



Needs Analysis



CHAPTER 14 CONNECTIVITY ANALYSIS

Master Planning Task:

To determine preferred connections between the Smoky Hill River Corridor and the current hike and bike plan.

Introduction

Located throughout the city, the Salina Trail system features 24 miles of dedicated trails for pedestrians and bikers. Some of these trails are existing, some are planned and some are proposed for the future. Currently there are 10 miles of completed or planned trails and 14 miles of purposed trails. The trails can be divided into four different types: levee trails, multi-use, the Smoky Hill River Trail and Park nature/walking trails.

Multi-Use Trails

Located along some of the main artery streets these 10' wide concrete paths are designed to help pedestrian and bike users travel safer from residential to business areas. The City currently has 3.8 miles of multi-use paths that connect Lowes, Target, Sam's, Central Mall and various restaurants to residential areas.



- A. Schilling Road - S. Ohio to S. 9th St. – 1 mile
- B. S. 9th Street - Avenue A to Magnolia – 1.3 miles
- C. S. Ohio Street - E. Schilling Rd. to E. Magnolia – 1 mile (.75 Mile Existing)
- D. S. Ohio & E. Magnolia Street - S. Ohio to Levee Trail & Salina Soccer Complex - Planned for Development in 2012

Levee Trails

Encircling three fourths of the way around town the flood control levees are a great place for trail development. Starting southeast of town the levee goes north, west and south around town and ends at West Cloud Street. Of the 12.7 miles of levees, 6.3 miles are completed or planned. The surface is ag-lime and flat. The trail connects the Salina Soccer Complex, River Trail Park, Oxbow Park, Bill Burke Park, Indian Rock Park and Thomas Park.



- E. Magnolia to E. Schilling – Access Points: E. Magnolia, Salina Soccer Complex & E. Schilling Rd.
- F. E. Iron to North St. – Access Points: E. Iron & E. North St. – 0.75 miles
- G. W. Crawford to Cloud St. – 1.2 miles
- H. Bill Burke to Magnolia – 2.25 miles

Park Nature/Walking Trails

These are trails located within city parks that are used for exploring nature or just walking. Nature trails are located in Lakewood and Indian Rock parks. The surface is ag-lime. There is also a one mile walking trail in Jerry Ivey Memorial Park.



- Indian Rock Nature Trail – 0.75 miles
- Jerry Ivey Memorial Park – 1 mile
- Lakewood Park Trails – 3.5 miles

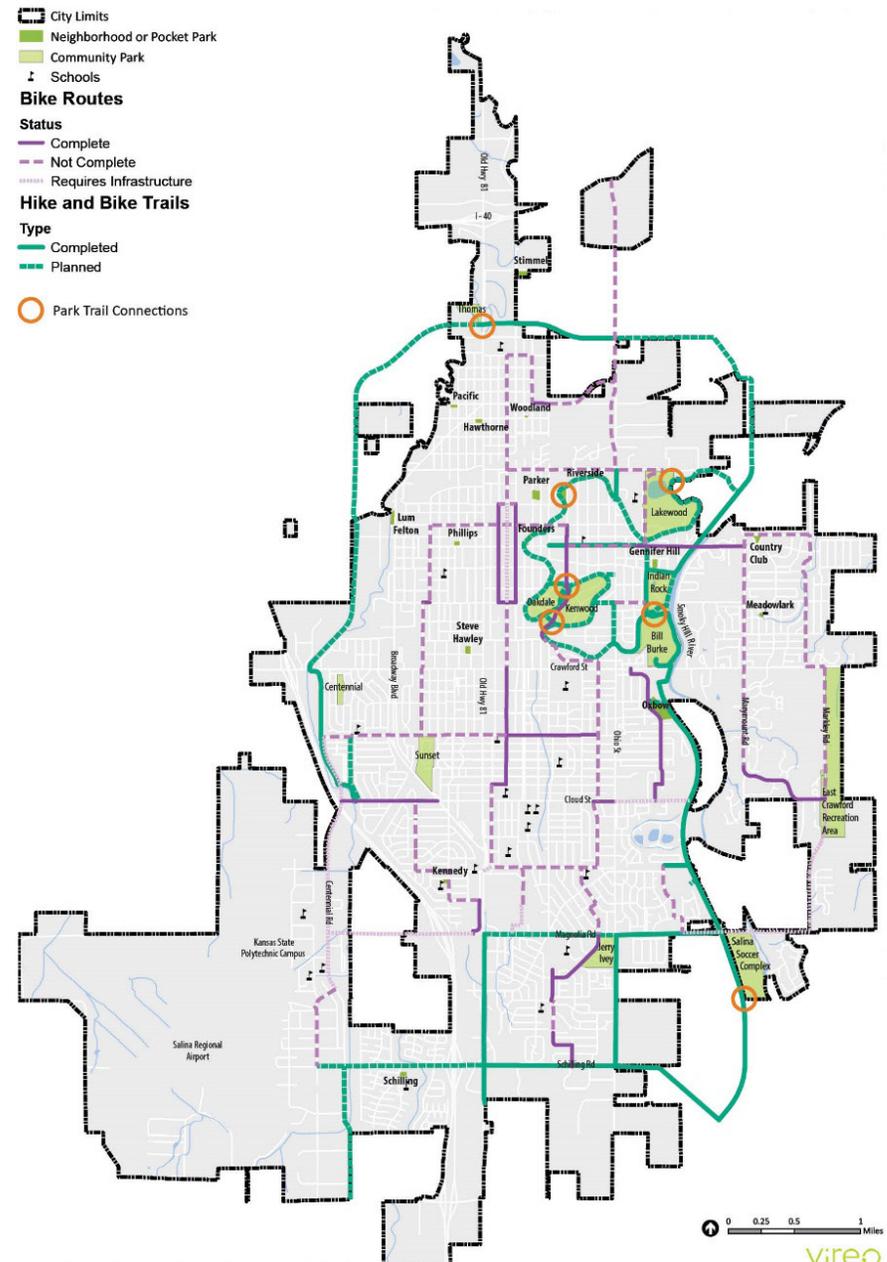
Smoky Hill River Trail

The proposed Smoky Hill Greenway has the potential to be a change agent for the City of Salina. A system, like the one shown within the “Smoky Hill River Renewal Master Plan,” and what can be observed on the ground has amazing potential. The plan will add to the bio-diversity of the community, providing opportunity for unlimited city/school science partnerships and add significantly to the quality of life for the residents. A key point (research this one Dick), is the enhanced property values that will occur related to the proximity of the improved greenspace to so many property owners. There are numerous studies that have demonstrated as much as a 20 percent increase in property value to adjacent properties when the greenway is well maintained and a safe environment. Emphasis should be provided on this point because the opposite can be true if facilities are not well maintained nor provide a safe outdoor recreation environment.

The partnership between public works/engineering/utilities and parks in the city places the parks department in an exceptional position to be maintaining this facility and be a shining star to its citizens and users.

The importance of park maintenance and routine police patrol cannot be overemphasized. Reference the negative reaction that can result from ignoring routine maintenance and any type of criminal activity that could happen along the trail. One negative event can erase a significant volume of good will established by a well-meaning department. Maintenance can be as routine as removing tree limbs, leaves, soil, graffiti etc., but responsiveness is the key. Many greenway systems around the country have employees that are dedicated to operation and maintenance of the trail systems as a main responsibility. This type of dedicated maintenance ensures resources are committed to the quality of the trail experience and additionally provide a complementary presence to any and all police patrols. Users will have an increased sense of a safe environment if they witness staff maintaining the trails on a regular basis.

The Smoky Hill Greenway will be the backbone of an integrated and interconnected system of trails and bikeways that will provide safe routes to schools, neighborhoods and non-vehicular access to larger areas of greenspace like Oakdale Park, Lakewood Park, Indian Rock and Bill Burke Park among others. The potential exists to provide connection points for the Salina transit system as well. *Shown on the map to the right.*



SALINA, KANSAS
Trail Connectivity - Bike Routes and Hike & Bike Trails



Sidewalks

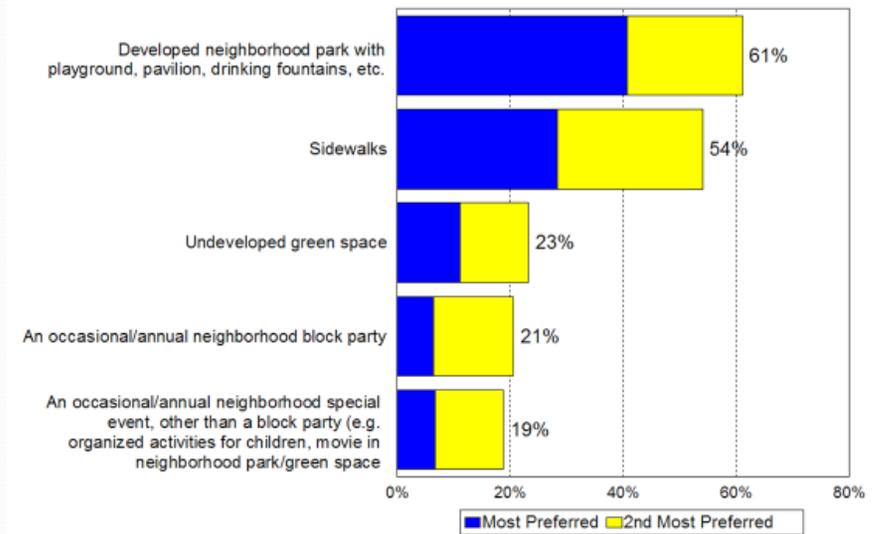
Connectivity begins at one's home. In recognition of this importance, the city has responded with proactive measures. In all subdivisions platted after 1980, sidewalks are required on both sides of all new public streets. In pre-1980 subdivisions, when sidewalks were not required, the Public Works Department has limited funds to construct connecting links to fill in gaps. The emphasis has been on school sites and routes to school.

In the 1900's a number of sidewalk benefit districts were formed where the City picked up 50% and the abutting property owner paid 50%. That program is not used anymore but sidewalks can be special assessed. Construction of sidewalks is usually deferred to the building permit stage.



Q18. Which two types of amenities/activities do you and members of your household prefer the most in your neighborhood?

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



Source: ETC Institute (2017)

