

# The Next Step

**Parks and Recreation Master Plan - Salina, Kansas**  
**July 23, 2018**







# TABLE OF CONTENTS

- INTRODUCTION ..... 1**
  - Credits ..... 3
  - Executive Summary ..... 5
- NEEDS ASSESSMENT ..... 10**
  - Chapter 1 Summary of Historical Documents ..... 11
  - Chapter 2 Public Engagement ..... 18
  - Chapter 3 Leisure Lifestyles Analysis ..... 21
  - Chapter 4 Citizen Survey Summary ..... 73
  - Chapter 5 Organizational Assessment ..... 80
  - Chapter 6 Park Land Dedication Ordinance ..... 89
  - Chapter 7 Park System Inventory and Analysis ..... 94
  - Chapter 8 Maintenance Assessment ..... 159
  - Chapter 9 Recreation Program Analysis ..... 168
  - Chapter 10 Fee Structure Assessment ..... 176
  - Chapter 11 Continuous Process Improvement ..... 182
  - Chapter 12 Marketing Assessment ..... 186
  - Chapter 13 Natural Resource Assessment ..... 195
- NEEDS ANALYSIS ..... 201**
  - Chapter 14 Connectivity Analysis ..... 202
  - Chapter 15 Trends ..... 208
  - Chapter 16 Benchmarking ..... 214
  - Chapter 17 Design Concepts ..... 222
  - Chapter 18 Key Findings ..... 229

<b>IMPLEMENTATION</b> .....	<b>240</b>
Chapter 19 Level Of Service .....	241
Chapter 20 Funding Sources .....	244
Chapter 21 Recommendations.....	246
Chapter 22 Priority Investment Ratings .....	254
Chapter 23 Opinion Of Probable Costs .....	257
<b>APPENDIX</b> .....	<b>261</b>
Survey Instrument, Charts and Graphs, and Tabular Data .....	262
Survey Instrument .....	263
Charts and Graphs .....	326
Tabular Data.....	369
Funding Sources.....	405
Benchmarking Study.....	416
Deferred Maintenance.....	430
Sample Partnership Agreement.....	433



A large, semi-transparent, light green number '1' is positioned in the upper right quadrant of the page. The background of the entire page is a dark green with a pattern of thin, light green diagonal lines.

# Introduction

## To the Citizens of Salina

The Park and Recreation Department takes great pride in serving the citizens of Salina! To provide the community with a more positive park and recreation experience, the City Commission graciously committed to working with renowned Park and Recreation Consultant, Richard Horton, to develop the 2018 City of Salina Park and Recreation Master Plan which is being called THE NEXT STEP.

The NEXT STEP Master Plan will serve three purposes as a minimum. First, it is an accumulation of information gathered from the community that will build upon the expressed interests and desires of citizens for the quality of life that is important to them. Second, it will function as a guide for the future development of our incredible park and recreation system; and third, it will be used to make sure that tax dollars are spent wisely.

In anticipation of the completion of the NEXT STEP Master Plan early in 2018, the Park and Recreation Advisory Board and park and recreation staff will continue their dedication to serving the community and working hard to improve its park system. We plan to build upon recent improvements that you may have noticed. For example:

- new playgrounds in several parks such as Thomas, Pacific, Woodland, Sunset and Phillips
- the addition of lights to the Magnolia Soccer Complex will ensure that the soccer complex can flourish as softball does at Bill Burke and baseball does at the East Crawford Recreation area

We are proud of these recent upgrades but realize that our challenge moving forward is significant. As pointed out in the NEXT STEP Master Plan, resources are limited while needs are great. The entire park system needs upgrades, new facilities are needed such as tennis courts and athletic fields, trails and connectivity opportunities should be continued, natural resource areas at Lakewood and Indian Rock Parks need to be protected and enhanced, just to name a few.

Notwithstanding the issues that face the park system, citizens can be assured that the Park and Recreation Advisory Board and staff will continue to work diligently and wisely allocate tax dollars to implement the NEXT STEP Master Plan. We realize that tax dollars alone will not address all the wants and needs identified in the Plan; however, it will give credibility to the development of more public/private partnerships to leverage city resources that will help build the park system into one comparable to any in the State of Kansas. We know this will take time to get this done but everyone is up to the challenge.

As the NEXT STEP Master Plan moves forward into the implementation phase, citizens can be assured that their preferences have been strongly considered as recommended improvements have been specified. Through the citizen survey results, stakeholder interviews, and public meetings, the Plan has been citizen-driven.

In closing, the Park and Recreation Department is aware of its role in the community. It is humbled by its responsibility of facilitating family gatherings, swim lessons for your children and the economic development impact that results from large sports events while also protecting the environment and providing access to nature within the city limits at Indian Rock and Lakewood Parks.

With your continued support, the Salina Park System and Recreation Program will be on the list of communities about which it is said that “All great cities have a great park system”!

Sincerely,



Chris Cotten, Director  
Salina Park and Recreation Department



## CREDITS

Credit is given to city commissioners, the city manager and deputy city manager, the community engagement coordinator, park and recreation advisory board members and park and recreation staff for their leadership that led to the development of this 2018 Next Step Park and Recreation Master Plan. The consultant learned from, and found ways to incorporate into the Plan, the city commission's stated goals, the city manager's vision that the City of Salina will become known as the best city in the State of Kansas and in-depth details about community needs/preferences from the park and recreation advisory board and the park and recreation staff.



**City Commission**

Kaye Crawford – Mayor  
Karl Ryan – Vice-Mayor  
Jon Blanchard, Commissioner  
Trent Davis, Commissioner  
Melissa Rose Hodges, Commissioner

**City Manager**

Jason Gage

**Deputy City Manager**

Mike Schrage

**Community Engagement Coordinator**

Rachel Hinde

**Park and Recreation Advisory Board**

Gavin Aills  
Fred Aubuchon  
Doug Rudick  
Melanie Hedgespeth  
Dr. Mark Bandre  
Mary Bender  
Ramona Newsom  
Johnna Vosseller  
Melissa Hodges

**Park and Recreation Administration**

Chris Cotten, Director  
Scott Garrie, Deputy Director  
Rick Martin, Park Superintendent  
Travis Scheele, Recreation Superintendent  
Cindy Lamer, Business Manager  
Jeff Hammond, Kenwood Cove Manager  
Brian Underwood, Lakewood Discovery Center Manager  
Linnette Burger, Therapeutic Recreation Program Manager  
Tim Kerbs, Recreation Program Manager



# EXECUTIVE SUMMARY

## Introduction

The City of Salina is on course to implementing a vision that will provide citizens and visitors with experiences that will change the future of the community in a positive way for decades to come. The benefits that will flow from the Smoky Hill River Corridor Project and the 2018 Park and Recreation Plan are exactly the opportunities that citizens-at-large, businesses and corporations are seeking as they determine where they will live, work and play.

## Current Community Challenges

The preferred outcome from the Park and Recreation Master Plan in Salina, just like many communities, is challenged by the shortfall between dreams for the future and the ability to fund those dreams. Specifically, for Salina:

- The City's current financial condition limits the dollars available for the funding of operating budgets, capital projects and catching up with deferred maintenance, all of which are costly.
- The demand for park system upgrades and new projects is highly competitive as staff, citizens-at-large and special interest groups seek to have their preference rated as the highest priority
- National trends are affecting the preferences and expectations that citizens have of their Park and Recreation Department. There is movement toward self-improvement and self-directed activities that affect the type of facilities that are offered that is challenging traditional preferences such as sports

## Master Planning Strategies

Three primary strategies have been used to develop this master plan. Each has been selected as it provides a logic that assists the community and its leaders to make informed decisions. Each of the three strategies is described below.

### Financial Investment Strategy

Relevant to the close-to-home experiences provided by other communities in the Salina region, a key concept used to develop this Park and Recreation Master Plan is called the Red Ocean/Blue Ocean Strategy. In short, the Red Ocean piece of the strategy generally recognizes that Salina cannot and should not invest in expensive facilities that are provided by others when they are a reasonable commute for citizens of Salina. On the other hand, the Blue Ocean piece of the strategy recognizes that there are generally some investments the City should make when dollars become available. These investments fit into two categories: a) projects that are in high demand by citizens because they add so greatly to their vision of a quality of life that they are willing to support with their tax dollars; and b) in the blue ocean, there are projects that the City can consider that are not competing with destination facilities located in the Red Ocean that are provided by others in the region.

### Experience Planning

Not to be overlooked as the Park and Recreation Master Plan is developed is the concept of Experience Planning. In short, experience planning is understanding the value that the experience holds for the individual that determines its worth. Selected experiences that are valued by the citizens of Salina and provided by the Park and Recreation Department are listed below. The challenge for the City is to identify a funding source that can be applied to these experiences in a manner that elevates and sustains them at a high level.

Selected Experiences valued by citizens of Salina

- Trails
- Natural resource opportunities such as Lakewood and Indian Rock Parks
- Sports Fields
- Kenwood Aquatic Park

## Level of Service Planning (LOS)

The level of service provided by the city to its citizens for its park and recreation services has been quantified. We learned from the statistically valid citizen survey that the quality of parks is 11% below national benchmarks and that maintenance is 4% below national benchmarks.

## Citizen Preferences

The public engagement piece of the master planning process included key stakeholder interviews, focus groups, public meetings and a statistically valid citizen survey. The outcome from this process was captured in the results of the statistically valid citizen survey with emphasis on a priority investment rating (PIR) as calculated by the ETC Market Research Institute.

The survey's results for the highest rated recreation programs in priority order of their PIR rating was:

- special events
- adult fitness and wellness programs
- nature programs and environmental education
- outdoor adventure programs
- water fitness programs (another provider in town prefers the city not be involved with this program)

The survey's results for the highest rated recreation facilities in priority order of their PIR rating was:

- walking and biking trails
- indoor running and walking track
- park shelters and picnic areas
- passive natural areas
- indoor aquatics facility
- nature center
- indoor fitness
- special events
- adult fitness and wellness programs
- nature programs/environmental education
- outdoor adventure programs

## Master Plan Project Prioritization Logic

To determine priorities for future funding, there are several approaches that should be considered; namely, the following:

- recognition of the budget challenges the community faces
- understanding the experiences (experience planning) that citizens are willing to support with their time and dollars
- analysis of the facilities that fit in the Red Ocean/Blue Ocean Strategy spending categories
- consensus by leadership of how the community should spend its dollars in three suggested categories:
- Category 1 - Funding to maintain and improve what we have such as general park upgrades
- Category 2 - Funding to expand what we have for those projects that are not declining in participation such as trails
- Category 3 – Funding for a new trend or vision such as the Smoky Hill River Project
- There are several EVALUATION FILTERS that can be used in stakeholder conversations as final decisions for resource allocation are made. The filters are listed below:
- Citizen preferences - As expressed and supported in the statistically valid survey (PIR rating), focus groups, public meetings, steering committee meetings,

- Park and Recreation Advisory Board, and the political process
- Geographic considerations – Relationship between the project and the location where most users live
- Life cycle of the program – Evaluation of the popularity of the program to determine if it is growing, stable/mature, or declining
- Demographics – Assessment of demographic characteristics that will affect the success of the project, including age, household income, ethnicity, education, and gender
- Facilities provided by the city and others – Availability of facilities provided by the city and others such as the private sector, churches, schools, and not-for-profits (YMCA).
- Best practices in the park and recreation profession – Consideration of the successes of other highly recognized agencies throughout the United States
- Quality of life – Understanding of how the project adds quality to life in the community. Consideration for equitable citizen access to quality parks and facilities.
- Revenue-producing – Is the project capable of producing revenue from citizens and visitors? If so, what percentage (25%, 50%, 75% or 100%)?
- Safety and Security – Will the project reduce issues related to safety and security?

## Master Plan Project priorities

Project priorities have been developed by using the Scenario Planning Approach. Understanding that the cost of all projects ranges in the millions of dollars, decision-makers will need to facilitate community conversations in a manner that utilizes the scenario planning tool to help frame the discussion in a way that the community can relate to as most households need to prioritize how best to spend their limited resources. The three categories of the Salina Scenario Planning Approach are as follows: HIGHLY RATED PROJECTS BY THE STATISTICALLY VALID CITIZEN SURVEY HAVE BEEN SHADED IN GRAY.

### Scenario #1 – To take care of what we have

- \$5.6 Million of deferred maintenance
- Upgrades to all parks for items not included in the active and deferred maintenance list and identified in the park assessment chapter in this report
- Upgrades to Bill Burke and ECRA athletic fields
- Upgrades to Oakdale Tennis Courts provided a new tennis center is not funded

### Scenario #2 – To expand what we have

- Expand the trail system
- Expand aquatic opportunities at the Kenwood Aquatic Park by adding a new destination attraction feature
- Expand the park system to acquire land adjacent to/near The Fieldhouse and south of town on the Ohio Street Corridor and at Kennedy Park if a larger parcel can be identified
- Expand three (3) existing spraygrounds to destination spraygrounds
- Expand four existing playgrounds to destination playgrounds
- Expand Thomas, Indian Rock, Centennial and Bill Burke Parks per the design concepts developed by the consultant
- Expand indoor meeting space opportunities by funding a new, and/or, renovated building at Indian Rock Park
- Expand the number of soccer fields at the Magnolia Soccer Complex by developing an additional eight (8) acres at that park
- Expand opportunities at Centennial Park by adding pickleball courts to re-purpose the skatepark area
- Expand opportunities at Kenwood Park, in an area south of the river where a playground will be removed, by adding a skatepark that is moved from Centennial Park to allow for pickleball courts
- Expand opportunities at Sunset Park by adding a new option such as futsal soccer, pickle ball, or a horseshoe pit
- Expand the ECRA athletic field complex by adding a new stadium and two new championship fields provided private partnership funding is secured
- Expand the Memorial lighting at Sunset Park to a commercial/destination level

### Scenario #3 – To fund a new vision or trend

- Turf all athletic infields
- Add a destination water feature at Oakdale Park
- Develop a Tennis Center at Kenwood Park
- Construct the new Lakewood Park design concept as part of the Smoky Hill River Project

## Project Costs

The consultant has developed an opinion of probable costs for four community parks and for which design concepts were developed, for general park upgrades to all parks, deferred maintenance throughout the entire system and new private/public projects for which the private sector is organizing. The price tag for everything on the list is in the millions of dollars and included in the Appendix of this master plan.





# 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**

<b>Public Engagement Venue</b>	<b>Reason</b>
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**

<b>Stakeholder Interviews</b>		
<b>Date</b>	<b>Location</b>	<b>Key Talking Points</b>
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	
<b>Statistically Valid Citizen Survey</b>		
Completed August 24, 2017	N/A	Citizen preferences for programs and facilities
<b>Focus Group</b>		
September 9, 2017	City Hall	Clarification and support for numerous ideas to maintain and expand what the city has now in its park system
<b>Public Meetings</b>		
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	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
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.

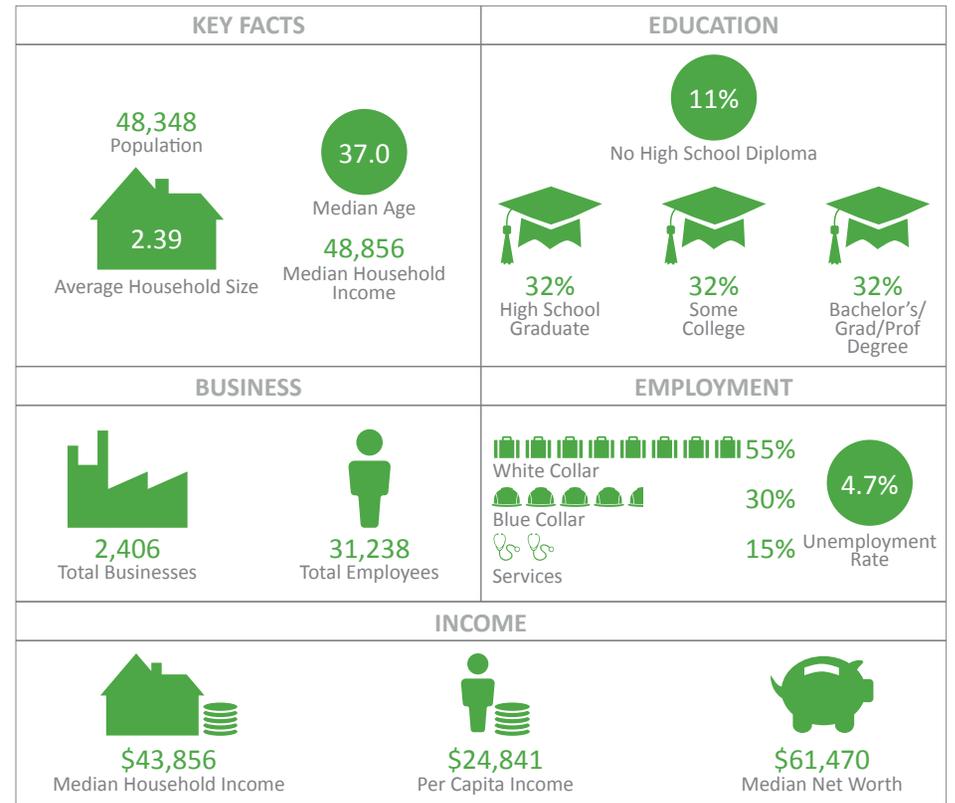
The remainder of the Leisure Lifestyles Report focuses on specific socio-economic, market potential, Trends in Leisure that will help inform the planning, financing and development of future parks and recreation facilities and services. The Salina community Profile Infographic introduces some of the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

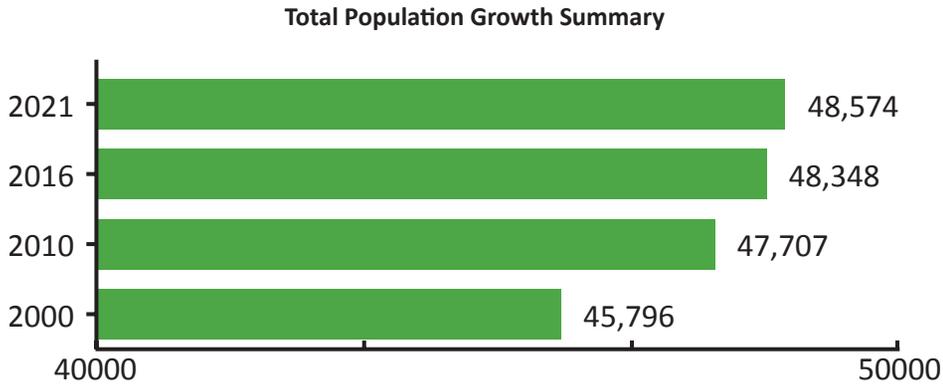
The smallest group: \$200,000+ (2.3%)

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%	

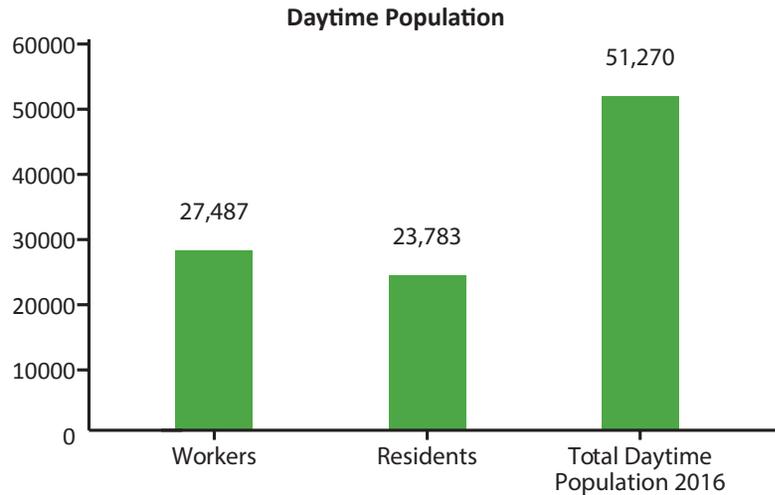
Bars show deviation from Salina County

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
<b>Households</b>	18,572	19,391	19,661	19,757
<b>Average Household Size</b>	2.39	2.39	2.39	2.39
<b>Families</b>		12,024	12,145	12,172
<b>Average Family Size</b>		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**

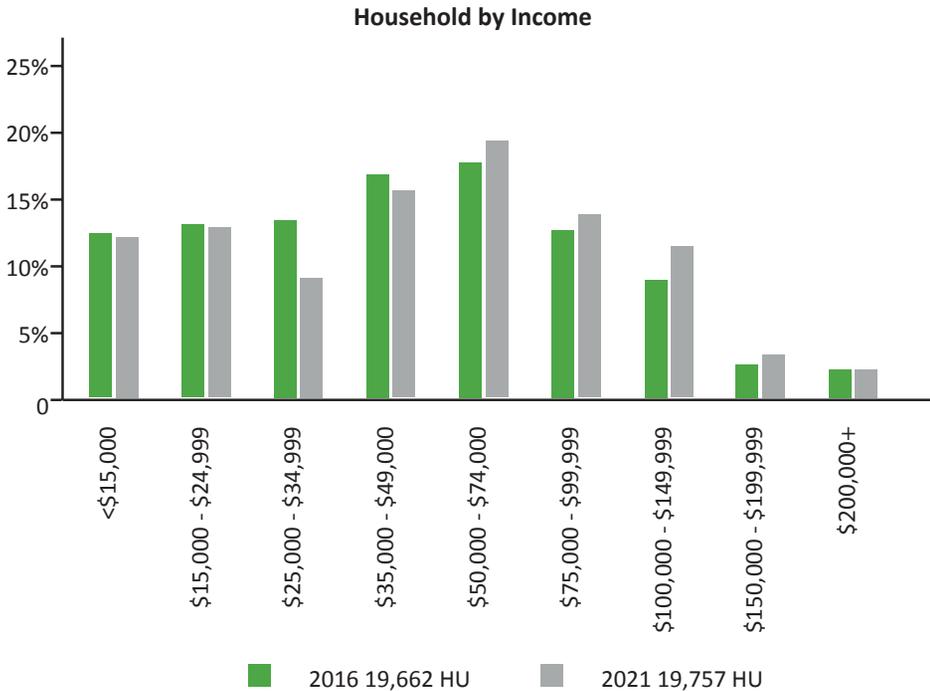
	2000	2010	2016	2021
<b>Housing Units</b>	19,648	20,803	21,189	21,374
<b>Owner Occupied Housing</b>	62.70%	59.70%	57.70%	57.50%
<b>Renter Occupied Housing</b>	31.80%	33.60%	35.10%	34.90%
<b>Vacant Housing</b>	5.50%	6.80%	7.20%	7.60%

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

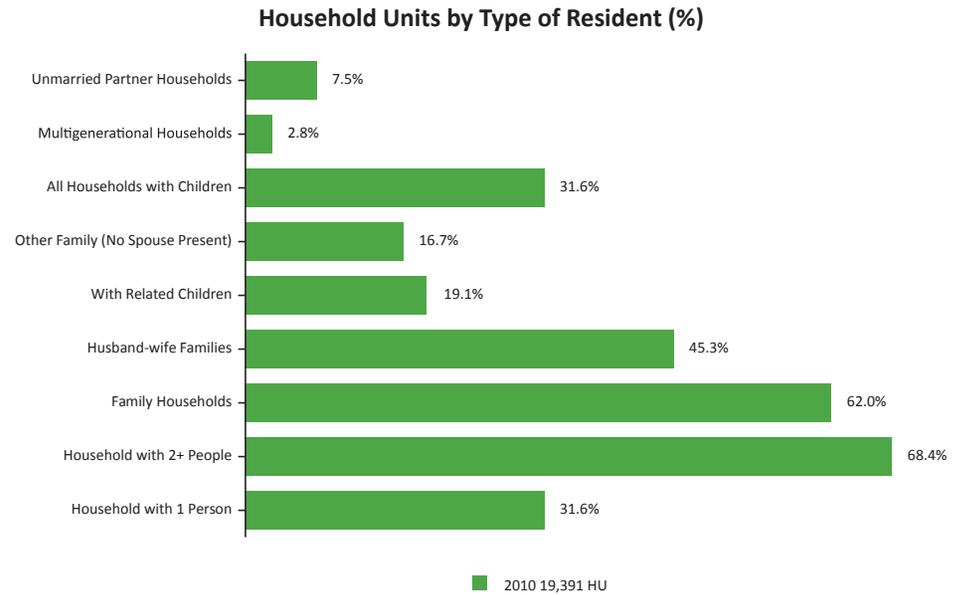


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

### 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

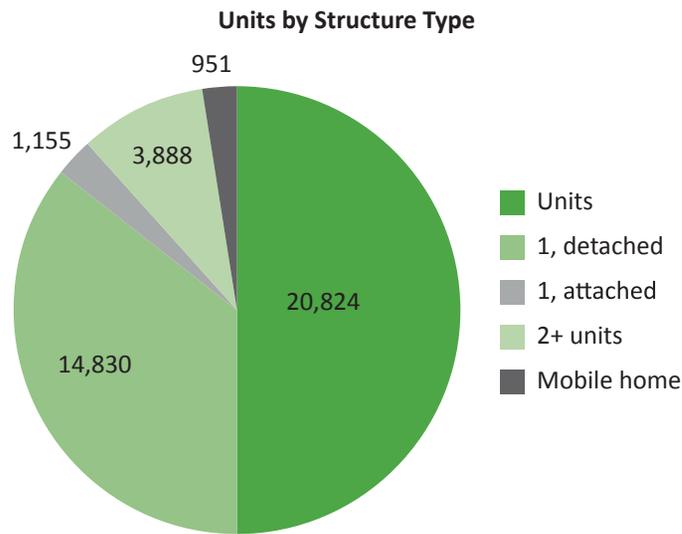


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

### Salina Housing by Units in Structure

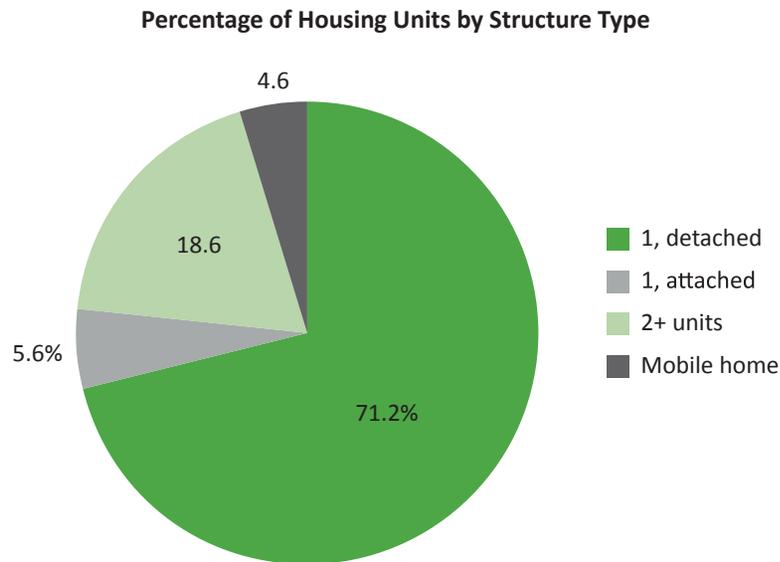
There are 20,824 housing units estimated by the American Census Survey for 2010 to 2014. Of these, the majority 71.20% are single family detached dwellings and 5.5% are single family attached units (generally referred to as townhouses). 18.6% are multiple unit structures ranging from duplexes, to complexes 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**



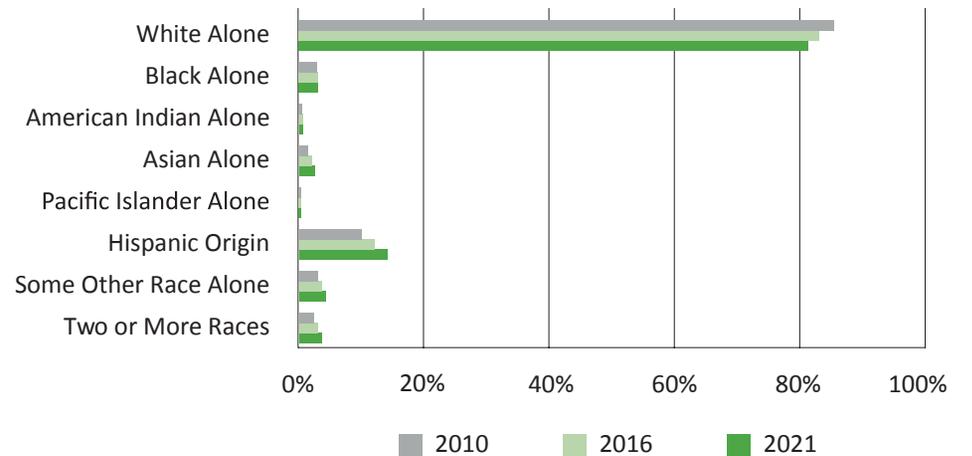
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

**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**

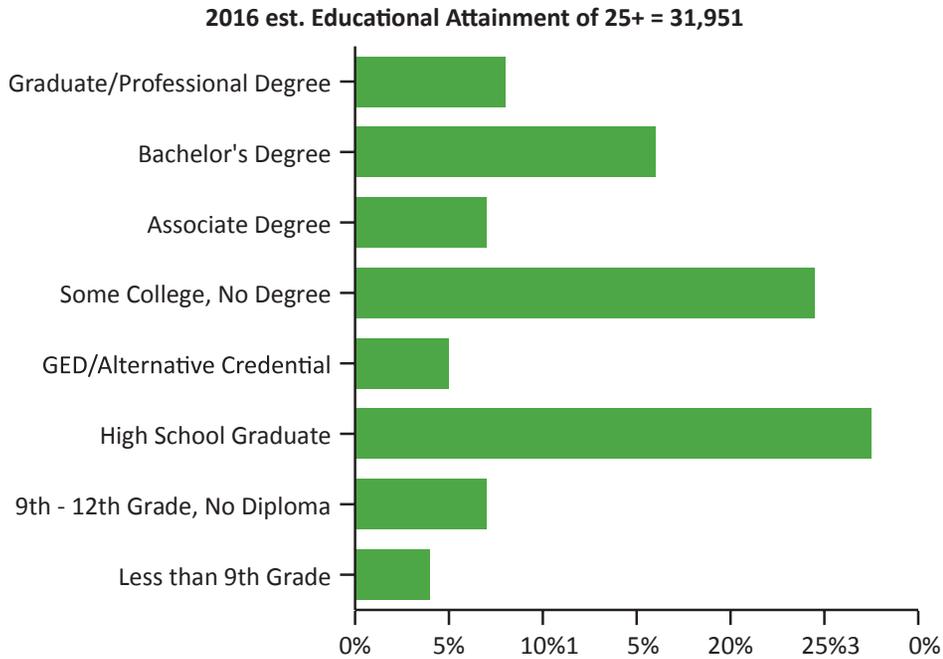


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

**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+

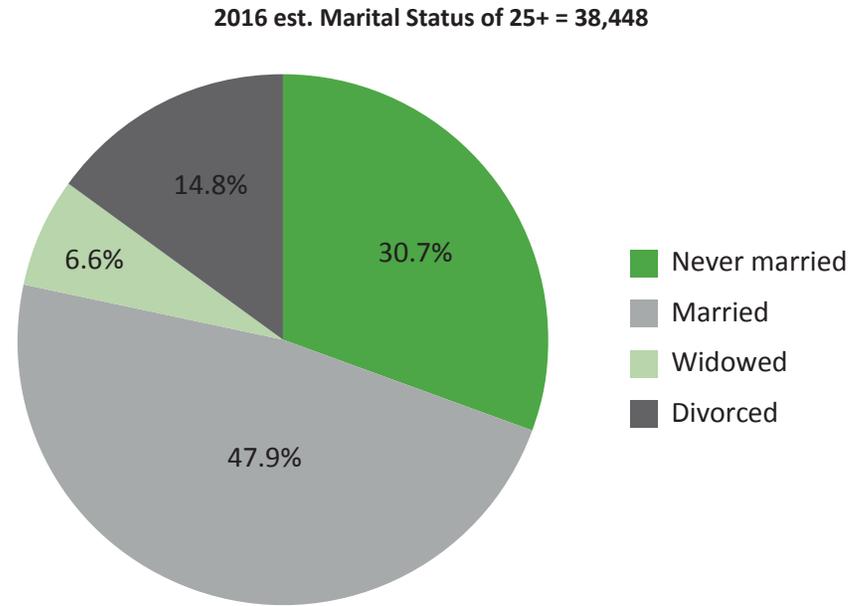


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

**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**

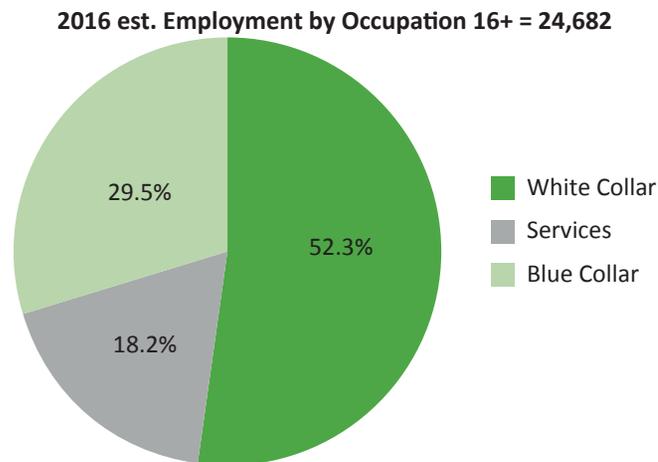
	2016
Civilian Employed	95.30%
Civilian Unemployed	4.70%

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**

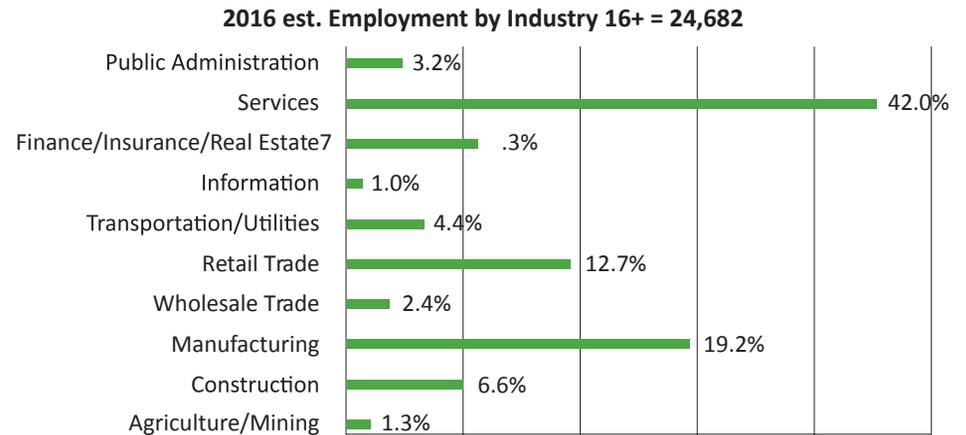


Source: Original data from ESRI. Analysis of data by CEHP, Inc.

### 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
<b>TV/Video/Audio</b>	80	\$961.84	\$18,910,679
<b>Entertainment/Recreation Fees and Admissions</b>	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
<b>Base of 18+</b>	<b>36,554</b>	<b>100%</b>	
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
<b>Base of 18+</b>	<b>36,554</b>	<b>100%</b>	
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
<b>Base of 18+</b>	<b>36,554</b>	<b>100%</b>	
<b>Cameras &amp; Photography</b>			
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
<b>Base of 18+</b>	<b>36,554</b>	<b>100%</b>	
<b>Computers and Software</b>			
HH owns a computer	14,886	75.70%	99
<b>Internet Access and Use</b>			
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
<b>Base of 18+</b>	<b>36,554</b>	<b>100%</b>	
<b>Social Media Search Engines</b>			
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
<b>Base of 18+</b>	<b>36,554</b>	<b>100%</b>	
<b>Cell Phones (Adults/Households)</b>			
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.

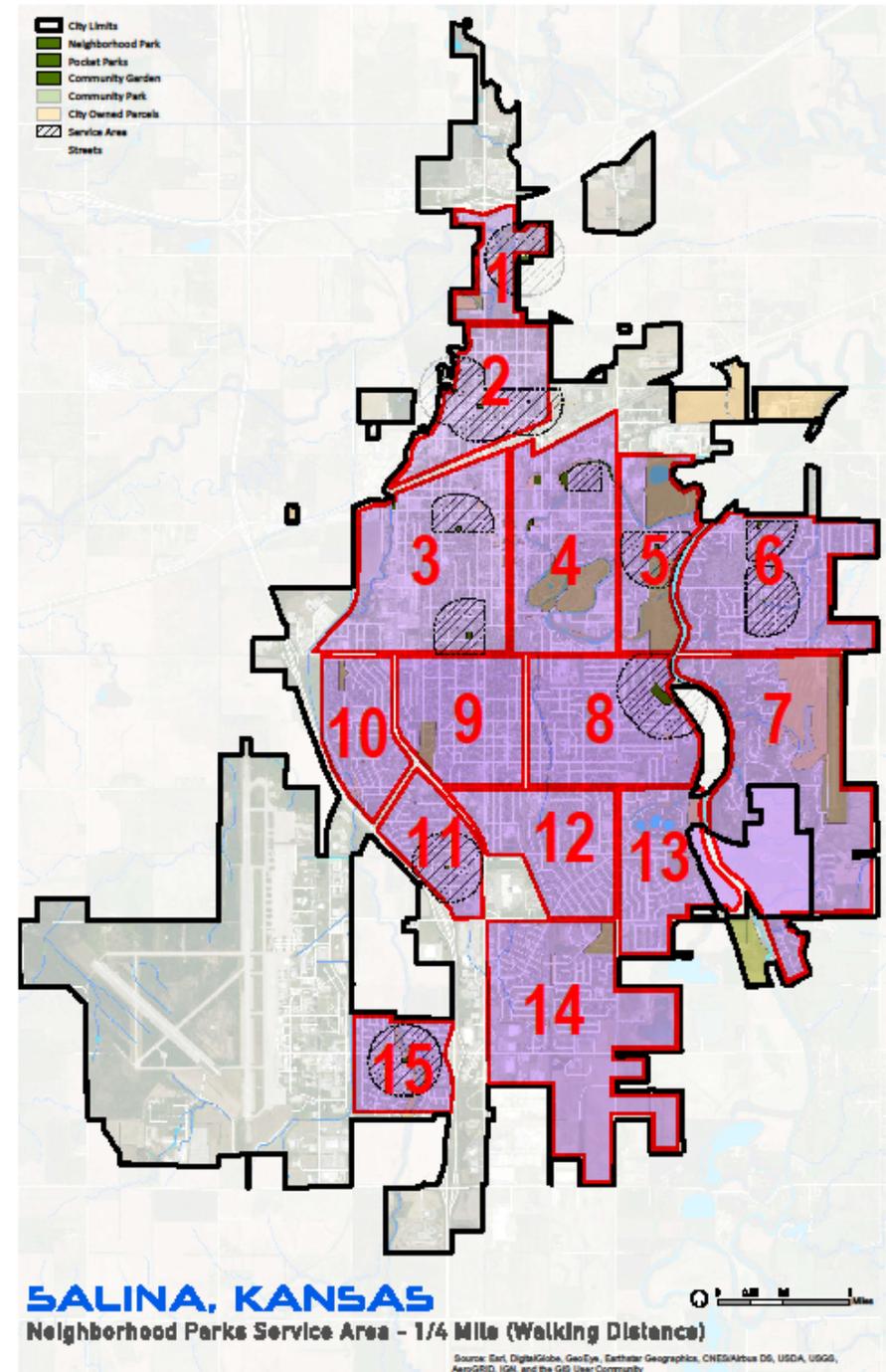
Table 4.10 Psychographic Preferences

Preference	Households	Percent	MPI
<b>Psychographics</b>			
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.

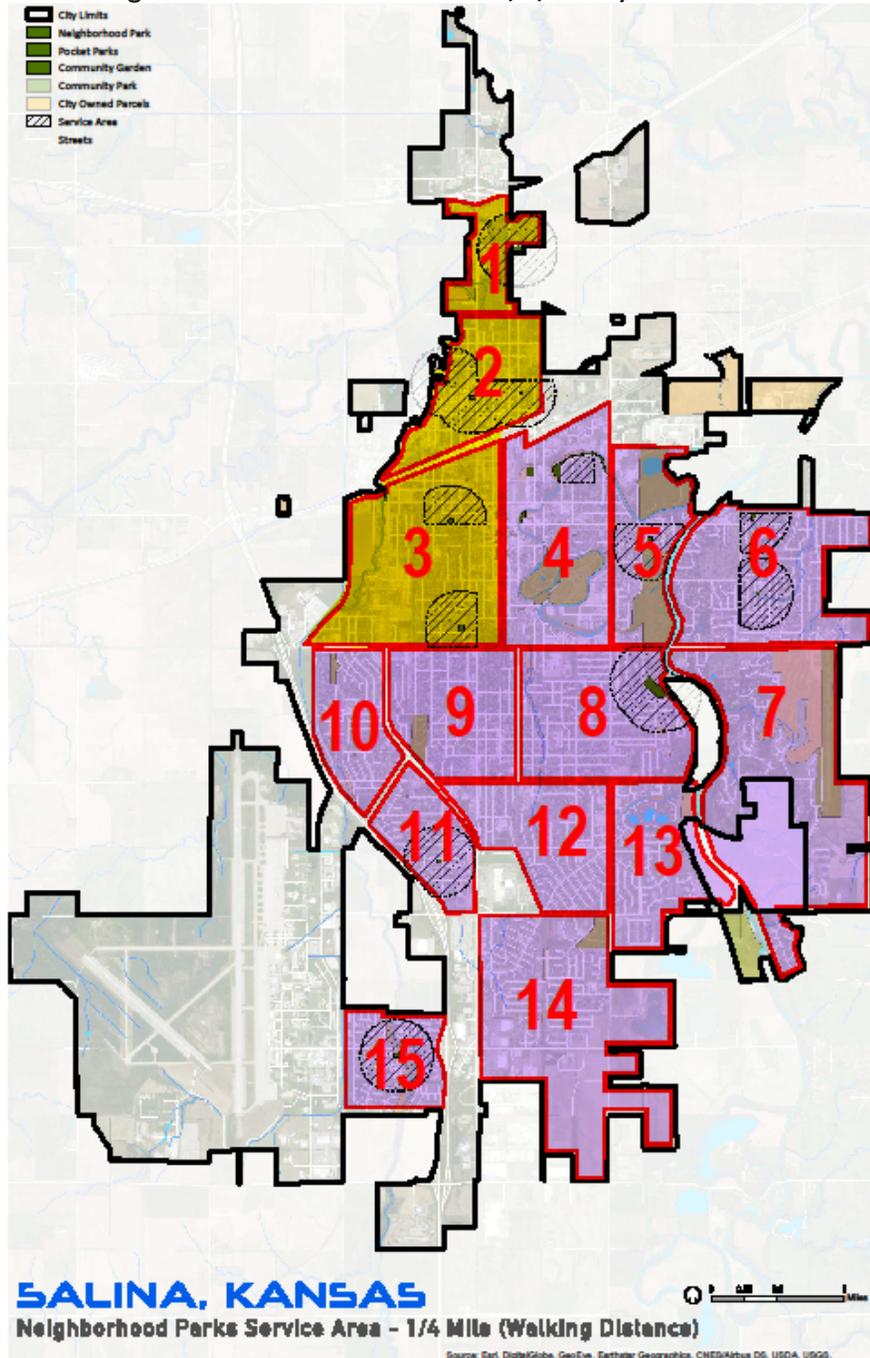
The map on this page defines the boundaries of fifteen neighborhoods in Salina. The neighborhood boundaries were developed by the consultant to emphasize the importance of planning at that level. The map was further analyzed to show similarities among neighborhoods and that analysis resulted into the 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
<b>Adults 18 +</b>	<b>6,385</b>	<b>100.00%</b>	
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**

<b>Adults 18 +</b>	<b>6,385</b>	<b>100.00%</b>	
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**

<b>Equipment Owned</b>	<b>HH/Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>6,385</b>	<b>100.00%</b>	
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**

<b>Medical Issue - Prescription Drug</b>	<b>HH/Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>6,385</b>	<b>100.00%</b>	
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**

<b>Top 10 Sports Participation</b>	<b>HH/Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>6,385</b>	<b>100.00%</b>	
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**

<b>Other Activities-Annual</b>	<b>HH/Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>6,385</b>	<b>100.00%</b>	
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**

<b>Pets (Households</b>	<b>HH/Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>6,385</b>	<b>100.00%</b>	
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

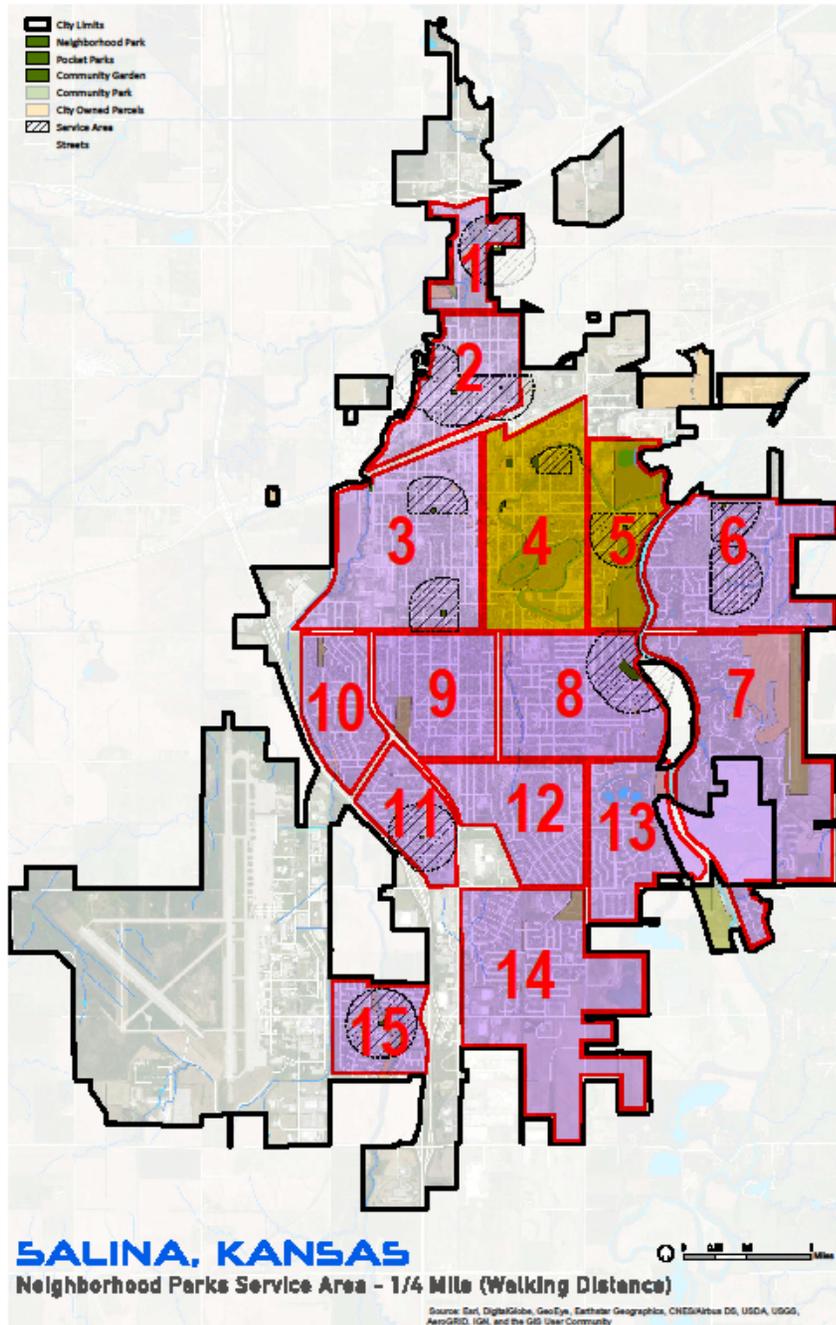
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

**Table 5.I-10. Psychographic Preference**

<b>Psychographics</b>	<b>HH/Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>6,385</b>	<b>100.00%</b>	
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
<b>Total</b>	<b>4,705</b>	<b>100.00%</b>	<b>2,300</b>	<b>2,409</b>
<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
<b>Adults 18 +</b>	<b>3,666</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>3,666</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>3,666</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>3,666</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>3,666</b>	<b>100...%</b>	
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**

<b>Pets (Households)</b>	<b>House Holds</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>3,666</b>	<b>100...%</b>	
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

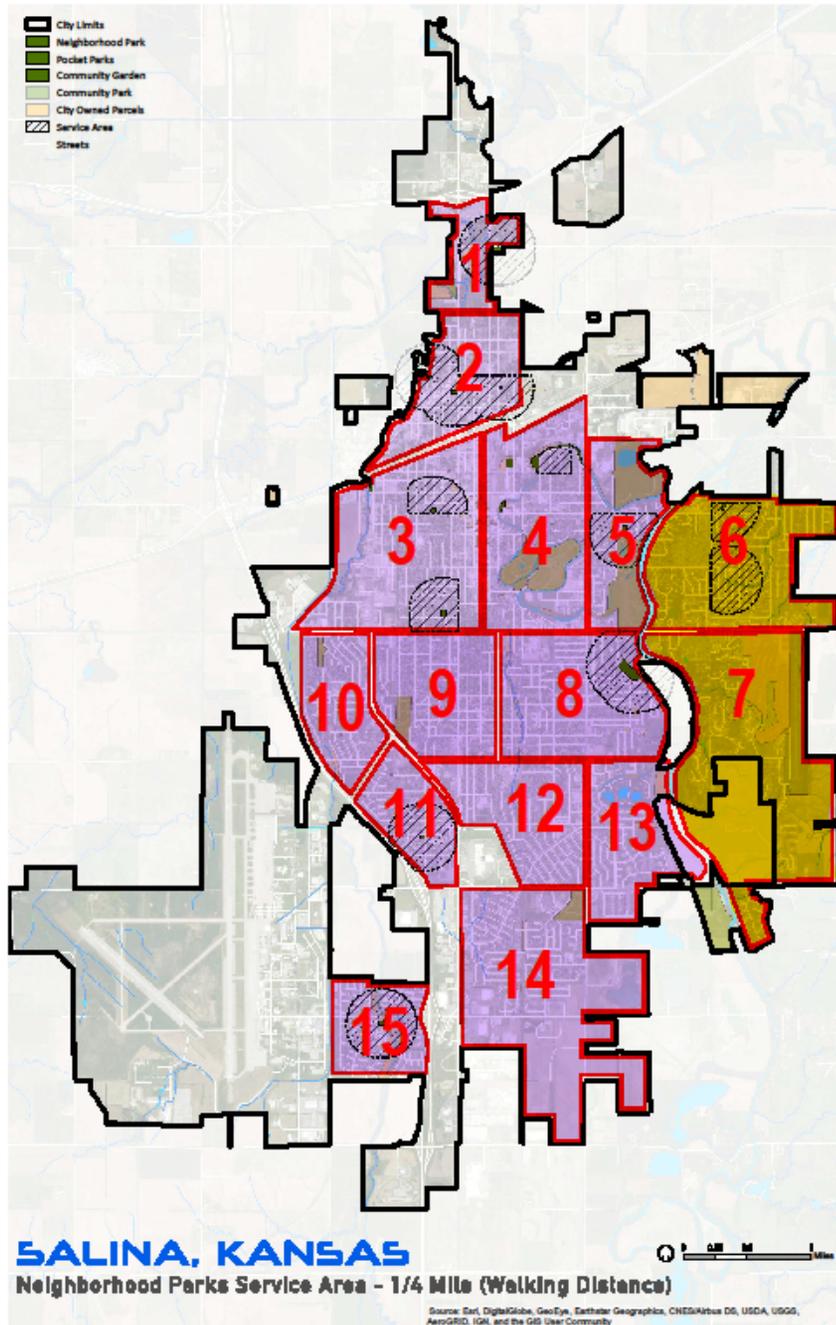
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

**Table 5.II.10. Psychographic Preferences**

<b>Psychographics (Adults)</b>	<b>Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>3,666</b>	<b>100...%</b>	
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
<b>Adults 18 +</b>	<b>3,875</b>	<b>100...%</b>	
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
<b>Adults 18 +</b>	<b>3,875</b>	<b>100...%</b>	
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
<b>Adults 18 +</b>	<b>3,875</b>	<b>100...%</b>	
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
<b>Adults 18 +</b>	<b>3,875</b>	<b>100...%</b>	
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
<b>Adults 18 +</b>	<b>3,875</b>	<b>100...%</b>	
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
<b>Adults 18 +</b>	<b>3,875</b>	<b>100...%</b>	
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**

<b>Pets (Households)</b>	<b>HH/Adult</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>3,875</b>	<b>100...%</b>	
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

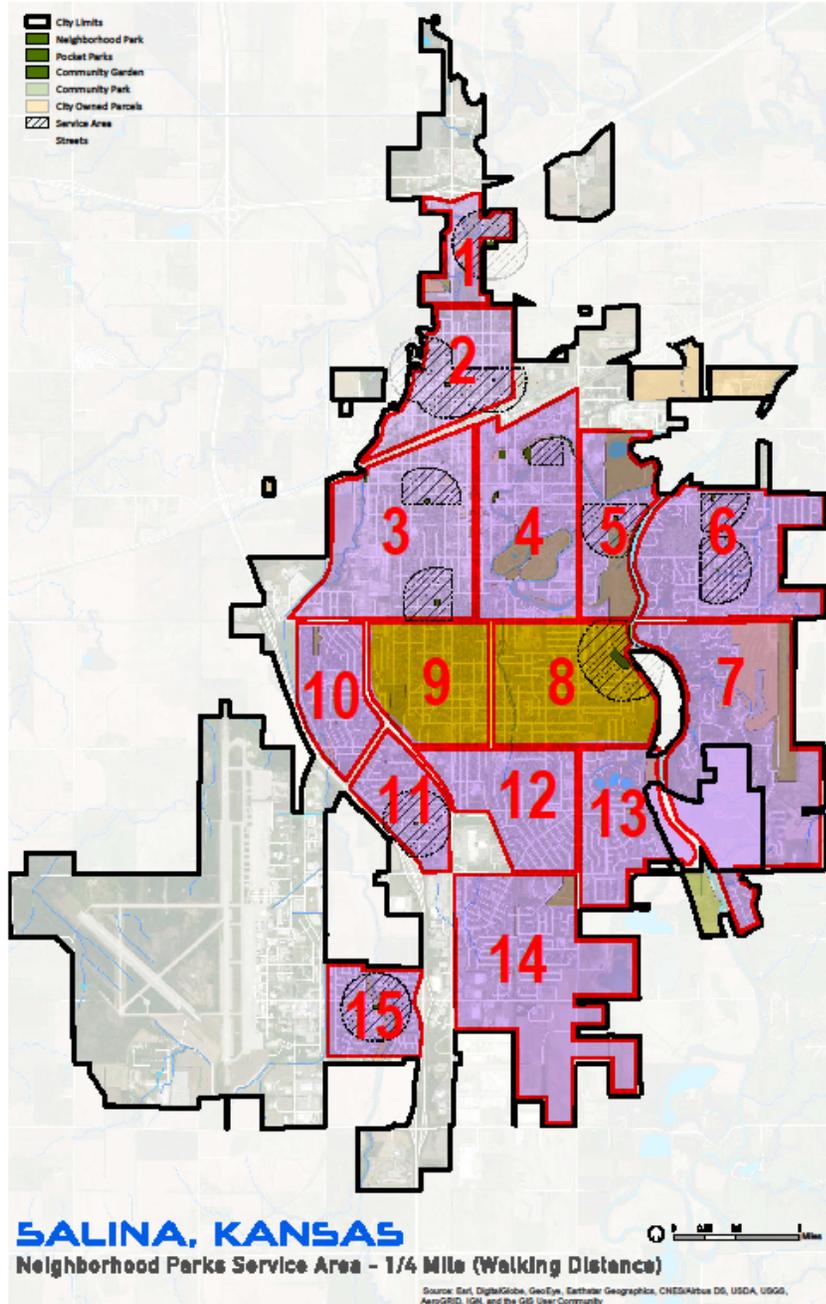
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

**Table 5. III.10. Psychographic Preferences**

<b>Psychographics</b>	<b>HH/Adult</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>3,875</b>	<b>100...%</b>	
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
<b>Adults 18 +</b>	<b>7,935</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,935</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,935</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,935</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,935</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,935</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,935</b>	<b>100.00%</b>	
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

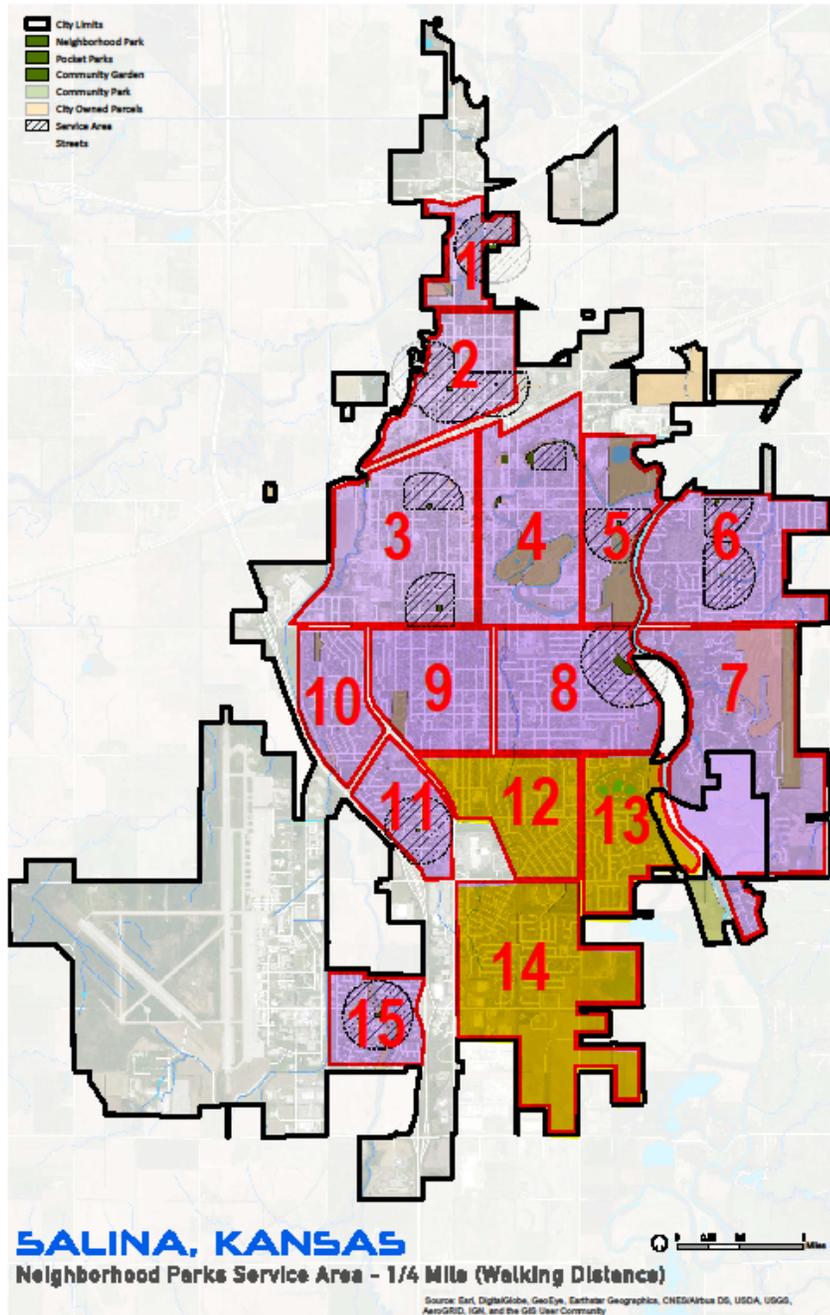
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

**Table 5. IV.10 Psychographic Preferences**

Psychographics	HH	Percent	MPI
<b>Adults 18 +</b>	<b>7,935</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,339</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,339</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,339</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,339</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,339</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>7,339</b>	<b>100.00%</b>	
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**

<b>Pets (Households)</b>	<b>HH/Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>7,339</b>	<b>100.00%</b>	
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

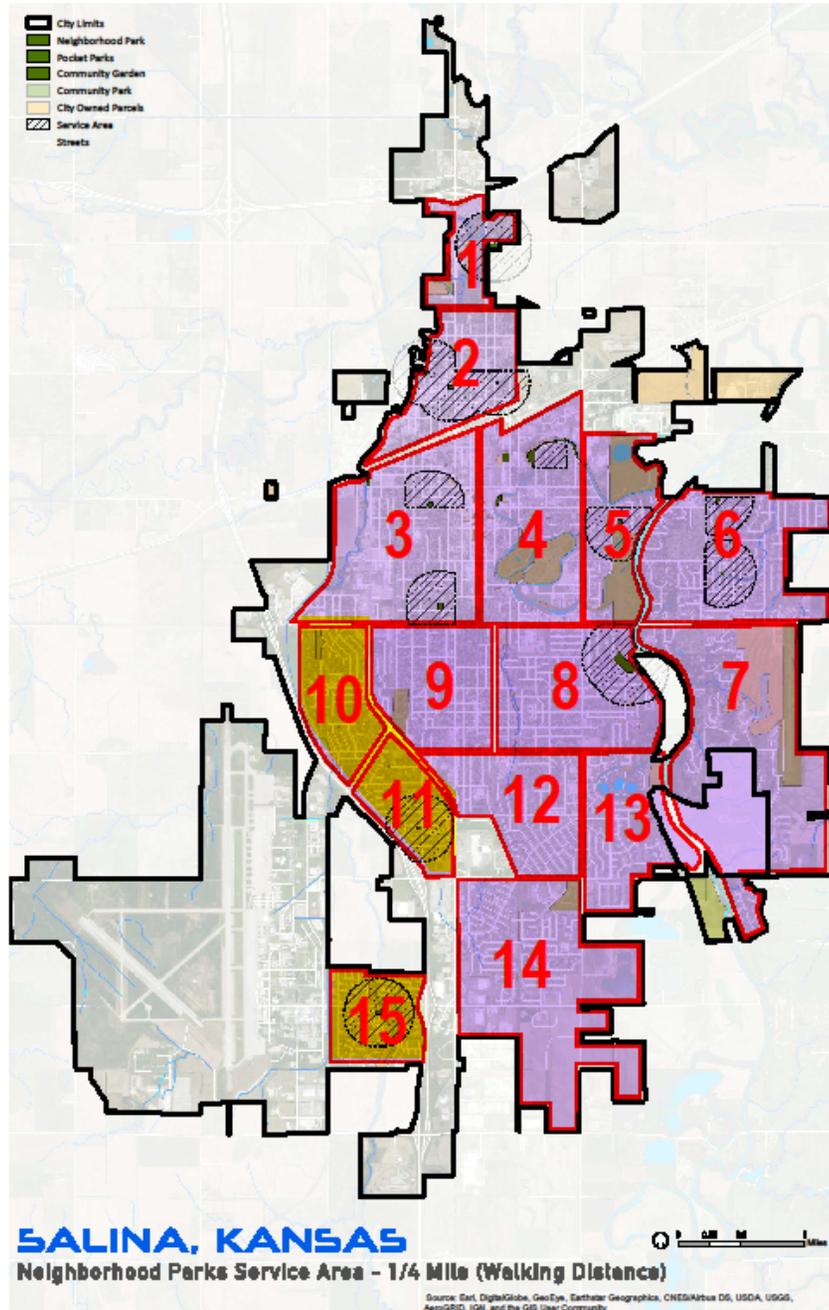
Source: Original data from ESRI. Analysis of data by CEHP, Inc.

**Table 5. V.10. Psychographic Preferences**

<b>Psychographics</b>	<b>HH/Adults</b>	<b>Percent</b>	<b>MPI</b>
<b>Adults 18 +</b>	<b>7,339</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>5,560</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>5,560</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>5,560</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>5,560</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>5,560</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>5,560</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>5,560</b>	<b>100.00%</b>	
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
<b>Adults 18 +</b>	<b>5,560</b>	<b>100.00%</b>	
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 5,00 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](http://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](http://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:

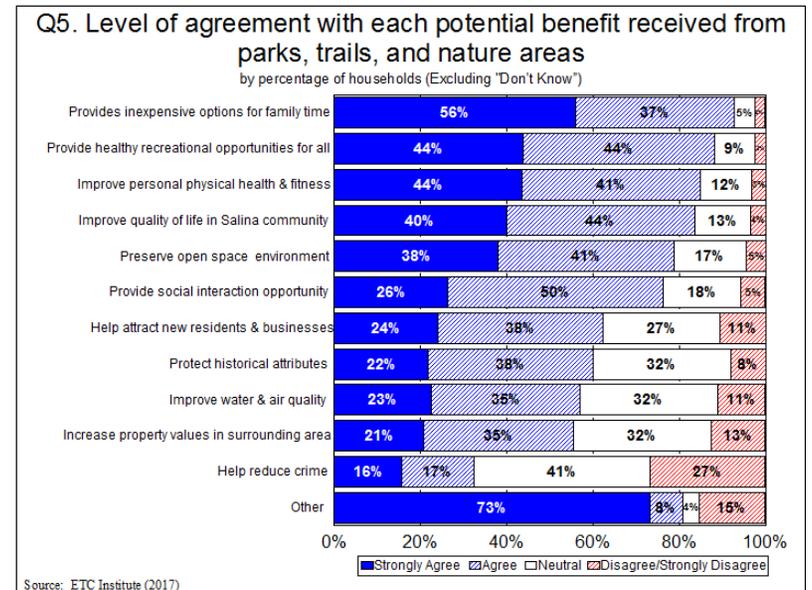
- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 2)
- Benchmarking analysis comparing the City's results to national results (Section 3)
- Tabular data showing the overall results for all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

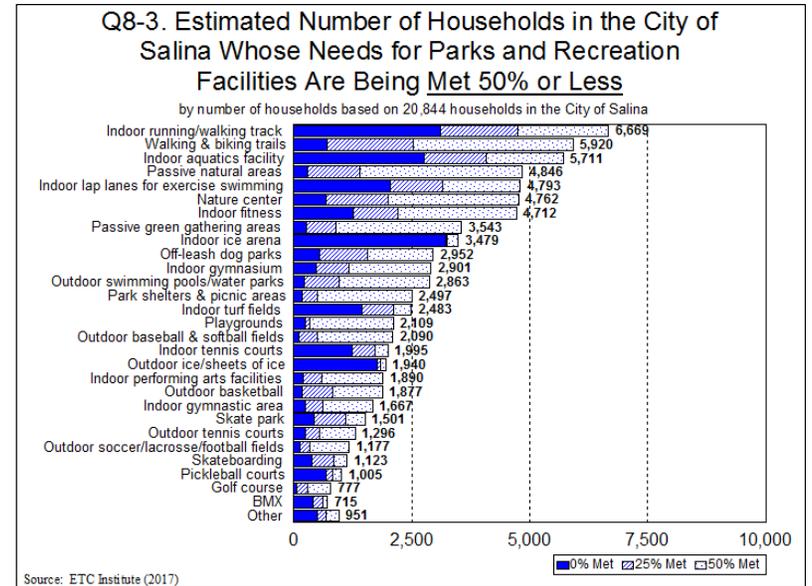
Respondents were asked to indicate which two open-space options their household would most support. Based on the sum of the respondents' two choices passive places with comfortable seating and plenty of shade to relax followed by active places to play, and placemaking (special places within a park system 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.

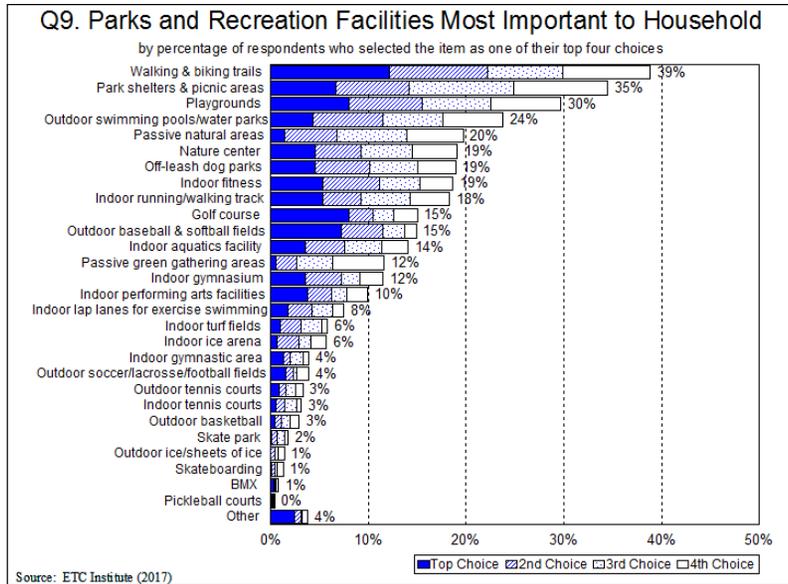
### Facility Needs and Priorities

**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.

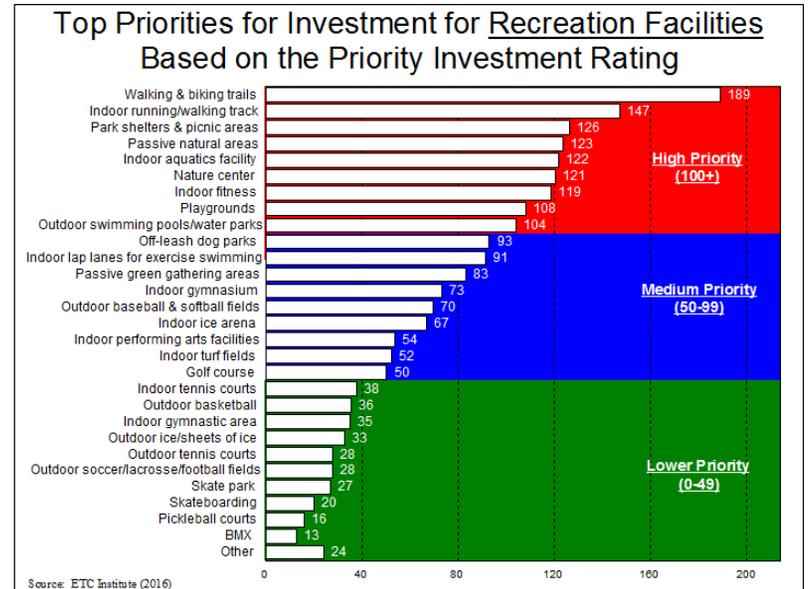


**Priorities for Facility Investments:** The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weights (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

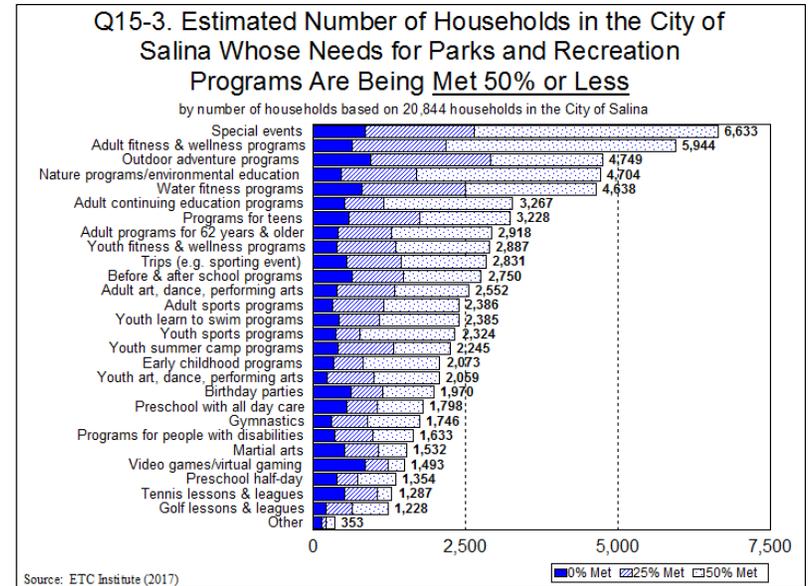
Thirty-eight (38%) of respondents indicated someone in their household has participated in any recreation programs offered by the City of Salina during the past 12 months. Twenty-seven percent (27%) of respondents indicated they participated in 1 program or activity, 44% participated in 2-3 programs 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.

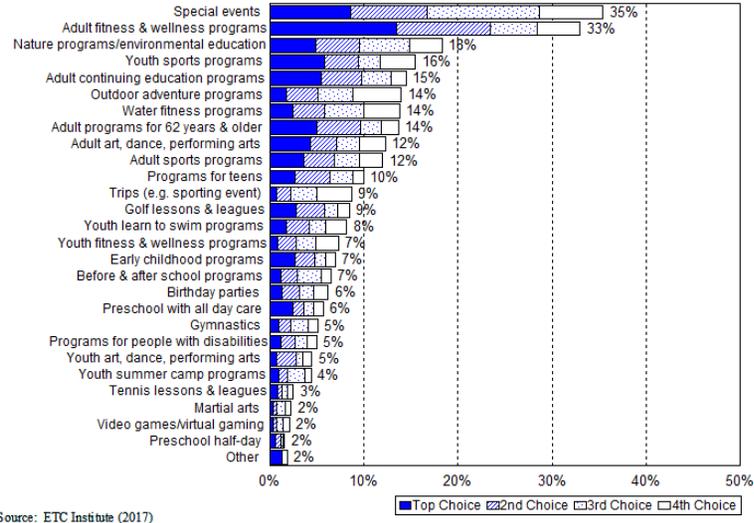


**Program Importance.** In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents’ top four choices, the three most important programs to residents were: special events (35%), adult fitness and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

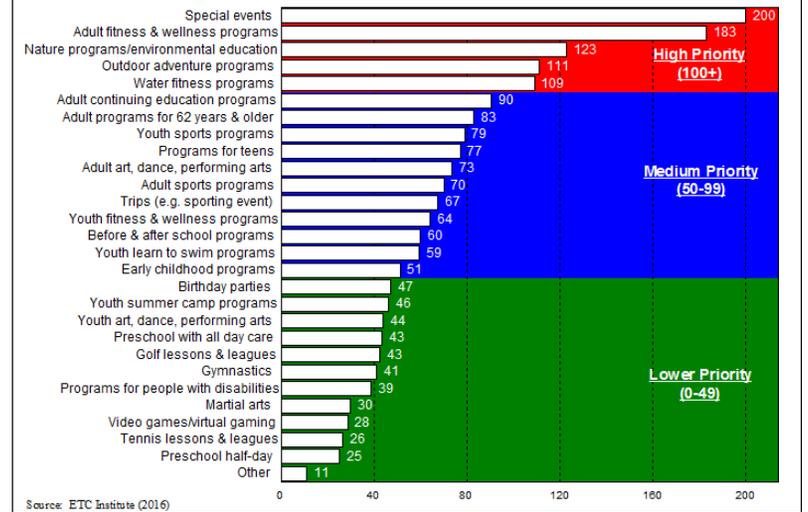


**Priorities for Programming Investments.** Based on the priority investment rating (PIR), which was described briefly on page v of this Executive Summary and is described in more detail in Section 2 of this report, the following five programs were rated as “high priorities” for investment:

- 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.

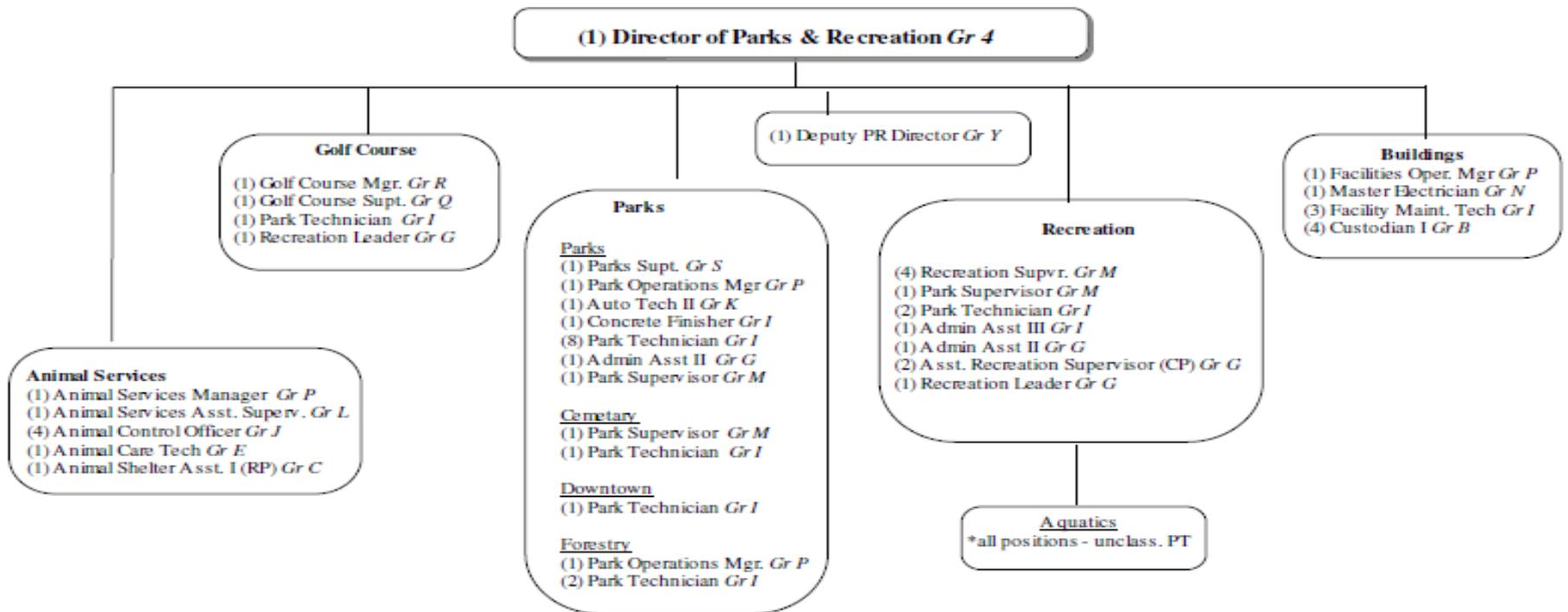
### Introduction

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.

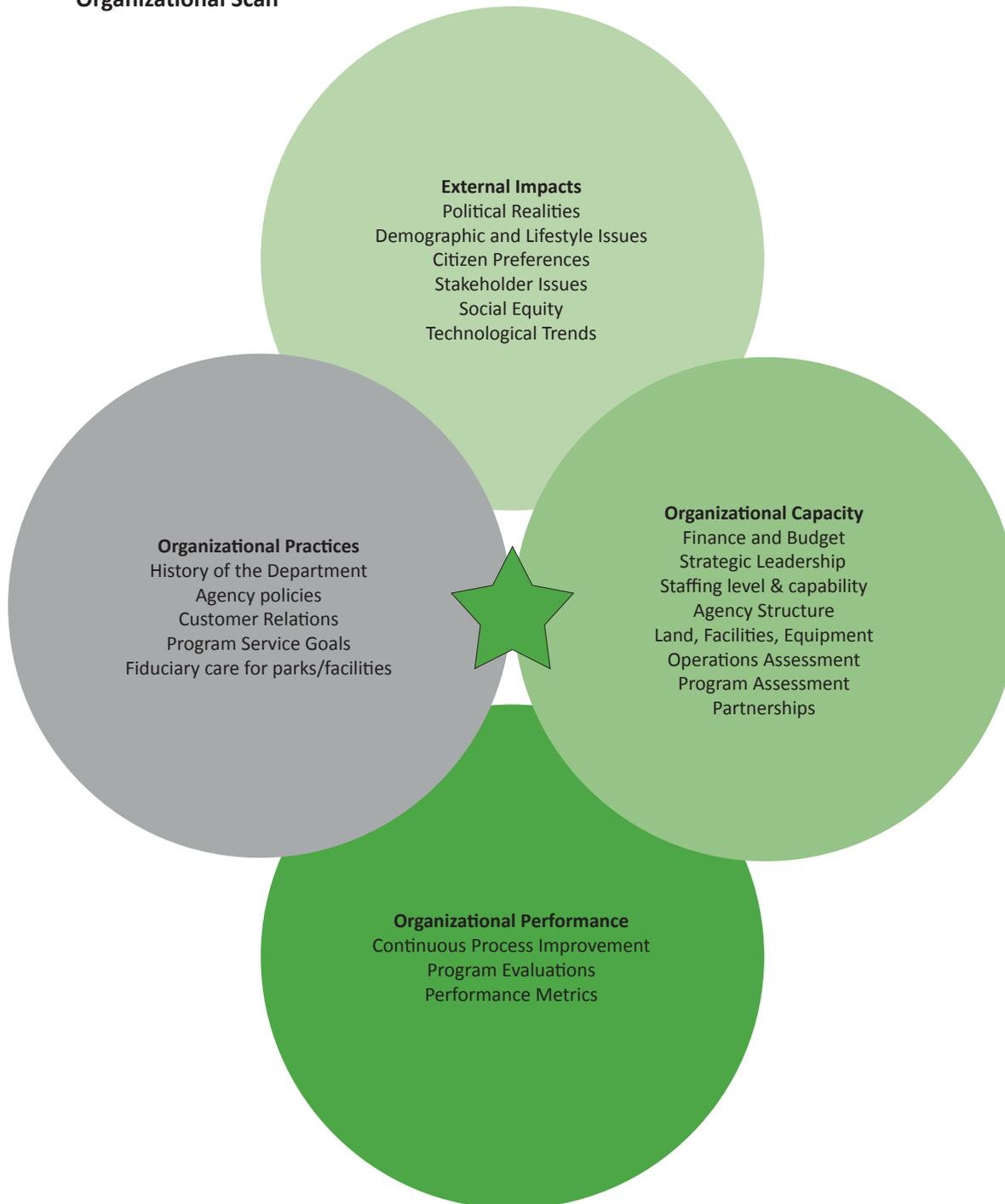
This scan provides insights and specificity about instances where the organization has opportunities to mitigate those areas where it is vulnerable as it pursues its goals. As such, the consultant has assigned a rating for each of the four criteria ranging from High to Low.

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"> <li>• Planning Documents - Current</li> <li>• Organization and Administration – Structure and Department operations are efficient and effective</li> <li>• Staffing – The number and capabilities of staff is aligned with responsibilities and goals</li> <li>• 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</li> <li>• Controlling – Policies and procedures are well documented and supported by a Management Information System that supports the need for performance metrics</li> <li>• Coordinating – Internal and external coordination with partners, stakeholders and citizens-at-large to leverage resources in a manner that is aligned with Department priorities</li> <li>• 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</li> </ul>
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

 **Organizational Target**

## External Impacts

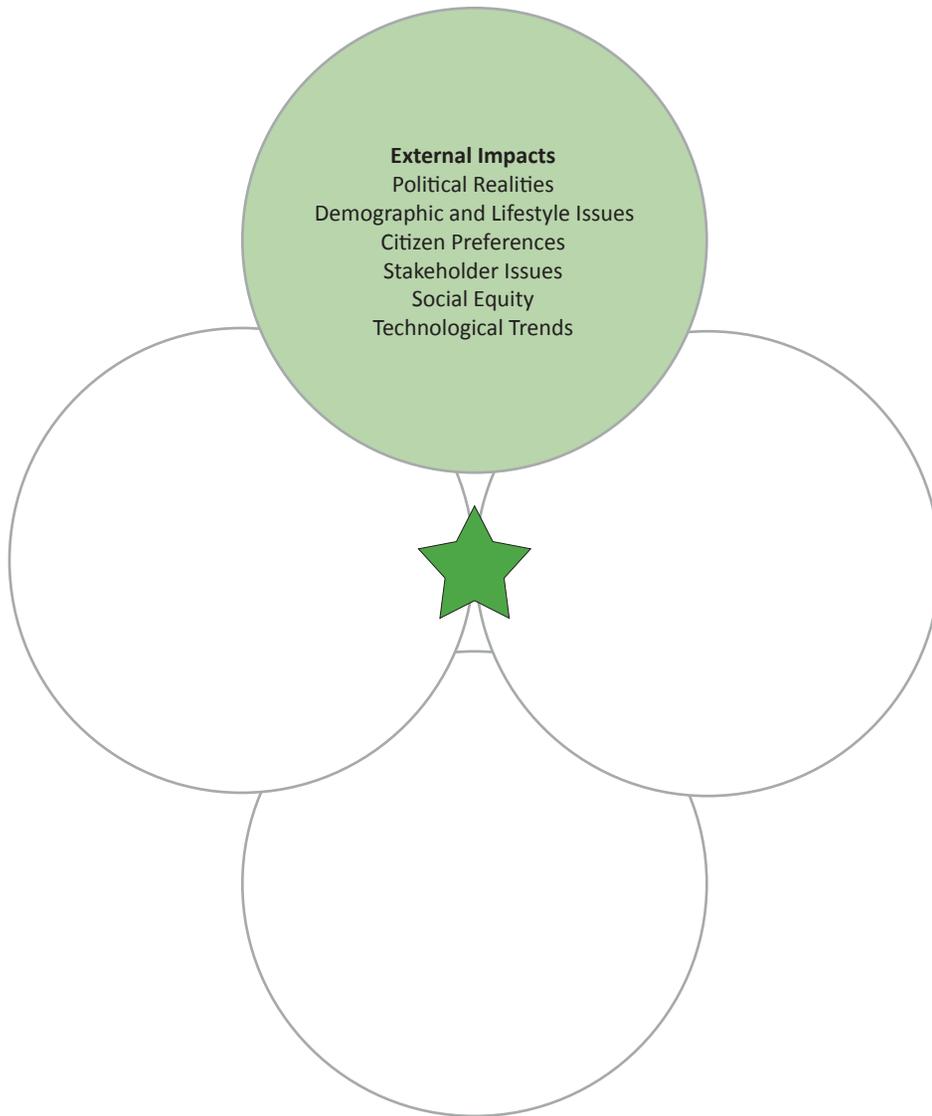
The Salina Park and Recreation Department does not exist in a vacuum. It is set in an environment which provides multiple contexts that affect it and its performance. The table below details the critical elements of the external impact scan.

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.

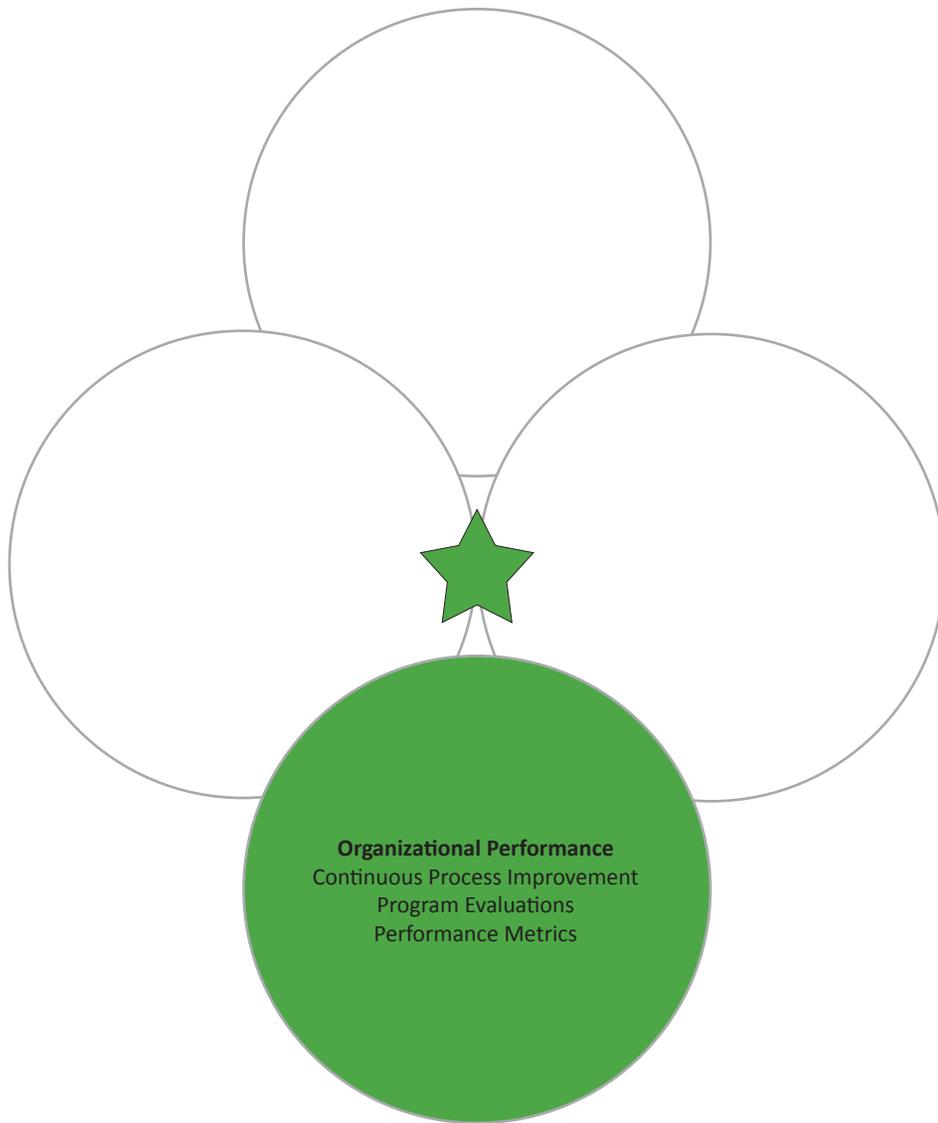
## External Impact Rating: Medium

### 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



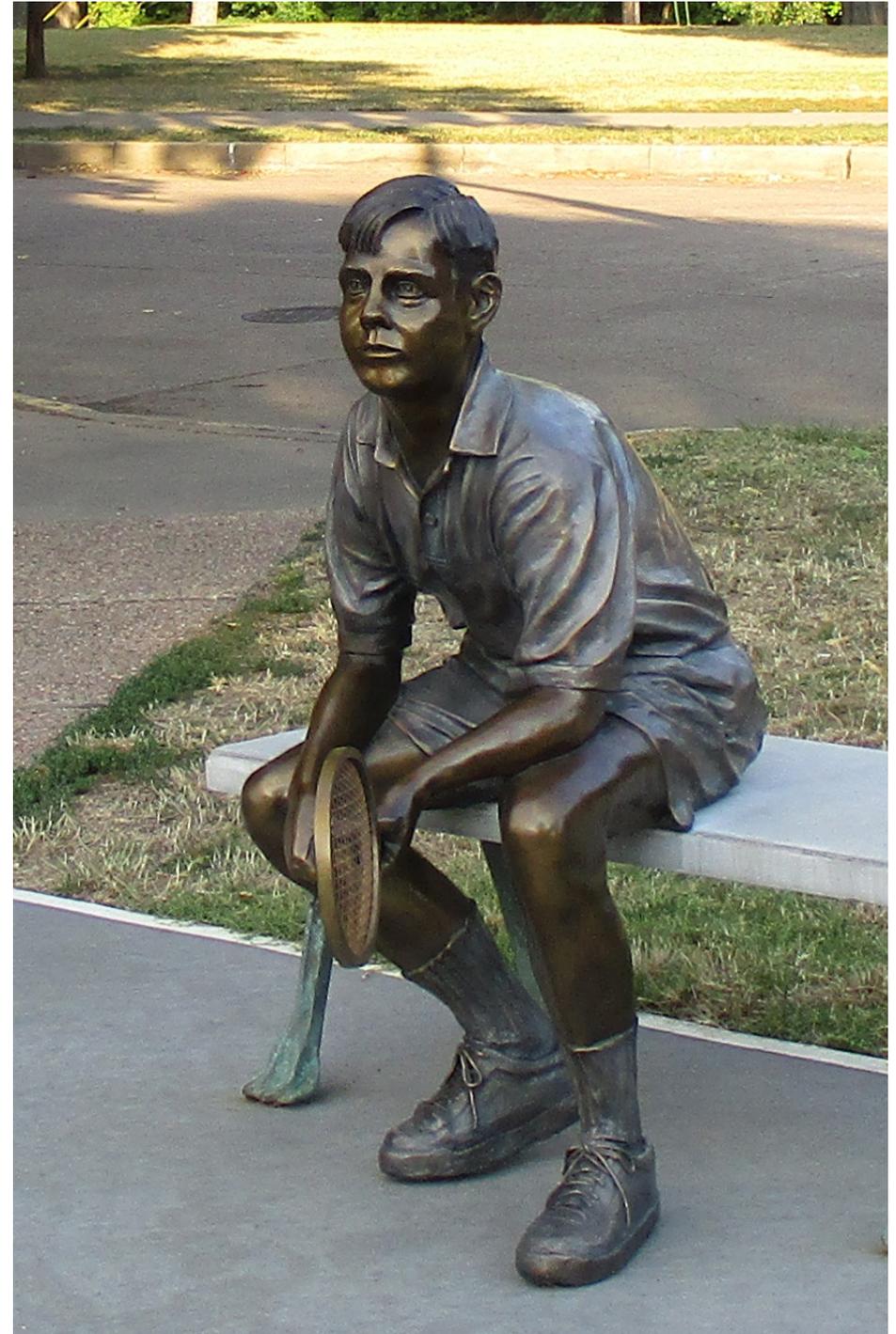
## Organizational Practice Rating: Medium

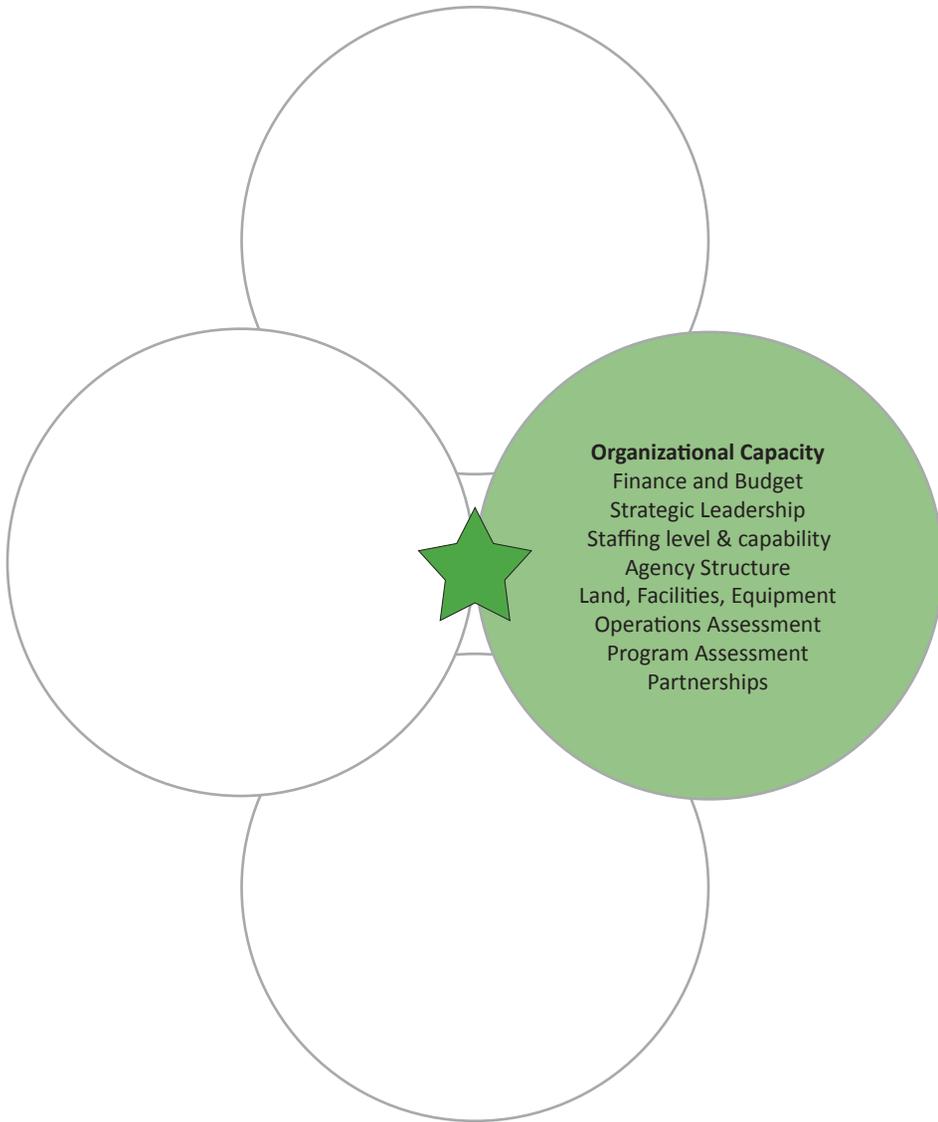
### Organizational Capacity

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>



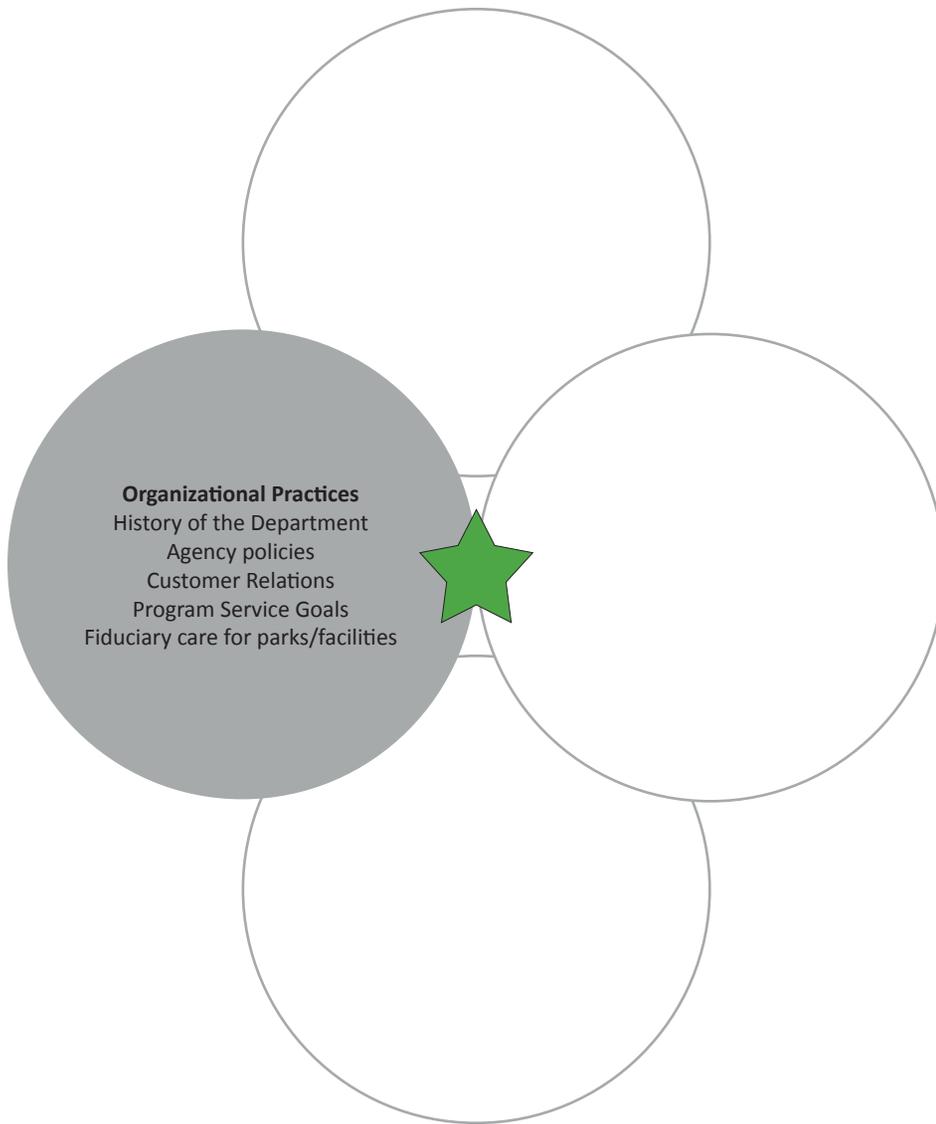


## Organizational Capacity Rating: Low to Medium

### 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"> <li>• Current total acres of park land including the golf course is 885</li> <li>• Current population in 2015 is 47,813</li> <li>• Current level of service is one park acre per 54 people which is the population divided by the number of acres</li> <li>• Current median household is 2.39 persons per household</li> <li>• Number of dwelling units is 54 people per acre divided by 2.39 persons per household equals 22.5 dwelling units</li> <li>• 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</li> </ul>
Development Fee	<ul style="list-style-type: none"> <li>• Population of 47,813 divided by the number of parks (27) = 1770 people per park</li> <li>• \$300K to develop a neighborhood park divided by the number of people per park = \$170 per person</li> <li>• 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</li> </ul>

### 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
<b>Pocket Parks</b>	
Kennedy	FAIR
Meadowlark	FAIR
Schilling	POOR
Woodland	FAIRLY POOR
<b>Neighborhood Parks</b>	
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
<b>Community Parks</b>	
Jerry Ivey	FAIRLY GOOD
Indian Rock	FAIRLY GOOD
Centennial	FAIR
Oakdale	FAIR
Sunset	FAIR
Thomas	FAIRLY POOR
<b>Regional Parks</b>	
Bill Burke	FAIRLY GOOD
Soccer Complex	GOOD
East Crawford Recreation Complex	FAIR
Kenwood Park	FAIR
<b>Natural Areas</b>	
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.

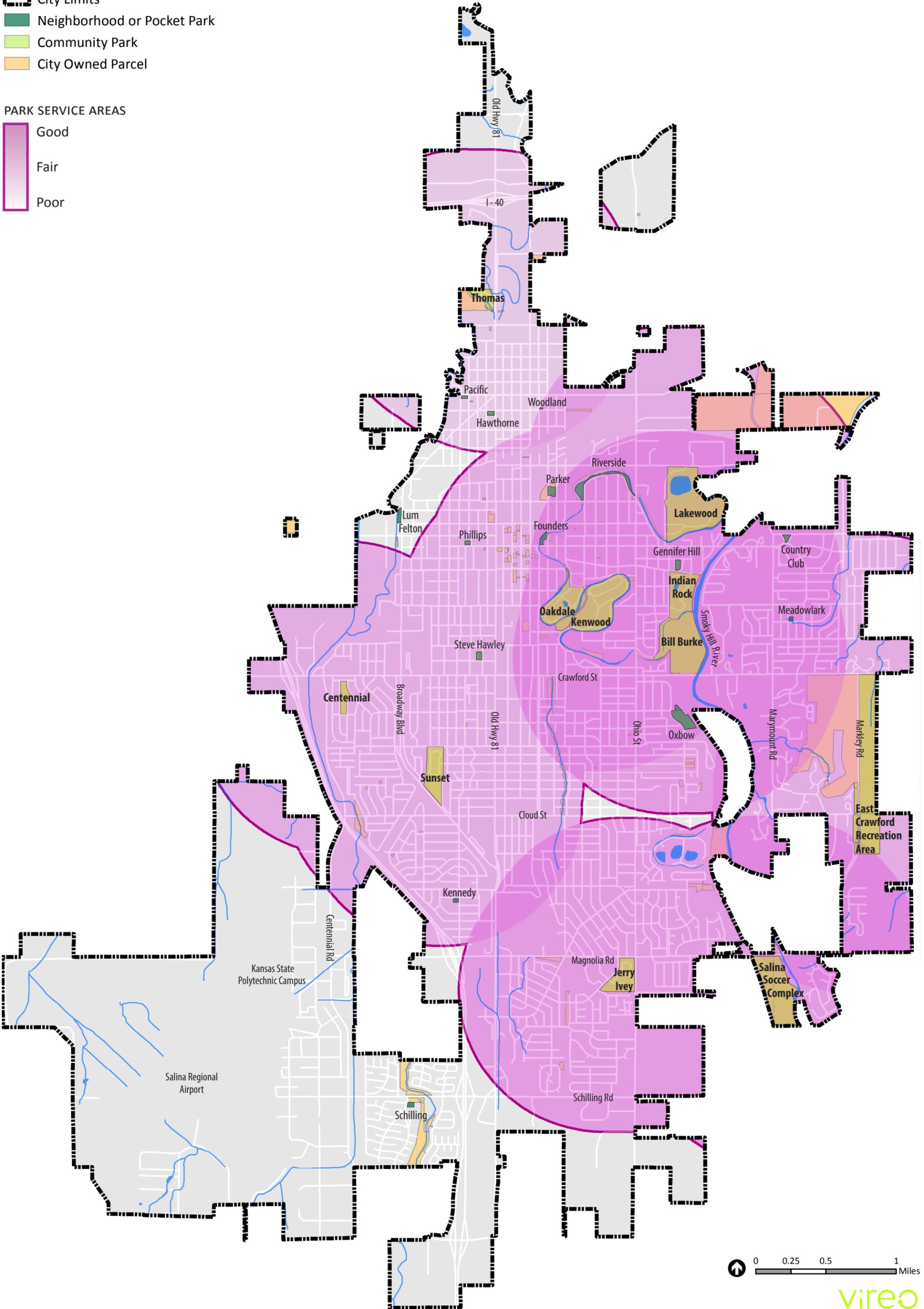
Map #3 - the service area of both community and neighborhood parks with the darker color indicative of a higher level of service.

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

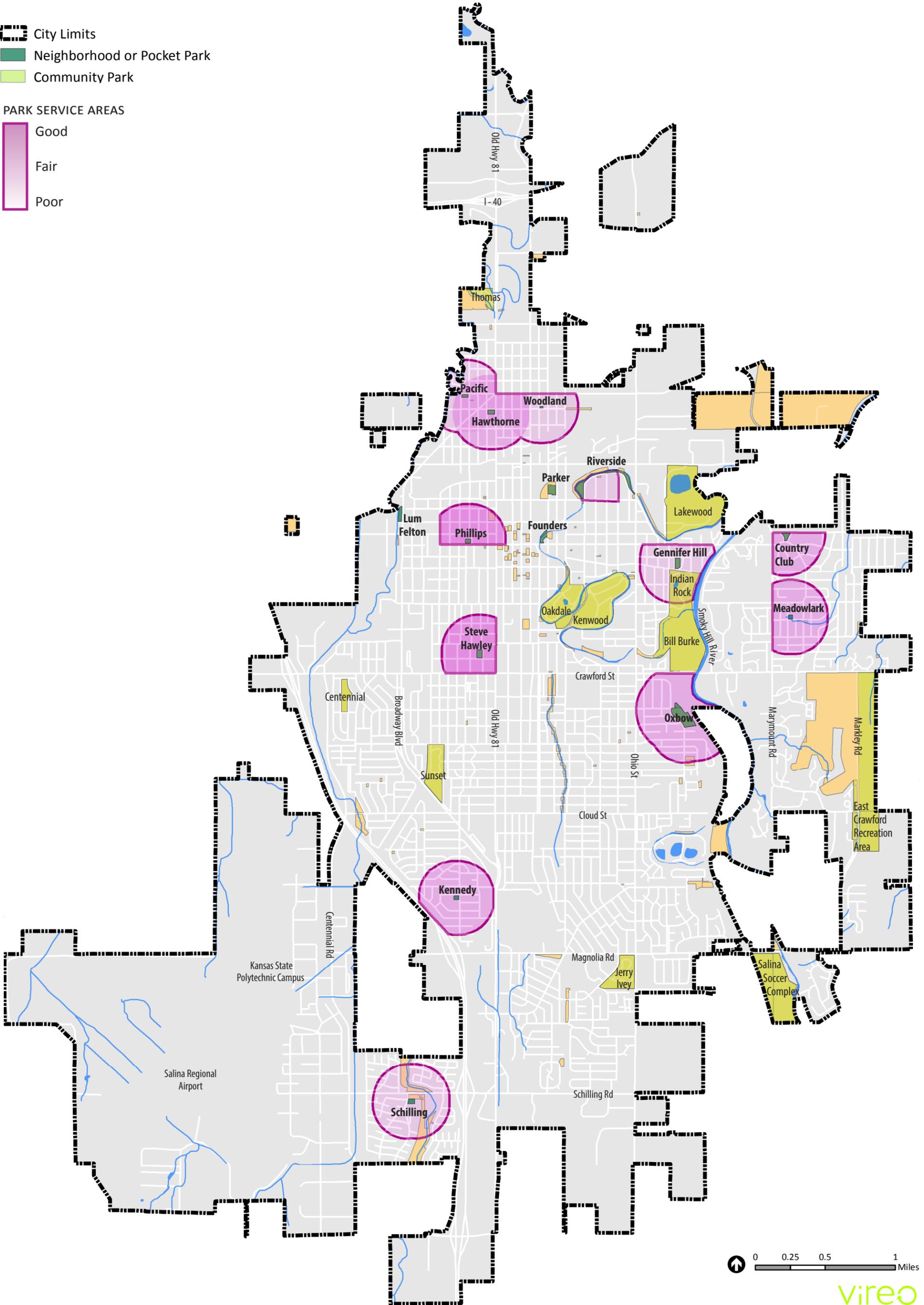
Community Parks Service Area - 1 Mile



-  City Limits
-  Neighborhood or Pocket Park
-  Community Park

**PARK SERVICE AREAS**

-  Good
-  Fair
-  Poor



# SALINA, KANSAS

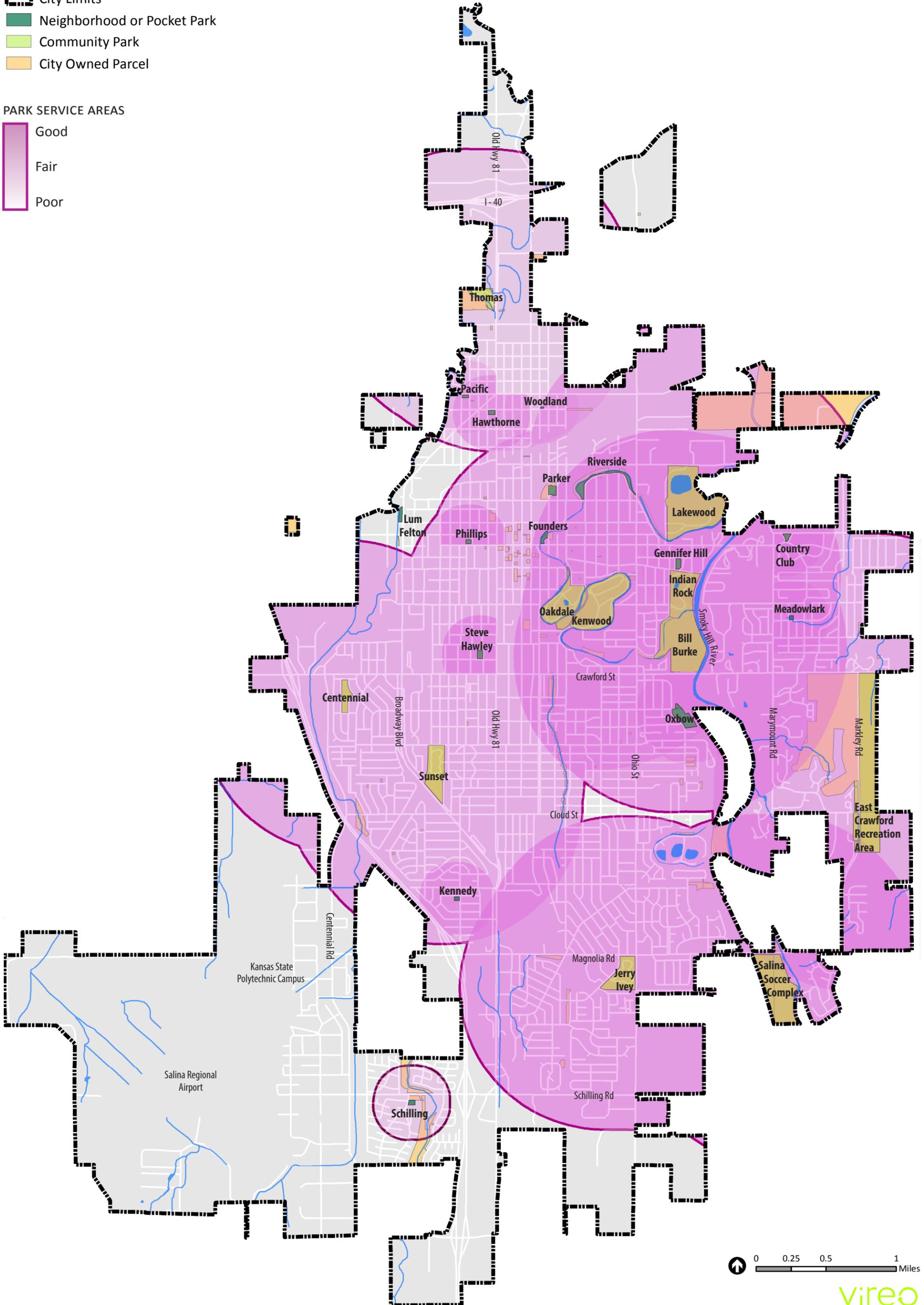
Neighborhood Parks Service Area - 1/4 Mile Walking Distance



-  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

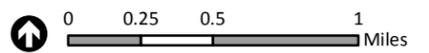
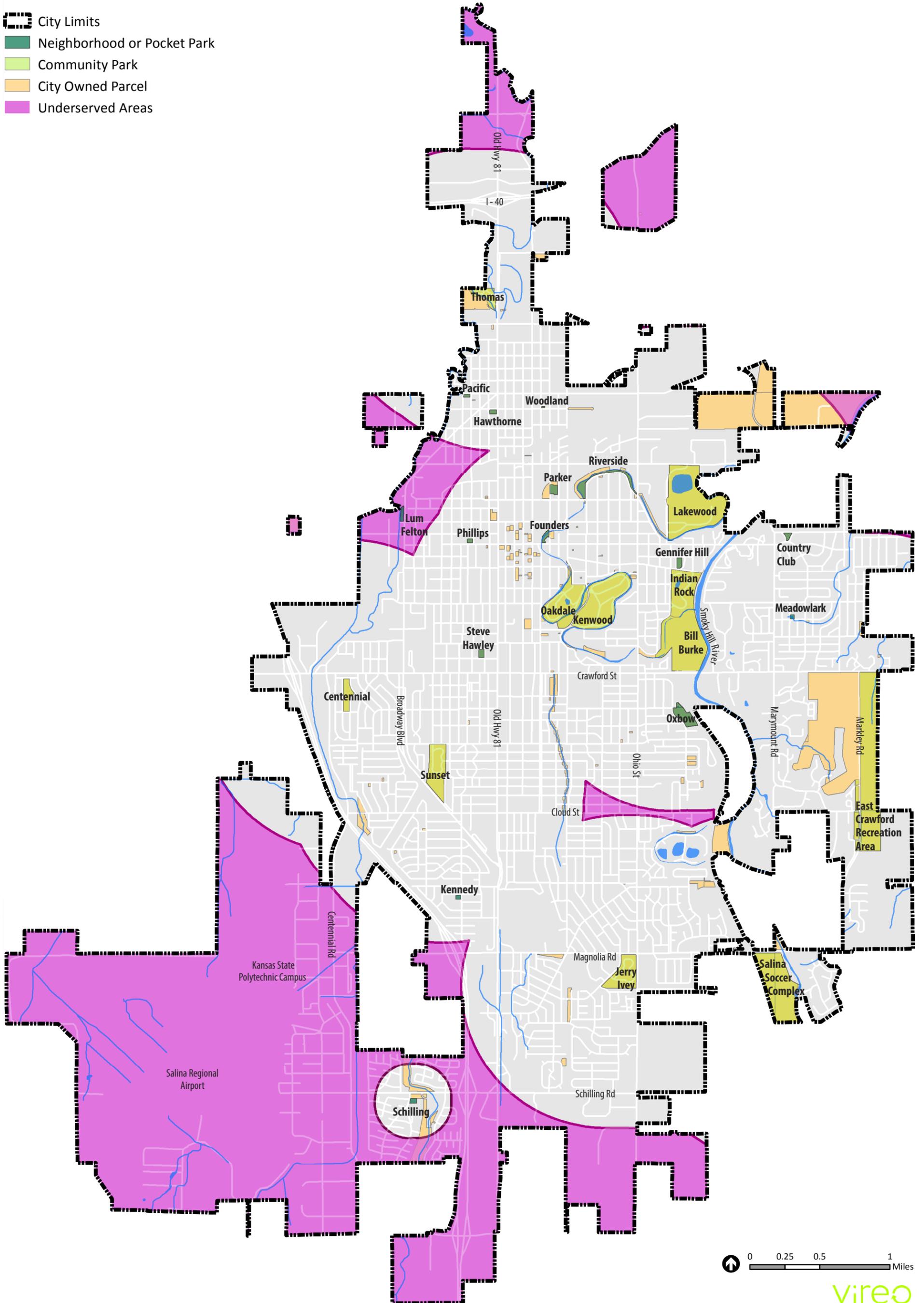
Neighborhood Parks Service Area - 1/4 Mile Walking Distance

vireo

DICK HORTON CONSULTING



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



# SALINA, KANSAS

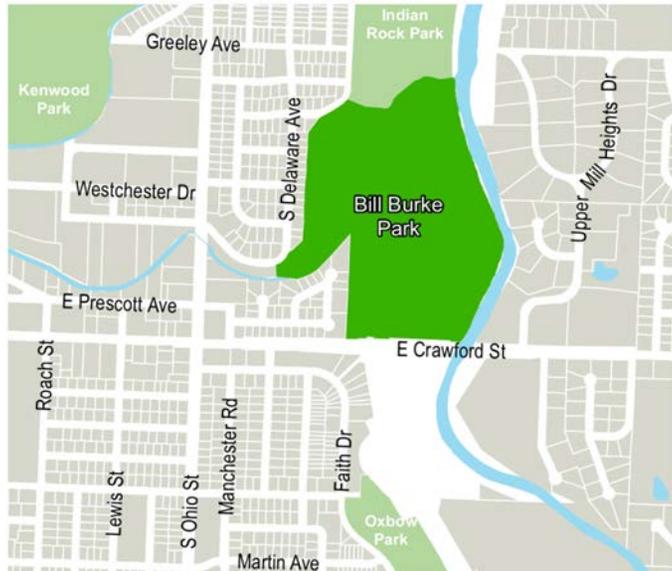
## Gap Analysis - Areas Underserved by Parks

vireo

DICK HORTON CONSULTING



# 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:



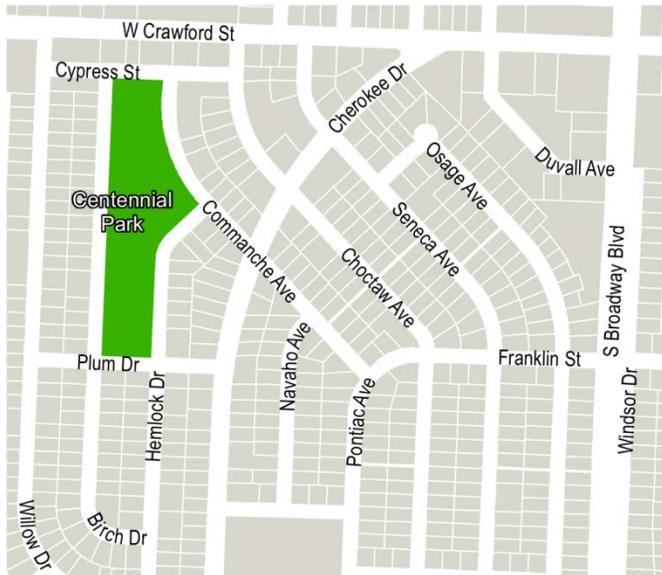
Amenities in the park are plentiful and are generally in fairly good condition.



