



Needs Assessment



CHAPTER I SUMMARY OF HISTORICAL DOCUMENTS

Master Planning Task:

To review and summarize all previous Salina planning documents and determine their relevance to the development of the 2017 Park and Recreation Master Plan.

Introduction

The City of Salina in 2018 has evolved into what it is today, in part because of the effort, energy and expertise provided by numerous city staff, elected officials, citizens-at-large and consultants on a number of visioning and planning studies. The essence of those studies and their relevance to the 2018 Park and Recreation Master Plan is captured below in chronological order from their date of completion.

Planning Studies in Chronological Order

1964 City Comprehensive Plan

Purpose of the park and recreation component of the comprehensive plan – to analyze the adequacy of the park system and to prepare a plan to be used as a general guide in developing future parks and recreation areas over the next 20 years.

Key Findings:

1. Land is being devoted to other urban purposes which has continually diminished available open space
2. Rising land costs have further slowed the development of new parks
3. It appears that small parks have been acquired when land becomes available, either through dedication or by other means. This has resulted in a series of small parks, which do not efficiently serve neighborhood needs

Recommendations:

1. Add 490 acres to the existing 310 acres in the system
2. Provide a park for each neighborhood within a half mile walking distance
3. Park land deficiencies would be partially offset by utilizing 43 acres of school playgrounds in 15 existing neighborhoods
4. Development of a large park inside a loop formed by the flood control project cut-off of the Smoky Hill River (located at the east end of Albert Avenue)
5. Utilize 72 acres of land on the west side of the municipal airport as a recreation area
6. Trails to be developed, one of which would be two miles beginning in the small park at Second and Crawford and terminating at Cloud Street near St. Mary's Catholic School. The second trail would begin at Kenwood Park and extend approximately 1.5 miles east to Indian Rock Park
7. Airport golf course
8. Artificial ice skating rink
9. Acquire land and develop a neighborhood park in the Sunset School Neighborhood
10. Create a school site selection and development committee to coordinate the proposed use of school sites as parts of the park system
11. Investigate the potential of all sand pits adjacent to the city as water-oriented facilities
12. Prepare and complete an overall plan and improvement program for Indian Rock Park

1967 Park and Recreation Master Plan

Purpose of the Plan – To analyze existing public outdoor recreation facilities and create a definitive guide for development of park and outdoor recreation acquisition and development.

Identified Needs in the Plan:

1. A golf course to be located at the east Crawford airport site and the possible need for a second golf course in 1985
2. An outdoor natural amphitheater/stage to seat 2,000 people in the Indian Park development
3. Trails to be located near the channel of the Smoky Hill River from Kenwood-Oakdale Park to Indian Rock Park and south along the river
4. Ice skating - to utilize a portion of an existing skating area in Oakdale Park by providing artificial freeze equipment. If future demand warrants, the entire area should be treated with the addition of high intensity lighting, warming house and other facilities common to a skating center. If an additional area is warranted, the proposed Southeast city-wide park is recommended as the second site.
5. Recommended improvements with associated costs and prioritized by park for each of the parks in the system

1974 Neighborhood Recreation Facility Development Program

Purpose of the Plan – To develop and improve recreation facilities for residents living in the north Salina target area.

Objective:

1. To find at least four suitable sites for mini-parks in the target area
2. To provide needed equipment for youth and adults in each park in the target area
3. Sites that will preclude a user from crossing a major traffic artery in the target area

Recommendations:

1. Corner of 12th and Hamilton (northwest mini park)
2. 1200 block of north 3rd street (west side) and 1200 block of north 4th street (east side) (northeast mini park)
3. Corner of 4th street and Forrest Avenue (east side) (middle northeast mini park)
4. Corner of Iron and 11th street (west side mini park)

1985 Airport Park Master Plan

The purpose of the study – To serve as a guide for the orderly development of the park

Recommendations to augment the existing golf course:

1. Tennis courts
2. Ball fields
3. Recreation center
4. Camping area
5. Bicycling
6. Jogging
7. Bird watching
8. Passive recreation area to support picnicking, strolling and family activities
9. Playgrounds
10. Trails
11. Unsupervised sports areas; e.g. soccer, football, volleyball, basketball
12. Open space areas for wildlife, forestation, and camping

1987 Indoor Recreation Facility Study

Purpose of the Study – To examine the current status of community recreation services and to develop recommendations for meeting any perceived needs for indoor facilities.

Recommendations:

1. To improve coordination and cooperation among recreation providers by:
 - establishing regular meetings with other providers;
 - always working closely with the school district to ensure that gymnasiums are available;
 - developing agreements that would ensure that only one agency is responsible for senior programs in a building; and
 - working with the Salvation Army to resurface its gymnasium floor.
2. Construct a new 48,000 sq. ft. recreation center to include a large gym, aquatics, passive space and handball/racquetball courts
3. Of potential sites, Airport Park and Kenwood Park were rated the highest by the consultant

1997 Neighborhood Park Plan

Purpose - This planning document emphasized the benefits that parks provide to a community and poses the question of How Many Parks and How Much Land?

Existing parks are listed in six categories:

1. Neighborhood
2. Community
3. Special use areas
4. Ornamental parks
5. Athletic complex parks
6. Natural resource parks

Areas needing park land:

1. Schilling
2. Kennedy
3. Meadowlark
4. Heusner
5. Stewart/St. Mary's
6. Perimeter Development as the community grows

How to acquire park land:

1. Land acquisition
2. Donations
3. Endowments
4. Development restrictions on environmentally sensitive areas
5. Land dedication requirement for developers

1999 Schilling and Kennedy Elementary Schools Lease Agreement

Purpose of the Lease – To provide for the operation of the properties by the city as neighborhood parks and playgrounds just as if the city owned the property.

1. Exclusion - The soccer field at Kennedy School should be addressed separately. The area will be maintained as a soccer field unless a different use is approved by the school district.
2. Use of property – public park and playground and improvements by the city can be made as the city deems appropriate.
3. Use of property – public park and playground and improvements by the city can be made as the city deems appropriate.

2003 Building Detail Report

Each building and park structure is listed along with details such as:

1. Location
2. Type of building/structure
3. Year built
4. Number of stories
5. Frame type
6. ISO class
7. Fire protection
8. General building characteristics; e.g. type of walls, roofing, foundation, ceiling finish, floor finish, partitions
9. Services; e.g. electrical, plumbing, heating, and air conditioning
10. Valuation conclusions; e.g. replacement cost, contents value

2010 Comprehensive Plan

Vision Statement – City of Salina

Salina will be the regional center of central Kansas, providing good jobs, quality housing, necessary goods and services including quality health care and education for our youth as well as cultural and recreational opportunities that enrich the quality of life in the community for every resident and visitor

Value Statements attributable to the Park and Recreation Department

- Parks, recreation and natural areas that enhance the quality of the built environment and the quality of life for residents and visitors of Salina
- An accessible and connected community that embraces all modes of transportation including automobile, pedestrian and bicycle ways and public transit that contributes to the quality of life in Salina
- Diverse Arts and Cultural activities, including entertainment and business opportunities, and their positive physical and social influence on the citizens and quality of life in Salina
- People and their ability to make a difference, individually and collectively
- Partnerships for action, including Salinans, the city, public, private, nonprofit, service, cultural and educational organizations.
- The Youth, as they are our future

Future Land Use Goals

Protect natural areas, natural resources and floodplains through the implementation of the conservation and agricultural land use designations.

Connectivity Goals

- Bicycle and Pedestrian - Create an alternative transportation system that provides connections for both bicycles and pedestrians and integrates recreational and commuter routes throughout Salina
- Complete Streets - Complete Streets should at a minimum strive to incorporate the following elements on arterial and collector streets:
 - automobile lanes
 - sidewalks / pedestrian ways and pedestrian amenities (on both sides of the street), buffered from vehicle lanes by landscape strips or parked cars on streets that permit parking
 - adjoining recreational multi-use trail to accommodate bicycles or when not feasible dedicated bike lanes or striped shared lanes, and
 - transit (bus) stops

Park Goals

- Create a comprehensive and balanced system of public parks within Salina, to include neighborhood, community and linear parks, through the preparation of a Park System Master Plan
- Incorporate the linear parks network into the overall connectivity network for Salina
- Invest in parks and facilities in the designated areas of change to provide additional recreation facilities and services and encourage new private investment and redevelopment in those areas
- Provide park land, recreation facilities and services in growth areas as development occurs

Downtown Goals

Implement a river trails system along the old Smoky Hill River channel to create a recreational amenity and encourage redevelopment along the old river channel

2016 City of Salina Shared Vision Statement and Strategic Plan – Excerpts

Shared Vision

1. Salina will become a city with “connectivity.” This means that bicycle and walking trails along roadways, the flood control levee and the Smoky Hill River will be used to connect residential neighborhoods, commercial areas, schools and parks. These connections will eventually intersect with public transit pick-up/drop-off points. In addition, connectivity will also include community-wide information sharing through the latest electronic wireless technology.
2. The City of Salina will have master planned its assets in the Kenwood / Oakdale Park area west to the downtown business district in order to utilize them to their fullest potential. This will include the development of a uniformly managed, core destination complex for both residents and visitors. This complex will be surrounded by high quality, mixed-use development with an evident connection to downtown that complements existing commercial and residential assets.
3. Downtown Salina will be a thriving and vibrant place. It will include an artistic flair that complements diverse and successful business development, including: entertainment, professional services, restaurants and retail development. In addition, the downtown will include residential uses and places to congregate consistent with the desired, mixed-use activity.
4. Salina will be a town that is respectful of its heritage. Throughout Salina, the adaptive reuse of historic and architecturally significant buildings will be encouraged, along with the potential rehabilitation of brick streets in locations such as the downtown. In addition, Salina will begin making efforts to be an environmentally friendly community.

Strategic Goals

- Goal #2: The city will create a uniformly managed and master planned Kenwood Park / Oakdale Park destination area featuring recreation, tourism, entertainment, hotel lodging, surrounding mixed-use development, green space and a direct linkage to downtown
- Goal #5: The city will maintain a commitment to making downtown Salina a vibrant economic and social center of the community
- Goal #6: The city will work to make Salina a city that has connectivity physically and socially.
 - Plan for the physical connection of the Smoky Hill River with adjacent linear parks through development of riverway trail plan, working in coordination with the Friends of the River
- Goal #7: The city will recognize the importance of a healthy community and its natural resources, and will make practical efforts to preserve them.
 - The Smoky Hill River Renewal Master Plan (February, 2011) will be used as the guiding policy document for the old river channel area and will be referenced for future infrastructure planning and improvements related to the river channel and immediately adjacent area

Other Park-Related Actions

1. 1979 is when the recreation commission and park department were merged to establish the Department of Parks and Recreation
2. 1988 changed the name of the Community Services Department to the Department of Parks and Recreation
3. 1995 declaration of 2.2 acres of Centennial Park as surplus property to be used for affordable housing
4. 2002 developed concept drawings of spraygrounds
5. 2005 use of Special Park Fund for neighborhood park improvements
6. 2007 review of neighborhood center user fees. Emphasis on Carver and Friendship Centers as their annual revenue was \$9,563 while expenses were \$30,500. Rates were raised to \$10 per hour for those who were required to pay
7. 2012 transfer of title from the school district to the city for Hawthorne and Glennifer Hill Parks

Conclusions from Previous Planning Documents

1. There has been a consistent emphasis on neighborhood access to the park system
2. There has been a historic and strong relationship with the school district
3. There has been a history of areas in the city not having adequate park land
4. There has been a historical imbalance between indoor and outdoor recreation
5. The relevance of parks and recreation in the 2016 city shared vision statement and strategic plan is significant

Relevance to the development of the 2018 Park and Recreation Master Plans

Each of the five listed conclusions above will be evaluated and tested during the development of the master plan. The range of possibilities for each conclusion, from important to not important, will ultimately be determined by an assessment of current conditions, citizen preferences, park and recreation department capabilities and long term sustainability strategies.





CHAPTER 2 PUBLIC ENGAGEMENT

Master Planning Task:

To engage the public in a variety of venues to ensure that those who are interested in the future of the park system and recreation program have had an opportunity to participate.

Introduction

Several opportunities were offered to citizens during the planning process to make sure their voice was heard. The series of opportunities provided to the public was scheduled in an order that has proven to be the most effective. The table below details the order and the reason for doing it.

Table: Public Engagement Process

Public Engagement Venue	Reason
Step One - Stakeholder Interviews	To identify key issues facing the community so the issues can be used to develop the citizen survey instrument
Step Two - Citizen Survey	To test key issues in the survey process
Step Three - Focus Group	To have a conversation with community leaders about their in-depth meaning of the survey results
Step Four - Public Meetings	To seek public input about the survey results and listen to other ideas and/or suggestions they may have about the park system

Table: Public Engagement Dates, Locations and Key Talking Points

Stakeholder Interviews		
Date	Location	Key Talking Points
May 5, 2017	City Hall	Numerous ideas for opportunities and clarification of key issues facing the community that should be tested in the citizen survey
May 18, 2017	City Hall	
June 6, 2017	City Hall	
Statistically Valid Citizen Survey		
Completed August 24, 2017	N/A	Citizen preferences for programs and facilities
Focus Group		
September 9, 2017	City Hall	Clarification and support for numerous ideas to maintain and expand what the city has now in its park system
Public Meetings		
November 15, 2017	The Fieldhouse – an open discussion	Those in attendance spoke for the need for either upgraded tennis courts or a new tennis center
December 21, 2017	The Friendship Center with the Centennial Park Neighborhood	Need improved lighting Poor lighting leads to a feeling of being unsafe Move skatepark to Kenwood Park Keep basketball and sand volleyball in the park Need improved landscaping Upgrade the sprayground Importance of trees throughout the community

January 9, 2018	The Carver Center with members of the Horticulture Group	<p>What are the benefits of spending dollars on the park system?</p> <p>Programs and facilities for seniors are lacking, especially the county-owned senior center</p> <p>Given the economic impact of special events, why cannot a percentage of the revenue be dedicated to the park and recreation department?</p> <p>Does not seem to be a volunteer program to help the park and recreation department</p> <p>What about a therapy pool?</p>
February 8, 2018	City Hall with Baseball Enterprises	<p>The value of the public/private partnership with the city</p> <p>The need for a stadium at ECRA and two championship fields</p> <p>The dream of having all turfed fields</p> <p>Upgrades for all baseball/softball fields</p>
February 13, 2018	The Fieldhouse with soccer supporters	<p>To discuss new opportunities for soccer facilities and programs that would serve anyone who wants to participate and to talk about scheduled opportunities to encourage other communities to participate in Salina</p>
March 14, 2018	The Fieldhouse – Open Discussion	<p>The issue with deferred maintenance in the park system</p> <p>The need for a new tennis center at Kenwood Park</p>

Relevance to the development of the 2018 Parks and Recreation Master Plan

The intention was to develop a master plan that would be representative of citizen preferences for the residents of Salina. The public engagement process was designed to do just that.





CHAPTER 3 LEISURE LIFESTYLES ANALYSIS

Master Planning Task:

To analyze all demographic and lifestyle data (how people live, work and play) to gain in-depth insights about how resources should be applied in the future to the park system and recreation program.

Introduction

The City of Salina is a community with a population of just over 47,000 (2010 Census). Salina is in the Great Plains, in north central Kansas, relatively near the geographic center of the United States. It is in the Central Time Zone and at latitude 38° 50'25" has a reasonably temperate climate with an average annual temperature of 56.1°F. The reported elevation for Salina is 1,227 ft. a and the density is 1,900/sq. mi.

Kansas was named after the Kanza people who lived on the plains. Linguistically, they were related to the Sioux Nation. The State was part of the Louisiana Purchase in 1803 and was declared a Territory in 1854. Salina was organized as a Town Company in 1958 near the confluence of the Saline and Smoky Hill rivers. It served as a trading post in early days and benefited from the discovery of Gold near Pike's Peak in Colorado and the trade of gold-seekers. Salina was chartered in 1862, after Kansas became a State in 1861. It was also named the county seat of Saline County.

In 1867, the Kansas Pacific Railroad came to Salina and expanded its agricultural, commercial and industrial presence. Wheat and milling were the original engines for economic growth, but the first Lee Denim factory was built in Salina in 1889. By the turn of the century Salina was considered a Midwestern center of transportation, trade and Industry. Salina's population in 1910 was 9,688. It but had grown to 43,202 by the 1960 Census but dropped following the closing of the Smoky Hill AFB in 1965. The population rebounded to 41,843 by the 1980 Census. This was in large part due to the renovation of the AFB into an airport and industrial park.

Today Salina is 25.15 sq. mi. in area with a 2016 estimated population of 48,348. On average, Salina receives 32.2 in. (818 mm) of precipitation per year with the largest amount received in May through August. The average relative humidity is 64%. Snowfall averages 18.4 inches (47 cm) per year.

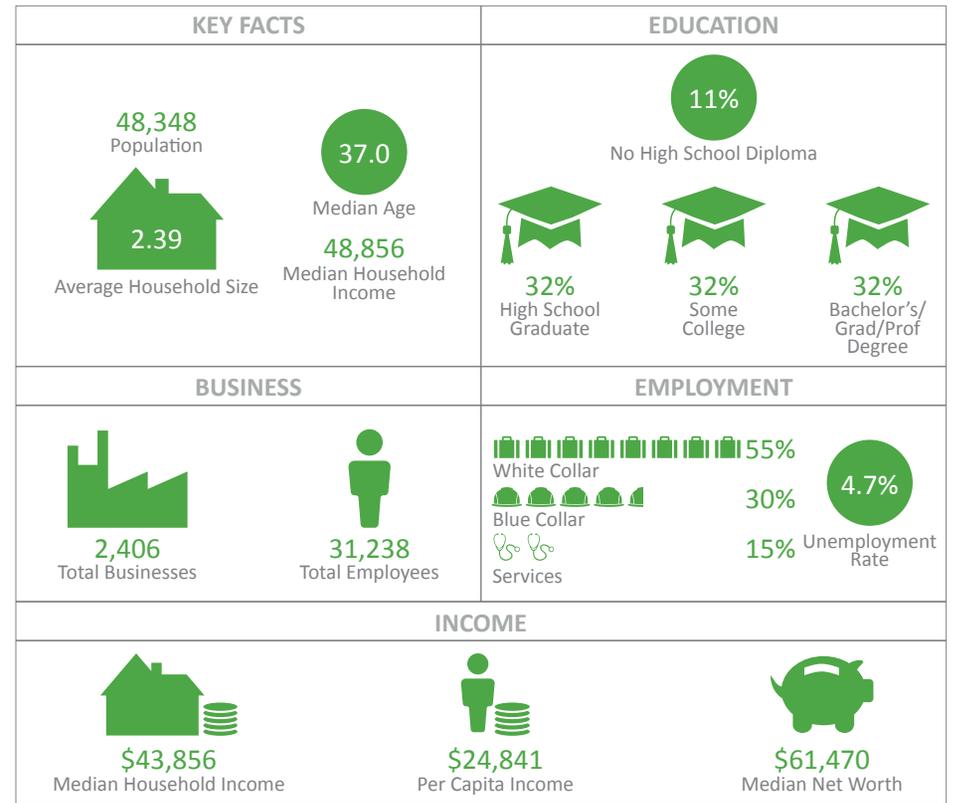
The remainder of the Leisure Lifestyles Report focuses on specific socio-economic, market potential, Trends in Leisure that will help inform the planning, financing and development of future parks and recreation facilities and services. The Salina community Profile Infographic introduces some of the key data for the City.

Element 1. Community Profile

The Community Profile for a jurisdiction provides a broad overview of the statistical make-up of the population and its characteristics regarding such demographic factors as age, gender, race/ethnicity, income, employment and similar relevant factors. Due to the amount of information collected through computers, it is necessary to focus only on those data that assist in the decision-making for future initiatives.

Salina Population

The rate of growth in Salina has been relatively steady over recent decades. That pattern is not projected to change unless there is some new development or initiative that will cause a growth spurt. None are known now.



Households by Income

The largest group: \$74,999 (17.7%) - \$50,000

The smallest group: \$200,000+ (2.3%)

Indicator	Value	Difference	
<\$15,000	12.4%	+0.8%	
\$15,000 - \$24,999	13.0%	+1.0%	
\$25,000 - \$34,999	13.4%	+0.7%	
\$35,000 - \$49,999	16.8%	+0.2%	
\$50,000 - \$74,999	17.7%	-0.6%	
\$75,000 - \$99,999	12.7%	-1.0%	
\$100,000 - \$149,999	8.9%	-0.7%	
\$150,000 - \$199,999	2.8%	-0.2%	
\$200,000	2.3%	-0.4%	

Bars show deviation from Salina County

Source: Information provided by ESRI, 2016.

Table 1.1 Salina Population

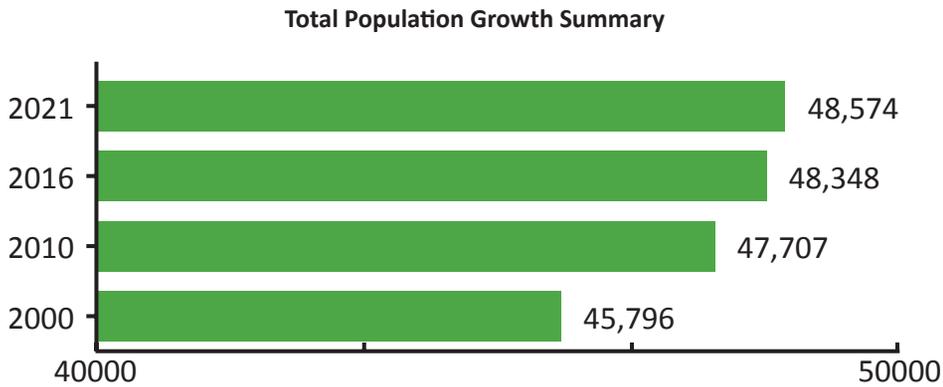
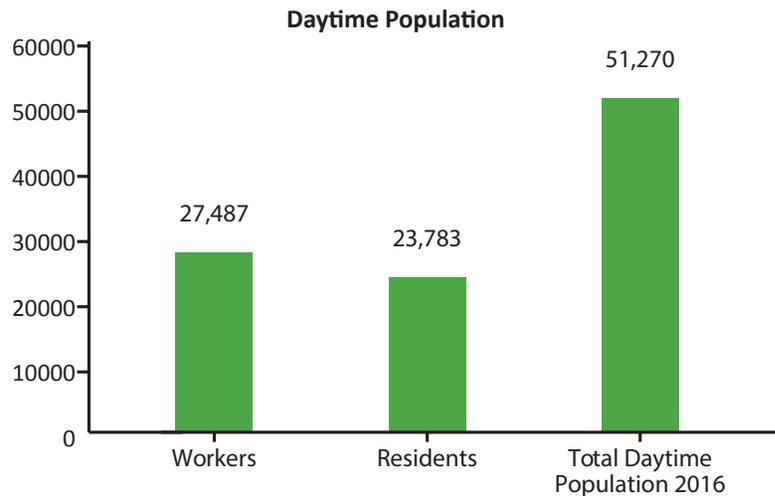


Table 1.2. Salina Daytime Population



Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Of interest to the Park and Recreation Department is the increase in daily population due to an influx of workers. Ways and means of capturing the additional 3,000 workers may aid in generating revenue particularly if workers available participation times coincide with off-peak times at facilities. For example, shift work at factories or Fire Department employee schedules of 24 hours on and 24 hours off.

Salina Households

Consistency for housing is as descriptive as it is for population. The households in Salina average 2.39 persons and approximately 62% of the households are occupied by families. This trend is projected to remain steady in the future.

Table 1.3 Salina Households Summary

	2000	2010	2016	2021
Households	18,572	19,391	19,661	19,757
Average Household Size	2.39	2.39	2.39	2.39
Families		12,024	12,145	12,172
Average Family Size		3	3	3

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Salina Household Units

For 2016, there are an estimated 21,189 housing units in Salina. Of these, 57.7% are owner occupied, 35.1% are renter occupied and 7.2% are vacant. This trend seems to be steady but it may offer opportunities for various partner programs related to home and furnishing repairs such as furniture-making or instrument making. Both of these activities have a high potential for Salina residents.

Table 1.4 Salina Household Units

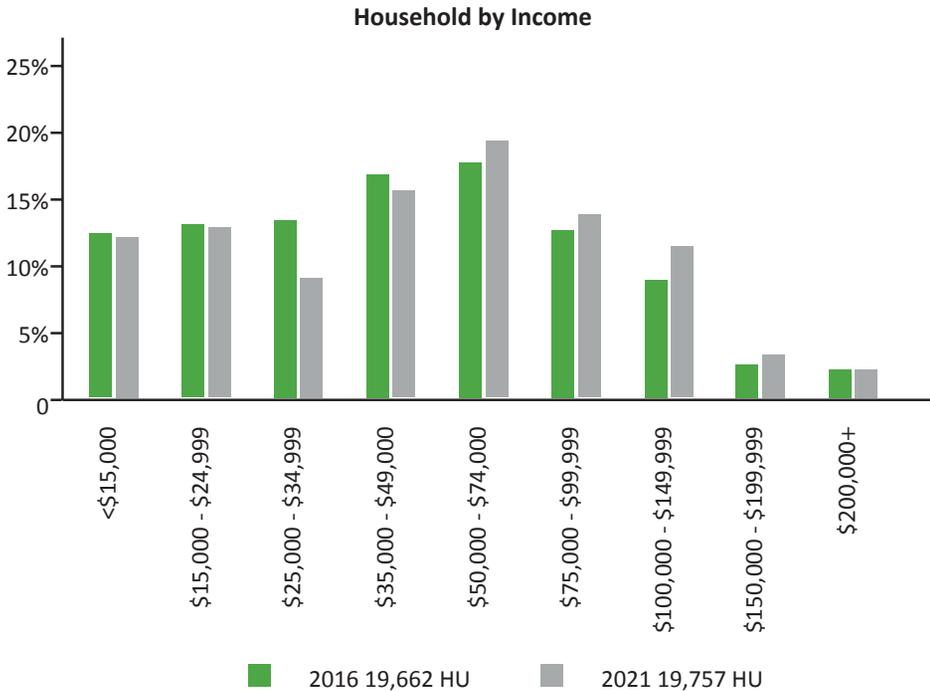
	2000	2010	2016	2021
Housing Units	19,648	20,803	21,189	21,374
Owner Occupied Housing	62.70%	59.70%	57.70%	57.50%
Renter Occupied Housing	31.80%	33.60%	35.10%	34.90%
Vacant Housing	5.50%	6.80%	7.20%	7.60%

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Households by income

Of the households in Salina, 55.6% have income below \$50,000. Lower income households in general are more inclined to do-it-yourself projects if they have or can acquire the skills needed. This offers a variety of programming opportunities with partner or contracted instructors depending on the need for class equipment.

Table 1.5 Salina Households by Income

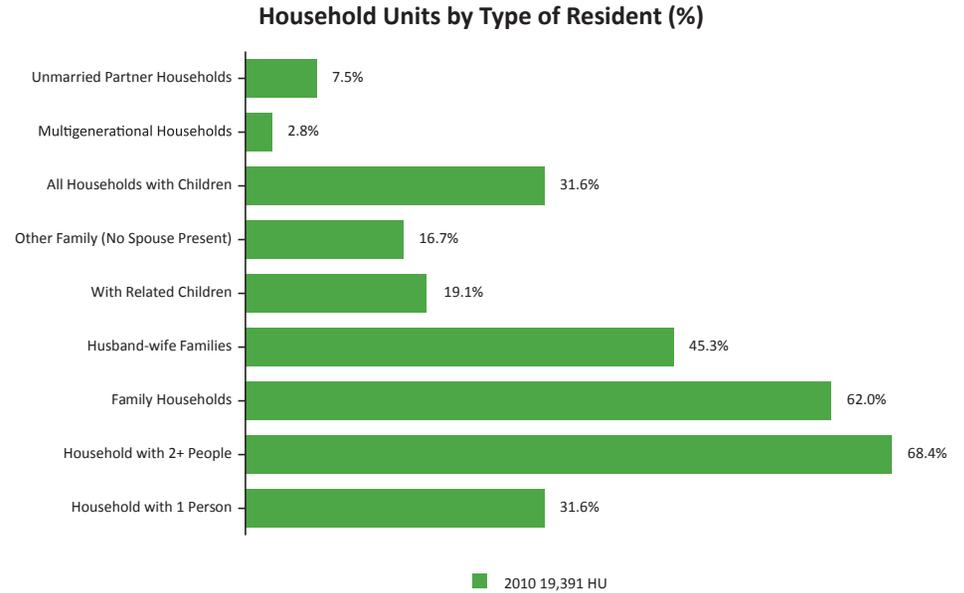


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Salina Households by Type

Table 1.5 shows the same proportion of households consist of one person living alone and households with children. It also shows multigenerational households comprising 2.8% of all 2+ family households. Certainly, the households with children are important to the marketing responsibility of the Parks & Recreation Department. The more significant challenge may be to determine how to access the single-person households. This may be especially true if a large portion of the one-person households are seniors who may lack social and health networks to keep them engaged in the community. These are important customers for parks and recreation.

Table 1.6 Salina Household by Type

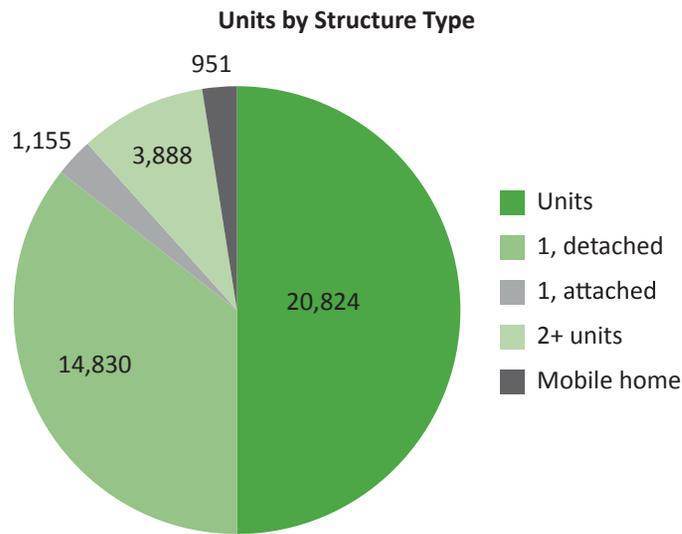


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Salina Housing by Units in Structure

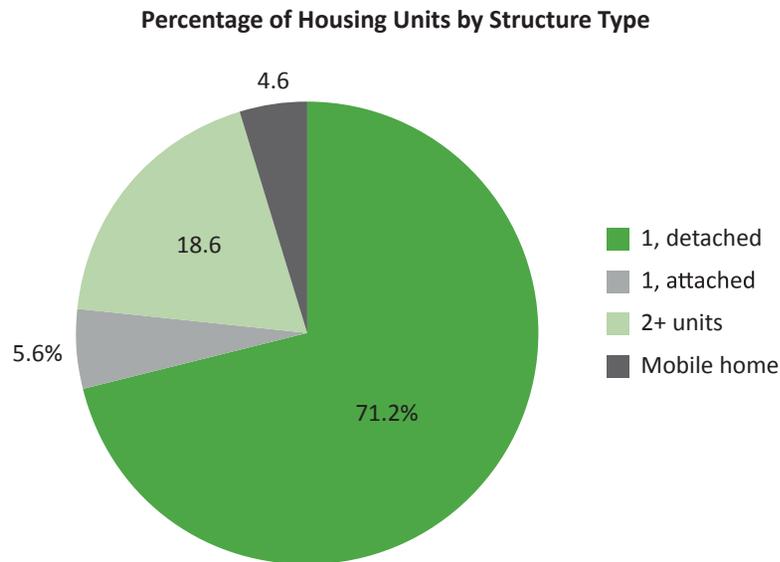
There are 20,824 housing units estimated by the American Census Survey for 2010 to 2014. Of these, the majority 71.20% are single family detached dwellings and 5.5% are single family attached units (generally referred to as townhouses). 18.6% are multiple unit structures ranging from duplexes, to complexes containing up to 50 + units. There are also 951 mobile homes comprising 4.6% of the total units. This data provides further evidence of the potential for programming and social needs for isolated individuals.

Graphic 1.7 Salina Household by Unit Structure Type



Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 1.8 Salina Household Percentage by Unit Structure Type



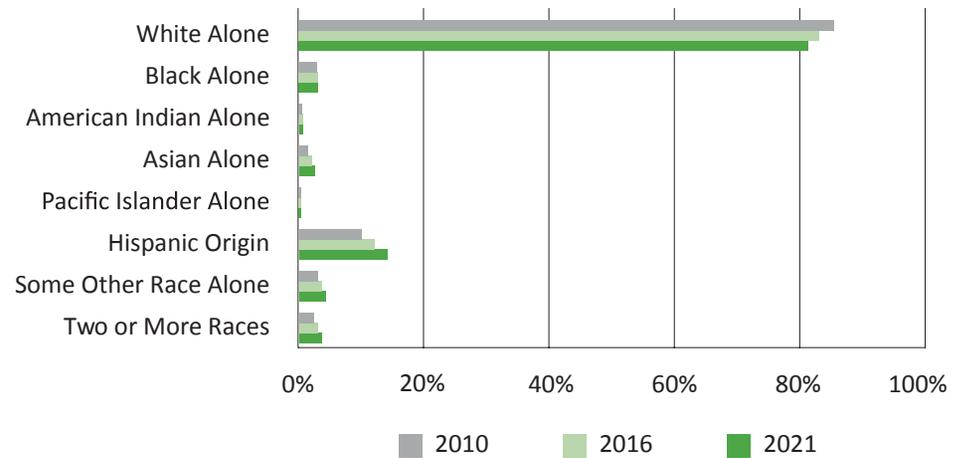
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Salina Race and Ethnicity

With a 2016 estimated 84.0% of the population categorized as white alone, Salina is viewed as a homogenous City. However, Table 1.7 clearly shows an increasing diversity. Hispanic speaking peoples at 12.8% are the most numerous of the non-white group and they are projected to increase 17.5% by 2021. Similar increases are expected for Asian alone (17.2%), Some other race alone (13.0%), and two or more races (12.8%).

This increasing diversity is an opportunity to share cultures within the community and reduce any focus on differences in the community. Park and Recreation events that celebrate traditions of all cultures represented can be a positive force in the community.

Table 1.9 Salina Race/Ethnicity

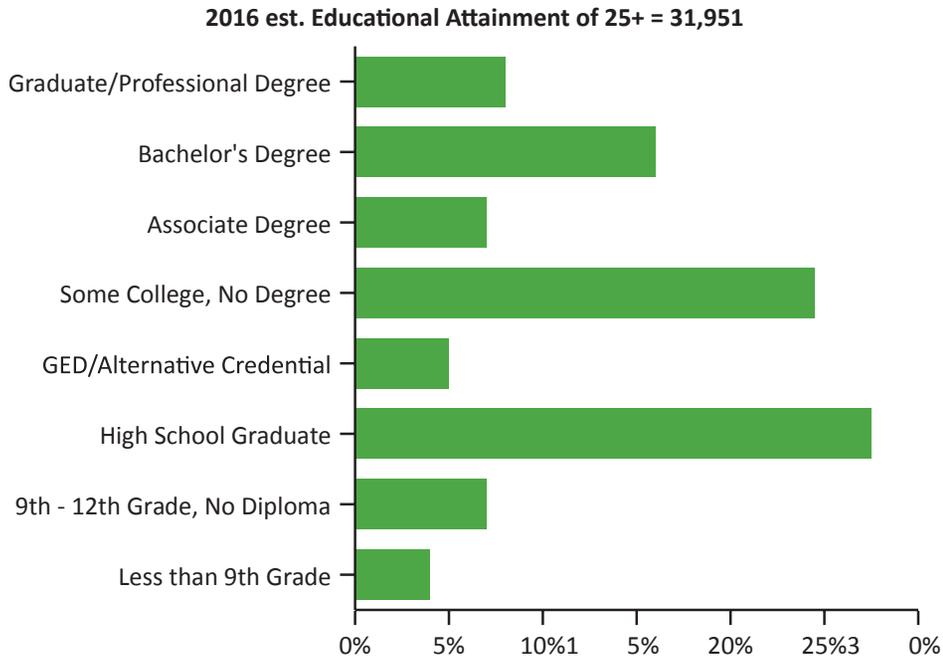


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Salina Educational Attainment for 25+

The 2016 estimated population of 25 + Salina residents is 31,951. Of this group 43.6% have a high school diploma, GED or less. The other 56.4% have attended or graduated from college. This information is consistent with the distribution of employment type in Table 1.12. As an overall consideration, department programmers should be aware of educational differences but not rely on that data for marketing.

Table 1.10. Salina Educational Attainment of 25+

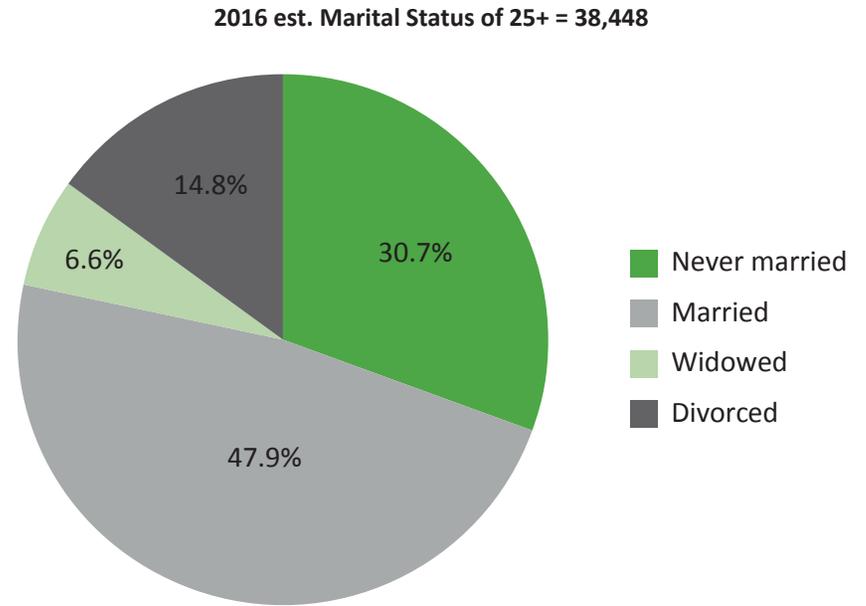


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Salina Marital Status 15+

The Salina population estimated for 2016 is 38,448 residents 15 years of age or older. Given that the median age is estimated at 37.0, it is surprising to find the number of never married represents 30.7% of the total. With 6.6% widowed and 14.8% divorced, over 50% of the population is single for varied reasons. This information further supports the need to program for people who can easily become isolated.

Table 1.11 Salina Marital Status 15+



Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Salina Employment in the Labor force

The level of unemployment in Salina is good with only 4.7% of the 16+ population unemployed. As the new fieldhouse opens, one challenge will be to find customers that can utilize facility spaces during off-peak hours.

Table 1.12 Salina Employment of 16+ in Labor Force

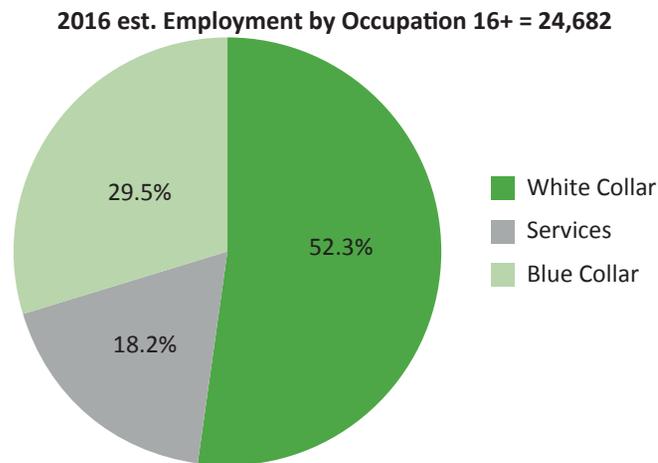
	2016
Civilian Employed	95.30%
Civilian Unemployed	4.70%

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Salina Employment of 16+ by Occupation

Salina appears to serve as a headquarters center for various management and professional companies and services. At 52.3% white collar jobs, businesses must serve a large territory and a variety of retail and manufacturing firms. There is nearly a 2 to 1 ratio of white collar workers compared to blue collars. Often leisure preferences are related to the nature of one's employment.

Table 1.13 Salina Employment of 16+ by Occupation

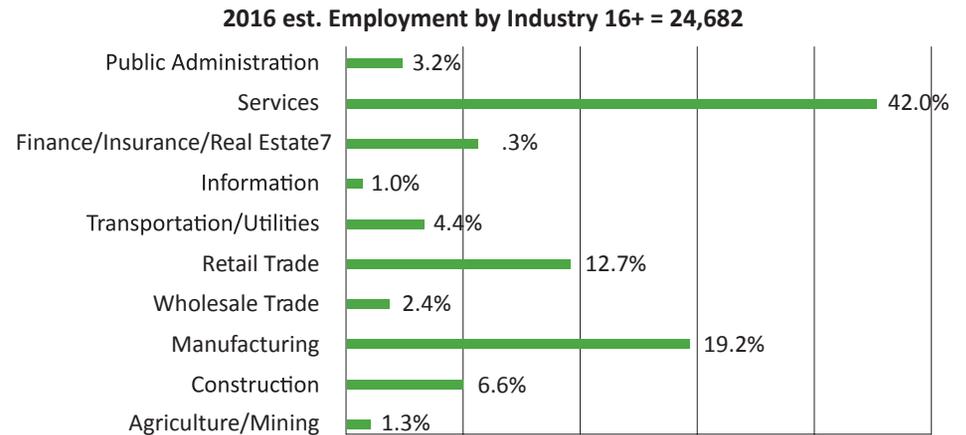


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Salina employment of 16+ by Industry

Key industries for Salina include manufacturing, retail trade and varied services. The various business should be explored to determine their willingness to sponsor special events, sports leagues, or recreation programs.

Table 1.14 Salina employment of 16+ by Industry



Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Salina Summary Data

The table below summarizes selected key benchmarks relating to the demographics of the City.

Table 1.15 Summary Data

Categories	2010	2016	2021
Median Household Income		\$43,856	\$50,373
Median Home Value		\$125,770	\$151,478
Average Contract Rent	\$567		
Per Capita Income		\$24,841	\$27,366
Median Age	36.3	37.0	37.5
Average Household Income		\$60,135	\$66,346
Average Home Value			\$164,026

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Element 2. Lifestyle Profile for Salina, Kansas

Why Lifestyle Profiles

While the demographics of a community provide the underlying framework for understanding a community, real similarities and differences are determined by more subtle life style factors such as how residents live, work, learn, and play. For example, three communities could have similar proportions of young families yet those young families could differ from one another in terms of education, income, number of people in the household, and so on.

ESRI data was secured for this analysis. ESRI is a mapping and marketing research firm that uses GIS information that is subsequently applied to Demographics and Lifestyle Data. The lifestyle profiles presented here are from the Tapestry data secured from ESRI through their Business Analysis Online (BAO).

ESRI Tapestry segments provided by ESRI consists of two sets of lifestyle information. This information is related to one another as the 67 Tapestry Segments fall within one of the 14 LifeMode groups.

Fourteen LifeMode Groups:

Numbered from 1 to 14. These groups are based upon lifestyle and life stage data along with the role played by income. Life Mode 1 is the highest LifeMode group number and contains segments with the greatest income. Each of these LifeMode groups are assigned a title that describes the group in general.

Sixty-Seven Tapestry Segments:

Each of these fourteen LifeMode sections include Tapestry Segments. These segments provide further valuable market information through the 67 Tapestry Segments that ESRI has devised. Again, these Tapestry Segments are assigned a title reflecting how they live, work, learn, and play.

Salina's Life Mode Groups

When the LifeMode Groups and the 67 Tapestry segments encompassed within those 14 LifeMode groups are reviewed, the following findings are true for Salina.

- There are four LifeMode groups found in Salina that represent 77.5% of the population
- One of these LifeMode groups number 5 and titled 'Exurban' contains four Tapestry segments representing 37.0% of the population

Overall Description of these three LifeMode groups include the following characteristics:

LifeMode 5 GenExurban (37.0%)

- Gen X in middle age; families with fewer kids and a mortgage
- Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees
 - About a fifth of residents are 65 or older; about a fourth of households have retirement income
 - Own older single-family homes in urban areas, with 1 or 2 vehicles
 - Live and work in the same county, creating shorter commute times
 - Invest wisely, well-insured, comfortable banking online or in person
 - News junkies (read a daily newspaper, watch news on TV, and go online for news)
- Enjoy reading, photo album/scrapbooking, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise.

Please Note: This LifeMode has much greater resources available to them than the other residents living in the other LifeModes.

LifeMode 8: Middle Ground (11.4%)

- This group is more diverse than the U.S.
- Residents enjoy their automobiles and like cars that are fun to drive
- Income and net worth are well below the US average, and many families have taken out loans to make ends meet
- Just over half the homes are occupied by renters. Older, established neighborhoods; three quarters of all homes were built before 1980
- Single-parent families or singles living alone make up almost half of the households
- Composed of a blue-collar work force with a strong labor force participation rate
- Price is more important than brand names or style to these consumers.
- They seek adventure and strive to have fun
- Four-fifths of owned homes valued under \$100,000 (more than 3.5 times the U.S.)

LifeMode 11: Midtown Singles (10.7%)

- Millennials on the move—single, diverse, urban
- Millennials seeking affordable rents in apartment buildings
 - Work in service and unskilled positions, usually close to home or public transportation
 - Single parents depend on their paycheck to buy supplies for their very young children
 - Midtown Singles embrace the Internet, for social networking and downloading content
 - From music and movies to soaps and sports, radio and television fill their lives
 - Brand savvy shoppers select budget friendly stores

LifeMode 12 Hometown (18.4%)

- Growing up and staying close to home; single householders
 - Close knit urban communities of young singles (many with children)
 - Owners of old, single-family houses, or renters in small multi-unit buildings
 - Religion is the cornerstone of many of these communities
 - Visit discount stores and clip coupons, frequently play the lottery at convenience stores
 - Canned, packaged and frozen foods help to make ends meet
 - Purchase used vehicles to get them to and from nearby jobs

From Life Modes to Tapestry Segments

Below is an overview of the primary Tapestry Segments found for the City of Salina. These Tapestry Segments are those associated with the four LifeModes described earlier.

Tapestry Segment: 5A – Comfortable Empty Nesters (2.2% of Salina’s population)

Average Household Size: 2.50

Median Age: 46.8

Median Household Income: \$68,000

- Residents in this large, growing segment are older, with more than half of all householders aged 55 or older; many still live in the suburbs where they grew up
- Most are professionals working in government, health care, or manufacturing. These Baby Boomers are earning a comfortable living and benefiting from years of prudent investing and saving
- Their net worth is well above average (Index 363). Many are enjoying the transition from child rearing to retirement
- They value their health and financial well-being

**Tapestry Segment: 5B - In Style
(11.2% of Salina's population)**

Average Household Size:	2.33
Median Age:	41.1
Median Household Income:	\$66,000

- This segment includes married couples with no children or single households. They live primarily in single-family homes in older neighborhoods with some townhouses
- They are college educated with 46% college graduates and 75% with some college. The unemployment rate is low in this area and there are many two worker households which contribute to the higher income
- These people are connected most usually by smart phones and use many of its features. They are attentive to price and often use mobile coupons

**Tapestry Segment 5D - Rustbelt Traditions
(13.5% of Salina's population)**

Average Household Size:	2.46
Median Age:	38.4
Median Household Income:	\$49,000

- This is most usually a group of married couples and singles living in older single-family households. The work force is primarily white collar along with a concentration of skilled workers in many areas such as manufacturing and health
- Most have graduated from high school with some college with a slightly higher workforce participation than other communities in the United States. Most incomes are derived from wages and salaries but 30% of households collect Social Security and nearly 20% are drawing from retirement accounts
- They are a stable, hard-working, family oriented group who have lived, worked and played in the same area for years. They are budget aware consumers who prefer American products and read the newspapers, especially the Sunday editions

**Tapestry Segment 5E - Midlife Constants
(10.1% of Salina's population)**

Average Household Size:	2.30
Median Age:	45.9
Median Household Income:	\$48,000

- This tapestry segment consists of either seniors or people who are rapidly approaching retirement age which explains the lower than average participation in the labor force. Almost 42% of households receive Social Security. They live in older homes often part of the suburban periphery of smaller metropolitan areas
- They are primarily married couples along with an increasing number of singles. They predominantly live in single family homes with slow rates of change as many people have lived in the same house for some time now.
- They are traditional not trendy; prefer convenience over comfort; not cutting edge and use technology only as necessary
- They are attentive to price but prize quality over cost and they prefer to buy American products. Radio, newspapers, and television are choices for media

**Tapestry Segment 8E: Front Porches
(4.8% of Salina population)**

Average Household Size:	2.55
Median Age:	34.2
Median Household Income:	\$39,000

- Front Porches blends household types, with more young families with children or single households than average
- This group is also more diverse than the U.S.
- Half of householders are renters, and many of the homes are older town homes or duplexes
- Friends and family are central to Front Porches residents and help to influence household buying decisions
- Residents enjoy their automobiles and like cars that are fun to drive. Income and net worth are well below the US average, and many families have taken out loans to make ends meet

**Tapestry Segment 8G: Hard Scrabble
(6.6% of Salina population)**

Average Household Size:	2.64
Median Age:	31.7
Median Household Income:	\$26,000

- Hard Scrabble Road neighborhoods are in urbanized areas within central cities, with older housing, located chiefly in the Midwest and South
- This slightly smaller market is primarily a family market, married couples (with and without children) and single parents
- Younger, highly diverse (with higher proportions of black, multiracial, and Hispanic populations), and less educated, they work mainly in service, manufacturing, and retail trade industries
- Unemployment is high (almost twice the US rate), and median household income is half the US median. Almost 1 in 3 households have income below the poverty level
- Approximately 60% of householders are renters, living primarily in single-family homes, with a higher proportion of dwellings in 2–4 unit buildings.
- This market is struggling to get by

**Tapestry Segment: 11D – Set to Impress
(9.6% of Salina’s population)**

Average Household Size:	2.10
Median Age:	33.1
Median Household Income:	\$29,000

- Nearly one of three residents in this segment is between the ages of 20 to 34 years of age living in nonfamily households consisting mostly of apartments with reasonable rents
- While they may be better educated and more mobile, the level of unemployment is higher and income levels are lower as they work in food service while many can still be in college
- The title, Set to Impress, refers to this group’s preference for the latest in fashion and music and seek to increase their status through these means

**Tapestry Segment: 12B – Traditional Living
(16.0% of Salina’s population)**

Average Household Size:	2.50
Median Age:	34.8
Median Household Income:	\$37,000

- These tend to be more youthful neighborhoods who have lived in the community for several generations. They live in low-density, established housing that consist of a mix of married couple families as well as singles. There is a proportion of residents in this area that may be single family parents
- The label, Traditional Living, doesn’t necessarily reflect their current life situation. As they juggle the challenges of starting a family or living independently is reflected in the journey to traditional family living and the fact their families are long-time residents of the community

**Tapestry Segment: 12C – Small Town Simplicity
(2.4% of Salina’s population)**

Average Household Size:	2.25
Median Age:	40.0
Median Household Income:	\$27,000

- Small Town Simplicity includes young families and senior householders that are bound by community ties
- The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens
- Residents embark on pursuits including online computer games, scrapbooking, and rural activities like hunting and fishing
- Since almost 1 in 4 households is below poverty level, residents also keep their finances simple—paying bills in person and avoiding debt

What About the Other 22.5% of the Residents

There are four additional Tapestry Segments spread among four separate LifeModes whose residents live in Salina making up the other 22.5% of residents. 22.5% is a significant portion of a community, but in this instance, each of the four segments make up just over 5% each of the entire population.

For additional information about the LifeModes and Tapestry Segments See Appendix A.

Element 3. Income and Expenses

While planning program and services of the Salina Park and Recreation Department, it is appropriate to be aware of the income potential and thus available household discretionary dollars for recreation or entertainment. It is best to avoid satisfaction with opportunities that are only successful due to the ability to pay. Certain core programs, such as safety-related activities, skill development activities and/or introduction to new activities should be geared to all residents of the community regardless of their ability to pay. This concept is discussed elsewhere in this report as Fees and Pricing of Services

Element 3 investigates income and expenses of residents to determine the guidelines for establishing fees and pricing policies.

Disposable Income

Disposable Income is after-tax household income. Disposable income forecasts are based on the Current Population Survey, U.S. Census Bureau, and ESRI forecasts for 2016. The disposable income levels in Salina follow the general life stage with the amount peaking in middle age and with younger people and older people at lesser levels due to nature of employment. The median disposable income is \$37,464. The median is defined as the midpoint with 50% having a higher income and 50% having a lower income. The Average Disposable Income for Salina is \$48,089. This indicates that the 50% in the upper quartiles (50% to 100%) have much higher disposable incomes than those in the lower quartiles.