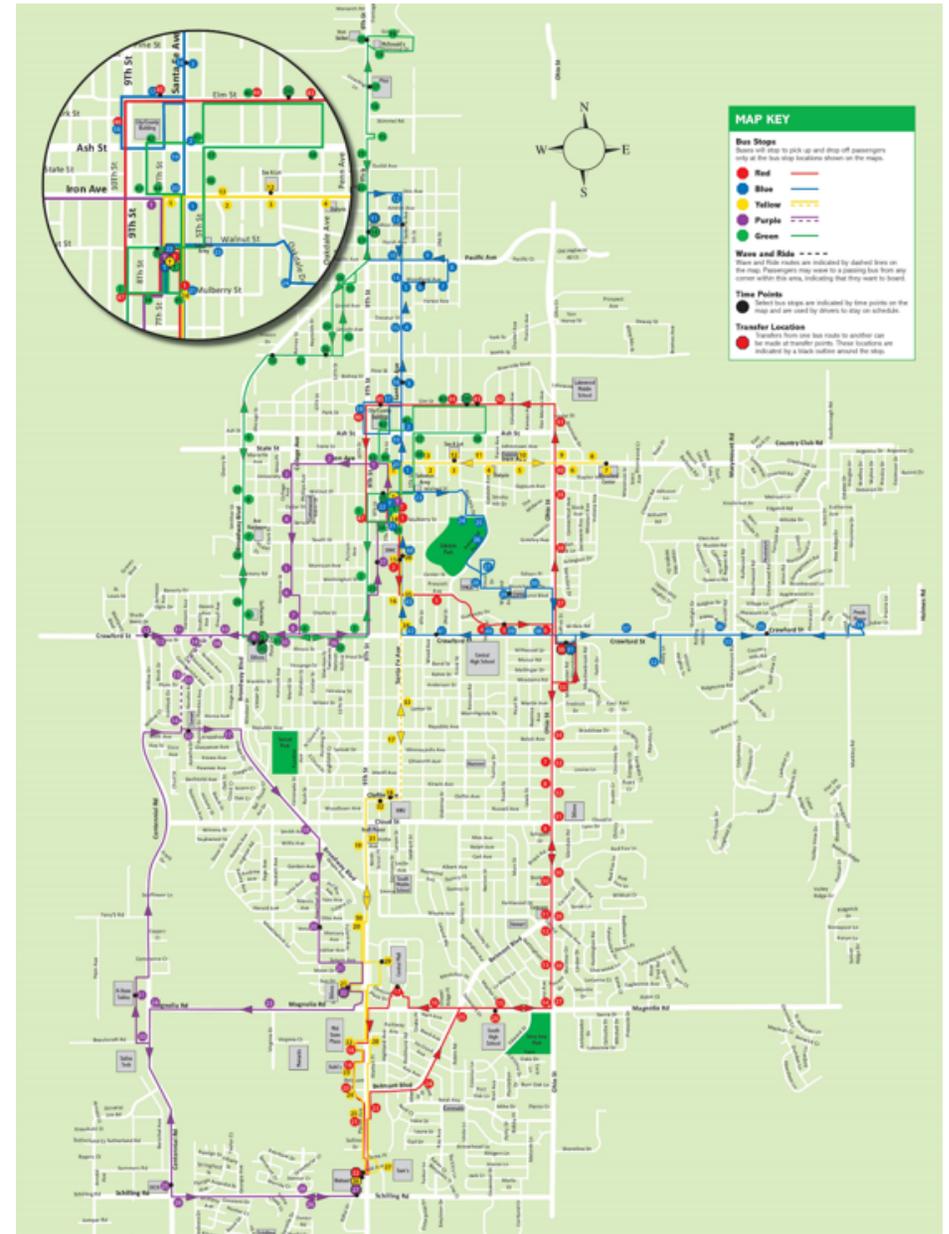
Bus Routes

An important connectivity service in Salina is its fixed-route bus system which is called CityGo. The system serves more than 80 percent of the city with safe, reliable, and cost-effective transportation service. In partnership with the [City of Salina](#) and the [Kansas Department of Transportation, OCKK](#) operates and manages CityGo transit services, including a fleet of buses, 200 bus stops throughout Salina, and comprehensive accessibility. CityGo spans the city from North to South and East to West with five routes, noted by colors on route maps and bus stops: red, blue, purple, green and yellow. There are six transfer points to make crossing from one line to the next fast and efficient. As shown in the bus route map below, it connects nearly every park in the system.

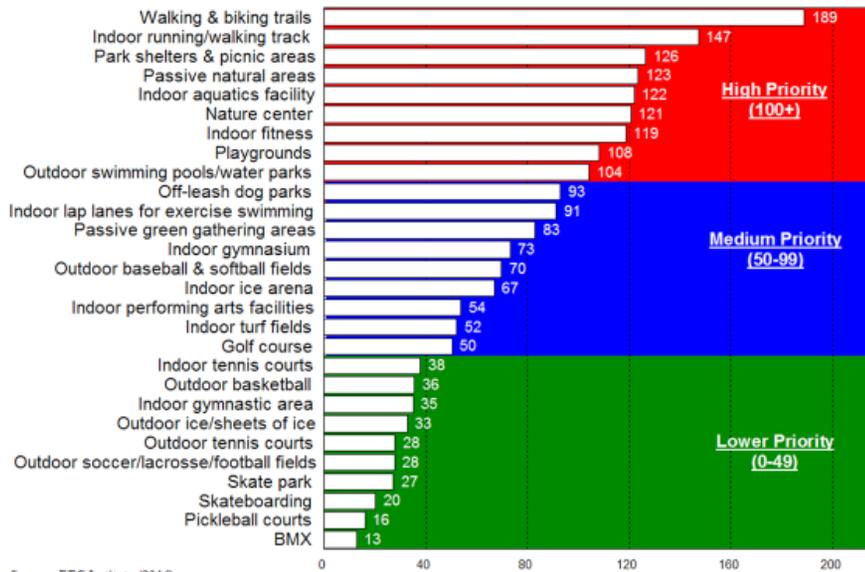


Conclusions from this Connectivity Assessment

Salina citizens prefer a connected community. Their preference was quantified in the statistically valid survey which ranked trails as the highest priority relative to all other choices they were given. The city has done a good job of providing a hike/bike trail system, including trails in the Smoky Hill River Plan, a proactive sidewalk program and support for the CityGo Bus System.

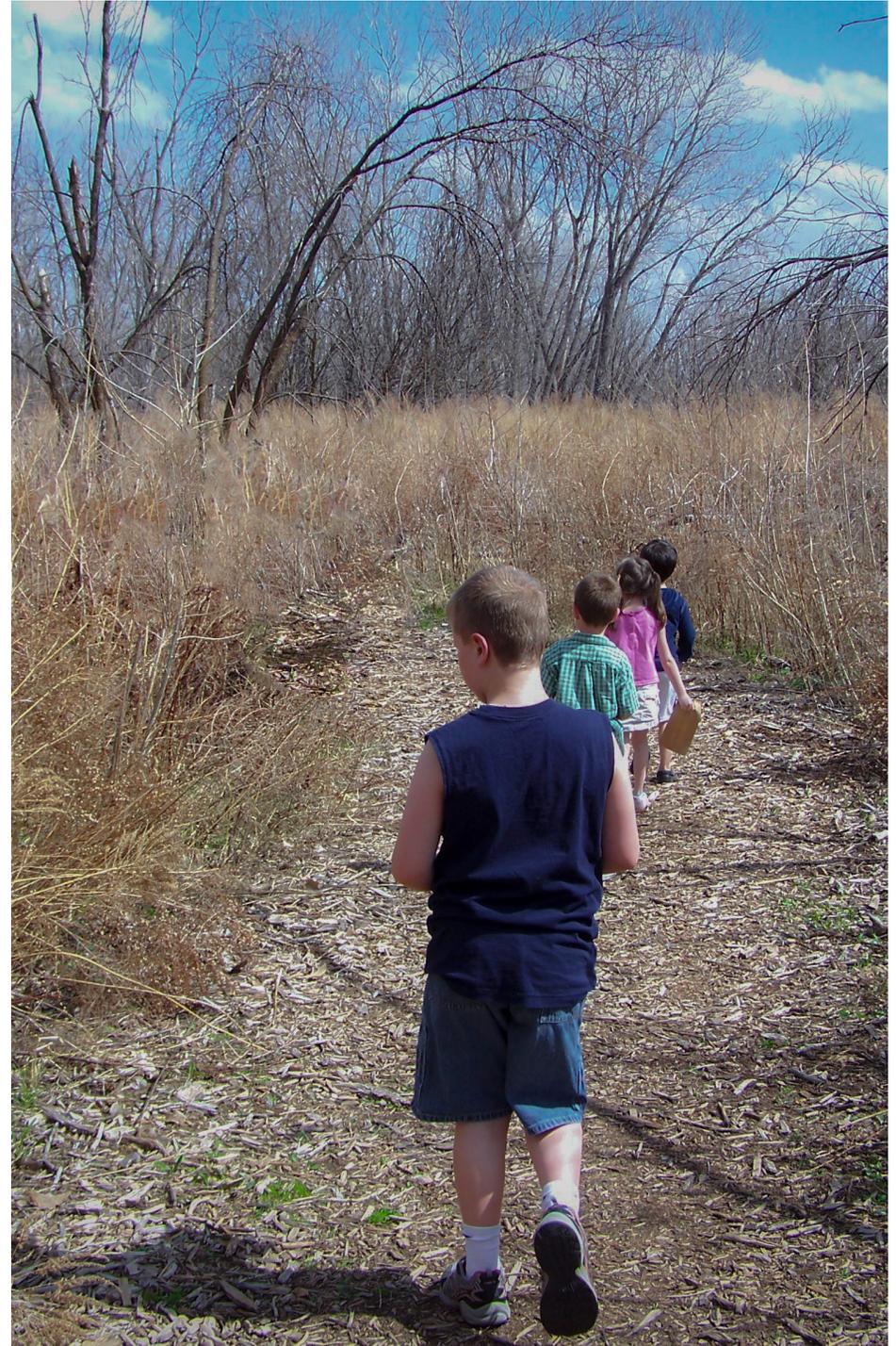


Top Priorities for Investment for Facilities Based on the Priority Investment Rating



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

The 2018 Park and Recreation Master Plan must strongly support the continued development of trails of all types to provide the level of connectivity that is synonymous with a great city and a great park system that Salina aspires to become.





CHAPTER 15 TRENDS

Master Planning Task:

To provide a list of national trends that will affect the way that Park and Recreation Agencies, just like Salina, allocate their resources in the future.

Introduction

The challenge given to all municipal Park and Recreation Departments is to anticipate the need for resources that are needed in the present and likely to be needed in the future to meet citizen preferences. For Salina to meet residents' needs, staff must offer programs and facilities that appeal to multiple generations, interests and abilities. This will be done in part by monitoring trends and responding to challenges. The main question then is how do we determine what we are faced with? This chapter provides insights into answering that question.

National Recreation and Park Association TRENDLINES

Human Capital

Human capital is the idea that one's knowledge, skills, personal attributes, creativity and more are combined in the ability to perform a job that equates to a measure of economic value. There is a better understanding emerging within the park and recreation industry of what defines the human-capital needs of the field and what those professionals look like now and in the future. The human-capital needs for public parks and recreation are changing dramatically. While traditional roles, job classifications and employment types still predominate, new models are emerging rapidly, which sometimes provide fewer benefits and less security for workers and can require greater flexibility in job skills, training and education.

Green Infrastructure

Green infrastructure is a new approach to the management of land and water that utilizes the processes of natural systems to slow, store and treat stormwater, thereby reducing the costs of traditional hard infrastructure such as channelization, underground stormwater storage tanks, and combined storm and sewer overflows. Key components of green infrastructure are water management and water quality, areas in which parks definitely play a role that will become increasingly important in the future because parks and conservation lands will increasingly be tapped for their potential to contribute to stormwater management and eco-benefits. Significantly, the cost of utilizing parks and conservation lands will be far less expensive than traditional gray infrastructure, and the best green infrastructure projects will bring new funding as well as new recreation opportunities and facilities for public use.

The Societal Piece

Changing demographics have shaped our nation since its founding. For parks and recreation, understanding how communities are changing and responding to those changes is critical to ensuring relevancy. Referred to as "the societal piece" this is a recognition that parks and recreation must adopt a new role of being facilitators and innovators in terms of larger social contexts. Grasping the concept of social equity is key to understanding our role in participating in social innovation, placemaking and providing health solutions for communities.

This trend suggests that at the local level, agencies become the "one-stop shop" for the community, and can meet people where they are by being present and connecting with them in new ways, such as mobile apps, search engine optimization and search engine marketing, in order to effectively respond to community needs. To be fully engaged, we must develop

partnerships with community organizations as well as responsively tailor programs to best serve the cultural and social makeup of the community.

The New Narrative/Reframing our Proposition

Part and parcel of the societal piece is the new narrative of how parks and recreation must reframe value propositions. The basic value propositions for why parks were created as public "goods" remain, but clearly, parks and recreation must evolve into something more to remain relevant in a dramatically changing society and environment. The concept of park and recreation agencies as, first and foremost, a provider of services and programs to the public at large is rapidly changing. More and more, park and recreation agencies are being expected to be innovators for community solutions that involve conservation, health and wellness, and social equity, among other imperatives. Parks and recreation agencies must be contributors to the social innovation strategies that activate healthy communities and make them vibrant places that people value and where they want to live.

The Economic Forecast Factor

The status and health of parks and recreation serves as a bellwether for the state of the economy. However, perhaps more than any other public-sector service provider, parks and recreation agencies suffer direct consequences as a result of fluctuations in national and regional economies. Evidence shows that park and recreation agencies receive cuts in greater proportion to any other public-service sectors when economies decline. The simple fact is that the state of the economy is always going to be a driving factor for park and recreation budgets. Even if that fact is a given, the Great Recession of 2008–2011 has had a greater and more long-lasting impact than any other recession of modern times. The events of the past few years have had major implications for how agencies operate now and how they will be funded in the future.

Many who are knowledgeable about funding for public parks and recreation believe that economic models for these areas are changing irrevocably, and not always for the better. Certainly this has been true at the state level, and some evidence is pointing to similar trends at the local and municipal levels as well. While recessionary pressures over the past few years led to greater efficiencies and greater adoption of business-oriented models, it also led to what many fear are permanent declines in tax-supported funding devoted to parks and recreation. Moreover, new trends, such as the infusion of private capital into public parks, the growth of public-private partnerships, and the development of privately funded and managed parks and park systems through Business Improvement Districts (BIDs) or Tax-Increment Financing

(TIF) mechanisms, have caused a re-evaluation of traditional methods of funding parks and recreation through tax-supported general funds. Critical to the success and future of public parks and recreation is engaging communities in understanding the benefits and value of parks and recreation. The greatest need to make the most compelling case for public parks and recreation is evidence-based research. The urgency level of understanding and responding to this trend is high.

