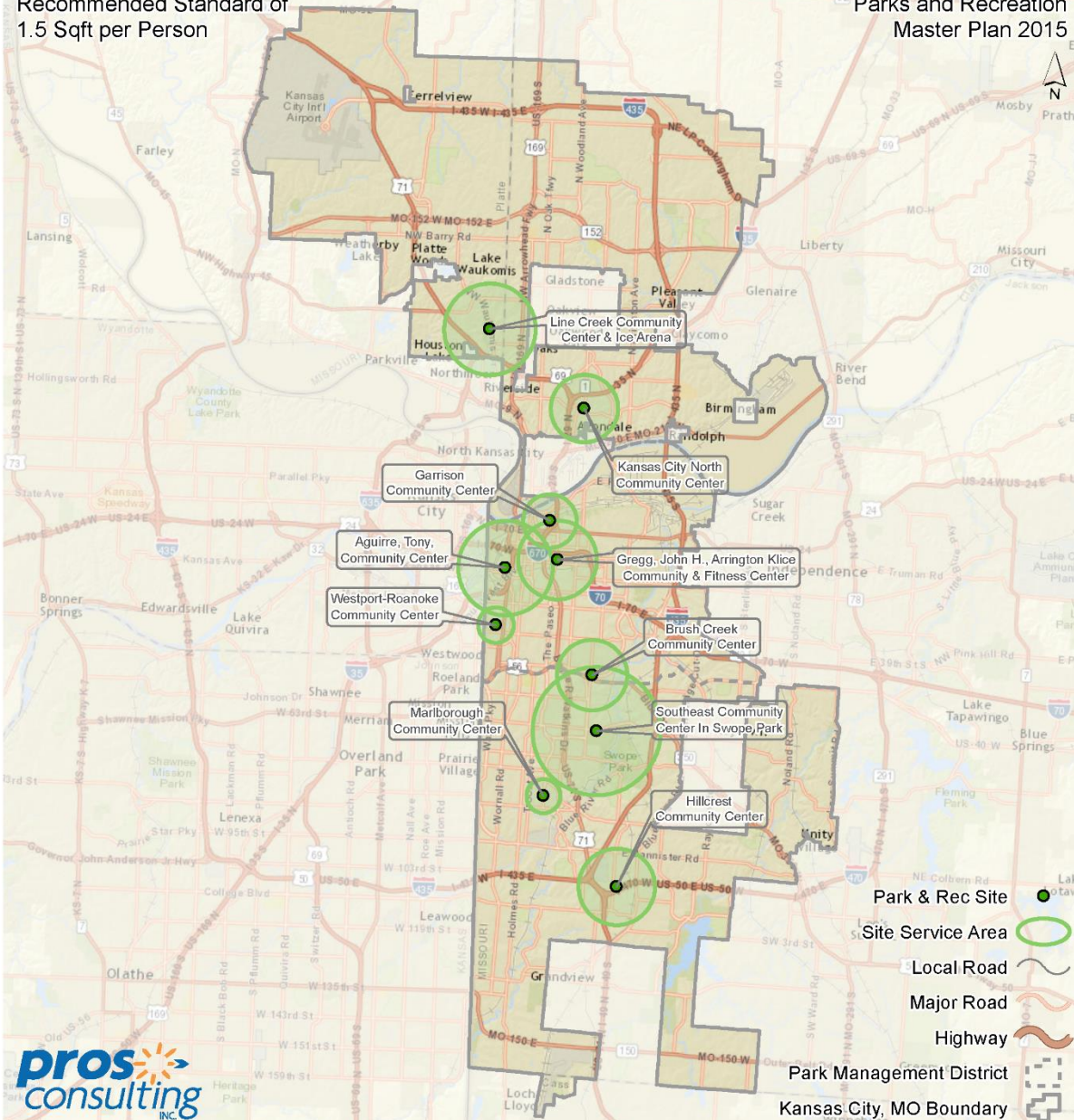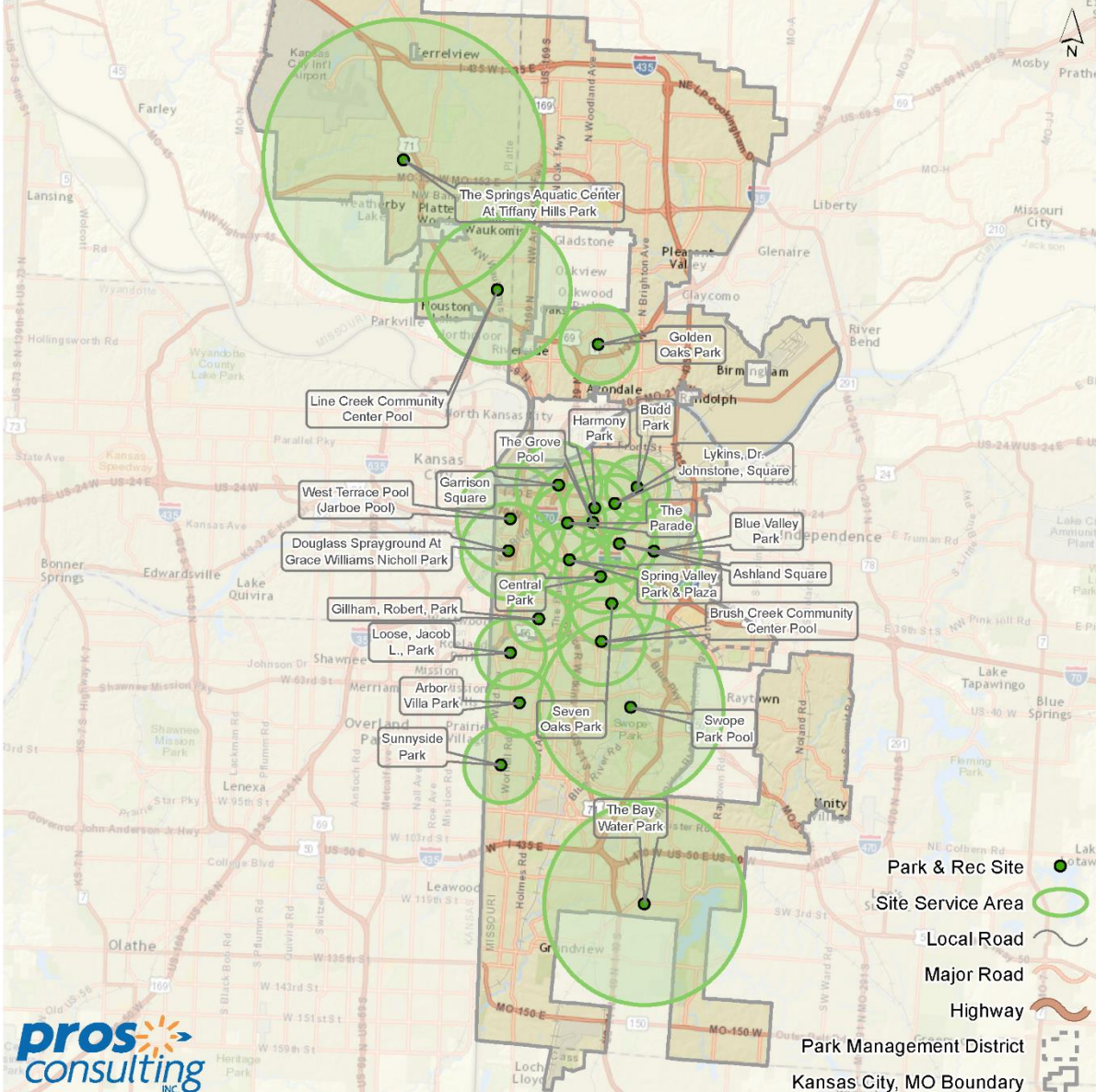
The 2015/16 – 2019/20 KCMOPRD Capital Improvement Plan (CIP) is a five-year projection of planned physical improvements to the park system. The CIP provides revenue projections and a "blueprint" for spending priorities to support the desired outcomes of the Department and the Parks and Recreation Master Plan.

One of the core functions of the Department is to preserve and protect existing park system assets. The public and stakeholder engagement conducted as part of the Parks and Recreation Master Plan found that residents expect the park system to be well maintained. With this in mind, the CIP provides necessary funding for the ongoing deferred capital maintenance and/or replacement of existing assets while also allocating funds for new parks and recreation facilities.

Appendix D includes the complete KCMOPRD CIP for 2015/16 – 2019/20. The CIP should be viewed as a working document, updated annually or semi-annually to reflect actual revenue collections, refined cost projections, and potential changes in community or park system needs. Opportunities for supplemental revenue sources and/or partnerships to help share costs will need to be explored to accelerate new capital development during this planning period.

4.5.1 TYPES OF CAPITAL IMPROVEMENTS

For the purpose of this plan, capital improvements are defined as projects that have a monetary value of at least $10,000, a useful life of at least three years, and result in the creation or renovation of a fixed asset that allows the Department to serve the park and recreation needs of the Kansas City community. Examples of capital improvements include construction, remodeling, equipment replacements, or purchase of parkland, park fixtures, buildings, vehicles, and equipment. Planning efforts associated with capital improvements, including architectural, engineering, and legal services, are also considered capital expenditures and incorporated within the CIP.

Capital improvements within this CIP are divided into five classifications:

- **Mandated/Obligated Projects** – Projects for which KCMOPRD has a written agreement, state or federal directive, or ordinance.
- **Leveraged Projects** – Projects for which KCMOPRD has matching funds from a source other than City revenue.
- **Parks and Recreation Capital Maintenance Projects** – Projects which provide for the restoration and renovation of KCMOPRD existing infrastructure.
- **City Right-of-Way Maintenance Projects** – Projects which provide for the maintenance of City owned rights-of-way.
- **Other Projects** – All additional projects requiring City-wide funding.

4.5.2 PRIORITIZATION OF CAPITAL IMPROVEMENTS

Continued investment in the park system is critical to providing quality park and recreation experiences for the residents of Kansas City. Since funding for capital improvements is finite, projects should be prioritized based on the following criteria:

- **All Improvements** – All capital improvements must support the goals and objectives of the Parks and Recreation Master Plan as approved or amended by the Board of Commissioners.

- **Priority 1** – Capital maintenance needs of revenue generating facilities mandated to be self-sufficient. Since the condition of these facilities has a direct impact on operational costs and revenue generation, capital maintenance needs of revenue facilities receive the highest priority. Currently this includes capital maintenance for sport complexes, community centers, water parks and pools, and new facilities that can help offset operational costs.
- **Priority 2** – Capital maintenance needs of existing parks, recreation facilities, and equipment. During public and stakeholder engagement activities, residents expressed what parks and recreation services should receive the most attention. Most participants identified the maintenance and cleanliness of existing parks, trails, boulevards, and recreational facilities as their preference. There was also acknowledgement of the need to selectively add additional parks and facilities to the system in areas of most need; however, given the reality of finite resources, ensuring the sustainable maintenance of existing assets should receive priority.
- **Priority 3** - New projects requiring the acquisition of new parkland or facilities to serve areas of the city with an identified need, with consideration given for revenue generation and operational expenses.
- **Priority 4** - New projects enhancing existing parkland or community assets with consideration given for revenue generation and operational expenses.
- **Priority 5** – New projects requiring the purchase of new parkland or facilities in areas that do not have an identified need.