Salina Household Budget

Consumer spending in Salina is under the national average. This may reflect lower than average incomes in the community, lower cost of living in this area, and/or the reduced importance that residents associate with various forms of spending. These numbers are averages for all households in Salina.

Table 3.1. Consumer Spending per Household

Category Index	Spending Potential Index	Average Amount Spent	Percent
Total Expenditures	79	\$52,045.62	100.00%
Food	79	\$6,391.73	12.30%
Housing	78	\$19,295.12	37.10%
Apparel and Services	78	\$1,562.06	3.00%
Transportation	79	\$6,409.19	12.30%
Travel	77	\$1,430.00	2.70%
Health Care	80	\$4,223.30	8.10%
Entertainment and Recreation	78	\$2,281.35	4.40%
Personal Care Products & Services	78	\$569.17	1.10%
Education	78	\$1,098.12	2.10%
Smoking Products	84	\$345.04	0.70%
Other Expenses	78	\$881.09	1.60%
Expenses for Other Properties	102	\$140.18	0.30%
Support Payments/Cash Contributions/Gifts in Kind	80	\$1,860.25	3.60%
Life/Other Insurance	79	\$326.46	0.60%
Pensions and Social Security	77	\$5,232.56	10.10%

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

On average, residents spend more on entertainment and recreation than they do for clothing, household furnishings and vehicle repair. This likely reflects the importance placed on this area of spending.

Salina Discretionary Income

When reviewing Table 3.1, it is obvious that certain categories represent expenditures that are dedicated such as housing, food and automobiles. The household knows that they will probably spend the dollars allocated to these categories. The winter may be colder or warmer, but on average, utilities will need to be paid as budgeted. These Index categories are referred to as Dedicated Funds. Everybody has Dedicated Funds, whether home, business, or a government department.

Table 3.2 Household Discretionary Funds by Income

Income Range	All HH	Average Discretionary Income	Average Recreation Expenditure
Total HH	19,661		
Average		\$7,069	\$2,281
< \$15,000	2,813	\$2,037	\$657
\$15,000 to \$24,999	3,168	\$2,716	\$876
\$25,000 to \$34,999	3,085	\$4,075	\$1,315
\$35,000 to \$49,999	3,440	\$5,772	\$1,863
\$50,000-\$74,999	4,089	\$8,488	\$2,739
\$75,000-\$99,999	1,692	\$11,884	\$3,835
\$100,000-\$149,999	929	\$16,977	\$5,479
\$150,000 +	454	\$ 23,768	\$7,670

Analysis conducted by CEHP Inc. using ESRI Data

There are other Index Categories such as apparel, travel, entertainment and recreation, smoking products and other expenses that can be spent or not depending on their availability. These are referred to as Discretionary Funds and they can be spent on the category or moved to another expenditure. For example, a person may quit smoking and invest that money in a health club membership.

Table 3.2 shows both total Discretionary Funds and the likely recreation expenditures per household income. For example, households with income between \$15 and \$25,000 may average \$876.00 annually in Available Recreation Funds with \$2,716.00 in Average Discretionary Funds.

Salina Medical Expenses

Although included as part of disposable income, some expenses such as medical expenses can hardly be considered discretionary. It would require further analysis to determine if the lower than average spending potential for medical expenses is related to affordability of care rather than lack of access to such services. In Element 5, Park Planning District Analysis of key prescriptions related to chronic diseases that can benefit from wellness programs are presented in greater detail.

Table 3.3. Medical Expenses

Category	Spending Potential Index	Average Amount Spent	Total
Health Care	80	\$4,223.30	\$83,034,221
Medical Care	79	\$1,522.26	\$29,929,068
Health Insurance	80	\$2,701.04	\$53,105,153

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Health Care includes visits to doctor’s offices or clinics and related prescriptions. Medical Care refers to services by medical technicians, nurses and supplies such as dressings, treatments, and emergency room or outpatient services.

Salina Recreation Expenses

Once again there is evidence of underspending for recreation expenses. Some of the reasons for lower levels of expenditures, particularly in the arts, may be due to lack of access or exposure. Art appreciation as is the case with theatre and museums, et al. are an area to possibly be cultivated.

Table 3.4. Recreation Expenses

Expense Categories	Spending Potential Index	Average Amount Spent	Total
TV/Video/Audio	80	\$961.84	\$18,910,679
Entertainment/Recreation Fees and Admissions	75	\$435.42	\$8,560,850
Tickets to Theatre/Operas/Concerts	77	\$40.42	\$794,655
Tickets to Movies/Museums/Parks	76	\$50.21	\$987,239
Admission to Sporting Events, excl. Trips	82	\$43.54	\$855,990
Fees for Participant Sports, excl. Trips	76	\$68.44	\$1,345,661
Fees for Recreational Lessons	72	\$89.18	\$1,753,322
Membership Fees for Social/Recreation/Civic Clubs	75	\$143.05	\$2,812,469
Dating Services	85	\$0.59	\$11,512

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Lower than average expenditures on sports and recreational lessons may reflect the accessible pricing afforded by this agency or the need to reach additional people who have yet to participate in agency activities.

Salina Poverty

People of poverty live everywhere. Residents with income below the 2015 poverty level in Salina is 20.7% compared to 17.3% for the State of Kansas and 14.3% in the United States.

The Department provides an application process for people in need of financing for recreation opportunities. This is commendable, but there are often barriers in addition to funding that preclude people living in poverty from participating. Since one in five residents fall within this category, greater outreach efforts may be needed to include these citizens in the available opportunities.

Table 3.5. Poverty

Category Index	Salina	State of Kansas
Residents with income below the poverty level in 2015:	20.70%	17.30%
Residents with income below 50% of the poverty level in 2015:	5.70%	5.60%
Poverty rate among disabled males:	14.20%	12.60%
Disability rate in this city among poor males (it is 16.4% among residents who are not classified as poor):	31.50%	12.60%
Poverty rate among disabled females:	20.50%	17.00%
Disability rate in this city among poor females (it is 17.4% among residents who are not classified as poor)	38.90%	17.00%
Renting rate in this city among poor and not poor residents:		
Residents below poverty level:	66.40%	
Residents above poverty level:	30.30%	

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Element 4. Market Potential: Profiles Overall Consumer Patterns

The Market Potential Data provides insight into the patterns of participation among households in the community. There are several differing types of tables that individually inform the Department’s planning processes for both capital and operational functions. The following market potential analyses showed relationship to Salina.

- Detailed Age for all, male and female
- Health and Beauty Market
- Sport and Leisure Market
- Electronic and Internet Market
- Retail Market Potential
- Pets and Pet Care

Detailed Age

Much of recreation programming is age-related. It is certainly helpful to know the number of children that are under five years of age for parent and child programs and activities that introduce children to various activities. Similarly, the overall age group of 5 to 12 may be split in numerous ways as interests and skill development occur. Finally, amongst the younger age groups are the 13 to 18-year-olds who need an entirely different type of program planning and a more involved set of activities that may engage them throughout their teen years.

Once the customers reach young adult or adult stages much of the programming can focus on maintaining fitness and social interactions. This becomes particularly true as the customers come into the older adult stage. Much of the opportunities for these groups are focused on physical capability. By tracking the ages for both males and females and their numbers in the age brackets, one can more accurately project the potential for activities to be successful and determine the optimum times for their offering.

Table 4.1 Detailed Age – All

Population Age	Total Population	Total Percent	Total Females	Total Males
Total	48,346	100.00%	24,443	23,903
<1	698	1.40%	339	359
1	693	1.40%	358	335
2	699	1.40%	349	350
3	697	1.40%	350	347
4	673	1.40%	331	342
5	685	1.40%	327	358
6	675	1.40%	338	337
7	668	1.40%	341	327
8	644	1.30%	321	323
9	666	1.40%	319	347
10	647	1.30%	305	342
11	613	1.30%	291	322
12	609	1.30%	288	321
13	619	1.30%	317	302
14	614	1.30%	294	320
15	617	1.30%	285	332
16	640	1.30%	281	359
17	635	1.30%	277	358
18	655	1.40%	317	335
<18	11,793	24.40%	5,711	6,082
19	668	1.40%	302	366
20 - 24	3,281	6.80%	1,573	1,708
25 - 29	3,338	6.90%	1,597	1,741
30 - 34	3,308	6.80%	1,623	1,685
35 - 39	2,875	5.90%	1,440	1,435
40 - 44	2,737	5.70%	1,354	1,383
45 - 49	2,847	5.90%	1,419	1,428
50 - 54	3,131	6.50%	1,552	1,579
55 - 59	3,175	6.60%	1,656	1,519
60 - 64	2,865	5.90%	1,491	1,374
65 - 69	2,318	4.80%	1,227	1,091
70 - 74	1,723	3.60%	945	778
75 - 79	1,354	2.80%	780	574
80 - 84	1,071	2.20%	642	429
65 - 84	6,466	13.40%	3594	2872
85+	1,208	2.50%	814	394
Median Age	37		38.8	35.1

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Health and Beauty Market Potential

As is true of ESRI data, the amount and range of information revealed in the Health and Beauty Market Potential is extensive and includes doctors' visits, prescription use and type, over the counter purchases and professional services. While there are the usual variations over and under the "100" market potential, they do not fall in the 60s for lows or 130s for highs as is the case in the Sports and Leisure Potential listing.

Please Note: ESRI provides this information based on an index of + or -"100". The "100" represents the average levels in the United States so that any designation either below or above that "100" represents either lesser as is the case with below 100 or greater as would be the case for designations over "100".

Exercise and Fitness

Beneficial health effects of consistent aerobically challenging exercise are well-documented. People who have chronic conditions may increase their quality of life and/or reduce their medical costs by using Department facilities.

In general, the data in the Health and Beauty Market Potential Reports provide data that show three different indexes for measuring exercise in Salina. Table 4.2 shows the frequency of exercise, while Table 4.3 shows duration, and Table 4.4 shows commitment through ownership of exercise equipment.

Table 4.2 Exercise Frequency

Exercise Category	HH/Adults	Percent	MPI
Base of 18+	36,554	100%	
Exercise at home 2+ times per week	9,794	26.80%	94
Exercise at club 2+ times per week	4,115	11.30%	87
Exercise at other facility (not club) 2+ times/week	2,635	7.20%	89

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 4.2 implies that approximately 45% of the Salina adults are active exercisers (2 or more times per week, annually).

Table 4.3 Exercise Duration

Exercise Category	HH/Adults	Percent	MPI
Typically spend 1-3 hours exercising per week	8,176	22.40%	97
Typically spend 7+ hours exercising per week	7,471	20.40%	95
Typically spend 4-6 hours exercising per week	6,792	18.60%	91

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 4.3 implies that over 60% of Salina residents exercise 1 or more hours per week

Table 4.4 Exercise Equipment Owned

Exercise Equipment	HH/Adults	Percent	MPI
Base of 18+	36,554	100%	
Own weight lifting equipment	4,137	11.30%	94
Own treadmill	3,552	9.70%	100
Own stationary bicycle	1,839	5.00%	95
Own elliptical	1,274	3.50%	88

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

The Sports Fitness Industry Association has estimated that approximately 29% of Americans do not exercise at all. When accounting for those that exercise less than one hour per week, Salina is probably very close to the exercise patterns of other American cities.

Health Issues

Residents do have slightly higher potential in the areas of "control diet for blood sugar level" and "control diet for high cholesterol" at 107 and 102 respectively. Salina, like the rest of the nation, is subject to increases in Type 2 diabetes considered at near epidemic proportion for adults and the advent of what would have been considered early onset of Type 2 diabetes among youth.

The medical issues included in Table 4.5 are those that result in prescription medication for the chronic issue. They have also been shown in studies to benefit sufferers through physical exercise programs. The Department may want to consider offering programs conducted or involving medical personnel that address the benefit of physical activity.

Table 4.5 Medical Conditions - by Household

Medical Conditions	HH/ Adults	Percent	MPI
Base of 18+	36,554	100%	
Used prescription drug for high blood pressure	4,971	13.60%	102
Used prescription drug for high cholesterol	3,526	9.60%	106
Used prescription drug for backache/back pain	3,104	8.50%	108
Used prescription drug for depression	2,753	7.50%	119
Used prescription drug for heartburn/acid reflux	2,308	6.30%	106
Used prescription drug for diabetes (non-insulin)	1,503	4.10%	103
Used prescription drug for arthritis/osteoarthritis	1,416	3.90%	119
Used prescription drug for rheumatoid arthritis	1,052	2.90%	109
Used prescription drug for migraine headache	1,187	3.20%	104
Used prescription drug for diabetes (insulin dependent)	897	2.50%	118

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Sports and Leisure Patterns and Potential

ESRI data is featured that provides a list of sports and leisure activities where residents spend money, participate, or attend as spectators. Table 4.5 focuses on many of the most common activities that have an index near or above the national index of 100. Other patterns are presented below that reflect certain types of participation.

Participation Patterns

Active Participation

Adult residents participate in team sports at higher levels than the rest of the country though they do not avail themselves of more lifetime activity pursuits that can contribute to their health and well-being such as aerobics, hiking, and running/jogging.

This category can involve participation and expenditures related to non-physical sports participation. The following reflects those actions and activities associated with Salina residents who are either above or below averages of the market potential index for the rest of the country.

Direct Involvement

Besides memberships there are many clubs that involve participation, mostly in the less physical activities. Clubs are an excellent means of offering residents the opportunities for social interaction in areas of interest. They have the added benefit of providing opportunities to develop community identity and organizational management skills.

Table 4.6 Sport and Leisure Market Potential

Annual Participation	HH/Adults	Percent	MPI
Base of 18+	36,554	100%	
Walking for exercise	9,633	26.40%	86
Swimming	5,339	14.60%	94
Fishing (fresh water)	4,978	13.60%	110
Jogging/running	4,121	11.30%	85
Bowling	3,822	10.50%	111
Golf	3,372	9.20%	101
Bicycling (road)	3,358	9.20%	92
Hiking	3,260	8.90%	90
Weight lifting	3,113	8.50%	86
Basketball	2,857	7.80%	95
Aerobics	2,654	7.30%	86
Yoga	2,250	6.20%	87
Canoeing/kayaking	2,181	6.00%	107
Boating (power)	1,885	5.20%	97
Baseball	1,782	4.90%	106
Football	1,762	4.80%	103
Target shooting	1,701	4.70%	98
Frisbee	1,497	4.10%	96
Softball	1,404	3.80%	112
Tennis	1,273	3.50%	88
Soccer	1,164	3.20%	83
Volleyball	1,094	3.00%	92
Backpacking	1,058	2.90%	95
Archery	1,041	2.80%	105
Pilates	872	2.40%	87

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 4.7 Other Annual Participation by Adults

Other Annual Participation Activities	HH/Adults	Percent	MPI
Base of 18+	36,554	100%	
Dined out	16,307	44.60%	99
Cooked for fun	8,243	22.60%	99
Did baking	8,055	22.00%	102
Went to beach	8,047	22.00%	88
Went to bar/night club	6,381	17.50%	104
Visited a theme park	5,529	15.10%	86
Went on overnight camping trip	4,415	12.10%	101
Did birdwatching	4,415	12.10%	101
Went to live theater	4,290	11.70%	90
Went to zoo	4,116	11.30%	101
Went to museum	3,809	10.40%	85
Attended rock music performance	3,767	10.30%	109
Participate in indoor gardening/plant care	3,588	9.80%	106
Did photography	3,503	9.60%	95
Attended auto show	3,050	8.30%	109
Danced/went dancing	2,664	7.30%	91
Played musical instrument	2,379	6.50%	100
Attended country music performance	2,320	6.30%	112
Went to art gallery	2,310	6.30%	85
Did painting/drawing	2,264	6.20%	102
Attended adult education course	2,260	6.20%	91
Did photo album/scrapbooking	1,931	5.30%	94
Did woodworking	1,703	4.70%	105
Went to zoo	1,703	4.70%	105
Did furniture refinishing	1,245	3.40%	102
Did furniture refinish	1,245	3.40%	102

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Other categories within the Sports and Leisure Potential Index include memberships, spectator activities, expenditures on toys, games, dolls, and books for children and book purchases for adults. While there were some differences among Salina residents and other Americans, the differences were not significant enough to report. A complete listing can be found in Appendix A.

Electronic and Internet Potential

There are two other data categories that bear mentioning in the lifestyle profiles for Salina. One of those is Electronics and Internet Market Potential which features an extensive listing of computer and software purchases, television and video games, internet access and use, and website searches.

The residents of Salina within this large spending and usage area are quite like the rest of the United States. While they underspend, and use such expenditures as fiber optic connection to the Internet at 78 and visits to linkedin.com at 72, residents have slightly higher rates for online dating website usage at 112, and downloads of video games at 112.

With almost 25% of the population under the two age segments of under 18 and 18 to 34, one can expect the market potential for these related activities to increase significantly. An example may be the Airplane Club which probably has interest in the drone market as well as model flyers. The step to Robotics is not a big one.

The Electronic and Internet Market potential also address ways and means of accessing customers. Some data reflects usage and purpose of internet contacts and the devices used for Internet messaging and email. These are worth considering when building a promotional campaign.

Similarly, data on social media search engines may also prove of value for marketing or other customer interactions. Social media opportunities include Facebook, Photobucket Picasa, YouTube and Twitter. Major search engines include Ask, Bing, Yahoo and Google. It may be worth the Department’s time and expense to do an on-line survey with middle and high school students to keep pace with the local “grapevine.”

Table 4.7 shows involvement in hobby type activities. These can be channeled into self-directed clubs with a bit of organizational help. For example, almost 10% of Salina Residents are involved in photography and based on Table 4.8.a., some of them are investing in higher-end camera equipment. The Department could help create one or more photography clubs that relate to the users’ interests. Clubs like these are extremely popular in retirement communities and reduce workload demand on staff.

Table 4.8.a. Camera and Related Equipment Ownership

Product/Consumer Behavior	Adults	Percent	MPI
Base of 18+	36,554	100%	
Cameras & Photography			
Own digital point & shoot camera	10,350	28.30%	97
Own digital single-lens reflex (SLR) camera	3,073	8.40%	97
Own telephoto/zoom lens	2,305	6.30%	102
Own wide-angle lens	1,312	3.60%	101
Printed digital photos in last 12 months	1,053	2.90%	98

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 4.8.b. Computers and Internet Access

Product/Consumer Behavior	Adults	Percent	MPI
Base of 18+	36,554	100%	
Computers and Software			
HH owns a computer	14,886	75.70%	99
Internet Access and Use			
Have access to Internet at home	29,581	80.90%	99
Spend 2-4.9 hrs. online (excl. email/IM time) daily	7,522	20.60%	100
Spend 1-1.9 hrs. online (excl. email/IM time) daily	6,187	16.90%	99
Spend 0.5-0.9 hrs. online (excl. email/IM time) daily	4,594	12.60%	100
Spend <0.5 hrs. online (excl. email/IM time) daily	3,812	10.40%	104

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 4.8.c. Social media and Search Engine Use

Product/Consumer Behavior	Adults	Percent	MPI
Base of 18+	36,554	100%	
Social Media Search Engines			
Used website/search engine/ 30 days: google.com	26,679	73.00%	99
Used website/search engine/ 30 days: yahoo.com	12,510	34.20%	102
Visited website in last 30 days: facebook.com	20,202	55.30%	100
Visited website in last 30 days: YouTube.com	16,053	43.90%	98
Visited website in last 30 days: twitter.com	3,700	10.10%	89

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 4.8.d Cell phone Ownership

Product/Consumer Behavior	Adults	Percent	MPI
Base of 18+	36,554	100%	
Cell Phones (Adults/Households)			
Bought cell phone in last 12 months	13,553	37.10%	103
Have a smartphone	20,237	55.40%	94
Number of cell phones in household: 1	6,793	34.60%	107
Number of cell phones in household: 2	7,478	38.00%	102
HH has cell phone only (no landline telephone)	9,157	46.60%	111

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Marketing strategies for programs and services are essential in today’s market. There are a significant number of activities vying for peoples’ leisure time and timely promotion can make the difference in success or failure of an activity.

Tables 4.8.a, b, and c collectively show information about users that can assist with promotion. Note that only 77% of households own a computer. Another 72% have access to a cell phone. Perhaps most significantly, over 46% own a cell phone only and have no landline telephone. This information impacts some specific tactics such as Email, Twitter, and website promotions. It is interesting to note, as shown in Table 4.7 that 29% of the residents still read a daily newspaper.

Pets and Pet Care

Pets are an important component for the residents of Salina. Over half (57%) own a pet of any kind and 42.9% own a dog. The market potential in this area reflects the national average and in most cases above the national average for pets and pet care. This was not the case in most of the other market potential categories.

Programming potentials featuring pet care, best in show, and similar should work well in partnership with the Department’s animal shelter services.

Table 4.10 Pets Ownership

Pet Ownership	Households	Percent	MPI
HH owns any pet	11,202	57.00%	106
HH owns any bird	460	2.30%	90
HH owns any cat	5,017	25.50%	114
HH owns any dog	8,430	42.90%	105

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Psychographic Profile

Among the more interesting aspects of the Salina Profile is the reliance on coupons, the reliance on daily newspapers and the preference to use credit cards. These offer differing ways to promote services and build and retain membership.

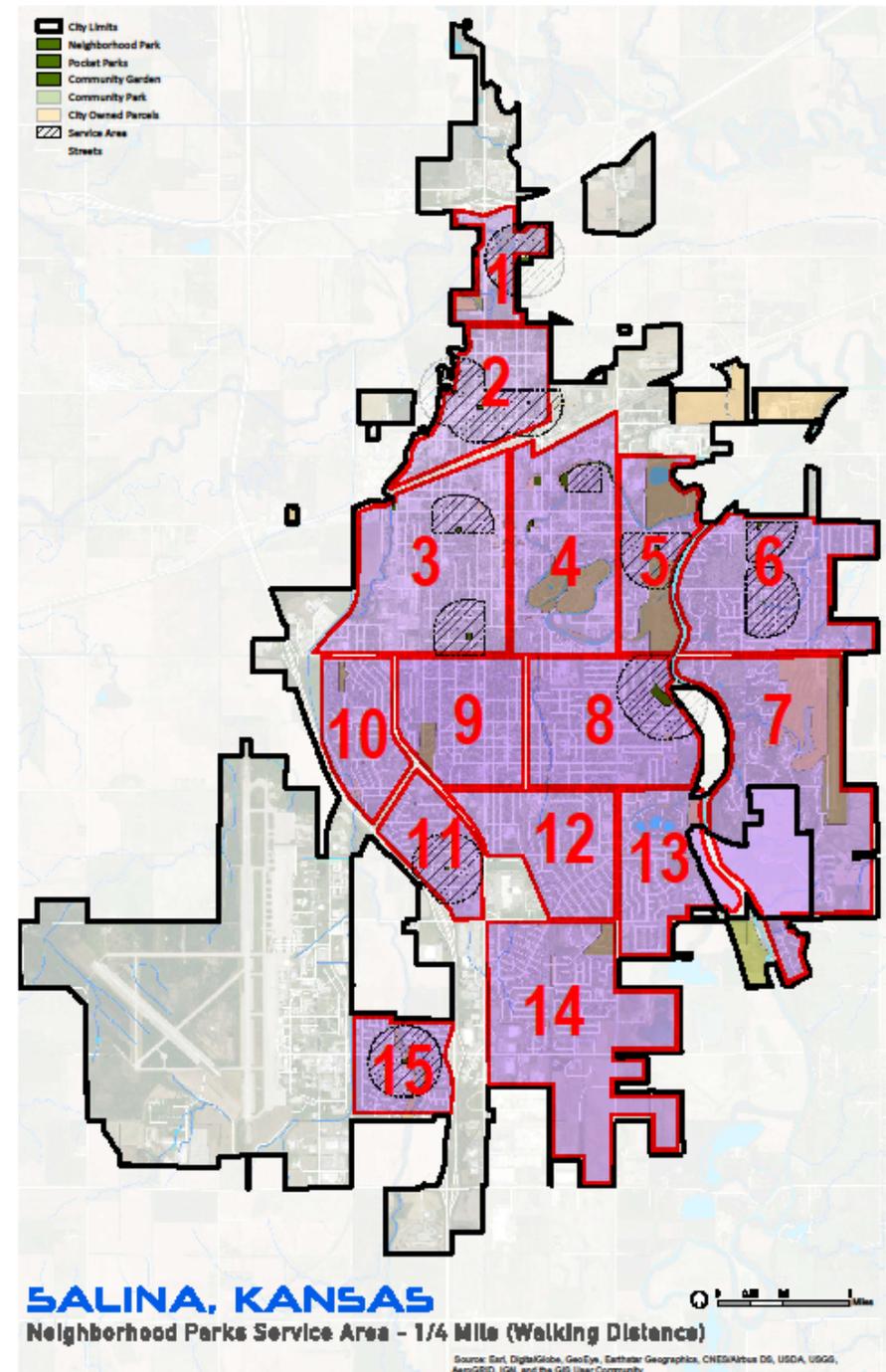
Table 4.10 Psychographic Preferences

Preference	Households	Percent	MPI
Psychographics			
Buying American is important to me	16,904	46.20%	109
Usually buy items on credit rather than wait	4,161	11.40%	97
Usually buy based on quality - not price	6,490	17.80%	99
Price is usually more important than brand name	9,930	27.20%	104
Usually use coupons for brands I buy often	7,544	20.60%	109
Am interested in how to help the environment	5,499	15.00%	92
Usually pay more for environ safe product	4,328	11.80%	93
Usually value green products over convenience	3,638	10.00%	95
Likely to buy a brand that supports a charity	13,000	35.60%	102
Read any daily newspaper (paper version)	10,583	29.00%	111

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

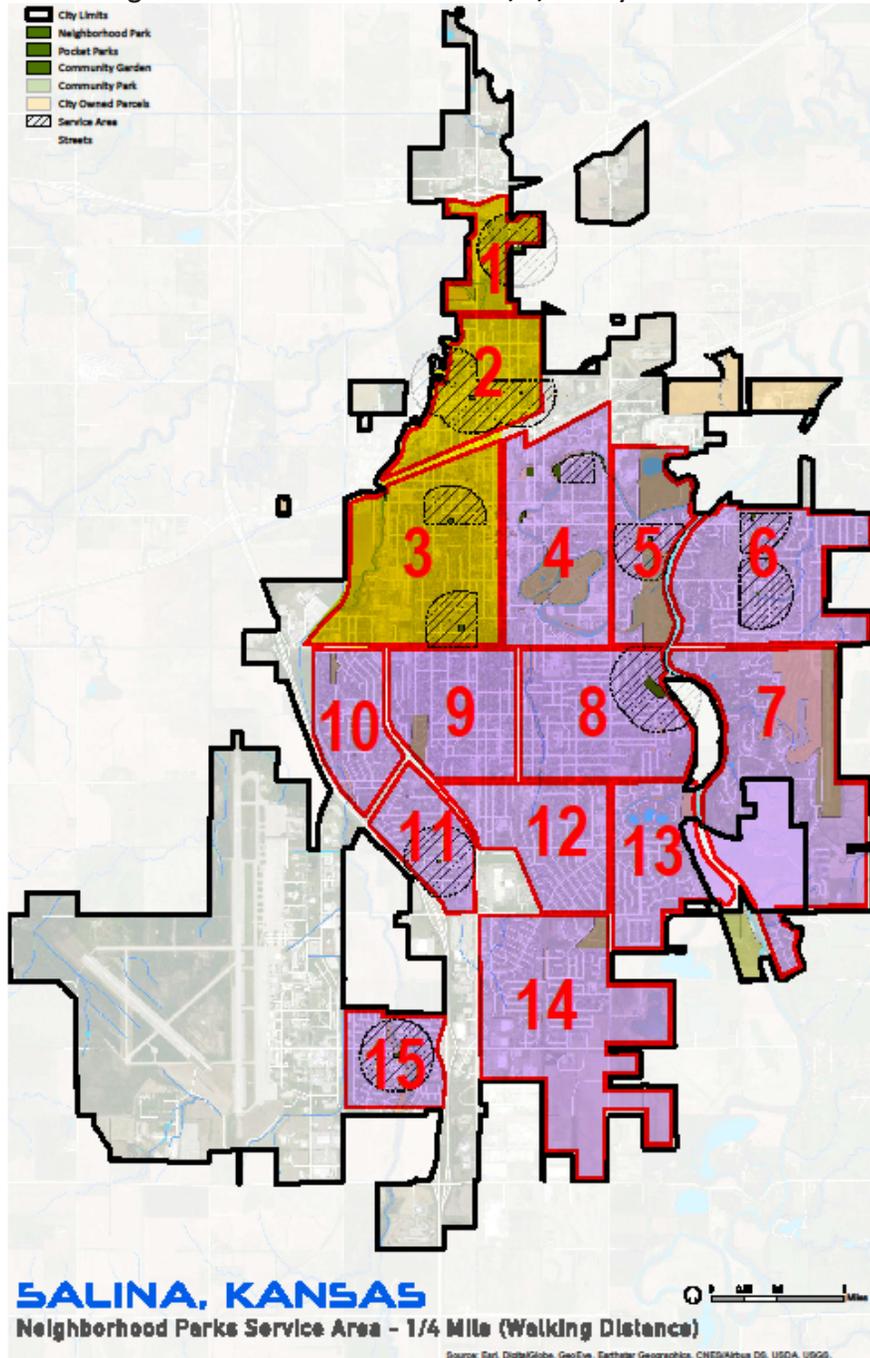
The map on this page defines the boundaries of fifteen neighborhoods in Salina. The neighborhood boundaries were developed by the consultant to emphasize the importance of planning at that level. The map was further analyzed to show similarities among neighborhoods and that analysis resulted into the creation of planning areas of which there are six.

Element 5. Market Potential: Profiles for Park Planning Districts



Park Planning District I

(Includes neighborhood Park Service areas 1, 2, and 3)



Park Planning District I				
Neighborhood Service Area	Area 1	Area 2	Area 3	Totals for District I
Area (Acres)	0.42	0.83	1.71	2.96
2016 Population	110	2,418	6,284	8812
2016 Households	43	909	2589	3541
Median Income	\$30,653	\$33,221	\$34,421	\$32,765
Per Capita Income	\$17,211	\$17,230	\$18,073	\$17,505
Median Age	28.1	31	33	31
Percent White	78.9%	76.6%	81.8%	79.1%
Diversity Index	51.2	58.0	50.6	53.3

PPD I Synopsis

Key Findings

The under 18 age group for this PPD is 27.5%

21.4% Exercise between 1 and 3 hours per week

24% exercise at home

Walking, swimming and fishing are the most popular sports

Baking and cooking for fun lead the other activities

Over 49% of household's own dogs

Over 39% buy products associated with a charity

Table 5. I.1 Entertainment/Recreation Expenses

Total Recreation Expenses	\$6,272,017
Average Spent	\$1,808
Spending Potential Index	58

Table 5. I. 2 2017 Total Population by Detailed Age

Age	All	Percent	Male	Female
Total	8,807	100.00%	4,607	4,205
<1	151	1.70%	80	71
1	145	1.60%	68	77
2	154	1.70%	75	80
3	149	1.70%	75	75
4	137	1.60%	74	64
5	147	1.70%	80	68
6	143	1.60%	72	71
7	132	1.50%	63	69
8	124	1.40%	60	65
9	127	1.40%	62	65
10	122	1.40%	61	61
11	113	1.30%	59	54
12	123	1.40%	68	55
13	121	1.40%	65	56
14	129	1.50%	69	59
15	132	1.50%	78	54
16	136	1.50%	88	47
17	138	1.60%	87	52
18	125	1.40%	71	54
19	112	1.30%	61	51
20 - 24	617	7.00%	330	287
25 - 29	750	8.50%	408	342
30 - 34	697	7.90%	377	320

35 - 39	582	6.60%	310	271
40 - 44	501	5.70%	264	237
45 - 49	530	6.00%	288	242
50 - 54	579	6.60%	317	263
55 - 59	542	6.20%	270	272
60 - 64	442	5.00%	224	218
65 - 69	321	3.60%	164	157
70 - 74	220	2.50%	101	120
75 - 79	143	1.60%	59	84
80 - 84	113	1.30%	43	70
85+	110	1.20%	36	74
<18	2,425	27.50%	1,285	1,141
18+	6,385	72.50%	3,323	3,062
21+	6,032	68.50%	3,125	2,907
Median	32.7	33.2	32	33.5

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022

Table 5.I-3. Exercise Duration

Duration	HH/Adults	Percent	MPI
Adults 18 +	6,385	100.00%	
Typically spend 1-3 hours exercising per week	1,364	21.40%	94
Typically spend 4-6 hours exercising per week	1,100	17.20%	82
Typically spend 7+ hours exercising per week	1,049	16.40%	76

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.I-4. Exercise Frequency

Adults 18 +	6,385	100.00%	
Exercise at home 2+ times per week	1,525	23.9%	83
Exercise at club 2+ times per week	654	10.20%	77
Exercise at other facility (not club) 2+ times/ week	417	6.50%	80

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.I-5. Exercise Equipment Ownership

Equipment Owned	HH/Adults	Percent	MPI
Adults 18 +	6,385	100.00%	
Own elliptical	186	2.90%	69
Own stationary bicycle	269	4.20%	83
Own treadmill	378	5.90%	65
Own weight lifting equipment	533	8.30%	67

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.I-6. Medical Issues

Medical Issue - Prescription Drug	HH/Adults	Percent	MPI
Adults 18 +	6,385	100.00%	
Backache/back pain	1513	23.7%	113
High blood pressure	935	14.6%	94
Heartburn/acid reflux	849	13.3%	103
Depression	822	12.9%	143
High cholesterol	730	11.4%	97
Migraine headache	663	10.4%	153
Anxiety/panic	661	10.4%	139
Arthritis/osteoarthritis	405	6.3%	89
Rheumatoid arthritis	389	6.1%	123
.0Diabetes (non-insulin dependent)	320	5.0%	92
Diabetes (insulin dependent)	213	3.3%	126

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.I-7. Top 10 Sports Activities

Top 10 Sports Participation	HH/Adults	Percent	MPI
Adults 18 +	6,385	100.00%	
Walking for Exercise	1453	22.8	84
Swimming	840	13.2	84
fishing (fresh)	814	12.70%	107
Jogging/Running	572	9.00%	67
basketball	521	8.2	97
bicycling (road)	475	7.4	73
Weight Lifting	433	6.8	67
Hiking	397	6.20%	60
Yoga	336	5.3	69
golf	328	5.10%	59

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.I-8. Top 10 Other Activities

Other Activities-Annual	HH/Adults	Percent	MPI
Adults 18 +	6,385	100.00%	
Did baking	1,337	20.90%	89
Cooked for fun	1,343	21.00%	89
Went to beach	999	15.60%	61
Went on overnight camping trip	708	11.10%	91
Went to zoo	682	10.70%	
Went to live theater	518	8.10%	
Did photography	527	8.30%	79
Participate in indoor gardening/plant care	484	7.60%	
Attended rock music performance	550	8.60%	92
Danced/went dancing	446	7.00%	91

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.I-9. Pet Ownership

Pets (Households	HH/Adults	Percent	MPI
Adults 18 +	6,385	100.00%	
Household owns any pet	1,866	63.40%	117
Household owns any dog	1,452	49.40%	119
Household owns any cat	862	29.30%	130

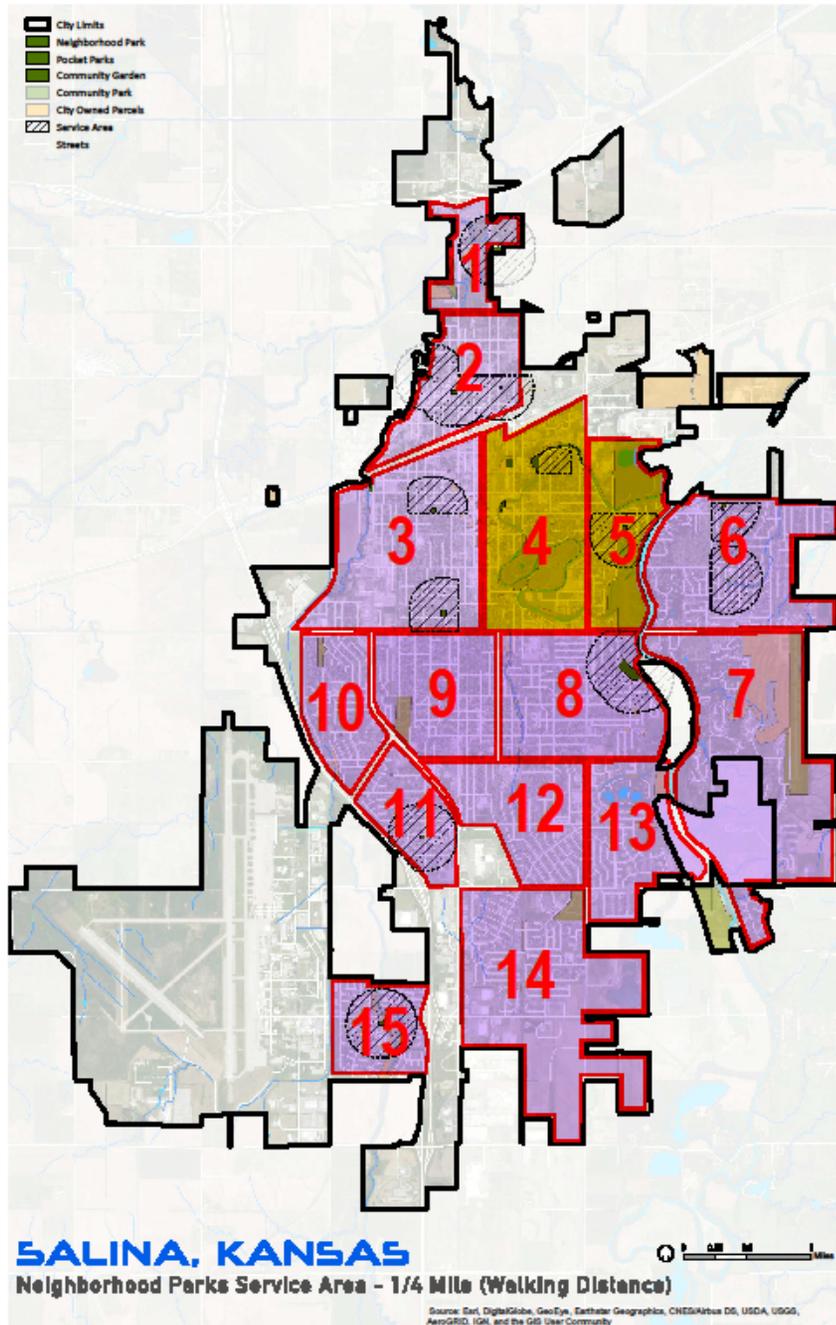
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.I-10. Psychographic Preference

Psychographics	HH/Adults	Percent	MPI
Adults 18 +	6,385	100.00%	
Buying American is important to me	2,532	45.50%	110
Likely to buy a brand that supports a charity	2,179	39.20%	112
Price is usually more important than brand name	1,538	27.70%	104
Read any daily newspaper (paper version)	1,483	23.20%	96
Usually use coupons for brands I buy often	996	17.90%	99
Usually buy based on quality - not price	978	17.60%	96
Am interested in how to help the environment	836	15.00%	91
Usually pay more for environ safe product	632	11.40%	85
Usually buy items on credit rather than wait	589	10.60%	86
Usually value green products over convenience	560	10.10%	93

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Park Planning District II
 (Includes Neighborhood Park Service Areas 4 and 5)



Park Planning District II			
Neighborhood Service Area	Area 4	Area 5	Totals for District II
Area (Acres)	1.07	0.71	1.78
2016 Population	2,856	1,507	4363
2016 Households	1,276	665	1941
Median Income	\$33,146	\$36,846	\$34,996
Per Capita Income	\$21,713	\$20,017	\$20,865
Median Age	39	34	36.5
Percent White	88.2%	89.3%	88.8%
Diversity Index	32.7	29.6	31.15

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

PPDII District Synopsis

Key Findings

The under 18 age group for this PPD is 22.5%

The median age for the district is 39

21.8% Exercise between 1 and 3 hours per week

22.3% exercise at home

Back Pain and high Blood pressure were the top medical issues

Walking, swimming and fishing are the most popular sports

Baking and cooking for fun lead the other activities

Only 51% of household's own pets

American made and Charity supported products are the highest preferences

Table 5.II.1. Recreation Expenditures

Entertainment/Recreation	Dollars
Total Expenditures	\$4,006,539
Average Spent	\$1,923
Spending Potential Index	62

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.II.2. Detailed Age

Ages	Total	Percent	Males	Females
Total	4,705	100.00%	2,300	2,409
<1	73	1.60%	39	35
1	68	1.40%	34	33
2	74	1.60%	35	39
3	66	1.40%	34	33
4	58	1.20%	30	28
5	67	1.40%	38	29
6	61	1.30%	25	35
7	59	1.30%	26	34
8	56	1.20%	27	29
9	61	1.30%	34	28
10	57	1.20%	30	27
11	52	1.10%	27	25
12	45	1.00%	23	22
13	52	1.10%	24	28
14	49	1.00%	25	24
15	46	1.00%	25	22
16	44	0.90%	22	22
17	50	1.10%	35	15
18	50	1.10%	24	26
19	62	1.30%	34	29
20 - 24	343	7.30%	184	159

25 - 29	372	7.90%	199	173
30 - 34	345	7.30%	179	166
35 - 39	295	6.30%	151	144
40 - 44	248	5.30%	128	121
45 - 49	254	5.40%	129	125
50 - 54	284	6.00%	140	144
55 - 59	302	6.40%	144	158
60 - 64	261	5.50%	124	137
65 - 69	214	4.50%	104	110
70 - 74	178	3.80%	75	103
75 - 79	148	3.10%	53	94
80 - 84	114	2.40%	41	73
=85+	197	4.20%	58	139
<18	1,039	22.10%	531	508
18+	3,666	77.90%	1,766	1,900
21+	3,489	74.20%	1,676	1,813
Median Age	37.4		34.9	40

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.II.3. Exercise Frequency

Frequency	HH/Adults	Percent	MPI
Adults 18 +	3,666	100.00%	
Exercise at home 2+ times per week	928	25.30%	87
Exercise at club 2+ times per week	383	10.40%	78
Exercise at other facility (not club) 2+ times/week	276	7.50%	92

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.II.4. Exercise Duration

Duration	HH/Adults	Percent	MPI
Adults 18 +	3,666	100.00%	
Typically spend 1-3 hours exercising per week	799	21.80%	96
Typically spend 7+ hours exercising per week	719	19.60%	91
Typically spend 4-6 hours exercising per week	622	17.00%	81

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.II.5. Exercise Equipment Owned

Equipment Owned	HH/Adults	Percent	MPI
Adults 18 +	3,666	100.00%	
Own weight lifting equipment	303	8.30%	66
Own treadmill	237	6.50%	71
Own stationary bicycle	128	3.50%	69
Own elliptical	104	2.80%	68

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.II.6. Medical Issues

Product/Consumer Behavior	Adults	Percent	MPI
Adults 18 +	3,666	100.00%	
Used prescription drug for backache/back pain	843	23.00%	110
Used prescription drug for high blood pressure	623	17.00%	109
Used prescription drug for heartburn/acid reflux	503	13.70%	106
Used prescription drug for depression	472	12.90%	143
Used prescription drug for high cholesterol	385	10.50%	89
Used prescription drug for anxiety/panic	344	9.40%	126
Used prescription drug for migraine headache	276	7.50%	111
Used prescription drug for arthritis/osteoarthritis	241	6.60%	92
Used prescription drug for diabetes (non-insulin dependent)	215	5.90%	107
Used prescription drug for rheumatoid arthritis	198	5.40%	109
Used prescription drug for diabetes (insulin dependent)	130	3.50%	134

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.II.7. Top 10 Sports Activities

Annual Participation	Adults	Percent	MPI
Walking for exercise	874	23.80%	88
Swimming	535	14.60%	94
Fishing (fresh water)	453	12.40%	103
Jogging/running	395	10.80%	80
Bicycling (road)	348	9.50%	93
Hiking	300	8.20%	79
Yoga	295	8.00%	106
Weight lifting	254	6.90%	68
Photography	293	8.00%	77
Basketball	240	6.50%	78

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.II.8. Top 10 Other Activities

Other Participation	Adults	Percent	MPI
Adults 18 +	3,666	100...%	
Cooked for fun in last 12 months	913	24.90%	106
Did baking in last 12 months	749	20.40%	87
Went to beach in last 12 months	639	17.40%	68
Visited a theme park in last 12 months	499	13.60%	76
Attended rock music performance in last 12 months	401	10.90%	117
Went to live theater in last 12 months	398	10.90%	83
Participate in indoor gardening/plant care	367	10.00%	108
Went to museum in last 12 months	269	7.30%	60
Played musical instrument in last 12 months	269	7.30%	114
Did painting/drawing in last 12 months	243	6.60%	106

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.II.9. Pet Ownership

Pets (Households)	House Holds	Percent	MPI
Adults 18 +	3,666	100...%	
Household owns any pet	1,065	51.10%	94
Household owns any dog	755	36.20%	88
Household owns any cat	496	23.80%	106

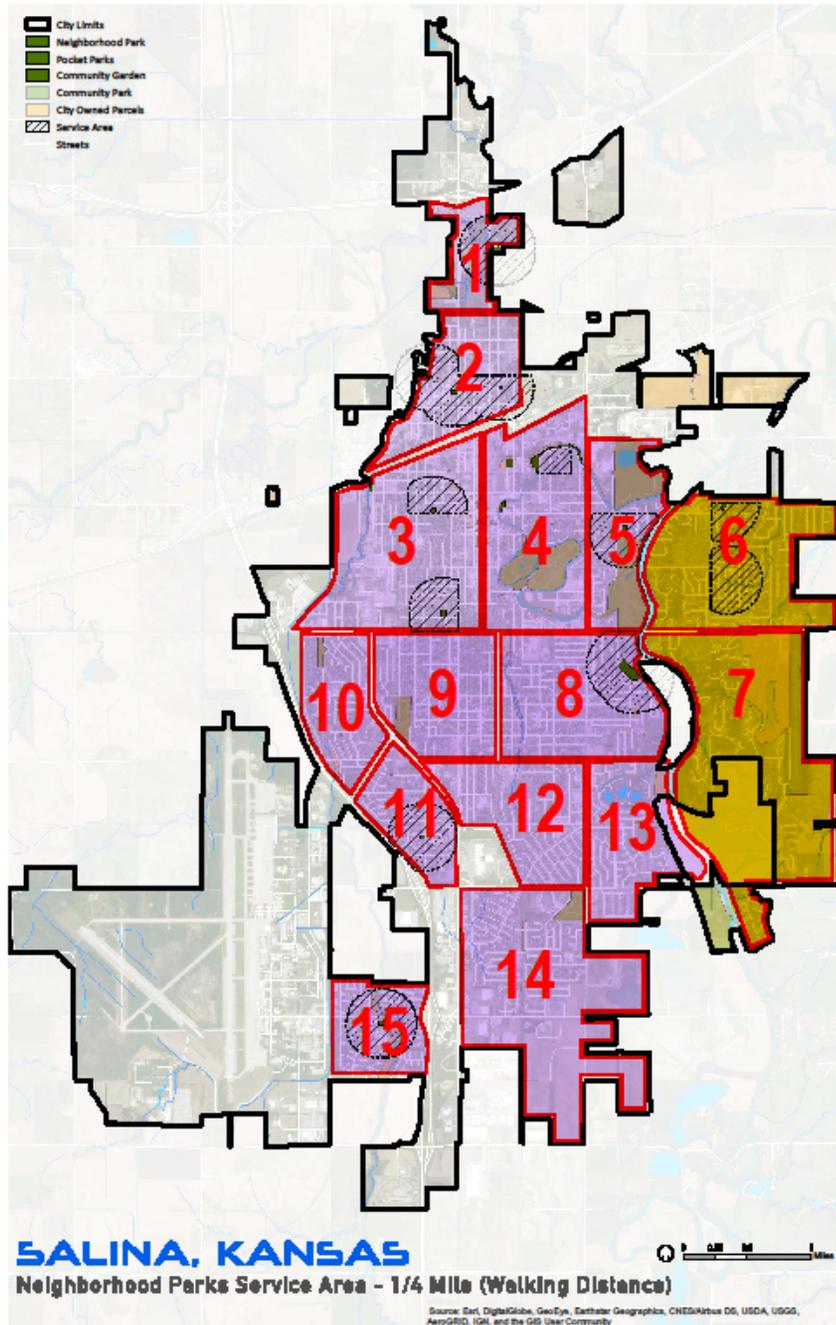
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5.II.10. Psychographic Preferences

Psychographics (Adults)	Adults	Percent	MPI
Adults 18 +	3,666	100...%	
Buying American is important to me	1,665	45.40%	109
Likely to buy a brand that supports a charity	1,350	36.80%	105
Price is usually more important than brand name	986	26.90%	101
Read any daily newspaper (paper version)	974	26.60%	110
Usually use coupons for brands I buy often	764	20.80%	115
Usually buy based on quality - not price	609	16.60%	90
Am interested in how to help the environment	609	16.60%	101
Usually pay more for environ safe product	500	13.60%	102
Usually buy items on credit rather than wait	477	13.00%	106
Usually value green products over convenience	401	10.90%	101

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Park Planning District III
 (Includes Neighborhood Service Areas 6 and 7)



Park Planning District III			
Neighborhood Service Area	Area 6	Area 7	Totals for District III
Area (Acres)	1.37	1.62	2.99
2016 Population	3,827	1,422	5249
2016 Households	1575	669	2244
Median Income	\$82,434	\$67,731	\$75,083
Per Capita Income	\$45,921	\$41,840	\$43,881
Median Age	52	47	49.35
Percent White	95.5%	91.2%	93.4%
Diversity Index	12.0	23.3	17.65

PPDIII District Synopsis

Key Findings

The Recreation Expenditures for PPDIII are more than twice that for PPD I and PPD II

The under 18 age group for this PPD is only 19.5%

The median age for the district is 50.6

23.9% Exercise between 4 and 6 hours per week

33.1% exercise at home

Back Pain and high Blood pressure were the top medical issues

Walking, Swimming and Running are the most popular sports

Went to Beach, Baking and cooking for fun lead the other activities

Only 59% of household’s own pets.