National Recreation and Park Association PREDICTIONS (beyond 2017)

1. **Parks Are Everywhere.** More and more cities will develop parks in spaces never before thought suitable for parks — underground in abandoned utility or transportation spaces, on the roofs of large buildings, and in large towers built as urban sculptures. At least one city will develop a floating park. Imagination will be the only limiting factor.
2. **Want to Live Longer? Live Near Parks.** People who want to live longer and have a better quality of life will move to jurisdictions where there are great park and recreation systems. An increasing body of evidence shows that your zip code may be one of the most determinative factors on how long you live. Want to live longer? Move to where there are good parks, or better yet, insist on more parks and better parks where you live.
3. **Data Will Drive Budgets.** Returning to the Top 5 Predictions list for a second year in a row is how much data-driven analysis will factor in preparing and justifying budgets and expenditures. This top-rated prediction of 2016 will be equally true again in 2017. Data collection and analysis will increasingly drive cost/benefit calculations about the value of parks. Such data will be essential to validate proposed large-scale capital projects, and will be critical to justify annual operational budgets to elected officials. Two important NRPA research reports will be of great value to agencies: Economic Impact of Local Parks Study and Americans Engagement with Parks Survey.
4. **Conservation Will Become as Important as Recreation.** As open space is chewed up at the rate of 6,000 acres per day across the U.S. and climate change begins to impact wildlife and landscapes ever more directly, the natural values of every park, often taken for granted, will be considered one of the more important community-based means of adapting to climate-change conditions. Parks will be appreciated for their conservation values — places that reduce urban temperatures, habitats that protect nature and biodiversity, landscapes that naturally manage stormwater, and places that protect and preserve clean air and pure water. The public will turn out in ever greater numbers to volunteer for conservation activities in parks.

5. **Virtual Reality Tours Will Replace Maps and Brochures.** Park and rec agencies will increasingly develop virtual reality (VR), augmented reality and 360-degree tours of their parks. This will become the new standard replacing printed programs that describe park and recreational program offerings. For a taste of the new virtual reality tours, see ASLA's stunning VR tour of Toronto's Underpass Park. Take a 'walk' through the park — its best viewed on your cell phone with the YouTube mobile app.
6. **Health Activities.** Local healthcare providers will increasingly refer patients to evidence-based health activities in parks.
7. **Park/School Concept.** There will be more cooperation between park and rec agencies and school systems especially in the design and programming of park/school facilities.
8. **Technology.** More agencies will develop "Rec2Tech" initiatives in rec centers using technology, 3D printers, maker-training, and other tech-friendly activities to engage hard-to-reach teens.
9. **Drones.** Agencies will increasingly use drones as part of their light displays and/or festivals.

National Trends

Park Types

Neighborhood Parks – Best of Class agencies work with neighborhoods to customize the park design, or re-design of their neighborhood parks to match the demographics of the surrounding area and the corresponding preferences of those who live there. When possible, the agency will develop a partnership agreement with the neighborhood to share responsibilities for development and maintenance of the park.

Large Downtown Parks - Large downtown parks are framing cities and creating a sense of space. Many large and small communities select a downtown park to provide a sense of place, to encourage visitors and to otherwise showcase their community. Notable large downtown parks include Central Park in New York City, the Millennium Park in Chicago and the Golden Gate State Park in San Francisco.

Community Parks – Community parks are larger in size and serve a broader purpose than neighborhood parks. Their focus is on meeting the recreation needs of several neighborhoods or large sections of the community, as well as preserving unique landscapes and open spaces. They allow for group activities and offer other recreational opportunities not feasible, nor perhaps desirable, at the neighborhood level. As with neighborhood parks, they should be developed for both active and passive recreation activities.

Signature Parks – Signature parks are making a major comeback and are

framing the way cities demonstrate their quality of life, their image of public managed space, and the creation of a sense of place and connectivity for the community. A Signature Park is defined as one which the entire community recognizes as one of its most important parks. The Signature Park is one which creates an image of who the community is and what it represents. The Signature Park often has the full complement of passive and active recreational activities and creates a high level of earned income. Examples include the Golden Gate Park in San Francisco, Fairmont Park in Philadelphia, Central Park in New York, Millennium Park in Chicago, Grant Park in Chicago and White River State Park in Indianapolis.

Special Use Parks – Special Use Parks are designed to serve the entire community with specialized facilities such as a sports complex, golf course or aquatic facility. Size is determined by the demand for the facilities located there and their space requirements. These park types are becoming much more popular as they provide a destination for users with a similar interest. Another advantage of this park type is that park users who have no interest in active facilities can seek a passive experience in another park type.

Regional Parks – Regional Parks serve a larger purpose than community parks. Regional parks are larger and have more amenities than community level parks and attract users for longer periods of time due to their size and features. Regional parks typically include features such as playgrounds, shelters, walking trails and athletic facilities.

Preserves – Preserves are created to preserve land as undeveloped greenway space in and around communities. These parks often follow natural drainage ways or utilize land that is not developable, thus they require minimum maintenance and capital improvement dollars. Trails are a great addition to these parks and are a great way to link neighborhoods within the community.

Greenways and Trails

Greenways and trails continue to be the number one amenity that communities desire because they have wide age segment appeal, they connect neighborhoods to major attractions and stream corridors, and they allow people to move freely with very little vehicle interaction.

Clustered Sports Facilities

Development of clustered sports facilities that promote sports tourism and operational efficiency is a significant trend. Clustered sports complexes are developed to support youth and adults in one setting

Recreation Facilities

Revenue-Producing Facilities – Many communities now challenge their Park and Recreation Department to recover a very high percentage of its operating costs. Obviously, this means that the Department must offer the type of programs and services that citizens are willing to pay for.

Indoor Sports Facilities – Recreation facility trends for indoor facilities focus on multiple court field houses for basketball (10 to 12 courts), volleyball, soccer, and tennis. The trend is moving away from one court facilities.

Outdoor Tennis Complexes – Complexes are designed to support 20 to 24 courts in one setting for national events and 10 to 12 courts in one setting for statewide events. This trend moves away from the traditional one and two tennis courts in close-to-home neighborhood and community parks.

Recreation/Multi-Use Centers – Centers are now designed to offset operational costs and are multi-generational in design. Their size ranges generally from 40,000 sq. ft. up to 100,000 sq. ft. or more, with large functional space that supports gym activities, aquatic activities and fitness activities, with designated spaces for both teens and seniors. Some communities include indoor ice in their facilities which can add an additional 40,000 sq. ft. These facilities incorporate monthly pass fees and daily admission fees and return high operational revenues to the City. Some of these facilities are designed and located to serve their communities as Signature Facilities that assist with citizen retention, new resident attractions, and business development enhancements. These centers also tend to include indoor swimming pools that offer year-round swimming for competition, therapeutic and fitness purposes. Surprisingly the pools are most desirable in communities with aging populations.

Ice Skating Facilities – The trend is toward multiple sheets of ice in one location due to the popularity of the sport and to accommodate the multiple user groups with unique interests. For example, there are competitive users, figure skaters, recreational skaters and those who are interested in the learn-to-skate classes. For several of the user groups, seating to accommodate 1,000 spectators is important.

Shaded Areas

Many communities are providing shade structures in their aquatic and athletic facilities. In aquatic facilities, it is not uncommon to see shade structures both in the water area and on the deck. In athletic facilities, shade structures are provided over the primary bleacher area for spectators, for covered dugouts and for commons areas where players and spectators congregate.

Outdoor Aquatics

Outdoor aquatic facilities continue to be very popular in most cities. These are family oriented and incorporate warm water and cool water pool facilities with shallow and deep water. These pools incorporate water play features, competitive swim opportunities, slides, flow riders, and lazy rivers with a bather capacity level at 1000 to 2000 people at a time.

Spray Grounds

Many communities are providing splash pads which augment existing indoor / outdoor aquatic facilities in the same location, or, in areas of the community where there are no other existing aquatic facilities (stand-alone). Splash Pads are colorful and safe areas for water play for children which have no standing water. Typically, there are ground nozzles that spray water upwards and other interactive water features that spray water from all directions such as in the form of a mushroom shower or tree shower.

Dog Parks

Dog Runs (a term generally used in the eastern United States), and Dog Parks (a term generally used in the western United States) are places where dogs are legally allowed to be unrestrained or off-leash. Some examples are: fenced areas of city parks, piers, beaches, and very large parks with hiking trails. Surveys indicate that off-leash dog parks are typically composed of a fenced enclosed area one to three acres for a neighborhood facility and up to ten acres for a community facility. Smaller facilities have been developed in some communities, but the success of these areas creates a significant impact and wear on smaller sites. The facilities should include a double gate to assure that animals cannot escape as new ones enter the compound; plastic bags and waste receptacles to remove dog waste; water source; parking; benches (inside and out compound); shade shelter; bulletin board; emergency phone; and some areas include trails and dog training/obstacle course areas. *Recently there has been a trend in creating segregated areas for big and small dogs to improve pet safety.*

Adventure Parks (BMX Track, Skate Park and In-Line Skating)

Adventure sports are now very popular in the category of Special Use Parks. Typically, an adventure park may include a BMX Track, skate park and an in-line skating.

Skate Spots

A relatively new trend is for communities to provide close-to-home skate spots. These facilities are much smaller than a skate park and will typically include 2 to 4 obstacles. The interest in skate spots is driven by the fact that the average age of a skateboarder is 13.8 and 80% of skateboarders are under

the age of 18, thus an inability for many skateboarders to drive to a larger facility by themselves. Providing a close-to-home skate spot enables children to enjoy the skateboarding experience on a frequent basis without having to rely on transportation to a larger skate park.

Non-Traditional Sports

Pickleball, geocaching, rock climbing and winter/summer X Games are but a few of the non-traditional sports that are now attracting many participants away from the traditional sports of baseball, softball, soccer, football and tennis.

Park, Facility and Golf Course Maintenance

Outsourcing - In facility management and maintenance, the trends continue to focus on outsourcing elements of park services which include cleaning of hard surfaces and restrooms and care of landscaping.

Park Maintenance - Park maintenance trends include: a) the consideration of outsourcing for street tree maintenance, mowing and maintenance of medians; and b) smaller maintenance shops that are spread out over the City to replace large regional shops as agencies move to reduce windshield time by park crews.

Golf Course Maintenance - Parks and Recreation Management continues to outsource golf course maintenance operations to reduce operational costs which support the effort to solidify golf as a profit center.

Management Trends

Partnership Management - Striking a balance among not-for-profit agencies and special interest groups who rely on city-owned facilities to produce their programs.

Technology - Utilizing and controlling technology in a manner that supports community development while not encouraging its inappropriate use.

Management of Recreation Programming - Creating a recreation program whose program types, formats and age groups served are aligned with the community profile.

Conclusions from the Trends Assessment

By definition, a trend is the general direction in which something is changing or developing, a change that is accepted by many market segments and it is more long term than a fad. Under all conditions, trends will change over time. As a guiding principle of the Salina Park and Recreation Department, staff must embrace the notion that its programs and facilities must be constantly evaluated to ensure that it is first to identify a trend and act on it to gain a competitive advantage over others in its market area who may be competing for a market share. If this does not happen, the Department will miss the trend and spend its time playing catch up to the competition.

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

This report will include a strong recommendation to emphasize the importance of tracking trends and capitalizing on their popularity while they are in the growth stage.





CHAPTER 16 BENCHMARKING

Master Planning Task:

To select and compare similar NRPA Gold Medal Award-Winning Park and Recreation Agencies with Salina to quantify how it compares with a selected set of metrics in relationship to peer communities.

Introduction

In keeping with Salina's desire to be among the best, this analysis uses comparable jurisdictions from among the annual finalists of the National Recreation and Park Association's (NRPA) Gold Medal Awards. Jurisdictions were selected with populations between 30,000 to 75,000. The selected peers in this report represent those that are the closest fit for which there is data available. As one reads this chapter, remember that there are no good or bad answers. There are no correct or incorrect answers.