## 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.

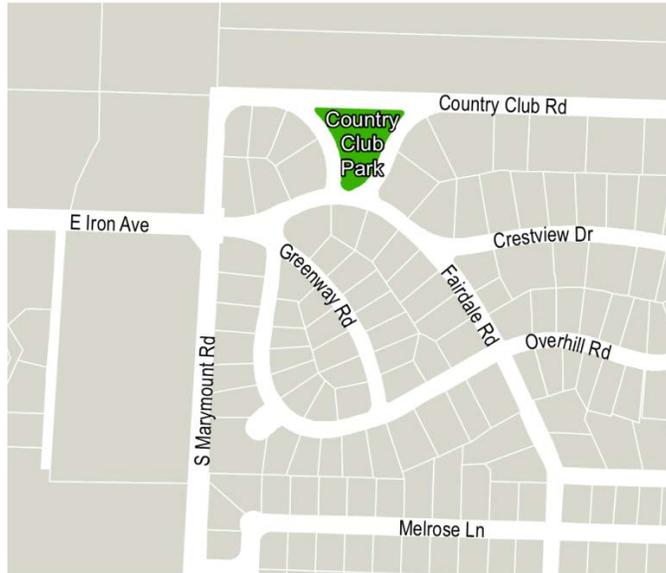


### RECOMMENDATIONS:

- 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.

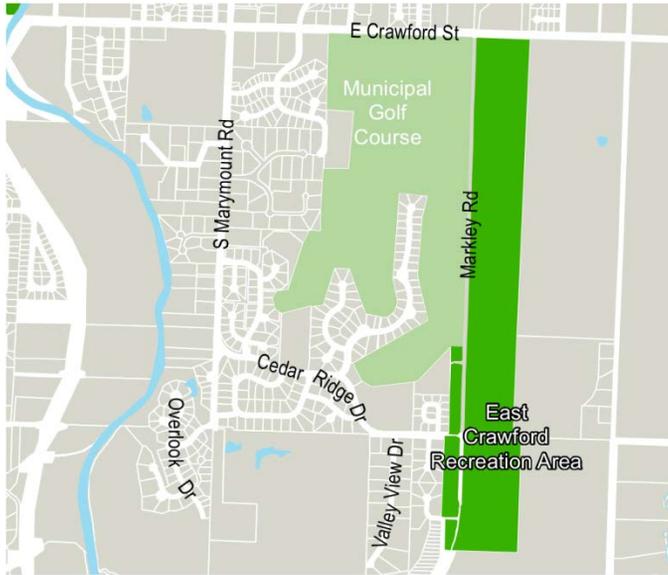


### RECOMMENDATIONS:

- 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.

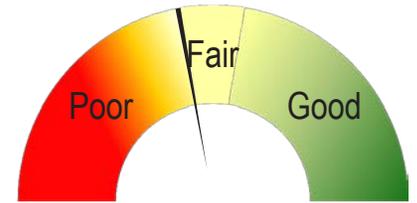
**TYPE:** Regional Park

## 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.

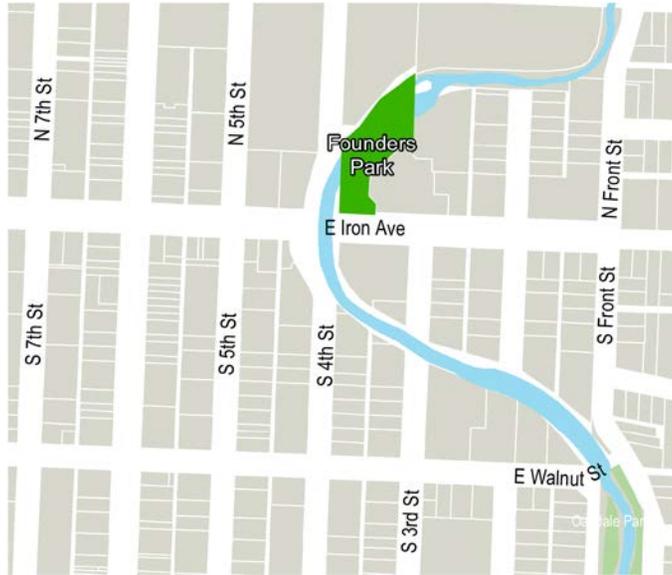


### RECOMMENDATIONS:

- 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.

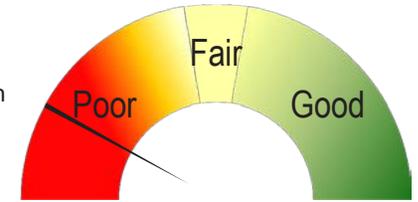
**TYPE:** Neighborhood Park

## 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.

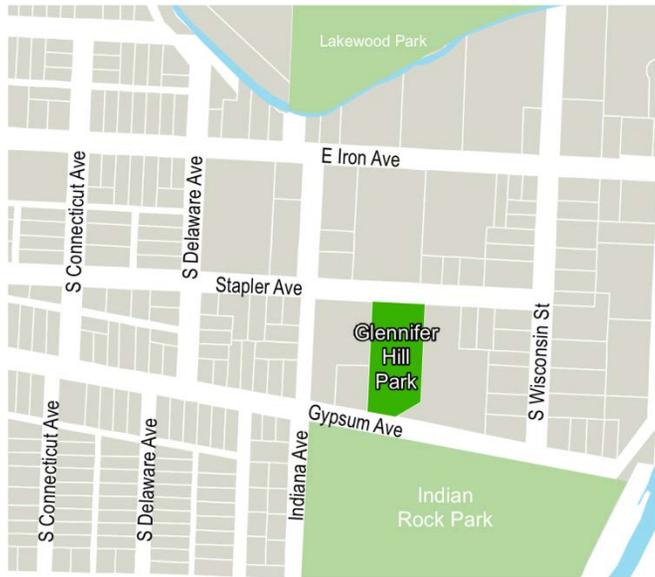


### RECOMMENDATIONS:

- 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.

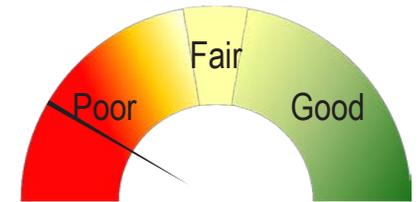
**TYPE:** Neighborhood Park

## 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 park 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. 9<sup>th</sup> St.

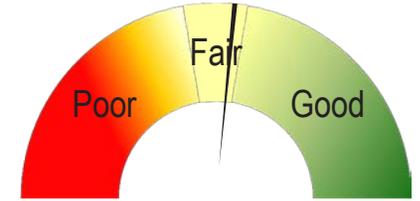
**TYPE:** Neighborhood Park

## 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:**  POOR FAIR GOOD

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:**  POOR FAIR GOOD

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:**  POOR FAIR GOOD

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

**Usability:**  POOR FAIR GOOD

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

**Amenities:**  POOR FAIR GOOD

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.

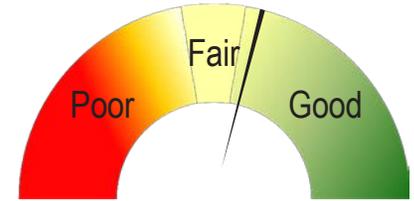
**TYPE:** Community Park

## 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.

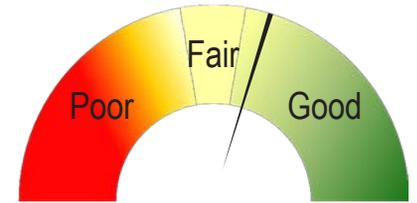
**TYPE:** Community Park

## 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.

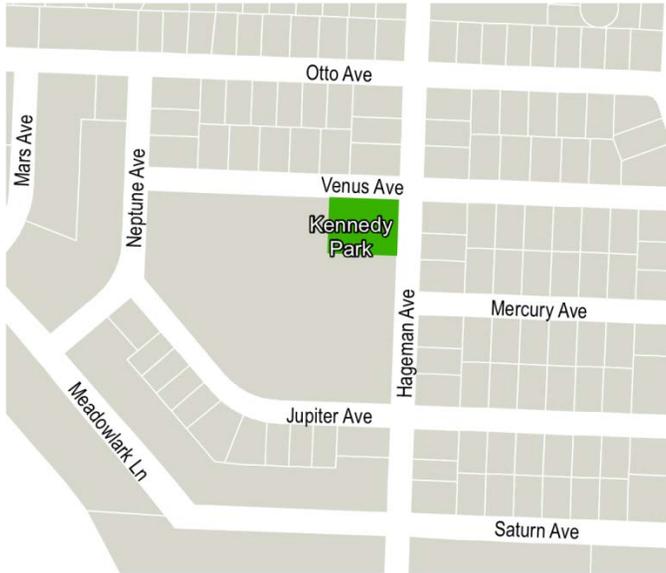


### RECOMMENDATIONS:

- 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.

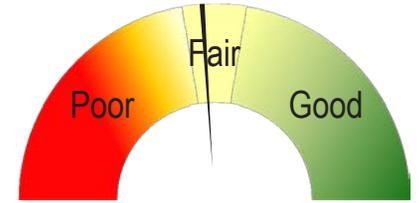
**TYPE:** Pocket Park

## 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:



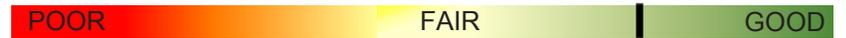
The landscape consists of turf and shade trees providing some shade around amenities. Landscape plantings and lighting would help improve the character of this park. Consider adding an art installation in the small circular concrete area east of the shelter to add interest and charm.

### Connectivity:



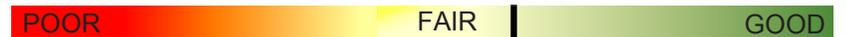
Sidewalks connect the park to the surrounding neighborhood and adjacent school.

### 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.

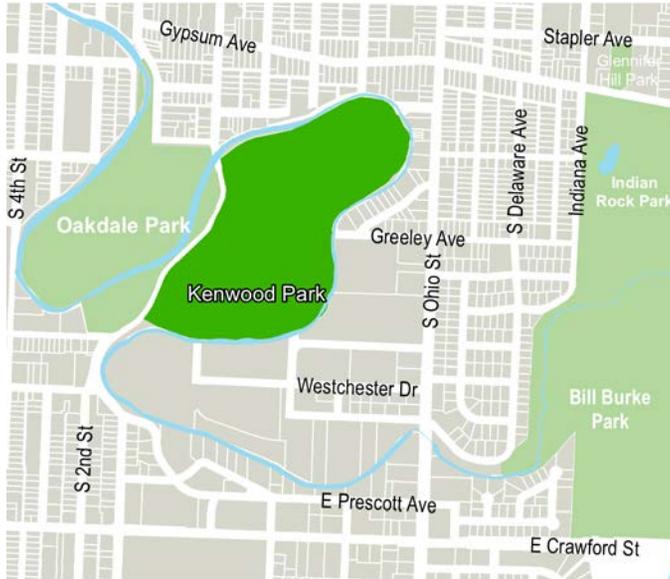


### RECOMMENDATIONS:

- 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):

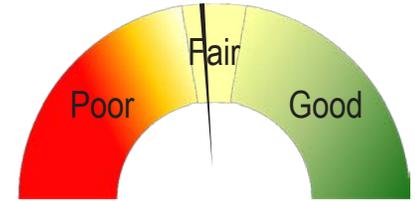
Kenwood Park has a FAIR LOQ due to the park's aging condition of amenities.

## Notes:

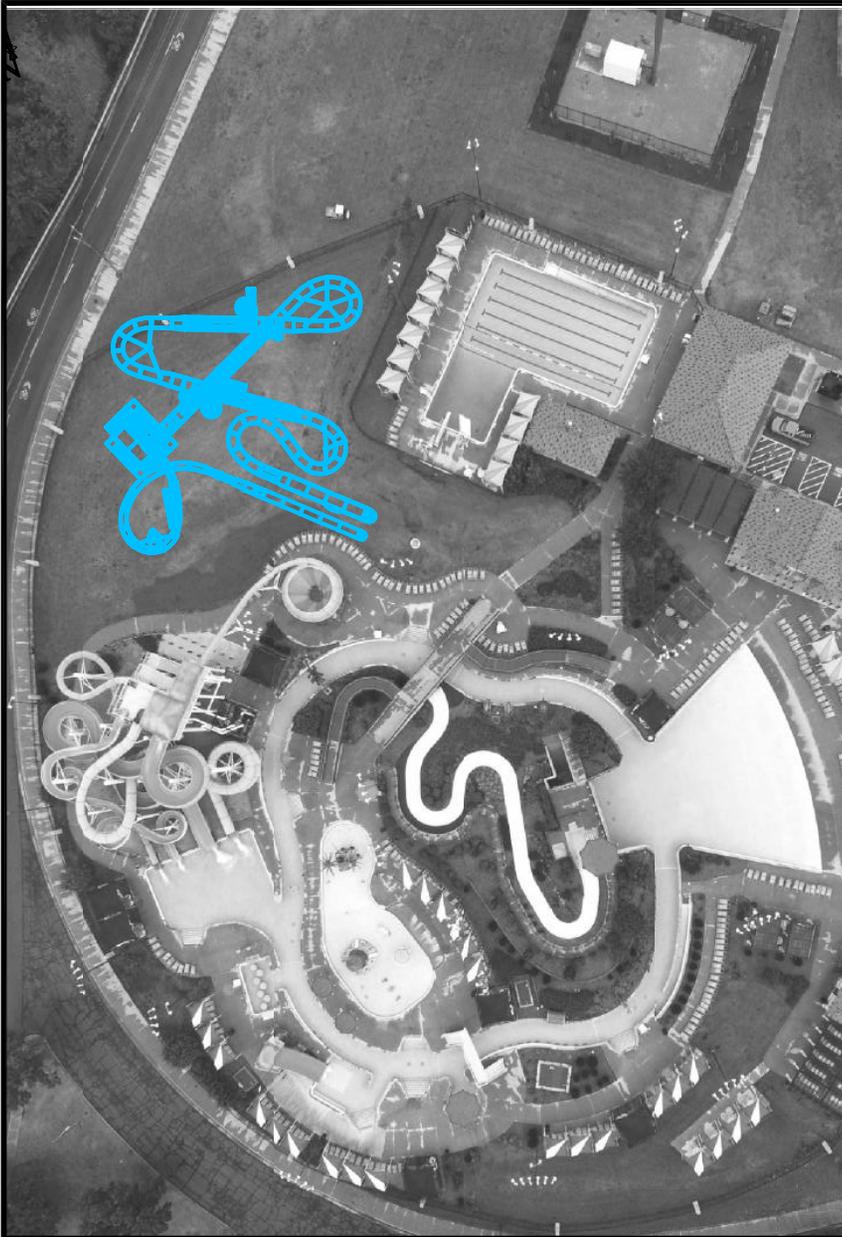
Kenwood Park is owned by the City but is leased to and run by the County.

## 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



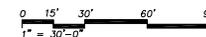
AquaLoop  
Approx. Project Cost \$1,700,000



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

**Kenwood Cove  
Aquatic Center  
Salina, Kansas**

12-21-17

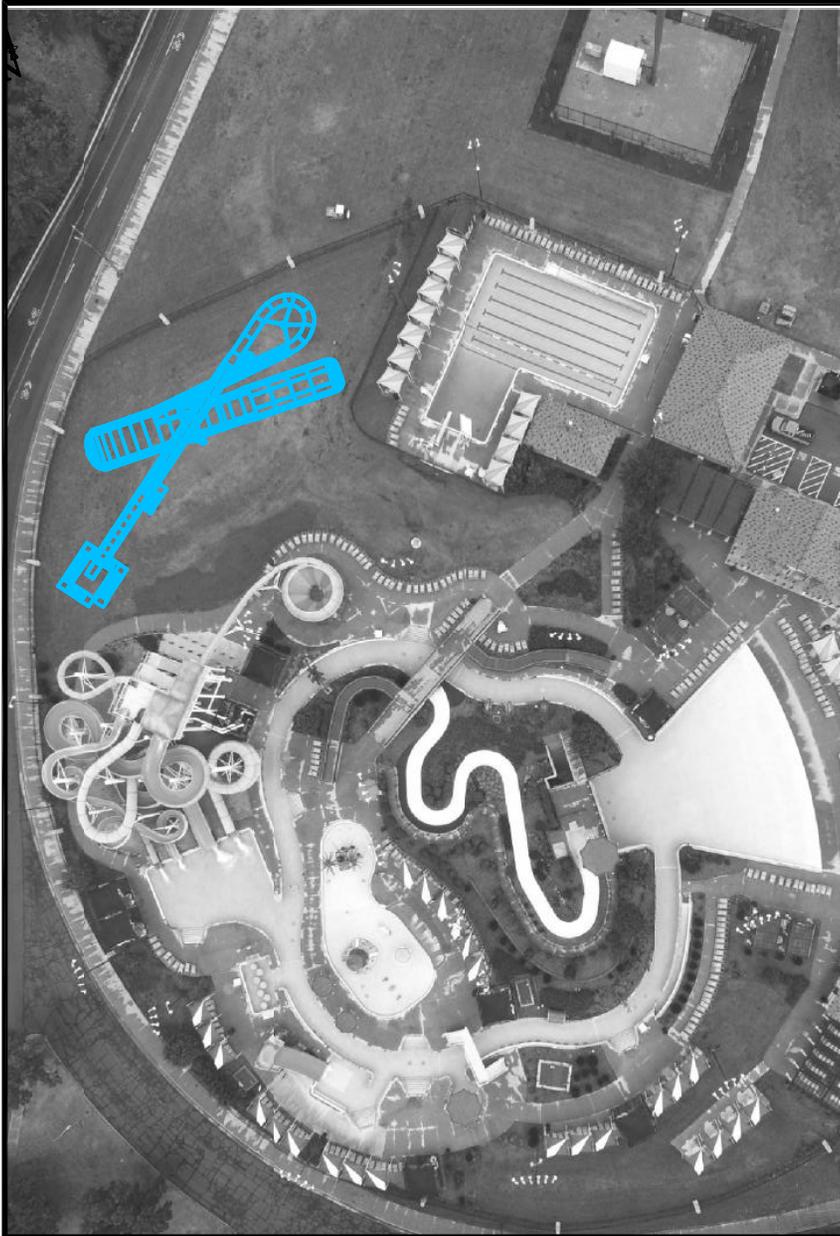


waters edge  
AQUATIC DESIGN

11205 W. 79th St.  
Lenexa, KS 66214

t. 913.438.4338  
www.WeDesignPools.com

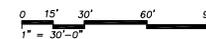
Copyright 2017



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

Kenwood Cove  
 Aquatic Center  
 Salina, Kansas

12-21-17



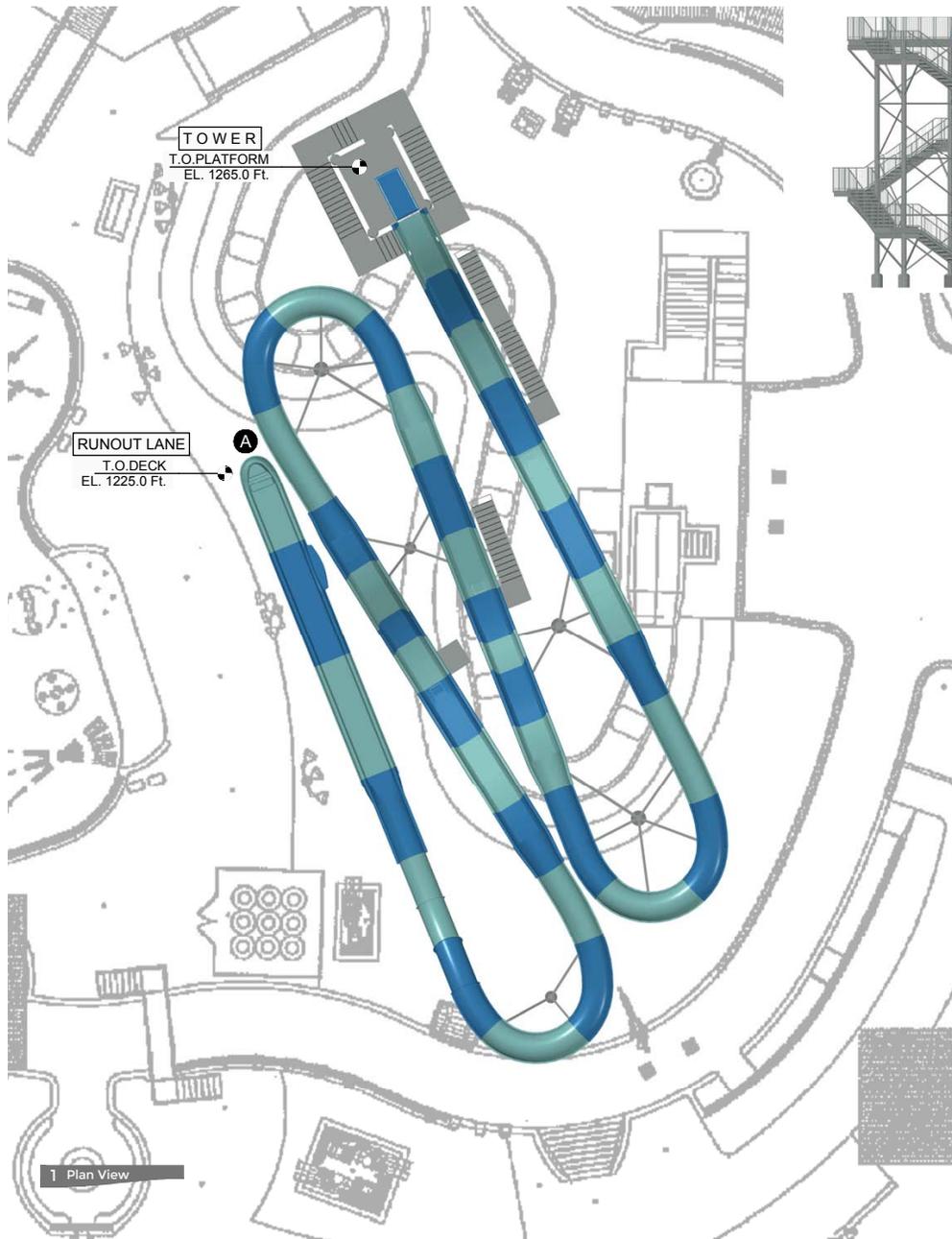
waters edge  
 AQUATIC DESIGN

11205 W. 79th St.  
 Lenexa, KS 66214

t. 913.438.4338  
 www.WeDesignPools.com

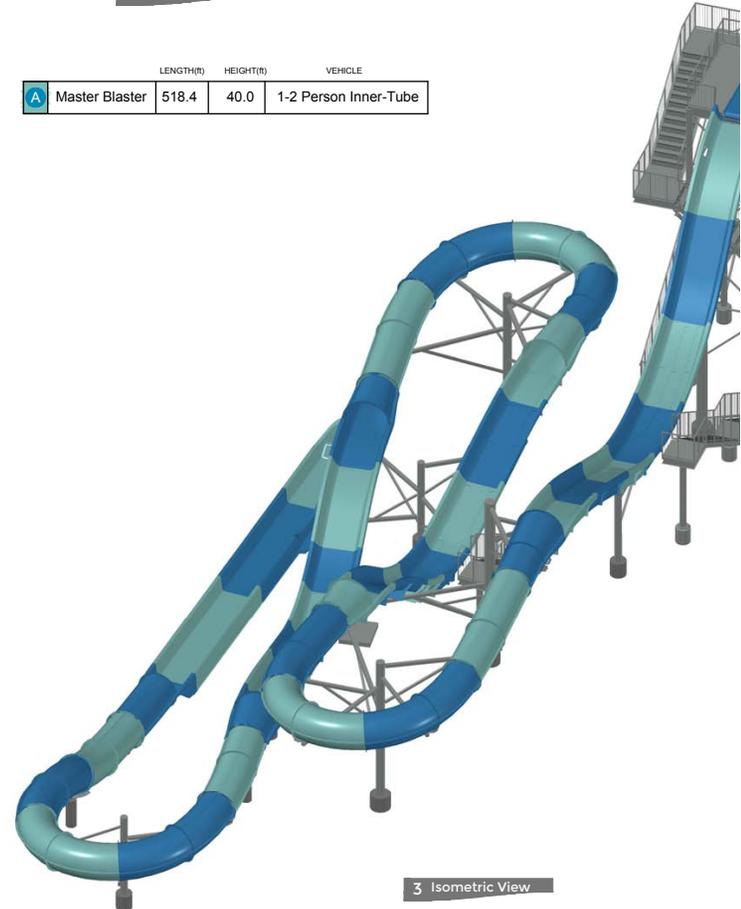
Copyright 2017

Concepts for potential new additions to Kenwood Cove

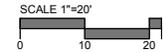


2 Elevation View

	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.

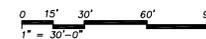
Concepts for potential new additions to Kenwood Cove



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



0 15' 30' 60' 90'  
1" = 30'-0"

waters edge  
AQUATIC DESIGN

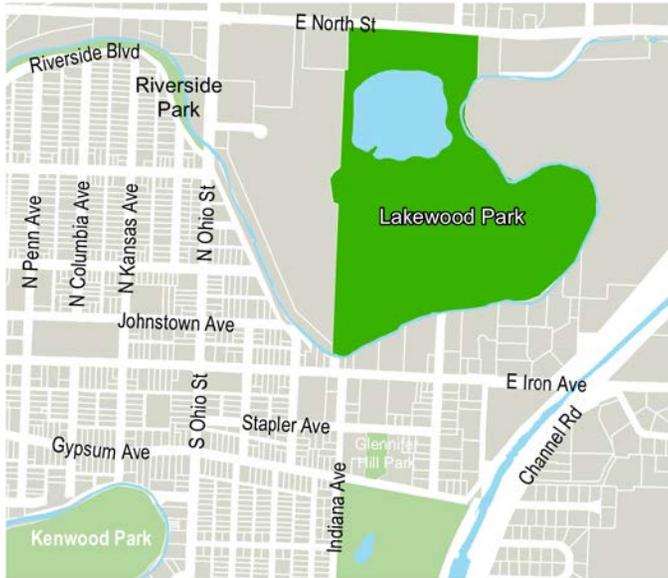
11205 W. 79th St.  
Lenexa, KS 66214

t. 913.438.4338  
www.WeDesignPools.com

Copyright 2017



# Lakewood Park



**LOCATION:** 1323 E. Iron Ave.

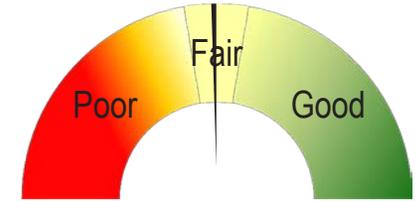
**TYPE:** Natural Area

## 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.



# Lum Felton Park



**LOCATION:** 1302 W. Ash St.

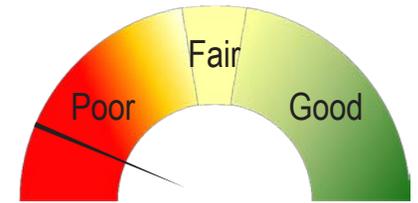
**TYPE:** Mini/Pocket Park

## INVENTORY OF AMENITIES

Picnic Tables ✓

## LEVEL OF QUALITY (LOQ):

Lum Felton Park has a POOR LOQ primarily due to a lack of amenities and a location which is difficult to access from any means of transportation.



## PERFORMANCE ASSESSMENT:

### **Accessibility:**



Prominent park signage is present, but needs updating to current standard. Visibility into the park is poor in areas and vehicular access is confined to a small cul de sac on the southern edge with no outlet. No ADA accessible parking, sidewalks or ramps currently exist.

### **Character:**



Abundant, large shade trees contribute positively to the character of Lum Felton, but the park feels disconnected and more like roadway right-of-way than a park.

### **Connectivity:**



There are no sidewalks connecting the park to nearby neighborhoods, other parks or points of interest.

### **Usability:**



Picnic tables are the only amenity currently being offered. This park needs amenities which will give it some purpose such as a dog park.

### **Amenities:**



Picnic tables are in disrepair and should be replaced.

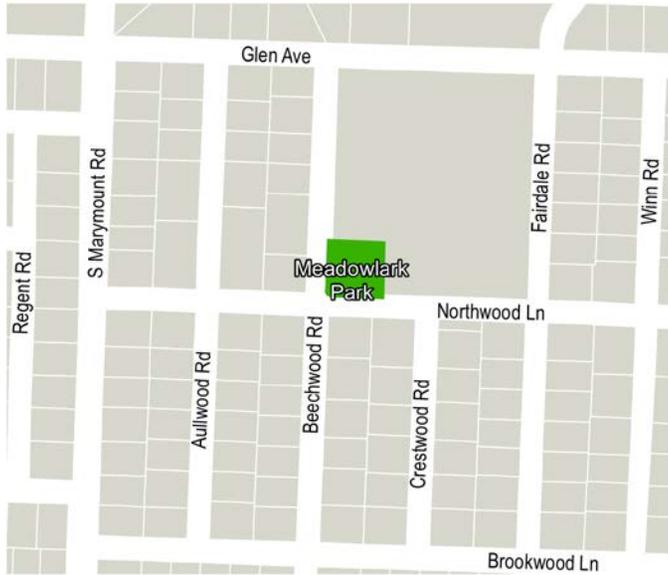


### RECOMMENDATIONS:

- 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.

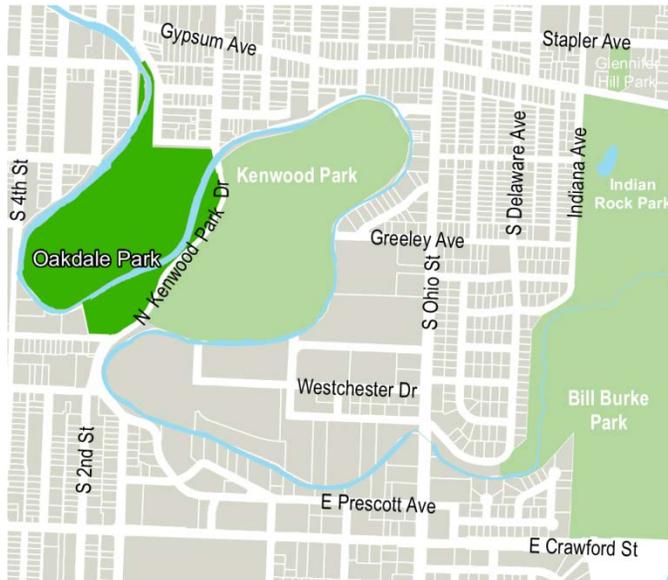


### RECOMMENDATIONS:

- 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.

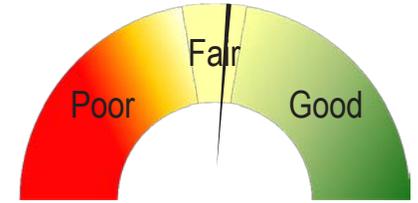
**TYPE:** Community Park

## 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.

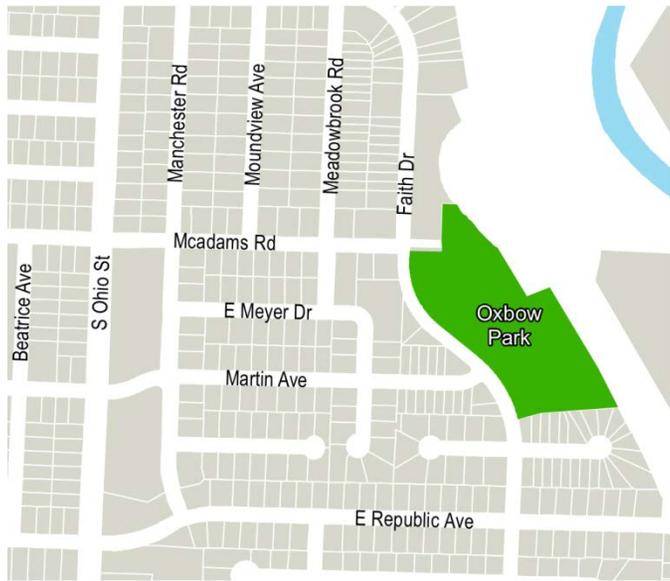


**RECOMMENDATIONS:**

- 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.

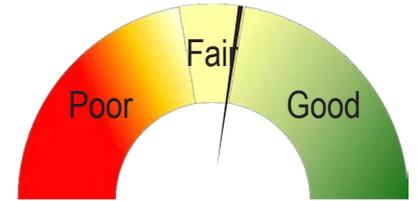
**TYPE:** Neighborhood Park

## 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:



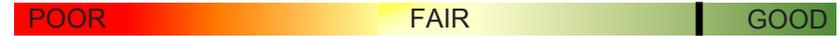
The park has prominent signage at the northwest entry to the parking lot. The parking lot includes ADA parking stalls with sidewalk connections to the shelter, restroom, and playground.

### 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.

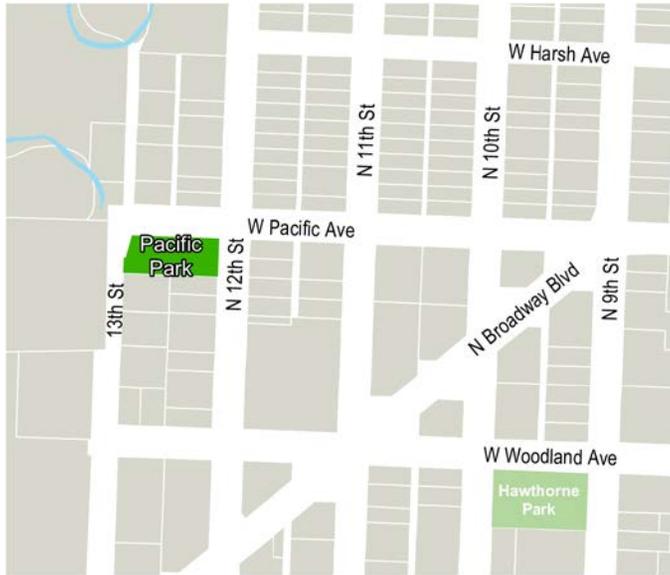


### RECOMMENDATIONS:

- 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.

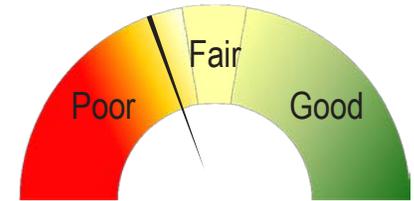
**TYPE:** Neighborhood Park

## INVENTORY OF AMENITIES

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

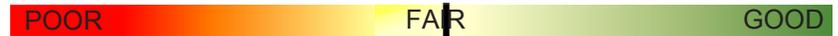
## LEVEL OF QUALITY (LOQ):

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:



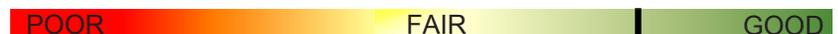
The park landscape consists of turf with a few large shade trees. There is no lighting in the park. There are benches around the playground for seating. Adding planting beds with shrubs and perennials would help the overall character of the park.

### 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.

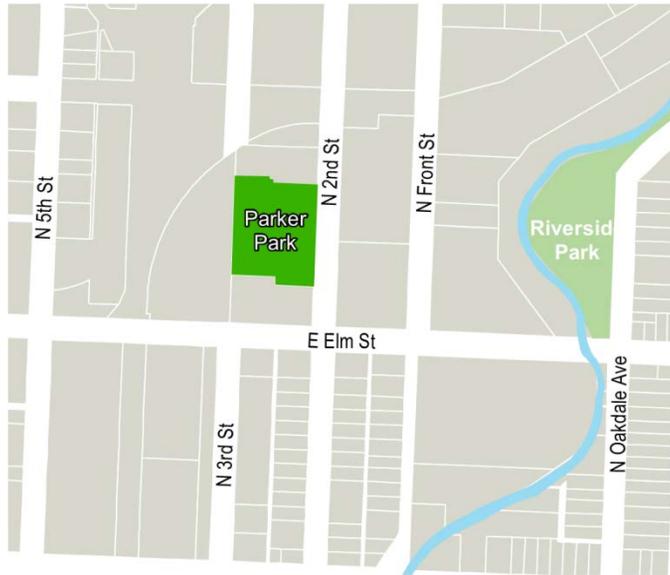


### RECOMMENDATIONS:

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



# Parker Park



**LOCATION:** 315 N. 2<sup>nd</sup> St.

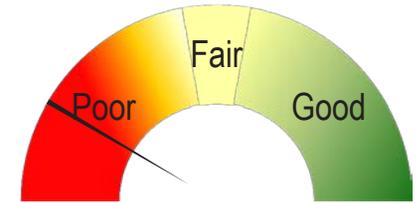
**TYPE:** Neighborhood Park

## 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 2<sup>nd</sup> 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 2<sup>nd</sup> 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.

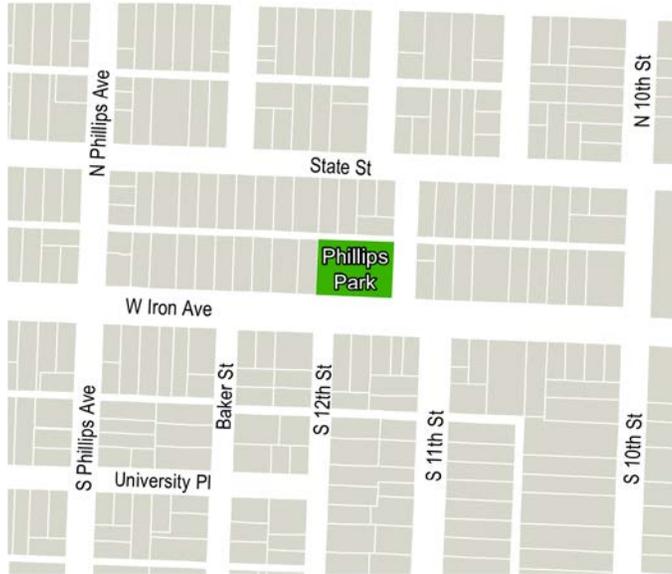


### RECOMMENDATIONS:

- Make ADA improvements to connect ADA parking to park amenities.
- Upgrade park signage to current city standard and locate it closer to 2<sup>nd</sup> 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.

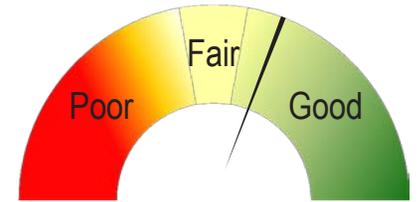
**TYPE:** Neighborhood Park

## INVENTORY OF AMENITIES

Shelter (Medium)	1
Playground	1

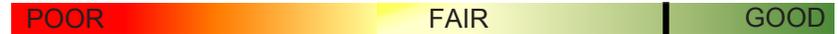
## LEVEL OF QUALITY:

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



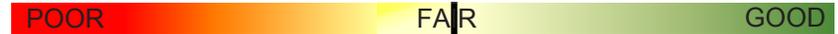
## PERFORMANCE ASSESSMENT:

### Accessibility:



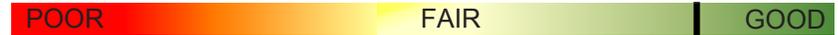
Parking consists of parallel parking along the street with a sidewalk and ADA ramp connections at the corner of 11<sup>th</sup> St. and Iron Ave. ADA Improvements could be made to enhance accessibility from parking areas. Sidewalks provide access to park amenities and prominent park signage exists along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

### Character:



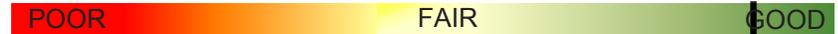
The park's landscape primarily consists of turf with a few large shade trees. Seating is currently provided under the shelter. Landscaping, pedestrian scale lighting and a drinking fountain would add to the overall character of the park.

### Connectivity:



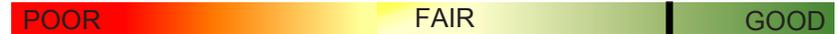
Sidewalks connect the park to the surrounding neighborhood.

### 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.

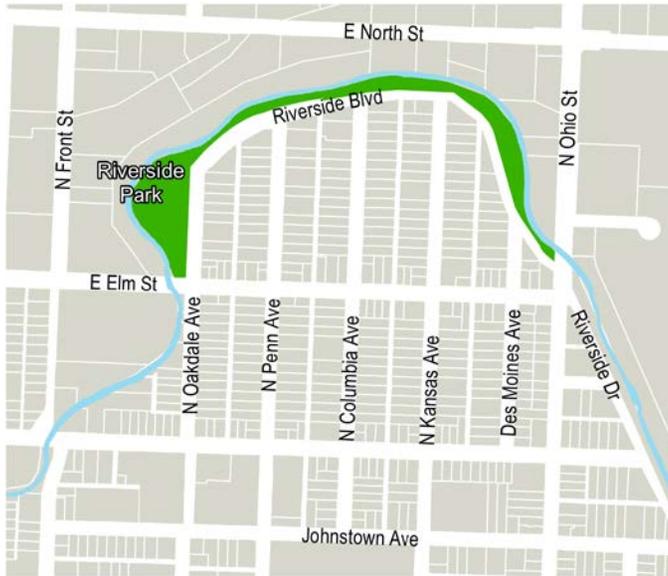


**RECOMMENDATIONS:**

- 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.

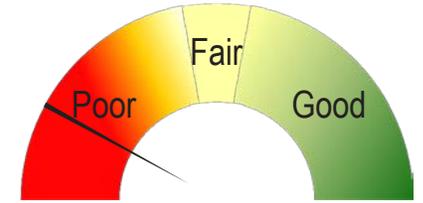
**TYPE:** Neighborhood Park

## 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:**



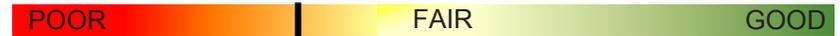
The park is a linear park along the Old Smoky Hill River. The landscape is primarily turf open space with a few large shade trees in front of a riparian corridor. Old concrete picnic tables provide seating near the play ground and other areas to the north. Views and access to the river perhaps along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

### **Connectivity:**



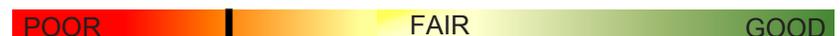
Neighborhood connectivity by sidewalk occurs only at the south end of the park. A linear trail should be considered extending from East Elm St. north and would potentially provide future connectivity from Lakewood Park and Middle School to the east. Ultimately the trail could be extended along the river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

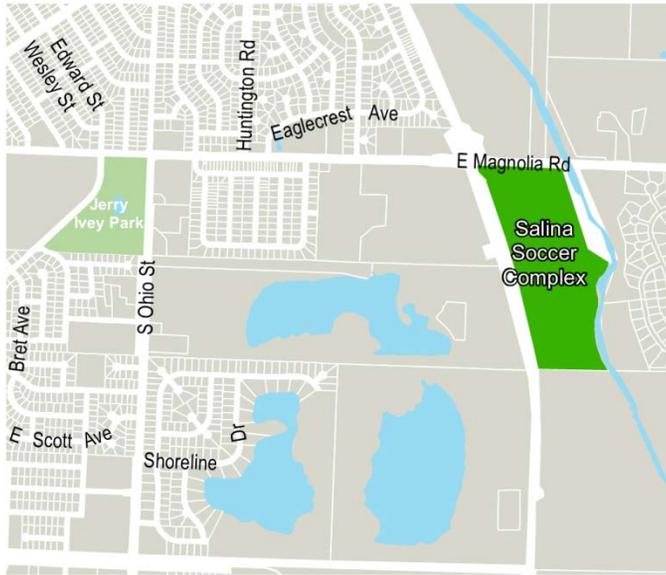


### RECOMMENDATIONS:

- 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.

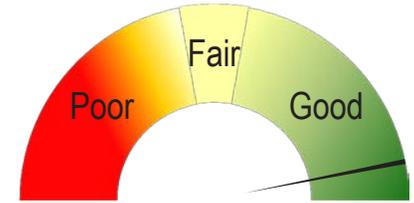
**TYPE:** Regional Park

## 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:



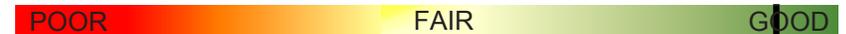
Parking is available with ADA accessible stalls, sidewalks, and ramps connecting to park amenities and soccer fields. Adding prominent park signage near Magnolia Road will improve visual accessibility and allow new patrons to easily identify it as a public park.

### Character:



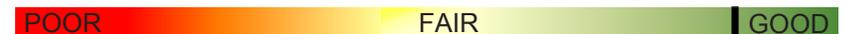
Shade in the park is minimal however there are a few young trees around the playground and picnic area that will provide shade once mature. Park lighting is limited to a couple of fields and should be provided for all fields.

### 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.

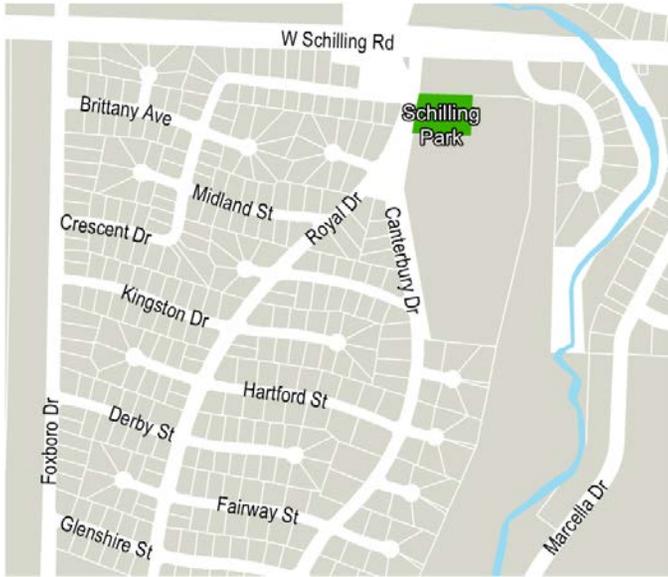


### RECOMMENDATIONS:

- 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.

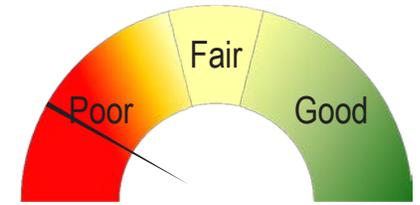
**TYPE:** Pocket Park

## 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.



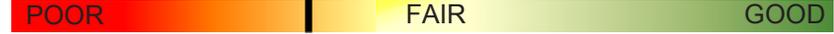
## PERFORMANCE ASSESSMENT:

### 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:



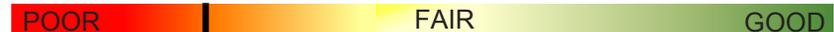
Sidewalks connect the park to the adjacent neighborhood and Schilling Elementary School.

### 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.

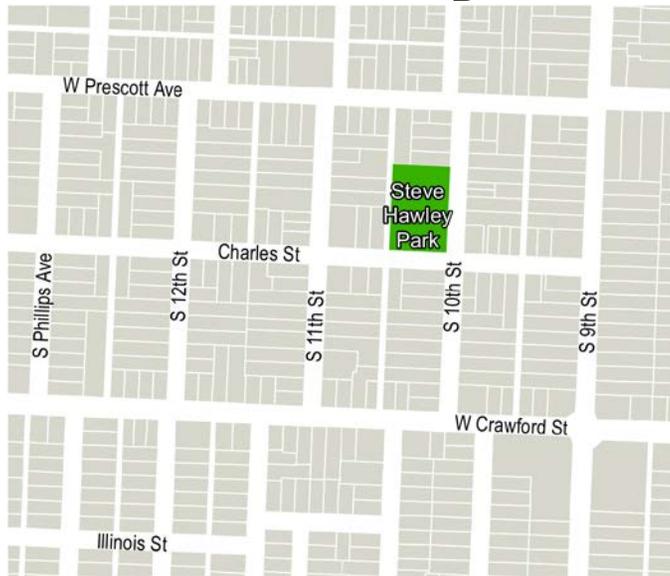


### RECOMMENDATIONS:

- 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.

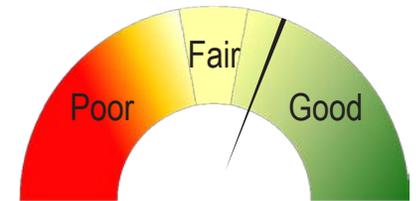
**TYPE:** Neighborhood Park

## 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.

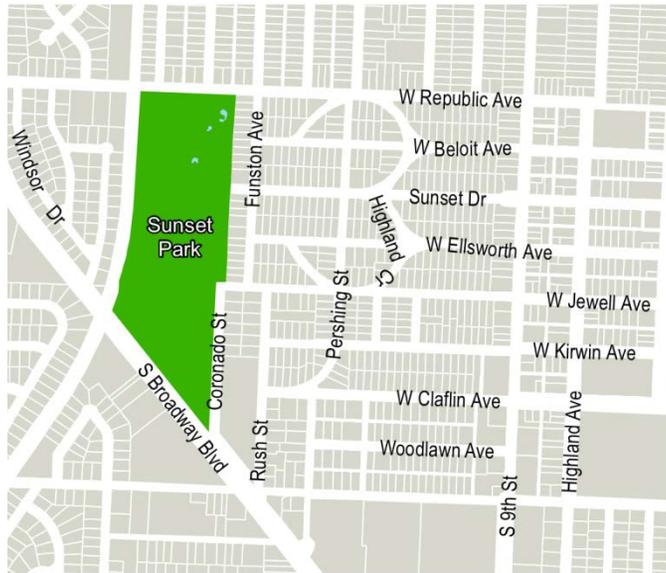


### RECOMMENDATIONS:

- 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.

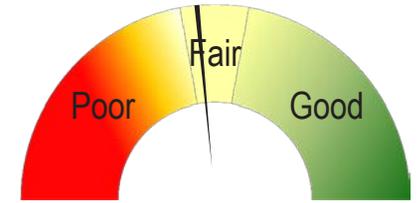
**TYPE:** Community Park

## 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	✓

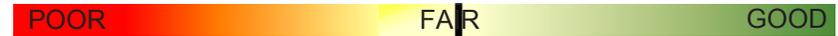
## LEVEL OF QUALITY(LOQ):

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.



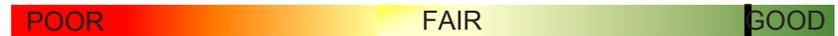
## PERFORMANCE ASSESSMENT:

### Accessibility:



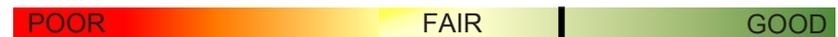
Several of the park entries have nice historic park gateways. There is prominent park signage although it needs to be updated to the current city standard. Parking is parallel along the park roads with a parking lot near the tennis courts and loosely defined gravel parking near the ball fields. ADA parking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

### Character:



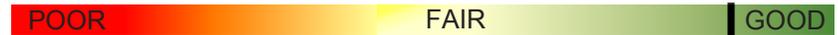
The park is a WPA (Works Progress Administration) park with lots of large shade trees throughout. The park is more shade than sun. The Armed Service Memorial Garden includes nice landscaping and seating spaces. There is an original water feature in the center of the park including a waterfall, streams, 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:



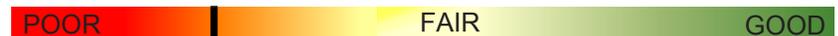
The park is generally connected to the nearby neighborhoods, but with the railroad running on the west edge it cuts off some connectivity. The neighborhood to the southwest could be connected better by providing safer/better crossings over Broadway. New crosswalks need to be added across Republic Avenue.

### 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.

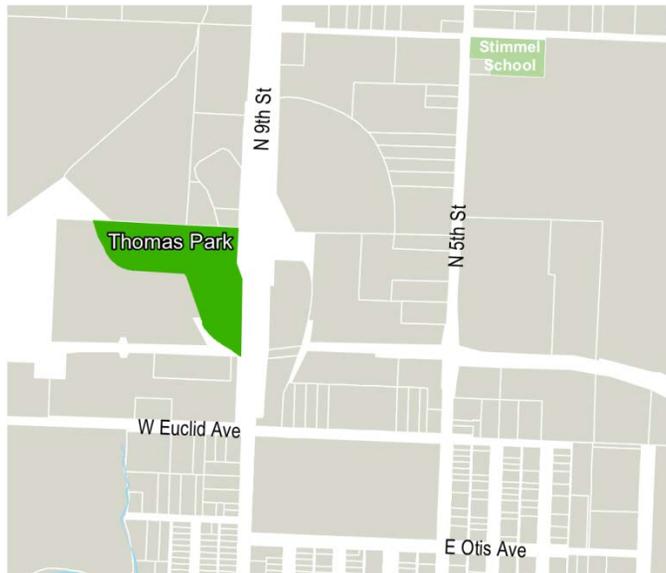


## RECOMMENDATIONS:

- 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. 9<sup>th</sup> St.

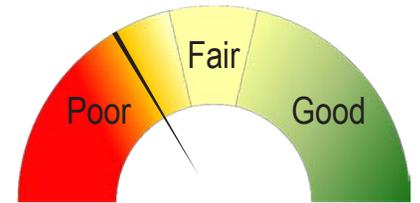
**TYPE:** Community Park

## 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.



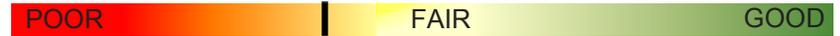
## PERFORMANCE ASSESSMENT:

### 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:



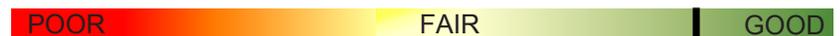
The park is full of large shade trees providing ample shade and natural beauty. However the park would greatly benefit from landscape beautification.

### Connectivity:



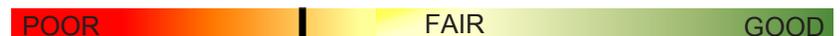
The Levee Trail is the primary means of pedestrian connectivity for the park, however the park is located several miles away from any other park or point of interest. Neighborhood connectivity by sidewalk is broken from W. Euclid Ave. south just past the gas station.

### 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. 4<sup>th</sup> St.

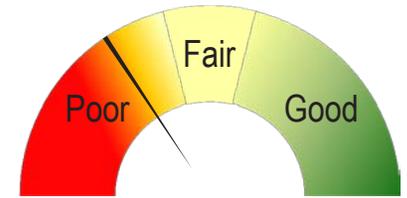
**TYPE:** Pocket Park

## 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.



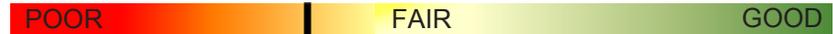
### PERFORMANCE ASSESSMENT:

#### 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:



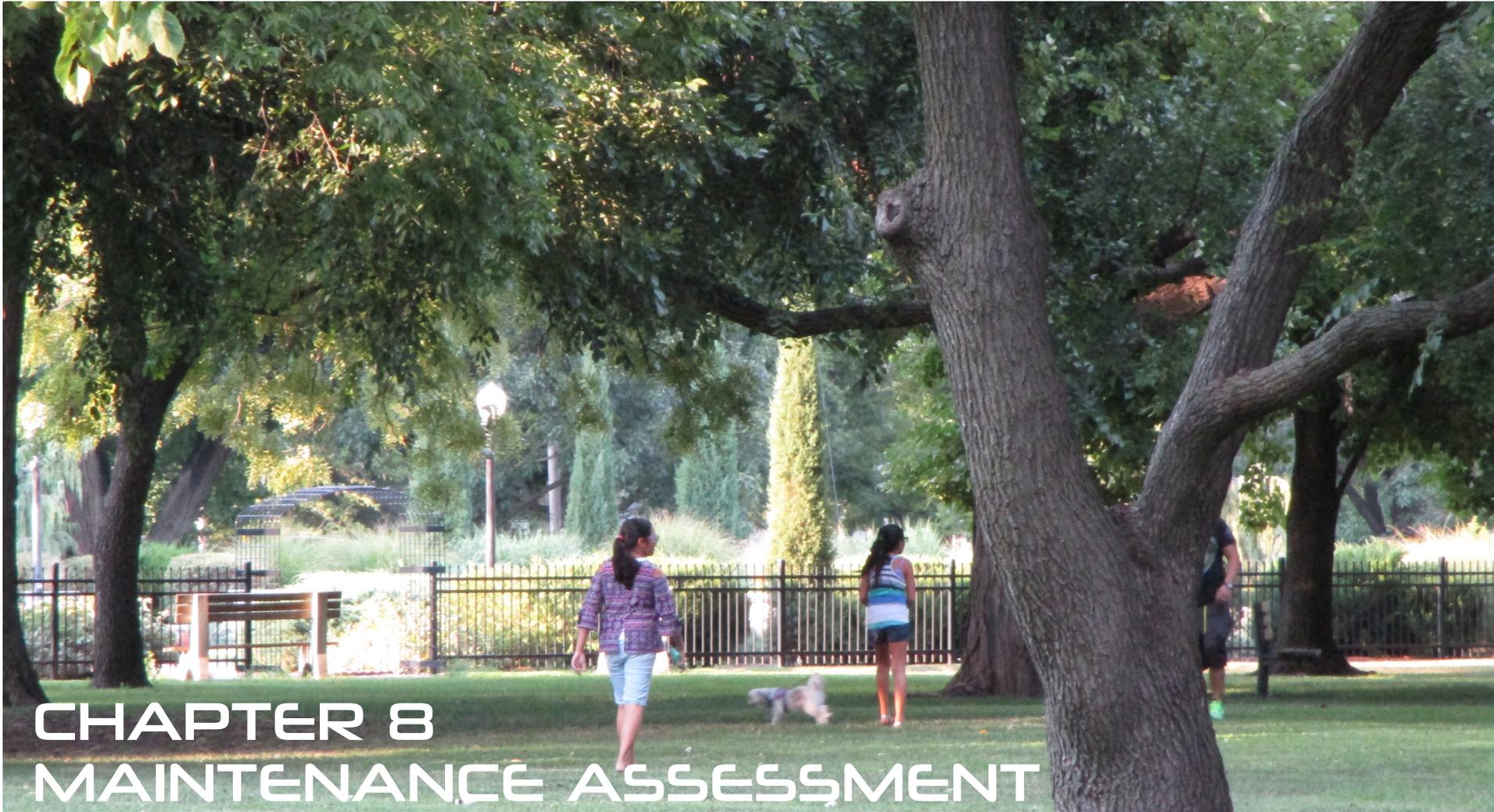
In general amenities are in fairly good condition and improvements to the playground were in progress during the time of this assessment. The wood slats on the benches need replacing and the shelter, while functional, is dated and unattractive.



### 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

<b>Staffing and Responsibilities</b>
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
<b>Current Situation</b>
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%
<b>TOTAL</b>	<b>75,055</b>	<b>100%</b>

## 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"> <li>• Shade structure setup and takedown</li> <li>• Turf and horticulture maintenance</li> </ul>	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"> <li>• Updating bathroom facilities to be ADA compliant</li> <li>• Replacing roofs</li> <li>• Updating plumbing and all fixtures</li> <li>• Updating electrical components to comply with standards</li> <li>• Replacing all lights with LED fixtures</li> <li>• Repairing shelters where support posts are rotting</li> </ul>

## 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**

<b>Benchmark</b>	<b>National Benchmark</b>	<b>Salina</b>
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.**

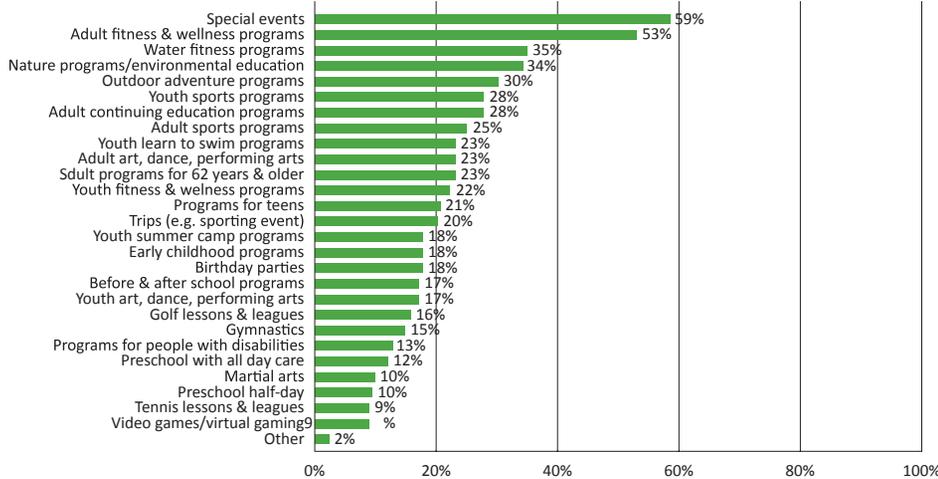
Salina - The Salina Park and Recreation Department has adopted a mission statement - *To provide a wide variety of leisure-time opportunities and activities that enhance the quality of life for all citizens in Salina.*

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**



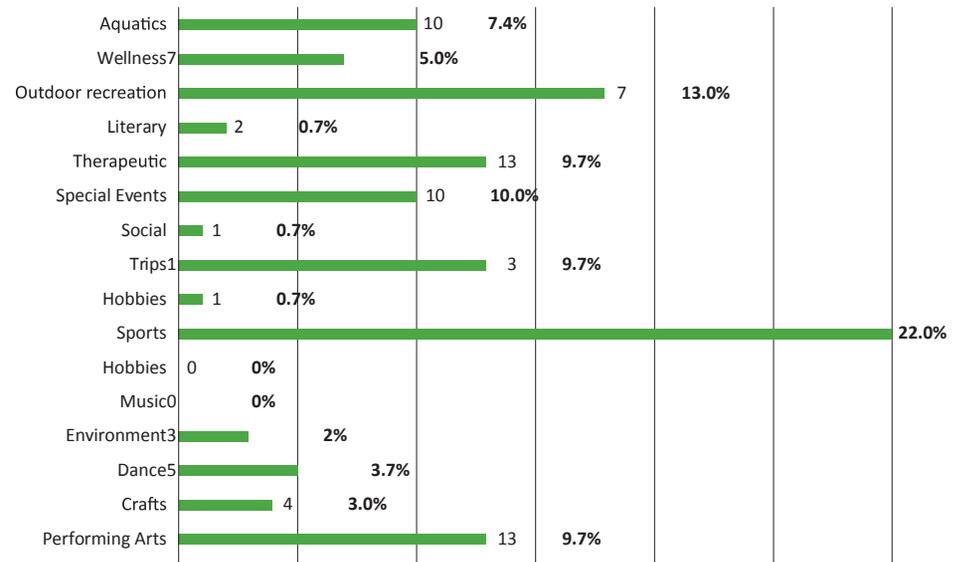
Source: ETC Institute (2017)

**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**

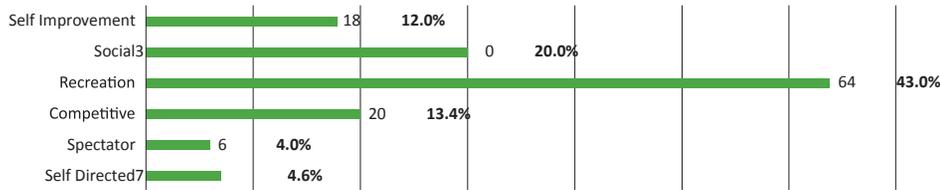


**Table: Programs by Type**

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

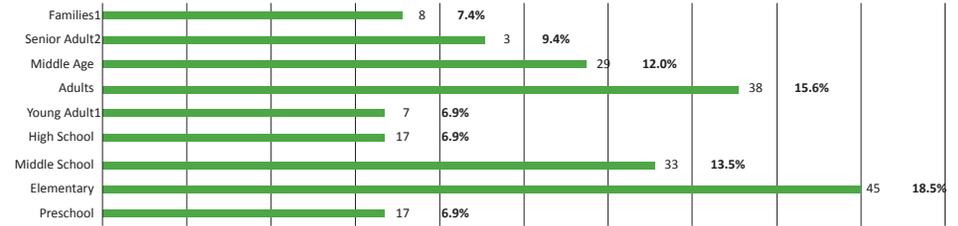
**Salina – Programs by Format**

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.



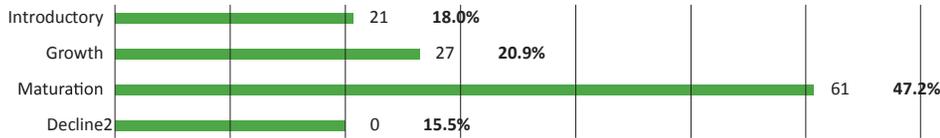
**Salina – Programs by Age Group Programs by Age Group**

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:**

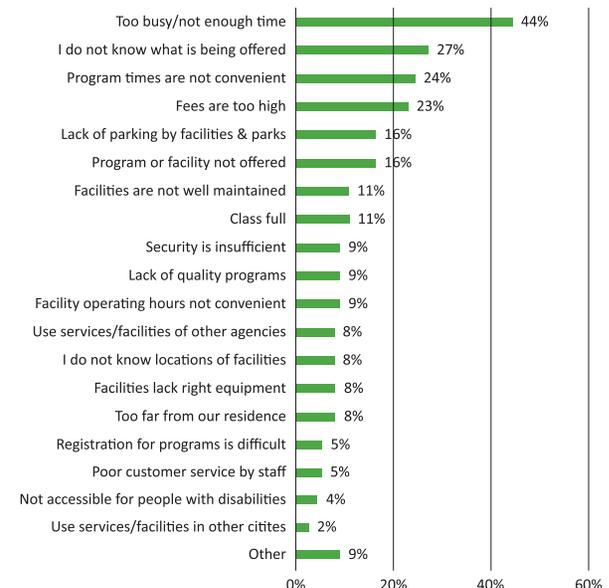
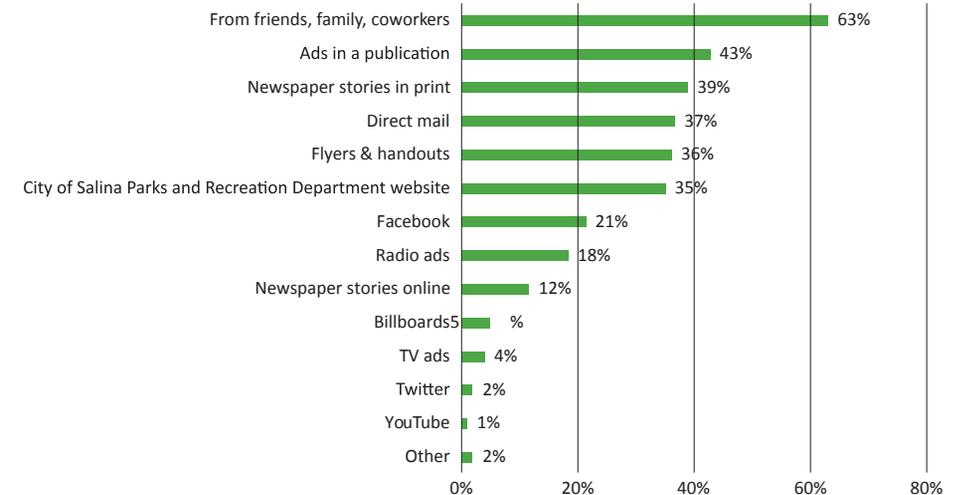
*“The analysis, planning, implementation, and control of carefully formulated programs designed to bring about voluntary exchanges with target markets for the purpose of achieving agency objectives. It relies heavily upon designing offerings consistent with clients’ wants, and on using effective pricing,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

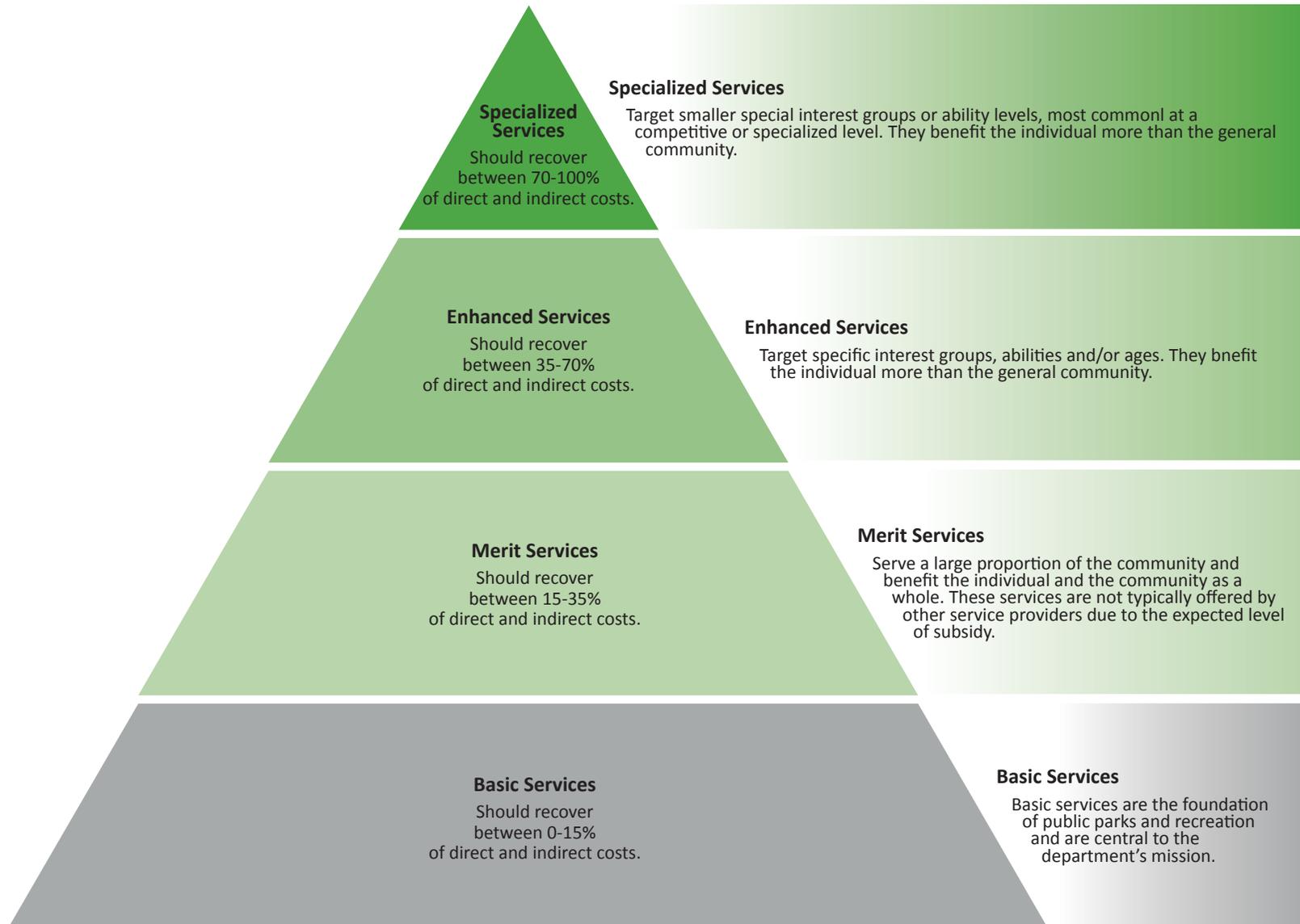
A cost tracking system is not yet in place for the Park and Recreation Department; therefore, not all costs associated with each program and service are known. However, in 2013, the Department adopted a formal cost recovery policy and directed that a cost recovery form be completed before an activity 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	
<b>TOTAL</b>	<b>4,534,525.00</b>	<b>1,761,377.00</b>	<b>39%</b>

## 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](http://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/](http://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](http://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:

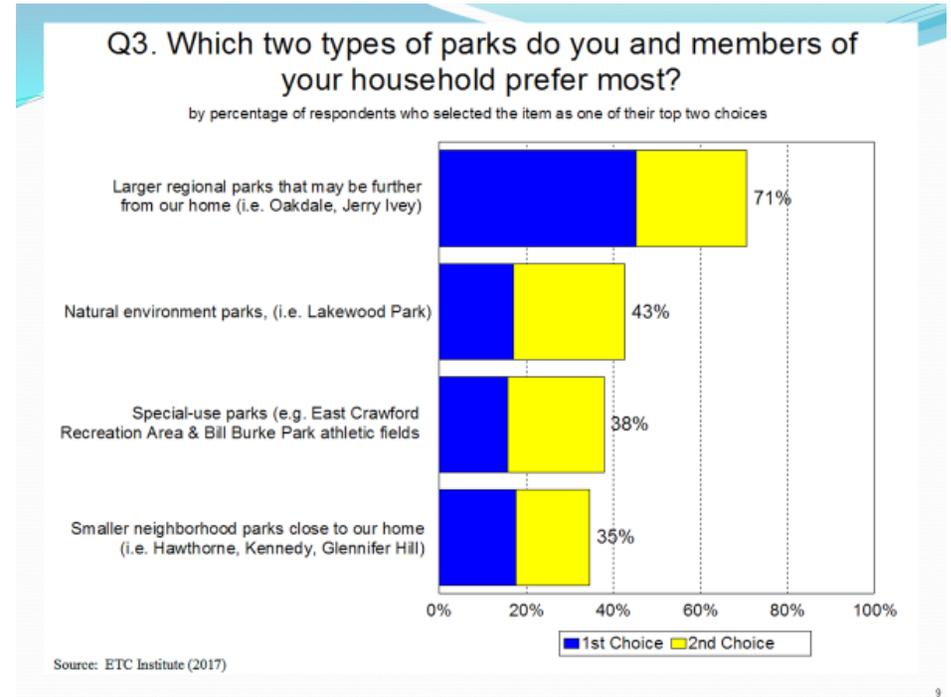
To review existing natural resource opportunities in and near Salina to determine the level of access to them, especially for proximity and location, and the gaps that may or may not exist in service that result in an outdoor experience desert.

## 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."



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:

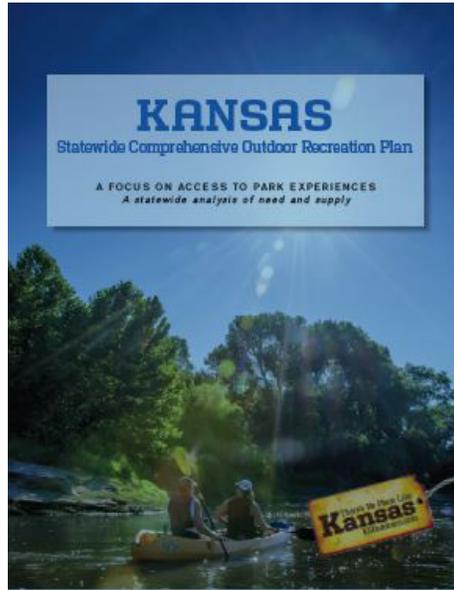
**Goal A:** To measurably enhance outdoor recreation opportunities closer to where people live.

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.





# 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

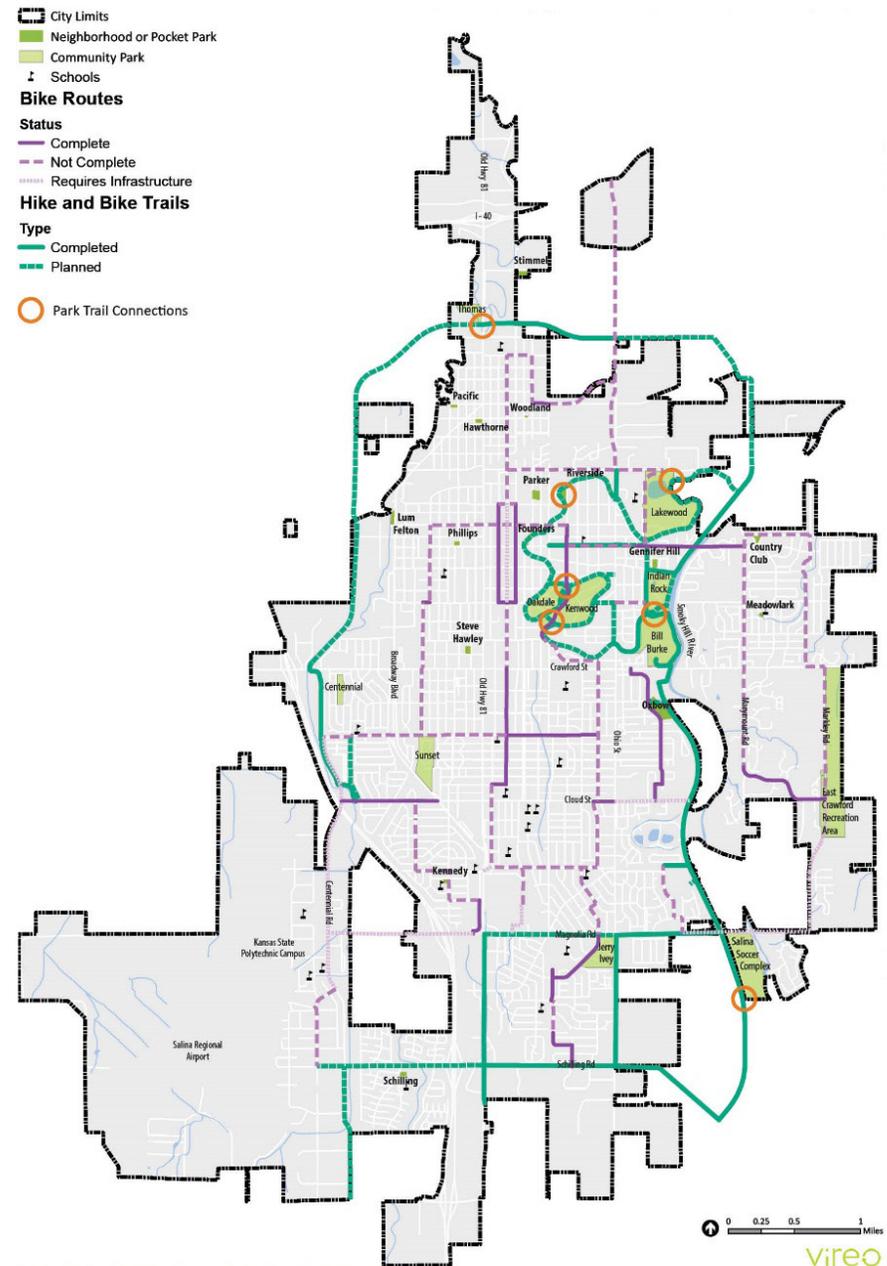
### Smoky Hill River Trail

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

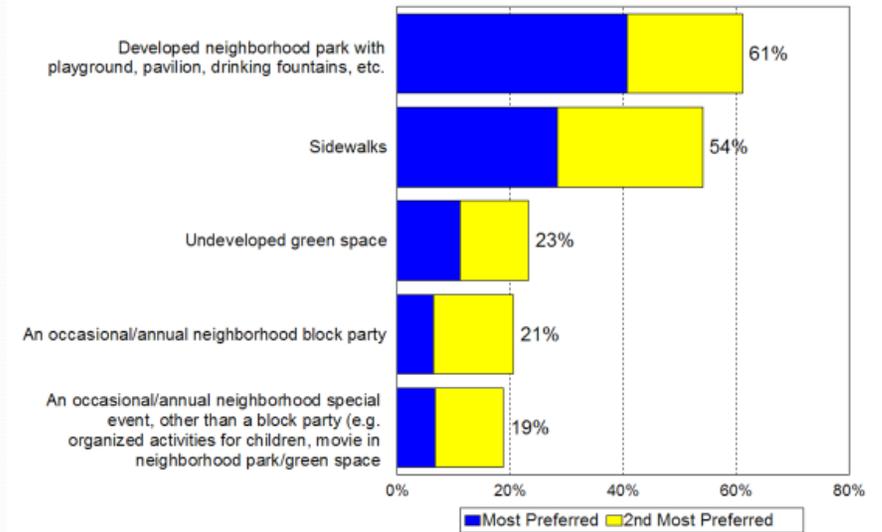
Connectivity begins at one's home. In recognition of this importance, the city has responded with proactive measures. In all subdivisions platted after 1980, sidewalks are required on both sides of all new public streets. In pre-1980 subdivisions, when sidewalks were not required, the Public Works Department 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)

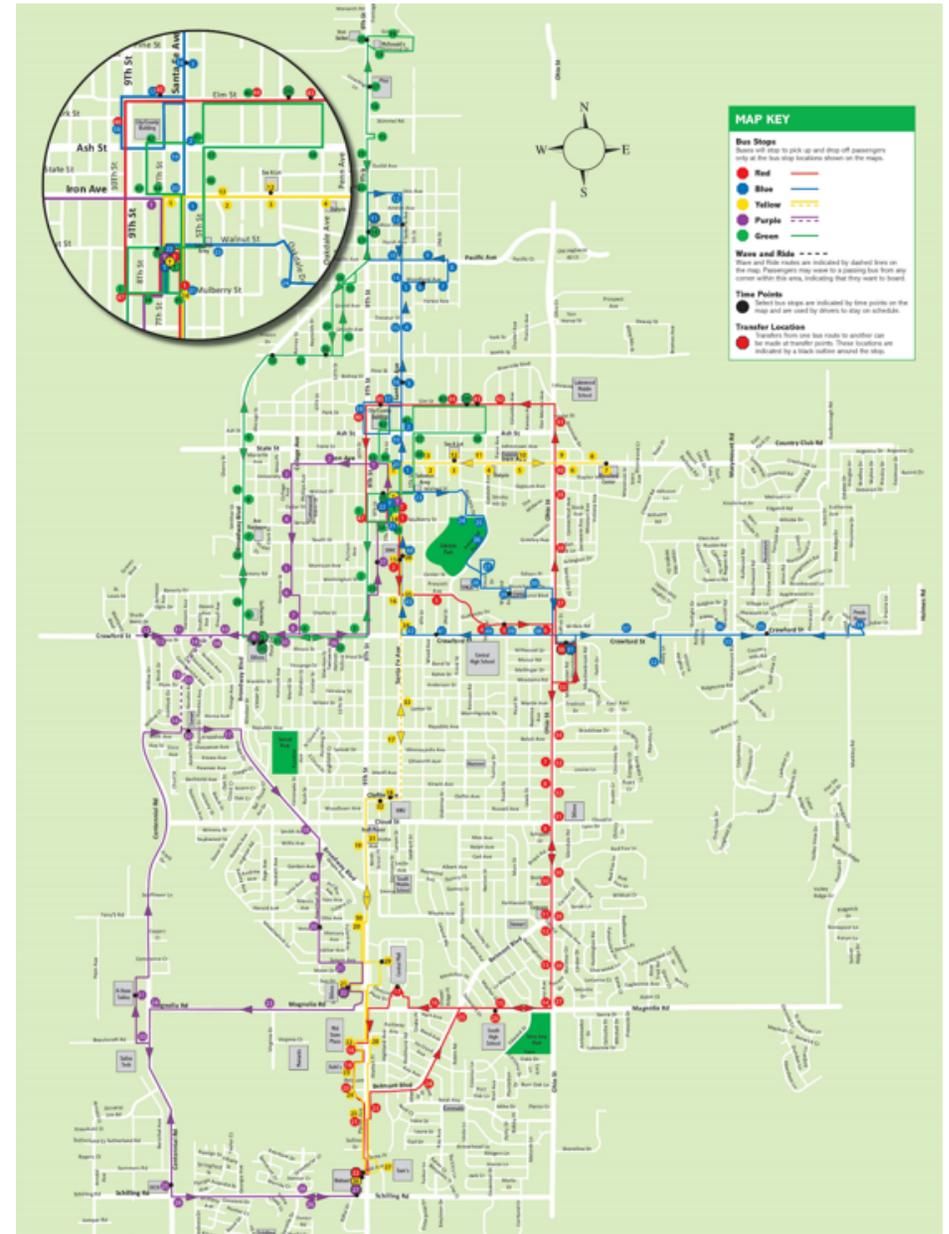
## Bus Routes

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.

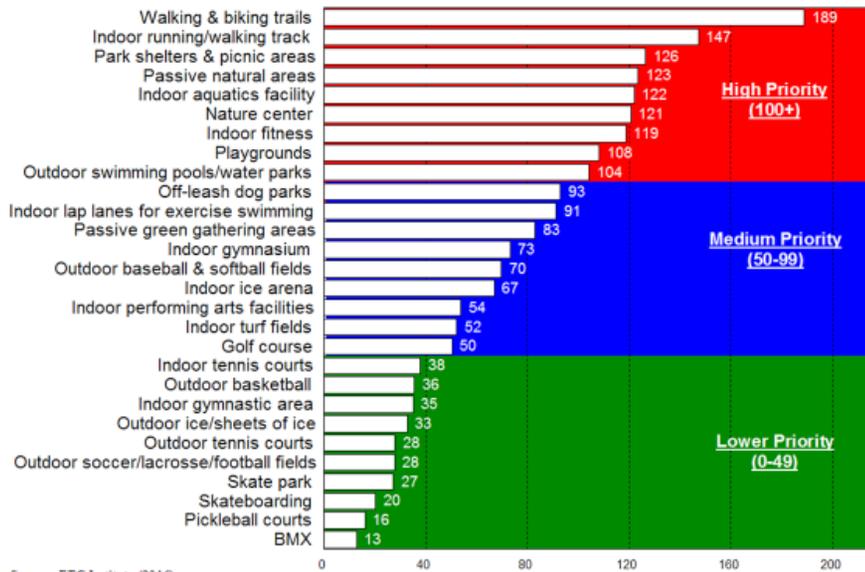


## Conclusions from this Connectivity Assessment

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.

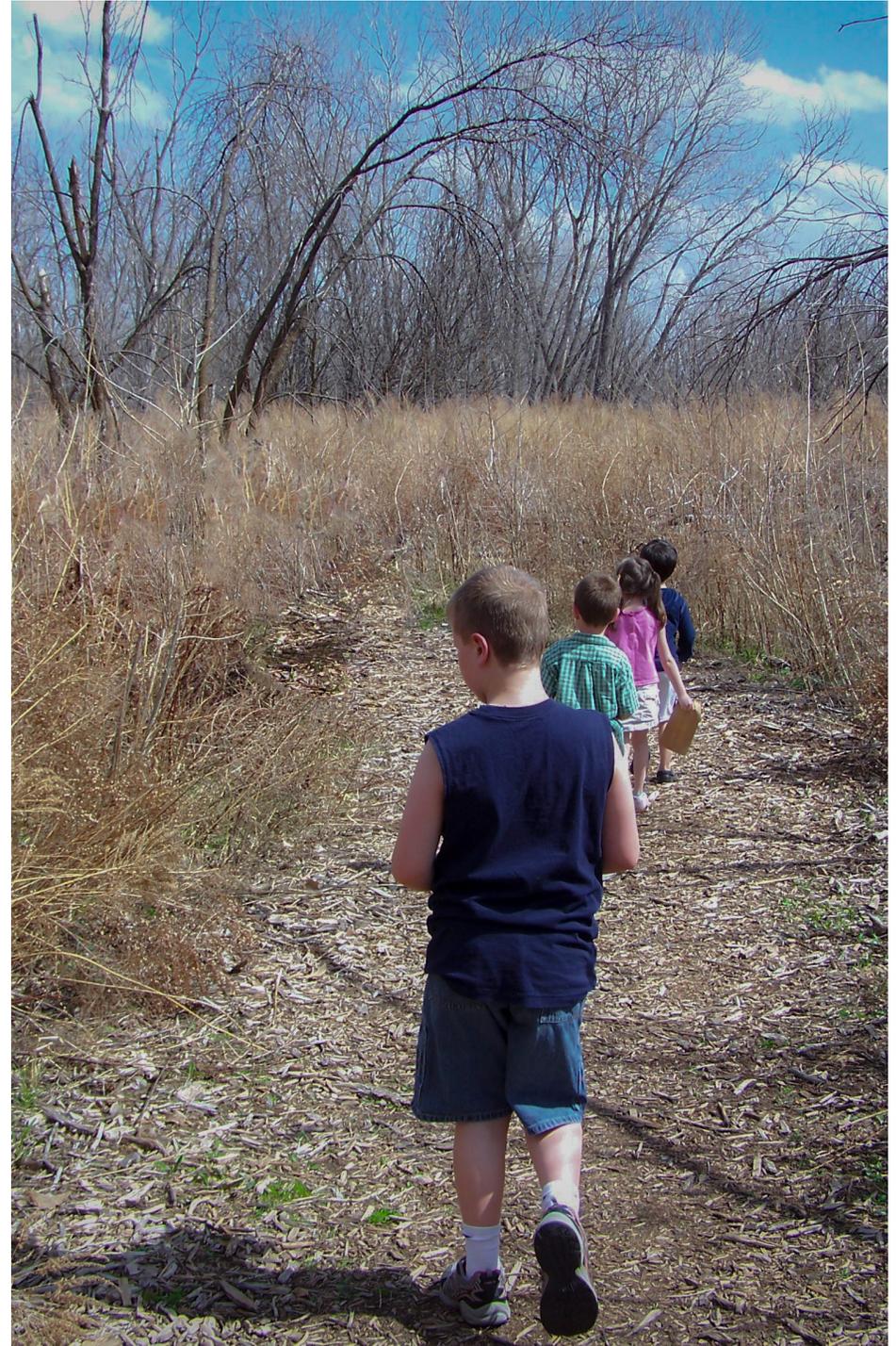


## Top Priorities for Investment for Facilities Based on the Priority Investment Rating



### 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.

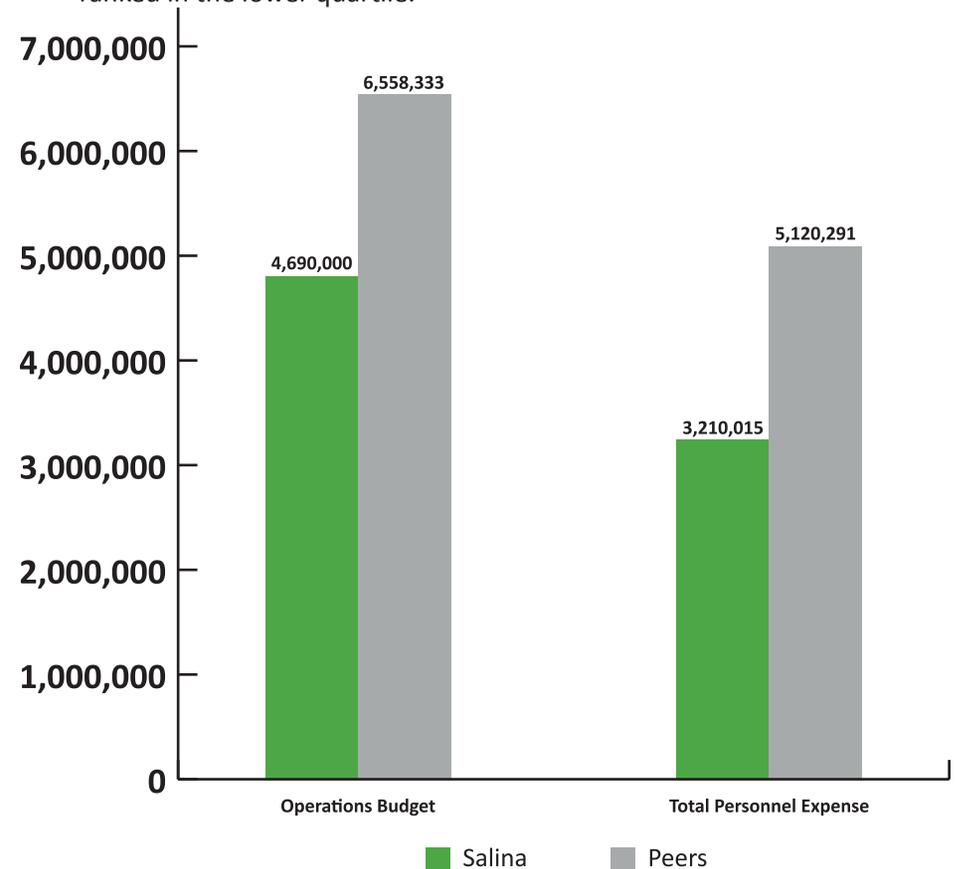
The table below is the summary of the data collected from peer communities and the quartile which Salina is in. The full set of data is in the Appendix of this report.

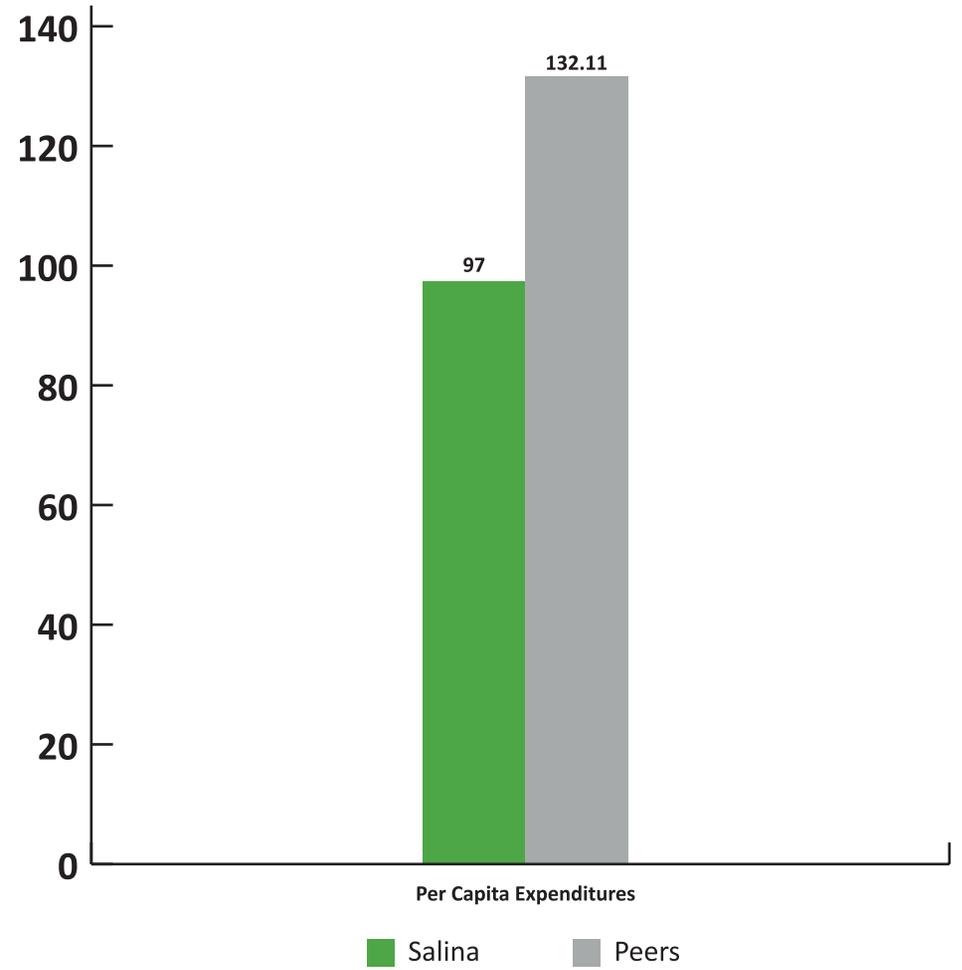
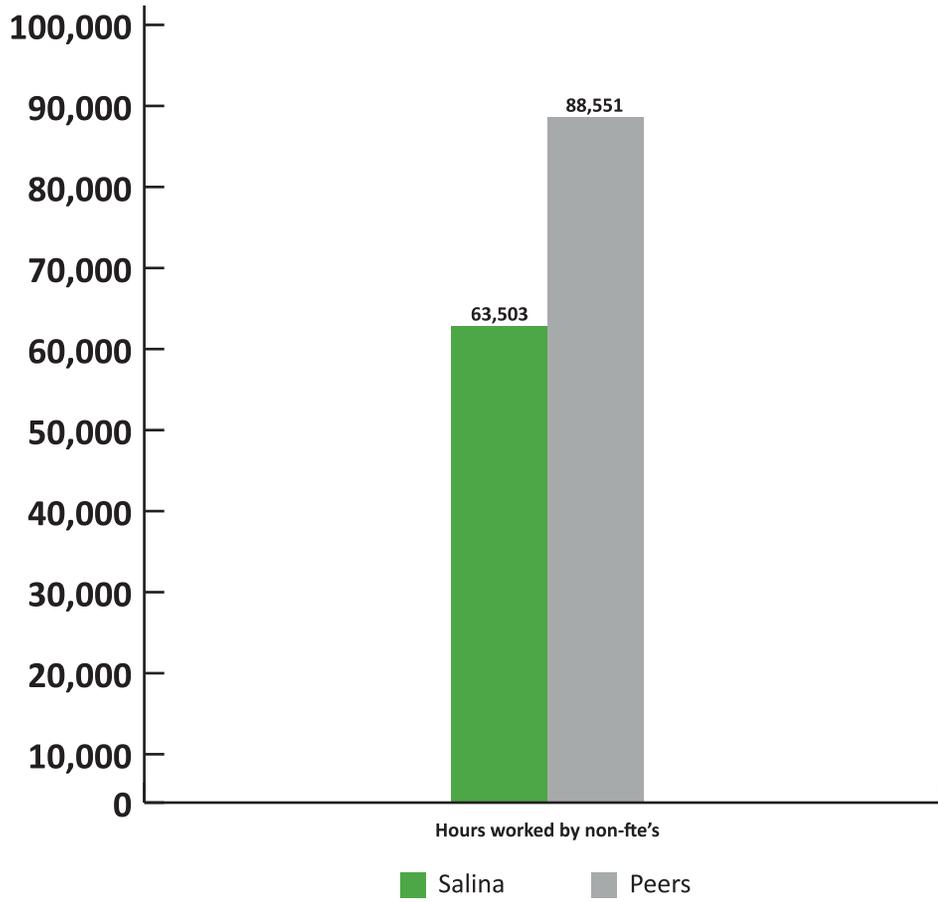
**Table: Peer Community Benchmark Totals**

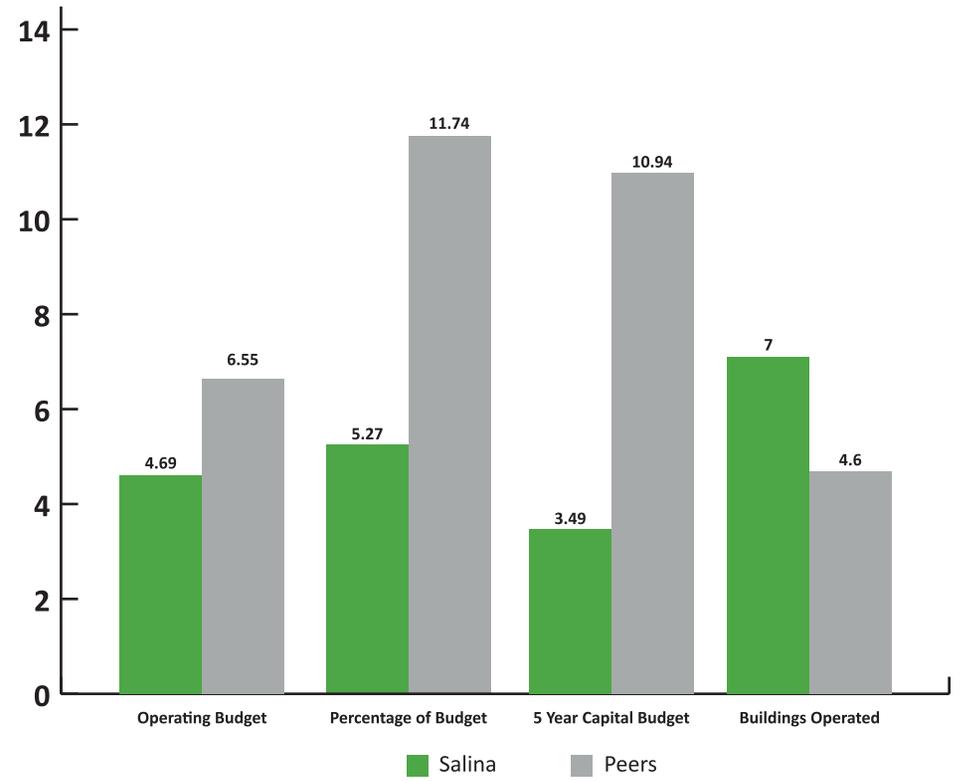
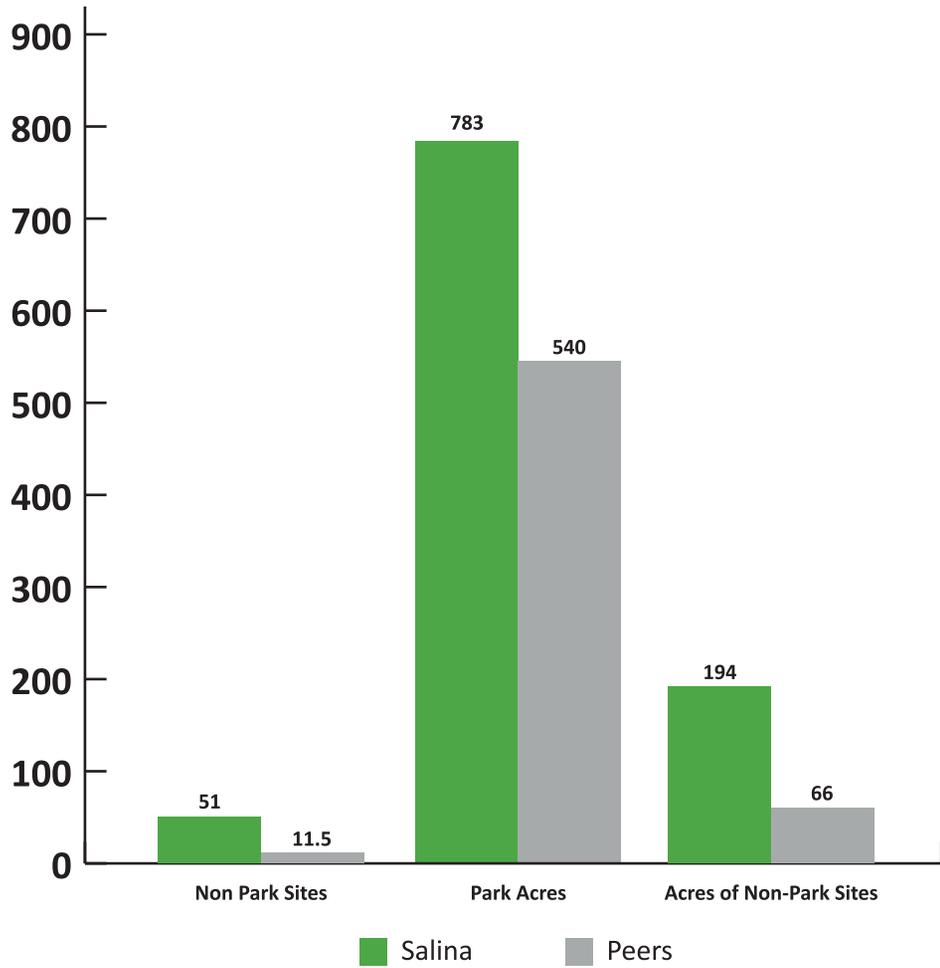
Item	Lower Quartile	Median Quartile	Upper Quartile
Percentage of total city budget	x		
Cost Per Capita Total	x		
Operating Budget	x		
Capital Budget (2017)	x		
Five-year Capital Budget	x		
Earned Income			x
Dollars spent on renovation			x
Personnel: Number of fte's			x
Personnel: Number of non-fte's			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
<b>TOTAL</b>	<b>6</b>	<b>3</b>	<b>12</b>

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

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

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

Benchmarking for the City of Salina, Kansas		
	National Average	Salina 2017
<b>Parks and recreation facilities that respondent households have a need for</b>		
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
<b>Most important parks and recreation facilities (sum of top choices)</b>		
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**

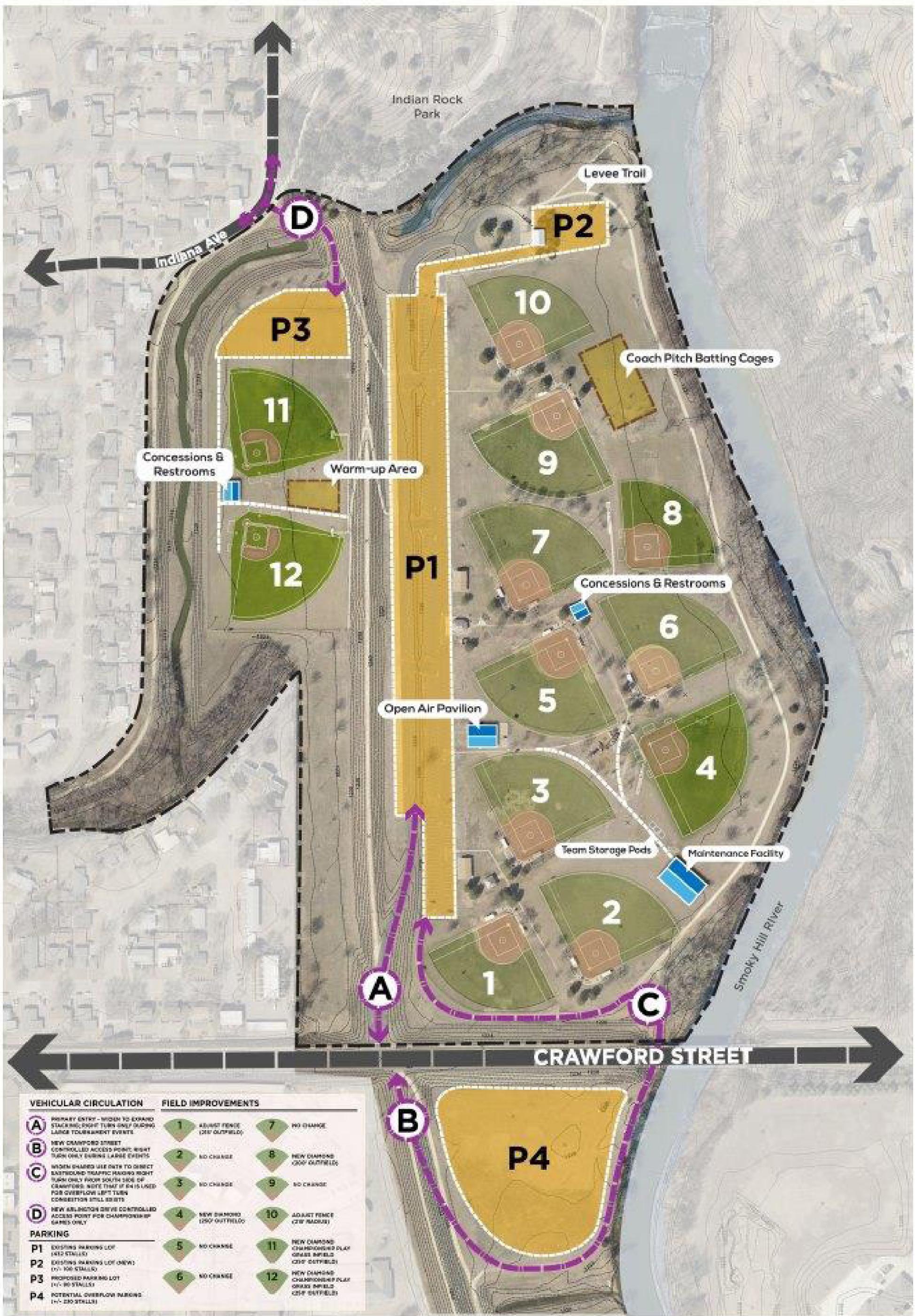
- Build a banquet hall for public and private events
- Build trail elements such as boardwalks, overlooks and interpretive panels that enable access to park's natural features
- Add a destination playground
- Restore the lake to include a water jet
- Allow for an open lawn
- Ensure that trail connections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



**VEHICULAR CIRCULATION**

- A** PRIMARY ENTRY - WIDEN TO EXPAND STACKING; RIGHT TURN ONLY DURING LARGE TOURNAMENT EVENTS
- B** NEW CRAWFORD STREET CONTROLLED ACCESS POINT; RIGHT TURN ONLY DURING LARGE EVENTS
- C** WIDEN SHOULDERS USE OVER TO DIRECT BACKGROUND TRAFFIC; PARKING RIGHT TURN ONLY FROM SOUTH SIDE OF CRAWFORD; NOTE THAT IF R4 IS USED FOR OVERFLOW LEFT TURN CONNECTION STILL EXISTS
- D** NEW BELLEVUE DRIVE CONTROLLED ACCESS POINT FOR CHAMPIONSHIP GAMES ONLY

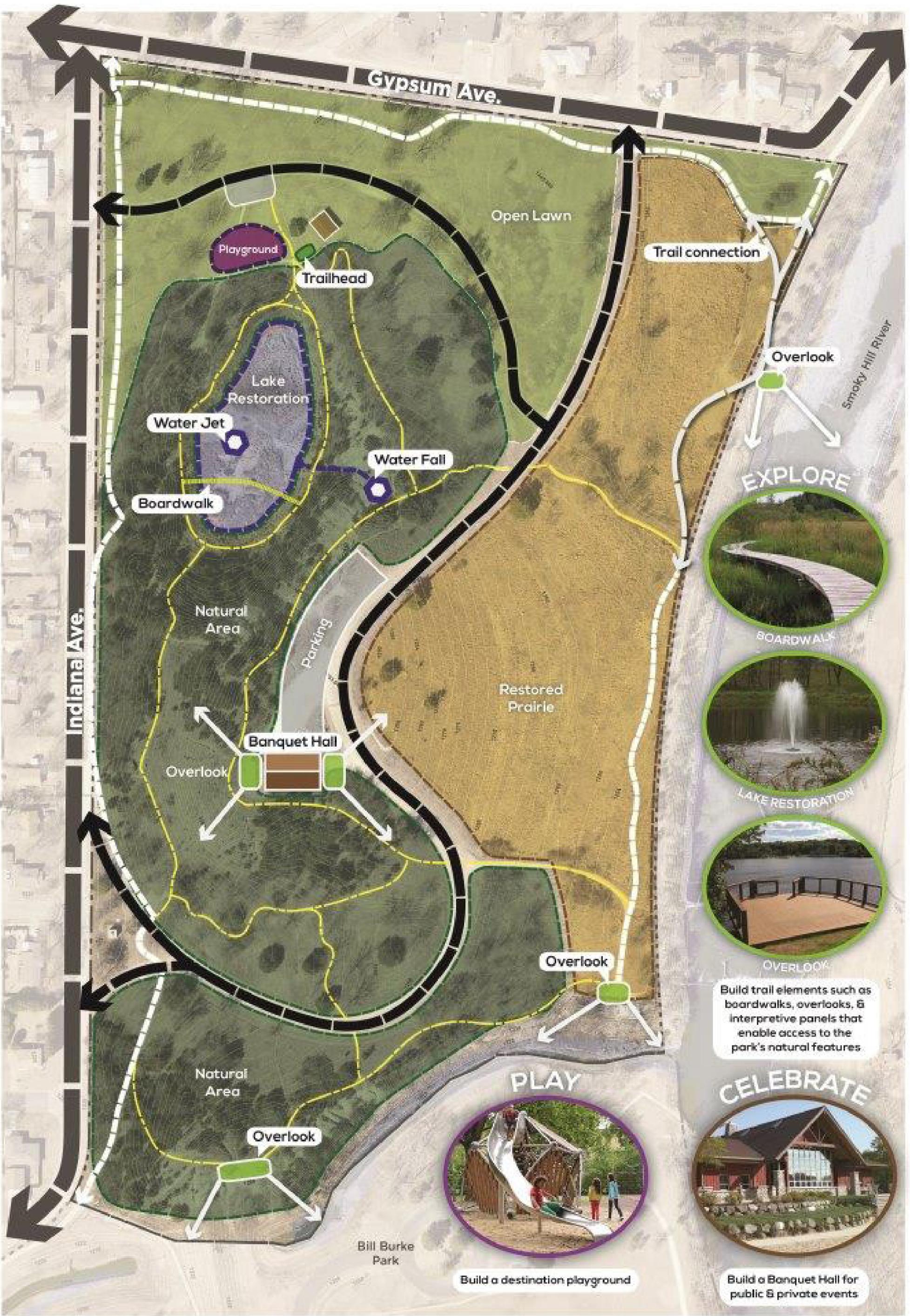
**PARKING**

- P1** EXISTING PARKING LOT (422 STALLS)
- P2** EXISTING PARKING LOT (200 STALLS)
- P3** PROPOSED PARKING LOT (147-80 STALLS)
- P4** POTENTIAL OVERFLOW PARKING (147-200 STALLS)

**FIELD IMPROVEMENTS**

- |                                      |   |
|--------------------------------------|---|
| <b>1</b> ADJUST FENCE (20' OUTFIELD) | <b>7</b> NO CHANGE                                      |
| <b>2</b> NO CHANGE                   | <b>8</b> NEW DIAMOND (200' OUTFIELD)                    |
| <b>3</b> NO CHANGE                   | <b>9</b> NO CHANGE                                      |
| <b>4</b> NEW DIAMOND (200' OUTFIELD) | <b>10</b> ADJUST FENCE (20' BACKS)                      |
| <b>5</b> NO CHANGE                   | <b>11</b> NEW DIAMOND CHAMPIONSHIP PLAY (200' OUTFIELD) |
| <b>6</b> NO CHANGE                   | <b>12</b> NEW DIAMOND CHAMPIONSHIP PLAY (200' OUTFIELD) |





**Indian Rock Park**  
Salina, Ks

**EXPLORE**

BOARDWALK

LAKE RESTORATION

OVERLOOK

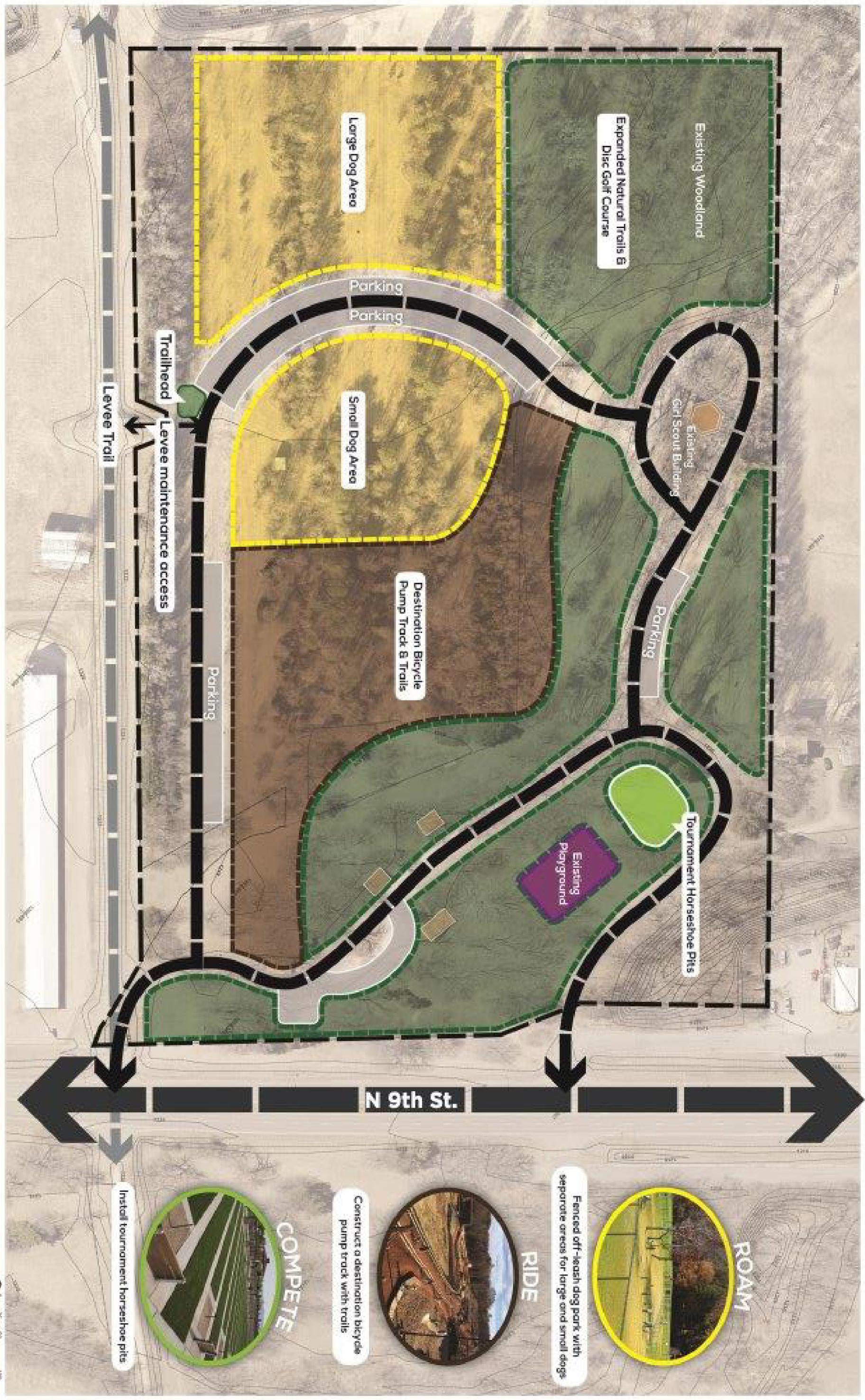
Build trail elements such as boardwalks, overlooks, & interpretive panels that enable access to the park's natural features

**PLAY**

Build a destination playground

**CELEBRATE**

Build a Banquet Hall for public & private events



ROAM

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



RIDE

Construct a destination bicycle pump track with trails



COMPLETE

Install tournament horseshoe pits

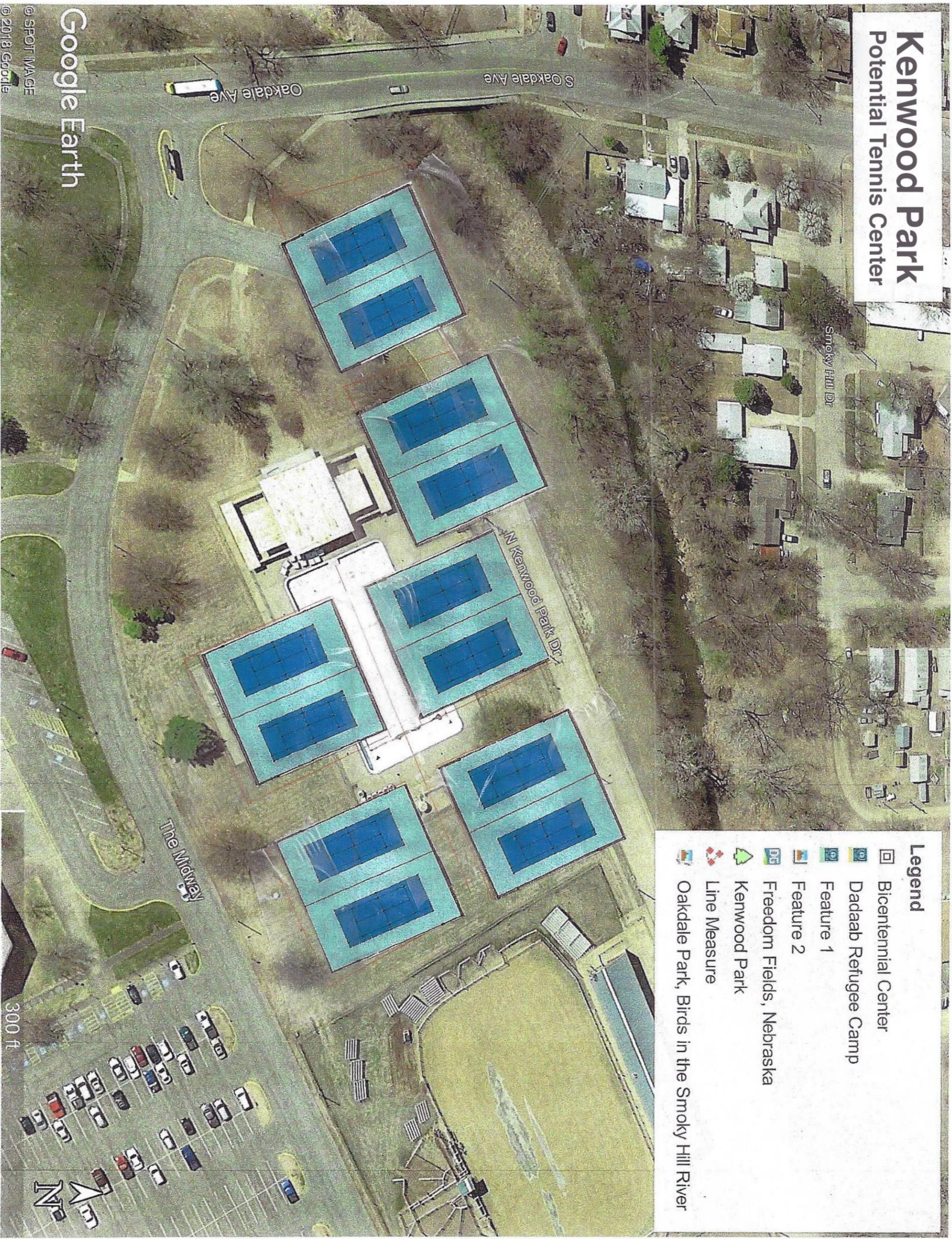
# Thomas Park

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**

<b>Program Priorities</b>	<b>PIR Rating</b>
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
<b>Facility Priorities</b>	
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.