American made and Charity supported products are the highest preferences

Table 5. III.1. Entertainment and Recreation Expenditures

Total Expenditures	\$8,478,404
Average Spent	\$4,123
Spending Potential Index	132

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. III.2. 2017 Detailed Age

Ages	All	Percent	Males	Females
Total	4,813	100.00%	2,325	2,489
<1	37	0.80%	18	19
1	41	0.90%	19	22
2	49	1.00%	28	21
3	64	1.30%	27	38
4	43	0.90%	24	19
5	44	0.90%	23	22
6	52	1.10%	27	25
7	57	1.20%	27	30
8	52	1.10%	25	27
9	53	1.10%	29	23
10	54	1.10%	31	23
11	61	1.30%	28	32

12	54	1.10%	30	24
13	49	1.00%	22	27
14	59	1.20%	30	29
15	50	1.00%	28	22
16	60	1.20%	36	24
17	59	1.20%	36	23
18	68	1.40%	33	36
19	36	0.70%	15	22
20 - 24	235	4.90%	129	106
25 - 29	198	4.10%	101	97
30 - 34	176	3.70%	83	93
35 - 39	213	4.40%	98	115
40 - 44	246	5.10%	118	128
45 - 49	262	5.40%	122	140
50 - 54	308	6.40%	149	159
55 - 59	391	8.10%	192	199
60 - 64	441	9.20%	216	225
65 - 69	386	8.00%	187	199
70 - 74	279	5.80%	131	148
75 - 79	207	4.30%	97	109
80 - 84	172	3.60%	76	96
85+	257	5.30%	90	167
<18	938	19.50%	487	449
18+	3,875	80.50%	1,836	2,039
21+	3,716	77.00%	1,763	1,951
Median Age	50.6		49	51.8

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. III.3. Exercise Duration

Duration	HH/Adults	Percent	MPI
Adults 18 +	3,875	100...%	
Typically spend 4-6 hours exercising per week	927	23.90%	114
Typically spend 1-3 hours exercising per week	901	23.30%	102
Typically spend 7+ hours exercising per week	898	23.20%	107

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. III.4. Exercise Frequency

Frequency	HH/Adults	Percent	MPI
Adults 18 +	3,875	100...%	
Exercise at home 2+ times per week	1,285	33.20%	115
Exercise at club 2+ times per week	657	17.00%	127
Exercise at other facility (not club) 2+ times/week	433	11.20%	137

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. III.5. Exercise Equipment Owned

Equipment Owned	HH/Adults	Percent	MPI
Adults 18 +	3,875	100...%	
Own weight lifting equipment	618	15.90%	128
Own treadmill	509	13.10%	145
Own stationary bicycle	248	6.40%	126
Own elliptical	186	4.80%	114

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. III.6. Medical Issues

Medical Conditions	HH/Adults	Percent	MPI
Adults 18 +	3,875	100...%	
Used prescription drug for backache/back pain	818	21.10%	101
Used prescription drug for high blood pressure	659	17.00%	109
Used prescription drug for high cholesterol	555	14.30%	121
Used prescription drug for heartburn/acid reflux	515	13.30%	103

Used prescription drug for depression	325	8.40%	93
Used prescription drug for arthritis/osteoarthritis	314	8.10%	114
Used prescription drug for diabetes (non-insulin dependent)	203	5.20%	96
Used prescription drug for asthma	174	4.50%	87
Used prescription drug for rheumatoid arthritis	162	4.20%	84
Used prescription drug for diabetes (insulin dependent)	60	1.50%	59

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. III.7. Top 10 Sports Activities

Annual Sports Participation	HH/Adults	Percent	MPI
Adults 18 +	3,875	100...%	
Participated in walking for exercise	1,326	34.20%	127
Participated in swimming	735	19.00%	122
Participated in jogging/running	588	15.20%	113
Participated in golf	538	13.90%	159
Participated in hiking	533	13.80%	133
Participated in bicycling (road)	507	13.10%	128
Participated in fishing (fresh water)	471	12.20%	102
Participated in weight lifting	464	12.00%	118
Participated in aerobics	380	9.80%	119
Participated in yoga	371	9.60%	126

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. III.8. Top 10 Other Activities

Other Annual Activities	HH/Adults	Percent	MPI
Adults 18 +	3,875	100...%	
Did baking	1,207	31.10%	132
Cooked for fun	1,129	29.10%	124
Went to beach	1,241	32.00%	126
Went to zoo	547	14.10%	123

Went on overnight camping trip	524	13.50%	111
Went to art gallery	449	11.60%	156
Attended adult education course	348	9.00%	121
Danced/went dancing	282	7.30%	95
Did birdwatching	264	6.80%	150
Attended auto show	258	6.70%	103

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. III.9. Pet Ownership

Pets (Households)	HH/Adult	Percent	MPI
Adults 18 +	3,875	100...%	
Household owns any pet	1,342	58.90%	109
Household owns any dog	1,026	45.10%	109
Household owns any cat	561	24.60%	109

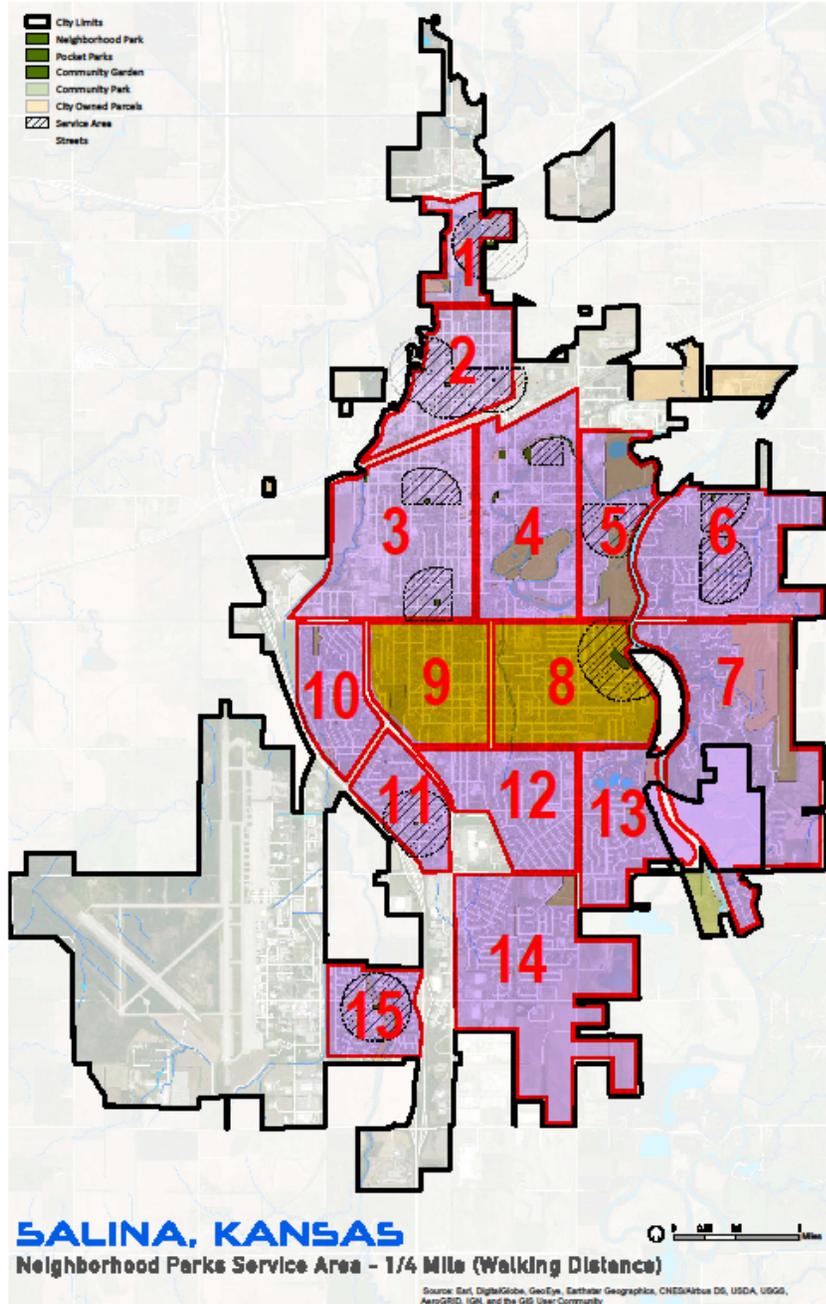
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. III.10. Psychographic Preferences

Psychographics	HH/Adult	Percent	MPI
Adults 18 +	3,875	100...%	
Buying American is important to me	1,894	44.10%	106
Likely to buy a brand that supports a charity	1,496	34.80%	99
Read any daily newspaper (paper version)	1,388	32.30%	134
Price is usually more important than brand name	1,113	25.90%	97
Usually use coupons for brands I buy often	888	20.70%	114
Usually buy based on quality - not price	816	19.00%	103
Am interested in how to help the environment	668	15.50%	94
Usually buy items on credit rather than wait	588	13.70%	112
Usually pay more for environ safe product	555	12.90%	96
Usually value green products over convenience	410	9.50%	88

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

**Park Planning District IV
(NS 8 and 9)**



Park Planning District IV			
Neighborhood Service Area	Area 8	Area 9	Totals for District IV
Area (Acres)	1.34	0.74	2.08
2016 Population	5,774	4,385	10,159
2016 Households	2,654	1717	4,371
Median Income	\$46,718	\$47,360	\$47,039
Per Capita Income	\$26,494	\$23,480	\$24,987
Median Age	40	33	36.85
Percent White	89.5%	89.4%	89.5%
Diversity Index	32.1	32.7	32.4

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

PPDIV District Synopsis

Key Findings

The Recreation Expenditures for PPDIII are more than twice that for PPD I and PPDII

The under 18 age group for this PPD is 22.1%

The median age for the district is 35.9

21.6% Exercise between 7+ hours per week

29.5% exercise at home

Back Pain and high Blood pressure were the top medical issues

Walking, Swimming and Fishing are the most popular sports

Baking and cooking for fun lead the other activities

58% of household’s own pets

American made and Charity supported products are the highest preferences

Table 5. IV.1. Entertainment and Recreation Expenditures

Total Expenditures	\$10,367,640
Average Spent	\$2,384
Spending Potential Index	76

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. IV.2. Total Population by Detailed Age

Age	All	Percent	Males	Females
Total	10,180	100.00%	4,993	5,204
<1	130	1.30%	65	66
1	132	1.30%	61	72
2	134	1.30%	63	72
3	141	1.40%	68	74
4	133	1.30%	66	68
5	135	1.30%	69	67
6	133	1.30%	67	67
7	137	1.30%	71	67
8	136	1.30%	66	71
9	127	1.20%	68	60

10	117	1.10%	66	52
11	122	1.20%	67	56
12	118	1.20%	67	52
13	113	1.10%	59	55
14	114	1.10%	63	52
15	105	1.00%	59	47
16	110	1.10%	61	50
17	108	1.10%	61	48
18	143	1.40%	75	69
19	202	2.00%	117	86
20 - 24	796	7.80%	421	375
25 - 29	709	7.00%	361	348
30 - 34	770	7.60%	392	377
35 - 39	656	6.40%	333	322
40 - 44	564	5.50%	281	283
45 - 49	563	5.50%	286	277
50 - 54	618	6.10%	312	306
55 - 59	635	6.20%	296	339
60 - 64	613	6.00%	267	346
65 - 69	499	4.90%	227	272
70 - 74	381	3.70%	165	216
75 - 79	282	2.80%	115	167
80 - 84	226	2.20%	86	139
85+	278	2.70%	92	186
<18	2,249	22.10%	1,161	1,090
18+	7,935	77.90%	3,827	4,108
21+	7,396	72.60%	3,540	3,857
Median Age	35.9		34.6	39

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. IV.3. Exercise Duration

Exercise Duration	HH/Adults	Percent	MPI
Adults 18 +	7,935	100.00%	
Typically spend 7+ hours exercising per week	1,715	21.60%	100
Typically spend 1-3 hours exercising per week	1,708	21.50%	95
Typically spend 4-6 hours exercising per week	1,579	19.90%	95

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. IV.4. Exercise Frequency

Exercise Equipment	HH/Adults	Percent	MPI
Adults 18 +	7,935	100.00%	
Exercise at home 2+ times per week	2,340	29.50%	102
Exercise at club 2+ times per week	858	10.80%	81
Exercise at other facility (not club) 2+ times/week	646	8.10%	100

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. IV.5. Exercise Equipment Owned

Exercise Equipment	HH/Adults	Percent	MPI
Adults 18 +	7,935	100.00%	
Own weight lifting equipment	951	12.00%	96
Own treadmill	822	10.40%	114
Own stationary bicycle	479	6.00%	119
Own elliptical	218	2.70%	65

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. IV.6. Medical Issues

Medical Issues	HH/Adults	Percent	MPI
Adults 18 +	7,935	100.00%	
Used prescription drug for backache/back pain	1,810	22.80%	109
Used prescription drug for high blood pressure	1,404	17.70%	114
Used prescription drug for heartburn/acid reflux	1,173	14.80%	114
Used prescription drug for high cholesterol	1,087	13.70%	116

Used prescription drug for depression	973	12.30%	136
Used prescription drug for anxiety/panic	729	9.20%	123
Used prescription drug for arthritis/osteoarthritis	684	8.60%	121
Used prescription drug for migraine headache	542	6.80%	101
Used prescription drug for diabetes (non-insulin dependent)	438	5.50%	101
Used prescription drug for rheumatoid arthritis	434	5.50%	110
Used prescription drug for diabetes (insulin dependent)	223	2.80%	107

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. IV.7. Top 10 Annual Sports Participation

Top 10 Annual Sports Participation	HH/Adults	Percent	MPI
Adults 18 +	7,935	100.00%	
Walking for exercise	2,182	27.50%	102
Swimming	1,232	15.50%	100
Fishing (fresh water)	1,165	14.70%	123
Jogging/running	930	11.70%	87
Weight lifting	829	10.40%	103
Golf	824	10.40%	119
Bicycling (road)	755	9.50%	93
Hiking	713	9.00%	87
Basketball	691	8.70%	103
Aerobics	618	7.80%	94

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. IV.8. Other Annual Participation

Other Annual Participation	HH/ Adults	Percent	MPI
Adults 18 +	7,935	100.00%	
Did baking	2,103	26.50%	112
Cooked for fun	1,930	24.30%	103
Went to beach	1,672	21.10%	83
Went on overnight camping trip	1,046	13.20%	108
Went to live theater	948	11.90%	92
Went to zoo	890	11.20%	98
Participate in indoor gardening/plant care	884	11.10%	121
Went to museum	866	10.90%	89
Did photography	799	10.10%	97
Attended rock music performance	776	9.80%	105

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. IV.9. Pet Ownership

Pets Owned	HH	Percent	MPI
Adults 18 +	7,935	100.00%	
Household owns any pet	2,523	58.00%	107
Household owns any dog	1,883	43.30%	105
Household owns any cat	1,127	25.90%	115

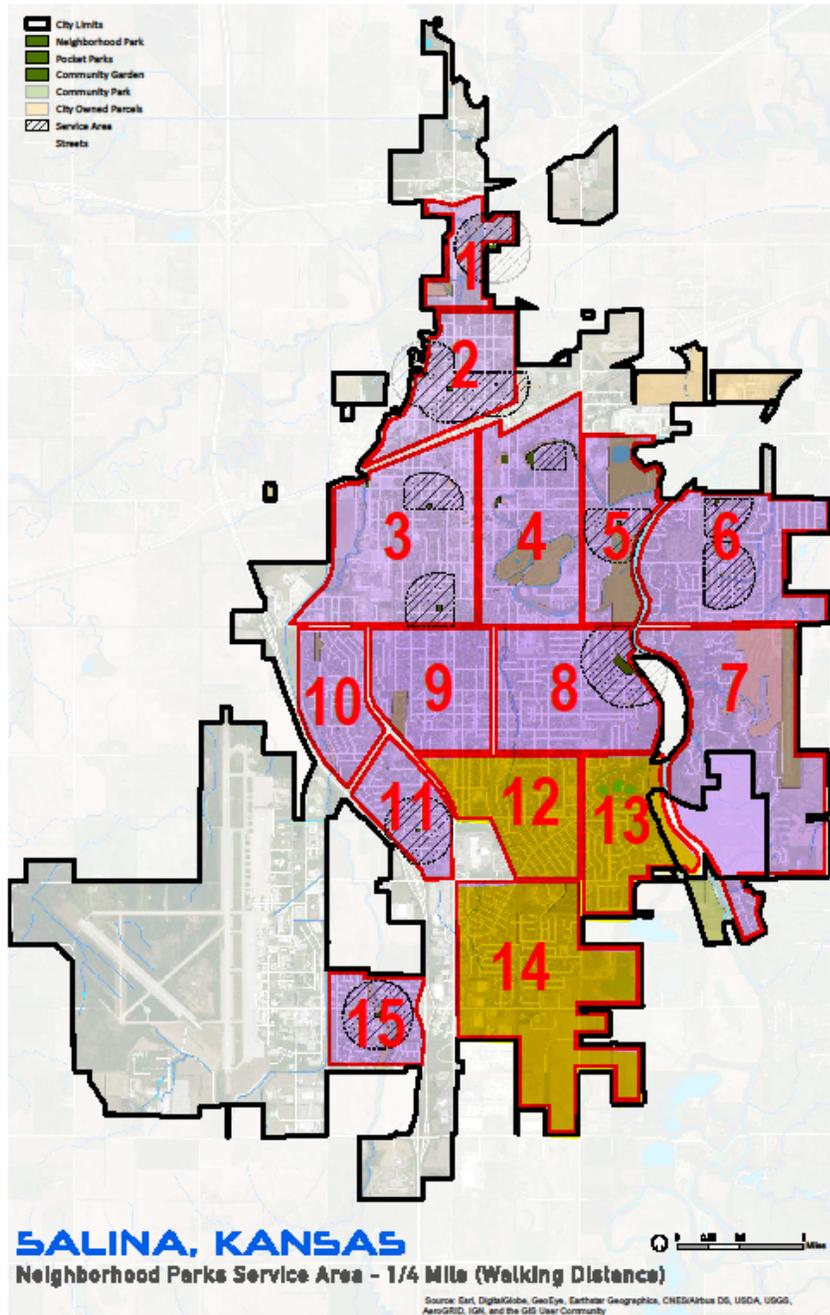
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. IV.10 Psychographic Preferences

Psychographics	HH	Percent	MPI
Adults 18 +	7,935	100.00%	
Buying American is important to me	3,862	48.70%	117
Likely to buy a brand that supports a charity	3,023	38.10%	109
Read any daily newspaper (paper version)	2,376	29.90%	124
Price is usually more important than brand name	2,200	27.70%	104
Usually use coupons for brands I buy often	1,554	19.60%	108
Usually buy based on quality - not price	1,419	17.90%	97
Am interested in how to help the environment	1,097	13.80%	84
Usually pay more for environ safe product	965	12.20%	91
Usually buy items on credit rather than wait	924	11.60%	95
Usually value green products over convenience	779	9.80%	91

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Park Planning District V
 (includes Neighborhood Service Areas SN 12, 13 and 14)



Park Planning District V				
Neighborhood Service Area	Area 12	Area 13	Area 14	Totals for District V
Area (Acres)	0.76	0.73	2.07	3.56
2016 Population	3,379	2,953	3,395	9,727
2016 Households	1,414	1,174	1,267	3,855
Median Income	\$54,819	\$56,535	\$54,815	\$55,390
Per Capita Income	\$27,718	\$28,187	\$26,425	\$27,443
Median Age	42	42	38	40.5
Percent White	92.0%	91.9%	89.4%	91.1%
Diversity Index	23.3	23.7	28.5	25.2

PPDV District Synopsis

Key Findings

The under 18 age group for this PPD is 24%

The median age for the district is 40.6

22.4% Exercise between 1 and 3 hours per week

31.1% exercise at home

Back Pain and high Blood pressure were the top medical issues

Walking, Swimming and Fishing are the most popular sports

Baking, going to beach and cooking for fun lead the other activities

62.1% of household's own pets

American made and Charity supported products are the highest preferences

Table 5. V.1. Entertainment and Recreation Expenditures

Total Expenditures	\$10,666,992
Average Spent	\$2,777
Spending Potential Index	89

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. V.2. Total Population by Detailed Age

Ages	All	Percent	Males	Females
Total	9,662	100.00%	4,636	5,017
<1	120	1.20%	69	51
1	112	1.20%	55	57
2	117	1.20%	65	52
3	125	1.30%	63	61
4	116	1.20%	52	63
5	131	1.40%	65	66
6	129	1.30%	69	59
7	135	1.40%	68	66
8	132	1.40%	70	61
9	144	1.50%	72	72
10	142	1.50%	78	63
11	123	1.30%	66	57
12	138	1.40%	63	75
13	137	1.40%	59	78
14	122	1.30%	63	58
15	127	1.30%	55	72
16	136	1.40%	73	62
17	136	1.40%	63	72
18	111	1.10%	55	55
19	79	0.80%	39	40
20 - 24	463	4.80%	229	234
25 - 29	573	5.90%	278	295
30 - 34	601	6.20%	282	319
35 - 39	613	6.30%	305	309
40 - 44	565	5.80%	282	282
45 - 49	584	6.00%	274	310
50 - 54	664	6.90%	336	328

55 - 59	657	6.80%	322	335
60 - 64	606	6.30%	279	327
65 - 69	531	5.50%	244	287
70 - 74	428	4.40%	199	230
75 - 79	330	3.40%	142	188
80 - 84	269	2.80%	105	164
85+	266	2.80%	97	169
<18	2,321	24.00%	1,173	1,146
18+	7,339	76.00%	3,469	3,871
21+	7,066	73.10%	3,337	3,731
Median Age	40.6		39.3	42

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. V.3. Exercise Duration

Duration	HH/Adults	Percent	MPI
Adults 18 +	7,339	100.00%	
Typically spend 1-3 hours exercising per week	1,641	22.40%	99
Typically spend 4-6 hours exercising per week	1,572	21.40%	102
Typically spend 7+ hours exercising per week	1,559	21.20%	98

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. V.4. Exercise Frequency

Frequency	HH/Adults	Percent	MPI
Adults 18 +	7,339	100.00%	
Exercise at home 2+ times per week	2,285	31.10%	108
Exercise at club 2+ times per week	953	13.00%	97
Exercise at other facility (not club) 2+ times/ week	673	9.20%	112

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. V.5. Equipment Owned

Equipment Owned	HH/Adults	Percent	MPI
Adults 18 +	7,339	100.00%	
Own weight lifting equipment	1,051	14.30%	115
Own treadmill	900	12.30%	135
Own stationary bicycle	453	6.20%	121
Own elliptical	444	6.00%	144

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. V.6. Medical Issues

Medical Conditions	HH/Adults	Percent	MPI
Adults 18 +	7,339	100.00%	
Used prescription drug for backache/back pain	1,638	22.30%	107
Used prescription drug for high blood pressure	1,307	17.80%	114
Used prescription drug for heartburn/acid reflux	1,108	15.10%	117
Used prescription drug for high cholesterol	918	12.50%	106
Used prescription drug for depression	667	9.10%	101
Used prescription drug for anxiety/panic	573	7.80%	104
Used prescription drug for arthritis/osteoarthritis	552	7.50%	106
Used prescription drug for migraine headache	476	6.50%	96
Used prescription drug for diabetes (non-insulin dependent)	404	5.50%	101
Used prescription drug for rheumatoid arthritis	340	4.60%	94
Used prescription drug for diabetes (insulin dependent)	171	2.30%	88

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. V.7. Top 10 Sports Activities

Sports Participation	HH/Adults	Percent	MPI
Adults 18 +	7,339	100.00%	
Walking	2,202	30.00%	111
Swimming	1,283	17.50%	112
Fishing (Fresh Water)	1,085	14.80%	124
Jogging/running	978	13.30%	99
Golf	849	11.60%	132
Hiking	792	10.80%	104
Bicycling (Road)	785	10.70%	104
Weight Lifting	745	10.20%	100
Basketball	607	8.30%	98
Aerobics	603	8.20%	100

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. V.8. Top 10 Other Activities

Top 10 Other Annual Participation	HH/Adults	Percent	MPI
Adults 18 +	7,339	100.00%	
Did Baking	2,016	27.50%	117
Went to beach	1,909	26.00%	102
Cooked for fun	1,768	24.10%	102
Went on overnight camping trip	1,018	13.90%	114
Went to live theater	1,111	15.10%	116
Went to zoo	956	13.00%	114
Went to museum	926	12.60%	102
Did photography	852	11.60%	112
Attended rock music performance	745	10.20%	109
Participate in indoor gardening/plant care	723	9.90%	107

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. V.9. Pet Ownership

Pets (Households)	HH/Adults	Percent	MPI
Adults 18 +	7,339	100.00%	
Household owns any pet	2,384	62.10%	114
Household owns any dog	1,842	48.00%	116
Household owns any cat	1,060	27.60%	122

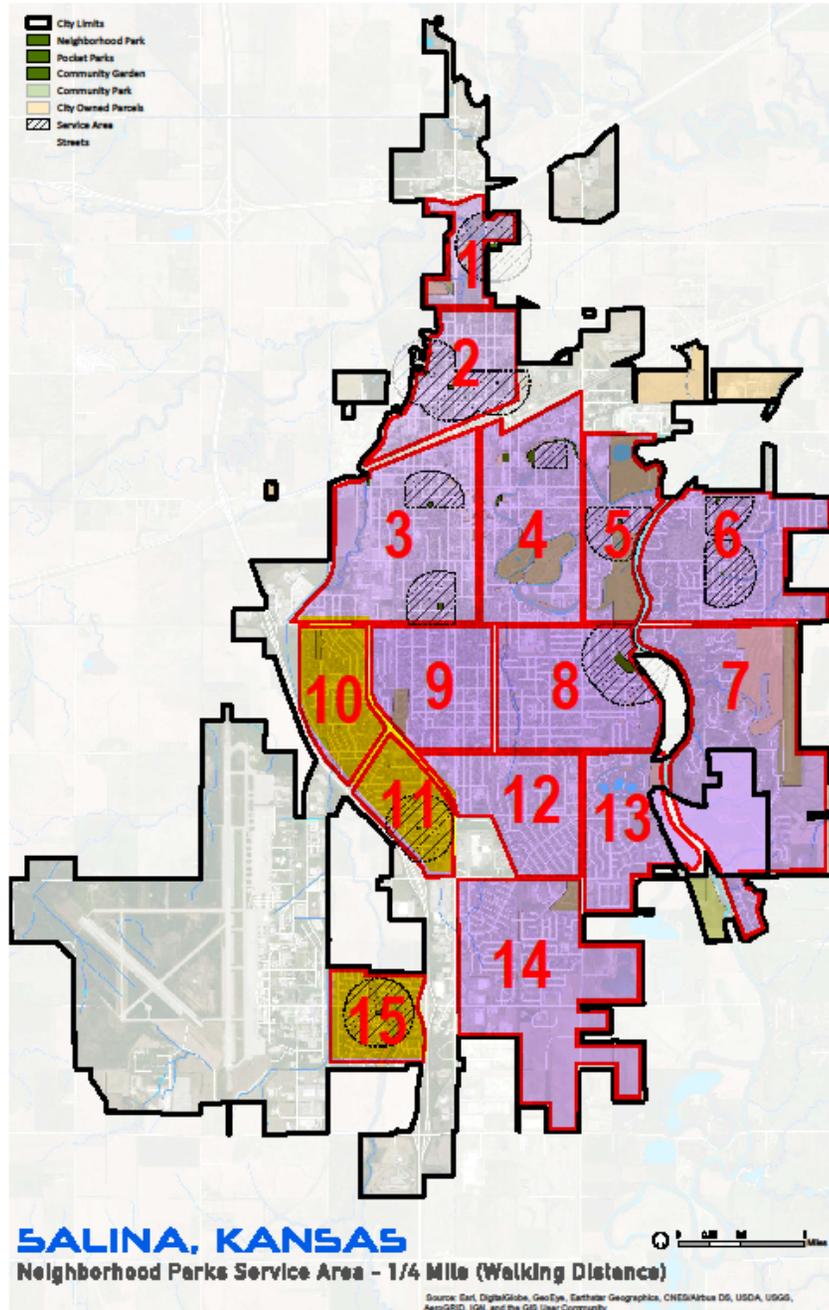
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. V.10. Psychographic Preferences

Psychographics	HH/Adults	Percent	MPI
Adults 18 +	7,339	100.00%	
Buying American is important to me	3,337	45.50%	109
Likely to buy a brand that supports a charity	2,530	34.50%	98
Read any daily newspaper (paper version)	2,018	27.50%	114
Price is usually more important than brand name	2,011	27.40%	103
Usually use coupons for brands I buy often	1,463	19.90%	110
Usually buy based on quality - not price	1,283	17.50%	95
Am interested in how to help the environment	1,025	14.00%	85
Usually pay more for environ safe product	911	12.40%	93
Usually buy items on credit rather than wait	870	11.90%	97
Usually value green products over convenience	669	9.10%	84

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

**Park Planning District VI
(Includes Service Areas 10,11 and 15)**



Park Planning District VI

Neighborhood Service Area	Area 10	Area 11	Area 15	Totals for District VI
Area (Acres)	0.59	0.46	0.54	1.59
2016 Population	2,944	2,711	2,384	8039
2016 Households	1,110	1,036	911	3057
Median Income	\$34,677	\$37,639	\$35,773	\$36,030
Per Capita Income	\$16,567	\$18,218	\$20,176	\$18,320
Median Age	32	33	31	32
Percent White	77.5%	71.3%	82.4%	77.1%
Diversity Index	57.9	70.4	46.0	58.1

PPDVI District Synopsis

Key Findings

The under 18 age group for this PPD is 28.1%

The median age for the district is 32.3

21.2% Exercise between 1 and 3 hours per week

23.5% exercise at home

Back Pain and high Blood pressure were the top medical issues

Walking, Fishing and Swimming are the most popular sports

Baking, cooking for fun and going to beach lead the other activities

63.4% of household's own pets

American made and charity-supported products are the highest preferences

Table 5. VI.1. Entertainment and Recreation Expenditures

Total Expenditures	\$5,805,567
Average Spent	\$1,974
Spending Potential Index	63

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. VI.2. 2017 Population by Detailed Age

Ages	All	Percent	Males	Females
	7,730	100.00%	3,827	3,903
<1	134	1.70%	67	68
1	141	1.80%	74	67
2	139	1.80%	68	71
3	124	1.60%	64	60
4	140	1.80%	72	68
5	130	1.70%	71	59
6	126	1.60%	60	66
7	125	1.60%	59	66
8	117	1.50%	61	56
9	114	1.50%	57	56
10	121	1.60%	58	63
11	114	1.50%	56	58
12	108	1.40%	56	52
13	114	1.50%	55	59
14	109	1.40%	54	55
15	107	1.40%	59	48
16	105	1.40%	52	53
17	103	1.30%	49	53
18	115	1.50%	57	58
19	133	1.70%	75	58
20 - 24	589	7.60%	303	287
25 - 29	592	7.70%	310	282
30 - 34	576	7.50%	293	283
35 - 39	498	6.40%	247	251
40 - 44	439	5.70%	219	220
45 - 49	438	5.70%	224	214
50 - 54	451	5.80%	226	225

55 - 59	419	5.40%	200	219
60 - 64	384	5.00%	180	204
65 - 69	325	4.20%	150	175
70 - 74	226	2.90%	101	124
75 - 79	185	2.40%	83	103
80 - 84	112	1.40%	44	68
85+	77	1.00%	23	54
<18	2,171	28.10%	1,093	1,078
18+	5,560	71.90%	2,734	2,826
21+	5,182	67.00%	2,535	2,648
Median Age	32.3		31.3	33.3

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. VI.3. Exercise Duration

Duration	HH/Adults	Percent	MPI
Adults 18 +	5,560	100.00%	
Typically spend 1-3 hours exercising per week	1,181	21.20%	94
Typically spend 4-6 hours exercising per week	1,047	18.80%	90
Typically spend 7+ hours exercising per week	991	17.80%	82

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. VI.4. Exercise Frequency

Frequency	HH/Adults	Percent	MPI
Adults 18 +	5,560	100.00%	
Exercise at home 2+ times per week	1,304	23.50%	81
Exercise at club 2+ times per week	538	9.70%	72
Exercise at other facility (not club) 2+ times/week	375	6.70%	83

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. VI.5. Exercise Equipment

Exercise Equipment Owned	HH/Adults	Percent	MPI
Adults 18 +	5,560	100.00%	
Own weight lifting equipment	528	9.50%	76
Own treadmill	422	7.60%	84
Own stationary bicycle	253	4.60%	89
Own elliptical	143	2.60%	61

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. VI.6. Medical Issues

Medical Conditions	HH/Adults	Percent	MPI
Adults 18 +	5,560	100.00%	
Used prescription drug for backache/back pain	1,369	24.60%	118
Used prescription drug for high blood pressure	944	17.00%	109
Used prescription drug for heartburn/acid reflux	789	14.20%	110
Used prescription drug for depression	742	13.30%	149
Used prescription drug for high cholesterol	690	12.40%	105
Used prescription drug for migraine headache	559	10.10%	148
Used prescription drug for anxiety/panic	543	9.80%	131
Used prescription drug for arthritis/osteoarthritis	388	7.00%	98
Used prescription drug for diabetes (non-insulin dependent)	344	6.20%	113
Used prescription drug for rheumatoid arthritis	266	4.80%	97
Used prescription drug for diabetes (insulin dependent)	182	3.30%	124

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. VI.7. Top 10 Annual Active Participation

Annual Active Participation	HH/Adults	Percent	MPI
Adults 18 +	5,560	100.00%	
Participated in walking for exercise	1,284	23.10%	86
Participated in fishing (fresh water)	802	14.40%	121

Participated in swimming	759	13.70%	88
Participated in jogging/running	563	10.10%	75
Participated in bicycling (road)	511	9.20%	90
Participated in basketball \	483	8.70%	103
Participated in weight lifting in last 12 months	461	8.30%	82
Participated in hiking	427	7.70%	74
Participated in golf	343	6.20%	71
Participated in aerobics	339	6.10%	74

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. VI.8. Top 10 Other Activities

Other Annual Participation	HH/Adults	Percent	MPI
Adults 18 +	5,560	100.00%	
Baking	1,304	23.50%	99
Cooked for fun	1,201	21.60%	92
Went to beach	1,097	19.70%	77
Went on overnight camping trip	719	12.90%	106
Went to zoo	611	11.00%	96
Participate in indoor gardening/plant care	594	10.70%	116
Attended rock music performance	537	9.70%	103
Did photography	535	9.60%	93
Went to live theater	526	9.50%	73
Went to museum	511	9.20%	75

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. VI.9. Pet Ownership

Pets (Households)	HH/Adults	Percent	MPI
Adults 18 +	5,560	100.00%	
Household owns any pet	1,866	63.40%	117
Household owns any dog	1,452	49.40%	119
Household owns any cat	862	29.30%	130

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Table 5. VI.10. Psychographic Preferences

Psychographics	HH/Adults	Percent	MPI
Adults 18 +	5,560	100.00%	
Buying American is important to me	2,532	45.50%	110
Likely to buy a brand that supports a charity	2,179	39.20%	112
Price is usually more important than brand name	1,538	27.70%	104
Read any daily newspaper (paper version)	1,410	25.40%	105
Usually use coupons for brands I buy often	996	17.90%	99
Usually buy based on quality - not price	978	17.60%	96
Am interested in how to help the environment	836	15.00%	91
Usually pay more for environ safe product	632	11.40%	85
Usually buy items on credit rather than wait	589	10.60%	86
Usually value green products over convenience	560	10.10%	93

Source: Original data from ESRI. Analysis of data by CEHP, Inc.

Element 6. Park and Recreation Trends that May Impact Salina

The trends in this report are compiled from three primary sources. They include: 1) National survey data collected by the Sport and Fitness Industry Association (SFIA), whose members are manufacturers, wholesalers and retailers of related equipment; 2) specific research conducted for The National Recreation and Park Association (NRPA) and 3) published articles related to management practices, new facilities, financial options and social, economic, and technological trends that may impact park and recreation planning or operations.

Topline Participation Data (SFIA)

The 2016 Topline Report from the Sports & Fitness Industry Association (SFIA) is produced by a partnership of the Physical Activity Council (PAC) which includes eight of the major trade associations in U.S. sports, fitness, and leisure industries.

This Topline Report includes the Physical Activity Overview report and topline participation data for each sport/activity tracked by SFIA. The overall aim of this report is to establish levels of activity and identify key trends in sports, fitness, and recreation participation in the U.S.

During the 2015 calendar year, a total of 32,658 online interviews were carried out with a nationwide sample of individuals and households from the U.S. A total of 15,167 individual and 17,491 household surveys were completed. The total population figure used was 294,141,894 people ages six and older.

The 2015 participation survey sample size of 32,658 completed interviews provides a high degree of statistical accuracy. All surveys are subject to some level of standard error, that is, the degree to which the results might differ from those obtained by a complete census of every person in the U.S. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.24 percentage points at the 95 percent confidence level.

2016 Topline Trends

Overview

Participation in sports seemed to be fluctuating over the last few years, with an increase in team, winter, water, and fitness sports participation. Individual sports declined slightly in 2015 while racquet and outdoor sports remained flat. This meant there were 212.6 million “actives” taking part in a wide range of sports and fitness activities in 2015, a slight increase from 209.3 actives in 2014. Specifically, trends include:

Team sports experienced the most upbeat marks, including increases of at least 4% in baseball, cheerleading, ice hockey, lacrosse, rugby, indoor soccer, team swimming as well as flag and tackle football.

The overall level of inactivity decreased marginally in the last 12 months from 28.3% of Americans age six and older in 2014 to 27.7% in 2015. However, there are still 81.6 million inactive Americans. “Inactivity” is defined to include those participants who reported no physical activity in 2015 and an additional 18 sports/fitness activities that require minimal to no physical exertion.

Inactivity decreased for most age groups, with 13 to 17-year-olds having the biggest drop (1.4%) and 35 to 44-year-olds having the lowest decrease (0.2%) in 2015. While those Americans between the ages of 45 to 54 remained flat in inactivity, there was a gradual increase in inactivity for 55 to 64-year-olds.

“Gen Z,” or those born in this millennium, continue to dominate the team sports category. There continues to be an increase in team sports participation from the “Gen Z” population, which is due partially to the birth boom in 2007, who are now around the age of 8. The Millennials and “Gen X” groups maintain the most participation in fitness sports. Boomers are more likely to participate in fitness activity than any other category.

In terms of interest, all age groups continue to look at swimming as a means for future fitness. Followed heavily by outdoor activities, such as camping and biking. Fitness activities are featured high on the list for most adult age groups while team sports are more attractive to the youths.

Those “aspirational” participants report that having someone to participate with or having a friend bring them along would be a strong motivator to start a new activity. While having more free time was mentioned to be helpful, more people felt that their current health was a big hindrance.

Specific Trends

Inactivity Rates Segmented by Age

US Population, Ages 6+

While the highest rates of inactivity remain among those ages 65 and over, this percentage decreased 0.8% since 2014. Those between the ages of 6 to 12 have the lowest rates of inactivity, also showing a decrease of 1% since 2014. While most age groups show a slight decrease of inactivity, those ages 45 to 54 remained flat and people between the ages of 55 to 64 had an increase of 0.4%.

For Salina: If surveys show a lower percentage of program participation, the Department might look at means of informing participants about activities. Since just less than half have no land line telephone, getting a true picture of participation may be difficult. Seniors may not have Internet access.

The following tables show “Aspirational” Interests by age group (1 being the highest interest). Salina may be interested in determining if any of these activities, not currently provided, might be of interest to residents. Aspirational activities include those that participants would like to do if they had the right circumstances.

Table 6.1 Aspirational activities for ages 6 through 34

Interest	Ages 6-12	Ages 13-17	Ages 18-24	Ages 25-34
1	Camping	Camping	Camping	Swimming for Fitness
2	Swimming for Fitness	Swimming for Fitness	Bicycling	Camping
3	Bicycling	Bicycling	Swimming for Fitness	Bicycling
4	Basketball	Work Out: Machines	Hiking	Hiking
5	Running/Jogging	Running/Jogging	Backpacking	Running/Jogging
6	Soccer	Hiking	Work Out: Weights	Canoeing
7	Fishing	Fishing	Running/Jogging	Backpacking
8	Football	Work Out: Weights	Martial Arts	Work Out: Machines
9	Swimming on a Team	Shooting (Targets)	Work Out: Machines	Work Out: Weights
10	Hiking	Martial Arts	Climbing	Kayaking

Table 6.2 Aspirational activities for ages 35 through 65+

Interest	Ages 35-44	Ages 45-54	Ages 55-64	Ages 65+
1	Camping	Camping	Bicycling	Birding/ Wildlife Viewing
2	Swimming for Fitness	Swimming for Fitness	Swimming for Fitness	Swimming for Fitness
3	Bicycling	Bicycling	Camping	Work Out: Machines
4	Hiking	Hiking	Birding/ Wildlife Viewing	Fishing
5	Work Out: Weights	Work Out: Machines	Hiking	Hiking
6	Work Out: Machines	Fishing	Fishing	Bicycling
7	Running/ Jogging	Birding/ Wildlife Viewing	Work Out: Machines	Fitness Classes
8	Fishing	Canoeing	Work Out: Weights	Work Out: Weights
9	Canoeing	Work Out: Weights	Canoeing	Camping
10	Backpacking	Backpacking	Fitness Classes	Canoeing

It is not always easy to get inactive participants involved in various activities. The Top Line Survey asked what would make participation more likely. Some of the replies included:

Trends in Pay-to-Play School Programs

US Population, Ages 25+ with children ages 6~17

Over the last three years, pay-to-play school programs has seen decreases in fees compared to the previous year. While this is a positive move for school sponsored team sports, 43% of parents reported an increase from 2014 to 2015. Since 2013, 67% of parents, on average, spend over \$100 on their children’s school sports fees.

For Salina: School districts typically provide extracurricular activities for selected middle school and secondary school activities and elite participants. They also offer a wide range of additional activities in the arts. Typically, there is still a significant participation drop from the programs provided to the 6 to 12 age group by the park and recreation department and varied activity associations to those that meet the 13 to 17 age needs in the schools. In many communities, the difference in opportunity is covered by Out-of-School-Time (OST) activities. Salina may want to consider an Intramural recreation league for those former athletes who did not make the school teams. Other activities may be appropriate as well, such as popular music or instrument lessons.

Activities that have a positive participation rate increase. Salina may find some of these activities will be growing in popularity locally over the next few years.

Fitness Activities	Individual Sports	Racquet Sports	Team Sports	Outdoor Sports	Water sports
Aerobics	Adventure Racing	Cardio Tennis	Cheer Leading	Backpacking over night	Board Sailing
Stationary Cycling	Archery	Pickleball	Field Hockey	Bicycling BMX	Kayaking
Swimming for Fitness	Boxing - Fitness	Squash	Gymnastics	Bicycling Mountain	Scuba Diving
Rowing	Boxing-competition		Ice Hockey	Bouldering	Stand-up Paddling
Tai Chi	Mixed Martial Arts		Lacrosse	Climbing	
Yoga	Trail Running		Roller Hockey	Fly Fishing	
	Triathlon		Rugby	Hunting - All	
			Competition Swimming	Shooting - All	
			Track and Field		
			Wrestling		

Lifetime Activities

In past years, it was assumed that lifetime activity interests were a function of age. As one got older they participated in more “appropriate” activities, like golf, tennis or shuffleboard and horseshoes. It’s more common for activity interests to shift from one generation to another based on the location they were raised and the activities available to them.

For example, although soccer is a rare activity for many seniors, softball leagues, ages 70 and over, are commonplace. As soccer, lacrosse and some other activities become more ingrained in successive generations, various generations are seeking adapted opportunities for their past experiences.

For Salina: should consider the need in the future for small-sided soccer fields (60 ft. by 90 ft.) for use by adults who want to play the game without running the entire field. Thought should also be given to how other currently popular activities may be adopted for use by adult participants.

This planning process reflects the anticipated reduction in the under 18 population and the increase of the older age groups as shown in the Detailed Age Tables.

Changes in Types of activities

In activity among Americans in sports, fitness and outdoor recreation is high, but moderating.

Age group differences can be seen readily in team sports participation which are dominated by youth, teens and Millennials. Overall participation patterns this decade show a trend of growth in smaller, niche activities, and a decline in larger, more established traditional sports.

The bright spot for 2015: participation in nearly all the larger, traditional court and field sport activities rebounded to one degree or another. Unfortunately, this growth has been in the number of casual participants (low frequency of participation) at the expense of the core participants (high frequency of participation).

More kids playing sports and specializing

In the aggregate, overall sports activity participation among children (ages 6 to 17) is at its highest since 2011. But sports specialization is an ongoing trend. The number of different sports played by the average child has declined rapidly, particularly in the last two years.

For Salina: caution is urged regarding youth specialization in sports. A study released by the National Association of High School Sports found that a participant specializing in one sport has a 70% higher risk of injury than those who participate in varied sports throughout the year.

Specific Facilities

Swimming Pool

Fitness swimming participation has moderated but represents a huge market. The market for competitive swimming is smaller but is growing. Both activities represent continued future opportunities: swimming for fitness and swimming for competition.

For Salina: As the population ages, the need for therapeutic pools increases as participants seek water aerobics, water walking and related activities that reduce stress on arthritic joints.

Recreation Centers (Salina Fieldhouse)

Nationally, over the past 3 years, average annual growth in the number of health and fitness facilities (6.2%) has outpaced membership growth (3.3%) by almost 2X. More specifically, the competition for members is increasing and the average number of members/club is at a 6 year low. Member retention is now recovering in both the private sector and public-sector portions of the fitness market, although public sector retention lags.

Some of this loss is due to the emergence of low-touch, low-cost gyms on the low end of the price spectrum and high-touch, boutique fitness offerings on the high-end are draining consumer demand for multi-purpose, generalist facilities in the middle. A growing number of consumers are choosing between a low-cost, self-service fitness experience and a highly supported, highly specialized one.

For Salina: Since The Fieldhouse is a new facility, it can be expected to perform well in the first two to three years, although operation in the red is likely. Fees, pricing and access policies need to be flexible and fluid in the early years. Staff should pay special attention to customer service and seek constant feedback. It is costlier to replace clients than it is to retain them. Be sure to track retention patterns for an early alert to the changes needed.

Golf Courses

The jury is still out concerning whether golf demand nationwide has stabilized after a prolonged decline. The size of the U.S. golf market continues to shrink, both in terms of total number of golfers, and the percent of the overall population that plays golf (participation rate). Nationwide, rounds played increased nearly 2% in 2015, the first growth since 2012. In 2016 golf rounds were about even with 2015, however, competition for rounds, at least nationally, is decreasing.

The National Golf Foundation's long-term analysis done earlier this decade showed that the golf participation drop-off has been most pronounced among young adults. A look at the most recent 4-year trend shows the pattern still holds.

Much of the changing demographics for today's Millennials as a group are more diverse than young adults of yesteryear. They are also more income challenged. The concern: young adulthood has historically been the most common gateway age for golfers.

For Salina: the First Tee Program is certainly a good start for developing golf consumers at a young age. Thought should be given to enhancing the youth golf program.

2017 NRPA Park and Recreation Issues and Trends

Employment: There are many potential factors that could affect your agency's ability to hire qualified labor.

- The American Society of Civil Engineers (ASCE) reported in November that 200,000 entry labor jobs were unfilled and the U.S. Border Patrol just announced an inability to fill 5,000 new Border Guard positions
- Despite increased unemployment levels, due to more people seeking jobs, the jobs available often neither match the capabilities of the job-seekers, nor their geographical location

Federal decisions on immigration may further reduce the labor pool that your agency has relied on to fill seasonal or entry level permanent positions. This would occur if qualified people move to better paying jobs.

Employee Costs: Depending on your location and Federal and State Actions, employee cost could either increase or decrease. Factors to consider:

Potential Cost Reductions:

- Going into 2017 regulations requiring overtime for employees making less than about \$48,000 annually has been delayed
- Regulations requiring health benefits for employees working more than 90 days may be eliminated if the Affordable Care Act is repealed. However, competition for workers may force jurisdiction to provide some health-care benefits

Potential Cost Increases:

- The most immediate likely increase is a state or local action to increase the minimum wage
- Even if your state is not increasing the minimum wage you may find employees seeking better paying jobs in states that do
- If the labor supply is reduced there could be a bidding war for available labor potentially increasing the cost of wages

Financial Opportunities

There are some, but few, opportunities for parks and recreation; health and wellness; juvenile crime and development grants in the foreseeable future. The one bright spot is the Land and Water Conservation Fund (LWCF). It is currently authorized until 2018 and there is a bill in Congress gaining support for full, long-term authorization. The new bill is unlikely to support acquisition of land, but may provide funding for renovation as well as new development.

Other grants such as Community Block Development Grants (CDGB), Juvenile Justice Grant Funds and varied Health and Welfare grants do not appear likely to be funded.

Privatized Operations: Due to increased employee costs, many agencies are seeking private individuals or companies to provide specified services in lieu of hiring employees. All functions of the agency may be considered for privatization. Factors include:

- The agency's knowledge of the cost and specifications required for the potentially privatized service. Not being aware of what it costs you to do the job and define its specific tasks can lead to unsatisfactory contractor performance, unnecessarily high costs or both
- The market factors that lead you to seek privatized service providers may also increase the private sector costs and subsequently your agency's as well

For Salina: Consider reviewing internal barriers and constraints to operations, equipment and organization to determine if changes would reduce the cost of the service.

P3 Development: Congress is considering several bills designed to create jobs and improve the condition of various infrastructure. Public Private Partnerships (P3's) are the focus of these and similar bills. They include:

- The President has sought an infrastructure bill to provide 50% matching funds with the remainder provided by private and non-federal investors. 50 projects, mostly transportation related, are included and the bill assumes that investors will have a revenue stream to recoup their investment. The Bill may be changed by the congress but as it represents a jobs bill it is a high priority.
- Other bills are focused on Corps of Engineer (USCOE) projects related to dams, lakes, hydropower, flood control and water transportation and ports.
- Still others are more focused on municipal infrastructure such as sewer, water, electrical grids and similar.

- A new addition to the P3 menu is the Social Impact Bonds (SIB) which provide funding for matching investor monies in social and economic development projects. Examples include any affordable housing, and public facilities intended to increase economic development. Some officials have suggested merging CBDG grants into SIBs.

For Salina: These projects require your agency to be involved early in the planning to realize the opportunities. There is nothing preventing the City from using these bonds for Recreation facilities. Fortunately, it seems Salina is already active in this financing field.

Sports Programs, Health and Specialization: The cliché, “The only constant is change,” is particularly true for the youth and adult sports programs. The Department should consider that:

- Pay for play in schools and non-profit leagues is increasing interest in Club Teams at both the recreational and elite levels
- A report released last fall by the National High School Sports Association presented findings of 1500 athletes over four years showing a 70% greater risk of injury for participants that specialized in one sport throughout the year. They were compared to those who participated in multiple sports
- The concerns about concussions, particularly related to the pre-teen susceptibility, has led to a national reduction in tackle football of about 20% over the last two years. Only a few jurisdictions have discontinued tackle football entirely but many are switching to flag football, 7 on 7 football, smaller fields and modified tackle programs
- The inclusion of Tough-Mudder activities (endurance obstacle course created to challenge youth and young adults) that incorporate personal, physical ‘best’ with cooperative spirit
- Individual sports and training competitions are on the rise. Consider organizing a track and field program by age groups for your community
- A recent Kansas state bill to expand Medicaid services was vetoed by the Kansas Governor. This may or may not impact the health care status of Salina residents who fall between the 100 and 138 percentiles of the National Poverty level. Frequent participation may reduce their health care and medical costs

Facilitate vs Provide

The spectrum of park and recreational opportunities available in a community the size and character of Salina is broad. The spectrum runs from totally private business such as the bowling alley or movie theater to non-profits, churches and totally public facilities run by the City.

Best practice dictates that the Department work with all these resources to optimize the services provided to the public.

Loneliness

The National Science Foundation (NSF) authored a report of 1,500 face-to-face interviews where more than 25% of the respondents said that they have no one with whom they can talk about their personal troubles or triumphs. If family members are not counted, the number doubles to more than half of Americans who have no one outside their immediate family with whom they can share confidences.

Rarely has news from an academic paper struck such a responsive nerve with the public. The Census Bureau categorizes the term “unrelated individuals” to designate someone who does not live in a “family group.” The percentage of persons living as “unrelated individuals” almost tripled, increasing from 6 to 16 percent of all people during the last 40 years. A huge majority of those classified as “unrelated individuals” (about 70 percent) lived alone.

Element 7. Recommendations based on Lifestyle Analysis

There are several recommendations which can shape and influence the master plan for parks and recreation in Salina. A few of those based on the ESRI, SFIA, NRPA and other data include the following:

Recommendations

- Given the demographics of the community, the Department should seek to develop and maintain lines of communication with the groups who self-select to not participate. Funding to support these groups is helpful, but it is easy to ignore the other accessibility issues. As overviewed in the county health index, Saline County has a higher proportion of residents where children live in poverty (22% for county and 17% for state of Kansas); more single parent households (39% for county and 29% for state of Kansas). While funding for those people is a good idea, other barriers such as transportation, lack of time, knowledge, etc. dictates that some outreach might be appropriate. (www.countyhealthranking.org)
- Tapestry Segments and Neighborhood. Three of the oldest and more affluent Tapestry Segments all fall within LifeMode 5, Exurban. If you note the description of the segments, you will note that they consist of both older married couples and singles. This may very well indicate that these neighborhoods are in the beginning of a transition where older residents who leave their homes are being replaced by single adults. This may change the use of nearby parks and might need renovation as the population changes.
- Physical Activity. Adult residents participate in team sports at higher levels than the rest of the county possibly due to the younger population living within the community. Residents do not avail themselves to more lifetime activity pursuits that can contribute to their health and well-being such as aerobics, hiking, and running/jogging. The City provides a diverse set of opportunities for participation, which is good, but the structure of the seasons and field use implies an inadequate number of facilities to meet the needs. It is possible that more facilities are needed for recreational uses or practice fields that reduce the cost of maintaining prime game fields.
- According to the county health index, the levels of adult obesity in Saline County is 35% compared to 31% for the State of Kansas and the physical inactivity level is similar with the county being 28% compared to the rest of the State at 31% (www.countyhealthranking.org)

- This should become a priority area for parks and recreation. Health and well-being should become a core focus of the department as it is in many agencies across the country. Activities such as track and field can be provided for all ages and abilities. Programs can be as simple as the old Hershey’s Track competitions or, with help from schools or universities, more training and more diverse activities are possible. Running and walking are the most frequently used for health reasons.
- The Arts. Participation as well as visitations to arts and culture alternatives are an integral part of recreation pursuits. Visits to galleries and museums are significantly lower than levels for the United States overall and this is an area where parks and recreation could take the lead perhaps partnering with local colleges who may already sponsor such exhibits locally OR community-wide field trips bringing together residents involved with several organizations could be sponsored.
- Adult Education/Recreation. Current societal trends make lifelong learning an imperative in today’s rapidly changing world. The school district appears to play an important role in the GED process and skills to prepare for college. Adult recreation that features learning can be an effective way to support such ongoing learning particularly among those with less than a high school or college education.
- Additional Opportunities. Opportunities such as the free Art Workshop conducted once a month is an excellent way to provide residents with new experiences. This model could be used for many other activities, especially hiking, biking, etc.

These recommendations are generic and should be given consideration as a part of the overall planning process. There are other contingent recommendations in the body of the report that may be relevant. They were not included here because the actual conditions may differ from that implied in the data.

Relevance to the development of the 2018 Master Plan

Management – Aggressive pursuit of like-minded partners with whom the Department can collaborate to provide services while leveraging limited resources.

Operations – The programming mindset by the Recreation Staff will need to reflect the opportunities reflected in this chapter.

Capital Budget – Facility additions or modifications will need to reflect the opportunities reflected in this chapter.