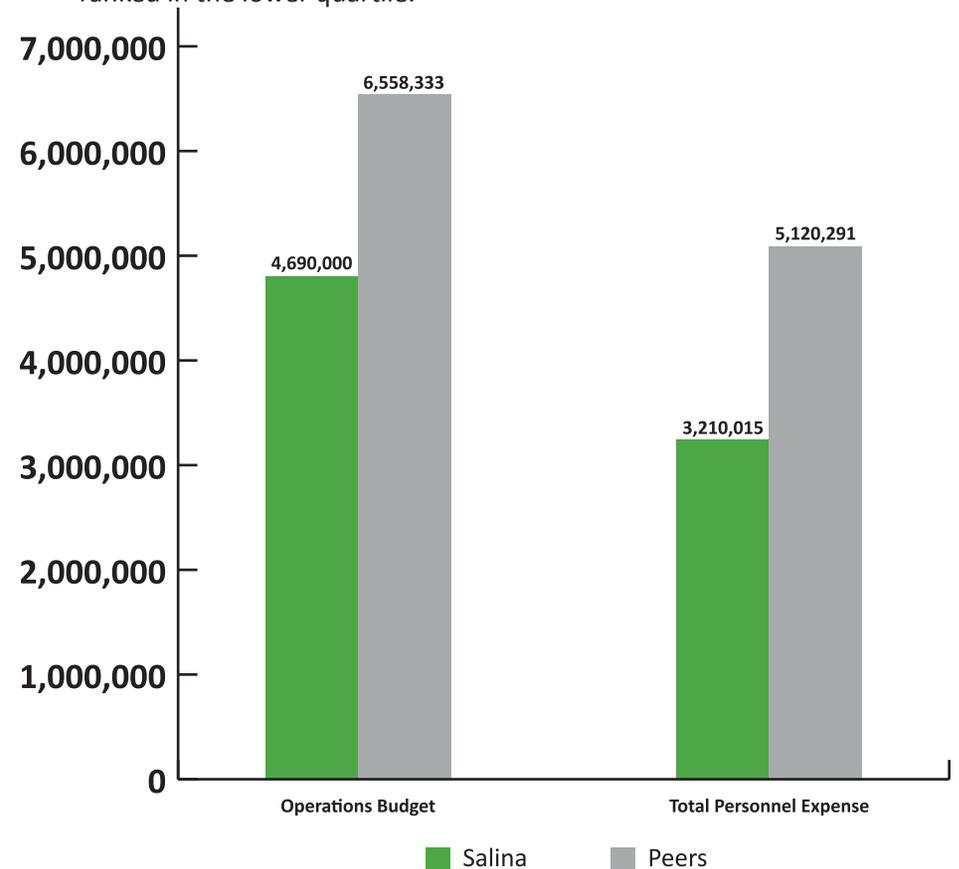
The table below is the summary of the data collected from peer communities and the quartile which Salina is in. The full set of data is in the Appendix of this report.

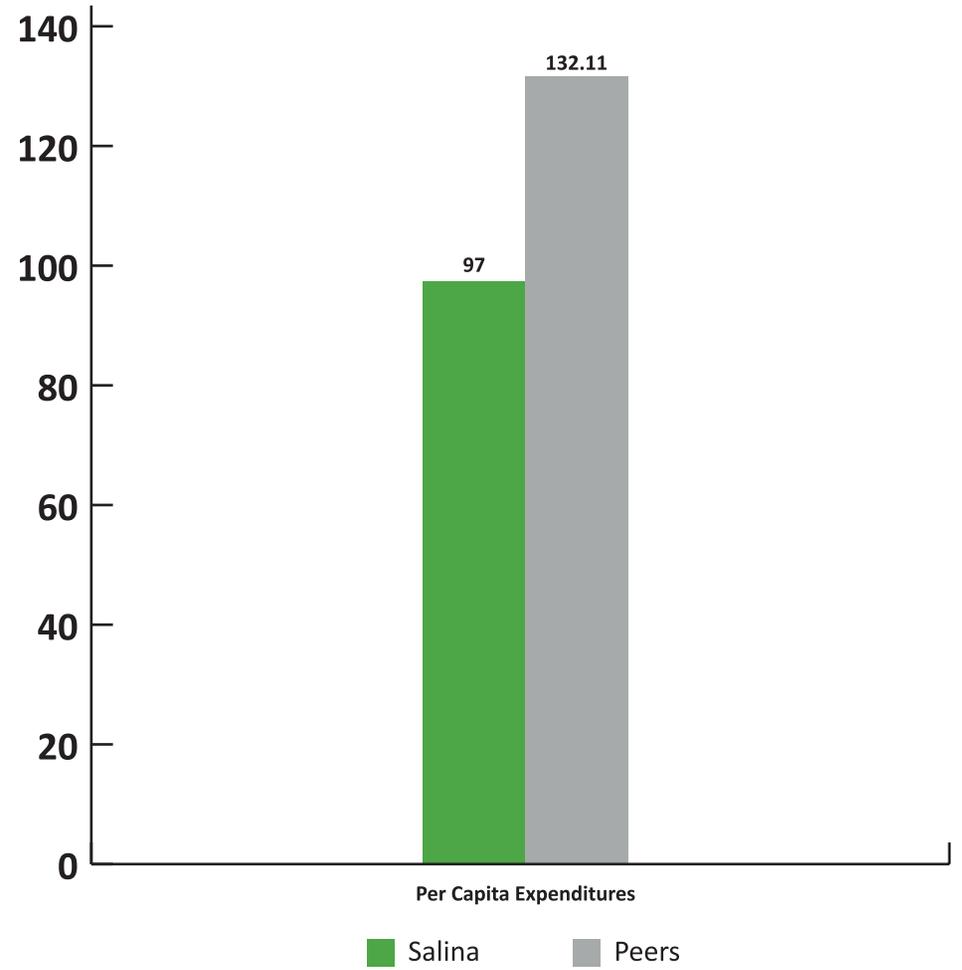
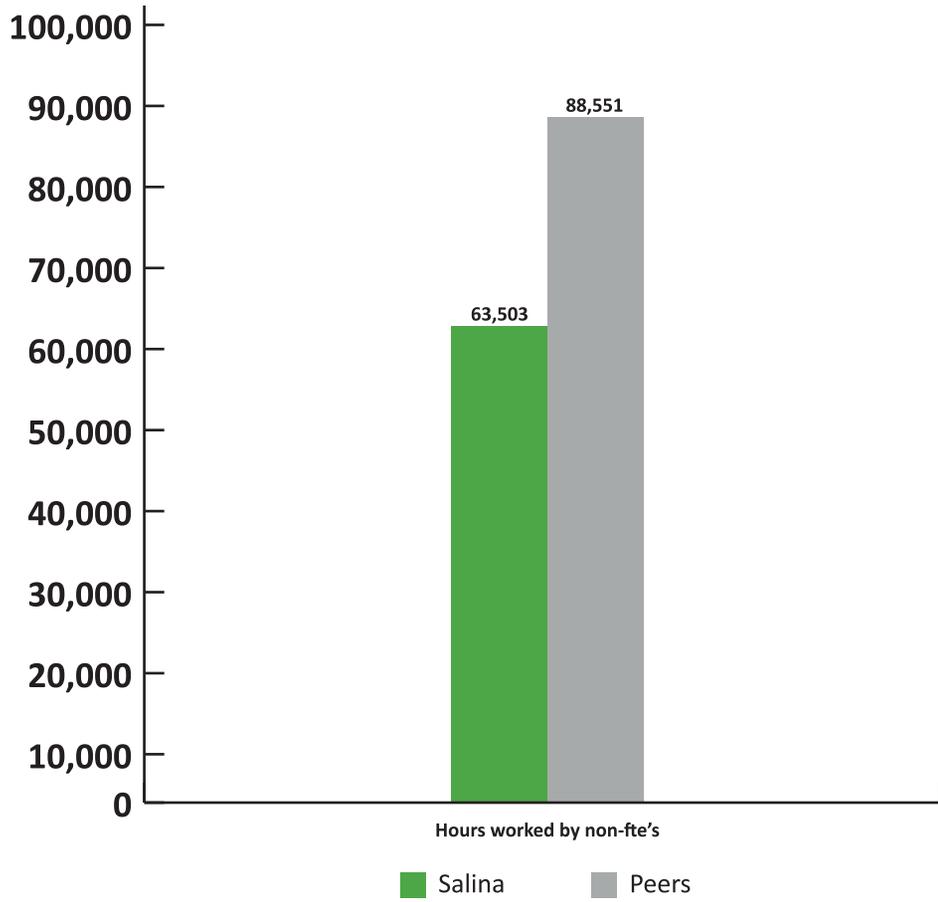
Table: Peer Community Benchmark Totals

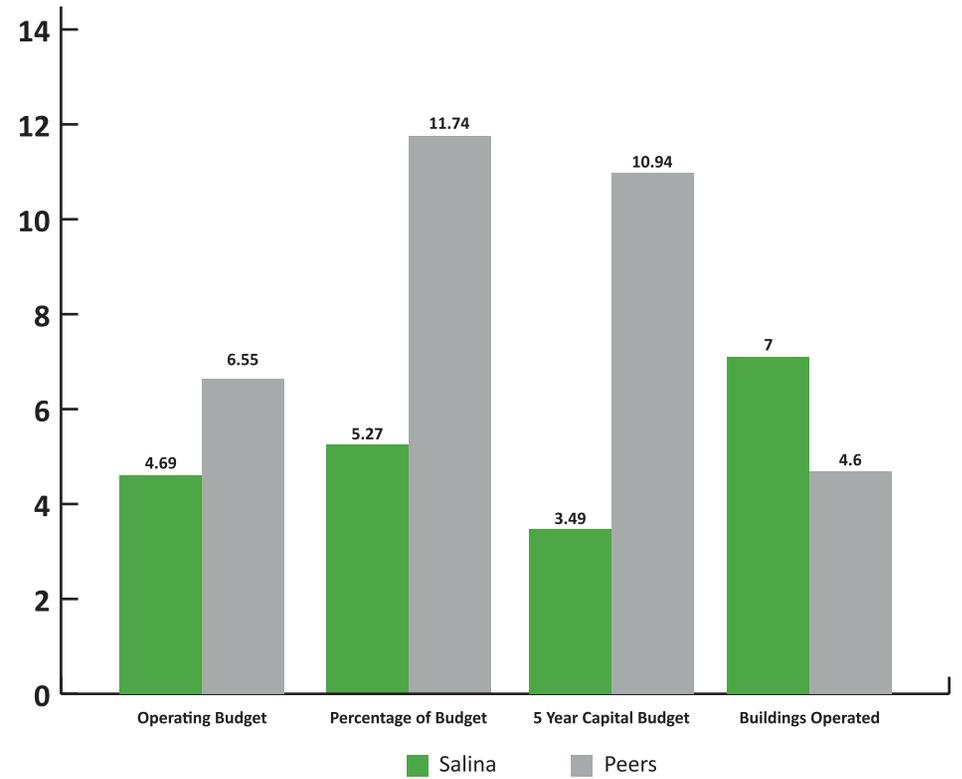
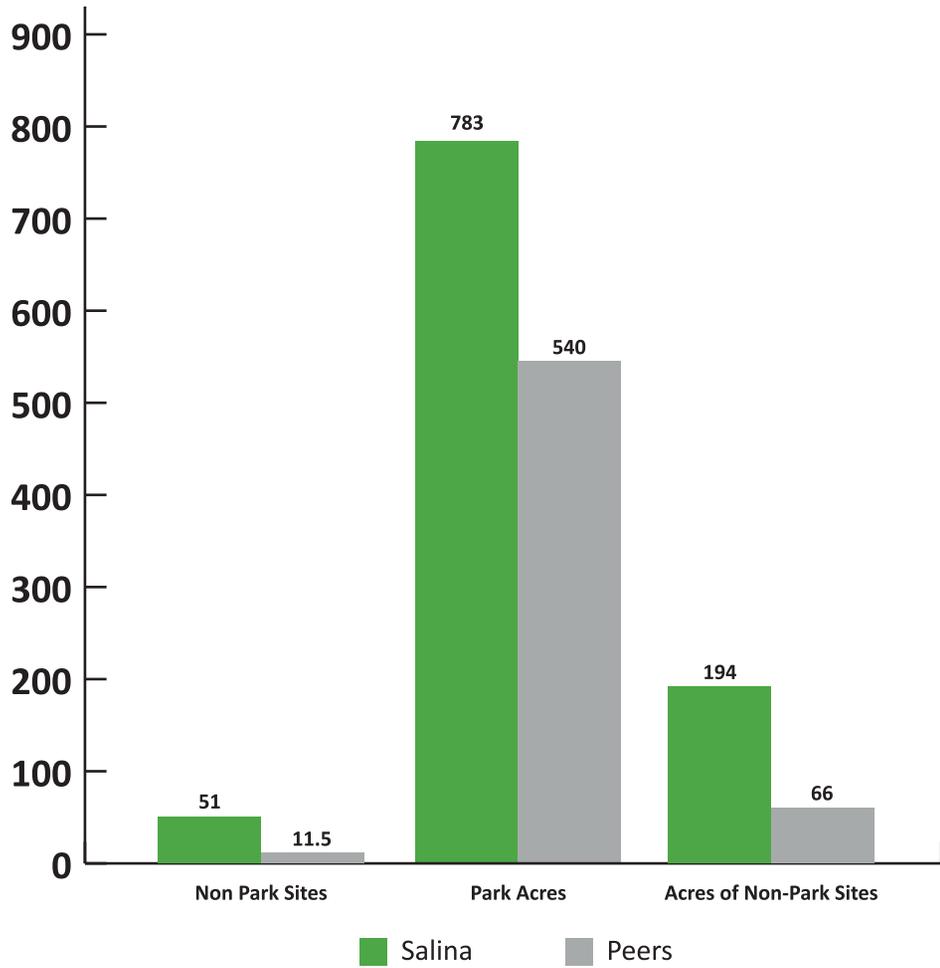
Item	Lower Quartile	Median Quartile	Upper Quartile
Percentage of total city budget	x		
Cost Per Capita Total	x		
Operating Budget	x		
Capital Budget (2017)	x		
Five-year Capital Budget	x		
Earned Income			x
Dollars spent on renovation			x
Personnel: Number of fte's			x
Personnel: Number of non-fte's			x
Personnel: Hours worked by non-fte's	x		
Personnel: Number of fte equivalents		x	
Workload: Number of parks		x	
Workload: Number of park acres		x	x
Workload: Number of non-park sites			x
Workload: Total number of parks and non-park sites			
Workload: Total number of park acres and non-park site acres			x
Workload: Miles of Trails			x
Workload: Number of buildings operated			x
Workload: Square footage of buildings operated			x
Workload: Number of programs offered			x
Workload: Number of fee programs offered			x
Workload: Program Contacts			x
TOTAL	6	3	12