CHAPTER FIVE OPERATIONAL AND FINANCIAL ANALYSIS

5.1 OPERATIONS AND BUSINESS ASSESSMENT

The Operations and Business Assessment is a high-level review of current practices used by KCMOPRD to evaluate its operational situation. The analysis examines eight key aspects of organizational effectiveness and business management.
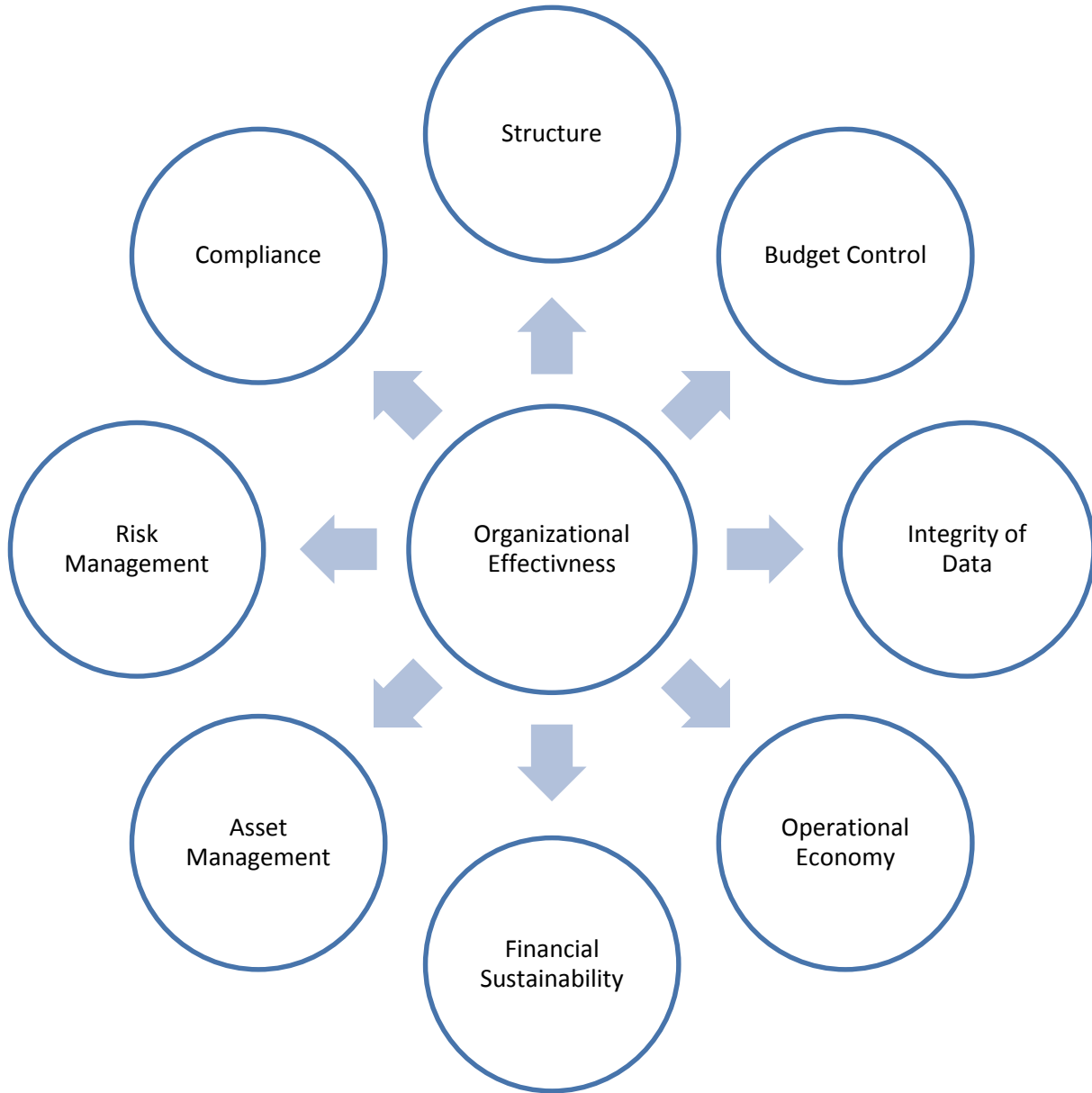
5.1.1 ORGANIZATIONAL STRUCTURE

KCMOPRD is governed by the five-member Board of Parks and Recreation Commissioners who are appointed by the Mayor. Staff are led by a Director and Deputy Director who oversee all departmental operations. Major functions within the Department include Natural Resources, Community Services, Financial & Procurement Services, Marketing & Special Events, and Planning & Design Services.

The following functional organization structure should be considered by the Department to maximize staff functionality and efficiency. The goal of this organizational design is to align services correctly and follow the three management districts already operating in the Department and coordinate recreation services/facilities to park maintenance operations.

Implementation of certain elements of this organizational chart commenced following the development of the 2013 Recreation Community Facilities and Operational Plan. The findings of that plan included the recommendation to organize services for both park operations and community services into the same three districts, appointing a maintenance manager and recreation manager to oversee each.
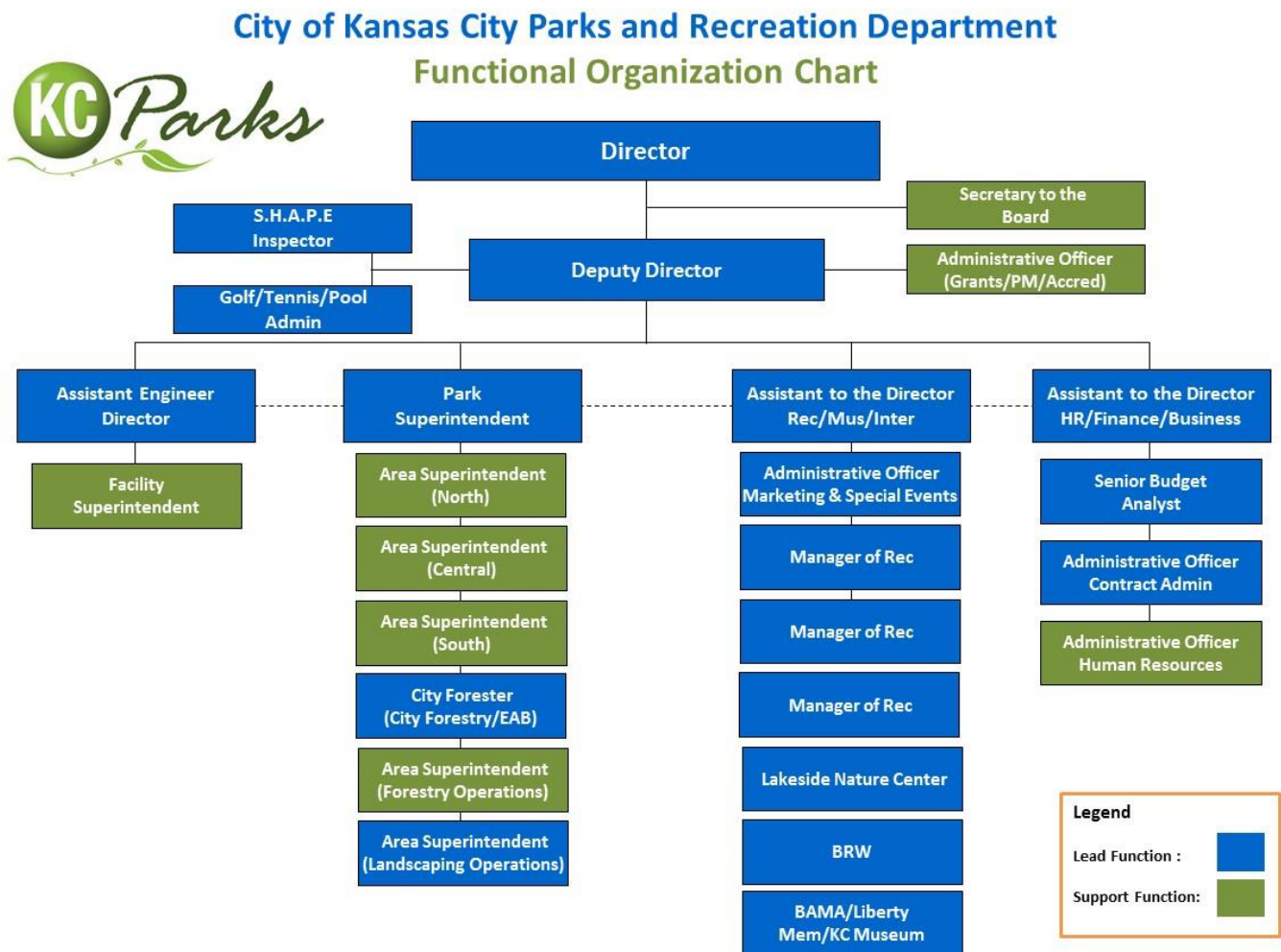
Figure 30 - KCMOPRD Functional Organization Chart

5.1.2 BUDGET CONTROL

This aspect of organizational effectiveness and business management explores if the organizational structure lends itself to maximizing revenues and controlling expenditures. Before the implementation of the recommendation to reorganize (mentioned above), the organizational structure did not contribute to achieving the maximum revenues or controlling all costs because the organization was not optimally aligned. Previously, divisions were not clearly defined with a specific cost recovery goal and identifiable core programs to be provided within each area of the city. These practices are currently being adopted, however. Staff are encouraged to fully understand their budgets and make operational and programmatic decisions based upon their knowledge of demographics, use patterns, trends, RecTrac data, and other sources of information to have a better understanding of who their customers are and how to serve them with the financial resources available to them.

5.1.3 INTEGRITY OF DATA

In recent years, staff members have not been able to fully utilize or trust operational data sources such as RecTrac or asset management systems. The quality, availability, and applicability of financial information is being improved and used more frequently in decision making by district managers, facility managers, and other key positions. Quality data tracking and reporting is central to the success of informed decision making. Cost of service should be determined for major functions within the Department, and especially for revenue-generating programs or services.

5.1.4 OPERATIONAL ECONOMY

For many years, the Department significantly lacked financial resources which challenged the staff's ability to manage many major functions. Recreation services in particular lacked an overall business approach to management and there had been a loss of public recognition of what the division provided. As a result of these circumstances the staff have been, and continue to be, primarily caretakers of parks and facilities as opposed to programmers and strategic facility managers. It has been a recommendation for the Department to develop mini business plans for each recreation center, attraction, major event, or major departmental function. Staff should be trained on cost of service and business principles and how they manage their programs and facilities according to these principles. It is also critical to develop effective performance measures to track efficiency, revenue production, and fulfillment of operational requirements.