CHAPTER 4 CITIZEN SURVEY SUMMARY

Master Planning Task:

To ask key issue questions to randomly selected households to test their preference for future programs, facilities and park system improvements.

The City of Salina Parks and Recreation Needs Assessment Executive Summary

Introduction

ETC Institute administered a needs assessment survey for the City of Salina during the summer of 2017. The Salina Parks and Recreation Department is currently developing a Master Plan that will guide the future of parks and recreation services over the next five, 10 and 20 years. The City of Salina has taken a resident-driven approach to guide the plan's development by conducting public workshops, focus groups, and citizen interviews alongside this community interest and opinion survey. The City of Salina will use the survey, and its results, to help better understand the community's priorities for parks, sports facilities, trails, programs, and services.

Methodology

ETC Institute mailed a survey packet to a random sample of households in the City of Salina. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Salina from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 676 residents completing the survey. The overall results for the sample of 676 households have a precision of at least +/-3.8% at the 95% level of confidence.

This report contains the following:

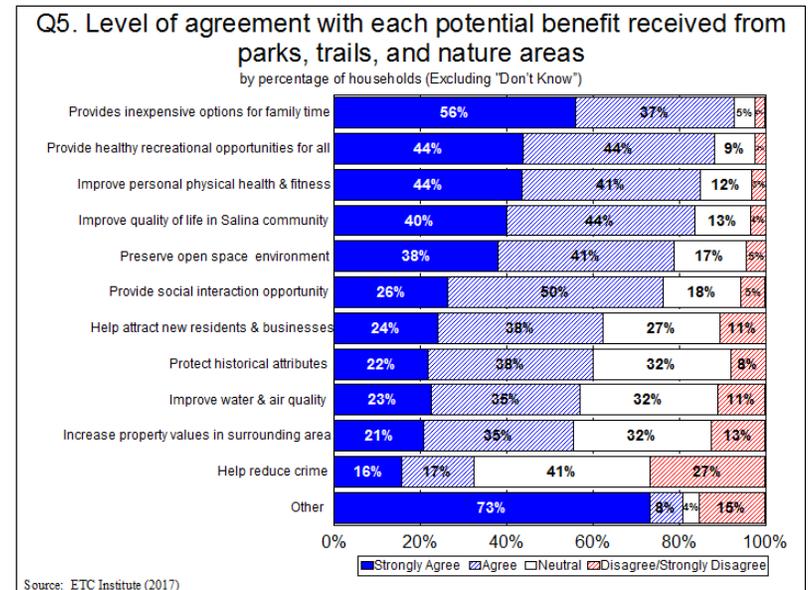
- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 2)
- Benchmarking analysis comparing the City's results to national results (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

The major findings of the survey are summarized below and on the following pages.

Facility and Amenity Use, Ratings, and Benefits

Eighty-two percent (82%) of households indicated the physical condition of the City of Salina parks they visited was either "excellent" or "good." The most visited parks in the City of Salina during the past year include: Jerry Ivey Park, Oakdale Park, Kenwood Park, Lakewood Park, and Bill Burke Park. Most respondents (65%) indicated they visited City of Salina parks three or fewer times per month during the past year, only 7% of respondents indicated they visited City parks more than five times per week. Based on the sum of respondents' top two choices, the most preferred park type is larger regional parks that may be further from home (i.e. Oakdale, Jerry Ivey).

Fifty-one percent (51%) of respondents indicated they feel they have adequate access to athletic fields, 36% were not sure, and 13% of respondents indicated they do not have adequate access to athletic fields. Of those households who indicated they do not feel they have adequate access to athletic fields 62% indicated the reason was that there are too few practice fields, 48% feel that there are too few highly developed ball fields with stadium, dugouts, scoreboard and turf to accommodate demand for a field of that type, and 41% feel that poorly draining fields that result in cancellations is the reason why they don't have adequate access to athletic fields.



Most respondents (93%) indicated that they either "strongly agree" or "agree" that parks, trails, and nature areas provides inexpensive options for family time. The chart above shows the level of agreement for all 12 statements regarding potential benefits that the park system provides.

The three potential benefits, based on the sum of respondents’ top three choices, that are most important to **households** include: improving personal health and fitness, providing inexpensive options for family time, and providing healthy recreational opportunities for all. The three potential benefits, based on the sum of respondents’ top three choices, that are most important for the **community** include: improving the quality of life in the Salina community, providing healthy recreation opportunities for all, and providing inexpensive options for family time.

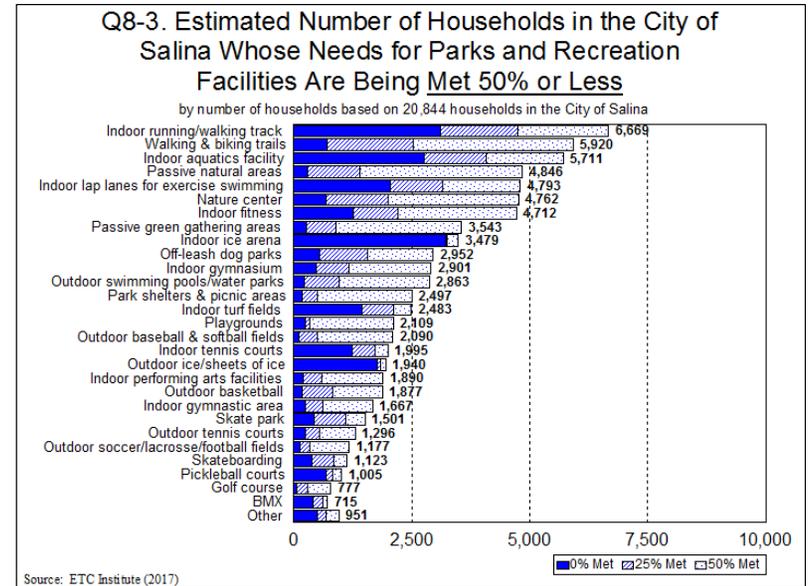
Respondents were asked to indicate which two open-space options their household would most support. Based on the sum of the respondents’ two choices passive places with comfortable seating and plenty of shade to relax followed by active places to play, and placemaking (special places within a park system which encourage people to congregate for their own purposes, e.g. socializing, people watching, bird watching) were the three open-space options households would support most.

Respondents were informed that smoking is allowed in city parks, and a couple of issues with smoking in parks is that it requires additional staff to clean parks and there are health concerns associated with second hand smoke. Knowing this, 60% of respondents indicated they are “very supportive” of banning smoking at city parks, 8% are “somewhat supportive”, 12% are “neutral”, and 20% are either “not supportive” or “not at all supportive” of the ban.

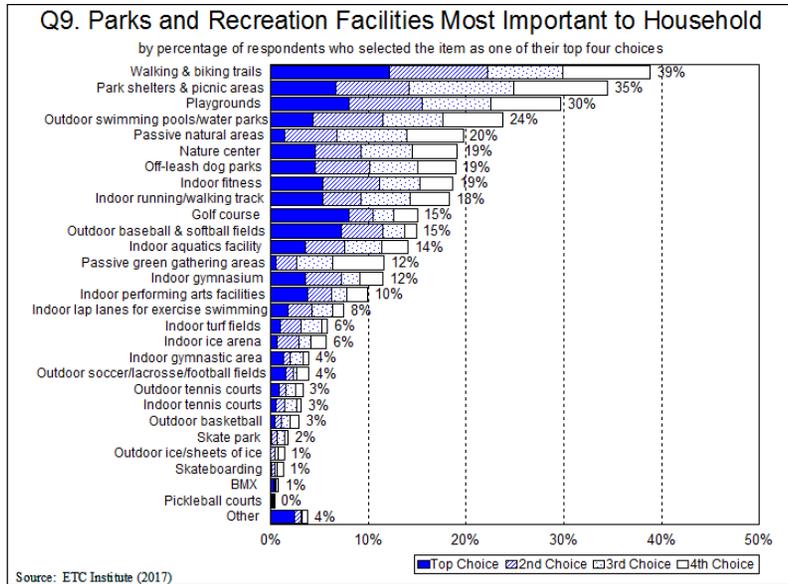
Facility Needs and Priorities

Facility Needs: Respondents were asked to identify if their household had a need for 29 recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three recreation facilities with the highest percentage of households that indicated a need for the facility were: park shelters and picnic areas (73%), walking and biking trails (70%), passive natural areas (57%), and outdoor swimming pools/water parks (57%). When ETC Institute analyzed the needs in the community, only one facility, park shelters and picnic areas, had a need that affected more than 15,000 households. ETC Institute estimates a total of 6,669 of the 20,844 households in the City of Salina have unmet needs for indoor running and walking tracks. The estimated number of households that have unmet needs for each of the 29 facilities that were assessed is shown in the table on the following page.



Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents’ top four choices, the three most important facilities to residents were: walking and biking trails (39%), park shelters and picnic areas (35%), and playgrounds (30%). The percentage of residents who selected each facility as one of their top four choices is shown in the chart at the top of the following page.

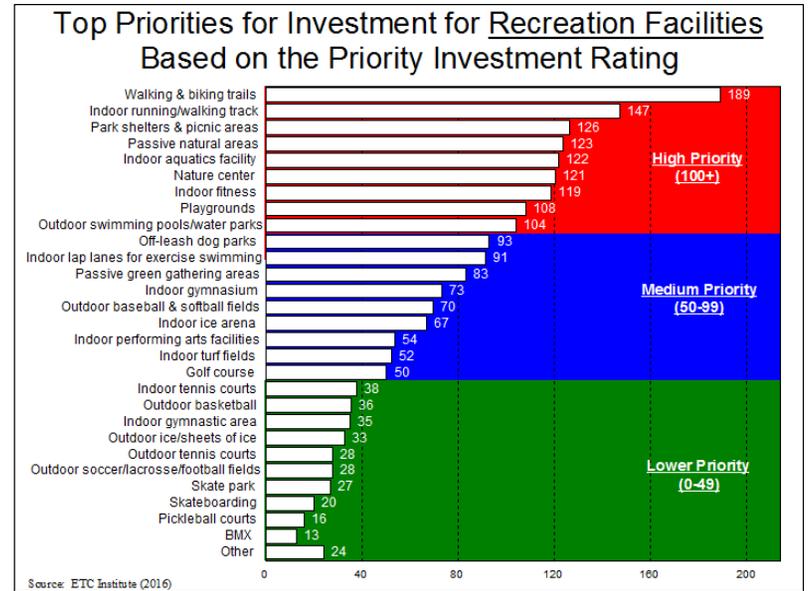


Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility. [Details regarding the methodology for this analysis are provided in Section 2 of this report.]

Based the Priority Investment Rating (PIR), the following nine facilities were rated as high priorities for investment:

- Walking and biking trails (PIR=189)
- Indoor running and walking track (PIR=147)
- Park shelters and picnic areas (PIR=126)
- Passive natural areas (PIR=123)
- Indoor aquatics facility (PIR=122)
- Nature center (PIR=121)
- Indoor fitness (PIR=119)
- Playgrounds (PIR=108)
- Outdoor swimming pools/water parks (PIR=104)

The chart on the following page shows the Priority Investment Rating for each of the 29 facilities/amenities that were assessed on the survey.



Organizations and Facilities Used for Parks and Recreation Programs and Cultural Facilities

Fifty percent (50%) of respondents indicated their household uses the City of Salina for recreation and sports activities during the past 12 months. The top three organizations, not including the City of Salina, households use most often include: public schools (37%), places of worship (36%), and the YMCA (34%).

Forty-six percent (46%) of respondents indicated they feel that the City of Salina offers a good balance of indoor and outdoor recreation opportunities. When asked to indicate what the Salina Parks and Recreation Department is best known for 48% of respondents indicated it was athletic facilities and programs, 44% said it was fun recreation programs, and 36% said it was engaging parks.

Barriers to Park, Facility and Program Usage

Respondents were asked from a list of 20 potential reasons to identify what prevents them from using parks, recreation, and sports facilities or programs of the City of Salina more often. The top four reasons selected were: too busy/not enough time (44%), I don't know what is being offered (27%), program times are not convenient (24%), and fees are too high (23%).

Program Participation and Ratings

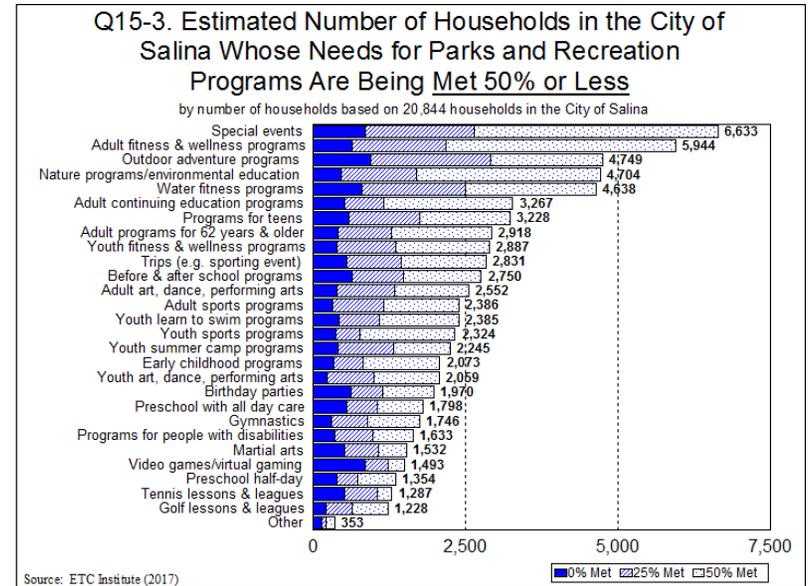
Thirty-eight (38%) of respondents indicated someone in their household has participated in any recreation programs offered by the City of Salina during the past 12 months. Twenty-seven percent (27%) of respondents indicated they participated in 1 program or activity, 44% participated in 2-3 programs or activities, 23% participated in 4-6 programs or activities and 6% participated in 7 or more programs or activities. Of those who have participated in a program during the past 12 months 78% rated the overall quality of the programs and activities they have participated in as either “excellent” or “good.” The three primary reasons why respondents have participated in City of Salina recreation programs or activities are: the reasonable fees, they have friends who participate in the program, and the times that programs are offered. Sixty-three percent (63%) of respondents indicated they hear about City of Salina Park and Recreation programs and activities from friends, family, and coworkers, 43% from ads in a publication, and 39% from newspaper stories in print.

Based on the sum of respondents’ top four choices, the four programs respondents participate in most are: special events, adult fitness and wellness programs, youth sports programs, and nature programs and environmental education.

Programming Needs and Priorities

Programming Needs. Respondents were also asked to identify if their household had a need for 28 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The three programs with the highest percentage of households that had needs were: special events (59%), adult fitness and wellness programs (53%), and water fitness programs (35%). In addition to having the highest total need, the top two programs also have the highest unmet need among the 28 programming-related areas that were assessed. ETC Institute estimates a total of 6,633 households have unmet needs for special events and 5,944 households have unmet needs for adult fitness and wellness programs. The estimated number of households that have unmet needs for each of the 28 programs that were assessed is shown in the chart at the top of the following page.

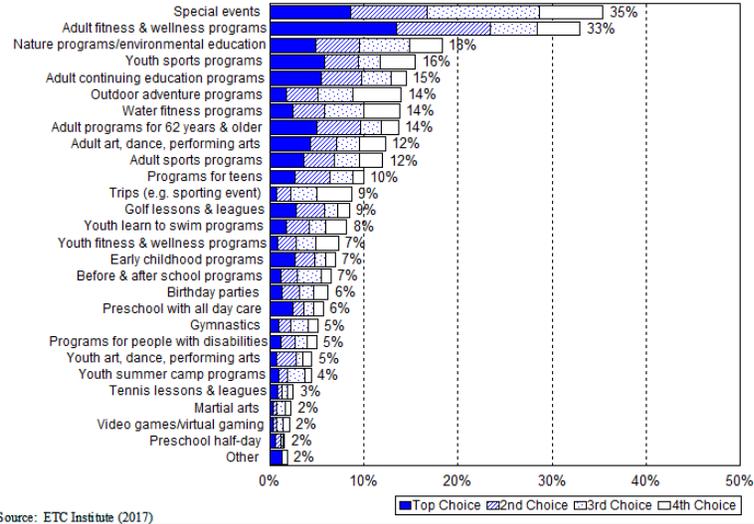


Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents’ top four choices, the three most important programs to residents were: special events (35%), adult fitness and wellness programs (33%), and nature programs and environmental education (18%).

The percentage of residents who selected each program as one of their top four choices is shown in the table at the top of the following page.

Q16. Parks and Recreation Programs Most Important to Household

by percentage of respondents who selected the item as one of their top four choices

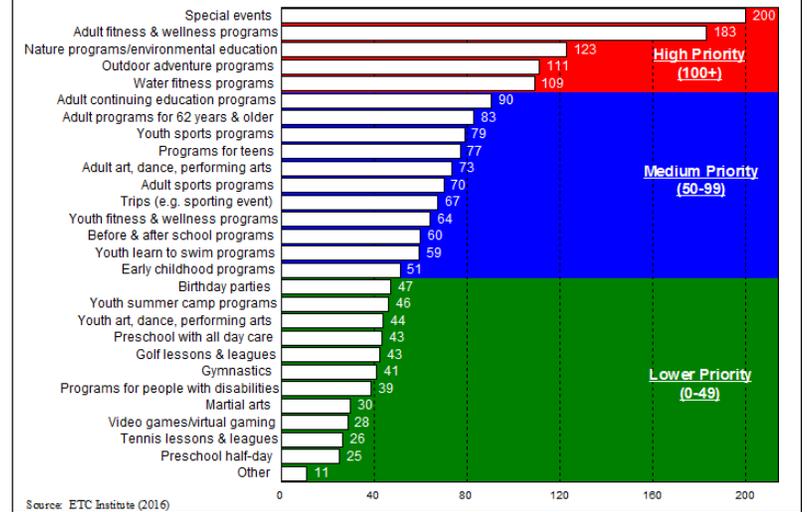


Priorities for Programming Investments. Based on the priority investment rating (PIR), which was described briefly on page v of this Executive Summary and is described in more detail in Section 2 of this report, the following five programs were rated as “high priorities” for investment:

- Special events (PIR=200)
- Adult fitness and wellness programs (PIR=183)
- Nature programs and environmental education (PIR=123)
- Outdoor adventure programs (PIR=111)
- Water fitness programs (PIR=109)

The chart on the following page shows the Priority Investment Rating (PIR) for each of the 28 programs that were rated.

Top Priorities for Investment for Recreation Programs Based on the Priority Investment Rating



Additional Findings

Respondents were asked to indicate from a list of five amenities and activities which they would most prefer in their neighborhood. Based on the sum of respondents’ two choices developed neighborhood parks with playgrounds, pavilions, and drinking fountains and sidewalks were the most preferred amenities or activities.

Respondents were given a list of 22 potential actions that the City of Salina could take to improve the park and recreation system. Based on the sum of “very supportive” and “somewhat supportive” responses upgrade existing parks and park amenities (77%), upgrade existing trails (72%), and upgrade Lakewood Nature Center (66%) were the items that respondents were most in support of. When asked to indicated which actions they would be most willing to support with their tax dollars respondents indicated they would be most willing to support upgrading existing parks and park amenities, upgrading existing trails, and developing indoor facilities for year-round swimming/ice events with their tax dollars.

Conclusions

When analyzing the programs offered by the City of Salina the same item was the most important to respondent's households and had the highest level of unmet need. Focusing on adding special events in the Parks and Recreation Department would provide the greatest benefit for the largest number of residents within the City of Salina. Walking and biking trails and indoor running and walking tracks also had very high numbers of respondents with an unmet need and an equally high number of respondents who indicated these were important facilities. Focusing on these amenities will give the City the opportunity to provide the greatest benefit for the largest number of residents.

In order to ensure that the City of Salina continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as "high priorities" by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed below.

Facility Priorities

- Walking and biking trails (PIR=189)
- Indoor running and walking track (PIR=147)
- Park shelters and picnic areas (PIR=126)
- Passive natural areas (PIR=123)
- Indoor aquatics facility (PIR=122)
- Nature center (PIR=121)
- Indoor fitness (PIR=119)
- Playgrounds (PIR=108)
- Outdoor swimming pools/water parks (PIR=104)

Programming Priorities

- Special events (PIR=200)
- Adult fitness and wellness programs (PIR=183)
- Nature programs and environmental education (PIR=123)
- Outdoor adventure programs (PIR=111)
- Water fitness programs (PIR=109)

Relevance to the development of the 2018 Master Plan

Informed decisions can be made about the future allocation of resources based on statistically valid citizen preferences that were detailed in this chapter.





CHAPTER 5 ORGANIZATIONAL ASSESSMENT

Master Planning Task:

To assess the Park and Recreation Department from an organizational perspective to determine if it is positioned with its current operational practices and resources to meet its goals while responding to external impacts and performance expectations.

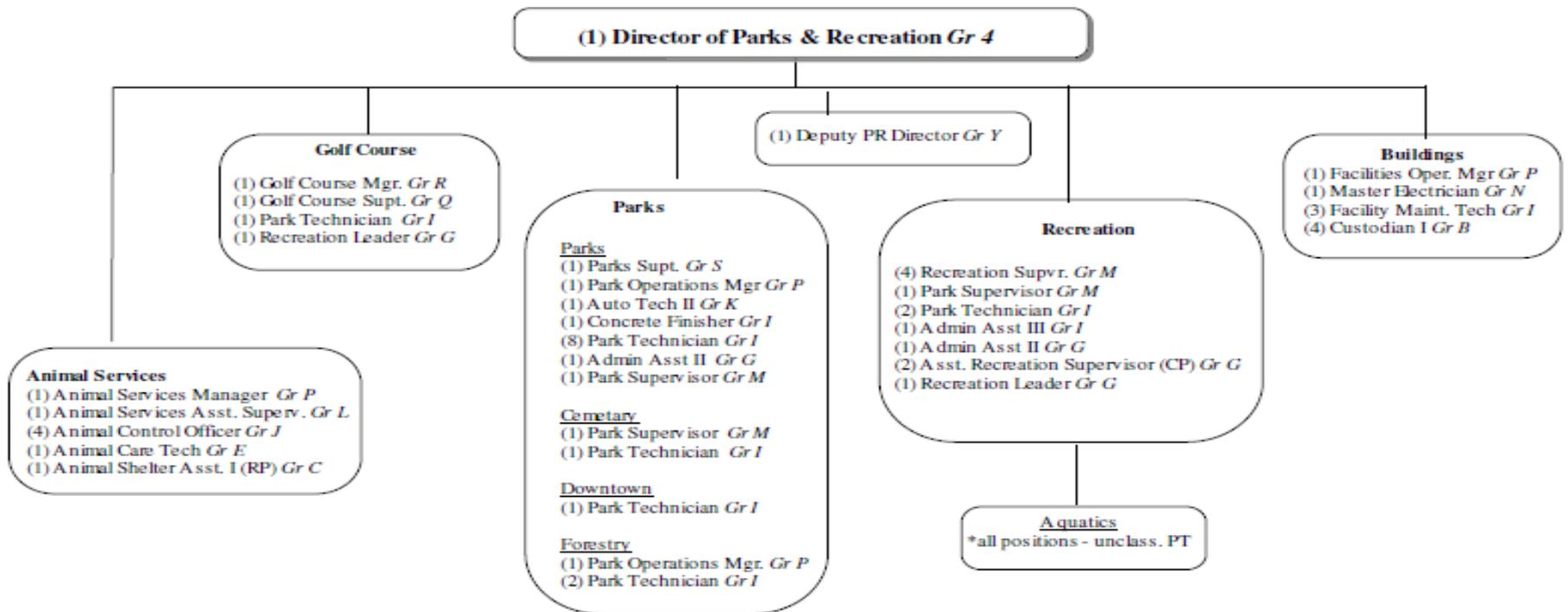
Introduction

The Park and Recreation Department provides services in the program areas of recreation programming, parks, natural resources, aquatics, golf course and recreation facilities (see organizational chart below). The Department is typical of all similar agencies throughout the United States as it relates to the challenge of allocating scarce resources. Given that there are more demands than available resources, the challenge is to operate as effectively and efficiently as possible.

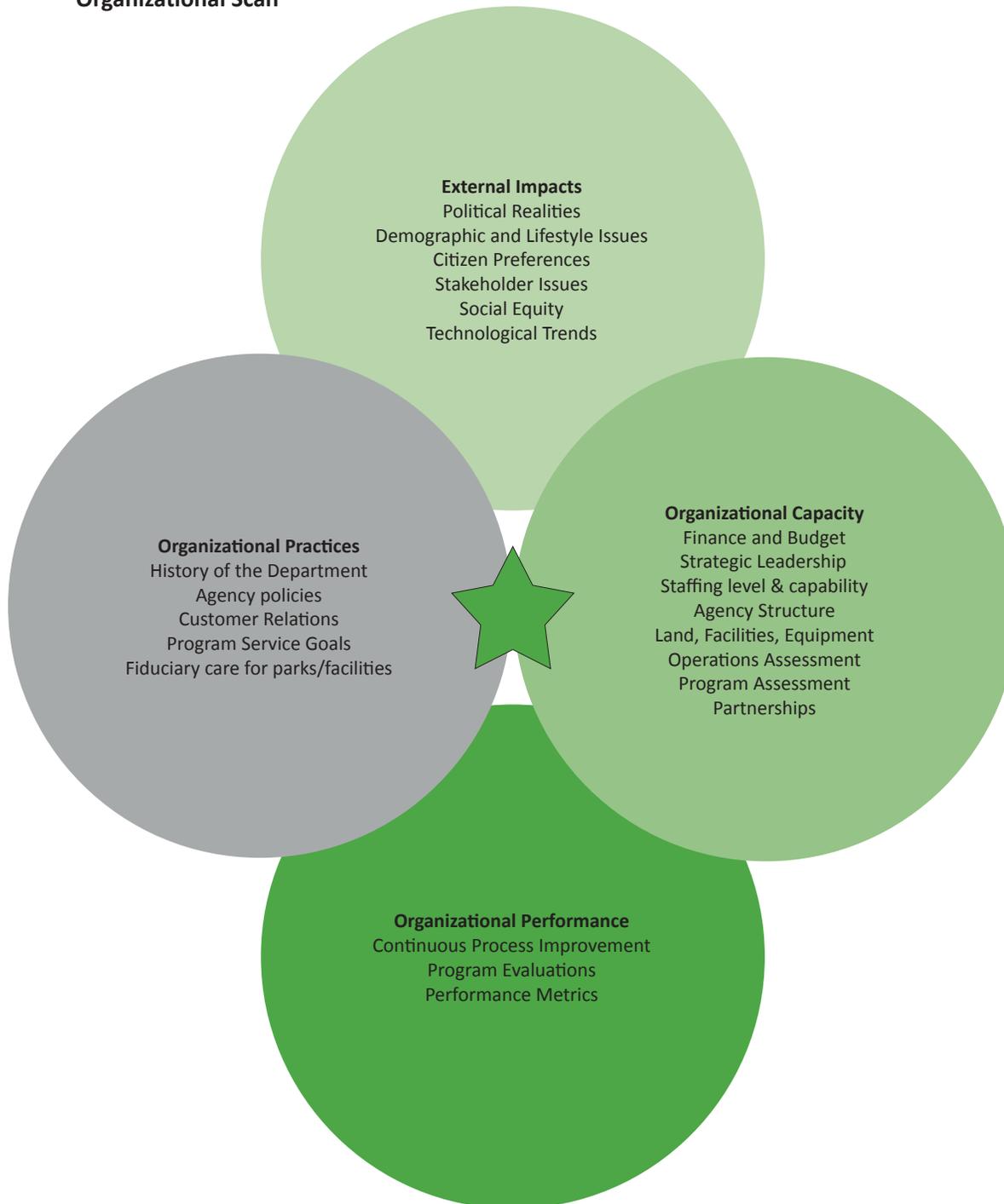
This scan provides insights and specificity about instances where the organization has opportunities to mitigate those areas where it is vulnerable as it pursues its goals. As such, the consultant has assigned a rating for each of the four criteria ranging from High to Low.

Table: Organizational Scan Criteria, Salina Rating and the Rating Definition

Criteria	Salina Rating	Rating Definition
External Impacts	Medium	<p>The Park and Recreation Department currently has the tools needed to function in a manner that positions it to reach its stated goals. The tools that serve as an umbrella to all of the organizational scan criteria include:</p> <ul style="list-style-type: none"> • Planning Documents - Current • Organization and Administration – Structure and Department operations are efficient and effective • Staffing – The number and capabilities of staff is aligned with responsibilities and goals • Directing – Roles and responsibilities, communication flow and agency-wide support for accomplishing the work plan are at a level which results in low staff turnover and projects completed on time and aligned with standards • Controlling – Policies and procedures are well documented and supported by a Management Information System that supports the need for performance metrics • Coordinating – Internal and external coordination with partners, stakeholders and citizens-at-large to leverage resources in a manner that is aligned with Department priorities • Budgeting/Financing – All sources of income are directed toward accomplishing the work plan; gaps between financial resources and responsibilities are well documented; and partnerships and non-affiliated user groups are managed in a manner that financial commitments are consistent and sustainable
Organizational Practices	Medium	
Organizational Capacity	Low to Medium	
Organizational Performance	Medium	



Organizational Scan



Organizational Scan Criteria

Utilizing research provided by Universalia, the criteria used to complete the scan:

1. External Impacts
2. Organizational Practices
3. Organizational Capacity
4. Organizational Performance



External Impacts

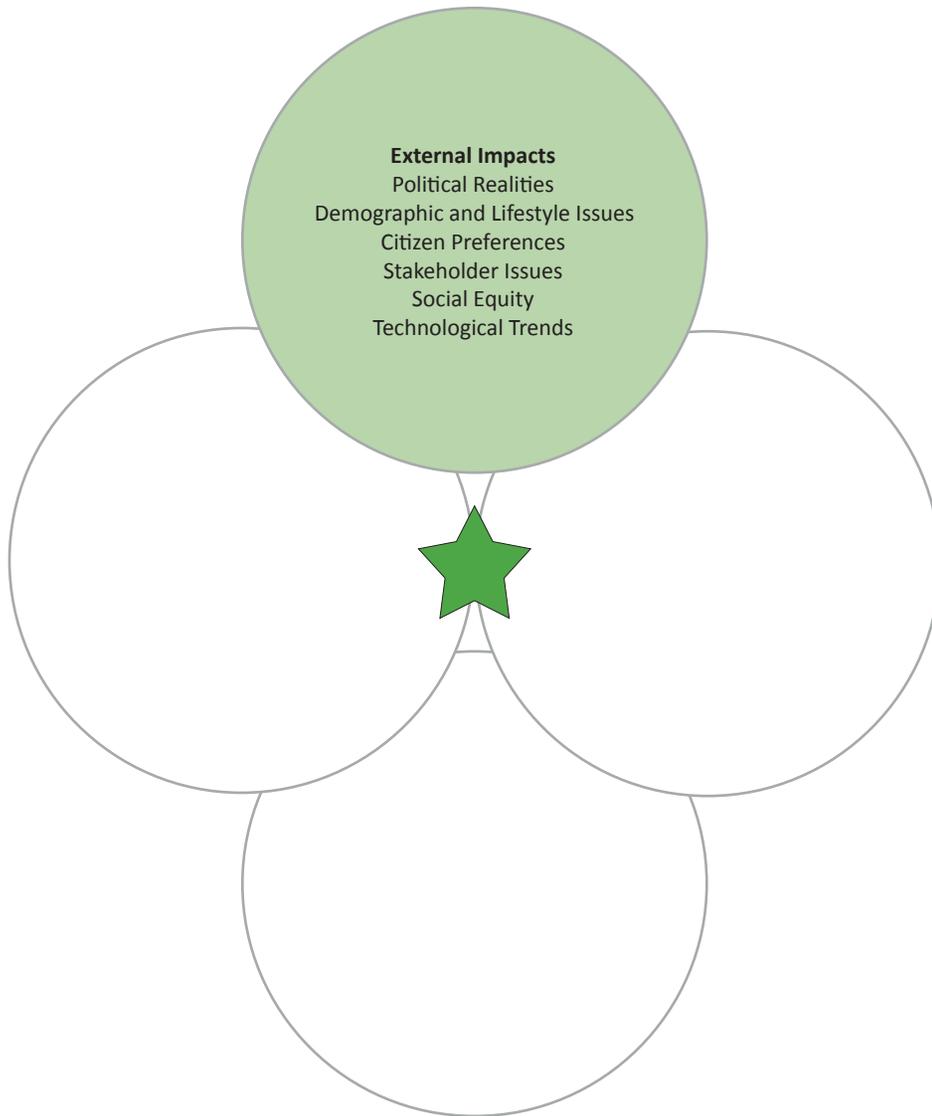
The Salina Park and Recreation Department does not exist in a vacuum. It is set in an environment which provides multiple contexts that affect it and its performance. The table below details the critical elements of the external impact scan.

Category	Target	Status
Political Realities	To update elected officials in their formal role as a government body as provided for in the commission-manager form of government structure	The Director of Parks and Recreation communicates to elected officials through the city manager and in compliance with their formal role as a government body as provided for in the commission-manager form of government structure.
Quantifiable Citizen Preferences	Periodic distribution (3 to 5 years) of a statistically valid survey to document citizen preferences	A statistically valid survey was completed as a component of this master plan that is being written in 2017.
Resident demographic, socio-economic and lifestyle profiles	Citizen profile quantified by using reliable sources such as census data and the Environmental Systems Research Institute (ESRI)	A citizen profile was developed in 2017 as a component of this master plan and it did use census data and ESRI data.
Stakeholder issues	Organized and scheduled public venues to provide opportunities for stakeholders to voice their requests and concerns	The Department does seek public input at its Park and Recreation Advisory Board monthly meeting.
Social equity	Equal access to programs, services and amenities	The Venues Model used by Salina is typical for many agencies, thus there will never be equitable access. This model assumes that the system is comprised of specialized facilities that will serve the entire community, regardless of access distance or population densities.
Technological trends	Utilization of a Management Information System for office systems, financial system, records management and sharing systems and maintenance management (lighting and irrigation systems, work orders and work assignment applications) and golf course programming	The Department does have Facility Dude and RecTrac, however, it is lacking a complete Management Information System approach that is needed.

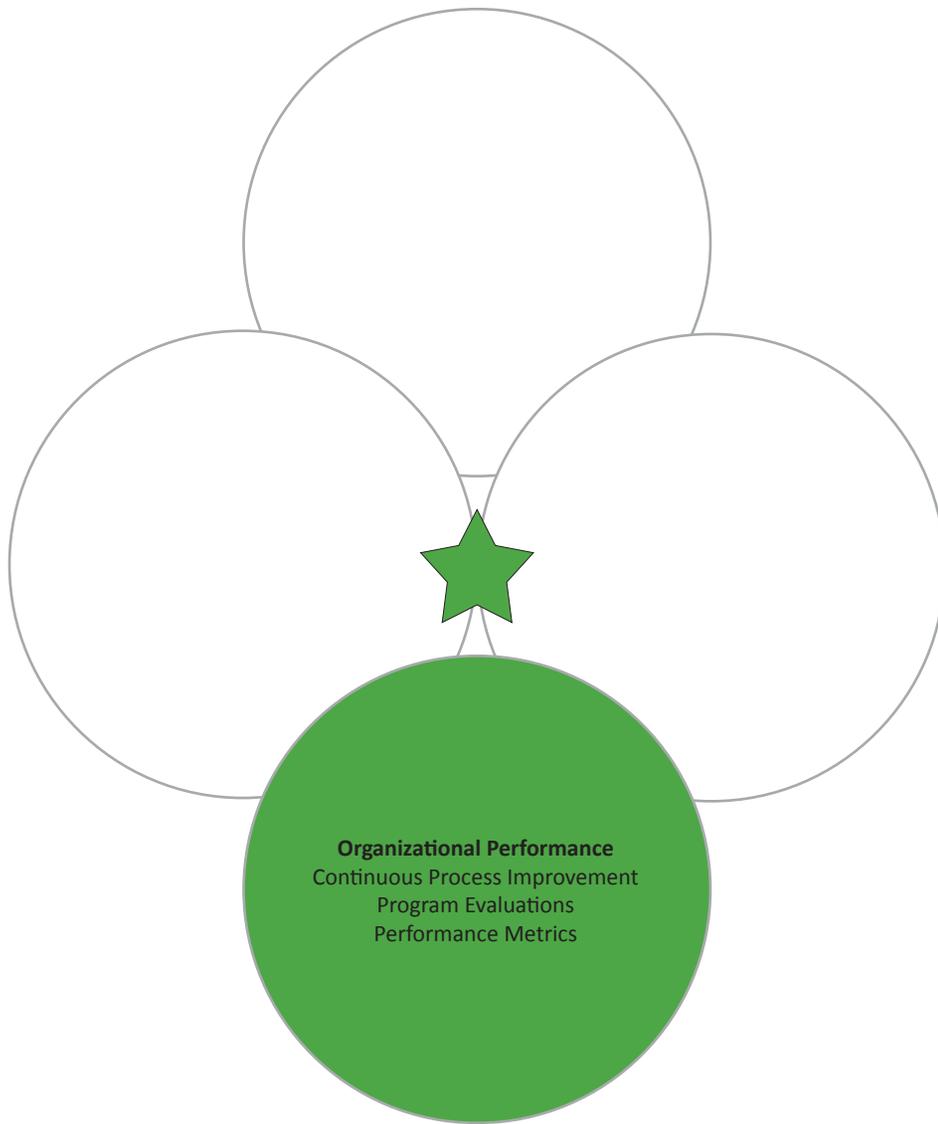
External Impact Rating: Medium

Organizational Practices

Organizational practices for all Park and Recreation Departments describe how the agency values its internal and external relationships, its commitment for the care of the resources for which it is responsible (parks, facilities, programs and services) and its adherence to necessary policies and procedures that direct its management decisions toward its staff and partners.



Category	Target	Status
External and internal customer service practices	Internal and external information is disseminated accurately and on a timely basis; that there is an upward and downward approved process for internal communication; and that administrators are accessible to the public	The recent opening of The Fieldhouse required the Department to move one of its three central office customer service staff persons to The Fieldhouse because it had no staff at that location other than the Building Manager. This move resulted in one less person in the central office to respond to customer service inquiries that have historically been directed to that office. Over time, the Department will encourage customer service inquiries to contact The Fieldhouse but that will take time to change that behavior.
History of the Department	Strategies that address the new reality from where the Department has been in the past	Partnership agreements that were created many years ago may not be aligned with the Department's goals; therefore, all of them need to be re-visited.
Recreation program service goal	A stated program service goal to which program resources are aligned	The Department offers 273 programs for which registration is required; however, its stated program service goal is not clear.
Fiduciary care for parks, facilities and other resources	Best practice targets as established by NRPA Park Metrics, Trust for Public Lands and the ETC Institute Benchmarks	The Department is funded at approximately \$1,900per acre. This amount is several thousand dollars less than national best practices.
Management and operating policies	Key policies that affect stated goals; e.g. Pricing and Cost Recovery Policy, Partnership Policy and Staff Development Policy	The Department does have a Pricing and Cost Recovery Policy and dollars are budgeted for staff training; however, there is no formal Staff Development Policy or Partnership Policy



Organizational Practice Rating: Medium

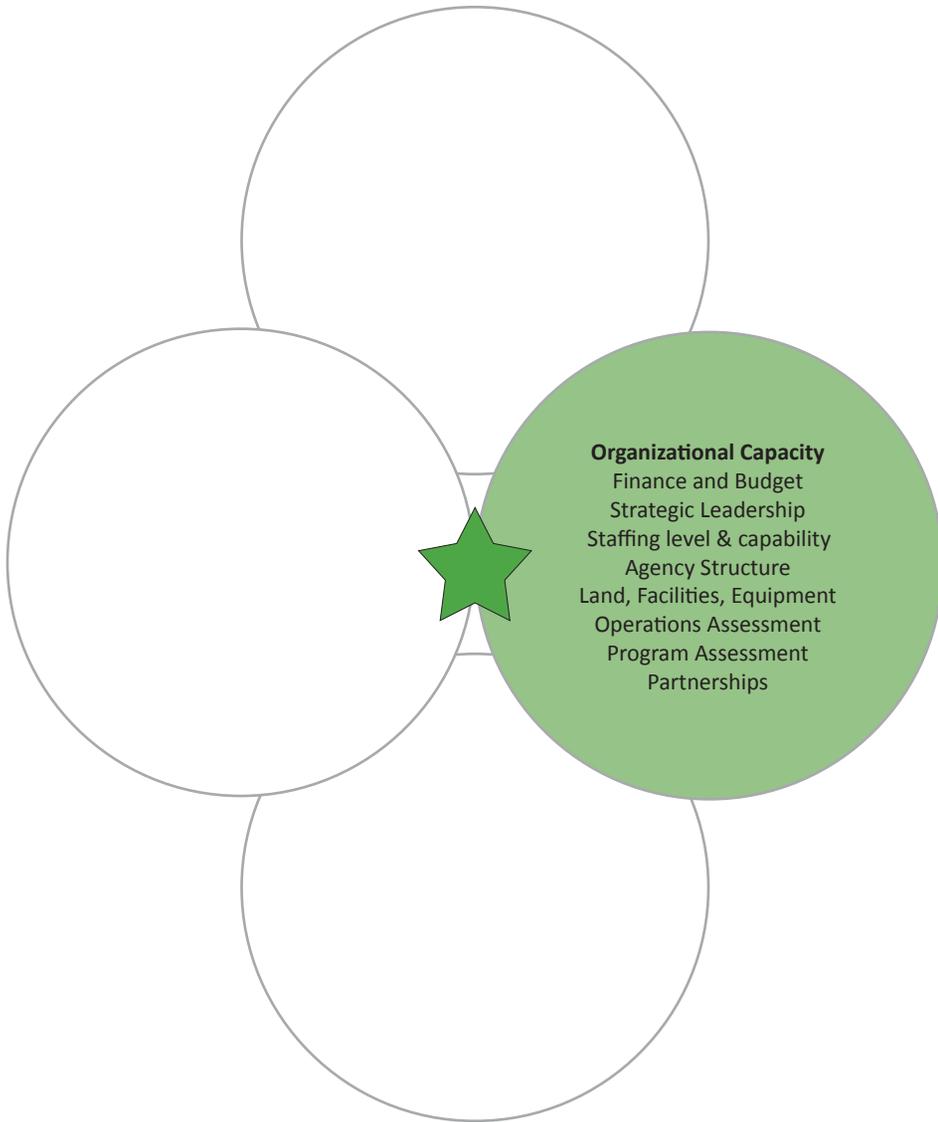
Organizational Capacity

Critical to the Park and Recreation Department’s capacity to execute its responsibilities are the resources which are either budgeted or earned through its earned income opportunities (fees and charges); the quantity of parks and facilities that require operating and maintenance resources; operating and maintenance efficiency; staff commitment; and effective leadership.

Category	Target	Status
Finance and budget	National best practice for dollars per person allocated for parks and recreation	NRPA Park Metrics indicate that the average per capita expenditure for parks and recreation is \$77.32. The per capita expenditure for Salina is \$63.20.
Inventory of assets; i.e. land, facilities, amenities and equipment	Level of Service (LOS) guidelines that are developed in this master plan and aligned with NRPA’s Park Metrics Report	Lacking is park land in the south quadrant of the city and general upgrades throughout the system for all parks.
Organizing and staffing for performance	Resources are aligned with stated goals	The best answer to this question is that it depends on who you ask. For example, the matter of allocating resources to priorities is a complicated issue for a couple of reasons: a) staff is focused on safety and security throughout the park system, thus the need to make that the highest priority for its resources; b) users and special interest groups are requesting resources for the facilities that support their activities and organized programs. This report supports the current list of priorities that have been selected to mitigate safety and security issues.

<p>Operations assessment that includes maintenance</p>	<p>Detailed deficiencies between responsibilities and resources</p>	<p>The Department has assumed many new responsibilities over the last few years; for example, the opening of The Fieldhouse which will require several hundred hours per year for setup/takedown program accommodations and exterior maintenance; the maintenance of 50 utility sites that was created when the Park and Recreation had a need for water quality control at the Kenwood Aquatic Center and the Utility Department was selected to provide that service as a trade for the utility site mowing; and, new responsibilities in the downtown area for landscaping/restroom maintenance. This master plan has determined that there is a significant gap between responsibilities and available resources.</p>
<p>Leadership practices – delegation of authority and responsibility</p>	<p>Administrators and staff are willing to cooperate in a process that aligns all resources with stated goals</p>	<p>The Department Director and managers have embraced the tremendous challenge of providing the best level of service that they can with limited resources. Given the challenge they face, they are working each day to delegate as much authority and responsibility as they can and identifying staff members who are ready to fill that role. In some instances, this challenge is a new one for the Department, thus somewhat of a culture change.</p>



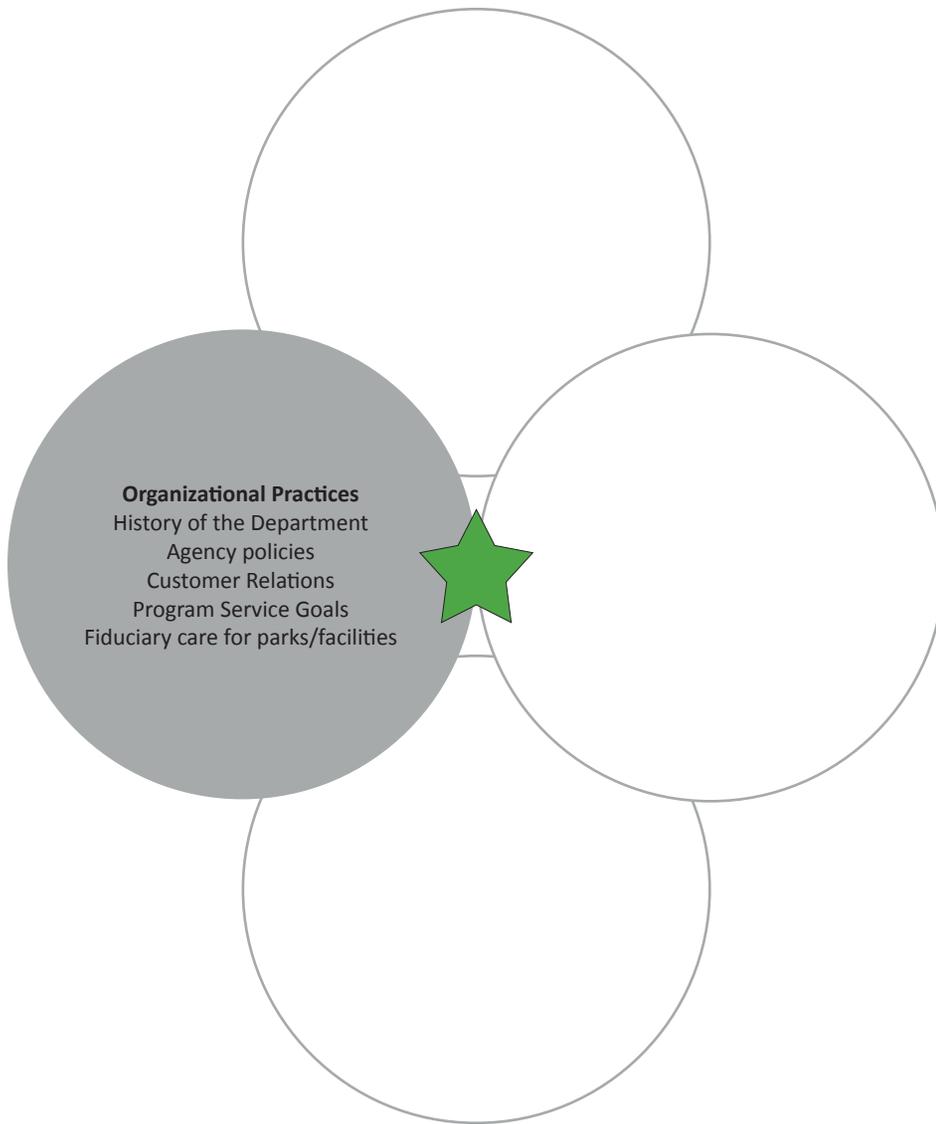


Organizational Capacity Rating: Low to Medium

Organizational Performance/Measurable Metrics

The City of Salina believes strongly in the use of metrics to guide operating efficiencies. Its city-wide Continuous Process Improvement Program (CPI), quarterly agency reports and monitoring of national best practices provided by NRPA Metrics, the Trust for Public Lands (TPL) and the ETC Institute are but a few of the sources that are utilized.

Category	Target	Status
Continuous Process Improvement (CPI)	Active participation in the CPI process with expected measurable results	The Department participates in weekly progress meetings where results are shared
Pre-program and post-program evaluations	Distribution and analysis of pre-program and post-program evaluations for all programs	Evaluations are used by programming staff to make informed decisions about future programming
Performance Metrics	Use of best practice metrics to compare the Department's performance with	The Department routinely cites best practice sources; e.g. NRPA Park Metrics. Metrics are included in its Quarterly Report, Annual Report and Continuous Improvement Process Reports.



Organizational Performance Rating: Medium

Organizational Assessment Summary

External Impacts – There are two primary issues: a) the gap between stakeholder expectations and department resources; and b) the importance of acquiring and utilizing a Management Information System.

Organizational Practices – Several organizational practices need attention: a) development and consistent use of specified policies; b) re-negotiation of all agreements with partners; and c) alignment of the recreation program with stated goals of the Department and City Administration.

Organizational Capacity – The primary issue is the gap between responsibilities and resources.

Organizational Performance/Metrics – The Department is aware of national best practice metrics and routinely acknowledges them in quarterly reports, annual reports continuous improvement reports and other instances as needed.

Relevance to the development of the 2018 Park and Recreation Master Plan

The fundamental goal of developing a Park System Master Plan is to identify strengths, opportunities and deficiencies. This chapter contributes greatly to that goal.



CHAPTER 6 PARK LAND DEDICATION ORDINANCE

Master Planning Task:

To review the existing Park Land Dedication Ordinance to determine if changes are appropriate.

Introduction

The current Park Land Dedication Ordinance was developed in 1997 and most recently reviewed by the city planning commission on July 7, 2015. Since 2015, the Kansas State Supreme Court ruled in April 2017 on a case for the City of Mission Kansas that may affect how the Salina Park Land Dedication Ordinance is written by allowing for an excise tax for park development; and, this report suggests the city should consider an adjustment to the fee-in-lieu provision of the existing Ordinance based on the calculation model used by the consultant.

Salina Dedication Ordinance – Historical Summary (2015 Report)

A Neighborhood Park Plan, developed by the Parks and Recreation Advisory Board, was endorsed by the city commission in 1997. The Plan identified the need for additional neighborhood parks in the city. The new suburban type growth areas were particularly lacking in parks and the city had not been proactive with keeping up with the parks and recreation needs in the city’s residential growth areas.

A rough cost estimate was developed for five new neighborhood parks. The cost estimate included land costs, streets, utilities, facilities and equipment and maintenance for the first ten years. A financial analysis done at the time indicated it was feasible to develop these new parks through a partnership consisting of 80% public funding and 20% private funding. City funding was to come from the Capital Improvement Program (CIP), the debt service fund and the Park and Recreation Department’s operating budget. Private funds were to come from new residential areas through land dedications and / or fees in lieu of dedicating land on new residential construction.

To carry out the private sector’s contribution to park development and funding, the Planning Commission initiated an amendment to Chapter 36 of the city’s subdivision regulations to establish a process for park land dedication. The major features of the amendment, as revised and approved by the Planning Commission, were as follows:

1. The decision to dedicate land or pay a fee would be a joint one involving the developer, the Park and Recreation Advisory Board and the Planning Commission. The City Commission is not obligated to accept a land dedication nor can it require one unless recommended by the Planning Commission and Parks and Recreation Advisory Board.
2. The amount of land to be dedicated would range from 2 to 10 percent of the tract being developed based on the zoning density of the property. Any land dedicated must meet certain location and design standards.
3. The fee in lieu of dedication would be based on the number of dwelling units permitted by the zoning in accordance with a payment schedule by dwelling unit type.
4. Any fees collected would be placed in a special neighborhood park fund for each of the five new park service areas.
5. Up to 50% credit towards land dedication or the fee would be given for subdivisions containing private open space designated for park and recreation purposes.
6. The fee may be paid at the time of final plat approval or issuance of each building permit.
7. The area subject to this requirement primarily includes the south and east areas of the city as shown on the attached map.
8. Existing subdivisions in the park service areas are exempt from a land dedication but would be subject to the fee per dwelling unit at the time of the building permit.
9. Recommended Fee:
 - a. \$200 for single-family
 - b. \$150 for duplexes and townhomes
 - c. \$100 for multi-family

National Best Practices - Dedication Ordinances

The source for park land dedication ordinance national best practices is Dr. John Crompton, Distinguished Professor at Texas A & M University. Dr. Crompton has written extensively on this topic and his dedication ordinance model is used throughout the park and recreation profession.