# Implementation



# CHAPTER 19 LEVEL OF SERVICE

## Master Planning Task:

To utilize data from the existing conditions analysis, needs and priorities assessment, long range vision, and implementation strategies to create unique level of service standards for the Park and Recreation Department.

### Introduction

The last set of national guidelines was published by the National Recreation and Park Association (NRPA) in 1996. That set of guidelines encouraged communities to develop their own LOS standards rather than rely on any national standards because there are none. Quoted from the NRPA Guidelines was this statement: “A standard for parks and recreation cannot be universal, nor can one city be compared with another even though they are similar in many respects” (Mertes and Hall 1996, 59). Each community must determine the appropriate LOS required to meet the specific needs of its residents.

### Reasons for Developing Salina LOS Standards

Salina can use its LOS standards in a variety of ways. For example, they are used in this master plan to help determine community needs and priorities in conjunction with the ETC Institute survey data, key stakeholder interviews, focus group meetings, site visits, public meetings and social media. LOS standards will be used to help determine if parkland, facilities, programs, and funding are distributed equitably across geographic, political, and socioeconomic boundaries.

**Table: Common LOS Metrics Selected for Salina**

Metric	Purpose
1. Acres per capita	To determine if Salina has enough parkland To determine if Salina has enough parkland by type (neighborhood, community, special use, natural resource) To determine if parkland is equitably distributed based on population and geography
2. Facilities per capita	To determine if Salina has enough recreation facilities such as athletic fields, playgrounds, tennis courts, swimming pools, spraygrounds and pavilions. To determine if the facilities are equitably distributed based on population, demand and geography
3. Community Buildings by type	To determine if Salina has enough indoor recreation space such as recreation centers, senior center and public use space for various uses; e.g. birthday parties, celebrations To determine if the indoor space is equitably distributed based on population and geography
4. Access distance/ time (bike, pedestrian, car, transit)	To determine if parkland and facilities are easily accessible to residents via preferred modes of transportation including driving, transit, bicycling, or walking
5. Quality of facilities and experience	To determine if park facilities are consistent and equitably distributed across geographies
6. Operating expenditures per acre managed	To help determine if adequate funding is being provided for effective operations and maintenance
7. Operating expenditures per capita	To help determine if adequate funding is being provided for effective operations and maintenance
8. Revenue per capita	To help determine if Salina is recovering enough costs to meet expectations and goals
9. Revenue as a percentage of operating costs	To help determine if Salina is recovering enough costs to meet expectations and goals

**Table: Salina Level of Service (LOS) Future Standards**

Metric	Salina Standard
Acres Per Capita	Add community level park to the south end of town near the Ohio Street corridor Add a downtown park as close as possible to The Fieldhouse Add more acreage near Kennedy Park if a larger parcel can be identified
Facilities Per Capita	Upgrade pavilions in all parks with consideration of a new large pavilion at both Oakdale and Jerry Ivey Parks Add adventure activities such as BMX Pump Tracks at Lakewood and Thomas Parks Add Pickleball courts at Centennial Park Add Futsal Soccer at Sunset Park Add four new baseball/softball fields at Bill Burke Park Add eight acres of soccer fields at the Magnolia Soccer Complex Add a new fourteen (14) court tennis center at Kenwood Park Add new stadium and two championship fields at ECRA Re-locate the Centennial Park skatepark to Kenwood Park in a location south of the river where a playground is being removed
Community Buildings by type	Add a new building for meetings by either renovating or constructing the existing building at Indian Rock Park
Access distance/ time (bike, pedestrian, car, transit)	Adopt the 10-minute walk time target as proposed by NRPA and the Trust for Public Lands. The addition of new land on the south end of town will satisfy this target
Quality of facilities and experience	The highest rated need for the park system as rated by citizens in the park system is for park upgrades. This is indicative of the quality of facilities and experiences needing additional funding. Add a new destination feature to the Kenwood Aquatic Park Add a destination lighting feature at the Memorial at Sunset Park Add a destination water fountain feature at Oakdale Park Add four destination playgrounds Renovate James Matson Field at ECRA Upgrade Tower Field at ECRA Upgrade the three existing spraygrounds to destination quality Renovate Oakdale Tennis Courts if a new tennis center is not funded Add lights to fields at the three un-lit fields at Bill Burke Park
Operating expenditures per acre managed	At \$1,977 per acre, Salina is in the lowest maintenance level of level 4. Need an additional \$1,500 per acre to rise to the next level which is level 3 at \$3,400 per acre
Operating expenditures per capita	At \$37.03, Salina is below the national median of \$77.00
Revenue as a percentage of operating costs	At 39%, Salina is at the national median
Revenue per capita	At \$37.03, Salina is above the national median

**Relevance to the development of the 2018 Master Plan**

Specifics are now available to the Park and Recreation Department when comparing its resources with national benchmarks. These specifics are called Level of Service and are to be referred to in the future as the Department’s standards. This is important because there are no other standards to go by - there are no national standards but now there are unique Level of Service Standards for Salina.



# CHAPTER 20 FUNDING SOURCES

## Master Planning Task:

To identify traditional and alternative funding sources that can be considered by the City of Salina as additional support for its current approach to funding the Park and Recreation Department.

### Introduction

All municipal agencies search for alternative funding sources to meet the demands placed on them for capital improvements/facilities, programs, services, maintenance and operations. The City of Salina is certainly no exception, thus the need to identify as many sources as possible. The City recognizes that it must embrace a FUNDING STRATEGY THAT:

- embraces the pursuit of available outside funding sources that are listed in this document
- dedicates a staff person, likely a new position whose salary is offset by grants that are obtained, that supports the City's determination that it will be aggressive in its pursuit of outside funding sources
- a new source of funding will be required in the categories of alternative funding: philanthropic donors, grants and partnerships if the city's goal is to provide a level of service in its park system that meets or exceeds citizen expectations

**Funding Categories**

Traditional Funding

- General Fund
- Revenue Bonds
- Development Impact Fees
- Fees and Sales
- Various Taxing Methods

Alternative Funding

- Philanthropic (Donor Programs and Capital)
- Grants
- Partnerships (Single agency, Multi-Party, Marketing Partnerships and Sponsorships)

**Salina Master Plan Projects and Funding Options**

Table: Master Plan Projects and Potential Funding Options

Item	Funding Options
Capital Improvement Program for park amenity upgrades and new facilities/amenities	Community Development Block Grant (CDBG) Naming Rights Park Foundation Bond Issue Sales Tax Private and other partner contributions Park Foundation
Recreation Programs	Fees and Charges Partnerships with other providers as appropriate Corporate Sponsors
Maintenance Program	Sales Tax General Fund Special Assessment
Land Acquisition	Sales Tax Bond Issue General Fund Philanthropic Donation/Naming Rights Park Foundation
Trail Construction	Kansas Department of Wildlife and Parks Bond Issue Sales Tax Park Foundation

**Funding Sources**

Included in the Appendix of this report are several pages of specific funding grant sources that can be considered by city staff as the need arises. The specific sources are in the categories of:

- Trails
- Playgrounds
- Skateparks
- General Funding

**Relevance to the development of the 2018 Master Plan**

Given the scarcity of funding in most communities, this chapter offers new ideas about where dollars can be pursued to augment the department’s budget.



## CHAPTER 21 RECOMMENDATIONS

### Master Planning Task:

To develop a series of recommendations that the City of Salina can use to host community conversations about how best to invest its resources in the park system in the future.

#### Introduction

Final master plan recommendations are carefully developed by utilizing all sources of data that were collected during the planning process. Those include, but are not limited to, the statistically valid citizen survey results, focus groups, public meetings, key stakeholder interviews, consultant on-site observations, the national benchmarking survey and national best practices.

## Capital Project Development Priorities

As city leaders debate how best to allocate resources to the park system, clarification will need to be developed to determine how priorities will be assigned. For example:

1. Will there be support for taking care of what we have before expanding or building new facilities?
2. Will the city's vision of being the best city in the state prevail? If so, Scenario #3 will get strong support
3. Will there be emphasis on revenue generation, coupled with the vision of being the best city in the state prevail? If so, elements of Scenario's #2 and #3 will prevail; for example, new athletic fields and upgrades to existing fields

### Capital Project Recommendation

- The recommendation is for city leaders to identify funding sources for projects that begin with the list in Scenario #1.

### Scenario #1 – To take care of what we have

(Hi-lighted in gray are the projects for which citizens have expressed the most support)

- \$5.6 Million of deferred and active maintenance
- Upgrades to all parks for items not included in the deferred and active maintenance list and identified in the park assessment chapter in this report
- Upgrades to Bill Burke and ECRA athletic fields
- Upgrades to all existing tennis courts if a new tennis center is not funded
- Replace the golf course maintenance building
- Replace the Discovery Center Building

### Scenario #2 – To expand what we have

(Hi-lighted in gray are the projects for which citizens have expressed the most support)

- Expand the trail system
- Expand aquatic opportunities at the Kenwood Aquatic Park by adding a new destination attraction feature
- Expand the park system to acquire land adjacent to/near The Fieldhouse and on the Ohio Street corridor and near Kennedy Park if a larger tract of land can be identified
- Expand three (3) existing spraygrounds to destination spraygrounds
- Expand four existing playgrounds to destination playgrounds and a new destination playground in Kenwood Park near the new tennis center
- Expand Thomas, Indian Rock, Centennial and Bill Burke Parks per the design concepts developed by the consultant
- Expand indoor meeting space opportunities by funding a new building by funding a new or renovated building at Indian Rock Park
- Expand the number of soccer fields at the 65-acre Magnolia Soccer Complex, of which only 20 acres are currently developed, by adding an additional eight (8) acres of soccer fields at that park
- Expand opportunities at Centennial Park by adding pickleball courts to re-purpose the skatepark area
- Expand opportunities at Kenwood Park south of the river in the area where a small playground will be removed by adding a skatepark that is moved from Centennial Park to allow for pickleball courts in that area. The skatepark is a better fit in Kenwood Park than Centennial Park
- Expand opportunities at Sunset Park by adding a new option such as futsal soccer, horseshoe pit or pickle ball
- Expand the ECRA athletic field complex by adding a new stadium and two new championship fields provided private partnership funding is secured
- Expand the Memorial lighting at Sunset Park to a commercial/destination level

### Scenario #3 – To fund a new vision or trend

(Hi-lighted in gray are the projects for which citizens have expressed the most support)

- Turf all athletic infields
- Add a destination water feature at Oakdale Park
- Develop a 14-court Tennis Center at Kenwood Park
- Construct the new Lakewood Park design concept developed as part of the Smoky Hill River Project

### Management Recommendations

#### 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

The recommendation is to search for opportunities to increase funding to the Department. As Salina strives to meet its vision of being the best city in the state, all indicators documented in this master plan show the city well below the level of funding that it should be when responsibilities are compared to funding. Examples:

**Benchmarking Study** to evaluate how Salina compares to award-winning agencies from around the United States when compared to cities like Salina. Lessons learned from that study are below:

- 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, thus the need for additional funding
- 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)

## **Earned Income**

The recommendation is to track the economic impact of all special events and sports 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.

## **Smoky Hill River Project**

The recommendation is to work within the city structure to show support for this important project and to seek additional funding for any department resources that are needed to do so.

## **Policy Recommendations**

- Cost Recovery Policy – The recommendation is to seek a change to the city commission’s required approval of fee increases exceeding 10% to a new approach which would be an annual review of the Cost Recovery Policy and the adjustments that are needed at that time
- Level of Service Policy – The recommendation is to adopt the level of service guidelines that are included in this master plan
- Land Dedication Ordinance – The recommendation is to adopt the dedication ordinance changes that are included in this master plan
- Smoking Ban Policy – The recommendation is to adopt an ordinance that bans smoking in the park system
- Partnership Agreements – The recommendation is to abandon all existing formal partnership agreements, and/or, historical understandings and develop new formal agreements by using the partnership agreement template that is in the Appendix of this master plan
- Naming Rights Policy – The recommendation is to create a Naming Rights Policy to outline the conditions under which anything in the park system will be named. Often associated with dollars, the policy would create specific details about the level of funding required to
- Endowment Fund – The recommendation is to create an Endowment Fund Policy which would stipulate that an endowment accompany all capital gifts to ensure that long term care is assured. The policy should specify a percentage of the donation, and/or, require 25% of the donation up front for its care
- Gifts Catalogue – The recommendation is to create a Gifts Catalogue Policy which would provide imagery, costs and details about needs for the park system.

## **Continuous Process Improvement (CPI) and Management by Metrics**

- The recommendation is to seek administration’s support to re-visit the CPI expectations of the Department in certain instances. Those instances occur when variables and intangibles affect the Department’s ability to achieve the results for which the CPI was originally intended and when results are difficult to achieve
- The recommendation is to utilize the CIVICREC software to track data that is needed to help the Department collect and manage the agent by using metrics

## **Organizational Structure**

- Re-align the department to provide staff support for The Fieldhouse by using recreation staff, a new revenue-producing staff specialist and custodial staff

## **Recreation Program**

The recommendation is to re-evaluate the recreation program with an eye on providing staff support to The Fieldhouse, to develop a core recreation program policy to guide the programs that will be offered, to abandon declining programs, and to consider abandoning programs with partners who are no longer aligned with the Department’s mission. Concerns are with the quantity of programs, the number of programs that are declining, the need to align the program more closely to citizen preferences, what the Department wants to be know for and the additional staff support needed at The Fieldhouse.

### **Declining programs**

- adult kickball, baseball and 3 on 3 basketball
- lap swim
- therapeutic program big getaways and summer day camp
- golden years spring festival
- Adult Instructional programs - Belly Dance Classes; Hula Dance Classes; Zumba Fitness Class
- Youth Instructional - Ballet, Tap, and Jazz Dance Classes

### **Community preferences**

- 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

### **The Fieldhouse**

The recommendation is to realign the Department's recreation staff to support the operations of The Fieldhouse, to add a revenue-producing staff specialist and custodial staff.

### **Marketing**

This report recommends changes to the city's website and its activity guide.

- Branding - The Department should work within the city structure to develop strategies which result in the city and the department becoming known for the types of facilities and programs that are the most benefit to its goal of becoming a destination for as many people as possible (residents, travelers, businesses and industries).
- 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%
- 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.

### **Memorial Hall**

The recommendation is to thoroughly analyze the Memorial Hall for any future community uses. This study was not able to discover a new use for the building and reminds us of the 1964 Resolution #2778 found the Memorial Hall to not be suitable for community use purposes due, in part, to its low level of use and ongoing maintenance costs

Project	Experience Planning	Red Ocean Strategy	Blue Ocean Strategy	Category 1 - take care	Category 2 - to expand	Category 3 - new vision	Citizen Preference rated low	Citizen Preference rated high	Citizen Survey PIR Rating of high	Citizen Survey PIR Rating of medium	Citizen Survey PIR Rating of low	Geographic significance	Life Cycle not declining	Demographic significance	Other Provider Conflict	Best Practice	Adds Quality to Life	Revenue Producing 25%	Revenue Producing - 50%	Revenue Producing 75%	Revenue Producing 100%	Safety & Security Issue	Private/Public Partnership Opportunity
trails	x		x		x			x	x				x	x		x	x						
aquatics - add attraction feature to Kenwood Aquatic Park	x		x		x			x					x	x		x	x				x		
land acquisition: at The Fieldhouse and south of town	x		x		x							x	x	x		x	x						
upgrades: to all parks	x		x	x	x			x				x	x	x		x	x					x	
upgrade: existing tennis courts at Oakdale	x		x	x						x				x		x	x					x	x
upgrade: existing athletic fields at Bill Burke and ECRA	x		x	x	x					x				x		x	x	x				x	
upgrades: Thomas, Indian Rock, Centennial and Bill Burke	x		x	x	x			x	x				x	x		x	x					x	
upgrades: adventure facilities at Thomas and Lakewood	x		x		x					x			x	x		x	x					x	
re-purpose: Skatepark at Centennial to pickleball courts	x		x		x						x		x	x		x	x						
re-purpose: Sunset Park Tennis courts to Futsal Soccer	x		x		x			x		x			x	x		x	x						
natural resource upgrades at Lakewood Park per Smoky Hill River Project	x	x	x			x		x	x				x			x	x		x				
new project: indoor meeting space	x		x		x			x			x		x	x		x	x	x					
new project: tennis center at Kenwood Park	x		x			x	x				x			x		x	x	x				x	x
new project: four new Bill Burke athletic fields	x		x		x						x			x		x	x						
new project: 8 acre addition for new fields at Magnolia Complex	x		x		x						x		x	x		x	x	x					
new proeject: ECRA stadium and two championship fields	x		x		x						x		x	x		x	x	x					x
new project: turfed fields	x		x			x					x			x		x	x						x

new project: destination attraction lighting at Sunset Park Memorial	x		x		x			x						x	x		x	x						
new project: destination water feature attraction @ Oakdale	x		x			x		x						x	x		x	x						

<b>Key:</b>
Experience Planning - understanding the value that the experience holds for the individual that determines its worth
Red Ocean Strategy - recognizes that Salina cannot and should not invest in expensive facilities that are provided by others when they are a reasonable commute from Salina
Blue Ocean Strategy - recognizes that there are generally some investments the City should make when dollars become available
Citizen preferences - as detailed in the citizen survey, public meetings, focus groups and stakeholder interviews
Investment Category 1 - to take care of what we have
Investment Category 2 - to expand what we have for those programs and facilities whose participation is not declining
Investment Category 3 - funding for a new trend or vision
Priority Investment Rating of High - as quantified by the ETC Institute
Priority Investment Rating of Medium - as quantified by the ETC Institute
Priority Investment Rating of Low - As quantified by the ETC Institute
Geographic significance - relationship between the project and the location where most users live
Other provider conflict - availability of facilities provided by the city and others such as the private sector, churches, schools, and not-for-profits (YMCA)
Best Practices - recognized national best practices in the park and recreation profession
Adds quality to life - understanding of how the project adds quality to life in the community. Consideration for equitable citizen access to quality parks and facilities
Revenue producing - what level of cost recovery can the project be expected to return on the investment
Safety and Security - will the project reduce concerns with safety and security
Private/Public Partnership - provided the project matches the city's vision, the private/public partnership adds value to the project

Summary:
Each project provides an important community experience
Each project is aligned with investments that are appropriate for Salina within the Blue Ocean Strategy
Category 1 projects to take care of what we have total 4
Category 2 projects to expand what we have total 14
Category 3 projects to respond to a new trend or vision total 4
Citizen Preferences as High - 9 projects in this category
Citizen Preferences at Low -
Priority Investment Rating of High - 7 projects rated high
Priority Investment Rating of Medium - 8 projects rated medium
Priority Investment Rating of Low - 1
Geographic significance - two of the projects will have a significance as many projects in Salina are linked to the model that requires citizens to drive to them anyway
Life Cycle not declining - There are some programs/facilities which are threatened by declining participation
Demographic significance - All of the projects will impact a settlement of the population in a positive way
Other provider conflicts - none of the projects should conflict with other providers
Best Practices - all projects are best practices
Quality of life - all projects will add quality to life in Salina
Revenue producing projects total 7 for athletic fields, a new tennis center, new feature at Kenwood Aquatic Park, new indoor meeting space and Lakewood Park attractions
Safety and Security projects total 6 for various park upgrades, tennis court and athletic field upgrades
Private/public partnership projects total 4 for tennis and athletic fields



# CHAPTER 22 PRIORITY INVESTMENT RATINGS

## Master Planning Task:

To provide the city with a specific list of programs and facilities that would receive citizen support if a funding request was made.



### Introduction

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

$$\text{PIR} = \text{UNR} + \text{IR}$$

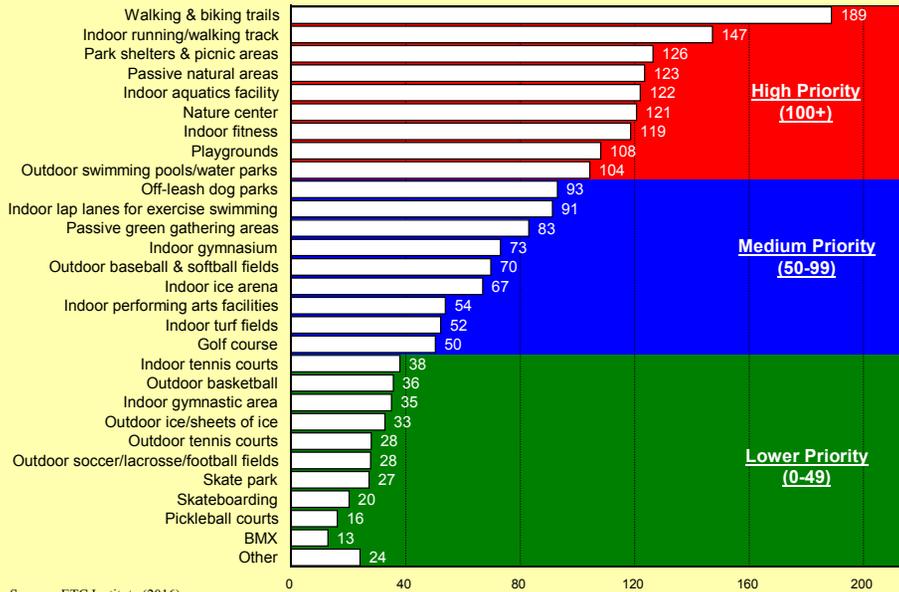
For example, suppose the Unmet Needs Rating for playgrounds is 26.5 (out of 100) and the Importance Rating for playgrounds is 52 (out of 100), the Priority Investment Rating for playgrounds would be 78.5 (out of 200).

### How to Analyze the Charts:

- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.
- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

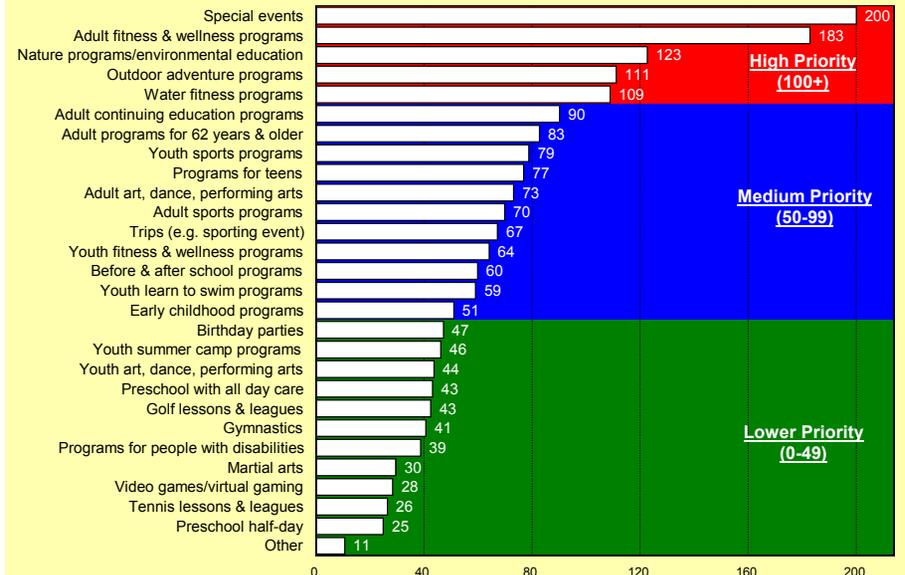
The following pages show the Unmet Needs Rating, Importance Rating, and Priority Investment Rating for facilities and programs.

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



Source: ETC Institute (2016)

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



Source: ETC Institute (2016)



# CHAPTER 23 OPINION OF PROBABLE COSTS

## Master Planning Task:

To develop an opinion of probable costs for all planned improvements and deferred maintenance.

### Introduction

The Next Step Master Plan includes several planned improvements and recognizes the fiscal level of deferred maintenance. For planned improvements, this chapter offers an opinion of probable costs that the city can use to develop both its annual budget and its future capital improvement plan. Costs are included for the following:

## Tennis

There are several options for the future of Salina Tennis. Those options are described as follows:

- Priority #1 – Develop a contemporary tennis center at Kenwood Park. The center would feature 14 regulation courts. The Center would feature a clubhouse, destination playground with seating and shade, restrooms and a concession area. And, if a Tennis Center is funded, the existing concrete courts at Oakdale would be re-purposed as a site for a large pavilion while the asphalt courts are removed.
- Priority #2 – If a contemporary center is not funded, the second priority would be to re-construct the concrete courts at Oakdale Park and add two championship courts at that location while abandoning the asphalt courts and to re-surface all courts in town by using post-tension concrete.
- The skatepark at Centennial Park would be re-located to Kenwood Park and the current skatepark area would be re-purposed for four each Pickleball Courts.

## Destination Playgrounds and Spraygrounds

Citizens will use destination playgrounds and spraygrounds far more often and for more hours than smaller facilities because of the experience factor. Therefore, the consultant has priced the destination facilities.

## Upgrades for Selected Park for which design concepts were developed: Centennial, Red Rock, Bill Burke and Thomas Parks

Concepts for these four parks were professionally designed the consultant. For that reason, the consultant has developed an opinion of probable cost for each park.



Table: An opinion of probable costs

<b>Conceptually Designed Parks</b>			
Bill Burke Park		\$3.6 Million	
Indian Rock Park		\$3.1 Million	
Centennial Park		\$1.7 Million	
Thomas Park		\$1.1 Million	
<b>Kenwood Park</b>			
Tennis Priority #1	Contemporary Tennis Center	\$1.8 Million to \$2.3 Million	14 courts with all amenities such as shade, seating, restrooms and clubhouse 2 courts for 10 and under Demolition of the old pool bathhouse renovation
<b>Oakdale Park and all Parks with Tennis Courts</b>			
Tennis Priority #2	Demolish existing asphalt courts at Oakdale and construct new post-tension concrete courts Re-construct all other courts in town with post-tension concrete	\$500K for the Oakdale Courts \$1.1 Million for all other courts in town but demolition of old courts is to be determined	Oakdale – remove old courts, add two championship courts, upgrade existing courts with post-tension concrete All other courts in town – upgrade with post-tension concrete
Destination Water Feature		\$2.0 Million	In the area where the old circular pool was located
<b>Jerry Ivey Park</b>			
Tennis Courts	Existing asphalt court demolition	\$30K for Oakdale Courts	When a new tennis center is constructed at Kenwood and/or upgrades at Oakdale and/or when courts are deemed unplayable
<b>Sunset Park</b>			
Veteran’s Memorial	Commercial Lighting	\$125K	
<b>Playgrounds</b>			
Neighborhood Level Parks	As upgrades are funded	\$150K to \$200K	This estimate is per park
Destination Playgrounds	As Master Plan is implemented with one each in each quadrant and a new playground in Kenwood Park near the tennis center	\$1.5 Million	This estimate is per playground
<b>Spraygrounds</b>			
Destination Spraygrounds	Centennial (1) Hawthorne (1) Jerry Ivey (1)	\$400K each	Upgrade existing spraygrounds that originally cost approximately \$100K. Adding an additional \$400K to each sprayground would elevate them to a destination level facility

<b>Bill Burke Park Upgrade</b>			
Concession/Restroom Conversion into Umpire Changing Room/Lounge	Dean Evans Park	\$35K	
Concession Stand		\$350K	New construction
Storage Space		\$100K	New construction
<b>ECRA</b>			
Stadium renovation	Two new youth stadiums, turf infields, and other upgrades to the complex	\$6.035 Million	
Upgrade existing picnic shelter and restrooms to include a changing room for the players		\$50K	
<b>Upgrade the original concession stand building to accommodate an umpire changing facility with a restroom and shower</b>		\$50K	
<b>Deferred Maintenance</b>			
All parks and facilities		\$5.591 Million	

**Relevance to the development of the 2018 Master Plan**

This opinion of probable costs provides community leaders with an opportunity to evaluate how best to allocate its resources.





# Appendix



# SURVEY INSTRUMENT, CHARTS AND GRAPHS, AND TABULAR DATA

## 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.

## Section 5

### *Survey Instrument*

---

# SURVEY INSTRUMENT

PARKS & RECREATION  
 Chris Cotten  
 Parks & Recreation Director  
 300 West Ash · P.O. Box 736  
 Salina, Kansas 67402-0736



TELEPHONE · (785) 309-5765  
 FAX · (785) 309-5769  
 TDD · (785) 309-5747  
 E-MAIL · [chris.cotten@salina.org](mailto:chris.cotten@salina.org)  
 WEBSITE · [www.salina-ks.gov](http://www.salina-ks.gov)

June 2017

Friend,

One of the priorities of the sales tax increase that was approved by the citizens last spring is to help ensure a quality park system. Therefore, 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. Public input is absolutely crucial to the plan's development as this is not my plan, but our community's plan. In addition to public workshops, focus groups and citizen interviews, the Salina Parks and Recreation Department is also conducting a community interest and opinion survey to better understand our community's priorities for parks, sports facilities, trails, programs and services.

**Your household is one of a limited number selected at random to receive this survey, so I hope that you will participate.**

I realize your time is valuable, but please understand that the time you invest in this survey will help shape the vision and future of the City's parks, open spaces and recreational opportunities. I want to hear your ideas so that the City can make sound financial decisions in regards to rehabilitating facilities in need, making necessary parks infrastructure upgrades to increase user satisfaction and building facilities that you want to see and use.

The survey data will be compiled and analyzed by the ETC Institute, one of the nation's top firms in the field of local government research. Your individual responses to the survey and any contact information you provide will remain confidential. ETC Institute will present the survey results to the City.

**Within two weeks, please complete and return this survey! Thank you!**

If you have any questions, please feel free to contact me at the Parks and Recreation Department office at 785-309-5765.

Sincerely,

Chris Cotten  
 Parks & Recreation Director



## 2017 Parks and Recreation Needs Assessment

Your input is an important part of the City of Salina's Park and Recreation Department's ongoing efforts to provide quality parks, recreation, and other services for its residents. This survey will only take 10-15 minutes to complete. When finished, please return your survey in the enclosed postage-paid, return-reply envelope. You may also complete the survey online at [www.salinaparks.org](http://www.salinaparks.org).

### 1. Please indicate all of the following City of Salina parks you have visited in the past year.

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> (01) Barkley Park                  | <input type="checkbox"/> (11) Kennedy Park    | <input type="checkbox"/> (21) Riverside Park  |
| <input type="checkbox"/> (02) Bill Burke Park               | <input type="checkbox"/> (12) Kenwood Park    | <input type="checkbox"/> (22) Salina Soccer Complex                                     |
| <input type="checkbox"/> (03) Centennial Park               | <input type="checkbox"/> (13) Lakewood Park   | <input type="checkbox"/> (23) Schilling Park  |
| <input type="checkbox"/> (04) Country Club Park             | <input type="checkbox"/> (14) Lum Felton Park | <input type="checkbox"/> (24) Steve Hawley Park   |
| <input type="checkbox"/> (05) East Crawford Recreation Area | <input type="checkbox"/> (15) Meadowlark Park | <input type="checkbox"/> (25) Sunset Park   |
| <input type="checkbox"/> (06) Founders Park                 | <input type="checkbox"/> (16) Oakdale Park    | <input type="checkbox"/> (26) Thomas Park   |
| <input type="checkbox"/> (07) Gleniffer Hill Park           | <input type="checkbox"/> (17) Oxbow Park      | <input type="checkbox"/> (27) Woodland Park   |
| <input type="checkbox"/> (08) Hawthorne Park                | <input type="checkbox"/> (18) Pacific Park    | <input type="checkbox"/> (28) Haven't visited city parks in the past year [Skip to Q2.] |
| <input type="checkbox"/> (09) Indian Rock Park Natural Area | <input type="checkbox"/> (19) Parker Park     |   |
| <input type="checkbox"/> (10) Jerry Ivey Park               | <input type="checkbox"/> (20) Phillips Park   |   |

### 1a. How often have you visited City of Salina parks during the past 12 months?

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> (1) More than 5 times a week | <input type="checkbox"/> (3) Once a week       | <input type="checkbox"/> (5) Less than once a month |
| <input type="checkbox"/> (2) 2-4 times a week         | <input type="checkbox"/> (4) 1-3 times a month | <input type="checkbox"/> (6) Never                  |

### 1b. Overall, how would you rate the physical condition of ALL the City of Salina parks that you have visited?

- |  |                                   |                                   |                                   |
|--|-----------------------------------|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> (4) Excellent | <input type="checkbox"/> (3) Good | <input type="checkbox"/> (2) Fair | <input type="checkbox"/> (1) Poor |
|--|-----------------------------------|-----------------------------------|-----------------------------------|

### 2. Do you feel you have adequate access to athletic fields?

- |   |                                 |  |
|---|---------------------------------|--|
| <input type="checkbox"/> (1) Yes [Skip to Q3] | <input type="checkbox"/> (2) No | <input type="checkbox"/> (3) Not Sure [Skip to Q3] |
|---|---------------------------------|--|

### 2a. Why do you feel that you don't have adequate access to athletic fields? [Check all that apply.]

- (1) Natural ball diamond turf that cannot withstand overuse, thus limiting time on the fields for practice and pre-game warmups
- (2) Poorly draining fields that result in cancellations
- (3) Too few highly developed ball fields with stadium, dugouts, scoreboard and turf to accommodate the demand for a field of that type
- (4) Too few practice fields
- (5) Too few fields with lights
- (6) Other: \_\_\_\_\_

### 3. Please indicate which TWO of the types of parks listed below you and members of your household PREFER MOST. [Write-in your answers using the numbers from the list below.]

1. Smaller neighborhood parks close to our home (i.e. Hawthorne, Kennedy, Gleniffer Hill)
2. Larger regional parks that may be further from our home (i.e. Oakdale, Jerry Ivey)
3. Special-use parks (e.g. the East Crawford Recreation Area and Bill Burke Park athletic fields; the Kenwood Park aquatic facility)
4. Natural environment parks, (i.e. Lakewood Park)

Most Preferred: \_\_\_\_\_ 2nd Most Preferred: \_\_\_\_\_

**4. The City of Salina has options with regard to acquiring and developing parks. From the following list, which TWO open-space options would you and members of your household SUPPORT MOST?**

- (1) Passive places with comfortable seating and plenty of shade to relax
- (2) Placemaking (special places within a park system which encourage people to congregate for their own purposes, e.g. socializing, people watching, bird watching.)
- (3) Public art/monuments
- (4) Active places to play
- (5) None of the above

**5. The following are some of the benefits that you and your household may receive from parks, trails, and nature areas. For each one, please rate how much you agree that that benefit is provided by parks, trails, and nature areas.**

Benefits	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
01. Improve personal physical health and fitness	5	4	3	2	1	1
02. Help reduce crime	5	4	3	2	1	1
03. Improve the quality of life in the Salina community	5	4	3	2	1	1
04. Preserve open space and the environment	5	4	3	2	1	1
05. Increase property values in surrounding area	5	4	3	2	1	1
06. Improve water and air quality	5	4	3	2	1	1
07. Provide social interaction opportunity	5	4	3	2	1	1
08. Help attract new residents and businesses	5	4	3	2	1	1
09. Protect historical attributes	5	4	3	2	1	1
10. Provide healthy recreational opportunities for all	5	4	3	2	1	1
11. Provides inexpensive options for family time	5	4	3	2	1	1
12. Other: _____	5	4	3	2	1	1

**6. Which THREE of the benefits from the list in Question 5 are MOST IMPORTANT to you and members of your household? [Write-in your answers below using the numbers from the list in Question 5, or circle "NONE."]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ NONE

**7. Which THREE of the BENEFITS from the list in Question 5 are most important for the community? [Write-in your answers below using the numbers from the list in Question 5, or circle "NONE."]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ NONE

**Facility Needs**

**8. Please indicate if you or other members of your HOUSEHOLD have a need for each of the facilities listed below by circling either "Yes" or "No."**

**If "Yes," please rate how well the needs of your household are currently being met in the City of Salina using a scale of 1 to 5, where 5 means your needs are "100% Met" and 1 means "0% Met."**

Facility	Do you have a need for this facility?		If "Yes," how well are your needs being met in the City of Salina?				
	Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
01. Golf course	Yes	No	5	4	3	2	1
02. Indoor gymnasium (basketball, volleyball, cheer practice)	Yes	No	5	4	3	2	1
03. Indoor performing arts facilities	Yes	No	5	4	3	2	1
04. Indoor fitness	Yes	No	5	4	3	2	1
05. Indoor gymnastic area	Yes	No	5	4	3	2	1
06. Indoor ice arena	Yes	No	5	4	3	2	1
07. Indoor lap lanes for exercise swimming	Yes	No	5	4	3	2	1
08. Indoor running/walking track	Yes	No	5	4	3	2	1
09. Indoor turf fields (baseball, soccer, etc.)	Yes	No	5	4	3	2	1
10. Indoor aquatics facility	Yes	No	5	4	3	2	1
11. Indoor tennis courts	Yes	No	5	4	3	2	1
12. Nature center	Yes	No	5	4	3	2	1
13. Outdoor baseball and softball fields	Yes	No	5	4	3	2	1
14. Off-leash dog parks	Yes	No	5	4	3	2	1
15. Outdoor basketball	Yes	No	5	4	3	2	1
16. Outdoor ice/sheets of ice	Yes	No	5	4	3	2	1
17. Outdoor soccer/lacrosse/football fields	Yes	No	5	4	3	2	1
18. Outdoor swimming pools/water parks	Yes	No	5	4	3	2	1
19. Outdoor tennis courts	Yes	No	5	4	3	2	1
20. Park shelters and picnic areas	Yes	No	5	4	3	2	1
21. Passive natural areas	Yes	No	5	4	3	2	1
22. Passive green gathering areas	Yes	No	5	4	3	2	1
23. Pickleball courts	Yes	No	5	4	3	2	1
24. Playgrounds	Yes	No	5	4	3	2	1
25. Skate park	Yes	No	5	4	3	2	1
26. Walking and biking trails	Yes	No	5	4	3	2	1
27. BMX	Yes	No	5	4	3	2	1
28. Skateboarding	Yes	No	5	4	3	2	1
29. Other: _____	Yes	No	5	4	3	2	1

**9. Regardless of their availability in the City of Salina, which FOUR of the facilities listed in Question 8 are MOST IMPORTANT to your household? [Write-in your answers below using the numbers from the list in Question 8, or circle "NONE."]**

1st: \_\_\_\_ 2nd: \_\_\_\_ 3rd: \_\_\_\_ 4th: \_\_\_\_ NONE

**10. Currently smoking is allowed in city parks. A couple of issues with smoking in parks is that it requires additional staff to clean parks, and the health concerns associated with second hand smoke. With that in mind, how supportive would you be of banning smoking at city parks?**

- (5) Very Supportive
- (4) Somewhat Supportive
- (3) Neutral
- (2) Not Supportive
- (1) Not at All Supportive
- (9) Don't Know

**11. Have you or other members of your household participated in any recreation programs offered by the City of Salina during the past 12 months?**

\_\_\_(1) Yes \_\_\_(2) No [Skip to Q12.]

**11a. How many different recreation programs or activities offered by the City of Salina has your household participated in during the past 12 months?**

\_\_\_(1) 1 program/activity \_\_\_(3) 4-6 programs/activities \_\_\_(5) 11 or more  
 \_\_\_(2) 2-3 programs/activities \_\_\_(4) 7-10 programs/activities

**11b. Check the THREE primary reasons why your household has participated in City of Salina recreation programs or activities.**

\_\_\_(1) Quality of instructors/coaches/staff \_\_\_(5) Times the program is offered  
 \_\_\_(2) Location of the program facility \_\_\_(6) Friends participate in the program  
 \_\_\_(3) Quality of the program facility \_\_\_(7) Dates the program is offered  
 \_\_\_(4) Reasonable fees \_\_\_(8) Other: \_\_\_\_\_

**11c. How would you rate the overall quality of recreation programs or activities in which your household has participated?**

\_\_\_(4) Excellent \_\_\_(3) Good \_\_\_(2) Fair \_\_\_(1) Poor

**12. Please CHECK ALL the ways you have heard about City of Salina Park and Recreation programs and activities. [Check all that apply.]**

\_\_\_(01) Ads in a publication \_\_\_(06) Newspaper stories in print \_\_\_(11) Facebook  
 \_\_\_(02) Billboards \_\_\_(07) Newspaper stories online \_\_\_(12) Twitter  
 \_\_\_(03) Direct mail \_\_\_(08) City of Salina Parks and Recreation Dept. web site \_\_\_(13) YouTube  
 \_\_\_(04) Flyers and handouts \_\_\_(14) Other: \_\_\_\_\_  
 \_\_\_(05) From friends, family, coworkers \_\_\_(09) Radio ads \_\_\_(10) TV ads

**13. Please CHECK ALL of the reasons that prevent you or other members of your household from using parks, recreation, and sports facilities or programs of the City of Salina more often.**

\_\_\_(01) Facilities are not well maintained \_\_\_(12) I do not know locations of facilities  
 \_\_\_(02) Program or facility not offered \_\_\_(13) Use services/facilities of other agencies  
 \_\_\_(03) Facilities lack the right equipment \_\_\_(14) Not accessible for people with disabilities  
 \_\_\_(04) Security is insufficient \_\_\_(15) I do not know what is being offered  
 \_\_\_(05) Lack of quality programs \_\_\_(16) Facility operating hours not convenient  
 \_\_\_(06) Too far from our residence \_\_\_(17) Registration for programs is difficult  
 \_\_\_(07) Class full \_\_\_(18) Lack of parking by facilities and parks  
 \_\_\_(08) Program times are not convenient \_\_\_(19) Too busy/not enough time  
 \_\_\_(09) Use services/facilities in other cities \_\_\_(20) Other: \_\_\_\_\_  
 \_\_\_(10) Fees are too high \_\_\_(99) None  
 \_\_\_(11) Poor customer service by staff

**14. Do you feel that the City of Salina offers a good balance of indoor and outdoor recreation opportunities?**

\_\_\_(1) Yes \_\_\_(2) No \_\_\_(3) Not Sure

**Program Needs**

**15. Please indicate if you or other members of your household have a need for each of the programs listed below by circling either "Yes" or "No."**

**If "Yes," please rate how well the needs of your household are currently being met in the City of Salina using a scale of 1 to 5, where 5 means your needs are "100% Met" and 1 means "0% Met."**

Program	Do you have a need for this program?		If "Yes," how well are your needs being met in the City of Salina?				
	Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
01. Adult art, dance, performing arts	Yes	No	5	4	3	2	1
02. Adult continuing education programs	Yes	No	5	4	3	2	1
03. Adult fitness and wellness programs	Yes	No	5	4	3	2	1
04. Adult sports programs	Yes	No	5	4	3	2	1
05. Adult programs for 62 years and older	Yes	No	5	4	3	2	1
06. Before and after school programs	Yes	No	5	4	3	2	1
07. Birthday parties	Yes	No	5	4	3	2	1
08. Golf lessons and leagues	Yes	No	5	4	3	2	1
09. Nature programs/environmental education	Yes	No	5	4	3	2	1
10. Early childhood programs	Yes	No	5	4	3	2	1
11. Programs for people with disabilities	Yes	No	5	4	3	2	1
12. Programs for teens	Yes	No	5	4	3	2	1
13. Special events, (e.g. outdoor music, movies, holiday events, etc.)	Yes	No	5	4	3	2	1
14. Tennis lessons and leagues	Yes	No	5	4	3	2	1
15. Outdoor adventure programs	Yes	No	5	4	3	2	1
16. Video games/virtual gaming	Yes	No	5	4	3	2	1
17. Water fitness programs	Yes	No	5	4	3	2	1
18. Youth art, dance, performing arts	Yes	No	5	4	3	2	1
19. Youth fitness and wellness programs	Yes	No	5	4	3	2	1
20. Youth learn to swim programs	Yes	No	5	4	3	2	1
21. Youth sports programs	Yes	No	5	4	3	2	1
22. Youth summer camp programs	Yes	No	5	4	3	2	1
23. Martial arts	Yes	No	5	4	3	2	1
24. Trips (e.g. sporting event)	Yes	No	5	4	3	2	1
25. Gymnastics	Yes	No	5	4	3	2	1
26. Preschool with all day care	Yes	No	5	4	3	2	1
27. Preschool half-day	Yes	No	5	4	3	2	1
28. Other: _____	Yes	No	5	4	3	2	1

**16. Regardless of their availability in the City of Salina, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household? [Write-in your answers below using the numbers from the list in Question 15, or circle "NONE."]**

1st: \_\_\_ 2nd: \_\_\_ 3rd: \_\_\_ 4th: \_\_\_ NONE

**17. Which FOUR of the programs offered by City of Salina Parks and Recreation listed in Question 15 do you and members of your household currently participate in the MOST? [Write-in your answers below using the numbers from the list in Question 15, or circle "NONE."]**

1st: \_\_\_ 2nd: \_\_\_ 3rd: \_\_\_ 4th: \_\_\_ NONE

**18. Which TWO of the following types of amenities/activities do you and members of your household prefer the most in your neighborhood? [Write-in your answers using the numbers from the list below.]**

- 1. Undeveloped green space
- 2. Developed neighborhood park with playground, pavilion, drinking fountains, etc.
- 3. Sidewalks
- 4. An occasional/annual neighborhood block party
- 5. An occasional/annual neighborhood special event, other than a block party (e.g. organized activities for children, movie in the neighborhood park/green space)

Most Preferred: \_\_\_\_\_ 2nd Most Preferred: \_\_\_\_\_

**19. Please indicate how supportive you would be of each of the following actions the City of Salina could take to improve the park and recreation system.**

Potential actions:	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
01. Upgrade existing trails	4	3	2	1
02. Upgrade existing parks/park amenities (add new shelters, destination playgrounds, etc.)	4	3	2	1
03. Upgrade existing athletic fields at Bill Burke Park	4	3	2	1
04. Upgrade existing athletic fields at the Salina Soccer Complex	4	3	2	1
05. Upgrade existing athletic fields at the East Crawford Recreation Area	4	3	2	1
06. Upgrade tennis courts at Jerry Ivey Park	4	3	2	1
07. Upgrade tennis courts at Oakdale Park	4	3	2	1
08. Upgrade tennis courts at Sunset Park	4	3	2	1
09. Upgrade spraygrounds	4	3	2	1
10. Upgrade Carver Center (add restrooms, update flooring and design, etc.)	4	3	2	1
11. Upgrade Friendship Center (add restrooms, update flooring and design, etc.)	4	3	2	1
12. Upgrade Lakewood Nature Center (add restrooms, update flooring and design, etc.)	4	3	2	1
13. Improve maintenance of parks/park amenities by adding staff/maintenance equipment	4	3	2	1
14. Improve sports fields to encourage economically impactful events (e.g. new fields, restrooms, field lights, parking)	4	3	2	1
15. Acquire new park land and open space in the south and east parts of town	4	3	2	1
16. Renovate Jerry Lewis Pond	4	3	2	1
17. Develop destination playgrounds (large playgrounds)	4	3	2	1
18. Develop indoor facilities for year-round swimming/ice events (e.g. hockey, curling, figure skating)	4	3	2	1
19. Add new attractions at Kenwood Cover Aquatic	4	3	2	1
20. Add BMX facilities	4	3	2	1
21. Add skateboarding facilities	4	3	2	1
22. Other: _____	4	3	2	1

**20. Which FOUR actions from the list in Question 19 would you be MOST WILLING to fund with your tax dollars? [Write-in your answers below using the numbers from the list in Question 19, or circle "NONE."]**

1st: \_\_\_\_\_ 2nd: \_\_\_\_\_ 3rd: \_\_\_\_\_ 4th: \_\_\_\_\_ NONE

**21. From the following list, please CHECK ALL of the organizations that you or members of your household have used for recreation and sports activities during the last 12 months.**

- \_\_\_\_(01) Private schools
- \_\_\_\_(02) Places of worship (i.e. synagogues, churches)
- \_\_\_\_(03) Private & non-profit youth sports
- \_\_\_\_(04) YMCA
- \_\_\_\_(05) Private summer camps
- \_\_\_\_(06) Private country clubs
- \_\_\_\_(07) Neighboring cities
- \_\_\_\_(08) Private clubs (tennis, health, fitness)
- \_\_\_\_(09) City of Salina
- \_\_\_\_(10) Saline County
- \_\_\_\_(11) Public schools
- \_\_\_\_(12) Other: \_\_\_\_\_
- \_\_\_\_(13) NONE – do not use any organization

**22. Which of the following do you feel the Salina Parks and Recreation Department is best known for? [Check all that apply.]**

- \_\_\_\_(1) Fun recreation programs
- \_\_\_\_(2) Engaging parks
- \_\_\_\_(3) Safe trails
- \_\_\_\_(4) Special community events
- \_\_\_\_(5) Aquatic facilities and programs
- \_\_\_\_(6) Athletic facilities and programs

**23. How important do you think the Parks and Recreation system is compared to other city services (i.e. police, fire, public works, planning)?**

- \_\_\_\_(5) Very Important
- \_\_\_\_(4) Somewhat Important
- \_\_\_\_(3) Neutral
- \_\_\_\_(2) Not Important
- \_\_\_\_(1) Not at All Important
- \_\_\_\_(9) Don't Know

**24. What is your age? \_\_\_\_\_ years old**

**25. Counting yourself, how many people in your household are:**

- Under age 5: \_\_\_\_\_ Ages 15-19: \_\_\_\_\_ Ages 35-44: \_\_\_\_\_ Ages 65-74: \_\_\_\_\_
- Ages 5-9: \_\_\_\_\_ Ages 20-24: \_\_\_\_\_ Ages 45-54: \_\_\_\_\_ Ages 75+: \_\_\_\_\_
- Ages 10-14: \_\_\_\_\_ Ages 25-34: \_\_\_\_\_ Ages 55-64: \_\_\_\_\_

**26. Your gender: \_\_\_\_ (1) Male \_\_\_\_ (2) Female**

**27. How long have you lived in the City of Salina? \_\_\_\_\_ years**

**28. What is your household income?**

- \_\_\_\_(1) Under \$25,000
- \_\_\_\_(2) \$25,000-\$49,999
- \_\_\_\_(3) \$50,000-\$99,999
- \_\_\_\_(4) \$100,000-\$149,999
- \_\_\_\_(5) \$150,000 or more

**29. Which of the following best describes your race/ethnicity?**

- \_\_\_\_(1) White
- \_\_\_\_(2) Black/African American
- \_\_\_\_(3) Hispanic
- \_\_\_\_(4) Asian or Pacific Islander
- \_\_\_\_(5) American Indian
- \_\_\_\_(6) Other: \_\_\_\_\_

**30. Do you have any other comments or suggestions for improving City of Salina Parks and Recreation parks, facilities, and programs?**

---



---

**This concludes the survey – Thank you for your time!**  
 Please return your completed survey in the enclosed return-reply envelope addressed to:  
 ETC Institute 725 W. Frontier Circle, Olathe, KS 66061

Your response will remain completely confidential. The address information printed to the right will ONLY be used to help identify areas with special interests. Thank you.

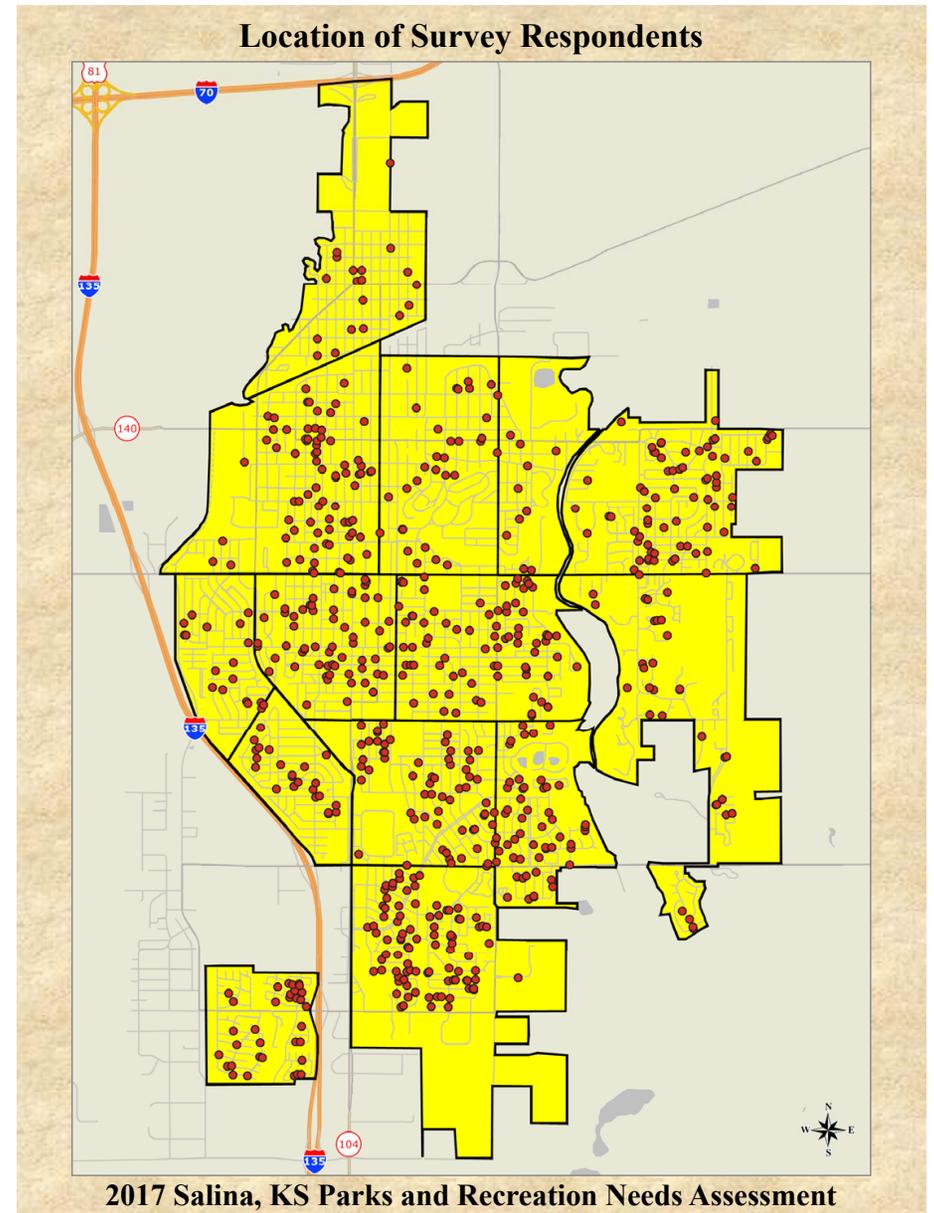
# City of Salina Parks and Recreation Needs Assessment

...helping organizations make better decisions since 1982

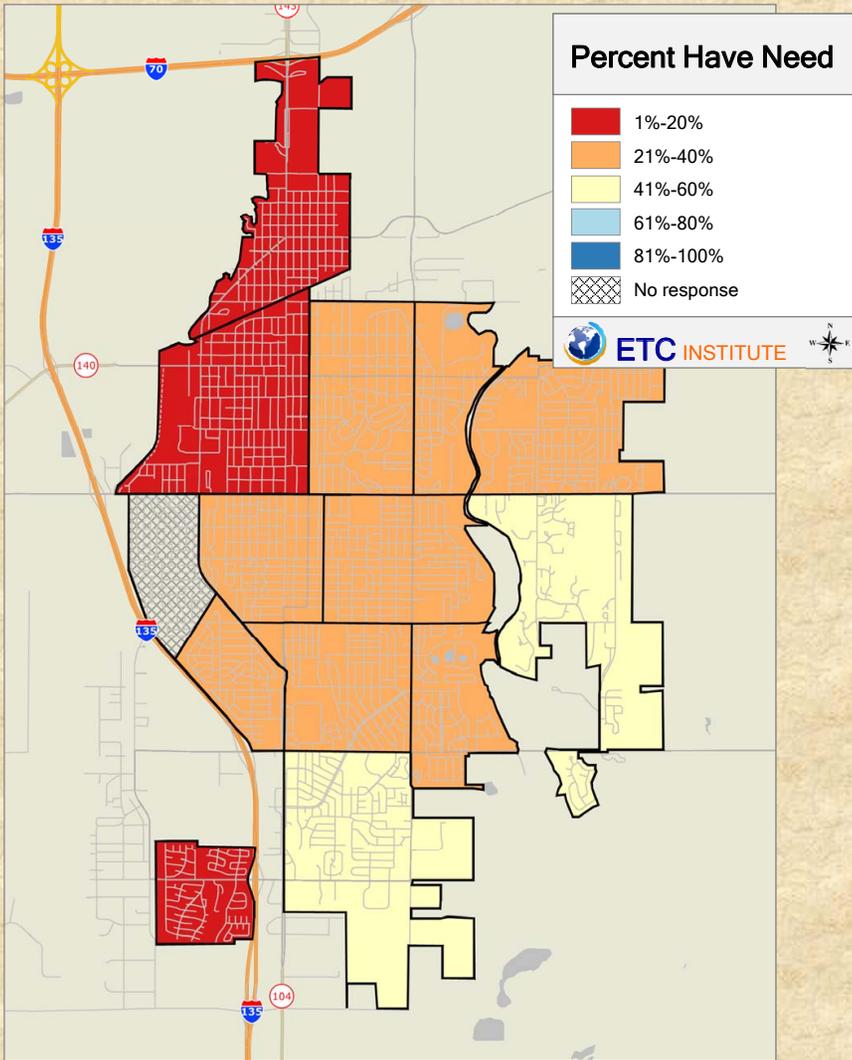
GIS Maps

**Submitted to the City of Salina:**

ETC Institute  
725 W. Frontier Lane,  
Olathe, Kansas  
66061  
August 2017



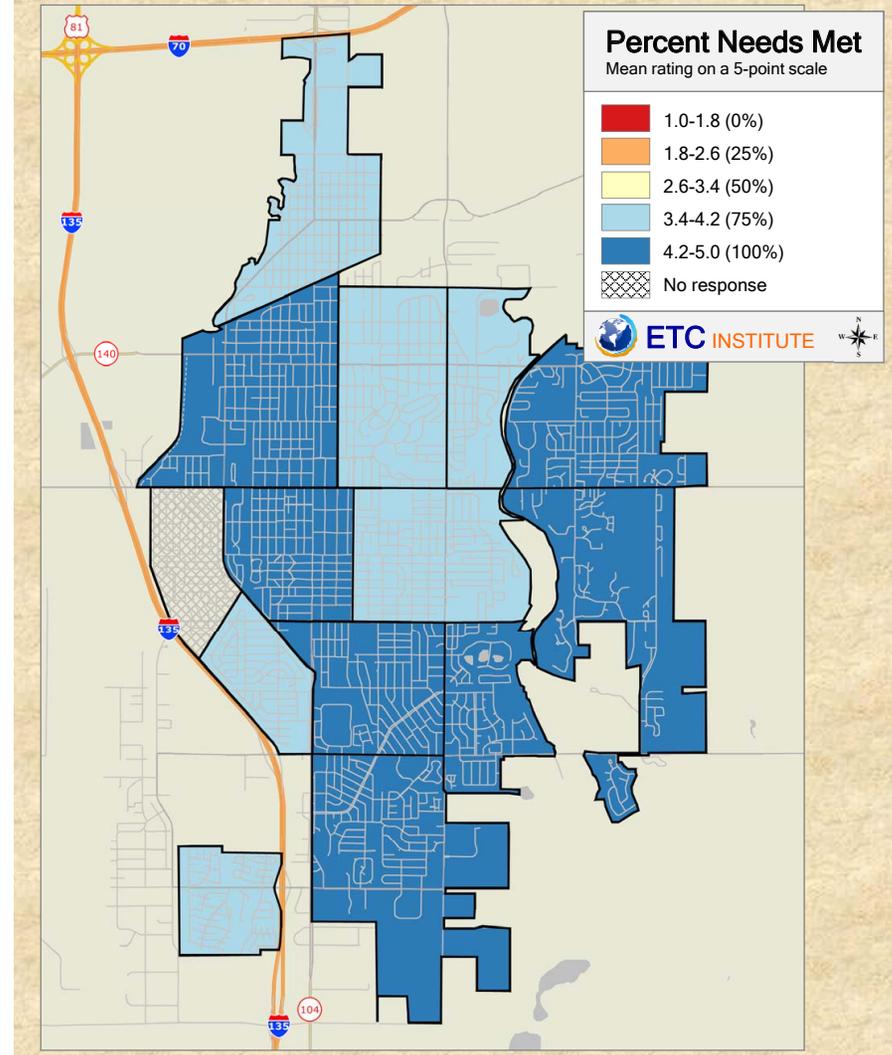
### Q8.1 Do you have a need for: Golf Course



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

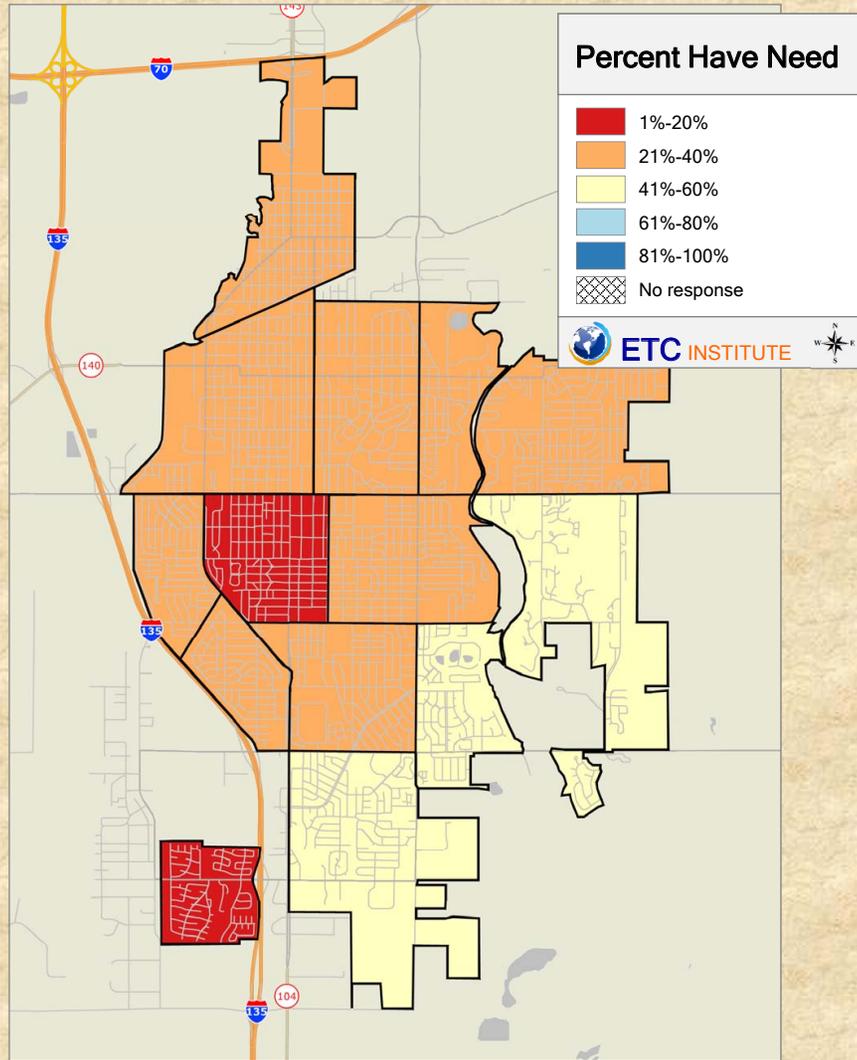
### Q8.1 How well are your needs met: Golf Course



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

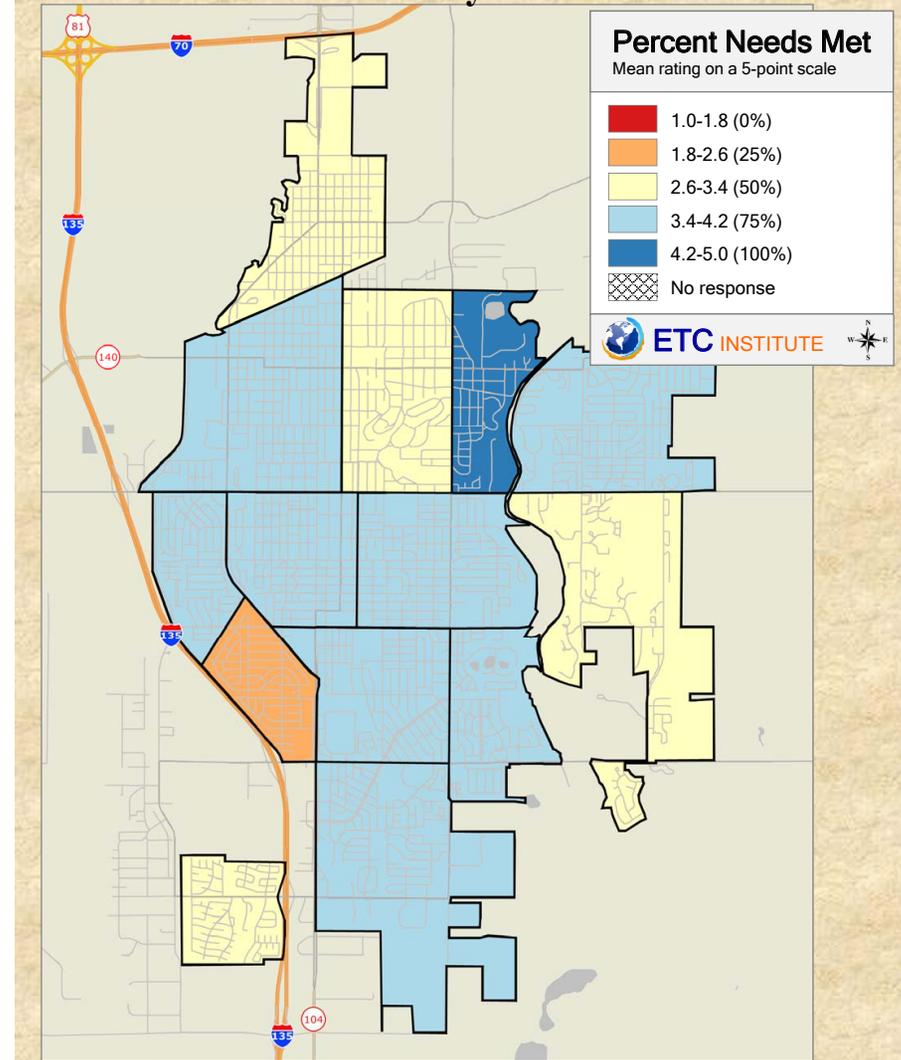
### Q8.2 Do you have a need for: Indoor Gymnasium



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

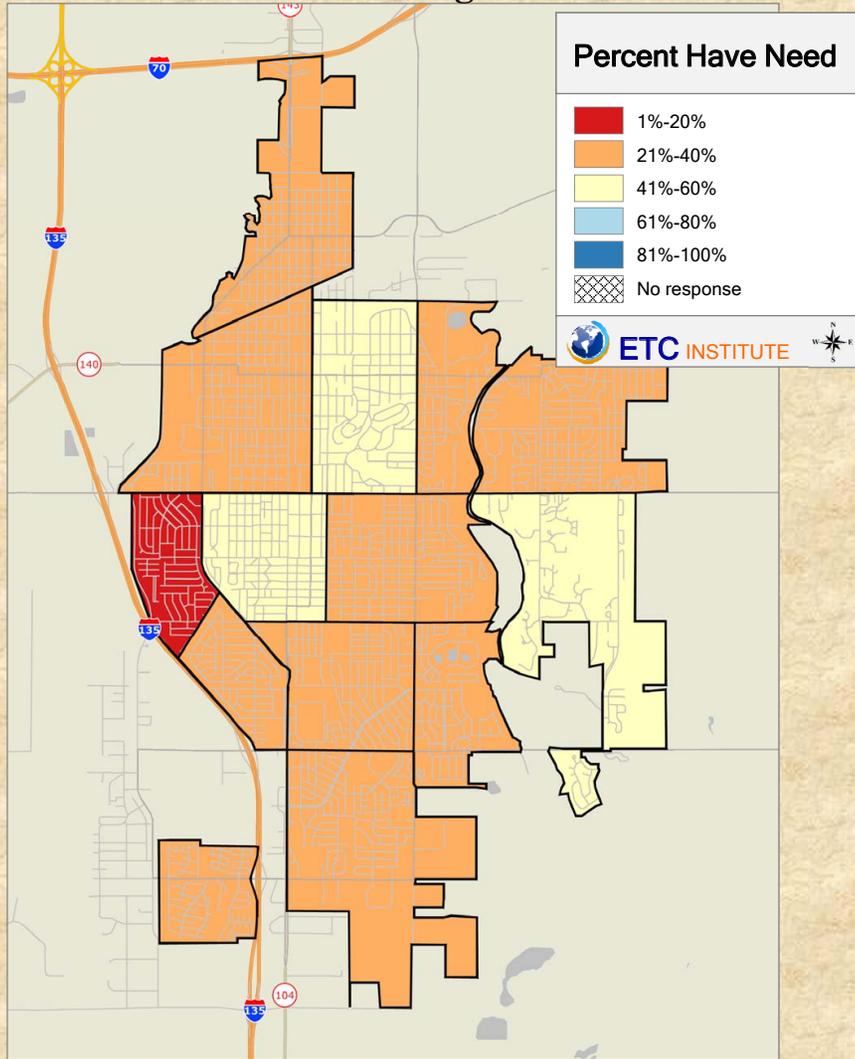
### Q8.2 How well are your needs met: Indoor Gymnasium



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

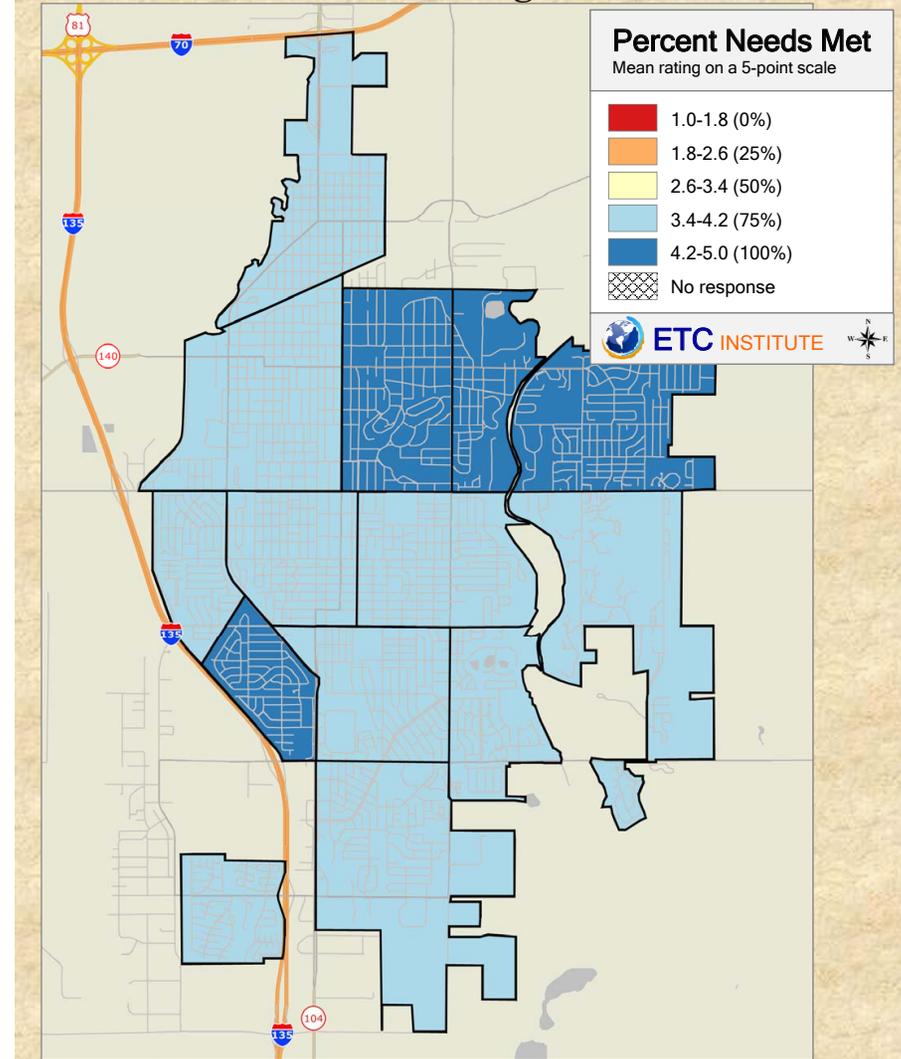
### Q8.3 Do you have a need for: Indoor Performing Arts Facilities



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

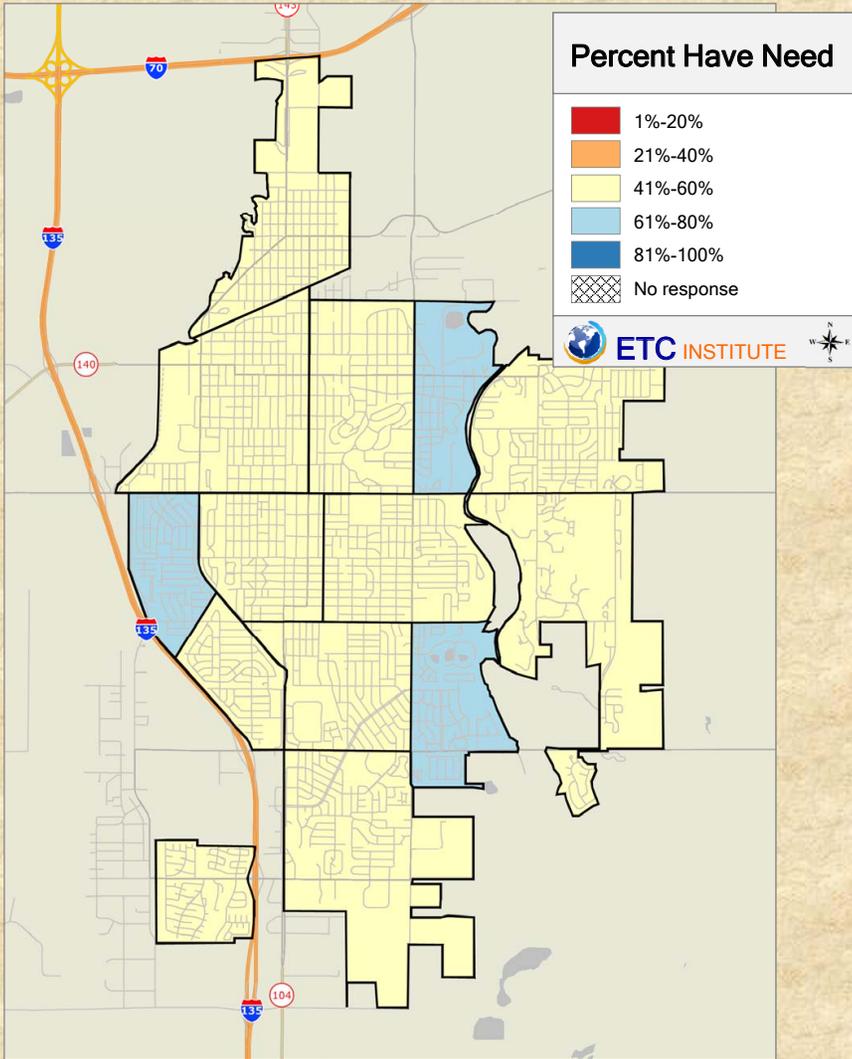
### Q8.3 How well are your needs met: Indoor Performing Arts Facilities



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

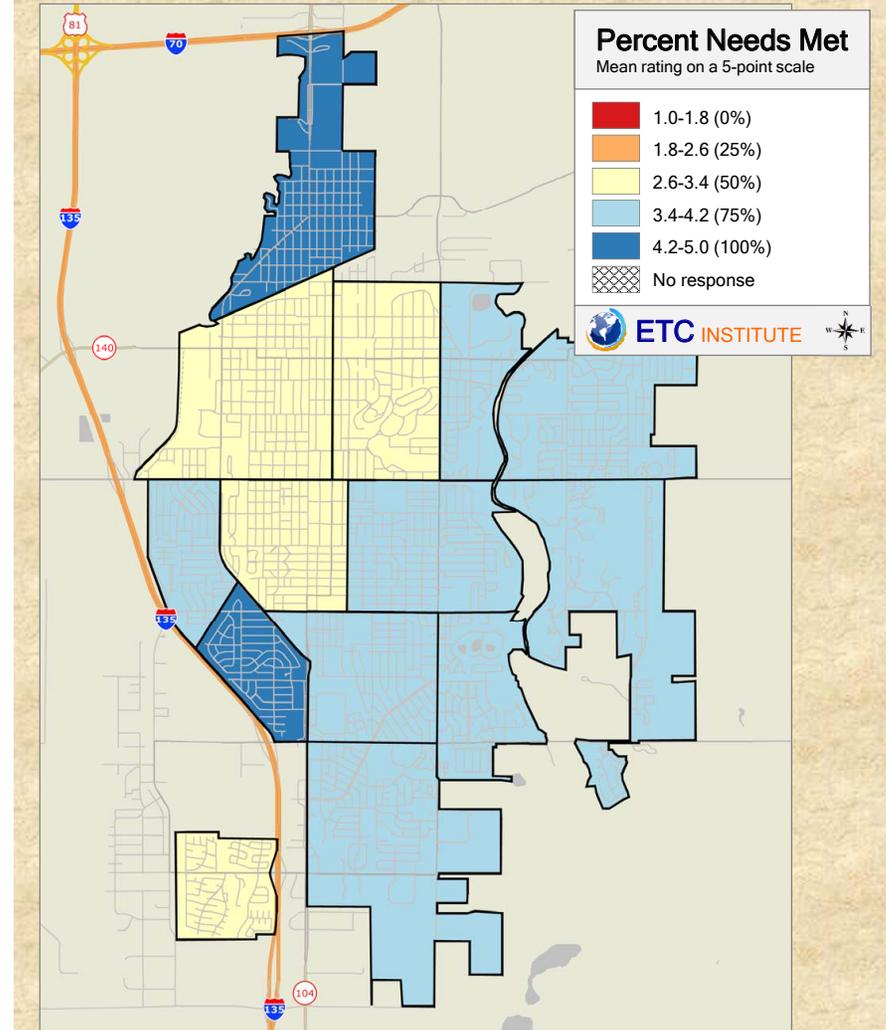
### Q8.4 Do you have a need for: Indoor Fitness



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

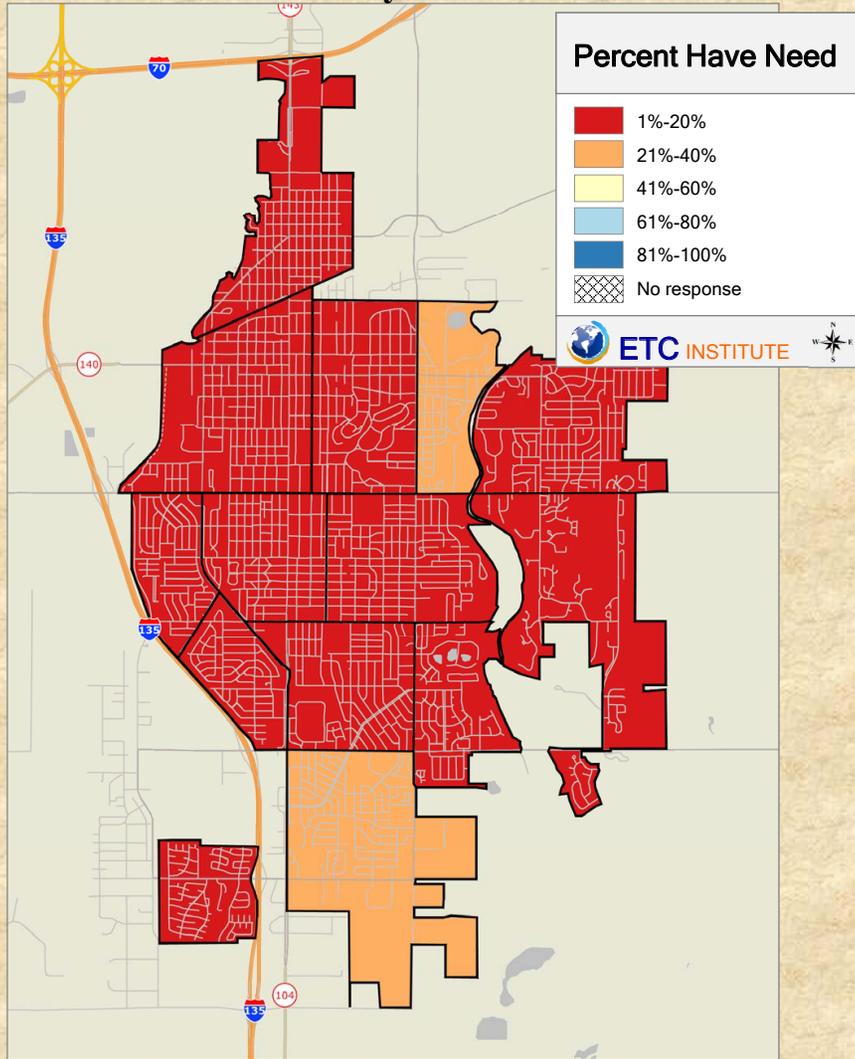
### Q8.4 How well are your needs met: Indoor Fitness



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

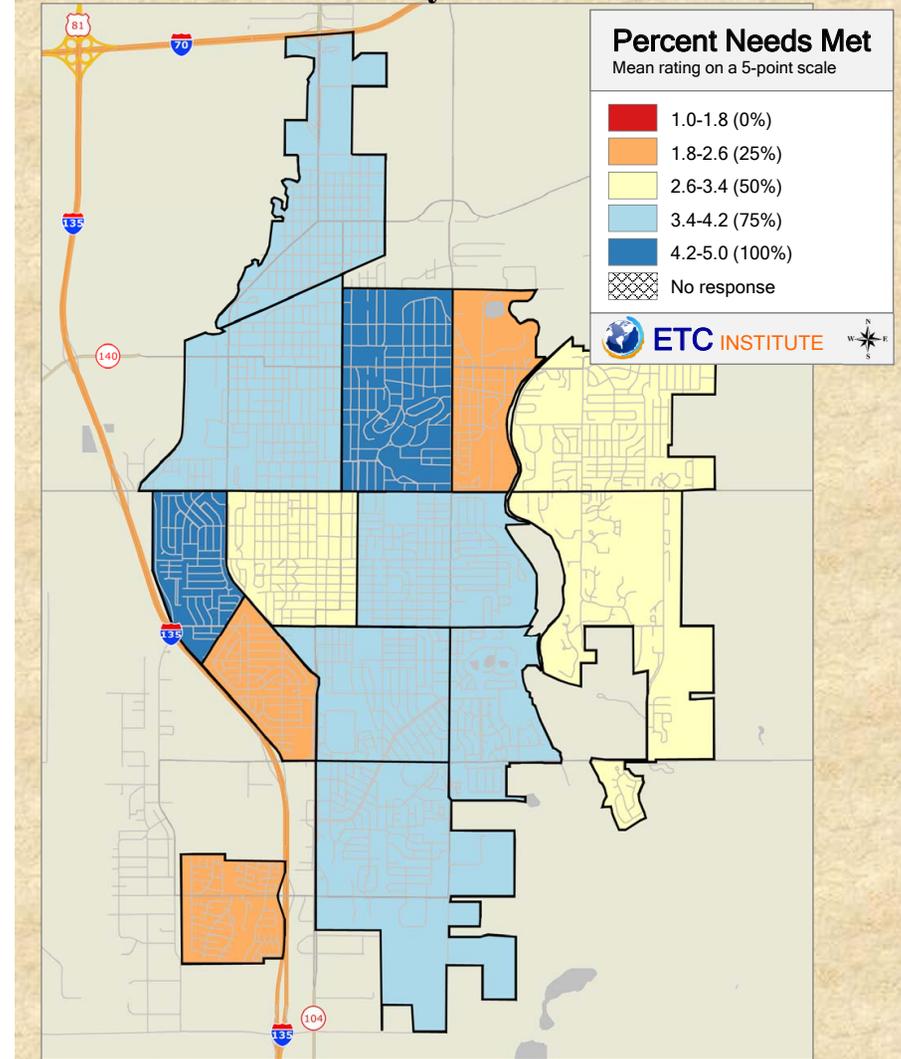
### Q8.5 Do you have a need for: Indoor Gymnastics Area



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

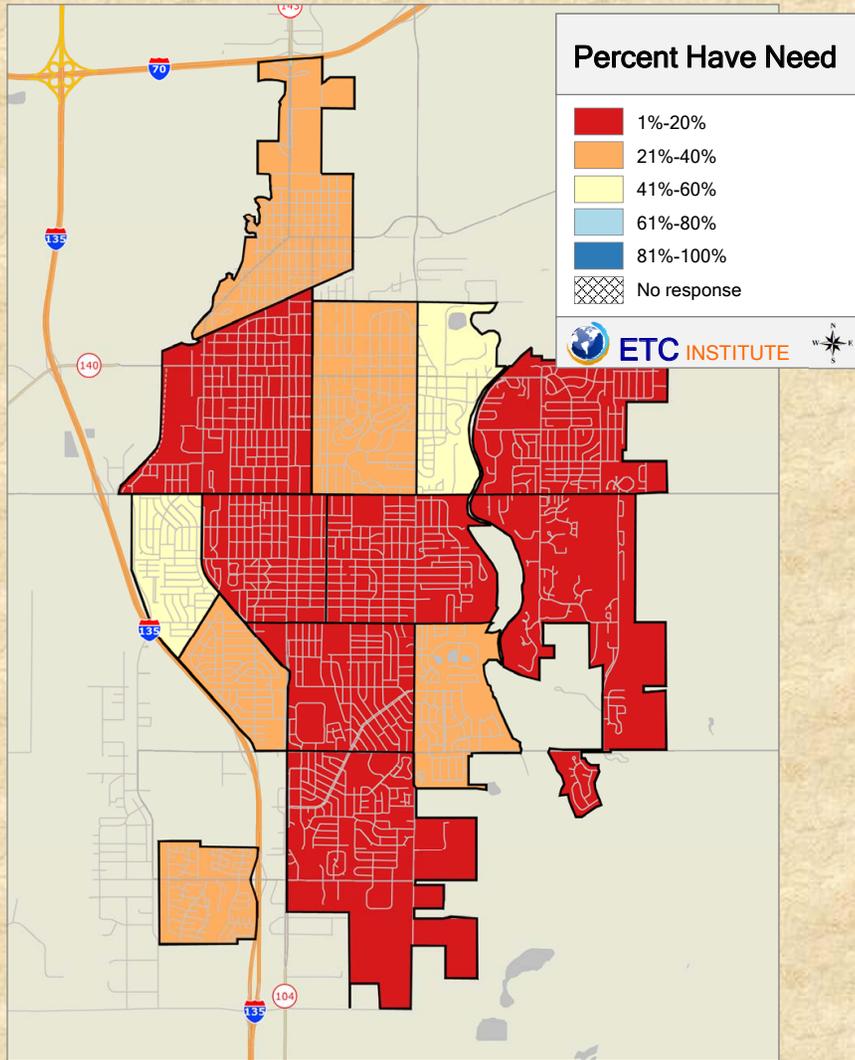
### Q8.5 How well are your needs met: Indoor Gymnastics Area



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

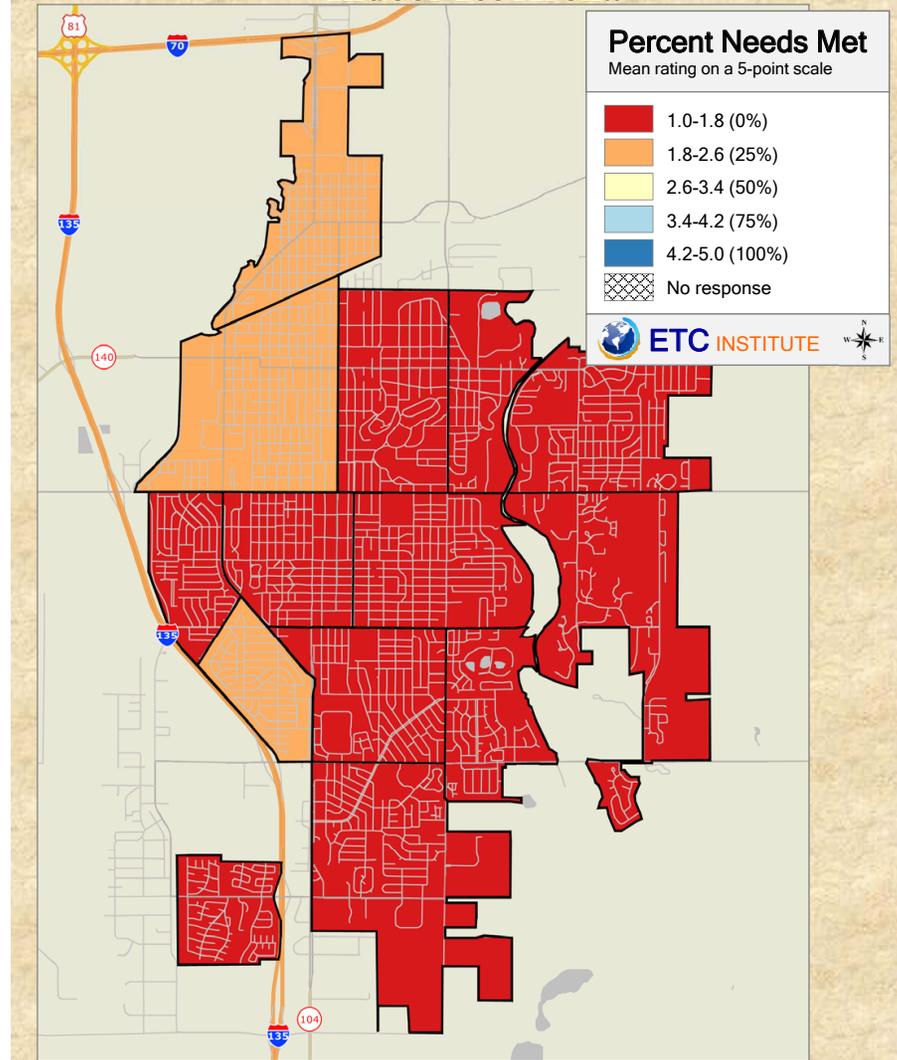
### Q8.6 Do you have a need for: Indoor Ice Arena



**2017 Salina, KS Parks and Recreation Needs Assessment**

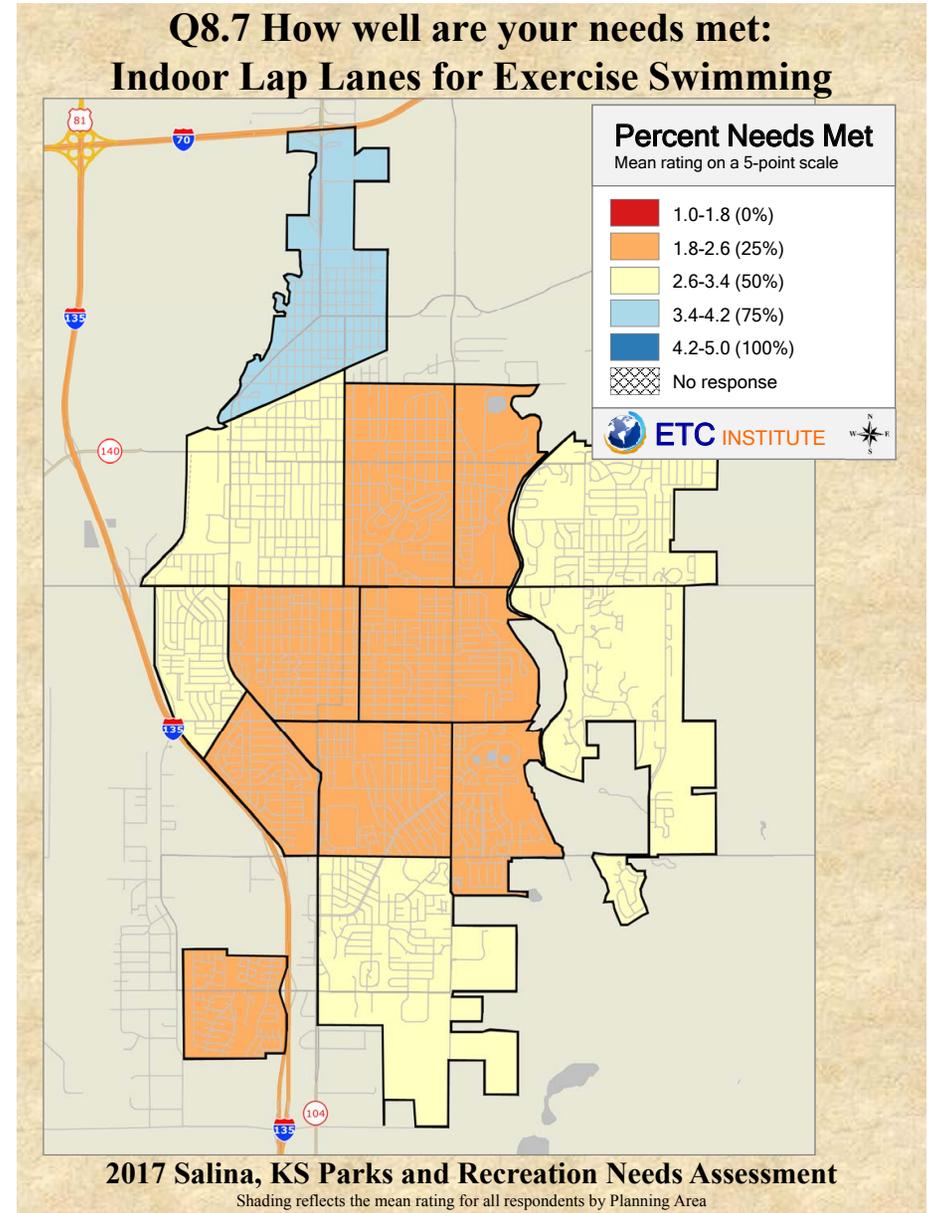
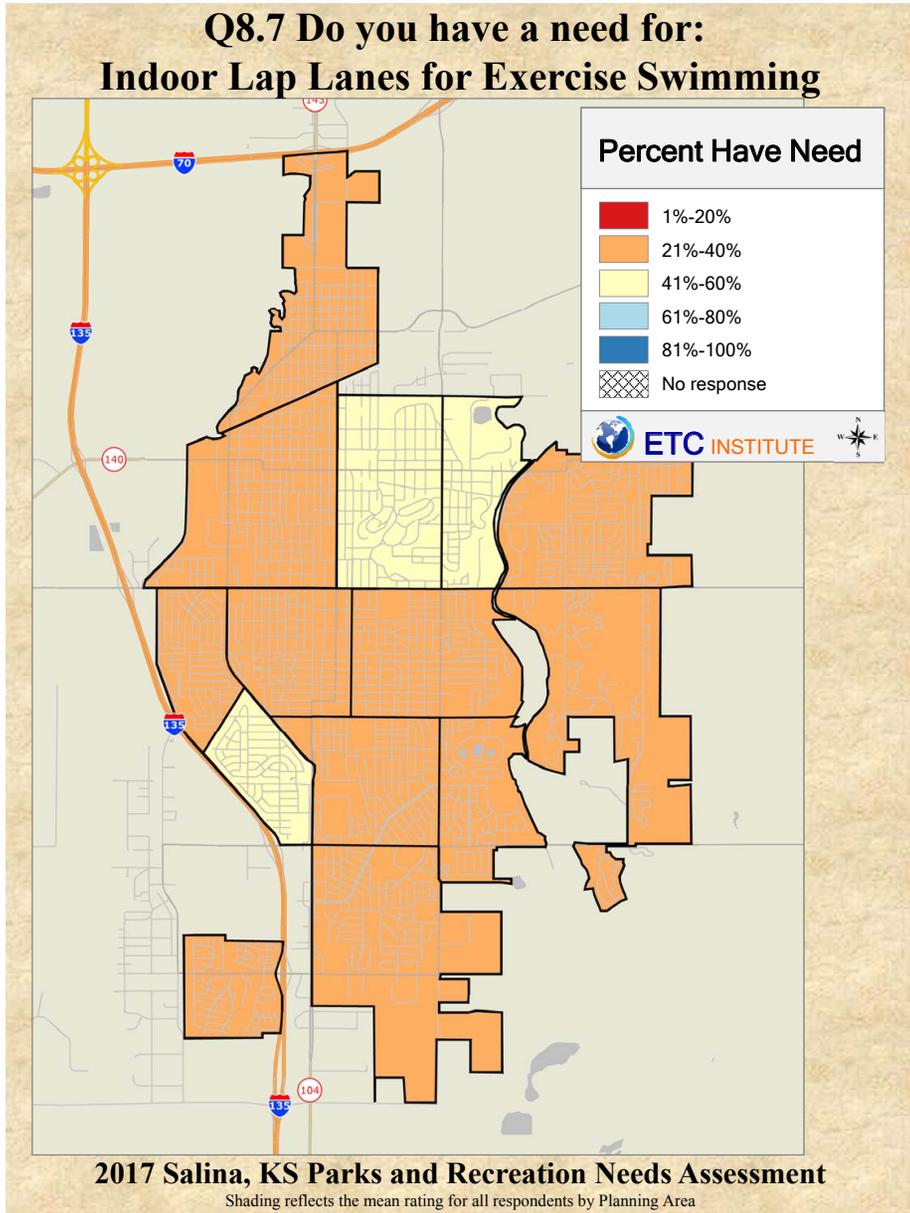
Shading reflects the mean rating for all respondents by Planning Area

### Q8.6 How well are your needs met: Indoor Ice Arena

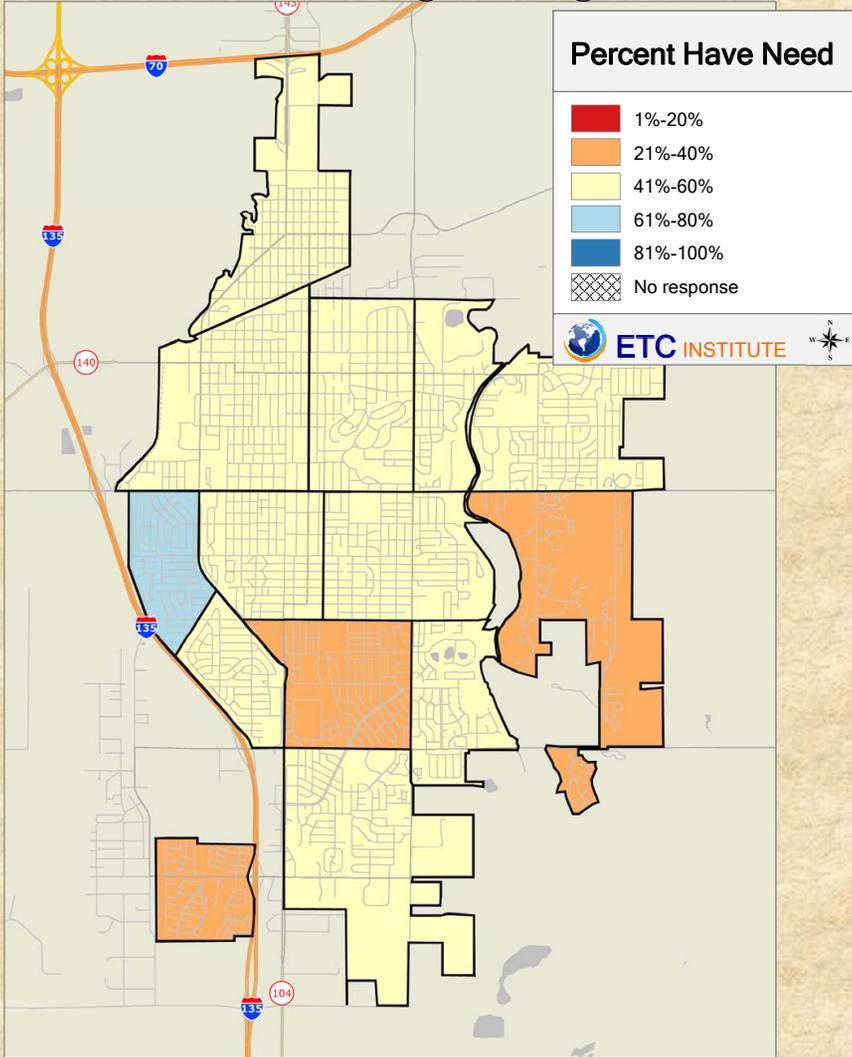


**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area



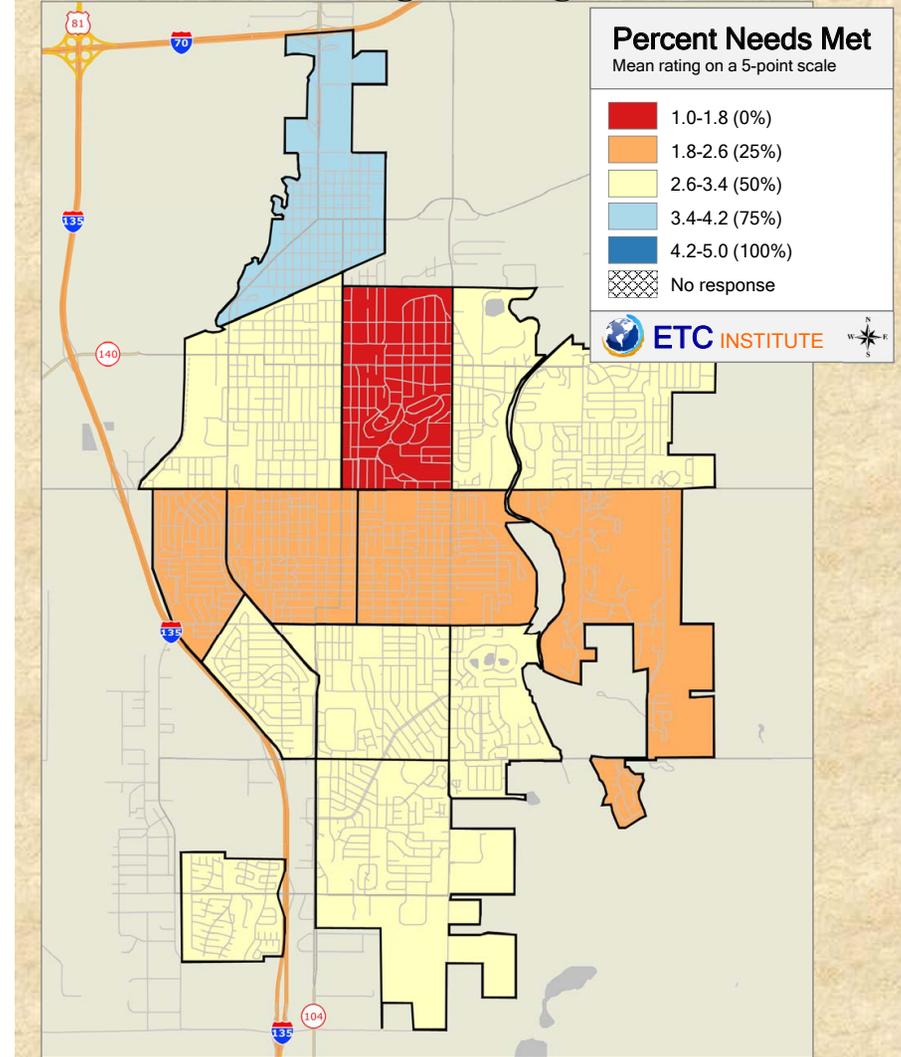
### Q8.8 Do you have a need for: Indoor Running/Walking Track



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

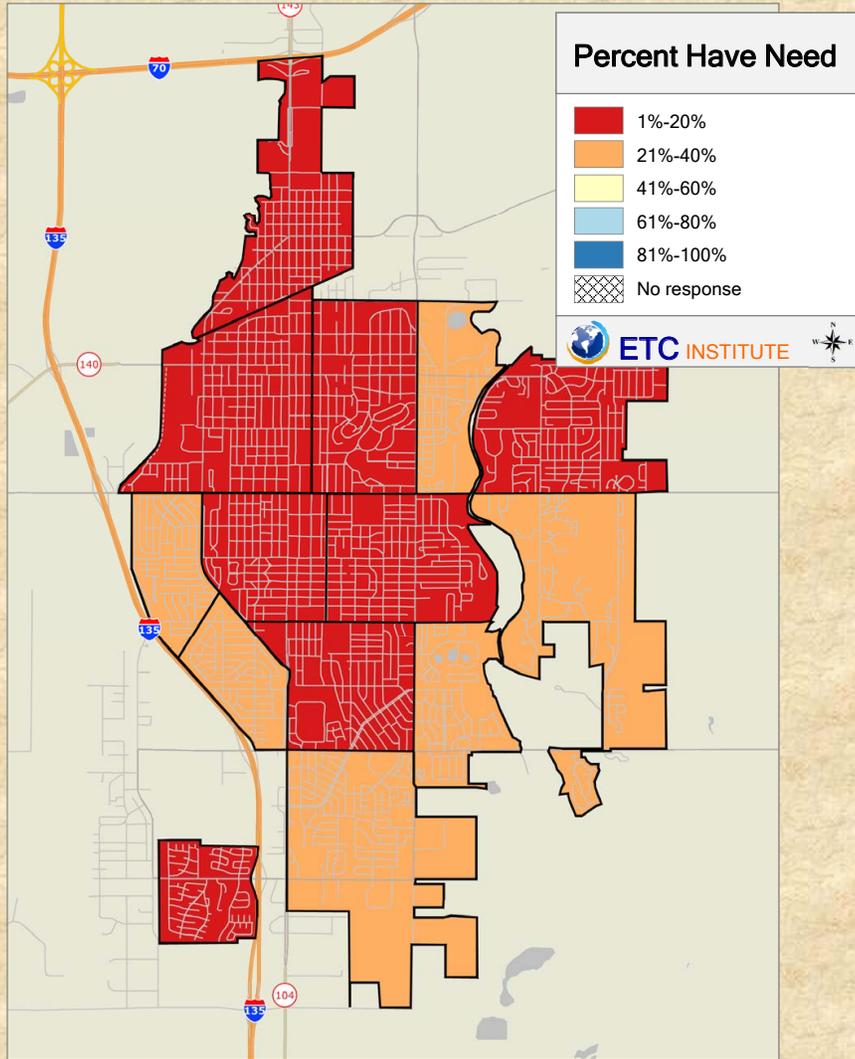
### Q8.8 How well are your needs met: Running/Walking Track



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

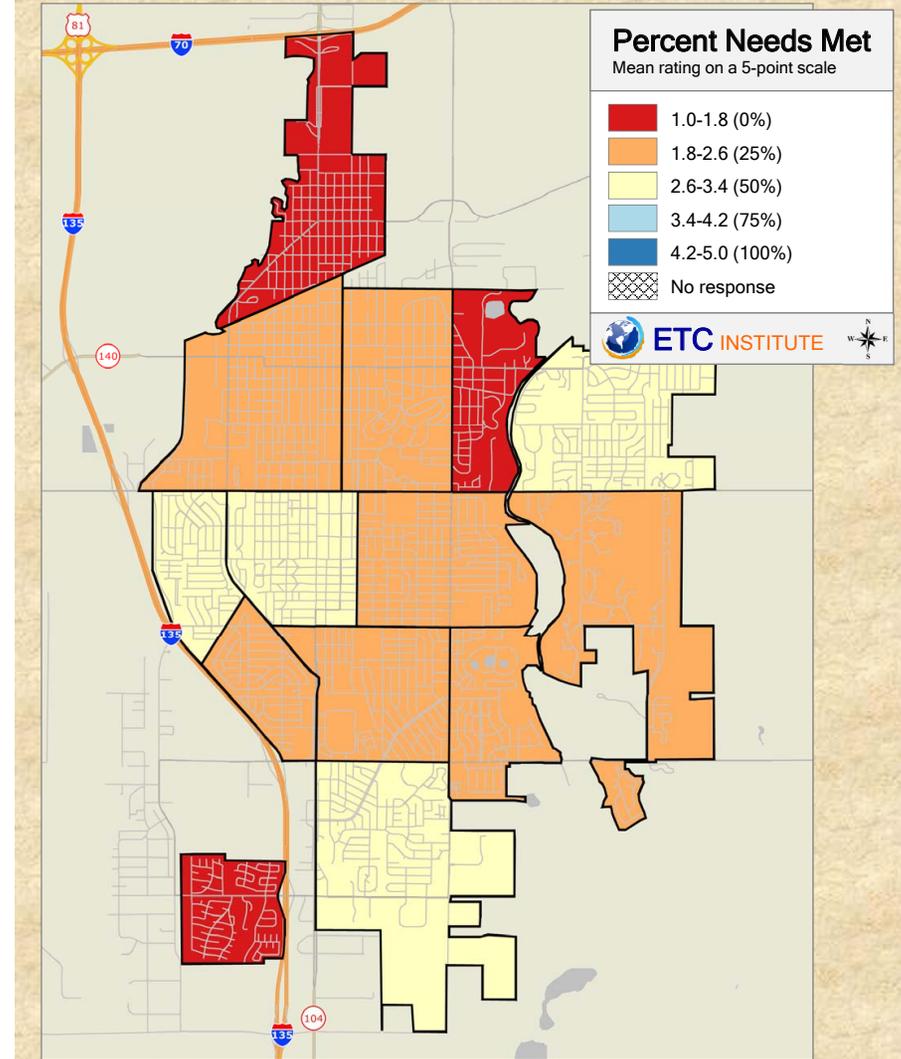
### Q8.9 Do you have a need for: Indoor Turf Fields



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

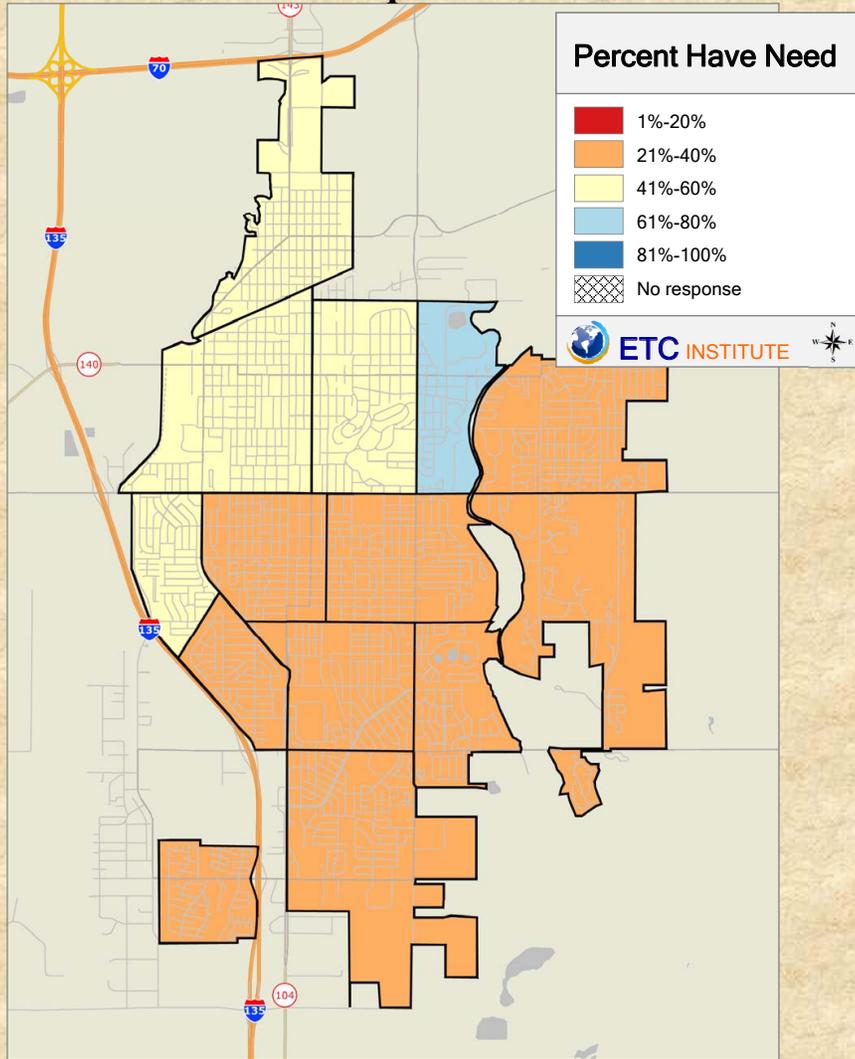
### Q8.9 How well are your needs met: Indoor Turf Fields