5.1.5 FINANCIAL SUSTAINABILITY

This component of operational effectiveness and business management focuses on sustainability from a financial perspective. Based upon what has been represented to the consulting team, revenue generating (i.e., recreation) services are approximately 30% self-supporting. PROS Consulting feels that the Department could become 40% self-supporting if that is accepted as a goal and made policy by staff and the Board of Commissioners. This will require an updated pricing policy and cost recovery goals for each revenue unit, core program/service area, and for the Department as a whole.

5.1.6 ASSET MANAGEMENT

The majority of parks and recreation facilities are in good condition but there is a need to update some infrastructure and create larger program spaces if capital funds are available. The Park Inventory

Assessment located earlier in this plan provides additional detail on asset and infrastructure management issues in parks. In terms of community services, larger recreation centers are capable of generating more revenue based on the number of program spaces and the cross promotion that comes with having wider ages using the centers. Develop a capital improvement plan for recreation facilities with a cost benefit assessment for each improvement. Prioritize these improvements to achieve the financial goals desired for the Department.

5.1.7 RISK MANAGEMENT

It appears that the majority of the community centers appear to be safe, and most parks and facilities are generally so, although there are a few exceptions (noted in individual park assessments). A few sites need better parking lighting as there have been break-ins to cars in some parking lots. More parking is needed at most recreation centers and pool sites. Safety cameras are in place at most areas of concern observed by the consulting team. It is important to develop a customer and staff safety plan for each public facility and implement changes and improvements as necessary to ensure adequate risk management.

5.1.8 COMPLIANCE

The purpose of this component is to ensure that operations are in compliance with appropriate laws, regulations, and contracts. The consulting team did not find any aspect of operations in non-compliance based on observations or data received from the staff; however, it should be noted that compliance with ADA accessibility standards are lacking in some areas of the system, but efforts are underway to complete an accessibility audit and transition plan to meet acceptable standards. To maintain and ensure compliance, the Department should develop a review schedule for each contract and agreement in the system and update accordingly.

5.2 FINANCIAL ANALYSIS

On August 7, 2012, a vote was taken which fundamentally changed the way the KCMOPRD system is financed. The implementation of a one half-cent sales tax and simultaneous abolition of three specific property taxes has allowed the Department to experience a net increase in revenue of $3 million per year. The change specifically included three existing property taxes: the traffic way maintenance tax, park tax, and boulevard front foot assessment tax, along with prohibiting the reinstitution of an annual (per) vehicle fee. In their place, the half-cent sales tax is now paid by all shoppers who live or work in Kansas City, whether they are a resident or not. However, the switch from a resident-paid motor vehicle fee to an increase in sales tax has been helpful in alleviating some of the financial pressure on Kansas City residents.

As a result of this departmental financing shift, KCMOPRD has waived the need for contributions from the City's General Fund. The Department has also begun the process of restoring revenue from budget cuts over recent years and provided a consistent funding source for operations. With the tax measure in place, the City must contribute 7.5% of earning tax revenue to a new street maintenance and repairs fund every year.

Since the Department's fiscal year begins in May, these changes affect the financial data moving forward from January-May of the 2013 fiscal year and the entire 2014 fiscal year. One can see the effect of this financial development in the Operating Revenue Table (**Figure 35**) below as "Park Maintenance Levy," "Blvd Front Food Assessments," and "Motor Vehicle License Fees" all reduce to $0 in FY 14-16. It is also highly noticeable in the Operating Expense Table (**Figure 36**) below as a dramatic increase of around $25 million in the "Parks and Recreation Sales Tax" category and an $11 million decline in "General/Other City Funds Support."

	FY 13 (Actual)	FY 14 (Actual)	FY15 (Budget)	FY16 (Estimate)
Park Maintenance Levy	$6,578,787	$0	$0	$0
Blvd Front Foot Assessments	626,449	0	0	0
Motor Vehicle License Fees	864,338	0	0	0
Parks and Recreation Sales Tax	4,778,857	30,158,614	29,889,205	32,190,000
Fees	7,805,857	8,091,137	9,244,880	10,253,580
Federal/State/Local Grant	113,142	224,237	100,000	100,000
Kansas City Museum Levy	1,510,615	1,495,429	1,478,330	1,514,065
Liberty Memorial Endowment	205,200	146,790	77,825	46,501
Miscellaneous	439,470	87,828	0	0
General/Other City Funds Support	13,636,019	2,021,159	2,287,164	2,711,841
Total Revenue	**$36,558,734**	**$42,225,194**	**$43,077,404**	**$46,815,987**

Figure 31 - Operating Revenue (FY 13-16)

	FY 13 (Actual)	FY 14 (Actual)	FY15 (Budget)	FY16 (Estimate)
Trees and Landscaping	$1,510,950	$2,334,858	$2,218,845	$2,589,964
All other Maintenance	13,378,980	15,606,513	16,584,900	18,549,081
Recreation	11,830,708	13,825,254	14,640,540	16,247,355
Zoo and Museums	5,648,959	5,285,878	4,706,926	4,538,291
Administration	2,006,945	2,073,422	2,376,419	2,541,548
Debt Service	1,565,568	1,551,433	1,633,758	614,505
Total Expenditures	**$35,942,110**	**$40,677,358**	**$42,161,388**	**$45,080,744**

Figure 32 - Operating Expenditures (FY 13-16)

5.3 FUNDING AND REVENUE STRATEGIES

Park and recreation systems across the United States today have learned to develop a clear understanding of how to manage revenue options to support parks and recreation services in a municipality based on the limited availability of tax dollars. Agencies no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing of services, cost recovery rates and partnership agreements for programs and facilities provided to the community. They also have developed strong partnerships that are fair and equitable in the delivery of services based on whom receives the service, for what purpose, for what benefit and for what costs. In addition, agencies have learned to use parks and recreation facilities, amenities, programs and events to create economic development as it applies to keeping property values high around parks and along trails through increased maintenance, adding sports facilities and events to drive tournaments into the region that create hotel room nights and increase expenditures in restaurants and retail areas. They have learned to recognize that people will drive into their community for good recreation facilities such as sports complexes, pools, and for special events if presented correctly and are well managed.

In Kansas City some of these policies, revenue sources and management practices are not in place and should be considered for the future. The consulting team has outlined several options for KCMOPRD to consider and feels that many – if not all – of these sources should be considered as an option to support the capital and operational needs of the Department.

5.3.1 FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATIONS

The following financial options outline opportunities for the City to consider in supporting the recommended capital improvements that will be outlined in the Master Plan as well as operational costs associated with managing the system for the future. Many of these funding sources may not be allowed now by the City or have never been used but should be pursued through legislative means should the City see the value in pursuing these funding sources.

STATE AND FEDERAL GOVERNMENT FUNDING SOURCES

A variety of funding sources are available from federal and state government for park-related projects. For example, the Land and Water Conservation Fund funding program has been reinstated for 2014 levels at 150 million and can provide capital funds to state and local governments to acquire, develop,

and improve outdoor recreation areas. Federal Community Development Block Grant (CDBG) funds are used to support open space related improvements including redevelopment and new development of parks and recreation facilities. Transportation Enhancement Funds available through SAFETELU, the current federal transportation bill, can be used for trail and related green space development, AmeriCorps Grants can be used to fund support for park maintenance. The city has a strong grant team that should pursue these funding sources for the future.

SAFETULU Funds as well as **Safe Routes to School Funds** should be pursued for the trail improvements that will be outlined in the plan. SAFETULU monies require a 20% match by the City and Safe Routes to School Funds require no match by the City.

CDBG (Community Development Block Grants) funds are used by many cities to enhance parks. These funds should be used to support the re-development of major facilities based on its location in the City and what it will do to enhance the neighborhood and schools surrounding the park which is the purpose for CDBG monies.

AmeriCorps Grants should be pursued by the Natural Resources Division to support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks in the City.

Federal Housing Grants can also help support parks near federal housing areas and should be pursued if appropriate. Several communities have used HUD funds to develop greenways, including the Boscobel Heights' "Safe Walk" Greenway in Nashville, Tennessee.

Land and Water Conservation Fund (LWCF) Grants: This federal funding source was established in 1965 to provide "close-to-home" park and recreation opportunities to residents throughout the United States. Money for the fund comes from the sale or lease of nonrenewable resources, primarily federal offshore oil and gas leases and surplus federal land sales. LWCF grants can be used by communities to build a variety of parks and recreation facilities, including trails and greenways. LWCF funds are annually distributed by the National Park Service to the states. Communities must match LWCF grants with 50-percent of the local project costs through in-kind services or cash. All projects funded by LWCF grants must be used exclusively for recreation purposes, in perpetuity. LWCF funds are created to preserve, develop, and renovate outdoor recreation facilities. Focus is on America's Great Outdoors Initiative. New or renovation of pavilions, playgrounds or play areas, ball fields, bleachers, golf course meeting rooms, multi-purpose courts, parking facilities, pathways and trails, roads, signs, ski areas, snowmobile facilities, and tennis courts.

Conservation Reserve Program: The U. S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15 year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways along bodies of water and ridgelines.

Wetlands Reserve Program: The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

Watershed Protection and Flood Prevention (Small Watersheds) Grants: The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations

authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.

Urban and Community Forestry Assistance Program: The USDA provides small grants of up to $10,000 to communities for the purchase of trees to plant along city streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department, and an urban forestry-management plan.

Small Business Tree-Planting Program: The Small Business Administration provides small grants of up to $10,000 to purchase trees for planting along streets and within parks or greenways. Grants are used to develop contracts with local businesses for the plantings.

Economic Development Grants for Public Works and Development of Facilities: The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30-percent local match required, except in severely distressed areas where federal contribution can reach 80 percent.

National Recreational Trails Program: These grants are available to government and nonprofit agencies, for amounts ranging from $5,000 to $50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

Design Arts Program: The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to $50,000.

State Water Management Funds: Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for greenways; develop educational materials, displays; or for storm water management.

TAXPAYER OR DEVELOPER SOURCES OF REVENUE
Tax Abatement: The governing body of a political subdivision may grant a current or prospective abatement, by contract or otherwise, of the taxes imposed by the political subdivision on a parcel of property, which may include personal property and machinery, or defer the payments of the taxes and abate the interest and penalty that otherwise would apply, if:

1. it expects the benefits to the political subdivision of the proposed abatement agreement to at least equal the costs to the political subdivision of the proposed agreement or intends the abatement to phase in a property tax increase, and
2. it finds that doing so is in the public interest because it will:
   a. increase or preserve tax base;

b.   provide employment opportunities in the political subdivision;
c.   provide or help acquire or construct public facilities;
d.   help redevelop or renew blighted areas;
e.   help provide access to services for residents of the political subdivision;
f.   finance or provide public infrastructure;
g.   phase in a property tax increase on the parcel resulting from an increase of 50 percent or more in one year on the estimated market value of the parcel, other than increase attributable to improvement of the parcel; or
h.   stabilize the tax base through equalization of property tax revenues for a specified period of time with respect to a taxpayer whose real and personal property is subject to valuation

Internal Park Improvement Fund: This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes, golf courses, special events in a park and would allow a percentage usually in the 3-5% of gross revenues to be dedicate to the park or recreation facility for existing and future capital improvements. This funding source is used for sports complexes, aquatic parks, campgrounds, and fee based parks. This type of user fee generally does not require voter approval but is set up in a dedicated fund to support the existing attraction for future maintenance and improvements.