1. Dedication Requirement Options – three elements
 - Land requirement
 - A fee-in-lieu alternative to the land requirement
 - A park development fee - new parks are necessitated by the new development, thus its fiscal burden should be placed on it
2. Rough Proportionality Criteria
 - Demands of new residents will require the same level of service (LOS) as those of existing residents in the community.
3. Cash for a Fee-in-lieu
 - Should be equal to the fair market value of the land that would have been dedicated.
4. The Nexus Principle
 - To adhere to this principle, the creation of zones ensures that the money generated by developments in a zone will be spent in that zone.
5. Reasonable Time Frame for Expenditures
 - 5 to 10 years is typical.
6. Park Land Dedication Authority by Park Type
 - Enabling authority for a broader set of park types beyond neighborhood parks is preferred.
7. Regulation of Subdivisions in the Extra Territorial Jurisdiction (ETJ)
 - Important if the community has legislative authority to regulate ETJ subdivisions.
8. Minimum size of dedicated park land
 - Minimum size varies among communities; however, less than 5 acres is not recommended.
9. Floodplain Land
 - If, and when, floodplain land is accepted, most cities limit it to 50% of the dedication and discount it to an equation of two to three floodplain acres to one acre of parkland.

Salina Dedication Ordinance - Fee Calculation (fee-in-lieu and development fee)

To provide a new perspective on the Salina Dedication Ordinance and changes that should be considered to the fee-in-lieu and the addition of a development fee, the consultant followed a two-step approach:

1. Collected key data that is necessary to calculate fees
2. Utilized key data from step one to calculate a fee-in-lieu and a development fee by utilizing the formula developed by Dr. John Crompton

Key Data

Item	Number
Population	47,813
Number of parks	27
Total park acres excluding the cemetery but including the golf course	885
Number of people served by each park on the average	1,740
Number of people served by one acre of park land	54
Number of people per household	2.39
Number of dwelling units per acre of land	22.5
Average acquisition of land in the south and east parts of town	\$10K to \$12K per acre

Fee Methodology

Requirement	Salina Calculation Formula
Fee-in-lieu	<ul style="list-style-type: none"> • Current total acres of park land including the golf course is 885 • Current population in 2015 is 47,813 • Current level of service is one park acre per 54 people which is the population divided by the number of acres • Current median household is 2.39 persons per household • Number of dwelling units is 54 people per acre divided by 2.39 persons per household equals 22.5 dwelling units • Cost of land is \$12,000 per acre, thus the charge to developers should be \$12,000 divided by 22.5 dwelling units for a total of \$533.33 per dwelling unit
Development Fee	<ul style="list-style-type: none"> • Population of 47,813 divided by the number of parks (27) = 1770 people per park • \$300K to develop a neighborhood park divided by the number of people per park = \$170 per person • Per person amount of \$170 to develop a neighborhood park x persons per dwelling unit (2.39) = \$406.30 per dwelling unit to be assessed for new neighborhood park development

National Best Practice Criteria compared to the City of Salina

Best Practice	National	Salina
Dedication requirement option – land	X	X
Dedication requirement option – fee-in-lieu	X	X
Dedication requirement option – development fee	X	No
Rough proportionality criteria	X	X
Cash for a fee-in-lieu based on costs	X	No
The Nexus Principle	X	X
Reasonable time frame for expenditures	X	No (because fee was changed from time of platting to the building permit stage)
Dedication authority by PARK TYPE	X	Focus on neighborhood parks
ETJ regulation	X	X (within 1 mile of city limits)
Minimum size of dedicated park land	5 acres	2 acres
Floodplain land is discounted	X	X
Best Practice Fee methodology	X	No (fee was based on unusual conditions at that time)

Conclusions/Recommendations

1. The Salina Park Land Dedication Ordinance is confined to neighborhood parks only this master plan concludes that all park types should be considered.
2. This master plan makes a case for the city’s adoption of a Development Fee in addition to current land dedication and/or in-lieu fees. The recommended fee is \$406.30 per single family dwelling unit.
3. This master plan makes a case for increasing fee-in-lieu fees to \$533 per single family dwelling unit which is an increase from the 2015 plan which set the fee at \$200 per single family dwelling unit.
4. The time frame within which revenue would be spent appears to be too long.

Relevance to the development of the 2018 Park and Recreation Master Plan

The 2018 Park and Recreation Master Plan is intended to align the Park and Recreation Department with national best practices. Recommended changes to the existing Park Land Dedication Ordinance is one step toward that goal.



CHAPTER 7 PARK SYSTEM INVENTORY AND ANALYSIS

Master Planning Task:

To assess each of the individual parks in the system and quantify the condition of each.

Introduction

In this chapter, the consultant details the assessment process, assessment criteria and overall rating of each of the individual parks in the system. The overall rating of each park emphasized opportunities and deficiencies of each one.

Assessment Process

An inventory was taken of each park and its amenities. Each park was evaluated by quality criteria assessing Accessibility, Character, Connectivity, and Usability. In addition, amenities in each park were evaluated in terms of their physical condition. The product of park qualities and the condition of amenities within each park establishes a LOQ specifically for Salina. For the purpose of this Plan, LOQ ratings are identified on each park's cut sheet within a continuum of Good, Fair, or Poor. Each rating is an expression of a park's performance compared to the park system as a whole.

Assessment Criteria

Several factors were used to determine an overall quality rating for each of four criteria: Accessibility, Character, Connectivity, and Usability. In this assessment, Accessibility is determined not only by the presence of ADA features, but also by whether or not one can easily identify it as a park and access it by multiple modes of transportation. There are a number of factors that were looked at to consider the overall Character of a park. In some cases, parks have charming features or are in a unique setting with natural beauty or interesting views inherent to its location. While these are often factors that cannot always be created in every park, there are other factors we also looked at that add to the character of a park such as landscaping, shade, seating and lighting. Connectivity of parks was looked at from several aspects including connectivity to neighborhoods, other parks, and points of interest. Usability is a criterion that considers factors regarding a park's amenity offering. The last criterion utilized during the inventory assessment is the physical condition of amenities.

Below is a list of Salina parks and their overall assessment. The following pages include cut sheets of each park with more detailed information on the assessment of each

PARK	LOQ ASSESSMENT
Pocket Parks	
Kennedy	FAIR
Meadowlark	FAIR
Schilling	POOR
Woodland	FAIRLY POOR
Neighborhood Parks	
Phillips	FAIRLY GOOD
Country Club	FAIR
Hawthorne	FAIR
Steve Hawley	FAIRLY GOOD
Founders	POOR
Oxbow	FAIR
Pacific	FAIRLY POOR
Glennifer Hill	POOR
Parker	POOR
Riverside	POOR
Community Parks	
Jerry Ivey	FAIRLY GOOD
Indian Rock	FAIRLY GOOD
Centennial	FAIR
Oakdale	FAIR
Sunset	FAIR
Thomas	FAIRLY POOR
Regional Parks	
Bill Burke	FAIRLY GOOD
Soccer Complex	GOOD
East Crawford Recreation Complex	FAIR
Kenwood Park	FAIR
Natural Areas	
Lakewood	FAIR
Lum Felton	POOR
Riverwoods Nature Area	

Park Positives

There are a number of parks in the system that attract visitors on a regular basis. Preferred amenities such as sculpture, landscaped areas, playgrounds, ball fields, park shelters, benches and drinking fountains are available and maintenance staff holds itself accountable for the safety checks that are needed to protect all users.

Park Opportunities

Over Reaching Branding

Branding will provide a strong community sense of place and pride. While parks are inherently unique in size, location, natural and man-made features, an underlying consistency will visually tie the park system together, providing the city's park system an over-arching brand. To provide a strong thread of consistency, the park system should develop a kit of parts that goes into each park. The kit can consist of all standard components that go into each park i.e., lighting, seating, trash receptacles, signage, bulletin boards, interpretive kiosks, pavilions, picnic tables and fencing.



Shade Structures

Many days in the spring, summer and fall in Salina can be extremely hot or very warm. Given this situation, citizens are more likely to use their park system when shaded areas are available. Salina is recognized as a Tree City USA and recognizes the benefits provided by trees; however, in those instances when trees cannot provide adequate shade, the city should consider manmade structures.



Signage and Wayfinding

The park system will benefit greatly from new signage. There are many choices for sign design that will augment the Salina park system brand when it has been selected.



Thematic Playgrounds

Imagine a thematic playground at Indian Rock Park and similar opportunities throughout the park system.



Park Pavilions

Many of Salina's park pavilions are aging. If new construction becomes the best choice for upgrades, there are a lot of choices.

The four maps below were created by the consultant to graphically portray important details about how the existing park system serves the community.

Map #1 - the service area of community parks with the darker color indicative of the higher level of service provided.

Map #2 - the service area of neighborhood parks with the darker color indicative of the higher level of service provided.

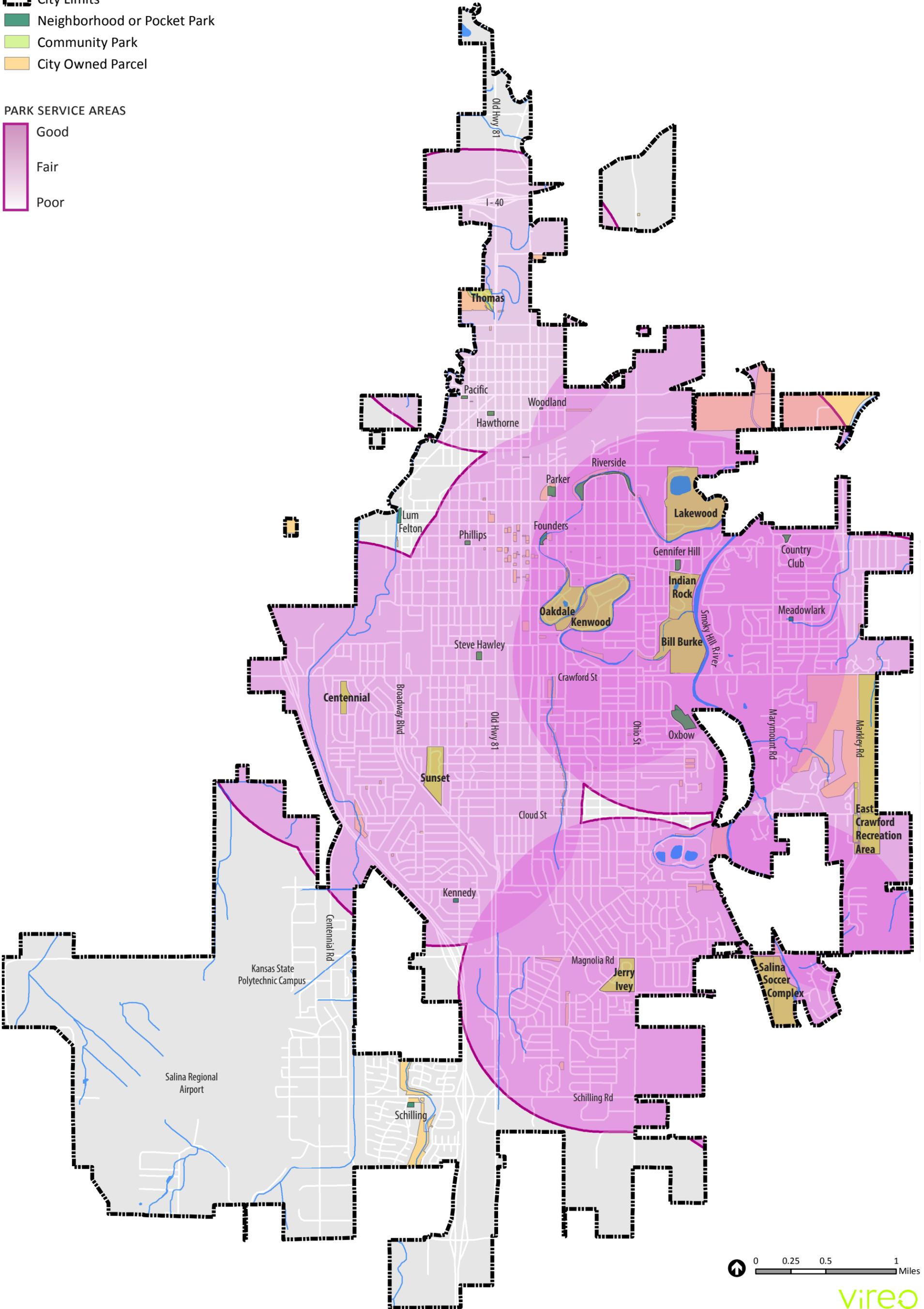
Map #3 - the service area of both community and neighborhood parks with the darker color indicative of a higher level of service.

Map #4 - the shaded area is indicative of areas of the community that are under-served with parks

-  City Limits
-  Neighborhood or Pocket Park
-  Community Park
-  City Owned Parcel

PARK SERVICE AREAS

-  Good
-  Fair
-  Poor



SALINA, KANSAS

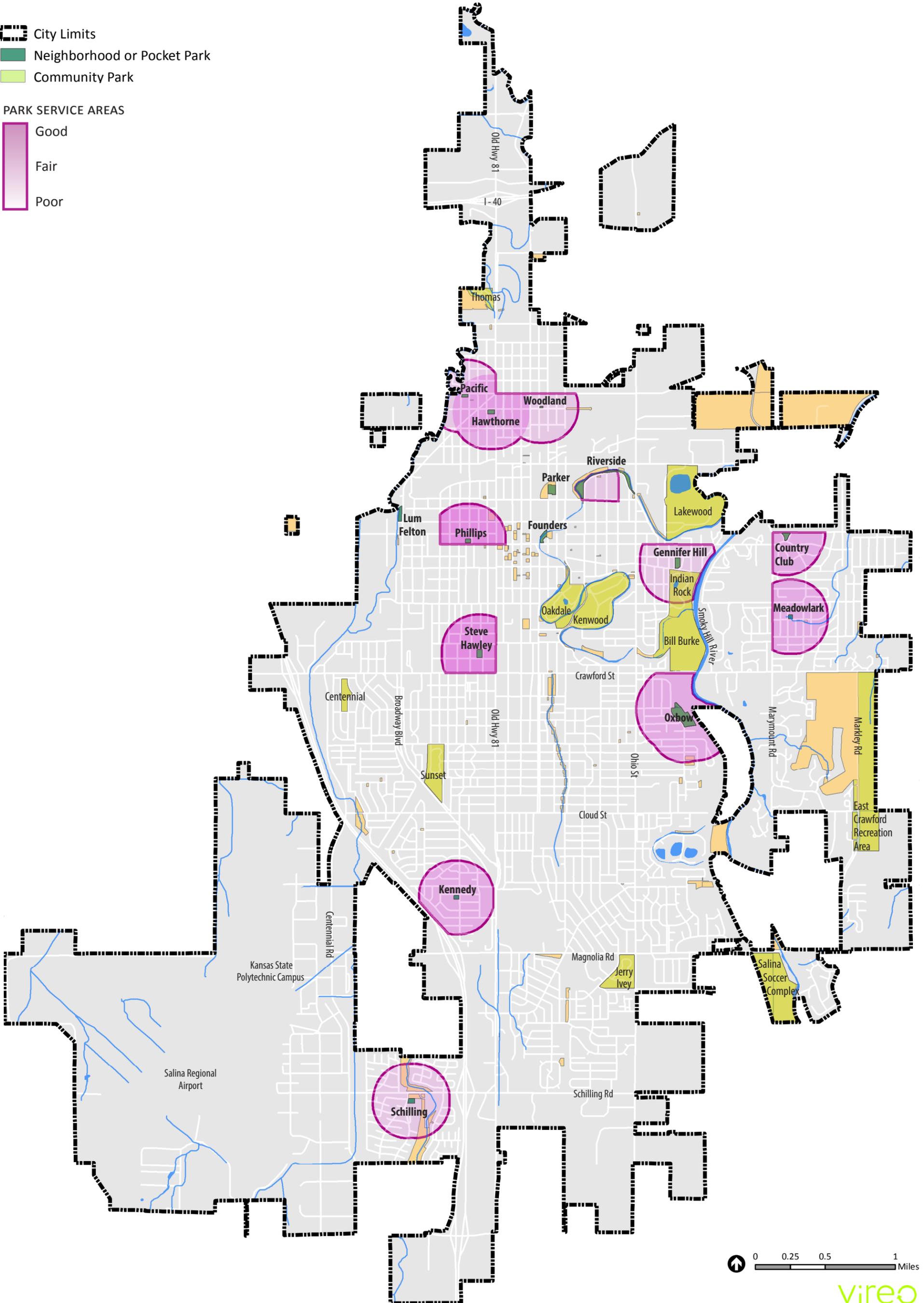
Community Parks Service Area - 1 Mile



-  City Limits
-  Neighborhood or Pocket Park
-  Community Park

PARK SERVICE AREAS

-  Good
-  Fair
-  Poor



SALINA, KANSAS

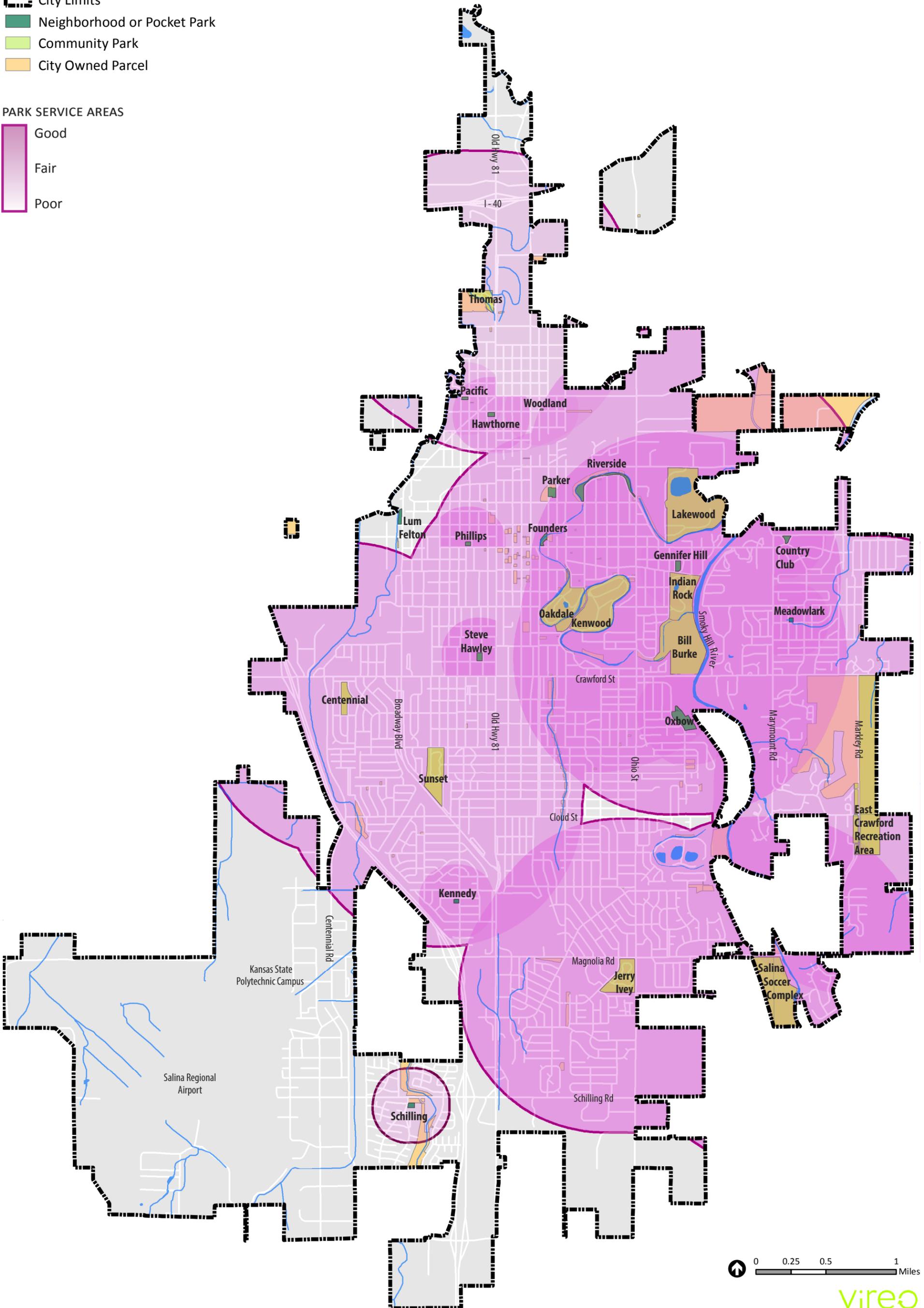
Neighborhood Parks Service Area - 1/4 Mile Walking Distance



-  City Limits
-  Neighborhood or Pocket Park
-  Community Park
-  City Owned Parcel

PARK SERVICE AREAS

-  Good
-  Fair
-  Poor



SALINA, KANSAS

Community Parks Service Area - 1 Mile

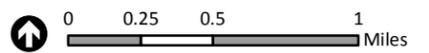
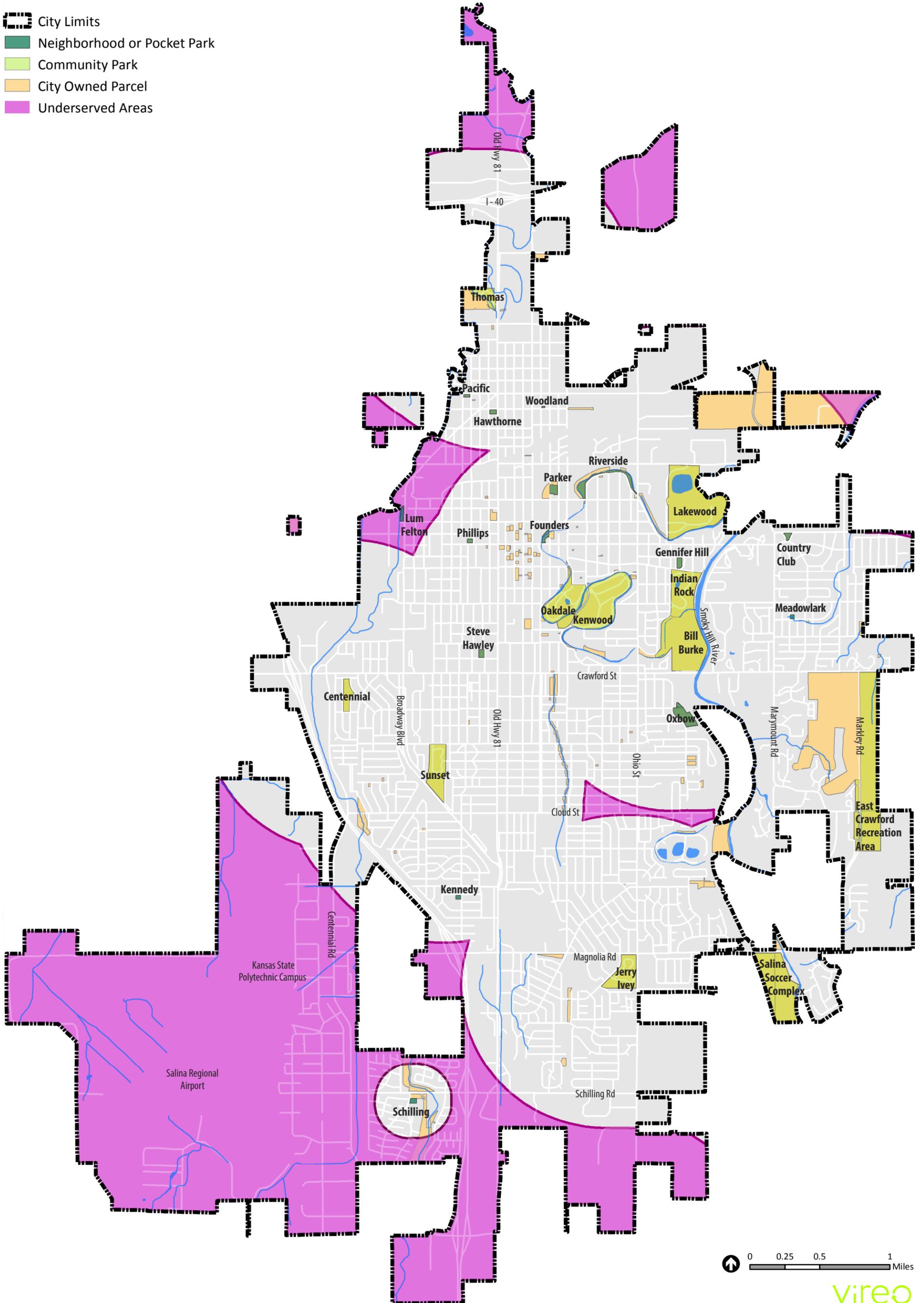
Neighborhood Parks Service Area - 1/4 Mile Walking Distance

vireo

DICK HORTON CONSULTING



-  City Limits
-  Neighborhood or Pocket Park
-  Community Park
-  City Owned Parcel
-  Underserved Areas

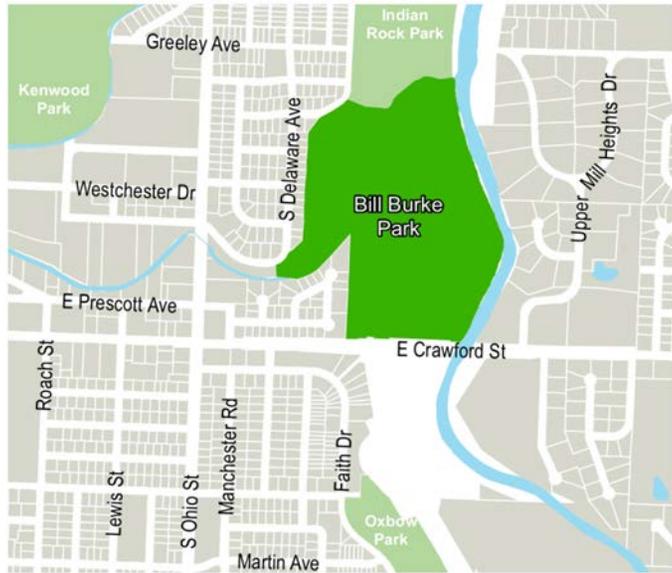


SALINA, KANSAS

Gap Analysis - Areas Underserved by Parks



Bill Burke Park



LOCATION: 1501 E. Crawford St.

TYPE: Regional Park

INVENTORY OF AMENITIES

Baseball / Softball Field (lighted)	5
Baseball / Softball Field (unlighted)	3
Playground w/ Swings (ADA)	1
Shelter (Large)	2
Soccer Field	7
Concessions	√
Drinking Fountain	√
Restrooms	√
Scenic Overlook	√
Trails	√
Fishing	√

LEVEL OF QUALITY (LOQ):

Bill Burke Park has a GOOD LOQ with amenities that are in fairly good condition, accessible, and generally well connected.



PERFORMANCE ASSESSMENT:

Accessibility:



Overall, accessibility is generally Fairly Good. The park has prominent park signage, parking, trails which connect the park to surrounding neighborhoods, ADA features and visibility throughout the park is mostly unobstructed. Vehicular circulation is organized into several one-way lots due to a singular access point. This likely creates problematic congestion during large events and is a major concern.

Character:



Landscaping is generally comprised of mowed turf, shade trees at the ballfield nodes, and a few shrubs at various entry points. A scenic overlook provides an attractive view of the Smoky Hill River. Lighting consists of parking lot and ballfield lighting. The main ballfield area contains seating, with shelters scattered throughout the park.

Connectivity:



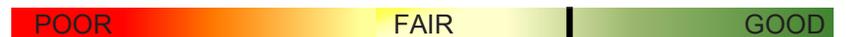
Sidewalks and the levee trail system connect the park to surrounding neighborhoods and parks.

Usability:



Shelters, concessions, restrooms, drinking fountains and playgrounds adequately support the activities of the complex. Additionally, the park contains a loop trail system that links to the Levee Trail.

Amenities:



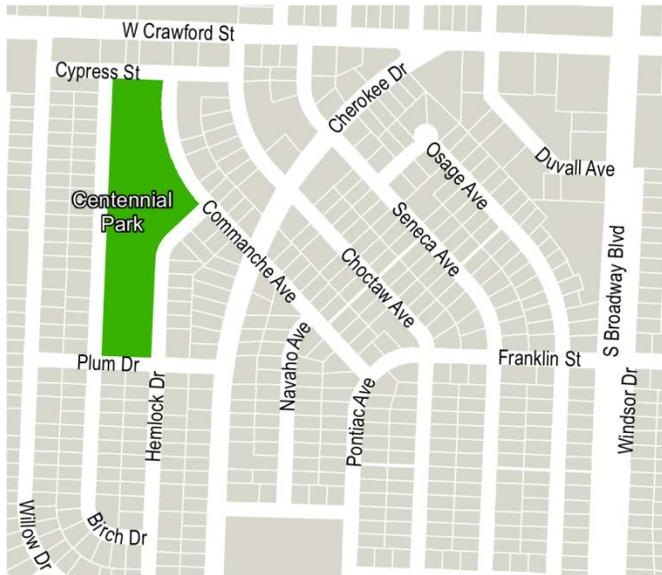
Amenities in the park are plentiful and are generally in fairly good condition.



RECOMMENDATIONS:

- Remove soccer fields and redistribute to soccer complex
- Make the following softball field improvements:
 - Field #1 – move outfield fence in (225' radius)
 - Field #8 – add an outfield fence (225' radius)
- Add four (4) new softball fields:
 - Two championship level fields with turf infields and 250' outfield on the west side of the levee with parking, restrooms and concession stand.
 - Two skinned infield fields.
 - One field with a 250' outfield south of Field #5
 - One field with a 200' outfield east of Field #6
- Resolve vehicular circulation and parking lot safety issues. Consider adding the following alternate entry points:
 - Provide Access from Indiana Avenue to the proposed championship fields west of the levee. Increases in traffic on Indiana Ave. will be minimized by limited frequency of championship games and number of fields.
 - Provide controlled access on the south side of E. Crawford Street (on the levee) with connectivity under the bridge to the existing parking lot north of E. Crawford Street. Modify the existing trail to accommodate vehicles and utilize this route to serve exiting eastbound traffic during major events. During large events those exiting from the north side of E. Crawford should be limited to right turn only (westbound traffic).
 - The City owned property east of the levee and west of the Levee trail could serve as overflow parking for large events. The existing levee trail provides pedestrian connectivity to fields.
- Install underdrains and re-grade fields 1,2, and 3 to improve drainage.
- Reconstruct Old Smoky Hill River overlook to meet code.
- Fix damaged areas of ball field fencing.
- Remove temporary ball field storage containers and install more permanent structure.
- Add coach pitch batting cages.
- Add sidewalk connectivity to new fields.
- Convert the concession/restroom building into an umpire changing room add new lighting to the three un-lit fields.

Centennial Park



LOCATION: 746 Commanche Ave.

TYPE: Community Park

INVENTORY OF AMENITIES:

Basketball Court	1
Playground w/ Swings	2
Sand Volleyball	1
Shelter (Medium)	2
Soccer Field	1
Community Center	✓
Drinking Fountain	✓
Restrooms	✓
Skate Park	✓
Sprayground	✓

LEVEL OF QUALITY (LOQ):

Centennial Park has a FAIR LOQ. Connectivity and aging amenities are opportunities for improvement.



PERFORMANCE ASSESSMENT:

Accessibility:



Parking is located in the center of the park with ADA stalls and accessible routes to the shelter, restroom, sprayground and Friendship Center. Park sign is located in a prominent position and sight lines are virtually unobstructed throughout most areas of the park. Opportunities exist to improve accessibility to playgrounds.

Character:



Mature shade trees are found throughout the park and provide ample shade near amenities. Old driveways and unused concrete pads could be removed to enhance overall aesthetics. Additional seating and landscaping could be added.

Connectivity:



There are no sidewalks in the area which severely limits pedestrian connectivity to the surrounding neighborhood. Adding sidewalks along Plum Drive would also provide pedestrian connectivity to nearby Sunset Elementary School. Within the interior of the park sidewalks do not connect to all amenities.

Usability:



The park has a number of amenities, a picnic shelter, restrooms, and open space. A loop trail or perimeter sidewalk could be added to enhance overall usability of the park and add service to a wider demographic of park users. Another picnic shelter or two could be added to the southern areas of the park.

Amenities:



Overall, the condition of amenities is rather tired and in need of updating.

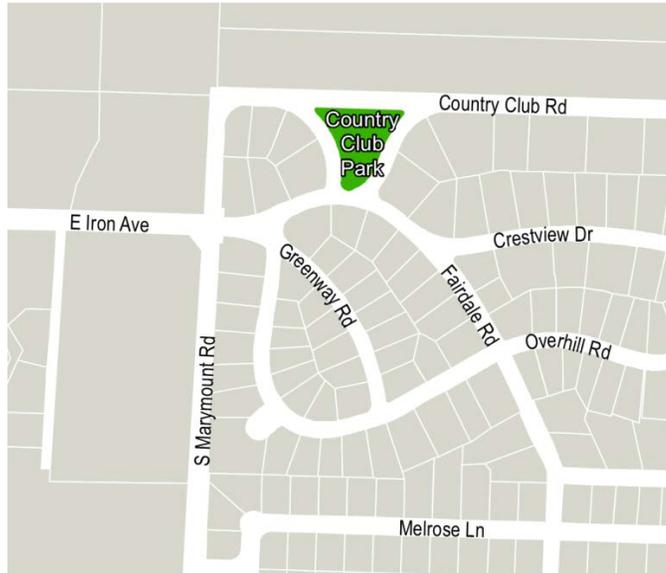


RECOMMENDATIONS:

- Remove old driveways from south end of park.
- Upgrade play equipment and surfacing and consider making it a destination playground.
- Improve turf in southern half of the park and remove trees to allow for active play areas.
- Construct a loop trail or perimeter sidewalks.
- Add 3-4 small to medium size shelters with 2-4 picnic tables and 1 large shelter with 6-8 tables.
- Remove and relocate skate park to Kenwood Park.
- Develop pickle ball courts in the area where the skate park is currently located.



Country Club Park



LOCATION: 35 Crestview Dr.

TYPE: Neighborhood Park

INVENTORY OF AMENITIES:

Playground w/ Swings	1
Shelter (Small)	1

LEVEL OF QUALITY (LOQ):

Country Club Park has a FAIR LOQ with interesting character, good accessibility, connectivity and amenities which are in good condition.



PERFORMANCE ASSESSMENT:

Accessibility:



The park is readily identifiable with prominent park signage. Parking is available on-street around the perimeter with ADA accessible ramps. Sidewalks within the park are limited but exist. Sight lines are virtually unobstructed throughout the park.

Character:



Large shade trees are scattered throughout the park providing ample shade. The park slopes gently inward on all sides providing topographic interest. Seating is available with views to the golf course and large stately homes surrounding the park. Landscaping and pedestrian scale lighting are opportunities to improve the park's overall character as well as possibly adding a split rail fence along Country Club Road.

Connectivity:



Sidewalks external to the park connect it to the surrounding neighborhood. However, internal connectivity to amenities could be improved by adding walks.

Usability:



The park has few amenities including open green space, new play equipment that serves children 5-12 years old, and a small gazebo with one picnic table. The playground is currently located in a low area drainage way and relocation should be considered. Opportunities to improve usability include adding a loop trail or perimeter sidewalk, a small to medium size picnic shelter with 2-4 picnic tables. Additional amenities could be added to serve multiple generation segments of the community.

Amenities:



The new play structure and shelter are in good condition, however the surface material needs replenishing.

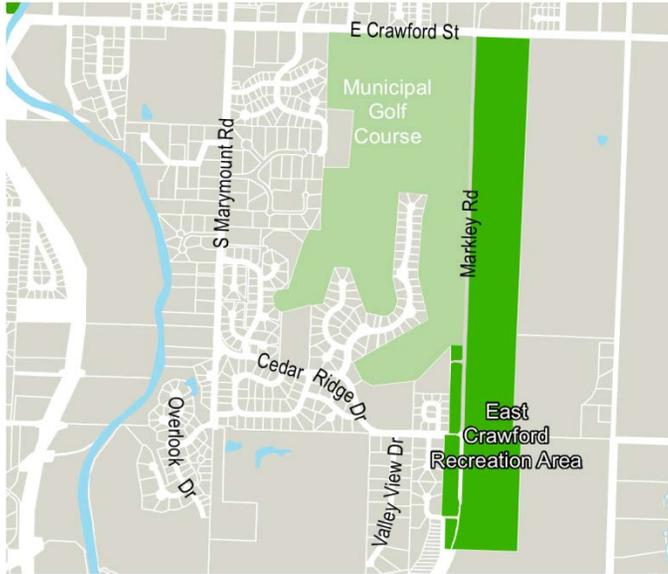


RECOMMENDATIONS:

- Consider adding a perimeter sidewalk or loop trail.
- Replace existing gazebo with a small to medium size shelter accommodating 2-4 picnic tables.
- Consider relocating the existing playground to higher ground and adding play equipment for 2-4 year olds.
- Consider adding a split rail fence along Country Club Road to deter children from crossing it and add character to the park's edge.



East Crawford Recreation Area



LOCATION: 841 Markley Rd.

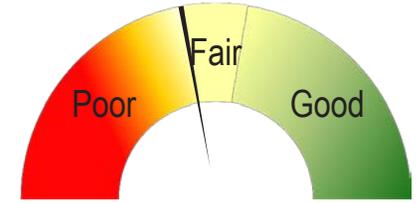
TYPE: Regional Park

INVENTORY OF AMENITIES:

Baseball / Softball Field	8
Basketball Court	1
Playground w/ Swings	1
Shelter (Medium)	2
Dog Park (Barkley Park)	✓
Drinking Fountains	✓
Practice Facilities	✓
Restrooms	✓

LEVEL OF QUALITY (LOQ):

East Crawford Recreation Area has a FAIR LOQ.



PERFORMANCE ASSESSMENT:

Accessibility:



Overall accessibility is good. The park is generally flat and with parking and ADA accessibility to each of the ballfields.

Character:



The park contains vast expanses of pavement (the old runway) with very little shade. While an inventive use of space, the long, linear stretch of concrete creates a rather stark environment.

Connectivity:



There are no sidewalks or trails connecting to any other parks, neighborhoods or points of interest.

Usability:



This park's primary use is for baseball, although a playground and dog park are also provided. Shelters, concessions, restrooms, and drinking fountains are found at several of the ballfield nodes, but could be improved to create more inviting spaces. The central playground is dated and the fall zones of some of the play equipment should be checked to ensure compliance with safety guidelines. There are no trails within the park and seating is somewhat limited to the ball field areas.

Amenities:



The overall condition of amenities in this park is fairly good. Ball fields and shelters in the park are generally well maintained, although painting and improvements to backstops, bleachers and fencing are needed in some locations. The playground equipment needs updating and adequate safety fall zones ensured.

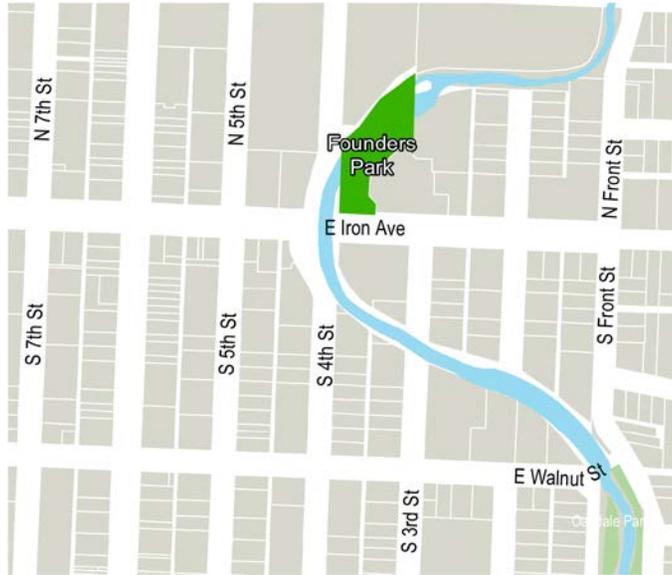


RECOMMENDATIONS:

- Remove unnecessary expanses of paving.
- Upgrade play equipment and surfacing and ensure manufacturer's recommended safety fall zones are adhered to.
- Increase shade in the park by adding trees and shade structures.
- Construct shared-use trails to increase usability.
- Construct dedicated maintenance and locker room facilities.
- Add a stadium and two championship fields and other sports complex upgrades in partnership with Baseball Enterprises
- Renovate James Matson Field
- Upgrade Tower Field
- Upgrade existing picnic shelter and restrooms to include a changing room for players
- Upgrade the original concession stand building to accommodate an umpire changing facility with a restroom and shower



Founders Park



LOCATION: 303 E. Iron Ave.

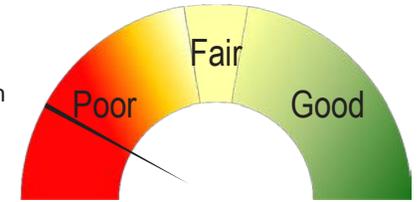
TYPE: Neighborhood Park

INVENTORY OF AMENITIES

Public Art	✓
Overlook	✓

LEVEL OF QUALITY (LOQ):

Founders Park has a POOR LOQ and is in need of improvements which make it a more usable and inviting place. It's adjacency to the Smoky Hill River and points of interest, such as the Salina Community Theater, lend opportunity for the park to be considered as a node in a grander plan.



PERFORMANCE ASSESSMENT:

Accessibility:



Parking is behind the Theater and on E. Iron Street and difficult to associate with the park. The trail is cracked in areas and ground settling has reduced ADA accessibility. The park has prominent signage, although it needs to be updated to meet the current standard.

Character:



Several large, mature trees offer ample shade. The park's context adjacent to the Old Smoky Hill River provides the potential for interesting views and gathering spaces, but the current condition of the park does not maximize this opportunity. The river channel has erosion issues and is unsightly, the prominent view being the back of an industrial building on the opposite side of the channel.

Connectivity:



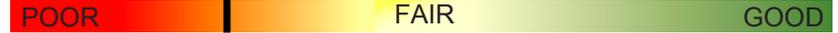
Sidewalks border the park along E. Iron Street, but connectivity does not extend very far.

Usability:



Public art pieces and a small overlook shelter are connected by the main path that runs through the park. The park seems to support mostly passive uses. Opportunities to expand the trail to follow the river as part of a greenway system would be a great improvement.

Amenities:



Overall, the condition of amenities is tired and in need of updating.

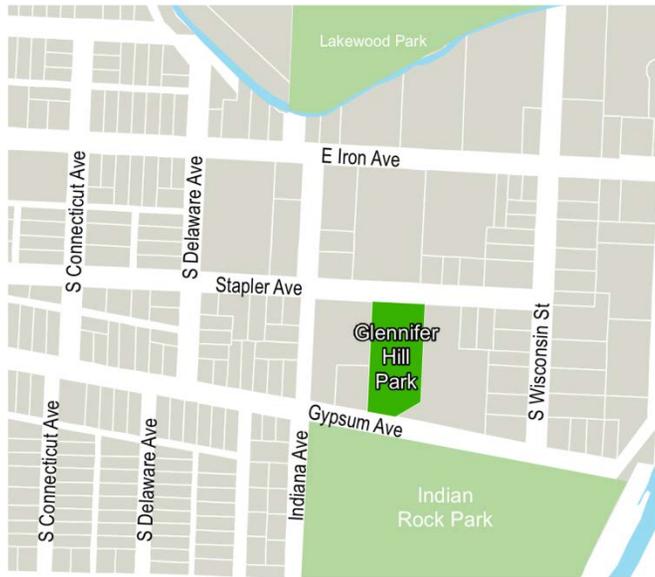


RECOMMENDATIONS:

- Improve paving in all parts of the park.
- Conduct improvements to old structures and lighting units that have fallen into disrepair.
- Improve overlook space to offer a more attractive setting.
- Consider opportunities for park users to see and engage the water more.
- Consider opportunities to expand the trail to follow the river and connect to East Ash Street.



Glennifer Hill Park



LOCATION: 1511 Gypsum Ave.

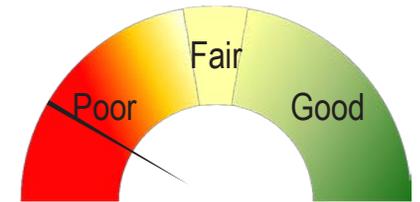
TYPE: Neighborhood Park

INVENTORY OF AMENITIES

Baseball Backstop	1
Basketball Court	1
Playground w/ Swings	1

LEVEL OF QUALITY (LOQ):

Glennifer Hill Park has a POOR LOQ with opportunities for improvement in every performance criterion listed below.



PERFORMANCE ASSESSMENT:

Accessibility:



The park has prominent park signage and on-street parking exists along Gypsum and Stapler Avenues. However, there is no ADA parking or accessible routes to amenities in the park. Sidewalks external to the park provide pedestrian access along Gypsum. Head in parking could be considered along Stapler Avenue.

Character:



The playground receives some light shade, but is generally exposed. The landscape consists of turf and a few trees. Improvements such as landscaping and redesign of the playground area could be considered to create a unique setting and add charm through design and careful selection of style, materials, and finishes.

Connectivity:



The park connects to Indian Rock Park to the south and adjacent neighborhoods via sidewalks along Gypsum Avenue. Sidewalks along Gypsum also provide connectivity to the Levee Trail System. Opportunities to add sidewalks to the north along Stapler Avenue should be considered.

Usability:



The park appears to be an old elementary school yard. The parks has a variety of amenities and flexible multi-use space to accommodate a variety of uses. Adding a loop trail or perimeter sidewalk trail connecting users to amenities will improve internal accessibility and connectivity while also extending the amenity offering to a wider demographic of park users and promote active lifestyles. Adding a small to medium size picnic shelter with 2-4 picnic tables should be considered.

Amenities:



Basketball goals appear to be in good condition and the court surfacing is fairly good but will likely need repair in the next 5 years. Playground equipment in the park is tired, dated and needs updating. Potential entrapment and crush/shear hazards may exist with older equipment and safety use zones may not meet current standards.



RECOMMENDATIONS:

- At a minimum, remove the merry-go-round and dome climber and replace them with more modern equipment and ensure safety surface meets requirements.
- Consider redesigning the playground area to include modern equipment, and add a small to medium size shelter with 2-4 picnic tables.
- Consider providing more separation between the playground area and the basketball court.
- Add trees to the southwestern areas of the playground area to increase shade.



Hawthorne Park



LOCATION: 715 N. 9th St.

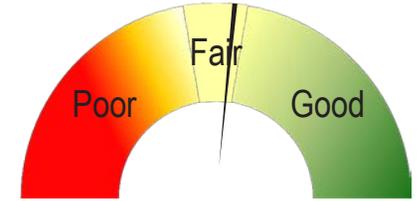
TYPE: Neighborhood Park

INVENTORY OF AMENITIES

Playground w/ Swings	1
Shelter (Small)	1
Public Art	✓
Sprayground	✓

LEVEL OF QUALITY (LOQ):

Hawthorne Park has a FAIR LOQ as a result of aging amenities in tired condition.



PERFORMANCE ASSESSMENT:

Accessibility:



On street parking is available along perimeter streets. There are ramps and sidewalks leading to the shelter and sprayground from Woodland Avenue. A bus stop is located along Woodland.

Character:



The park landscape includes turf and large shade trees. A few new trees have been planted near the playground and will provide additional shade relief when mature. There is lighting located in the park and seating around the playground. Unique features include an art installation and a little library.

Connectivity:



Sidewalks along 9th Street connect the park to the nearby neighborhood to the south.

Usability:



The park has a variety of amenities to offer patrons including picnic areas with a shelter, playground, and sprayground.

Amenities:



Amenities in the park are in fairly poor condition and showing signs of age.



RECOMMENDATIONS:

- Upgrade play equipment and surfacing and ensure adequate safety use zones are adhered to.
- Upgrade park shelter.
- Consider additional landscaping to add aesthetic value.



Indian Rock Park



LOCATION: 1500 Gypsum Ave.

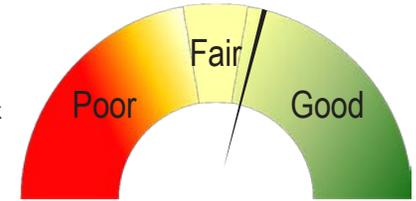
TYPE: Community Park

INVENTORY OF AMENITIES

Shelter (Medium)	1
Shelter (Large)	1
Scenic Views	√
Trails	√

LEVEL OF QUALITY (LOQ):

Indian Rock Park has a FAIRLY GOOD LOQ. While the setting of the park is unique and attractive, there are a number of accessibility constraints and a general lack of shelters and other rest opportunities.



PERFORMANCE ASSESSMENT:

Accessibility:



The park is well advertised with large park entry signage on the corner of Gypsum and Indiana Avenues. ADA accessibility is limited to the Indian Rock Lodge. Hiking trails and natural areas make up most of the park and thus ADA accessibility is an issue.

Character:



Indian Rock is one of the most unique offerings in the parks system. The largely naturalistic landscape includes wetlands, rock outcroppings, and native plants with hiking trails throughout. An overlook at the high point provides expansive panoramic views. The park offers a truly unique experience of nature in the city.

Connectivity:



The park is very well connected to other parks, points of interest and neighborhoods by the Levee Trail, to both the north and the south.

Usability:



Hiking trails afford access to the natural features throughout the park. There is a shelter with a restroom north of the central wetland region. The Levee Trail also passes through the park.

Amenities:



Amenities are in fairly good condition and appear to be somewhat well maintained although some amenities are beginning to show signs of wear.

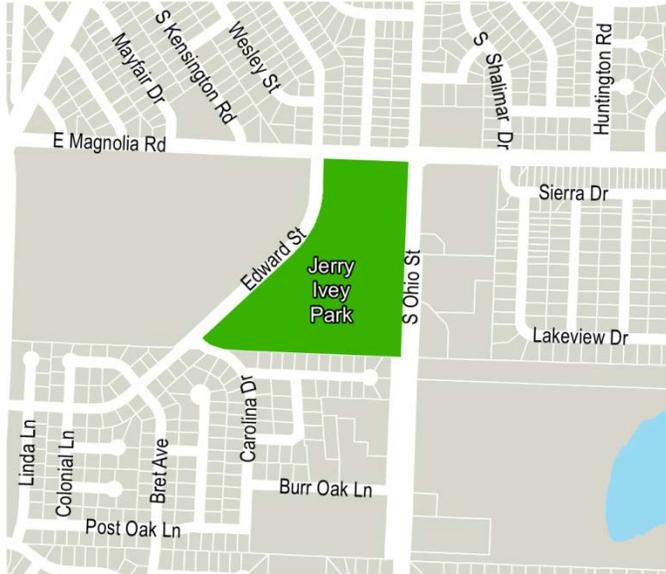


RECOMMENDATIONS:

- Increase ADA accessibility to more areas of the park
- Address cosmetic needs of structural elements (sign holders, benches, shelters, etc.) such as graffiti removal, power wash, sand, stain or paint, and seal.
- Add plantings such as perennials, shrubs, and grasses at the entry sign.
- Partner with groups like US Fish & Wildlife to conduct restoration of central lake.
- Consider adding a new playground in the northeast corner of the site with parking and trail connectivity.
- Add an overlook along the levee trail near where the river bottom steps down with interesting rock formations.
- Provide signage with historical information about the site and association with Native American tribes.
- Seek assistance from an Adopt-a-Park group to help keep the park clean as there is not enough park department staff to do it on a regular basis.



Jerry Ivey Park



LOCATION: 2465 Edward St.

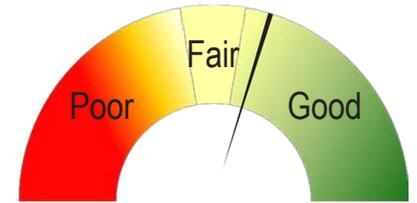
TYPE: Community Park

INVENTORY OF AMENITIES

Basketball Court	1
Gazebo	1
Playground (ADA)	1
Playground w/ Swings	2
Sand Volleyball	2
Tennis Court	4
Shelter (Small)	4
Shelter (Large)	2
Drinking Fountains	✓
Restrooms	✓
Scenic Views	✓
Sprayground	✓
Trails	✓

LEVEL OF QUALITY (LOQ):

Jerry Ivey Park has a FAIRLY GOOD LOQ as the result of good accessibility; numerous amenities offered which are in fairly good condition and the appealing park aesthetic.



PERFORMANCE ASSESSMENT:

Accessibility:



There appears to be sufficient parking in parking lots and along the park road to service most of the park. A large park entry sign with landscaping stands at the corner of E. Magnolia Road and S. Ohio Street, as well as smaller signs at various entry points. Park amenities are accessible by ADA parking, sidewalks, and ramps.

Character:



Trees provide ample shade throughout the park. Landscape plantings are located at the entry points, around the playground, around the lake and in gathering spaces and memorial/art locations. The central water feature offers interesting and picturesque views across the park to many features, including the historic gazebo and waterfall to the south.

Connectivity:



The park is somewhat isolated from other parks in the city but has good connections to nearby neighborhoods and the adjacent Salina South High School.

Usability:



The park is packed with diverse amenities that are well connected by trails and walkways.