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

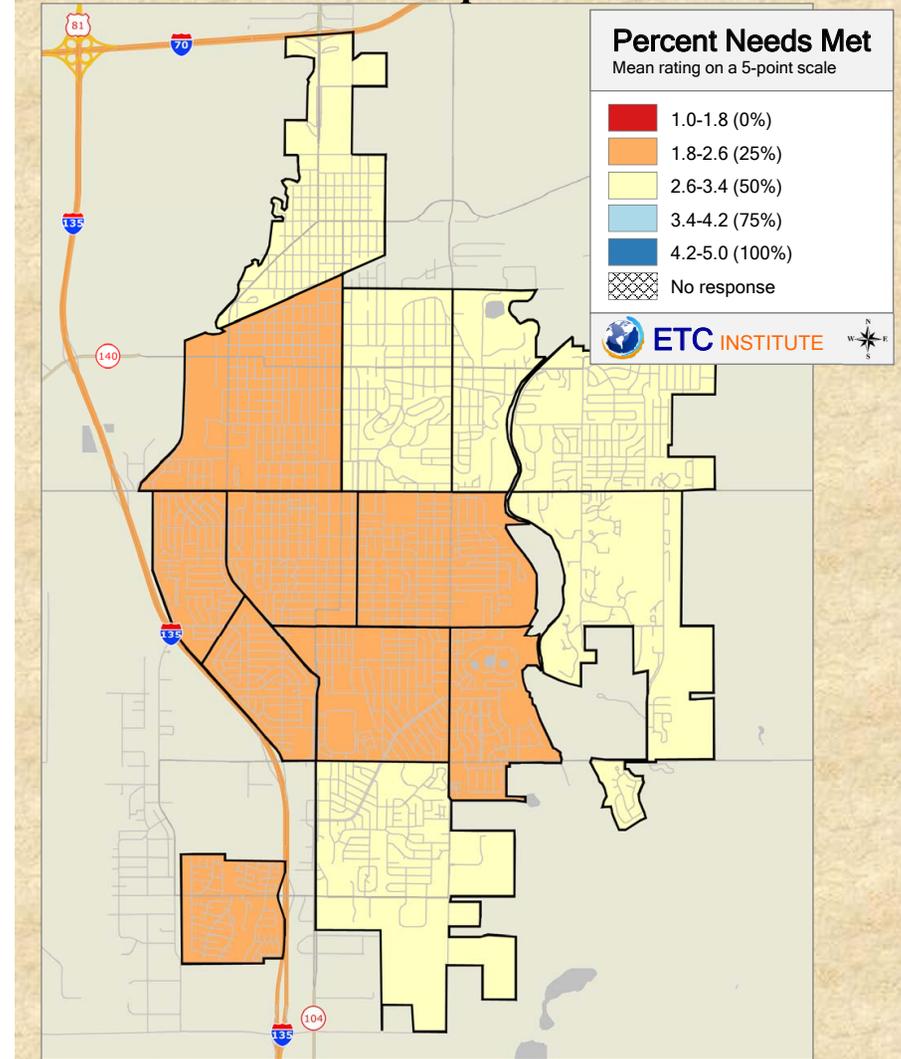
### Q8.10 Do you have a need for: Indoor Aquatic Facilities



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

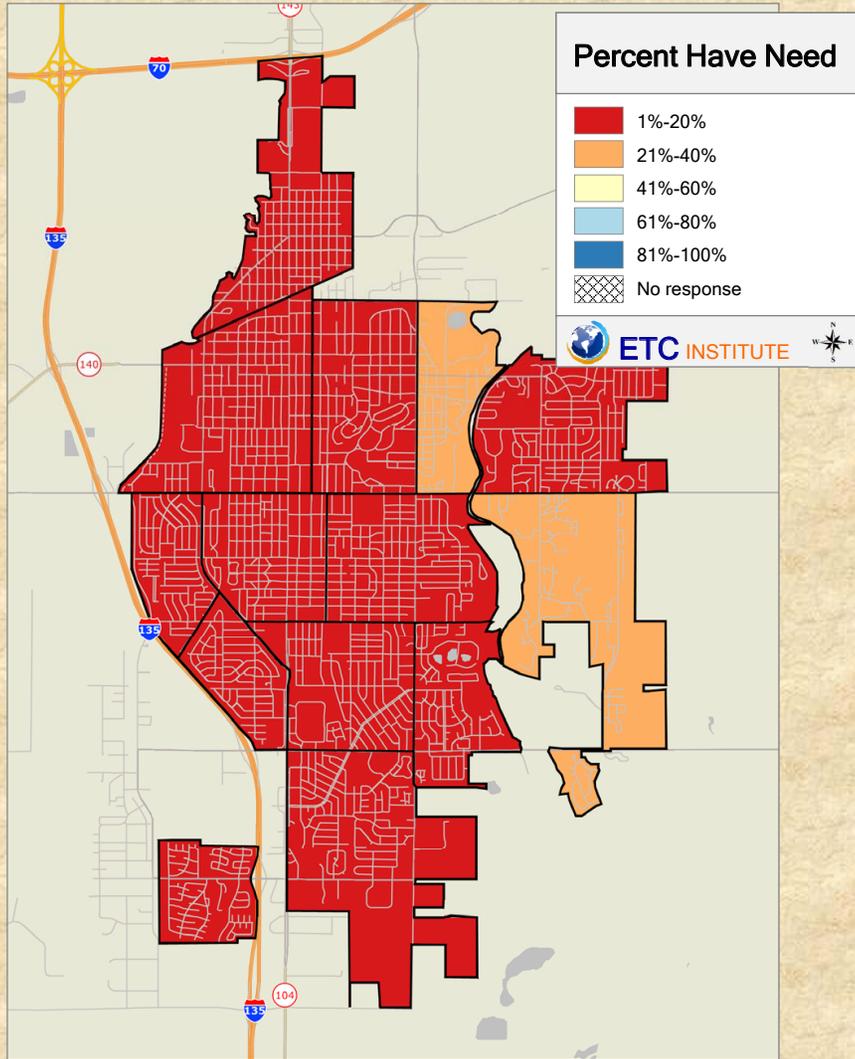
### Q8.10 How well are your needs met: Indoor Aquatic Facilities



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

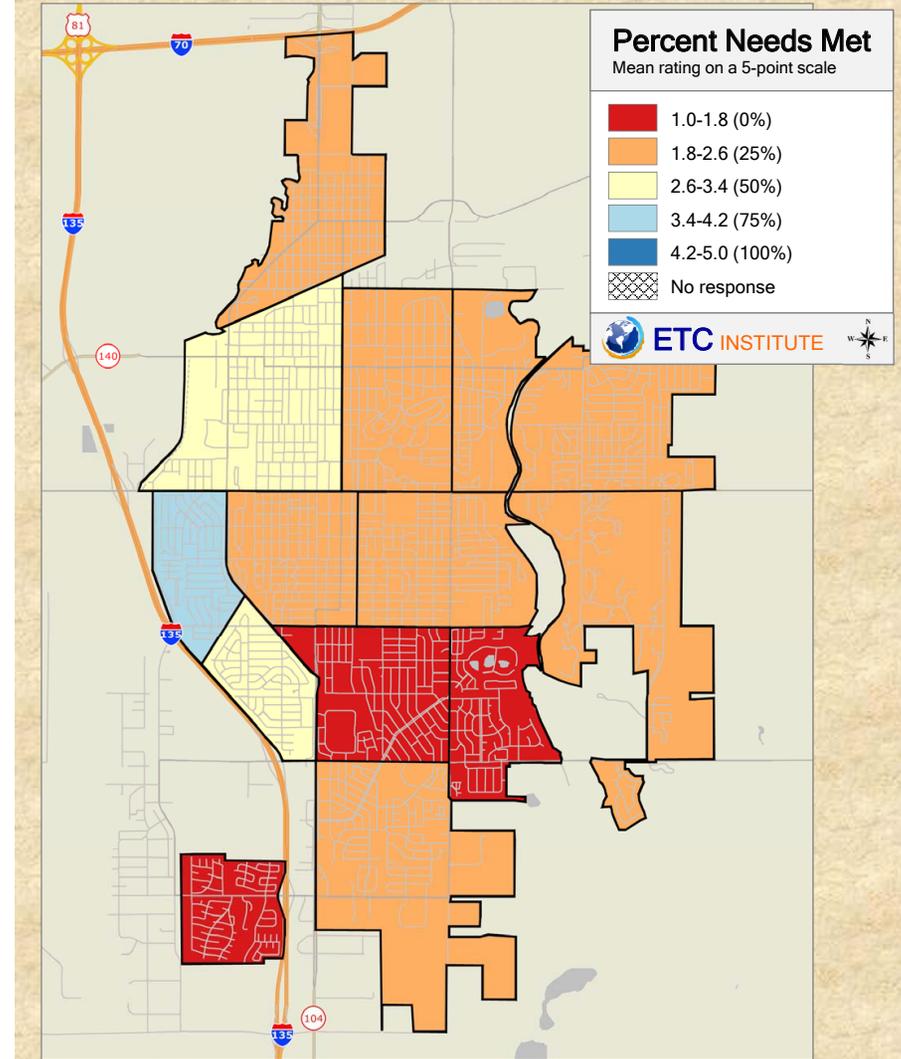
### Q8.11 Do you have a need for: Indoor Tennis Courts



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

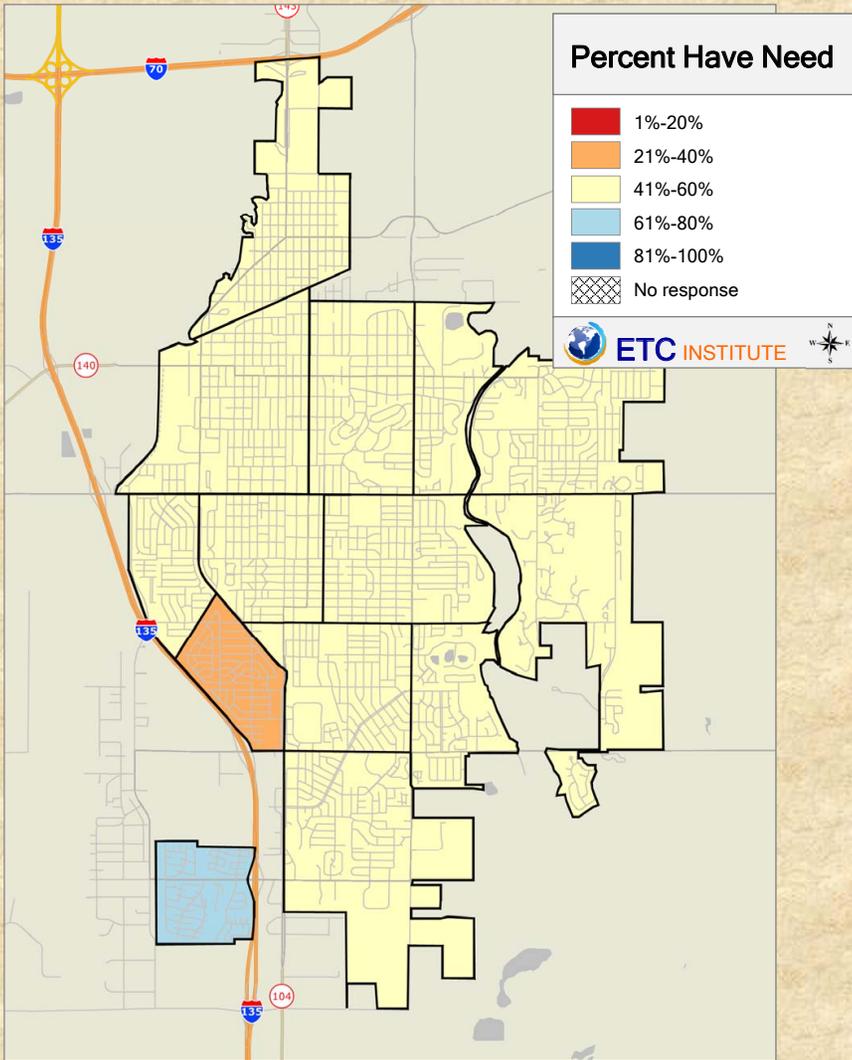
### Q8.11 How well are your needs met: Indoor Tennis Courts



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

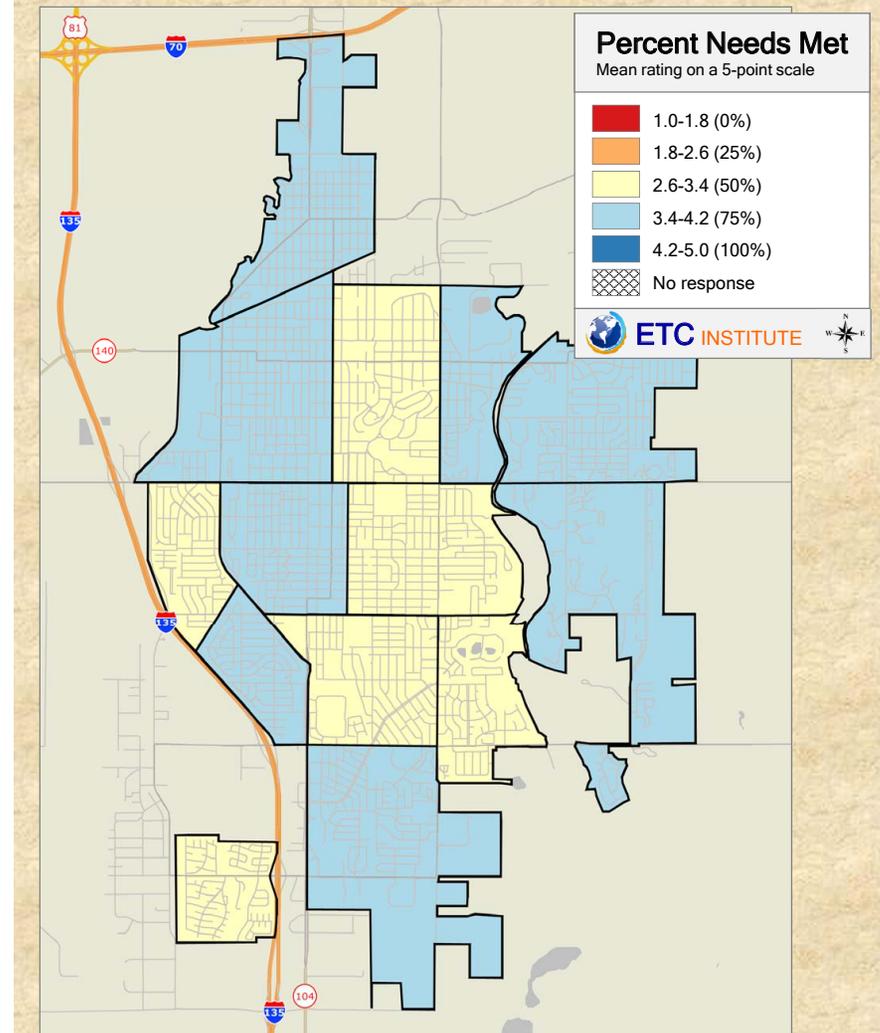
### Q8.12 Do you have a need for: Nature Center



**2017 Salina, KS Parks and Recreation Needs Assessment**

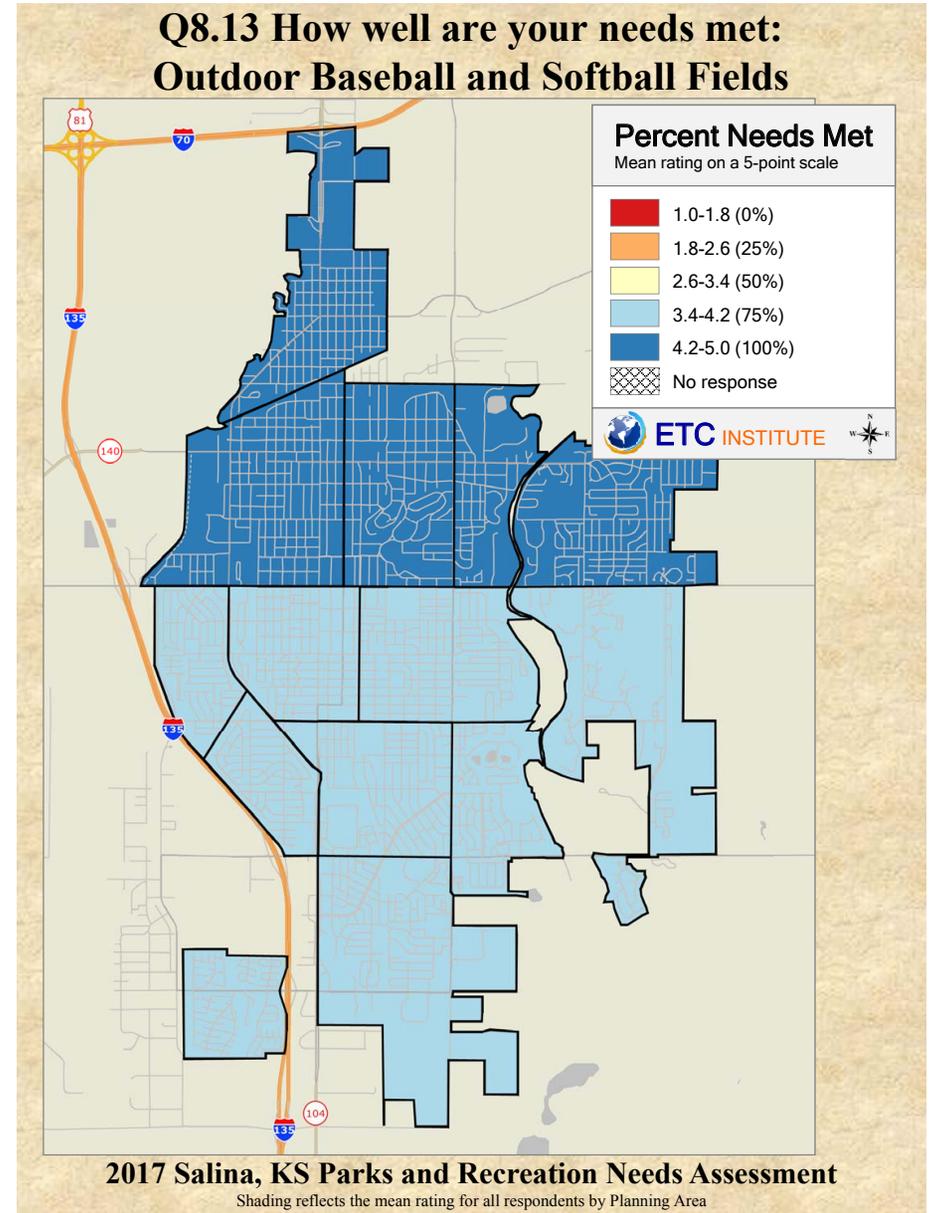
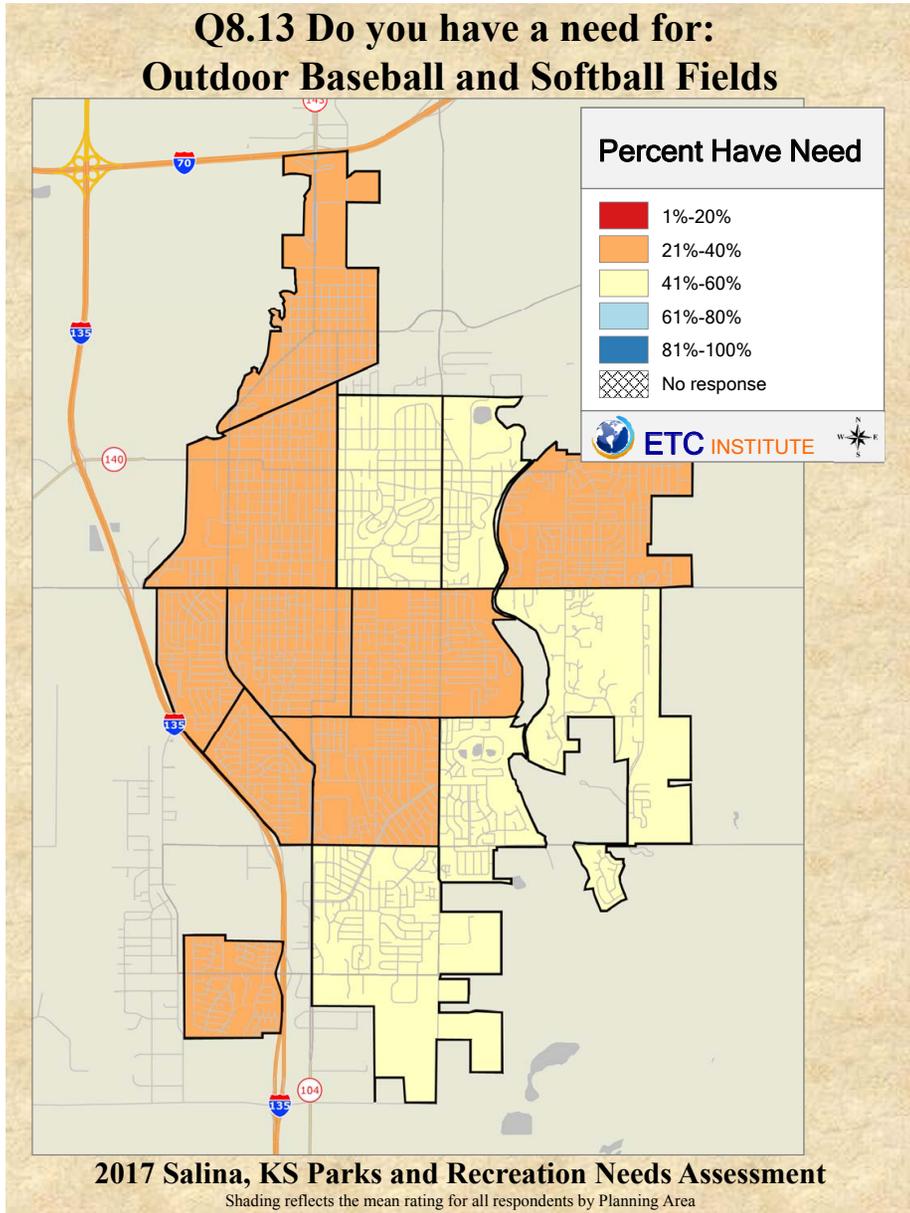
Shading reflects the mean rating for all respondents by Planning Area

### Q8.12 How well are your needs met: Nature Center

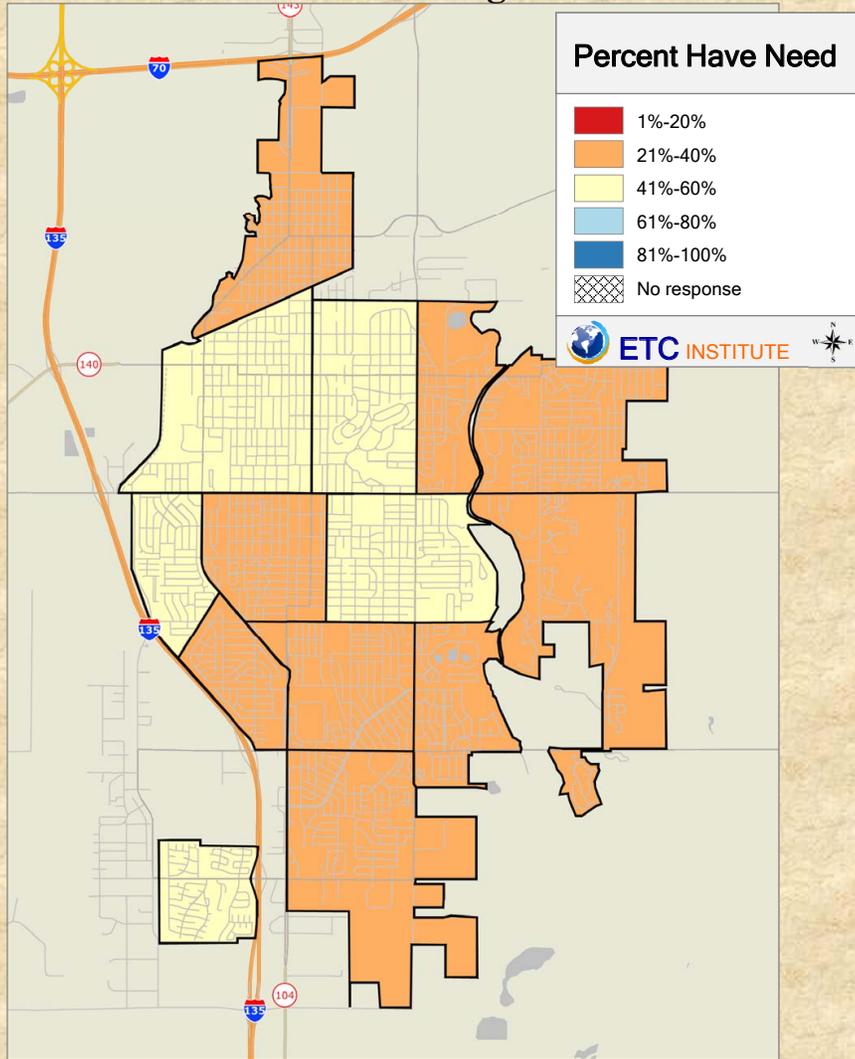


**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area



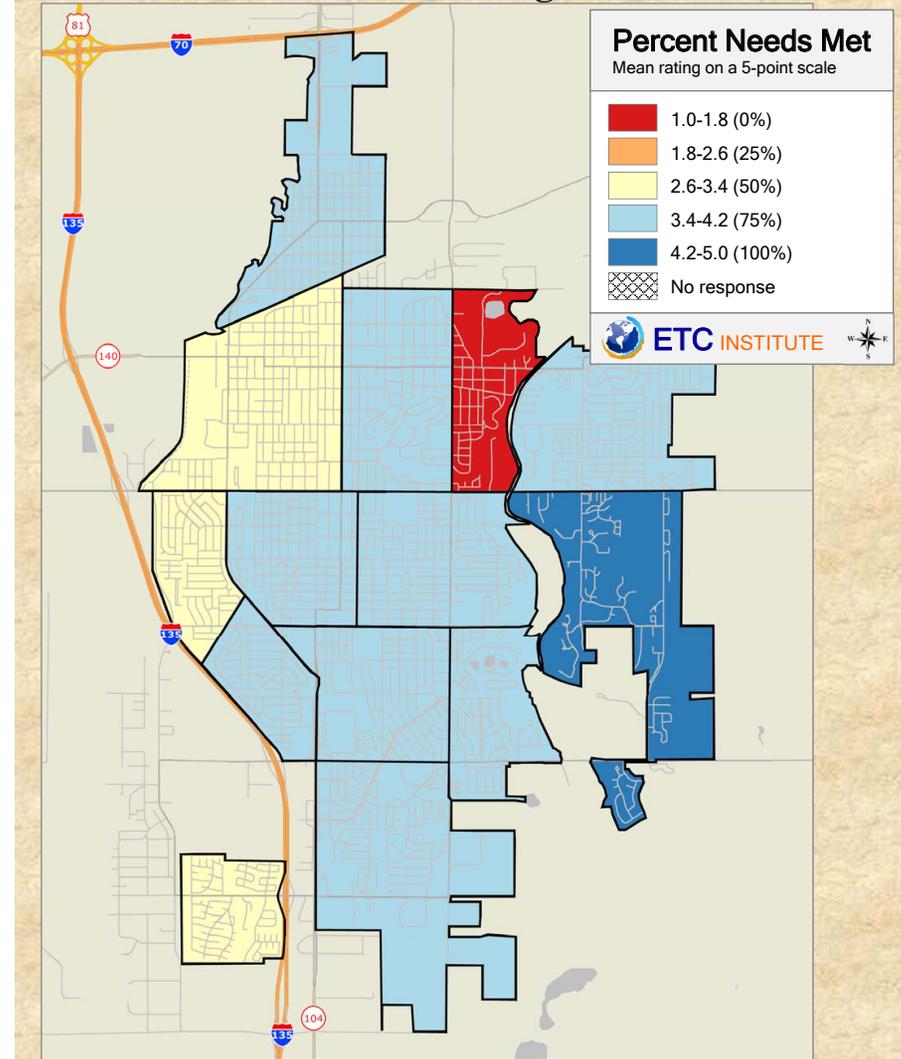
### Q8.14 Do you have a need for: Off-Leash Dog Parks



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

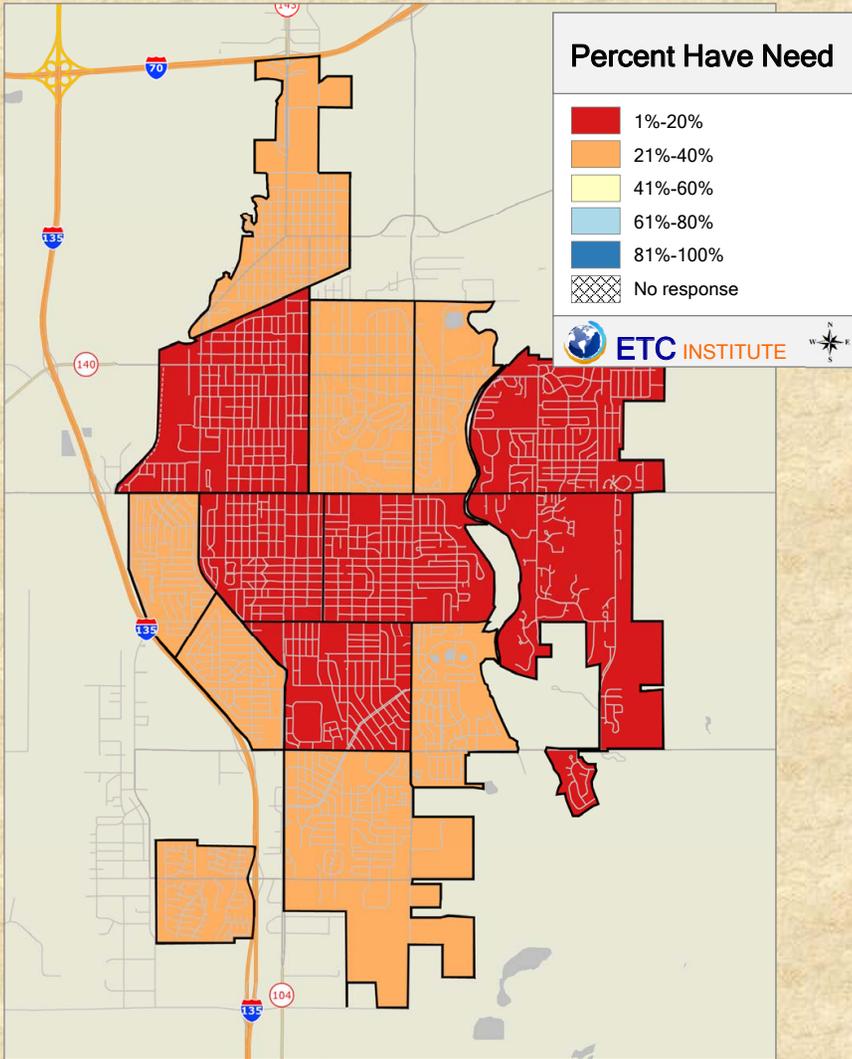
### Q8.14 How well are your needs met: Off-Leash Dog Parks



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

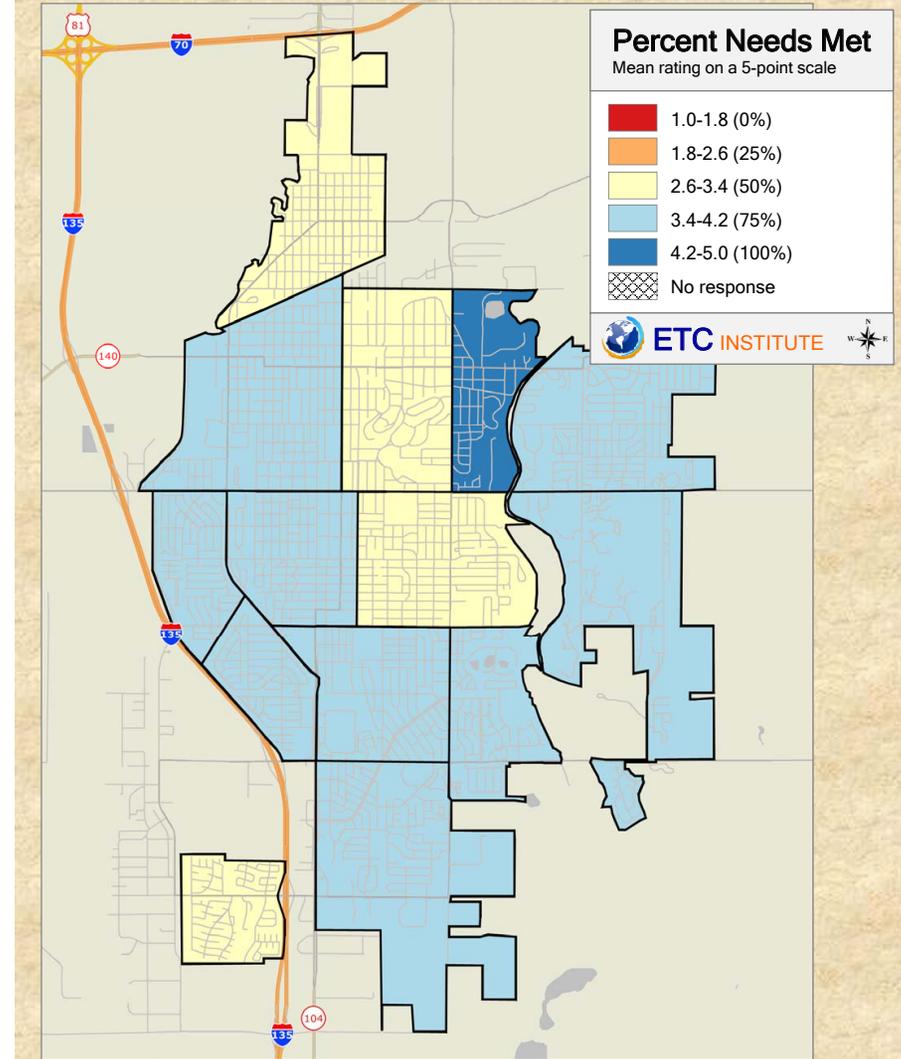
### Q8.15 Do you have a need for: Outdoor Basketball



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

### Q8.15 How well are your needs met: Outdoor Basketball

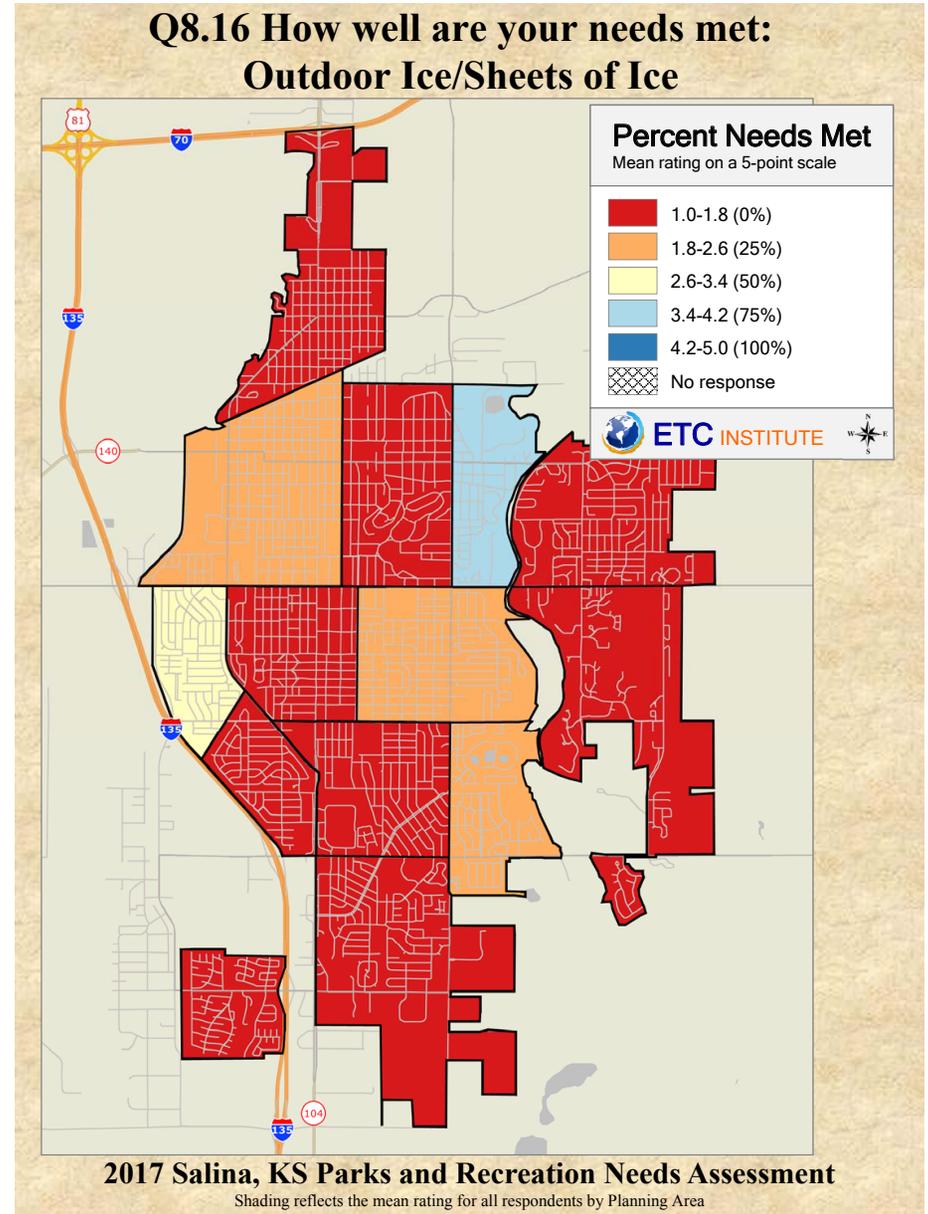
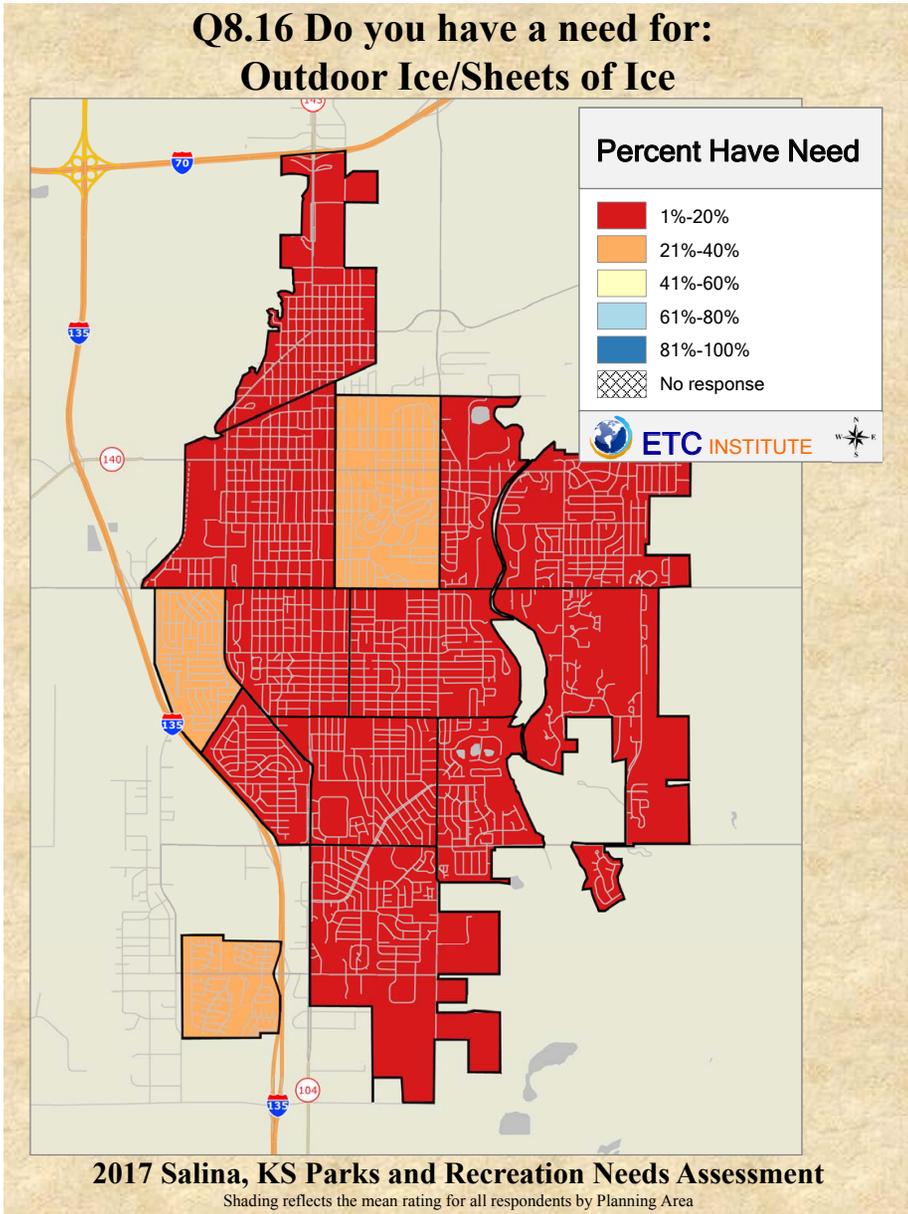


**2017 Salina, KS Parks and Recreation Needs Assessment**

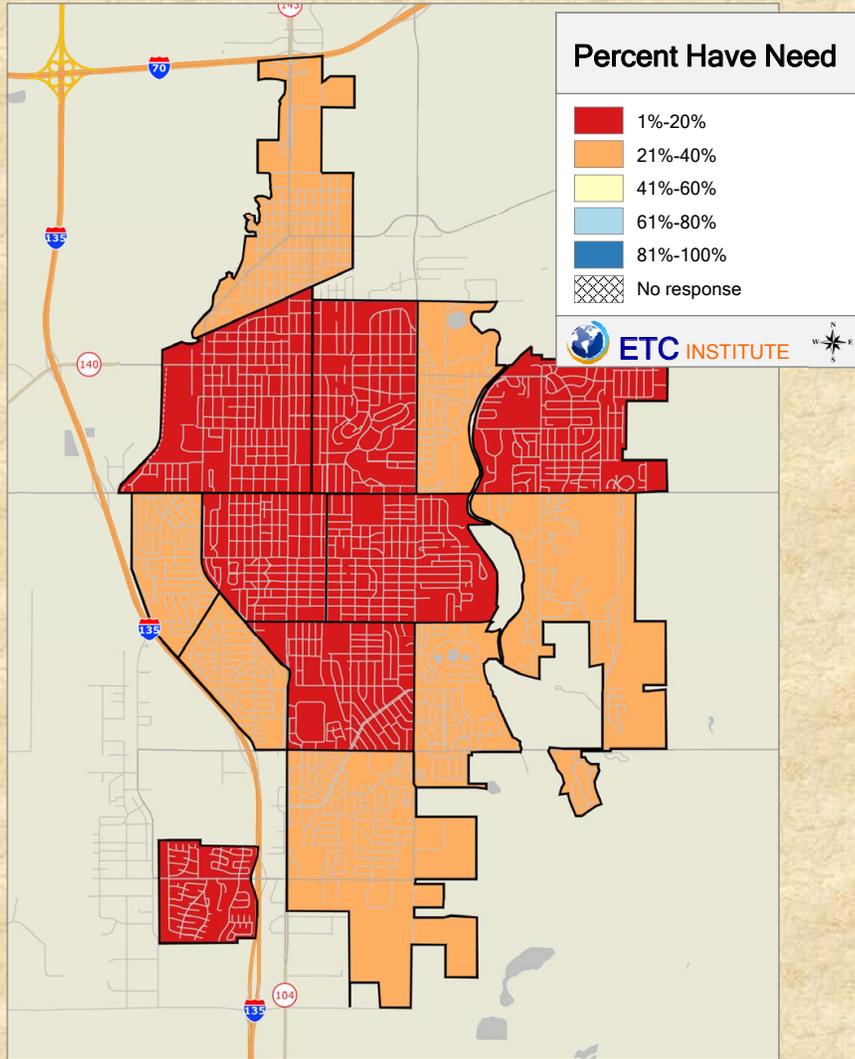
Shading reflects the mean rating for all respondents by Planning Area

### Q8.16 Do you have a need for: Outdoor Ice/Sheets of Ice

### Q8.16 How well are your needs met: Outdoor Ice/Sheets of Ice



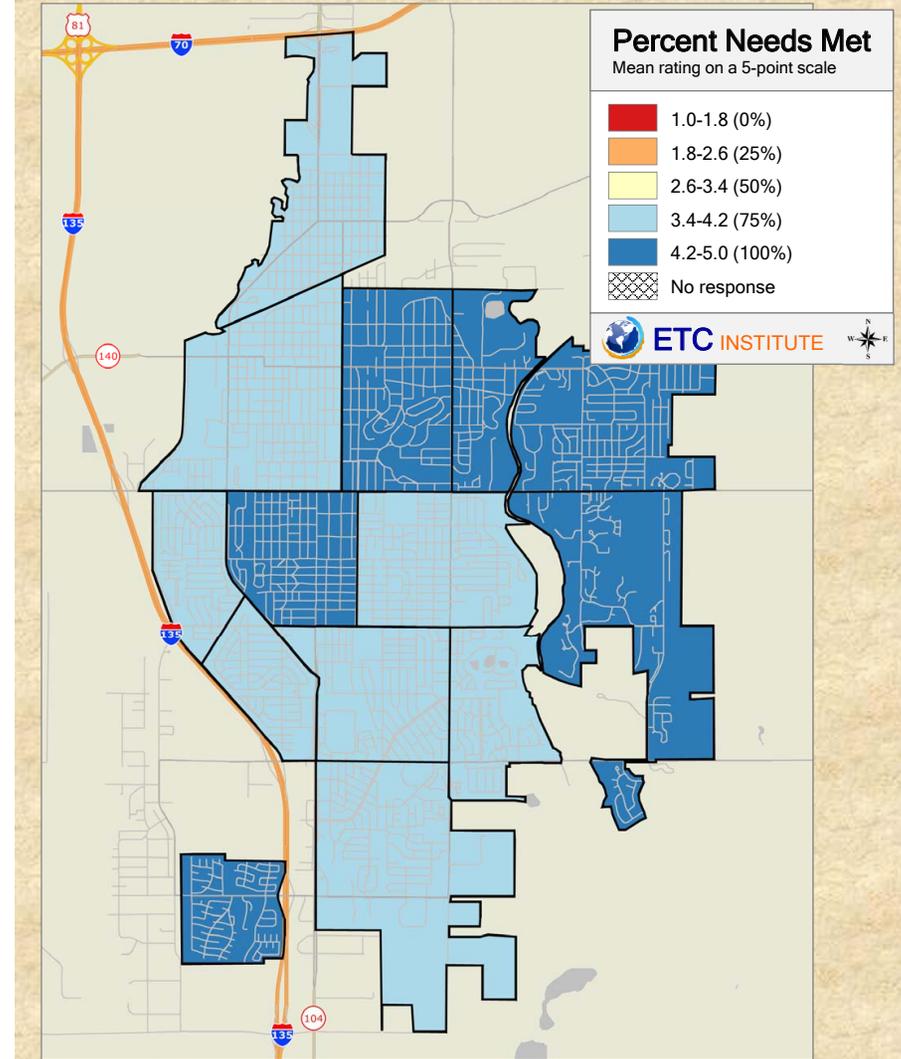
### Q8.17 Do you have a need for: Outdoor Soccer/Lacrosse/Football Fields



**2017 Salina, KS Parks and Recreation Needs Assessment**

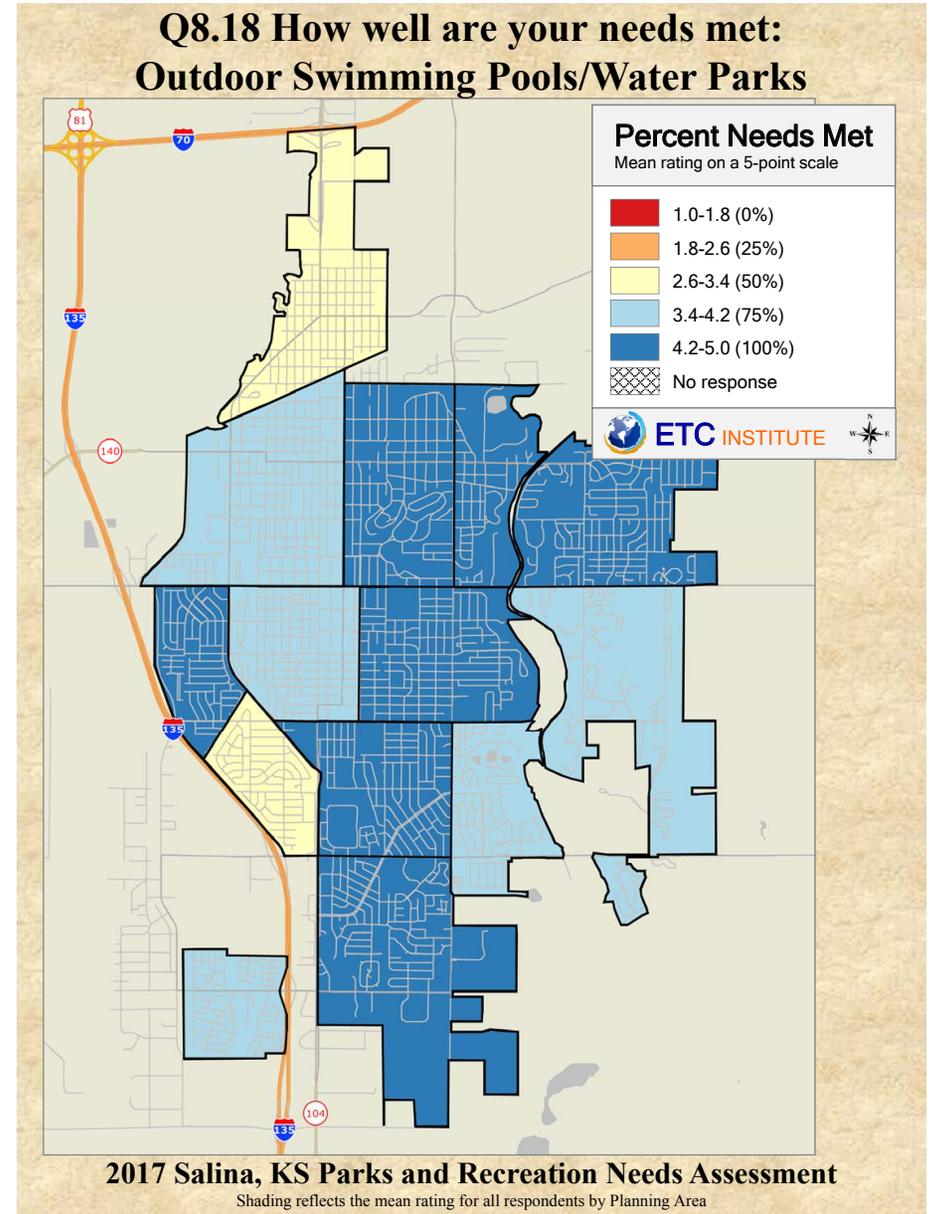
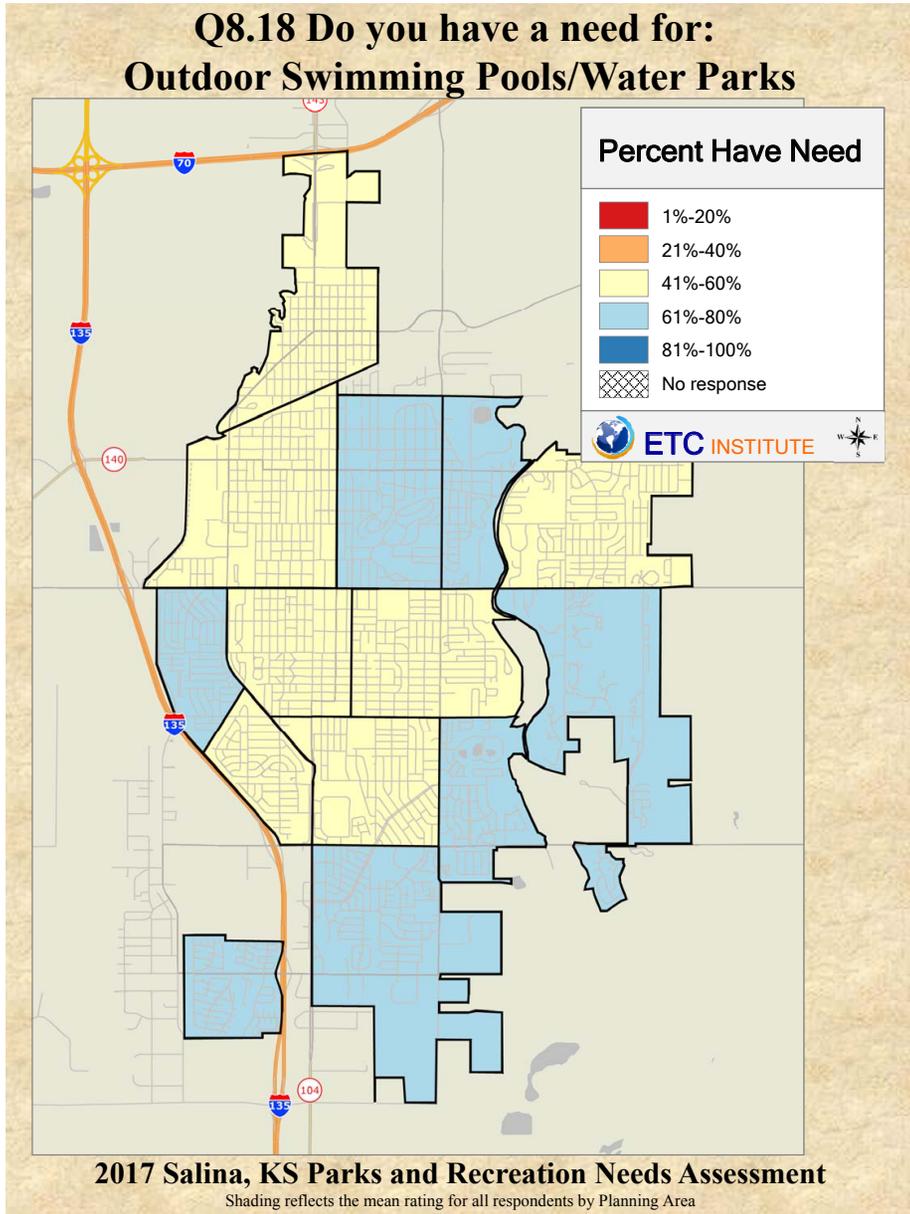
Shading reflects the mean rating for all respondents by Planning Area

### Q8.17 How well are your needs met: Outdoor Soccer/Lacrosse/Football Fields

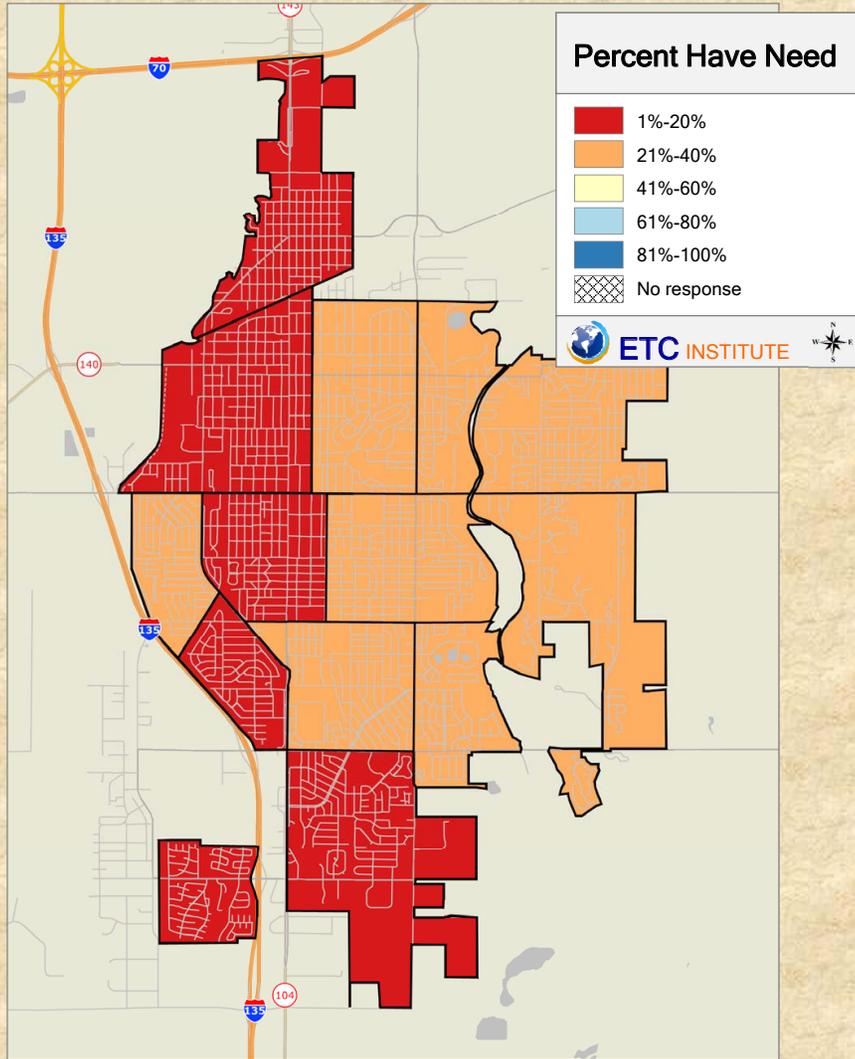


**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area



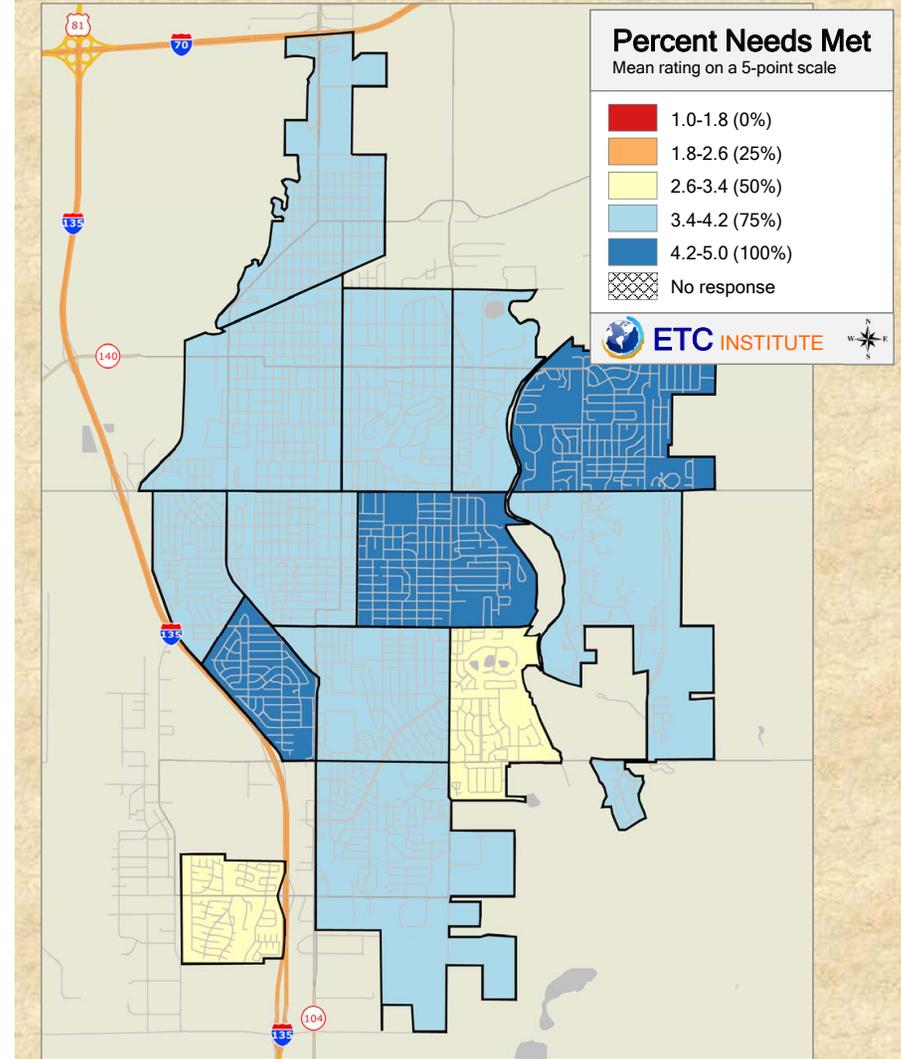
### Q8.19 Do you have a need for: Outdoor Tennis Courts



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

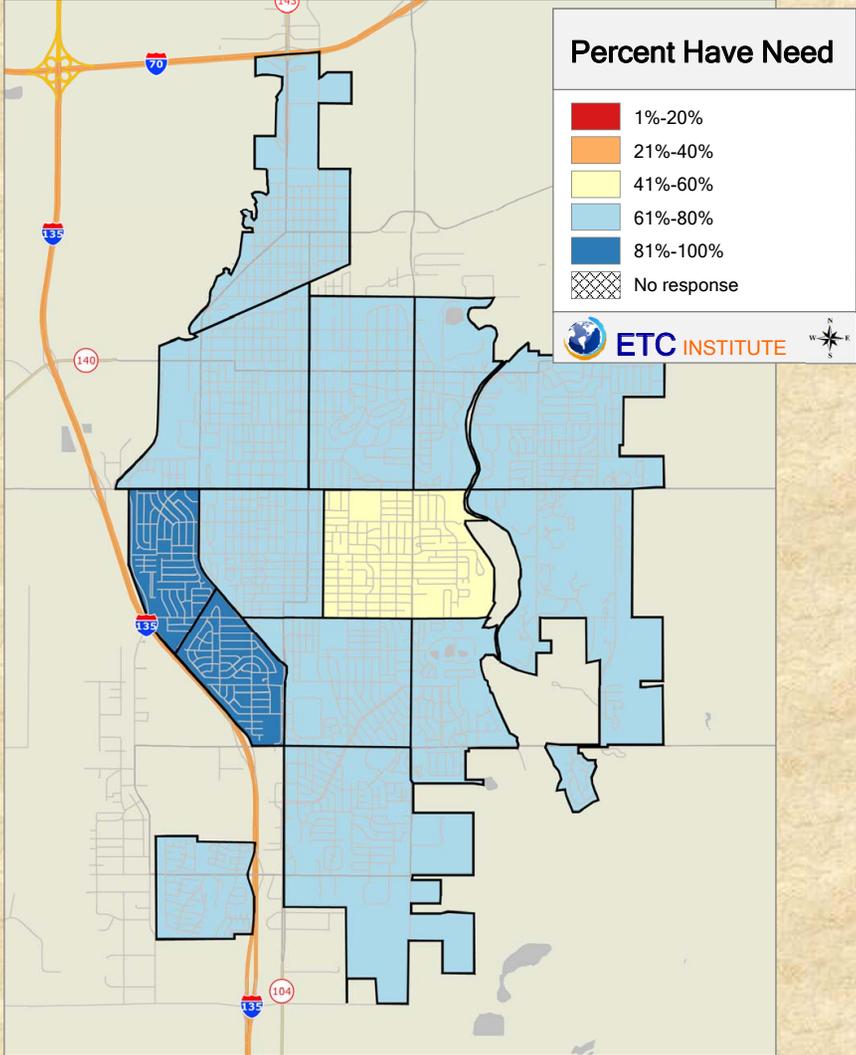
### Q8.19 How well are your needs met: Outdoor Tennis Courts



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

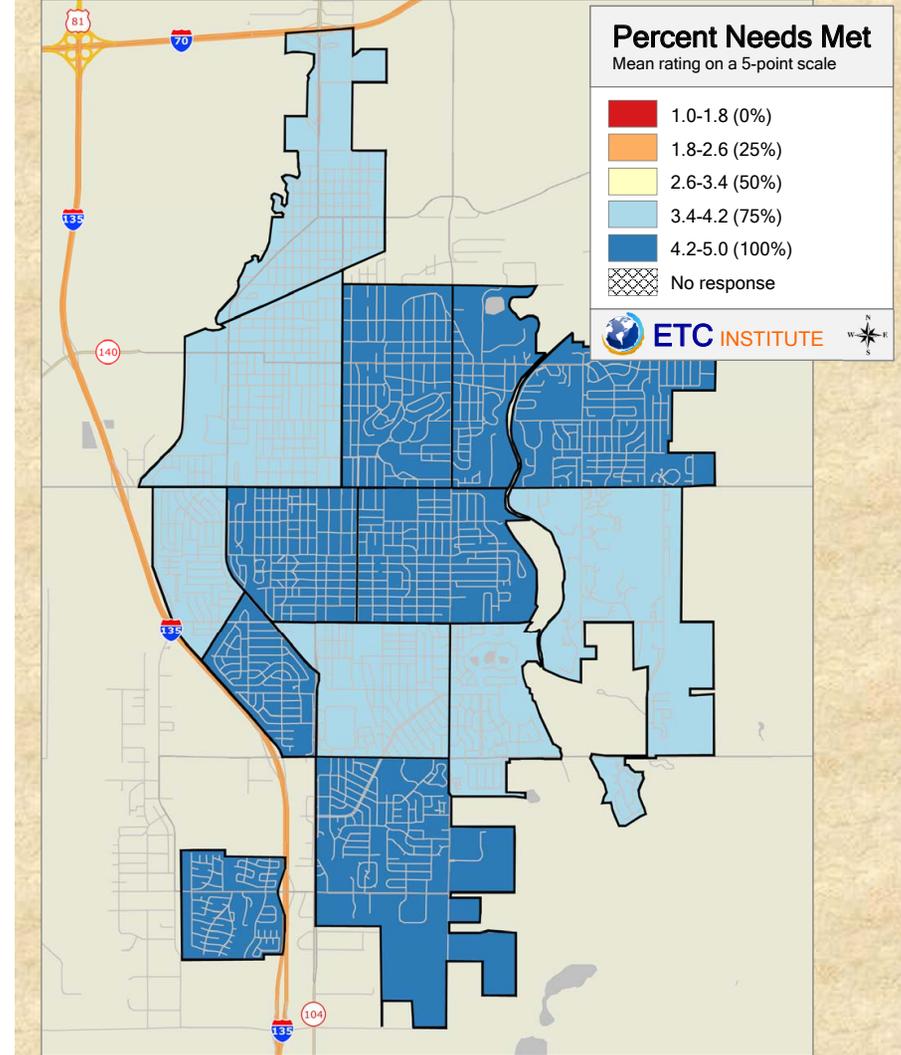
### Q8.20 Do you have a need for: Park Shelters and Picnic Areas



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

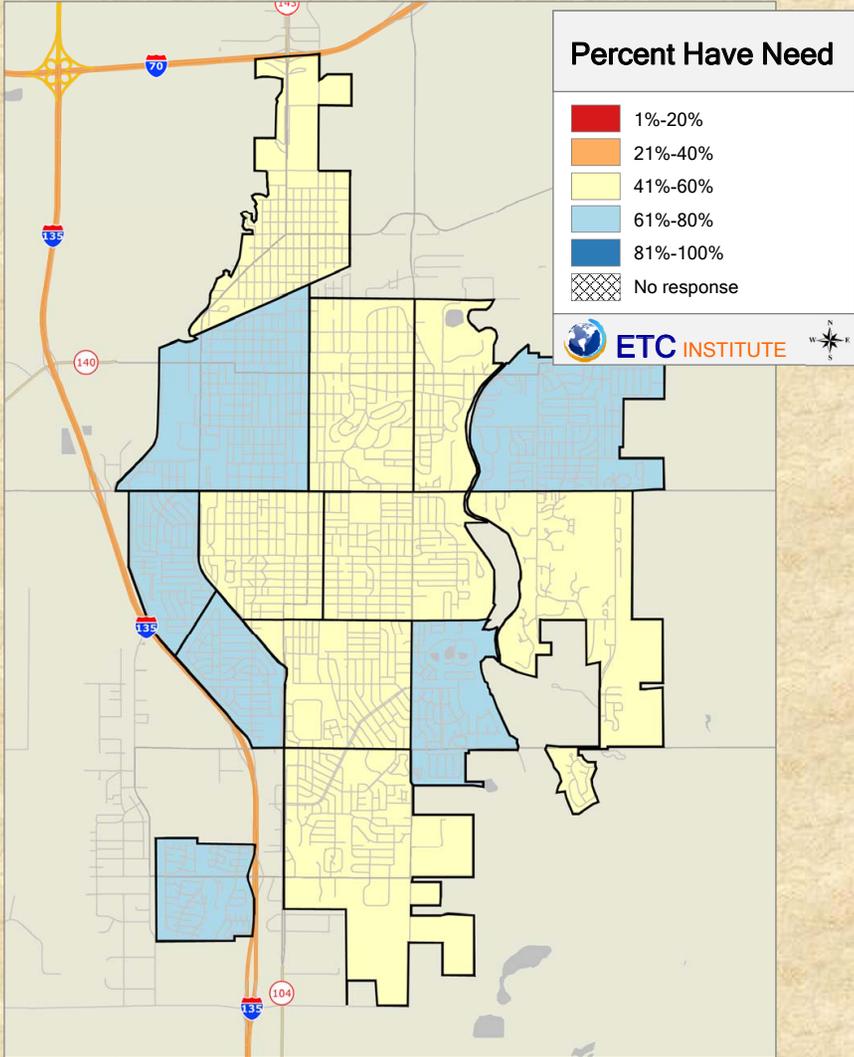
### Q8.20 How well are your needs met: Park Shelters and Picnic Areas



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

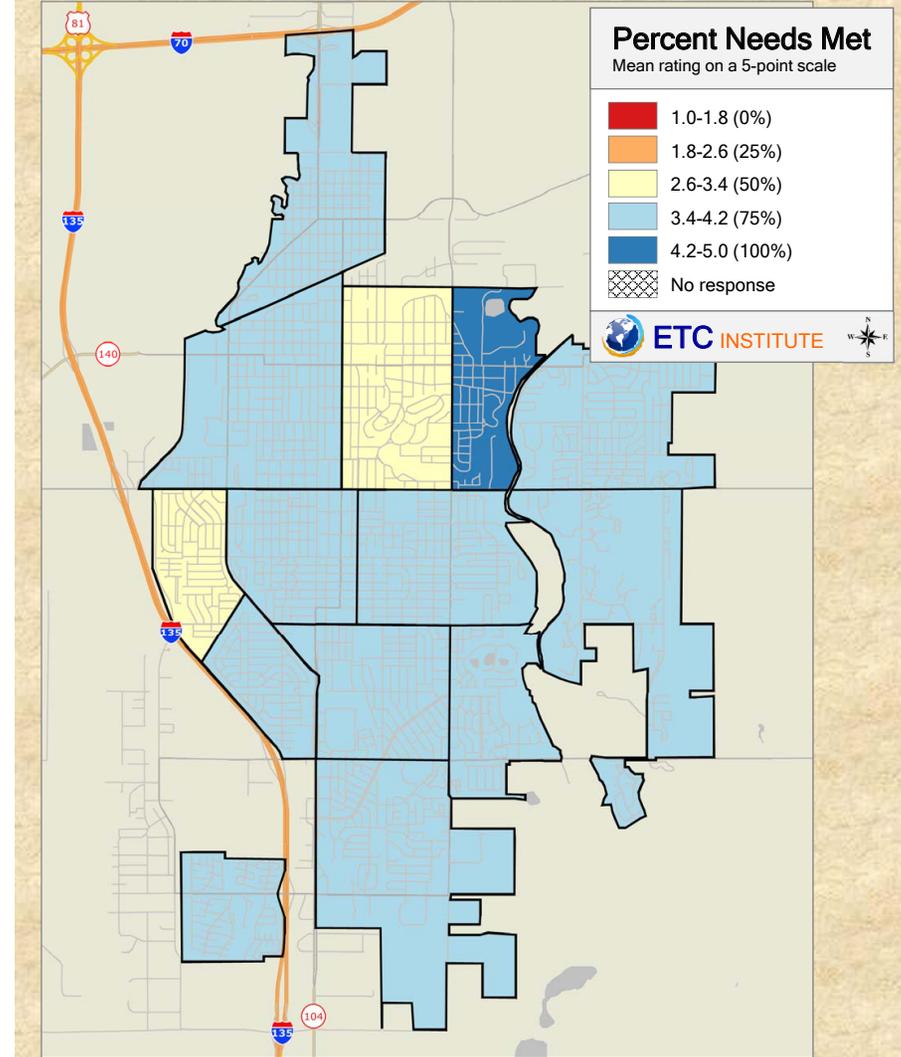
### Q8.21 Do you have a need for: Passive Natural Areas



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

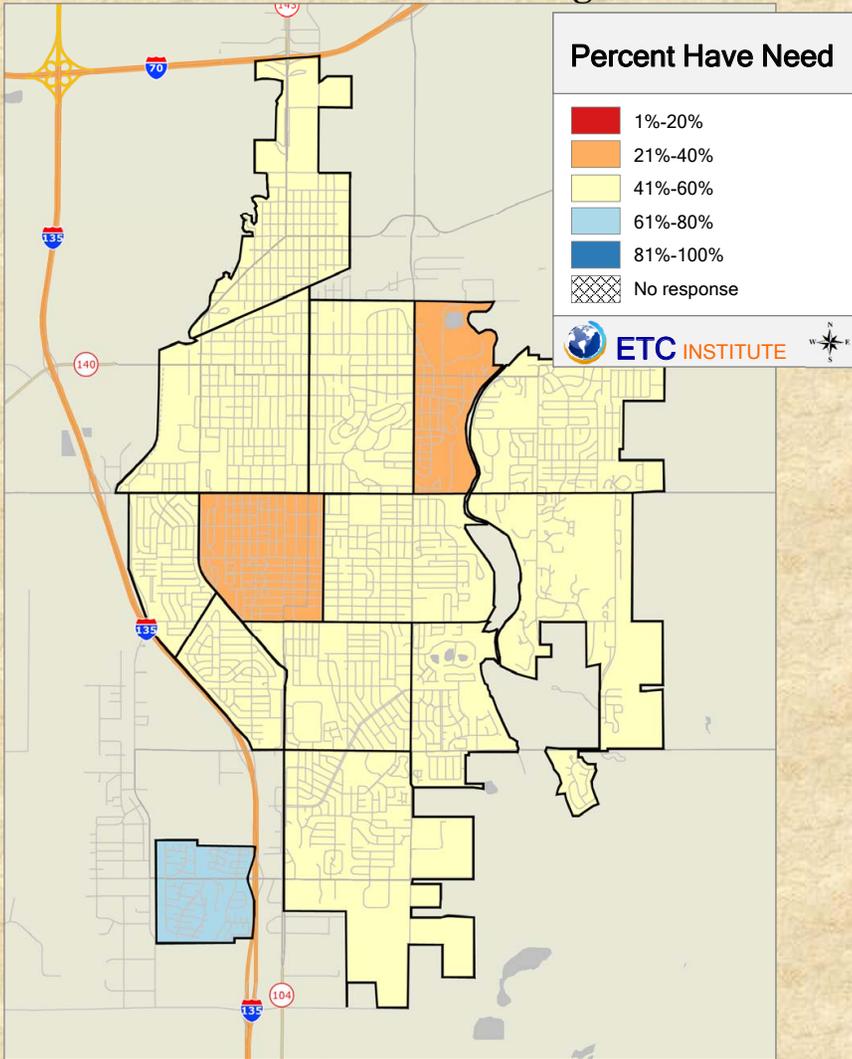
### Q8.21 How well are your needs met: Passive Natural Areas



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

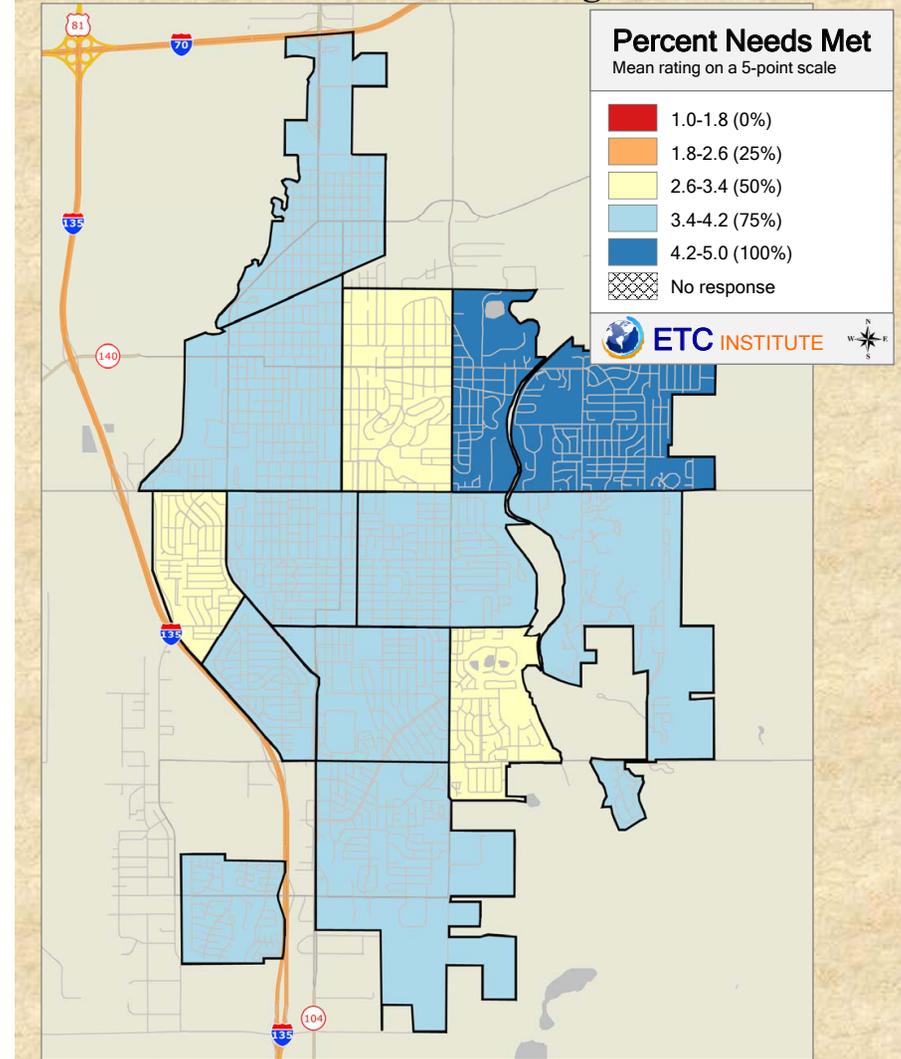
### Q8.22 Do you have a need for: Passive Green Gathering Areas



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

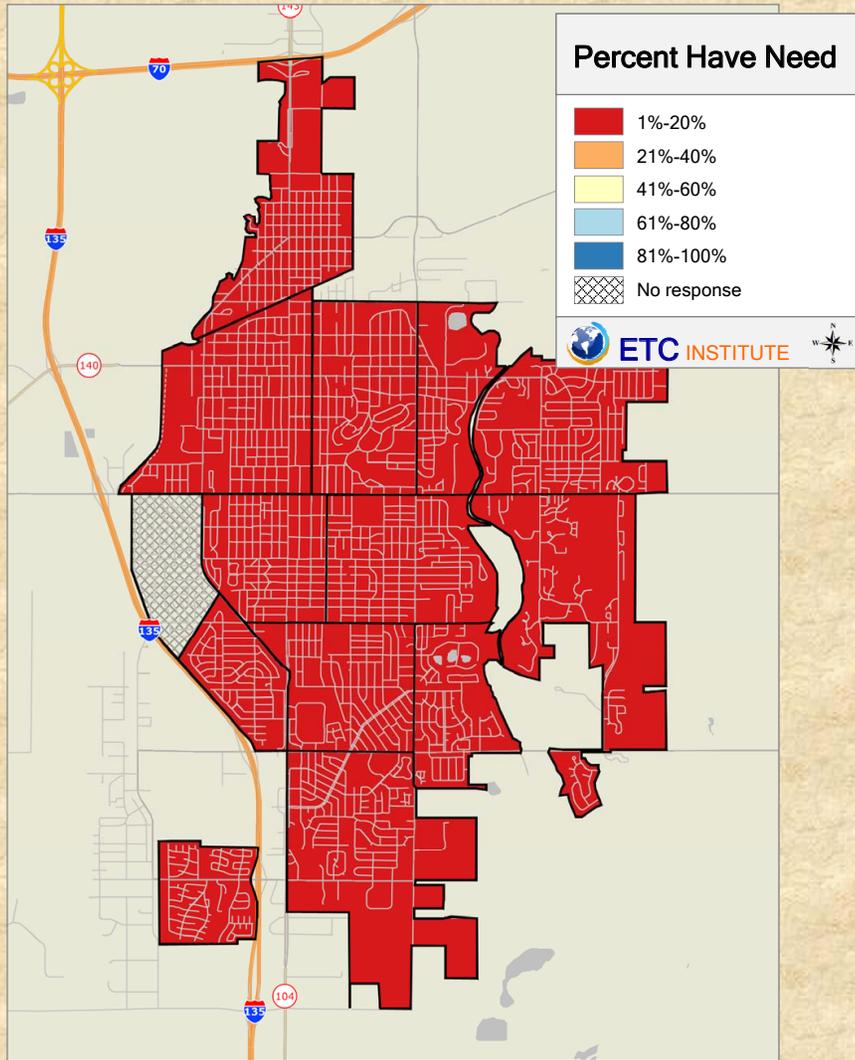
### Q8.22 How well are your needs met: Passive Green Gathering Areas



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

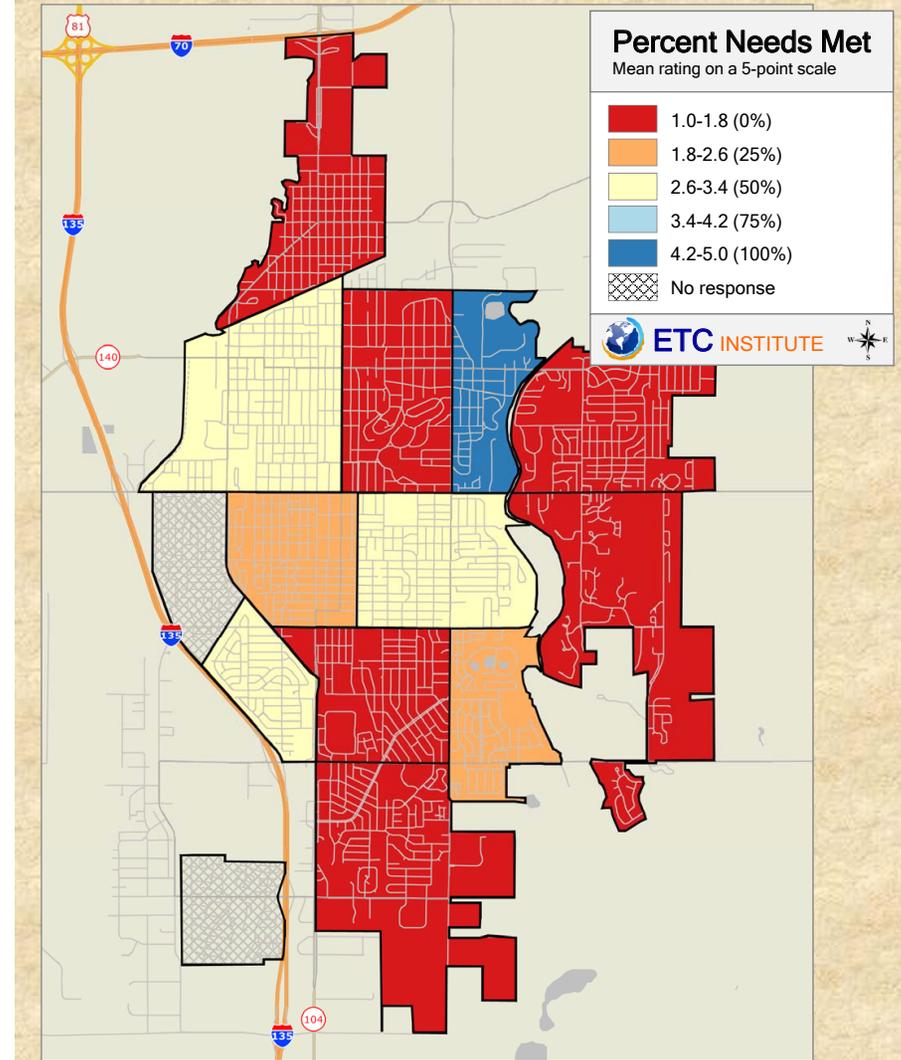
### Q8.23 Do you have a need for: Pickleball Courts



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

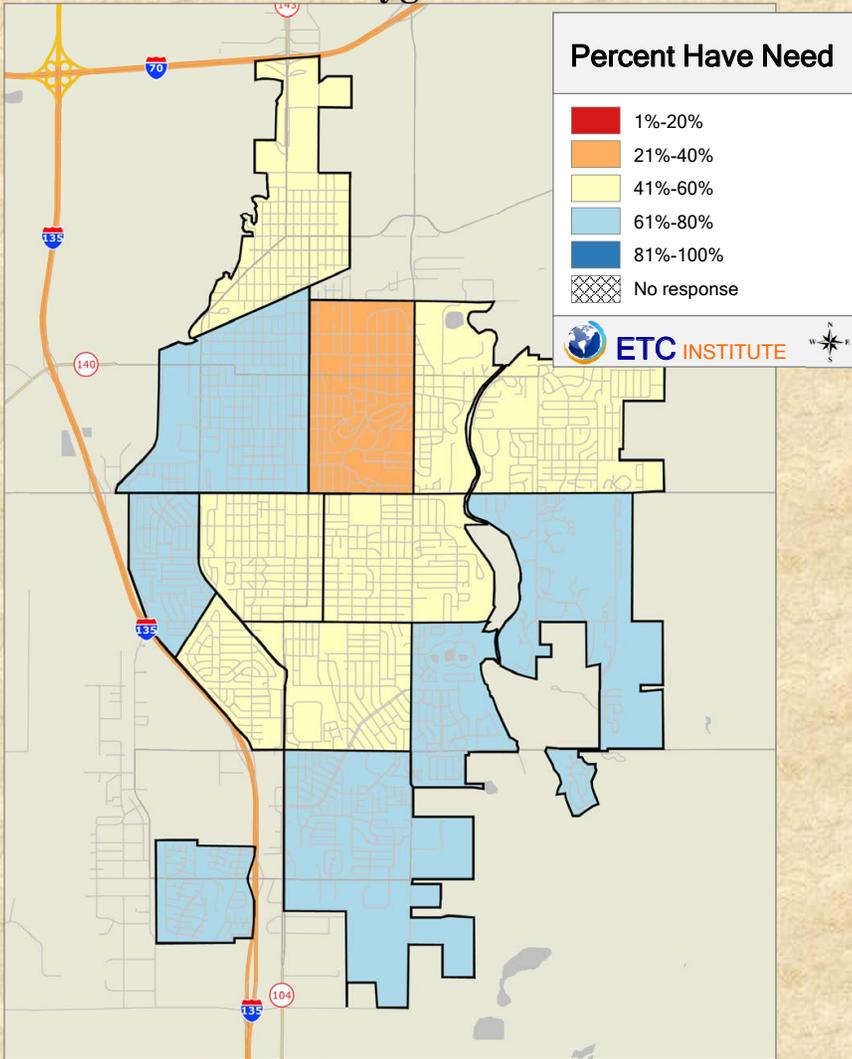
### Q8.23 How well are your needs met: Pickleball Courts



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

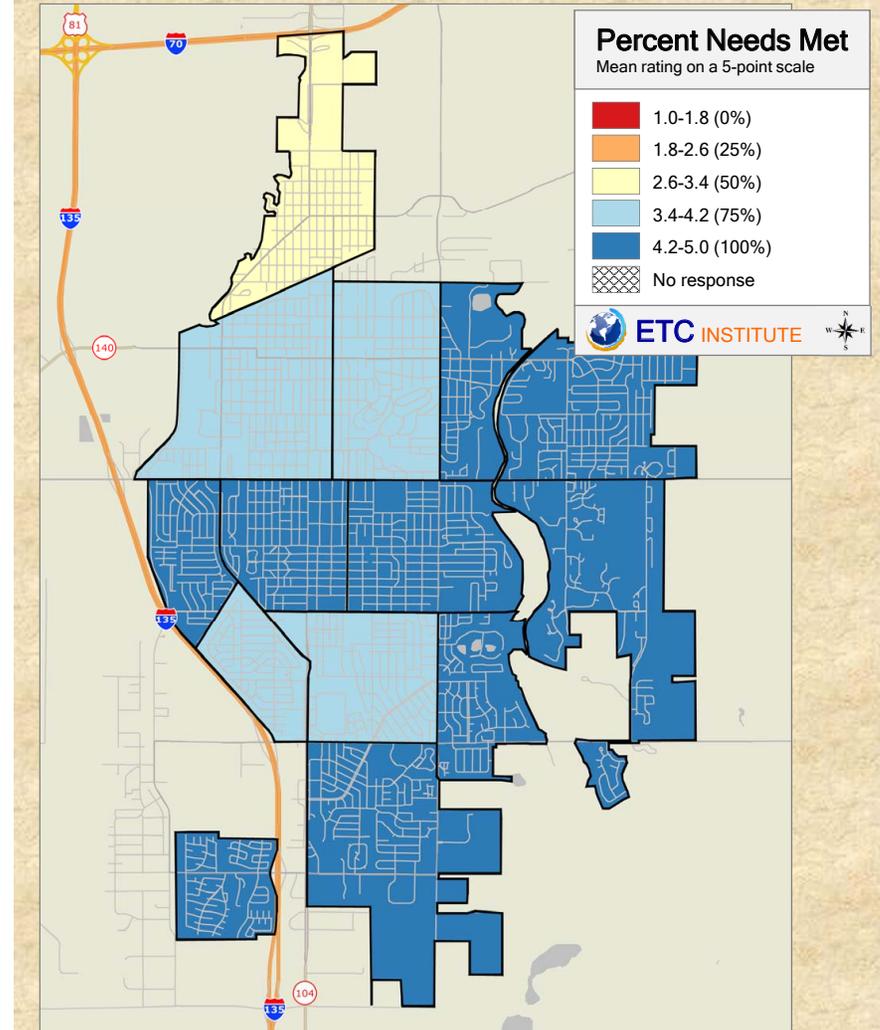
### Q8.24 Do you have a need for: Playgrounds



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

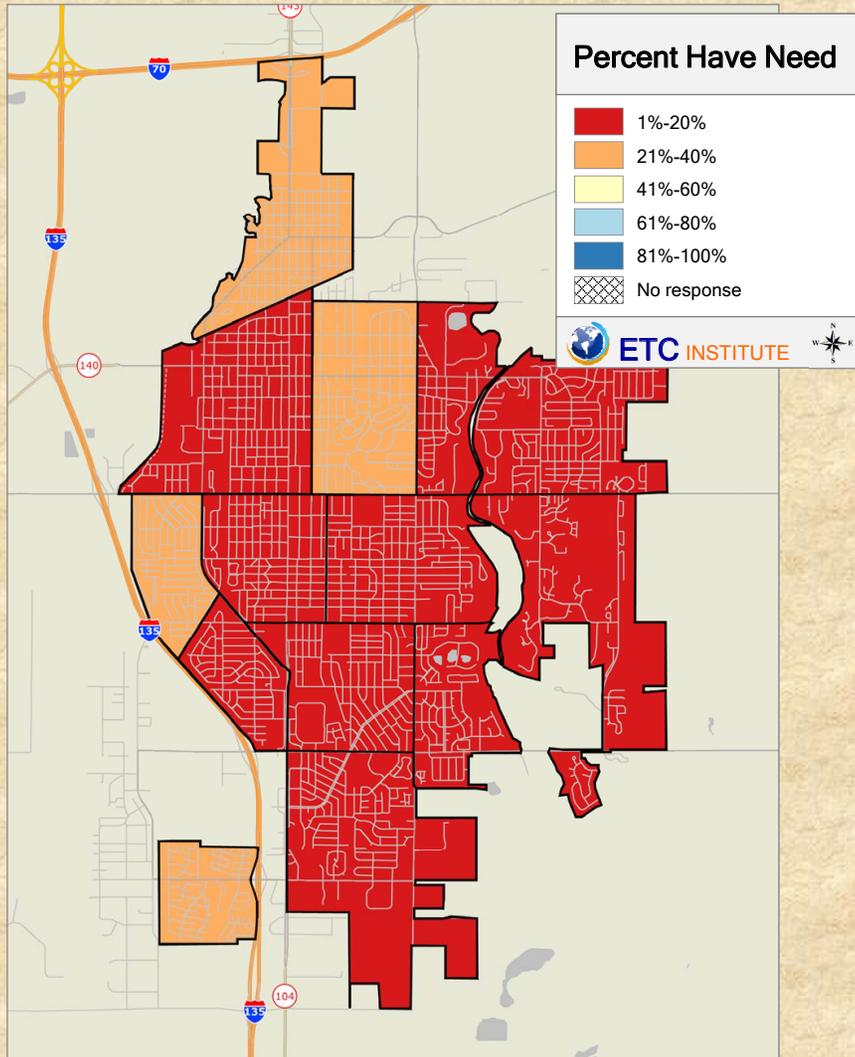
### Q8.24 How well are your needs met: Playgrounds



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

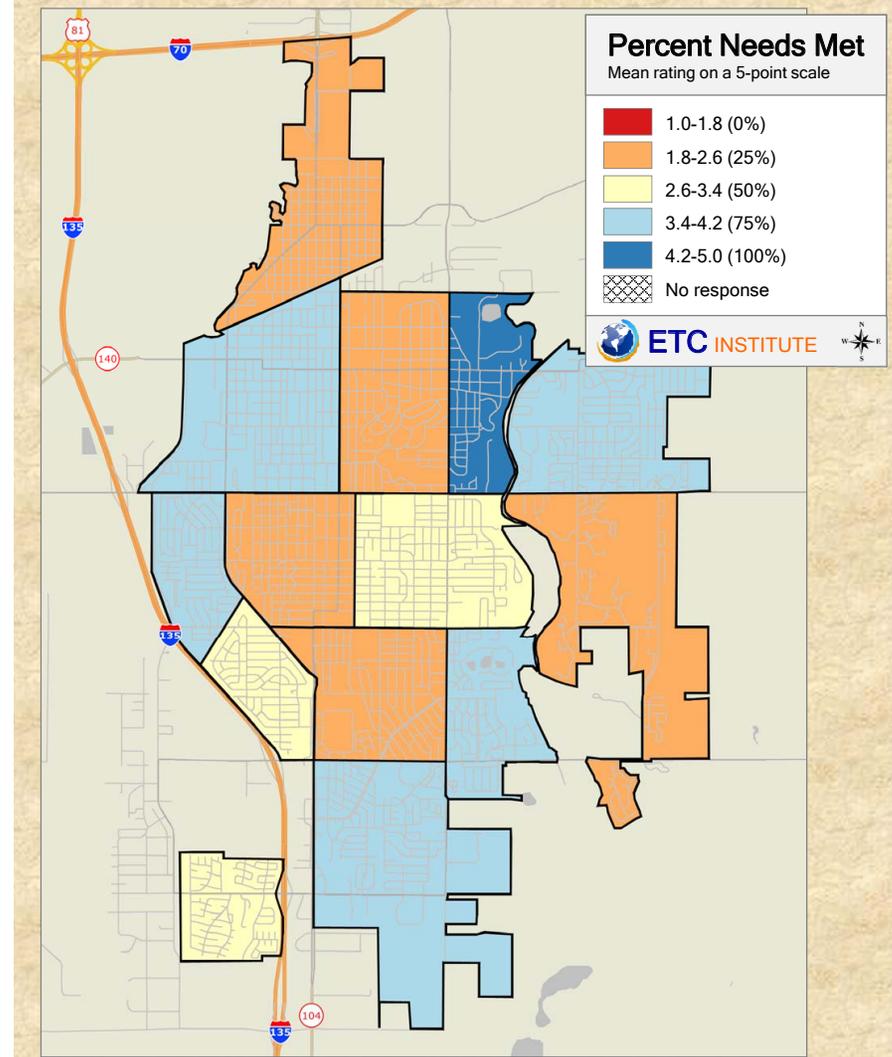
### Q8.25 Do you have a need for: Skate Park



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

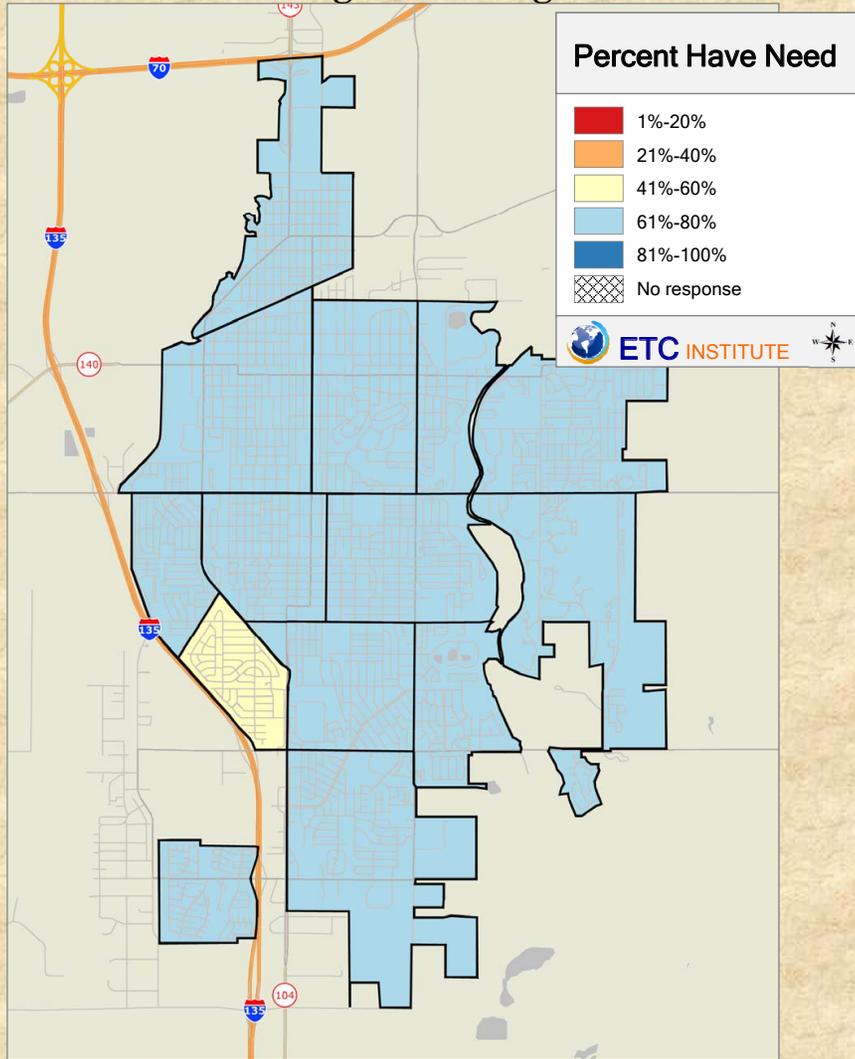
### Q8.25 How well are your needs met: Skate Park



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

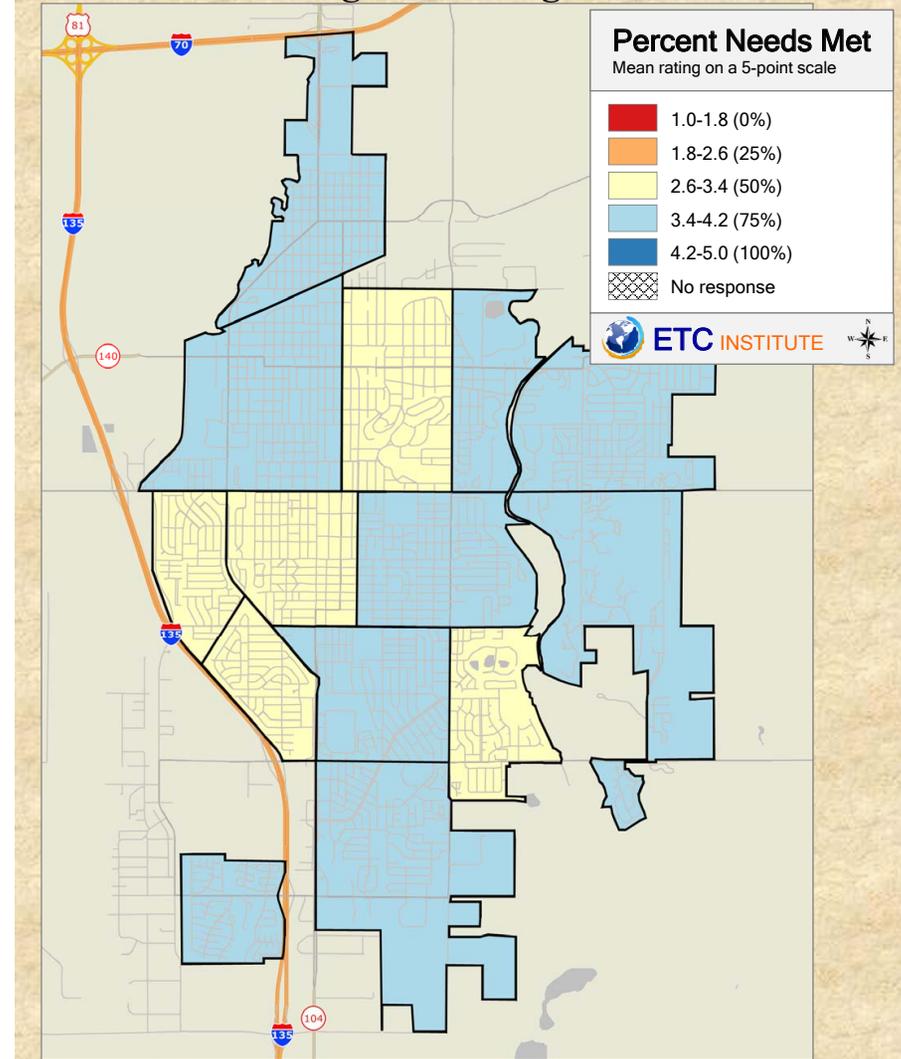
### Q8.26 Do you have a need for: Walking and Biking Trails



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

### Q8.26 How well are your needs met: Walking and Biking Trails

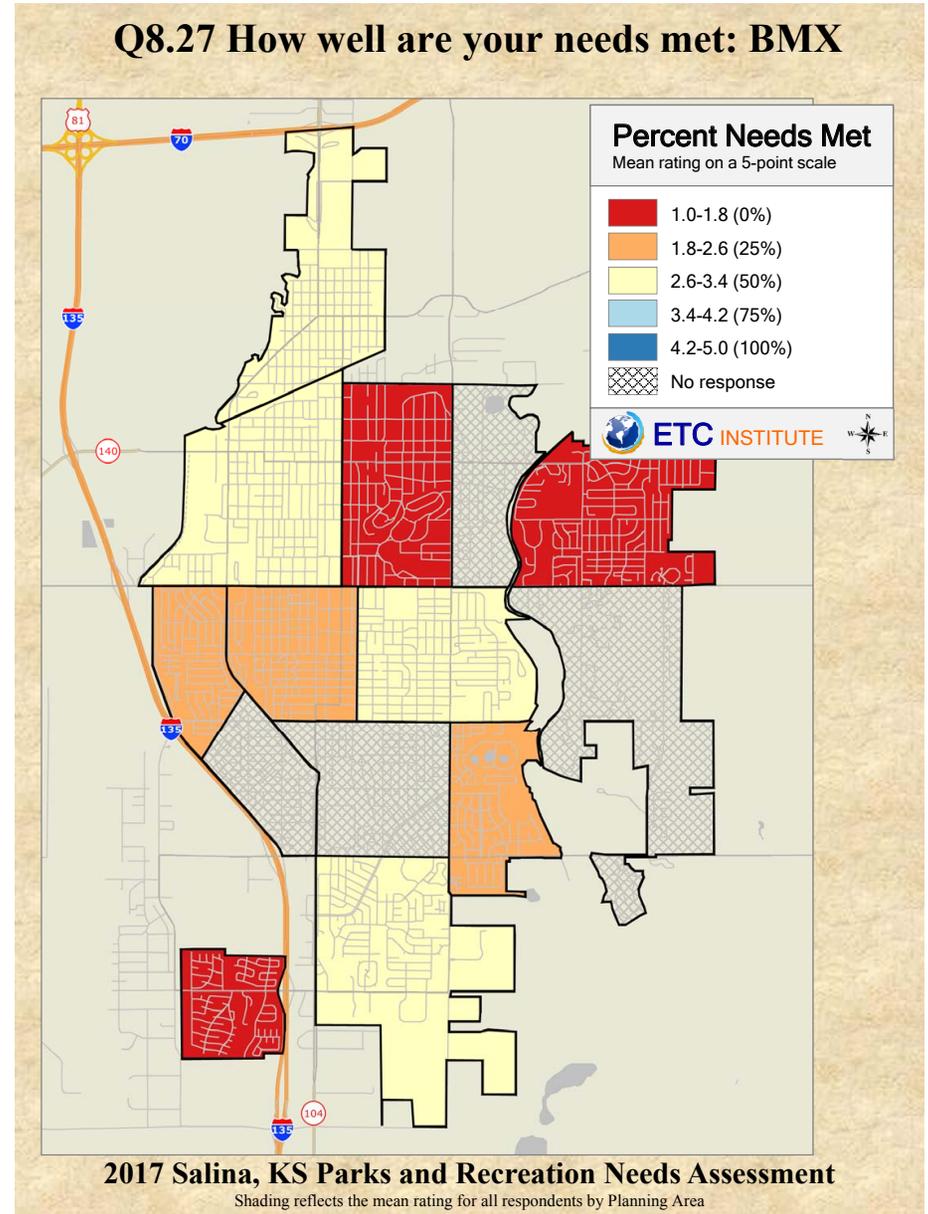
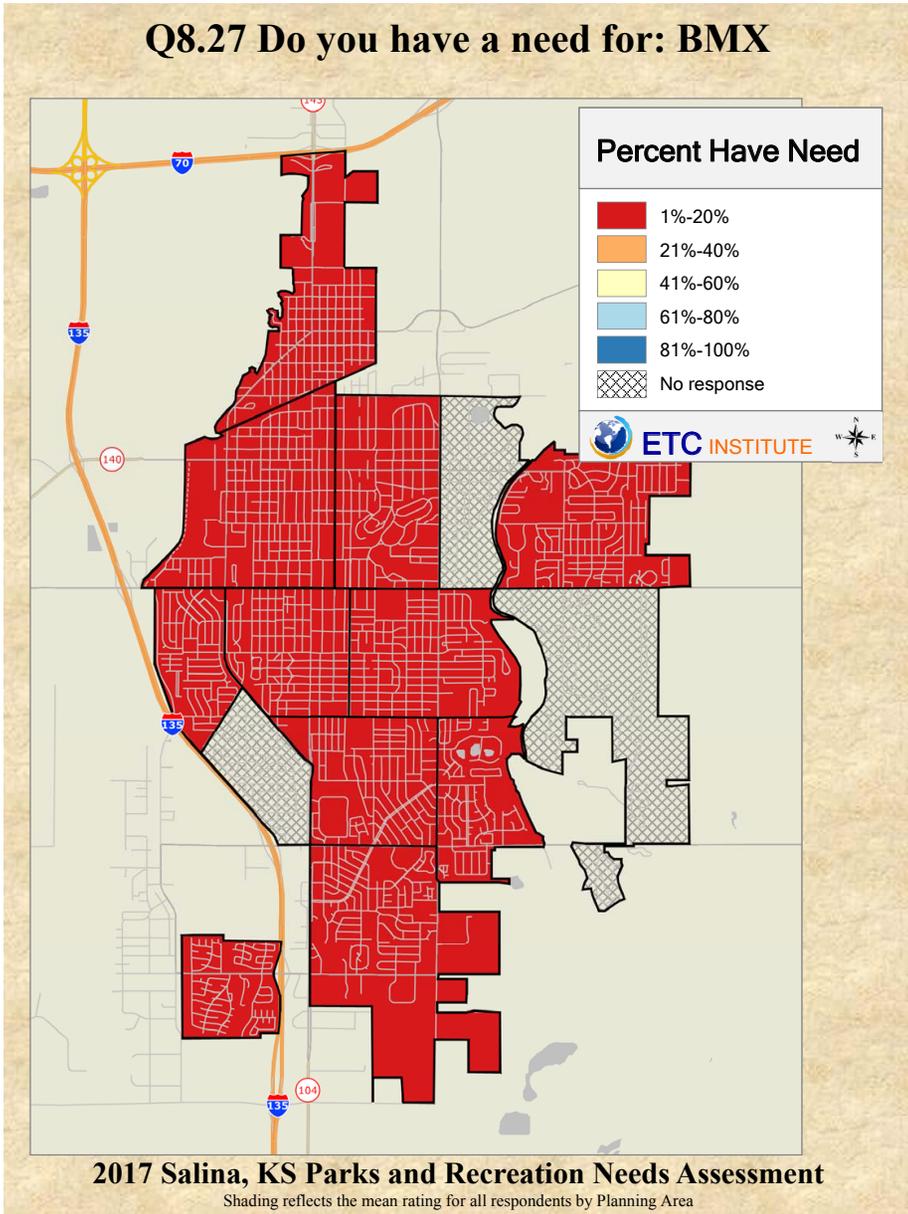


**2017 Salina, KS Parks and Recreation Needs Assessment**

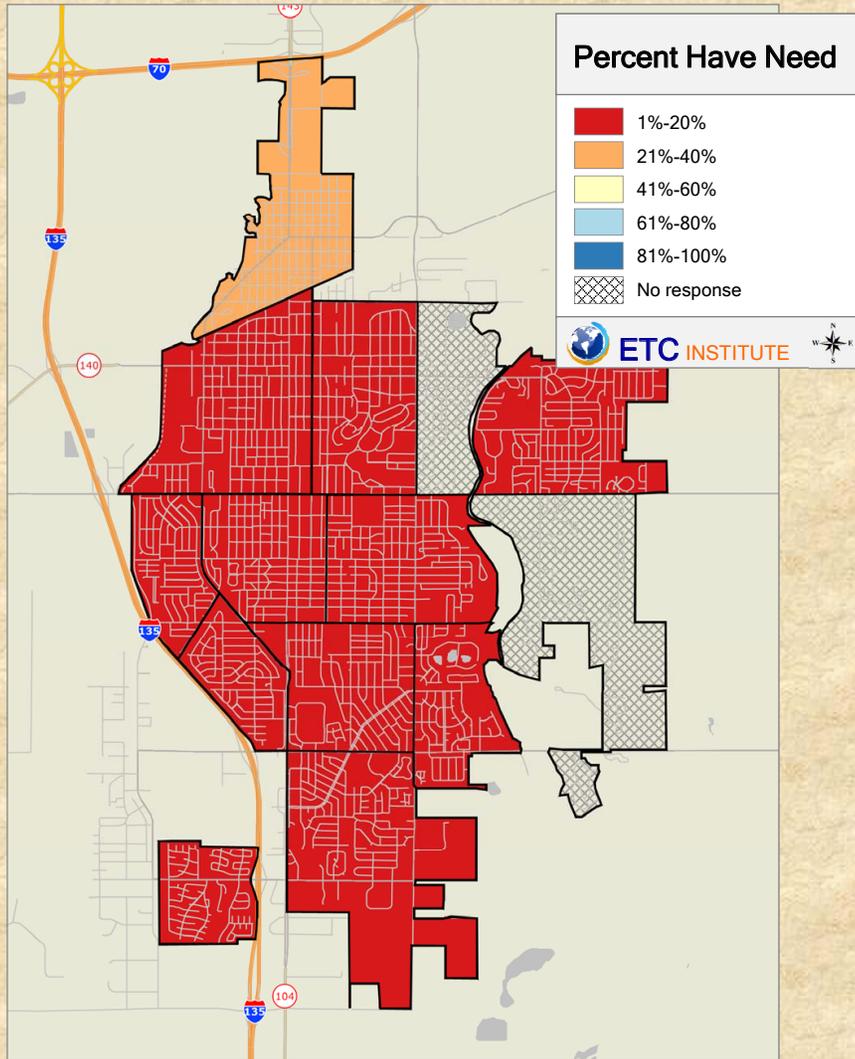
Shading reflects the mean rating for all respondents by Planning Area

### Q8.27 Do you have a need for: BMX

### Q8.27 How well are your needs met: BMX



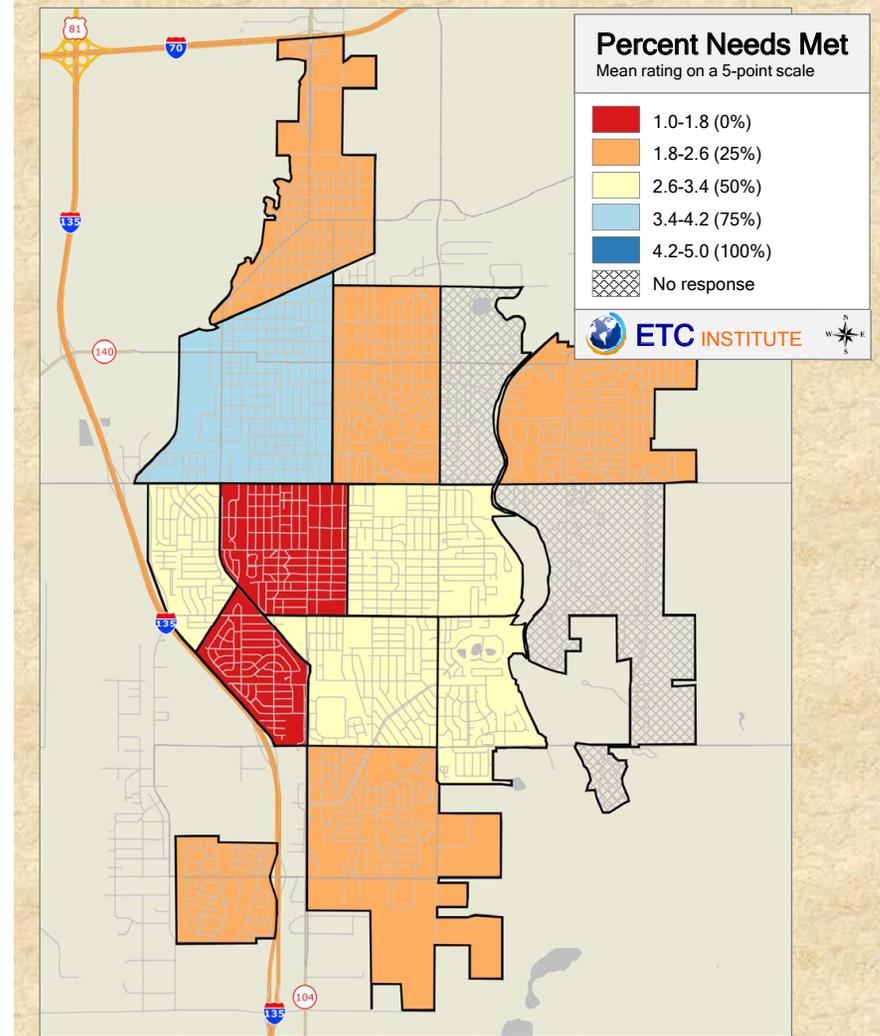
### Q8.28 Do you have a need for: Skateboarding