Tax Allocation or Tax Increment District: Commonly used for financing redevelopment projects. A Tax Allocation District (TAD) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers. As redevelopment occurs in the City, the "tax increment" resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TADs can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown park redevelopment and in trail development.

Tax Increment Financing (TIF Funds): The concept behind tax increment financing is that taxes in a designated area are frozen and the redevelopment that occurs in the blighted, conservation, or economic development area will increase the assessed valuation of the property and generate new property tax revenues. The increase can be used on an annual basis to retire revenue bonds issued to finance redevelopment costs. A great deal of development is required to generate sufficient revenues to make it work.

Developer Cash-in-Lieu of meeting the Open Space Requirement: Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement.

Facility Authority: A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A facility Authority could oversee improvements for the large facilities; such as an aquatic center and sports field complex. The City could seek out a private developer to design build a field house facility for the City with the City paying back these costs over a 20 year period. The Facility Authority would include representation from the schools, the City and private developers.

Utility Lease Fee: Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property own by the city based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many cities to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future. This has been very successful in Houston along their bayous.

Transient Occupancy Tax (Bed Tax): This funding source is used by many cities to fund improvements to parks from hotels that benefit from the parks in the form of sporting events where participants stay in hotels when they use city owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. This funding source should be implemented progressively as the City increases the number of events it sponsors or develops. Tracking the economic value back to the hotels is important to build trust with the Hotel business community.

Food and Beverage Tax: This 1/8% sales tax is currently used by cities across the United States and usually requires voter approval. These dollars can come from the local community as well as visitors to the city to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities.

Accumulated Building Funds: In Indiana under code 36-10-3 cities and counties can establish a Cumulative Building fund for the Parks and Recreation Department. These funds can provide money for building, remodeling and repairing park and recreation facilities. In addition the city can purchase land with these funds for park and recreation purposes. The Cumulative Building Fund must be proposed by a Park Board and then approved by the city council in order to levy the tax. The Cumulative Building Fund can provide capital funds that are best utilized for improvements to existing park and recreation amenities and facilities in the system.

Capital Improvement Fee: A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop the facility. Capital improvement fees normally are $5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

Lease Back: Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or leases the park land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30 year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations.

5.3.2 FUNDING SOURCES FOR OPERATIONAL DOLLARS

Land Leases/Concessions: Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations, cell towers, hotels, to full management of recreation attractions. Leases usually pay back to the city a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or attractions. They also pay sales tax and employee income tax to the city.

Admissions: Many park and recreation systems in the United States have admission fees on a per car, per bike and per person basis to access a park that can be used to help support operational costs. Car costs range from $3 to $5 a car and $2 dollars a bicycle or $2 dollars a person. This would really only apply to regional parks or special use sports complexes in the city if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee based park at least on weekends.

Parking Fee: Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from $3 to $4 dollars a day. This funding source could work for helping to support special events, festivals and sports tournaments.

User Fees: User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Department in operating a park, a recreation facility or in delivering programs and services.   A perception of "value" has to be instilled in the community by the parks and recreation staff for what benefits the city is providing to the user. As the Department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue for KCMOPRD. For services where the City feels that they cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the City dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

Corporate Naming Rights: In this arrangement, corporations invest in the right to name an event, facility, or product within a park or recreation facility in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in the City.

Corporate Sponsorships: Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the City to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered by the City to support operational costs.

Maintenance Endowment Fund: This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

Park and Recreation Revenue Revolving Fund: This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system. The City could established a revolving fund supported by all of the funding sources identified in this section and kept separate from the tax general fund. This has worked well in many cities across the United States.

Permit Fees: This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are provided by the City, and competition tournaments held in the City by other organizations who make a profit off of City owned facilities. Permit fees include a base fee for all direct and indirect costs for the City to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on City owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate more dollars for the City for these special use areas. These dollars could be applied to the Recreation and Park Revolving Fund if developed to help support park improvements and operations.

Tipping Fees: In some states, some land fill tipping fees collected at city and county owned landfills are redirected back to parks to help pay for the cost of litter pick up in city parks.

Wi-Fi Revenue: The city can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to $20,000-$50,000 in revenue for similar systems.

Cell Tower: Cell tower leases can be used. This revenue source would support $35,000-$50,000 annually for the site if cell towers in areas needing cell towers.

Web-page Revenue: The city could advertise on its web page to help support online media.

5.3.3 PRIVATE FUNDING SOURCES

Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities.

Private Foundation Funds: Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park and recreation amenities.

Nonprofit Organizations: KCMOPRD has a strong and robust partnership network, but there is potential for additional growth. Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

- **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park like a sports complex or signature park. While the Department already has several Park Conservancies and/or Friends Groups, because they are a major funding source for parks, they should continually be considered.
- **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a City-wide basis. The City could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in the city. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Indianapolis Greenway Foundation has a specific Greenway Trail license plate they have had in place for over 20 years to help support the development and maintenance of trails in the city.
- **Greenway Fundraising Programs:** Agencies across the United States have used greenways for not-for-profit fundraisers in the form of walks, runs, bicycle races, and special events. The local managing agency usually gets $2-$5 per participants in the events to go back to support the operations and maintenance costs.

Greenway Trail Land Leases: Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land leases look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmers markets and small local business. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching.

Greenway Trust Fund: Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including the municipal and city general funds, private grants, and gifts.

Local Private-Sector Funding: Local industries and private businesses may agree to provide support for park or greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment.
- Donations of services by businesses and corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway.

- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development.

5.3.4 VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

Adopt-a- Area of a Park: In this approach local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-a- area of a Park arrangements are particularly well-suited for the Department.

Adopt-a-Trail: This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.

Community Service Workers: Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the city police department on using community service workers.

Conservation Groups: Conservation groups adopt green corridors to support the operations and capital costs for specific greenway corridors. These groups raise needed money for designated greenways for capital and operations costs.

Adopt-A-Foot Program: These are typically small grant or donation programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from $2,640 to $26,400 over a five-year period.

Greenway Sponsors: A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

Volunteer Work: Community volunteers may help with greenway construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

Estate Donations: Wills, estates, and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the greenway system.

5.3.5 GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

Many communities have solicited greenway funding from a variety of private foundations and other conservation-minded benefactors. Some of these grants include:

American Greenways Eastman Kodak Awards: The Conservation Fund's American Greenways Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants ($250 to $2000) to stimulate the planning, design, and development of greenways.

REI Environmental Grants: Recreational Equipment Incorporated awards grants to nonprofit organizations interested in protecting and enhancing natural resources for outdoor recreation. The

company calls on its employees to nominate organizations for these grants, ranging from $500 to $8,000, which can be used for the following:

- Protect lands and waterways and make these resources accessible to more people.
- Better utilize or preserve natural resources for recreation.
- Increase access to outdoor activities.
- Encourage involvement in muscle-powered recreation.
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources.

Coors Pure Water 2000 Grants: Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional and national water-related problems. Coors provides grants, ranging from a few hundred dollars to $50,000, for projects such as river cleanups, aquatic habitat improvements, water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation and fisheries.

World Wildlife Fund Innovative Grants Program: This organization awards small grants to local, regional and statewide nonprofit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following: (1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and (5) establish and sustain protected natural areas, such as greenways.

Innovative grants can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is $10,000.

Bikes Belong: Bikes Belong coalition is sponsored by members of the American Bicycle Industry. The grant program is a national discretionary program with a small budget, to help communities build TEA-21-funded projects. They like to fund high-profile projects and like regional coalitions. An application must be supported by the local bicycle dealers (letters of support should be attached). Bikes Belong also offers advice and information on how to get more people on bikes. Government and nonprofit agencies are eligible and no match is required. The maximum amount for a grant proposal is $10,000. Applications may be submitted at any time and are reviewed as they are received.

Steelcase Foundation: Steelcase Foundation grants are restricted to locally sponsored projects in areas where there are Steelcase Inc. manufacturing plants. In general, Steelcase does not wish to be the sole funder supporting a program. Grants are also only made to nonprofit organizations. It does support educational and environmental projects, and is particularly interested in helping the disadvantaged; disabled, young and elderly improve the quality of their lives. Applications may be submitted anytime and are considered by the Trustees four times a year.

Wal-Mart Foundation: This foundation supports local community and environmental activities and educational programs for children (among other things). An organization needs to work with the local store manager to discuss application. Wal-Mart Foundation only funds 501(c)3 organizations.

Partnership Development Agreement: Each partner would develop their respective facilities based on set design guidelines with the city managing all the site elements. Partners would work collectively to

promote the site as a whole versus individual amenities. This process was successful for Papago Park, located in the City of Phoenix, Arizona. The site included a major league spring training facility and minor league baseball complex, zoo, botanical gardens, history museum, and other attractions on site.

Community Forest and Open Space Program: Federal Grant with Estimated Total Program Funding of $3,150,000. Individual grant applications may not exceed $400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.

Congestion Mitigation and Air Quality Program-fund: This source is for transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities. Average grant size $50-$100,000.

Community Facilities Grant and Loan Program-Grant Program: This source is established to assist communities with grant and loan funding for the expansion, renovation and or remodeling of former school facilities and or existing surplus government facilities that have an existing or future community use. Facilities may be space for community gatherings and functions, recreational athletic facilities for community members, particularly youth. These include space for non-for-profit offices, childcare, community education, theater, senior centers, youth centers, and after school programs. CFP match requirements for requests up to $250,000 are 10-% eligible project costs. For requests over $250,000 to $1 million, the match is 15%.

American Hiking Society: Fund on a national basis for promoting and protecting foot trails and the hiking experience.

The Helen R. Buck Foundation: This foundation provides funding for playground equipment and recreational activities.

Deupree Family Foundation: The Deupree Family Foundation provides grants for Recreation, parks/playgrounds, and children/youth, on a national basis. This foundation supports building/renovation, equipment, general/operating support, program development, and seed money.

The John P. Ellbogen Foundation: Children/youth services grants as well as support for capital campaigns, general/operating support, and program development.

Economic Development Grants for Public Works and Development of Facilities: The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where the federal contribution can reach 80%.