Benchmarking Study Summary

- Salina ranks in the lower quartile when the Park and Recreation Budget is compared as a percentage of the overall city budget.
- Salina ranks in the lower quartile when the Park and Recreation Operating Budget is compared to peer communities.
- Salina ranked in the lower quartile in six categories. Of the six categories, five are related to budget.
- Of the twelve categories where Salina ranked in the upper quartile, eight of those categories are tied to more responsibilities.
- One of the twelve categories where Salina ranked in the upper quartile was for the number of non-fte's; however, the hours worked by non-fte's ranked in the lower quartile.







Benchmarking Summary Report – Salina, Kansas

Introduction

Since 1998, ETC Institute has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 400 communities in over 49 states across the country.

The results of these surveys has provided an unparalleled data base of information to compare responses from household residents in client communities to “National Averages” and therefore provide a unique tool to “assist organizations in better decision making.”

Communities within the data base include a full-range of municipal and county governments from 20,000 in population through over 1 million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country.

“National Averages” have been developed for numerous strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.

Results from household responses for Salina, Kansas were compared to National Benchmarks to gain further strategic information. A summary of all tabular comparisons are shown on the following page.

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Salina is not authorized without written consent from ETC Institute.

Benchmarking for the City of Salina, Kansas		
	National Average	Salina 2017
How would you rate the quality of all the parks you've visited?		
Excellent	31%	20%
Good	54%	62%
Fair	12%	17%
Poor	1%	2%
Have you or members of your household participated in City/County/Park District recreation programs during the past year?		
Yes	34%	38%
No	65%	62%
How would you rate the quality of all the recreation programs you've participated in?		
Excellent	36%	20%
Good	53%	58%
Fair	9%	18%
Poor	1%	4%

Benchmarking for the City of Salina, Kansas		
	National Average	Salina 2017
Ways respondents learn about recreation programs and activities		
Direct Mail	29%	37%
Newspaper	37%	39%
Radio	13%	18%
TV/Cable Access	13%	4%
Website	31%	35%
Word of Mouth/Friends/Coworkers	43%	63%
Organizations used for parks and recreation programs and facilities		
Boys/Girls Clubs	5%	
Places of worship	28%	36%
City Parks & Recreation Department	46%	50%
County/State Parks	38%	13%
Other Cities/Park Districts	24%	21%
Private Clubs	21%	10%
Private schools	8%	16%
Private sports clubs	18%	23%
Public Schools	30%	37%
YMCA	16%	34%
Private youth sports	15%	16%

Benchmarking for the City of Salina, Kansas		
	National Average	Salina 2017
Reasons preventing the use of parks and recreation facilities and programs more often		
Facilities do not have right equipment	8%	8%
Facilities are not well maintained	7%	11%
Facility operating hours are not convenient	7%	9%
Fees are too expensive	15%	23%
I do not know location of facilities	12%	8%
I do not know what is being offered	24%	27%
Lack of accessibility (Not accessible for people w disabilities)	4%	4%
Lack of parking	6%	16%
Lack of quality programs	8%	9%
Poor customer service by staff	3%	5%
Program times are not convenient	16%	24%
Programs I am interested in are not offered	16%	16%
Registration for programs is difficult	3%	5%
Security is insufficient	9%	9%
Too far from residence	12%	8%
Use facilities in other Cities/Park Districts	10%	2%
Use facilities/programs of other organizations	16%	8%
Waiting list/programs were full	5%	11%
We are too busy	34%	44%

Benchmarking for the City of Salina, Kansas		
	National Average	Salina 2017
Recreation programs that respondent households have a need for		
Adult arts, dance, performing arts	21%	23%
Adult continuing education programs	29%	28%
Adult fitness and wellness programs	46%	53%
Adult sports programs	22%	25%
Before and after school programs	16%	17%
Birthday parties	17%	18%
Golf lessons and leagues (Golf lessons)	18%	16%
Gymnastics/tumbling programs	17%	15%
Martial arts programs	14%	10%
Nature programs/environmental education	31%	34%
Programs for people with disabilities	12%	13%
Senior programs	25%	23%
Special events	40%	59%
Teen programs	17%	21%
Tennis lessons and leagues	16%	9%
Water fitness programs	29%	35%
Youth art, dance, performing arts	18%	17%
Youth fitness and wellness programs	19%	22%
Youth Learn to Swim programs	25%	23%
Youth sports programs	26%	28%
Youth summer camp programs	19%	18%

Benchmarking for the City of Salina, Kansas		
	National Average	Salina 2017
Most important recreation programs (sum of top choices)		
Adult arts, dance, performing arts	8%	12%
Adult continuing education programs	13%	15%
Adult fitness and wellness programs	30%	33%
Adult sports programs	9%	12%
Before and after school programs	7%	7%
Birthday parties	4%	6%
Golf lessons and leagues	8%	9%
Gymnastics/tumbling programs	5%	5%
Martial arts programs	4%	2%
Nature programs/environmental education	13%	18%
Programs for people with special needs/disabled	5%	5%
Senior programs	15%	14%
Special events	21%	35%
Teen programs	7%	10%
Tennis lessons and leagues	6%	3%
Water fitness programs	14%	14%
Youth art, dance, performing arts	6%	5%
Youth fitness and wellness programs	7%	7%
Youth Learn to Swim programs	14%	8%
Youth sports programs	14%	16%
Youth summer camp programs	9%	4%

Benchmarking for the City of Salina, Kansas		
	National Average	Salina 2017
Parks and recreation facilities that respondent households have a need for		
18 Hole Golf Course	28%	27%
BMX Bicycle Course	14%	5%
Indoor Fitness and Exercise Facilities	46%	54%
Indoor Gyms/Multi-Purpose Rec Center	27%	30%
Indoor Ice-Skating Rinks	26%	18%
Indoor running/walking track	40%	48%
Indoor sports complex (Indoor sports fields)	17%	17%
Indoor Swimming Pools/Aquatic Center	41%	36%
Indoor Tennis	17%	12%
Lap Lanes for Swimming (indoor)	30%	31%
Natural areas/wildlife habitats (Greenspace and natural areas)	50%	47%
Nature Center/Nature Trails	51%	48%
Off-leash dog parks	28%	37%
Outdoor basketball courts	23%	20%
Outdoor Ice-Skating Rinks	25%	11%
Outdoor Swimming Pools/Aquatic Center	43%	57%
Performing Arts Center	36%	33%
Picnic Areas and Shelters	52%	73%
Playground Equipment for Children	43%	56%
Skateboarding Park/Area	12%	13%
Soccer, Lacrosse Fields (Outdoor field space)	21%	21%
Tennis Courts (outdoor)	26%	21%
Walking & Biking Trails	70%	70%

Benchmarking for the City of Salina, Kansas		
	National Average	Salina 2017
Most important parks and recreation facilities (sum of top choices)		
18 Hole Golf Course	11%	15%
BMX Bicycle Course	3%	1%
Indoor Fitness and Exercise Facilities	19%	19%
Indoor Gyms/Multi-Purpose Rec Centers	7%	12%
Indoor Ice-Skating Rinks	7%	6%
Indoor sports complex (Indoor sports fields)	4%	6%
Indoor Swimming Pools/Aquatic Facilities	16%	14%
Indoor Tennis	6%	3%
Indoor running/walking track	14%	18%
Lap lanes for swimming (indoor)	8%	8%
Natural areas/wildlife habitats (Greenspace and natural areas)	17%	20%
Nature Center/Nature Trails (Nature trails/nature parks)	19%	19%
Off-Leash Dog Park	14%	19%
Outdoor Basketball Courts	4%	3%
Outdoor Ice-Skating Rinks	5%	1%
Outdoor Swimming Pools/Aquatic Facilities	19%	24%
Performing Arts Center	10%	10%
Picnic Areas and Shelters	15%	35%
Playground Equipment for Children	18%	30%
Skateboarding Area	2%	2%
Soccer, Lacrosse Fields (Outdoor field space)	8%	4%
Tennis Courts (outdoor)	7%	3%
Walking and Biking Trails	44%	39%



CHAPTER 17 DESIGN CONCEPTS

Master Planning Task:

To develop new programming ideas and re-organization of our four existing parks.

Introduction

The consultant evaluated and developed entirely new concepts for four existing parks and partial designs for Kenwood Park. Overall, all of the new and partially new designs were created to determine how they could meet the preferred uses that have surfaced during the planning process. In order of their placement below, the six parks and description of their new design concept is as follows:

Bill Burke Park

- Add four new fields
- Enlarge two fields by moving fences
- Improve vehicular circulation
- Add more parking spaces

Centennial Park

- Multi-use greenspace
- Add a destination playground
- Add a looped trail around the perimeter of the park
- Add fitness equipment along the looped trail around the perimeter of the park
- Remove the existing skatepark and add pickleball courts
- Enlarge the existing sprayground into a destination sprayground

Indian Rock Park

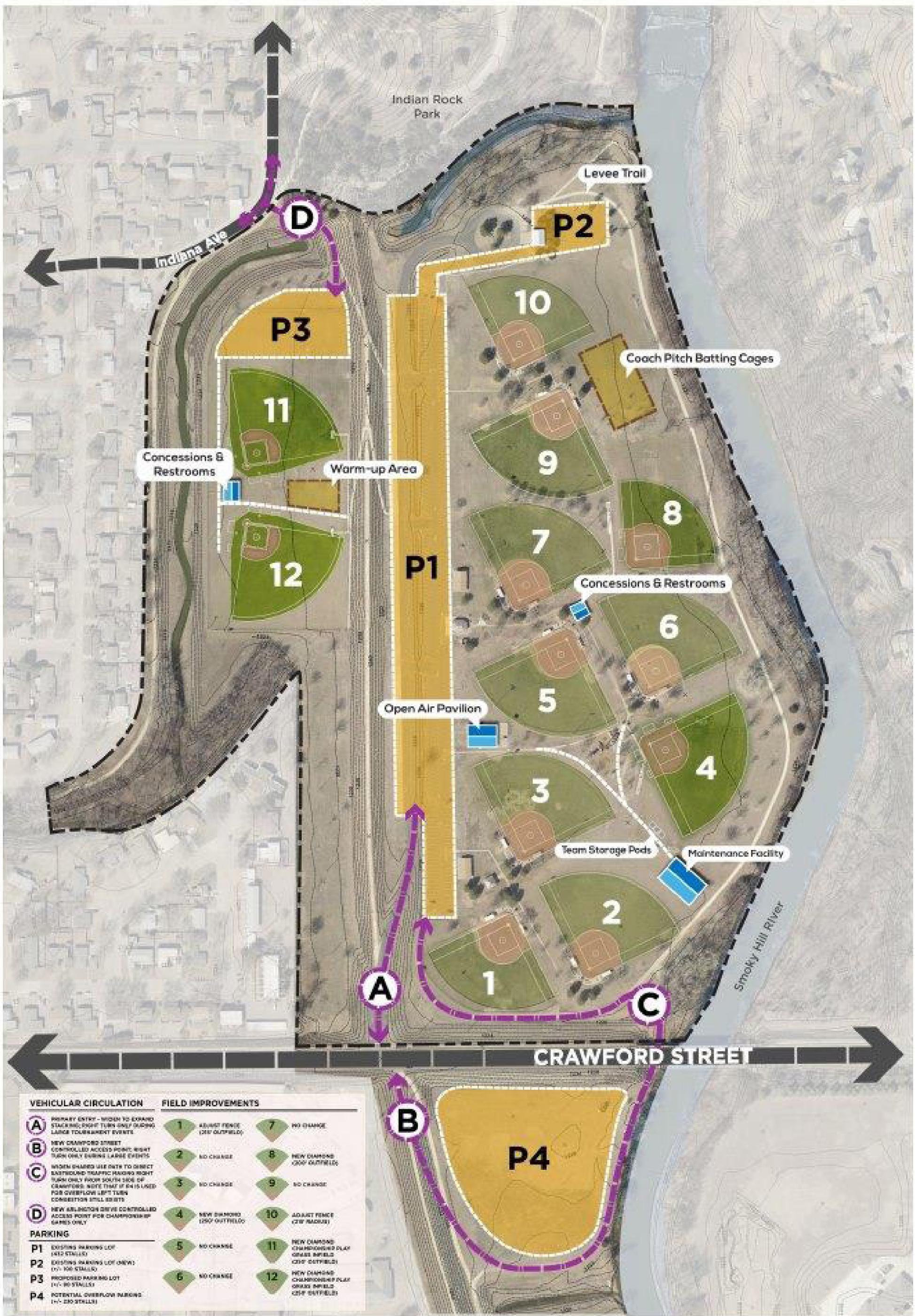
- Build a banquet hall for public and private events
- Build trail elements such as boardwalks, overlooks and interpretive panels that enable access to park's natural features
- Add a destination playground
- Restore the lake to include a water jet
- Allow for an open lawn
- Ensure that trail connections are made