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

### Q8.28 How well are your needs met: Skateboarding

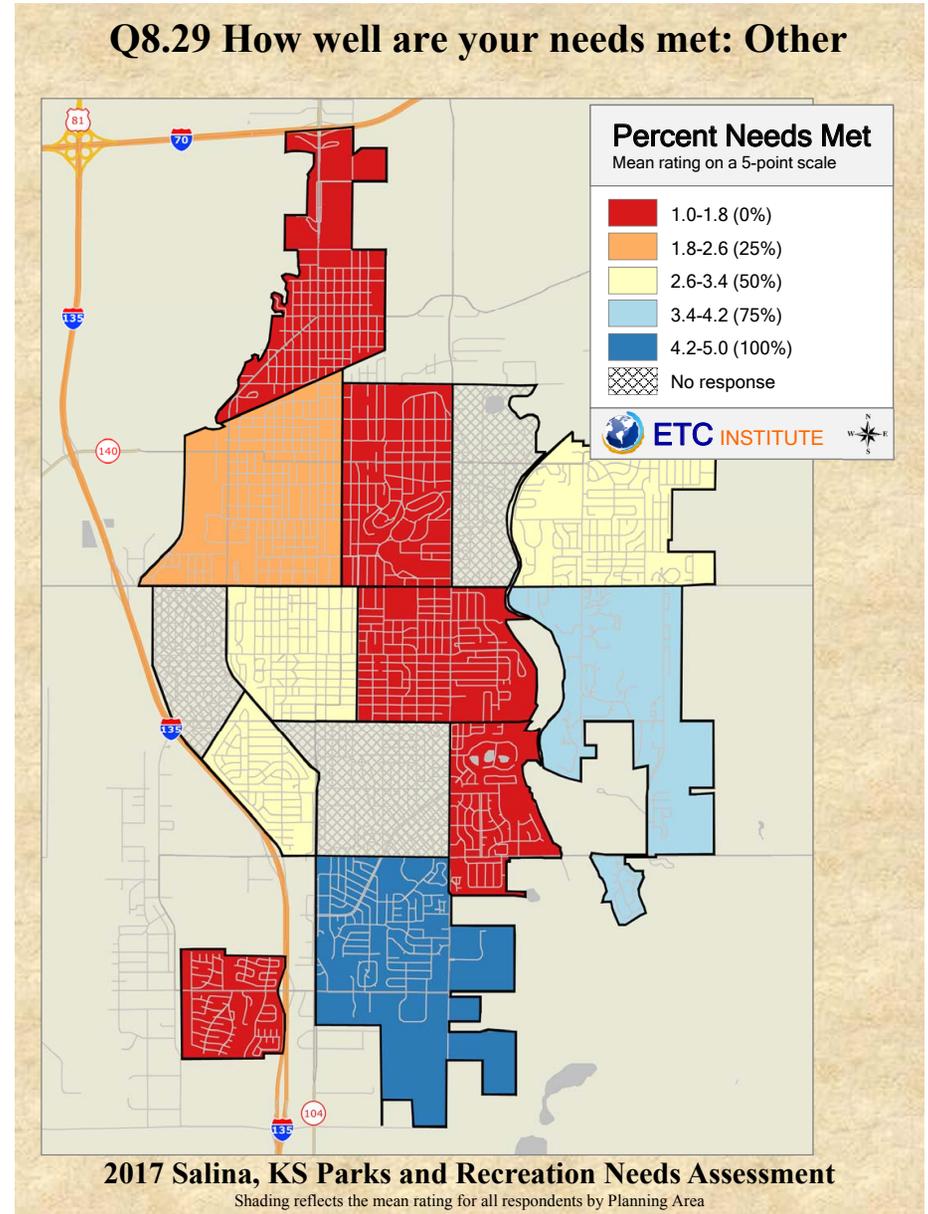
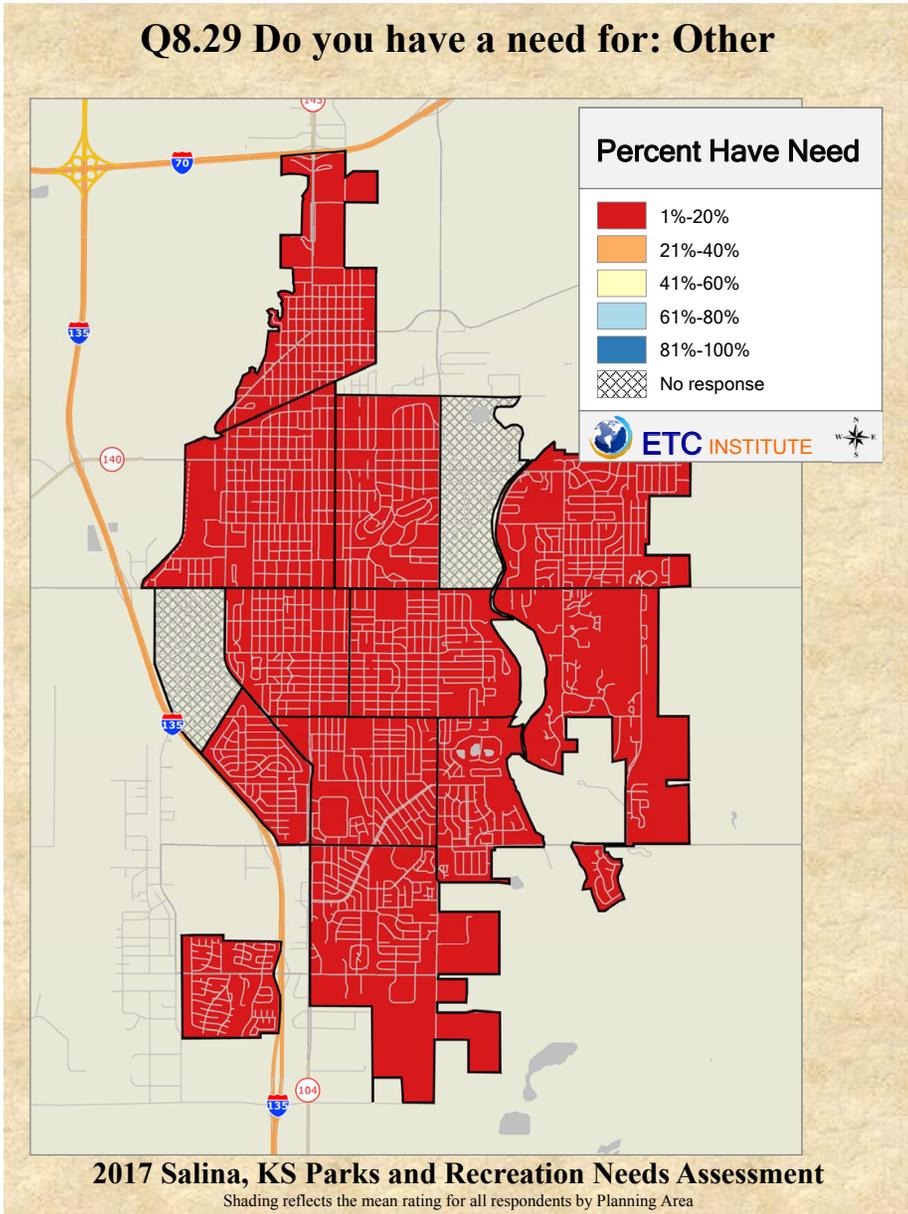


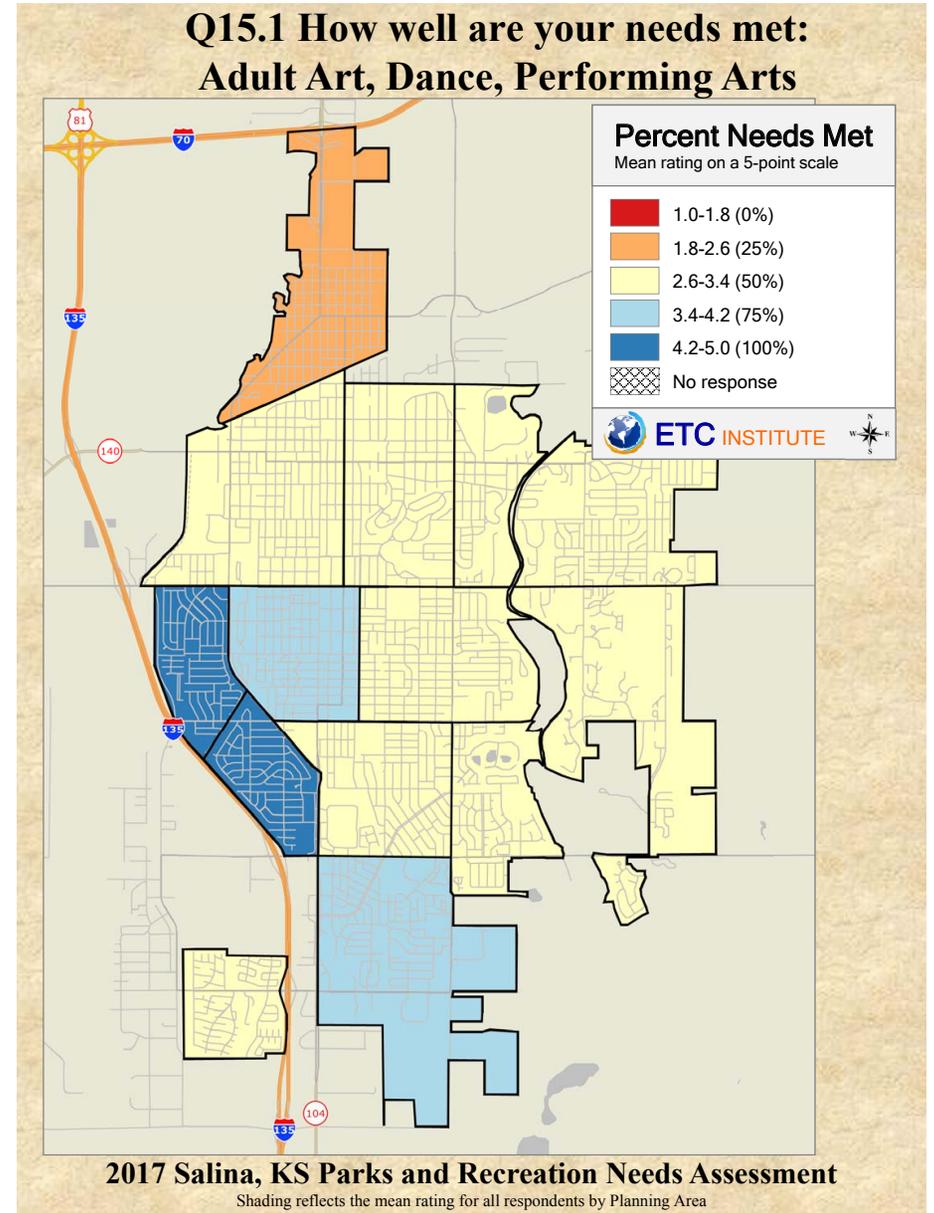
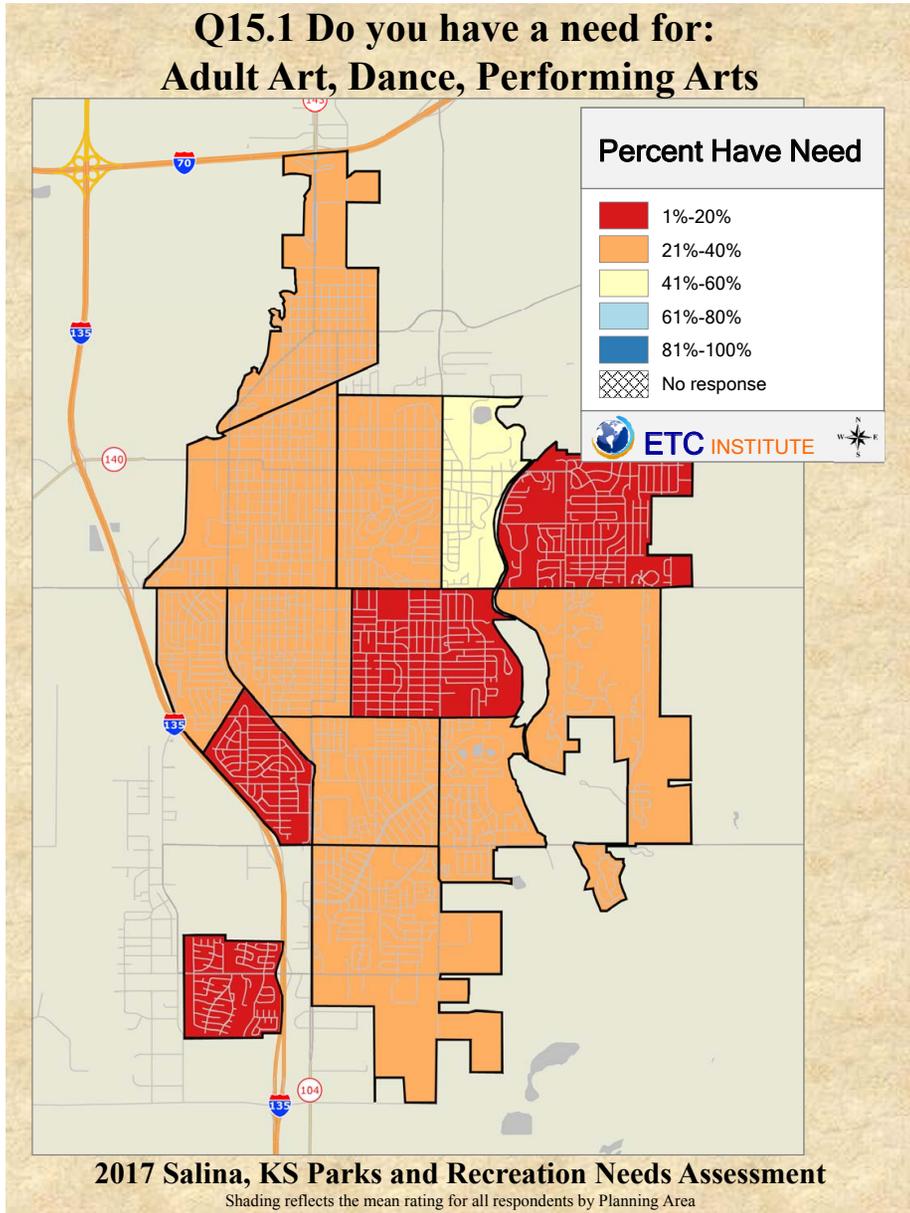
**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

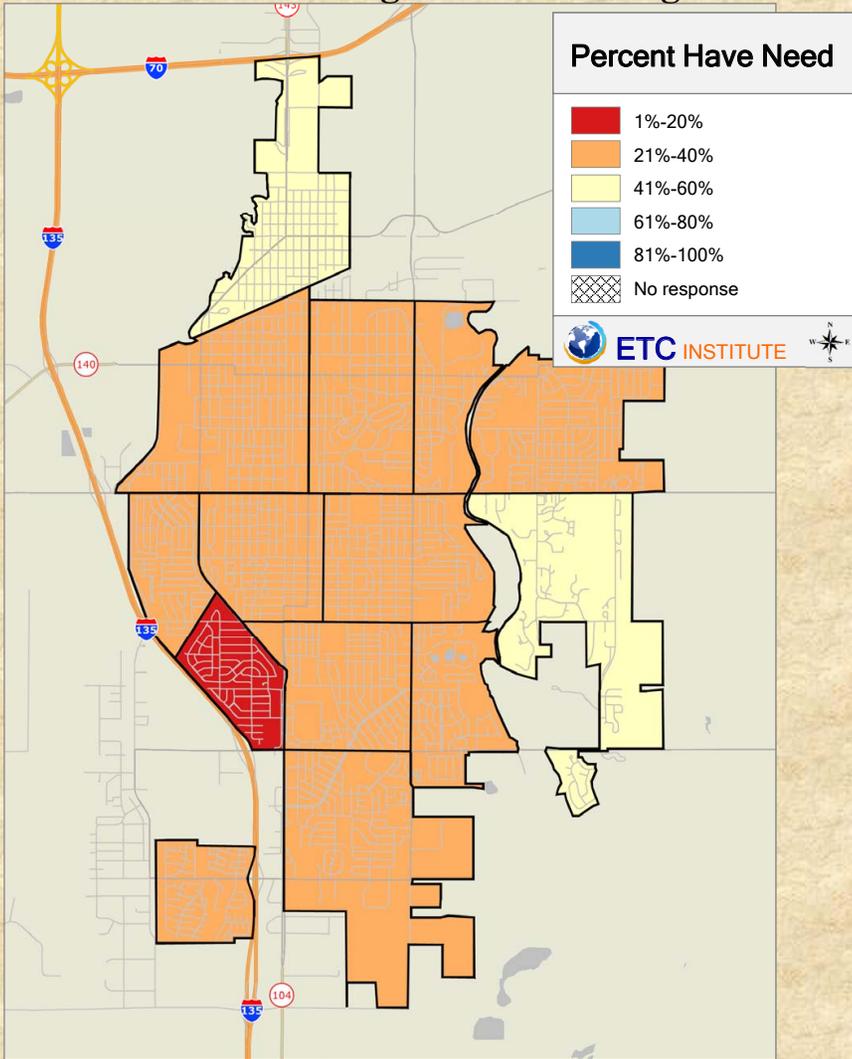
### Q8.29 Do you have a need for: Other

### Q8.29 How well are your needs met: Other





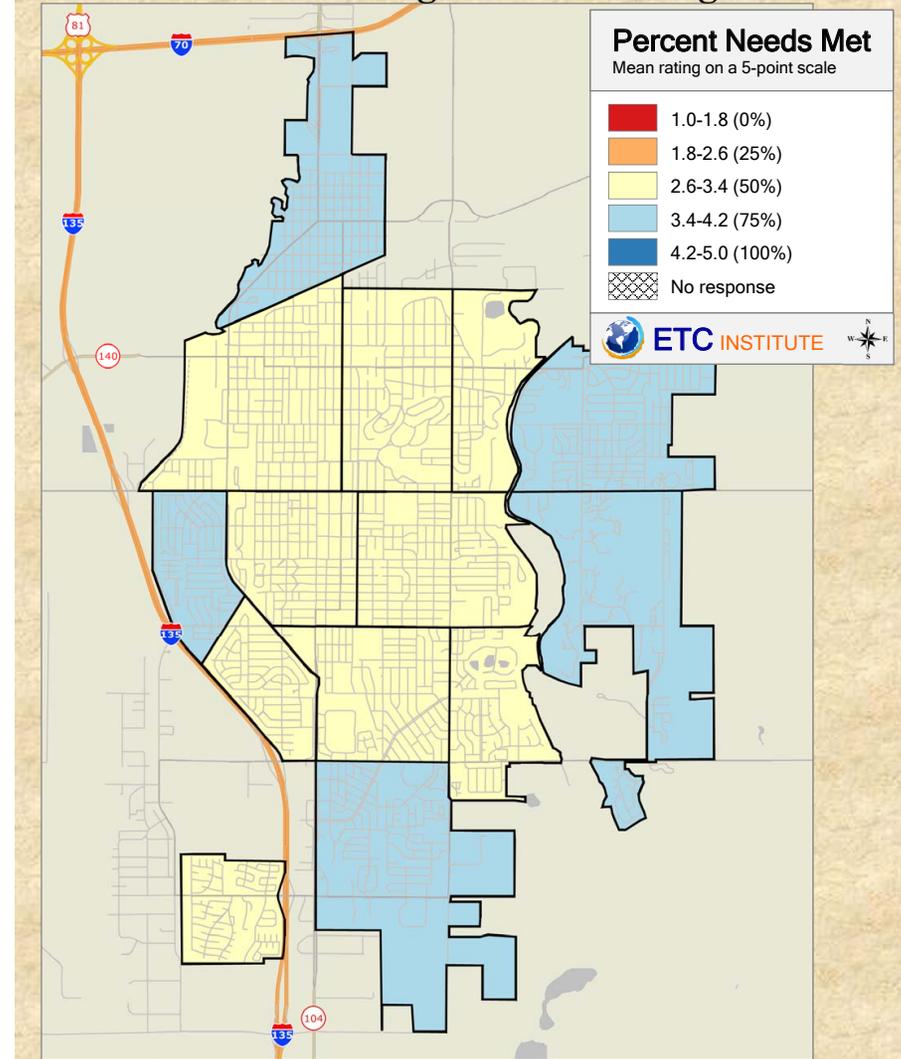
### Q15.2 Do you have a need for: Adult Continuing Education Programs



2017 Salina, KS Parks and Recreation Needs Assessment

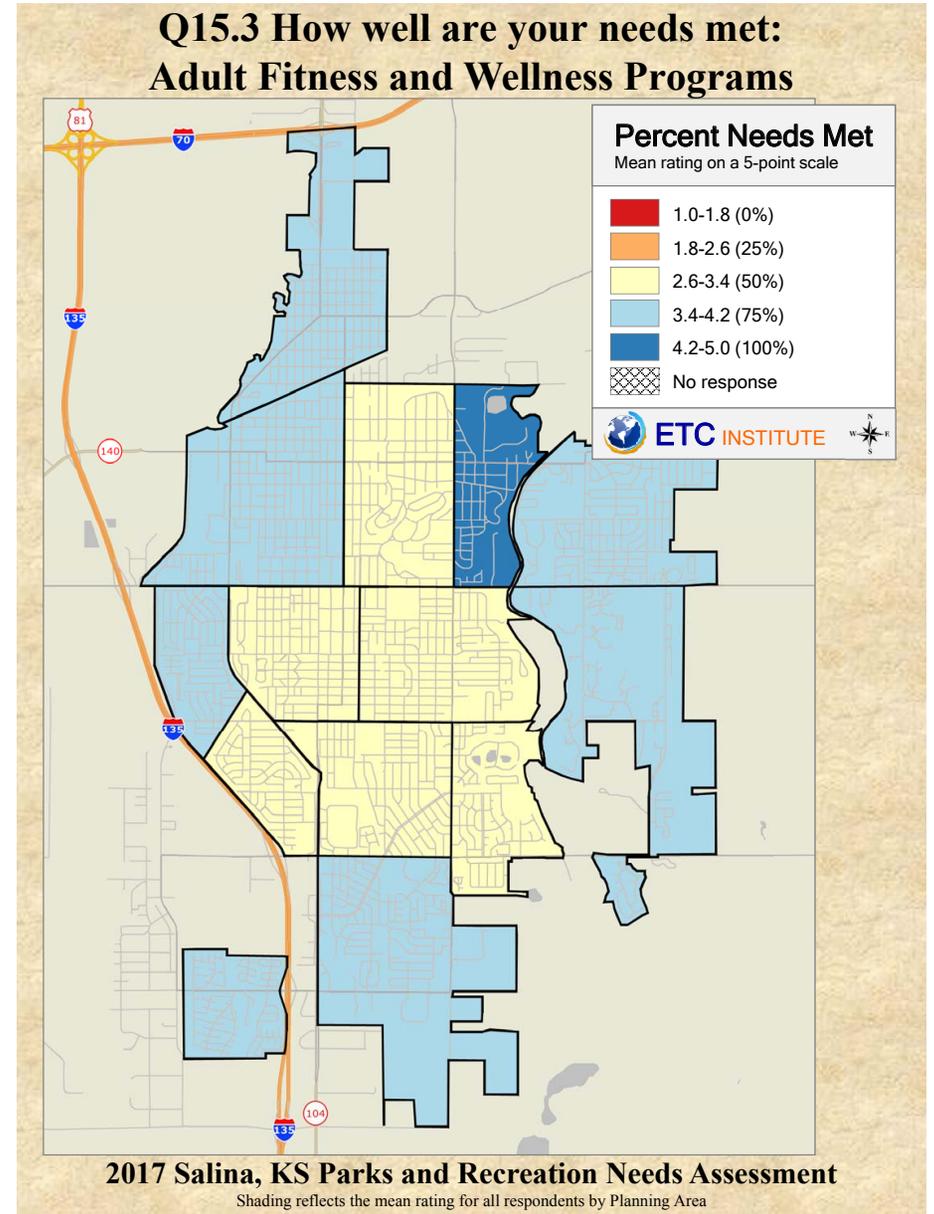
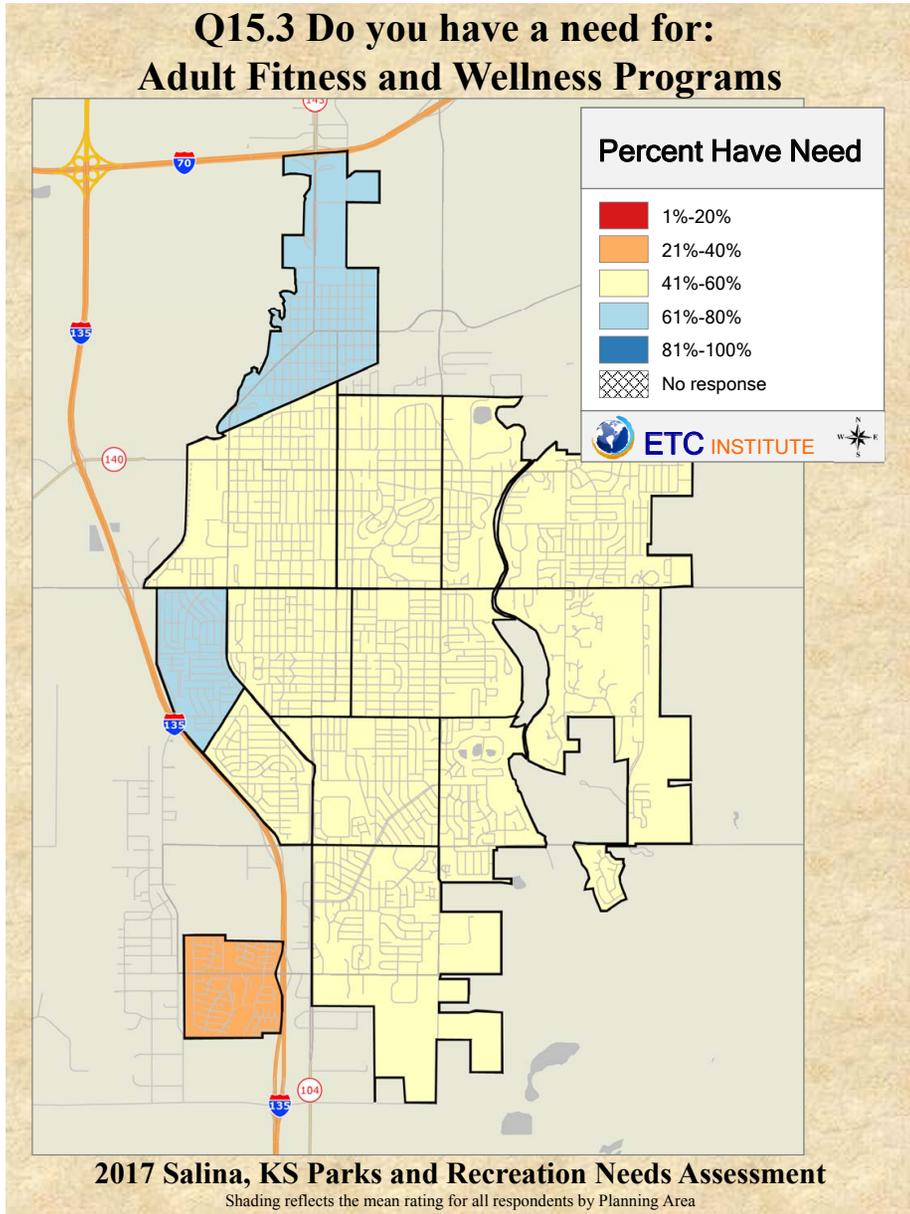
Shading reflects the mean rating for all respondents by Planning Area

### Q15.2 How well are your needs met: Adult Continuing Education Programs

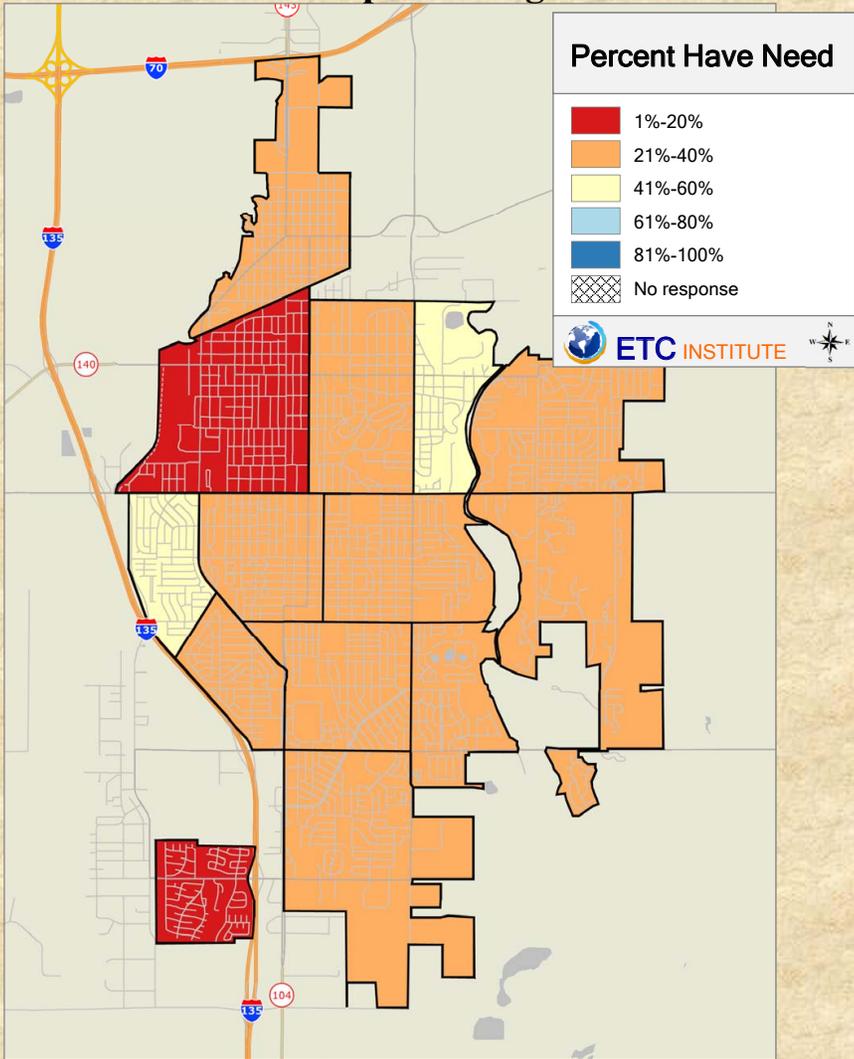


2017 Salina, KS Parks and Recreation Needs Assessment

Shading reflects the mean rating for all respondents by Planning Area



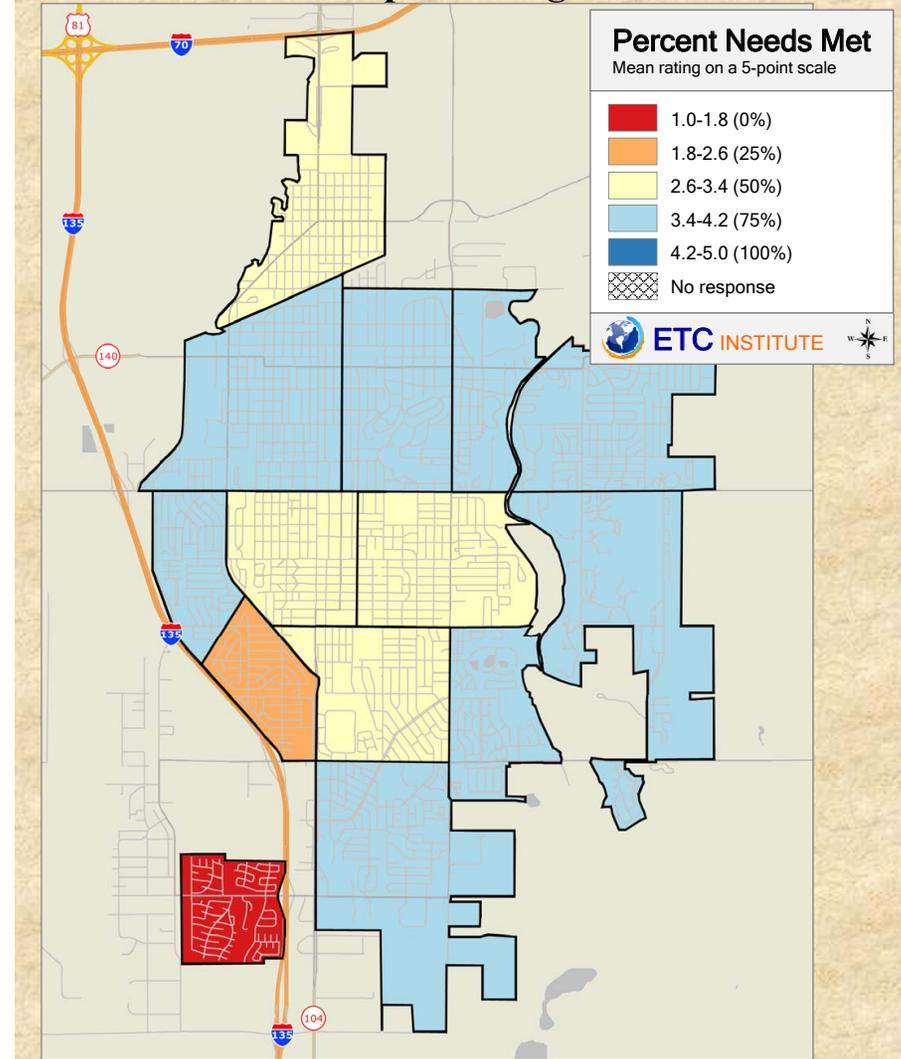
### Q15.4 Do you have a need for: Adult Sports Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

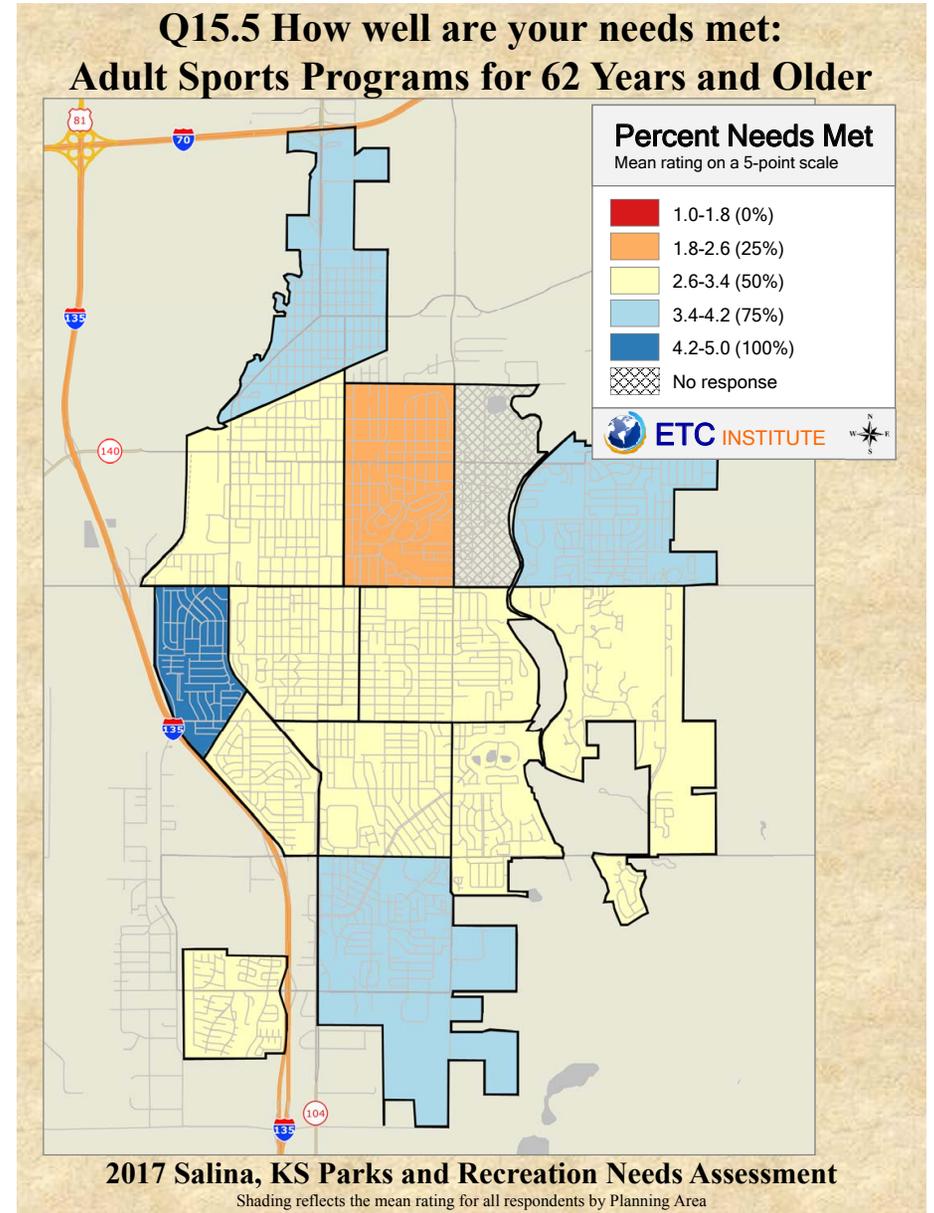
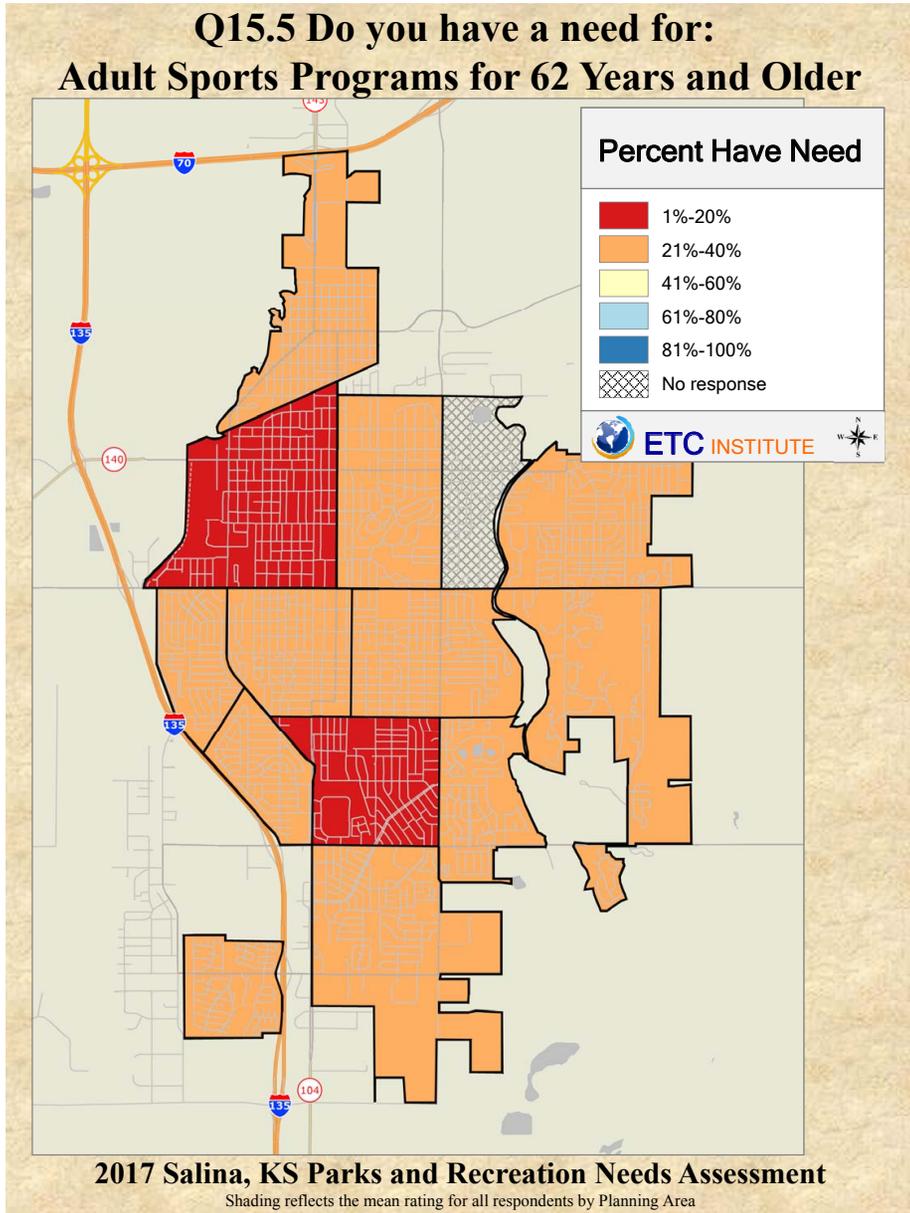
Shading reflects the mean rating for all respondents by Planning Area

### Q15.4 How well are your needs met: Adult Sports Programs

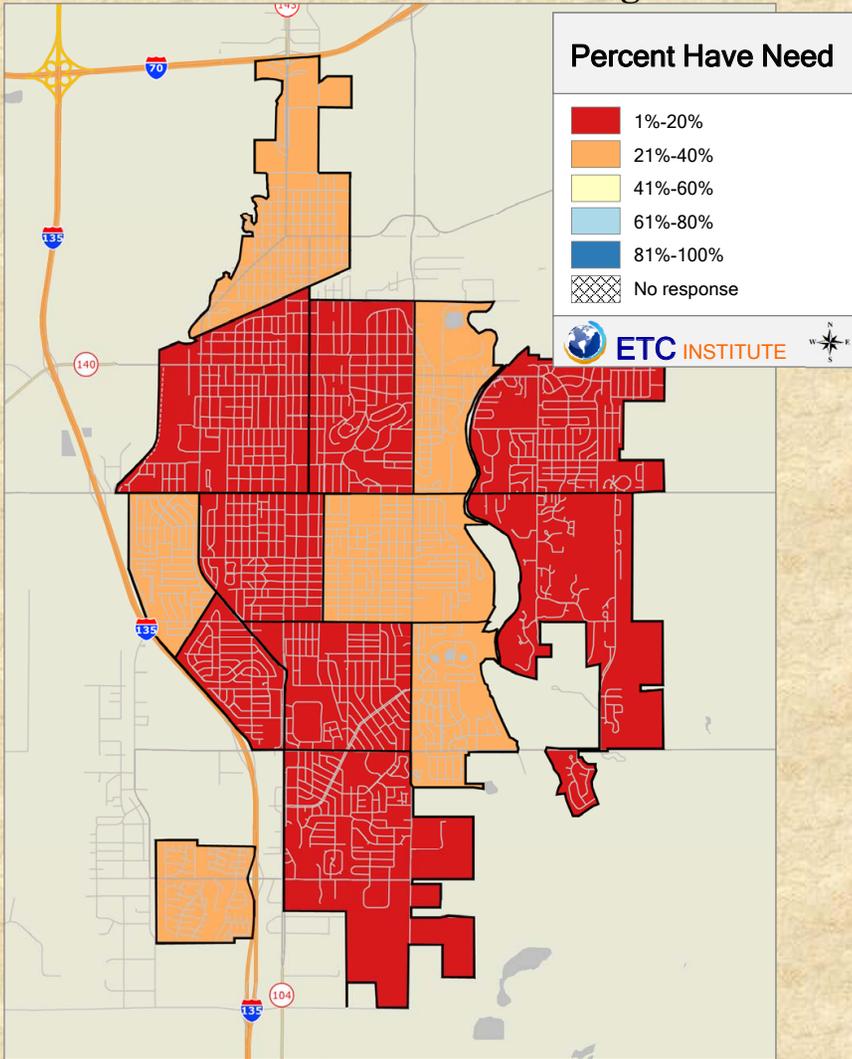


**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area



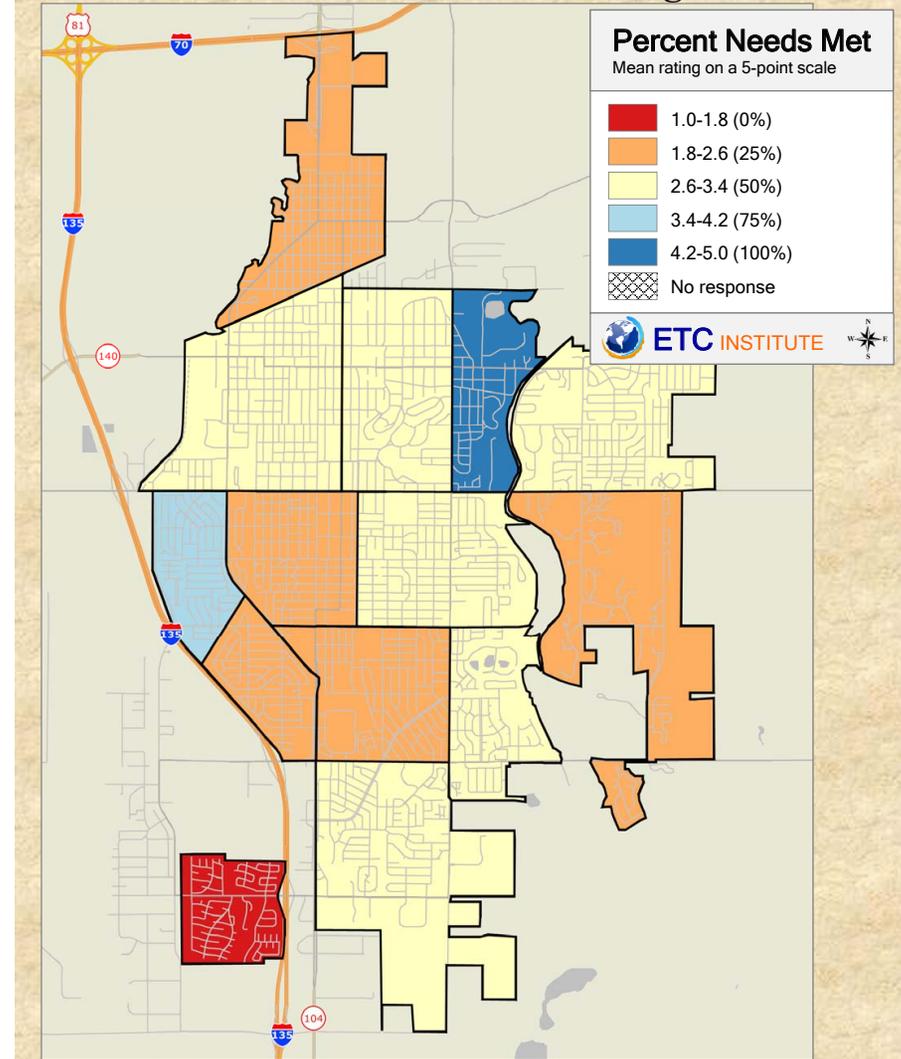
### Q15.6 Do you have a need for: Before and After School Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

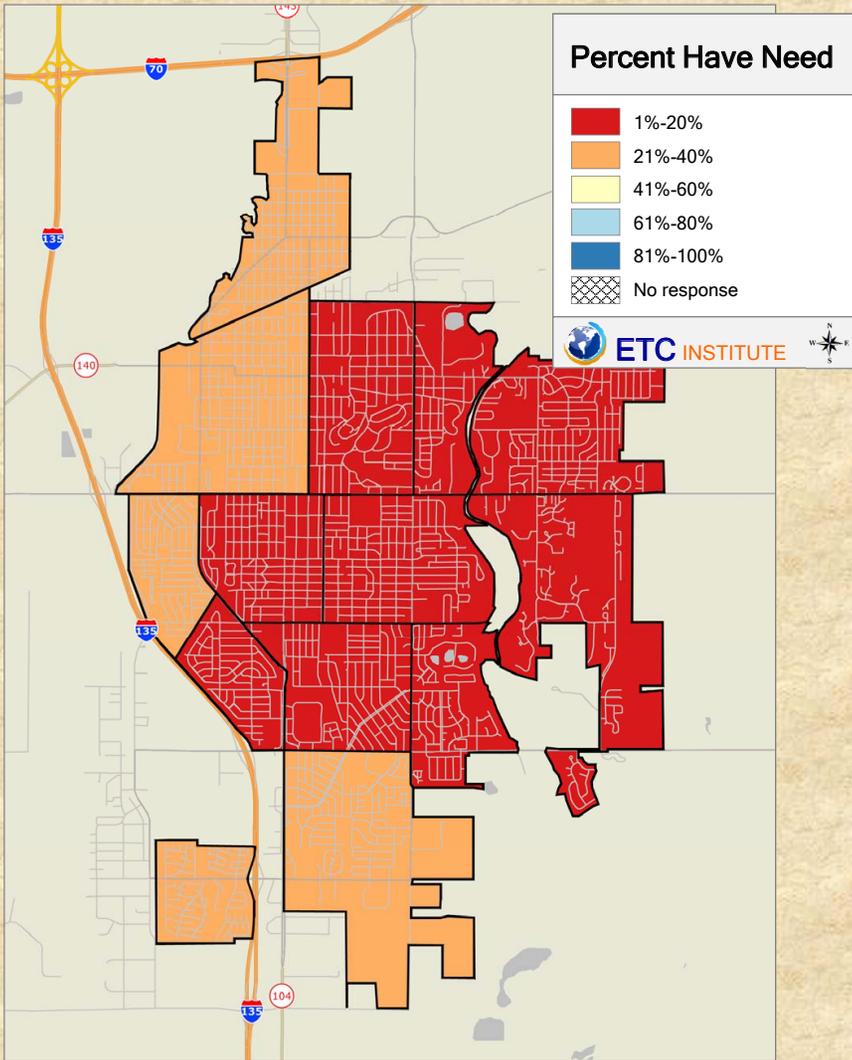
### Q15.6 How well are your needs met: Before and After School Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

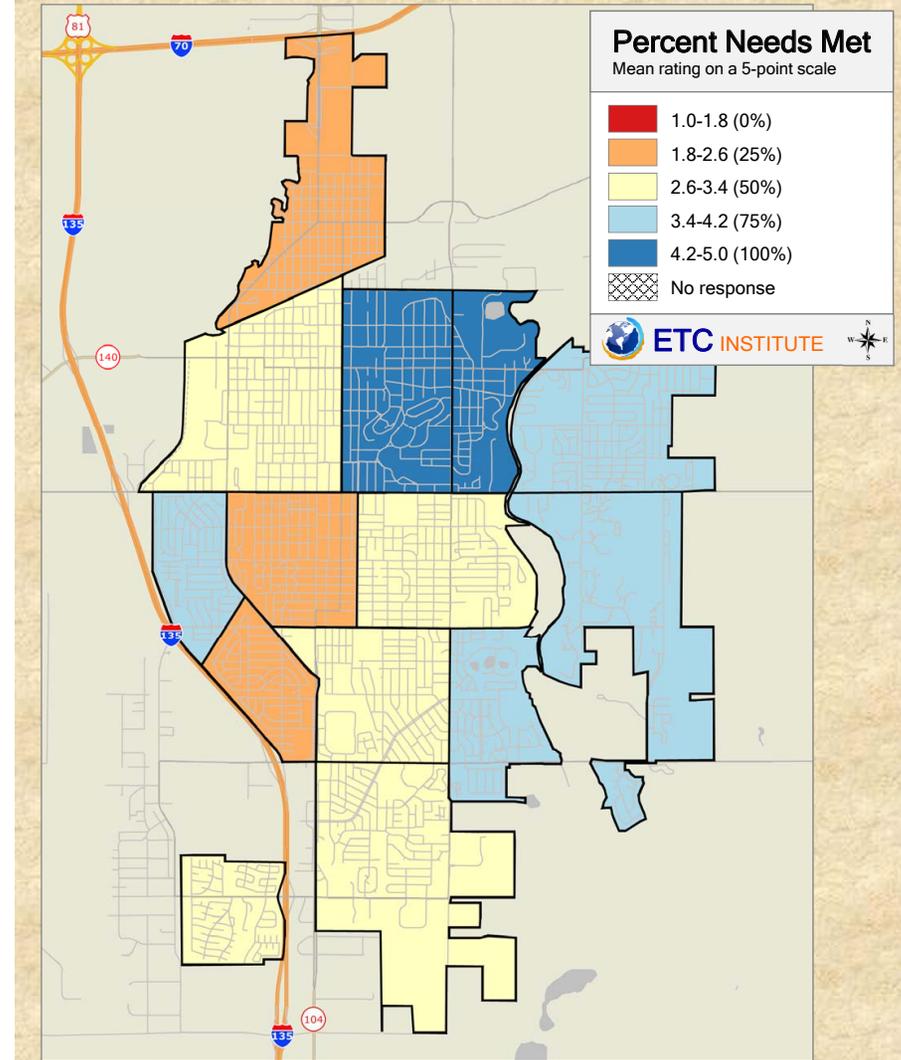
### Q15.7 Do you have a need for: Birthday Parties



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

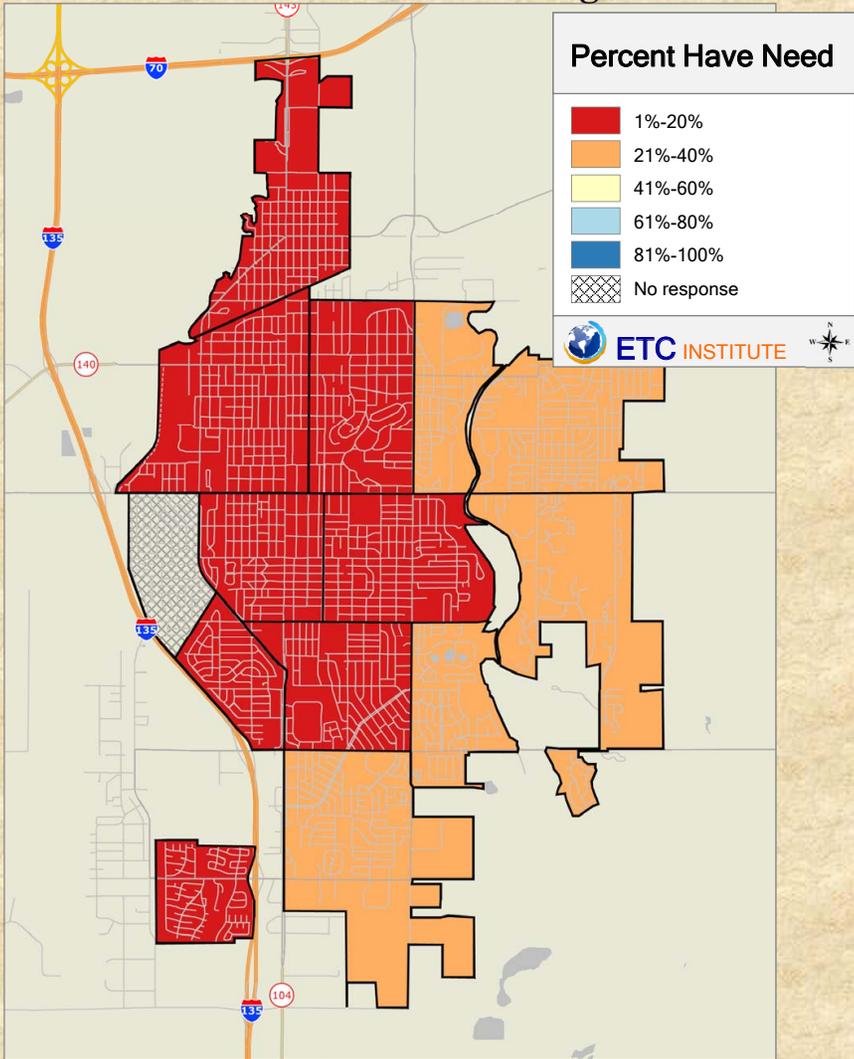
### Q15.7 How well are your needs met: Birthday Parties



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

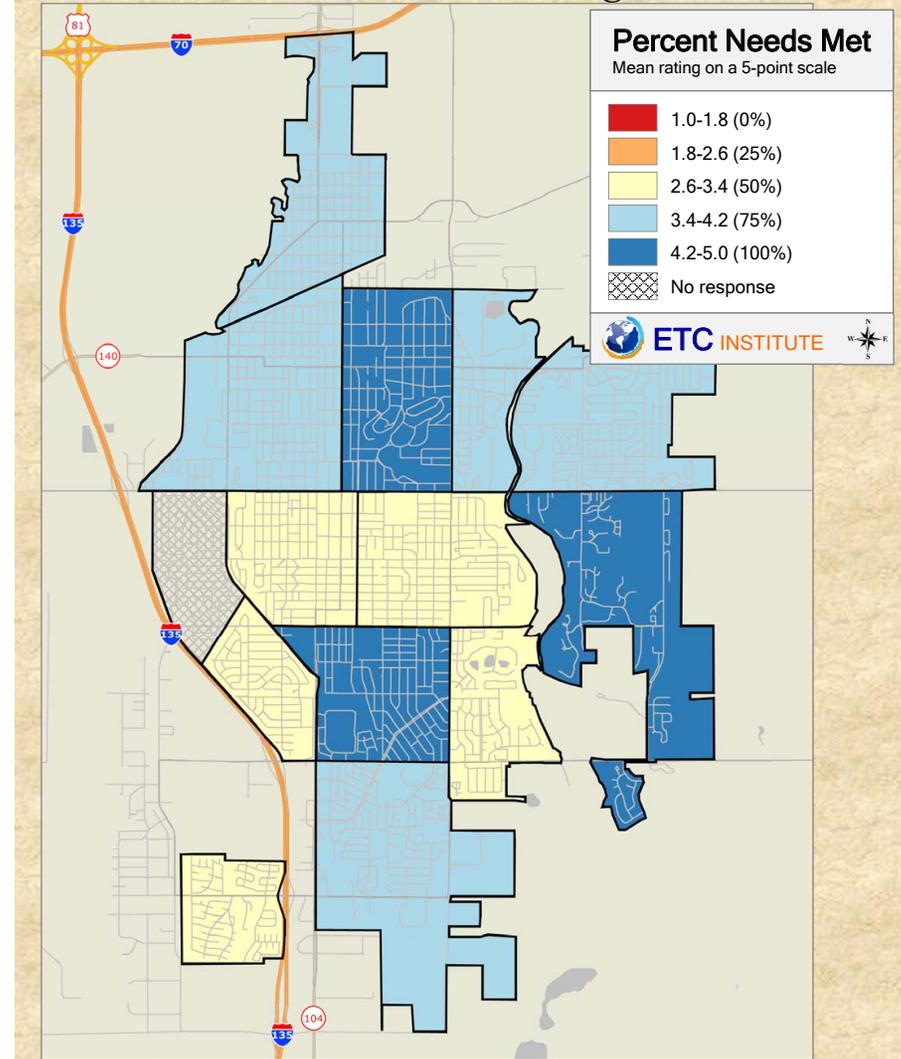
### Q15.8 Do you have a need for: Golf Lessons and Leagues



**2017 Salina, KS Parks and Recreation Needs Assessment**

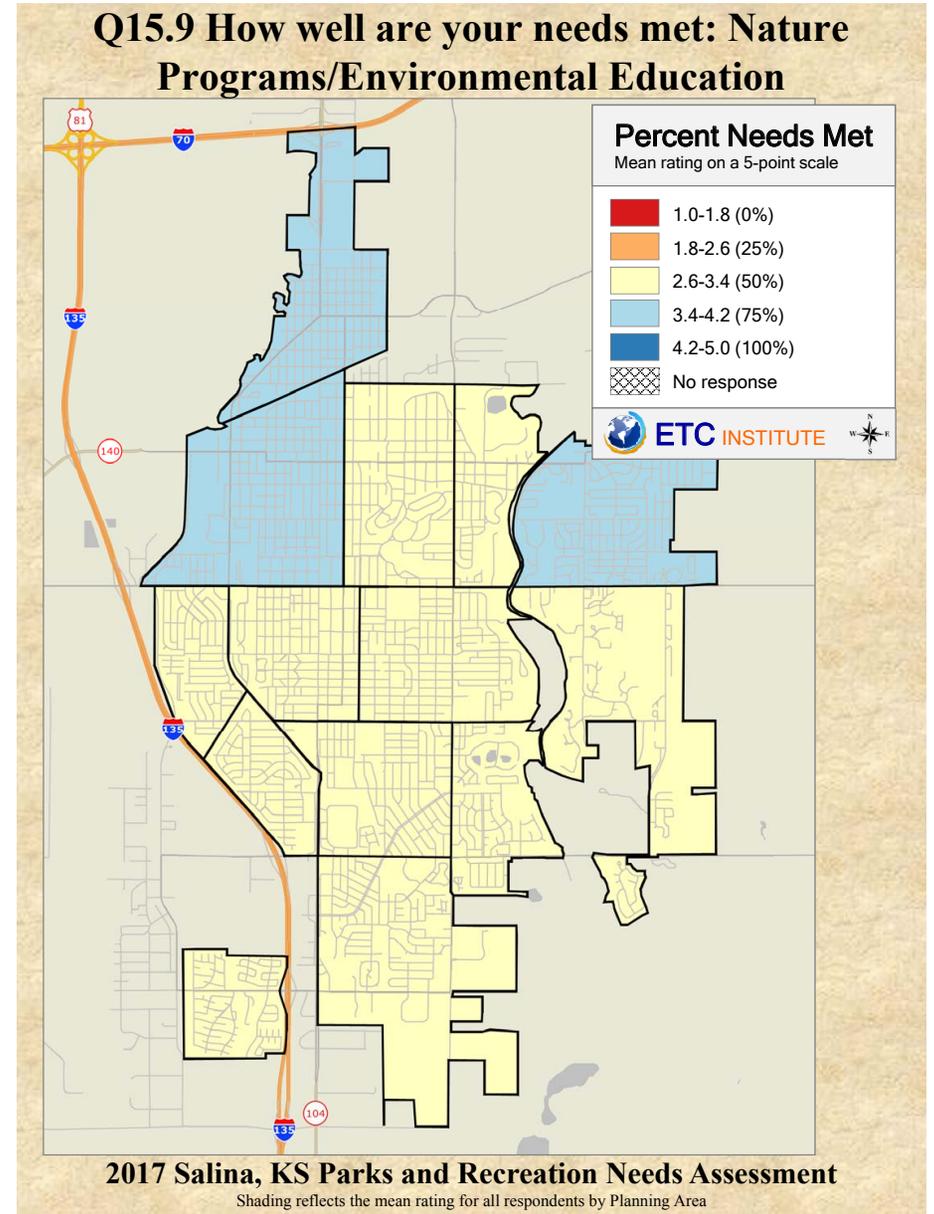
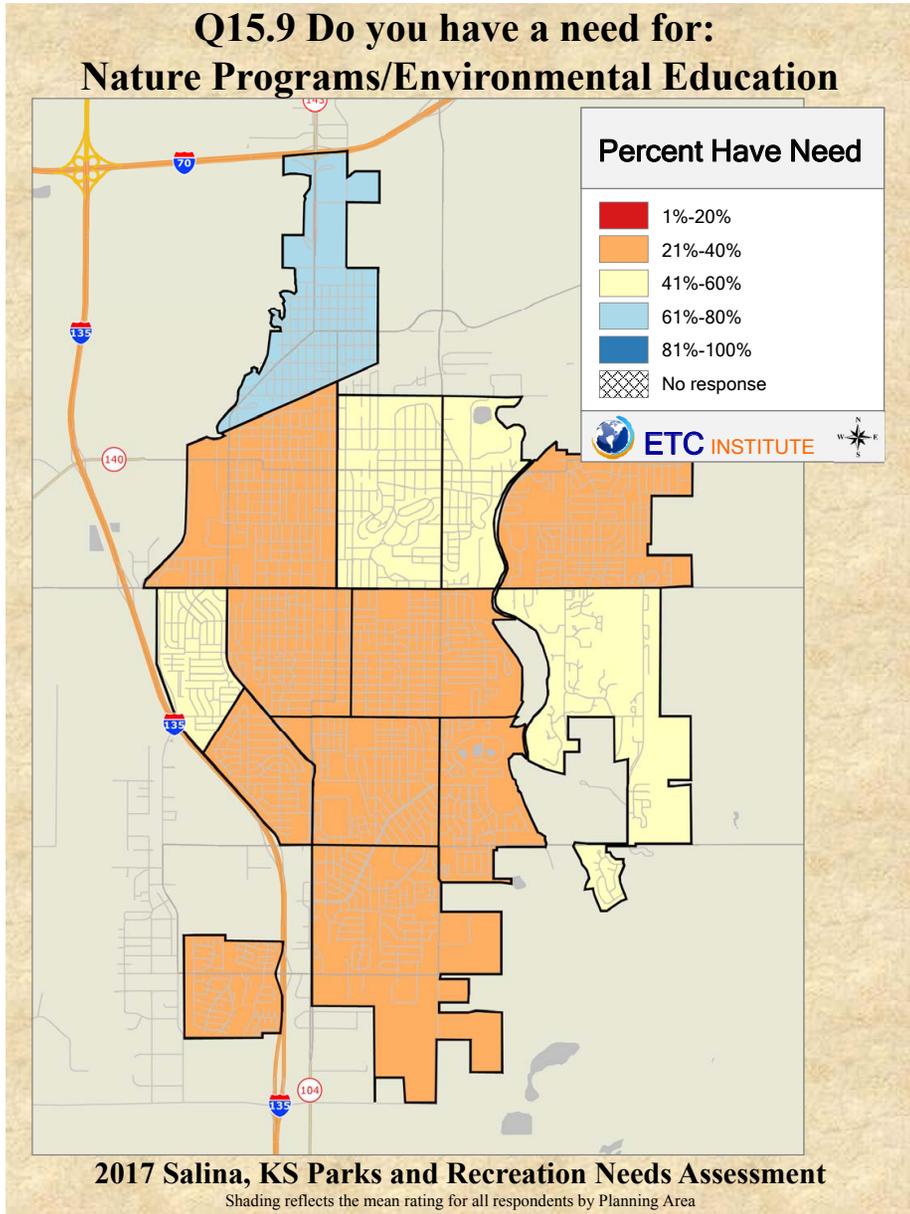
Shading reflects the mean rating for all respondents by Planning Area

### Q15.8 How well are your needs met: Golf Lessons and Leagues

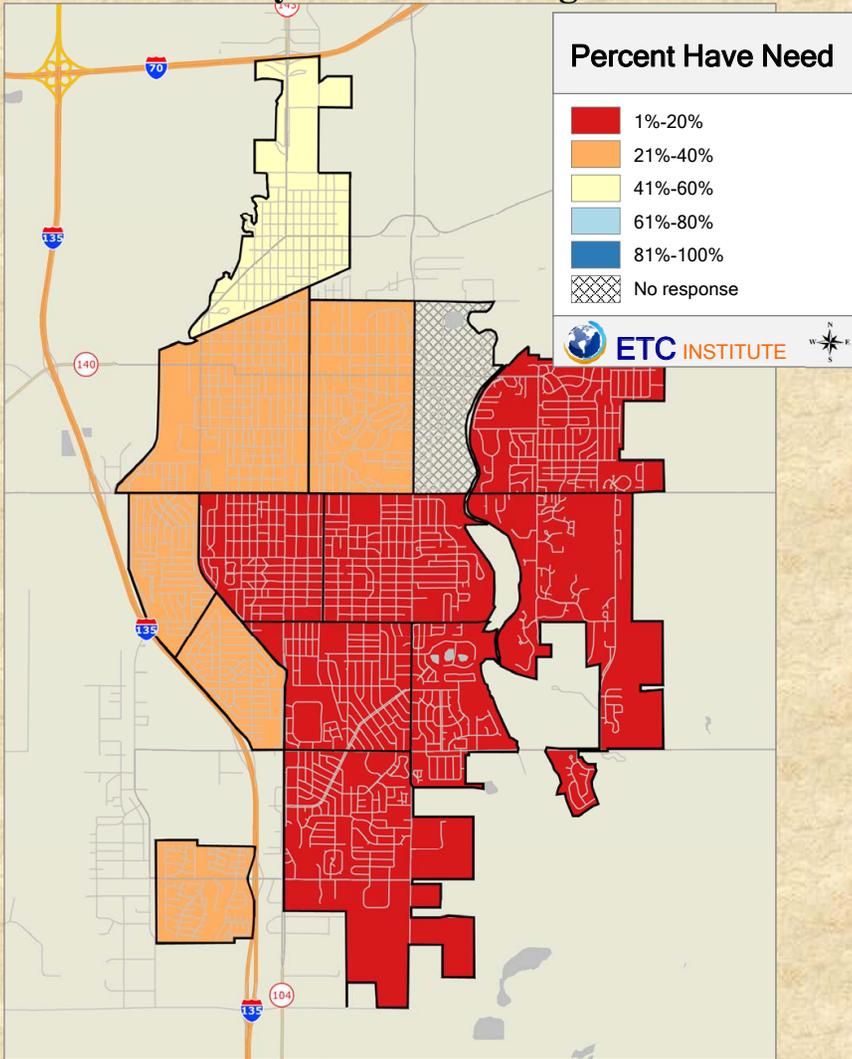


**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area



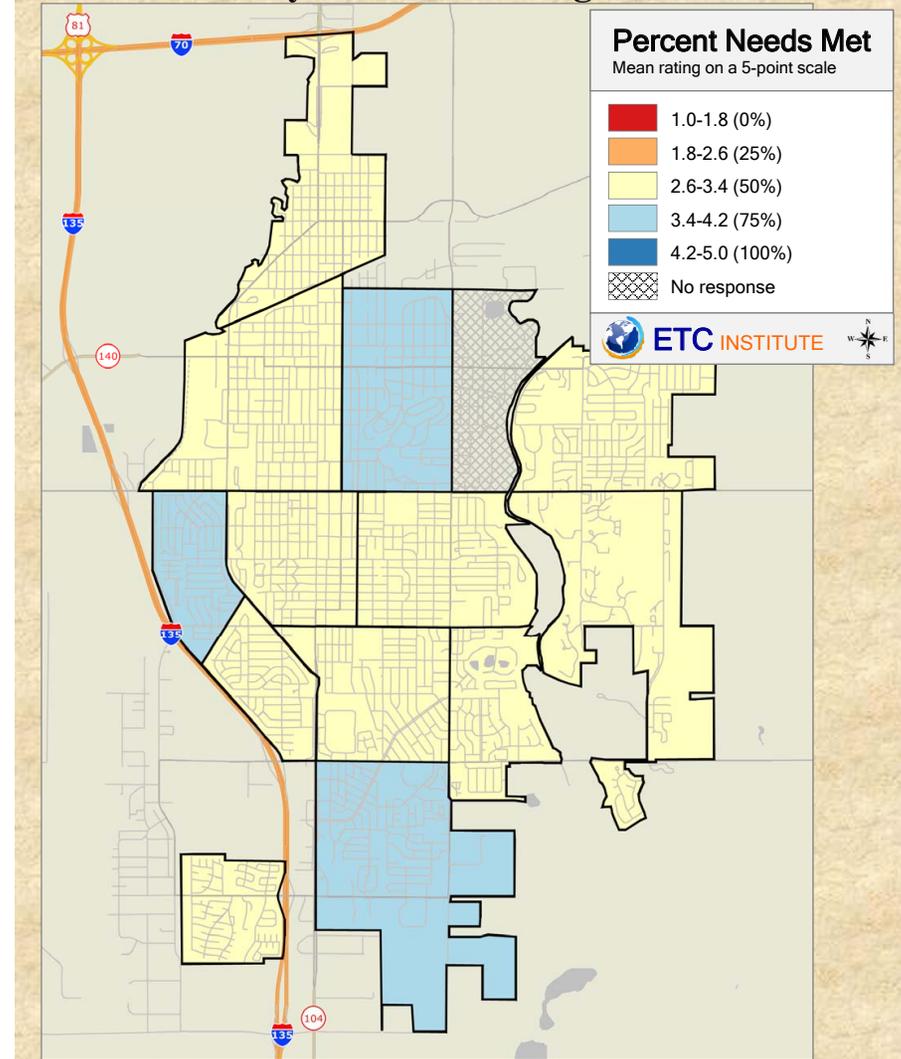
### Q15.10 Do you have a need for: Early Childhood Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

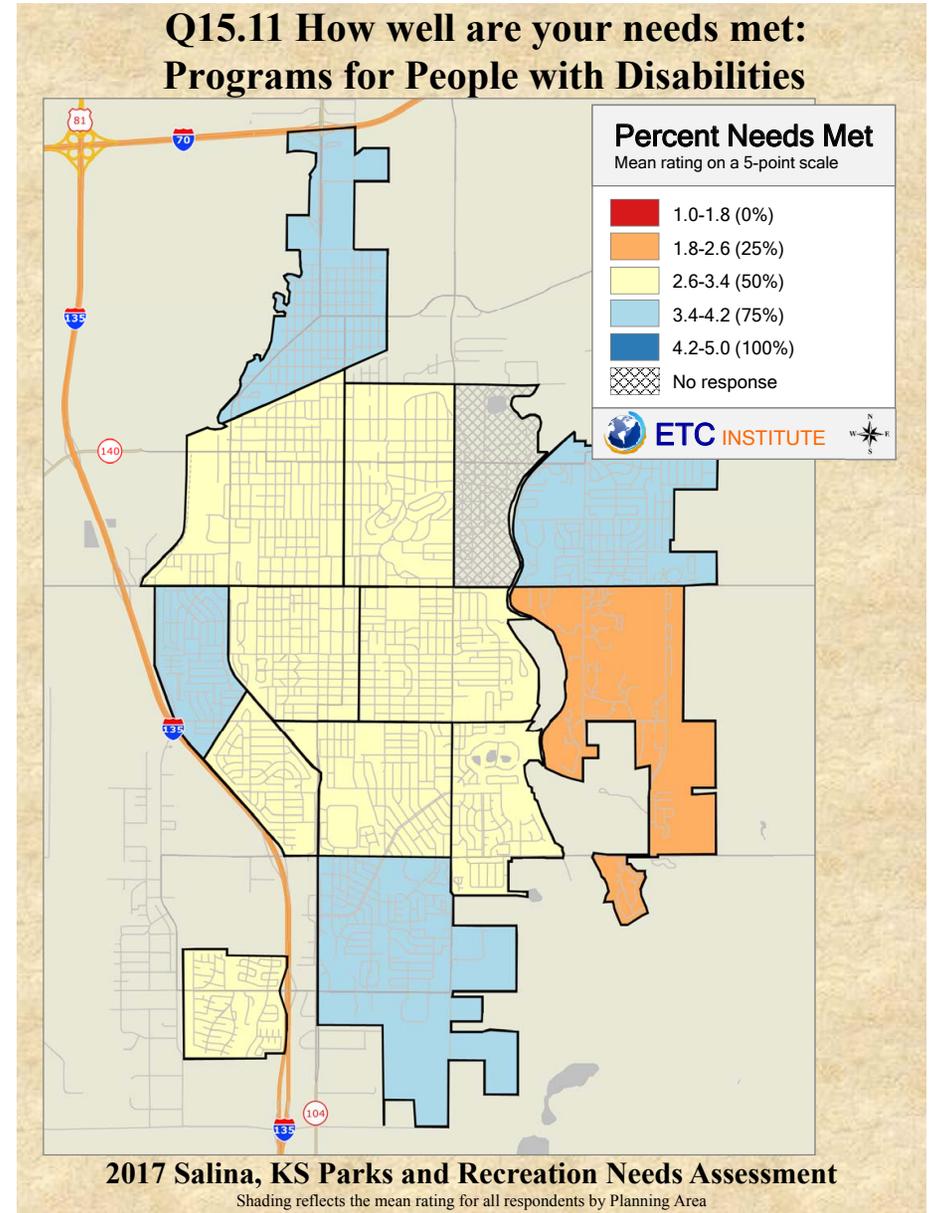
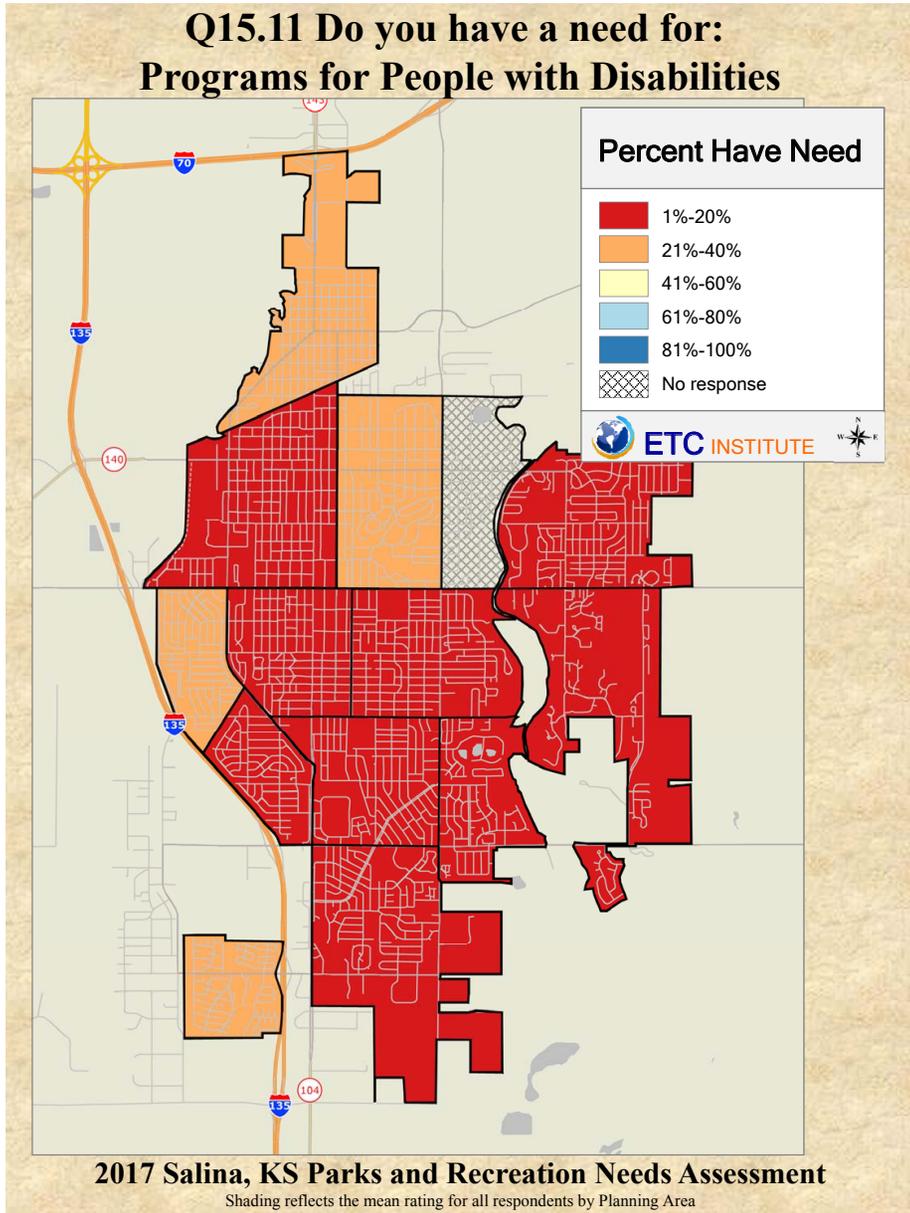
Shading reflects the mean rating for all respondents by Planning Area

### Q15.10 How well are your needs met: Early Childhood Programs

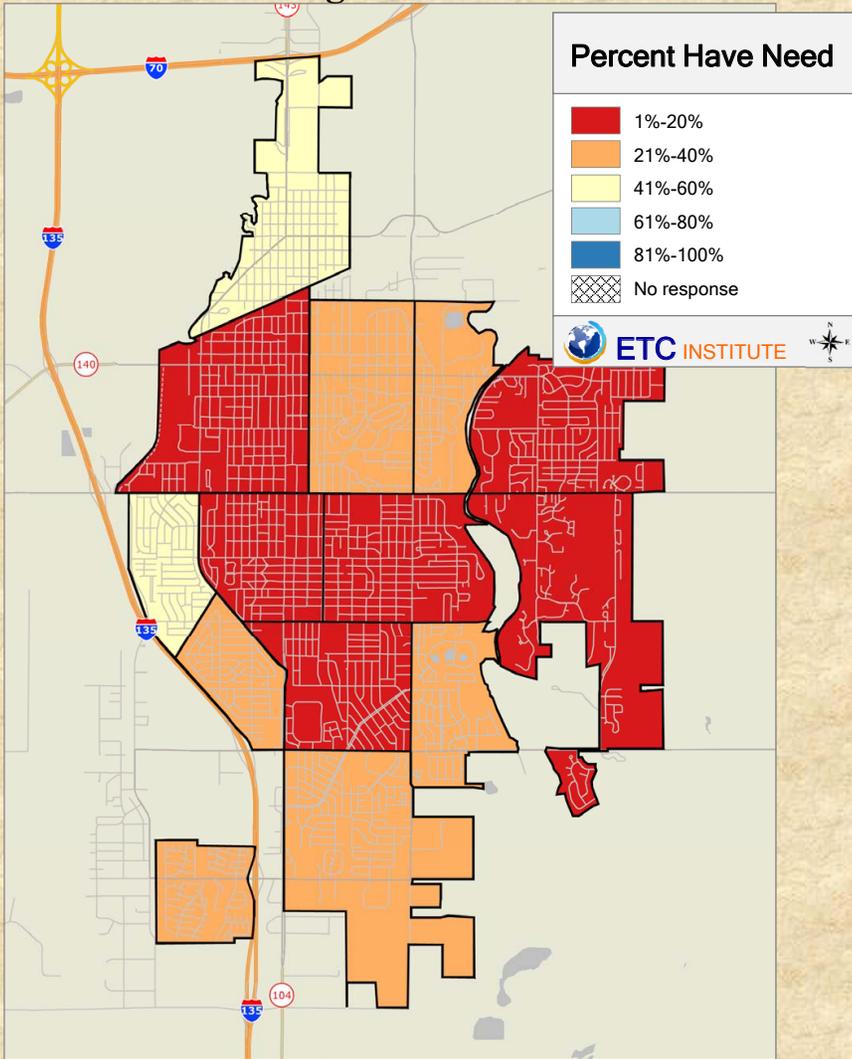


**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area



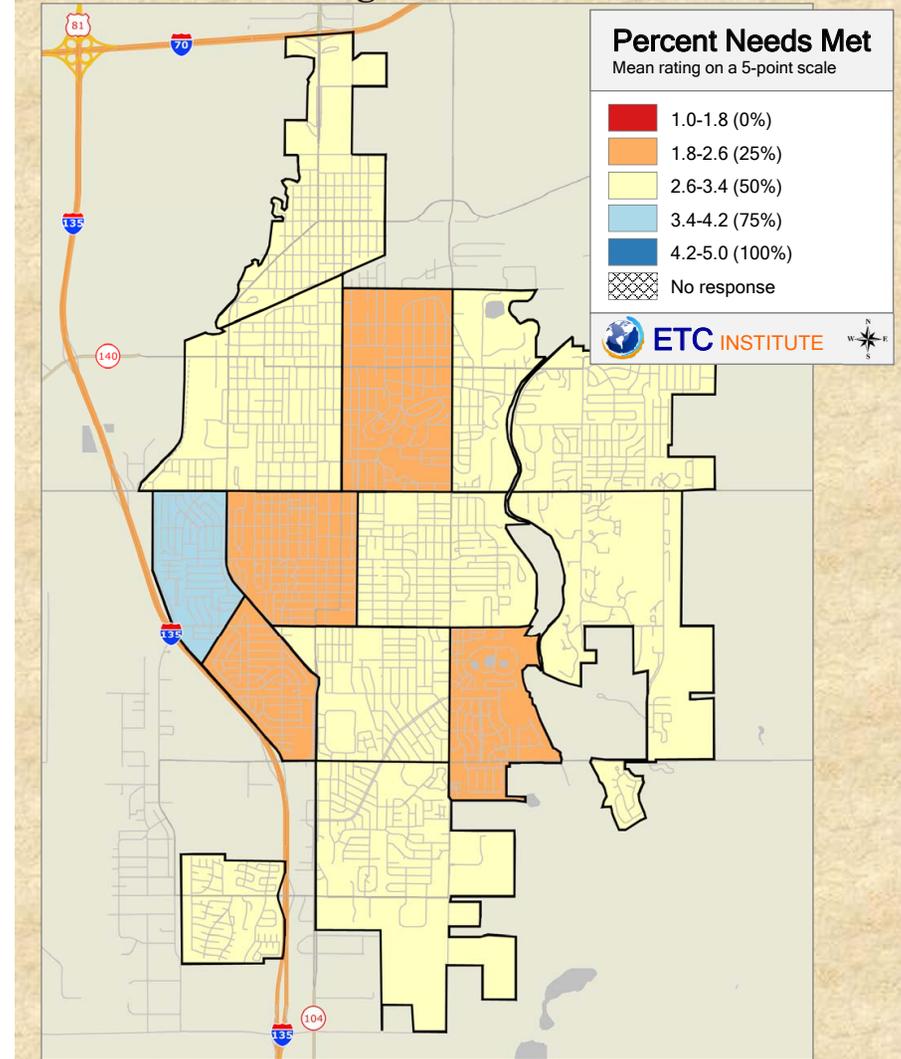
### Q15.12 Do you have a need for: Programs for Teens



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

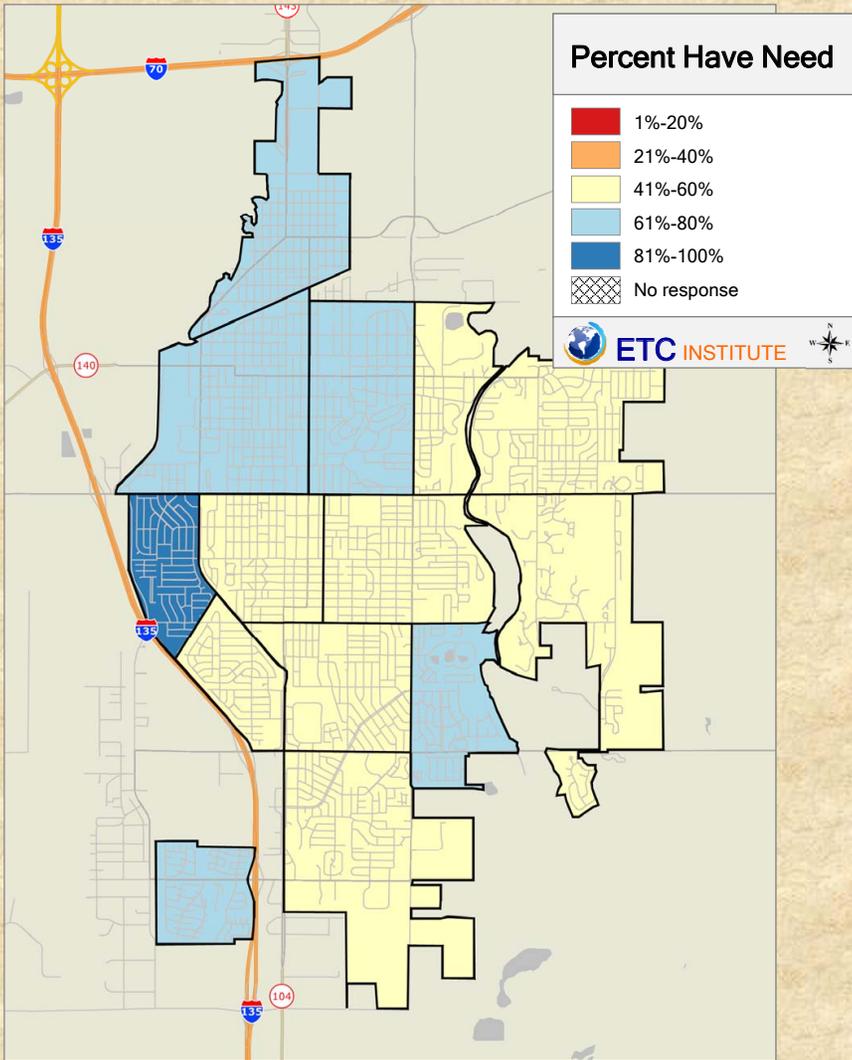
### Q15.12 How well are your needs met: Programs for Teens



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

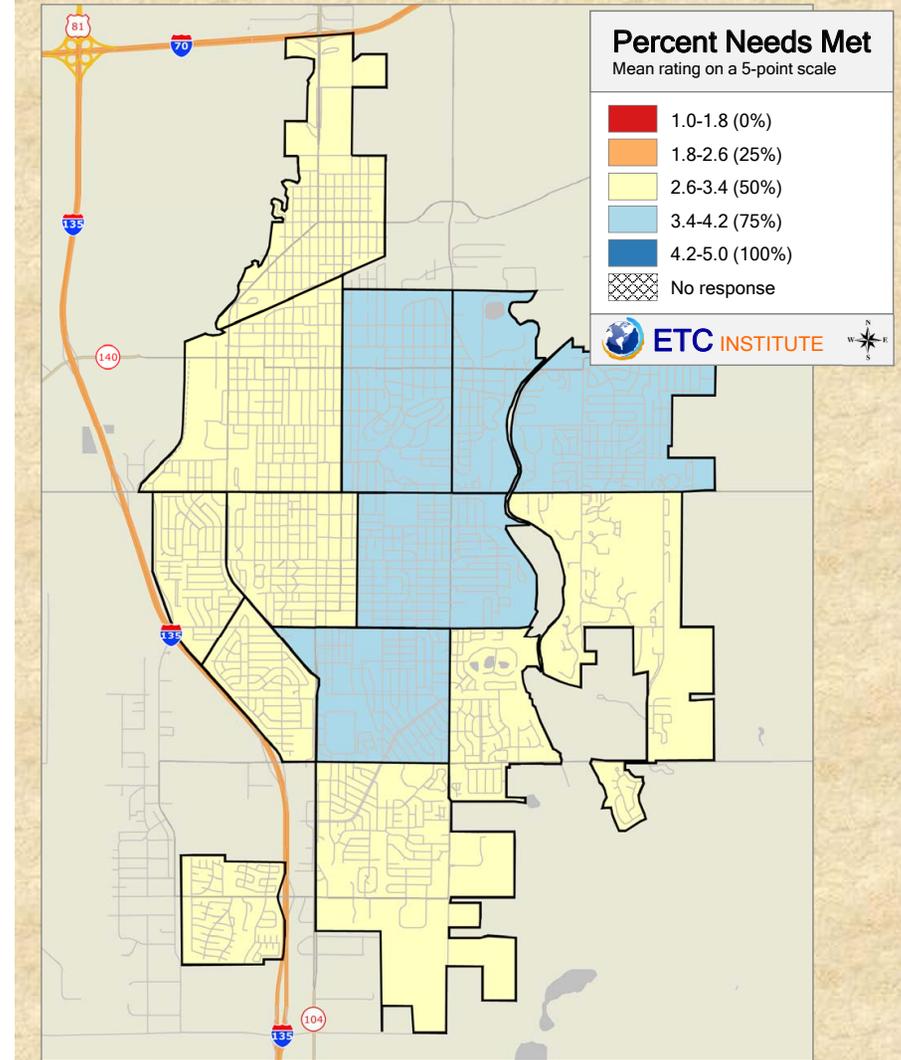
### Q15.13 Do you have a need for: Special Events



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

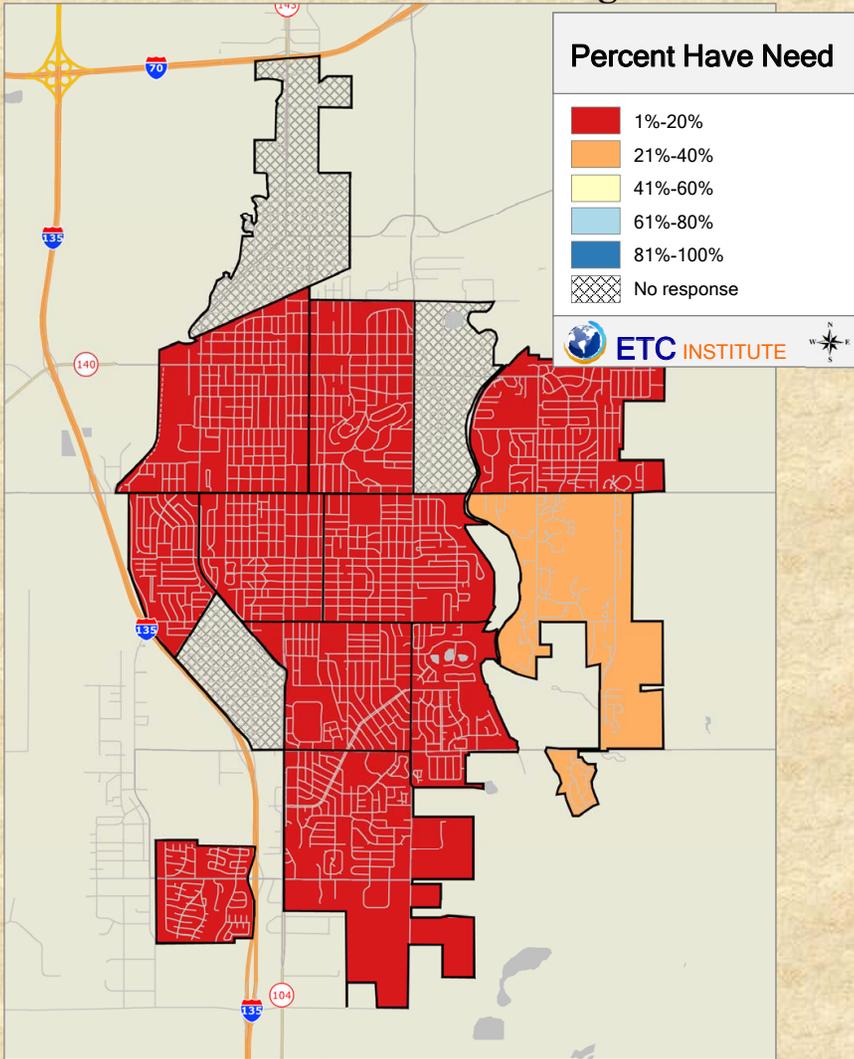
### Q15.13 How well are your needs met: Special Events



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

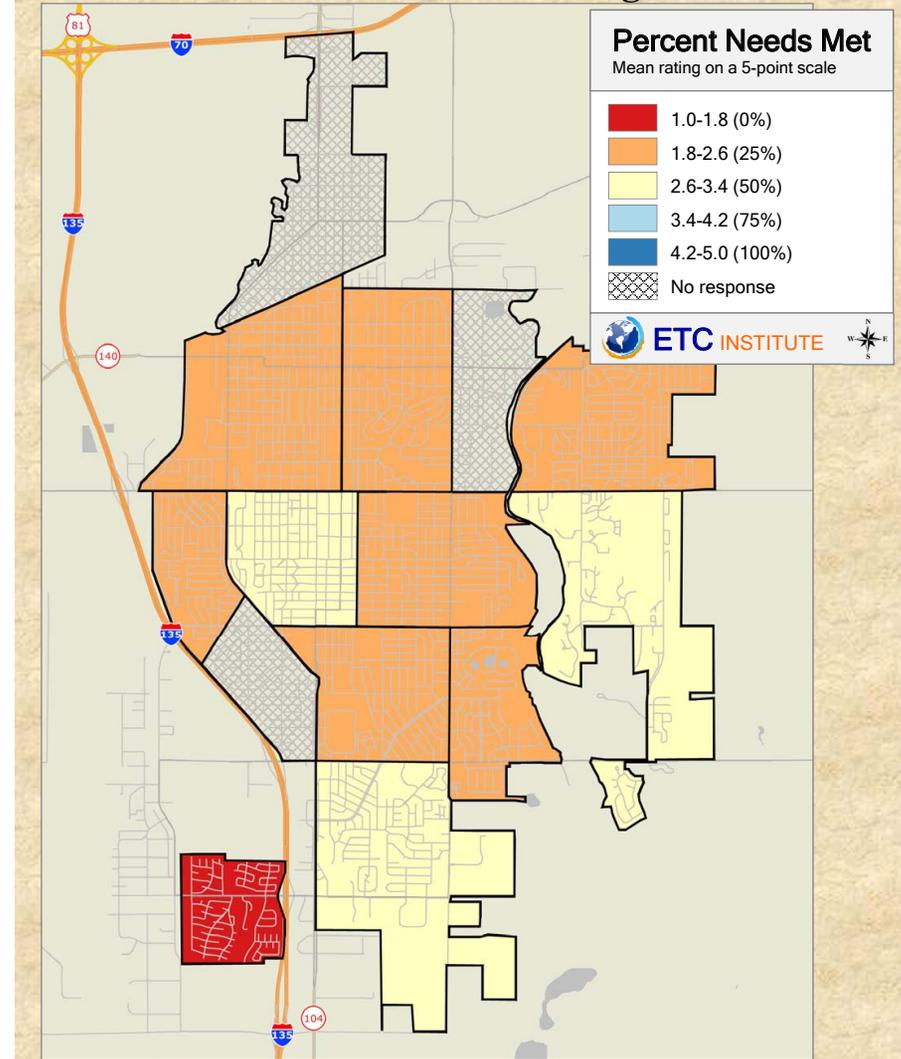
### Q15.14 Do you have a need for: Tennis Lessons and Leagues



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

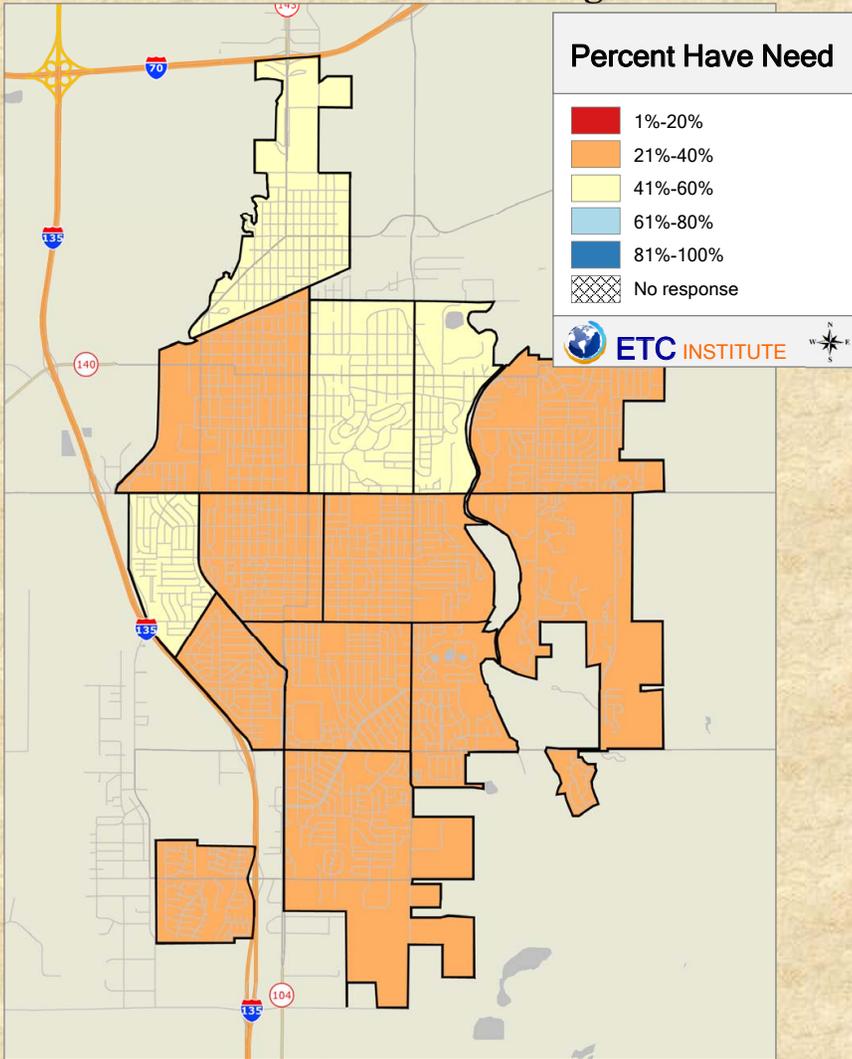
### Q15.14 How well are your needs met: Tennis Lessons and Leagues



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

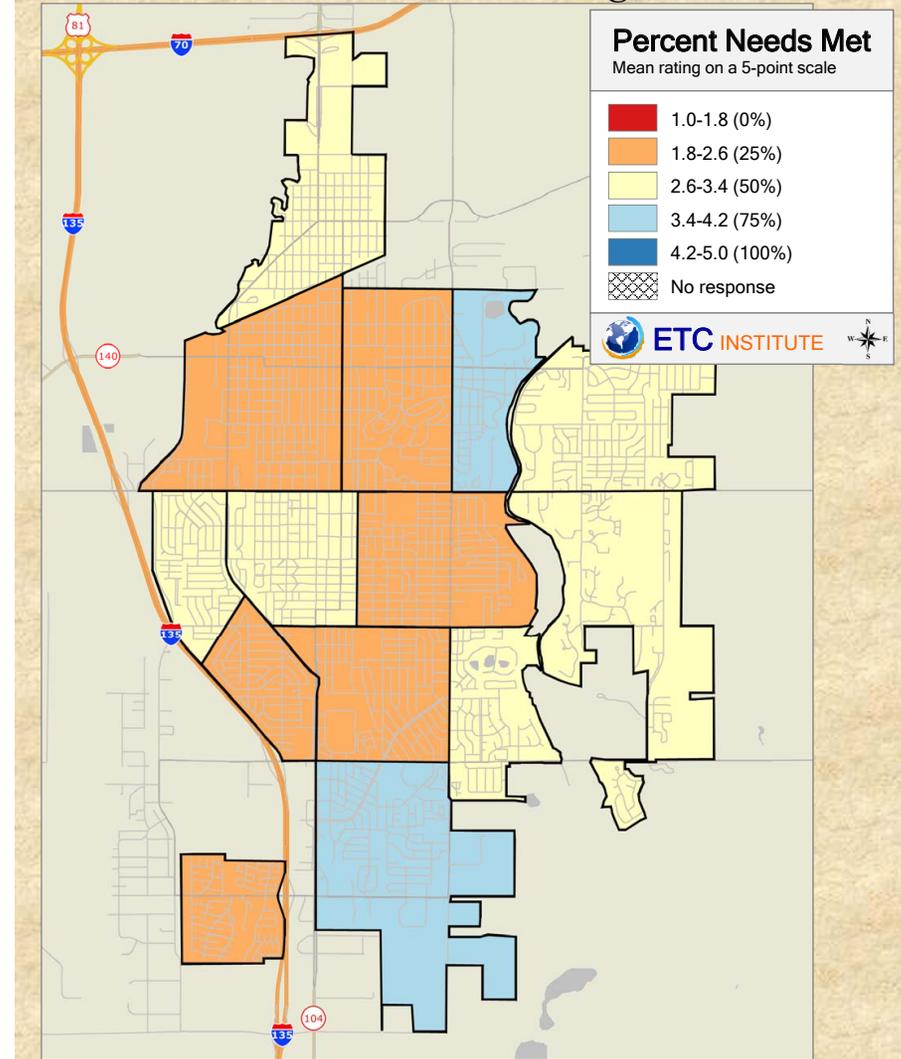
### Q15.15 Do you have a need for: Outdoor Adventure Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

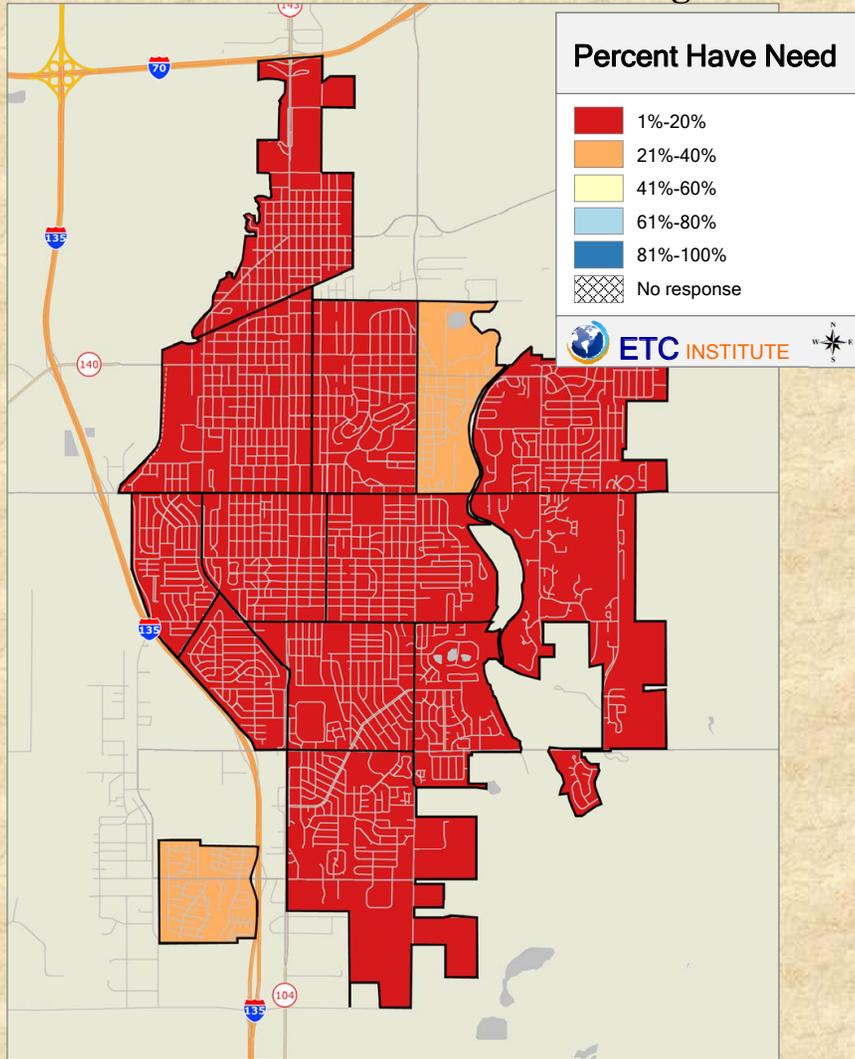
### Q15.15 How well are your needs met: Outdoor Adventure Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

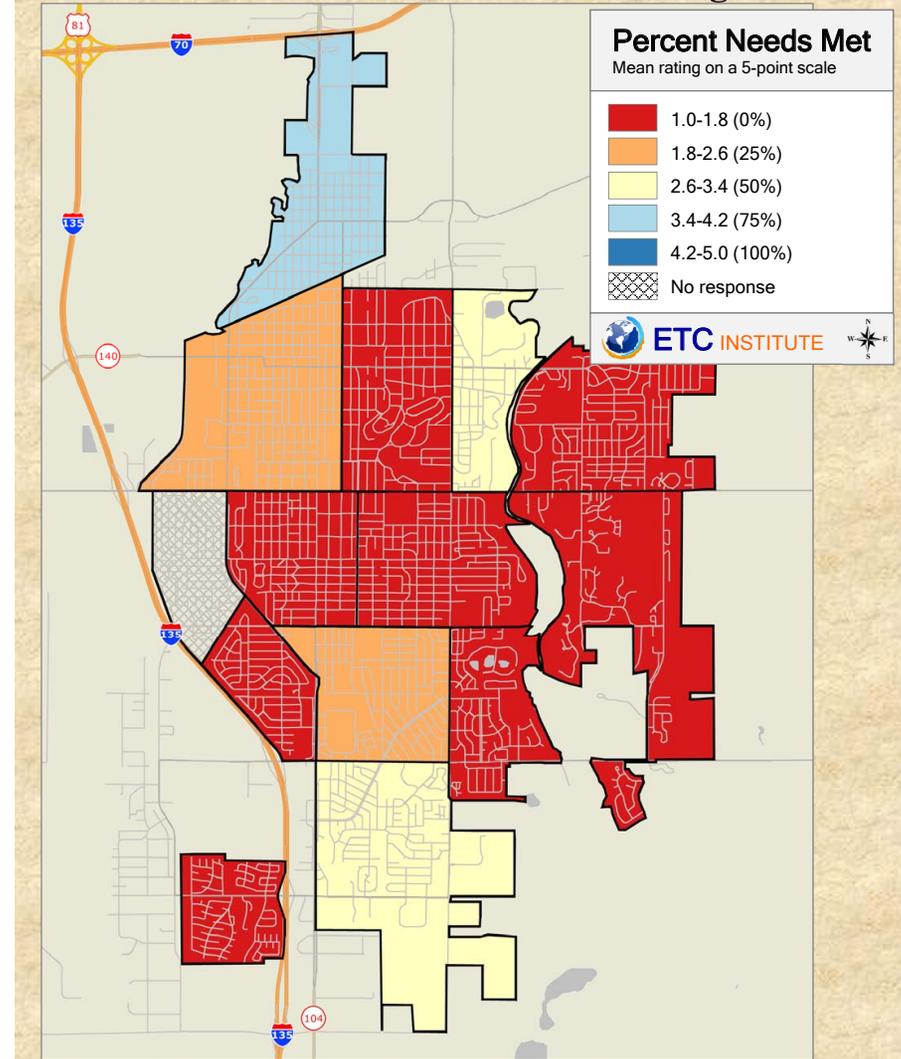
### Q15.16 Do you have a need for: Video Games/Virtual Gaming



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

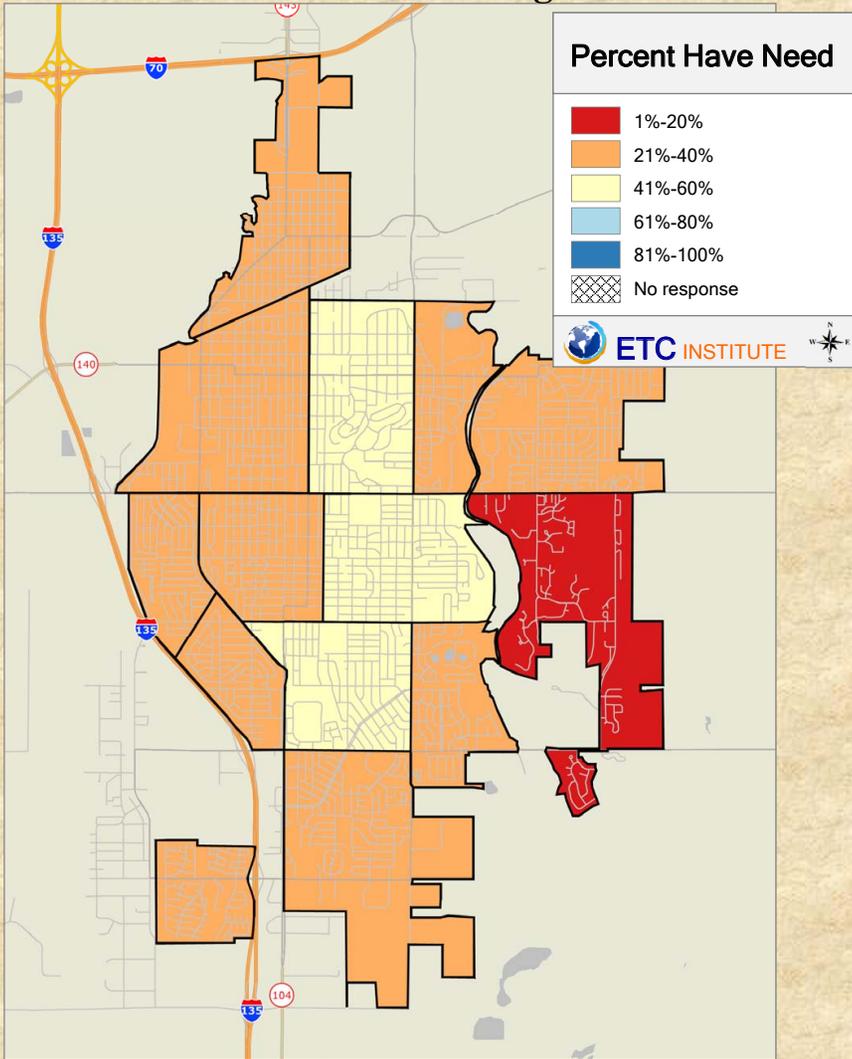
### Q15.16 How well are your needs met: Video Games/Virtual Gaming



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

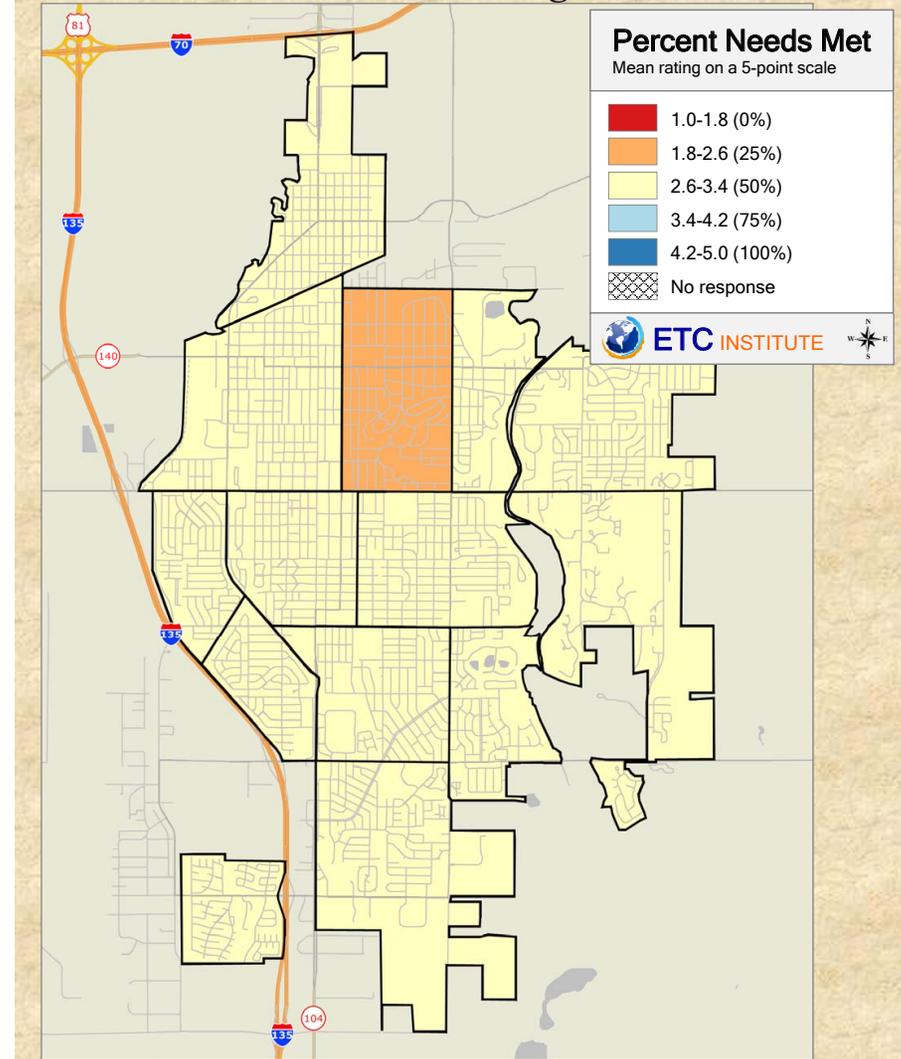
### Q15.17 Do you have a need for: Water Fitness Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

### Q15.17 How well are your needs met: Water Fitness Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

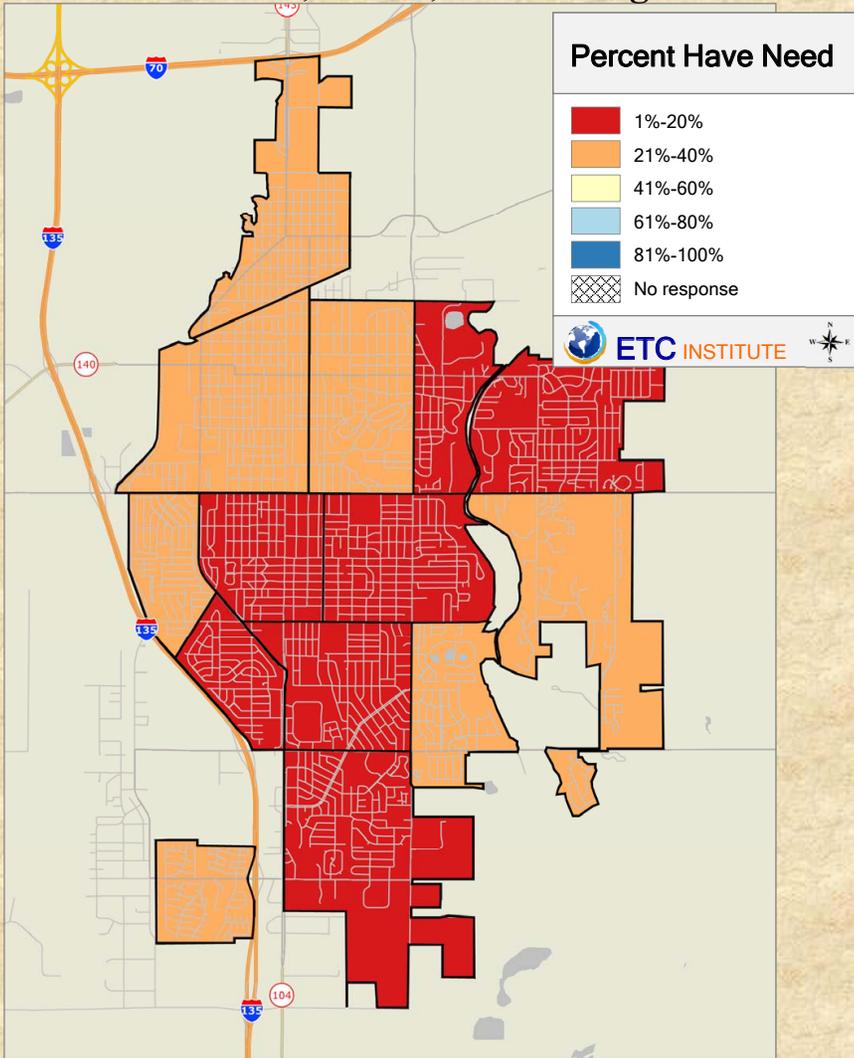
Shading reflects the mean rating for all respondents by Planning Area