CHAPTER SIX IMPLEMENTATION PLAN

The Implementation Plan provides a summary of the key action items recommended throughout the Parks and Recreation Master Plan. Items are organized into four major sections:

- Parkland
- Recreation Facilities
- Recreation Programs
- Operations & Financial Sustainability

In addition to these three sections, the **Departmental Vision and Mission Statements** are included at the beginning of the Implementation Plan to provide a framework and filter for all of the items contained within. If it becomes necessary to make trade-off decisions about when to implement certain tactics given limited resources, items that most support the vision and mission statements should be prioritized. **Vision and Goal Statements** specific to Parkland, Recreation Facilities, Recreation Programs, and Operations & Financial Sustainability are also provided to assist with prioritization and decision-making.

Within each section, key **Strategies** for implementation are listed. These strategies represent the major ideas or philosophies recommended by the consulting team that are required by the Department to implement the master plan. To help achieve each Strategy, **Tactics** are identified along with recommendations for the **Group Responsible**, **Start Date** (i.e., when to initiate the tactic, not necessarily complete it), and **Performance Measures**.

The Implementation Plan is intended to serve as a dynamic document, reviewed on a regular basis by Department staff and the Board of Parks and Recreation Commissioners, to plan work tasks and support decision-making in order to carry out the master plan. By reviewing the Implementation Plan quarterly or annually, accomplishments can be noted, adjustments can be made, and new items can be added.

6.1 VISION

A vision statement articulates what the Department wants to be known for. The following statement has been updated from the 2007 Parks and Recreation Master Plan.

"The City of Kansas City, Missouri, aspires to be a local, regional, national, and international leader in providing a world class quality of life through its parks, recreation, boulevards, greenways, and fountains."

6.2 MISSION

A mission statement indicates how the Department will achieve the vision. The following mission is a validation of the existing KCMOPRD statement.

"To improve the quality of life, health and wellness of our community by providing socially equitable, community-driven programming and environmentally sound natural resource management."

6.2.1 OVERVIEW

The following section outlines the Vision, Goals and Specific Strategies for the four major sections of the implementation plan. These are broad strategies, while the detailed tactics to fulfill them are provided in **Appendix E** of this Master Plan. The recommendations are meant to serve as a guide and should be flexible to adapt to changing trends and needs over time. This will ensure that the Master

Plan truly serves as a living document, which is dynamic and proactively meeting community needs and vision over time.

6.3 PARKLAND

6.3.1 COMMUNITY VISION FOR PARKLAND

"Ensure parks are a source of civic pride by utilizing quality design principles and maintenance standards that allow them to be managed in the most productive, equitable, and efficient manner."

6.3.2 COMMUNITY GOALS FOR PARKLAND

Meet the desired goals per acre in the following park categories:

- Neighborhood parks at 4 acres per 1,000 people;
- Community parks at 7 acres per 1,000 people;
- Regional parks at 15 acres per 1,000 people;
- Preserves-Greenways at 2 acres per 1,000 people; and,
- Trails equal to .75 miles per 1,000 people.

6.3.3 STRATEGIES FOR PARKLAND

- Implement existing or develop new standards for parks, greenways, boulevards, and outdoor amenities throughout the system.
- Update the existing parks classified in 'poor' or 'fair' condition as identified in the master plan to support neighborhood revitalization, to generate a higher level of participation, and to enhance community satisfaction with parkland.
- Acquire park and open space property in underserved areas of the City to support the appropriate types of parks that are needed based on the Level of Service and equity goals for neighborhood parks, community parks, regional parks, and greenway-preserves.
- Strategically plan trail development throughout the city to promote connectivity and public health.
- Acquire or cooperatively protect sensitive natural areas within the City to preserve natural communities in perpetuity.
- Coordinate with Kansas City Public Schools and other school districts within the city limits to support school parks and recreation facilities.
- Prevent encroachment from adjacent private landowners onto park land to protect public spaces and mitigate the risk caused by the unauthorized use of park land.
- Establish a tree canopy goal for the city and decrease the mortality rate of trees.
- Enhance the community gardens program working with schools, churches, clinics, nonprofits, and other partner organizations.

6.4 RECREATION FACILITIES

6.4.1 COMMUNITY VISION FOR RECREATION FACILITIES

"Provide safe, clean, and reliable facilities and program spaces that provide users the highest level of value and fulfills their lives while supporting financial sustainability for the Department in the future."

6.4.2 COMMUNITY GOAL FOR RECREATION FACILITIES

Seek to make all city owned recreation facilities, at minimum, 40% productive during prime and nonprime times based on providing quality programs, creating effective partnerships, and adding quality amenities at each site.

6.4.3 STRATEGIES FOR RECREATION FACILITIES

- Develop community centers and recreation facilities in underserved areas of the City that are needed based on the Level of Service and equity goals.
- Determine and continually update true cost of service for all facilities to inform targets for cost recovery rates.
- Annually update mini business and marketing plans for each recreation center and special use facility in the system.
- Develop performance measures at recreation facilities and community centers to demonstrate outcomes desired.
- Establish an updated pricing policy and cost recovery goal for each recreation facility and community center.
- Develop a cost benefit assessment for each improvement planned for recreation facilities, and prioritize these improvements to achieve the financial goals desired for the Department.
- Update outdoor pools to make them stronger program spaces and well as open swim spaces to support a variety of aquatic experiences.
- Improve the road and street signage to get to parks and recreational facilities to help the community to understand the location and opportunities that exist for recreation services in Kansas City.
- Design recreation facilities to produce revenue and create larger spaces for fitness, aquatics, gyms, walking tracks, and wellness related rooms.

6.5 RECREATION PROGRAMS

6.5.1 COMMUNITY VISION FOR RECREATION PROGRAMS

"Develop, provide, and manage recreation programs to support the community's needs for health and wellness, social justice, individual skill development, and family connectivity in a safe and enjoyable environment."

6.5.2 COMMUNITY GOAL FOR RECREATION PROGRAMS

Develop operational standards and policies that increase the value and use of programs that creates a higher level of return on investment for the Department while supporting the Department's operational budget.

6.5.3 STRATEGIES FOR PROGRAMS

- Determine and continually update true cost of service for all programs to inform targets for cost recovery rates.
- Develop mini business and marketing plans for each core recreation program area.
- Develop performance measures for each core program area to demonstrate outcomes desired.
- Establish an updated pricing policy and cost recovery goal for each core program area.
- Develop Outdoor Recreation as a core program area and provide in city parks.
- Develop a stronger volunteer program for recreation programs.

- Develop more contractor related classes with a 60/40 split in revenue back to the department.

6.6 OPERATIONS & FINANCIAL SUSTAINABILITY

6.6.1 COMMUNITY VISION FOR OPERATIONS AND FINANCIAL SUSTAINABILITY

"Provide quality programs, facilities, parks, boulevards, and trails that deliver on the community's expectations for a safe and enjoyable experience while keeping the infrastructure of the system in a quality state."

6.6.2 COMMUNITY GOAL FOR OPERATIONS AND FINANCIAL SUSTAINABILITY

Build and manage a sustainable system that creates "World Class" parks, recreation facilities and programs for residents and visitors to enjoy.

6.6.3 STRATEGIES FOR OPERATIONS AND FINANCIAL SUSTAINABILITY

- Complete and maintain CAPRA Accreditation for the Department.
- Develop employee work plans and employee work teams to implement the goals and objectives listed in the 2015 Parks and Recreation Master Plan Update.
- Enforce operational standards consistently across the system.
- Improve the customer service standards across the system.
- Acquire the cost of service modules needed for tracking cost of service from RecTrac.
- Develop employee work plans and employee work teams to implement the goals and objectives listed in the 2013 Recreation Plan.
- Enhance marketing services at a district and neighborhood level for community centers and recreation programs.
- Develop a review schedule for each contract and partnership agreement in the system and update accordingly.
- Establish what role the Department will play in delivery of services as a direct program provider or as a facility provider.

APPENDIX A - PUBLIC FORUM #2 ACTIVITY RESULTS

	Posters				Handouts		
	South	Central	North	TOTAL	Central	North	TOTAL
Parkland & Trails							
•Prioritize improvements in parks rated as poor or fair	1	1	9	11	2	5	7
•Acquire park and open space property in underserved areas	2		5	7		5	5
•Acquire and preserve natural areas	2		11	13		5	5
•Adopt enhanced standards for all play areas and equipment			3	3		1	1
•Continue addressing accessibility in parks	1			1		1	1
•Strategically develop trails to increase connectivity and promote health	7	5	22	34	1	7	8
•Regularly resurface parking areas and park roads	1		1	2		2	2
•Implement uniform signage standards	1	1	1	3		1	1
•Replace or repair stonework			7	7		3	3
•Continue coordination with school districts and other partners to increase access to parks	2	6	7	15	1	5	6
•Address encroachment from adjacent private landowners	2	2	2	6		2	2
Recreation Facilities							
•Address shortage of community center space for better service coverage	1	1		2			0
•Optimize facility use with new or expanded facilities and partnerships with similar providers	1			1		1	1
•Explore opportunities for additional revenue sources and partnerships for new capital development	2	1	6	9		3	3
•Assess Total Cost of Service and Total Cost of Facility Ownership			1	1			0
•Develop mini business and marketing plans for facilities and update annually			1	1	1	2	3
•Establish pricing policy and cost recovery goals for each facility	1		1	2		2	2
•Develop key performance measures for each facility				0	2	1	3
•Systematically update outdoor pools	1		4	5		5	5
•Incorporate revenue generation into facility design	1		1	2		2	2
•Improve signage to increase visibility of facilities		2	6	8	1	2	3
•*Write-in:* Fountain north of river			2	2			
Recreation Programs							
•Develop Outdoor Recreation as Core Program Area	2		1	3		2	2
•Increase capacity for recreation programs				0	1		1
•Allow new and emerging programs to get established before developing new programs	2	2	8	12	1	6	7
•Develop policies to sunset programs when not meeting participation or financial goals			1	1		4	4
•Create mini-business plans for Core Program Areas	1	1		2	2		2
•Assess Total Cost of Service for programs				0			0
•Set appropriate cost recovery goals by Core Program Area and track status over time	3		4	7		2	2
•Monitor offerings of similar providers and adjust programs, locations, times, and fees accordingly			1	1		3	3
•Broaden volunteer program	1	1		2		3	3
•Strengthen policies and consistency in partnership agreements			1	1		1	1
Operations & Financial Sustainability							
•Continue national best practice (CAPRA) accreditation			1	1			0
•Strategically develop and track key performance measures system-wide for participation, satisfaction, and financial goals	3	2		5	1		1
•Determine Total Cost of Service for major functions, especially revenue generating programs and services	1	1		2	1	1	2
•Update pricing policy and cost recovery goals to achieve 40% self-supporting	2	1	4	7		3	3
•Develop employee work plans and work teams to implement goals and objectives of strategic plans			1	1		2	2
•Enhance marketing services at facility, district, and neighborhood level	2			2	1	3	4
•Continually improve customer service standards		2	1	3	1	2	3
•Regularly review performance measures in partnership agreements and update accordingly		1	1	2		3	3