Amenities:



Amenities in the park are plentiful and are in fairly good condition. Some cracking is beginning to develop in the tennis court surfacing and may need repair in the next 5 years. The basketball court needs new paint and striping. The large concrete pipe play structure, while colorful, does not have adequate play surfacing or clear areas in the safety use zone surrounding it. Some cosmetic improvements are needed on a few structures such as painting of wood shelters and trash enclosures, but by and large all are in fairly good condition.

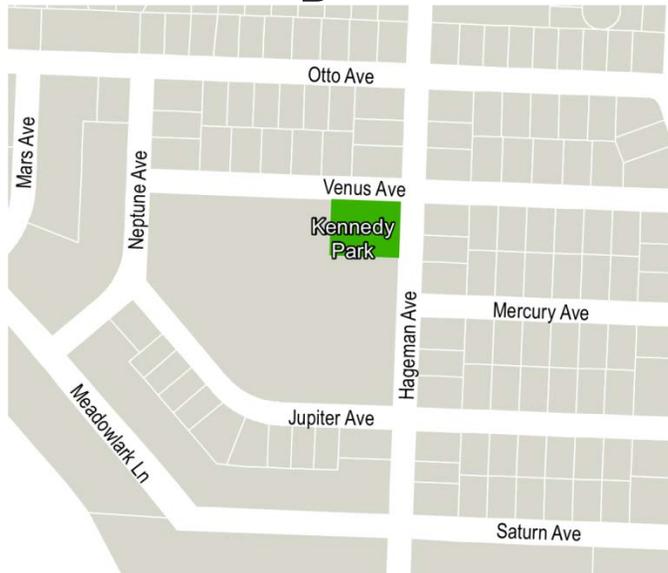


RECOMMENDATIONS:

- Improve water chemistry and circulation to the pond and remove scum and algae. The pond edge needs to be rebuilt.
- Construct trail linkages in the western portion of the park along Edward Street.
- Ensure safety zones and surfacing meet requirements around all play equipment. Remove merry-go-round.
- Address cosmetic needs of structural elements (sign holders, benches, shelters, etc.) such as graffiti removal, power wash, sand, stain or paint, and seal.
- Open up sight lines from the park to the perimeter trail.
- Keep western park entrance clear of parking for 100 ft. on either side to improve emergency access.
- Remove tennis courts if a new tennis center is constructed.



Kennedy Park



Location: 700 Jupiter Ave.

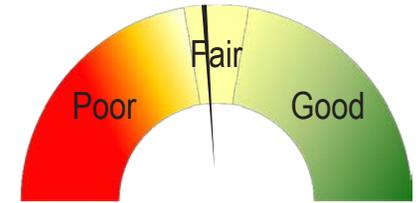
TYPE: Pocket Park

INVENTORY OF AMENITIES

Playground	2
Shelter (Small)	1
Drinking Fountain	✓

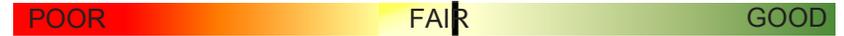
LEVEL OF QUALITY (LOQ):

Kennedy Park has a FAIR LOQ due to the park’s aging amenities.



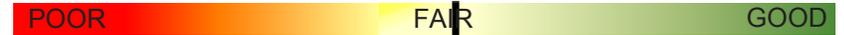
PERFORMANCE ASSESSMENT:

Accessibility:



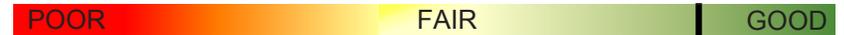
There is a park sign on the corner, but it has not yet been upgraded to the new city standard. Accessible routes to amenities exist, but there is not an ADA connection to the on-street parking. A bus stop is located at the NW corner of the park.

Character:



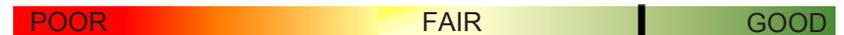
The landscape consists of turf and shade trees providing some shade around amenities. Landscape plantings and lighting would help improve the character of this park. Consider adding an art installation in the small circular concrete area east of the shelter to add interest and charm.

Connectivity:



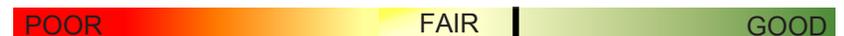
Sidewalks connect the park to the surrounding neighborhood and adjacent school.

Usability:



Amenity offerings adequately support the function of a neighborhood park.

Amenities:



Amenities in the park are in fair condition and need updating in the next 5 years. Playground safety surfacing depth appears to be inconsistent and needs replenishment in areas.

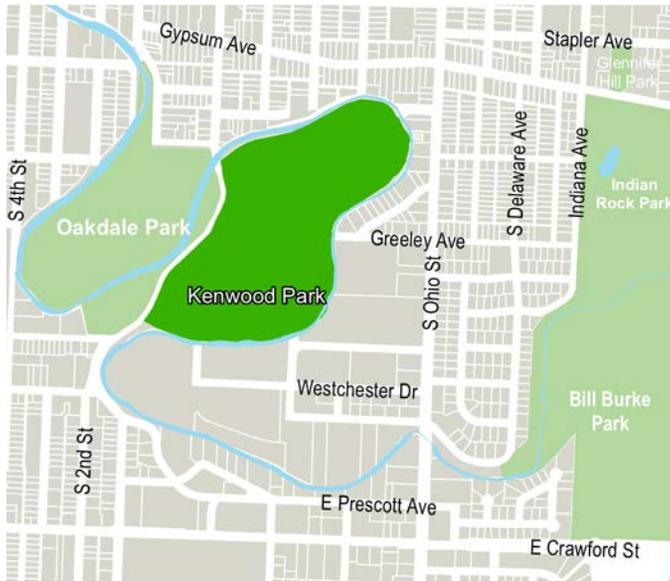


RECOMMENDATIONS:

- Make upgrades to the playground with more modern equipment.
- Update park sign to current park standard.
- Consider adding a community art installation in the empty concrete circular area east of the shelter.
- The Department should search for land near Kennedy Park for a larger park and and abandon the existing lease with the school district. If that is not possible, it should re-negotiate the lease with the school district to seek more financial assistance for the operations and upgrades to the existing park.



Kenwood Park



LOCATION: 821 Kenwood Dr.

TYPE: Regional Park

INVENTORY OF AMENITIES

Demonstration Garden	✓
Event Center	✓
Off-Leash Dog Park	✓
Rodeo Grounds	✓
Water Park	✓



LEVEL OF QUALITY (LOQ):

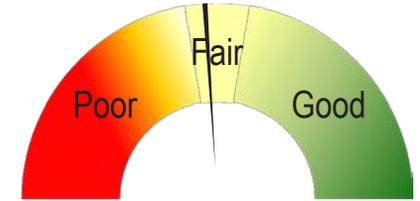
Kenwood Park has a FAIR LOQ due to the park's aging condition of amenities.

Notes:

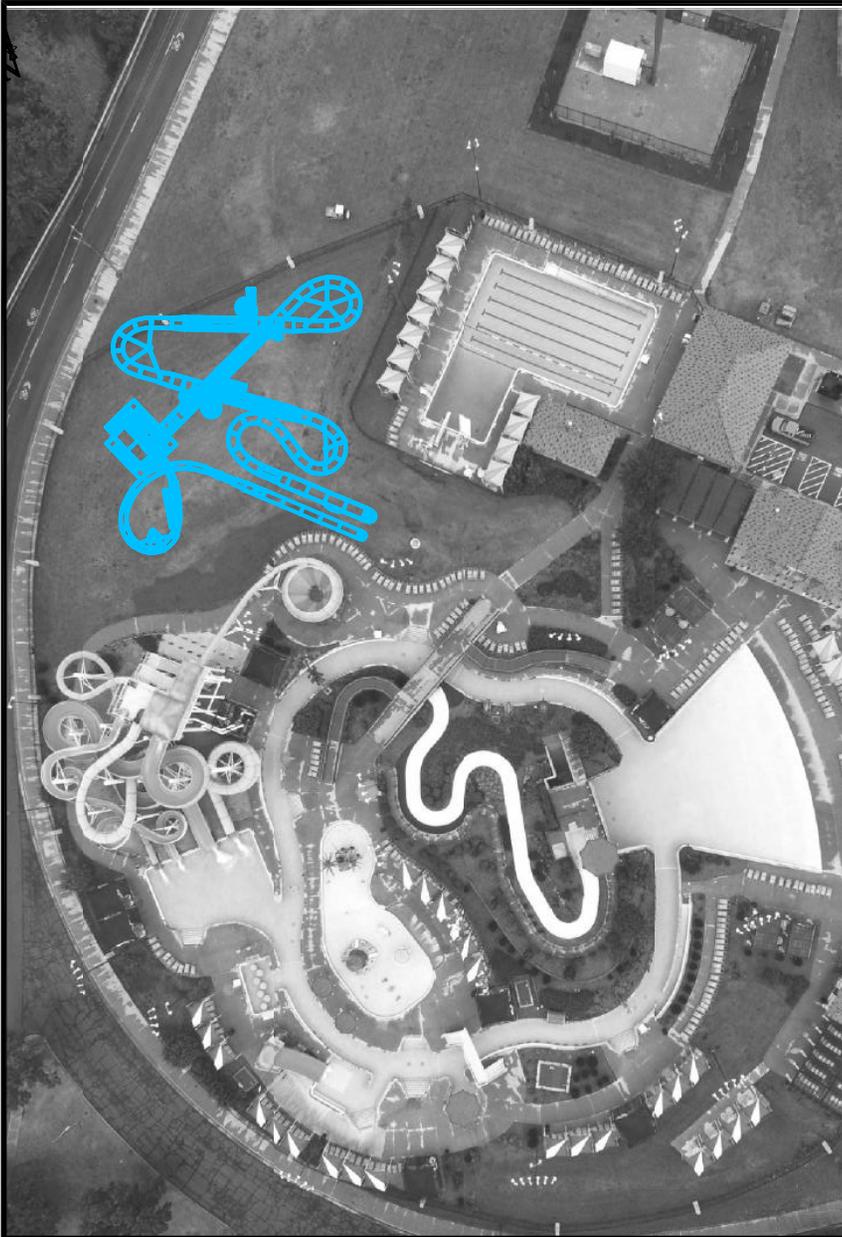
Kenwood Park is owned by the City but is leased to and run by the County.

Recommendations:

- Consider adding destination features such as a new signature skate park.
- Construct a 14-court contemporary tennis center.
- Add a new aquatic destination attraction to Kenwood Cove.
- Investigate new options for existing structures; e.g. indoor hockey.
- Construct a destination playground in the area near the new tennis center.



Potential ideas for new additions to Kenwood Cove



Concepts for potential new additions to Kenwood Cove



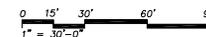
AquaLoop
Approx. Project Cost \$1,700,000



Master Blaster
Approx. Project Cost \$2,300,000

**Kenwood Cove
Aquatic Center
Salina, Kansas**

12-21-17

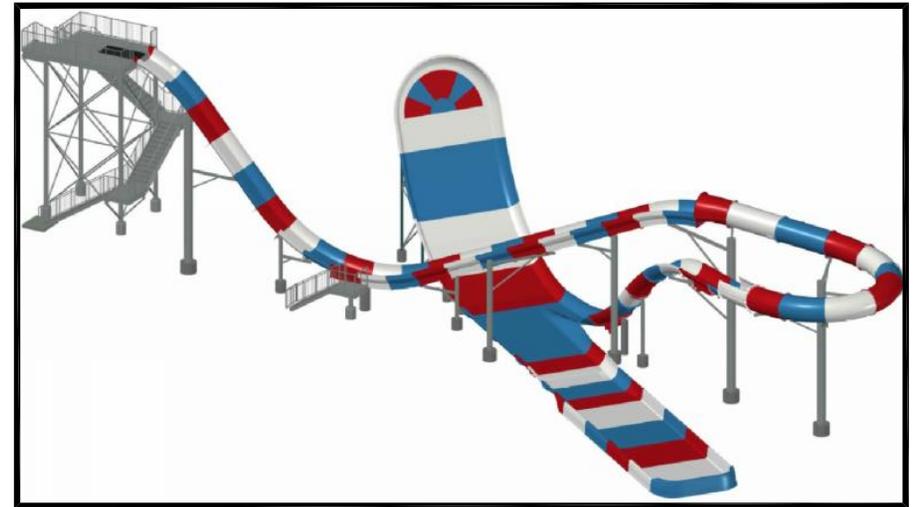
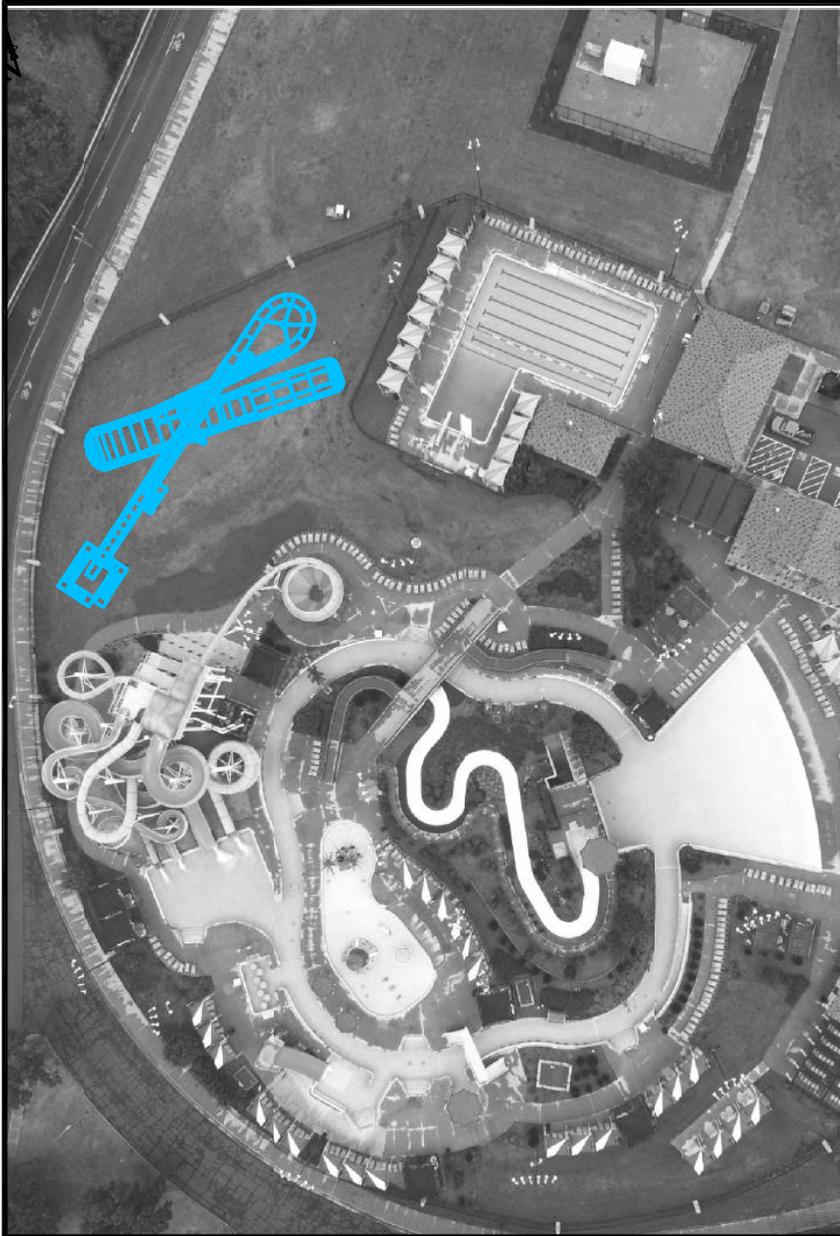


waters edge
AQUATIC DESIGN

11205 W. 79th St.
Lenexa, KS 66214

t. 913.438.4338
www.WeDesignPools.com

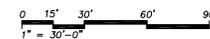
Copyright 2017



Boomerango with Master Blaster
 Approx. Project Cost \$1,900,000

Kenwood Cove
 Aquatic Center
 Salina, Kansas

12-21-17



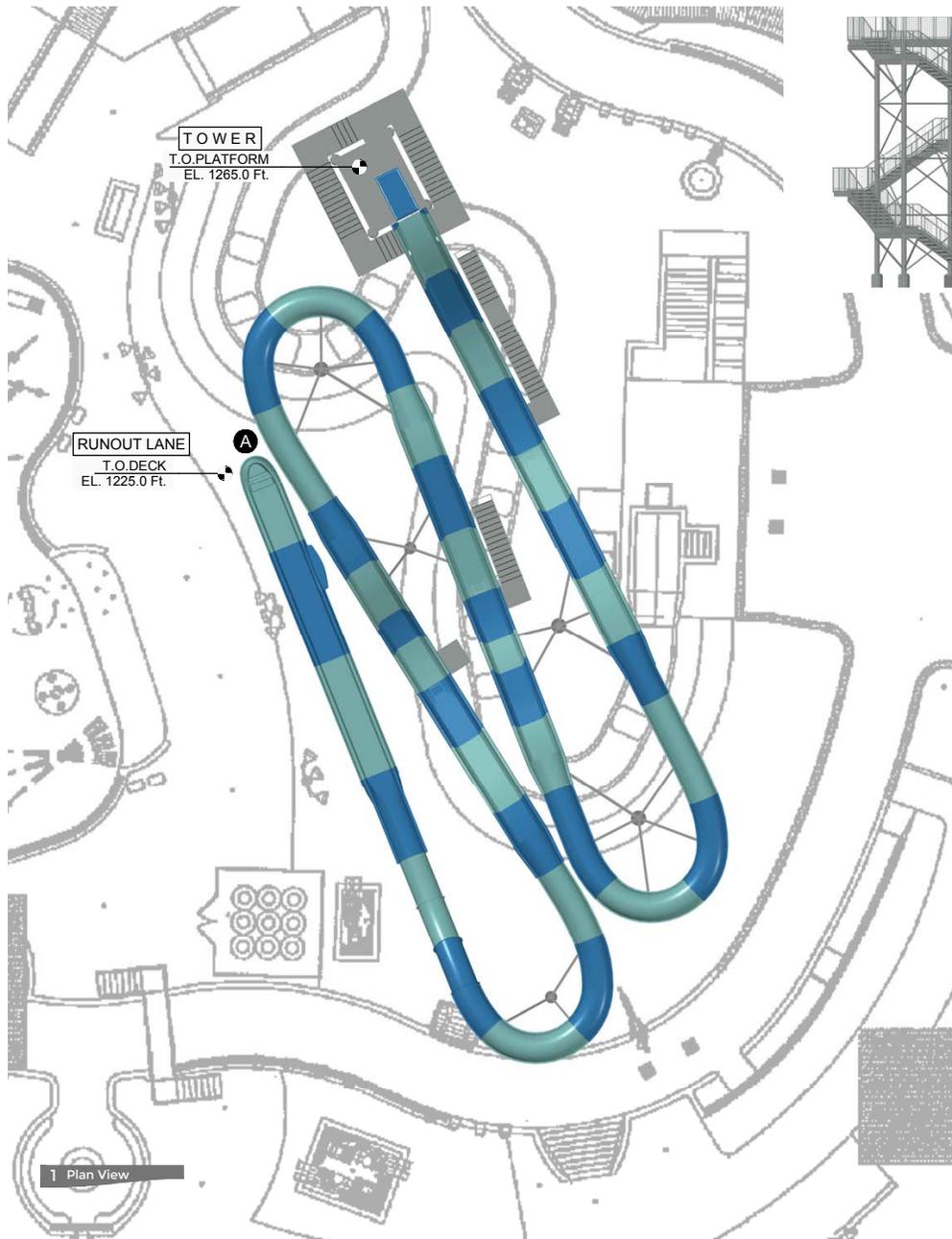
waters edge
 AQUATIC DESIGN

11205 W. 79th St.
 Lenexa, KS 66214

t. 913.438.4338
 www.WeDesignPools.com

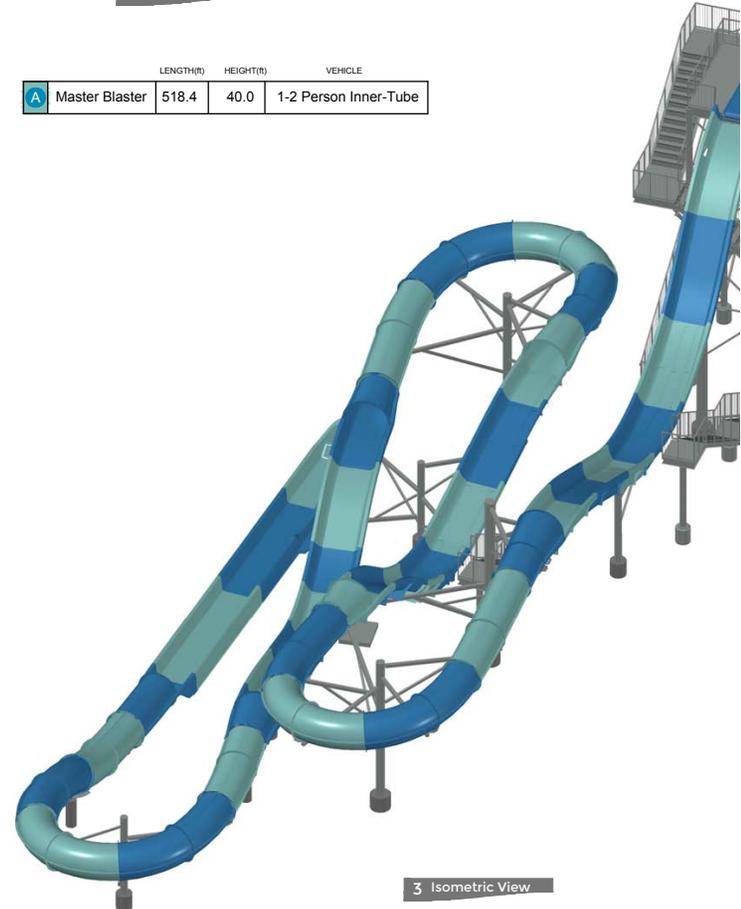
Copyright 2017

Concepts for potential new additions to Kenwood Cove

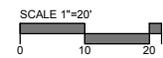


2 Elevation View

	LENGTH(Ft)	HEIGHT(Ft)	VEHICLE
A Master Blaster	518.4	40.0	1-2 Person Inner-Tube



3 Isometric View



Kenwood Cove - Salina, Kansas, United States

This document is copyright and the proprietary information herein are the sole property of Whitewater West Industries Ltd. and may not be reproduced or distributed without prior consent of Whitewater West Industries Ltd. The proposal layout shown is a concept only and may be subject to change.

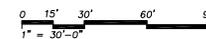
Concepts for potential new additions to Kenwood Cove



Deep Area Features
and Rockscape
Approx. Project Cost \$1,300,000

**Kenwood Cove
Aquatic Center
Salina, Kansas**

12-21-17



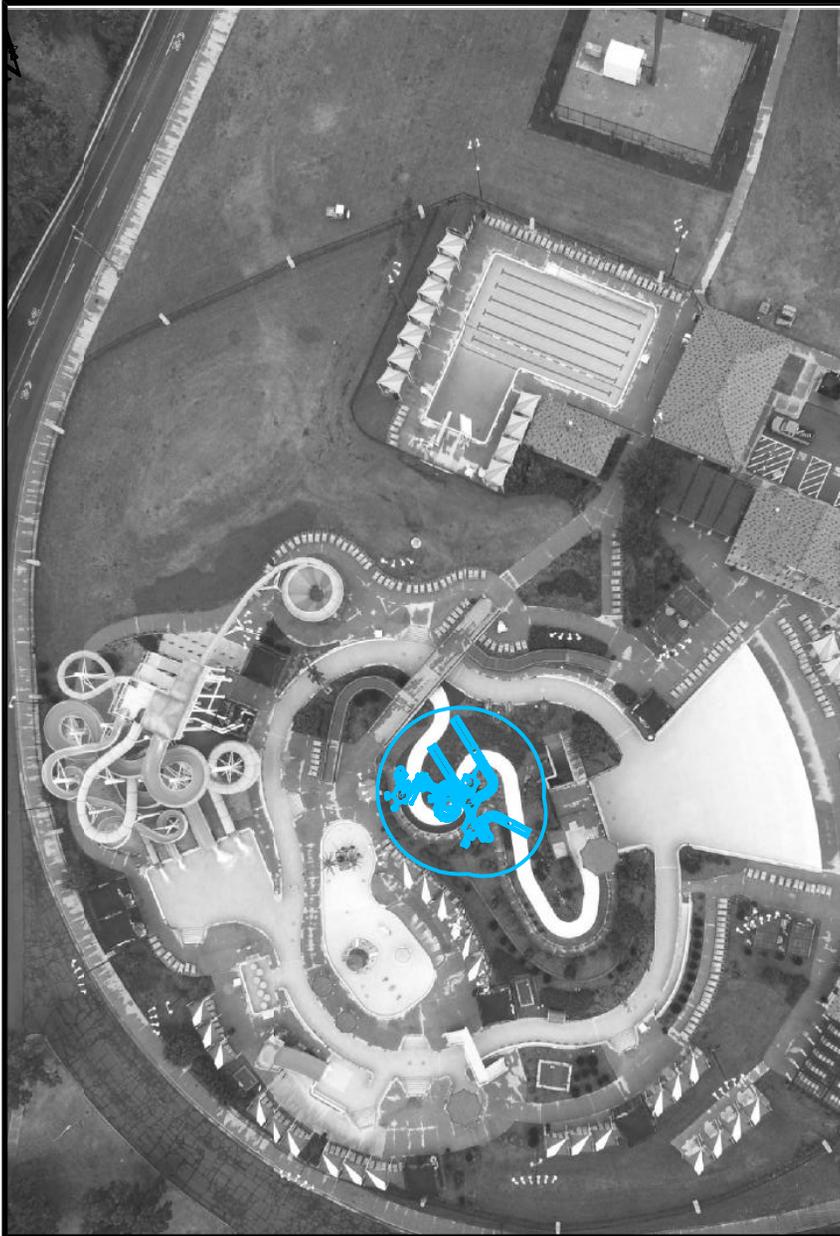
waters edge
AQUATIC DESIGN

11205 W. 79th St.
Lenexa, KS 66214

t. 913.438.4338
www.WeDesignPools.com

Copyright 2017

Concepts for potential new additions to Kenwood Cove



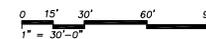
Concepts for potential new additions to Kenwood Cove



Wet Deck Water Play Structure
Approx. Project Cost \$1,300,000

Kenwood Cove
Aquatic Center
Salina, Kansas

12-21-17



waters edge
AQUATIC DESIGN

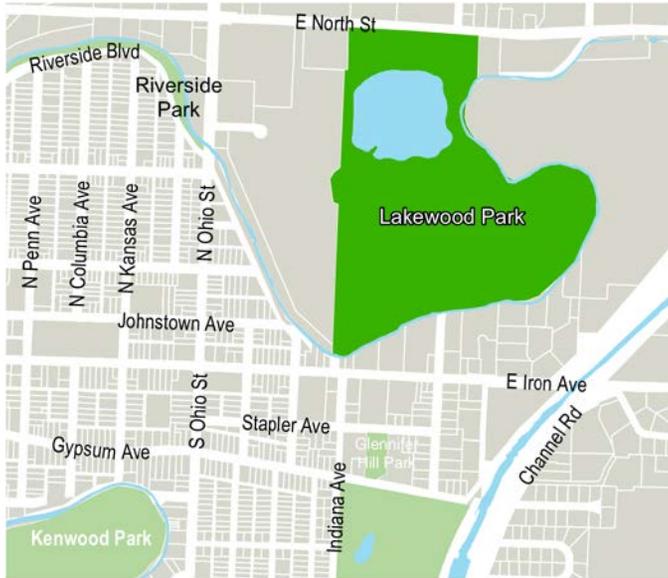
11205 W. 79th St.
Lenexa, KS 66214

t. 913.438.4338
www.WeDesignPools.com

Copyright 2017



Lakewood Park



LOCATION: 1323 E. Iron Ave.

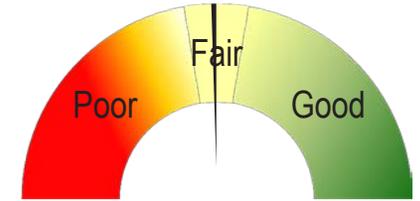
TYPE: Natural Area

INVENTORY OF AMENITIES

Boat Ramp & Dock	1
Disc Golf Course	1
Playground w/ Swings	1
Shelter (Small)	12
Shelter (Large)	1
Discovery Center	✓
Restrooms	✓
Scenic Views	✓
Trails	✓

LEVEL OF QUALITY (LOQ):

Lakewood Park has a FAIR LOQ. The park has an attractive naturalistic setting but aging amenities.



PERFORMANCE ASSESSMENT:

Accessibility:



The park consists of scenic drives with small parking lots to access picnic areas and amenities throughout the park. Many, but not all of the park shelters and playgrounds have ADA parking and access. The park is signed along the north/south park drive, but would be good to have one at E. Iron Avenue.

Character:



The park has a naturalistic feel with large open grasslands, wetlands, mature shade trees, and a lake. The natural area south of the lake (adjacent to the Discovery Center) contains several hiking trails.

Connectivity:



The trail along the river channel connects the park to the adjacent Lakewood Middle School and extends connectivity to the neighborhoods west and south.

Usability:



The park has a good variety of amenities to offer patrons. Extensive nature trails make good use of existing natural areas, however paved surface trails could be added to extend the amenity offering to a larger demographic of park users.

Amenities:



Park amenities are plentiful but are generally tired and need updating.



RECOMMENDATIONS:

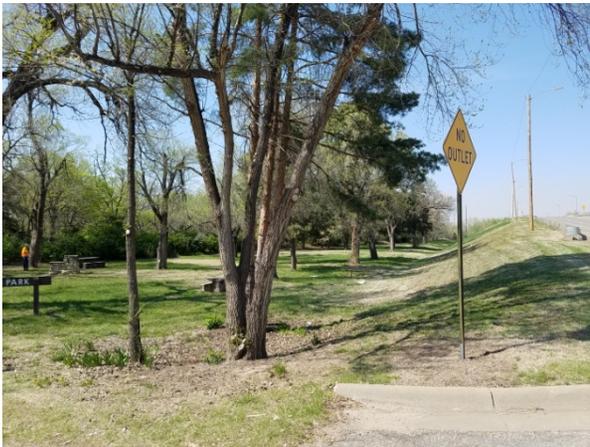
- Re-paint picnic shelters, trash enclosures and wood benches.
- Improve visual accessibility and circulation to minimize dead-ends and blind corners.
- Remove merry-go-round, replenish safety surfacing, and provide more play equipment for ages 2-4.
- Replace broken or faded disc golf signage.
- Construct the improvements that are specified in the Smoky Hill River Plan.
- Construct a new Discovery Center Building.



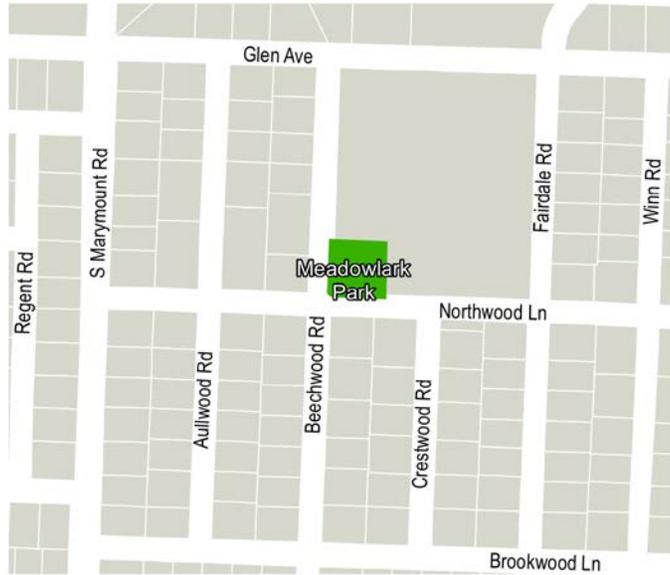


RECOMMENDATIONS:

- Remove or replace picnic tables
- Add lighting and/or a trail through the park
- Upgrade signage
- Consider converting this park into an off-leash dog park. If this is desired, parking and vehicular circulation needs to be redesigned and tree protection installed.



Meadowlark Park



LOCATION: 443 Beechwood Rd.

TYPE: Pocket Park

INVENTORY OF AMENITIES

Gazebo (Small)	1
Outdoor Classroom	1
Drinking Fountain	✓

LEVEL OF QUALITY (LOQ):

Meadowlark Park has a FAIR LOQ



PERFORMANCE ASSESSMENT:

Accessibility:



On-street parking is available along two sides of the park with ADA ramps and sidewalks at the connecting corner. However, parking along Beechwood is only available evenings and weekends as it is a bus route for the adjacent Meadowlark Ridge Elementary School. The outdoor classroom and gazebo are accessible but views to them may be obstructed when trees and shrubs are leafed out.

Character:



The park is signed as an "outdoor lab," consisting of a drainage way, landscaping, and large shade trees in a primarily residential setting. The understory shrubs and plantings need to be trimmed and some need to be removed to improve the park's overall character, sense of security, and natural functions.

Connectivity:



The park is connected to the surrounding neighborhoods by sidewalks and crosswalks. Meadowlark Ridge Elementary School is also located adjacent to the park.

Usability:



There is a small outdoor classroom in the center of the park made accessible by sidewalk and a wooden bridge. A small gazebo offers additional seating / gathering space.

Amenities:



Amenities in the park are fairly good condition with a few minor repairs needed.

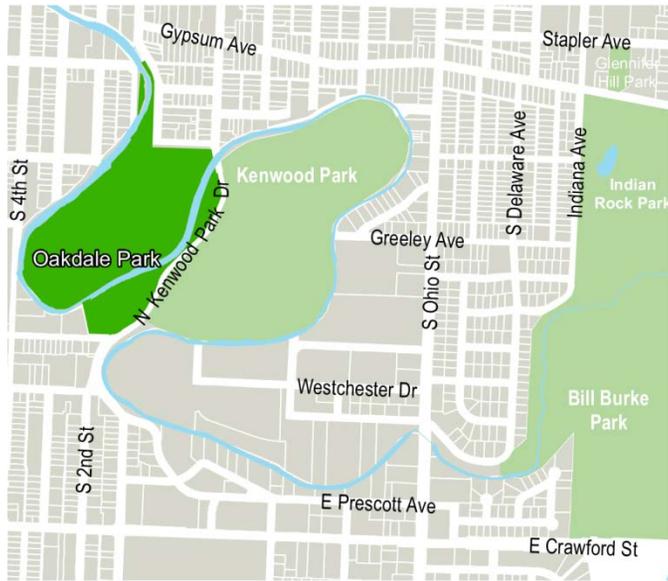


RECOMMENDATIONS:

- Improve creek bank plantings and stability to resolve erosion issues.
- Conduct minor repairs to gazebo.
- Consider trimming trees to limb them up and open more visibility into the park.
- Remove the shrub screen along the park's east edge to improve visibility and sense of security.



Oakdale Park



LOCATION: 730 Oakdale Dr.

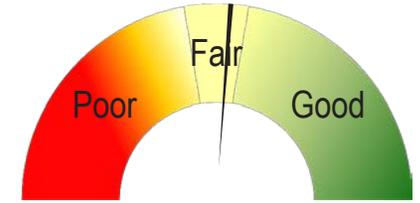
TYPE: Community Park

INVENTORY OF AMENITIES

Gazebo	1
Musical Playground	1
Playground (Slide)	1
Playground w/ Swings	3
Shelters (Small)	2
Shelters (Large)	3
Stage	1
Tennis Courts	8
Drinking Fountains	✓
Picnic Tables	✓
Public Art	✓
Restrooms	✓

LEVEL OF QUALITY (LOQ):

Oakdale Park has a FAIR LOQ. The park has lot of character, both historically and aesthetically, but many of its essential elements are tired or aging.



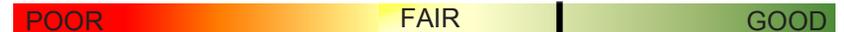
PERFORMANCE ASSESSMENT:

Accessibility:



The historic entry on Oakdale Drive is well articulated and includes stonework original to the park. Other entries lack prominent park signage. Most amenities have ADA parking, sidewalks, and ramp access. Wide park roads support on street parking, with a few gravel lots located near the Eric Stein Stage and on the perimeter.

Character:



The old Smokey Hill River channel winds through this Works Progress Administration (W.P.A.) era park with large trees providing shade throughout. The rose garden includes nice landscaping and seating spaces. There are several public art pieces spaced throughout the park. Lighting is also prominent throughout the park.

Connectivity:



The park is well connected to adjacent neighborhoods and Kenwood Park by sidewalks, trails, and pedestrian bridges. Nearby Kenwood Park includes the rodeo grounds, arena, and Kenwood Cove Aquatic Park.

Usability:



The park is packed with diverse amenities that are well connected and accessible by trails and walkways.

Amenities:



The condition of amenities ranges from good to poor throughout the park. New amenities have been recently been added although many of the basic park elements like shelters, drinking fountains, benches, picnic tables and other site furnishings are tired and need repair or replacement.

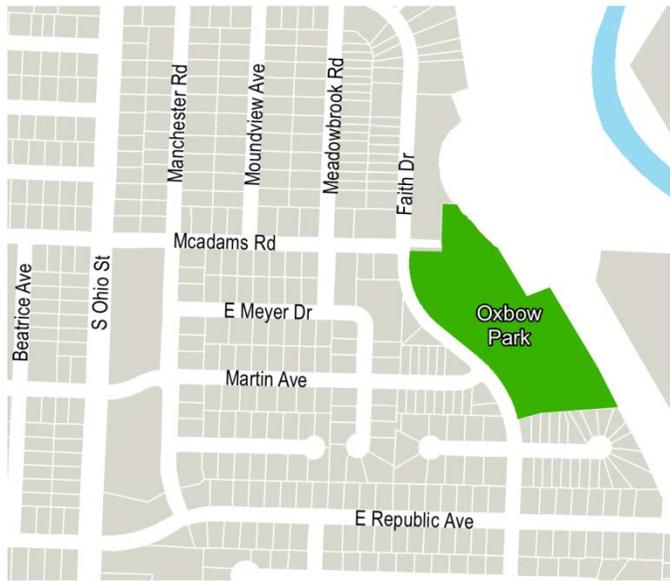


RECOMMENDATIONS:

- Ensure railings on all pedestrian bridges meet code.
- Painting is needed on most wood structures (shelters, trash screens, etc.).
- Remove all tennis courts if a new 14-court tennis center is constructed at Kenwood Park. If the tennis center is not constructed, existing courts will need to be re-built.
- Replace old metal slide with modern play equipment.
- Replace flagstone in formal garden.
- Refinish ceiling in Stein stage, replace rusted metal framework and repaint.
- Replenish safety mulch in low areas of playgrounds and ensure proper depth.
- Remove old and deteriorating concrete picnic tables.
- Provide decorative screening (wood) around electrical transformer pad and equipment.
- Replace old drinking fountains.
- Identify a funding source to construct a destination water feature in the center of the park in the area of where the old swimming pool was located.



Oxbow Park



LOCATION: 901 Faith Dr.

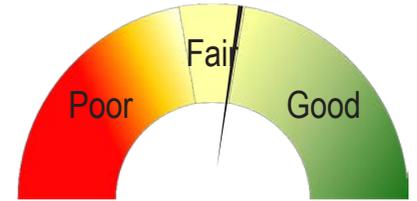
TYPE: Neighborhood Park

INVENTORY OF AMENITIES

Playground w/ Swings	1
Shelter (Medium)	1
Soccer Fields	2
Restrooms	✓

LEVEL OF QUALITY (LOQ):

Oxbow Park has a FAIR LOQ primarily the result of aging amenities.



PERFORMANCE ASSESSMENT:

Accessibility:



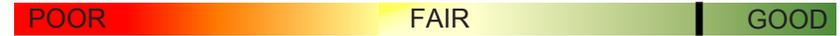
The park has prominent signage at the northwest entry to the parking lot. The parking lot includes ADA parking stalls with sidewalk connections to the shelter, restroom, and playground.

Character:



The character of Oxbow park is largely open turf areas used for soccer and shade trees clustered at the north end around picnic and playground facilities. Shade trees are also planted along Faith Drive and landscape plantings surround the park entry sign. Unique to this park are native stone interpretive signs which tell a story of Kansas wetlands and the exiled oxbow.

Connectivity:



A sidewalk in the park along Faith Drive provides connectivity to the neighborhoods to the south, but no sidewalks exist in the neighborhood to the west or north. Oxbow Park connects to other parks and points of interest via the Levee Trail.

Usability:



A variety of amenities are offered including multi-use open green space, picnic shelters, trails, and play equipment. The park also has a restroom and drinking fountain.

Amenities:



Amenities are in fairly good condition although the soccer goals are rusty and bent with torn nets. Wood structures could use a fresh coat of paint and the restrooms could be improved to look more inviting.

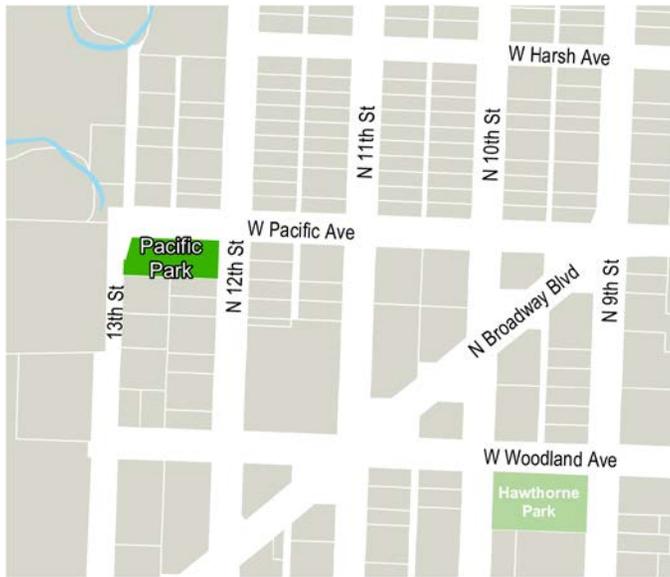


RECOMMENDATIONS:

- Remove and replace the old merry-go-round with modern play equipment that meets safety guidelines.
- At a minimum replace soccer goal nets and address rust issues and repaint, otherwise replace them all together.
- Replace water fountain at restrooms.
- Repaint wood structures such as the shelter and restroom entry screens.
- Replace wood slats on benches.



Pacific Park



LOCATION: 701 Pacific Dr.

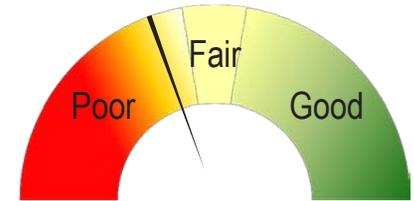
TYPE: Neighborhood Park

INVENTORY OF AMENITIES

Basketball Court	1
Playground w/ Swings	2
Shelter (Small)	1
Drinking Fountain	✓

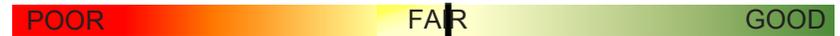
LEVEL OF QUALITY (LOQ):

Pacific Park has a FAIRLY POOR LOQ due to aging amenities and ADA improvements .



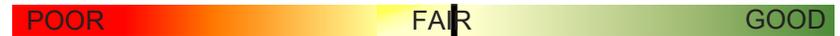
PERFORMANCE ASSESSMENT:

Accessibility:



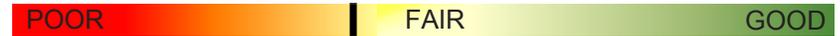
Parking is available on street with a sidewalk and ADA ramp mid-block connecting to the shelter and basketball court. There is prominent park signage, although it is dated and needs to be updated to the new city standard. Accessibility improvements could be made to provide ADA parking stalls.

Character:



The park landscape consists of turf with a few large shade trees. There is no lighting in the park. There are benches around the playground for seating. Adding planting beds with shrubs and perennials would help the overall character of the park.

Connectivity:



Sidewalks in the surrounding neighborhood are very limited and there is no pedestrian connectivity to the park.

Usability:



The park has amenities to offer patrons and seems to adequately support the size and type of park.

Amenities:



Amenities are in fair condition and the playground needs to be updated with more modern equipment.

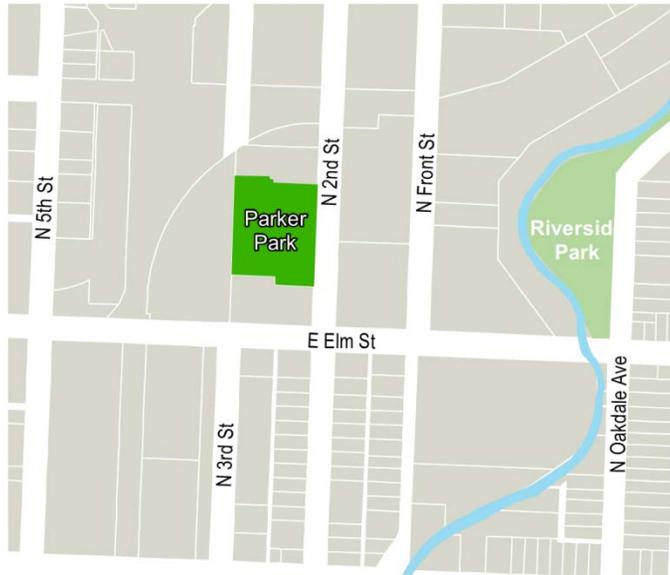


RECOMMENDATIONS:

- Upgrade park signage to current city standard.
- Upgrade play equipment with features that serve 2-12 year olds.
- Consider adding head-in parking along 12th street with connecting sidewalks.
- The shelter roof will likely need replacement in the next 5 years.
- Add lighting



Parker Park



LOCATION: 315 N. 2nd St.

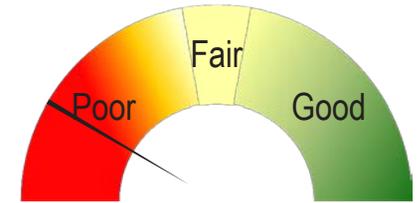
TYPE: Neighborhood Park

INVENTORY OF AMENITIES

Playground w/ Swings	1
Community Center	✓
Community Garden	✓
Picnic Tables	✓

LEVEL OF QUALITY (LOQ):

Parker Park has a POOR LOQ due to aging amenities and opportunities to improve its overall usability, accessibility, and character.



PERFORMANCE ASSESSMENT:

Accessibility:



There is a parking lot that is shared with the Carver Center and consists of ADA stalls but they do not connect to the park. Signage exists in the form of the old wood park sign and needs to be updated to the new city standard and pulled closer to 2nd Street.

Character:



Landscaping consists of turf with a few large shade trees shading the playground. Garden plots are located on the northwest corner. The park is located in an industrial/commercial area and serves more as an extension of the Carver Center rather than a neighborhood park.

Connectivity:



Sidewalks along 2nd Street provide limited connectivity to the neighborhood to the south, but the park is connected to the Carver Center which is a point of interest.

Usability:



The park does not have shelters or restrooms, but does include a small playground for 2-4 year olds, a community garden, and large open green space to the south.

Amenities:



Amenities are starting to deteriorate and need repair or replacement in the next 5 years.

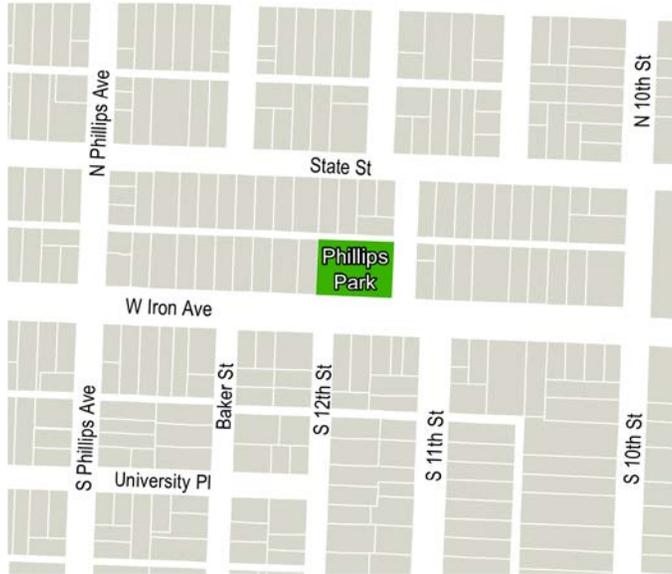


RECOMMENDATIONS:

- Make ADA improvements to connect ADA parking to park amenities.
- Upgrade park signage to current city standard and locate it closer to 2nd Street.
- Upgrade play equipment with features that serve 2-12 year olds.
- Remove concrete picnic tables.
- Add a small picnic shelter with 2 tables.
- Over-seed to improve quality of turf areas for active play uses.



Phillips Park



LOCATION: 610 W. Iron Ave.

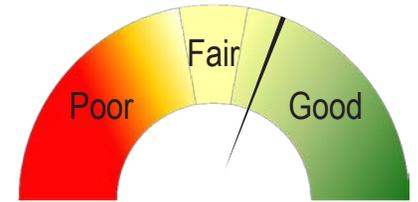
TYPE: Neighborhood Park

INVENTORY OF AMENITIES

Shelter (Medium)	1
Playground	1

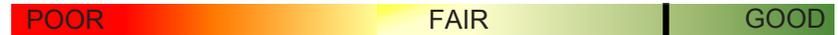
LEVEL OF QUALITY:

Phillips Park has a FAIRLY GOOD LOQ with improvements in progress.



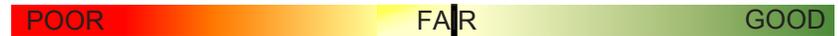
PERFORMANCE ASSESSMENT:

Accessibility:



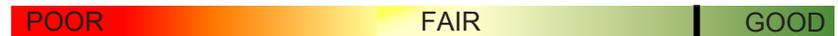
Parking consists of parallel parking along the street with a sidewalk and ADA ramp connections at the corner of 11th St. and Iron Ave. ADA Improvements could be made to enhance accessibility from parking areas. Sidewalks provide access to park amenities and prominent park signage exists along Iron Street. A bus stop is also located at the southeast corner of the park on Iron Avenue.

Character:



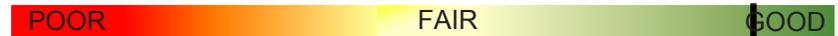
The park's landscape primarily consists of turf with a few large shade trees. Seating is currently provided under the shelter. Landscaping, pedestrian scale lighting and a drinking fountain would add to the overall character of the park.

Connectivity:



Sidewalks connect the park to the surrounding neighborhood.

Usability:



Shelter and playground, but no restroom. At the time of assessment, the existing playground had been removed for future installation of a new play structure and surfacing.

Amenities:



The shelter is in good condition and playground improvements were in progress at the time of this assessment.

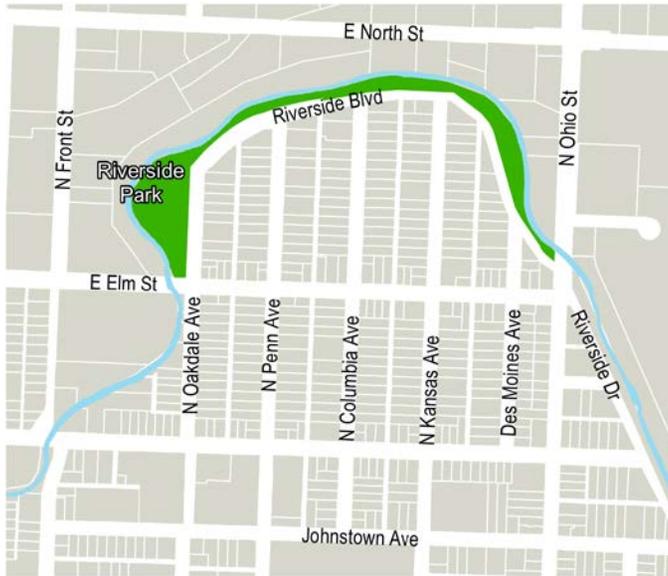


RECOMMENDATIONS:

- Make ADA improvements to connect to parking .
- Over-seed to improve quality of turf areas for active play uses.



Riverside Park



LOCATION: 351 N. Oakdale Ave.

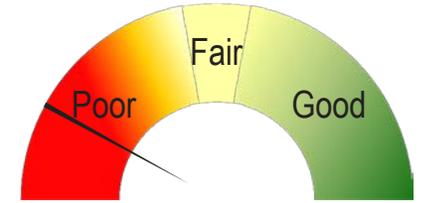
TYPE: Neighborhood Park

INVENTORY OF AMENITIES

Playground w/ Swings	1
Picnic Tables	✓
Open Green Space	✓

LEVEL OF QUALITY (LOQ):

Riverside Park currently has a POOR LOQ, however it has the potential to be a great park with better service to the community in the future.



PERFORMANCE ASSESSMENT:

Accessibility:



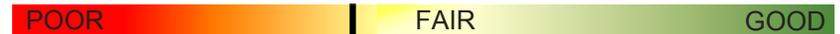
Parking consists of parallel parking along the street with no ADA accessibility to the amenities in the park. Sidewalks connect the south end of the park to the surrounding neighborhood. Adding a sidewalk or trail in the park along Riverside drive with connecting extensions to amenities would be a great improvement. There is prominent park signage on Elm Street.