### Q15.18 Do you have a need for: Youth Art, Dance, Performing Arts

### Q15.18 How well are your needs met: Youth Art, Dance, Performing Arts

#### Percent Have Need

- 1%-20%
- 21%-40%
- 41%-60%
- 61%-80%
- 81%-100%
- No response

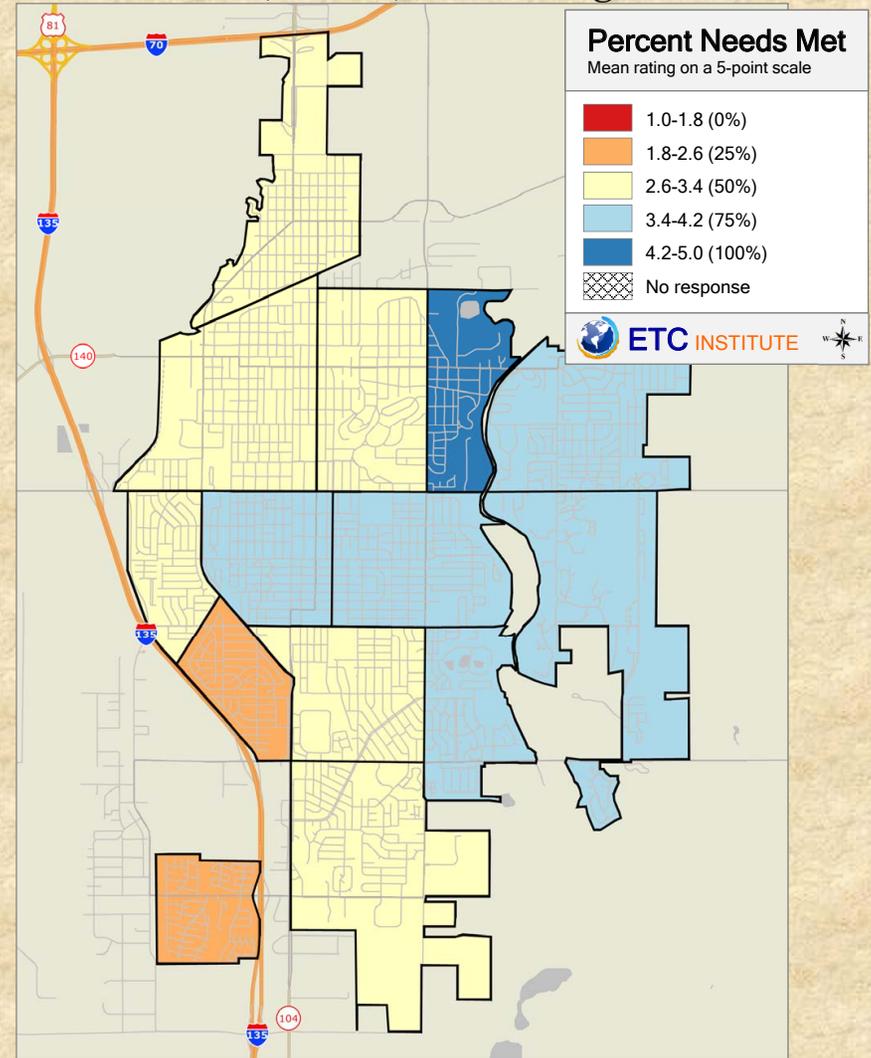


**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

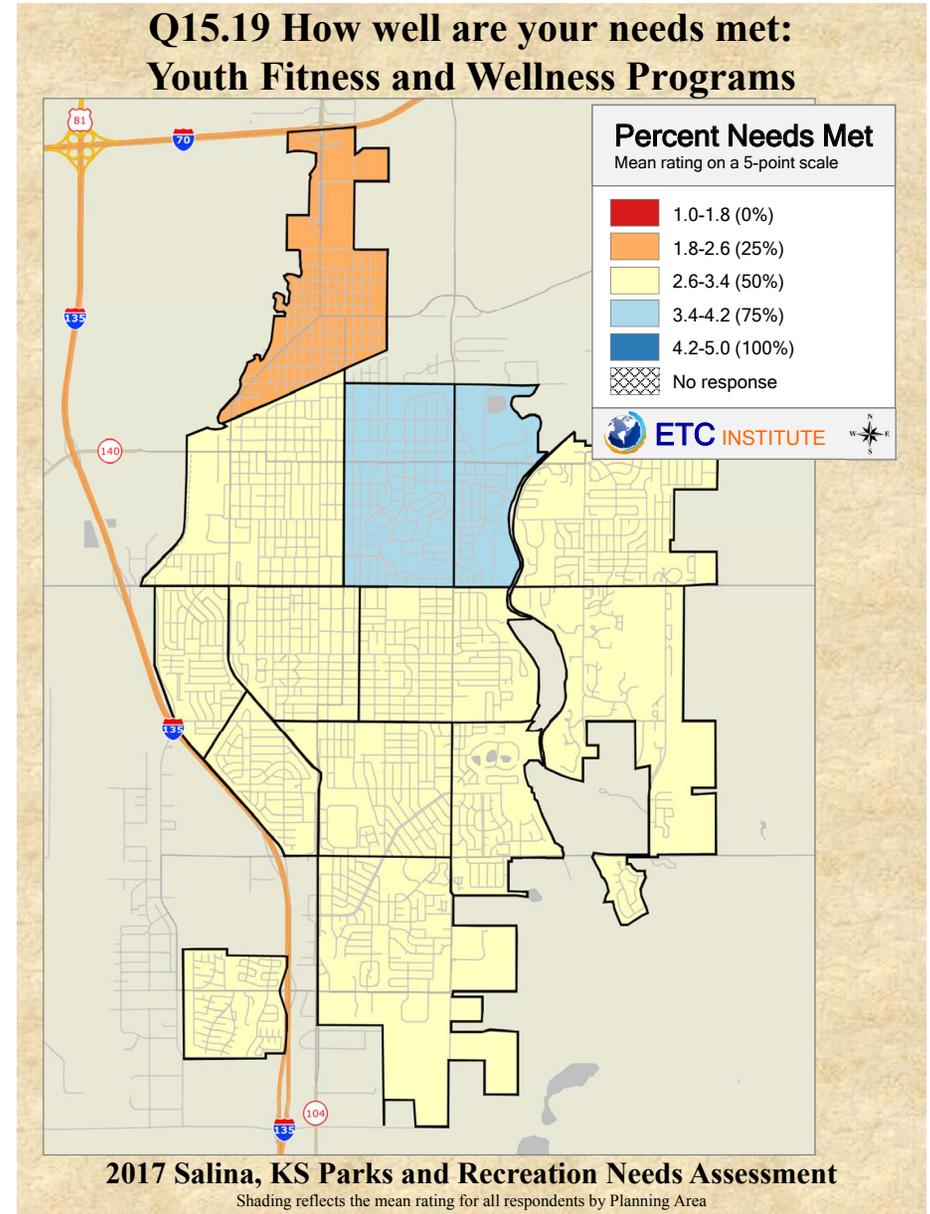
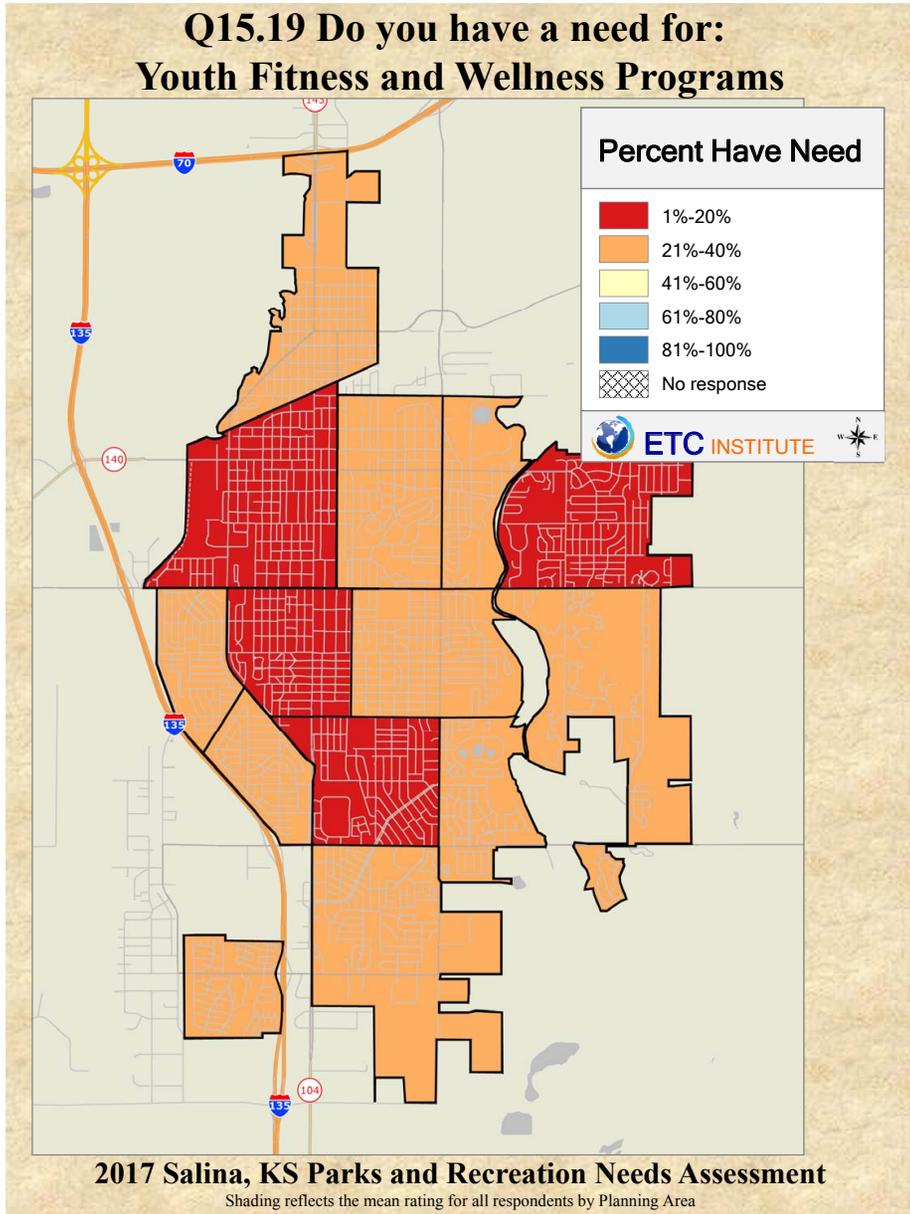
#### Percent Needs Met Mean rating on a 5-point scale

- 1.0-1.8 (0%)
- 1.8-2.6 (25%)
- 2.6-3.4 (50%)
- 3.4-4.2 (75%)
- 4.2-5.0 (100%)
- No response

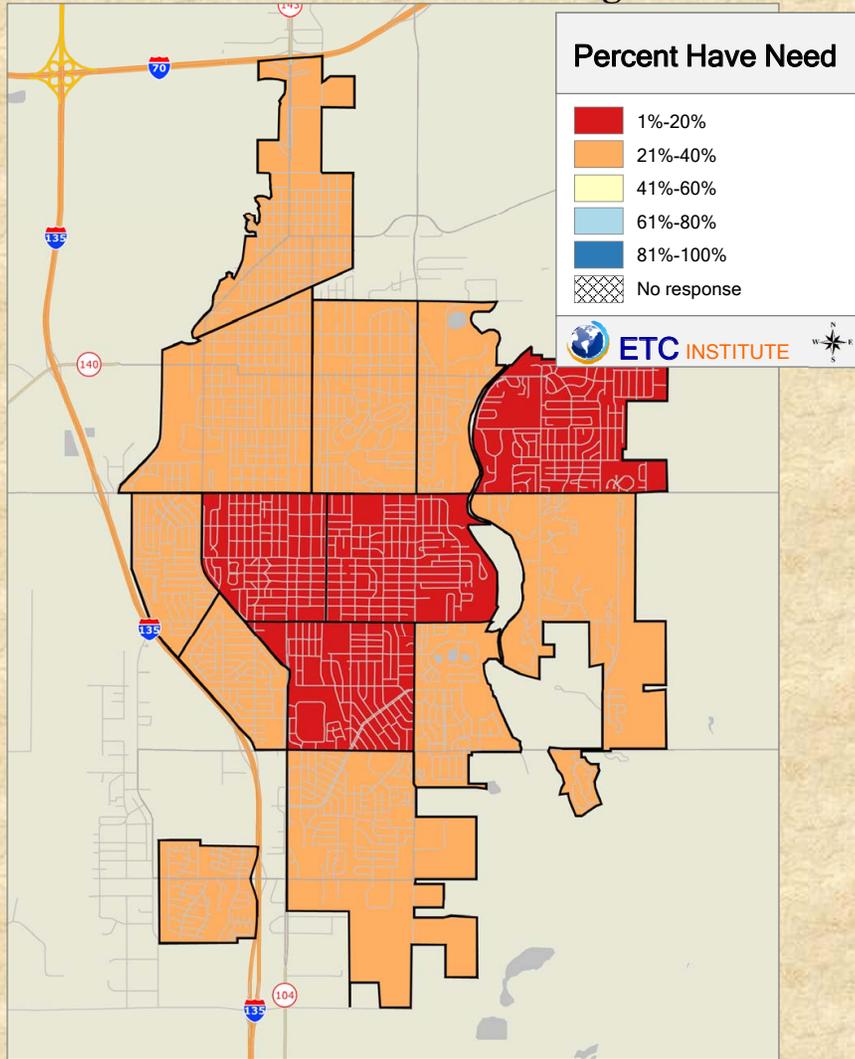


**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area



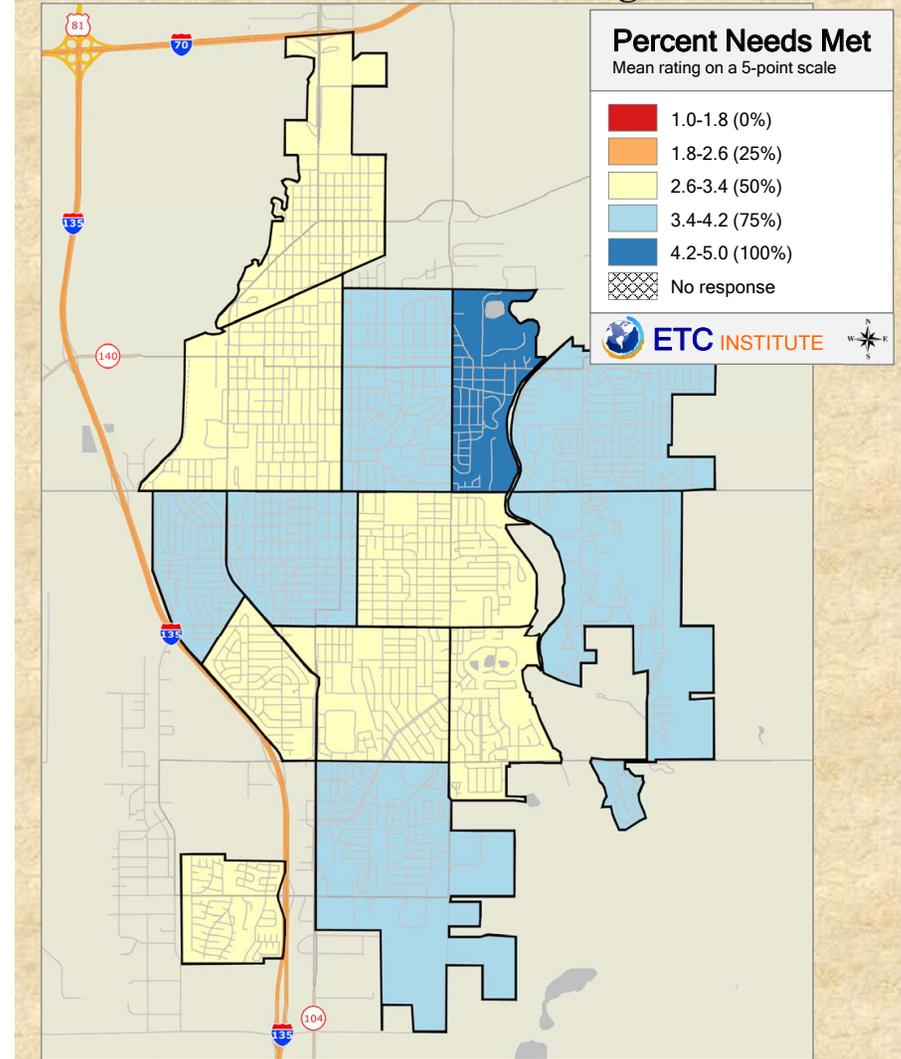
### Q15.20 Do you have a need for: Youth Learn to Swim Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

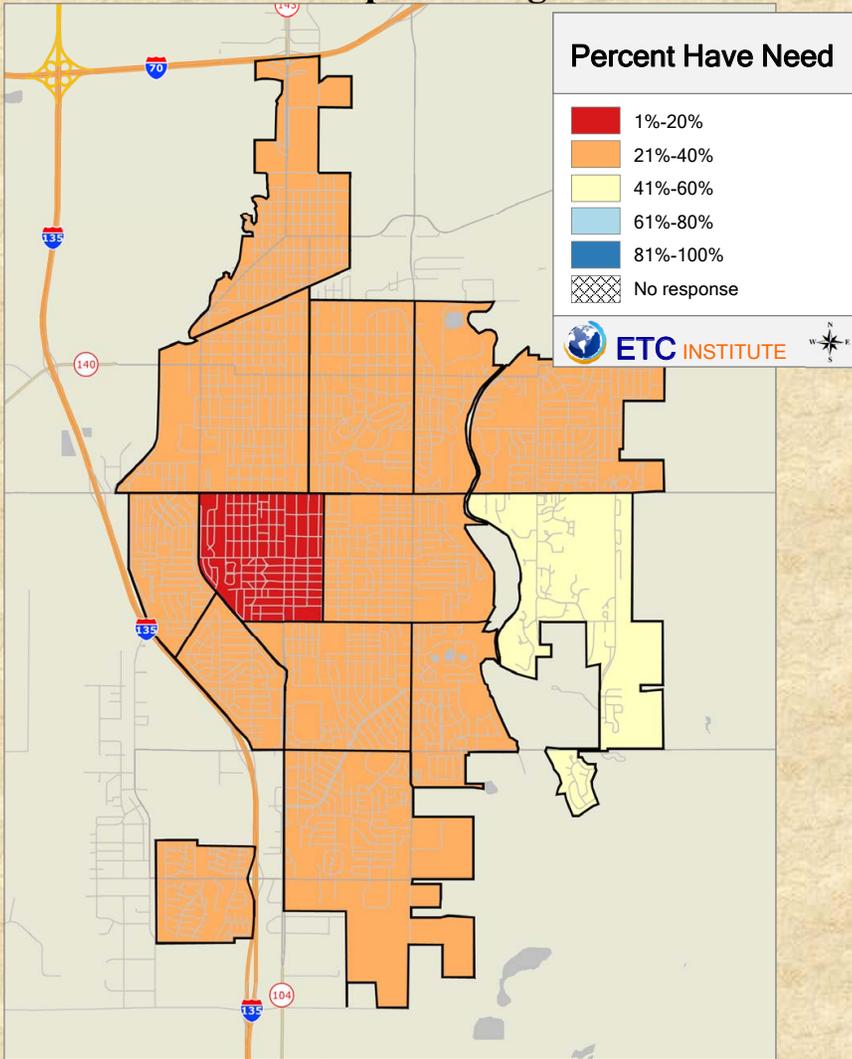
### Q15.20 How well are your needs met: Youth Learn to Swim Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

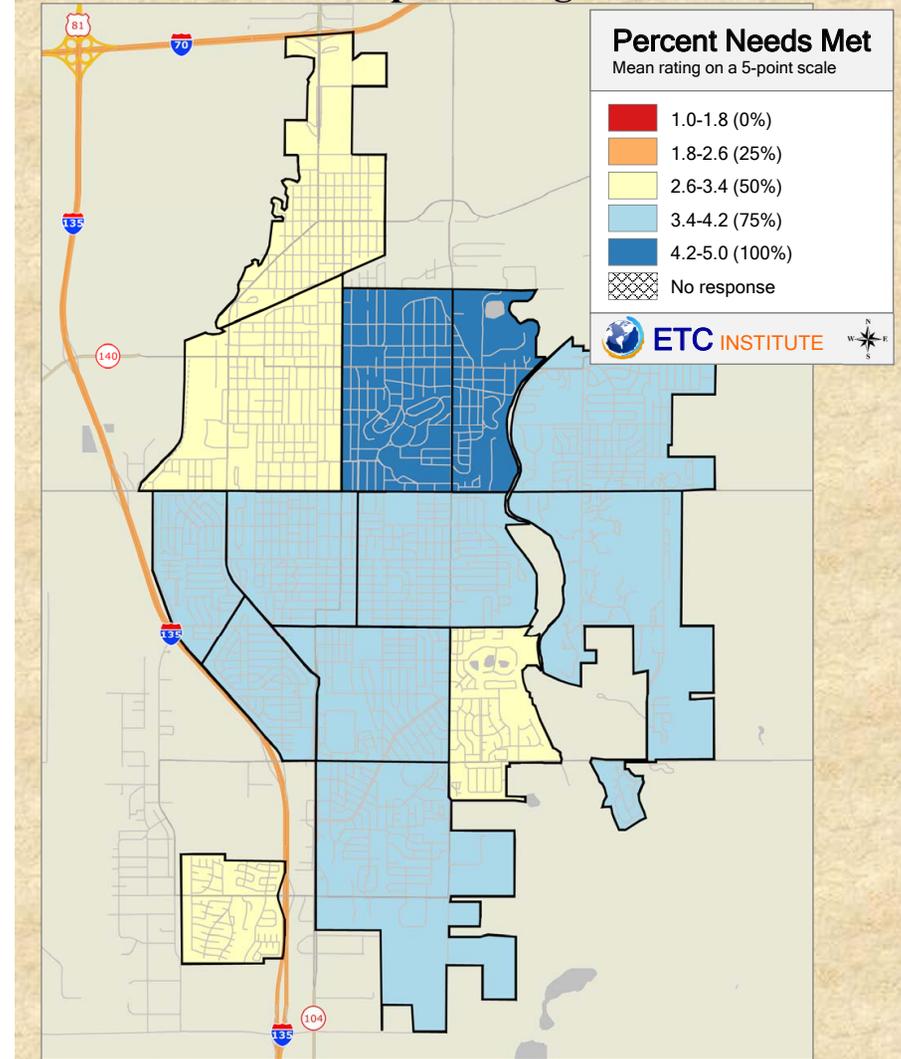
### Q15.21 Do you have a need for: Youth Sports Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

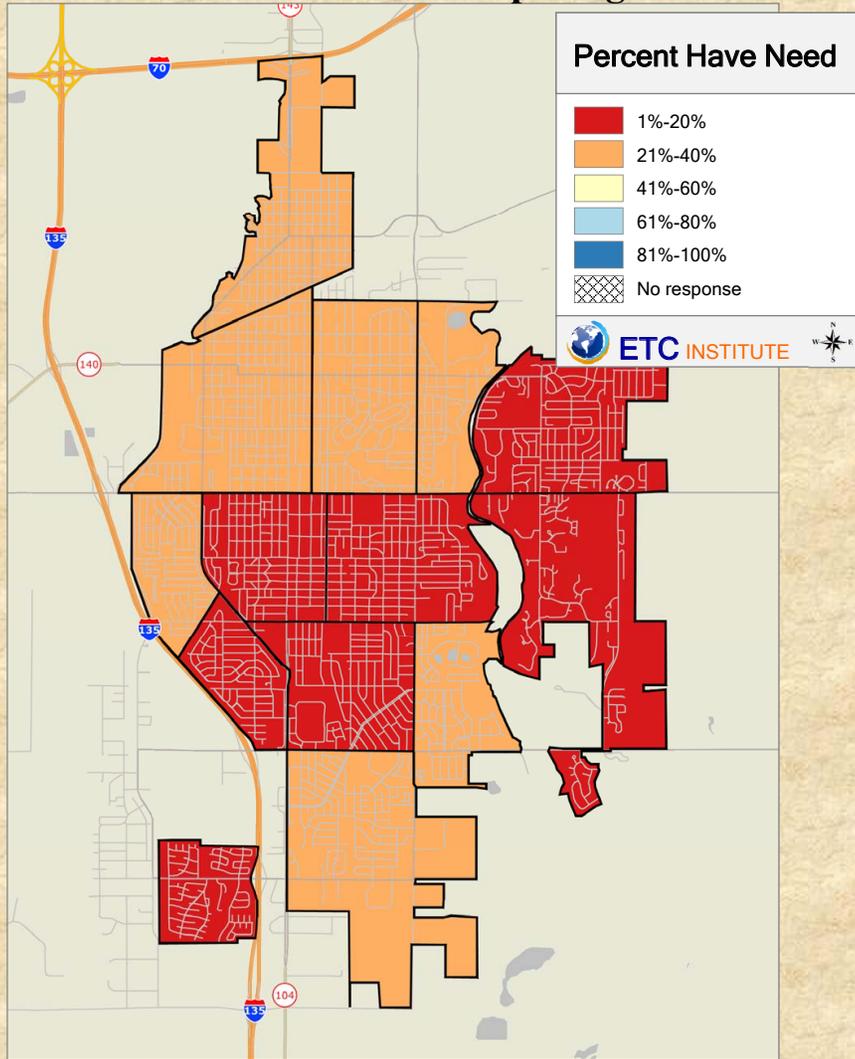
### Q15.21 How well are your needs met: Youth Sports Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

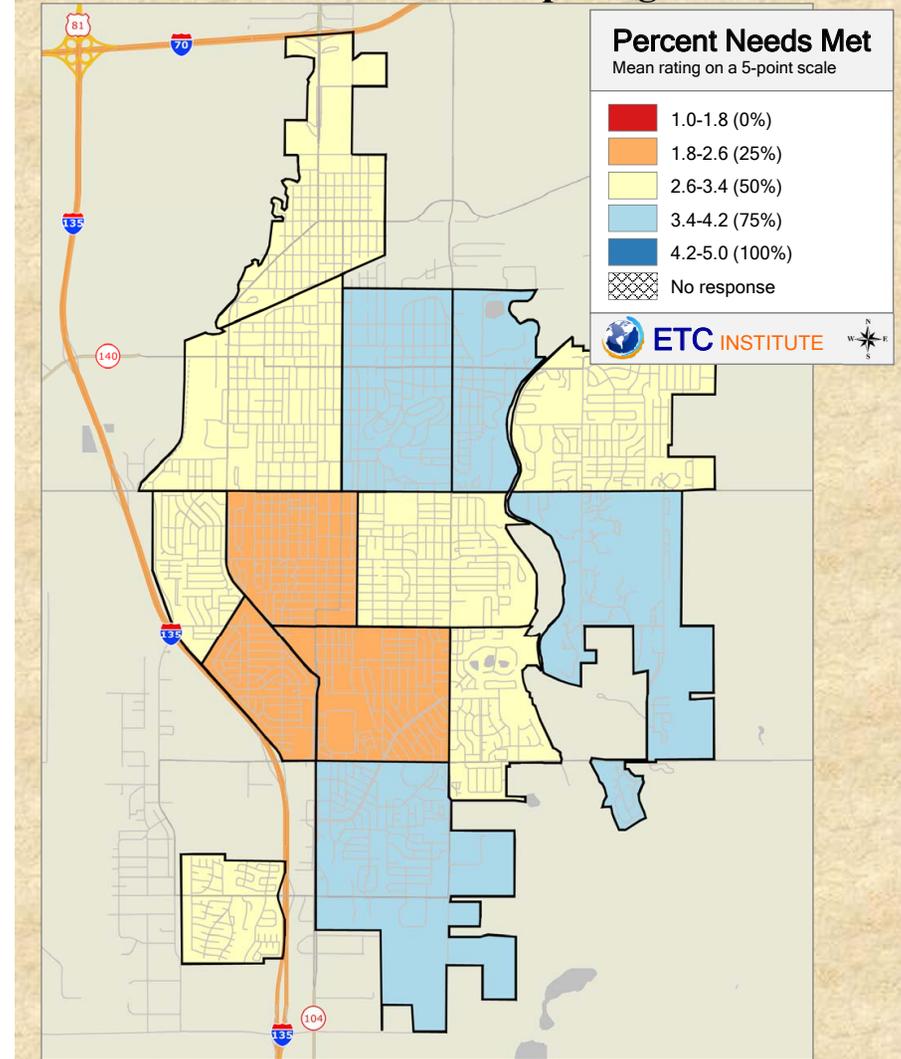
### Q15.22 Do you have a need for: Youth Summer Camp Programs



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

### Q15.22 How well are your needs met: Youth Summer Camp Programs

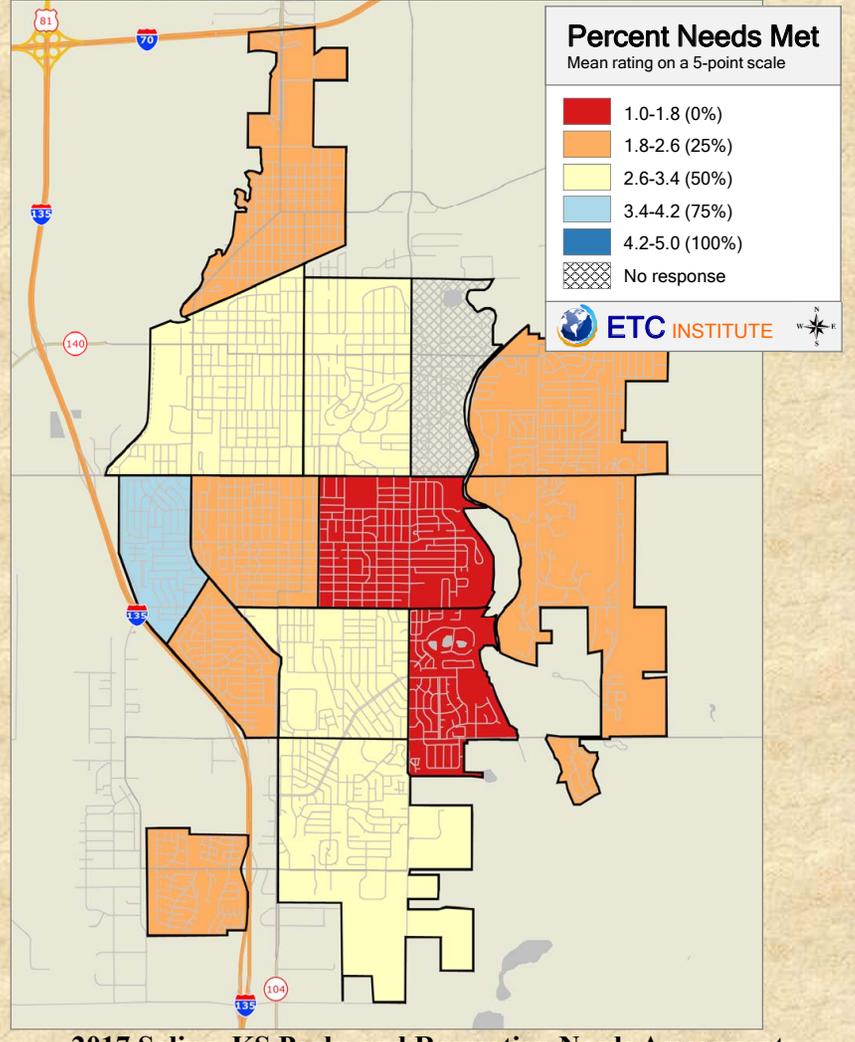
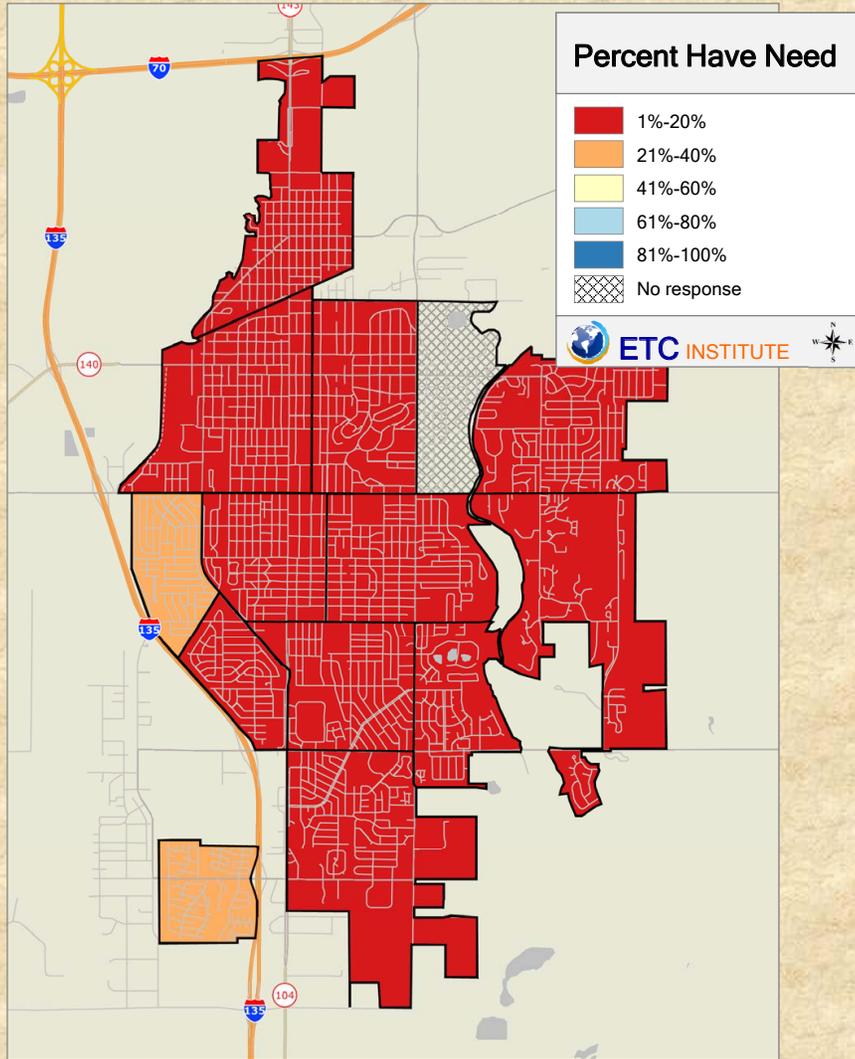


**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

### Q15.23 Do you have a need for: Martial Arts

### Q15.23 How well are your needs met: Martial Arts



**2017 Salina, KS Parks and Recreation Needs Assessment**

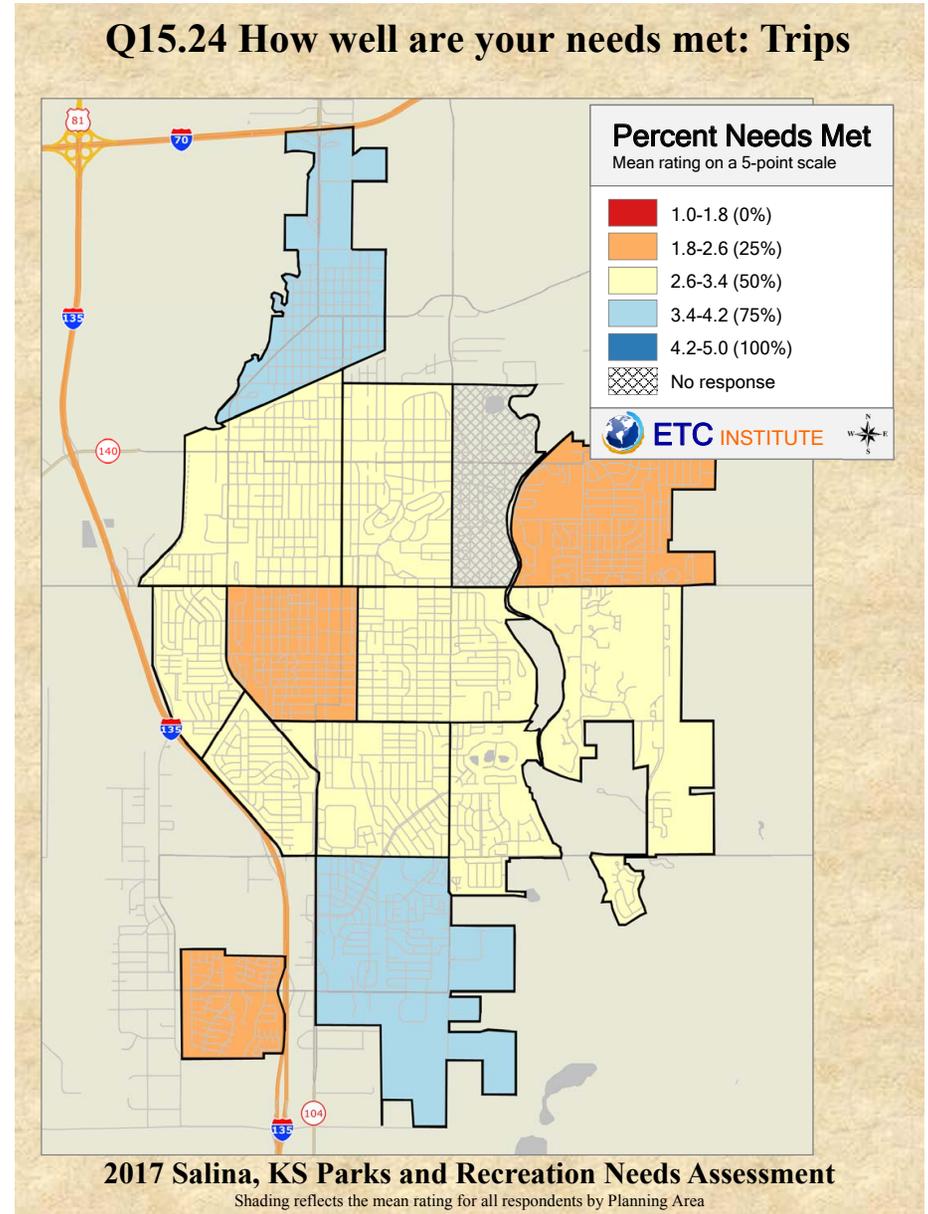
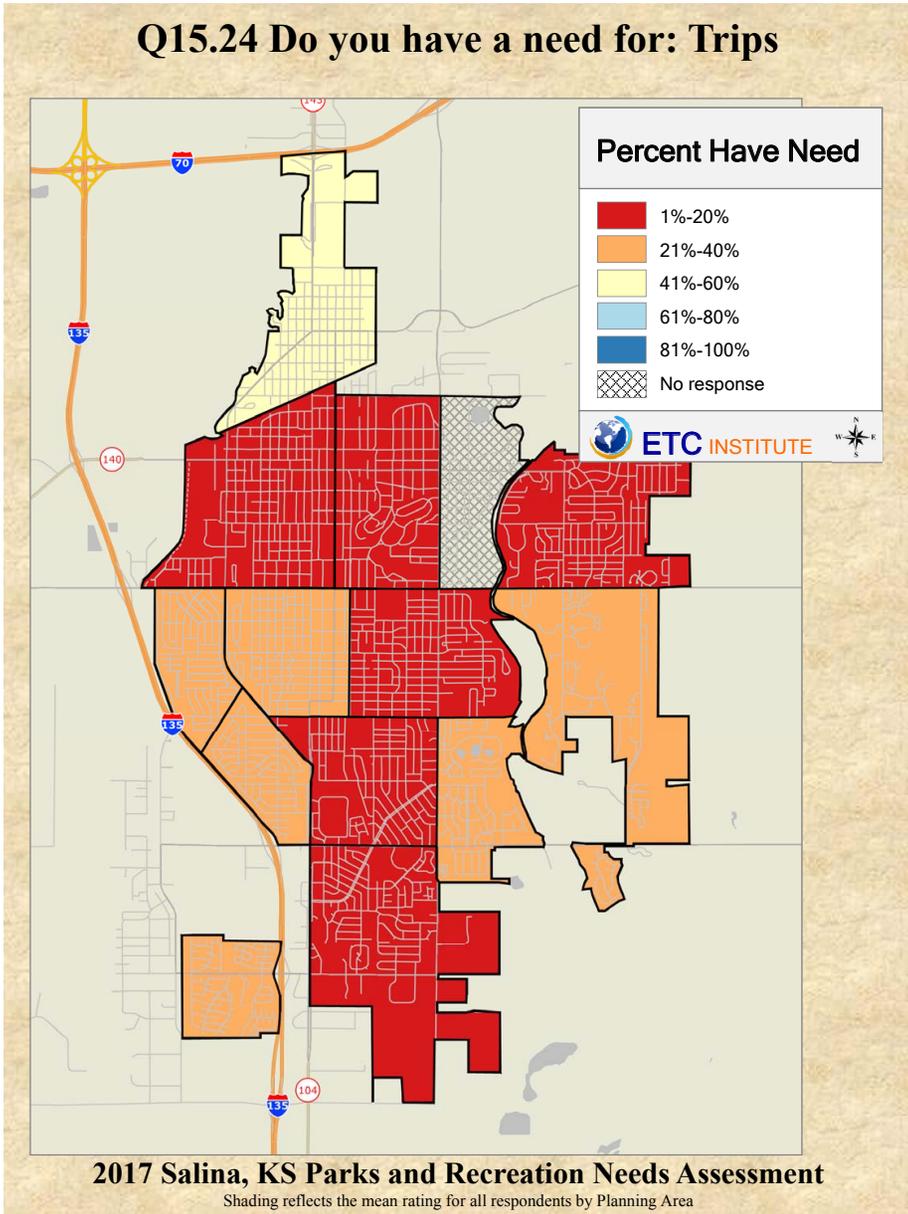
Shading reflects the mean rating for all respondents by Planning Area

**2017 Salina, KS Parks and Recreation Needs Assessment**

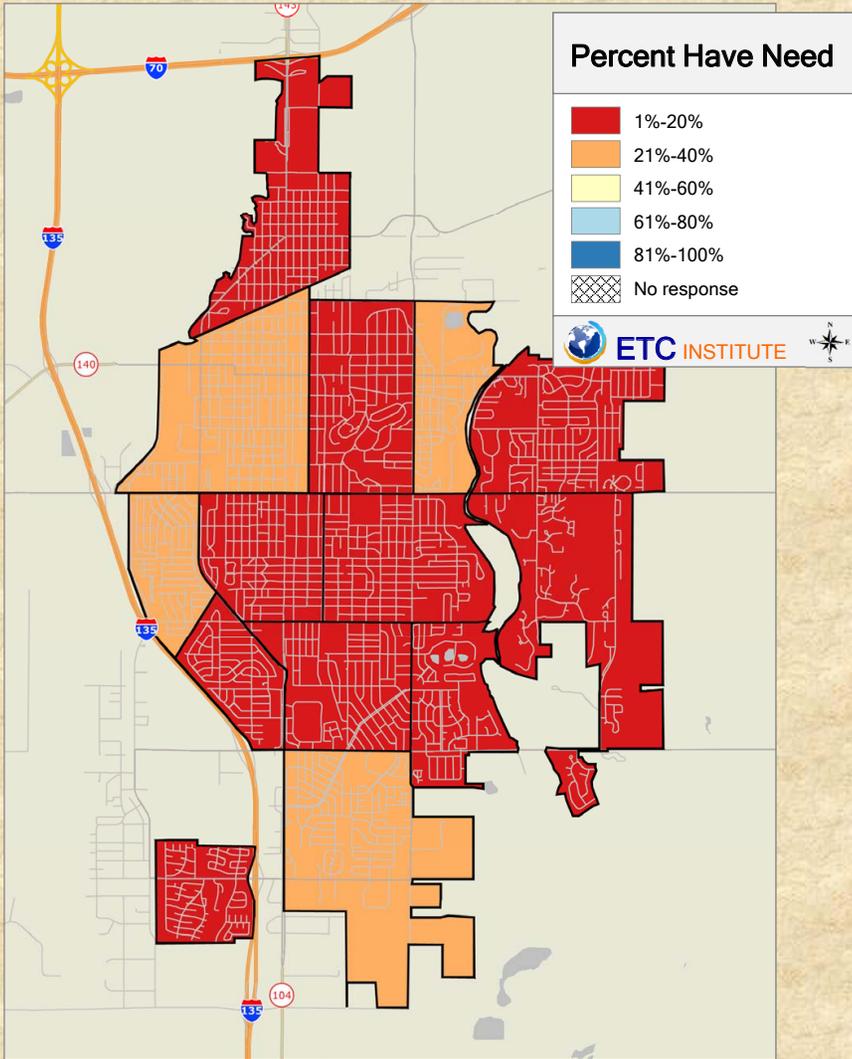
Shading reflects the mean rating for all respondents by Planning Area

### Q15.24 Do you have a need for: Trips

### Q15.24 How well are your needs met: Trips



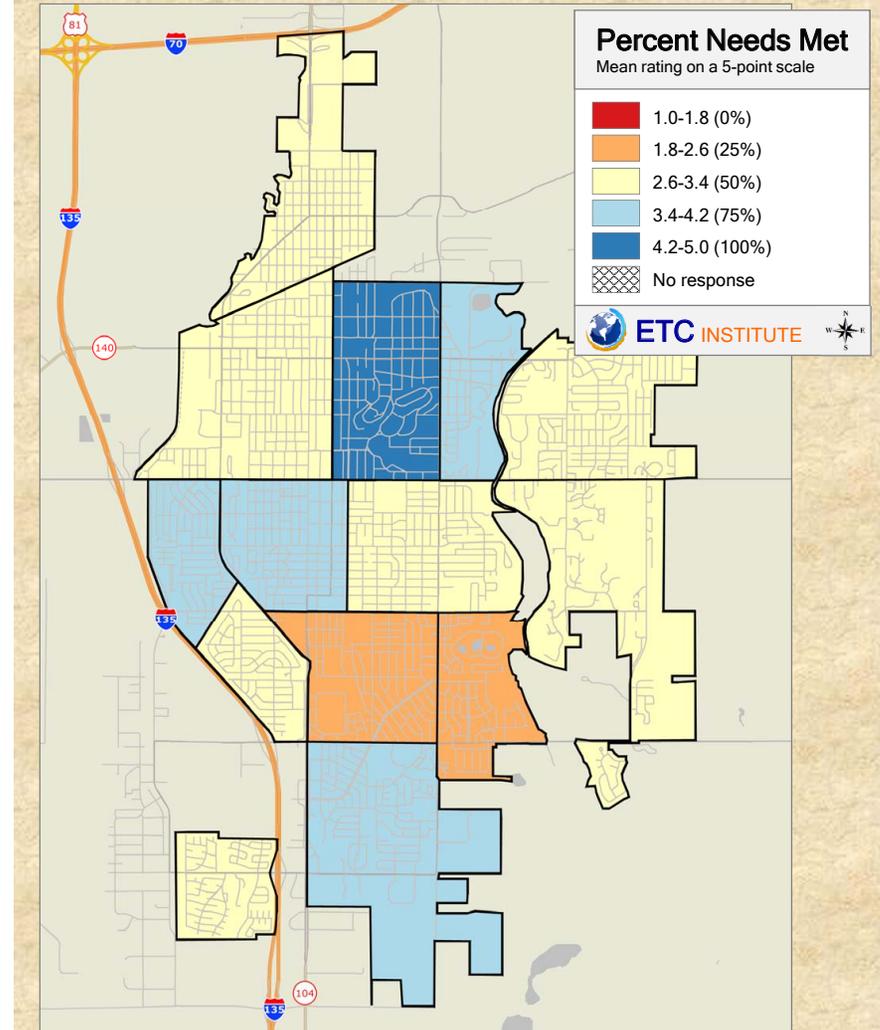
### Q15.25 Do you have a need for: Gymnastics



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

### Q15.25 How well are your needs met: Gymnastics



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

### Q15.26 Do you have a need for: Preschool with All Day Care

### Q15.26 How well are your needs met: Preschool with All Day Care

#### Percent Have Need

- 1%-20%
- 21%-40%
- 41%-60%
- 61%-80%
- 81%-100%
- No response



#### Percent Needs Met

Mean rating on a 5-point scale

- 1.0-1.8 (0%)
- 1.8-2.6 (25%)
- 2.6-3.4 (50%)
- 3.4-4.2 (75%)
- 4.2-5.0 (100%)
- No response



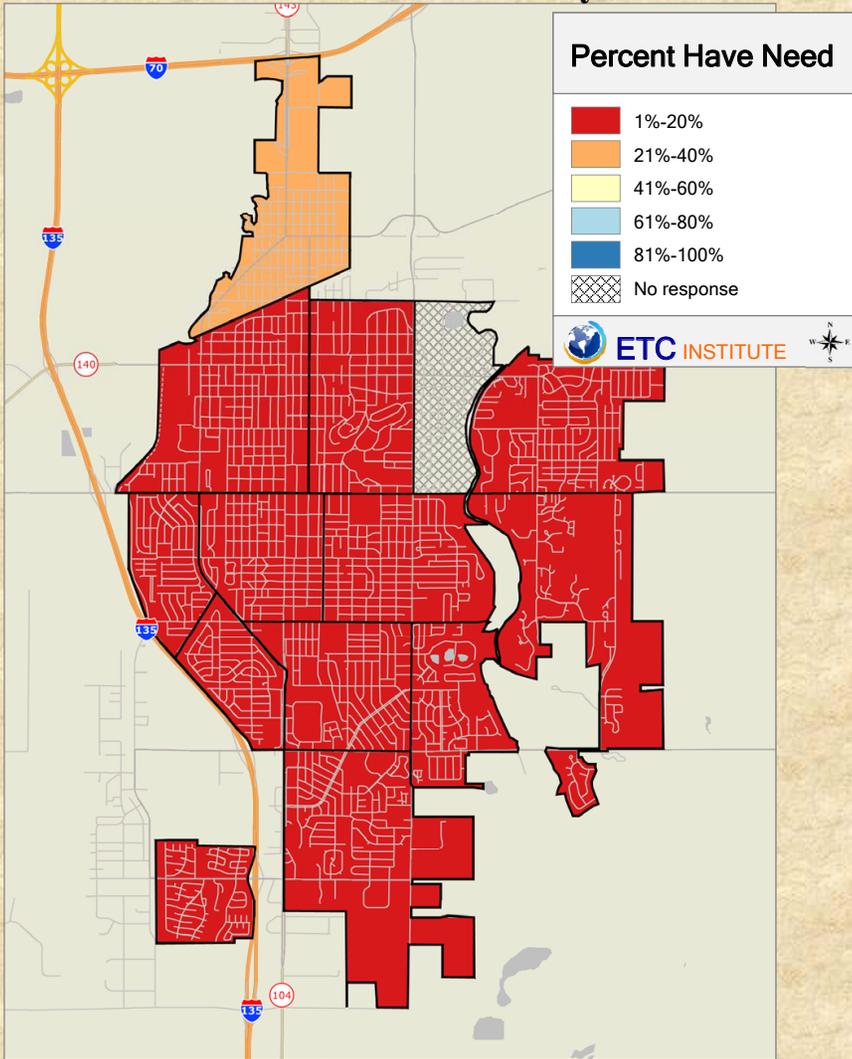
**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

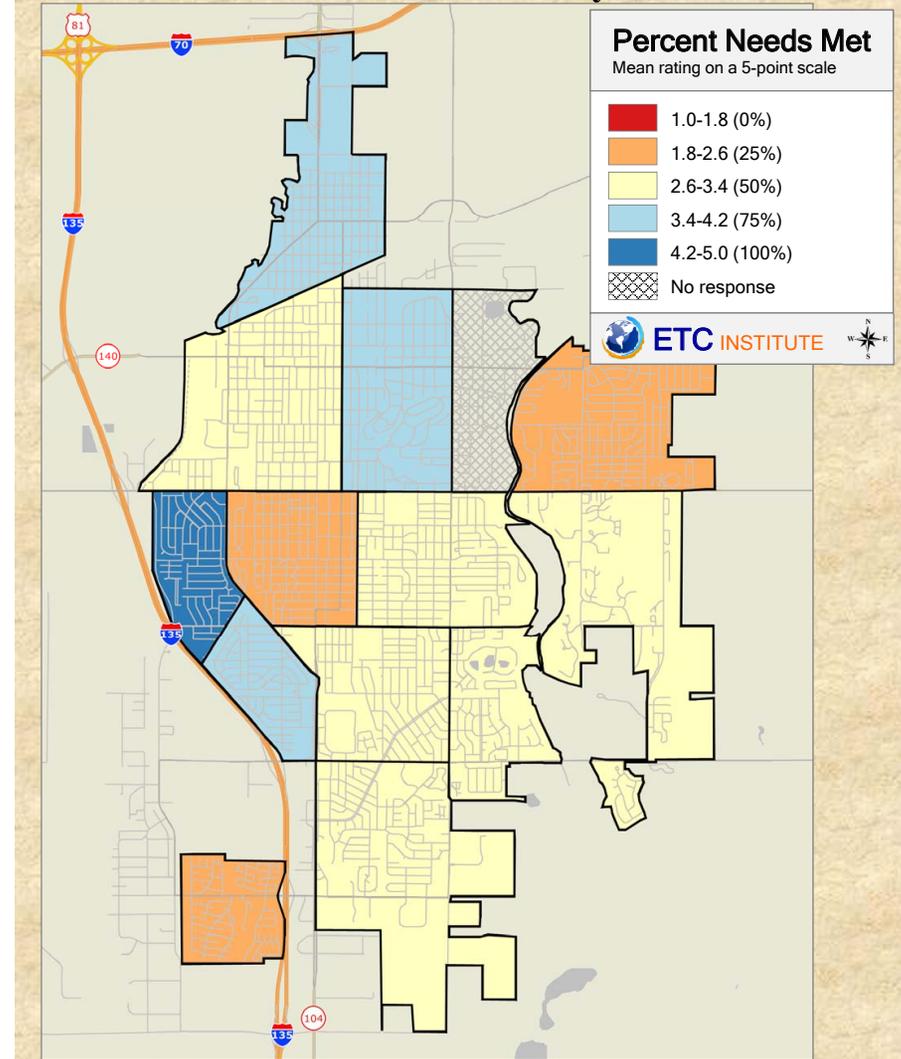
### Q15.27 Do you have a need for: Preschool Half-Day



**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

### Q15.27 How well are your needs met: Preschool Half-Day

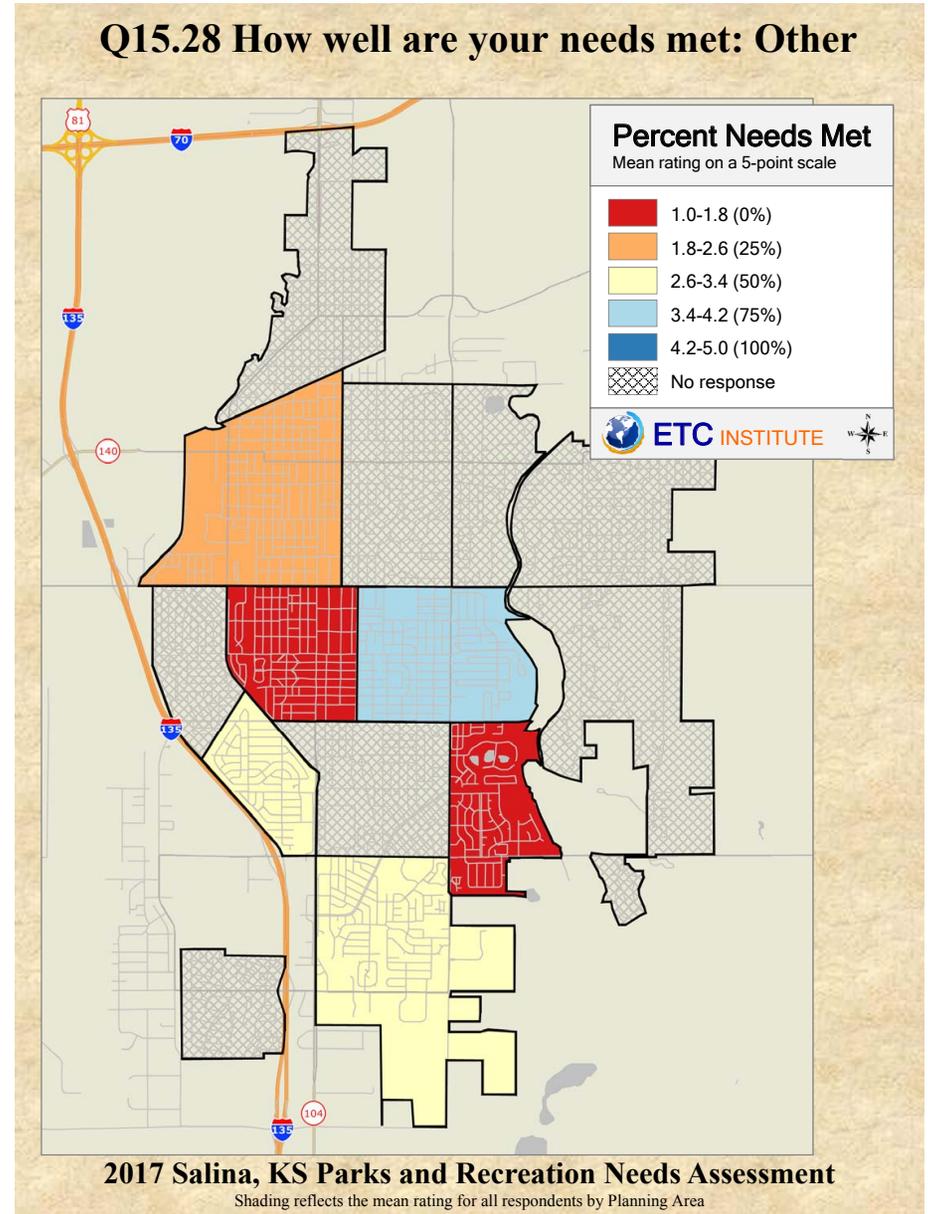
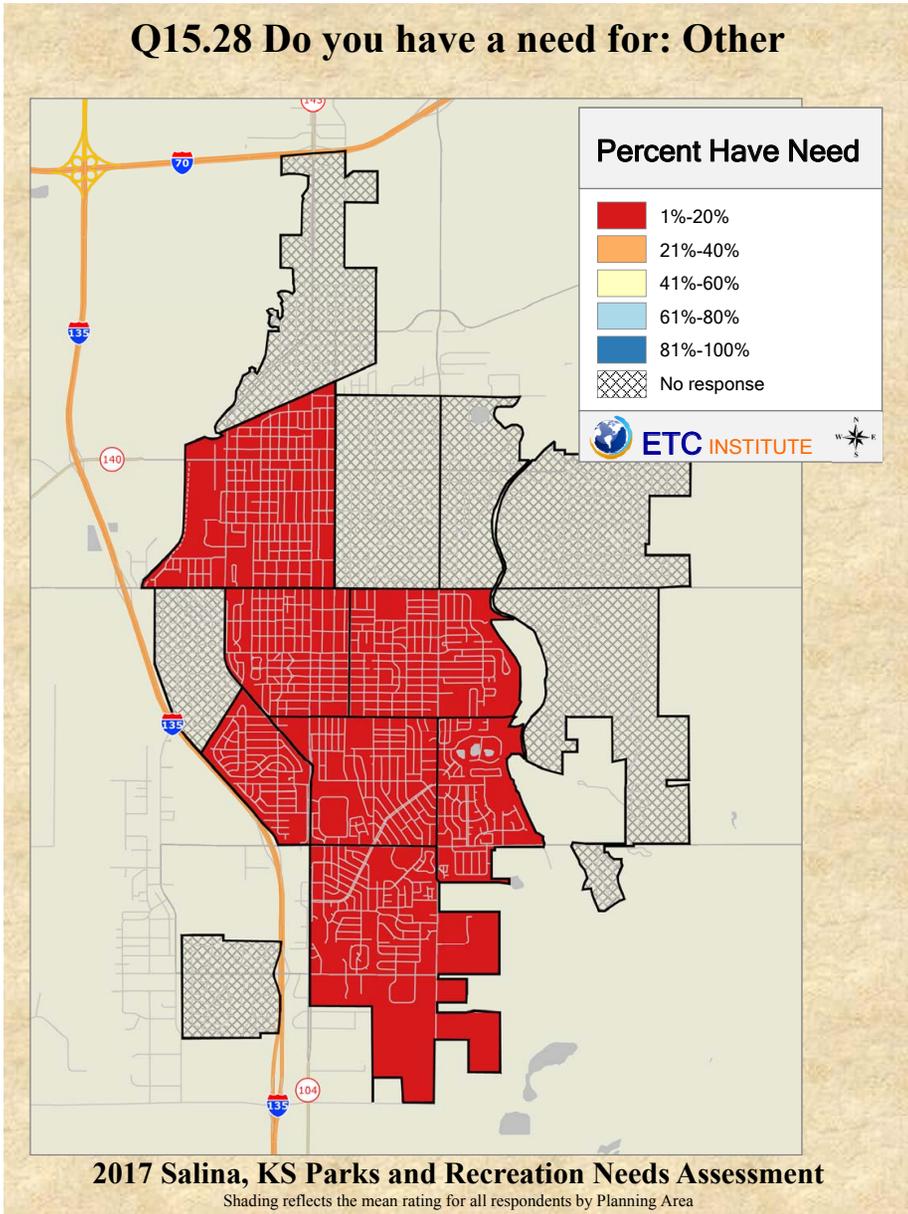


**2017 Salina, KS Parks and Recreation Needs Assessment**

Shading reflects the mean rating for all respondents by Planning Area

### Q15.28 Do you have a need for: Other

### Q15.28 How well are your needs met: Other



## Section 1

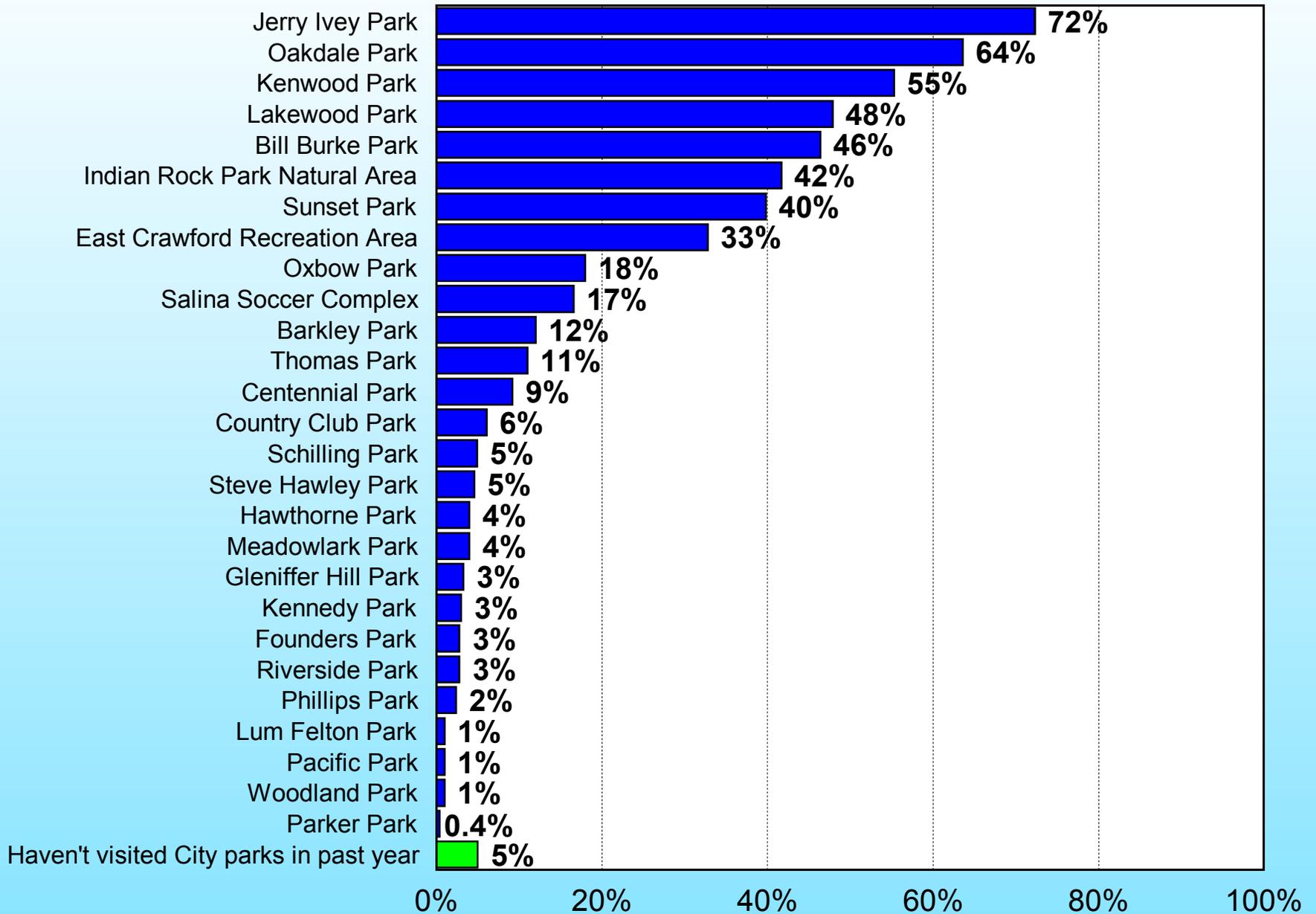
### *Charts and Graphs*

---

# CHARTS AND GRAPHS

# Q1. City of Salina Parks respondents have visited in the past year

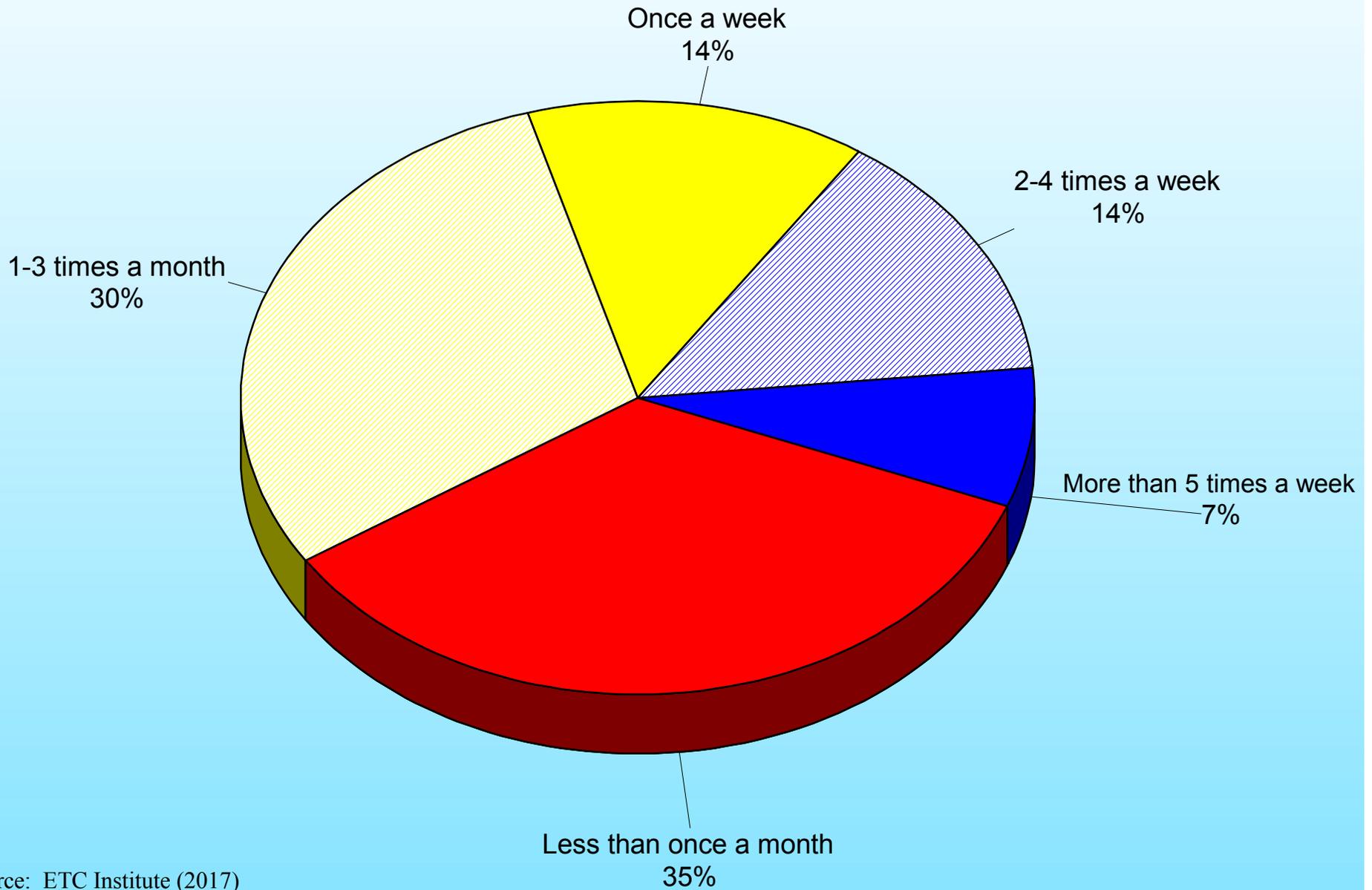
by percentage of respondents



Source: ETC Institute (2017)

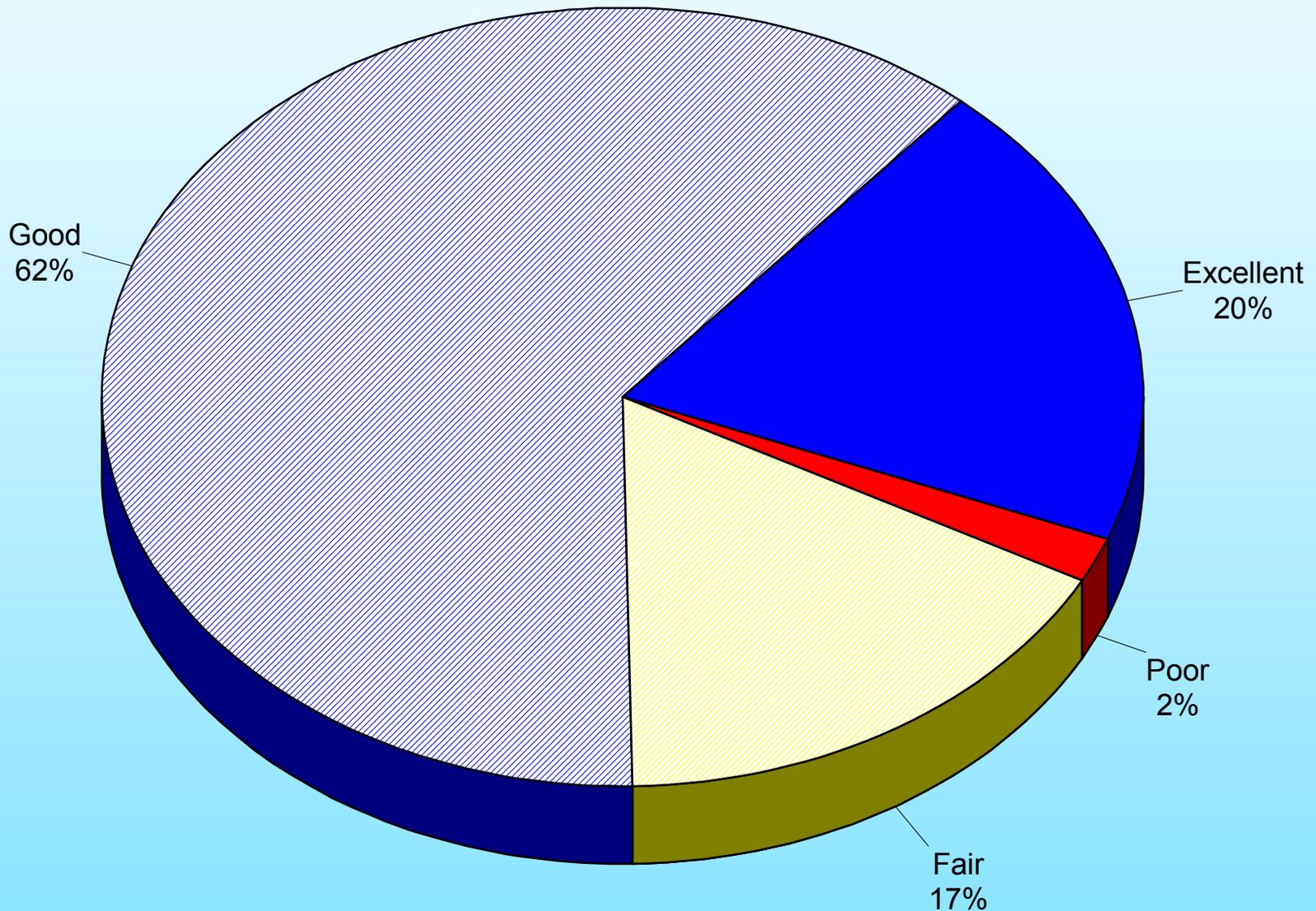
# Q1a. How often have you visited City of Salina parks during the past 12 months?

by percentage of respondents (without "Not Provided" responses)



Source: ETC Institute (2017)

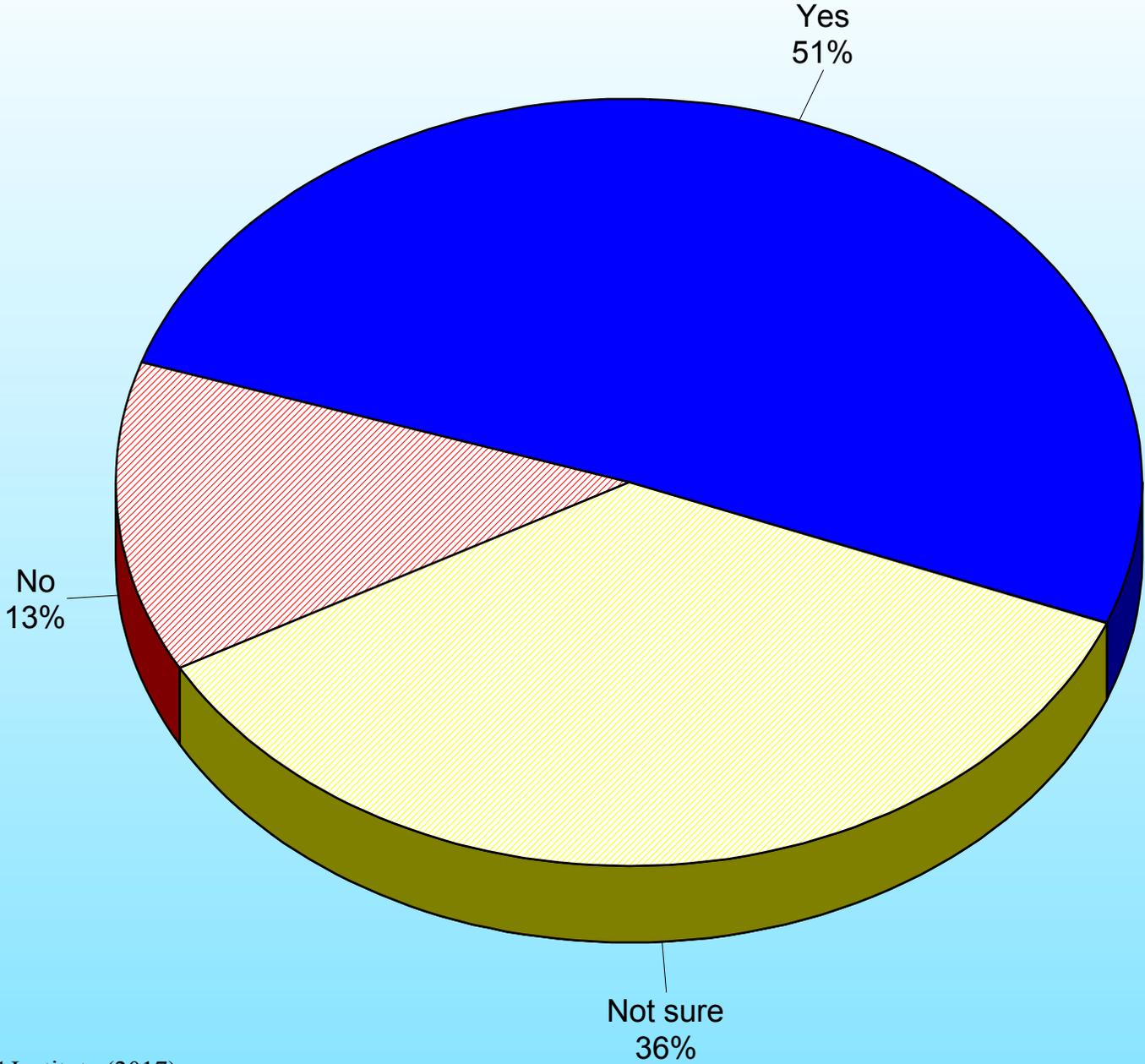
Q1b. Overall, how would you rate the physical condition of ALL the City of Salina parks you have visited?  
by percentage of respondents (without "Don't Know" responses)



Source: ETC Institute (2017)

# Q2. Do you feel you have adequate access to athletic fields?

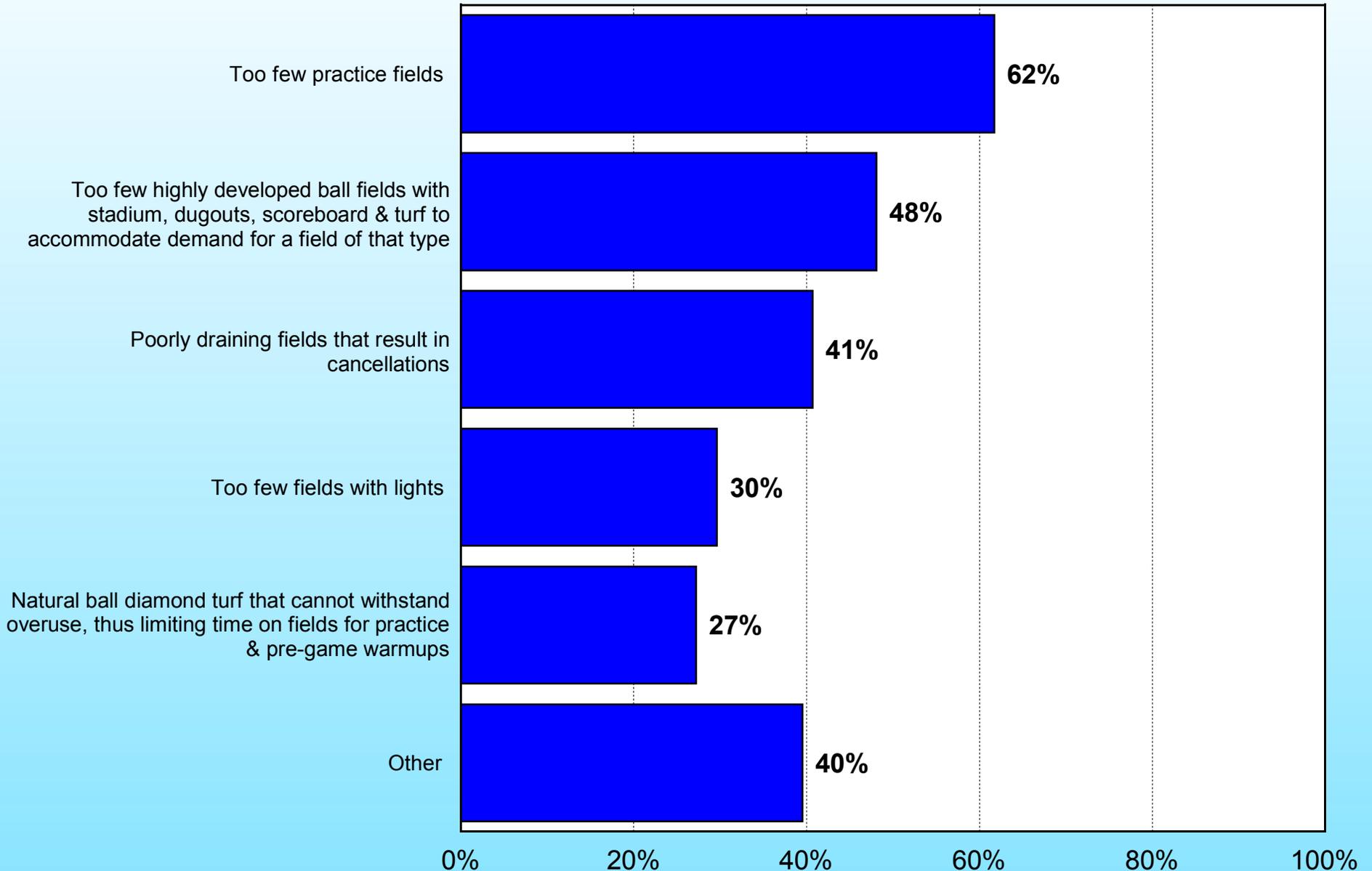
by percentage of respondents



Source: ETC Institute (2017)

## Q2a. Why do you feel that you don't have adequate access to athletic fields?

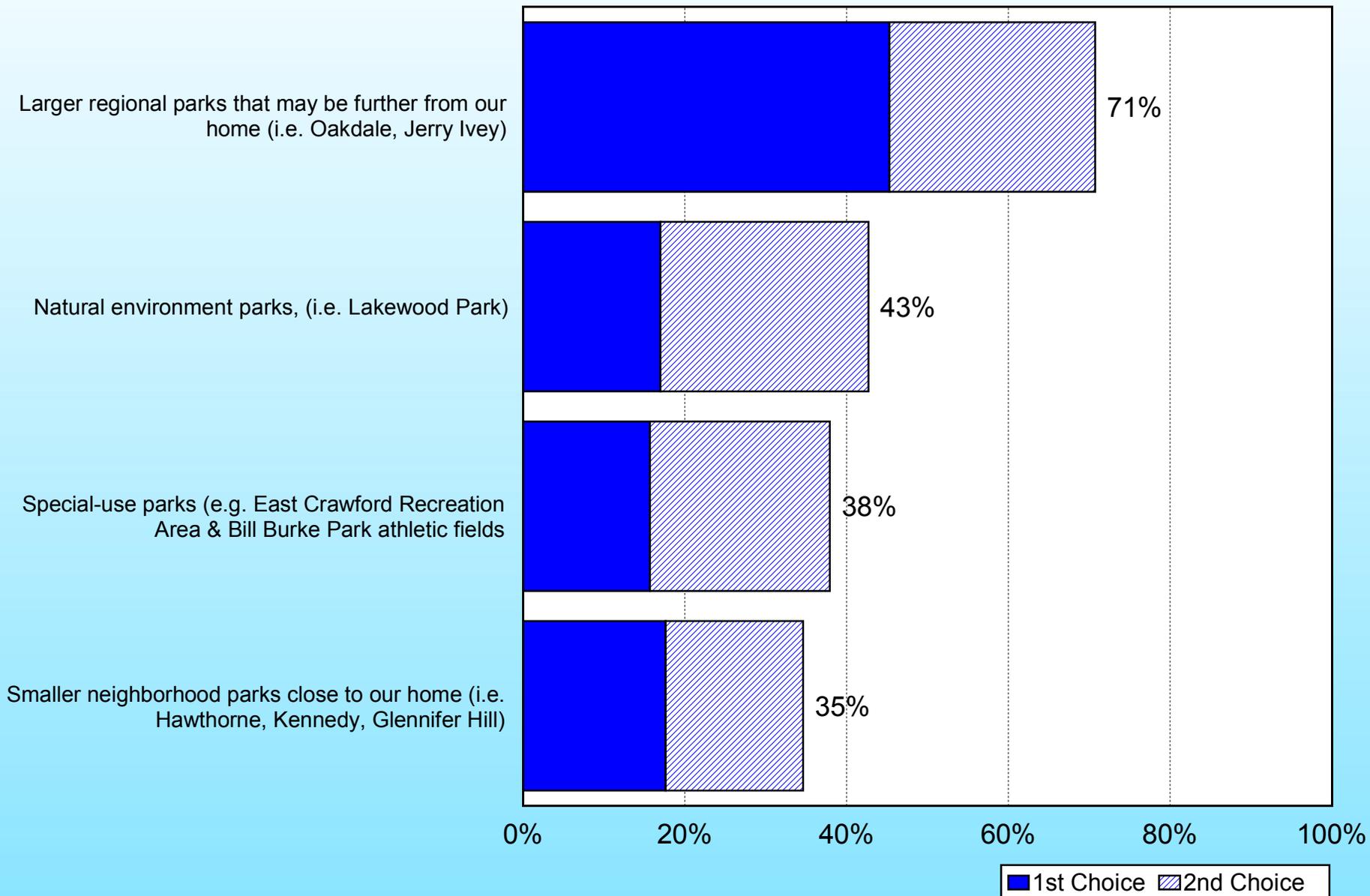
by percentage of respondents who indicated they do not have adequate access to athletic fields



Source: ETC Institute (2017)

# Q3. Which two types of parks do you and members of your household prefer most

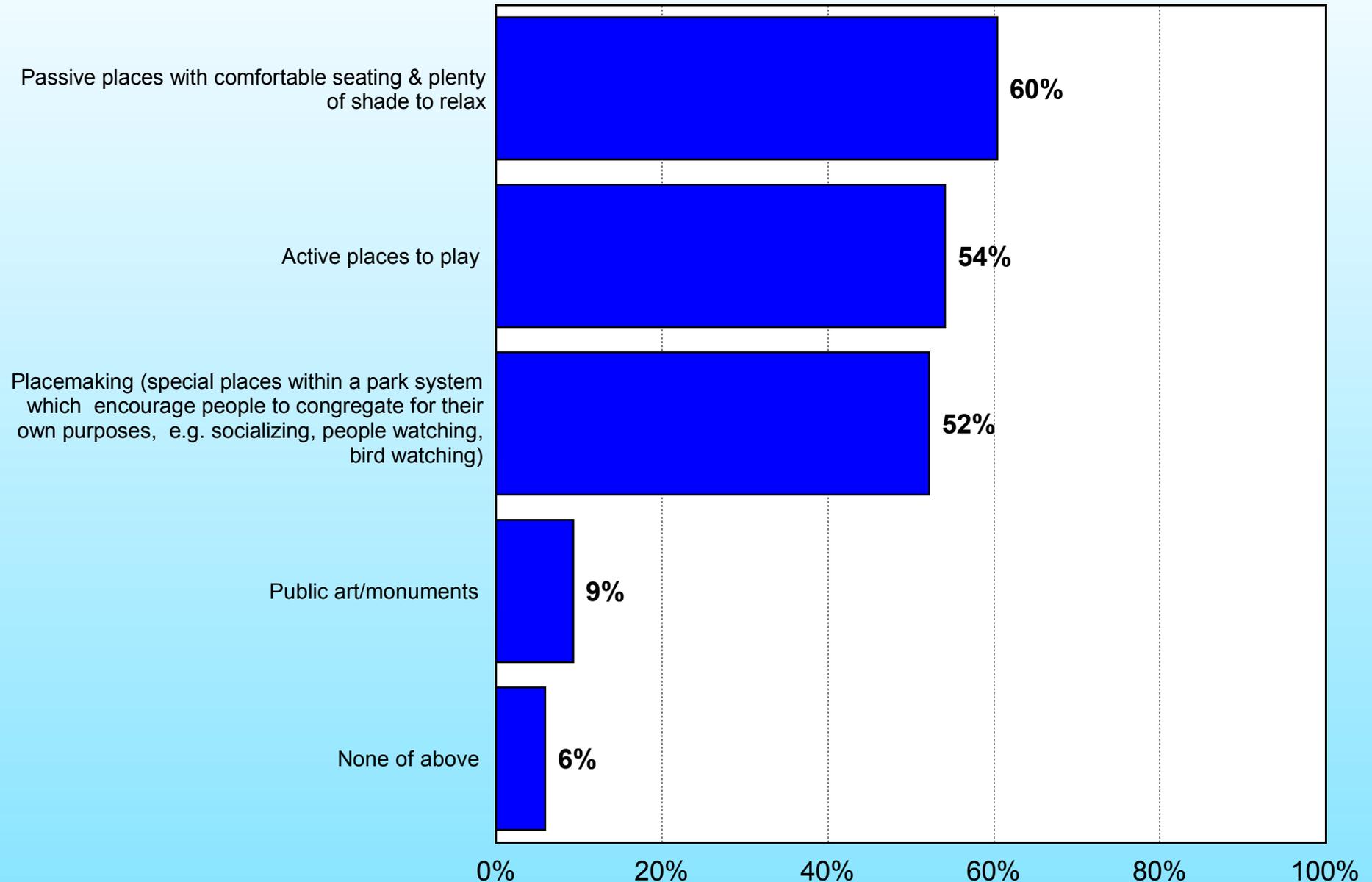
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (2017)

# Q4. Which two open-space options would you and members of your household support most?

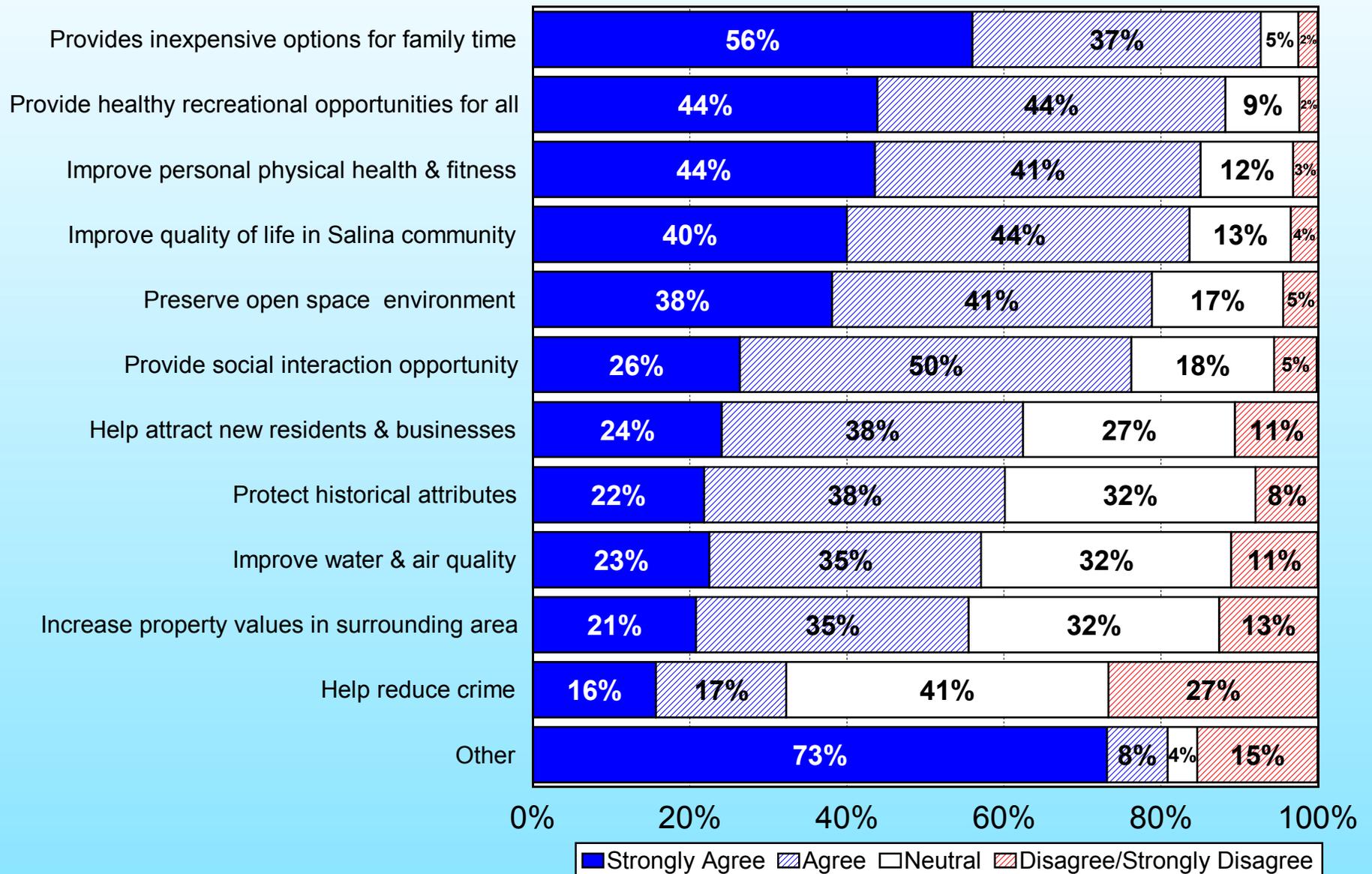
by percentage of respondents who selected the item as one of their two choices



Source: ETC Institute (2017)

# Q5. Level of agreement with each potential benefit received from parks, trails, and nature areas

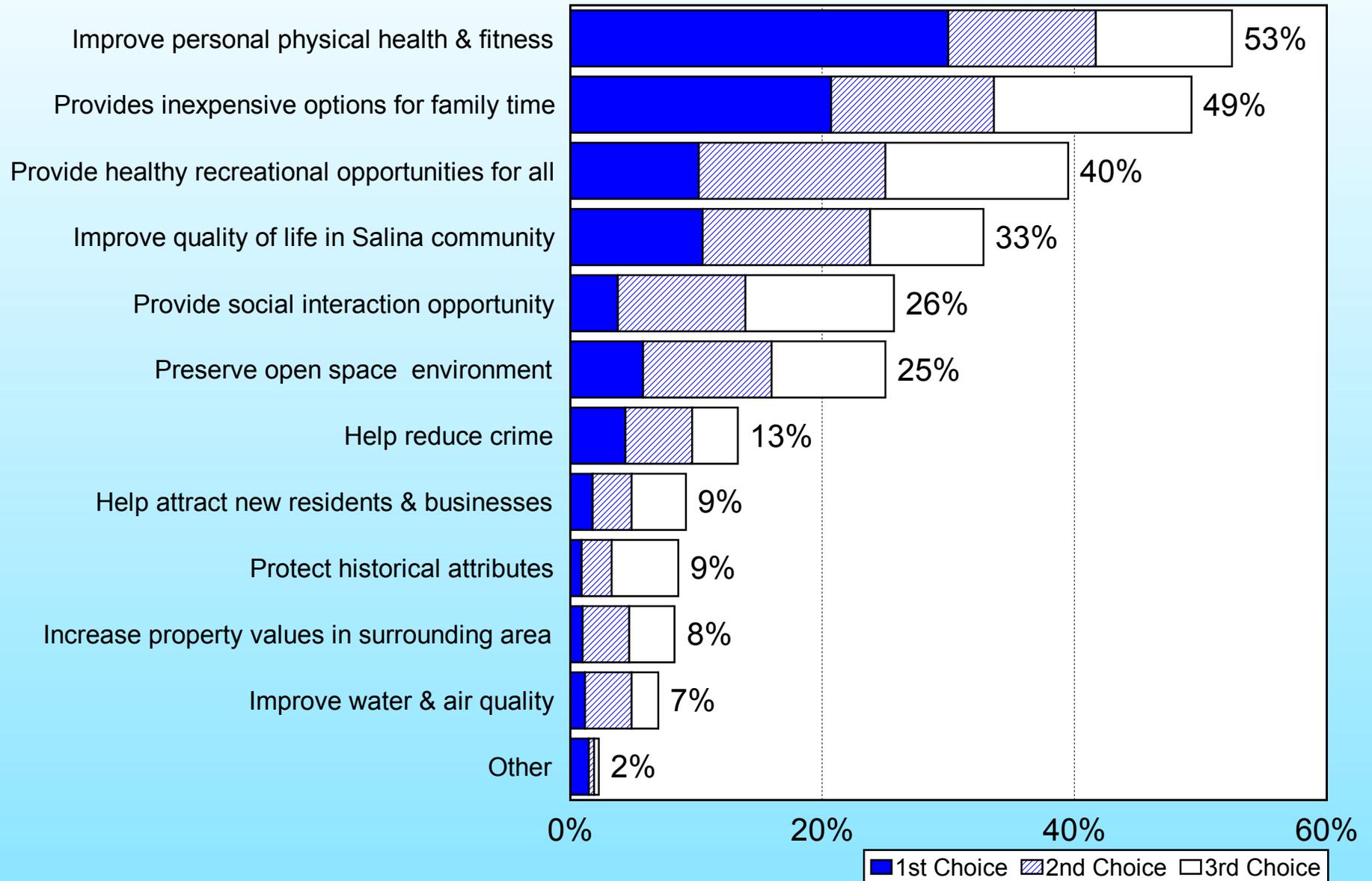
by percentage of households (Excluding "Don't Know")



Source: ETC Institute (2017)

# Q6. Which three benefits are most important to you and members of your household?

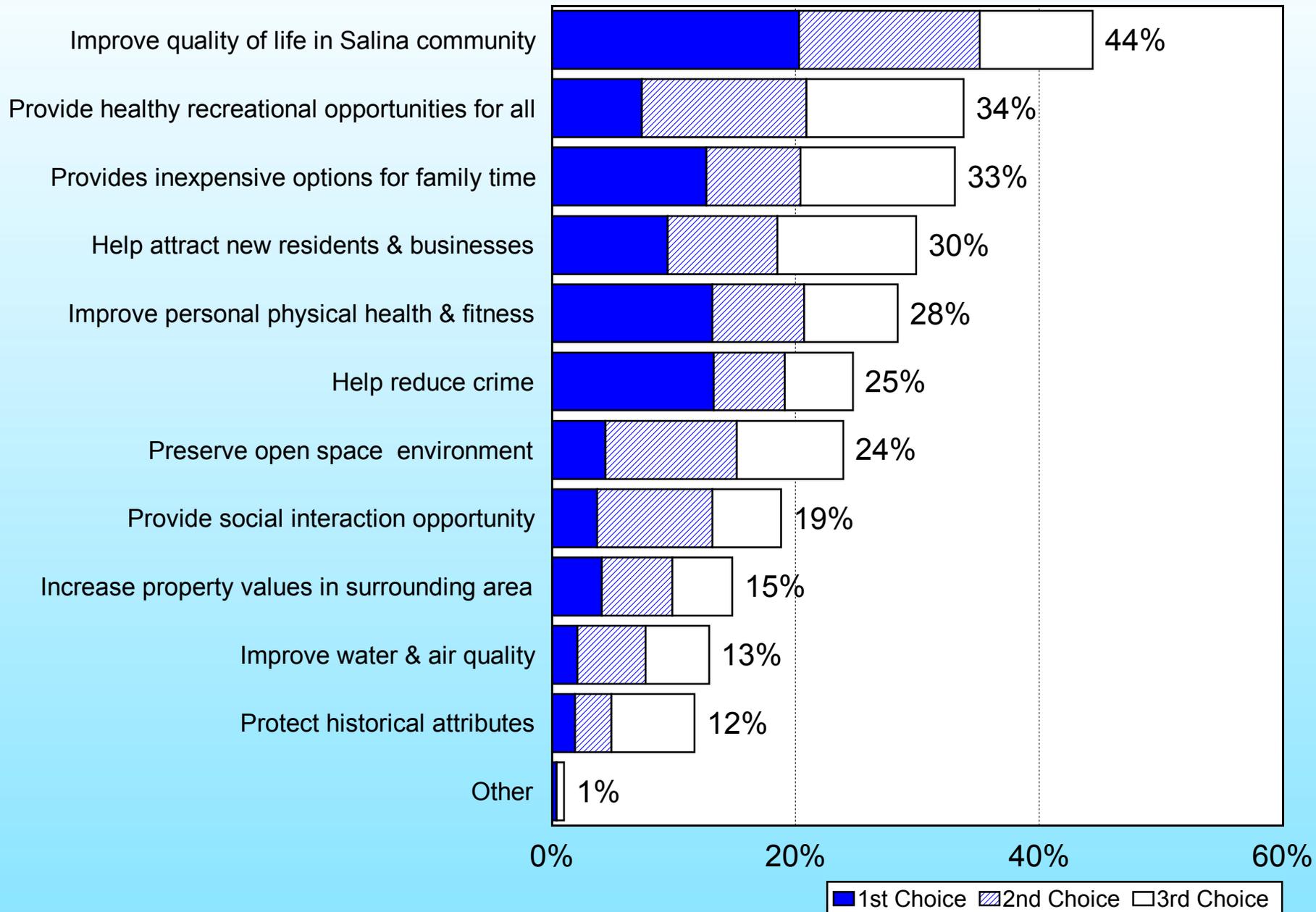
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (2017)

# Q7. Which three benefits are most important for the community?

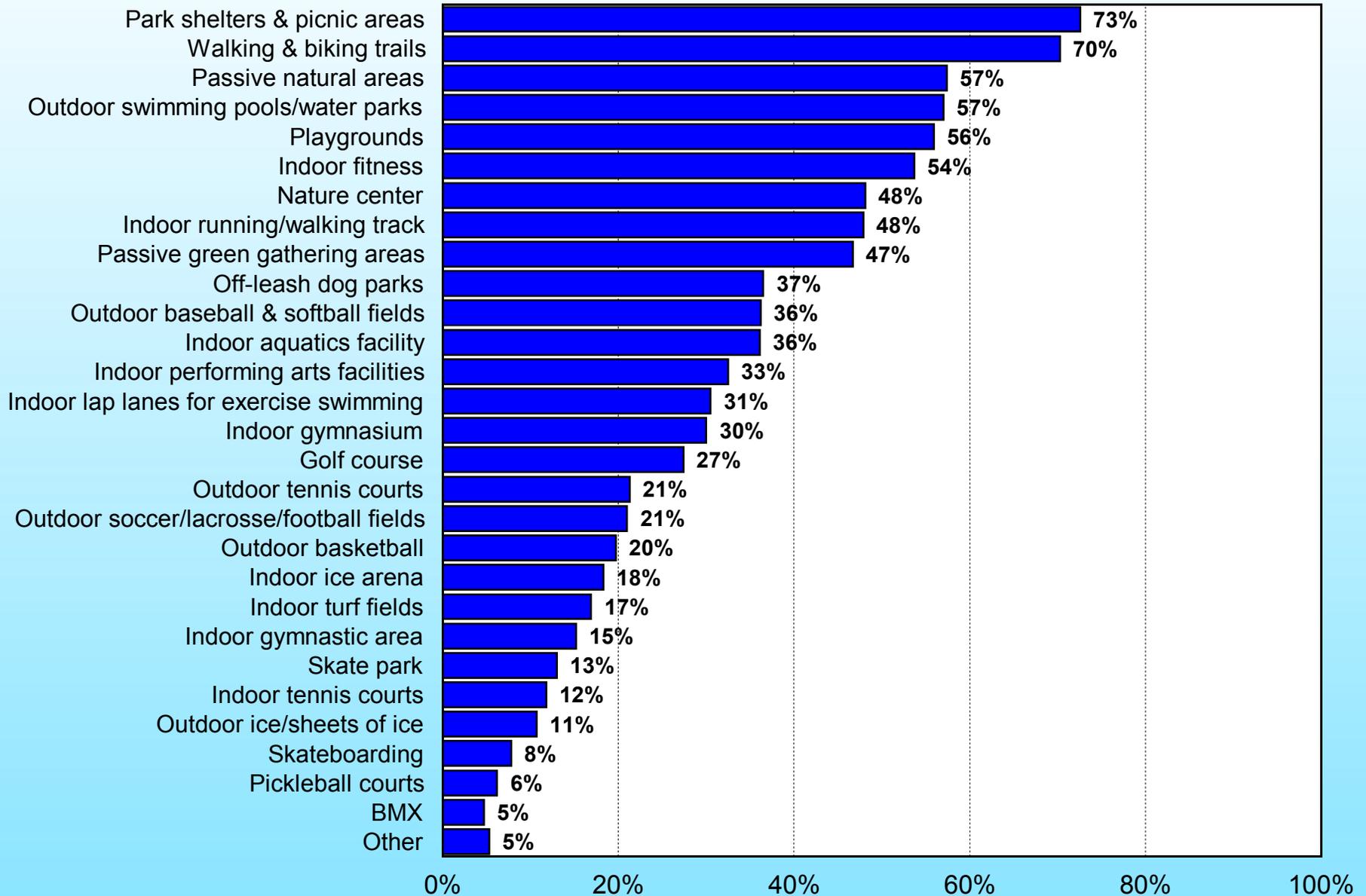
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (2017)

# Q8. Households that Have a Need for Parks and Recreation Facilities

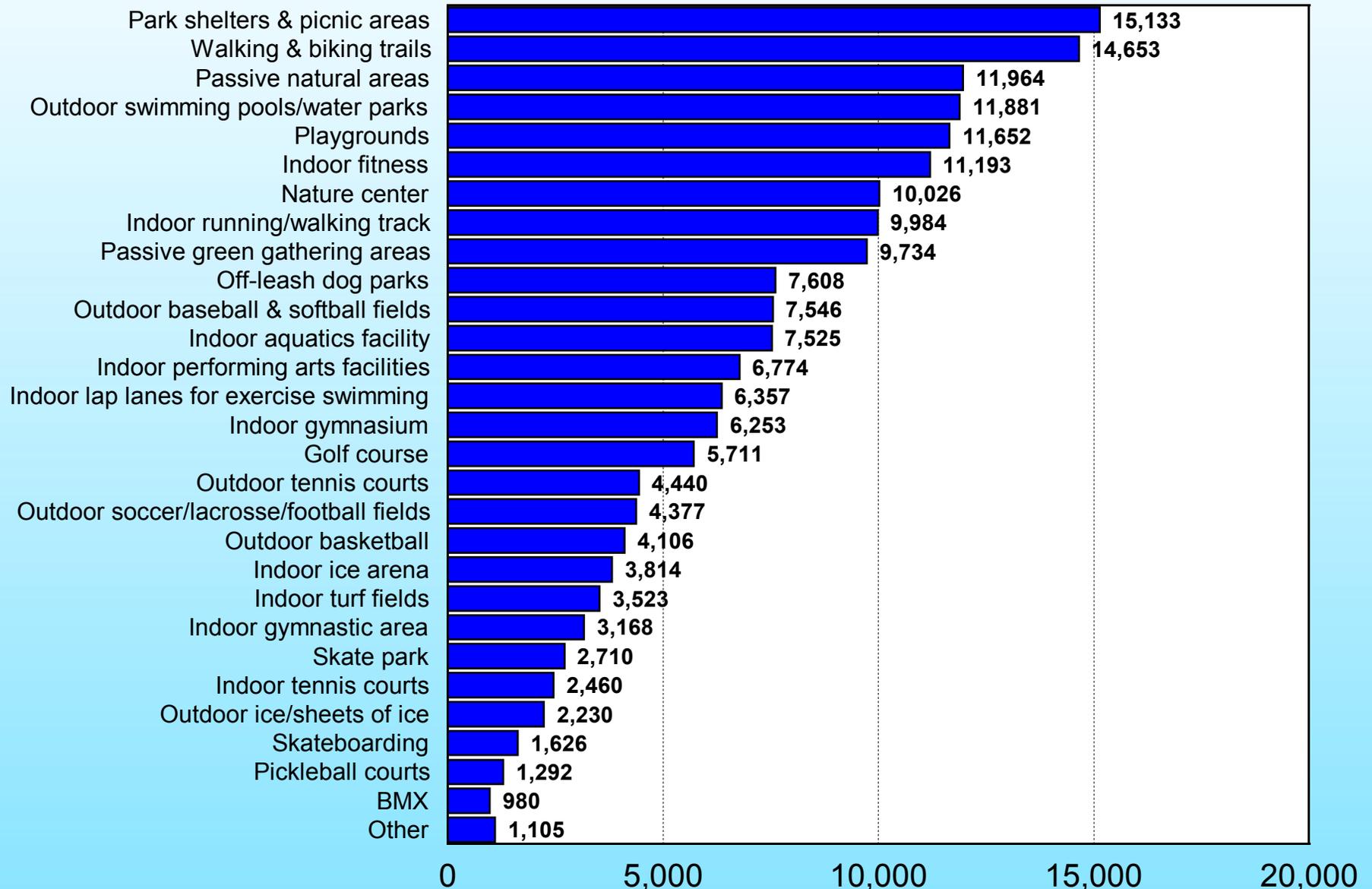
by percentage of respondents



Source: ETC Institute (2017)

# Q8-1. Estimated Number of Households in the City of Salina that Have a Need for Parks and Recreation Facilities

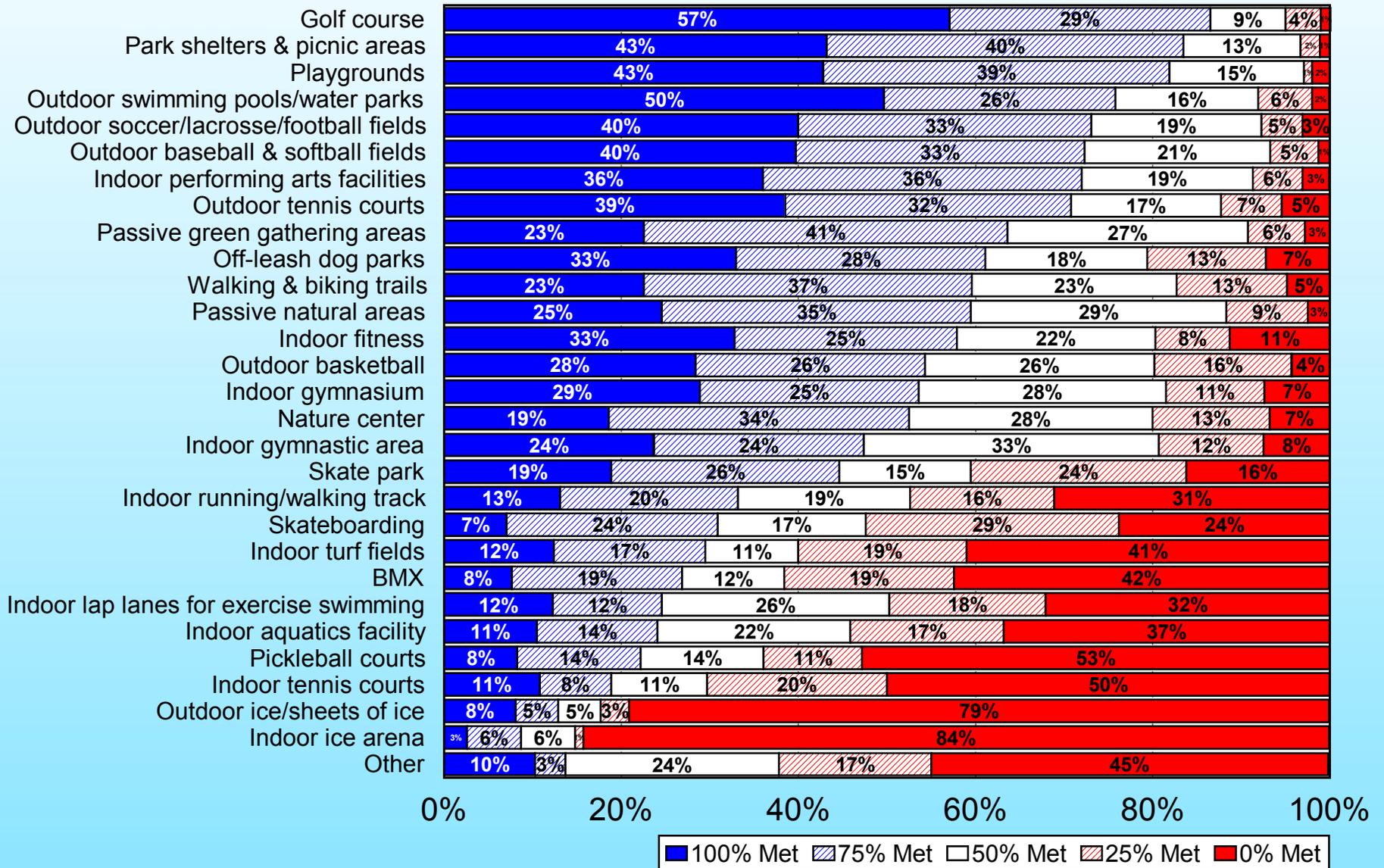
by number of households based on 20,844 households in the City of Salina



Source: ETC Institute (2017)

# Q8-2. How Well the City of Salina Facilities are Meeting the Needs of Households

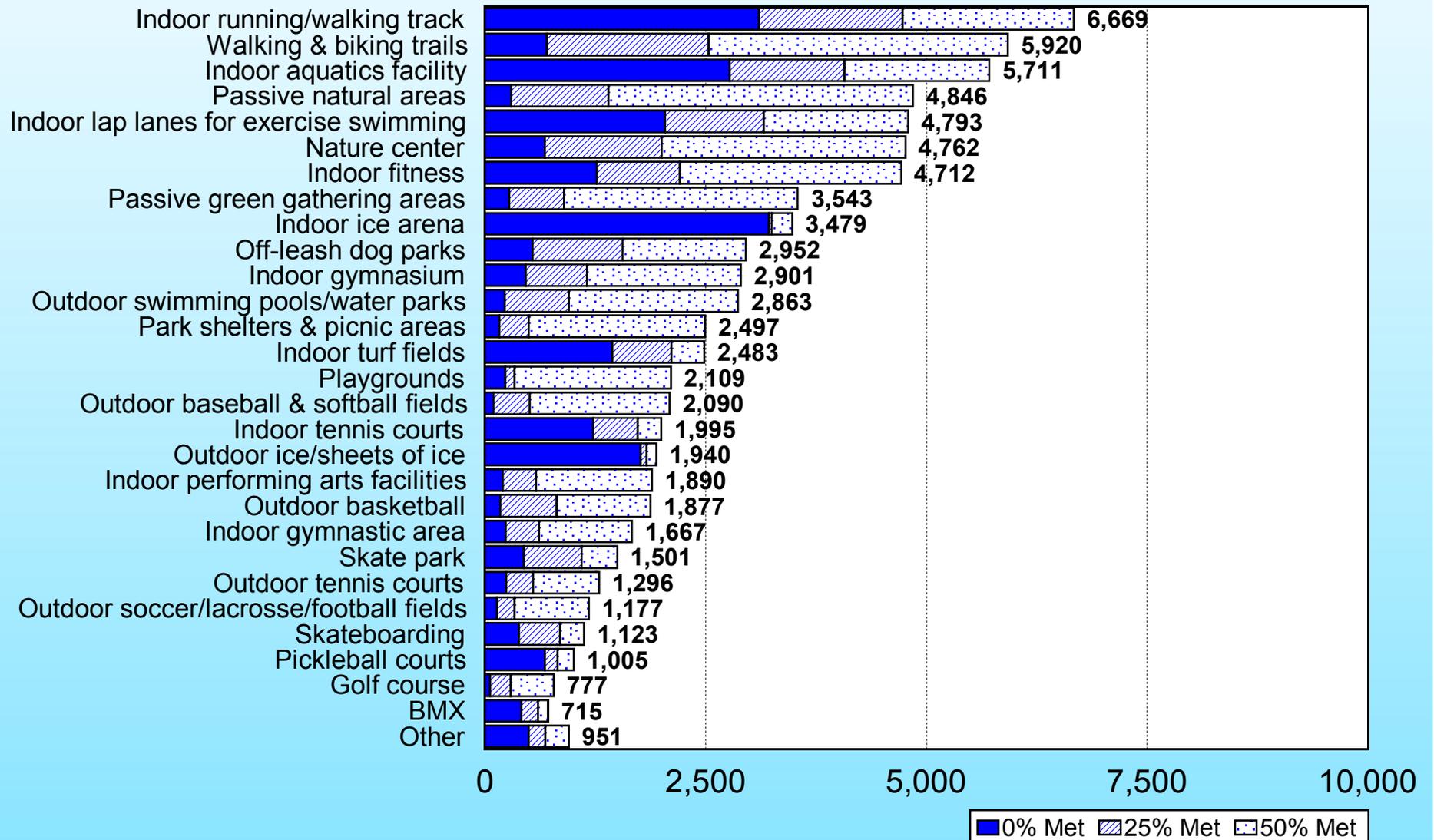
by percentage of households that have a need for facilities



Source: ETC Institute (2017)

# Q8-3. Estimated Number of Households in the City of Salina Whose Needs for Parks and Recreation Facilities Are Being Met 50% or Less

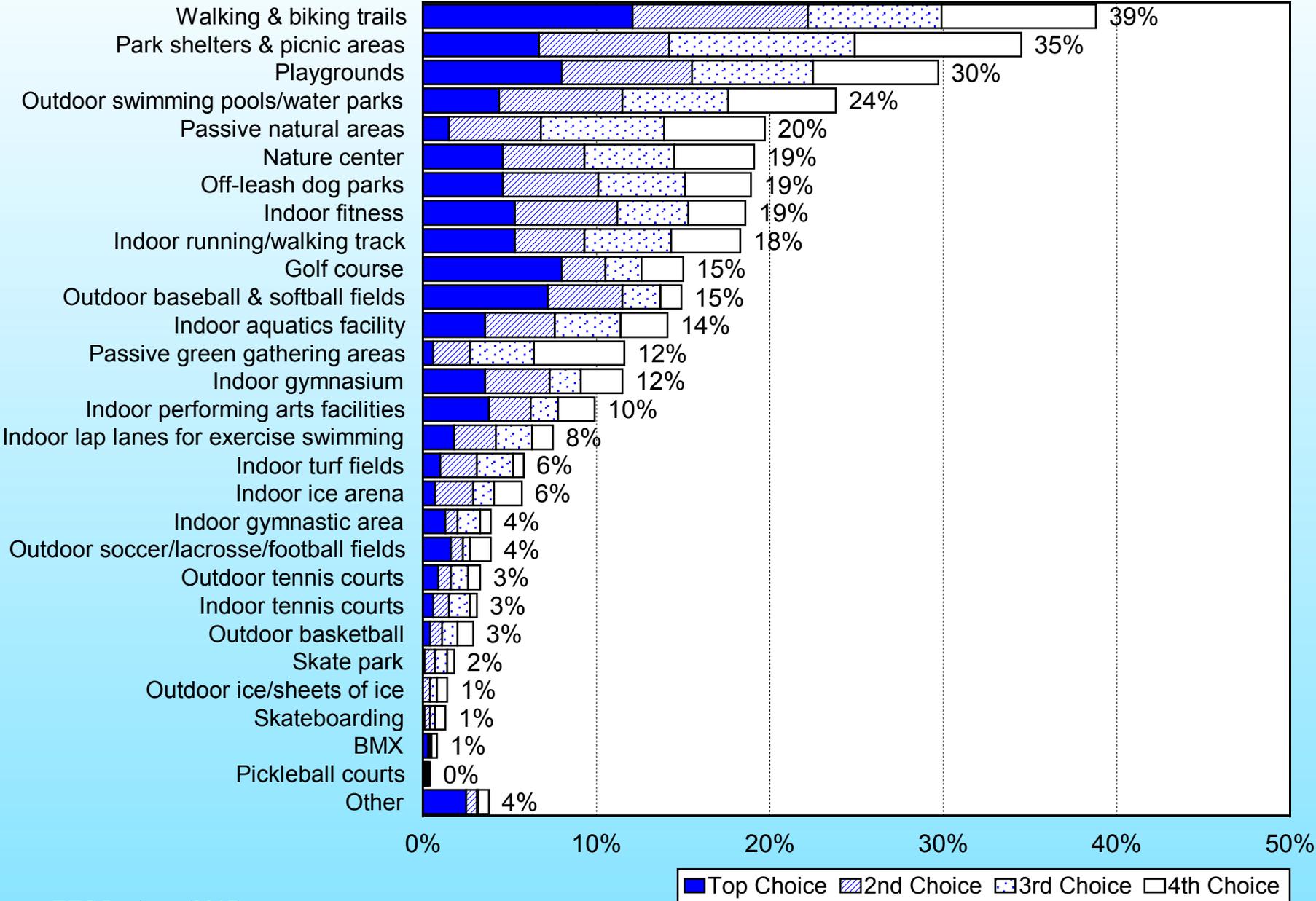
by number of households based on 20,844 households in the City of Salina



Source: ETC Institute (2017)

# Q9. Parks and Recreation Facilities Most Important to Household

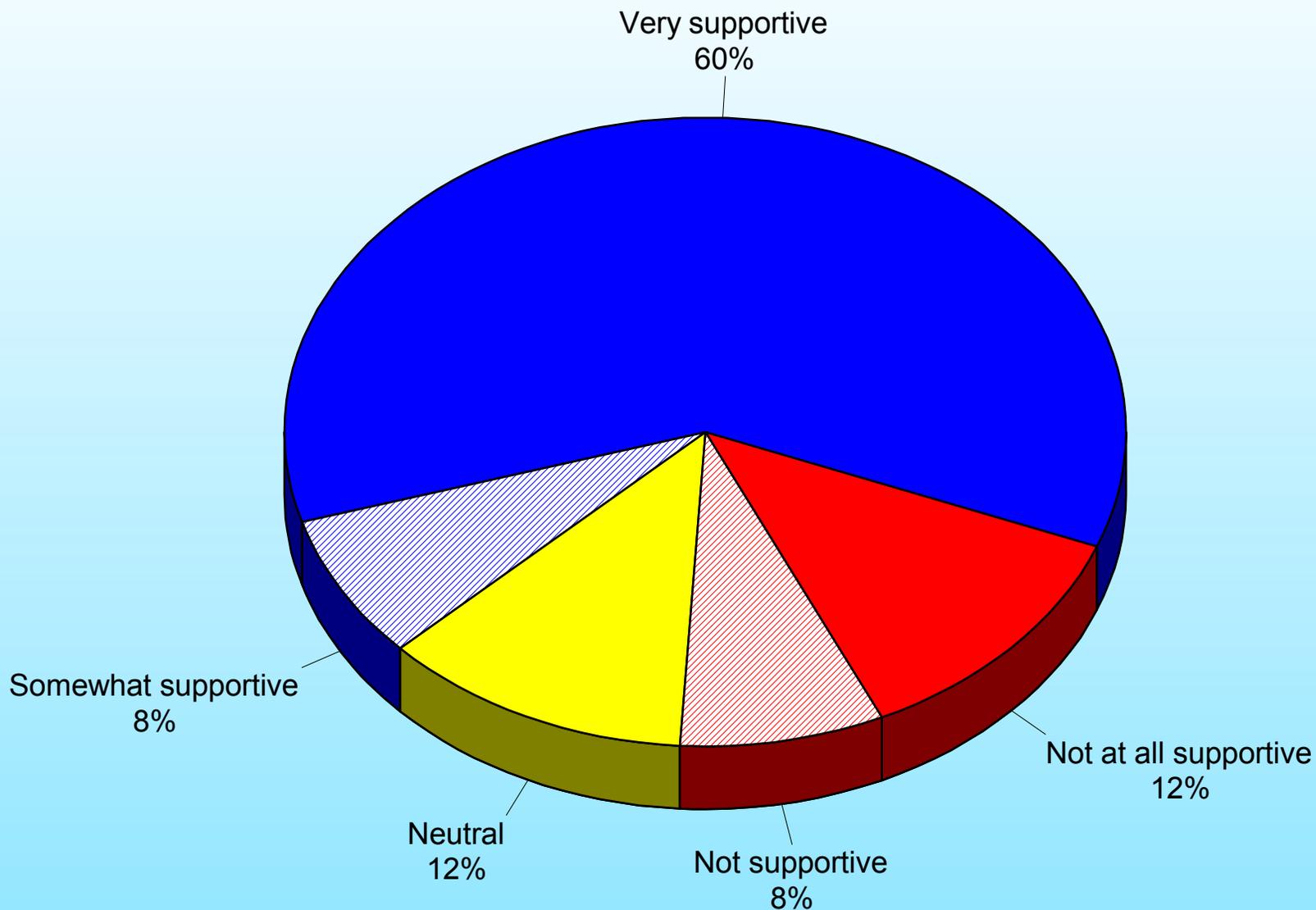
by percentage of respondents who selected the item as one of their top four choices



Source: ETC Institute (2017)

# Q10. How supportive would you be of banning smoking at city parks?

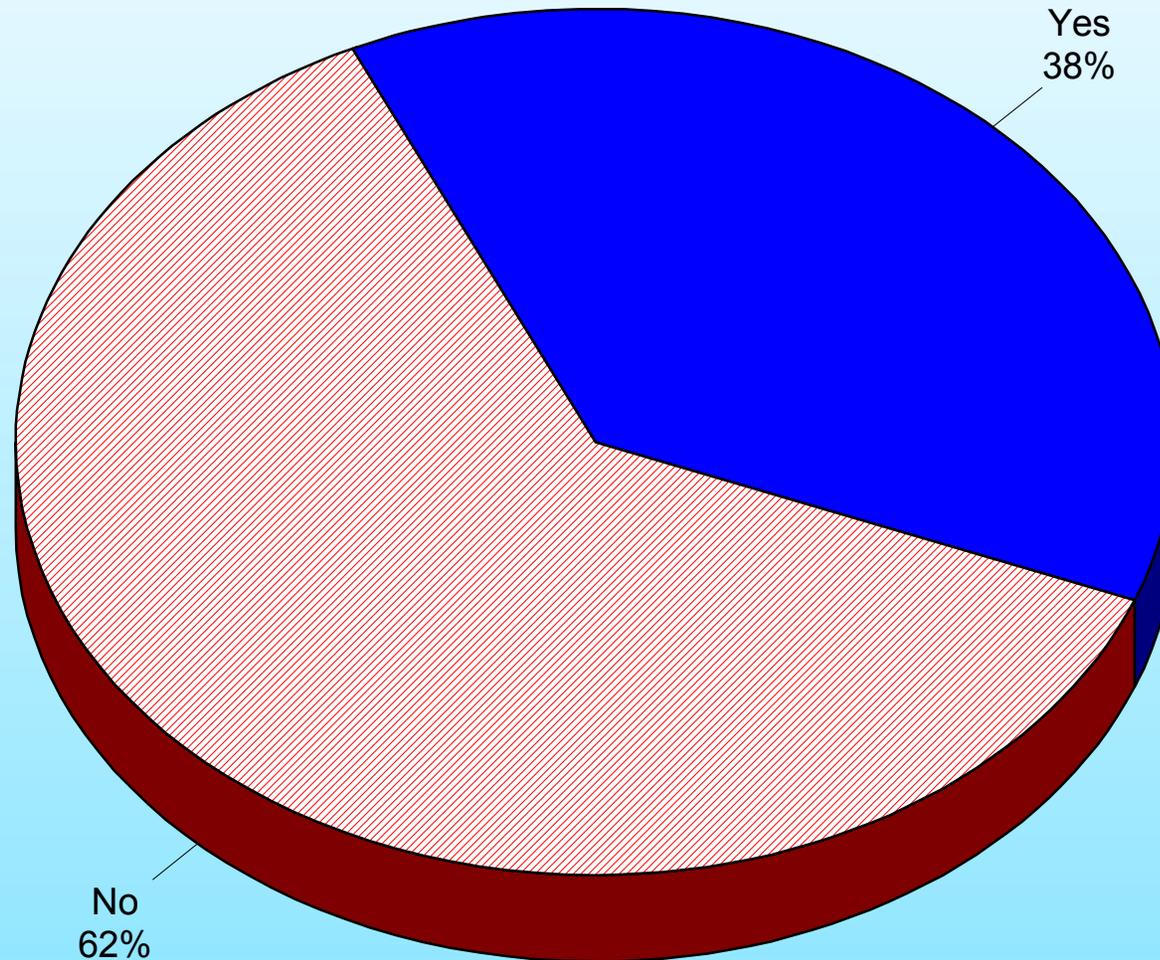
by percentage of respondents (without "Don't Know" responses)



Source: ETC Institute (2017)

# Q11. Have you or other members of your household participated in any recreation programs offered by the City of Salina during the past 12 months?