Thomas Park

- Add an option of a BMX bump track, championship horseshoe pits, or other ideas that surface as the process continues
- Expanded nature trail and disc golf course
- Large dog area
- Small dog area

Kenwood Park Tennis

- Add a new 14-court tennis center (the tennis court map in this report indicates 12 courts; however, the recommendation is for fourteen regulation courts for which the design for that layout is under development)
- Re-purpose the existing building on the premise, or construct a new building, to accommodate tennis center management and operations



Bill Burke Park

Salina, Ks





GATHER

Create multi-purpose green space to provide flexible areas for a variety of park uses

PLAY

Build a destination playground

EXERCISE

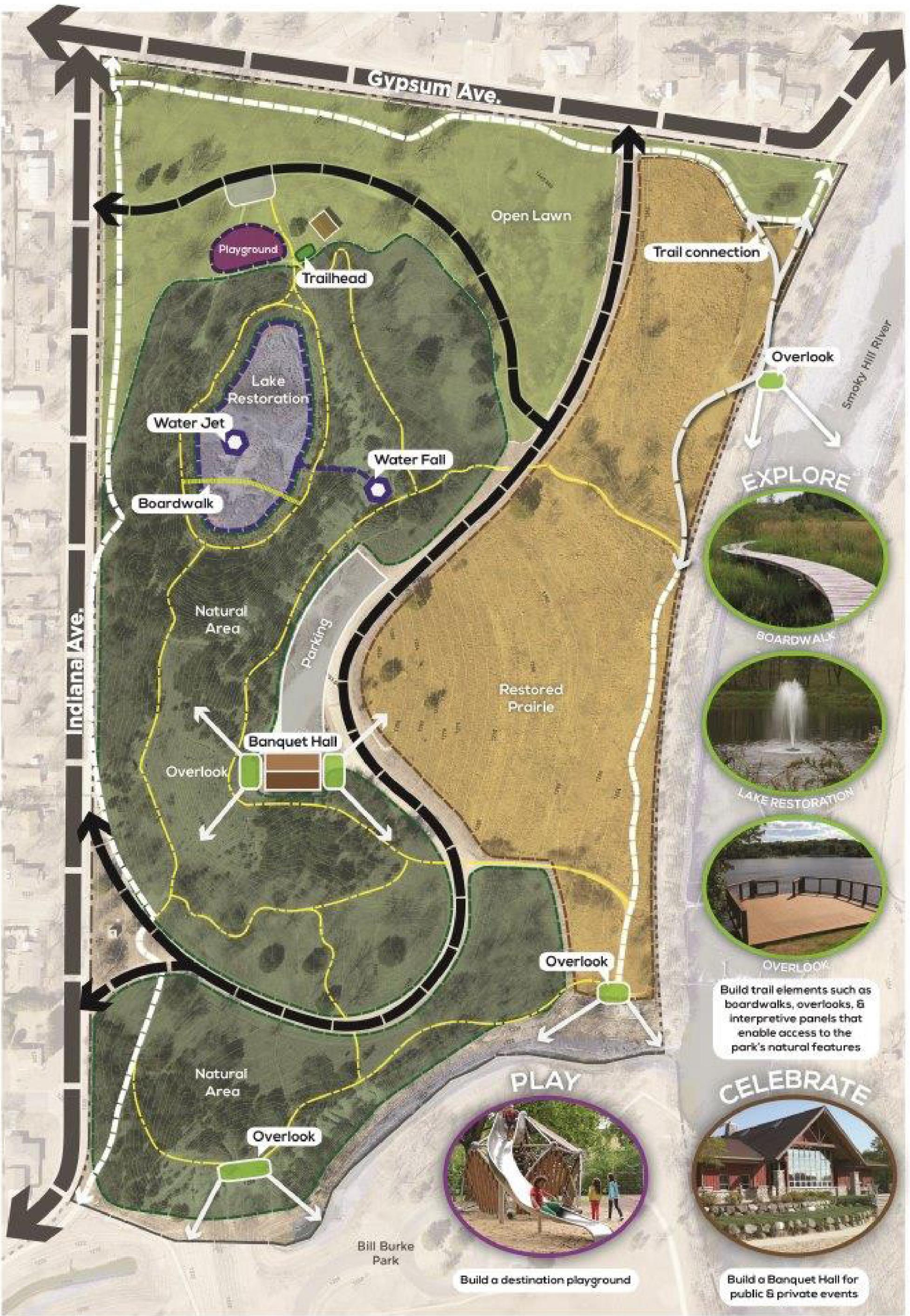
Install fitness equipment clustered in a single location along the loop trail

ENGAGE

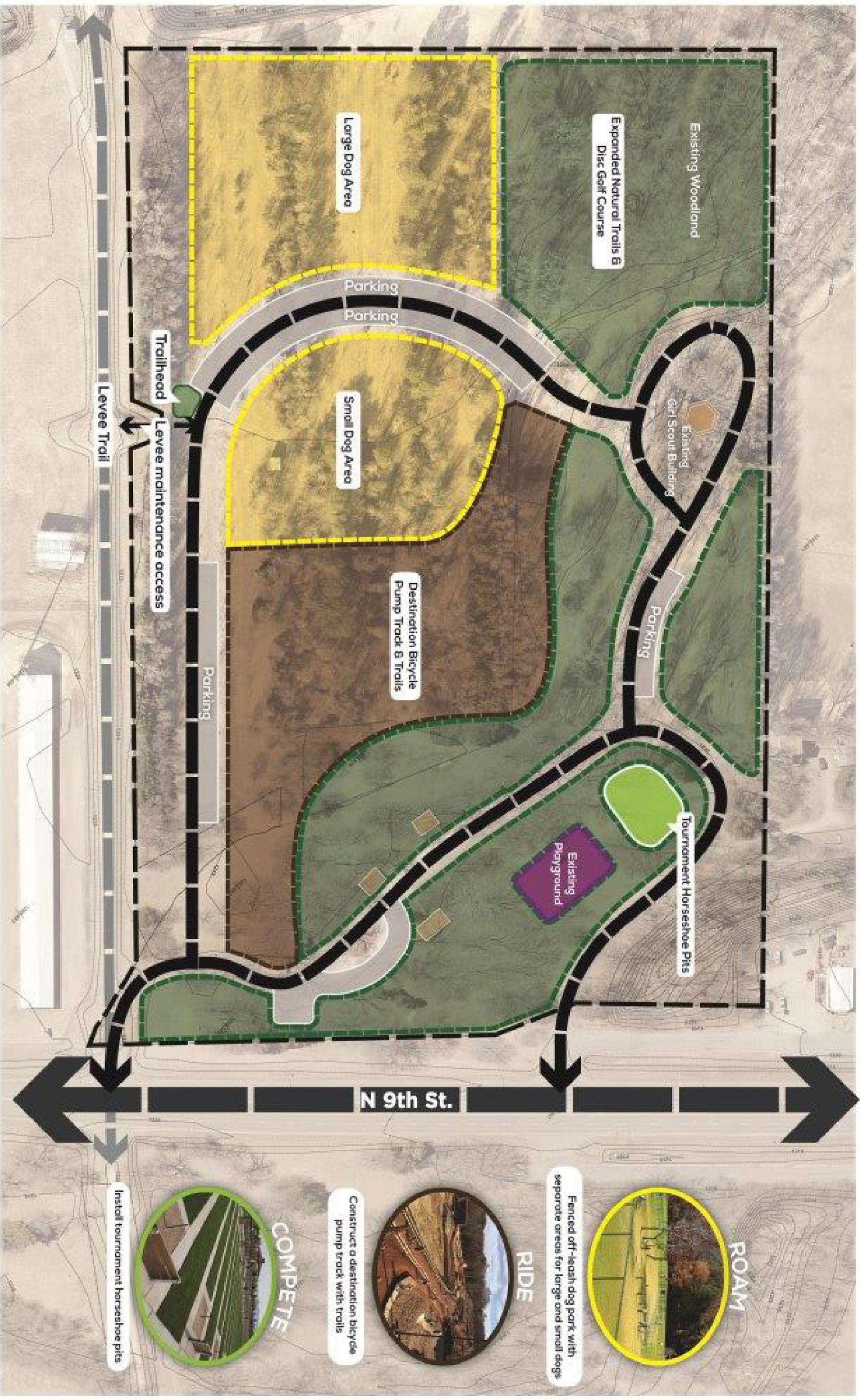
Repurpose the skate park and build Pickleball Courts to provide multi-generational amenities

WALK

Build a paved perimeter loop trail



Indian Rock Park
Salina, Ks



Existing Woodland

Expanded Natural Trails & Disc Golf Course

Large Dog Area

Small Dog Area

Existing Girl Scout Building

Destination Bicycle Pump Track & Trails

Existing Playground

Tournament Horseshoe Pits

N 9th St.