Character:



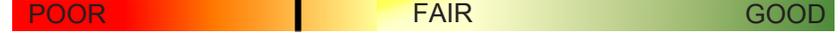
The park is a linear park along the Old Smoky Hill River. The landscape is primarily turf open space with a few large shade trees in front of a riparian corridor. Old concrete picnic tables provide seating near the play ground and other areas to the north. Views and access to the river perhaps along a trail would greatly help.

Connectivity:



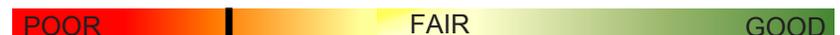
Neighborhood connectivity by sidewalk occurs only at the south end of the park. A linear trail should be considered extending from East Elm St. north and would potentially provide future connectivity from Lakewood Park and Middle School to the east. Ultimately the trail could be extended along the river and connect with other parks and neighborhoods to the south.

Usability:



The only amenities in the park are a playground, a few picnic tables and open space. No shelter, restroom, or trail.

Amenities:



Most of the playground equipment is dated, tired and needs to be replaced with the exception of the swings.

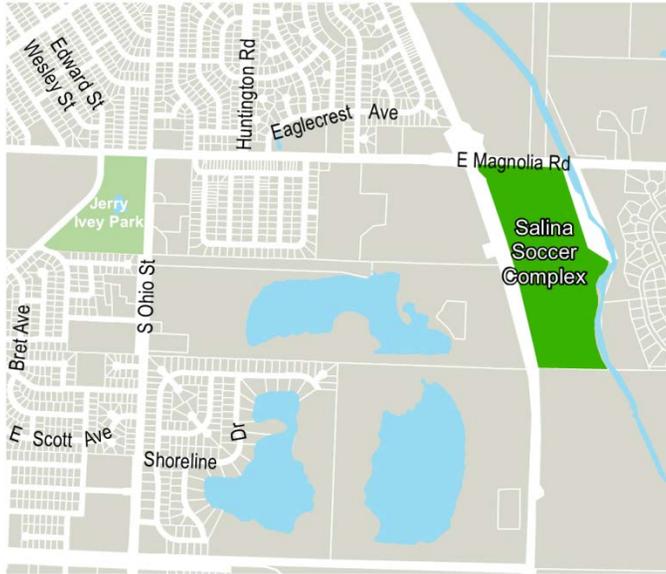


RECOMMENDATIONS:

- Make ADA improvements to connect to parking and amenities.
- Improve overall amenity offering by adding trails, shelters, new play equipment, river access and restrooms.
- Over-seed to improve quality of turf areas for active play uses.
- Build a shared use trail along the Old Smoky Hill River.



Salina Soccer Complex



LOCATION: 2100 E. Magnolia Rd.

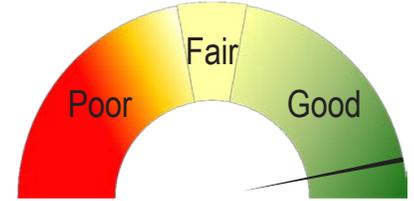
TYPE: Regional Park

INVENTORY OF AMENITIES

Playground w/ Swings	1
Shelter (Large)	2
Soccer Fields	6
Concessions	√
Restrooms	√
Trail	√

LEVEL OF QUALITY (LOQ):

Salina Soccer Complex has a GOOD LOQ, with amenities that are fairly new, well connected and maintained.



PERFORMANCE ASSESSMENT:

Accessibility:



Parking is available with ADA accessible stalls, sidewalks, and ramps connecting to park amenities and soccer fields. Adding prominent park signage near Magnolia Road will improve visual accessibility and allow new patrons to easily identify it as a public park.

Character:



Shade in the park is minimal however there are a few young trees around the playground and picnic area that will provide shade once mature. Park lighting is limited to a couple of fields and should be provided for all fields.

Connectivity:



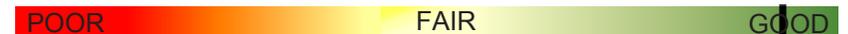
The complex connects to other parks and neighborhoods via the Levee Trail.

Usability:



The basics are included for a sports complex (picnic shelter, concessions, playground, restrooms). There is a nature trail that extends through the woods along wetlands and to the Smoky Hill River at the eastern edge of the park.

Amenities:



Amenities are well kept, with new play equipment and surfacing.

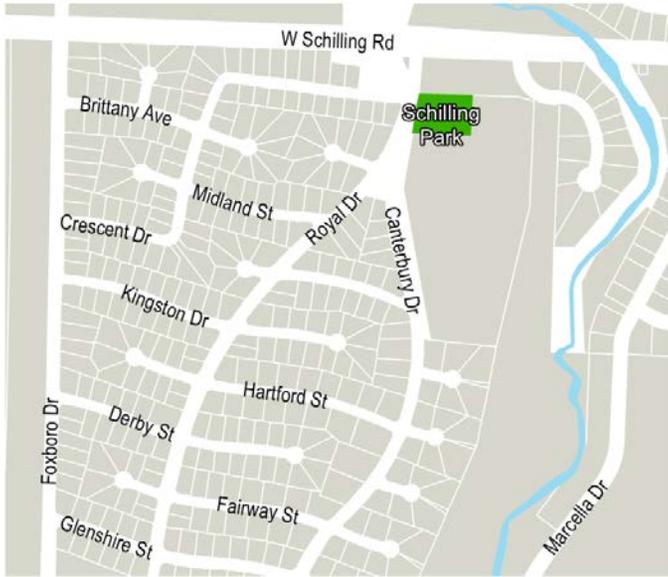


RECOMMENDATIONS:

- Add park signage at the entry near Magnolia Road.
- Add lighting for currently un-lit fields. Continue to work with surrounding homeowners associations to come to an agreement which minimizes lighting impacts to surrounding homes while enabling the facility to fully service the demand with adequate accommodations.
- Irrigation is needed for the south fields.
- Regrade fields to better accommodate youth soccer field setup.
- Develop an additional eight acres of the existing land for new soccer fields.



Schilling Park



LOCATION: 1005 W. Schilling Rd.

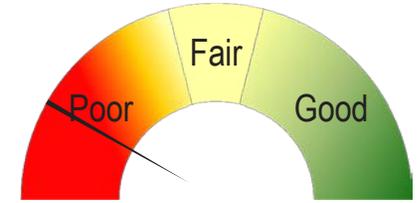
TYPE: Pocket Park

INVENTORY OF AMENITIES

Playground w/ Swings	1
Shelter (Small)	2

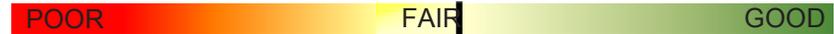
LEVEL OF QUALITY (LOQ):

Schilling Park has a POOR LOQ, primarily the result of a limited amenity offering and aging condition of amenities.



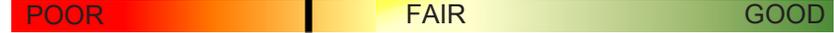
PERFORMANCE ASSESSMENT:

Accessibility:



The park has prominent signage. Parallel parking is available along Canterbury Drive with a sidewalk and ADA ramps connecting to the shelter and playground. ADA accessible parking stalls are an opportunity for improvement.

Character:



The park is in the middle of a large open turf field with trees and shrub plantings clustered around a pair of small gazebo picnic shelters. The trees are small, therefore do not yet provide much shade, but will in time. Landscaping and other features such as themed play equipment or unique building materials could be considered to bring a little more character and charm to the park.

Connectivity:



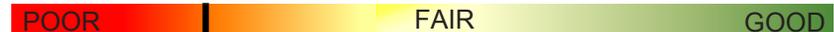
Sidewalks connect the park to the adjacent neighborhood and Schilling Elementary School.

Usability:



The park amenity offering is somewhat limited and serves mostly youth ages 2-12. Consideration could be made to expand this to offer amenities which serve a larger demographic of park users.

Amenities:



The general condition of amenities is fairly tired and in need of attention. Some of the playground equipment, such as the merry-go-round, is dated and poses safety concerns.

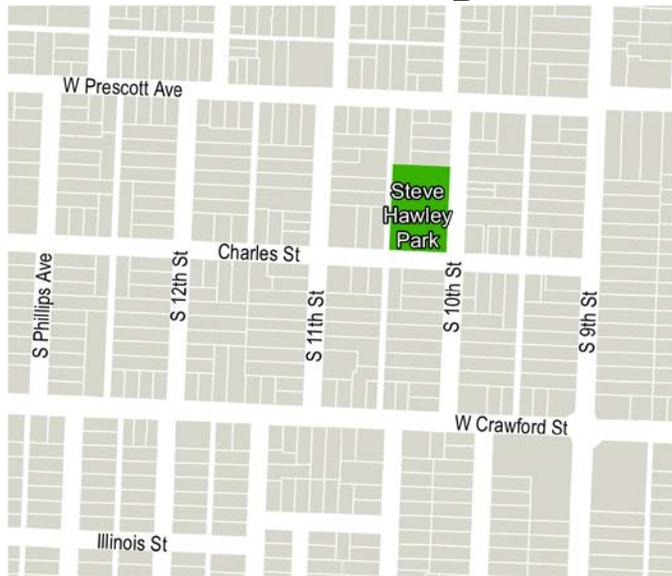


RECOMMENDATIONS:

- Remove the merry-go-round and replace it with more modern equipment.
- Consider potential future amenities that could be added to increase the park's service to a larger demographic of users.
- Provide ADA parking.
- Add landscaping and trees to improve the overall character of the park.
- Replace the two gazebo structures with a new medium size picnic shelter with 4-6 picnic tables.
- Abandon this agreement with the school district for this park as there is an adjacent school/ park.



Steve Hawley Park



LOCATION: 500 Charles St.

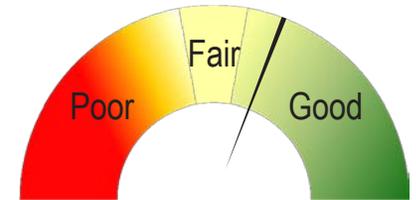
TYPE: Neighborhood Park

INVENTORY OF AMENITIES

Playground w/ Swings	1
Shelter (Medium)	1

LEVEL OF QUALITY (LOQ):

Steve Hawley Park has a FAIRLY GOOD LOQ with new, themed playground equipment and good neighborhood connectivity.



PERFORMANCE ASSESSMENT:

Accessibility:



Parallel parking is available along the street with a sidewalk and ADA ramps connecting to the shelter and playground. However, there are no ADA parking stalls. The park sign is present in a prominent location and meets the new city standard.

Character:



Landscaping consists of a large open space on the southern end with turf and large shade trees surrounding. The park theme is based around Steve Hawley, former NASA astronaut who is from Salina and has small signs along the walkways with teachings about the solar system. Planting beds with shrubs and perennials are an opportunity to improve the park's overall character.

Connectivity:



The park does not have direct connections to other parks, but is connected via sidewalks to the nearby neighborhoods.

Usability:



The park has basic amenities (playground, shelter, open space), but no restroom.

Amenities:



The park's playground equipment is new, and other amenities are in fairly good condition.

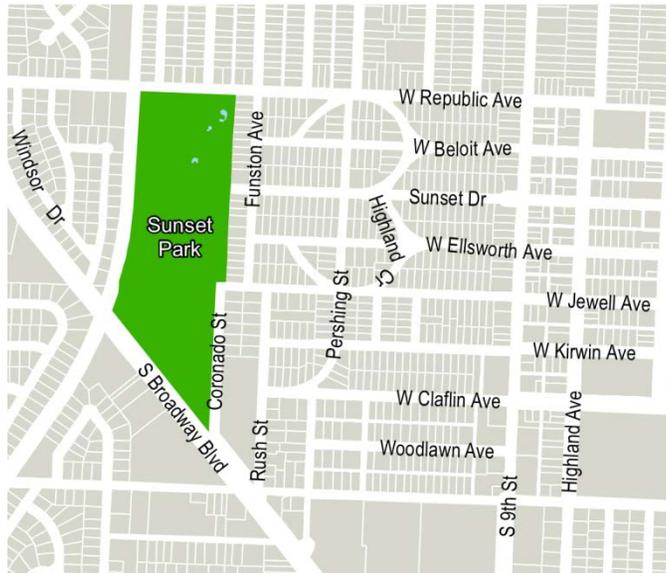


RECOMMENDATIONS:

- Provide ADA parking.
- Add planting beds with shrubs and perennials.
- Replace the old trash barrel with a new city standard receptacle.
- Replace the picnic shelter and tables with a new shelter and 2-4 picnic tables .
- Install a drinking fountain in place of the water spigot.



Sunset Park



LOCATION: 700 W. Sunset Dr.

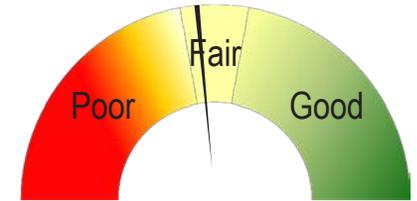
TYPE: Community Park

INVENTORY OF AMENITIES

Baseball / Softball Fields	3
Basketball Court	1
Gazebo	1
Horseshoe Stations	18
Playground w/ Swings	2
Shelter (Medium)	1
Shelter (Large)	1
Tennis Courts	3
Picnic Tables	✓
Restrooms	✓
War Memorial	✓

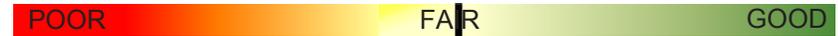
LEVEL OF QUALITY(LOQ):

Sunset Park has a FAIR LOQ. The park has a strong historic character and quality but many of its amenities are aging and need updating.



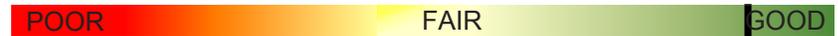
PERFORMANCE ASSESSMENT:

Accessibility:



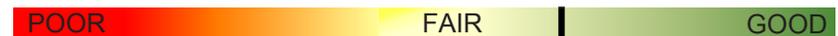
Several of the park entries have nice historic park gateways. There is prominent park signage although it needs to be updated to the current city standard. Parking is parallel along the park roads with a parking lot near the tennis courts and loosely defined gravel parking near the ball fields. ADA parking is the biggest opportunity to improve accessibility.

Character:



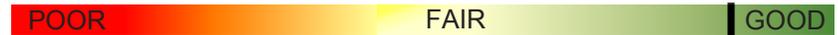
The park is a WPA (Works Progress Administration) park with lots of large shade trees throughout. The park is more shade than sun. The Armed Service Memorial Garden includes nice landscaping and seating spaces. There is an original water feature in the center of the park including a waterfall, streams, pools and seating spaces. The bottom of the streams and pools are concrete basins and therefore could use some updating. There is lighting throughout the park.

Connectivity:



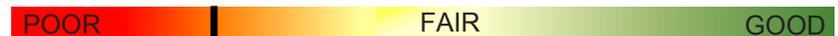
The park is generally connected to the nearby neighborhoods, but with the railroad running on the west edge it cuts off some connectivity. The neighborhood to the southwest could be connected better by providing safer/better crossings over Broadway. New crosswalks need to be added across Republic Avenue.

Usability:



The park is packed with diverse amenities that are well connected by walkways (the inside portion of the road has been striped to allow for that portion of the road to be used by pedestrians).

Amenities:



Amenities in the park are aging and are starting to fall into disrepair.

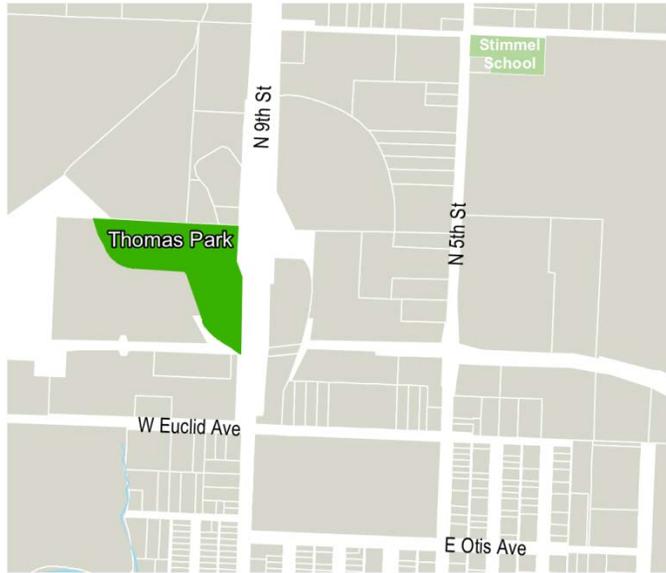


RECOMMENDATIONS:

- Provide ADA parking.
- Renovate restrooms including improvements to finishes.
- Replace deteriorating shelter with a new medium size shelter and 2 picnic tables.
- Install a drinking fountain in place of the water spigot and consider adding a restroom.
- Make the park an arboretum by adding tags indicating tree species.
- While the horseshoe pits are a good example of repurposing the area is uninviting and there is no seating. Re-evaluate the number of pits needed. At a minimum consider the following improvements: remove all chain-link fencing, add seating with shade canopy down the center between the north and south pit areas, and replace large segments of pavement with softer materials.
- Add paved parking and sidewalks to the ball fields as well as replacing the chain-link fencing and backstops. Re-paint chipped dugout shade structure.
- Update playgrounds with modern equipment and make it a destination playground.
- Update park signs with current standard.
- A couple of concrete picnic tables and stone grills have deteriorated to the point they need to be replaced with modern ones.
- Replace site furnishings such as benches, trash receptacles, and pedestrian lighting with the city standard.
- Rejuvenate landscape beds with new plantings.
- Replace basketball court surface and goal nets, remove chain-link fencing and provide seating.
- Upgrade the lighting around the Memorial to upgrade it to a destination attraction.
- Remove tennis courts if a new tennis center is constructed.



Thomas Park



LOCATION: 1525 N. 9th St.

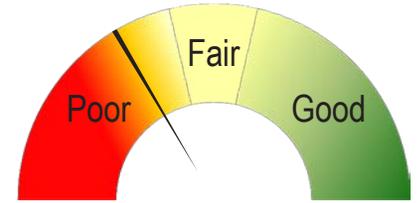
TYPE: Community Park

INVENTORY OF AMENITIES

Disc Golf Course	1
Pavilion	1
Playground w/ Swings	1
Shelter (Small)	1
Shelter (Medium)	1
Picnic Tables	√
Restrooms	√

LEVEL OF QUALITY (LOQ):

Thomas Park has a FAIRLY POOR LOQ. Improvements new playground, many of the old features are starting to deteriorate.



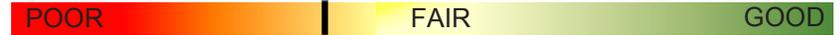
PERFORMANCE ASSESSMENT:

Accessibility:



Parking consists of small parking areas and parallel parking along the loop park road. The playground area has ADA parking stalls and . Park signage is in a prominent location along N. 9th Street (N. Old Hwy 81). ADA accessibility has been provided from parking areas to the playground and shelters. The park is accessed primarily by vehicle as sidewalks do not fully connect neighborhoods from the south to the park.

Character:



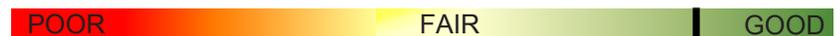
The park is full of large shade trees providing ample shade and natural beauty. However the park would greatly benefit from landscape beautification.

Connectivity:



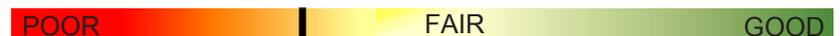
The Levee Trail is the primary means of pedestrian connectivity for the park, however the park is located several miles away from any other park or point of interest. Neighborhood connectivity by sidewalk is broken from W. Euclid Ave. south just past the gas station.

Usability:



The park a number of amenities including a restroom, shelters, playground, and disc golf, but several need updating as they are old and tired. The park could use a nice looping trail system and given the number of mature trees features could be added to make it an arboretum. The park seems to have ample room for adding amenities such as a bicycle pump track.

Amenities:



Amenities are dated and are starting to show signs of disrepair, with the exception of the newly installed playground.



RECOMMENDATIONS:

- Consider adding a looping trail network throughout the park connecting amenities.
- Add tree tags and establish the park as an arboretum.
- Add a bicycle playground including ramps and a pump track and a picnic shelter nearby.
- Consider adding a large scale off-leash dog park in the trees of the northeast area of the park.
- Secure funding to implement the design concept for this park as developed by the consultant.



Woodland Park



LOCATION: 800 N. 4th St.

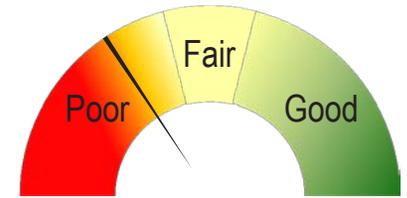
TYPE: Pocket Park

INVENTORY OF AMENITIES

Playground w/ Swings	1
Shelter (Small)	1

LEVEL OF QUALITY (LOQ):

Woodland Park has a FAIRLY POOR LOQ, with improvements to the playground currently in progress.



PERFORMANCE ASSESSMENT:

Accessibility:



Parking consists of parallel parking along the street with ADA ramps and a sidewalk connecting to the shelter and playground. There are no ADA parking stalls. Park signage is in a prominent location, but needs to be updated to the current park standard. Pedestrian accessibility to the park is limited as the neighborhood overall lacks sidewalks.

Character:



Landscape consists of turf and a few large trees providing shade. Adding planting beds to improve the overall aesthetic and pedestrian scale lighting would add to the park's character.

Connectivity:



Park connectivity is limited as the neighborhood overall lacks sidewalks.

Usability:



The park amenity offering consists of a playground and picnic shelter which is appropriate for the park's size and type. Overall the play equipment serves a limited age demographic and should include more for the 5-12 year old age group.

Amenities:



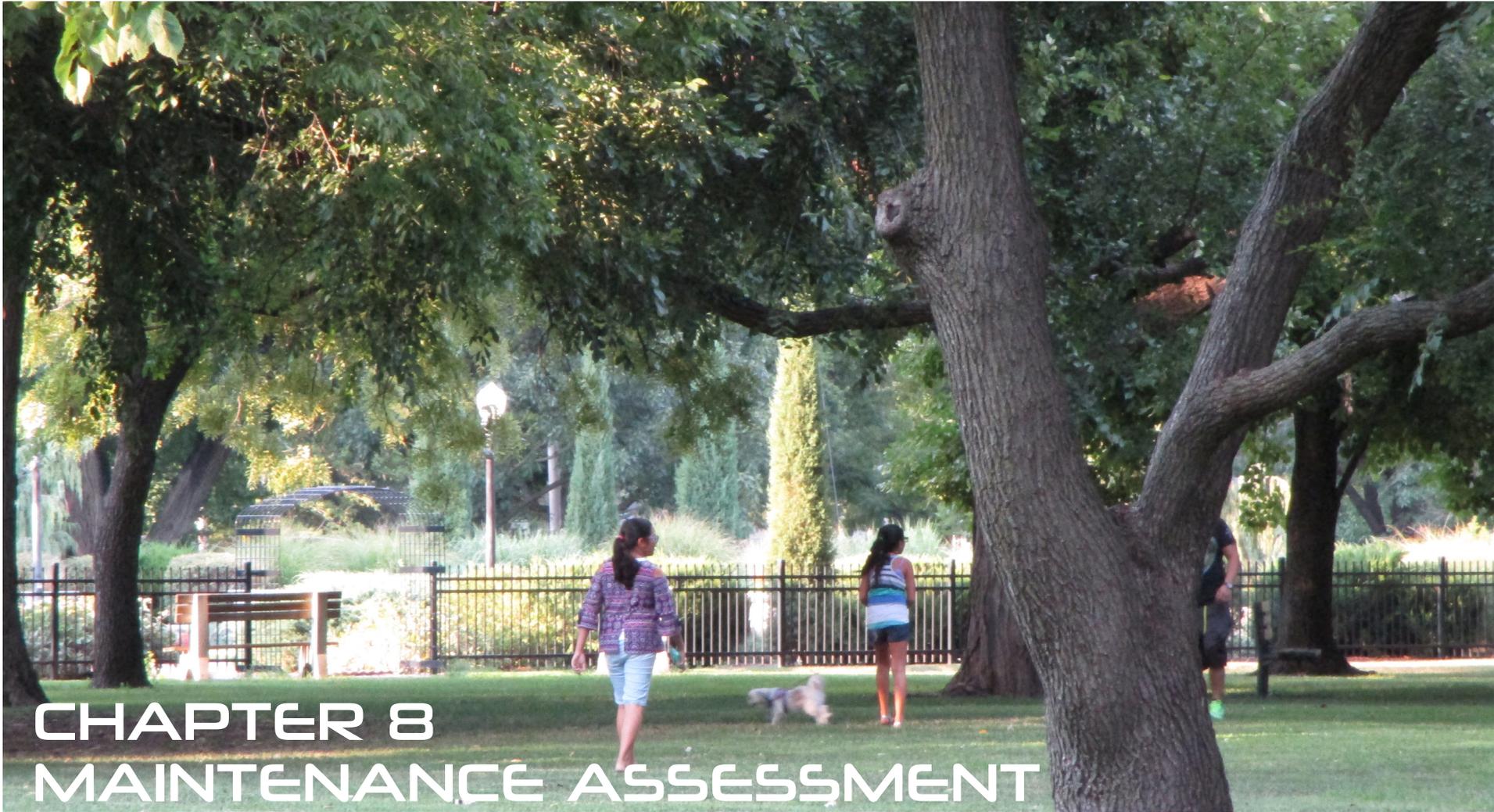
In general amenities are in fairly good condition and improvements to the playground were in progress during the time of this assessment. The wood slats on the benches need replacing and the shelter, while functional, is dated and unattractive.



RECOMMENDATIONS:

- Replace benches and picnic tables with city standard.
- Replace picnic shelter with one that is modern and accommodates 4 picnic tables.
- Provide play equipment that serves youth ages 2-12.
- Add pedestrian scale lighting.





CHAPTER 8 MAINTENANCE ASSESSMENT

Master Planning Task:

To assess maintenance of the park system to determine if it is positioned to provide the level of service that is aligned with citizen preferences, city commission and administration directives and their stated goals in the comprehensive plan to be a destination community and safety and security best practices.

Introduction

Assets for which the Park and Recreation Department is responsible include 1,000+ acres of park land, all city-owned buildings, forestry, cemetery, golf course, parkways and medians, and landscaped areas in the downtown. This chapter will focus on the maintenance of the park system that is under the direction of the Superintendent of Parks that includes parks, cemetery, Lakewood Discovery Center, horticulture, forestry and the downtown area.

Definitions

1. Maintenance - Maintenance is defined as the required action that is taken on a set of physical assets. The Park and Recreation Department will make decisions about which assets are maintained and which are not; for example, undeveloped park land, inexpensive hand tools or old office furniture.
2. Asset Maintenance Types - Three basic types of asset maintenance:
 - a. preventive – routine scheduling of maintenance actions
 - b. cyclical – scheduled maintenance on a periodic basis
 - c. corrective – maintenance that is required when an asset fails before it was scheduled to do so
3. Park System Service Levels – Measurable expectations for when maintenance is to occur.
 - a. Level 1 – high level maintenance usually associated with high traffic areas such as those around the perimeter of buildings and most heavily used parks.
 - b. Level 2 – high level maintenance associated with well-developed park areas with reasonably high visitation.
 - c. Level 3 – moderate level of maintenance associated with locations with moderate to low levels of development, moderate to low levels of visitation, or with agencies, that because of budget restrictions, cannot afford a higher level of maintenance.
 - d. Level 4 – moderately low level of maintenance associated with low level of development, low visitation, undeveloped areas or remote parks.
4. Building Maintenance Service Levels
 - Level 1 – spotless as might be found in hospitals or a corporate environment
 - Level 2 – the benchmark for most schools and public facilities with a focus on maintaining safe and healthy areas such as bathrooms, break rooms and kitchen areas
 - Level 3 – acceptable for some general use areas such as hallways, common areas and meeting rooms
 - Level 4 – typically not acceptable for public or commercial operations. This level of cleaning creates health risks
 - Level 5 – cleaning is very rapid and leads to unhealthy conditions

Salina Park Maintenance Data

This report uses data provided by the Park Division. The data will become more precise in the future when and if the Department is budgeted to acquire a software system developed specifically for park systems.

Park Maintenance Overview

Table: Park System

Staffing and Responsibilities
Staffed by seven supervisors and nineteen full-time maintenance positions and approximately thirty part-time and part-time seasonal positions
Maintain approximately 767 acres of parks, athletic fields, medians, parkways and trails
Current Situation
Maintenance equipment, especially mowers, is aging which results in a significant amount of down time and the inability to find replacement parts. The mower inventory is 20 units of which several are older than 20 years. There is not an automatic equipment replacement program.
Maintenance of the Kenwod Cove Aquatic Park has resulted in the Park Division assuming the setup and takedown of all shade structures, its exterior turf and horticultural responsibilities, and the added responsibility of mowing 50 utility sites as a tradeoff for the Water Department’s expertise in maintaining water quality at the facility
Park infrastructure is aging and is requiring park staff to allocate a very high percentage of its resources to keep parks safe
There is a list of Park Division Maintenance Standards and all parks have been assigned a Service Level Category within those standards; however, park staff is not able to work within the standards at this time due to the issues it is facing with the aging infrastructure and unreliable equipment
Special events such as the Smoky Hill River Festival and the KKOA car show and drag race have added 1,092.5 man hours to the work load
Outsourcing is currently being utilized in the downtown area for locking/security of the restrooms as the park department does not have sufficient staff to take care of it.
There is a list of deferred and active maintenance items that total \$5.6 Million.

Labor-Hour Allocation by Category for Parks

Table: 2016 Allocation of Labor Hours by Category – not including supervisor hours

Category	Maintenance Labor Hours	Percentage of Total of Labor Hours
Parks	44,752	59.6%
Islands and Medians	3,228.5	4.3%
North Ohio Overpass	301	0.4%
Trails	37	0.05%
Forestry	6,733	8.9%
Christmas tree recycling	57.5	0.07%
River Festival	659.5	0.87%
Tony's Pizza Center	13.5	0.017%
Downtown	2,951	3.9%
Kenwood Cove Aquatic Center	935	1.2%
Athletic Fields	9,163	12.2%
Public Buildings	260.5	0.34%
Cemetery	5,064	6.7%
Golf Course	309	0.41%
Special (such as the car show)	590.5	0.78%
TOTAL	75,055	100%

Labor-Hour Allocation by Function for Parks

Table: 2016 Allocation of Labor Hours by Maintenance Function – not including supervisor hours

Category	Maintenance Labor Hours	Percentage of Total of Labor Hours
Turf Maintenance	15,044	20%
Tree Maintenance	7,413	9.8%
Street Trees	932.5	1.2%
Flower Maintenance	2,055	2.7%
Site Maintenance	17,097	22.7%
Facility Maintenance	6,184	8.2%
Equipment Maintenance	6,356	8.4%
New Construction	1,101	1.4%
Building Maintenance	163	0.2%
Special Projects	6,828	9%
Employee Development	728	0.9%
River Festival	659.5	0.8%
Greenhouse	123	0.1%
Christmas Tree Recycle	57.5	0.07%
Golf Course	309	0.41%
Buildings	6,379	8.4%
Cemetery	3,625.5	4.8%
TOTAL	75,055	100%

Added Park Maintenance Tasks and Productivity Issues

Table: Recently Added or Possible New Park Maintenance Tasks and Productivity Issues

Item	Annual Labor Hour Guesstimate
Fieldhouse – Artificial Turf Setup and Takedown Four events per year requiring 18 staff and six hours per installation	600 to 800
Fieldhouse – Exterior landscaping maintenance 10 to 12 hours per week	600
Downtown Streetscape Renewal Project	TBD
Smoky Hill River Renewal Project	TBD
Kenwood Cove Aquatic Facility: <ul style="list-style-type: none"> • Shade structure setup and takedown • Turf and horticulture maintenance 	935
Kenwood Cove Aquatic Facility – Water Quality Control	Trade between the Park Department and the Water Department for a specialist to maintain quality swimming pool water while the park maintenance staff was tasked with the maintenance of 50 utility sites throughout the city
Aging maintenance equipment	The overall age of the mowing fleet requires more repairs and results in more down time. Some machines are old enough that parts are hard to get which requires staff to spend more time looking for or manufacturing parts
Morning Travel Time	Crews commute to the Central Maintenance Facility in the mornings for their break from the location where they are working. The afternoon break time has been added to their lunch period time, thus eliminating a travel time issue
Special Events such as the KKOA Car Show	181 hours
Special Events such as the KKOA Drag Race	252 hours
Special Events such as the Smoky Hill River Festival	659.5 hours
128 additional park acres added since 2005	Additional labor hour guesstimate was not specified
5.37 miles of new trails added since 2005	Labor hour guesstimate was not specified

Park Maintenance Assessment by Type

Table: Maintenance Type Assessment

Maintenance Type	Current Situation	Examples/Explanation
Preventive	Minimal	Staff is needed to meet corrective action requirements
Cyclical	Minimal	Staff is needed to meet corrective action requirements
Corrective	High Priority	<ul style="list-style-type: none"> • Updating bathroom facilities to be ADA compliant • Replacing roofs • Updating plumbing and all fixtures • Updating electrical components to comply with standards • Replacing all lights with LED fixtures • Repairing shelters where support posts are rotting

Salina Facilities Maintenance Division Data

Building Maintenance: Overview of Custodial

Table: Facilities Custodial Division Service Level

Staffing and Responsibilities
Staffed by three full-time positions, 1 part-time position and 1 part-time seasonal position
11 facilities city-wide
185,000 square feet of building space
Current Situation
Square feet maintained per FTE custodian in Salina = 37,746
National benchmark for square feet maintained per FTE custodian = 30,000
Added responsibilities in the last seven years include the S.C. Theatre Addition, The Fieldhouse and the animal shelter

Building Maintenance: Custodial Service Level

Table: Facilities Custodial Division Service Level

Service Level	Current Situation
Level 1 – spotless as might be found in hospitals or a corporate environment	
Level 2 – the benchmark for most schools and public facilities with a focus on maintaining safe and healthy areas such as bathrooms, break rooms and kitchen areas	
Level 3 – acceptable for some general use areas such as hallways, common areas and meeting rooms	
Level 4 – typically not acceptable for public or commercial operations. This level of cleaning creates health risks	When fully staffed, the custodial division operates at this level
Level 5 – cleaning is very rapid and leads to unhealthy conditions	When less than fully staffed, the custodial division operates at this level

Building Maintenance: Overview of Maintenance

Table: Facilities Maintenance Division Service Level

Staffing and Responsibilities
Staffed by three full-time positions
113 building structures city-wide
188,530.67 square feet of building space
1,942 work orders in 2016
828 work orders of the total of 1,942 (43%) were HVAC preventive maintenance
Current Situation
Square feet maintained per FTE maintenance technician in Salina = 162,059
National benchmark for square feet maintained per FTE technician = 49,000
Added responsibilities in the last seven years include: S.C. Theatre Addition, The Fieldhouse, ball field scoreboards and ball field lighting

Summary

1. Park, building custodial and building maintenance staff are working daily in a situation where responsibilities far outweigh the resources available to take care of them.
2. Aging equipment and under-staffing is a huge burden on the Department.
3. The Department uses FacilityDude to track costs.
4. Deferred and active maintenance totals \$5.6 Million.
5. Outsourcing for the locking/security of downtown restrooms is currently being utilized.
6. Adding to the future Park and Building Division responsibilities may be the Smoky River and Downtown Development Projects.
7. Existing special events such as the Smoky River Festival and the KKOA car show and drag race and any new special events are a significant maintenance and resource allocation challenge for the Park and Recreation Department.
8. Casual users of the park system may not notice the issues that are facing the Park and Building Divisions; however, the issues such as structural and safety issues are real and must be addressed.

Table: National Park Operations and Maintenance Benchmarks

Benchmark	National Benchmark	Salina
Full-time staffing for a typical agency	35 fte's	26 fte's
Full-time staffing per 10,000 residents	7.3 fte's	4.2 fte's
Park land per 1,000 population	9.5 acres	19.8 acres
Number of residents served per park	2,277	1,770
Maintenance Management Software/Work Order System	TRIMS, MainTrac, Manager Plus, FacilityDude, Cityworks	No program available
Park Maintenance budget per acre	Level 1 - \$10,000 Level 2 - \$7,500 Level 3 - \$3,400 Level 4 - \$1,800	\$1,977
Number of park acres per full-time position	9.1	22
Total Department Operating cost per Salina resident	\$77.00	\$37.03
Mowing Equipment Life Expectancy	Riding Mower/Air cooled – 1,500 hours Riding Mower/Water cooled – 2,500 hours Riding Mower/Diesel – 3,500 hours Tractor – 5,000 hours	Several of the Department's mowers of which there are 20 are 20 years old or older

Relevance to the development of the 2018 Park and Recreation Master Plan

1. Assuming it is true that every great city has a great park system, Salina needs to allocate more resources to its system if it pursues its stated goal of becoming a destination in the area/region.
2. At the core of current major projects such as the Downtown Development Plan and the Smoky Hill River Development Plan is the emphasis on parks, trails, greenspace, comfortable places to sit in shaded areas and water recreation. These initiatives will require additional resources.
3. The master plan must strongly suggest that the city needs to enter into a contract with an expert that can work with city to create a maintenance management plan. Typical to a maintenance management plan and specific to Salina would be the collection of maintenance data, the lease/purchase of maintenance equipment and possible options for downtown restroom maintenance by a not-for-profit agency (developmentally disabled group).



CHAPTER 9 RECREATION PROGRAM ANALYSIS

Master Planning Task:

To review the existing recreation program to determine if it is aligned with the Department's Mission Statement, implications of the stated goals in the city's comprehensive plan, citizen preferences and staff and facility capabilities.

Introduction

There are national best practices that apply to the development of a community recreation program. This chapter offers details about each best practice and how the Parks and Recreation Department compares to each.

Best Practice #1 - Mission Driven – All best practice agencies are mission-driven.

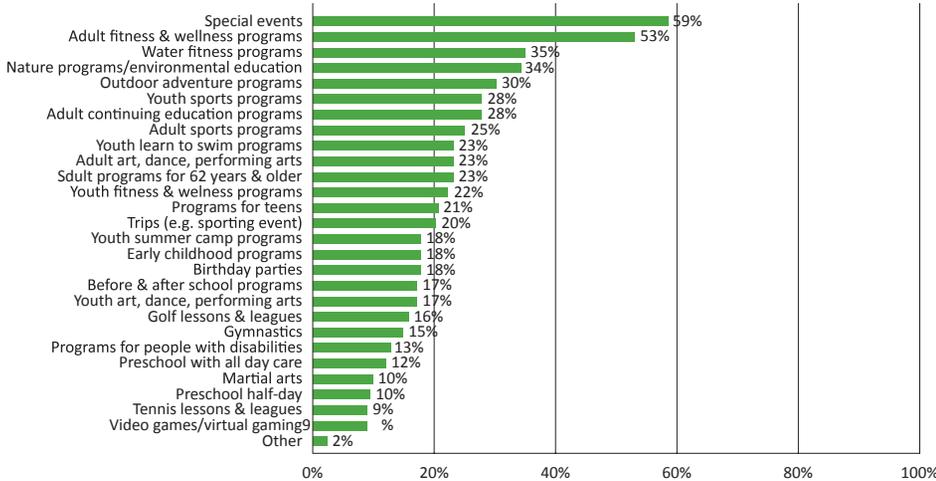
Salina - The Salina Park and Recreation Department has adopted a mission statement - *To provide a wide variety of leisure-time opportunities and activities that enhance the quality of life for all citizens in Salina.*

Although the Department does offer a wide variety of programs as directed by its Mission Statement, this report recommends that the Department take a Next Step. That Next Step would be to link the program more closely to the stated goals of the City Commission and to citizen preferences as quantified in the statistically valid survey. When that process is complete, the Department will be positioned to state that it is Mission-Driven.

Best Practice #2 - Citizen Preferences – Understanding citizen preferences with priority on the use of quantifiable results such as a statistically valid survey.

Salina - The statistically valid citizen survey of 2017 clearly quantifies program preferences as shown below in the graph.

Q15. Households That Have a Need for Parks and Recreation Programs by percent of respondents



Source: ETC Institute (2017)

Best Practice #3 - Current Program Analysis – Analysis of the current program by format, type, age group served and its life stage to understand if it is aligned with citizen preferences and agency goals.

The program by age group lists 237 activities for which registration is required. Many other programs are offered in locations such as the new fieldhouse and the Lakewood Discovery Center where users may utilize Department staff and facility resources on an un-scheduled basis.

Shown below in a series of graphs, is the current program in the categories of age, format, type and the program’s position on the life cycle graph.

Salina – Programs by Type

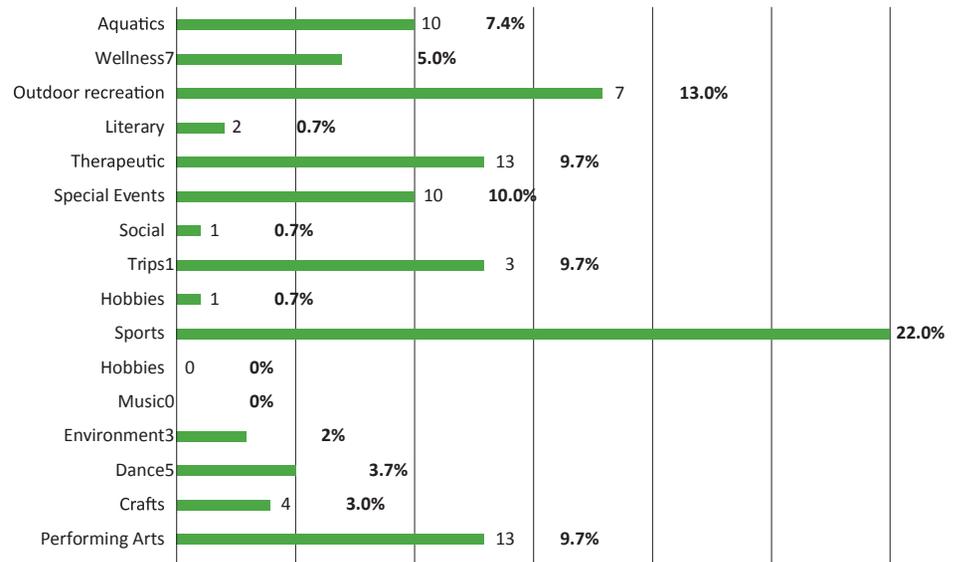
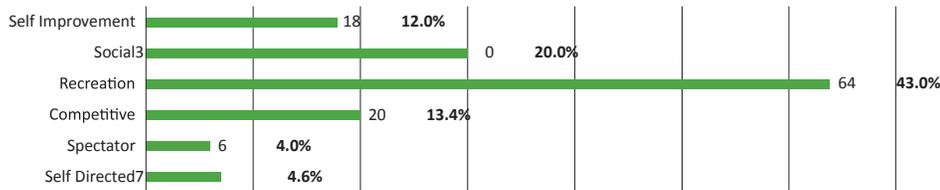


Table: Programs by Type

Sports – the largest program by type	Popular Sports Programs
	Basketball
	Slow pitch softball
	Youth baseball
	Youth and adult soccer
	Adult volleyball

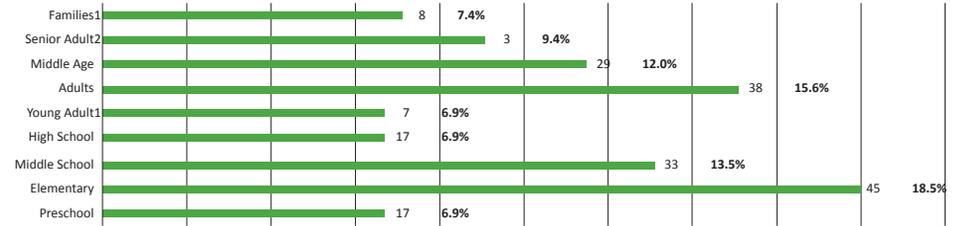
Salina – Programs by Format

Of the various format types, Recreation is the most popular. Typically, other providers in the community have organized and produced programs for those interested in other formats such as competitive.



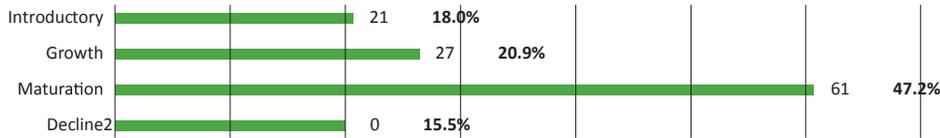
Salina – Programs by Age Group Programs by Age Group

The elementary age group is targeted for the greatest number of programs. A variety of programs are offered in all types such as sports, outdoor recreation at the Discovery Center, aquatics and the arts.



Salina – Programs by Life Stage or Life Cycle are described as the point where the program is in its life stage/cycle.

Each program offered by any agency has a predictable life cycle. For analytical and management purposes, an agency should always know where each of its programs is on the life cycle. For example, it would not be good to have all programs declining in enrollment; it is important to have some new programs in their growth stage, etc.



Growth - Examples	Youth 3 on 3 basketball
	Learn to swim
	Water walking
	Therapeutic Program Mileage Club
	Spooky Trail at the Discovery Center
	SOS challenge at the Discovery Center
	Body Shaping
	Camp Salina
	Cheerleading Class
	Youth Soccer
Mature Programs - Examples	Archery
	Canoeing
	Night Hike
	Country Dance Couples and Line Dance
	Salina Senior Games
	Therapeutic Program bowling, cooking classes and dances
	Learn to swim
	Water exercise
	Youth basketball
	Adult slow pitch softball
	Adult soccer
Declining Programs - Examples	Adult basketball
	Adult volleyball
	Adult kickball
	Lap swim
	Therapeutic program big getaways (4-7 days)
	Therapeutic program summer day camp
	Golden years spring festival

Best Practice #4 - Core Program Analysis - Awareness that the agency cannot be everything to everyone, thus a deep understanding of what its core program is or should be and the consequences of that designation.

Core program criteria:

- Programs that are core to the agency’s Mission Statement
- Programs to which major facility investments have been made to accommodate the program
- Programs to which staff capabilities have been aligned
- Programs which occur in more than one season
- Programs which have a long history/tradition in the community
- Programs which are aligned with stated goals of the governing body
- Programs that offer a wide demographic appeal

The core program for Salina, highly rated programs by citizens in the statistically valid citizen survey and new trends affecting Salina that were discovered in Chapter 3 (Lifestyle Foundations) are listed below in the table.

Current Salina Core Program	Highly rated by citizens not listed under the core program	New trends affecting Salina
Sports	Special events	Programming for isolated individuals
Outdoor recreation at Lakewood Discovery Center	Adult fitness and wellness	Events that celebrate the traditions of all cultures as Salina diversity grows
Kenwood Cove aquatics	Adult continuing education	Hobbies such as a photography club
	Adult art, dance, performing arts	Do-it-yourself activities
		Programs such as pet care and best in show

Best Practice #5 – Core Program Operations and Management Policy

Best practice agencies develop an operations and management policy that dictates how best to use its resources to ensure that core programs and all other programs that it directly provides and/or partners with others to provide.

The Core Program Operations and Management Policy will develop criteria that will be used to prioritize the use of its facilities. As a minimum, the Policy will include specifics related to user groups:

- age
- type of experience offered (instructional, developmental, recreation, competitive travel, competitive elite)
- residence of participants (local versus non-local)
- other directives from City Administrators/City Commission such as cost recovery expectations

Best Practice #6 - Other Provider Analysis – There are three provider types; namely, private, public, and not-for-profit. In Salina, all three types are present. It is important to recognize that each of these providers is important and that each has a role to play as citizens select the services and service providers that meet their needs.

A partial list of providers is listed below:

Table: Selected Other Providers

Provider Name	Provider Type
U.S.D. #305	Public
Special Event Coordinators for the Smoky Hill River Festival and others	Not-for-profit
Athletic Associations	Not-for-profit
YMCA	Not-for-profit
Salina Arts and Humanities	Public
Genesis	Private

Salina – The Park and Recreation Department routinely works with each of the provider types listed above by using both formal or informal partnership agreements. Since the initial agreements were drafted and implemented, change has occurred throughout Salina with new facilities, new financial and accountability expectations, and new visions. Because of this change over a long period of time, this report recommends that the Department establish a Partnership Policy that establishes the criteria that will be used to re-create new partnership agreements and that all existing and new partners participate in a negotiation process with the city to formalize the conditions under which both parties can meet their goals.

Best Practice #7 - Program Development Process - Utilizing an organized process to determine citizen preferences for programs by age, format and type.

Salina – Certainly, staff is routinely engaged with citizens as it goes about its daily business of organizing and producing programs; however, there is no formal process that is directed at engaging citizens on a regular basis, say annually, to determine which programs should be considered for addition and/or dropped from the schedule.

Best Practice #8 - Program Evaluations – Utilizing pre-program and post-program evaluations for participants, and for those who registered but dropped out early, to quantify their expectations as they enter a program and to what extent those expectations were met after the program is completed.

Typical evaluation question topics include:

- Ease of registration
- Learning outcomes
- Instructor knowledge and interactive skills
- Appropriate balance between participants and supervisors
- Cleanliness of the facility

Value of the experience when fee is compared with the quality of the experience

Salina – There is no evidence of a formal pre-program and post-program evaluation process used by staff to adjust as needed.

Best Practice #9 – Facilities – Facilities should be both physically and functionally appropriate for the programs that they are scheduled for. Minimum expectations include ease of access, safety, cleanliness, attractiveness and adequate space for activity.

Salina – The city owns several facilities that are used for recreation programming. Described as the arenas within which recreation programs occur, the overall program is only as good as the physical and functional capability of the facilities within which they occur.

Except for the Kenwood Cove Aquatic Park and the new Fieldhouse, all other facilities are older and functionally limited. The functional limitation is due to their size and design which were never intended to be community-level programming facilities for the uses that they are being asked to accommodate.

This report will suggest that revenue-producing programs occurring in facilities other than The Fieldhouse be moved to that facility (The Fieldhouse) to support its cost recovery goals and to provide a better experience for those who are using the other facilities.

Table: Recreation Facilities and their Capabilities

Facility	Physical Capability	Functional Capability
Kenwood Cove Aquatic Park	High	High
Friendship Center	Medium to Low	Medium to Low
Carver Center	Medium to Low	Medium to Low
The Lakewood Discovery Center	Medium	Medium
The Salina Fieldhouse	High	High
The Golf Course Clubhouse	Medium	Medium

Best Practice #10 – Program Marketing – As authored by Dr. John Crompton of Texas A & M University, the park and recreation profession likes his definition of marketing which is:

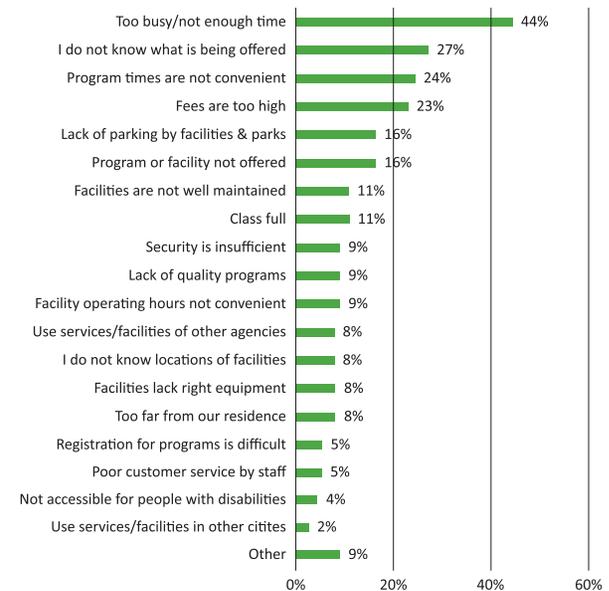
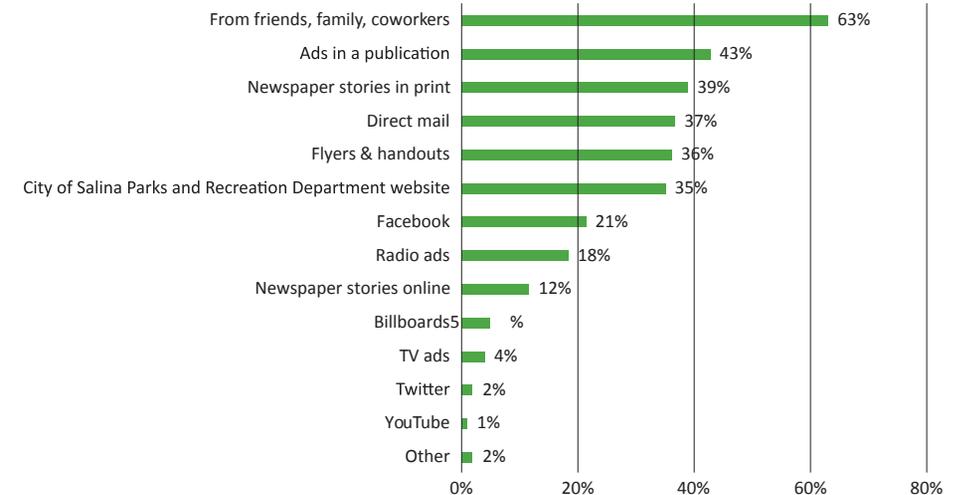
“The analysis, planning, implementation, and control of carefully formulated programs designed to bring about voluntary exchanges with target markets for the purpose of achieving agency objectives. It relies heavily upon designing offerings consistent with clients’ wants, and on using effective pricing, communication and distribution to inform, motivate, and service the markets”.