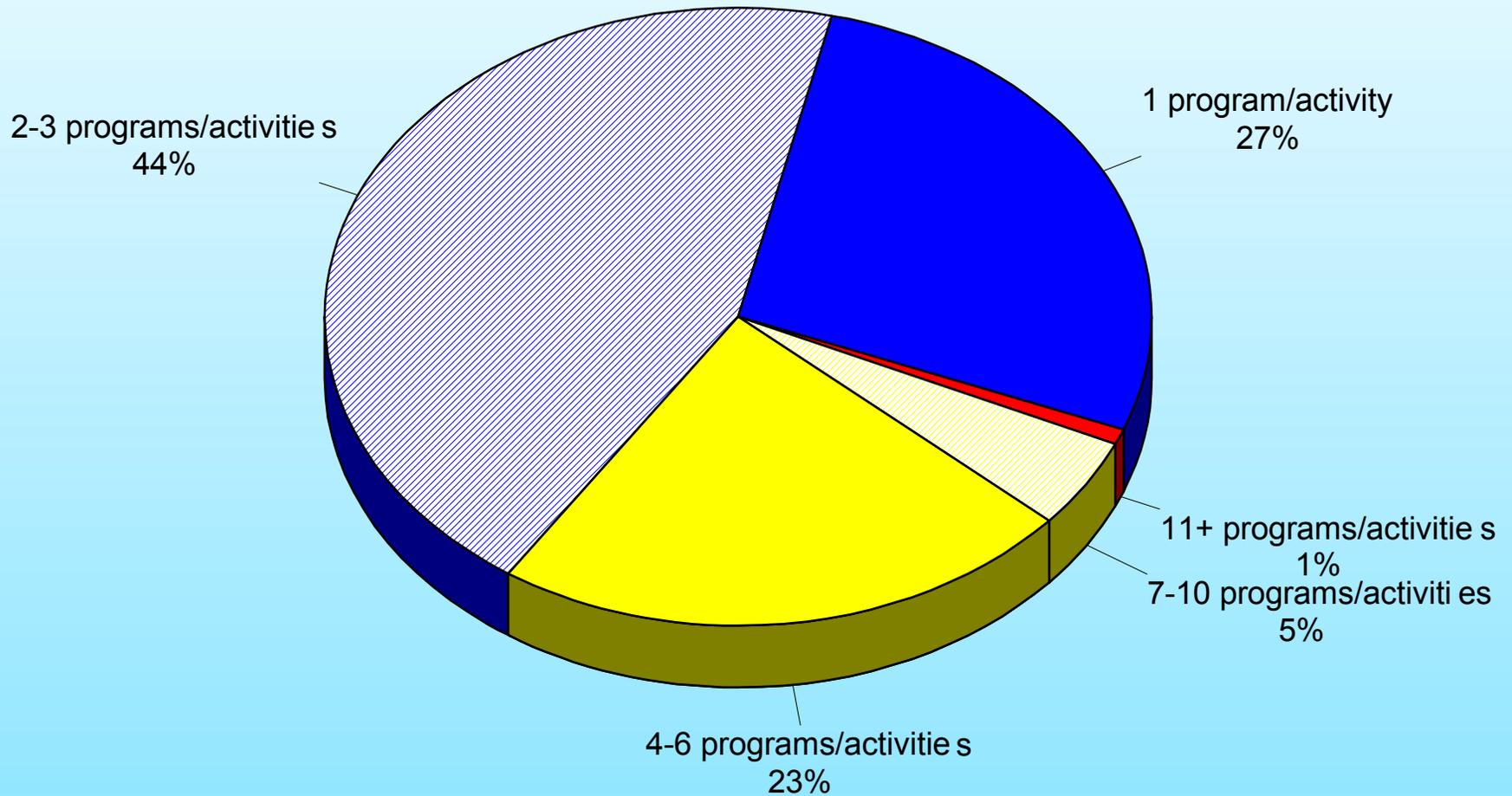
by percentage of respondents (without "Not Provided" responses)



Source: ETC Institute (2017)

# Q11a. How many different recreation programs or activities offered by the City of Salina has your household participated in during the past 12 months?

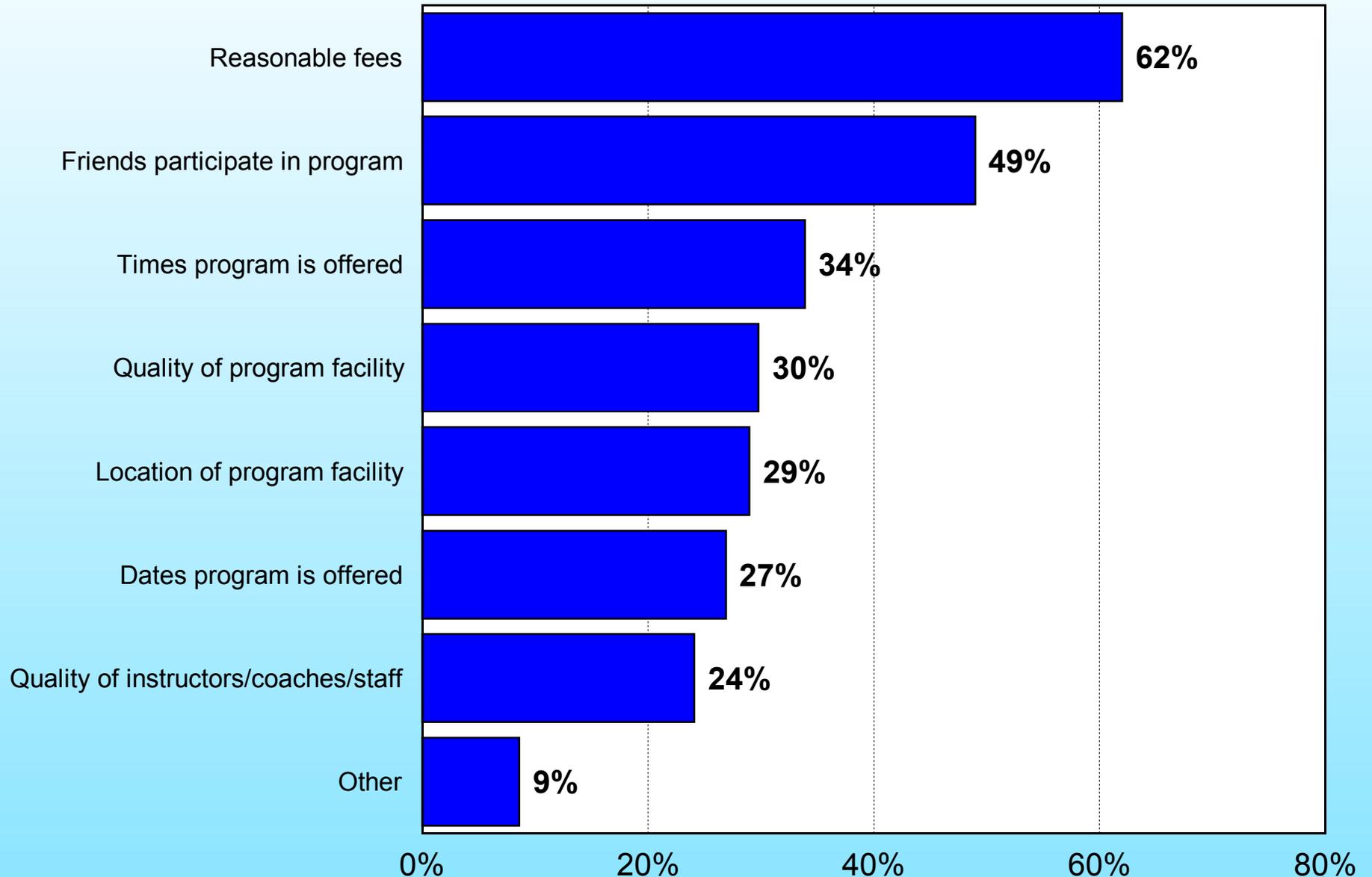
by percentage of respondents who have participated in a recreation program



Source: ETC Institute (2017)

# Q11b. What are the three primary reasons why your household has participated in City of Salina recreation programs or activities

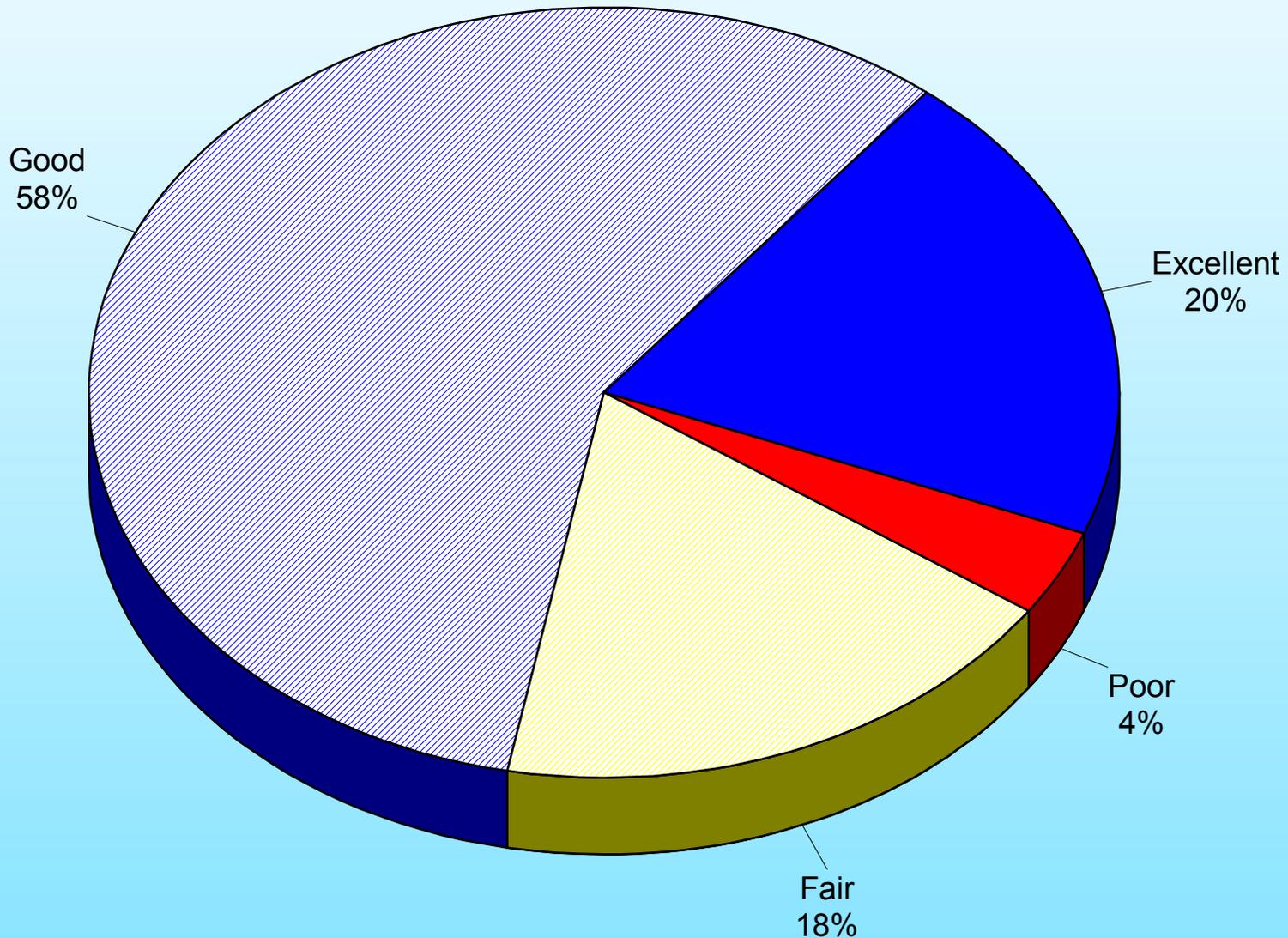
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (2017)

# Q11c. How would you rate the overall quality of recreation programs or activities in which your household has participated?

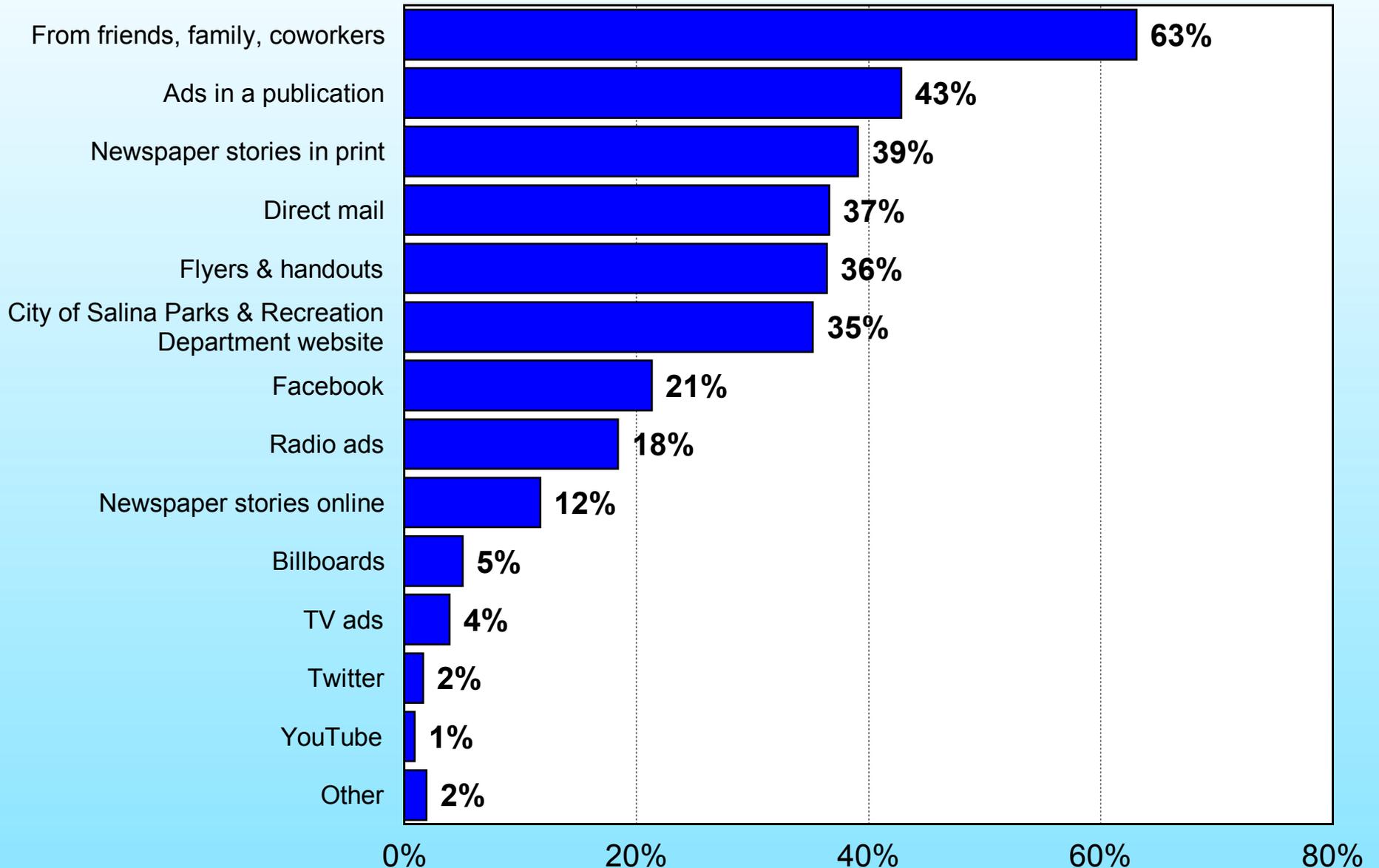
by percentage of respondents (without "Not Provided" responses)



Source: ETC Institute (2017)

# Q12. All the ways you have heard about City of Salina Park and Recreation programs and activities

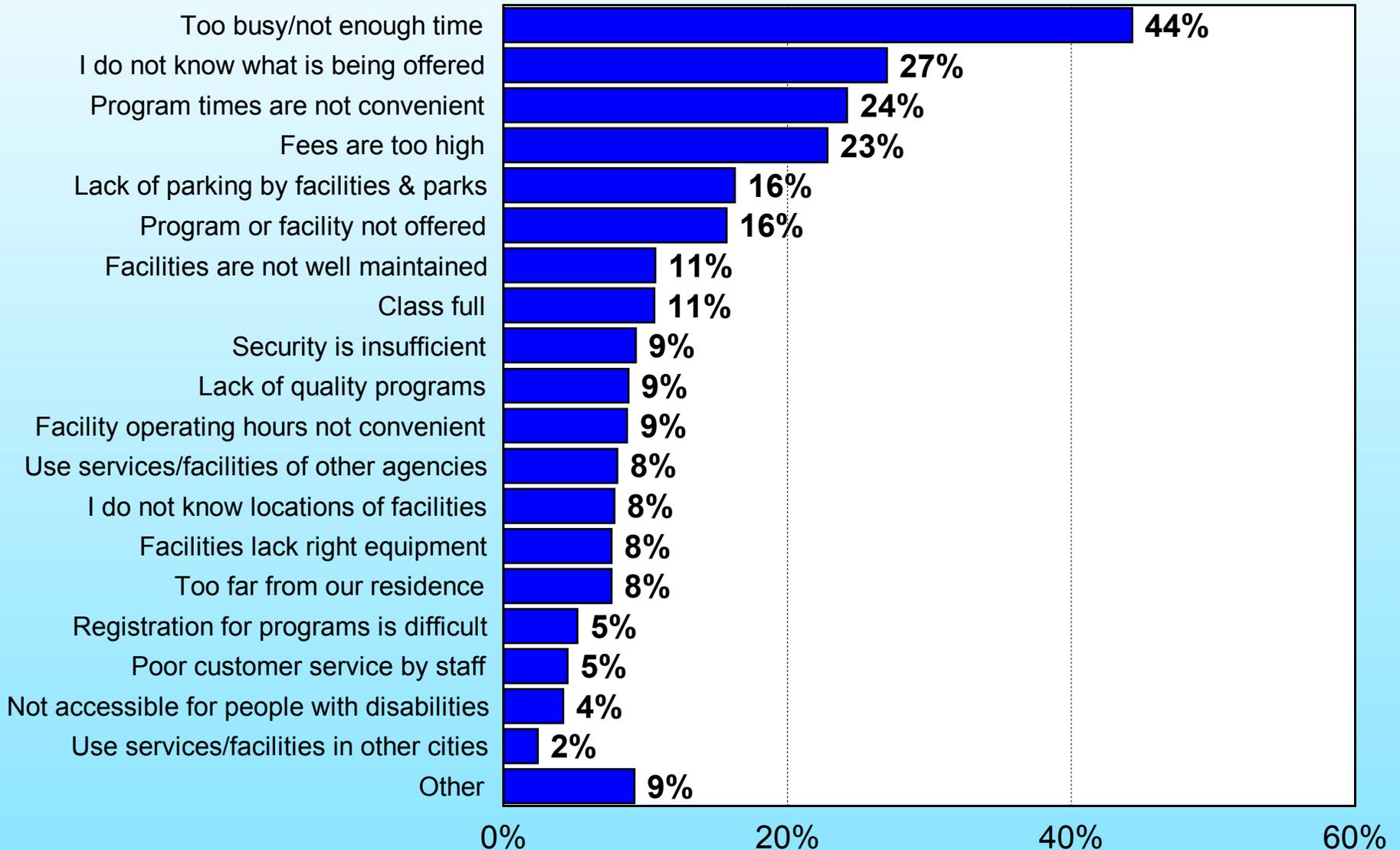
by percentage of respondents



Source: ETC Institute (2017)

# Q13. All the reasons that prevent you or other members of your household from using parks, recreation, and sports facilities or programs of the City of Salina more often

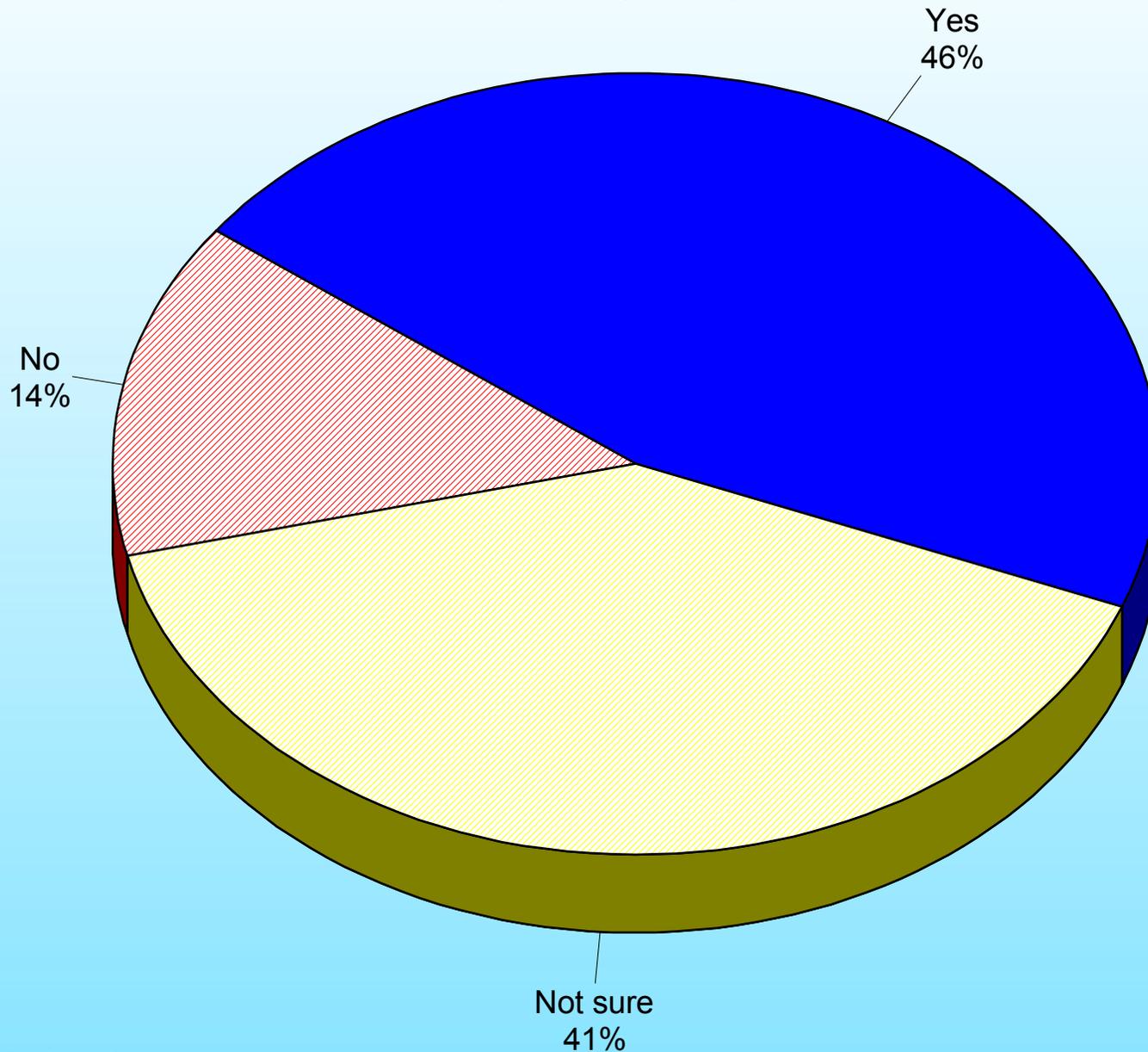
by percentage of respondents



Source: ETC Institute (2017)

# Q14. Do you feel that the City of Salina offers a good balance of indoor and outdoor recreation opportunities?

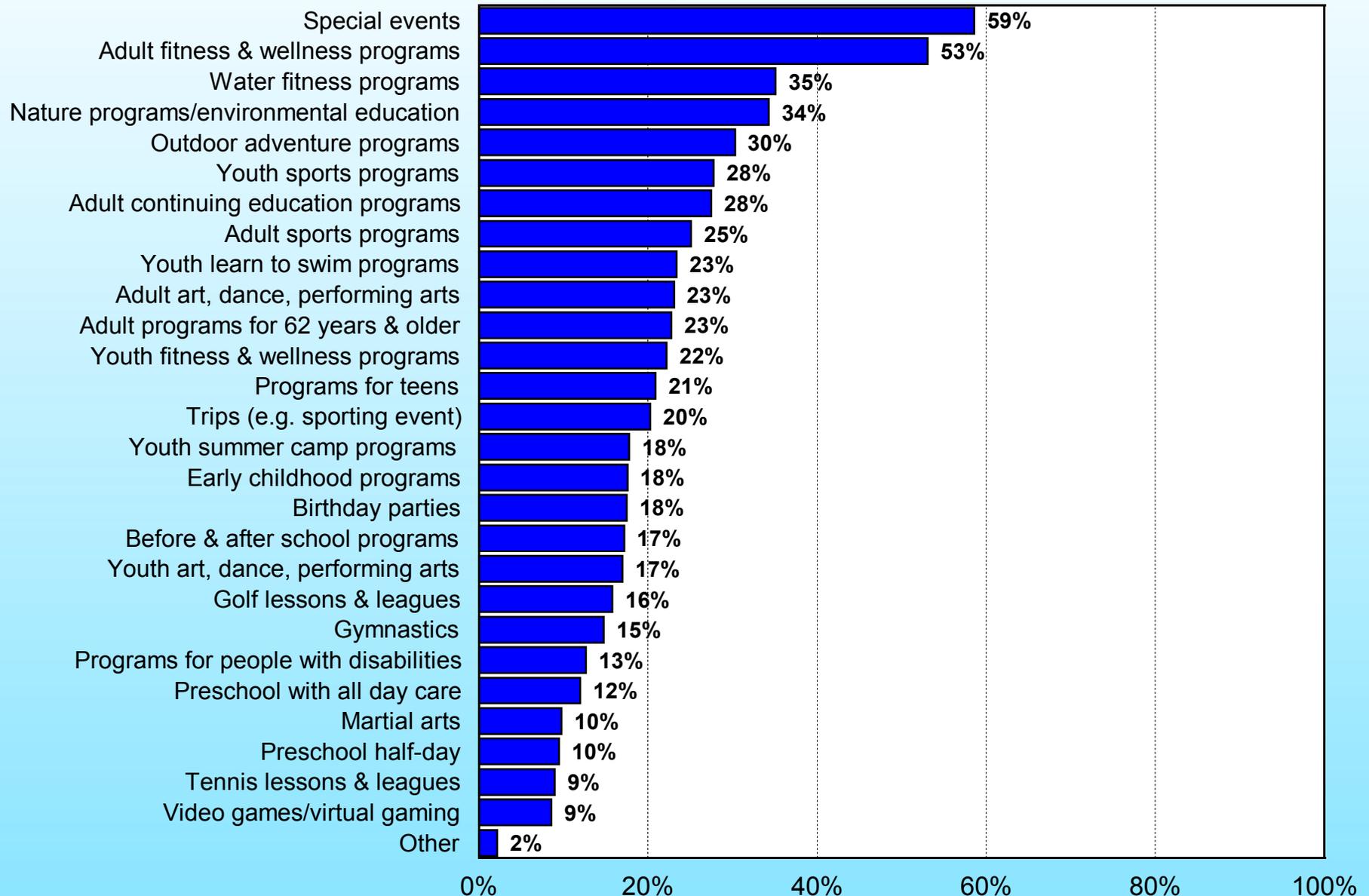
by percentage of respondents



Source: ETC Institute (2017)

# Q15. Households that Have a Need for Parks and Recreation Programs

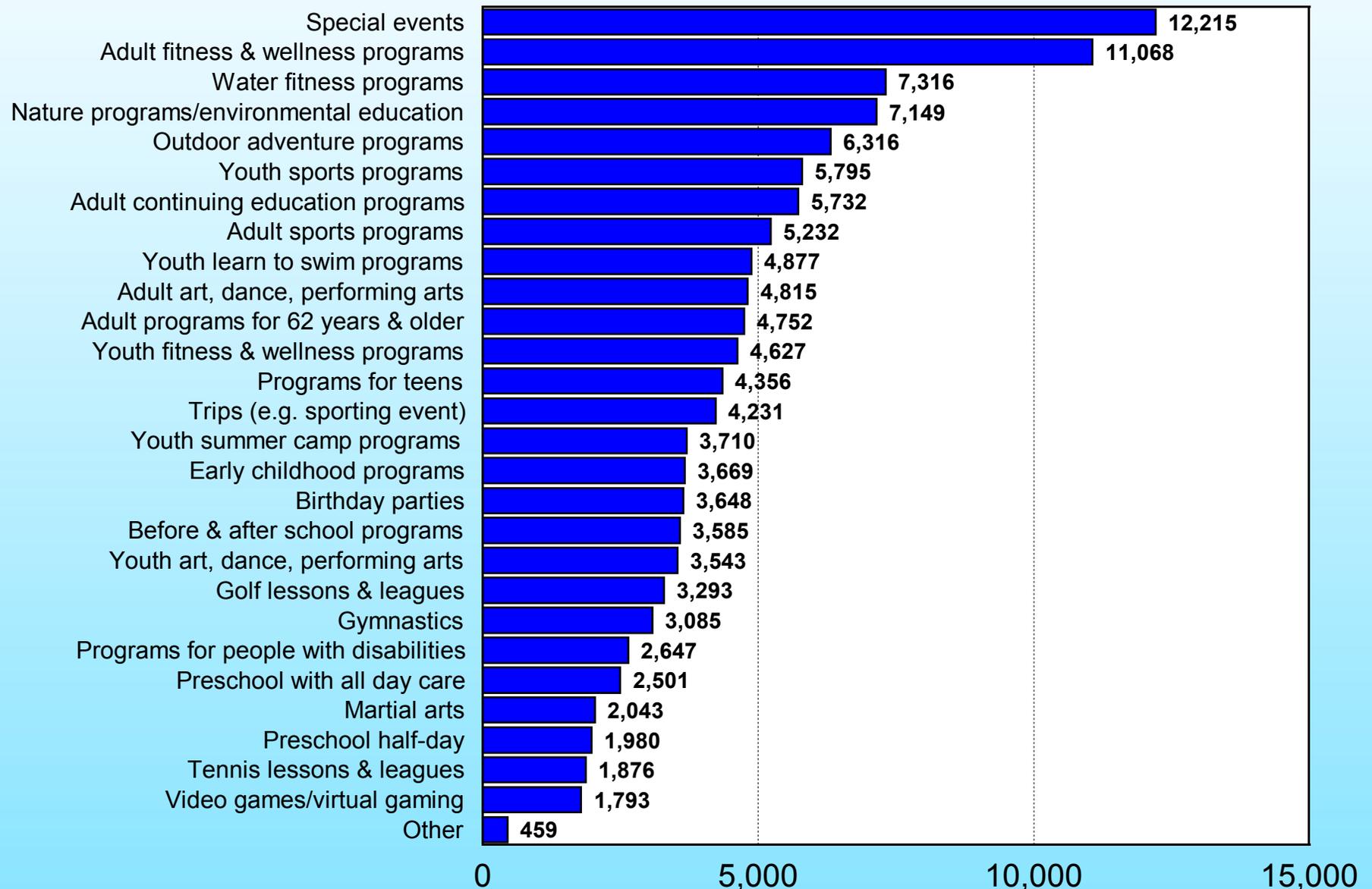
by percentage of respondents



Source: ETC Institute (2017)

# Q15-1. Estimated Number of Households in the City of Salina that Have a Need for Parks and Recreation Programs

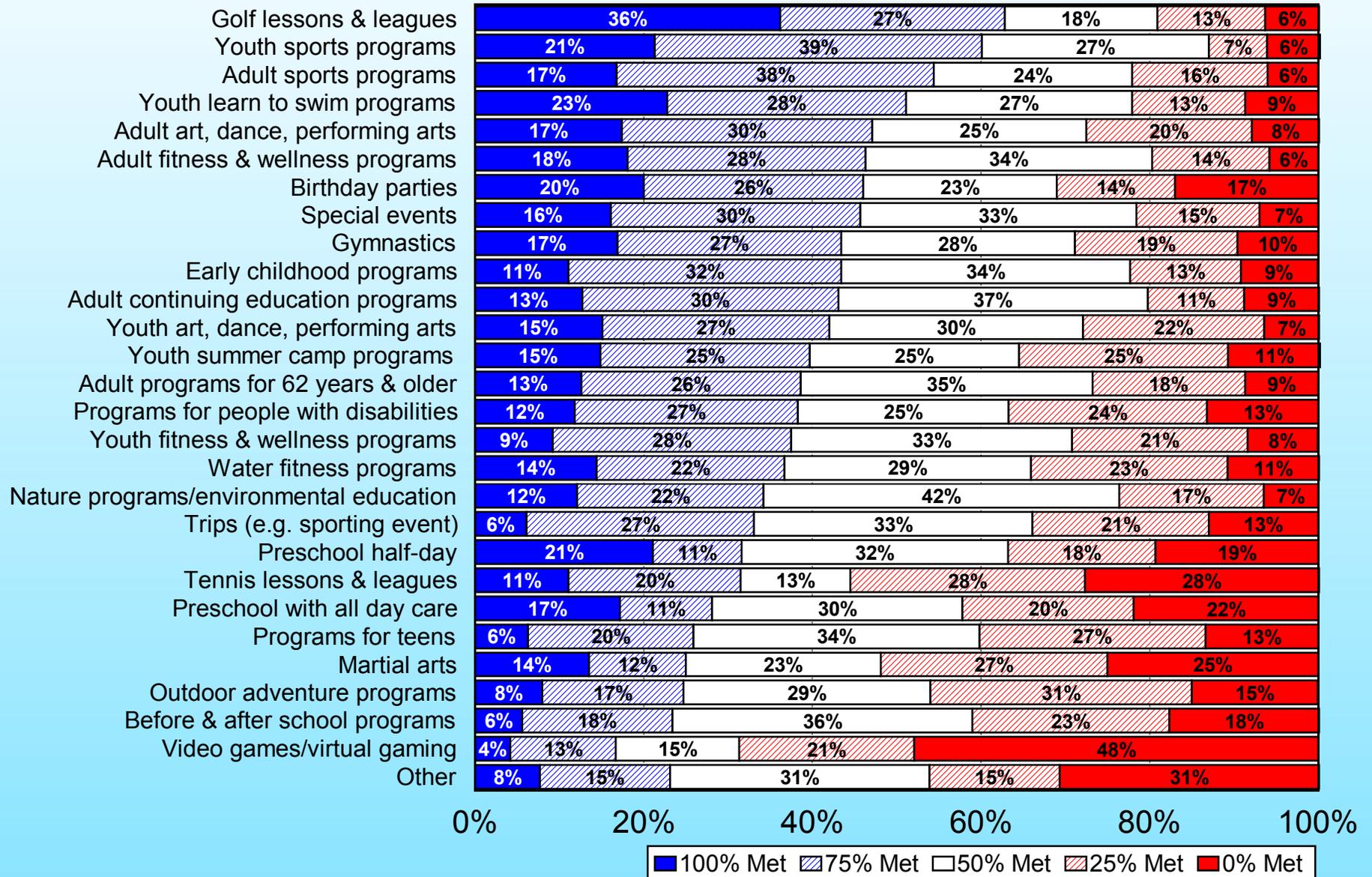
by number of households based on 20,844 households in the City of Salina



Source: ETC Institute (2017)

# Q15-2. How Well the City of Salina Programs are Meeting the Needs of Households

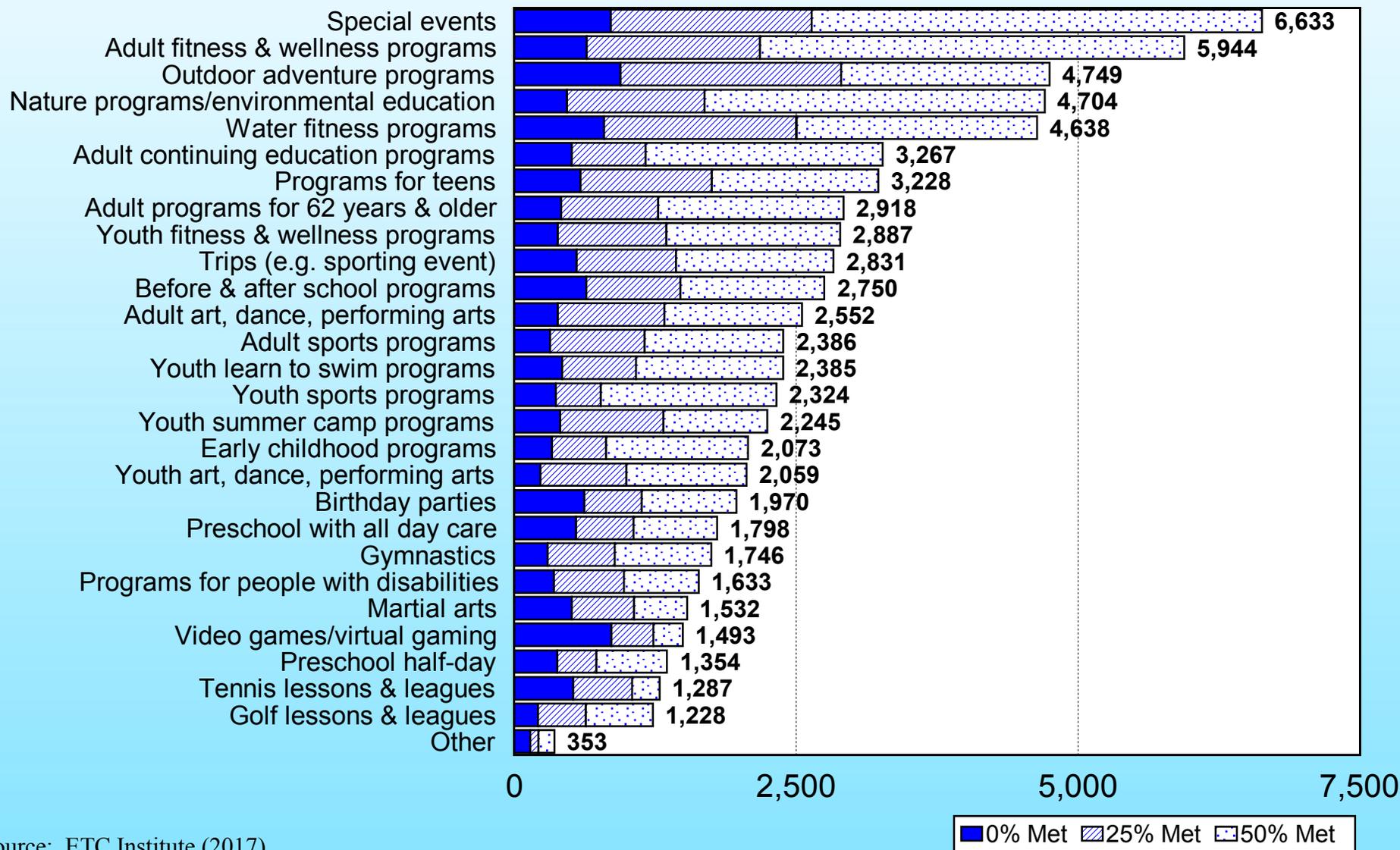
by percentage of households that have a need for facilities



Source: ETC Institute (2017)

# Q15-3. Estimated Number of Households in the City of Salina Whose Needs for Parks and Recreation Programs Are Being Met 50% or Less

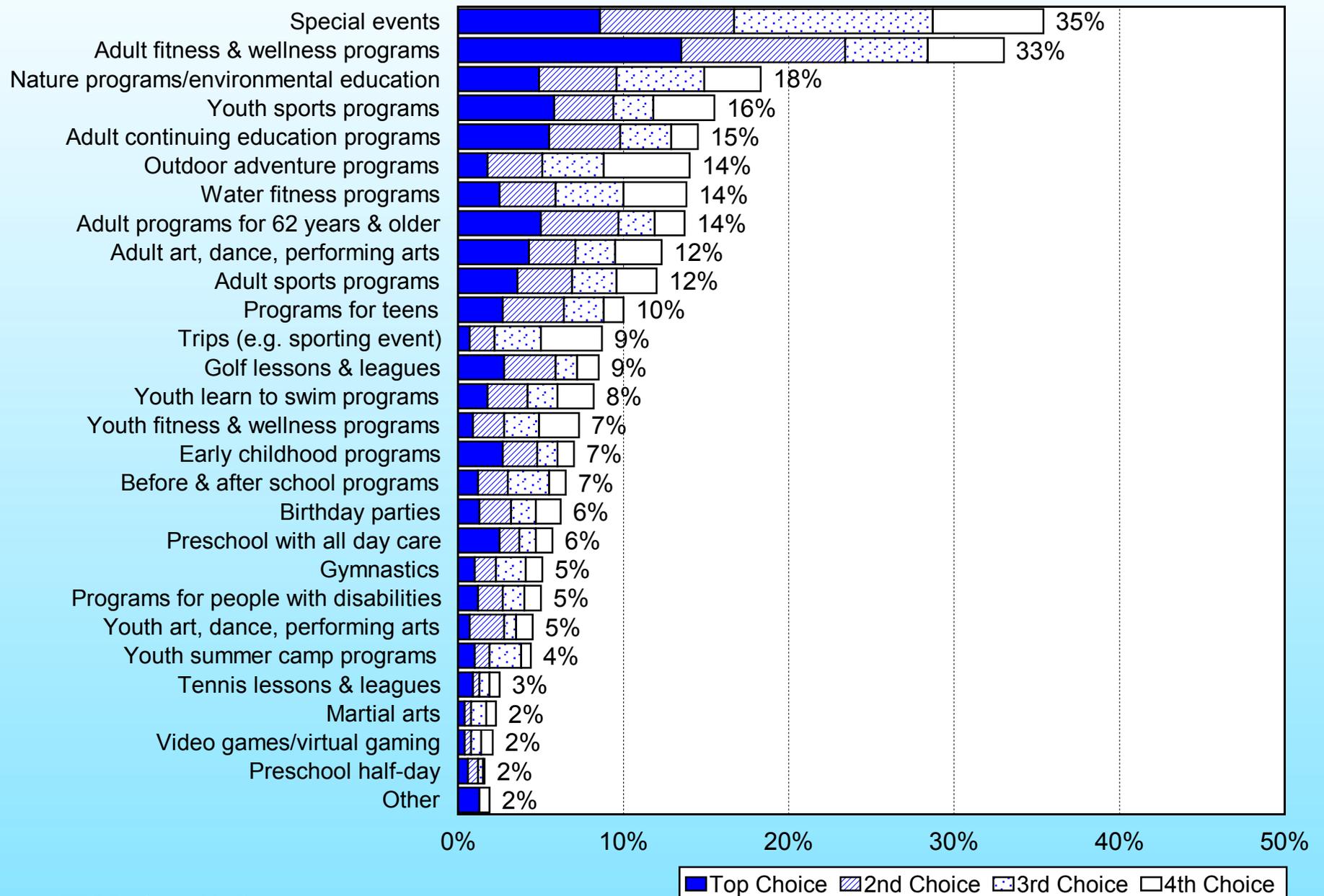
by number of households based on 20,844 households in the City of Salina



Source: ETC Institute (2017)

# Q16. Parks and Recreation Programs Most Important to Household

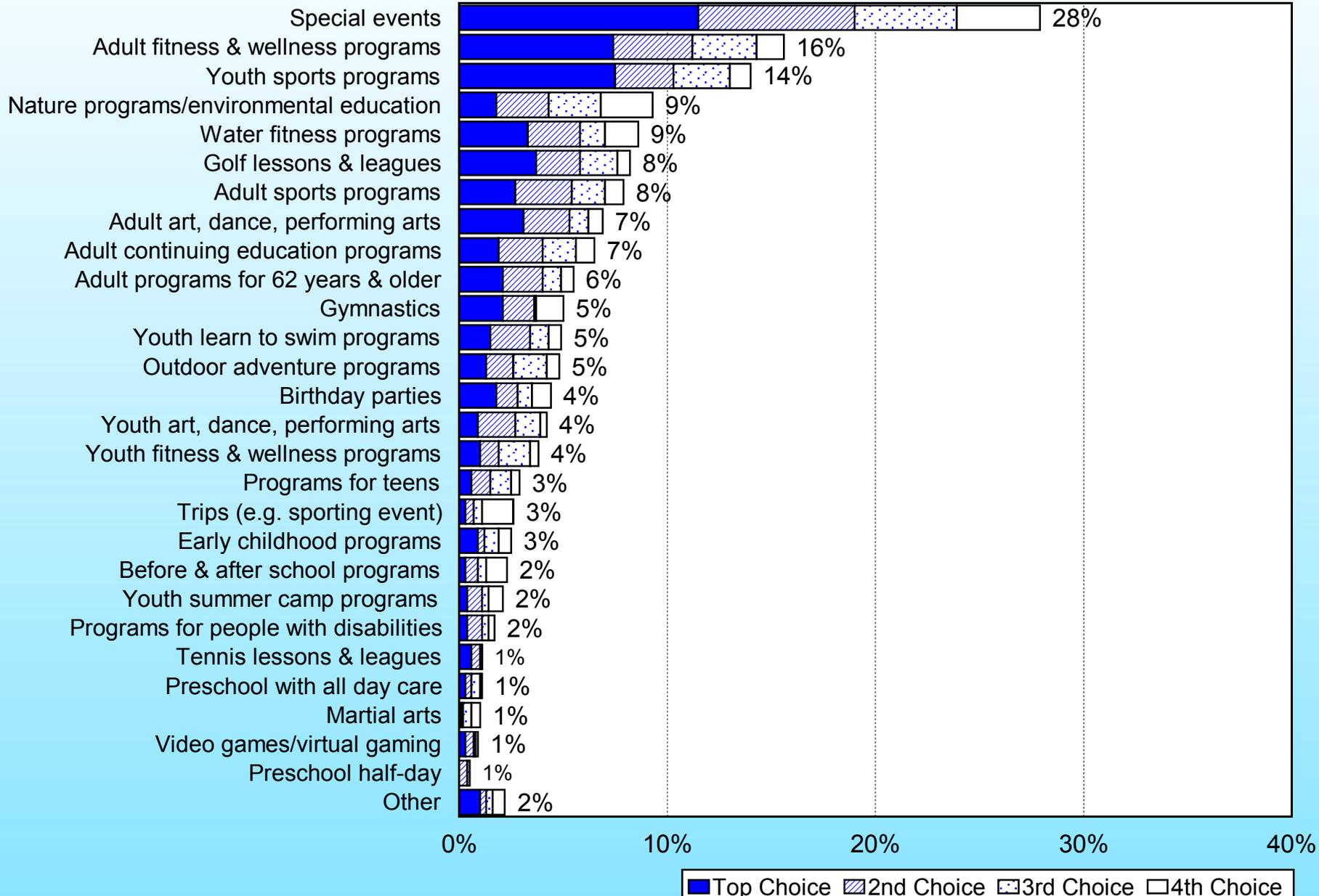
by percentage of respondents who selected the item as one of their top four choices



Source: ETC Institute (2017)

# Q17. Parks and Recreation Programs Participated in Most

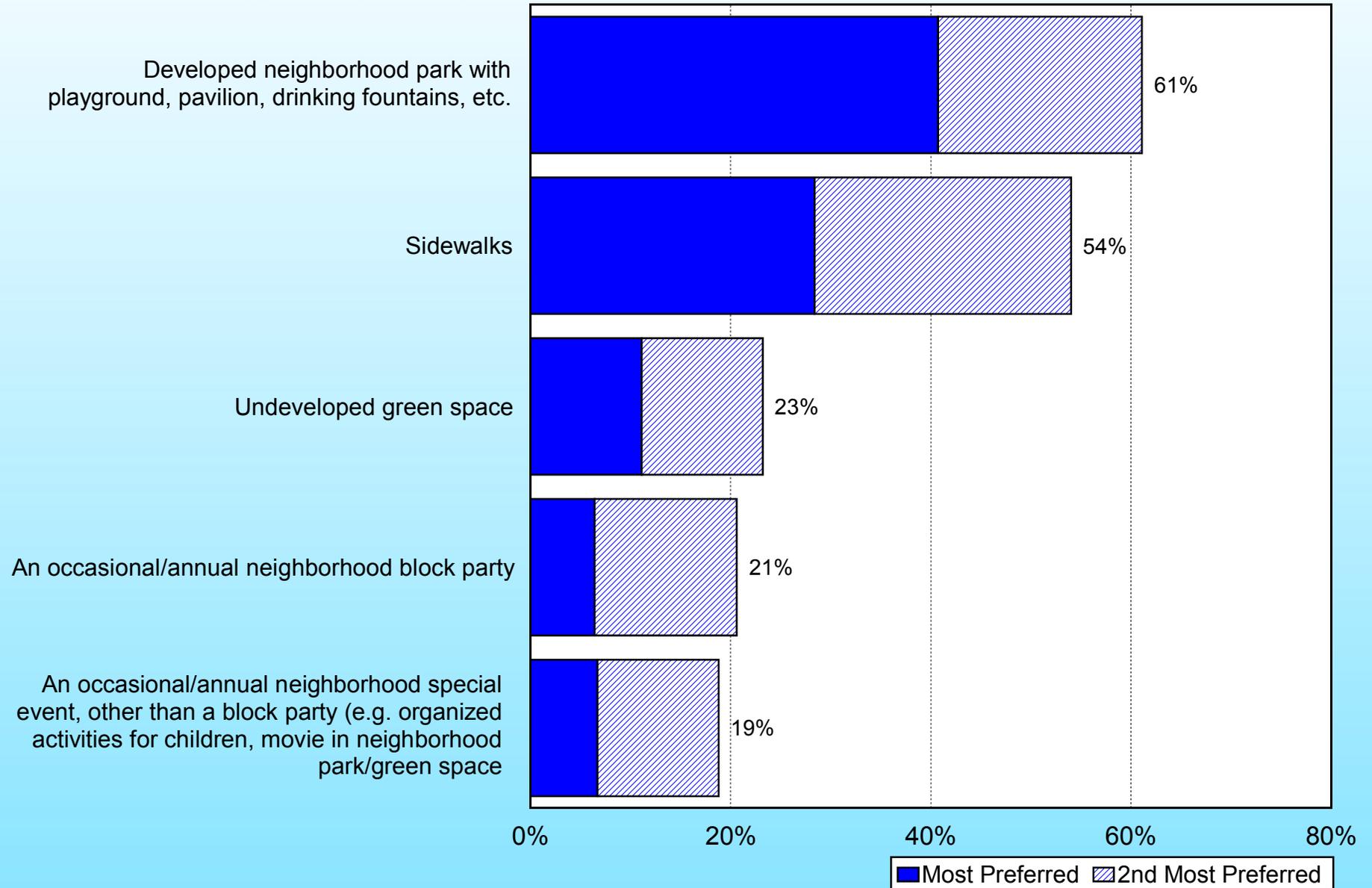
by percentage of respondents who selected the item as one of their top four choices



Source: ETC Institute (2017)

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

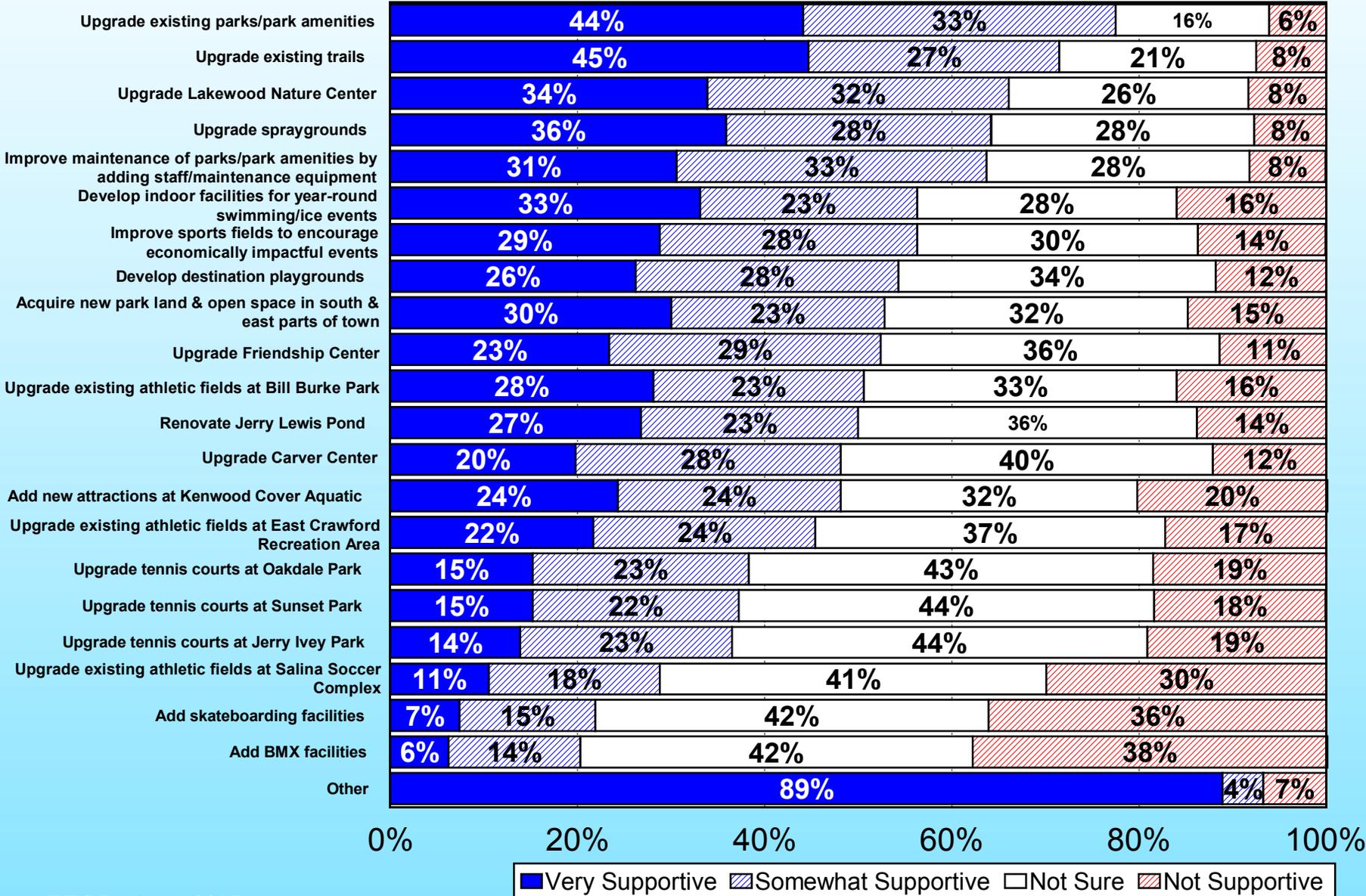
by percentage of respondents who selected the item as one of their two choices



Source: ETC Institute (2017)

# Q19. Level of support for actions the City of Salina could take to improve the park and recreation system

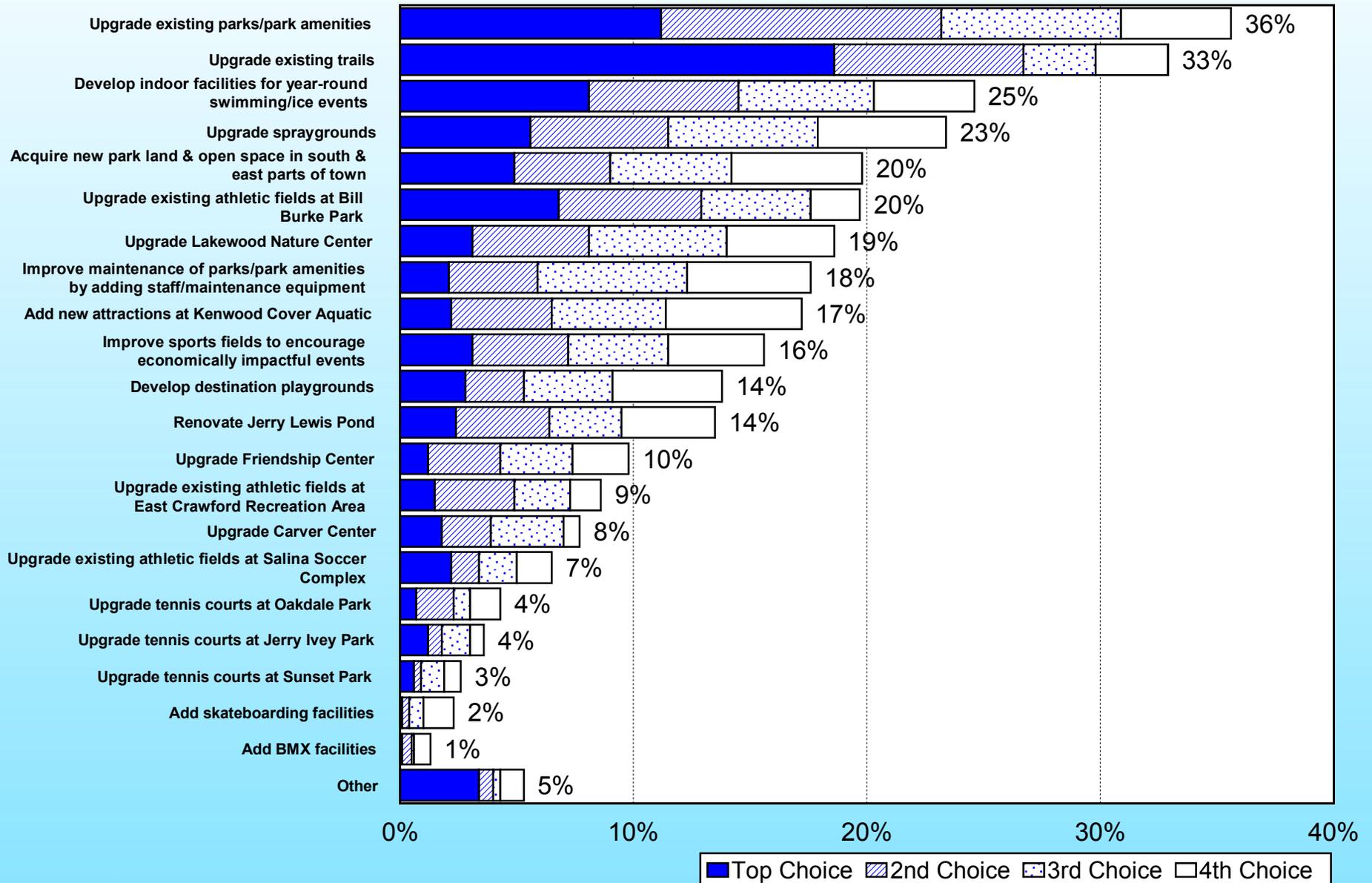
by percentage of households



Source: ETC Institute (2017)

# Q20. Which four actions would you be most willing to fund with your tax dollars?

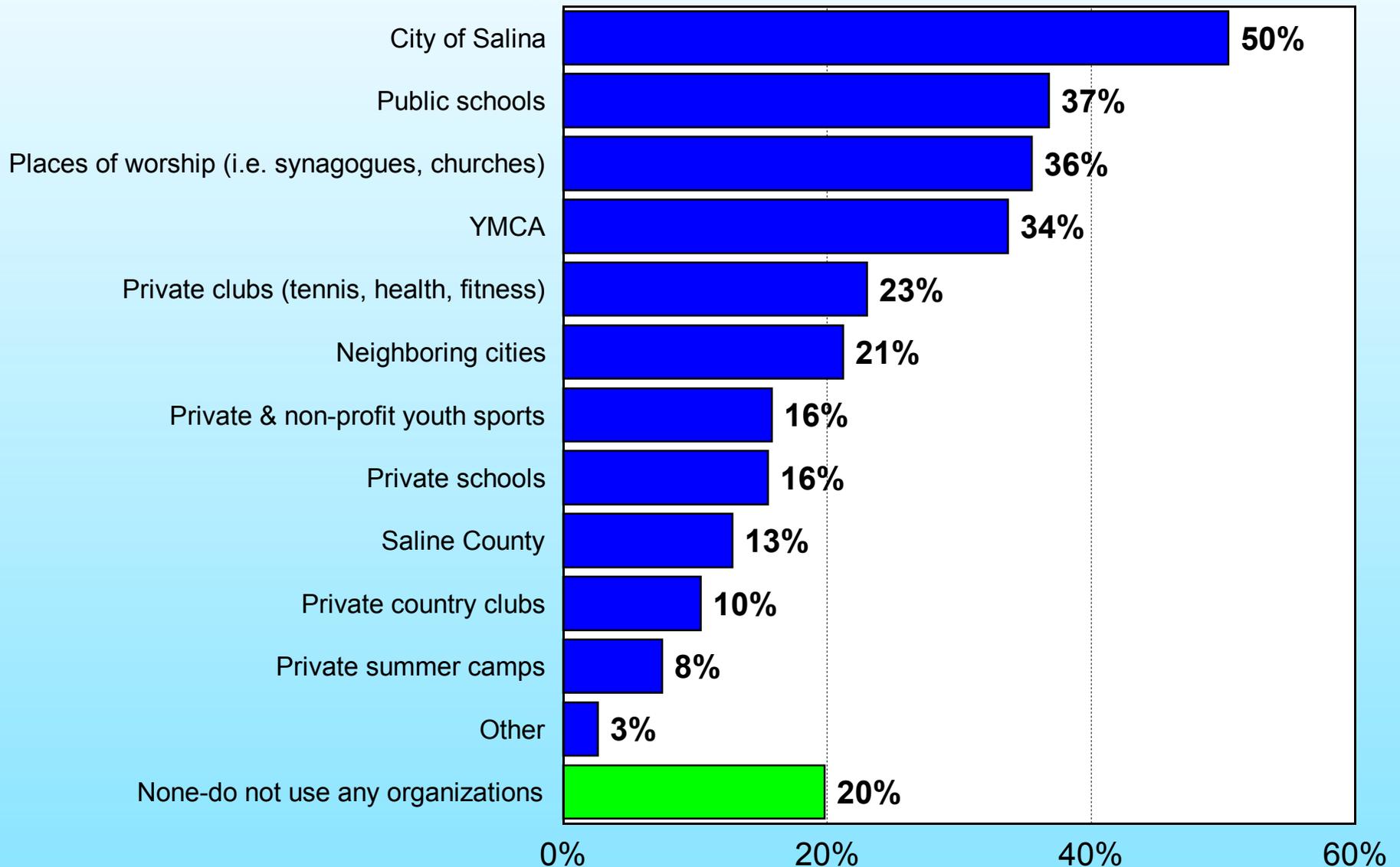
by percentage of respondents who selected the item as one of their top four choices



Source: ETC Institute (2017)

# Q21. All of the organizations that you or members of your household have used for recreation and sports activities during the last 12 months

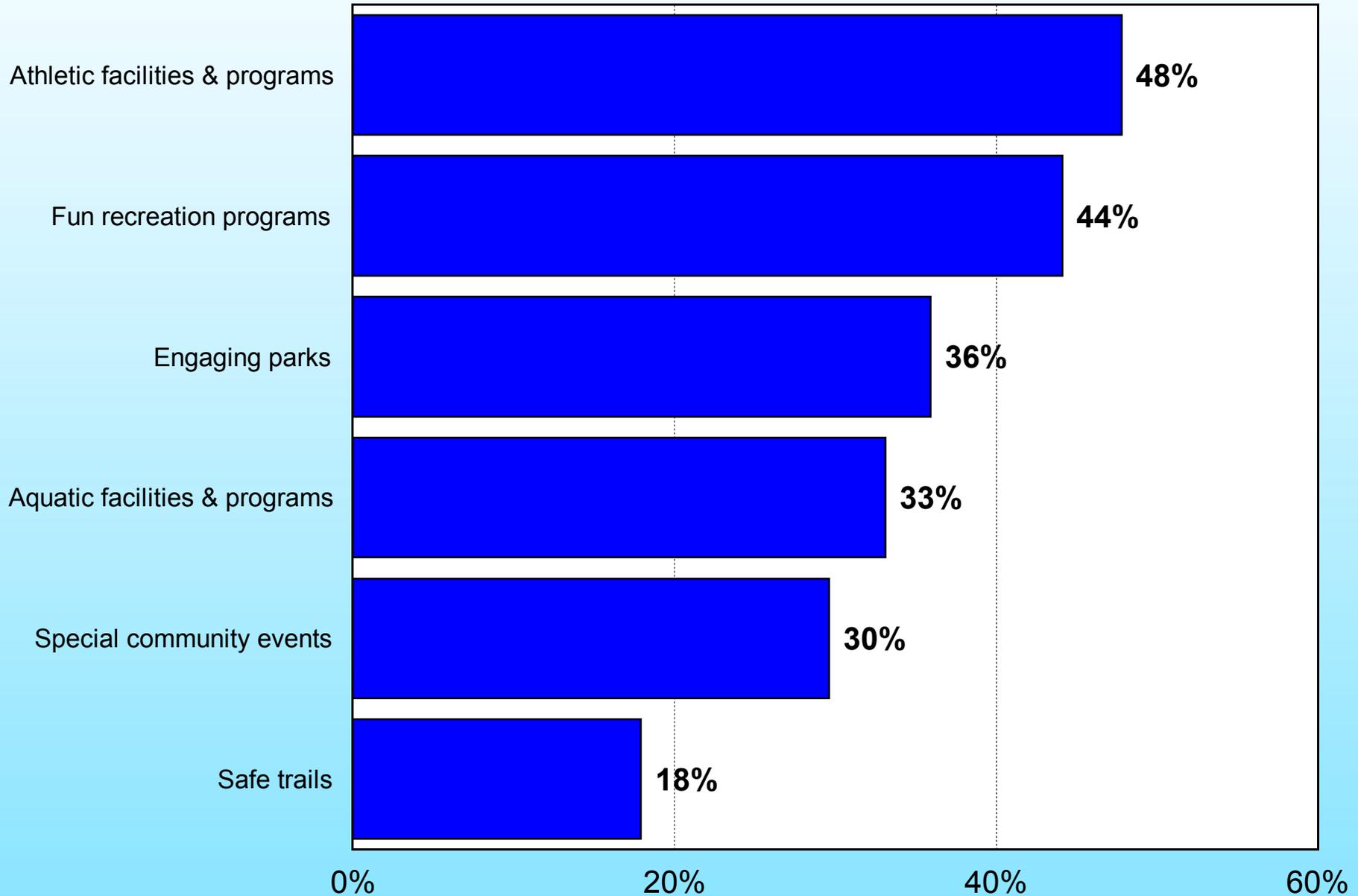
by percentage of respondents



Source: ETC Institute (2017)

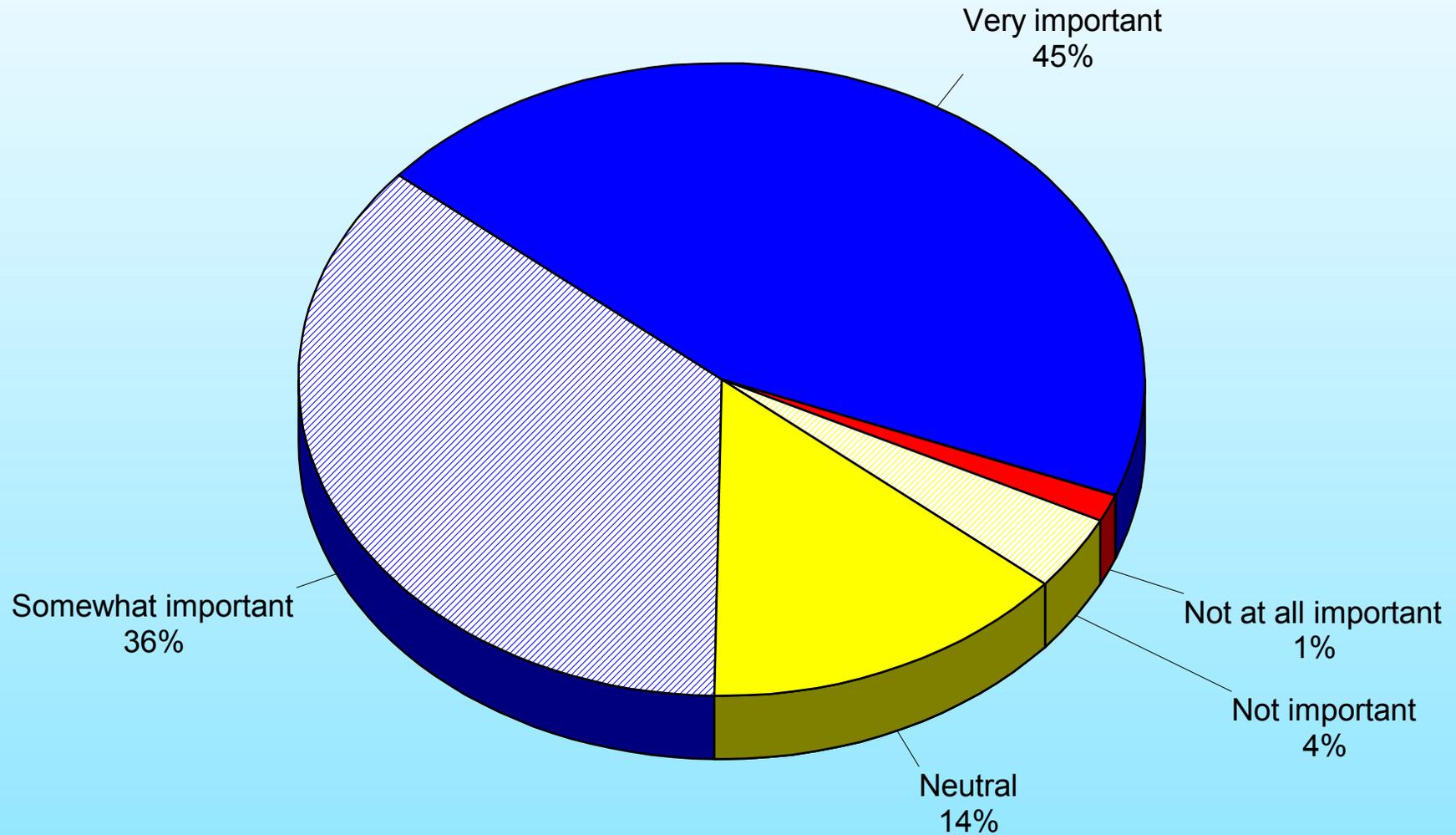
# Q22. Which of the following do you feel the Salina Parks and Recreation Department is best known for?

by percentage of respondents



Source: ETC Institute (2017)

Q23. How important do you think the Parks and Recreation system is compared to other city services (i.e. police, fire, public works, planning)?  
by percentage of respondents (without "Don't Know" responses)

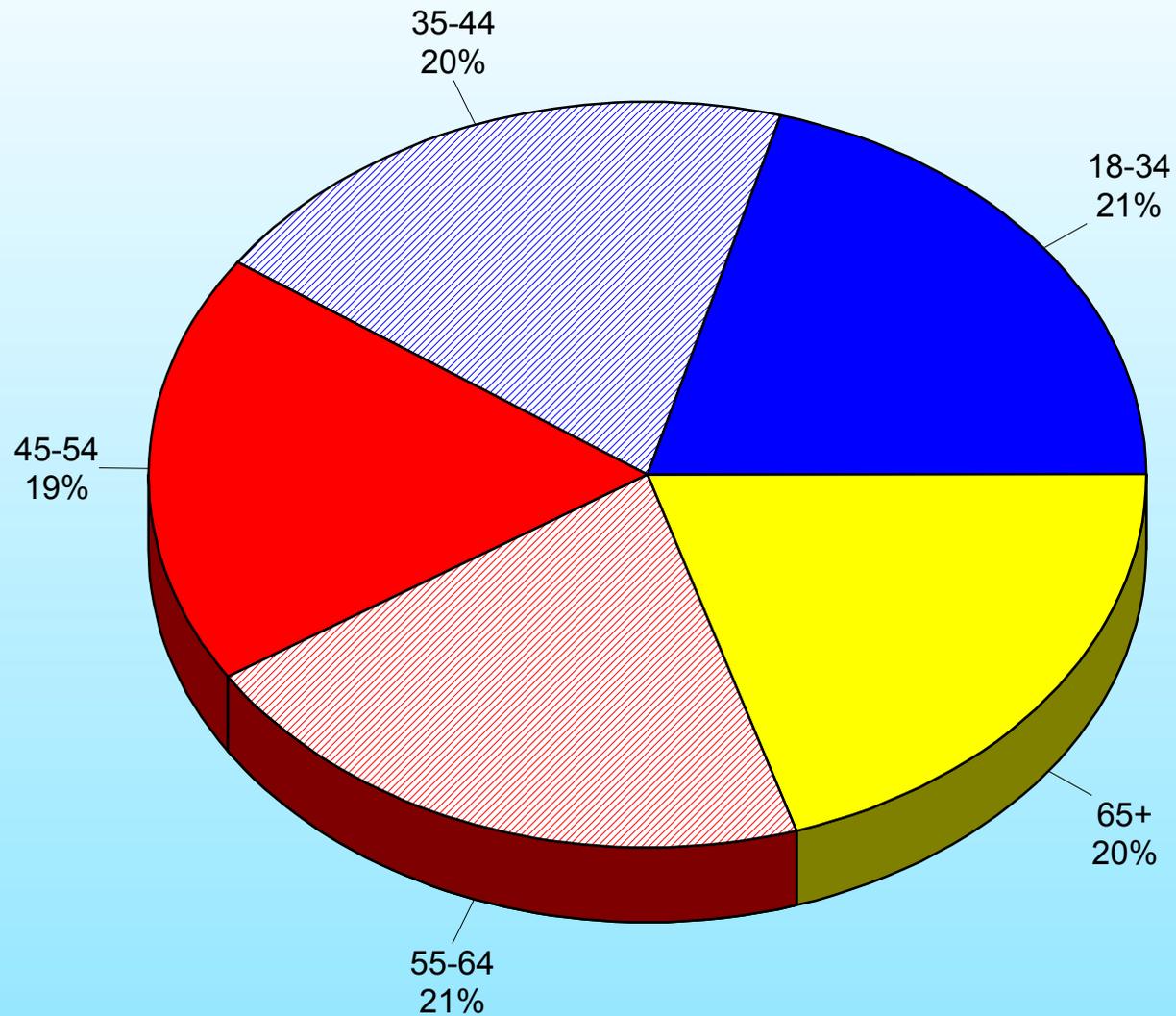


Source: ETC Institute (2017)

# Demographics

Source: ETC Institute (2017)

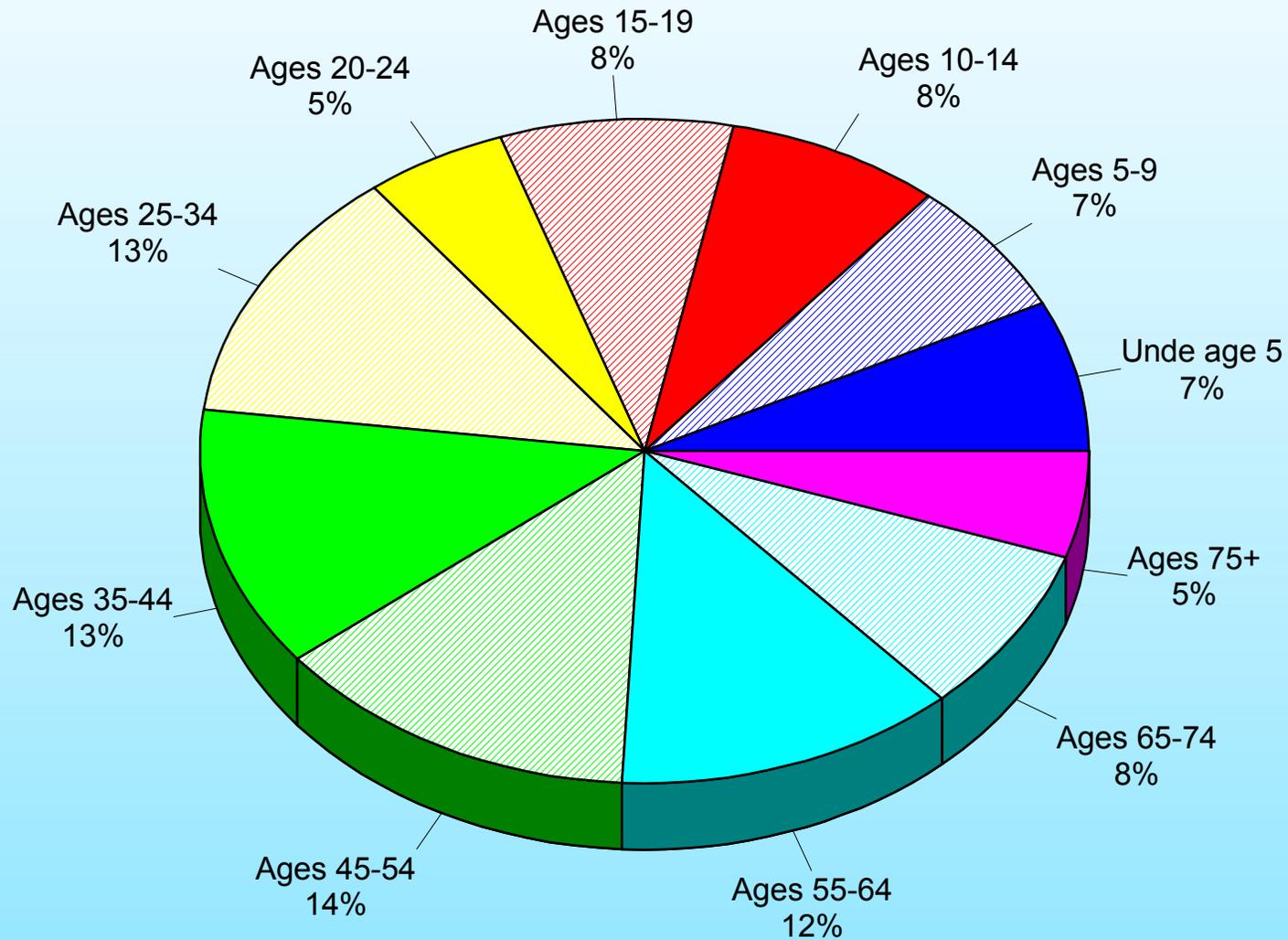
## Q24. Demographics: What is your age? by percentage of respondents (Excluding "Not Provided")



Source: ETC Institute (2017)

# Q25. Demographics: Counting yourself, how many people in your household are the following ages?

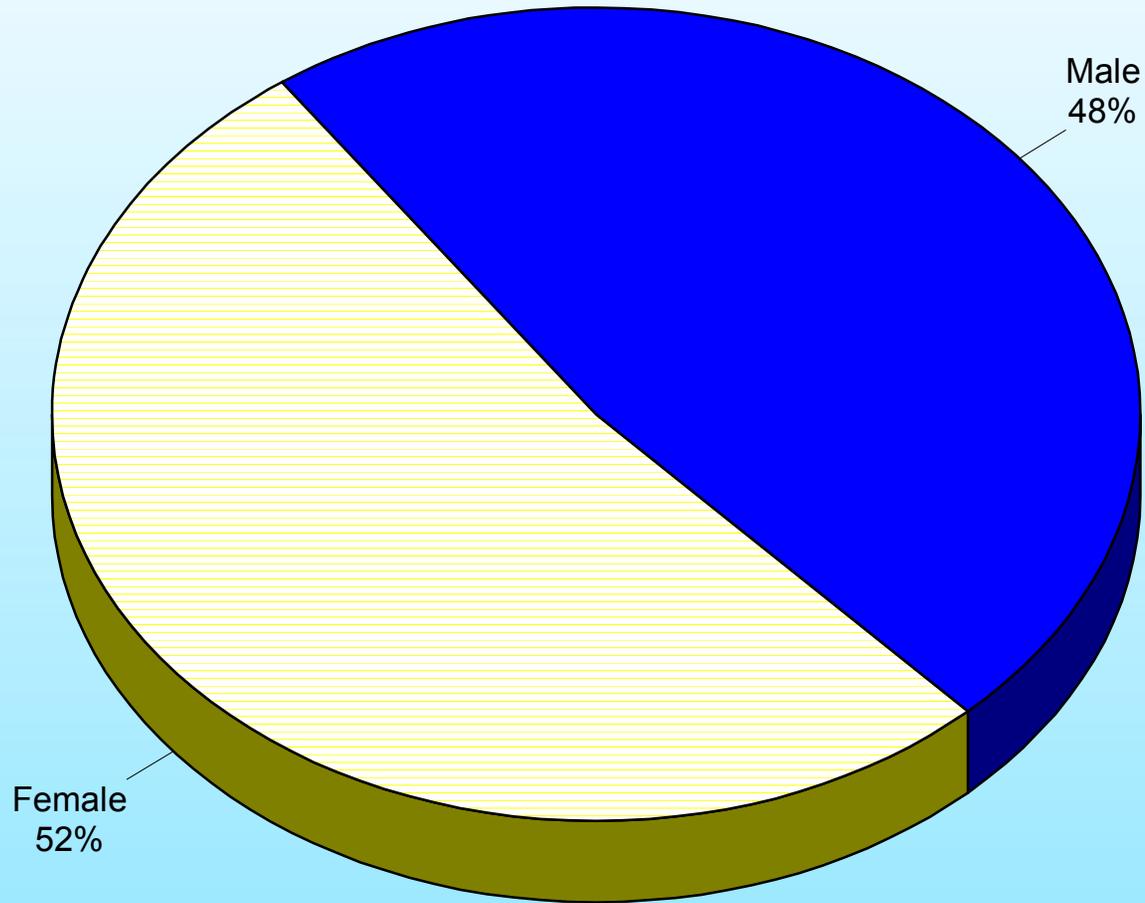
by percentage of respondents



Source: ETC Institute (2017)

## Q26. Demographics: Gender

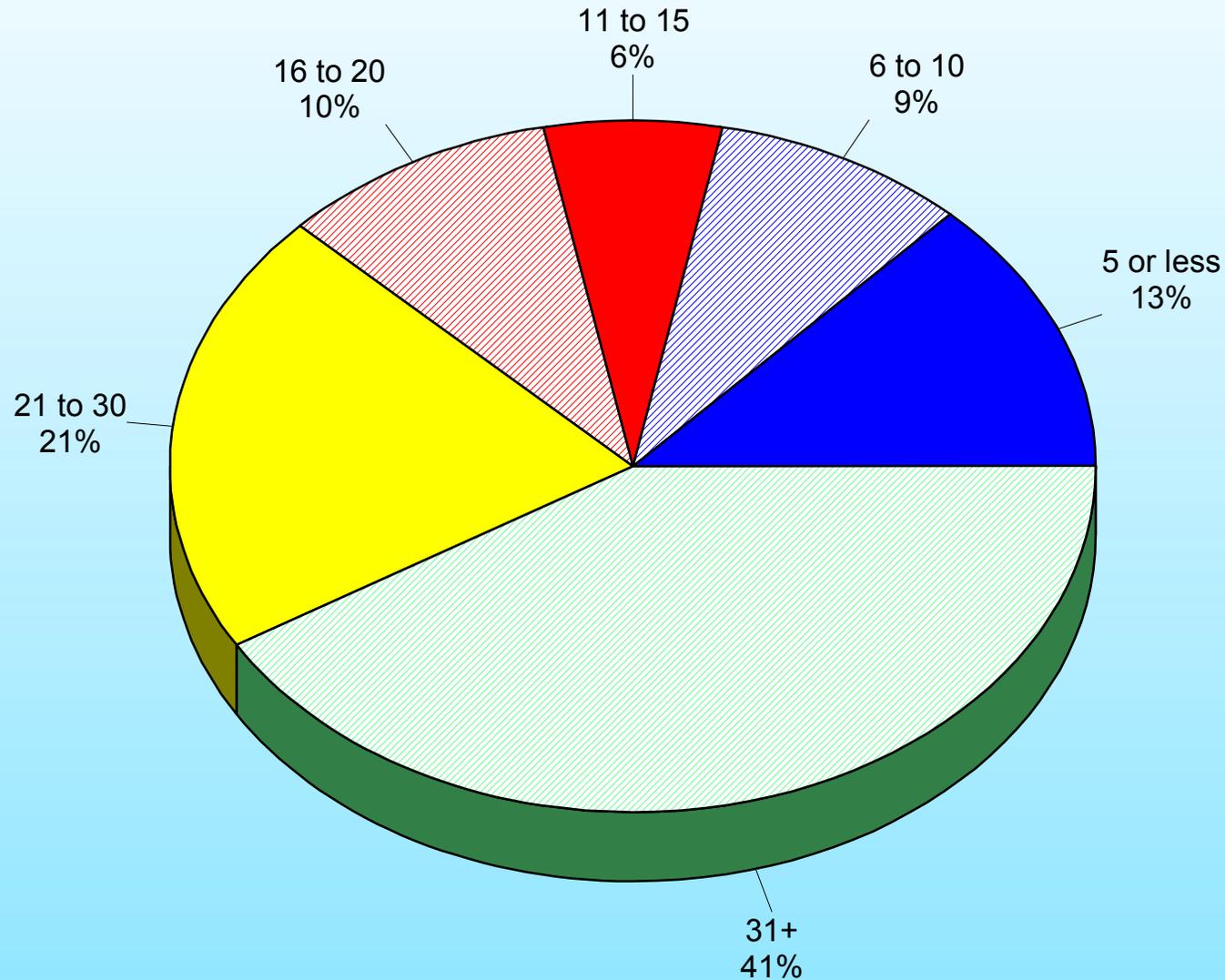
by percentage of respondents



Source: ETC Institute (2017)

## Q27. Demographics: How many years have you lived in the City of Salina?

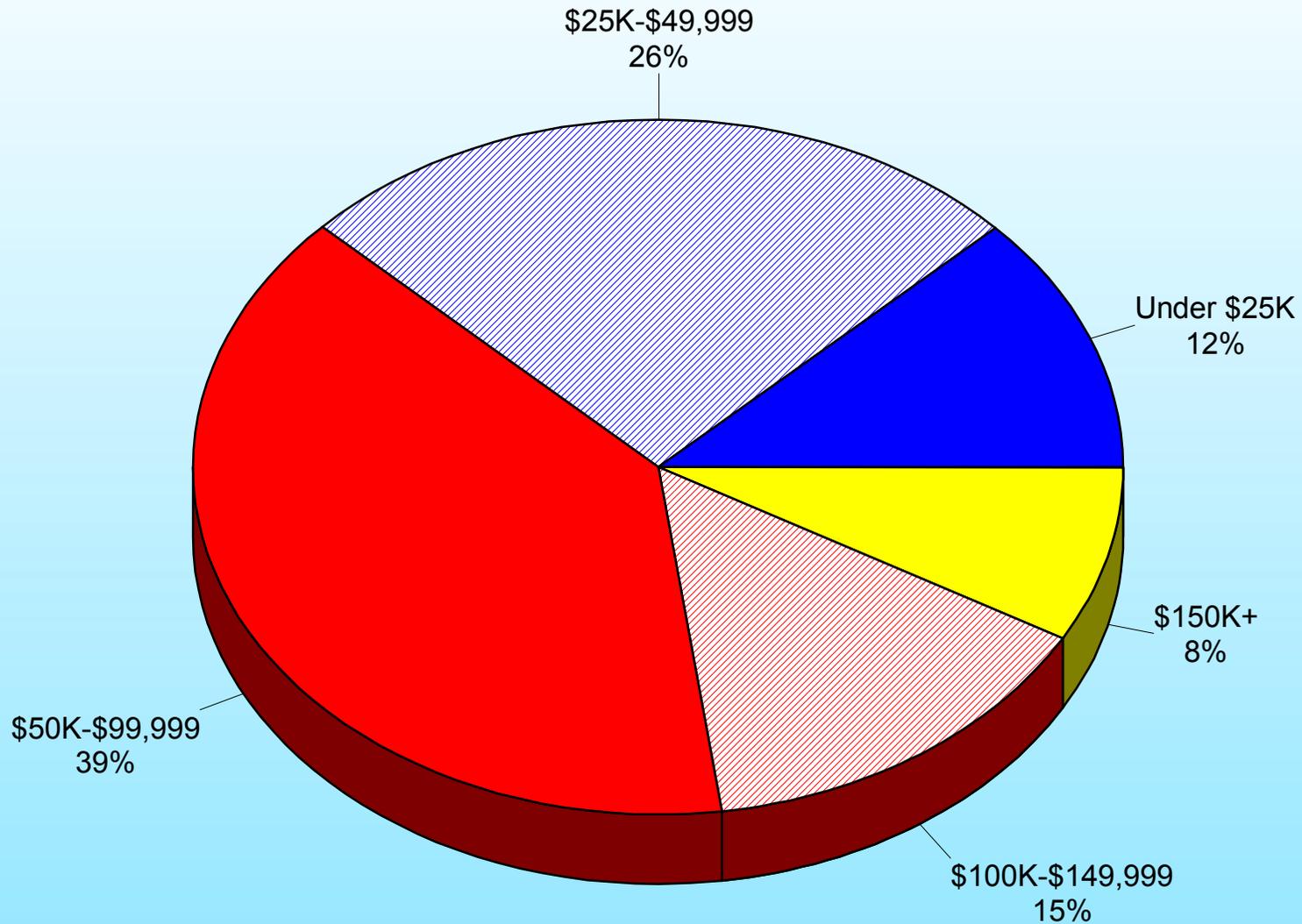
by percentage of respondents (Excluding "Not Provided")



Source: ETC Institute (2017)

# Q28. Demographics: What is your household income?

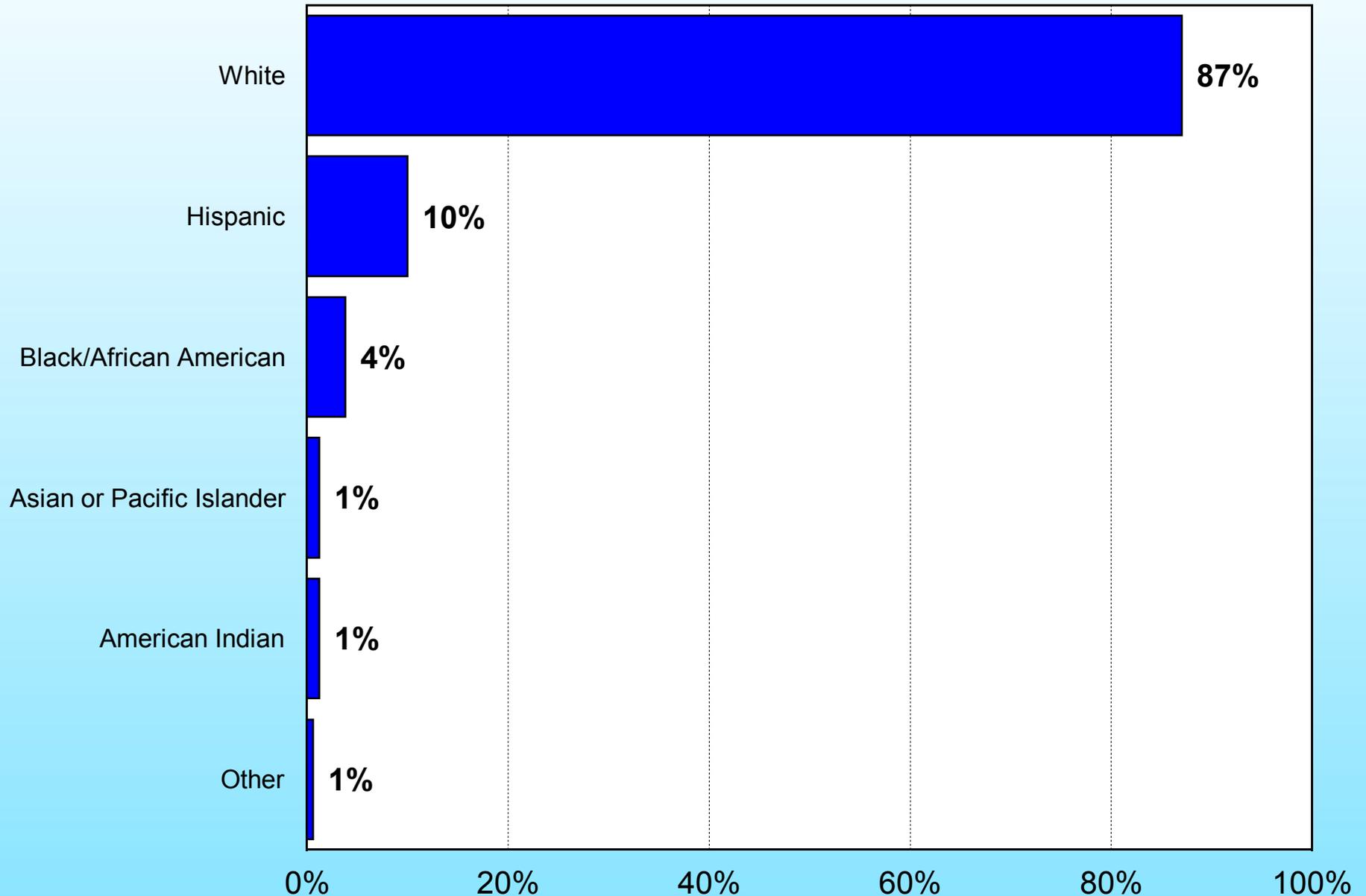
by percentage of respondents (without "Not Provided" responses)



Source: ETC Institute (2017)

## Q29. Demographics: Which of the following best describes your race/ethnicity?

by percentage of respondents



Source: ETC Institute (2017)

# TABULAR DATA

**Q1. Please indicate all of the following City of Salina parks you have visited in the past year.**

<u>Q1. All City parks you have visited in past year</u>	<u>Number</u>	<u>Percent</u>
Barkley Park	81	12.0 %
Bill Burke Park	313	46.4 %
Centennial Park	62	9.2 %
Country Club Park	41	6.1 %
East Crawford Recreation Area	221	32.8 %
Founders Park	19	2.8 %
Gleniffer Hill Park	22	3.3 %
Hawthorne Park	27	4.0 %
Indian Rock Park Natural Area	281	41.7 %
Jerry Ivey Park	487	72.3 %
Kennedy Park	20	3.0 %
Kenwood Park	373	55.3 %
Lakewood Park	323	47.9 %
Lum Felton Park	7	1.0 %
Meadowlark Park	27	4.0 %
Oakdale Park	429	63.6 %
Oxbow Park	121	18.0 %
Pacific Park	7	1.0 %
Parker Park	3	0.4 %
Phillips Park	16	2.4 %
Riverside Park	19	2.8 %
Salina Soccer Complex	112	16.6 %
Schilling Park	33	4.9 %
Steve Hawley Park	31	4.6 %
Sunset Park	268	39.8 %
Thomas Park	74	11.0 %
Woodland Park	7	1.0 %
Haven't visited City parks in past year	34	5.0 %
<b>Total</b>	<b>3458</b>	

**Section 4**  
***Tabular Data***

**Q1a. How often have you visited City of Salina parks during the past 12 months?**

Q1a. How often have you visited City parks during past 12 months	Number	Percent
More than 5 times a week	47	7.3 %
2-4 times a week	90	14.0 %
Once a week	87	13.6 %
1-3 times a month	190	29.6 %
Less than once a month	223	34.7 %
Not provided	5	0.8 %
Total	642	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q1a. How often have you visited City of Salina parks during the past 12 months? (without "not provided")**

Q1a. How often have you visited City parks during past 12 months	Number	Percent
More than 5 times a week	47	7.4 %
2-4 times a week	90	14.1 %
Once a week	87	13.7 %
1-3 times a month	190	29.8 %
Less than once a month	223	35.0 %
Total	637	100.0 %

**Q1b. Overall, how would you rate the physical condition of ALL the City of Salina parks that you have visited?**

Q1b. How would you rate physical condition of City parks that you have visited	Number	Percent
Excellent	125	19.5 %
Good	392	61.1 %
Fair	108	16.8 %
Poor	12	1.9 %
Don't know	5	0.8 %
Total	642	100.0 %

**WITHOUT "DON'T KNOW"**

**Q1b. Overall, how would you rate the physical condition of ALL the City of Salina parks that you have visited? (without "don't know")**

Q1b. How would you rate physical condition of City parks that you have visited	Number	Percent
Excellent	125	19.6 %
Good	392	61.5 %
Fair	108	17.0 %
Poor	12	1.9 %
Total	637	100.0 %

**Q2. Do you feel you have adequate access to athletic fields?**

Q2. Do you feel you have adequate access to athletic fields	Number	Percent
Yes	344	50.9 %
No	87	12.9 %
Not sure	245	36.2 %
Total	676	100.0 %

**Q2a. Why do you feel that you don't have adequate access to athletic fields?**

Q2a. Why do you feel that you don't have adequate access to athletic fields	Number	Percent
Natural ball diamond turf that cannot withstand overuse, thus limiting time on fields for practice & pre-game warmups	22	27.2 %
Poorly draining fields that result in cancellations	33	40.7 %
Too few highly developed ball fields with stadium, dugouts, scoreboard & turf to accommodate demand for a field of that type	39	48.1 %
Too few practice fields	50	61.7 %
Too few fields with lights	24	29.6 %
Other	32	39.5 %
Total	200	

**Q2a. Other**

Q2a. Other	Number	Percent
Parking	3	9.7 %
NOT ENOUGH PARKING	2	6.5 %
Would like to see more variety besides baseball/softball	1	3.2 %
bathrooms are horrible, concessions are inadequate	1	3.2 %
More trees and shading	1	3.2 %
Lights not working on Jerry Ivy High tennis court	1	3.2 %
Not enough parking for Bill Burke Park	1	3.2 %
difficult parking for East Crawford ball fields	1	3.2 %
Parking issue at Bill Burke	1	3.2 %
No parking-Bill Burke	1	3.2 %
No fields close to neighborhood	1	3.2 %
We need turf to keep any state game in Salina and safety	1	3.2 %
Diamonds in rough condition for playing cause unnecessary injuries	1	3.2 %
NOT ENOUGH PUBLIC USE	1	3.2 %
condition of the practice fields big rocks and thorns	1	3.2 %
NEED MOUNTAIN BIKE TRAILS	1	3.2 %
TOO FEW PARKING AREAS AND EXITS	1	3.2 %
Parking is bad, especially at Bill Burke	1	3.2 %
parking is limited	1	3.2 %
parking problem	1	3.2 %
BETTER PARKING AREA AT BILL BURKE	1	3.2 %
Inadequate parking at Bill Burke	1	3.2 %
NOT ABLE TO USE HIGH SCHOOL OR COLLEGE FACILITIES	1	3.2 %
NEED MORE DISC GOLF PARKS	1	3.2 %
Poor traffic flow & parking at Bill Burke	1	3.2 %
NO BATTING CAGES WITH AUTO PITCH	1	3.2 %
inadequate drainage at Bill Burke when it rains	1	3.2 %
Remodel of Bill Burke could set Salina up as a premier sports destination	1	3.2 %
Total	31	100.0 %

**Q3. Please indicate which TWO of the types of parks listed below you and members of your household PREFER MOST.**

Q3. Top choice	Number	Percent
Smaller neighborhood parks close to our home (i.e. Hawthorne, Kennedy, Glennifer Hill)	119	17.6 %
Larger regional parks that may be further from our home (i.e. Oakdale, Jerry Ivey)	306	45.3 %
Special-use parks (e.g. East Crawford Recreation Area & Bill Burke Park athletic fields)	106	15.7 %
Natural environment parks, (i.e. Lakewood Park)	115	17.0 %
None chosen	30	4.4 %
Total	676	100.0 %

**Q3. Please indicate which TWO of the types of parks listed below you and members of your household PREFER MOST.**

Q3. 2nd choice	Number	Percent
Smaller neighborhood parks close to our home (i.e. Hawthorne, Kennedy, Glennifer Hill)	115	17.0 %
Larger regional parks that may be further from our home (i.e. Oakdale, Jerry Ivey)	172	25.4 %
Special-use parks (e.g. East Crawford Recreation Area & Bill Burke Park athletic fields)	150	22.2 %
Natural environment parks, (i.e. Lakewood Park)	174	25.7 %
None chosen	65	9.6 %
Total	676	100.0 %

**Q3. Please indicate which TWO of the types of parks listed below you and members of your household PREFER MOST. (top 2)**

Q3. Sum of top 2 choices	Number	Percent
Smaller neighborhood parks close to our home (i.e. Hawthorne, Kennedy, Glennifer Hill)	234	34.6 %
Larger regional parks that may be further from our home (i.e. Oakdale, Jerry Ivey)	478	70.7 %
Special-use parks (e.g. East Crawford Recreation Area & Bill Burke Park athletic fields)	256	37.9 %
Natural environment parks, (i.e. Lakewood Park)	289	42.8 %
None chosen	30	4.4 %
Total	1287	

**Q4. The City of Salina has options with regard to acquiring and developing parks. From the following list, which TWO open-space options would you and members of your household SUPPORT MOST?**

Q4. What open-space options would you support most	Number	Percent
Passive places with comfortable seating & plenty of shade to relax	408	60.4 %
Placemaking (special places within a park system which encourage people to congregate for their own purposes, e.g. socializing, people watching, bird watching)	353	52.2 %
Public art/monuments	63	9.3 %
Active places to play	366	54.1 %
None of above	40	5.9 %
Total	1230	

**WITHOUT "NONE OF THE ABOVE"**

**Q4. The City of Salina has options with regard to acquiring and developing parks. From the following list, which TWO open-space options would you and members of your household SUPPORT MOST? (without "none of above")**

Q4. What open-space options would you support most	Number	Percent
Passive places with comfortable seating & plenty of shade to relax	407	64.0 %
Placemaking (special places within a park system which encourage people to congregate for their own purposes, e.g. socializing, people watching, bird watching)	353	55.5 %
Public art/monuments	63	9.9 %
Active places to play	366	57.5 %
Total	1189	

**Q5. The following are some of the benefits that you and your household may receive from parks, trails, and nature areas. For each one, please rate how much you agree that that benefit is provided by parks, trails, and nature areas.**

(N=676)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q5-1. Improve personal physical health & fitness	42.2%	40.1%	11.4%	0.9%	2.2%	3.3%
Q5-2. Help reduce crime	14.8%	15.7%	38.6%	13.6%	11.5%	5.8%
Q5-3. Improve quality of life in Salina community	38.9%	42.5%	12.6%	1.5%	1.9%	2.7%
Q5-4. Preserve open space & environment	37.1%	39.6%	16.3%	1.8%	2.7%	2.5%
Q5-5. Increase property values in surrounding area	20.0%	33.3%	30.6%	5.8%	6.2%	4.1%
Q5-6. Improve water & air quality	21.4%	33.0%	30.3%	4.9%	5.6%	4.7%
Q5-7. Provide social interaction opportunity	25.7%	48.5%	17.8%	2.1%	3.3%	2.7%
Q5-8. Help attract new residents & businesses	23.1%	36.7%	25.9%	5.0%	5.2%	4.1%
Q5-9. Protect historical attributes	20.9%	36.7%	30.6%	3.1%	4.6%	4.1%
Q5-10. Provide healthy recreational opportunities for all	42.9%	43.3%	9.2%	0.9%	1.5%	2.2%
Q5-11. Provides inexpensive options for family time	54.9%	35.9%	4.7%	0.9%	1.5%	2.1%
Q5-12. Other	73.1%	7.7%	3.8%	3.8%	11.5%	0.0%

**WITHOUT "DON'T KNOW"**

**Q5. The following are some of the benefits that you and your household may receive from parks, trails, and nature areas. For each one, please rate how much you agree that that benefit is provided by parks, trails, and nature areas. (without "don't know")**

(N=676)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q5-1. Improve personal physical health & fitness	43.6%	41.4%	11.8%	0.9%	2.3%
Q5-2. Help reduce crime	15.7%	16.6%	41.0%	14.4%	12.2%
Q5-3. Improve quality of life in Salina community	40.0%	43.6%	12.9%	1.5%	2.0%
Q5-4. Preserve open space & environment	38.1%	40.7%	16.7%	1.8%	2.7%
Q5-5. Increase property values in surrounding area	20.8%	34.7%	31.9%	6.0%	6.5%
Q5-6. Improve water & air quality	22.5%	34.6%	31.8%	5.1%	5.9%
Q5-7. Provide social interaction opportunity	26.4%	49.8%	18.2%	2.1%	3.3%
Q5-8. Help attract new residents & businesses	24.1%	38.3%	27.0%	5.2%	5.4%
Q5-9. Protect historical attributes	21.8%	38.3%	31.9%	3.2%	4.8%
Q5-10. Provide healthy recreational opportunities for all	43.9%	44.3%	9.4%	0.9%	1.5%
Q5-11. Provides inexpensive options for family time	56.0%	36.7%	4.8%	0.9%	1.5%
Q5-12. Other	73.1%	7.7%	3.8%	3.8%	11.5%

**Q5. Other**

Q5-12. Other	Number	Percent
This is simply about pushing the river project	1	4.0 %
Disc golf is a great way to get families friends and groups of people out there to play	1	4.0 %
Any activity that can get our family and friends out to the parks	1	4.0 %
Provides more job opportunities if maintenance is a priority	1	4.0 %
water sports/kayak	1	4.0 %
View wildlife	1	4.0 %
WALKING AREAS FOR DOGS	1	4.0 %
HIKING	1	4.0 %
A PLACE FOR OUR 4 KIDS	1	4.0 %
Eliminate frisbee golf	1	4.0 %
Ways for smaller kids to interact with others	1	4.0 %
PROVIDE DOG POOP BAGS	1	4.0 %
Free	1	4.0 %
EASE OF ENTRANCE AND EXITS	1	4.0 %
LOVE WALKING THE DIKE SYSTEM	1	4.0 %
ACTIVITIES FOR YOUTH	1	4.0 %
PROVIDE SAFE AREA FOR MIDLIFE	1	4.0 %
disc golf	1	4.0 %
PROMOTE ENVIRONMENTAL AWARENESS		
EDUCATION	1	4.0 %
Child development	1	4.0 %
Special needs facilities	1	4.0 %
OPEN FISHING AT JERRY IVY PARK NEEDED	1	4.0 %
Keep the money in Salina	1	4.0 %
Indian Rock is on the cusp of becoming a truly magical place	1	4.0 %
maybe sliding scale for small family gathering for low/ fixed income	1	4.0 %
<b>Total</b>	<b>25</b>	<b>100.0 %</b>

**Q6. Which THREE of the benefits from the list in Question 5 are MOST IMPORTANT to you and members of your household?**

Q6. Top choice	Number	Percent
Improve personal physical health & fitness	203	30.0 %
Help reduce crime	30	4.4 %
Improve quality of life in Salina community	71	10.5 %
Preserve open space environment	39	5.8 %
Increase property values in surrounding area	7	1.0 %
Improve water & air quality	8	1.2 %
Provide social interaction opportunity	26	3.8 %
Help attract new residents & businesses	12	1.8 %
Protect historical attributes	6	0.9 %
Provide healthy recreational opportunities for all	69	10.2 %
Provides inexpensive options for family time	140	20.7 %
Other	10	1.5 %
None chosen	55	8.1 %
<b>Total</b>	<b>676</b>	<b>100.0 %</b>

**Q6. Which THREE of the benefits from the list in Question 5 are MOST IMPORTANT to you and members of your household?**

Q6. 2nd choice	Number	Percent
Improve personal physical health & fitness	79	11.7 %
Help reduce crime	36	5.3 %
Improve quality of life in Salina community	90	13.3 %
Preserve open space environment	69	10.2 %
Increase property values in surrounding area	25	3.7 %
Improve water & air quality	25	3.7 %
Provide social interaction opportunity	68	10.1 %
Help attract new residents & businesses	21	3.1 %
Protect historical attributes	16	2.4 %
Provide healthy recreational opportunities for all	100	14.8 %
Provides inexpensive options for family time	87	12.9 %
Other	3	0.4 %
None chosen	57	8.4 %
<b>Total</b>	<b>676</b>	<b>100.0 %</b>

**Q6. Which THREE of the benefits from the list in Question 5 are MOST IMPORTANT to you and members of your household?**

Q6. 3rd choice	Number	Percent
Improve personal physical health & fitness	73	10.8 %
Help reduce crime	24	3.6 %
Improve quality of life in Salina community	61	9.0 %
Preserve open space environment	61	9.0 %
Increase property values in surrounding area	24	3.6 %
Improve water & air quality	14	2.1 %
Provide social interaction opportunity	80	11.8 %
Help attract new residents & businesses	29	4.3 %
Protect historical attributes	36	5.3 %
Provide healthy recreational opportunities for all	98	14.5 %
Provides inexpensive options for family time	106	15.7 %
Other	3	0.4 %
None chosen	67	9.9 %
Total	676	100.0 %