ADDITIONAL COMMENTS

- We have no indoor or outdoor pools in the southern part of the Northland. Many of our families do not have transportation to access the pools farther north or the monetary means to afford them. Many subdivisions and apartments up north have their own pools.
- Dispose under used parkland (Klapmeyer?)
- 311 does work great for sudden problems and to make everything work and look great.
- Implement all Operations & Financial Sustainability recommendations
- Lid project – greenspace over I-670
- Partnerships with school districts for shared facilities (i.e., East High School athletic; NE Middle/High/Budd Park; Central Academy/Central Park improvements)
- Fix what you have
- Finish what you start
- Build public trust
- No private business operations on parkland
- No signs for advertising on parkland and blvd (Minor Park allows farmers market and sign)
- Very little awareness of facilities available
- Connectivity of trails – SE quadrant seems to have little to offer in the way of trails, parkways, fountains
- Big Shoal Greenway along N. Brighton needs a park sign
- Searcy Creek Greenway needs trails so students at Maplewood Elem and Topping Elem have safe routes to school
- I would like to see the parkway and boulevard network completed. Even if we had to have a new tax. Perhaps a 1/8 cent sales tax or a 2 cent gas tax for this purpose.
- Create a program for businesses and neighborhoods to adopt park facilities.
- This is a great idea to ask for comments. The new equipment that was installed in my neighborhood at 55 and N. Highland is really not good for kids under 4. Our two granddaughters really can't benefit with the way the playground is now. I believe that an installation of a slide and maybe a couple of swings is going to happen this summer as there is a storage container on the grounds with must be for the future play equipment. The equipment that is in place is very colorful and the benches for the parents is a great idea.
- Need swimming pools
- Need historic fountain north of river
- Use system similar to Nixle to market activities and events at the neighborhood level.
- Southern part of Clay County desperately needs community pool. Y up and left us.
- Sherwood Estates homes on both sides of Chouteau Tfwy from I-35 north. If that ever becomes Parkway, or could, should the Homes Assoc alert owners about placing wood privacy fences too close to the Trafficway? How much frontage should they allow it?
- Jeffries Park (on N. Cleveland) – need parking, if possible. Parking on street there is dangerous.
- Community centers – the last time I checked (which has been awhile) the price was similar to the Y, but with much more limited business hours. Needs to be competitive in price, hours, and activities offered.
- Francois Chouteau fountain – let's make it happen!

APPENDIX B - PARK INVENTORY SUMMARY

Park Name	Park Location	Classification	Overall Park Rating	Park District	Council District	Acreage	County	Year Acquired
9th & Van Brunt Athletic Fields	E. 9th St. & Van Brunt Blvd.	Regional	Good	Central	3	12.4	Jackson	2007
Admiral Plaza	Admiral Boulevard & Oak St.	Neighborhood	Fair	Central	4	1	Jackson	1981
Agnes Park	E. 74th St. & Agnes Ave.	Neighborhood	Fair	South	5	1.95	Jackson	1967
Amity Woods Nature Park	MO Hwy. 152 & N. Amity Rd.	Neighborhood	Good	North	2	48.41	Platte	2000
Arbor Villa Park	E. 66th Terr. & Main St.	Neighborhood	Good	South	6	1.11	Jackson	1949
Arleta Park	E. 77th St. & Prospect Ave.	Neighborhood	Fair	South	5	4.62	Jackson	1967
Arno Park	Ward Parkway & W. 69th St.	Neighborhood	Excellent	South	6	1.11	Jackson	1949
Ashland Square	E. 23rd St. & Elmwood Ave.	Neighborhood	Fair	Central	3	7.53	Jackson	1913
Bannister Park	9800 James A. Reed Road	Neighborhood	Fair	South	5	13.67	Jackson	1975
Barry Road Park	8299 N. Congress Ave.	Community	Good	North	2	10.96	Platte	1967
Belvidere Park	Independence Ave. & Lydia Ave.	Neighborhood	Poor	Central	3	15.46	Jackson	1967
Bent Tree Park	Harris St. & View High Dr.	Neighborhood	Good	South	5	3	Jackson	1978
Big Blue Battlefield Park	E. 63rd St. & Manchester Trfwy.	Community	Poor	South	5	86.22	Jackson	1995
Big Shoal Greenway	Parallel to N.E. 56th St., from N. Antioch Road to centerline of Thornton's Mill Creek	Preserves-Greenways	Fair	North	1	103.08	Clay	1957
Blenheim Park	Gregory Boulevard & The Paseo	Neighborhood	Fair	South	5	6.93	Jackson	1921
Bloch, Richard & Annette, Cancer Survivors' Park (Roanoke Plaza)	Roanoke Parkway & W. 47th St.	Community	Excellent	Central	4	2.37	Jackson	1990
Blue Banks Park	4800 Colorado Ave.	Neighborhood	N/A	Central	3	37.84	Jackson	1931
Blue Hills Park	E. 53rd St. & Brooklyn Ave.	Neighborhood	Good	South	5	10.37	Jackson	1946
Blue River Athletic Field	I-435 & E. 104th St.	Community	Poor	South	6	80	Jackson	1974
Blue Valley Park	E. 23rd St. & Topping Ave.	Community	Fair	Central	3	238.5	Jackson	1943
Blue Valley Recreation Center Park	1801 White Ave.	Community	Good	Central	3	24.04	Jackson	1970
Blues Park	E. 20th St. & Prospect Ave.	Neighborhood	Good	Central	3	4.75	Jackson	1967
Boone Hays Park	East 63rd St. and Euclid	Undeveloped	Good	South	5	3.96	Jackson	
Briarcliff Greenway	N.W. 36th St. to N.W. 40th St. along Briarcliff Road	Neighborhood	Good	North	4	40.94	Platte	1957
Brookhill Park	N.E. 58th St. & N. Jackson Ave.	Preserves-Greenways	N/A	North	1	13.86	Platte	1985
Brookside Court	Brookside Boulevard & W. 63rd St.	Neighborhood	Good	South	6	1.03	Jackson	1911
Brookside Park	Brookside Boulevard & E. 56th St.	Neighborhood	Good	South	4	5.67	Jackson	1951
Brookside Triangle Park	Brookside Boulevard & E. 59th St.	Neighborhood	Good	South	4	1.29	Jackson	1911
Brown, Sanford Plaza	Linwood Boulevard & Brooklyn Ave.	Neighborhood	Good	Central	3	3.09	Jackson	1908
Brush Creek Greenway	Along Brush Creek, from Brookside Boulevard to the Blue River	Regional	Good	Central	3, 4 & 5	285.85	Jackson	1917
Buckeye Greenway	MO Hwy. 210 & N. Brighton to N.E. 37th St.	Preserves-Greenways	N/A	North	1	72.4	Clay	1957
Budd Park	St. John Ave. & Brighton Ave.	Neighborhood	Fair	Central	4	26.39	Jackson	1890
Cafe Corner Park	Ward Parkway & J.C. Nichols Parkway	Mini	Excellent	Central	4	0.67	Jackson	1917
Cameron, Dr. Jeremiah Park	43rd St. & Broadway Blvd.	Mini	Good	Central	4	0.25	Jackson	2007
Case, Ermine, Jr., Park	W. 10th St. & Jefferson St.	Special Use	Good	Central	4	1.67	Jackson	1944
Cave Spring Park	7200 Westhavens Road	Neighborhood	Good	South	5	12.3	Jackson	1980
Central Park	Linwood Boulevard & Bales Ave.	Neighborhood	Good	Central	3	11.89	Jackson	1930
Chaumiere Woods Park	N.E. 43rd St. & N. Indiana Ave.	Neighborhood	Fair	North	1	15.4	Clay	1957
Chelsea Park	E. 27th St. & Chelsea Ave.	Neighborhood	Good	Central	3	3.19	Jackson	1948
Chouteau Greenway	N.E. 38th St. to N.E. 43rd St.	Preserves-Greenways	Good	North	1	26.98	Clay	1957
Chouteau Greenway Park	N.E. 42nd St. & Chouteau Trfwy.	Neighborhood	Good	North	1	6.5	Clay	1957
Chouteau Park	N.E. 46th St. & Chouteau Trfwy.	Neighborhood	Good	North	1	7.38	Clay	1957
City Hall Grounds	414 E. 12th St.	Special Use	Poor	Central	2	1.53	Jackson	
Clark-Ketterman Athletic Field	E. 107th St. & Skiles Ave.	Neighborhood	Good	South	6	35.51	Jackson	1967
Clayton Park	N.E. 64th Terr. & N. Belleview St.	Neighborhood	Good	North	2	33.01	Clay	1986
Cleveland Park	E. 43rd St. & Cleveland Ave.	Community	Good	Central	3	29.04	Jackson	1956
Columbus Square	Missouri Ave. & Holmes St.	Neighborhood	Fair	Central	4	4.18	Jackson	1909
Commonwealth Green	Armour Boulevard & Gillham Road	Neighborhood	Good	Central	4	1.48	Jackson	1988
Cooley Park	N. Antioch Road & Winn Road	Community	Fair	North	1	18.26	Clay	1957
Corrington Park	E. 18th St. & Corrington Ave.	Neighborhood	Good	Central	3	9.85	Jackson	1967
Countryside Park	Brookside Blvd. & E. 54th St.	Neighborhood	Fair	South	4	0.68	Jackson	1911
Creekwood Park	N.W. 78th St. & N. Hickory	Neighborhood	Fair	North	2	4.75	Clay	1999
Crestview Park	N.E. 43rd St. & N. Troost Ave.	Neighborhood	Fair	North	4	9.07	Clay	1957
Crews, Nelson C., Square	E. 27th St. & Woodland Ave.	Neighborhood	Fair	Central	3	6.29	Jackson	1902
Cypress Park	E. 29th St. & Cypress Ave.	Neighborhood	Good	Central	3	5.19	Jackson	1967