Salina – The Department utilizes several venues to promote its program: print ads, direct mail, the water bill, television, radio, Active Net Software Email, the Department’s Activity Guide, social media, website and Peachjar (a K-12 digital flyer distributed through the schools). Nonetheless, staff is of the opinion that there are deficiencies in the marketing program as follows:

- The Department’s approach to marketing has been de-centralized with the responsibilities shared among several individuals rather than concentrated into one person with sole responsibility
- Availability of marketing dollars may depend on a program’s ability to generate revenue which leaves some programs without a marketing budget
- Important services may suffer from a lack of visibility due to their inability to market themselves

As show below in the two graphs from the citizen survey, the first graph shows that citizens learn about programs by word of mouth and in the second graph, we learn that the second highest rated response for not participating in a program is that citizens do not know what is going on.

This data strongly suggests that there is work to be done with the current marketing approach which is captured in more detail in this report in chapter twelve.



Selected Conclusions of the Recreation Program Analysis

Best Practice	City of Salina
Mission Driven Agency	No
Organized Program Development Process	No
Program aligned with citizen preferences	Yes, to some degree. Staff will need to evaluate survey results and Core Program Operations and Management Policy requirements and adjust as needed
Formal Partnership Agreements	No
Other Provider Relationships	Need to be re-visited
Pre-Program and Post-Program Evaluations	No
Balance between Growth and Declining Programs	No
Equitable access to indoor facilities	No
Centralized marketing process	No

Relevance to the development of the 2017 Park and Recreation Master Plan

From both a management and an operations perspective, the recreation program has deficiencies.

From a management perspective, leadership should start with a clean slate. The Department should announce that it will be re-evaluating 100% of its partnerships, either formal or informal. A list of partnership criteria will be developed and used to facilitate discussions with each partner individually. Sample criteria to be included in the partnership criteria include:

- date of the Agreement
- contact information for each party (city and partner)
- age served
- name and type of group served
- goals of each party (city and partner)
- financial contribution of each party (city and partner)
- date for each annual review of the Agreement

From an operations perspective, there are several findings, some of which are anecdotal:

- the number of programs outweighs the Department's staff and facility capabilities
- the marketing program is too de-centralized and should be assigned to one person
- there is a need for a Core Program Policy and a Partnership Policy
- many of the best practices detailed in this chapter need to be addressed

Finally, from a recreation facility perspective, future management and operations of The Fieldhouse will need to be closely monitored. This report will suggest the following:

- that the assumption (s) under which The Fieldhouse was constructed are well-documented; i.e. cost recovery target
- that the Park and Recreation Department request an annual review with the City Commission of its operations and management of the facility to ensure that there is support for the direction it is moving
- that the gap between the resources needed to operate and manage the facility versus those that are currently available be quantified and mitigated as soon as possible

Relevance to the development of the 2018 Master Plan

The process used to develop this chapter provides clarity to the Park and Recreation Department about how best to allocate its future programming resources.



CHAPTER 10 FEE STRUCTURE ASSESSMENT

Master Planning Task:

To review and compare the fee structure used by the Salina Park and Recreation Department against national best practices to determine if the current fee structure is in alignment.

Introduction

The preferred fee structure for the Salina Park and Recreation Department is one that embraces the core principles of the Pricing and Cost Recovery Model developed by Dr. John Crompton, Distinguished Professor at Texas A & M University. Those core principles for all programs and services include: a) knowing all costs; b) knowing who benefits; c) developing a cost recovery policy; and d) determining the cost recovery goal.

Knowing All Costs – National Best Practice

As noted above in the introduction, the first step to analyzing the department’s fee structure is to determine if there is an established mechanism to track all costs associated with all programs and services. As detailed in the graphic, costs are associated with direct, indirect, fixed and capital expenditures.

Typical Cost Categories			
Direct	Indirect	Fixed	Capital Expenditures
Instructor costs	Support staff salaries	Overhead costs	New facility
Materials	Office expense	Insurance payments	Modifications to an existing facility
Postage	Inter-departmental charges	Office equipment	
Brochure		Repayment of bonds	
Officials			

Knowing All Costs – Salina Parks and Recreation

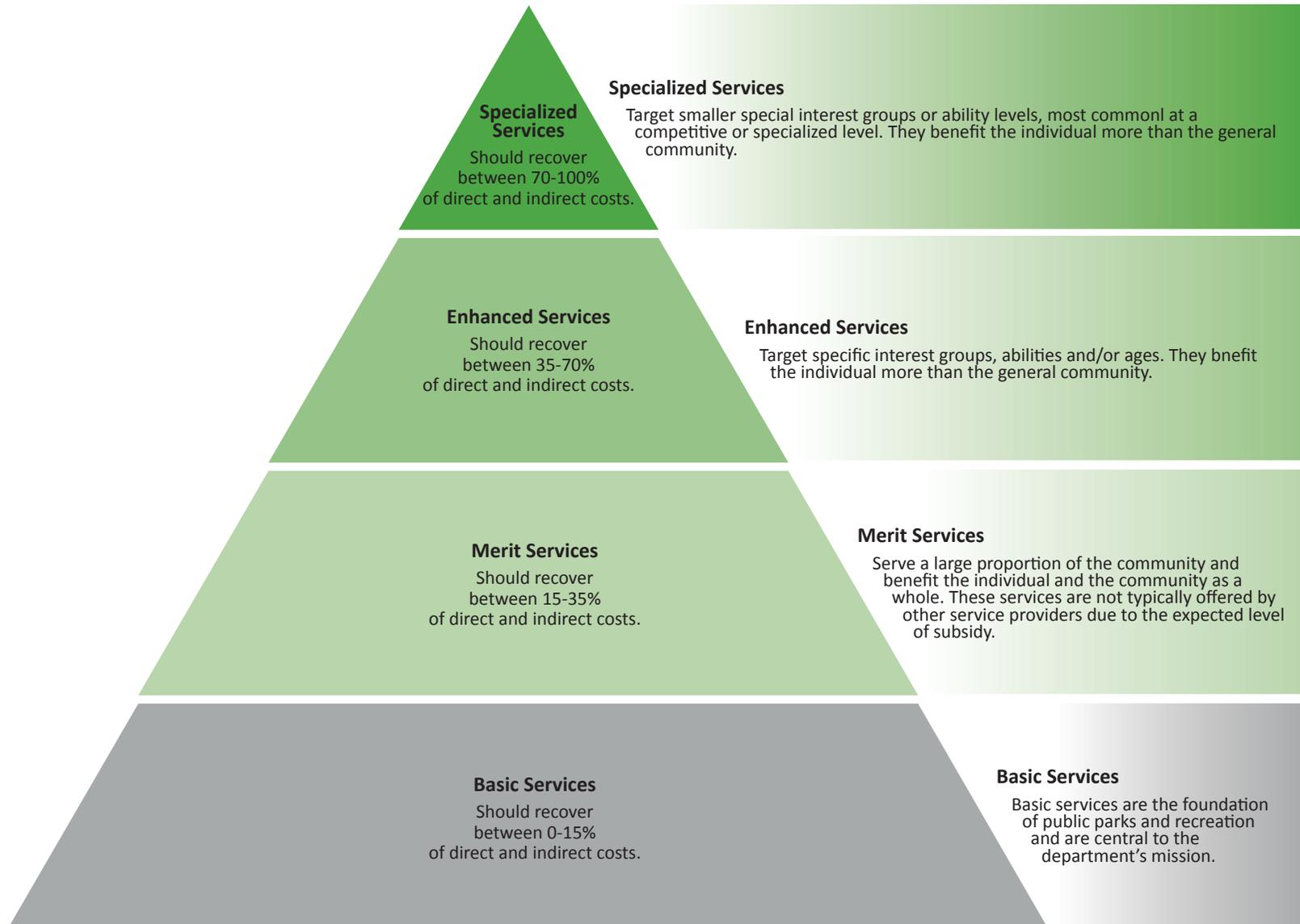
A cost tracking system is not yet in place for the Park and Recreation Department; therefore, not all costs associated with each program and service are known. However, in 2013, the Department adopted a formal cost recovery policy and directed that a cost recovery form be completed before an activity to determine known total costs that include staffing, services, supplies, and administrative fees.

When the city structure, at its highest level, develops an approach to track all costs across each department, the Park and Recreation Department will be in a better position to understand its total costs. At that time, staff can make informed decisions about the percentage of cost recovery and how that relates to the other criteria such as who benefits, differential pricing and its stated goal in establishing a price.

Knowing Who Benefits -National Best Practice

As noted above in the introduction, the second step to analyzing the department’s fee structure is to determine if fees are aligned in categories associated with the person/groups who benefit. As detailed in the graphic below, a much higher percentage of cost recovery should be assigned to individuals or groups who benefit mostly or exclusively from a program or service as shown at the top of the pyramid. Conversely, for those who fall into the bottom of the pyramid, a case can be made that there should be much smaller expectation of cost recovery as the entire community benefits.

Cost Recovery Model



Knowing Who Benefits – Salina Parks and Recreation

Consistent with the Pricing Pyramid shown above, the Park and Recreation Department has a stated cost recovery goal. It specifies a cost recovery percentage within a range that is shown in the table below.

Table: Salina Park and Recreation Cost Recovery Guidelines

Person/Group Benefiting	Cost Recovery Percentage Range	Program Examples
Community Benefit	0% to 25%	Special Event at Oakdale Park
Community Benefit/Individual Benefit	26% to 50%	Swim Lessons at Kenwood Pool
Individual/Community Benefit	51% to 75%	Recreation Sports Leagues
Mostly Individual/Group Benefit	76% to 100%	Elite Sporting Events
Individual Benefit/Group Benefit	100%	Individual Golf Lessons or Fieldhouse Rentals

Utilizing a formal Cost Recovery Policy to guide all fee structure decisions

The third step to analyzing the department’s fee structure is to determine if the Park and Recreation Department has adopted a formal Pricing and Cost Recovery Policy. Included in the formal policy will be:

- A clear statement about the objectives of pricing are; i.e. redistribution, equity, efficiency
- A mechanism for tracking and quantifying all costs associated with all programs and services
- Understanding who benefits from each program and service that is offered; i.e. community or individuals or a combination of each
- Pricing adjustments to the standard price; i.e. youth, not-for-profit groups; older citizens

Utilizing a formal Cost Recovery Policy to guide all fee structure decisions – Salina Parks and Recreation

The Salina Park and Recreation Department has adopted the Model Pricing and Cost Recovery Policy as originally created by Dr. John Crompton. Because it is the national standard, the Department has met the national best practice for this management tool.

Pricing Goal(s) – National Best Practice

There are four national best practice goals for establishing a price that is associated with cost recovery. Those goals are:

- Income redistribution – to redistribute proceeds from successful programs to offset negative balances for less successful programs
- Equity – means that a price should be fair and this is analogous with the previous discussion in this chapter about understanding who benefits from the programs and services being provided
- Efficiency – a measure of an agency’s accountability relative to matching the value of the program/service with the fee charged
- Revenue Production – to determine the level of pricing that participants are willing to pay without consideration of other pricing factors such as differential pricing, time, place, quantity of use

Pricing Goal(s) – Salina Parks and Recreation

The outcome for the pricing and cost recovery process used by the Park and Recreation Department is shown in the table below. It represents an overall agency cost recovery percentage of 40%. When benchmarked with data from the National Recreation and Park Association, Dr. John Crompton of Texas A & M University and comparable agency comparisons developed by Dick Horton Consulting, this percentage of 40% is equal to the median.

Table: 2016 Salina Revenue and Expense Data

Budgeted Fund	Expenses	Revenue	Cost Recovery Percentage
Kenwood Cove Aquatics	415,556.00	393,453.00	95%
Recreation Administration	458,320.00		0%
Natural Resources	182,109.00	73,194.00	40%
Athletics	242,167.00	197,067.00	81%
Therapeutic Recreation	70,772.00	31,360.00	44%
Recreation Programs	226,289.00	157,767.00	85%
Senior Programming	42,513.00	36,230.00	85%
Golf Course	898,978.00	832,381.00	93%
Special Events	26,253.00		0%
Parks	1,277,900.00		0%
Forestry	206,069.00		0%
Downtown	61,002.00		0%
Cemetery	167,217.00		0%
Athletic Field Maintenance	247,705.00		0%
Neighborhood Centers	11,675.00		0%
Park shelters/centers/lodges		39,925.00	
TOTAL	4,534,525.00	1,761,377.00	39%

Fee Structure – National Best Practices and Salina Comparison

Table: National Best Practices and Salina Comparison

Best Practice	National	Salina
Adopted Pricing and Cost Recovery Policy	X	X
A stated pricing objective	X	
Cost Tracking Mechanism	X	
Understanding of who benefits from programs	X	X
Pricing Adjustment Philosophy	X	X
Agency Cost Recovery Percentage - Median	Dr. John Crompton – 38% NRPA Park Metrics – 35 to 40%	39%

Conclusions from Fee Structure Analysis

1. The Salina cost recovery percentage of 39% is aligned with national benchmarks as a median cost recovery percentage
2. A management tool to track costs is needed
3. The stated objective for assigning costs is not clear
4. Staff interpretation of the Salina Park and Recreation Cost Recovery Policy may vary; therefore, a single source is encouraged to make the final interpretation
5. A stated cost recovery financial target is encouraged so that the Department will know how to measure its success
6. Working within the overall City of Salina structure, the Department is unable to track all its costs and will be unable to do so until the entire city endorses a city-wide cost tracking approach. Thus, only known costs are considered when the fee structure process (as described above); conversely, unknown costs are not considered
7. Staff needs to seek city commission approval to change the current requirement of seeking its approval for all fee increases in excess of 10% to a new approach which seeks city commission annual review of the Cost Recovery Policy

Relevance to the development of the 2018 Park and Recreation Master Plan

Salina and all agencies of its type rely heavily on earned income. This is true because the city's general fund is not capable of providing the dollars needed to provide the programs and services that citizens expect. This master plan will encourage progress for understanding all costs, clarification of pricing and cost recovery goals, and consistent interpretation of the Department's Pricing and Cost Recovery Policy.



CHAPTER II CONTINUOUS PROCESS IMPROVEMENT

Master Planning Task:

To evaluate the impact on the Park and Recreation Department of the continuous process improvement process (CPI) used by the city.

Introduction

The Department of Parks and Recreation has expressed support for the continuous process improvement process. It works hard to provide the leadership and staff training that is necessary to embrace the spirit of the CPI process. Further, the Department recognizes that process efficiency can lead to its department goal of providing citizens with the highest level of service possible by stretching its limited resources.

Notwithstanding its support of the CPI Process, the department is challenged with unique INTANGIBLE VARIATIONS in those instances when it provides SERVICES to the community. This chapter will focus on both the processes that can be applied to the CPI process and those that cannot.

Definition of Continuous Process Improvement (CPI)

Ongoing activities aimed at process simplification, and reduction or elimination of process waste.

City of Salina's Mission Statement for the CPI Process

The City of Salina's intent is quite simple, to create a culture of continuous improvement where the following occurs: all processes have been standardized and improved; workload requirements are known for every process, position and unit; employees constantly strive to improve processes; management applies lean principles; and high impact projects are focused on by small groups of highly trained employees. This is an ongoing incremental process of improvement. As these results are attained, the Salina municipal government will meet its long-term goal of being one of the most efficient local government organizations in Kansas.

The City of Salina's CPI approach and challenges it presents for the Park and Recreation Department

As a basis for its CPI approach, the city uses the LEAN HANDBOOK. Embedded in the Park and Recreation Department's support for this approach are some challenges. A few of those challenges are aligned with citations from the LEAN HANDBOOK itself. In addition, to the LEAN HANDBOOK, another source from which citations are taken to emphasize the Department's challenges is the report written by Professor John Maleyeff of the Lally School of Management & Technology at the Rensselaer Polytechnic Institute/Hartford Campus called: Improving Service Delivery in Government with Lean Six Sigma.

Citations taken from the LEAN HANDBOOK:

Page 63 (2.1.4.1) – "A constantly changing work environment makes process improvement difficult, if not impossible, as there is not a defined starting point or a desired state".

Page 155 (Process Stability) – "Without stability in a process, quality suffers, costs cannot be accurately determined, and planning becomes very difficult".

Page 278/279 (3.1.1. Systems Thinking) -People do not intentionally work against the system. Even when they recognize that meeting personal objectives causes problems for others, they do it to survive. If they don't actively pursue their goals, at best they won't receive a bonus, and at worst they can lose their jobs.

Page 295 – Are costs the only thing a lean effort will impact on an organization's metrics? Of course, senior leadership is held accountable for costs, and it only makes sense to work on what the boss wants. But are there other things that are just as important as financial measures? One could say that the financial impact of lean is only a trailing indicator of the efforts by those making daily improvements happen. Everyone needs to recognize that results emanate from the efforts and creativity of the frontline workers. Therefore, measures such as employee engagement, team spirit, turnover, absenteeism, and new ideas submitted are important as well.

P. 314 - Measures have one primary purpose: to help you continually improve business results.

P. 315 - Customers are the recipients of the value, services, and products that you produce. You must satisfy customers to reach your targets for sales and profits.

Citations taken from the Professor Maleyeff Report:

Since Lean was originally motivated by competitive pressures in manufacturing, much of its jargon and many of its techniques apply to manufacturing operations, and special efforts must be undertaken to successfully apply Lean to services.

For example, the relevance of lean may not be apparent when applied to a service or business process since inventory as such generally would not exist. However, many of the descriptive and intuitive tools of Lean apply nicely to services, and its overall goals do not conflict with those of a service manager.

Relationship to Performance Measurement

Confusion often exists concerning how process improvement relates to performance measurement, which many governmental entities have embraced as an important component of their management system. Performance measurement can and possibly should play a key role in an effective process improvement program. But process improvements are not a natural consequence of effective performance measurement. That is, a process improvement mentality will not take root without additional commitment and resources. In fact, performance measurement systems can pose a barrier unless administrators are cognizant of the following:

Recognizing the value of performance measurement data in process improvement

Most performance data are designed to evaluate effectiveness by focusing on metrics that represent how well and how efficiently services are provided. While these “outcome” data can be valuable in highlighting areas of concern, their role is often less valuable during improvement projects that require “process” data. An important reason for this disconnect is that most service processes flow across departments and it is difficult to attribute overall performance to any single department. For example, a finance department may experience complaints about the accuracy of bills, but the root cause of the inaccuracies could be found in another department that provides the finance department with billing-related information. An added data collection effort would be required to determine the root cause of the department’s billing inaccuracies.

Understanding variation is crucial

Contemporary quality management offers a “process oriented” viewpoint, where the goal of data is to create a fundamental understanding of the process that generated the data. This goal cannot be achieved unless the existence of variation is understood. For example, the number of phone calls received by a municipality will vary from month to month, even if all service processes remained unchanged.

Administrators who do not appreciate variation will often react to changes in the data even when no important process changes have occurred. These reactions waste time and result in frequent priority adjustments as new data arrive followed by the inevitable over-reaction. Employees grow frustrated and frequently resort to the well-known practice of gaming performance data. As mentioned on page 63 of the Lean handbook used by the city: Page 63 (2.1.4.1):

“A constantly changing work environment makes process improvement difficult, if not impossible, as there is not a defined starting point or a desired state”.

Other Challenges Unique to the Public Sector

- Unique human resource practices
- The election cycle and term limits
- Attitude of employees regarding stability and job security
- Legislative controls
- Competing special interests
- Revenue not directly linked to value provided

Additionally, revenue is typically not directly linked to value, since most of the funding of services derives from tax revenue and user fees paid by citizens, who traditionally have low expectations, making them relatively apathetic and therefore not likely to routinely complain or offer suggestions for improvement.

Unique Characteristics of Government Processes

To understand how Lean Six Sigma should be applied in government, it is important to describe a public-sector service process in conceptual terms. To this end, the results of a prior study are useful. This study by the author concluded that most service processes share a number of common structural characteristics and many of these characteristics would not be found to the same extent in manufacturing. They are:

- Importance of information. Either the service itself consists of information (e.g., tax advice) or the service includes important information (e.g., instructions on a utility bill), and this information should be measurable, complete, and understandable.
- Significant task variability. The duration of service tasks (e.g., plowing snow, selling a membership) is usually variable, making the control of workflow difficult.
- Cross-functional process flows. Service processes typically flow across departments within an organization where employees work under competing incentives and often suffer from long-standing rivalries or other conflicts that hinder their coordination.

Recommendation

1. To re-evaluate the emphasis on and metrics used to monitor the CPI Process with an eye on the stability, systemic and employee-related issues that were mentioned in this report.
2. To acknowledge that programs and service delivery by the Department is ineffective.
3. Allow for management conversations that conclude that if there is a process that is hard to measure or cost prohibitive to do so, then it is not worth it to include it in the CPI Process.

Relevance to the development of the 2018 Park and Recreation Master Plan

Final master plan recommendations will be written using the Findings in this chapter as a basis.



CHAPTER 12 MARKETING ASSESSMENT

Master Planning Task:

To review the Department's current marketing approach to determine if it is aligned with national best practices for a municipal park and recreation agency.

Introduction

The key components of the Salina Park and Recreation Department's marketing approach are its Activity Guide and Website. This study critiques each and evaluates its overall Brand as well.

Activity Guide Critique

Overview

The Department issues activity guides two times each year. The guides list park facilities, programs, and special events that serve the community as invitations to the park and recreation lifestyle. To attract users, the guides must convey the best of what the agency offers; therefore, they must be interesting, engaging, enticing, informative and effective.

A well-designed program guide is paramount to the success of any parks and recreation agency. The agency has few opportunities to brand itself, and to reinforce that brand, in any given year. Each issue of the guide should reflect the brand standards for the organization. Furthermore, within those standards, each guide needs to differentiate itself so that the constituents know the issue is new just by glancing at it.

Purpose

The program guide cover is the most important piece of design the agency does to promote itself. The cover is the invitation to the park and program users. It should be reflective of Salina's sense of self. If successful, it can instill trust in the agency or fall flat. The reader wants the Guide to answer the very important question, "What's in it for me?" If a reader walks away from the reading experience without an answer to that question, then it will be at least another six months before the system can attempt to entice them again.

Design/Layout

The Fall and Winter Guide does not feature a theme for the book or for each section. It is a catalog of recreation offerings, a grid of park amenities, and a map of the parks in Salina.

Cover

The cover features a distant photo of the back of a program participant swinging a golf club. The image is placed in cameo within a solid background. The font chosen for the document title is a script font with no additional treatment. There is a large, attention-gathering, piece of clip art offering a "present for Salina" in the top left above the title of the document. The Salina Parks and Recreation department logo is opposite the clip art at the top right of the cover.

Eye-tracking research demonstrates that covers are read in a "Reverse Z" pattern. The reader's focus is broken into quadrants. Their focus starts at the top right, then heads to top left, moves to the bottom right, and finishes in the bottom left. Thus, the readers' focus on this program guide cover moves from logo to the present clip art, then loses momentum in the shift towards the bottom.

Content

The inside cover featured an ad from a supporting business. The first page after the cover had three ads; one from a business and two from internal programs. The second and third pages featured the mission, vision, table of contents, refund policies, and scholarship information. The content is organized with a mix of age-related programs and facility-specific offerings. The outside back cover features information about the park system's online registration process. It provides a URL address (www.salina.parks.org) that does not open.

Recommendations

Design/Layout

We live in a visually-saturated world. If a document is not engaging, it is discarded. A valuable guide uses contemporary design themes, enticing photography of real users, and concise content. The park and recreation user needs to be the focus of the design, rather than layout organized by facility or program. Better program guide designs organize in terms of two-page "spreads" rather than single "pages." The use of designed spreads to convey changes in topics throughout your outlined material. The designer needs to use a family of typography. Using fonts that complement each other. Use no more than two fonts in the copy. The colors chosen for the guide should support the department's brand guidelines, which are typically in line with the colors in the department's logo.

Cover

A good cover blends the text and the photos well. The images and text guide the reader and set expectations for the user's experience with the park and recreation department. The cover should fill all four quadrants of the design grid. It should also feature a prominent event in the small space above the logo and title of the document. All font selections for the cover should be easy to read from 10 feet. The cover should also feature a prominent mention, like a special event notice with page number, in the small space above the logo and title of the document.

Title II of the Americans for Disabilities Act has design standards for all marketing materials. The standard's goal is to make the information accessible to everyone.

Content

The overall style of the content needs to be defined. A great way to engage with the user is to write the content in Active Voice and use the pronouns "we" and "us" to personify the department in a more personable way. Information should be conveyed in a clear, plain voice.

Engagement is Key, and Content is King! The user wants to quickly answer the question, "What's in it for me?" To make it easier, the content needs to be categorized in a logical grouping pattern focused on the program user. For example, the programs for "children and families" could be grouped together, while the programs for "seniors" could be grouped together, as well as all programs for "athletes," and so on. Within the featured groups, highlight the most popular programs, but place them in the middle of the grouped content so that readers will be exposed to less popular programs too.

There are stories to be told about users in each defined user group. Well-placed short stories could be used to engage the reader and the story will help to break up the "catalog" feel of the guide's program descriptions and attendance details.

A professional photographer could be used to capture photos of the featured park user holding or interacting with an adoptable pet from the shelter. Photo captions can introduce both subjects to the reader, and introduce the opportunity to adopt.

A nice technique to engage the public is to write an open letter to patrons outlining the department's goals for the season, how that demonstrates their vision and mission, while also highlighting any special program features.

Finally, make it easy to engage and connect with other users. Promote the department's social channels within the guide.

Publication

The program guide is printed and then featured as an online E-Zine through the City of Salina's website. It's a good tool to allow for instant access to the guide. However, it is not universally accessible to people with disabilities. By mid-January 2018, municipalities were expected to incorporate the Web Content Accessibility Guidelines 2.0 and apply requirements to websites, as well as to non-web electronic documents and software like the one Salina uses for its program guide. Currently, the rule is delayed and under review by the Trump Administration.

Program Guides are an integral part of the tradition of parks and recreation marketing and of the department itself. Acceptance of the recommendations in this report will boost the marketing effort and should result in more awareness and participation in its program.

Web Review

Overview

A park and recreation web site is an integral component of any communications plan. Quick access to program information is what today's users want. If you don't give it to them, then they'll go somewhere else.

Focus on Mobile

In today's world, a mobile-friendly site is an imperative. Most park users get their information primarily from their smartphones. It more important than ever to have a mobile-friendly and "responsive" site since search engines, like Google, now prioritize "responsive" sites over those that are not.

Organization

The department's site hierarchy is organized under the city's site causing all the information to be at least two links away. The parks and recreation site's aesthetics are also limited by that hierarchy. However, as limiting as the site hierarchy is, there are still opportunities for improvement. For example, engaging photo buttons could be used inside of the frame instead of links.

Content Selection

Typically, park and recreation departments have thousands of pages of material to present. This site has done a great job with limiting the information online to only the pertinent information needed by the user. This is a rare advantage. As the department moves forward, it will remain important to focus only on the content or features that are most important to users and to continue to eliminate anything that is extraneous. Simplifying information leads to better rankings in search engines. Keep up the good work.

Accessibility

In addition to search engine optimization (SEO) techniques, public sites need to be accessible by everyone in the community. This means that sites need to be designed to be accessed by people with disabilities too. The Americans with Disabilities Act finalized its rules for web content in January 2017, and set a January 2018 deadline for public sites to adapt to the new rules. The Web Content Accessibility Guidelines (WCAG) apply to the park system's full range of public-facing content; including websites, digital documents and media, blog posts, and social media sites. Furthermore, the department features Portable Document Formatted documents (PDFs) throughout its site. Under the new guidelines for accessibility, the quality of the PDFs come into question. Most PDFs are just a photographic representation of something designed in a word processing environment. Among other suggestions, the new guidelines require that PDFs be "tagged" to be read by assistive readers. The Salina Parks and Recreation Department should review its site to make sure it is up-to-date with the latest federal requirements.

Dead Links and Redirectors

The department has non-working links featured on its pages. Most worrisome, a link to the online program guide is not working on many of the department's sub-pages. Links to the online registration page and to the notification system generally worked as designed. The URL featured on the back cover of the fall and winter program guide led to a dead page.

Salina Parks Branding Initiative

Overview

The Park and Recreation Department is an incredibly diverse and expansive park system providing quality facilities, programs, and services to residents and visitors. It is often said "all park and recreation systems consist of groupings of special interests". Because of this diversity of interests, many community members, visitors, and other stakeholders don't recognize parks, facilities, programs and initiatives as part of a single, unified park and recreation department. What's more, stakeholders often do not recognize the City of Salina's Parks and Recreation Department as part of the City of Salina due to its different brands.

The branding guidelines that follow will help unify parks, facilities, and programs operated by the Department. Additionally, they will help communicate the breadth of the Department and distinguish it as an agency operated within the City of Salina's governance model.

Who should follow these brand guidelines?

To be effective, the Salina Parks brand must be communicated at every point of consumer contact. All departments and individuals involved in designing and producing marketing pieces, printed material, websites, online marketing, apparel, and signage should use and follow the brand guidelines. Those involved in designing, publishing and printing reports should also use and follow the brand guidelines.

Living the Brand

Not a designer? Branding guidelines are still important to you. Branding is about more than just visual components. Branding is what we promise our community members, visitors, and other stakeholders and it's about living up to the expectations our stakeholders have for us. Branding is not only how we look, but what we say, how we say it, and the experience we provide. Therefore, branding is also present in how we greet patrons, how we answer the phone, how responsive we are to the community and how those community members talk to their friends and families about us.

When applied consistently across all parks, facilities, programs, and interactions, the various facilities will appear as a more unified parks system. This helps to build awareness, heighten the Department's presence, and increase resources, support, and loyalty for the parks, facilities, and services you provide.

Your Brand Promise

A brand promise is one that connects your department's purpose, your department's positioning, your strategy, your people and your customer experience. It enables you to deliver your brand in a way that connects emotionally with your customers and differentiates your brand. The benefits of your brand are both tangible and intangible. This part of the branding management plan MUST involve employees. Staff is key to define and follow through with the brand promise. This part of the project cannot be done by leadership alone. What follows here are some suggestions to get your staff talking to develop your own brand promise. An example of a finished brand promise looks like this: "To provide an increased quality of life by providing access to: provide diverse open spaces to play, exercise and enjoy nature, to provide an assortment of activities that encourage healthy lifestyles and lifelong learning, to share spaces to build communities, to provide cultural resources that enable understanding and appreciation of our county's heritage, and to protect open space to meet the needs of current and future generations."

Common Parks and Recreation Branding Objectives

- Build loyalty and support for parks, facilities, and services provided by the City of Salina's Parks and Recreation Department
- Build awareness of what the Department delivers
- Heighten the Department's presence in the community
- Increase resources and support for the Parks and Recreation Department
- Engage the public with the Parks and Recreation Department leadership

Brand Personality

Parks and Recreation staff are the personality of the Department's brand. Salina's Park and Recreation Department's employees can be described as hardworking, flexible, environmentally sensitive, trustworthy, honest, responsible, creative, fun, professional, healthy, and dedicated.

Brand Attributes

Nationally, when people think of parks, they think about these key terms: "natural, resourceful, quality, safe, diverse, accessible, affordable, collaborative, transparent, innovative, scenic, green, open, beautiful, enjoyable, treasured, serene, peaceful and rejuvenating. The Department needs to use these attributes when it is preparing its materials and framing its message.

Brand Management

Once the brand promise is developed, the key to success is professional brand management and that begins with the logo for the organization. Currently, the Department hosts unique and unrelated logos. This diversion from consistency is not as distracting as when the Department's facilities and programs also host unique and unrelated logos.

A family of related brands can demonstrate cohesion while also showing the uniqueness of each city and community asset. A family of brands shares font type and treatment, uses similar colors, and creative approaches.

To guarantee branding success, the logo should be used on/in **all external communication pieces** published/distributed by the City of Salina Parks and Recreation Department. Examples include:

- Audio-Visual Presentations (video, PPT, etcetera)
- Business Cards
- Letterhead, envelopes and mailing labels
- Plans
- Press releases
- External Publications (paper and electronic)
- Brochures, Rack Cards, Postcards, Fliers
- E-mails
- Uniforms
- Websites
- Other materials that are deemed appropriate

Do:

- Website URL should appear directly below logo
- Using the Department’s full-color logo is preferred; however, this logo is also available in black and white.
- The logo designer should define the minimum size of the logo, but whatever the reproduction technique, be sure the mark is never smaller than what can be clearly executed. Using a larger size is acceptable provided it is clearly executed.
- To make sure the logo stands out clearly, it must be placed within an area of unobstructed space. Make sure the logo is away from the edge of a page or screen. Make sure there is not an image or text near the logo.
- It is important that the logo is reproduced as close as possible to the original, so an instruction sheet with information on the appropriate colors for the full color, two-color, and one-color logos should be developed.

Don’t:

- The logo may not be used to create other logos.
- Do not alter the logo components or use the components of the logo separately. Do not replace or alter the words within it.
- The logo must always appear clearly. It should be printed at a minimum of 300 DPI.
- Do not tilt, skew or distort the logo.
- Do not retrace or redraw the logo. Reproduce the logo only from electronic printing files.
- Do not download and print the logo on the Department’s website. It is a low-resolution file and is not suitable for printing.
- When placing the logo, do not crop, overprint, screen or superimpose the logo or print it behind art or copy.
- Do not convert the four-color logo to grayscale. Instead, use the black-and-white version of the logo.
- The logo, in four-color, and black-and-white, may be used on colored paper, fabrics, and backgrounds.
- When embroidering the logo or screening it onto fabric, use the four-color version of the logo. The logo colors may not be added to, changed or altered.
- Individual logos should not be created OR modified for facilities, divisions, departments, or programs without permission and brand guidance.

Fonts and Colors

Using consistent fonts and colors on all external communication material helps unify our parks, facilities, programs, and divisions and demonstrates that they are all operated by the Salina Park and Recreation Department. Therefore, templates and instruction sheets defining approved fonts, colors and styles for external communication pieces should be developed. Adherence to the guidelines set forth in this document, as well as the templates, is vital when producing external communication pieces.

Logo Use by Community Partners

Use of the logo is restricted to Department publications and activities unless the Department allows otherwise. The Department should build an online folder where guidelines and logo varieties are located. The file should be locked until the Community Partner agrees to the logo use standards.

Multiple Logos

Several facilities have individual logos that have been developed to help the public identify the specific facility. They need to be redesigned to be in line with the Department logo's brand standards. These logos can be used in conjunction with the Department logo. When designing communications pieces for these facilities, both the individual logo and the Department logo should be utilized. The Department logo can be the less prominent of the two logos, but must still be produced at the minimum required size and follow all other logo guidelines.

It is suggested that the individual facility logo is placed at the top left of the external communication piece and that the Department logo is placed at the bottom right-hand corner. The important thing to remember is that the approved Department logo should appear on every external communication piece produced and distributed.

Photos

Photos play an important role in communicating the brand to external audiences. A photo can truly be worth a thousand words and grab people's attention and they are helpful in adding value and communicating messages.

Often one photo can make a bold statement. There are certainly times that using several photos is a good idea. Just remember to keep it simple. Too many photos can crowd a page, distract and overwhelm the audience and will not effectively communicate your message. Think about the goal you are trying to accomplish and message you are trying to communicate and be sure the photos (and any other graphics, etc) help achieve that. If a photo will not help communicate your message or attract your audience's attention, do not use it.

The best photos to use are ones that show people enjoying your facility, program or event. Photos that show the sky, grass, space, openness, wildlife and activity help showcase our brand and our parks, facilities, and programs.

Do:

- For printed applications, use high-resolution photos (300 dpi) whenever possible.
- For electronic applications, images should be 72 dpi.
- Whenever possible, use photos of real park patrons, students, etc.
- If taking the photograph, yourself, request written authorization for use of the photo
- Use close-up shots, crop appropriately to emphasize the featured individual(s).
- Indicate who, what, when and where in photo captions.

Don't:

- Do not cut and paste photos or graphics from someone else's website (including Google Images). This is considered copyright infringement and is against the law. You must request and receive permission to use any photos owned by someone else or use photos from the Creative Commons.
- Do not use low-resolution photos or graphics for print publications.
- Do not cut and paste photos from our website for print publications, as they will not be a high enough resolution or quality to print.

Designing for Accessibility

If your marketing does not communicate to everyone, then it is not good design. Here are some quick tips to design for all:

- Sentences and paragraphs should be short.
- Technical jargon can be very difficult or confusing. Where it really needs to be used, explain any terms clearly.
- The contrast between colors and text should be at least 25 percent.
- Avoid putting text over images, unless you use a gradient or a semi-transparent layer between the text and the image to ‘smooth’ the image so that the text can be read more clearly.
- Avoid reflective, glossy papers.
- For digital media, describe each image and provide a text alternative. The alt-text description is not the title of the image, it must truly describe what is happening in the photo. Check that your website shows this ALT text for every image.
- Use the Worldwide Web Consortium (WC3) list of web accessibility evaluation tools. The list is on their website: www.w3.org/WAI/ER/tools/. Public agencies are required to design at the “AA” level of the standards. For more information, visit their website: www.w3.org/WAI.

Conclusions from this Marketing Critique

The Department can improve its brand by adopting the recommendations in this study. Each of the recommendations is based on national best practices and easily achievable when embraced by leadership and assigned to qualified staff to make the changes. Finally, the recommendations will not cost additional dollars as they are more about style and consistency.

Relevance to the development of the 2018 Park and Recreation Master Plan

When citizens were asked in the statistically valid citizen survey about what they thought the Park and Recreation Department is best known for, they responded as detailed below when given those options to choose from. There is no doubt that each of the choices below are good ones to have on the list; however, citizens have expressed other priorities when the question was asked differently. The result of all questions affecting citizen preferences from the survey are referred in the survey as the Priority Investment Rating which is also listed below.

What the Park and Recreation Department is Known For (from the citizen survey)

1. athletic facilities and sports programs
2. recreation programs
3. engaging parks
4. aquatic facilities and aquatic programs
5. special community events
6. safe trails

Top Priorities for investment for Recreation Facilities (from the citizen survey)

1. trails
2. indoor running/walking track
3. park shelters and picnic areas
4. passive natural areas
5. indoor aquatic facility
6. nature center
7. indoor fitness
8. playgrounds
9. outdoor swimming pools/water parks

Top Priorities for investment for Recreation Programs (from the citizen survey)

1. special events
2. adult fitness and wellness programs
3. nature programs/environmental education
4. outdoor adventure programs
5. water fitness programs

The Department needs to re-brand itself to match citizen preferences, its vision to be known as the best city in Kansas and what it is currently known for as determined in the citizen survey.





CHAPTER 13 NATURAL RESOURCE ASSESSMENT

Master Planning Task:

To review existing natural resource opportunities in and near Salina to determine the level of access to them, especially for proximity and location, and the gaps that may or may not exist in service that result in an outdoor experience desert.

Introduction

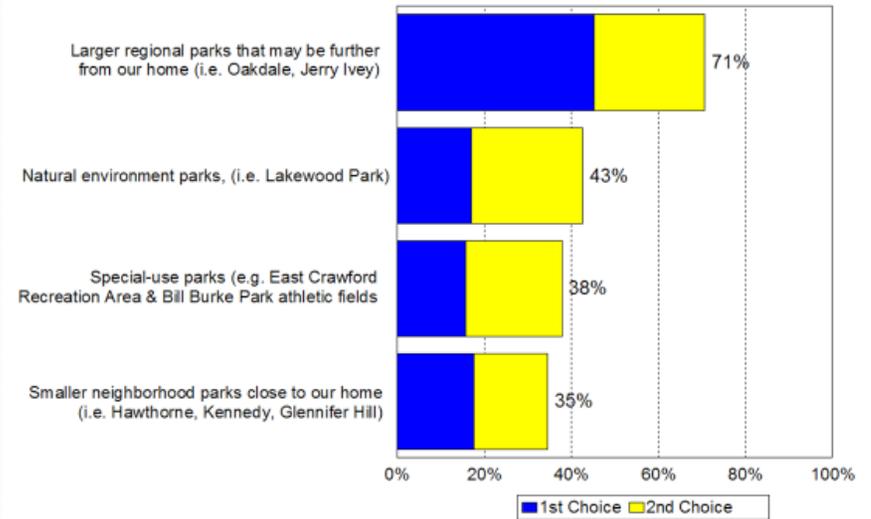
In 1992, the Salina Journal wrote an article on the national recognition (Distinguished Conservation Citation) given by the National Institute for Urban Wildlife to the City of Salina and its park system for the work that had been done to develop natural areas at Lakewood/Indian Rock Parks.

The Journal's article in 1992:

"Most city parks look the same, large expanses of closely mowed grass punctuated with fountains, sidewalks, shelter houses and flower beds. It's all very nice, and we would be the poorer if we didn't see them. But for a soul longing to see a bit of the real world in the middle of a modern city, those sorts of parks just don't mean much. Lakewood helps fill the need people have to maintain at least some contact with the natural world, a world that isn't paved, chemically treated or manipulated beyond recognition. Beavers live there. Other animals do too. And the plants, for the most part, are the kind of plants that were here before the white man ever heard of the place. Control of those native grasses isn't accomplished with a noisy old lawn mower, but with Mother Nature's natural means - an occasional fire. To some eyes, Lakewood Park and Indian Rock Park are scruffy, unkempt and unappealing. Those eyes can get what they need at Oakdale Park and Sunset Park. The rest of us can enjoy, and even take a little personal pride in, the work of preserving a little bit of the real Earth that is being done by Salina's park people. Even if we don't get out to the parks very often to see the beaver, and the rabbits, and maybe even a deer, it does the human heart good to know they are still there- right where we live."

Q3. Which two types of parks do you and members of your household prefer most?

by percentage of respondents who selected the item as one of their top two choices



Three natural resource areas are available in Salina; a) the Lakewood Discovery Center; b) River Woods Nature Park; and c) Indian Rock Park. Each provides a close-to-home nature experience. Citizens have expressed a need for these areas with their responses in the citizen survey, ranking them second only to large regional parks per survey question #3 as shown in the graphic.

Lakewood Discovery Center

Overview

Best known of the three natural resource opportunities in Salina is the Lakewood Discovery Center. Its mission is to provide opportunities for the community to explore and learn about the environment through self-discovery and hands-on activities. Lakewood provides an urban wildlife sanctuary and nature center to help reach its goal.



The wildlife sanctuary consists of a multitude of habitats that allow Kansas wildlife to feel at home so close to the city. The learning opportunities that abound while walking the nature trails are endless, along with their relaxing effects on people that encounter them.

The Discovery Center is a teaching tool in the sense that it provides an indoor setting to many of the outdoor aspects that exist in the park. Lakewood provides visitors an opportunity to get up close to some of the more private residents that are in the park. Through these encounters, the hope is that the visitor's awareness and knowledge of native wildlife will increase. As the community grows, we also want to grow with them, and continue to provide a great place to observe, and learn about their environment. No matter the age of the visitor, the environment is not ours, merely ours to take care of and pass along to future overseers of the land.

Programs and Participation

- Lakewood had 14,386 participants in 2016. Those participants were in 274 programs and featured participants from six surrounding counties.
- Lakewood hosted large programs including: Lakewood Fishing Derby, Eco-Meet, Saline County Water Festival, and Discover Salina Naturally Fair.
- The DSN Fair in its 5th year featured 70+ vendors and attracted over 3,000 visitors.
- Lakewood successfully received three grants this year totaling \$20,000 in received funds and partnered with two others.
- Lakewood CFAP agreement with Kansas Wildlife & Parks completed the fisheries grant project that removed all rough fish from the lake and replaced them with appropriate game fish.
- Partners were from 22 organizations who shared the common mission to strengthen environmental education.

Future Plans

- To update touch-n-learn science stations by utilizing grant dollars.
- To feature a new living indoors environment that will educate visitors about hydroponics/aquaponics and grow native plants while providing habitat to living animals.
- To feature a backyard greenhouse that will allow visitors to learn about home applications of growing their own plants and sustainability practices.
- To utilize CFAP grants for upgrades to the fishing lake to enhance its ability to provide enjoyable fishing experiences.
- To use solar options for the Center to provide alternative power and provide a demonstration display for others to learn from.

River Woods Nature Park

Overview

This 15-acre Nature Park was accepted by the City of Salina from U.S.D. #305 in 2013. It features a 1.4 mile single track for biking and plenty of opportunities to enjoy nature for those who just want to stroll through it.



Indian Rock Park

Overview

Indian Rock Park is a 35-acre park with a rich history. Tradition is that the rock marks the site of the Battle of Indian Rock in 1857, the last significant skirmish between the Kansa, Delaware and Potawatomi Indian nations.



Character

Indian Rock is one of the most unique offerings in the park system. The largely naturalistic landscape includes wetlands, rock outcroppings, and native plants with hiking trails throughout. An overlook at the high point provides expansive panoramic views. The park offers a truly unique experience of nature in the city.

Connectivity

The park is very well connected to other parks, points of interest and neighborhoods by the Levee Trail, to both the north and the south.

Usability

A nature trail that is 1.2 miles in length affords access to the natural features throughout the park. There is a shelter with a restroom north of the central wetland region. The Levee Trail also passes through the park.

Natural Resource Destinations near Salina (within a one hour drive)

- Smoky Hills Audubon's Wildlife Sanctuary
- Bennington State Lake
- Rock City at Minneapolis KS
- Coronado Heights at Lindsborg KS
- Maxwell Game Preserve at Roxbury KS
- Mushroom Rock State Park
- Kanopolis State Park
- Horse Thief Canyon and Rolling Hills Wildlife Adventure

Natural Resource Destination in Salina – The Smoky Hills Audubon Society

The Smoky Hills Audubon Society (SHAS), a 501(c)(3) organization, was established in 1976 as a certified local Chapter of the National Audubon Society. The mission of the Smoky Hills Audubon Society is to engage in educational, scientific, investigative, literary, historical, philanthropic and charitable pursuits compatible with the mission of the National Audubon Society. The mission of the National Audubon Society is to conserve and restore natural ecosystems, focusing on birds, other wildlife, and their habitats for the benefit of humanity and the earth's biological diversity. Members of the Smoky Hills Audubon Society enjoy a variety of wildlife experiences throughout the year, including guided trips to different locations to view a diversity of bird species, as well as bringing in monthly guest speakers to talk about various wildlife and conservation issues.



The Smoky Hills Audubon Society's largest education and conservation effort for over 35 years has been the protection and development of its Sanctuary. The 65-acre preserve is near the intersection of I-70 and I-135 and near the northwest corner of the city of Salina. It features a beautiful 20-acre lake and numerous trails through both prairie and woodland habitat. Trails, photo blinds, and bench resting areas are strategically located throughout.

The 2015 Kansas State Comprehensive Outdoor Recreation Plan (SCORP)

The Kansas Department of Wildlife and Parks (KDWP) releases its report on the status of the outdoor recreation environment every five years, thus its 2015 Report is the most current assessment. By far, the trails, parks and facilities provided by the State are to educate, protect and encourage appropriate use of our natural resources; therefore, the mention of its most current goals are detailed below as follows:

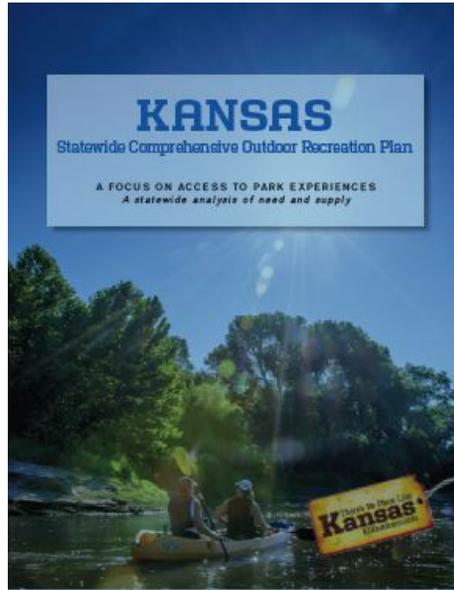
Goal A: To measurably enhance outdoor recreation opportunities closer to where people live.

Input from the public and professionals in Kansas and trends in the national literature continue to indicate those experiences more conveniently accessed will more likely be better utilized. Experience deserts (a measure of gaps in proximity/nearness) are a national focus of the National Recreation and Park Association and Centers for Disease Control (2013, NRPA, CDC) and warrant attention. This 2015 report provides a measure of this closeness; measured as .5-mile walkable proximity for selected outdoor experiences (physical activity and natural).

Goal B: To more effectively utilize the data available in the state's comprehensive outdoor recreation geo-database, along with population and health statistics; and to gather additional information, if appropriate, to continue to address gaps in access to outdoor recreation experiences. The three categories where data is needed are trails, facilities and parks.

TRAILS

Trails continue to be ranked highly as a need by the public and agencies, but constructing the right type of trails in the right location is difficult without additional information.



What we know

- Where the trails are
- Who is underserved
- Trail details: surface, length, width, allowable uses, degree of difficulty
- That people want better access to shared use trails close to home

What we need to know

- Use levels of current trails and probable use levels of new trails
- Which trail sections are accessible to wheelchair users
- That trails are accurately categorized by type and appropriate uses

PARKS

What we know

- Number of existing parks (with acreage) by agency type and where each is located
- An average level of park acreage (by various types) by city class
- The ratio of selected community type park acreage to a city's total acreage
- Where each city ranks in its level of supply of park acreage, by city class
- Where the gaps in the supply of community parks exists

What we still need to know for improved outdoor recreation planning

- That city data is complete and accurate prior to comparisons
- To what extent should a benchmark measure be used to rank park projects?

FACILITIES

What we know

- The number and location of 95% of facilities in Kansas' parks
- The average level of service for all facilities by city class
- The location of gaps in the supply of selected facilities
- The location of state and federal park facilities in a format useable in mobile applications
- Currently popular facilities being constructed

What we need to know

- A more accurate assessment of the condition or utility of selected facilities
- The level of use of selected facilities; and a method to address the change in the level of service due to a change in facility condition
- A more accurate estimate of the cost of renovation/construction of facilities
- That the facility data in the state's outdoor recreation geo-database is accurate and complete

Goal C: Encourage stakeholder advocacy efforts that regularly address significant outdoor recreation issues facing the state of Kansas.

Goal D: To explore and implement a sustainable source of outdoor recreation funding for both operations and capital projects.

Goal E: To continue to protect our state’s legacy landscapes (e.g. the Flint Hills) and key biological reserves (e.g. Cheyenne Bottoms) while simultaneously working to enhance access for consumptive and non-consumptive outdoor recreation experiences.

Goal F: Continue to measure and promote the health benefits of participating in outdoor recreation experiences.

Goal G: In anticipation of future water shortages, prepare salient justification for the value of water for recreation use to state and local economies, personal enrichment, family cohesion, and mental and physical health.

Conclusions from the Natural Resource Assessment

- Citizen support for the education, protection, development and appropriate use of natural resources ranks very high when compared to other choices.
- The City of Salina is fortunate to have access to natural resources within its city boundary with opportunities at Lakewood Park and Indian Rock Park.
- The City of Salina is fortunate to have access to significant natural resources within one hour of its boundary.
- Developing the Smoky Hill River to create ongoing environmental and riparian enhancements.
- The City of Salina is not a “natural resource experience desert” as described in the current 2015 Kansas Statewide Comprehensive Outdoor Recreation Plan (SCORP).
- There is a need for a new Discovery Center Building.

Relevance to the development of the 2017 Park and Recreation Master Plan

This report must include a strong recommendation to provide education, protection, development and appropriate use of its natural resources.

Recommendations will be as follows:

- Utilization of Lakewood and Indian Rock parks as outdoor and historical leaning resources.
- Hosting free cultural events promoting the relationship between nature and music, art and theater.
- Providing youth park department employment opportunities through a nature ranger program. Older kids educating younger kids.
- Linking the health benefits of natural resources; e.g. NBC news reported during the week of 11.20.17 that doctors are writing prescriptions for eco therapy, which includes visiting parks, listening to birds, visuals of trees and leaves and the sounds of streams.
- Link a ring of established wildlife habitats such as Cheyenne Bottoms, Kanopolis Lake, Milford Lake with the Salina Park system to form a wildlife habitat foundation coupled with recognition of private and public landowners who have dedicated their properties to wildlife.
- The Department should strongly support the May 2018 special event at the Lakewood Discovery Center that is being promoted as Discover Salina Naturally. Its theme of sustainability for the Salina community through cultural, historic and environmental education is perfectly aligned with the history, importance and citizen preferences detailed in this chapter.
- Construct a new Discovery Center Building.