**Q6. Which THREE of the benefits from the list in Question 5 are MOST IMPORTANT to you and members of your household? (top 3)**

Q6. Sum of top 3 choices	Number	Percent
Improve personal physical health & fitness	355	52.5 %
Help reduce crime	90	13.3 %
Improve quality of life in Salina community	222	32.8 %
Preserve open space environment	169	25.0 %
Increase property values in surrounding area	56	8.3 %
Improve water & air quality	47	7.0 %
Provide social interaction opportunity	174	25.7 %
Help attract new residents & businesses	62	9.2 %
Protect historical attributes	58	8.6 %
Provide healthy recreational opportunities for all	267	39.5 %
Provides inexpensive options for family time	333	49.3 %
Other	16	2.4 %
None chosen	55	8.1 %
Total	1904	

**Q7. Which THREE of the BENEFITS from the list in Question 5 are most important for the community?**

Q7. Top choice	Number	Percent
Improve personal physical health & fitness	89	13.2 %
Help reduce crime	90	13.3 %
Improve quality of life in Salina community	137	20.3 %
Preserve open space environment	30	4.4 %
Increase property values in surrounding area	28	4.1 %
Improve water & air quality	14	2.1 %
Provide social interaction opportunity	25	3.7 %
Help attract new residents & businesses	64	9.5 %
Protect historical attributes	13	1.9 %
Provide healthy recreational opportunities for all	50	7.4 %
Provides inexpensive options for family time	86	12.7 %
Other	3	0.4 %
None chosen	47	7.0 %
Total	676	100.0 %

**Q7. Which THREE of the BENEFITS from the list in Question 5 are most important for the community?**

Q7. 2nd choice	Number	Percent
Improve personal physical health & fitness	51	7.5 %
Help reduce crime	39	5.8 %
Improve quality of life in Salina community	100	14.8 %
Preserve open space environment	73	10.8 %
Increase property values in surrounding area	39	5.8 %
Improve water & air quality	38	5.6 %
Provide social interaction opportunity	64	9.5 %
Help attract new residents & businesses	61	9.0 %
Protect historical attributes	20	3.0 %
Provide healthy recreational opportunities for all	91	13.5 %
Provides inexpensive options for family time	52	7.7 %
None chosen	48	7.1 %
Total	676	100.0 %

**Q7. Which THREE of the BENEFITS from the list in Question 5 are most important for the community?**

Q7. 3rd choice	Number	Percent
Improve personal physical health & fitness	52	7.7 %
Help reduce crime	38	5.6 %
Improve quality of life in Salina community	63	9.3 %
Preserve open space environment	59	8.7 %
Increase property values in surrounding area	33	4.9 %
Improve water & air quality	35	5.2 %
Provide social interaction opportunity	38	5.6 %
Help attract new residents & businesses	77	11.4 %
Protect historical attributes	46	6.8 %
Provide healthy recreational opportunities for all	87	12.9 %
Provides inexpensive options for family time	86	12.7 %
Other	4	0.6 %
None chosen	58	8.6 %
Total	676	100.0 %

**Q7. Which THREE of the BENEFITS from the list in Question 5 are most important for the community? (top 3)**

Q7. Sum of top 3 choices	Number	Percent
Improve personal physical health & fitness	192	28.4 %
Help reduce crime	167	24.7 %
Improve quality of life in Salina community	300	44.4 %
Preserve open space environment	162	24.0 %
Increase property values in surrounding area	100	14.8 %
Improve water & air quality	87	12.9 %
Provide social interaction opportunity	127	18.8 %
Help attract new residents & businesses	202	29.9 %
Protect historical attributes	79	11.7 %
Provide healthy recreational opportunities for all	228	33.7 %
Provides inexpensive options for family time	224	33.1 %
Other	7	1.0 %
None chosen	47	7.0 %
Total	1922	

**Q8. Please indicate if you or other members of your HOUSEHOLD have a need for each of the facilities listed below.**

(N=676)

	Yes	No
Q8-1. Golf course	27.4%	72.6%
Q8-2. Indoor gymnasium (basketball, volleyball, cheer practice)	30.0%	70.0%
Q8-3. Indoor performing arts facilities	32.5%	67.5%
Q8-4. Indoor fitness	53.7%	46.3%
Q8-5. Indoor gymnastic area	15.2%	84.8%
Q8-6. Indoor ice arena	18.3%	81.7%
Q8-7. Indoor lap lanes for exercise swimming	30.5%	69.5%
Q8-8. Indoor running/walking track	47.9%	52.1%
Q8-9. Indoor turf fields (baseball, soccer, etc.)	16.9%	83.1%
Q8-10. Indoor aquatics facility	36.1%	63.9%
Q8-11. Indoor tennis courts	11.8%	88.2%
Q8-12. Nature center	48.1%	51.9%
Q8-13. Outdoor baseball & softball fields	36.2%	63.8%
Q8-14. Off-leash dog parks	36.5%	63.5%
Q8-15. Outdoor basketball	19.7%	80.3%
Q8-16. Outdoor ice/sheets of ice	10.7%	89.3%
Q8-17. Outdoor soccer/lacrosse/football fields	21.0%	79.0%
Q8-18. Outdoor swimming pools/water parks	57.0%	43.0%
Q8-19. Outdoor tennis courts	21.3%	78.7%

**Q8. Please indicate if you or other members of your HOUSEHOLD have a need for each of the facilities listed below.**

	Yes	No
Q8-20. Park shelters & picnic areas	72.6%	27.4%
Q8-21. Passive natural areas	57.4%	42.6%
Q8-22. Passive green gathering areas	46.7%	53.3%
Q8-23. Pickleball courts	6.2%	93.8%
Q8-24. Playgrounds	55.9%	44.1%
Q8-25. Skate park	13.0%	87.0%
Q8-26. Walking & biking trails	70.3%	29.7%
Q8-27. BMX	4.7%	95.3%
Q8-28. Skateboarding	7.8%	92.2%
Q8-29. Other	5.3%	94.7%

**Q8. If "Yes," please rate how well the needs of your household are currently being met in the City of Salina using a scale of 1 to 5, where 5 means your needs are "100% Met" and 1 means "0% Met."**

(N=653)

	100% Met	75% Met	50% Met	25% Met	0% Met
Q8-1. Golf course	57.1%	29.4%	8.5%	4.0%	1.1%
Q8-2. Indoor gymnasium (basketball, volleyball, cheer practice)	28.9%	24.7%	27.9%	11.1%	7.4%
Q8-3. Indoor performing arts facilities	36.0%	36.0%	19.3%	5.6%	3.0%
Q8-4. Indoor fitness	32.8%	25.1%	22.4%	8.4%	11.3%
Q8-5. Indoor gymnastic area	23.7%	23.7%	33.3%	11.8%	7.5%
Q8-6. Indoor ice arena	2.6%	6.1%	6.1%	0.9%	84.2%
Q8-7. Indoor lap lanes for exercise swimming	12.3%	12.3%	25.7%	17.6%	32.1%
Q8-8. Indoor running/walking track	13.1%	20.1%	19.4%	16.3%	31.1%
Q8-9. Indoor turf fields (baseball, soccer, etc.)	12.4%	17.1%	10.5%	19.0%	41.0%
Q8-10. Indoor aquatics facility	10.5%	13.6%	21.8%	17.3%	36.8%
Q8-11. Indoor tennis courts	10.8%	8.1%	10.8%	20.3%	50.0%
Q8-12. Nature center	18.6%	33.9%	27.5%	13.2%	6.8%
Q8-13. Outdoor baseball & softball fields	39.7%	32.6%	21.0%	5.4%	1.3%
Q8-14. Off-leash dog parks	33.0%	28.1%	18.3%	13.4%	7.1%
Q8-15. Outdoor basketball	28.4%	25.9%	25.9%	15.5%	4.3%
Q8-16. Outdoor ice/sheets of ice	8.1%	4.8%	4.8%	3.2%	79.0%
Q8-17. Outdoor soccer/lacrosse/football fields	40.0%	33.1%	19.2%	4.6%	3.1%
Q8-18. Outdoor swimming pools/water parks	49.7%	26.1%	16.1%	6.1%	1.9%
Q8-19. Outdoor tennis courts	38.5%	32.3%	16.9%	6.9%	5.4%

**Q8. If "Yes," please rate how well the needs of your household are currently being met in the City of Salina using a scale of 1 to 5, where 5 means your needs are "100% Met" and 1 means "0% Met."**

	100% Met	75% Met	50% Met	25% Met	0% Met
Q8-20. Park shelters & picnic areas	43.2%	40.3%	13.2%	2.2%	1.1%
Q8-21. Passive natural areas	24.6%	34.9%	28.8%	9.2%	2.5%
Q8-22. Passive green gathering areas	22.6%	41.0%	27.2%	6.4%	2.8%
Q8-23. Pickleball courts	8.3%	13.9%	13.9%	11.1%	52.8%
Q8-24. Playgrounds	42.8%	39.1%	15.2%	0.9%	2.0%
Q8-25. Skate park	18.9%	25.7%	14.9%	24.3%	16.2%
Q8-26. Walking & biking trails	22.6%	37.0%	23.1%	12.5%	4.8%
Q8-27. BMX	7.7%	19.2%	11.5%	19.2%	42.3%
Q8-28. Skateboarding	7.1%	23.8%	16.7%	28.6%	23.8%
Q8-29. Other	10.3%	3.4%	24.1%	17.2%	44.8%

**Q8. Other**

	Number	Percent
Q8-29. Other		
Disc Golf Course	8	22.2 %
Shooting range	2	5.6 %
A public indoor or outdoor area for drone flying	1	2.8 %
Natural swimming locations	1	2.8 %
Observe wildlife	1	2.8 %
Dog parks	1	2.8 %
Hiking	1	2.8 %
0-5 YEAR OLD PLAY	1	2.8 %
INFLY CENTER	1	2.8 %
Lakewood Discovery Center needs more activities for all ages	1	2.8 %
autocross site	1	2.8 %
Indoor parks for seasonal use	1	2.8 %
MOUNTAIN BIKE COURSE	1	2.8 %
Indoor playground	1	2.8 %
LAKE	1	2.8 %
HIKING AREAS/TRAILS	1	2.8 %
SPRINKLER PARKS	1	2.8 %
CHILDREN'S WET SPRINKLER PARK	1	2.8 %
Trail side exercise stations	1	2.8 %
Splash parks	1	2.8 %
Summer exercise program in the park	1	2.8 %
BETTER BIKE PATHS THROUGH TOWN	1	2.8 %
TORNADO SHELTER	1	2.8 %
Rock (wall) climbing	1	2.8 %
Bike lanes on more streets	1	2.8 %
golf course	1	2.8 %
Baton practice and with the indoor swimming	1	2.8 %
outdoor ice/bike for different age groups	1	2.8 %
Total	36	100.0 %

**Q9. Regardless of their availability in the City of Salina, which FOUR of the facilities listed in Question 8 are MOST IMPORTANT to your household?**

Q9. Top choice	Number	Percent
Golf course	54	8.0 %
Indoor gymnasium (basketball, volleyball, cheer practice)	24	3.6 %
Indoor performing arts facilities	26	3.8 %
Indoor fitness	36	5.3 %
Indoor gymnastic area	9	1.3 %
Indoor ice arena	5	0.7 %
Indoor lap lanes for exercise swimming	12	1.8 %
Indoor running/walking track	36	5.3 %
Indoor turf fields (baseball, soccer, etc.)	7	1.0 %
Indoor aquatics facility	24	3.6 %
Indoor tennis courts	4	0.6 %
Nature center	31	4.6 %
Outdoor baseball & softball fields	49	7.2 %
Off-leash dog parks	31	4.6 %
Outdoor basketball	3	0.4 %
Outdoor soccer/lacrosse/football fields	11	1.6 %
Outdoor swimming pools/water parks	30	4.4 %
Outdoor tennis courts	6	0.9 %
Park shelters & picnic areas	45	6.7 %
Passive natural areas	10	1.5 %
Passive green gathering areas	4	0.6 %
Pickleball courts	1	0.1 %
Playgrounds	54	8.0 %
Skate park	1	0.1 %
Walking & biking trails	82	12.1 %
BMX	2	0.3 %
Skateboarding	1	0.1 %
Other	17	2.5 %
None chosen	61	9.0 %
Total	676	100.0 %

**Q9. Regardless of their availability in the City of Salina, which FOUR of the facilities listed in Question 8 are MOST IMPORTANT to your household?**

Q9. 2nd choice	Number	Percent
Golf course	17	2.5 %
Indoor gymnasium (basketball, volleyball, cheer practice)	25	3.7 %
Indoor performing arts facilities	16	2.4 %
Indoor fitness	40	5.9 %
Indoor gymnastic area	5	0.7 %
Indoor ice arena	15	2.2 %
Indoor lap lanes for exercise swimming	16	2.4 %
Indoor running/walking track	27	4.0 %
Indoor turf fields (baseball, soccer, etc.)	14	2.1 %
Indoor aquatics facility	27	4.0 %
Indoor tennis courts	6	0.9 %
Nature center	32	4.7 %
Outdoor baseball & softball fields	29	4.3 %
Off-leash dog parks	37	5.5 %
Outdoor basketball	5	0.7 %
Outdoor ice/sheets of ice	3	0.4 %
Outdoor soccer/lacrosse/football fields	5	0.7 %
Outdoor swimming pools/water parks	48	7.1 %
Outdoor tennis courts	5	0.7 %
Park shelters & picnic areas	51	7.5 %
Passive natural areas	36	5.3 %
Passive green gathering areas	14	2.1 %
Pickleball courts	1	0.1 %
Playgrounds	51	7.5 %
Skate park	4	0.6 %
Walking & biking trails	68	10.1 %
BMX	1	0.1 %
Skateboarding	2	0.3 %
Other	4	0.6 %
None chosen	72	10.7 %
Total	676	100.0 %

**Q9. Regardless of their availability in the City of Salina, which FOUR of the facilities listed in Question 8 are MOST IMPORTANT to your household?**

Q9. 3rd choice	Number	Percent
Golf course	14	2.1 %
Indoor gymnasium (basketball, volleyball, cheer practice)	12	1.8 %
Indoor performing arts facilities	11	1.6 %
Indoor fitness	28	4.1 %
Indoor gymnastic area	9	1.3 %
Indoor ice arena	8	1.2 %
Indoor lap lanes for exercise swimming	14	2.1 %
Indoor running/walking track	34	5.0 %
Indoor turf fields (baseball, soccer, etc.)	14	2.1 %
Indoor aquatics facility	26	3.8 %
Indoor tennis courts	8	1.2 %
Nature center	35	5.2 %
Outdoor baseball & softball fields	15	2.2 %
Off-leash dog parks	34	5.0 %
Outdoor basketball	6	0.9 %
Outdoor ice/sheets of ice	3	0.4 %
Outdoor soccer/lacrosse/football fields	3	0.4 %
Outdoor swimming pools/water parks	41	6.1 %
Outdoor tennis courts	7	1.0 %
Park shelters & picnic areas	72	10.7 %
Passive natural areas	48	7.1 %
Passive green gathering areas	25	3.7 %
Pickleball courts	1	0.1 %
Playgrounds	47	7.0 %
Skate park	5	0.7 %
Walking & biking trails	52	7.7 %
BMX	1	0.1 %
Skateboarding	2	0.3 %
Other	1	0.1 %
None chosen	100	14.8 %
Total	676	100.0 %

**Q9. Regardless of their availability in the City of Salina, which FOUR of the facilities listed in Question 8 are MOST IMPORTANT to your household?**

Q9. 4th choice	Number	Percent
Golf course	16	2.4 %
Indoor gymnasium (basketball, volleyball, cheer practice)	16	2.4 %
Indoor performing arts facilities	14	2.1 %
Indoor fitness	22	3.3 %
Indoor gymnastic area	4	0.6 %
Indoor ice arena	11	1.6 %
Indoor lap lanes for exercise swimming	8	1.2 %
Indoor running/walking track	27	4.0 %
Indoor turf fields (baseball, soccer, etc.)	4	0.6 %
Indoor aquatics facility	18	2.7 %
Indoor tennis courts	3	0.4 %
Nature center	31	4.6 %
Outdoor baseball & softball fields	8	1.2 %
Off-leash dog parks	26	3.8 %
Outdoor basketball	6	0.9 %
Outdoor ice/sheets of ice	4	0.6 %
Outdoor soccer/lacrosse/football fields	8	1.2 %
Outdoor swimming pools/water parks	42	6.2 %
Outdoor tennis courts	5	0.7 %
Park shelters & picnic areas	65	9.6 %
Passive natural areas	39	5.8 %
Passive green gathering areas	35	5.2 %
Pickleball courts	1	0.1 %
Playgrounds	49	7.2 %
Skate park	3	0.4 %
Walking & biking trails	60	8.9 %
BMX	2	0.3 %
Skateboarding	4	0.6 %
Other	4	0.6 %
None chosen	141	20.9 %
Total	676	100.0 %

**Q9. Regardless of their availability in the City of Salina, which FOUR of the facilities listed in Question 8 are MOST IMPORTANT to your household? (top 4)**

Q9. Sum of top 4 choices	Number	Percent
Golf course	101	14.9 %
Indoor gymnasium (basketball, volleyball, cheer practice)	77	11.4 %
Indoor performing arts facilities	67	9.9 %
Indoor fitness	126	18.6 %
Indoor gymnastic area	27	4.0 %
Indoor ice arena	39	5.8 %
Indoor lap lanes for exercise swimming	50	7.4 %
Indoor running/walking track	124	18.3 %
Indoor turf fields (baseball, soccer, etc.)	39	5.8 %
Indoor aquatics facility	95	14.1 %
Indoor tennis courts	21	3.1 %
Nature center	129	19.1 %
Outdoor baseball & softball fields	101	14.9 %
Off-leash dog parks	128	18.9 %
Outdoor basketball	20	3.0 %
Outdoor ice/sheets of ice	10	1.5 %
Outdoor soccer/lacrosse/football fields	27	4.0 %
Outdoor swimming pools/water parks	161	23.8 %
Outdoor tennis courts	23	3.4 %
Park shelters & picnic areas	233	34.5 %
Passive natural areas	133	19.7 %
Passive green gathering areas	78	11.5 %
Pickleball courts	4	0.6 %
Playgrounds	201	29.7 %
Skate park	13	1.9 %
Walking & biking trails	262	38.8 %
BMX	6	0.9 %
Skateboarding	9	1.3 %
Other	26	3.8 %
None chosen	61	9.0 %
Total	2391	

**Q10. Currently smoking is allowed in city parks. A couple of issues with smoking in parks is that it requires additional staff to clean parks, and the health concerns associated with second hand smoke. With that in mind, how supportive would you be of banning smoking at city parks?**

Q10. How supportive would you be of banning smoking in City parks	Number	Percent
Very supportive	399	59.0 %
Somewhat supportive	50	7.4 %
Neutral	79	11.7 %
Not supportive	51	7.5 %
Not at all supportive	82	12.1 %
Don't know	15	2.2 %
Total	676	100.0 %

**WITHOUT "DON'T KNOW"**

**Q10. Currently smoking is allowed in city parks. A couple of issues with smoking in parks is that it requires additional staff to clean parks, and the health concerns associated with second hand smoke. With that in mind, how supportive would you be of banning smoking at city parks? (without "don't know")**

Q10. How supportive would you be of banning smoking in City parks	Number	Percent
Very supportive	399	60.4 %
Somewhat supportive	50	7.6 %
Neutral	79	12.0 %
Not supportive	51	7.7 %
Not at all supportive	82	12.4 %
Total	661	100.0 %

**Q11. Have you or other members of your household participated in any recreation programs offered by the City of Salina during the past 12 months?**

Q11. Have you participated in any recreation programs offered by City during past 12 months	Number	Percent
Yes	249	36.8 %
No	414	61.2 %
Not provided	13	1.9 %
Total	676	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q11. Have you or other members of your household participated in any recreation programs offered by the City of Salina during the past 12 months? (without "not provided")**

Q11. Have you participated in any recreation programs offered by City during past 12 months	Number	Percent
Yes	249	37.6 %
No	414	62.4 %
Total	663	100.0 %

**Q11a. How many different recreation programs or activities offered by the City of Salina has your household participated in during the past 12 months?**

Q11a. How many different recreation programs or activities has your household participated in during past 12 months	Number	Percent
1 program/activity	68	27.3 %
2-3 programs/activities	110	44.2 %
4-6 programs/activities	57	22.9 %
7-10 programs/activities	12	4.8 %
11+ programs/activities	2	0.8 %
Total	249	100.0 %

**Q11b. Check the THREE primary reasons why your household has participated in City of Salina recreation programs or activities.**

Q11b. Primary reasons why your household has participated in City recreation programs or activities	Number	Percent
Quality of instructors/coaches/staff	59	24.1 %
Location of program facility	71	29.0 %
Quality of program facility	73	29.8 %
Reasonable fees	152	62.0 %
Times program is offered	83	33.9 %
Friends participate in program	120	49.0 %
Dates program is offered	66	26.9 %
Other	21	8.6 %
Total	645	

**Q11b. Other**

Q11b. Other	Number	Percent
Something to do	2	9.5 %
My son's baseball team	1	4.8 %
Kids programs	1	4.8 %
PLAYING DESIRED SPORTS	1	4.8 %
My sons both play baseball	1	4.8 %
VARIETY OFFERED	1	4.8 %
ONLY YOUTH BASEBALL PROGRAM	1	4.8 %
ONLY WAY PROGRAM WAS OFFERED	1	4.8 %
Wanted the program offered	1	4.8 %
EDUCATION	1	4.8 %
BUS TO KC WOODWORKING SEMINAR	1	4.8 %
Activities for kids in summer	1	4.8 %
TYPE OF PROGRAM OFFERED	1	4.8 %
EXPERIENCE FOR KIDS	1	4.8 %
KEEP BUSY	1	4.8 %
We like the outdoors	1	4.8 %
Children's interest	1	4.8 %
our children wanted to participate	1	4.8 %
Exercise	1	4.8 %
Only option in Salina for activity	1	4.8 %
<b>Total</b>	<b>21</b>	<b>100.0 %</b>

**Q11c. How would you rate the overall quality of recreation programs or activities in which your household has participated?**

Q11c. How would you rate overall quality of recreation programs or activities in which your household has participated

	Number	Percent
Excellent	49	19.7 %
Good	141	56.6 %
Fair	45	18.1 %
Poor	9	3.6 %
Not provided	5	2.0 %
<b>Total</b>	<b>249</b>	<b>100.0 %</b>

**WITHOUT "NOT PROVIDED"**

**Q11c. How would you rate the overall quality of recreation programs or activities in which your household has participated? (without "not provided")**

Q11c. How would you rate overall quality of recreation programs or activities in which your household has participated

	Number	Percent
Excellent	49	20.1 %
Good	141	57.8 %
Fair	45	18.4 %
Poor	9	3.7 %
<b>Total</b>	<b>244</b>	<b>100.0 %</b>

**Q12. Please CHECK ALL the ways you have heard about City of Salina Park and Recreation programs and activities.**

Q12. All the ways you have heard about City Park & Recreation programs & activities	Number	Percent
Ads in a publication	275	42.8 %
Billboards	32	5.0 %
Direct mail	235	36.6 %
Flyers & handouts	234	36.4 %
From friends, family, coworkers	405	63.1 %
Newspaper stories in print	251	39.1 %
Newspaper stories online	75	11.7 %
City of Salina Parks & Recreation Department website	226	35.2 %
Radio ads	118	18.4 %
TV ads	25	3.9 %
Facebook	137	21.3 %
Twitter	10	1.6 %
YouTube	6	0.9 %
Other	12	1.9 %
<b>Total</b>	<b>2041</b>	

**Q12. Other**

Q12. Other	Number	Percent
Work	1	8.3 %
Text	1	8.3 %
PARKS & REC MAGAZINE	1	8.3 %
RADIO TALK SHOW	1	8.3 %
McDonald's Display	1	8.3 %
EYE ON SALINA KS, FACEBOOK, PAGE	1	8.3 %
Emails	1	8.3 %
LIBRARY	1	8.3 %
Drive by	1	8.3 %
Activities book	1	8.3 %
Coworker	1	8.3 %
Eye on Salina on Facebook	1	8.3 %
<b>Total</b>	<b>12</b>	<b>100.0 %</b>

**Q13. Please CHECK ALL of the reasons that prevent you or other members of your household from using parks, recreation, and sports facilities or programs of the City of Salina more often.**

Q13. All the reasons that prevent you from using City parks, recreation, & sports facilities or programs more often	Number	Percent
Facilities are not well maintained	62	10.7 %
Program or facility not offered	91	15.7 %
Facilities lack right equipment	44	7.6 %
Security is insufficient	54	9.3 %
Lack of quality programs	51	8.8 %
Too far from our residence	44	7.6 %
Class full	61	10.6 %
Program times are not convenient	140	24.2 %
Use services/facilities in other cities	14	2.4 %
Fees are too high	132	22.8 %
Poor customer service by staff	26	4.5 %
I do not know locations of facilities	45	7.8 %
Use services/facilities of other agencies	46	8.0 %
Not accessible for people with disabilities	24	4.2 %
I do not know what is being offered	156	27.0 %
Facility operating hours not convenient	50	8.7 %
Registration for programs is difficult	30	5.2 %
Lack of parking by facilities & parks	94	16.3 %
Too busy/not enough time	256	44.3 %
Other	53	9.2 %
None	19	3.3 %
<b>Total</b>	<b>1492</b>	

**WITHOUT "NONE"**

**Q13. Please CHECK ALL of the reasons that prevent you or other members of your household from using parks, recreation, and sports facilities or programs of the City of Salina more often. (without "none")**

Q13. All the reasons that prevent you from using City parks, recreation, & sports facilities or programs more often

	Number	Percent
Facilities are not well maintained	62	11.1 %
Program or facility not offered	91	16.3 %
Facilities lack right equipment	44	7.9 %
Security is insufficient	54	9.7 %
Lack of quality programs	51	9.1 %
Too far from our residence	44	7.9 %
Class full	61	10.9 %
Program times are not convenient	140	25.0 %
Use services/facilities in other cities	14	2.5 %
Fees are too high	132	23.6 %
Poor customer service by staff	26	4.7 %
I do not know locations of facilities	45	8.1 %
Use services/facilities of other agencies	46	8.2 %
Not accessible for people with disabilities	24	4.3 %
I do not know what is being offered	155	27.7 %
Facility operating hours not convenient	50	8.9 %
Registration for programs is difficult	30	5.4 %
Lack of parking by facilities & parks	94	16.8 %
Too busy/not enough time	256	45.8 %
Other	53	9.5 %
<b>Total</b>	<b>1472</b>	

**Q13. Other**

Q13. Other	Number	Percent
AGE	4	7.5 %
Not interested	3	5.7 %
HEALTH	3	5.7 %
Gymnastics area where they practice is way too hot	1	1.9 %
Not really interested in most programs for my age	1	1.9 %
70 years old	1	1.9 %
We need a shooting range	1	1.9 %
Just moved to Salina this summer	1	1.9 %
CROWDED PARKS	1	1.9 %
work	1	1.9 %
elderly & handicapped	1	1.9 %
cancellation of classes	1	1.9 %
CHARGE US FOR SHELTER BUT WON'T LET US USE POWER FOR BOUNCE HOUSE	1	1.9 %
Fees too high fro buildings and outdoor large picnic spaces	1	1.9 %
I AM 83 YR OLD	1	1.9 %
WATER PARK HAS INSUFFICIENT STAFF AND IS UNSAFE FOR KIDS	1	1.9 %
DO NOT HAVE THE TIME	1	1.9 %
I WALK EARLY AT 5 AM AT OAKDALE AND TOO DARK BEHIND STAGE	1	1.9 %
SOME PARKS ARE NOT VERY CLEAN	1	1.9 %
Just don't use parks	1	1.9 %
Not enough teams signed up/participants	1	1.9 %
WE ARE OVER 70	1	1.9 %
I play disc golf league twice per week	1	1.9 %
WE DON'T HAVE KIDS MY TAXES GO TO PAY FOR OTHER PEOPLES KIDS	1	1.9 %
Times are not good	1	1.9 %
LADIES GOLF LEAGUES IS MID WEEK AND I WORK	1	1.9 %
Occasional laziness for which I blame myself	1	1.9 %
need more disc golf support	1	1.9 %
NEW TO TOWN, NOT SURE WHAT'S BEING OFFERED	1	1.9 %
DON'T HAVE A CAR	1	1.9 %
NOT ENOUGH SPACES AVAILABLE	1	1.9 %
Just recently relocated to Salina	1	1.9 %
KENWOOD COVE IS FAR TOO SMALL TO BE ENJOYABLE	1	1.9 %
TOO MANY HAZARDS FOR CHILDREN	1	1.9 %
PEOPLE IN CHARGE NEVER LISTEN OR CHANGE THINGS	1	1.9 %
Not very much offered for toddlers 2 and under	1	1.9 %
MY PHYSICAL LIMITS	1	1.9 %

**Q13. Other**

Q13. Other	Number	Percent
DON'T USE	1	1.9 %
JERRY IVY PARK NEEDS TO STAY OPEN UNTIL 1 AM	1	1.9 %
WORK OUT OF TOWN DURING THE WEEK	1	1.9 %
Do not drive at night	1	1.9 %
NOT ENOUGH HANDICAP PARKING	1	1.9 %
More indoor options	1	1.9 %
Lazy	1	1.9 %
Kids play for usd305	1	1.9 %
elderly	1	1.9 %
Total	53	100.0 %

**Q14. Do you feel that the City of Salina offers a good balance of indoor and outdoor recreation opportunities?**

Q14. Does City of Salina offer a good balance of indoor & outdoor recreation opportunities	Number	Percent
Yes	309	45.7 %
No	93	13.8 %
Not sure	274	40.5 %
Total	676	100.0 %

**Q15. Please indicate if you or other members of your household have a need for each of the programs listed below.**

(N=676)

	Yes	No
Q15-1. Adult art, dance, performing arts	23.1%	76.9%
Q15-2. Adult continuing education programs	27.5%	72.5%
Q15-3. Adult fitness & wellness programs	53.1%	46.9%
Q15-4. Adult sports programs	25.1%	74.9%
Q15-5. Adult programs for 62 years & older	22.8%	77.2%
Q15-6. Before & after school programs]	17.2%	82.8%
Q15-7. Birthday parties	17.5%	82.5%
Q15-8. Golf lessons & leagues	15.8%	84.2%
Q15-9. Nature programs/environmental education	34.3%	65.7%
Q15-10. Early childhood programs	17.6%	82.4%
Q15-11. Programs for people with disabilities	12.7%	87.3%
Q15-12. Programs for teens	20.9%	79.1%
Q15-13. Special events, (e.g. outdoor music, movies, holiday events, etc.)	58.6%	41.4%
Q15-14. Tennis lessons & leagues	9.0%	91.0%
Q15-15. Outdoor adventure programs	30.3%	69.7%
Q15-16. Video games/virtual gaming	8.6%	91.4%
Q15-17. Water fitness programs	35.1%	64.9%
Q15-18. Youth art, dance, performing arts	17.0%	83.0%

**Q15. Please indicate if you or other members of your household have a need for each of the programs listed below.**

	Yes	No
Q15-19. Youth fitness & wellness programs	22.2%	77.8%
Q15-20. Youth learn to swim programs	23.4%	76.6%
Q15-21. Youth sports programs	27.8%	72.2%
Q15-22. Youth summer camp programs	17.8%	82.2%
Q15-23. Martial arts	9.8%	90.2%
Q15-24. Trips (e.g. sporting event)	20.3%	79.7%
Q15-25. Gymnastics	14.8%	85.2%
Q15-26. Preschool with all day care	12.0%	88.0%
Q15-27. Preschool half-day	9.5%	90.5%
Q15-28. Other	2.2%	97.8%

**Q15. If "Yes," please rate how well the needs of your household are currently being met in the City of Salina using a scale of 1 to 5, where 5 means your needs are "100% Met" and 1 means "0% Met."**

(N=596)

	100% Met	75% Met	50% Met	25% Met	0% Met
Q15-1. Adult art, dance, performing arts	17.4%	29.7%	25.4%	19.6%	8.0%
Q15-2. Adult continuing education programs	12.7%	30.4%	36.7%	11.4%	8.9%
Q15-3. Adult fitness & wellness programs	18.1%	28.2%	34.0%	13.9%	5.8%
Q15-4. Adult sports programs	16.8%	37.6%	23.5%	16.1%	6.0%
Q15-5. Adult programs for 62 years & older	12.6%	26.0%	34.6%	18.1%	8.7%
Q15-6. Before & after school programs	5.6%	17.8%	35.6%	23.3%	17.8%
Q15-7. Birthday parties	20.0%	26.0%	23.0%	14.0%	17.0%
Q15-8. Golf lessons & leagues	36.2%	26.6%	18.1%	12.8%	6.4%
Q15-9. Nature programs/environmental education	12.1%	22.1%	42.2%	17.1%	6.5%
Q15-10. Early childhood programs	11.1%	32.3%	34.3%	13.1%	9.1%
Q15-11. Programs for people with disabilities	11.8%	26.5%	25.0%	23.5%	13.2%
Q15-12. Programs for teens	6.3%	19.6%	33.9%	26.8%	13.4%
Q15-13. Special events, (e.g. outdoor music, movies, holiday events, etc.)	16.1%	29.6%	32.7%	14.6%	7.0%
Q15-14. Tennis lessons & leagues	11.1%	20.4%	13.0%	27.8%	27.8%
Q15-15. Outdoor adventure programs	8.0%	16.7%	29.3%	31.0%	14.9%
Q15-16. Video games/virtual gaming	4.2%	12.5%	14.6%	20.8%	47.9%
Q15-17. Water fitness programs	14.4%	22.3%	29.2%	23.3%	10.9%
Q15-18. Youth art, dance, performing arts	15.1%	26.9%	30.1%	21.5%	6.5%

**Q15. If "Yes," please rate how well the needs of your household are currently being met in the City of Salina using a scale of 1 to 5, where 5 means your needs are "100% Met" and 1 means "0% Met."**

	100% Met	75% Met	50% Met	25% Met	0% Met
Q15-19. Youth fitness & wellness programs	9.2%	28.3%	33.3%	20.8%	8.3%
Q15-20. Youth learn to swim programs	22.8%	28.3%	26.8%	13.4%	8.7%
Q15-21. Youth sports programs	21.3%	38.8%	26.9%	6.9%	6.3%
Q15-22. Youth summer camp programs	14.9%	24.8%	24.8%	24.8%	10.9%
Q15-23. Martial arts	13.5%	11.5%	23.1%	26.9%	25.0%
Q15-24. Trips (e.g. sporting event)	6.1%	27.0%	33.0%	20.9%	13.0%
Q15-25. Gymnastics	16.9%	26.5%	27.7%	19.3%	9.6%
Q15-26. Preschool with all day care	17.2%	10.9%	29.7%	20.3%	21.9%
Q15-27. Preschool half-day	21.1%	10.5%	31.6%	17.5%	19.3%
Q15-28. Other	7.7%	15.4%	30.8%	15.4%	30.8%

**Q15. Other**

Q15-28. Other	Number	Percent
Disc golf	3	20.0 %
Disc golf lessons	1	6.7 %
make disc golf apart of parks and rec or Early Learning Program	1	6.7 %
Support for clubs I.e. Disc golf leagues, tournaments and courses	1	6.7 %
Spring camps for teens	1	6.7 %
Shooting range	1	6.7 %
HIKING	1	6.7 %
FRIENDSHIP CENTER	1	6.7 %
HIKING AREAS/TRAILS	1	6.7 %
OUTDOOR MOVIES IN THE PARK WOULD BE NICE	1	6.7 %
BETTER BIKE PATHS THROUGH TOWN	1	6.7 %
FISHING OPPORTUNITIES	1	6.7 %
Winter outdoor activities	1	6.7 %
Total	15	100.0 %

**Q16. Regardless of their availability in the City of Salina, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household?**

Q16. Top choice	Number	Percent
Adult art, dance, performing arts	29	4.3 %
Adult continuing education programs	37	5.5 %
Adult fitness & wellness programs	91	13.5 %
Adult sports programs	24	3.6 %
Adult programs for 62 years & older	34	5.0 %
Before & after school programs	8	1.2 %
Birthday parties	9	1.3 %
Golf lessons & leagues	19	2.8 %
Nature programs/environmental education	33	4.9 %
Early childhood programs	18	2.7 %
Programs for people with disabilities	8	1.2 %
Programs for teens	18	2.7 %
Special events, (e.g. outdoor music, movies, holiday events, etc.)	58	8.6 %
Tennis lessons & leagues	6	0.9 %
Outdoor adventure programs	12	1.8 %
Video games/virtual gaming	3	0.4 %
Water fitness programs	17	2.5 %
Youth art, dance, performing arts	5	0.7 %
Youth fitness & wellness programs	6	0.9 %
Youth learn to swim programs	12	1.8 %
Youth sports programs	39	5.8 %
Youth summer camp programs	7	1.0 %
Martial arts	3	0.4 %
Trips (e.g. sporting event)	5	0.7 %
Gymnastics	7	1.0 %
Preschool with all day care	17	2.5 %
Preschool half-day	4	0.6 %
Other	9	1.3 %
None chosen	138	20.4 %
Total	676	100.0 %

**Q16. Regardless of their availability in the City of Salina, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household?**

Q16. 2nd choice	Number	Percent
Adult art, dance, performing arts	19	2.8 %
Adult continuing education programs	29	4.3 %
Adult fitness & wellness programs	67	9.9 %
Adult sports programs	22	3.3 %
Adult programs for 62 years & older	32	4.7 %
Before & after school programs	12	1.8 %
Birthday parties	13	1.9 %
Golf lessons & leagues	21	3.1 %
Nature programs/environmental education	32	4.7 %
Early childhood programs	14	2.1 %
Programs for people with disabilities	10	1.5 %
Programs for teens	25	3.7 %
Special events, (e.g. outdoor music, movies, holiday events, etc.)	55	8.1 %
Tennis lessons & leagues	3	0.4 %
Outdoor adventure programs	22	3.3 %
Video games/virtual gaming	3	0.4 %
Water fitness programs	23	3.4 %
Youth art, dance, performing arts	14	2.1 %
Youth fitness & wellness programs	13	1.9 %
Youth learn to swim programs	16	2.4 %
Youth sports programs	24	3.6 %
Youth summer camp programs	6	0.9 %
Martial arts	3	0.4 %
Trips (e.g. sporting event)	10	1.5 %
Gymnastics	9	1.3 %
Preschool with all day care	8	1.2 %
Preschool half-day	4	0.6 %
None chosen	167	24.7 %
Total	676	100.0 %

**Q16. Regardless of their availability in the City of Salina, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household?**

Q16. 3rd choice	Number	Percent
Adult art, dance, performing arts	16	2.4 %
Adult continuing education programs	21	3.1 %
Adult fitness & wellness programs	34	5.0 %
Adult sports programs	18	2.7 %
Adult programs for 62 years & older	15	2.2 %
Before & after school programs	17	2.5 %
Birthday parties	10	1.5 %
Golf lessons & leagues	9	1.3 %
Nature programs/environmental education	36	5.3 %
Early childhood programs	8	1.2 %
Programs for people with disabilities	9	1.3 %
Programs for teens	16	2.4 %
Special events, (e.g. outdoor music, movies, holiday events, etc.)	81	12.0 %
Tennis lessons & leagues	4	0.6 %
Outdoor adventure programs	25	3.7 %
Video games/virtual gaming	4	0.6 %
Water fitness programs	28	4.1 %
Youth art, dance, performing arts	5	0.7 %
Youth fitness & wellness programs	14	2.1 %
Youth learn to swim programs	12	1.8 %
Youth sports programs	16	2.4 %
Youth summer camp programs	13	1.9 %
Martial arts	6	0.9 %
Trips (e.g. sporting event)	19	2.8 %
Gymnastics	12	1.8 %
Preschool with all day care	7	1.0 %
Preschool half-day	2	0.3 %
None chosen	219	32.4 %
Total	676	100.0 %

**Q16. Regardless of their availability in the City of Salina, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household?**

Q16. 4th choice	Number	Percent
Adult art, dance, performing arts	19	2.8 %
Adult continuing education programs	11	1.6 %
Adult fitness & wellness programs	31	4.6 %
Adult sports programs	16	2.4 %
Adult programs for 62 years & older	12	1.8 %
Before & after school programs	7	1.0 %
Birthday parties	10	1.5 %
Golf lessons & leagues	9	1.3 %
Nature programs/environmental education	23	3.4 %
Early childhood programs	7	1.0 %
Programs for people with disabilities	7	1.0 %
Programs for teens	8	1.2 %
Special events, (e.g. outdoor music, movies, holiday events, etc.)	45	6.7 %
Tennis lessons & leagues	4	0.6 %
Outdoor adventure programs	35	5.2 %
Video games/virtual gaming	5	0.7 %
Water fitness programs	26	3.8 %
Youth art, dance, performing arts	7	1.0 %
Youth fitness & wellness programs	16	2.4 %
Youth learn to swim programs	15	2.2 %
Youth sports programs	25	3.7 %
Youth summer camp programs	4	0.6 %
Martial arts	4	0.6 %
Trips (e.g. sporting event)	25	3.7 %
Gymnastics	7	1.0 %
Preschool with all day care	7	1.0 %
Preschool half-day	1	0.1 %
Other	4	0.6 %
None chosen	286	42.3 %
Total	676	100.0 %

**Q16. Regardless of their availability in the City of Salina, which FOUR of the programs listed in Question 15 are MOST IMPORTANT to your household? (top 4)**

Q16. Sum of top 4 choices	Number	Percent
Adult art, dance, performing arts	83	12.3 %
Adult continuing education programs	98	14.5 %
Adult fitness & wellness programs	223	33.0 %
Adult sports programs	80	11.8 %
Adult programs for 62 years & older	93	13.8 %
Before & after school programs	44	6.5 %
Birthday parties	42	6.2 %
Golf lessons & leagues	58	8.6 %
Nature programs/environmental education	124	18.3 %
Early childhood programs	47	7.0 %
Programs for people with disabilities	34	5.0 %
Programs for teens	67	9.9 %
Special events, (e.g. outdoor music, movies, holiday events, etc.)	239	35.4 %
Tennis lessons & leagues	17	2.5 %
Outdoor adventure programs	94	13.9 %
Video games/virtual gaming	15	2.2 %
Water fitness programs	94	13.9 %
Youth art, dance, performing arts	31	4.6 %
Youth fitness & wellness programs	49	7.2 %
Youth learn to swim programs	55	8.1 %
Youth sports programs	104	15.4 %
Youth summer camp programs	30	4.4 %
Martial arts	16	2.4 %
Trips (e.g. sporting event)	59	8.7 %
Gymnastics	35	5.2 %
Preschool with all day care	39	5.8 %
Preschool half-day	11	1.6 %
Other	13	1.9 %
None chosen	138	20.4 %
Total	2032	

**Q17. Which FOUR of the programs offered by City of Salina Parks and Recreation listed in Question 15 do you and members of your household currently participate in the MOST?**

Q17. Top choice	Number	Percent
Adult art, dance, performing arts	21	3.1 %
Adult continuing education programs	13	1.9 %
Adult fitness & wellness programs	50	7.4 %
Adult sports programs	18	2.7 %
Adult programs for 62 years & older	14	2.1 %
Before & after school programs	2	0.3 %
Birthday parties	12	1.8 %
Golf lessons & leagues	25	3.7 %
Nature programs/environmental education	12	1.8 %
Early childhood programs	6	0.9 %
Programs for people with disabilities	3	0.4 %
Programs for teens	4	0.6 %
Special events, (e.g. outdoor music, movies, holiday events, etc.)	78	11.5 %
Tennis lessons & leagues	4	0.6 %
Outdoor adventure programs	9	1.3 %
Video games/virtual gaming	2	0.3 %
Water fitness programs	22	3.3 %
Youth art, dance, performing arts	6	0.9 %
Youth fitness & wellness programs	7	1.0 %
Youth learn to swim programs	10	1.5 %
Youth sports programs	51	7.5 %
Youth summer camp programs	3	0.4 %
Martial arts	1	0.1 %
Trips (e.g. sporting event)	2	0.3 %
Gymnastics	14	2.1 %
Preschool with all day care	2	0.3 %
Other	7	1.0 %
None chosen	278	41.1 %
Total	676	100.0 %

**Q17. Which FOUR of the programs offered by City of Salina Parks and Recreation listed in Question 15 do you and members of your household currently participate in the MOST?**

Q17. 2nd choice	Number	Percent
Adult art, dance, performing arts	15	2.2 %
Adult continuing education programs	14	2.1 %
Adult fitness & wellness programs	26	3.8 %
Adult sports programs	18	2.7 %
Adult programs for 62 years & older	13	1.9 %
Before & after school programs	4	0.6 %
Birthday parties	7	1.0 %
Golf lessons & leagues	14	2.1 %
Nature programs/environmental education	17	2.5 %
Early childhood programs	2	0.3 %
Programs for people with disabilities	5	0.7 %
Programs for teens	6	0.9 %
Special events, (e.g. outdoor music, movies, holiday events, etc.)	51	7.5 %
Tennis lessons & leagues	3	0.4 %
Outdoor adventure programs	9	1.3 %
Video games/virtual gaming	3	0.4 %
Water fitness programs	17	2.5 %
Youth art, dance, performing arts	12	1.8 %
Youth fitness & wellness programs	6	0.9 %
Youth learn to swim programs	13	1.9 %
Youth sports programs	19	2.8 %
Youth summer camp programs	5	0.7 %
Martial arts	1	0.1 %
Trips (e.g. sporting event)	3	0.4 %
Gymnastics	10	1.5 %
Preschool with all day care	2	0.3 %
Preschool half-day	3	0.4 %
Other	2	0.3 %
None chosen	376	55.6 %
Total	676	100.0 %

**Q17. Which FOUR of the programs offered by City of Salina Parks and Recreation listed in Question 15 do you and members of your household currently participate in the MOST?**

Q17. 3rd choice	Number	Percent
Adult art, dance, performing arts	6	0.9 %
Adult continuing education programs	11	1.6 %
Adult fitness & wellness programs	21	3.1 %
Adult sports programs	11	1.6 %
Adult programs for 62 years & older	6	0.9 %
Before & after school programs	3	0.4 %
Birthday parties	5	0.7 %
Golf lessons & leagues	12	1.8 %
Nature programs/environmental education	17	2.5 %
Early childhood programs	5	0.7 %
Programs for people with disabilities	2	0.3 %
Programs for teens	7	1.0 %
Special events, (e.g. outdoor music, movies, holiday events, etc.)	33	4.9 %
Tennis lessons & leagues	1	0.1 %
Outdoor adventure programs	11	1.6 %
Video games/virtual gaming	1	0.1 %
Water fitness programs	8	1.2 %
Youth art, dance, performing arts	8	1.2 %
Youth fitness & wellness programs	10	1.5 %
Youth learn to swim programs	6	0.9 %
Youth sports programs	18	2.7 %
Youth summer camp programs	2	0.3 %
Martial arts	3	0.4 %
Trips (e.g. sporting event)	3	0.4 %
Gymnastics	1	0.1 %
Preschool with all day care	3	0.4 %
Preschool half-day	1	0.1 %
Other	2	0.3 %
None chosen	459	67.9 %
Total	676	100.0 %

**Q17. Which FOUR of the programs offered by City of Salina Parks and Recreation listed in Question 15 do you and members of your household currently participate in the MOST?**

Q17. 4th choice	Number	Percent
Adult art, dance, performing arts	5	0.7 %
Adult continuing education programs	6	0.9 %
Adult fitness & wellness programs	9	1.3 %
Adult sports programs	6	0.9 %
Adult programs for 62 years & older	4	0.6 %
Before & after school programs	7	1.0 %
Birthday parties	6	0.9 %
Golf lessons & leagues	4	0.6 %
Nature programs/environmental education	17	2.5 %
Early childhood programs	4	0.6 %
Programs for people with disabilities	2	0.3 %
Programs for teens	3	0.4 %
Special events, (e.g. outdoor music, movies, holiday events, etc.)	27	4.0 %
Outdoor adventure programs	4	0.6 %
Video games/virtual gaming	1	0.1 %
Water fitness programs	11	1.6 %
Youth art, dance, performing arts	2	0.3 %
Youth fitness & wellness programs	3	0.4 %
Youth learn to swim programs	4	0.6 %
Youth sports programs	7	1.0 %
Youth summer camp programs	5	0.7 %
Martial arts	3	0.4 %
Trips (e.g. sporting event)	10	1.5 %
Gymnastics	9	1.3 %
Preschool with all day care	1	0.1 %
Other	4	0.6 %
None chosen	512	75.7 %
Total	676	100.0 %

**Q17. Which FOUR of the programs offered by City of Salina Parks and Recreation listed in Question 15 do you and members of your household currently participate in the MOST? (top 4)**

Q17. Sum of top 4 choices	Number	Percent
Adult art, dance, performing arts	47	7.0 %
Adult continuing education programs	44	6.5 %
Adult fitness & wellness programs	106	15.7 %
Adult sports programs	53	7.8 %
Adult programs for 62 years & older	37	5.5 %
Before & after school programs	16	2.4 %
Birthday parties	30	4.4 %
Golf lessons & leagues	55	8.1 %
Nature programs/environmental education	63	9.3 %
Early childhood programs	17	2.5 %
Programs for people with disabilities	12	1.8 %
Programs for teens	20	3.0 %
Special events, (e.g. outdoor music, movies, holiday events, etc.)	189	28.0 %
Tennis lessons & leagues	8	1.2 %
Outdoor adventure programs	33	4.9 %
Video games/virtual gaming	7	1.0 %
Water fitness programs	58	8.6 %
Youth art, dance, performing arts	28	4.1 %
Youth fitness & wellness programs	26	3.8 %
Youth learn to swim programs	33	4.9 %
Youth sports programs	95	14.1 %
Youth summer camp programs	15	2.2 %
Martial arts	8	1.2 %
Trips (e.g. sporting event)	18	2.7 %
Gymnastics	34	5.0 %
Preschool with all day care	8	1.2 %
Preschool half-day	4	0.6 %
Other	15	2.2 %
None chosen	278	41.1 %
Total	1357	

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

Q18. Most preferred	Number	Percent
Undeveloped green space	75	11.1 %
Developed neighborhood park with playground, pavilion, drinking fountains, etc.	275	40.7 %
Sidewalks	192	28.4 %
An occasional/annual neighborhood block party	43	6.4 %
An occasional/annual neighborhood special event, other than a block party (e.g. organized activities for children, movie in neighborhood park/green space	45	6.7 %
None chosen	46	6.8 %
Total	676	100.0 %

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

Q18. 2nd choice	Number	Percent
Undeveloped green space	82	12.1 %
Developed neighborhood park with playground, pavilion, drinking fountains, etc.	138	20.4 %
Sidewalks	173	25.6 %
An occasional/annual neighborhood block party	96	14.2 %
An occasional/annual neighborhood special event, other than a block party (e.g. organized activities for children, movie in neighborhood park/green space	82	12.1 %
None chosen	105	15.5 %
Total	676	100.0 %

**Q18. Which TWO of the following types of amenities/activities do you and members of your household prefer the most in your neighborhood? (top 2)**

Q18. Sum of top 2 choices	Number	Percent
Undeveloped green space	157	23.2 %
Developed neighborhood park with playground, pavilion, drinking fountains, etc.	413	61.1 %
Sidewalks	365	54.0 %
An occasional/annual neighborhood block party	139	20.6 %
An occasional/annual neighborhood special event, other than a block party (e.g. organized activities for children, movie in neighborhood park/green space	127	18.8 %
None chosen	46	6.8 %
Total	1247	

**Q19. Please indicate how supportive you would be of each of the following actions the City of Salina could take to improve the park and recreation system.**

(N=676)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q19-1. Upgrade existing trails	44.7%	26.8%	21.0%	7.5%
Q19-2. Upgrade existing parks/park amenities (add new shelters, destination playgrounds, etc.)	44.1%	33.4%	16.4%	6.1%
Q19-3. Upgrade existing athletic fields at Bill Burke Park	28.1%	22.5%	33.4%	16.0%
Q19-4. Upgrade existing athletic fields at Salina Soccer Complex	10.5%	18.3%	41.3%	29.9%
Q19-5. Upgrade existing athletic fields at East Crawford Recreation Area	21.7%	23.7%	37.4%	17.2%
Q19-6. Upgrade tennis courts at Jerry Ivey Park	13.9%	22.6%	44.4%	19.1%
Q19-7. Upgrade tennis courts at Oakdale Park	15.2%	23.1%	43.2%	18.5%
Q19-8. Upgrade tennis courts at Sunset Park	15.2%	22.0%	44.4%	18.3%
Q19-9. Upgrade spraygrounds	35.9%	28.3%	28.1%	7.7%
Q19-10. Upgrade Carver Center (renovate restrooms, update flooring & design, etc.)	19.8%	28.3%	39.8%	12.1%
Q19-11. Upgrade Friendship Center (renovate restrooms, update flooring & design, etc.)	23.4%	29.0%	36.2%	11.4%
Q19-12. Upgrade Lakewood Nature Center (add restrooms, update flooring & design, etc.)	33.9%	32.2%	25.6%	8.3%
Q19-13. Improve maintenance of parks/park amenities by adding staff/maintenance equipment	30.6%	33.1%	28.1%	8.1%

**Q19. Please indicate how supportive you would be of each of the following actions the City of Salina could take to improve the park and recreation system.**

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q19-14. Improve sports fields to encourage economically impactful events (e.g. new fields, restrooms, field lights, parking)	28.8%	27.5%	30.0%	13.6%
Q19-15. Acquire new park land & open space in south & east parts of town	30.0%	22.8%	32.4%	14.8%
Q19-16. Renovate Jerry Lewis Pond	26.8%	23.2%	36.2%	13.8%
Q19-17. Develop destination playgrounds (large playgrounds)	26.2%	28.1%	33.9%	11.8%
Q19-18. Develop indoor facilities for year-round swimming/ice events (e.g. hockey, curling, figure skating)	33.1%	23.2%	27.7%	16.0%
Q19-19. Add new attractions at Kenwood Cover Aquatic	24.3%	23.8%	31.7%	20.3%
Q19-20. Add BMX facilities	6.2%	14.1%	41.9%	37.9%
Q19-21. Add skateboarding facilities	7.4%	14.5%	42.0%	36.1%
Q19-22. Other	88.9%	4.4%	0.0%	6.7%

**Q19. Other**

Q19-22. Other	Number	Percent
disc golf courses	5	11.1 %
please help the Disc Golf Community thrive and expand	1	2.2 %
Add a permanent 18 hole disc golf course at Indian Rock Park	1	2.2 %
Add public Soccer/football/lacrosse fields	1	2.2 %
Add agility equipment to dog park @ CR	1	2.2 %
Add a gun safety course	1	2.2 %
Upgrade golf course	1	2.2 %
MORE DOG PARKS	1	2.2 %
fix lake wood up pond	1	2.2 %
Salina South football stadium	1	2.2 %
HIKING TRAILS	1	2.2 %
ADD MORE RUNNING/NATURE TRAILS	1	2.2 %
BRING ACTIVITIES LIKE INFLY, INDOOR ROCK WALL ETC	1	2.2 %
fix paving at ECRA SOUTH END	1	2.2 %
Indoor parks for all season use	1	2.2 %
NEED NICE WALKING TRAILS	1	2.2 %
MOUNTAIN BIKE COURSE	1	2.2 %
Would love to see road and parking all the way around Bill Burke	1	2.2 %
NEED EASIER ACCESS TO BOTTOM FLOOR	1	2.2 %
Drinking water more accessible	1	2.2 %
SOMETHING THAT DOES NOT CATER JUST TO KIDS	1	2.2 %
ADD MORE HIKING AREAS/TRAILS (NON WALKING TRAILS)	1	2.2 %
INEXPENSIVE PUBLIC POOL OPTION	1	2.2 %
KEEP PARKS WE HAVE CLEAN AND UPDATED BEFORE ADDING MORE	1	2.2 %
A SWIMMING POOL MUNICIPAL POOL \$ .75	1	2.2 %
Putt Putt course	1	2.2 %
ADD ANOTHER AQUATIC CENTER SOUTH END	1	2.2 %
REPLACE STAFF	1	2.2 %
UPGRADE BATHROOMS AT ALL PARKS KEEP CLEAN	1	2.2 %
Fewer cost involved activities	1	2.2 %
LIGHTS FOR SAND VOLLEYBALL COURTS AT JERRY IVEY	1	2.2 %
indoor walking track	1	2.2 %
MORE FISHING AREAS	1	2.2 %
Ice rink	1	2.2 %
Running/biking trails	1	2.2 %
Climbing wall	1	2.2 %
Native American museum and visitor center at Indian Rock Park	1	2.2 %

**Q19. Other**

Q19-22. Other	Number	Percent
Bicycle maintenance station	1	2.2 %
Outdoor ice sheet	1	2.2 %
City biking trails/paths	1	2.2 %
Indoor play areas to be utilized winter for free play	1	2.2 %
Total	45	100.0 %

**Q20. Which FOUR actions from the list in Question 19 would you be MOST WILLING to fund with your tax dollars?**

Q20. Top choice	Number	Percent
Upgrade existing trails	126	18.6 %
Upgrade existing parks/park amenities (add new shelters, destination playgrounds, etc.)	76	11.2 %
Upgrade existing athletic fields at Bill Burke Park	46	6.8 %
Upgrade existing athletic fields at Salina Soccer Complex	15	2.2 %
Upgrade existing athletic fields at East Crawford Recreation Area	10	1.5 %
Upgrade tennis courts at Jerry Ivey Park	8	1.2 %
Upgrade tennis courts at Oakdale Park	5	0.7 %
Upgrade tennis courts at Sunset Park	4	0.6 %
Upgrade spraygrounds	38	5.6 %
Upgrade Carver Center (renovate restrooms, update flooring & design, etc.)	12	1.8 %
Upgrade Friendship Center (renovate restrooms, update flooring & design, etc.)	8	1.2 %
Upgrade Lakewood Nature Center (add restrooms, update flooring & design, etc.)	21	3.1 %
Improve maintenance of parks/park amenities by adding staff/maintenance equipment	14	2.1 %
Improve sports fields to encourage economically impactful events (e.g. new fields, restrooms, field lights, parking)	21	3.1 %
Acquire new park land & open space in south & east parts of town	33	4.9 %
Renovate Jerry Lewis Pond	16	2.4 %
Develop destination playgrounds (large playgrounds)	19	2.8 %
Develop indoor facilities for year-round swimming/ice events (e.g. hockey, curling, figure skating)	55	8.1 %
Add new attractions at Kenwood Cover Aquatic	15	2.2 %
Add BMX facilities	1	0.1 %
Add skateboarding facilities	1	0.1 %
Other	23	3.4 %
None chosen	109	16.1 %
Total	676	100.0 %

**Q20. Which FOUR actions from the list in Question 19 would you be MOST WILLING to fund with your tax dollars?**

Q20. 2nd choice	Number	Percent
Upgrade existing trails	55	8.1 %
Upgrade existing parks/park amenities (add new shelters, destination playgrounds, etc.)	81	12.0 %
Upgrade existing athletic fields at Bill Burke Park	41	6.1 %
Upgrade existing athletic fields at Salina Soccer Complex	8	1.2 %
Upgrade existing athletic fields at East Crawford Recreation Area	23	3.4 %
Upgrade tennis courts at Jerry Ivey Park	4	0.6 %
Upgrade tennis courts at Oakdale Park	11	1.6 %
Upgrade tennis courts at Sunset Park	2	0.3 %
Upgrade spraygrounds	40	5.9 %
Upgrade Carver Center (renovate restrooms, update flooring & design, etc.)	14	2.1 %
Upgrade Friendship Center (renovate restrooms, update flooring & design, etc.)	21	3.1 %
Upgrade Lakewood Nature Center (add restrooms, update flooring & design, etc.)	34	5.0 %
Improve maintenance of parks/park amenities by adding staff/maintenance equipment	26	3.8 %
Improve sports fields to encourage economically impactful events (e.g. new fields, restrooms, field lights, parking)	28	4.1 %
Acquire new park land & open space in south & east parts of town	28	4.1 %
Renovate Jerry Lewis Pond	27	4.0 %
Develop destination playgrounds (large playgrounds)	17	2.5 %
Develop indoor facilities for year-round swimming/ice events (e.g. hockey, curling, figure skating)	43	6.4 %
Add new attractions at Kenwood Cover Aquatic	29	4.3 %
Add BMX facilities	3	0.4 %
Add skateboarding facilities	2	0.3 %
Other	4	0.6 %
None chosen	135	20.0 %
Total	676	100.0 %

**Q20. Which FOUR actions from the list in Question 19 would you be MOST WILLING to fund with your tax dollars?**

Q20. 3rd choice	Number	Percent
Upgrade existing trails	21	3.1 %
Upgrade existing parks/park amenities (add new shelters, destination playgrounds, etc.)	52	7.7 %
Upgrade existing athletic fields at Bill Burke Park	32	4.7 %
Upgrade existing athletic fields at Salina Soccer Complex	11	1.6 %
Upgrade existing athletic fields at East Crawford Recreation Area	16	2.4 %
Upgrade tennis courts at Jerry Ivey Park	8	1.2 %
Upgrade tennis courts at Oakdale Park	5	0.7 %
Upgrade tennis courts at Sunset Park	7	1.0 %
Upgrade spraygrounds	43	6.4 %
Upgrade Carver Center (renovate restrooms, update flooring & design, etc.)	21	3.1 %
Upgrade Friendship Center (renovate restrooms, update flooring & design, etc.)	21	3.1 %
Upgrade Lakewood Nature Center (add restrooms, update flooring & design, etc.)	40	5.9 %
Improve maintenance of parks/park amenities by adding staff/maintenance equipment	43	6.4 %
Improve sports fields to encourage economically impactful events (e.g. new fields, restrooms, field lights, parking)	29	4.3 %
Acquire new park land & open space in south & east parts of town	35	5.2 %
Renovate Jerry Lewis Pond	21	3.1 %
Develop destination playgrounds (large playgrounds)	26	3.8 %
Develop indoor facilities for year-round swimming/ice events (e.g. hockey, curling, figure skating)	39	5.8 %
Add new attractions at Kenwood Cover Aquatic	33	4.9 %
Add BMX facilities	1	0.1 %
Add skateboarding facilities	4	0.6 %
Other	2	0.3 %
None chosen	166	24.6 %
Total	676	100.0 %

**Q20. Which FOUR actions from the list in Question 19 would you be MOST WILLING to fund with your tax dollars?**

Q20. 4th choice	Number	Percent
Upgrade existing trails	21	3.1 %
Upgrade existing parks/park amenities (add new shelters, destination playgrounds, etc.)	32	4.7 %
Upgrade existing athletic fields at Bill Burke Park	14	2.1 %
Upgrade existing athletic fields at Salina Soccer Complex	10	1.5 %
Upgrade existing athletic fields at East Crawford Recreation Area	9	1.3 %
Upgrade tennis courts at Jerry Ivey Park	4	0.6 %
Upgrade tennis courts at Oakdale Park	9	1.3 %
Upgrade tennis courts at Sunset Park	5	0.7 %
Upgrade spraygrounds	37	5.5 %
Upgrade Carver Center (renovate restrooms, update flooring & design, etc.)	5	0.7 %
Upgrade Friendship Center (renovate restrooms, update flooring & design, etc.)	16	2.4 %
Upgrade Lakewood Nature Center (add restrooms, update flooring & design, etc.)	31	4.6 %
Improve maintenance of parks/park amenities by adding staff/maintenance equipment	36	5.3 %
Improve sports fields to encourage economically impactful events (e.g. new fields, restrooms, field lights, parking)	28	4.1 %
Acquire new park land & open space in south & east parts of town	38	5.6 %
Renovate Jerry Lewis Pond	27	4.0 %
Develop destination playgrounds (large playgrounds)	32	4.7 %
Develop indoor facilities for year-round swimming/ice events (e.g. hockey, curling, figure skating)	29	4.3 %
Add new attractions at Kenwood Cover Aquatic	39	5.8 %
Add BMX facilities	5	0.7 %
Add skateboarding facilities	9	1.3 %
Other	7	1.0 %
None chosen	233	34.5 %
Total	676	100.0 %

**Q20. Which FOUR actions from the list in Question 19 would you be MOST WILLING to fund with your tax dollars? (top 4)**

Q20. Sum of top 4 choices	Number	Percent
Upgrade existing trails	223	33.0 %
Upgrade existing parks/park amenities (add new shelters, destination playgrounds, etc.)	241	35.7 %
Upgrade existing athletic fields at Bill Burke Park	133	19.7 %
Upgrade existing athletic fields at Salina Soccer Complex	44	6.5 %
Upgrade existing athletic fields at East Crawford Recreation Area	58	8.6 %
Upgrade tennis courts at Jerry Ivey Park	24	3.6 %
Upgrade tennis courts at Oakdale Park	30	4.4 %
Upgrade tennis courts at Sunset Park	18	2.7 %
Upgrade spraygrounds	158	23.4 %
Upgrade Carver Center (renovate restrooms, update flooring & design, etc.)	52	7.7 %
Upgrade Friendship Center (renovate restrooms, update flooring & design, etc.)	66	9.8 %
Upgrade Lakewood Nature Center (add restrooms, update flooring & design, etc.)	126	18.6 %
Improve maintenance of parks/park amenities by adding staff/maintenance equipment	119	17.6 %
Improve sports fields to encourage economically impactful events (e.g. new fields, restrooms, field lights, parking)	106	15.7 %
Acquire new park land & open space in south & east parts of town	134	19.8 %
Renovate Jerry Lewis Pond	91	13.5 %
Develop destination playgrounds (large playgrounds)	94	13.9 %
Develop indoor facilities for year-round swimming/ice events (e.g. hockey, curling, figure skating)	166	24.6 %
Add new attractions at Kenwood Cover Aquatic	116	17.2 %
Add BMX facilities	10	1.5 %
Add skateboarding facilities	16	2.4 %
Other	36	5.3 %
None chosen	109	16.1 %
<b>Total</b>	<b>2170</b>	

**Q21. From the following list, please CHECK ALL of the organizations that you or members of your household have used for recreation and sports activities during the last 12 months.**

Q21. All the organizations you have used for recreation & sports activities during last 12 months	Number	Percent
Private schools	103	15.5 %
Places of worship (i.e. synagogues, churches)	236	35.5 %
Private & non-profit youth sports	105	15.8 %
YMCA	224	33.7 %
Private summer camps	50	7.5 %
Private country clubs	69	10.4 %
Neighboring cities	141	21.2 %
Private clubs (tennis, health, fitness)	153	23.0 %
City of Salina	335	50.4 %
Saline County	85	12.8 %
Public schools	245	36.8 %
Other	17	2.6 %
None-do not use any organizations	132	19.8 %
<b>Total</b>	<b>1895</b>	

**WITHOUT "NONE"**

**Q21. From the following list, please CHECK ALL of the organizations that you or members of your household have used for recreation and sports activities during the last 12 months. (without "none")**

Q21. All the organizations you have used for recreation & sports activities during last 12 months	Number	Percent
Private schools	103	19.3 %
Places of worship (i.e. synagogues, churches)	236	44.3 %
Private & non-profit youth sports	105	19.7 %
YMCA	224	42.0 %
Private summer camps	50	9.4 %
Private country clubs	69	12.9 %
Neighboring cities	141	26.5 %
Private clubs (tennis, health, fitness)	153	28.7 %
City of Salina	335	62.9 %
Saline County	85	15.9 %
Public schools	245	46.0 %
Other	17	3.2 %
<b>Total</b>	<b>1763</b>	

**Q21. Other**

Q21. Other	Number	Percent
Disc Golf Course	3	17.6 %
World Class Sports Basketball Club	1	5.9 %
university	1	5.9 %
K-State Salina	1	5.9 %
Quivera Gun Club	1	5.9 %
boy scouts	1	5.9 %
Public library	1	5.9 %
PARKS	1	5.9 %
Ballet studios	1	5.9 %
friends	1	5.9 %
Kenwood Cove	1	5.9 %
SENIOR CENTER AND LIBRARY	1	5.9 %
disc golf club	1	5.9 %
BARKLEY PARK	1	5.9 %
Senior Center	1	5.9 %
Total	17	100.0 %

**Q22. Which of the following do you feel the Salina Parks and Recreation Department is best known for?**

Q22. What is Salina Parks & Recreation Department best known for	Number	Percent
Fun recreation programs	276	44.1 %
Engaging parks	225	35.9 %
Safe trails	112	17.9 %
Special community events	185	29.6 %
Aquatic facilities & programs	207	33.1 %
Athletic facilities & programs	299	47.8 %
Total	1304	

**Q23. How important do you think the Parks and Recreation system is compared to other city services (i.e. police, fire, public works, planning)?**

Q23. How important is Parks & Recreation system compared to other City services	Number	Percent
Very important	283	41.9 %
Somewhat important	227	33.6 %
Neutral	89	13.2 %
Not important	25	3.7 %
Not at all important	9	1.3 %
Don't know	43	6.4 %
Total	676	100.0 %

**Q23. How important do you think the Parks and Recreation system is compared to other city services (i.e. police, fire, public works, planning)? (without "don't know")**

Q23. How important is Parks & Recreation system compared to other City services	Number	Percent
Very important	283	44.7 %
Somewhat important	227	35.9 %
Neutral	89	14.1 %
Not important	25	3.9 %
Not at all important	9	1.4 %
Total	633	100.0 %

**Q24. What is your age?**

Q24. Your age	Number	Percent
18-34	134	19.8 %
35-44	126	18.6 %
45-54	120	17.8 %
55-64	133	19.7 %
65+	131	19.4 %
Not provided	32	4.7 %
Total	676	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q24. What is your age? (without "not provided")**

Q24. Your age	Number	Percent
18-34	134	20.8 %
35-44	126	19.6 %
45-54	120	18.6 %
55-64	133	20.7 %
65+	131	20.3 %
Total	644	100.0 %

**Q25. Counting yourself, how many people in your household are:**

	Mean	Sum
number	2.8	1878
Under age 5	0.2	136
Ages 5-9	0.2	127
Ages 10-14	0.2	148
Ages 15-19	0.2	155
Ages 20-24	0.1	98
Ages 25-34	0.4	239
Ages 35-44	0.4	237
Ages 45-54	0.4	254
Ages 55-64	0.3	233
Ages 65-74	0.2	156
Ages 75+	0.1	95

**Q26. Your gender:**

Q26. Your gender	Number	Percent
Male	323	47.8 %
Female	353	52.2 %
Total	676	100.0 %

**Q27. How long have you lived in the City of Salina?**

Q27. How long have you lived in City of Salina	Number	Percent
5 or less	85	13.0 %
6 to 10	59	9.0 %
11 to 15	39	6.0 %
16 to 20	64	9.8 %
21 to 30	136	20.8 %
31+	272	41.5 %
Total	655	100.0 %

**Q28. What is your household income?**

Q28. Your household income	Number	Percent
Under \$25K	75	11.1 %
\$25K-\$49,999	160	23.7 %
\$50K-\$99,999	244	36.1 %
\$100K-\$149,999	92	13.6 %
\$150K+	50	7.4 %
Not provided	55	8.1 %
Total	676	100.0 %

**WITHOUT "NOT PROVIDED"**

**Q28. What is your household income? (without "not provided")**

Q28. Your household income	Number	Percent
Under \$25K	75	12.1 %
\$25K-\$49,999	160	25.8 %
\$50K-\$99,999	244	39.3 %
\$100K-\$149,999	92	14.8 %
\$150K+	50	8.1 %
Total	621	100.0 %

**Q29. Which of the following best describes your race/ethnicity?**

<u>Q29. Your race/ethnicity</u>	<u>Number</u>	<u>Percent</u>
White	577	87.0 %
Black/African American	25	3.8 %
Hispanic	66	10.0 %
Asian or Pacific Islander	8	1.2 %
American Indian	8	1.2 %
Other	4	0.6 %
Total	688	

**Q29. Other**

<u>Q29. Other</u>	<u>Number</u>	<u>Percent</u>
Mixed	2	50.0 %
Vietnamese	1	25.0 %
Euroamerican	1	25.0 %
Total	4	100.0 %



# FUNDING SOURCES

## Trails

### **State of Kansas Land and Water Conservation Fund Grants (LWCF)**

This grant opportunity is administered by the Kansas Department of Wildlife, Parks and Tourism (KDWPT). It provides 50% reimbursement to selected outdoor recreation projects that are sponsored by political subdivisions and other appropriate public agencies. Since 1965, Kansas has received over \$50 million and funded approximately 700 LWCF projects in nearly every county. Qualifying projects include development and/or acquisition of outdoor facilities for the purpose of public recreation. For more information, contact Kati Westerhaus, LWCF Grant Coordinator, Kansas Department of Wildlife, Parks and Tourism, 512 SE 25th Avenue, Pratt, KS 67124 at 620-672-5911.

### **Recreational Trails Grants (RTG)**

The Kansas Department of Wildlife, Parks and Tourism Trails Advisory Board (KDWPT) administers this grant. It provides 80% matching funds, on a reimbursement basis, for eligible recreational trail and trail-related projects. This program is very similar to the Land and Water Conservation Program. Many of the same guidelines, forms and documentation will be utilized. Generally, overhead or administrative costs will not be funded from this program, but a portion of these costs may be used as part of the local match. The objective of the program is to get trails and trail facilities on the ground and not to fund administration. All projects selected must fall into one or more of three categories: motorized, non-motorized, or diversified recreational trail or trail-related projects. Proposals that provide for improved ADA and environmental impacts will receive a high priority. Projects that provide for motorized recreation activities are encouraged as 30% of the funding is to be devoted to motorized projects. For more information, contact Kathy Pritchett, Kansas Department of Wildlife, Parks and Tourism, 512 SE 25th Avenue, Pratt, Kansas 67124, at 620-672-5911.

### **KANSAS SAFE ROUTES TO SCHOOL**

Walking and bicycling to school can be an important part of a healthy lifestyle, yet most children in Kansas do not start the day with either of these activities. The Kansas Department of Transportation, with funding from the Federal Highway Administration, has developed a program that will provide reimbursements to local public authorities and school districts for projects or activities that will make walking and bicycling to school safe, enjoyable, and routine.

The Federal-aid Safe Routes to Schools Program (SRTS) remains an eligible program within the Transportation Alternatives Program (TAP) that is authorized under the Fixing America's Surface Transportation Act (FAST Act). Through the SRTS program, funds are available for a variety of projects, and to administer SRTS programs that benefit elementary and middle school children in grades kindergarten through eighth. (Please visit our [Transportation Alternatives](#) webpage for more information and application guidance.) These programs are intended to be comprehensive; combining five components, referred to as the «5 E's». These components are:

- Education – Teaching children about the broad range of transportation choices, instructing them in important lifelong bicycling and walking safety skills, and launching driver safety campaigns in the vicinity of schools.
- Enforcement – Partnering with local law enforcement improve compliance with traffic laws in the vicinity of schools (this includes enforcement of speeds, yielding to pedestrians in crossings, and proper walking and bicycling behaviors), and initiating community enforcement such as crossing guard programs.
- Encouragement – Using events and activities to promote walking and bicycling.
- Evaluation – Monitoring and documenting outcomes and trends through the collection of data, including the collection of data before and after the interventions(s).
- Engineering – Creating operational and physical improvements to the infrastructure surrounding schools that reduce speeds and potential conflicts with motor vehicle traffic, and establish safer and fully accessible crossings, walkways, trails, and bikeways.

Funding will be provided for selected projects, such as improvements to sidewalks, traffic calming, pedestrian and bicycle crossing, on- and off-street bicycle facilities, secure bicycle parking, and traffic diversions, as well as establishing walking school buses and bike trains, traffic education and enforcement, student training on bicycle and pedestrian safety, and funding for training volunteers and staff. Funding will also be provided for selected applicants to develop safe routes to schools plans, with the possibility of future funding to implement the plan.

**Contact Matt Messina**

State Safe Routes to School Coordinator  
(785) 296-7448

[Matthew.Messina@ks.gov](mailto:Matthew.Messina@ks.gov)

**American Hiking Society:**

They have grants to help fund the development of recreation trails. Grants range from \$500 to \$10,000. For more information go to:

<http://www.americanhiking.org/alliance/fund.html>

**Rails to Trails Conservancy:**

They provide reports and information on the value and importance of trails and greenways. They also have a TrailDART (Trail Development Assistance Response Team) which offers referrals and information for organizations who seek more local assistance with trail development. This is a fee for service program.

[www.railtrails.com](http://www.railtrails.com)

**Federal Transportation Enhancements Grants:**

This program addresses bicycle and pedestrian accommodations that are made with road improvements and other transportation projects. For more information, and for state specific information go to:

[http://www.fhwa.dot.gov/environment/transportation\\_enhancements/guidance/](http://www.fhwa.dot.gov/environment/transportation_enhancements/guidance/)

**American Trails:**

They are a nonprofit organization that advocates for the planning and development of trails and greenways. A link to funding resources is found at:

<http://www.americantrails.org/resources/funding/index.html>

**Playgrounds**

**Bank of America -**

At Bank of America, we're helping build thriving communities by addressing issues fundamental to economic health and sustainability. We are advancing economic mobility by addressing issues related to workforce development and education, community development, and basic needs. As a financial institution, we respond in two ways—by helping to address the immediate need as well as longer term solutions for economic self-sufficiency.

**Contact Information:** [Foundation@bankofamerica.com](mailto:Foundation@bankofamerica.com)

### **Finish Line Youth Foundation**

<http://www.finishline.com/store/corporate/youthFoundation.jsp>

#### **Purpose:**

The Finish Line Youth Foundation strives to make a difference in the lives of youth in the communities where employees and customers live, work and play. The Foundation financially supports opportunities for participation in youth programs that place an importance on youth development and an active lifestyle.

#### **Types of Grants:**

##### **FOUNDER'S GRANT (Emergency Funds Grants) \$5,000 - \$25,000**

These grants would be awarded to qualifying organizations that have an emergency need that would somehow be keeping the organization from providing current services. Examples would be natural disasters or other unforeseen circumstances that require special funding to help build or develop facilities or equipment needs.

##### **LEGACY GRANT \$10,000 - \$75,000**

The Legacy Grants will be awarded to qualifying organizations in need of improvements and/or renovations to existing buildings, grounds, and property or for new facilities and/or grounds.

#### **Geographic Focus:**

The program to be supported must be located near one of Finish Line's 650 stores in 48 states. Not in Hawaii or Alaska at this time. Refer to website for eligibility requirements.

#### **Contact Information:**

Finish Line Youth Foundation, 3308 N Mitthoeffer Rd, Indianapolis, IN 46235,  
317-899-1022 ext44 6741, [Youthfoundation@finishline.com](mailto:Youthfoundation@finishline.com)

### **The Kerr Foundation, Inc.**

<http://www.thekerrfoundation.org/guidelines.php>

#### **Purpose:**

The Kerr Foundation, Inc. supports 501(c)3 organizations, programs and institutions that provide new or enhanced opportunity to those within the granting areas, particularly the young. We believe that this is best accomplished in the areas of education, health, cultural development and community service. While preference is given to Oklahoma organizations and institutions, we recognize that such located outside the state and region can also have a beneficial impact on the economic, social and cultural growth and development of Oklahoma.

#### **Geographic Focus:**

The Foundation only supports non-profit organizations located in: Arkansas, Colorado, Kansas, Missouri, New Mexico, Oklahoma, and Texas We recognize the significant and continuing influence of the Federal government on our state and region, so we accept proposals from the Washington, D.C. area. Oklahoma organizations will receive first priority for available funds.

#### **Contact Information:**

The Kerr Foundation Inc., 12501 N May Ave, Oklahoma City, OK 73120,  
405-749-7991

**Kroger Co. Foundation**

<http://www.thekrogerco.com/community/kroger-foundation>

**Purpose:**

The Kroger Co. Foundation supports charitable activities in the communities where Kroger customers and associates live and work. Support will be provided only to programs that address a clearly identified need in the community and do so with clearly defined goals and objectives. Organizations should reflect a strong base of community support.

**Geographic Focus:**

The Foundation exists for the betterment of the people and communities where the Kroger Co. has operations. Therefore, only organizations that serve the geographic areas where Kroger operates are eligible. The states in which the Kroger Co. has stores are: Alabama, Alaska, Arizona, Arkansas, California, Colorado, Florida, Georgia, Idaho, Illinois, Indiana, Kansas, Kentucky, Louisiana, Michigan, Mississippi, Missouri, Montana, Nebraska, Nevada, New Mexico, North Carolina, Ohio, Oregon, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, West Virginia, Wisconsin, Wyoming. Refer to website for eligibility requirements.

**Contact Information:**

Foundation Administrator, The Kroger Co. Foundation, 1014 Vine St, Cincinnati, OH 45202, 866.221.4141

**The Scouler Foundation**

<http://www.scouler.com/about/community-involvement/>

**Purpose:**

Scouler realizes that its employees have diverse talents and that local charities look to us for leadership and support. To support their employees and home communities, the Foundation looks first to provide financial assistance to groups and organizations in which our employees are actively involved: Children & Youth, Education, Social Service, Public Health and Arts & Culture. Refer to website for eligibility requirements. Unsolicited requests for funding are welcome, but such requests will only be considered secondary to internally generated requests, subject to available time and funding availability.

**Geographic Focus:**

The states covered include: Arkansas, California, Colorado, Florida, Idaho, Illinois Iowa, Kansas, Minnesota, Mississippi, Missouri, Montana, Nebraska, New Mexico, Oregon, So Carolina, Utah, Virginia, and Washington. Areas in Canada are also listed.

A list of locations can be found at <http://www.scouler.com/locations/>.

**Contact Information:**

Contact your local Scouler office for more information.

## **Union Pacific Foundation**

<https://www.up.com/aboutup/community/foundation/grants/index.htm>

### **Purpose:**

The Foundation has a strong interest in promoting program effectiveness among nonprofits. To that end, the Foundation will dedicate the majority of these grants to help nonprofit organizations build their capacity by helping new or existing programs reach more people or reach them more effectively. The Foundation will be particularly receptive to proposals that fall within the following categories:

### **Community and Civic:**

To assist community-based organizations and related activities that improve and enrich the general quality of life in the community. This category includes organizations such as aquariums, botanical gardens, children's museums, history/science museums, public libraries, public television and radio, zoos, etc.

### **Health and Human Services:**

To assist organizations dedicated to improving the level of health care and providing human services in the community. Local affiliates of national health organizations may apply for local programs only, but not for general operating support. The Foundation awards grants through an annual application process through which nonprofit 501(c)(3) organizations and municipalities located in Union Pacific communities may apply. **Applications are accepted only through the online process.** Refer to website for eligibility requirements.

### **Geographic Focus:**

The community where the organization is based must be along Union Pacific railroad lines. A Union Pacific map can be found at:

[http://www.up.com/aboutup/reference/maps/system\\_map/index.htm](http://www.up.com/aboutup/reference/maps/system_map/index.htm). The states include: Arizona, Arkansas, California, Colorado, Idaho, Illinois, Iowa, Kansas, Louisiana, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, Oklahoma, Oregon, Tennessee, Texas, Utah, Washington, Wisconsin, and Wyoming

### **Contact Information:**

Union Pacific 1400 Douglas St Stop 1560, Omaha, NE 68179, 402-544-5600

## **Wal-Mart Foundation**

<http://giving.walmart.com/our-focus>

### **Purpose:**

It's our mission to create opportunities so people can live better. We consider it our responsibility to make a positive impact in the communities we serve. Whether it's through the grants we provide to the thousands of organizations that share our mission or through the inspiring volunteer efforts of Walmart associates, we are passionate about helping people live better. One community at a time. Refer to website for eligibility requirements.

### **Types of Grants:**

National Giving Program, State Giving Program, Local Giving Program, NW Arkansas Giving Program.

### **Contact Information:**

Phone: 800-530-9925

### **Playground Grant**

Dr. Pepper Snapple Group has made a three-year, \$15 million commitment, as part of KaBOOM!'s Let's Play Initiative, to help construct and improve playground areas. Municipalities and non-profit organizations with a playground or outdoor recreational space that is currently unsafe for children can apply for construction grants. The Initiative also offers Let's Play Completion Grants, which can be used toward the completion or improvement of an existing playground.

### **Skateparks**

#### **Tony Hawk Foundation Skatepark Grants:**

The focus of this program is to facilitate and encourage the design, development, construction, and operation of new skatepark facilities, primarily located in low-income communities in the United States.

## General Funding Categories

### Corporate Sponsorships

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.

### Partnerships

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a city department, or a private business and a city agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.

### Foundations/Gifts

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

### Private Donations

Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should always be considered.

### Friends Associations

These groups are formed to raise money typically for a single purpose that could include a park facility or program that will improve the community as a whole and their Association's special interest.

### Irrevocable Remainder Trusts

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the city in a trust fund that allows the fund to grow over a period of time and then is available for the city to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

### Volunteerism

This revenue source is an indirect revenue source. People can donate time to assist the department in providing a product or service on an hourly basis. This reduces the city's cost in providing the service and builds advocacy into the system.

### Special Fundraisers

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

### Capital Fees

Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are removed when the improvement is paid off.

### Dedication/Development Fees

These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc.

### Impact Fees

These fees are on top of the set user rate for accessing facilities such as golf courses, recreation centers and pool facilities to support capital improvements that benefit the user of the facility.

**Recreation Service Fees**

This is a dedicated user fee which can be established by local ordinance or other government tools. It is for the purpose of constructing and maintaining recreation facilities. It can apply to all organized activities which require a reservation of some type or other purposes as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

**Fees/Charges**

The Department must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies which generate an average 35% to 50% of operating expenditures.

**Ticket Sales/Admissions**

This revenue source is on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. These user fees help offset operational costs.

**Permits (Special Use Permits)**

These special permits allow individuals to use specific park property for financial gain. The city either receives a set amount of money or a percentage of the gross service that is being provided.

**Reservations**

This revenue source comes from the right to reserve specific public property for a set amount of time. Reservation rates are established and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities.

**Equipment Rental**

This revenue source is available for the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

**Partnership Enhancement Monetary Grant Program**

Partnership Enhancement Monetary Grant Program is administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from \$500 to \$20,000.

**CDBG Funding**

Funding received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies.

**Land Trust**

Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future land.

**Property Taxes**

Ad valorem taxes on real property.

**Lighting and Landscape District**

Special property owner approved assessment.

**Hotel, Motel and Restaurant Tax**

Tax based on gross receipts from charges and meal services which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

**Special Improvement District/Benefit District**

Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, and acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

**Sales Tax**

This existing revenue source has been very successful in funding park systems throughout the United States. This tax is very popular in high traffic tourism cities, counties, and state parks.

**Food and Beverage Tax**

The tax is usually associated with convention and tourism bureaus. However, since park and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses.

**Public Improvement District (PID)**

New developments can establish a Public Improvement District (PID) when authorized by the city council and set up according to state law. This taxing district provides funds especially for the operation and maintenance of public amenities such as parks and major boulevards.

**Catering Permits and Services**

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the city.

**Pouring Rights**

Private soft drink companies often execute agreements with the city for exclusive pouring rights within park facilities. A portion of the gross sales are returned to the city.

**Concession Management**

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items.

**Private Concessionaires**

Contract between the city with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector.

**Greenway Utility**

Greenway utilities are used to finance acquisition and development of greenways. It is accomplished by selling underground development rights for businesses; e.g. fiber optics.

**Simplified Municipal Telecommunications Tax:**

This enables municipalities to impose a tax on the sale and use of a variety of telecommunications equipment and services. Some communities have used this tax to cellular phone equipment and service. They are using the revenue to fund parks and recreation. <http://www.iml.org/download/SB88/PA92-526dl.htm>

**Easements**

This revenue source is available when the city allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the city on an annual basis.

**Naming Rights**

Many cities and counties are selling naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.

**Private Developers**

Developers lease city-owned land through a subordinate lease. The subordinate lease pays a set dollar amount plus a percentage of gross dollars generated for recreation enhancements; e.g. golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas.

**Advertising Sales**

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as the program guide, scoreboards, dasher boards and other visible products or services that are consumable or permanent.

**Inter-local Agreements**

Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

**Earned income opportunities not mentioned above**

1. Revenue producing facilities
2. Special event development
3. Specialty programs that generate revenue
4. Gifts Catalog
5. Grants
6. Contracting opportunities
7. Franchise fees
8. Benefit Districts
9. Capital Improvement fees
10. Tourism tax
11. Reservations, permits and rentals
12. Parking fees
13. Licensing Fees
14. Hospitality & Catering
15. Maintenance Endowment
16. Sale of development rights
17. Surcharge on sports & entertainment tickets

## Additional Sources

### GuideStar

[www.guidestar.org](http://www.guidestar.org)

If you know the foundation you'd like to research, start With GuideStar. This collection of information about tens of thousands of foundations and nonprofits offers the most recent 990 tax returns for all 501(C)(3)'s for free. Foundations are considered 501(C)'s so you can read the list of grantees for any foundation.

### Grants.gov

[www.grants.gov](http://www.grants.gov)

Grants.gov is the portal for finding federal opportunities.

### Afterschool.Gov: How to Get Money

<http://www.afterschool.gov>

This database offers information about more than 100 sources of federal funding for after-school and youth development programming.

### Conservation Grants Center

<http://www.conservationgrants.com>

Conservation, ecology, environment and natural resource projects.





# BENCHMARKING STUDY

# Benchmarking Study

## Introduction

The cells that are highlighted in yellow represent the quartile that the City of Salina is in.

Table: Selected NRPA Gold Medal Award Winning Peer Communities

Award Year	Department	State	Population	P & R Operations Budget	Cost Per Capita Total	P & R Percent of Total Budget
2016	Eau Claire, Parks, Recreation and Forestry	WI	67,545	\$5,759,000	\$85.26	6.80%
2014	Englewood Parks and Recreation	CO	31,516	\$5,804,158	\$184.17	13.78%
2014	Kettering, Parks Rec & Cultural Arts	OH	55,696	\$9,745,156	\$174.97	67.73%
2015	Olympia Parks, Arts and Recreation	WA	51,020	\$6,056,389	\$118.71	4.86%
2014	Roswell, Parks and Recreation	NM	48,700	\$4,746,852	\$97.47	10.55%
2015	Wheat Ridge Parks and Recreation	CO	30,920	\$7,238,445	\$234.10	22.72%
2017	Salina Park and Recreation Department	KS	48,348	\$4,690,000	\$97.00	5.27%

Table: Peer Metrics

	Salina	Lower Quartile	Median	Upper Quartile	Minimum Range	Maximum Range	Average
Operating Budget							
Total operating expenditures for your fiscal year?	\$4,690,000	\$ 5,770,290	\$5,930,274	\$6,942,931	\$4,746,852	\$9,745,156	\$ 6,558,333
What percentage of your total operating expenditures are in the following categories?							
a. Personnel Services	60%	57.88%	63.53%	67.94%	56.00%	71.00%	63.24%
b. Operating Expenses	30.4%	25.13%	31.55%	35.65%	21.00%	42.00%	31.02%
c. Capital Expense not in CIP	0.5%	1.00%	1.95%	2.50%	0.00%	23.00%	5.69%
What percentage of your total operating expenditures came from the following sources?							
a. General Fund Tax Support	51 %	48.00%	63.00%	83.00%	37.00%	100.00%	66.20%
b. Dedicated Levies	0%	59.00%	59.00%	59.00%	59.00%	59.00%	59.00%
c. Earned/Generated Revenue	39%	29.00%	33.30%	36.45%	17.00%	45.00%	32.15%
d. Other Dedicated Taxes	0%	43.75%	52.50%	61.25%	35.00%	70.00%	52.50%
e. Sponsorships	5%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
f. Grants	5%	9.00%	16.00%	23.00%	2.00%	30.00%	16.00%
What are your department's TOTAL non-tax revenues for your fiscal year?	\$1,761,378	\$ 1,681,864	\$2,593,807	\$ 4,877,564	\$929,713	\$ 9,745,156	\$ 3,965,621
Capital Budget							
Total Capital Park Budget for Next 5-Years	\$500,000	\$3,490,787	\$5,581,574	\$ 15,719,437	\$1,400,000	\$ 25,857,300	\$10,946,291

Total Capital Budget this Fiscal Year (2017)	\$ 425,000	\$1,174,898	\$1,682,212	\$ 3,599,773	\$1,105,868	\$ 5,759,000	\$ 2,579,008
What percent of your current fiscal year's Capital Budget is designated for the following purposes?							
a. Renovation	100%	32.00%	41.00%	73.00%	30.00%	100.00%	57.00%
b. New Development	0%	17.50%	21.25%	47.50%	10.00%	70.00%	35.00%
c. Acquisition	0%	23.50%	23.50%	36.50%	17.00%	43.00%	30.00%
General Obligation Bonds Authorized this year	\$0	\$ 1,105,868	\$1,105,868	\$ 1,105,868	\$1,105,868	\$ 1,105,868	\$ 1,105,868
Personnel							
Full-time Equivalent Employees (FTEs)							
a. Number of Full-Time Employees	52	35.06	42.63	46.26	28.25	50.00	40.58
b. Number of Non-Full-Time Employees	425	39.25	86	199	37	400	152.25
c. Hours worked by non-Full-Time Employees	63,503	33,589	73,057	128,018	11,896	196,193	88,551
d. Total Number of Full-time Equivalent Employees (FTEs)	82	49.74	69.63	97.62	41.23	127.32	77.108
What was the total personnel expense for the park and recreation department for the year? (please include salaries and wages, bonuses, payroll taxes, employee benefits, retirement plan contributions, etc.)	\$3,210,015	\$ 3,950,725	\$4,375,395	\$ 4,375,395	\$2,676,715	\$7,609,755	\$ 5,120,291
Do you have a Union Shop	No	1	1	1	1	1	1
Workload (estimate if necessary)							
How many individual parks or sites does your department/agency maintain and/or have management responsibility over?							
a. Total Number of Parks	26	21	26	41	17	45	30
b. Total Park Acres	783	167	364	1000	151	1017	539.8
c. Total Number of Non-Park Sites	51	4.5	6	13	3	31	11.5
d. Total Acres of Non-Park Sites	194	39.75	69.5	95.2	3	119.9	65.48
Total Number of Parks + Non-Park Sites (a+c)	77	31	41	43	28	45	37.6
Total Acres of Parks + Non-Park Site acres (b+d)	977	242.75	416	854	170	1017	569.15
Total Trail miles managed or maintained	13	7	7	10	1.1	28.94	12.8
Number of buildings operated	7	4.5	5.25	5.8	3	21	8.3
Total square footage of buildings	84,239	82,125	89,000	91,000	61,502	195,600	109,275
Total number of Programs offered	1,497 not including aquatics	812	1200	1741	54	4455	1867
a. Number of fee programs	273	382.75	651.5	808	46	1741	772
b. Total program contacts (estimate as necessary)	195,337	82.02	3960	10,111	5	170,500	36, 932

LOS Category	LOS Metric	Provided by Salina	Provided by Others	Best Practice	Salina Need
<b>Park Acres</b>					
Acres of land	Per capita	19.8	n/a	9.5	Acres are needed in the downtown area and the south end of town
<b>Parks by Type</b>					
Parks by Type	Linear Parks/Trails	10 miles complete 14 miles planned	n/a	As determined by city LOS standards	Complete the bike and hike master plan to include the Smoky Hill River Corridor
Parks by Type	Natural Resource Parks	Lakewood Indian Rock River Woods	Smoky Hills Audubon Society (SHAS)	As determined by city LOS standards	To complete the design concepts for Indian Rock and Lakewood Parks
Parks by Type	Community Parks	6	0	One mile from neighborhoods	One each in the south part of town in the vicinity of Water Well Road and 9th Street  One each in the downtown area near The Fieldhouse
Parks by Type	Pocket Parks	4	None	As determined by city LOS standards	0
Parks by Type	Neighborhood Parks	10	None	¼ to ½ mile of neighborhoods	0
Parks by Type	Special Use Park/Adventure Park (BMX Bike, Skatepark, Skatespots, Inline Skating)	0	0	As determined by city LOS standards	One each skatepark at Kenwood (move the Centennial Park skatepark to Kenwood)  One each bike pump track at Thomas Park
Parks by Type	Downtown Parks	0	0	As determined by city LOS standards	As close as possible to The Fieldhouse
<b>Facilities</b>					
Facilities per capita	Baseball Game Fields	9	0	As determined by city LOS standards	Total of 14 fields (featuring one turfed championship field)
Facilities per capita	Softball Game Fields	7	2 South HS	As determined by city LOS standards	Total of 10 fields (featuring one turfed championship field)
Facilities per capita	Baseball Practice Fields	11	2 South HS	As determined by city LOS standards	Total of 16 fields
Facilities per capita	Softball Practice Fields	8	3 St. Mary's, 1 Central HS, 2 Other	As determined by city LOS standards	Total of 10 fields

Facilities per capita	Soccer Fields	5	1 Turfed Central HS 1 Turfed KWU	As determined by city LOS standards	Total of 6 with one turfed
Facilities per capita	Soccer Practice Fields	5	1 Turfed KWU	As determined by city LOS standards	Total of 8 fields
Facilities per capita	Outdoor Aquatic Park	Kenwood Cove (1)	Great Life Golf & Fitness	Periodic destination level upgrades (5 to 10 years) to sustain its position in the regional marketplace as a major attraction	The facility will reach its 10th anniversary in 2020, thus it is time now to make a destination upgrade
Facilities per capita	Spraygrounds	Centennial (1) Hawthorne (1) Jerry Ivey (1)	0	As determined by city LOS standards	Upgrade/enlarge all three existing spraygrounds
Facilities per capita	Indoor Aquatics	0	Salina YMCA (2) Salina South H.S. (1)	As determined by city LOS standards	Citizens ranked their preference for indoor aquatic facilities very high on the survey as it ranked #5
Facilities per capita	Tennis Courts – Outdoor	Oakdale (8) Jerry Ivey (4) Sunset (3)	Central High (8) – good condition Country Club (4) – good condition Kansas Wesleyan (3) – poor condition	As determined by city LOS standards	10-12 court tennis center Two each courts for ages 10 and under
Facilities per capita	Tennis Courts – Indoor	0	Genesis (4) – good condition The Pines (2) – good condition	As determined by city LOS standards	0
Facilities per capita	Pickle Ball Courts	0	0	As determined by city LOS standards	Four each at tennis center
Facilities per capita	Large Park Pavilions (10-12 tables)	Bill Burke (2) Jerry Ivey (2) Kenwood (1) Oakdale (1) Soccer Complex (2)	n/a	As determined by city LOS standards	0
Facilities per capita	Small Park Pavilions (4-8 Tables)	Centennial (2) ECRA (2) Kenwood (1) Lakewood (1) Oakdale (1) Oxbow (1)	n/a	As determined by city LOS standards	0

Facilities per capita	Neighborhood Playgrounds	31	Schools and Churches	As determined by city LOS standards	Consider abandoning the Kennedy and Schilling School Playgrounds
Facilities per capita	Destination Playgrounds/ Play Areas	0	0	As determined by city LOS standards	Four each – one in each quadrant of the city
Facilities per capita	Indoor Sports	The Fieldhouse – 65K sq.ft.	The Hangar-Sharpe Performance	As determined by city LOS standards	0
Facilities per capita	Indoor Recreation	Partial use of The Fieldhouse	YMCA Genesis	As determined by city LOS standards	There is a need for city-owned indoor recreation space
Facilities per capita	Dog Parks	ECRA (1)	1 - Kenwood is run by the county	As determined by city LOS standards	0
Facilities per capita	Disc Golf	Lakewood (1) Thomas Park (1)	None	As determined by city LOS standards	0
Facilities per capita	Futsal soccer	0	0	As determined by city LOS standards	One each at Centennial Park where the skatepark is located and eventually one at Sunset Park when the tennis courts are abandoned. Existing skatepark to be moved to Kenwood Park
<b>Community Buildings</b>					
Community Buildings	Senior Center	0	0		0
Community Buildings	Public Use Space (meetings, birthday parties, celebrations, reunions)	Friendship Center Carver Center Golf Course Clubhouse	4-H Building	As determined by city LOS standards	The demand and unmet need is very high for both the Friendship and Carver Centers. Staff typically turns away 5 to 10 requests for reservations each day at popular times during the year
<b>Recreation Programs</b>					
Special Events	Number and quality of experience	Numerous events throughout the year	Smoky Hill River Festival KKOA Car Show	Programs rated as high by users Quality not quantity programs aligned with citizen preferences	Need dedicated funding for special event staffing, or, re-direct current staff for this type of activity
General Recreation Programs	Quality of experience and aligned with citizen preferences	273 fee programs and numerous other programs	YMCA, churches, schools, private providers	Programs rated as high by users Quality not quantity programs aligned with citizen preferences	Less quantity of programs with more emphasis on aligning with citizen preferences and department resources

Access					
Access – Experiences (Major parks and Facilities)	Distance/time (bike, pedestrian, car, transit)	Salina features a venue-driven model which means that there are not major parks and facilities throughout the city that are equally accessible	Some options provided by the private sector, the YMCA, churches and schools	0.25 to 0.5 miles to close to home parks 1.0 miles from large parks	Existing parks and facilities are set with the exception of new land acquisition in the southern quadrant of the city
Access – Parks	Distance/time (bike, pedestrian, car, transit)	0.25 to 0.5 miles for neighborhood parks and one mile for community parks	n/a	0.25 to 0.5 miles to close to home parks 1.0 miles from large parks	Access is equitable except for the southern quadrant of the city
Quality					
Quality - Parks	Parks/Poor Condition	Schilling Founders Glennifer Hill Parker Riverside Thomas Lum Felton		To not have any parks rated as poor	Need to upgrade to good condition
Quality - Parks	Parks/Fair Condition	Kennedy Meadowlark Woodland Phillips Country Club Hawthorne Steve Hawley Oxbow Pacific Jerry Ivey Indian Rock Centennial Oxdale Sunset Thomas ECRA Kenwood Lakewood		To not have any parks rated as poor	Need to upgrade to a rating of good condition
Quality - Parks	Parks/Good Condition	Soccer Complex		To be rated as good	n/a
Quality – Natural Resources	Condition	Medium		To be rated as good	Need to upgrade to good

Quality - Trails	Condition	Medium		To be rated as good	Need to continue investing to complete the Trail Master Plan
Quality – Recreation Facilities	Condition and experience	Kenwood Cove Aquatics - High Golf Course - High Fieldhouse – High	n/a	To provide experiences that citizens rate as high and whose demand is such that financial goals are met	n/a
Quality - Tennis	Condition and experience	Oakdale poor condition Jerry Ivey poor condition Sunset poor condition	Central High good condition Country Club good condition Kansas Wesleyan poor condition	To provide courts that are rated as good when the surface, fencing, lighting and amenities are evaluated	Oakdale – remove asphalt courts and upgrade concrete courts Jerry Ivey and Sunset – Abandon these courts when they are rated as unsafe
<b>Financial</b>					
Operating expenditures	Per acre managed	\$1,977	n/a	Level 1 - \$8,000 Level 2 - \$6,000 Level 3 - \$3,400 Level 4 - \$1,800 NRPA Median is \$6,561	Need to invest more dollars
Operating expenditures	Per capita	\$37.03	n/a	\$77.00	Need to invest more dollars
Revenue	Per capita	\$37.03	n/a	\$19.04 NRPA Median	Maintain this level or increase as the market will allow
Revenue	As a percentage of operating costs	39%	n/a	35% to 40% is the NRPA Median	The percentage is appropriate

LOS Category	LOS Metric	Provided by Salina	Provided by Others	Best Practice	Salina Need
<b>Park Acres</b>					
Acres of land	Per capita	19.8	n/a	9.5	Acres are needed in the downtown area and the south end of town
<b>Parks by Type</b>					
Parks by Type	Linear Parks/Trails	10 miles complete 14 miles planned	n/a	As determined by city LOS standards	Complete the bike and hike master plan to include the Smoky Hill River Corridor
Parks by Type	Natural Resource Parks	Lakewood Indian Rock River Woods	Smoky Hills Audubon Society (SHAS)	As determined by city LOS standards	To complete the design concepts for Indian Rock and Lakewood Parks
Parks by Type	Community Parks	6	0	One mile from neighborhoods	One each in the south part of town in the vicinity of Water Well Road and 9th Street  One each in the downtown area near The Fieldhouse
Parks by Type	Pocket Parks	4	None	As determined by city LOS standards	0
Parks by Type	Neighborhood Parks	10	None	¼ to ½ mile of neighborhoods	0
Parks by Type	Special Use Park/Adventure Park (BMX Bike, Skatepark, Skatespots, Inline Skating)	0	0	As determined by city LOS standards	One each skatepark at Kenwood (move the Centennial Park skatepark to Kenwood)  One each bike pump track at Thomas Park  Include adventure activity (s) in the new Lakewood Park design concept by HDR
Parks by Type	Downtown Parks	0	0	As determined by city LOS standards	As close as possible to The Fieldhouse

**Facilities**

Facilities per capita	Baseball Game Fields	9	0	As determined by city LOS standards	Additional Athletic Fields for practice & games:
Facilities per capita	Softball Game Fields	7	2 South HS	As determined by city LOS standards	Add four new baseball/softball fields at Bill Burke Park
Facilities per capita	Baseball Practice Fields	11	2 South HS	As determined by city LOS standards	Add lights to the three fields at Bill Burke that are not currently lighted
Facilities per capita	Softball Practice Fields	8	3 St. Mary's, 1 Central HS, 2 Other	As determined by city LOS standards	Remove existing soccer fields from Bill Burke and relocate to Magnolia Soccer Complex
Facilities per capita	Soccer Fields	5	1 Turfed Central HS 1 Turfed KWU	As determined by city LOS standards	
Facilities per capita	Soccer Practice Fields	5	1 Turfed KWU	As determined by city LOS standards	Add an additional 8 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 exclusive 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
Facilities per capita	Outdoor Aquatic Park	Kenwood Cove (1)	Great Life Golf & Fitness	Periodic destination level upgrades (5 to 10 years) to sustain its position in the regional marketplace as a major attraction	The facility will reach its 10th anniversary in 2020, thus it is time now to make a destination upgrade
Facilities per capita	Spraygrounds	Centennial (1) Hawthorne (1) Jerry Ivey (1)	0	As determined by city LOS standards	Upgrade/enlarge all three existing spraygrounds
Facilities per capita	Indoor Aquatics	0	Salina YMCA (2) Salina South H.S. (1)	As determined by city LOS standards	Citizens ranked their preference for indoor aquatic facilities very high on the survey as it ranked #5

Facilities per capita	Tennis Courts – Outdoor	Oakdale (8) Jerry Ivey (4) Sunset (3)	Central High (8) – good condition Country Club (4) – good condition Kansas Wesleyan (3) – poor condition	As determined by city LOS standards	10-court tennis center Two each courts for ages 10 and under
Facilities per capita	Tennis Courts – Indoor	0	Genesis (4) – good condition The Pines (2) – good condition	As determined by city LOS standards	0
Facilities per capita	Pickle Ball Courts	0	0	As determined by city LOS standards	Four each at Centennial Park
Facilities per capita	Large Park Pavilions (10-12 tables)	Bill Burke (2) Jerry Ivey (2) Kenwood (1) Oakdale (1) Soccer Complex (2)	n/a	As determined by city LOS standards	Oakdale and Jerry Ivey Parks
Facilities per capita	Small Park Pavilions (4-8 Tables)	Centennial (2) ECRA (2) Kenwood (1) Lakewood (1) Oakdale (1) Oxbow (1)	n/a	As determined by city LOS standards	0
Facilities per capita	Neighborhood Playgrounds	31	Schools and Churches	As determined by city LOS standards	Consider abandoning the Kennedy and Schilling School Playgrounds
Facilities per capita	Destination Playgrounds/ Play Areas	0	0	As determined by city LOS standards	Four each – one in each quadrant of the city
Facilities per capita	Indoor Sports	The Fieldhouse – 65K sq.ft.	The Hangar-Sharpe Performance	As determined by city LOS standards	0
Facilities per capita	Indoor Recreation	Partial use of The Fieldhouse	YMCA Genesis	As determined by city LOS standards	There is a need for city-owned indoor recreation space
Facilities per capita	Dog Parks	ECRA (1)	1 - Kenwood is run by the county	As determined by city LOS standards	0
Facilities per capita	Disc Golf	Lakewood (1) Thomas Park (1)	None	As determined by city LOS standards	0
Facilities per capita	Futsal soccer	0	0	As determined by city LOS standards	One each at Sunset Park where the tennis courts are located.

Community Buildings					
Community Buildings	Senior Center	0	0		0
Community Buildings	Public Use Space (meetings, birthday parties, celebrations, reunions)	Friendship Center Carver Center Golf Course Clubhouse	4-H Building	As determined by city LOS standards	The demand and unmet need is very high for both the Friendship and Carver Centers with 171 and 179 annual reservations respectively. Staff typically turns away 5 to 10 requests for reservations each day at popular times during the year
Recreation Programs					
Special Events	Number and quality of experience	Numerous events throughout the year	Smoky Hill River Festival KKOA Car Show	Programs rated as high by users Quality not quantity programs aligned with citizen preferences	Need dedicated funding for special event staffing, or, re-direct current recreation staff for this type of activity
General Recreation Programs	Quality of experience and aligned with citizen preferences	273 fee programs and numerous other programs	YMCA, churches, schools, private providers	Programs rated as high by users Quality not quantity programs aligned with citizen preferences	Less quantity of programs with more emphasis on aligning with citizen preferences and department resources
Access					
Access – Experiences (Major parks and Facilities)	Distance/time (bike, pedestrian, car, transit)	Salina features a venue-driven model which means that there are not major parks and facilities throughout the city that are equally accessible	Some options provided by the private sector, the YMCA, churches and schools	0.25 to 0.5 miles to close to home parks 1.0 miles from large parks	Access - Need to adopt the 10-minute walking time to parks as advanced by NRPA and the Trust for Public Lands. Experiences -
Access – Parks	Distance/time (bike, pedestrian, car, transit)	0.25 to 0.5 miles for neighborhood parks and one mile for community parks	n/a	0.25 to 0.5 miles to close to home parks 1.0 miles from large parks	Access is equitable except for the southern quadrant of the city
Quality					
Quality - Parks	Parks/Poor Condition	Schilling Founders Glennifer Hill Parker Riverside Thomas Lum Felton		To not have any parks rated as poor	Need to upgrade to good condition

Quality - Parks	Parks/Fair Condition	Kennedy Meadowlark Woodland Phillips Country Club Hawthorne Steve Hawley Oxbow Pacific Jerry Ivey Indian Rock Centennial Oxdale Sunset Thomas ECRA Kenwood Lakewood		To not have any parks rated as poor	Need to upgrade to a rating of good condition
Quality - Parks	Parks/Good Condition	Soccer Complex		To be rated as good	n/a
Quality – Natural Resources	Condition	Medium		To be rated as good	Need to upgrade to good
Quality - Trails	Condition	Medium		To be rated as good	Need to continue investing to complete the Trail Master Plan
Quality – Recreation Facilities	Condition and experience	Kenwood Cove Aquatics - High Golf Course - High Fieldhouse – High	n/a	To provide experiences that citizens rate as high and whose demand is such that financial goals are met	n/a
Quality - Tennis	Condition and experience	Oakdale poor condition Jerry Ivey poor condition Sunset poor condition	Central High good condition Country Club good condition Kansas Wesleyan poor condition	To provide courts that are rated as good when the surface, fencing, lighting and amenities are evaluated	Oakdale – remove asphalt courts and upgrade concrete courts Jerry Ivey and Sunset – Abandon these courts when they are rated as unsafe

**Financial**

Operating expenditures	Per acre managed	\$1,977	n/a	Level 1 - \$8,000 Level 2 - \$6,000 Level 3 - \$3,400 Level 4 - \$1,800 NRPA Median is \$6,561	Need to invest dollars to move up to the next level (3) or \$1,500 per acre
Operating expenditures	Per capita	\$37.03	n/a	\$77.00	Need to invest more dollars
Revenue	Per capita	\$37.03	n/a	\$19.04 NRPA Median	Maintain this level or increase as the market will allow
Revenue	As a percentage of operating costs	39%	n/a	35% to 40% is the NRPA Median	The percentage is appropriate





### Introduction

This list of deferred maintenance was developed by Park and Recreation Staff. There are some projects on this list that are either duplicative of projects listed in the master plan in other locations such as the Findings Chapter, or, may be deleted when the master plan is approved by the City Commission as they are no longer needed. For example, the reference in this list to tennis court resurfacing for 15 courts may not be necessary if a new tennis center is approved at Kenwood Park.

Parks Division		
Item	Condition	Cost Estimate
Replace all plumbing in parks facilities	Poor	\$20,000
Replace wood support structures on shelters, replace shingles with metal roof material	Poor	\$20,000
Upgrade electric service, and convert lights to LED in public shelters and bathrooms	Poor	\$50,000
Oakdale restroom replacement, current 1930's WPA restrooms are not ADA, and are deteriorating.	Poor	\$350,000
Repair/replace fencing and sidewalks. There is 4.7 miles of chain link fence and 10.9 miles of sidewalks much of which are in are poor to very poor condition	Poor/Very Poor	\$150,000
Jerry Ivey Pond leaks and does not have a water recirculation feature. The water stays green from all the duck/goose fecal matter and food that visitors feed them	Poor/Very Poor	\$500,000
Replace public restrooms at Lakewood	fair/poor	\$200,000
Indian Rock overlook rail and picnic area rebuild with covered shelter	poor/very poor	\$50,000
Lakewood pond, remove trees and sediment, bentonite lined, trail reestablished	poor	\$75,000
Purchase ADA picnic tables for all park shelters	poor	\$20,000
Replace Indian Rock shelter with modern shelter, bathrooms and kitchen	poor	\$750,000
Sunset Park repair waterfall and ponds, include plumbing, electrical and pond drains	poor	\$75,000
Replace outdated and broken drinking fountains in all parks with ADA drinking fountains, include new water supply lines	poor	\$100,000
Build centralized park, forestry, landscape storage facility	fair/poor	\$500,000
Refurbish trails with limestone screening material	fair/poor	\$20,000
<b>SUBTOTAL</b>		<b>\$2,880,000</b>

<b>Cemetery</b>		
Cemetery roads need paved & older roads that need sealing	Poor	\$70,000
Replace three old metal flag poles with commercial grade aluminum poles with lighted tops to fly flags 24/7	Poor	\$8,500
Replace old entryway arch sign off Marymount Rd made from galvanized posts with new modern brick materials	Very Poor	\$15,000
Finish Columbarium site. Add two more columbariums and landscaping	Incomplete	\$25,000
<b>SUBTOTAL</b>		<b>\$118,500</b>
<b>Landscape</b>		
Update and replace old overgrown shrubs at the entrance of Oakdale	Fair	\$2,000
Replace outdated irrigation systems and include Athletic Fields and The Fieldhouse, excluding Magnolia Soccer Complex	Fair/Poor	\$1,000,000
<b>SUBTOTAL</b>		<b>\$1,002,000</b>
<b>Discovery Center</b>		
Backyard Deck replace treads	poor	\$6,000
Foundation stabilization of the nature center	fair/poor	\$100,000
Update old display with interactive display for the main center focal point	poor	\$35,000
Replace drinking fountain that used to be in front of the nature center	removed	\$5,000
Construct new Discovery Center, replace converted house	poor	\$750,000
<b>SUBTOTAL</b>		<b>\$896,000</b>
<b>Athletic Fields</b>		
Replace old post and cable at Bill Burke	poor	\$5,000
Install vehicle deterrents at Magnolia Soccer complex	not present	\$20,000
Replace water diversion system around all fields at ECRA	very poor	\$20,000
Replace parking lot lighting at ECRA with solar/LED lights and poles	old lights have been removed	\$100,000
Storage building at ECRA for tractors, vehicles and field maintenance equipment	fair	\$150,000
Replace irrigation (see Landscape)		
<b>SUBTOTAL</b>		<b>\$695,000</b>
<b>GRAND TOTAL</b>		<b>\$5,591,500</b>



# SAMPLE PARTNERSHIP AGREEMENT

## Sample Partnership Agreement

### Alliance Name

The following organization is entering into agreement with Park and Recreation Department:

### Contact Persons

Park and Recreation Division Responsible: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone #: \_\_\_\_\_ Fax: \_\_\_\_\_

Community Partner Contact Name: \_\_\_\_\_

Phone #: \_\_\_\_\_ Fax: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

### Location of Project/Program

Venue Name: \_\_\_\_\_

Department Venue?  Yes  No...If not, who owns? \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

### Public Served (target market) by Project/Program

Families (parents and children together)  Yes  NO  
Age Group (check all that apply)  Youth (17 & Under)  Young Adult (18-24)  
 Baby Boomer (25-50)  Senior (50 & over)

Sex (check only one)  Male Only  Female Only  Both Male and Female Geographic Target:

Other Demographics of Target Group:

### Start/End Date of Working Agreement

Start Date: \_\_\_\_\_

End Date: \_\_\_\_\_





**Community Partner Signatures:**

\_\_\_\_\_  
Community Partner Executive

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Partner Project Contact

\_\_\_\_\_  
Department/Title

\_\_\_\_\_  
Date

**Park and Recreation Department Signatures**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Park & Recreation Project Contact

\_\_\_\_\_  
Department/Title

\_\_\_\_\_  
Date