Park Name	Park Location	Classification	Overall Park Rating	Park District	Council District	Acreage	County	Year Acquired
Daniel Morgan Boone Park	E. 63rd St. & Euclid Ave.	Special Use	Fair	South	5	14.64	Jackson	2002
Darter, Jerry, Park	E. 105th St. & Hillcrest Road	Neighborhood	Fair	South	6	24.11	Jackson	1974
Davidson Park	N.E. 53rd St. & N. Woodland Ave.	Neighborhood	Good	North	1	15.97	Clay	1957
Davis, Ilus W., Park	E. 11th St. & Oak St.	Community	Good	Central	4	5.2	Jackson	2001
Davis, Murray, Park	E. 40th St. & Main St.	Special Use	Good	Central	4	0.09	Jackson	1931
Dietrich, Sheila Kemper, Park	Gillham Road & E. 27th St.	Neighborhood	Good	Central	4	2.57	Jackson	1900
Douglass Playground At Grace Williams Nicholl Park	2632 Jarboe St.	Neighborhood	Good	Central	4	0.24	Jackson	2006
Drips, Andrew Park	W. 16th St. & Belleview Ave.	Neighborhood	Fair	Central	4	0.16	Jackson	1882
Dunbar Park	E. 36th St. & Oakley Ave.	Neighborhood	Good	Central	3	2.94	Jackson	1943
Dunn, Wilbur H., Park	The Paseo & Meyer Boulevard	Neighborhood	Fair	Central	5	9.23	Jackson	1911
Eastwood Park	Sni-A-Bar Road & Bennington Ave.	Neighborhood	N/A	Central	5	3.8	Jackson	1979
Englewood Park	Englewood Road & N. Troost Ave.	Community	Good	North	1	50.75	Clay	1957
Essex Park	N.E. 87th St. & N. Mersington Ave.	Preserves-Greenways	Fair	North	1	5.97	Jackson	2001
Ewing Park	E. 107th St. & Ewing Ave.	Mini	Fair	South	6	0.28	Jackson	1977
Fairfield Park	N.E. Cookingham Drive & N. Charlotte St.	Preserves-Greenways	Fair	North	2	10.7	Clay	1998
Fairview Park	E. 38th St. & Arlington Ave.	Neighborhood	Good	Central	3	9.6	Jackson	1982
Fishing River Greenway	N.E. 109th St. & N. Ditzler Ave.	Preserves-Greenways	N/A	North	1	32.54	Clay	1999
Fox Hill Park	N.E. 104th St. & N. Chowning Dr.	Neighborhood	Good	North	2	15.2	Clay	1979
Freeway Gardens	E. 14th St. & Indiana Ave.	Special Use	Good	Central	3	2.27	Jackson	1970
French Tract	Bannister Road	Neighborhood	Poor	South	5	12.65	Jackson	1974
Gage Park	W. 23rd St. & Jarboe St.	Neighborhood	Good	Central	4	3.64	Jackson	1967
Gambril Tract	E. 108th St. & Saint Catherine's Lane	Neighborhood	N/A	South	6	10.6	Jackson	1974
Garment District Place	W. 8th St. between Washington St. & Broadway	Mini	Good	Central	4	0.76	Jackson	1990
Garney, Anne, Park	N. Woodland & N.E. 108th St.	Community	N/A	North	2	100	Clay	1999
Garrison Square	E. 5th St. & Troost Ave.	Neighborhood	Fair	Central	4	3.09	Jackson	1908
Gillham, Robert, Park	Gillham Road, from 39th St. to Brush Creek Boulevard	Neighborhood	Good	Central	4	58.84	Jackson	1902
Goin' To Kansas City Plaza At Twelfth Street And Vine	The Paseo & E. 12th St.	Mini	Good	Central	3	4.8	Jackson	1977
Golden Oaks Park	N.E. 46th St. & N. Antioch Road	Neighborhood	Fair	North	1	14.02	Clay	1957
Gorman, Anita B., Park	N. Holmes St. at N.E. Vivion Road	Community	Fair	North	1	45.79	Clay	1957
Green Hills Park	Green Hills Road & Bryan Ave.	Preserves-Greenways	N/A	North	2	5.8	Platte	1977
Harmony Park	E. 10th St. & Agnes Ave.	Neighborhood	Good	Central	3	1.4	Jackson	1971
Heim Park	Chestnut Trfwy. & Martin Ave.	Neighborhood	Poor	Central	4	4.17	Jackson	1967
Hibbs Park	E. 59th St. & Spruce Ave.	Neighborhood	Good	South	5	2.73	Jackson	1967
Hidden Valley Park	N.E. Russell Road & N. Bennington Ave.	Community	Good	North	1	193.2	Clay	1957
Highland View Park	N.E. 85th Terr. & N. Virginia Ave.	Neighborhood	Good	North	1	13.11	Platte	1977
Hodge, Robert H., Park	7000 N.E. Barry Road	Regional	Good	North	1	1029.05	Clay	1967
Holmes Park	Holmes Road & E. 69th St.	Neighborhood	Good	South	6	9.14	Jackson	1944
Hospital Hill Park	Gillham Road & E. 22nd St.	Neighborhood	Good	Central	4	3.34	Jackson	1909
Hyde Park	Gillham Road & E. 38th St.	Neighborhood	Good	Central	4	7.46	Jackson	1902
Independence Plaza	Independence Boulevard & Park Ave.	Mini	Fair	Central	3	1.73	Jackson	1896
Indian Creek Greenway	Along Indian Creek, from State Line Rd. to the Blue River	Neighborhood	Good	South	5 & 6	119.49	Jackson	1968
Indian Mound	Gladstone Boulevard & Belmont Boulevard	Special Use	Fair	Central	4	11.73	Jackson	1911
Indiana Park	E. 25th St. & Indiana Ave.	Neighborhood	Good	Central	3	2.38	Jackson	1967
Ingels Park	E. 118th St. & Bristol Ave.	Neighborhood	Good	South	6	5.7	Jackson	1977
Iser Park	E. 112th Terr. & Sycamore Ave.	Neighborhood	Fair	South	6	10.65	Jackson	1977
Ivanhoe Park	E. 43rd St. & Brooklyn Ave.	Neighborhood	Good	Central	3	11.56	Jackson	1956
Jarboe Park	W. 17th St. & Jarboe St.	Neighborhood	Good	Central	4	4.33	Jackson	1904
Kemp, Margaret, Park	E. 10th St. & Harrison St.	Neighborhood	Good	Central	3	2.94	Jackson	1967
Kessler, George E., Park	The Paseo to Belmont Boulevard, North Bluffs	Community	Fair	Central	3 & 4	307.21	Jackson	1895
Kiely, Thomas J., Park	The Paseo & Volker Boulevard	Neighborhood	Good	South	5	0.58	Jackson	1926
King, Martin Luther, Jr., Square	Swope Parkway & Woodland Ave.	Neighborhood	Poor	Central	3	42	Jackson	1978
Kirby Creek Park	N.E. 81st St. & N. Woodland Ave.	Preserves-Greenways	Fair	North	1	4.9	Clay	1978
Klapmeyer Park	W. 126th St. & State Line Road	Neighborhood	Fair	South	6	13.5	Jackson	1973
Lakewood Greenway	I-35 to Penguin Park, parallel to N. Norton Ave.	Neighborhood	Good	North	1	63.55	Clay	1957

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Park Name	Park Location	Classification	Overall Park Rating	Park District	Council District	Acreage	County	Year Acquired
Legacy East Park	E. 91st St. & Brooklyn Ave.	Neighborhood	Fair	South	5	12.7	Jackson	1972
Legacy West Park	E. 94th St. & Troost Ave.	Neighborhood	Good	South	5	15.1	Jackson	1972
Liberty Park	E. 34th Terr. & Stadium Dr.	Neighborhood	Fair	Central	3	17.78	Jackson	1967
Line Creek Greenway	N.W. 70th St. to N.W. Barry Road	Preserves-Greenways	Fair	North	2	75.06	Platte	1975
Line Creek Meadows	Line Creek Parkway & N.W. 85th St.	Preserves-Greenways	Fair	North	2	10.91	Platte	1997
Linwood Green	Linwood Boulevard, from Lister Ave. to Poplar Ave.	Neighborhood	Fair	Central	3	17.7	Jackson	1974
Little Blue Valley Park	Noland Rd. & E. 75th St..	Regional	Good	South	5	95	Jackson	2011
Longfellow Park	Gillham Road & E. 25th St.	Neighborhood	Good	Central	4	3.42	Jackson	1980
Longview Tract	7101 Longview Road	Neighborhood	Poor	South	6	21.54	Jackson	2002
Loose, Jacob L., Park	W. 51st St. & Wornall Road	Community	Excellent	South	4	74.08	Jackson	1927
Lykins, Dr. Johnstone, Square	E. 8th St. & Myrtle Ave.	Neighborhood	Good	Central	3	4.95	Jackson	1913
Manheim Green	Manheim Road & E. 40th St.	Mini	Good	Central	3	0.99	Jackson	1983
Maple Park	Maple Boulevard & Lexington Ave.	Neighborhood	Good	Central	3	15.52	Jackson	1946
Maplewoods Greenway	N.E. 96th St. & N. Lydia	Preserves-Greenways	Good	North	1 & 2	103.5	Clay	1993
Marlborough Community Center Grounds	8200 The Paseo	Mini	Good	South	5	1.08	Jackson	1997
Marlborough Park	E. 83rd St. & Park Ave.	Preserves-Greenways	Poor	South	5	18.29	Jackson	1981
Memorial Hill	Pershing Road & Main St.	Regional	Good	Central	4	46.96	Jackson	1920
Migliazzo, Carl, Park	Minor Dr. & Pennsylvania Ave.	Neighborhood	Good	South	6	12.4	Jackson	1977
Mill Creek Park	J.C. Nichols Parkway, from W. 43rd St. to Ward Parkway	Neighborhood	Good	Central	4	11.43	Jackson	1908
Minor, William, Park	Red Bridge Road & Holmes Road	Regional	Fair	South	6	235.09	Jackson	1956
Montgall Park	E. 22nd St. & Agnes Ave.	Neighborhood	Good	Central	3	6.1	Jackson	1920
Morgan Tract	5800 N. Broadway	Preserves-Greenways	N/A	North	2	9.25	Clay	1981
Mulkey Square	W. 13th St. & Summit St.	Neighborhood	Good	Central	4	8.87	Jackson	1904
Nashua Water Tower Playground	10945 N. Oak Trfwy.	Mini	Fair	North	2	1	Clay	2007
Nicholson Ball Diamond	3601 E. Nicholson Ave	Neighborhood	N/A	Central	4	2	Jackson	1971
Noble Park	E. 75th St. & Cleveland Ave.	Neighborhood	Good	South	5	14.3	Jackson	1982
North Brook Park	N.E. 79th St. Terr. & N. Sycamore Dr.	Preserves-Greenways	Fair	North	1	17.85	Clay	1997
North Congress Greenway	N.W. 68th St. & Mace Road	Neighborhood	Good	North	2	31.68	Platte	1974
North Hampton Park	N.E. 116th St. & N. Stark Ave.	Preserves-Greenways	Fair	North	1	42.4	Clay	1990
North Hills Park	South of N.E. 36th St. at N. Wayne Ave., west of I-29/I-35	Preserves-Greenways	Poor	North	4	14.5	Clay	1957
North St. Clair Park	N.W. 79th St. & St. Clair Ave.	Preserves-Greenways	Fair	North	2	12.37	Platte	1998
Northeast Athletic Fields	6500 E. St. John Ave.	Community	Good	Central	4	18.99	Jackson	1967
Northwood Park	N. Park & N.W. 56th St.	Preserves-Greenways	Fair	North	2	5.56	Platte	1988
Oak Park	E. 43rd St. & Agnes Ave.	Neighborhood	Fair	Central	3	6.49	Jackson	1945
Observation Park	W. 20th St. & Holly St.	Neighborhood	Good	Central	4	8.88	Jackson	1899
Old State Line Greenway	N. Hickory, from N. Hidden Lakes Dr. to N.W. 80th St.	Preserves-Greenways	Poor	North	2	24.52	Platte	1994
Paige, Satchel, Stadium	5200 E. 51st St.	Special Use	Good	South	3	12.7	Jackson	1985
Palmer Park	E. 53rd St. & Smalley Ave.	Neighborhood	Good	South	3	6.15	Jackson	1977
Park Forest Park	N.W. 75th St. & N. Autumn Ave.	Neighborhood	Fair	North	2	10.03	Platte	1983
Penguin Park	N.E. Vivion Road & N. Norton Avenue	Community	Good	North	1	3.42	Clay	1998
Penn Valley Park	W. 28th St. & Wyandotte St.	Community	Good	Central	4	176.58	Jackson	1898
Pioneer Park	Broadway Blvd. & Westport Road	Special Use	Good	Central	4	0.17	Jackson	1987
Platte Purchase Park	N.W. 100th St. & Platte Purchase Drive	Community	Fair	North	2	140	Platte	2004
Pleasant Valley Road Athletic Complex	6401 N.E. Pleasant Valley Road	Community	Fair	North	1	27	Clay	1992
Prather Park	Parvin Road & Prather Road	Neighborhood	Poor	North	1	3.7	Clay	1967
Prospect Plaza Park	E. 12th St. & Prospect Ave.	Neighborhood	Good	Central	3	7.2	Jackson	1973
Quailridge Park	N.E. 108th St. & MO Hwy. 291	Preserves-Greenways	N/A	North	1	14	Clay	1998
Raytown Road Athletic Field	Eastern Trfwy. & Raytown Road	Neighborhood	N/A	Central	3	32.7	Jackson	1973
Reed, James A., Park	E. 89th St. & James A. Reed Road	Neighborhood	Good	South	5	12.13	Jackson	1976
Riverfront Park	Riverfront Road & N. Monroe Ave.	Community	Good	Central	4	955.45	Jackson	1947
Riverview Greenway	N.E. 32nd St. & N. Holmes Rd. thence northeasterly to Russell Rd.	Neighborhood	N/A	North	4	44.55	Clay	1957
Roanoke Park	Valentine Road to 34th St. & Karnes Boulevard	Neighborhood	Good	Central	4	37.59	Jackson	1902
Robinhood Park	N.W. 72nd St. & Robinhood Lane	Neighborhood	N/A	North	2	8.4	Platte	1975
Rock Creek Park	Byers Ave. & N. Antioch Road	Preserves-Greenways	N/A	North	1	15.78	Clay	1957
Romey Hills Park	N.E. 101st Pl. & N. Main St.	Neighborhood	Good	North	2	5.27	Platte	1979
Ruskin Way Park	E. 114th St. & Ruskin Way	Neighborhood	Poor	South	6	5.13	Jackson	1977
Russell, Majors, Waddell Park	State Line Road & W. 83rd St.	Special Use	Good	South	6	3.75	Jackson	1983