ROAM

Fenced off-leash dog park with separate areas for large and small dogs

RIDE

Construct a destination bicycle pump track with trails

COMPETE

Install tournament horseshoe pits

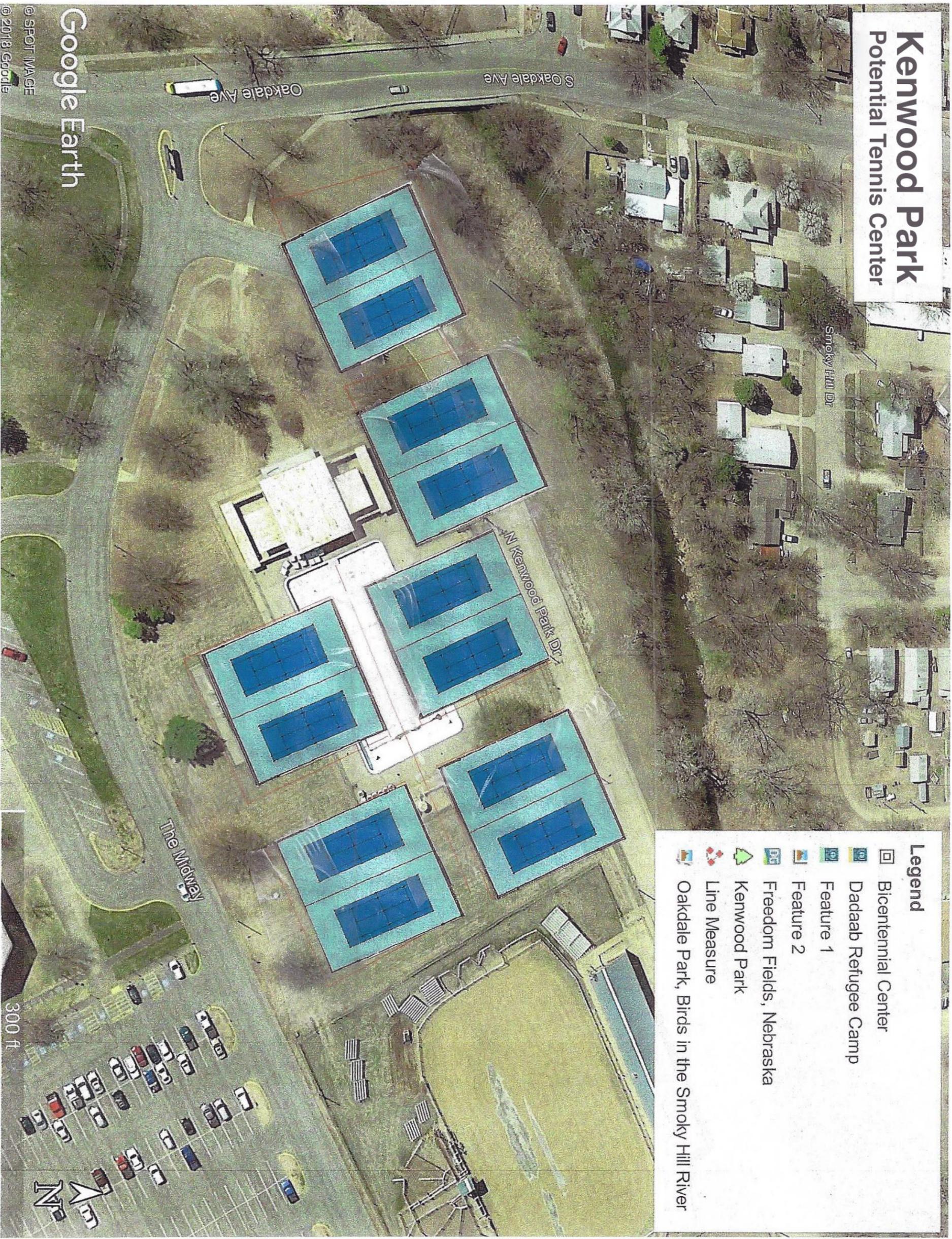
Thomas Park

Salina, KS



Kenwood Park

Potential Tennis Center



Legend

- Bicentennial Center
- Dadaab Refugee Camp
- Feature 1
- Feature 2
- Freedom Fields, Nebraska
- Kenwood Park
- Line Measure
- Oakdale Park, Birds in the Smoky Hill River

Google Earth

@ SPOT IMAGE
@ 2018 Google

300 ft





CHAPTER 18 KEY FINDINGS

Master Planning Task:

To capture and list in one chapter all of the key findings that surfaced throughout the planning process.

Introduction

The future allocation of resources to the Park and Recreation Department will depend on its relevance to the growth of the city which, to a large degree, depends on citizen preferences. This chapter concisely presents the key findings upon which all future decisions will be made during the life of this master plan.

City Commission Vision (excerpts)

The city commission's vision mentions several connections to the services provided by the Park and Recreation Department:

- A city that is exciting to live in and thriving both economically and socially
- A place with a quality of life that not only appeals to residents but also to visitors
- A city with connectivity
- A city that is attractive and well-maintained
- The downtown will include entertainment, professional services, restaurants and retail development. In addition, the downtown will include residential uses and places to congregate consistent with the desired missed-use activity

City Manager's Vision

To be the best city in the State of Kansas. This statement sets the bar very high as it relates to master plan recommendations and the costs of implementing those recommendations. To respect the Manager's vision, the consultant will provide options when possible for high level and lower level upgrades, and/or, new projects.

Importance of Parks and Recreation

The citizen survey completed by the ETC Institute determined that 45% of respondents feel that Parks and Recreation is important when compared to other city services such as police, fire, public works and planning. An additional 36% feel it is somewhat important while only 5% feel it is either not at all important or not important.

History

All previously completed planning documents for the city that date back 54 years to 1964 speak to the importance of a strong park system.

Demographics/Lifestyle Foundations

Like all communities, Salina's demographic profile and lifestyle (live, work and play preferences) varies from one section of town to another. As needed, this master plan will reflect those preferences as final recommendations are developed. For example, there appears to be an opportunity for hobbies such as a photography club, for programming for isolated individuals, and special events that celebrate the traditions of all cultures as diversity continues to grow in Salina.

Level of Service (LOS)

The current level of service provided by the city for its citizens has been quantified in this document, especially from the citizen survey and the chapter called Level of Service. Moving forward, informed resource allocation decisions need to be made that are either best of class or average. To become the best city in the State of Kansas will require investments at the highest level. Examples relative to the City of Salina about LOS decisions that need to be addressed:

Tennis

- Highest LOS Investment - If a decision is made to upgrade tennis facilities, the highest LOS investment would be for a new tennis center at Kenwood Park
- Lower LOS Investment - If a decision is made to upgrade tennis facilities at a lower level investment, all existing courts would be upgraded

Baseball/Softball

- Highest LOS Investment – If a decision is made to upgrade baseball/softball fields, the highest LOS investment would be to add turf to all fields at Bill Burke and ECRA Parks and add a new stadium and two championship fields at ECRA. All of this in partnership with Baseball Enterprises and schools who use the fields
- Lower LOS Investment – If a decision is made to upgrade baseball/softball fields at a lower level of investment, there is a lengthy list of needs:

Bill Burke

- Add lights to the three unlit fields
- Provide more storage
- Renovate existing restroom/concession room into dedicated umpire changing room facility
- Add new concession stand on the east side of the existing concession stand
- Pull soccer completely out to allow for future expansion if needed and move all soccer to the Magnolia Soccer Complex
- Implement the design concept that was developed by the consultant

ECRA Park

- Need to renovate James Matson Field with new lighting and expand it to at least Dean Evans field dimensions
- Existing picnic shelter and restrooms need to be expanded to include a changing room for the players
- There is an original concession building that is being used for park operations and it should be remodeled for an umpire changing facility and add a restroom/shower to it as it already has restrooms
- To retain state championship baseball and showcase tournaments, Dean Evans needs locker rooms, umpire changing facility, improved seating and upgraded lighting that meets minor league specifications
- Upgrade the Tower Field from a practice field to a game field

Magnolia Soccer Complex

- Use of the soccer complex has decreased since 2007 because there are not enough developed fields which results in potential users traveling to other locations such as Sedgwick County. Sedgwick County has 70 acres of developed fields while Salina has 20 acres. Parks and Recreation will add eight (8) more acres in 2018 for the U-8 and U-10 age groups. An additional advantage for adding the eight acres, is the opportunity to remove the soccer fields at Bill Burke Park. Recent lighting of fields #1 and #4 has helped extend hours that games can be played and the new eight acres will require lights too. The Department is aware of adjacent neighbors whose homes can be negatively impacted by lights, thus that will be kept in mind as new lighting is added.

Management

Culture Change

There is new management leading the Park and Recreation Department. This change in leadership challenges the Department to embrace the city vision of being the best community in the State of Kansas. To do so, means that existing policies, maintenance practices, partnerships, resource allocation to align with citizen preferences, and staff's commitment to excellence will move away from frequent comments/mentality that "we have always done it this way". In fact, positive change has been occurring in the early stages of the culture change with the Oakdale River channel cleanup, an aggressive playground replacement program and Dean Evans and Bill Burke athletic field improvements.

Partnerships

- Need to develop a new partnership agreement methodology that re-aligns all existing partnerships with a new best practice model.
- A few examples that have not fit well with a best practice partnership model:
 - The Kennedy School Agreement should be re-negotiated to seek school district assistance with the maintenance and upgrades to the site. The agreement should be abandoned if the Park and Recreation Department can identify a larger piece of property in that immediate area to serve as a neighborhood park.
 - An existing soccer program utilizes city fields and caters to elite players, thus abandoning recreation players. A significant outcome of this approach results in a very high cost to participate in the program which causes some families to enroll in soccer clubs in other cities or quit playing altogether. In addition, the elite program does not organize and produce ongoing events in Salina that attract visitors that would add to the local economy. Recognizing these issues as detrimental to the Department's service goals, it has reached out to the Puma FC Club to provide a new and fresh approach to soccer families that would be beneficial to both parties, especially those who choose not to participate in the elite program.

- Many athletic field users expect new fields, and/or, upgrades to existing fields to be the highest priority for allocation of the Department's budget, even though other city-wide projects may be deemed a higher priority
- The Schilling School Agreement should be abandoned as neighborhood access to a playground and greenspace is being provided by the school district.
- Access TV (CATS) uses the Memorial Hall and has been operating in violation of its lease with the city. The lease required them to pay utilities and maintain the areas they use; however, the Park and Recreation Department has been incurring those costs
- A few examples that do fit well with a best practice partnership model:
 - The new agreement with Puma FC is working well as they contribute financially to the Park and Recreation Department to help offset operating costs for the program
 - Public/private partnerships from the past include the Dean Evans Stadium and The Fieldhouse
 - Currently under consideration for public/private partnership is for a tennis center at Kenwood Park
 - Currently under consideration for a public/private partnership with Baseball Enterprises is for a stadium and two championship fields at ECRA and all turf fields
- An example of an athletic field partnership that should be re-written:
 - The lease with Central High for the exclusive use of Tower Field at ECRA during the high school baseball season is to expire in the summer of 2018 and should be re-written. At that point, Tower Field will become part of the ECRA Park re-development package

Organizational Structure and Assessment

- The Department's structure will have to change to provide staff support for The Fieldhouse which was developed to be managed by a single employee
- There are deficiencies in all four evaluation categories of the organizational assessment:
 - External Impacts
 - Organizational Practices
 - Organizational Capacity
 - Organizational Performance/Metrics

Trends

There are always numerous trends affecting the park and recreation profession. There is a difference between a fad and a trend, thus resources must be carefully applied when requested by citizens-at-large, special interest groups, or community leaders. Examples of popular trends that are appropriate for Salina include:

- Destination playgrounds at \$1.5 Million each
- Destination spray grounds at \$500K each
- Clustered facilities that are no longer considered to be neighborhood level amenities such as tennis courts
- Pickle Ball, Futsal Soccer, Adventure Sports, and Championship Horseshoe Pits
- Dog Parks have grown 40% since 2009

Continuous Process Improvement (CPI) and Management by Metrics

- Staff is committed to excellence and is striving each day to make process improvements that result in operating efficiencies; however, it is challenging to use the CPI process in the manner it was originally intended due to variables, intangibles and the fact that desired results are difficult to achieve
- There is a need for tracking management software such as CIVICREC to provide the data/metrics needed to support leaders as they work to make informed decisions on all matters of importance

Policies

- The existing Cost Recovery Policy follows the national best practice model. However, there are two challenges that face the Department as it implements the policy on a regular basis: a) fee increases exceeding 10% must be approved by the city commission; and b) the current fee structure is subject to several staff interpretations of it which results in inconsistent fees for programs and services
- There is a need to create a Level of Service (LOS) Policy which specifies the quantity, location and type of facilities, quality of parks and facilities, and level of funding for everything it does
- The Land Dedication Ordinance needs updated
- The city should develop and implement a policy to ban smoking in the parks. 68% of respondents to the survey were very or somewhat supportive of this type of policy
- There is a need for a Naming Policy for capital gifts
- There is a need for an Endowment Policy
- There is a need for a Gifts Catalogue Policy
- There is a need to develop a core recreation program policy

Financial - General

- The benchmarking study and other national best practice metrics that were collected and analyzed during the development of this master plan hi-lighted the gap between the Department's responsibilities and its resources with which to accomplish them
- Earned income from fees and charges is not always aligned with the department's cost recovery policy
- Earned income from sports and special events needs to be tracked to calculate the economic impact from all events. The issue that the Department faces is that there is no one available to do the tracking as it is a significant time consumer to do it properly
- The future impact of the Smoky Hill River Project will be significant. There are no available resources within the department to support this project
- If the vision statement by the city commission and city manager are the driving force behind new, and/or upgrades to the park system, it will require revenue-producing facilities beyond those that are currently offered. Examples to be further evaluated would be athletic fields and contemporary amenities of the highest quality, a contemporary tennis center with all amenities and the development of an outdoor experience at The Fieldhouse to enhance that facility's attraction as a destination
- The primary focus for resource allocation by the department is on general park upgrades in the category of deferred and active maintenance rather than on new construction due to the low level of capital dollars
- There is a history and current interest by the private sector to partner with the city for capital projects; however, the dollar amount that is needed for most projects usually exceeds the city's ability to match dollars
- Significant emphasis needs to be placed on the continued development and use of the Department's Foundation to support the Department
- The city needs to develop a policy which directs that an endowment be required, either a percentage of the gift or 25% of the total gift, to accompany all large capital gifts to ensure their long term care
- The city needs to develop a gifts catalogue to provide imagery, costs and details about needs in the park system

Staffing

This master plan documents and quantifies the need for a thorough analysis of staffing needs for the Park and Recreation Department. A significant gap between responsibilities and resources is referenced in the Park Division, Facilities Maintenance Division and in the Recreation Division at The Fieldhouse. Below are specifics that are attributed to each of the three divisions within the department:

Park Division:

- 128.37 acres of park land and 5.37 miles of trails have been added since 2005
- Maintenance at Kenwood Cove has required park staff to set up and take down all shade structures, maintain its exterior turf and horticultural responsibilities
- Park staff now maintains 50 utility sites as a tradeoff with the Water Department for its supervision and control of water quality at Kenwood Cove
- Special events have added 1092 labor hours for park staff

Facilities Maintenance Division

- Added responsibilities in the last seven years include the S.C. Theatre Addition, The Fieldhouse and the animal shelter
- Square feet of building space maintained by full-time custodial staff exceed national averages by 7,000 sq. ft. per person
- Square feet of building space maintained by full-time maintenance technicians exceed national averages by 113,000 sq. ft. per person

Recreation Division at The Fieldhouse

One full year of operation hi-lights the need to add staff. Needed to grow the revenue base and to maintain the facility are:

- custodial staff
- revenue-generating recreation specialist

Financial – ETC Survey Priority Investment Ratings (PIR)

The PIR was developed by the ETC Institute to provide an objective tool for evaluating the priority that should be placed on parks and recreation investments. The PIR reflects both the importance and unmet needs residents place on the facility and program choices that were provided in the survey.

Table: PIR Ratings for programs and facilities

Program Priorities	PIR Rating
Special events	200
Adult fitness and wellness programs	183
Nature programs and environmental education	123
Outdoor adventure programs	111
Water fitness programs (another provider in town prefers the city not be involved with this program)	109
Facility Priorities	
Walking and biking trails	189
Indoor running and walking track	147
Park shelters and picnic areas	126
Passive natural areas	123
Indoor aquatics facility	122
Nature center	121
Indoor fitness	119
Playgrounds	108
Outdoor swimming pools/water parks	104

Benchmarking Study Summary

The consultant completed a benchmarking study to evaluate how Salina compares to award-winning agencies from around the United States on important data points. The completed study is in the report and here is a summary of lessons learned:

- Salina ranks in the lower quartile when the Park and Recreation Budget is compared as a percentage of the overall city budget
- Salina ranks in the lower quartile when the Park and Recreation Operating Budget is compared to peer communities
- Salina ranked in the lower quartile in six categories. Of the six categories, five are related to budget
- Of the twelve categories where Salina ranked in the upper quartile, eight of those categories are tied to more responsibilities
- One of the twelve categories where Salina ranked in the upper quartile was for the number of non-fte’s; however, the key finding is that the hours worked by non-fte’s ranked in the lower quartile (more people but fewer hours worked)

Parks

- To become a destination in the State of Kansas, destination-type upgrades are needed at both Oakdale (a significant water feature) and Sunset Parks (commercial lighting at the Memorial).
- There is a need to fund the upgrades at Centennial, Thomas, Burke and Indian Rock Parks per the design concepts prepared by the consultant.
- We learned from the ETC survey that 61% of respondents preferred a developed neighborhood park over other choices such as sidewalks, undeveloped green space and neighborhood block parties
- There is a need for general upgrades to all parks as detailed in the park inventory and assessment of all parks by the consultant. Specifics about the need for upgrades are the following:
 - As quantified in the ETC survey, the citizen rating of excellence in the park system is 20%. This is well below the national average of 31%.
 - The highest rated improvement requested by 73% of those who responded to the ETC survey is for shelters and picnic areas. As a national benchmark, the need in Salina is 20% higher than the national average
 - Also ranking very high on the list in the ETC survey of nine possible upgrades was playgrounds which ranked #8 with a PIR rating of 108

Smoky Hill River Project

Upgrades to Lakewood Park, trails, Kenwood Park and Oakdale Park are under consideration as the Smoky Hill River Project continues through its planning stages. These upgrades are highly significant and will require strong partnerships with the Park and Recreation Department and others to reach the vision that has been set.

Trails/Connectivity

- Continue to develop the Trail Master Plan with full support from citizens as they ranked this project as #1 with a priority investment rating (PIR) of 189
- Determine management and maintenance responsibilities for the Smoky Hill River Development Project as it moves toward final design and implementation

Maintenance

- The Parks Division is under-funded. An indication of this is the level of deferred and active maintenance which totals \$5.6 Million.
- There is a need for a new golf course maintenance building as the existing building is an old airport hangar with major structural issues

City Buildings

- Memorial Hall has many deficiencies which result in very few opportunities for it to be used. It should be thoroughly evaluated to determine if there is a future use. Regarding the Hall's condition and uses, Resolution #2778 signed on May 11, 1964, stipulated that the building was no longer suitable for the purposes for which it was designed, the community no longer needed it due to more adequate structures in the city, and that the building was used so little that its cost of maintenance was excessive.
- Need more indoor meeting space to augment what is currently available at the Friendship and Carver Centers
- The Discovery Center Building needs to be replaced
- The golf course maintenance building needs to be replaced
- The Indian Rock Building should be upgraded, and/or, rebuilt to provide new public meeting space

Land Acquisition

- Land should be acquired to the southern part of the city limits in the proximity of the Ohio Street corridor
- The city should acquire land adjacent to, or as close as possible, to The Fieldhouse to provide an outdoor experience and gathering spot for users of that facility and for visitors to the downtown area
- Acquire land near Kennedy Park if a larger parcel can be identified

Access to Indoor Recreation

Using the citizen survey and on-site observations by the consultant, there is an imbalance between indoor and outdoor experiences in Salina. Quantified in the survey, 55% of the responses indicated that citizens are either not sure or do not feel there is an imbalance. On the other hand, it is fair to point out that 46% feel there is a good balance between indoor and outdoor experiences.

The PIR rating for the nine (9) highest rated facility needs as prepared by ETC is indicative of how the community-at-large responded to their preferences for indoor opportunities:

- The need for an indoor running and walking track ranked #2 on the PIR with a score of 147
- The need for an indoor aquatics facility ranked #5 on the PIR with a score of 122
- The need for indoor fitness ranked #7 on the PIR with a score of 119

Recreation Program

- The quantity of recreation programs offered needs to be assessed. Consideration needs to be given to reducing the number of programs to provide additional staff support at The Fieldhouse. Programs that are declining in participation include adult kickball, adult baseball, adult 3 on 3 basketball; lap swim; therapeutic program big getaways and summer day camp; and the golden years spring festival
- Recreation programs need to be aligned with community preferences. The five (5) highest rated programs in the PIR rating prepared by the ETC Institute were:
 - Special Events rated #1 with a PIR rating of 200
 - Adult fitness and wellness programs rated #2 with a PIR rating of 183
 - Nature programs and environmental education rated #3 with a PIR rating of 123
 - Outdoor adventure programs rated #4 with a PIR rating of 111
 - Water fitness programs rated #5 with a PIR rating of 109

Marketing

Many, if not most, communities are challenged with informing their citizens. Salina is no different. Lessons learned from the ETC survey will be helpful to the Department as it continuously tries to keep citizens informed:

- Branding - Citizens responded in the survey that the Department is best known for athletics. However, there is a gap between what they feel is known for versus their preference for programs and facilities. For example, their facility and program top choices are trails and special events, respectively.
- The #2 rated reason that citizens do not use parks and programs is that they do not know what is being offered. This #2 rating is 27% which follows the #1 reason at 44% which is that people are too busy.
- Activity Guide - To help with informing citizens, the department distributes its Activity Guide. The consultant has noted a few changes that will be necessary to upgrade the Guide; namely, its design layout, cover, content, branding and distribution options.
- Word of mouth - The ETC survey points out that 63% of respondents learn about programs by word of mouth which is 20% higher than the national average of 43%. It would be an interesting challenge to use the logic presented in a book called The Tipping Point to determine who the persons or groups are in Salina who spread the word
- Website - There are issues with dead links and redirectors, ADA accessibility and becoming a mobile-friendly site. To be noted is that the ETC survey points out that 35% of respondents use the website and this is 4% higher than the national average of 31%

Recreation Facilities

Aquatics

- Upgrade existing spraygrounds by adding \$400K to each facility to greatly increase the experience that citizens will use more often. As quantified in the ETC survey, the PIR rating for outdoor pools/water parks was rated as #9 on a list of 9 choices with a rating of 104. Although spraygrounds are not obviously pools/water parks, they are water options that are much more affordable and extremely popular when their size and quality is at a high level
- Kenwood Aquatic Park needs a new major attraction to add to, and/or replace an existing attraction, on a scheduled basis – say every 5 years. This type of approach is standard in the industry and should mitigate decreases in daily attendance and memberships which have happened since 2012. Since that time, attendance and memberships have fallen from \$492,449 in 2012 to \$319,058 in 2017. This is a drop of revenue totaling \$173,391. Again, as stated above, the PIR rating for outdoor pools/water parks was rated as #9 on a list of 9 choices with a rating of 104

Fieldhouse

The public/private partnership that led to the development of The Fieldhouse was made for several reasons:

- To add a destination attraction to the downtown area to support economic impact
- To add quality to life in Salina to support reasons for current citizens to stay in Salina and for new citizens to choose Salina as the city where they want to live
- To provide health and wellness opportunities for those who use it. Using data from the ETC survey, there are 11,068 households in Salina who have a need for adult fitness and wellness programs and 4,627 households that have a need for youth fitness and wellness programs
- There is a staffing shortfall at The Fieldhouse as it was opened a year ago with one full-time employee dedicated to managing it. In recognition of staffing shortfall, the Department recently re-located two recreation programmers to The Fieldhouse to support The Fieldhouse Manager. This has been helpful; however, their other duties followed them as they continue to organize and produce the programs for which they have always been responsible. The city should strongly consider the addition of a new revenue-producing recreation staff person and custodial help.
- Need to provide an outdoor experience adjacent to The Fieldhouse, especially a park-like atmosphere to include a destination level playground. This need ties directly to the city's vision of becoming the best city in the State of Kansas, to the experience planning strategy and to the LOS strategy that were previously mentioned in this chapter and in the executive summary. The summary of these approaches/strategies is that The Fieldhouse will be forever evaluated by potential traveling user groups and compared with other facilities in the state and region. Users are searching for a quality indoor experience which they will get at The Fieldhouse but also for an outdoor experience where they can congregate and have fun during those times when they are not competing

Tennis/Pickleball

Citizens did not rank the upgrade of tennis courts nor the need for pickleball courts very high on the survey. Nonetheless, all existing tennis courts must be upgraded or abandoned. Pickleball is one of the fastest growing sports in America and it is possible that citizens in Salina are not familiar with the activity because it is a relatively new trend:

- Evaluate partnership opportunities with the private sector and schools for a contemporary tennis center at Kenwood Park to include 14 regulation courts
- Abandon all tennis courts in town if a new tennis center is developed at Kenwood Park
- Re-purpose the lighted skatepark facility at Centennial Park for four each pickleball courts. Although pickleball was not rated high on the ETC survey, it is near the top of the list for the fastest growing sports in America

Athletic Fields

Just like tennis and pickleball, citizens did not rate the upgrading of athletic fields nearly as high as other options that were listed on it. Nonetheless, there are approximately 5,795 households who have expressed a need for upgrades to athletic fields for youth and 5,232 households who expressed the same need for adult sports fields:

- Add four new baseball/softball fields at Bill Burke Park per the concept developed by the consultant
- Add lights to the three fields at Bill Burke that are not currently lighted
- Remove existing soccer fields from Bill Burke and relocate to Magnolia Soccer Complex when resources allow
- Add an additional eight acres of soccer fields to the soccer complex for u-8 and u-10
- Renovate James Matson Field at ECRA with lighting and expanded dimensions like the Dean Evans Field
- Consider upgrades to the Tower Field at ECRA when the lease with Central High expires in the summer of 2018
- Evaluate the proposed addition of a stadium and two championship fields at ECRA by the Baseball Enterprises Group as a public/private investment

Adventure Activities

- Add adventure activities at Thomas Park per the design concept created by the consultant
- Add adventure activities at Lakewood Park per the design concept created by HDR
- Re-locate the skatepark currently located at Centennial Park to Kenwood Park
- Utilize the current skatepark area located in Centennial Park for pickleball courts

Natural Resources

- The need for a strong tree maintenance and re-forestation program
- Natural resource upgrades at Lakewood and Indian Rock Parks are very highly supported by the community
- Nature programs and environmental education ranked #3 on the priority investment rating (PIR) provided by the ETC Institute with a rating of 123
- Passive natural areas ranked #4 on the priority investment rating (PIR) provided by the ETC Institute with a rating of 123
- A nature center ranked #6 with a rating of 121

Relevance to the development of the 2018 Master Plan

This chapter organizes the key issues facing the Park and Recreation Department and serves as a base upon which final report recommendations are made.