Park Name	Park Location	Classification	Overall Park Rating	Park District	Council District	Acreage	County	Year Acquired
San Rafael Park	N.E. 53rd St. & San Rafael Dr.	Neighborhood	Fair	North	1	26.17	Clay	1968
Santa Fe Trace Park	Martha Truman Rd. & Holmes Rd.	Neighborhood	Fair	South	6	23.86	Jackson	1978
Santa Fe Trail Park	E. 23rd St. & Topping Ave.	Special Use	Good	Central	3	34.89	Jackson	1967
Schumacher Park	6201 E. 93rd St.	Neighborhood	Good	South	5	1.3	Jackson	1993
Scott Park	4141 E. 100th Terr.	Neighborhood	Good	South	6	6.3	Jackson	1974
Searcy Creek Greenway	N.E. Parvin Road to N.E. 56th St. along Searcy Creek	Community	Fair	North	1	177.02	Clay	1957
Seven Oaks Park	E. 39th St. & Kensington Ave.	Neighborhood	Good	Central	3	11.23	Jackson	1949
Sheffield Park	E. 12th St. & Winchester Ave.	Neighborhood	Fair	Central	4	11.24	Jackson	1913
Sherrydale Park	N.E. 90th Terr. & N. Oak St.	Preserves-Greenways	N/A	North	2	8.82	Clay	1976
Skiles Park	E. 47th St. & Skiles Ave.	Neighborhood	Good	South	3	10.36	Jackson	1979
Smith, Jerry Park	E. 135th St. & Prospect Ave.	Regional	Fair	South	6	360	Jackson	1975
South Oak Park	E. 83rd St. & Oak St.	Neighborhood	Good	South	6	19.47	Jackson	1961
Southmoreland Park	Emanuel Cleaver II Blvd. & Oak St.	Neighborhood	Good	Central	4	3.86	Jackson	1899
Spring Valley Park And Plaza	E. 27th St. & Woodland Ave.	Community	Good	Central	3	26.43	Jackson	1902
Strathbury Park	I-29 & N.W. 60th St.	Neighborhood	Fair	North	2	14.52	Platte	1977
Sunnyside Park	W. 83rd St. & Summit St.	Neighborhood	Good	South	6	21.25	Jackson	1949
Sunset Park	N. Garfield Ave., from N.E. 35th St. to N.E. 34th Terr.	Preserves-Greenways	N/A	North	1	27.98	Clay	1957
Swope, Thomas H., Park	Swope Parkway & Meyer Boulevard	Regional	Good	South	5	1805	Jackson	1896
Sycamore Knoll Park	Byfield Ave., north of N.W. Barry Road	Preserves-Greenways	Good	North	2	1.39	Platte	1978
Sycamore Park	E. 108th St. & Sycamore Ave.	Neighborhood	Good	South	6	8.6	Jackson	1977
Terrace Park	E. 115th St. & Cleveland Ave.	Neighborhood	Poor	South	6	4.29	Jackson	1976
Terry R. Dopson, Parks, Recreation & Boulevards Administration Building Grounds	4600 E. 63rd St. Trafficway	Special Use	Good	South	5	7.35	Jackson	1998
The Concourse	Benton Boulevard & St. John Ave.	Neighborhood	Good	Central	4	6.36	Jackson	1899
The Grove	Benton Boulevard & Truman Road	Community	Good	Central	3	11.33	Jackson	1898
The Parade	The Paseo & Truman Road	Community	Good	Central	3	20.99	Jackson	1900
Theis, Frank A., Park	Volker Boulevard & Oak St.	Neighborhood	Good	Central	4	13.81	Jackson	1944
Tiffany Hills Park	N. Congress Ave. & Tiffany Springs Rd.	Community	Good	North	2	71.9	Platte	2000
Tiffany Springs Park	N.W. 88th St. & N. Hampton Road	Regional	Good	North	2	838.46	Platte	1966
Timber Valley Park	E. 62nd St. Terr. & Marion Dr.	Neighborhood	Good	South	5	21.6	Jackson	1979
Tower Park	Holmes Road & E. 76th St.	Neighborhood	Fair	South	6	18.64	Jackson	1944
Town Fork Creek Greenway	Blue Parkway & Cleveland Ave., south to E. 59th St. & S. Benton Ave.	Neighborhood	Good	South	5	68.19	Jackson	1970
Traber, Lafayette, Garden	Woodland Ave. & Pendleton St.	Neighborhood	Good	Central	3	0.78	Jackson	1912
Tracy Arts Park	E. 21st St. & Tracy Ave.	Special Use	Good	Central	3	2.99	Jackson	1933
Troost Park	The Paseo & E. 31st St.	Neighborhood	Good	Central	3	8.75	Jackson	1901
Union Cemetery	Warwick Boulevard & E. 28th St.	Special Use	Fair	Central	4	27.67	Jackson	1943
Van Brunt Park	Van Brunt Boulevard & E. 16th St.	Neighborhood	Good	Central	3	13.2	Jackson	1911
Vaydik, Frank, Park	N.W. 56th St. & N.W. Waukomis Dr.	Community	Fair	North	2	176.06	Platte	1966
Vineyard Park	E. 40th Terr. & Vineyard Dr.	Neighborhood	Good	Central	3	30.5	Jackson	1975
Vivion Road Backyard Wildlife Demostration Garden	N.E. 47th St & N.E. Vivion Rd.	Special Use	Good	North	1	1.54	Clay	1999
Warford Park	E. 114th St. & Cleveland Ave.	Neighborhood	Good	South	6	3.37	Jackson	1972
Washington Square Park	Pershing Road & Grand Boulevard	Neighborhood	Fair	Central	4	4.74	Jackson	1921
Waterwell Athletic Complex	MO Hwy. 9 & N. Broadway	Community	Good	North	4	66.26	Clay	1990
Waterworks Park	N.E. 32nd St. & N. Oak Trafficway	Community	Good	North	4	36.03	Clay	1965
West Pennway Park	W. 20th St. & Madison Ave.	Neighborhood	Fair	Central	4	1.59	Jackson	1944
West Rock Creek Park	E. 27th St. & Hunter Ave.	Preserves-Greenways	N/A	Central	3	18.48	Jackson	1980
West Terrace Park	West Bluff, from W. 6th St. to W. 17th St.	Neighborhood	Good	Central	4	30.56	Jackson	1900
Westwood Park	W. 47th St. & Wyoming St.	Neighborhood	Good	Central	4	9.33	Jackson	1948
White Oak Park	E. 89th St. & Crescent Ave.	Neighborhood	Poor	South	5	24.67	Jackson	1971
Wildberry Park	N.W. 87th St. & Pomona Ave.	Neighborhood	Good	North	2	7.25	Platte	1979
Willow Brooke Park	N.E. 96th St., East of N. Oak Trafficway	Preserves-Greenways	N/A	North	2	23.82	Clay	1993
Winner Park	8400 E. Independence Ave.	Neighborhood	Good	Central	4	11.56	Jackson	1971
Winnwood Park	N.E. 44th St. & N. Cypress Ave.	Neighborhood	Fair	North	1	18.95	Clay	1957
Wood Bridge Park	N. Holly Ave. & N.W. 79th Terr.	Preserves-Greenways	N/A	North	2	13.15	Platte	1987
Woodbrooke Park	N.E. 72nd St. & N. Kensington Ave.	Neighborhood	N/A	North	1	16.72	Clay	2002
Woodgate Park	E. 97th St. & Elm Ave.	Neighborhood	Fair	South	5	6.35	Jackson	1976
Woodsmoke Park	N.W. 70th St. & Hilldale Dr.	Neighborhood	Fair	North	2	8.1	Platte	1978

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APPENDIX C - PARK INVENTORY SHEETS

APPENDIX D - APPROVED CAPITAL IMPROVEMENT PLAN

APPENDIX E - STRATEGIC IMPLEMTATION ACTION MATRIX